

Intranet Design Annual

The Best Intranets of 2012

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Executive Summary

The 10 best-designed intranets for 2012 are:

- CenturyLink Business, a telecommunications company (US)
- Everything Everywhere, a communications company (UK)
- Genentech, a biotechnology company (US)
- LivePerson, Inc., a communications company (US)
- Logica, a business and technology service company (UK)
- MAN Diesel & Turbo SE, provider of large-bore diesel engines and turbomachinery for marine and stationary applications (Germany)
- NCR Corporation, a technology company (US)
- The Scotts Miracle-Gro Company, a marketer of branded consumer products for lawn and garden care (US)
- Skanska, a project development and construction group (Sweden)
- Staples, Inc., an office products company (US)

Although most of this year's intranets support entire organizations, CenturyLink's site is a specialized intranet expressly targeted toward the company's Business Markets group.

In this, our 12th Intranet Design Annual, Staples—which also won in 2006—joins an elite group of seven two-time winners (out of 120 total). Among those twice-honored companies are Cisco Systems (2001, 2005), Credit Suisse (2002, 2011), Verizon Communications (2005, 2011), and Walmart (2002, 2010). In addition, Deloitte Touche Tohmatsu's Australian member firm's intranet won in 2002, followed by its worldwide intranet in 2009. Finally, in 2011, silverorange won our competition for the first time, after receiving an honorable mention in 2003.

Kudos to Staples and the other multi-year winners for their design prowess and their organizations' continued intranet commitment. It's significant that these organizations recognize that intranet design is never "set and forget." Instead of perpetually sustaining their first winning designs, these companies continued to progress because they understood three important factors:

- Their organizations are continually experiencing change.
- Monitoring content and sections as they are added or need to be added on the intranet keeps you abreast of potential problems. As page templates and information architecture are taxed, design must transform to accommodate, first with tweaks and then with greater modifications.
- A company's intranet is perceived in the context of evolving external websites and other applications that employees use. When employees switch between using the web and their company intranets, they shouldn't feel like they've gone from driving a 2012 ZL1 Camaro to a 1989 Chevy Nova with faulty brakes—that is, the intranet experience shouldn't feel slow, dangerous (when using inaccurate information), and tedious.

As for industries at the forefront of intranet design, this year's winners represent seven sectors:

- Technology (3 winners)
- Utility (2 winners)
- Biotechnology (1 winner)
- Consumer packaged goods (1 winner)
- Engineering (1 winner)
- Manufacturing (1 winner)
- Retail (1 winner)

Technology companies have made a comeback. After last year's hiatus with no high-tech winners, they claimed 30 percent of this year's spots. The tech sector now constitutes 22 percent of Design Annual winners since the competition launched in 2001.

Both the utility and engineering industries are establishing a design stronghold; this is the third straight year they've been represented among our winners. Making the list for the first time this year are a biotechnology company and a consumer packaged-goods company.

Given the world financial crisis, it's no surprise that there are no winners from the financial industry this year, even after very strong showings in most previous years. Given their track record, we suspect that had more financial companies had the time and resources to spend on their intranets, the industry would have produced a winner.

Although the economies in the US and Europe are suffering, their intranet designs are not. This year, winning companies come from four different countries: six from the US, two from the UK, and one each from Germany and Sweden. None of these countries are strangers to our top-10 list. Since our first Design Annual, the US has won 63 times; the UK, 10; Germany, 7; and Sweden, 6. Although all of these scores are impressive, Sweden's record is amazing given the country's size.

SMALLER COMPANIES STILL HAVE BETTER INTRANETS

Smaller organizations are designing better intranets this year, and have been for the past three years. Six of this year's winning intranets support fewer than 15,000 employees, with the smallest ones being LivePerson at 550, CenturyLink Business at 2,000, Scotts Miracle-Gro 8,000, and Genentech at 11,000. The largest winner this year is Staples with 55,000 employees (and plans to expand to 90,000 by the end of 2012).

The average number of employees in this year's winning organizations is 19,700, which is the smallest we've seen in the 12 years since our contest launched (excluding 2004's government-only focused Annual). In the past three years, the averages were: 37,900 in 2011; 39,100 in 2010 (excluding the mammoth Walmart, with its 1.4 million store associates); and 37,500 in 2009. These were essentially the same numbers three years in a row, which makes it striking that this year's winners are so much smaller. Across all 12 Design Annuals, the overall average company size is 60,000 employees—which again emphasizes the smaller size of this new crop of winners.

Technology offerings might contribute to the success of our current, smaller winners: as a very long-term trend, it's getting easier to implement designs with good usability, bringing quality user experience within the reach of ever-smaller companies.

The goals, constraints, resources, and legacy systems at these small organizations varied widely, and thus their technology choices also differed. For example, LivePerson uses Jive Software, an SAS platform vendor, in three ways: to host the intranet, as its social business software solution, and as a content management system (CMS). In-house developers customized the systems to meet their needs. Because of the simple design, training, and a culture that encourages content contributions, an average of 52 percent of the company's employees contribute to the intranet each month.

At CenturyLink Business, the application core is a custom CMS developed in Ruby using the open source Ruby on Rails web application framework. The intranet developers—who are both in-house and from an external agency—relish the flexibility, but could do without having to depend on upgrades and patches from an open source provider (in this case, Peak Systems). This is especially true when weighing the upgrade regularity of out-of-the box vendors.

Scotts Miracle-Gro internal developers built "The Garden" on the SAP NetWeaver Portal using SAP's Web Page Composer tool, with heavy modification of both courtesy of the Scotts technical team.

Finally, one of Genentech's goals for the intranet redesign was to replace technology from the 2008 solution with technology that better matched its business goals. Unexpected dependencies (for example, upgrading component A will mean you need to upgrade B and C) made the process more difficult than team members banked on, but they ultimately chose Moveable Type as their CMS solution. They removed an enterprise portal (Vignette/OpenText), as well as some SSO components and several additional technologies. To meet their needs, they chose design tools such as Adobe Suite and some Apple-specific software.

TEAM SIZE IS UP: TEAMS DO MORE WITH MORE

Although our winning organizations average about 20,000 employees, the average intranet team size grew to 15 people—slightly less than one intranet specialist per thousand employees. The smallest teams consisted of six people, at both Everything Everywhere (15,000 employees) and LivePerson Inc. (550 employees). The largest team was 26 people at NCR Corporation (21,000 employees). This might seem larger than it actually is because, when counting team size, we include people working full-time or part-time on the site, as well as people from outside the organization (such as consultants and agency staff) working on the intranet.

Team size as a percentage of company size is more than double what it was in 2011, having reached an all-time high of 0.074%. More strikingly, intranet team sizes are now six times what they were in 2001.

Note, however, that eight of the 10 winning teams this year worked together with outside agencies or consultants on their redesign projects, so this part of the team is likely not a sustainable resource. But a combination of both internal and external developers and designers is an unbeatable recipe for redesign projects, as internal teams have better knowledge about the organization, its employees, and its business needs, while external teams often have more and varied experience with resources,

technology, and current design trends and skills. In earlier years of the Design Annual, we often saw external firms designing the intranets almost exclusively, but this trend is now just a memory. Today, it's far more common for internal teams to couple with external agencies. In fact, the number of winners that combine internal and external team members has steadily increased in recent years: three in 2008; six in 2009; seven in 2010; and eight in both 2011 and 2012.

MOBILE INTRANETS: STUNTED GROWTH

In 2009, we began seeing more good mobile intranet designs, with 30 percent of winning intranets having a mobile version. In 2011, the mobile space looked even more promising as this number doubled to 60 percent. But alas, this year the number dropped to 10 percent with mobile representation at only Genentech, which offers a series of iOS apps (Apple is the dominant platform internally). Both Logica and Scotts Miracle-Gro offer mobile intranet access to employees on the network, but neither site is optimized for mobile.

There are three probable reasons for the lack of traction in the mobile intranet space:

- Intranet groups still don't have the budget and resources needed to develop anything beyond the main intranet site.
- Unless the organization has one company-issued mobile device, it's difficult for intranet teams to choose which device to focus on—so, instead they design for none.
- Creating a mobile intranet version that would work on any device is one possible solution. However, as per our mobile guidelines, even a single mobile version would have to be a separate design from that of the website to be truly helpful and usable for employees. And it takes resources to create and maintain two separate applications.

EVOLVING UI ELEMENTS

- **Innovative menus.** Menus are the gateway to content. Like our winning teams, your team should thoroughly test nonstandard menu UIs and iterate the design before deploying the menus at your organization. Scotts Miracle-Gro, Logica, and NCR all adopted and adapted the mega menu with category sections, and even added a menu within the mega menu. LivePerson's mini-dashboard of icons in the upper left of pages is an imaginative way to enable quick access to highly important content.
- **Lightboxes.** Lightboxes (which descended from old-school modal dialogs) have raided today's intranet designs, appearing in most of our winning intranets. However, our winning designers selectively employ lightboxes only when they want an extremely strong focus on questions in the open dialog box and therefore wish the other potentially distracting content to fall away. (If having other content visible and clickable is important, don't use lightboxes. Even if the particular lightbox is technically modeless, users usually won't think to click off them because of the aesthetic UI.) A few years back, we named lightboxes the interaction design technique of the year; clearly, it's taken a bit of time for this idea to become pervasive.

SUPPORTING DESIGN AND THE ORGANIZATION

- **Decentralized to centralized.** Portal programs today make it easy for individuals to create communities and team spaces. Theoretically, offering an instrument to enable information sharing is beneficial; the negative byproduct, however, is that doing so encourages silos. Organizations with compartmentalized content run the risk of having duplicate, outdated, or incorrect information that's not included in the intranet-wide search or in the main IA. In other words, information is nearly impossible to find. Content in silos was a prevalent problem in the early 2000s; until recently, the issue was fading from view. Today's winning designers are getting back to tackling old school (or at least new old school) problems: Logica, NCR, and Skanska all did tremendous work in moving from decentralized intranet sites to a centralized intranet with an IA and structure that accommodate everyone. Similarly, MAN Diesel & Turbo combined two companies with their design.
- ***Lorem ipsum dolor must die.*** This year's winners were very strongly focused on content quality early on and throughout the design process. They understood that training content managers later in the process is costly and results in more time spent on fixing problems than on writing. Organizations can avoid content-related issues by prepping people upfront with training sessions, guidelines, and recommendations like our winners did. Everything Everywhere suggested its writers adopt a "newsroom mentality" and write articles of 250 words or less. Likewise, Genentech guidelines emphasized brief, clear, easy-to-follow content. Logica created a "Campaign Against Corporate Blah" to make departmental pages more meaningful, while Scotts Miracle-Gro writers focused on sharing what they know about their consumers. Also, you may as well forget about blank rectangles and *lorem ipsum* text filling design wireframes. Take a cue from MAN Diesel & Turbo and pour your organization's actual content into the wireframes so you can get, early on, a true sense of how they'll actually work with your content and how to massage the layouts.
- **Foiling personalization.** Targeting content to people—based on their location, job role, team, and other factors—is fairly common on intranets today and has been for a few years now. These features keep clutter at bay and give employees the apps and content they need. But what if a person spans two locations or manages people in diverse roles and needs to see their content? Short of creating a "Super User" role, this problem can be a bit thorny. A trend we are seeing that skirts these issues is to let users select a different role to browse content. For example, MAN Diesel & Turbo's *View Content* applet lets users choose an organization unit and location and temporarily display the associated content rather than their own location information. Similarly, at Skanska, information is targeted to the user but also offers flexibility in that all information is available via search or by switching the view of the site to *Browse As* another employee type.

SOCIAL!

- **Lightning-fast access to coworker information.** Remember the days when intranets made it painstaking to learn anything about coworkers? Sometimes just figuring out how to search for people was a task failure in itself. Today's great intranets make it quick and easy for users to access information about their colleagues. MAN Diesel & Turbo takes fly-out windows to a new level, quickly displaying information about people as you type your query in the people search box. In their company organization charts, both the Everything Everywhere and NCR intranets do something similar with pop-ups: when users mouse over a name, the person's team, a photo, and other information appears. On Genentech's homepage, the *Who Is* section profiles interesting individuals at the company, and shares personal as well as professional information. Skanska offers a *Knowledge Map* to help users find experts in the company and ask them questions.
- **Integrating employee profile pages with wall feeds.** Although social networking exploded on intranets in the last few years, feeds were not abundant until this year. LivePerson's employee profile page functions like a social media profile on steroids. In its user profile pages, Staples features a personalized feed, *The Board*, while Logica's main page takes a newsfeed approach to presenting content pushed by country or service update and more.
- **Supportive and accessible management.** Today's business leaders have emerged from their executive suites and plunged into the information-sharing world, and they have adapted well. They are blogging, soliciting questions in public forums, and answering those questions. For example, Everything Everywhere offers *VP Space*, where VPs and teams communicate and connect via blogs, videos, status updates, pictures, and polls. The Genentech *Executive Committee Bios* focus on factoids—such as preferences between sushi or salad, coffee or tea. Both LivePerson and Logica's CEO blogs are among the more popular features on their respective intranets, and both CEOs support transparency at their organizations.
- **Cheering personal content** (in addition to business content). Employers recognize that *employees* want to also be identified as *human beings*, and they're celebrating this on their intranets. At Staples, people are encouraged to blog and write in feeds about both business and personal topics. LivePerson's intranet offers an array of social features that encourage employees to share. Similarly, Logica lets employees personalize their profiles with *About Me* content.

ROI

As in years past, teams are generally collecting spotty return-on-investment data. A common theme—most prevalent at CenturyLink and Everything Everywhere—is to measure whether people are viewing fewer pages while hunting (which indicates better IA, search, and cross-linking); using the intranet more (which indicates engagement); or spending more time in the appropriate areas (which indicates both engagement and an ability to find the right content).

Genentech, LivePerson, Logica, Scotts Miracle-Gro, and Staples cited additional indications of user interest, including an increase in comments and ratings per story, photo contributions, blog posts, tagged items, and poll participation.

NCR collected metrics about the effects of content in silos. In the past, users would go to one intranet site for corporate news, another for human resources (HR) information, and possibly others if they needed to access marketing collateral or online applications. The new intranet helps users find information in more than one-third fewer intranet site visits, which decreased from 482,362 to 320,620.

Overview of the Winners

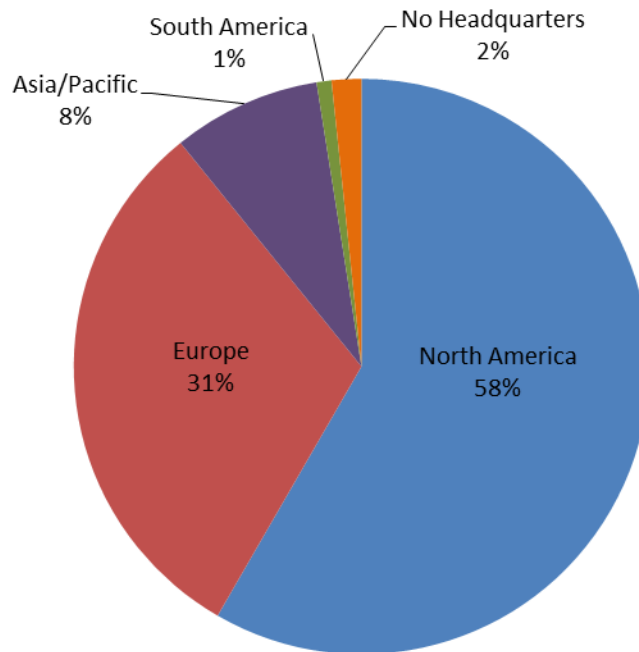
FOUR COUNTRIES AND SEVEN INDUSTRIES

This year, our winning companies come from four different countries. Six companies are from the United States and four are from Europe—two from the United Kingdom, and one each from Germany and Sweden.

This is the seventh time a German company has won and the sixth win for a Swedish company. Companies from the UK have won 10 times since our first Design Annual in 2001.

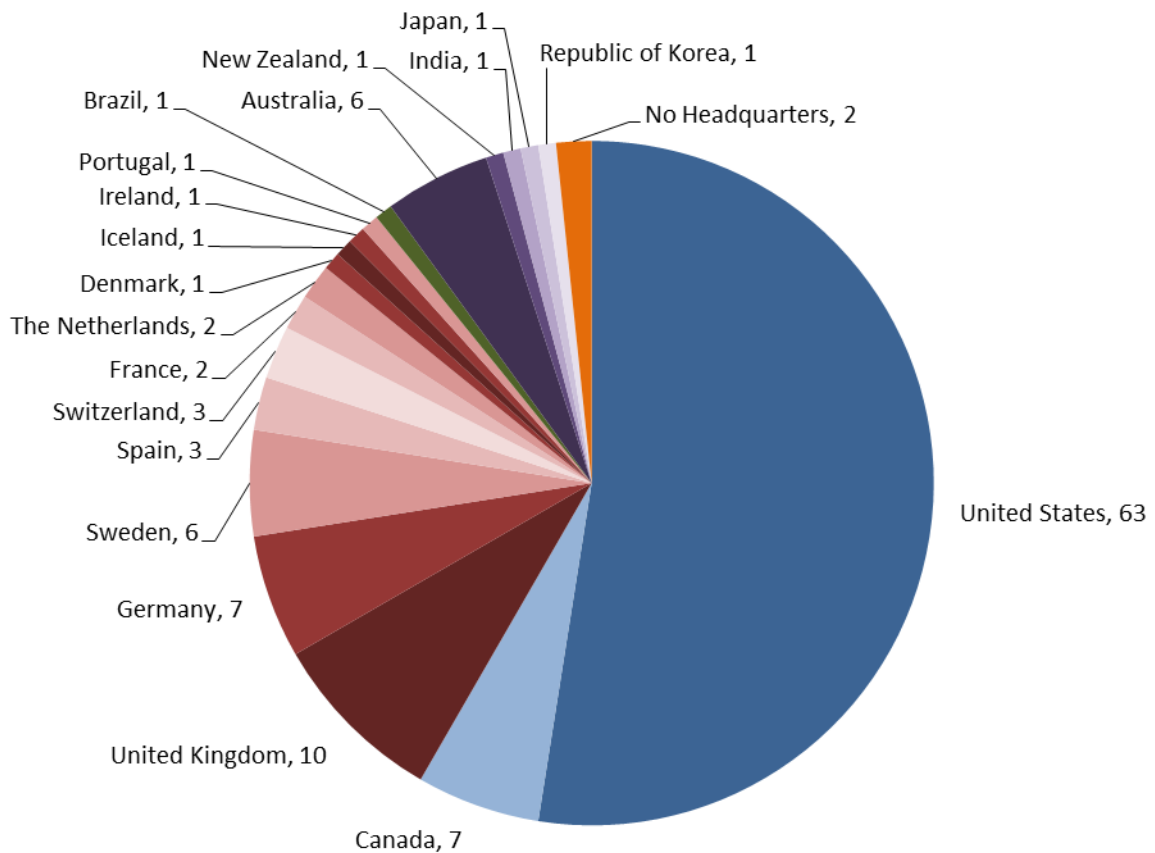
2012 WINNERS	
COUNTRY	NUMBER OF WINNERS THIS YEAR
UNITED STATES	6
UNITED KINGDOM	2
GERMANY	1
SWEDEN	1

Regions Winners Represent 2001-2012



Pictured: Since 2001, 58% of winners (70) have been from North America, with 31% (37) from Europe, 9% (10) from Asia/Pacific, 1% (1) from South America, and 2% (2) with no official headquarters.

Countries Winners Represent 2001-2012



Pictured: Since 2001, 19 countries have boasted Design Annual winners. Two organizations claimed no headquarters—one was an international network of organizations and the other considered itself to be global rather than centered in any one country. Countries in the chart above are organized by region, starting with (clockwise) North America and Europe, and followed by South America and the Asia/Pacific region.

This year's winning companies include three technology companies and two utility companies—both industries that traditionally feature a high number of winners. We also have a retail company, a manufacturing company, an engineering organization, a biotechnology company, and a consumer packaged-goods company.

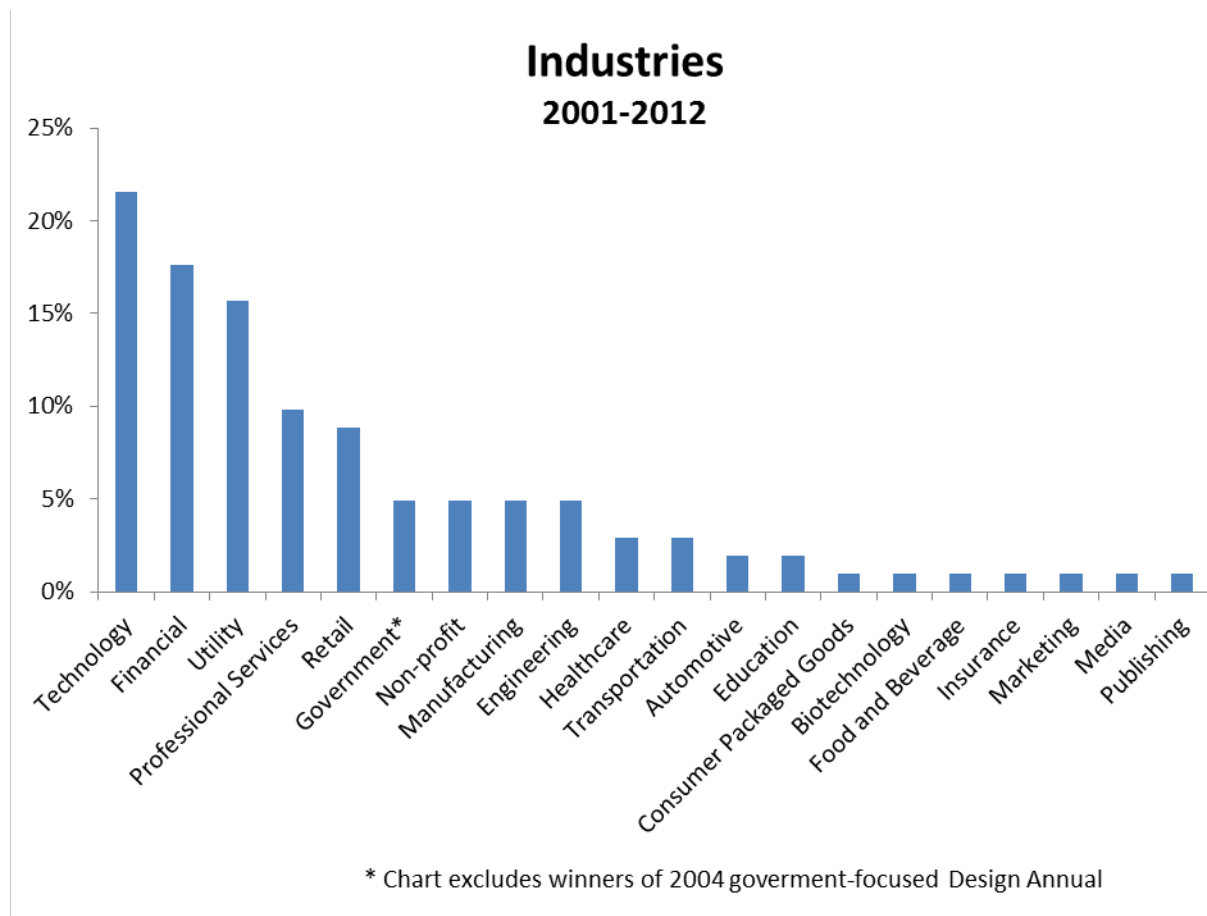
Last year, for the first time, the Design Annual had no technology companies. This year, we return to a heavy technology presence, with three winning tech companies. With this year's honorees included, technology companies now represent 22% of Design Annual winners. However, this year marks the first time that no financial companies were included in the Design Annual.

This is the third consecutive year that utility companies have made the top 10 and that an engineering company has been honored. A biotechnology company made the list for the first time this year, as did a consumer packaged-goods company.

This year's winners represent seven industries:

- Technology (3)
- Utility (2)
- Biotechnology (1)
- Consumer Packaged Goods (1)
- Engineering (1)
- Manufacturing (1)
- Retail (1)

The following chart shows the industries represented by winning intranets since the first annual in 2001 (excluding winners of the 2004 government-focused Design Annual).



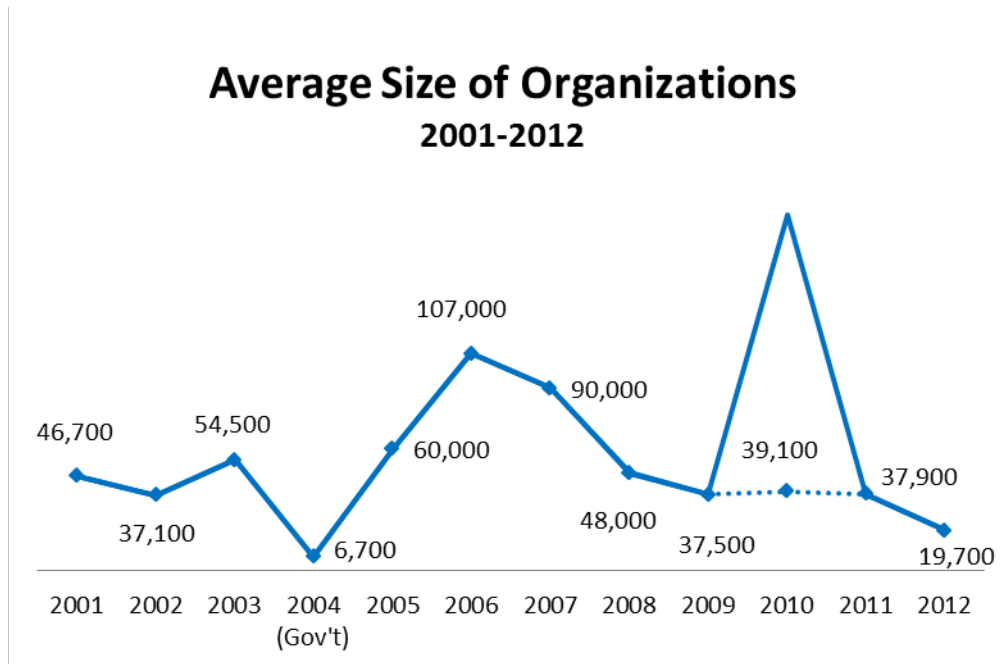
Pictured: The technology industry has produced the most award-winning intranets since 2001, accounting for 22% of winners. Financial companies are in second place overall, though this year marks the first time that a financial company was not among the winners. Two utility companies won, bringing that industry's percentage to 16%. (In 2004, we focused the Design Annual on government agencies, so we've excluded those 10 winners from this chart.) This year also saw the debut of two additional industries among the winners: biotechnology and consumer packaged goods.

SMALLEST WINNING ORGANIZATIONS YET

This year's winning organizations are smaller than in years past. The average number of employees across this year's winners is 19,700, compared to the last three years, which averaged between 35,000 and 40,000 employees.

Across all 12 years of Design Annuals, the size of the winning organizations averages out to 60,000 employees. This year's average company size is the lowest we've seen yet, excluding 2004's government-focused design annual.

This year's winners range from LivePerson's 550 people to Staples' 55,000 employees. Six of this year's winning intranets support fewer than 15,000 employees. It is encouraging to see smaller companies winning, as it indicates that smaller companies are recognizing the importance of building top-of-the-line intranets.



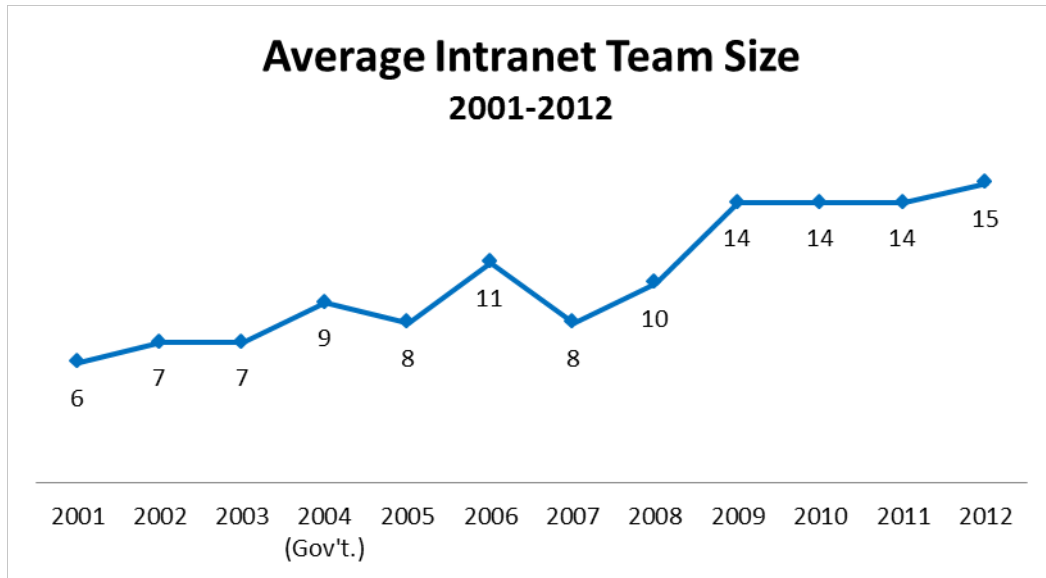
Pictured: This year, the average number of employees that the intranets support was 19,700, which is the lowest we've ever seen for the Design Annual (not including the average for 2004, which was the year we focused on government intranets). In 2010, the high average (175,200) was due to Walmart's site, which supported 1.4 million store associates. The average for 2010 excluding Walmart was 39,100.

TEAM SIZE UP, RELATIVE TO COMPANY SIZE

Although our winning organizations are (on average) about 20,000 employees smaller than competition winners over the past three years, intranet team size grew to an average of 15 people.

This year's team sizes ranged from a maximum of 26 at NCR Corporation (21,000 employees) to a minimum of six at both Everything Everywhere (15,000 employees) and LivePerson, Inc. (550 employees). Total team size includes company employees working full- and part-time on the site, as well as people working on the intranet

from outside the organization, such as employees at design firms or other external consultants.

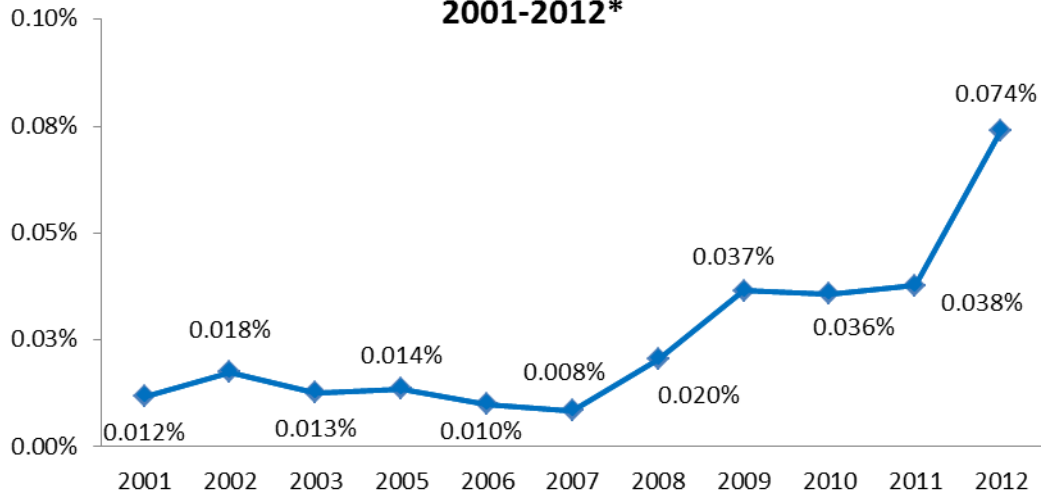


Pictured: At winning companies, the average number of people working on the intranet grew slightly this year to an all-time high, for an average intranet team size of 15 people. (For information about individual team structures, see each profile.)

It's quite encouraging to see team size growing. It's even more encouraging to see that company size is significantly lower than in the past three years, but team size is still up. This means that the team size as a percentage of company size increased this year. In fact, the percentage is more than double what it was for the past three years, for an all-time high of 0.074%.

Team Size as Percentage of Company Size

2001-2012*



* Excluding 2004's government-focused Design Annual

Pictured: This year, winning intranet teams comprised 0.074% of the total company employees. The percentage is an all-time high for the Design Annual.

This combination of bigger teams at smaller companies is encouraging, resulting in a higher percentage. However, the percentage includes both company employees and outside resources working on the site; eight of the 10 winning teams this year worked with outside agencies or consultants on their redesign projects.

External resources are a great way to round out a team's in-house expertise. It's also encouraging to see that companies are willing to spend money to bring the right resources to the team. Notably, six of the winning companies this year worked with more than one outside firm. This year's winning companies looked to outside assistance for many types of activities:

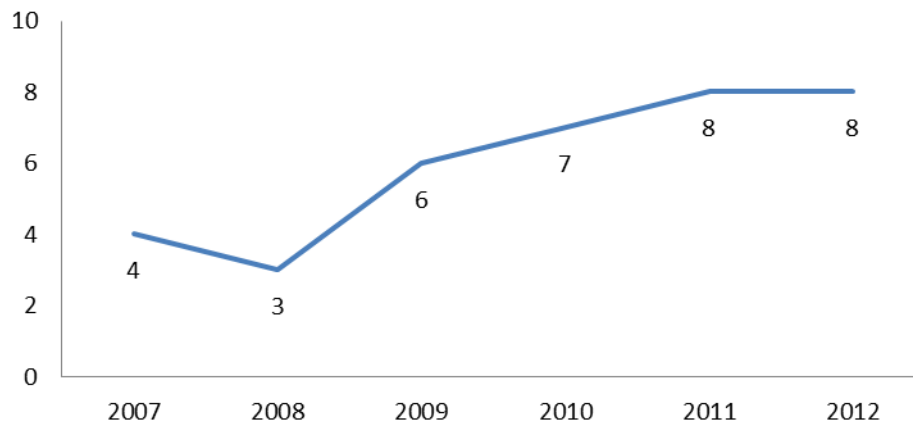
- Analytics
- Business analysis
- Change management
- Development
- Functional requirements
- Information architecture
- Interaction design
- Migration
- Mobile development and design
- Strategy
- Training
- Usability testing
- User research
- Visual design
- Wireframing

However, this outside assistance means that the teams left to maintain and continually develop the intranet—and support all of its users—are actually smaller

than 0.074%. Also, that assumes that all in-house resources will continue to be devoted to the intranet, which is not always the case.

When we started the Design Annual, third-party agencies often designed the sites. Over the years, however, we've seen that internal teams are increasingly working with external expertise to create the best team for a project. When internal and external resources work well together, they build off each other's strengths. Internal teams often have better knowledge about the company, its employees, and its business needs, while external teams often have more experience to build on and detailed knowledge and skills in particular areas.

Teams Composed of In-House and External Members 2007-2012



Pictured: Eight of this year's winning teams were made up of internal and external resources: a combination of employees and outside consultants. For more information on individual teams and their collaboration with outside firms, see each individual profile. (Prior to 2007, most winning sites were created solely by third-party web design firms.)

THE 10 WINNERS IN ALPHABETICAL ORDER

[CenturyLink Business](#)

(Telecom; US)

Members of the intranet team at CenturyLink Business were not put off by a design predicament. Instead, they clearly defined the organization's issues and goals, focusing on the sales force, which put them on their way to designing the ultimate sales-support intranet.

[Everything Everywhere Limited](#)

(Communications; UK)

Creating an intranet to introduce a new brand for a joint venture between Orange and T-Mobile in the UK, the Everything Everywhere team focused on a clean design and the content that mattered most in a time of transition. Clear content guidelines keep information on the site compelling, concise, and relevant to employees.

[Genentech](#)

(Biotechnology; US)

The Genentech team created a simple and engaging intranet that clearly reflects the corporate culture, while enabling and emphasizing personal connections and employee interactions. Tagging content, commenting, communicating with executives, and crowdsourcing encourage employees to create conversations online.

[LivePerson, Inc.](#)

(Technology; US)

Organization growth can bring with it great benefits and new challenges. At LivePerson, Inc., growth byproducts included communication channels breaking down as new offices built up, making relationships less personal. Designers leveraged a strong culture and well-defined corporate values—as well as exceptional support from upper management—to create an unparalleled intranet community.

[Logica](#)

(Consulting; UK)

The Logica intranet team used research, guiding principles, and planning to move the company to one global site, enabling the workforce to communicate in new and powerful ways. Creative content drew users to the new site, and blogging lets them communicate in informal ways.

[MAN Diesel & Turbo SE](#)

(Manufacturing and Engineering; Germany)

MAN Diesel & Turbo SE designers navigated the towering tightrope between leading users and giving them the flexibility they desire. The designers established the right balance between offering targeted content and tools and giving users the freedom to deviate from such suggestions as needed. This "Atlas" (the intranet's name) is triumphantly wielding a balancing bar along with the world.

[NCR Corporation](#)

(Technology; US)

NCR Corporation's intranet designers used a significant reorganization as an opportunity to help make information more transparent to all. Taking cues from organizational restructuring, they defined one IA and search, eliminating many issues from both the individual and company perspectives. In this winning design, people can find their information while hitting fewer pages and sites, so they can spend less time pursuing content and more time consuming it.

[The Scotts Miracle-Gro Company](#)

(Consumer packaged goods; US)

Focused on content to educate associates about the customers they serve, the Scotts Miracle-Gro intranet provides consumer-focused content in a timely and engaging way. Letting employees hear actual Consumer Service calls and read customer vignettes keeps them focused on the consumer.

[Skanska](#)

(Construction; Sweden)

Moving from 30 local intranets to one global site, the OneSkanska team created a single site that meets the needs of all business units and locations. Information is available to everyone, adding to a sense of transparency within the organization.

[Staples, Inc.](#)

(Office products; US)

Unlike some large companies, Staples encourages both professional and personal information sharing, demonstrating that it values people as both workers and human beings. The intranet is fittingly named *The Hub*, as it's the nucleus for online sharing at Staples. Through The Hub, people who don't work on the same team or in the same office—and who would likely never become acquainted otherwise—can become close colleagues. These relationships, forged in person or online, but certainly reinforced on the intranet, can increase employee satisfaction.

Common Themes Among the Winners

Each year, the intranet design landscape shifts a little, and this report's cutting-edge intranets are at the forefront of this movement. The following section highlights some of the key intranet design and development trends.

EVOLVING MENU UI NAVIGATION

An intranet's menu UI is not something to be tampered with cavalierly. The best intranet designers today take common UI navigational elements and use them as appropriate, but are not afraid to expand and adapt to best showcase their content. Because menus are the gateway to content, nonstandard menu UI's should be thoroughly tested and the design iterated before being deployed at any organization, as our winners did.

Scotts Miracle-Gro navigation is an example of the mega menu, an element that still reside somewhat outside the mainstream. Logica's mega menus have sections and headings to help people find what they want quickly in a large set of links.

NCR designers found that they had too much content, even for a categorized mega menu. Hence, they adapted the mega menu design to include a left-side context menu within the mega menu.

Although a panel function is not in itself a new UI element, the way LivePerson chose to present it is imaginative for an intranet. LivePerson designers created a mini-dashboard of icons that link to the user's most important content. These icons, presented in the upper left of the page, open panels with links and images that make it quick and easy for users to see their choices.

LIGHT BOXES

Lightboxes, or modal dialogs, have raided today's intranet designs, appearing in most of our winning intranets. Winners don't use lightboxes just because they can. Instead, they are chosen selectively to put an extremely strong focus on the open dialog box and to minimize other potentially distracting content. (Don't use lightboxes if having other content visible and clickable is important because even if the particular lightbox is technically modeless, users usually don't think to click off them because of the aesthetic UI.)

EARLY WORK ON THE INFORMATION ARCHITECTURE

The great intranet designers today know that an intranet's foundation is its IA, and that they should begin working on it early in the design process.

Question: How many photos of designers do we have standing in front of walls and whiteboards covered in sticky notes?

Answer: We could fill a whiteboard with them.

All of these tree sketches and affinity diagrams are meaningless to the average person, but these bits of paper, their ordering, and even the discarded crumpled bits piled on the floor represent hours, days, weeks, and months of work aimed at getting the navigation structure right. Just ask LivePerson designers. Or see the write-ups about Logica, NCR, and Skanska for information about how they moved from decentralized sites to one centralized intranet, with an IA and structure that accommodates everyone.

CONTENT WORSHIP (AND CONTROL)

Many intranet teams fall into the trap of ignoring their real content as they design, and instead just use placeholders. This is a symptom of not wanting to or not knowing how to face content planning.

This year's winners displayed very strong focus on content quality early on and throughout the design process. They understood that training content managers later in the process is costly because the content managers end up spending time fixing problems rather than actually writing. Organizations can avoid content-related issues by preparing people upfront with training sessions, guidelines, and recommendations.

The Everything Everywhere team suggested that its writers adopt a "newsroom mentality" and write articles of 250 words or less. Likewise, Genentech emphasized brief, clear, and easy-to-follow content guidelines.

Winning intranet teams also focused on the types of content to offer, like Logica's "Campaign Against Corporate Blah," which aimed to make departmental pages meaningful. At Scotts Miracle-Gro, writers focused on sharing what they know about their consumers.

This year's winners also made it easy to post and manage content; just look at NCR's intuitive processes and forms.

Also, you may as well forget about blank rectangles and *lorem ipsum* text filling design wireframes. Take a cue from MAN Diesel & Turbo and pour your organization's actual content into the wireframes so you can get a true sense, early on, of whether the templates will work with your content—and how to massage them if they don't.

BETTER GROUPINGS AND "RECOMMENDATIONS"

Related links and similar features help people find the information they want, no matter what the form or source. This year's intranets are particularly good at linking content together in a manageable web for the users.

The new structure for Logica's intranet let local content owners relinquish their site owner titles and focus on information rather than design. This enables them to consolidate similar content in one place, so employees can see all news about a single topic regardless of which location/business unit created it. Similarly, CenturyLink pulled together information about products and other sales tools so that sales people can find everything they need to know about particular product offerings. And something as simple as having LivePerson's CEO list the names of people interviewed in his video blog helps set expectations and improve site search.

LIGHTNING-FAST ACCESS TO COWORKER INFORMATION

Maybe you can remember the days when intranets made it painstaking to find any information about coworkers. Sometimes, just finding a way to search for people was a task failure in itself. In contrast, today's great intranets make it quick and easy to find coworker information.

MAN Diesel & Turbo takes fly-out windows to a new level, quickly displaying information about people as users enter their queries in the people search box. No need to wait for a search engine result page (SERP) to load. Typing just a small portion of a coworker's name delivers his or her information.

In their company organization charts, both the Everything Everywhere and NCR intranets do something similar with pop-ups: when users mouse over a name, the person's team, a photo, and other information appears.

Genentech's *Who Is* section on the homepage features interesting individuals at the company and shares personal as well as professional information, including their "best day at the company" and "favorite thing to do when not working."

At Skanska, designers created a *Knowledge Map* to help users find experts in the company and ask them questions. The company chooses experts based on both their knowledge and their willingness to respond to user queries.

INTEGRATING EMPLOYEE PROFILES WITH WALL FEEDS

Social networking exploded on intranets in the past few years, but feeds were not abundant until this year. LivePerson's employee profile pages function like social media profile pages: employees can post photos, update their status, comment on each other's pages, and so on. The profile page also has useful functionalities, such as a seating map that helps user locate each other and a webcam-feed that broadcasts the town-hall of each office location 24/7. This helps promote unity among LivePerson's global offices. Staples has its own feed, *The Board*, in user profile pages. And Logica's main page takes a newsfeed approach to presenting various information, including content pushed by country or service updates; recommended feeds based on communities; and individual user preferences, such as posts from blogs of interest.

CONTENT GETS PERSONAL

Well, it has happened: Employers know that their "employees" are also "human beings," and that realization is clear on their intranets. One example appears at Staples, where people are encouraged to blog and write in feeds about both business and personal topics. LivePerson's intranet offers an array of social features in which employees are encouraged to share. Similarly, Logica lets employees personalize their profiles, add *About Me* content, change the page theme, and add images to a photo gallery. The company also encourages them to blog.

FEEDBACK TO ENCOURAGE PARTICIPATION

Letting contributors know how much interest there is in their content is encouraging and educational. The Logica intranet strokes writers by listing the number of posts, views, and comments on their profile pages (their own blogs). Genentech provides metrics to content owners as well, and also promotes good content.

PERSONAS AND USER PROFILES

More and more intranet designers are using personas, user profiles, and scenarios to aid in their design creation and iteration. Although these UX tools should not be used in place of behavioral research, companies like MAN Diesel & Turbo used personas effectively to lead their designs. And they are not alone: The Staples team created a list of five user profiles, including their common tasks.

SUPPORTIVE AND ACCESSIBLE MANAGEMENT

Today's executives have emerged from their executive suites and plunged into the information-sharing world, and they have adapted well. They are blogging, soliciting questions in public forums, and answering those questions.

Everything Everywhere offers *VP Space*, where vice presidents and teams communicate and connect via blogs, videos, status updates, pictures, and polls. The Genentech *Executive Committee Bios* focus on factoids—such as preferences for sushi or salad, coffee or tea. Both LivePerson and Logica’s CEO blogs are some of the more popular places on their intranets. Both CEOs support transparency at their organizations. The writing in the Logica CEO’s blog is less formal, while the LivePerson CEO opts for creating video blogs. Both encourage comments and dialogues. These blogs offer yet more examples of how the intranet can support completely different ways of communicating with employees.

COLLABORATIVE APPROACH TO DESIGN

Good intranet designers—especially those at larger organizations—know they need to get people from throughout the organization on board with the design if they are to be successful. Most of our winners made sure that key people at their company were aware of the intranet design plans and could give feedback.

For example, Genentech conducted user research and kept people informed about design changes. Logica tested in different markets to ensure the new design met users’ needs. Before launching the site, Logica’s team members built interest in it at many locations. Skanska kept people involved and informed from the beginning. For example, inviting all employees to join planning calls (which were most active in the early phases of design).

FOILING PERSONALIZATION

Targeting content to people—based on their location, job role, team, and so on—has been fairly common on intranets for a few years now. These features keep clutter at bay and supply employees with the apps and content they need. But what if a person spans two locations or manages people in various roles and needs to see their content? Short of creating a “Super User” role, this problem can be a bit thorny. To get around this, companies are increasingly offering a way around the pushed personalized content. For example, MAN Diesel & Turbo’s *View Content* applet lets people choose an organization unit and location. Doing so temporarily displays associated content instead of the user’s own location information. Similarly, Skanska offers a flexibility feature: Although information is targeted based on location, business unit, and country, all information is available via search. Users can also switch the view of the site to *Browse As* another employee type.

RECURRING TRENDS FROM PAST DESIGN ANNUALS

Commenting on pages and articles: Most of the winners offer commenting, which is typically evoked by controversial article topics, calls to action, and questions at the end of articles.

Posting multimedia: Whether personal or business, people are posting photos (as at Genentech) and videos (as at LivePerson) on their intranets. To keep people focused on customers, the Scotts Miracle-Gro intranet posts a daily recording of a Customer Service phone call.

Mobile—planned, but not doing much now: Mobile is still pretty slow in gaining share in the intranet space, and most of our winners are not working in that medium. Genentech has a series of iOS apps (Apple is its dominant platform internally), while Logica and Scotts Miracle-Gro allow mobile access to the full site if users are on the network, but neither company has optimized content for mobile.

Multiple languages: Intranets have long been localizing and translating; as the following examples show, organizations continue offering content in multiple languages in various ways:

Logica: English is the official intranet language. Global pages are in English, while pages describing work information specific to a country or user is written in the local language.

Scotts Miracle-Gro: The intranet is primarily in English, but content with a broader audience is translated to Spanish or French. Also, a language dropdown leads users to Google’s translation tool.

MAN Diesel & Turbo: Content on the homepage and elsewhere is available in multiple languages. Company-wide content is translated into four corporate languages: English, German, Danish, and French. The individual news publishers decide—based on content guidelines and an article’s expected target audience—whether an article needs to be translated. If it does, the publisher asks a standard translation provider for a translation into the three other languages.

Skanska: Global information is always in English, and individual business units set their own language. Language experts decide what needs to be translated. If content is not available in a local language, it displays in English.

NCR: People can submit content in almost any language. Users can select their language from a list, or add a new language if it’s not there.

CenturyLink Business

Using the intranet:

CenturyLink Business (previously Qwest Communications) is the third largest telecommunications company in the United States. The Business Markets Group provides broadband, voice, and wireless services to companies across the country. In addition, CenturyLink Business provides data, voice, and managed services through its high-quality advanced fiber-optic network and multiple data centers. CenturyLink is recognized as a leader in the network services market by key technology industry analyst.

Headquarters:

Monroe, Louisiana

Number of employees the intranet supports:

Approximately 2,000 for Business Markets

Company locations:

CenturyLink has multiple locations throughout the US, with the main offices in Denver, Colorado, and headquarters in Monroe, Louisiana.

Locations where people use the intranet:

United States

Annual sales:

Overall company sales of \$18.5 billion (year ending December 31, 2010)

Design team:

Four people formed the core in-house team. EffectiveUI worked with the CenturyLink team to conduct usability studies and write the overall redesign plan, which Peak Systems implemented. Peak Systems continues to maintain the site and upgrade it with new features.

Members:

In-house: Jeff Hansen, Business Markets Intranet Manager; Emily Puffett, Group Manager, Digital Marketing; Timberlyn Wilson, Marketing Manager, Sales Collateral; Bruce Black, Manager, Sales Collateral; Brenda Van der Steen, Group Manager, Content Strategy; Bob Christopher, Senior Marketing Manager News Section; and Beth Cossette, Senior Marketing Manager Social Media

EffectiveUI: Erika Oliver, Account Director; Michael Salamon, Lead Experience Architect; Brad Umbaugh, Senior Developer; and Shelley Washburn, Senior Project Manager

Peak Systems: Rick Wangen, Owner/Project Manager; Rhia Bucklin, Designer; and Jeff Lewis, Senior Developer

SUMMARY

Sometimes, fixing an intranet with issues might seem like an insurmountable task, but the CenturyLink Business intranet team turned lemons into lemonade. Group members kept their wits about them and clearly defined the issues and goals, which started them on their way to designing what would become a supreme intranet for supporting sales.

The core of most business is the sales team. If not for sales people, there would be no customers, so if they can't effectively do their jobs, there can be serious ramifications. The intranet designers—likely to their chagrin—found that on the old intranet, sales people could not do some fundamental tasks, such as finding thorough, up-to-date information about the products they are selling; locating well-organized documents with information to help them make a sale; and discovering product promotions.

In fact, when the designers researched several sales-related tasks, they discovered that it took people, on average, seven clicks to find critical information. Although UI people are not typically in the business of counting clicks, we are in full agreement that information about core work should be easy to find and access.

In addition to failing salespeople in their quest to find product information, the intranet also failed to provide contact information for product managers, whom the sales people needed to speak with to get the information.

The new intranet's main goals went far beyond just fixing the previous intranet's issues. They involved thoroughly supporting the nearly 2,000 Business Markets sales professionals and support personnel nationwide who sell to businesses (not the consumer side). Designers wanted to keep content current, streamline each user's workflow, and improve the likelihood that users would quickly find the collateral and information about the products and promotions they need.

The spirited intranet achieves those goals right on the homepage, offering industry news, cross-sell and up-sell opportunities, and links to technical resources. To beat competitors to the punch, the homepage links to competitive assessments, as well as information on what analysts are saying about CenturyLink. *Top Tools* are showcased in the right rail, as are channels, a link to the calendar, and links to social networking features, such as the organization's ThinkGig blog and Twitter feed.

Latest News: [New! Best Practices Online Community](#)

[Tags](#) |
 [My Account](#) |
 [Logout](#)

Breadth of Service Assets Refreshed

The Breadth of Service, Breadth of Service (2-Pager) and Pro Services Breadth of Service assets are now available on the Why CenturyLink site. [Click for more details.](#)

New Launches

New Collateral

1. Why CenturyLink Presentation Refreshed and Rebranded
2. Breadth of Service Assets Refreshed and Rebranded
3. New! Value Briefs Are Now Available!

Top News

Business Markets Awards

[More New Collateral...](#)

WEB CALENDAR

Channels

[GES >](#)

[CenturyLink Federal >](#)

[Mid Markets >](#)

[Alternate Channels >](#)

Top Tools

[All Tools >](#)

[2011 Booking Guidelines >](#)

[eBizBuilder >](#)

[Einstein >](#)

[Harte - Hanks >](#)

[Hoovers >](#)

[Intelligent Order Form >](#)

[IUT \(Business Markets Intranet Intake Form\) >](#)

[Jigsaw >](#)

[Learning Q >](#)

[LexisNexis Prospecting >](#)

[SalesForce and Q.Central Single Sign On \(SSO\) >](#)

[SalesForce.com >](#)

[ThankQ Gift Store >](#)

[Voice of the Customer >](#)

[VoIP Quoting Tool \(VQT\) >](#)

Solutions

By Industry:

- Healthcare
- Retail

Bundles:

- Voice
- Voice & Data
- Internet/Data

Service Assurance

Is your customer interested in knowing about the account support they will receive from CenturyLink? If so, click here to find materials that communicate CenturyLink's commitment to service. [Learn More >](#)

Why CenturyLink?

Get materials that help you build a unique story about how your customers could work. Power messaging tools, Why CenturyLink story and more. [Learn More >](#)

Products

- Account Management
- Bundles
- Business Continuity
- CPE
- Cloud
- Contracts
- Ethernet
- Hosting
- IP Voice
- Managed Applications
- Networking
- Private Line
- Security
- Traditional Voice
- Other

[View All Products A-Z List >](#)

Enhanced Services

Find out more about our value-added services that can help solve critical business problems your customers are facing.

- Security
- Cloud
- Business Continuity

New! Best Practices Online Community

The Best Practices Online Community is a cross-organizational, fully accessible online portal to share and store examples of tried and tested best practices for sales and support.

[Read More >](#)

Think Gig

An industry insights and technology blog.

[Considering Going to the Dark Side? The Hidden Costs of Dark Fiber](#) 08/24/2011 >

[Beyond Viruses and Bots: Real Risks You Might Be Missing](#) 08/09/2011 >

[CenturyLink Acquires Savvis](#) 07/15/2011 >

Intelligence Resources

Competitive	Stay ahead of the competition by having access to competitive assessments, market share reports and the latest competitor product launches.	Learn More >
Technical	Find out more about the resources and the services that the National Technical Services team can offer you and your customers.	Learn More >
Analysts	Learn what Industry Analysts are saying about CenturyLink and what you can share with your customers.	Learn More >

twitter

[@CenturyLinkBiz](#)

Thanks for the RT @interop. about 3 days ago

Ready for #interop New York? We are! See our special offer to get 25% off registration or a free Expo pass: <http://t.co/XieQSwR> about 3 days ago

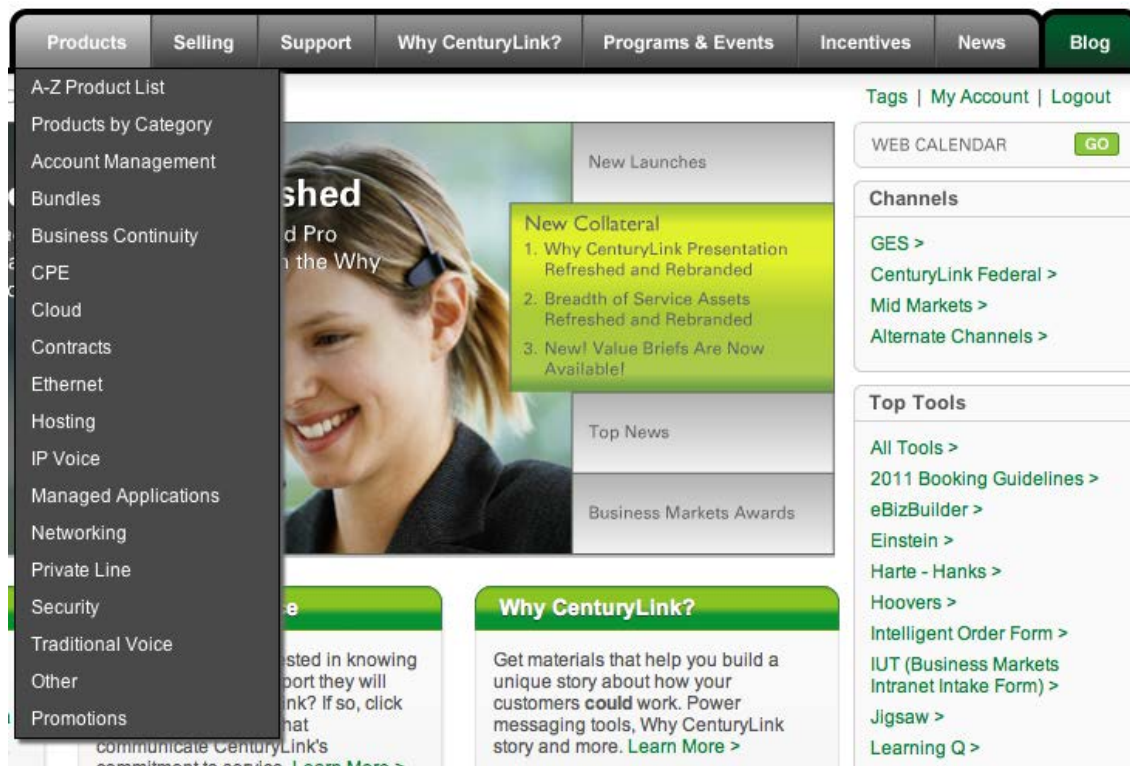
Become an Ultimate Problem Solver before the long weekend: <http://t.co/sMTBPI2> about 4 days ago

CenturyLink Intranet
Legacy CTL Work Tools
Legacy Q Work Tools

Corporate Directory

Pictured: The CenturyLink Business intranet homepage supports the sales process right at the start, offering competitive and industry information, among other things.

The IA certainly has the sales force at its center, with *Products* as the first menu choice, followed immediately by *Selling*. Next, sales people can find help in the *Support* menu, followed by the *Why CenturyLink?*, which offers analyses and tips to help them understand their customers' needs and business challenges—and how CenturyLink can help solve them. The remaining menu items, including *Programs & Events*, *Incentives*, *News*, and *Blogs*, also house helpful sales information.



Pictured: The IA's top-level tier holds many sales-related topics, the first one being *Products*. The drop-down menu displays the product families, making information about them very easy to find.

Depending on the situation and person, sales people might sometimes look for product information based on product categories, and other times look for a product by name. Given this, it was a clever to add an *A-Z Product List* menu item as the first one in the *Products* menu. On this page, people can view all current products by category or alphabetically, selecting a navigation letter to jump to a place in the long list. Because products that are no longer available might still be important—especially to long-time customers—the products archive is also presented on this page. So, if a customer says, "In 2009, I was able to get Ethernet for my office locations for \$900 a month," the sales person can go to the old records and understand what the person is talking about. Archives can also help in doing competitive analysis, comparing something the organization used to offer with a competitor's product.

In the right rail, the *Product* menu items are repeated, making it possible for people to browse by product categories instead of product names.

Finally, designers took the opportunity to help sales people with *discovering*, which is, of course, different from *finding*. It's one thing to keep product information accessible and up-to-date. But what if the sales person doesn't know something exists? To address this, the designers created a banner box at the top of the page to enhance discoverability. This area houses important recent announcements concerning *New Collateral*, *Product News*, and *Featured Content*.

New Collateral

[CLOSE](#)

Extended Promotions - August 2011 *September 2, 2011*
 New! Protect & Defend Solution *August 10, 2011*
 Update! Fiber to the Customer Promotion For IQ Networking Internet and Private Port Ethernet *August 10, 2011*

Product News

The Market Evolution Team Wants YOU! *September 2, 2011*
 Product Footprint Expansion Alert *September 2, 2011*
 VPLS Private Port and End to End Performance Reports *August 3, 2011*

Featured Content

Old to New Product Names--Post Rebrand *Can't find a product? Use this chart to see what product names or categories have changed since the rebrand.*
 TDM and IP Voice Playbook (In and Out of Region)

Products

- [Account Management](#)
- [Bundles](#)
- [Business Continuity](#)
- [CPE](#)
- [Cloud](#)
- [Contracts](#)
- [Ethernet](#)
- [Hosting](#)
- [IP Voice](#)
- [Managed Applications](#)
- [Networking](#)
- [Private Line](#)
- [Security](#)
- [Traditional Voice](#)
- [Other](#)
- [Promotions](#)

Current Products

Jump to: # [A](#) [B](#) [C](#) [D](#) [E](#) [F](#) [G](#) [H](#) [I](#) [J](#) [K](#) [L](#) [M](#) [N](#) [O](#) [P](#) [Q](#) [R](#) [S](#) [T](#) [U](#) [V](#) [W](#) [X](#) [Y](#) [Z](#)
[Current Products A-Z](#) | [Current Products by Category](#) | [Archived Products A-Z](#)

#

911 Services (911, ETB)

A

Advanced Voice and Data Bundle
 Analog Trunks
 Anti-Virus, Anti-Spam, Web Defense, Perimeter Check and IDS
 Asynchronous Transfer Mode (ATM) - Domestic

B

BillMate
 Broadcast Video - TV1
 Bundles with Enhancements
 Business Continuation Routing (BCR)
 Business Continuity Solutions
 Business Protection Service
 Business Voice Lines and Packages
 Business Voice Messaging Service (BVMS)
 Business Web Hosting

C

Call Queuing Service
 Centrex Centron
 Centrex CO-ACD
 Centrex Compatible CPE
 Centrex Management System
 Centrex Prime
 CenturyLink Connect
 CenturyLink Line Volume Advantage (CLVA)
 CenturyLink Line Volume Plan (CLVP)
 CenturyLink Loyal Advantage (CLA)
 CenturyLink Search
 CenturyLink Total Advantage
 CenturyLink Total Advantage Express
 Cloud Computing Solutions
 Conferencing
 Contact Center Solutions
 Control Center
 Core Connect / High Speed Internet (HSI)
 CPE
 CPE IP Telephony

Pictured: Employees can view current products by name sorted alphabetically (as above) or, as the following images show, current products by category or archived products sorted alphabetically. All views show product categories (on the right) and offer the opportunity to discover new content in the box at the top.

See What's New in Products and New Collateral [OPEN](#)

Current Products by Category

[Current Products A-Z](#) | [Current Products by Category](#) | [Archived Products A-Z](#)

Account Management

[Control Center](#)

Bundles

[Bundles with Enhancements](#)
[Internet/Data Bundles](#)
[Voice Bundle](#)
[Voice & Data Bundle](#)

Business Continuity

[BillMate](#)
[Business Continuation Routing \(BCR\)](#)
[Business Continuity Solutions](#)
[Business Protection Service](#)
[eBill Companion](#)
[Online Backup](#)
[Real-Time Application Recovery/VSR](#)
[Self Healing Network Service \(SHNS\)](#)
[Storage and Backup Services \(Hosting\)](#)

CPE

[Centrex Compatible CPE](#)
[CPE](#)
[CPE IP Telephony](#)

Cloud

[Cloud Computing Solutions](#)

Contracts

[CenturyLink Line Volume Advantage \(CLVA\)](#)
[CenturyLink Line Volume Plan \(CLVP\)](#)
[CenturyLink Loyal Advantage \(CLA\)](#)
[CenturyLink Total Advantage](#)
[CenturyLink Total Advantage Express](#)

Ethernet

[E-Line](#)
[Ethernet Private Line \(Domestic\)](#)
[Ethernet Services](#)
[Metro Ethernet Private Line](#)
[Metro Ethernet - QC](#)
[Metro Ethernet - QCC](#)

Hosting

[Disaster Recovery \(Hosting\)](#)
[Hosting Collocation Services](#)
[Managed Services \(Hosting\)](#)
[Real-Time Application Recovery/VSR](#)
[Storage and Backup Services \(Hosting\)](#)
[Telco Collocation](#)

IP Voice

[Advanced Voice and Data Bundle](#)
[Integrated Access](#)

Products

- [Account Management](#)
- [Bundles](#)
- [Business Continuity](#)
- [CPE](#)
- [Cloud](#)
- [Contracts](#)
- [Ethernet](#)
- [Hosting](#)
- [IP Voice](#)
- [Managed Applications](#)
- [Networking](#)
- [Private Line](#)
- [Security](#)
- [Traditional Voice](#)
- [Other](#)
- [Promotions](#)

Pictured: Current products sorted by category.

See What's New in Products and New Collateral [OPEN](#)

Archived Products

Jump to: # [A](#) [B](#) [C](#) [D](#) [E](#) [F](#) [G](#) [H](#) [I](#) [J](#) [K](#) [L](#) [M](#) [N](#) [O](#) [P](#) [Q](#) [R](#) [S](#) [T](#) [U](#) [V](#) [W](#) [X](#) [Y](#) [Z](#)
[Current Products A-Z](#) | [Current Products by Category](#) | [Archived Products A-Z](#)

A

[Asynchronous Transfer Mode \(ATM\) - International](#)

C

[Centrex 21](#)
[Centrex Plus](#)
[Commercial Video Service \(CVS\)](#)

E

[e-Messaging](#)
[e-Solutions Packages](#)

F

[Frame Relay International](#)
[Frame Relay Reports](#)

I

[International Data & IP](#)
[International Internet Port](#)
[International Offerings](#)
[IP Voice Home](#)
[iQ Unify](#)

O

[OneFlex Hosted VoIP](#)

P

[Private Line In-Region SRS](#)
[Professional Security Services](#)

Q

[Q.biz](#)
[Q.guaranteed](#)
[Q.integrity](#)
[Q Self Service Portfolio](#)
[Qwest Choice Bundles](#)
[Qwest iQ Home](#)
[Qwest Long Distance Advantage \(QLDA\)](#)
[Qwest Mobility](#)
[Qwest Voice Advantage](#)
[Qwest Wireless](#)

S

[Shared Web Solutions](#)

T

[Transparent LAN Service](#)


W

[Wholesale Dial](#)

- Products**
- [Account Management](#)
 - [Bundles](#)
 - [Business Continuity](#)
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 - [Other](#)
 - [Promotions](#)

CenturyLink Intranet
Legacy CTL Work Tools
Legacy Q Work Tools

Corporate Directory
Search [FIND](#)

 [PROVIDE FEEDBACK](#)

Pictured: Archived products sorted alphabetically.

Once on a product's main index page, employees can see comprehensive information about the offerings. The solution name is listed at the top of the page, confirming what the person is reading about, followed by a short description. Then, the actual offerings are described.

The center of the page displays a carousel, making critical content visible and easily accessible rather than lost far below the fold or in a long page of prose. The tools in this section help sales people make B2B sales, which can take some time given the research and approvals required before businesses can sign on the dotted line. Knowing that the content they need will always be available on the intranet, even over the course of a longer selling cycle, gives sales people confidence in doing their job and makes that job easier.

The *Overview* gives a summary of the product. *Presentations* make giving a demo or speech about the solutions easier to prepare for and deliver. *Sell Sheets* give information and arguments to truly help the person make the sale. And *Customer Videos* give testimonials that the sales people can be inspired by and share.

The bottom of the page presents possible information paths to follow. After reading what they can about the details, a sales person might want to see what the organization is telling the public about their offering, and thus might go to the public-facing website, www.centurylink.com. Or, they might find it helpful to know which links are recommended to forward to potential customers. The *On CenturyLink.com/business* section lists short descriptions and links to pages, so the sales person doesn't have to hunt for them.

The *Solutions* page offers links to the products pages and to more resources. One section, *Upsell Opportunities*, makes good suggestions for other items a business might want to buy with or after a particular purchase. So, the intranet not only helps sales people make the initial sale, but it also helps them make additional sales as well.



Cloud Computing Solutions

From collocation to cloud computing services, CenturyLink offers your customers a collaborative approach to providing tailored solutions to meet the needs of your business. Help your customers extend their IT infrastructure with hosting, cloud infrastructure and application services.

Hosting

With CenturyLink Hosting solutions your customers get the benefits of a full-service hosting provider with the personnel, state-of-the-art CyberCenter® facilities, security and support they need to keep their businesses up and running.

Cloud Infrastructure Services

CenturyLink's Cloud Infrastructure solutions offer your customers a fast and economical way to extend their IT infrastructure with a secure and reliable cloud-based platform to help set the pace of their business.

Cloud Application Services

CenturyLink offers Cloud Application Services such as Hosted Exchange, Hosted SharePoint, Online Backup, Web Hosting, AV/AS, Web Defense, DDos and Fax over E-mail that offers your customers access to advanced e-commerce capabilities, larger storage space, enterprise e-mail and more at affordable prices.



Tags | My Account | Logout

Products

Cloud Computing Solutions
View All Promotions

Contacts

Bill McLeod

Recent Related News

GigaOm Customer Webinar
8/10 29 days ago

Gartner Magic Quadrant Report: Cloud about 1 month ago

New! Finding the Right Cloud Solution For Your Needs
Whitepaper 5 months ago

Promo Highlights - Hosting 6 months ago

Overview

Presentations

- Hosting Product Suite Presentation (QBiz)**
This presentation introduces CenturyLink's individual hosting solutions as a suite and an all-encompassing solution.
- CenturyLink Compute on Demand Customer Presentation (QBiz)**
Overview of CenturyLink's Compute on Demand Service

Sell Sheets

Promo Slicks

Customer Videos

TAGS CLOUD

On CenturyLink.com

Cloud Computing Services
Use this page to point your customers towards more about our cloud computing offerings.

Cloud Product Pages

Hosting
Find out more about our Hosting solutions

Managed Applications
Find out more about our Managed Application solutions

Resources

- Cloud Computing Webinar**
Overview of CenturyLink's cloud positioning; what to sell today
- Compute on Demand Presentation**
Overview of CenturyLink's Compute on Demand service, plus updated positioning on Cloud Computing
- What is Cloud Computing?**
Simple overview of cloud computing from CenturyLink Small Business
- Quick Guide: Is Cloud Computing Right for Your Business? (QBiz)**
Whitepaper - Quick look at Cloud Computing Solutions
- Is Cloud Computing Right for You? (QBiz)**
White Paper - An IDC executive brief.
- CenturyLink Cloud - Based Services (QBiz)**
White Paper - On-demand access to IT resources.
- Reaching for the Cloud (QBiz)**
White Paper - Based on custom research and a collaborative effort between CIO, Juniper and CenturyLink
- Cloud Security: CIOs Have More Pressing Things to Worry About (QBiz)**
Two page advertorial. Condensed version of the Reaching for the Cloud white paper.
- Finding the Right Cloud Solution For Your Needs**

Upsell Opportunities

- Security**
- Contact Center Solutions**
- Real-Time Application Recovery**
- CPE**
- Professional Services**

Pictured: A product main index page has a description, links to related content, and presentation and sales tools downloads.

To keep up-to-date, users can view a page that summarizes all current promotions. The items expand and collapse in place for a quick overview. Information includes the name of the promotion, availability, details, type, and the products it applies to.



Current Promotions

[View Expired Promotions](#)

Want to get familiar with the latest promotions to share with your customers? Scroll down by category, and get the details for all active and current promotions.

[Expand All Categories Below](#)

Bundles

Advanced Voice and Data Bundle Availability

Details: Is a suite of services that align with CenturyLink's goal to provide simple voice and data solutions.

Type(s): Acquisition

Ongoing

Products:
Advanced Voice and Data Bundle
Data Bundle
SIP Trunk
Voice & Data Bundle
[View complete details >](#)

Purchase Plus Reward Promotion - Key Channel Availability

Details: Offer your key customers discounts when they increase their purchase agreements with CenturyLink Purchase Plus Reward.

Type(s): Acquisition

Ongoing

Products:
Business Voice Lines and Packages
Integrated Access
Managed Internet Protocol Communications
Managed VoIP
Voice Bundle
[View complete details >](#)

Business Continuity

CPE

Contracts

Ethernet

Hosting

IP Voice

Networking

Private Line

Security

Traditional Voice

Miscellaneous

Promotions

[Current](#)
[Archived](#)

GENERATE CURRENT PROMOTIONS AS PDF

CREATE CUSTOM PROMOTIONS PDF

Pictured: All current promotions applicable to this particular product are summarized on this product page for quick review.

Product pages often consolidate information that the analysts and sales people need to discuss with potential customers. These pages describe the promotions and discuss the benefits. Links to related products and news in the right rail are also helpful.

CenturyLink Business

Search this site

Products Selling Support Why CenturyLink? Programs & Events Incentives News Blog

Tags | My Account | Logout

Advanced Voice and Data Bundle

Promotions

2011 Fast Start Promotions—SIP Trunk Sessions, Hosting, E-Line, Delta Port, QWave (QCC and QC)
Fast Start your success across all channels to acquire more revenue and help your customer gain a competitive advantage using innovative solutions.

Advanced Voice and Data Bundle
Is a suite of services that align with CenturyLink's goal to provide simple voice and data solutions.

In-Region/In-Franchise (QC) Local Loop Discount Promotion
New Customers, or Existing Customers ordering additional locations, to CenturyLink IQ Data Bundle, Managed Data Bundle, Managed VoIP Bundle, or Integrated Access Package

New QC to QCC Customer Migration Offer
This promotion offers your customers an easy migration path to select new services without penalty for growing with Qwest.

Brings together local and long distance voice, data and equipment into a single affordable solution.

This product family includes the SIP Trunk with IP-PBX and SIP Trunk with IAD Bundles. Please go to the pricing, ordering and contract pages for complete details. For more detailed technical information on these bundles see the "Tech Corner" under Internal Information.

Bundle can be used to transfer data, access the Internet and manage voice calls over IP on one connection. Businesses no longer need a voice line and data line to run their offices' operations. AV&DB is flexible because it offers a variety of configuration options so customers receive the right solution regardless of their existing equipment or need for new equipment —CPE can be rented or purchased.

Economy—Eliminates the need for customers to pay for voice and Internet services separately, so customers benefit from cost savings when they consolidate their voice and data services onto a single platform.

Efficiency—Allows customers to focus on their core competencies and reallocate existing resources to other functions. AV&DB enables customers to focus on their business, not technology, with a single communications solution.

Compatibility—Alleviates the challenges of managing and maintaining disparate networks across multiple locations with dependable local, long distance, and Internet service.

TAGS ADVANCED VOICE AND DATA BUNDLE, IP VOICE, NETWORKING

CenturyLink Intranet
Legacy CTL Work Tools
Legacy Q Work Tools

Corporate Directory
Search FIND

BMG PROVIDE FEEDBACK

Recent Related News

Advanced Voice & Data Bundle SIP Trunk with IAD Sales Training - REPLAY 4 months ago

Updated! Advanced Voice & Data Bundle SIP Trunk with IP-PBX Spec Sheet 6 months ago

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Pictured: Promotions pages consolidate information that the analysts and sales people need to tell potential customers.

When speaking to prospective customers, sales people want to be as prepared and organized as possible. Although they can refer to the promotions pages and summary list, the intranet helps them make their meetings flow even better. They can choose the types of promotions they want to include, the region availability, and product categories. The intranet then compiles the selected promotions in one PDF document. This assemblage includes all pertinent information about the promotion, including regional availability, terms, and fine print. The salespeople can thus refer to it with ease and composure.

CenturyLink™ Business

Search this site

Products | Selling | Support | Why CenturyLink? | Programs & Events | Incentives | News | **Blog**

Tags | My Account | Logout

Promotions

- Current
- Archived

Create a Custom Promotions PDF

You can create a custom, printable PDF of Current Promotions by using the form below.

First select the promo types, region availability and product categories you're interested in. A list of promotions that match your selections will appear on the right. When you're satisfied with the list, click the "Generate PDF" button.

Promo Types

Acquisition Retention Sales

Region Availability

IR OOR

Product Categories

Bundles Hosting
 Business Continuity IP Voice
 CPE Networking
 Contracts Private Line
 Ethernet Security

Promotions Found for Criteria

- 16-Line 2xDS1 IA Promotion
- 2011 Fast Start Promotions—SIP Trunk Sessions, Hosting, E-Line, Delta Port, QWave (QCC and QC)
- Advanced Voice and Data Bundle
- Choice Unlimited Long Distance One Month Free Promotion
- Click to the Customer Promotions Page

Ready? Click the button below to generate your custom PDF.

GENERATE PDF

Note: If nothing is checked, all current promotions will be included in the PDF. Making selections limits the promotions included to only those that meet the criteria selected.

CenturyLink Intranet | Legacy CTL Work Tools | Legacy Q Work Tools

Corporate Directory

Search [] FIND

BMG PROVIDE FEEDBACK

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Pictured: It's easy to customize a PDF document to include a particular set of promotions and all of their pertinent information.

Tags, which are important to site search and categorizing content, are displayed in the center of most pages. RSS feeds are another feature that hinges on tags, and on knowing which tags are associated with the particular page. Users can view a page and associated tags, and then decide whether they want to follow the topic; if so, they simply click the orange icon that appears in the page banner's lower right corner. Blog pages are among those that are tagged.



BMG Customer Care

Posted on July 14, 2011 by [Debra Quinby](#)



Wow! It's been three months since the merger closed and I'm just getting around to my first blog. We in BMG Customer Care are rolling our sleeves and strategy with the joint objective of ensuring an excellent and consistent customer experience through seamless integration of back office activities. The better we do our jobs, the easier I will be for teams to bring in new customers and retain them as we aim to continue to delight them.

The BMG Customer Care organization is led by an outstanding team of directors:

- BMG Customer Care (Central West Region) (Seattle), Tom Substantiel (Management), Julie Kaufman-Phillips (National Leader in Dallas, TX)
- Credit Collections, North America (Complex Billing/Specialist Billing) Julie Kaufman-Phillips
- Complex Project Management (pre and post-merger) (East) (Seattle)
- CPE and Staff Operations (East) (Seattle)
- BMG Process and Systems (East) (San Francisco)

Effective July 1, the Seattle Sales Office in Minneapolis and Seattle are aligned with their Sales regions and respective CFOs. We thought long and hard about this move, but decided I was here for mutual support between Sales teams, and I am confident that freedom and joy will continue to give the business.

Please be on the lookout for exciting blog updates from directors focused on a specific Topic of the Week. The column for the first update is directed [Tara Lindquist](#). I look forward to reading your blog comments as you participate in the various discussions and collaborate with one another.

I continue to be impressed by what you think are capable of. Be safe, and take care of our Customers.

Debra

TAGS BLOG, CUSTOMER CARE

Related Content

 **BMG Customer Care Org Chart**
Details for the Customer Care team, including names, photos and contact information.

Recent BMGQ Blogs

- [CPE: A Continuous Improvement Journey](#)
08/26/2011 >
- [July Customer Care Recognition](#)
08/24/2011 >
- [BMG Customer Care](#)
07/14/2011 >
- [SIP Trunk General Q&A](#)
06/02/2011 >
- [SIP Trunk Pricing Q&A](#)
06/02/2011 >

ThinkGig™
An industry insights and technology blog.

- [Considering Going to the Dark Side? The Hidden Costs of Dark Fiber](#)
08/24/2011 >
- [Beyond Viruses and Bots: Real Risks You Might Be Missing](#)
08/09/2011 >
- [CenturyLink Acquires Savvis](#)
07/15/2011 >

twitter
[@CenturyLinkBiz](#)

- Thanks for the RT [@interop](#).
about 4 days ago
- Ready for #interop New York? We are! See our special offer to get 25% off registration or a free Expo pass: <http://t.co/XieQSwR>
about 4 days ago
- Become an Ultimate Problem Solver before the long weekend: <http://t.co/sMTBPI2>
about 4 days ago

Questions & Comments

 **Robert Christopher**
SR MARKETING
MGR
Seattle, WA

Posted about 1 month ago · [flag this comment](#)

Awesome. Great way to communicate with your organization. Hope people aren't shy about posting comments and questions!

Post a comment or ask a question

I understand that all online postings are governed by [The CenturyLink Code of Conduct](#) and compliance (see [policy 108](#)). Misuse or inappropriate comments will be flagged, reported and subject to discipline up to and including termination.

Pictured: A blog page has the author's name and photo, links to related content, and allows for comments at the end. Tags appear in the center of the page, and the orange icon to create an RSS Feed appears in the upper right under the banner.

Understanding users' tasks and experience levels is compulsory in good intranet design. The sales people at CenturyLink are quite technical in their domain, but that doesn't necessarily mean they know about RSS feeds or how to use them. A feature like this can go unnoticed forever or not be used to its potential. But if used well, it can keep people helpfully informed. Intranet team members did a great job describing simply and clearly what these are, how they work, and how to create them. They also provide a list of inline links of recommended RSS Feeds.

CenturyLink™ Business
 « Back to Home Page

Products Selling Support Why CenturyLink? Programs & Events Incentives News Blog

Tags | My Account | Logout

My Account

Intranet Posting Guidelines RSS Help

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 MARKETING/RETENTION/CUSTOMER MARKETING
 Denver, CO
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 +1 303 952 2626

My Bio
 I manage Customer Retention Marketing and Customer Field Marketing for Mid Markets, in the Business Markets Group.

Linked-in Profile
 Mid Markets Retention
 SMB IT Connection Discussion Group

Feeds and RSS: What are they and how do they work?
 Throughout the BMGQ, you'll notice many pages display an orange icon like the one above. When you click on it, you'll be taken to a URL that is based on the tags on the page that you clicked on. You can add the URL to an [RSS Reader](#) program and be updated anytime there's something new on the BMGQ that matches those tags.

Recommended RSS Feeds

Any News Story	Any Blog Update	New Collateral Updates
Product News	Processes and Systems News	Industry News
Training News	Marketing and Sales News	Customer Notifications
Anything About Cloud	Promotions Updates	Merger Updates

Custom RSS Feeds
 You can create custom RSS feeds that are specifically targeted to your job and your interests. To make a custom feed, first go to the [Tags](#) page, and search for tags (topics) that interest you. After you search, just click the orange RSS icon to get the custom feed URL. Any time there's an update that matches all of the tags in your feed, you'll get an alert in your RSS reader. You can join up to three tags in one single feed, and subscribe to as many feeds as you want!

CenturyLink Intranet
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 Legacy Q Work Tools

Corporate Directory
 Search FIND

© 2011 CenturyLink. Site Map. To submit comments or suggestions, or to find out about our policies, please contact us or review site help.

Pictured: On the *My Account* page, the intranet presents a very good description of what RSS feeds are and how to set them up, along with a list of recommended feeds.

Having gone from havoc to helpful, the CenturyLink Business Markets intranet does everything but take the client golfing. It lends a credible and consistent hand to the Business Markets Sales professionals and support personnel.

BACKGROUND

Even a robust intranet can become stagnant if employees simply can't locate what they need. This was the situation the Qwest/CenturyLink team encountered with the company's Business Markets intranet. The site is accessed via the main corporate intranet, but is largely self-contained, so it was easy to see that a lot of useful information was going unused by the site's main audience, sales people.

"We noticed that a large amount of useful information was going unused by sales because it was buried deep in the website," says Jeff Hansen, Marketing Manager III, Qwest/CenturyLink. "We wanted to bring this material to the front to make it more visible as well as increase visits to the site and make the site more useful overall."

Users were unable to find critical information easily and quickly; on average, it took about seven clicks to find a document. "They were not aware of what promotions were available for each product," says Emily Puffett, Digital Marketing Group Manager CenturyLink Business, "Documents were not well organized for a given product area, contact information for product managers was not readily available, and content was outdated."

The redesign project was aimed at finding solutions to solve these issues.

They started by analyzing the existing site metrics they were tracking in Omniture to determine some of their needs. Then sought the expertise of outside agencies to assist with the usability activities, choosing EffectiveUI to augment the in-house team's skills.

According to Hansen, the team's mandate was clear: streamline information and collateral for the sales team, allowing them to leverage content they didn't know was there, and reduce the time spent searching the site for materials that support their sales efforts.

"Using a Tiger Team consisting of CenturyLink and EffectiveUI, we came up with a design rationale based on the final user experience," says Hansen. "We then prioritized the features we would like to include and came up with a design methodology based on prior research on web usability and the findings of the group."

The EffectiveUI team created wireframes, and then tested the new design extensively with a variety of end users—from new hires to experienced sales professionals. Based on this feedback, the design agencies streamlined the navigation and UI to make essential sales material more accessible and easy to find on the site. Peak Systems was then engaged to do what was arguably the project's most difficult task: make the new design a reality.

The homepage now features pertinent industry-related news and highlights numerous cross-sell/upsell opportunities. It also features frequently used tools and emphasizes the company's social networking activities, including its ThinkGig blog and Twitter feed.

This effort, completed in 2010, took approximately 10 months to complete and the project went smoothly. "The project was managed well," says Hansen. "There were no budget overruns and once we got a timeline nailed down we managed to stick to it. The redesign was launched on time."



Submit a News Story

If you would like to have a news item added to the BMGQ News section and shared with Business Markets employees, please submit it here. Please provide the complete content (not simply a suggested topic). Please make sure to highlight key dates, action items, and how your topic impacts or benefits the business and/or customers.

The Comm Team will receive notification when your request is submitted. They will review the request and publish if approved. Questions can be sent to communications.feedback@qwest.com.

News Category

Title

News Item Summary

A brief, high-level description of news item to display with RSS feeds and on the news summary page. Should be succinct and compelling. Maximum length of summary is 180 characters. You have 180 remaining.

Full Text of Article [news help](#)

For best results, type up your story in Word and check spelling and grammar. Then copy/paste into the box above. If you need to add custom formatting, tables or imagery, please attach a Word document below with that information.

Tags (optional)
 Enter a list of topics the article is about, separated by commas.

Examples: long distance, merger, voice products, data, customer support

Attach a File or Link (optional)

Name

Description

Upload a file... no file selected

OR enter a URL

Check here to confirm that this file/link has any, all legal approvals required for publication. [Click here](#) to visit the brand center.

Additional Notes/Instructions for the Comm Team

Please include any additional details or information needed to communicate your message such as:
 1) desired publish date, 2) manager's name for approval, 3) target audience, 4) additional contacts or mailboxes to be listed on the page, and 5) an alternate author to be listed on the page. *Note:* Unless otherwise indicated here, you will be listed as the author of the page and will be responsible for responding to user comments.

To make requests for other, supporting communications such as emails or webinars, see our [other communication options](#) for more information.

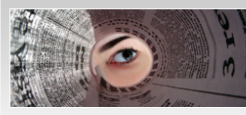
Pictured: The news story form lets users submit news stories to the site.

TOP NEWS



July 2011 Stacked Rankings

Posted August 24, 2011 in Stacked Rankings
The latest Business Markets sales stacked rankings are now posted. Includes year-to-date MRC attainment results thru July for Sales VPs, Directors, Managers & sales ...



The Impact of Industry Analyst On Sales

Posted August 31, 2011 in Training
Sales training: Join this call to understand how industry analysts impact your sales on a daily basis and how you can use that information to close sales.



The Market Evolution Team Wants YOU!

Posted August 31, 2011 in Product
The Market Evolution Team is actively soliciting your input on ideas for product portfolio development, product and service gaps, market coverage & competitive opportunities.



Product Footprint Expansion Alert

Posted August 19, 2011 in Product
IQ Networking with Ethernet Local Access (ELA Native) Market Expansion Continues! 40 new backhaul markets added to pricing tool!



New! Best Practices Online Community

Posted August 9, 2011 in Marketing and Sales
The Best Practices Online Community is a cross-organizational, fully accessible online portal to share and store examples of tried and tested best practices for sales and support.



EZ Pricing Expansion Initiative

Posted August 13, 2011 in Other
EZ Pricing is broadening its scope to include QC MOE, QC WAVE, PRS-DSS and some ICB Local Access pricing for Ethernet and Optical Speeds. The goal is to reduce POM cycle times.

More News

Web Calendar
Submit a News Story

Product

- The Market Evolution Team Wants YOU! 08/31/2011
- Product Footprint Expansion Alert 08/19/2011
- VPLS Private Port and End to End Performance Reports 07/28/2011
- ISDN PRI with IP-PBX Bundle - Now Available in All In-Region States 07/28/2011
- Switched LD Self PIC Alert 07/20/2011

See all Product »

Industry News

- Verizon Strike Update - Provisioning 08/31/2011
- Competitive Updates - Q211 08/30/2011
- UPDATE: Verizon Strike Information 08/08/2011
- 2011 Nemetes Plothouse Awards - Mixed Results 08/03/2011
- Ordering Alert: Verizon DS3 Intervals 07/18/2011

See all Industry News »

Customer Notifications

- Important New Local Line Fee and Pricing Increases 07/06/2011
- Privacy Policy Consolidation 06/21/2011
- Final Post Merger Customer Notifications 05/11/2011
- Ohio Customer LD Notification 04/12/2011
- QWAVE Private Line Customer Notice 12/14/2010

See all Customer Notifications »

Processes and Systems

- New Customer Care Blog Entry - CPE 08/31/2011
- Salesforce News: Product Catalog & Data Updates 08/19/2011
- Intelligent Order Form Now Allows Edits To Comments 07/18/2011
- New CPE Returns Tool Rolls Out 07/12/2011
- BMG Adjustment Policy 07/11/2011

See all Processes and Systems »

New Collateral

- Extended Promotions - August 2011 08/10/2011
- New! Protect & Defend Solution 08/10/2011
- Update! Fiber to the Customer Promotion For IQ Networking Internet and Private Port Ethernet 08/10/2011
- Why CenturyLink Presentation Refreshed and Rebranded 08/09/2011
- Breadth of Service Assets Refreshed and Rebranded 08/09/2011

See all New Collateral »

Other

- INCENTIVE NEWS: New Award Site Launches 08/23/2011
- Important Crisis Management Reminders 08/22/2011
- 2011 Sales Comp Satisfaction Survey Launched! 08/16/2011
- EZ Pricing Expansion Initiative 08/13/2011
- Business Markets All Hands Call 8/12 08/03/2011

See all Other »

Search News
Looking for a specific piece of news in the archive? Use the box below to search by phrase or keyword to find exactly what you're looking for.

Enter search terms.....

Pictured: The main news page, where the user-submitted stories appear.

INTRANET TEAM



Pictured (left to right): Bruce Black, Brad Umbaugh, Jeff Hansen, Brenda Van Der Steen, Emily Puffett, Timberlyn Wilson, Rhia Bucklin, Rick Wangen, Shelley Washburn, and Michael Salamon. Not pictured: Bob Christopher, Beth Cossette, Jeff Lewis, Erika Oliver, Brad Umbaugh, and Jill Petersen.

GOVERNANCE

The Business Markets Marketing Group owns the Business Markets intranet, while designated content managers are responsible for specific content areas within the site. This arrangement has benefitted the intranet by streamlining the content process. "Owning the intranet allows our team to be able to make relevant materials available to sales quicker than if we would have to go through another department," says Hansen.

Other team responsibilities include the following:

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Core Team	<ul style="list-style-type: none"> • Maintain and administer hardware/software • Create the strategic direction for the intranet as a whole • Monitor and report on-site metrics • Maintain existing content and add new content as needed
Content Owners	<ul style="list-style-type: none"> • Provide content for web pages and in some cases acts as administrator for specific sections
Development Team	<ul style="list-style-type: none"> • Provide ongoing support for the site platform • Implement new features • Work with teams within the organization to plan, design, and implement new site sections, implement new functionality, and make design updates based on changing user goals and feedback

USERS

Employees in the company's Business Markets Sales Group are the primary site users. These nearly 2,000 nationwide Business Markets sales professionals and process analysts use the intranet to learn about new products, research the competition, and gather materials needed to help make and retain sales. There is also a small subset of process analysts and support staff that use the site to house their own information; they provide access to these materials to the sales team as needed.

Because the Business Markets Group owns the intranet, their team can make relevant materials available to sales people quicker than if they had to go through another department such as IT.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">• http://bmi.corp.intranet/ (http://gbmq.qwest.net/ prior to the merger)
Default Status	<ul style="list-style-type: none">• The intranet is linked from the main corporate intranet site, and users can bookmark it if they wish. (The ability to change the homepage has been locked out post-merger.)
Remote Access	<ul style="list-style-type: none">• The site is located behind the corporate firewall. Remote access is possible on corporate-imaged computers using virtual network software with a Secure ID token.

DESIGN PROCESS AND USABILITY WORK

Design Approach

To begin the design process, team members first figured out users' existing pain points and developed an effective approach for addressing them.

"We started by working to identify the pressing pain points of using the site with the internal customer support team," says Michael Salamon, Lead Experience Architect, EffectiveUI. "They [CenturyLink] identified the top challenges, and then we [EffectiveUI] did interviews with current site users to define what the typical sales person needed to do. This feedback was then translated into features that we then prioritized."

The team held a formal kickoff session to generate input from primary user groups, such as sales professionals, sales operations, and marketing. This step was critical. "It helped us establish the pain points and understand first-hand what problems we needed to solve," says Puffett.

The teams then created a design rationale, which drove the creation of wireframes that were reviewed and analyzed over a period of months by project stakeholders, the development team, and user advocates. From there, the new site architecture and design was built and extensively tested with a variety of end users—from new hires to experienced sales professionals.

"Based on user feedback, the navigation and user interface were refined to make the materials the reps needed to do their job more accessible and easy to find on the site," she says.

Once Peak Systems implemented the final development, it migrated site content into the new environment, and new pages were created to support the needs of the user base.

Working with Outside Agencies

The internal intranet team partnered with usability firm EffectiveUI to do all of the front-end user-experience work, including customer research, design, and usability testing. Peak Systems performed all development work, maintenance, and ongoing support, and designed and implemented new features.

In both cases, the internal team and the outside agencies worked together as if one team. "We worked closely with both EffectiveUI and Peak," says Puffett. "We met regularly and stayed tightly integrated in order to make this a successful redesign." Peak and Effective UI were a part of each discussion from the very beginning in terms of goal setting and user-experience discussions. "This," she says, "was a critical component of our success."

Both agencies were involved in the project planning, division of labor and timeline development.

"We chose EffectiveUI because we liked their user-focused approach to web design," says Hansen. "Peak Systems already worked on the company's systems administration, so they were a natural choice for the development work."

Products Selling Ordering Support Channels Incentives News

Search BMGQ GO

Latest News: Mauris fermentum posuere odio, at elementum... [Log Out](#)



Qwest iQ Fiber to the Customer Promotion

New Whitepapers:

1. Making a Pain-free Migration to Unified Communications
2. Healthcare Breadth of Service Sell Sheet

User Guides Updated

Trademark Update Reminder

Solutions by Industry
Explore business solutions specific to any industry:

- Education
- Federal Government
- Retail
- Healthcare
- State & Local Government
- Internet / Data
- Voice & Data

Bundles
All-in-one integrated solutions to improve business efficiency and enhance productivity.

4 BMG Initiatives for 2010
Fusce tortor massa, imperdiet nec auctor eget, mattis ac purus. Vivamus adipiscing auctor felis, in venenatis turpis tincidunt ut. Duis id risus eget risus ultricies...

[Read More...](#)

\$5.37
Volume: 14.17m 5:16 PM ET 7/16/10

Marketing Connection

The Thank Q Store

Einstein
 $E = mc^2$

Q.Central

BMQ Web Calendar
19 FEB

Online Helpdesk

Q.MBA

Learning Q

System Access Request Form

QBizBuilder

Tools Homepage

Special Promotions:

- ▶ **Qwest iQ Data Bundle Service Assurance Promotion:** This promo is not live yet but will be soon, currently not listed on the BMGQ.
- ▶ **Fiber to the Customer for iQ Networking:** Maecenas egestas ultricies arcu sit amet blandit. Integer sit amet nibh nibh, at mattis nulla. Morbi leo ligula, viverra quis ornare eget.

Competitive Intelligence:

Morbi in justo consequat magna lobortis iaculis quis ac enim. Maecenas non mauris felis, at hendrerit lectus. Donec molestie lorem in lacus imperdiet a faucibus sem blandit. Ut luctus lacinia sodales.

Mauris fermentum posuere odio, at elementum est feugiat ut. Integer libero mi, placerat id ultricies ac.commodo quis dolor. Nulla facilisi.Morbi eu lorem ac nisi fringilla venenatis. Nunc porttitor bibendum.

[Read More...](#)

Why Qwest?



Pellentesque ornare, mauris et tempus ornare, nunc enim ultrices diam, eget cursus arcu massa nec nibh. Nam in ultrices quam. Integer fringilla aliquam pretium. Donec quis arcu orci, non pulvinar justo. Nunc vehicula tristique quam, quis sagittis nisi gravida at. Nulla vestibulum congue sapien id tristique.

Industry News:

Apple Cites Record iPhone Sales
Apple Inc. said it took advance orders for more than 600000 new iPhones world-wide on the first...

The 'Learning Knights' of Bell Telephone
FIFTY-SIX years ago today, a Bell System manager sent postcards to 16 of the most capable and promising...

Social Forum:



Q: Lorem ipsum dolor sit amet, consectetur adipiscing elit?

Melody Ossola - System Engineer



Joel Flom - Account Executive:
Morbi mattis lobortis tellus et sollicitudin. Aliquam blandit massa nec mauris lacinia sollicitudin sollicitudin augue condimentum.



John McRee - System Engineer:
Donec euismod turpis ut mi feugiat non iaculis neque commodo. Aliquam hendrerit, massa in vehicula ornare, diam nibh tincidunt sapien, vitae vestibulum eros est vitae tortor. Nullam quis massa id libero suscipit tristique.

[Read All Responses](#)

Corporate Directory
The Q Home
Qwest.com
Site Map

Help
Policy
Tools
Contacts

Qwest BUSINESS

BMG PROVIDE FEEDBACK

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Pictured: An early working version of a proposed homepage.

Homepage

The homepage of the BMGQ site should act as an enticing entry-way into the content and tools necessary for Jess and the other design personas to complete their daily tasks.

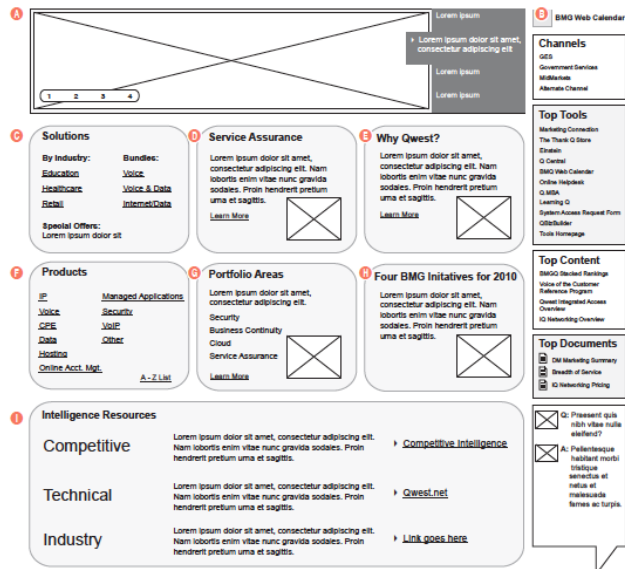
It should also be a destination, an area to get new and updated information as soon as it is published.

This layout follows the design from the Solutions of the Qwest BMG site, and each modular component can be used to house information deemed necessary.

The illustration to the right has been refined through our various iterations and is a new approach to a minimalist portal page.

- 1 What's New (Spotlight Area)
 - Rotating HTML 5 or Flash Component
 - Please see the "What's New" themeframe section for complete interaction details.
- 2 Right Rail/Secondary Navigation
 - BMGQ Web Calendar
 - Channels
 - Top Tools
 - Top Content
 - Top Documents
 - Social Forums
- 3 Solutions
 - By Industry
 - Bundles
 - Special Offers
- 4 Service Assurance

- 5 Why Qwest?
- 6 Products
- 7 Portfolio Areas
- 8 Four BMG Initiatives for 2010
- 9 Intelligence Resources
 - Competitive
 - Technical
 - Industry

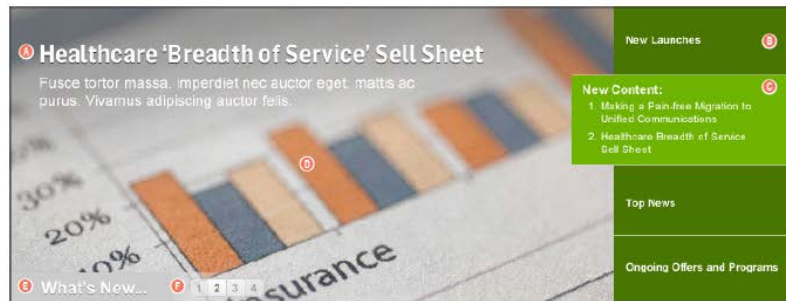


Pictured: The design rationale behind the homepage design.

What's New Homepage Section

This component has been designed to be an embedded flash movie with rich interaction as described below.

- 1 Messaging for Active Spotlight/Slideshow
 - This content supports the current "active" section of the slide show.
 - The image in the background should support the message and the active item (in this example: New Content - Healthcare Breadth of Service Sell Sheet).
 - Clicking on this text or the image in the background should resolve to the appropriate destination (in this example the Healthcare Sell Sheet).
- 2 Non-Active Spotlight/Slideshow element
 - This element should be replaced with the most current new item.
 - When the user rolls over the element, it increases in size (tween animation) and displays additional content.
 - Focus on this element also initiates the Hero Image transition.
- 3 Active Spotlight/Slideshow element
 - This element is currently active.
 - When clicked the page resolves to the appropriate destination.
- 4 Hero Image
 - This image relates to the active Spotlight/Slideshow element.
 - Animated transitions between images occur when the user interacts with the other elements.
 - Transitions can be randomized and may include fade-in/out, pixel blurs, wipes, etc.



- 5 What's New Label
- 6 1 - 4 Spotlight Controls
 - Duplicates behavior of the Non-Active Spotlight/Slideshow elements.
 - Bold item relates to the current active spotlight/slideshow.
 - When a number is clicked the component transitions to the appropriate spotlight/slideshow element.

NOTE: This element needs to transition between each automatically upon page load. We're suggesting a 3 - 4 second pause between transitions, but that may need to be reduced depending on the volume of text.

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Pictured: The rationale behind designing the *What's New* section.

TIMELINE

The initial redesign project took approximately 10 months to complete, from January through October 2010. Some of the intranet's milestones are outlined as follows:

PROJECT TIMELINE	
Milestone Date	Milestone Description
1996	<ul style="list-style-type: none"> • Qwest begins
2000	<ul style="list-style-type: none"> • Qwest acquires USWest • Websites and intranets are merged
2000 - 2006	<ul style="list-style-type: none"> • Various iterations of the Business Markets Intranet are created; site was mainly static HTML
2007	<ul style="list-style-type: none"> • v.1 of the new Business Markets Intranet is built on the Ruby on Rails platform, which made it more adaptable to business needs; let the company put all content into databased templates for better consistency across the site; let non-programmers edit content; and made Admin access possible based on business need
October 2010	<ul style="list-style-type: none"> • v.2 of the Business Markets Intranet is released with a much-improved homepage and content pages; new templates for promotions and product detail pages. This version of the site was designed after identifying the content most often accessed by users. Redundant sections were eliminated.
February 2011	<ul style="list-style-type: none"> • Tagging, page commenting, and RSS feeds added • News section is redesigned, social media integration added
August 2011	<ul style="list-style-type: none"> • CenturyLink merger completed • Site rebranded according to CenturyLink brand guidelines (color and style)

CONTENT AND CONTENT CONTRIBUTORS

A CMS in Transition

CMS systems are often a pivot point for other business systems involved in the intranet ecosystem, so they are often in flux as companies transition from one set of systems to another. Such is the case at CenturyLink.

"Our CMS is evolving," says Brenda Van Der Steen, Group Manager, Content Strategy. "The original CMS for the intranet was created from scratch to our requirements using the Ruby on Rails platform. Since the company recently went to Salesforce.com, leveraging the content functionality and APIs offered by that

platform is important. The intranet as well as other internal and external portals will link to materials in [Salesforce.com] from the intranet site.

Many people and groups from product management, executive teams, the support organization, and marketing are involved in content development. In all, approximately 50 people can add content to the site and help keep the content both fresh and relevant.

“If something isn’t being used, we encourage the owner to archive it,” says Hansen, adding that they run periodic audits and reviews “to keep content clean and fresh.”

Workflow

Oversight is determined based on the type of content. Different groups provide different types of site content. For web pages, the content owner provides content. For collateral—both internal and external-facing—there is a Content Strategy team responsible for creating, reviewing, ensuring proper legal review, and putting it into the correctly branded templates before posting to the site.

The team uses a custom workflow management tool, the IUT (Internet Update Tool), which lets stakeholders request content updates. The tool keeps all relevant parties involved in the process. The form process not only ensures that all necessary parties are involved with proper notifications and sign-off, but that all content adheres to site standards and templates.

On the site, the CMS lets people work on pages in a staging environment where changes can be made behind the scenes to get them ready for general site use. Once the changes are finalized, the pages are published and the content is available on the live site.

“We also allow regular users to submit some types of content, particularly news and best practices, directly to the site,” says Puffett. These submissions are reviewed by site administrators, edited as needed, and then published to the website just like any other page.

Training Authors and Maintaining Standards

Templates provide a built-in policing mechanism so that content creators adhere to an existing set of page styles. At CenturyLink, the site’s admin automatically puts content into the right page template based on where the content will appear on the site. The team provides guidelines to site editors on how and where to add different types of content, along with recommendations for formatting, page tagging, and writing style.

“Since most content comes through one channel—our workflow tool—we can ensure that anything that makes its way through that process has been properly checked prior to publication,” says Hansen. “Site administrators have been trained in our site standards.”

Training is provided on an “as needed” basis. When the site was rolled out, the team held two formal training sessions for content authors. This included a walkthrough, a demonstration, a Q&A, and training documents. “How to” presentations are also available for new content authors.

Making sure content is kept fresh and old content is retired in a timely manner is a perpetual challenge for intranet teams. The CenturyLink team keeps a regular scorecard for the site that illustrates what is and isn’t being used.

TECHNOLOGY

The core of the application is a custom CMS developed in Ruby using the open source Ruby on Rails web application framework. "The flexibility of Ruby and Rails has allowed us to meet all of the specific needs of the client, both for initial development and over time as the application has grown," says Jeff Lewis, senior developer.

Hansen concurs: "The biggest advantage that came with this decision is that we can pretty much make it do whatever we want it to do. The biggest challenge is that we increase our dependence on Peak Systems, who created it, and don't get regular upgrades the way an out-of-the box solution such as SharePoint would."

The rest of the site's technology breaks down as follows:

TECHNOLOGY	
Category	Technology
Web Server Hardware and O/S	<ul style="list-style-type: none"> • Ruby programming language, Ruby on Rails web application framework, Apache web server, MySQL database, and CentOS Linux operating system
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> • Users can comment on any site asset or page; their feedback goes into a central database that is regularly monitored
Design Tools	<ul style="list-style-type: none"> • Page content is edited using the built-in TinyMCE WYSIWYG editor, which provides text formatting and layout of page content; lets writers view and edit the underlying HTML for more advanced or custom layouts. Styles and templates are limited and strictly enforced to maintain consistency.
Content Management	<ul style="list-style-type: none"> • The custom CMS contains all of the site's locally stored pages, links, and files, and divides data into two main sections: staged and published. All general CMS users view only the published data. CMS writers make changes to data in real time under the staging section; once finalized, CMS publishers publish that data, again in real time. All modifications are recorded in the database and can be reviewed through the application for historical purposes.
Search	<ul style="list-style-type: none"> • Google Search Mini Appliance (Google Mini)
Other Functions	<ul style="list-style-type: none"> • Feeds/RSS (Atom), tagging, social media integration, and the ability to submit news stories via an interactive form, which also provides the ability to rate content and pages, and provide feedback on any page or asset. • Jquery is used to improve the UI , including controls to update displayed content without navigating to a new page, buttons to scroll to the top of long pages, and dropdown navigation to reveal additional layers of navigable pages without requiring extra clicks. • Custom Promotions PDF tool was built as an add-on to the CMS, where content that is stored in the database can be reused to

	<p>generate a printable PDF (the PDF is generated on the server back end using the Prince XML tool).</p> <ul style="list-style-type: none"> • Corporate LDAP is used for login to get the user's name, contact information, and management hierarchy, and to track user clicks throughout the site. • Single sign-on lets users click to other sites and tools without having to sign in again. The site passes user's LDAP credentials to authenticate. • SalesForce integration lets users access customer materials that are housed on SalesForce directly from the intranet. • Google Analytics and Omniture are used to track user clicks and page usage.
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SEARCH

Like many organizations, CenturyLink trusts Google with its intranet search needs, choosing the Google Search Appliance (Google Mini). As Hansen noted, "People are familiar with Google and like the interface."

"Choosing Google as the organic search was the obvious choice. All site content, within both pages and documents, is always up-to-date in the search results," says designer Rhia Bucklin. "We don't have to tinker with it, we just know that it works."

This choice has made a difference in how much tweaking the results need over time.

"We make sure keywords and collections are up-to-date," he says, "but for the most part, the Google Mini appliance uses proprietary algorithms to create results so we aren't able to do a lot of tweaking in that respect."

The Google Mini also lets CenturyLink set up separate, unique search collections that index specific site areas, such as the *News* section. "We found that users think about news content differently than they do the rest of the site," says Bucklin. "They needed to be able to search specifically within news to find time-based content like announcements, training info, and customer alerts." The team worked with Bob Christopher, Senior Marketing Manager of *News*, to create a customized search, which is available at the bottom of the *News* homepage and on the right rail of news article pages.

Search Results

Search Results 1 - 10 of about 1010 for long distance. Search took 0.05 seconds.

[Business Markets Intranet : Long Distance](#)

CenturyLink **Long-Distance** services provide high-quality connections over the CenturyLink multi-protocol label switching (MPLS) OC-192 fiber optic SONET network ...
[bmi.corp.intranet/bmgq/products/long-distance - 40k - Cached](#)

[Business Markets Intranet : International Long Distance](#)

International **Long Distance** provides high quality international **long-distance** service over the CenturyLink International Voice Network with competitive, market ...
[bmi.corp.intranet/bmgq/products/international-long-distance - 26k - Cached](#)
[[More results from bmi.corp.intranet/bmgq/products](#)]

[Business Markets Intranet : Kansas Long Distance Refund](#)

On the November 2010 bills, **Long Distance** customers headquartered in the state of Kansas will be getting a credit of \$.60. ... **Kansas Long Distance Refund**. ...
[bmi.corp.intranet/bmgq/news/product/kansas-long-distance-refund - 28k - Cached](#)

[Business Markets Intranet : Ohio State Long Distance Detariff](#)

... Ohio State **Long Distance** Detariff. ... As communicated previously, beginning on April 11, 2011, all invoices in Ohio will have a **Long Distance** detariff notice. ...
[bmi.corp.intranet/bmgq/news/product/ohio-state-long-distance-detariff - 29k - Cached](#)
[[More results from bmi.corp.intranet/bmgq/news/product](#)]

[Business Markets Intranet : Long Distance Self Service Promotion](#)

NEW interstate **long-distance** discretion management (DM) level A, B and C price points. ... **Long Distance** Self Service Promotion. Type(s), Acquisition. ...
[bmi.corp.intranet/bmgq/promotions/long-distance-self-service-promotion - 24k - Cached](#)

[Business Markets Intranet : Choice Unlimited Long Distance One ...](#)

Customers new to QCB Prime and CenturyLink Unlimited **Long Distance** can save. Voice One month free of Unlimited **Long Distance** for term QCB Prime customers! ...
[bmi.corp.intranet/bmgq/promotions/choice-unlimited-long-distance-one-month-free-promotion - 24k - Cached](#)
[[More results from bmi.corp.intranet/bmgq/promotions](#)]

[Business Markets Intranet : Grandparented Choice Long Distance](#)

... Contacts; FAQs. Grandparented Choice **Long Distance**. CenturyLink Choice™: Grandparented Choice **Long Distance**. Grandparented as of 4/10/05. ...
[bmi.corp.intranet/.../internal-information/grandparented-choice-long-distance - 24k - Cached](#)

[Business Markets Intranet : Find Pages by Tags](#)

... Search Tags. Enter one, two or three tags to find what you're looking for. Search Results. Subscribe to Similar. **long distance**. 9 pages found: ...
[bmi.corp.intranet/bmgq/tags/long-distance - 30k - Cached](#)

[Business Markets Intranet : 3Q 2011 Long Distance Incentive ...](#)

... 3Q 2011 **Long Distance** Incentive (Archived). July 11, 2011 – September 30, 2011. ... The purpose of this incentive program is to increase new **Long Distance** Sales. ...
[bmi.corp.intranet/bmgq/incentives/3q-2011-long-distance-incentive - 27k - Cached](#)

[Business Markets Intranet : 4Q 2011 Long Distance Incentive](#)

... 4Q 2011 **Long Distance** Incentive. October 1, 2011 – December 31, 2011. OBJECTIVE: The purpose of this incentive program is to increase new **Long Distance** Sales. ...
[bmi.corp.intranet/bmgq/incentives/4q-2011-long-distance-incentive - 28k - Cached](#)
[[More results from bmi.corp.intranet/bmgq/incentives](#)]



Result Page [1](#) [2](#) [3](#) [4](#) [5](#) [6](#) [7](#) [8](#) [9](#) [10](#) [Next](#)

 [Search Within Results](#)
[Advanced Search](#)

Powered by Google Search Appliance

CenturyLink Intranet
Legacy CTL Work Tools
Legacy Q Work Tools

Corporate Directory

Pictured: An example search results screen.

RESULTS AND ROI

Measuring ROI on an intranet is always tricky business, but CenturyLink has taken a practical approach based on its stated goal of quickly getting users to the information they need so they can get out and get on with their jobs. And, so far, indicators show the changes are working.

Monthly visits per visitor has increased more than 2 percent since implementation. Also, the average time on site per visit has increased by 10 percent to 12 minutes (30 seconds per visit), while page views have dropped slightly.

“These two metrics, which usually trend together, tell us that users aren’t spending less time on the site—they’re finding what they want with fewer clicks,” says Hansen.

Asset downloads per visitor has also increased 9 percent, even while the historically most-downloaded files (sales rankings) haven’t been posted the past few months.

So, site metrics are backing up the team’s opinion that the site is more usable and effective than the previous design. This measure also includes positive accolades from the users.

“We also have received positive feedback from the end users that confirms this,” says Hansen. “Statistics show that users can find what they need quicker than before and there are many new ways to share relevant information that weren’t possible using the old site design.”

LESSONS LEARNED

CenturyLink team members share a few lessons learned from the redesign effort:

- **Always have a Plan B.** “Nothing will ever go exactly as you planned. Be flexible and always have a Plan B ready. Frequent meetings are often needed during the early stages of the redesign to make sure things stay on track.” (Hansen)
- **Usability up front saves time on the back end.** “Having an experienced usability agency really helped get things on track. By the time actual development was ready to start, we’d already ironed out most issues and had done extensive testing with the designs to know the one we chose was the best for our needs.” (Hansen)
- **Don’t assume you know best.** “Always, always listen to your users, never think you know what is best, bounce every idea and change past your user community to ensure it makes sense and receives validation. For example, the links to frequently used tools/resources were used much more than we thought. When we took away some tools to get real estate for other items, we got immediate feedback from our users to add them back.” (Puffett)

Everything Everywhere

Using the intranet:

Everything Everywhere is the UK's largest communications company. With nearly 28 million customers, 15,000 employees, and 720 stores nationwide, it operates two of Britain's most well recognized brands: Orange and T-Mobile.

Headquarters:

Hatfield, Hertfordshire, UK

Number of employees the intranet supports:

15,000+

Company locations:

London, Hatfield, Bristol, Darlington, Plymouth, North Tyneside, Darlington, Plymouth, Merthyr, Doxford, Greenock, Leeds, and Solihull, as well as smaller technical "switch" sites and more than 720 retail stores across the UK.

Locations where people use the intranet:

United Kingdom

Annual sales:

£5.3 billion (for first nine months of 2010)

Design team:

An in-house team of four in Brand and Communications manages the intranet's design, structure, and content. This internal team's work is augmented by outside agencies: Different Projects contributed to the design, and Brightstarr delivered the site build.

Members:

Simon Chesterman, Digital Brand Manager; Mark Brewster, Digital Brand Manager; Ian Hughes, Copy and Publications Manager; and Katy Newman, Senior Brand and Channels Manager

Different Projects: Dave Hooper, Managing Director

Brightstarr: John Holah, Web Developer

SUMMARY

How do you take two companies and 15,000 employees and help them through a huge organizational shift? That was the challenge facing the Everything Everywhere intranet team as they developed a new intranet to represent the company formed by the merger of the UK's Orange and T-Mobile brands.

In the space of three months, the four-person team took on the challenge of creating a new site to move the two organizations together, help establish the brand, and inform the 15,000 employees about the new organization and associated changes.

Team members wisely focused on content presented in a clean, concise design that would give employees easy access to information and represent the new company branding. They started with the basics: understanding what was important to share first. Every existing or proposed design element and piece of content was analyzed to ensure it had a function, purpose, or benefit in the new design. If it didn't, it was scrapped.

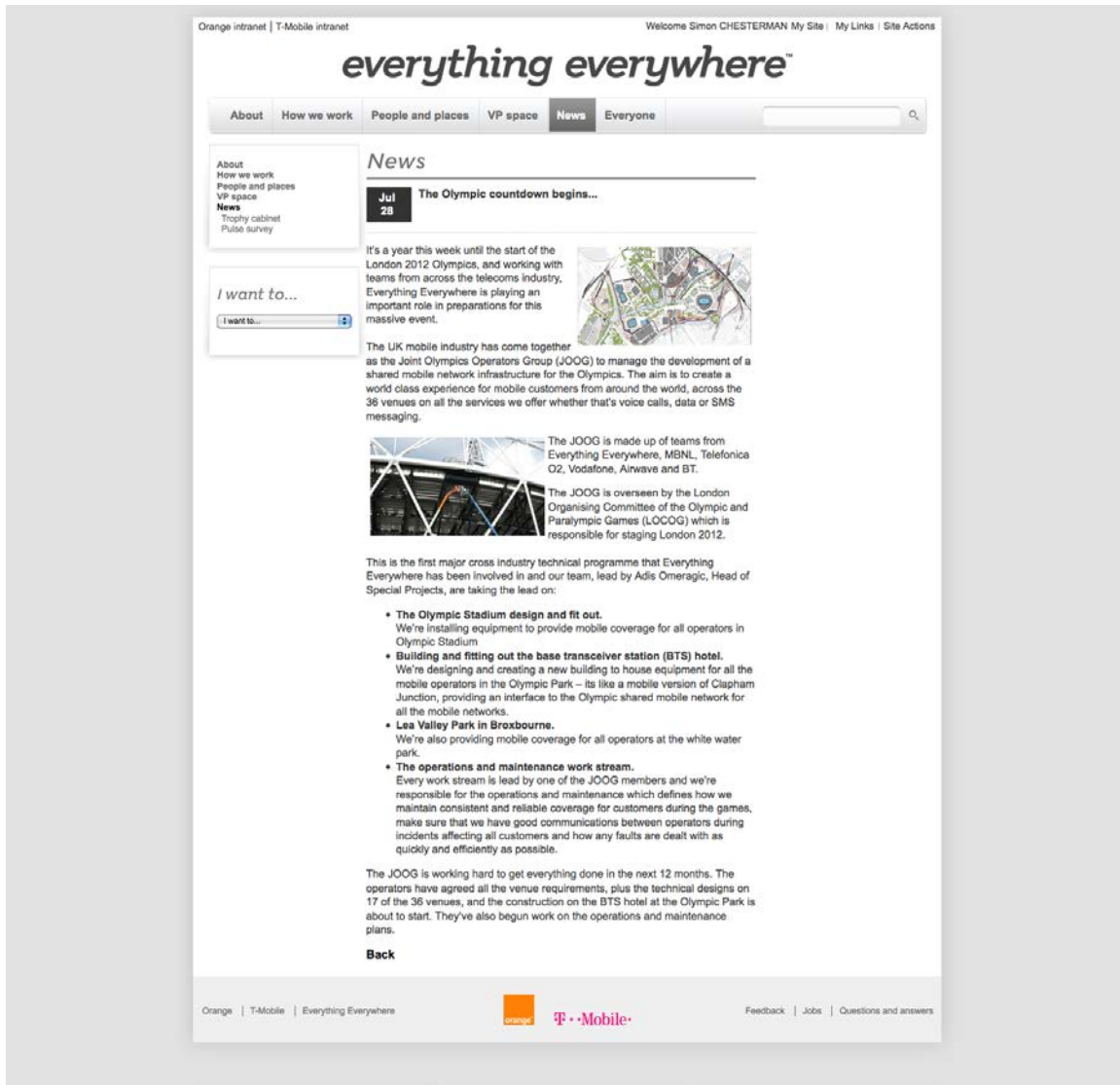
With only three months to build the site, they knew they couldn't simply move all of the content from the previous sites to a new design. Instead, they wanted to focus the new site on content that would aid employees during the transition.

Because content is crucial, communications managers throughout the organization create and manage site content, based on business decisions. These specialists know their business areas and have the expertise to prioritize messages and manage internal stakeholders. An emphasis on quality content written and presented in an engaging and informative way helped set the standard for the intranet. Not only is content reviewed to ensure it is appropriate, time is spent to craft the copy so headlines are enticing, copy is engaging, and visuals attract and inform readers.

Adopting a "newsroom mentality" ensures team members treat content as a high priority rather than just something to fill space in the template. Content creators

present even everyday activities as breaking news. Content guidelines compel authors to get their point across in 250 words or less. To break up the text, news is presented with related images or other visuals, such as video or Flash.

Team members provide heavy content support, running workshops on principles, site structure, and tone of voice. They believe their effort is best invested in laying a solid groundwork rather than revising content later. When problems do arise, they are quick to fix the issues and discuss them with the content creators, making any change a learning experience.

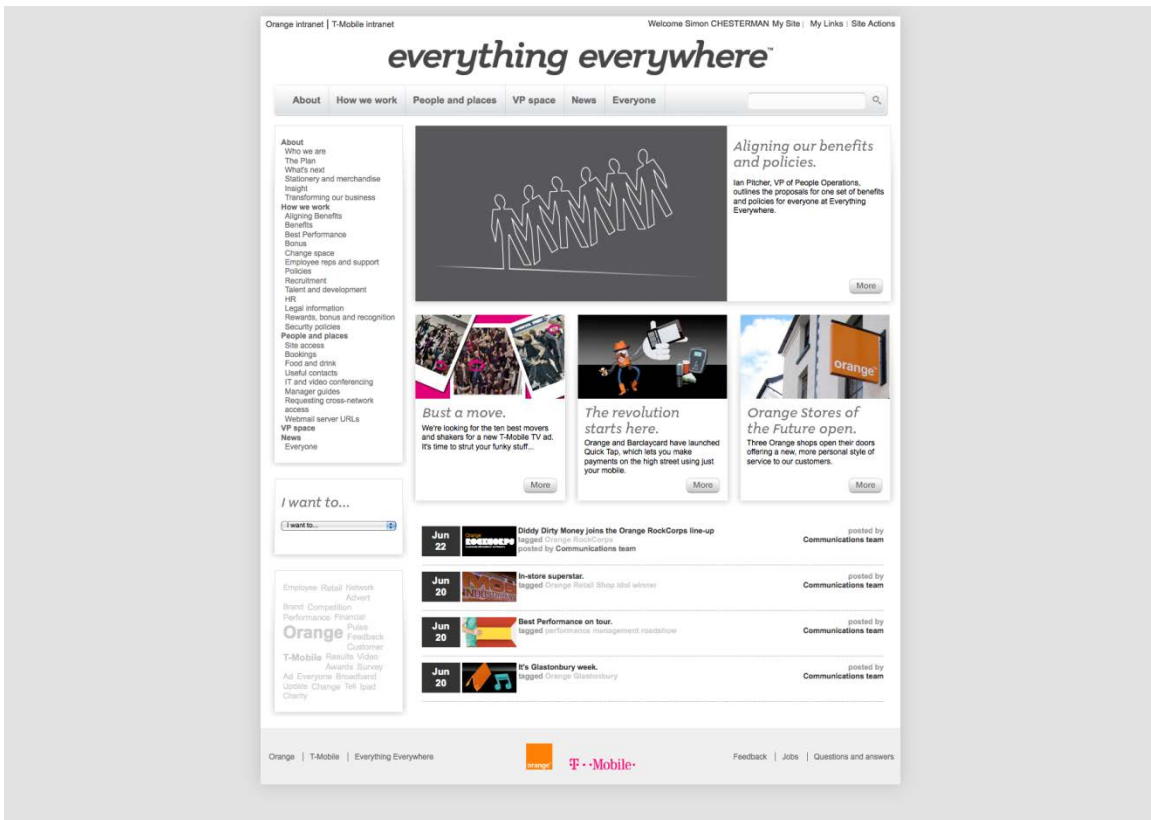


Pictured: Brief news stories accompanied with relevant images inform employees about happenings and developments at the organization.

The homepage reflects the site's news emphasis, focusing on content in four main news sections. As new stories appear, the top headlines drop to the headline list at the bottom of the page and eventually move to a news archive. Each main headline is accompanied by a short summary. Headlines at the bottom of the page include the

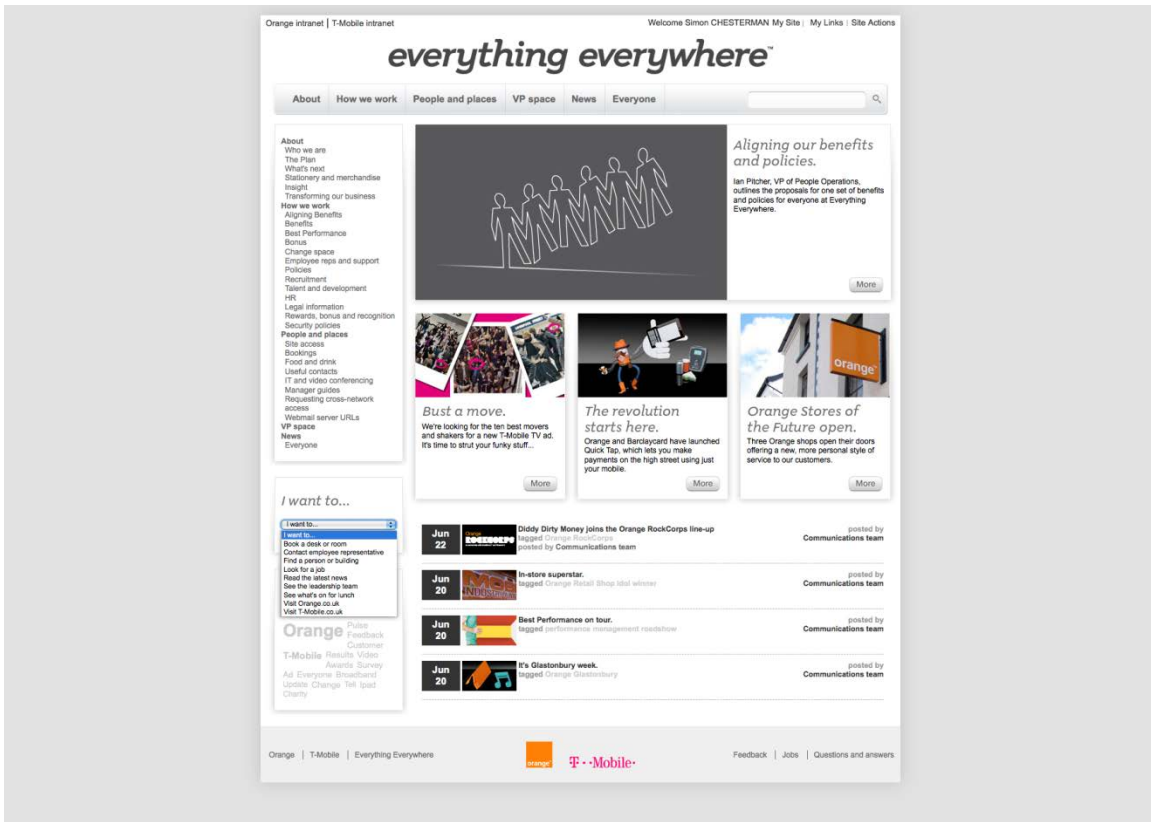
date the information was posted, the author or group responsible, and associated content tags.

The homepage also includes a tag cloud, driving by tags in news articles. Clicking a tag leads to a results page with all news articles about that keyword. The inclusion of the tag cloud was debated internally. Some argued it was a helpful way to introduce content, provide quick navigation to popular topics, and visually represent content. Others wondered about its use and utility in practice. The results have been interesting; for example, one brand's members were inspired to post content when the other brand took prominence in the tag cloud. Still, the team might move the tag cloud to a less prominent and potentially more relevant place, such as the news area.



Pictured: The homepage features four main news areas and additional headlines listed below them.

The rest of the page focuses on navigation, helping users move to content quickly. Site navigation is organized by task rather than content ownership, making it easier to find information. All site pages include an *I Want To...* menu. This menu shows users up to 10 areas of interest at a time, with links changing to reflect current or new content as well as popular site areas—such as a link to performance review information at relevant times of the year.



Pictured: The *I Want To...* menu offers Quick Links to important or timely content areas.

everything everywhere™

About
How we work
People and places
VP space
News
Everyone

- Change Space
 - Things to know
 - Jobs board
 - Employee representation
 - HR
- Brand and Communications
- Business to Business
- Change
- Customer Operations
- Finance
 - Finance Operations
- Home
- IT
 - Project Westminster
 - Project Zebra
- Legal
- Marketing
- Network Services
- New Business and Online
- Orange Propositions
- People Operations
- Procurement and Supply Chain
- Products
- Programme Management
- Office
- Retail
- Sales and Loyalty
- Strategy, Regulatory and Planning
- T-Mobile Propositions
- Wholesale

Change Space

Welcome to Change Space.

Select your area from the drop down options to visit your site. You'll find updates from your VP, relevant presentations, documents and minutes from consultation meetings plus the question and answers tool – all tailored for your part of the business and updated regularly.


Select your area

I want to...

Back



Things to know

updated January 10th



More

Orange | T-Mobile | Everything Everywhere

Feedback | Jobs | Questions and answers

Pictured: Much of the site content revolves around user needs during a large corporate change. Change Space was created to present information about decisions and changes as the two brands merged, allowing users to find the latest information and in some cases to comment on it as well.

The team added a "question and answer" functionality to the *Change Space* areas to automate the process and cut response time. Quick response time was essential to making employees feel heard, involved, and informed during the transition. To submit a question, employees fill in a simple form, select a category, and enter a question within the 200-character limit (to encourage short, direct questions). A counter shows the user how many characters remain.

Questions are posted anonymously; contact information is requested, but not required, in case a follow-up is necessary.

Orange intranet | T-Mobile intranet Welcome Simon CHESTERMAN My Site | My Links | Site Actions

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[About](#) [How we work](#) [People and places](#) [VP space](#) [News](#) [Everyone](#)

Change Space
Things to know
Jobs board
Employee representation
HR

Brand and Communications
Browse all questions
Ask a question

Ask a question

There's already loads of Questions and Answers published so please check what you're asking hasn't been answered already before submitting a new one.

Category: *

Question: *

200 Characters left.

We will never publish your name and contact details but completing this information means we can get in touch with you if we need to.

Name:


Mobile number:

Email:

* Mandatory fields.

[Back](#)

Things to know
updated January 10th



I want to...

Pictured: Employees can ask a question of leadership using a simple form. Contact information is requested, but not required.

When questions are answered, the employee who posted the question receives an email reply (if contact information was provided). The answer is published on the intranet for others to see. In the future, the team hopes to add a search to allow employees to find information more easily as well as a way for employees to rate questions and answers. They hope to use this information to promote the most useful or popular content.

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[Employee representation](#)
[HR](#)
[Brand and Communications](#)
[Browse all questions](#)
[Ask a question](#)

I want to...

Browse all questions

View Category:

When will resources open for application and what will the interview process be?
 Thank you
 The majority of resources will be available when local consultation has finished. Once the process is all agreed all resources to the internal job board for everyone to see. There may be an occasion where some resources are signed off early by the local ops and these will be posted in the job board at any point. Please continue to look at the internal job board <http://intranet.everythingeverywhere.com/jobs/Pages/Default.aspx> to ensure you don't miss out on any roles. Finally, we are still consulting on our selection process and this will be published in the middle of next week.
 Answered: 20 Nov 2011

In the rationale for restructuring it was mentioned that "our cost profile is not sustainable". Is it possible to see the financial business case for this justification so we can recommend alternative methods of reducing costs?
 We know that our cost ratio lag behind O2 and Vodafone. We have a wide range of initiatives to make sure we are able to use our size to establish a cost base that will match or exceed our competitors as we re-align resources to our priorities. The restructure itself will make savings of between £30-£40m pa.
 Answered: 18 Nov 2011

Is every question asked answered or only selective questions?
 All the questions are answered. They are answered as quickly as possible, but it can take longer to answer some questions than others. Wherever possible new answers will be published every Wednesday and Friday so be sure to check the change space in a few days.
 Answered: 18 Nov 2011

Who is answering these questions?
 A number of people have been nominated from across the business functions to answer the questions.
 Answered: 18 Nov 2011

When someone is on 10 weeks' sick leave with a protected car allowance (£1400 p/w) take a 50% of grade rate will I still have the protected part of the car allowance for a 600m/£1000?
 You will move to the benefits band that is associated with your new role.
 Answered: 18 Nov 2011

Can an ex-T-Mobile employee still claim back all their salary pension and health care cost and benefit if I take a lower grade role?
 You will move to the benefit band that is associated with your new role, but you will retain your legacy T-Mobile pension.
 Answered: 18 Nov 2011

What date will we have the terms of redundancy?
 We are currently consulting with National Employees Rep on redundancy terms and hope to publish them in late November/early December.
 Answered: 18 Nov 2011

Things to know
 updated January 10th

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Popular Q&A's

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[I am unable to attend what happens in my benefit?](#)
[What are the selection criteria?](#)

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3
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Pictured: Questions and their answers are posted on the site for all employees to see. Employees can browse to find answers. Questions are categorized by topic and all answers are dated.

Another important site area during transition is the *VP Space*, which gives company vice presidents and their teams a place on the site to communicate and connect with employees. Management can use this space to blog and post information and documents. They can also create polls, post status updates, and add video.

The company has four chiefs, with VPs under each. Team members are listed below their leaders. Users can mouse over the VPs' thumbnail images to see their names and links to their sites.

The company encourages posting, so team members tried to make it as easy as possible for people to contribute. They sell the site to the VP community by providing evidence of its success through stats and feedback that shows how well it's received and how highly people value and rate it.

The archive at the bottom of the page lets employees view past content by date, topic, or type.

everything everywhere™

- About
- How we work
- People and places
- VP space**
- News
- Everyone

VP Space

Tom Alexander's team

[About this team](#)



22 May

Should we sponsor the Le Mans 24hr race?

Yes

No

No, but another sport event

Vote

Steven Day


19 Jun "New brand images are now available....."

[More from Tom](#)



Richard Moat's team

[About this team](#)




13 Jun

Houston - mission successful

I'm really pleased to tell you that a project that we have working on called Houston - mission successful this week and it's a true testament for how well we're working together as one team.

[Continue reading >](#)

[More from Richard >](#)



Andrew Ralston's team

[About this team](#)



17 Jun


“Next week I'll be attending the Best Performance Roadshow in Paddington. If you're attending as well please stop to say hello.”

[More from Andrew >](#)



Gerry McQuade's team

[About this team](#)



8 Jun

Everything Everywhere Conference



[View the video >](#)

[More from Gerry >](#)



Archive

2011

Jan • Feb • Mar • Apr • May • Jun

2010

Jul • Aug • Sep • Oct • Nov • Dec

Topics

Products and Services • Changes • HR Customers • Strategy • Sponsorship • IT Systems • Orange • T-Mobile • Everything Everywhere • Best Performance • Aligning Benefits • Policy • Security • Online • Phones Tariffs • Learning Zone • Recruitment

Type

Video • image gallery • status • news poll • Q&A

[Back](#)

Pictured: The site's *VP Space* provides a centralized location for VPs and other leaders to communicate about their group's work.

Each VP has his or her own page; the pages include a picture and brief biography about the VP's role at the company. The VP's team is listed as well, with links to department information, yearly priorities, and a calendar. The rest of the page shows team members' most recent posts, including status updates, blog posts, documents, and videos. Each item includes the posting date, document type, and a link to recommend an item.

The "thumbs up" icon lets visitors indicate that they like a post. The *recommend* link is displayed only on the post level, not on the homepage.

Employees can ask a question of a VP or subscribe to get email updates when new information is posted. These tools are listed prominently on the page, beneath the executive bio and image. This encourages engagement with company leadership.

The goal of the *VP Space* area is to make upper management jobs, roles, and responsibilities more visible—providing even more information in a time of organizational change. Making management visible and easily reachable helps employees feel more informed and more comfortable asking questions. Employee questions posted here are typically less formal and more candid than questions sent via email, which the VPs appreciate and said they found refreshing.

The numbers shown at the bottom of the page (1 of 28) show the pagination for the VP's previous posts.

everything everywhere™

About How we work People and places **VP space** News Everyone Search Text

VP Space

Tom's team **Richard's team** Andrew's team Gerry's team

Chief Financial Officer And Deputy Chief Executive Officer
Richard Moat

Richard is the Chief Financial Officer and Deputy CEO of Everything. He joined T-Mobile as Chief Executive Officer in June 2009, following his successful position as Chief Executive Officer of Orange in Romania.

Ask me a question Follow my updates

My team

My department

My priorities for 2011

My calendar

13 Jan

Houston - mission successful

It's really pleased to tell you that a project we've been working on called Houston launched successfully this week and it's a true testament for how well we're working together as one team.

Continue reading >

4 Jan

“Great day touring our stores in the North East and meeting the team in our Darlington office”

26 May

“Travelling back from France with Tom after meeting the FT board”

4 Jan

A Community success

Everything Everywhere Conference

Watch the video >

23 May

Tom called: When are we going to get our "Everything" to all hand office staff?

Richard said: It's also primarily getting to hand out to all the employees from their computers. We should make a full roll out in Q3.

Prev 1 of 28 Next

Archive

2011
 Jan • Feb • Mar • Apr • May • Jun

2010
 Jul • Aug • Sep • Oct • Nov • Dec

Topics

Products and Services • Changes • HR Customers • Strategy • Sponsorship • IT Systems • Orange • T-Mobile • Everything Everywhere • Best Performance • Aligning Benefits • Policy • Security • Online • Phones Tariffs • Learning Zone • Recruitment

Type

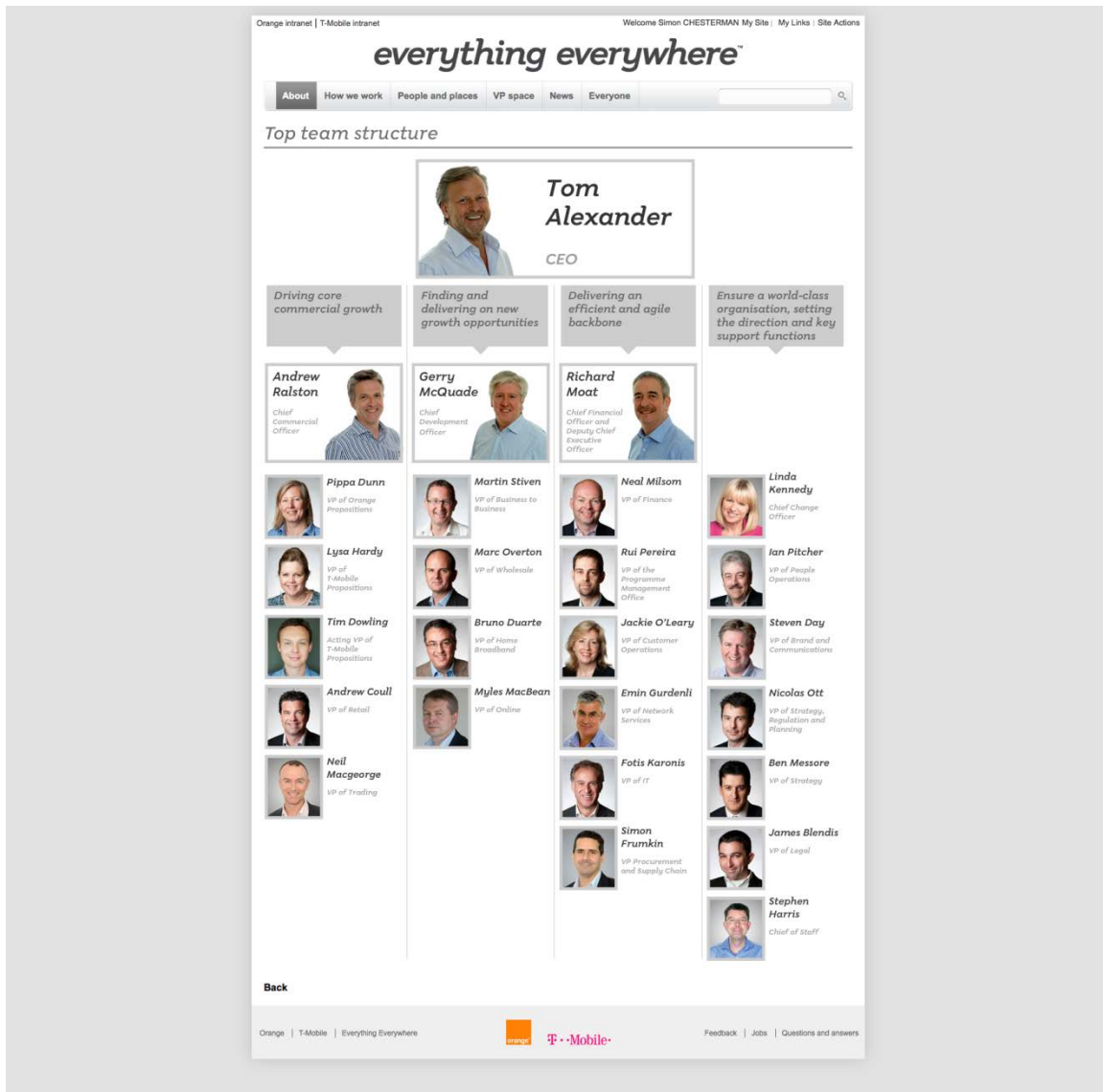
Video • Image gallery • status • news poll • Q&A

Back

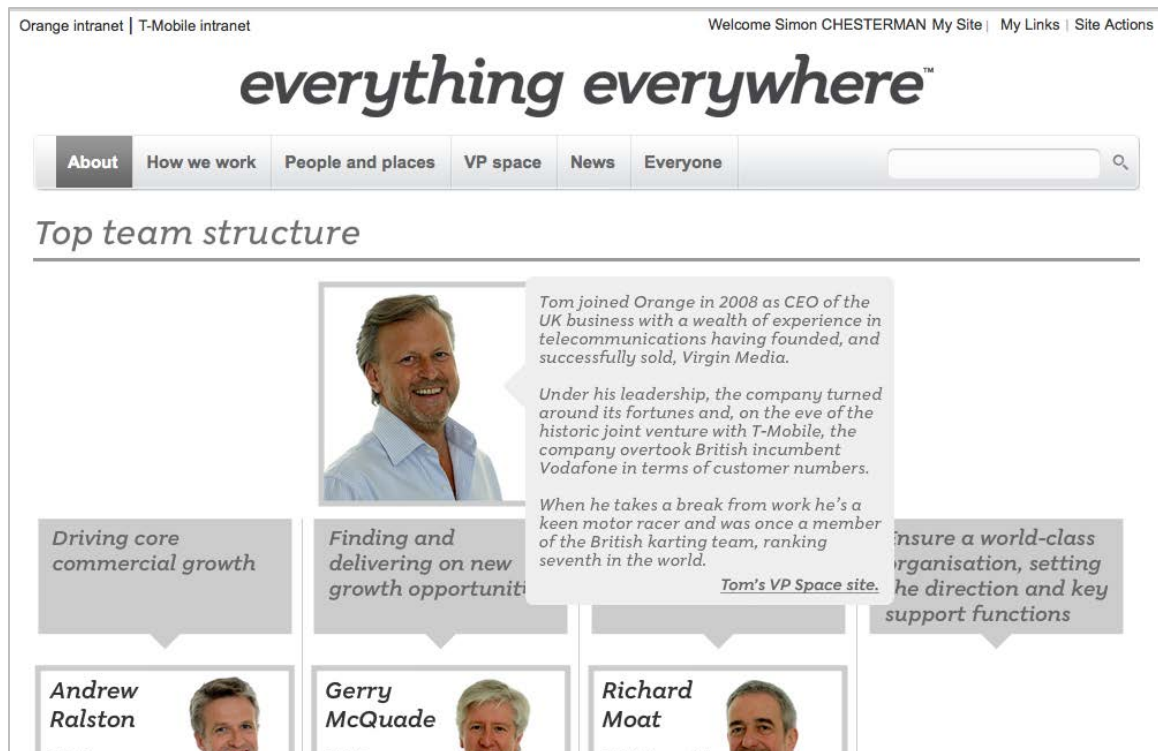


Pictured: All executives and VPs have their own pages to post status updates, answer employee questions, share content, and post polls.

The intranet takes a visual approach to the standard organizational chart. Employee pictures are emphasized, along with name and title. Moving the mouse over any individual's photo brings up that employee's biography and a link to his or her *VP Space* page.



Pictured: The organizational chart shows the leaders' pictures and titles, as well as the organization's reporting structure and main functions.



Pictured: Mousing over any photograph on the *Top Team* page reveals a biography as well as a link to the person's *VP Space* page.

The Everything Everywhere intranet's goal was to move an organization through a transition. With a focus on content and on giving employees easy access to the most immediately beneficial information, the team created a site that helped ease employees into their new roles and support them in a time of change. The site encourages questions and communication and provides concise, clear, and targeted information.

BACKGROUND

Never is an intranet more important than when two organizations come together during a merger. Supporting employees during this time of change can make the difference between a smooth transition and rocky one. The Everything Everywhere intranet was created to support the joint venture between Orange and T-Mobile in the UK.

"It was designed to provide a central place for people to find information to support them through a period of change," says Simon Chesterman, Digital Brand Manager. "We knew that the Everything Everywhere intranet would quickly become the central, integrated intranet, replacing the existing Orange and T-Mobile sites."

And, in creating this hub, the team wanted to create something new and fundamentally different than what the employees had seen before. "It had to feel special to help establish a new brand internally, and reassure and inform people through a period of radical change for the whole company," he says. "The site had to operate to the highest standards, and be easy to navigate and use. It had to be clean, clear, and modern and in keeping with our new brand values and identity."

The team believed so strongly in this approach that if any project element didn't support the goals, it was dropped from the project scope entirely.

"If any proposed element of the project didn't have a definite function, purpose, or benefit for our people," says Chesterman, "we removed it from the project scope, bringing other channels to bear when required."

Team members achieved their goals by using clear, concise language presented in clean, easy to navigate page structures, with a consistent approach to delivery, usability, and feedback—which they reacted to quickly and constructively.

Deciding What to Include

Working with a communications project team, the intranet design team's members created a content plan based on what had to be published on day one, along with a future plan for all the intranet content they knew would have to be included at some point. "This was based on user priority and also when we knew things were going to happen in the business," says Chesterman. "This meant we had a long-term plan to accommodate the mammoth task of the integration of two businesses."

"We had three months to build the new site with the aim to have migrated the vast majority of our legacy intranets by 2012," he says.

But this "migration" was not going to be a simple cut and paste porting of everything. "You need to look at every element of the site from a fresh perspective," says Chesterman. "Just because something existed before doesn't mean it automatically translates forward."

This process was both time-consuming and critical to making the new site relevant and useful. And it wasn't easy from a business perspective. "It was challenging the legacy business opinion," he says. "We've rewritten the rules for our intranet, and people shouldn't be afraid to do that."

The ultimate test for any information that was to be moved to the new environment was to figure out how it would help users through the transition.

"We knew there would be lots of questions and uncertainty that the site would need to help answer in clear and accessible ways," he says, "so we looked at defining these areas and the best way to structure the content along with the functionality we could build in to enhance the user experience. This again had to be future-proofed; we were always looking far beyond the initial launch requirements—we didn't want to have to create the site twice!"

Many of the decisions about what to include on the new site were based on team members' experience and expertise in running other intranets. Direct user input, through usability testing, was limited due to the project's tight time constraints. So, the team augmented their internal expertise with metrics from the companies' existing intranets.

"We used usage statistics from both the Orange and T-Mobile intranets to help validate the decisions made," says Chesterman. "We always adopted best practices from these legacy sites, and we conducted user testing as elements of the new site became available."

Facing Challenges

Ensuring that the new site delivered on the high expectations set for the project meant the project team had their work cut out for them; it wasn't going to be easy.

"Supporting the creation of Everything Everywhere was an undertaking on a scale that none of us had worked on before," says Chesterman. "We knew we had one chance to get it right, so we worked day and night on every aspect to make sure we delivered a user experience that our exciting new business warranted."

Sometimes, that meant finding ways around institutional roadblocks.

"To speed our delivery, we bypassed certain bureaucratic IT processes and developed the site as a separate work stream," he says.

Building an intranet for a merger usually means dealing with two completely different environments that both must be accommodated. In the case of Everything Everywhere, there were two networks and numerous PC builds to take into account. The team also had to test everything in several different locations and environments to make sure everything worked.

"We had to accommodate multiple platforms, browsers, and network settings," he says. "Our plans were ambitious and quality was key, so everything had to be tested to breaking point and beyond."

And there wasn't a lot of time to problem solve.

"Where we did find problems, we had to find solutions and quickly," says Chesterman. "We actively drove this process to make sure we had the full picture at all times and any changes we made along the way were based on best practice."

One of the biggest challenges for the team—and the source of many frustrations — was the use of SharePoint.

"One of the biggest frustrations was our SharePoint platform, which was relatively new to the business and didn't appear to be as stable as we would have hoped," he says. "This meant we had some problems with site releases, which would always happen late at night and required a group of people to be available for support and immediate testing, so we could solve and identify any problems quickly."

Everyone Wants to Be a Designer

Another challenge the Everything Everywhere team faced—and a common one in large organizations—was the struggle to get consensus on how the site should look. Teams often find that suddenly everyone thinks they're experts when it comes to deciding what content to put on the site and how it should look. The best way to resolve so many differing opinions is to step back and figure out what the users need and want; you can then let those requirements act as a cover for not going in a popular direction or with the recommendation of an influential person on the team.

"Everyone wants to be a web designer!" says Chesterman. "With numerous different integration work streams operating, there were always lots of opinions and priorities for us to assess, influence, and support as necessary. But the end user was always our number one priority. We got pretty good at saying 'no' to some very senior people!"

This project also had the added challenge of dealing with a brand in flux. The new brand was still being developed as the team was creating the wireframes and initial

designs. "This meant we had to respond quickly to any changes and developments, and ensure these were applied correctly to the design," he says.

Despite these challenges, the team was victorious in meeting their mandate.

"On day one—July 1, 2010—we transformed the way people saw, felt about, and interacted with Everything Everywhere," says Chesterman. "Our intranet was the first place that anyone actually saw the Everything Everywhere brand as a physical entity. The responsibility fell squarely on our shoulders to deliver the (seemingly) simple message that we were one business, running two brands. That's why it looked so different, felt so different, and presented some challenging messages in a very different way. It was down to us to help define our new corporate culture."

Orange intranet | T-Mobile intranet Welcome Simon CHESTERMAN My Site | My Links | Site Actions

everything everywhere™

About | How we work | People and places | VP space | **News** | Everyone


About
How we work
People and places
VP space
News
Trophy cabinet
Pulse survey

I want to...


I want to...

News


- Jun 10




Trick or Treat?
tagged Trick or Treat Broadband Game
posted by Communications team
- Jun 10




Improving PC performance
tagged IT PC Performance
posted by Communications team
- Jun 09




Orange Prize for Fiction winner
tagged Orange Prize for Fiction
posted by Communications team
- Jun 09




Aligning our benefits and policies
tagged benefits policies
posted by Ian Pitcher
- Jun 08




Best Performance and Bonus
tagged Best Performance Bonus
posted by Communications team
- Jun 07




Win a Motorola Atrix with Everyone magazine.
tagged Eryone magazine June
posted by Communications team
- Jun 07




Retail store strategy - A message from Tom.
tagged Retail Strategy
posted by Tom Alexander
- Jun 06



Update to Orange Terms and Conditions
tagged Orange Terms Conditions
posted by Communications team
- Jun 02



Smooth sailing for a good cause.
tagged Project Rough Seas
posted by Communications team
- Jun 02



Orange at Glastonbury
tagged Orange Glastonbury competition winners
posted by Communications team

2 out of 33

Back

Filter

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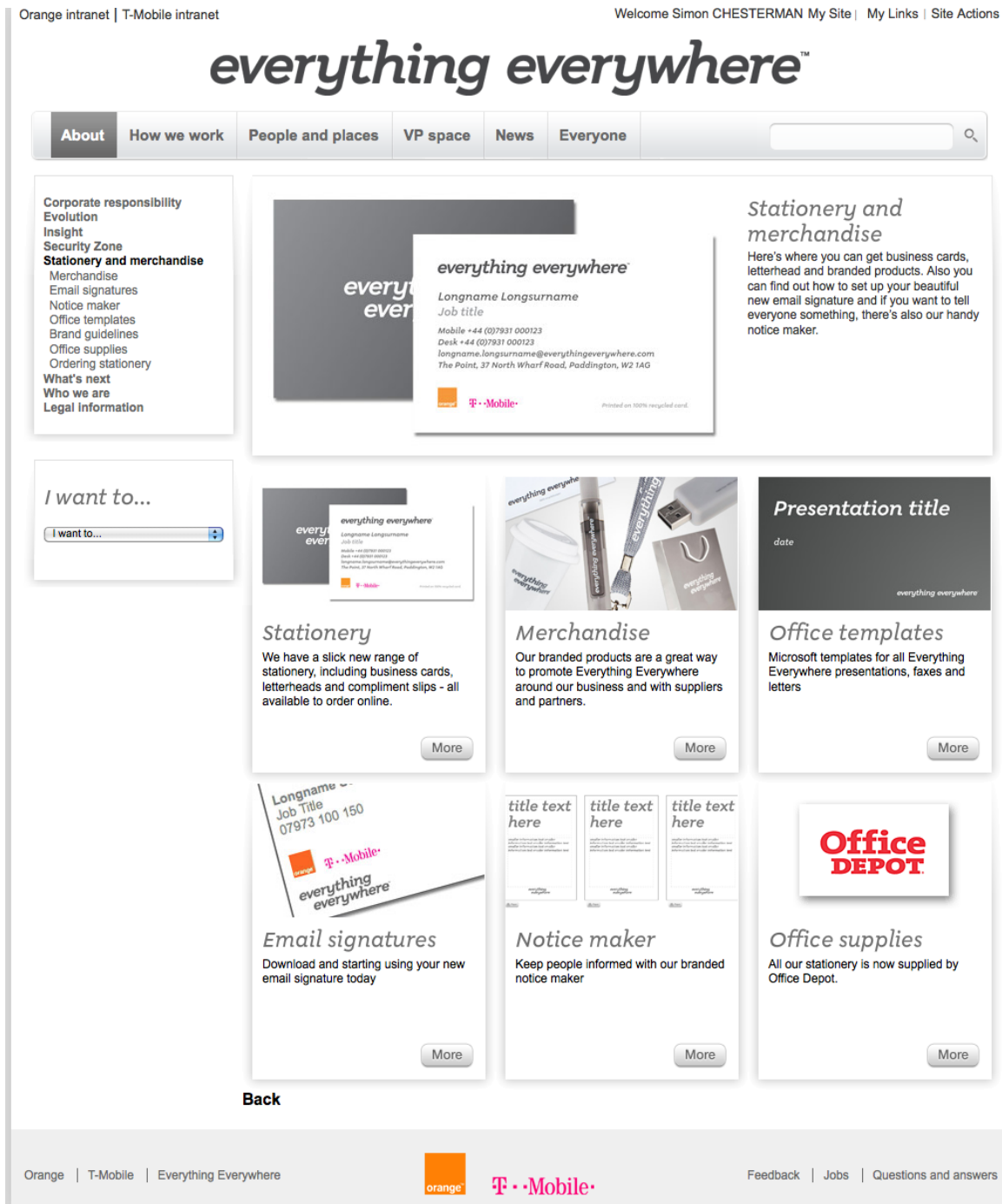
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Broadband Competition
Pulse Employee Advert
Change Brand Feedback
Survey Performance Retail
Network Tell Update
T-Mobile Orange
Everyone Charity Video
Customer Ad Ipad

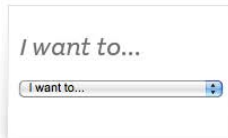
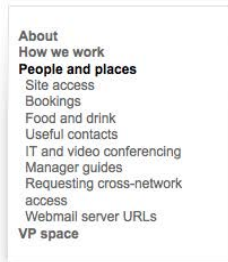
Orange | T-Mobile | Everything Everywhere   Feedback | Jobs | Questions and answers

Pictured: The *News* page displays all of the company's news articles in one place. Users can navigate back and forth and filter content by keyword, publish date, and author. The news list features a thumbnail image, title, keyword links, and the publisher's name.



Pictured: The menu landing pages are consistent with the homepage and provide feature links to key content that help make the navigation process more visual. The pages also offer a traditional left-hand navigation structure.

everything everywhere™



People and places

Find someone

Name:

Simon CHESTERMAN

Internal Brand Manager (Digital)

07967270992

Simon.CHESTERMAN@everythingeverywhere.com

Department Internal Brand & Communications

Directorate Brand & Communications -

City Bristol

[<< Back to results](#)

Find somewhere



[Back](#)

Pictured: On the *People and places* page, users can easily find details about colleagues and a list of office locations in a simple format.

INTRANET TEAM

Taking an Agency Approach

The intranet team works somewhat like an internal agency within the business. “We work in a uniquely creative area of the business—a great working environment and access to the best tools and technology,” says Chesterman. “We think of ourselves as an internal agency and look at everything we do from this perspective, right from client and project management to how we respond to briefs.”

The team employs a briefing process as a mechanism for submitting project requests. This process enables people throughout the company to approach the team

with intranet problems that need to be solved, but puts the problem-solving responsibility on the team.

“Just like any good agency, we don’t move without a good brief,” says Chesterman. “All our internal clients fill out a briefing sheet, which asks all the questions we need answers for and gives all the relevant points of contact.”

This is taken in, discussed, and digested by the team and then followed up by planning sessions with the people involved.

“We’re then fully equipped to deliver our response, with recommendations on content, navigation, functionality, and timings. We keep the process quick, clean, and efficient,” he says.

This process helps the intranet team avoid the inevitable problem of other teams throughout the organization thinking they can dictate the solution when they identify a problem.

“All too often people try to brief us with what they think is the solution!” says Chesterman. “We know it’s essential not to become a slave to these requests and to ask questions to understand better what the problem is and then recommend the right solution.”

The team is a well-balanced blend of specialist skills. “We are all creative in design, development, copywriting, site IA, and usability,” he says. “This means our roles are not pigeonholed, and we work collectively across roles on projects. We also have a mix of creative hobbies outside of work including skateboarding, music, photography, and creative writing.”



Pictured: The Everything Everywhere intranet team (left to right): Ian Hughes, Simon Chesterman, and Mark Brewster.

GOVERNANCE

Ownership

At Everything Everywhere, the intranet is owned by Brand and Communications and is managed by an Internal Brand and Communications delivery team. This placement has been beneficial for the intranet as it serves as the company’s primary internal channel within Brand and Communications. This placement has contributed to the site having a strong, consistent brand identity and positively influenced the quality of the content and the overall site usability.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Internal Brand and Communications Team (Delivery team)	<ul style="list-style-type: none"> • Own the intranet and provide strategy, guidance, and governance for everything online internally • Oversee development, design, and functionality • Train and work with content owners • Determine and maintain navigation and site structure
Internal Communications	<ul style="list-style-type: none"> • Create content and communications • Publish content • Work with content owners • Work with the delivery team to deliver against a content and strategy plan
IT	<ul style="list-style-type: none"> • Support the platform
Content Owners	<ul style="list-style-type: none"> • Oversee content (in conjunction with Internal Communications and the delivery team)

USERS

The intranet is designed for everyone and is used by office-based people as well as frontline teams in Customer Operations and Retail. “This is why all our content is inclusive, relevant, and accessible to everyone in the business, regardless of where they work,” says Chesterman. “It’s not ‘lowest common denominator,’ it’s effective communication that we aim for at all times.”

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">• http://intranet.everythingeverywhere.com
Default Status	<ul style="list-style-type: none">• All head office employees have the intranet homepage set as their default; this can't be changed. Retail stores and call centers have their local intranets set as their homepage, with prominent links to the main intranet. The site is not bookmarked in each user's browser, but can be added manually.
Remote Access	<ul style="list-style-type: none">• The intranet is available through a VPN network, which is used by anyone working away from the office—on the road, at home, in the field, etc.
Shared Workstations	<ul style="list-style-type: none">• All of the company's 720 retail stores can access the intranet on a computer at the register and also on a back-office shared machine. The store computers are intranet enabled to find support information quickly and also to browse the intranet while still being visible to customers.

DESIGN PROCESS AND USABILITY WORK

Design Approach

The intranet team used several different methods while planning and building the new intranet. These included a combination of field studies, cards sorts, usability testing, and traffic analysis from the companies' previous intranets; the team found the usage analysis and field study observations to be the most effective.

"Usage stats are always a great resource to identify the popular areas of content, and combining this with user journeys and observations gives you a really powerful understanding of common areas and differences," says Chesterman. "Card sorting is a must to create logical content groups, but we have found that if it's left too open it can produce varied results that are then difficult to quantify."

Determining user paths via these research methods was very helpful for team members, who found that not only is navigation crucial to users, but the way designers and users navigate can be entirely different.

"We soon realized that navigation is king," he says. "Often, putting something in what we thought was a logical and prominent place was met with bewilderment from our end users. We reacted to their needs by moving things and making changes so we soon got a good 'feel' for what worked and people were looking for."

You Can't Do It All, So Choose Wisely

Only some mythical intranet team has a project so generous that it can employ an entire menu of usability methods without so much as a nod to timeline or budget. For teams that live in the real world, determining which user-experience methods to employ is often a Sophie's choice. Every single method could yield valuable information but there's only so much time and money a typical project can absorb.

The Everything Everywhere team focused on serving time (the immovable constraint) and output (bang for your buck). They fared well.

"Time and output was the biggest factor," says Chesterman. "We wanted to use techniques that we knew would give us good, tangible results that we could use straight away."

"You can spend a lot of time and energy around usability and design research for a site build or redesign, but you need to be realistic about what you can manage and your timeframe against what you need to deliver in the end product," he says.

The lesson learned by the Everything Everywhere team is that, while you must get the most bang for your buck up front, you can't make those initial usability efforts the end of the road.

"As the site grows and technology develops, this is an area we'll be continually looking at," he says, "especially around how the site is working and if we're keeping up-to-date with best practices. It's this constant assessment and development of a site that will ensure its continued success."

Everything Everywhere

Dream Develop Deliver Leadership News How We Work About



Dropdown One
Another Drop Down
More Drop Down

Dolor Sit Amet Ipsum

“ We bring you closer to the people, places and things you want, at the touch of a button, the flick of a switch, or the blink of an eye. ”

Thomas Alexander, Chief Executive.

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Aenean commodo ligula eget dolor. Aenean massa. Cum sociis natoque penatibus et magnis dis parturient. Lorem ipsum dolor sit amet, consectetur adipiscing elit.



Dream Header

While we're grounded in the present, we walk toward tomorrow with "eyes wide forward", seeing opportunities where others see challenges, and creating a future where we bring our customers closer to the people, places and things they want.

[Find out more](#)



Develop Header

We learn from everything we do, redefining, improving and imagining new ways to make our customer's lives better, our relationships deeper, and our business more successful.

[Find out more](#)



Deliver Header

We work toward a unified goal, using the understanding we have of our customer's needs, our company's targets, and our unique differences, to ensure that we excite, delight and succeed.

[Find out more](#)

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Quisque rutrum. Aenean imperdiet etiam ego [...] | tagged with
Vision, Strategy, Leadership | posted by
Thomas Alexander |
| June 27th | | Title
Sed fringilla mauris sit amet nibh | tagged with
Partnerships, 4G | posted by
Richard Moot |
| April 23rd | | Title
Maecenas tempus tellus eget condimentum | tagged with
People, Recruitment | posted by
Customer Service |



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Pictured: An example of an early homepage design with no left-hand navigation and a concept brand logo. The team added left navigation as a result of testing these designs and user feedback, which showed that the left navigation was a common place for people to look for links. The design also shows some concepts for the navigation and how it would potentially look and work.

Everything Everywhere

Dream Develop Deliver Leadership News **How We Work** About



How We Work Amet Ipsum

“ We learn from everything we do, redefining, improving and imagining new ways to make our customer’s lives better, our relationships deeper, and our business more successful ”

Thomas Alexander, Chief Executive.



Header One

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[Find out more](#)



Another Header

Sed ut perspiciatis unde omnis iste natus error sit voluptatem accusantium doloremque laudantium, totam rem inventore veritatis et quasi architecto beatae vitae dicta sunt.

[Find out more](#)



Third Header

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[Find out more](#)



Fourth Header

Sed ut perspiciatis unde omnis iste natus error sit voluptatem accusantium doloremque laudantium, totam rem inventore veritatis et quasi architecto beatae vitae dicta sunt.

[Find out more](#)



Header Again

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[Find out more](#)



Final Header

Sed ut perspiciatis unde omnis iste natus error sit voluptatem accusantium doloremque laudantium, totam rem inventore veritatis et quasi architecto beatae vitae dicta sunt.

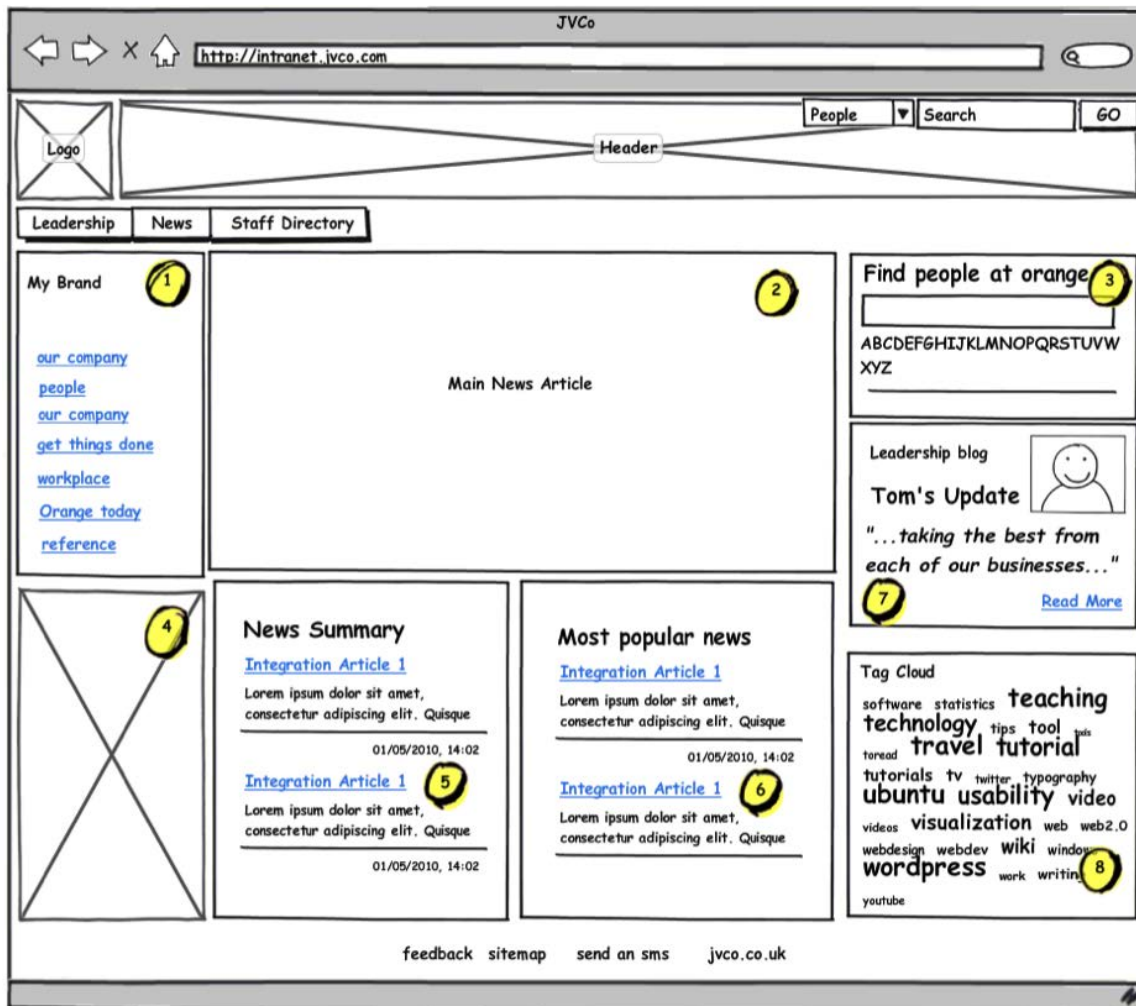
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Pictured: An example of an early landing page design. Very little changed from this concept through to build, except the designers added the left navigation so all pages were consistent; they also added some branded buttons for the links even though the whole feature space is selectable.



Pictured: An example wireframe. The design team was considering some of the functionality and how site elements might work and sit within the design. This wireframe features a left navigation column and also shows how another column structure would work for the inner content.

Working with Outside Agencies

Although Everything Everywhere's intranet team is both strong and versatile, it still looked to outside agencies for help with aspects of the project. The team partnered with the Different Projects agency for the project's design and usability aspects and with Brightstarr for the site build.

Different Projects worked on the site's creative elements, including wireframes and design concepts. The agency also worked with the team to test the designs and oversee Brightstarr's development work.

The choice of agencies is critical to Everything Everywhere because of the close relationship they foster with them. "We're very selective about who we use and the collaboration we have with any agency," says Chesterman. "We work *with* agencies, not separate from them."

“We use Different Projects because we have a good, long-standing working relationship with them—and they have a great understanding of our brand, how we work, and what we expect.”

The best agency/client relationships start long before the project work commences. Bringing in an agency partner on a project’s ground floor ensures that the two teams have a unified vision for the project.

“Our relationship with any agency is always consistent,” he says. “We are part of a virtual team. No matter how tight a brief is, things can change and it’s important to us to stay on top of everything, so we always work with agencies that are creative, proactive, agile, and flexible.”

“Before we even started writing the brief, we spoke to Different Projects about the project to understand the necessary resources and to start exploring the detail,” says Chesterman.

He credits this tight integration between the teams as the key to the company’s success in working with outside vendors.

“All too often, people working with agencies don’t get involved with the creative process and end up just managing the relationship and acting as a go-between” he says. “We don’t work like that. We’re involved in every decision and every step of the process.”

TIMELINE

To launch the site in time for the merger, the Everything Everywhere team maintained an aggressive timeline. The overall redesign was completed in three months; the project milestones are outlined below:

Milestone Date	Milestone Description
April 2010	<ul style="list-style-type: none"> New intranet project begins
May 2010	<ul style="list-style-type: none"> Create development and content-delivery plan Develop wireframe site templates and create site designs and site map Internal Communications starts pulling together content Site build begins
June 2010	<ul style="list-style-type: none"> Create test plan Phased site releases (six) based on priority. Testing was conducted after each release so the team could incorporate changes into the subsequent phase release. The components of each phase are as follows: <ul style="list-style-type: none"> Phase 1: Initial site structure, branding, and basic templates Phase 2: Web parts, employee data imported, audience groups created Phase 3: Templates, web parts, and search Phase 4: Templates and web parts Phase 5: Bug fixes and directory look up Phase 6: Final tweaks and fixes
July 2010	<ul style="list-style-type: none"> New site launches

CONTENT AND CONTENT CONTRIBUTORS

CMS

The intranet team chose Microsoft SharePoint 2007 as the site's CMS at the recommendation of the company's IT department. The reasoning behind this decision was practical. "This is a system and platform from a preferred supplier and would also have IT platform support," says Chesterman.

"SharePoint is also being used for document management and project team sites in other departments so it made sense to have everything running on the same platform," he says.

Content: A Demanding Mistress

Site content is managed by dedicated, specialist communications managers (on the Internal Brand and Communications team) in each business area. It's their job to identify, prioritize, and collate content and pass it on to the delivery team. And their

job is considered quite important to the smooth running of the intranet. Having these content managers in place is a high priority.

"If 'navigation is king,' that makes content the queen—and she's a demanding mistress!" says Ian Hughes, Copy and Publications Manager.

"A business of our size and complexity generates more information than most people can comprehend, let alone organize into a meaningful communications plan."

That's why the communications managers have been charged with the task; these dedicated resources are specialists who know the business inside out and can make the right decisions, prioritize messages, and manage stakeholder expectations. The wider communications team (21 people) collect the content, but delivery and publishing is handled by just a select few. "This," says Chesterman, "ensures quality consistency and punctuality."

"They do an amazing job of bringing us the raw materials to fashion mini campaigns that our above-the-line advertising teams would be proud of—killer headlines, snappy copy, and contemporary imagery supplied by our in-house design studio," says Hughes. "We can take a boring SAP GUI update and make it the talk of the office."

Standards, Styles, and Training

The company applies what it calls a "newsroom mentality" to the way it delivers its content, with the communications managers being the roving reporters and the delivery team serving as the editorial "backbench."

"We've transformed the way information is shared by simply promoting everyday activity as breaking news," he says, "and we're sometimes turning content away and diverting things to other channels—something that was unheard of 18 months ago."

From raw content, the communications managers draft the message and brief the design studio. It then flows to the Copy and Publications desk to review and maintain tone of voice. When everything's correct, on brand, and signed off, it's uploaded and scheduled for publication.

"We give clear deadlines and guidance on what we need," says Hughes, "and if those criteria aren't met, we go back to the business to help them understand why it's so important."

One of the guidelines the team has adopted to support content consumption is a rule requiring that content be 250 words or less.

"We believe there's not much that can't be said in 250 words," says Hughes, "or preferably less. We're a fast-moving business, full of people who don't want to spend time trying to digest complex messages. It's really that simple. We try to position everything like a news story: tell the story in the first sentence then go into the detail. That way people can choose straight away to read on or move on."

Their philosophy: less is more when you want people to understand something the first time. This seemingly revolutionary (yet simple) rule is taking hold beyond just the confines of the intranet.

"Our 250-word limit is becoming the standard across the business," he says, "not just in our channels!"

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I want to...

How did we get here?

In September 2009 we announced that France Telecom and Deutsche Telekom had agreed to combine T-Mobile UK and Orange UK into a 50:50 joint venture company to form the UK's leading mobile operator. This was a good move for both companies as it was recognised by most involved in the UK mobile industry that it was overcrowded and needed consolidation. Combining the 3rd and 4th place players would catapult us to biggest in the market overnight.



The first step was to complete 'due diligence' (crossing the t's and dotting the i's) and we did this and confirmed we'd like to go ahead with the deal in mid-November 2009.

By early-January 2010 we were ready to submit our application to the European regulatory authorities for permission to go ahead with the deal. We knew they'd be looking at it very closely to make sure the proposed new company wouldn't damage competition in the UK mobile market.

As we expected, the UK Office of Fair Trading (OFT) asked the European regulator if it would refer the decision to the UK to be made. We worked hard to overcome the issues the OFT were concerned about, and they withdrew their request for referral of the decision and on 1 March the European Commission decided to say yes to the joint venture.

So on April 1 2010 the joint venture company was formed... and on May 11 we announced the name of our company, our vision and the team of people who'll lead us through integration and to success.

Back

Pictured: Content pages use 250 words as a guide, with a large or medium-sized feature image to break up the copy and make the content more visual. Pages can also include videos, Flash, and interactive elements to make them as engaging as possible.

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- About
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- Every Month
- Every Week
- Best Community
- Communication request
- Pulse Survey
- Best Times
- Best Life - Charity Single
- Bonus and Commission
- Best Performance

I want to...

Customer Operations

Welcome to the Customer Operations Communication site, your new dedicated online channel for all your weekly, monthly and engagement communications.



Every Week

Everything you need to know this week.

Every Month

Everything you need to know this month.



- Jun 17**

Aligning our benefits - an update.
tagged benefits policies bonus
posted by Customer Operations Comunicationaions Team
- Jun 17**

Best.
posted by Communication Team
- Jun 16**

Evolving - What to say
posted by Communication Team

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Best Times
Take the survey

Community ▾

Find out what's been going on in your area and upcoming activity to get you into the community spirit.

[More](#)

Request ▾

Do you have something you want to communicate to the rest of Customer Operations?

[Communication request](#)

Pictured: A local directorate page that's managed by local teams and demonstrates how the intranet template is used consistently to help deliver local communications and drive local engagement.

Training Users to Do It Right the First Time

Training contributors in every step of the publishing process is critical for very practical reasons: It saves time and money to do it right the first time.

“That way,” says Hughes, “we reduce our need to rewrite, repurpose, and review every single word. We run workshops on communications principles, site structure, and tone of voice. This frees us up to work on development as much as day-to-day upkeep of the site.

“We believe in doing things right first time!”

Prior to being given publishing access, content editors are trained in both writing and the technical aspects of publishing in SharePoint. And, once they complete training, they are supported with direct access to the intranet team.

“We make ourselves available to answer any ad hoc questions publishers have, and we try to work as closely as we can with our publishing community,” says Mark Brewster, Digital Brand Manager. “Being available to help and offering as much support as possible really helps keep content editors onside and working with you, rather than against you.”

When content is not quite up to snuff—as sometimes happens in any system—the intranet team works directly with the publishers to not only help them improve, but to help them understand why their content does not meet the quality standards set for the site.

“If something doesn’t meet our high standards, we’ll work with that person or area on improving their contributions and/or workflow,” says Chesterman. “The worse thing you can do when any problems occur is to change the content, layout, etc., with out telling anyone—this is incredibly frustrating and only alienates people. It also doesn’t help the long-term problem, and any future content is likely to suffer from the same problems, simply because you haven’t taken the time to educate and provide feedback.”

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none">• Five SharePoint servers that have two processors with Quad Cores and 8GB of RAM. The SQL back-end servers have the same processors but with 32GB RAM. The Operating system is Windows 2008 SP2 64Bit
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">• Shared Excel file
Design Tools	<ul style="list-style-type: none">• Adobe Photoshop and Illustrator
Site Building Tools	<ul style="list-style-type: none">• Adobe Dreamweaver, Flash, SharePoint Designer, and Visual Studio
Content Management Tools	<ul style="list-style-type: none">• SharePoint 2007
Search	<ul style="list-style-type: none">• SharePoint Enterprise Search

SEARCH

The Care and Feeding of Search

The Everything Everywhere intranet uses SharePoint Enterprise Search and was chosen because it's integrated with the intranet platform solution. "For us, having this integration was important," says Brewster, "but you just don't turn a search feature on and walk away. It needs a lot of attention and constant care to ensure it's always meeting user expectations, and the resources to do this is often something that's underestimated."

As just about anyone who's ever used a website can attest, if the search function doesn't work very well, it frustrates users and damages the perception and integrity of the site as a whole. But effective search is a process of monitoring and tweaking. Lather, rinse, and repeat.

The first step, of course, is setting up logical scope boundaries for the search indexing. "Ultimately, content needs to be well managed," says Brewster, adding that indexing only relevant areas "helps to reduce search scope and provide more specific responses."

Content also needs the correct keywords and metadata added. Then, search results must be monitored and the search adjusted over time.

"It's a seemingly thankless task," says Chesterman, "but we know how important it is for our people to find what they're looking for as easily and quickly as possible, so it's become a labor of love for us."

On the Everything Everywhere intranet, search includes a "recommended result"

feature. It's a useful tool, but it must be managed manually, which means it's essential that the team maintain an open dialog with content owners to make sure the content is accurate and covered with the right keywords.

Orange intranet | T-Mobile intranet Welcome Simon CHESTERMAN My Site | My Links | Site Actions

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About | How we work | People and places | VP space | News | Everyone

Search Results

About
Corporate responsibility
Evolution
Insight
Security Zone
Stationery and merchandise
What's next
Who we are
Legal information

How we work
Aligning Benefits
Benefits
Best Performance
Bonus
Change space
Diversity
Employee reps and support
Policies and forms
Recruitment
Training and development
HR

People and places
Site access
Bookings
Food and drink
Useful contacts
IT and video conferencing
Manager guides
Requesting cross-network access
Webmail server URLs
Places
Olaf's team
Everyone

Security Zone
The Security Zone has lots of information on everything we need to know about security from keeping customer's information safe to preventing computer viruses.
<https://security.everythingeverywhere.com/>

Balancing security and business openness
Balancing security and business openness ... Online Security is a big topic at the moment, with the Sony breach, the wikileaks controversy and th ... The IT Security team help the business understand the security risk of what they're proposing or imp ...
http://intranet.everythingeverywhere.com/top_team/fotis_karonis/Pages/080611_Balancing_security_and_businessopenness.aspx - 87KB - 6/9/2011

Security - it's not a dirty word!
Balancing security and business openness ... Security - it's not a dirty word! ... Director of IT Security, talks about what him and his team are all about and what's on his 'to do' ...
http://intranet.everythingeverywhere.com/top_team/fotis_karonis/Pages/260411_Security-its_not_a_dirty_word!.aspx - 68KB - 5/4/2011

New user security policy.
... are protected from security risks and illegal activity. ... Find out more about security on the new Security Zone site and you could win an iPad 2. ... security, policy, Security Zone
http://intranet.everythingeverywhere.com/News/Pages/240811_user_security_policy.aspx - 43KB - 8/24/2011

A reminder about security
Additional information can be found at the Orange and T-Mobile security pages. ... security, awareness
http://intranet.everythingeverywhere.com/News/Pages/141210_security_reminder.aspx - 43KB - 12/14/2010



New Security Zone site.
The Security Zone has lots of information on everything we need to know about security from keeping ... hand menu on the Security Zone and complete the entry form. ... iPad, security, competition, Security Zone
http://intranet.everythingeverywhere.com/News/Pages/190811_load_comp.aspx - 43KB - 8/19/2011

Information Security policy
Information Security policy ... User Security Policy ... Information Security policy
http://intranet.everythingeverywhere.com/how_we_work/policies/information_security/Pages/corporate_security.aspx - 50KB - 8/22/2011

ISO 27001 certification
You may have read my blog a few months ago on security, if not, please take time to ... you'll understand why security is an essential part of our business. ... recognised security framework; a checklist for good security practice and Fotis and Martin Stiven a ...
http://intranet.everythingeverywhere.com/vp-space/FotisKaronis/Pages/170811_ISO27001_certification.aspx - 57KB - 9/1/2011

Useful contacts
Security ... 01707 312999 (Central security control)
http://intranet.everythingeverywhere.com/people_places/Pages/Handycontacts.aspx - 49KB - 7/8/2011

1 2 Next>

Orange | T-Mobile | Everything Everywhere   Feedback | Jobs | Questions and answers

Pictured: A search results page for the word "security."

RESULTS AND ROI

The age-old (and often unanswered) question of intranets everywhere is how best to measure success and quantify that return on investment.

Everything Everywhere had a mandate that involved creating a site that users could turn to for answers during a merger. So, traffic was a key indication that users were using the new site.

“The measure of our success is from web stats: people are using the site more, staying on it longer,” says Chesterman. “And also, the feedback we receive is constructive and useful.”

They know this, of course, because they have built-in mechanisms that let users leave feedback and because the intranet team responds to that feedback so users feel heard. “It’s really important to encourage feedback,” says Chesterman, “and we take the time to reply.”

The new site has also let the company apply the new branding standard across site templates, something that had not been done before.

Another important (though hard to measure) indication of the site’s success is the increase in the quality of content across the site and the ease with which users can find that content.

“We’ve been able to take a fresh look at the content and structure for the site and work with content owners to create well-written, helpful content and an engaging site,” says Chesterman. “The intranet has always been our primary communications channel but it’s now more respected in the business, and we’re responding to more content briefs than ever before. We’re publishing more news content than the Orange and T-Mobile news channels combined—and to a higher standard.”

LESSONS LEARNED

Team members Chesterman and Hughes share the team’s hard-won lessons learned and offer advice for other teams:

- **Learn the intricacies of your platform—sooner rather than later.** “SharePoint was a system and technology we’ve never used before. We quickly discovered that, while there are benefits, there are some constraints and quirks, too. It’s important to understand more about a new system you’re planning on using and have the appropriate training in place from an early stage. It’s also about making the best of what you’ve got and finding solutions and ways to make things work.”
- **Focus on the users.** “Everyone will have an opinion, but it’s important to stay focused on the users and not individual stakeholders. It’s the end result that matters.”
- **Engage with the users.** “Engage with the people using your site. You can do this in conversation when meeting new people around the business, observing people using the site, and also encourage feedback that you absolutely have to respond to. This really helps people feel that they’re part of the site, they’re being listened to, and there’s someone there to help them—which in some large corporate companies can be rare.”
- **Manage your stakeholders.** “Stakeholder management is something we’ve become quite the experts in. Everyone’s content is their personal number-one priority, so having to put that into the context of the wider business needs is often a challenge, but it’s one we don’t shy away from. Saying ‘no’ is sometimes the right answer, even if it is the boss!”

- **Operate like an agency.** “Think of your team as an internal agency that’s able to separate itself from the politics and inner workings of your company and stay focused on doing the best job possible and delivering quality creative solutions. How something is designed and presented will define how people interact with it.”
- **With support you can accomplish anything.** “It’s amazing what you can do and deliver when you have the whole business and especially IT support behind you. The joint venture created a unique working environment that helped speed the project along and meant we could work outside some of the processes we normally had to follow. I would recommend getting the support from key senior VPs, especially in IT, and use them to help influence things internally and also provide any help you need during a project.”
- **Don’t take no for an answer.** “Don’t let anyone tell you why you can’t do things. Stay focused on finding solutions, making things work, and ultimately delivering.”
- **Educate your clients.** “Control of your channel is important, but educating your clients is crucial. Share your expertise, get them on side, and make sure they get their share of the credit, and you can’t go far wrong. The end goal is effective communication—and that has to work both ways at all times.”
- **Pay attention to the details.** “Check everything and ask questions, then make sure this is followed up with documentation to help avoid misunderstandings. It takes time and energy to do this, but it will help you in the long run.”
- **Keep your standards high.** “There’s one word that really stands out for me and that’s ‘quality.’ You should always ask: Is the best that we can do? Don’t accept excuses. Question and poke everything to find a better way. Another gauge to use is your customers or external audience as a benchmark—the standard of your intranet needs to be just as good as your company’s external website. In some cases, it needs to be better. After all: your people know your business better than your customers do.”
- **Be consistent.** “Being consistent with design and content styles will help make a site feel complete and will ultimately help people using your site find what they’re looking for. Being consistent can also help you deliver new content and develop your site because you don’t have to create a new design or style.”
- **Expect the unexpected.** “No matter how much planning and checking you do, it’s likely there will be unexpected problems along the way that you will need to find a solution for. Knowing the technology and your IT set up will help you overcome these.”

Genentech

Using the intranet:

Genentech, considered the founder of the biotechnology industry, has been delivering on the promise of biotechnology for more than 35 years, using human genetic information to discover, develop, manufacture, and commercialize medicines to treat patients with serious or life-threatening medical conditions. Today, Genentech is among the world's leading biotech companies. The intranet supports all regular Genentech employees (approximately 11,000) as well as global employees (of Roche, its parent company) who are located on site and have information needs applicable to their roles. Genentech employees are located across the US and also on international assignment with Roche.

Headquarters:

South San Francisco, US

Number of employees the intranet supports:

11,000

Company locations:

Genentech has offices in South San Francisco, Oceanside, and Vacaville, California; and in Hillsboro, Oregon.

Locations where people use the intranet:

Roche and Genentech employees can access the Genentech intranet from Roche offices worldwide. Metrics show that approximately 7 percent of intranet traffic is outside the US, with the bulk coming from Singapore, Switzerland, and Germany.

Annual sales:

Genentech is a member of the Roche group. Financial information for Roche (ROG.VX) can be found at <http://www.roche.com/investors.htm>

Design team:

The in-house core design team comprised four people, who worked closely with numerous partners, stakeholders, and end users to determine the overall design direction. The contributions of the extended team (below) were notable.

Members:

Core team: James Musick, Director of Social Media & Web Communications; Sharif Ezzat, User Experience and Design Lead; Christian Santiago, Web & Intranet Technical Lead; and Ken Hansen, iPhone Technical Lead

Extended team: Amy Gartner, Director of Internal Communications; Lise Dumont, Sr. Manager, Internal Communications; Emily Anderson, Sr. Manager, Internal Communications; Elizabeth Howell, Sr. Associate, Internal Communications, Pritam Prasad, Application Integration Lead; James Gosnell, Enterprise iOS Team Lead; Jane Pyle, Enterprise iOS Usability Lead; Michelle Tran, System Administrator; and Conor Cassidy, Collaboration Systems Analyst

SUMMARY

Simple and engaging. Those were two of the Genentech intranet team's goals as they approached a site upgrade. Five years had passed since the biotech company's last site upgrade, and team members were looking into new technologies, addressing new business needs, and trying to live up to user expectations. They realized as time passed that users had growing expectations for their internal site, called *gWiz*. Specifically, they expected the ease of use and functionality they were accustomed to on public-facing sites.

As a result, the four-person team set out to improve usability, simplify technology solutions, and introduce new site elements. Team members focused on creating clean pages filled with compelling and current content, but most of all they wanted to create a site that clearly reflected the corporate culture and gave employees opportunities to interact and engage with the site's content and each other. One of the key decisions was to enable social features—such as comments, ratings, and sharing—in all of the new site sections they developed.

The team approached the change as a series of upgrades, rather than a complete overhaul. It took a collaborative approach, which helped team members inform the 11,000 employees of upcoming changes and helped the employees feel involved in the changes. The team started the process with an emphasis on user research. This led to more design iterations than in past intranet efforts, which helped refine and enhance the UI as well as the user experience.

The homepage has a simple, clean design featuring brand colors. The team tried to reduce the complexity of the previous homepage, focusing on content users want and need, presented in a way that makes sense. Images, clean fonts, and a simple grid make it easy to find information. Four news stories are featured at the top of the homepage, together with relevant images, clear headlines, and brief descriptions. Related stories appear next to each headline.

Headlines are accompanied by the story's rating in relation to a five-star scale, followed by the number of users who rated the content. (Users can submit ratings by clicking on the rating scale.) The number of comments is displayed next to a speech bubble, and followed by an icon allowing users to share the content via email. Some stories have sparked hundreds of comments back and forth among employees. Hover states promote interactivity by revealing additional context-relevant content with minimal user action and without leaving the page.

The page includes additional news provided through RSS feeds, providing information about Genentech and parent-company Roche. Announcements appear in the middle of the page with images, headlines, and summaries, followed by upcoming events.

The top of the page includes a lightweight JavaScript time-zone widget. The page always shows users' local time (regardless of location) and the time for one or two other locations that they choose—typically offices they regularly work with—so they can see at a glance what time it is there.

The homepage's *Who Is* section is a very popular area. The company has grown quickly, making it harder to know and meet others in the organization. In an effort to maintain the personal connections that are so important to company culture, the *Who Is* feature showcases employees. Information about individual employees can include a combination of work and personal information, such as their best day at the company, their favorite thing to do when not working, their favorite vacation destination, or the website they frequent the most.

Who's Paul?



Date: August 19, 2011

Name: Paul Spence

Department: Rare Disease Cluster, Product Development, Immunology

Time at Genentech/Roche: 9 years this month

What do you do: I am a Principal Medical Director and have focused on the Rituxan in autoimmune program for these past 9 years. The program

has spanned rheumatoid arthritis, multiple sclerosis, acute organ transplantation rejection, lupus, vasculitis, type I diabetes mellitus and many other diseases. It's been an extraordinary learning opportunity across multiple autoimmune disorders affecting millions of patients, and has involved some high-risk programs with difficult endpoints and regulatory pathways.

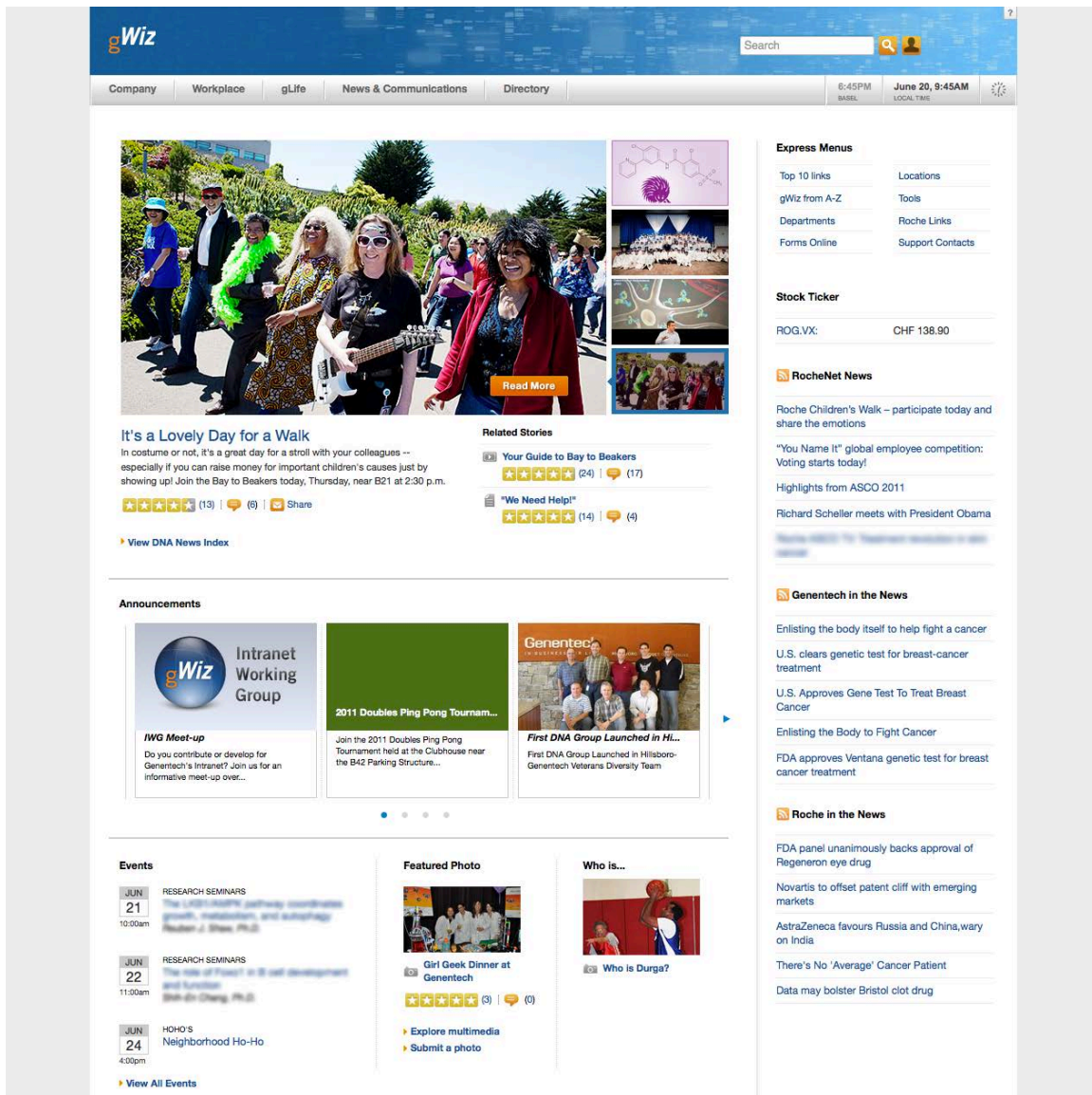
What motivates you: Being on teams that focus on the design and implementation of studies intended to advance science for patients with serious disease. Working to improve patient outcomes across thousands of patients really motivates me every day. I feed off the excitement of discoveries in the REDs [[qRED](#) and [pRED](#)], the data from our global studies, the development of strategies to better serve patients with less common diseases, and the intellectual drive of other team members.

What was your best day at Genentech and why: The day [Rituxan was approved](#) for patients with Wegener's granulomatosis and microscopic polyangiitis! It represented many years of work, a huge team effort, emails and calls from investigators that were part of the process in collaboration with the [NIAID](#) and the [Immune Tolerance Network](#). This success was balanced by negative studies with [Rituxan in lupus](#) which were disappointing but extremely informative. Drug development is really risky, and it was great to celebrate success.

Favorite Genentech clothing item or memorabilia: Biking jerseys from prior Multiple Sclerosis Waves to Wine fundraising rides! My Genentech friends have helped me and my son raise more than \$15,000, and it reminds that we're committed to MS research and approvals.

Favorite thing to do when you're not working: Mike Doherty and I are about to embark on a humanitarian trip to Peru on October 20, 2011. A group of docs and volunteers is going to Cusco, Peru to staff a health care clinic. The clinic is run for about five days and will see about 3,000 patients. We provide basic care and treatment and distribute hygiene products such as toothbrushes, shampoo, and soap, which are not frequently available to these people. We aim to take 1,000 pairs of glasses and will provide these to people who need them. We also visit an orphanage and bring gifts for the children and have a fun day playing with them and teaching them. My teenage daughter and I will go, and it'll be an extraordinary experience for all of us.

Pictured: An example from the *Who Is* section which showcases information about employees, both work and personal information.



Pictured: The new gWiz intranet homepage is clean and streamlined, focused on news, current events, and interesting content.

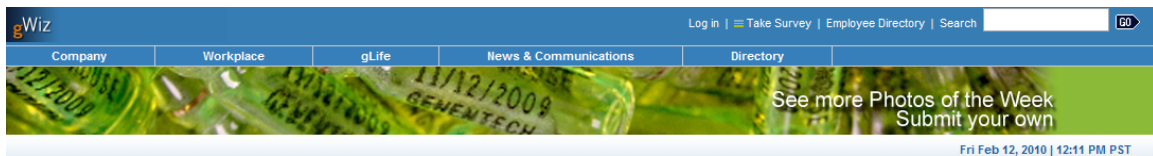
Usability testing affected the presentation of search options on the homepage and throughout the site. The team is working on back-end integration to let employees search multiple content collections from a single search field. In the meantime, they had to determine how to present two searches: site search and employee search. Previously, the two searches were located far away from each other on the page and were inconsistently displayed; the team's goal was to simplify this design.

Team members tested a few solutions and decided on one that they considered both flexible and visually simple. However, users quickly complained that the number of clicks to get to employee information had increased. Because searching for employee information was a common task, users were frustrated when it became more time consuming than before, even though the design was streamlined. The team went back to the drawing board and came up with a solution that restored the one-click access to content. Team members realized that employees needed a dedicated

button for employee search by default, rather than having to hunt for the option. The interface now features a single open field, followed by a magnifying glass icon signifying site search and a person outline signifying people search.



Picture: The final design for the search box uses a single text field, followed by two buttons representing site search and people search.



Pictured: The intranet's previous version offered employee search on the left-hand side of the page and site search in the upper right. The searches functioned differently as well.

The team also wanted to simplify content authoring during the upgrade. In the past, a variety of complex content management tools were used to run the site. This resulted in a lot of time and energy spent training content creators, fixing problems, and answering questions rather than focusing on content.

To address this, the team decided to go with a simpler tool, Movable Type, to make authoring easier. Training that used to take several days can now be accomplished—not perfectly, but well—with an email and a short training video. The tool also allows simpler, more frequent upgrades and faster publication cycles.

Regular contributors are trained on the content system, while less frequent contributors can make change requests via a Google form available on the site. Team members were careful to create content guidelines that are brief, clear, and easy to follow. Their approach is that it's better to teach contributors to do it the right way rather than have to address problems later. They also support contributors after content has been added, providing metrics and insights into the site's most successful content and praising good contributions.

Press Releases

"Feature" announcements, moderated by Corporate Relations, highlight current information about significant Genentech events, activities, programs and services. The section offers a choice of text-only and graphic promotions.

Appropriate Content

The following content is appropriate for "Feature" announcements:

1. Events including Ho-Hos, patient speakers, Genentech-sponsored community involvement opportunities, Research Revealed speakers, VP Lunches, flu shots/health awareness and blood drives
2. gLife programs and services such as the Concierge, 401(k), Weight Watchers
3. Significant and time-bound computer- or mobile device- related updates

Additional Guidelines

The following guidelines also apply to "Feature" announcements:

1. "Feature" submissions must be applicable to a broad audience (either all SSF-based employees or all Genentech employees). If your submission is not applicable to one of these audiences, please consider a targeted email distribution to appropriate parties.
2. Employees are responsible for creating "Features" submissions.
3. "Feature" submissions can be either text or graphic, but not both.
4. The sponsoring department or group must approve "Feature" submissions before requests are submitted, according to their own department guidelines.

Questions? Contact us at campuslife-d

Pictured: A page from the content contributor guidelines.

gWiz Content Management Training

gWiz Home

These short videos show how content on the gWiz home page can be changed using the Theme Options in Movable Type.



Set News Feeds

How to set your RSS News Feeds. Which allows you to set the news information that appears on the sidebar.

Create an Internal Ad

This will help you to set up your own banner ad. Whether you prefer to make a image advertisement or a text based one. The advertisement will display at the sidebar.

DNA News



Create a News Story

Create your own news story entry page. This page will be displayed as a new web site entry.

Preview and Share a Story

Once you create a story entry you have the option to preview how the story will look and also send the story to a contact.

Multimedia



Add a Photo to a Slideshow

Adding photos that you would like to play one after the other.

Create a Slideshow

How to create a set of images that will play one after the other.

Add a Slideshow Description

Create a slideshow and how to add a description to it.

Create a Video

Learn how to upload a video and publish it to the site.

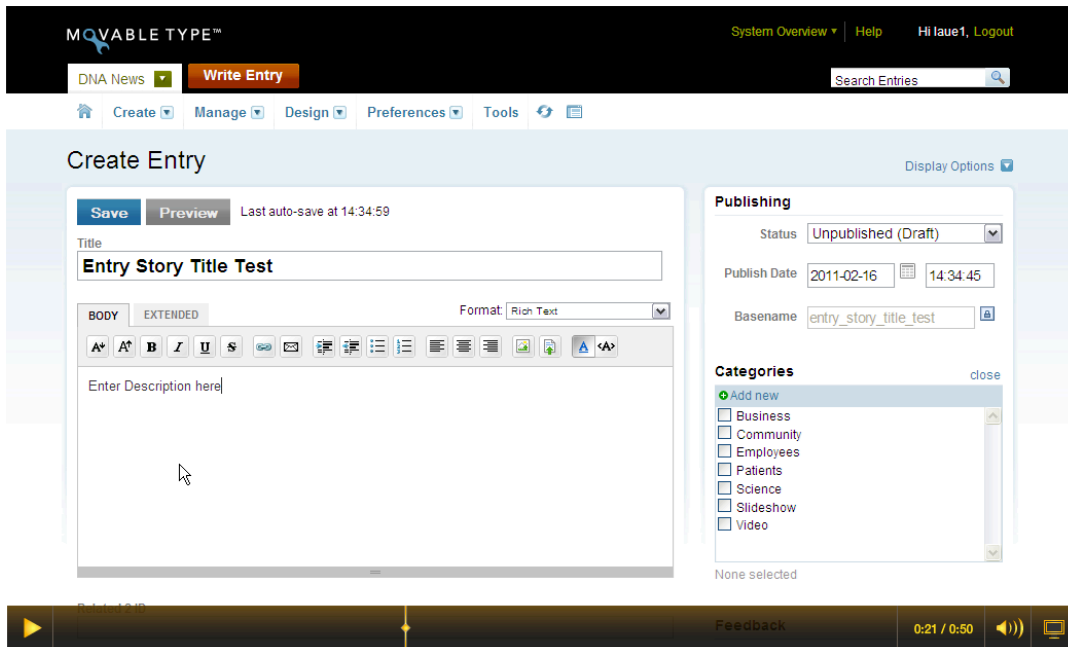
Change the Hero

How to change the hero options to whatever you like.

Tag a Video or Photo "Featured"

You can mark a photo or video as featured to make it one of the featured items.

Pictured: The simple website where the company offers a variety of training materials (mostly in video form, due to its popularity and successful use).



Pictured: A still image from one of the training videos. This example is a step-by-step video that shows users how to create a blog entry.

A key goal for the upgrade was to add social elements that let employees communicate via the site. The team thought of ways to make content more interactive, and employees are responding—posting pictures, tagging content, commenting, and submitting ratings.

Even areas such as executive biographies are designed with interaction and engagement in mind. Executive Committee (EC) Bios highlight members of the executive committee and make those leaders more accessible to employees. The pages provide information about the executive with a clean design and focus on interesting facts rather than more formal information. Informal photographs make the section visually interesting and informative.

Profile pages include a *Think Fast* section showing the executive’s preferences for things such as sushi or salad, coffee or tea. This is followed by factoids, including the most interesting or quirky thing in his or her office. A quote on the side of the page highlights the executive’s priorities, while the *Pictures & Videos* section pulls relevant content from the *Multimedia Center* featuring the executive or members of his or her organization. This content is automatically pulled in when site photos or videos are tagged with the EC member’s name or group, keeping the content up-to-date.

Employees are invited to engage with management via the *Have a Question?* widget on the side of the EC Bio page. The executive’s upcoming events are listed as well, so employees know about his or her speaking engagements and meetings. Employees can read updates or see news and articles about or by the executive, and can comment on that content as well. All of these elements drive community engagement around current issues and topics and work to foster the sense of community and culture that the company values.

The landing page for the section includes the latest updates from all EC members and also lets employees ask a question of the group as a whole.

Meet the Executive Committee (EC)

Executive Committee

- Ian Clark
- Hal Barron
- Rick Kenz
- Steve Kroghes
- Tim Moore
- Denise Smith-Hams
- Richard Scheller

Management

Founders



Ian Clark
Chief Executive Officer,
Head of North American
Commercial Operations

- About Me
- Updates
- News & Articles
- Pictures & Videos

Think Fast

- Blackberry or iPhone
- To Go or Cafeteria Seating
- Sushi Bar or Salad Bar
- Morning or Afternoon Meeting
- Walk-by or Email
- Coffee or Tea



“My goal is to keep Genentech as a science based R&D driven company, to maintain our focus on patients (they are why we do what we do), and to make Genentech a great place to work for all our employees.”

Have a Question?

Ask Ian

Ian's Events

OCT 28 Halloween Ho-Ho
B21
4:00pm

One thing people might not know about me:

To relax, I like to:

A favorite project that I've been a part of at Genentech:

A favorite tip I give to employees seeking career advice:

An interesting/quirky item in my office is:

A book I read recently was:

A place I want to visit but haven't yet is:

My most memorable vacation was to:

A favorite aspect of Genentech's culture: I get to work with really smart people who aren't afraid to speak their minds.

The main trait I look for in new employees: People who are smart and who also fit with the culture.

My Biography

Ian Clark is chief executive officer, Genentech and head of North American Commercial Operations for Roche. He was appointed to this role in January of 2010. He also leads the Genentech Executive Committee and is a member of the Genentech Board of Directors.

Clark joined Genentech in 2003 as senior vice president and general manager, BioOncology and, in January 2006, he was named executive vice president, Commercial Operations and became a member of the Executive Committee. In this role, he was responsible for leading all of Genentech's Commercial functions including Sales, Marketing, Managed Care, Customer Operations and Commercial Operations Support. He was named head of Global Product Strategy and chief marketing officer in April 2009.

Prior to joining Genentech, Clark served as president of Novartis Canada, overseeing all of the company's country operations. Before assuming his post in Canada, Clark served as chief operating officer for Novartis United Kingdom. Prior to joining Novartis in 1999, Clark worked in vice presidential roles in sales and marketing for Sanofi (Aventis) and Ivax in the United Kingdom and Eastern Europe. Clark started his career at Searle, where he held management positions in both sales and marketing.

Clark has served on the on the board of the Biotechnology Industry Organization (BIO) since 2009. He previously served on the corporate boards of Vernalis plc and Dendreon Corporation.

Clark received a Bachelor of Science degree in biological sciences from Southampton University in the United Kingdom.

Pictured: The site's *Meet the Executive Committee* section takes a fresh approach to executive information, making management accessible in an informal way.

The *Multimedia* section has been a successful addition to the site. Content from this section is integrated throughout the site, whether on the homepage, on executive profile pages, or associated with news articles. This content is also available on a corporate mobile app. Employees are actively posting to this section as well as commenting on, rating, and tagging content.

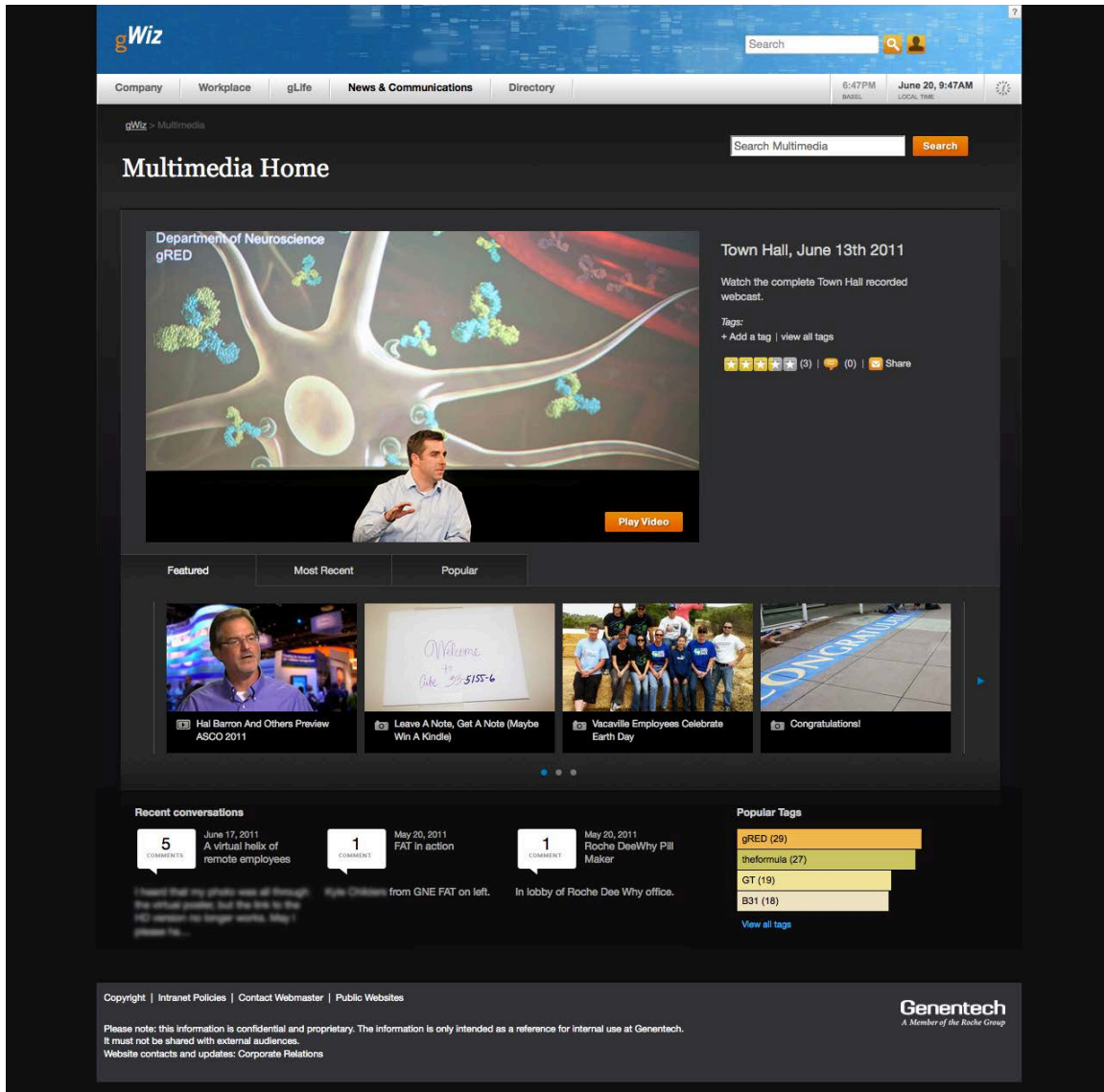
The page's main area highlights a video or photo and changes regularly. Users also can (and do) tag content, resulting in a user-generated tag collection that is thorough and accurate.

In addition to a featured item, the page also promotes recent additions and popular content. Popular tags are highlighted at the bottom of the page, and users can click on any to see the associated content.

Users can browse recent or popular content, as well as search the site. The dual search boxes are a temporary solution due to technology constraints, and the team hopes to implement a single search box soon. Recent comments are shown at the bottom of the page, so users can see not only what's new, but also what's interesting to their colleagues. Conversations are highlighted, showing the number of comments on an item and the latest addition to the conversation.

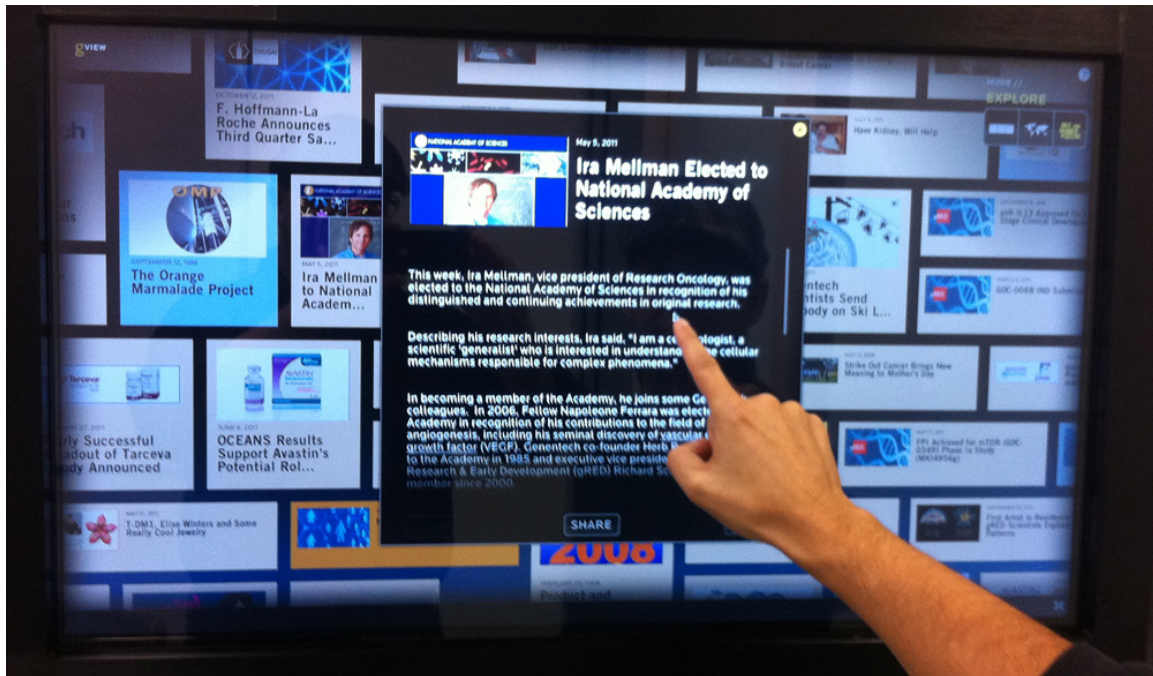
The section has drawn considerable interest. For instance, an employee posted a picture of something that looked like a domino, inspiring comments asking about what it was. The research-oriented employee explained it was a photo of microarray chips used to compare a normal tissue sample to a tumor sample to determine variations of DNA and to help understand the biological mechanisms for cancer. Simply by posting a picture, an employee helped to explain, in lay terms, a complex topic and thereby got nonscientific employees excited, engaged, and informed.

Employees also post images from around the world. Employees who travel in their roles at the company post images of employees in other areas, including the US, Australia, China, and Switzerland. Such images are well received and help connect employees to each other around the globe.



Pictured: The site's multimedia area is a popular section where employees can post, view, discuss, and tag images and videos.

The gView content aggregation and visualization tool offers a different way to browse information, pulling various types of content from the intranet as well as from internal and external RSS feeds from Genentech and parent-company Roche. It runs as a web app, available on the intranet. A tablet app and multitouch kiosk are also in development. The gView tool features news, events, company milestones, and other features such as videos and slideshows.



Pictured: The multitouch kiosk, which will be launched by early 2012.

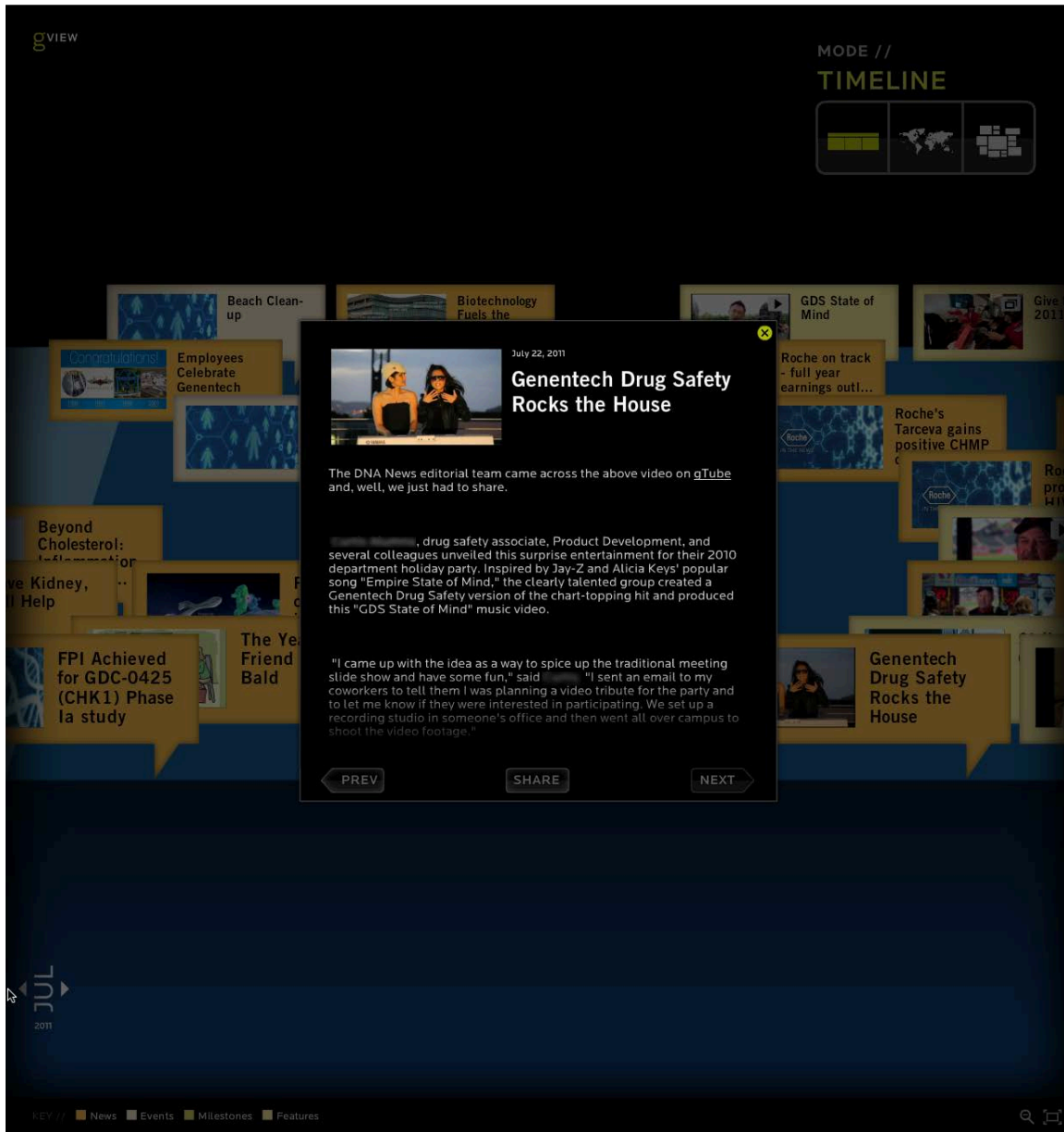
Users can browse content by time factor via the timeline or a map, or explore a random mosaic of content. In location view, the size of the dot indicates the relative amount of content about that area. Users can move the slider at the bottom of the screen back and forward in time to see the amount of news for that timeframe. A click on a bubble shows the collection of content.

gView was designed and built to provide a unique and flexible way for employees and visitors to access aggregated content from across the global organization. By collecting news, events, milestones, and multimedia features from multiple sources in one content management system, gView offers the ability to curate and publish content to a variety of platforms and end-user applications tailored to different experiences: web, tablet, lobby installations, and event kiosks.



Pictured: The map view of gView content shows the relative amount of information specific to a location in a particular timeframe (here, July 2010).

When users click on a dot, they see a zoomed view of the timeline showing individual pieces of content, including news, events, milestones, and features. Any piece of content can be clicked to pull up the full story. Users can navigate to the next or previous story in the timeline or share the content.



Pictured: gView offers a different view of content, pulling information from various intranet areas into a highly interactive view.

To further engage and connect employees, the team recently added a crowdsourcing element to the site. The site uses crowdsourcing for a variety of topics, including finding answers to a specific problem or question—such as “which iOS app should we build next?”—to discussions of more abstract topics.

One such campaign was *The Formula*, which was intended to engage employees in discussions about the projects that most inspire them.

Such projects are promoted internally from websites or sometimes are part of a larger campaign. For instance, *The Formula* had a full communications and rollout plan that included employee activities and t-shirts for participating. The result? One in three employees participated in the campaign, and it received incredibly positive

response. The project's success inspired several more campaigns on other topics within a few months.

Such projects engage employees and show them that the organization is soliciting ideas and listening to their responses. In instances where employees vote for one another's posts or ideas, there is also an element of interaction, community, and social recognition for participation.

5q^{11k} = | Future |

Home About the Formula How to Participate News Answer the Questions

Welcome to the Formula Portal

This is where "what is" becomes "what could be."

This website represents crowdsourcing at its finest: a collective effort to craft a Genentech narrative that we will share with the world.

There's only one way to create a story that means something to all of us — and that's to ask everyone to have a hand in writing it.

From now through April 22nd, pitch in with answers to our five questions as early and often as you can, comment on other peoples' ideas, and even vote for your favorite suggestions.

Tell us what the next decade at Genentech should look like!

Participate Now

- Answer the Questions
- Leave a Comment
- Vote on Ideas

Participation Dashboard

3,598 Total Participants

7158 Total Ideas

4368 Total Comments

See Videos & Photos ▶

5 Questions

- What kinds of projects inspire the most passion and energy around here? (2,671 ideas & comments)
- What can we do now that we couldn't do before? (2,245 ideas & comments)
- How are we going to revolutionize health care in the next decade? (2,175 ideas & comments)
- When we are at our best, what are the qualities that define how we do things here? (2,156 ideas & comments)
- How would you describe our future in one inspiring sentence? (2,279 ideas & comments)

Feedback? Email theformula-d@gene.com

Genentech 5q = 5 questions 11k = 11,000 employees | Future | = our positive future

Pictured: Crowdsourcing projects, such as *The Formula*, engage employees and use the collective power of the individuals to answer questions and create ideas.

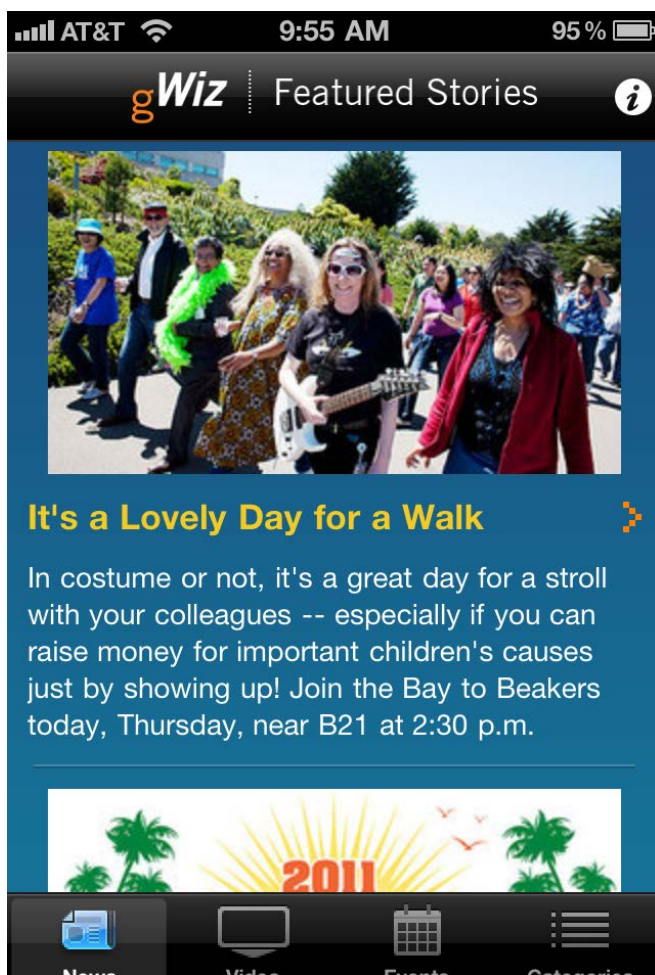
Although the intranet can be accessed on mobile devices if a user is on the Genentech network, the site is not optimized for mobile. To address mobile users' needs, the team decided to build a series of native iPhone apps, supporting the company's dominant platform. The team decided to go with an iOS app versus a mobile-optimized site because they had in-house expertise on the platform and wanted to take advantage of phone features.

The apps include select content from the site, including news stories, events, and video content, which is stored on the device so users can view it when off the network. Employees can also upload photos to the intranet's multimedia section via the app.

The most popular app is the employee directory (*Peeps*), which lets users look for colleagues and find phone numbers, office locations, and other information. The application had earned 6,500 installed users in two and a half years.

The second most popular is the news application, *gWiz*, featuring the latest top stories, multimedia content, and events. All content is available both on and off network. This app has attracted 1,650 users in six months.

As of this writing, Genentech has 47 iOS apps currently in production and another 34 in the QA cycle, for 81 apps in total. Approximately 8,000 employees have iPhones; of these, 7,641 have one or more Genentech applications installed on their devices.



Pictured: Several iPhone apps support mobile users' needs at Genentech. This *gWiz* news application gives users quick access to the latest information, video content, and events.

With crowdsourcing, comments, ratings, simplified content posting, mobile apps, and interesting content, the Genentech team successfully created a site that engages, informs, and connects the organizations' 11,000 employees. The new site meets users' expectations, provides the information they need and want, and lets them communicate with one another as well as with company leaders.

BACKGROUND

It was simply time for an update when Genentech began the most recent intranet redesign project. It had been five years since the site had had a major upgrade; in that time period, the technology landscape had changed dramatically, business needs had evolved, and user expectations had risen.

The company set a number of goals for the project, including:

- **Improve the user experience.** The first goal was to significantly improve the end-user experience on the intranet by increasing the focus on usability and design as well as emphasizing an attention-to-detail that would result in "nuanced improvements discovered and appreciated by users over time."
- **Accommodate shifting communication needs.** Another stated project goal was to put a greater emphasis on accommodating new or changed communication needs within the company so that the intranet could better handle an increased volume and variety of intranet content (for example, shift toward social elements, mobile access, and use of multimedia).
- **Facilitate employee interaction.** The intranet upgrades were also aimed at providing a venue for employees to engage with each other and with the company (for example, providing a place where employees could ask questions of senior management) to support and highlight corporate culture.
- **Upgrade technology.** Since the (most recent) intranet had launched in 2008, the technology landscape had shifted dramatically; one of the project's goals was thus to remove or replace technology that had become outdated, no longer matched business goals, or did not provide the desired level of user experience.
- **Streamline content authoring.** By streamlining content processes, the team aimed to decrease the number of steps needed to publish content and to decrease dependence on IT for simple content updates.

Moving from goals to execution meant the team had to review all relevant data that would point them toward the most effective improvements.

"We used a combination of metrics/analytics, user research (surveys and in-person), and heuristic review," says James Musick, Director, Social Media & Web Communications. "These activities, plus ideas, suggestions, and requirements gathered from users and stakeholders in recent years, fed into a design and prioritization process."

Along the way, the team faced the usual challenges encountered in most large enterprise projects, including:

- **Unexpected technology dependencies**—for example, if you upgrade component A, you must also upgrade B and C.
- **Competing urgent/immediate needs and priorities**, which disrupt the longer term project (and utilize common resources).
- **Trying to balance competing project priorities**—for example, does user-experience trump business goals? If so, does it do so every time, or just some of the time?
- **Socializing and communicating** the increased focus on metrics and design.

INTRANET TEAM



Pictured: The Genentech intranet team (left to right): Christian Santiago, Sharif Ezzat, and James Musick.

GOVERNANCE

Ownership

Corporate Relations, reporting directly to the CEO, manages the overarching “umbrella” intranet and numerous business partners collaborate on content. There are two line-of-business intranet sites (whose users access gWiz for corporate news) as well as small sites, or single pages, for official groups and clubs. The collection of sites follows common web style guidelines (managed by Corporate Relations), but

might have a different content management processes based on the type and frequency of the content.

Intranet ownership within a business unit has benefitted the site through its iterations over the years. “Because it is ‘owned’ by a business unit, the approach is balanced between technology considerations (decreasing costs, upgrading technology), business needs (communication goals), and user-feedback,” says Musick.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Web Communications Team	<ul style="list-style-type: none"> Oversees corporate intranet strategy, including mobile, social, and interactive components Creates guidelines and user working groups to ensure alignment, consistency, and success of the intranet Serves as business sponsor of projects resulting from strategy and roadmap
Internal Communications Team	<ul style="list-style-type: none"> Defines content strategy for the intranet homepage and other key components Creates compelling, high-quality content
Informatics Team	<ul style="list-style-type: none"> Provides operational maintenance and support of the intranet’s underlying web applications Serves as strategic partner on technology decisions that impact and influence (or are influenced by) the overall intranet strategy
Content owners	<ul style="list-style-type: none"> Ensures that their particular content area/section/page is up-to-date and accurate Contributes and creates content as appropriate

USERS

The intranet supports all Genentech employees by role—such as managers, new hires, and so on—as well as organizationally:

Organizationally:

- **Research and Early Development:** Scientists and support personnel who perform a variety of activities to identify and evaluate molecules and compounds for potential medical use.
- **Development:** Scientists, physicians, and support personnel who shepherd a promising molecule and develop it into a viable candidate for a medicine.
- **Technical Operations:** Employees who manufacture medicines.

- **Commercial:** Home office employees who handle marketing and operations and the field organization.
- **Business Support Functions:** Employees who support legal, finance, IT, HR, and communications activities.

The screenshot shows the gWiz intranet profile for Ian Clark, Chief Executive Officer, Head of North American Commercial Operations. The page is titled "Meet the Executive Committee (EC)". On the left, a navigation menu lists "Executive Committee" members: Ian Clark, Hal Barron, Rick Kentz, Steve Krognes, Tim Moore, Denise Smith-Hams, and Richard Scheller. Below this are "Management" and "Founders" sections. The main content area features a large header image of Ian Clark with a quote: "My goal is to keep Genentech as a science based R&D driven company, to maintain our focus on patients (they are why we do what we do), and to make Genentech a great place to work for all our employees." Below the quote are tabs for "About Me", "Updates", "News & Articles", and "Pictures & Videos". The "Pictures & Videos" tab is active, displaying a grid of photos and a list of videos. The videos include: "Ian Clark Acceptance Speech for HBA Honorable Mention Award" (June 2, 2011), "Ian Clark discusses..." (April 26, 2011), and "Ovarian cancer survivor speaks at The Formula kick-off event" (April 12, 2011). The footer contains copyright information, intranet policies, and the Genentech logo.

Pictured: The *Pictures & Videos* tab for an EC member. This section automatically pulls in any photo or video on the site that is tagged with the EC member's name. Thus, as content is added to, for example, the *Multimedia* or homepage news sections, the content automatically updates the EC member's *Pictures & Videos* page.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">gwiz.gene.com
Default Status	<ul style="list-style-type: none">The out-of-the-box configuration on new computers has the intranet as the homepage, but users can change this. Of course, for any browsers that they might install (such as Chrome, Firefox, and so on) they would choose their homepage.
Remote Access	<ul style="list-style-type: none">Without VPN, users cannot access the web version of the intranet, but they can access a select set of content via a native iPhone application.

DESIGN PROCESS AND USABILITY WORK

Design Approach

To deliver on a user-centered approach, Genentech conducted primary research and examined site behavioral data in order to identify those intranet tasks that are most valuable to the largest number of users. Their activities included log file/usage analysis, field studies (watching users in the workplace), surveys, expert design reviews, and usability testing at various stages throughout the project.

“We wanted to utilize all of the standard design/usability processes,” says Ezzat, adding that they discarded some of them—such as card sorting—due to practical considerations (such as timeline and cost). “As we continue to evolve the IA, we plan to incorporate those elements that were absent, or on the light side, during the initial refresh.”

This research and data drove many of the site improvements, accentuating tasks of the highest value and relocating or eliminating lower-value site areas.

Ezzat and Musick offered several anecdotes on how design research directly affected the outcome of specific site elements:

- **The Events section** (towards the bottom of the page in screenshots): “Initially we were going to remove a section that listed a very specific type of event because of the low number of clicks the links were getting—and some preliminary user research. When we really dug in a bit, we determined that by actually broadening the scope (from a narrow/single-use to multiple uses), improving the interface, and adding this element to our mobile application, we'd have something more useful to a broader audience. It has now become an example of the social/mobile/engagement intersection, where we have enabled users to take photos (via their iPhone) at culture events and upload directly to the event (on the iPhone), which results in the photo showing up in our multimedia section. So, research helped us turn something underutilized into a great example of where we are going.”
- **The Top Story (aka DNA News) carousel:** “We were trying to determine where to put the thumbnail images: left side, bottom, or right side? In our initial design, we considered the left side or the bottom, like the *Yahoo!* homepage. First, we found that if the thumbs were on the left side that the cursor movement often traveled over the thumbnails causing the primary image/story to shift and for some reason—we suspect predominance of right-handedness and left-to-right scanning—users were often moving their cursor from left to right. So this was causing issues. Then we tried having the thumbnails on the bottom, with a small bit of headline with them. We then found that, unlike *Yahoo!*, the types of headlines we use or the types of stories we tell required more text than was possible to nicely fit in that area—plus we got better click-throughs with title plus abstract. So then we moved the thumbnails to the right-hand side of the carousel and this has proven to work very well.”
- **Content grouping:** “We had numerous conversations and supporting research about how to group content. Both how granular—and thus how many 'content areas' on the page—and, if less granular, how to segment the content. We found out quite earlier that simpler was better (and most intranets, including our previous one, had information-overload as a problem). And then, what was interesting was that we found that some very general groupings fit our user's mental models. Internal news sources versus external news sources was one, and grouping local news—our region/campus—separate from global news was another. By grouping the content in this way, users are able to quickly scan and locate the type of news they are interested in at that moment. And, depending on the user and particular time, they might be looking for one content type or another, and we found that they were not interested in having to read the headline/abstract to determine if they were reading external/internal/local/global news.”

- **Autoplay on the video:** “Typically our UX team is not a fan of videos auto-playing when you go to a website. We found, however, that in certain specific cases on our site, users wanted/expected the video to play automatically when they clicked-through to the video detail page. In hindsight, this makes sense (and fits with how YouTube handles it), but initially we were thinking of our video pages less like YouTube and more like standard corporate websites with other (text) content. We learned that for video-centric stories, once a user clicks from the initial page—say the homepage—onto the video page, they would like the video to be automatically playing.”

Optimizing Design while Recognizing Ingrained Habits

Metrics, heuristic reviews, and interview/survey data served as the foundation of the team’s research efforts; from this work, the team discovered an interesting finding.

Musick explains that, because employees had used the existing site regularly and often, many elements identified through heuristics, interviews, and metrics as poorly designed had become part of users’ established work patterns. “They had developed numerous workarounds to get around sub-par usability in some areas, so we determined that a multiphase approach for certain elements would be necessary to move from poor usability (with established workarounds) to good usability.”

An example here is the “express menus.” These eight “ever growing” pull-down menus each contained literally hundreds of links. These menus were installed during 2004–2005 as a stopgap measure, and were never intended to last.

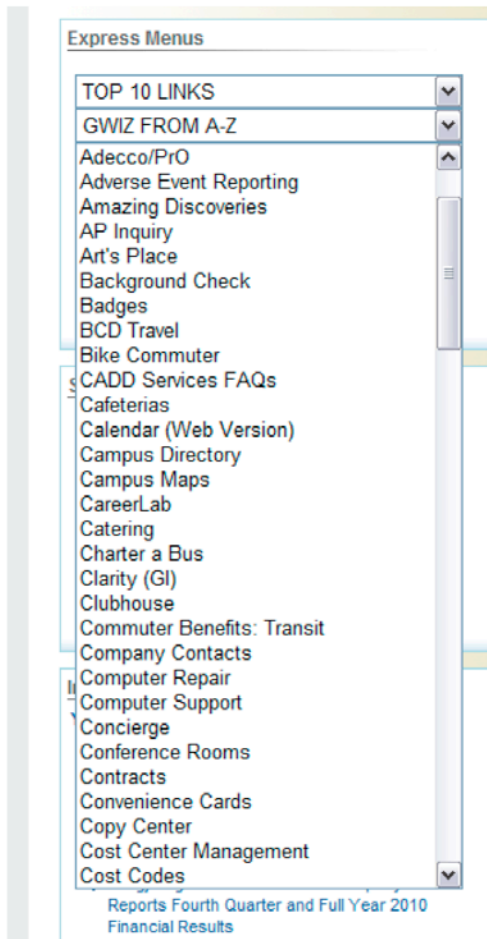
“We remember this clearly because, even at that time, users were ‘used to them,’ there were many stakeholders, and making a change was expected to be difficult,” says Musick. “Fast forward six years, and the collection of drop-down menus were still with us but had grown even more. For almost every new tool, application, product, and department site, the site owner would ask for their link to be placed on the express menu.”

This obviously presented an ever-growing list of links crammed into the pull-down format, which is far from optimal for this purpose.

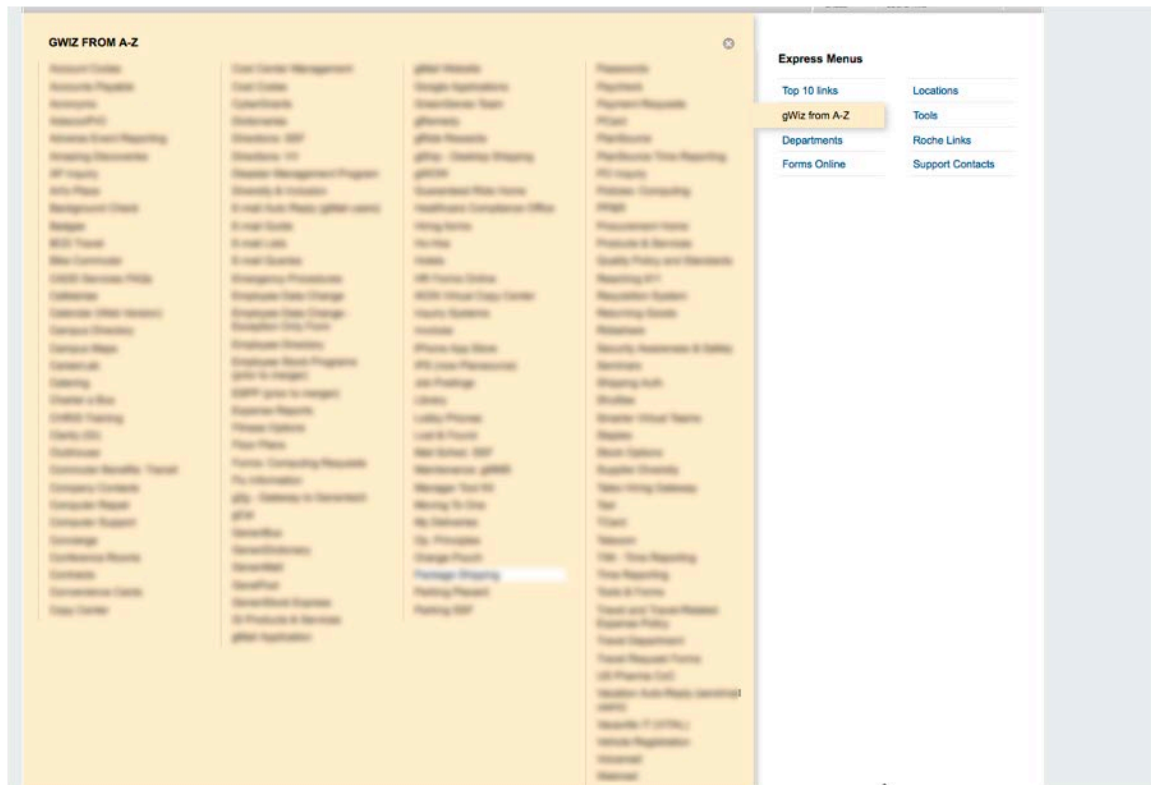
Still, as Musick notes, team members knew that people looked at the express menu, so they made two alterations: they moved it closer to the search area (on the right side of page, rather than the left), and changed the format to a fly-out mega-menu, “which could better accommodate a large number of links.”

Even this relatively conservative step—relocation and slight format change—had people asking where the menus had gone. However, they quickly adapted. This interim solution sets the stage for the team to move to a more search-interaction-based way of finding links.

“We anticipate either combining this with the search widget in the future (as a discrete option) and perhaps an intermediate step to that will be having a predictive text/typing box where instead of clicking the fly-out you simply start typing what you’re looking for and it pulls from the list of hundreds for you,” he says.



Pictured: The *Express Menu* element was poorly designed on the old site, but users were very accustomed to it, so redesigning it completely was not an option. Team members chose an interim solution (shown below), which incorporates the multitude of links into a fly-out mega menu. Eventually, they'll move in a more search-oriented direction.



Pictured: The *Express Menus* design upgrade is an interim solution; although still not optimal, the design is a small step toward a more usable interface for this type of content and will help users transition out of the old paradigm.

This small example clearly illustrates a major challenge of intranet design: how to achieve the right balance between the “right” solution (as a big upgrade) and sending users into interface shock by introducing too many upgraded features all at once. The Genentech team seems to have taken a realistic attitude toward this challenge.

“We definitely have taken an iterative approach to design, development, research, and testing,” says Ezzat. “At the same time we have times where we are able to have 'big projects and lots of changes' versus small projects and little changes going on.”

So, for example, the team did the bulk of its research/testing prior to the primary refresh/launch and tried out one or two little changes (such as thumbnail position) in advance of the full refresh.

“Then,” he says, “after the ‘big launch,’ we did some more research—feedback and metrics—and did some little tweaking. We're now seven months past the refresh launch and are embarking on another round of research and analysis to determine if a) we hit our mark on some specific big changes, and b) it might be a good time to make a few more specific changes within the context of the new framework/layout/design.”

Working with Agencies

Though Genentech had used outside agencies for portions of its previous projects, for this project, the company involved a user-experience-focused agency earlier in the process and asked it to work closely with the in-house design lead. In addition to the user-experience agency, it also engaged an agency specializing in mobile applications and a development agency focused on content platforms.

“We also spent more time and effort in the planning and design phases than we had in the past,” says Musick, adding that they also used more types of user research, as well as considering and revising more design options than in the past.

“For each agency we worked very closely together as a team,” he says. “We specifically feel this was instrumental in achieving our goals and hitting our target of an extremely high-quality and well-designed intranet.”

Genentech worked with three firms during the project:

- **Zaaz** is an interactive agency focusing on strategy, design, development, user experience, and analytics. For this project, Genentech collaborated closely with Zaaz on the user research (for planning the project) and then on the overall site design.
- **Taptera** creates mobile applications for the enterprise. On this project, Taptera was responsible for creating or extending key elements of the interactive mobile iPhone application.
- **Endevver** is a team of web design and development professionals. They provided development expertise on Movable Type (the site’s content platform).

Genentech Social Media Guidelines

Genentech & Social Media

- Genentech & Social Media
- Social Media Sites
- Social Media for Recruiting
- Guidelines
- Learning + Research
- SMUgroup

In recent years, the popularity of social media has increased dramatically, and many Genentech employees are active participants in this phenomenon.

Social media are works of user-created video, audio, text or multimedia that are published and shared in a social environment, such as a blog, wiki or hosted website.

Genentech employees are welcome to engage in social media for personal use, provided they adhere to the social media guidelines on this website. These guidelines are applicable to all Genentech employees, business units, partners, agencies, and any other agents acting on behalf of Genentech.

In addition to providing both specific and general guidelines, this website will serve as a gateway to Genentech's presence on a variety of social media websites.



The Conversation Prism gives you a whole view of the social media universe, categorized and also organized by how people use each network. Source: TheConversationPrism.com

Interactive Tour



To explore the wide spectrum of social media usage at Genentech, please visit our Interactive Tour of Social Media at Genentech.

Complete Guidelines

For a detailed breakdown of how social media can be used by Genentech employees, please read the Complete Guidelines for Social Media Use.

SOCIAL MEDIA AND YOU

Whether you're just starting to explore the social media landscape or posting your 35th tweet of the day (!), the resources on this site will help you understand how social media can affect your work.



"I want to know what my group or department can do with social media."



"I need to know what I'm allowed to do with social media outside of my role at Genentech."

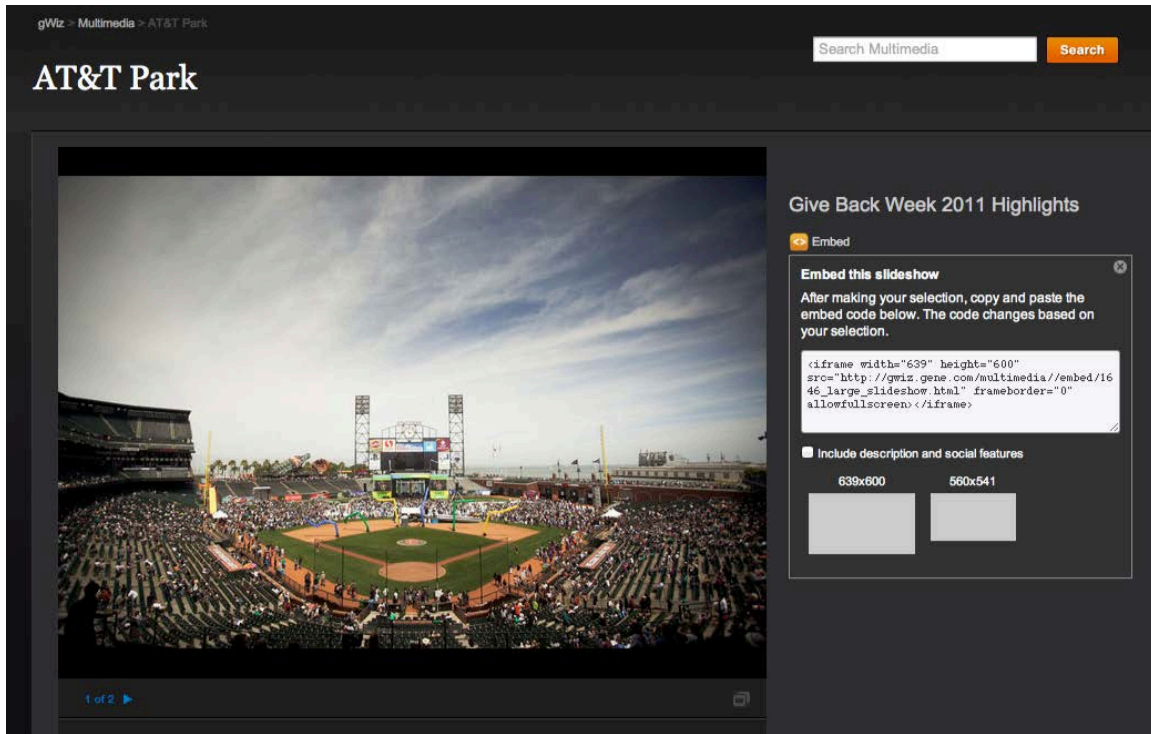


"I want to learn more about what Genentech is doing in the social media space."



"I've been hearing a lot about social media, and I want to learn how it can benefit me."

Pictured: gWiz's *Social Media* section, where employees can find social media guidelines as well as information/research to explain the social media landscape. An interactive feature outlining the company's perspective on different social media areas (such as personal versus professional) helps employees act responsibly.



Pictured: Details of the embed functionality (right), which lets users embed video/photo content elsewhere on the intranet.

TIMELINE

This redesign project was the latest in a consistent line of intranet upgrade projects conducted throughout the years. The overall timeframe for this project was 14 months. Following is a brief overview of the organization's intranet project history:

INTRANET TIMELINE	
Milestone Date	Milestone Description
1994	<ul style="list-style-type: none"> v.1: First company intranet consisting of simple links and content
1997	<ul style="list-style-type: none"> v.2: Added graphics and basic IA elements
1999	<ul style="list-style-type: none"> v.3: Added dynamic components, such as stock ticker and corporate announcements
2004	<ul style="list-style-type: none"> Began design and planning for v.4
2005	<ul style="list-style-type: none"> v.4: Introduced common brand/design elements, portal software, and content management system First major comprehensive, company-wide, intranet effort involving formal design and development process
2010	<ul style="list-style-type: none"> Began design and planning for v.5
2011	<ul style="list-style-type: none"> v.5: Decreased personalization/customization in favor of increases in usability and social and mobile features; also added the abilities for more frequent upgrades and faster content publication cycles

CONTENT AND CONTENT CONTRIBUTORS

Choosing a Small(er) and More Agile CMS

Nimble was the name of the game as the team evaluated new CMS solutions. While some companies go for big, full-featured tools, the Genentech team saw the wisdom in being able to keep up with technology over time rather than always being behind the eight ball.

“We evaluated numerous choices—enterprise portals, open source portals, open source CMS, blog tools, homemade, etc.—and determined that we wanted a solution that was more lightweight and flexible rather than focusing on top-to-bottom integration with our technology ecosystem,” says Musick.

In the past, with more feature-rich CMS solutions, the team often found the tools to have longer development cycles and be more costly, and thus ended up behind the usability curve just a few years after launch.

“Fitting cycles to six to 12 months and getting two to three cycles into one and a half years keeps users seeing that there is change/improvement,” he says. “We recently got the nicest complement for fixing/adding a keyboard shortcut sequence to our search area. It’s little things like that keep users knowing that there is someone ‘at the helm’ and working hard to make sure their intranet is top notch!”

With the CMS, the team wanted to find something that let them keep making quick, nimble steps every 12 to 18 months, rather than doing “huge” projects every five to six years.

“By three years, people are typically frustrated and feel a site is old. By five years, it feels like it is ancient history!” he says.

The Contributor Funnel

The intranet’s content comes from a variety of sources, but the primary content creators and contributors are in the Internal Communications and HR departments.

“Although we have different content contributor models, there are roughly 50 content contributors routing content through a smaller number of content managers, editors, and developers,” says Musick.

The advanced (“power user”) contributor groups in Internal Communications or HR have direct access to the content management repository and/or have writers or developers helping with content. The more casual and occasional content needs are serviced through a content-update request mechanism (a modified Google form/spreadsheet).

“This approach allowed us to be more efficient about training versus service,” he says.

Web Content Request and Issue Tracker

Your username (jmusick@gene.com) will be recorded when you submit this form. Not jmusick?

[Sign out](#)

* Required

Website *

gWiz

Request Title *

Request Description *

Please provide details about your request or issue. NOTE: Attachments can be provided via email once you submit the ticket and receive a Ticket ID number.

Webpage URL

(If applicable and different from the location below, please specify the URL for this request)

<http://gwiz4.gene.com/g>

Send me a copy of my responses.

Submit

Powered by [Google Docs](#)

[Report Abuse](#) - [Terms of Service](#) - [Additional Terms](#)

Pictured: The team uses a modified Google form/spreadsheet to track casual content updates.

The Review Pyramid

The content review process depends on the page/site location. "We have a pyramid approach," says Musick. High-priority pages (determined by traffic, frequency of update, or internal importance/visibility) have a specific workflow and approval. Other pages have a content process that is managed by the content owners (departments or groups) and varies depending on their business needs, but is guided by regular Intranet Working Group meetings.

“Our approach to consistency is similar to the content review one,” says Musick. “We proactively review high-priority pages to ensure alignment with our web guidelines, but rely upon our content owners and stakeholders to help with pages we are not able to monitor as actively.”

This approach is not intended to be punitive, however. The focus is on education.

“Our experience has been that an extraordinary amount of time and effort can go into ‘enforcement’ and at some point the payoff is diminishing,” says Musick. “So, we’ve focused on a triage approach combined with outreach and a philosophy of constant improvement.”

Supporting Content Contributors

In an effort to support employees, considerable work went into developing and maintaining the site’s style guides. “We spent a significant amount of time and energy completely updating our web style guidelines to make the guidelines more ‘consumable and clear’ and also a reasonable length,” says Ezzat. “We’ve all seen guidelines that are so long or dense that they are ignored.”

“We focused on major items to ensure consistency, style, and tone while still providing enough flexibility for the creativity that our employees have come to expect.”

Training on content management systems is often a mix of formal and informal, but the Genentech team has taken what they call a “consumeristic” approach.

“The tools must be reasonably intuitive,” says Ezzat. “If countless consumers can learn to blog, use Facebook, etc., why shouldn’t a content system be similarly intuitive?”

It’s not a flawless approach, but it seems to work well.

“We can’t say it’s a perfect system, but a recent training of a content contributor took only an email and a short video attachment (as an example) rather than a training session,” says Christian Santiago, Web & Intranet Technical Lead. “We consider this wildly successful compared to the ‘old days’ when we had a vendor in to give us two-day sessions on an enterprise CMS system.”

Another, and perhaps more important, support mechanism for content contributors is feedback about how their content fares in the real world—in front of users.

“We provide or discuss metrics as well as general insights,” says Musick. “Typically we try to do this as part of our outreach (working group) efforts and highlight success without picking on failure.”

“For example, we may show that stories or ‘advertisements’ on the homepage receive X percent more traffic/eyeballs if they have a picture or a short action-oriented caption compared to no picture and lengthy caption,” he says.

TECHNOLOGY

The team’s goal for the new technology infrastructure was simplicity.

“Our goal was to reduce complexity and focus on a smaller and more nimble technology footprint,” says Santiago. “We determined that news-centric enterprise blogging platforms with easily extensible components were the best fit for our needs.”

And so the team chose Moveable Type as its CMS solution. Team members also removed an enterprise portal (Vignette/OpenText), removed some SSO components, and removed several additional technology components.

Below is a snapshot of the intranet's technology landscape:

TECHNOLOGY	
Category	Technology
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> The team uses a Google form with a few customizations to store and track bugs in a spreadsheet for easy access for the content team. During development (as opposed to day-to-day content processing), they use Lighthouse for bug tracking.
Design Tools	<ul style="list-style-type: none"> The designers choose tools that work best for them, typically using the Adobe suite and some Apple-specific software.
Content Management Tools	<ul style="list-style-type: none"> A combination of Movable Type and Subversion (SVN), which is linked with a small content deployment application that was written in-house. Which system the content is in depends on the content authors and update frequency.
Search	<ul style="list-style-type: none"> Google Search Appliance (GSA)

Multimedia: Search Results Page


Search results for: Genentech Gives Back 2011

Results 1 - 10 of 80.

 Genentech Gives Back 2011 (1) | (0)
20 volunteers from Access Solutions participated in 3 main activities with 50 kids: Mural Painting, Indoor Gardening & Gym Activities.


 Genentech Gives Back 2011 (2) | (0)
The kids were attached to our volunteers by the end of the day.


 Genentech Gives Back 2011 (0) | (0)
(Thank you poster) The SSF Boys & Girls Club shows us their appreciation for GNE volunteering on "Gives Back Day".

 Genentech Gives Back 2011 (1) | (0)
Rows of donated items given by employees bring a sense of pride as we support nonprofit organizations, St. Vincent de Paul and Parca, at the donation drive.

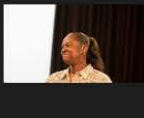
 Genentech Gives Back 2011 (3) | (0)
[Name], senior research associate, gRED, volunteers during the Donation Drive.

 Genentech Gives Back 2011 (0) | (0)
A pile of books are kindly donated by an employee to benefit St. Vincent de Paul and Parca, nonprofit organizations providing services to our local communities, at the donation drive.

 Genentech Gives Back 2011 (0) | (0)
Volunteers help employees unload their cars during the Donation Drive.

 Genentech Gives Back 2011 (0) | (0)
From toys to clothes to electronics, employees donated their gently used items at the donation drive to benefit St. Vincent de Paul and Parca, nonprofit organizations providing services to our local communities.

 Genentech Gives Back 2011 (0) | (0)
Throughout Genentech's Gives Back Week employees shared their meal by donating money at campus cafeterias and Grab & Go cashiers to support the San Francisco Food Bank.

 Genentech Gives Back 2011 (0) | (0)
[Name], community liaison for St. Vincent de Paul's Catherine Center, shares how our contributions help people in our local community at the June 13th Town Hall webcast. View online at: <http://gwiz.gene.com/dnanews/2011/06/town-hall-recorded-webcast-1.html>

1 2 3 4 5 6 7 8 >

Featured:

 Genentech Float at the SF Pride Parade (23) | (0)

 GDS State of Mind (7) | (0)

 Thanks, Genentech (0) | (0)

 James Sabry, VP of Business Development (6) | (0)

Pictured: The search tool employed on the site is Google Search Appliance (GSA). This screen shows the results of a multimedia-focused search.

MOBILE

What to do about mobile is a challenge nearly every intranet team is thinking about these days. And most companies are in some interim step in what will be a long adoption process filled with many decision points along the way.

At Genentech, a native iPhone application (iPhone is the company's predominant platform) pulls in select intranet content for mobile consumption. "Though we may broaden mobile-web access eventually, we took this approach to provide off-network access as well as features that are unique to mobile native applications," says Musick.

Deciding on this approach, however, wasn't a slam-dunk. "This was an interesting discussion and decision point," says Musick, "as both native apps and mobile-web have advantages/disadvantages.

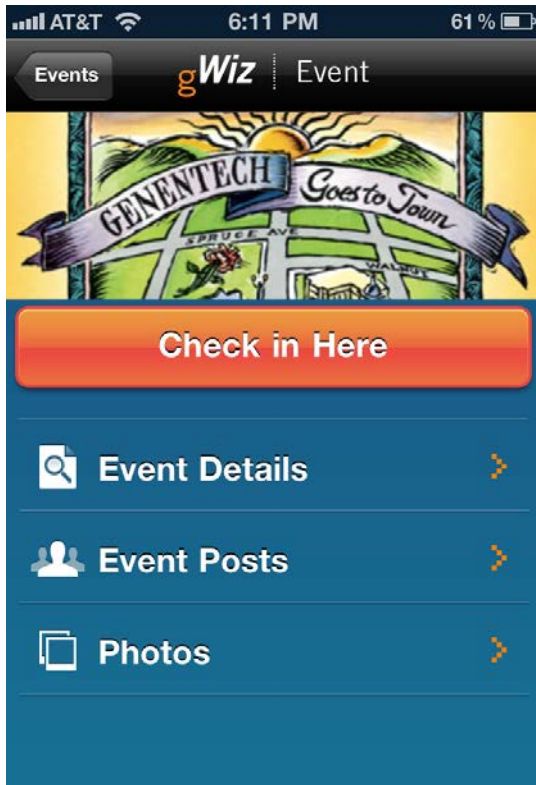
"Ultimately, we decided to go with an application because a) we had extensive in-house expertise with mobile/iOS application development, and b) we anticipated taking advantage of features specific to native applications."

Like most companies, Genentech chose to limit the scope of the mobile application to select intranet areas rather than try to "cram 100 percent of content into the app." The team will proceed in parallel with making the rest of the site mobile-optimized in future releases.

They launched the app with *Top Stories*, which are journalistic-style stories written by their internal communications team. The app includes video stories that are accessible off-network and on the device. Team members then added *Events*, which lets users easily see what's going on within the company, including research seminars, town halls, or fun employee events. Next, they added photo uploads via mobile that go to the site's *Multimedia* section. They also have a "continual rollout" strategy for adding small and enjoyable components—such as check-ins and status updates—bit-by-bit.



Pictured: The iPhone employee-lookup application lets users search for colleagues and find phone numbers, office locations, and other information. It is the most-used iPhone application.



Pictured: A detail view of the *Events* application, which lets users see upcoming events, “check in” at events, and upload event photos (via the iPhone), which then appear in the multimedia section.

RESULTS AND ROI

As Musick notes, “there are numerous areas where we feel that the refresh has hit the mark successfully.” And he and his team have been measuring those changes.

“We’ve quantified portions of the new intranet—for example, the average number of comments per story and utilization of mobile versus web—but for some of the big comparisons (page views, user satisfaction) we are waiting for six months post launch to initiate the survey/research process,” he says. “From what we’ve seen in initial numbers on engagement—which have exceeded our expectations—we’re looking forward to the results from this research.”

Musick says that one of the more interesting things the intranet team will tackle in the next year is trying to come up with an easy/quick cumulative “health index” for stories and select intranet sections that can balance the value of a page view versus the value of a comment. “We value the engagement (comments and contributions) highly, and want to recognize this so as to optimize our content to encourage employees to be active contributors to our culture,” he says.

While they wait for some of those new measures to yield results, team members have seen significant improvements on several important fronts, including:

- **Increased user engagement.** There are several indications that users have begun to enthusiastically engage with the site content:

- The average number of comments per story is approximately 12, and the average number of users who rate each story is much higher (around 100).
- Numerous stories receive more than 100 comments from users, along with hundreds of user ratings.
- Users have also been contributing and commenting on photos, and using the “user tagging” feature.

“So, by every metric we’ve looked at thus far, users are more engaged on our website now than ever before,” he says.

- **Easier content management.** It is now easier for content authors to focus on creating great content. “We’ve had numerous content management systems in the past from several vendors,” says Musick, “and in all cases there was a level of complexity to the use and/or training. And often our content authors would find that it was painful and difficult to post content. Over the years, we developed many workarounds for this (sending content around in Word documents and email, having a content ‘writer’ and then a more technical ‘producer,’ etc.). With our current system, it’s intuitive enough that we’ve used a brief email with an attached short video and had nontechnical content authors easily figure out how to create content. The overall production time has decreased, the ‘effort or pain’ of creating content has decreased, and our web developers can now spend time on making the website better rather than being the second hand, which was needed for content authoring.”
- **Improved brand image.** Since the redesign’s launch, the feedback from users is that the website “looks and feels” like a quality *external* website. “The public/external web experience on well-designed sites is increasingly becoming the expectation of users,” says Musick. “For years, we have targeted this ‘consumer-grade’ web experience internally, but fallen short of the mark for various reasons. This time, we felt that we hit the target and then had users finding and giving us feedback on delightful ‘little things’ that we’d added (such as font scaling up/down without killing the page layout, or the lightweight Javascript time zone widget) which confirmed that the design and usability was finally where we wanted it to be.”
- **Reduced cost.** Because of the move to lightweight content systems and focusing on and prioritizing what was necessary versus a “nice to have bell/whistle,” the team managed to do a full refresh (top to bottom) for a fraction of previous cost.

LESSONS LEARNED

Genentech team members share a few of their lessons learned:

- **Focus on the user experience first.** “Have the branding and aesthetics support that experience. Also, regardless of how well designed a site may be, plan to do some user testing before launch. We changed a key feature in our search tool that made sense to us as a more integrated UI, but users complained about the increased number of clicks; we quickly responded by reducing the number of clicks without compromising the UI design.”
- **Focus on functionality.** “The key lesson was from a rollout perspective: rather than publicize the redesign effort as a new intranet launch, we framed the changes as a series of modest upgrades, focusing more on new functionality—what users could do now that they couldn't do before—than on the revised look and feel. Additionally, we engaged our internal web content creators and developers in a discussion about updating the standards instead. This approach resulted in a more collaborative engagement model.”
- **Don't make decisions solely on numbers.** “We found it surprising how quickly users responded to the new features we put in place. We were also surprised to get feedback from some users who missed old features we removed that seemed extraneous and irrelevant (based on both user research and metrics). There is a level of sentimental attachment that is worth considering and determining how to make progress without removing too much of what is familiar and loved.”

LivePerson, Inc.

Using the intranet:

LivePerson enables the world's top brands to create meaningful connections with their customers through a platform of intelligent engagement solutions. With the LivePerson platform, businesses can connect with their customers in real-time, at the right time, through the right channel, increasing sales conversions and delivering a better customer experience. Over 8,500 organizations worldwide rely on LivePerson to engage intelligently with consumers on their website, in social media, mobile, and through any other device they connect. LivePerson was named one of America's 25 Fastest-growing tech companies by Forbes in 2011.

Headquarters:

New York, New York

Number of employees the intranet supports:

550

Company locations:

New York, San Francisco, Atlanta, London, Tel Aviv, Melbourne

Locations where people use the intranet:

Throughout North America, England, France, Spain, Germany, Israel, and Australia.

Annual sales:

\$135 million

Design team:

An in-house team of six was dedicated to the complete intranet redesign project

Members:

Michael Cheng, Senior Art Director; Clare Warbuton, Senior Web Developer; Rich Adler, Video Producer; Giancarlo Trentini, Web Developer; Augusto Garcia, Head of Creative; and Lynda Mota, Creative Operations

SUMMARY

In the worst intranet redesign cases, designers have no power, upper management cares little about the intranet, and the organization's unrefined goals and principles serve as a flimsy foundation for the project. As a consultancy, we see such wearisome conditions often, which is why it is such a pleasure to discuss the scenario at LivePerson, Inc., where the absolute opposite circumstances existed. Designers leveraged a strong culture and well-defined corporate values—not to mention exceptional support from upper management—to create an unparalleled intranet community.

LivePerson's *Nation* intranet supports 500 users and counting; in 2011, LivePerson was named one of America's 25 Fastest-Growing Tech Companies by Forbes and Company of the Year by Frost and Sullivan. Keeping 500 people updated about corporate happenings is quite manageable when employees are all stationed in the same building or even the same city. But once people start spreading out across the globe, watch out. The community feeling and communication channels rapidly break down and become impersonal. So how can co-located offices at a growing organization maintain the kind of feeling usually seen only at start-ups and with truly energized teams? Do what LivePerson has done: Provide an amazing place online that fosters community and respect, and enables proper sharing of information both business and personal.

The axis of any organization is its values. LivePerson's values are easy to grasp with just a glance at the intranet's *Core Values* page. As the following text excerpts and links show, the *Core Values* page gives employees a buffet of social features that reflect the company's emphasis on contribution and community:

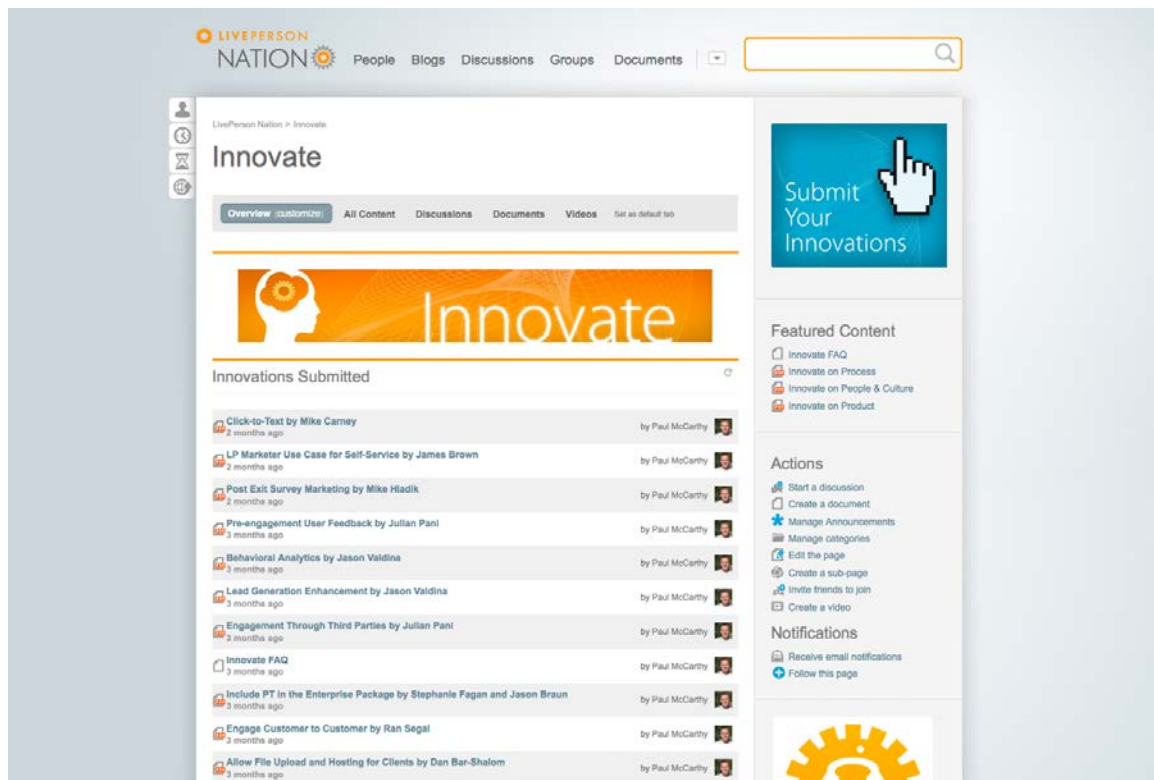
- *Share your stories... Connection and community is central to our culture and business strategy. Help bring our values to life...*
- *Post a video... We encourage you to share your personal story through video... Need help to create?*
- *Start a discussion*
- *Write a story post*
- *Invite friends to join*
- *Receive email notifications*
- *Follow this page*

The screenshot shows the 'Core Values' page on the LivePerson Nation intranet. At the top, there's a navigation bar with the LivePerson logo and links for People, Blogs, Discussions, Groups, and Documents. A search bar is located on the right. The main content area is titled 'Core Values' and features a prominent video player for 'Be an Owner Help Others' with a play button icon. The video is by Yaara Taasan, a Deployment Engineer. Below the video, there's a 'Recent Stories Posts' section with two entries: 'GianCarlo - Living the core values' and 'Be an Owner: Recognizing Success on the Small Business Team'. The right sidebar contains promotional boxes for 'Share your Stories' and 'Post a Video', along with an 'Actions' menu and 'Notifications'.

Pictured: The *Core Values* page thoroughly encourages, explains, and assists in sharing knowledge and opinions.

At some organizations, upper management prefers that people keep their opinions and personal lives to themselves. But this is not the case at LivePerson. All employees, including the CEO, work in an open-seating arrangement to foster collaboration. This physical world translates to the intranet, where each person's input is as important and influential as the next. Knowing that a great idea can come from anyone—not just people in Research and Development—the organization welcomes innovative ideas to better LivePerson's business. The intranet supports this via the *Innovate* area, which offers an avenue for collecting and discussing suggestions. *Innovate* shows a list of submitted ideas, which users can filter by *All*

Content, Discussions, Documents, and Videos. Control features let users set a default tab and customize the page.



Pictured: Everyone is encouraged to submit and discuss business innovation ideas on the intranet.

When rebuilding the intranet, the design team's research showed that employees had a great desire to collaborate and innovate with each other in their work, and to share information about their personal lives as well. The intranet meets these desires throughout, and it all begins on the homepage. There, content is divided into two sections: the top part (orange headings) offers corporate content, with *Work Stream*, *Market News*, and *Nation Pulse* sections; the area below (green headings) has personal content, with *Life Stream*, *Poll the Nation*, and *Featured Content* sections. Small refresh icons appear to the right of the headlines in sections as applicable. Each item displays the title in blue text with a gray timestamp below, noting when it was posted and where so users know that content is up-to-date. The image to the right of each item shows the author's face, which can serve as an introduction to coworkers. At the bottom of the page is a link that anyone can use to suggest a story; if a story is selected it will become a featured story. Icons to the left of each item delineate the content type, such as a PDF file, a comment, or a PowerPoint deck. These icons show the diversity of content and give users a clue about the type of content behind the link. Blogs are also featured on the homepage on a rotating basis based on their timestamp.



Work Stream

- New wall mural in the support room of the Atlanta office
3 minutes ago in Atlanta Office
- Re: Parking Options
5 minutes ago in Grand Central Commuters (GCT)
- State of Mobile Commerce Apps, Forrester Research
47 minutes ago in Marketing
- Mobile Commerce Forecast 2011 to 2016, Forrester Research
49 minutes ago in Marketing
- ICGN Health & Fitness Case Study
1 hour ago in Marketing

Market News

- State of Mobile Commerce Apps, Forrester Research
47 minutes ago in Marketing
- Mobile Commerce Forecast 2011 to 2016, Forrester Research
49 minutes ago in Marketing
- Best And Worst Of Website User Experience, 2011: US Banks, Forrester Research
1 day ago in Marketing
- Marketing To Millennials: The Next Generation Of Purchasing Power, Forrester Research
7 days ago in Marketing

Nation Pulse

- Whatsa New page for Summer 2011 Update
3 days ago in B2B Customer Support
- LP Voice & Multi Channel Overview (Value Prop, Experience, Call Flow, Features, etc)
3 days ago in Sales & Service
- Re: Do button images have to be a "gif" file?
1 week ago in BNT P/M Group
- Re: What are the best practices for Agent names?
2 weeks ago in Product Updates and Discussions



Strike!!!!

NY team's night of shenanigans at Bowlmor lanes.

Watch Video

Life Stream

- Re: LOVE Thai Food? Come learn how to cook SOM simple Thai dishes
2 days ago in LP Teaching LP
- Meet Our Design Captains!
8 days ago in NYC Design Competition
- Conference Room Design Competition
1 week ago in NYC Design Competition
- LP EMEA Transition Team support Leukemia Research
1 week ago in LivePerson Cases

Poll the Nation

When do you prefer to ride [LP Mountain Bike Club (Israel)]?





Featured Content



- Act Globally, Think Locally with your new phone system
4 days ago in JR Lamer's Blog
- LP News Update June 2nd
2 weeks ago in Nation Spotlight
- Insights from the eQ8 Forum in Paris
2 weeks ago in Road to Outstanding
- Skill and Will
3 weeks ago in Road to Outstanding
- LP News Update - May 16
1 month ago in Nation Spotlight



Have a story you'd like to share? Contact Erin Kang to get featured!

Work Stream





 New wall mural in the support room of the Atlanta office
3 minutes ago in Atlanta Office 


 Re: Parking Options
5 minutes ago in Grand Central Commuters (GCT) 

 State of Mobile Commerce Apps, Forrester Research
47 minutes ago in Marketing 

Market News

 State of Mobile Commerce Apps, Forrester Research
47 minutes ago in Marketing 

 Mobile Commerce Forecast 2011 to 2016, Forrester Research
49 minutes ago in Marketing 

 Best And Worst Of Website User Experience, 2011: US Banks, Forrester Research 

Pictured: A zoom in on some of the homepage's news items shows the icons, images, and section refresh icon.

Anyone at the organization can blog about business or work using video, text, or a combination of the two. The CEO himself sets an example and posts videos and stories that inspire employees. In one example, he introduced a video blog by writing about the topic, listing the names of people who were interviewed in the video, and offering a link to more information about the video's main topic. It is very helpful to list topics and who is involved so users know what to expect before they launch the video. Having the names written out can also help employees find new people to follow. Also, listing names and topics in text with the video is crucial to helping the search function bubble-up video content correctly.

When users are on their own blog page, various editing actions and a list of recent comments appears in the right rail. When viewing another person's blog, the right rail displays *Popular Blog Posts* as well as *Active Blogs*. Positioning these actions and information in a way that's easy to view and access makes blogging and reading blogs an attractive activity.

LIVEPERSON NATION People Blogs Discussions Groups Documents

LivePerson Nation > Road to Outstanding > 2011 > March > 30


Road to Outstanding

Thoughts from the March Leadership Session-- video 1

Posted by Rob LoCascio on Mar 30, 2011 6:25:07 PM

I wanted to share with the whole company some thoughts and highlights from the March Leadership Session through a brief video.

Interviewees include myself, Cliff Dorsey, Amit Levran, Amir Shub, Shelbi Scott, Gilad Komorov, and Peter Phillips.



Read Notes from the Leadership Session [here](#).

206 Views Tags (edit): video, qbr, nationpulse315 Like (3)

Average User Rating: (0 ratings) My Rating: ★★★★★

Actions

- Manage blog
- Edit post
- Move post
- Delete post
- Receive email notifications
- Send as email
- Report abuse
- View as PDF
- View print preview
- Add to featured content
- Bookmark this

Recent Comments

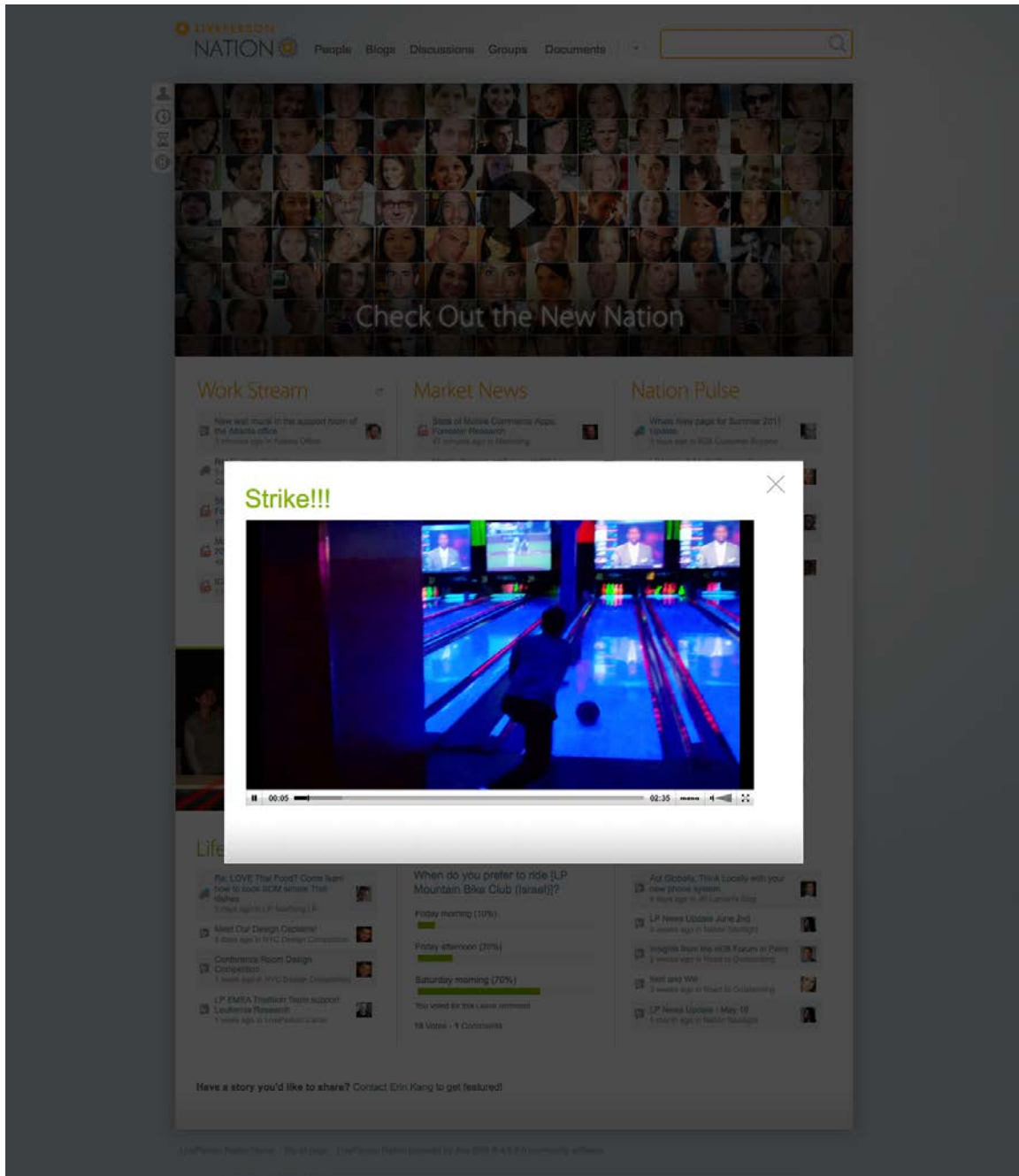
- Rob LoCascio on Update: Quarterly Board of Directors Meeting
- Rich Adler on Thoughts from the March Leadership Session-- video
- Ariel Cohen on And the Award goes to...LivePerson Israel for Helping Others

Popular Blog Posts

- Skill and Will
- Welcome David Vaskevitch to LivePerson's Board of Directors
- Insights from the eG8 Forum in Paris
- Rob's Travel Tip for the LP Frequent Flyer
- Update: Quarterly Board of Directors Meeting

Pictured: The CEO sets a good example in his video blog posting, providing good video content, a list of names of people involved, and a link to further information about the topic.

Although the written word can be exciting, one sure way to feel connected to coworkers is to witness them in action. Thus, the homepage's two marquee banners—one on top, one in the middle—serve as a platform for company events and news, and personal accomplishments and stories, respectively. These banners are linked to an overlay of a high-quality video or a slideshow. To play the video, users click on either the image or the *Watch Video* link, which launches the video in a light box. Here, users are offered helpful controls such as pause, a timeline, volume, and increase size.

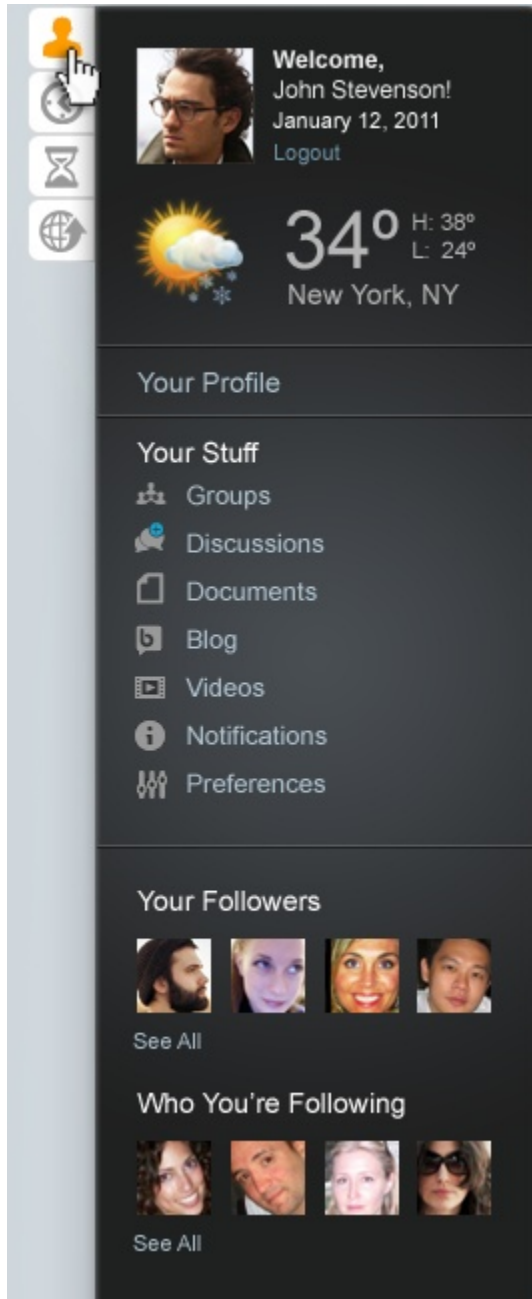


Pictured: Videos play in a light box with timeline control, volume control, a pause button, and an expanded-view option.

On the homepage and all other Nation pages, the subtle menu and search functions display at the top. And, rather than taking up valuable page real estate or using the usual menus, the designers chose to put pertinent information on slide-out panels. These are accessed via the four icons, known as *utility buttons*, in the upper left. Hovering the cursor over an icon slides out the panel and changes the icon from monochrome to an orange fill, making it easy to distinguish which one is selected. Through these panels, employees can view various choices laid out together in an

easily scannable format. Making personalized and customized links available is one good way to engage people and help them to proceed with their work.

The first icon opens a panel with a photo of the logged in user, his or her name, the date, a *Logout* link, the local weather, and the location. The panel also lets users access and edit their profiles and offers links to their groups, discussions, documents, blogs, videos, notifications, and preferences. Finally, the panel displays people who are following them and the people they follow, along with *See All* links for a complete list.




Pictured: As this example shows, the first slide-out panel houses personal information, such as links to the user's videos and documents, and a list of people who are following him.

When deciding whether to call up colleagues or estimate when they might respond to messages, it helps to know the local time in their locations. The second slide-out panel resolves this, displaying local times for office locations in New York City, Atlanta, San Francisco, Seattle, London, and Tel Aviv.








Pictured: The second panel displays local times for the offices around the world.






In the third panel, users can view their most recently accessed content and places, and see the people they've interacted with. Each section is short to avoid inundating users. A *Show entire history* link at the bottom lets users see more if they so desire.








Content

-  Iconography *By Augusto Garcia*
-  Liveperson.com Redesign - Page/Content Matrix *By Jason Valdina*
-  LivePerson.com - new site map (Q3 2011 Redesign) *By Jason Valdina*
-  LivePerson.com - CMS Module UI Library *By Jason Valdina*
-  Website Redesign - Updated Nav States - w/ German Translation *By Michael Cheng*

Places

-  Website Redesign Project
-  NYC Design Competition
-  Grand Central Commuters (GCT)
-  LP Branding
-  Core Values

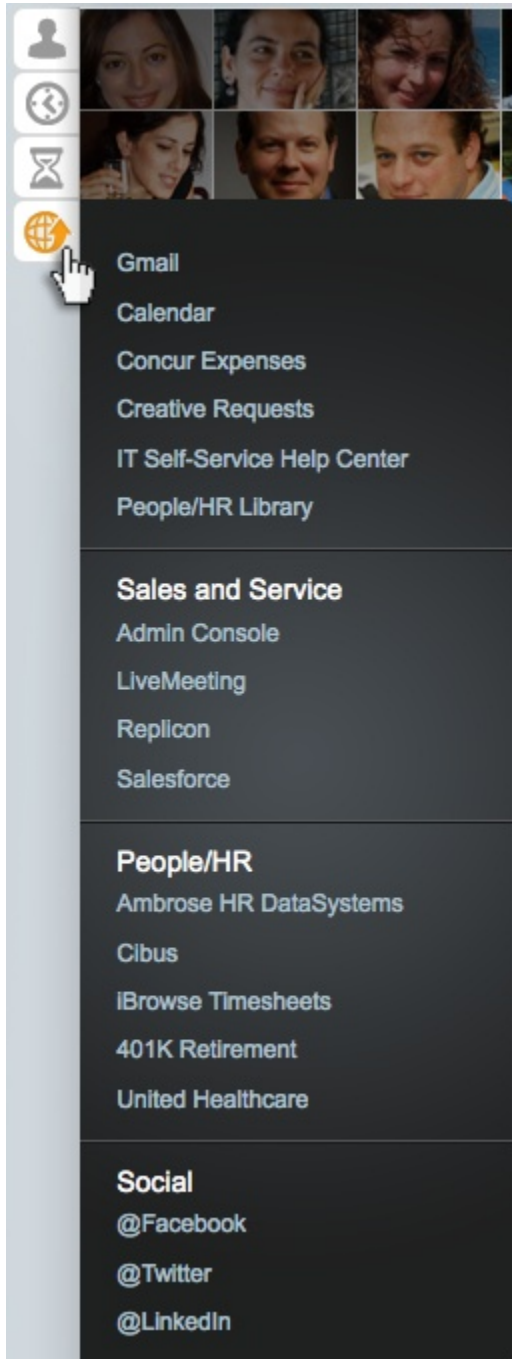
People

-  Jennifer Clark
-  Richard Grey
-  Justin Mulhearn
-  Daisy Pena
-  Ethan Alexander

[Show entire history »](#)

Pictured: Users can view their most recently accessed content in the third slide-out panel.

The fourth and final panel houses the user's favorites, social websites, and links to commonly needed corporate content.



Pictured: The fourth panel includes the user's bookmarks, links to frequently accessed corporate content, and links to social websites.

As the organization grows, the intranet designers have ensured that Nation meets the goals of increasing efficiency in collaboration and fostering personal connections among employees. The intranet supports and treats all LivePerson employees—from software engineers to corporate lawyers—alike. Regardless of team or time zone, Nation provides an enjoyable medium for making connections, and a peek into each other’s work processes and lives. The UI and content gently take people by the hand and practically plead with them (in a good way) to participate again and again.

BACKGROUND

In the spring of 2010, LivePerson held its very first global all-company event. This occasion made it very clear that there is great value in having all employees in one shared space, socializing, collaborating, and sharing information; the event sparked the idea that replicating the offline experience online would greatly benefit the company.

“Our challenge to ourselves was to come up with a solution to replicate this same spirit and energy without the physical limitations of several different offices spread out around the world,” says Myke Mansberger, Enterprise Community Manager. “We solved the problem by creating a robust intranet that ultimately became our employee community: a virtual HQ for everything LivePerson.”

The community’s mission is to organize and socialize information about the company’s products, people, and culture. “Also,” says Mansberger, “it is an effort to foster collaboration, connection, and innovation between employees across the globe. The ultimate goal of our intranet is to be the main channel for communication within LivePerson’s employee workforce.”

The intranet’s initial version was pretty much an out-of-the-box installation and was intended as something of an experiment. “Once more and more employees began to really adopt the intranet to share information and socialize, we realized that we needed to rethink the structure and flow of the design,” says Mansberger.

To ensure the intranet’s success and adoption, the team conducted employee surveys to learn more about the type of information people were looking for and how they preferred to receive it. The new homepage was designed based on the survey’s outcomes; a majority of employees said they wanted a comprehensive, intuitive experience that let them share work-related content and discussions, as well as learn more about their peers on a personal level.

Another research technique the team used was to follow the influencers: “We also tracked our users to find out who our top contributors were and what content was getting the most views,” he says.

The research ultimately set the team on a design path that would best spotlight and feature employee success stories, corporate culture, and collaboration.

With an established project plan in place and key stakeholders providing support, the team encountered relatively few challenges with the rollout.


LIVEPERSON NATION People Blogs Discussions Groups Documents

Home > Creative Group

Creative Group

Overview Members Discussions Documents Reports Polls Videos

Group Overview



Creative Group
Open Group

We throw our hearts, minds, and souls into every project – be it branding, advertising, or interactive. Our department strives for excellence and we're always looking to transcend the status quo. Stop by, say hi and share some ideas with us.

Group Owners: Augusto Garcia, Michael Cheng
Tags: liveperson, help, activities, event planning, creative

Actions

- Start a discussion
- Create a document
- Create a blog post
- Manage Announcements
- Create a poll
- Create a project
- Manage categories
- Invite people to join this group
- Send email to group
- Leave this group
- Create a video


Featured Content

- Conventions, Seminars and Events
3 hours ago by Lynda Mota
- Photography Ideas and References
2 weeks ago by Augusto Garcia
- Brand and Naming Matrix
28 days ago by Adrian Elim
- Photo from NY Team Outing
1 month ago by Myke Mansberger
- VzW iPhone support operational plan
3 month ago Adrian Elim


Popular Discussions

- Agenda for Creative Meeting
1 minute ago by Lam Nguyen
- Tilt Shift Time Lapse Photography
3 minutes ago by Liliach Nadler
- Elegant way to show extra content ...
12 hours ago by Clare Warburton
- Designing for Mobile
3 days ago Alex Peterson
- Very interesting! The future of UI
1 week ago by Howie Blumenstein


Recently Joined




Adam Lamartine
joined on June 2, 2011



Jennifer Katz
joined on May 12, 2011



Sarah Parker
joined on May 9, 2011



Jillian Ramos
joined on March 26, 2011

Top Participants

- Augusto Garcia
- Clare Warburton
- Lynda Mota
- Doron Breuer
- Michael Cheng

LivePerson Nation Home Top of page LivePerson Nation powered by Jive SBS © 4.5.5.0 community software

Pictured: A department page showing featured content, discussion threads, and member information.

INTRANET TEAM



Pictured: The LivePerson intranet team (left to right): Augusto Garcia, Myke Mansberger, Rich Adler, Giancarlo Trentini, Paul McCarthy, Erin Kang, and Mike Cheng. Absent from photo: Clare Warburton and Lynda Mota.

GOVERNANCE

Ownership

The LivePerson intranet is administered and managed by the company's Community Team, which is part of its corporate division based in New York, reporting directly into the company's team of C-level executives. This placement has proven a successful match for supporting the intranet work.

"By nature, the Community Team understands the complexities, goals, and missions for sustaining a thriving online community," says Mansberger. "Having managed two customer communities prior to our intranet, it was natural for the Community Team to take on this initiative."

Intranet team members' responsibilities break down as follows:

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Executive Sponsor (Paul McCarthy)	<ul style="list-style-type: none"> Review and approve key policies and guidelines Align objectives and roadmap to corporate strategy and key initiatives
Technical Program Manager (Omer Barel)	<ul style="list-style-type: none"> Develop and maintain platform Install upgrades and customizations
Enterprise Community Manager/Intranet Manager (Myke Mansberger)	<ul style="list-style-type: none"> Develop methodology for ongoing growth and adoption of the intranet and employee community Evangelize and educate employees on the intranet's value Create instructional content for users to encourage early adoption and continued usage Market and socialize successful results back to the employee community
Senior Art Director (Michael Cheng)	<ul style="list-style-type: none"> Maintain aesthetic and brand personality Adhere to best practices and usability standards
Senior Web Developer (Clare Warburton)	<ul style="list-style-type: none"> Provide coding and technical management of the platform to meet business requirements and provide customizations

USERS

Each of the organization's departments and working groups has an intranet presence, but some have taken advantage of the opportunity to become "more transparent" by using the website. The following are just a few examples of how that has been done successfully:

- **IT:** IT uses their intranet space as their main communication hub to all employees. Users can find the latest software updates, how-tos, and up/downtime status for various systems; they can also submit help tickets, fixes, and new software requests.
- **Marketing:** Marketing provides updates on products, events, and industry news. Mansberger says this content has been a great way for employees in various roles around the company to join one another in reading and discussing the company's goals and mission.

- Client Managers:** "Our Client Managers have really taken advantage of the collaboration aspect of the intranet," says Mansberger. Managers use their space to share best practices, share feedback from the field, and ask and answer questions from peers, all in an effort to provide the best possible customer experience for the accounts they manage.













Pictured: A user profile page with photo, work-related details, and recent activities.

LIVEPERSON NATION People Blogs Discussions Groups Documents

Nation > People

People (607)

Sort: Date Joined 1 - 47 48 49 50 51 Previous Next

 <p>Hugo Thomsen OCM Joined on Apr 16, 2010</p>	 <p>Barry Lamm Director Joined on Apr 16, 2010</p>	 <p>Paul Kitchen Programme Manager Joined on Apr 16, 2010</p>
 <p>Shelbi Scott Regional Program Director Joined on Apr 15, 2010</p>	 <p>Sevonne Elyahu Product Consultant Joined on Apr 15, 2010</p>	 <p>Augusto Garcia Aesthetics Crusader Head of Creative Joined on Apr 14, 2010</p>
 <p>Lida Tabibian Success Manager Joined on Apr 14, 2010</p>	 <p>Clare Warburton Joined on Apr 14, 2010</p>	 <p>Noa Adamsky Director, Product Management Joined on Apr 14, 2010</p>
 <p>Brian Migdol Program Manager Joined on Apr 13, 2010</p>	 <p>Jennifer Nichols Affiliate Marketing Manager Joined on Apr 13, 2010</p>	 <p>Keri Philcox IT Administrator Joined on Apr 13, 2010</p>

Filter this list

Show online only
Show recently joined only

By Job Title:
Select one..

By Department:
Select one..

Filter

By Location:
Select one..

By Languages I Speak:
Select one..

Nation Home Top of page Nation powered by Jive SBS® 4.5.5.0 community software

Pictured: An employee directory page.

URL AND ACCESS

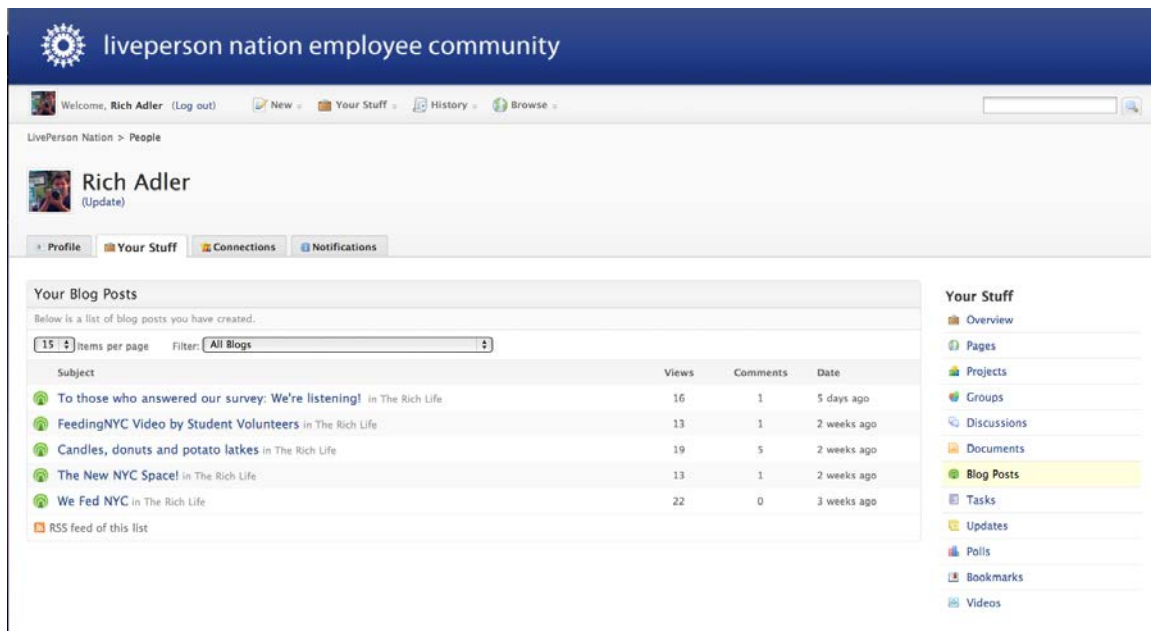
ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"> https://nation.liveperson.com
Default Status	<ul style="list-style-type: none"> The intranet is set as each user’s homepage (by default) and also bookmarked in all browsers.
Remote Access	<ul style="list-style-type: none"> The website is hosted on a secure server that can be accessed remotely and via mobile device; this functionality is well used by the entire workforce.

DESIGN PROCESS AND USABILITY WORK

The team used an array of user-centered research techniques throughout the project, including: conducting field studies and surveys, sitting in on support calls, usability testing the old site, designing prototypes for the new site, and re-testing once the site launched. But, among these many methods, the team found the survey to be most useful. “Surveys worked best to get both a general consensus and detailed feedback on the intranet,” says Mansberger.

According to Mansberger and the intranet team, the previous intranet was clunky, difficult to navigate, and “aesthetically uninspired.”

“Content was not laid out in an intuitive way, and our users became agitated and overwhelmed,” he says. “This notion was confirmed after we conducted our usability questionnaire to gain a better understanding as to why employees were so frustrated.”



Pictured: A screen from the old intranet site, showing an employee's profile page.

The Questionnaire

The team decided that the first step to creating a better intranet experience was to hear from the users themselves, so the team came up with a list of usability questions and sent them to every employee.

Users were asked to rate the following statements on a scale of 1 to 5:

- The site is easy to navigate.
- I can get to information quickly.
- It is fun to explore the site.
- It is easy to remember where to find things.
- Information is layered effectively on different screens.
- The homepage grabs your attention.
- Titles and general information are written in a style that suits me.
- The site effectively communicates the company's identity.
- The site's content would keep me coming back.
- The site has a clear purpose.
- I like the variety of widgets and features that Nation offers.

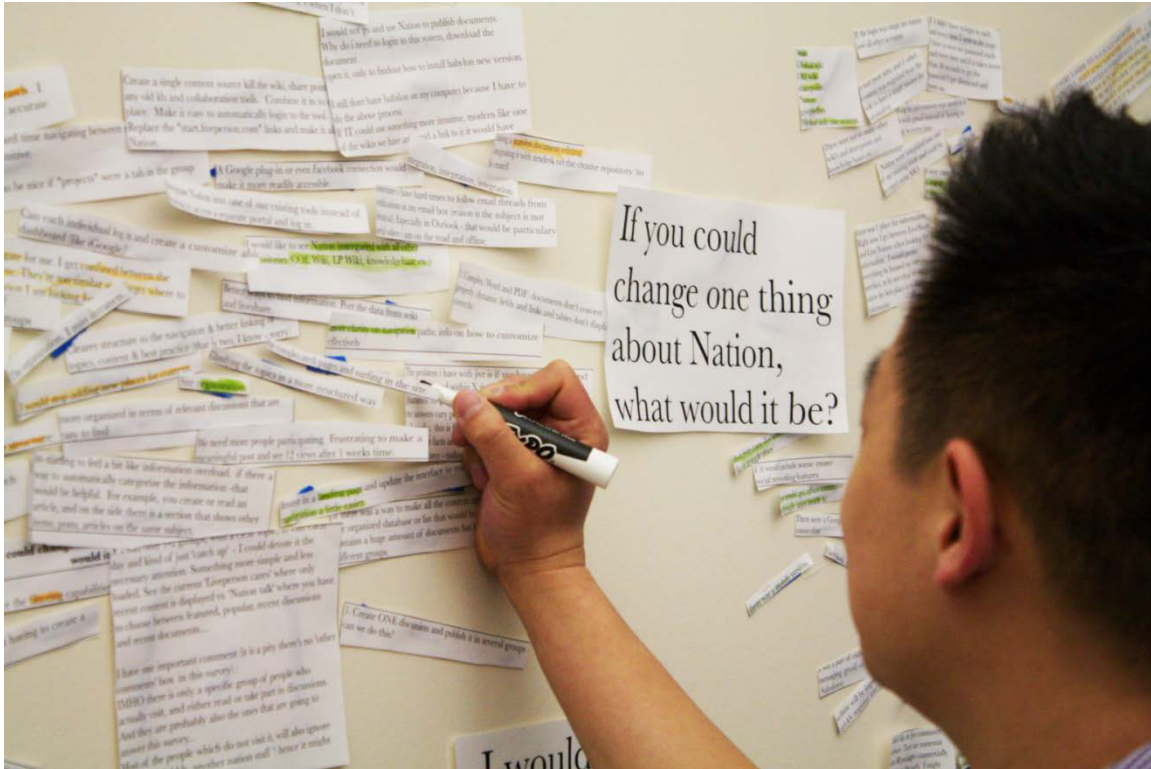
The survey also included a section of yes/no questions and a few open-ended questions to give users an opportunity to suggest site improvements.

One of the key findings from the research was that no winner emerged on the browse-versus-search question for locating information; users were equally split between the two. So, the team had to ensure that both methods were easily accessible and taken into account during the design process. Findings such as this were invaluable in making site improvements during the design and architecture phases.

"The feedback was tremendous," says Mansberger. "Over 75 percent of the employees responded to the survey with their 'gripes' as well as ideas and suggestions on how to make the intranet a better user experience."

The team printed everything out, cut each comment into individual snippets, and taped all the comments onto a feedback wall. "We used this approach as a way to visually identify patterns and trends of what users disliked or desired the most," he says.

"The questionnaire was crucial to the success of the new intranet because the team saw the value in the end user's experience. We chose not to redesign in a bubble, but rather, we built it for the people," says Michael Cheng, Art Director.

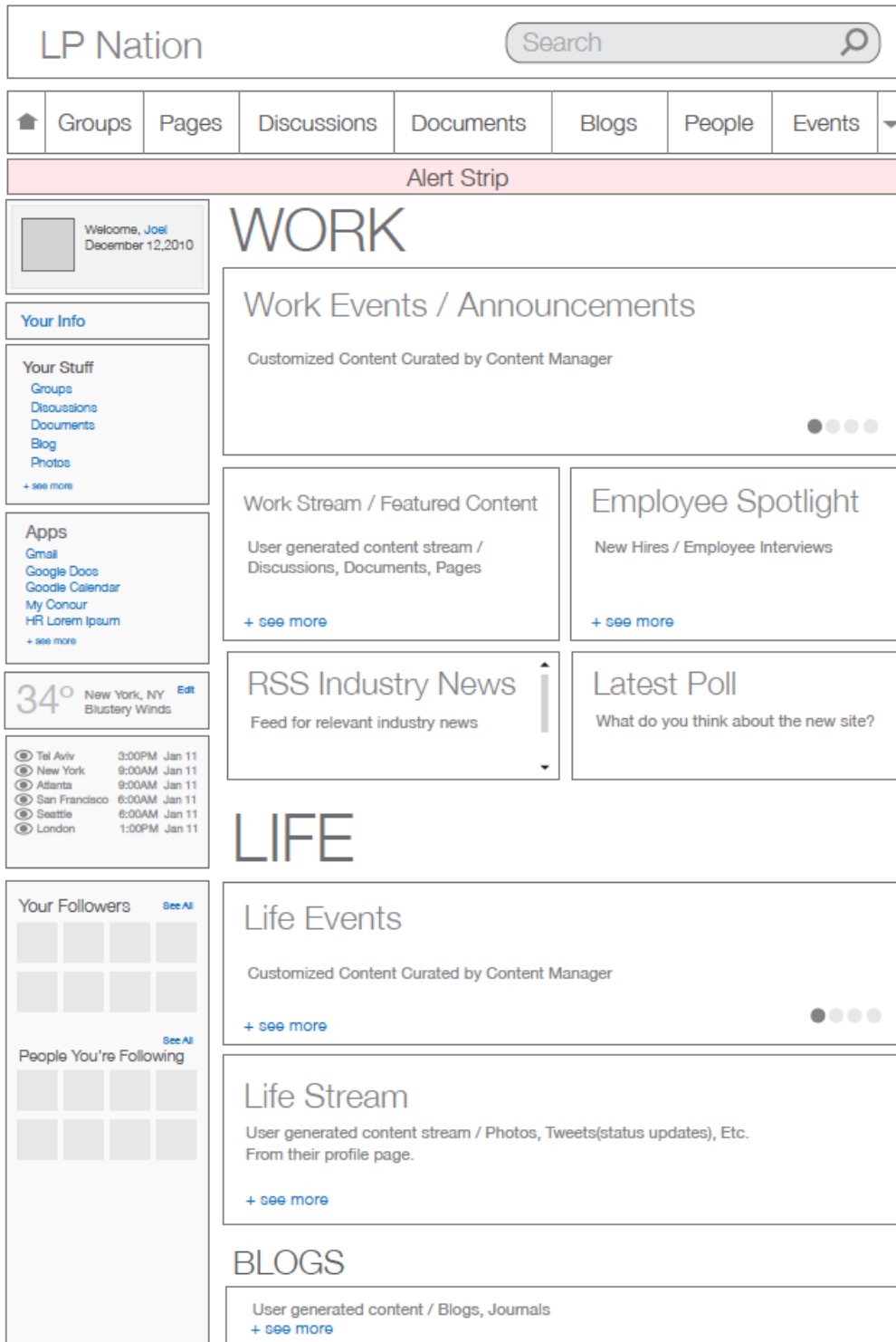


Pictured: The company's Senior Art Director, Michael Cheng, reviews the ideaboard that the team used to collect and display feedback during the design phase.

Information Architecture/Wireframing

With the survey results in hand, the team then went to work re-architecting the site from the ground up, starting with creating a comprehensive user-experience deck that addressed the feedback from our users.

"The goal was to transform the intranet from a loathsome duty for employees into a destination that they would embrace and visit multiple times daily," says Cheng, who led the project's Information Architecture phase.



Pictured: A wireframe page from the team's user-experience deck.

Visual Design

Once the UX deck had been vetted and the team received sign off from all stakeholders, they moved on to the design phase.

“This is the most visceral component of the redesign process, and our goal was to create a design that was both compelling and impactful without compromising the usability factor,” says Cheng. “We decided on a contemporary and visually striking aesthetic, which turned out to be a huge success.”

The new design was received exceptionally well, and the team received countless kudos from employees around the globe.

Implementation/Development

With the planning and design in place, the team was left to focus on pulling it all together on the back end.

“Now it was up to the development team to wrangle the JIVE SBS default templates to build out a custom theme that stood up to the design requirements the team had set up,” says Clare Warburton, Senior Web Developer. “Rather than build the theme from scratch, we built a sub-theme on top of Jive’s default theme.”

This meant that the bulk of the team’s work was in manipulating the CSS and HTML. And, because they were all new to Jive’s template building, this wasn’t an easy task. “We had one advantage though,” she says, “we were a tech company with tech-savvy users. Compared to building a site for customers, we were assured that we were building a site for early-adopters who were almost exclusively using modern browsers. This meant we could use CSS3 styles like drop shadows, text effects, multiple backgrounds, opacity, etc., without worry. As a coder, this was a luxury!”

Prior to finalized design comps, the development team had detailed wireframes for each section, which let them test out more complicated functions and get a jump-start on any integration issues. The initial html layout was created outside of Jive; the design team reviewed the functionality and animations as they finalized the wireframes and designs. This kept things moving and gave all teams a sense of working toward a common goal.

“The best part of developing the site was the true sense of ‘Nation-building’ that everyone on the team shared,” says Warburton. “Developers, designers, and project owners talked daily about the tasks and issues on hand. Issues were resolved by everyone being flexible and open to suggestions for all team members.”

TIMELINE

INTRANET TIMELINE	
Milestone Date	Milestone Description
January 2010	<ul style="list-style-type: none">Confirmed contract with Jive Software to provide a community-based solution for the communications needs of all external-facing online properties
March 2010	<ul style="list-style-type: none">Held an all-company event in Israel to discuss the organization's core values, culture of meaningful connections, and innovationDecision made to install community-based solution for intranet and employee community
June 2010	<ul style="list-style-type: none">Alpha version of intranet (out-of-the-box) deployed to all locations
November 2010	<ul style="list-style-type: none">User survey conducted to obtain feedback and identify usability gaps in an effort to improve site usage and create opportunities for collaboration and content generation
March 2011	<ul style="list-style-type: none">Launch of new design for "Nation," the company's employee intranet

CONTENT AND CONTENT CONTRIBUTORS

The team chose Jive Software as its social business software solution; in that role, the technology also serves as the CMS. "It had the features and tools we needed to showcase and highlight employee content and collaboration in an intranet and community environment," says Mansberger.

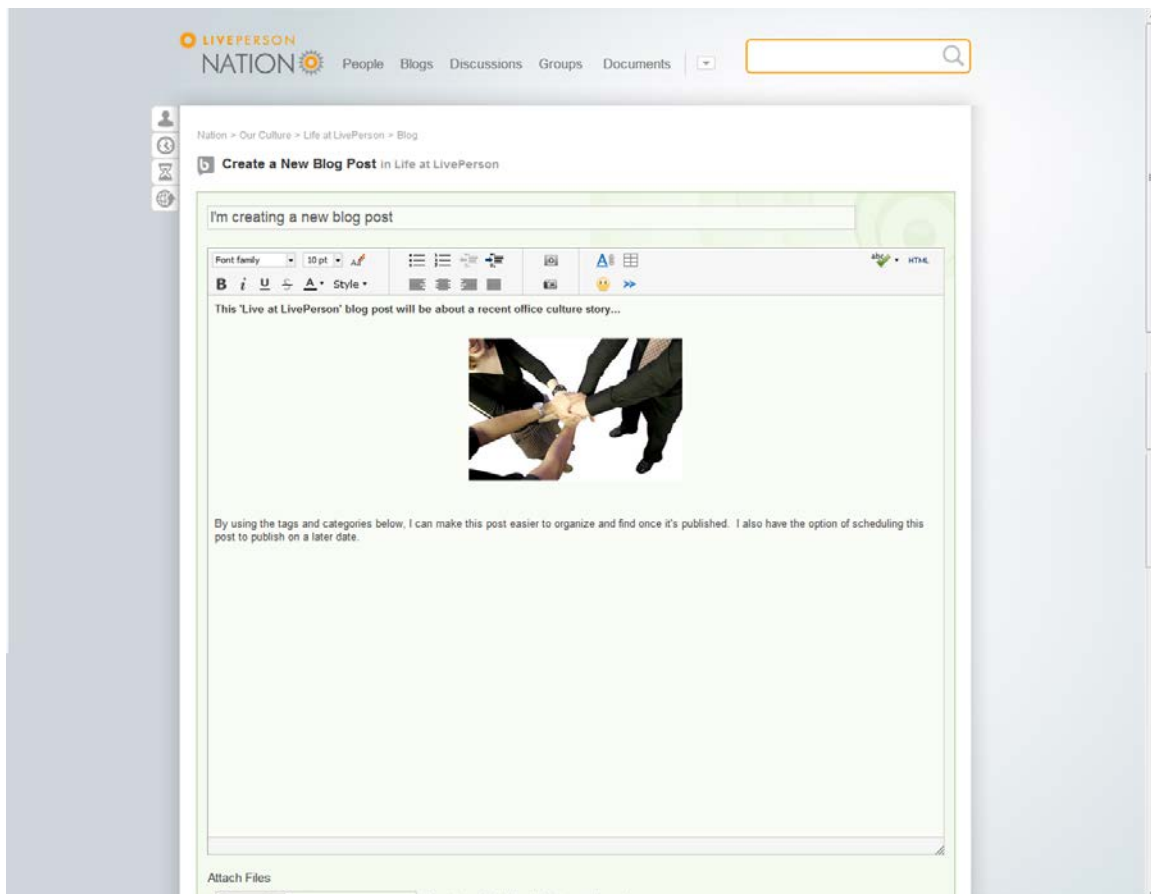
This open, social approach is guiding every aspect of the intranet's content. Every employee is on-boarded as a user and, as such, every employee can create content right from the get-go. As part of the company's new-hire welcome experience, employees are asked to explore the intranet and create content. The team also provides ongoing guidance and training on a departmental and one-on-one basis.

"On average, we have about 250 users adding fresh content to the site on a monthly basis," says Mansberger. "This amounts to 52 percent of our employees being direct contributors to the intranet."

The community and communications team manages the site's curation duties. They review content generated from the entire employee community and feature some of it on the homepage as well as in internal newsletters.

"When we decide to feature a user-created story or content piece," he says, "we may provide them with feedback and an opportunity to spruce up their content before it gets featured. Sometimes just adding a few images or a couple extra lines of context goes a long way."

Users are given a system of categories and tags so they can better organize their content.



Pictured: The UI for adding, editing, and tagging content. When users create content, they have the option of saving as draft, scheduling a publish date, or publishing on-the-fly. By using categories and tags, users can quickly make the content easy for other users to find.

"The success of this type of intranet really depends on how quickly and easily users can find the content they are looking for," says Mansberger. "As the Community Manager, my contribution to this success is to ensure that our employees understand how to best create their content to make it easy to find later. I also take the time to browse content and enhance it by adding additional tags or making content visible in multiple places. I call this 'gardening.'"

TECHNOLOGY

The company's intranet is hosted by an SAS platform vendor, Jive Software. All of the customizations in the intranet/community have been engineered internally at LivePerson and deployed on the platform hosted by Jive.

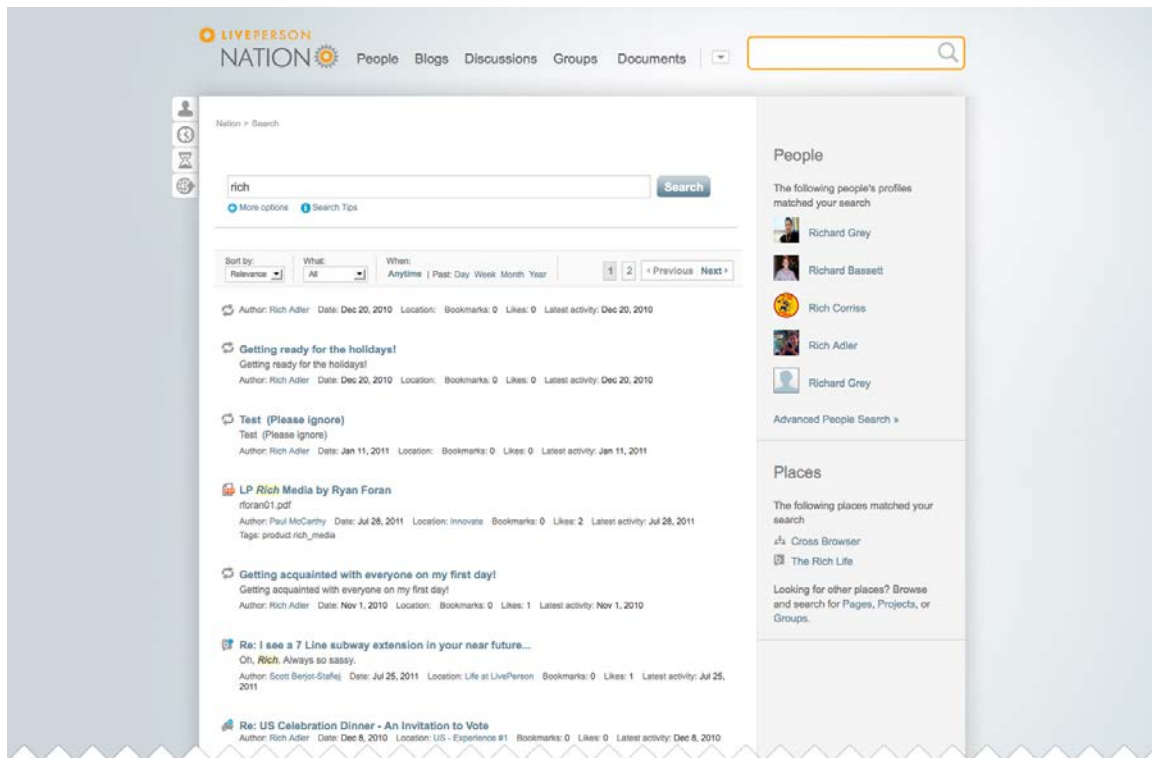
MOBILE

The intranet is accessible by any mobile device or smartphone with a browser. At this time, nothing has been customized specifically for mobile use, but the team definitely plans to tackle this in the near future.

SEARCH

The site's search tool is JIVE's built-in search tool.

The team's research revealed that there was a near-even split in the site audience between searchers and browsers as far as information-gathering goes. "But we knew that over time people would eventually use search as the first option for finding relevant information," says Mansberger. "Once our users were given best practices for creating content (such as tagging, naming conventions, etc.), search results became more and more relevant."



Pictured: An example search results page.

RESULTS AND ROI

Since the expansion of the intranet, the company has been able to gain valuable insight on how its employees collaborate. "For example," says Mansberger, "our users create over 150 new discussions each month and 52 percent of our employees are adding new content to the community intranet on a monthly basis."

The key reporting metrics the team uses focus on unique visits, content creation, participation, key influencers (top users), adoption (percentage of the company who has done XYZ), and activity per sector (working groups, departments, info spaces).

"Our metrics help us understand the story of what's happening in our company," he says. "It allows us to see a clear picture of which departments are active on the intranet, which global locations are tuned in, and what types of content our employees are interested in sharing and interacting with. This kind of information is valuable for planning additional training, marketing, and improvements to the intranet."

LESSONS LEARNED

LivePerson team members share their experiences developing the company's intranet:

- **Design for the users, not for yourselves.** "As designers, we often times take too personal of an approach towards our work and lose focus on the most important factors: listening to and knowing your audience. Always remember, we're not designing websites for ourselves, we're designing the best possible experience for our user base." (Cheng)
- **The intranet is never done.** "It's important to never consider the job complete. As your company grows, you will need to continue getting feedback from users and updating the intranet to suit their needs." (Mansberger)
- **The line between personal and professional is fuzzy.** "We were building the intranet originally to manage the business needs of departments and functional groups within the organization. We found that by incorporating community elements into the architecture, many people formed connections based on activities outside of the functional groups/areas. These activities resulted in increased usage of the community overall and then adoption in other key functional areas based on things that were relevant to them outside of those groups that originally caught their attention. While this was a strategy we hoped to achieve, I am amazed at how our top group varies daily between sports lovers and our Client Managers group. It's safe to assume we love watching the best goals achieved during the day — whether in sports or with our customers." (McCarthy)

Logica

Using the intranet:

Logica is a business and technology service company, employing 41,000 people. It provides business consulting, systems integration, and outsourcing to clients around the world, including many of Europe's largest businesses. Logica creates value for clients by successfully integrating people, business, and technology. It is committed to long-term collaboration, applying insight to create innovative answers to clients' business needs.

Headquarters:

Reading, UK

Number of employees the intranet supports:

41,000

Company locations:

Logica operates in 41 countries.

Locations where people use the intranet:

Worldwide

Annual revenue:

£3.7 billion (year ended December 31, 2010)

Design team:

In-house, partnering with The Team creative agency.

Members:

Logica core intranet team: Pete Blunsdon and Jenny Perrett, Program Management; Mark Kernot and Chris Green, Technical Management; Ayesha Mian, Migration and Adoption; and Emma Roos, UI Design

Logica offshore development team: Suhas Vengilat, Manikandan Balakrishnan, Praveen Kumar Thalluri, Pradeep Raman, ManojKumar Balan, Bhupendra Rawat, Nilanjan Dutta, and Varun Galur

Logica content management team: Lizzie Lewis, Vivek Thakur, Manoj Balan, Vimpy Choudhary, Harini Subash, Krithika Nagarajan

The Team: Dave Dunlop, Creative Lead; Stuart Eggleston and Mike McIntyre, Experience Architects; Carla Oxlade and Sarah Martin, Project Managers; and Will Bloor, Creative Director

SUMMARY

How do you move 41,000 employees in 41 countries on 25 intranets running on five technology platforms to a new, single, cohesive site experience? That's the challenge the Logica intranet team took on when starting a massive intranet overhaul that not only integrated all the separate sites, but also incorporated a brand refresh and "One Logica" change program that fundamentally changed the way work is done.

The business and technology service company found itself in need of a new intranet in July 2009. The company had quadrupled in size in six years, and multiple systems, many of which were out-of-date or poorly maintained, needed to be improved. Thousands of intranet pages were lost or forgotten, duplicate content abounded, and the sites suffered from low usage as users struggled to find content and then turned to other resources to find what they needed.

A new brand definition was the trigger the organization needed to make the change happen. The company was moving to the idea of "One Logica," which was a change platform standardizing processes and establishing global support functions around the world. The organization wanted employees to say, "I work for Logica," not "I work for Logica UK."

To support this new vision, the intranet needed to change. The existing sites were location-specific, making it next to impossible to know what the company was doing in market sectors across countries. The intranet was a barrier to both knowledge management and knowledge sharing.

The team knew a wholesale replacement was in order. With management support, they started the process with a kick-off workshop, determining the new intranet's core principles. Throughout the redesign process, they kept these principles in mind, returning to them whenever they needed perspective on how to handle a new issue.

Many intranet teams are challenged when trying to combine varied intranet sites into one unified intranet experience across an organization. Site owners are often possessive of their content, designs, and functionalities—and often with good reason; they’ve invested time in creating and fine-tuning their sites to meet their needs.

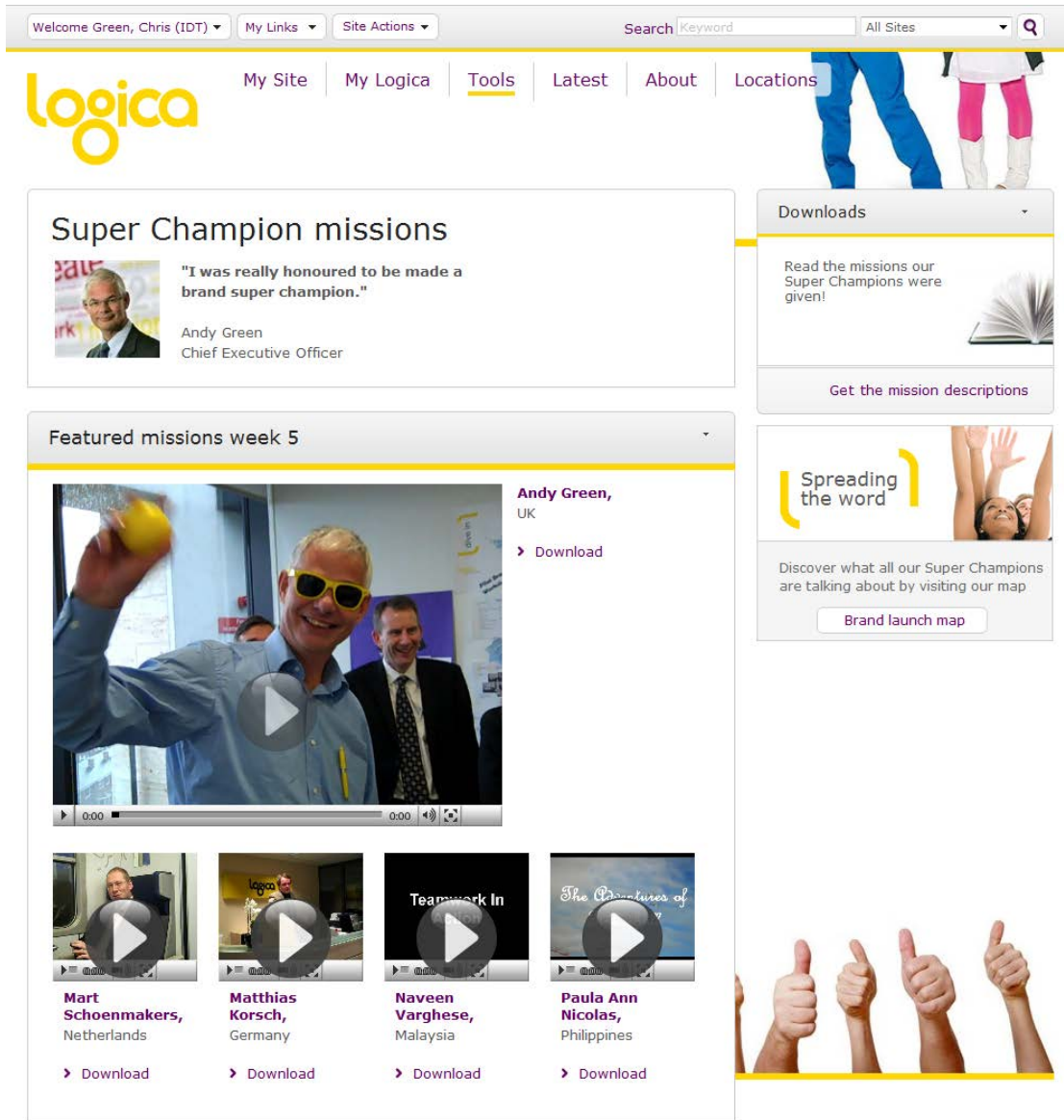
Logica’s team members had to take all of these needs into consideration when coming up with a design and structure that would appease and hopefully inspire content creators and employees across the 41 countries where the company operates. Their stakeholders were scattered around the world, with varying cultures and languages adding to the complex mix.

The intranet team had to look for commonalities across locations, languages, and employees. Team members looked at the key tasks the site needed to support based on past usage of the previous sites, as well as what they wanted users to be able to achieve using the new site. From there, they created design iterations of the top-level site structure.

They knew the site had to be global in structure or information would quickly fall into the information silos, which acted as impediments to knowledge sharing. The structure is based on the work the company does, following industry sectors, strategic themes, and services lines. Although the information is global, users can easily drill down to country-specific content as needed.

Team members needed to ensure local needs were met, so they tested in different countries and did country-by-country rollouts, using early adopter countries as beta testers. They also tailored rollout and launch activities to each location, based on focus group feedback in local offices.

The brand launch occurred before most companies were live on the new site. The intranet microsite introduced the new brand—and new site—with campaigns, quizzes, and other ways to engage with the brand. Brand Champions in each country were given yellow mission cases with a Flipcam, mission briefing, and props. These employees blogged as they completed their missions and published the resulting video on the intranet. These campaigns gave early visibility to the new site, got employees reading blogs and engaging with video content, and educated people about the brand change. The event gave the site huge momentum and brought the whole company together.



Pictured: The brand launch introduced the new intranet to many employees and drove enthusiasm about the site. Super Champions in local offices were given "missions" together with props and a Flipcam to record their experiences. Blog posts and videos from these missions drove traffic to the site.

The overall site design is uncluttered and readable. Navigation principles are consistent across the site. Images are used to support content, but the design avoids the use of stock photography, which take up space and add little value.

The grey header bar relates to the current logged-in user. Primary site navigation uses mega menus to display three navigation levels in one step. The left navigation bar reflects the site structure, with links in the right-hand area for related content.

Site search appears at the top of each page. The search defaults to *All Sites* but users can select a different scope as needed.



My Site home	My profile	My blog	My content
View personal home page	Edit profile details	Create post	Shared photos
Customise home page	Add profile photos	Manage posts	Shared documents
My links	My preferences		Private documents
Colleagues	My network		- View all my content
Workspace memberships	More info		
Manage subscriptions			

My Logica

Pay and benefits

- [Check my payslips](#)
- [Join a ShareSave](#)
- [Check my pension](#)
- [More about benefits...](#)

Travel

- [Book business travel](#)
- [Book a hotel](#)
- [Find a Logica office](#)
- [Get a season ticket loan](#)

Expenses

- [Claim expenses](#)
- [Apply for a corporate credit card](#)
- [Check the UK Expenses policy](#)

Training

- [My University](#)
- [Book training online](#)
- [Coaching and mentoring](#)
- [More...](#)

Career development

- [Career development resources](#)
- [Career pathways](#)
- [Performance Mangement System](#)
- [Professional subscriptions](#)

Working life and wellbeing

- [Employee Council](#)
- [Health and safety](#)
- [Counselling & support](#)
- [Smart Working](#)
- [Staff discounts](#)
- [Volunteering](#)
- [More...](#)

- [Innovation](#)
- [UK Bid Assist](#)
- [UK Value Propositions](#)

Information systems and services

- [Raise an IT problem](#)
- [Report a problem with a mobile phone](#)
- [Use Microsoft software at home](#)
- [Access Logica remotely](#)
- [More...](#)

Resourcing and assignments

- [Check my resourcing details](#)

Procurement

- [Buy something from a supplier](#)
- [Deal with an invoice from a supplier](#)

Workplace

- [My Logica office](#)
- [Logica Cafe menus](#)
- [Report an accident](#)
- [Report a security incident](#)
- [More...](#)

Policies

- [Security policy](#)
- [HR policies](#)
- [Workplace](#)
- [More...](#)

UK practices

Central functions

Hello Yellow

New joiners start here

UK Communities

Get involved with others like you.

- > [UK communities](#)
- > [OS communities](#)



My Site

Home page
My profile
My blog
My content
Energise
Help

My Logica

My country
Diamond Awards
UK News
LSSC
Staff discounts
My location

Tools

Applications
Search
Knowledge
Collaboration
Brand

Latest

News
Blogs

About

Clients
Strategic themes
Industry sectors
Technology Practices and Partnerships
Portfolio offerings
How we deliver service
Global functions
Corporate information

Locations

Offices directory

Pictured: Site navigation is consistent and clear, using mega menus to display three levels of navigational options for users.

Team members were challenged by an intranet serving global employees who communicated in different languages. Logica's official international business language is English, but many employees are non-English speakers. The team had to determine how to avoid country-based intranets while still accommodating various languages. They also had to visually accommodate different languages. For instance, the design had to accommodate very long names for some offices.

As with most intranets facing this challenge, there was no perfect solution, so the Logica team used several different approaches. Global pages, such as the top three navigation layers, are in English. Pages describing the organization's work are global in scope, so appear in English or at least have an English language summary.

Pages that are specific to staff in one country—such as local HR policies—are in local languages. User-specific pages are in the local language, because they relate to local tasks and activities.

Global navigation menus can display multiple languages and can be tailored to link to local-language pages. The menu language is driven by the user's browser language preferences.

Non-English speakers can use most of the site via local-language menus that link to local-language content. Using English is necessary only when looking at global information. As one team member reports, "This is important—not only for usability, but also to meet local-language laws."

The screenshot shows the Logica intranet homepage. At the top, there is a navigation bar with a search field and a language dropdown set to 'All Sites'. Below this is a main navigation menu with tabs for 'My Site', 'Mon Logica', 'Outils', 'Actualités', 'A propos', and 'Implantations'. The 'My Site' tab is active, displaying a grid of links under four categories: 'Page d'accueil', 'Mon Profil', 'Mon blog', and 'Mes documents'. Below this grid are sections for 'Energise' and 'Aide'. The main content area features an article about 'bureau en ligne et la vidéoconférence' with sub-sections for 'Audioconférence', 'Office Communicator', and 'Partager'. A 'Partager' section explains the concept of a workspace and provides links for 'Créer un workspace', 'Documentation', and 'Partner Workspaces'. On the right side, there are two dropdown menus: 'Les Essentiels' and 'Liens utiles', each containing a list of relevant links. At the bottom of the page, there is a footer with a grid of links for each main navigation tab, a 'Terms of use' link, and a 'Last modified' timestamp.

Pictured: Navigation is translated for non-English speakers and links to local-language content.

Local content owners—approximately 500 of them around the world—primarily develop the site’s content. The new intranet has introduced a shift in how these content contributors work. Previously, their role was more that of site owner, focused more on their location’s specific content silo than on the content itself. Now, all content is global, and contributors can focus on providing content in the context of all other global information about the same topic. Contributors and readers can virtually bump into each other as information about a single topic is brought together. In addition, for the first time, users can see news and updates from across the entire organization and get a top-down perspective on activities.

Each month, an intranet forum is held for local content owners and stakeholders to share best practices and good examples. The new intranet has shifted content creators’ audience from local to global. This new, broad audience has inspired content creators and has spurred some healthy competition among contributors.

Welcome Blunsdon, Pete | My Links | Site Actions | Search Keyword | All Sites

logica | My Site | My Logica | Tools | Latest | About | Locations

Sustainability

Sustainability services: Bringing people, planet and profit together!

June 6th sees the launch of the first phase of our [global sustainability campaign](#). So, what's it all about...

For many of our clients, the transition to becoming a sustainable business is probably the biggest change since the introduction of IT. Enterprises and public sector organisations are facing funding & resource constraints and wrestling with high energy prices. They are also under pressure from governments, regulators and consumers to pay more attention to environmental issues.

As sustainability services evolve, the demand for innovative solutions which drive cost reduction, provide competitive differentiation and deliver financial benefits is growing. Our vision is to be recognised by our clients as the market leader in this area - drawing on expertise across business consulting, professional services and outsourcing to deliver innovative solutions that bring people, planet and profit together.

We are already highly rated by [market analysts](#) for the innovation, breadth of capability, strong track record and tangible business benefits we bring to our clients. We're even winning awards! Of course, we'd like our clients to know more about how we can help them.

Ask us?

You can submit feedback to us via sustainability@logica.com or contact either Nick Monnickendam or Humeera Khan to gain access to the Sustainability Collaboration Hub.

Key people

- Foggo, Melba - Global Lead, Sustainability Services
- Cortina, Cyril - France Practice Lead
- Högenberg, Martin - Sweden Practice Lead
- Wendt, Wim - Netherlands Practice Lead
- Mark, Oliver - Germany Practice Lead
- Puoskari, Mari - Finland Practice Lead
- Rooke, Tony - UK Practice Lead
- KHAN, Humeera - Marketing & Programme Lead
- Monnickendam, Nicholas - Sales Go-to-Market Lead
- Waight, Mark - Sales Operations

Latest sustainability news from across Logica

This month

- Aalto Yliopiston opiskelijavierailu 17.8.**
16 August 2011 | Finland news
Pii/Karvaamokujalla vieraillee ke 17.8. klo 9-12 noin 50 kauppa- ja korkeakoulun Information Technology Program 2011 -kurssin opiskelijaa.

This year

- Logica leading Low Carbon London**
12 July 2011 | UK news
Last Thursday (7 July) saw Logica host a media round table event to explain to the media what Low Carbon London is about and how it will help guide the sustainability agenda for the UK.
- Sustainability – proof we walk the talk**
24 June 2011 | UK news
ISO 14001 Environmental Management standard extended to cover all UK sites
- Sustainable Future Today - briefing session in Bridgend**
17 June
16 June 2011 | UK news
Please join us from 3-4pm in Hughes Park on 17 June to learn more about the great work in sustainability that is happening across Logica.
- Logica at the Rallye Aicha des Gazelles**
15 June 2011 | General news
The Rallye Aicha des Gazelles is the only global rally held exclusively for women. Since 1990, the event has witnessed women from across 33 countries navigating through the Moroccan desert behind the wheels of a 4WD, Crossover, Quad, truck or motorbike.

RSS Feed | Add to My Subscriptions | 1 2 3 4 5 6 | Next

Related links

- Our own corporate responsibility
- Analyst Briefing Packs

Find out more

- Energy in 2020 - Tough piece
- Future Proof Week
- Sustainability campaign collaboration hub

Pictured: News can now be grouped by topic regardless of geography, giving employees a more holistic view of the company's work.

When the company moved to a global intranet, it was less clear what information departmental pages should contain. Users can access department pages via the *About* section, navigating to *Central Functions*. After the migration, many teams filled their pages with *About Us* information, rather than information that employees could actually use. So, inspired by James Robertson's *Designing Intranets* book, the

team launched the Campaign Against Corporate Blah to change department pages from useless to useful. As a result, department pages are now oriented around the services the department provides, rather than information about the group.



Pictured: The Campaign Against Corporate Blah was created to make content more user-focused and useful.



- About
- Global functions
- One IS
- One IS Countries
- United Kingdom**
 - Applications and Software
 - Laptops and Desktops
 - Mobile Devices
 - Print and Copy
 - Remote Access
 - Server Hosting
 - Support Services

One IS

We manage all IT services and activities relating to internal use and deployment of technology. Services managed by One IS include the internal support desk, corporate infrastructure, PCs, business applications and all aspects of communications including desk phones and mobile services.

Support services

- [Log a support call or escalate an unresolved problem](#)
- [Service Level Agreement for the support services](#)

Remote access

- [SecurID cards](#)
- [UK Gateway](#)

Mobile devices

- [Reporting faults](#)
- [Reporting lost or stolen items](#)
- [New joiners](#)
- [Leavers](#)
- [Porting to Vodafone](#)

Laptops and desktops

- [PC Lifecycle Process Flow Diagram](#)
- [Reporting faults & Obtaining Temporary PC](#)
- [Reporting lost or stolen items](#)
- [Requesting general PC loans \(non-break/fix related\)](#)
- [Refresh Policy & Requesting a refresh](#)
- [Instructions for using a new PC](#)
- [Providing PCs for new joiners \(Including TUPEs\)](#)
- [Collecting PCs from leavers](#)
- [General returns of old PCs/ Office Clear-out etc](#)
- [General FAQs](#)

Laptop encryption

We are currently working on a global programme to assure the protection of all our data. It is important to check your Logica laptop is encrypted as soon as possible, please ensure you have either:

- [PCP](#) installed for all users handling company material
- [BeCrypt](#) installed for staff handling protectively marked material

Applications and software

- [UK applications](#)
- [Change requests for UK applications](#)
- [Software for home use](#)

Server hosting

- [About server hosting](#)

Key contact



Hames, Steve
UK One IS Country Manager

Support Desk

UK Support Portal
Tel: 0207 446 [redacted]
(or x[redacted])
email support desk

One IS Global

Laurent Allard's Blog
One IS Intranet page
One IS workspace
One IS Security page

One IS News



7 days ago



Extending Internet
25/07/2011 from Laurent Allard's blog
Internet connectivity is something that most of us take for granted nowadays; we feel lost if we are no longer within reach of our e-mails, ...

19 days ago



Improved Business Value and IT Efficiency - For Logica & For Our Clients
13/07/2011 from Laurent Allard's blog
Last month I participated in the annual Innovation Value Institute (IVI) conference at the University of Maynooth in Ireland. This important...

Departmental pages now focus on information that employees can use, such as the services a particular group provides.

Automatic classifications and fixed metadata help put the right content in front of the right users. The site uses a main central taxonomy of common terms and classification rules. So, if there's a change to business focus or language, the team can simply change the taxonomy and apply it to the same content. They use this auto-classification to filter news to employees and to drive content to bloggers. They can essentially create a tag cloud per employee derived from what the employee is doing, and then drive appropriate content to him or her accordingly.

Tags are used to provide the right policy and procedure information to global employees as well. Content in the site's *Operating Model* section, for instance, is tagged with the appropriate country. Users then see only what applies to them, whether it is a global policy or a local one. Employees can select a different view if needed. Document names have a mouse-over function that displays a short summary, which helps those employees unfamiliar with particular documents, while not impeding those who know what they need.

Welcome Blunsdon, Pete | My Links | Site Actions | Search Keyword | All Sites

Logica | My Site | Mon Logica | Outils | Actualités | A propos | Implantations

Logica Operating Model

Bids

Bid Smart
XS
S
M
L
XL

Bids

Ce Domaine concerne le pilotage et la réalisation des propositions. Voir les documents en Français plus bas
[Read More](#)

Policies, Processes and Roles

Title	Type	Lan	Info
La Qualité Logica	Policy	Fr	
Documents Win / Bidsmart	Process	Fr	
L'implication du Delivery en Avant vente + Gate 5	Process	Fr	

Activities

Activity	Title	Type	Lan	Info
Suivi de la Proposition (Fr)	BIP - Bid information Pack	Template	Fr	
	Contrôle d'un CBR	Template	Fr	
Gate 2 France (Fr)	BIP - Bid information Pack Properties			
	Utilisation obligatoire. Permet de présenter la proposition et son avancement à chaque étape de Bid SMarT. A mettre à jour et à stocker dans chaque Gate du CBR, au fur et à mesure de l'élaboration et des revues de la proposition			
	Gate 2 - Check-Liste DELIVERY	Template	Fr	
	Gate 2 - Check-Liste FINANCE	Template	Fr	
	Gate 2 - Check-Liste TECHNIQUE	Template	Fr	
Gate 5 France (Fr)	CheckList Revue démarrage projet	Template	Fr	
	CR Revue de démarrage projet	Template	Fr	
	Réunion de lancement projet	Template	Fr	

Announcements

There are no recent items to display

Settings

Content: [Add](#)
PageId List: [Update](#)
CopyItems: [Show](#)
Country: [France](#)

Search

Advanced Search

Tools

[CBR Dashboards](#)
[CBR Search](#)
[Create CBR](#)
[Hermes](#)

Links

[Business France](#)
[CBR Training Resources](#)
[Commercial](#)
[PST Portal](#)
[Strategic Themes](#)

Contacts

Keating, Seamus
Executive Owner

Billany, Phil
Global Process Owner

Pictured: Content in the site's *Operating Model* area is tagged so users see only those policies and procedures relevant to their role or location.

Each user's homepage is their personal page, or *My Site*. The page's main section is for the user's subscriptions. This section lists a blend of content pushed by country or service updates, recommended feeds based on communities, and the user's individual preferences, such as posts from blogs of interest. The information is presented as a Facebook-like newsfeed. This approach focuses users on the latest information, regardless of source. Employees can view content by date or by category.

This approach emphasizes what's new rather than prioritizing based on author or topic. This gives users a lot of control over the information they receive. Some content contributors still want a way to emphasize their news rather than be mixed in with other updates, so the next design iteration will have a tabbed interface. Users will be able to select from among three views of their "homepage"; the intranet team plans to watch closely to see which view is preferred. One view will be a dashboard-type view with separate sections for the latest news, activity updates, campaign advertisements, share price, profile, and blog reminders. A second will be the current view of subscriptions as a time-ordered feed. A third will be a social tab showing the activity feed and microblog posts from people in a user's colleague network.




Other homepage areas can be customized to include sections such as *Share Price*, *Colleague Activity Updates*, *People Search*, *My Links*, and a list of personal and shared documents.

Very little space on the page is devoted to navigational links. Those are instead accessed through the global navigation, which appears across every page on the site. This frees the body of the page to focus on content.




My Subscriptions

View by category




Yesterday

-  **De vijf fases voor een natuurlijke planning** from Peter van Rossum's blog
In het boek Getting Things Done van David Allen wordt de manier beschreven waarop het menselijk brein op een natuurlijke wijze de planning v...
-  **July in Public Sector** from Monique Mulder's blog
July is normally a summer holiday month in Europe, but this year there seems to have been more activity than ever in Public Sector It is gre...
-  **We're switching to Microsoft Office Communicator 2007** from UK News
Over the weekend we upgraded MOC 2007 on pcs.





4 days ago

-  **TIBCO in Digital Infrastructure Protection** from Mahesh Nagothi's blog
The term "Digital infrastructure" (DI) describes research environments that support advanced data acquisition, data storage, data ...
-  **Logica sponsors SAP Forums for Travel and Transportation** from Corporate News
Forum takes place in Brussels on Tuesday, 27 September.
-  **Planned Outage: WS3 & Archived Workspaces will not be available Tue 30 Aug 2011 from ...** from Global Service Announcements
Planned outage to upgrade server infrastructure


5 days ago

-  **Label vs Literal vs EncodedLiteral** from SharePoint Blog Posts
Label, Literal and EncodedLiteral seems similar enough at first. Just putting Hello world in any of them will be displayed identically in any...
-  **Urging UK businesses to address the innovation opportunity** from UK News
Last week Craig Boundy and Danny Wootton hosted a roundtable discussion on the culture of innovation in the UK.
-  **Logica on Azure** from Laurent Allard's blog
"Most of you know by now that Logica has won the highly prestigious Microsoft Partner Award as the Windows Azure Platform SI Partner of the ...



6 days ago

-  **Enabling Brilliant Performance - time for dialogue** from UK News
Do you receive regular feedback on how you are performing? Do you get the kind of support you need to be successful? Do you understand your ...
-  **Charity Cake Sale 25/08/11 KP** from London City news
Don't forget to support Matt as he raises funds for the Kids Company Arctic Biathlon Challenge
-  **Security, ethics and environmental responsibility.** from UK News
Have you completed the mandatory eLearning modules yet?
-  **Aspire 2011 - have you applied?** from UK News
There's only 7 working days left to apply!


7 days ago

-  **Logica HotNews July/August 2011** from Corporate News
Wins and announcements from across Logica this month.

8 days ago

-  **Kinect Fusion 3D Room Mapping...** from Danny Wootton's blog
This is a remarkable video and as per my previous post, I am constantly amazed at how quickly technology evolves and how innovative people c...
-  **Library Made Easy-8: Technical and Delivery** from Logica Library Blog
Turning the pages to the last chapter of our Library Book, to Technical and Delivery! The section on Technical and Delivery is home to seven...

9 days ago

-  **Serendipity and Innovation** from Wendy Tagg's blog
Here are my notes, thoughts and reactions after reading Krotoski's article in Sunday's Observer. The Oxford Dictionary tells us that the wor...

RSS Feed Settings Email preference Manage Subscriptions

Find a person

Keyword:

Last name:

First name:

[Advanced search](#)



Develop Exceptional People

Over 19,000 courses

Up Over 250% People

Andy Green on how we're all responsible for Ethics, Security and Environment

Watch Andy Green's video on....

My Links

Communities

- [Intranet Community](#)
- [SharePoint Community of Practice](#)

External

- [Pete on Google+](#)
- [Pete on LinkedIn](#)
- [Pete on Twitter](#)

Intranet

- [About the new intranet](#)
- [Intranet admin](#)
- [Intranet Task Request](#)
- [New Intranet Programme](#)

KM and collaboration

- [KM intranet page](#)
- [Taxonomy Manager](#)

My Site deployment

- [Home - RSS News Feeds](#)
- [News RSS Recommendations](#)

[Add Link](#)

[Manage Links](#)

Share price

Latest price (delayed 15m): **83.05p** (+1.75) | **€0.94** (+0.02)

Market capitalisation: **1338.22M GBP** | **€1514.87M**

Tuesday, August 30, 2011 - 17:45

[Show last close](#) | [More details](#)

Pictured: *My Site* pages act as the intranet homepage, giving users immediate access to the latest information targeted for them.

Blogging is big in the new design. The trend toward blogging in the organization stepped up a gear when the CEO, Andy Green, started blogging when he joined the company in 2008. He writes the site's most popular blog, with more than 200,000 views. The company had had internal blogs on *My Sites* since around 2005, but Green's adoption made it more widely acceptable, particularly by management.

Green uses the blog to write about his travels and the people he meets, typically using his Blackberry to author the posts. He is sometimes controversial and often uses the blog to discuss topics close to his heart. He uses the blog as a two-way communication vehicle, informing employees of his activities as well as gathering feedback and insights from them. Employees comment and sometimes challenge his ideas—which he encourages and responds to. In his travels, he enjoys meeting those who comment on his blog regularly; such online communication fosters in-person meetings.

Green's blog has had a direct influence on the internal attitude toward blogging. His communication style supports openness and transparency. The uptake of blogging has made for a dramatic change in the past few years, with less formal, more open dialogue occurring, even in countries where more formality is the cultural norm. The prominence of blogging in the new design is helping to continue to break down barriers to good communication.

Team members kept the blogging process. Employees can create blogs with one click and no approval process. Blogs help with knowledge and innovation sharing, and let employees comment on and challenge organizational thinking. Blogging gives employees a voice on the site and in the organization, letting them start and contribute to conversations about what's important to them.

The site includes personal blogs, hosted in *My Site*, and team blogs on team sites. Blogs are available via the *Latest* category in the main site navigation, where posts appear in a single stream from around the company. Users can also select tags from a tag cloud to see posts related to a topic of interest, such as sustainability. The page also leads users to the most-viewed and most-commented blog posts. Users can easily add or remove filters via the *Filter* menu on top of the right-hand column.



Blog posts by tag

Results

17 Days Ago



Organisation 3.0

by: Titulaer, Frank | 05 August 2011

This post is material for my vision paper on Logica as an organisation 3.0. Feel free to spread this material. Your feedback and comments are much appreciated! There is no ONE definition of...

50 views

0 comments

Tags: Leadership, Organisation 3.0, TDP, Sustainability, Transparency



In Space, you can separate the Carbon from the Trees....

by: Rooke, Tony | 05 August 2011

H2 is going to see a couple of new innovations coming to market from the sustainability team in the UK. This blog is about our new proposition that we've been leading on in the UK:...

61 views

0 comments

Tags: Sustainability, Carbon, Land, Space, Carbon Auditors, Financial Services, Utilities, Forestry, Offsetting, Carbon Trading, GIS

33 Days Ago



One Young World - The future is bright!

by: Green, Andy | 20 July 2011

I spent a very rewarding afternoon last week reading through the different articles submitted by our young colleagues for the One Young World summit, and I have to say, I was really pleased with...

2010 views

0 comments

Tags: One Young World, Sustainability

63 Days Ago



Nu lanserar vi Sustainable future today

by: Högenberg, Martin | 20 June 2011

Med frågor om hur vi hjälper våra kunder att utveckla deras verksamhet med nya sustainabilitytjänster, ser vi nu med förväntan fram på att denna sommar skall ta slut.

5 views

0 comments

Tags: Sustainability

70 Days Ago



Sun, Sea and Sustainability...

by: Foggo, Melba | 13 June 2011

Like most people, I'll be taking a holiday this year. Holidays are much needed chances to recharge batteries and spend time with family and friends. But is getting on a plane and flying to...

104 views

1 comments

Tags: Sustainability, International Practice, Sustainability Services, Business Consulting

80 Days Ago



Bringing the Future to Life...

by: Foggo, Melba | 03 June 2011

It's been a busy few weeks. Our new campaign for Sustainability Services launches today. It's great to see our ideas brought to life by the campaign, especially in an area that is becoming top...

27 views

0 comments

Tags: Sustainability Services, Logica Business Consulting, International Practice, Sustainability

88 Days Ago



Future Proof Question Time - live from Logica

by: Tagg, Wendy | 26 May 2011

As part of Future Proof week Logica gave us the opportunity to be able to hear from and question some of our experts. Representing our own propositions and internal position were: Rich...

14 views

0 comments

Tags: Sustainability, Future Proof, Futureproof

Filters

- Remove: [sustainability]
- Remove all tags

Popular tags

Sustainability

Environment Futureproof International Practice Sustainability Services Business Consulting Leadership Organisation 3.0 TDP Transparency Carbon Land Space Carbon Auditors Financial Services Utilities Forestry Offsetting Carbon Trading GIS One Young World Logica Business Consulting Future Proof Future Proof Week

Most viewed

- One Young World - The future is bright! **2010**
- I'll be Switching off!! **1921**
- Getting ready for Davos **1702**
- A Plague on all your Houses - why sustainability matters **1527**
- Green and München **990**
- The Future Proof Journey **843**
- A Future Proof Week Confession **443**
- Sustainability: Doing it to ourselves **441**
- Which global super power will be the leader of climate change? **277**
- Sustainability, Security and the Cloud **263**

Most commented

- A Plague on all your Houses - why sustainability matters Green and München **26**
- Getting ready for Davos **11**
- Getting ready for Davos **7**
- Which global super power will be the leader of climate change? **5**
- I'll be Switching off!! **3**
- Sustainability: Doing it to ourselves **3**
- The Future Proof Journey **2**
- Sun, Sea and Sustainability... **1**
- Electric Vehicles in North America - The Outlook **1**
- Organisation 3.0 **0**

Within blogs

- Blog portal
- Blog directory
- Blog tags
- Andy Green's blog

Pictured: Blogging is popular at Logica, inspired by the CEO's informal and popular blog.


The blogging tool tracks the number of views and comments on each post and aggregates them across the organization. This results in a "leader board" of authors. Recent posts, views, and comments are shown on user's profile pages, and this has helped drive adoption of the tool. Seeing the popularity of their posts has driven competition among some of the more prolific bloggers; this benefits the company as employees share more information and try to share the "best" information they can. Employees can view a profile page to access a colleague's blog or subscribe to follow a blog.

Because of the company's structure—which includes people working in virtual teams and at client sites, as well as working from home—employee profile pages often act as an employee's first introduction to a colleague.

The profile includes information about the user's online presence and also offers instant messaging. Employees can personalize their profiles, adding *About Me* content, changing the page theme, and adding images to a photo gallery. Employees can enter skills and interests, which allows the employee directory to double as a simple expert location tool. Further, the intranet team can use such content to create groups and target news to those groups, such as sending sustainability information to employees who add that topic to their profile.

Welcome Blunsdon, Pete ▾ My Links ▾ Site Actions ▾ Search Last name First name People Q

Logica My Site My Logica Tools Latest About Locations




Blunsdon, Pete
 Programme Manager
 +44 7771 673547

Operation: OLIH: International Holdings
 Business: B920: IS Costs & Recoveries
 Unit: U920: IS Solutions & Services

[+ Edit my details](#)

[Show security photo](#)

About me My network More info



[Add photo](#)

About Pete

I'm a programme manager, currently managing the [global intranet programme](#). The new intranet is a single, global intranet rather than a collection of country portals - [read more about the new intranet](#). I also head up the *Collaboration and Enterprise Portals* domain within One IS.

My recent background is with enterprise KM and collaboration within Logica. I'm a passionate believer in *One Logica*, and have had global roles since working on the Logica / CMG merger.

Prior to this, I have around 20 years experience managing client programmes, projects and bids in areas such as utilities, healthcare, gas market deregulation and energy trading.

I have a Logica blog covering topics such as [intranet](#), [SharePoint](#), [social computing](#), [KM](#) and [search](#).

[Edit details](#)

Contact details, skills and interests

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Location codes: UK/KP/CF

Address: Seventh Floor, Kings Place, 90 York Way, London

Location details: Normally in KP (PLC area) 2 or 3 days a week, working from home for the remainder.

Base office: Leatherhead

Skills and interests:

Skills: Programme Management, Company Mergers, Business Change Management, Wiki, Intranets, SharePoint, Knowledge Management, Collaboration, Concept Searching

Interests: snowboarding, drumming, motor sport, Walking

Organisation information:

Local team manager: Voudouris, Christos

Project secretary:

Business secretary:

Cluster: UK

Subcluster: UK Subcluster

Operation: International Holdings

Business: IS Costs & Recoveries

Unit: IS Solutions & Services

[Edit details](#)

Pete Blunsdon's blog

6359 views 162 posts 139 comments

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Intranet

- [About the new intranet](#)
- [KM and collaboration](#)
- [KM intranet page](#)

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Pictured: Profile pages can be updated to include personal information, skills, interests, and personal photographs. Blog information is listed at the top of the right-hand column.

Another site area that invites participation is *Logipedia*, the organization's version of Wikipedia. The area boasts 5,000 articles, and anyone can create or update an entry. There is no approval or moderation except by other users, who can change information as needed. This site area intentionally has a different look and feel, so users know they aren't on the "official" site.

Many of the entries revolve around the use of business tools, technologies, or methods. There's also information about clients, partners, and communities. One of the more popular areas is *Local Guides*, where employees supply information about travel, parking, and nearby restaurants, bars, and hotels. These guides are then embedded within the intranet's location pages to supplement the site's formal information.



Navigation

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About

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- Statistics
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Kings Place

Last edited on Aug 20, 2011

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Description

Kings Place (KP) is Logica's main London office. It's been set up as a 'client office' meaning its main role is for hosting client meetings. There are very few project teams based here and most of the accommodation is given over to hot-desking. See the [Kings Place location pages](#) on the intranet for more details.

The [Kings Place building](#) opened on 1 October 2008. It was designed by celebrated architects Dixon-Jones and brings together, under one roof a creative hub, a dining venue, a conference and events centre, and office complex. Logica has a lease for the entire 7th (top) floor of the building which hosts client meeting rooms, internal meeting rooms, and a large hot desking area.

Travel and Parking

KP is located close (5 minute walk) to Kings Cross and St Pancras mainline and tube stations.

Lunch

- [Green & Fortune cafe](#) on the ground floor of the building. This does sandwiches, coffee etc.
- [Rotunda Bar and Restaurant](#) on the ground floor. Seating inside or outside by the canal (with a BBQ on Thursday in the summer months).
- Tesco Metro
- There's a Pret on Pentonville Road (turn left at the bottom of York Way and it's a few doors down).
- Starbucks (next to Pret).
- please add more...

Pubs and bars

- [Rotunda Bar](#) - the bar on the ground floor of KP.
- [The Fellow](#) - mainly give over to food with a few sofas in a lounge area upstairs. Has a small outside area upstairs.
- [Camino](#) - sprawling Spanish bar/restaurant. Outside courtyard area that can get fairly mobbed in the Summer. Pitchers of beer and frozen glasses. Bar menu with platter etc or there's a large tapas menu.
- [Smithy's](#) - interesting pub / brasserie in converted stables. They do a good lunch deal for £5.
- [06 St Chad's Place](#) - Just round the corner from Smithy's, this was once a mechanic's workshop, and is now a bar/restaurant with a nice airy feel to it. They do breakfast / lunch / tapas.
- [The Big Chill House](#) - large bar with a 'student' feel Good music. Pub food. Large roof terrace.
- [The Driver](#) -
- Canal 125 - further up the road from The Driver, this pub is on Caledonian Road right next to the canal side. Small outside area looking over the canal back up towards KP.
- [Central Station](#) - Previously aimed at the gay and lesbian community, now trying to broaden its customer base. Cabaret bar. Roof terrace.
- Lincoln Lounge (52 York Way) - small and a bit quirky.
- King Charles I (55-57 Northdown Street) - small, more traditional pub with some interesting decor. No pub food but you can order from the cafe opposite (kebabs, egg and chips etc) or the [Royal Thai](#) and they'll bring it over to the pub when its ready - excellent!
- [Bar Pepito](#) - a small sherry bar that is part of Camino. They do a great tasting menu and have knowledgeable staff. Small range of tapas. Even if sherry is not your thing, give it a go!
- [B@1](#) - newly opened cocktail bar on Caledonian Road.

Hotels

- [Novotel, Euston Road](#)
- [Premier Lodge](#)

Labels:
[location](#), [kings-place](#), [uk-kp](#), [uk/kp/](#), [london](#)

Comments:

[Add Comment](#)

Pictured: *Logipedia* gives employees the opportunity to post information for the wider community. It has a different look and feel to make it clear to users they are not viewing "official" information.

It was no easy task moving 25 separate intranets across 41 countries into one global site, but the Logica intranet team used research, principles, and planning to ease the transition. Switching from local views to a global view not only reflects the company's priorities, but it also enables a global workforce to communicate in new and powerful ways. This new global view has even inspired some healthy competition, out of which the company is the clear winner. Countries' content contributors compete to create the most successful content and bloggers are inspired to draw in more views and comments. The site's structure supports and encourages the new One Logica approach.

BACKGROUND

The intranet project began July 2009. During the previous six years, Logica had been through three major mergers/acquisitions, which had expanded the company's staff from 10,000 to nearly 40,000. In addition, each of these events brought another intranet platform into the company's ecosystem.

While some of these platforms had been absorbed along the way, by July 2009, Logica had approximately 25 separate intranets running on five different technology platforms. "There was a real mix of useful content and complete junk," says Pete Blunsdon, Intranet Program Manager.

Many of the environments had their own issues, including:

- Thousands of lost and forgotten pages
- Hard to find content
- Pages that were inaccessible to international users
- Massive document duplication
- Low usage
- Anonymous and impersonal content
- One-way, push communications

And, across the board, all platforms were in need of support and maintenance.

In 2009, Logica started work on a new brand definition; this provided the tipping point for the decision to create a new intranet.

The four main parts of Logica (UK, Netherlands, France and Germany, Nordics) that had come together during the merger/acquisition period had all been through branding changes and name changes, but the brand still needed to be refreshed.

"Launching a new brand would have been difficult without a new, fresh environment to engage with staff on a global basis," says Blunsdon. And, while the brand refresh was the impetus for the project, there were much wider reasons, too.

"Our 'One Logica' change program was bringing different parts of the company together, creating new global businesses, standardizing processes, and establishing global support functions," he says. "Having a series of country-based intranet sites meant that staff in a country would tend to get a very inward-looking view of what was going on in the company."

So, for example, if employees wanted to know what Logica was doing in a specific market sector across all countries, they'd have to trawl through multiple intranets, using different navigation and categorization. "Much of the time, this was too difficult and, whilst we'd had global KM systems for some time, we found that using country-based intranets was creating a barrier to knowledge-sharing," says Blunsdon.

The brand program was pivotal to Logica's strategy and future growth. "It was equally important that both clients and staff experienced a single, cohesive organization," he says. "The importance of this program meant that Logica was willing to invest and care passionately about digital design to ensure the brand experience was well received and understood by all employees."

Setting Goals

The main thrust of the intranet project was to support bringing the company together as part of the One Logica change program. Some of the legacy country portals hadn't been well maintained in anticipation of a new replacement intranet; the project was thus aimed at being a wholesale replacement rather than simply a project to upgrade specific features or sites.

In July 2009, a kick-off workshop with senior management identified a series of core principles for a new global intranet. These included:

- "We value openness: everything I contribute is there for everyone."
- "It's all about colleagues."
- "I can't do my job without it. The content and tools I need are there."
- "There is no such thing as a global homepage; I have my own."
- "Content is stored once, but there are many ways to view it."
- "Things are pushed to me because the intranet knows who I am."
- "We add content to our store of knowledge and make access easy through providing views to it."
- "Adding content is as easy as sending an email."
- "Content is enriched with properties from an agreed taxonomy."
- "We have a user forum (globally) to help produce predefined views."
- "Our intranet helps us collaborate with customers, suppliers, and other stakeholders. We make it easy."
- "Our intranet looks attractive. It draws me in. I like it!"
- "We value creating 'One Logica' through our intranet. Remember: we are local for customers, but run a global company!"

This proved to be a very useful list. "It guided the program in the early days, and allowed us to challenge existing thinking and drive through change," says Blunsdon. "We still refer to it today."

The new intranet had to include changes precipitated by advances in knowledge sharing and collaboration. It had to reflect social computing trends, including more personalization. It also had to add a "sense of fun."

Facing Challenges

The biggest project challenge resulted from the very global nature of the company and the company's intranets. This geographic diversity meant that the project team had to accommodate a vast geographical spread of stakeholders and content owners, each with varying cultural and languages differences.

"Something that was straightforward in one country would often need a complete re-think in another," says Blunsdon. The team had to understand and (on some level) accommodate these differences, while also learning to pick its battles.

"We had to be tough and resist trying to accommodate every request," he says. "Just because 'our old intranet had that,' didn't necessarily mean the new one would!"

The team also encountered some technical challenges implementing a rich brand look and feel in SharePoint. "As an example," says Mark Kernot, Technology Manager, "we had to balance the demands of rich JavaScript, imagery, and personalization against performance considerations. Some things we tried, although fabulous in UI experience terms, would not have been compatible with older PCs or remote-access solutions."

The first few migrations were very challenging. "The intranet design was still evolving, and we didn't have all the answers to the 'what goes where' questions," says Ayesha Mian, Migration and Adoption Manager. "By the time we had done four or five countries, we'd seen most variants of content and it became much easier."

Migration started as a joint activity with countries doing a share of the work. When this led to some inconsistencies, the team changed the process, putting migration under a single person and running the process via its offshore team.

"We learned as we went," she says, "refining and enhancing the process and the supporting material with each country. Getting content validated by the business owners was always difficult, and we'd sometimes use gentle persuasion techniques via the steering committee!"

Controlling the Sidebar

Another challenge for the team was finding a way to create a useful navigation sidebar and then locking it down.

The new site's left-hand sidebar is used for in-site navigation. It shows where users are within the overall site hierarchy and where they can go within the current site. "On legacy intranets, there was a tendency for contributors to cram links to just about anything in the sidebar, confusing navigation," says Blunsdon. "On the new intranet, we lock this down so it's used consistently."



Pictured: The side navigation combines the breadcrumb and in-site navigation, while in-page navigation relies on links within the main content areas and related links in components on the right side of the page.

INTRANET TEAM



Pictured: The core Logica intranet team (left to right): Chris Green, Emma Roos, Dave Dunlop, Pete Blunsdon, Mark Kernot, Jenny Perrett, Sarah Martin, Mike McIntyre, and Ayesha Mian.



Pictured: The Logica India development team members (left to right): Varun Galur, Manojkumar Raju, Suhas Vengilat, Pradeep Raman, Bhupendra Rawat, Praveen Kumar Thalluri, Nilanjan Dutta, and Manikandan Balakrishnan.



Pictured: Logica library and intranet content management team (left to right): Manoj Balan, Vivek Thakur, Vimpy Choudhary, Lizzie Lewis, Pete Blunson, Krithika Nagarajan, Harini Subash, and Khadar Valli.

GOVERNANCE

As mentioned previously, the intranet project was initiated as part of the wider One Logica change program. It then transitioned into Logica's internal IS/IT organization. This transition has worked out well on several fronts.

"Placing program ownership within the IS function has enabled us to be independent of the content," says Blunsdon, "and this independence has enabled us to bring about a greater level of change. The intranet today is more closely aligned with knowledge management and collaboration, and we have strong governance for associated change projects."

Logica's Chief People Officer (global head of HR) chairs the intranet steering committee, which meets quarterly. Its intranet responsibilities are split across three main departments:

- **IS:** typical intranet services, including content management (site creation, migration, policing, and reporting)
- **Chief Client Office (CCO) organization:** brand, marketing, and communications
- **HR:** employee engagement

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Intranet Steering Committee	<ul style="list-style-type: none"> • Approves the intranet strategy • Makes key decisions on approach and priorities • Influences and facilitates smooth interactions within countries/operations
CCO	<ul style="list-style-type: none"> • Reviews strategy • Ensures the intranet embodies the company's client strategy
HR	<ul style="list-style-type: none"> • Reviews the strategy • Ensures alignment with Employee Value Proposition • Drives cultural adoption
IS	<ul style="list-style-type: none"> • Develops and owns IS strategy • Provides change program governance
Intranet Program	<ul style="list-style-type: none"> • Develops and executes the strategy (including securing funding when necessary) • Delivers functionality to meet business needs • Manages the service provision • Owns the intranet architecture • Provides content management, policies, and policing • Carries out intranet usability and benchmarking • Manages information lifecycle • Serves as a conduit to user communities
Intranet Forum	<ul style="list-style-type: none"> • Helps prioritize medium-term activities (3-9 months) • Manages ideas from conception through adoption • Helps share experiences among businesses • Helps achieve shared ownership
Country/Business Intranet Managers	<ul style="list-style-type: none"> • Responsible for intranet content management within a business • Serves as main point of contact with the intranet program

	<ul style="list-style-type: none"> • Responsible for adoption within a business • Responsible for adherence to policies and standards within a business • Contributes to new ideas, identifies improvements, provides feedback • Manages the community of local content editors
Content Owners	<ul style="list-style-type: none"> • Responsible for maintaining their local business content

USERS

Blunsdon explains the information needs of the three main categories of intranet user at Logica and how the intranet serves those needs:

- **Professional staff:** Professional staff members work for Logica’s clients in business consulting, professional services, or service delivery roles. Blended delivery teams with staff working together from multiple locations are commonplace, and there’s a drive in the business toward flexible or home-based working. A key objective is to support information sharing across organizational boundaries. Teams often find themselves faced with problems and challenges that have been encountered before. If the intranet can improve networking, knowledge sharing, and discovery, these employees can be more effective in their roles and provide an even better service to clients.
- **Business development staff:** Marketing and business development staff, account teams, and staff working on bid teams work with client requirements and put together proposals. They need to find the answers to questions such as: “Where have we done this before?”, “Who can I contact about this?”, and “What are our offerings in this space?” This audience needs quick and easy access to information about the company’s catalogue of offerings, case studies, references, and clients or partner relationships. And they need to find the relevant contacts fast.
- **Business support staff:** Business support staff work in central function roles such as HR or Finance. Within the company, there’s a strong trend toward standardization of processes globally. Many business support roles are supported from offshore location roles. In such cases, the intranet is used as an employee portal, presenting the tools, processes, services, and supporting information that staff need to do their jobs. Business drivers to support this group include the need to reduce service desk calls and time spent searching for information, and ensure that processes are adhered to and correct information is used. In most cases, this means a combination of global and local information, but staff members don’t care which is which; they just want to see what’s relevant to them.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">• http://mysite.global.logica.com
Default Status	<ul style="list-style-type: none">• <i>My Site</i> is set as the homepage, but this is not enforced in most countries. It is also bookmarked in users' browsers.
Remote Access	<ul style="list-style-type: none">• Most users access the intranet remotely. Many countries have a policy of encouraging flexible working arrangements, and many staff members work from a variety of locations: home, on the road, or at client sites. Most remote access is via VPN connections or SSL gateways.

DESIGN PROCESS AND USABILITY WORK

Design Approach

The One Logica initiative helped reinforce the global message of the intranet and helped the company move away from country-based intranets. The process by which the team arrived at that One Logica intranet consisted of a number of steps that helped them refine the new site's requirements and understand the users' habits and needs based on the old intranets. These primary research methods are described below, but—in addition to the user research—the project was framed from a company perspective through several key inputs:

- Logica Brand definition: guidelines on visual identity and tone of voice
- The One Logica change program
- *The Logica Story*: a description of Logica's strategy
- The company's Employee Value Proposition and definition of Logica values
- *The Organization Blueprint*

"Being part of the One Logica change program helped us reinforce the 'global' message and move away from country-based intranets," says Jenny Perrett, program manager. "The Employee Value Proposition gave stimulus about the kind of ethos Logica is building, especially around the encouragement for cross-working and knowledge sharing." The Employee Value Proposition is also linked to the One Logica strategy to unite the company and bring consistency so employees can be more efficient in their work.

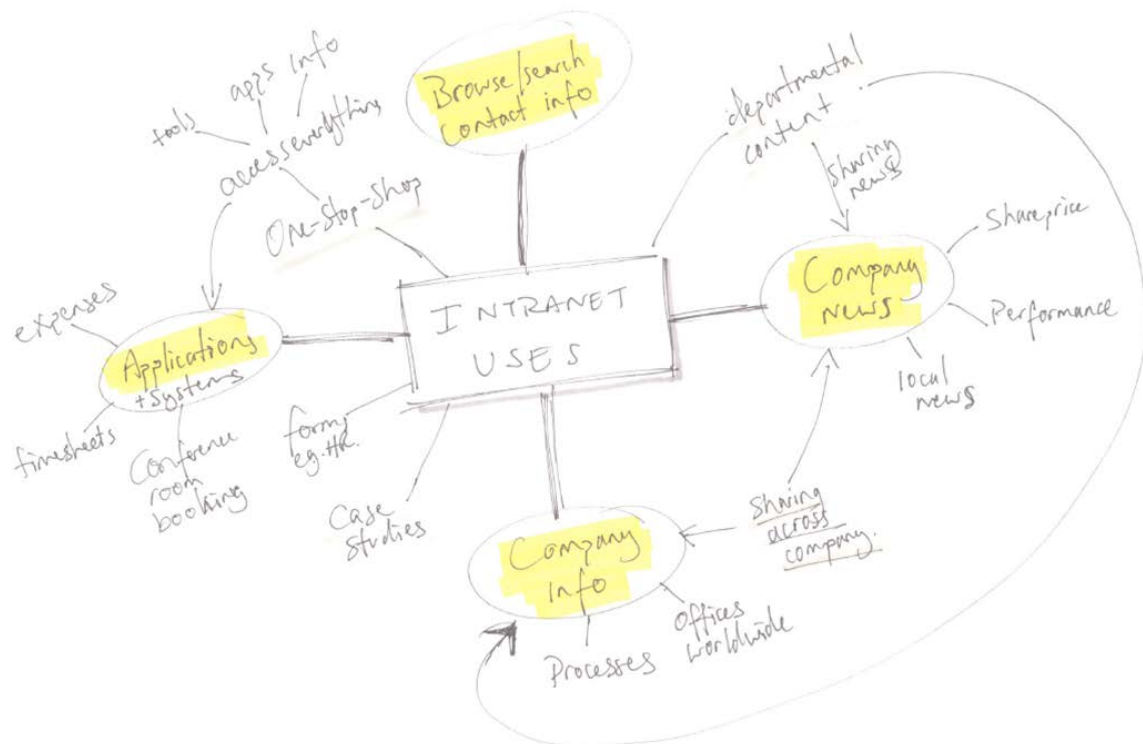
The *Blueprint* provides a model for how Logica businesses should be organized to best achieve the company's goals and produce the highest quality work for its clients. "The *Blueprint* helped shape the *About Logica* section and further influenced the other main intranet areas," she says.

Although these various inputs helped frame the project, user research provided valuable context for the team’s design decisions. As the following describes, the team used several tools to collect these insights.

User Survey

A user survey was conducted with people from across various countries and job roles. The results revealed the key tasks the intranet was being used for and what sorts of things the users wanted to see on the new site. Some sample comments from this research include:

- “It is difficult [...] to find information relevant to the actual job you are doing.”
- “I would probably be more knowledgeable and therefore efficient if I had more knowledge about different activities in different countries.”
- “The intranet should be the doorway to all the things I need on a daily basis.”
- “It’s a pain to have to search around for things that I had found before!”
- “I’d rather see less, more relevant content, not additional content.”
- “Not designed for me and my job.”
- “I would like to see a list of frequently visited pages customized for me.”
- “We should have *My Intranet*—customizable intranet page (content).”



Picture: A sketch summarizing the main uses of the legacy intranets.

Key User Journeys

The survey helped the team identify the key user journeys that the new intranet had to support. These included:

- Search for details on a person
- Access an application
- Access a workspace
- Find specific information about part of the company (browse and search for organization information, offerings, expertise)
- See news about the company (global updates and contextually “near” news relating to country, local office, discipline, and interests)

These were then augmented with “evolved user journeys” inspired by user surveys and the EVP:

- Keep up-to-date with Logica successes (such as client wins, patents, innovation, and recommendations)
- Ask a question to the rest of Logica
- Identify opportunities to share my knowledge by contributing to knowledge stores or connecting with people from similar disciplines, skill sets, or business areas

Determining Top-Level Site Structure

The top-level site structure came about through a long series of design iterations, based on the key user journeys. Through this process, the team identified the need for personalization and raised awareness of the critical issue around global versus country site structure.

“We used affinity diagramming techniques to organize intranet content and then presented it back to specific groups within Logica to iterate based on their feedback,” says Blunsdon. This process is shown below:



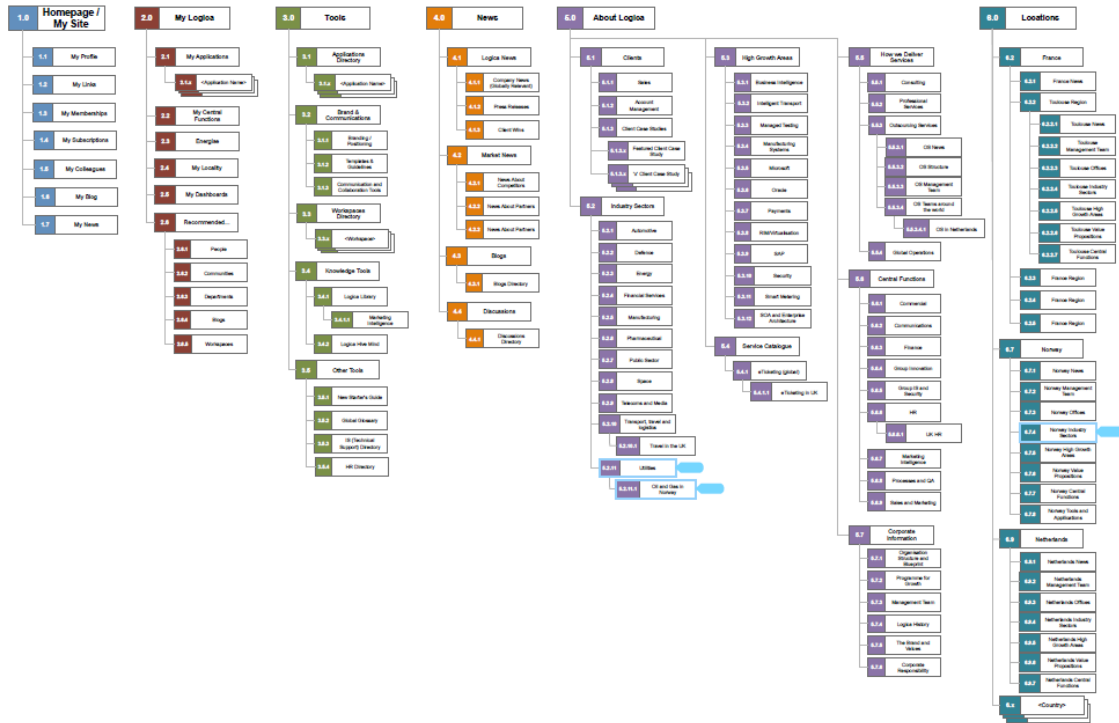
Pictured: A design session in progress.

Given the significance of the decision to do away with country intranets, the navigation and site structure had to be tested with staff stakeholder groups in different countries to make sure the approach to language and navigation worked in practice.

“To do this,” says Blunsdon, “we identified a series of navigation ‘red routes’—navigation scenarios we could use to test the design. We had to ensure navigation worked from a top-down, global perspective when navigating within a user’s own country and when browsing a different country’s view of the site.”

Each red route was plotted within the sitemap, as the following graphic shows:

Red route 1
Norway Oil and Gas - Location in sitemap



Pictured: One of the red routes mapped on to the site map.

These navigation routes were then tested on the wireframes as a way to check whether the proposed navigation made sense visually.

“This approach enabled us to walk through examples from a local perspective and get buy-in,” he says.

Red route 1
Norway Oil and Gas

5.2.11.1 Oil and Gas in Norway

Location: Home > About Logica > Industry Sectors > Utilities > Oil and Gas in Norway

Page type: Hub

Language: Group (ENG) or dual (Norwegian and ENG)

Description:

Oil and Gas page describing the nuances of working into this sector within Norway.

Show information on key contacts overseeing this industry sector in Norway.

Identify key Norway clients for this sector and link to Norway account management people and case studies for Norway clients if available.

List and link to Norway specific value propositions in the service catalogue that serve this industry sector.

Show related blogs, distributions lists, workspaces, discussions for this industry sector from Norway.

Links to:

- 5.4.x.x Value Propositions pages
- 1.1 People's profile pages

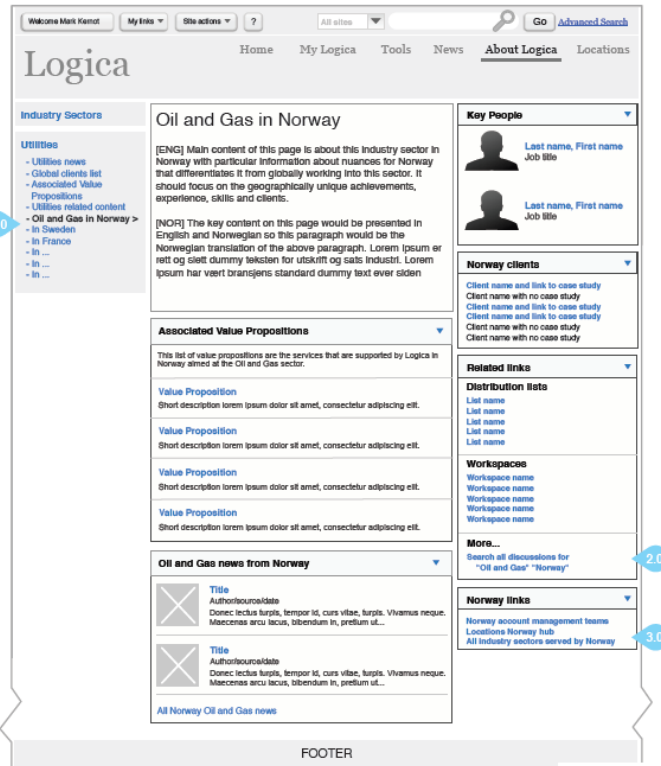
Related to: Other industry Sector Pages for countries.

Wireframe Notes

Language issues

This page is part of the About Logica section that describes the capabilities of the whole company for all Logica people to see. Therefore, core content within this page should be in English. However, there may be some content that is Norwegian due to the origin of the content. Examples of this type of content are: news articles, Workspace names, Value Proposition names, Distribution list names.

- 1.0 There are a number of countries that have specific pages within this business area. If this list of countries is short (less than 8) then they can be listed at this level on the side navigation and will be standard content pages within this business area (as shown in this wireframe). If the list is longer then they should come within a separate section that is an 'around the world' country selector.
- 2.0 This search will search for all language content matching "oil and gas" and "norway" as search terms. There is no language filter on the search results as this page is still globally relevant content and the users viewing this page are not exclusively Norwegian.
- 3.0 These links take the user to additional content relative to Norway.
 - Link to 'About Logica > Central Functions > Commercial > Account Management > Norway'.
 - Link to 'Locations > Norway' hub".
 - Link to 'Locations > Norway > Industry Sectors' (Page 6.7.4).



Pictured: Red route navigation mapped on a page wireframe.

Wireframes

Annotated wireframes were produced for all page layouts. The layout below shows an example of a *My Site* page:

Wireframe

My profile - Empty fields (my view)

1.1b My Profile - Empty fields (My view)

Location: Home > My Site > My Profile

Page type: Content

Language: Local (ENG)

Description:

As per new designs with 3 tabs of content.

Links to:

1.1 My Profile - of other people through My Colleagues list

Related to: 1.0 Home (My Site)

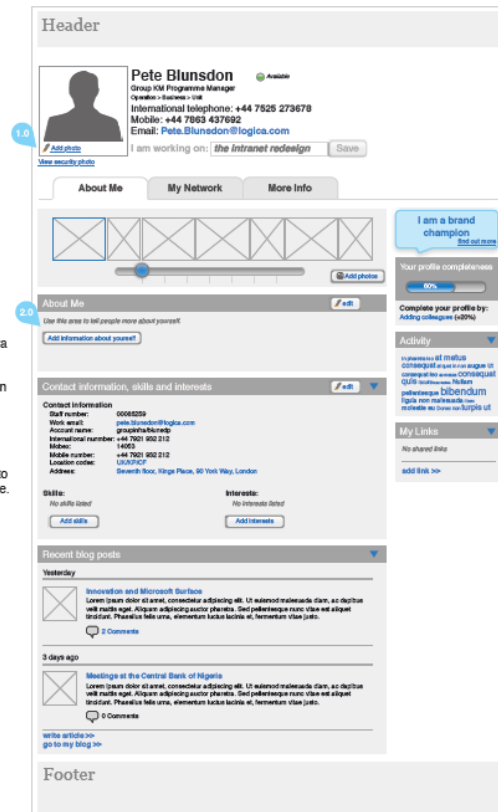
Wireframe Notes

This wireframe shows the behaviour if sections in the user's profile have not yet been populated. There are extra hints, links and buttons to quickly get to populate the content.

1.0 If the user has not yet added a personal photo then the prompt here is to add a photo instead of 'edit'. In addition, this link should take the user straight to the page for uploading a profile photo so they can quickly browse to a photo on their computer and upload it to the profile photos library. The user should not be taken to the screen to edit their general details.

2.0 Even though the user has not yet populated this area it should still be shown with the title and some blank copy explaining the user should add their own details. There is also a button here to get straight to update the details. This button should, ideally, link straight to the relevant section in the edit details page.

This principle should be applied to the other sections as well: even if they are blank they should be displayed with buttons to populate them.



Pictured: A wireframe of a *My Site* page.

Working with an Outside Agency

Because the intranet project was bundled tightly with the company's larger initiative, One Logica, the intranet team needed the support of an agency partner to help translate some of the overarching campaign concepts into intranet design and features.

"The significant level of change within the business around One Logica meant that we needed a digital agency that could help bring this to life through the new intranet," says Perrett. "We needed a partner who could translate ideas and concepts into user interface designs that met brand, engagement, and usability objectives."

Because the in-house team was managing the technical design and development, they needed creative input that was reasonable within SharePoint's constraints.

"It took a few attempts," she says, "before we found The Team [a creative design agency]."

The Team was already working with Logica on employee engagement (as part of the Brand change program), so the intranet team asked Team members to review some of its early designs. They came back with some recommendations on how to best integrate the employee engagement program's principles and improve the intranet's overall user experience.

“Using an external partner brought some fresh, independent ideas to the design process,” she says. “It was good to have our ideas and plans challenged! With their support, we were able to be bolder in our thinking and make changes we’d never dared to do previously.”

The two worked as an integrated project team. A typical breakdown of responsibilities/project activities was as follows:

- Ideas session/brainstorming (in-house and agency)
- Capture session and create sketches of solution (agency)
- Wireframes and visual designs (agency)
- Implementation (in-house)
- Development (in-house)
- Test (in-house and agency)
- Adoption (in-house)

ROLLOUT AND TRANSITION

A Local Country Perspective

Engaging the staff with the intranet was of vital importance to the project’s success, so team members used a variety of methods to communicate as part of each country rollout.

“We knew from previous experience that we had to get real engagement with staff if the new intranet was to be a success,” says Christina Tranberg-Mikkelsen, Marketing Director, Logica Denmark. “For us, this meant using a whole variety of communications channels as part of our internal campaign.

She describes a typical country rollout as follows, explaining how they used various key channels:

- **Email campaigns:** All-staff emails were used to start the campaign. “As a first step, we wanted everyone to explore their new *My Site*, visit their profile, and update it!” she says. The key messages were:
 - **The new intranet is a reality!:** and it is a very important tool for knowledge sharing in our local and global teamwork
 - **Getting started is easy ...:** a few steps to take is to activate your *My Site* and update your profile

“After this e-mail, we did not want to send out e-mails in the organization,” she says, adding that instead, they “started using the intranet as our communications platform.”

- **Roadshows:** Through an intranet news article, all employees were invited to participate in a road show at their local office. Several one-hour introductions were given in each office, with a short introduction to the intranet, demonstrating the new features and also talking about some of the integration tools with other Microsoft programs such as Outlook, Office, etc.

“The reaction from colleagues was very positive,” says Tranberg-Mikkelsen. “Many employees had been looking forward to the new intranet, and most people liked what they saw. A few people were a little skeptical about the new tool, which was structured quite differently compared to the old intranet, so it was an advantage to answer these comments face-to-face and tell about the improvements.”

Following the initial road shows, team members plan to invite staff to road shows again. “It is a never-ending story,” she says, “but new employees need the same information, and some of our colleagues need a brush up!”

- **News publishing:** To make sure the new intranet felt fresh and vital, the team seeded the site by publishing news articles every day.
- **Local management:** Local managers were briefed on project progress through monthly video meetings. “Managers were asked to be first movers and act as role models,” says Tranberg-Mikkelsen. “They appointed a super user in each business unit to help create business relevant content, publish news articles, etc.”
- **Super users:** Super users were found in all business units and invited to two workshops, for information and training. The team created a blog for all super users, where they communicated information about changes and new features.
- **Posters:** The team used posters in all of the company offices to promote and sell the new intranet’s features and benefits. These posters included slogans such as:
 - “Start your day at *My Site*—a good beginning!”
 - “Get Logica news—quite easy... Choose *My Site* as your homepage” (with an explanation of how to do this in Internet Explorer)
- **Outlook signatures:** For other internal communications, the marketing/communications team also used special Outlook signatures for a few weeks.
- **Specific communications:** After the initial launch, a subsequent communications program focused on giving users tips on how to get the best out of the new intranet’s specific features. Topics included blogging, profiles, My Logica, common tools and applications, and information included under *About*.

Rollout

Introducing the intranet to staff was phased in, country-by-country, rather than implemented as a “big bang.”

“We had a number of early-adopter countries who were happy to act as beta-testers of new functionality,” says Mian. “This helped us drive out issues that we could address before introducing the site to the major countries.”

Some of the legacy intranet sites contained a mix of:

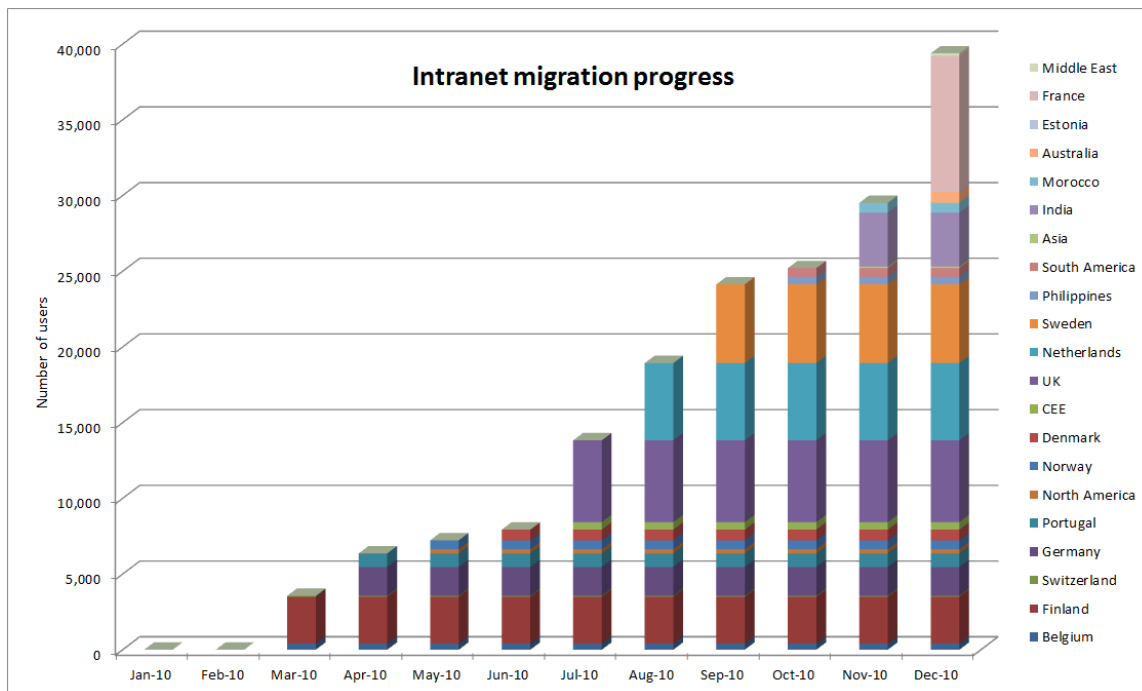
- Current/valid pages
- Obsolete pages
- Current/valid documents
- Drafts of unknown origin
- Out-of-date documents
- Broken links
- Process descriptions
- Whole sites that nobody knew existed
- Embedded applications
- Dependencies and cross-links to other sites

Dealing with this could be daunting, so planning for each country rollout involved mapping out tasks in three phases. There was a long lead-time prior to launching the intranet into a country; during this period, the team engaged in the following activities:

- Obtain senior management sponsors
- Plan
- Audit legacy content
- Identify gaps and assess the need for new content
- Map content to the new intranet and other platforms (such as team sites and Logipedia)
- Migrate and update content (this was performed by the company's offshore team)
- Run verify/review/testing cycles
- Train new contributors
- Engage in communications activities
- Transition and cutover

As part of the transition phase, the team used local focus groups to assess the site's impact and obtain feedback prior to launch. This typically took place on live content, but before the redirects had been put in place. Focus group participants were asked to comment on aspects of the site such as ease of navigation, page layout design, readability, level of detail in content, and effectiveness of communications material. "Reactions to what was, after all, a standard global site varied enormously between countries!" says Mian. "This highlighted the effect of local cultures, how far a particular country was on the One Logica journey, how different the site was from their legacy site, and the effectiveness of local communications.

"This was a really important activity, and we ended up doing a lot more tailoring of the local transition and launch activities than was originally planned," she says.



Pictured: Migration of all country intranets was completed within a year.

A Quick Transition: Pulling off the Band Aid

Moving from the old system to the new one was a quick transition, necessitated by the team's limited resources. Because it didn't have the luxury of easing everyone into the new system over time, the team simply pulled the Band Aid off in one quick move.

"We switched over really quickly from the old to the new system," says Tranberg-Mikkelsen. "We had very limited resources for the project, so this was important. And it was easier to keep the enthusiasm and be proactive."

Tranberg-Mikkelsen cited several key elements that facilitated the quick transition:

- **The intranet as the only source.** "We switched the main all-staff communication channel from e-mail to intranet news articles. Some of the articles were very basic—such as telling about the 'Menu of the week'—but the intranet was the only place you'd find this!"
- **Pre-subscribe users to blog updates.** "Several of the Denmark managers created their own blogs, and we then subscribed relevant groups of staff to receive updates from them."
- **Link campaign.** "As marketing and communications, we had a clear linking strategy in place from the beginning, so we are linking to the different information areas and documents as often as possible."
- **Publicity campaign.** "Visible posters and Outlook banners also created further awareness about the intranet."
- **High-level support.** "[We had] Great support from our central intranet team—always very helpful—and support at a high level from a great team of committed, innovative, and open-minded people!"

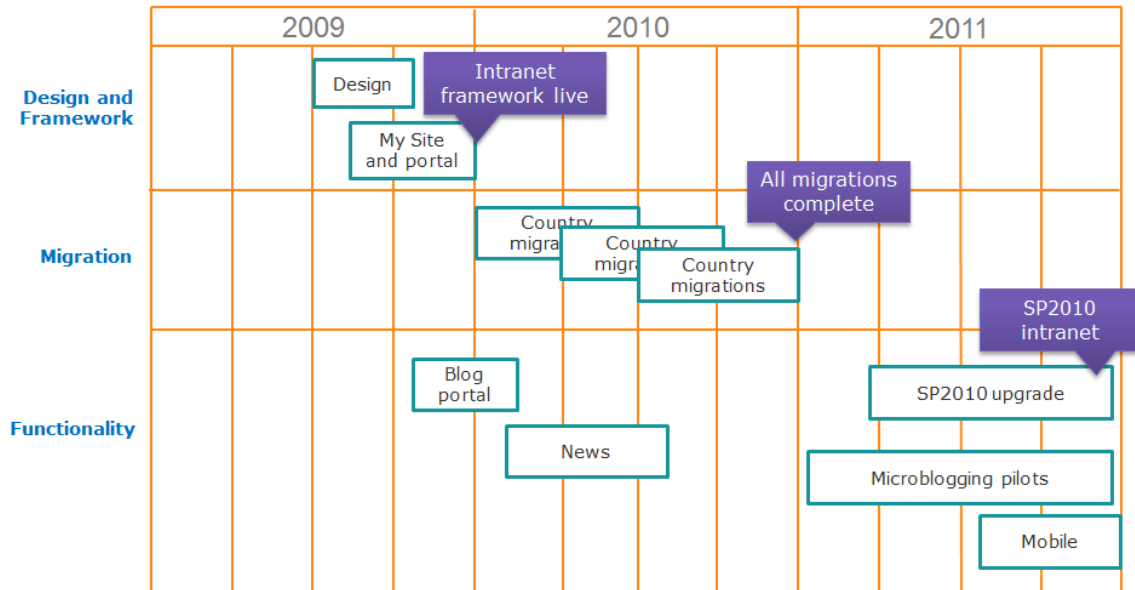
Although the transition strategy was successful, there were some things the team would do a little differently if they did it all again.

“In hindsight, intranet introduction meetings should have been mandatory for all employees,” says Tranberg-Mikkelsen, “or at least we should have tracked who had been introduced to the new tool, to be able to target the rest.”

“We also found that video introductions and training worked very well; particularly for our consultants who are not in the office every week,” she says. “If we went through this process again, we’d make more use of video as a communications tool.”

TIMELINE

INTRANET PROJECT TIMELINE	
Milestone Date	Milestone Description
2001	<ul style="list-style-type: none"> First company intranet
2003	<ul style="list-style-type: none"> Combined intranet launched on day one of the Logica/CMG merger Global intranet community initiated
2003	<ul style="list-style-type: none"> Corporate site covering 13 country portals launched
2004	<ul style="list-style-type: none"> Global implementation of SharePoint 2003 team sites and <i>My Sites</i>
2008	<ul style="list-style-type: none"> 30,000 <i>My Sites</i> and 20,000 SharePoint team sites upgraded to SharePoint 2007
January 2008	<ul style="list-style-type: none"> CEO's <i>My Site</i> blog created
July 2009	<ul style="list-style-type: none"> New intranet program start date
October 2009	<ul style="list-style-type: none"> Intranet Steering Committee agrees to remove country sites
December 2009	<ul style="list-style-type: none"> New intranet framework launched in SharePoint 2007
March 2010	<ul style="list-style-type: none"> New Logica brand launch
May 2010	<ul style="list-style-type: none"> Blog portal live
June 2010	<ul style="list-style-type: none"> <i>Global News</i> solution live
December 2010	<ul style="list-style-type: none"> Migration of all countries completed
December 2011	<ul style="list-style-type: none"> Upgrade of intranet to SharePoint 2010



Pictured: The high-level timeline for completing the company's new intranet.

CONTENT AND CONTENT CONTRIBUTORS

Choosing SharePoint

The team chose SharePoint for content management for several practical reasons, among those the tight integration SharePoint provided with the company's existing business systems.

"We wanted the intranet to be the main entry point for user journeys," says Blunsdon. "Effectively, it sits at the top of the tree. Beneath this, we have collaboration team sites, business applications, and repositories such as the Logica Library and the Logica Operating Model. From our guiding principles, we need to 'publish content once but view it in many ways,' so this means aggregating content and rolling it up on multiple pages."

Given that SharePoint is the company's strategic platform for KM, collaboration, and many of its business applications, this need for tight integration meant that SharePoint was a natural choice for the intranet.

"Microsoft is a global alliance partner for Logica, and we have strong technical and business capability for SharePoint in-house, so these were also supporting factors," he says.

Creating Content

Content is developed primarily by the local content owners, who are embedded within the business. These individuals are responsible for a specific part of the business and as such they have the perspective to provide a good overview of the business areas, while also providing relevant content with an eye toward key user journeys.

Approximately 500 people across the organization contribute content to the intranet, but most update only very specific sections. Although this decentralized model allows

the greatest input from employees across the organization, it also presents its challenges.

"This is a bit of a balancing act," says Blunsdon. "We want local content ownership by the right people within the business, but need to maintain consistency and standards.

"In general we don't use fine-grained permissions, as this would create a heavy maintenance workload," he says. "Instead, most general pages can be updated by anyone with intranet contributor rights. There are a few exceptions to this around news and service announcements publishing and when publishing policy or process content. Here, specific permission groups are used for tighter control."

The team makes a big distinction around permission management between people who can edit page content and those who are able to create pages or sites. "Site creation is very restricted as it has fundamental impact on navigation," says Blunsdon. "Only the central intranet team can do this."

Policing Content

Rather than have a complex approval chain, the intranet team takes a policing approach to content. "Regular policing processes help us pick up any content that doesn't follow standards," says Mian.

Daily reports list pages and sites created and are used to keep an eye on new content. "This is where most potential issues are trapped early on," he says. Reports are also produced for checked-out pages, unpublished pages, recently updated pages, draft pages, and so on. These help identify oversights in content management.

"We have an offshore team—three full-time equivalents—that provides content management services, and we encourage the business to make use of this team," he says, "particularly when adding new content." In such cases, content is reviewed by the department owner, and then implemented by the services team. Once it's in place, ongoing maintenance is usually done locally.

Once posted, content is monitored to keep tabs on what content is being accessed and by which groups. "We use intranet statistics to ascertain whether content is being accessed and how staff are navigating to content," says Mian.

This helps drive decisions for placing content in a more intuitive way. "This is an ongoing process, and metrics are reviewed by the individual countries as well as the core team," she says.

Supporting Content Contributors

Content editors are supported on a day-to-day basis via the intranet content services team. But given the geographic spread, most training is carried out via web meetings; when there are specific requirements or larger groups, the team will conduct face-to-face training sessions. The team also offers a range of video-based training modules for self-training or for contributors who need a refresher.

In addition to this training, the team is putting together a training-refresh process that is mandatory if staff members want to keep contributor rights. "This," says Blunsdon, "helps flag up people who have changed roles and no longer need contributor access."

Improving Content over Time

Multiple measures are in place to help improve the quality and ensure content consistency over time. An integral part of the training is to review existing content and identify how to improve it as a measure for understanding best practices to help assure that content contributors' editors will be able to produce consistent content. "When we train content contributors, key principles and guidelines are provided along with the Content Standard document for reference," says Blunsdon. "In addition, we use a number of good example sites—and a few bad examples!—to demonstrate applying standards in practice."

Also, every page includes a feedback link in the footer. Anyone can use this to provide comments on missing or incorrect content. The intranet team responds to these or assigns them to a local owner for review and action.

Contributors are also actively encouraged to share good practices and user benefits and journeys with others to help improve the global experience. The best examples are then showcased via the Intranet Forum meetings.

The intranet content services team follows a schedule of reviews (by country and major business) and regular policing activities. When team members spot problems, they are reviewed with the relevant key contacts; they then develop a plan together to remedy any issues.

"We hold a monthly Intranet Forum meeting with all country and business owners and other key stakeholders participating," says Blunsdon. "We use this to provide updates on the development pipeline, reinforce principles and standards, instigate campaigns such as the 'Campaign Against Corporate Blah.' We also host interactive sessions where ideas are presented and discussed, and invite countries to present on local experiences and successes to provide inspiration to others."

When new content is provided for the intranet, the intranet team provides suggestions for how it can be displayed and why. "We'll either be invited to help, or we'll spot the new content via reporting and volunteer help if we see it's needed!" says Mian, adding that when there are gaps in the content, the team asks contributors to provide the necessary input, "with a strong emphasis on educating the content owners/editors."

"We take this education process very seriously, reverting to our original guiding principles, content standards, brand guidelines, etc., to explain why something isn't right. Without this, feedback risks being taken as just personal preference (and ignored!)," she says. "Page templates also limit the amount of dubious artistic freedom that can be used within pages."

SOCIAL INTRANET

Having social tools on the new intranet is a high priority for the company. The intranet today includes many social features, including commenting, blogs, customizable profiles, forums, and wikis. Migration to SharePoint 2010 is scheduled for Q4 2011 and with this migration will come further social features.

"We've also had several microblogging pilots running for some time," says Blunsdon. "The next step, scheduled around the end of 2011, will involve integrating microblogging into the intranet."

"This is important for us," he says. "Our strategy is to build social features into our global intranet rather than introducing new standalone social solutions. We recognize

that different people take to different forms of social software. By having a single platform, we can avoid fragmenting our user community, and better support networking and knowledge sharing.”

Geo-Tagging Blog Posts

A good example of the company’s forward thinking about the social intranet is how it uses blogs. Blogs can be tagged with a location, so the user can aggregate posts to those nearby or plot posts on a map. This feature is often used to support campaigns that invite employees to provide input or comment on activities via a form, which writes it as a post on their own personal blog. Campaign-related posts are then aggregated and displayed on a blogging map.

The screenshot displays a web application interface for 'logica'. At the top, there is a navigation bar with 'My Site', 'My Logica', 'Tools', 'Latest', 'About', and 'Locations'. A search bar is located to the right of the navigation bar. Below the navigation bar, there is a banner with the text 'Tell us what you think via our Future Proof Week blogging map'. The main content area features a map of the London area with several geo-tagged blog posts. A pop-up window for a post by 'Green, Philippa' is visible, showing the title 'The Most Rewarding Culture - by Jan Babiak, Non-Executive Director at Lo', a profile picture, a snippet of text, and a 'Read more' link. Below the map, there is a 'Contribute your opinions' form with fields for 'Add your title', 'Add your comment', and 'Select your location'. A 'Submit' button is located at the bottom right of the form. To the right of the form, there is a quote: 'Great minds think differently' and a small image of a green caterpillar.

Pictured: An example of how geo-tagging is used to present user-contributed blog posts locally on a map.

FEATURES

The site offers many useful features—many of which have been mentioned—but a few notable ones are worth examining in some detail.

Hello Yellow

Recruits to Logica are helped through their on-boarding journey via *Hello Yellow*. This site presents selected content on a week-by-week basis to help new staff find their way within Logica. The slider at the top of the page allows staff to revisit previous weeks' pages.

The site includes various tools to provide feedback during the on-boarding journey, including:

- Checklists to confirm receipt of information on HR, Health and Safety, security guidelines, and so on
- Surveys after two weeks, eight weeks, and six months
- Tasks that confirm completion of mandatory eLearning, basic familiarization with and business processes completion of HR development plans and objectives



Hello Yellow

Use the bar below to navigate through the weeks of your journey here at Logica



Blunsdon, Pete ()

OLIH: International Holdings, B920: IS Costs & Recoveries, U920: IS Solutions & Services

Your people manager is:

Baracco, Dominique

Your journey

Week **1** | 2 | **3** | 4 | 5 | 6 | 7 | 8 | **9** | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | **27** +

Welcome to your journey

We should have shown how to do the basics such as filling in time / expenses sheets, hot desk booking etc. Your network should be growing and we should have given you vital knowledge about HR, Resourcing, Security etc. We trust your sense of Logica's brand is growing.

What next? Well we hope the information sign-posted on this page will help you to continue to make sense how the organisation works and the journey it is on.

A. Green Future

Hear from our CEO on how we can bring the Logica brand to life

[Learn more...](#)



Be brilliant together...

Learn more about our brand. Our ambition, what makes Logica different and how we want to spark the possibilities for the future.

[Learn more...](#)



Talent and Development

Investigate the learning tools available to you - including browsing and booking elearning/training

[Learn more...](#)



Resourcing

A list of documents supplying useful resourcing information - including CV templates and how to use LARA (apply for roles)

[Learn more...](#)



From Green to Red Hot

See how much you'll learn in your first six months.

[Learn more...](#)



Everything you need to do to keep moving at Logica

Welcome to Logica

You have been invited to attend, find out more about what it's about.

[Learn more](#)

HR Policy

Get to know your key HR Policies.

[Learn more](#)

Employee Benefits

All you need to know about Core Logica Benefits, Flexible Benefits and Pension.

[Learn more](#)

Logica Working Practices

Useful information on the Smart Working Policy.

[Learn more](#)

HR and Payroll Queries

Got a question for the HR or Payroll? Your answer might be a few clicks away...

[Learn more](#)

Employee Assistance Programme

Whether you have a simple question or a complex concern, Unum LifeWorks is available to help you.

[Learn more](#)

Staff Communications Council

An effective channel for communication between staff and management.

[Learn more](#)

No grey areas

What is Hello Yellow?

[Onboarding - Roles and responsibilities](#)

[Getting started](#)

[HR welcome calls](#)

[Your key contacts](#)

[Health & safety](#)

[How Logica works - FAQs](#)

[Security](#)

[PTS handbook](#)

[Book a desk \(DILBERT\)](#)

[Book annual leave \(ALBERT\)](#)

[One IS support desk](#)

[Timesheets](#)

Mellow Yellow

What's on this week

[Logica's Sports & Social Club 'LSSC'](#)



Pictured: The *Hello Yellow* site helps new employees through their on-boarding process.

Tools Page and Global Navigation Menu

One of the intranet's primary roles is to provide easy access to the applications and tools that users need to do their jobs. The most frequently used applications are brought together on the *Tools* menu. The menus are the same on every page, avoiding a need to return to the homepage.

Tools listed on the menu are a mix of global tools and tools specific to the user's role within Logica.

"They don't care which is which," says Blunsdon, "they just see what is relevant to them."

The *Tools* section contains a full directory of tools and applications, along with pages that provide information about applications. The following example from *Tools > Communications*, describes apps related to brand and communications.



- Tools
- Communications**
- Brand sites by Country
- Brand Tools Training
- Business Cards
- Comms Builder and eComms Builder
- Corporate gifts
- Email Signature
- Guidelines
- Image library
- Logica Brand Film
- Logica Logo
- Logica Quotes
- PowerPoint WizKit
- Templates

Admin	People	Process	Other
Annual leave booking	Everyone benefits	OMT	One IS Service Desk
Desk Booking	Payview	CBR resources	Spark
Expenses	Diamond Awards	Bid Smart	All Group tools...
O2 Bill Analyser	ePMS	Logica Operating Model	
Timesheets	LARA	Cortex	
		Procurement	
Search	Knowledge	Collaboration	Communications
People search	eLearning	Live Meeting	Image Library
Library search	Intranet portal	Office Communicator	CommsBuilder
Logipedia search	Logipedia	Workspaces	eCommsBuilder
Image search	Logica Library	Audio conferencing	WizKit
Workspace profiles	Global Glossary		Brand tools
Search Centre			



Brand guidelines
Visual identity guidelines and new tone of voice



CommsBuilder and eCommsBuilder
Web based tools to create branded literature, posters and other collateral, branded email marketing and advertising



PowerPoint WizKit
Branded slide template in tool and approved Logica presentations synchronised to your PowerPoint.



Corporate gifts
Branded pens, mouse mats, writing pads, umbrellas, polo shirts, sweets and more...



Logica quotes
Database of Logica quotes to use in your branded communications



Image Library
Repository of approved images and Logica logos to bring your communications to life



Templates
List of branded office templates for documents like CVs, Bid Proposals, Letters, Faxes and Memos.



Applications examples
Collection of brand application examples. E.g. magazines, charts, graphs, exhibition stands, literature, advertising.

Read the brand story

Do you have a question?
FAQs
Find answers to some of the questions that may occur to you.

Related Links
Logica Boilerplate
Logica Story
Mission Vision Value

Pictured: This page from the *Tools* section lists tools related to brand and communications. It also shows the *Tools* menu, listing the most commonly used local and global tools.

The Logica Library and Auto-Classification

The *Logica Library* is the company's global reuse repository. It's organized into different sections for different types of content (such as Sales and Marketing or Reference Stories). The homepage allows users to search for content or browse in each of the *Library* sections.

Within each *Library* section, browse filters allow users to drill down and select sections of interest, and then further slice and dice their selections and refine the results by filtering on properties like language or content type.



Reach the information you need with the Logica Library

About the Logica library



Find
Search or browse the library to get the files you need

Share
Share and reuse content globally with your peers
[Contact a Logica Library administrator](#)


Browse the Library sections

- [Bid Knowledge](#)
Fragments of common bid responses, company information, diagrams... [\[more\]](#)
- [Business Support](#)
Publications from global functions such as HR, Finance, Commercial, One IS... [\[more\]](#)
- [Global Insight](#)
Marketing intelligence, competitor analyses, campaign-specific research and insight... [\[more\]](#)
- [Project Summaries](#)
Short, factual summaries of projects carried out by Logica teams worldwide... [\[more\]](#)
- [Reference Stories](#)
Reference documents and PowerPoint 'reference cards' for use by bid teams... [\[more\]](#)
- [Sales and Marketing](#)
Case studies, capability statements, factsheets, sales guides... [\[more\]](#)
- [Technical and Delivery](#)
Project documents - articles, papers, standards, procedures, templates, tools... [\[more\]](#)

Questions?


- [About the Logica Library](#)
- [Logica Library \(in Logipedia\)](#)
- [Contact a Library administrator](#)
- [How to search the Library](#)
Watch a 2 minute screencast


Contact





Lewis, Lizzie
KM Content Services Manager

The Library blog

7 days ago
 [Library Made Easy-4 : Supporting our businesses](#)
25/07/2011 from [Logica Library Blog](#)
Moving into the next corridor of our library aisle: Business Support! Business Support houses documents related to some of the central and ap...

14 days ago
 [Library Made Easy-3 : The book of Bids!](#)
18/07/2011 from [Logica Library Blog](#)
It's all like a big book!! This is what the content stores appeared to me this morning as I sat flipping through the various documents dur...

21 days ago
 [Library made easy- 2: What's in store?](#)
11/07/2011 from [Logica Library Blog](#)
Browsing through the Logica library makes you wonder what the content stores are all about! Shall we take a look? Simply put, a content s...



Admin links

- [Navigate the Library publishing sites](#)



Pictured: The *Logica Library* homepage has a distinct identity and lets users easily find specific content.



Logica Library

Library search results



Results from 1 - 10 of 170 for **sustainable mobility** (selections within **Theme**) in **Sales and Marketing** (0.156 seconds)

Sector	Theme	Content Type	Business
All	X Items selected	All	All
<input checked="" type="checkbox"/> All	<input type="checkbox"/> Capability Statement	<input type="checkbox"/> Presentation	<input type="checkbox"/> Video
<input type="checkbox"/> Advertisement	<input type="checkbox"/> Case Study	<input type="checkbox"/> Press Coverage	<input type="checkbox"/> White Paper
<input type="checkbox"/> Brochure	<input type="checkbox"/> Factsheet	<input type="checkbox"/> Sales Guide	

within results **170** documents [Refresh results](#)

Name	Type	Published	Language
Sustainable Mobility external v1.0 (pptx, 1041KB, properties, no external use) Sustainable Mobility	Presentation	27/05/2011	EN - English (167) DE - German (2) SV - Swedish (1)
1a Shaping a Sustainable Future v2 (pptx, 1462KB, properties, no external use) We don't just talk about it, we have delivered sustainability-related services across the globe. From sustainable mobility for Finnish travellers, to greenhouse gas reduction schemes in Australia -	Case Study	16/06/2010	Content Type Presentation (60) Sales Guide (18) Capability Statement (7) Advertisement (11) Brochure (13) Factsheet (24) Case Study (17) White Paper (19) Press Coverage (1)
Logica Sustainability Strategic update June 2011 MASTER VERSION final (pptx, 7568KB, properties, no external use) Sustainable Mobility	Presentation	07/06/2011	Refine by age Last Month Last 3 Month Last 6 Month Last year All
UK Factsheet_sustainable-mobility LR (pdf, 112KB, properties) SUSTAINABLE MOBILITY Bringing intelligence to transport THE CHALLENGE To be sustainable means to be fair - to this generation and the next. It's being sustainably profitable, with environmental protection meeting economic growth and our quality of life. For transport, it means improving network efficiency, reducing congestion, cutting pollution and making people aware of the benefits of change. It's a big cultural shift. Your challenge is to handle the transformation that is sustainable mobility , from road charging and	Factsheet	19/04/2010	
analyst briefings sustainability_June 2011_MF (docx, 1534KB, properties, no external use) Sustainable Mobility	Sales Guide	07/06/2011	
Logica Sustainability Services Sales Guide V1-4 (pdf, 762KB, properties, no external use)	Sales Guide	06/06/2011	
Sustainability summary of propositions and offerings (docx, 35KB, properties, no external use) Sustainable Mobility	Sales Guide	16/06/2011	
1b Empowering Sustainable Mobility (pptx, 1429KB, properties, no external use) Electric vehicles are part of our Empowering Sustainable Mobility proposition, and leverages our strengths in Energy and Transport	Case Study	16/06/2010	
UK Case Study Daimler Green IT LR (pdf, 473KB, properties) and to shape the future of safe and sustainable mobility with groundbreaking technologies and high quality products. Until	Case Study	21/09/2010	
SBT_Daimler_GreenIT_CS_EN_2011_lowres (pdf, 365KB, properties) and to shape the future of safe and sustainable mobility with groundbreaking technologies and high-quality products. Until	Case Study	02/08/2011	

Pictured: The *Logica Library* homepage has a distinct identity.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"> • Production environment: four web servers, two application servers, SQL cluster over two geographic locations • Separate environments for Acceptance/Failover, Test, and Development • Windows Server 2008, SQL Server 2008, Microsoft SharePoint 2007/2010 • In-house hosting via Logica Private Cloud solution in UK and Sweden
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> • SharePoint team sites and custom lists
Design Tools	<ul style="list-style-type: none"> • Wireframes: OmniGraffle 5.2 and Adobe Illustrator CS3 • Page designs: Adobe Photoshop CS3
Site Building Tools	<ul style="list-style-type: none"> • Visual Studio 2010 • SharePoint designer 2007 and 2010 • jQuery plug-ins • IE developer toolbar • Firefox and Firebug • HttpWatch • Yahoo Yslow
Content Management Tools	<ul style="list-style-type: none"> • Standard SharePoint content management
Search	<ul style="list-style-type: none"> • SharePoint 2007, SharePoint 2010, and Concept Searching
Other Functions	<ul style="list-style-type: none"> • Attini Blogs: blog aggregation, view count tracking, tag clouds • Concept searching: taxonomy management and auto-classification • Statistics and analysis: in-house solution based on IIS logs and SQL reporting services • Atlassian Confluence: <i>Logipedia</i> • Aptimize: page optimization and caching

	<ul style="list-style-type: none"> • Axceler ControlPoint: team site management • FoxIT PDF iFilters • AvePoint DocAve Archiver: team site content archiving • Bing maps
--	--

MOBILE

Users can access the intranet from a browser on any mobile device with connectivity to the Logica network. Currently, users get the full web experience, but the team is building a lightweight mobile interface.

“We are designing an optimized mobile experience for our growing population of smartphone users (iPhone, Android, Windows, and Blackberry),” says Kernot. “We are also ensuring that basic page rendering is supported on older devices, predominantly Blackberry 5 and older.”

“As part of the mobile intranet project, we’re using in-built SharePoint device identification to detect specific browsers and redirect users to a page variant optimized for mobile presentation,” he says.

Key audiences for this project include:

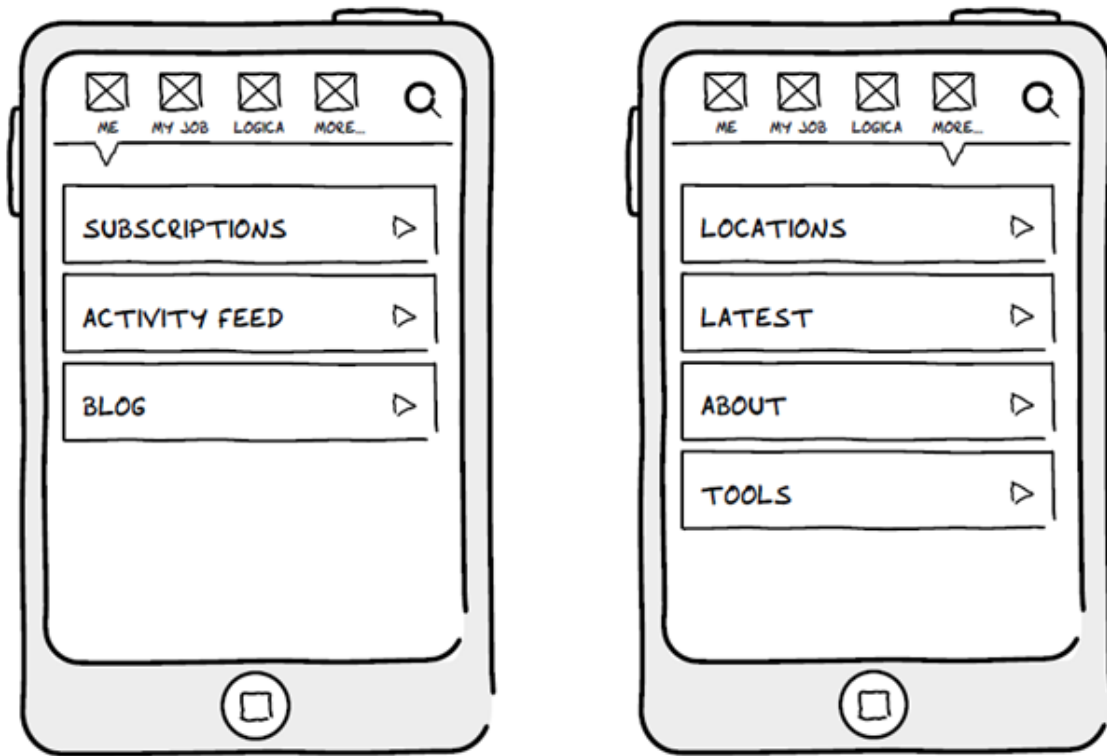
- Staff working on client sites
- Business development teams putting together client proposals
- General staff who need to keep up-to-date and feel part of Logica when they are on the move
- General staff who are building their networks within Logica
- Mobile staff members who need to quickly look up “company directory” information (such as proposal or sector contacts, account teams, and support functions)

“We identified key user journeys for mobile employees by working through the existing site map,” says Kernot. The resulting mobile-optimized interface is being built around the following five journeys:

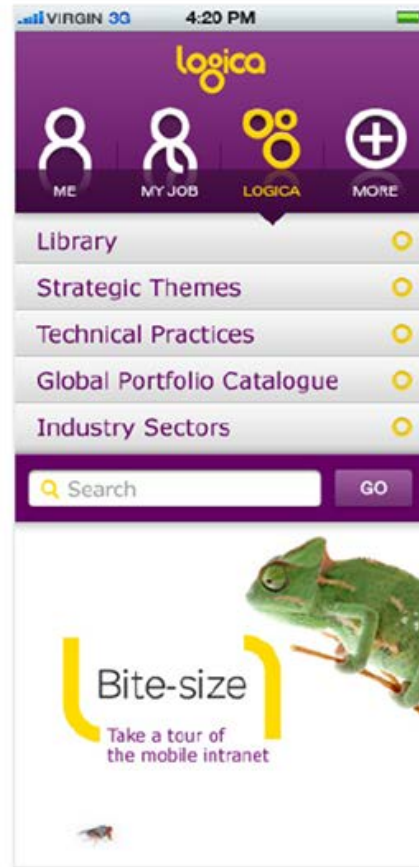
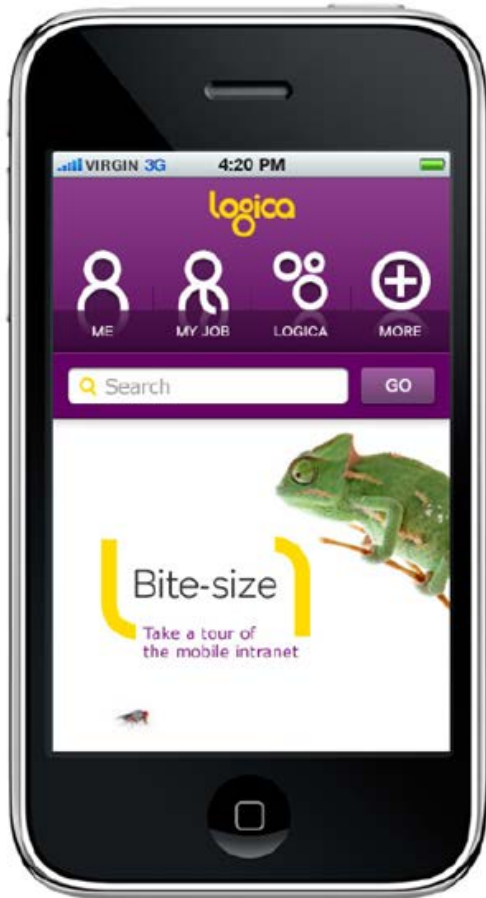
- **Me:** subscriptions, activities, contact information, blogs
- **My job:** *My Tasks, Tools, My Workspaces*, business directory, location
- **Logica:** *Library*, strategic themes, technology practices, offerings catalogue, industry sectors
- **More:** locations, *Latest, About, Tools* directory
- **Search:** intranet search and people search

These journeys are being tested by the team, testing various realistic scenarios, called “red routes.”

"We're building a proof of concept for the optimized mobile interface using a selection of 'red routes' to provide realistic scenarios. We're then testing this with various user groups following a similar process to the main site design," he says.



Pictured: Early design mock-ups for the mobile intranet proof of concept.



Pictured: Early design concepts for the mobile intranet proof of concept.

SEARCH

The Logica intranet uses two products to support its search requirements:

- **SharePoint search:** provides the main search engine, indexing content within the intranet, *My Sites*, team sites, and a selection of specific sites and external content (around 16 million items).
- **Concept searching:** indexes the intranet, *My Sites*, and the *Logica Library* and provides the auto-classification service.

The decision to use Microsoft's search platform is based on the company's use of SharePoint as its main collaboration and portal platform. "Our IT strategy, our experience in use of the product, and Microsoft's evolution of the search platform all were contributing factors," says Kernot. "That's not to say that we haven't looked at competing products. Through the course of search evolution in Logica, we have looked at most and where we feel Microsoft doesn't go far enough, instead of switching tracks to another provider, we have taken the approach of supplementing functionality building on the core products. An example of this is our use of concept searching for taxonomy and metadata management and auto-classification."

Customizations to the SharePoint search platform have all been done in-house. The search UI has been changed to match the intranet design. The *Search Center's* tabbed interface supports different "slices" of search, search result layouts, refine-by

options, federated searches, and advanced search options are all tailored according to specific content sources.

Search behavior is tracked through the analytics/statistics system so the team can track trends in the most commonly searched for terms. Within this set, search terms that don't lead to obvious results can be updated with a "best bet" to give users quick access to the information they are seeking.

"Priority is given to specific sites to boost the relevance of search results," says Kernot. "As an example, the pages on the intranet have a higher level of authoritativeness than content on a team site. Some of the search tuning is actually achieved through the design and management of the content environments themselves."

Some examples include:

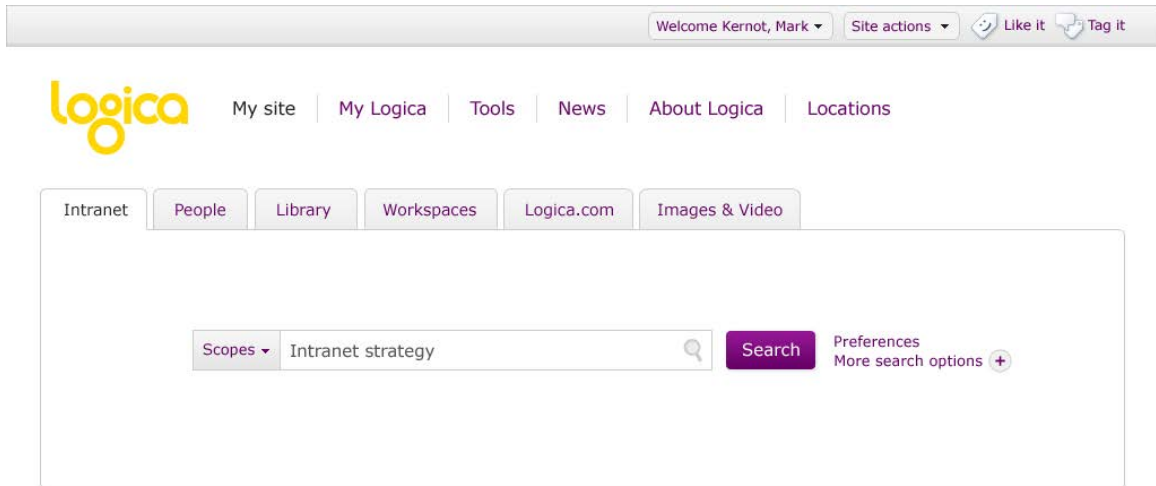
- **News articles:** "News articles are stored within a hierarchy, by country and then by year. This is for ease of content management, rather than presentation purposes. Using separate sites per year means it's easy to archive articles once they become aged and give greater relevance to more recent content."
- **Team sites:** "Once team sites are finished with, they're archived by a clean-up process that takes place once a quarter. Content on these sites is still indexed but in a separate scope and only after each new batch is added. This way, we remove a lot of search result 'noise' relating to obsolete content."

"We are using auto-classification to improve search relevancy," he says. "By auto-tagging intranet pages with business metadata, we're able to improve search filtering to the area you work in. This is especially handy if you are looking for local HR policies/local administrative support."

Search Interface

A search box is included in the global navigation bar in the header of every page. The default is an *All Sites* search, but users can choose specific search scopes via a dropdown. Searches take users to a results page in the *Search Center*. The *Search Center* tabs are also listed in the *Tools* menu.

The *Search Center* has a very simple UI —just a search box, some tabs to show specific content types, and a dropdown to refine the scopes.



Pictured: The *Search Center* is very simple - just a search box and some tabs to filter specific types of results.

In the site's SharePoint 2010 *Search Center*, the team reserved the main page area for key content but used federated search boxes in the right-hand panel to show related searches such as people or content from the *Logica Library* or workspaces. The left-hand zone contains options to refine the search. According to Blunsdon, people take to this much more readily than a page full of advanced search options.



Intranet | People | Library | Workspaces | Logica.com | Images & Video

Author: Any author [Blunsdon, Pete](#) [Harrison, Sharon](#) [Roupie,](#) [Marie-Claude](#) [Simpson, Stephen](#) Show more >

Modified date: Any modified date [Past month](#) [Past six months](#) [Past year](#)

Content type: Any content type [Document](#) [Web page](#) [Wiki page](#)

Site: Any site [info.global.log...](#) [mysite.global.lo...](#) [wiki.global.log...](#)

Scopes Intranet strategy Search

Results 1-6 of 327 for intranet strategy Sort by: Relevance

Strategy Best bet The intranet strategy sets out the three year strategy for Logica's intranet. ... The Intranet Strategy is currently work-in-progress (as of June 2011) ... View the current draft Intranet Strategy (PDF, 600Kb) 59kb | Blunsdon, Pete | 07/06/2011

Mobile intranet designs ... is part of the intranet strategy - it's an essential way of engaging staff and there are increasing ... Intranet ... Intranet Blunsdon, Pete | 21/01/2011

Apresentação Intranet Logica wider intranet programme. ... about the Logica intranet and this return visit was for us to present more about our own experience ... here, such as strategies around multiple country / language support, brand realisation, and migrati ... Blunsdon, Pete | 21/01/2011

Study Your Day 3 - Microsoft's unclear cloud strategy and client focused searching ... Wootton, Danny | 23/05/2011

Developing applications for SharePoint Basic::Intranets, Collaboration sites, Intranets ... Is an application + intranet platform ... Want SharePoint to play big role in content management strategy Simpson, Stephen | 20/10/2009

One IS Solutions ... on future strategy, requirements and solutions. ... Most staff are currently working on the programme to introduce the new global intranet portal. ... client intimacy strategy. Roupie, Marie-Claude | 15/02/2011

Preferences More search options +

People results (9 results)

Mark Kernot Technology & Deployment Manager [mark.kernot@logica.com](#) +44 7786 277136

Pete Blunsdon Programme Manager [pete.blunsdon@logica.com](#) +44 7771 673547

Ayesha Mian Business Transformation [ayesha.mian@logica.com](#) +44 7889 094056

More People results

Workspace content results (29,440 results)

Intranet Strategy Intranet community blog ... Intranet Strategy Harrison, Sharon | 21/04/11

Strategy Slides Intranet strategy slides ... Ensure intranet embodies our client intimate strategy 1MB | Blunsdon, Pete | 21/01/11

Intranet Strategy Intranet Strategy.docx ... New Intranet Programme 19MB | Blunsdon, Pete | 24/05/11

More Workspace results

Previous | 1 2 3 4 5 | Next

Pictured: Content search results showing refine-by options and federated searches.

People Search is one of the intranet's most-used features. The site features two forms of output: a simple (and fast) directory listing that's useful if users want just a phone number, and a more detailed presentation that includes photos, colleague information, and other business details. All "people" links, whether in search results or included on intranet pages, link to the user's *My Site* profile.



View:
All matches
[Name matches](#)
[Profile matches](#)

Role:
Any role
[Programme Manager](#)
[Technology & Deployment Manager](#)
[Business Transformation](#)

[IT Senior SharePoint Technical Architect](#)
Show more >

Location:
Any location
[SE/GGV](#)
[SE/MOV](#)
[UK/GRPK/1](#)
[UK/KP/CF](#)
Show more >

Show: [Directory](#) | [Advanced](#)

Intranet strategy

Search

More search options +

Results 1-7 of about 7 for **Intranet programme**

Sort by: [Alphabetical](#)

View as: [Grid](#) | [List](#)



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Pictured: An example of a people search results page.

RESULTS AND ROI

Sometimes, an intranet's most important successes are the things that are simply easier or more efficient because the intranet exists. Blunson shares some of those benefits from the Logica intranet:

- **A more global network.** "Getting the right people for the job (or getting the right assignment yourself) is now easier because we no longer rely on just the people we know. Project teams can be mobilized using a global pool of knowledge and resources. People who share their knowledge and expertise are rewarded via extensive networks, which in turn lead to opportunities."
- **Better content and better access to content.** "Significant usability improvements have resulted from the consistency of content and navigation provided by the global platform. Contributors now produce content for a global audience and have much wider exposure than with country silos. We see evidence of healthy competition between businesses to attract users with clear, well-written content. Mining the intranet is quicker and easier as a result."
- **Increased collaboration.** "Information on our offerings and propositions [proposals] is collected together in our *Global Portfolio Catalogue* and supporting collateral (case studies, references, etc.) is managed in the *Logica Library* so users know where to find them. As a result, we see a greater level of awareness of, and collaboration between, our solution teams across the organization."
- **Improved stakeholder buy-in from all countries and businesses.** "As the benefits of a single, global platform become more apparent, usage increases as content owners want to improve their information and provide benefit to their staff through this channel via blogs, news, and links to relevant and useful information."
- **A shift in contributor focus.** "As adoption increased, we saw a shift in the nature of our engagement with contributors—support issues reduced, and there was an increase in staff wanting to use new channels, content targeting, or seeking assistance with content presentation."
- **Increased competition.** "As all parts of the organization are now on a common platform, it's easy to make comparisons between countries. We generate statistics deliberately comparing usage (in percentage terms) within countries. This visibility, backed with objective measures, creates an element of competition between businesses. No one wants to be left behind."
- **News targeting.** "The number of news channels (ranging from formal corporate to operational and business sectors to informal updates and chats) has quadrupled since the intranet was first introduced. As countries get into steady-state, they're getting value from more accurate targeting of news feeds."
- **The blog directory:** The team tracks the number of views and comments within the blog directory. The company's CEO is well in the lead with over 200,000 views, 198 posts, and 814 comments.

- **News commenting:** Adding the ability to comment on formal news challenges the perception about what is considered a top article. For example, a simple article on changes to a travel policy generated around 70 unexpected comments.

LESSONS LEARNED

An important lesson learned, and something many teams struggle with, is how to successfully use *My Sites* in SharePoint. Logica has been using *My Sites* since 2004 or so (originally under SharePoint 2003). “They never really had broad acceptance,” says Blunsdon. “Most of the time, they were just used as a personal drive.” And when the company upgraded to MOSS 2007, despite some improved functionality, the story was pretty much the same.

“The breakthrough came,” he says, “when we included *My Site* as part of the intranet. Although it’s still a separate application, it’s visually ‘integrated’ via the global navigation menus. This means it doesn’t have to compete with the intranet—instead, it’s very much part of it.”

The custom *My Subscriptions* component helped establish *My Site* as the primary content-delivery channel for staff. As a result, the company has achieved a very high *My Site* adoption—in excess of 95 percent of users each month in most countries.

“Using the SharePoint *My Site* as the homepage is something that we’ve seen a number of organizations trying recently,” he says.

The *My Site* experience taught the team several lessons:

- Putting the user in control is a very positive step
- Include *My Site* within the primary navigation
- By default, within SharePoint, users are the Site Collection Admins of their own personal sites. This might give more control than is desirable (for example, users can delete their own personal sites!)
- Despite a range of customization options, the overwhelming majority of users will stick with the default, so make sure you choose the default set of components carefully.
- The out-the-box SharePoint *My Site* navigation can be confusing for users, so it’s a good idea to try and simplify it.

Logica team members also shared some of their other experiences from the intranet project:

- **Balance local versus global needs when tackling multi-language support.** “Coping with multiple languages is hard! There are so many ways of tackling this and compromise is inevitable. We had to be sensitive to local needs whilst still staying true to the global One Logica design principles.”
- **Start with seeded sites.** “In the early stages of migrations, country teams were encouraged to participate in setting up their new sites. This created some difficulties. Teams lacked the global view, and once they had invested effort in creating content they were reluctant to change it. We changed the approach and delivered populated sites back to them which was much more successful.”

- **Test wireframes before translating to designs.** “We often found that pages that looked good as wireframes or design mockups didn’t work in practice when populated with real data. We have a lot of staff with very long names!”
- **Establish guiding principles and refer to them to settle competing demands.** “We sometimes found ourselves trying to be too accommodating to demands from the business, which would have taken us down the wrong path. Another member of the team would then remind us of our own guiding principles we set out on day one. This helped bring us back on track, but it happened more often than you’d think!”
- **Balance freedom and artistic freedom.** “You need a ‘toolbox’ of components to allow the business enough artistic freedom when creating content pages. Too much freedom and you end up with a mess; too little and they’ll go off and do something else.”
- **Less is more when it comes to content.** “It takes time to get the page layouts and components right and there’s always a pressure to start content population. We went through a few iterations and each time it was a painful process to roll out the changes. There’s often a tendency to put too much on a page. Less is more! Mobile support also has a big impact here. If you can identify the bare minimum set of content across all pages up front, it makes mobile rendering a much easier task.”
- **Pare down SharePoint’s features before releasing it into the wild.** “There’s a lot in the box with SharePoint. And we added a lot more. If you allow web parts on publishing pages, make sure the web part gallery is kept lean and mean, otherwise it becomes a ‘candy store’ for contributors building pages.”
- **Get support from above—high above.** “If you are undertaking a major redesign, try and get the most senior steering committee possible. You’ll need it to help drive through the level of business change needed. Change needs to be wanted at the top of the company if it is going to be taken seriously in the businesses.”
- **Define navigation carefully, and then lock it down.** “Define your navigation rules, test them with different scenarios, refine them, and then stick to them!”
- **Establish your technology environment with care.** “SharePoint development needs to be agile, but it’s essential that the release processes are very strictly controlled. Make sure you have separate development, test, acceptance, and production platforms, and use them!”
- **Look outside your own team for perspective.** “An external perspective on your intranet design can be very valuable. It can encourage boldness in design, and views are not clouded by previous designs or experiences.”

- **Manage the release of social tools.** “If you’re introducing social technologies, make sure you have an adoption plan or be prepared for low usage.”
- **Keep the user perspective in mind.** “If you’re part of the intranet team, your world revolves around the intranet. For users, it’s a tool that they expect to just work. Don’t assume they have the same vision!”
- **Communicate early and often.** “Do a lot of internal marketing and communication. When you think you’ve done as much as users can bear, do a bit more!”
- **When rolling out a global intranet, there will be vast differences from one country to another—so plan for it.** “We found smaller countries were often the most receptive and excited to join the new intranet as it gave them an opportunity for global exposure. Larger countries varied in their attitude. Some were eager to participate and share in the direction of a global platform whilst others clutched to their legacy sites to resist what they felt was relinquishing control. Each country was managed individually according to their culture and approach, allowing them to buy-in to the One Logica story, reassuring them that they wouldn’t lose their cultural identity in the process!”

MAN Diesel & Turbo SE

Using the intranet:

MAN Diesel & Turbo SE is the world's leading provider of large-bore diesel engines and turbomachinery for marine and stationary applications. The company designs two-stroke and four-stroke engines, manufactured by the company itself and its licensees. MAN Diesel & Turbo also designs and manufactures gas turbines, steam turbines, and compressors. The company's product family includes turbochargers, Controllable Pitch propellers, gas engines, and chemical reactors. MAN Diesel & Turbo's range of goods includes complete marine propulsion systems, turbomachinery units for the oil and gas, and process industries and turnkey power plants. Customers receive worldwide after-sales services marketed under the MAN PrimeServ brand. With its four strategic business units—Engine & Marine Systems, Turbomachinery, Power Plants and After Sales—MAN Diesel & Turbo is one of the world's leading suppliers in its various fields.

Headquarters:

Augsburg, Germany

Number of employees the intranet supports:

13,768 (approximately 7,000 with personal login)

Company locations:

The company operates in 43 countries, including Brazil, China, Denmark, France, Germany, India, Russia, Singapore, South Africa, South Korea, Switzerland, UK, and US.

Locations where people use the intranet:

All locations worldwide have access to the intranet. The majority have access via their network login and other smaller offices via VPN. The goal is to eventually have all 113 worldwide organization offices added to the MAN Diesel & Turbo domain, giving them full network access via network login.

Annual sales:

Group-wide annual sales in 2010 was €3.8bn.

Project team:

In-house, 17 people formed the core project team, working across 12 departments.

In total, the worldwide project organization consisted of a steering committee with the project owner and three business unit and group function managers, a project manager and an assistant, a business resource group consisting of 14 major intranet contributors, an IT resource group consisting of 10 IT Experts, and a reference group consisting of more than 50 Business matter experts.

NNIT: Assisted with the business analysis, IA design, usability, web design, and organizational change management.

ProActive: Assisted in the back-end development of the collaboration and *WikiWorld* areas, and with the migration strategy.

Enabling: Assisted with the hands-on support and migration.

Peoplenet: Assisted with training-material development and hands-on classroom training.

Members:

In-house: Joseph Purse, Head of Online Communications; Peter Stern, Senior IT Project Manager; Kristina Helms, Project Manager; Hanne Marette, Online Communications Specialist; Christiane Kröhling, Manager Online Communications; Anders Kryger, Manager Internal Communications; Andrzej Huryn, System Specialist; Niels Peträus Garde, System Developer; Stephan Spangenberg, Software Developer; Ludwig Fischer, System Developer; Reinold Növermann, Knowledge Manager; Thomas Alders, Senior Solution Consultant; Stinne Bech Johansen, HR Consultant; Michael Hirschvogel, Head of Contract Management; Alexander Baumgärtner, Compliance Manager, Power Plants; Frankie Paul Cook, Process Manager; and Connie Spangenberg, Group Marketing SharePoint Coordinator

SUMMARY

The intranet at MAN Diesel & Turbo SE is named *Atlas* after the Greek mythological Titan who holds the world on his shoulders. It's a fitting name: the intranet is a critical tool, and this one supports the goal of emphasizing global thinking across departments and cultures in a company of more than 13,000 employees. But this intranet has a dual personality—the second being that of an angel who helps employees access all those little details they need to know, but often can't easily recall on their own. The power of Atlas is visualized in this short movie, created for the project's initial introduction: <http://www.youtube.com/watch?v=PN1IyDvyA2o>

The intranet's logo features dual circles around the word *atlas*. These circles are meant to be reminiscent of binoculars watching the activities at the organization, almost as if

the intranet follows users around with those binoculars and a pad of paper—tracking, reminding, and helping them as needed.



Pictured: The circles in the MAN Diesel & Turbo SE intranet logo are reminiscent of binoculars, watching how the organization operates. The intranet is named after Atlas, a Greek Titan who carried the world on his shoulders.

The homepage is a portal into an array of areas that are important to individual users. The page looks simple and inviting, and is easy to scan as sections and their titles are easy to locate. And the content is targeted to users based on their role at login.

A few important news items take a prominent place in a carousel in the homepage's upper left area. These rotating items are typically text with images or videos, giving employees variety in media and communicating the news in the best possible format. The text for each item appears below the image or video, and includes a headline and a short description. This is more helpful than just offering a few words or a cryptic image (which we often see in carousel options). Once selected, the text color of the selected item changes from white to blue. A few more top news items are listed to the right of the carousel, with a short summary and the posting date. Rather than cluttering up the page with an additional link—such as *Read the article* or *More*—the headlines themselves are links. This is also helpful for people who scan for links and for people who use screen reader software (for accessibility).

Both the site search and the people search are in prominent positions on the homepage; both searches appear consistently in the upper right of all Atlas pages.

Travelling down the page a bit, we see some of the more important tools that many people at the organization want and need, including the *View Content* applet, where users can choose to filter information by organization unit and location. A selection here asks the intranet to (temporarily) ignore the country and location that are specified in the user's role and changes the content presented to match that of the selection in the drop-down lists in the *View Content* applet. The content is not translated. Rather, links that are relevant only for a specific location are named in the location language. As such, the links displayed are based only on the users choice of location and department.

Using a role-based system apprises and includes everyone at the organization. And a feature like this offers flexibility that many users—who visit, work with, or manage people in other locations—need.

The *Canteen Menu* is especially important to so many people to nourish their body, as is the *Popular Links* area where people can nourish their mind with content their peers care most about.

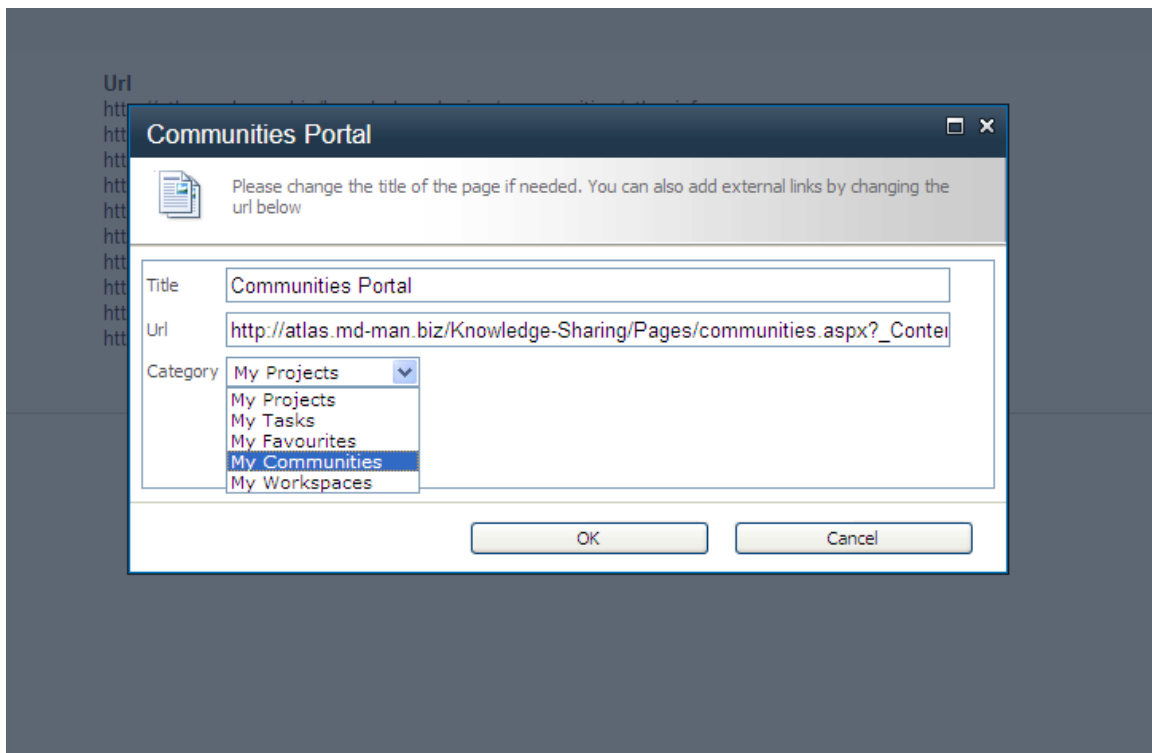
Also, the *I Need To* area displays different tasks relevant for the chosen location in random order; this means that the task displayed often changes, so the box serves as a small advertisement for various tasks.

The second row displays productivity tools to specifically assist the logged in user. *My Favorites* are, of course, chosen by the user. The *My Tasks* area lists explicit items that the user needs to succeed at his or her job.

All the *My Web* sections are empty when users first log in, so users must add relevant tasks (making sure that they are, in fact, relevant).


Users have no need to hunt for project information as their projects and work groups are easily found in the *My Projects* and *My Communities* areas, respectively. Like the *My Favorites* area, these links are, by default, empty so users must initially locate the pertinent information and then create links.


Homepage content is helpful only if users actually care about it, so it's obliging that the second row of web parts is customizable. It's also easy for users to edit links in their *My...* sections. To do so, they simply click the *My Links* link, located next to their name in the upper right corner. A light box opens, illuminating the task at hand, and offers a *Category* drop-down list with choices correlated to each of the homepage's five customizable sections. The user can edit the link URL and title here.



Pictured: A light box shows the customizable homepage sections and gives options to edit the URL and title for the links.


Joseph Purse | My Links | MAN links | My Site | Help





Site Actions | **Home** | News & Events | Employee Centre | Our Company | Knowledge Sharing | Self Service

The Intranet of MAN Diesel & Turbo



Dr.-Ing. Hans-O. Jeske
Member of the Executive Board of MAN Diesel & Turbo SE

MDT GenSets for Russian diamond industry
In April 2011, the Russian company NG-Energo won the tender for the construction of ...

Importance of HSE and Product Safety
Dr Hans-O. Jeske, Chief Technology Officer of MAN Diesel & Turbo, talks about th...

MDT results of the 2011 employee survey
The results of the first group-wide employee survey are in. Nearly 40,000 MAN Group e...

SEARCH

Phonebook | Content

Advanced Search

NEWS

Se de sidste to intervieu...
2011-08-15 | 28 kolleger fra MDT Frederikshavn deltog 30. juni...

2011-08-15 | Ny medarbejder i D-DK/ Frederi...
2011-08-15 | KMD 4:18:4 Copenhagen Challenge
2011-08-12 | Compliance Awareness and Busin...
2011-08-12 | SAVE MONEY.....
2011-08-12 | Internt stillingsopslag - Seni...

View Content

Org. unit
GK

Location
Copenhagen

Apply Filter

Personalise page

Canteen Menu

Copenhagen
T 41 Se ugemenu her
T 35 Se ugemenu her

View all

Popular Links

- Compass Access
- MYMT Access
- ATLAS Support
- Compliance
- MAN2B / Marketing
- Shop
- Navigator
- MDT Phonebook

View all

I Need To

Know what to do when the press calls

What to do when the press calls?

View all

Emergency & Safety

- Nødopkald
- AMO MDT-DK
- Travel coordination
- Beredskabsplan T41
- Beredskabsplan T35

View all

My Favourites

- Admin training
- Billboard
- DieselPort statistic...
- GK - Group
- Communica...
- L - Marine Low Speed

View all

My Tasks

- Den Blå Avis CPH
- FutureMatch
- Marketing shop
- MAN2...
- Overhead archive
- Photo Archive

View all

My Projects

- CE Risk Analysis
- Extranet Turbo Integ...
- Internet
- Turbomachin...
- Migration progress
- PowerIntra

View all

My Communities

- Atlas Support
- DieselPort-Infosite
- MDT-Internet-support
- Navigator
- Social Media in MDT

View all

My Workspaces

- Group-Communications
- mandieselturbo

View all

Pictured: The Atlas homepage offers the most recent and most important news, along with helpful links to daily productivity tools.

SPTUserAUG My Links MAN links My Site Help

The Intranet of MAN Diesel & Turbo

SEARCH

Phonebook Content Search this site... Advanced Search

NEWS

Schulung bei MDT Argenti...
2011-08-12 | Am 4. August hieß MDT Argentinien Dr. Rico Baumann...

2011-08-16 | eXcellence Open Program - Expe...
2011-08-15 | Drachenboot Duisburg Innenhafen
2011-08-12 | Änderung der Materialstammdate...
2011-08-12 | Seminar Analyse von technische...
2011-08-11 | Kooperationsvereinbarung mit d...

View Content

Org. unit GM Location Augsburg Apply Filter Personalise page

Canteen Menu

Augsburg Menü der Woche Menu of the Week Mehr Information View all

Popular Links

- Compass Access
- MYMT Access
- ATLAS Support
- Compliance
- MANZB / Marketing Shop
- Navigator
- MDT Phonebook

View all

I Need To

Know what to do when the press calls What to do when the press calls? View all

Emergency & Safety

- Notfallverhalten
- Umwelt und Sicherheit

View all

My Favourites

- akademika -Job-Messe...
- Bewertungen

View all

My Tasks

- Ideenmanagement
- Visitenkarten beste...
- Auto mieten
- WIKI-artikel schreib...

View all

My Projects

- Anweisungen
- kostenstellenplan
- Turbocharger
- Webshop
- Turbo-Prozesslandkar...

View all

My Communities

- Grundrahmen
- Dynamik
- Materialverfügbarkei...

View all

My Workspaces

- Drehprobe

View all

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Pictured: The Atlas homepage when a user has selected *GM* for Group Marketing. The *View Content* web part filters based on department and location; because the user's location here is Augsburg, German links are available.

Content in the *News & Events* section is available in English, German, Danish, and French. Standard corporate content is available in English only. The individual news publishers decide—based on content guidelines and the article's expected target

audience—whether to have an article translated. If so, the publisher asks a standard translation provider to translate it into the other three languages; the Online Communications Group pays for this from their budget for group news translations.

People can click an applicable country flag icon in the upper right to immediately switch to the article in a different language.



Site Actions

- Latest News
- Events
- News Archive
- Subscribe
- Recommendation for publishing news (English)
- Empfehlung für die Veröffentlichung von Meldungen

All Site Content

Atlas > News & Events



Send to Colleague Print



World-leading technology behind strong market share gets a boost

2011-11-08 Last week sales people from all over the world travelled to an international sales conference at the global centre of excellence for propeller solutions for large diesel engines, which is part of MAN Diesel & Turbo in Frederikshavn.

MAN Diesel & Turbo's strong market share in controllable pitch propellers (CPPs) is based on reliability and substantial savings on ship running costs, among other things. Apart from their green credentials, the propellers also reduce vibration and noise.

The firm's historical and comprehensive knowledge of ship propulsion is invaluable in the work to reduce carbon, nitrogen and sulphur emissions, helping to achieve a greener footprint. To this can be added hydrodynamic optimisation of the propeller blades, which is enough to make the engine more efficient on its own.

At the sales conference, which ran from Monday 31 October to Friday 4 November, 30 salespeople from Africa, Asia, Europe, the Middle East and the USA brought themselves and each other up to date with the latest technology and marketing opportunities.

Torben Johansen, head of the Propeller Department and host of the sales conference, said: "We're currently working all out to finish a unique design of propeller blade that bends out at the tip. This technology will further increase efficiency and be our passport to the market for fixed propellers, that is to say propellers with non-rotatable blades. 2012 will be a key year for us in this context. Which is one of the reasons for holding the conference: to bring the international sales organisation up to speed."

The international sales conference, which is going to be an annual event, underlines how MAN Diesel & Turbo Frederikshavn has gone from being a production company to working more with development and knowledge.

Watch the interviews below in which Philip Martin from MDT UK, Aleem Quraishi from MDT Middle East and Dirk Folchert from MDT Norway talk about what they got out of the conference.

Philip Martin, Sales & Business Development Manager, MDT UK




Aleem Quraishi, Regional Sales Manager Marine Engines & Propulsion Systems, MDT Middle East



Dirk Folchert, Manager, Marine Engines & Systems, MDT Norway



Author WebPart



Anders Kryger Hansen
Email: Anders.K Hansen@man...
GKI

Article Documents

No available attachments to display.

View all

Category

- World Wide Organisation
- Products
- People

View all

Related Links

No available links to display.

View all

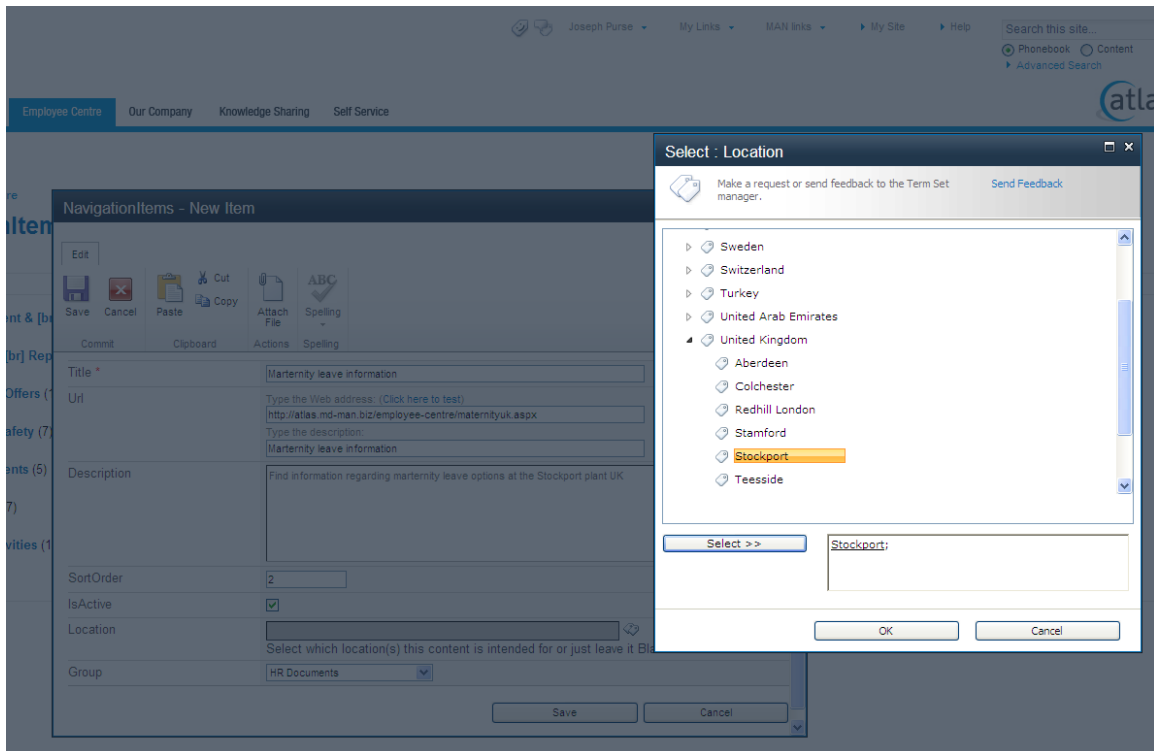
Comments

Post

- Joseph Purse 2011/11/09 13:09
Good to see that the WWO sales managers have a common angle on propeller solutions for the world market
- Hanne Gibsholm Maretti 2011/11/09 13:03
This is quite inspiring!

Pictured: A news item is available in English, German, and Danish. Users can change language by clicking a flag in the upper right. Publishers decide whether or not to add a comments section to any given article on a case-by-case basis.

In addition to translation decisions, content editors can also choose to target content to particular audiences, stripping away unneeded content for groups it doesn't apply to and ensuring that people who need it can see it. When posting a news item, the content manager makes various decisions about the title, order, and location. He or she can choose to leave the location field blank—making the content accessible to everyone—or choose countries and locations from a list, making the content available to those locations only. This cuts away the layers that users don't care about and feeds them exactly what they need.



Pictured: A content editor targets a link (about maternity leave) to employees in Stockport, which ensures that only Stockport employees see this link on the *Employee Centre* page.

The *Employee Centre* page is one more place that targets content to users' particular needs, based on their location and department. Rather than asking people to search for their HR-related content, for example, their information is simply served up here. This role-based page is a one-stop-shop for services such as travel, training, health and safety, social activities, and internal job opportunities.

The screenshot shows the 'Employee Centre' page of the MAN intranet. The page is organized into a grid of content blocks. The top navigation bar includes 'Home', 'News & Events', 'Employee Centre', 'Our Company', 'Knowledge Sharing', and 'Self Service'. The main content area is titled 'Employee Centre' and contains several sections:

- Working at MDT:** Employees recommend employees, Job Market, HR Marketing/Recruiting Fairs, Organizational Charts, Ledge Stillinger i DK (Jobborse), Ledge Stillinger i DK (Easycut).
- Development & Training:** Leadership Supply, Leadership Culture, Local Training, MAN Executive Academy, GHD Homepage - Who are we?, FutureMatch Portalen.
- Employee Representatives:** HK Klubben, Ingeniørsiden, Klub 23-2F, Lindeme København, Samarbejdsudvalget.
- Health & Safety:** Health management at MDT is a firm part of our company's culture. Besides preventive measures it also includes actions to promote the health of all our employees. Sikkerhed & Sundhed i MDT Danmark.
- Employee Offers:** Alsa Bruttoansøring, Logbyg, PFA - book en rådgivningsamtale, PFA - pensionsrådgivere, PFA - spørgsmål til pensionsordning.
- Social Activities:** B&W Kunstforening, Skråtsklubben, Lebeklubben KBH, Medarbejderforeningen KBH.
- Travel:** Udstationering, TravelService, Rejsebestilling, Rejseafregning, Oversigt over MDT lokationer, Business travel security.
- Services:** Personlige oplysninger, Aktuelt Feriekalender, Dairy, Din HR i Danmark, Kantine T35 København, Repro CPH, Vagt- og Rejserapport, Web Conferencing, WWO IT Support, Kantine T41 København.
- HR Documents:** Example GH001 Staffing Request, GH001 Staffing Request.

On the right side, there are 'Useful Links', 'Code of Conduct', and 'Questions & Permissions' sections. The footer includes copyright information for MAN Diesel & Turbo SE 2011 and a 'Last Modified' date of 2011-05-11.

Pictured: The *Employee Centre* page targets content about services such as HR, travel, training, health and safety, social activities, and internal job opportunities.

On some intranets, targeting content can backfire at times if users want content but don't have access to it. This intranet team addressed that in the *Atlas News & Events* section, where employees can subscribe to news content about other teams and locations. (However, employees can't access Employee Centre information about other locations).

Pictured: Atlas lets employees subscribe to various types of news and stay abreast of current happenings.

Select your preferred language:

Danish
 English
 French
 German

LOCAL NEWS:

China

- China
- Beijing
- Shanghai (CMD)
- Changzhou
- Henan
- Jin Qiao
- Beijing TURBO
- Shanghai
- Shanghai Pu Dong
- Shanxi
- Wai Gao Qiao
- Yichang
- Zhoushan

Denmark

- Denmark
- Copenhagen
- Ishoej
- Frederikshavn
- Holeby

France

- France
- Martinique
- Jouet sur l'aubois
- La Reunion
- Saint-Nazaire
- Villepinte

Germany

- Germany
- Augsburg
- Berlin
- Deggendorf
- Hamburg
- Hamburg Baumwoll
- Nuernberg
- Oberhausen
- Rostock
- Ravensburg
- Hamburg TURBO

Singapore

- Singapore

Switzerland

- Zurich

United Kingdom

- United Kingdom
- Aberdeen
- Colchester
- Redhill London
- Teesside
- Stamford
- Stockport

Pictured: As a close-up of the previous screenshot shows, employees can subscribe to news for many different countries.

Enhancing People Search

Searching for people at organizations is always a common and important task, so making the employee phone book visible, simple, accurate, and fast is essential. We have seen suggested results and suggested search options on intranets, but the MAN Diesel & Turbo SE intranet takes this to new levels of versatility and swiftness. As the user types either a name, department, phone number, or email address in the search field, the engine is working overtime—crawling and suggesting people who might fill the bill. Possible answers pop out in a window, which not only updates as the user continues to type but also accommodates basic spelling errors. The window displays the most pertinent information about the people, including name, department, telephone phone number, and email address. Given all of the data in the pop-up, users might not even need to click a link to complete the task. A typical interaction might go something like this:

- The user wants to ask a person a question.
- She knows, roughly, the name of the person she wants.
- She locates the employee search function and begins typing the name.
- A suggestion appears that seems right.
- She refers to the phone number and dials the phone.

On lesser intranets, the same interaction often goes as follows:

- The user wants to ask a person a question.
- She knows, roughly, the name of the person she wants.
- She locates the employee search function and begins typing the name.
- She finishes typing a name.
- She clicks the *Search* button.
- She waits for the SERP to load.
- She scans the results but does not see the name.
- She queries the name spelled a different way.
- She clicks the *Search* button.
- She waits for the SERP to load.
- She sees the person she believes is right on the SERP.
- She clicks the link to find the phone number.
- She finds the phone number and dials the phone.

We'd much rather experience the Atlas scenario.

The screenshot shows the intranet of MAN Diesel & Turbo. At the top, there are navigation links: Home, News & Events, Employee Centre, Our Company, Knowledge Sharing, and Self Service. The main header features the MAN logo and the Atlas search bar. Below the header, there is a large image of a construction site. To the right, a search bar contains the text 'jos'. Below the search bar, a dropdown menu displays suggested results in a table format:

Name	Department	Phone	Email
Jesper Elliot Sørensen (JOS)	DC3-FRH	+45 9626	jesper.elliotsorensen@man.eu
Josef Hieber	GHOAAC		
Joseph Purse (JOP)	GKO	+45 3385	joseph.purse@man.eu
Heike Jost	GMD-AUG	+49(821)	heike.jost@man.eu
Jose Telez (TELLEZ)	GMD-STN	+33 2405	telez.jose@man.eu
George Joseph (GGJ)	A-AE		george.joseph@man.eu
Michael Joseph	AWR-AE	+971 04	michael.joseph@yahoo.com
Josef Stadler	DC-AUG	+49(821)	josef.stadler@man.eu
Josef Meier	DCS4-AUG	+49(821)	josef.meier@man.eu
Jose Luis Diaz Delgado	A-MAD	+34 91 58	jose.luis.diaz@man.eu
Jose Eduardo Avendano	A-LAX		jose.eduardo.avendano@man.eu
2011-08 (JAVENDANO)			
2011-08 Joshua Piper (JPIPER)	A-NYC		joshua.piper@man.eu
2011-08 Matthew Joseph Sistic (MJSISIC)	A-NYC		matthew.sistic@man.eu
Jose Tutinen	A-NYC		jose.tutinen@man.eu
Jose Silvio Barros (Brasilien)	DT2-CPH		joseluisbarros@man.eu
Josefine Kjæmpe (JOKJ)	DU-CPH		josfine.kjaempe@man.eu
Josef Brugger	DR-TC	+49(821)	josef.brugger@man.eu
Josef Huber	EQC	+49(821)	josef.huber@man.eu
Sushant S. Joshi (SOJ)	LE-IN		sushant.joshi@man.eu
Kim Josephsen (KMLJ)	LEO6	+45 3385	kim.josephsen@man.eu

Below the search results, there are several navigation buttons: View Content, Canteen Menu, Popular Links, and I Need To. The Canteen Menu button shows 'Copenhagen' and 'Compass Access'. The I Need To button shows 'Call IT Help Desk' and 'Tilgøopkald'.

Pictured: The suggested results on Atlas make it possible for users to find a person (including job title, email address, and phone number) by simply typing a few letters.

Over the years, Intranet Design Annual winners have often represented organizations that created new intranets as a result of mergers and acquisitions. The latest addition to this elite group is MAN Diesel & Turbo SE, which resulted from a merger between MAN Diesel SE and MAN Turbo AG. We believe that intranets created due to a merger are often great for several reasons, including:

- The intranet team members are assigned, and someone is in charge.
- The team is given clear goals; often, one of those goals is to represent the organization's new groups on equal footing with the old.
- There is so much to do that people who are not directly involved in the design have less time for unproductive politics.
- At least two intranets and two intranets already exist, offering usability prototypes for the new design.
- There are two teams with intranet design experience.

Intranet designers often walk a towering tightrope between leading users and giving them the flexibility they desire. MAN Diesel & Turbo SE designers have found the right balance, targeting content and tools, while still allowing employees to move past the suggestions when they need to deviate. This Atlas is triumphantly wielding a balancing bar along with his world.

BACKGROUND

Bridging the Gap after a Merger

In March 2010, MAN Diesel SE and MAN Turbo AG merged to become MAN Diesel & Turbo SE. This merger brought new challenges, including a larger, more complicated corporate structure for employees to navigate. The need for a new intranet was borne out of these challenges.

"This [merger] created a major challenge of generating a setup that could embrace a large number of diverse employee groups and work areas," says Hanne Maretti, Online Communications Specialist. "Also, next to bringing two very different company cultures together, there was a long-standing need to bridge the gap [between] the worldwide organization offices."

Understanding the Value

The importance placed on creating a worldwide information platform drove the company's investment in the intranet project.

"MAN Diesel & Turbo has invested a large amount of resources in Atlas," says Joseph Purse, Head of Online Communications. "We have invested economically, but more importantly, we have invested intellectual capital. And why? Because it makes good business sense.

"When we started with the first intranets years ago, we were aware that we needed something that could help us share the colossal amount of technical information and knowledge that had been built in the employees' minds over the last 250 years," he says. "We were also aware of the need for a common, worldwide platform with controlled access and structured information, making the relevant information available to the individual employees—without at the same time risking information overload."

This new intranet, Atlas, was launched in February 2011 with the goal of supporting integration between the two divisions as well as emphasizing global thinking across departments and the myriad cultures that exist within the company.

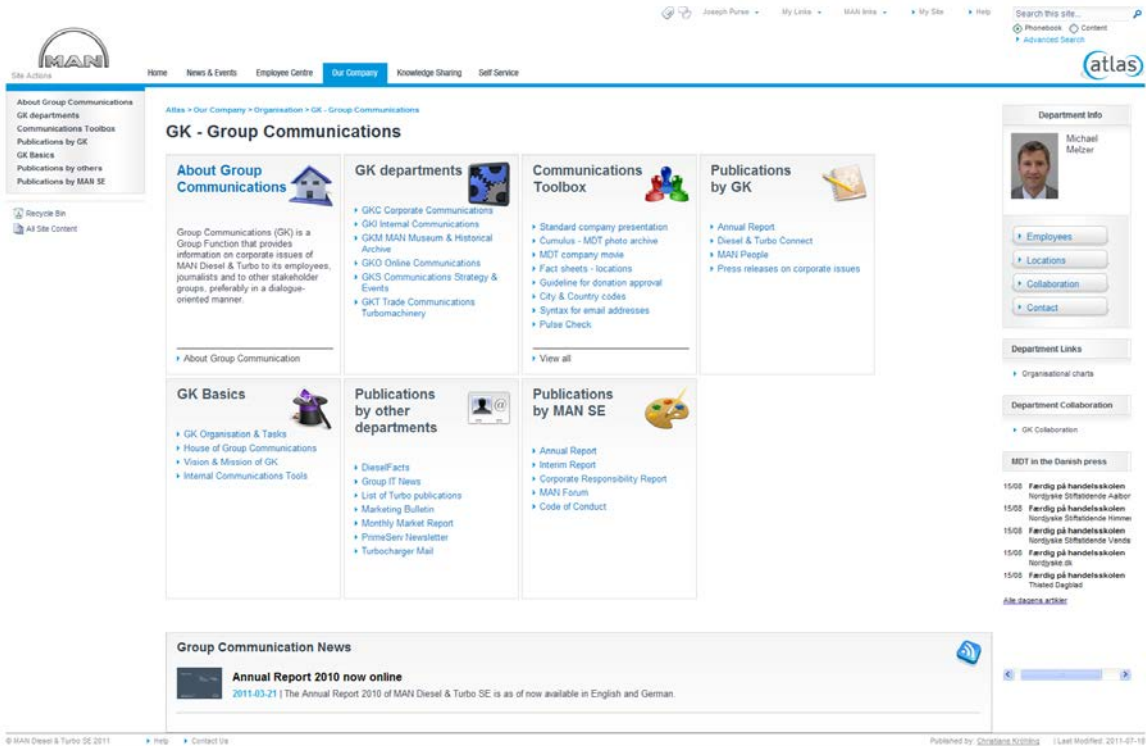
Aptly named after the "Atlas" of Greek mythology, the intranet is a common platform for the entire company, serving over 13,000 employees worldwide with features and functionality to support knowledge sharing, self-service, and personalization.

"It creates a sense of belonging by engaging the employees and offers them the opportunity to share information and communicate and collaborate globally," says Maretti.

The intranet was built to support integration and emphasize global thinking across departments and cultures within the new company. "We wanted to align governance processes and information between the two companies," says Purse, "offering a sense of belonging and ownership among the employees. On top of that, we wanted it to sustain a more global orientation and increase presentation, visibility, and integration of the worldwide organization."

The goal of the new intranet was to establish a flat, open, task-based platform. But the outcome has been greater than the sum of its parts.

"What we did not know at that time was the significant role that an intranet would have for us as a daily working environment, a global collaboration and management tool, and a standardized platform for knowledge sharing," he says.



Pictured: A department level page. Each of the organization's departments presents information about who they are and what they do, with links and content accessible to everyone across the organization. Here, links and documents are supported with links from the *Self Service* section.

Choosing a Platform

Prior to the merger, the two companies had very different intranets. MAN Diesel had "Compass," which was based on MOSS 2007, and MAN Turbo had "myMT," which was based on the CMS First Spirit. "We needed a common intranet that would support the merger of equals and become a visualization of the new common culture and identity—"one company,"" says Purse.

"We chose SharePoint 2010 as the platform because the company has a long tradition of using Microsoft products and because we were familiar with MOSS 2007," he says. "We saw the familiarity as an advantage to make employee adaptation to the new intranet easier."

The features and benefits of both existing systems informed the team's choices for the new platform.

"We liked the synergy with our extranet that runs on MOSS 2007," says Peter Stern, Senior IT Project Manager, "and since the former Compass users depended greatly on their sites in their daily work, we wanted a platform that could integrate them."

At the same time, SharePoint 2010 met the company's needs for more collaboration, knowledge sharing, and workflow options, better integration with other systems, improved performance, a better people finder, and—perhaps most importantly—an improved search function with a taxonomy and term-store functionality.

Learning from Shortcomings

Although SharePoint 2010 offered great new features, the decisions the team made about technology were informed as much by shortcomings within the existing governance and content structure as by the technology.

“We knew we needed a change in the IA to get a clearer, more transparent structure,” says Purse. “On Compass, there was a rigid and complex, unmanageable department-hierarchical structure where presentation information and collaboration information was entangled and undistinguishable.

“Content was managed by tireless content editors and site owners who gave life to the intranet,” he says, “but who also adapted their own structure and individual design on the different team sites—in the long run making navigation confusing due to the large amounts of information available.”

On myMT, there was a strictly centralized governance and one-way communication with no collaboration possibilities. Unlike Compass, myMT had clear guidelines and authority, but its predefined content wasn’t very dynamic. One of myMT’s well-defined, well-established areas was an enterprise wiki, *WikiWorld*, a concept the team continued on Atlas and used as an example of a best practice.

Facing Down Challenges

Building the new intranet on the SharePoint 2010 platform brought with it great benefits, but those benefits came at a cost as the team encountered challenges with the technology and other business issues that accompany a large scale intranet project. Team members share some of their experiences:

- **IT challenges:** “SharePoint 2010 was a new platform and we were not thoroughly versed in it,” says Stern. “This did not ease the process, and we thus faced a number of technical problems that we did not have any pre-existing knowledge about. MAN Diesel & Turbo was among the early movers, and we did not have sufficient knowledge about SharePoint 2010 internally and neither did our external consultants.

“We experienced delivery problems in connection with the development as well as challenges in connection with the migration,” he says. “The development of the design and functionalities proved more difficult than originally estimated, and with the delay of the prototypes and builds came delay of the remaining parts of the project.”

- **Content challenges:** “The migration of the existing content on Compass and myMT caused headaches as well,” says Stern. “Especially on Compass, the business had produced a lot of information that needed to be transferred to Atlas. We were not able to find a tool that could guarantee a safe migration of data, permissions, document revisions, date stamps, etc., and even though we went with the best tool that existed at the time, it had not been sufficiently developed to support the transfer. We hired external resources to assist the internal migration team; this helped marginally but because of the inadequate migration tool and need to involve business resources more than planned, the migration was delayed.”

An original launch date in December 2010 was pushed two months as a result of the IT challenges. "This gave us more time to create new content, but offered other challenges," says Purse. "Since we had created a brand new, very different IA, we needed new content ready at go-live to better convey the new concept." This content was gathered from all around the business, with the expectations that the business content editors should add the new content via a clickable online prototype, thereby learning and understanding the new IA. "Because of the delay, we were not able to introduce the clickable online prototype," he says. "Instead, we had to create detailed templates in Microsoft Word with guidelines for the requested content. With these templates, we collected the new information in a central storage area and were ready with the new content by the time the live environment was up and running, and we were able to start the bulk upload. Through the use of project team resources, the information was made available just prior to launch instead of following the original plan of involving the content editors."

- **Business challenges:** The project faced two main challenges here.
 - **Merging cultures.** "The overall [project] challenge was to figure out how to go from two intranets with very different company cultures, each with 6,000-plus employees, to one intranet with around 13,000 employees," says Purse. "We wanted to make sure that everyone was heard in the process, so one of the key factors for success was the kick-off (and pre-kick-off). At these sessions, all participants, regardless of age, gender, workplace, nationality, and job function, could add their input equally."
 - **Underestimating requirements.** Like many teams working with complex and unfamiliar technology, they underestimated how the business demands would impact the project. "From the beginning, the demands from the business were underestimated, and the development of the required functionalities caused more problems than anticipated," says Purse.
- **Budget challenges:** The sum affect of these various challenges was an inevitable hit on the project budget. The problems encountered with development and migration had the cascade effect of increasing the project budget. "The original budget was exceeded, mainly because of the issues with development and migration," says Stern.

Looking Forward

"What will tomorrow bring?" asks Purse. "We will continue to focus on developing new business functions in Atlas. We will also realize potential synergies with our extranet, so that the benefits our employees are now harvesting from Atlas can be transferred to our customers. This is a good investment."

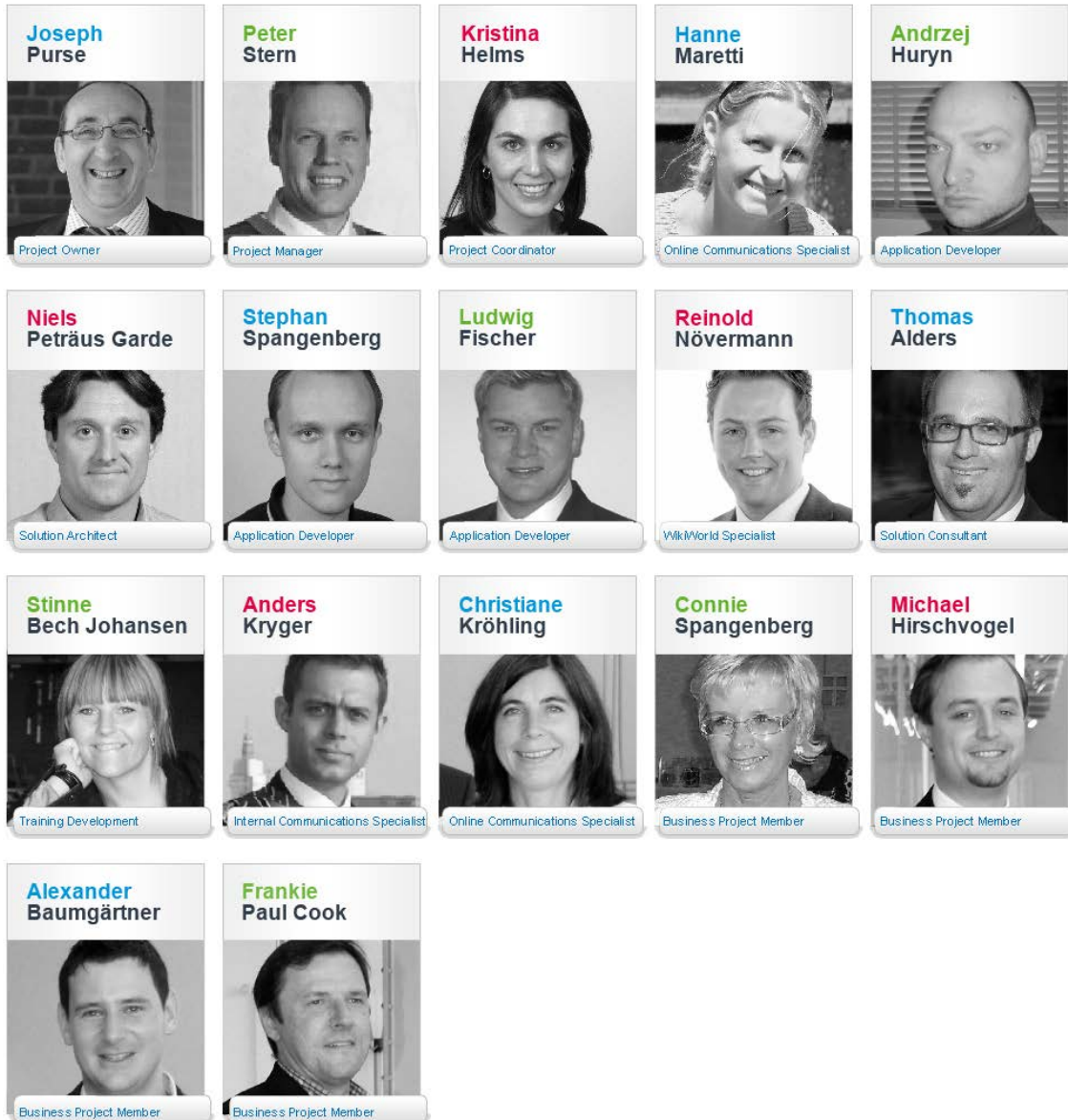
"I would actually go as far as to say that if the intranet did not exist, we would have to invent it," he says. "That is how dependant MAN Diesel & Turbo is on Atlas today."

The team is not satisfied to rest on their laurels now that Atlas is a success. With the site build behind them, they have initiatives in place to improve and expand the site's reach. These include:

- **Smart phone applications:** MAN Diesel & Turbo will start a new project in 2012, looking at the possibility of introducing applications for smart phones and mobile access to all online platforms—intranet, Internet, and extranet. A business analysis will be conducted to determine whether there is a user/customer/employee need and also assessing the MAN Diesel & Turbo infrastructure's readiness.
- **Yearly reviews:** Group Online Communications has a tradition of hosting reviews for the extranet and the Internet, and with Atlas, the intranet will be part of this governance model as well. "Going forward, yearly reviews will point us in the direction in which we need to develop the intranet to meet the continued, growing demands from the business," says Purse. "The reviews and the surveys conducted in connection with the reviews will help us update and continually increase the usability of Atlas."
- **Revisiting the business analysis:** In connection with the first yearly review, the team will be revisiting the business analysis again to see which demands they did not manage to include in the first version of Atlas. "For example," says Purse, "we already know that there are processes that we would like to optimize, such as smart workflows. We will also be looking into making some minor changes to the homepage. Also, the missing features and change requests that turn up along the way will be looked at on an ongoing basis so that we continue to strive for the best intranet with the best usability for the best employees."

INTRANET TEAM

The Team Behind Atlas



Pictured: The Atlas Team (top row, left to right): Joseph Purse, Peter Stern, Kristina Helms, Hanne Maretti, and Andrzej Huryn; (2nd row, left to right): Niels Peträus Garde, Stephan Spangenberg, Ludwig Fischer, Reinold Növermann, and Thomas Alders; (3rd row, left to right): Stinne Bech Johansen, Anders Kryger, Christiane Kröhling, Connie Spangenberg, and Michael Hirschvogel; (bottom row, left to right): Alexander Baumgärtner and Frankie Paul Cook.

GOVERNANCE

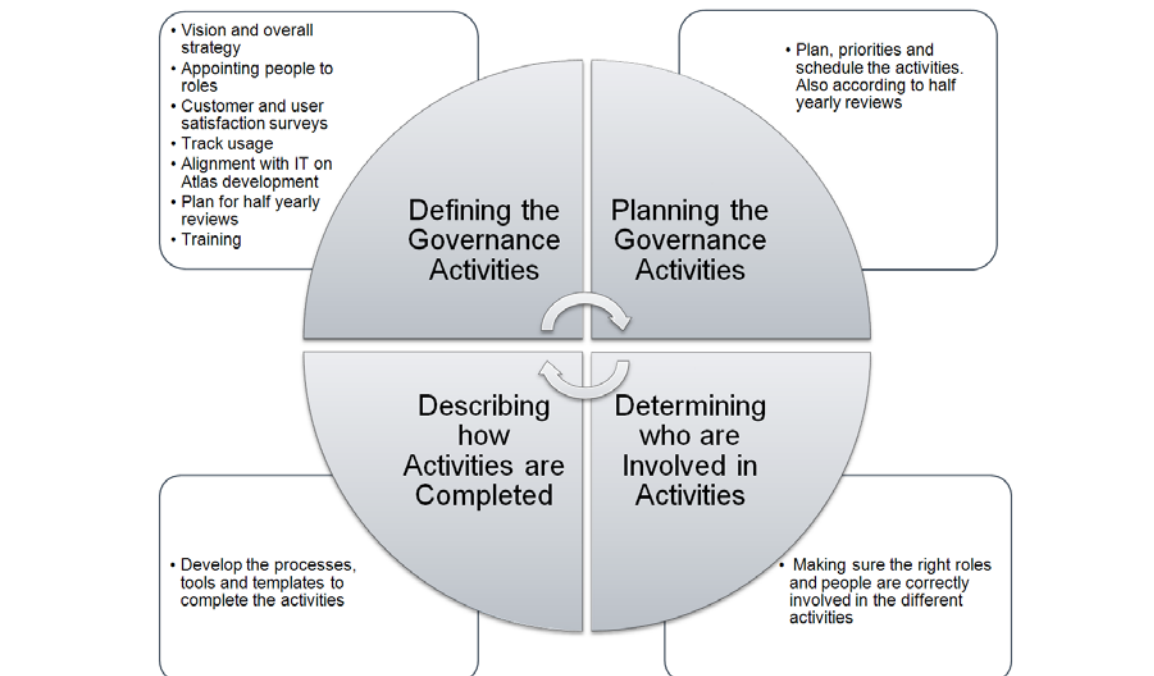
Ownership

Group Online Communications has the overall strategic responsibility for the intranet, including to steer the governance process of roles and responsibilities; keep a close eye on new trends; define areas for development alongside KPIs; and do surveys, reporting, and yearly reviews.

In parallel with this oversight, Group Online Communications encourages and supports decentralized ownership for content maintenance, development, and creation. This work is at the discretion of the individual departments and under the auspices of content editors and site owners.

“Having a useful and dynamic intranet is the work of the entire organization,” says Purse, “and a clearly defined governance structure ensures content ownership and up-to-date information.”

“To support the decentralized governance structure, we have a number of guidelines and recommendations for correct behavior and best practices,” he says. “Group Online Communications supports the business practically and by developing the intranet, constantly aiming to make things better by finding areas for improvement.”



Pictured: The governance wheel illustrates the governance activities on Atlas. Much emphasis is put on governance, making sure that Atlas will keep on developing in the right direction and that content will be dynamic and up-to-date.

Intranet Governance

For the company's other online communications tools (the Internet and extranet), Group Online Communications implemented a scalable governance model that is now applied to Atlas as well.

"In the process of adapting it to the intranet, we have tried to reuse some of the names for the roles to maintain consistency, still bearing the different target audience in mind. Even though Atlas is for internal use, structure, transparency, and regulations are fundamental in the governance model," says Purse adding that the model emphasizes:

- clear structure, processes, and policies;
- defined roles and responsibilities;
- the assignment of roles to people;
- the acceptance of roles; and
- proper training

The Information Architecture's Governance Structure

As the overall intranet owner, Group Online Communications supports employees in general and breaks the site section governance down as follows:

- **News & Events:** Group Internal Communications is the official owner of the *News & Events* section and as such is responsible for permissions management, feedback through a news community, and training of news publishers. Governance within *News & Events* is decentralized; news publishers create and publish content/articles themselves, individually deciding the target audience.
- **Employee Centre:** The *Employee Centre* contains local information targeted for individual employees and is owned by Group Human Resources. Group Human Resources manages permissions and supports the content editors.
- **Our Company:** Group Online Communications owns the *Our Company* section and manages permissions. Governance within this section is decentralized; content editors for individual departments and locations decide what information is relevant while maintaining the data and keeping it up-to-date.
- **Knowledge Sharing:** Group Online Communications supports this collaboration area in general, but ownership of the various collaboration sites is held by the site owners. No permissions are required to create new sites/wiki articles, and site/wiki owners manage permissions locally on their individual sites.
- **Self Service:** *Self Service* is owned by Group Online Communications, which monitors the quality of the new tasks that are entered and augments the meta-tags if necessary. Permissions management isn't needed, as everyone can add tasks to this section.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Intranet Owner	<p>The Atlas owner is responsible for its overall health and strategic direction, and ensures that company employees have an intranet that supports their daily needs for service, information, and news. The Atlas owner also must:</p> <ul style="list-style-type: none"> • Identify new technologies and business processes • Enforce governance and best practice • Conduct yearly reviews • Ensure the platform’s effectiveness and efficiency to develop and maximize business value • Support integration and collaboration, ensuring that strategic targets are met • Oversee IA and design/templates • Maintain open dialogue/communication with IT
Business Matter Expert	<p>The Atlas business matter expert supports the Atlas Owner with information about how Atlas can best be developed according to business needs by working to:</p> <ul style="list-style-type: none"> • Promote ideas/opinions about the intranet to help develop it according to business needs/requirements • Inform the Atlas owner about needs • Prioritize areas for development • Contribute content to yearly review
Site Owner	<p>The site owner is responsible for a site collection and/or a specific site, as well as the content, application, and processes displayed therein. In this role, the site owner must:</p> <ul style="list-style-type: none"> • Manage permissions of site collection • Perform ongoing maintenance • Appoint and cooperate with content editors • Enforce governance • Support the Atlas owner

Application/Process Owner	<p>The site's application/process owner is responsible for ensuring that his or her applications and processes are of the latest and updated versions. The application/process owner must:</p> <ul style="list-style-type: none"> • Maintain metadata for search optimization • Respond to inquiries about the area • Enforce governance and support the Atlas owner • Delegate tasks to super users and content editors
Wiki Application/Process Owner	<p>The wiki owner is responsible for the wiki application support that the business needs for wiki articles, including:</p> <ul style="list-style-type: none"> • Promote wiki pages • Maintain and develop wiki categories and taxonomy/folksonomy • Respond to wiki inquiries • Enforce governance and support Atlas owner • Delegate tasks to super users and content editors
News Application/Process Owner	<p>The news application/process owner monitors the published news to ensure that it meets a high quality standard. Other duties include:</p> <ul style="list-style-type: none"> • Support news publishers • Respond to inquiries • Provide training for news publishers • Enforce governance and support the Atlas owner • Monitor quality and manage permissions
Super User	<p>Super users support the site owner and/or application/process owner in managing a particular site collection, site, or application/process. This work includes:</p> <ul style="list-style-type: none"> • Train site owners, other super users, and content editors. • Support site/application owner • Manage content editors

	<ul style="list-style-type: none"> • Provide input on intranet development • Train site owners, super users, and content editors
Content Editor	<p>Content editors are responsible for maintaining and providing content for their designated area(s) on Atlas:</p> <ul style="list-style-type: none"> • Ensure updated content • Provide input on intranet development • Participate in SharePoint training • Train and support other content editors
News Publisher	<p>A news publisher’s job is to know his or her audience and support that audience by making sure relevant news items are published on Atlas. Duties include:</p> <ul style="list-style-type: none"> • Identify relevant news stories (for local and global publishing) • Participate in the news community • Act as a news subject matter expert in individual areas • Write content for the intranet following best practices
IT Supporter	<p>An IT supporter is responsible for providing sufficient and satisfying technical support on tickets and BBIs (Brief Business Ideas for a new projects/applications). Other duties include:</p> <ul style="list-style-type: none"> • Monitor website/network/platform/applications • Solve tickets • Provide second-level application support • Provide input (general ideas/technical options/estimations) for development

USERS

The intranet has relevance and is used for a range of different purposes by the entire organization. The intranet is regarded as a daily working tool for the majority of the employees with personal PCs and laptop computers across the company. It is used for finding, reading, and publishing news; solving and performing operational tasks; collaborating and sharing information; servicing other departments; and retrieving data, files, and knowledge.

Employees with kiosk access—who typically work in production areas—don’t perform tasks or collaborate on the intranet; instead they use it to catch up on news about

the company and their locations. They also use the intranet to access relevant local information, including emergency information, health and safety procedures, development and training, social activities, and canteen menus.

The screenshot displays a user profile for Joseph Purse on the MAN Diesel & Turbo intranet. The profile includes a photo, contact details (phone: +45 3385-1366, email: joseph.purse@man.eu), and a bio stating he is working on a communications task from Munich airport. An organization chart shows his position within the company structure. A note board contains messages from other users, such as Dettel Kurth and Otaf Gleuweit, discussing intranet issues.

Pictured: All global users with individual logins have their own *My Site* with basic information such as department, contact details, and place in the organizational structure. Furthermore, users can add individual details about their know-how, projects, and interests. This helps colleagues worldwide when they need specific knowledge or experience as the search engine indexes these details.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">• http://atlas.md-man.biz/ <p>The intranet can also be accessed by typing "intranet" or "atlas" in the address field of the browser window.</p>
Default Status	<ul style="list-style-type: none">• By default, the intranet is the homepage on every computer; however, employees can change this setting individually through the browser's standard bookmarking functions.
Remote Access	<ul style="list-style-type: none">• Employees can of course access the intranet from all internal machines, but they also have access from remote locations when they log in via VPN or Citrix. Remote access is very important at MAN. Many employees, such as service engineers, the travelling sales force, and expatriates, travel often and thus need regular access from around the world.

DESIGN PROCESS AND USABILITY WORK

Design Approach

Addressing the competing, conflicting, and sometimes overlapping needs of two companies coming together during a merger means the intranet design team must take extra care in making sure the resulting intranet is a marriage of equals. For the MAN team, this meant conducting a thorough business analysis.

"The business needs have always been the top priority for the project and our first task was to define them through an extensive business analysis," says Purse. "One of the main factors was to make sure that we met the demands from the Diesel and the Turbo businesses equally; a challenge for two companies from different intranet backgrounds and company cultures—one with extensive collaboration and little governance, the other with no collaboration and strict governance."

So, thorough analysis in the business analysis was essential. To define the business needs, the team gathered input from more than 10 percent of the total worldwide workforce through activities such as workshops, interviews, surveys, and persona development.

Their goal with all research methods was the same: to learn from best practices. "We went with personas, workshops, usability tests, and card sorting since these are all best practices if the goal is to enforce usability in the end product," says Stern. "We selected the methods based on the initial discussions about needs and vision, and we believe that these methods offer the best input when designing web solutions, helping to understand how the users work, what their needs are, and what kind of information they care about."

- **Workshops, interviews, and a survey:** “As part of the kick-off workshops that we held during the information gathering, we had card sorting exercises,” says Stern. “The output from these fed direct input in the design process. The workshops were themed based on the experiences we had from Compass and myMT, going through permissions, templates, *WikiWorld*, and workflows. Permissions management had not worked optimally before, there had been no common templates to show data in a unified manner, we needed to know what worked well and what did not on the *WikiWorld*, and we wanted to know which business processes could benefit from workflows. The workshops thus helped us to define the design and structure of Atlas. Also in the analysis phase, we looked at statistics from Compass and myMT in order to get a better sense of what existing information was the most popular.”

To get more input, the team also conducted a number of contextual interviews at the users’ own desks. The interview participants were a mixture of employees from across the business units and group functions as well as across geographical sites. “We thus got to ask questions about these users’ needs while observing their individual behavior on the existing intranets,” he says.

Finally, the team conducted a survey to support the design process, asking open questions such as “Where would you look for this type of information?” “It was excellent input for refining the sitemap,” says Stern.

- **Personas:** Based on the survey, interviews, and workshops, the team developed 10 representative personas (prototypical users), describing the different needs and expectations for a successful intranet. The personas served as an extra support in guiding the design direction. Alongside the personas, team members developed scenarios describing the vision and the intended use of the new intranet to keep constant focus on the details.

“For each persona, we defined a short background, roles, goals, work tasks, and needs together with a summary of the persona’s typical opinions,” says Purse. “The information architecture was thus designed based on the employees’ exact needs to ensure the highest possible level of usability.”

The personas (described in detail below) come from different backgrounds with different roles, goals, and humor; they served as the foundation upon which the team designed Atlas.

USER PERSONAS	
Role	Needs
Casper the Cooperative Project Manager	<ul style="list-style-type: none"> Needs dynamic collaboration possibilities
Frank the Flexible Service Engineer	<ul style="list-style-type: none"> Needs quick and easy access to technical documentation and design updates
Anders the Active Content Editor	<ul style="list-style-type: none"> Needs to be able to add knowledge to the intranet. He believes that the intranet should work as the common company brain
Philip the Productive Worker	<ul style="list-style-type: none"> Needs access to company news to keep up-to-date on local information
Beate the Busy Assistant	<ul style="list-style-type: none"> Needs quick and easy access to travel booking tools and other planning tools
Emma the Eager New Employee	<ul style="list-style-type: none"> Needs access to information about the company, her new colleagues, and the freshness of the salad bar
Sebastian the Serious Administrator	<ul style="list-style-type: none"> Needs tools to be able to update and maintain company content and design elements on the intranet
Bertram the Brainy Technical Designer	<ul style="list-style-type: none"> Needs a forum or community to share his fantastic knowledge and innovative thoughts and spar with his colleagues
Ivonne the Intuitive Department Manager	<ul style="list-style-type: none"> Needs tools for planning and collaboration
Rebekka the Remarkable Software Developer	<ul style="list-style-type: none"> Needs to work with project sites so she can share knowledge

Rebekka the Remarkable Software Developer



- 31 years old
- Master in Media and Information Science
- German (Native), English (Medium)
- High IT skill level
- Is structure focused
- Likes a well designed technology
- Lives alone
- Works systematically and likes to plan all her work tasks

"An intranet has to be simple, user friendly and support my administrative tasks"

- Workplace is Augsburg
- 4½ years in the company
- Large Shared open office surrounded by different departments
- Programs engine control systems
- Works at desk with simulator
- Workday consists of mostly coding
- Workplace with two screens
- Daily use of intranet

Roles

- Knowledge Contributor - she adds documents and knowledge to project sites
- Software Developer - develops the front end interface in C# for engines
- Designer - designs the layout and structure of the department site

Work Tasks

- Upload documents (software documentation)
- Read department site information
- Find colleagues
- Administrate department site
- Find information about health and vaccines
- View today's menu
- Find personal career possibilities and language classes

Needs

- Good performance and response times on the intranet – "has to be as quick as the local project drives"
- Also German content and the possibility to make searches in German
- Intranet must be simple and user friendly
- Enough space for large documents ("Installation files are huge")
- Project site templates
- Good customisation of SharePoint Lists



Pictured: An example persona: Rebekka the Remarkable Software Developer.

- **Testing with paper prototypes:** As part of the design phase, the team conducted a number of usability tests of the wireframes (sketches or mockups) of the design. These were think-aloud tests, with different employees from across the organization, organized with a moderator and an observer. The usability tests were done on paper prototypes of the wireframes.
- **Inspiration from other intranets:** The MAN team has always placed a high premium on learning from the success and challenges of others in the field. "We have always put a lot of emphasis on learning from others and sharing our own knowledge and lessons learned. Therefore, we had continually observed other companies' intranets via subscriptions to local and global networking groups, and they did serve as inspiration in the design phase. However, as we were early movers on SharePoint 2010, the ideas we got from them were more of a conceptual character than directly applicable."

The Design Process

The following screens show a sampling of how the MAN design process progressed:

Welcome Joseph Purse | My Site | My Links | MAN Diesel.com | Jobs | MANInside | Sitemap |

All Sites

MAN Diesel

Compass | Business Units | Group Functions | Phonebook | Service | Site Actions

COMPASS

250th

Diesel group News | Local News | Group news archive | Local news archive

Nødpølkald
 SIO MD-DK Sikkerhedsorg.
 Navigator
 HelpDesk
 Engineering systems
 Travelservice
 Jobs at MAN Diesel
 IP Telefoni

Cumulus
 Powerpoint archive
 Photo archive
 User guide

MAN Diesel Group
 Organisation MAN Diesel Group
 Worldwide Organisation
 Standard Company Presentation

MAN Group
 MAN Group Overview
 MAN værdier (PowerPoint præsentation)
 Jobs at MAN Group

Services
 Kantine, T-35
 Kantine, T-41
 Pensionsmægler (Wills)

Fora
 FAQ (SharePoint)
 Den blå avis

Templates for Project Management online
 Please be informed that the templates for Project Management Training are available for downloading here.
 Published by Maria Alsted Junget - 2008-11-18 - GH Human Resources

Træ nye PrimeServ afdelinger
 MAN Diesel PrimeServ fortsætter konsekvent sin vækststrategi: I oktober og november blev der åbnet tre nye afdelinger i...
 Published by Dagmar Rohe - 2008-11-18 - A PrimeServ

Opstart af aktivitet ved Group Purchasing i Polen
 Det er os en glæde at kunne meddele, at Group Purchasing nu udvider sine aktiviteter ved at etablere et indkøbskontor...
 Published by Margit Schmidt - 2008-11-17 - GP Purchasing

My MAN-Story: Last call
 The anniversary project "My MAN-Story" has led to many interesting sendings. The stories of colleagues from a...
 Published by Christiane Kröhling - 2008-11-11 - GK Communications

Udnævnelse af processejer for Product Evolution Process
 Pr. 1. december 2008 vil Dipl.-Ing. Stephan Haas overtage funktionen som processejer for Product Evolution Process (PEP)...
 Published by Christiane Kröhling - 2008-11-10 - GS Communications

Organisationsændringer hos GED og GS
 Med installeringen af Group Function GS har MAN Diesel taget et væsentligt skridt hen imod at opbygge en kernekompetence...
 Published by Christiane Kröhling - 2008-11-10 - GS Systems Automation

Ny assistent for direktionsanliggender
 Published by Helle Sværke-Jessen - 2008-11-10 - GH Human Resources

Business Unit Controller After Sales (AC)
 Published by Helle Sværke-Jessen - 2008-11-10 - GH Human Resources

Updated Project Management Portal
 We are pleased to tell you that Group Human Resources updated the Project Management Portal. You will find the present...
 Published by Christiane Kröhling - 2008-11-07 - GH Human Resources

Projektledelse af SaCoSone for Small Bore Propulsion
 Det er os en glæde at kunne meddele, at Andreas Skov / MEP3 har påtaget sig rollen som overordnet Project Manager ved i...
 Published by Christiane Kröhling - 2008-11-07 - GS Systems Automation

New head of the department After Sales Logistics and Information Technology (AL)
 Published by Birgit Rud - 2008-11-04 - Germany

The new MAN Inside
 Trendier, clearer, more features MAN Inside has a new setup - the Group-wide Intranet has a new look & feel. Its a...
 Published by Christiane Kröhling - 2008-10-29 - GK Communications

Organisatorisk ændring på produktionsområdet - WLS Supply Management
 Det er os en glæde at kunne meddele, at Matthias Berchtenbreiter har overtaget ledelsen af vores department WLS "WL Sup...
 Published by Katrin Schreiner - 2008-10-29 - W Production

Intranetsiden for kvalitetsstyring inden for stationære og maritime anlæg
 Det er os en glæde at kunne meddele, at intranetsiden for kvalitetsstyring inden for stationære og maritime anlæg GQP f...
 Published by Christiane Kröhling - 2008-10-27 - GQ Quality management

Tilmeld dig automatisk nyhedsservice når den offline telefonbog opdateres
 Vores offline telefonbog opdateres jævnligt med ændringer og nye oplysninger. Især når der forekommer større ændringer...
 Published by Maria Alsted Junget - 2008-10-24 - GK Communications

150 years Rudolf Diesel
 250 years MAN
 OneDiesel
 Office 2007 Support
 Compass Selfservice
 FutureMatch-Uddannelsesportal
 Site management
 Workflows

Organisational Charts
 Organisational charts

Links
 Extranet (DK)
 Daisy
 Video conference rooms
 Product Evolution Process
 Quality Guidelines
 Services Augsburg

Coming Public Holidays
 2008-12-24 DE DK FR
 2008-12-25 DE DK FR
 2008-12-26 DE DK FR

Employee picture of the week

 Arne Kvistgaard's daughter taking a bicycle ride in front of Mount Cook,

Pictured: The old Compass intranet. Over time, numerous requests for easy application access and no solution for containing/optimizing the content view resulted in a progressive degradation of the IA.

Welcome, Joseph Purse | My Site | My Links | MAN Diesel & Turbo | Jobs | MAN Inside | Sitemap

MAN Diesel & Turbo

Documents

GK Communications

- GK Corporate Communications
- GK Event Communications
- GK Internal Communications
- GK Online Communications

DieselPort infobase

- Training and eLearning
- Usage statistics

Intranet infobase

- Q & A about the future Intranet
- Prägen und Anworten über das zukünftige Intranet

MOSS Extracnet

- Analysis phase - results
- IT and A&E

GK work area

- Diesel & Turbo Connect work area
- MAN People Team site
- MAN People Dansk
- MAN People Deutsch
- MAN People Francais
- MAN People Online Inet

Press Clippings GK

- Informationswunder
- MAN People - Karriere
- Employer Branding Team Site
- Restructuring Product Data On Company
- Jubiläerfeier 2009
- Familie diag
- Pulse Check
- Compass
- MAN People
- DeaPort
- Communications Call (Social CRM)
- Diesel & Turbo Connect

Event Calendar

- HDOT Intranet
- Recycle Bin

GK Communications > GK Communications

GK GROUP COMMUNICATIONS

News Centre

Publications by Group Communications

- MAN People**
See all editions of MAN People. Click here for DE, DK, FR or UK editions.
- Diesel & Turbo Connect**
See previous editions of Diesel & Turbo Connect.
- Annual Report**
See the main figures for the MAN group. Click here for DE or UK edition.
- Press releases on corporate issues**
See all press releases from GK/GH regarding corporate issues.

Publications by other Business units or Group Functions

- DeaPort
- Marketing Bulletin
- OneDese News
- Group IT News
- Turbo News
- MAN Diesel Power News
- DeaPort News
- Investor Newsletter
- Monthly Market Report

|| Add new link

About Group Communications

Group Communications (GK) is an international and integrated Group Function of MAN Diesel & Turbo with colleagues in France, Germany, UK and Denmark.

more...

Who is Who in Group Communications?

Overview of employees in Group Communications

GK projects

Group Communications has many ongoing projects. Here you can find some information about the ongoing and finished projects.

Communications Toolbox

- Core Messages of MAN Diesel & Turbo**
Core messages of MAN Diesel & Turbo to the four main target groups in the MAN Guiding Principles. Click here for DE or UK version.
- Presentation Techniques**
Communicate with style and care! Click here for DE, DK, FR or UK version.
- E-mail etiquette**
Communicate with style and care. Click here for DE, DK, FR or UK edition.
- Email Signature**
The official email signature(s) in MAN Diesel & Turbo
- When the Press calls**
Help! The Press is on the Phone! Click here for DE, DK, FR or UK version.
- Standard Company Presentation**
Here you find a collection of 133 slides that can be individually combined and downloaded.
- HDOT Company movie**
Here you can see or download the HDOT company movie MAN Diesel & Turbo - Engineering the future - since 1758.
- Cumulus - MAN Diesel & Turbo photo archive**
Picture database where you find a collection of photos on products, locations, shops, power plants, etc.
- Fact Sheets**
Here you find information about MAN Diesel & Turbo's most important locations worldwide including contact details, business activities, etc.
- Guideline for sponsoring/donations approvals process**
See the guideline for sponsoring and donations here. Click here for DE or UK version.
- Syntax for personal and functional email addresses**
See the guideline for the naming of personal and functional email addresses.
- Communication Plan 2010**

Worldwide Organisation

GK Links

- Mission Statement GK
- Organisation charts
- GK in the Phreabook
- House of Communication
- Family Day 2008
- Pulse Check

|| Add new link

Group Communications

Project Member	Title
	Head of GK
	GK Assitant

|| Add new item

GK Calendar

Title	Start Date	End Date
Holiday Dagmar Dremüller	2011-08-08	2011-08-20
Holiday Michael Meizer	2011-08-12	2011-08-20

|| Add new event

GK Vacation & Travel Calendar

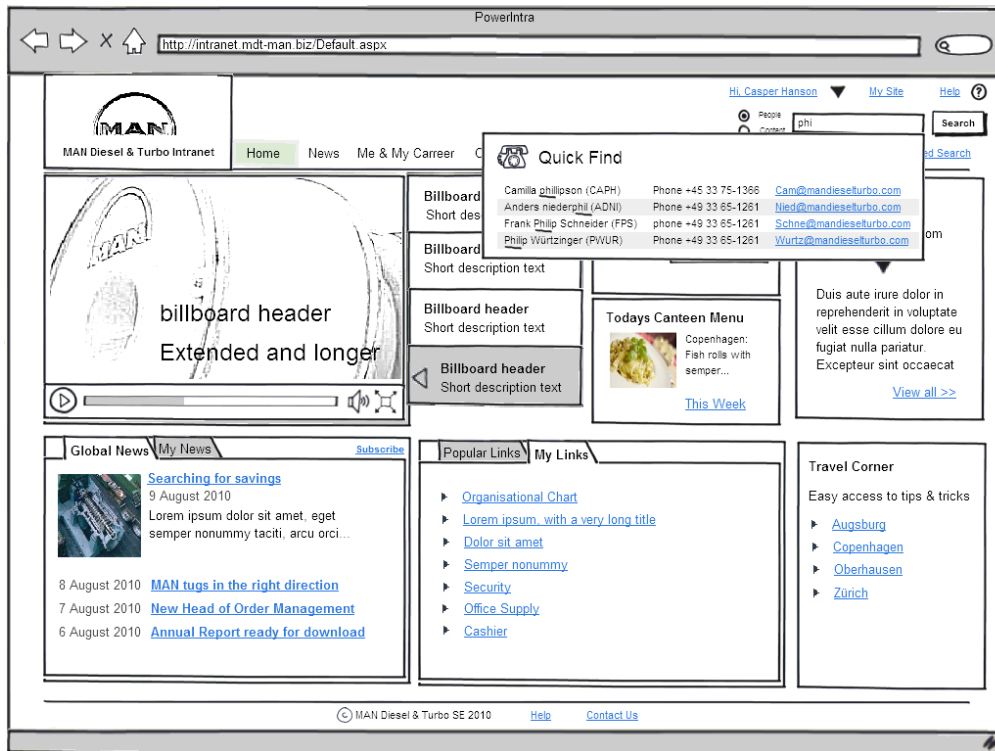
Did you find what you were looking for...?

Site Administration

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Tel. +45 3385 1223
Markus.Junget@man.eu

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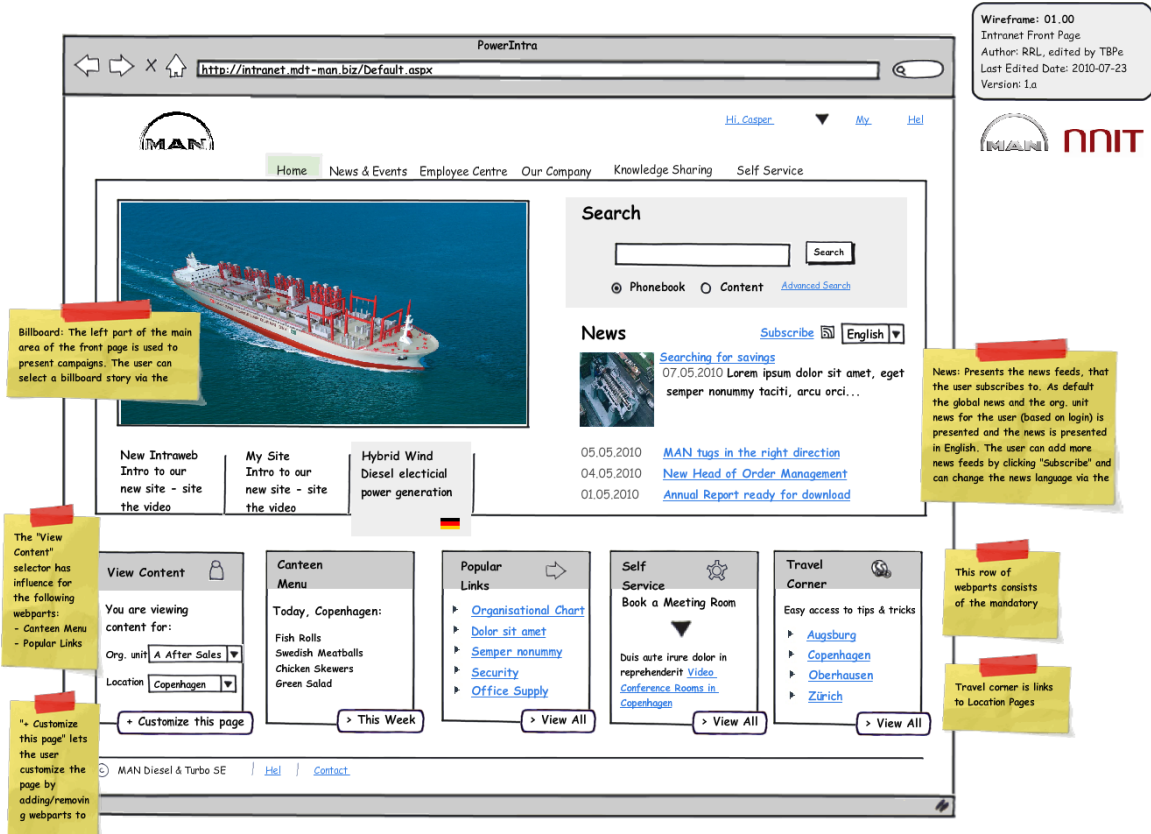
Phonebook search results

Phonebook type-ahead search results

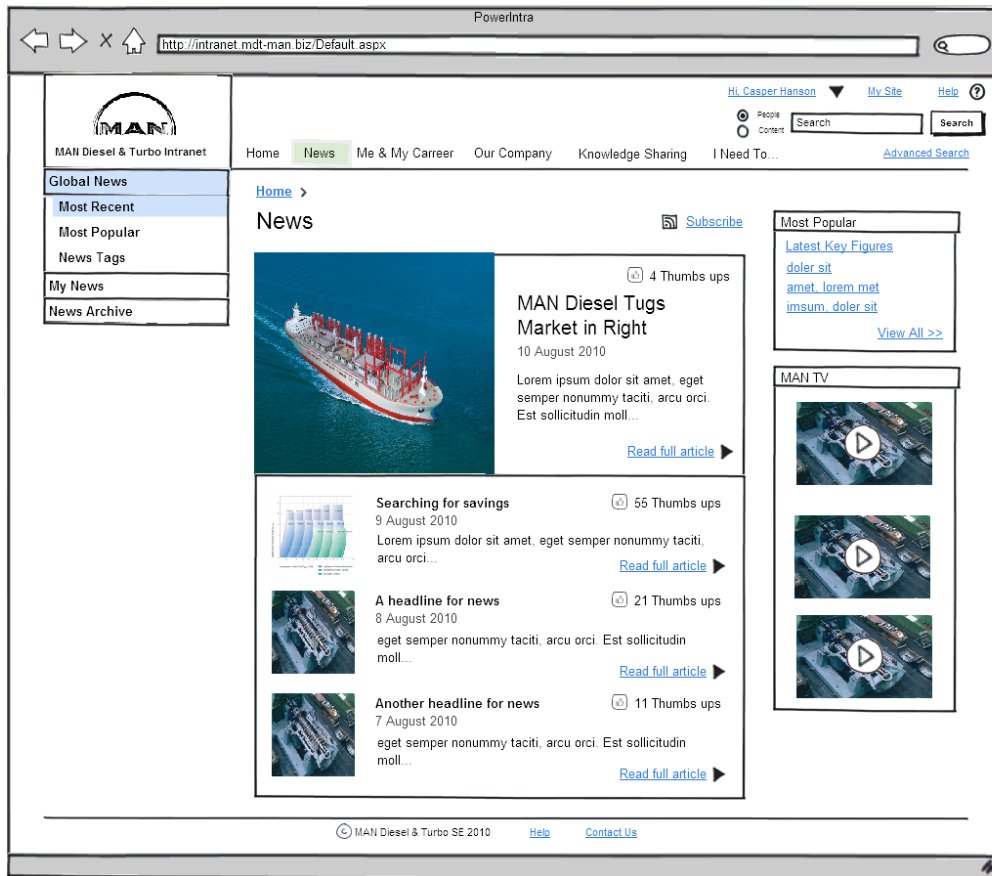
If initials exist they are noted after the persons name.

Reversed search is possible > Type in phone number and find person

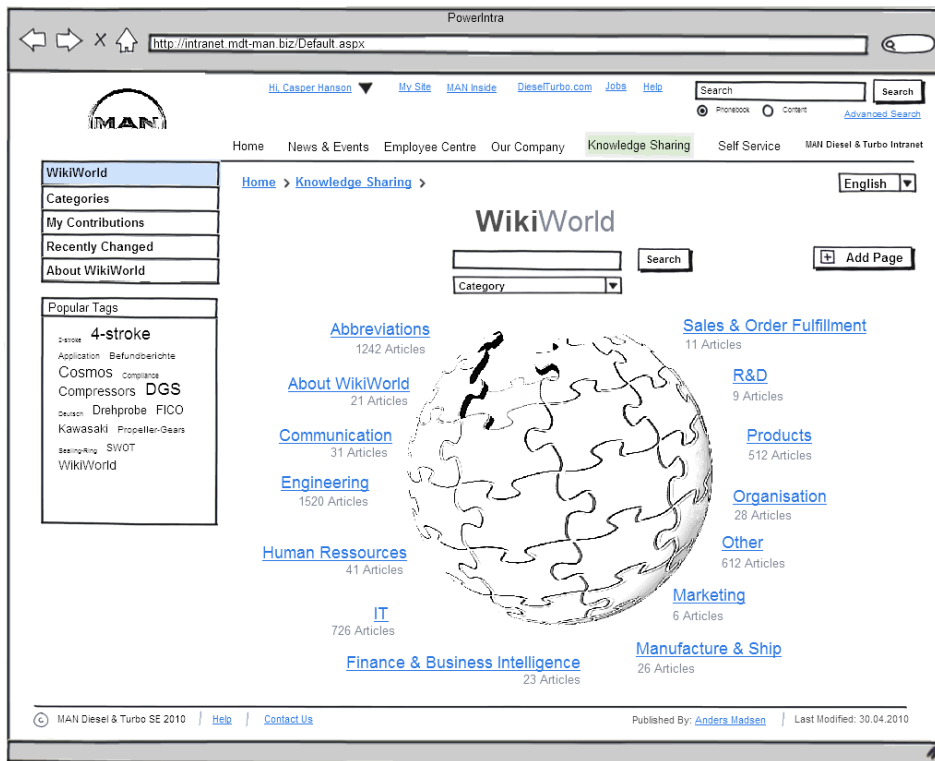
Pictured: From the beginning, the aim was to design a modular homepage. The billboard was introduced because the business needed a way to profile itself. The news area was divided into local and global news; this was later changed with advanced targeting options. The phonebook played a major role: it was the first time the organization had presented everyone in one place.



Pictured: In the second homepage iteration, tabs were deemed to be "just an extra click" and the team pursued a more simplified look. The needs assessment concluded that users required more information, so the team introduced the boxes (the "My" web parts). At the same time, the search function was made even more central on the page. The homepage design is still being reviewed and will be refined along the way; for example, the billboard—although a key element and a much-needed promotional area for the business—has already been criticized for taking too much space; it will be downsized, while remaining a central element on the page.



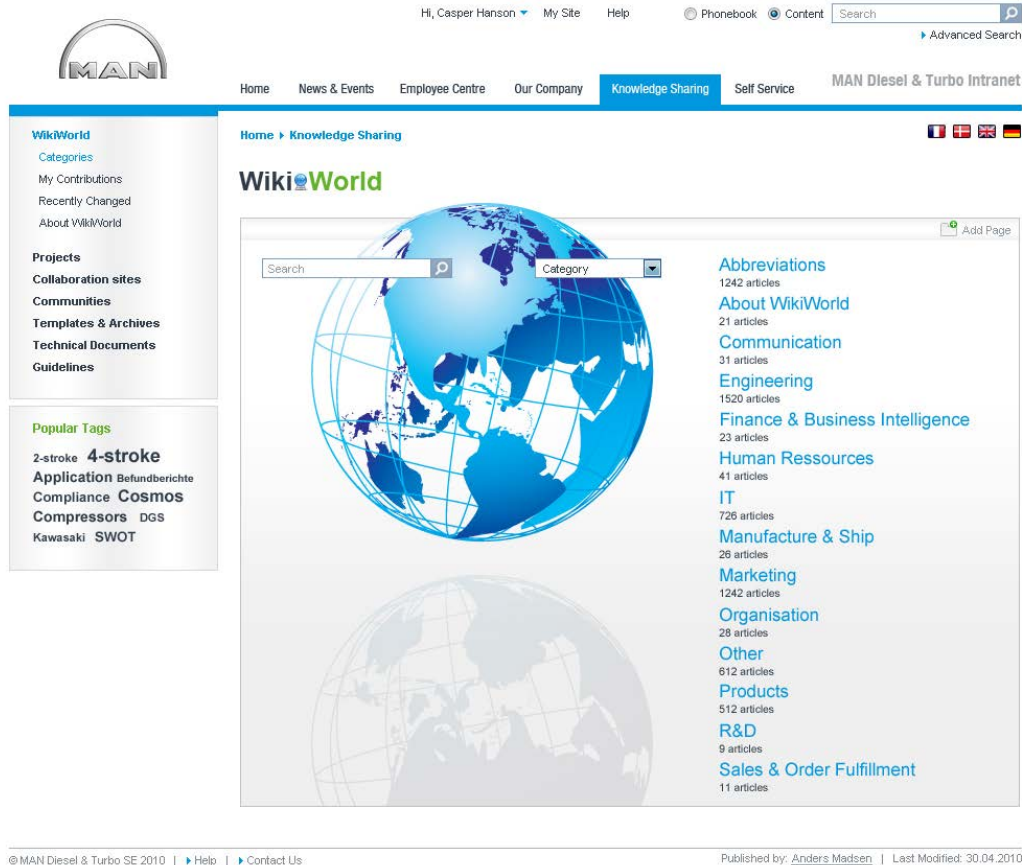
Pictured: The news roll-up was designed to make news more easily available. In this version, each article took up too much space, and the popular links were replaced with an events calendar. The MAN TV integrated in the mock up will be added to the live version of *News & Events*.



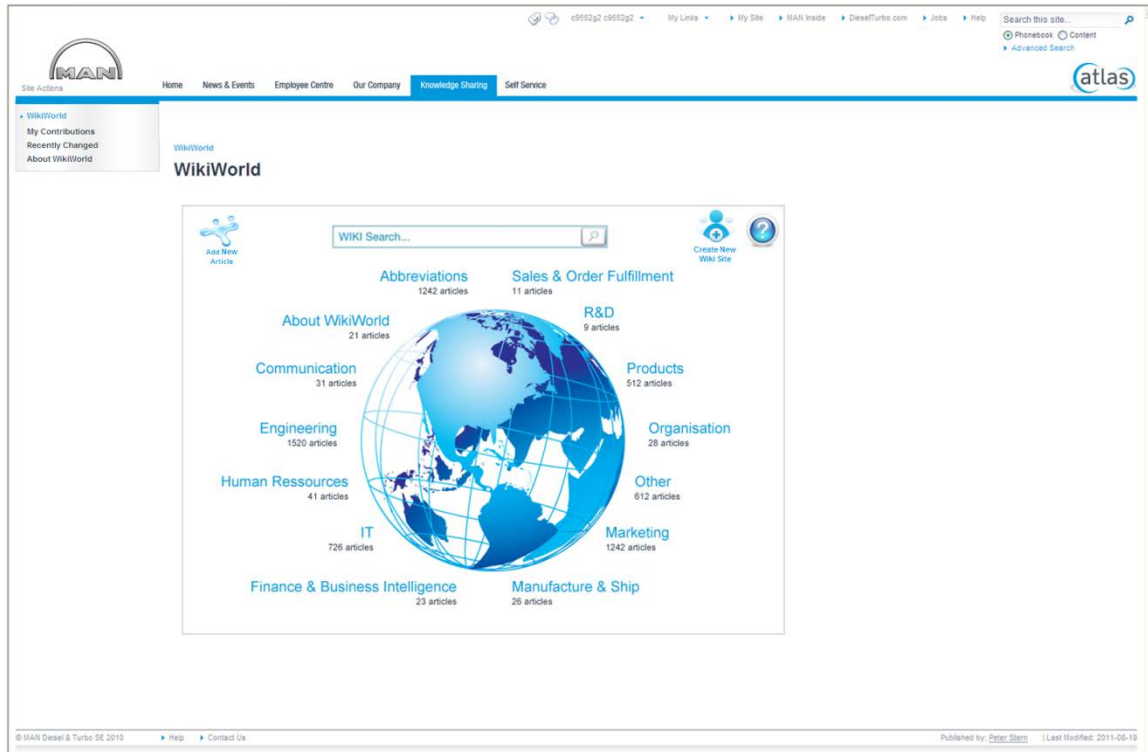
Wireframe: 05.100
 Wiki Landing Page
 Author: RRL
 Last Edited Date: 2010-09-17
 Version: 1.a



Pictured: *WikiWorld* already existed on myMT, and the decision was made to integrate its existing functionalities into SharePoint 2010. This screen also illustrates how some design changes were made to better illustrate the “world” of the company through the design.



Pictured: The second version of *WikiWorld* was more standardized, aligning the design in a different way. However, as it turned out, the original mock up worked better and reflects what was incorporated into the final design.



Pictured: This screen shows *WikiWorld* as it is currently live on the Atlas today.

Using Consultants

Working with outside consultants is a regular part of the company's workflow, and outside expertise is brought in as required. "With large projects such as introducing a new intranet, we usually work with agencies both from a resource point of view, but also to benefit from their specific areas of expertise," says Purse. "In an engineering company like MAN Diesel & Turbo, we need outside help to support us with core competencies such as organisational change management skills, global trends in social media, SharePoint design skills, etc."

The following agencies participated in the intranet development:

- **NNIT** was involved from the project's beginning, supporting the team by providing business analysis, web design and usability, IA, functional requirements, and testing. The agency also provided organizational change management advice when the team was designing the new governance structure and assisted with the training strategy.
- **Peoplenet** assisted with the hands-on training for the site.
- **ProActive** helped support development of the *Knowledge Sharing* area and the *WikiWorld*. The collaboration area was part of the high-priority demands in the business analysis. ProActive was also involved in the migration strategy.
- **Enabling** was involved in the project because the team needed people with SharePoint 2010 knowledge to provide hands-on assistance with the migration.



Pictured: To create an early sense of ownership of the new intranet, a naming competition was organized. The "Atlas Guy" became a central character in the communications strategy. He was featured in a series of articles about Atlas and the new IA, starting at the launch and taking place in the following weeks. In this example, the Atlas Guy is presenting the self-service area as a "task buffet" where the user can choose the relevant tasks and arrange them on a tray (the homepage). The article was published on the billboard, and references the buffet section in the canteen at one of the locations.

TIMELINE

INTRANET TIMELINE	
Milestone Date	Milestone Description
Pre-Merger	Previous company intranets in place <ul style="list-style-type: none"> MAN Diesel SE had Compass (MOSS 2007) MAN Turbo AG had myMT (First Spirit)
March 2010	Pre-project meeting <ul style="list-style-type: none"> Hold a workshop preparation period for project kick-off Decide on common technical platform SharePoint 2010
April 2010	Project kick-off <ul style="list-style-type: none"> Conduct workshop on design, needs, and work process Sort content from existing intranets Assess high-level needs from project participants and business representatives
April–July 2010	IA, user personas, and design phase <ul style="list-style-type: none"> Gather inspiration from other intranets Develop personas Conduct end-user interviews Conduct card sorting and web design workshops Create wireframes, map the IA, and review both Conduct usability study
May–July 2010	Business analysis and future needs <ul style="list-style-type: none"> Conduct end-user workshops to collect and analyze the business intranet needs and requirements at different European sites
May–October 2010	Order and install technical infrastructure <ul style="list-style-type: none"> Deploy testing, development, training, and production environments Install server software and configure web front-end and database servers

June–October 2011	Grooming and preparation <ul style="list-style-type: none"> • Conduct WWO training (worldwide organization; previous training was conducted within the home organization) • Enhance maintenance and solutions • Continue content migration
September–October 2011	Requirement conversion <ul style="list-style-type: none"> • Convert paper prototypes and IA to functional and technical requirements • Create technical migration upgrade plan • Prioritize requirements • Develop technical architecture and bundle logically separated areas/packages—such as the homepage and <i>News & Events</i> section—for delivery.
October 2011	Project finalization <ul style="list-style-type: none"> • Conduct lessons learned workshop with the project team
November 2010–January 2011	Training strategy <ul style="list-style-type: none"> • Build training concept for existing and new end users and super users • Create training materials
November–February 2011	Development and implementation phase <ul style="list-style-type: none"> • Implement and program development packages from prioritized requirements into manufactured solution builds • Perform system configuration and solution setup • Migrate and create content • Execute test plan based on scope requirements and divide into different functional areas
February 2011	Site launch <ul style="list-style-type: none"> • Atlas launched
March- May 2011	Roll-out period <ul style="list-style-type: none"> • Execute training plan • Conduct plenum sessions and end-user workshops • Begin content migration

CONTENT AND CONTENT CONTRIBUTORS

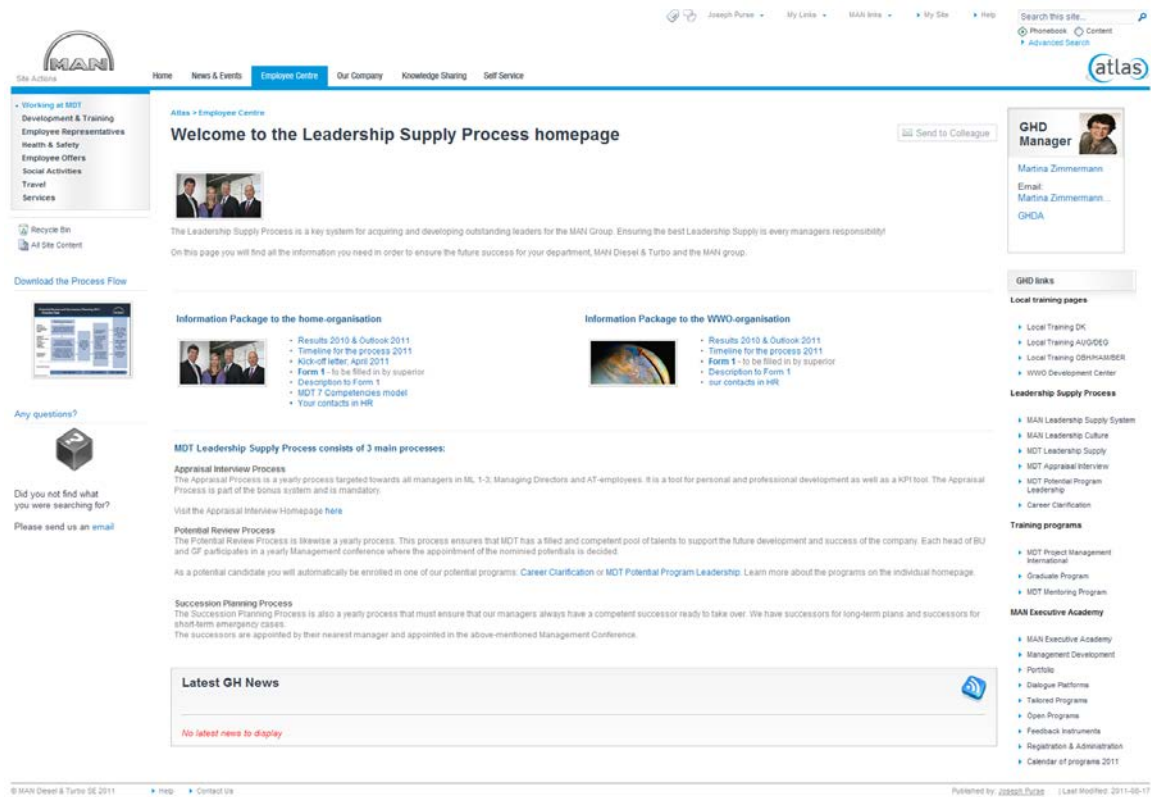
Decentralized Content Management

In general, content on Atlas is maintained in a decentralized manner by the business. However, to support the employees when they contribute content to and navigate Atlas, several guidelines and recommendations exist. Group Online Communications produce and use these to emphasise best practices. In addition to these guidelines and recommendations, the standard MAN Diesel & Turbo Code of Conduct and Language Policy supports appropriate intranet behavior.

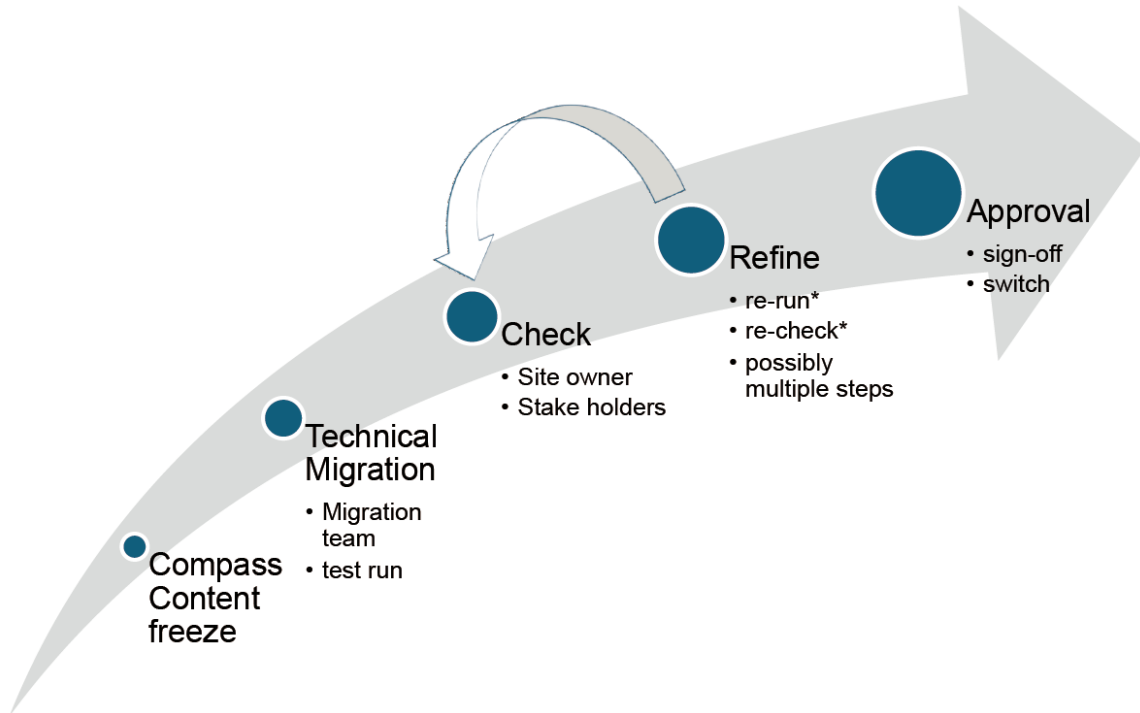
Providing Feedback

Because there are so many content contributors on Atlas, Group Online Communications offers feedback to them through support, training, and a yearly review, which is an integrated part of the governance structure.

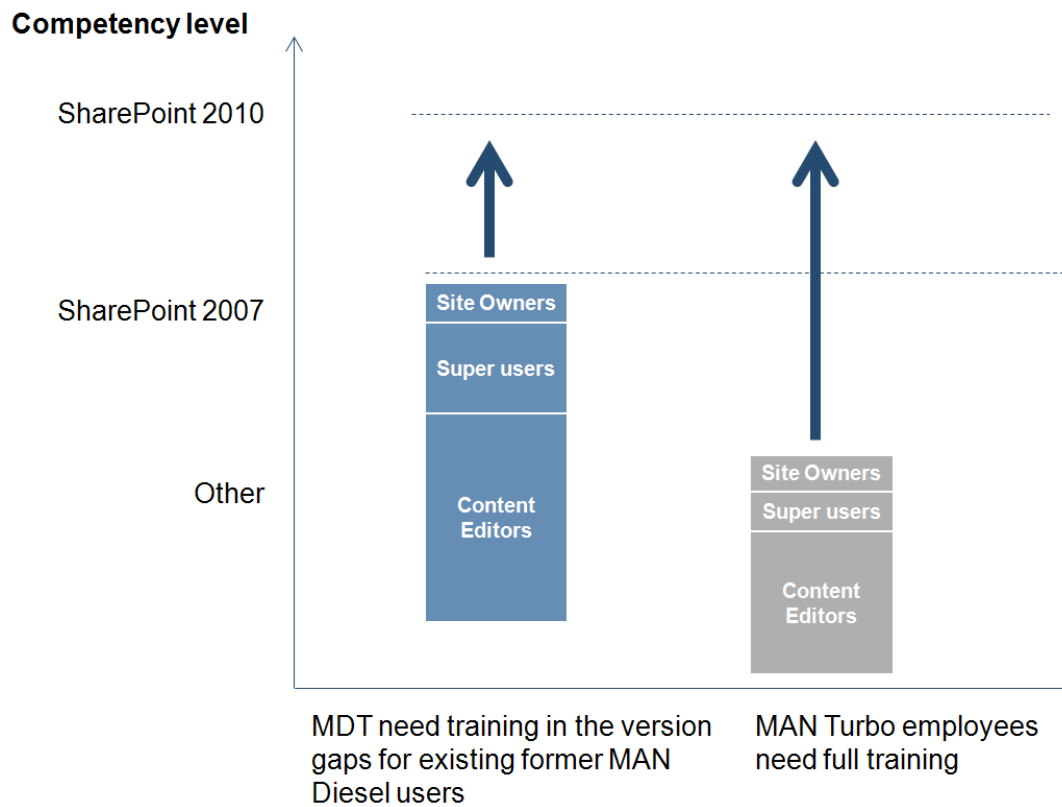
Group Internal Communications has an editorial workflow under *News & Events* when training publishers, managing permissions, and giving the publishers regular feedback through emails to individuals and groups. "Furthermore," says Anders Kryger, Manager of Internal Communications, "we make sure to publish information such as guidelines, links to the training area, and updated statistics on a community site created for the specific purpose of supporting news publishers worldwide."



Pictured: Content editors can personalize and customize content pages to their needs with the available web parts, while maintaining the overall Atlas frame.



Pictured: The process of migrating old content from Compass contained a number of steps. Issues with the technical migration and the need for manual redesign between the refinement and sign-off steps were major contributors to the migration delay.



Pictured: The gap to becoming SharePoint 2010 super users differed for the former MAN Diesel and MAN Turbo employees.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"> • Two application and index servers • Two web front-end and query servers, load balanced via Citrix Netscaler • Two MS SQL servers 2008 R2 in cluster • All servers are high end (Windows Server 2008 R/2 64-bit version) and are placed in two different physical locations for failover
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> • TestTrackPro/SharePoint
Design Tools	<ul style="list-style-type: none"> • Photoshop • Captiva • Balsamiq Mock-Up
Site Building Tools	<ul style="list-style-type: none"> • Microsoft Visual Studio
Content Management Tools	<ul style="list-style-type: none"> • Microsoft SharePoint 2010
Search	<ul style="list-style-type: none"> • Microsoft SharePoint Search

SEARCH

Defining the Need

Having an effective search tool is of critical importance to organizations like MAN, which has huge amounts of information and no consistent way of archiving informal data that's not product-related. It was, in fact, one of the most critical business demands for the new intranet.

"A well-functioning search function is alpha-omega in our organization," says Purse. "We are in the process of consolidating the company's strategy for Enterprise Content Management (ECM); however, today there are almost as many independent business tools for document archiving and management as there are local offices."

This makes it essential to have a powerful search engine that can look-up and refine results across online systems.

Choosing a Tool

Atlas uses the integrated search tool in SharePoint 2010.

"The integrated enterprise search functionality that comes with SharePoint 2010 offers an easy way to narrow down search results, using author, file type, site, and modified by date filters," says Stern.

At the same time, the search engine looks at the taxonomy and comes up with even more refiners to narrow the search even further.

"This is essential for a company of our size, which has huge amounts of data online already and will only be adding to the existing information," he says.

As an extra benefit, the search engine suggests *People Matches* when searching for content. So, if users need someone with specific know-how, they can find potential people here. The search engine categorizes the *People Matches* based on what employees enter on their *My Site*. When searching for content, the search engine also looks at other online platforms, indexing their content simultaneously and thus making it easy and quick to find the relevant information.

"For example," he says, "we use the Atlas (SharePoint 2010) search function to index and find files on the extranet."

The screenshot shows the SharePoint 2010 search interface. At the top, the MAN logo is on the left, and the user 'Joseph Puras' is logged in. The search bar contains 'dieselport' and shows '118 of about 34,001 results'. The left sidebar contains filters for Result Type (Adobe PDF, Word, Webpage, PowerPoint), Site (dieselport, atlas.md-man.biz), Author (Mania Alsted Junget, Henrik Dan Kapper, Jochen Kager, Henrik Schaller), Modified Date (Past 24 Hours, Past Week, Past Month, Past Six Months, Past Year, Earlier), and Tags (MyOT_Favorites, MyOT_Communities, MyOT_SelfServices). The main content area lists search results:

- DieselPort**: <http://dieselport.md-extranet.local/>
- DieselPort**: This Site: MAN Diesel Employees portal - P-30418 PS Werften NB 606_RAL - Factory Stern Trawler - Drydocks World T214 - Roberson - P-20346-49 S5917-23 Warsel Trading ... P-20572-79 P-20662-63 Akar ... Date: 14/05/2011 Tags: MyOT_Favorites Size: 249KB <http://dieselport>
- Access to DieselPort (high res for print)**: Fast and secure access to all ... Go to <https://dieselport.mandiesel.com> to login to DieselPort ... You can get help on DieselPort under Help in the left side menu, or if you have a special ... Authors: extranet Date: 27/07/2011 Size: 152KB http://atlas.md-man.biz/knowledge-sharing/communities/dieselport/info/ResourceBank/Welcome_to_DieselPort.pdf
- DieselPort**: This Site: MAN Diesel Employees portal - P-30418 PS Werften NB 606_RAL - Factory Stern Trawler - Drydocks World T214 - Roberson - P-20346-49 S5917-23 Warsel Trading ... P-20572-79 P-20662-63 Akar ... Date: 14/05/2011 Tags: MyOT_Favorites : MyOT_SelfServices : MyOT_Workspaces Size: 249KB <http://dieselport.md-extranet.local/>
- Most Popular Tasks**: Fill in the fields below and click send ... The message was successfully sent to your colleague ... Please follow this link to find standard company presentations ... Authors: M3Man/Klemm Date: 23/02/2011 Size: 447KB <http://atlas.md-man.biz/Self-Service/Pages/MostPopularTasks.aspx>
- Guido to token access to DieselPort**: Login for DieselPort access via token ... 2. Write <https://dieselport.mandiesel.com> in the Address field ... 3. Enter your ID in the field ... Access to DieselPort has now been established. Authors: Mania Alsted Junget, Man B&W Diesel A/S Date: 27/10/2009 Size: 404KB http://dieselport.md-extranet.local/profiles/MANDieselEmployeesportal/SiteDocuments/dieselport_access_token.pdf View duplicates
- DT-Selfservice**: My SiteMAN InsideDieselTurbo.com/JobHelp ... Please follow this link to find standard company presentations ... All Locations: Augsburg; Hamburg; Copenhagen; Oberhausen; Holey; Friedensthan ... Date: 09/05/2011 <http://atlas.md-man.biz/self-service/Lists/DTSelfservice/AllItems.aspx>
- Pages**: My SiteMAN InsideDieselTurbo.com/JobHelp ... Empfehlung für die Veröffentlichung von Meldungen ... Promotion-Song-Ai-Chun-Senice-Manager-Prima-Serv-Shanghai Date: 15/05/2011 <http://atlas.md-man.biz/news-events/Pages/Forms/AllItems.aspx>
- Anwendungen**: My SiteMAN InsideDieselTurbo.com/JobHelp ... Fill in the fields below and click send ... The message was successfully sent to your colleague ... DieselPort ... Authors: Christiane Köhling Date: 09/05/2011 Tags: MyOT_Favorites : MyOT_Projects : MyOT_SelfServices Size: 50KB <http://atlas.md-man.biz/Our-Company/Locations/Augsburg/Pages/Anwendungen.aspx>
- DieselPort External User Request**: and confirm the Internal Contact, DieselPort System Information, External User information ... Send to BU M DieselPort Administrator ... DieselPort Profile for External User (ex: "Ship Yard") Authors: Frankie Cook, M Medium Speed Date: 29/03/2011 Size: 31KB <http://atlas.md-man.biz/Our-Company/Organisation/M/Documents/DieselPort-External-User-Request.docx>
- DieselPort-InfoSite**: Dieselport information and support site ... Q&A about DieselPort ... DieselPort infoSite ... There are no items to show in this ... DieselPort Governance Model ... Category: DieselPort Information Material Date: 16/05/2011 Tags: MyOT_Communities Size: 216KB <http://atlas.md-man.biz/knowledge-sharing/communities/dieselport/info>

At the bottom right, a 'People Matches' sidebar shows profiles for DieselPort Admin, Lubwig Fischer, and Andrzej Huryn. The footer contains copyright information for MAN Diesel & Turbo SE 2011 and a last modified date of 2011-02-24.

Pictured: The integrated search function allows for advanced filtering through refining options while suggesting People Matches of employees who have knowledge about the topic searched for.

The screenshot displays the MAN intranet search results for the query 'dieselport'. The interface includes a navigation bar at the top with the MAN logo and 'atlas' branding. The search results are presented in a list format, showing 14 matches. Each match includes a profile picture, name, title, contact information, and a brief 'About Me' section. The search results are filtered by 'People' and sorted by 'Default'. The page also features a sidebar with various filters and a footer with copyright information.

Search Results:

- 1-10 of 14 results**
- View:** All Matches, Name Matches, Profile Matches
- Schools:** DTU (Technical Univ...), Florida State Univ..., HAWV Hamburg Techn..., show more
- Office Location:** Any Office Location, Augsburg, Copenhagen, Høleby, show more
- Interests:** Any Interests, Football, How to stay below 1..., JZEE and NET techn..., show more

People Matches:

- DieselPort Admin**
 Title: Msc.
 Email: Dieselport@mandieselturbo.com
 Actions: Add as colleague, Browse in organizational chart, By DieselPort Admin
- Ludwig Fischer**
 Title: GIWP
 Phone: +49(0)21322-3328
 Email: Ludwig.Fischer@man.eu
 About Me: I am member of GIWP (Web Portal & Integrations) team. I am responsible for developing applications for internet (http://www.mandieselturbo.com), intranet (http://atlas.mandiesel.com) and DieselPort (http://dieselport).
 Actions: Add as colleague, Browse in organizational chart, By Ludwig Fischer
- Andrzej Huryn**
 Title: GIWP
 Phone: +45 3385-1297
 Email: Andrzej.Huryn@man.eu
 About Me: Ask Me About DieselPort, Compass, SharePoint
- Joseph Purse**
 Title: GKO
 Phone: +45 3385-1366
 Email: Joseph.Purse@man.eu
 About Me: Overall task is to support the MAN Diesel & Turbo integration strategy of knowledge sharing throughout the whole group by implementing and developing professional online communications tools and channels such as a MAN Diesel & Turbo intranet, internet and Extranet. Help facilitates the understanding and visualization of 'one company' and support the effort of building a common identity and culture - in short enabling the organisation to reach strategic targets. Our online communications tasks.
 Actions: Add as colleague, Browse in organizational chart, By Joseph Purse
- Stephan Spangenberg**
 Title: GIWP
 Phone: +45 3385-1291
 Email: Stephan.Spangenberg@man.eu
 About Me: Ask Me About DieselPort, MD Internet Site, GI Ticket System, Various web applications
 Actions: Add as colleague, Browse in organizational chart, By Stephan Spangenberg
- Hanne Gibsholm Maretti**
 Title: GKO
 Phone: +45 3385-1223
 Email: Hanne.Maretti@man.eu
 About Me: Online Communications Specialist
 Actions: Add as colleague, Browse in organizational chart, By Hanne Gibsholm Maretti
- Marie-Louise Munk Hansen**
 Title: LS01
 Phone: +45 5469-3425
 Email: Marie-LouiseM.Hansen@man.eu
 About Me: Ask Me About DieselPort, Commercial Project Manager
 Actions: Add as colleague, Browse in organizational chart, By Marie-Louise Munk Hansen
- Frankie Cook**
 Title: MCC
 Phone: +49(0)21322-2041
 Email: Frankie.Cook@man.eu
 About Me: Ask Me About DieselPort, uPerform e-Learning, MARS Project & Contract Database, Compass, atlas (superuser)
 Actions: Add as colleague, Browse in organizational chart, By Frankie Cook
- Antje Mach**
 Title: POM
 Phone: +49(0)21322-2713
 Email: Antje.Mach@man.eu
 About Me: Ask Me About DieselPort, Key-User PO, SAP Key-User, SAP-Koordinator BU Power, Documentum Key-User
 Actions: Add as colleague, Browse in organizational chart, By Antje Mach
- Michael Krüger**
 Title: MOO
 Phone: +49(0)21322-3404
 Email: Michael.Krueger@man.eu
 About Me: Technical Project Manager MOO-AUG Dieselport - SuperUser Atlas - SuperUser
 Actions: Add as colleague, Browse in organizational chart, By Michael Krüger

Help people find me:

- Update My Profile:** Number of searches that led to me: 6 time(s) in the last month, 0 time(s) in the last week
- Update My Keywords:** Keyword searches that led to me: purse, job, joseph purse, joseph, online communications

Footer: © MAN Diesel & Turbo SE 2011 | Published by: atlas, Thomas, GIBBS | Last Modified: 2011-02-24

Pictured: By clicking [View more people](#), a full list of employees with competences in the topic appears.

Improving Results

The SharePoint search functionality seems to meet the company's needs on Atlas, but there are still areas in need of improvement.

"What we are still in need of is a librarian or a librarian function to keep track of and improve the search engine by looking at and analysing the keywords people search for, the search results, and which results the employees click," says Purse. "Based on this information, a librarian will be able to make some best bets, changing the order of the search output and providing more value to the ranking of the results."

RESULTS AND ROI

One Intranet, One Company

The success of Atlas lies in the many things the company has gained as a result of its launch: bringing the two companies together, enabling standardization across the new organization, and allowing the team to eliminate old, redundant, and irrelevant data on the new site. But the key win for the team is the site's success at simply providing a single, unified vision of the company.

"We consider it a great success to have joined MAN Diesel SE and MAN Turbo AG physically on one common collaboration platform, especially coming from very different backgrounds on their old intranets and taking the differences in company cultures into account," says Purse. "Atlas is the first concrete step that actually visualizes the merger internally, and thus the intranet has a lot more meaning than just being an intranet and a collaboration platform."

There are so many factors that make a global intranet a success. Purse names a few that were most important at MAN:

- Enabling home office and worldwide organization employees to collaborate, as individuals or teams, as if they were in the same building.
- Making information available in a context that is understandable from a company as well as an individual perspective.
- Making existing solutions beneficial for a wider audience, providing a palette of tools and solutions that allow individuals and offices to improve their working and social environment.
- Bringing together common tools, such as global people directories and global news.

Atlas has given the company a platform to do many things that were necessary but more difficult to accomplish prior to the platform. Team members share some of those accomplishments:

- **Standardization.** Atlas has enabled standardization and increased visibility in permissions management. "At the same time," says Purse, "the new templates are aligned so that the look and feel helps emphasize the navigation structure and IA—the division between personal, public, and private collaboration content."

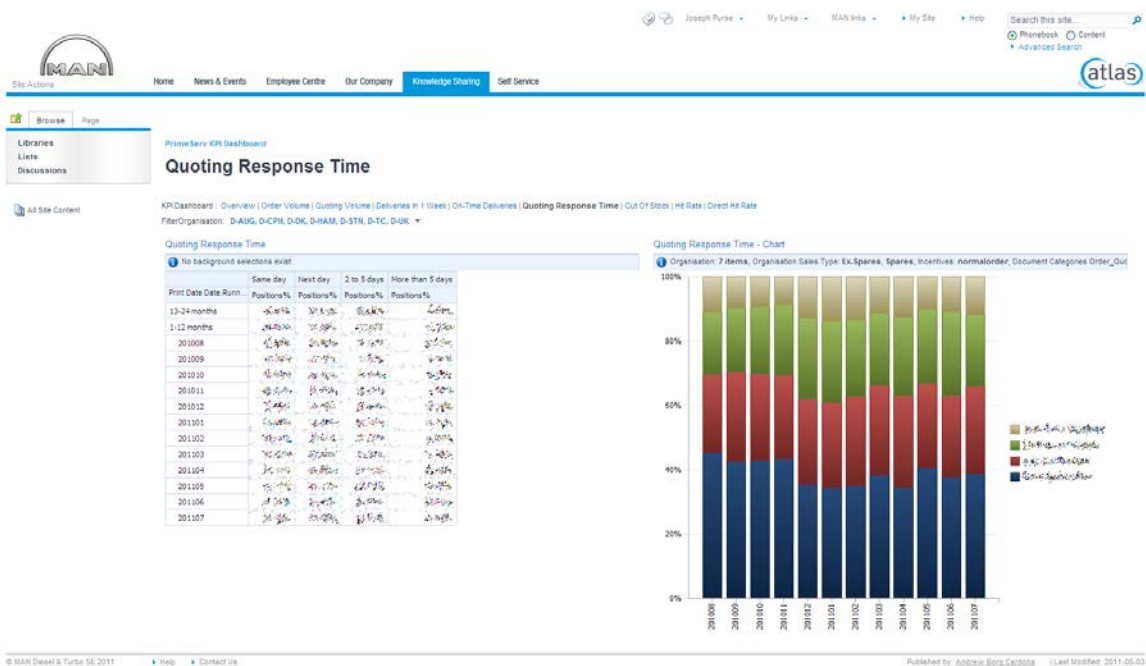
- **Spring cleaning.** In the process of creating a more logical, flat structure (on the new site), a thorough inventory and cleanup of old data was required. Prior to migrating the existing content, the team performed the necessary spring cleaning. "A lot of superfluous information and old data has thus been discarded that was highly needed," says Purse. "With the new governance model, we should not be seeing the same issues again."
- **Governance model.** With the new site came a new governance model, and that new governance model has definitely been a success, combining the strict governance of myMT and the non-existing governance of Compass, thus creating what Purse calls "a good compromise."
- **Common link collection.** "As the intranet is a tool that is used on a daily basis, we also consider it a success to have been able to gather all relevant links to the various tools and applications here, making Atlas the one entry into all the online tasks that the employees require access to on a daily basis," says Purse.
- **IA revision.** "One of the greatest successes was the revision of the IA," says Stern, "and to go from a hierarchical structure to a flat, task-oriented structure instead, in the long run creating a better system. This architecture is well thought through, supporting collaboration and opening up for much more integration."
- **Changing the point of view.** With Group Online Communications as the project's sponsor, Atlas has been developed from a business point of view rather than an IT point of view, putting usability and business needs at the core. "We have put a lot of energy into the completely new information architecture, which stresses the task-based approach and lets the employees customize the homepage to their own needs," says Purse.

Metrics and measures of success

As with all ROI measurements, there are both tangibles and intangibles. Some of the important ones for getting an effective and joint MAN Diesel & Turbo publishing platform in place were:

- **One platform.** By creating one information platform for all MAN Diesel & Turbo employees, the worldwide organization has access to easier collaboration and communication possibilities.
- **Decentralized decision-making.** Decisions are now made where the expert knowledge is situated.
- **Transparency.** There is now transparency in ownership, procedures, and processes: "who does what, when, and how."
- **Content governance.** Through Atlas, the company has achieved an aligned content governance process between Turbo and Diesel as well as an aligned common and open social/collaboration structure, including departmental, project, and business unit team site editors.

- **Alignment of best practices.** Atlas is the result of aligning best practices drawn from both intranets, allowing for a total redesign and optimization of the end-user experience.
- **Training.** At project finalization, all SharePoint/Atlas training was handed over to HR.
- **Streamline tech environment.** There's now a common intranet infrastructure platform on SharePoint 2010 and a combined development/test environment and production environment.
- **Template standardization.** Standardized templates are now available to everyone, thus all employees draw from the same library.
- **Common WikiWorld concept.**
- **Alignment of key applications.** These include the phonebook, *My Site*, AD, team sites, search, and news.



Pictured: The KPI Dashboard gives an overall indication of each site's performance for the entire sales department. All statistics are shown for the past two years and can be filtered by department/organization.

The screenshot displays the MAN Self Service portal. At the top, there is a navigation bar with the MAN logo, site address, and user profile. The main content area is titled "Self Service" and includes a search bar, a "Search Tasks" section with filters for Org. Unit and Location, and a "I Need To" section with various task cards like "Order currency", "Book Travel", and "Check my plane is on time". A "My Tasks" sidebar on the right lists user-specific tasks and contact information for support staff.

Pictured: The *Self Service* area is an extensive collection of links, helping users find information about everything from travel booking to currency; it also offers direct access to external applications. Once found, tasks can be added to the *My Tasks* web part on the front page, becoming available through a single click.

The screenshot displays the MAN eXcellence website interface. At the top, there is a navigation bar with links for Home, News & Events, Employee Centre, Our Company, Knowledge Sharing, and Self Service. A search bar and user profile (Joseph Posen) are also visible. The main content area features a header for 'Excellence' with a quote: "We are what we repeatedly do. Excellence then is not an act, but a habit." - Aristotle. Below this, a news item titled 'Ideas management - first six months of 2011 successfully concluded' is highlighted. The central focus is the 'House of Excellence' diagram, which is a pyramid structure with 'Vision No 1' at the top, followed by 'Strategy', 'Policy Deployment', 'Process Excellence', 'People Excellence', and 'Tools & Methods' at the base. The middle section is supported by 'Lean' on the left and 'Customer Satisfaction' on the right. The 'Lean' side includes Sales Excellence, Engineering Excellence, Manufacturing Excellence, and Service Excellence. The 'Customer Satisfaction' side includes Support Excellence. Below the diagram is a 'Roadmap Running Projects' Gantt chart showing various projects from November to October, such as 'Primerby - Excellence in spars', 'Motive Sales Excellence', and 'Excellence in B2B'.

Pictured: Community sites are used for different types of collaboration, supporting the business' needs.

LESSONS LEARNED

The Atlas team outlines some of their key learnings from the project:

- Create an inclusive team.** "Being a global company, our project team was internationally based. This was a great help in our attempts to embrace the different cultures and meet the diverse requirements. However, in cases where team members are not based at the same location, inclusive project management is essential." (Kristina Helms)

- **Communicate directly.** “The duration of the project, together with the delay, made it difficult to maintain a positive communications momentum. The challenge became to communicate new realities and new changes clearly. The key learning is especially that using management as multipliers of messages is difficult in a global matrix organization. Next time, we would probably rely more on direct communication to the relevant target groups. However, we will have to bear in mind that it will require more resources to meet the consequentially much higher workload.” (Kryger)
- **Plan for user training and outreach.** “It is important to realize that a changed look and feel can confuse even existing SharePoint users. Therefore, it is necessary to set aside resources for kick-start assistance to basic questions (such as ‘Where is the *Site Actions* button located now?’). After the launch, for the period of time in which it was necessary, we held weekly Information Room sessions where employees could just drop by and pose questions for the project members. That worked very well.” (Helms)
- **Celebrate the successes.** “I think it is important to remember to celebrate the successes to keep the momentum. You can easily get caught up by the challenges in a project of this size and magnitude; do not let them take over.” (Helms)
- **Keep the technology in sync.** “We managed to keep our test environment and production environment in sync fairly well. The small differences did mean a surprise to us once or twice, though, for example with regards to performance. So, make sure to sync the environments to best see how, for example, new developments integrate into the platform.” (Stern)
- **Bridge gaps between design and execution.** “One of our challenges was a gap between the design mock up and the live system. So, make sure to bridge potential gaps with technical specifications in writing to avoid misunderstandings so that you have a detailed description of how the content should appear.” (Stern)
- **Use offshore vendors with caution.** “A heads up is also who to use for development. We had offshore vendors, which was an issue in the development. The differences in time zones caused delays, and the knowledge basis was not sufficient for our purpose.” (Stern)

NCR Corporation

Using the intranet:

NCR Corporation (NYSE: NCR) is a global technology company leading how the world connects, interacts, and transacts with business. NCR's assisted- and self-service solutions and comprehensive support services address the needs of retail, financial, travel, healthcare, hospitality, entertainment, gaming, public sector, telecom carrier, and equipment organizations in more than 100 countries.

Headquarters:

Atlanta, Georgia

Number of employees the intranet supports:

21,000

Company locations:

NCR operates in 100+ countries.

Locations where people use the intranet:

Accessed globally

Annual sales:

\$4.81 billion revenue in 2010.

Design team:

Created in-house by a core development team comprising representatives from Graphics and Digital Services, HR, and IT Services located in India, US, and UK.

Wireframes/UI defined with assistance from Eightshapes and MacQuarium.

SUMMARY

The catalyst for NCR Corporation's intranet redesign was a fairly common one in business: a significant organizational restructuring—in this case, moving away from a business-unit model to a line-of-business with shared services model. When the news hit, the design team snapped into action, setting new intranet goals that included breaking down silos and making it possible for everyone to share and consume information. Like all great intranets, they began with research and an iterative process to generate this winning design.

Deciding which content categories are worthy of the homepage and then prioritizing the resulting categories is difficult because so many people and groups feel they need a prominent presence there. Once decided upon, the content arrangement is an exercise that intimidates many intranet designers, but not those in NCR's Graphics and Digital Services team, which is located under Marketing Services. These designers deftly allotted the homepage space above the fold to the most important information: current news, links to the user's own productivity pages and tools, and a people search applet; and of course, navigation elements at the top. In our own intranet studies, we find that most people come to the intranet to do three things:

1. Read the corporate news
2. Use their own links and productivity tools
3. Search for people

Members:

In-house Business Team: Colleen Swanger, Director Design and Digital; Stuart Gray, Online Content Manager; Vic Shoup, Online Content Manager; Kenny Monteith, Web Team Manager; Melanie Brown, HR Director; Jean Romines, HR Information Systems Consultant

In-house IT Development Team: Angelo Kalevela, Software/System Engineering Analyst; Myria Williams, IT Systems Senior Analyst; Prateek Narang, Delivery Manager; J R Zimmer, IT Manager; Steve Robinson, IT Director; Rudresh Shrotriya, Project Lead; Sushil Bharwani, Senior Software Engineer; Naveen Verma, Module Lead; Abdul Momin Khan, Senior Software Engineer; Mitali Gupta, Senior ITPQE—Strategy and Architecture; Mohit Sharma, Senior Software Engineer; Abhishek Anand, Software Engineer; Aniruddha Das, Software Engineer; Shruti Jain, Software Engineer; Abhishek Awasthi, Technical SME; Harsha Sharma, Software Engineer; Chris Roth, Software/System Engineer Senior Analyst; and a host of others from across the business

Sogeti USA: Joshua Smith, Principal Consultant

MacQuarium: Steve Perry, Director, Experience Design and Sr. User Experience Architect

Eightshapes: Dan Brown, Founder and Principal

Given their news and tools placement, plus the people search in the upper right of all pages and the additional applet on the homepage, the NCR designers' decisions mesh with what we typically recommend.

The carousel appears most prominently, displaying tabs current information with legible titles so users can hover or click through the promoted news items at their own pace. Because it lets designers display more information in a single piece of real estate than a traditional layout, the carousel is a smart choice if (as is true here) 1) the content doesn't need to be displayed at the same time, and 2) users can easily go back or forward from the currently displayed item.

Top news items and the most recent company blog activity keeps people posted at a glance.

Users can access content that's more targeted by subscribing to internal and external RSS feeds. Clicking the *My Feeds* link takes users to their subscriptions page where they can see up-to-date information about topics they are particularly interested in. Clicking the *My Feeds* link in the bottom of the homepage's green area links to the *My Feeds* area, where users can see all the feeds they subscribe to, internal and external, and edit their subscriptions and notification options.

The screenshot shows the NCR intranet's 'My Feeds' page. At the top, there's a green header with the NCR logo and the tagline 'Experience a new world of interaction'. Navigation links include CODE OF CONDUCT, ALERTLINE, MY PROFILE, PUBLISHER, WEBMAIL, and LOGOUT. A search bar is present with a 'GO' button and options for 'People Search' and 'Advanced Search'. Below the header is a secondary navigation bar with icons and labels for Home, News, Products and Services, HR Central, Inside NCR, Resources, and Support.

The main content area is titled 'My Feeds' and includes a sub-header: 'View results for subscriptions/feeds you have added, change your subscriptions, and set your notification options to determine what emails you receive from the corporate communications group or the intranet.' There are three tabs: 'My Feeds' (selected), 'Subscriptions', and 'Notification options'. A filter shows 'Show results for the last 24 hours' with a 'Save' button.

The news items are categorized into 'NCR intranet' and 'External sites'. Intranet items include:

- 14-Jul-2011 **David Hentz joins Telecom & Technology team**: David Hentz has joined NCR as a Solution Marketing Manager, Telecom & Technology, reporting to Roland True. David will have responsibility for T&T's new service offerings covering Cloud Services, Network & Systems Management and WAN technologies such as Ethernet, MPLS and SIP.
- 14-Jul-2011 **Collaborative Innovation: NCR partners with Georgia Tech and Abertay**: Key partnerships between ISG's top innovators at Georgia Tech and Abertay University continue to exemplify the power of collaborative innovation.
- 14-Jul-2011 **NCR Windows 7 Questions and Answers (Q&A)**: NCR's most common questions from customers around Windows 7 in our Financial Industry solutions. First created June 2011 and most recently updated 14th July 2011.
- 13-Jul-2011 **Key Messaging for Partners**: The planned tender offer described in these materials has not yet commenced. This description is not an offer to buy or the solicitation of an offer to sell securities. At the time the planned tender offer is commenced, NCR will file a tender offer statement on Schedule TO with the Securities and Exchange Commission (the "SEC"), and Radiant Systems will file a solicitation/recommendation statement on Schedule 14D-9 with respect to the planned tender offer. The tender offer statement (including an offer to purchase, a related letter of transmittal and other tender offer documents) and the solicitation/recommendation statement will contain important information that should be read carefully before making any decision to tender securities in the planned tender offer. Those materials will be made available to Radiant Systems shareholders at no expense to them. In addition, all of those materials (and all other tender offer documents filed with the SEC) will be made available at no charge on the SEC's website: www.sec.gov.

 External sites include:

- 14-Jul-2011 **Probe prepares to orbit asteroid** (Source: BBC News - Home)
- 14-Jul-2011 **Murdochs to face MPs over hacking** (Source: BBC News - Home)
- 14-Jul-2011 **No-warning school behaviour check** (Source: BBC News - Home)

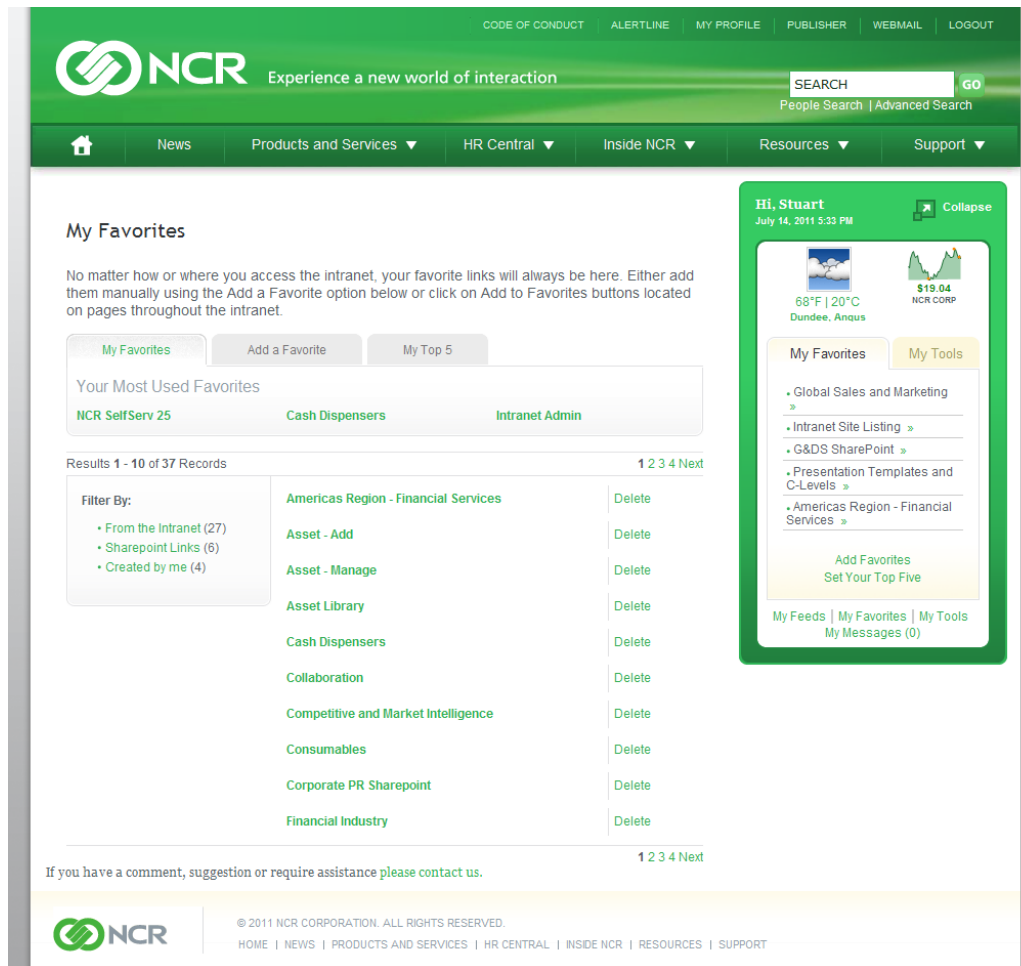
 A 'Change your subscriptions' link is at the bottom of the feed list.

The right sidebar shows a personalized user view for 'Hi, Stuart' as of July 14, 2011 5:34 PM. It includes a 'Collapse' button, weather for Dundee, Angus (68°F | 20°C), and a stock price for NCR CORP (\$19.04). Below this are 'My Favorites' and 'My Tools' sections. Favorites include: Global Sales and Marketing, Intranet Site Listing, G&DS SharePoint, Presentation Templates and C-Levels, and Americas Region - Financial Services. Tools include 'Add Favorites' and 'Set Your Top Five'. At the bottom of the sidebar are links for 'My Feeds', 'My Favorites', 'My Tools', and 'My Messages (0)'.

At the bottom of the page, there's a note: 'If you have a comment, suggestion or require assistance please contact us.' The footer contains the NCR logo, copyright information (© 2011 NCR CORPORATION. ALL RIGHTS RESERVED.), and a navigation menu: HOME | NEWS | PRODUCTS AND SERVICES | HR CENTRAL | INSIDE NCR | RESOURCES | SUPPORT.

Pictured: People can view and edit their news feeds on the *My Feeds* page.

Also on the homepage's right side, users can access their selected links to pages from the intranet or any external website. They add these links by either selecting the *Add to My Favorites* button, which appears at the top of intranet pages, or by clicking the *My Favorites* link to add and customize their favorites. In the *My Favorites* area, users can find, filter, remove, and add favorites to the list on the homepage.



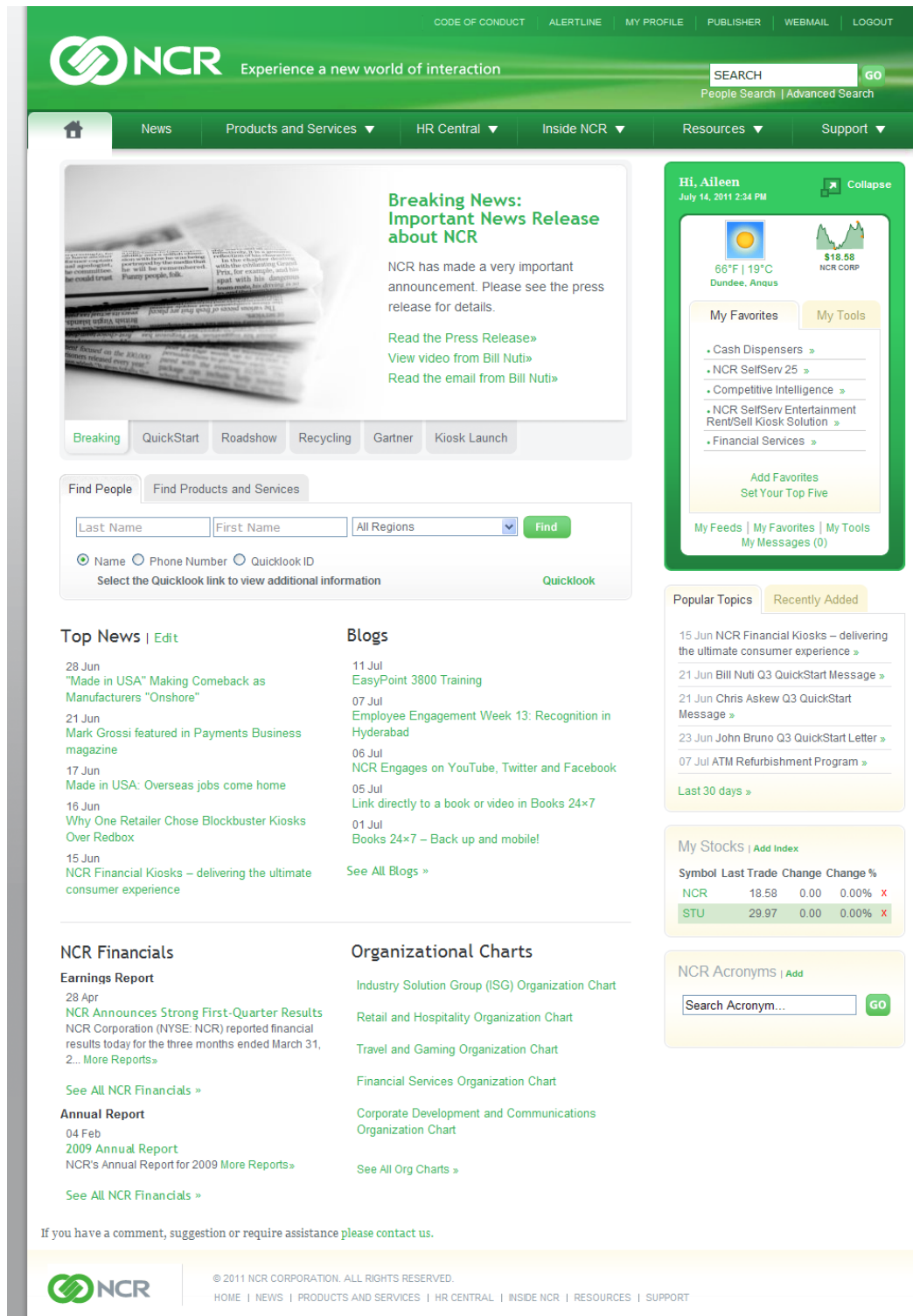
Pictured: Users can filter, add, and remove favorites on the *My Favorites* page. They can also move them to the *My Top Five* tab, which places them on the right rail (green) personal toolbox, which is persistent throughout the site.

The *My Tools* tab on the right of the homepage supports productivity, housing links to applications and tools that users need to get things done. This quick access makes the intranet capable of truly assisting people, but the feature is helpful only if the links are personalized to the individual. Thus, users can customize the list by selecting the *My Tools* link on the bottom of the green area. When clicked, users are not just presented with a blank screen; once they add tools or favorites, the *Most Popular* block at the top shows items in the individual's list that the user communities use the most. The idea here is to aid navigation and help users filter and remove tools when their list of items gets too long. Tools that people add to their *My Top 5* will appear in the list on their homepage.

Given the organization's restructuring, it is vital that employees can easily find the organization charts, which are clearly labeled links and positioned below the fold on the homepage.

The financial reports are located just to the left of these, giving people a clear understanding of how their organization is faring. Because the numbers are quite good (in 2010 the organization made \$4.81 billion in revenue) it's an obvious choice to display these financials in a prominent place to excite and motivate staff.

Finally, NCR employees use more than 2,000 acronyms, making it nearly impossible for even seasoned employees to know them all. On the lower right of the homepage, employees can be rescued by the acronym applet, a field where they can type a search query. They can also click the *Add* link to start the short process of adding a new acronym to the app.

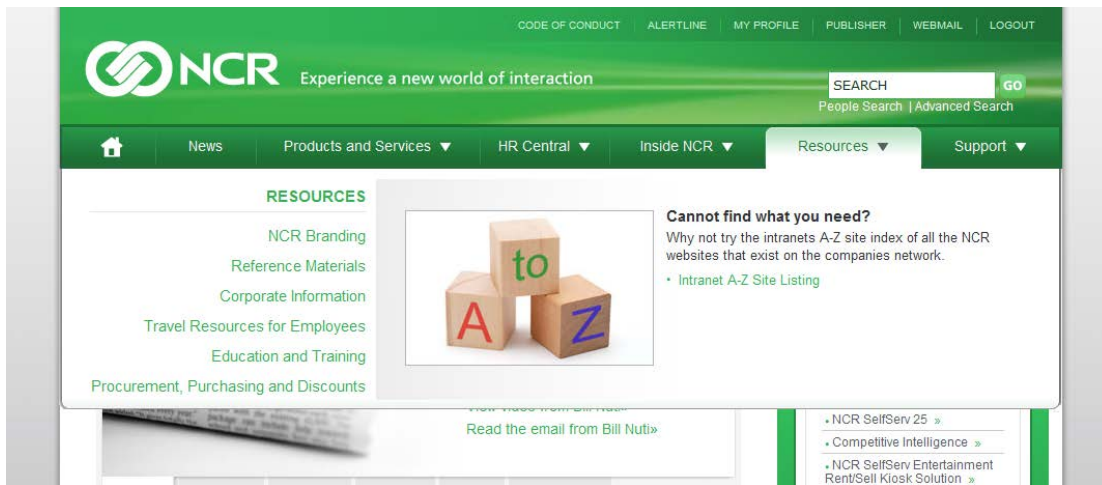


Pictured: The NCR Corporation intranet homepage prioritizes content, making top news and user-customized news and links most prominent.

Knowing that making information accessible was one of their top challenges, designers began to focus their efforts on designing a simple IA. They focused on

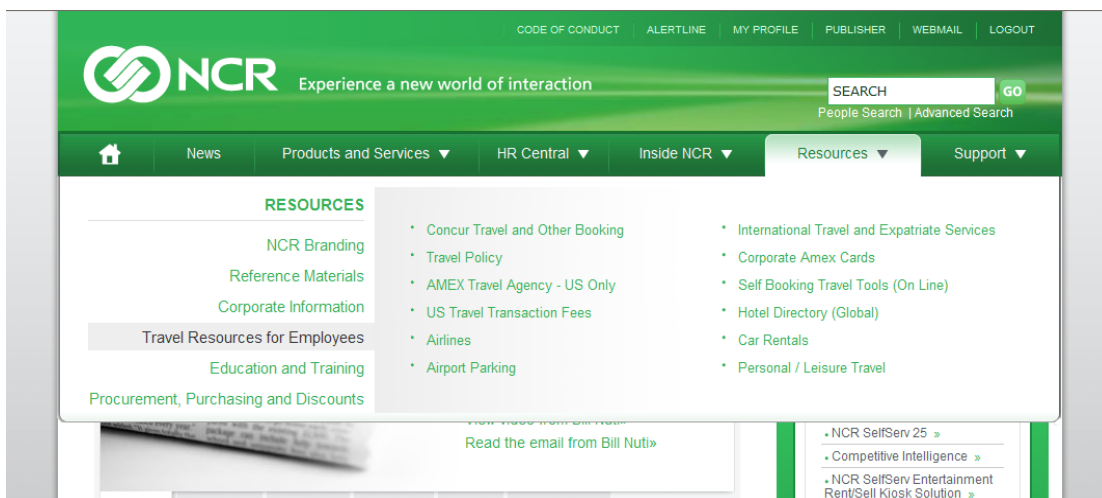
determining the top content categories, which translated into the following six global menu choices: *News*, *Products and Services*, *HR Central*, *Inside NCR*, *Resources*, and *Support*. Designers chose the order of these based on site traffic. In addition, the homepage button earned a prime space in the global navigation on the far left.

Beyond the clean organization of menu categories, the menu's mechanics are inventive. First, the one item that does not open a menu, *News*, looks visually different as it does not include a "down" arrow. The other five items open mega menus. Within these menus are categories of links, which appear on the left side. At the top of this list is a heading, which is a confirmation of the selected menu's name. On the right, administrators can showcase interesting intranet elements. At this initial stage of the mega menu, none of the second-level menu items are selected.



Pictured: The default state of a mega menu shows the second-level menu on the left; the main area on the right promotes an interesting element (in this case, an A-to-Z index). Administrators can choose to turn this feature off and instead select the first second-level menu item and display its corresponding list of links on the right.

If the promotion feature is turned off, or if a user clicks a second-level link in the mega menu, a list of corresponding links appears on the right. NCR's content lends itself to a mega menu, as there are many links and subcategories.



Pictured: In the mega menu, when the second-tier item is selected on the left, the child links appear on the right.

Before moving to this navigation model, the intranet had a more standard mega menu design that displayed all the category links at once. While this is typically a very usable mega menu design, the number of menu items at NCR became so numerous that users found it hard to find items. The team agreed that there were too many choices for people to easily scan given their content in this layout, and thus came up the new expandable mega menu.



Pictured: An older design. Before using the menu within the mega menu, the intranet sported a more traditional mega menu with items separated by category headings. This is typically quite usable, but designers found it was not scalable enough for their content and structure.

Understanding the significance of varied and up-to-date content, designers also focused on locating an open source CMS that would allow anyone to add content. While vital, the CMS system is only one of many elements that create an assortment of timely and appealing information on the intranet. The UI elements and processes can make or break this. Thus, the astute NCR designers added very thorough, error-proof forms that anyone can use to add content in almost any language.

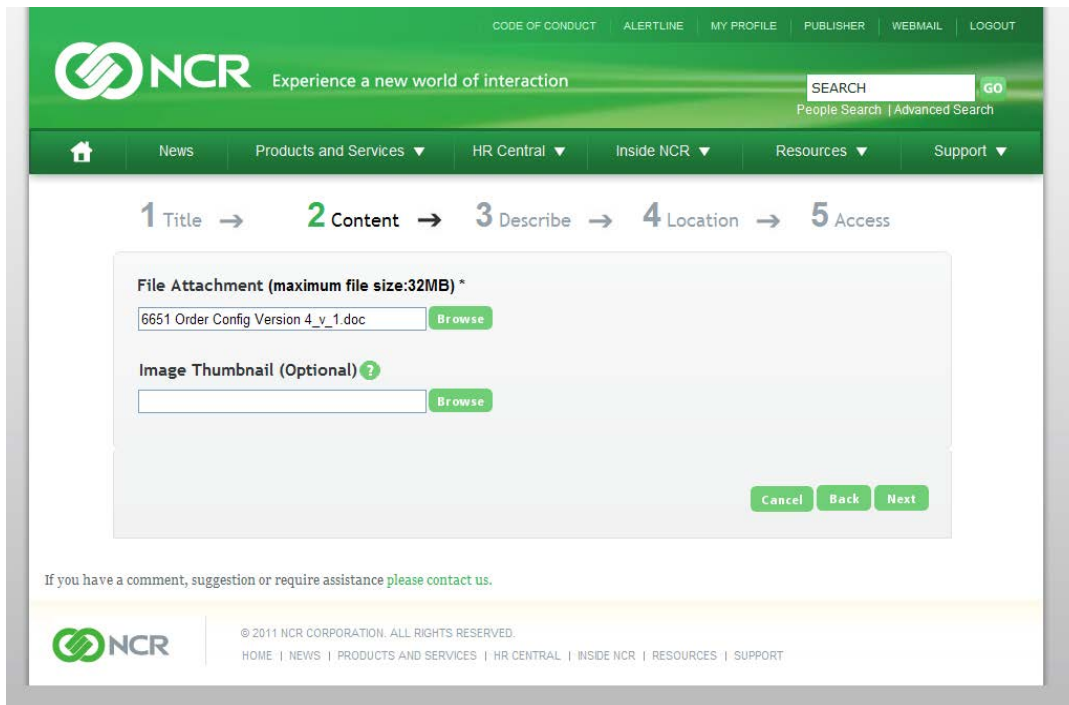
The process for adding content is separated into five steps/forms. Upon opening the first form, the progress indicator—1 Title; 2 Content; 3 Describe; 4 Location; and 5 Access—lets users immediately know that they will be lead through this process. One might think this approach too restrictive for people who frequently add content, but the team learned through research that publishers liked to enter small chunks of information and found it less daunting than an all-at-once approach (as their previous system offered). And this is a superb example of progressive disclosure and using linked controls, as the *Asset Class* choice people make in the first step dictates which fields will appear on forms that follow.

Selecting a *file attachment*, a *URL link*, or *streaming media* displays the next form containing a field for choosing and uploading a file; selecting *web article* opens a Rich Text editor.

The asset class selection also dictates how the information will ultimately be laid out for the readers.

The screenshot shows the NCR intranet interface for content submission. At the top, there is a green header with the NCR logo and the tagline "Experience a new world of interaction". Navigation links include CODE OF CONDUCT, ALERTLINE, MY PROFILE, PUBLISHER, WEBMAIL, and LOGOUT. A search bar is located on the right. Below the header is a navigation menu with links for Home, News, Products and Services, HR Central, Inside NCR, Resources, and Support. The main content area displays a progress indicator: 1 Title → 2 Content → 3 Describe → 4 Location → 5 Access. The current step is "1 Title", which is highlighted. Below the progress indicator is a form with two main sections: "Asset Title*" with a text input field, and "Asset Class*" with a help icon and four radio button options: File Attachment (selected), Web Article, URL Link, and Streaming Media. There are "Cancel" and "Next" buttons at the bottom right of the form. A footer note says "If you have a comment, suggestion or require assistance please contact us." The footer also includes the NCR logo, copyright information "© 2011 NCR CORPORATION. ALL RIGHTS RESERVED.", and a list of navigation links: HOME | NEWS | PRODUCTS AND SERVICES | HR CENTRAL | INSIDE NCR | RESOURCES | SUPPORT.

Pictured: In the first step/form in the content submission process, users name the content and select the content type. This linked control dictates the fields that subsequent forms will offer, as the different content types require different information and actions.



Pictured: The second step asks questions specific to the asset class selected in the first from.

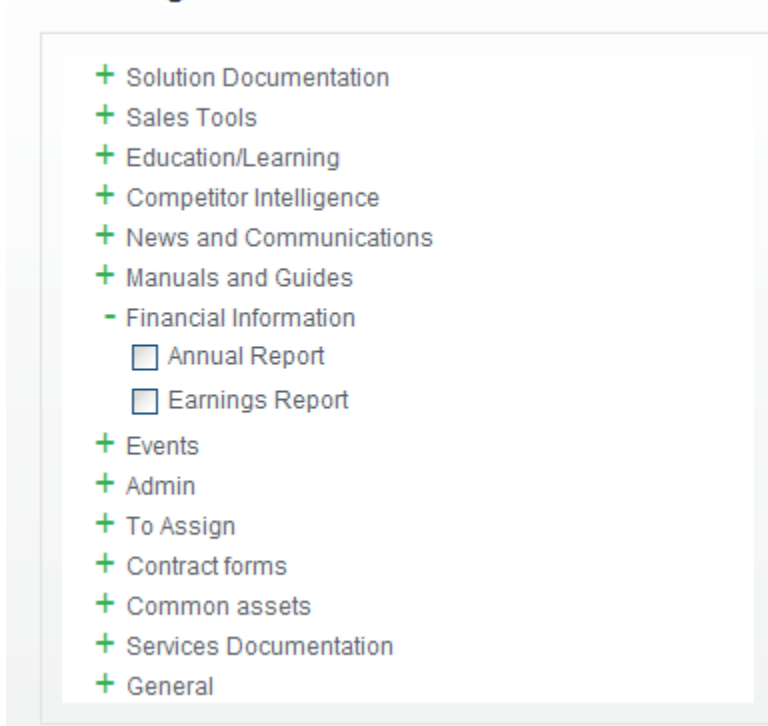
Once the content is selected, users can name it (with short and long descriptions), add keywords, and assign dates for publish and expiration. The *Submitter* and *Last Published* date are auto-filled and, whenever possible, content is prepopulated in this form. Designers made this process flexible by adding editable fields for *Editors* and *Contact*. These let users submit content even if they won't ultimately be responsible for it; adding editors lets multiple people share responsibility for the content.

If a file such as MS Word is uploaded, the file is read by Google's GSA and its content is indexed to improve search results.

Submitters can also select from a list of *Asset Tags*, which help determine how the content will be presented on pages and placed in certain tabs.

On the back-end, the intranet administrators use asset tags to assist them in routing content to the right places for approval. Certain asset types have workflows assigned to them, and selecting those sends the submission onto its next step. Asset types with no workflow instantly go live.

Asset Tags*



Pictured: A zoom-in on a list of asset tags, which administrators use to keep approval workflows moving.

Being an international organization, NCR designers ensured that fields can accept almost all characters, and the back-end processes and data stores can index and present content correctly. As a result, people can submit content in almost any language. Users can select their language from a list, or add a new language, and tag the content in their own language.

CODE OF CONDUCT | ALERTLINE | MY PROFILE | PUBLISHER | WEBMAIL | LOGOUT

NCR Experience a new world of interaction

SEARCH GO
People Search | Advanced Search

[Home](#) | [News](#) | [Products and Services](#) | [HR Central](#) | [Inside NCR](#) | [Resources](#) | [Support](#)

1 Title → 2 Content → **3 Describe** → 4 Location → 5 Access

Brief Description*

Long Description

Keywords

Contact* [Change](#)

Submitter

Editors [Change](#)

Publish Date*

Expiration Date*

Last Modified*

Asset Tags*

- + Solution Documentation
- + Sales Tools
- + Education/Learning
- + Competitor Intelligence
- + News and Communications
- + Manuals and Guides
- Financial Information
 - Annual Report
 - Earnings Report
- + Events
- + Admin
- + To Assign
- + Contract forms
- + Common assets
- + Services Documentation
- + General

Language*

[Cancel](#) [Back](#) [Next](#)

If you have a comment, suggestion or require assistance [please contact us](#).

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HOME | NEWS | PRODUCTS AND SERVICES | HR CENTRAL | INSIDE NCR | RESOURCES | SUPPORT

Pictured: In the third step of the content-submission process, users assign description, keywords, editors, and more.

It takes a truly enlightened team accompanied by a lot of sound behavioral research and metrics to realize the following concept: Fewer visits can actually be a positive thing. More and more people realize that a different metric—page views—can be positive if there are fewer of them. Old-school metrics dictated that lots of page views meant more interest and was “evidence of good IA.” (“More revenue because more eyes on more pages”—doesn’t apply on intranets.) Sometimes, users actually are seeing more pages and moving around more because they are interested and able to find content they want. But after a just few minutes in a behavioral research study, it’s clear that users often hit pages they don’t mean to visit and don’t care about, and they thus have wasted their time. To boot, they don’t absorb the content on those pages and can get miffed at the UI that erroneously led them there.

So, more pages viewed = not always a good thing. But more visits not a good thing? Progressive NCR designers say that’s true, and here’s why. In counting the interactions, each visit to a different site was counted as a unique visit. Before the redesign, there were several intranet sites, not just one. In a model like this, to find one piece of content users have to do several things:

- Figure out which site might have the information
- Traverse that site’s navigation
- Possibly traverse different navigation on other sites (and have to navigate different models, wasting time)
- If similar information is on multiple sites, decide which source is most believable

This wastes users’ time, decreases trust, and can cause a loss in job satisfaction. It also costs the organization money in terms of bandwidth, server space, and most importantly decreased employee productivity.

In the new site design, the information is consolidated on one intranet with one IA and search, eliminating many issues from both the individual’s and the corporation’s perspective. People can find their information hitting fewer pages and sites, so they can spend less time pursuing intranet content and more time finding it quickly and moving on. Now how bad can that be?

BACKGROUND

Instead of outside forces acting upon an intranet (as in mergers), the reason behind the NCR intranet revamp was an internal shift in focus. NCR underwent a significant organizational restructure, moving away from a business-unit model to a line-of-business with shared services model. This “one-company” approach needed to be reflected in the company’s intranet. It needed to become a “one stop shop” for information for all employees.

“Primarily, the intranet was intended to help break down the silos of the previous business-unit model by providing a consistent knowledge sharing experience across our whole company,” says Stuart Gray, Online Content Manager, Graphics and Digital Services. “We also wanted the intranet to improve operational efficiencies within the company in the consolidation of duplicate resources.”

In the beginning, the team surveyed employees across all functions within the business. This extensive information gathering helped them define the set of deliverable priorities, which included:

- Help people find content that is most meaningful to them for their functional responsibilities
- Help people find content/applications that support them as an employee
- Consolidate content and functions common across different functional areas
- Eliminate redundant content
- Rely on an IA that is inherently scalable, to simplify growth
- Accommodate for an IA that can be applied globally
- Serve as the gateway to functional areas and applications
- Allow employees to conduct tasks and activities with ease as required of their role and responsibilities
- Establish a well-defined process to enable centralized publishing and oversight
- Improve perception of the intranet as a reliable source for news and information
- Eliminate the need to launch independent intranet sites by creating a virtual space for hosting myriad content and tools
- Enable employees to be self-sufficient through low barriers of entry to key tasks and activities

Deciding what to change and how was driven by data the team had gathered from the site users. “Our vision was clear from the start due to the initial surveying of our audience and the businesses’ drive to consolidate and simplify,” says Gray. “We knew that many key sites needed to be consolidated into the new system as they supported customer-facing roles within the company, such as sales or customer services.”

Site analytics data on existing sites also helped guide them on what was essential to the audience and in prioritizing the work that should occur.

Challenges

The NCR team faced a number of daunting challenges, from technology challenges to the challenges of a global workforce.

“We faced numerous challenges along the way,” says Colleen Swanger, Director, Design and Digital, “with the most critical being lack of domain knowledge of the chosen platform, Joomla.”

Lack of both business and IT resources and disagreements between the two teams over priorities were also challenges.

Keeping members of a global project team in lock step is always challenging. The NCR team is particularly diverse and widespread, adding to the project challenges.

“Being part of a global corporation, our team spanned three continents and two languages—three if you count a Scottish accent,” says Vic Shoup, Online Content Manager, Graphics and Digital Services. “Scheduling online conference calls worked for much of what we did, but we still found it necessary to fly in key team members

from the UK and India to our World Headquarters in the US. This all made for a difficult time staying in step with each other and maintaining momentum.”

The screenshot shows the NCR intranet landing page as of August 17, 2011. At the top, there is a navigation menu with 'NCR Net', 'HR4Me', 'Division Sites', 'Resources', and the date '17 August 2011'. A search bar is positioned to the right of the navigation. Below the navigation is a large banner with the text 'Do you want to experience a new world of interaction?' and a glowing 'YES' button. Underneath the banner is a 'Feature Story' section with a video thumbnail and the headline 'BusinessWeek highlights NCR's innovative manufacturing approach'. The main content area is organized into four columns: 'News & Events', 'Employee News', 'Customer Wins', and 'CEO2You'. Each column contains a list of news items with dates and brief descriptions, such as '17 AUG | Stock Price', '18 AUG | Remote Deposit Capture', and '13 AUG | Confer'. A sidebar on the left contains a list of links including 'Alert Line', 'Code of Conduct', 'Shared Values', 'Corporate Policies', 'Awards & Recognition', 'Employee Resources', 'Intranet Site Map', 'NCR2You Webcasting', 'NCR News Archive', 'NCR Tack Board', 'Corporate Citizenship', 'Current Local System Outages', and 'NCR NewsWorld'. The footer contains the text 'NCR Net Home | Sitemap | NCR.com | Feedback | © 2000-2009 NCR Corporation'.

Pictured: The landing page of the NCR intranet prior to the redesign. This site was built using HTML pages, which created update challenges for users who weren't code savvy and style challenges as there was no way to enforce style/branding standards across pages/sites.

CODE OF CONDUCT | ALERTLINE | MY PROFILE | PUBLISHER | WEBMAIL | LOGOUT

NCR Experience a new world of interaction


SEARCH GO
People Search | Advanced Search

Home » Inside NCR » Lines of Business » Financial Services

Financial Services

[Edit Content](#) [Add To Favorites](#) [Unsubscribe](#)

15 June - NCR Financial Kiosk - delivering the ultimate in-branch consumer experience
 Enabling transaction migration, revenue generation and branch transformation for our customers, NCR Financial Kiosks provide a complementary channel to tellers and ATMs, giving consumers more choice of when and where to transact.



Speak to your customers about NCR Financial Kiosk and how it will increase revenue generating opportunities, attract new customers and offer the ultimate banking experience to their customers.

Find out more by visiting the [NCR Financial Kiosk page](#) on the Intranet.

08 June - APTRA eMarketing and HDFC Bank
 APTRA eMarketing is one of the critical solutions that is turning NCR's strategy into reality. Download the new HDFC Bank [video](#) and [written](#) case study to find out how APTRA eMarketing produced dramatic results for the bank and its customers:

- ATM transactions are 40 percent faster – increasing messaging opportunities
- Response rates to campaigns of 70 percent
- Conversion rates of 20 percent

09 May - New Scalable Deposit Module (SDM) Sales Tools

- [NCR SDM Datasheet](#)
- [NCR SDM Photography](#)
- [NCR SelfServ 31 Datasheets](#) (updated to include SDM)

Please also share the [SDM Lifestyle video](#) with your customers to demonstrate the improved customer experience that is delivered by SDM.

For more information on SDM please contact your regional deployment team.

If you have a comment, suggestion or require assistance [please contact us](#).

Hi, Stuart
July 14, 2011 5:29 PM

Expand

[My Feeds](#) | [My Favorites](#) | [My Tools](#)
[My Messages \(0\)](#)

Featured | [Edit](#)

- [Financial Industry Products and Services Linkage to the Financial Industry Product and Services area.](#)

Subpage Hierarchy
[Add New Subpage To Hierarchy](#)

Financial Services

- [NCR in the News](#) [Edit]
- [Financial Marketing Programs](#) + [Edit]
- [New Product/Solution Releases](#) [Edit]
- [Competitive Intelligence](#) [Edit]
- [Events](#) [Edit]
- [New Sales Tools](#) [Edit]
- [Solution Updates](#) [Edit]
- [The Source - ISG Newsletter](#) + [Edit]

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HOME | NEWS | PRODUCTS AND SERVICES | HR CENTRAL | INSIDE NCR | RESOURCES | SUPPORT

Pictured: A typical functional area page. To the right of the page title is the *Edit Content* option, which is available only to the intranet section's owners or a business admin. Because navigation is presented in the right navigation area, the page collapses the personalized toolbox (green area at top of right column) to maximize space.

Products and Services Home » Financial

Financial

Remove Favorite

Hardware | Software | Solutions | Services | Consumables

<p>ATM Upgrade Kits</p> <ul style="list-style-type: none"> • ATM Core Upgrade Kits » • ATM Keyboard Kits » • Audio Kits » • Card Reader Kits » • Cash and Check Accept Kits » 	<p>Branch Hardware</p> <ul style="list-style-type: none"> • NCR Account Services Terminal » • NCR Cash Recycler » • NCR Cash Recycler Pro » • NCR SelfServ 4 (Slimline) » • NCR SelfServ 8 » 	<p>Cash Dispensers</p> <ul style="list-style-type: none"> • NCR SelfServ 16 » • NCR SelfServ 22 » • NCR SelfServ 22e » • NCR SelfServ 25 » • NCR SelfServ 26 » • NCR SelfServ 28 » 	<p>Discontinued</p> <ul style="list-style-type: none"> • 56XX Products » • NCR EasyPoint ATM Products » • NCR Personas M Series Products » • NCR Personas Products »
<p>Image Transports</p> <ul style="list-style-type: none"> • Digital Check Scanners » • NCR ITRAN 180e and 300e » • NCR ITRAN 3000t » • NCR ITRAN 8000 » • NCR ITRAN ImageTrac » • NCR Personal Scanner » • Third Party Products » 	<p>Multi-function ATMs</p> <ul style="list-style-type: none"> • NCR SelfServ 32 » • NCR SelfServ 34 » • NCR SelfServ 38 » • NCR SelfServ 42 » 	<p>Single Function Deposit</p> <ul style="list-style-type: none"> • NCR ATM Business Depository » • NCR SelfServ 31 » • NCR SelfServ 33 » • NCR SelfServ 35 » • NCR SelfServ 36 » 	

Documentation and Assets

See All Documentation and Assets »

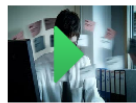
- Advertisements (13)
- Announcements (3)
- Availability Information (5)
- Advertorial (4)
- Architecture (2)
- Best Practices (13)
- Analyst Research (76)
- ARS/ARI (2)
- Branding Documentation (1)

Media Library

See All Media »



NCR SelfServ 22e - Customer Video



NCR APTRA Vision - Customer Video



Jordan Kuwait Bank (JKB) APTRA Relate - Case Study Video



Angled shot of the right of the Financial Kiosk Family
Request High Resolution Version »



Elevated shot of the Financial Kiosk Family
Request High Resolution Version »



Front on view of the Financial Kiosk Family
Request High Resolution Version »

Competitors

See all Competitors »

- Diebold (DBD)
- IBM
- Wincor Nixdorf International
- Nautilus Hyosung Inc.
- Triton Systems

Hi, Aileen
July 14, 2011 4:29 PM Collapse

68°F | 20°C
Dundee, Angus

\$18.86
NCR CORP

My Favorites | My Tools

- Cash Dispensers »
- NCR SelfServ 25 »
- Competitive Intelligence »
- NCR SelfServ Entertainment Rent/Sell Kiosk Solution »
- Financial Services »

Add Favorites
Set Your Top Five

My Feeds | My Favorites | My Tools
My Messages (0)

Popular Topics | Recently Added

- 15 Jun NCR Financial Kiosks – delivering the ultimate consumer experience »
- 15 Jun NCR Financial Kiosk Customer Video - English US »
- 08 Jul Ordering and Configuration Information - NCR SelfServ 22e »
- 24 Jun Ordering and Configuration Information - NCR Cash Recycler and NCR Cash Recycler Pro »
- 13 Jul Customer Presentation: Financial Kiosk with embedded video (16x9 version) - English US »

Last 30 days »

Featured | Edit

- Information Products Website Link to the Information Products website where Technical On-Line, Printed and CD-ROM Publications can be accessed that relate to Financial Self-Service, Payment and Imaging Solutions, Point of Sale, Store Automation and Software. »
- ATM Fraud and Attack - Incident Reporting A new global system has been introduced for logging ATM fraud and attack incidents. The objectives of this site are to proactively respond to an ATM situation that need investigation or follow up and to provide a central source for tracking global fraud and attack trends. »

Search Products and Services

SEARCH GO

Pictured: An example of a single industry and all of the solutions and services that relate to it. This is a good illustration of how the intranet team focused on content consolidation to save users time when locating information. This area of the site works on a model in which products, product families/solution families, and industries are all containers. These containers have relationships defined between them so a product page can relate to more than one product family or solution family in one or more industries. This reduces duplication of effort and ensures that content shown is consistent across the structure. A top-level industry page exists above the one shown here that presents all industries.

INTRANET TEAM



Pictured: The NCR intranet team (left to right): Sushil Bharwani, Naveen Verma, Abhishek Anand, Prashant Yadav, Prateek Narang, Anirudha Das, Jai Prakash Mishra, Rudresh Shrotriya, Abdul Momin Khan, Mohit Sharma, Kenny Monteith, Myria Williams, Vic Shoup, Omar Gosh, Joshua Smith, Colleen Swanger, Stuart Gray. and Angelo Kalevela.

GOVERNANCE

Ownership

Graphics and Digital Services, located in Marketing Services, is the intranet's corporate owner and that ownership is a good fit. "The team takes great pride in providing a valuable resource for employees," says Swanger. "While NCR does have an Intranet Steering Committee to gather feedback and help prioritize, having one group take the lead allows us to drive results."

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Corporate Core Team	<ul style="list-style-type: none"> • Provide governance and program management
Online Content Managers	<ul style="list-style-type: none"> • Oversee the daily running of the intranet and activities such as: <ul style="list-style-type: none"> ○ Publish approvals (where required) ○ Upload corporate collateral ○ Train and support content owners
Content Owners	<ul style="list-style-type: none"> • Update content and ensure consistency • Can delegate some part of the updates or changes to other members of the team/department by making them editors

USERS

Although the intranet is a resource for all employees, the greatest numbers of users are drawn from sales and marketing. Partners of NCR, who sell the company's products and services, also depend on the intranet for nonproprietary content such as marketing collateral. And managers use the intranet frequently to perform HR-related tasks.

CODE OF CONDUCT | ALERTLINE | MY PROFILE | PUBLISHER | WEBMAIL | LOGOUT

NCR Experience a new world of interaction

SEARCH GO
People Search | Advanced Search

Home » HR Central » HR Reports, Tools and Forms » My HR Data

My HR Data Add To Favorites

My HR Data Refresh

Overview | Personal Data | **Job Data** | Compensation

Effective Date	March 01, 2011
Global ID	30300000031
QuickLook ID	49185003
Name	Brian Aileen
Hire Date	July 15, 2003
Service Date / Tenure	July 15, 2003 / 7 years, 11 months
Rehire Date	July 15, 2003
Manager	Paul Paul
FML Org Code	583771000
FML Org Description	ST NCR PR GEN PR FIN WRCOM
Job Code	210785
Global Job Description	MarCom Specialist (9 22)
Business Title	Marcom Specialist
Salaried / Hourly	Salaried
Standard Hours	37.00
Grade / Step	11 / 0
BOM Code / Description: (RFR Only)	0002 / ISG Global
SCP Option Description	N/A
Performance Rating	Significant Achiever
Last Performance Rating Date	March 01, 2011

[Export to Excel](#) | [Display Transactions?](#)

Hi, Aileen July 14, 2011 3:46 PM Collapse

68°F | 20°C
Dundee, Angus

\$18.84
NCR CORP

My Favorites | **My Tools**

- Cash Dispensers >
- NCR SelfServ 25 >
- Competitive Intelligence >
- NCR SelfServ Entertainment Rent/Sell Kiosk Solution >
- Financial Services >

[Add Favorites](#)
[Set Your Top Five](#)

[My Feeds](#) | [My Favorites](#) | [My Tools](#)
[My Messages \(0\)](#)

Search HR Information

SEARCH GO

Have an HR Question?
Ask live online.
[Click for live chat](#)

[Get HR help. Ask an HR question here.](#)

HR Quick Links

BERR GO

If you have a comment, suggestion or require assistance [please contact us](#).

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HOME | NEWS | PRODUCTS AND SERVICES | HR CENTRAL | INSIDE NCR | RESOURCES | SUPPORT

Pictured: One of several pages that show an employee's HR information or that of his/her subordinates. Employees in management roles are also presented with an extensive set of automated forms and processes to help with daily tasks and activities.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">https://intranet.ncr.com
Default Status	<ul style="list-style-type: none">The intranet is set as the default browser address on all new PCs and laptops, which also have the intranet homepage as a favorite link. Older machines have the previous site as a favorite, but this redirects.
Remote Access	<ul style="list-style-type: none">The intranet is available from outside the company firewall directly through the URL above. If users are accessing from machines using VPN, the system recognizes them and they are authenticated and logged in automatically. When accessing from a non-NCR machine, all employees have a unique username and password, which permits basic access to the system to review email and look up contacts. Users are prompted from this basic access to install a Portal Pass (certificate), which allows full access.Remote access is provided to all employees, but the primary remote users are customer engineers and sales associates.
Access on Shared Workstations	<ul style="list-style-type: none">News headlines from the site appear on interactive kiosks throughout the NCR headquarters. The kiosks also feature much of the same messaging, but the company's facilities department currently manages it "manually." Security concerns prevented the team from exploring and implementing a more integrated solution with the internal digital signage.

DESIGN PROCESS AND USABILITY WORK

Design Approach

Limited time and limited resources drove the team's decisions about what types and how much research they needed to do to inform their redesign efforts. They needed to get the most bang for their buck (and hour). NCR team members outline how they conducted some of their research methods and the value those methods provided to the design process:

- **Wireframing:** The team wireframed all key areas in detail and where user processes existed, they used paper prototypes. But, Gray says, paper prototyping was not done “to a great enough extent.”

“Hard timelines often pushed the team to make snap discussions, which in a few occasions might not have been the best direction to take,” says Gray. “A tool such as paper prototyping can be implemented quickly and easily to test a theory/approach and help steer you away from the rocks unseen. Once we reaped the benefits from this approach, it was used, as time permitted, when ambiguity existed around requirements and where concepts needed tested.”

- **Heuristics reviews:** NCR has its own Consumer Experience (Cx) team, consisting of several usability experts. After reaching the stage where the intranet development site was stable and had enough working functionality (circa December 2009), the Cx team carried out a Heuristic Review of the intranet. “It was felt there were a number of design features which could be modified to improve the usability of the site,” says Gray. “The report provided was of great value to the development team and helped us identify urgent fixes that were needed.”
- **Card sorting:** This had mixed results initially as the team’s structure was far too broad and its composition did not reflect the main personas that would be using the intranet. Ambiguity in the card sorting terms also lead to dramatically different opinions concerning the initial IA. In the end, this was scrapped and Eightshapes was engaged to assist with user surveying to determine the end users’ priorities.
- **Visiting with and watching people in their workplace:** Team members were encouraged to “get their hands dirty” and meet the end users and discuss the intranet with them, and so they did. The focus during the discussions was a mixture of end-user education and watching/listening—and thus learning from user patterns. “Any feedback is good feedback,” says Gray.
- **Conducting expert reviews:** The NCR Cx team conducted a heuristic review (in December 2009) on an early build of the intranet. The team evaluated the site against best practice usability guidelines and the WCAG (Web Content Accessibility Guidelines). “It was felt there were a number of design features which could be modified to improve the usability of the site,” says Gray. “Overall however, the layout and navigation represent a significant improvement of the current NCR intranet from a usability perspective.”

This effort revealed issues with text contrast and keyboard focus feedback, as well as the need for greater consistency in the *Products and Services* pages. Other miscellaneous accessibility issues were also highlighted in the resulting 30-page report.

- **Researching usability:** The team conducted research on other intranets and engaged with their administrators wherever possible in online forums. Research reports by organizations such as NN/g were also utilized to spark ideas and benchmark. Organizations such as the Intranet Benchmarking Forum (IBF) also proved to be a great information resource. "Seeing live site demos really triggers new ideas and helps you spot weaknesses in your own intranet design," says Gray.
- **Conducting user surveys:** The team received responses from thousands of users. This information served as a foundation for the initial IA build and helped determine what aspects of the intranet were being heavily used and of the greatest value. Open-ended responses included in the survey results also provided key insights to the team.
- **Usability testing of design prototypes:** Usability testing provided key learnings early in the project. Early usability testing on some of the early Joomla extensions (for example, an event calendar and a FAQ tool) highlighted major failings in the UI and development was dropped on these items.

Finding Solutions by Listening to Users

The team learned a valuable lesson about making assumptions when a design decision backfired. And this experience helped cement team members' belief that the user perspective can be invaluable when making design choices.

During the site's pilot phase, the team found that the *My Tool* section generated considerable feedback from users—mostly negative.

The *My Tool* section lets users pick from a fixed list of resources and tools and add them to their own list so they can access them quickly. When this feature was first designed, all users had to do was click "add" and the tool would be added to their personal *My Tool* list. However, for the tool to show up in the personalized area of the intranet (on the right side), users had to have previously defined their *Top 5* favorites.

"We foolishly assumed that this flow would be evident and that it was intuitive enough," says Gray. "As users started adding tools to their list, the support requests started to come in asking why the added items were not showing in the personalized area."

"In hindsight," he says, "we should have shown any tools instantly in the personalized area of the intranet when added and then left the users to set the order afterwards. A simple mistake, but one that definitely impacted the usability of the feature."

While user feedback drove the team back to the drawing board, it also played a pivotal role in finding a solution.

Below is an example of the give and take between a user and Gray after the user experimented with the tool:

User [Alex]: *"In the Widget on the right for My Tools and My Favorites, My Tools and My Favorites DO NOT appear. It doesn't seem to be working."*

Gray's response: *"This seems to be an issue around the way we designed this. For an item to show on the right area under My Tools or My Favorites, it needs to be selected as one of your Top 5 as well as being first added to your favorite list. It is explained in the General User Guide on page 16. The need for additional training for an item is often because of the way it was designed, so I think we will be circling back and looking at this feature more closely to determine the best design approach."*

Alex: *"My recommendation would be to add the five items regardless if they have been added to Top 5. In other words, assume they are in the Top 5 by order of being added to the list as a default. Then, if a user doesn't like their Top 5 they will go in and change them. If they only have one item saved, then just show that one item."*

In the end, the users' suggestions were used as the backbone for resolving the issue.

"We naturally validated the above statements by shoulder surfing several users and watching how they performed the task of adding a tool and then utilizing it later," says Gray. "Quickly, we could see that they all stumbled in a similar manner to Alex and could not see the link."

Gray credits the use of open-ended questions and conducting observation sessions for helping the team not only diagnose the problem, but also craft a new, better workflow.

"We watched as the users tried to resolve the issue and then discovered the *My Top 5* tab," he says. "In some cases, it even had to be pointed out to them so they could complete the process. All users stated that it was an unnecessary step and was easily missed."

The team worked hard to create a set of solutions that would correct the workflow and make the process more intuitive.

"This research pointed us in the direction of removing the *My Top 5* tab entirely and integrating this function in the two screens the users were working in already. Additional feedback—such as "Why do I only get five top links? I usually have more than that"—was recorded at the time and integrated into the list of changes."

Gray explains the solution the team initially suggested as a response:

- Scrap the *My Top 5* tab on the *My Tools* and *My Favorites* pages.
- Place this functionality on the *My Tools* tab by using stars to the left of the item that a person has already added.
- Allow any tool that has been added to show on the right rail.
- If a tool has been tagged as a favorite, show it first on the list in the right rail; list favorites alphabetically if multiple favorites have been assigned.
- Let users expand or reduce the number of tools they wish to see on the right rail.
- On the filter list, add an additional filter that will shorten the list to show *My top tools*. This would filter the list to show only those items tagged as favorites.

This list was given to the development team with a mock-up of the new screen. But when the project was scoped, the effort required was found to exceed both available resources and perceived business value.

"It was de-prioritized and other items were targeted instead," says Gray.

But the usability issue remained and rankled users.

"We circled back and looked at the changes already scoped and created a set of paper prototypes that represented the page flow," he says. "I sat down with the testers I used previously and a couple of new recruits and asked them how they would complete the task using the new screens. The light bulb comment came where a user said 'I only need to see favorite tagging when I have more than five, this is all just clutter.'"

"The solution we settled on was to simply hide the *My Top 5* tab till more than five items are added and then show the tab and a link on the personal tool bar when the need arose," he says.

Paper prototyping proved to be the linch pin in moving the team from problem to design solution, given the limited resources available to throw at the problem.

"If paper prototyping had not been carried out we would have delayed the fix until considerably later and then the first two items would have been implemented after a major effort and potentially would have resulting in a new set of user issues we would have had to fix," he says. "Paper prototyping is incredibly useful as it gives very early indicators as to how well a design might perform if used properly."

"One day's effort creating rough paper designs probably saved us weeks of development," says Gray.

My Tools

Make finding a tool or application easier by adding it to your My Tools list.

My Tools Add Tools

Most Popular Tools
[Blogs](#) [Map](#) [Employee Resources](#)

Results 1 - 10 of 16 Records 1 2 Next

Filter By:		
<ul style="list-style-type: none">• Applications (4)• Employee Resources (4)• Additional Tools (3)• HR Quick Links (1)• Sales Tools (4)• My top tools (4)	<input type="checkbox"/> Accor	Delete
	<input type="checkbox"/> Blogs	Delete
	<input type="checkbox"/> CKS2000	Delete
	<input type="checkbox"/> FAQ	Delete
	<input checked="" type="checkbox"/> Management Analysis	Delete
	<input checked="" type="checkbox"/> Map	Delete
	<input type="checkbox"/> My ERP Apps	Manage Delete
	<input type="checkbox"/> My Knowledge4Me	Delete
	<input checked="" type="checkbox"/> NCR MeetingPlace	Delete
	<input checked="" type="checkbox"/> NCR SalesCentral (NSC) NCR SalesCentral is a centralized system that will enable you to manage your account information as well your sales opportunities.	Delete

1 2 Next

Pictured: One of the paper prototypes the team used to solve the problem of adding items to *My Tools* and having them show up without first having to have ranked a list of Top 5.

The screenshot shows the NCR intranet's 'My Tools' page. At the top, there's a green header with the NCR logo and the tagline 'Experience a new world of interaction'. Navigation links include CODE OF CONDUCT, ALERTLINE, MY PROFILE, PUBLISHER, WEBMAIL, and LOGOUT. A search bar is present with a 'GO' button. Below the header is a navigation menu with links for Home, News, Products and Services, HR Central, Inside NCR, Resources, and Support. The main content area is titled 'My Tools' and includes a sub-header 'Make finding a tool or application easier by adding it to your My Tools list.' There are three tabs: 'My Tools', 'Add Tools', and 'My Top 5'. Under 'My Tools', there's a 'Most Popular Tools' section with three items: 'NCR University (NCRU)', 'NCR SalesCentral (NSC)', and 'Help Desk'. Below this is a 'Filter By' section with three categories: 'Sales Tools (1)', 'CE Tools (2)', and 'Reference Tools (1)'. A list of tools is displayed, each with a 'Delete' button. The tools listed are 'ATM Level II Support', 'Business Impact Modeling Tool', 'Common Language Lexicon and Acronyms', and 'E-time Application'. On the right side, there's a user profile for 'Hi, Aileen' with a 'Collapse' button, weather information for Dundee, Anous (72°F | 22°C), and a 'My Favorites' list with items like 'Cash Dispensers', 'NCR SelfServ 25', 'Competitive Intelligence', 'NCR SelfServ Entertainment Rent/Sell Kiosk Solution', and 'Financial Services'. At the bottom, there's a footer with the NCR logo, copyright information, and navigation links.

Pictured: Users can review the most popular tools, and filter to find tools they want. Adding tools to their *Top 5* will display them on the homepage for maximum speedy access.

Designing for the Weakest Link

Figuring out which users might struggle the most with your design and then making sure it's logical for *them* to use can address a lot of the shortcomings of any site design. Although taking this approach is, of course, not easy to do, the NCR team decided it was worth the effort.

"This is by no means a simple thing to achieve, and we have made many mistakes along the way," says Gray. "Assuming a user will know how to accomplish a task that appears rudimentary is usually our downfall. Understanding the need of the end user and what they will be doing in a particular area of the intranet has been key to our success."

To acquire this detailed knowledge the team took the following steps:

- Open the new intranet up to early adopters via a lengthy pilot period.
- Blog regularly about new features ahead of their release and provide screen designs to collect comments.
- Carry out simple paper prototyping with key user groups to sanity check the design direction.
- Encourage feedback, and then implement changes and test them again with users to refine as much as possible before launch.

- Talk with end users and, wherever possible, watch them use the intranet.
- Survey and gather detailed information before even starting planning and design.
- Take from past lessons learned on the old intranet sites.
- Utilize the experience of site administrators familiar with the demands of users.
- Encourage open communication by providing feedback links on all pages.

Getting feedback from users is not really hard if a company takes the time and effort to open up channels for that feedback to flow. NCR places a high value on what its audience has to say.

“At NCR, we create solutions that are designed with usability and functionality in mind,” says Gray. “As a result, many of our employees are experienced individuals who are tech savvy and possess considerable usability and design knowledge. They take a keen interest in new developments like the intranet and actively engage with the development team, providing insightful constructive criticism. Having a vocal audience like this has been a huge help in keeping us on the right tracks.”

Hi, Stuart | Thursday, July 14, 2011 5:41 PM Home | Japan Helpdesk | Feedback

NCR Experience a new world of interaction

Home | Self-Service Access | IT Tech Board | Install Software | Password Manager | Contact Numbers | IT4Me | User Guide | My Feeds | More ▾

System Outages 1. There are currently no known system outages.

Incident Dashboard

Open Incidents (0) | **Closed Incidents (66)** | Incident Search | New Incident

Incident ID	Owner	Status	Short Description	Create Date
100004245491	SM185249	Closed	ADD TELEPHONY SERVICES REQUEST	06/20/2011 09:18:49 am
100004218012	JK185125	Closed	WEB SITE DOWN	05/18/2011 07:43:29 am
100004210162	PSYNCH	Closed	RESET VIA TRANSPARENT SYNCHRON	05/10/2011 04:25:16 am
100004195977	AZ185019	Closed	NCR APPLICATION PROBLEM	04/25/2011 05:26:10 am
100004191713	MS185247	Closed	NCR APPLICATION PROBLEM	04/19/2011 09:13:30 am
100004187564	SN185076	Closed	NCR APPLICATION PROBLEM	04/14/2011 12:15:18 pm
100004175217	SN185076	Closed	NCR APPLICATION PROBLEM	04/01/2011 07:54:46 am
100004174173	SS185265	Closed	NCR APPLICATION PROBLEM	03/31/2011 08:18:33 am
100004174040	SN185076	Closed	NCR APPLICATION PROBLEM	03/31/2011 06:03:51 am
100004169218	VT185022	Closed	NCR APPLICATION PROBLEM	03/25/2011 08:18:01 am

10 Entries Per Page | Displaying Page 1 of 7

Help Desk Recommends

- NCR Find Printer - Authorization Error on a Windows 7 PC
- Telephony - List of ITS-Supported Smart Phones
- EDW - How to Request New EDW Business Objects (BOXI) Access
- Outlook - No Folders Or Messages Displayed In Virtual Vault
- MeetingPlace - List of Local Access Numbers

Most Viewed Articles

- How Can I Check My Internet Usage?
- MeetingPlace - How To Request A New MeetingPlace Account
- MeetingPlace - How To Install The Presenter Plug-In
- MeetingPlace - Does Not Show Up In The Calendar (MeetingPlace Tab Is Not Visible)
- Have Multiple Outlook Mailboxes In One Outlook Profile

Help Desk Customer Satisfaction

Target	90%
YTD Tracking	93%
June	94%

[About Customer Satisfaction](#)

What's New

- Have you visited the IT Tech Board lately? Added: 14th-July-2011
- Do you have an IT question you want answered? Use the new chat feature on the ITS Help Desk website Added: 1st-June-2011
- Your Self Service Experience - We Want to hear about it! Added: 10th-May-2011
- Help Desk RSS Feeds Now Available Added: 30th-Mar-2011
- Help Desk Customer Satisfaction Performance Tracking Added: 11th-Mar-2011

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Pictured: The intranet's self-service area, where users can find essential information and solve their own technical issues. Help tickets are created from this location and also tracked from here. A section for software download is available so the IT team can provide a centralized repository and track its use.

Partnering with Agencies

Sometimes all it takes to steer a project back on course is a little outside help and some perspective. The NCR experience is a good example of how working with outside agencies can not only augment the internal team, but also can bring clarity to a project and help drive it back on track.

"The project initially suffered from a 'too many cooks in the kitchen' problem and that impacted both strategy direction and requirements definition," says Swanger. "Graphics and Digital Services took the lead and engaged Eightshapes to assist with

qualitative and quantitative research and requirements definition. With Eightshapes' assistance, we were able to clearly define the final solution objectives and the Information Architecture to support." Throughout the project, as gaps became apparent, the IA and wireframes were revised.

Later on in the project, the business team reached an impasse with the development team. "The use of an open source application such as Joomla! does reduce the time it takes to get a functioning solution out to users," says Swanger, "but the quality and functionality often missed the standards we set. A huge backlog of bugs and requests for change had started to build up and the project launch date had to be moved out several times."

"This time period was a low point in the project," she says, "and there was a very real risk that the project would be abandoned."

In July 2010, they restructured the core team to ensure they had the right people on the project, adding Business Analysts and MacQuarium to assist in working through the list of issues by defining business value and level of effort for each requirement.

Gray explains how it worked. "The two teams came together for an exercise called 'Show me the money,' taking into account the business value and level of effort factors and 'buying functionality' for launch," he says. "This exercise helped us focus on what should be completed for the initial launch and what would fall to later iterations. MacQuarium then assisted on documentation and additional wireframing for iteration one. That exercise was a pivotal moment in the project and undoubtedly helped us get back on track again."

Another agency, Eightshapes, was brought on to assist in defining the IA. The Eightshapes team developed the first round of wireframes in 2008. In 2010, MacQuarium assisted in additional wireframing and prioritizing the project requirements into manageable release iterations.

"It was very much a team effort in both cases," says Shoup. "Eightshapes engaged with the core team via WebEx sessions developing and refining the site's IA and initial design. MacQuarium put resources on-site to work with developers while their UI people came in often for meetings."

TIMELINE

The overall redesign took nearly three years to complete. The major intranet milestones are as follows:

INTRANET TIMELINE

Milestone Date	Milestone Description
1996	<ul style="list-style-type: none"> • First intranet at NCR
May 2008	<ul style="list-style-type: none"> • Cross-business team objective-setting and card-sorting efforts to define general taxonomy lead to confusion and disorganization; the business team (Graphics and Digital Services) therefore took the lead and hired Eightshapes to assist with requirements and wireframing.
August 2008	<ul style="list-style-type: none"> • Survey NCR audience (by Eightshapes) • Intranet content audit
October 2008	<ul style="list-style-type: none"> • Survey analysis and project objectives finalized
November 2008	<ul style="list-style-type: none"> • Visual design direction approved
March 2009	<ul style="list-style-type: none"> • First round of wireframes for key pages completed
July 2009	<ul style="list-style-type: none"> • Functional specifications completed; development began
December 2009	<ul style="list-style-type: none"> • Second round of wireframes completed
January 2010	<ul style="list-style-type: none"> • Content inventory and purge
March 2010	<ul style="list-style-type: none"> • Migration of content began
July 2010	<ul style="list-style-type: none"> • MacQuarium engaged to refocus the project and assist with iteration prioritization and phasing
October 2010	<ul style="list-style-type: none"> • Pilot begins • User surveys
December 2010	<ul style="list-style-type: none"> • Launch
January 2011	<ul style="list-style-type: none"> • Bug fixes and usability enhancements applied
March 2011	<ul style="list-style-type: none"> • Homepage reworked and <i>NCR At-A-Glance</i> top-level page dropped in favor of a <i>Resources</i> page
May 2011	<ul style="list-style-type: none"> • Main navigation reworked due to usability issues

CONTENT AND CONTENT CONTRIBUTORS

Welcoming all Contributions

Because anyone can add content to the NCR intranet, there are hundreds of content contributors. In previous intranet versions, this had also been the case, but functional groups such as sales and marketing did most of the publishing, rather than the entire organization.

"We wanted to continue with the ability for content owners to self-publish, as we had seen great results from this in the past," says Gray, "but we knew that the current model of approving everything would simply not be achievable with the available resources. By selecting to route approvals of specific content through workflow, we found a middle ground."

During the publishing process, users select an *Asset Type*, which is a descriptor for the kind of content being loaded. Examples of asset types include "Ordering Information" or "Brochure," each of which has a specific process associated with it.

"By directing these through an approval, we can ensure the process has been followed and validate the content," he says. "Other content assigned an asset type such as a 'Solution Overview' would simply go live without question."

Once directed into approval, a business admin can approve, edit and approve, decline, or assign for approval by another. The process is entirely closed loop and tracked to ensure no delays or bottlenecks occur. If approved, the content instantly goes live; if declined, the submitter receives details and can edit the existing asset to correct the issue(s) and resubmit. Alternatively, content is deleted and leaves the system.

Content contributors are responsible for tagging their content as part of the publishing process (see screen below). Here, the contributor tags the content with a language and assigns one or more asset types to the asset being published. "Currently, we do not allow contributors to add to the asset type list, but this is planned in a future iteration," says Gray. "We also hope to provide social tagging by the audience [who is] viewing the content at a later stage, as we believe that providing this degree of control to consumers of content will aid them and others in the future when seeking information."

Supporting Contributors

To support content contributors, the team developed an intranet style guide specifically to ensure standards adherence. The template is fixed on the system and cannot be altered by content contributors.

The team also offers detailed publishing guides, which are distributed to all contributors and can be accessed on the intranet. Group and one-to-one training was also delivered, and the intranet support team is always available to assist new or experienced publishers if problem arise.

Once content is live, it is also monitored. Online content managers are constantly looking at the intranet and optimizing it. "If something needs attention, we either

step in and fix it or contact the content owners and help them resolve the issue,” says Gray. “Without this oversight, the content quickly becomes stale or obsolete.”

如果你只得一日的寿命，你最想到那里去?

Download [Icons] Rating: 0.0/5 (0 Vote cast) Edit

Asset ID: 20302 Last updated: 23 Aug 2011 Accessible to: Custom Security
 Contact: Stuart R Gray (Dundee) 0 Comments Accessed: 1

老师问：「如果你只得一日的寿命，你最想到那里去？」
 学生答：「我会将最后的一天留在这间学校，这个课堂。」
 老师：「好感动啊?现在竟然有学生这般好学。」
 学生：「因为我在课堂里有“读日如年”的感觉啊！」

Comments | Guidelines Unsubscribe

Stuart R Gray (Dundee) 噢! 太好啦!
 23-Aug-2011 11:05 am EST Unpublish | Edit | Delete | Reply

If you have a comment, suggestion or require assistance please contact us.

Pictured: An article page presented in *Simplified Chinese* is an example of how anyone in the company can use the publishing tool to create an asset or article using his or her native language. In this screen, Chinese is used and displays without issue. It is also indexed in the search application. Note: the text used here is a simple joke that reads:

Teacher: If you had just one day to live, where would you go?

Student: I would spend my last day in school, in this classroom.

Teacher: Oh! How touching! Such an eager student!

Student: Because time in this class goes so slowly, one day feels like a year!

Technology as a Constraint

The team chose Joomla, an open source CMS solution, for the technology platform—and suffered from the constraints that resulted from this decision.

“Because of the open source approach we took, code dictated the design to some extent,” says Gray. “We had to mold the code to be consistent, which was difficult to do prior to deploying for testing. In some cases, it was easy to rework code so it was fit for use, but in other areas, such as social networking, the level of effort would be too great and we had to drop a section we had previously integrated.”

“This resulted in considerable delays when the item was deemed as being inferior in quality and had to be reworked or redesigned,” he says. “In the instances when the item had to be dropped entirely, we simply were left without that functionality and had to start over again from scratch.”

After the first few issues like this, the team started looking at early Joomla extension integrations to see how close they were to what they needed out-of-the-box. This was not always possible though, as extensive development work was required before a test could occur.

Although the Joomla solution ultimately has served the team well, it was perhaps not chosen under ideal circumstances.

“Open source was a buzzword at the time, and our IT department wanted to use something that was free, or nearly free,” says Swanger. “In retrospect, we should have broadened our net further and researched more alternatives. Possibly this might have shortened the journey for us.”

“Publishing has been problematic in several areas,” says Gray, “but it is hard to say if it was the CMS or the way it was configured that caused this.”

During the bulk migration process of assets, the team initially moved more than 10,000 assets to the CMS, but they did not always migrate correctly. “All the metadata would exist for the asset, but the actual file would not make it to the server,” says Gray. “This occurred on several hundred assets and required manual updates.”

The same situation would also randomly occur when an individual asset was uploaded through the end-user interface. “It would appear to upload without issue, but the first we would hear of an issue would be when download failed,” he says.

While the team has worked through the various challenges posed by the CMS choice, they realize, in hindsight, that more evaluation time might have yielded a more appropriate solution.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"> Window 2008 Servers, VMWare, Dell PowerEdge 2950
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> For bug tracking, the company has existing tools and processes in place—Star and Atlas: <ul style="list-style-type: none"> STAR (Solutions for Technical Action Request) is used to control and track Technical Action Requests (TARs) with NCR's products. STAR assists in resolving product design problems quickly, and provides an easily searched source of information about known problems and solutions. The STAR system integrates Closed Loop Corrective Action (CLCA) into NCR development and support activities. ATLAS is the company IT helpdesk incident-tracking tool, which any employee can use to add a help request. This tool helps the team identify and react to issues quickly as they occur. In addition to these tracking tools, team members also use SharePoint 2010 to maintain a Work Item List (WIL). This list was used to define what would be in the planned iteration. The Q&A functionality and file sharing available in SharePoint also greatly assisted in wireframing/requirement discussions.
Design Tools	<ul style="list-style-type: none"> Several apps, including Visio, Photoshop, PowerPoint, Excel, and Snagit. Each team member had a preferred approach to designing and specifying requirements, but the team later settled on using a PowerPoint template for requirements mapping and providing annotated mock-ups and wireframes.
Content Management Tools	<ul style="list-style-type: none"> Joomla 1.5 was used as the CMS. Joomla is an open source solution that is freely

	available to everyone and is highly extensible (most extensions are free under the GPL license).
Search	<ul style="list-style-type: none"> • Google Search Appliance (GSA) version 6.8.

MOBILE

The team is currently piloting both mobile and tablet access, with no formatting or design changes to accommodate mobile access. Through these early pilots, the team is hoping to gather user and usage data that will inform design decisions coming out of the pilot phase.

SEARCH

The team needed a new search tool. The existing search engine, Convera, just wasn't working. "The results were too random and often did not provide the information required by our users," says Shoup. So, the team trialed Google's GSA on a small scale to see how much more successful it might be and also carried out GAP analysis to ensure that all of their stated search requirements would be met. The new tool is an improvement, but not without problems. "It has not been an entirely smooth ride since launch, but we continue to refine and improve search," he says.


Refining search is critical to a site with a large amount of content that is constantly increasing.

"I often use the analogy of cooking when talking about search, with the ingredients being the content/metadata and the search engine being the oven," says Shoup. "If you put in the best ingredients you generally get better results, but if the oven is faulty then the finest ingredients will make no difference.

"Conversely, good ingredients are always needed, so great effort goes into training content contributors to think like SEOs when they update and add content," he says. "We stress proper and thorough tagging so their content will be found easily in search and through the navigation."

Google's GSA adds to the mix by indexing the content of the actual assets and articles uploaded. When a search is carried out, the search algorithm then determines the value of a particular result based on previous user activity and promotes it accordingly. "The most recent release of dynamic navigation in version 3.6 has finally allowed us to filter results in a meaningful way using metadata we provide," says Shoup. "It will also allow us now to enhance our image search and investigate a few other ideas we have had."

CODE OF CONDUCT | ALERTLINE | MY PROFILE | PUBLISHER | WEBMAIL | LOGOUT

 **NCR** Experience a new world of interaction

SEARCH GO
People Search | Advanced Search

Home | News | Products and Services | HR Central | Inside NCR | Resources | Support

SelfServ GO [Advanced Search](#) [Image Search](#) [Search Help](#)

Assets and Content Images

Search Results Results 1 - 10 of about 947 for SelfServ

Filter by... [All results](#) [Next >](#)

Asset Type

- Datasheets and Specifications (136)
- Sales Presentations (65)
- Order and Configuration Information (48)
- Landing Page (42)
- Discontinuation Information (37)
- Press Releases (27)
- [More](#)

Language

- English (US) (683)
- N/A (89)
- English (International) (34)
- German (19)
- French (15)
- Russian (14)
- [More](#)

Chase to roll-out next generation ATM deposit technology with NCR
Chase to install ATMs with NCR's new Scalable Deposit Module (SDM), improving the Chase customer experience for making cash and check deposits
24-Jan-2011 | ID 14224 | WEB Article

Demo Equipment Available
N/A

CLA successfully launches SelfServ 22e
CLA successfully launches SelfServ 22e and gets first order
11-Jan-2011 | ID 14014 | WEB Article

NCR sells 125,000th NCR SelfServ™ ATM, more than doubling previous total
NCR SelfServ ATM maintains position as world's most popular ATM brand
31-Jan-2011 | ID 15184 | WEB Article

NCR SelfServ™ Checkout – 2010 CSP Retailer Choice Best New Technology Winner!
NCR SelfServ™ Checkout – 2010 CSP Retailer Choice Best New Technology Winner!NCR SelfServ™ Checkout – 2010 CSP Retailer Choice Best New Technology Winner!
20-Oct-2010 | ID 12664 | WEB Article

NCR SelfServ 72 Kiosk - Datasheet - English US
EB10346
28-Feb-2011 | ID 15573 | URL Link | [View Details >>](#)

NCR SelfServ 16
A bank-grade cash dispenser designed for reliability and improved customer availability in the convenience ATM market.


NCR SelfServ Checkout Roundtable Recording - March 2011
March 2011 NCR SelfServ Checkout Monthly Roundtable Recording
24-Mar-2011 | ID 15857 | URL Link | [View Details >>](#)

NCR SelfServ 72 Kiosk - Datasheet - Spanish (Latin American)
EB10346LAS
15-Jun-2011 | ID 18894 | URL Link | [View Details >>](#)

Training: SelfServ Checkout Enhanced Error Messaging for Release 4.5
Training: SelfServ Checkout Enhanced Error Messaging Training for Release 4.5
18-Mar-2011 | ID 15769 | URL Link | [View Details >>](#)

Result Page 1 2 3 4 5 6 7 8 9 10 Next

If you have a comment, suggestion or require assistance [please contact us](#).

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HOME | NEWS | PRODUCTS AND SERVICES | HR CENTRAL | INSIDE NCR | RESOURCES | SUPPORT

Pictured: An example of the main search results screen. As the screen shows, asset type and language tagging can be used for dynamic filtering.



Experience a new world of interaction

SEARCH GO
People Search | Advanced Search

Advanced Search

[Advance Search Tips](#) | [Image Search](#) | [Content Search](#)

Find content that has..

all these words:
this exact wording or phrase:
one or more of these words: OR OR

But don't show pages that have...

any of these unwanted words:

Need more tools?

Language:
File type:

Search

Search Results

Results 1 - 10 of about 970 for NCR SelfServ

Filter by...

- Asset Type**
- Datasheets and Specifications (144)
- Sales Presentations (66)
- Order and Configuration Information (50)
- Landing Page (43)
- Discontinuation Information (36)
- Press Releases (27)
- [More](#)

- Language**
- English (US) (731)
- N/A (56)
- English (International) (38)
- German (19)
- French (17)
- Spanish (15)
- [More](#)

All results

[Next >](#)

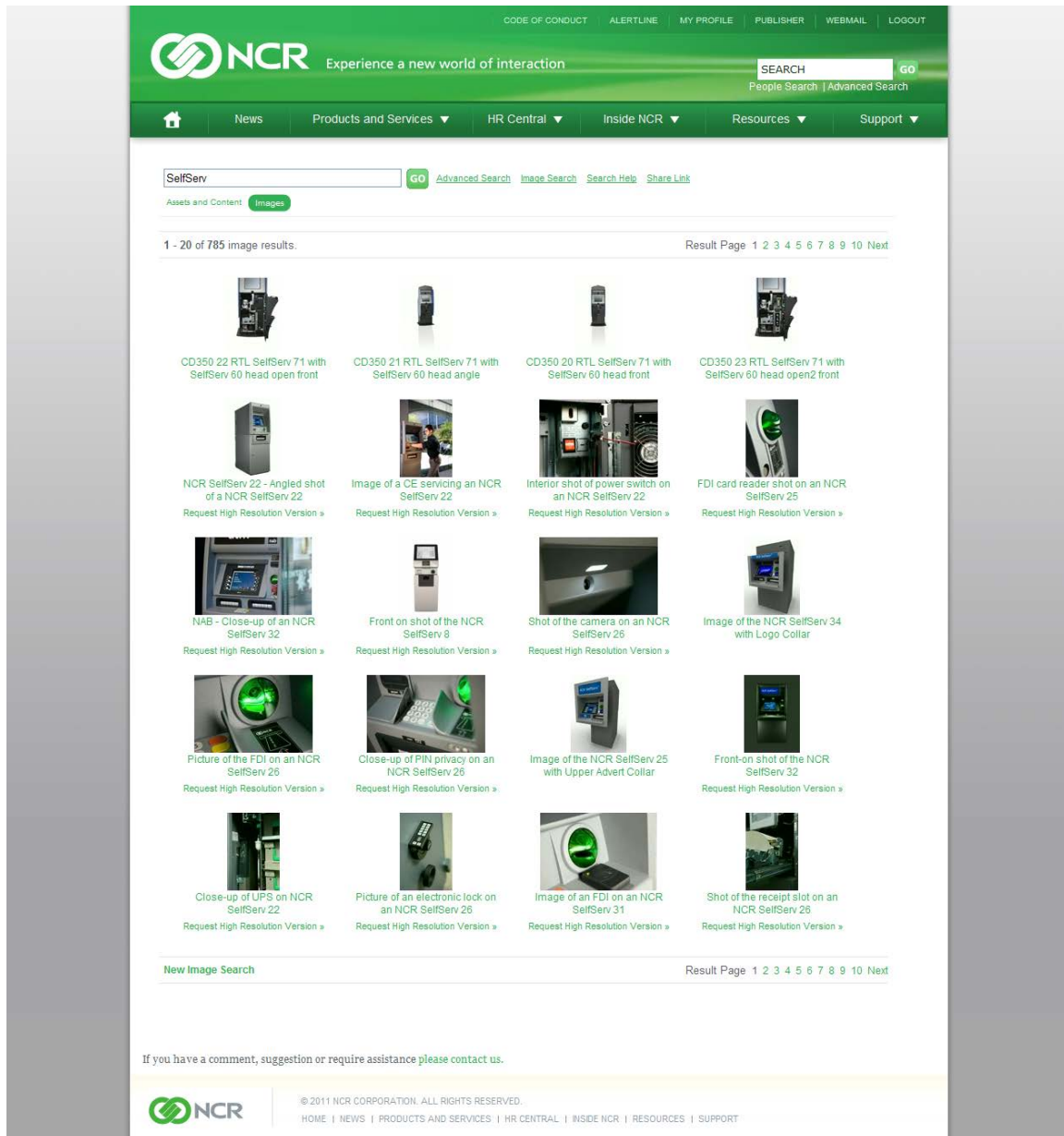
- NCR SelfServ™ Checkout – 2010 CSP Retailer Choice Best New Technology Winner!**
NCR SelfServ™ Checkout – 2010 CSP Retailer Choice Best New Technology Winner!NCR SelfServ™ Checkout – 2010 CSP Retailer Choice Best New Technology Winner!
20-Oct-2010 | ID 12684 | WEB Article
- Sales Presentation: NCR SelfServ 60**
In mid-October 2008, the new NCR SelfServ 60 kiosk product was launched in New York City at KioskCom. Customer reactions and press coverage have been extremely favorable for this exciting new product line featuring Intel's Vpro technology, including the next-generation Intel Core 2 Duo processor and Mobile Intel GM45 Express chipset. The NCR SelfServ 60 is an integrated point-of-decision kiosk and introduces an innovative design, easily branded by customers. The NCR SelfServ 60 clearly demonstrates NCR's continued commitment as a leader in the self-service revolution, helping our customers transform their businesses and drive success in their changing environments.
09-Jul-2010 | ID 4285 | Size : 7MB | [View Details >>](#)
- NCR SelfServ 72 Kiosk - Datasheet - English US**
EB10346
28-Feb-2011 | ID 15573 | URL Link | [View Details >>](#)
- NCR SelfServ 72 Kiosk - Datasheet - Spanish (Latin American)**
EB10346LAS
15-Jun-2011 | ID 18894 | URL Link | [View Details >>](#)
- NCR SelfServ Checkout Roundtable Recording - March 2011**
March 2011 NCR SelfServ Checkout Monthly Roundtable Recording
24-Mar-2011 | ID 15857 | URL Link | [View Details >>](#)
- Broadway Bank deploys NCR SelfServ™ ATMs with Solidcore security software**
Broadway Bank deploys NCR SelfServ ATMs with Solidcore security software
11-Jul-2011 | ID 19193 | URL Link | [View Details >>](#)
- Customer presentation: Financial NCR SelfServ 16 - English US**
Customer presentation: Financial NCR SelfServ 16
03-Mar-2011 | ID 15625 | URL Link | [View Details >>](#)
- Customer presentation: Financial NCR SelfServ 42 - English US**
Customer presentation: Financial NCR SelfServ 42
03-Mar-2011 | ID 15624 | URL Link | [View Details >>](#)
- Customer presentation: Financial NCR SelfServ 22e - English US**
Customer presentation: Financial NCR SelfServ 22e
03-Mar-2011 | ID 15626 | URL Link | [View Details >>](#)
- Customer presentation: Financial NCR SelfServ - English US**
Customer Presentation: Financial NCR SelfServ
03-Mar-2011 | ID 15623 | URL Link | [View Details >>](#)

Result Page 1 2 3 4 5 6 7 8 9 10 Next

If you have a comment, suggestion or require assistance [please contact us.](#)



Pictured: The *Advanced Search* fields, which appear when users select this option after running an initial search. The intranet team maintains the results below so users can refer to them while refining the new search terms.



Pictured: Results from an image search.

RESULTS AND ROI

Measuring a site's success is personal, with each company placing value on a different set of experiences.

"We define success in many ways—the feedback (or lack thereof), usage statistics, and usability," says Swanger. "One of the biggest successes is the ability for content owners to manage their own content, saving valuable time."

The NCR intranet has actually provided new channels through which the team can see how well things are resonating with users. “We are now able to measure feedback for content items through commenting and rating,” says Swanger, “and can respond accordingly in a timely manner with additional communications or changes based on employee need.”

Spending Less Time Finding What They Need

It can seem a bit contrary to be hopeful that your users spend less time on the intranet, but the truth is that a well-designed intranet can mean users are finding what they want/need more quickly and doing more important things with their time—like their jobs.

“Working in such a hi-tech environment with many virtual workers, we didn’t expect to see a significant increase in user traffic to the site,” says Shoup. “In fact, compared to reports from user traffic on our previous individual intranets, we are seeing a decline in total visits.”

Previously, users would go to one intranet site for corporate news, another for HR information, and possibly more if they needed to access marketing collateral or an online application. Each time, they’d be recorded as a unique visitor, with a new visit at each site. Now, says Shoup, “users’ visits are more efficient with navigation covering a wider spread of content areas and a vastly improved search experience.” And that is a big win.

“We are very excited to see our users able to get to their information and resources with more than one-third fewer intranet site visits,” says Shoup. “This translates to less time hunting and more time working, as well as less bandwidth on our servers.”

As the chart below shows, with the new NCR intranet, visits went down by about a third:

TRACKING USER VISITS		
	Average Monthly Visits (prior to redesign)	New Average Monthly Visits
NCRNet	422,097 (news and applications)	144,966 (only applications)
Financial Sales	28,123	---
Retail Sales	20,467	---
Services	11,675	---
NCR Intranet	(not yet created)	175,654
Total	482,362	320,620

LESSONS LEARNED

NCR team members share a few of their lessons learned from the intranet effort:

- **Development versus adoption time.** Although the team was surprised at just how long the project took to complete, they were pleased at how quickly the users adapted to the new system.

- **Choose technology wisely—and at the right time.** One overarching lesson the team learned was regarding the technology decisions they made and the process by which they chose. “The most important lesson learned is not to pick the technology prior to completion of the requirements,” says Swanger. “Otherwise, your technology may limit functionality. Include other functional areas early in the process to gain support. Publicize your efforts and share benefits widely.” Ultimately, she adds, “if I had to do it again, I would select the technology based on the requirements, and ensure that appropriate resources were in place for development from the beginning.”

The Scotts Miracle-Gro Company

Using the intranet:

The 143-year-old ScottsMiracle-Gro is the world's largest marketer of branded consumer products for lawn and garden care. The company's brands are the most recognized in the industry. In the US, the company's Scotts®, Miracle-Gro®, and Ortho® brands are market-leading in their categories, as is the consumer Roundup® brand, which is marketed in North America and most of Europe exclusively by Scotts and owned by Monsanto.

Headquarters:

Marysville, Ohio

Number of employees the intranet supports:

8,000

Company locations:

The company has operations in more than 20 countries and on four continents.

Locations where people use the intranet:

Across the US, as well as in Canada, Australia, France, and the UK, with other users scattered across Europe

Annual sales:

\$2.8 billion (US)

SUMMARY

ScottsMiracle-Gro needed to solve a problem. A company-wide survey showed 56 percent of associates wanted to know more about their consumers. Concurrently, a major shift in the strategic direction of the company was underway and led to the development of the company's "Consumer First" long-term growth strategy. The Consumer First message was being shared with all key stakeholders including investors and the Board of Directors. As part of the company's effort to communicate the Consumer First strategy with associates, the Corporate Communications team knew the messaging needed to make its way to the corporate intranet site.

The 8,000-employee company produces consumer products for lawn and garden care. Associates are scattered across 20 countries. The Corporate Communications team decided the intranet was a great place to share consumer information with associates, relying heavily on storytelling to help associates relate to the consumers they were serving. They wanted ways for associates to understand the consumer as directly as possible, without a corporate filter. The intranet, called *The Garden*, became one of the main ways to accomplish this.

The Garden's homepage reflects the emphasis on the consumer. The top of the page includes a news section, written by the Corporate Communications team. News is focused on what the organization knows about consumers and how it's using that information and learning more. Associates around the organization can contribute news ideas about how associates are using consumer knowledge to do their jobs more effectively, and the writers follow up as necessary with phone interviews.

Design team:

The intranet's designers are members of the company's Business Transformation team and include an Enterprise Portal manager, a NetWeaver Portal consultant, a NetWeaver Portal senior analyst, and a senior web designer

Members:

Jim King, Senior Vice President, Investor Relations & Corporate Affairs; Lisa Smith, Director, Corporate Communications; Tyler Kerr, Manager, Electronic Communications; Doug Hoy, Manager, Corporate Communications; Kristin Dean, Director, Enterprise Solutions; Balaji Srinivasaraghavan, Manager, Enterprise Portal; Dhayananth Chandrasekaran, NetWeaver Portal Consultant; Krishna Thallavarajalla, Senior Analyst, NetWeaver Portal; and Elizabeth Kanz, Senior Web Designer

When approaching the redesign, the team looked at the content that had been most successful in the past. They then revamped the editorial calendar to ensure updated, relevant information was always available. They sharpened the site's focus on educating associates about consumers through news, consumer profiles, and other information related to the Consumer First initiative.

News items are dated and the top news story includes an image. Headlines are typically accompanied by brief summaries and users can view past news via the main site navigation or a link in the homepage news area.

The right side of the page includes a box devoted to consumer information, showing the complete content of a consumer vignette. This content is purposefully concise, allowing users to easily read the information without having to click elsewhere to see a continuation.

This part of the page also includes two key consumer-focused areas: the *Daily Call*, which features a daily recording of an actual call to customer service; and the *Daily Comment*, which pulls content from social media discussions on sites like Scotts.com, Facebook, and Twitter. Associates are encouraged to read what consumers are talking about and to interact in accordance with the company's social media policy guidelines. This helps tie associates directly to consumers.

facebook Search Find Friends Home

Scotts Wild Bird Food Pet Supplies Create a Page

You and Scotts Wild Bird Food

SCOTT'S Lawn Care Products, Miracle-Gro

Find Friends from The Scotts Miracle-Gro Company

Wall

Write something...

Scotts Wild Bird Food
Looking for something to do with your family this weekend? Start recording your backyard bird sightings in a journal or take pictures of your favorite backyard birds and begin a scrap book. Let us know what you see!
Like · Comment · Share · Friday at 2:05pm via Scotts Wild Bird Food ·

2 people like this.
Write a comment...

Scotts Wild Bird Food
Thanks again to everyone who submitted photos! We will be featuring some of them over the next few weeks. A huge thanks to Tony M from Michigan for this hilarious pic!
<http://shout.it/aBSn>
shout.it
Like · Comment · November 8 at 3:36pm via Scotts Wild Bird Food


6 people like this.
View all 4 comments

Chris Bart Great photo!
November 8 at 4:22pm · Like · 2

Tony Mince Thanks. Actually my wife was lucky enough to get this shot.
November 8 at 9:59pm · Like

Write a comment...

Delta Richardson
Nuthatch enjoying his Scott's bird seed.



Like · Comment · 19 hours ago ·

5 people like this.

Wall

Info

Friend Activity

Photos

Videos

Poll

Regional Blends

Photo Contest

Bird Identification Map

About

The Official Facebook Page for Scotts Songbird Selections Wild Bird Food

2,533 like this

26 talking about this

Likes

Miracle-Gro

SCOTT'S Lawn Care Products

Create a Page

Get Updates via SMS

Get Updates via RSS

Unlike

Report Page

Share

Pictured: As part of the intranet homepage's *Daily Comment* feature, Scotts associates see comments gleaned from social media sites such as Facebook and Twitter. This example shows how customers interact with the company on Facebook.

The page also includes an *Activity Calendar*, which shows events throughout the organization. Corporate HR, company-sponsored affinity groups, and the company's training organization, to name a few, can publish events and activities directly to the calendar. Associates can click on an event to get more detail, access links to more information, and get contact details. Events might include classroom learning opportunities for product training, associate gardening activities like planting and

harvesting days, and performance-management goal setting and self-assessment dates. The detail page also includes a way to add an event to the user's Outlook calendar with one click.

A homepage quiz or poll is used to educate and engage associates by testing their knowledge on subject matter from recent news articles. Questions such as "A lawn can be how many degrees cooler than asphalt?" interest, inform, and engage associates with the lawn and garden category and provide useful bits of product information and history.


Content is primarily in English, but content with a broader audience, such as CEO messages or information about performance or strategy, is translated into Spanish and French versions as well. The language dropdown at the top of each page leads to Google's translation tool, so associates can have a rough translation of content. Associates use the drop-down menu to select the language they want to view the site in, and the tool translates all non-image text. This lets users read articles and navigate to information within the site more easily.

The screenshot shows the Scotts Miracle-Gro website interface in French. At the top, there is a Google Translate banner indicating the page is translated to French. The main navigation bar includes links for 'About Us', 'News', 'Associate Center', 'Tools', and a language dropdown set to 'French'. The page title is 'A propos de nous' (About Us). The main content area features a large image of two men in a garden, followed by a section titled 'Dédié à un Beautiful World' with a quote from Jim Hagedorn, the CEO. Below this is the 'Notre Organisation' (Our Organization) section, which states that the company has over 8,000 employees worldwide and is a market leader in the lawn care industry. The 'Marques & Produits' (Brands & Products) section highlights the company's extensive product portfolio. On the right side, there are several quick links for 'Trouver rapide' (Find quickly), 'Relations avec les investisseurs' (Investor Relations), and 'Notre Vision' (Our Vision).

Pictured: Content important to a broader audience is translated into a variety of languages using Google's translation tool. This screen shows a page translated into French.

Home

'Feeling Good' about Chelsea Show



Our UK team's participation at the 2011 RHS Chelsea Flower Show in London will demonstrate how consumers "Feel Good About Gardening" while showcasing the great work of "Miracle-Gro'wers" from 25 schools throughout the country, including (pictured above) Landscope Primary in Devon.
Published: 05/19/2011

Our 'Big 3' Retail Partners Announce Quarterly Financial Results

All of our Big 3 North America retail partners announced their quarterly financial results earlier this week.
Published: 05/19/2011

Team of Austria Associates Goes Back to Kindergarten


Associates at our Salzburg office in Austria returned to kindergarten for the second year in a row, all to help out with a garden that's becoming a hands-on educational tool.
Published: 05/16/2011

Rain Can't Dampen 'Care Day' Spirit

Published: 05/18/2011

[Go to All News](#)

This is Our Consumer



It took just one encounter with a colony of fire ants to catapult Maria into the Highly Involved segment for pest control. She and her daughter were reading in their backyard when it happened. After a trip to the ER, Maria read up on fire ants and learned that during hot, dry weather they may invade flowerbeds while seeking warmth and moisture. She is now determined to keep her family safe from pests. *Highly Involved*

[All Stories](#)

Daily Call

Listen to calls received by our Consumer Service team.

[Daily Call | All Calls](#)

Daily Comment

Read what consumers are saying online. Refer to Usage Terms when interacting.

[Read the Daily Comment](#)

My Favorites

- Garden News
- The Vine Admin
- Garden Collaboration Site
- Cafe Menu
- Marysville Associates

[Personalize](#)

Featured Content



CEO Speaker Series: Martha Stewart

Watch as Horace Hagedron Marketer of the Year, John Price, interviews Martha Stewart during her March 10 CEO Speaker Series appearance.

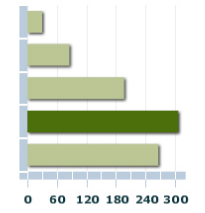
[Watch the Video](#)

Quick Links

- [Aviator Travel & Expense](#)
- [For New Associates](#)
- [GardenShop](#)
- [GROW](#)
- [iStar](#)
- [Password Manager](#)
- [Policies](#)
- [Reservationless-Plus Conferencing](#)
- [Time Management](#)

Answer Me This

Lawns have a natural cooling effect. In fact, a lawn can be up to how many degrees cooler than asphalt?



- 40 degrees
- 30 degrees
- 20 degrees
- 10 degrees
- Trick question, there is no difference!

The correct answer is 30 degrees (source Scotts R&D team). This is one of several environmental benefits of a lawn. Interested in learning more?

[Watch the video.](#)

Activity Calendar

May 2011						
Mo	Tu	We	Th	Fr	Sa	Su
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

- 21 May ■ **Movie Night "Pirates of the Caribbean on Stranger Tides"**
- 26 May ■ **STI Seminar: Lawn Care; Birds**
- 26 May ■ **Associate Gardens - Plant Day**
- 26 May ■ **STI Seminar: Gardens & Landscapes; Container Gardening; Rose & Flower**
- 27 May ■ **Deadline for Managers to conduct mid-year performance reviews**

[more...](#)

World Time & Weather

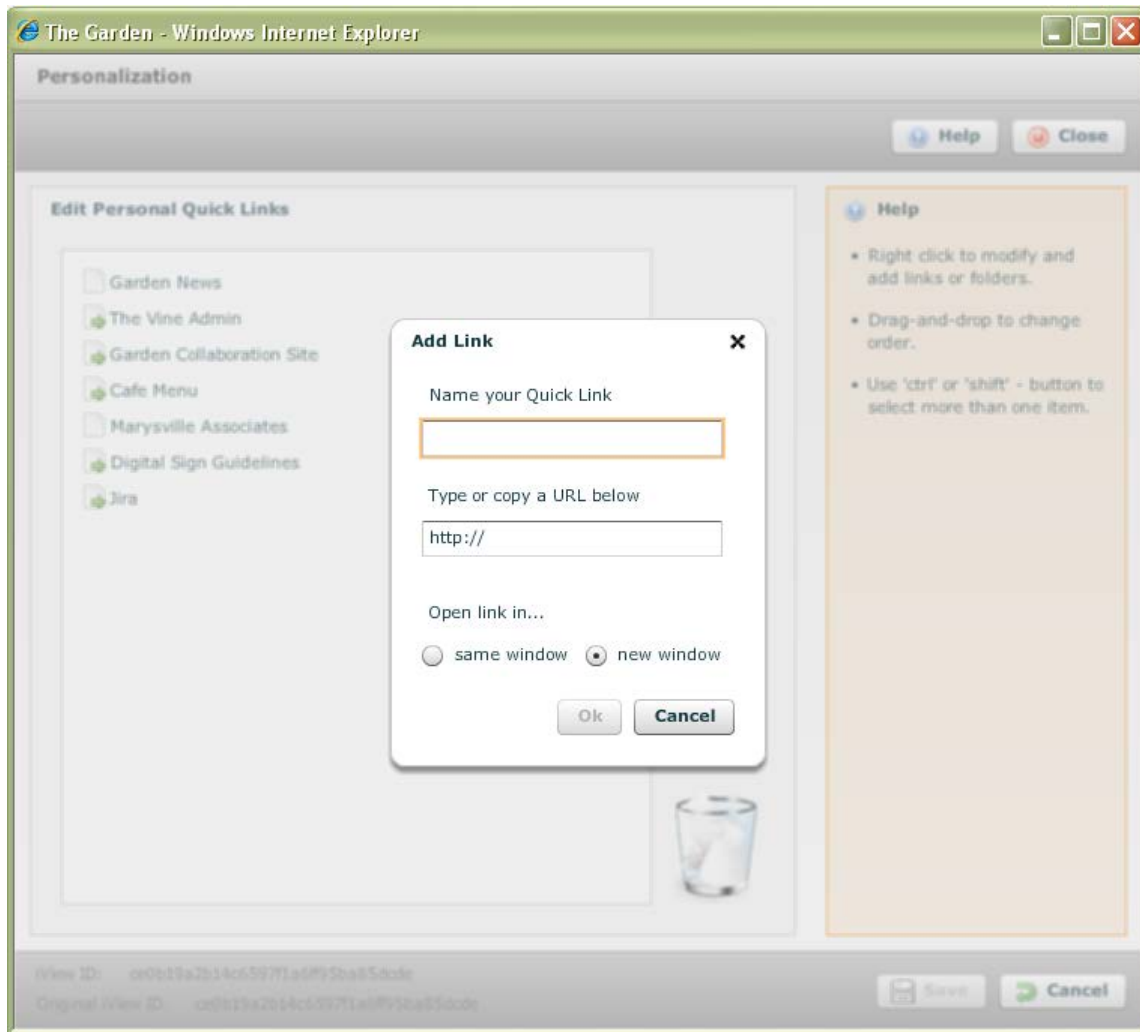
Your favorite cities	When it is...
Chicago, IL	9:57 AM ☀️ 61°F
Ecully, FR	4:57 PM ☁️ 77°F
Houston, TX	9:57 AM ☁️ 79°F
Los Angeles, CA	7:57 AM ☀️ 54°F
Marysville, OH	10:57 AM ☁️ 61°F
New York City, NY	10:57 AM ☁️ 63°F
West Palm Beach, FL	10:57 AM ☀️ 86°F

[Personalize](#)

Pictured: The new homepage is focused on content about consumers, with news, a consumer story, a Consumer Services team call, and a link to social media content.

While homepage Quick Links are the same for all associates and based on usage statistics, associates can customize a list of *Favorites* that is available on the homepage. A click on the *Personalize* link opens the *Favorites* tool. Users enter a name and the URL and can then open the link in the same window or in a new window. Each page of The Garden also includes an *Add to Favorites* Quick Link. This list of links is particularly helpful for users who access the intranet from different computers, such as shared workstations, through the course of a day. This gives them consistent, quick access to the tools and information they need regardless of their location.

Users can reorder the list by dragging and dropping or drag a link to the trash can icon to remove it.



Pictured: A list of *Favorites* lets users add links to internal or external content.

Consumer vignettes are featured on the homepage and users can also click through the homepage to see more. The *This is Our Consumer* content is anecdotal, but representative of consumer market segments. The Consumer Insights group worked with Corporate Communications and Edelman, an associate engagement and consulting partner, to create the stories. They wrote 50 stories based on conversations with the company's consumer insights team, weaving in details about

real-life experiences, trends, and demographics. The stories, problems, attitudes, demographics, and situations are all based on reality.

There are six key consumer descriptions, with 50 stories demonstrating them. The profiles are much like personas used when building a website, and stock photography helps put a face to the story. The stories make the profiles relatable. A recent survey of associates asked them to self-identify as one of the key groups. When it comes to gardening and lawn care, 44 percent of associates classified themselves as “Highly Involved” and another 28 percent are “Average Joes.”

These consumer stories are becoming part of the culture at Scotts. One member of the communications team was surprised to discover a wall-sized mural of one of the consumer images in a conference room. She was excited to see Bill, the grandfather, on the wall, as evidence of the importance of the Consumer First campaign. The team provides PowerPoint templates, consumer images and graphics, vignette text, and the Consumer First logo, both on and offline, as they see fit.



Pictured: A wall-sized mural hung in one of the company’s conference rooms features images from the Consumer First campaign featuring real-life consumer stories. These stories have become part of the culture at Scotts.

Welcome Tyler Kern | May 26, 2011 | Home | Outlook | Contact Us | The Vine

THE Garden

NYSE: SMG 60.39 | ▲ +1.00

Home / News / Consumer Section

Associate Life
Brands
Ethics & Compliance
Financial
Industry
Innovation
International
Leadership Messages
LiveTotal Health
Operational Excellence
People on the Move
Regionalization
Safety
Sales & Marketing
Stewardship
Consumer Section
Daily Calls
View All Stories


Consumer Section

Darius

Darius likes that his home is set back from the road, but the same long driveway that affords him peace and quiet is also a real pain to keep up. Frigid Wisconsin winters mean hours of snow-blowing, and summers bring weeds snaking up through cracks in the concrete. "This place will never be a mansion," Darius says, "but I don't want it to stick out from the neighbors. So I've got to get rid of these weeds."

Average Joe

Category: Consumer Vignette
Published: 05/25/2011




Olivia

Olivia's family has lived in the same home for generations. She loves the sound of the old house settling in the evening; it reminds her of all the good times shared there over the years. Not so enjoyable, however, are the sounds of tiny rodent feet tap-dancing in the attic. While Olivia is determined to get rid of the uninvited tenants upstairs, she's wary of using bait that could be toxic to the environment or her small children.

Green

Category: Consumer Vignette
Published: 05/24/2011




Maria

It took just one encounter with a colony of fire ants to catapult Maria into the Highly Involved segment for pest control. She and her daughter were reading in their backyard when it happened. After a trip to the ER, Maria read up on fire ants and learned that during hot, dry weather they may invade flowerbeds while seeking warmth and moisture. She is now determined to keep her family safe from pests.

Highly Involved

Category: Consumer Vignette
Published: 05/20/2011




Bao

Growing up in Vietnam didn't prepare Bao to deal with snow mold. Now a homeowner outside Boston, Bao knows each spring thaw will reveal unsightly pale patches scattered across his lawn. Every year he jokes to his wife that "there's a fungus among us" and fixes the problem with fungicide. But Bao is tired of being reactive and is reading up on how to avoid snow mold altogether.

Confused Yet Motivated

Category: Consumer Vignette
Published: 05/19/2011




Gregory

Gregory and his wife live in upstate New York but head south to their vacation home in South Carolina each winter. While Gregory loves telling anyone who will listen how much he enjoys avoiding the cold, this arrangement means he's caring for at least one yard at any given point during the year. Gregory wants to know how he can keep both properties looking good without hiring someone to do it for him.

Confused but Interested

Category: Consumer Vignette
Published: 05/18/2011



The Scotts Miracle-Gro Company

Home | Contact Us | Usage Terms

Search News by Keyword

Press Releases

Franklin Park Conservatory announces the 2010 Growing to Green Awards Winners

Go to All Press Releases

Media Center

Browse videos, presentations, brochures and other media that detail our Company initiatives and strategies.

Go to the Media Center

Have a Story Idea?

Do you have a suggestion for a news article? Click the link and send us your idea.

I have a story idea

Product Profiles

International Info

Pictured: Consumer profiles bring the consumer to life. Although anecdotal, they are based on representative consumer insights and demographics and help make the company's consumers relatable for associates.

When users click the homepage's *Daily Call* link, they're taken to a page featuring the *Consumer Call* of the day, which is a popular new feature, providing associates

with a recording of an actual Consumer Services team call from the call center. In the first five months, this content generated over 5,000 hits.

Scott's Consumer Services team records the calls and provides 10-15 calls per week to the communications team. Most calls revolve around application and usage. Associates can listen to the calls to hear the true voice of the consumer, giving them a better idea of the type of questions consumers have.

Listening to the answers from the Consumer Services team representatives can also be an opportunity for learning more about the product. Associates can comment on the calls, allowing for even more information sharing. For instance, a colleague might suggest a different response for the caller's question or have more detail about a potential solution. In the screenshot below, an inside sales associate and the Call Center manager discuss the content of a call. These communications help the company's knowledge grow.

Many of the calls are about product information, but the occasional amusing call sneaks in. For instance, one call featured a woman asking, "Can you dilute Roundup and put it in some water and wash the dog with it...to get the fleas off him?" The representative told the caller that RoundUp, which is a weed control product not an insect control product, is safe for use around kids and pets when used as directed, but it should not be applied directly to the skin. Further, the representative told the caller she should use a product designed to be used directly on animals and encouraged her to call back right away if she had any other similar questions.

Commenting on the calls is simple, as in other areas of the site. The bottom of each page includes a commenting form. Comments are listed directly beneath content, together with a timestamp and the author's name. There is also a prominent *Report Abuse* button in case someone finds a comment offensive or otherwise inappropriate. This helps the community police itself, as well as reminding associates to be thoughtful in what they post.

The commenting field is an open box allowing a maximum of 2,500 characters—more than enough space to share an opinion or start a discussion. Instructions are shown beneath the commenting field, giving users brief tidbits of information about posting content. Users are reminded that their name will automatically appear with their comment. Associates can call the help desk to have an accidental comment of their own removed.

Welcome Tyler Kerr | August 31, 2011

Home | Outlook | Contact Us | The Vine

THE Garden

Search
People Finder

About Us | News | Associate Center | Tools | A-Z | Select Language

NYSE: SMG 49.14 | ▲ +0.58

Home / News / Garden News

Print | Add to Portal Favorites

Associate Life
Brands
Consumer Section
Daily Calls
Ethics & Compliance
Financial
Industry
Innovation
International
Leadership Messages
LiveTotal Health
Operational Excellence
People on the Move
Regionalization
Safety
Sales & Marketing
Stewardship
View All Stories

Consumer Call - Scotts Starter Fertilizer Plus Crabgrass Preventer

Category: Consumer Call
Published Date: 04/07/2011

Listen to calls received by our Consumer Service team. Click below to hear the consumer call.

Feedback

Do you have feedback on this article or the subject matter? Click the link below to share your thoughts with us.

My Feedback

The Garden audio
0:00 3:56

Join the Conversation!

2 comment(s)

Sean Demaree April 07, 2011 08:26 AM [Report Abuse](#)

A decent recommendation and good customer interaction, but what about Lawn Soil?

What were the other two types of grass? Maybe we sell one of those?

Good quick figuring on the the number of bags beeded.

All in all a good call with some room for improvement.

Lisa Taubler April 07, 2011 02:54 PM [Report Abuse](#)

Nice catch on the Lawn Soil...one of my favorite products.

Share your thoughts here

Max 2500 characters. Characters left: 2500

Instructions:

1. User name will automatically appear with all submitted comments.
2. To have an erroneous comment deleted, please call the help desk at 1-866-SMG-DESK (1-866-764-3375).
3. Click 'Report Abuse' to report inappropriate content/abuse.
4. All timestamps EST.

The Scotts Miracle-Gro Company
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Pictured: The *Consumer Call* of the day lets associates listen to recordings of actual consumer calls, helping educate and inform associates.

Imagery on the site is well planned and informative. The top of each page features a masthead image that changes daily, showing pictures pertaining to gardening, lawns, or lifestyle. This acts as a subtle—and attractive—reminder about the nature of the organization’s business and who the consumer is.

The site also uses images of actual associates. For example, the images on the *Associate Center* page feature real associates in the workplace. The Corporate

Communications Manager, Doug Hoy, acts as a reporter for the site and also happens to be a great photographer. His photos are used throughout the site.

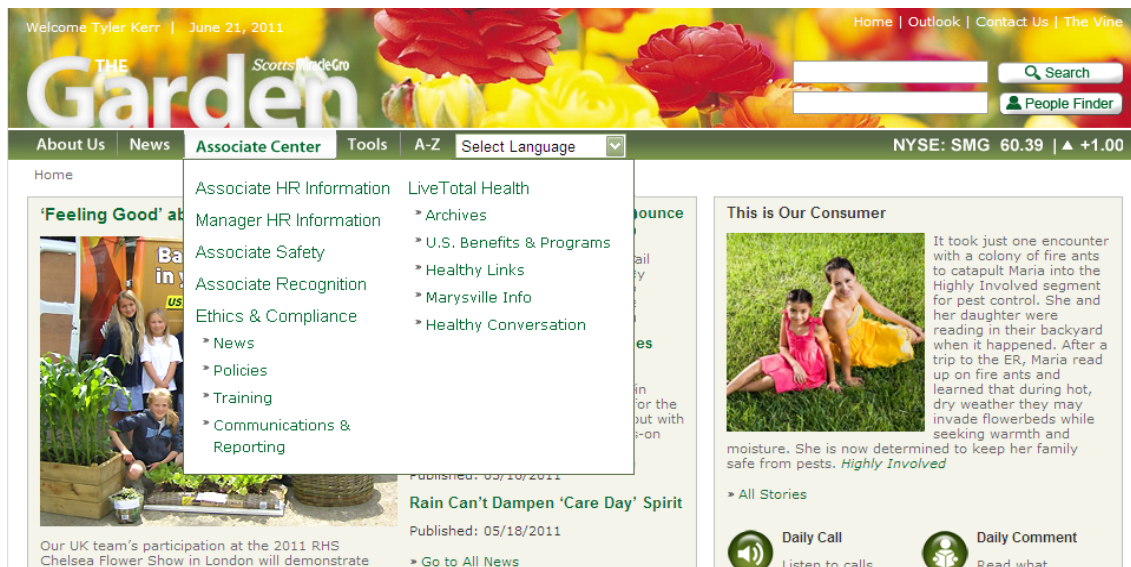
The *Associate Center* page leads to information about everyday work life at ScottsMiracle-Gro. This is the sort of page on an intranet that is often plain text or filled with stock art. It is refreshing to see images of actual associates fill the pages.



Pictured: Photographs on the *Associate Center* page feature actual associates of the organization, rather than typical stock photos.

Sometimes, relatively simple design changes can have a big impact. In this case, the redesign introduced top-level rollover navigation. Since adding this element, traffic statistics show a decrease in usage of the top-level navigational landing pages and an increase in secondary page views. A recent poll of associates indicated this is

among their favorite enhancements to the site, moving them to information more quickly.



Pictured: Adding mega menu navigation has helped move users to content more quickly.

Recent surveys show that associates feel better informed about consumers, and traffic shows that associates are using the site to find the information they need. The Garden has helped put the Consumer First initiative front and center through its compelling and creative content.

BACKGROUND

In March 2011, the company launched a broad Consumer First program, a campaign aimed at educating associates about its most important priority: the consumer. Along with this initiative, the company's Internal Communications team and the Senior VP for Investor Relations & Corporate Affairs, Jim King, decided to revamp The Garden and use the redesign project as a springboard for translating the Consumer First concept into a mixed-channel communication campaign. This effort launched March 15, 2011.

Deciding how to go about redesigning the site meant figuring out what associates needed to know about their consumers. An associate survey confirmed that associates generally were unsure about ScottsMiracle-Gro consumers and what they are looking for from the company. The survey revealed that more than half of the respondents said they wanted more information on consumers' needs, preferences, and trends.

"This survey sparked our discussions about the content we wanted included," says Lisa Tenerelli Smith, Director, Corporate Communications, "specifically content delivered in fresh and different ways electronically, not just through traditional email or print campaigns.

"We especially wanted to capture consumers' views and insights directly without a filter," she says. "The Corporate Communications staff worked cross-functionally with internal teams from Business Transformation (information technology), the Consumer Services team, and Consumer Insights to make that happen."

Challenges

Smith explains the project's chief challenges:

- **How to frame the content through the consumer lens:** What are the best ways to frame content through the consumer lens so that associates would understand their motivations for purchasing ScottsMiracle-Gro products and services?
- **How to best use new technologies:** How can designers best use new technologies on the intranet site to capture and engage associates? (The company uses SAP for the intranet and has customized the site heavily to present an attractive UI).

Framing the content was best done through storytelling. "As communicators, we recognized the opportunity to create a story, based on marketing insights, to bring the consumer credibly to life for associates," she says. "So, we worked with the company's Consumer Insights group to understand the different consumer segments, conceive short consumer vignettes, and use representative stock images to bring the consumer to life."

Although the stories and images illuminate the company's consumers, the team was also aware that social-media avenues were available to tie associates and real consumers together directly from The Garden homepage. In addition, the team saw an opportunity to revamp The Garden editorial calendar to provide a decidedly more Consumer First focus to news content. This effort included ramping up both the quality and quantity of news articles to better highlight what the company knows about its consumers, demonstrate how it's learning more about them, and recognize associates using the learnings and insights.

Home

Looking to 'Expand' the Soil Category



By combining our knowledge of "what" and "who" we've come up with Miracle-Gro Expand 'n Gro—a premium concentrated planting mix that delivers just what consumers want. The product will be part of a limited launch in 2011, covering DMAs in seven states along with its introduction in select garden centers in the UK.

Development Center 'Intense' Say Our ALP Participants

Developing the next generation of the Company's global leaders is the mission of the Accelerated Leadership Program (ALP).

Published: 02/02/2011

Jim Lyski joins the Company as Chief Marketing Officer

Jim Lyski has joined ScottsMiracleGro as Chief Marketing Officer on an interim basis, reporting to the Office of the Chairman.

Published: 02/07/2011

Changes, Important Dates for RedBrick Health Program

Published: 02/03/2011

Go to All News

My Favorites

- Admin
- Marysville Associates
- Corporate News Admin
- Digital Sign Guidelines
- Garden Collaboration Site
- Cafe Menu

Personalize

Find It Fast

- Using the My Favorites Feature
- Performance Management
- For New Associates
- Media Center
- Reservationless-Plus Conferencing

Just Added

- 2011 Holiday Calendar
- 2011 Payroll Processing Calendar
- Printing Materials through InnerWorkings
- Using the People Finder Feature
- More

Stock Quote

NYSE: SMG **52.73** 0

Additional Stock Info

World Time & Weather

Your favorite cities	When it is...
Stockholm, SE	18:21 ☀️ 34°F
Dublin, IE	17:21 ☀️ 45°F
Marysville, OH	12:21 ☁️ 19°F
Chicago, IL	11:21 ☀️ 16°F
Denver, CO	10:21 ☁️ 7°F

Personalize

associate center



Helping to manage your work life at ScottsMiracle-Gro

- Global Ethics & Compliance
- Associate Recognition
- Policies
- LiveTotal Health
- More

tools



Gateway to common business tools used every day

- Aviator Travel & Expense
- Time Management
- eStore
- iStar
- More

how do i?



Step-by-step guides about our business processes

- Using My Favorites on The Garden
- Using the People Finder Feature
- Obtaining a Purchasing Card
- Booking Travel through Aviator
- More

product profile



Scotts® Turf Builder® EZ Seed® Ultimate Winter Lawn Mix

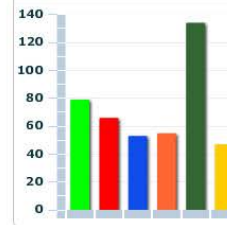
Many consumers in Arizona have found our new Scotts EZ Seed Ultimate "Winter Mix" the perfect alternative to what has been their usual labor-heavy and nose-offending fall overseeding effort, involving manure. This new ryegrass-based blend allows homeowners to completely forego the "stink" and gives them all they need for their winter lawn in one bag. It also combines other varieties to provide the rich dark green color homeowners are seeking. [READ RELATED ARTICLE](#)

Go to All Product Profiles

Answer Me This

Admin

Test Your Supply Chain IQ: What is our largest Growing Media manufacturing plant in North America, based on total sales in FY 2010?



The answer is Huntsville (just over \$46M - it is also the top plant in volume). The Lebanon plant is second at \$45.7M. Both plants became the first to top the \$40M mark in 2009. Click the link below to read a related article from the archives.

[Huntsville, Lebanon Plants in Milestone Mode during 2009 \(12/07/2009\)](#)

Pictured: While still visually appealing and functional, the previous version of The Garden homepage focused on delivering company news and providing links to tools. The new version focuses on educating associates about the consumer by delivering news and featured content, consumer profiles, and links and information about activities related to the company's Consumer First initiative.

Welcome Tyler Kerr | May 20, 2011

Home | Outlook | Contact Us | The Vine

THE Garden

Search

People Finder

About Us | News | Associate Center | Tools | A-Z | Select Language

NYSE: SMG 60.39 | ▲ +1.00

Home / News

Print | Add to Portal Favorites

Associate Life

Brands

Consumer Section

Daily Calls

Ethics & Compliance

Financial

Industry

Innovation

International

Leadership Messages

LiveTotal Health

Operational Excellence

People on the Move

Regionalization

Safety

Sales & Marketing

Stewardship

View All Stories

Media Center

Here you can find and search for video that has been published to The Garden news and Featured Content sections. Questions about this page or our video assets may be directed to contactthegarden@scotts.com.

Straight Talk

February 15, 2011

This play list contains highlights from the Straight Talk global associate meeting held at The Ohio State University Union Hall. Included here are the Martha Stewart interview; CEO Jim Hagedorn's address English and Spanish versions), ScottsMiracle-Gro President, Barry Sanders' state of the business update; and the LiveTotal Health philosophy video.

January 21, 2010

The Garden

The Garden

The Financial Story

The Scotts Miracle-Gro Company

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Pictured: The *Media Center* page is the spot for associates to find and watch video that has been published to The Garden news and/or featured content sections. Where applicable, video is grouped into playlists by event or subject matter to minimize searches for related content.

INTRANET TEAM



Pictured: The Scotts intranet team (left to right): Lisa Smith, Balaji Srinivasaraghavan, Dhayananth Chandrasekaran, Tyler Kerr, Krishna Thallavarajalla, Kristin Dean, Doug Hoy, and Elizabeth Kanz.

GOVERNANCE

Ownership

The Investor Relations & Corporate Affairs Department, headed by Jim King, oversees The Garden intranet site development. This relationship has been beneficial for the site's progress.

"Having Corporate Communications own the intranet helps us align The Garden with strategic messaging," says Smith, "and allows us to deliver applications company-wide with single-sign-on authentication to make the site a one-stop gateway to learning, time management, performance management, reporting, and many other business systems."

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Corporate Core Team	<ul style="list-style-type: none"> • Provides governance, program management, coaching, support, and evaluation of content submissions • Manages site content and overall functionality • Conducts long-term planning and road mapping • Ensures access and availability to all external applications used by associates
Content Owners	<ul style="list-style-type: none"> • Updates and ensures consistency of their section's content • Can delegate some part of the updates or changes to other members of the team/department
Business Transformation	<ul style="list-style-type: none"> • Designs, develops, and maintains intranet technology in partnership with Corporate Communications • Provides web design services • Provides insight and recommendations about site functionality
HR, Business Units and other Content Providers	<ul style="list-style-type: none"> • Submits content for broader news posting, maintains activity calendar events, and maintains content on functional pages

USERS

All US associates and all international associates at the manager level and above have access to The Garden. This population includes traditional knowledge workers in corporate roles, as well as associates in Sales and Supply Chain (manufacturing and logistics) roles. The site is particularly important to dispersed workers as they use it to access important news, enter time, and find everything from policy to benefits links and information. Every day, on average, 2,250 associates visit the site. An associate survey found that 65 percent of those who responded most strongly prefer getting company information from The Garden, ranking it above "their immediate manager" and all-associate emails as a source of information.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">• MyScotts.com
Default Status	<ul style="list-style-type: none">• It is set by default as the homepage but users are free to change this.
Remote Access	<ul style="list-style-type: none">• Remote access is available through the MyScotts.com URL (there is a login screen). Many associates frequently log in this way to access learning applications, time management tools, and email.
Access from Shared Workstations	<ul style="list-style-type: none">• Users in the company's manufacturing locations (predominantly hourly workers) access the site on shared workstations in common areas (such as the lobby, break rooms and cafeterias).

DESIGN PROCESS AND USABILITY WORK

Design Approach

To achieve the redesign they envisioned, the team conducted associate surveys and focus groups. "We asked people to perform specific tasks (find particular pieces of information, navigate to popular pages, etc.)," says Smith, "and then reconvened associates to give us feedback on the experience. We also informally benchmarked with former colleagues and professional contacts from other companies to determine best practices."

The team used usage metrics to guide design of the site to determine popular links, which they made highly visible on the homepage and masthead. "Metrics also helped us make the case for changing the format of our news feature," she says, "for instance, looking at stories that drew the most hits (such as stories about consumers, people, organizational changes, and business strategy) to improve our editorial calendar."

An associate survey we conducted earlier in 2011 also bore out these results. "For example, we learned that associates wanted more information about consumers, organizational changes, and business and strategic initiatives," says Smith. "With this in mind, we designed the site to provide space to prominently feature this information and retooled our editorial calendar to sharpen our focus on supporting content."

One surprising outcome of the site launch itself was in the featured content area. This area was originally set up with static content (such as policies) that was buried deep within the site. Research indicated that associates had a hard time searching for and accessing this information; however, the team found that this space is better used for dynamic, timely content—videos of the CEO and guest speakers such as Martha Stewart, for example, as well as breaking news from the external website, scotts.com. This area is an extremely valuable piece of homepage real estate and

now provides a mix of static content and high-profile messaging. “We can deliver images, media, and text easily and briefly here without having to write a full story, which takes longer to write and get approved,” says Smith. “We found that using this space for this type of content really encouraged people to interact with videos, multimedia, and other timely content.”

TIMELINE

INTRANET TIMELINE	
Milestone Date	Milestone Description
2004–2006	<ul style="list-style-type: none"> Released first version of the associate intranet (2004) and a redesigned (2006)
November 2006–July 2009	<ul style="list-style-type: none"> Transitioned to SAP platform and introduced work-related content tools and applications Began extensive site customization to contemporize and streamline UI
July 2009–March 2011	<ul style="list-style-type: none"> Continued to leverage and customize SAP platform, emphasizing UI and design
April 2011–August 2011	<ul style="list-style-type: none"> Added an enhanced people-finder capability (allowing associates to see colleagues’ supervisors and direct reports), launched photo carousel tool in news (upgrade from being able to have only one photo per story)
Q1 2012	<ul style="list-style-type: none"> Planned launch of next release, which will introduce time-based publishing, dynamic news delivery, and customizable content areas

CONTENT AND CONTENT CONTRIBUTORS

The site’s CMS is part of SAP’s off-the-shelf package. The site does not use time-based publishing, but the team is planning to implement that with the next site refresh scheduled for November 2011. Time-based publishing will let team members post content to be delivered on a scheduled basis according to the calendar day and time selected. This will be particularly helpful in continuing the cadence of Consumer First messaging as well as meeting legal and HR requirements for policy, ethics, wellness, and performance management communications.

Doug Hoy manages The Garden news content and editorial calendar. “Our internal and external Corporate Communications team, along with the community partnerships group, are all responsible for content development according to our editorial calendar,” says Smith. “We also receive submissions from associates across the company through our *contact The Garden* email address requesting articles to recognize colleagues, educate about regional marketing initiatives, and address international work underway.”

Content is written by the appropriate communication liaison (a member of Corporate Communications team) and reviewed by the appropriate business leader or subject matter expert.

The intranet team provides content contributors guidance on how to post content to functional pages and coaches them on best practices. The company's Corporate Communications manager polices adherence to style, tone, and on-message consistency once it's published.

TECHNOLOGY

The Garden is built on the SAP NetWeaver Portal. The implementation has been heavily modified in house to achieve look and feel requirements. Pages are built using SAP's Web Page Composer tool, which has also been modified by the Scotts technical team. Document management is handled by SAP's Knowledge Management product and the team uses Adobe Omniture for analytics and Vzaar for video hosting and streaming. Leverage Software is used to support the site's social media functionality (groups, blogs, wikis, etc.). SAP TREX provides the intranet's search functionality.

MOBILE

Currently, the intranet is accessible from iOS (iPhone, iPod, and iPad) and Android devices. Although the team has not yet optimized the experience for mobile, both The Garden and the Vine social networking platform are accessible. The team has a project budgeted for 2012 to evaluate an optimized mobile version of the site that is also available on BlackBerry devices. The choice to optimize first for iOS and Android was made because the audience for this initial rollout is the company's senior leadership who are the predominate users of this mobile technology. In the future, the company hopes to leverage The Garden mobile platform to provide a more robust gateway to training, performance management, time entry and approval, and travel and expense reporting.

SEARCH

The intranet uses TREX search, which is the integrated search that SAP provides with several of its packages, including NetWeaver portal. TREX uses tf-idf (term frequency-inverse document frequency) weight for results. One of the projects currently being worked on at Scotts is increased flexibility in refining results associates receive based on analytics and feedback.

Welcome Tyler Kerr | August 31, 2011 Home | Outlook | Contact Us | The Vine

THE Garden

Search
 People Finder

About Us | News | Associate Center | Tools | A-Z | Select Language NYSE: SMG 49.14 | ▲ +0.58

Search Results For *policies* Items All | Sort By Relevance

Did you mean: *prices* 1-10 11-20 21-30 31-40 41-50 ... > / 599

94%	Updated Insider Trading Policy Posted on The Garden ... Updated Insider Trading Policy Posted on The Garden... site on The Garden, under Policies /Worldwide, by clicking... the following link: Insider Trading Policy .	9.4 KB
92%	ACS associate new hire policy.doc ACS associate new hire policy IT Security Policies provide the techniques and methodology to protect Scotts and	24 KB
92%	ACS associate termination policy.doc Policy Purpose IT Security Policies provide the techniques and methodology to protect Scotts and... ACS Termination policy	23.5 KB
92%	Anti-Harassment Policy N-HR-4.pdf Policy Title: Anti-Harassment Policy Policy No: N-HR... Nothing in Scotts ' Human Resources Policies is intended or should be	19.9 KB
90%	Tobacco-Free Employment Policy Cert Form.doc ... TOBACCO-FREE EMPLOYMENT POLICY ... Nothing in Scotts ' Human Resources Policies is intended or should be	25 KB
88%	Pcard Policy ... CORPORATE POLICY N-GS -... this Guide is to establish the policies , procedures, and responsibilities... The following policies govern the usage of Scotts	19 KB
88%	TAX POLICY.doc ... CORPORATE POLICY TAX-1 Tax Basis Balance Sheets	60 KB
87%	ERT Communication Policy Emergency Response Team Communication Policy :	21.5 KB
87%	Global Sourcing Policy.doc ... Global Sourcing Policy ... any action that contravenes Scotts Ethics Policies ... and controls set forth in this policy and all Scott 's associates must adhere to related policies .	114.5 KB
85%	Issuing Policies Policy W-AA-2 ... CORPORATE POLICY W-AA-2 ISSUING POLICIES AND PROCEDURES... GENERAL POLICY : Written policies will be issued as necessary to communicate management 's guidance... Policies and...	70.6 KB

1-10 11-20 21-30 31-40 41-50 ... > / 599

The Scotts Miracle-Gro Company
Home | Contact Us | Usage Terms

Pictured: Search results for a site search on the keyword "Policy." The search returned a variety of documents and links including news articles, company policies, and forms. The keywords are highlighted in each search instance for easy review.

RESULTS AND ROI

Smith discusses some of the most significant signs that the site is achieving its goals:

- **Increase in site traffic.** “The team has seen a steady increase in usage metrics year-over-year since the first version of the associate intranet was released in 2004. Since March 2011, metrics indicate a 48-percent rise in site traffic year-over-year. Additionally, a 49-percent increase in news page views has been recorded and *People Finder* enhancements have driven a 30-percent increase in tool usage. A poll on The Garden homepage that asked associates to rank their favorite new site features generated more than 500 responses.”
- **User satisfaction.** “Feedback about the site’s design is that associates feel more pride in the company, based on the images and content we’re delivering (such as of consumers using our products to make their homes beautiful). Associates enjoy that the masthead image changes every day (we actually solicit images from associates), which makes them feel personally connected to the lawn and garden category.”
- **Increased user participation.** “Since the relaunch of the site in March, the new design has provided a 25-percent lift in article commenting and a 49-percent increase in hits to the homepage news.”

LESSONS LEARNED

The Scotts team shares some of their lessons learned:

- **Start with a well-defined plan.** “Start with a well-defined plan and get buy-in from all business partners EARLY. Relying on a wireframe document helped us walk through decisions at a glance that had been made regarding design over the course of the project. Our design was grounded firmly in our associate survey and focus group feedback. Additionally, a collaborative relationship among the business and the technical team is essential when undertaking a project of this nature and scope.”
- **Base your business case on fact.** “We were able to show a clear connection to business strategy when we presented our ideas for enhancing the site. We assembled benchmark data that showed trends, preferences, and ROI from best-in-class companies, and had our own associate research to underscore our assumptions about preferences.”
- **Build relationships early and often.** “Sponsorship from company leaders was instrumental in moving the project forward. Once approved, relationships with the Business Transformation team, the Consumer Insights group, and the Consumer Services team were instrumental in helping us deliver on our vision.”

Skanska

Using the intranet:

Skanska is one of the world's leading project development and construction groups, with expertise in construction, development of commercial and residential premises, and projects in public-private partnerships. Based on the Group's global environment know-how, Skanska aims to be customers' first choice in terms of Green projects. The Group currently has 53,000 employees in selected home markets in Europe, the US, and Latin America. Skanska is listed on the Stockholm Stock Exchange.

Headquarters:

Solna, Sweden

Number of employees the intranet supports:

Nearly 30,000

Company locations:

Skanska operates in the US, the UK, Sweden, Finland, Norway, Denmark, Estonia, Hungary, Poland, Czech Republic, Slovakia, Argentina, Brazil, Chile, Colombia, Peru, and Venezuela.

Locations where people use the intranet:

All company locations

Annual sales:

SEK 122 billion (2010)

Design team:

The design team consisted of in-house personnel and consultants. During the project's most intense phase, the core team consisted of eight people working full-time with the intranet.

The intranet team also involved work groups for different areas (contacts, graphic design, interaction and usability, IT architecture, news, projects, search, and shared information model) with representatives from different parts of the organization, totalling approximately 70 people.

Members:

In-house: Kimi Matsubara, Global Intranet Manager (as of May 2011; previously Global Information Owner); Helena Dahlberg, Global Digital Development Manager (until April 2011); Dan Lindeberg, System Architect/Developer; Frans Lundgren, Service Manager; Minna Solvestad, Project Manager IT; Magnus Österhult, Project Manager IT; and Charlotta Herte, Group Internal Communications Manager

The Synthetic Family: Olof Gunnarsson, Business Analyst and IT Coordinator

Ottoboni Group: Camilla Flinkenbro, Senior Project Manager; and Martin Skybrand, Art Director

SUMMARY

An initiative to create "one Skanska" was the push the intranet team needed to create a new, global intranet for the project development and construction group. With 53,000 employees, 30,000 of whom use the intranet, the project was a massive undertaking. Though the company is based in Sweden, employees are scattered around the world, and the site must support content in 13 languages.

The team was tasked with creating one centralized site to support all business units, locations, and languages. The main goal was to increase the possibility of knowledge sharing at the company, taking advantage of expertise scattered around the world, as well as sharing tools across countries and business units.

Initial focus groups made it clear the organization needed a single corporate site. This was a drastic change from the 30-plus intranets the organization had at the time, each with its own set of users. There was no central control over the sites other than some general graphic guidelines.

A lack of communication between business units and locations was resulting in a very decentralized view of the company, with employees having little knowledge about other business units, countries, or the company as a whole. The company had been through a period of rapid growth, almost doubling in size in two years.

With such a large undertaking affecting so many employees and business units, change management was essential. Luckily, intranet team members knew this from the start. They initiated monthly global telephone conferences with the project team

and business unit leaders, sharing information about progress and asking for feedback. They did a global tour with live meetings with business units to explain changes and gather feedback. They had open calls around development for anyone interested, and gradually ended these as interest in the day-to-day details waned. Senior management was kept informed through an intranet board that reported to them.

The site's structure is global, but maintenance is decentralized. More than 120 structure administrators and 620 content editors can add information to the site. Each business unit has a Business Unit Information Owner, and oversight and processes vary across the organization. The team gives business units guidelines on content and structure, but reviewing content is up to the business unit. This allows each unit to determine a process that works internally, but also results in some inconsistencies across the site.

Last year, one individual reviewed all 30,000-plus intranet pages after they'd moved to the new design to check for significant inconsistencies. Quite an undertaking! The team realizes this is a necessary step, but wants to find a better plan moving forward.

The new global homepage features news directed to the individual based on his or her business unit, office location, and country. Employees can view local news, business unit news, country news, and global news. Press releases and news and RSS feeds round out the middle of the page.

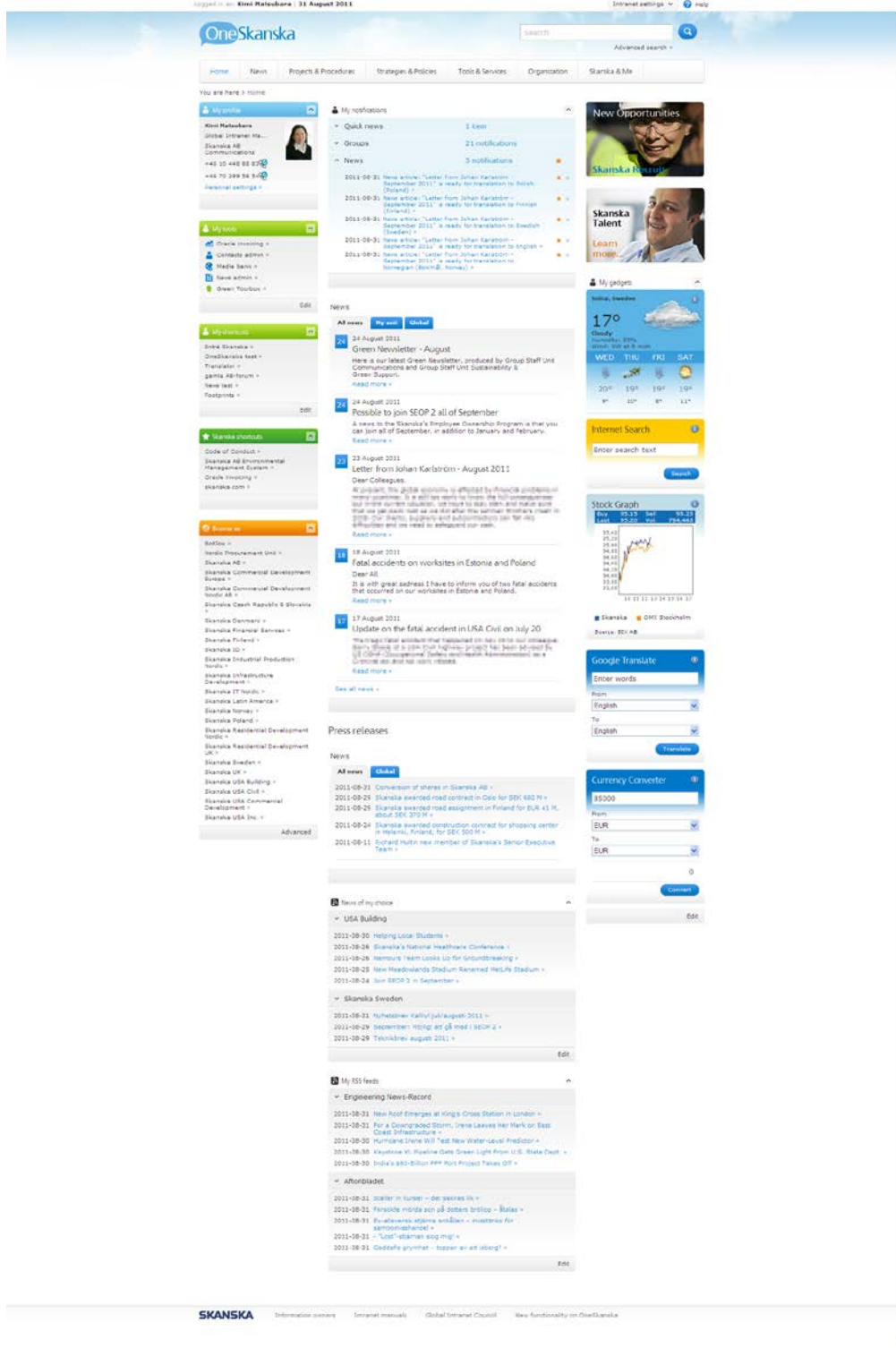
Tabbed pages show global and local information. The local information is always displayed first, as it is likely the most relevant to the user.

The top of the page shows notifications for the user. Notifications on the site inform content editors or translators of any tasks they need to complete. This is also where content owners are notified if a page has not been updated in six months and needs a review. Employees receive notifications from their SharePoint groups, which are used for local and global collaboration. The top of the page also includes *Quick News* updates, which are short news items about things that are not archived because they're of interest only at a certain point in time. Examples here might include system maintenance messages, holiday announcements, or announcements for events (such as "celebration in the lounge at 10 a.m.").

Each category is closed by default, listing only the name and number of notifications or items. Even when a category is closed, stars indicate if it contains new or updated information.

The left side of the page includes the user's personal details. This is prominently shown in hopes that users will notice and fix any errors in the profile information, as this is the information others see when viewing their details in the employee directory. The rest of the left column includes links to tools, shortcuts, and official Skanska shortcuts (Quick Links).

The right side of the page is a mix of global and local information; it also features a few promotions and an area for gadgets, where users can select from options such as weather, stock price, Google Translator, and a currency converter.



Pictured: The homepage presents information relevant to the user based on business unit, office, and country, as well as on personal preferences. It can also contain global content intended for everybody in the organization.

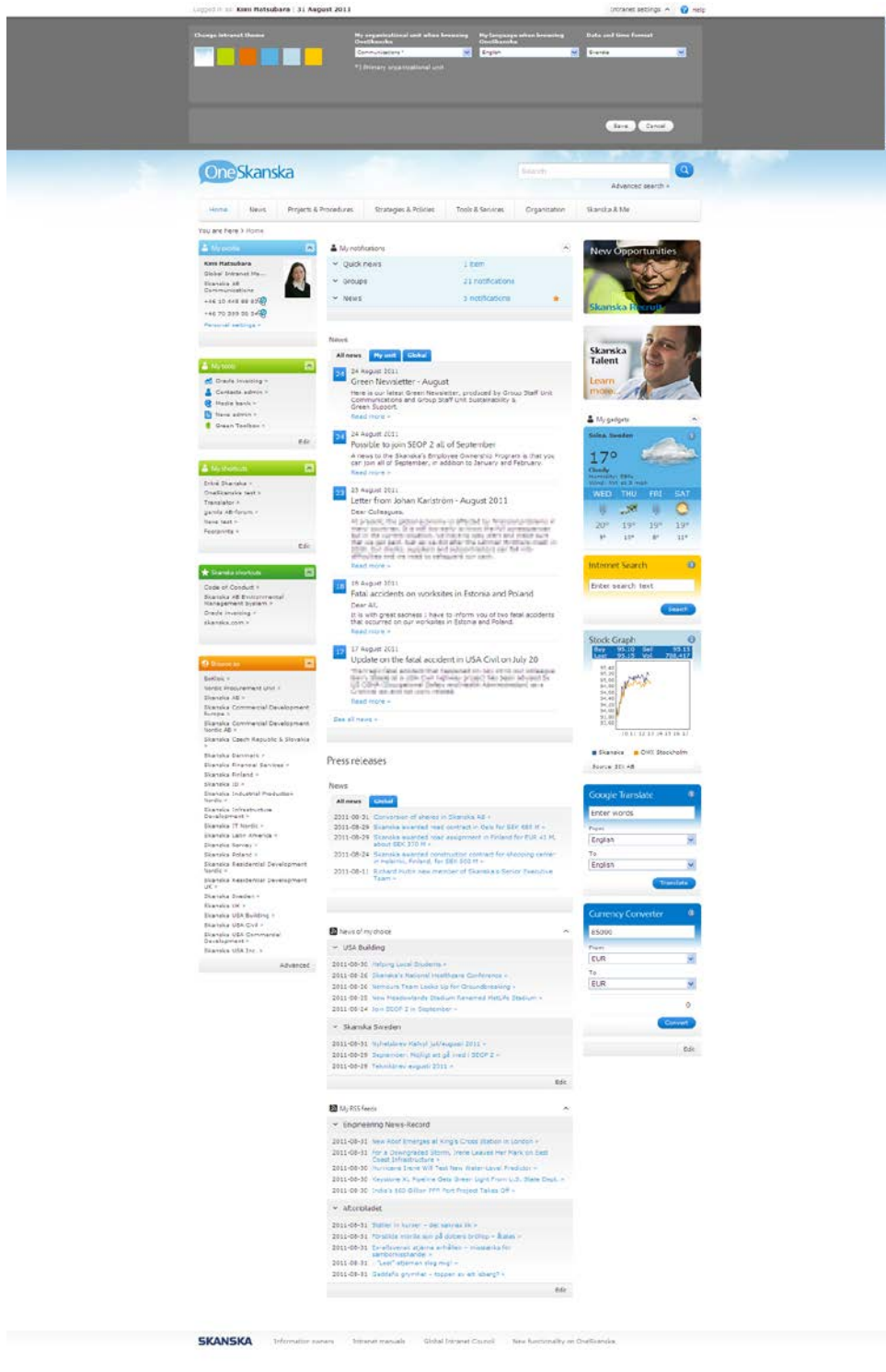
Employees have many opportunities to customize the site experience. Employees can add their own tools or shortcuts on the homepage by clicking the *Edit* button in each respective box on the side of the page.

The *Intranet Settings* menu appears at the top of the page. When clicked, it displays options to change the visual theme on the site, primary organizational unit to use for browsing the site, and language for browsing. Users can also select their date and time format, select the language of their choice for viewing the intranet, and get all dates, times, and currencies formatted according to the language chosen. But there is also a possibility to choose a combination—for example, to use English as your primary language, but to view date, time, and currencies according to Swedish standards.

Employees can also subscribe to news feeds from other parts of the organization. RSS Feeds are listed at the bottom of the homepage, and an *Edit* button lets users select other sources of information. These functionalities were added in response to requests within the organization.

When users enter the site for the first time, they go through a Start Up Wizard to make sure the organizational settings are correct. Employees set their workplace, which sets the country as well. This information can be changed on the user's profile page as needed.

The intranet team has been somewhat disappointed by uptake of customization features such as selecting a theme or adding a shortcut. However, it is quite common that employees do not take the time to customize a corporate intranet. This is often due to a combination of factors including the visibility of the options, the perceived benefit to the user, and the ease of implementing these options.



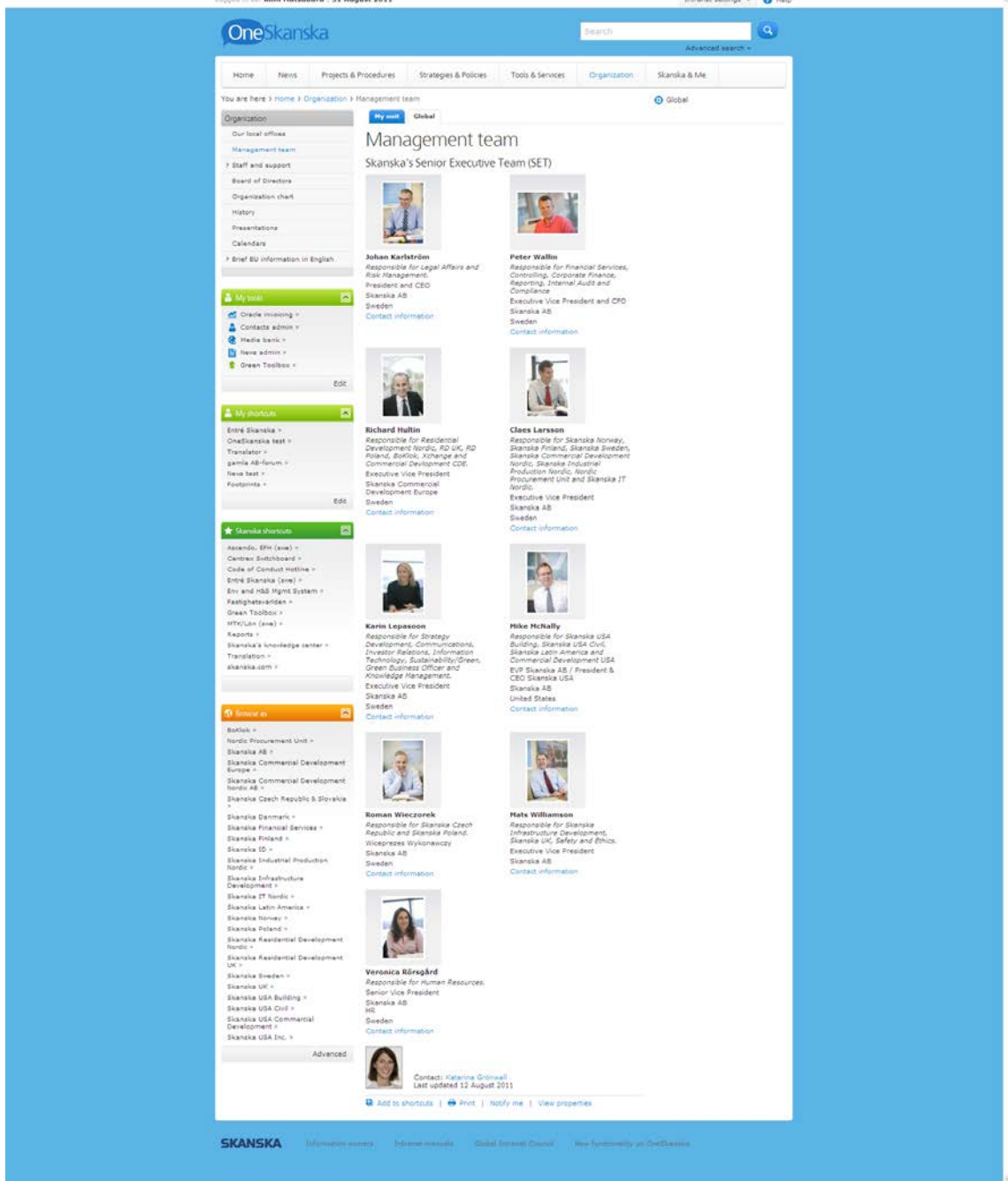
Pictured: Employees can change the background theme or reset their business unit or language. They can also add news and RSS feeds, add links to tools or site content, and add gadgets to the page.

One of the biggest hurdles the intranet team faced was creating a navigational structure that would accommodate the content of all the business units and

locations. The team met with other intranet teams as well as with working groups around the company. They examined the navigational structures from all the old sites and came up with a new structure to test in prototype form.

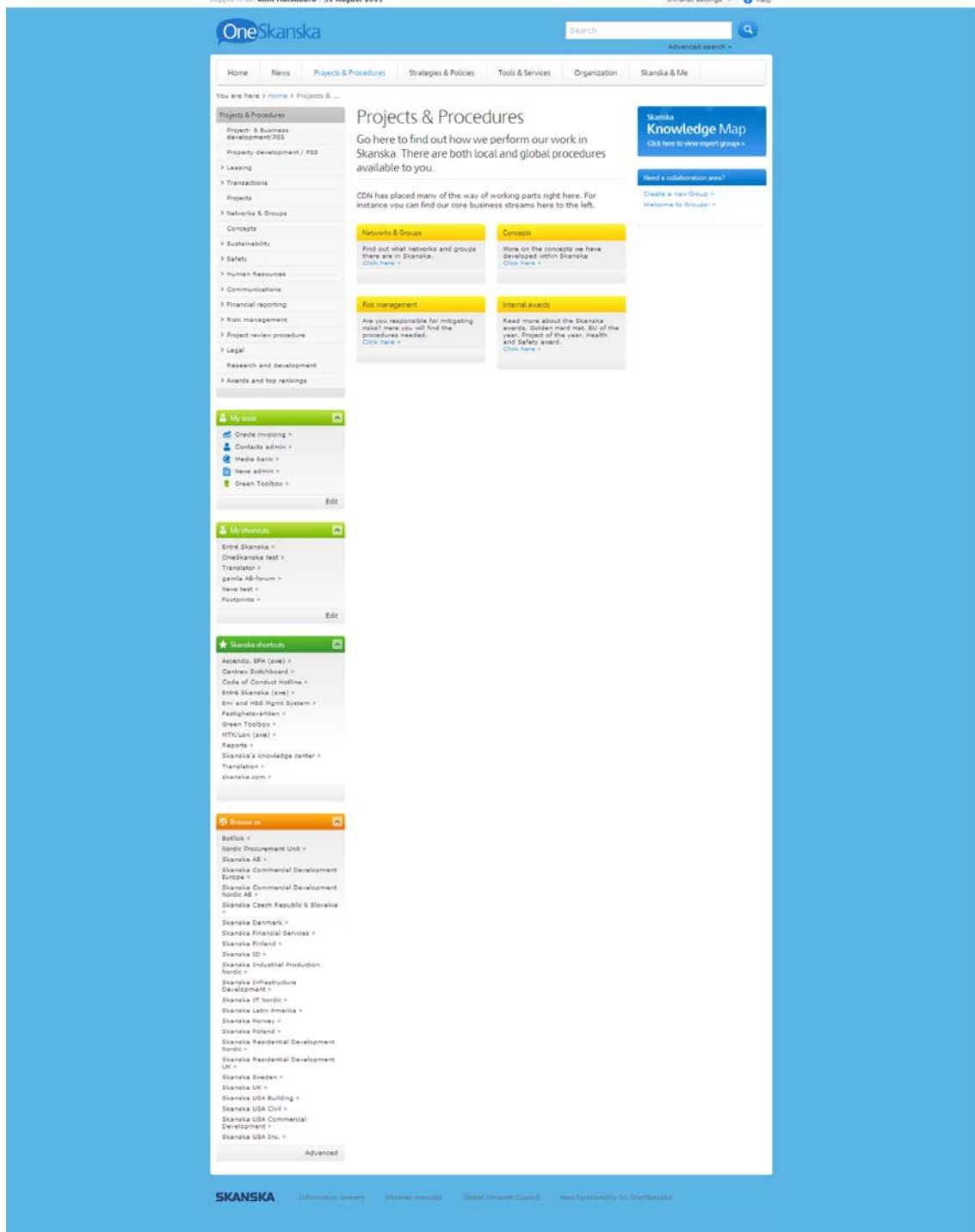
The final design has six top-level options. *News* presents all news relevant to the employee based on business unit, location, and country. *Projects & Procedures* has information about how work is done at Skanska. *Strategies & Policies* contains overall plans and policies, and *Tools & Services* presents information and tools for employees to do their work. *Organization* is similar to an *About Us* section, and *Skanska & Me* is individual information about working at the company.

The main site navigation is the same for all users. Local units, countries, or workplaces can add items to support local needs. Those links then appear in the main global navigation for the target group. For instance, the first few items in the left-hand menu in the screenshot below are business-unit specific.

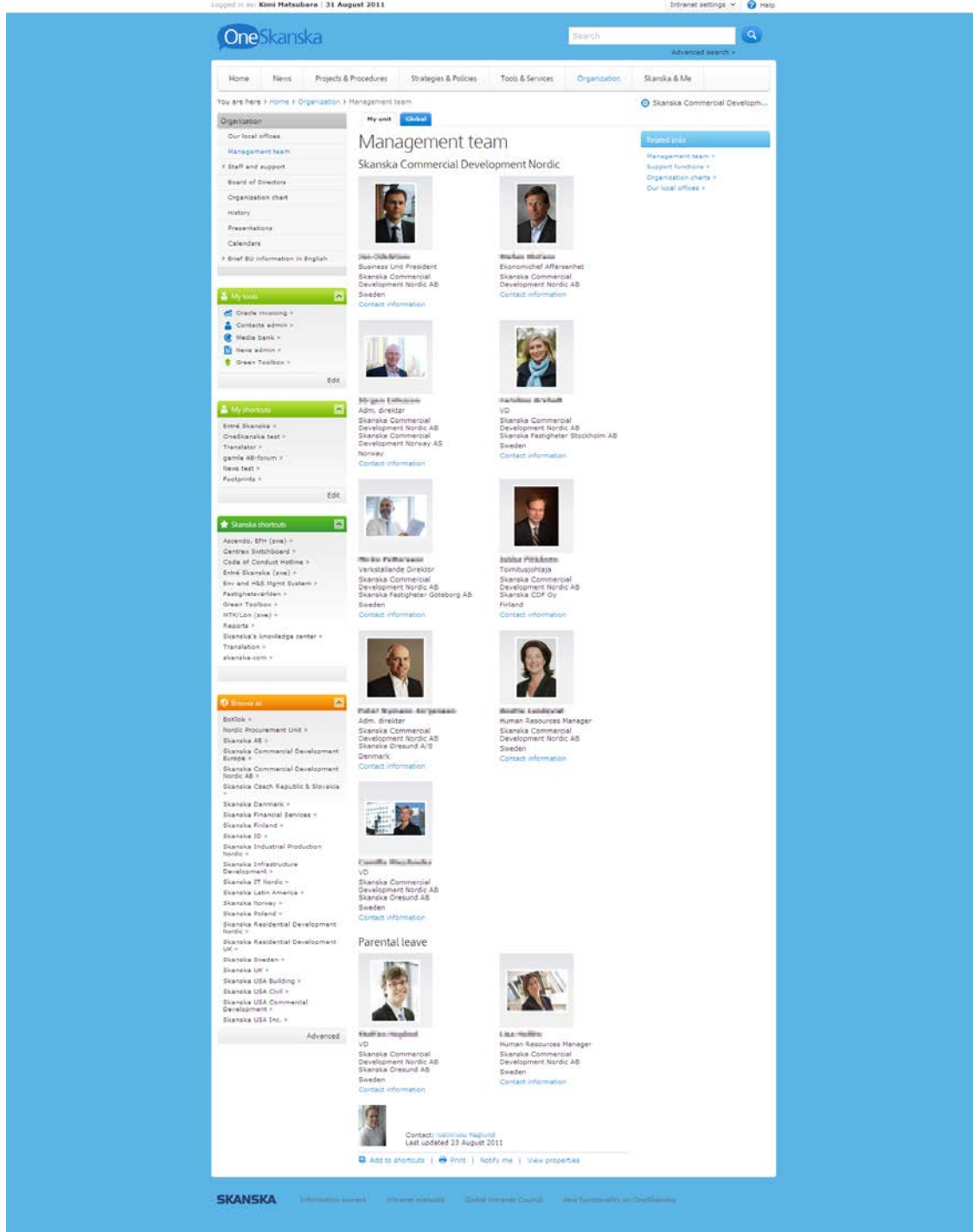


Pictured: Global site navigation is consistent for all business units, but they can add group-specific navigational links to the local navigation as needed. Here, the first few links in the left-hand menu are specific to a business unit.

Tabs are used throughout the site to manage the combination of local and global content. This allows the site to show different information in different tabs on the same content page. Local tabs are always displayed first. This structure allows information to be displayed in a single page and makes it simple to navigate between local and global content without having to leave the page.



Pictured: Tabbed content defaults to the local view, assuming local information is more relevant to users' information needs.



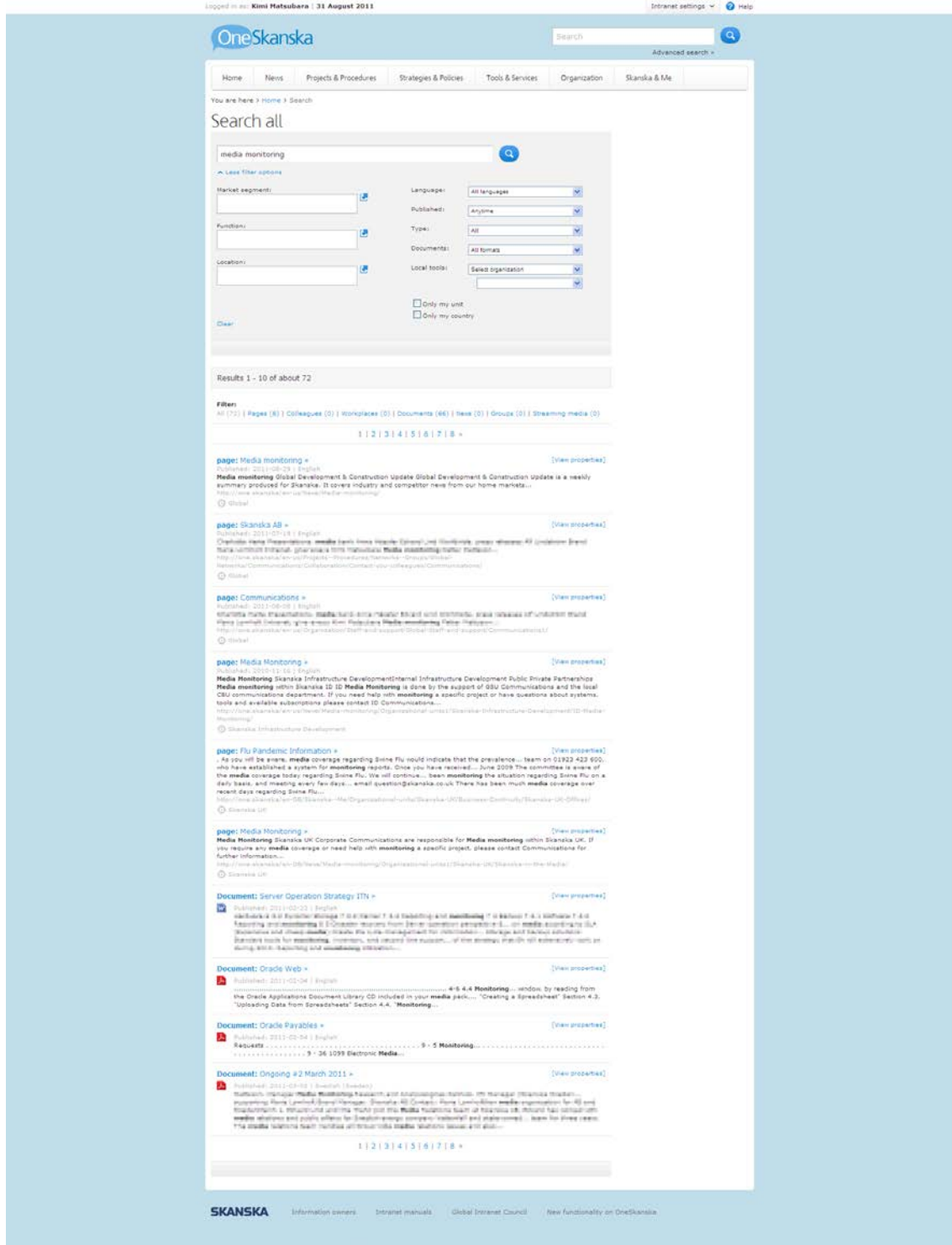
Pictured: Users can click to view global information without moving to a new page. Tabbed content provides quick access to relevant information.

While users' views of content are targeted based on business unit and location, all information on the intranet is transparent and locatable via the site search. In each search result, the target group for each piece of content is listed next to a bull's-eye icon. In the *Advanced Search*, users can change their search criteria from the

standard *OneSkanska* and *News* setting to a more targeted search based on business unit or country, to help pare down results.

All results are shown by default. As the screenshot below shows, users can expand filtering options to specify a market segment, work function, or location, or to filter by language, date, type, or format. Checkboxes let users easily look only within their own business unit or country.

A list of filters above the results let users filter by content type, such as documents, news items, or SharePoint group content.



Pictured: A search results page. All OneSkanska content is available in the search, but users can limit search results in many ways, including showing only information that is targeted to their business unit or country.

Users can also view information intended for other audiences via the *Browse As* feature in the bottom left corner of each content page. An employee's view of content defaults to their own business unit, but if the need arises to see another view of content, employees can select another business unit. Advanced options also let users see the intranet as if employed in a sublevel to a business unit, in another country, or in another workplace.

When users select to *Browse As*, a small box opens on the top left of the page, showing the user the current view. Closing the box or the browser will return users to their regular settings; this makes it easy to restore the defaults and ensures that nobody "gets stuck" in another business unit.

The *Browse As* functionality was at the top of the list of requests for the site, and the team receives positive feedback about it. *Browse As* functionality has been hugely helpful in assisting employees with issues, as it makes it simple to see what the intranet looks like in different parts of the organization. This is an issue that sometimes arises with personalized intranets: every employee's page can end up looking different from every other. This is also a particularly helpful function for IT support, which is country-based and generally services more than one business unit.

Logged in as **Kimi Matsubara** | 31 August 2011 Intranet settings Help

OneSkanska Advanced search

Home News Projects & Procedures Strategies & Policies Tools & Services Organization Skanska & Me

You are here > Home

Currently browsing at

Skanska Norway

My profile

Kimi Matsubara
Global Intranet Ma...
Skanska AB
Communications
+46 10 440 88 81
+46 70 299 35 34
[Personal settings](#)

My tools

- Oracle Invoicing
- Contacts admin
- Media bank
- News admin
- Green Toolbox

My shortcuts

- Entre Skanska
- OneSkanska test
- Translator
- gamla AB-forum
- News test
- Footprints

Skanska shortcuts

- Etiska retningslinjer
- Slit Öjar W Det
- Telefoni i Skanska
- Bedriftshytter
- IT service desk Norge
- Trädgård nätt Skanskahuset
- Introduktion för nya anställda
- skanska.no
- skanska.com

Browse by

- BoKlok
- Nordic Procurement Unit
- Skanska AB
- Skanska Commercial Development Europe
- Skanska Commercial Development Nordic AB
- Skanska Czech Republic & Slovakia
- Skanska Denmark
- Skanska Financial Services
- Skanska Finland
- Skanska ID
- Skanska Industrial Production Nordic
- Skanska Infrastructure Development
- Skanska IT Nordic
- Skanska Latin America
- Skanska Norway
- Skanska Poland
- Skanska Residential Development Nordic
- Skanska Residential Development UK
- Skanska Sweden
- Skanska UK
- Skanska USA Building
- Skanska USA Civil
- Skanska USA Commercial Development
- Skanska USA Inc.

[Advanced](#)

My notifications

- Groups 21 notifications
- News 3 notifications

Tre siste Læring etter hendelser


04.08-2011: [Skanska AB - 180 000 000 000 000 000 000](#)
 03.08-2011: [Skanska AB - 180 000 000 000 000 000 000](#)
 21.06-2011: [Kimi Matsubara - Feltnett Klart under 180 000 000 000 000 000 000](#)

[Se flere hendelser for 2011 her.](#)

Top story

27 June 2011

Ny direktør i Skanska Asphalt



Lena Maria Carl er den nye direktøren i Skanska Asphalt. Hun er tidligere leder for Skanska Asphalt i Norge.

[Read the full top story](#)

News

All news My unit Global

30 August 2011

Arneberg Hage markerer relansering

Ble du mett med kaffe og bakevarer i resepsjonen i Skanskahuset tirsdag morgen?

[Read more](#)

24 August 2011

Green Newsletter - August

Here is our latest Green Newsletter, produced by Group Staff Unit Communications and Group Staff Unit Sustainability & Green Support.

[Read more](#)

23 August 2011

Letter from Johan Karlström - August 2011

Dear Colleagues,

All around the world activities is affected by financial problems in many countries. It is difficult to see how full employment can be achieved in the current situation, and there is still some uncertainty about what we can do to help the situation. However, we are still confident that we will be able to achieve our goals and we will continue to work hard to make our business and our world a better place.

[Read more](#)

18 August 2011

Fatal accidents on worksites in Estonia and Poland

Dear All,

It is with great sadness I have to inform you of two fatal accidents that occurred on our worksites in Estonia and Poland.

[Read more](#)

17 August 2011

Update on the fatal accident in USA Civil on July 20

The fatal accident that happened on July 20th last year in Skanska USA Civil in the USA has been investigated by the OSHA (Occupational Safety and Health Administration) and the results are now available.

[Read more](#)

[See all news](#)

Press releases

All news My unit Global

2011-08-31 [Conversion of shares in Skanska AB](#)

2011-08-29 [Skanska awarded road contract in Oslo for SEK 680 M](#)

2011-08-29 [Skanska awarded road assignment in Finland for EUR 41 M, about SEK 370 M](#)

2011-08-24 [Skanska awarded construction contract for shopping center in Helsinki, Poland, for SEK 500 M](#)

Snakk høyt om stille avvik
17.-23. oktober 2011

Tid siden siste fraværsskade
28 dager

[Læring etter hendelser](#)

Innføring av øyvern og hansker

Medieglimt

- 2011-08-31 Inviter nye studenter til
- 2011-08-31 Skanska byggingen pussa opp
- 2011-08-31 Skanska rehabiliterer Edsvältygningen
- 2011-08-30 Sneglet om å åpne for elven
- 2011-08-30 Skole i tre som passivhus

Se flere medieglimt

[Media monitoring](#)

My gadgets

Salna, Sweden

17°
Cloudy
Humidity: 95%
Wind: NW at 8 mph

WED	THU	FRI	SAT
20°	19°	19°	19°
9°	10°	8°	11°

Internet Search

Enter search text

[Search](#)

Stock Graph

Buy	Sell	Vol
95.40	95.15	789,417
95.20		
95.00		
94.80		
94.60		
94.40		
94.20		
94.00		
93.80		
93.60		
93.40		

10 11 12 13 14 15 16 17

Skanska OMX Stockholm

Source: SIX AB

Google Translate

Enter words

From: English

To: English

[Translate](#)

Pictured: Users can view the intranet from the viewpoint of another business unit, country, or workplace. When in another view, a box appears in the top left corner indicating the current view. Closing the box returns the user to the regular view of content.

On content pages, the page owner is always listed, along with a photo and contact information. This shows individual responsibility for content as well as giving colleagues an easy way to ask a question about it.

Beneath the page ownership information are options for personalization. Employees can add shortcuts to pages and subscribe to receive notifications when pages or documents are updated. Subscription information for a page is always listed beneath the owner information, and subscription information for an individual document is listed next to it.

Logged in as: Kimi Matsubara | 31 August 2011

Intranet settings | Help

OneSkanska

Search

Advanced search »

Home | News | **Projects & Procedures** | Strategies & Policies | Tools & Services | Organization | Skanska & Me

You are here > Home > Projects & ... > Safety > Vaarojen arvioi... > Työn turvallisu...

Currently browsing as: Skanska Finland

Projects & Procedures

- Asiakastyö
- Projects
- Networks & Groups
- Concepts
- Sustainability
- Safety**
 - Tiedonkulku ja raportointi onnettomuustilanteissa
 - Turvallisuuspakka: Rakennustyömaan säännöt
 - Turvallisuus sopimusasiakirjoissa
 - Turvallisuuden pätevyudet
 - Vaarojen arviointi ja hallinta**
 - Työn turvallisuussuunnitelma (TTS)**
 - Kemikaalien käyttöturvallisuus
 - Henkilökortit ja kulkuluvat
 - Turvallisuustekniikka
 - Työturvallisuuden superliiga
 - Global Safety Stand Down (GSSD)
 - Global Safety alerts
 - Safety Week
 - Health
 - Human Resources

Skanska Finland

Lomake

Työn turvallisuussuunnitelma (TTS)

Työn turvallisuussuunnitelma (TTS)

Työn turvallisuussuunnitelmalla (TTS) poistetaan turvallisen työnteon esteitä. Tällaisia voivat olla mm. puutteellinen työn vaarojen tunnistaminen tai tekijöiden epätietoisuus turvallisista toimintatavoista. Työnjohtajan vastuulla on, että suunnitelma tehdään yhdessä työntekijöiden kanssa jokaisesta alkavasta työmaan viikkosuunnitelmaan merkitystä tehtävästä sekä jokaisesta korkean riskin työvaiheesta erikseen ennen sen aloittamista. Aliurakoitsijan tekemän suunnitelman tarkastaa ja hyväksyy Skanskan työnjohtaja, jolle jää kopio suunnitelmasta. Tehtäväsuunnitelma voi korvata tämän suunnitelman.

TTS tehdään erikseen myös korkean työturvallisuusriskin töistä:

- putoamisvaaralliset työt (esim. työskentely yli 3 m korkeilla telineillä, nostimilla tai keskeneräisellä holvilla)
- erityistä vaaraa aiheuttavat työt
 - rakenteiden, rakennusosien tai materiaalien purkutyöt
 - työt tie- ja katualueilla
 - räjäytys- ja louhintatyöt
 - sortumavaaralliset kaivannot tai maahan vajoamisen vaara
 - työt, joihin liittyy raskaiden esivalmisteisten osien kokoamista tai purkamista
 - työntekijöiden terveyden vaarantava altistuminen kemiallisille tai biologisille aineille tai säteilylle
 - työt kuiluissa, maanalaisissa rakennuskohteissa ja tunneleissa
 - työ suurjännitelinjojen läheisyydessä
 - painekammioissa tehtävät työt
 - työt, joissa käytetään sukellusvälineitä
- kaikki työajin tavanomaisista riskeistä poikkeavat tilanteet (esim. poikkeuksellisen korkea huonetila tai poikkeukselliset sääolosuhteet).

Contact: [Kimi Matsubara](#)
Last updated 22 June 2011

Add to shortcuts | Print | Notify me | View properties

Pictured: Content owners are pictured on each page, and employees can subscribe to receive notifications when content is updated.

As in any global organization, translation is a huge consideration. In general, the intranet team leaves it up to the business unit to set a language. Global information is always available in English. Within the organization, one individual is responsible for each language supported on the site, which includes Czech, Danish, Estonian, English (US), English (UK), Finnish, Hungarian, Norwegian, Polish, Portuguese, Slovak, Spanish, and Swedish.

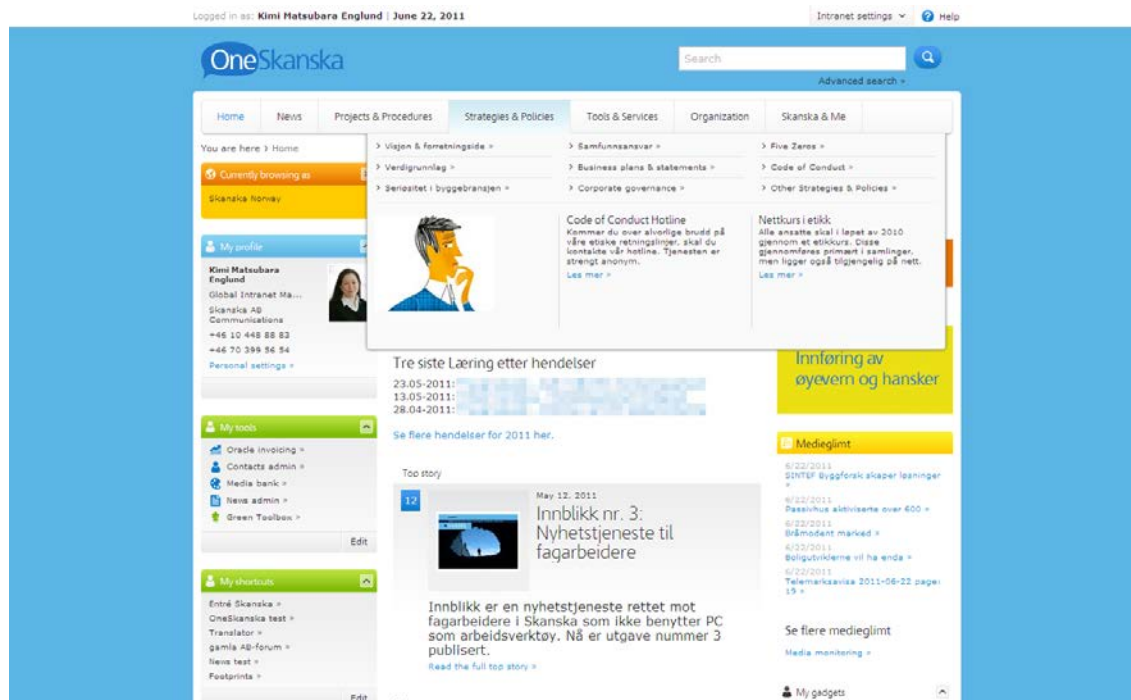
Each language expert decides if they need to translate global content into the local language. Occasionally, the intranet team provides local-language versions. Local

content is allowed to be in the local language, but each unit is required to provide a brief text in English about their operations on a global page.

Each translator can enter translations through the CMS. Employees can select their own default language, and if content is available in that language, it is displayed. However, if a user selects Swedish, for instance, and only English content is available, the English version is visible to the user.

All news items are published and translated in a separate system, which is used for the company's external websites as well. When a news story is published, the author can click *Notify Translators*. The translators then receive a notification on the intranet homepage that a news item is available for translation, together with a note from the publisher.

The company has a set process for translation of global material, giving the translators 48 hours' notice when a news item needs to be published. Whenever possible, the intranet team sends the full content 48 hours in advance. In some instances, content is not yet finalized and the 48-hour warning simply tells translators something is on the way.



Pictured: Global content is presented in English, with local content in the local language. If no local-language content is available, the English content is shown.

The site's new, global nature allows knowledge sharing that was not possible previously. The site features a *Knowledge Map* that helps employees find and connect with expert groups in different areas.

The *Knowledge Map* shows important global strategic networks across Skanska that are sponsored by the Senior Executive Team. It enables employees to see what

areas of knowledge are important to the organization and to quickly use that knowledge. The tool is located with *Tools and Services* in the main site navigation.

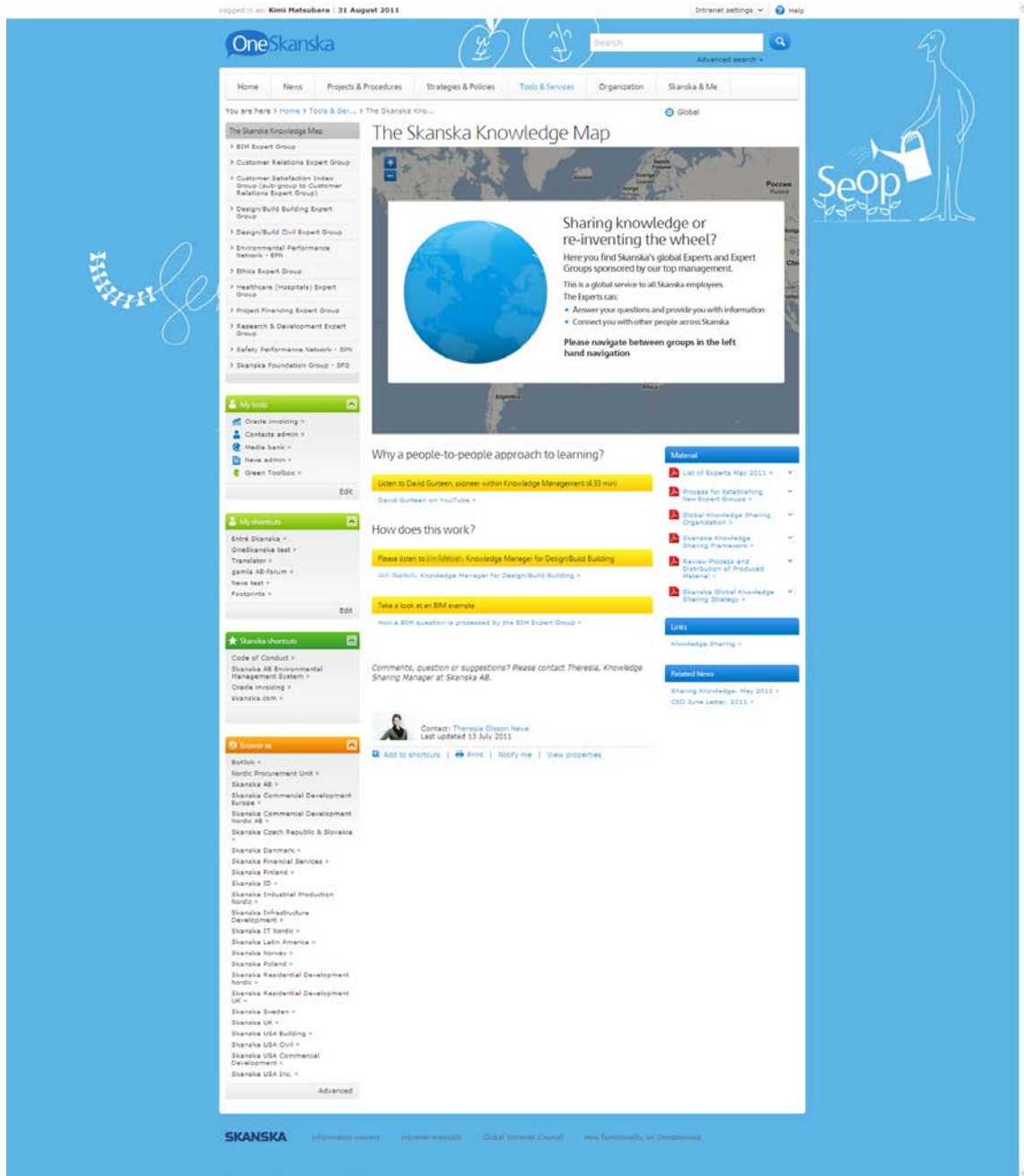
This area provides access to the company's Expert Groups. These groups are a global service to all employees. Experts are individuals within the organization with competence, experience, and a willingness to share knowledge.

The map makes it easier for people to find one another, ask questions, and gather information. The tool helps people make connections and join competencies. This is a change in how work is done; previously, employees did not know how to find experts within the company. Now, the intranet-based tool helps the company share best practices and avoid errors.

The team strove for simplicity in the tool's design, so users would know exactly what it was for. The main page tells users what they can find: experts and expert groups, sponsored by the company's top management. This helps employees know that the information can be trusted.

Employees can pick a group from the left-hand side of the page or read more about the tool. A video from a Knowledge Management leader explains why a people-to-people approach to learning is important, as well as offering information about how the tool works and a guided example about how a question is processed.

Documents on the right side of the page provide further information about establishing an expert group, describe knowledge management strategy and frameworks, and so on.



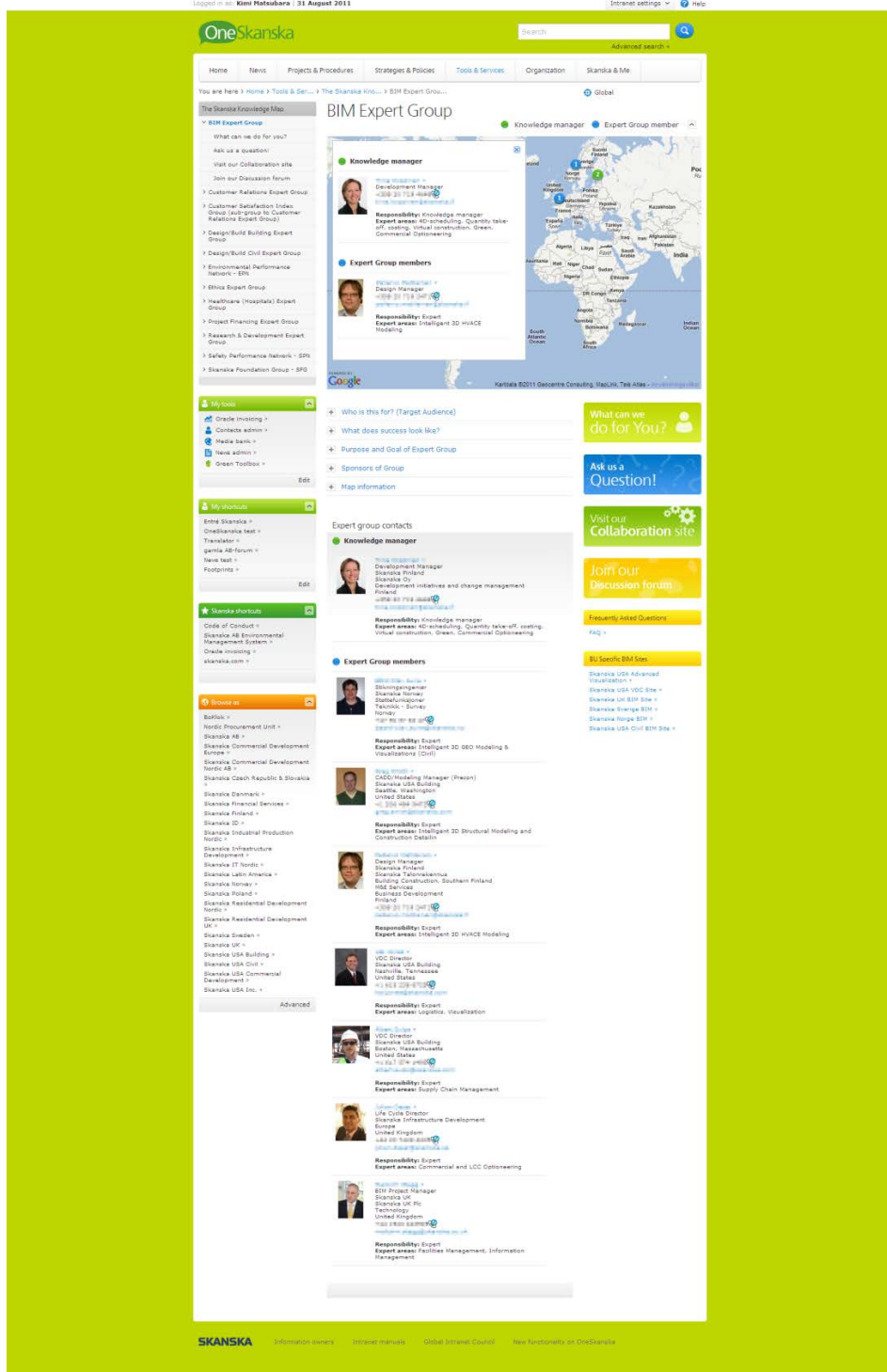
The *Knowledge Map* is a new addition to the site. In previous intranet versions, global knowledge sharing was not possible; now, the *Knowledge Map* section lets employees contact colleagues that the company has identified as experts in their areas.

Each Expert Group page includes a Google map, conveying the global nature of the company, its employees, and their knowledge. A green dot indicates a Knowledge Manager and a blue dot is an Expert. A Knowledge Manager is the Expert Group's coordinator; he or she is responsible for expert meetings, the Expert Group's collaboration site, and reports and presentations to sponsors and stakeholders. When a user clicks on a dot, a pop up shows the person's photo, name, title, phone

number, and email address, as well as information about responsibilities and expertise.

When users scroll down the page, they see a list of knowledge managers and experts, together with their contact details. Users can ask questions via telephone or email. Some of the Expert Groups store past requests (with the request/question and source) in a list in their SharePoint collaboration site, which is accessible to everyone within Skanska. Some of the Expert Groups also have a FAQ list in SharePoint.

The team plans to evaluate the Knowledge Map's effectiveness in early 2012.



Pictured: Each Expert Group page includes a map to demonstrate the global nature of the company and its knowledge. Users can click a dot to bring up profiles from a particular geographic area or scroll down the page to view all experts in the group.

The global intranet allows employees to connect, and also provides management with tools to share messages efficiently for the first time, whether they're sharing across the organization or targeting specific groups. Centralizing tools increases productivity in operations. And a single intranet is a cost savings over maintaining 30 separate sites.

BACKGROUND

One Company; One Intranet

The goal of the new Skanska intranet was to create a global intranet to support group business strategies as well as local business. With a single intranet in place users would be able to leverage the power of knowledge sharing across the company's global organization.

"We wanted to help our employees to be informed, connected, and more efficient," says Kimi Matsubara, Global Intranet Manager, Skanska AB. "We wanted the intranet to help employees work with a common brand and simplify communication to and between employees. Also, we were aiming for optimization and efficiency of scale for web-based internal communications channels."

During the late 1990s and early 2000s, Skanska grew rapidly through worldwide acquisitions. In 1999, the company had 45,000 employees; in 2001, it had nearly 80,000.

"Skanska has traditionally been a decentralized company," says Matsubara. But a global initiative was undertaken a few years ago to move toward a more integrated, but still decentralized, company—to create "OneSkanska."

The new global initiative required a joint way of meeting audiences and sharing information and tools across countries and business units. In 2008, Skanska AB put intense focus on internal communications, and a series of focus groups were performed all across Skanska to understand the current methods of internal communications.

"We held 27 focus groups, with a total of 250 participants from all business streams and most markets," says Charlotta Herte, Group Internal Communications Manager, Skanska AB.

The study showed a distinct need for a common, corporate-wide intranet.

"There were many intranets (approximately 30) in the organization, and it was evident in the focus groups that many employees knew very little about other Skanska business units, countries, and the company as a whole," she says. "Many of the old intranets, but not all, were built on the same technical platform, but as an employee you did not have access to all the other intranets around the world, only some of them."

The company's previous group intranet was launched in 2000, along with many local ones. The previous intranets' structure and look and feel varied significantly—in part because Skanska AB (the headquarters) did not provide policies or rules to govern the work beyond offering general graphic guidelines.

By building one intranet for everybody, the team felt it would help make global information and content more easily available to everyone, as well as make it easier to find information from other units across the company.

“It would help our Senior Executive Team and respective business unit management to reach specific groups with targeted information and corporate messages,” says Herte.

This emphasis on worldwide knowledge sharing has been a strategic priority for the company; with this tool, it wanted to help increase productivity in operations by providing a common source for tools, search, information, contacts/networks, and lessons learned/best practices.

“We also wanted to be more cost effective in terms of technical development,” she says. “It felt important to coordinate development and improvement projects that the whole group could benefit from. Multiple intranets equal multiple costs, sometimes without enhancing business value.”

Therefore, the decision was made to create one common global intranet for the first time in the company’s history.

Developing a Vision

The effort to take OneSkanska from idea to reality started with a two-day offsite workshop in November 2008. There, a few company representatives and consultants met to discuss what the company should accomplish with the new site.

“It was important to set aside time for this in order to build a common vision and goal and start building the team, since not everybody knew each other that well,” says Matsubara. “Key people from the internal organization as well as our consultants participated at this meeting. The major outcome of the meeting was a clear vision that we wanted nothing less than a world-class intranet.”

As the work progressed and the project team grew, the core team began to involve work groups for different areas (Contacts, Graphic Design, Interaction and usability, IT architecture, News, Projects, Search and Shared Information Model) with representatives from different parts of the organization, totaling approximately 70 people. “Some work groups were more successful than others,” she says, “but overall the work groups provided very relevant information for the intranet.”

Throughout the project, the team worked in one-month development cycles, each starting and ending with meetings to sum up what had been done and prioritizing what still needed to be done in the coming month, based on available resources. After each development cycle, the team launched new functionality. And new requirements for development are still added continuously.

Communicating outside the Intranet Team

Working with a change management team, the team held global telephone conferences every month with representatives from the project team and one representative from each of the company’s business units. This constant stream of communication made all the difference in keeping the broader organization abreast of the project as it progressed.

“At the meetings, we continuously informed about what was going on in the project,” says Matsubara. “The representative’s tasks were to brief their organization, both their management and their employees, about what was going on. In some cases, we requested input on specific matters—to find out about their needs, or their thoughts about things that we were planning.”

Members of the project team also did a global tour, holding live meetings with each of the business units prior to launch. During these meetings, team members were able to spend time together to inform each other about what was going on, as well as to discuss and answer all questions specific to their respective units.

Initially, the team also held regular open, global telephone conferences to communicate what was going on with anyone who was interested. "The interest was quite high at the beginning, but gradually, it was mostly people already involved in the work with the intranet that called in, so we discontinued the open phone conferences, and referred people to their business unit representatives," she says.

Senior members of the organization were kept informed through intranet updates given at the company's Web and Intranet Development Board. This board, consisting of approximately 10 people, includes Group Senior Vice Presidents for Communications and IT. Prior to the intranet's launch, some strategic project decisions were made at the board, including postponing the first launch date.

Facing Challenges

The new intranet had a huge impact on how people work. The previous intranets varied from just an archive for corporate documents to active intranets tied to a single business unit, so the transition from a web of fragmented environments to a single source of information was a sea change. This type of change poses challenges, even for the most prepared teams. The challenges for the Skanska team included:

- **Change management.** Change management is paramount in situations like this. "It is very important not to underestimate the need for change management in a project of this size," says Matsubara. "We tried to involve the business units in several ways during the process. Although involvement takes a huge amount of time, it is crucial for success. We had a huge challenge in bringing all the business units on board, and to prepare them enough for the launch."
- **Organizational structure.** The company's organizational structure also presented a major challenge for the team. In some countries, several businesses are present, while some business units work in several countries. "So, in some cases," she says, "we would need content directed towards employees from several different units, but in one country. And in other cases, we needed to find ways to direct content towards employees from one unit, but in several countries. We spent a lot of time in the project team to think about how we best could accomplish this, and believe that we found a good way to do it in our CMS system."

- **Allowing time for content.** Another common challenge that the Skanska team encountered is the underestimation of how long it takes to populate new content and migrate old content. “It takes quite some time for the administrators to put information in correct places, and to learn to use a new [common] way of structuring the information,” says Matsubara. “There is not one place in the navigation for ‘HR’ or ‘Communications,’ as the navigation is based on what you want to do, not who is responsible. Most people are not used to this. We still hear that it is sometimes hard for people to find the information they are looking for, and we work with cross-links, the mega drop-down menu, shortcuts, the search, etc. to facilitate for people to find the information they are looking for.”

The time required to populate the site content actually pushed the launch back from the original schedule. “Originally, we had planned to launch the intranet to the first business unit on January 1, 2010,” she says, “but we had to delay the launch until March 1. The decision was made in the Web and Intranet Development Board, based on the need to give business units more time to migrate content as well as to complete some technical development.”

- **Spreading the word.** Getting users to visit and getting users to make the site their own are very different challenges. Though the new Skanska intranet has shown wide adoption across the company, it is still a challenge to promote all of the site’s features. “For example,” says Matsubara, “only 10 percent of users have currently chosen a background theme other than the default, and only a third of the users have added a gadget to their start page, tools, and/or personal shortcuts.

“I hope that in a year’s time, we have significantly increased the number of users who subscribe to news from other parts of the organization, added gadgets, have chosen a background theme, and added their own tools and shortcuts,” she says.

Naming the New Intranet

Naming the new intranet was as much a worldwide process as building the new site itself. Because the intranet team felt the name was an important aspect of the project, they held a competition among all company employees worldwide to come up with a name. The prize was to visit a Skanska project of the winner’s choice anywhere in the world.

The team received more than 200 submissions. Several had suggested “One Skanska,” based on the current movement toward a more integrated company. But the winner—an accountant working at a major tunneling project in Sweden—was named the winner. Here’s what the jury had to say about their reasons for choosing her:

“A name that is very much in line with what’s happening in Skanska right now, the integration of Skanska into one company. As Jenny sees it: from good to better, together. That combined with a wish to explore the different ways of working within Skanska through a site visit of her choice, made the jury choose Jenny as the winner in the intranet name competition.”

SKANSKA

Infoforum
skanska.com

- Group press releases
- About Skanska
- Staff and support
- Code of Conduct
- Policies and Rules
- Share performance
- People/projects
- Knowledge Center
- SEOP
- Skanska Media Bank
- Office
- Job Openings
- Other Forums
- Skanska Promotional Items

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Group press releases

- 2011-05-17 Corrected version: Skanska launches green hotel project in Gothenburg
- 2011-05-17 Skanska launches green hotel project in Gothenburg
- 2011-05-05 Three Month Report, January-March 2011
- 2011-04-29 Conversion of shares in Skanska AB
- 2011-04-29 Skanska's sale of Autopista completed and record date for the extra dividend is set

Group internal information

- 2009-12-10 [We support COP 15](#)
- 2009-11-30 [Skanska AB institutes Ethics Committee](#)
- 2009-11-16 [Letter from Johan Karlström November 2009](#)

Maintenance

- 2010-02-18 [When maintenance is done on central systems - Maintenance window during 2010](#)

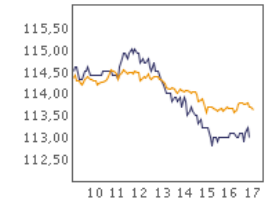
Tuesday May 17, 2011

- TOOLS
- [Green Toolbox](#)
 - [Skanska Media Bank](#)

- SHORTCUTS
- [Skanska's organizational chart](#)
 - [Skanska Promotional Items](#)
 - [Group Meetings and Reports Calendar 2010](#)
 - [Travel Security](#)
 - [Skanska corporate presentation- 2009 - \(ppt\)](#)
 - [Management Meeting 2009](#)
 - [Skanska desktop backgrounds](#)
 - [Safety Reporting Database](#)

Share price

Buy	113.00	Sell	113.10
Last	113.00	Vol.	1,865,049



■ Skanska ■ OMX Stockholm

The information is delayed by 15 min.

Annual Shareholders' Meeting 2008

Financial report

Pictured: A screen shot of the start page of the group intranet site (2000-2010).



Pictured: An early example of a design suggestion for the homepage.

Pictured: The start page for OneSkanska. The content displayed here depends on what part of the organization users work in, their workplace location, and their country. Users can customize parts of the content, including theme and language, and add tools, shortcuts, and news and RSS feeds.

INTRANET TEAM



Pictured: The Skanska intranet team (left to right, top row): Helena Dahlberg, Kimi Matsubara, Olof Gunnarsson, and Charlotta Herte; (second row): Dan Lindeberg, Frans Lundgren, Magnus Österhult, and Minna Solvestad; (bottom row): Camilla Flinkenbro and Martin Skybrand.

GOVERNANCE

Ownership

OneSkanska is owned by Group Staff Unit Communications at Skanska AB. Group Staff Unit IT owned the previous global intranet, but with increased focus on internal

communications within the organization and the need to upgrade the previous intranets, ownership was transferred to Communications. Responsibility for overall strategy regarding OneSkanska's content and purpose now resides with Communications, specifically with the Group Senior Vice President, the Group Internal Communications Manager, and the Global Intranet Manager.

Group Staff Unit Communications drives all new development and is responsible for most costs, but Group Staff Unit IT still carries the cost for maintenance and support and is heavily involved in strategic intranet decisions. Prior to OneSkanska's launch, all business units were responsible for their own intranets, both in terms of cost and new development.

"It has been a huge change for the organization to have a central budget for the intranet, and a central model to determine and prioritize development," says Herte.

This ownership has not only been a major change for the organization, but has also been tremendously important to the intranet's success.

"When the ownership of the intranet was transferred to Communications, the intranet increased its importance significantly as a communications tool throughout the organization, and it became more aligned with our business plan," she says.

"Another aspect was that the people working at Communications needed a higher level of IT understanding than previously. Our consultant from The Synthetic Family is running the development process, and also works as a bridge between Communications and our IT department. Communications has learned to cooperate with people that we traditionally have not been working so closely with."

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Web and Intranet Development Board	<ul style="list-style-type: none"> • Handles strategic long-term planning and strategic decisions of group digital projects, as well as the overall resources needed for all group digital initiatives; the highest authority on both intranet and external web governance issues • Decides and prioritizes requests that cannot be handled by the Global Intranet Council
Project Team	<ul style="list-style-type: none"> • Maintains overall responsibility for OneSkanska and base systems • Drives the development process for OneSkanska and the base systems, based on the prioritizations made in the Global Intranet Council and further needs defined by the project team • Organizes options for CMS training • Manages access rights for structure administrators and editors
Global Intranet Manager	<ul style="list-style-type: none"> • Part of the project team • Reports current status of the intranet to the Web and Intranet Development Board • Chairs the Global Intranet Council and the Global Intranet Content Group • Shares strategic input from the Web and Intranet Development Board with the Global Intranet Council • Manages the global structure • Chairs an editorial council for Skanska AB, which produces the global information on OneSkanska • Conveys information to key stakeholders when launching new features and new functionality • Audits needs for changes to structure, base systems, and information tagging • Approves, denies, and requests changes to activities and information material directed to a global audience
Global Intranet Council (GIC)	This council is made up of 14 people from the major construction and development units and also includes

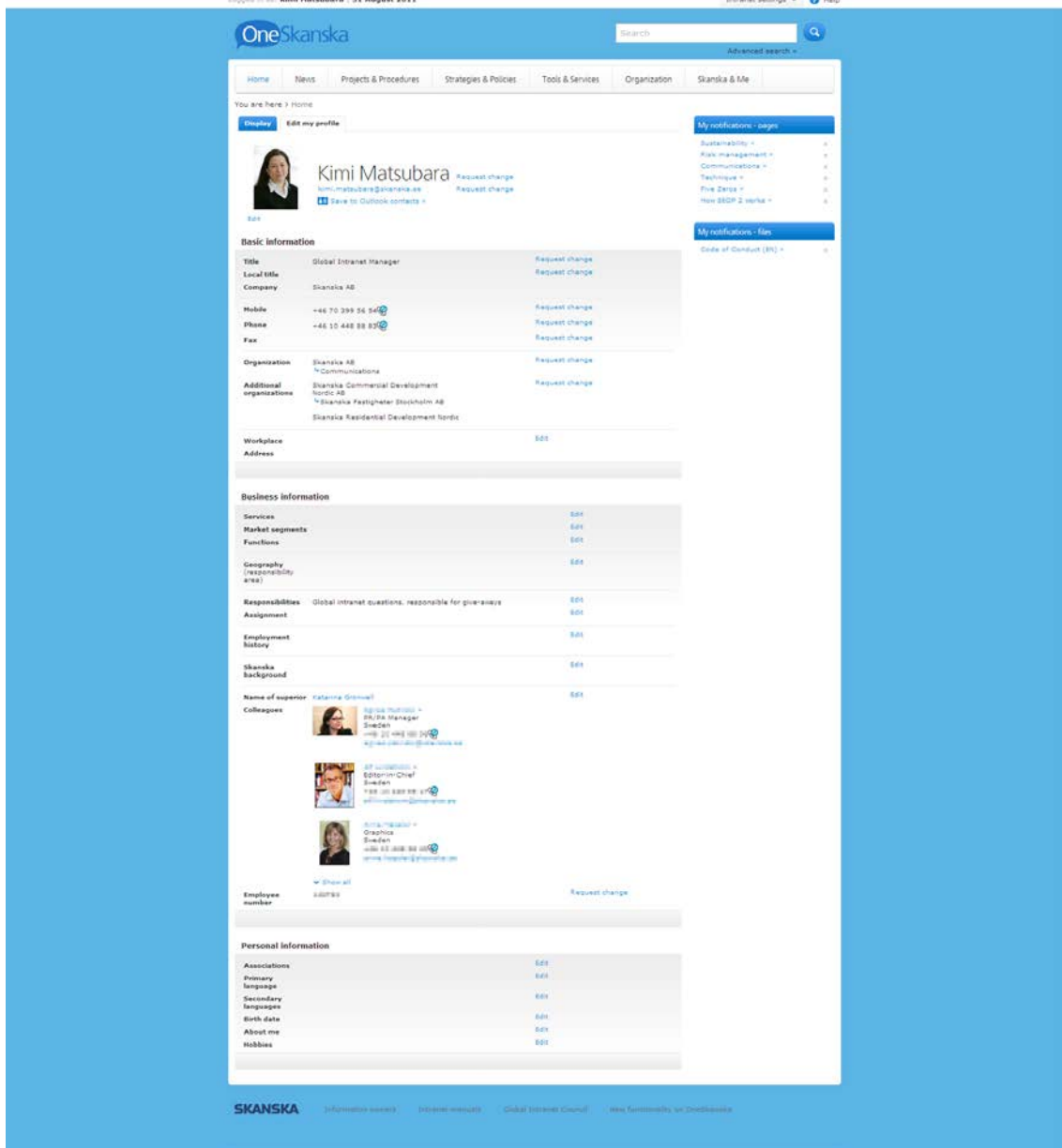
	<p>the Global Intranet Manager, the IT Coordinator, and the Service Manager from the global IT organization.</p> <ul style="list-style-type: none">• Participates in monthly phone meetings• Deals with intranet issues on a tactical level• Leads the discussion around evaluation and prioritization of development needs• Works with stakeholders to gather needs and post requests for new or changed functionality/processes on OneSkanska• Shares information, knowledge, and best practices• The Global Intranet Manager makes the final decisions in the council, based on advice and input from the council's members; also raises issues to the Web and Intranet Development Board when needed
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Global Intranet Content Group (GICG)	<p>This group is made up of 20 people from all business and support units.</p> <ul style="list-style-type: none"> • Leads bimonthly meetings • Discusses content, communications policies, best practices, and new functionality
GIC and GICG together	<ul style="list-style-type: none"> • Leads one live meeting per year • Provides input on OneSkanska vision and strategy and evaluates the business contribution
Business Unit Information Owners	<ul style="list-style-type: none"> • Maintain overall responsible for the structure and content of their respective units • Manage unit's information in the global base systems • Ensure that the unit's audiences are met and communicated with in a swift and friendly way • Tag and publish unit information, including tagging of information • Ensure that the proper people within each unit have correct publishing rights • Form an editorial council with representation from the internal stakeholders • Bring forward the unit's requirements, aimed at fulfilling business and employee needs, to the Global Intranet Council • Communicate with their employees, including promotion of the intranet
National Information Owners	<ul style="list-style-type: none"> • Maintain overall responsibility for the structure and content for all users in their respective countries (some of which have several business units) • Translate content into local language • Ensure that national audiences are met and communicated with in a swift and friendly way • Approve, deny, and request changes to activities and information material directed to a national audience • Publish and tag national information • Make sure that the proper people in their country have correct publishing rights
Structure Administrators	<ul style="list-style-type: none"> • Add pages and content to their respective unit's

	sections on OneSkanska <ul style="list-style-type: none"> • Work in cooperation with the content editors
Content Editors	Content owners might be publishers or providers (but providers cannot publish pages themselves). <ul style="list-style-type: none"> • Update, maintain, and tag content on existing pages/sections on OneSkanska and in base systems • Work in cooperation with the structure administrators

USERS

All employees with access to Skanska’s network use OneSkanska, which means there are nearly 30,000 users globally, from all of the company’s business units. These users have a wide range of jobs—from construction project managers, to support staff, to top management.



Pictured: A user's profile page. Users can edit some personal information themselves, but other information must be approved before it is changed on OneSkanska. The right column shows page and document subscriptions and notifications.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">• http://one.skanska• Users can also enter the site by simply typing one.skanska. The reason for using the unconventional URL was that the team wanted to make the address as simple as possible so that everybody could easily remember it. Branding was a high priority for this, the company's first common intranet. Previous intranets had more complicated URLs, including: http://forum.ab.skanska.com, http://forum.sverige.skanska.se, http://info.skanska.com, etc.
Default Status	<ul style="list-style-type: none">• OneSkanska is the homepage for all employees with computer access to the company's network. They cannot change this setting permanently since OneSkanska is the primary global channel for internal communication and a primary channel for internal communication in each of the company's business units. If a user changes the homepage to something else, it is automatically changed back to OneSkanska.
Remote Access	<ul style="list-style-type: none">• For security reasons, the company requires all users to be on the Skanska network to access the intranet. However, users can access OneSkanska from other locations through VPN or Citrix via a two-way authentication, and many people access the intranet in this way.

DESIGN PROCESS AND USABILITY WORK

Design Approach

The main thrust of the design efforts were toward making it feasible to combine global and local content in an easy way, making it all fit on the same intranet site. The team had one big challenge when it came to the site design: navigation. To determine the best possible approach, they met with other companies to study their intranets and did research on usability. And, most importantly, they met with working groups from across the Skanska organization to gather feedback and generate ideas.

The previous intranets' structures were adapted to each unit's organization and operations, and the team found it difficult to combine everything into a common structure.

"It would become a compromise regardless of what we did," says Matsubara, "and we set the current structure after doing a review of previous intranets' structures.

"It was very evident that it was necessary for the units to add local navigation in addition to the common global structure, since we are a decentralized organization with different business streams and different needs for content," she says. "The first draft of the global structure was fine-tuned after user testing in some of the business units."

The key to getting this work done was participation.

"To involve the organization in the work groups proved to be a major success in some cases," she says. "And involving the organization throughout the project has been an excellent way of driving the work forward. It takes a lot of time, but it is a huge benefit for everyone involved."

These work groups included representatives from the business units, who not only offered input but were also key to attracting involvement from across the organization.

For example, the Graphic Design work group approved the first designs for the new intranet, which was produced based on their definition of what the new common intranet should look like. As Matsubara explains, the group performed six tasks:

1. **Choose and rank** eight to 10 words related to the desired graphics or the experience of the new intranet. The words/phrases chosen included: one Skanska, clean and easy, professional, inviting, colorful and fresh, personal, active/interactive, modern, and content-filled.
2. **Create an inventory** of current intranets to suggest desired functionality. List available internal best practices and list other websites with good design.
3. **Develop a mood board** with images and design to complement the words from task number 1; this board will be used as a foundation to mirror the feeling we want the new intranet to convey.
4. **Make a recommendation for personalization.** Work group members talked about the need to personalize features on the intranet, and recommended that users be allowed to personalize some features, while not putting too much focus on personalization overall.
5. **Make suggestions regarding font size, clarity, contrast, color choices, and corporate values.** Make suggestions on how to make sure that the most important elements catch our attention and make a recommendation for what the general impression of the site should be in terms of tone and feel.
6. **Act as a test group** for the first design suggestions.

"We had a pragmatic approach and limited resources," says Matsubara, "and depended a lot on the competence of the team to be able to make the right choices, which we then presented and discussed with representatives from the business, and made some minor adjustments."

Figuring out the Navigation

The starting point for the new navigation was based on the navigation of the old intranets in place across the company. The team created a preliminary navigation and site structure, then tested paper prototypes with users from several different business units. These tests gave the team enough information to make changes to the navigation and provide a structure that made it easier for users to find their way.

“We held a lot of discussions in the project team and finally came up with the idea of tabbed pages,” says Matsubara. “We also focused on including the most important content in the design of the start page, so that the users would receive global material automatically, without having to search for it actively.”

The common global navigation structure contains six different options in the top menu: *News* (directed towards individual users); *Projects & Procedures* (how Skanska works); *Strategies & Policies* (overall plans, strategies, and policies); *Tools & Services* (available for the employees in their daily work); *Organization* (similar to an “About” section); and *Skanska & Me* (information directed towards the user as an individual Skanska employee).

In addition to these options, there are some common structure items on further navigation levels. The navigation structure lets the company’s business units add additional items within the structure to match their needs. The goal is to have information about similar things always be found in a similar place in the structure. “And it is important,” she says, “that the people working as structure administrators have a good understanding of the common global structure.

“When in doubt [about] where to place new pages,” says Matsubara, “they can always contact me.” Last year she was working as the Global Information Owner for OneSkanska, and did a review of all the units’ respective pages, followed by a meeting with each of the units to look at what needed to be changed as well as to discuss general matters and questions. It was—and at times still is—a challenge to place the items in the correct place in the structure, but at least now there is a solid structure in place as a jumping off point.

Working as One Team with outside Agencies

Although some of the project work was handled by outside agencies, the internal and external teams worked together closely, forming a cohesive unit and acting as a single team.

Both agencies, Ottoboni and The Synthetic Family, have been involved from the project’s very beginning. Ottoboni’s involvement was mainly during the earlier stages of development, while The Synthetic Family has been part of the core team since the very beginning, and still is.

“Working closely as a team with all key people, internally and externally, with dedicated people with a lot of knowledge in their respective areas, who like and respect each other, has been an important success factor for us,” says Matsubara.

Global Digital Development Manager, Helena Dahlberg discusses how each agency contributed to the project:

Ottoboni Group: "Our global digital agency, Ottoboni Group, was a given, based on their track record. Their creative height, knowledge about digital communications and Skanska, and their straightforward way of working together with us had already been a success in the redesign of Skanska's external websites. They understand and respect corporate limitations, while at the same time they can suggest ways to stretch and expand. They also maintained our external graphic framework and thus were able to find a good way of separating the internal graphic framework from the external, while still staying true to our graphic profile."

Ottoboni Group provided visual design for OneSkanska, including the overall graphic design and design for the intranet components. Ottoboni's work was based on the project team's wishes, as well as the important work provided by Skanska's Graphic Design work group, where Ottoboni Group's Art Director, Martin Skybrand, was a participant.

The Synthetic Family: "The Synthetic Family has been involved in several roles in the intranet project due to its size and complexity. My experience was that their structuring abilities and technical communications skills had great impact on the external web project, and that were qualities needed in this project, too. They were also a perfect match, based on the fact that this was the most thorough global change project that we had been working on so far. With their support, knowledge, and experience by my side, it felt possible for me to manage this gigantic project."

The Synthetic Family was responsible for the project and development method, coordination of all suppliers and work groups, technical project management, liaison between IT and business, requirements management, and organizational change management.

TIMELINE

The overall redesign timeframe was summer 2008 to October 2010, with some work that continued into 2011. The breakdown of this work is outlined here:

INTRANET TIMELINE	
Milestone Date	Milestone Description
October 1998	<ul style="list-style-type: none"> The first intranet was launched in Skanska Sweden
March 2000	<ul style="list-style-type: none"> The first group intranet was launched, built on EPiServer 3, and followed by several business unit intranets, many of which were based on the same platform
2000-2008	<ul style="list-style-type: none"> Minor changes were made to the group and business unit intranets
Spring 2008	<ul style="list-style-type: none"> Focus groups were conducted to gather feedback on what was/wasn't working in the company's internal communications
Summer 2008	<ul style="list-style-type: none"> OneSkanska project started with planning for the redesign
August 2008–February 2009	<ul style="list-style-type: none"> Continued project planning and set-up
March–October 2010	<ul style="list-style-type: none"> Launch of new intranet
March 1, 2010	<ul style="list-style-type: none"> Launch of the first business unit, Skanska AB
October 19, 2010	<ul style="list-style-type: none"> Launch of the last business unit, Skanska Latin America

Because this intranet was the organization's first common global intranet, the team wanted to make sure that the release process was smooth and that site performance was sufficient to accommodate launch traffic. The first launch (March 1, 2010) was to a small unit, Skanska AB, with less than 100 employees. The team then continued to roll out the site to a few units per week during spring 2010.

The launch for Latin America had to be postponed until October to ensure accessibility.

The technical development of OneSkanska continued in parallel as new units were given access to the new platform, so some features were not initially available. The team continues to work toward improving the site and adding more functionality. Major features released after the first launch included:

- **Browse As**, which lets users view the intranet as an employee from another unit, workplace, or country (launched June 2010)
- **News feed of my choice** (launched April 2011)
- **RSS feed of my choice** (launched April 2011)

CONTENT AND CONTENT CONTRIBUTORS

Currently, 120 structure administrators and 620 editors have permissions to add content to the site. They have different access rights, depending on the local organization to which they belong, but most people have access to a limited section or a certain number of pages. The structure administrators have access to entire business unit or country sections, or access so they can translate global material.

Content is developed by different groups and is tiered according to their needs. Skanska AB is responsible for all global material on OneSkanska. The respective Group Staff Units produce and publish some global material (for their sections) with assistance from Communications.

Each Skanska business unit has different processes for developing the content, but each Business Unit Information Owner has overall responsibility for their respective unit's content production. A smaller unit might have one person adding and maintaining information on OneSkanska, while a bigger unit might have several groups of people all responsible for different parts of their content.

Editorial Workflow

Each Skanska unit has different processes for editorial workflow. The Business Unit Information Owner—who has overall responsibility for his or her unit—determines how to best manage the work.

Any changes to global material are reported to the Global Intranet Manager.

"This is important," says Matsubara, "so that we can inform the units about changes to global material. In some cases, they might need to add or change a translation of the global material, and in some cases they might want to review their unit's information on the same matter."

News items to be published on OneSkanska are entered directly into the *News* system. *News* has a role-based workflow, including the ability to notify translators or publishers about news items needing their attention. The notifications appear on the respective editor's start page.

All pages, documents, and news items on OneSkanska are supposed to be tagged with keywords. "We have a specific base system [administrative back-end systems] 'categories' for governing this, and the tagging is done in the CMS and in the base systems, such as *News*," she says. "The tagging categories are currently used in the advanced search, but going forward, the importance of proper tagging will increase as we want to develop functionality that enables automatic display of related information on pages or news items."

Training and Support

Each semester, the intranet team holds trainings sessions for the CMS system at the company's headquarters in Solna, Sweden, both for structure administrators and for editors. If someone wants to organize training in another location, they contact the Project Team and try to arrange it. The cost for the training is divided among the participants.

Within the business units, the Business Unit Information Officer is responsible to check all content and give feedback to contributors. "We have continuous dialogue with the organization, through forums such as the Global Intranet Council and the

Global Intranet Content Group, as well as separate conversations, meetings, and phone calls with different information owners,” says Matsubara.

However, OneSkanska supports many languages, so the responsibility for content oversight could not possibly fall on one person.

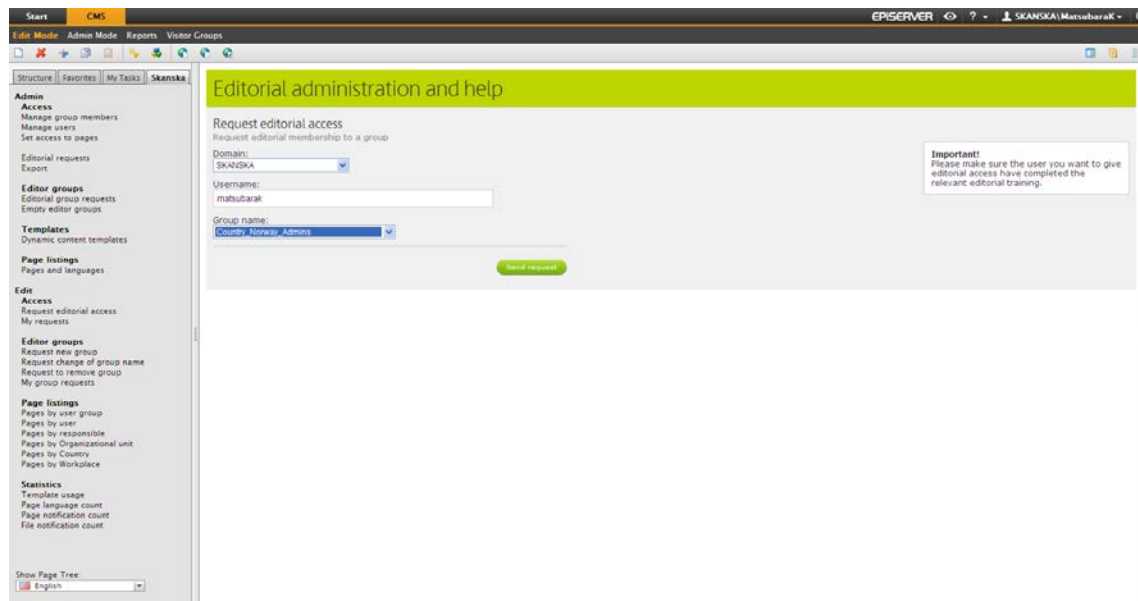
Yet, in 2010, the company conducted a review of all the site pages—approximately 30,000 of them. “The review of pages in autumn of 2010 was also a step to ensure consistency and make sure that everybody knew what to do and how to do it,” she says. “We are currently evaluating how we can manage this review going forward as it takes a lot of time for one person to go through all the content, but it feels necessary to continue to do it.”

Setting Standards

The company provides a few sets of guidelines to its content contributors. It has an intranet policy manual and a general CMS manual. The intranet policy/manual and the general CMS manual are also easily accessible to all OneSkanska users.

The policy manual covers guidelines and policy for how to work with content, as well as information about in-house-specific development that the general CMS manual doesn't cover.

“Our general brand platform and graphic handbook is also highly relevant when it comes to content production,” says Matsubara. “Our tone of voice is defined as *personal, real, open, active, and proud*, and that should be reflected also on our intranet, both in written texts, images, and films.”



Pictured: Part of the CMS system where editorial access is requested and granted.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none">Win 2008, IIS 7
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">FootPrints
Design Tools	<ul style="list-style-type: none">Adobe Master Collection
Site Building Tools	<ul style="list-style-type: none">Visual Studio 2008
Content Management Tools	<ul style="list-style-type: none">EPiServer CMS 5 (primarily)
Search	<ul style="list-style-type: none">Lucene
Other Functions	<ul style="list-style-type: none">Skanska Core (the base systems) on the .Net platform

MOBILE

For security reasons, the company requires all users to be on the Skanska network in order to access the intranet. And, for this reason, the team has not looked more closely into mobile access. As of this writing, users can access OneSkanska only through VPN or Citrix via a two-way authentication.

So far, the demand for mobile access has not been high, but it's increasing. "Right now, it's 'nice to have,'" says Matsubara, adding that it "will certainly become a 'must have' in the coming years."

SEARCH

The intranet search is based on Lucene, a free search engine, but the team is currently evaluating the possibility of using Google search. Many companies turn in this direction as users' expectations rise.

"As a lot of content is produced every day, it becomes increasingly hard to find what you are looking for on OneSkanska," says Matsubara. "Users also expect the search functionality to be as good as the best tools on the Internet."

To keep up with users' demands and search habits, the team continues to look for better tools. Search is one of those intranet areas that require constant improvement and change to keep up with the ever-increasing user needs.

"And this is a huge task for an in-house IT department," she says. "In the current review of Google Search, we are doing a joint take, together with the company's external websites, to see if this could be of benefit for us."

As important as it is to choose the right search tool, it is just as important to keep improving on the quality of the results that tool returns.

"We work continuously to improve the search functionality on OneSkanska," she says. "Over the past years, we have done several things to improve the search,

including adding the possibility of using advanced search to search in local tools (management systems only at this point)."

The search results' default display includes global and all unit/country content, but users often need to narrow the search results to their own unit's content. So, the team also added the ability to limit search to "Only my unit" or "Only my country," to facilitate finding more targeted information.

RESULTS AND ROI

Although the team has yet to be able to measure the project's success in hard numbers, they can point to several changes sparked because the intranet has provided the ability to reach the company as a unified whole.

"One of the major to-do's for the coming months includes implementing a good way to measure statistics to help us see users' behavior and help us work with the content in a better way," says Matsubara. "We also plan for a user survey in 2012 to help us see what improvements we need to focus on."

Bringing the Company Together

Despite the lack of metrics, OneSkanska has had a profound impact in terms of bringing the company together—not just on the intranet platform, but also on many different levels.

"I think that one of the biggest successes is in bringing all of the company together as one Skanska," says Matsubara. "Instead of having nearly 30 intranets, we now have one. The transparency of the information available on the intranet makes it easier to find information from other parts of the organization, and on a global level, we can ensure that corporate-wide information is accessible for everyone in an easy way. If something happens of global interest, we can reach nearly 30,000 employees very quickly in a very easy way."

The company has also benefitted from other improvements resulting from OneSkanska's launch, including:

- **Merging global and local content.** It was certainly a challenge to bring together the global and local content, but it was a goal worth pursuing. "It was a true challenge to build a common navigation structure and to combine global and local content," says Matsubara. "We spent a lot of time trying to find the best way to integrate global and local content to make both easily accessible and the project team came up with the idea of the tabbed pages. At the beginning, we were not sure that we would be able to manage it, but as it turned out, it is a very good way of integrating global and local content on one page."

- Reaching employees.** With the global intranet in place, the company can now communicate on wide-reaching corporate initiatives using the site as a platform for distributing information. “When launching the second version of our shareholders’ program for all our employees, The Skanska Employee Ownership Program (SEOP), we could rely on OneSkanska to reach most of the interested employees,” says Herte. “From a central level, we created pages on OneSkanska for all units and in all language versions. Terms and conditions, and the process for when and how to apply them differs between our units and our countries, but by using OneSkanska, we could easily target the information so that the right people would see it in the right way. In the first version of SEOP, we distributed extensive printed information material to all employees. This time, everybody received only a brief leaflet, and they were referred to find more information either on OneSkanska and/or by ordering more printed material. The demand for printed material was low. But still, participation in SEOP has increased, and among the business unit representatives, OneSkanska was perceived and appreciated as the main channel for communication regarding SEOP.”
- Globalizing corporate functions.** The intranet was the driver behind changes in the company’s governance, opening the door for a more globalized approach to things such as support. “The process has been long, but we will benefit from it in other similar IT projects as well,” says Matsubara. “Every month, we follow up the support statistics in the Global Intranet Council. Intranet support was previously purely handled on a local level.”
- Decreased support calls.** The team has noticed a decrease in support calls during the first year since OneSkanska was launched “During the past 10 months, the number of logged support issues has decreased by approximately 50 percent,” says Matsubara. “This implies that the intranet runs fairly smoothly for the users.”
- Global collaboration.** Prior to the new intranet’s launch, the company had fewer than 20 global groups that were able to collaborate and share information on the company’s global platforms. “Now, we have the Skanska *Knowledge Map* accessible on the intranet and it is also possible for everyone to set up collaboration groups on our SharePoint platform, Groups,” says Matsubara. “We have more than 200 collaboration groups. The joint effort has created the possibility for our employees to share knowledge in a more easy way.”

An Improved Technical Architecture

Another immeasurable improvement to come from the OneSkanska project is the global intranet’s impact on improving aspects of the technical architecture. OneSkanska has revolutionized not just company communication, but the framework upon which that communication depends.

“Several years ago, our old intranet was basically a bad copy of the external web, with some adjustments for internal needs,” says Peter Björk, Vice President IS Strategy, Skanska AB. “It was based on the same templates, and we had few custom-built applications that were more or less standalone. We did not offer any

real package or functionality for internal needs and many of our business units developed their own solutions on local platforms.”

While that is problematic because it is a messy base to work from, it is also problematic because it impedes the growth of collaboration and sharing since the base could not be expanded.

“This situation became more and more difficult as the need to collaborate and share information increased within the company,” says Björk. “Not only was it difficult to integrate and find information, but in some cases it was actually not technically possible to access the information between units. We realized that we needed to move to an architecture that supported the business needs and that was more flexible and reusable. We also wanted to create a platform that was more robust and possible to support globally, and enable higher demands on accessibility and usage. A common theme was also that we saw that we had an opportunity to streamline our development and better utilize our resources with a more structured architecture.”

Today, the technical team works from a common, integrated intranet, and from that they have gained synergies in many areas. Björk outlines some of these:

- “We are using our development resources much more efficiently since we can reuse components, and we do not have to do redundant work in the business units.”
- “We have an environment that is more secure, since we have better control and ability to ensure that all patches are applied and that security issues are managed.”
- “We can actually provide support for all our users globally, and also give all business units the same level of service, no matter of geographic location.”
- “We have the ability to respond much quicker to business needs and enable global implementation more quickly.”
- “We have reduced the number of servers, licenses, consultants, and platforms that previously existed in the decentralized model.”
- “We can offer a more reliable and stable service than the individual business units could manage on their own.”

“With the common change process, we can cater to business needs that were previously difficult to fit in to existing budgets,” he says. “It is hard to estimate the cost savings, as the bulk of the savings is in our business units, but I would estimate that the coordination and joint approach means that the total cost for the group’s intranet has decreased by at least 50 percent.”

LESSONS LEARNED

Some lessons learned from the Skanska team:

- **Choose the team wisely.** “Putting together the right team with the right people is crucial. A tight and dedicated team with a group of very talented people has made the work very rewarding and fun.”

- **Solicit involvement from across the organization.** “Involvement of the organization is vital to receive the right input for the project. Involvement takes time—more time than you might think, but it is worth it. The people in the organization that have been most involved and given us the most feedback are also some of the people that have helped us the most along the path.”
- **An experienced team makes all the difference.** “The project team has a lot of combined experience, and many of them were involved in a similar project with the redesign of the external web, so we basically knew what to expect—that it takes time for the organization, that there are cultural differences in the organization, and the complexity of the project overall.”

Staples, Inc.

Using the intranet:

Staples, Inc., and subsidiaries operate as an office products company, selling various office supplies and services; business machines and related products; computers and related products; and office furniture. It also provides high-speed, color, and self-service copying; other printing services; faxing; and pack and ship services.

Headquarters:

Framingham, Massachusetts

Number of employees the intranet supports:

55,000, with plans to expand to 90,000 by the end of 2012

Company locations:

Staples operates in 26 countries throughout North America, Europe, Australia, South America, and Asia.

Locations where people use the intranet:

Across the US, with plans to expand to employees in Canada, Europe, Australia, South America, and Asia by the end of 2012.

Annual sales:

\$25 billion (FY2010)

Design team:

In-house, 12 people formed the core team, working across five departments. TandemSeven conducted research and handled IA and visual design.

Members:

In-house: Chris Pickett, Project Manager; Melissa Shore, VP HR Strategy & Analytics; Bob Solomon, IT Director; Kunjan Jhaveri, IT Director; Joanne Donahue, Director, GHRT; Tom Tobin, Director Creative; Johanna Sheyner, Senior IT Manager; Nirmala Kulkarni, Solutions Architect Portal; Jim Hallock, Creative; Andrea Quinn, Manager US Retail Communications; Rick Sy, HR Consultant Business Systems, GHRT; Lajaun Case, Senior Analyst GHRT; Lindsay Germanos, Project Manager Portal Content, GHRT; Tatum McIsaac, Manager Communications; Pam Cayem, Director Communications; Eric Chang, Project Manager Communications

Other core team members: Paul Isgro, Associate Analyst, GHRT; Scott Deitemeyer, Manager, HRIT; Roger Mann, Developer, HRIT; David Allen, Developer, HRIT; Swati Bagchi, Developer, HRIT; Aju Jacob, Developer, HRIT; Kumar Teppa, System Admin, HRIT

TandemSeven: Steven Wyman, VP & Project Manager; Karin Kawamoto, Principal User Experience Architect; Dan Liliedahl, CTO; Aubrey Bowser, Lead Visual Designer

SUMMARY

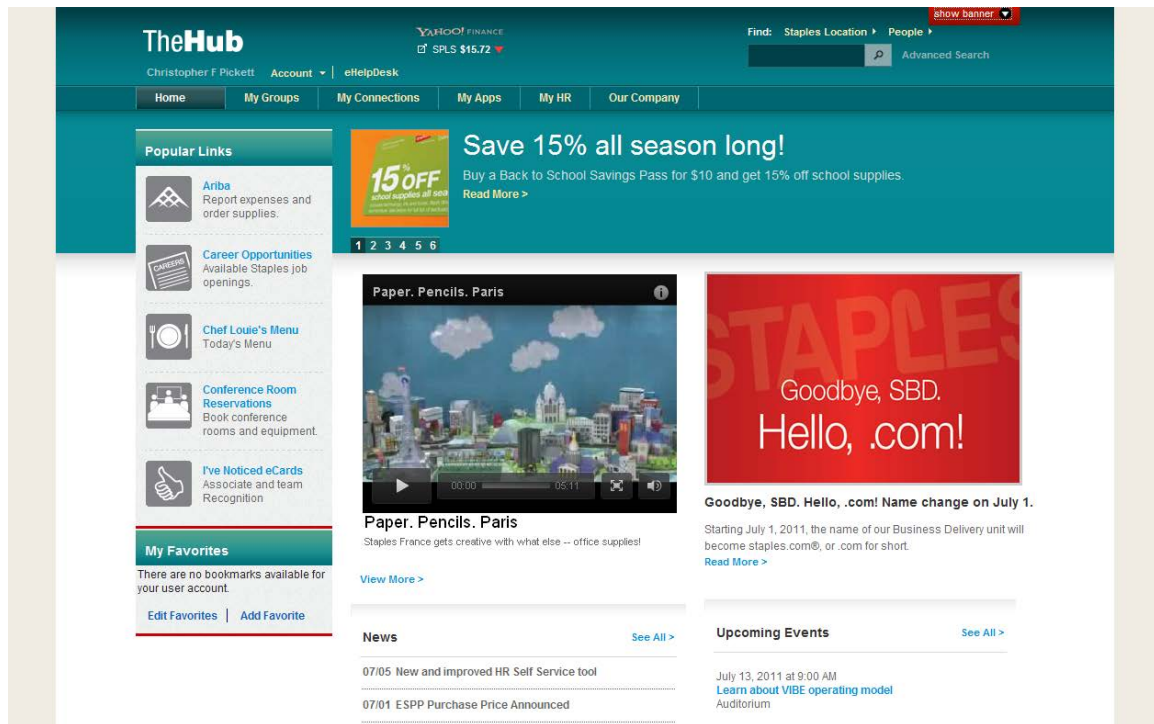
The Staples intranet fosters a sense of community by providing a number of social features that all employees can use. Unlike some large companies, this organization encourages professional and personal information sharing, demonstrating that it values people as both workers and human beings. The intranet is fittingly named *The Hub*, as it is the nucleus for online sharing at Staples.

The Hub designers demonstrated extreme discipline on the homepage, focusing on a few pieces of content and a simple layout. The page shows popular links, including tools such as reporting expenses, seeking career opportunities, reserving a conference room, and sending an eCard.

Employees can add and access their favorites in the *My Favorites* area in the lower left. Clearly, tools are well covered on the homepage.

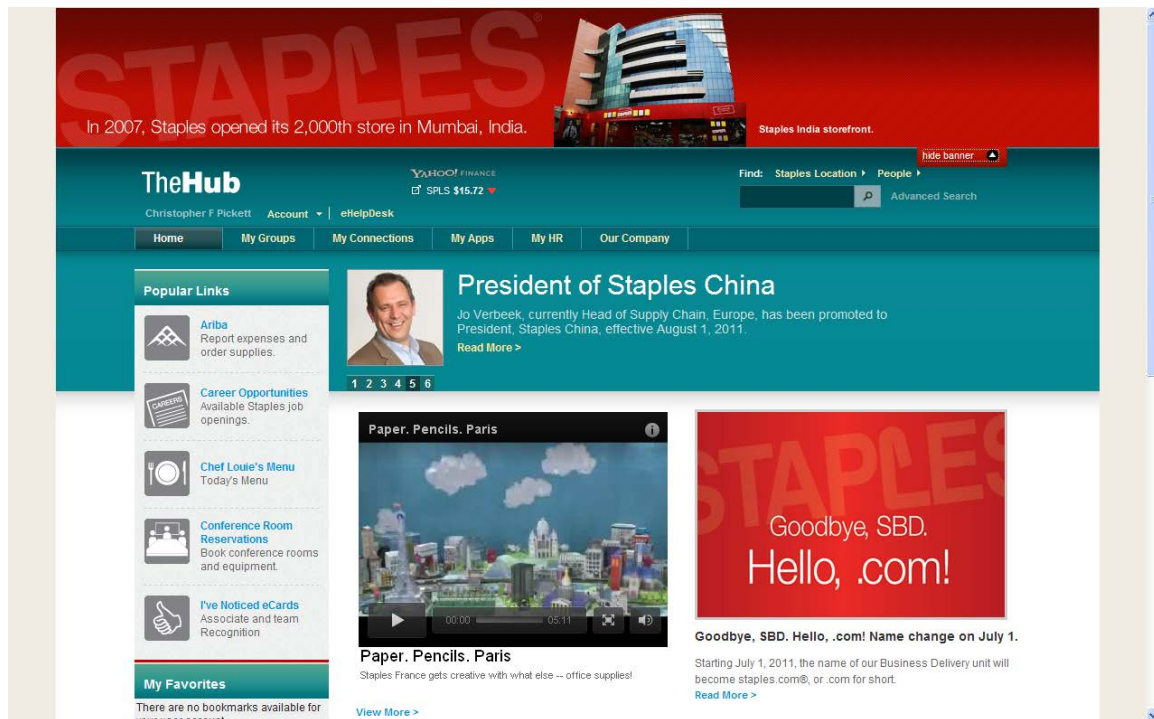
As for company news, people can keep conversant easily. There is space for six spotlight news and promotions in the carousel at the top, and two other select pieces of news or video appear in the main content area. Below that are a few select news headlines and upcoming events.

Sections headlines are easy to read, written in sans serif fonts in dark text on a light background.



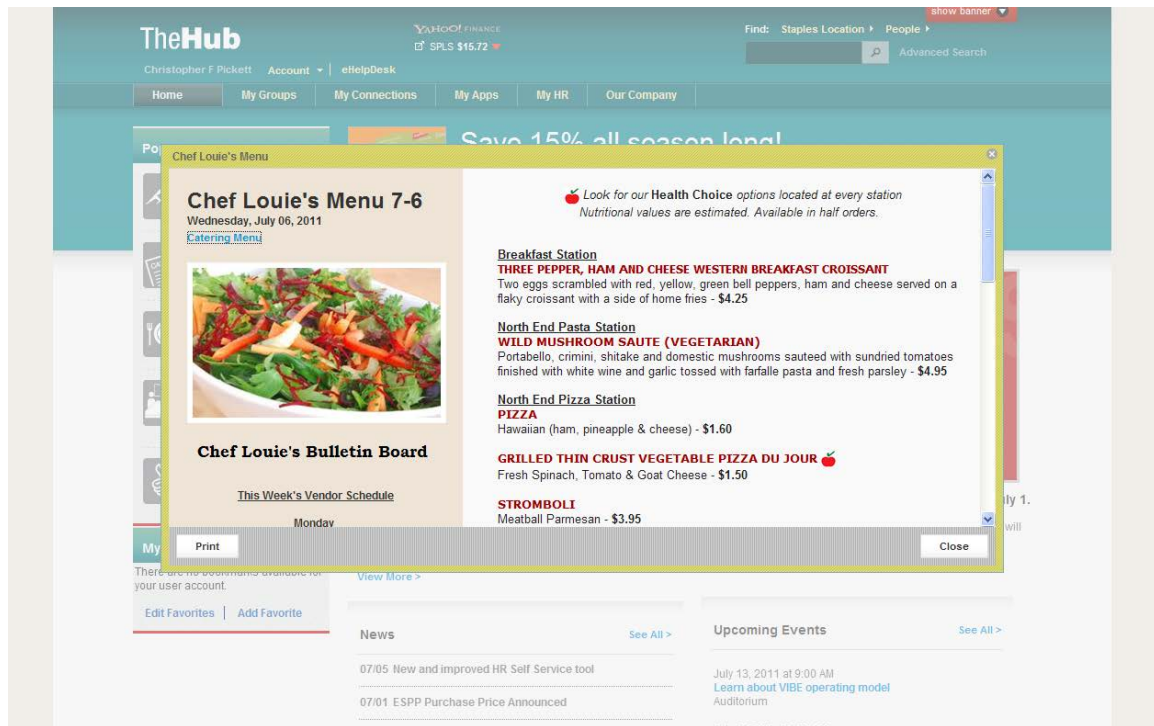
Pictured: The homepage shows links to important applets on the left and news in the center.

In keeping with brand guidelines, the designers present a large, Staples-red banner at the top of the page. However, concern about pushing the content below the fold gave designers an idea to make the banner collapsible via the red *hide banner* button (which shares the button with its inverse command, *show banner*). Resourceful features such as this account for user needs without flouting branding guidelines.



Pictured: Users can collapse the red banner at the top, via the *hide banner* button, to show more content.

The cafeteria at Staples headquarters is a social place, and is literally and figuratively the central point between the wings of the building. People go there to meet, mingle, and of course, eat. Because this area is known to be important, designers decided to represent it on The Hub. The menu was always a popular piece of content with employees; thus, *Chef Louie's Menu* was promoted in an icon on the homepage. Clicking it opens a window with the date and a scrolling list of delicious dishes. Each meal is given a title, description, and price, as well as a note if an item is vegetarian or a tomato icon if the item is a healthy choice. A link to the *Catering menu* makes business lunch meetings easy to plan.



Pictured: *Chef Louie's Menu* describes the cafeteria's meals and lists prices.

The cafeteria isn't the only place to socialize at Staples. On The Hub, employees can blog about work topics or any other messages they want to share; they can also comment on other people's blogs.

Clicking the *Blogs* link lets users view all blogs or their own blog. Users can start a blog here or add a new entry to an existing blog.

People might find blogs they are interested in the *Featured Blog Entries* area in the right rail; or they can sort by date, title, most recommendations, most comments, and most visits. These choices help users find what is often the most fascinating content, or at least the kind of content that their colleagues are paying attention to, which can be telling in itself.

Each blog is presented as a link, accompanied by the blogger's name, the date and time of last entry, a list of tags, and the number visits and written comments.

The screenshot shows the 'TheHub | Connections' website interface. At the top, there's a navigation bar with 'Back to The Hub', 'Home', 'Profiles', 'Blogs', and 'Bookmarks'. Below that, a secondary navigation bar includes 'Browse Blogs', 'My Blog', and 'My Updates'. The main content area is titled 'Blogs' and features a list of various blog entries. Each entry includes a title, author, date, and statistics for comments and visits. For example, the first entry is 'I Can't Reserve a Conference Room - Help!' by Lajaun Case, with 0 comments and 21 visits. The list is sorted by 'Date' and is on page 1 of 4. On the right side, there are sections for 'Featured Blog Entries' and 'Most Recommended'.

Pictured: People can sort the many blogs by categories, such as *Most Comments* and *Most Visits*.

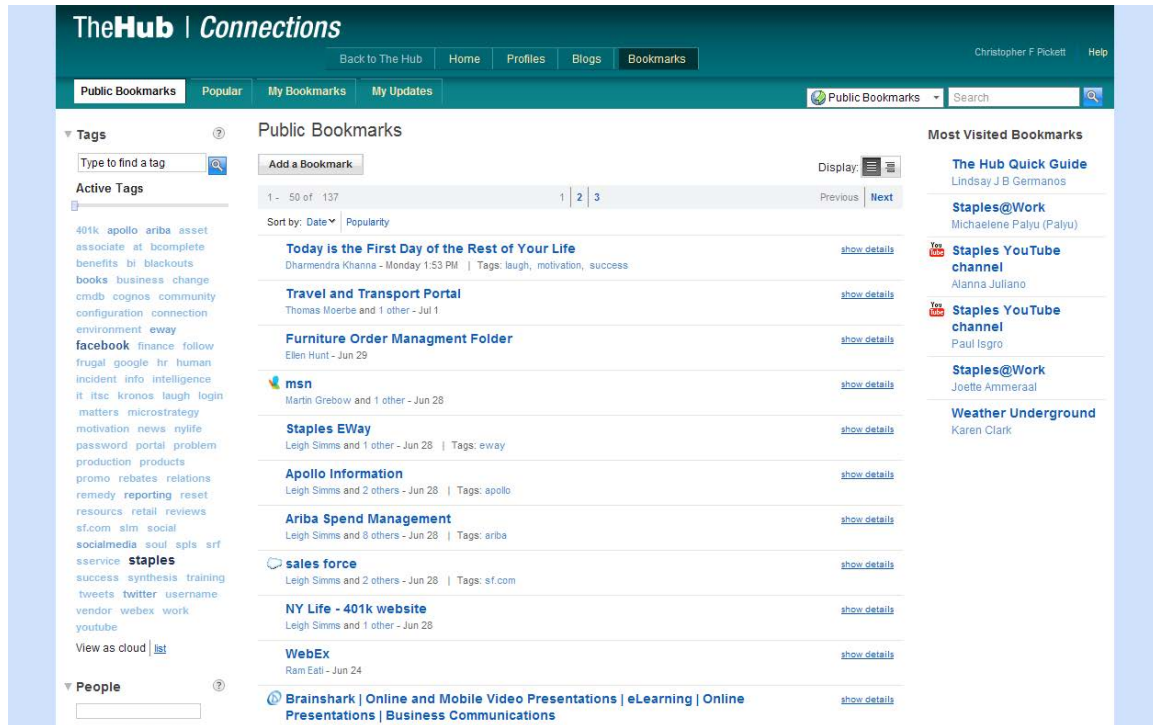
The ability to comment on blogs creates a sense of community online and gives people the opportunity to help one another and share ideas and opinions.

This screenshot shows a detailed view of a blog post titled 'Chef Louie Review' by Lajaun Case, dated June 24. The post has 9 comments and 284 visits. The main text of the blog discusses the author's experience waiting for a chef named Louie at a cafe. Below the text, there are three comments from other users: Cynthia Moore (June 24), Jill Starbard (Harmon) (June 25), and Tiffany O'Brien (Burlingame) (June 27). Each comment includes a profile picture, the user's name, the date, and a 'Permalink' link. The right sidebar shows an 'Archive' for June 2011 and a 'Blog Authors' section listing Lajaun Case as the author of this post.

Pictured: A blog about one of the cafeteria chefs who left to open his own restaurant got a lot of activity.

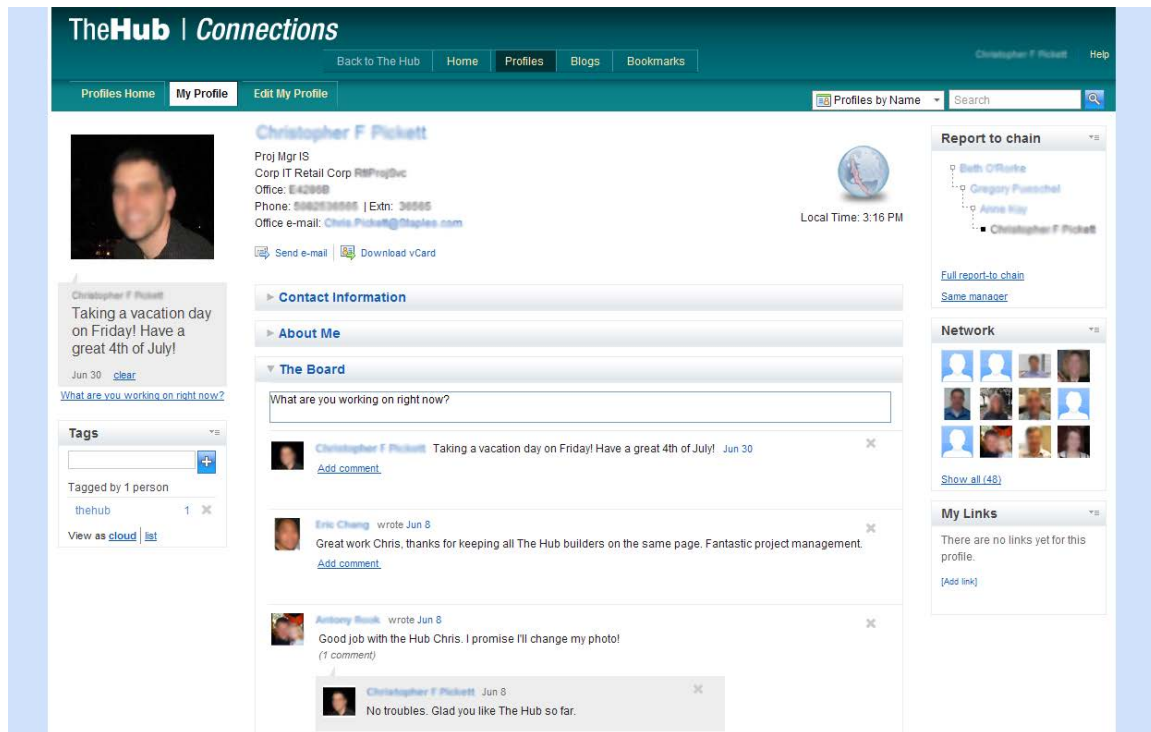
Tags are another social feature on The Hub. Users can search for tags or choose popular tags from a tag cloud.

The Hub also considers employee usage in providing social bookmarks. Clicking a *Bookmarks* tab leads to different categories of bookmarks that employees can appraise, including ones that are public, popular, and most visited. Users can also view their own bookmarks.



Pictured: The Hub provides searchable tags, as well as popular, public, and most-visited bookmarks.

The Board, located on each user's individual *My Profile* page, is one more place where people can share. A gray box under the person's picture notes the most recent post he or she has made, and the comments stream makes it easy to see the person's current status. People can also write information in the *About me* section, and create a network of colleagues and friends. The *Report to chain* is a nice feature that shows a small slice of the corporate org chart where the person fits in.



Pictured: *My Profile* documents include the necessary contact information, plus a wall feed where people can share their thoughts.

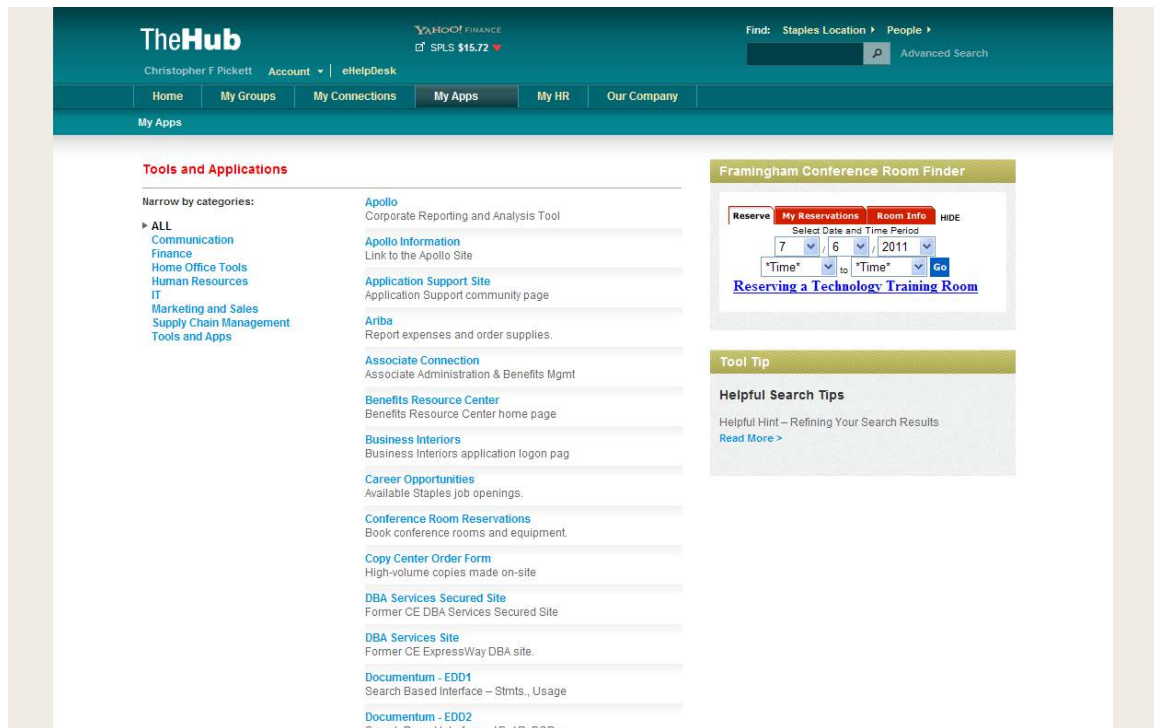
The Hub supports 55,000 diverse users, from corporate associates in roles such as finance, legal, IT, marketing, and senior executive; to retail store associates, who work on registers, stock shelves, support the copy center, and repair computers; and distribution center employees, including regional management, truck drivers, and warehouse workers. With such a wide variety of people logging in, it certainly helps to target content. Content is adapted for and customized by each user, as hinted to in several of the main navigation menu names: *My Groups*, *My Connections*, *My Apps*, and *My HR*.



Pictured: The tier-one menu items include Home, My Groups, My Connections, My Apps, My HR, and Our Company.

The *My Apps* page is basically a central repository for the numerous tools and applications that Staples employees might need to do their jobs effectively. The tools are listed alphabetically by default, but can be filtered by department using the links on the left.

Knowing that the conference room finder is one of the most important applets, designers positioned the tool itself, rather than just a link to this tool, on the *Tools and Applications* page. Here, an employee can select a date and time to reserve a nearby conference room, review an existing reservation, and get information about conference rooms.



Pictured: Employees can view the many tools and applications by alphabetical listing or filter by department.

The interpersonal aspects of office life don't always happen face-to-face. In today's business environments, especially at large organizations, they simply can't. The Hub provides an opportunity for the many people who don't work on the same team or in the same office—and thus would probably never get to know one another otherwise—to become close colleagues. These relationships—forged in person or online, but certainly reinforced on the intranet—can increase employee satisfaction. They can even increase productivity as employees get to know more people they can ask work-related questions of and share their own knowledge with. Other large organizations can take a cue from Staples and The Hub's bright success.

BACKGROUND

The portal team wanted to make a big impact with the release of the "Next Generation Portal" for Staples and upgrade the look, feel, and user experience for The Hub. "We made this one of our project's guiding principles," says Johanna Sheyner, Senior IT Manager, Portal Labor System. "Wow factor: make our associates realize they are not in Kansas anymore!"

The team wanted to make sure that the portal that resulted from their efforts would engage associates and be an integral part of their day.

The portal initiative coincided with a branding initiative intended to extend the brand's global access, as well as leverage new technologies being implemented across Staples.

Other factors driving the latest redesign included:

- **Portal platform retiring.** Staples legacy portal platform was at end of life for vendor support.

- **Search lacking.** Search capabilities on the legacy portal platform were seen as antiquated and search results as inaccurate. Business partners wanted enhanced search capabilities
- **Need for integrated content management.** To improve search, the company needed to build a portal platform that was supported and tightly integrated with a CMS. The legacy portal platform was supported only by content placed and crawled from a fileshare system.
- **Unified communications.** Another driver behind the intranet project was the need to transition to a single eco-system for all communications, collaboration, and team activities. There were up to 10 separate portal platforms in place when the redesign project began. By unifying the company's communications tools, the company could eliminate ongoing maintenance and support costs.
- **Improve user experience.** There was a desire for an improved and updated user experience to fully engage associates with dynamic content.
- **Incorporate social tools.** The company was eager to incorporate social collaboration elements into the portal so associates could better share ideas, engage with each other, and share collective knowledge. The hope was to use these tools to benefit the business through gains in associate productivity, innovation, and morale.

Project Goals

Sheyner discusses the project goals:

- **Establish a single communication ecosystem.** The Hub, Staples Next Generation Portal, is a three-year initiative to fully implement a single portal platform for all Staples associates worldwide (90,000), allowing them to access collaborative services, content, applications and processes efficiently and consistently. Its goal is to create one portal ecosystem that encompasses optimizing core business processes; connecting associates to critical information, expertise, and applications; reducing information overload; and increasing productivity through efficient searches.
- **Break down geographic divides.** The new portal provides capabilities that will allow every associate, regardless of geography, to enable and promote teamwork, establish 360^o communications, and increase their productivity. It also provides the ability to accelerate and automate business processes to meet current and future opportunities.
- **Break down silos.** The Hub is a unique example of an internal portal that not only provides employees across Staples with important, traditional company information, but also offers useful tools and assets that store associates use to service customers at the point of sale.

The screenshot shows the Staples internal portal interface. At the top, the Staples logo and tagline "that was easy" are visible. Below this is a navigation bar with tabs for "Staples@work Home", "My Pages", "Documents", "HR Express", "eHelpDesk", and "IT Community". The "My Pages" tab is active, showing a "Home Page" sub-tab.

The main content area is divided into several sections:

- Conference Rooms & Tech Training Rooms:** Includes a "Reserve" button, "My Reservations", and "Room Info". A calendar shows the date "7/6/2011" and a "Go" button. Below this is a "My Portfolio" section.
- My Weather:** A section indicating that the weather information is currently unavailable.
- People Search:** A search interface with fields for "Last Name", "First Name", "Extn", "Country", and "Location". It also includes a "Go" button and a "My Favorites" link.
- Inspired Selling Spotlight:** A section with a "Find A Movie" button.
- Communications Central - MAP:** A section for project management. It shows "Current Projects" and "HIDE" options. The date "Wednesday, July 06, 2011" is displayed. There are several status reports:
 - Projects Launched in Last 7 days: 0** (There are no Projects to display)
 - Projects Rejected in Last 7 days: 0** (There are no Projects to display)
 - Corporate Project Search:** Includes a "Display Range" section with "From" and "To" fields, and "Title" and "Originator" search fields. It also has "Type" and "Status" dropdown menus.
 - Projects awaiting approval - Click title to view details: 0** (There are no Projects to display)
 - Projects Launched in Last Week: 29** (There are no Projects to display)

Pictured: A look at the portal The Hub replaced. This first effort was a result of putting old portal content onto the new platform completely "as is," without customization of the look and feel or any of the functionality.

INTRANET TEAM



t7 tandemseven



Pictured: The Staples intranet team (back row, left to right): Paul Isgro, Kunjan Jhaveri, Rick Sy, Tom Tobin, Bob Solomon, Chris Pickett, Lindsay Germanos, Jon Polaski, Joanne Donahue, Diane Shelley, Roger Mann, and Kumar Teppa; (front row, left to right): Melissa Shore, Johanna Sheyner, Swati Bagchi, Tatum McIsaac, Nirmala Kulkarni, Lajaun Case, and Pam Cayem. TandemSeven (top): Karin Kawamoto; (bottom): Dan Liliedahl and Steve Wyman. (Not pictured: Aubrey Bowser (TandemSeven) and Arnaud Jammaers (Staples)).

GOVERNANCE

Ownership

The Human Resources IT Department (HRIT) owns the corporate intranet. This team sits within Corporate Systems in the IT organization and supports the HR function at Staples Inc. The HRIT and Global HR Technology (GHRT) teams work collaboratively to set the ongoing strategic direction and roadmap for The Hub, providing recommendations to the Executive Governance Committee on go-forward strategy based on key business goals and objectives.

The HRIT and GHRT teams have been supporting the corporate intranet portal space since the establishment of the first Staples portal, back in 1999. "Given 12 years of experience within the space," says Sheyner, "these teams are uniquely positioned to ensure that all parts of building and supporting a successful portal platform were analyzed and designed in way to ensure platform scalability (to a global audience), extensible (ability to establish a presence for LOB or teams not currently using the intranet, for example, international associates), and maintainable on an ongoing basis (governance process to continually refine and update portal content and search results)."

The team took the following into consideration before embarking on the redesign:

- Branding and marketing for The Hub (adoption)
- Usability and navigational design
- Information architecture
- Search experience
- Content authoring experience
- Governance and best practices
- Reporting and analytics
- Support for multimedia (video, podcast, polls, surveys)
- Social business and collaboration tools
- Teaming spaces
- Training and FAQ documents
- Self-service orientation to post content on the portal (work currently in progress)
- Platform and infrastructure support

In addition to the oversight of the HRIT and GHRT teams, the Internal Communication and Retail Communication teams were intensely involved during the

redesign project, designing The Hub's Core Foundational elements; providing input into the look and feel, usability, overall design, navigational framework, naming, and branding of The Hub; and taking direct responsibility for driving site layout for the corporate and retail homepages. The Internal Communications and Retail Communications teams now actively manage content for their respective sites. The head of the Internal Communications team, Melissa Shore, VP HR Strategy & Analytics, is the head of the Executive Governance Committee.

In tandem with building out new functionality and enhancements on The Hub—as well as rolling out The Hub to the company's 90,000 global workforce—the HRIT and GHRT teams are driving a parallel work stream to begin transitioning about 12 years worth of content from the legacy portal platform over to The Hub.

"We will be working with site owners and content owners to clean up outdated content before a transition is made to The Hub," says Sheyner. "As new Hub sites or new Lotus Connections communities are created on The Hub as a replacement for the legacy portal community, GHRT and HRIT will work with each group to provide the toolkit each site owner/content owner will need to get started and educated on how to maintain their site/content on The Hub."

THE HUB TEAM RESPONSIBILITIES

Role	Responsibilities
Executive Governance/Steering Committee	<ul style="list-style-type: none"> • Provide overall governance and direction for go-forward strategy for associate portal • Determine roadmap strategy for deployment of The Hub to additional audiences for a global deployment • Prioritize activities and work streams • Align portal vision and strategy with business drivers
HR IT Department	<ul style="list-style-type: none"> • Maintain the overall health, stability, usability, performance, maintainability, and scalability of the WebSphere infrastructure • Provide platform and system administration • Oversee project management and drive direction for portal and collaboration project activities • Develop software and IA design to meet business requirements • Ensure integrity of IA as new sites are created on The Hub • Work hand in hand with GHRT and business partners to build high-quality, scalable, and reusable portal components • Provide ongoing support activities (such as monthly releases and enhancements) • Identify and recommend areas for future technical investment
Global HR Technology (GHRT) Team	<ul style="list-style-type: none"> • Interface with business partners to understand their needs and requirements • Guide site managers on site strategy and design • Manage and execute activities in support of overall portal and collaboration suite governance processes • Work with content owners to rollout best practices/standards/governance as new groups are given a presence/site on The Hub • Act as content champions • Facilitate portal and collaboration training

	<p>strategy</p> <ul style="list-style-type: none"> • Lead user acceptance testing and approval for all monthly portal releases • Supplement site owners and content authors in authoring content for new sites
Internal Communications	<p>This team is aligned within the HR function at Staples.</p> <ul style="list-style-type: none"> • Assist in building out and designing the site for the US Corporate Homepage • Approve content posted on the site • Define target audience for the site • Remove out-of-date or irrelevant content • Adhere to portal best practices, standards, and governance guidelines rolled out by GHRT
Retail Communications	<p>This team is aligned within the Retail function at Staples.</p> <ul style="list-style-type: none"> • Assist in building out and designing the site for the US Retail Homepage and Retail LOB sites. • Approve content posted on the site • Define target audience for the site • Remove out-of-date or irrelevant content • Adhere to portal best practices, standards, and governance guidelines rolled out by GHRT
Site Owners	<ul style="list-style-type: none"> • Assist in building out and designing the site • Approve content posted on the site • Define target audience for the site • Remove out-of-date or irrelevant content • Adhere to portal best practices, standards, and governance guidelines rolled out by GHRT
Content Owners/Authors	<ul style="list-style-type: none"> • Write and review content posted on The Hub • Expire out-of-date or irrelevant content
Associates	<ul style="list-style-type: none"> • Consume content posted on portal • Engage with peers and coworkers through social collaboration tools

USERS

The Hub is currently rolled out to all US Staples associates. The site supports a wide array of user types, from corporate associates in roles such as finance, IT, and

marketing, to Retail store associates who work on registers, stock shelves, support the copy center, and repair computers. There are currently 55,000 users with logins to the portal.

Home office employees (corporate associates) include administrative support staff, a large IT group, finance, legal, senior executives, and employees of an in-house advertising agency. Distribution center employees include regional management, as well as truck drivers and warehouse workers.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"> • http://hub.staples.com
Default Status	<ul style="list-style-type: none"> • The intranet is set as users' default homepage. They can choose to change it by resetting the homepage in the browser's options settings.
Remote Access	<ul style="list-style-type: none"> • Users can access the site remotely if they connect into the Corporate LAN through Cisco VPN. The company does not currently offer an at-home extranet option, although that is in the company's plans for 2012 as it looks to expand the intranet to its international audience.
Access from Shared Workstations	<ul style="list-style-type: none"> • Store associates—that is, the employees who work on the floor in retail locations—access the site via browsers on their cash registers (point of sale machines). They often look up information during interactions with customers, including procedures and policies, as well as competitor information. Store managers, copy center associates, and the Retail technical support associates use shared PC workstations to access the intranet.

DESIGN PROCESS AND USABILITY WORK

Using Research to Inform Decision-Making

The team relied heavily on research to inform its design activities. Team members conducted analysis of site usage, visited users in the workplace, and tested the designs.

"We looked at existing survey information and analysis of site statistics," says Kawamoto, "as well as at high-level strategy documentation to feed an interview process that included 29 stakeholders and contextual inquiry interviews."

As part of the research effort, the team traveled to several stores to experience the work environment and observe how the old portal was accessed. They also analyzed the content that each group was using.

The research was distilled into user profiles that then led to detailed requirements documentation and a prioritization exercise that involved business, technology, and design team members, identifying 374 functional and user requirements.

Owner	Content Name (Examples)	Categorization			Audiences				
		Content Format	Content Type	External (y/n)	Home Office	Other - (Field)	US Retail - GM's	US Retail - Store's	Ret Copy Pr
US Retail	Store Email	pdf		n					
US Retail - Tools	Coupon Printing Application	html	Application	n	y		y	y	
US Retail - Tools	Coupon Validation Tool	Excel	Application	n	y		y	y	
US Retail - Tools	target.com	URL	Reference	y	y		y	y	
US Retail - Tools	Highlights top issues or sales driving messages	URL	Social Media	n	y		y	y	
US Retail - Tools	Highlights top issues or sales driving messages	URL	Announcement	y	y		y	y	
US Retail - Operations	Copy and Print QSAT Performance	URL	Application	y	y		y	n	
US Retail - Operations	Regional Listing	PDF, Word, Excel	Contact Information	n	y		y	y	
US Retail - Operations	Best Customer Contact Tracker	URL	Form	n	y		y		
US Retail - Operations	Remodel/Relocation Labor Reporting Form	Excel	Form	n	y		y		
US Retail - Operations	Rewards and Recognition Program	Folder	Form / Reference	n	y		y		
US Retail - Operations	Remodel/Relocation Labor Procedure	Word	Procedure	n	y		y		
US Retail - Operations	Spotlight to highlight top operations priorities	URL	Reference/Announcement	n	y		y		
US Retail - Operations	CSAT Medal Lookup Tool	Excel	Reference	n	y		y		
US Retail - Operations	How to Use the QSAT Dashboard	PDF	Reference	n	y		y		
US Retail - Operations	3rd Party Merchandising Vendor Projects	Access	Reference	n	y		y		
US Retail - Operations	Customer Service is My Priority Poster	Folder	Sign / Reference	n	y		y		
US Retail - Operations	Step Up Arrows	Folder	Signs	n	y		y		
US Retail - Operations	Activecast from Lithium pulling from Operations Board	URL	Social Media	y	y		y		
US Retail - Operations	October 2009 DLP Enhancements: AHR and Forecast Grids	Slidecast (Media)	Training	n	y		y		
US Retail - Operations	An Overview of Actual Hours	PDF	Training	n	y		y		
US Retail - Operations	Mystery Shop	URL	Website	y	y		y		
US Retail - Operations	Signing	PDF	Website	n	y		y		
US Retail - Operations	Reset XEROX Printer	URL	Website	y	y		y		
US Retail - Selling	In Store Inventory Lookup Tool	URL	Application	y	y		y		
US Retail - Selling	Services and Accessories Guides	Folder	Brochures	y	y		y		
US Retail - Selling	4/18 AD Prep (Circular)	Word/PDF	Communication	y	y		y		
US Retail - Selling	EasyWay Selling Scoreboard	PDF	Form	y	y		y		
US Retail - Selling	Spotlight to highlight top selling priorities	URL	Reference/Announcement	y	y		y		
US Retail - Selling	Market Basket Reference Guide	PDF	Reference	y	y		y		
US Retail - Selling	Division 1 Circular & PC Version (Look up tool)	Excel	Reference	n	y		y		
US Retail - Selling	Easy Rebate Index	Word	Reference	n	y		y		
US Retail - Selling	Item of the Month 11x17 Sign - Case Water \$3.99	PDF	Sign	n	y		y		
US Retail - Selling	Activecast from Lithium pulling from Selling Board	URL	Social Media	n	y		y		
US Retail - Selling	EasyWay Signature Moments Narrated Guide	URL	Training	y	y		y		
US Retail - Selling	Role Play Archive	Folder	Training	n	y		y		
US Retail - EasyTech	PC Services and Accessories Guide	PDF	Form/Brochure	n	y		y		
US Retail - EasyTech	EasyTech Support - Who to Call	Word/PDF/Excel	Reference	n	y		y		
US Retail - EasyTech	EasyTech Supplies and Tools List	Word	Reference/FAQ	n	y		y		
US Retail - EasyTech	Data Recovery Flyer	PDF	Sign	n	y		y		
US Retail - EasyTech	Dell	Folder	Reference	n	y		y		
US Retail - EasyTech	Cisnet (workorder)	Folder	Form	n	y		y		
US Retail - EasyTech	Spotlight to highlight top easytech priorities	URL	Reference	y	y		y		
US Retail - EasyTech	EasyTech Web Submission	URL	Application	y	y		y		
US Retail - EasyTech	EasyTech Training	Link to L&D Page	Training Materials	n	y		y		

Pictured: The team created an audience-content matrix to analyze which content was being used by each group.

The following user profiles are intended to reflect the needs of the users of Staples Next Generation Portal, but do not depict ALL of the users of the portal. The home office profiles depict many of the wants and requirements of home office associates that are not included in this set, but are all involved in content creation. Store Associate and Distribution Center information was collected by proxy.

	Store Associate Example: Copy and Print Associate	Distribution Center Examples: Truck Driver	Home Office Worker Example: administrative assistant	Home Office Producer Example: Group Content Owner	Home Office Exec Example: Communications Director
General Information	<ul style="list-style-type: none"> Hourly employee working in the copy and print department Needs to know the most recent procedures and how to use equipment 	<ul style="list-style-type: none"> Hourly employee who delivers orders to customer homes/businesses Needs to know the most recent procedures and how to use equipment 	<ul style="list-style-type: none"> Assistant to a senior executive Focused on making sure the person she works for is aware of daily meeting schedule and important communications Responsible for dept. page 	<ul style="list-style-type: none"> Part of job is to make sure that the information on the group/department page is current and accurate 	<ul style="list-style-type: none"> Develops and delivers consistent and current messaging to target audiences
System access	Shared computer	Computer in break room	PC on desktop in cubicle	PC on desktop in cubicle	PC in private office
Representative Tasks	Take orders and create products available in the copy and print department	Pick up boxes and deliver to customers	Schedule conference rooms and meetings, work on presentations	Post new content Clean up obsolete content	Manages group content owners and other communications professionals in the creation of consistent and strategic messaging
Business Goals and Motivations for user	Employee understands the most current initiatives and procedures and facilitates the corporate goals and branding	Drivers know the latest policies and procedures, and understand Staples as a global company	Employee understands enough about the corporate branding objectives and strategic objectives to facilitate	Employee is able to keep the group/department page current and relevant	Corporate or group strategy is understood by target audience
Sample scenarios of ideal-state use	Told by manager that there is important information on the portal about new equipment	<ul style="list-style-type: none"> Needs to download forms Access policies and procedures Find information about benefits 	<ul style="list-style-type: none"> Look up employee for meeting Schedule a conference room for meeting Looks up cafeteria menu Check to make sure the group page is up-to-date 	<ul style="list-style-type: none"> Replace group-specific information on group homepage Looks up someone they need to contact Look up historical document 	<ul style="list-style-type: none"> Views relevant pages to ensure that the messaging is correct Looks up someone they need to contact Validates job opening in department
Primary Usage or activity Pattern	Beginning of shift of during lunchtime	End of shift	Intermittent use throughout the day	Checking/updating content for an average of at least 25% of day	Checks site a few times a day
Triggers for Action	Directive from manager	Wanted to make sure he understood the latest procedures	Manager asked for a meeting or to find some information	Group needs to be informed of new strategy or policy	Needs to approve content posting
Primary sources of Information	Intranets, printed documents shipped to store	Printouts	Intranets/Emails	Intranets/Emails	Emails from department
Tasks, Goals and Motivations	Provides products that have no mistakes while conveying the desired "customer service" messaging. Good reviews and feedback from manager and customers	Provides efficient service and is able to make all of his deliveries on his shifts	Facilitate manager's ability to meet professional and corporate goals	Wants to be able to efficiently manage content on the site	Wants the people she manages to be able to do their jobs efficiently, and to have the ability to target specific audiences easily
Needs	<ul style="list-style-type: none"> Information that is easy to access and doesn't take too much time from tasks The ability to share tips and tricks on how to better their job 	A way to get information that is easy, and doesn't detract from his ability to make all of his assigned deliveries	<ul style="list-style-type: none"> An easy navigation to all relevant information The ability to see the organizational placement of the people she interacts with 	<ul style="list-style-type: none"> The ability to track and view expiration dates for content The ability to easily replace content Reporting on usage Remote access for exempt employees 	<ul style="list-style-type: none"> The ability to specifically target audiences at different levels of granularity The ability to see content as specific target audiences The ability to post "critical" or time-sensitive information Calendar

Pictured: The user research was distilled into user profiles.

Team members gained valuable insights from the research they conducted. Armed with this information, they were better able to make design decisions.

"During contextual inquiry at retail locations, we discovered that the retail technical support (EasyTech) employees were relying upon blogs to communicate with each other about specific customer requests and issues," says Kawamoto.

Community-based functionality received much better than expected results in usability testing. Most users were much more interested in "popular" links than anticipated. Even though the *Favorites* functionality was not depicted or explained prior to soliciting a reaction, most users rated its usefulness as very high.

The on-site observations helped the team better understand how associates operated in their interactions with customers.

"For retail users, during usability testing, we discovered the importance of providing one-click access to competitor sites," she says. "Being able to know what many customers know is considered a very important component of being able to service customers well. Also, being able to see coupon information easily is critical to providing good customer service."

Also important to users was the ability to seamlessly search across multiple internal domains, which factored into the team's decisions about search. The research also revealed environmental constraints that would affect the design.

“Additional considerations included the knowledge that some retail locations are sharing bandwidth with register data, so the design needed to accommodate more stress on the client-side than on the server-side,” says Kawamoto.

Working with Agencies

Because the team wanted to make a big splash with the redesign, it was important to elicit all the help it needed to guarantee success.

TandemSeven was contracted to lead a complete user-centered design process. The TandemSeven team performed stakeholder interviews, contextual inquiry, user-profile development, requirements definition and prioritization, navigation modeling, wireframe design, visual design, and usability testing.

The collaboration between the two teams was seamless. “Staples collaborated with the TandemSeven team to ensure that the business objectives were met, design was vetted with technology, and institutional knowledge of users was incorporated into the design,” says Kawamoto.

TIMELINE

INTRANET TIMELINE	
Milestone Date	Milestone Description
1999	<ul style="list-style-type: none"> First company intranet at Staples
May 2009	<ul style="list-style-type: none"> RFP Process begins to assess new portal platforms
January 2010	<ul style="list-style-type: none"> Staples chooses IBM WebSphere as its next-generation portal platform
June 2010	<ul style="list-style-type: none"> Go-forward strategy and roadmap finalized and approved by Executive Governance Committee
July 2010	<ul style="list-style-type: none"> Staples hires TandemSeven to lead intranet portal design work
July 2010–April 2011	<ul style="list-style-type: none"> Requirements, design, build, and testing of The Hub R1.0, including standing up the new infrastructure, building out the portal team, and training all portal team associates on new WebSphere technology
May 2011	<ul style="list-style-type: none"> The Hub pilot released to corporate and Quill associates
June 2011	<ul style="list-style-type: none"> The Hub launched to 15,000 Corporate, Delivery, Field, and Quill associates in the US
September 2011	<ul style="list-style-type: none"> The Hub pilot released to US Retail associates
October 2011	<ul style="list-style-type: none"> The Hub deployment begins for 40,000 Retail associates (ongoing)
November 2011	<ul style="list-style-type: none"> The Hub deployed to Canada
Q1 2012	<ul style="list-style-type: none"> The Hub deployed to all International associates

CONTENT AND CONTENT CONTRIBUTORS

The Staples portal uses the Web Content Management (WCM) system that comes packaged with the IBM WebSphere portal. After a “hefty” evaluation of the WCM tool versus Documentum (another content management tool that Staples owns in-house), it was determined that WCM would simplify and streamline the content authoring process.

Content Authoring

At Staples, most portal content is managed by two teams: Internal Communications and Retail Communications. The intranet also features retail business unit micro-sites that are authored and managed by content champions within each of the company's LOBs.

Content on the intranet homepage is developed, authored, and managed by the Internal Communications team. The team has five content authors and three workflows.

Content on the Retail homepage is developed, authored, and managed by the Retail Communications team, which has 76 authors and two workflows. This team is responsible for all content that resides on Retail's homepage as well as content that resides on the LOB sites, which includes: policies and procedures, promotions, signage, rebates, news, and so on.

Both groups have a set of custom workflows that have been built to accommodate their unique authoring and review-processing needs. There are five workflows in all; each contains one or more of the following actions:

- **Content authoring**
- **Content review** by a subject matter expert (SME)
- **Content review** by a content editor
- **Content approval** prior to publishing

In all, 90 associates have been trained and given access to author content on The Hub.

Training

Any new group that requests a presence on the portal is provided training on how to author content within the portal site's authoring environment.

"We have several different types of authoring templates that the authors use in the WCM system (documents, announcements, news, links, etc.)," says Sheyner, "and we provide the content authors with template guidelines to assist them in learning the correct fields to be completed during the authoring process."

The team also has content mapping documentation that authors can use to help determine how to best categorize their content.

During the initial portal rollout to the company's Retail audience, the team used templated pages so that the content authors could arrange their content.

"We will look to continue to provide templated page options for other business areas as they migrate over to The Hub," she says. "In addition, we are starting to work toward an online tutorial for our content management team."

This will provide one-to-one training for all new content authors and also act as a point of reference for all content authors if they have specific questions about an area and want to read more about it.

For the initial rollout, the team conducted both individual and group training sessions based on the different levels of training required. Along with the training, they provided supporting documentation including authoring template guidelines, a content mapping overview, and wireframe documentation that provided a high-level

overview of how all of the content mappings relate back to the portlets and pages. They've also conducted additional individual training as needed.

"In the very near future, our team will be working with our training department to create an online tutorial for the content management team that will be used across the company, as well as some end-user tutorials for some of the connections elements of The Hub," says Sheyner.

Maintaining Quality

In addition to establishing additional training opportunities for content authors, the team is working toward a more concrete governance structure to ensure that the quality of portal content is maintained over time.

"We haven't really finalized anything yet," says Sheyner. "We are going to rely heavily on the web content management system and the workflows."

Each group has a specific, required workflow that is based on the workflow checkpoints that the content goes through before it is published. During the workflow review process, the final approver reviews the content to ensure that it has the correct file properties and content categories, and that it's placed within the proper site area and assigned to the correct security groups for targeting the content.

The reviewer also confirms that the content has been assigned an expiration date. "To ensure that our the site does not become saturated with outdated information, all content will have an expiration date set before it's published," she says. "Our standard default setting will be to expire content at 13 months; however, content authors do have the option to have the content expire prior to the default setting."

The goal is to someday have a centralized content group in place to be responsible for all content governance activities.

"Our team is working toward implementing a process whereby each business area that has a centralized content group (for example, Store Communications with all Retail authors) conducts content author meetings on a bimonthly or quarterly basis to provide tips, review processes, and answer questions," says Sheyner. "The reporting data can be used when meeting with individual content author groups to provide feedback on search results, organization, and maintenance of content."

Technology

The portal redesign effort was part of a larger "re-platform" effort, moving the Staples intranet from the BEA ALUI Aqualogic platform to the IBM WebSphere platform.

The transition to a portal platform on a new technology stack posed many new challenges for The Hub's rollout, including:

- **Alignment.** Designing, procuring, and installing a new infrastructure stack presented challenges in trying to align supported IBM middleware with Staples internal standards.
- **Training.** Because the portal technology was new to Staples, all teams and roles that support a part of the portal had to be trained on the new technology, including the development team, the administrative team, all power users, site owners, and content owners.

- **Content authoring.** The introduction of a formal CMS for authoring web content was a dramatic change for the organization; the legacy portal supported content authoring through a process in which users created documents and placed them on a share drive to be crawled into the portal. The new authoring environment gives content owners predefined authoring templates with required fields (such as title, description, keywords, category, and expiration date) and the content is pushed through a review process workflow for approval before being published. Although the new process is an improvement, it still took time to get buy in from across the organization.
- **Learning curve.** Because the technology was new to Staples, there was a steep learning curve that the HRIT and GHRT teams went through in trying to match up the business requirements to what existed in the out-of-the-box portal and the Lotus Connections. In many cases, Sheyner says the team over-committed on delivering functionality because “they lacked a thorough understanding of what the portal and Connections could do out of the box.”

Although the technology transition was difficult, it was a step in the right direction and well worth the effort. “We chose the IBM WebSphere platform because we wanted to go with a technology stack that was highly integrated with little customization,” says Sheyner. “Going with the IBM WebSphere Portal, Connections, and OmniFind stack gave us that ability. Because the technology could be integrated so easily, we were able to provide our associates with a seamless user experience for communications (Portal), collaboration and teaming (Connections), and a superior search experience (OmniFind).”

Having all three systems allowed the team to deliver on the project’s guiding principles:

- **Heavy focus on personalization.** Keep the team focused on building the foundation/framework, including the core portal, search, content management, analytics, personalization, and application integration.
- **No take-aways.** There would be no take-away in functionality from what the company provided on the legacy portal. So, if it offered function A on the legacy portal, the team had to build out that functionality on The Hub.
- **Leverage out-of-the-box functionality/configuration where possible.** Implement business process changes in configuration versus customization to lower total cost of ownership. To accomplish this, the team was willing to configure—but not customize—the platform. In some cases, that meant changing business processes to align with what the platform could provide out of the box.
- **Enable a foundation for future deployments.** Will functionality benefit other business units? Will functionality accelerate moving all associates to one portal? Functionality examples include SIAM, Profiles, and so on.
- **Minimize impact of co-existence environment to users.** There will be a transition period as content is migrated. What’s the impact to the users and how will that be mitigated?

- **Scalability.** It's not just about *what* functionality is provided but *how* it is built.
- **Wow factor.** Make the associates realize that they're "not in Kansas anymore!"
- **Engage associates.** The portal is not just about Chef Louie's menu, but rather is an integral part of their day.

TECHNOLOGY

Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"> • WebSphere Portal 6.1.5 running on four IBMHTTP Servers (version 7.0.0.13) • Lotus Connections 2.5 running on four IBMHTTP Servers (version 7.0.0.19) • OS: GNU/Linux; Red Hat Enterprise Linux Server release 5.6 • Processor: x86_64 • DB2 9.5 on AIX Power 7 OS for the database tier
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> • Bug/defect tracking: StarTeam for bug/defect tracking and enhancement requests for The Hub • Three development and two QA environments to unit test, smoke test, and user acceptance test all monthly release changes before promoting changes to production. • Performance: Prior to the initial launch to Corporate associates, the team conducted a full system performance test using Silk Performer to set a baseline standard for portal performance. The team is currently building out a dedicated performance test environment.
Design Tools	<ul style="list-style-type: none"> • Visio • Photoshop • PowerPoint Templates
Site Building Tools	<ul style="list-style-type: none"> • IBM Rapid Application Development tool for building themes and portlets • IBM Portlet Factory • Firefox Firebug • Fiddler Web Debugger • WinSCP for secure file movement with Linux • StarTeam
Content Management Tools	<ul style="list-style-type: none"> • IBM WCM 6.1.5 • Documents on Fileshare

Search	<ul style="list-style-type: none"> • IBM Omnifind 9.1
Other Functions	<ul style="list-style-type: none"> • Brightcove: integration of streaming video onto portal • Poll Daddy: authoring of polls and surveys • Omniture: portal analytics

SEARCH

The search tool behind the Staples intranet is OmniFind. It is also the current search engine used within the Staples ecommerce platform and offers tight integration with the company's technology platform and portal. OmniFind was chosen because Staples wanted a fully integrated suite of tools and wanted to leverage knowledge synergies it already owned internally.

This choice has proven to be a potent solution for the company's portal search. "IBM OmniFind 9.1 is a powerful enterprise search engine," says Sheyner, "capable of performing Google like searches given the right search tuning parameters."

For The Hub's initial launch, the portal was rolled out with search capabilities against four individual collections:

- **The Hub WCM content.** These content stores are located in the portal's WCM system.
- **Staples@Work.** Team members used the tool to crawl content from the file share used to author and publish content onto the legacy portal platform called Staples@Work. They did this so that, from a usability perspective, users would not have to know which portal to search. For The Hub or Staples@Work, all searches are performed against The Hub global search function.
- **The Hub|Connections—Profiles.** Associate Profiles are searchable from the global search function.
- **The Hub|Connections.** This pulls in the remaining Connections content that is currently turned on. Currently, that consists of blogs and bookmarks, but in the future will also include communities, wikis, files, and activities.

Refining Search Results

The challenges of having the old platform co-exist with the new one, as Staples has chosen to do for the next three years, presents many challenges and user-experience concerns. OmniFind has actually helped the Staples team meet many of those challenges.

"Given the fact that we will be living in a co-existent portal environment for up to three years (until all content from Staples@Work is migrated over to The Hub) and because we want Lotus Connections to look like a part of the portal (fully integrated in look and feel)," says Sheyner, "we wanted to reduce the usability issues by providing our associates with a single access point for finding the content they need, no matter the source."

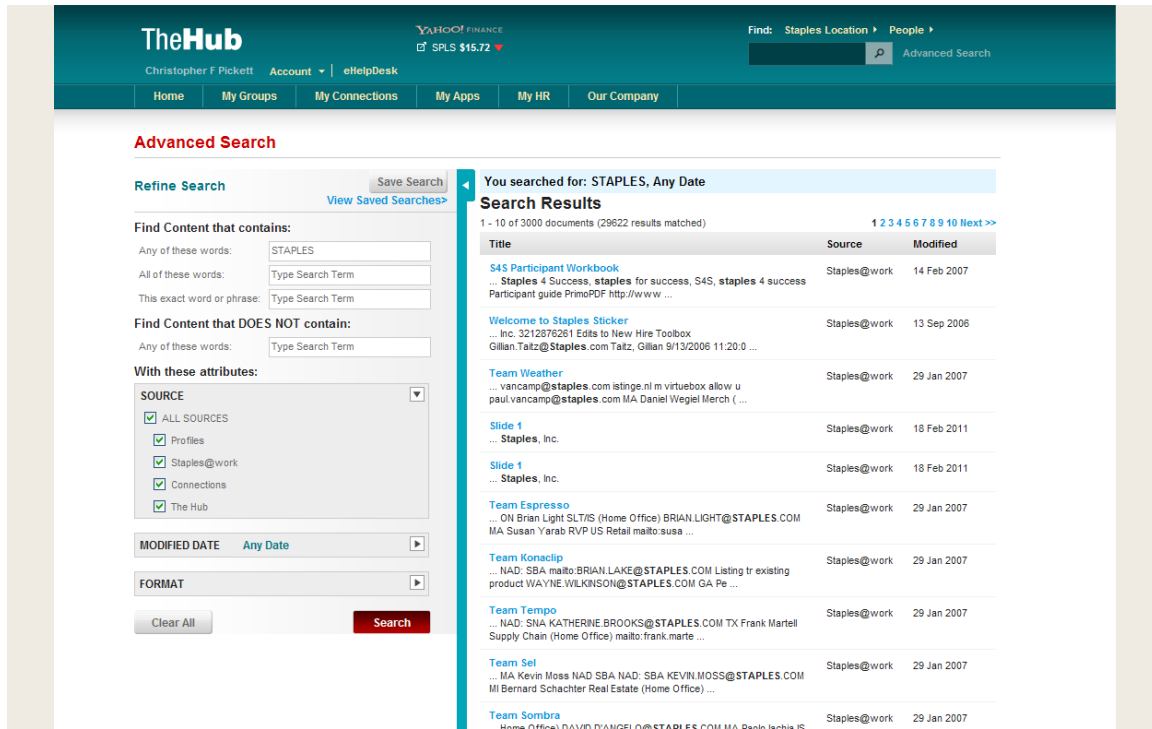
“OmniFind has allowed us to achieve this goal with a single search engine and a single user interface,” she says, adding that the portal governance on search tuning ensures:

- Search delivers the most relevant results for the user’s query
- Company and business specific synonyms, acronyms, and abbreviations are searched for in the correct context

The team has taken concrete steps to ensure that those things happen. Within OmniFind, the team fine-tuned the search engine using the following tuning utilities:

- **Boost word dictionary.** Automatic term boosting for words specified in the user-defined Boost words dictionary. The team mirrored the boosting applied in the legacy portal search engine.
- **Synonyms dictionary.** This utility returns similar words. Staples has an *Acronym and Staples Speak* dictionary that it uses to populate the OmniFind synonym dictionary. This ensures that users will get expected results while searching for common company and business specific synonyms, acronyms, and abbreviations.
- **Quick Links.** Quick Links are like best bets. They allow users to enter a specific URL and for a given number of search terms it returns the link as a top result for that set of search terms. These results are based on Omniture’s analytics of fruitless searches, top terms, and keywords that are searched. The team then adds new or updated Quick Links each month. At The Hub’s initial deployment to Corporate, the team mirrored all best bets that existed in the legacy portal as Quick Links on The Hub.
- **Content keywords such as title, description, and category (native WCM content).** For each piece of content, the authoring templates require at least one keyword to enter the content for publishing. Each piece of content is also associated with a category that helps the portal filter which content should be placed on which page and portlet. There are also the usual suspects (such as content description and title) that are entered with each new piece of published content. OmniFind collects all of this metadata, along with many other content attributes, then indexes the metadata and uses that index to return relevant search results based on the search term. Part of the governance process is to ensure that site owners and content authors understand the importance of entering appropriate keywords, titles, and descriptions.
- **The Hub | Connections—Tagging:** Tags that are applied to *Profiles*, *Bookmarks*, and *Blogs* are pulled into OmniFind and indexed for its *Profiles* and *Connections* collections. Along with many other metadata attributes that are pulled in from OmniFind, this allows the Global Search capability to search user-submitted content in Connections through the portal search engine.
- **Relevancy ranking:** The team also takes advantage of the many inherent attributes of OmniFind’s relevancy ranking algorithm, including:
 - URI pattern matching

- Static ranking
- Text-based scoring
- Proximity search



Pictured: Advanced search lets users search the multiple intranet domains via one interface. Users can select which area to search and save their common searches for later retrieval. During usability testing, users rated the usefulness of the search results.

RESULTS AND ROI

Helping employees get things done more efficiently is often a key outcome of successful intranets. And that one factor alone can be a big win for just about any company.

"The big wins are easier online transactions and search functionality, allowing associates to get things done more efficiently and find what they need more easily," says Pam Cayem, Director of Internal Communications, "Equally important is that The Hub has allowed us to move from a traditional, top-down communications model to one that supports interactive dialogue; giving associates a forum to be heard and make a difference."

With the ability to showcase and profile Staples' associates and leaders through compelling videos, blogs, professional networking, and other social media, The Hub lets the company communicate Staples' business strategy, objectives, and values in a powerful new way that is also very personal.

"We see The Hub as a key driver of associate engagement and understanding of not only our business strategy," she says, "but our company's culture and long-term vision. If it's important, associates can find it on The Hub—and increasingly, they

are. Outside of their managers, over time we expect The Hub to be associates' number one source of information about all things Staples."

The redesign has offered Staples many other important gains, including:

- **Enhanced communication:** The new portal provides a communications platform that easily supports personalized and dynamic information delivery that is used by associates and company leaders alike. Today, many of the company's most senior leaders blog regularly and the team is launching a podcast and new executive-leadership video series. All of this two-way communication would not have been possible without the new platform. These new channels are gaining traction among associates, generating traffic, and often exceeding the company's expectations.
- **Collaboration facilitation:** The redesigned intranet provides innovative collaboration tools that promote teamwork and interactive communications, and reduce costs associated with travel, telecom, and other operational expenses.
- **Progress toward globalization:** The new intranet supports the development of an international company and fosters a shared Staples culture globally.
- **Maximized associate potential:** The new tools and communication channels enable the company's most valuable corporate asset—its associates—to be more productive and efficient.
- **Inspired selling:** The intranet promotes and enables partnership across business channels to drive sales.

Measuring Success

The Staples team attempted to quantify ROI as part of its initial vision and strategy work. To this end, it articulated a multi-year roadmap that includes benefit dollars that were calculated by the following measures:

- **Increased productivity.** Increased associate productivity and decision making by providing access to more relevant information and offering a single access point for collaborative services, content, application, and processes.
- **Reduced cost.** Reduced cost of HR transactions due to web-enabled business processes with associate-specific HR information, performance management, learning tools, and more.
- **Improved productivity.** Improved associate productivity as a result of advanced collaboration capabilities.

The strategy and long-term vision for The Hub was presented to C-level executives for their buy-in.

The Staples team is in the midst of its global rollout (to 26 countries and approximately 90,000 associates). The US rollout completed in October 2011, and Canada completed in November 2011. The team plans to rollout to the rest of the international business by Q1 2012. Currently, Staples supports more than six different locally hosted intranet sites. The Hub's rollout alone is significant because it represents the first time that all international associates will share a single intranet—

giving the company the ability to unify a dispersed and diverse workforce in 26 countries.

As the team continued its roll out, it offered a snapshot of some of the metrics it had gathered thus far:

- Approximately 2,100 profile pictures provided
- Nearly 100 published blogs with more than 200 blog entries from 83 bloggers (at the end of 2011)
- More than 550 comments posted in response to blogs
- Approximately 1,100 unique bookmarks added by 780 users (at the end of 2011)
- Over 4 million total page hits since initial deployment
- An average of more than 80,000 page views from approximately 8,000 unique visitors each day
- The most visited sites on the portal are:
 - *Homepage*
 - *People Finder*
 - *Profiles*
 - *Search Results*

LESSONS LEARNED

Members of the Staples team share some of the lessons learned from The Hub project:

- **Understand your platform.** "It's always a good idea to have a deep understanding of the capabilities of the native platform so you can propose accommodating design concepts. Because of a high-demand on a 'global' calendar function that displays company-wide, regional, and store events, we designed several display options that were ultimately going to be highly customized solutions, and not feasible within the timeframe. The ultimate solution was simpler, and simpler to implement, using 'out of the box' functionality." (Kawamoto)
- **Communicate, communicate, communicate.** "The replatform/redesign effort involved over 10 cross-functional teams within Staples, not counting the number of vendor teams we engaged to make this project successful. Because there are so many teams working on many different activities and tracks to make this project successful, communication is key across functional teams and across different levels within the organizational hierarchy." (Sheyner)

- **Document everything.** “Clearly document requirements to reduce the risk of scope-creep later in the project. With a redesign project, it’s easy to get caught up in over-promising what can be delivered because you want to fix all of the wrongs and issues from the legacy platform in one swoop. What made us successful was documenting a set of Guiding Principles that we compared each requirement against to [decide whether] the requirement met our criteria for being in scope. We wanted to take on manageable chunks of work versus boiling the ocean.” (Sheyner)
- **Set expectations with care.** “Ensure that you set reasonable expectations for the business. Getting buy in from our business partners on our Guiding Principles helped us to socialize and partner for a successful outcome without over-committing on what the project team could deliver.” (Sheyner)
- **Pick the right partners.** “Finding the right vendor partner to collaborate with can make or break your success. It was critical that we found solution partners who understood the capabilities of the WebSphere Portal Platform and could help us design and build a website based on our guiding principles and the underlying technology, while successfully meet our business goals and objectives. Working with partners such as TandemSeven, IBM, Streebo, and Asponte were critical to our success.” (Sheyner)
- **Test early and often.** “Test the designs as early as possible. There is greater efficiency in the design-approval process if you prove the usability of functionality up front. There is greater efficiency in the design process when stakeholders can focus on information hierarchy and branding versus abstract opinions on what is ‘usable.’ We would definitely propose guerilla usability testing for some of the more dynamic interaction designs earlier and more often. (Kawamoto)

Recommendations for the Intranet Design Process

Over the past 12 editions of the Design Annual, we've seen trends across the case studies about what makes for a good intranet design process. Screenshots and features can inspire you, and case studies can educate and inform. But without a good design process, it's difficult to create a top-of-the-line intranet.

Based on a dozen years of Design Annuals and our own experience testing intranets for research and for clients, we offer here some of the most important recommendations for designing a usable intranet. Note that these recommendations change very little from year to year.

WATCH PEOPLE WORK

Intranet designers benefit from knowing 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 members who park next to you in the garage. Use these interactions to your advantage and ask 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. Though you work alongside your colleagues, their roles at the organization can have very different information and intranet needs than your own.

CONDUCT USABILITY EVALUATIONS

Remember that you don't need a complete, finished design to garner useful usability feedback. In fact, it's better to get early feedback on incomplete designs. Test with prototypes and paper mockups. Or, if you want to introduce design elements similar to those you see on a particular website, use that website to test the features. You can watch people using any current system, even if it's not an intranet, to determine which features or elements are well designed.

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 encourage design teams to get a group of designers and developers together—even for just 20 minutes—to review a site's design, discuss what happened in testing, and then to identify, discuss, and agree on the top usability issues.

UNDERSTAND THE TECHNOLOGY

Some intranet teams are stuck with particular technology solutions. Others have the freedom to shop around for the best tool for their project. In either case, it's important that teams take the time to understand what the technology can—and can't—do. But equally important is deciding if the functionality meets the needs of the organization. Just because a tool lets you do something doesn't mean it's a good design solution for your company's employees.

Across the years, our winning designs have typically come from organizations that took a technology solution and made it fit their needs, rather than simply doing an out-of-the-box implementation. Team members took the time to understand the tool inside and out, and worked with the tool to meet their organizations' needs.

Some teams have the time and expertise to do this themselves. Others have relied on outside experts to help with technology issues. Some companies can customize

from the get-go, while others need to stick to what's offered. In any case, knowing the technology and any challenges upfront can help minimize unexpected glitches down the road.

PERSONALIZE AFTER YOU CREATE THE INFRASTRUCTURE

Personalizing the intranet can help people find what they want and expedite work. Hiding things users don't need can also have positive effects by eliminating clutter and overload. However, personalizing is about more than designing the interface; it also involves designing systems for collecting and tracking timely information about users. This process typically involves HR and other departments and sometimes many databases as well. In short, it can be a lot of work.

We suggest that all intranets ultimately strive to give each user an effective, personal experience. But don't get ahead of yourself and try to do this before the back-end infrastructure is in place.

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 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 many of the intranets submitted for consideration 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.

MEASURE ROI

When embarking on any intranet redesign, measure whatever you can. If you want to emerge from a redesign with information about the return on investment in the new site, you need to have a starting point.

Most intranet redesigns make obvious strides forward, with great usability improvements that foster productivity and efficiency gains for their companies. Yet it can be difficult to formally, or informally, measure ROI on intranets. Measurements can be tricky due to tight schedules and the way organizations allocate money. For example, the money to design and maintain the intranet might be allocated to the vice president of IT, while productivity gains are found in the HR or Corporate Communications department.

A simple measurement of ROI is time on task. Measure the time users require to accomplish a task, both before and after a redesign. Take this decreased task time and factor the resulting 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.

Consider other ways to measure ROI on the intranet as well. Does moving information online result in any printing savings? Does automating a process free up time for the department that used to handle the same task? Does providing essential tools and information to employees save them time from finding the same information for themselves? Do collaboration tools or stories about individual projects or employees result in new work sold, new solutions found, or new collaborations across the organization? Do idea-sharing boards result in greater efficiencies or cost savings across the organization? Do tools allowing employees to locate experts or see past work promote efficiency?

Intranets Not Selected: Common Issues

With every Design Annual, there are several sites we wish could make the top 10 but miss the cut by just a bit. We see a lot of excellent designs, winning or not winning, that reflect the great levels of attention and planning the intranet teams put into creating them. However, each year we also see a fair number of sites that are just fair, and still others that miss the mark completely with confusing design, scattered structures, or irrelevant content.

Although we never name or show examples from intranets that didn't make the top 10, the following are some of the problems we saw across submissions that are not among the winners and not included in this report.

VISUAL DESIGN TROUBLES

Content Dressed Like Ads: Too Much Space for Promotions

Some of our non-winners used up a large percentage of page real estate on promotions. If you want to call out a promotion or announcement of some sort, the worst thing to do is make it look like an advertisement. Putting content in a red banner across the top of the page, a yellow box in the right rail, or in animations, for example, is a good way to get people to ignore it. It's best to make promotions and announcements look like content—that is, to match the color, the typeface, and the overall style of the rest of the intranet. Leave the ads to the public-facing websites that need them to generate revenue.

Inappropriate Images

We are aware that sometimes designers are asked to make a page “pretty” or “less boring.” Sometimes the only option seems to be to add pictures or even stock art images that are vaguely related to the content. Or images meant to show a process or relationship, but that instead just look like they came from a 1990 PDF document (think big, bright boxes with text in them).

Similarly, putting small, indecipherable images or icons adjacent to a link (or menu command) usually doesn't make it any more interesting, visible, or understandable. It just adds clutter and even confusion. You might have one or two links that could be replaced or supplemented by icons, but it's rare that there is a whole list of items that have good corresponding icons. And by the way: Teeny, tiny, icons are typically indecipherable and unclickable. They're lose-lose UI elements.

Text-Heavy or Link-Heavy Pages

Enough image bashing. Images are good, but they should be easy to interpret and relate to the associated content. Also, visual borders and active white space can make a page easy to scan and intriguing. Text-heavy pages are almost as bad as ones with conspicuous stock art. If you can't reduce the amount of text you can at least organize it in sections and present clear headings and sub-headings.

Offering a large number of links is necessary sometimes, but a list of links shouldn't be hard to read or click. Some submissions had columns of blue underlined items that were too small and too close together.

Is Acid-Wash Back In?

Some designs looked dated, with thick, colored borders around page elements or techy-looking areas. You don't need to update your intranet's look every year—in fact, you should not. But if it's been five years, the web has likely changed enough to make your intranet look passé. You'll need to do some tweaking at least.

Hard-to-Read Text

A problem we see on so many intranets is that of hard-to-read text. Sometimes it's just too small or uses a light color on a light background. Or maybe the columns are way too wide so users need to press a straight-edge up to the computer monitor to read an HR policy.

“BRANDING” FEATURES AND SECTIONS

Why do we still feel the need to make up catchy names for intranet content sections and applications? Giving special names to everything seems to be a steady and insidious epidemic among intranet designers. Examples include:

- Links *Central*
- Document *Wizard*
- *Quick...*
- *Tool.*

Some intranets suffered from an over-branded look. If your corporate color is hot pink, by all means, please hot-pink-up your intranet... tastefully. But colored banners everywhere are not motivating. They are distracting.

LACK OF ORGANIZATION AND CONTROL FOR USERS

No Content Priority on Pages

If everything on pages has equal weight—in terms of visual treatment and size—then the only differentiator is placement. It's better to use both visuals and position to give content good hierarchy on pages. In our entries, however, we saw some very cluttered pages and section headlines that were hard to scan for, making all of the content appear flat.

Inconsistent Design Across the Intranet (Menus and Pages)

Merging intranets is no easy job, nor is solving political problems or design disagreements. These were probably some of the causes for the inconsistent page and navigation designs across some of the entries. With some of these non-winning designs, users are no doubt forced to play the sadistic “find the menu” game. Not good.

No Context for User Location

There are a few common ways to alert users about where they are on a site, including obviously selected menu items, breadcrumbs, and clear page titles. Some intranet entries did none of these things, or offer a deprived combination.

Poorly Organized Lists

If you do write a list, ensure that it's organized in some way—such as by topic, alphabetically, or chronologically—and if possible, let users sort and filter it.

NAVIGATION NIGHTMARES

Global and Local Must Live Harmoniously

It's still most common on intranets (and websites) to offer both a global navigation and a context (or local) navigation. This structure is not outdated—even with the mega menu's emergence—and can work very well, but only if designed well, of course. Some of the non-winning entries made it very difficult to decipher the navigation, and how the global and local relate to one another.

Too Many Tiers and Layers

When there are too many rows of navigation, it makes the top area of all pages cluttered and cumbersome to work with.

Progressive disclosure takes on a new meaning in some intranet IA's, with more levels than The Spanish Steps. Some of the non-winning site designers were probably trying to avoid offering too many menu choices at each level. True, that's an issue to be avoided. However, rather than creating many (useless) layers that hide meaningful content, it might be better to do one of the following:

- Redefine the whole IA
- Consider using mega-menus (sorted by topic, with clear headings)
- Use filters/attributes in sections to avoid addressing an unfixable IA problem

LACKING CONTENT

Only the Promise of Content

Instead of providing short descriptions or information-bearing links, some intranets provided generic links to content or just the promise of content. A link such as "Joann Carton's Blog," tells us nothing about this week's blog topic.

Inadequate Employee Information

It's a mindset change at some organizations to provide more than an employee's name, rank, and serial number. And, in some cases, the federation of employee databases is more like a coup d'état of databases. Whether the reason is attitude or ability, some organizations' issues make it nearly impossible to present enough information—and consistent information—about people in the employee directory.

No Descriptions, or Unhelpful Descriptions

Video is everywhere on intranets, but descriptions for them are not. Some of the intranet entries made it difficult to tell what a video was about.

Similarly, some non-winners posted lists of links or tools with descriptions that were redundant with the link or tool name. In other words, they were completely unhelpful. If the link says "Tax Returns," for example, a description below it that reads "click this link for information about tax returns" is a waste of space.

Selection Criteria and Process

Each year, Nielsen Norman Group looks to reward great examples of useful, usable intranets that meet users' needs. We post a call for submissions each year in May on our corporate website, www.nngroup.com as well as Jakob Nielsen's website at www.useit.com. We also announce it via Twitter and on intranet-related forums.

To be considered for the competition, organizations are invited to submit screenshots along with a brief description of the intranet, its features and functions, its users, and the organization.

We sort through the submissions from companies big and small, from different countries and across many diverse industries. We judge the entries and pick our winners based on a four-step process:

- 1) Initial design reviews and numeric rankings
- 2) Follow-up questions with the top submissions (as necessary)
- 3) In-depth design reviews on the top entries to choose the top 10
- 4) Follow-up interviews with the top 10

Each step is detailed below.

INITIAL DESIGN REVIEWS AND NUMERIC RANKINGS

The judges (see [About the Authors](#)) conduct baseline design reviews and narrow the field down to tier-one submissions. We rate each site numerically and note any great features or lacking designs. We base the numeric rankings on criteria typically viewed as key to intranet usability, including some criteria that emerge from previous years' submissions or trends. We rate each submission on a scale of 0 to 3, with 3 being the best rating. Criteria include:

Navigation:

- Main navigation on every page
- Consistent/easy navigation
- Consistent style across the intranet
- No horizontal scrolling
- Appropriate vertical scrolling

Design:

- Pleasing aesthetics
- Engaging homepage design
- Good contrast between text and background
- Easy-to-read text and 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
- Meeting business needs

Overall:

- Simple forms
- Support for the main corporate functions
- Encapsulation of the organization’s spirit
- Use of innovative, fun, or original features
- Accessibility features
- Originality or something special

FOLLOW-UP QUESTIONS WITH TOP TIER (WHEN NECESSARY)

As part of the review process, we look at all information the organizations submitted. Considerations of target users, tasks, and basic usability guidelines inform our scores and analysis. We do not conduct usability evaluations with users of the sites. While we believe that such evaluations are the best way to reveal what works and what doesn’t work about designs, we conduct large scale research studies based on testing that inform our expert reviews of the intranet submissions.¹

After our reviews, we ask follow-up questions as needed for clarification or if a submission is missing any information.

THOROUGH DESIGN REVIEW

After narrowing the initial submissions, we select the top 25 and complete more thorough reviews, narrowing the field to the top 10 best sites.

¹ *Intranet Usability Guidelines, 2nd Edition*, 10 reports covering intranet usability are available for purchase at <http://www.nngroup.com/reports/intranet/guidelines>.

FOLLOW-UP INTERVIEWS WITH TOP 10

We notify the top 10, make sure they have appropriate corporate approvals, and give them a series of follow-up questions about the site, team and process in order to write the case studies for the report. We ask for detailed information about every part of the process, including design decisions, research and usability work, challenges faced, and lessons learned. We ask all teams the same core questions and ask detailed questions about specific aspects of each design as well.

Some of the general questions we ask each team include:

- How did the intranet start?
- How many people comprise the intranet staff?
- How is the intranet governed?
- What are the goals of the intranet or redesign project?
- What were your project's main usability methods?
- What makes your intranet unique?

About the Authors

Kara Pernice is the Managing Director at Nielsen Norman Group and is an expert in user experience (UX) research and design. *The Wall Street Journal* called Pernice an "intranet guru." She has more than 20 years of experience in UX design and research. Since joining Nielsen Norman Group, Pernice has led many major intercontinental research studies and authored many research reports and guidelines, and is coauthor of the book *Eyetracking Web Usability*. She has lectured around the world on a wide range of topics, and her client work spans many businesses and industries. Before joining NN/g, Pernice gained invaluable experience about building and managing UX in an assortment of development environments and established several successful user-experience programs. A champion for usability, Pernice chaired the Usability Professionals' Association 2000 and 2001 conferences, and served as 2002 conference advisor. She holds an M.B.A. from Northeastern University and a B.A. from Simmons College.

Amy Schade is a Director at Nielsen Norman Group. She has led research and co-authored NN/g reports on the usability of intranets, email newsletters, and site maps, as well as the e-commerce report series. She has co-authored NN/g's Intranet Design Annuals since 2010 and wrote the report on Intranet Information Architecture. She conducted many of the user sessions with people with low vision for the NN/g accessibility report and with older web users for NN/g's report on usability for senior citizens.

Schade works with clients large and small in industries including e-commerce, music, publishing, banking, government, telecommunications, non-profits, and education, including extensive work on corporate intranets. She has conducted worldwide user research, including longitudinal studies, remote studies, and eyetracking research, running studies in the United States, Canada, Europe, Asia, and Australia. She regularly presents tutorials on user testing, intranet usability, mobile user experience, writing for the web, and email newsletters.

Before joining NN/g, Schade worked as an information architect at arc e-Consultancy. She previously held a variety of positions in advertising and web production. She holds a master's degree from the Interactive Telecommunications Program at New York University and a BA in communications from the University of Pennsylvania.

Patty Caya (www.pattycaya.com) is a multi-platform journalist, editor, and award-winning digital media producer. In her business writing, she specializes in topics relating to usability, social media, and the business and technology of the web. For NN/g she has co-authored Intranet Design Annuals since 2008 and she wrote the 3rd and 4th editions of the report on Intranet Portals. And she is the author of the report on Enterprise 2.0: Social Software on Intranets.

For over a decade, Caya has split her time between journalism projects and web consulting. She has consulted for many of Boston's top interactive agencies, leading web and intranet development projects as well as usability testing, research, and design initiatives. Her client roster spans a wide range of industries and includes leading national brands alongside mission-driven non-profits. She has a BFA from New York University's Tisch School of the Arts and has completed coursework in the User Experience Program at Bentley University.

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* (1999), which has sold more than a quarter of a million copies in 22 languages. His other books include *Hypertext and Hypermedia* (1990), *Usability Engineering* (1993), *Usability Inspection Methods* (1994), *International User Interfaces* (1996), *Homepage Usability: 50 Websites Deconstructed* (2001), *Prioritizing Web Usability* (2006), and *Eyetracking Web Usability* (2009). 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.

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