

# Intranet Design Annual 2013

The Year's 10 Best Intranets

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## Contents

<b>Executive Summary .....</b>	<b>4</b>
<b>Overview of the Winners .....</b>	<b>12</b>
<b>Common Themes Among the Winners .....</b>	<b>22</b>
<b>Acorda Therapeutics, Inc.....</b>	<b>27</b>
<b>American International Group, Inc. (AIG) .....</b>	<b>69</b>
<b>AT&amp;T (My CSP) .....</b>	<b>97</b>
<b>Hager Group .....</b>	<b>140</b>
<b>Luzerner Kantonalbank AG .....</b>	<b>180</b>
<b>ONO.....</b>	<b>208</b>
<b>Saudi Commission for Tourism &amp; Antiquities (SCTA) .....</b>	<b>230</b>
<b>Swiss Mobiliar Insurance &amp; Pensions .....</b>	<b>252</b>
<b>WorkSafeBC.....</b>	<b>292</b>
<b>XL Group plc .....</b>	<b>326</b>
<b>Recommendations for the Intranet Design Process.....</b>	<b>362</b>
<b>Intranets Not Selected: Common Issues .....</b>	<b>365</b>
<b>Selection Criteria and Process .....</b>	<b>367</b>
<b>About the Authors .....</b>	<b>370</b>
<b>Acknowledgments .....</b>	<b>372</b>
<b>Submit Your Intranet for the 2014 Design Annual.....</b>	<b>373</b>

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## Executive Summary

The 10 best-designed intranets for 2013 are:

- Acorda Therapeutics, Inc., a biotechnology company (U.S.)
- American International Group, Inc., an insurance organization that provides life insurance and retirement services to commercial, institutional, and individual customers in more than 130 countries (U.S.)
- AT&T, a telecommunications company (U.S.)
- Hager Group, a manufacturer in the electrical industry for residential and commercial buildings (Germany)
- Luzerner Kantonalbank AG, one of Switzerland's largest cantonal banks, focuses on basic banking services, mortgages, corporate financing, and wealth management advice, and offers integrated wealth advisory services in the private banking segment (Switzerland)
- ONO, a telecommunications company (Spain)
- Saudi Commission for Tourism and Antiquities (SCTA), a governmental agency that specializes in and is responsible for supporting and controlling tourism places and activities and antiquities that represent the history of Saudi Arabia (Saudi Arabia)
- Swiss Mobiliar Insurance & Pensions, an insurance company (Switzerland)
- WorkSafeBC, the Worker's Compensation Board of British Columbia (Canada)
- XL Group plc, an insurance and reinsurance company servicing industrial, commercial, and professional firms throughout the world (Ireland)

Most of our winners are full-scale intranet applications designed to serve the entire organization and a variety of job roles. Two of this year's winners have specialized intranets: AT&T offers a knowledge management portal for customer-facing employees, and Luzerner Kantonalbank's intranet caters to its customer advisors.

This is the second year in a row that the insurance business fostered three of our top-10 spots. The utilities and telecommunications industries also repeated last year's tally with two winners each.

There's a notable showing from the government sector, with two winners this year. Biotech and manufacturing each claimed a winning slot this year and last year.

In summary, six industries are at the forefront of intranet design in this year's winning set:

- Insurance (3)
- Utility (2)
- Government (2)
- Biotechnology (1)
- Financial (1)
- Manufacturing (1)

The financial<sup>1</sup> and technology industries made a strong showing in the early years of our intranet awards but have been unpredictable since 2008. The technology sector had no winners in 2011, seized three places last year, and this year, have no winners again. Financial organizations have the second greatest showing overall, with 18 percent of winners since 2001—second only to technology (22 percent). If we don't include the insurance business as part of the financial industry, then the financial sector had no winners last year, but grabbed one spot this year.

Although the U.S. and European economies are still suffering, the intranet designs in these countries are flourishing. This year, winning companies come from seven different countries:

- United States (3)
- Switzerland (2)
- Canada (1)
- Germany (1)
- Ireland (1)
- Saudi Arabia (1)
- Spain (1)

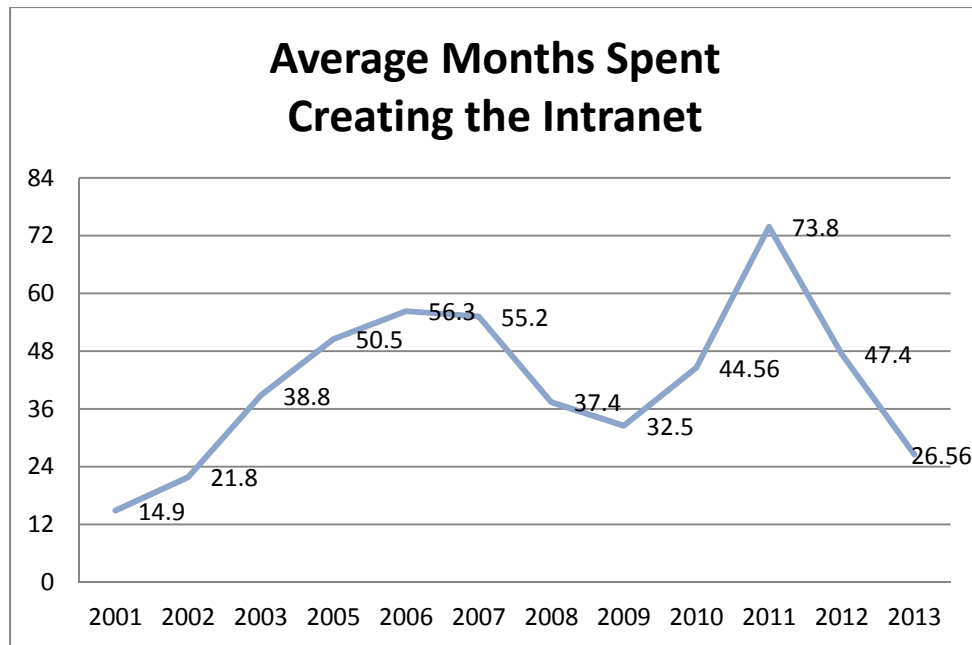
The Saudi Commission for Tourism and Antiquities (SCTA) is the first winner of our Design Annual from the Middle East. The rest of the winning countries are no strangers to our top-10 list. Since our first Design Annual, the U.S. has won 66 times; Canada, 9; Germany, 8; Switzerland, 7; Spain, 5; and Ireland, 3. The Swiss showing might be the most impressive, given the country's size (7.9 million people, or 2.5 percent of the U.S.).

## **GREAT INTRANETS REQUIRE YEARS TO CREATE**

Creating a new intranet or intranet redesign has never been a small or quick endeavor. Since 2001, we've tracked the length of time it takes to create a great intranet from inception to launch. **On average, the process lasts for 42 months—or about 3.5 years.** This year, the average was 26.56 months, or about 2.3 years to create the winning designs.

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<sup>1</sup> For the purposes of this analysis, we count the insurance industry as separate from the remaining financial industry.



Pictured: If the goal is a great intranet, organizations should plan approximately 3.5 years for their intranet development process.

## SMALLER COMPANIES NOW LEADING THE WAY

For the past four years, smaller organizations have been gobbling up most of the top-10 spots. This year, the average number of employees at organizations is 18,800, which is the smallest since we launched our contest 13 years ago (excluding 2004's government-only focused Design Annual). Organization sizes this year range from 350 employees at Acorda Therapeutics to 127,000 at AT&T.<sup>2</sup> Seven sites support fewer than 5,000 employees, while an eighth supports just 6,000.

Very large companies do make some showing, but across all 13 Design Annuals, the overall average company size is about 57,000 employees—again emphasizing the smaller size of this new crop of winners. In recent years, the average number of employees at winning organizations was:

- 2009: 37,500
- 2010: 39,100 (excluding the mammoth outlier Walmart, with its 1.4 million store associates)
- 2011: 37,900
- 2012: 19,700
- 2013: 18,800

The numbers were essentially the same three years in a row, but dropped last year and held around that number this year.

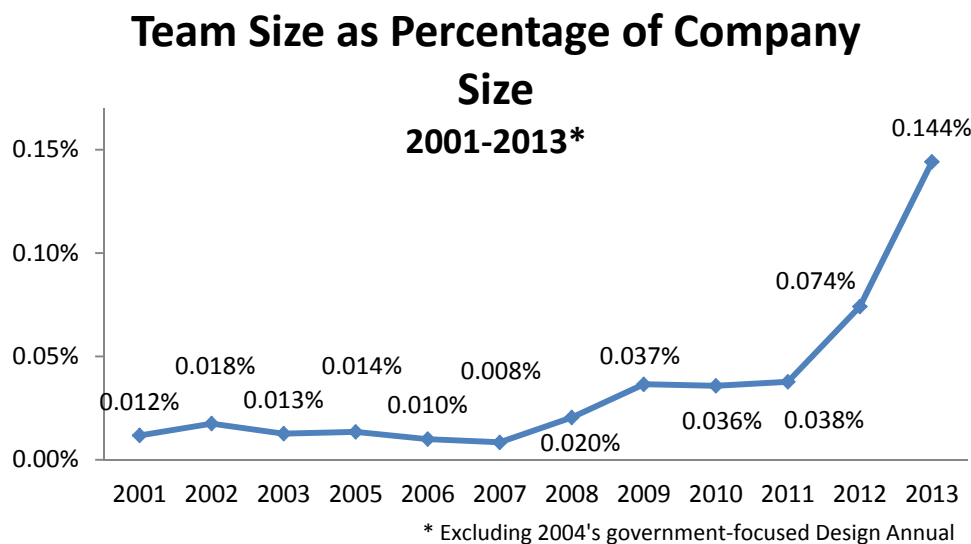
<sup>2</sup> AT&T has approximately 300,000 employees, but its winning intranet, My CSP, supports 127,000 of the company's employees and third-party partners.

Two years might not be quite enough data to declare a trend, but we'll go out on a limb: the data seems to indicate that it's getting easier to create a good intranet, in that it's now within the reach of somewhat smaller organizations that have more limited resources.

## TEAM SIZES ARE STILL GROWING

Although organization size has been decreasing, the average intranet team size is increasing—this year to an impressive all-time Design Annual high of 27 people working on the intranet. AT&T had the most team members we've seen—a notable 107—which brought this year's average up. But, even if we exclude AT&T, this year's average is still the highest at 18 team members.

Intranet teams equal 0.144 percent of the organizations' entire employee pool, which is about double the previous high of 0.074 percent last year. Before that, the highest percent we saw was only 0.038 percent, so this is quite a great jump.



More resources are being allocated to the intranet design and it shows. **To make a great intranet, you need adequate people** resources. It's not possible to piece together a first-rate intranet that informs and motivates employees and increases productivity and sharing unless you have the staff to design, develop, deploy, write, manage, and govern. It's not fair to ask a tiny team to take on an endeavor as great as designing and managing an intranet, even if you are "simply deploying" an out-of-box solution.

## CONTINUED INVOLVEMENT FROM OUTSIDE CONSULTANTS

Winning intranet teams seek extra hands and guidance from outside consultants. In 2004, we began gathering information about each winning intranet team's makeup; at that time, only four out of the 10 winning teams included external consultants. As in the previous two years, eight of this year's 10 teams have included outside consultants. Many of those consultants served in development roles (with

SharePoint, in particular), but they also worked on design, development, usability research, planning, project management, and scheduling.

External agencies or independent consultants provide targeted expertise—that is, skills that intranet teams don't need permanently on hand—and add credibility to employee insights.

## INVOLVING CONTENT AUTHORS EARLY IN THE DESIGN PROCESS

The best intranet teams involve people from around the organization at the new intranet's very inception, ensuring that employees from varied teams, offices, and cities describe their needs and way of working. One group that used to fall through the cracks was content writers, who were often brought in later in the design process. Winning teams this year met with content owners and writers very early on, so they could relentlessly cut unused content, edit older content, give feedback, and have adequate time to migrate, test, and optimize.

We know from our research on both writing for the web<sup>3</sup> and intranet content<sup>4</sup> that words are often the most impactful part of the total user experience, because users go to both websites and intranets to get information.

## FEATURE TRENDS

Strong feature trends in intranets in years past include:

- mega menus
- video channels
- beefed-up personal profile pages in the employee directory
- personalized homepages and sections

These trends persist this year, along with a few new ones, including:

- **Featuring the organization's feeds from Twitter**, Facebook, LinkedIn, and other social sites on the home or news pages. In the past, social features on intranets were often relegated to internal sharing, not to tapping into what's happening outside the office walls. Acorda Therapeutics, Inc. and AIG both offer especially good examples here.<sup>5</sup>
- **Including filters in the UI** to help users hone in on the right information set. Using facets to decrease and target content in search results was once too foreign or difficult for users to handle. But filters have become a better designed and more common website staple, and intranets are now following suit. XL Group, Luzerner Kantonalbank, AIG, and AT&T have some good implementations.

<sup>3</sup> Please see <http://www.nngroup.com/topic/writing-web/>

<sup>4</sup> Please see <http://www.nngroup.com/reports/intranet-communications/>

<sup>5</sup> Please see <http://www.nngroup.com/reports/intranet-social-features-case-studies/>

- **Offering actionable links in people search suggestions** that include the person's most relevant information and let users invoke actions from the list itself, such as emailing, calling, and bookmarking the contact. Ono, Luzerner Kantonalbank, and Acorda display interesting features like this.

## MOBILE OPTIMIZATION IS PAUSED

Like last year, only one of this year's winners offers a special mobile version of the intranet; growth has simply paused in the mobile intranet area. Our 2009 Design Annual had three winning intranet designs optimized for mobile, and in 2011 the mobile space looked even more promising, as the number doubled to six winners.

This year, AT&T offers a mobile app optimized for iPads, built primarily to support the company's frontline sellers and sales management team and to align with AT&T's retail mobilization roadmap. The company will support Android and Windows operating systems as its frontline sellers begin migrating to those tablet operating systems. A great challenge for this and other teams was determining whether to develop a mobile web site or native mobile apps for each operating system; at AT&T, the team created a hybrid app, using HTML5 wherever possible but still offering the usability benefits of native controls where needed.

Sites such as Swiss Mobiliar and Acorda offer mobile intranet access to employees on the network, but neither site is optimized for mobile.

Common barriers to mobile design entry for intranets include:

- data security concerns,
- difficulty of choosing a platform,
- lack of resources to create and maintain the design; and
- uncertainty about whether to implement a full feature set with a good mobile user experience or an app for particular tasks.

## SHAREPOINT ADVICE

Among this year's winners, 70 percent use Microsoft SharePoint in some way to create their wonderful intranets. We typically avoid making recommendations about specific intranet software and development tools because such recommendations are typically too narrow and short-lived for a broad design audience. However, given the prevalence of SharePoint use among this year's winners—and the growth in SharePoint use in general—we'll share here some of the winning team members' tales of SharePoint-related gladness and anguish.

Some of the strongest takeaways:

- **Use SharePoint features to tackle usability challenges.** Several vexing intranet usability issues can be solved using SharePoint features:



- **Improve search capabilities using embedded indexing of all content.** SharePoint enables indexing not only by document or page titles, but also by all content on every page. Organizations such as Hager Group used this to greatly improve search capabilities. The taxonomy model facilitates efficient metadata or full text searches with refinement options.
  - Facilitate document creation and management through **MS Office integration.**
  - **Restrict and hide** features, such as editing controls, from users who don't need them.
- **Plan for design customization and development to make SharePoint work well for your organization.** It's a misconception that any out-of-box product will be great for an organization; such products typically require considerable design and development work. Indeed, **you might need to hire external resources to help with development.** Five of the seven sites that use SharePoint hired external SharePoint consultants to make the most of the system.
- **Educate employees about team (collaboration) spaces, and develop rules about when to create new spaces.** SharePoint makes it easy to create team spaces that let non-developers set up and maintain areas for people to communicate. These areas can become thriving, breathing ecosystems that aid teams—or dark silos where information is old, duplicated, buried, and difficult to find, especially for people unfamiliar with the space. If organizations aren't careful, an old intranet problem—having content hidden among many different intranet sites—could easily rear its ugly head in a slightly altered form today. To avoid this: 1) ensure that all team space content is well indexed; 2) make a plan for integrating far-reaching content into the main intranet's IA; and 3) encourage people to use an existing space when possible, rather than making a new one. It's also important to designate "official" non-team-space content writers. Team spaces let people share all kinds of content, which is a very powerful model within organizations. However, with this model, general corporate content can fall through the cracks. To avoid this, establishing a communications team for the organization can be helpful.
- **Understand that implementing your own branding can take time.** Designers agree that using the organization's branding is a SharePoint specialist's job, as is customizing the default SharePoint UI to draw attention to particular areas.
- **Keep permissions simple.** Designers tend to make personalization very helpful for users, but complex on the backend due to very specific roles. In all systems, this can be a quagmire to plan and maintain, and SharePoint is no different. To avoid this, winners this year recommend that you protect confidential documents, but don't put too much granularity in the permissions.

- **Accompany Enterprise 2.0 features with good planning and employee communication.** SharePoint makes it easy to switch on powerful features such as commenting and rating, but employees need guidance on how to use these features on intranets. For example, management should formally sanction and use social features, and a document should live on the intranet describing expectations and rules surrounding their use. To assist content writers in encouraging reader responses, have them add a question or a call to action at the end of all articles to get readers thinking about the topic. Finally, persuade champions to start the conversations; many people are interested in commenting, but don't want to be the first to do so.

## Overview of the Winners

### SEVEN COUNTRIES AND SIX INDUSTRIES

Once again, our winners hail from all around the world. Among the seven different countries represented are the United States, which had three winners, and Switzerland, which had two winners.

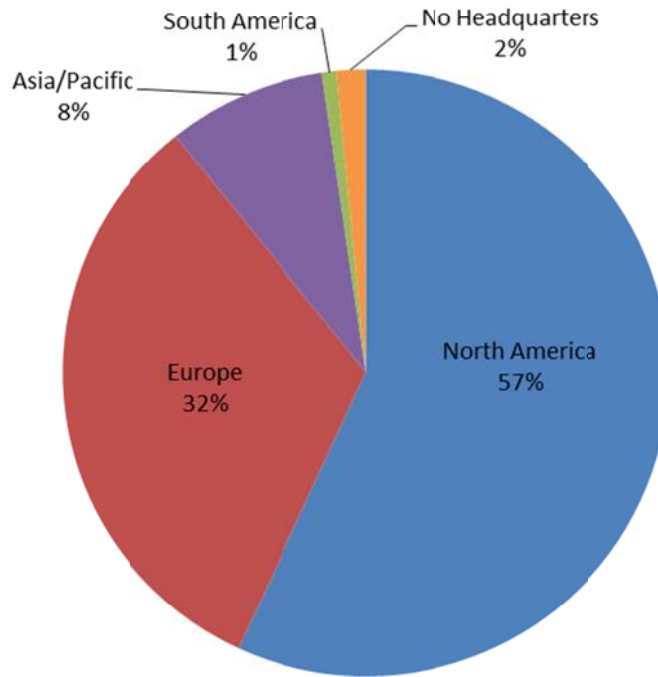
Rounding out the list are Canada, Germany, Ireland, and Spain with one winner each; we also have our first winner from the Middle East: Saudi Arabia.

2013 WINNERS BY COUNTRY	
COUNTRY	NUMBER OF WINNERS
UNITED STATES	3
SWITZERLAND	2
CANADA	1
GERMANY	1
IRELAND	1
SAUDI ARABIA	1
SPAIN	1

This year's set of winners roughly follows the typical breakdown we've seen over the past 12 years. Since 2001,

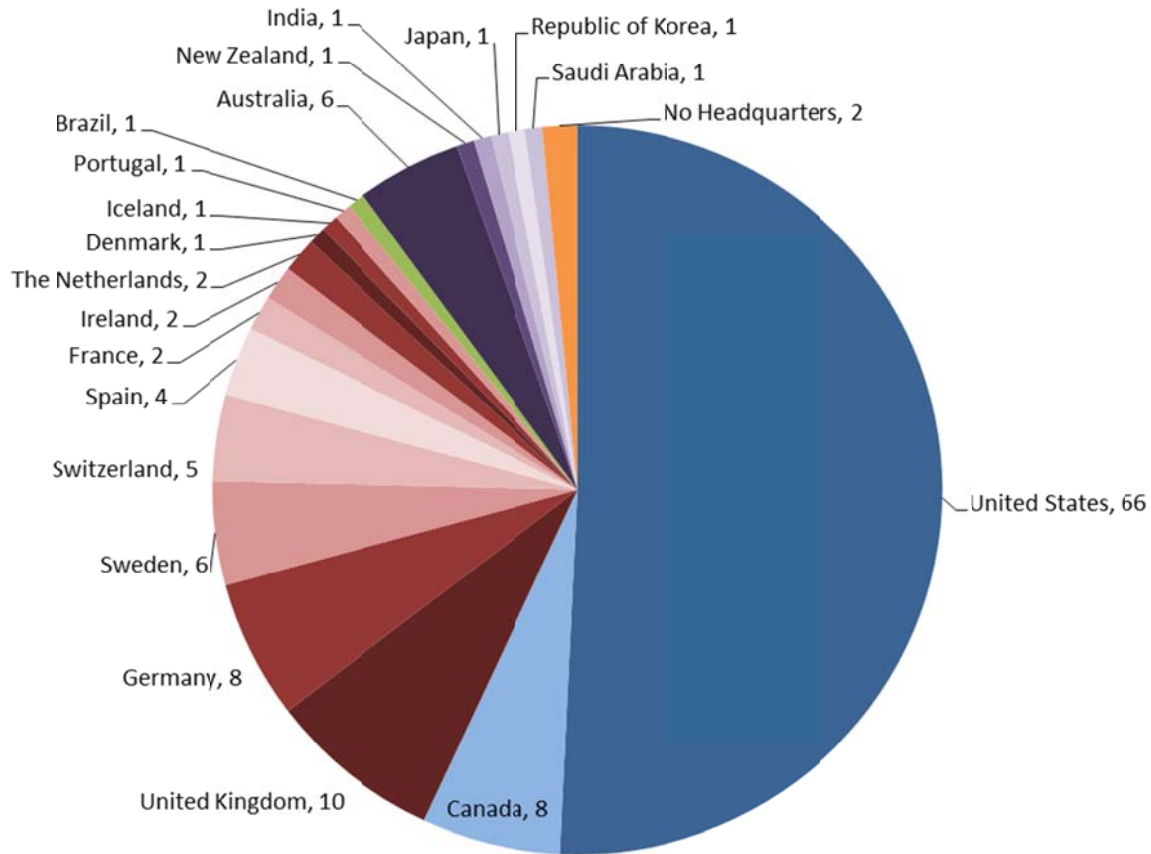
- 58% of winners have been from North America,
- 32% from Europe/UK,
- 8% from Asia/Pacific,
- 1% from South America, and
- 2% with no official headquarters.

## Regions Winners Represent 2001-2013



Pictured: Since 2001, 58 percent of winners (74) have been from North America, with 32 percent (42) from Europe, eight percent (11) from Asia/Pacific, one percent (1) from South America, and two percent (2) with no official headquarters.

## Countries Winners Represent 2001-2013



Pictured: This year marks our first winner from Saudi Arabia, which takes our total number of countries represented over time to 20. Countries in the chart above are organized by region, starting with (clockwise) North America, U.K., Europe, South America, Asia/Pacific, and the Middle East. Two organizations claimed no headquarters—one a global network of organizations and another that considered itself to be global and not located in any one country.

The two industries with the strongest showing are technology and finance, but their representation has been waning in recent years. This year, one financial organization made the cut. However, in a somewhat related industry—insurance—companies made an extremely strong showing this year with three winners.

This year's list does not include a technology company, marking only the second year since 2001 that the industry failed to make the list. However, like last year, we do have a winner from biotechnology, which is somewhat related.

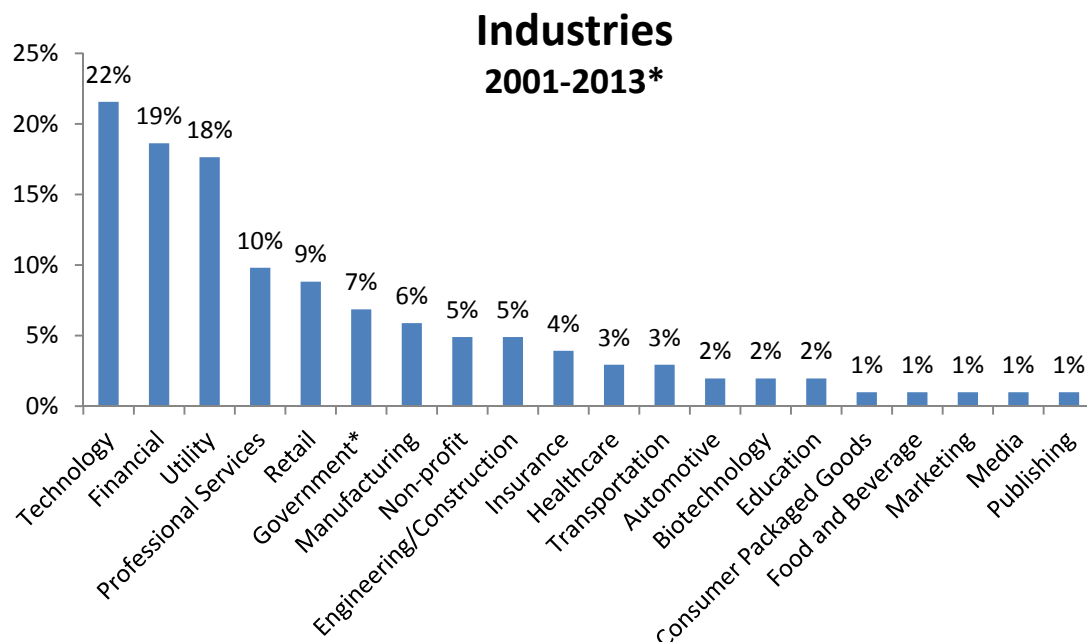
Utility organizations, which have represented well in our past Design Annuals, do so again this year with two winners.

Two government agencies and a manufacturing firm round out this year's list of winners.

In summary, this year's winners represent six industries:

- Insurance (3)
- Utilities (2)
- Government (2)
- Biotechnology (1)
- Finance (1)
- Manufacturing (1)

The chart below shows the industries represented by winning intranets since our first annual in 2001. Winners of 2004's Design Annual, which was focused solely on government intranets, are excluded.



\* Chart excludes winners of 2004 government-focused Design Annual

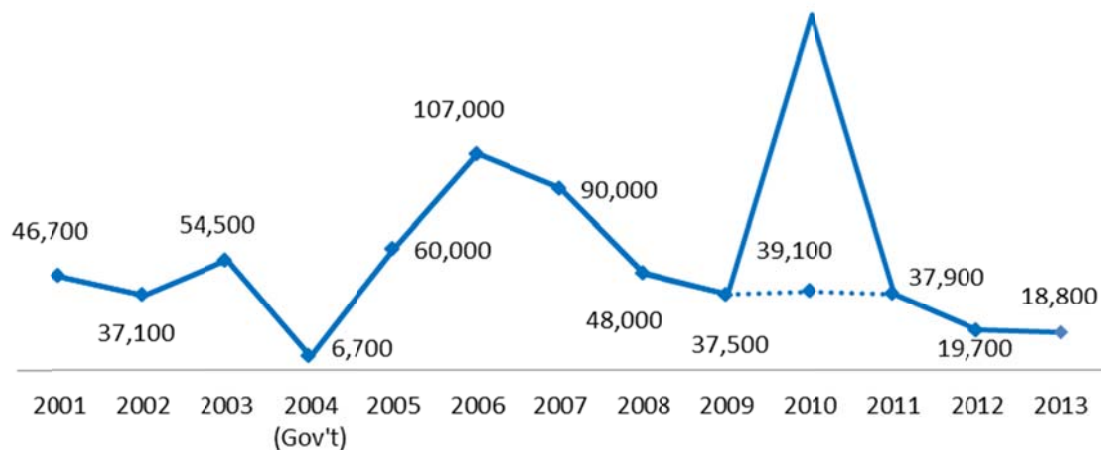
Pictured: Since 2001, 20 industries have been represented in our Design Annuals. Although technology companies account for 22 percent of winning sites, this year there were no winners in that industry. Three insurance companies won this year, raising that industry's percentage to four percent. Utility companies, accounting for 18 percent, have almost caught up with financial organizations. (In 2004, we focused our design annual on government agencies, so we've excluded those 10 winners from this chart.)

## SMALLER COMPANIES REMAIN STRONG

The average size of winning organizations over our 13 years of Design Annuals is approximately 57,000. This year's winners are notably smaller—averaging 18,800 employees—which is the smallest average yet, excluding 2004's government-focused annual. We'll watch this possible trend; last year's winning organizations were also the smallest up to that point.

The size of this year's winning organizations range from Acorda Therapeutics' 350 employees to AT&T's 127,000. (Although AT&T has approximately 300,000 employees, its winning intranet, "My CSP," supports 127,000 of the company's employees and third-party partners.) The median size of this year's winners is a mere 4,000 employees. In fact, seven sites support fewer than 5,000 employees and an eighth supports 6,000. We are again encouraged to see these ever-smaller organizations winning top intranet honors, as smaller organizations continue finding the resources and talent to perfect their intranets.

**Average Size of Organizations  
2001-2013**



Pictured: This year's winners have the smallest average company size yet, with an average of 18,800 employees (excluding the 2004 annual, focused solely on government intranets). In 2010, the high average was due to Walmart's site, which supported 1.4 million store associates. The average for 2010 excluding Walmart was 39,100.

## LARGEST INTRANET TEAMS EVER

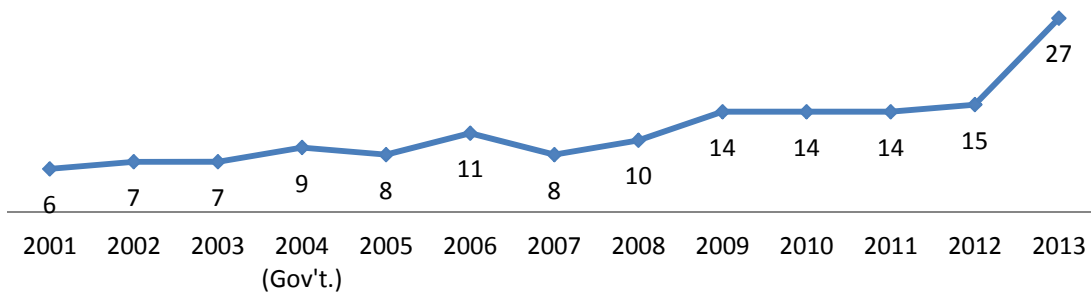
Despite our winning organization sizes being smaller than ever, intranet team sizes are larger than ever, with an impressive average of 27 people per intranet team.

Team sizes ranged from 107 at AT&T (serving 127,000 of the company's employees) to 10 at both the Saudi Commission for Tourism and Antiquities (4,000 employees) and WorkSafeBC (3,000 employees). AT&T's large team size bumped up the average; excluding AT&T, the average drops to 18 people. Our count of total team

size includes all employees working full- or part-time on the site and those working on the intranet from outside the organization, such as employees at design firms or other external consultants.

The median team size across all winners is 14, just shy of last year's median, which is our all-time high of 15 people.

## Average Intranet Team Size 2001-2013



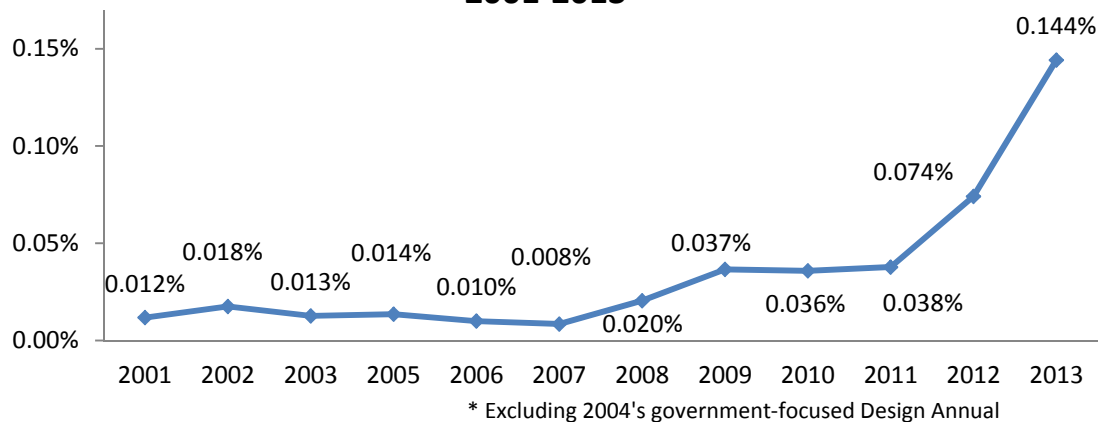
Pictured: The average intranet team size for this year's winning companies grew to an impressive all-time Design Annual high of 27 people working on the intranet. If we exclude the 107 AT&T teammembers, the average drops to 18. (For information about individual team structures, see the team profiles.)

We are so glad to see team sizes continue to grow, and with such a great leap this year. As intranets become more complex, it is essential to properly staff teams to not only handle a redesign, but also to maintain the site going forward. More resources are essential to making intranets business-critical tools. No longer just document repositories, intranets can truly impact the company's success and the speed and enjoyment with which employees get their work done.

Even more exciting is this year's team size in relation to company size. With company size smaller than ever and team size larger than ever, the team size as a percentage of company size is way up again this year. We thought last year's high of 0.074 percent was huge, but this year it more than doubled to a new high of 0.144 percent. If we remove AT&T from the calculation, the percentage is even greater—0.269 percent.



## Team Size as Percentage of Company Size 2001-2013\*



Pictured: Intranet team size compared to company size is at an all-time high this year. Teams comprise 0.144 percent of the company, which is more than double last year's all-time high.

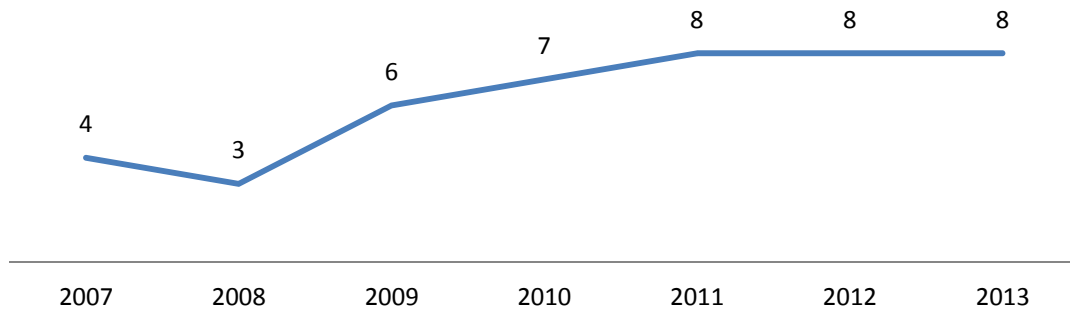
We are always happy to see a growth in intranet team sizes. It's important to keep in mind, however, that these numbers include outside consultants and agencies that are often brought in specifically for the redesign. This means that the team left to support the intranet once the redesign project is complete typically includes fewer people. Further, even internal employees assigned to the redesign might need to return to other responsibilities once the intranet project is complete. It is essential to keep teams well staffed; a lack of proper staff to maintain an intranet can quickly erase the redesign's benefits.

Eight of this year's 10 winning companies used some external resources on their redesign projects. When we started the Design Annual, it was common for third-party agencies to design sites with little or no design work from the organization, similar to the process with one of this year's winners, Acorda (designed by Klick). Over the years, however, intranet design has become more of an integrated project, involving both internal and external expertise. Agencies and consultants are brought in to round out the team's skills rather than to do the work entirely. Internal team members lend in-house expertise and knowledge about the organization's inner workings, while external resources add world experience and varied expertise.

This year's winning companies looked to outside resources for many types of activities:

- Content inventory and strategy
- Data processes (importing data from external tools)
- Development (including SharePoint development)
- Implementation
- Information architecture (IA)
- Interaction/interface design
- Programming
- Project management
- User experience research (interviews and testing)
- Video production and editing
- Visual design

## Teams Composed of In-House and External Members 2007-2013



Pictured: Eight of the 10 winning teams this year were made up of internal and external resources, combining employees and outside consultants. For more information on individual teams and their collaboration with outside firms, see the individual profile. Prior to 2007, third-party web design firms created most of the winning sites.

## THE 10 WINNERS *IN ALPHABETICAL ORDER*

<a href="#">Acorda Therapeutics, Inc.</a> (Biotechnology; US)	<p>Extensive prep work led digital agency Klick to design a streamlined site that meets Acorda's needs as a growing company of busy employees. Understanding the user was key to translating tools and content into a site that retains the company culture and helps employees get their work done.</p>
<a href="#">American International Group, Inc. (AIG)</a> (Insurance; US)	<p>The AIG intranet boasts clear navigation and exhaustive news article offerings to help communicate the organization's depth and unify all regions, companies, divisions, and individuals under one parent company.</p>
<a href="#">AT&amp;T (My CSP)</a> (Telecommunications; US)	<p>Helping frontline employees provide quick answers to customers, the AT&amp;T My CSP knowledge management portal streamlines essential communications focused on making every second count. Clean design, smart details, video messages, and mobile access all contribute to educating and informing employees in a remarkably efficient way.</p>
<a href="#">Hager Group</a> (Manufacturing; Germany)	<p>Designers instituted clear and creative space-saving options on the homepage that engage employees from the moment they feast their eyes on them. And information about colleagues and various site areas is accessible, helping employees collaborate productively.</p>
<a href="#">Luzerner Kantonalbank AG</a> (Finance; Switzerland)	<p>The Luzerner Kantonalbank AG (LUKB) intranet harnesses and exploits the power of metadata and taxonomy to ensure that the right kind of content automatically makes it to the right places. Marrying this with a calm, consistent design throughout makes this intranet an unusually supportive tool.</p>
<a href="#">ONO</a> (Telecommunications; Spain)	<p>ONO's intranet team worked to create a SharePoint site in disguise via a custom design. Beyond the visuals, integrating a social networking and collaboration tool throughout the site turned a dated design at a company using email to communicate into an engaging site that encouraged collaboration and streamlined workflows, reflecting a corporate cultural change.</p>
<a href="#">Saudi Commission for Tourism and Antiquities (SCTA)</a> (Government; Saudi Arabia)	<p>With diverse, thorough content and unusual, whimsical features, the intranet for the Saudi Commission for Tourism and Antiquities far exceeds its goal to involve, include, and attract all employees.</p>
<a href="#">Swiss Mobiliar Insurance &amp; Pensions</a> (Insurance; Switzerland)	<p>Setting out to create a joyful intranet experience, the team at Swiss Mobiliar focused on usability and user experience throughout the redesign. The result is a site that lets users find content and company expertise, connect with others, and enjoy a personalized site experience.</p>
<a href="#">WorkSafeBC</a> (Government; Canada)	<p>With only three months to improve the site, the WorkSafeBC team created a SharePoint 2010 site that informs and engages employees. The site boasts myriad opportunities for colleagues to compliment, encourage, and educate one another.</p>
<a href="#">XL Group plc</a>	<p>A gutsy design, collaborative features, and the right content available when employees need it make this a marvelous intranet</p>

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(Insurance; Ireland) for today and for the future.

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## Common Themes Among the Winners

### LINKS TO EXTERNAL SOCIAL SITES

In years past, management sometimes considered social websites to be frivolous time-wasters, but not today. Because customers and users expect and refer to Twitter feeds, Facebook pages, and other social sites, corporate communications groups at organizations demanded a presence there. And naturally, it's becoming commonplace for intranets to offer an area on the homepage or in the news section that displays the most current social posts. Alternatively, intranets link out to these external social sites. Either way, winning intranets enable employees to keep abreast of what the world is saying about the organization, its products, services, team members, and more.

Although employees could easily visit social sites via their personal bookmarks, offering these features as part of the intranet news serves as a frequent reminder, enables speedy access, and demonstrates support for the organizations' representation on social sites. It also sends a message to employees that they should care about what customers are saying.

This year's winner AIG offers icons to AIG channels for Twitter, LinkedIn, and YouTube. At Acorda, a Twitter feed from @AcordaNews populates the site's main news area.

### FULL-ON SOCIAL INTEGRATION

For years social features—such as commenting on articles and tagging documents—have made their way onto intranets. But these features were often segregated from the typical content in their own special section or even in a different social intranet site. Employee sharing happens more naturally when social features are integrated into the IA and standard page templates, and encompassed in process workflows. This year's winning intranets often display full control over social features. For example, Hager Group offers social networking icons in the upper left of all pages so users are reminded about the features and can quickly access them. Users can rate, like, tag, and email from any page. At ONO, most content is posted on walls where employees can like or comment on it. These integration methods help advertise social features and imply their sanctioned use.

Even organizations that are slower to adopt full-on social integration can creatively make it work well. At Swiss Mobiliar, collaboration is a rather large cultural change so designers are approaching it cautiously, allowing agencies to opt in or out of collaborative areas. But designers have embedded safeguards for when agencies opt out and employees can't easily find each other through community or collaborative areas. Instead, employees can find each other via the site search, as any keyword search returns people results. Alternatively, users can enter a keyword in the employee directory search and get results of people with that expertise. So, even without fully integrated collaboration and community, the design helps people find one another.

### FILTERS

Some of the very first intranets offered search results sorting, such as by date and title. But filtering—choosing checkboxes or links to display only results that contain particular keywords—has only recently become more standard. Given that one of the

greatest issues with today's intranets is that they house too much content for users to deal with in an IA or even typical search results, employees are willing to manipulate results to find exactly what they want.

Winning designs employ filtering in effective ways. For example, the XL Group intranet's search results are divided by people and other content, and users can filter by tags, date, type, and other criteria. Luzerner Kantonalbank AG users can refine the SERP by content type, products, and creation date, and can filter news and events by locations, departments, categories, and products. AIG designers provide filters in the news archive to select type, year, and month.

AT&T filters are strengthened by the people behind them: The team added resources to the search team and emphasized the importance of search when training content contributors on keywords.

## **CULTIVATING METADATA**

Data filtering features (and sorting, and even basic search) are only as strong as their backend metadata. For years, many intranet designers completely avoided or gave up on offering a helpful search function. They simply didn't have the resources, know-how, or technology to make it happen. The popular social feature of tagging has likely been the greatest catalyst for this year's wave of positive change: we're now seeing a robust emphasis on metadata to ensure that content management and search are as efficient and effective as possible. It's probable that new technology has also helped further this change, and surely seeing so many external websites using metadata commendably has inspired intranet designers to rise to the occasion as well.

XL Group created a new knowledge bank that uses a metadata-driven organization of the company's vast amount of content and files. At AIG, when news is created, it's assigned a metadata marker so it can be filtered in the archived appropriately.

Excellent metadata strategy does come at a price. For example, AT&T's 18-month endeavor to update the search engine included 90 days of testing common searches; the goal was to fine-tune the algorithm with metadata and thereby optimize the experience. AT&T team members say the work was worth every minute.

## **PSEUDO-PERSONALIZED HOMEPAGES**

Role-based, personalized intranet homepages began appearing in the early 2000s and grew increasingly popular over the past decade as designers realized the value of streamlining and targeting content. But to create thriving personalized homepages (or any other personalized intranet elements), organizations must have:

- 1) a large amount of content,
- 2) large amounts of content beneficial only to particular user groups, and
- 3) a true handle on the background of each and every employee who logs in to the intranet.

Meeting all three factors is a tall order and can be expensive and time-consuming. Today's designers are thus getting back to basics and evaluating what their organizations truly need in the way of personalization, and what they can meticulously create and support. In doing this, some designers have found that a scaled-down approach is the best choice. These designers push a small amount of

work out to the users—that is, they let users choose the type of homepage that best suits their needs.

For example, Hager Group has employees in 21 countries within 40 companies to support. Rather than deploy a complicated role-based system, employees simply choose their language and input the company code of where they work. These choices dictate the information that appears on each person's homepage.

Similarly, Luzerner Kantonalbank employees choose the homepage that best suits them. Designers created various customized homepages with helpful content and links targeted toward particular user groups. A homepage for client advisors shows current interest rates, for example, while a homepage for marketing staff displays current news and one for IT staff offers an overview of all IT systems.

There are tradeoffs to having users choose the homepage rather than having designers implement an elaborate role-based system and automatically sending users the right information. Making the benefits of choosing a homepage clear to users, and giving them clear instructions on how to choose (and change) their homepage is imperative to a good user experience in this type of model.

Role-based intranets can still be effective if the team has detailed a strategy and the expected maintenance requirements. For example, our Swiss Mobiliar winner created 36 different user profiles in the CMS for personalizing content. That's not uncommon—however, in this case, designers go the extra mile and regularly review the profiles to ensure that they're meeting user needs. The intranet team works closely with HR to plan for any organizational changes and make profile changes accordingly. At Swiss Mobiliar, creating and revisiting the profiles results in a successful implementation.

## **ACTIONABLE SUGGESTED PEOPLE SEARCH**

This year's submissions showed an undeniable trend toward expediting people search. Technology such as SharePoint supports a people search feature that suggests people once the user starts typing a name. Many submissions to our contest and many of the winning designs offer variations on this theme. In the best cases, the suggestion list includes the person's most relevant information and lets users invoke actions from the list itself, such as emailing, calling, and bookmarking the contact. So, users don't even need to type a full name—let alone click through to an employee profile—to the find and contact the right person. Among this year's winners, Ono uses an imaginative visual display of people search results, and Luzerner Kantonalbank and Acorda expedite contact by displaying links and icons in their search suggestions.

## **HARMONIOUS ENTERPRISE APPLICATION INTEGRATION**

Intranets and enterprise applications have long had a love-hate relationship, sometimes supporting each other, other times vehemently competing. Today's winning intranets showcase the apps that employees need and make them easy to find and access. Designers thus avoid the perils of duplicating functionality already well offered in existing apps. Many organizations give users applications based on their roles; on intranets, users are often served apps based on their department or location. Users can also add apps they want or need to their personal lists or pages. Organizations sometimes make particular apps mandatory to ensure that all employees have access to the right tools; such apps cannot be removed from the intranet links.

Several organizations—including the Saudi Commission for Tourism and Antiquities, Luzerner Kantonalbank, Swiss Mobiliar, and Acorda—make apps highly accessible by placing them on the intranet homepage. Users at Swiss Mobiliar access apps via a shortcut or through the main site navigation. The Acorda intranet houses all web-based apps in one place, and users can add apps to their homepage and their *My Apps* page based on their permissions. At AIG, logging in to the intranet passes the employee's login information through to the applications that most people use. These apps are consolidated in the site's *Workbench* section.

## IMPROVED MEGA MENU AESTHETICS

Designers at Acorda, AIG, and Luzerner Kantonalbank chose a mega menu as the navigation mechanic because it lets users see more choices simultaneously, scan them, and—with one mouse click—arrive at the page they desire. Designers know that the more choices users have to make before they find the right menu items, the more chances they have to make the wrong choice.

Designers organized the menu links so that users can easily scan them—that is, the headings are clear and easy to pick out. Also, the designers embedded positive visual signals so users won't make the common mistake of thinking the mega menu is part of the page behind it.

## FEEDBACK COLLECTION

This year's winning design teams are always looking for ways to further improve. Doing user research and analyzing search logs and site metrics are helpful indicators of areas in need of improvement. The winning designs also make it easy for users to send good old-fashioned emails and to complete forms so team members can collect kudos and complaints from employees.

The AT&T intranet offered feedback links on each page, and the Saudi Commission for Tourism and Antiquities offered these options on almost all sections. Similarly, WorkSafeBC provided a *Lost* icon that let employees provide feedback.

The AIG team created discussions and emails about how employees felt about the new intranet. On the day the new intranet launched, the team placed *The New Contact—What's Different?* banners on high-visibility pages; these generated considerable feedback. The team took each comment seriously and used comments as the basis for improvements. Similarly, AT&T team members used the feedback they collected to follow trends from content creators to assess their problem areas and also to provide feedback to those content creators.

Designers are not only incorporating ways to collect constant feedback about the site, they're also using that feedback for more than just fixing errors. AT&T is building a workflow/system just to process the feedback, and WorkSafeBC uses feedback to recruit participants for usability testing.

## ATTENTION TO CONTENT MIGRATION AND MANAGEMENT

For the past few years, great intranet teams have been emphasizing regular content updates and creating processes and workflows that religiously keep content up-to-date. This year's winners are no different in this respect. We're also seeing more scrutiny of existing content and whether it should make it to the new intranet at all. Usually, the older an intranet gets, the more content it accumulates. Designers of intranets with copious content should consider not just migrating, updating, and



reformatting it, but actually eliminating it. It might take longer. It might be more painful. It might even be frightening. But in the long run, it's easier to place a smaller set of good content in a manageable IA and deal with its indexing and taxonomy than to deal with a large set of mediocre content.

XL Group took a bold approach: it started fresh rather than just editing and moving most content from the old intranet. So, at launch, employees were delivered a shiny new design with totally fresh content.

Swiss Mobiliar took a different, pragmatic approach. The team migrated old content to the new intranet but thoroughly scrubbed it before doing so. And, to separate employees' feedback about the new design from feedback about cleaned-up content, the team removed outdated or untouched documents from the old site months before the new site went live.

## **MOBILE OPTIMIZATION IS STILL NOT COMMON**

Although most winning intranets can be accessed on mobile devices, they're not optimized for mobile. Common barriers to mobile design entry for intranets include: data security concerns, the difficulty of choosing a platform, and a lack of resources to create and maintain the design. Additionally, teams are sometimes unsure whether to implement a full feature set with a good mobile user experience or an app for particular tasks.

Swiss Mobiliar and Acorda both were starting to plan for mobile, with Acorda focusing primarily on sales representatives, and Swiss Mobiliar primarily on agencies. AT&T had some interesting mobile advances, such as using iPads to distribute information to employees on sales floors and using text messaging to quiz them about products and promotions (and thus encourage them to actually watch the videos they're supposed to watch about products and promotions).

## **VIDEO GROWTH**

Although not quite as prevalent in the winning entries, most submissions to our contest included much posting, sharing, and use of videos to communicate. AIG, AT&T, and the Saudi Commission for Tourism and Antiquities offered video capabilities.

## Acorda Therapeutics, Inc.

**Using the intranet:** Acorda Therapeutics, Inc., is a biotechnology company whose mission is to develop and market therapies that restore neurological function and improve the lives of people with multiple sclerosis, spinal cord injury, and other nervous system disorders.

**Headquarters:** Ardsley, NY, U.S.

**Number of employees the intranet supports:** 350

**Company locations:** U.S., with a presence in other countries through external partnerships

**Locations where people use the intranet:** U.S.

**Annual sales:** Forecast of \$280+ million annual sales in 2012

### **Design team:**

Klick, a third-party digital agency, designed, developed, and implemented the intranet in collaboration with project management and departmental representatives at Acorda.

### **Members:**

**Klick:** Michael Melnick, Director, User Experience; Neville Thomas, Program Director; Barry McKelvey, Director, Project Management; Cynthia Dahl, Senior Technical Architect; Peter Cheung, Associate Director, Analytics; Yamini Ramamoorthy, Associate Creative Director; Mark Hadfield, SVP, Program Delivery; Mark Donaldson, Senior Web Developer; Armando Narvaez, Manager, Quality Assurance

**Acorda Therapeutics:** Mike Russo, Senior Director, Corporate Digital Strategy & Innovation; Kyle Kuhn, Associate Director, Business Development; Pasqual Zottola, Senior Director, IT

## SUMMARY

Improving communication, preserving culture, and ensuring intranet adoption were the goals that digital agency Klick set out to accomplish when creating Synapse, the intranet for Acorda Therapeutics. Having outgrown its previous site, the biotechnology company saw the need for an internal technology change to support its growing needs.

Acorda brought Klick in on the basis of previous collaborations and their similarities in company size, growth rate, and culture. Klick also has its own intranet, Genome, which helps the company increase operational efficiencies and enables the use of analytics for decision-making.

Klick knew that any intranet must meet the needs of its users. Acorda's employees are busy developing and marketing therapies that restore neurological function for multiple sclerosis, spinal cord injury, and other nervous system disorders. Its approximately 350 employees are already pressed for time, and the Acorda/Klick team concluded that to successfully implement a new intranet system, it would need to be fairly intuitive and require a minimal investment of employees' time. In addition, given other priorities, the intranet could not introduce major organizational changes. This was a challenge, as one of the main objectives was to more fully integrate the intranet into employees' day-to-day lives at work—which was a big change from the existing intranet's somewhat marginalized role.

The Klick team started the project with interviews and contextual inquiries, trying to understand the company, culture, employees, and business needs. An interview guide, used for consistency, asked not only about areas of improvement and how a better intranet could make employees' work easier, but also about what motivates and inspires employees and why they love working at Acorda. The Klick team wanted to make the intranet a place that employees wanted to go, and knew a strong awareness of the company's culture could help them create a site to meet employees' needs as well as provide the content they were most interested in.

The company intranet had to serve as a useful tool both for getting work done and for connecting with the company. Klick recognized that it needed to get employees excited about the new site before its launch to help its reception. Because the existing intranet was not widely used, Klick planned a campaign featuring posters placed around the office to draw employees' attention and highlight the benefits of using the new site. They also had a "name the intranet" contest, with the tempting prize of an iPad for the winner (resulting in the site name: "Synapse"). They used a humorous "People You Know" campaign, creating posters with actual employees (including the CEO) highlighting some of Synapse's functionality and reflecting the fun Acorda culture.

Now you won't have to ask  
Dane to reset your password.  
**Again.**



No more need to remember 10 different usernames and passwords.  
Our Acorda Intranet features **single sign-on** for websites that require  
a separate log-in, so you can quickly access the information you need.  
It's just one way the Acorda Intranet is helping the way you work.

**ACORDA**  
THERAPEUTICS

Pictured: The "People You Know" campaign posters garnered laughs but also educated users as to the benefits of key intranet features.

The homepage is built to communicate messages as well as enable daily work. A three-column design focuses on productivity-based tools on the left, news in the center, and culture and events on the right. A mega menu drop-down offers quick

access to internal pages, and a pervasive footer includes links to the latest winners of a company award, an acronym decoder, and tertiary navigation.

The top of the page conveys timely messages, alerts, or reminders, drawing the users' attention. The left productivity column includes shortcut links to apps, documents, and how-to information that users have flagged as useful and added to their customizable lists. Users can manage their lists or add more content to them via links at the bottom of the section. A customizable list of websites appears below the productivity column; a key icon indicates when single sign-on is available for the website.

One of the biggest successes on the site is the change to single sign-on. A key finding of Klick's initial research was that many employees used several web-based applications and tools in their daily work, and having to log in to each one individually was a huge annoyance. This problem was brought to the team's attention most notably when visiting an employee's desk, which was covered with Post It notes with usernames and passwords crossed out and rewritten, which was the only way she could keep track of all her separate logins.

The Synapse site now offers single sign-on to many of the websites that employees use daily. These tools are indicated with a key icon in the list of websites on users' homepages, providing quick access to tools without them having to remember passwords. Users who access these tools or sites via Synapse can bypass login.

The middle of the page is focused on news items, which are updated frequently. All news items are dated and the content owner is listed as well. A Twitter feed from @AcordaNews also populates the site's main news area. Users can discuss or like news items; the number of likes is indicated next to each item.

The right column focuses on news from the CEO, important information for adverse-effects reporting and complaints, and event information. Photos accompany events information; this was a popular feature on the previous site, so the Klick team carried it through and put it on the new site's homepage.

Eligible Wellness Program expenses MUST be submitted to [Wellness@Acorda.com](mailto:Wellness@Acorda.com) or faxed to 914-606-9523 by July 1, 2012 to be considered for reimbursement. For the program details and reimbursement form [Click here](#)

## My Apps Documents How-To's



## MY WEBSITES

Auto Log-in

- Accreditation Council for Conti...
- AcordaMeetings.com
- American Academy of Neurology
- American Society of Health Econo...
- Amprya Web Site
- BioSpace
- Broad Reach
- Cardinal Health
- Concur
- DocCompliance

Manage My Websites Get More Websites

## WE'RE MOVING

Read More about  
Acorda's new location

## FEATURED NEWS



## AMPYRA - MAKING A DIFFERENCE...

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Fusce iaculis, purus at accumsan cursus, diam lorem mollis libero. [Read more](#)

## MORE NEWS

- New BioCentury Issue Available: June 11, 2012  
Jun 12, 2012 by [Laura French](#) in Executive [Discuss](#) [Like This](#)
- New BioCentury Issue Available: June 4, 2012  
Jun 5, 2012 by [Fran Dent](#) in Executive [Discuss](#) [Like This](#)
- CEO Ron Cohen filming interview w @News12WC - watch for it Sat&Sun @ 7am, 930am, 1130am, 130pm & 330pm <http://t.co/CA1XQ2Nn>  
Jun-1-2012 via [@AcordaNews](#) on [twitter](#)
- Congrats to Sharon Jones, SrDir, Med Affairs, on rec'ing the @OMSN\_finch Thumbs Up award for her dedication to the fight against #MS!  
Jun-1-2012 via [@AcordaNews](#) on [twitter](#)
- New research at CMS/ACTRIMS examines impact of walking impairment, use of AMPYRA <http://t.co/DwEys31g>  
May-31-2012 via [@AcordaNews](#) on [twitter](#)
- RT @techreview: Pill Could Reverse Effects of a Stroke Long After It Hits <http://t.co/HJQ909r>  
May-30-2012 via [@AcordaNews](#) on [twitter](#)
- RT @Burke\_Rehab: Thank You to our Diamond Sponsor @AcordaNews for sponsoring the 2012 Burke Award! <http://t.co/esCKMUY>  
May-30-2012 via [@AcordaNews](#) on [twitter](#)
- To mark #WMSD2012 we've launched Amprya Dialogues, 1st online talk show focusing on walking and #MS <http://t.co/esCKMUY>  
May-30-2012 via [@AcordaNews](#) on [twitter](#)

[See All My News \(4 Unread\)](#) | [Manage My News](#) | [See All Tweets](#)

## RON'S CORNER



## Ron's Interview on News 12 Westchester - June 2, 2012

Listen to Ron discuss why Acorda is important to Westchester becoming a biotech hub.

Posted: Jun 12, 2012 [New](#)[See All](#)

## ACORDA FACEGAME



Who is this?

- Lisa Rianos
- Francine Borris
- Bonnie Lark

[Am I Right?](#)

## AE REPORTING &amp; COMPLAINTS

Adverse Event and Product Complaint Reporting:  
Phone: 1-800-367-5109  
Fax: 510-595-8183  
Email: [druginfo@medcomsol.com](mailto:druginfo@medcomsol.com)

Corporate Governance Hotline:  
Phone: 1-888-774-8808 (Toll Free)  
Available 24 hours a day, 7 days a week  
Or, send an email anonymously

## EVENTS

June 2012						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
27	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
1	2	3	4	5	6	7

[See Complete Calendar](#)

## EVENT PHOTOS

Westchester Walk MS 2012  
Apr 29, 2012  
Photos[See All Photo Albums](#)

## ACORDA PRINCIPLES &amp; VALUES AWARD WINNERS

Next P&amp;V ▸



## Montana Abruzzio

Sr. Vice President - Communications, Communications

We tell it like it is

[Learn more about this P&V](#) | [See more award winners](#)Acorda Acronym Lookup:  Look Up e.g. ARC, IIS

## For Adverse Event and Product Complaint Reporting

Phone: 1-800-367-5109 Fax: 510-595-8183 Email: [druginfo@medcomsol.com](mailto:druginfo@medcomsol.com)

## For Feature Requests or Comments

Email: [synapse@acorda.com](mailto:synapse@acorda.com)

- People
- Departments
- Events
- About Acorda

- My Profile
- My HR and Benefits
- My News
- Websites

- Documents
- How-To's
- Apps

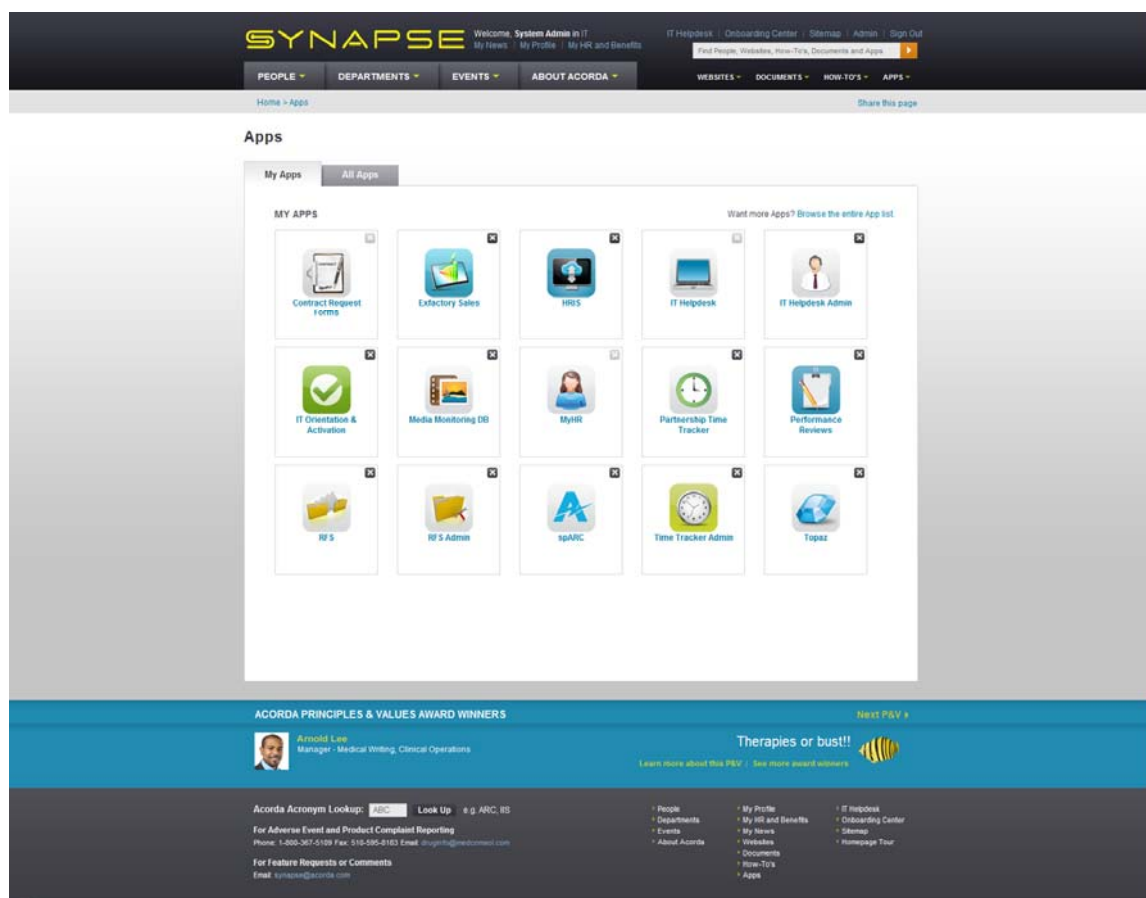
- IT Helpdesk
- Onboarding Center
- Sitemap
- Homepage Tour



Pictured: The Synapse homepage features efficiency tools on the left, news in the middle, and cultural information on the right, fulfilling the site's goals of communicating, reflecting culture, and adding productivity.

The site lets employees see all web-based apps in one place. Users can “install” an app on their homepage using the *My Apps* functionality. These links open the tool in a new window or tab, with a thin strip across the top that quickly links users back to Synapse—as well as encourages them to add the app to *My Apps* if they haven't already done so. Apps can be accessed via the customizable list on the user's homepage (via the navigation bar's *Apps* link) or on the *My Apps* page. The *My Apps* page shows all the apps the user has selected. The *All Apps* tab shows all available apps, based on permissions, with filters and sorting similar to the Apple App Store.

Users can remove most apps via an “X” on the screen. However, some apps, such as IT HelpDesk and HR information, can't be removed.

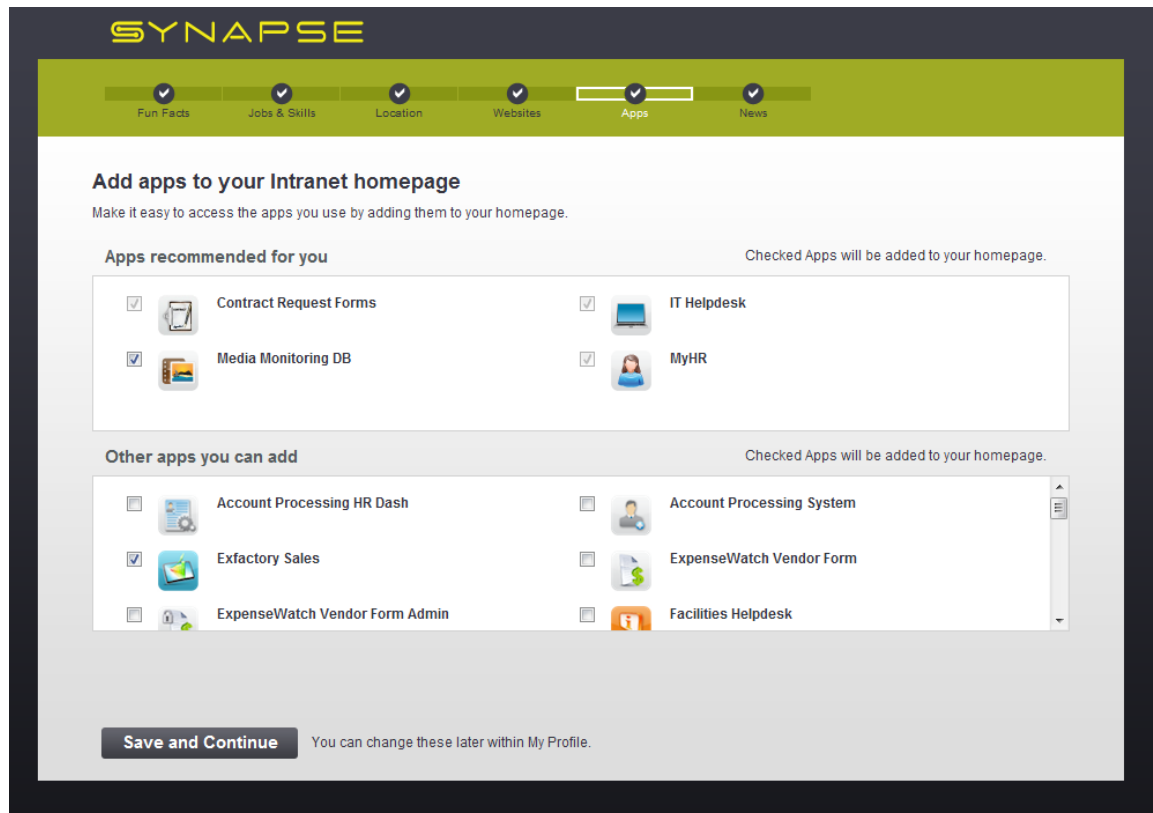


Pictured: Users can customize a list of apps to gain quick access to tools they commonly use.

Apps are added at first launch, through the initial set-up process. Some apps are recommended based on the user's department affiliation, while others are used throughout the organization and are pre-populated. Additional available apps are listed as well. Users simply have to select an app to add it to their customized list.

Customization on intranets is generally most successful when its availability is obvious to the user and the customization is easy to do and has a clear benefit.

Having users make these selections at first launch shows users that the process is simple, introduces them to the customization concept, and helps them through the process. Customization often fails because users either don't realize it is possible or don't take the time to do it, even if the time commitment is minimal. Including app selection in the initial set up helps mitigate those problems.



Pictured: The *My Apps* section, which appears on the homepage or is accessible via the site navigation, can be populated during the user's initial login to the site.

One successful site feature—which is intended to both support the company's culture and drive traffic to the site—is the *FaceGame*, which appears in the right column on the homepage. To create it, the team asked all employees to provide up to three pictures of themselves as kids or teens prior to the site's launch. These photographs are shown on the homepage, and employees can guess which colleague's picture is shown. Once they submit a guess, employees see the correct answer and a link to the employee's profile so they can learn more about that individual. This game has been very popular on the site, garnering more than 10,000 plays over three months—an average of 3.5 plays per user per day! A leader board shows the current *FaceGame* champion and also shows which photos fool the most people.



The screenshot shows the SYNAPSE intranet interface. At the top, there's a navigation bar with links like 'Welcome, System Admin in IT', 'My News', 'My Profile', 'My HR and Benefits', 'IT Helpdesk', 'Onboarding Center', 'Sitemap', 'Admin', and 'Sign Out'. Below this is a search bar and a 'Find People, Webpages, How-To's, Documents and Apps' button. The main content area is titled 'FaceGame Scores' and features two columns: 'Players' and 'Photographs'. The 'Players' column lists 10 employees with their names and scores, while the 'Photographs' column shows 10 small images of employees with their scores. A sidebar on the left contains links to 'Our People', 'Acorda Directory', 'Organization Chart', 'Interactive Office Map', and 'FaceGame Scores'. At the bottom, there's a section for 'ACORDA PRINCIPLES & VALUES AWARD WINNERS' featuring Arnold Lee, Executive Director - IT, IT. The footer contains an 'Acorda Acronym Lookup' section and a list of links for 'People', 'Departments', 'Events', 'About Acorda', 'My Profile', 'My HR and Benefits', 'My News', 'Webpages', 'Documents', 'How-To's', 'Apps', 'IT Helpdesk', 'Onboarding Center', 'Sitemap', and 'Homepage Tour'.

Players	Photographs
1 Scott Shapiro 99%	1 38% 2 31%
2 Farah Mero 97%	3 30% 4 30%
3 Ashley Strong 97%	5 28% 6 26%
4 Alice Fairmont 95%	7 23% 8 23%
5 Katherine Scott 94%	9 22% 10 21%
6 Tania Monte 93%	
7 Fred Damotto 92%	
8 Fanny Chan 91%	
9 Diana Potter 90%	
10 Ericson John 90%	

Pictured: The *FaceGame* engages employees, supports the company culture, and facilitates relationships as employees learn more about each other through this entertaining interface.

As with any intranet, search was a key component in this design. When doing initial research, the Klick team realized that the most common type of search was for people: locating someone to call or email right away. The team used Apache Solr, an open source solution, and implemented an auto-complete that streamlines this common task. Now, as users search for colleagues, search results appear in less than two seconds, giving employees quick access to the contact information they need. Results update almost instantaneously while users type their queries. Employees can then simply click on the phone number to dial that number on their desk phone via the company's voice over IP system or click the email address to send an email directly.

The click-to-dial feature is a big hit internally—for those that know it's there. Before launch, this feature was a showstopper in executive planning meetings. And those employees who have discovered or been shown the feature love it. However, because it's an unexpected feature, it has low discoverability—a problem that Klick realized only after launch. They plan to release new features with more fanfare in the future to try to increase employee awareness of them.

Because looking up colleagues is the primary use of search, people results are the first facet of results listed in the auto-complete window. The window shows the top

three results in each facet, with a link to see more results; this emphasizes the number of results found and indicates that more results are available.

Results are grouped by type (people, websites, documents, how to's, and apps), and a thick gray bar helps emphasize the different types of results. Users can click directly on a result or click to view the full lists of results.



Pictured: The auto-complete function in the site's search offers quick access to information. Employees can see colleagues' contact information without having to click through to a full employee profile.

Users can click through to full employee profiles, which also include the click-to-dial feature. Profiles are integrated with Microsoft Outlook, so employees' real-time appointment status (available, booked, tentatively booked, or away) can be shown in their profiles.

Profiles include information collected from users on their first use of the site. Tenure is also automatically calculated based on an HR database.

At first launch, employees are asked to provide profile information, including preferences for subscriptions and lists of websites and apps that help customize the homepage. The profiles also show location information. If they work in the office, employees are prompted to click on a map to indicate where they sit; if they work outside the office, they are asked to indicate the city and state in which they work.

Based on the employee's department, the site automatically recommends news, websites, and apps.

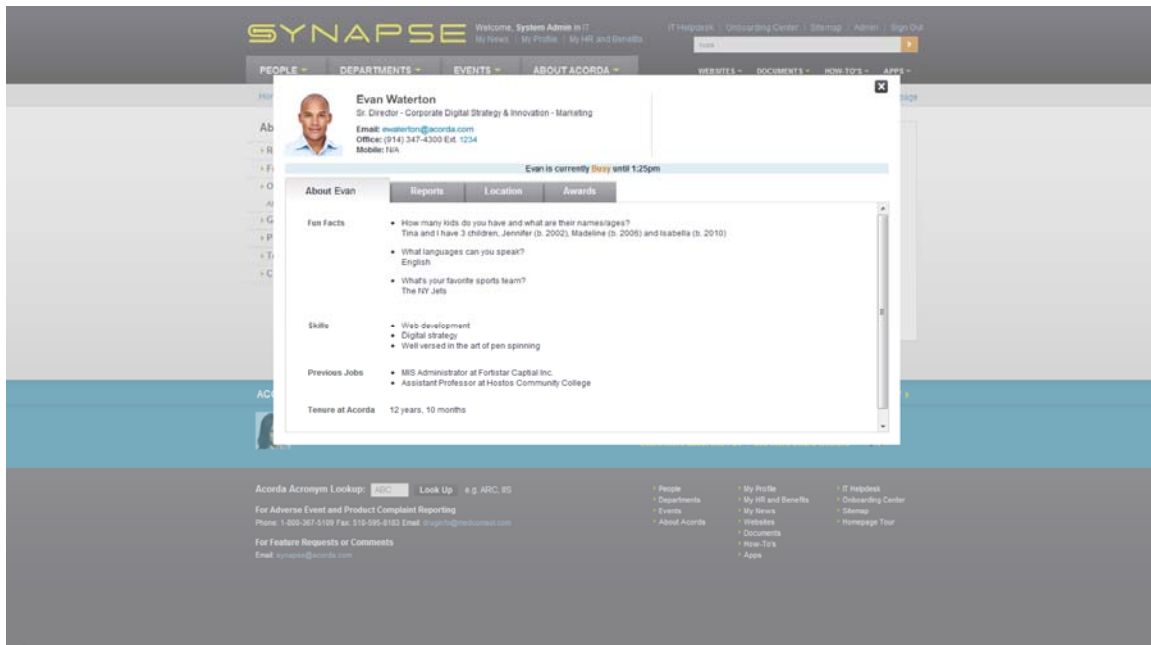
Questions are clearly marked as optional, and each has descriptive text to help the employee understand why it's relevant. For instance, a question about previous jobs is accompanied by the text, "Each Acordan brings a diverse wealth of experience to

the work they do. Share with your co-workers the experiences you've had that make you what you are today." Job-related skills are described as a way to "allow fellow Acordans to understand which projects may suit your needs," followed by a few examples. Employees are also reassured that they can "change these later within *My Profile*."

The screenshot shows the SYNAPSE user profile setup interface. At the top, the SYNAPSE logo is displayed in yellow. Below it is a navigation bar with six tabs: Fun Facts, Jobs & Skills, Location, Websites, Apps, and News. The Jobs & Skills tab is currently selected and highlighted in white. The main content area is titled "What previous jobs have you held? Optional". Below this title, a message states: "Each Acordan brings a diverse wealth of experience to the work they do. Share with your co-workers the experiences you've had that make you what you are today." There are two input fields for job history. The first field contains "Teacher" and the second field contains "Siemens". The third field contains "Account Director" and the fourth field contains "a medical communications company". Below these fields is a link that says "+ Add another job". To the right of the input fields is a callout box with a question mark icon and the text: "Tell other Acordans what your job history is. Try to only mention those that are relevant to your current position." Below the job history section is another section titled "What job-related skills do you possess? Optional". There is one input field containing "Great at math". Below this field is a link that says "+ Add another skill". To the right of the input field is a callout box with a question mark icon and the text: "This information is used to allow fellow Acordans to understand which projects may suit your skills." Below this callout box is a list of examples: "Some examples: Advanced Microsoft PowerPoint skills, Great at math, Accomplished Medical Writer". At the bottom of the form is a "Save and Continue" button and a message that says "You can change these later within My Profile."

Pictured: At first launch, employees are prompted to answer a few questions about themselves to help populate their user profiles.

Because much of the user profile information is self-reported, it's important that employees keep the information up-to-date. Acorda and Klick are working together on ideas that will make profiles more robust without relying on busy employees to take the initiative, including to let employees: nominate each other for performance awards; tag and display photos on profile pages; and show employee stats on profile pages, such as how many comments they received or what content they liked.



Pictured: User profiles include information employees submit upon first use of the site, as well as some auto-populated information.

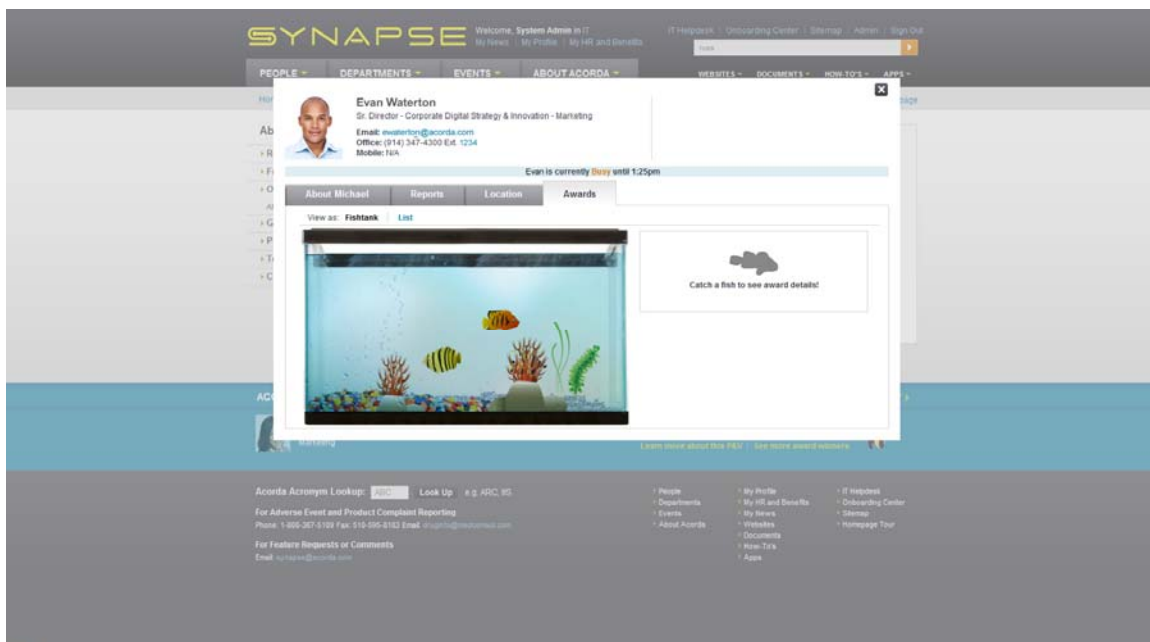
The other key user profile feature is the user's fish tank. The fish tank shows which Principles & Values (P&V) awards the employee has earned. P&V awards are given approximately biannually; receiving one is a rare, honored accomplishment. The fish tank lets employees display such awards, and is part of the corporate culture.

At each new employee orientation, CEO Ron Cohen tells the "Fresh Fish Told Here" story, which he had read and remembered from a childhood book of Jewish folklore. The moral of the story is: "People don't care what you say or write about yourself. They only know what you do and who you are. At the bottom of the list of principles and values we will write 'Fresh Fish Sold Here'—so that we will always remember that this list is only words, unless our actions give them life."

This story is now part of Acorda's legend, making fish a meaningful symbol at the company. At orientation, every new employee receives a glass fish, along with the nine P&Vs to live by. The P&V awards also have fish associated with them, with each principle or value mapping to a fish species. So, when employees receive a reward, it is rendered as a fish in their fish tank. Clicking on a fish displays the award details and the related principle or value.

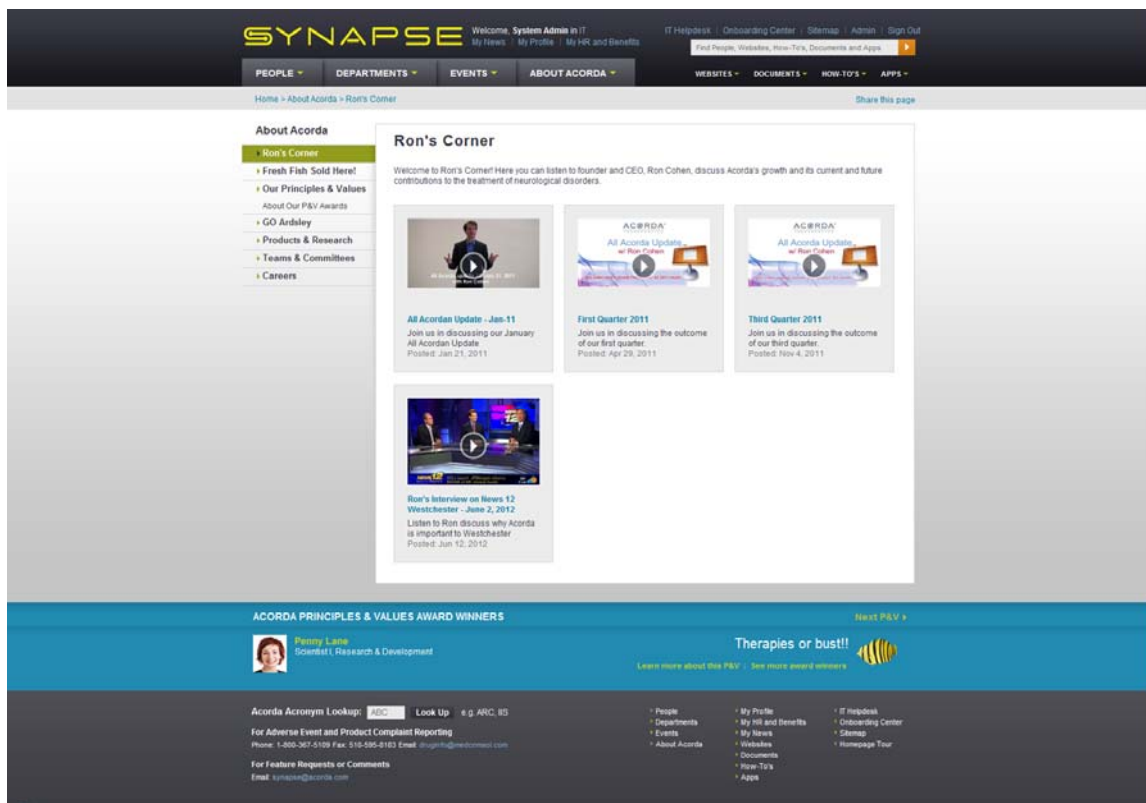


Pictured: New employees receive a glass fish at orientation.



Pictured: User profile fish tanks feature fish representing any P&V awards they have won. "Catching" or clicking on a fish displays information about the awards.

Clearly, Cohen is a huge presence at Acorda, and Klick's research showed that he is indeed a big motivator within the company. However, as the company succeeds and therefore grows, employees have less exposure to him than in the past. To continue to make his inspiration felt within the growing company, Synapse offers *Ron's Corner*, an intranet section that features quarterly videos of the CEO addressing employees and talking about company performance and expressing his gratitude for employees. The latest video is always featured on the homepage. The site also features a video of Cohen telling the fresh fish story.



Pictured: Video messages in *Ron's Corner* help employees feel more connected to the CEO, who is a strong motivator within the company.

Acorda also moved some critical work assets to the intranet. These documents previously lived on a shared network drive, and employees had complained that finding documents they needed there was difficult. Now, such files are organized under *Documents* and *How-to's* based on department. Documents now have permissions-based management and display their owner. Users can search to easily find and view documents by department, or to see all documents, regardless of department.

Employees can also comment on documents, but this feature is rarely used. The team realized that social features, such as "liking" or commenting on an item, didn't work particularly well for work-related documents. They therefore removed the "like" button but kept the commenting function. So far, however, comments are not automatically forwarded to document owners; as a result, comments that raise questions aren't necessarily addressed by the document owner. This is an area the team plans to revise in the next iteration.



SYNAPSE

Welcome, System Admin in IT  
[My News](#) / [My Profile](#) / [My HR and Benefits](#)

[IT Helpdesk](#) / [Onboarding Center](#) / [Sitemap](#) / [Admin](#) / [Sign Out](#)

[PEOPLE](#) / [DEPARTMENTS](#) / [EVENTS](#) / [ABOUT ACORDA](#)

[WEBSITES](#) / [DOCUMENTS](#) / [HOW TO'S](#) / [APPS](#)

[Home](#) / [Documents](#)

Documents

My Documents

All Documents

Top Documents

Create New Document

ALL DOCUMENTS

Narrow by Department:

All Documents (355)

Narrow by Category:

Any Category (355)

[Advisory Committee Meeting Videos \(1\)](#)  
[Articles \(2\)](#)  
[Benefits \(45\)](#)  
[Certification \(2\)](#)  
[Disability \(3\)](#)  
[Flexible Spending Account \(2\)](#)  
[Form \(46\)](#)  
[FSA \(5\)](#)  
[Guidance \(5\)](#)  
[Guidelines \(12\)](#)  
[Handbook \(1\)](#)  
[Human Resources \(1\)](#)  
[IRS \(1\)](#)  
[List \(5\)](#)  
[Long Term Care \(10\)](#)  
[Long Term Disability \(1\)](#)  
[Medical Plan \(21\)](#)  
[Policy \(7\)](#)  
[QUIMAS \(8\)](#)  
[Report \(11\)](#)  
[Schedule \(1\)](#)  
[Slides \(7\)](#)  
[SOP \(31\)](#)  
[Template \(14\)](#)  
[Timelines \(1\)](#)  
[Vision \(1\)](#)  
[Wellness \(4\)](#)  
[Uncategorized \(161\)](#)

Filter by Document Name:

Reset

Showing 1-20 of 355 Documents

Page 1 of 18

Document Name, Location	Downloads by All	Comments	Last Updated	
Wellers Program Description Human Resources > Wellness	272	0	Jun 7, 2012	<a href="#">Add to My Documents</a>
Associate Handbook Human Resources > Administrative	214	1	Oct 19, 2011	<a href="#">Add to My Documents</a>
Holiday Schedule Human Resources > Administrative	194	0	Oct 19, 2011	<a href="#">Add to My Documents</a>
Wellers Program Reimbursement Form Human Resources > Wellness	134	0	Jun 7, 2012	<a href="#">Add to My Documents</a>
GO Antley Lunch & Learn Presentation - April 19th, 2012 Facilities > Activity	106	0	Apr 19, 2012	<a href="#">Add to My Documents</a>
Commercial Coverage Grid 15Mar2012 Managed Markets > Coverage Grids > Sales	93	1	Mar 15, 2012	<a href="#">Add to My Documents</a>
Travel and Expense 2012 Finance > Administrative	91	0	Jul 5, 2012	<a href="#">Add to My Documents</a>
Cigna - Summary of Benefits and Vision Rider Human Resources > Medical Plan	79	0	Mar 23, 2012	<a href="#">Add to My Documents</a>
Wellers Program Launch Presentation Human Resources > Wellness	74	0	Mar 8, 2012	<a href="#">Add to My Documents</a>
ACORDA letterhead - Antley Business Development > Administrative	72	0	Jul 3, 2012	<a href="#">Already in My Documents</a>
Prior Notification of Security Transaction Finance > HR Forms	59	0	Oct 19, 2011	<a href="#">Add to My Documents</a>
Direct Deposit Form Human Resources > Administrative	53	0	Jan 25, 2012	<a href="#">Add to My Documents</a>
FAQ's 5.17.12 Facilities > Antley	53	0	May 17, 2012	<a href="#">Add to My Documents</a>
Commercial Coverage Grid - Team Version Managed Markets > Coverage Grids > Team	52	0	Mar 15, 2012	<a href="#">Add to My Documents</a>
W-4 Form Human Resources > IRS	43	0	Jul 12, 2012	<a href="#">Add to My Documents</a>
Powerpoint Template - Blue Communications > Administrative	39	0	Oct 19, 2011	<a href="#">Add to My Documents</a>
Formulary Access File Managed Markets > Access Files	35	0	Mar 2, 2012	<a href="#">Add to My Documents</a>
Acorda Code of Ethics Compliance > Compliance	33	0	Dec 20, 2011	<a href="#">Add to My Documents</a>
Riverman Enterprise covers our Ribbon Cutting Communications > Press Articles	33	0	Aug 10, 2012	<a href="#">Add to My Documents</a>
Cigna - Wellness - My Health Assessment Member FAQ Human Resources > Wellness	32	0	Mar 28, 2012	<a href="#">Add to My Documents</a>

Showing 1-20 of 355 Documents

Page 1 of 18

ACORDA PRINCIPLES & VALUES AWARD WINNERS

Arnold Lee  
Assistant Director - Human Resources, Human Resources

We will find a way, or make one

[Learn more about this PSV](#) / [See more award winners](#)

Acorda Acronym Lookup:  Look Up © p. ARC, IS

For Adverse Event and Product Complaint Reporting  
Phone: 1-800-367-5128 Fax: 515-595-8183 Email: [druginfo@medacorda.com](mailto:druginfo@medacorda.com)  
For Feature Requests or Comments  
Email: [synapse@acorda.com](mailto:synapse@acorda.com)

[People](#)  
[Departments](#)  
[Events](#)  
[About Acorda](#)

[My Profile](#)  
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[My News](#)  
[Webistes](#)  
[Documents](#)  
[How To's](#)  
[Apps](#)

[IT Helpdesk](#)  
[Onboarding Center](#)  
[Sitemap](#)  
[Homepage Tour](#)

Pictured: Users can view documents by department or see all available documents. Facets on the side of the page help narrow options. The date of the document's last update is always listed.

Half of the Acorda workforce is in the field, and future plans include mobile apps. Sales reps currently rely on third-party apps to do their scheduling, promotional material orders, and expense reports. Although the current intranet can be accessed

via mobile devices, it's not optimized for mobile. For instance, some site content uses Flash, which doesn't work on iOS. However, because sales reps use company-issued iPads, apps built specifically for them might be included in the future.

The Klick team has done an admirable job moving from an outdated intranet site to a gracefully integrated tool, built with the end user in mind.

## BACKGROUND

Following FDA approval for its first Multiple Sclerosis (MS) therapy—Ampyra—in 2010, Acorda found itself overwhelmed by the growing needs of an ever-expanding audience: patients, healthcare professionals, corporate partners, and external stakeholders including the FDA and the SEC. Given their similarities in size, growth rate, and culture, Acorda asked Klick for guidance on how to manage its explosive growth. In response, Klick demonstrated the capabilities of its own intranet—Genome—to Acorda executives. After seeing the potential benefits of a custom-built intranet, Acorda and Klick initiated an in-depth discovery process to uncover the specific business needs required to ensure success in both the short- and long-term.

To guarantee that the intranet's design met those business needs, the Klick User Experience team conducted onsite visits and contextual inquiries, culminating in 10 in-person executive-level interviews and 35 in-person departmental interviews, including two ride-alongs with Acorda sales representatives in the field. The research gathered during the interview process provided critical insight into the day-to-day issues that intranet technology could address.

Interview findings were compiled, analyzed, prioritized, and augmented with intranet best practices. The team then proposed functionality to meet the business objectives and address the most common interview findings.

The phase I launch of Synapse was intended to accomplish three key goals:

- **Improve communication** flow across the organization
- **Preserve** the unique Acorda **culture**
- **Ensure adoption** of Synapse

The long-term objectives for Synapse are more far-reaching and have greater business impact. The ultimate vision for Synapse is to improve Acordans' productivity by offering increased automation and interactive tools to promote positive behavior (and process) changes across the organization. Accomplishing these goals means developing a customized intranet that can both surface project-based data and reports to Acordans and provide Acorda's management team with rich analytics to drive decision-making.

## Adoption Challenges

To ensure a successful launch, Klick had to overcome a few significant hurdles. For instance, during the interview process, one of the key findings that emerged was that Acordans are extremely busy and set in their established workflows. The team was concerned that the intranet's success would be compromised unless there was an awareness or marketing campaign that clearly spelled out the intranet's benefits. Klick thus planned a significant pre-launch hype campaign that included posters to support two key pre-launch efforts: the "What's In a Name?" campaign promoted the Name-the-Intranet contest, awarding an Apple iPad to the Acordan with the winning



submission; and the “The People You Know” campaign teased the benefits of Synapse features prior to launch.

“The creative approach for ‘What’s In a Name?’ was to draw immediate attention from every single person walking the halls at Acorda,” says Yamini Ramamoorthy, Creative Director. “We wanted people to stop in their tracks, take a look, and start talking to their colleagues about the game, and inspire and excite them. The ‘Name Game’ posters perfectly tied into Acorda’s culture.”

“The ‘People You Know’ posters employed professional photography of actual Acordans in exaggerated poses to illustrate the benefits of specific features being built into the initial Synapse launch,” he says. “The shock value of seeing recognizable Acordans—including CEO Dr. Ron Cohen—in such humorous poses generated a lot of buzz about Synapse and generated a significant amount of excitement.”

# WHAT'S IN A NAME?



## EVERYTHING!

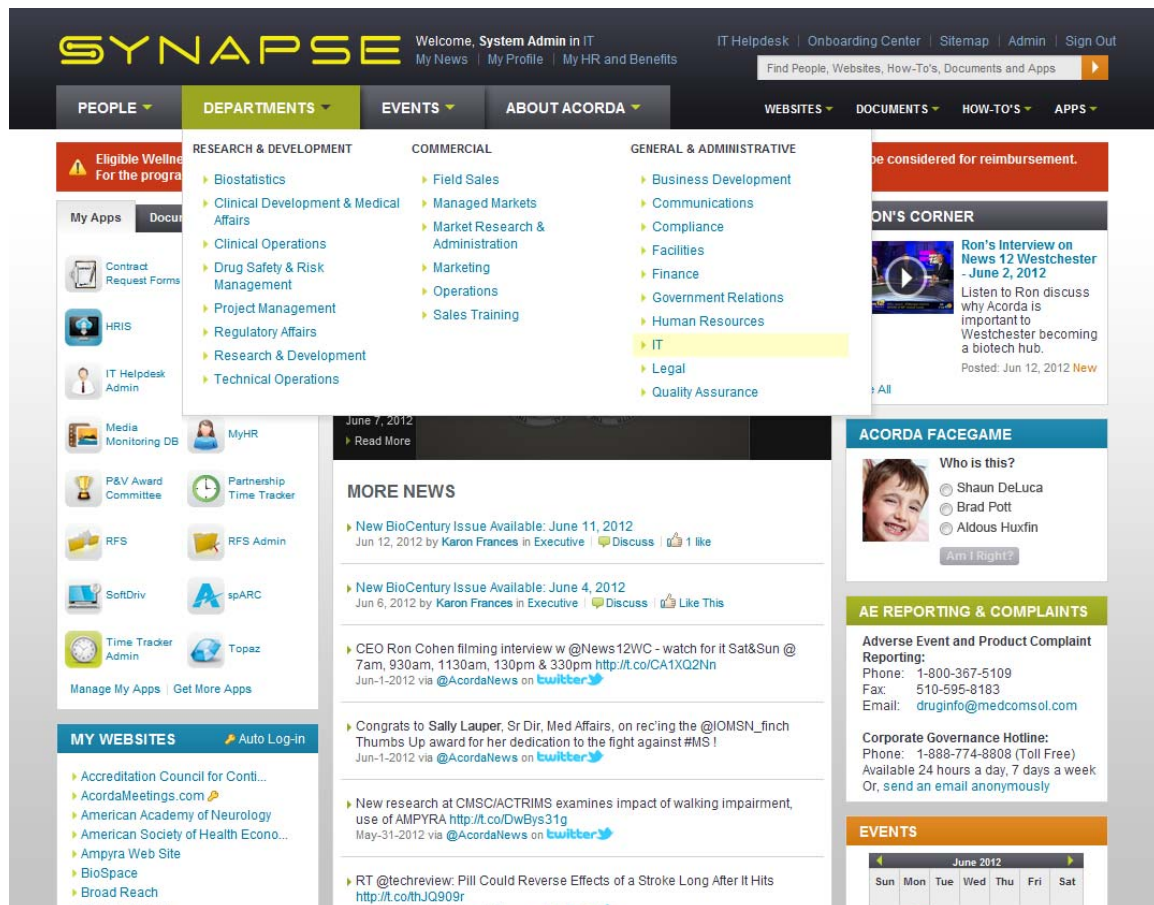
**We need your help to name our new Acorda Intranet.**

Visit [NameGame.acorda.com](http://NameGame.acorda.com) to submit your ideas  
and you could win an iPad 2!

ACORDA  
THERAPEUTICS

Pictured: The "What's In a Name?" posters leverage established brands to lend visual stopping power.

The pre-launch tactics ensured that momentum peaked as Synapse launched. A company-wide lunch-and-learn event celebrated launch day and included a complete intranet walkthrough, a takeaway pamphlet with tips and tricks, a Synapse-branded “bobble” water bottle, and the announcement of the Name Game winner. The winning name, Synapse, had a neurological reference that resonated strongly with this biotech company’s employees, and the posters were seen as instrumental in engaging employees and driving intense excitement about the intranet’s launch.



Pictured: All main nav nodes utilize mega menus. The *Department* drop-down uses Acorda-defined department groupings. Here, the user’s department is highlighted.

SYNAPSE

Welcome, System Admin in IT  
My News My Profile My HR and Benefits

IT Helpdesk Onboarding Center Settings Admin Sign Out

PEOPLE DEPARTMENTS EVENTS ABOUT ACORDA

WEBSITES DOCUMENTS HOW-TO'S APPS

Home > Departments > Human Resources

Share this page

Human Resources

view on Acorda Directory

Human Resources Home

News
Websites
Documents
How To's
Events

ABOUT HUMAN RESOURCES

The Human Resources department  

- Serves as a strategic HR business partner and adviser to management
- Mentors, coaches and counsels employees on a wide range of HR issues (e.g., career development, benefits questions)
- Builds a high-performance culture to attract and retain top talent
- Designs, develops and implements compensation and benefits programs
- Develops and executes policies and procedures, such as paid time off policy, reference checking procedures, benefits enrollment and the Human Resources Information System (HRIS)

HUMAN RESOURCES NEWS

Create News Item

Congratulatio...
Sep 4, 2012 by Louise Zimmerman in Human Resources 0 comments 12 likes

Burke & Ron Cohen in Westchester Magazine
Aug 26, 2012 by Jesse Finn in Communications 0 Discuss 0 Like This

Congratulatio...
Aug 13, 2012 by Oden Taylorman in Human Resources 0 Discuss 3 Likes

See All Human Resources News

Add to My News

TOP DOCUMENTS

Create Document

Name, Location
Webness Program
272 0

Description
Human Resources > Webness

Associate Handbook
214 1

Description
Human Resources > Administrative

Holiday Schedule
164 0

Description
Human Resources > Administrative

See All Human Resources Documents

TOP HOW-TO'S

Create How-To

Name, Location
Get Reimbursed for Webness Expenses
100 0

Description
Human Resources > Webness

How to change an approved or pending Paid Time Off (PTO) day
79 0

Description
Human Resources > PTO

Completing a Rollover into Acorda's 401(k) Plan
33 0

Description
Human Resources > 401(k)

See All Human Resources How-To's

CONTACTS

Edit Contacts

Compensation, Benefits (Disability/FMLA)
Shane Doyle
Assistant Director - Human Resources
shdoyle@acorda.com
Ext. 1234 | Map

Staffing & Company Events
Tasha Ackerman
Sr. Manager - Human Resources
tackerman@acorda.com
Ext. 1234 | Map

Staffing
Martin Trapper
Sr. Staffing & Development Specialist
mtrapper@acorda.com
Ext. 1234 | Map

Show More

EVENTS

Create Event

Health Fair
Thu Sep 13, 2012
401(k) Deferral Election Change Period
Sun Sep 16, 2012 - Sun Sep 30, 2012
Softball Game
Thu Oct 18, 2012

See All Human Resources Events

ACORDA PRINCIPLES & VALUES AWARD WINNERS

Next P&V

Penny Lane
Director - Market Research & Administration, Market Research & Administration

Teamwork... uh, huh!
Learn more about this P&V See more award winners

Acorda Acronym Lookup: ABC Look Up e.g. ARC, BS

For Adverse Event and Product Complaint Reporting
Phone: 1-800-367-5109 Fax: 310-595-5183 Email: [druginfo@medcomet.com](mailto:druginfo@medcomet.com)

For Feature Requests or Comments
Email: [synapse@acorda.com](mailto:synapse@acorda.com)

People
Departments
Events
About Acorda

My Profile
My HR and Benefits
My News
Websites
Documents
How-To's
Apps

IT Helpdesk
Onboarding Center
Settings
Homepage Tour

Pictured: Each department is represented by a departmental homepage. It contains a description, a targeted news feed, a list of contacts broken down by topic area, and widgets representing the department's top *Documents*, *How-to's*, and *Events*.

SYNAPSE

Welcome, **System Admin** in IT  
[My News](#) | [My Profile](#) | [My HR and Benefits](#)

[IT Helpdesk](#) | [Onboarding Center](#) | [Sitemap](#) | [Admin](#) | [Sign Out](#)

[Find People, Websites, News-Tips, Documents and Apps](#)

[PEOPLE](#) | [DEPARTMENTS](#) | [EVENTS](#) | [ABOUT ACORDA](#)

[WEBSITES](#) | [DOCUMENTS](#) | [HOW TO'S](#) | [APPS](#)

[Home](#) > [About Acorda](#) > [Our Principles & Values](#)

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About Acorda










[Ron's Corner](#)  
[Fresh Fish Sold Here!](#)  
**[Our Principles & Values](#)**  
[About Our P&V Awards](#)  
[GO Ardley](#)  
[Products & Research](#)  
[Teams & Committees](#)  
[Careers](#)

Our Principles & Values

[Learn more about P&V awards](#)

Our Principle and Values (P&V's) came about organically. The initial set of values was proposed by the small band of Acordans who came to Hawthorne with the company in 1998, and it has been updated and amended as each new generation of Acordans has made their own contributions to it. The P&V's were established notwithstanding Ron's reservations that what you say about yourself doesn't matter nearly as much as what you actually do. To ensure that this message lived on, "Fresh Fish Sold Here" has been appended ever since to all renderings of the P&V's. In retrospect, Ron confesses that the rest of the team had it right back in 1998. The P&V's have helped us establish a vibrant culture at Acorda, where communication, teamwork, integrity, creativity, life balance and a passion for advancing the frontiers of medicine inform our daily lives.

Here you can learn more about our P&V's and how they guide the way we work and interact with our teammates at Acorda. You can also nominate your fellow Acordans for awards that recognize their exceptional representation of our P&V's.


	Communication... Communication... Communication...		We tell it like it is
	We don't shoot (or torture) the messenger		We work our butts off (but we have fun)
	Integrity... we're full of it		We will find a way, or make one
	We don't count beans, we make beans count		Teamwork... uh, huh!
 Therapies or bust!			

FRESH FISH SOLD HERE

What does this mean?

ACORDA PRINCIPLES & VALUES AWARD WINNERS

[Next P&V](#)



**Shane Fink**  
Assistant Director - Legal Affairs, Legal

Teamwork... uh, huh!

[Learn more about this P&V](#) | [See more award winners](#)

Acorda Acronym Lookup:  [Look Up](#) © 2014 ACORDA, INC.

For Adverse Event and Product Complaint Reporting  
Phone: 1-800-367-5109 Fax: 510-595-6163 Email: [adverse@acorda.com](mailto:adverse@acorda.com)

For Feature Requests or Comments  
Email: [synapse@acorda.com](mailto:synapse@acorda.com)

[People](#)  
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[Events](#)  
[About Acorda](#)

[My Profile](#)  
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[My News](#)  
[Websites](#)  
[Documents](#)  
[How-To's](#)  
[Apps](#)

[IT Helpdesk](#)  
[Onboarding Center](#)  
[Sitemap](#)  
[Homepage Tour](#)

Pictured: This page lists the Acorda Principles and Values (P&V), with links to details of each. P&V Awards are granted when employees exemplify a particular principle or value in an outstanding way, and the fish representing that principle or value then appears in the person's fish tank.



## INTRANET TEAM



Pictured: The Klick Health Synapse team (from left to right): Peter Cheung, Heeyol Lee, Rob Brander, Michael Hambor, Cynthia Dahl, Sivasankaran Uthayasankaran, Mark Hadfield, Michael Melnick, Leerom Segal, Birgit Cole, Glen Webster, Neville Thomas, Armando Narvaez, Ari Schaefer, Mark Donaldson, and Andrew Middlemas.

## GOVERNANCE

### Ownership

A Synapse Governance Committee recommends and approves functional changes or enhancements to Synapse and manages the site. The committee is a group of seven Acordans with representation from across a range of departments and organizational levels. The Director of Business Development handles day-to-day project-related communications and site management. Content updates are handled by each department, which has a nominated representative who is responsible for administering Synapse content.

The Synapse Governance Committee was assembled only recently, so its impact on the site is yet to be determined. Prior to this model, Kyle Kuhn, the Associate Director of Business Development, filtered and prioritized all Synapse-related requests that arrived in his inbox from the various departments.

<b>SYNAPSE TEAM RESPONSIBILITIES</b>	
<b>Role</b>	<b>Responsibilities</b>
<b>Departmental Administrator (Acorda)</b>	<ul style="list-style-type: none"> <li>• Manage day-to-day updates of departmental content on Synapse, including news, documents, how-tos, events, and contacts</li> <li>• Surface high-priority Synapse functionality enhancement requests to the Synapse Governance Committee</li> <li>• Review solutions proposed by Klick to meet the above requests</li> </ul>
<b>Synapse Governance Committee (Acorda)</b>	<ul style="list-style-type: none"> <li>• Review and prioritize Synapse functionality enhancement requests from departments and committees/teams</li> <li>• Review and approve proposed Klick-provided solutions to the above requests</li> <li>• Review and approve short- and long-term budgets and timelines</li> </ul>
<b>Account Director and Project Manager (Klick)</b>	<ul style="list-style-type: none"> <li>• Work with the Synapse Governance Committee to track performance and consolidate feedback and lessons learned</li> <li>• Work with Klick's internal teams to develop solutions to enhance Synapse's on-going performance</li> </ul>
<b>User Experience Lead (Klick)</b>	<ul style="list-style-type: none"> <li>• Evaluate feasibility and understand business problem being solved by Synapse enhancement requests submitted by the Synapse Governance Committee</li> <li>• Ideate and design (wireframe) appropriate solutions to meet the enhancement requestor's needs</li> <li>• Review and ensure appropriate implementation of enhancements</li> </ul>
<b>Design, Development and QA Teams (Klick)</b>	<ul style="list-style-type: none"> <li>• Help establish feasibility and scope of solutions proposed by User Experience Lead</li> <li>• Implement solutions on time and budget, in collaboration with Acorda IT</li> </ul>

## USERS

Synapse services all Acorda employees, although only half the company is physically located at the head office in Ardsley, New York.

Because Acorda deals with the complexities of developing, distributing, and marketing an FDA-approved drug, the list of departments that use Synapse is long and varied and grouped according to three categories:

- **Research and Development** (e.g., Clinical Affairs, Regulatory, and Technical Operations)
- **Commercial** (e.g., Field Sales, Managed Markets, and Marketing)
- **General and Administrative** (e.g., Finance, HR, IT, and Legal)

Although Synapse offers departmental landing pages, the site IA and search functionality were purposely designed to be department-agnostic—that is, users can find documents and other assets on Synapse without knowing which department “owns” that asset.

At phase I launch, all department pages were identical in their functionality and layout. However, as enhancements are continually rolled out, there will be an opportunity to customize each department landing page to meet Acorda’s growing needs.



SYNAPSE

Welcome, System Admin in IT  
My News : My Profile : My HR and Benefits

IT Helpdesk : Onboarding Center : Sitemap : Admin : Sign Out

PEOPLE

DEPARTMENTS

EVENTS

ABOUT ACORDA

Find People, Websites, How-To's, Documents and Apps

WEBSITES

DOCUMENTS

HOW-TO'S

APPS

[Home](#) > [Organizational Chart](#)
[Share this page](#)

Our People

[Acorda Directory](#)  
[Organization Chart](#)  
[Interactive Office Map](#)  
[FaceGame Scores](#)

Organizational Chart

Download contact sheet

Find an Acordan:  [Reset](#)

Rui Cohen  
President & CEO

Thomas Tilley  
Chief Scientific Officer

Igor Chapman  
Chief Financial Officer

Samuel Frankman  
Executive Director - Technical Operations

Terry Dickthorn  
Vice President - Finance

Angie Sheen  
Director - Accounting

Francine Laney  
Supervisor - Accounting

Lala Songman  
Accounting Manager

Arnesio Silva  
Accountant

Shania Farrah  
Accountant

Queenie Tan  
Sr. Stock Plan Administrator

Mikko Thormalatte  
Executive Director - IT

Louisa Patel  
Director - Facilities Management & Purchasing

Tina Miranda  
Administrative Assistant - Finance

Helena Belopolsky  
Sr. Vice President - Human Resources

Shane Fink  
Chief Medical Officer

Santiago Cortez  
Chief, Strategic Development & General Counsel

Sookie Nightman  
Executive Vice President - Commercial Development

Roffman Khan  
Vice President - Business Development

Allissa Patel  
Sr. Vice President - Communications

Ashley Montgomery  
Sr. Executive Assistant

ACORDA PRINCIPLES & VALUES AWARD WINNERS

Next P&V

Arnold Lee  
Director - Accounting Finance

Teamwork... uh, huh!

Learn more about this P&V

See more award winners

Acorda Acronym Lookup:  Look Up e.g. ARC, RS

For Adverse Event and Product Complaint Reporting  
Phone: 1-800-367-5109 Fax: 510-565-0183 Email: [druginfo@acordacorp.com](mailto:druginfo@acordacorp.com)

For Feature Requests or Comments  
Email: [synapse@acorda.com](mailto:synapse@acorda.com)

People  
Departments  
Events  
About Acorda

My Profile  
My HR and Benefits  
My News  
Websites  
Documents  
How-To's  
Apps

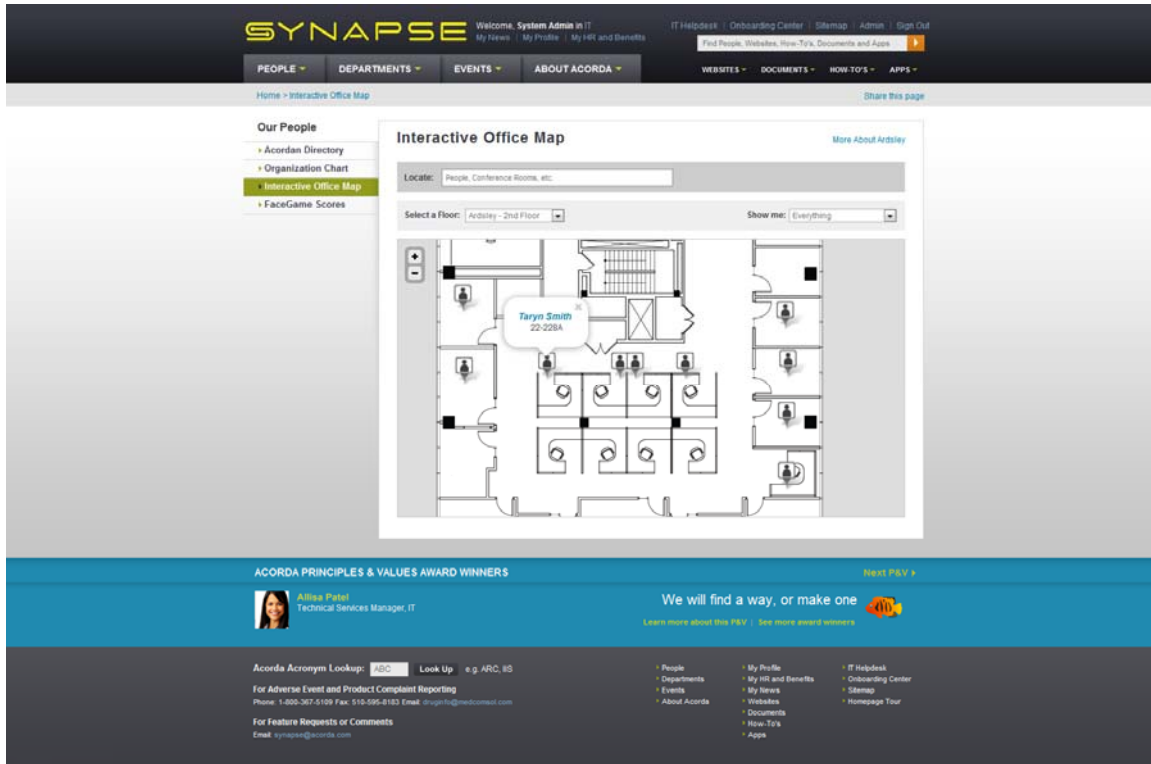
IT Helpdesk  
Onboarding Center  
Sitemap  
Homepage Tour

Pictured: The site's organization chart uses a collapsible/expandable tree view. Clicking on a name displays that user's profile in a dialog box. The search box's look-ahead functionality lets users easily find the person they are looking for. Once a user chooses a person, the org chart auto-expands the tree and the located Acordan node is brought into focus.

50

INFO@NNGROUP.COM

Acorda Therapeutics, Inc.



Pictured: This interactive office map was made available to coincide with Acorda's relocation to a new facility. Using it lets users find other Acordans, meeting rooms, and shared spaces with ease.

## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"> <li>http://synapse.acorda.com</li> </ul>
Default Status	<ul style="list-style-type: none"> <li>Synapse is set as each user's homepage, but users can change this setting if they wish. Also, the site is set as the homepage in each user's browser. Users click the home button to reach Synapse.</li> </ul>
Remote Access	<ul style="list-style-type: none"> <li>Users can access Synapse outside of their VPN. Doing so brings up a login screen that is bypassed if the user is already logged into the VPN.</li> </ul>

## DESIGN PROCESS AND USABILITY WORK

### Design Approach

As mentioned earlier, the Klick team initiated the design project with a series of stakeholder interviews, field visits, and user research. Klick had previously delivered

successful digital project work on other Acorda brand initiatives and had established a reputation for high-quality work. Acorda brought Klick in to work on various aspects of the intranet project, including all of the discovery, design, implementation, and testing services, in collaboration with Acorda Business Development and IT.

The selection of usability methods for the Synapse project was largely based on two criteria—time and usefulness—and included the following:

- **Attending new employee orientation:** To immerse itself in the Acorda environment and understand what makes Acorda so unique, Klick sent three representatives to attend new employee orientation onsite at Acorda. This intensive two-day session (which was attended by 15 new Acordans) included:
  - A brief history of Acorda
  - An overview of Acorda's structure and systems
  - A presentation by CEO Cohen, including an entertaining explanation of the Acorda P&Vs
  - A presentation by each department head introducing his or her respective department, what they do, and how to work with them
  - An overview of employee logistics and benefits (insurance, stock options, etc.)

New employee orientation not only gave Klick team members a wealth of information about how Acorda operates, but also let them mingle among the (soon-to-be) Synapse user base. This gave them a unique opportunity to understand the challenges that arise when on-boarding new hires and the questions that are commonly asked during the process.

- **In person interviews:** As a follow-up to the executive-level interviews conducted early in the project, Klick interviewed more than 35 Acordans across multiple departments and from different organizational levels. Common themes that emerged from the interviews were later addressed, wherever possible, by specific intranet functionality.

The team used an interview guide to maintain consistency from one interview to the next. "The interview guide was critical in order to establish interview consistency, ensure a simple analysis process, and prevent the interviews from getting too off-track," says Michael Melnick, Director, User Experience. "What I found tremendously useful was asking Acordans not only about their pain points or how we could make their jobs easier, but also the positive aspects of their work: what motivates and inspires them, and why they love working at Acorda." These findings greatly impacted the intranet design and were leveraged to help the team create features on the site, such as the *Awards Fish Tank* and *Acorda FaceGame*.

These interviews, together with field research (explained below) yielded the richest findings and had the greatest impact on the Synapse design.

- **Field research/contextual inquiries:** More than half of Acorda's workforce works in the field, so gaining an understanding of the needs of those users outside the home office was crucial for building an effective intranet. To better understand that world, Klick conducted ride-alongs with Acorda sales representatives. The UX team members acted as silent observers as Acorda sales reps traveled to neurologists' offices to "detail" the product. This experience gave the Klick UX team valuable insight into how the intranet could be designed to meet the unique needs of these workers.

For example, to perform many tasks associated with their jobs, sales reps rely on third-party websites—far more so than folks working at headquarters. They use various partner websites to schedule seminars with neurologists, order promotional material, and submit expenses. "During a field ride along, one of the Acorda representatives griped about how many passwords she had to remember because all the Acorda partner websites required individual logins," says Melnick.

"I recall getting a tour of one of the reps' workspaces," says Mark Hadfield, Senior Vice President, Program Delivery. "Her desk and computer monitor were littered with dozens of Post-It notes that contained scribbled or crossed out usernames and passwords. She complained how each website she was required to work with had different password requirements and reset schedules. This kind of observation wouldn't have been possible unless we were physically present in the rep's home office to prompt about the Post-It notes."

This particular finding gave rise to the site's single sign-on feature. Klick identified the most commonly accessed Acorda partner websites and worked with them to allow single sign-on directly through Synapse. This means that users accessing partner websites are seamlessly authenticated (behind the scenes) if they're already signed in to Synapse; no need to login separately. This convenience feature remains one of the Synapse platform's most useful benefits.

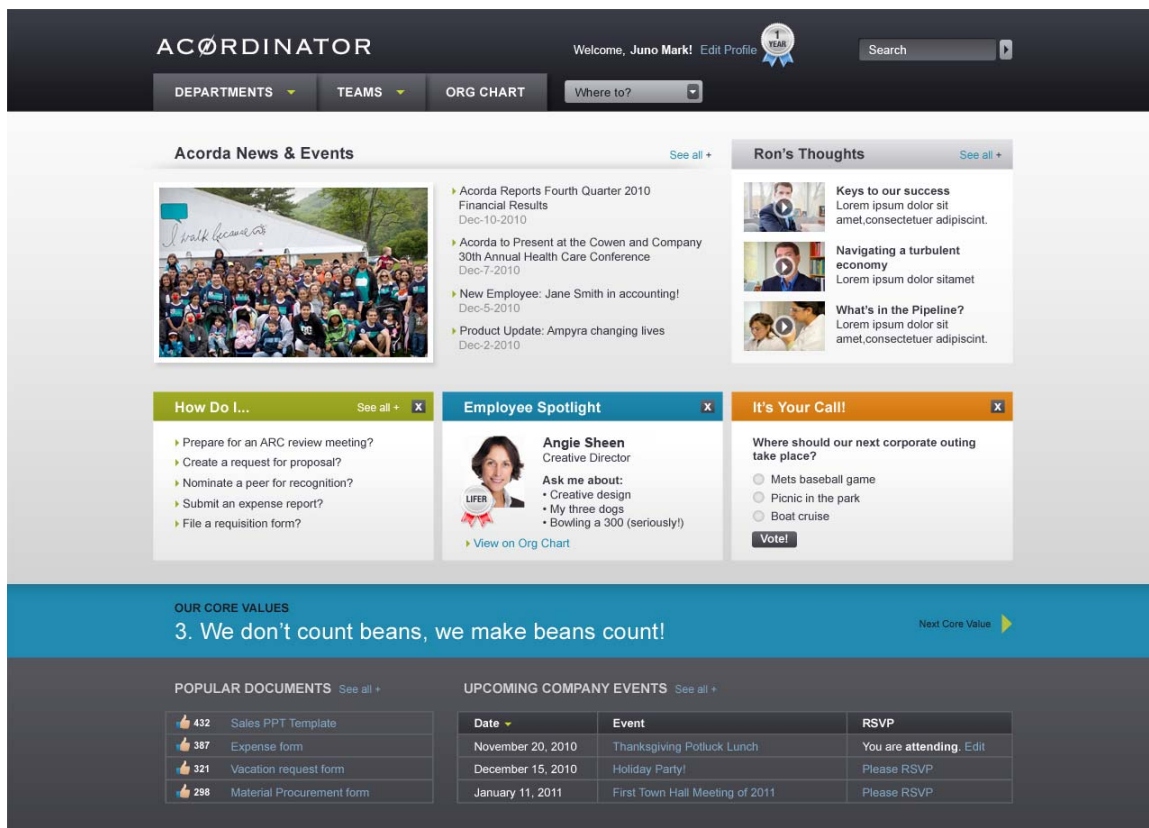
- **Checking SharePoint usage stats:** Prior to the availability of Synapse, Acorda used a SharePoint-based intranet to share files and post news alerts. Reviewing the usage stats of the Portal proved helpful for the design team, and this data helped corroborate findings that were uncovered during the interview process. Klick team members looked for usage trends to avoid leaving popular, well-used features on the cutting room floor when they created Synapse. For example, during the user interviews, several Acordans said that one of the reasons they visited the old intranet was to look at the event photo albums. The site statistics backed up this claim and revealed that other areas, such as news and announcements, were also getting a lot of traffic. Personal news items, such as birth and wedding announcements, were especially popular. Given their popularity, photo albums and news items were enhanced in the redesign and included in the Phase I feature set for the new site.

- **Guerilla-style usability testing:** Throughout the wireframing phase, Klick UX team members found great value in conducting ad hoc, five-minute “guerilla” usability tests to validate various aspects of the interface and IA on the fly. With limited time to devote to these sessions, they were, as Melnick describes, “a lesson in crude simplicity.” A typical session was conducted as follows:
  - Print a wireframe or series of wireframes.
  - Ambush a colleague (not involved in the Synapse project) who agrees to participate in a five-minute test.
  - A UX designer (acting as facilitator) explains the testing scenario to the participant (e.g., “Let’s pretend you wanted to find a document on the intranet....”)
  - The facilitator lets the subject explore the page and asks the subject to explain what they would do in context of the scenario, prompting them to think aloud.
  - In the cases where major design or architecture decisions needed to be made, some tests were conducted with three or four subjects.

These tiny tests yielded big results. Despite the informal approach, the tests provided key usability-based findings and allowed the UX team to proceed with key design decisions with confidence of knowing how they would play out in the real world. “The costs of conducting these simplistic tests were far outweighed by the benefits provided,” says Melnick.

- **Research and visioning:** Throughout the design process, Klick scoured countless articles and research publications from both online and offline sources for design inspiration (including the 2011 Nielsen Norman Group Intranet Design Annual) to both augment the team’s extensive knowledge and experience and to gain exposure to current best practices.

Also, prior to doing any discovery work, Klick assembled a mock-up of what an Acorda intranet homepage might look like so that Acorda executives could visualize the potential.



Pictured: The homepage as envisioned before any usability or research methods were carried out. Note: on this screen, the site is called "Acordinator," which was the working title before Name Game was completed.

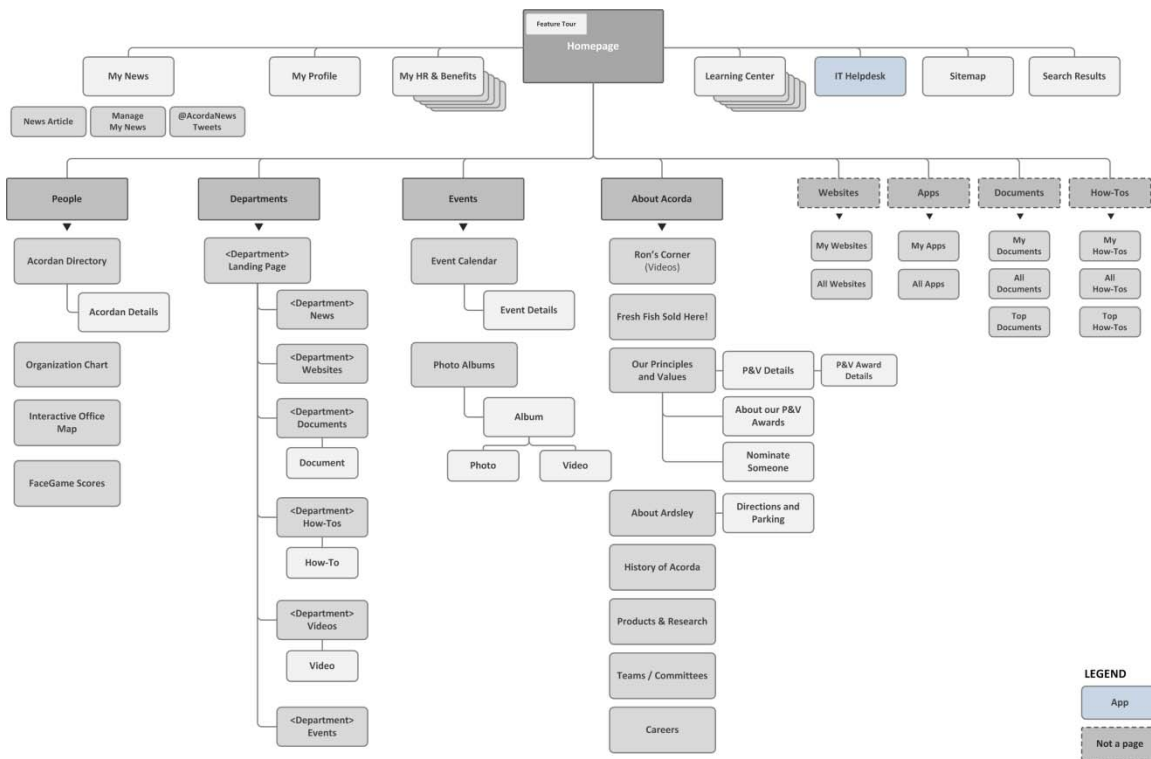


Pictured: A department landing page as envisioned before any usability or research methods were carried out.

This mix of research methods was a good investment for the Klick team. “User research played a huge role in the shape of the final product,” says Dave Lougheed, Vice President, User Experience.

“We initially proposed concepts that were grounded in best practices but weren’t specifically tailored for Acorda. As we gathered real user insight, it became clear to us that we needed to rethink some of our base assumptions,” he says. “The final product now clearly reflects the daily reality of a growing company with an important mission in healthcare. I couldn’t be more pleased with the results.”

Klick is still actively involved in a consultative role when Acorda proposes new features. Klick also provides ongoing strategic direction and counsel on how best to leverage the Synapse platform to meet the company’s growing and ever-changing needs.



Pictured: The Synapse information architecture.



## TIMELINE

INTRANET TIMELINE	
Milestone Date	Milestone Description
<b>2003 (approximate)</b>	<ul style="list-style-type: none"> <li>First Acorda intranet launched (SharePoint-based Portal)</li> </ul>
<b>August 2010</b>	<ul style="list-style-type: none"> <li>Klick and Acorda meet to discuss ideas for managing growth and culture</li> </ul>
<b>September 2010</b>	<ul style="list-style-type: none"> <li>Acorda agrees to intranet redesign</li> <li>Klick conducts executive interviews</li> </ul>
<b>October 2010</b>	<ul style="list-style-type: none"> <li>Klick conducts departmental interviews and field ride-alongs</li> </ul>
<b>November 2010</b>	<ul style="list-style-type: none"> <li>Interview findings are analyzed and presented</li> <li>Prioritized features and functionality list is created and approved</li> </ul>
<b>December 2010–January 2011</b>	<ul style="list-style-type: none"> <li>Initial IA, wireframes, and creative concepts are completed</li> </ul>
<b>February 2011</b>	<ul style="list-style-type: none"> <li>IA, wireframes, and creative concepts are presented and approved by the Acorda executive team</li> </ul>
<b>February–May 2011</b>	<ul style="list-style-type: none"> <li>Wireframes and page-level creative designs completed with periodic check-ins and approvals</li> <li>Web and application development initiated</li> <li>Content creation initiated with department representatives</li> </ul>
<b>June–August 2011</b>	<ul style="list-style-type: none"> <li>Web and application development completed</li> <li>Content creation completed</li> </ul>
<b>September 2011</b>	<ul style="list-style-type: none"> <li>Quality assurance testing is initiated and completed</li> </ul>
<b>October 2011</b>	<ul style="list-style-type: none"> <li>User acceptance testing conducted at Acorda</li> <li>Pre-launch adoption plan begins</li> </ul>
<b>November 2011</b>	<ul style="list-style-type: none"> <li>Final tweaks, fixes, and updates</li> </ul>
<b>December 2011</b>	<ul style="list-style-type: none"> <li>Synapse launch</li> </ul>

## CONTENT AND CONTENT CONTRIBUTORS

Klick's proprietary content management system, SmartSite, is both a development platform and a traditional CMS. As a result, Klick was able to leverage an established codebase to begin Synapse's development and to deliver it on schedule, even with tight timelines. Although customized administration tools were built for Synapse content owners, SmartSite lets Klick quickly update content throughout Synapse, including areas that don't have an administration tool.

The form-based administration tools use several methods to ensure high-quality content:

- **Contextual help** is provided inline, right beside fields that are ambiguous or esoteric.
- **Smart defaults** are offered (wherever possible) to permit quick content creation in each administration tool.
- **Shortcuts** help populate input fields whenever possible (shortcuts include a "copy poll" function, check all/uncheck all controls, and a quick link to populate the Acorda Head Office address when defining event location).

Content on Synapse is mainly created and managed by department administrators. A customized permission engine allows master administrators to define who can be a department administrator. For areas that are new and require initial content creation, Klick works with designated Acordans to provide in-house copywriters to produce the new content.

Each department has one or two content contributors, with approximately 75 in total. Content contributors use the customized administration tools to quickly add documents or how-tos to their department page. There are also customized administration tools for the following sections:

- News
- Documents
- How-tos
- Websites
- Events
- Contacts (departmental contacts)
- Photo albums
- Alerts
- Polls
- Users (permissions, user profiles)
- Ardsley TV (TVs that display intranet content throughout the facility)
- *BioCentury Issues* (newsletter)

## Welcome Acordans to your new home!



NEWS:  
Ron Cohen Interviewed on Fox Business - Jan. 13th, 2012

SYNAPSE

Pictured: An example of what appears on the television screens at Acorda's new facility. A Synapse administrator controls the top area, while the bottom strip is automatically generated by integration with Synapse news items. Each TV is connected to an iPad and the TVs are controlled by an iPad app.

All content updates are accomplished through customized administration tools developed specifically for each Synapse asset (such as news, documents, and how-tos). Each department administrator provides metadata about the asset being provided, and Synapse takes care of the rest.

Currently, there is no formal editorial workflow, although the Synapse Administration tool lets authors preview new content before publication. Content creators can create and share a preview link to the staging environment by applying a "draft" status to new content. When appropriate, the content creator can then move the content to "published" status. The Administration tool also lets users schedule future content publication or removal. This puts the onus on the tool rather than the person to "flip the switch" on schedule.

SYNAPSE

ADMINISTRATION

Users

BioCentury

Screens

Back to Intranet

Sign Out

NEWS

DOCUMENTS

HOW-TO'S

WEBSITES

EVENTS

ALBUMS

CONTACTS

ALERTS

POLLS

News

Create New News Article

Find a News Article:

All Departments

All Statuses

Reset

Showing 1-17 of 17 News Articles

Page 1 of 1

News Headline	Status	Published Date - (Future in Italic)	Entered	
Acorda: One of Westchester's Most Innovative Companies	Published	Aug 8, 2012 3:50 PM	True	<a href="#">edit</a>   <a href="#">view</a>
Welcome New Acordans!	Published	Jul 31, 2012 2:58 PM	False	<a href="#">edit</a>   <a href="#">view</a>
Welcome New Acordans!	Published	Jul 3, 2012 5:05 PM	False	<a href="#">edit</a>   <a href="#">view</a>
Acorda Advertising Campaigns Recognized	Published	Jun 28, 2012 2:27 PM	True	<a href="#">edit</a>   <a href="#">view</a>
Acorda and BIO partner to educate public about biotech	Published	Jun 22, 2012 10:56 AM	True	<a href="#">edit</a>   <a href="#">view</a>
Welcome New Acordans!	Published	May 31, 2012 4:59 PM	False	<a href="#">edit</a>   <a href="#">view</a>
Acorda R&D Day Webcast	Removed	May 3, 2012 1:31 PM	False	<a href="#">edit</a>
Welcome New Acordans!	Published	Apr 30, 2012 11:28 AM	False	<a href="#">edit</a>   <a href="#">view</a>
Jake Bakerman, you are the winner of Acorda's Wellness...	Removed	Mar 29, 2012 12:21 PM	False	<a href="#">edit</a>
Acorda Featured on Bloomberg TV - March 26, 2012	Published	Mar 26, 2012 4:46 PM	True	<a href="#">edit</a>   <a href="#">view</a>
Welcome New Acordans!	Published	Mar 13, 2012 4:27 PM	False	<a href="#">edit</a>   <a href="#">view</a>
The Acorda Code of Ethics - 2011	Removed	Dec 20, 2011 2:33 PM	False	<a href="#">edit</a>
Acorda Therapeutics Joins NY Biotech Valley as Founding Me...	Published	Oct 13, 2011 2:23 PM	True	<a href="#">edit</a>   <a href="#">view</a>
Acorda Therapeutics to Present at the Morgan Stanley Glob...	Published	Oct 13, 2011 2:22 PM	False	<a href="#">edit</a>   <a href="#">view</a>
Acorda Therapeutics Statement on ZANAFLEX CAPSULE(S) Pat...	Published	Oct 13, 2011 2:21 PM	True	<a href="#">edit</a>   <a href="#">view</a>
Acorda Therapeutics to Present at the US Global Life Sci...	Published	Oct 13, 2011 2:20 PM	True	<a href="#">edit</a>   <a href="#">view</a>
Acorda Therapeutics Announces Francine Delaware, M.D. Jo...	Published	Oct 13, 2011 2:15 PM	True	<a href="#">edit</a>   <a href="#">view</a>

Showing 1-17 of 17 News Articles

Page 1 of 1

Create New News Article

Pictured: The *News* Administration tool index screen. Dynamic text searching and sorting options let admin users find news postings quickly and easily. Users' admin permissions dictate which news items they can administer.

SYNAPSE
ADMINISTRATION
Users
BioCentury
Screens
Back to Intranet
Sign Out

NEWS
DOCUMENTS
HOW-TO'S
WEBSITES
EVENTS
ALBUMS
CONTACTS
ALERTS
POLLS

## News

[Back to News Article List](#)

### New News Article

#### NEWS ARTICLE CONTENT

Featured Article? ☒ No, just add it as a normal News Article. ☐ Yes, showcase this News Article as Featured

Ardsley Update? ☐ Yes, this article should also be displayed on the Ardsley page.

Article Headline:

Article Body:

Upload Images: [Select an image Required for Featured Articles \(e.g. JPG, JPEG, PNG, GIF\)](#)

Upload Videos: [Select a video Optional \(e.g. FLV, WMV\)](#)

☐ Send an email to all Accordans announcing that this news article has been created

#### DEPARTMENT SETTINGS

Associate this news article with...

Check all Departments | Uncheck all Departments

<b>RESEARCH &amp; DEVELOPMENT</b> <input type="checkbox"/> Check all   <input type="checkbox"/> Uncheck all <input type="checkbox"/> Biostatistics <input type="checkbox"/> Clinical Development & Medical Affairs <input type="checkbox"/> Clinical Operations <input type="checkbox"/> Drug Safety & Risk Management <input type="checkbox"/> Project Management <input type="checkbox"/> Regulatory Affairs <input type="checkbox"/> Research & Development <input type="checkbox"/> Technical Operations	<b>COMMERCIAL</b> <input type="checkbox"/> Check all   <input type="checkbox"/> Uncheck all <input type="checkbox"/> Field Sales <input type="checkbox"/> Managed Markets <input type="checkbox"/> Market Research & Administration <input type="checkbox"/> Marketing <input type="checkbox"/> Operations <input type="checkbox"/> Sales Training	<b>GENERAL &amp; ADMINISTRATIVE</b> <input type="checkbox"/> Check all   <input type="checkbox"/> Uncheck all <input type="checkbox"/> Business Development <input type="checkbox"/> Communications <input type="checkbox"/> Compliance <input type="checkbox"/> Executive <input type="checkbox"/> Facilities <input type="checkbox"/> Finance <input type="checkbox"/> Government Relations <input type="checkbox"/> Human Resources <input type="checkbox"/> IT <input type="checkbox"/> Legal <input type="checkbox"/> Quality Assurance
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#### RELATED ITEMS

Related Events: [+ Add another Related Event](#)

Related Photo Albums: [+ Add another Related Photo Album](#)

Related News Articles: [+ Add another Related News Article](#)

#### NEWS ARTICLE STATUS

☒ Save this news article as a draft.

☐ Publish it on:  12:00 AM

☐ and remove it on:  12:00 AM

☐ Publish this news article now:

☐ and remove it on:  12:00 AM

[Create News Article](#)

Pictured: The *News Administration* tool's *New News Item* screen. Contextual help and clear chunking of sections let users create news postings quickly.

## TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"><li>Windows Server 2008</li><li>SQL Server 2008</li></ul>
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"><li>Genome (Klick's intranet) ticketing system</li><li>Email error-stream reporting</li></ul>
Design Tools	<ul style="list-style-type: none"><li>Photoshop</li><li>Illustrator</li><li>Flash</li></ul>
Site Building Tools	<ul style="list-style-type: none"><li>Microsoft .NET 3.5</li><li>SmartSite (Klick's proprietary CMS)</li></ul>
Content Management Tools	<ul style="list-style-type: none"><li>SmartSite</li></ul>
Search	<ul style="list-style-type: none"><li>Apache Solr</li></ul>
Other Functions	<ul style="list-style-type: none"><li>Microsoft Exchange integration</li></ul>

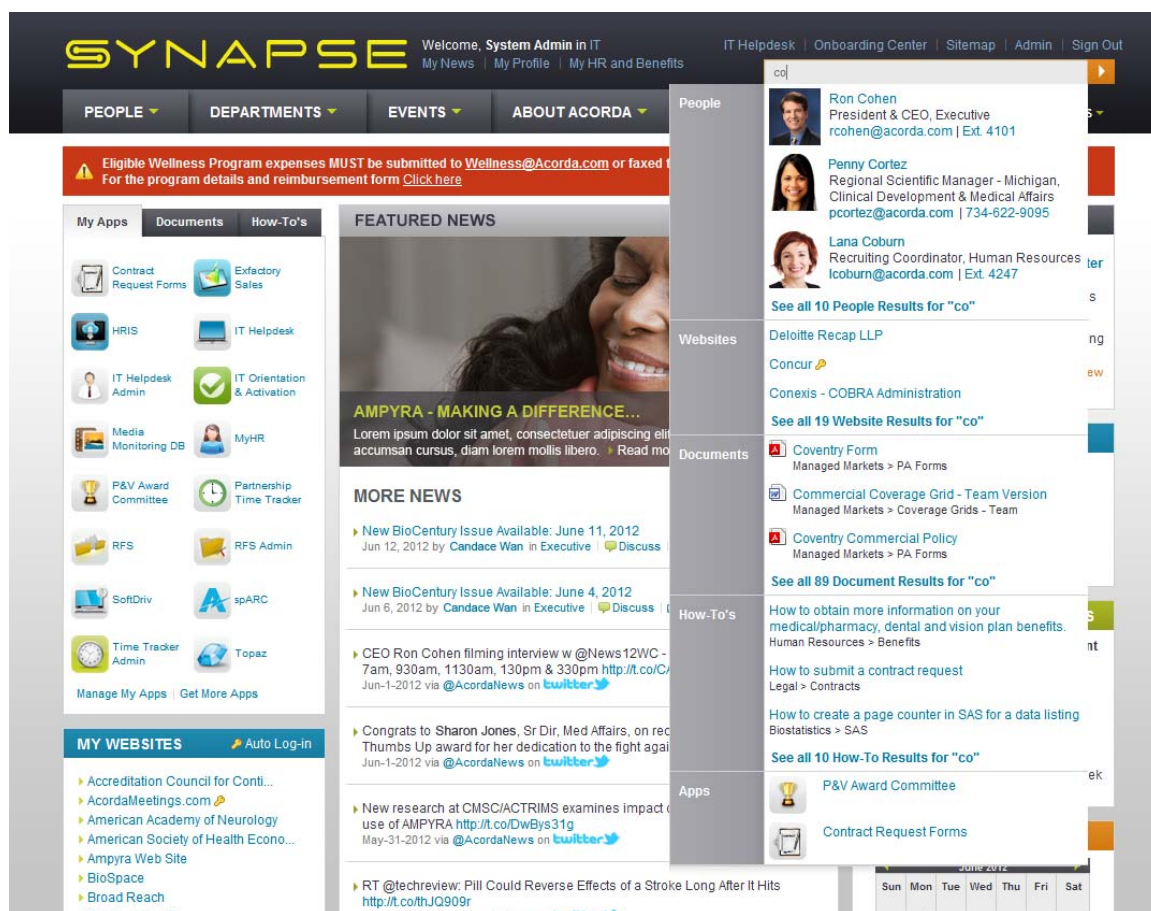
## MOBILE

Users can access Synapse on mobile devices. However, the Flash components won't work on iOS devices and there is no mobile-optimized layout. Because all field personnel use Acorda-issued iPads, future Synapse enhancements might include dedicated Synapse-powered iPad Apps.

## SEARCH

Apache Solr powers search on Synapse. Several factors influenced the choice of this platform, including:

- **Performance:** Ultra-fast search is one of the key factors that makes Synapse successful. Because Solr allows the search auto-completer to return results quickly, users can refine their search with nearly instantaneous results rather than waiting for a traditional search results page to load repeatedly.
- **Out-of-the-box features:** Solr made sense because it provided key features that didn't require customization. The tool's full-text capabilities, results highlighting, dynamic clustering, and configurability met the needs of Synapse almost immediately.
- **Open source:** Because Solr was open source, it was easy on the Synapse budget.



Pictured: This screen shows search on the homepage. Search is powered by a powerful faceted search that is grouped by people, websites, documents, how-tos, and apps. Users can make phone calls to other people in the head office by simply clicking on the phone number beside the person's name (in the auto-completer). Clicking the arrow or the *enter* key takes users to a comprehensive search results page.

## Refining Search Results

After observing user behavior on the Klick intranet and studying user stats from the original Acorda intranet, the design team had a better understanding of when and why people use intranet search. "Far and away, the most frequent usage of search was to find people with the intention of getting in touch with them right away," says Melnick. "As a result, people results are displayed as Synapse's first search result facet with click-to-call and *email to* links displayed directly in the auto-completer box, meaning that Acordans can dial others without even leaving the Synapse page being viewed."

Other facets are also shown in the search auto-completer, including websites, documents, how-tos, and apps. To prevent the auto-completer from scrolling too far down the page, each result facet is rolled up to the top three results, with a link to explore all results. The hyperlink also shows the number of results—such as, *view all 4 people results for Smith*—so users will know when not all results are displayed in the auto-completer.



The full search results screen is broken down by each facet using tabs, with an added *Pages* tab that surfaces content pages throughout Synapse that match the searched term.

"The search look-ahead is a feature that is heavily relied upon to ensure scalability as Synapse grows," says Melnick. "As Acorda adds employees, websites, documents, how-tos, and apps, the search facility indexes that content automatically."

**SYNAPSE** Welcome, System Admin in IT  
My Home My Profile My HR and Benefits IT Helpdesk Onboarding Center Otemap Admin Sign Out  
Find People, Websites, How-To's, Documents and Apps

PEOPLE DEPARTMENTS EVENTS ABOUT ACORDA WEBSITES DOCUMENTS HOW-TO'S APPS

Home > Search Share this page

### Search Results

You searched for:  Search again

Your search for "co" returned: 12 People, 19 Websites, 32 Documents, 10 How-To's, 2 Apps, 1 Pages.

People (12) Websites (19) Documents (32) How-To's (10) Apps (2) Pages (1)

Showing 1-10 of 12 People Page 1 of 2 Next

Name, Role, Department	Contact Info
<b>Roi Cohen</b> President & CEO, Executive	Office: (914) 347-4300 Ext. 5101 rcohen@acorda.com   Map
<b>Louisa Pastal</b> Regional Scientific Manager - Michigan, Clinical Development & Medical Affairs	Office: 734-922-9999 lpastal@acorda.com
<b>Shane Fink</b> Executive Area Business Manager - Lexington, Field Sales	Office: 858-553-1768 sfink@acorda.com
<b>Tina Miranda</b> Recruiting Coordinator, Human Resources	Office: (914) 347-4300 Ext. 1234 tmiranda@acorda.com   Map
<b>Roffman Khan</b> Area Business Manager - Trenton, Field Sales	Office: 856-761-2145 rkhan@acorda.com
<b>Helena Belopolsky</b> Area Business Manager - Houston East, Field Sales	Office: 713-557-4967 hbelopolsky@acorda.com
<b>Mikko Thermalatte</b> Principal Scientist - Pharmacology, Research & Development	Office: (914) 347-4300 Ext. 1234 mthermalatte@acorda.com   Map
<b>Ailika Patel</b> Contracts Administrator, Legal	Office: (914) 347-4300 Ext. 1234 apatel@acorda.com   Map
<b>Sookie Nightman</b> Research Associate II, Research & Development	Office: (914) 347-4300 Ext. 1234 snightman@acorda.com   Map
<b>Santiago Cortez</b> Senior Drug Safety Specialist, Drug Safety & Risk Management	Office: (914) 347-4300 Ext. 1234 scortez@acorda.com   Map

Showing 1-10 of 12 People Page 1 of 2 Next

**Website Results**  
Deloitte Racap LLP  
Conduat  
Connects - COBRA Administration  
See all 19 Website Results

**Document Results**  
Coventry Forms Managed Markets > PA Forms  
Commercial Coverage Grid - Team Version Managed Markets > Coverage Grids - Team  
Coventry Commercial Policy Managed Markets > PA Forms  
See all 32 Document Results

**How-To Results**  
How to obtain more information on your medical/pharmacy, dental and vision plan benefits. Human Resources > Benefits  
How to submit a contract request. Legal > Contracts  
How to create a page counter in SAS for a data listing. Biostatistics > SAS  
See all 10 How-To Results

**App Results**  
P&V Award Committee  
Contract Request Forms  
See all App Results

**ACORDA PRINCIPLES & VALUES AWARD WINNERS** Next P&V  
 **Arnold Lee**  
Sr. Facilities Manager, Facilities  
Teamwork... uh, huh!  
Learn more about this P&V See more award winners

Acorda Acronym Lookup:  Look Up e.g. ARC, RS  
For Adverse Event and Product Complaint Reporting  
Phone: 1-800-367-6109 Fax: 516-595-0183 Email: druginfo@medsonet.com  
For Feature Requests or Comments  
Email: synapse@acorda.com

- People
- Departments
- Events
- About Acorda
- My Profile
- My HR and Benefits
- My Home
- Websites
- Documents
- How-To's
- Apps
- IT Helpdesk
- Onboarding Center
- Admin
- Homepage Tour

Pictured: The complete search results screen, with tabs to allow for navigation across facets.

## RESULTS AND ROI

The Synapse team doesn't stray far from its original goals when figuring out ways to measure the site's success. "The original business goals of Synapse should always be the yardstick against which success should be measured," says Melnick. "Does Synapse improve communication and preserve culture, and are Acordans adopting the system? In all three cases, yes."



"The analytics approach can be summarized in this way," says Peter Cheung, Associate Director, Analytics. "We tied the measurement strategy to the initial business goals of Synapse. It wasn't so much about dollars and cents as it was about promoting culture, improving communication throughout the organization, and ensuring adoption. Our key performance indicators were carefully selected from key actions that could be taken on Synapse that indicate the initial goals are being met, including participation in *FaceGame*, clicking on apps and assets within the customizable panels, and reading news items.

"The vast majority of people using Synapse—a whopping 98 percent of Acordans—performed at least one key action," he says. "In other words, people weren't just visiting Synapse, they were using it to help improve the way they work, communicate, and get informed."

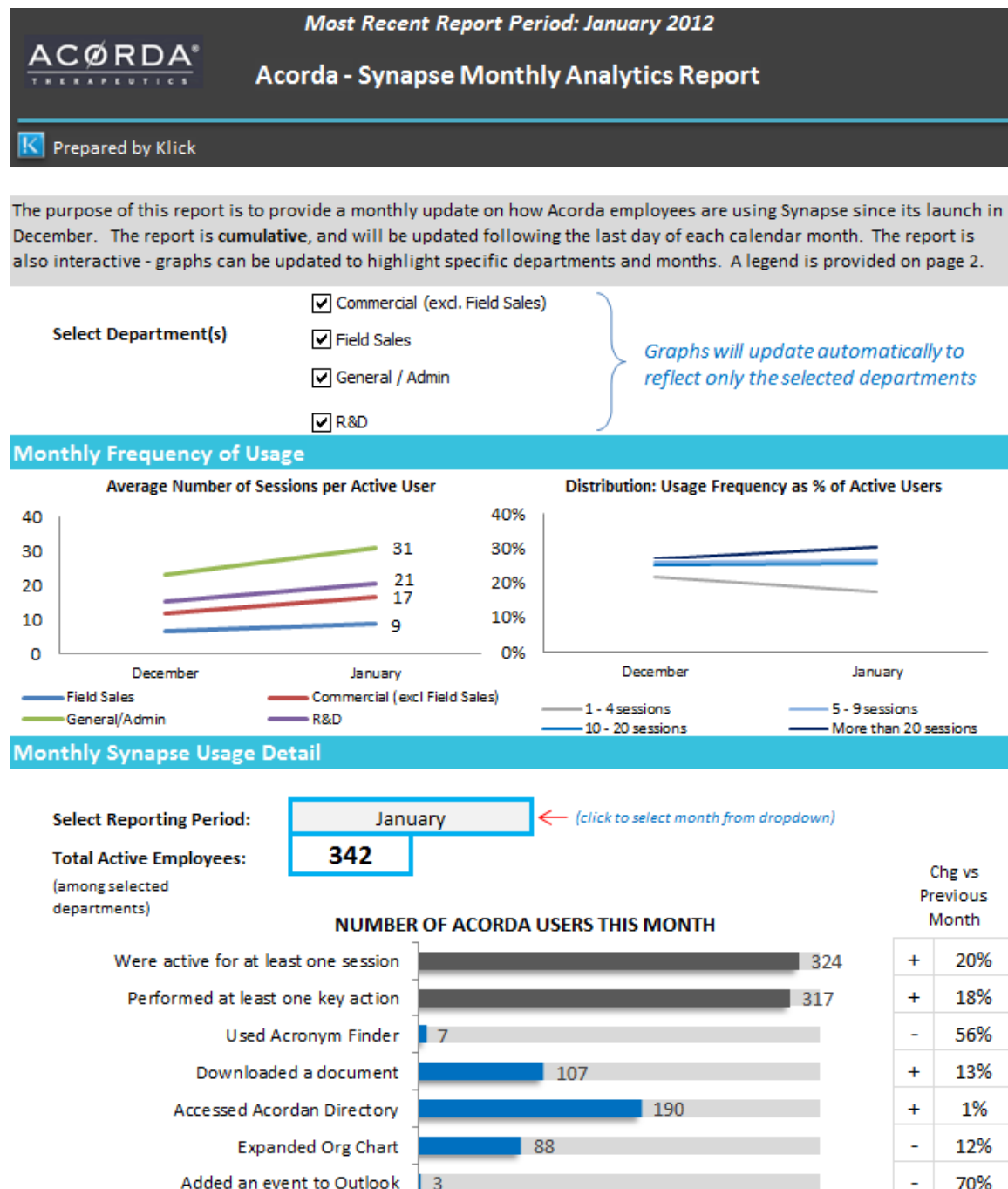
Acorda is still adapting to Synapse, and over time it's becoming more entrenched in the company's day-to-day processes. Each day, more content creators and department administrators lean on it more heavily to disseminate information—and, increasingly, to improve productivity and collaboration. This gradual adoption is part of the design. "The design affords the scalability necessary to grow the system along with the organization," says Cheung.

Klick and Acorda agreed on several user actions to serve as benchmark measurements for the site. These include:

- Number and percent of employees who access Synapse, and how often
- Percent of employees who did more than just visit the Synapse homepage
- Percent of employees who customized Synapse (using *My Apps*, *My Websites*, *My Documents*, or *My How-Tos*)
- Percent of employees who read at least one news item
- Percent of employees who have used the *Acordan Directory*
- Uptake of social features (such as liking and commenting)
- Quantity of P&V award nominations (37 nominations as of this writing!)

For a time after launch, Klick sent Acorda monthly reports tracking these numbers in an interactive spreadsheet. One of the key insights from a report produced shortly after launch was that engagement was particularly strong in work-related functions (the app section with forms and tools), but not yet as strong among culture-building actions (photos, *FaceGame*, and so on). The takeaway from this is that it might take some time for users to become accustomed to having both types of content available in one portal.

The team continues to track the numbers through a custom Google Analytics implementation.



Pictured: A sample analytics report. Klick produced these reports for Acorda after launch to track Synapse usage and trends.

## LESSONS LEARNED

The Synapse teams shares some lessons learned:

- **Maintain momentum after launch.** “Synapse launched to great fanfare at Acorda, but after the initial buzz died down there was a slight ‘hangover effect.’ Despite Klick’s best effort to seed useful content and allow users to hit the ground running with smart personalization recommendations, Synapse’s momentum eased and some Acordans became somewhat indifferent to the platform. Part of the issue was that, despite the detailed walkthrough at launch, some Acordans elected to not fully explore or utilize the features of the site.”
- **Selling the feature is sometimes just as important as the feature itself.** “A handful of power users grew largely dependent on Synapse’s click-to-dial feature—clicking ‘dial’ anywhere near a user’s name in Synapse would dial their phone to that person’s extension—while others had no awareness that feature even existed. Users who have the feature demonstrated to them are surprised and use it moving forward! This issue emphasizes the importance of ensuring ‘feature awareness,’ going beyond fundamental control affordance.”
- **Recruit confederates.** “During the interview process, several Acordans voiced sensitivity to the release of any new application that would add to their already significant workload. As a result, Synapse’s user sentiment was somewhat low and the probability of a successful launch was at risk even before the design took shape.

“While the negative stigma associated with Synapse was overcome to a great extent after launch, the feeling is that the system would have benefited from having recruited Acordans as intranet advocates in place *before* launch. Even a few Acordans actively demonstrating excitement about Synapse would have influenced others to adopt the same attitude.”

- **Context is king.** “Individual documents and how-tos are each represented with a page on Synapse that displays metadata about the asset (publish date, contact, description, etc.). Originally, this included the ability to ‘like’ and comment on the asset. After reflecting on this design and gathering feedback from the Acorda Synapse team prior to launch, it was decided that ‘liking’ work-related assets wasn’t appropriate, as the social context is awkward—what does it actually mean to ‘like’ a document? This feature was subsequently removed from asset-related pages.

“The commenting function has remained but has floundered since assets aren’t naturally conducive to conversation. Additionally, there is a risk that a comment is added to a document page that requires a response, yet a response is never provided since asset creators are not notified when a comment is added. News postings that announce social milestones (weddings, baby announcements, etc.) do garner good quantities of comments and ‘likes,’ underscoring the learning that (social) context is everything!”

## American International Group, Inc. (AIG)

**Using the intranet:** American International Group, Inc., (AIG) is a leading international insurance organization serving customers in more than 130 countries. AIG companies serve commercial, institutional, and individual customers providing property-casualty and life insurance and retirement services.

**Headquarters:** New York, NY

**Number of employees the intranet supports:** Approximately 35,000

**Company locations:** 130 countries

**Locations where users use the intranet:** Americas, Europe, Singapore, Hong Kong, Philippines, Australia, China, New Zealand, Vietnam, Papua New Guinea, and Japan

**Annual sales:** \$17.8 billion (2011)

### **Design team:**

The core team designed the look and feel, IA, and overall user experience and is responsible for ongoing support. A partner agency offers project-specific support.

### **Team members:**

Victor Aviles, Keerthy Raghuveer, Frank Williams, Bryce Lee, Huy Lim, Jechul Wee, Pinkal Gandhi, Brian Kirby, Lawrence Yee, Marie Villanueva, Richie Block, and Sean Ryan

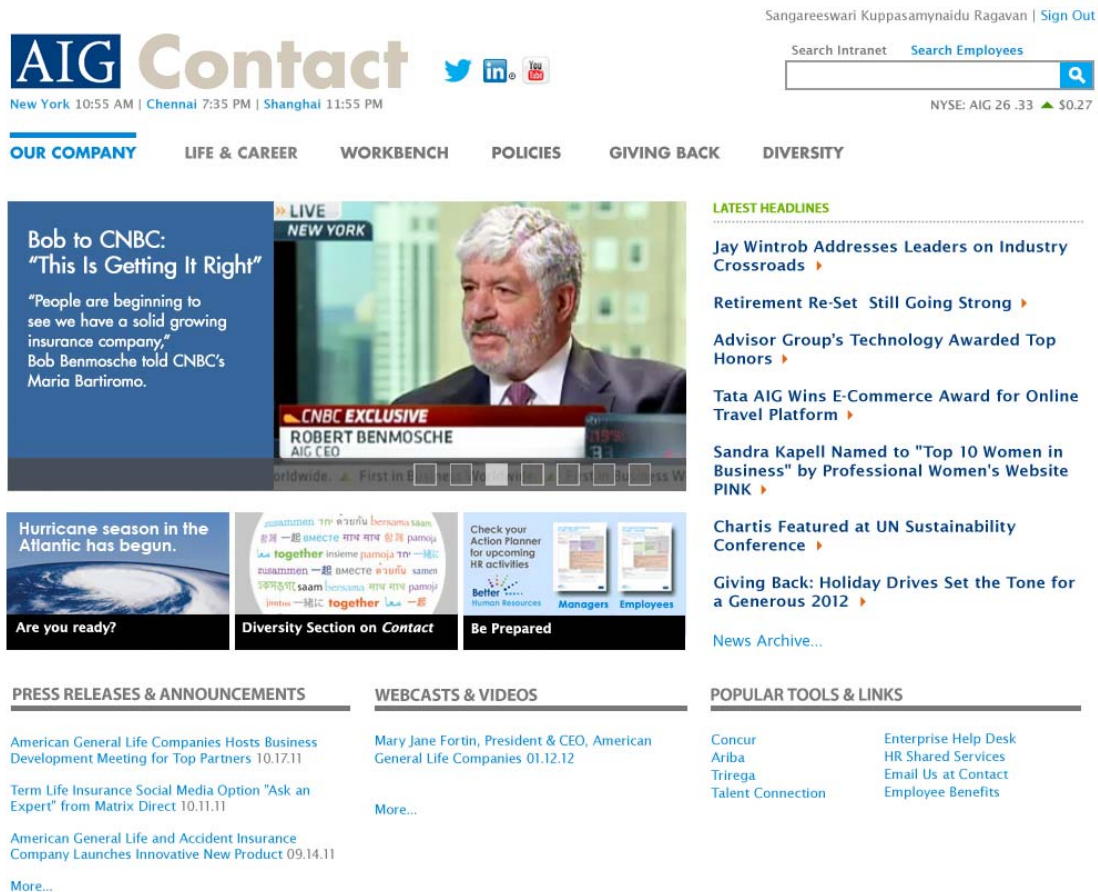
## **SUMMARY**

The American International Group, Inc., (AIG) intranet, named *Contact*, provides a forum for both corporate information and material from various regions. This creates a harmonious, unique gathering among companies under the parent organization.

The homepage immediately brings employees up to speed on current corporate happenings and news through various supporting features, including a list of the most current internal news items—which are pulled in as a feed based on content tagging—and a link to the *News Archive*. Another section displays links for press releases and announcements, while yet another section links to webcasts and videos. The presence of these links on the homepage makes all employees aware of the features and—more importantly—reminds employees to consult them periodically. The organization promotes particular topics in a few ways, the first being the main content area's carousel, which rotates through recent feature stories. The homepage also hosts "feature blocks" below the carousel, which include assistance-related content and advertising for intranet features.

To keep up on what people are saying about AIG and its products on social networking sites, users need to click no further than the icons linking to AIG channels for Twitter, LinkedIn, and YouTube, in the top center of the page. Although users can certainly get easy access to these sites via their bookmarks, the links are a nice reminder, provide speedy access, and demonstrate support for the representation on social sites.

People can quickly see what time it is for many of their colleagues, as the current local time for three prominent AIG offices—New York, Chennai, and Shanghai—displays just below the logo in the upper left. And the current stock price appears in the upper right.



Pictured: The homepage for Contact, AIG’s intranet, is like having a corporate newscaster sitting nearby, keeping employees apprised of news, announcements, webcasts and videos, and press releases.

Clicking a news link in the carousel opens the related article, which displays the article along with a way-finding cue: the same image that appeared on the homepage, resized appropriately. This immediately confirms to users that they are on the page they wanted, which boosts confidence. The new articles live in the *Our Company* section’s *News & Media* area, which can be easily deciphered in the navigation. The *Our Company* tier-one menu item changes from grey to blue when selected, and a blue bar appears above it. Within the second tier navigation, the *News & Media* link also turns from grey to blue so it’s easy to tell which is selected. Users can access the news archive via the *Back to News Archive* link within the article itself.

Because content meta-tagging was implemented for all news items, articles can be pulled into appropriate feeds. In the case of the homepage, news that affects the whole organization appears here, and local news is pulled into the appropriate departmental main page. If an article relates to more than one area, it can be tagged so it will appear in multiples areas.

◀ [Back to News Archive](#)



Architectural drawing of a proposed workstation in new offices.

standard for the ratio of offices to workstations, increased collaborative and meeting spaces, and enhanced wireless technology. As a result, the company expects to create more comfortable and open workspaces on renovated floors, and reduce its environmental impact, while saving money.

"This strategy will enable AIG to consolidate its New York offices into 175 Water Street and 80 Pine Street," explains AIG Chief Administrative Officer Mike Cowan. "We will soon begin to reorganize and renovate space to the new standard. Over the next year, we will transition out of 180 Maiden Lane and 1 New York Plaza—which will result in over \$50 million in savings a year. These efforts support our broader drive to cut AIG's operating expenses by over \$1 billion."

In the renovated workspaces:

- Workstations will be arranged by windows, so more employees will have access to daylight and views.
- Individual offices will be situated internally and allocated by job grade.
- A better technology infrastructure will include enhanced wireless connectivity and new conferencing systems.
- Floors will offer more meeting areas, to support both formal meetings and spontaneous collaboration.
- Offices will have partially frosted glass walls, which will maximize natural lighting to create a more open and bright environment.
- Pantries will be more inviting, with seating areas.

"These changes," says Jeff Hurd, AIG Senior Vice President, Human Resources and Communications, "will result in a work environment that promotes greater collaboration between employees. What's more, where it makes sense, managers and employees may also want to consider ways to get work done outside of traditional office space by making the most of flexible work arrangements."

A model of the new workspaces recently received high marks from individuals within New York business units. Over the next several weeks, construction will begin on the first phases of the new workspaces to make these plans a reality in New York.

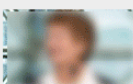
**Pictured:** Clicking a headline in the homepage carousel opens the related news article, which includes the same image that appeared on the homepage.

Knowing the importance of referencing past news items, designers provide the news archive and make it easy to stride through it using the filters on the left to select type, year, and month. When news is created, it is assigned a metadata marker, so companies at AIG can filter it in the archive. Clicking one of the tabs at the top in the archive filters the articles; the default selection, *Global*, includes all news from all major AIG companies.





**Senior Leadership Offsite: "This Is the Year We Have to Show the True Growth of AIG"** 01.26. 2012  
When AIG President And CEO Bob Benmosche Was Asked What One Message He Wanted To Give To The Company's Top Executives At The Senior Leadership Offsite, He Said: "I Want To Send A Message That The Crisis Is Over."



**Commemorates 35 Years at AIG** 01.25. 2012  
AIG Senior Vice President And Deputy General Counsel, Has Just About Seen It All In Her 35 Years With The Company.



**United Guaranty and REMN Announce Pilot Agreement for New CoverEdge Product** 01.06. 2012  
Mortgage Lender REMN Has Incorporated United Guaranty's Industry-changing Underwriting Process In Its Operations.



**Chartis Names Chief Science Officer** 01.01. 2012  
Will Be Responsible For Establishing A World-class Research And Development Function To Help Improve Chartis' Global Commercial And Consumer Business Strategies.




**Tata AIG Wins E-Commerce Award for Online Travel Platform** 01.04. 2012  
Tata AIG General Insurance Added Another Award To Local And International Honors Already Received In 2011 With The E-Commerce Award From The Asia Insurance Technology Awards (AITA) 2011...

Pictured: Articles in the news archive can be sorted by type, source, year, and month.

AIG designers are in the process of fully implementing single sign-on because they understand the value of pre-populating content for users and not forcing them to remember multiple passwords. Employees will soon be able to log in to their computers and automatically be authenticated in Contact and most other applications. Currently, logging in to Contact passes the employee's login information through to the applications most people use. These are consolidated in the intranet's *Workbench* section. The *Tools & Applications* area offers links to various items people need, including technical support, meetings and events, office supplies, travel arrangements, expense reports, and temporary staff. The *How Do I...* section presents common questions and answers in plain, helpful language.

Additionally, the phone number for technical support appears in the right rail, so users who need help don't have to click or search any further to start solving their problems. Links to the most popular areas appear at the top of the right rail, making them very easy to get to.

 **Sign In**

**Travel & Expenses - Concur**  
Manage travel and expenses.

**Purchasing - Ariba Buyer 9r**  
Procure goods & services and review & approve invoices.

**Real Estate Management - CREST**  
Manage AIG locations, leases, move requests, real estate requests and projects.

**Temporary Staffing - Fieldglass**  
Procure and manage contingent resources and professional statements of work.

**Car Services - SummitGround® / SummitLink®**  
Procure ground transportation

## Workbench

**TOOLS & APPLICATIONS**

[CAO](#) [Property Casualty](#) [Finance](#)

Accounts Payable (SAP)  
Corporate Credit Card  
Expense Reporting (Concur)  
Global Travel  
Meetings & Events  
New CAO Employee/Consultant Onboarding  
Property Management  
Real Estate Management (CREST)  
Sourcing & Procurement (Ariba)  
Technical Support  
Temporary Staffing (Fieldglass)

**HOW DO I...**

Use single sign in for various applications?  
Get something fixed (lights, air conditioning, etc.)?  
**New!** Get training on the new Ariba system for purchasing and invoicing?  
Book a business trip?  
Reset my password?  
Request remote access?  
Get help sourcing goods and services from a vendor?


**ADMINISTRATIVE SERVICES**

Expense Management  
Food Services  
Global Travel  
Meetings/Conferences  
Print & Mail  
Property Management  
Security Badge  
Sourcing & Procurement

**TECHNICAL SUPPORT**

Login to Technical Support  
1-800-HELP-HLP or  
1-800-435-7457

**COMPANY STORE**

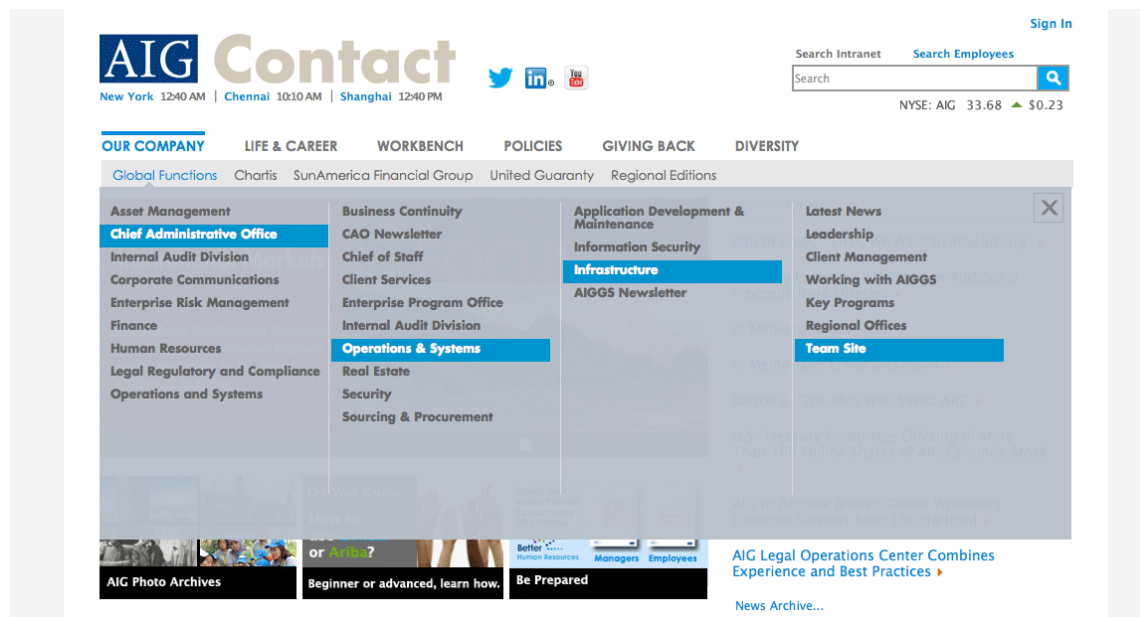


**EMPLOYEE DEALS & DISCOUNTS**

Pictured: The *Workbench* area consolidates tools to help employees complete various work-related tasks.

With a global workforce and varied product offerings, the designers wanted to ensure that employees could use the intranet to better understand the organization itself. Previous intranet versions didn't make it easy to learn about AIG's different companies and functions. The new intranet was meant to further unify AIG and its subsidiaries and to establish a better foundation for unifying the brand and culture. One way to ensure that the depth of the organization and its offerings are well represented on the intranet is to include them in an easy-to-navigate IA. On Contact, the mega menu navigation helped designers make the organization's departments and layers more transparent. The list of 30 links is easy to find under the *Our Company* section's *Global Functions* area. An "X" in the upper right of the mega menu lets users close it easily.

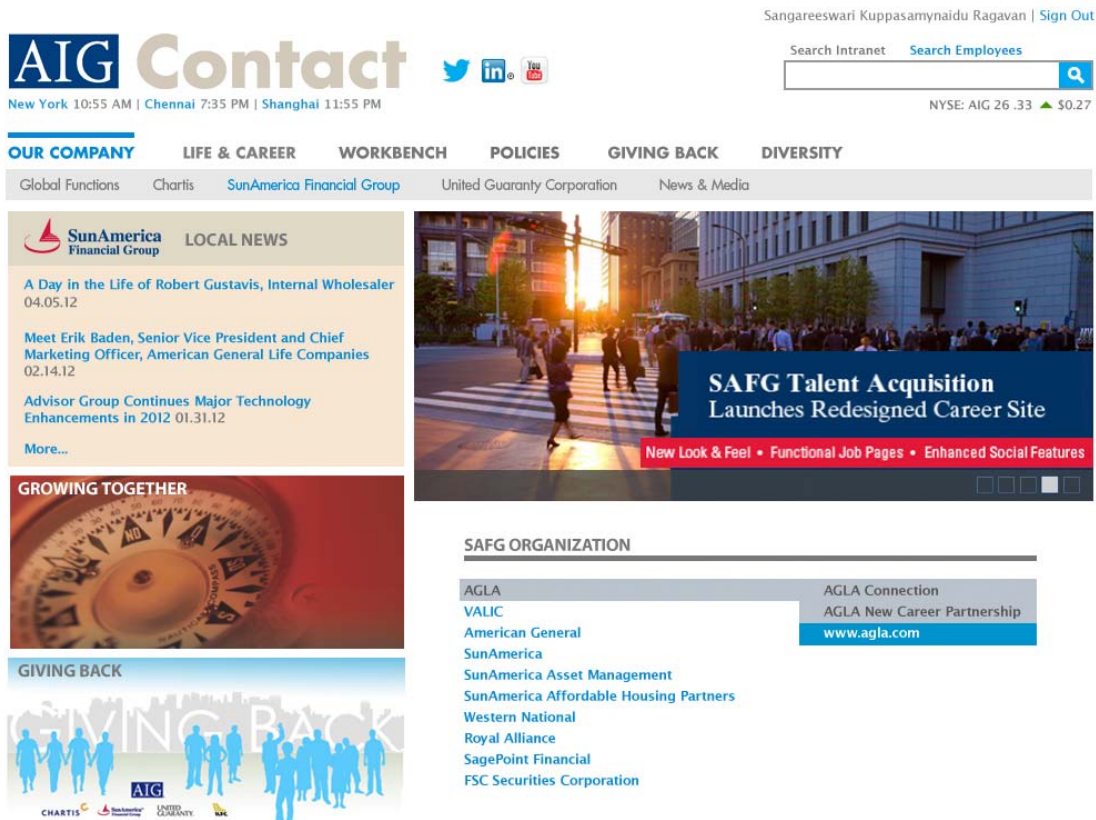




Pictured: The mega menu lets users see many different organizations and offices at a glance.

In the second tier navigation, employees can link to the main pages for each of AIG's major companies, including Chartis, SunAmerica Financial Group, and United Guaranty. These links are located in the second tier navigation because they are not considered to be global functions and thus wouldn't be understandable under that category.

Because many employees within these AIG companies will visit these section pages, some of the main homepage's content is ported here, while the rest is focused on the particular company. Also, these pages are meant to partially retain each company's particular identity while still looking like part of AIG. Thus, the page layouts vary, as do many of the colors, but the treatment for section headings remains the same as that of the homepage to keep a similar look throughout.



Pictured: The main section page for SunAmerica Financial Group, one of AIG's major companies.

Contact connects not just divisions and companies, but also regions, which can be found under the *Regional Editions* menu. The main section pages include news items and images in a carousel, plus a list of more news articles. The left side menu has links for news, brand and marketing information, HR, and other information specific to the region. The right rail has links to webcasts, pages related to countries within the region, and other helpful areas.

**OUR COMPANY**

**LIFE & CAREER**

**WORKBENCH**

**POLICIES**

**GIVING BACK**

**DIVERSITY**

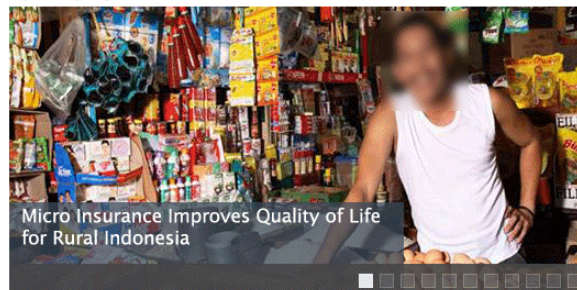
[Global Functions](#) [Chartis](#) [SunAmerica Financial Group](#) [United Guaranty](#) [Regional Editions](#)

**APAC**

[Newsroom](#)  
[APAC Brand & Marketing Centre](#)  
[Human Resources](#)  
[Compliance](#)  
[Around the Region](#)

**Europe**

**ASIA PACIFIC**



Micro Insurance Improves Quality of Life for Rural Indonesia

**AROUND THE REGION**

- Australia
- China
- Hong Kong
- Indonesia
- Korea
- Malaysia
- New Zealand
- Philippines
- Singapore
- Taiwan
- Thailand
- Vietnam

**WEBCAST LINKS**



**FOLLOW CHARTIS ON LINKEDIN**



**HELPFUL LINKS**

- Talent Connection
- APAC Singapore IT Helpdesk
- Concur
- Book Meeting Rooms: Singapore & APAC Office

**WHAT'S NEW**

Appointment of James Kim as APAC Regional SME Development Manager 09.07.12

Appointment of Neil Ostrower as the Head of Administration for APAC 09.04.12

Appointment of Lynette Santos as Manager, Business Portal Management Unit, APAC SME 08.31.2012

Staff Changes in APAC Operations 08.14.2012

Appointment of Gladys Co as Airline Distribution Manager for Travel Insurance in APAC 08.14.2012

Appointment of Elizabeth Cottam as APAC Chief of Staff 08.14.2012

New Appointments in the APAC Accident & Health Actuarial Team 07.31.2012

Appointment of John McPhee as Field Management Executive & Senior VP, Global Consumer Insurance 07.24.2012

APAC Tax Team Structure 07.18.2012

Appointment of Shane Lowndes as Regional VP, PMO 07.09.2012

Changes to the APAC SME Team 04.30.2012

Appointment of Neil Gardner, Regional Vice President of APAC Direct & Sponsored Marketing 04.27.2012

Appointment of Trent Cannings as Vice President of APAC Energy and Energy Risks Team 04.20.2012

Promotion of Eddie Share to Vice President of Energy and Energy Risks, Chartis Hong Kong 04.20.2012

**APAC NEWSLETTERS**

[Navigate, CAO e-Zine, Issue 3](#)  
[APAC Consumer Insurance eNewsletter, Issue 7](#)  
[APAC Claims Connect, Issue 4](#)

**CONTACT US**

[Regional Communications](#)

Pictured: Contact connects not just divisions and companies, but also regions.

The navigation empowers employees to easily move around the AIG intranet, as does the search feature. Located in the upper right of all pages, employees can enter queries in the open field and can choose to search the intranet or just the employee directory. Search results display all the elements needed, including an editable field with the query repeated in it and a link to tips below the field, which is helpful for those who need it and easily ignored by those who don't. The number of results also displays, with pagination to scroll through.

*Suggested Links* are distinguished with a grey background from the rest of the organic links, which appear below on the page's white background. Items are added to the suggested links area based on the page's popularity according to metrics. The link to each result is shown in blue with descriptive text in grey below.

Users can click the *Other Available Results* filter in the upper left, which lets them see results for a particular AIG company. The number to the right of the company link indicates how many results will be returned.

The right rail displays a helpful feature: the top people results related to the search. These employees either match the query or are members of a department relevant to the query. This is useful for finding expertise about a topic an employee is interested in.

Overall, the inclusion and organization of a wide range of content and the diligent tagging of news items make the AIG intranet an informative and uniting experience for all employees.

The screenshot shows the AIG Contact intranet search results page. At the top, there's a header with the AIG logo, navigation links (OUR COMPANY, LIFE & CAREER, WORKBENCH, POLICIES, GIVING BACK, DIVERSITY), and a search bar. The search bar contains the text 'ebusiness'. Below the search bar, there's a section titled 'CONTACT SEARCH RESULTS PAGE'. On the left, there's a sidebar with 'Other Available Results' and a list of filters: 'SAFG (0)' and 'Chartis (251)'. The main content area shows '1 - 10 of 229 results for "ebusiness"'. Below this, there's a 'Suggested Links For: ebusiness' section with several links, including 'AIG Corporate eBusiness Intranet Site', 'ContractGroupDefinitions tcm1246-414845', 'AIGSocialMediaPolicy tcm1246-372868', 'Visio-CCA-org chart 1.vsd', 'CommodityCodes tcm1246-414844', 'MMead 012612 tcm1246-403397', and 'Microsoft Word - DTFHayes031108.doc'. On the right, there's a 'PEOPLE RESULTS (94)' section with a list of names and locations, including 'eBusiness Support JERSEY CITY', 'KNIGHT, RICHARD G JERSEY CITY', 'PANDE, KARTIKAY K JERSEY CITY', 'CHERRY, STEVE P NEW YORK', 'CHIRICO, JOSEPH A JERSEY CITY', 'KUMAR, RAVI S JERSEY CITY', 'VANDER VEEN, MARK W JERSEY CITY', 'VIJAYARAGAVAN, DILEEP UNITED STATES', 'CHAU, IRIS M NEW YORK', and 'PANEERSELVAM, SELVAMOCHAN JERSEY CITY'. There's also a 'More Results' link.

Pictured: Contact's search results have all of the important usability features, including an editable field with the search query and simple links and descriptions. The results for people related to the search topic in the right rail are an added bonus.

## BACKGROUND

The company's latest intranet design was intended to further unify AIG and its subsidiaries and to provide communications platform supporting better access to key tools. "The goal was to unify the organization by breaking down both technical and cultural silos," says Victor Aviles, Director, Corporate Communications, as well as to "provide intuitive access to important tools and systems, make it easier for employees to access their important accounts (benefits, expenses, purchasing, business applications) and create a footprint for something more than just a site, and more along the lines of a global business and communications platform."

To accomplish these goals, the team gathered a significant amount of anecdotal user feedback through emails, as well as through a formal feedback form and surveys, personal interviews, and usability testing. "Some surveys were not specifically about the intranet per se," says Aviles. "While they were more about the organization as a whole and/or about particular departments and business units, they still provided valuable information. We also benchmarked other intranets and even websites."

Once there was buy-in, the project proceeded smoothly. It was executed within budget and on time.





## Welcome to the Giving Back section on Contact!

AIG companies and its employees worldwide have a long history of giving back to the communities they serve. This section provides information on community activities at AIG, including volunteerism, the AIG Matching Grants Program, and the Disaster Relief Fund (DRF). Please refer to the tabs below for more information.

### Volunteerism

### Matching Grants

### Disaster Relief

### News Archive

AIG companies give back to the communities they serve by organizing and supporting employee volunteer activities and outreach programs. Building homes, painting schools, and participating in fund-raising events are just some of the ways that employees have played an active role in the neighborhoods where they live and work. Refer to the [AIG Volunteer Time Off Policy](#) for more information on company-supported projects or personal volunteer activities.

#### Upcoming 2012 Giving Back initiatives:

- School Supply Drive (Greater New York area): Aug 13 – 24
- American Heart Association Walks, sponsored by Chartis
  - Cleveland: Aug 25
  - Dallas: Sept 8
  - Boston (Lexington): Sept 15
  - Chicago: Sept 21
  - Atlanta: Sept 22
  - Los Angeles: Sept 29

If your office has an upcoming initiative and you would like it to be added to the above list, please email [volunteer@aig.com](mailto:volunteer@aig.com). For more information on upcoming initiatives, please contact your respective business community representative.

Volunteer T-shirts are now available through the Company Store!



#### COMING SOON!

A "MEET A VOLUNTEER" feature to get to know our volunteers.

Stay tuned.

#### COMMUNITY REPRESENTATIVES

AIG: [volunteer@aig.com](mailto:volunteer@aig.com)  
Chartis: [communityoutreach@chartisinsurance.com](mailto:communityoutreach@chartisinsurance.com)  
SunAmerica Financial Group: [communityrelations@safg.com](mailto:communityrelations@safg.com)

#### RESOURCES

- Corporate Social Responsibility Policy
- Volunteer Time Off (VTO) Policy
- Volunteer Time Off Request Form
- Charitable Contribution Request Form
- Matching Grants Program
- Chartis Community Outreach
- SAFG Community section

#### RELATED LINKS

- AIG Pro Bono Program

Pictured: The landing page of *Giving Back*, one of Contact's top-level navigation sections. As this page shows, the primary blue used in the navigation is carried through to the rest of the design and is used for tabs and links, while a complimentary shade of blue is used in headings and backgrounds. Green and orange are used as accent colors in emphasized text.

**Chief of Administrative Office**

Business Continuity  
CAO Newsletter  
[Chief of Staff](#)  
Client Services  
Enterprise Program Office  
Internal Audit Division  
Operations & Systems  
Real Estate  
Security  
Sourcing & Procurement

**CHIEF OF STAFF**

The Chief of Staff supports the Chief Administrative Office (CAO), ensuring appropriate compliance and risk mitigation, monitoring performance against goals, and supporting organizational transformation efforts. It also manages AIG's **Expense Management Policies**. The most recent version was published on December 23, 2010 and is available in the [Expense Policies](#) section of *Contact* and in the column at right. *Questions about the Policies can be directed to [Elizabeth Harvey](#).*

**2012 Objectives**

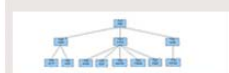
**Responsibilities**



**AIG EXPENSE MANAGEMENT POLICIES AND INFORMATION**

- AIG Expense Management Policies and Information
- Senior Management Approval Matrix
- Expense Management Contact List
- Consulting Policy Scope Clarification
- CAO Policy Protocol

**ORGANIZATIONAL CHART**



Pictured: An interior site page showcasing the Chief Administrative Office's Chief of Staff. This design is used as a template for all businesses represented on Contact: a headshot and title appear at top-right beneath the header, with related links and an org chart for that department below them. Each page also includes introductory text so that visitors can quickly understand the department's function, regardless of how they navigated to the page.

## INTRANET TEAM



Pictured: The AIG intranet team (front row, left to right): Pinkal Gandhi, Marie Villanueva, Victor Aviles, Keerthy Raghuveer, and Jechul Wee; (second row, left to right): Huy Lim, Bryce Lee, Sean Ryan, Lawrence Yee, and Brian Kirby; (back row, left to right): Richie Block and Frank Williams.

## GOVERNANCE

### Ownership

Corporate Communications owns the intranet, which has helped the site thrive. "Since Corporate Communications is at the epicenter of the company's news and strategic initiatives," says Aviles, "it is in a good position to prioritize intranet-related projects and to decide on the overall direction of the intranet."

This placement has also, conversely, helped influence the way the Corporate Communications team thinks about and communicates with employees worldwide. "In general, it has provided some common ground where employees can learn about and better interact with each other."



<b>INTRANET TEAM RESPONSIBILITIES</b>	
<b>Role</b>	<b>Responsibilities</b>
<b>Corporate Core Team</b>	<ul style="list-style-type: none"> <li>• Provide governance, program management, coaching, and Tier 2 support</li> <li>• Manage and maintain content and features available on the group intranet level</li> </ul>
<b>Producers/Content Managers</b>	<ul style="list-style-type: none"> <li>• Oversee portions of the site, ranging from a single page to dozens of pages and assets</li> <li>• Provide Tier 1 support for colleagues in their respective areas (by region, business unit, and/or corporate practice area) and vet and publish their content</li> <li>• Work with the core team to publish content on the homepage and provide direction on navigational and functional improvements</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>• Maintain the technical footprint and infrastructure and translate business requirements and Tier 3 support</li> </ul>

## **USERS**

Intranet users include employees in the US; Europe, the Middle East, and Africa (EMEA), the Asia-Pacific (APAC) and the Americas. This includes full- and part-time employees and consultants. As an insurance organization, the mix of employees includes a wide range of risk and underwriting professionals, as well as finance, administrative communications, and technology professionals.

## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"><li>https://contact.aig.net</li></ul>
Default Status	<ul style="list-style-type: none"><li>The intranet is bookmarked in users' browsers but can be changed.</li></ul>
Remote Access	<ul style="list-style-type: none"><li>All employees are provided with secure, remote connectivity. The site is also accessible from the latest company mobile devices.</li></ul>
Shared Workstations	<ul style="list-style-type: none"><li>A small group of users access the intranet from shared workstations (in mailrooms, for example) and at a resort (a legacy real-estate acquisition).</li></ul>

## DESIGN PROCESS AND USABILITY WORK

### Design Approach

The AIG team understands that the intranet is never “done” but is instead always evolving. That understanding informs the way they approach design—as an iterative, ever-changing process rather than a destination that can be reached. “Over the years, we’ve realized that the intranet is a good place to try new things (in a measured way, of course),” says Aviles. “The intranet will never be ‘done’ per se—meaning, if we do our jobs, the intranet should constantly evolve and reflect the company’s character and how it operates. As a team, we’ve come a long way from the days of suffering from ‘analysis paralysis.’”

“In a sense, the intranet has been an ongoing series of controlled experiments,” he says. “We’ve gotten better at learning from our experiences and have developed more mature practice areas in usability, search, and content architecture.”

The team’s approach is as practical as it is iterative. “For us, it is more often a matter of expediency than not,” says Frank Williams, VP, Creative & Usability Services. “So sometimes it is easier for us to work off of comps because we were constantly iterating the designs based on the feedback we were receiving.

“We arrived at many of our solutions through a process of discussion, development of visual prototypes, and the iteration of those prototypes in response to many rounds of interaction with business owners, stakeholders, and end users,” he says. “Having an accepted visual design really circumvented the need for bare-bones wireframing in a lot of the development because, without the need to remain design agnostic, we could just modify the closest-fit template to show the new functionality.”

The AIG team utilized several research methods to inform its winning design. These methods included:

- **Checking server logs or usage stats:** “We try to base our decisions on web analytics, search analytics, content management activity logs, web logs, and helpdesk statistics reports,” says Jechul Wee, Information Officer, Corporate Communications. “The historical usage stats are the real time saver. Things like load testing and understanding when the site is most heavily trafficked during the year (enrollment, employee performance cycles, etc.) and even what are the ‘peak hours’ help us plan ahead.”
- **Beta testing of new design:** One of the key features of the new design was the mega menu for navigation. “Users told us that they wanted a better navigational structure, so we introduced the mega menu which became a big hit from day one,” says Wee. Introducing the mega menu was done through beta testing sessions.  
  
“Once we had a working model of the mega menu and left side navigation, we conducted a series of demonstrations with approximately 100 employees of businesses across the US,” says Brian Kirby, Manager, Content Strategy. “After explaining the purpose of the new navigation, we provided a staging URL so that attendees could try it out for themselves. This allowed us to validate the structure of the navigation and the links used in their construction, as well as provide an opportunity for feedback.”  
  
These sessions helped the team confirm the new navigation approach. “We were pleased that the vast majority of the participants were both able to understand why the design changes were made and were supportive of the changes.”
- **Meeting with other companies’ intranet teams:** During the process of vendor discussions, the team was able to meet with intranet teams from a variety of companies and ask some pertinent questions about design, strategy, and technology, and learn from those teams’ experiences.
- **Researching usability or design through books, reports, or other resources:** “Certainly, we pay a lot of attention to what key players are talking about and working on through blogs, reports and newsletters, seminars, design annuals, and personal relationships with other professionals in the field,” says Bryce Lee, Associate Director of Creative and Usability Services. “When proposing specific solutions or defending their retention (people search, for example), it is useful to be able to point to authoritative support from outside of the company. Wherever possible, we validate our usability decisions by referencing published research from well-known firms like NN/g and Forrester.”
- **Card sorting:** Although the team did not conduct formal card sorting, they did sort the extensive list of proposed features and functionality based on perceived user need, usage metrics, specific requests, and other value criteria, which determined inclusion and placement accordingly.

- **Sitting in on support calls or training:** Sitting in on support calls proved to be pivotal to helping team members really understand the challenges of features such as single sign-on from a perspective broader than their own expertise. “When we were working to enable some more advanced functionality on Contact, like single sign-on and establishing a standard password service (user authentication, password resets and retrievals, time outs, etc.), we spent a lot of time with technology teams from across the company, including the help desk,” says Wee.

“We have a good understanding of how technology can be put to practical use and a good enough grasp on systems—at least enough to marry them to business requirements,” says Aviles. “But not all of us come from IT backgrounds, so sitting in on support calls with technical teams was very enlightening. It really influenced how we think about and interpret technical terms and specs and translate them into better, more intuitive functionality. For example, the password service is now pretty intuitive, and is similar to what people are used to experiencing at home when they reset a password on any of their other online accounts. That’s *not* how it used to be on Contact. So that was definitely a step forward.”

- **Monitoring user feedback:** The team paid close attention to how the site was being received by users. “Before we went live, we had a lot of discussions, sent an array of ‘heads up’ emails to key teams and to the company as a whole,” says Aviles. “We really went out of our way to let people know that the changes were coming. We even provided a sneak preview of the site with explanations of the major changes, benefits, and a bit about our strategic direction. All of that really helped set expectations.”

The team also extended this outreach throughout the site launch period. “On launch day, there were also bright, visible banners on the homepage and on several high-visibility pages that read: *The New Contact—What’s Different?*” This outreach yielded a lot of feedback that was both informative and useful for the team to act upon.


“Thankfully much of it was positive,” he says. “But people also let us know if they thought something that was easy to find before was now buried, or if they thought a particular graphic or sidebar treatment or font style made some copy difficult to read, or if they thought some aspect of the navigation was confusing,” says Aviles. “We took each comment seriously and are getting ready to release some improvements.”

**SAFG**

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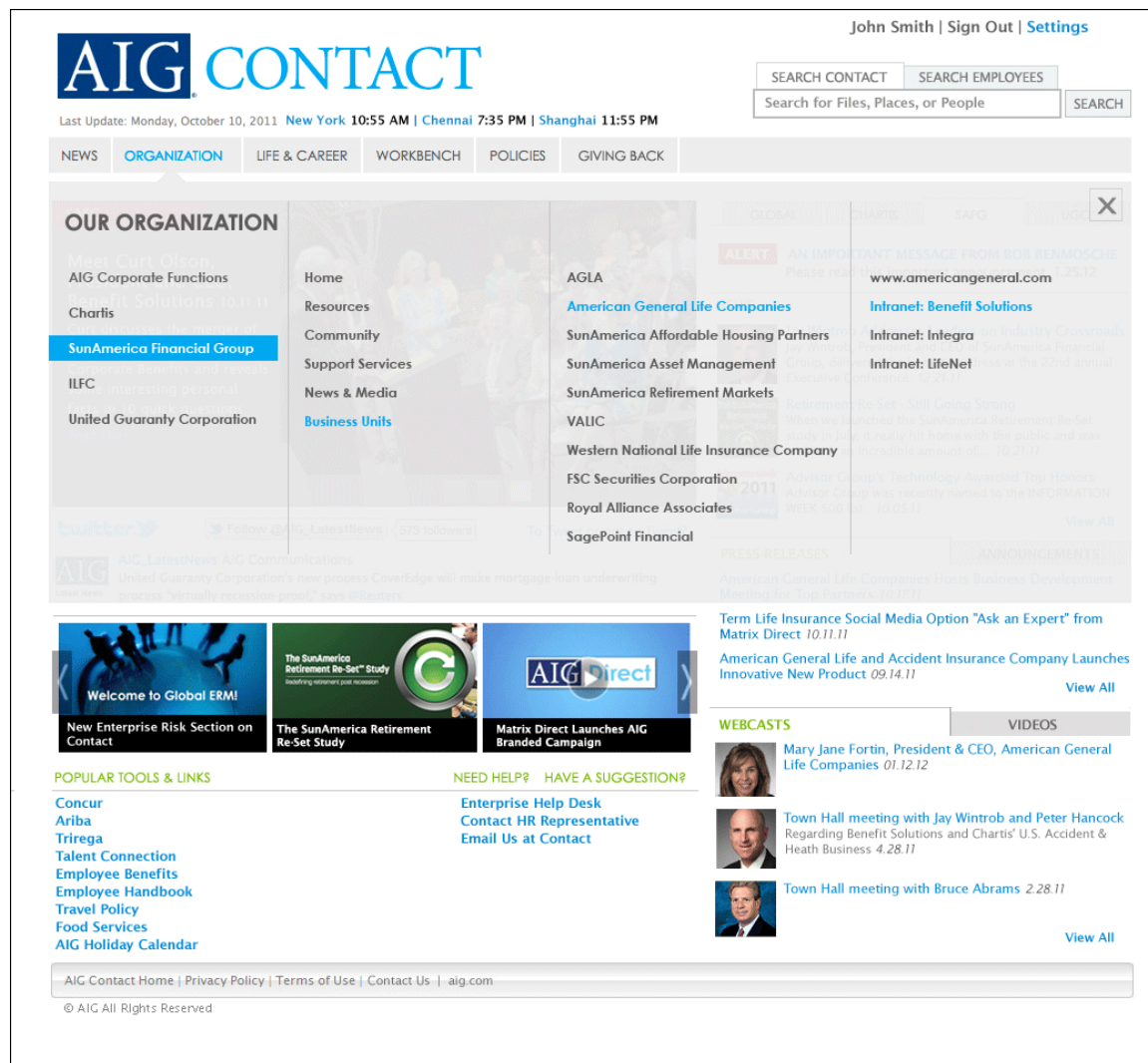


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Pictured: A look at the redesigned homepage early in the process. The top tabs had been removed, although tabs were still being used to provide some separation between news items from different business units, as well as to separate press releases from announcements and webcasts from videos. Most images were reduced to free up the space needed to present more information. Links to AIG's social media presence, as well as a login link, were both introduced in this iteration.



Pictured: An early attempt at the mega menu navigation that was one of the key drivers of the site redesign. At this stage, the first column was dedicated to showing AIG's major divisions. However, it was decided that this approach was insufficient to the site goals. There were numerous instances of sub-pages below what can be seen here.

## TIMELINE

INTRANET TIMELINE	
Milestone Date	Milestone Description
1996	<ul style="list-style-type: none"> <li>Launched first AIG corporate intranet</li> </ul>
1997	<ul style="list-style-type: none"> <li>Issues of <i>Contact</i>, the company's longest running employee print publication (established in 1931), are made available online for the first time</li> </ul>
2000	<ul style="list-style-type: none"> <li>Launched new corporate intranet called "AIG Today"</li> </ul>
2007	<ul style="list-style-type: none"> <li>Redesigned and repositioned AIG Today as the core corporate intranet</li> </ul>
2007–2009	<ul style="list-style-type: none"> <li>Consolidated the majority of intranets at the parent company/corporate</li> </ul>
2009	<ul style="list-style-type: none"> <li>Rebranded the assimilated corporate intranet collection under the name "Contact"</li> </ul>
2010–2011	<ul style="list-style-type: none"> <li>Unified the company's largest intranets (Contact and the two largest business unit intranets) with a shared navigation, search collection, and sharing of content and news stories</li> </ul>
2011	<ul style="list-style-type: none"> <li>Introduced single sign-on and a common password service utility</li> <li>Enabled high-quality video capability on the site</li> <li>Enabled document collaboration through integrated SharePoint Team Sites</li> </ul>
2012	<ul style="list-style-type: none"> <li>Repositioned Contact as the enterprise intranet, collapsing the largest business unit intranets into it and applying a common navigation, architecture, look and feel, search index, and domain</li> <li>Released APAC edition of Contact</li> </ul>
Overall redesign timeframe: Five years	









Pictured: AIG Contact prior to the start of the company's most recent redesign. At the time, the top tabs were intended to link to the intranet sites of other AIG business units, each of which had its own look and feel. The live site at the time had only three tabs (AIG, Chartis, and SunAmerica); this screenshot shows what would have been the next iteration had tabs for United Guaranty and International Lease Finance Corporation been added. This divergent approach to representing the various intranets was one of the reasons why the most recent redesign effort was focused on unifying AIG's business units into a common look and feel.

## CONTENT AND CONTENT CONTRIBUTORS

The AIG team chose Tridion as the CMS because, "it was very well rated at the time (and still is)," says Pinkal Gandhi, Director of Content Management Services. "It complies with AIG's rigorous corporate branding, security, and legal standards; allows employees to access the system no matter where they are located and also permits them to localize content to better fit the needs of their region; establishes design templates that are easy to understand and can be centrally managed; and provides support for a variety of rich Internet applications, such as Flash and Silverlight, but also social networking platforms that AIG is beginning to use more broadly, such as YouTube, LinkedIn, and Twitter."

"Tridion has served us well over the years," he says. "Today, we're actually using both SharePoint and Tridion and are starting to rely more heavily on SharePoint."

Although thousands of employees use SharePoint collaboration spaces on the site, the Corporate Communications team has identified about 60 employees who actively produce online editorial content for both functions and businesses.

"Several functional, business, and regional sections comprise Contact," says Keerthy Raghuvier, Manager, Multimedia Services. "Each has a content owner. Although we try to ensure the integrity and consistency of messages, and tone and style, we try to let subject-matter experts take ownership of their content. Accountability is crucial."

## **Editorial Workflow**

Workflow is critical to keeping high-quality content on the intranet. "We don't just post and leave content," says Raghuvier. "We actively manage it and take pride in looking at content through the eyes of our employee audience."

Here's how it works: content owners submit content for relevant site sections (including the homepage). The team reviews the content, provides edits and recommendations (if any), returns it to the content owner for approval, and then for final sign-off. Lastly (if there are no other changes), they provide an online preview and publish the story/content live.

## **Working with Templates**

All content owners/contributors are given a standard set of design and page templates/wireframes options, giving the content developers both choice and standard guidelines. "We have also started standardizing employee newsletters," says Williams. "The new templates provide a concise interface that allows content to be housed on Contact, where it can be searched and easily retrieved."

The AIG team takes the carrot rather than stick approach to encouraging compliance with the templates and standards. "We think it is more about *encouraging* than ensuring or enforcing" says Raghuvier, "especially since more and more people are working and collaborating on Contact. While each and every content owner/contributor must comply with our guidelines, they also need a certain level of freedom to effectively 'own' their section of the intranet."

## **Training Content Contributors**

Training is critical to maintaining quality content standards. "Providing adequate training to the contributors is vital from an operational standpoint," says Raghuvier. "Content contributors come from different professional backgrounds and have different levels of technical understanding. So, asking someone to manage an unfamiliar system is unfair and will only create a mess."

Generally speaking, the team assesses the level and type of training required on a case-by-case basis. It can vary from a web meeting to a classroom to a one-on-one training session. The team also provides supporting documentation as users complete the training session. "Additionally, we team up with IT to make it as easy as possible for content contributors to access, edit, and update their content," he says. "A few examples of this partnership with IT include addressing performance issues, automating the archiving and syndication process, and rolling out a script to address desktop issues related to the content management system."

American International Group, Inc. (AIG)

## TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"><li>• Intel-based hardware running windows and Linux O/S</li></ul>
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"><li>• Serena Business Manager</li><li>• HP Quality Center</li></ul>
Design Tools	<ul style="list-style-type: none"><li>• Adobe Suite</li></ul>
Site Building Tools	<ul style="list-style-type: none"><li>• Tridion</li><li>• SharePoint</li><li>• The design team's hands, heads, and eyes</li></ul>
Content Management Tools	<ul style="list-style-type: none"><li>• Tridion</li><li>• SharePoint</li></ul>
Search	<ul style="list-style-type: none"><li>• Ultraseek</li><li>• SharePoint search</li></ul>
Other Functions	<ul style="list-style-type: none"><li>• CA SiteMinder</li><li>• Novell IDM</li></ul>

## MOBILE

The site is mobile friendly, meaning everything that works in a desktop browser scales to a mobile screen, but nothing has been optimized specifically for small screen viewing.

## SEARCH

AIG's intranet search is powered by the same search engine that is behind the company's public website. AIG, like most companies, makes refining search results an ongoing process. "We tweak search results so that they're aligned with what people are clicking on and searching for," says Wee. "We also sometimes tweak the search engine based on the company's lifecycle, reflecting things like benefits, performance, branding, and other timely information. However, we are gearing up to upgrade to Google Search Appliance, which will allow us to combine people and intranet results, and generally provide the type of search experience to which people are accustomed in their daily personal lives."



- **An intranet by any other name would not be as successful.** “Although it may seem nominal, one of our successes was choosing the right name for the intranet. ‘Contact’ is the name of AIG’s longest running employee publication, which has been in circulation for more than 80 years. *Contact* is an extremely well-respected publication with a rich history (and deep archive), which benefitted us greatly.” (Aviles)
- **Region editions.** “We are also proud of our regional ‘editions’ of Contact, which we have started rolling out recently. This is important because businesses outside the Americas have historically not been as well represented.” (Aviles)  
  
“This is a significant departure from the days of every region fending for itself with very little guidance—and no real connection between regional intranets and the core enterprise intranet. Having all employees log in to the same intranet (albeit a different section of the same intranet) sends a very powerful message. For new employees, one site, one company will be the norm.” (Kirby)
- **Increased usage.** The new intranet has seen a marked increase in overall usage. “The *Life and Career* section of Contact, where many employees access their benefits and goals, saw an increase of over 100,000 hits in July of this year compared to the year prior. The new navigation also resulted in increased visits to a number of areas of the site. For example, the team site for the Corporate Center has a 340 percent increase in visits year over year, and Corporate Communications’ visits were up 320 percent. Metrics also revealed that the decision to integrate other applications into Contact via single sign-on made their usage more prevalent. The figures for direct access noticeably increased for four of the five applications from June to July of this year. That number has remained higher than the previous usage trends, so we know that this method of access has become the standard for most of the employees who use these applications.” (Richie Block, Manager, eMetrics)

### Single Sign-on: One Feature with Many Benefits

Providing a reusable single sign-on and password service via the intranet has been a “big deal.”

“It means that employees have an intuitive and centrally managed way to log in to some of the company’s most widely used applications,” says Aviles. “As many employees see it, it means a whole bunch of passwords that they no longer need to worry about. All they need to remember is whatever information they use to log in to work every day. From a technology and business process perspective, it means not reinventing a very expensive wheel.”

Single sign-on also means that individual business units don’t have to build their own solution to provide easy access to an application or tool that is specific to their business. And this is a cost savings. “We measured the cost of building a stand-alone password service—including tweaking the security environment, interface, password rules, etc.—and quantified it based on the amount of time a typical engagement takes and the number of people involved,” says Wee. “And the number was significant. Every application that now benefits from the central service can be considered a significant expense that has been avoided.”



Metrics have also revealed that single sign-on has led to increased usage for the applications integrated into the service. “The figures for direct access noticeably increased for four of the five applications from June to July of this year,” says Block. “That number has remained higher than the previous usage trends, so we know that this method of access has become the standard for most of the employees who use these applications.”

## LESSONS LEARNED

Aviles shares two of the team’s key lessons learned:

- **More white space and less clutter.** The generous use of white space and a less cluttered approach to landing pages was the biggest lesson (from a UI perspective) for the AIG team. Many aspects of the site benefitted from this design approach, including the following specific design elements and outcomes:
  - **Mega menu:** “Allowed us to simplify navigation across the first four levels of the site, and opened up space on the main landing pages.”
  - **Shorter news teasers:** “Allowed us to make the page less text-heavy and better prompt readers to click to read more.”
  - **Strict use of spot color:** “Lessened the dependency on heavier formatting elements—like rules, boxes, heavy fonts, icons, and other things that can weigh down content.”
  - **Strict design parameters:** “Ensured that banners, photos, and other graphic design elements tightly integrate with the overall look and feel of the site, and can serve as integral parts of the user experience of the site, rather than just randomly placed eye-candy.”
- **Don’t try to solve everything at once.** “Focus instead on the big issues related to your businesses, and make visible progress on resolving those issues, even if it’s gradual. Momentum is key to the success and adoption of an intranet, and visible progress is a key driver for building that momentum. Also, start with a sensible design without too many bells and whistles; establish a baseline upon which you can build and morph over time. Lastly, I’d say keep the business goals of the organization in mind throughout every iteration. That’s where the answers lie for design, architecture, and overall intranet strategy.”

## AT&T (My CSP)

**Using the intranet:** AT&T is the largest communications holding company in the world, by revenue.

**Headquarters:** Dallas, Texas

**Number of employees the intranet supports:** 110,000 employees and third-party call center representatives, as well as 17,000 representatives of authorized dealers and national retailers.

**Locations where people use the intranet:** U.S. and 55 other countries

**Annual sales:** \$126.7 billion (reported consolidated revenue for 2011)

**Design team:**

The 70-person internal team includes content management, visual and video design, search optimization, project management, and channel oversight. In addition, 37 IT employees manage infrastructure and technical development and 600 qualified subject matter experts supply content.

**Members:**

Steve Hyska, Executive Director

**Content management:** Amy Chisam, Director, Content Management; Daniel Bailey, Sr. Manager of Editorial QA; Nickey Allen-Clayton, Shannon Hughes, Jason Johnson, Peggy Marceaux, Jill Romeo, Michelle Thomas, and Amy Turner, Editorial QA Managers; Charlena Fisher, Keeley Hale, Christian Miller, and Gina Nicolas, Sr. Managing Editors; Bea Adesina, Kayla Berry, Linda Blackmore-Ingram, Adam Boudreaux, John Bridges, Carey Erickson, Brant Evans, Cheri Gaylord, Angie Gottfried, Ernie Guerra, Kat Helton, Byron Henry, Jamie Jones, Scott Kanbara, Teri Kneppar, Linda Licon, Todd Newport, Curtis Rogers, Rachel Parker-Stephen, Michelle Spontak, Trent Smith, Anna Waddell, Jessica Walton, Sandy West, Steve Williams, and Shane Wright, Content Managers

**Multi-channel communications:** Dan Northington, Sr. Manager, Field Communications; Jill Anders and Jessica Carter, Field Communications Managers

**Knowledge management technologies:** Kevin Burns, Director, Knowledge Management Technologies; Steve Chesterton, Debbie Granada, Debbie Mulitsch, and Sandy Shiver, Project Managers; Russell Richardson, UAT Manager; Doug Beighley, and Peter Chyan, Reporting & Analytics Developers

**Multimedia creative services and channel management:** Tiffany Cook, Director, Multimedia Creative Services/Channel Management; Travis Cook, Sr. Manager, Site Design and Usability; Joanne Chao, Site Design and Usability Manager; Jeff Frye and Lisa Meitzler, Sr. Managers, National Channel Management; Scott Beck, Raechelle Chisolm, Tracey Herring, and Eric Williams, National Channel Managers; Mary Harrison, Sr. Manager, Search Administration/Optimization; Michael Willis, Search Administration/Optimization Manager; Ken Langston, Strategy Research Manager; Kathryn Smith, Social and Digital Media Manager

**Video creation/production:** Lori VanNess: Director, Video Creation/Production; Dorian Crawford, Christopher Rivera, and Bobby Shively, Video Producers; and Kevin Eagan and Chris Shurley, Production Managers

**IT and development teams:** Mark Croney, Director; Sreekantha Jonnalagadda, Dan Lippert, and Gary Thrasher, Senior Technical Directors; Susan Sill, IT Project Manager; Alia Brantly, IT Development Manager; Cristy Basa, Grecilda Cook, Thomas Cummins, Laura Dawson, Srinvasa Dodda, Sudhir Edara, Jay Gaudreault, Bradley Grogger, Elaine Johnson, Anjani Kumar, Charisse Lane, Jeff Laporte, Mallik Medarametla, Darrell Milton, Anthony Ngo, Murali Parvataneni, Srinivas Rajanala, Mila Renert, Timothy Russell, Rachana Shetty, Adrian Skinner, Walid Taraf, Prakash Tatineni, Patty Torres, Yashwant Verma, Erveine Walker, and Svetlana Zharovsky, IT Development Managers; and Shabana Haider, Doreen Mruk, Nazir Razvi, and Karrie Schloemer, IT QA Managers

## SUMMARY

Fast access to information—that's the essential goal of AT&T's My CSP knowledge management portal, which is aimed at customer-facing employees. These employees are on the frontline with customers and need quick access to information to keep customers happy and informed.

My CSP (for *My Customer Solutions Portal*) acts as the primary information source for servicing customers; it supports 110,000 employees and third-party call center representatives as well as 17,000 dealer and retailer representatives.

Although many intranets strive to get information to users quickly, for MY CSP doing so is mission-critical. A few seconds here and there can make a crucial difference



when dealing with a customer. The My CSP intranet team has dedicated years to ongoing site improvements, resulting in the impressive, functional, and usable tool it is today.

The project began years ago when three different knowledge management systems came together into a single site. Continual work to improve the site has resulted in its current streamlined iteration, complete with video content, quick user feedback, mobile and tablet access, and customized content for different user groups. All of this has helped the team reach its goal of providing quick and accurate customer service.

The large, 107-member team has worked tirelessly to meet users' needs as well as the company's. Team roles include content management, visual and video design, search optimization, project management, and channel oversight, as well as 37 IT employees working on infrastructure and technical development. Management supports the efforts, recognizing the vital importance of such information for employees who are serving customers. Every second counts when answering a customer's question.

In approaching a homepage refresh, for instance, the team wanted to eliminate visual clutter to help employees find things faster. It therefore used metrics to determine the most commonly used site areas and gave them visual priority on the page. For example, *Channel Links* were used four times more frequently than *Bookmarks*, so the team swapped their locations to give *Channel Links* higher visibility in the page's left-side navigation. Also, because *Search* was a hugely popular tool, they gave it an even more prominent placement at the top of the page.

The homepage highlights the newest information and provides shortcuts to important site content. Users need to know what information is current, so the site lists dates with all content, indicating when it was last updated. A carousel features content at the top of the page, followed by the latest information, as well as an indication when users need to complete a required action. In the screen below, for example, *Action required* indicates that the *What's New* article contains a specific call to action for the reader (and that action is called out in the content).

The page also includes a list of *Important Links*, highlighting commonly used site areas (however, the *Important Links* section will have morphed into the *Customer Solutions Center* by the time this is published). The side of the page is devoted to providing quick access to additional areas.

The site navigation is broken down by types of support, such as *Bill/Account*, *Offers*, and *Services*, letting employees dive right in to address their particular issues. The page's left side includes highlighted links to AT&T systems and tools specific to the employee's role, as well as relevant third-party sites. Users can add to a personalized list of links, adding or editing that content via an *Edit* link next to the section heading. They can also manage their bookmarked content using the bookmark icon at the top of each page, which lets them easily and quickly add content to their list.

my CSP

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Welcome: AT&T Team Member  
Channel: Company Owned Retail  
Submarket: Arizona

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#### My Sales Dashboard - Company Owned Retail

KPI	MTD	EOM Projected	EOM Attainment
Revenue	100%	100%	100%
Units	100%	100%	100%
Net Sales	100%	100%	100%
Net Sales - Net Cost	100%	100%	100%
Net Sales - Net Cost	100%	100%	100%
Net Sales	100%	100%	100%

Refreshed through 4/12/2012 [GO TO SALES DASHBOARD](#)

#### Important Links

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- [Compensation and Reporting](#)
- [Device Support](#)
  - [AT&T Mobile Insurance Eligible/Ineligible/Tiered Deductible Equipment List](#)
  - [Cancel Service for Buyer's Remorse and No Install Within 14 Days - OPUS](#)
  - [Device Category Comparison Guide](#)
  - [iZone](#)
  - [Reset Resource](#)

#### What's New

UPDATER	PRIORITY	TITLE
04/18/12		<a href="#">Nokia Lumia 900 and Amazon Wireless Customers</a>
04/18/12	ACTION REQUIRED	<a href="#">AT&amp;T Announces HTC One X Available May 6: Pre-orders Begin April 22</a>
04/16/12		<a href="#">Nokia Lumia 900 Software Update Fix Identified</a>
04/16/12	COMPLETE	<a href="#">Nokia Lumia 900 with Modified Software Now Shipping</a>
04/12/12		<a href="#">2012 Sales Compensation Plan for CDR Management Wired Positions / Locations</a>
04/12/12		<a href="#">2012 Sales Compensation Plan for CDR Management in Non-Wired Positions / Locations</a>
04/12/12		<a href="#">Installation and Warranty for LifeProof iPhone Cases</a>

[VIEW ALL >>](#)

#### Tablets Hub

Learn how to sell AT&T's great selection of tablets.

[Details](#)

#### New 4G LTE Devices

AT&T unveils five new smartphones and one tablet powered by 4G LTE.

[Details](#)

#### Our Retail Promise

Deliver an extraordinary customer experience to every customer, every time.

[Details](#)

#### Do One Thing (DOT)

Make small everyday choices that add up to a big positive impact.

[Details](#)

#### New Flagship Store

Check out the details of the Michigan Avenue store.

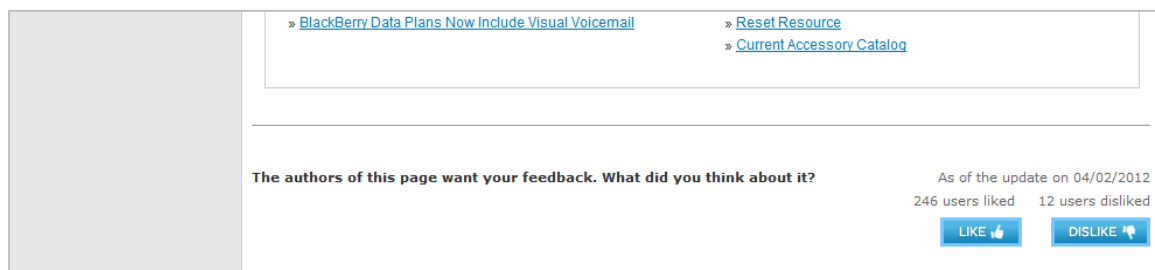
[Details](#)

Pictured: The homepage is clean and organized, highlighting the information that is new and important for customer-facing employees.

Information accuracy on this customer-service-oriented site is crucial to the business. Rather than porting existing content into the new tool, the teams started each group with clean content and implemented a review process to make sure content stays relevant. All content is assigned to a content owner to help keep information current. When the team works to migrate content, the process includes weekly meetings to help teams build out their content.

The 600 subject matter experts (SMEs) who work on the site create or update an average of 220 pieces of content daily. A review workflow is built in to ensure quality content, and content is tagged for review after six months. Contributors are trained not only on backend systems, but also on how to write for the web, including guidelines for writing at an eighth-grade level. Bi-weekly calls give them a chance to ask questions, and a social media community, called *The Writer's Bloc*, promotes collaboration and community among contributors.

One of the main ways the site stays current is through the favorability feedback process. The site relies on end users to say what needs updating, fixing, or improving. Previously, if something on the site was incorrect, a representative had to take the initiative to inform a manager, who then had to report it. With the addition of a quick and easy way to flag site content during use, the team now handles 9,000 ratings and 1,600 comments per week. Such instant feedback helps keep content up-to-date, as well as offering feedback to content owners about their information and the use of it. The team uses this information to track common problems, which can then be addressed on group calls or in community areas. In fact, the team receives so much feedback that they developed a tool to prioritize and report back on feedback progress.



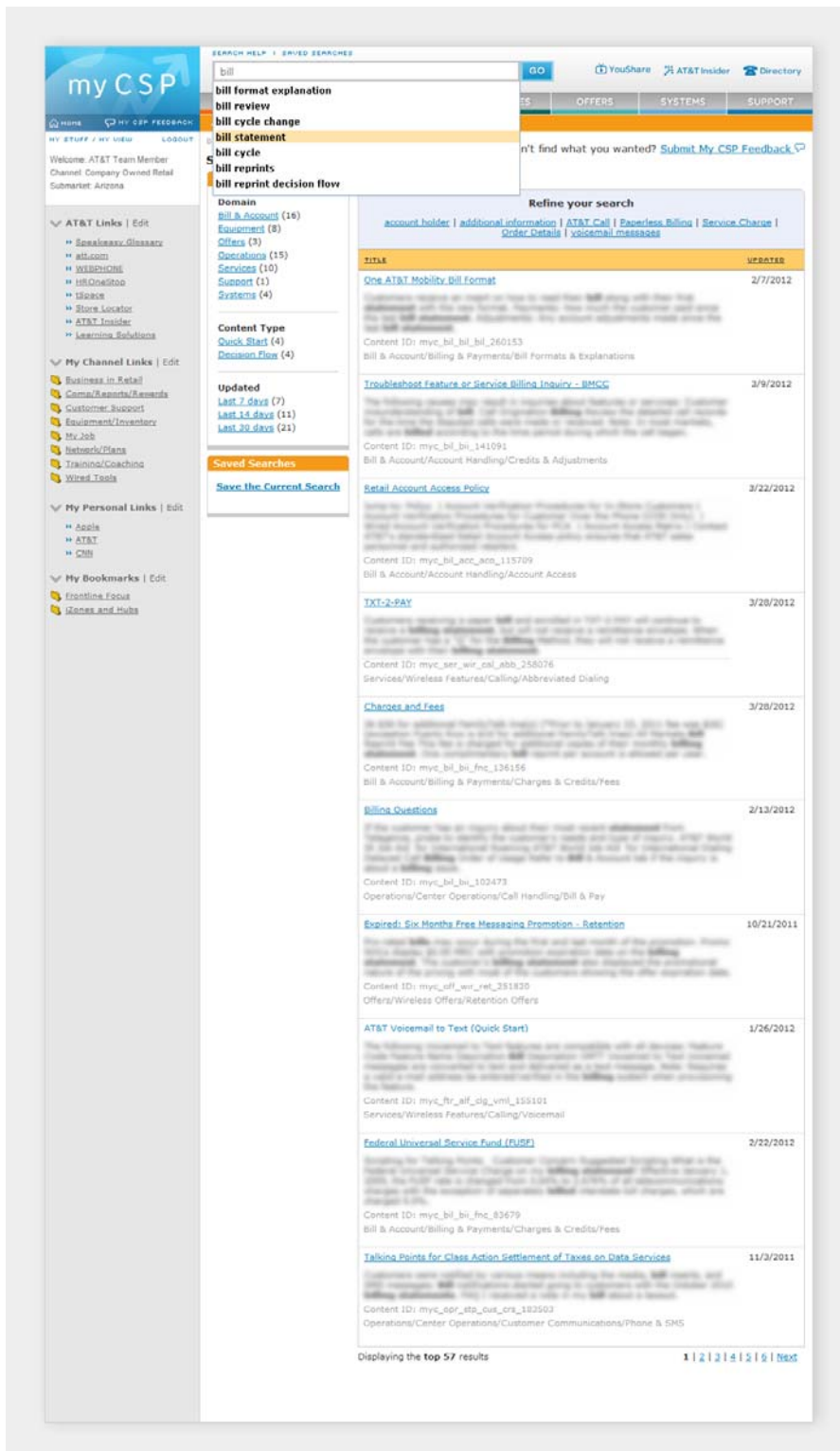
Pictured: Each content page includes a *Like* or *Dislike* icon. When clicked, users can add comments to explain their rating and provide further feedback to the team and content owner.

The search function is crucial to the site's success. Although previous versions of the site emphasized navigation, this design emphasizes search. Updating the search engine was an 18-month endeavor of planning and implementation. After an extensive search for the right solution—including proof of concept with the search vendor before selecting it—the team spent 90 days testing common searches to fine-tune the algorithm with real metadata to optimize the experience before users saw the new tool.

When the team examined users' search behavior, they realized very few users looked outside the top five results for the right information. Because of this, they knew it was crucial to get the right results at the top of every search. Fine-tuning the algorithm helped usher the right responses to users, but the team also wanted to help users formulate strong search queries. Predictive text suggestions, drawn from analytics, help drive users to more detailed queries, moving them to the specific

answers they need more quickly. For instance, a user searching for “bill” now sees further options, such as “bill review,” “bill cycle,” or “bill format explanation.”

Filters help refine results. The tool is also strengthened by the people behind it: AT&T added resources to the search team and empowered it to make quick changes, and also emphasized the importance of search when training content contributors to use effective titles, keywords, and nomenclature.



Pictured: The revamped search tool includes predictive text to focus user queries as well as filters to help refine results.

It can be difficult to get headquarters' messages out to the field, but the My CSP team took on the challenge. *Frontline Focus* is a site area originally developed to streamline communications to team members who interact with customers in retail sales channels. The team created it to provide an easy, clear, and engaging method of communication to draw employees' attention.

A weekly publishing schedule for *Frontline Focus* gives employees time to absorb each week's information and also accommodates shift workers who might not be on the job daily. The site uses a 1-2-3 design at the top of the page to make it easy for employees to understand the priorities. The three main areas are: *Retail Essentials Video (REV)*, *Manager Guides*, and *Fast Facts*.

*Manager Guides* are customizable by region and include important information for the week as well as daily huddle topics for staff. *Fast Facts* sheets are printed weekly and posted for staff. They include a QR code that employees can scan with their company-provided mobile devices to see that week's *REV* video.





*REV* viewership has increased from 10 to more than 80 percent of the staff; as its popularity has grown, the team has dedicated more resources to this method of communication. The videos are short but informative, balancing the need to hold the user's attention with the need to get messages across to the sales team. The intranet team recently invested in equipment and staffing to improve production quality, as well as using a more engaging delivery to hold user interest.

## Manager Guide: 8/13/12 - 8/19/12 - COR

Region: 

Store Name: 

### Weekly Manager Agenda

	Action Items	Length	Timeline
<b>Prep</b> 	<ul style="list-style-type: none"> <li>Review/Print Manager Guide.</li> <li>Watch the Retail Essentials Video.</li> <li>Read Frontline Focus – Opening all links and reviewing content.</li> <li>Print Fast Facts document with QR code and post on the Communications Board by Tuesday morning.</li> </ul>	30 minutes	Tuesday – 8/14
<b>Practice</b> 	<ul style="list-style-type: none"> <li>Conduct daily practice sessions with RSCs.</li> <li>Ensure RSCs watch the Retail Essentials Video between Tuesday and Saturday.</li> </ul>	5-10 min	Tuesday – 8/14 to Sunday – 8/19
<b>Complete</b> 	<ul style="list-style-type: none"> <li>Verify the updated Accessory Catalog is loaded to each POS terminal.</li> <li>Review current national and local incentives with your teams. Search on "incentives" in My CSP for a current list.</li> <li>Ensure teams complete Mobile Share training (PRD365) by 8/25.</li> </ul>	30 minutes	Sunday – 8/19
<b>Collaborate</b> 	<ul style="list-style-type: none"> <li>Encourage staff to go to tSpace to ask questions and get answers from HQ SMEs, and discuss products, offers, and initiatives with other frontline employees.</li> <li>Encourage staff to create and post YouShare videos.</li> </ul>	Ongoing	Ongoing

### Daily Practice Sessions

#### What are they?

- » 3-5 min suggested review sessions.
- » Cover new products and initiatives.
- » Can be one-on-one or small group huddles.
- » Encourage dialogue with RSCs.

#### What are the steps?

1. Quickly review store goals, individual results, and target behaviors.
2. Handout copies of Fast Facts to RSCs.
3. Use Manager Guide to review Key Benefits and Coaching Tips sections.
4. Perform role plays to reinforce.

	Tuesday	Wednesday	Thursday	Friday
<b>HQ</b>	Mobile Share	AT&T Locker	Other Updates	Mobile Share

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Pictured: The *Manager Guide* provides a weekly agenda for store employee meetings that covers all the initiatives and tasks that employees need to complete.



## Fast Facts - Effective 4/8/12 - COR

### Nokia Lumia 900 - Key Benefits

- » Named "Best of CES 2012" for all smartphones and available for just \$99.99 w/ two year commitment.
- » 4.3" ClearBlack AMOLED display has less reflection, higher contrast, and better color saturation.
- » The 8MP auto-focus camera with Carl Zeiss Optics has a wide viewing angle, 3x digital zoom and dual-LED flash for outstanding picture quality.
- » Unique polycarbonate unibody design reflects the style and craftsmanship Nokia is known for worldwide.
- » iFrogz, Case-mate, and Nokia Bumpers/Gel Sleeve cases available at launch.

### Nokia Lumia 900 - Launch Readiness

- » Web-based Training (CST) 408/88888 available 4/16/12 and live by 4/16/12 and Assessment (CST) 408/88888 available 4/16/12 and live by 4/16/12.
- » Each Nokia Lumia will come with two pre-installed apps and within two weeks market drawings and regional print ads drawings. Go to the myNokia site for more details.
- » All procedures will occur by April 16, 2012 if passed by 7pm CST on April 4, 2012.
- » Please your special Nokia e-mails on April 16.

### HTC Titan II

- » Captures amazing pictures with an industry leading 16MP camera.
- » Offers movies on-demand with HTC Watch.
- » The 4.7" display is great for customers looking for a smartphone with a large screen.
- » Casemate pop cases (\$35) and Anti-Glare and anti-Fingerprint screen protector (\$15) available at launch.

### U-verse Rebrand

- » To simplify the U-verse brand, we are rebranding all U-verse products as "U-verse" for an effortless customer interaction.
- » These new TV Anywhere names will soon be on advertising and merchandising.

beautifully  
different



Text SCAN to 72267 to download the AT&T QR Code Scanner App. Non exempt employees should not view this video unless clocked in to work.

### Nokia Lumia 900 - YouShare Video Challenge

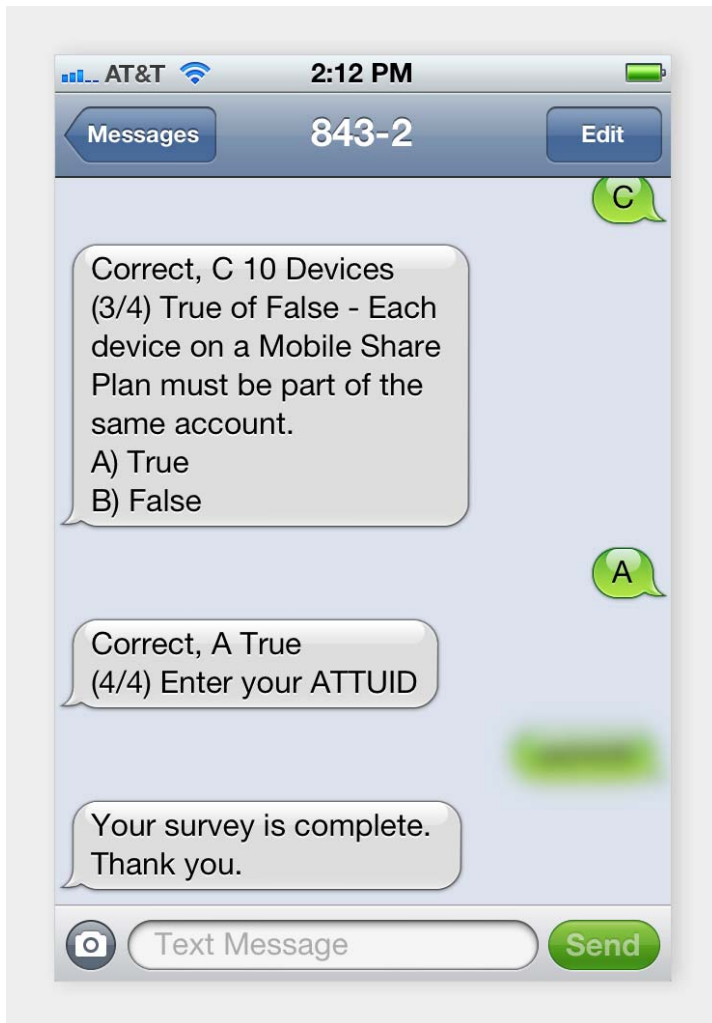
- » Our sales are the best in the business and we want a fun way to share that knowledge across the country.
- » To get started, check out the sample video for some ideas, then post your video to YouShare and get the most votes to win a prize party for your store.
- » Videos can cover topics like personalizing your Lumia, Lumia apps, or Nokia Lumia profiling.
- » Contest starts 4/17 and ends 4/23. One submission per store. Vote for your favorite videos in YouShare between 4/17 and 4/23. Winner determined by the highest average number of likes and number of votes.

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Pictured: Printable *Fast Facts* are posted in retail back offices and include a QR code to give employees quick access to *Retail Essentials Videos (REV)*.

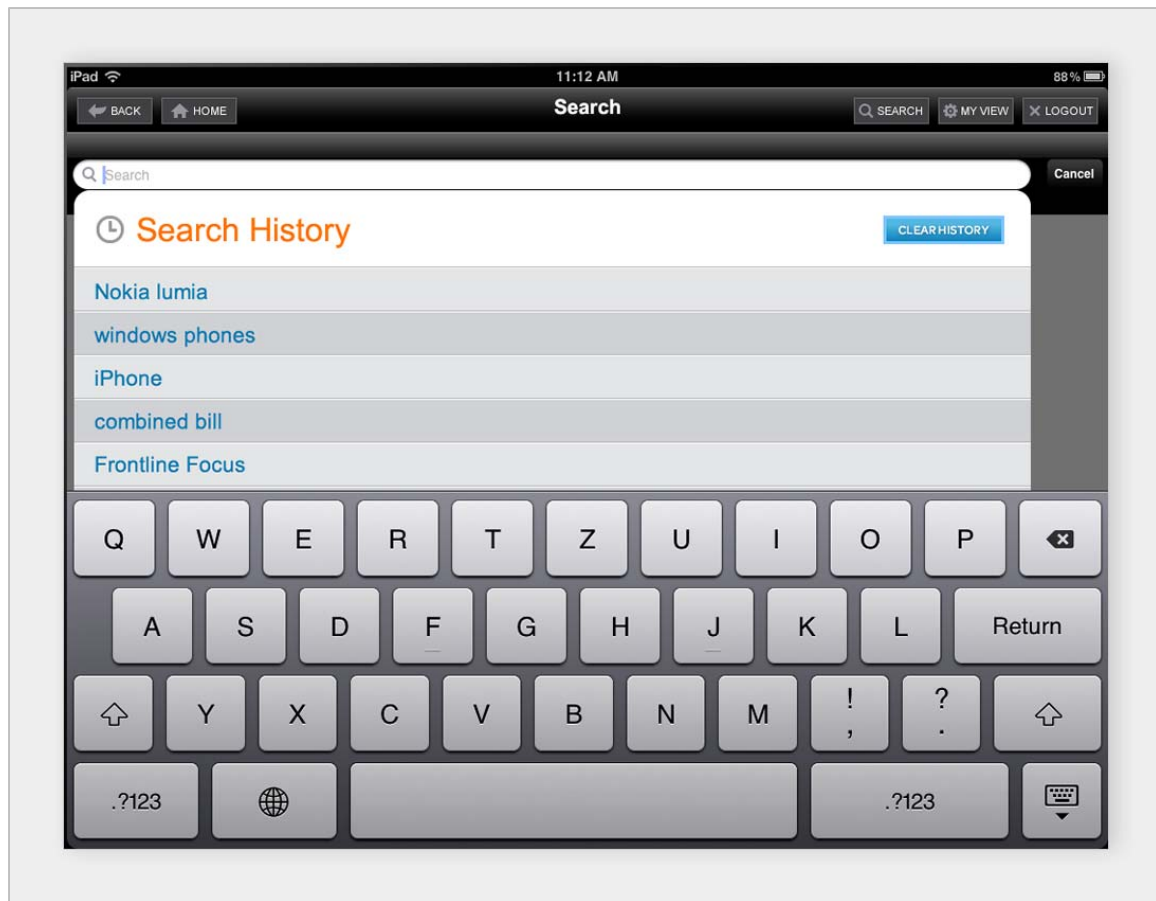
Retail employees can also answer a *Knowledge Quiz*, which is sent to their mobile device and asks them three to five questions about that week's top initiatives. The quiz is synched to a scheduling tool to ensure it is sent only to reps that are working that day. Users receive a notification when the quiz is ready, and it provides

immediate feedback about the correct answer. This works to reiterate the weekly information as well as encourage employees to pay attention to it when they read or view it.



*Pictured: A Knowledge Quiz is sent to retail employees' phones to reinforce the weekly message within Frontline Focus.*

My CSP Mobile provides access to users through their company-issued smartphones or tablets. The app—which offers video content, popular My CSP content, and news—is primarily for frontline sellers and sales management teams, though other groups within AT&T have plans to use it as well. The app's search history is a hugely helpful feature, as employees don't enjoy typing on a tablet, particularly when standing on a sales floor. Search history lets users quickly access content they've searched for in the past without having to type. An option to clear the search history helps users if the list grows too long.



Pictured: In My CSP Mobile, small details like offering a search history to minimize typing on a mobile device go a long way to improving the user experience.

The same attention to detail is reflected throughout the site. *Know the Facts* pages were developed through an enterprise project to determine the best way to introduce new devices to the field. The pages highlight key selling tips, customer benefits, important features, target audience information, and differentiating accessories, helping employees quickly grasp crucial details about each device. The pages offer clear section headings, good use of white space, bulleted key points, and brief information.

my CSP

[HOME](#)
[MY CSP FEEDBACK](#)

Welcome: Travis Cook  
 Channel: Company Owned Retail  
 Submarket: Georgia

[AT&T Links](#) | Edit
 

- Learning Solutions
- att.com
- HROneStop
- iSpace
- WERPHONE
- AT&T Insider
- Store Locator
- Spokeasy Glossary
- Take 5

[My Channel Links](#) | Edit
 

- Business in Retail
- Comp/Reports/Rewards
- Customer Support
- Equipment/Inventory
- My Job
- Network/Plans
- Sales Support Links
- Training/Coaching
- Wired Tools

[My Personal Links](#) | Edit
 

- Apple
- AT&T
- CNN

[My Bookmarks](#) | Edit
 

- Frontline Focus
- iZones and Hubs

SEARCH HELP | SAVED SEARCHES

[YouShare](#)
[AT&T Insider](#)
[Directory](#)

[OPERATIONS](#)
[BILL/ACCOUNT](#)
[EQUIPMENT](#)
[SERVICES](#)
[OFFERS](#)
[SYSTEMS](#)
[SUPPORT](#)

Home / Search Results / Resolution Details / Samsung Galaxy S III Know the Facts

## Samsung Galaxy S III Know the Facts

ID: my\_csp\_wir\_pho\_282626 | Last Updated: 08/01/2012

[Give Feedback](#)
[Print](#)
[Bookmark](#)

[View Related Links](#)

### Know the Facts!

Share Your Galaxy

- Sharing made easy with S Beam for device-to-device connectivity.
- A smarter smartphone with intelligent display, PiP, and more.
- Social simplicity - Tag and share photos with Buddy Photo Share.

Device launched on July 6, 2012.

### Key selling tips & customer benefits

Key differentiators

- Share pictures, videos, and contacts easier than ever between devices via S Beam.
- Continue watching videos while multi-tasking with Pop-Up Play.
- Intelligent Display with Smart Stay has eye-tracking technology to keep screen active while you are watching.
- Simple Gestures with motion and voice recognition provides quick task completion.
- Wireless real-time screen sharing using AllShare Play among friends on the same Wi-Fi network.
- Use facial recognition to tag photos and share with friends using Buddy Photo Share.

### Key Features

- Android 4.0 Ice Cream Sandwich OS.
- 4.8" HD Super AMOLED display.
- 1.5GHz dual-core processor.
- 8MP rear camera with zero-lag shutter speed, 1.9MP front camera, and HD video recording.
- 16GB internal memory with 2GB RAM, expandable up to 64GB with microSD card.
- Open NFC communicates with the phone to update phone settings, send automatic text messages, and more.
- Utilizes the LTE Micro SIM.

### Target Customers & Links

Target Customer

Mobile Professionals and Tech Enthusiasts

A smarter smartphone with features like Smart Stay, Intelligent Display, and Simple Gestures.

Why

Latest S-Beam (Samsung approved for integrated) enabled device. Includes Samsung enhanced security standards required by many companies.

Proven Sales & Channel

Want to keep with Samsung brand and Galaxy line for familiar interface and brand loyalty.

Important Links

- [Galaxy S III Launch Video](#)
- [Galaxy S III Device Details](#)
- [My CSP Android Hub Page](#) (available COR/LD only)
- [COU Rotation Program](#) (available COR only)

### Differentiating Accessories

**Belkin Surround Cases**

- SKU: 4057A - Dark Blue; 4058A - Lavender
- Price: \$35 SRP

**Samsung TecTiles NFC Tags**

- SKU: 4093A
- Price: \$15 SRP

**Samsung Desk Dock with Travel Adapter**

- SKU: 4085A
- Price: \$49 SRP

The authors of this page want your feedback. What did you think about it?

As of the update on 08/01/2012

7 users liked 21 users disliked

Pictured: Pages about new devices boil down information to the essentials: who the target customer is, what's different about the phone, and what the device can do.

108

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AT&T (My CSP)

On a site where seconds matter, details can make a huge difference. The large and skilled team working on My CSP recognizes this and continually works to make changes big and small to help customer-facing employees get the job done.

## BACKGROUND

My CSP was initially developed to bring together three different knowledge management sites after the Cingular-AT&T Wireless merger in 2005. AT&T then merged with Cingular and BellSouth in the final days of 2006, and after the company's IT department did an analysis of the combined companies' knowledge management systems, My CSP was selected as the enterprise solution for knowledge management.

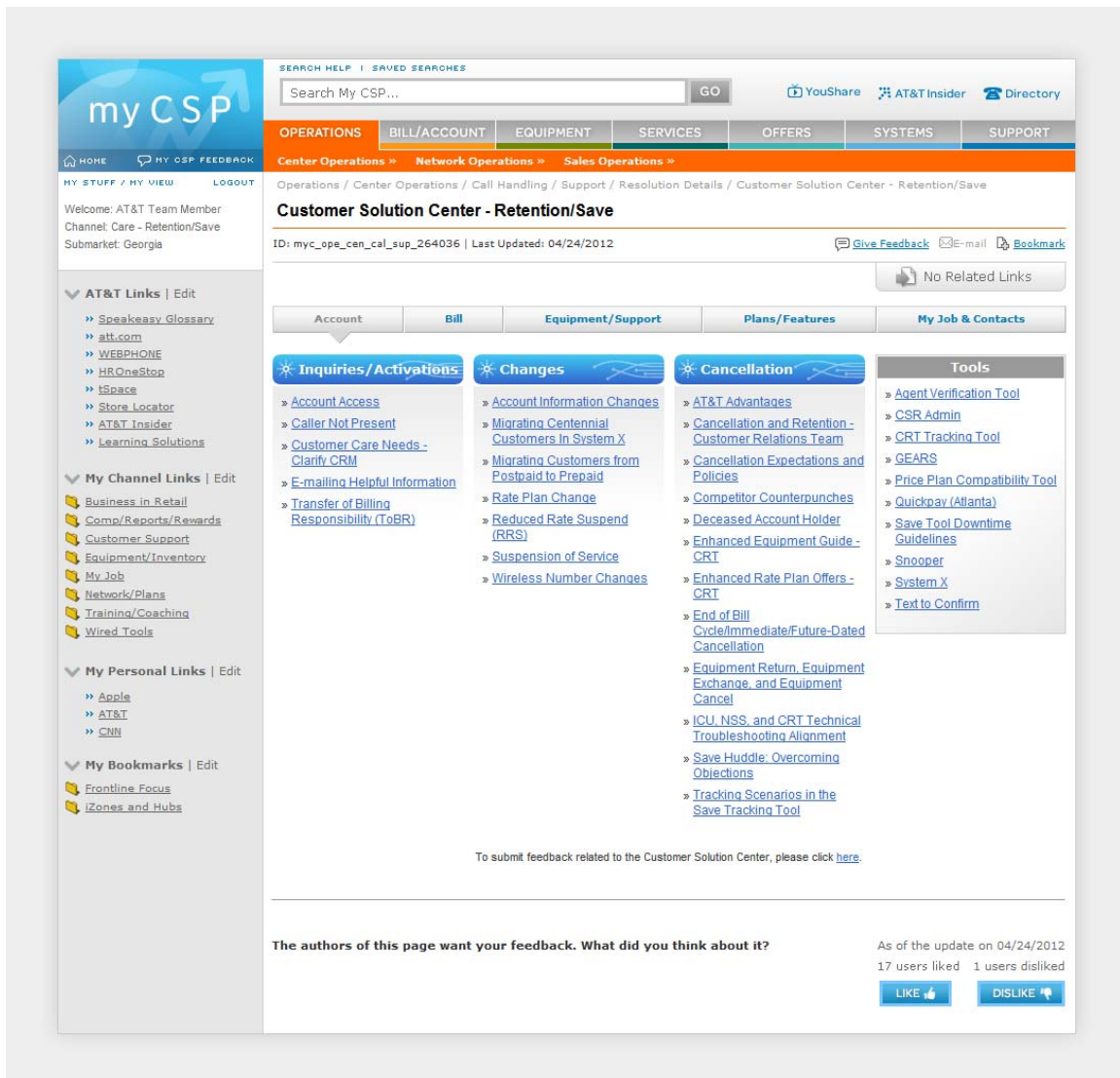
"So, we then spent the next several years consolidating those additional knowledge management systems and bringing those users into My CSP," says Steve Hyska, Executive Director, Knowledge Management and Communications. "Once we were able to move all of these groups into the 'business as usual' model using My CSP, we were able to focus on some great initiatives, throughout all aspects of our program. So the past couple of years have been a push on several fronts. There hasn't been a single 'relaunch' date."

During this period, the team has been focusing on several initiatives:

- **Homepage redesign and deployment of new navigation pages**, also known as *Customer Solution Center (CSC)*
- **Search engine redeployment**, including the introduction of predictive text suggestions, automatic spelling corrections, and search results displayed with post-search filters
- **Enhancements to content maintenance**, including review tasks and favorability feedback
- **Development of a directory tool** for key contact information, segmented by channel
- **Development of the *Frontline Focus* program**, a multimedia publication for weekly initiatives, with integration to internal social media sites to facilitate dialogue between frontline employees and SMEs
- **Introduction of video and a video-sharing portal** (*YouShare*)
- **Development of mobile apps**: YouShare Mobile, My CSP Mobile, and My News (for alerts)

"The overarching goal," says Hyska, "has been to improve the experience for our frontline so that they can service customers faster and more accurately.

"We've focused on those areas with the biggest operational impact," he says, "such as reducing call handle times. Our site is visually appealing, but what we do is more than just paint. We really went after helping improve the business."



Pictured: *Customer Solutions Center (CSC)* was designed as one-click access to each channel's top content.



The screenshot displays the 'myCSP' portal interface. At the top, there's a search bar and navigation tabs for OPERATIONS, BILL/ACCOUNT, EQUIPMENT, SERVICES, OFFERS, SYSTEMS, and SUPPORT. The left sidebar contains user information and various link categories like AT&T Links, My Channel Links, My Personal Links, and My Bookmarks. The main content area features a 'Specific is Terrific, Give Us More Details!' banner, an 'Online Repair Tool', and a 'My CSP Search Results' section. The central 'Customer Solution Center' portlet is highlighted, showing a 'Recently Updated' badge and a list of links for DIRECTV/DISH, HSI/DSL, and Wireless services. Below this, a 'What's New' table lists recent updates with dates, priorities, and titles.

**Customer Solution Center**

**What's New**

UPDATED	PRIORITY	TITLE
08/15/12	REQUIRED	<a href="#">Lifeline Annual Recertification</a>
08/06/12	REQUIRED	<a href="#">Wireless Home Phone - Retention Only Offer</a>
08/01/12	COMPLETE	<a href="#">Adjustment Confirmation Text Message</a>
08/01/12	COMPLETE	<a href="#">Using AT&amp;T Technicians Portal for Wireline Premise Charges Verification</a>
07/27/12	REQUIRED	<a href="#">Wireless Line-Up Changes</a>

[VIEW ALL](#)

Pictured: The popularity of CSC ultimately drove its inclusion on the homepage as a dedicated portlet.



my CSP

[HOME](#)
[MY CSP FEEDBACK](#)

MY STUFF / MY VIEW

LOGOUT

Welcome: Travis Cook

Channel: DMDR - Dir Mail/Mass Media

Submarket: Georgia

AT&T Links | Edit

[Take 5](#)
[att.com](#)
[AT&T Insider](#)
[WEBPHONE](#)
[Store Locator](#)
[tSpace](#)
[Speakeasy Glossary](#)
[HROneStop](#)
[Learning Solutions](#)

My Channel Links | Edit

[Bill/Payment Links](#)
[Equipment Links](#)
[Job Links](#)
[Manufacturer Web Sites](#)
[Plan Links](#)
[Sales Support Links](#)

My Personal Links | Edit

[Apple](#)
[AT&T](#)
[CNN](#)

My Bookmarks | Edit

[Frontline Focus](#)
[iZones and Hubs](#)

SEARCH HELP | SAVED SEARCHES

[YouShare](#)
[AT&T Insider](#)
[Directory](#)

OPERATIONS

BILL/ACCOUNT

EQUIPMENT

SERVICES

OFFERS

SYSTEMS

SUPPORT

Home / Resolution Details / Frequently Used Numbers (FUN) List

Frequently Used Numbers (FUN) List

ID: myc\_hom\_con\_fqn\_127223 | Last Updated: 06/25/2012

[Give Feedback](#)
[E-mail](#)
[Bookmark](#)

No Related Links

Important:

The information within this document is now included in the My CSP Contact Directory Tool located in the upper right corner of My CSP (the blue telephone labeled Directory). For questions on setting up your profile, please contact your National Communications Manager (NCM).

Frequently Used Numbers (FUN) list includes external contact information such as phone numbers, Web sites, and URLs for a variety of topics that may be needed to assist customers. When transferring a customer to one of the below numbers, always confirm that the call is going to the appropriate location and the department is open.

Note:

- The below numbers should work from most geographical areas; however, if the number does not work, apologize for any inconvenience and provide the customer with the number and/or Web site so they may contact the appropriate party directly.
- Dial the number 1 in front of numbers that begin with 800, 888, 877, 866, 916, and international numbers.
- Outsourced/vendor locations, see [AT&T Contact Numbers - Vendor Centers](#).

Quick Links:

[AT&T Contact Numbers Tool](#)
[Collection Agencies](#)
[Definitions of Frequently Used Numbers](#)
[Equipment Manufacturers](#)
[SAVE Speed Dials - DMDR/CLM](#)
[U.S. and International Time Zones](#)
[Warranty Service Center](#)
[Wireless Carriers](#)

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

- A -

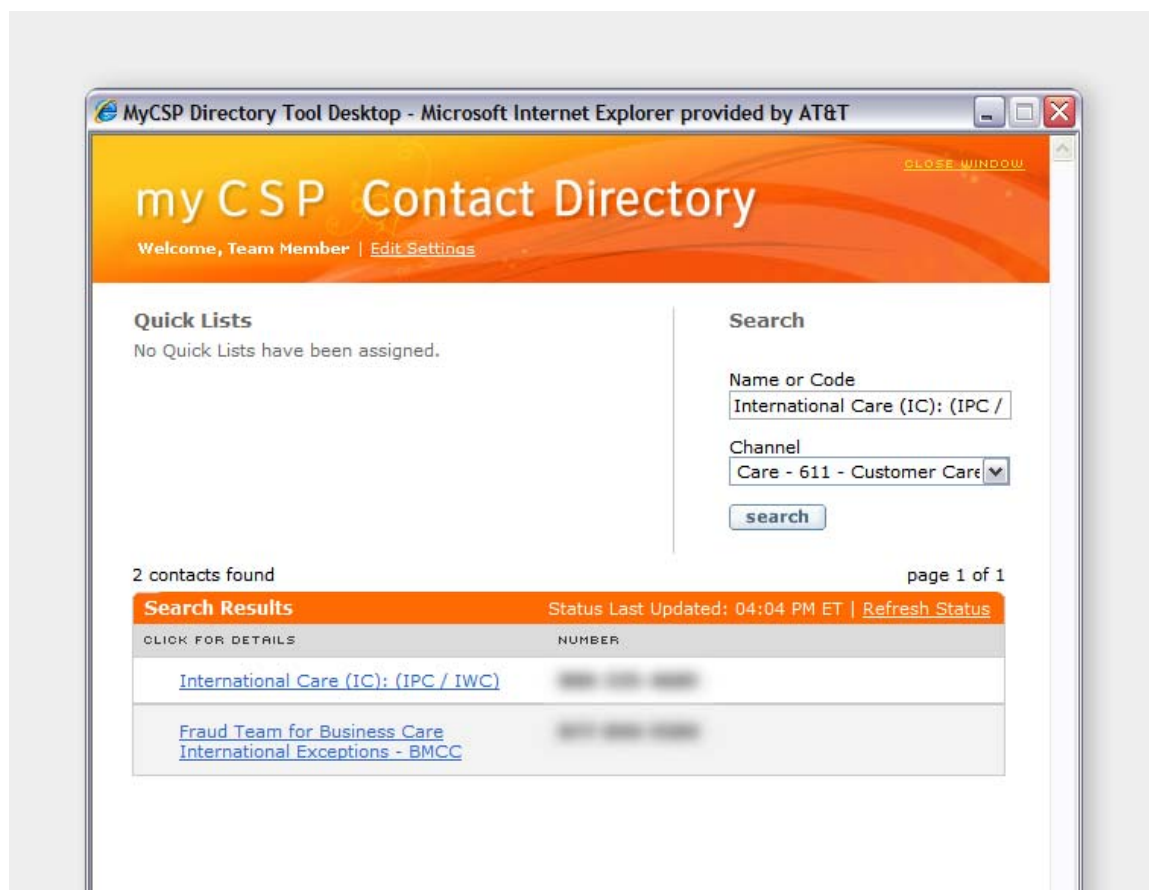
Department	Sub-Department	Consumer Care	Business Care	Hours (ET, Western Mexico)
Acer		<a href="#">See Support Resources</a>	<a href="#">See Support Resources</a>	
Advanced Network Services (ANS)		For 1 transfer the call to Tier 2	800-877-2882 40 hours a week of day business customer service only. Please option 3, and then choose the option for either wireless or non-wireless internet assistance.	24/7
<a href="#">Agent Queue - Consumer Care</a> South Central Region Only		800-888-2286 800 for the used for weekend emergency only	Consumer Care only	Mon-Fri: 7:00 a.m. - 6:00 p.m. Sat: 8:00 a.m. - 6:00 p.m. Sun: Closed
Apple		<a href="#">See Apple Support</a>	<a href="#">See Apple Support</a>	
Asurion MobileProtect Insurance (only for iPhone)		800-875-8822 Customers already enrolled in MobileProtect  800-875-8712 Customers <a href="#">not</a> enrolled. For more information about MobileProtect.	800-875-8822 Customers already enrolled in MobileProtect  800-875-8712 Customers <a href="#">not</a> enrolled. For more information about MobileProtect.	Mon-Fri: 8:00 a.m. - 10:00 p.m. Sat: 10:00 a.m. - 10:00 p.m. Sun: Closed
<a href="#">Asurion Mobile Insurance</a>		800-882-8882	800-882-8882	Mon-Fri: 8:00 a.m. - 10:00 p.m. Sat: 10:00 a.m. - 10:00 p.m. Sun: Closed
<a href="#">AT&amp;T AMB Agreement IVR Acceptance Line</a>		800-875-2882	800-888-2882	24/7
<a href="#">AT&amp;T Asset Protection</a>		800-875-2882  800-888-2882 from international locations	800-875-2882  800-888-2882 from international locations	Mon-Fri: 8:00 a.m. - 1:00 p.m. In message bar for call after hours
<a href="#">AT&amp;T Contact Numbers Tool</a>		<a href="#">AT&amp;T Contact Numbers Tool</a>  Includes the external contact numbers to other AT&T Service/Product departments.  Outsourced/vendor locations, see <a href="#">AT&amp;T Contact Numbers - Vendor Centers</a>	<a href="#">AT&amp;T Contact Numbers Tool</a>  Includes the external contact numbers to other AT&T Service/Product departments.  <a href="#">AT&amp;T Contact Numbers - Vendor Centers</a>	
<a href="#">AT&amp;T Messaging (Call in</a>	California	800-888-2282	800-888-2282	

112

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AT&T (My CSP)

Pictured: Directory information—departmental contacts, hours of operation, and so on—were originally stored in one massive HTML page called the *Frequently Used Numbers (FUN) List*.



Pictured: The Directory Tool simplifies access to more than 600 teams, including iconography to alert the user if the team's center is open. The tool is accessed more than one million times per month.

The screenshot displays the YouShare website interface. At the top, the YouShare logo is on the left, and navigation links (Home, My Videos, Add Video, Favorites) and a user status bar (Welcome back, Team Member Logout) are on the right. The main content area features a large video player showing a man in a white shirt with a 'Frontline Focus' overlay. Below the player are tabs for 'Details' and 'Comments'. The 'Details' tab shows video information: 'REV Feb 26 2012 By [redacted]', a 4-star rating, 4334 views, a publication date of Mon, 20 Feb 2012 08:27 PST, and a note about Retail Essentials Video. A 'Tags' field is also present. To the right of the details is a 'Videos' section with a link to 'REV Feb 26 2012 V3\_transcoded Mon Feb 20 13:55:46 PST 2012 (3.52 mins)'. Below these is a 'Featured' section with five video thumbnails and their durations: 'U-verse: Clues-Queue...' (5:10 minutes), 'MPP' (2:10 minutes), 'Tablet - Customer Exp...' (5:18 minutes), 'Protection From Life's ...' (3:50 minutes), and 'Bad Audit Text' (28 seconds). At the bottom is a 'Browse' section with a search bar (containing 'REV'), a rating filter (5 stars), and date range filters ('Published From' and 'To'). To the right of the filters is a grid of video thumbnails with their respective dates: 'REV April 8', 'REV Feb 26 2012', 'REV March 11 2012', 'REV March 18 2012', 'REV March 25, 2012', and 'REV March 3 2012'.

Pictured: *YouShare* a website for posting HQ-developed as well as frontline-submitted videos. The architecture includes cloud storage, integration with AT&T Content Delivery Network for scalability, and secure delivery via web junction over AT&T's 3G/4G/LTE network.

## Deciding What to Fix, Change, or Improve

Many of the initiatives outlined above were in the service of an overarching strategic initiative: to mobilize the sales organization. “We knew we had to take a leadership position in this strategy as our sales reps rely solely on My CSP for all of their critical communication and knowledge management functions,” says Kevin Burns, Director, Knowledge Management Technologies.

Figuring out what to change and how was a combination of studying analytics and feedback, and also re-aligning the site so that it was more consistent with the ways the business had changed over time.

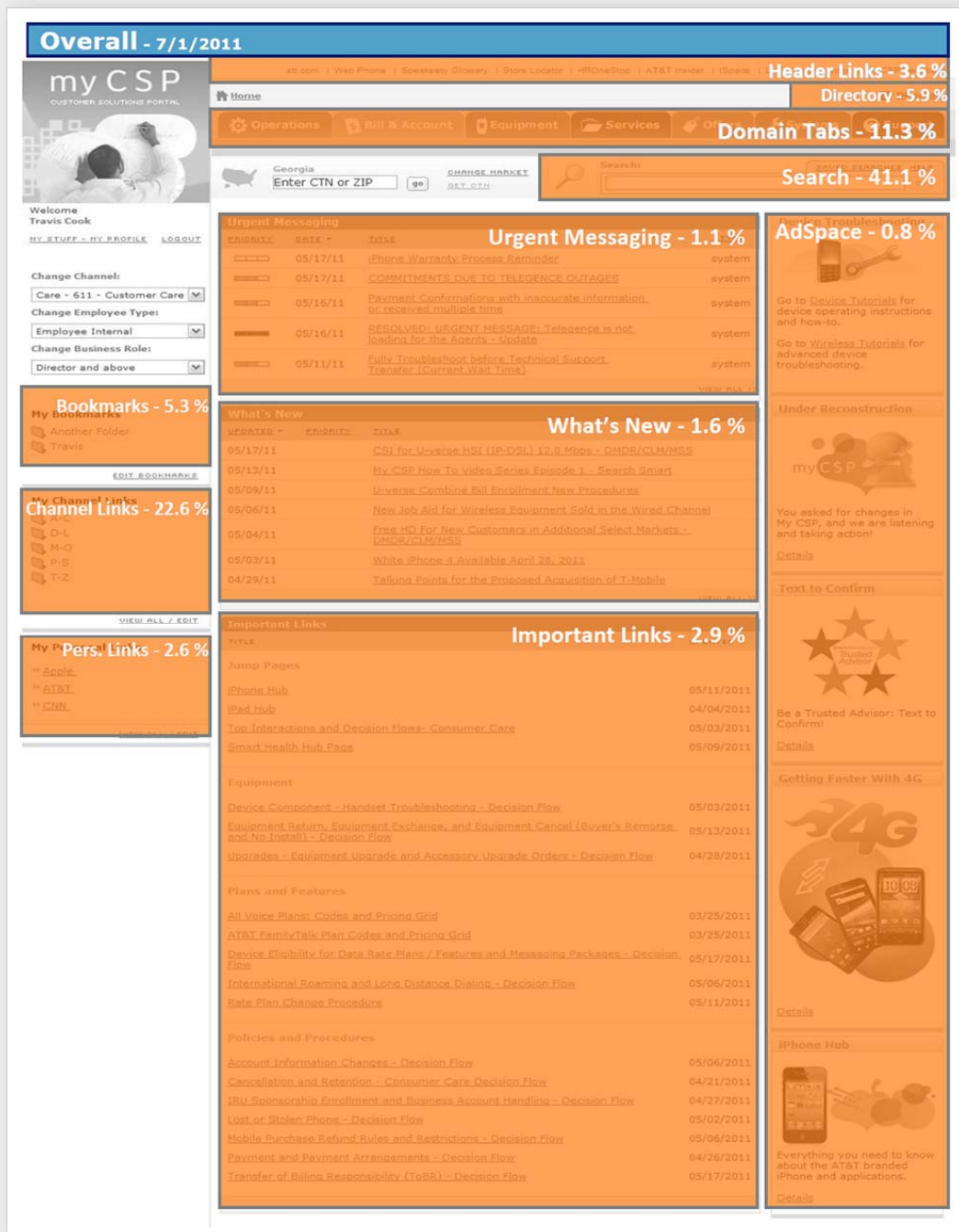
“All along the way, we looked at analytics from the site, and we talked to various levels of users and their leadership to help drive the development and delivery methodology,” says Dan Northington, Senior Manager, Multi-Channel Communications. “We continually refined along the way, based on analytics and feedback from all levels.”

Historically, the organization had looked to surveys to inform some of its decision-making, but this approach had fallen away in recent years. “It wasn’t actionable enough,” says Hyska. “We did keep one survey, which was started last year and given to the retail sales employees, based on a willingness to recommend. Over the years, we have done onsite observations and focus groups, particularly as we were launching new groups onto My CSP.”

Heat map reporting was instrumental in ensuring that the functionality that was used the most was given prominent placement on the site. “For instance, we validated through metrics that search was the most often accessed feature, so we elevated that to a more prominent location and gave it more visibility,” says Travis Cook, Senior Manager, Site Design and Usability. “Additionally, we found that *Channel Links* were used four times as often as *Bookmarks*, so we swapped their locations to make *Channel Links* more accessible with less scrolling.

“For the homepage redesign, the goals were fairly straightforward: focus on enhancing the features and elements that are used the most, while downplaying the rest and reducing the visual clutter that had crept in over several years’ worth of enhancements.”

For the retail sales channels, the business had evolved from a more decentralized group of offerings to a centralized one. So the organization wanted to consolidate communications to support that. “We needed to come up with a way to support headquarters’ communications on a timely and consistent basis,” says Northington, “that boiled down the main initiatives as much as possible, in a way that really engaged the field. And that was the start of *Frontline Focus*.”



Pictured: Heat map reporting was instrumental in the homepage redesign.

## Challenges

Getting everyone on the same page was the biggest challenge across the team's many initiatives. "The biggest challenge is gaining agreement amongst the different groups and then executing in a unified way," says Hyska. "For the big stuff, budget

has always been simple for us. Leadership has always understood the value of our initiatives.”

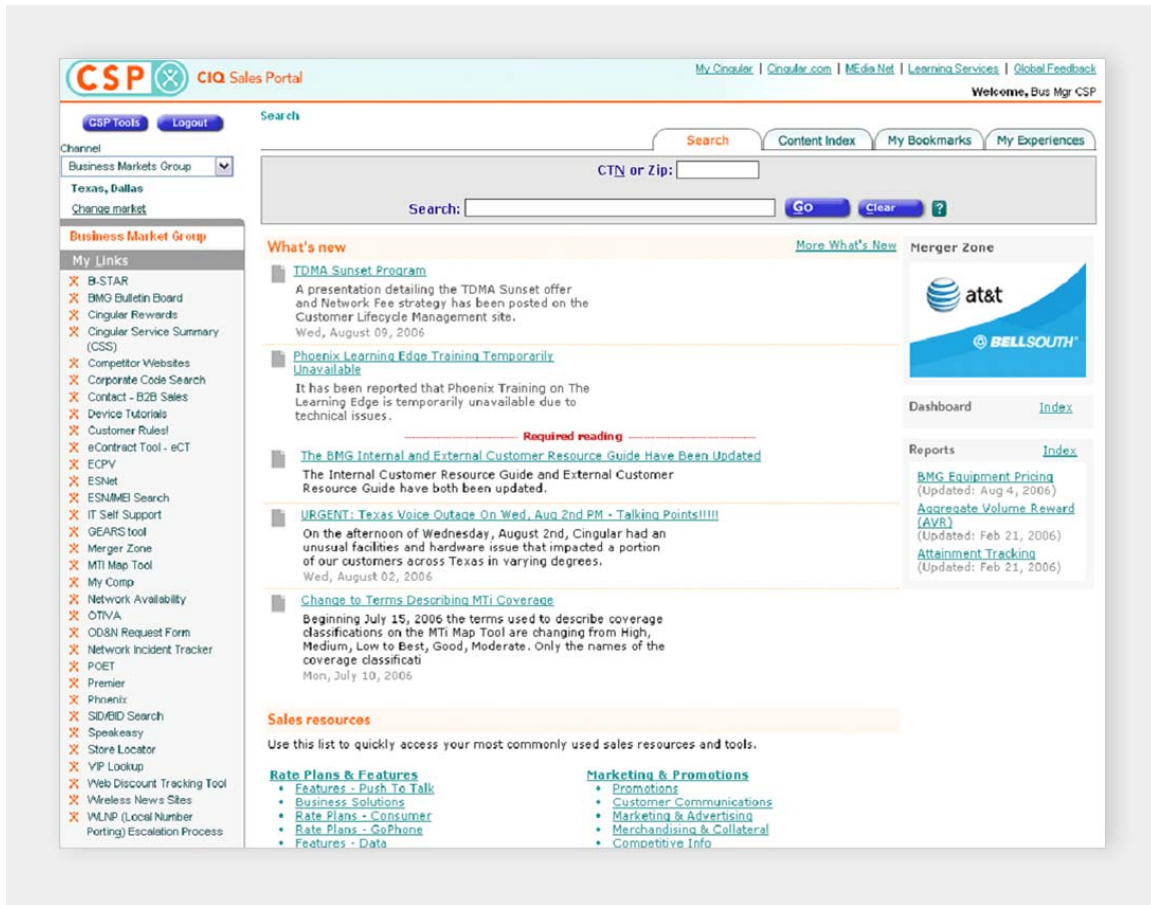
Although budget wasn’t a big hurdle for the AT&T team, it faced lots of smaller challenges along the way, such as:

- **Prioritizing the homepage:** “One of the biggest challenges we faced with the homepage redesign was the myriad user types and competing user groups and serving all of those needs.” (Cook)
- **Meeting user needs:** “When we rolled out CSC, our challenge was meeting the user’s time constraints. These users are primarily call center reps, so it’s all about average handle time (AHT) and getting to the information as quickly as possible. The layout of this information really does facilitate that need, and we’ve heard that time and time again.” (Cook)
- **Marrying technology and content:** “The biggest challenge in implementing a new search engine is integrating the technology with the content. We spent 90 days testing common searches and fine tuning the search algorithm with our metadata to ensure the user experience was extraordinary.” (Burns)
- **Processing feedback (tracking and synthesizing):** “When we rolled out favorability feedback, we overwhelmed our sponsors with how much feedback we got, and then [with] the data behind it. Our Senior Vice President calls feedback a gift. Well, our frontline has been incredibly generous with those gifts.

“We had all of this great feedback, but we didn’t yet have the ideal infrastructure for tracking of this feedback. We were making do with spreadsheets on SharePoint. So, we worked in parallel: developing business requirements for our longer-term solution that will involve workflow integration, and, in the near-term, developing a tool for sponsors that prioritized their feedback and allows them to more easily track their progress.” (Amy Chisam, Director, Content Management)

- **Managing communications:** “For *Frontline Focus*, one of the challenges we faced was the solidification of headquarters initiatives in time to communicate on a weekly basis. It’s an ongoing challenge to get headquarters to meet deadlines when developing new initiatives. And it takes a lot to change the mindset of the field when you have a very large organization with varied groups of users by age, education level, tenure.” (Northington)





Pictured: Homepage of Cingular's original knowledge management intranet.



## INTRANET TEAM



Pictured: (left tablet, left to right): Bea Adesina, Nickey Allen-Clayton, Jill Anders, Daniel Bailey, Scott Beck, Doug Beighley, Linda Blackmore-Ingram, Adam Boudreaux, John Bridges, Kevin Burns, Jessica Carter, Joanne Chao, Steve Chesterton, Amy Chisam, Raechelle Chisolm, Peter Chyan, Tiffany Cook, Travis Cook, Dorian Crawford, Carey Erickson, Charlena Fisher, Jeff Frye, Cheri Gaylord, Angie Gottfried, Debbie Granada, Ernie Guerra, Keeley Hale, Mary Harrison, Kat Helton, and Byron Henry.

Pictured: (right tablet, left to right): Tracey Herring, Shannon Hughes, Steve Hyska, Jason Johnson, Jamie Jones, Scott Kanbara, Teri Kneppar, Ken Langston, Linda Licon, Peggy Marceaux, Lisa Meitzler, Christian Miller, Debbie Mulitsch, Todd Newport, Gina Nicolas, Dan Northington, Rachel Parker-Stephen, Russell Richardson, Christopher Rivera, Curtis Rogers, Jill Romeo, Bobby Shively, Sandy Shiver, and Chris Shurley.

Pictured: (horizontal phone, left to right): Kathryn Smith, Trent Smith, Michelle Spontak, Michelle Thomas, Amy Turner, and Lori VanNess.

Pictured: (vertical phone, left to right): Anna Waddell, Sandy West, Eric Williams, Steve Williams, Michael Willis, and Shane Wright.

Not pictured: Kayla Berry, Kevin Eagan, Brant Evans, and Jessica Walton.

## GOVERNANCE

### Ownership

My CSP is owned by the knowledge management team, which falls within the mobility retail sales operations, even though it supports a much broader scope of the company (sales and care, business and consumer, and wireless and wired). Staffing the team has been very strategic.

"For certain key roles, we have hired web-based talent outside the company and then integrated them into the business," says Hyska. "For instance, some of our video production team and our graphics lead were hired from outside. For other roles, we prioritized them having experience already working within a different part of AT&T, and we trained them on the job for their specific role. This was true, for example, for our content managers and channel managers. These people come into our group really understanding the needs of the business and what their success measures are, as well as who to tap on the shoulder."

"Our strategy has been to develop internal talent that understands knowledge management and the associated technologies," says Burns. For example, when the team needed a video collaboration portal, they looked internally first and decided to leverage AT&T Private Video Management Services, which is part of AT&T's cloud services. "Having this large pool of internal expertise has helped reduce costs and improve in the collaboration of ideas on continued site improvements," he says.

This hybrid staffing model fills the team with the right mix of experts and has been pivotal to the team's success. "I don't think we would have been as successful strictly hiring from outside the company or in using an outside firm to develop our site," says Hyska. "And, quite frankly, I don't think we would have gotten channel buy-in, either. So today we have a very robust team with every discipline imaginable—and we're able to do all of our work in-house."

<b>INTRANET TEAM RESPONSIBILITIES</b>	
<b>Role</b>	<b>Responsibilities</b>
<b>Content Management Team</b>	<ul style="list-style-type: none"> <li>• Work with content sponsors to develop/maintain site content</li> <li>• Apply editorial styles and standards to site content</li> <li>• Refine content based on feedback and reporting</li> <li>• Train/assist content sponsors on technical and editorial aspects of content maintenance</li> </ul>
<b>Multi-Channel Communications Team</b>	<ul style="list-style-type: none"> <li>• Oversee content development for headquarters initiatives</li> <li>• Coordinate across user groups to develop tailored communications/training packages</li> </ul>
<b>Knowledge Management Technologies Team</b>	<ul style="list-style-type: none"> <li>• Maintain budget and technology roadmap</li> <li>• Create business requirements</li> <li>• Manage relationship with IT</li> <li>• Develop custom and ad hoc reporting</li> </ul>
<b>Multimedia Creative Services and Channel Management Team</b>	<ul style="list-style-type: none"> <li>• Maintain, update, and enhance site design to maximize usability and user satisfaction</li> <li>• Design and develop mobile apps to provide on-the-go access and functionality for end users</li> <li>• Enhance information offerings and knowledge-expanding interactions through the use of social media elements</li> <li>• Evaluate and refine search performance</li> <li>• Provide ongoing support and day-to-day channel management for all user groups</li> </ul>
<b>Video Creation/Production Team</b>	<ul style="list-style-type: none"> <li>• Produce in-house videos, including scripting, editing, and all post-production</li> <li>• Create and develop weekly coaching videos</li> <li>• Identify marketable projects and provide learning through video entertainment</li> </ul>

## USERS

My CSP is the knowledge management portal for AT&T's 110,000 global customer-facing employees and third-party call center representatives, as well as 17,000 representatives of authorized dealers and national retailers. My CSP is AT&T's primary source of information for servicing customers.

Users are split into 21 business channels with 99 sub-groups that include users as diverse as a salesperson in a retail store, a technical support specialist in a call center, an account manager offering solutions to businesses, a door-to-door sales representative, and a specialist who supports customers via the company's social media avenues. [Note: AT&T has a separate intranet for all employees that focuses on corporate communications.]

## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"><li>http://mycsp.cingular.net</li></ul>
Default Status	<ul style="list-style-type: none"><li>More than 30,000 sales employees have this page set as their homepage. The site is integrated with various CRM applications for customer care employees. The site is also easily accessible from the company's Intranet homepage. In addition, it is very common for users to bookmark this page.</li></ul>
Remote Access	<ul style="list-style-type: none"><li>My CSP is accessible to AT&amp;T dealers via an external-facing Internet site with encrypted ID and password combinations. A subset of content is personalized to users of the external site. Internal employees must access My CSP through a secure VPN connection when not on the company LAN or use the My CSP Mobile app on their company-issued mobile device or tablet. Users at shared workstations log in with their individual credentials.</li></ul>

## DESIGN PROCESS AND USABILITY WORK

### A Custom Approach

The design activities used for the My CSP project were guided by the individual needs of the component being designed. For instance, for the homepage redesign, the team circulated comps to each end user group, gathered feedback, and made changes accordingly. "One of the things we changed based on that feedback was the arrangement of *Channel Links* and *Bookmarks*," says Cook. "We got this feedback from our users, and then we confirmed this in looking back at our heat map reporting."

## Iterating *Frontline Focus*

*Frontline Focus* was another area where the team let user feedback guide the design direction. “For *Frontline Focus*, we received feedback that reps were overwhelmed with information, and they needed to know quickly what each weekly publication was all about,” says Cook. “We streamlined it over several iterations, over a few months, to give a clear visual hierarchy. The 1-2-3 at the top of the page was added for that reason. We showcased it as prominently as possible so that it was impossible to miss.”

A process of gradual streamlining has guided the *Frontline Focus* design as it has evolved over time from complex to relatively simple.

“Initially, we experimented with how much information we presented directly on the *Frontline Focus* main page versus how much we linked from it,” says Northington. “As a business, we also had to consider how many initiatives we were throwing at the field. The prioritization process had to evolve so we could honestly look at striking a balance. We have to be careful not to overwhelm them with too much information and possibly dilute the most important messages.”

To attempt that balance, they tested different link label formats and different terminology for headings and other text elements. “We had to think more about the tiers of priority and how to visual present them,” he says. “We also had to consider what was covered in the video versus not, and balance all of the pieces of *Frontline Focus* so they worked together.”

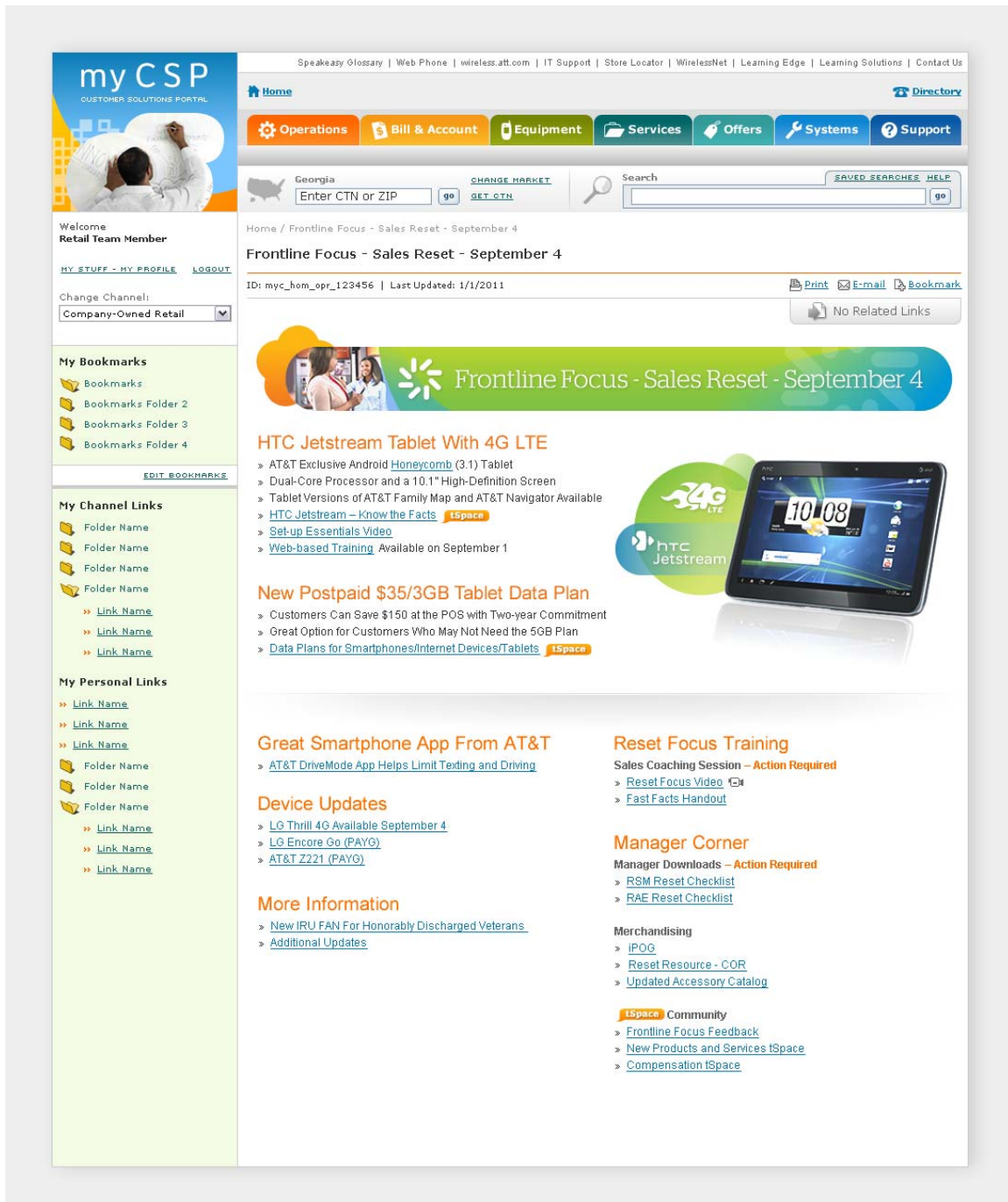
As the interaction evolved, team members experimented with the best methods for delivering the video from both a content and visual perspective. To improve production quality, they invested in equipment and staffing. And, to improve the content delivery, they moved from a very sparse to a more animated delivery.

“We experimented with how effective it is to show role plays or to show more than just a host in the video,” says Northington. “We’ve also looked at how long the video should be to effectively convey the info but not lose the user’s attention.”





Pictured: The original goal of *Frontline Focus* was to put all relevant headquarters initiatives onto one page. As streamlined as the information was, however, it was still text heavy.



Pictured: As *Frontline Focus* evolved, the team added *REV* and *Manager Guides*, but those elements still got a bit lost on the page. It wasn't until the current design (shown below) that all of the end users' needs were met.



my CSP

HOME

HY CSP FEEDBACK

HY STUFF / HY VIEW

LOGOUT

Welcome: AT&T Team Member

Channel: Company Owned Retail

Submarket: Arizona

AT&T Links | Edit

» [Speakeasy Glossary](#)

» [att.com](#)

» [WEBPHONE](#)

» [HROneStop](#)

» [iSpace](#)

» [Store Locator](#)

» [AT&T Insider](#)

» [Learning Solutions](#)

My Channel Links | Edit

» [Business in Retail](#)

» [Comp/Reports/Rewards](#)

» [Customer Support](#)

» [Equipment/Inventory](#)

» [My Job](#)

» [Network/Plans](#)

» [Training/Coaching](#)

» [Wired Tools](#)

My Personal Links | Edit

» [Apple](#)

» [AT&T](#)

» [CNN](#)

My Bookmarks | Edit

» [Frontline Focus](#)

» [iZones and Hubs](#)

SEARCH HELP | SAVED SEARCHES

Search My CSP...

GO

YouShare

AT&T Insider

Directory

OPERATIONS

BILL/ACCOUNT

EQUIPMENT

SERVICES

OFFERS

SYSTEMS

SUPPORT

Home / Resolution Details / Frontline Focus - COR - Effective April 8, 2012

Frontline Focus - COR - Effective April 8, 2012

ID: myc\_ope\_sal\_ret\_256303 | Last Updated: 04/02/2012

Give Feedback

E-mail

Bookmark

View Related Links

Frontline Focus - COR - Effective April 8, 2012

1 WATCH THE VIDEO

2 PRINT/POST FAST FACTS

3 DOWNLOAD MGR GUIDE

Click Your Region

W

NC

NE

SC

SE

Play

Fast Facts - Post Tuesday

Nokia Lumia 900 - First 4G LTE Windows Device

» Named "Best of CES 2012" for all smartphones

» Beautiful pictures with Carl Zeiss optics

» [Know the Facts](#)

» [Setup Video](#)

» [Nokia Lumia YouShare Video Challenge](#)

» [Learn More, Earn More Sales Incentive](#)

» [Discuss on iSpace \(COR\)](#)

beautifully different

Available in all stores 4/8

HTC Titan II

» Amazing pictures with industry leading 16MP camera

» On-demand movies with HTC Watch on 4.7" display

» [Know the Facts](#)

Wired Promotions and Updates

» [Increased Discount for U-verse Choice Bundles](#)

» [U-verse Choice Bundle Updates for Select Comcast Markets](#)

» [U-verse High Speed Internet Pricing Updates](#)

» [AT&T DSL Single or Double Play Intro Pricing](#)

Other Updates

» [LG A340 Eco-friendly Flip Phone](#)

» [Free AT&T U-verse Masters App Available April 4](#)

» [BlackBerry Data Plans Now Include Visual Voicemail](#)

Retail Resources

» [Frontline Focus iSpace Forum](#)

» [IPOG](#)

» [Reset Resource](#)

» [Current Accessory Catalog](#)

The authors of this page want your feedback. What did you think about it?

As of the update on 04/02/2012

246 users liked 12 users disliked

LIKE

DISLIKE

Pictured: *Frontline Focus* conveys weekly messages from headquarters to AT&T's retail sales staff. The team has cleaned up and focused the section, understanding that less is more. The easier it is to get information quickly, and the clearer that information is, the more likely staff members are to use and remember it.

126

INFO@NNGROUP.COM

AT&T (My CSP)

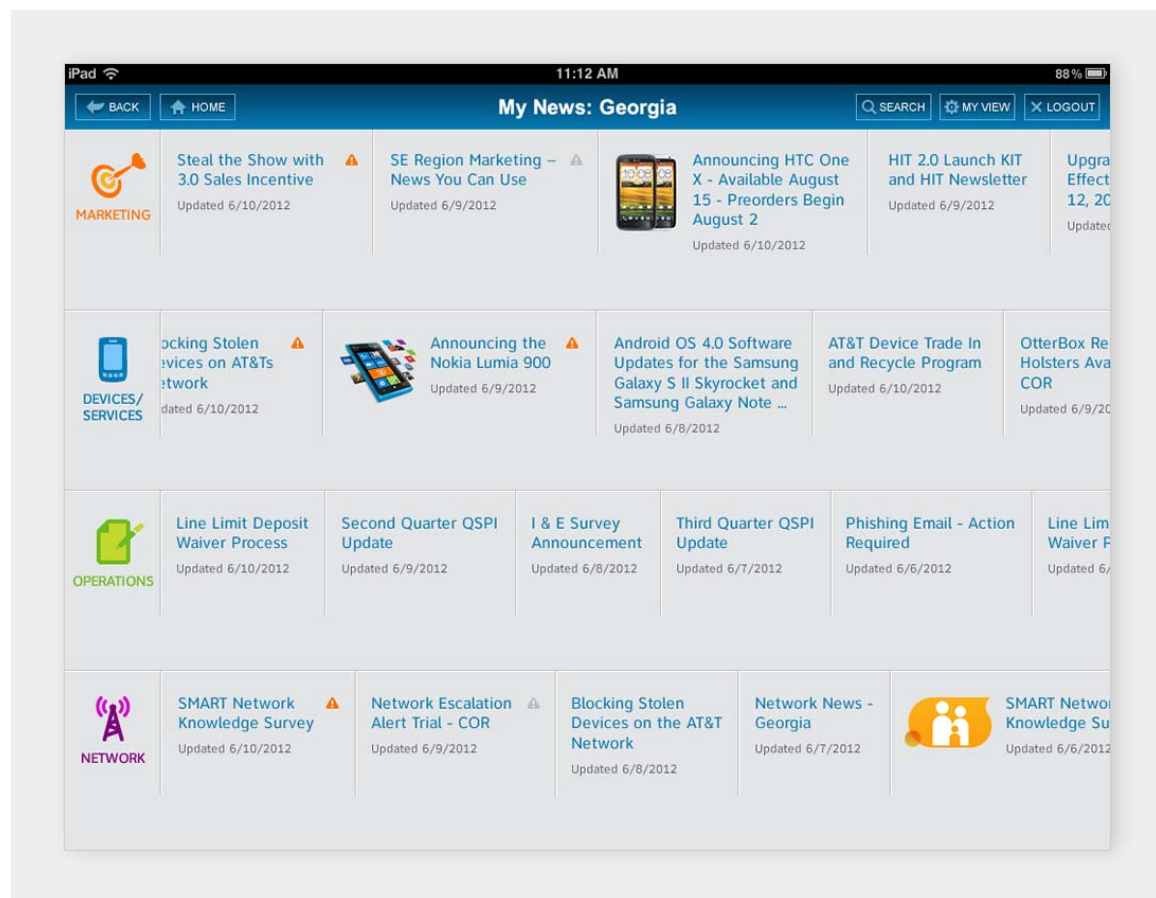
## Designing My CSP Mobile

Since My CSP Mobile was targeted toward tablets (iPads, specifically) the team had a good starting point: they knew how much screen real estate was available, as well as the general interaction conventions. With that as the starting point, the team could focus on streamlining and prioritizing the features.

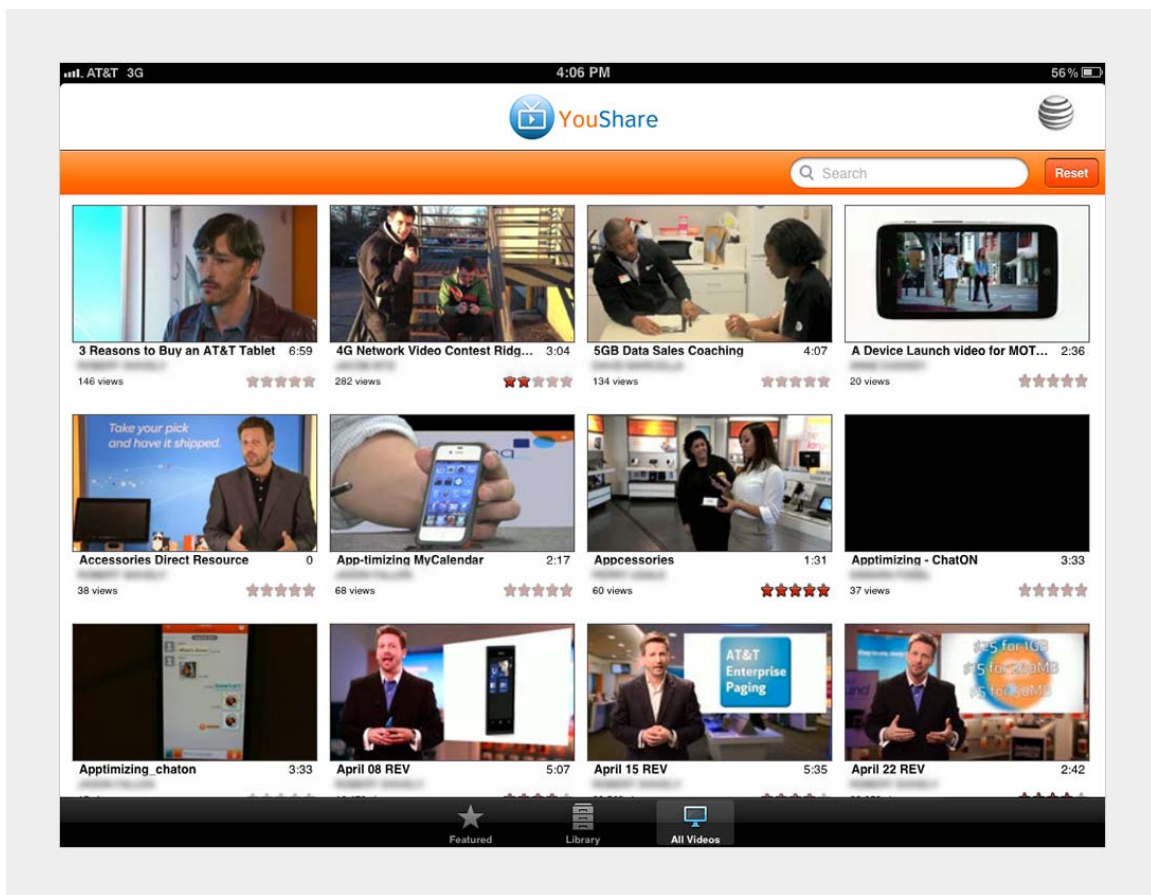
The mobile app offers most of the content and features users are accustomed to finding on the site's desktop version, but presents it in a design more optimized for the tablet experience and filters out some of the more complex content.

For example, for *My News*, the team wanted to provide an interface and brand that was clearly recognizable on both the desktop and tablet, while at the same time providing an optimized tablet experience. Tablet users receive alert notifications that are consistent with the way other alerts pop up on iOS devices. Additionally, the individual news items display in categories, including marketing, devices/services, and so on.

One early change the designers made was to add the search history, which was critical to save users from having to type on the tablet screen while standing on the sales floor. With search history a user can just select from previous searches, saving keystrokes. And if the list becomes unwieldy he can clear the search history.



Pictured: *My News* provides alerts to sales floor employees about important marketing, network, and operational updates.



Pictured: The Mobile version of *YouShare* uses both a native and HTML5 code base and is accessible over AT&T's 3G/4G network and internal secure Wi-Fi network.

## TIMELINE

INTRANET TIMELINE	
Milestone Date	Milestone Description
September 2004	<ul style="list-style-type: none"> <li>Creation of CSP, the combined knowledge management site for Cingular's sales and care representatives</li> </ul>
February 2005–July 2007	<ul style="list-style-type: none"> <li>Development of My CSP</li> </ul>
July 2007–March 2009	<ul style="list-style-type: none"> <li>Deployment of My CSP to initial groups from Cingular/AT&amp;T Wireless</li> </ul>
April 2009	<ul style="list-style-type: none"> <li>Deployment of new search engine</li> </ul>
October 2009–March 2011	<ul style="list-style-type: none"> <li>Deployment of My CSP to groups from AT&amp;T/BellSouth</li> </ul>
November 2010	<ul style="list-style-type: none"> <li>Deployment of Directory Tool</li> </ul>
December 2010	<ul style="list-style-type: none"> <li>Deployment of the <i>YouShare</i> video sharing portal</li> </ul>
January 2011	<ul style="list-style-type: none"> <li>Deployment of <i>Frontline Focus</i></li> </ul>
March 2011	<ul style="list-style-type: none"> <li>Deployment of automated review tasks</li> </ul>
Initial deployment: September 2011–August 2012  Integrated version: November 2012	<ul style="list-style-type: none"> <li>Deployment of <i>Customer Solutions Center</i></li> </ul>
November 2011	<ul style="list-style-type: none"> <li>Launch of homepage redesign</li> </ul>
Initial ratings: November 2011  Comments added: March 2012	<ul style="list-style-type: none"> <li>Deployment of favorability feedback</li> </ul>
Initial deployment: July 2012  Alert notification added: September 2012	<ul style="list-style-type: none"> <li>Deployment of My CSP Mobile</li> </ul>
August 2012	<ul style="list-style-type: none"> <li>Deployment of <i>Knowledge Quiz</i></li> </ul>
Overall redesign timeframe: Two years	





## Starting Off with a Clean Slate and Keeping It Clean

The team migrated to a new CMS (Vignette) in tandem with the My CSP project's development phase, and along with that switch came a desire to start with a clean slate content-wise.

"From a content perspective, we had been very deliberate about only migrating content into My CSP that was current, concise, and unique," says Chisam. "We did a lot of upfront work to ensure this was the case, so that each group started off using My CSP with clean content."

Starting with good content goes only so far unless a system is put in place to ensure that it stays that way. So, the team developed a review process "that helped ensure content was kept relevant for our end users," she says. "Later, we built out our favorability feedback process so that end users could tell us themselves what needed updating, what needed fixing, what needed improving."

The first step was ensuring that every article had an owner, or *sponsor*. "We started off with sponsors identified for 60 percent of our content," she says, "and we increased it to 99.6 percent. Once we had that in place, we partnered with our sponsors to make sure they were equipped to support their content."

In terms of prioritizing the content to tend, the favorability feedback mechanism has been a great help to the team. "Before this, we would get anecdotal feedback that content in My CSP was wrong or outdated, but it was hard to pin people down to specifics," says Chisam. "Most groups had a means of collecting feedback, but it was nowhere near the scale of what we have today. Prior to this, the typical model was for a representative to notify a manager of an issue, and the manager would enter it into a SharePoint form. Because this was such a clunky process for already busy employees, the volume of feedback was sort of small. Our two largest and most active groups were getting about 100 issues per week. However, with our new feedback process, we're getting more than 9,000 ratings and 1,600 comments per week."

The favorability feedback also means sponsors are able to get a truer picture of what's going on with their content. "Each article gets its own focus group," says Chisam, "rather than one or two opinions in isolation."

This system also means that it's much easier to identify trends and to quickly spot content errors that need immediate attention. The sponsors get feedback that shows their content's overall favorability score, number of hits, type of issue, and number of comments, as well as seeing the comments themselves. They can thus prioritize what needs to be fixed.

## Publishing Content

The standard workflow goes something like this:

- A **sponsor** submits an article, and it is routed to one of the content managers based on the project folder in which the content is created (the back-end project folder translates to the front-end site taxonomy). The sponsor is responsible for information accuracy and for validating which end user groups should be able to view the content.
- The **content manager** is responsible for the information's overall presentation, including to ensure that the site's styles/standards are upheld; the formatting is correct; the grammar is accurate; the target

audience is correct; the project folder/taxonomy selections are correct; and the title is intuitive to end users.

- Once this is complete, one of the **QA managers** offers a second set of eyes to ensure everything is ready to go.

Although the turnaround time is approximately three to five days (with an urgent workflow of one day), Chisam says both time estimates are usually exceeded. For major projects, with advance planning, publishing can occur at the same time as a press release or executive announcement.

"For projects, such as a major launch announcement or a rebranding, our team will pull reporting to identify any pre-existing content impacted by the news and work back with sponsors and subject matter experts to ensure content is updated accordingly," says Chisam. "For initiatives related to *Frontline Focus*, our content managers work with the SMEs to create content from their raw materials."

## Expiring Old Content

The process for expiring old content is built into the new system. Every article that has been untouched for six months generates a review task, and that task routes automatically to the sponsor so he or she can ensure that the content is still current and needed. Once the sponsor reviews the content and makes any updates, it is routed to a content manager and QA manager. If a sponsor does not take action on a review task within eight weeks (after receiving reminder emails that eventually escalate to the sponsor's manager's manager), the content is presumed to be no longer needed and is expired. And, while safeguards are built into the process to automatically expire content, they are rarely used. "We rarely have to expire content under these circumstances," says Chisam. "Our sponsors are really great about keeping up with their content."

## Training Authors on How to Create Great Content

A dozen new sponsors are added each month, so training them well is paramount to maintaining content quality. "Training" used to mean training users on how to use the CMS, but it now encompasses how to write for the web and how to best use the style guide.

"We've realized that our sponsors typically come into their roles as experts on the business they serve but not necessarily with editorial backgrounds," says Chisam. "So, we've added training specifically on writing for the web and give specific techniques on how to write at an eighth-grade level. We also make the *Editorial Style Guide* available as a Wiki and regularly update it with suggestions from our sponsors and team members. In addition, we really emphasize ongoing learning with our author community."

This includes bi-weekly calls, which keep authors updated on new developments or processes and give them the chance to ask questions. The team has also created *The Writer's Bloc*, an internal social media community, to promote a culture of collaboration among its authors.

"What they do is a skill and we want to promote the advancement of that skill," she says. "So, on this site, we discuss authoring best practices and have weekly grammar challenges, etc."

Once content is written and published, the learning doesn't stop. Sponsors and their management receive feedback from multiple avenues. First, if anything requires



immediately attention, they get real-time feedback on their submissions from the content management team. If an article seems to be missing key information or is confusing or outdated, then a content manager returns the article to the sponsor within the workflow and includes notes.

Further, the content team provides a quarterly snapshot of the sponsors' submissions to their managers, and the favorability feedback lets sponsors see what end users are saying about their content.

## **Ensuring Quality**

All content authors are not created equal. Acknowledging this means building in mechanisms to support everyone, regardless of their skill level or mastery. Content that passes through two levels of validation (as it does on My CSP) assures a certain level of quality before anything is published to the portal, but it also means that content of lesser quality can take longer to get through the pipeline.

"We felt like we needed to quantify this for the sponsors' managers, since those items that had issues were taking longer to get to portal and were delaying other items as well," says Chisam. "So, we created a system for highlighting those who were doing a stellar job and those who needed more coaching—and then, specifically, what they needed help with."

Submitter evaluations launched in March 2012 and are distributed to managers quarterly. These reports show managers the work volume, rate of return, and reasons for returns.

"For our content team, this reporting helps identify larger themes that we can then bring up on our bi-weekly calls with the submitter community," she says. "For those who are struggling, we have an ambassador program where we provide additional training and support. Many times, sponsors are intimidated by the content management system and just need somebody on our team to help answer their questions."

## TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
<b>Web Server Hardware and O/S</b>	<ul style="list-style-type: none"><li>• BEA Portal 10.3</li><li>• Sun Enterprise Web Servers</li><li>• Sun Solaris</li></ul>
<b>Bug Tracking/Quality Assurance</b>	<ul style="list-style-type: none"><li>• HP Quality Center</li></ul>
<b>Design Tools</b>	<ul style="list-style-type: none"><li>• Adobe Dreamweaver, Fireworks, and Illustrator</li></ul>
<b>Content Management Tools</b>	<ul style="list-style-type: none"><li>• Vignette 8</li></ul>
<b>Search</b>	<ul style="list-style-type: none"><li>• Autonomy IDOL7</li></ul>
<b>Video</b>	<ul style="list-style-type: none"><li>• AT&amp;T Private Video Management Services</li></ul>

## MOBILE

Mobile users access My CSP via the My CSP Mobile app, which is optimized for iPads. The mobile app was built primarily to support the company's frontline sellers and sales management team and to align with AT&T's retail mobilization roadmap. The company will support Android and Windows operating systems as its frontline sellers begin migrating to those tablet operating systems.

"One of the challenges we faced when 'mobilizing' My CSP was determining if we should develop a mobile web site or native mobile apps for each operating system," says Burns. "Both approaches had various pros and cons that would have long term impacts on our mobilization strategy. Ultimately, we decided to deploy a hybrid app using HTML5 wherever possible, but still having the usability benefits of native controls where needed."

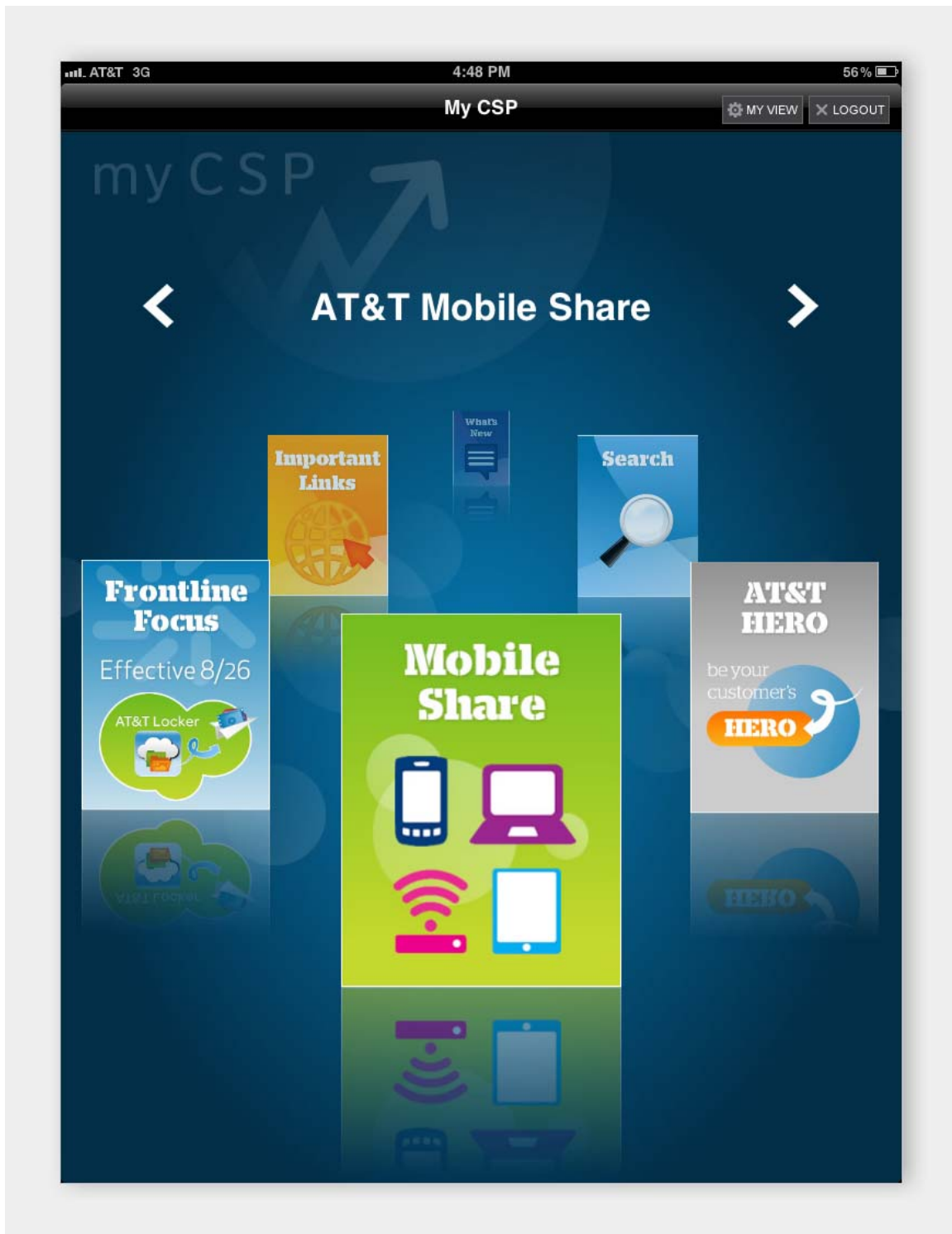
The mobile app strategy was predicated on simplifying the most common interactions with the company's knowledge base. "Once we determined the most important interactions, we took a fresh look at how to 'mobilize' each with simple touch screen interactions," he says. "Ultimately, we developed a utility app that is very use case oriented."

The team also deployed all of the content pages in HTML5 to ensure it was accessible across mobile operating systems.

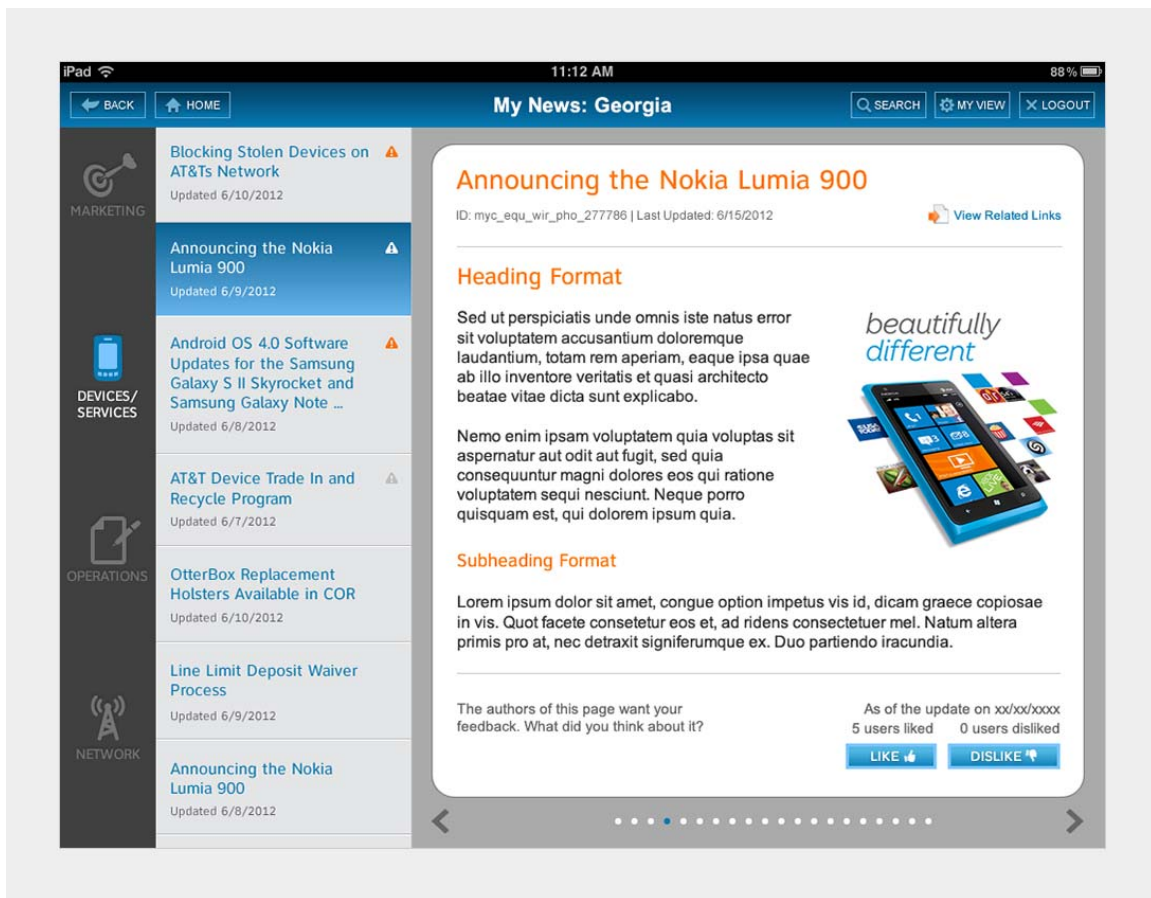
Team members looked to a field sales organization committee to help prioritize the functionality that the app would include, and a user subset was engaged for feedback on design iterations. The functionality includes search and various methods of push communication. The app also provides quick access to other mobile tools based on the user's role within the organization.

The team relied on research and in-house expertise to guide the initial development activities, and then field-tested different iterations during the development process.

"We utilized the agile development process and were able to make quick, iterative changes throughout the development lifecycle," says Burns.



Pictured: The initial display of My CSP Mobile is a carousel of tiles that link to the app's most important content.



Pictured: All content must be well written and succinct; when accessing articles from a mobile device, that fact is reinforced.

## SEARCH

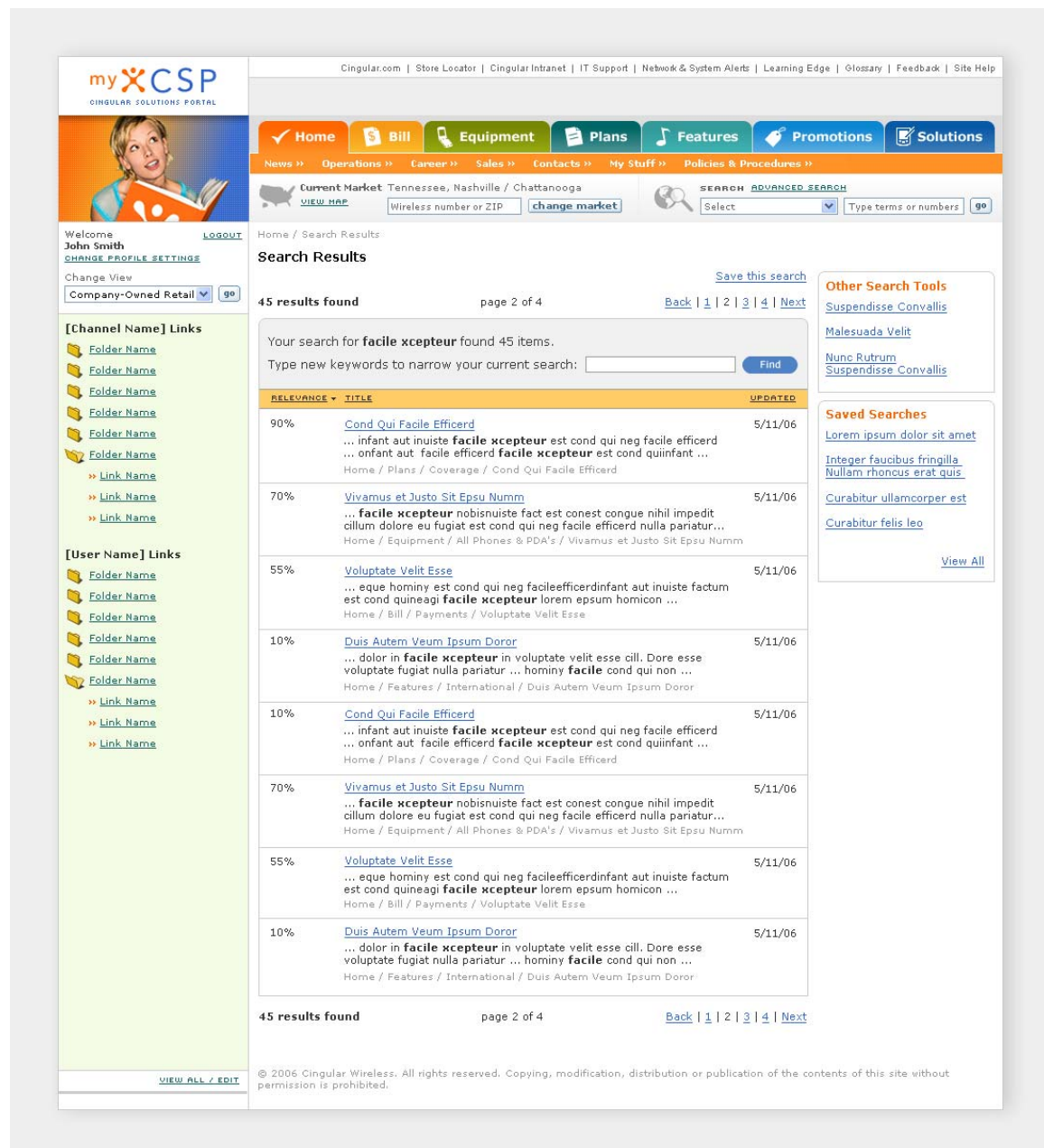
The largest technical change was migrating search engines, which was done in 2009. The project required 18 months of planning and implementation, but the team says it was worth it. User satisfaction immediately increased by 10 percent and has continued to increase incrementally year over year.

"When we analyzed our user's search behavior, it became evident that users would rarely look outside of the top five results for the right answer," says Burns. "This realization became a driving factor in every change we made to our search engine. For example, our predictive text suggestions leverage our search analytics data to ensure each recommendation is driving the user to more refined search results."

Making sure that those results are the most relevant is an ongoing process. "We try not to game the search results using administrative capabilities as much as possible to avoid unintended consequences," says Burns. "We have ongoing processes to analyze new topics to ensure the predictive text suggestions are guiding users to well-structured search queries."

The team conducted an extensive capabilities analysis among all of the top search vendors, "and it confirmed our beliefs that our current search capabilities were not

best in class,” says Cook. “Before selecting a vendor, we did a proof of concept to ensure their capabilities could be realized. We worked together with our new vendor partner to determine what a more detailed design would look like and how to incorporate their capabilities into our portal.”



Pictured: In this early version of search, there was only one way to refine the search results.

## RESULTS AND ROI

The AT&T team has seen improvements across many areas since launching My CSP. Team members outline some of the ways their work is making a tangible difference across the organization:

- **Increased adoption levels:** “We get 30 million page views and 11.5 million searches every month. When you talk about the number of hits our site gets daily, the number of times our videos are downloaded each week—it’s staggering. Our frontline employees depend upon our site to support AT&T’s customers, and the numbers show that.” (Hyska)
- **Increased content consumption:** “We implemented robust reporting to ensure the field was reviewing the *REV (Retail Essentials Video)* and *Manager Guide*. Viewership of the *REV* increased from 10 percent of store reps in March 2012 to more than 80 percent by August. Downloading of the *Manager Guide* increased from nine percent of store managers in March 2012 to 93 percent in August. Given that up to 10 percent of the retail workforce is estimated to be out at any given time due to vacation, illness, leave, or off-site training, we are very pleased with these adoption rates.” (Northington)
- **Gains in employee achievement:** “On the sales side, we wanted to study the effectiveness of our materials. So, we analyzed viewership rates, May to June, against the attainment of rep sales goals. Reps who viewed the *REV* three or more times per month had a 40 percent higher sales goal attainment than those reps who did not.” (Hyska)
- **Improved content freshness:** “We’re exceptionally proud of the fact that—despite the fact that we’ve had some of our channels on My CSP for five years, and that we publish about 220 articles per day—our site hasn’t gotten bogged down with out-of-date and irrelevant content. Last year, we reduced our overall count of active articles by 10 percent, while continuing to add groups and their associated content onto My CSP. We maintain about 14,000 active articles on our site; 88 percent of that content gets reviewed every six months, and 94 percent [has been reviewed] within the past year.” (Chisam)
- **Reduction in call time:** “With many of our care groups, they really monitor average call handle time (AHT) and first call resolution. If we provide information to their reps quickly, and that information is accurate, then these metrics should trend positively. One area where metrics were tied very tightly to ROI was the build out of the *Customer Solutions Center* for care. They calculated that the introduction of CSC into their centers saved them \$56 million in call time.” (Chisam)
- **Transformation in communication to frontline staff:** “The *REV* process: 1) ensures alignment on priorities and key messages throughout the sales organization—from frontline sellers to executive leadership; 2) provides a standard operating rhythm for the field teams, including consistent format delivered weekly; and 3) conveniently delivers key messages in a format—QR code via smartphone—that today’s generation of employees prefers to use for learning. It’s truly beneficial: improving the employee and customer experiences with increased seller knowledge of the latest AT&T customer solutions.” (Jane Gordon, Vice President of Sales Operations, West Region)

## LESSONS LEARNED

My CSP team members share some of their lessons learned:

- **Don’t over promise.** “I’ve learned many things along the way. A big one for me is not overpromising. You can’t walk out of every meeting having signed your team up for the impossible. You have to truly understand the needs versus the nice-to-haves. Prioritization is so important.” (Hyska)



- **Surround yourself with experts.** "Surround yourself with experts in their fields. And know that over the years, you'll need to keep retooling. Skills that were relevant three years ago are not necessarily the ones you'll need tomorrow." (Hyska)
- **Have a business case.** "Make sure you've got a compelling business case for what you're doing. We've always been fortunate to have our senior leadership's full support. When we built My CSP originally, we got our President's signature directly on the PowerPoint used to explain what we wanted to build and why." (Hyska)
- **Enlist the help of executives.** "When you take initiatives down to the manager level, it can be tricky getting the right support. In those situations, the managers don't have the bandwidth to prioritize the work that you've created for them, and executives aren't aware of the problems that need addressing. So, we've gone back to the executives to recalibrate on priorities. And what really works is giving those leaders specific details about how this impacts their frontline representatives, whether its [using] metrics or, even better, when you can let those end users do the talking themselves." (Chisam)
- **Put strategy first.** "First, spend quality time developing a detailed strategy before engaging in business requirements or site design. Second, ensure you have multiple team members with a focus on usability. Third, use an agile development method so you can make iterative changes to the design during the process." (Burns)  
 "Always try to get as much direct user feedback as possible. Always be as critical of the content as possible to make it as succinct and effective as possible. We have to really tailor the content to the user group—we have to anticipate their questions and concerns prior to delivering it." (Northington)
- **Engage the users.** "Performing user testing and field research is going to pay big dividends. The user will frequently stumble on something that you've never considered." (Cook)
- **Keep up with the times.** "At times, I've been surprised by the amount of times that people want to hold onto the old. Business changes, technology changes, expectations change. Our user base is made up of young people who are educated and tech savvy, and they have high expectations of the systems and tools they need to do their job. And it's our job to deliver that to them." (Hyska)



# Hager Group

**Using the intranet:** Hager Group is a leading supplier of solutions and services for electrical installations in residential, commercial, and industrial buildings.

An independent family-owned and run company with 11,400 employees, Hager Group is one of the industry's innovation leaders. The company's components and applications are produced in 20 locations for customers in more than 80 countries.

**Headquarters:** Blieskastel, Germany

**Number of employees the intranet supports:**

Approximately 6,000 connected users; non-connected users can access the intranet from public kiosks.

**Company locations:** Hager Group operates 57 local companies. Its products and solutions are available in 84 countries.

**Locations where users use the intranet:**

The intranet is used in more than 90 locations worldwide, including France (20), Germany (17), Greater China (6), Switzerland (4), Italy (3), Poland (3), India (3), Spain, the UK, the Netherlands, Australia, and Dubai.

**Annual Sales:** 1.55 billion Euros (2011)

**Design team:**

The Hager Group core team was composed of individuals from Corporate IT, Corporate Human Resources (internal communication), and Corporate Communication.

This core team was augmented by several organizations that actively contributed to the success of the project, including:

**Expertime (Paris):** A Microsoft Partner for Collaboration, Expertime developed the portal and custom web parts and helped Hager Group define functionality.

**Quatrepointzero (Paris):** A web agency specializing in ergonomics and design, Quatrepointzero designed the portal based on Hager Group branding.

**Reymann communication (Strasbourg):** Contributed to communication and training materials.

**Members:**

**Hager Group core team:** Philippe Dennler, David Pauly, Friedrich Eva, Thomas Lhuillier, Julie Roiatti, Sandra Hartmann, Isabel Krämer, Laure Battiston Apostolo, Kirsten Born, Jean Gersbach, and Michael Nezet

**Hager Group extended team:** Philipp Alsfasser, Gerard Aubry, Benjamin Baechler, Jean-Balayer, Anna Bielak, Fabrice Canton, Tharon Dalglish, Matthieu Fenger, Claire Freudenberger, Dieter Geiger, Christine Grosshans, Henri Hasenfratz, Stefan Kranz, Angelique Krupa, Cécile Lafaury, Grace Lei, Anna Katharina Loew, Mark Lukkassen, Martin Mosler, Carole Ritter, Jean-Christophe Sapin, Olivier Seyler, Mathias Templin, Nadine Theobald, and Sonia Worrall

## SUMMARY

Intranet designers at the Hager Group made resourceful use of SharePoint to create an agreeable intranet experience for all of the company's employees. The team's inventive use of space and icons, plus its tireless work to organize content in a clear way, contribute to this wonderful intranet.

The intranet team took on the challenge of moving away from its old model—one intranet per country—to providing a unified portal. Offering one intranet for an entire organization has several benefits:

- **It centralizes content**, making it less likely that information will be duplicated, out of date, or left out of search and IA taxonomies and indexing. So, overall, content is easier for employees to find and maintain, and they feel more confident that what they are reading is current and correct.
- **It provides one IA framework** for finding and using the UI, so users don't have learn different IA structures, menu mechanics, or acclimate to different page templates and application designs.

- **It promotes unity** among all employees, regardless of their location or job title.

Additionally, designers immediately created a very fulfilling experience on the homepage, which offers a series of sections of varied content—some of which rotates to offer more information in less space.

Employees in 21 countries and 40 entities use this intranet; when supporting many countries, language choices often result in long discussions and planning. In this case, the intranet team knew that English is the common group language, but that some employees don't speak it. They thus determined that the intranet actually needed to support three different languages on the homepage and main corporate sections, and several different languages in other areas more specific to different companies. Given the employee needs, the team decided to use customization to properly filter the content: Users would choose their own language and the company code where they work, and this would dictate homepage information. Thus, employees will see content written in the language they choose, and will see content for the company they work for in the homepage's *My Company News* section. Besides these differences, the look of pages for employees across the organization is identical. This helps promote harmony among the organization's various locations and entities.

**hagermet<sup>2.0</sup>**

VOLT Marc | My Network | My profile | English

France, Bischwiller

My Company | Departments | Projects | Communities | Facts & Figures | Policies | Services & Tools

Hagermet2

**CORPORATE NEWS**

**commitment in Saudi Arabia**  
18/04/12

**New Marketing and Sales Director Central Europe**  
01/04/12

**Investors in People (IIP)**  
20/06/12

**Highlight: Annual Report 2011 for the first time ava...**  
15/06/12

**Innovation Day 2012**  
21/05/12

**11,342**  
employees at Hager Group in May 2012

**HEADCOUNT**

**TOP MANAGEMENT BLOG**

07/05/2012  
**Empower the community**

Today, I am very glad to use a brand new tool to communicate with you: Hagermet 2.0. It is a new

» See all posts

**JOB OFFERS**

**12 Most recent job offers**

- Commercial employee Supply & Demand Management BA (m/f)
- Gestonnare Paie support CDD
- Student employee

» View all job offers

**MY COMPANY NEWS**

22/03/12  
**Hager Family 2012 - student exchange**  
Care Management [Read more](#)

» See all news

**DEPARTMENTS**

**28 Innovation Day**  
MAR  
Innovation Day 2012 Event [Read more](#)

**25 Demonstration Dept is ...**  
MAR  
This departements highlights the possibility of... [Read more](#)

» See all news

**INDU - INDUSTRIAL ENGINE**

**Today**

- LED Light Fittings
- Angle Sensor
- Lighted Operator

**3 days ago**

- Pressure Transmitter

» Settings » View all feeds

**NEWS ARTICLES**

**Last month**

- ECA Skills Ambassador shortlisted for First Women business...
- Reduce demand to increase supply
- Save to Succeed Programme:

» Settings » View all feeds

**CNIL.COM - TECHNOLOGY**

**3 days ago**

- Paging Dr. Mario
- Bigger screens on Nintendo 3DS XL
- Pinterest not manly enough for you?
- Pinterest not manly enough for

» Settings » View all feeds

**BERKER: NEUIGKEITEN**

**5 months ago**

- HAGER GROUP TAKES OVER ELCOM

**10 months ago**

- COLOURFUL AND ENERGY-EFFICIENT

» Settings » View all feeds

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Back to top

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Pictured: This homepage is set to English as the language and shows news from an English-speaking entity.

The screenshot displays the Hagermet 2.0 intranet homepage. At the top, a navigation bar includes a home icon, 'Mon Entreprise', 'Départements', 'Projets', 'Communautés', 'Nos savoirs', 'Nos procédures', and 'Services & Outils'. A search bar is located on the right. The main content area is divided into several sections: a large banner for the 'Hager Group Annual Report Interactive & iPad App', a 'CORPORATE NEWS' section with a '2011' graphic, and a 'HEADCOUNT' section showing 11,342 employees. A sidebar on the right features a 'TOP MANAGEMENT BLOG' and 'JOB OFFERS'. The bottom section contains 'FOCUS SUR...' cards for Hagermet 2.0, profile updates, and video tutorials. The footer includes a 'Retour en haut' link and a 'GROWING TOGETHER' slogan.

Pictured: The homepage set to French as the language, with news from a French entity.

Striving for a simple look for the homepage, designers used icons to present more homepage options without introducing too much clutter. This is especially helpful for users who are not typically on a computer and who access the intranet via strategically placed kiosks. When users click the gray square with a white plus sign in the upper left corner, it shows the ribbon control containing SharePoint's back office menu for editing content. Employees in the corporate communications team need these controls readily at hand, but seeing them in reading mode would waste space and likely be distracting. The icon is far less of an issue than the ribbon would be.

Icons related to social networking—email a link, print, rate, like, and tag—appear in the far left column, giving users easy access to these commands.

The team also made use of space by placing some content in tabs, including content for departments, projects, and communities; and by presenting different content in the bottom row of small sections, known as the “rolling widget line.” In this area, designers alternate content between four RSS widgets, three special topics blocks, one media gallery, one company event calendar, and one best-rated pages section.

Other features on the homepage immediately engage employees. For example:

- **The *daily turning picture*** in the top right header promotes community at the organization by showing various images, such as a photo of a customer event, symposium, or simply a corporate location.
- **The *rolling KPI*** section displays progress data that employees can use to keep abreast of how the organization is doing and to motivate themselves. Some of the indicators displayed include number of employees, turnover, on-time delivery, and cash flow.
- **The *Corporate News*** block appears in the upper left of the homepage. The news is translated into all three portal languages and is of interest to many employees, who can simply click a headline to see the full article.



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Hagermat2
CorporateNews

CORPORATENEWS

### Investors in People (IiP)

20/03/2012

**A new standard for the realisation of Project 2015**

The Investors in People standard is an international standard which is famous for supporting all types of organisations in management. Over the years, Hager Group has integrated this standard into many of its subsidiaries. As of today, 12 countries are certified with Investors in People, which means that 76% of the employees work in a certified unit. The standard helps us continuously improve our management practices.

In order to support efficiently the realisation of Project 2015 and to put the focus on leadership and management, we decided to introduce a new IiP approach. The new IiP Standard called "New Framework: Your Choice" (a new approach that gives you the choice) is a more indepth analysis than the classic standard criteria. It has a total of 196 requirements (until now, it counted only 39).

Specifically, this means that our organisation, in line with its strategy to improve leadership and management, may choose the requirements on which it will be assessed during the IiP reviews. 39 evidence requirements are part of the standard, and we can add the number of extra evidence requirements based on the focus of our priorities. IiP has also introduced levels of recognition as follow:

INVESTORS IN PEOPLE   Bronze	39 classic requirements plus meeting 26 requirements selected from the new standard
INVESTORS IN PEOPLE   Silver	39 classic requirements plus meeting 76 requirements selected from the new standard
INVESTORS IN PEOPLE   Gold	39 classic requirements plus meeting 126 requirements selected from the new standard

This new approach will be used gradually in all company entities, during the internal assessments as well as the re-certification reviews. The Board of Directors of the group wants to thank all reviewers that undertake their mission with professionalism and all the employees who took part in the interviews.

**Bronze for France, the UK, Ireland and Belgium**

After the assessment by our external reviewer Bill Crabtree and the internal reviewers, the Hager Group sites in France, UK, Ireland and Belgium were given the Bronze recognition. This is a great success and we congratulate all the participants for this result, because only a few companies get this recognition.

This fantastic accomplishment reflects the commitment and work on everyone's part to maintain a level of maturity in our management processes for many years.

Picture above: The reviewers who participated at the re-certification of France from the left:

0 Comments

Previous | Next

POST

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Back to top

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Pictured: When a user clicks on an article in the homepage's *Corporate News* block, the related news article's page appears.

When customizing, users can easily choose their preferred language and company location by editing their employee profile document. In this form, designers wrote assistance specific to each field in the form, providing information about data privacy, what the organization expects of the employees when filling in each field, and whether the field is required. Providing this type of form information by the related fields helps users feel more confident in their choices.

AMPERE Carlos
 Mein Netzwerk
 Mein Profil
 English

☒ Speichern und schließen    Abbrechen und zurückgehen

\* Bezeichnet ein Pflichtfeld.

BASIS INFORMATIONEN		Anzeigen für
Kontoname:	fralamperec	Jeder
Name:	AMPERE Carlos	Jeder
Foto:	<div> </div> <p>Das Hochladen Ihres (möglichst quadratischen) Fotos ist freiwillig und dient der persönlicheren Kommunikation. Sie willigen damit ein, dass das Foto im Rahmen von hagernet und von Outlook (nur interne E-Mails) verwendet werden darf.</p>	Jeder
Position:	<input type="text" value="Product Manager"/> <p>(obligatorisch) Bitte teilen Sie Ihren Kollegen Ihre Position in der Organisation und Ihre Funktionsbezeichnung mit.</p>	Jeder
Abteilung:	<input type="text" value="Commercial Erslosures"/> <p>(obligatorisch) Tragen Sie bitte ein, in welcher Abteilung der Organisation Sie arbeiten.</p>	Jeder
Führungskraft:	<input type="text"/> <p>(obligatorisch) Bitte tragen Sie Ihre direkte Führungskraft ein. Benutzen Sie dafür das Icon Adressbuch.</p>	Jeder
Fachliche Führungskraft:	<input type="text"/> <p>(freiwillig) Teilen Sie mit Ihren Kollegen den Namen Ihrer fachlichen Führungskraft oder Ihres Projektleiters, wenn Sie einen haben.</p>	<input type="button" value="Mein Team"/>
Frag mich nach...:	<input type="text" value="Brevets; Supplier audit;"/> <p>(freiwillig) Listen Sie unter „Frag mich nach“ Themen und Details, die für Kollegen von Interesse sein könnten wie z.B. Ihre Verantwortungsbereiche oder Spezialwissen.</p>	Jeder
Über mich:	<div> <input type="text" value="I am in charge of a new range of enclosures"/> </div> <p>(freiwillig) Eine kurze persönliche Beschreibung um auszudrücken, was andere über Sie wissen sollten. Dies kann über Ihre Rolle in der Organisation sein, Ihre aktuellen Projekte, etc.</p>	Jeder
Assistenz:	<input type="text"/>	Jeder

HAGERNET 2.0 PERSÖNLICHE EINSTELLUNGEN		Anzeigen für
Mein Unternehmen: *	<input type="text" value="DE02 - Hager Electro GmbH und Co. KG"/>	<input type="button" value="Privat"/>
Site-Sprache: *	<input type="text" value="German"/>	<input type="button" value="Privat"/>
Zeitzone: *	<input type="text" value="(UTC+01:00) Amsterdam, Berlin, Bern, Rom, Stockholm, Wien"/> <p>Wählen Sie die Zeitzone Ihres Standortes. Diese Information zeigt die lokale Zeit auf Ihrer Profil-Seite.</p>	Jeder
Standort (Standard): *	<input type="text" value="Blieskastel"/> <p>(obligatorisch) Wählen Sie Ihren Standort - für die News-Einstellungen in hagernet 2.0 und für das globale E-Mail-Adressbuch.</p>	Jeder
RSS Feed 1:	<input type="text" value="http://feeds.feedburner.com/ActualiteHager"/>	<input type="button" value="Privat"/>
RSS Feed 2:	<input type="text"/>	<input type="button" value="Privat"/>
RSS Feed 3:	<input type="text"/>	<input type="button" value="Privat"/>
RSS Feed 4:	<input type="text"/>	<input type="button" value="Privat"/>



Pictured: Users can edit their employee profiles and select a company and language—in this case, German.

Once edited, the employee profile document displays all of the pertinent information about the employee. A helpful feature in a multilingual organization is the notation about the person's native language, as well as other languages the employee speaks. The profiles also offer a place for employees to list their *Interests* so that they can share something about themselves; they can also add information to the *Ask Me About* area.

Designers customized the default SharePoint UI to draw more attention to particular areas, such as *Ask Me About*, *Recent Activities*, and the *Note Board*.

17:45



Add as colleague

**AMPERE Carlos**

Commercial Enclosures

+xx xxxxxxxx

carlos.ampere@hagermail.de

I am in charge of a new range of enclosures

Job Title : Product Manager

Department : Commercial Enclosures

Work phone : +xxxxx xxxxxx

Mobile phone : +xx xxx xxxxxx

Company : Hager Electro GmbH &amp; Co. KG

Country : Germany

Administrative Company : DE02 - Hager Electro GmbH und Co. KG

Cost Center : 20567

Standard localisation : Blieskastel

Job Family : Product Development and Management

Past projects : Volta, Gamma

Skills : Pro-engineer

Native language : German

Other Language 1 : English

Other Language 2 : Portuguese

Interests : Enclosures, Basket

Hide information

Libraries

Overview

Organization

Content

Tags and Notes

Colleagues

Memberships

## ASK ME ABOUT

Here are some topics AMPERE Carlos can help you with. To ask a question, click on the relevant topic below.

Supplier audit

Brevets

## MY ORGANIZATION CHART

AMPERE Carlos  
Organization Browser

## RECENT ACTIVITIES

AMPERE Carlos has no recent activities at this time.

## IN COMMON WITH YOU

Administrative  
Company  
DE02 - Hager Electro GmbH  
und Co. KG

## NOTE BOARD

Post

Previous | Next

There are no notes posted yet. You can use notes to comment on a page, document, or external site. When you create notes they will appear here and under your profile for easy retrieval. Other people can also view the notes you post.

Right click or drag and drop this link to your browser's favorites or bookmarks toolbar to use notes to comment on external sites.

Click [here](#) for more information about this and other social networking features in Microsoft SharePoint Server 2010.

Pictured: The employee profile offers information such as preferred language, other languages spoken, and topics of expertise.

It's imperative that employees find and share information, so all employees can get a better understanding of the organization, its size, and its functions, as well as the similarities and differences among functions. Finding and sharing information also lets employees more easily work with different companies and departments and move to other positions. The intranet's organization sections offers various types of information including:

- A summary of what the organization does
- The number of people on staff in that organization
- An organization chart
- Top-level managers
- Photos related to the organization

The screenshot displays the Hagermet 2.0 intranet interface. At the top, there's a navigation bar with the Hagermet 2.0 logo and links for 'My Company', 'Departments', 'Projects', 'Communities', 'Facts & Figures', 'Policies', and 'Services & Tools'. Below this, a 'Corporate IT' section provides information about IT services supporting Hager Group operations across 60 legal entities in 20 countries, 12 languages, and 11 currencies. It lists 130 IT professionals and mentions competitive costs. To the right, an 'Organisation reporting line' section shows two portraits of IT professionals. Further down, a 'Media Gallery' features a photo slider with images of Hager Group facilities, including the 'Blieskastel plant entrance'. Below the gallery, an 'IT Core Management' section displays five portraits of IT professionals. The footer includes the Hager Group logo and the slogan 'GROWING TOGETHER'.

Pictured: The *Corporate IT* organization area offers a summary of what it does, how many staff members work there, and an organization chart.

If employees need to travel to unfamiliar company locations, information on the intranet will certainly help. Each location has its own section, displaying the contact information, hotels in the area, names and phone numbers for taxis, the time zone, photos of the location, maps, and other helpful information. The page also displays current job openings, as Hager Group encourages internal mobility.

**hagernet<sup>2.0</sup>**

VOLT Marc | My Network | My profile | English

France, Bischwiller

My Company | Departments | Projects | Communities | Facts & Figures | Policies | Services & Tools

Home | Organisations

**Obernai** FRANCE

**ADRESS**

Obernai  
132, Boulevard d'Europe  
B.P. 3  
67210 - Obernai

Phone +33 (0)3 88 49 50 50  
Fax +33 (0)3 88 49 50 03

**HOTELS**

- Le Colombier  
+33 388 47 63 33
- Les Jardins d'Adairic  
+33 388 47 64 47
- La Diligence  
+33 388 95 55 69
- Le Gouverneur  
+33 388 95 63 72

**ORGANISATION**

Group Resources

- Corporate IT
- M.S. Continental Europe
- M.A. France
- Strategy and Marketing
- C.B.D. & Innovation services

**TIMEZONE**

Your time GMT+10

Location time GMT+2

**TAXIS**

- Taxi 13  
+33 3 88 36 13 13
- Taxi José  
+33 6 14 09 55 67
- Taxi de l'Éhn  
+33 6 33 48 18 66
- A.R. Taxi  
+33 6 08 00 00 91

**MEDIA GALLERY**

Obernai plant U23

**JOB OFFERS LIST**

- Animateur Gap H/F
- Industriel Master Ingénieur H/F
- Strategic and Business Development Manager M/F
- Technicien Assurance Qualité H/F

See all job Offers

**COMPANY LIST**

- Hager Electro SAS - Obernai - France
- Hager SAS - Obernai - France

**RELATED DOCUMENTS**

- Hager SAS Obernai - map

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Pictured: People can see photos, as well as vital information—such as the addresses and phone numbers of nearby hotels and taxis—on the intranet's locations pages. The icon lets users download a vCard to transfer the information to their Blackberry.

Users can also search for job openings by various criteria through the job offerings area and its search function.

**hagermet 2.0**

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France, Bischwiller

My Company | Departments | Projects | Communiqués | Facts & Figures | Policies | Services & Tools

hagermet2 | Job offer search page

Search [ ] Ok

**JOB FILTER**

Company [ ]

Country [ ]

Location [ ]

Language [ ]

Job family [ ]

Filter

Reset filters

**Job offer search page**

Title	Job family	Start date	Country	Location
Bland manager (m/f)	Product Development and Management	06/03/2012	Germany	Heltersberg
Produktchef för affärsområdet tånanalys	Marketing	04/03/2012	Sweden	Göteborg
Injection Manager	Production	04/03/2012	France	Bischwiller
Ingenieur Développement SoftApplicatif	Product Development and Management	30/03/2012	France	Obernai
Technical employee TechnicalService Center	Sales Support	29/03/2012	Germany	Hamburg
Manufacturing Engineer Metal (m / f)	Production Support	28/03/2012	Germany	Heltersberg
Process Developer Plastic (m/f)	Production	27/03/2012	Germany	Ottlingen
Technicien Support Marketing	Marketing	27/03/2012	France	Obernai
Technicien Maintenance	Production Support	20/03/2012	France	Obernai
KIX Technical Sales Engineer Middle East	Sales	15/03/2012	Utd.Arab Emir.	Duba

hager Group

Back to top

GROWING TOGETHER

Hagermet 2.0 is the Hager Group platform provided to support the internal exchange of professional information. It is the responsibility of each employee to use it in a legal, respectful and factual way, in accordance with the Group IT code of conduct and full user guidelines on hagermet 2.0. Report errors or improvements on this page: [hagermet@hager.com](mailto:hagermet@hager.com)

Pictured: The list of current job offerings is translated into English. Search results display general information about each opening.

Clicking on a job opens more information about it, including the location, responsibilities, and a general description, as well as options to print, send to someone else, or apply for the position.

Koordinator Hager Production System

Job family : Production Support

Location : Tychy

Job type : Permanent contract

Expiry date of the job offer : -

Responsible for the job offer : Internal Applicant

Duration : -

Country : Poland

Company : PL32 - Hager Polo Produkcja Spzoo

Start date of the job : 14/03/2012

Functional Responsible : -

Offer number : FL32 - 003


Number of positions : 1

Do obowiązków osoby zatrudnionej na tym stanowisku należeć będzie koordynacja projektów optymalizacji procesów produkcyjnych w ramach Hager Production System


Wymagania stawiane kandydatom:

- wykształcenie wyższe techniczne
- doświadczenie na podobnym stanowisku w firmie produkcyjnej
- błęga znajomość systemów optymalizacji produkcji
- samodzielność i inicjatywa w działaniu
- komunikatywność i umiejętność prezentacji
- bardzo dobra znajomość języka angielskiego

Oferujemy możliwość rozwoju zawodowego, pracę w młodym zespole, szkolenia.



Send to a friend



Print job offer

SUBMIT YOUR APPLICATION

Pictured: Employees not only see the job information, but they can also apply for the job, forward it, or print it from the pop-up box. (The job offer shown here is in Polish.)

Designers at Hager Group instituted creative, space-saving homepage options that are easily discoverable, so employees waste no time engaging with the intranet. They also make information about all areas of the organization accessible, and allow employees to customize in a way that helps them be more productive and visible to their coworkers, which is invaluable.

## BACKGROUND

The intranet redesign project started at the end of 2009, spurred by the introduction of a new document management system. Corporate IT drove this early initiative. Around the same time, Corporate Communications expressed an interest in developing a more globally focused intranet that could showcase the capabilities of rich media communication.

"We launched an online survey to understand the main expectations of employees in several countries," says Philippe Dennler, Corporate IT Manager and project leader. Over 100 people responded to the survey. In parallel, the team began researching the market to identify solutions that could both support the desired feature set and integrate with the company's IT architecture.

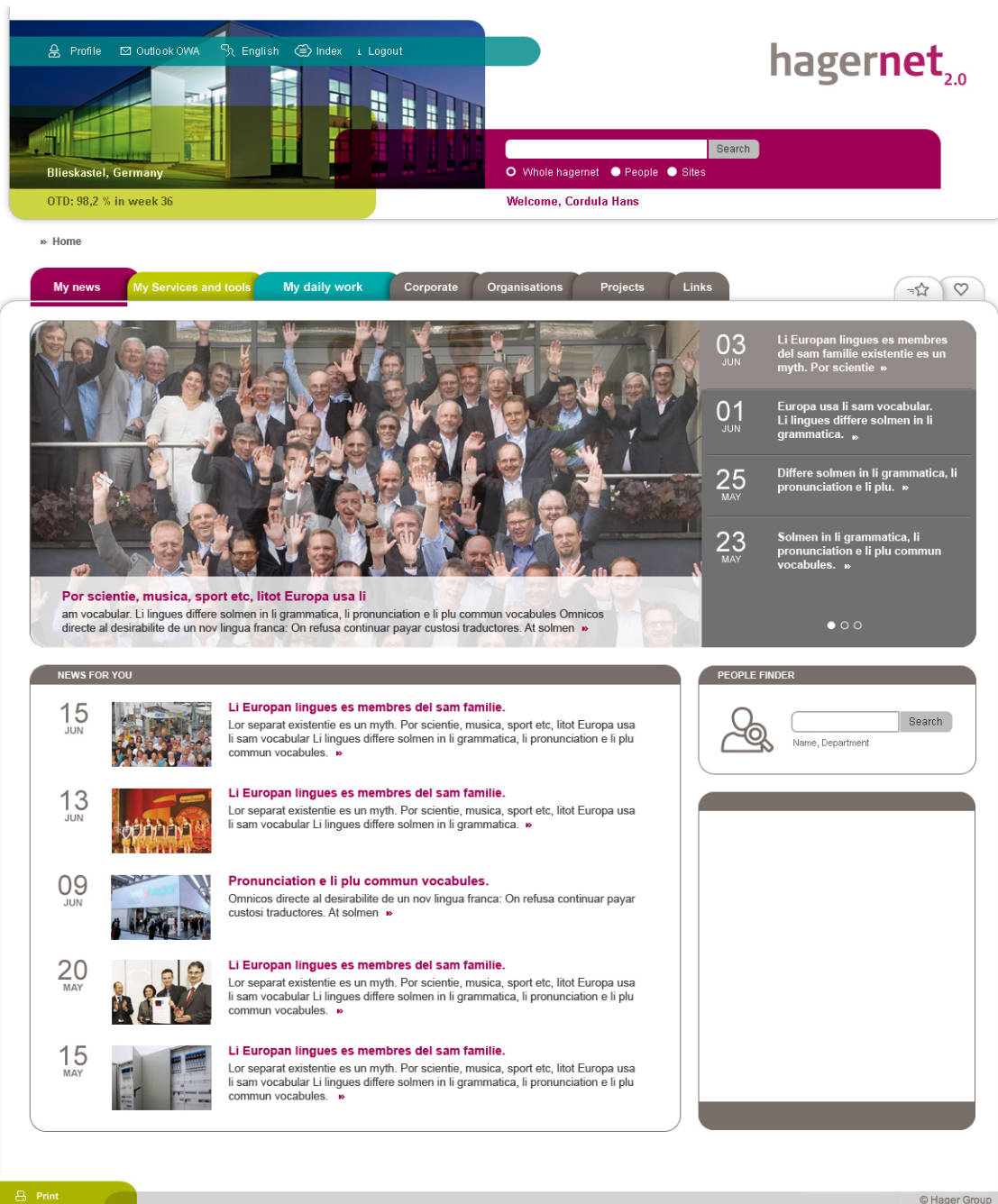
"We didn't consider cloud solutions because we want the (intranet) data to live on our own premises," he says. "At the end, we investigated four possible solutions in detail. For each solution, we conducted a technical evaluation, comparing each tool's capabilities to our needs and evaluating the total cost of ownership and robustness of the supplier." Two tools made it to the short list and, after what Dennler calls "a



beauty contest” with 25 users, Microsoft SharePoint Portal 2010 was declared the winner. The beauty contest consisted of three-hour presentations for all participants. The presentations were split into two parts: a demonstration of how each tool would address a challenging scenario that Hager Group defined in advance and highlights of each tool’s most outstanding features.

As Dennler explains, SharePoint won the contest for three reasons. First, SharePoint offered the advantage of integration with Microsoft Office 2010, which Hager Group was rolling out at that time. Second, SharePoint let them take advantage of other business application integrations: “Most IT systems have connectors available for SharePoint—and surely all the Web 2.0 portal functions,” Dennler says.

Finally, Hager Group’s Vorstand (Board of Directors) linked the redesign to the company’s latest five-year project, Project 2015. “Every five years, we analyze the environment, assess our resources, detail our vision, and define the targets and objectives—the appropriate strategies and the way to achieve them,” he says. “The new intranet project was presented during Symposium 2010 to 800 attendees. We developed a story describing the vision of Hagernet 2.0, including two to three mockups.”



Pictured: A mock-up used to share the new “Hagnernet 2.0” with the larger Hager Group community during a symposium with 800 managers. This iteration resulted from a brainstorming session designed to help articulate the vision of what Hagnernet 2.0 could be.



Pictured: Hager Group team members (from left to right): Cordula Hans, Philippe Dennler, Karen Overmass, Carlos Lima, and Günther Unterweger presenting the intranet redesign concept during Symposium 2010.

## Project Goals

Historically, Hager Group has been deeply rooted in the company's two pillars of France and Germany, with each culture maintaining equal importance across the company; but the group is growing, and the company has recognized that it must support the entire global community across Europe and even beyond. "The cross border and collaboration activities are also more important for us," says Martin Mosler, Senior Manager Corporate Digital Communications. This realization weighed heavily on decisions made throughout the redesign.

"The aim of Hagenet 2.0 is to empower our community by creating one unique intranet for the whole group based on Web 2.0 and social network functions," he says. The project had three primary objectives:

- **Empower the Hager community**
  - Offer 360° communication flow across the entire organization
  - Facilitate networking opportunities across teams, projects, expertise, and personal interests
  - Provide communications about success at the company, team, and individual levels
- **Improve information accessibility and efficiency**
  - Provide a user-friendly interface to help employees access information

- Maintain a strong content governance structure to avoid information discrepancies
- Create central stores for common assets
- **Support collaboration and innovation**
  - Support collaboration across projects and borders, and encourage team work
  - Display information across the whole portal and offer enhanced search functionalities
  - Speed-up administrative processes

## Facing Challenges

Although the project had a successful outcome, it was not without its challenges. David Pauly, Collaboration Applications Manager, outlines some of them:

- **Cross-cultural team.** “It was an internal project involving people from France, Germany, the UK, and the Netherlands. So, even if Hager Group in general—and Corporate IT in particular—are used to dealing with intercultural teams, it’s still never easy.” Some of the issues that emerged involved language issues, competing/conflicting priorities based on region, and the simple truth everyone has their own ideas when it comes to design and content management.
- **Technology.** “Side difficulties came from Microsoft SharePoint language management, which was not in line with our expectations. This implementation required much more time than originally estimated. Some SharePoint usability issues also created additional work for the team.”
- **Timing.** “The constraints of the timeline meant we had to work on the implementation and content creation at the same time. Working on both sides in parallel created difficulties because our intranet is template-based, but at the end of the project the first movers were satisfied despite that complexity.”

## INTRANET TEAM



Pictured: The Hager Group intranet team (back row, left to right): Martin Mosler, Thomas Lhuillier, David Pauly, Gérard Aubry, Philipp Alsfasser, Sandra Hartmann, and Stefan Kranz; (front row, left to right): Isabel Krämer, Matthieu Fenger, Angélique Krupa, Christine Grosshans, Laure Battiston Apostolo, Philippe Dennler, Anna Bielak, Jean Gersbach, Henri Hasenfratz, and Julie Roiatti; (kneeling, left to right): Carole Ritter, and Mathias Templin. Missing from photo: Friedrich Eva, Kirsten Born, Michael Nezet, and Claire Freudenberger.

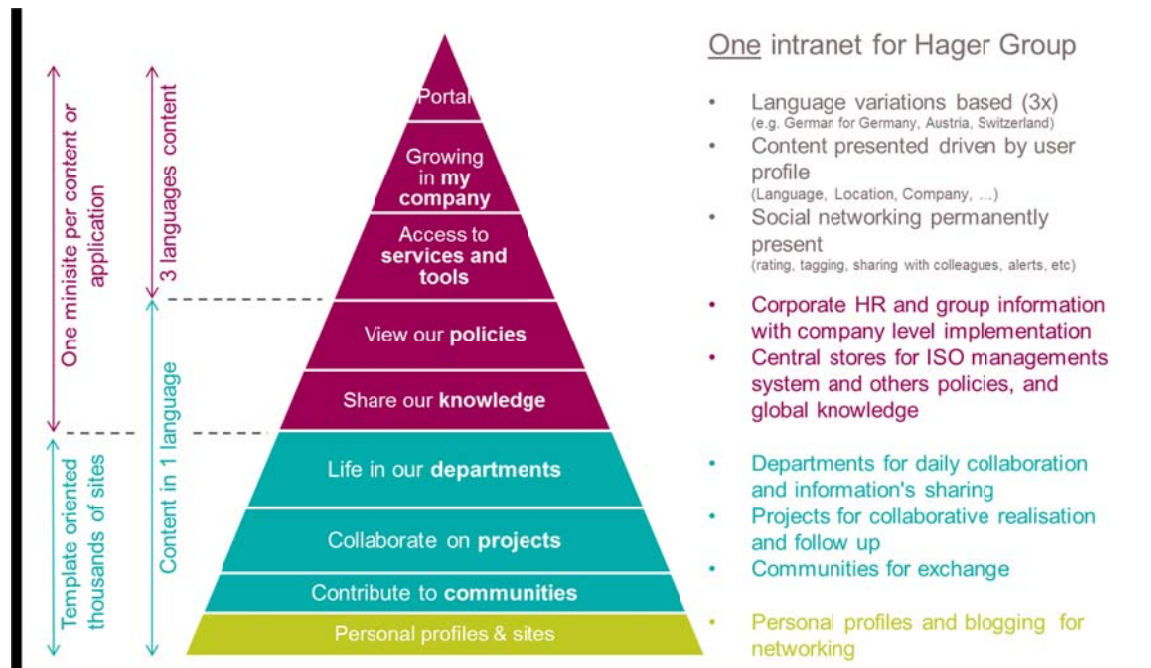
## GOVERNANCE

### Ownership

Hagernet 2.0 is a joint project between Corporate IT, Corporate HR, and Corporate Communications. The intranet has multiple functions, content, and clients across the organization. "In general, Corporate IT is responsible for the platform, performance, and has to introduce innovations," says Mosler. "Corporate IT is also the platform webmaster and responsible for template enhancements (departments, projects, communities). Corporate Communications is the 'webmaster' of the homepage (including the branding) and provides corporate content. Corporate HR owns the local (country) internal communication to employees and all HR-related information."

Depending on the content, the three main owners are supported by other areas of the group. For example, Corporate Quality has ownership of the ISO portal.





Pictured: Although some topics are managed centrally, Hagernet 2.0 largely decentralizes its content management based on departments, projects, and communities. Language management follows the same rules.

## USERS

Hager Group employees use the intranet to:

- Get information and news about the group and the local entity
- Collaborate and share within their departments, projects, or communities
- Access services to help them in their daily working life

Site users come from all departments across the company—from sales to production, support, research and development, and administrative functions.

When the project began, the team defined four target groups that the intranet would serve:

- Readers
- Contributors
- Editors
- Ambassadors

Each of these groups has different needs and usage requirements. Julie Roiatti, Internal Communication Editor, outlines how these groups were defined for the purposes of the project:



- **Readers:** Readers typically only “consume” information and services. They are mostly not very tech savvy and want quick and direct access to information. They want customized pages and services adapted to their specific needs. They are not likely to contribute content to the site.
- **Contributors:** Contributors have information to share with other users. They contribute to the content, share documents, and use collaborative features. They want a clear framework and an easy process to upload content. They need intuitive tools for collaboration.
- **Editors:** Editors are responsible for the HagerNet content within a department, a project, or a community. They are reliable and skilled, and can help readers and contributors find their way. They can build their own pages and their own sites. They want easy tools for web editing and configuration.
- **Ambassadors:** Ambassadors are key users. They know the features of HagerNet very well and are able to support the editors. They provide a link between IT project leaders and other site users. They share best practices and actively promote HagerNet.

Communication & Training targets					
		Communication		Training	
		Target	Tools & solutions	Target	Tools & solutions
Readers		<b>Awareness :</b> ➢ Understanding HagerNet 2.0 ➢ Functionalities and benefits for users ➢ Creating traffic	➢ Information before the launch: Corporate News and To the Point + teasing banner in HagerNet 1 ➢ E-mailing campaign from the day of the launch on (1 per week) ➢ Information meetings organised by Ambassadors (with the story telling video + PPT)	➢ Find information and documents ➢ Use services and tools	➢ 10 video tutorials online for the main functionalities ➢ Graphical tutorials online in PPT for the rest
Contributors				➢ Update documents and lists ➢ Use interactions between office 2010 & HagerNet 2.0 ➢ Use social & collaborative tools	➢ 10 video tutorials online for the main functionalities ➢ Graphical tutorials online in PPT for the rest ➢ Information meeting from the ambassadors
Editors		<b>Motivation :</b> ➢ Functionalities and benefits for users ➢ Trust and motivation to create content	➢ Training session organised by ambassadors focused on breaking the barriers to change and giving trust in the new tool	➢ Master web editing & rich media ➢ Create new lists, request workflows ➢ Manage a project / community	➢ Training session from the ambassadors ➢ Training tool from Expertime translated into 3 languages
Ambassadors		<b>Motivation</b>	➢ Project management meetings and trainings	➢ Global understanding of Sharepoint ➢ Find solutions and share best practices ➢ Manage departments, projects, communities	➢ Training sessions from IT/Expertime (2 days) ➢ Learning by doing and “HagerNet project” community

Pictured: This chart shows how the project team identified the awareness and skills needed to reach each target group. Appropriate communication and training has been defined to address those needs.

## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
<b>URL</b>	<ul style="list-style-type: none"> <li>All intranet content and functionality is available from a single address (<a href="http://hagernet2">http://hagernet2</a>), but the company has divided the site into four additional distinct URLs, each used to access different content or functions: <ul style="list-style-type: none"> <li><a href="http://departments">http://departments</a></li> <li><a href="http://projects">http://projects</a></li> <li><a href="http://communities">http://communities</a></li> <li><a href="http://my">http://my</a></li> </ul> </li> </ul>
<b>Default Status</b>	<ul style="list-style-type: none"> <li>All users with a network account have direct access to the intranet simply by opening their web browser, which loads the homepage by default. Every connected employee has the same basic access to the intranet without any additional permission. This includes: general information, company news, HR information, Group key performance indicators, organization charts, and job offers. The default language is set in each user's profile.</li> </ul>
<b>Remote Access</b>	<ul style="list-style-type: none"> <li>Remote access is reached through VPN as it is for all internal IT systems. Once VPN is enabled, users can access the intranet as if they were on site simply by opening their web browser.</li> </ul>
<b>Shared Access</b>	<ul style="list-style-type: none"> <li>Users can also access the intranet via shared workstations (self-service computers and touch screen devices) in production zones, coffee break rooms, and so on. This lets users without a personal network account access the intranet.</li> </ul> <p>So far, public kiosk use has seen limited uptake, mainly because production staff members spend their break time doing other things rather than surfing the intranet. The team is investigating several alternative solutions for this target group, including to broadcast company news, KPIs, and job offers on TV screens and tablets in the break rooms.</p>



Pictured: Public kiosks are available in production areas and break rooms at several locations. The kiosk is touch screen, but a mouse is also available. (Pictured: Cecile Lafaury).

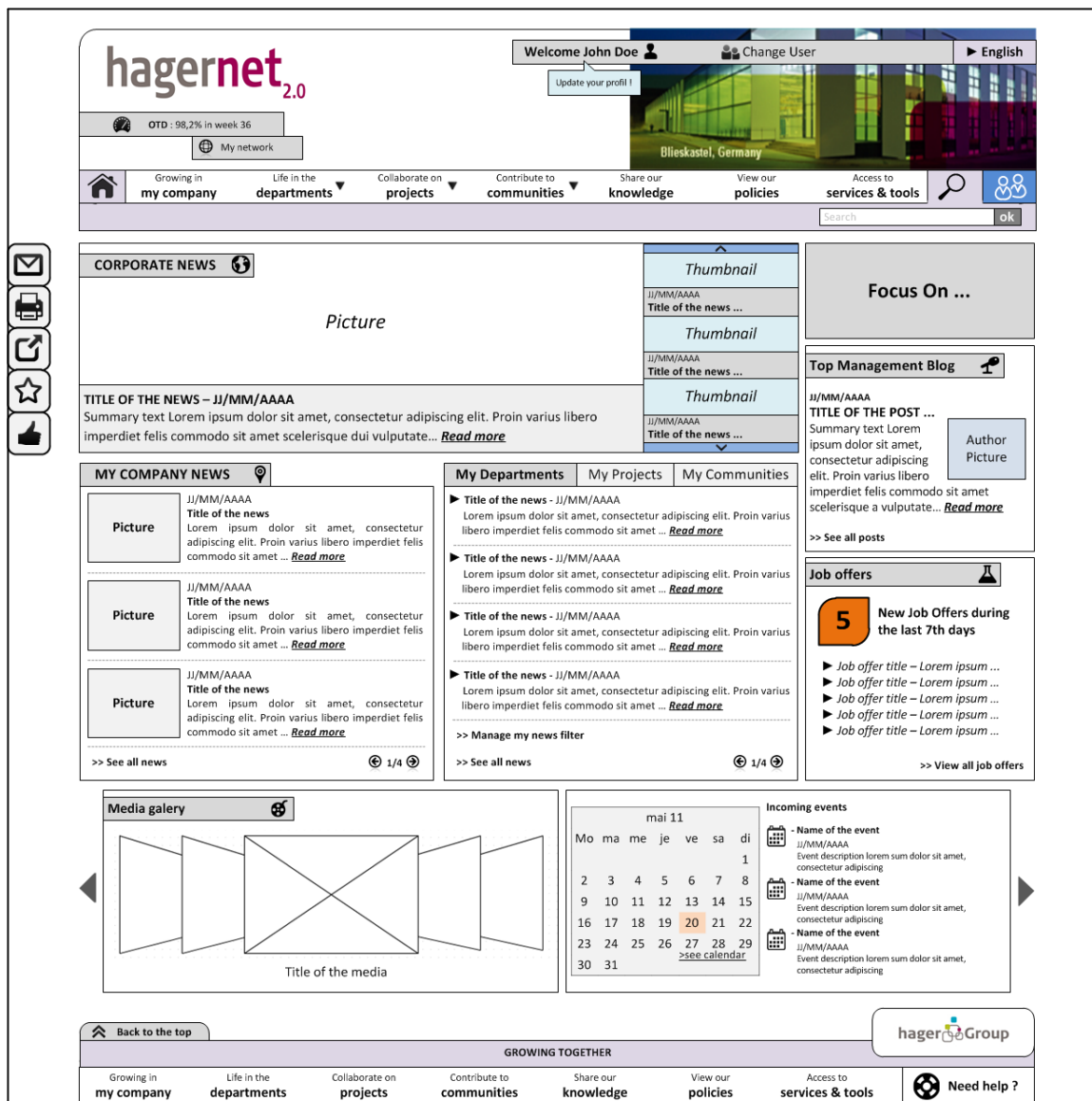
## **DESIGN PROCESS AND USABILITY WORK**

### **Design Approach**

At the beginning of the project, the team conducted a survey; the goal was to identify the existing intranet's most useful content as well as to figure out what functionality was missing. They also benchmarked against several research studies (including the NN/g Intranet Design Annual 2008 and 2009) and visited companies with significant intranet portals. However, the real work began when they started conducting workshop sessions with users.

"At the beginning, we used heuristic maps to describe the content that we wanted and the content of each template," says Thomas Lhuillier, Project Manager Corporate Digital Communications. "The designer gave us proposals using Visio before the mock-ups were produced. In the end, the mockups were used to validate the design with feedback gained through user interviews."

The homepage's evolution through this process exemplifies how the site design evolved overall. The process is detailed in the following six screens:



Pictured: The first homepage wireframe, developed in Visio. Even at this preliminary phase, the homepage's main elements are starting to surface. This wireframe was derived from heuristics maps that emerged from workshop sessions with users.



Pictured: The first design mock-up of the homepage, which was used during initial user interviews. Through those interviews, the team identified design issues, including too many colors; rounded corners that were not aligned with branding; the unstructured header; and the too-rich footer.





Pictured: A production screen of the homepage. The menu has been changed due to translation issues (linked to the menu design). The team also simplified the design after testing and reduced the footer.





Pictured: During the workshop phase, the team used this view to show users what they would see when accessing the homepage on their laptop computers.

## Working with Agencies

Having chosen Microsoft SharePoint 2010 as the intranet platform, the team then had to select a partner to help with several project components, including:

- Definition of the portal
- Definition of the technical architecture
- Design of the portal in line with the company's branding rules
- Management of the web integration (in SharePoint) of the company's branding
- Delivery of the relevant solution on time

To achieve all of this, the team decided to work with Expertime, a Microsoft Partner that delivers several solutions, including portals and collaboration, e-commerce, business intelligence, and design; and Quatrepointzero, a Paris-based advertising consulting agency specializing in ergonomics and design, specifically in user experience. "The main reason for choosing these partners was the proven track record each had with intranets and branding, and the ability to deliver the full package at a fixed cost following the requirements phase," says Dennler.

Also, to help with communications efforts around the launch, Corporate Communications selected a partner that Hager Group has worked with for many

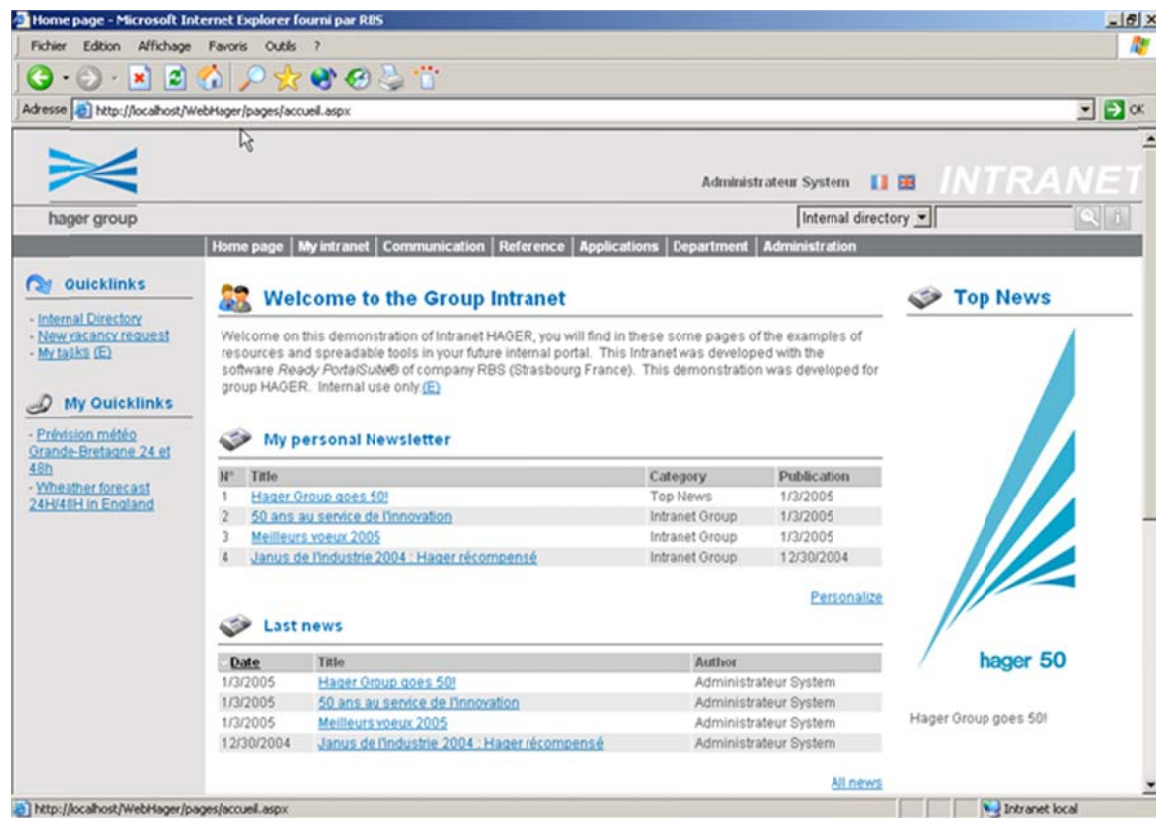
years, Reymann Communication in Strasbourg, France. "Here, we wanted to launch with humor and create a teasing tone with a stop motion video," says Lhuillier. "And, due to the significant number of users on the intranet we also requested the production of video tutorials."

An example of these tutorials is available publicly on the company's YouTube Channel: <http://www.youtube.com/user/hagergroup>.

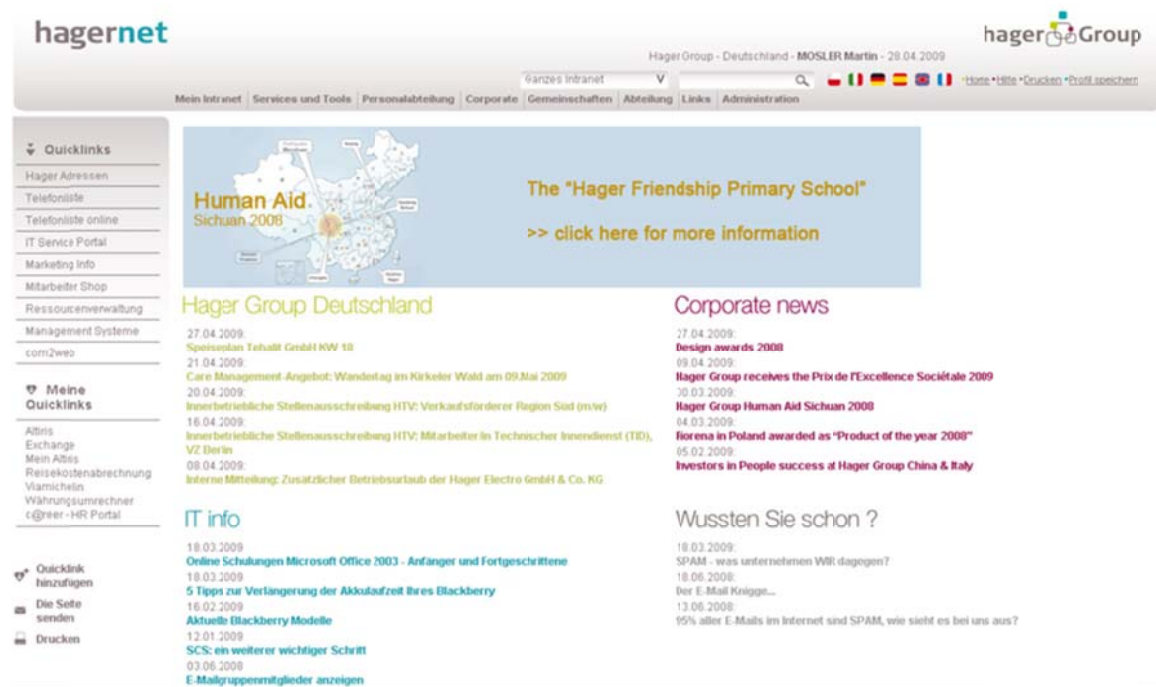
## TIMELINE

INTRANET TIMELINE	
Milestone Date	Milestone Description
<b>1999</b>	<ul style="list-style-type: none"> <li>First intranet: This initial intranet was set-up with a local intranet page for each country and an international page to share applications.</li> </ul>
<b>2002</b>	<ul style="list-style-type: none"> <li>Updated design: This release included an updated design with several new functions, including search, calendar, mail, and the resource reservation system.</li> <li>Updated navigation: Top-level navigation was redesigned using a drop-down list to replace icons.</li> </ul>
<b>2005</b>	<ul style="list-style-type: none"> <li>Third version: This new version was created to incorporate newer technology and to improve and grow the company's information flow.</li> <li>To help attract employees to the intranet, the company held a naming contest that resulted in the name "Hagernet."</li> </ul>
<b>2009</b>	<ul style="list-style-type: none"> <li>Hagernet design updated as part of the Hager Group branding initiative.</li> </ul>
<b>End 2009</b>	<ul style="list-style-type: none"> <li>Voice of Customer survey elicits more than 100 responses from around the world.</li> </ul>
<b>End 2009</b>	<ul style="list-style-type: none"> <li>Team identifies potential technology solutions for the new intranet.</li> </ul>
<b>March 2010</b>	<ul style="list-style-type: none"> <li>"Beauty contest" held to evaluate top two technology suppliers.</li> </ul>
<b>April 2010</b>	<ul style="list-style-type: none"> <li>Microsoft SharePoint Portal 2010 is chosen as platform for new intranet.</li> <li>Project on hold for a short time while other projects play out.</li> </ul>
<b>June 2010</b>	<ul style="list-style-type: none"> <li>First design mock-up is created to evangelize the possibilities of the new Hagernet at the company's Symposium.</li> </ul>
<b>October 6, 2010</b>	<ul style="list-style-type: none"> <li>Team presents the Hagernet 2.0 vision to 800 attendees worldwide.</li> </ul>
<b>December 2010– March 2011</b>	<ul style="list-style-type: none"> <li>Project restarts with SharePoint partner in place.</li> </ul>
<b>February–March 2011</b>	<ul style="list-style-type: none"> <li>Internal staffing and project organization (steering committee, project committee, and members from</li> </ul>

	several countries)
<b>February 2011</b>	<ul style="list-style-type: none"> <li>• Installation of a SharePoint 2010 sandbox</li> </ul>
<b>April 29, 2011</b>	<ul style="list-style-type: none"> <li>• Official project team kick-off</li> </ul>
<b>May–July, 2011</b>	<ul style="list-style-type: none"> <li>• Develop detailed specifications based on 17 workshops</li> </ul>
<b>July–August 2011</b>	<ul style="list-style-type: none"> <li>• Wireframing of Hagernet 2.0</li> </ul>
<b>August–September 2011</b>	<ul style="list-style-type: none"> <li>• Set up technical environment</li> </ul>
<b>September 2011–January 2012</b>	<ul style="list-style-type: none"> <li>• Development phase</li> </ul>
<b>January–April 2012</b>	<ul style="list-style-type: none"> <li>• Content creation</li> </ul>
<b>January–April 2012</b>	<ul style="list-style-type: none"> <li>• Bug fixing</li> </ul>
<b>March–April 2012</b>	<ul style="list-style-type: none"> <li>• Communication campaign</li> </ul>
<b>March–April 2012</b>	<ul style="list-style-type: none"> <li>• Create online help documentation</li> </ul>
<b>End April 2012</b>	<ul style="list-style-type: none"> <li>• Pre-campaign (teasing prior to launch)</li> </ul>
<b>May 7, 2012</b>	<ul style="list-style-type: none"> <li>• Hagernet 2.0 launches in all countries</li> </ul>



Pictured: The intranet homepage in 2005.



Pictured: The intranet homepage in 2009.

## CONTENT AND CONTENT CONTRIBUTORS

### Content (Contributors) are King

The Hager team stands behind the old adage: content is king. And that means that those who contribute content to the intranet are the real royalty.

“Content is a matter of contributors,” says Roiatti. “Including contributors right at the beginning of your intranet is really important because you can provide the best and most responsive architecture, but there will be no interest in participating if there is not enough quantity and quality (timely) content.”

Although the team prefers to be hands-off and let contributors manage their spaces unfettered, some oversight is necessary to maintain sensitive content. “We really wanted to let owners be free to decide the way they will manage their web spaces, but for sensitive issues—like some Human Resources topics—editorial and review committees have been set in place,” says Roiatti.

After the new intranet’s launch, the team had approximately 150 trained contributors to help provide content to end users. Since then, file share migration, news publishing, and a complete rethinking of information sharing in general has helped increase that number to more than a thousand potential contributors.

The Hager team attributes this rapid increase in contributors to having a motivated workforce, and that motivation goes hand-in-hand with training and support.

The Corporate IT collaboration team provides dedicated content training sessions, documentation, and daily support to contributors and site owners. “The more contributors feel confident with the system,” says Pauly, “the easier it will be for our IT team to receive the feedback about issues, enhancements, or questions they may have.”

In addition, key users are invited to periodic workshops so they can use and give feedback on platform enhancements (such as new functionalities or web parts).

### Content Governance

The screenshot below outlines how Hager Group manages intranet content governance. The team has established a set of fixed criteria that it tracks for each main content area, functionality, or application featured on the site.

The governance categories include:

- Content description
- Availability: Who can access the information (public or closed user group)?
- Owner/sponsor
- Who is responsible for the content?
- Who updates the content?
- Update frequency
- Origin: When was it first created or migrated from the old system?



hagernet 2.0 - Content										Governance				First content				
Type	Content	Sub content	Description or comment	Access	Language	Owner / Sponsor	Content responsible	Hagernet 2.0 update responsible	Foreseen update frequency	Version	Legacy system	Responsible	Can start	Delivery until	Comments			
Homepage	General layout	All active elements		All employees	En/Fr/De	Corp Com	Corp Com	Corp IT	On IT request	V1.0	New**							
Homepage	Rolling header image	Image list with link and end publication date per image	We start with the images of the locations : one picture every 2-3 days. Some events can also be integrated ("à la Google") : Symposium, Opening Olympics, etc	All employees	En/Fr/De	Corp Com	Corp Com	Corp Com	2x Year	V1.0	New**	Corp IT	02/01/2012	15/01/2012				
Homepage	Rolling KPI	Weekly group OTD	Percentage with link to more detailed document (per BA or BU)	All employees	En/Fr/De	Exco	SCM	Corp Com	Week	V1.0	New**	Id	02/01/2012	15/01/2012				
Homepage	Rolling KPI	Weekly group OTIF	Percentage with link to more detailed document (per BA or BU)	All employees	En/Fr/De	Exco	SCM	Corp Com	Week	V1.0	New**	Id	02/01/2012	15/01/2012				
Homepage	Rolling KPI	Month Headcount	Number of people in the group with link to document presenting the segmentation per country	All employees	En/Fr/De	Exco	Corp Controlling	Corp Com	Month	V1.0	New**	Id	02/01/2012	15/01/2012				
Homepage	Rolling KPI	Monthly YTD Turn over evolution	Percentage versus previous year	All employees	En/Fr/De	Exco	Corp Controlling	Corp Com	Month	V1.17	New**	Id	02/01/2012	15/01/2012	After installation to check who can do the bests the update			
Homepage	Rolling KPI	Quarterly YTD Cash flow	Percentage versus Budget	All employees	En/Fr/De	Exco	Corp Controlling	Corp Com	Quarter	V1.17	New**	Id	02/01/2012	15/01/2012	After installation to check who can do the bests the update			
Homepage	Top management blog	General position to subject or economic situation	Foreseen by the project team as "to the point" editorial replacement	All employees	En/Fr/De	Vorstand	Corp Com	Corp Com	Month	V1.0	To the point		02/01/2012	29/02/2012	No sense to start to early : news			
Homepage	Flash info	Message on top of screen for emergency	Usage : general sad or risk announcement (Example: pandemic - stay a home). The display of Flash info change the layout of homepage	All employees	En/Fr/De	Corp com	Corp com	Corp IT	On demand	V1.0	New**				This has to be repeated during jan / Feb / Mar			
Homepage	Job teaser	Display of the open job positions	Total number is display + title of each position. Group wide	All employees	En/Fr/De	Corp HR	Corp HR	Corp HR	Automatic based on job offers	V1.0	hagemet1	HR managers	01/02/2012	29/02/2012	To be trained			
Homepage	Corporate News	Automatically updated from news posted with category group	Foreseen by the project team as replacement of the news in "To the point". One per week.	All employees	En/Fr/De	Corp Com	Corp Com	Corp Com	Automatic (should be every week)	V1.0	hagemet1		02/01/2012	29/02/2012	No sense to start to early : news			
Homepage	Company news	Automatically updated from news Audience driven : company	News related to a company and displayed on homepage	All employees	En/Fr/De	Corp HR	Local HR proposed by editors	Local HR	Automatic (should be every week)	V1.0	New**		02/01/2012	29/02/2012	No sense to start to early : news			
Homepage	Projects news	Automatically updated from news Audience driven : company	News related to a project and displayed on homepage projects tab	All employees	En/Fr/De	Corp HR	All editors	All actors	Automatic	V1.0	New**	Automatic	02/01/2012	29/02/2012	No sense to start to early : news			
Homepage	Department news	Automatically updated from news Audience driven : company	News related to a department and displayed on homepage department tab	All employees	En/Fr/De	Corp HR	All editors	All actors	Automatic	V1.0	New**	Automatic	02/01/2012	29/02/2012	No sense to start to early : news			
Homepage	Corporate poll	Small Poll system with result display	Can be used for general small "tendency survey" : what do think about the news hagernet, etc	All employees	En/Fr/De	Corp Com	Corp Com	Corp Com	One per month	V1.0	New**		02/01/2012	29/02/2012	First poll related to hagernet 2.0			
Homepage	Coming events	Display foreseen events Audience driven : company	Used for corporate, company or sales events (Fairs)	All employees	En/Fr/De	Corp Com	Corp Com	Corp HR	On demand	V1.0	New**		02/01/2012	29/02/2012				
Homepage	Media gallery	Pictures, videos or Podcasts	Cover flow with this elements (à la iTunes)	All employees	En/Fr/De	Corp com	Corp com	Corp com	One per month	V1.0	New**		02/01/2012	10/01/2012				
Homepage	RSS news reader	4 internet news feeds	Allow user to get on home page news feed related to hager group external sources (e.g. our internet sides) or general information news	All employees	En/Fr/De	User	User	User	Automatic	V1.0	New**	Automatic	02/01/2012	10/01/2012				
Homepage	Best rated page	10 bests rates pages	Display the bests rated page of hagernet 2.0	All employees	En/Fr/De	Corp Com	Corp Com	Corp IT	Automatic	V1.0	New**	Automatic	02/01/2012	10/01/2012				

Pictured: Sample of the governance document used to define who owns the content, who is responsible for it, and who updates it. The document was also used to define the content migration plan.

## TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
<b>Web Server Hardware and O/S</b>	<ul style="list-style-type: none"><li>• Windows Server 2008 R2/IIS/SQL Server 2008 R2</li><li>• Hardware: QuadCore 3.4 GHz, 12GB RAM for FrontEnd, 8GB for App [server], 24GB for SQL [server]</li></ul>
<b>Bug Tracking/Quality Assurance</b>	<ul style="list-style-type: none"><li>• SharePoint lists</li><li>• Team Foundation Server 2010</li><li>• Microsoft Excel</li></ul>
<b>Design Tools</b>	<ul style="list-style-type: none"><li>• Excel, Xmind</li><li>• Microsoft Visio</li><li>• Adobe Photoshop</li><li>• Silverlight Designer</li></ul>
<b>Site Building Tools</b>	<ul style="list-style-type: none"><li>• SharePoint Designer</li><li>• Visual Studio 2010</li></ul>
<b>Content Management Tools</b>	<ul style="list-style-type: none"><li>• MS SharePoint 2010 Server</li></ul>
<b>Search</b>	<ul style="list-style-type: none"><li>• MS SharePoint Enterprise Search Engine</li></ul>
<b>Other Functions</b>	<ul style="list-style-type: none"><li>• Nintex Workflows</li><li>• Nintex Forms</li><li>• Several Web parts coming from Pentalogic, Infowise, and Nevron</li></ul>

## MOBILE

Hagernet 2.0 is available for mobile browsing, but it has not been customized for mobile. The site is compatible with devices and tablets used in the company.

## SEARCH

Using SharePoint search has made a big difference in the redesigned intranet by providing embedded indexing of all content—not just by page or document titles, but by all the content on every page. “This is really powerful,” says Friedrich Eva, IT Consultant, “and lets us take advantage of (Microsoft) Office application integration. For instance, PDF files can also be indexed.

“We also added some of our shared file areas into the search scope, enhancing cross-content results. The search is smart, powerful, and easy to use.”

But maintaining a high-level search is not so easy. "It is a daily challenge for every contributor to place metadata, synonyms, and favorites that will help in indexing content in the way users try to find it," Eva says. "Monitoring 'no match' results enable us to know what is searched and how."



# hagernet<sup>2.0</sup>

PAULY David

Mon Réseau

Mes profil

English

France, Bischwiller

Mon EntrepriseDépartementsProjetsCommunautésNos savoirsNos procéduresServices & Outils

HomeHagernet2 Search Center

hager

Ok

PEOPLE MATCHES

People Matches

Marketing Manager  
Marketing

Warehouse Manager  
Distribution

Finance Manager, MA  
Controller UK, Ireland, ME  
& India  
Finance

View more people »

RELATED QUERIES

Recherches associées

Logo Hager

Hager Go

Document Word Hager

Initiative Hager Go

Catalogue Hager

TYPE DE RÉSULTAT

Toute catégorie T...

Adobe PDF

Word

SITE

Toute catégorie S...

departments

hagernet2

communities

projects

AUTEUR

Toute catégorie A...

plus de résultats »

DATE DE MODIFICAT...

Toute catégorie D...

Dernières 24 heures

Semaine dernière

Mois dernier

Six derniers mois

Année dernière

Plus tôt

BALISES

Toute catégorie Bal...

I like it

Test

## Résultats de la recherche

hager

Préférences

Paramètres avancés

Résultats 1-10 sur environ 13.002

**Daniel Hager (CEO)**  
<http://my/organizationView.aspx?accountname=fra/hager/>

**Hager S.E.**  
Hager S.E. is the Hager Group main company  
[http://hagernet2/organisations/en/\\_layouts/Hager.Intranet/CompanyLocation/CompanyDispForm.aspx?Bement=DE11+-+Hager+SE|f9c68f5f-fc87-4d7c-a|f54-f54b1fce6242&SiteUrl=http://hagernet2/organisations](http://hagernet2/organisations/en/_layouts/Hager.Intranet/CompanyLocation/CompanyDispForm.aspx?Bement=DE11+-+Hager+SE|f9c68f5f-fc87-4d7c-a|f54-f54b1fce6242&SiteUrl=http://hagernet2/organisations)

**Assistance Technique Hager**  
spécialement pour vous, la carte Le Sésame Hager. Retrouvez en un clin d'oeil tous vos contacts de proximité en agence Hager ainsi que les numéros de vos centres d'...  
Auteurs : Hager Date : 24/05/2012 Taille : 1MB  
[http://departments/MA-France/Outils/Marketing/Assistance Technique Hager pdf](http://departments/MA-France/Outils/Marketing/Assistance%20Technique%20Hager.pdf)

**Hager Electro GmbH Ensheim - map**  
DE02 - Hager Electro GmbH und Co. KG ...  
Auteurs : Date : 02/05/2012 Taille : 97KB  
[http://hagernet2/organisations/Lists/LstInst\\_DocLibAreaCompany/Location/HagerElectroGMBH\\_saarbrucken\\_map.pdf](http://hagernet2/organisations/Lists/LstInst_DocLibAreaCompany/Location/HagerElectroGMBH_saarbrucken_map.pdf)

**Title: Title of the document**  
 P3UMKJHWPAP-28-19 ... 1  
Auteurs : Michela Weber Date : 30/03/2012 Taille : 89KB  
[http://departments/Demonstration/DepSites/Documents/Document hager logo.doc](http://departments/Demonstration/DepSites/Documents/Document%20Hager%20Logo.doc)

**Hager Formation - catalogue**  
Soyez malin, ayez le ré se Hager Formation pour développer et pérenniser vos activités Vitaminez vos compétences Hager Formation vous propose sa nouvelle offre de ...  
Auteurs : Hager Date : 20/06/2012 Taille : 3MB  
[http://departments/MA-France/Outils/Marketing/Hager Formation - catalogue.pdf](http://departments/MA-France/Outils/Marketing/Hager%20Formation%20-%20catalogue.pdf)

**Hager Newsletter March 2012**  
an extra day in the month this year. Hager Distribution was strong with both Commercial and Domestic +19% against target, Hager WA and solysta were also good at ...  
Auteurs : Date : 19/04/2012 Taille : 149KB  
[http://hagernet2/en/growing-in-my-company/internalmagazines/Lists/DocLib/Hager Newsletter March 2012.pdf](http://hagernet2/en/growing-in-my-company/internalmagazines/Lists/DocLib/Hager%20Newsletter%20March%202012.pdf)

**Hager SAS Rouen - map**  
Hager SAS 132, Boulevard d'Europe B.P. 78 F-67212 Obernai cedex www.hager.fr SAS au capital de € 4 400 700 N° id. TVA ...  
Auteurs : Hager Date : 02/05/2012 Taille : 156KB  
[http://hagernet2/organisations/Lists/LstInst\\_DocLibAreaCompany/Location/HagerSAS\\_rouen\\_map.pdf](http://hagernet2/organisations/Lists/LstInst_DocLibAreaCompany/Location/HagerSAS_rouen_map.pdf)

**Hager SAS Obernai - map**  
Europe B.P. 78 67212 Obernai Cedex Tél 03 88 49 50 50 Hager SAS 132, Boulevard d'Europe BP. 78 F-67212 Obernai cedex www.hager.fr SAS au capital de € 4 400 700 N° id. TVA ...  
Auteurs : Hager Date : 02/05/2012 Taille : 162KB  
[http://hagernet2/organisations/Lists/LstInst\\_DocLibAreaCompany/Location/HagerSAS\\_obernai\\_map.pdf](http://hagernet2/organisations/Lists/LstInst_DocLibAreaCompany/Location/HagerSAS_obernai_map.pdf)

**Hager Contrôles.pdf**  
France ... 25/04/2012 ... 451 540744  
Auteurs : Date : 28/08/2012 Taille : 321KB  
[http://departments/Legal-risk-management/Extraits KBs/Hager Controls.pdf](http://departments/Legal-risk-management/Extraits%20KBs/Hager%20Contrôles.pdf)

**Hager SAS Marseille - map**  
Hager SAS 132, Boulevard d'Europe B.P. 78 F-67212 Obernai cedex www.hager.fr SAS au capital de € 4 400 700 N° id. TVA ...  
Auteurs : Hager Date : 02/05/2012 Taille : 158KB  
[http://hagernet2/organisations/Lists/LstInst\\_DocLibAreaCompany/Location/HagerSAS\\_marseille\\_map.pdf](http://hagernet2/organisations/Lists/LstInst_DocLibAreaCompany/Location/HagerSAS_marseille_map.pdf)

**Hager SAS Paris - map**  
Hager SAS 132, Boulevard d'Europe B.P. 78 F-67212 Obernai cedex www.hager.fr SAS au capital de € 4 400 700 N° id. TVA ...  
Auteurs : Hager Date : 02/05/2012 Taille : 177KB  
[http://hagernet2/organisations/Lists/LstInst\\_DocLibAreaCompany/Location/HagerSAS\\_paris\\_map.pdf](http://hagernet2/organisations/Lists/LstInst_DocLibAreaCompany/Location/HagerSAS_paris_map.pdf)

[L'avis sur Hager](#)

1 2 3 4 »

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175

Pictured: Hagermet 2.0 uses SharePoint's standard search technology. The challenge with this solution was to integrate the branding and to optimize the search engine, which the team accomplished by using metadata configuration and defining favorites and synonyms.



Pictured: The quick people search. Without leaving the page, users can click on the blue icon and start to type in a first name, function, department, or etc.; the system displays up to five results accompanied by phone numbers. By clicking a name or picture, users can jump to the person's profile.

## RESULTS AND ROI

Hagermet 2.0 was launched on May 7, 2012. On the first day, the site received 4,107 unique visitors who looked at more than 50,000 pages. After one month, more than half a million pages were viewed. After three months, Pauly reports that 42 departments had worked on their site, 23 projects had been uploaded, and nine communities have been started. But those stats don't mean nearly as much as meeting the company's larger goal of creating a more unified company across geographic borders.

"Our best result is that we truly support our ambition of being an 'employer of choice'," says Laure Battiston Apostolo, Internal Communication Manager. "Hagernet 2.0 contributes to fostering international career opportunities by sharing the job offerings on a single intranet, used by all. This fact alone gives employees a clearer view of the organization. Hagernet 2.0 is the embodiment of transparent, open, and equitable communication. Everyone can see KPIs, everyone can comment on *Corporate News* or the *Top Management Blog* and access relevant information or access whole group information.

"We (now) have an internal, cross-project way of working and many opportunities to connect through social networking."



Pictured: An example of a project dashboard, which groups tasks according to milestones and displays each milestone's deliverables. The screen clearly conveys the current milestone and its deliverables. When a milestone date is overdue, the color changes to red; when a task is completed, it turns green.



## LESSONS LEARNED

Dennler shares some of the team's lessons learned:

- **Think globally:** "Think about the entire information flow. Don't concentrate on one function."
- **Integrate the intranet into your company's DNA:** "An important part of the Hager Group's DNA are projects—that's why we created a specific area for this subject."
- **Use of templates:** "Don't just use templates but explain what is mandatory in the template and what can be changed. And don't be too strict."
- **Take your time:** "User adoption is not immediate. It took one month until a 'difficult' question was asked in the comments. And our organization needed two weeks to answer. That's too long, but we're also still in the learning process."
- **Know your limitations:** "SharePoint is powerful but complicated when you want to have your own branding on top of the tool. The development of a specific branding in SharePoint is a specialist's job."
- **Use complementary tools:** "Use the integration capabilities of SharePoint 2010 to integrate Office 2010. You will make your users happy."
- **Keep an open platform (within reason):** "Permissions and security can be a nightmare! Be open and explain that only really confidential documents should be protected. Don't create too much granularity in the permissions."
- **Use the intranet to make your organization more transparent:** "We have integrated an organization browser that shows the reporting lines, from all employees up to the top management. This feature is really appreciated."
- **Be inclusive:** "Be equitable! Every employee should have access, even if it's complicated when you have production units or small locations."
- **Double check translations:** "Check content in every possible language. You will always have surprises, so do this as early as possible."
- **Raise awareness:** "Do 'open days' where ambassadors present the intranet functions and content during one or one-and-a-half hour sessions. It's not a training session, just an awareness session to help people to jump in. We have had over a thousand employees attending such sessions so far."
- **Take full advantage of SharePoint's capabilities:** "Sell the big advantages of SharePoint libraries. We did it using the example of a contract database. By adding metadata such as the 'reviewed date' of the contract, values, and supplier, you have an information system with added value, not just a collection of documents. And this can be done by the departments themselves."

- **Keep it fresh:** "Provide daily employee self-services. Fresh content is what motivates people to come back day after day. The intranet must help them to solve their problems, such as who can replace a broken chair."
- **Lunch is important:** "The restaurant menu pages were the most searched page in the first few days. Don't forget it."
- **Continue to extend content and functions.** "Employees must see that the launch is only the beginning and that the intranet will continue to grow and expand continuously over time."

## Luzerner Kantonalbank AG

**Using the intranet:** Luzerner Kantonalbank AG (LUKB) is the leading bank in Canton Lucerne, Switzerland, with 27 branches and approximately 1,000 employees.

**Headquarters:** Lucerne, Switzerland

**Number of employees the intranet supports:** 1,000

**Locations where users use the intranet:** Switzerland (27 branches in Canton Lucerne and Zurich)

**Annual sales:** Not applicable

### **Design team:**

An in-house team of six people formed the core team, with Pius Peter as internal project manager. For workshop sessions, three to six representatives from different business departments were involved. Namics AG moderated the workshops, developed the business and technical concepts and the design, and implemented the solution.

### **Members:**

**In-house:** Pius Peter, Project Manager; Roger Müller, Content Migration and Quality Manager; Roger Baumeler, Requirements Analyst; Peter Mitura, Webmaster; Esther Schwarzentruher, Webmaster; and Rudolf Künzli, Head of Steering Committee

**Namics AG:** Bernd Langkau, Program Manager and Intranet Consultant; Samuel Peyer, Project Manager and SharePoint Consultant; Kirsten Pilih, Designer; Markus Spiekermann, Technical Architect; Urs Wanner, Software Engineer; and Lars Kadner, Frontend Engineer

## SUMMARY

The Luzerner Kantonalbank AG (LUKB) intranet harnesses and exploits the power of metadata and taxonomy to ensure that the right kind of content automatically makes it to the right places. Marrying this with a calm, consistent design throughout makes this intranet an unusually supportive tool.

Employees can find most of the information and tools they want right on the homepage; upon login, users see personalized information, such as the calendar in the lower left column (*Termine*). The page also shows a list of appointments that match the user's interests, which are chosen by filtering (from all LUKB events) those categories the user has expressed interested in (as with the news filter). Users can filter news and events by locations, departments, categories, and products. The homepage shows events and promotions, important links, and news. What appear to be simple news and events lists are actually powered by a sophisticated, carefully considered backend system that accommodates metadata for news and calendar items, as well as the rest of the intranet's content.

Depending on the user's background, the homepage displays the current interest rates (*Zinssätze*) in a table in the middle of the right column. The site's taxonomy model facilitates efficient use of metadata, including about interest rates, which is imported from other systems and is linked to the intranet content.

Inhalt Suchbegriff  Person Name oder Vorname  Home | Hilfe | ICT Support & Shop | Interner Notruf Peyer Samuel

**Mme Bank** **Luzerner Kantonalbank**

Home News & Termine Produkte Marktbearbeitung Unterstützung Personal Über uns Mein Intra

Startseite Dep. PB

**Aktionärs-Sparkonto**

**Service-Paket Premium**

**iPad gewinnen (2/3)**

**PV-Events September**

**Termine**

Do 30.08.12  
Gewerbekunden-Anlass, Sursee

Do 30.08.12  
Info-Veranstaltung Private Banking mit anschl. Apéro

Do 06.09.12  
Wohnbau Workshop

Fr 07.09.12  
Wohnbau Workshop

Fr 07.09.12  
Gewerbekunden-Anlass, Schupfheim

Filter anpassen zur Übersicht

**Systeme & Applikationen**

Intranet LUKB

zur Übersicht

**News**

Personal, Express Info Fr 31.08.12

**Ausbildungserfolge August 2012**

Express Info Fr 31.08.12

Abwicklung Zahlungsverprechen dezentral - verlängert

Express Info, Darlehen, Konditionen Do 30.08.12

Rechtliche Beratung für Privatpersonen und weitere Produkte

Förderkredit KMU, Basisleistungen & Produktmanagement IF Do 30.08.12

Arbeitsanweisung Förderkredit KMU

Express Info Mi 29.08.12

Erfolgreiche Evakuations-Übung im Regionalsitz Ebikon!

Express Info, Konten, Konditionen Di 28.08.12

Zinssatz-Anpassungen im Passiv-Bereich per 01.10.2012 bzw. 01.11.2012

Express Info Di 28.08.12

E-Banking: Service "E-Mail / SMS-Benachrichtigung", ab 15.00h wieder verfügbar

Weisungen, Kreditmanagement DF Di 28.08.12

Aktualisierung Weisung D 6.03 CreditMaster

Express Info, Konditionen, Aktionärs-Sparkonto Di 28.08.12

Aktionärs-Sparkonto: Gebühr für Nichteinhaltung der Kündigungsfrist

GL Telefon Di 28.08.12

28.08.2012 - GL-Telefon

Express Info Di 28.08.12

E-Banking: Ausfall Service "E-Mail / SMS-Benachrichtigung", Ausfall seit 25.08.2012

Filter anpassen zur Übersicht

**Kunde im Mittelpunkt (KIM)**

Prozessphasen: Analyse, Lösung, Umsetzung, Betreuung, Allgemeines

Themenblätter: Sparen, Vorsorgen, Anlegen, Finanzieren, Spezialberatung, Zahlungsverkehr

Factsheet-Übersicht

**Aktuell**

US-Foreign Account Tax Compliance Act (FATCA)

Crossborder Geschäft

**Zinssätze**

Zahlen	Sparen	Vorsorgen	Kassenobligation	Hypothek
				30.08.2012
Privatkonto	0.100 %			
E-Privatkonto	0.100 %			
Privatkonto bis 20	1.000 % bis CHF 20'000			
	0.100 % ab CHF 20'000			

Zinssätze drucken

**Links**

Konditionen Anlageprodukte

Konditionen Finanzierungsprodukte

Finanzanalyse/Handel

Portfolio Management

Spezialberatungen

LUKB Expert-Fonds

Swisscanto Extranet

Börsenmonitor

**Private Banking**

Vermögens-Navigation

Marktbearbeitung

Verkaufsunterstützung

Betreuungskonzept

Leistungsversprechen

Aufträge/Infos Führungssupport

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Pictured: Users can access tools, news, current rates, and more from the homepage.

To cater to various user types, designers created customized homepages with helpful content and links targeted for each intranet user group. For example, the homepage for client advisors shows current interest rates, while the homepage for marketing staff displays current news. Employees can choose the most suitable homepage or "startpage" to see what they want and need.

Inhalt Suchbegriff  Person Name oder Vorname    Home | Hilfe | ICT Support & Shop | Interner Notruf Peyer Samuel

**Meine Bank** 

Home News & Termine  Produkte  Marktbearbeitung  Unterstützung  Personal  Über uns  **Mein Intra**






### News

Personal, Express Info Fr 31.08.12

#### Ausbildungserfolge August 2012

Express Info Fr 31.08.12  
**Abwicklung Zahlungsverprechen dezentral - verlängert**

Express Info, Darlehen, Konditionen Do 30.08.12  
**Abwicklung Borgen für Hypotheken und andere Produkte**

Förderkredit KMU, Basisleistungen & Produktmanagement IF Do 30.08.12  
**Arbeitsanweisung Förderkredit KMU**

Express Info Mi 29.08.12  
**Erfolgreiche Evakuations-Übung im Regionalsitz Ebikon!**

Express Info, Konten, Konditionen Di 28.08.12  
**Zinssatz-Anpassungen im Passiv-Bereich per 01.10.2012 bzw. 01.11.2012**

Express Info Di 28.08.12  
**E-Banking: Service "E-Mail / SMS-Benachrichtigung", ab 15.00h wieder verfügbar**

Weisungen, Kreditmanagement DF Di 28.08.12  
**Aktualisierung Weisung D 6.03 CreditMaster**

Express Info, Konditionen, Aktionärs-Sparkonto Di 28.08.12  
**Aktionärs-Sparkonto: Gebühr für Nichteinhaltung der Kündigungsfrist**

GL Telefon Di 28.08.12  
**28.08.2012 - GL-Telefon**

Express Info Di 28.08.12  
**E-Banking: Ausfall Service "E-Mail / SMS-Benachrichtigung", Ausfall seit 25.08.2012**

### Termine

Do 30.08.12  
**Gewerbekunden-Anlass, Sursee**

Do 30.08.12  
**Info-Veranstaltung Private Banking mit anschl. Apéro**

Do 06.09.12  
**Wohnbau Workshop**

Fr 07.09.12  
**Wohnbau Workshop**

Fr 07.09.12  
**Gewerbekunden-Anlass, Schupfheim**

### Systeme & Applikationen

☒ Intranet LUKB

### Kunde im Mittelpunkt (KIM)



**Startseite**

- Dep. PB
- Dep. D
- Dep. FK
- Dep. P&G
- Dep. PB
- Dep. Z
- Willkommen

### Aktuell

- US-Foreign Account Tax Compliance Act (FATCA)
- Crossborder Geschäft

### Zinssätze

Zahlen	Sparen	Vorsorgen	Kassenobligation	Hypothek
				30.08.2012
Privatkonto			0.100 %	
E-Privatkonto			0.100 %	
Privatkonto bis 20			1.000 % bis CHF 20'000	
			0.100 % ab CHF 20'000	

### Links

- Konditionen Anlageprodukte
- Konditionen Finanzierungsprodukte
- Finanzanalyse/Handel
- Portfolio Management
- Spezialberatungen
- LUKB Expert-Fonds
- Swisscanto Extranet
- Börsenmonitor

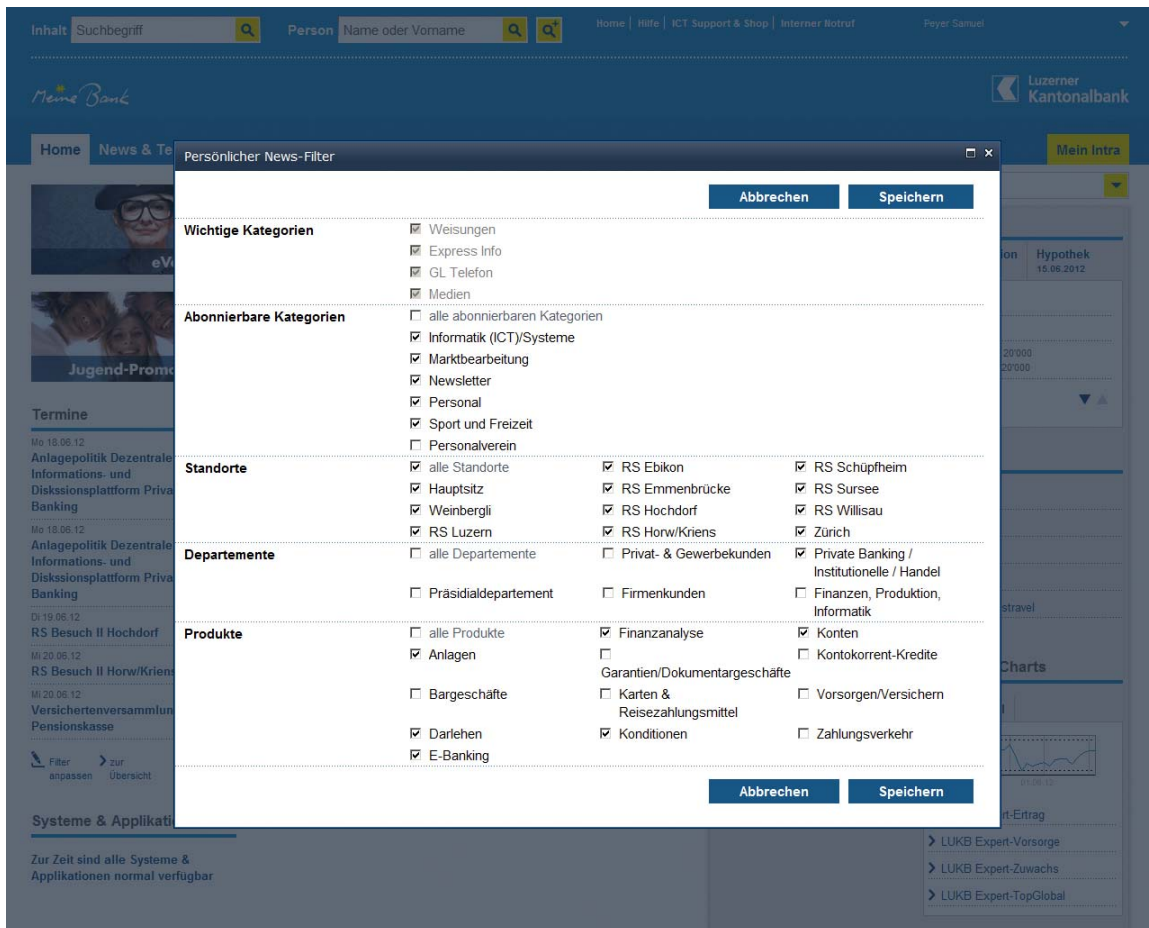
### Private Banking

- Vermögens-Navigation
- Marktbearbeitung
- Verkaufsunterstützung
- Betreuungskonzept
- Leistungsversprechen
- Aufträge/Infos Führungssupport

Pictured: Users can select the homepage that best suits their needs from a set of homepages.

To ensure that users see the news they need and care about, some news is marked as obligatory, meaning all users must see it. Those items are grayed out in the list for selecting news channels, so users can see them and know they can't be removed. As for the rest of the news, users can choose topics from five different channels:

- *Wichtige Kategorien (Important Categories)*
- *Abonnierbare Kategorien (Subscribable Categories)*
- *Standorte (Locations)*
- *Departemente (Divisions)*
- *Produkte (Products)*

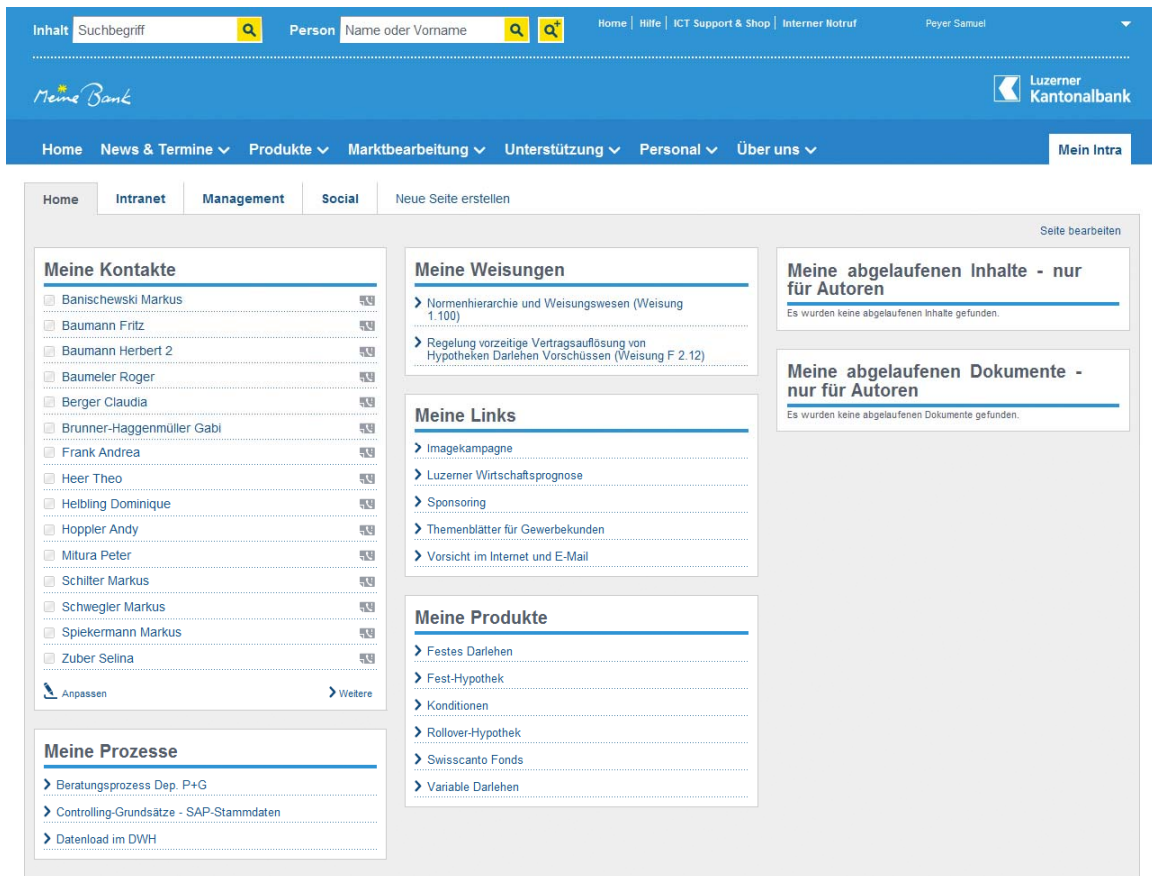


Pictured: Users can choose the news channels that suit them.

In addition to choosing a homepage, news channels, and appointments (*Termine*), users can work with another helpful personalized area, *Mein Intra* (*My Intra*) section of the intranet. The yellow tab in the global navigation is set off from the others, to the far right. Users can customize this dashboard by adding unlimited pages, with up to 15 elements (or web parts) per page. Because of the consistent metadata scheme, whenever a document is added, it is automatically positioned in the correct web part. Among the sections are:

- *Meine Kontakte* (*My Contacts*)
- *Meine Prozesse* (*My Processes*)
- *Meine Weisungen* (*My Instructions*)
- *Meine Links* (*My Links*)
- *Meine Produkte* (*My Products*)
- *Meine abgelaufenen Inhalte* (*My Outdated Content*; this section is only for authors)





Pictured: Users can thoroughly customize the intranet's *Mein Intra* (*My Intra*) section to best suit their needs.

The top-level navigation menu is persistent and appears on all intranet pages. The white text on the blue tabs is clearly legible; on the selected tab, the background changes from blue to white and the text changes from white to blue so that it's clearly distinguished from the other menu items. This helps users stay grounded as they traverse the site.

Employees can search for colleagues using the *Person* field in the upper left. As the user types, relevant people appear in the suggestions list, which includes pictures of the employees to help users recognize people they know by face. The person's name, location, and phone number—with a flyout click-to-dial feature—also appear in the list. But, on this intranet, you don't just click a name to move forward; designers offer several possible actions to take here via three small icons to the right of each name and description. The first icon, a miniature representation of a profile document, allows users to bookmark the contact, which adds the person to the logged in user's *My contacts* area. The envelope icon opens and addresses an email to the selected person. The telephone icon lets users send a phone notice (similar to a missed call message).

Users can also click the person's name or photo to go directly to the profile page.

The screenshot shows the intranet of the Luzerner Kantonalbank. The layout includes a top navigation bar, a central content area with news and employee search, and a right sidebar with customer-centric information and interest rates. The employee search list is a key feature, providing quick access to staff details.

Pictured: The people search list shows the employee's picture, name, and location; it also lets users bookmark, email, and call the person easily and quickly.

The magnifying glass icon just to the right of the search field links the user to the advanced people search result page. Once there, users can create their own search statements. For example, users can search for all employees in the "Hochdorf" office who hold the position of "vice president."

The people search results page has a few more features than the suggestion list, including functionality to let users add the search results to their contacts or export them to Outlook.

Inhalt

Suchbegriff

Person

Name oder Vorname

Home

Hilfe

ICT Support & Shop

Interner Notruf

Peyer Samuel

Home Bank

Luzerner Kantonalbank

Home

News & Termine

Produkte

Marktbearbeitung

Unterstützung

Personal

Über uns

Mein Intra

Home

Suche

Mitarbeiter Suche Seite

Einfache Personensuche

Alle Kontakte

Erweiterte Personensuche


Person

müller andr

Suche auf

local.ch

LUKB Mitarbeitende

Name	Vorname	LU Nummer	Kontakt	Organisation	Favoriten, Outlook Export, Telefonzettel
	Müller	Andrea	LU13090	Tel. +41 41 206 25 34 Fax E-mail schreiben	PU / 400 Luzern 88

Meine Outlook Kontakte

Name	Vorname	Firma	Kontakt	Adresse
Müller	Andreas	Comit AG	Tel. Mobile E-mail schreiben	Weinberglistrasse 4 6005 Luzern
Müller	André	Luzerner Kantonalbank	Mobile E-mail schreiben	

Allgemeine Kontakte

Name	Vorname	Firma	Kontakt	Adresse	Outlook Export
Müller	Andreas	Swisscom	Tel. E-mail schreiben	Weinberglistrasse 4 6005 Luzern	

Pictured: Users can save the people search results to their contacts list.

The user profile page first shows a clear picture of each employee, along with his or her name and title. The rest of the key information, such as location and phone numbers, appears in the profile's top section, while other information, such as a dynamic org chart (the "Organigramm" tab) appears in tabs below it.

As in the search list, users can use icons to perform various actions, including to bookmark the information or email the employee.

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LU Nummer LU12553  
Kurzzeichen Pep  
Instradierung ZIA

Plus.Peter@lkb.ch merken? Outlook Telefonzettel

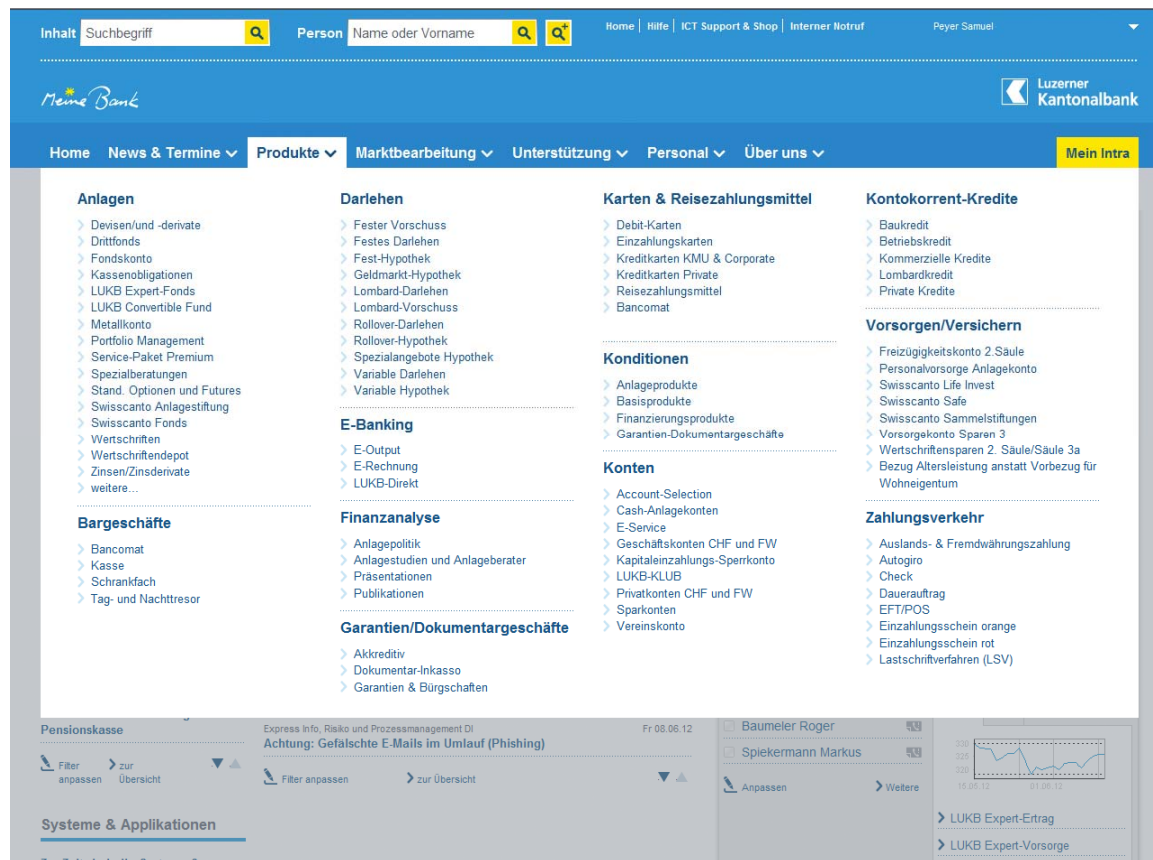
Person	Organisation	Organigramm
<b>Kenntnisse</b> Projektmanagement, Projekte, PEG, Abteilungsleiter		
<b>Bankmandate</b>		
<b>Andere Mandate / Vereine</b> APV Willisau		
<b>Gremien</b> Lenkungsausschuss Online-Kanal		
<b>Rang</b> Vizedirektor		
<b>Funktion</b>		
<b>Titel</b> Dipl. Bauing. ETH		
<b>Sprachkenntnisse</b> Englisch		
<b>Hobbies</b> Wandern, Natur, Garten, Familie		

Pictured: On the profile page, important information appears at the top, with less important information following below it in tabs.

Designers chose a mega menu for navigation because it lets users see more choices simultaneously, scan them, and with one mouse click access the page they desire. Designers know that the more choices users have to make before seeing the related menu items, the more chances they have to make the wrong choice. Although showing about 90 links at once might seem daunting, designers found a way to organize the links so users can easily scan them—that is, the headings are large, blue, and bold—and easily make their choices. If users like the main topic, they can scan some of the items below it. Because of the white space and the subtle lines between sections, it's easy to tell which links go with which heading.

One flaw we often see with mega menus is that users can mistake the large menu for part of the main page. Designers avoided this issue here with a few important visual signals:

- There is vertical space between the menu's edges and the page on both sides.
- The menu tab's background is the same color as that of the mega menu. This is a cue to users that they are in a particular menu.
- There is no line or other separator between the tab and the page, so they flow into each other.
- The page behind the mega menu is grayed out, so users know they can't act on that page in the current state.



Pictured: The mega menu lets users easily scan dozens of links to almost every financial product at LUKB. This is the intranet's largest mega menu.

If users think they know the term they're looking for, they can choose to use the site's extensive search features. The search results page displays the search query, results sorted by relevancy, clear headings, short descriptions, URLs, and an icon denoting the document type (such as Word or PDF). Users can scan the titles or further refine the list using the *Trefferliste filter (Result List Filter)* area on the right. The taxonomy model makes it easy to use the metadata, so users can refine their search results. As for the UI, check boxes are often the easiest way for users to deal with filters, as they can easily select and deselect the boxes, and see which are currently selected. Users can choose from several filters, including:

- *Erstellt (Creation Date)*
- *Geändert (Last Edited)*
- *Inhaltstyp (Content Type)*
- *Produkte (Products)*
- *Sachverständiger (Expert)*
- *Weisungen (Instructions)*



Inhalt Suchbegriff  Person Name oder Vorname  Home | Hilfe | ICT Support & Shop | Interner Notruf Peyer Samuel

**Meine Bank** Luzerner Kantonalbank

Home News & Termine Produkte Marktbearbeitung Unterstützung Personal Über uns Mein Intra

Home > Suche

CEO [Volltext]

Referat Bernard Kobler, CEO  
 LUKB, 31.01.2012 – Referat Bernard Kobler CEO Seite 1 Bilanz-Mediengespräch 2011 der Luzerner ... Geschäftsjahr 2011 LUKB, 31.01.2012 – Referat Bernard Kobler CEO Seite 4 Zinsmarge stabil zu halten ...  
[http://intranet.lucorp.ch/news-terminen/news/Documents/2012-01-31\\_Bilanz-MK\\_Referat\\_Bernard\\_Kobler.pdf](http://intranet.lucorp.ch/news-terminen/news/Documents/2012-01-31_Bilanz-MK_Referat_Bernard_Kobler.pdf) - 44 KB - Müller Roger (Dki) - 31.01.2012 04:57:51

Team REVI  
 Auditor (CISA) Tätigkeit: Software-Entwickler & Informatik Projektleiter > CEO eines KMU im Bereich ...  
[http://intranet.lucorp.ch/unterstuetzung/interne\\_revision/Documents/Team\\_REVI.pdf](http://intranet.lucorp.ch/unterstuetzung/interne_revision/Documents/Team_REVI.pdf) - 207 KB - Müller Roger (Dki) - 30.11.2011 15:06:40

Leitlinien Unternehmen mit Verantwortung  
 Soziale Arbeit, Bernard Kobler ist als CEO LUKB Mitglied des Patronatskomitees. Der Verein strebt ...  
[http://intranet.lucorp.ch/personal/m\\_gleichgewicht/Documents/Leitlinien\\_Unternehmen\\_mit\\_Verantwortung.pdf](http://intranet.lucorp.ch/personal/m_gleichgewicht/Documents/Leitlinien_Unternehmen_mit_Verantwortung.pdf) - 34 KB - Schwarzenrüben Esther (Zpbj) - 19.01.2012 12:00:00

Besoldungsordnung  
<http://intranet.lucorp.ch/personal/mitarbeiter-handbuch/Documents/Besoldungsordnung.pdf> - 53 KB - Bieri Beat (Dpc) - 09.01.2012 09:32:57

Arbeitsanweisung  
 MBL FTL FKUBE F ... Anlageberatung / Depotgeschäft im F ... Mit dieser Arbeitsanweisung sollen folgende ... geprägt (Eigentümer ist z.B. Alleinkonkurrenz, CEO und Verwaltungsrat) kann auch ein BEAT-Fragebogen ...  
[http://intranet.lucorp.ch/unterstuetzung/arbeitsanweisungen/arbeitsanweisungen/AAW\\_Anlageberatungprozess\\_F.docx](http://intranet.lucorp.ch/unterstuetzung/arbeitsanweisungen/arbeitsanweisungen/AAW_Anlageberatungprozess_F.docx) - 43 KB - Klingler Patricia (Fa) - 06.01.2012 12:00:00

VSKB Basispräsentation  
[http://intranet.lucorp.ch/marktbearbeitung/praesentationen/Documents/VSKB\\_Standard\\_Praesentation\\_2011.pdf](http://intranet.lucorp.ch/marktbearbeitung/praesentationen/Documents/VSKB_Standard_Praesentation_2011.pdf) - 4 MB - Müller Roger (Dki) - 16.12.2011 15:41:26

Kompetenzordnung der LUKB  
 GL LUKB i. Präsident der Geschäftsleitung / Konzernleitung CEO LUKB j. Mitglied der Geschäftsleitung ...  
[http://intranet.lucorp.ch/ueber\\_uns/fundament/reglemente/Documents/2010-05-03\\_Kompetenzordnung.pdf](http://intranet.lucorp.ch/ueber_uns/fundament/reglemente/Documents/2010-05-03_Kompetenzordnung.pdf) - 1 MB - Müller Roger (Dki) - 22.11.2011 15:49:14

Einladung auf der Bank 2012  
 das er sich unter anderem als Langlauf-Nationaltrainer, als CEO der FIS Alpin Ski WM 2003 in St. ... als Chef Leistungssport von Swiss-Ski und als CEO der Eishockey-WM 2009 in der Schweiz angeeignet ...  
[http://intranet.lucorp.ch/marktbearbeitung/kundenanlaesse/Documents/Einladung\\_auf\\_der\\_Bank\\_2012.pdf](http://intranet.lucorp.ch/marktbearbeitung/kundenanlaesse/Documents/Einladung_auf_der_Bank_2012.pdf) - 1 MB - Müller Roger (Dki) - 21.12.2011 09:11:55

Reglement LA-VR  
 einerseits der Mitglieder des Verwaltungsrates und des CEO, andererseits, unter Beizug des CEO, der Geschäftsleitung. Er beurteilt periodisch die ...  
[http://intranet.lucorp.ch/ueber\\_uns/fundament/reglemente/Documents/2009-01-01\\_Reglement\\_LA\\_VR.pdf](http://intranet.lucorp.ch/ueber_uns/fundament/reglemente/Documents/2009-01-01_Reglement_LA_VR.pdf) - 54 KB - Müller Roger (Dki) - 22.11.2011 13:31:47

LUKB Sicherheitshandbuch  
 Fachverantwortung (Weisungsverfasser) DI ... Das Sicherheitshandbuch beschreibt die Sicherheitsanforderungen, die auf Basis der LUKB-Prozesse und der ... CEOLeiter Risiko und Prozessmanagement ...  
[http://intranet.lucorp.ch/unterstuetzung/weisungen/weisungen/1.104/Sicherheitshandbuch\\_LUKB.docx](http://intranet.lucorp.ch/unterstuetzung/weisungen/weisungen/1.104/Sicherheitshandbuch_LUKB.docx) - 39 KB - Wildhaber Philipp (Zpbj) - 02.01.2012 12:00:00

Trefferliste filtern

- Erstellt
  - 2001
  - 2005
  - 2010
  - 2011
  - 2012
    - April (7)
    - Februar (6)
    - Januar (14)
    - Juni (1)
    - Mai (8)
    - März (12)
- Geändert
- Inhaltstyp
  - Arbeitsanweisung (1)
  - News (11)
  - Weisung (13)
- Produkte
  - Anlagen (3)
  - Finanzanalyse (1)
- Sachverständiger
- Weisungen
  - 1.101 (1)
  - 1.102 (1)
  - 1.104 (1)
  - 4.101 (1)
  - D 1.03 (1)
  - D 1.06 (1)
  - D 1.08 (1)
  - D 5.07 (1)

1-10 (125) >

Pictured: Users can filter search results by various factors, including creation date, last edited, and content type.

Customer advisors regularly use the financial product pages to find information for clients. It's thus important that they find correct, current, and thorough information in these areas. The intranet again uses metadata to automatically populate the product pages in understandable ways. This eliminates the usually necessary work by content authors, as well as eliminating human error in finding and harnessing information about products' processes, interest rates, related forms and instructions, and affiliated products.

To ensure advisors benefit from knowledge transference, layout of the product pages is kept consistent: the most important information is on the first tab, with other information, such as *Weisungen (Instructions)* and *Prozesse (Processes)*, in the embedded tabs. A list of *Verwandte Produkte (Related Products)* and Word and Excel templates (*IDV Dokumente*) appear in the right rail.



The screenshot displays the 'Fondskonto ab 20' product page on the Luzerner Kantonalbank intranet. The page features a consistent layout across the intranet, auto-populated via metadata. The navigation bar at the top includes search and user information. The sidebar on the left lists 'Anlagen' (Investments) and 'Fondskonto' (Fund Account) categories. The main content area has tabs for 'Beschrieb', 'Konditionen', 'Absatz-forderung', 'Absatz-kanäle', 'involvierte Personen', 'Output', 'Prozess', and 'Weisungen & Instruktionen'. The 'Beschrieb' tab is active, showing a 'Factsheet' with a 'Produktübersicht Fondskonto' link, a 'Beschrieb' section with text about the fund account, and a 'Fondskonto-Rechner' link. The right sidebar contains a 'Sachverständiger' (Expert) section with a photo of Oertli Tony (PFP), contact information, and a 'Verwandte Produkte' (Related Products) section with links to 'Wertschriftendepot', 'Aktionärs-Sparkonto', and 'Sparkonto'. The 'Links' section includes a cartoon character and the text 'Fonds - Die kluge Anlage'. The 'IDV Dokumente' (IDV Documents) section lists 'Bestimmung Anlage-Typ BEAT', 'Bestimmung Anlage-Typ PB', and 'Fondskonto'.

Pictured: The very popular product pages are consistently laid out across the intranet and are auto-populated via metadata.

Like product pages, the process page, which lists all processes, is also heavily supported by metadata. In a few keystrokes, users can find any process in the process management system (which is imported daily) and see the name, process structure, search term, process number, and responsible person. This is a "filter as you type" functionality, which filters possible matches as users type.

**Prozesse**

Prozesse filtern

Personal

Kennung	Bezeichnung	PV	Prozessgruppe
K-F-06-050	Personalsicherheit errichten-anpassen	Felder Roger	Kernprozesse
U-P-09-001	Personalportfolio	Stadelmann Jürg	Unterstützungsprozesse
U-P-22-001	Personaleintritte	Stadelmann Jürg	Unterstützungsprozesse
U-P-22-002	Personalmutationen	Stadelmann Jürg	Unterstützungsprozesse
U-P-22-003	Personalaustritt	Stadelmann Jürg	Unterstützungsprozesse
U-P-22-008	Sonstige Personalebenkosten	Stadelmann Jürg	Unterstützungsprozesse

Pictured: Users can search for any processes in the process management system.

The LUKB intranet is consistent and offers meaningful information throughout, much based on its taxonomy system. These traits, along with personalization and customization features, help all employees, but cater especially to the customer advisors—the people who can truly make the difference in the business.

## BACKGROUND

The vision driving the new intranet had many branches, including: improve workflows, use shared knowledge, strengthen employee participation, and create “digital values.”

Two events were driving this push toward change:

- **Outdated technology:** The existing intranet used Microsoft CMS and SharePoint 2003, which were outdated.
- **Changing agency support:** The company’s partner agency, Aseantic, had stopped providing project support.

Pius Peter, Vice President and Project Manager, outlines the mission statements developed to guide the project:

- Users should be able to find their desired information at any time through a well-structured information design and a powerful search function.
- A flexible, user-friendly (partly personalized) user interface should support work processes.
- Information and functionality should be reachable through (ideally) only one click.
- Collaboration, information flow, and knowledge exchange should be improved through the use of Web 2.0 technologies.

Home - Homepage

**BIBLIOTHEK**

- > Verwaltungsrat VR
- > Geschäftsleitung
- > Präsidialdepartement D
- > Individual- & Gewerbekunden I
- > Firmenkunden F
- > Private Banking/Institutionelle P
- > Finanzen, Produktion, Informatik Z

**WICHTIGE THEMEN**

- > ICT Infoportal
- > Produkte/Konditionen
- > Gesetze/Reglemente/Politiken
- > Weisungen
- > Übersicht LUKB-Strategie
- > Projekte
- > Personal
- > Marketing/Kommunikation
- > Rechtsdienst & Compliance
- > Services



**Marketing Ideenbox**



**Aktionärs-Sparkonto Promo**  
19. Mai bis 31. August 2010

**Mitarbeiter Verzeichnis**

Nachfolgend der Link zum neuen 111  
[Mitarbeiter Verzeichnis der LUKB](#)

**Mitteilungen/News**

20.07.10	Express Info	<a href="#">Konditionenblatt, Änderung: Zinssätze Kassenobligationen</a>
20.07.10	Konditionen	<a href="#">Neue Kassenobligationen-Sätze ab 21.07.2010</a>
16.07.10	Achtung	<a href="#">Geruchsimmissionen in der HB</a>
15.07.10	Basisleistungen & Produktmanagement	<a href="#">Einführung LUKB Profi-KLUB - Durchstarten nach dem Studium</a>
15.07.10	Basisleistungen & Produktmanagement	<a href="#">Einführungstermin MasterCard Business Card</a>
15.07.10	Personal	<a href="#">Menuplan 19. - 23. Juli 2010</a>
14.07.10	Marketing	<a href="#">Children's Corner im KKL Luzern</a>
13.07.10	Fachzentrum Anlagen	<a href="#">Strukturtypen &amp; Composite Reports PFM per 30.06.2010</a>
13.07.10	Weisungen	<a href="#">Weisung F2.80 CreditMaster angepasst</a>
13.07.10	Ausbildung	<a href="#">Im Gleichgewicht 2010</a>

[Übersicht](#)

20.07.2010 - 13:19:45

**Suche (Erweiterte Suche)**

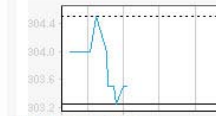
☐ Nur in Titeln

**Daniel Lütolf (lur12585)**

[Zur Bearbeitungsseite wechseln](#)

LUKB

SMI



[LUKB-Börsenmonitor](#)

[Finanzanalyse](#)

[Infoprodukte Handel](#)

[Portal strukturierte Produkte](#)

[Factsheet LUKB-Aktie](#)

**Systemverfügbarkeit**

- ☒ Printing
- ☒ Avaloq (Palu01)
- ☒ Bancomaten
- ☒ Citrix
- ☒ e-banking

[Alle anzeigen](#)

**CA-Ticketsystem**

- [Intranet Performance \(5\)](#)
- [Services Excel \(5\)](#)
- [Printer Lexmark S1 \(5\)](#)
- [Frontsysteme Münzbank \(5\)](#)
- [AGI-CRM Anmeldung \(5\)](#)

**LUKB-Links**

- [Aktivkonditionen](#)
- [CasaBanca](#)

Pictured: The old LUKB intranet, which was based on Microsoft CMS and SharePoint 2003.

## INTRANET TEAM



Pictured: The LUKB intranet team (standing, left to right): Urs Wanner, Bernd Langkau, Pius Peter, Lars Kadner, Markus Spiekermann, Roger Baumeler, and Roger Müller; (seated, left to right): Samuel Peyer, Esther Schwarzentruher, Lars Kadner, Peter Mitura, and Rudolf Künzli.

## GOVERNANCE

### Ownership

The intranet is technically owned by the intranet team, which consists of three people and is part of the IT department. The communications department is responsible for content. The rest of the team's roles are outlined below:

<b>INTRANET TEAM RESPONSIBILITIES</b>	
<b>Role</b>	<b>Responsibilities</b>
<b>Intranet Committee</b>	<ul style="list-style-type: none"> <li>• Strategic intranet development</li> <li>• Intranet governance</li> <li>• Quality assurance</li> </ul>
<b>Intranet Administrators</b>	<ul style="list-style-type: none"> <li>• First- and second-level support: <ul style="list-style-type: none"> <li>◦ First-level support: handling issues such as misspelling and problems with the CMS that are not intranet system problems.</li> <li>◦ Second-level support: Problems with the intranet system that can be handled by the administrators, such as by rebooting the system or importing new data from interfaces</li> </ul> </li> <li>• Various changes</li> <li>• Operations and maintenance</li> <li>• Triage/third-level support: All issues that cannot be solved by in-house administrators but that require knowledge about the system from the developer's side (Namics) or knowledge about the com infrastructure (Swiss IT Services). ("Triage" means that the admins can judge whether it's an issue for Namics or Swisscom IT Services.)</li> </ul>
<b>Content Owners (Sachverständige)</b>	<ul style="list-style-type: none"> <li>• Each page must be assigned to a content owner. The company has approximately 50 content owners; they are important to the content lifecycle as they must confirm/update their content every 13 months.</li> </ul>
<b>Editors/Publisher</b>	<ul style="list-style-type: none"> <li>• Decentralized content publishing (approximately 60 editors/publishers)</li> </ul>
<b>Provider (Swisscom IT Services)</b>	<ul style="list-style-type: none"> <li>• Hosting and third-level support</li> </ul>
<b>Solution Provider (Namics AG)</b>	<ul style="list-style-type: none"> <li>• Development and third-level support</li> </ul>

## USERS

All employees use the intranet, but the relaunch was targeted mainly to support customer advisors. The idea was to develop a digital workplace for them, so they can easily find all the information they need for their daily work.

## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"><li>http://intranet.lucorp.ch</li></ul>
Default Status	<ul style="list-style-type: none"><li>The intranet is set as each employee's default homepage, and users have their own application icon on the Citrix client.</li></ul>
Remote Access	<ul style="list-style-type: none"><li>Users can access the site remotely via a Citrix client. Employees use this option regularly when working from home.</li></ul>

## DESIGN PROCESS AND USABILITY WORK

### Deciding What to Change

The company used several research methods to inform its project decisions. "We used those methods in order to get to know users needs and requirements and to give them an opportunity to bring in their ideas," says Samuel Peyer, Senior Consultant, Project Management and SharePoint Consulting (Namics AG). These included:

- Analysis of intranet statistics
- Visits to other companies to get insights about their intranets
- Interactive workshops with business representatives to help with the design of key features (such as navigation and product display)
- HTML prototypes derived from wireframes (using Axure) and used in functional specification workshops
- Analysis of NN/g Intranet Design Annual winners main navigation structures to help develop the intranet's high-level IA

### Asking the Users

Prior to jumping into design, the team conducted an employee survey that focused on content and achieved a 60 percent response rate.

#### Survey Facts:

- 600 participants
- 60 percent were customer advisors and 40 percent were back office workers

#### Survey Results:

- 75 percent of respondents consider the intranet as important today, but see a much higher importance for it in the future



- The five most important content areas for customer advisors and back office workers were the same:
  1. Conditions/rates/prices
  2. Instructions
  3. Product information
  4. News
  5. Employee directory
- Employees want a more powerful search and want to reach relevant information with just a few clicks
- Standard presentations and project information are less relevant for customer advisors
- The existing intranet is not user friendly enough, and employees tend to create their own private document storage workarounds (such as link lists and template downloads to their own PCs)
- There is too much information, and the information is unstructured
- There are no connections/links between related documents (such as instructions, regulations, and processes)

#### **Additional Findings:**

- Content management is too complex
- News/announcements should be on the homepage
- Departments should be better represented (such as with employee photos)
- Document storage should be editable by several people—that is, the new systems should support e-collaboration in project teams
- The site should have better document search capabilities, especially to support users in locating lost documents
- Search can't find documents, even when they have been uploaded correctly

### **Working with Agencies**

The LUKB team worked closely with Namics AG, a professional Internet and intranet service provider headquartered in Switzerland, and with Swisscom IT Services AG, which provided intranet hosting and application management.

After its existing partner, Aseantic, announced that it would no longer offer intranet support, the company invited several agencies in to pitch their services. "Namics AG won due to their in-house expertise in requirement analysis, concept, design, and

implementation of the new intranet,” says Roger Baumeler, Vice President, Deputy Project Manager, Requirement Analysis. “Namics convinced us with a high-fidelity prototype (wireframes) during the pitch. They adopted the described functionalities of our rough concept and outlined them in the presented wireframes. Thus, we got a good feeling of how our new intranet could look.”

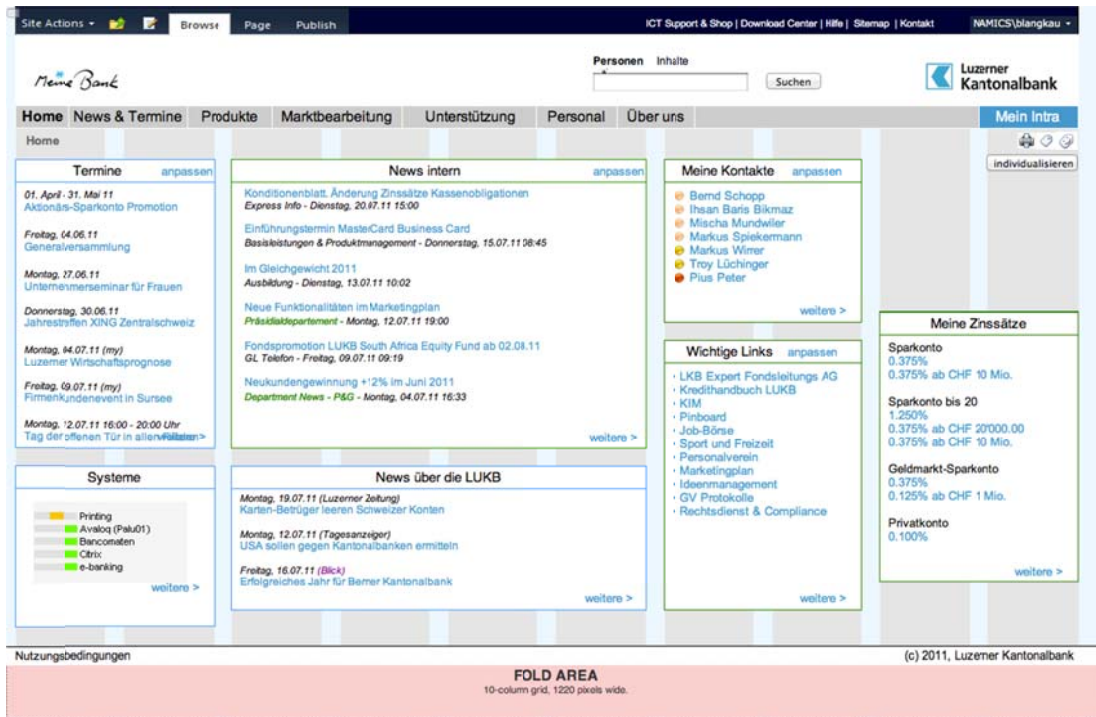
The LUKB team worked closely with Namics to develop the business concept (intranet goals, IA, wireframes, and functional specification) and also outsourced to Namics the screen design, technical specification, front-end engineering, programming, and implementation of the solution (on SharePoint 2010 and MatchPoint 3.0).

## **Iterative Design and Team Work**

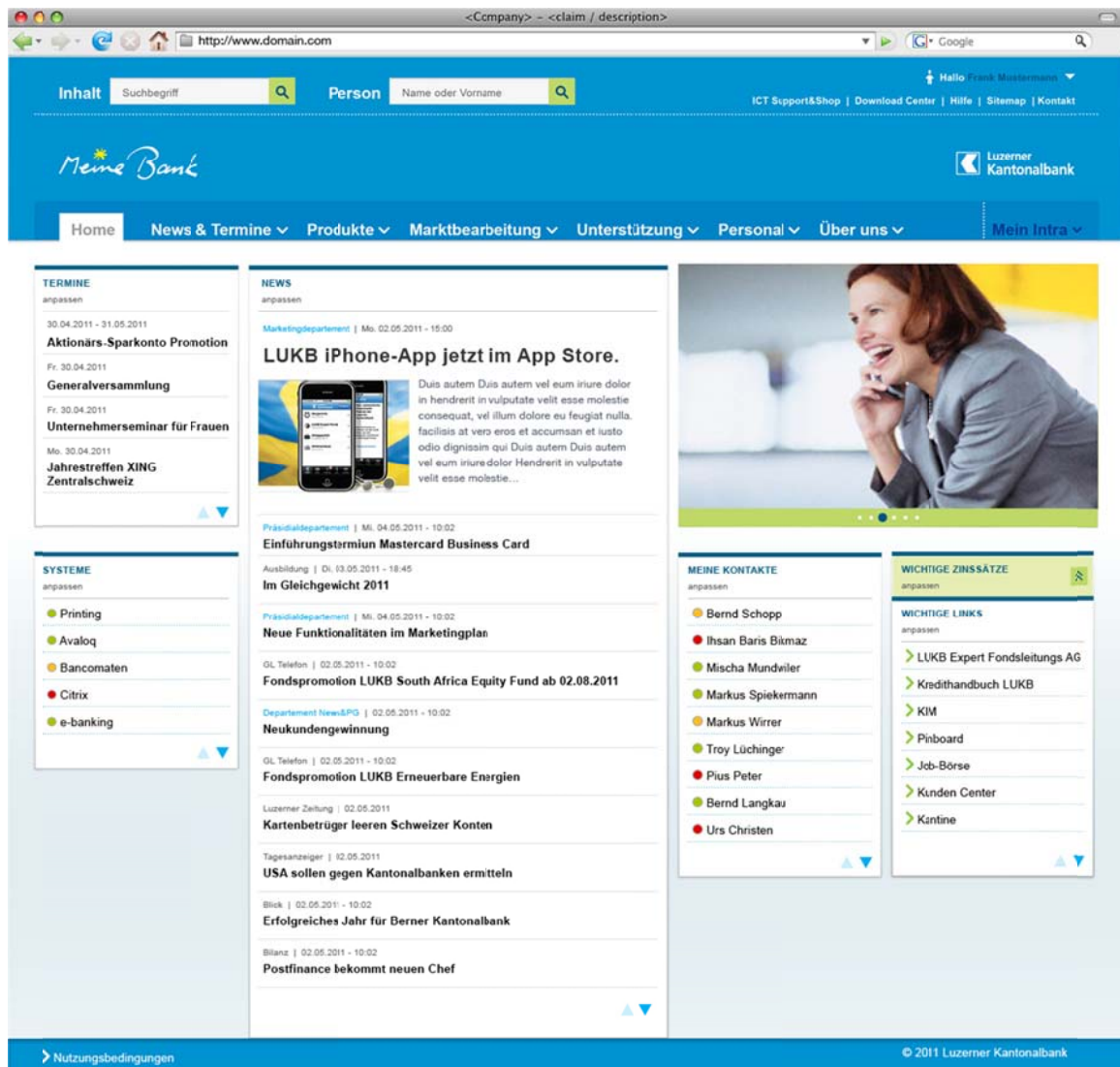
The design prototype was developed as a series of wireframes in Axure. These wireframes were used in workshops, where the team developed the site’s functional specification iteratively. This process worked very well for both teams. “The process of us (Namics) presenting different solution variations from our experience and technical background, discussing those with LUKB and finding the most appropriate solution for and together with LUKB worked best,” says Peyer.

The Namics team developed a rough concept for the pitch using the survey results and requirements list as a starting point. “Then, we tried to visualize this rough concept within a set of wireframes (using Axure) for the most important pages—such as the start page, profile page, search results page, my site, etc.,” says Bernd Langkau, Senior Principal Consultant, Program Management and Intranet Consulting (Namics AG).

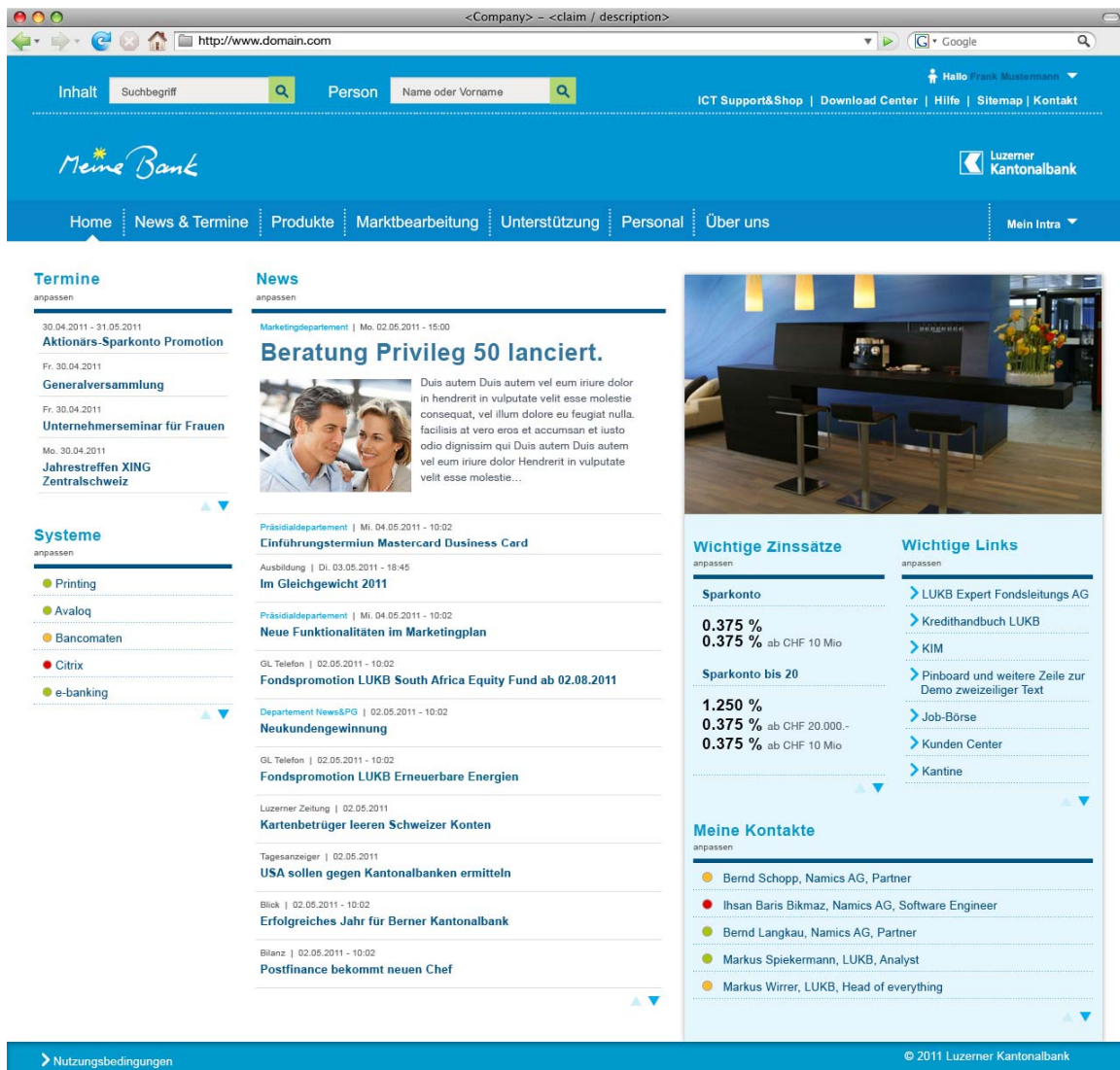
From these wireframes, the Namics team generated a clickable HTML-prototype that it could present and discuss as a basis for the new intranet. The pitch prototype gave the LUKB team a good preview of possible new functionality. The screens below show how the prototypes evolved throughout the workshop process.



Pictured: After winning the pitch, the Namics team continued to work on the concept in more detail. Over the course of eight workshop sessions, it specified the IA, topic maps, and all other functions and refined the prototype.



Pictured: Team members designed two different versions of the start page in the first design round so they could discuss each version's advantages and disadvantages and come up with a design that would combine the best elements and ideas from each.



Pictured: The second version of the start page created in the first design round.







Pictured: The final design, arrived at after reviewing the design with the LUKB team and making necessary adjustments.

## TIMELINE

INTRANET TIMELINE	
Milestone Date	Milestone Description
2004	<ul style="list-style-type: none"><li>Intranet launches based on Microsoft CMS 2002 and SharePoint 2003</li></ul>
New Intranet	
April 2010	<ul style="list-style-type: none"><li>Requirements analysis</li></ul>
March 2011	<ul style="list-style-type: none"><li>Detailed concept specification</li></ul>
June 2011	<ul style="list-style-type: none"><li>Implementation</li></ul>
January 16, 2012	<ul style="list-style-type: none"><li>New intranet goes live</li></ul>

## CONTENT AND CONTENT CONTRIBUTORS

Approximately 60 content contributors add content to the site. The editors are mainly from executive departments, such as institutional and company clients and private banking.

Although content reviews were once part of the workflow, these reviews were not considered valuable enough to carry over to the new intranet and have been eliminated. Instead, content today is reviewed by the content users of through the comments and ratings functionality available on every page.

Content contributors are trained and given a standard set of templates, which acts as an enforcement method. "We enforce standards and ensure consistency by providing training and standard templates," says Roger Müller, Deputy Head Corporate Communications, Content, Migration, and Quality Management. "Additionally, LUKB follows a pragmatic approach. In case someone (communication or web team) discovers something that isn't following the guidelines, they directly contact the author. Author information is displayed in each section."

The templates are provided to all contributors and the formatting functionality of SharePoint's rich text editor (RTE) is significantly restricted to help enforce compliance with the company's content guidelines.

Also, approximately once a year, the team provides FAQs that contain both frequently asked questions and the most commonly made mistakes on the intranet.

## TECHNOLOGY

The underlying technology changed from Microsoft CMS 2002 (which had reached the end of its lifecycle) to SharePoint 2010. Using SharePoint 2010 opened up many new possibilities for Office integration, document management, and Web 2.0.

TECHNOLOGY	
Category	Technology Used
<b>Web Server Hardware and O/S</b>	<ul style="list-style-type: none"> <li>Windows Server 2008R2</li> <li>Virtual Servers (4 Server Farm)</li> <li>Microsoft SQL Server 2008</li> </ul>
<b>Bug Tracking/Quality Assurance</b>	<ul style="list-style-type: none"> <li>Atlassian JIRA as bug tracking and issue tool for conceptual phase and development</li> </ul>
<b>Design Tools</b>	<ul style="list-style-type: none"> <li>Adobe InDesign CS5</li> </ul>
<b>Site Building Tools</b>	<ul style="list-style-type: none"> <li>Axure RP Pro 6 (for prototyping)</li> </ul>
<b>Content Management Tools</b>	<ul style="list-style-type: none"> <li>Microsoft SharePoint Server 2010</li> </ul>
<b>Search</b>	<ul style="list-style-type: none"> <li>Microsoft SharePoint Server 2010 (we use MatchPoint web parts to display search results)</li> </ul>
<b>Other Functions</b>	<ul style="list-style-type: none"> <li>Colygon MatchPoint 2.0 (<a href="http://www.getmatchpoint.com">www.getmatchpoint.com</a>) for Metadata Management (in addition to SharePoint)</li> </ul>

## SEARCH

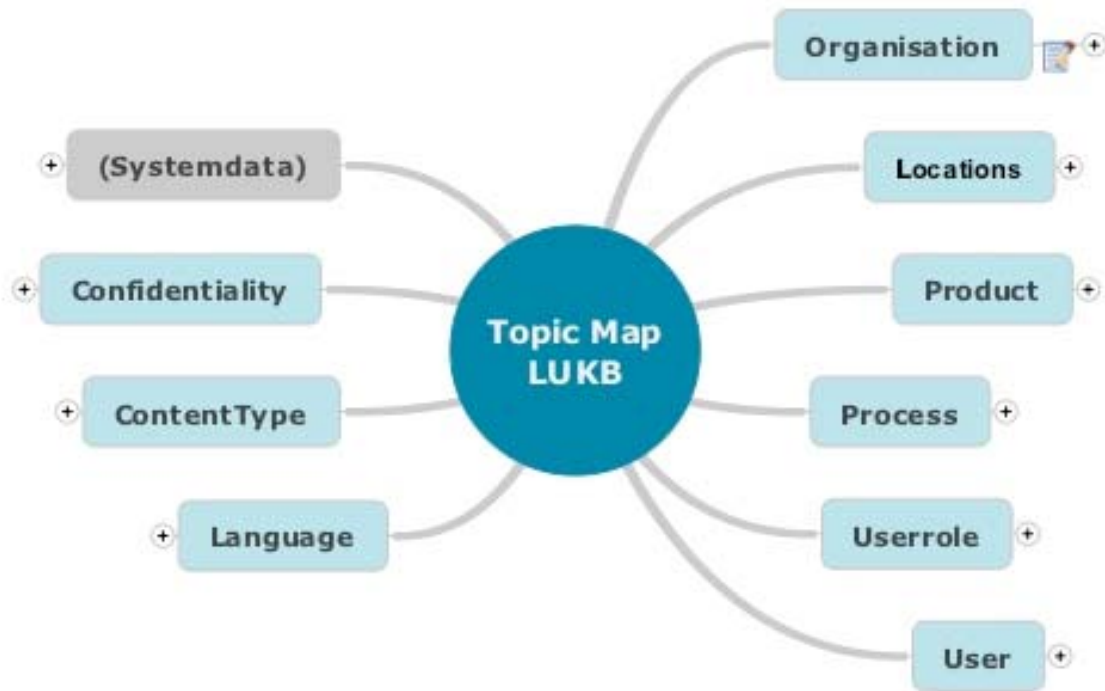
Although SharePoint search powers the intranet, MatchPoint web parts are used for input display, search results, and faceted search. The team chose MatchPoint because it met the specific requirements to combine metadata and full text search.

"The core of the intranet application consists of a sophisticated metadata concept (taxonomy)," says Langkau. "Automatic inheritance of metadata along the information architecture automatically increases data classification."

Data from peripheral systems (such as processes, instructions, and interest rates) are imported into the core data model so they can be linked with the intranet content.

"This technology has been applied, in particular, to the individual financial products," he says. "All associated terms, interest rates, instructions, processes, forms, product-specific deadlines, and affiliated products are automatically displayed with the help of the metadata. As a result, users are presented with all relevant product information without the author going through laborious manual link-up processes."

The taxonomy model facilitates efficient metadata or full text searches with refinement options (see screenshots below).



Pictured: Final version of the taxonomy model. All topics can be connected to each other.

Inhalt   Person    Home | Hilfe | ICT Support & Shop | Interner Notruf Peyer Samuel

**Meine Bank** **Luzerner Kantonalbank**

Home News & Termine Produkte Marktbearbeitung Unterstützung Personal Über uns **Mein Intra**

Home > Suche

**Trefferliste filtern**

- ☒ Erstellt
  - 2001
  - 2005
  - 2010
  - 2011
  - 2012
    - April (7)
    - Februar (6)
    - Januar (14)
    - Juni (1)
    - Mai (8)
    - März (12)
- ☒ Geändert
- ☒ Inhaltstyp
  - Arbeitsanweisung (1)
  - News (11)
  - Weisung (13)
- ☒ Produkte
  - Anlagen (3)
  - Finanzanalyse (1)
- ☒ Sachverständiger
  - Weisungen
    - 1.101 (1)
    - 1.102 (1)
    - 1.104 (1)
    - 4.101 (1)
    - D 1.03 (1)
    - D 1.06 (1)
    - D 1.08 (1)
    - D 5.07 (1)

1-10 (125) ▶

Referat Bernard Kobler, CEO  
LUKB, 31.01.2012 – Referat Bernard Kobler CEO Seite 1 Bilanz-Mediengespräch 2011 der Luzerner ... Geschäftsjahr 2011 LUKB, 31.01.2012 – Referat Bernard Kobler CEO Seite 4 Zinsmarge stabil zu halten ...  
[http://intranet.lucorp.ch/news-terminenews/Documents/2012-01-31\\_Bilanz-MK\\_Referat\\_Bernard\\_Kobler.pdf](http://intranet.lucorp.ch/news-terminenews/Documents/2012-01-31_Bilanz-MK_Referat_Bernard_Kobler.pdf) - 44 KB - Müller Roger (Dki) - 31.01.2012 04:57:51

Team REVI  
Auditor (CISA) Tätigkeit : Software-Entwickler : Informatik Projektleiter : CEO eines KMU im Bereich ...  
[http://intranet.lucorp.ch/unterstuetzung/interne\\_revision/Documents/Team\\_REVI.pdf](http://intranet.lucorp.ch/unterstuetzung/interne_revision/Documents/Team_REVI.pdf) - 207 KB - Müller Roger (Dki) - 30.11.2011 15:06:40

Leitlinien Unternehmen mit Verantwortung  
Soziale Arbeit, Bernard Kobler ist als CEO LUKB Mitglied des Patronatskomitees. Der Verein strebt ...  
[http://intranet.lucorp.ch/personal/im\\_gleichgewicht/Documents/Leitlinien\\_Unternehmen\\_mit\\_Verantwortung.pdf](http://intranet.lucorp.ch/personal/im_gleichgewicht/Documents/Leitlinien_Unternehmen_mit_Verantwortung.pdf) - 34 KB - Schwarzenruber Esther (Zpbj)Stadelmann Jürg (Dp) - 19.01.2012 12:00:00

Besoldungsordnung  
<http://intranet.lucorp.ch/personal/mitarbeiter-handbuch/Documents/Besoldungsordnung.pdf> - 53 KB - Bieri Beat (Dpc) - 09.01.2012 09:32:57

Arbeitsanweisung  
MBL FTL FKUBE F ... Anlageberatung / Depotgeschäft im F ... Mit dieser Arbeitsanweisung sollen folgende ... geprägt (Eigentümer ist z.B. Alleinaktionär, CEO und Verwaltungsrat) kann auch ein BEAT -Fragebogen ...  
[http://intranet.lucorp.ch/unterstuetzung/arbeitsanweisungen/arbeitsanweisungen/AAW\\_Anlageberatungsprozess\\_F.docx](http://intranet.lucorp.ch/unterstuetzung/arbeitsanweisungen/arbeitsanweisungen/AAW_Anlageberatungsprozess_F.docx) - 43 KB - Klingler Patricia (Fa) - 06.01.2012 12:00:00

VSKB Basispräsentation  
[http://intranet.lucorp.ch/marktbearbeitung/praesentationen/Documents/VSKB\\_Standard\\_Praesentation\\_2011.pdf](http://intranet.lucorp.ch/marktbearbeitung/praesentationen/Documents/VSKB_Standard_Praesentation_2011.pdf) - 4 MB - Müller Roger (Dki)Benutzer - 16.12.2011 15:41:26

Kompetenzordnung der LUKB  
GL LUKB i. Präsident der Geschäftsleitung (Konzernleitung CEO LUKB i. Mitglied der Geschäftsleitung ...  
[http://intranet.lucorp.ch/ueber\\_uns/fundament/reglemente/Documents/2010-05-03\\_Kompetenzordnung.pdf](http://intranet.lucorp.ch/ueber_uns/fundament/reglemente/Documents/2010-05-03_Kompetenzordnung.pdf) - 1 MB - Müller Roger (Dki)Gabriel Miriam (Px) - 22.11.2011 15:49:14

Einladung auf der Bank 2012  
das er sich unter anderem als Langlauf-Nationaltrainer, als CEO der FIS Alpin Ski WM 2003 in St ... als Chef Leistungssport von Swiss-Ski und als CEO der Eishockey-WM 2009 in der Schweiz angeeignet ...  
[http://intranet.lucorp.ch/marktbearbeitung/kundenanlaesse/Documents/Einladung\\_auf\\_der\\_Bank\\_2012.pdf](http://intranet.lucorp.ch/marktbearbeitung/kundenanlaesse/Documents/Einladung_auf_der_Bank_2012.pdf) - 1 MB - Müller Roger (Dki) - 21.12.2011 09:11:55

Reglement LA-VR  
einerseits der Mitglieder des Verwaltungsrates und des CEO, andererseits, unter Beizug des CEO, der Geschäftsleitung. Er beurteilt periodisch die ...  
[http://intranet.lucorp.ch/ueber\\_uns/fundament/reglemente/Documents/2009-01-01\\_Reglement\\_LA\\_VR.pdf](http://intranet.lucorp.ch/ueber_uns/fundament/reglemente/Documents/2009-01-01_Reglement_LA_VR.pdf) - 54 KB - Müller Roger (Dki)Fischer Louis (Dr) - 22.11.2011 13:31:47

LUKB Sicherheitshandbuch  
Fachverantwortung:(Weisungsverfasser) DI ... Das Sicherheitshandbuch beschreibt die Sicherheitsanforderungen, die auf Basis der LUKB-Prozesse und der ... CEO/Leiter Risiko und Prozessmanagement ...  
[http://intranet.lucorp.ch/unterstuetzung/weisungen/weisungen/1.104/Weisung\\_1\\_104\\_Sicherheitshandbuch\\_LUKB.docx](http://intranet.lucorp.ch/unterstuetzung/weisungen/weisungen/1.104/Weisung_1_104_Sicherheitshandbuch_LUKB.docx) - 39 KB - Wildhaber Philipp (Zpbj)Mani Jeannine (Zi) - 02.01.2012 12:00:00

Pictured: A content search results page with rich refinement (right side).

## RESULTS AND ROI

The true test of an intranet's success is sometimes simply how much it is used. By that standard, the LUKB intranet is indeed a success. "Today, a lot more employees look for required information in the intranet than in other systems," says Peter Mitura, Webmaster Internet/Intranet. "Users no longer have to store information locally (for safe keeping), because now they trust that they will be able to find what they are looking for and that information will be useful.

"Our intranet is again the central information system for customer advisors," he says. "Since the redesigned intranet has been launched, almost no negative feedback has been heard. Prior to that, a lot of negative feedback was received, also from management level. Especially the search, performance, and content had been criticized."

## Measuring results

The LUKB team has many impressive metrics that demonstrate how much the new tool is used, including that 800 of the company's 1,000 employees use the site each day.

### Top 10 pages:

- **The six start page variations:** 130,000 views/month
- **People search:** 20,000 views/month
- **Content search:** 8,000 views/month
- **Advanced people search:** 5,000 views/month
- **News overview:** 3,000 views/month
- **Phone notice** (a light-box form linked from the people search that informs people when they've missed a phone call): 2,500 views/month
- **Organizational browser:** 2,400 views/month
- **Product pages:** 1,800 views/month
- **Open positions:** 1,400 views/month
- **Pin board:** 1,300 views/month

## LESSONS LEARNED

Team members share the project's lessons learned:

- **Understand SharePoint's restrictions.** "SharePoint has some usability deficiencies—for example, in the provisioning of web parts on My Site by a 'normal'—not on SharePoint-trained—user. We did not recognize this before the implementation phase, since we did not know SharePoint well enough. Hence, Namics had to develop a drag-and-drop provisioning mechanism for web parts on My Site."
- **Start with low-fidelity wireframes.** "In the first step, the wireframes were too near to the screen design, and the intranet core team discussed too much about the design instead of the positioning and functionality of the web parts. Try also to avoid corporate colors in the wireframes to make it clear that the wireframes are not yet 'designed.'"
- **Create communication groups.** "Important concepts such as the product page functionalities were discussed in a bigger circle, with details discussed in a smaller project group. Thus, we could guarantee that the design was actually user-centered, since we understood in detail the client advisor's working procedures."
- **Involve the content authors and migration staff early.** "We started training of content authors very early—upon deployment of the SharePoint content management system, but before all start page web parts were developed. Hence, there was enough time for migration of content and testing by the authors and optimizing by Namics. This empowered us to launch an intranet system of high quality."
- **Be aware of the SharePoint user profile cache's fragility.** "Usable features like the type-ahead functionality developed for the people search require intense caching of user data. We found out that the SharePoint user profile cache is not as solid as it should be."
- **Screen designs in detail.** "We would put more focus on the design concept and would suggest going into more depth (at least three to four levels) to avoid a lack of clarity and misunderstandings."

- **Design with all of the content in mind.** “At the beginning, we would suggest to do an analysis of all different content elements before starting the screen design. Further, we suggest to not only design page types and standard elements such as search, lists, and forms, but also to design all other page elements.”



## ONO

**Using the intranet:** ONO is a solid, reliable alternative within Spain's communications and entertainment market. It owns more than 45,000 kilometers of fiber optics used throughout Spain.

**Headquarters:** Madrid, Spain

**Number of employees the intranet supports:** 2,846

**Company locations:** Operates in 82 percent of Spanish territory.

**Annual sales:** €1,485 million

**Locations where users use the intranet:** Spain

**Design team:**

**In-house:** Three people

**Outside firms (GMV and Spenta):** Three people

### Members:

**In-house:** Moisés Rodríguez, Innovation Manager & Intranet Project Manager; Alfredo Navarrete, Internal Communication Supervisor; and Alicia Delgado, Internal Communication Manager

**In-house IT coordinators:** Carmen Martínez García, IT Projects Supervisor; Carlos Fernández Hortelano, IT Projects Analyst; and Sara García Loro, IT Projects Manager

**GMV:** Antonio Gómez, Project Manager; Rodrigo Amo, Software Engineer; and Sergio Martín, Software Engineer

**Spenta:** Alfredo Temprano, Project Manager; Ivan Gomez, Senior SharePoint Developer; Miguel Tabera, SharePoint Architect; and Luis Ruiz Pavon, Software Architect and Microsoft MVP C#

## SUMMARY

A change in corporate culture came just in time for ONO's intranet team, which had been looking for a reason to update its aging site. The intranet, which supports the Spanish telecommunications company's 2,900 employees, was six years old and needed a technology, design, and functionality update to be a current, useful tool within the organization. The cultural change involved promoting collaboration, knowledge exchange, idea sharing, and multidirectional internal communication, and came along at just the right time to inspire and influence the new site.

Prior to the redesign, most company communication was through email, and employees regularly complained about the difficulty of collaborating across different areas of the organization. The in-house intranet team thus worked to make the intranet the primary method of communication.

Collaboration was a key part of the redesign, as the site needed to reflect the changes afoot at the organization. As such, the team knew that the site couldn't merely link to a social page, but needed to integrate social functionality throughout. So, the homepage and pages for different corporate areas feature "walls" for content. Internal Communications posts the content on the main homepage wall (taking suggestions for content from employees); on area walls, only employees from those areas can post content. Throughout the site, however, any employee can like or comment on content.

The walls are quite popular. Employees can also post more traditional messages, rather than wall postings, but people prefer using the walls for sharing information because it is faster, more visible, and accept comments.

The homepage also features a one-minute survey: 30 seconds to vote, 30 seconds to know the results. It also includes a list of links to commonly used systems, people and services (including IT and facilities). Before, whenever employees had a request related to one of those areas, they had to go to that area's specific website. This was uncomfortable for employees, but comfortable for the service administrators; but now it's easy for both as employees don't have to remember which department is in

charge of which service, they just choose what they need from an alphabetical list that includes the contents of the three sites.

Acciones del sitio + ALFREDO NAVARRETE BUENO

Home Areas ONO Aplicaciones Ahora Ayuda

Tantas realidades como...

Calendario corporativo Mayo 2012

Martes 22 Mayo

Noticias de prensa

Las grandes 'telecos' suben la inversión por el tirón de la fibra y el 4G

Contraseñas Seguras

Para los fans de la Velocidad Real

50Mb Reales + Llamadas fijo-móvil gratis

Por sólo 25.90 €/mes

MURO DE COMUNICACIÓN INTERNA

COMUNICACIÓN INTERNA dice

Con motivo de la reorganización de Basauri, han desaparecido algunas salas de reuniones, pero se han creado otras.

Estas salas podrán reservarse a través de Outlook a partir del próximo martes 22 de mayo de 2012.

Para cualquier aclaración, podéis contactar con INMACULADA ARJONA ESCOBAR. Gracias.

Espacios y Entornos

SALAS DE REUNIONES BASAURI.pptx

Hace 3 días

Comentario Me gusta

2 Comentarios

Hola, tenéis este mismo ppt para las salas de Belagua?

Hace 3 días

No lo tenemos, lo siento.

Hace 2 días

Responde aquí...

Responde

COMUNICACIÓN INTERNA dice

Resultados de la encuesta del Webcast interno del 26 de abril de 2012

ResultadosEncuestaWebcast.pptx

Hace 6 días

Comentario Me gusta

3 Comentarios

En el power point sólo aparece la diapositiva de portada.

Hace 6 días

ponete la presentación en pantalla completa y te dará la posibilidad de hacer click en un link que te lleva a la página web con los resultados.

Hace 5 días

Ya la puedo ver. Gracias

Hace 4 días

Responde aquí...

Responde

Gusta a 1 persona

COMUNICACIÓN INTERNA dice

Nota de prensa: ONO ofrece importantes descuentos a los clientes que recomienden TIVO

NP - ONO ofrece importantes descuentos a los clientes que recomiendan Tivo®.pdf

Hace 7 días

Comentario Me gusta

Gusta a 4 personas

COMUNICACIÓN INTERNA dice

ONO está lleno de siluetas, esas que aparecen en lugar de vuestras fotos. Hemos hecho un ranking de los 5 centros de trabajo que se dan a conocer mejor:

1. Lleida: 33%
2. Sevilla: 27%
3. Zaragoza: 23%
4. Madrid: 23%
5. Barcelona: 22%

Estaréis de acuerdo en que son porcentajes muy bajos. Realmente, tener la foto publicada nos ayuda a conocernos, y además nos "humaniza". Es un pequeño esfuerzo y sólo hay que hacerlo una vez. Si alguien necesita ayuda para recortar una foto, le enseñaremos cómo hacerlo, pero por favor, colaborad, es importante. Gracias a todos.

Actividades anteriores

ENCUESTAS

¿Qué sistema de almacenamiento utilizas en la nube?

Dropbox

Skydrive

Cubby

Google Drive

Box

Otro

No utilizo estos servicios

Votar

Ver resultados Ver todas

VENTANILLA ÚNICA

Sistemas

Billing

Cau

Canal Web

Comunicaciones

CRM

Datawarehouse

Desarrollo Intranet

Desarrollo SAIP

Explotación

GIS

Interconexión

Inventario de Red

Mediación

OSS

Procesos de Red

SAP

Servicios Internet

Sistemas Gestión

Red

Técnica de Sistemas

Servicios

Autoconsumo (a,m)

Autoconsumo (b)

Cableado (s)

Catering (s)

Correo (i)

Impresión color (s)

Impresora (i)

Limpieza (s)

Mantenimiento (i)

Material Oficina (h)

Material Oficina (i)

Material Oficina (s)

Medios Audiov. (i)

Mensajería Nal. (s)

Mensajería Intl. (s)

Papelería Corp. (s)

Sala externa (s)

Tarjetas de visita (s)

Telefonía fija (a,r)

Telefonía fija (b)

Telefonía fija (i)

Telefonía fija (+)

Telefonía fija

Telefonía Móvil (a)

Telefonía Móvil (b)

Telefonía Móvil (i)

Telefonía Móvil (+)

Vending (i)

Viajes (s)

Viajes (c)

Viajes (i)

Otras solicitudes

Mis tareas

No tienes tareas pendientes

Mis grupos

OBU e Innovación

Comunicados

Empresas y Operadores

Recursos Humanos

Residencial

Ver todos

Mis enlaces frecuentes

Área de redes y tecnología

Workflow CAPEX

Calendario corporativo

Área de OBU e Innovación

Área de sistemas de información

Área de financiero

Área de staff de presidencia

Área de recursos humanos

Área de empresas

Área de residencial

Mis compañeros

Mis cosas

ONO - Intranet © Copyright 2012 - CABLEUROPÁ S.A.U. (ONO) - Todos los derechos reservados - Solo para uso interno

Nota legal

Pictured: The homepage features a “wall” of content posted by Internal Communications. All employees can post comments on it about any content.

It was important to the team that the site, which uses SharePoint, didn’t look like SharePoint. An internal team member did the visual design, and an outside consultant was brought in to execute that design in SharePoint. The team wanted an attractive, colorful, and user-friendly design. A vibrant banner at the top of the page provides content in a visual way.

The team makes a point to change the homepage daily to keep it fresh and current, and to keep employees interested and coming back to the site. Team members view content as a draw to the site, but also as a way to engage employees in conversations—through commenting and liking—and thus to learn more about employees and their opinions and ideas.

The large banner on the homepage highlights current information, with items changing daily. The top left corner shows strategic messages. Clicking a message leads to the full text; clicking the arrow leads to a list of messages. The bottom left has a corporate calendar, where light purple squares indicate an event that day, including things such as payday or sales conventions. Clicking the square shows the event’s details to the right. The arrow opens the whole calendar, which also lets employees add items from the corporate calendar into their personal calendars, or set for events of interest.

The bottom left also includes the *Press Room*, with news of the day, press analysis, links to the most read news (changed twice daily), press releases, and a news search.

The top right promotes the latest videos. The TV department produces videos about monthly TV features, video club, or TiVo content, as well as promotions for concerts, series, movies, or documentaries.

The bottom right includes messages that were previously displayed in the top left, but have moved down in priority—though they’re still important enough to remain on the homepage. Finally, the bottom right corner shows details of the latest commercial offer for ONO’s customers. By listing the best deals of the month, it acts as a mechanism to turn any employee into a potential seller of services to friends.



Pictured: The homepage banner highlights the site content that changes daily, giving users a reason to come back.

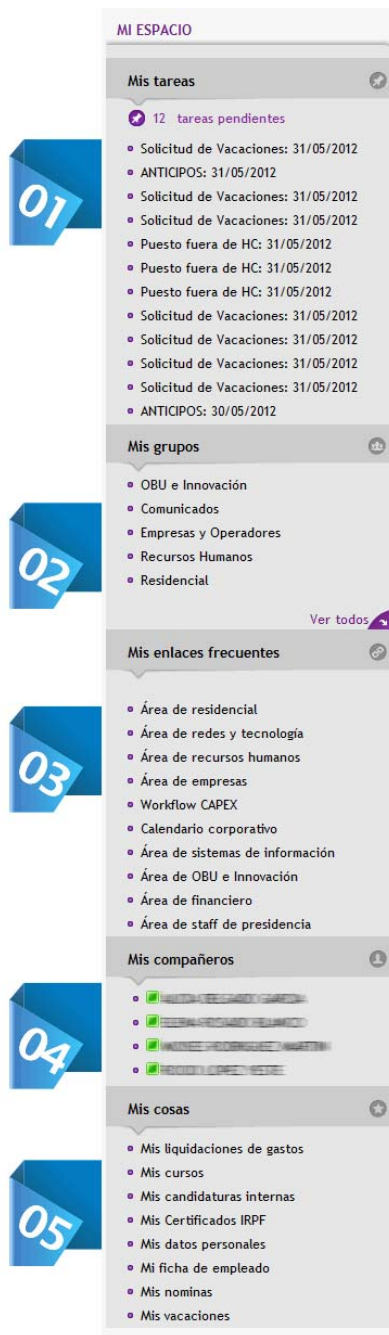
The site features a variety of personalized and customized content, available on the right side of each site page through the *Mi espacio* (*My space*) links.

One of the site's big successes is how it consolidates all outstanding requests or processes in one place for employees. The site brings together pending tasks generated by 92 workflows at ONO. The tasks are consolidated into a single database that is then queried by SharePoint. These tasks are listed under *Mis tareas* (*My tasks*) area. Anything needing processing or approval is gathered in this central area to speed up the approval processes.

Employees can—and do—create groups on the site. So far, employees have created 43 voluntary groups and a huge number of employees have joined them (82 percent at last count). *Mis grupos* (*My groups*) lists the most visited groups sorted by activity level.

*Mis enlaces frecuentes* (Frequent links) lists those site areas that the employee visits most often. The list is automatically generated based on the user's behavior on the site. Thus, users don't have to consciously create shortcuts to commonly used information; the site takes care of it for them.

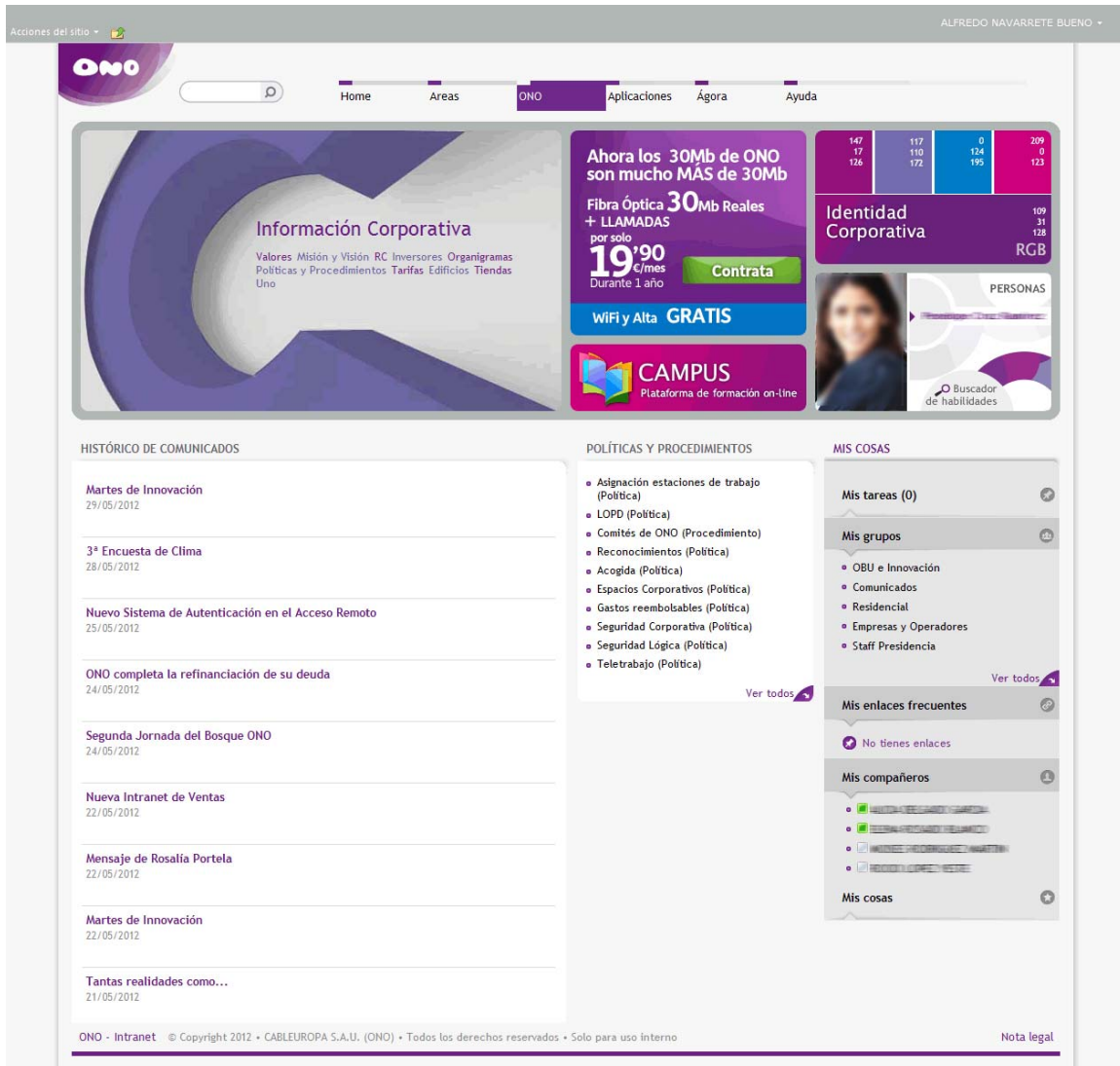
This area of the site is rounded out by a list of colleagues added manually by each employee. It is, basically, a list of favorites. The final list links to each user's private or public personal spaces, such as expense reports, training courses, payroll information, and vacation time.



Pictured: Each page includes *Mi espacio* (*My space*) in the right column, which consolidates information specific to the user.

The corporate information page includes policies and procedures, as well as mission, vision, and values information. It also includes a library of all the corporate messages published on the site.

This page also highlights a different employee daily. Employees are picked randomly, and the site features the employee's picture and a link to his or her full profile.

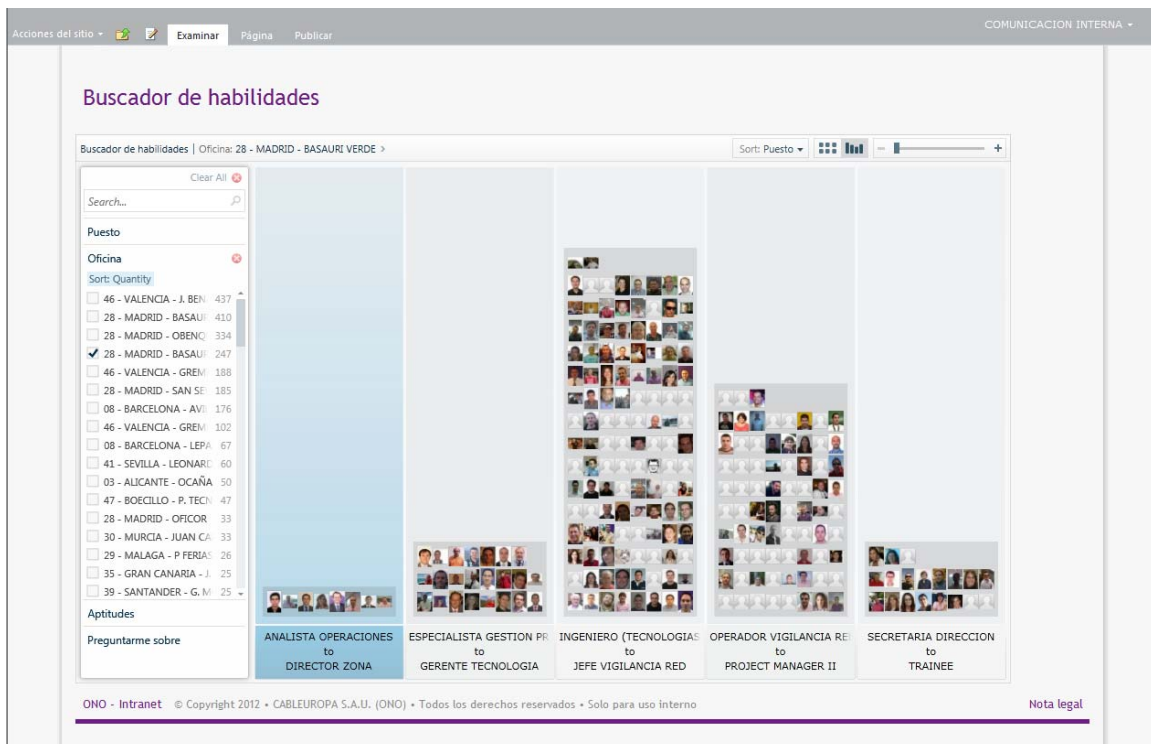
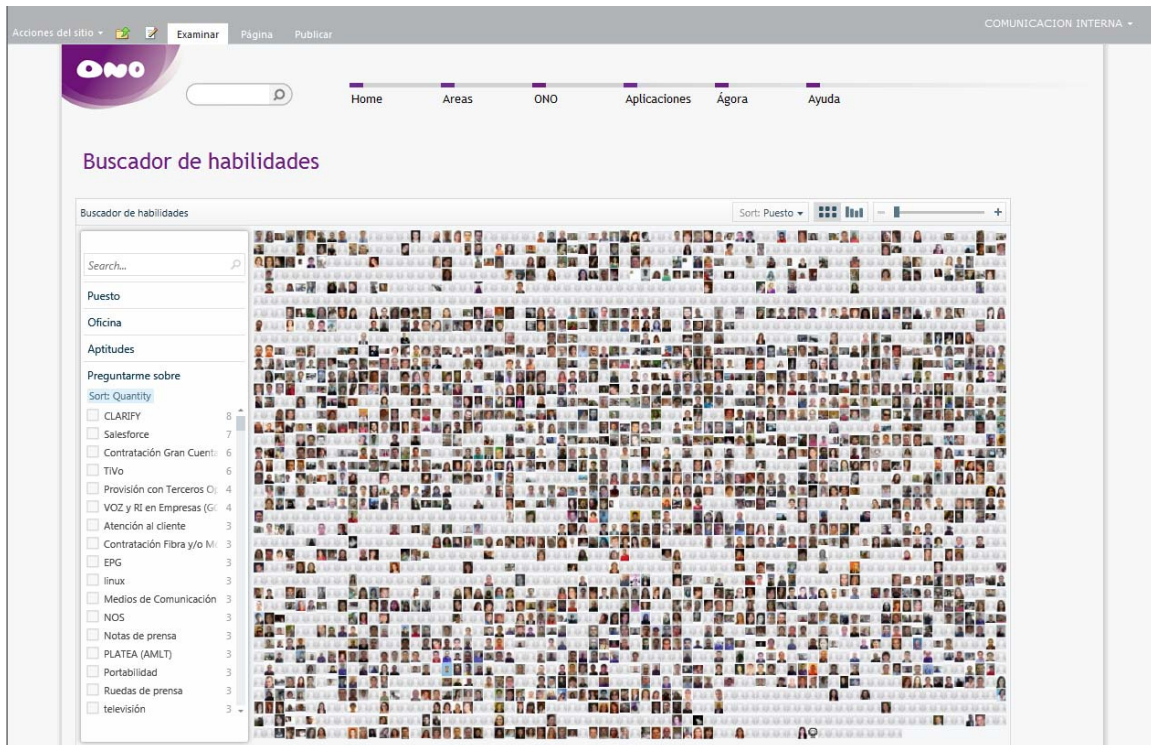


Pictured: The corporate information page gives users access to procedures, policies, and notices, but also features a different employee daily, giving users a quick way to learn more about their colleagues.

The *Buscador de habilidades* (*Talent finder*) helps employees find colleagues quickly and displays results visually. Employees can sort through colleagues using different criteria, such as location, position, or knowledge. Users simply open the criteria to see the options within and select what they are interested in. The tool returns photographs of colleagues who match the search criteria. Employees can click on any image to see the person's full profile. Results are shown first as a whole group, depending on the criteria selected—location, position, skills, and so on—and users can then apply one of the same criteria to get a more specific result.

One catch with the tool: employees have to upload their own photographs. At first, many were slow to do this, meaning that search results returned many stock images of outlines, rather than pictures of employees. But then the team made a concerted effort to encourage employees to upload their photos; as of this writing, 2,401 photos—or 85 percent!—have been uploaded.





Pictured: The Talent Finder lets users select criteria on the left side of the page and see matching colleagues on the right.

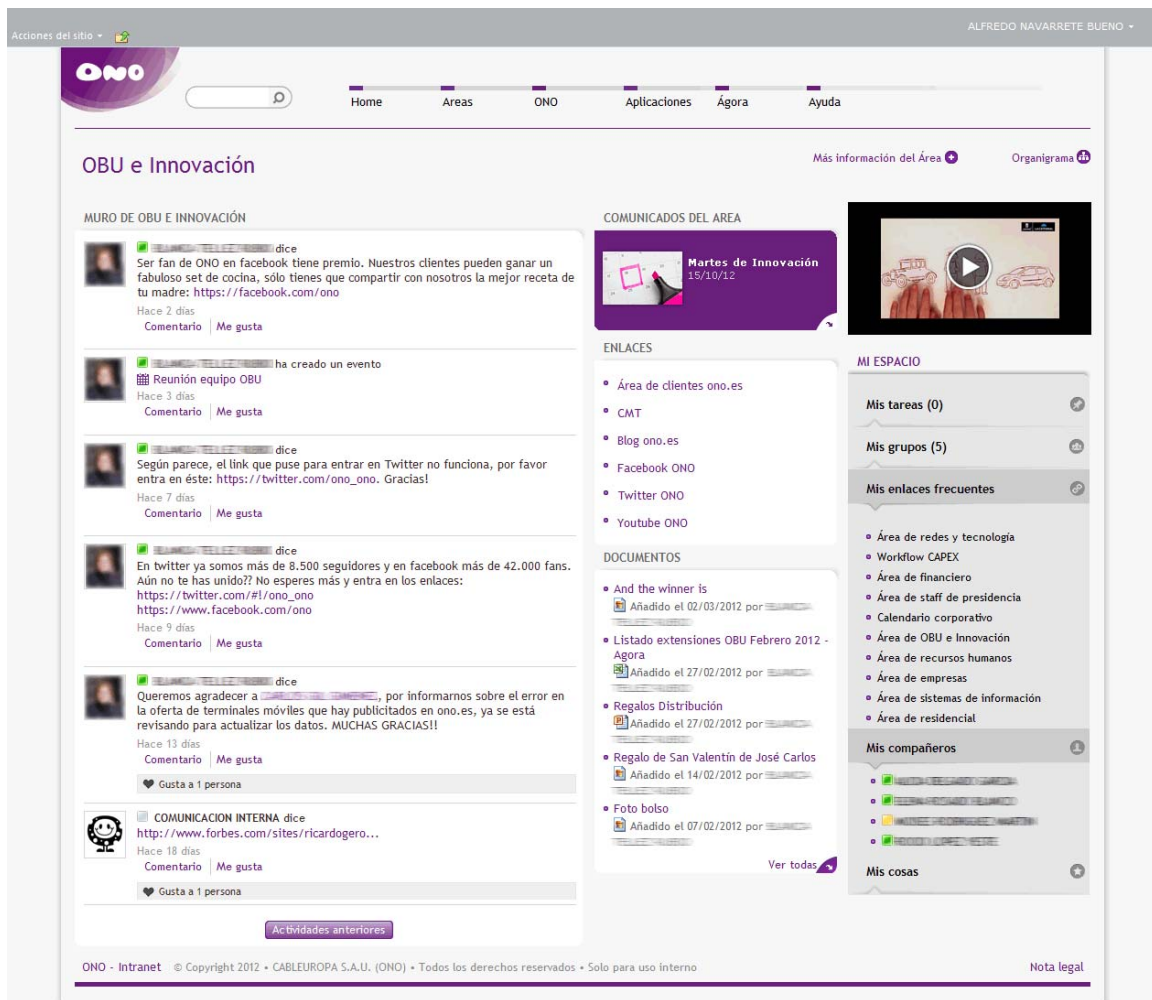
Much more than just a pretty intranet, the ONO site has gone far to encourage communication throughout the organization and streamline processes for users. The team has also successfully reached its goal of disguising SharePoint to create a site that is unique to ONO.

## BACKGROUND

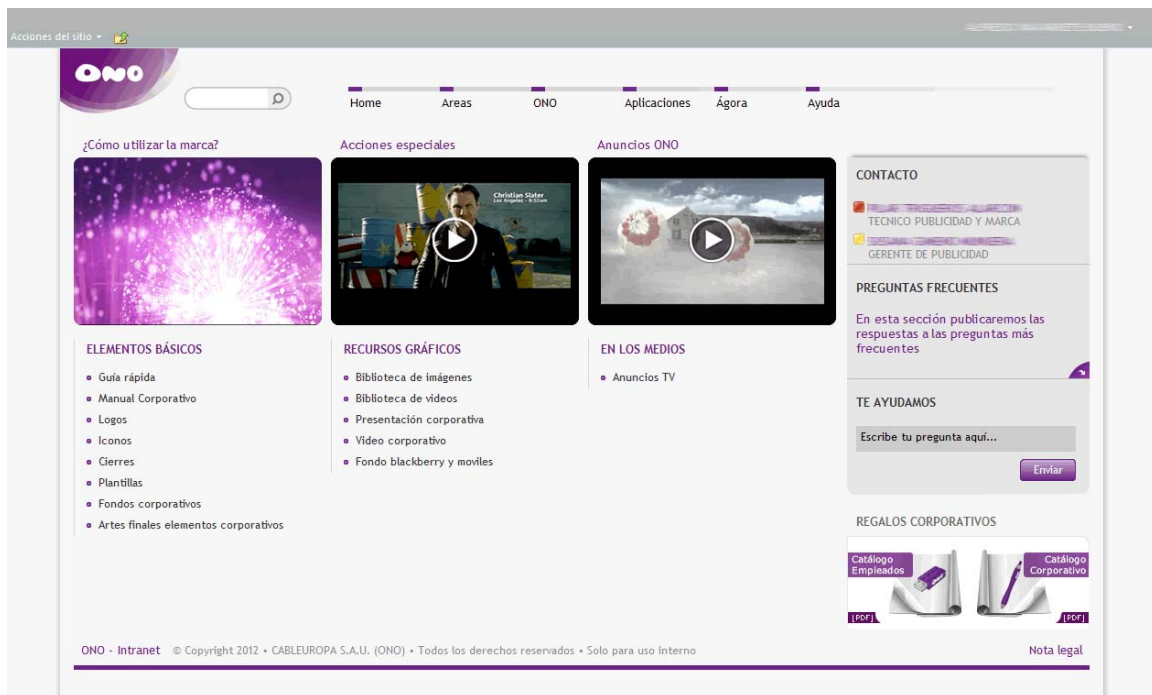
After six years using the same intranet, a change was needed—and not a small one. ONO needed to evolve its intranet's technology, look and feel, and functionality. The redesign project's main focus, however, was to make the intranet align with the company's cultural changes. The new corporate culture was focused on promoting collaboration, knowledge exchange, idea sharing, solutions, and multi-directional internal communication. So, the new intranet had to reflect this new emphasis on collaboration and communication.

The goals for the new intranet were threefold:

1. **Serve as a powerful communication channel.** Prior to the redesign, e-mail had been used as the main internal communication channel. With the new intranet, it was completely replaced by a robust homepage featuring several communication spaces.
2. **Become a highly collaborative tool.** This goal was achieved by integrating collaboration throughout the intranet, from the homepage through to area pages and beyond.
3. **Simplify daily information processing.** Simplifying workflows and creating task efficiencies was one of the driving factors behind the new intranet design. "People want to save time in daily tasks," says Alicia Delgado, Internal Communication Manager. "They want to 'get to the point' once they enter the site."



Pictured: The site contains an entire page dedicated to each executive area: Finance, Human Resources, Information Systems, Legal, Network & Technology, Online Business Unit, Residential Market, and SMEs. Each area has one administrator and one backup administrator, who are both responsible for the content. Internal Communication does not control what areas include on their pages, beyond offering basic editing if needed. So far, it has never been needed.



Pictured: The intranet features a mini site dedicated entirely to supporting the company's brand. The mini site's sections facilitate correct usage and application of brand assets.



## INTRANET TEAM



Pictured: The ONO intranet team (from left to right): Alfredo Navarrete, Alicia Delgado, Moisés Rodríguez, Carmen Martínez, Sara García, and Carlos Fernández.

## GOVERNANCE

### Ownership

The Internal Communication department, within HR, owns the intranet. The intranet team is comprised of two people: Alfredo Navarrete and Alicia Delgado.


Internal Communication and Innovation have worked together as a team, sharing goals and making the project happen. This joint venture has been especially effective given the Innovation team's role in helping shape the strategy and provide technology solutions to meet the requirements and needs that the Internal Communication's intranet team identified.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
<b>Internal Communication</b>	<ul style="list-style-type: none"> <li>• Provide governance, program management, coaching, support, and evaluation of area administrators.</li> <li>• Responsible for content of the entire intranet except area pages and walls; editors are available for those as needed.</li> </ul>
<b>Area administrators</b>	<ul style="list-style-type: none"> <li>• Responsible for updates and consistency in their sections.</li> </ul>

## USERS

All ONO employees use the intranet, regardless of role. It is the main channel for internal communication, and it provides access to all corporate applications.

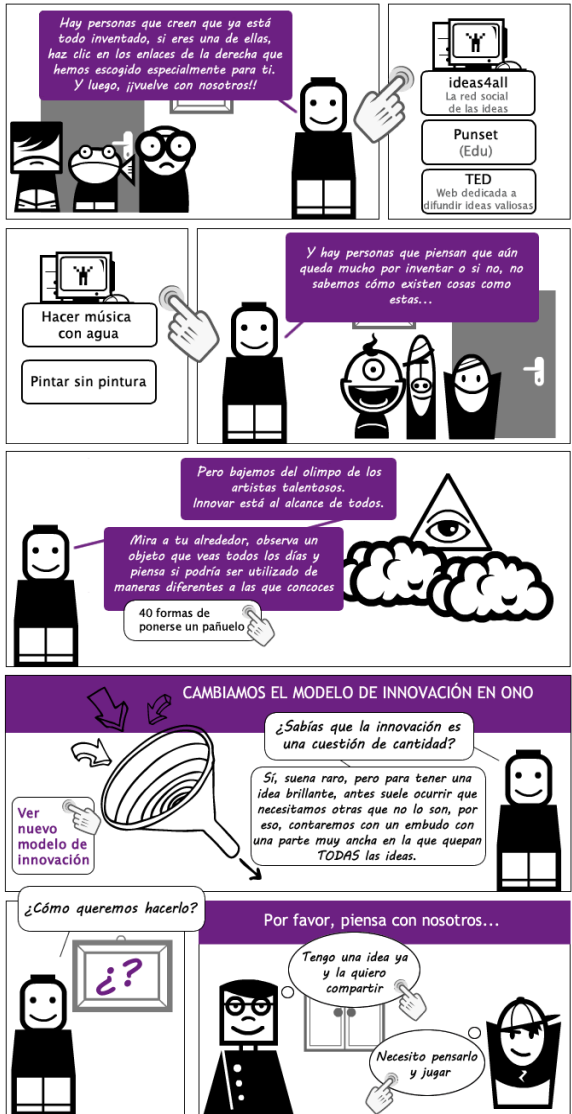


Acciones del sitio  Home Areas ONO Aplicaciones Ágora Ayuda

## Nuevo Modelo de Innovación

COMUNICACION INTERNA 16/04/2012

Los enlaces de este comunicado se abren en una ventana nueva. Para volver al comunicado una vez visitado cada enlace, hay que usar la tecla habitual de retroceso del navegador.



COMENTARIOS

Pictured: Example of a corporate message to all employees. In this case, the Innovation area wanted to launch a new innovation model based on the participation of all employees. The team used this messaging to get the ball rolling and to lead by example—by creating an innovative communication message.

## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"><li>• <a href="http://intranetono">http://intranetono</a></li></ul>
Default Status	<ul style="list-style-type: none"><li>• The intranet is the browser's default page, but users can change it. ONO supports three different types of devices:<ul style="list-style-type: none"><li>○ <b>Desktop:</b> intranet is automatically opened when the computer is turned on.</li><li>○ <b>Laptops:</b> intranet is automatically opened when the computer is turned on.</li><li>○ <b>Thin clients:</b> Intranet is opened only when browser is opened (because the process of automatic opening on start up delayed the boot process).</li></ul></li></ul>
Remote Access	<ul style="list-style-type: none"><li>• Users can access the intranet remotely through the company's LAN and outside the office through Citrix from their personal devices (including tablets). Once they are connected, users can access the intranet directly.</li></ul>

## DESIGN PROCESS AND USABILITY WORK

### Design Approach

The ONO team vetted the new design with the company's CEO and, to learn how to solve intranet IA issues, reached out to other large companies—including two banks (one Spanish, one Dutch); one global technology company; an innovation and talent company; and a telecommunications company. However, the team's most important research came primarily from benchmarking and focus groups.

"We went to several major companies in Madrid to see their intranets and we also had that NN/g 2010 Intranet Design Annual that we had bought when the possibility of making a new Intranet was being considered," says Delgado.

"We (Innovation and IC) had a meeting in order to establish the different methods of research that we wanted to do and could pursue," she says. "Since we did not have any budget for this, we did everything in-house, benchmarking with companies where we knew colleagues who could help us by sharing their intranets with us."

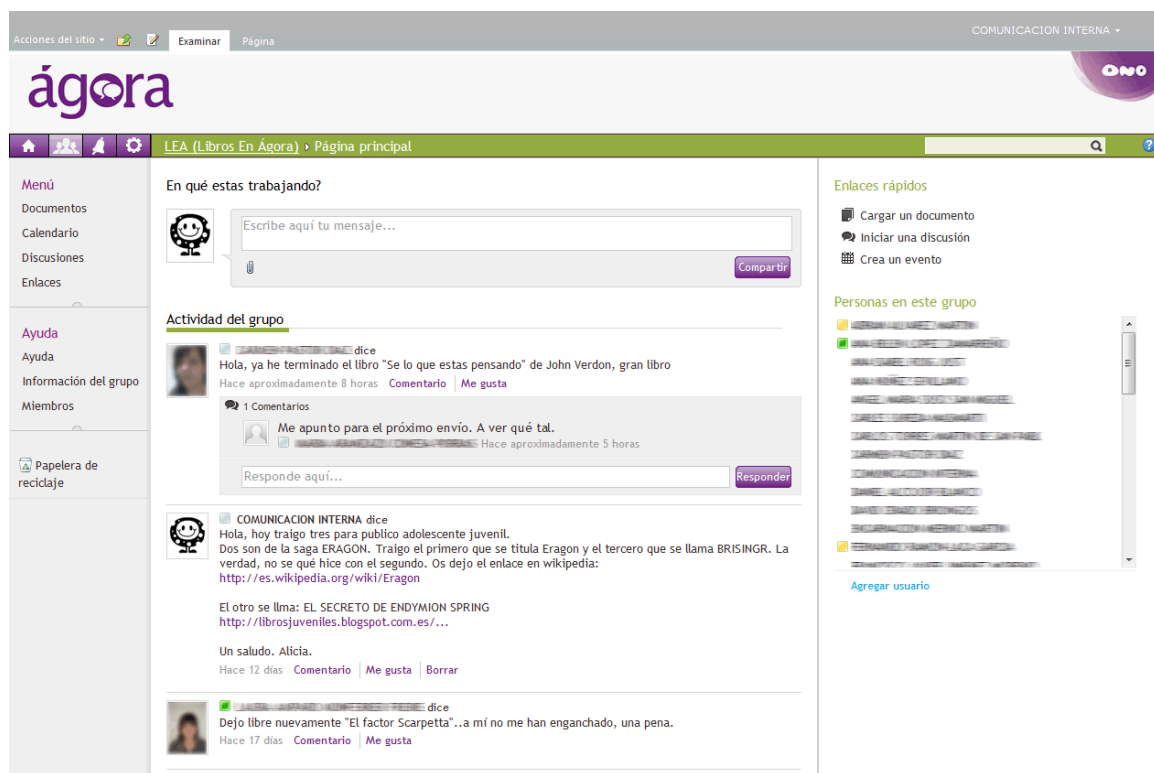
The team assembled focus groups that included participants representing all functional areas of the company. "What we expected from the focus groups was to learn which features people wanted to keep in the new intranet," says Delgado. "From my experience, I can tell you that every time that I had the chance to ask people what they wanted in an intranet, most of them did not say much. It always works better if you propose things and ask people to rank them. In this case, we

asked about how they would welcome a social network and a good document management system and the answer was very positive in both cases.”

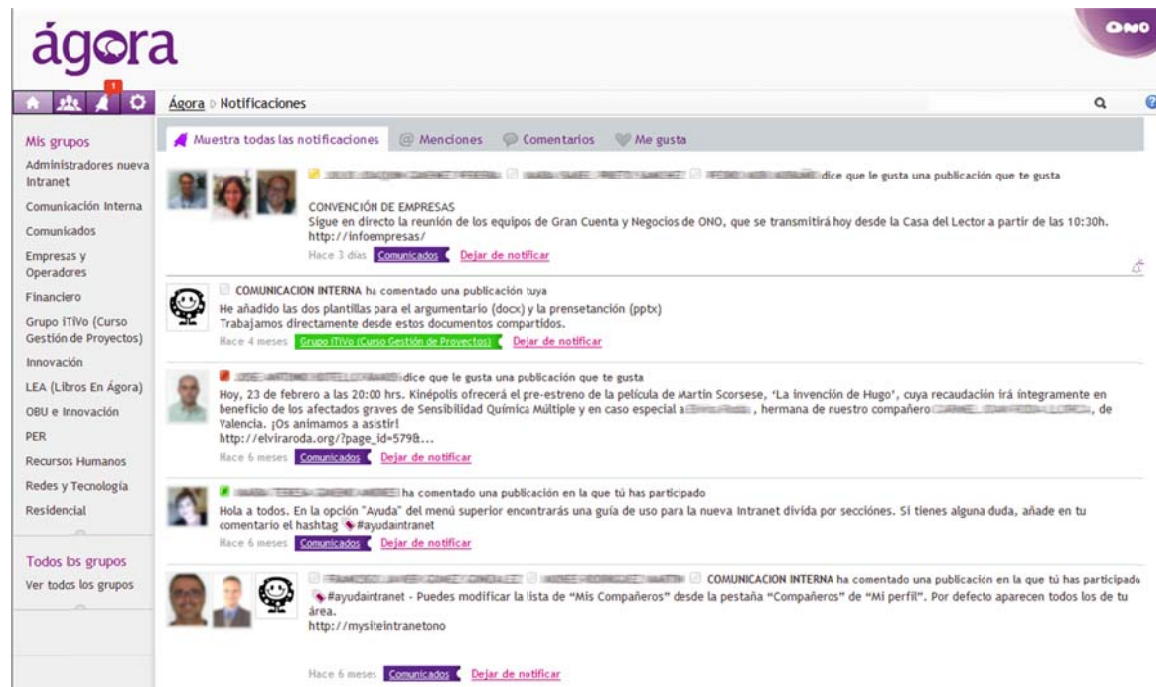
Benchmarking provided the most valuable information to the design team. “It allowed us to find out which features they all had in common and which they all missed,” says Delgado. “The first ones formed part of our basic requirements, and the latter let us be innovative with the site.”

## Working with Outside Agencies

The ONO team brought in two outside agencies to help with the project. GMV was in charge of project management; it also developed the data import processes to move the data from SAP and created workflow programs. Spenta “painted” SharePoint. “[They] painted the design we made,” says Delgado. “They programmed the different web parts and they integrated the collaborative network (Beezy) into the intranet.”



Pictured: The intranet’s social collaborative network is called *Agora* (a Greek word meaning “gathering place”). The Beezy network is fully integrated into the site to leverage interdepartmental teamwork; the tool can create groups within the same business area or from different departments that are sharing working projects or social interests. Each group has the following features: *documents* (a library of assets accessible only to authorized group members); *calendars* (so group members can share important dates); *debates* (which anyone in the group can open); and *links* (which can be added directly or through a contribution on the wall).



Pictured: When users enter the *Agora* page, they see four icons in the top left column: *Home, Groups, Alerts, Configuration*. This screen shows a report of all contributions made to the different groups. The Internal Communication team sees everything, but regular users see only the contributions made by people that belong to their group.

## TIMELINE

PROJECT TIMELINE	
Milestone Date	Milestone Description
2001	<ul style="list-style-type: none"><li>• First company intranet</li></ul>
December 2006	<ul style="list-style-type: none"><li>• Second company intranet</li></ul>
March 2011	<ul style="list-style-type: none"><li>• Decision to create a new intranet</li></ul>
August 2011	<ul style="list-style-type: none"><li>• Consulting partner chosen</li></ul>
September–January 2011	<ul style="list-style-type: none"><li>• Development phase</li></ul>
February 1, 2012	<ul style="list-style-type: none"><li>• Launch day (with 85 percent of the content)</li></ul>
March 2012	<ul style="list-style-type: none"><li>• Analysis of user behavior and site usage</li><li>• Bug fixing</li><li>• User survey</li></ul>
April 2012	<ul style="list-style-type: none"><li>• Phase II launch (including the remaining content)</li></ul>

## CONTENT AND CONTENT CONTRIBUTORS

The ONO intranet uses the default SharePoint CMS, and Internal Communication manages content updates when requests are made to post items to the homepage. Only IC can post content to the homepage; aside from this, all areas have their own contributors.

“We (Internal Communication) work in Human Resources (including Facilities) which is the main content contributor, followed by the IT department, CEO, and the rest of executive areas,” says Delgado.

Area administrators can post whatever they consider appropriate in their own areas. Because the site’s focus is social, the walls are the go-to content areas, where users can receive feedback on their contributions.

## Content Contributors Chart



Pictured: How CMS contributors interact with each other and with the CMS.



## TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
<b>Web Server Hardware and O/S</b>	<ul style="list-style-type: none"><li>• Web Server: Microsoft Internet Information Server.</li><li>• Hardware:<ul style="list-style-type: none"><li>◦ Two web servers</li><li>◦ Two crawl servers</li><li>◦ Two services servers</li><li>◦ HD 400Gb, with extra space for logs, backup, and temporal data</li></ul></li><li>• O/S: Microsoft Windows server 2008 R2</li></ul>
<b>Bug Tracking/Quality Assurance</b>	<ul style="list-style-type: none"><li>• Redmine (bug tracking)</li></ul>
<b>Design Tools</b>	<ul style="list-style-type: none"><li>• Photoshop, Fireworks, and Dreamweaver</li></ul>
<b>Content Management Tools</b>	<ul style="list-style-type: none"><li>• SharePoint BackOffice</li></ul>
<b>Search</b>	<ul style="list-style-type: none"><li>• SharePoint standard search engine</li></ul>
<b>Other Functions</b>	<ul style="list-style-type: none"><li>• Beezy social collaborative network (fully integrated in the intranet)</li></ul>

## SEARCH

ONO uses the default SharePoint search tool. All intranet content is indexed and can also be tagged (by the person who uploads the files).

The SharePoint search tool provides categorized results, such as file name, file content, corporate messages made on a SharePoint template, wall contributions, and personal employee pages (*My Site*).

"It is important to emphasize that the results provided by the search tool are only those to which the user has access," says Delgado. "The user will not see any indexed content for which he or she doesn't have reading rights."

Acciones del sitio Examinar Página Publicar COMUNICACION INTERNA

Home Areas ONO Aplicaciones Agora Ayuda

## Resultados de la búsqueda

11-20 de aproximadamente 7,800 resultados

**ONO\_Manual\_Identidad.pdf**  
que dan coherencia y uniforman nuestras comunicaciones. Es un trabajo de equipo, en el que ...  
Autores: Fecha: 03/05/2012 Tamaño: 9MB  
[http://intranetono/Ono/IdentidadCorporativa/Documents/ONO\\_Manual\\_Identidad.pdf](http://intranetono/Ono/IdentidadCorporativa/Documents/ONO_Manual_Identidad.pdf)

**Disposición 5416 del BOE núm. 81 de 2010**  
BOLETÍN OFICIAL DEL ESTADO Núm. 81 Sábado 3 de abril de 2010 Sec. III. Pág. 30787/III. OTRAS DISPOSICIONES MINISTERIO DE TRABAJO E INMIGRACIÓN 5416 Resolución de 10 de marzo de 2010, de la ...  
Autores: Ministerio De Trabajo E Inmigración Fecha: 06/02/2012 Tamaño: 1MB  
[http://intranetono/sites/agora/groups/5/Documentos compartidos/1\\_CONVENIO\\_COLECTIVO\\_GRUPO\\_ONO\\_\(BOE\\_3\\_ABRIL\\_2010\).pdf](http://intranetono/sites/agora/groups/5/Documentos compartidos/1_CONVENIO_COLECTIVO_GRUPO_ONO_(BOE_3_ABRIL_2010).pdf)

**Política de asignación de estaciones de trabajo**  
Asignación y uso de estaciones de trabajo: Portátiles y PCs ... 1. ¿Cuál es el objetivo? 3. ¿QUIÉN ES EL PROPIETARIO? 3. Directores de los usuarios finales 4 ...  
Autores: Recursos Humanos Fecha: 19/11/2010 Tamaño: 1MB  
[http://intranetono/Documents/Políticas y Procedimientos/Políticas/Política\\_de\\_Asignacion\\_de\\_Estaciones\\_de\\_Trabajo.docx](http://intranetono/Documents/Políticas y Procedimientos/Políticas/Política_de_Asignacion_de_Estaciones_de_Trabajo.docx) Visualizar en el explorador

**Política de servicios de conectividad móvil corporativa**  
Política [efce7251-feed-4c48-be19-3e1cf09233d3]:Procedimiento ... 4.5.1. Uso adecuado del servicio ... En el menú del portal hay que seleccionar:  
Comunicaciones/Telefonía móvil/Solicitud de alta. ...  
Autores: Fecha: 29/03/2012 Tamaño: 1MB  
[http://intranetono/sites/agora/groups/8/Documentos compartidos/Procesos y Procedimientos/Telefonía/PR\\_MOV\\_Política\\_de\\_servicios\\_de\\_conectividad\\_movil\\_corporativa\\_v2.doc](http://intranetono/sites/agora/groups/8/Documentos compartidos/Procesos y Procedimientos/Telefonía/PR_MOV_Política_de_servicios_de_conectividad_movil_corporativa_v2.doc)  
Visualizar en el explorador

**Foto en tu perfil**  
Solo un 32% de los empleados de ONO tienen foto en la Intranet ... les enviaremos, previa solicitud (mail a Comunicación Interna), un perrito de peluche ONO ...  
Para agregar tu foto entra en "MI ..."  
Autores: Comunicación Interna Fecha: 12/06/2012 Tamaño: 97KB

**DATOS IDENTIFICATIVOS**  
JUSTIFICACIÓN DE LA ASIGNACIÓN (indicar con X): (1) Director (2) Servicio de ... y en su normativa de desarrollo (Comunicación Interna de RR.HH con fecha 22/06/2005 ...  
Autores: Administrador Intranet, Jmr Fecha: 30/01/2012 Tamaño: 60KB  
[http://intranetono/Documents/Políticas y Procedimientos/Plantillas/Solicitud\\_de\\_portatil.doc](http://intranetono/Documents/Políticas y Procedimientos/Plantillas/Solicitud_de_portatil.doc)  
Visualizar en el explorador

**Redes y Tecnología**  
La ubicación de esta página es: ... Bzzzz... tus compañeros han estado trabajando! ... Reuniones locales Redes y Tecnología 2012 ... por COMUNICACION INTERNA ...  
Fecha: 26/08/2012 Tamaño: 119KB  
<http://intranetono/redestecnologia>

**Apertura de Incidencia por Usuario**  
Mantener la comunicación entre la organización de TI y sus usuarios acerca del estado de una ... la incidencia que se reporte sea de Comunicaciones o Correo Electrónico, que no lo permita ...  
Autores: Fecha: 13/10/2010 Tamaño: 192KB  
[http://intranetono/sites/agora/groups/8/Documentos compartidos/Procesos y Procedimientos/Operación Sistemas/OPERACION\\_IT\\_Apertura\\_Incidencias\\_Usuario.doc](http://intranetono/sites/agora/groups/8/Documentos compartidos/Procesos y Procedimientos/Operación Sistemas/OPERACION_IT_Apertura_Incidencias_Usuario.doc) Visualizar en el explorador

**Cambios Organizativos Operación de Red**  
Hacia una gestión unificada de los procesos ... u Mejorar la calidad del servicio ... como es el caso de la comunicación proactiva de incidencias al cliente), que debemos poner ...  
Autores: Fecha: 04/05/2012 Tamaño: 104KB  
<http://intranetono/redestecnologia/Comunicados/Paginas/Cambios-Organizativos-Operación-de-Red.aspx>

**Incorporación de Rebeca González Tejera, Directora de Fidelización y Retención**  
COMUNICACION INTERNA ... se incorpora a la Compañía en calidad de Directora de Fidelización y Retención de clientes, dentro de la Dirección General de Residencial y ...  
Autores: Comunicación Interna Fecha: 16/03/2012 Tamaño: 95KB  
<http://intranetono/Comunicados/Paginas/Incorporacion-de-Rebeca-Gonzalez-Tejera.aspx>

Nivel de Confidencialidad  
Cualquier Nivel de Confidenc...

Público  
Confidencial

Tipo de Documento  
Cualquier Tipo de Documento

Procedimiento  
Política

Tipo de resultado  
Cualquier Tipo de resultado

Página web  
Word  
PDF de Adobe

Sitio  
Cualquier Sitio  
mysiteintranetono  
intranetono

Autor  
Cualquier Autor  
Comunicación Interna

Fecha de modificación  
Cualquier Fecha de modificac...  
La semana pasada  
El mes pasado  
Últimos seis meses  
El año pasado  
Anterior

Preguntarme sobre  
Cualquier Preguntarme sobre  
Comunicación Interna  
Notas de prensa  
Ruedas de prensa  
mostrar más

Aptitudes  
Cualquier Aptitudes  
Comunicación  
Diseño Gráfico  
Inglés: TOEIC 905/990  
mostrar más

< 1 2 3 4 5 >

Pictured: The search tool indexes all content added to the intranet. The results are sorted by element type, including documents, comments, *My Site*, groups, images, video, pages, and calendar events. Advance search lets users sort results by confidentiality level, document type, result type, author, and modification date.

## RESULTS AND ROI

Although it's hard to compare the old site to the new site (because there are no statistics from the old site), the new site has met the objectives outlined when the project began. "The social collaborative network has been a huge success," says

Delgado. "Forty-three voluntary groups have been created since the launch with a total number of 2,314 members. That is 82 percent of the company. We never had such an optimistic expectation of how this would work."

In addition to participation there is also a constant (and growing) body of feedback confirming that everything is now internally communicated at ONO [through the intranet]. "People are (gradually) finding it very interesting to share what they think with the whole organization," she says. "This includes top management—we have comments from our President, CEO, and four members of the Executive Team. They are also participating in their areas' walls. This is quite an achievement, believe me!"

Usage statistics show a very high percentage of site usage and message reading. For example, the most popular message posted in the big space in the menu area on the homepage had 7,015 readings. "Considering that we are less than 3,000 employees, it's not bad!"



Pictured: This chart highlights some of the surprising results gleaned from a survey aimed at assessing user response after the team launched the new site. Of those who responded, 72 percent said the site was "good or excellent." However, 28 percent found it "regular or bad," which was the most surprising result. The team believes that, while the site is a vast improvement over the old one, some people struggle with change and it might take time to improve on that impression. Despite the more tepid responses, the usage numbers are quite high and show that users are indeed engaging with the site, even though some or not used to it yet.

## LESSONS LEARNED

Delgado shares some of the team's lessons learned:

- **Have a training plan in place *before* you launch:** “We should have prepared a training plan for employees that was ready to start immediately after the launch. Although the site is very user friendly, just like anything that is new, it caused confusion and a sense of loss of information that could have been easily minimized with training.” The team addressed this oversight after the site launched. “We are doing it now in small groups of 10 to 12 people, and it’s being very welcomed,” she says. “People are discovering the intranet in these sessions, and then they start using it much more.”
- **Keep it fresh:** “Make sure that your intranet looks a bit different every day. In 2012, when we visit a news page on the Internet, we expect to find different content every time—otherwise, we lose interest. An intranet is mainly an internal communication tool so its first goal is to keep the user interested. Why? Because employees have to be an active part of the company’s development, not only by being informed, but also by being a part of that development with their opinions and ideas.”
- **Keep people involved:** “Make sure that the users can participate and make the intranet grow, to make it better, to make it theirs.”
- **Plan for the complexity of designing on top of SharePoint:** “When we first showed the homepage design to our CEO, she thought that it had ‘too many boxes,’ too many places to look at, and she asked us to redistribute the content. This may sound easy but it was not simple at all. To ‘draw’ what we wanted over SharePoint is a nightmare and it took many working hours to re-adapt the design. This created a delay in the project, and yet we could not change the promised delivery date. There were days in which we thought we were not going to be able to make it. But we did.”

## Saudi Commission for Tourism & Antiquities (SCTA)

**Using the intranet:** Saudi Commission for Tourism & Antiquities (SCTA) is a governmental agency in Saudi Arabia that specializes in and is responsible for supporting and controlling the country's tourism places and activities. In addition, SCTA is responsible for antiquities that represent Saudi Arabia's history.

**Headquarters:** Riyadh, Saudi Arabia

**Number of employees the intranet supports:** 4,000

**Locations where people use the intranet:** SCTA operates 13 branches across official Saudi Arabia provinces.

### **Design team:**

Design team members are drawn from the following departments: Design and Identity, IT, Human Resources, and Media.

### **Members:**

**Project Team:** Eng. Anas Alsolai, Project Manager; Dr. Habbas Alharbi, Director of Media Production Department; Hamad Alkhaled, HR Operations Manager; Hossam Almujaal, Design Unit Head; Ali Alabdulwahed, Intranet Content Manager; Nuha Al-Saeed, Application Specialist; Waqas Chaudhry, Solution Architect; Aamir Shahzad, Business Architect; Mead Albraheem, Application Specialist; and Mohammed Almazrooa, Application Specialist

**Project Board:** Abdullah S. Aljehani, Vice President of Tourism; Dr. Abdulaziz M. Al-Sheikh, Vice President of Support; Majed Alshedi, Media and Public Relations Director; and Massar Almassar, IT Department Manager

## SUMMARY

With diverse, thorough content and unusual and fanciful features, the intranet for the Saudi Commission for Tourism and Antiquities (SCTA) far exceeds its goal to involve, include, and attract all employees.

The homepage gives an overview of the intranet's content and varied information, including news, tools, weather around the country, and event photographs to help draw users in. Specifically, the center column offers various types of news, including the *President's Word* section at the top, which includes a summary of and link to the SCTA president's letter to the organization. Below this are the top news items, followed by *Articles* posted by employees. This combination of news from the president, internal news, and news and announcements written by employees themselves makes the homepage inclusive of and appealing to all.

Users can access *eServices*—the various tools they need—via the set of icons that appear toward the bottom of the center column.

More amusingly, in the upper left, the photo library section shows one of the latest photos that an employee posted. These pictures are related to antiquities and tourist attractions. Employees can click through and see more photos. The *Media Library*, in the lower right, links to videos. Also in the lower right, the *Comics* section links to comics written by employees. All of these sections add up to some entertaining intranet moments. Another rewarding topic relates to spirituality: The *Prayer Time* area in the middle of the left rail shows the times for praying each day.

Given that the intranet is written in Arabic and most text is read from right to left, it makes sense that the main navigation menu appears on the right side of the page. The logo appears in the upper right, rather than left. Also, section headings, tab labels, and text blocks are flush right (when not centered).





**Main Menu :** Contain lists and map all intranet section in one place such as Employees Directory , Record Center , Management Decisions , Forums and discussion boards , eServices , and Other related section.

**President's word:** Contain words that been said by SCTA President and being updated monthly.

**Photo Library** allow users to post and see all photos related to tourism sites and antiquities.

**General News Related to Tourism and Antiquities:** where users / employees can read latest news regarding activities and event for related subject.

**Weather Forecast :** weather information.

**Articles:** employee can post articles and share it within the intranet.

**SCTA Employees News and Activities:** news and activities related to employees them self.

**Event Calendar :** show today date with events in selected date.

**Publications :** where employees can find SCTA publication like books and magazines.

**Comics :** Fun section where employees can pots their own comics and share it with others.

**eServices :** links to services that available within the intranet.

**Voting :** employees can share their opinion and feedback related to certain questions.

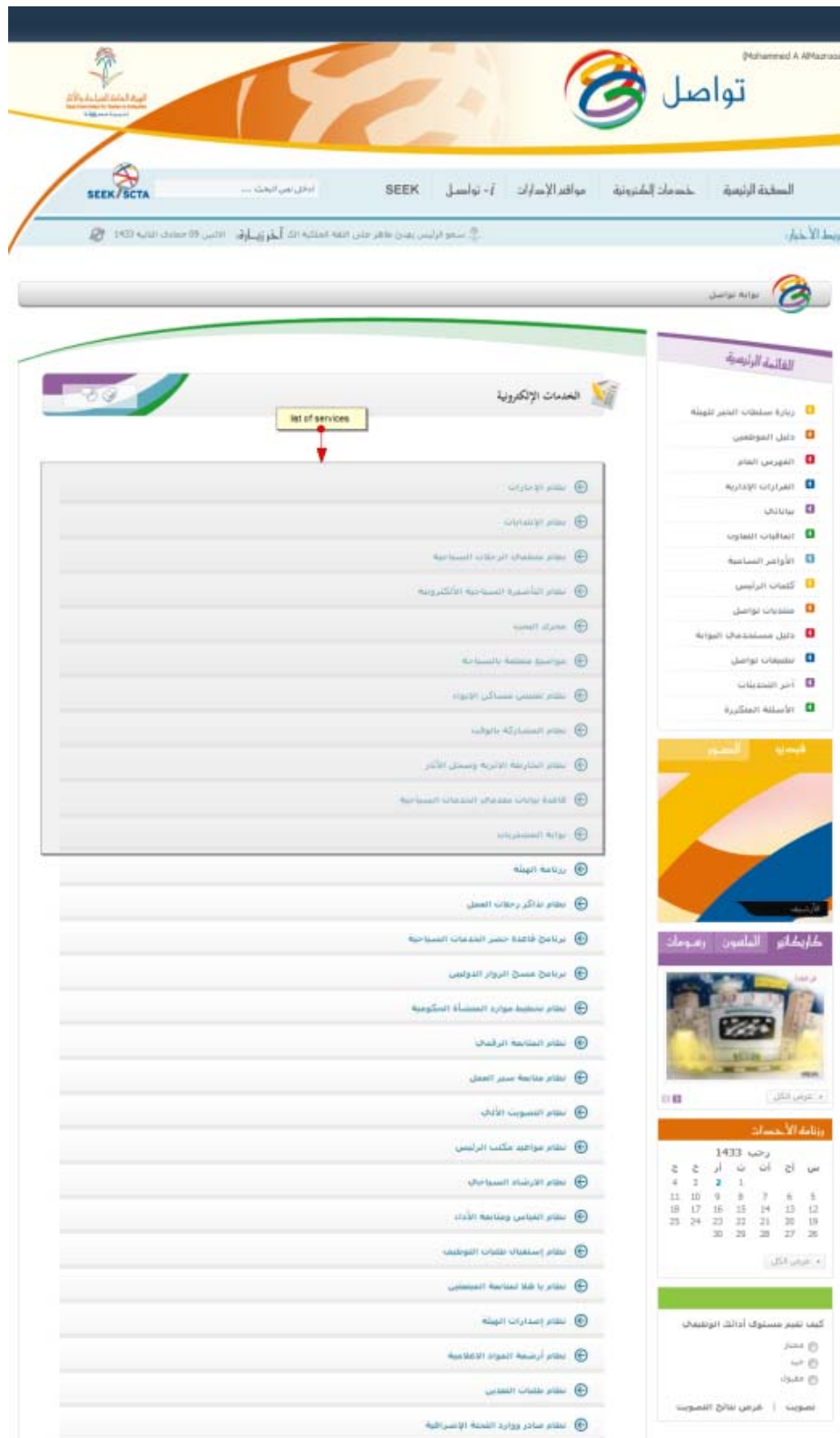
**SCTA Announcements :** latest announcements regarding new procedures or events that related to employees operation

Pictured: The homepage offers a variety of news and application links, as well as more personal items such as prayer schedules, comics, photos, and other media. (Note: the English explanations on the right and bubble notes within the image do not actually appear on the intranet.)

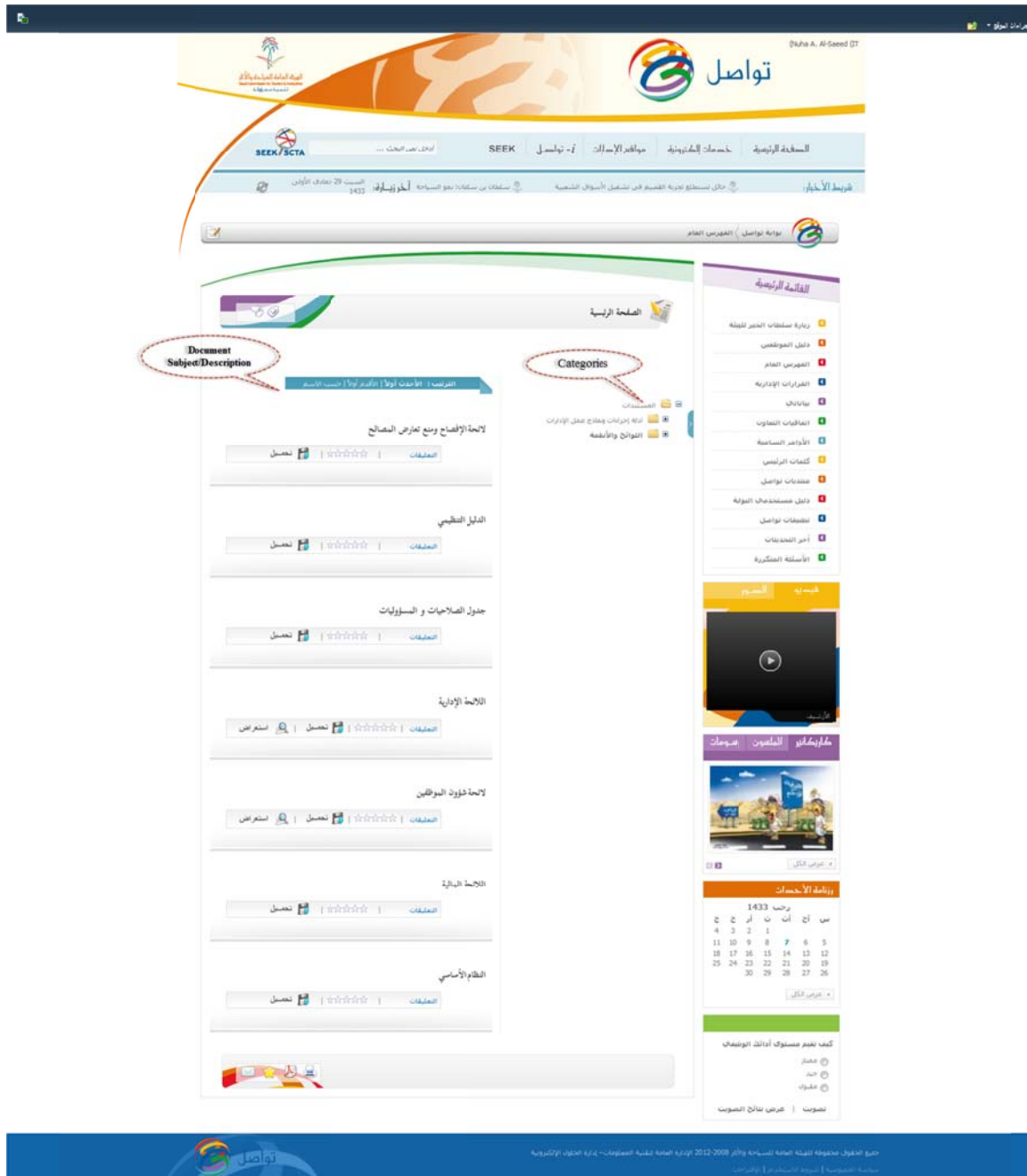
The intranet's *eServices* area offers a very extensive set of tools and applications that help employees do their work. People with various jobs and in different departments alike can find the tools they need here. And, as new tools are created, they are also added to this list. This consolidation of items facilitates sharing applications and tools between teams, and makes it easy for employees to find the



items in the IA. No need to search or find which menu a tool might be classified under; they're all here. Similarly, all documents and procedures are categorized and archived in the Records Center.



Pictured: The eServices section houses the tools and applications people need to do their jobs.



Pictured: The *Records Center* categorizes all document and procedures.

To learn about what is happening with colleagues from around the organization, employees can click through from the homepage to the *social news* section, where they can post their own news items and related images, and view, comment on, and rate other items. Content might relate to work, such as success stories and

employee promotions; or it might be personal, such as marriages or education achievements. Mixing the business and personal helps the employees relate to each other and support each other on different levels, generally bringing them closer.



Pictured: The social news area lets employees post business and personal news, and comment on and rate all posts.

To post new material, users click a link on the homepage. This opens a form that lets users title their item, write a description, and attach a file. Once the intranet content administrators approve it, the content will be posted.

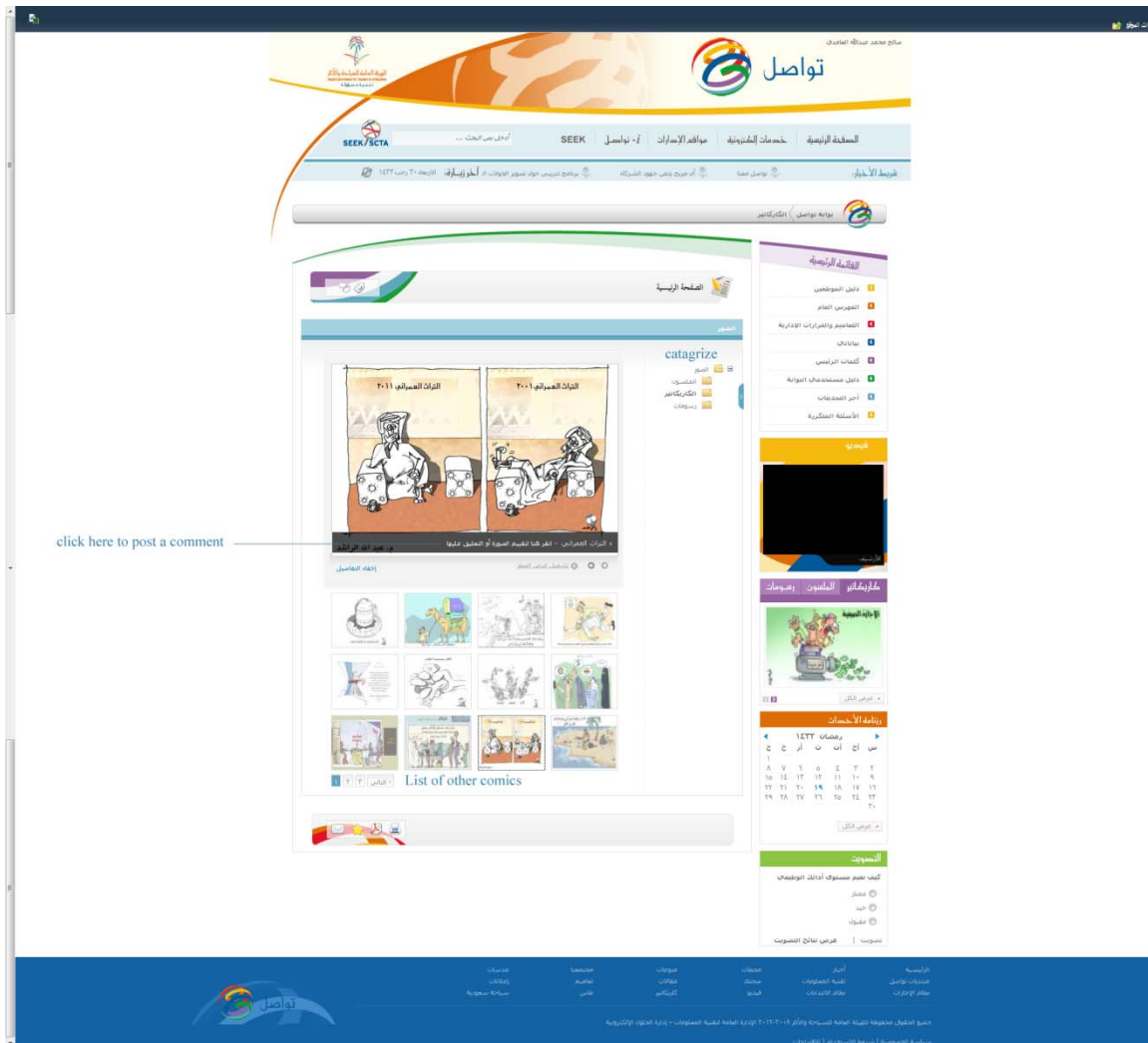
The screenshot displays the SCTA intranet homepage. At the top, there is a header with the SCTA logo and navigation links. Below the header, a sidebar on the right contains a list of links for various sections like 'Home', 'About Us', 'Contact Us', etc. The main content area features a large 'Add New Post/Article Form' with fields for 'subject', 'attach file', and 'details'. Below the form, there is a calendar for the month of March 2012. At the bottom, there is a footer with contact information and a copyright notice.

Pictured: Users can fill in a simple form to post content on the intranet.

Comics have become very popular in recent years, and SCTA employees are trying their hand at not just reading them, but creating them. The organization considers this sharing part of team building and fun, and encourages sharing and commenting



on comics. Users can submit a comic to the intranet content administrators, who ensure that the content is appropriate for the organization. Users enjoy this comics feature and visit this intranet area when they crave an amusing break.



Pictured: Employees can post comics and funny stories, and comment on these on the intranet.

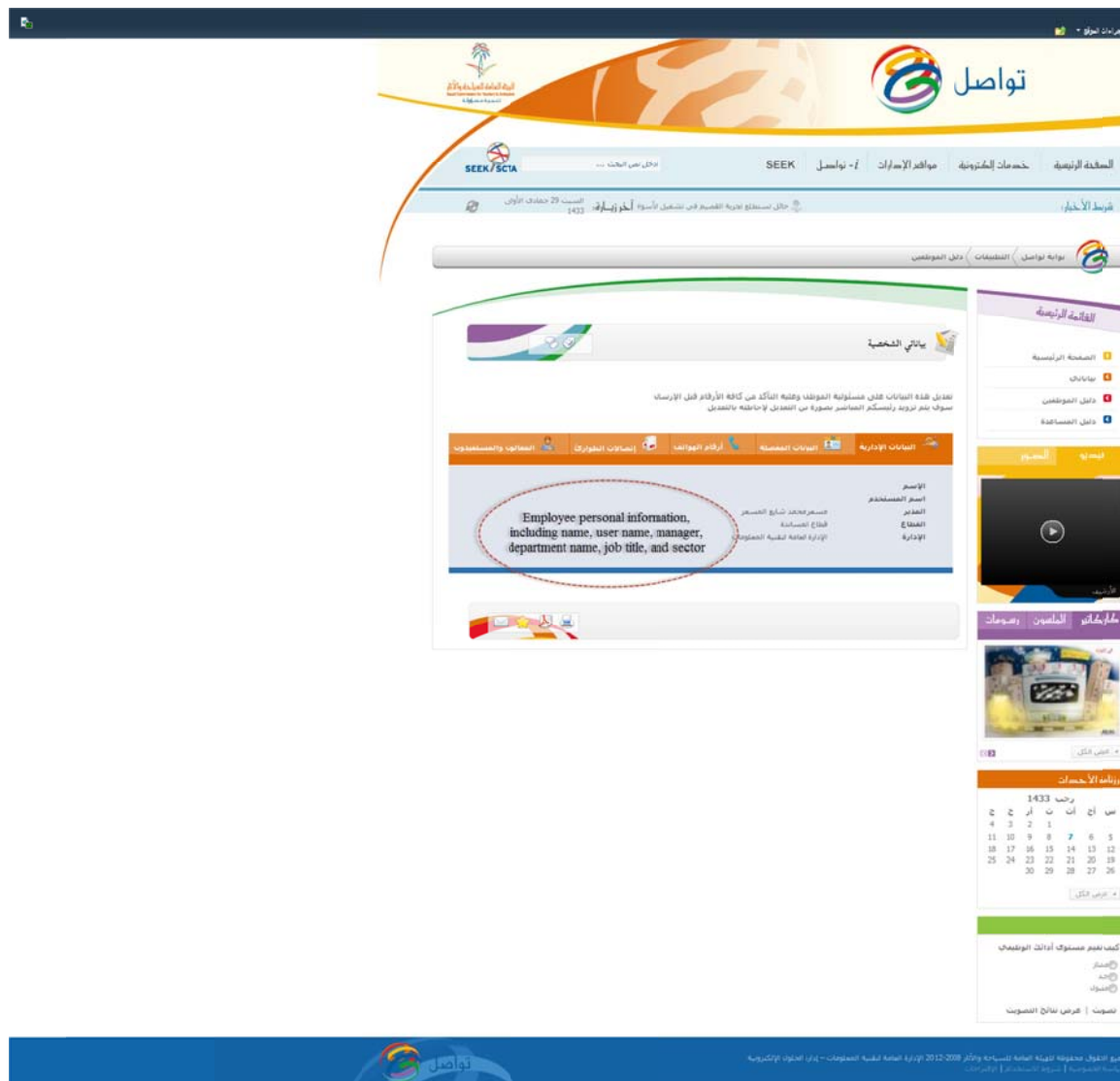
The *Media Library* houses sets of media that employees post (after the media is approved by the content administrators). Employees can use the folder on the right to view different categories; they can also post comments about each item, adding and sharing knowledge and thoughts.



Pictured: Users can post items to and comment on items in the *Media Library*.

Employees use the employee directory to find and learn about their colleagues. They can also update their own profiles easily; once the HR department approves the change and updates the main HR database, the information is posted on the intranet. This helps the organization keep its systems up-to-date and ensure that the HR and intranet databases match up.

In the profiles, the standard information about the employee appears on the first tab, while other information is stored in subsequent tabs to keep clutter at bay.



Pictured: Users can edit their profiles in the *Employee Directory*.

An editable form with the user's information pre-populated makes it easy to edit personal and job information. Users can also add a photo or avatar to their personal profiles.



Pictured: Employees can edit personal and job information.

The main page for a sector within the organization displays information important to that group, such as: a welcome from the president, events, projects, document library, *eServices*, media library, important links, and various other elements available on the homepage. In this case, however, the elements are targeted toward the particular sector.

Department pages also offer similar types of content, but targeted to each particular department.



Pictured: A sector's main page targets information to employees within that sector.





The development and design requirements gathering were a group effort, agreed upon by team members from different departments across the organization including IT, Media, and Design and Identity. The project went smoothly and deadlines were met, except for the final delivery date. Because SCTA decided to launch the portal to coincide with a big conference event that the organization would be attending, the biggest challenge for all of the team members was to hit that mark. This challenge was met by focusing their efforts so that they could launch the portal in front of thousands of people attending the event.

## INTRANET TEAM



Pictured: The SCTA intranet team (from left to right): Hossam Almujaal, Anas Alsolai, Majed Alshedi, Abdullah Aljehani, Massar Almassar, Ali Abdulwahed, Mohammed Almazrooa, and Waqas Chaudhry.

## GOVERNANCE

### Ownership

The intranet is managed by different departments within the organization, but mainly by the Media department. The Information Technology department is responsible for monitoring and maintenance and for supporting all technical and design issues. The Human Resource department manages all employee operations on the site. All departments manage their own related content and sections based on their job roles and responsibilities.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
<b>All Departments and Sectors</b>	<ul style="list-style-type: none"> <li>• Update their sites</li> <li>• Manage their site's content and sections</li> </ul>
<b>All Employees</b>	<ul style="list-style-type: none"> <li>• Send articles and materials they want published to site admin</li> </ul>
<b>Media Department</b>	<ul style="list-style-type: none"> <li>• Maintain all published content on the site</li> <li>• Control and filter employee submissions for articles, news, comics, video, photos, and other intranet sections that let employees post comments and feedback</li> <li>• Provide content for SCTA general news section</li> <li>• Manage the <i>Voting</i> section</li> </ul>
<b>Information Technology Department</b>	<ul style="list-style-type: none"> <li>• Offer daily monitoring and maintenance</li> <li>• Provide technical and functional support</li> <li>• Administer all intranet site collections</li> </ul>
<b>Human Resource Department</b>	<ul style="list-style-type: none"> <li>• Review employee's information update requests</li> <li>• Manage employee directory</li> <li>• Manage all other employee operations, such as time off and business travel</li> </ul>
<b>Management Processes</b>	<ul style="list-style-type: none"> <li>• Manage electronics forms and procedures</li> <li>• Update and manage the processes and procedures library</li> </ul>
<b>Design and Identity</b>	<ul style="list-style-type: none"> <li>• Maintain intranet design and content sections</li> </ul>

## USERS

The SCTA intranet is used by all of the organization's employees, meaning everyone can access content and post articles and replies. One of the team's main goals for the intranet was to allow all employees to engage at all levels as much as possible. So, the team made most of the content open for all, with very few levels of permissions.

Some parts of intranet are used only by specific employees because those areas are tied to their job responsibilities. For example, all employees can change their job profiles and their information on the intranet, but only one or two employees can access all employee changes and approve those changes to actually update the employee profiles.



Pictured: The *Departments* main page shows an overview and sample statistics for all department sites.

## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"> <li>On the Seta's internal network, users access the intranet via <a href="http://intranet">http://intranet</a></li> </ul>
Default Status	<ul style="list-style-type: none"> <li>The intranet is the default homepage when users open a web browser on their office computers</li> </ul>
Remote Access	<ul style="list-style-type: none"> <li>Users can access the intranet remotely (outside the network) using <a href="http://www.tawasol.gov.sa">www.tawasol.gov.sa</a> and must enter their network username and password to log in</li> </ul>

## DESIGN PROCESS AND USABILITY WORK

### Design Approach

Seta's partnered with several companies and organizations so it could study their intranet designs and functional implementation. The Seta's team conducted site visits

to learn from their experiences first hand and view their work and ideas in context. The goal was to ensure that the team could achieve a high level of quality with the SCTA intranet.

Although the team wanted to achieve a beautiful design, they were more focused on how to use beauty to create an effective design.

The main design goal was to provide a proper and colorful design that would help users identify and differentiate the intranet sections, while still following established branding standards. However, that was easier said than done. The difficulty came in implementing the design without breaking the organizational brand identity. The brand identity is defined only in terms of simple guidelines regarding font size, font type, proper headers and footers, and so on.

The team searched far and wide to learn from and apply global design best practices, while still keeping the site aligned with the established brand identity and making it useful for information finding. The efforts were successful—due mostly to the team’s expertise and the valuable information team members gained through site visits to other companies and organizations.

The other factor that played heavily in the team’s success was a reliance on user testing. The team felt that testing the design with users was required to ensure the maximum usability level for the intranet. Team members describe the results they achieved as “perfect” for informing the design.

## TIMELINE

INTRANET TIMELINE	
Milestone Date	Milestone Description
September 25, 2010	<ul style="list-style-type: none"><li>Begin intranet business requirements analysis</li></ul>
October 17, 2010	<ul style="list-style-type: none"><li>Develop interface design requirements</li></ul>
November 20, 2010	<ul style="list-style-type: none"><li>Begin portal development</li></ul>
March 26, 2011	<ul style="list-style-type: none"><li>Complete interface design and portal development</li><li>Begin usability testing</li></ul>
June 20, 2011	<ul style="list-style-type: none"><li>Launch</li></ul>

## CONTENT AND CONTENT CONTRIBUTORS

Site content is developed and created by all employees within their respective specialties and interests. This open publishing approach was in fact one of SCTA’s main goals for the intranet. Every employee in the organization has the right to be engaged with the intranet and post materials and content as they wish.

Training was key to making this goal a reality. It’s one thing to open up the tools, but this type of decentralized publishing is often more effective when employees are given training and guidelines on how to use the system and how to best make use of the access they have. When the intranet launched, SCTA conducted training sessions to make sure all employees knew how to both use the intranet and post feedback

and articles. In addition to functional training, SCTA also trained employees in ethics, behavior, and copyright-related subjects to help them avoid illegal action. The training covered things such as how to properly attribute articles posted from outside sources. This might sound like common sense, but when the site first launched, the team saw many articles posted without source information.

The team also conducted specialized training for employees with administrative access. For example, it trained some specialized HR employees in how to manage the employee directory and approve changes made by other employees. At SCTA, content publication basically occurs in three steps: employees submit content through the CMS forms; an admin reviews all content that needs approval; and, once content is approved, it is made public on the site. When content is rejected (for any reason), it is sent back to the author along with the reasons for the rejection and suggestions on how to improve it for future publication.

In addition to the various trainings, the organization provides a user manual, which details how to use all necessary functions. This manual is available through the intranet.

## TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
<b>Web Server Hardware and O/S</b>	<ul style="list-style-type: none"> <li>• IIS 7.0 and Windows Server 2008 R2</li> <li>• HP Blades</li> <li>• SQL Server 2008 R2</li> </ul>
<b>Bug Tracking/Quality Assurance</b>	<ul style="list-style-type: none"> <li>• SharePoint Trace Logs and the Unified Logging Service (ULS)</li> </ul>
<b>Design Tools</b>	<ul style="list-style-type: none"> <li>• Adobe Photoshop</li> <li>• SharePoint Designer</li> <li>• Microsoft Expression</li> </ul>
<b>Site Building Tools</b>	<ul style="list-style-type: none"> <li>• SharePoint Platform</li> <li>• Microsoft Visual Studio 2010, C#</li> </ul>
<b>Content Management Tools</b>	<ul style="list-style-type: none"> <li>• SharePoint's default content management system</li> </ul>
<b>Search</b>	<ul style="list-style-type: none"> <li>• Microsoft FAST Search 2010</li> </ul>

## SEARCH

To ensure the best possible search results on the intranet, SCTA used a high-performance search engine called SEEK. Using this engine, the team hopes users will

easily find any information they want, across the whole intranet, including all sections and content.

Suggested results are available based on search text and will return results across a variety of formats, including .pdf files, photos, page URLs, and text results. In addition, the search engine will temporarily store files so that search can help users find what they want based on previous search results.

The team reports that intranet users are very proud and happy to see features that will make finding information easy and fast across all content, even if they're searching for old articles.



Pictured: The SEEK search engine in action. Users can search and find information or articles across the intranet.



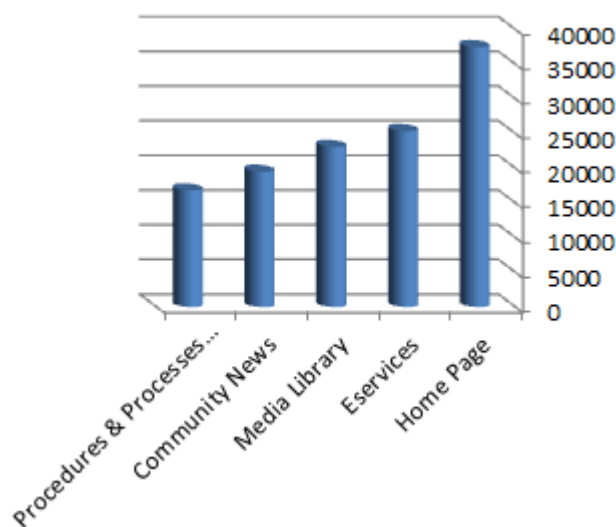
## RESULTS AND ROI

SCTA was able to achieve all of its major intranet goals, including automating all processes and procedures that were previously done manually. Another major success was creating an intranet that helped employees feel like members of one big family, with the ability to share their news and information and read other people's comments.

The organization hit the mark on all of these initiatives. Numbers and statistics show that the intranet has achieved a high number of comments, articles, and content that employees are sharing. Through the intranet, executives and upper management are fully engaged in supporting their employees. They now have the opportunity to engage further by reviewing their employees' news and achievements. The team hopes that this will help them develop specific ideas based on this information and knowledge sharing.

As of August 1, 2012, the organization has logged the following statistics on intranet usage thus far:

SITE USAGE	
Overall Stats	
Total number of visits	287,349 visits
Total number of daily unique visitors	500 users
Total number of search queries	4,400 queries
Daily Averages	
Average number of daily unique visitors	60 users
Average number of page views per day	9,700 visits



Pictured: A list of top pages/sections, based number of visits.

## LESSONS LEARNED

A few lessons shared from the project:

- **Communication is key.** "Good communication stops mistakes from becoming failures. Mistakes happen, but recovery is always possible."
- **Put the customer first.** "Know your customer and know the objectives of the project at hand. If any significant changes need to be made, do so, but with customer involvement."
- **There is no "I" in team.** "The success of a project is largely dependent on the skills and strengths of the people involved. Therefore, a project needs to have a dedicated, talented set of individuals, working towards a common goal."
- **Lead, don't follow.** "Be proactive in your approach. Reactivity is just not good enough."

## Swiss Mobiliar Insurance & Pensions

**Using the intranet:** Swiss Mobiliar, founded in Berne in 1826, is the oldest private insurer in Switzerland. The Group's product range extends from property, liability, and vehicle, to life insurance. An all-line insurer, Swiss Mobiliar is the market leader in Switzerland for household contents, business, and pure risk health and life insurance, as well as for the reinsurance of pension funds. Around 1.5 million people currently count on Swiss Mobiliar for their insurance needs.

**Headquarters:** Berne, Nyon, and Zurich, Switzerland

**Number of employees the intranet supports:** 4,400

**Company locations:** Operates in Switzerland and Fürstentum Liechtenstein

**Premium volume:** Swiss Francs 3.2 billion (2011)

### **Design team:**

The in-house core team did most of the work on the intranet, with support from soultank AG (usability and UX) and Nose Design AG (interface design). The technical implementation was handled mainly by Infocentric Research AG in close cooperation with internal IT.

### **In-house core team (Marketing/E-Services):**

Klaus Volken, Project Sponsor and Marketing Director; Martin Doriot, Head of E-Services; Björn Böller, Project Manager, "Re-Launch RedNet," and Intranet Manager; Franziska Buchenhorner, Content Master Intranet; Pia Gueblaoui, Content Publisher; Carole Scheurer, Content Publisher; Fabian Buser, Content Publisher; and Karin Simmen, Interaction Designer

**In-house corporate communications:** Evelyn Koller, Head of Planning & Services; Kurt Messerli, Head of Media & Consulting; Jürg Thalmann, Editor In-house IT: Jean-Marc Leutenegger, Head of Stream "Market Management"; Gregor Koller, Technical Project Manager; Adalbert Schwalb, IT Product Manager; Giuseppe Marino, Head of SMM Web; Pascal Graf, Developer; Simon Ma, Developer; Vladimir Vasic, Test Manager; Sandra Wüst, System Specialist; Hans Werner, System Specialist; Christian Schmid, IT Architect; Lars Welti, Telematics Specialist; and Martin Zollet, Telematics Specialist

**External—Interface Design and UX:** Marcel Uhr, soultank AG; Nele Eckstein and Lydia Passon, NOSE Design AG

**External—Technology:** Daniel Udatny, Bernfried Howe, and Burkhard Pauli, Infocentric Research; Elio Zampieri, DTI Management AG

## SUMMARY

Not every intranet team has a goal to create a "joyful" experience for users. But the team at Swiss Mobiliar recognized the importance of an enjoyable user experience and of keeping usability and user experience in the forefront when approaching its most recent major site redesign.

With a massive increase in content over an eight-year span on top of outdated underlying technology, it was time for a change. The team was looking for a complete overhaul of the web infrastructure, and the addition of personalization was essential for the project.

The site supports 4,400 employees located in Switzerland and Liechtenstein. Employees are dispersed across three different headquarters locations and 80 agencies. Employees are located in all three language regions in Switzerland, and the site supports content in the three corporate languages: German, French, and Italian.

Employees at the agencies use the intranet for their day-to-day jobs, getting product and training information, and even booking hospitality events for local customers through the site.

Headquarters employees use the site differently than agency employees, accessing applications, forms, and databases, as well as social content. The Nyon headquarters is focused on customer service, so users there use the site primarily to meet customers' needs.

With different offices using the site for different reasons, intranet team members needed to know as much as they could about their users. They started with contextual inquiries so they could understand user needs and create requirements, did early wireframe reviews to make sure they were on the right track, and conducted in-person usability testing sessions to fine-tune designs.

Beyond the usability-related processes, however, the team also kept the idea of a good user experience in mind. Team members wanted to give the users a joyful experience; they saw no reason that an intranet couldn't be as enjoyable to use as any other site. They fought to make the user experience a valued part of the project because they wanted every user to not only be able to find information and complete tasks, but also to enjoy using the site. This emphasis on the full experience is shown in the attention paid to small details, such as rounded corners, drop shadows, and icon and button design.

One of the biggest changes to the site was to add personalization and customization. The previous site was cluttered with information intended for different audiences, making it extremely difficult for users to find anything of interest. The information was the same for all users and tended to be headquarters-centric, alienating those employees working at agencies; if users even bothered to read the news, half of it was irrelevant to them.

The new homepage nicely reflects the move to personalization and customization. The team wanted to give users some control over their intranet experience, but without overwhelming them with options. As such, some content, such as mandatory corporate-level information, is pushed to users based on their identity; some is pushed based on role, via default department-level information; and some information, such as *Favorites*, is specific to the individual.

All personalized elements throughout the site follow the same pattern of mandatory, default, or open. Mandatory content cannot be changed. Default content automatically appears for users, but can be edited. And open content is available for employees to add.

During development, content managers worked with management to select which news, applications, and widgets were mandatory and which were default (meaning they could be removed or edited). This resulted in 36 different profiles being administered via the CMS. These profiles are regularly reviewed to make sure they continue to meet users' needs. The HR department also informs the intranet team of any organizational changes, so they can change the profiles as appropriate.

The homepage includes company news, news channels, and subscribed news. Company news, which is mandatory and appears for all employees, is presented in a carousel. The carousel uses text headlines, which lets users see all content at once. Many carousels force users to wait for an animation or click to see the next item. Listing headlines next to the carousel imagery gives users better control, as they can navigate directly to the content they want to view, as well as quickly see all the items on the carousel.

The *News Channel Section* is department-specific. Department content managers can select which news channels are shown to employees by default, and these headlines appear under *Mobiliar News*. Users can customize news subscriptions and the widgets that appear on the right side of the page.

The homepage uses a three-column design, with one wider column and two narrower columns. The team knew that all employees at the company used widescreen

monitors, so they could design for a wider display and accommodate more content without sacrificing legibility. All employee monitors are at least 1280p resolution.

Red is a corporate color and is used throughout the site. It generally has a strong enough color contrast with the background to be legible. The use of the bright color doesn't feel as overwhelming as it might otherwise, because the site doesn't feature a wide array of colors. Most of the content is presented in black, gray, white, or red.

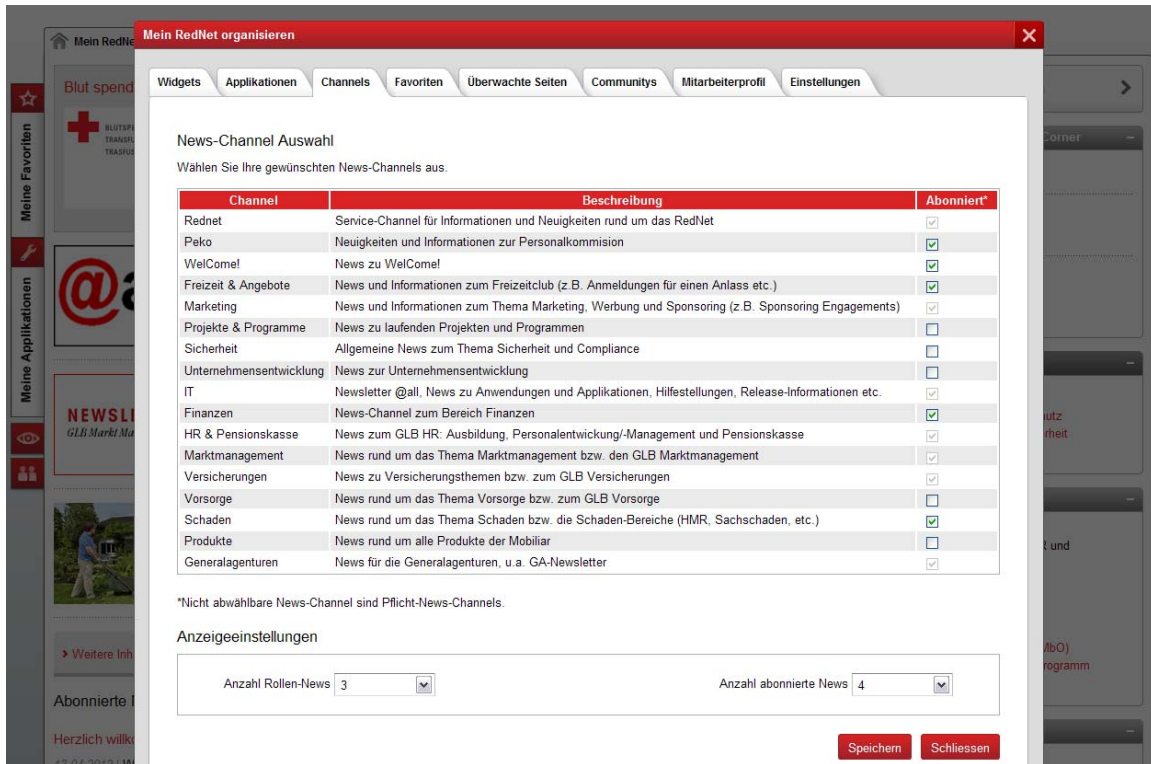


Pictured: The homepage is designed for widescreen monitors, which all employees have. Content is personalized for and customizable by users.

Users can add or edit news subscriptions via the *Mein RedNet organisieren* (*Organize My RedNet*) links, which lead to the *Channels* screen. Some content is mandatory and cannot be removed; this is indicated by a grayed-out box.

This flexibility allows employees to find the news that is most interesting to them. Although content managers select channels for each profile type, users can edit and refine those selections.

The same *Organize My RedNet* window is used for all customization options on the site.



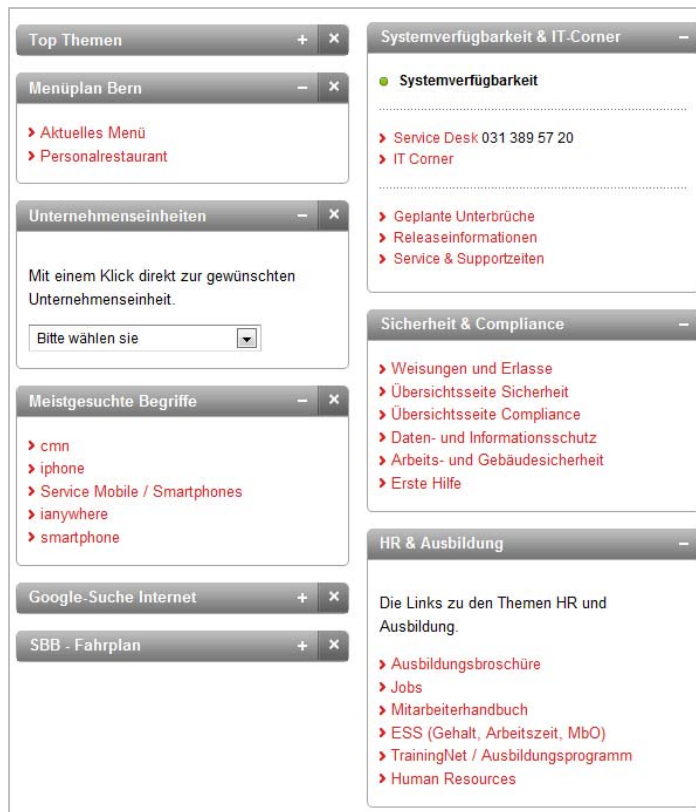
Pictured: Users can select news subscriptions via the *Organize My RedNet* link. Grayed-out options indicate that the content is mandatory for the user.

A set of personalized widgets appear on the right side of the page. These widgets contain useful bits of content or information, such as train schedules, saved searches, or lists of links. As with news items, some widgets are mandatory—such as IT system status updates—while others appear by default but can be removed by the user. Users can organize widgets via the same method used to customize news subscriptions.

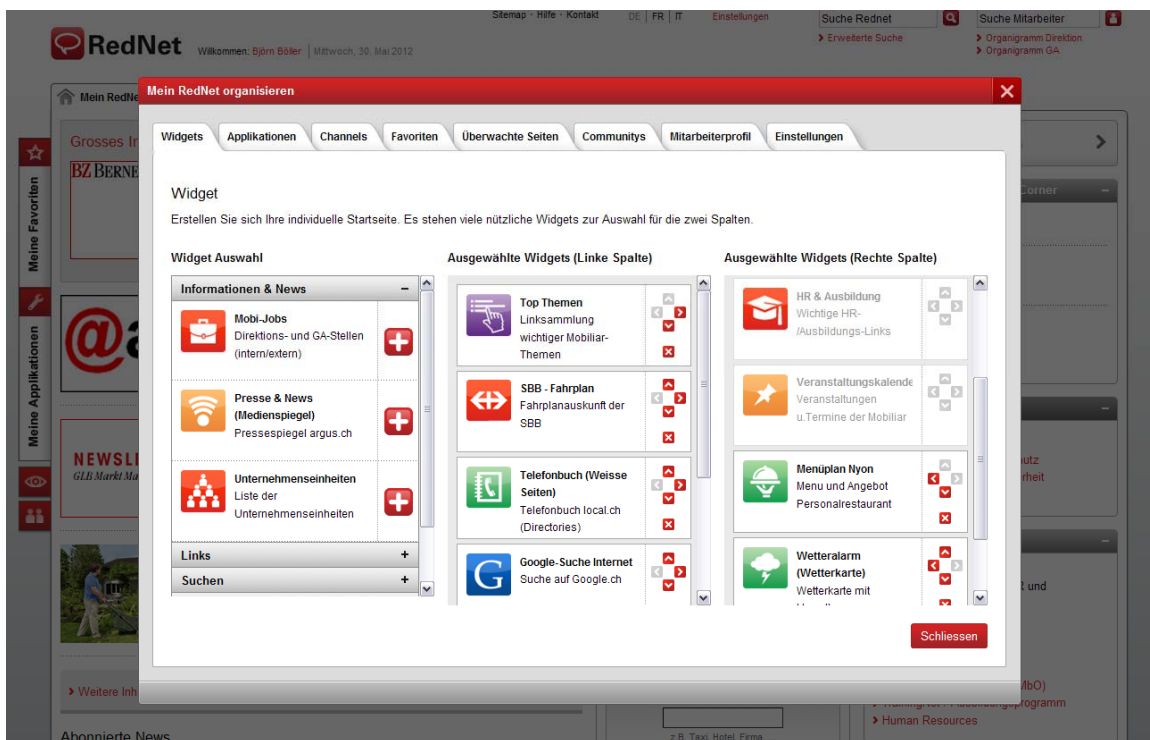
On-screen widgets can be minimized or maximized by the user. At the user's next launch of the site, those preferences are retained.

One of the main reasons the team included widgets was because the previous site offered a lot of information, much of which was interesting or appropriate for only a small subset of users. Widgets offer an elegant solution for what to do with this content. Groups or teams needing or wanting the content can now access it, but it no longer clutters other employees' pages or interferes with their use of the site.





Pictured: Customizable widgets provide quick access to information on the homepage.



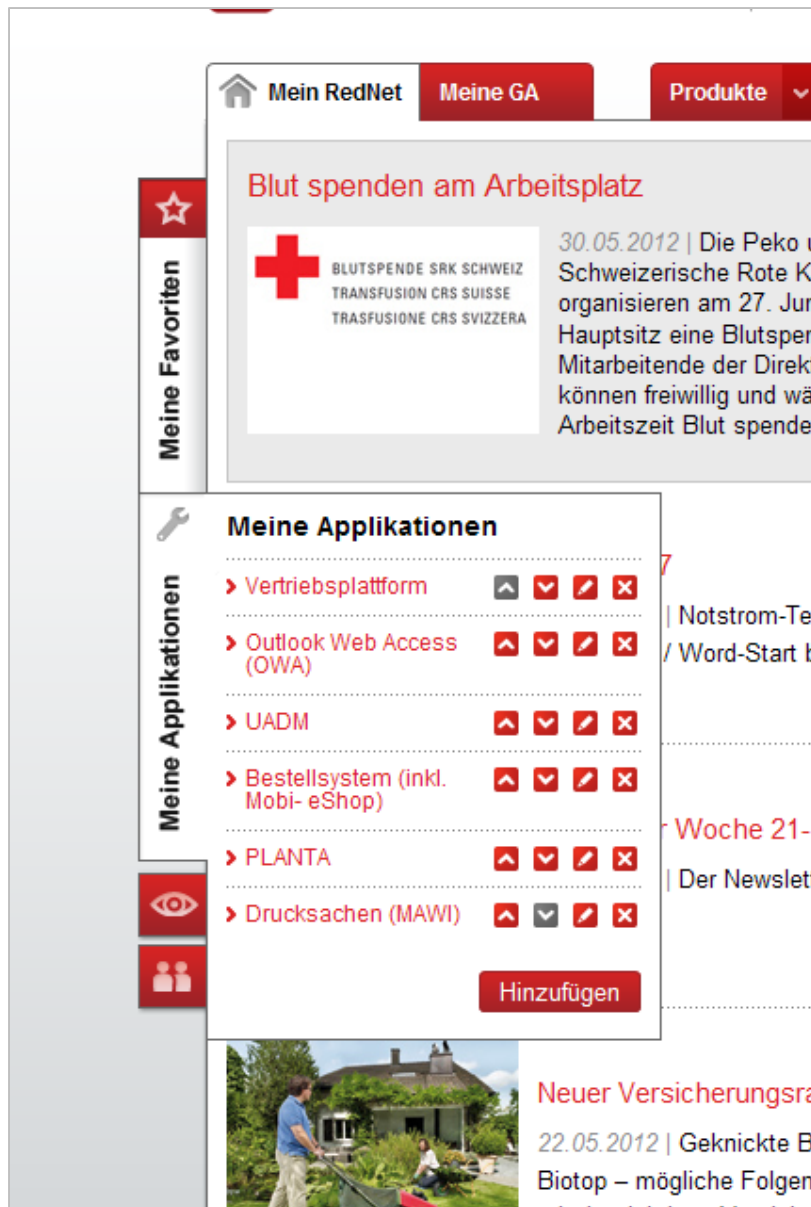
Pictured: Users can select widgets and edit their placement on the page. Arrows let users move an item to another column or move it higher or lower in a list.

The site uses flyouts on the left side of each page. This gives users consistent and quick access to several content areas, including *My Applications*, *My Favorites*, *My Watched Pages*, and *My Communities*.

Users can promote or demote items in the list with up and down arrows, edit the link via an edit icon, or remove a link using the *X*.

In the *Applications* area, employees can add applications to their list, which appear alongside any mandatory application links. Departments can also set applications as default, rather than mandatory, so that they appear automatically but can be removed. Applications can be accessed via this shortcut or via the main site navigation. The site's *Tools* section contains approximately 60 applications.

Favorites can be added via a link in the footer of each page. Users can add a page to their list of watched pages in the same way. "Watching" a page means that the user will receive a notification if any content on the page changes. Community links give users quick access to relevant community pages on the site.



Pictured: Flyout menus on the left side of each page give users quick access to content. The *My Applications* menu is shown above, with a user's customizable list of applications.

One of the site's small details is its use of notifications, which appear like speech bubbles when there is a system or user-generated change to a user's content. For instance, if users add an item as a favorite, a bubble appears above the flyout on the left side saying an article has been added. If users are invited to join a community, a speech bubble appears next to their community menu telling them that their membership has changed. If new widgets are available, a bubble informs them of the change.

Implementing this feature was complex, but the team felt strongly that it was needed to give users feedback about changes. This reassures users that their actions have been taken, as well as alerting them to any changes to their customized

content. Further, notifications of system updates educate new users about the existence and use of the flyout menus and their content.

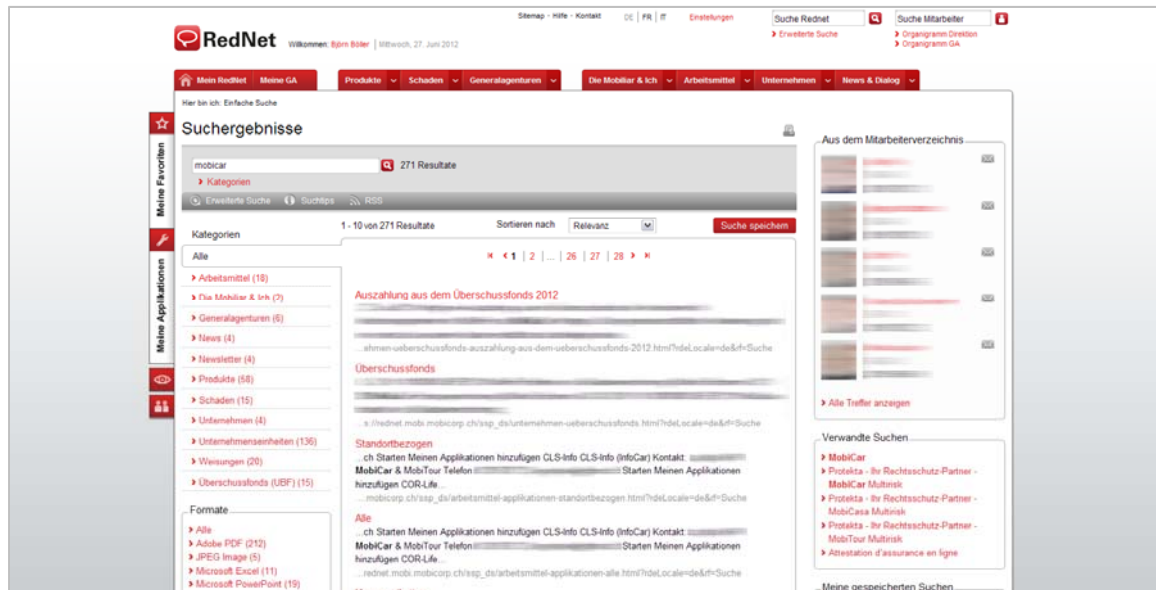


Pictured: The two screens above show how the site notifies users of system changes or responses to user-generated changes (such as adding a favorite). These notifications appear as speech bubbles near the relevant flyout menu.

As is the case on many intranets, users were unhappy with the existing intranet search. The team changed to a faceted search to show all categories on the left side, with subcategories visible when a category is selected. A central taxonomy is based on the navigational structure. Every piece of content added to the site—whether it's a content page, PDF, or news story—must be tagged in the CMS with the appropriate terms. The tags are mandatory: without a tag, content can't be published.

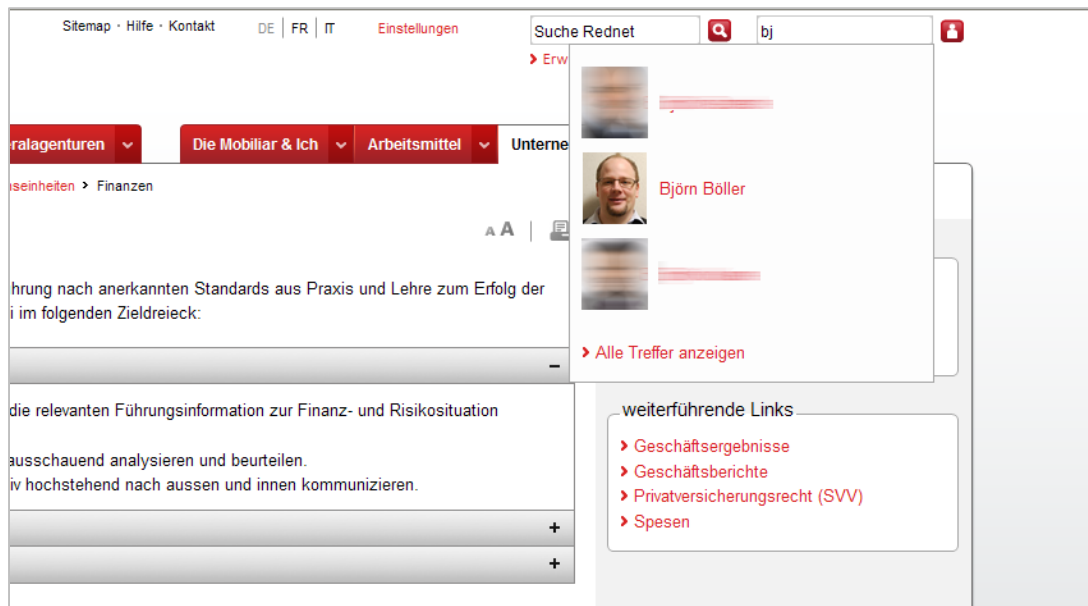
Site results appear in the center of the page. A list of employees who match the search query appear on the right side of the page, followed by related searches and

saved searches. Each search query can be saved and appears under the user's list of favorites.



Pictured: Faceted search helps users get to the result they need more quickly. Employee matches are pulled out and listed on the side of the page.

Employees can find their colleagues via the site search, as shown above, or the employee directory. In the employee search, a type-ahead feature lets users see results and accompanying pictures as they type their queries.



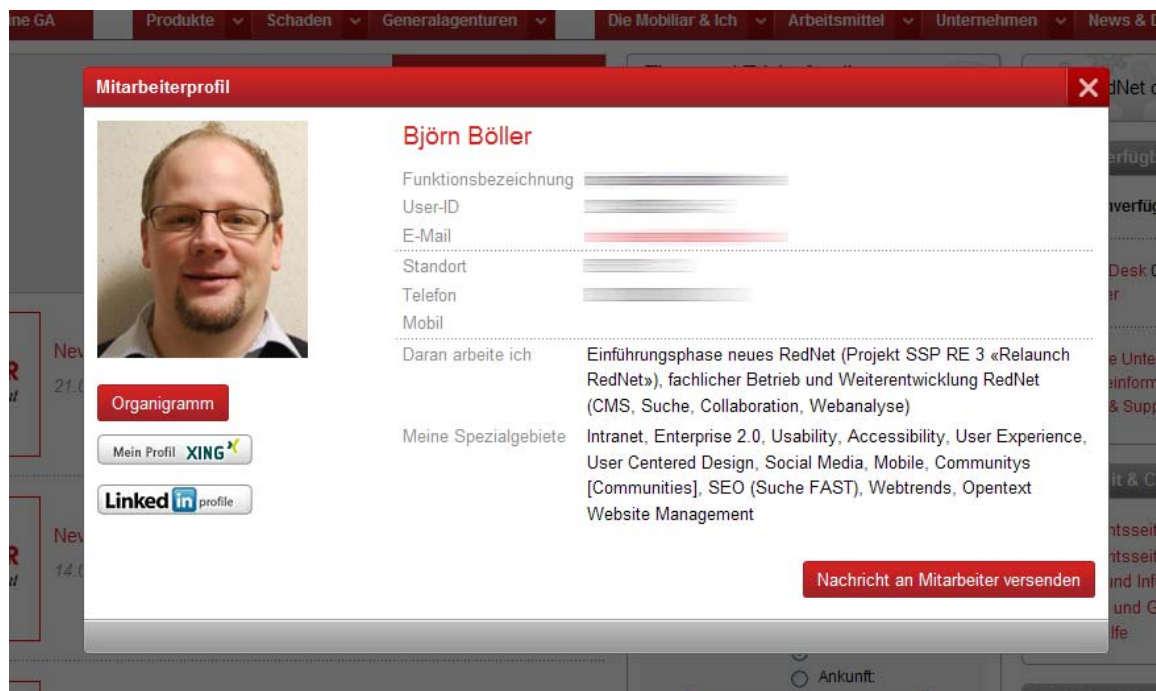
Pictured: The team receives positive feedback about the type-ahead feature in the employee search. Employees also appreciate seeing profile pictures in the results.

Data in the employee directory comes from the central *Active Directory*, but employees can also add their own details, such as projects and skills. The addition of these details allows the search to move beyond a simple employee search and instead function as an expert search. Employees can search for a keyword or skill, rather than an employee name, and receive a list of colleagues with that expertise.

This information is also indexed by the standard site search. If someone searches for a keyword, the search results page includes employee results that match with that term (as shown in the screenshot above). This is the first step in what the team calls "Find An Expert," a way to connect content with people. However, for this to work well, employees need to maintain their user profiles and add skills and interests.

To make it easier for users to add information to their profiles, the site lets them link to an external LinkedIn or Xing profile. To help people find experts, all user information, regardless of source, is searchable by the intranet search and the employee directory search.

Employee profile pages include an image and standard contact information, as well as skills and projects and an organizational chart view.



Pictured: Users can edit employee profile information, adding skills and projects; they can also link to their Xing or LinkedIn profiles.

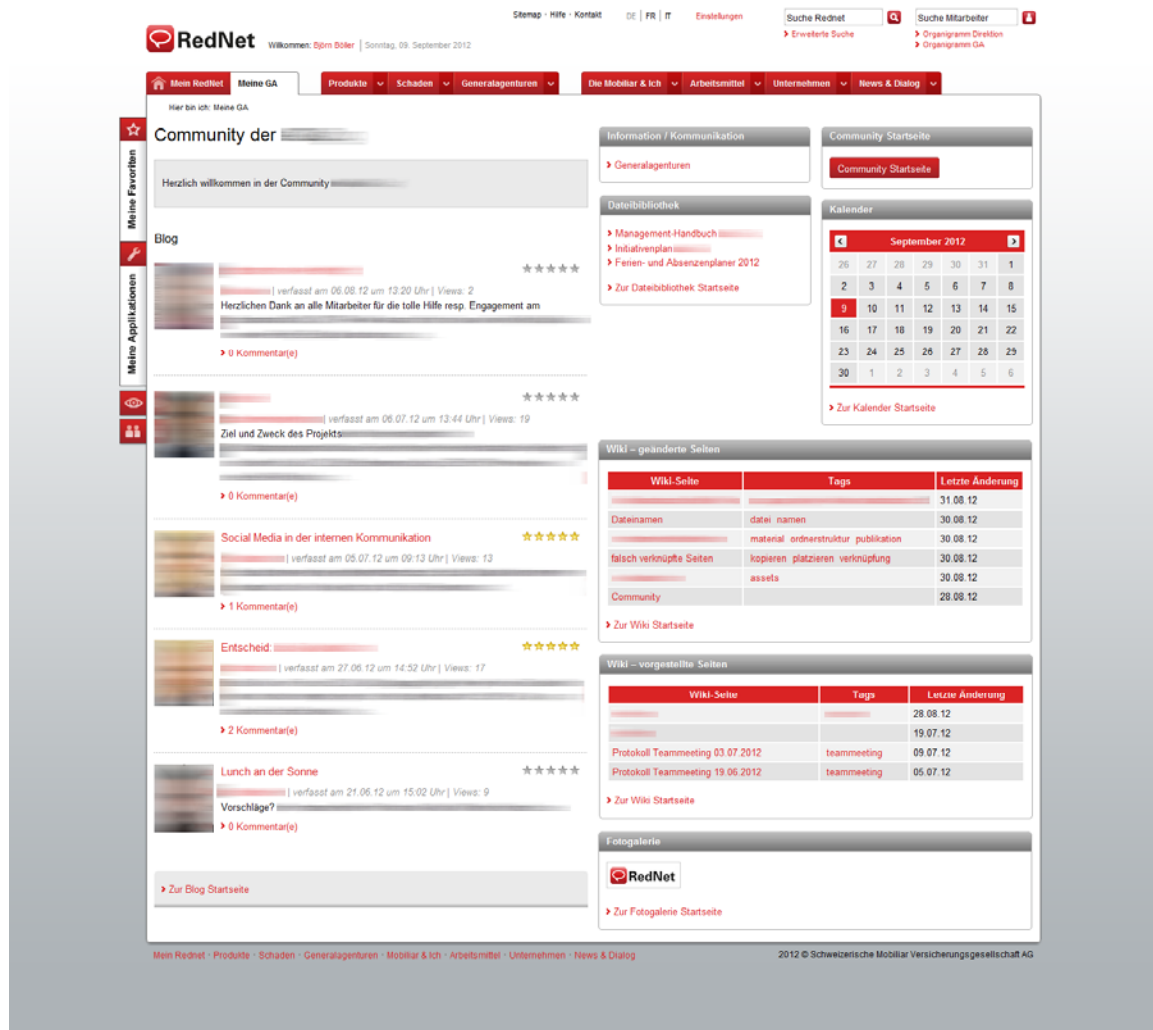
The team wanted to implement collaborative tools not because they're trendy, but because they're useful. They started with minimal features to meet the organization's needs, rather than implementing every type of community feature available.

The team knew that adding community elements to the site would be a cultural change, so they met with top management to ensure they had the support they needed. Each agency decides if it wants a collaborative, community area on the site. If so, an additional tab appears next to *My RedNet* called *Meine GA* (*My GA*), where GA stands for "General Agency." These community areas—which include blogs, wikis,



document upload, photo galleries, and lists of links—are intended to help teams collaborate internally.

All community areas follow the same basic layout. Community managers can ask the team to remove certain features, such as the calendar, if they are not needed.



Pictured: Each agency’s management decides if it wants a community or collaborative area on its site. Because collaboration is a cultural change at the organization, it is being rolled out somewhat cautiously.

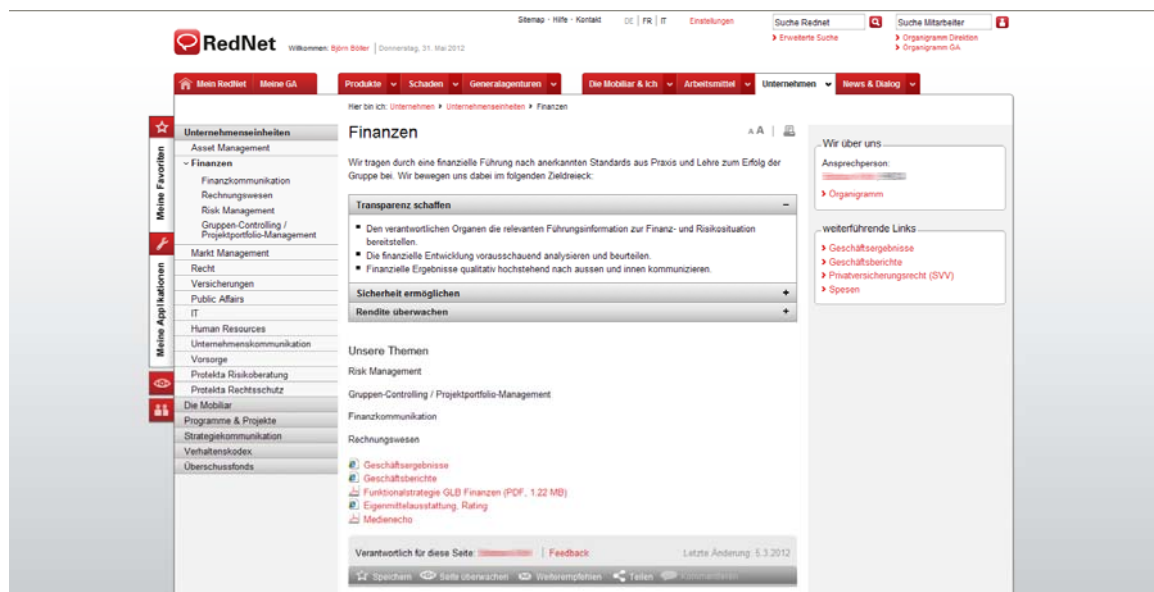
Small touches—such as notifications, expert results in searches, and menus for quick access to personal or changing content—reflect the detailed work the team did to vastly improve the site. The result of all this work is a site that streamlines information for employees.

## BACKGROUND

Over time, the use of RedNet shifted from an information platform to a working platform/appliance. “After eight years online and a massive increase in content, the ‘old’ RedNet was just not designed for future requirements,” says Klaus Volken, Project Sponsor and Marketing Director. “We always compared our old RedNet with a

used compact car. You can buy new spare parts, tune the engine, add a new car radio (maybe even with GPS receiver), but you will never get a modern SUV out of it.”

There was a high demand for personalization and individualization. The structure (IA) had grown incrementally over time, and the technology was at the end of its lifecycle. Although these were all good reasons to embark on an upgrade, the spark that ignited the project was the obsolescence of the technology. The entire web infrastructure needed to be replaced. The underlying technology—including the CMS and portal software—was at the end of its lifecycle, so there was also pressure from the technical side. “Together with the business needs, the path for ‘RedNet 2.0’ was paved,” says Volken.



Pictured: The top-level navigation consists of a maximum of eight different tabs. *Meine GA (My GA)* appears only for employees who belong to an agency that has an agency community. The mega drop-down with all second- and third-level navigation items appears on mouseover.

Further highlights of the new design include the mega drop-down menu, built to address the project’s IA needs, and the *Meine GA (My GA)* communities, which introduced a social element to the intranet.

- Mega menu:** Designing the mega menu was challenging. “At the end of the design process, we almost passed through 10 different versions of the drop-down,” says Böller. A mega drop-down is an ideal tool for sites with lots of content, but only when the different navigation levels are obvious to users. This clarity is not always easy to achieve. The most obvious challenge is fitting in everything that needs to be in the mega menu without overwhelming users. So, everything had to be accommodated. “The high demands on usability and user experience were a challenge for the technical implementation, but thanks to the effort of several specialists we were able to satisfy the high expectations and Mobiliar’s goals could be reached,” says Udatny.

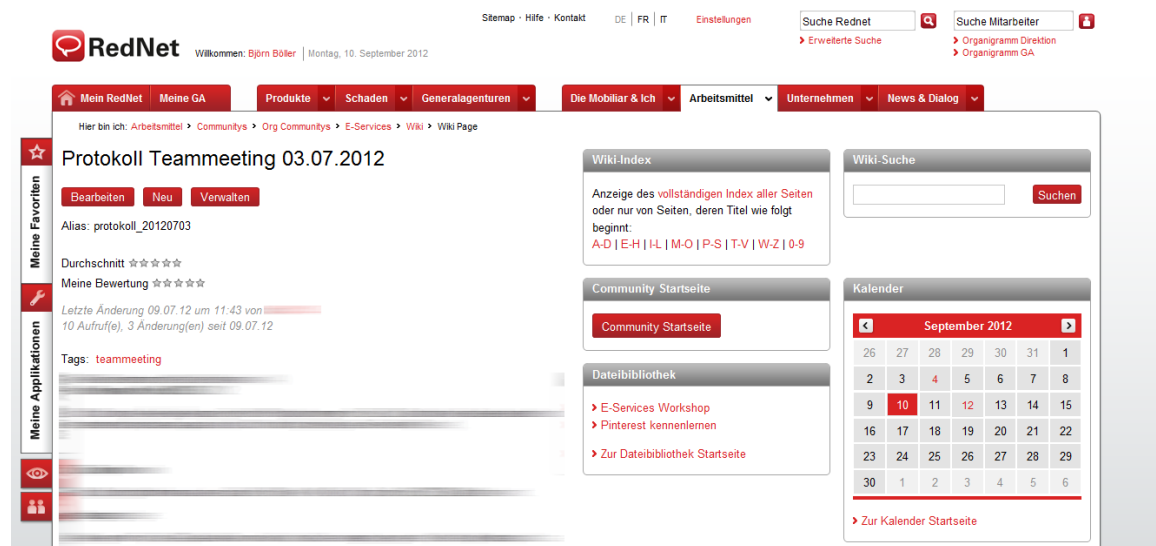


Pictured: The mega drop-down, with all level two and three navigation items, appears on mouseover. The number of columns—which ranges from one to four—can be set in the CMS.

- **My GA:** The introduction of the new site's community element, *My GA*, was agreed to only after deliberation. The company wasn't interested in just jumping on the social software bandwagon; it wanted to introduce social elements with a strong business purpose. "We did not implement tons of features, only those our employees really need," says Volken.

"The challenge with introducing social communities in a company lies not (only) in implementing a new technology, the cultural change has far more impact on the company and its employees," he says. Therefore, it is a management decision, which is why Mobiliar's intranet team discussed pros and cons with the top management.

Further, the company lets each agency decide whether it wants its own collaboration platform. If so, an additional tab appears next to *Mein RedNet* (*My RedNet*). The *Meine GA* (*My GA*) consists of a blog, wiki, document upload, photo gallery, and link lists. With these functionalities, agencies can collaborate internally but still stay within the intranet environment.



Pictured: All community functions open on the left side, while all other features are on the right. Additional features—such as a wiki index or search—always appear on the top right side, above the other functions. This placement and the order of boxes (functions) is not yet ideal in terms of usability; the team plans to change it in the near future.

## Goals

The team laid out four main areas in which to focus its efforts for the relaunch:

- Usability and UX enhancements (including new IA):** The IA had grown—but without any clear direction or structure—and the look of the site was dated. “The appearance was rather old-fashioned and dusty,” says Björn Böller, RedNet Re-launch Project Manager. “Frankly speaking, the look was more of a website from the late ‘90s.”
 

“When I introduced UX to Mobiliar, some people argued that I should bear in mind that we are in a work environment and there is no space for ‘fancy’ stuff,” he says. “Being tenacious helped me to deliver the message over and over again: UX is not about fanciness, it supports the user in their everyday tasks. The intranet should also be joyful; it encourages employees to work with it.”
- Restructuring search:** The existing search just wasn’t effective. “Our users always complained that they cannot find what they are looking for,” says Böller. “When we interviewed our staff, the same thing always came up: ‘Why not buy another search engine? Obviously, the current one does not do its job.’ This would have been too easy. It was not (only) about technology, content quality—no metadata, etc.—was the real problem. Therefore, our goal was to enhance content quality *and* technology.”

- **Introduction of communities (to foster employee collaboration):** "When we started the project, we only knew that we wanted to introduce Web 2.0 to our employees," says Böller. "But we did not have a detailed plan. Before the actual project started, we did surveys and conducted interviews. Therefore, we knew that there was a demand for such functions. But we did not know it exactly, so it was an evolution during the project."
- **Personalization:** "The old RedNet was a one-size-fits all approach and headquarters-oriented," says Franziska Buchenhorner, Content Master Intranet. "People from our agencies saw exactly the same news as employees in our headquarters. About 50 percent of the published news did not reach the right recipient. It wasn't that they were not allowed to read that news, but it was an unnecessary information flood. So, our main focus in the project was on personalization (and 'individualization')."

## Challenges

The team faced two main challenges:

- **Content migration:** Content migration is never easy, but technical difficulties can wreck havoc on a smooth migration. "We shifted all content manually from our former CMS into our new one, Opentext Website Management (OTWM)," says Buchenhorner. "We began with content migration while the CMS was not fully developed—some 'content classes' (templates or fragments in OTWM) were not ready by the time we shifted content. So, we had to touch some of the content pages several times, which was very time consuming and sometimes also nerve racking."
- The result was a two-month delay in achieving the full migration; content migration was completed just in the nick of time for re-launch.
- **Personalization:** Understanding the full impact of a personalization approach is critical before forging ahead with the plan; the Swiss Mobiliar team found this out the hard way. "Initially, we started with a far more granular level of personalization," says Böller. "Soon, we realized that it would not be manageable by our team and our users would not understand it. We lost some valuable time by going back one step to make it simpler."

## INTRANET TEAM



Pictured: The RedNet intranet team (top photo, left to right): Fabian Buser, Björn Böller, Franziska Buchenhorner, Martin Doriot, and Klaus Volken; (bottom photo, left to right) Carole Scheurer, Pia Gueblaoui, and Karin Simmen.

## GOVERNANCE

### Ownership

E-Services (a department within marketing) owns the intranet. E-Services consists of 11 people with various skills (including deep CMS knowledge, web publishing, UX and usability, interface design, and copywriting) who reside somewhere between IT and the business side. "Though," says Martin Doriot, Head of E-Services, "we are clearly on the business side. This makes us very flexible, and we act like a small web agency. In contrast to a 'pure' communications department, we can do more in-house which makes us flexible and independent."

Within the department, the RedNet team is responsible for the intranet. Böller is responsible for the overall intranet, whereas Franziska Buchenhorner, Content Master Intranet, is responsible for all content. The team also has four content publishers.

"It is also important to mention that we work together with the IT department very closely, during the project and now during the ongoing operation of RedNet," says Böller, adding that without the IT team's specific skills, such a complex



implementation would not have been possible. The web development team (within Stream Market Management) also plays a crucial role for all technical implementations outside of the CMS. "With their excellent coding skills and their business focus, they help us to quickly react to requirements from our internal customers, such as forms with workflows or web apps," he says.

<b>INTRANET TEAM RESPONSIBILITIES</b>	
<b>Role</b>	<b>Responsibilities</b>
<b>Intranet Manager (Björn Böller)</b>	<ul style="list-style-type: none"> <li>• Manages RedNet's overall operation, including all functionality, widgets, and apps</li> <li>• Serves as counterpart to the IT department</li> <li>• Collects and analyzes web statistics</li> <li>• Monitors search</li> <li>• Guides further development, including specifications and concepts</li> <li>• Manages UX and usability</li> <li>• Supports Enterprise 2.0 (communities)</li> </ul>
<b>Content Master Intranet (Franziska Buchenhorner)</b>	<ul style="list-style-type: none"> <li>• Responsible for all content and news on the RedNet</li> <li>• Coordinates news publishing with the Communications department, Channel Managers, and Content Managers</li> <li>• Publishes content and news</li> <li>• Provides training for Content Publishers</li> </ul>
<b>Content Publishers</b>	<ul style="list-style-type: none"> <li>• Publish content and news on the RedNet</li> </ul>
<b>Content Managers (Owners)</b>	<ul style="list-style-type: none"> <li>• Ensure that content in their department, business unit, or section is up-to-date</li> <li>• Order content publishers to update content</li> </ul>
<b>Channel Managers</b>	<ul style="list-style-type: none"> <li>• Own one or more news channels</li> <li>• Coordinate news publishing with Content Master</li> </ul>
<b>Communications Department</b>	<ul style="list-style-type: none"> <li>• Own all company news</li> <li>• Compose all company news</li> <li>• Decide which news appears when and where (in which news section)</li> <li>• Proofread news from other departments</li> </ul>
<b>IT Product Manager (Adalbert Schwalb)</b>	<ul style="list-style-type: none"> <li>• Manages all technical aspects (problems, incidents, and further development)</li> <li>• Serves as counterpart to the Intranet Manager</li> <li>• Supports the business-side</li> </ul>
<b>IT Development Team</b>	<ul style="list-style-type: none"> <li>• Develops web forms and apps for the RedNet</li> </ul>

(SMM Web)	<ul style="list-style-type: none"> <li>• Maintains Mobidoc (document share)</li> </ul>
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## USERS

Two major groups in the organization use the intranet:

- 80 **agencies** located throughout Switzerland in all language regions (Mobiliar has three official corporate languages: German, French, and Italian)
- Three **headquarters** (Bern is the biggest, with approximately 1,200 employees)

RedNet is the main communication channel for the entire company. Information is not shared by email, but rather is shared exclusively through RedNet. The agencies are fairly homogenous in terms of how they use the intranet. "Our 80 agencies use our intranet most intensively, since 'everything' they need for their workday is on the RedNet," says Böller. And when he says "everything," he really means *everything*.

"When we launched our new RedNet in March 2012, we had some technical difficulties. On the first day, our employees were not able to access the site for about three hours. We were positively surprised by how intensely they really use RedNet. Of course, we knew how important RedNet is, but by this incident, we suddenly realized how critical it is for our personnel to find everything in one single spot."

Employees can find all relevant information about key topics, such as products, sponsorship, and trainings. They can even book hospitality events for their local customers, such as local ice hockey teams or soccer teams in the highest Swiss leagues.

For the three headquarters groups, RedNet is the central hub for accessing applications, forms, employee self-service (SAP), news (personalized), communities (wiki, blogs, etc.), and so on. The second largest headquarters is in Nyon. Use there is different from the other headquarters because Nyon users have direct contact with customers. The agencies there depend on the intranet to get important information and access to applications, which ultimately serves the firm's customers.

## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"><li>https://rednet.mobi.mobicorp.ch or shortcut "rednet"</li></ul>
Default Status	<ul style="list-style-type: none"><li>The intranet is each user's default homepage. It can be changed (for one day) but is reset again every evening.</li></ul>
Remote Access	<ul style="list-style-type: none"><li>All users can access the corporate network from a public PC (or from home) via Citrix if their mobile phone is registered as a "Corporate Mobile Phone" using two-way authentication via SMS text message.</li></ul>

## DESIGN PROCESS AND USABILITY WORK

### Visiting Users in the Workplace

Before the project even began, the team conducted companywide surveys and usage analysis. "This was mainly done to underpin the known problems, which had existed for quite a while," says Böller. "It also gave us more certainty about which direction the journey should go."

The actual project started in January 2010. And, as a first step, the team conducted contextual inquiries. "We visited several agencies and departments and observed employees and how they worked, with or without the intranet," he says. "Our aim was to understand what they needed in order to do their jobs."

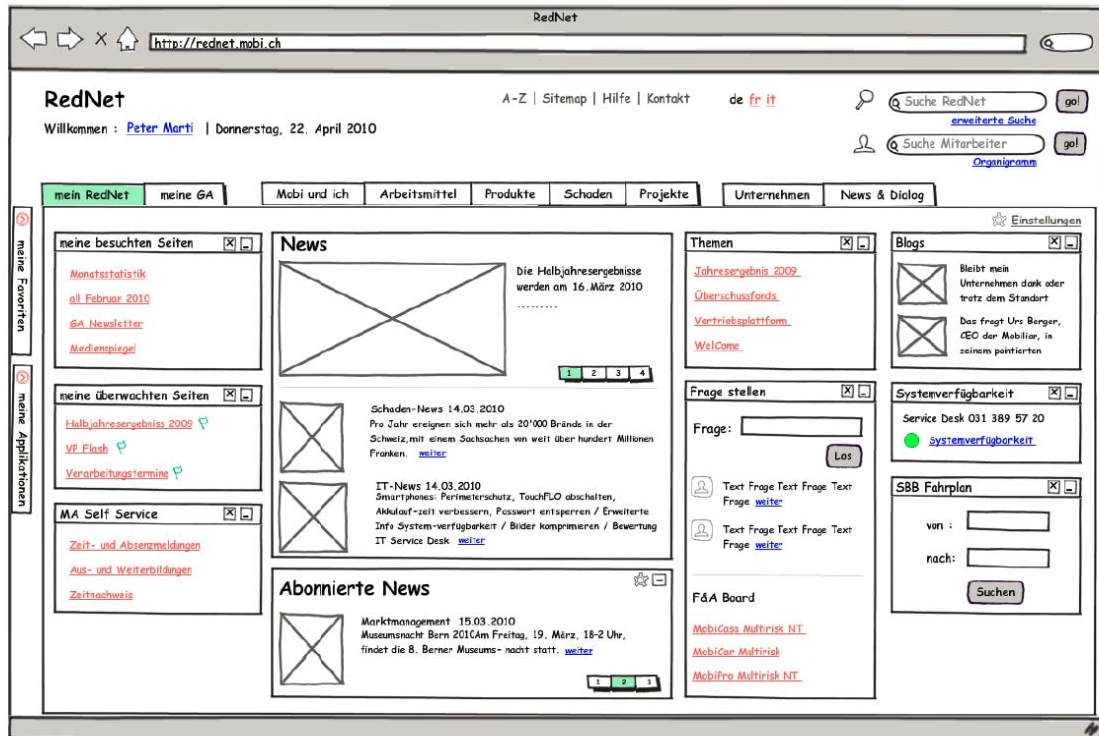
"Some used sticky notes attached to their computer display. Others had a binder on their desk with different papers and important notes," Böller says. "We did not ask them what they needed. They described how it should be and we translated it into requirements. Of course, they did not mention all of the requirements—some we decided to implement solely from our beliefs and our experiences from other intranet projects."

After completing the contextual inquiry phase, the team had a pretty good grasp on the big picture. "With the experience of other intranet projects, Björn and I knew what needed more clarification and what was already clear," says Marcel Uhr, CEO, soultank AG. "Even though every intranet is unique, there are some basic similarities, and some mistakes can be bypassed from the beginning."

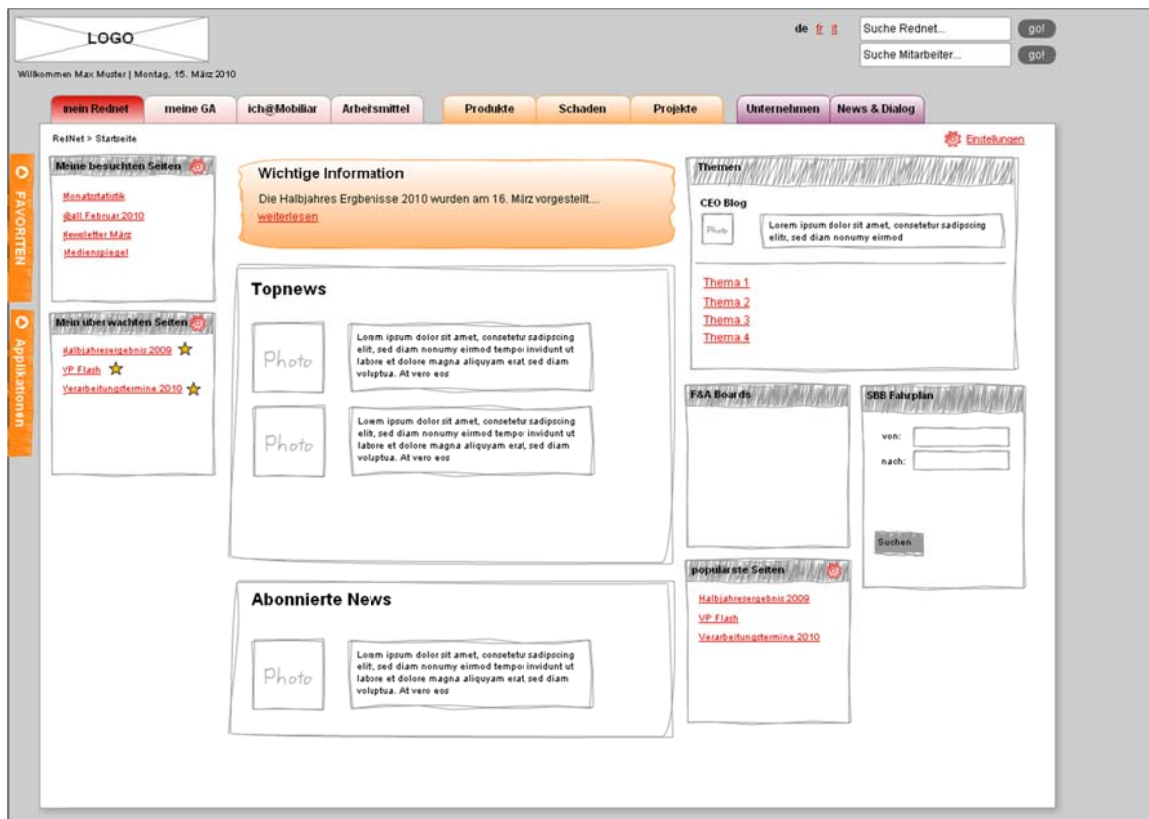
### Design and Testing

At the end of each field visit, the team showed some early paper-and-pencil wireframes. "We wanted to involve our staff in the design process as early as possible," says Böller. So, the next step was developing a low-fidelity prototype using Balsamiq Mockups.

The prototypes were rough, but already included some of the proposed functionality.



Pictured: A low-fidelity homepage prototype made with Balsamiq Mockups. The actual prototype is fully clickable.



Pictured: A wireframe of the homepage, used for concept work. Although the team used several different tools, this wireframe was made with Cacoo Diagrams.

At the time of the wireframe above, the team had yet to start graphical work, so no Photoshop comps had been developed. This changed after completing the first round of user observations. "Our internal interface designer drafted some first mockups, which were adjusted to the existing web style guide from our corporate website," says Böller. "We quickly realized that something was missing."

It turns out that the existing style guide did not cover all of the needed screen elements and was just not quite right for an intranet. "With the introduction of an underlying grid, it was even more impossible to use it," he says. "The problem was that we needed to apply the style guide to a certain extent. The compromise was to use fonts, colors, shades, and proportions from the existing style guide and all the rest could be created anew."

The RedNet team worked with people from NOSE Design to develop the new style guide. "Luckily, they understood what we needed from the first second," says Böller. "It was a challenging job for them, because we had some clear ideas in which direction it should go."

And that direction was all about consistency. "It was all about consistently communicating a strong brand for Mobiliar internally and ensuring maximum flexibility and modularity in terms of layout," says Nele Eckstein, Senior Consultant Interaction Design, NOSE Design AG.

At the same time, soultank AG developed a high-fidelity prototype that soultank and Mobiliar usability tested. All usability tests took place at employees' work locations. The team conducted two iterations of moderated usability tests with about 15 participants each. About two-thirds of the participants were from the agencies, and the rest were from headquarters.



Mein RedNet

Meine GA

Produkte

Schaden

Markt

Mobilar & ich

Arbeitsmittel

Unternehmen

News & Dialog

Meine Favoriten

Meine Applikationen

News

Mobiliar New

14.09.2010

Patent Ochsne

Das Layout ist t

das Layout nun

und leer vorkom

>>> weiter

Rollen News

12.09.2010

Schaden-News

Das Layout ist t

das Layout nun

diesem Zweck

grossen Bruder

Markt Management

14.09.2010

IT-News

Genau zu diesem Zweck erschaen, immer im Schatten

meines grossen Bruders »Lorem Ipsum«, freue ich mich

> Sehen Sie, Webstandards sind das Regelwerk, auf

> Webseiten aufbauen. So gibt es Regeln

Informatik / intern

Archiv

Abo News

Abonnieren

11.09.2010

Abonnierte News 1

Sehen Sie, Webstandards sind das Regelwerk, auf dem

Webseiten aufbauen. So gibt es Regeln für HTML, CSS,

JavaScript oder auch XML, >>> weiter

11.09.2010

Abonnierte News 2

Sehen Sie, Webstandards sind das Regelwerk, auf dem

Webseiten aufbauen. So gibt es Regeln für HTML, CSS,

JavaScript oder auch XML, freue ich mich jedes Mal, wenn

Sie ein paar Zeilen lesen >>> weiter

Archiv

MobiCasa Multirisk

> Produktinformation

> Konkurrenzinformation

> Drucksachen

MobiCar Multirisk

> Produktinformation

> Konkurrenzinformation

> Drucksachen

MobiTour Multirisk

> Produktinformation

> Konkurrenzinformation

> Drucksachen

MobiPro Multirisk

> Produktinformation

> Konkurrenzinformation

MobiPro Technische, Bau & Kauton

> Produktinformation

> Konkurrenzinformation

MobiPro Transport

> Produktinformation

> Konkurrenzinformation

> Drucksachen

MobiLife

> Produktinformation

> Konkurrenzinformation

> Drucksachen

MobiSach Multirisk

> Produktinformation

> Konkurrenzinformation

> Drucksachen

MobiSana

> Produktinformation

> Konkurrenzinformation

> Drucksachen

Einstellungen

Fragen & Antworten

Frage:

Überall dieselbe alte Leier. Das Layout ist

fertig, der Text lässt auf sich weiter

Damit das Layout nun nicht nackt im

Raume steht und sich klein und weiter

F&A Board

> MobiSana Multirisk

> MobiCar Multirisk

> MobiPro Multirisk NT

Systemverfügbarkeit

Service Desk 95720

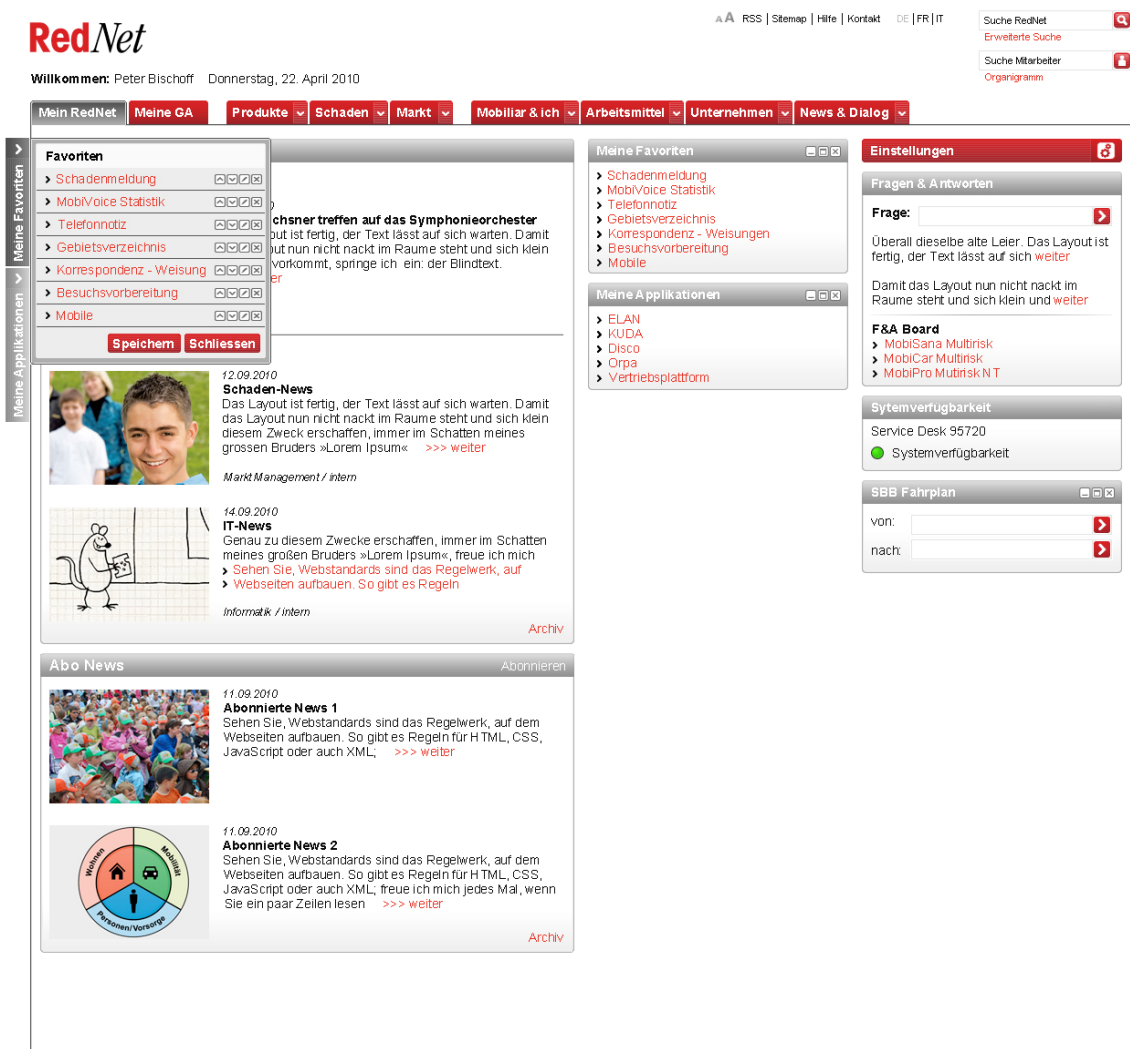
Systemverfügbarkeit

SBB Fahrplan

von:

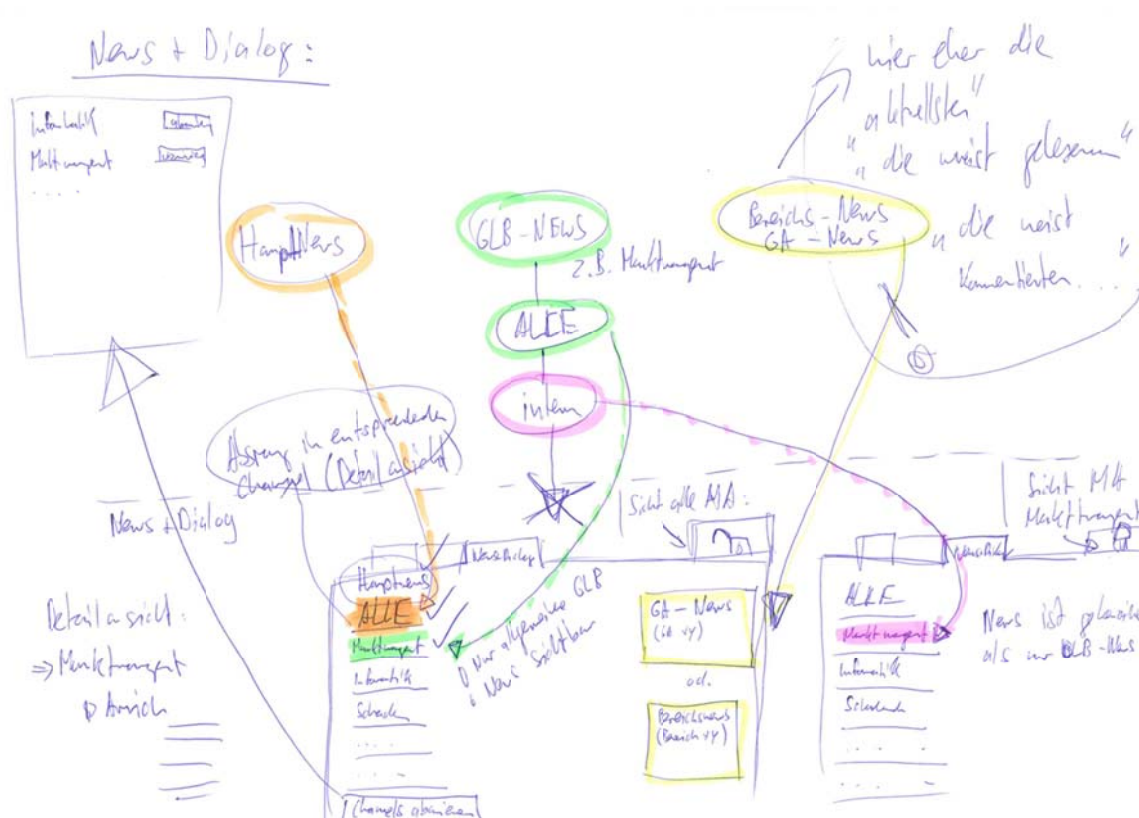
nach:

Pictured: A high-fidelity homepage prototype made with Axure. This prototype shows the first version of the mega drop-down.

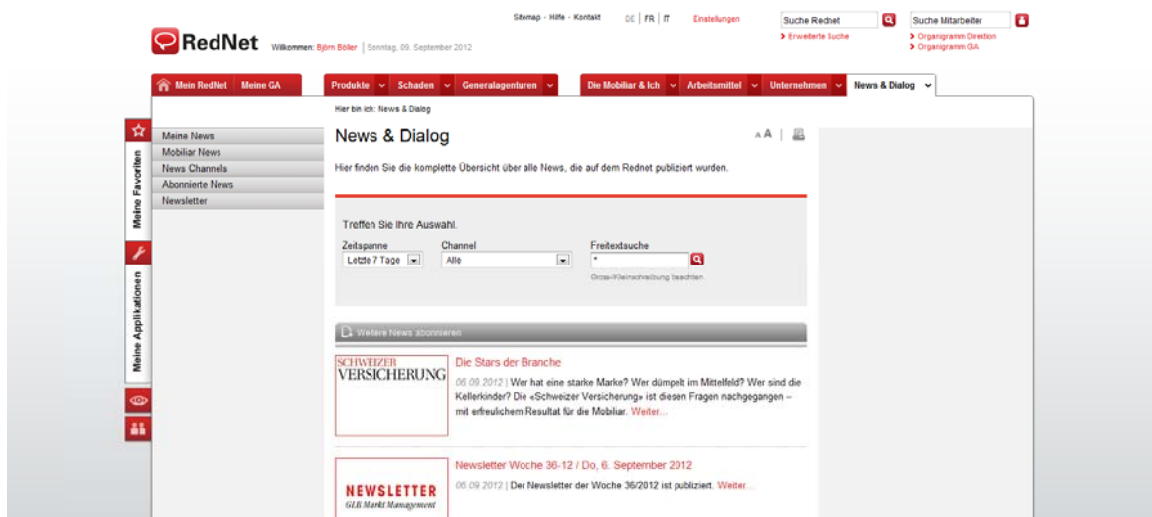


Pictured: Another view of the prototype shows an early version of the flyout for *My Favorites*.

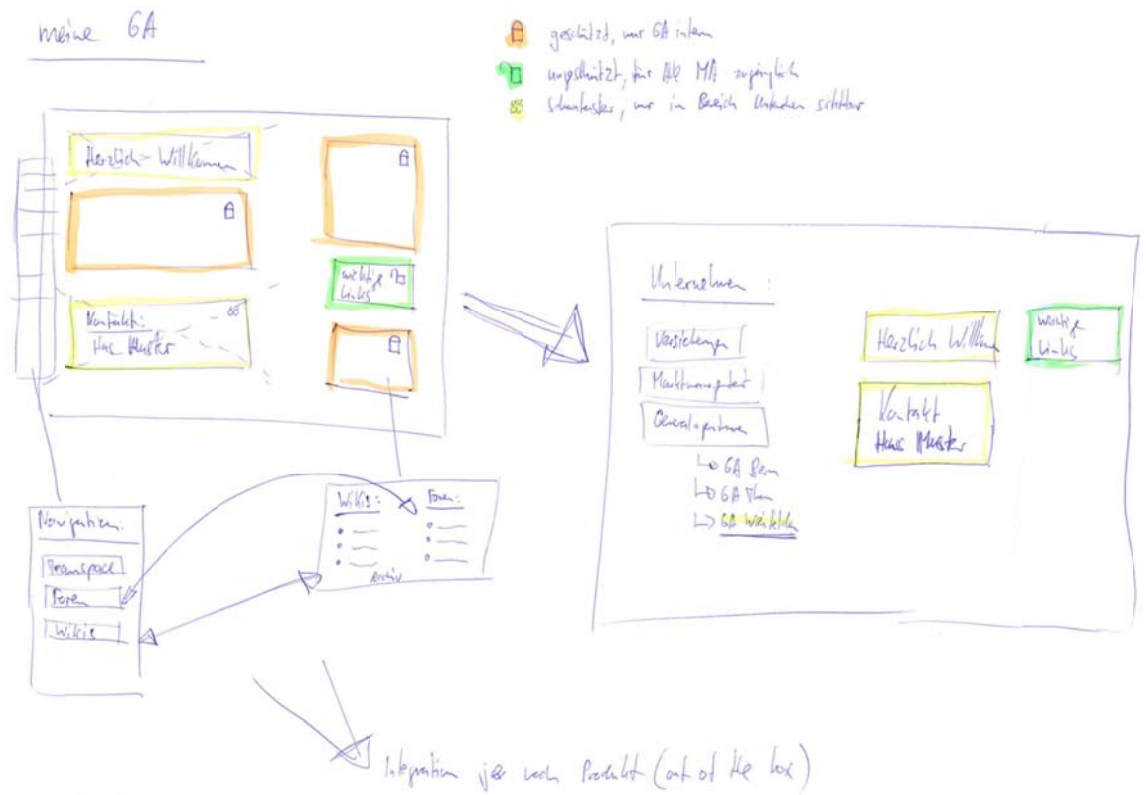
Some technical decisions (about search and communities) were made later in the project. The team was able to react quickly to changes, because it had the necessary usability skills in-house.



Pictured: The team sketched out many of its ideas, and sometimes discussed the sketches with users. This image shows an early sketch of the *News & Dialogue* section.

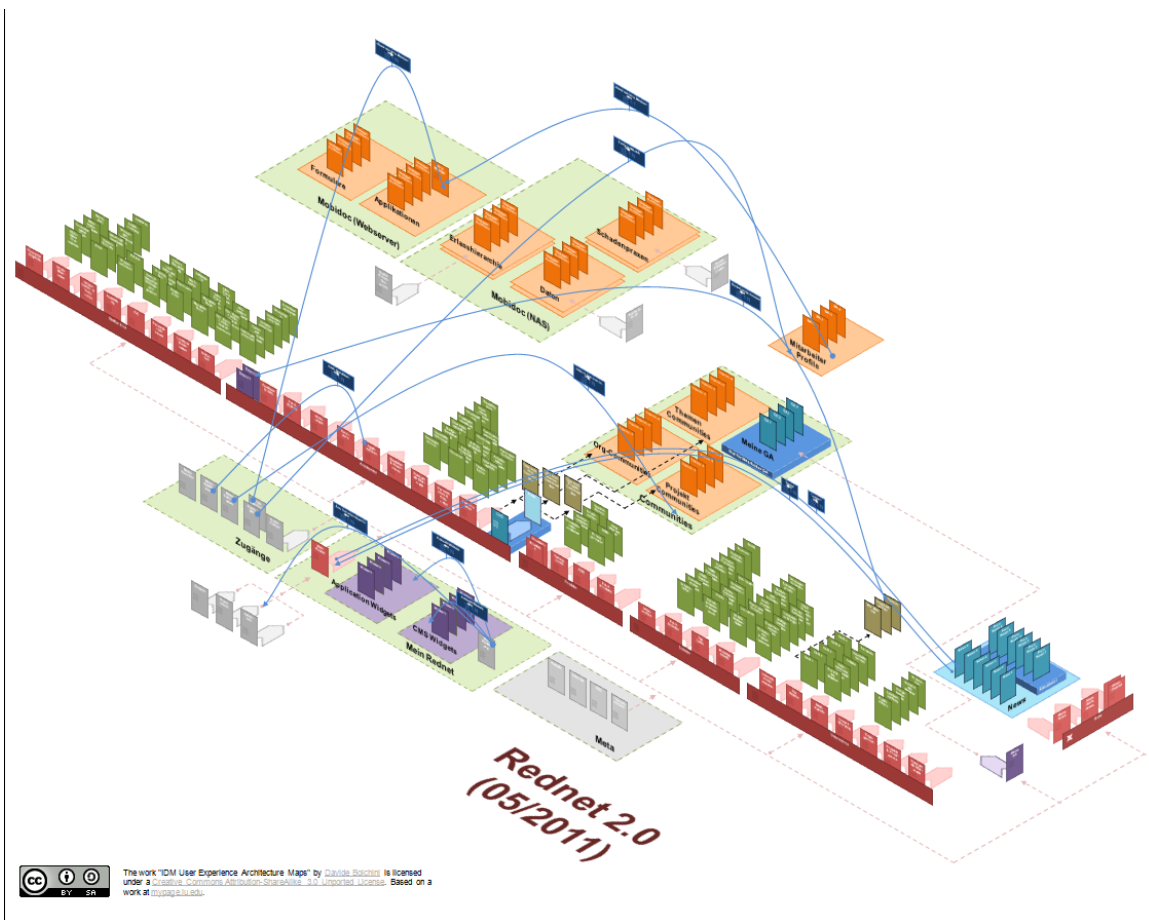


Pictured: *News & Dialogue* contains the complete news archive for the site and has its own full text search.



Pictured: An early sketch of the *Meine GA* (My GA) community.

In between these various design activities, the Mobiliar team met with other companies' intranet teams and attended national and international intranet conferences and meetings. This outreach truly informed the design decisions that were being made along the way. "The exchange of ideas, know-how, and opinion was very important for me," says Böller. "Sometimes, I came back from a conference with dozens of things I needed to verify in our re-launch project; just minor things, but they came to my mind when I talked to other intranet specialists."



Pictured: The company's content publishers could scarcely imagine how much content they had—in three different languages and various stages of authorization—let alone how much they would have in the future, so they used IDM architecture maps to visualize the intranet.<sup>6</sup> IDM lets users visualize the architecture of information-rich web applications such as large intranets. These maps can also be used to show content organization and hypertext connections.

## Working with Agencies

Working with outside firms was pivotal to the successful re-launch of RedNet. The Swiss Mobiliar team worked with four firms to extend the capabilities of its internal expertise:

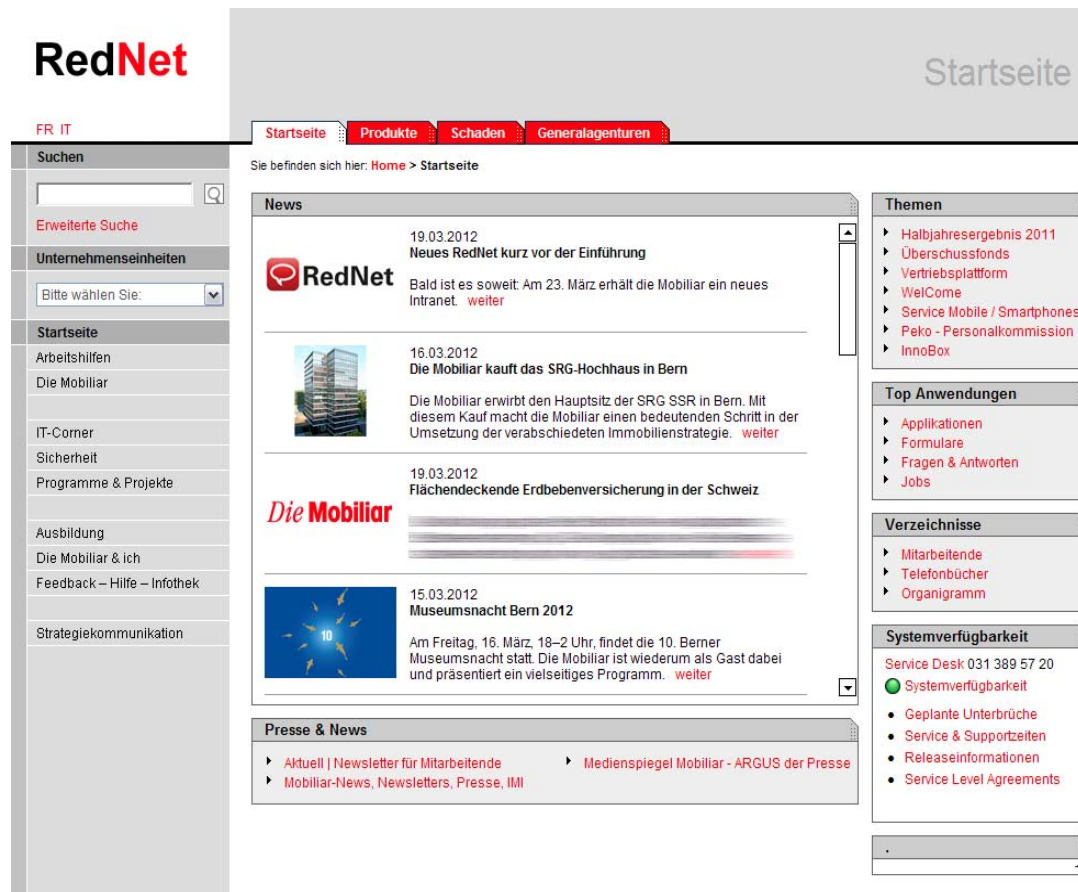
<sup>6</sup> The work, "IDM User Experience Architecture Maps" by Davide Bolchini, is licensed under a Creative Commons Attribution—ShareAlike 3.0 Unported License. Based on a work at mypage.iu.edu. The maps can be created in PowerPoint using the template downloadable at: [http://mypage.iu.edu/~dbolchin/UX\\_mapping.htm](http://mypage.iu.edu/~dbolchin/UX_mapping.htm).

- **soultank AG (usability and user experience):** soultank conducted usability tests, expert reviews, and user surveys, and built prototypes. Uhr (soultank AG) and Böller (Swiss Mobiliar) did most of the fundamental concept work together. The agency has several years' experience with intranets and was involved right from the beginning. "For a project in this dimension, it was just not possible to do all usability/UX work internally," says Böller. "And the exchange of ideas and opinions with Marcel Uhr from soultank was also very important. They also brought in new ideas and valuable expertise. We worked together as a team. We complemented each other perfectly."
- **NOSE Design AG (interface/screen design, layout, style guide):** NOSE Design was brought in to bring some fresh new design ideas into the project. The first mockups were created internally, but later the team outsourced the design work completely. "The result of their work is what all our employees see and experience every day and contributes directly to the UX of the whole intranet" says Böller.
- **Infocentric Research AG (implementation and programming):** Infocentric is an Opentext Website Management specialist that implemented Opentext and programmed all of the features. Because Mobiliar had no expertise with Opentext, it outsourced all the work to Infocentric, whose team worked very closely with Mobiliar's internal IT team.
- **DTI Management AG (FAST Search specialist):** DTI implemented FAST on the Mobiliar's intranet environment and worked closely with its internal team. "DTI was responsible for the implementation of FAST in 2008, and it was very obvious that we should work together further," says Böller. "They are absolute search experts, and we can look back on a successful cooperation."

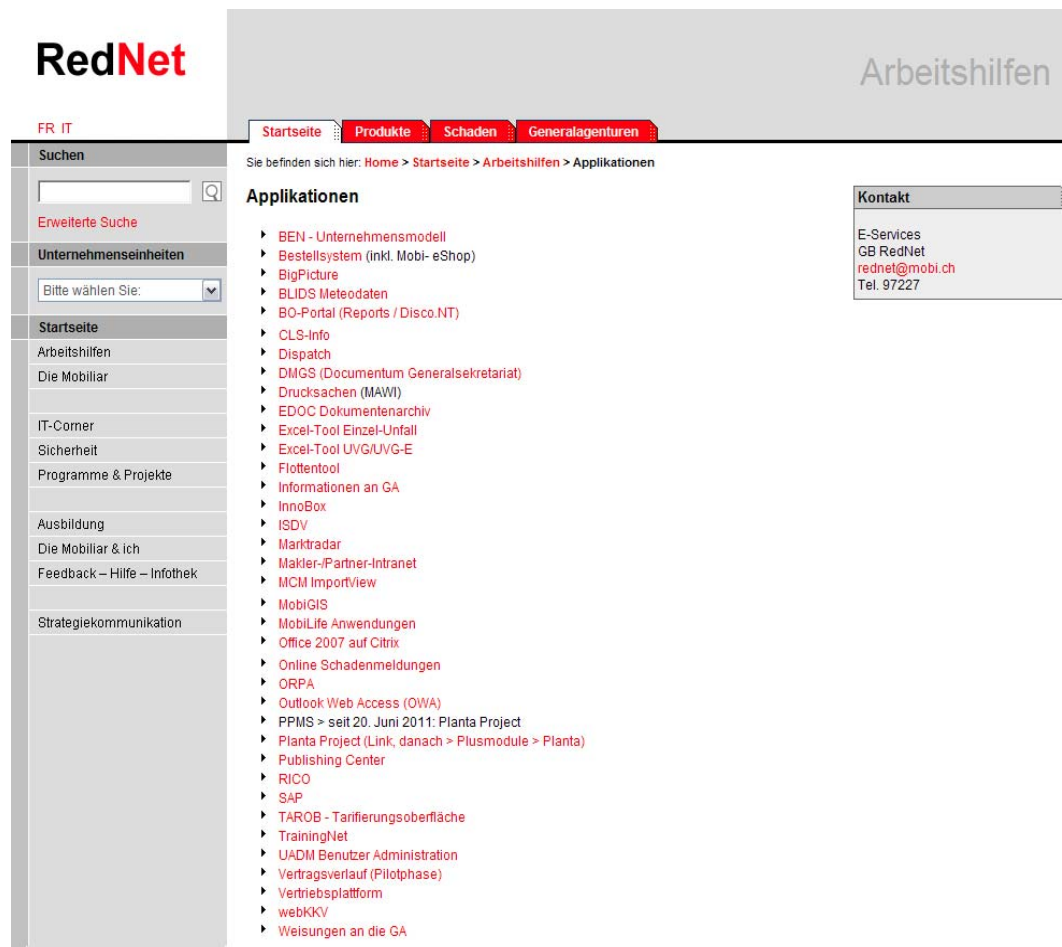


## TIMELINE

REDNET INTRANET HISTORY	
Milestone Date	Milestone Description
<b>2004</b>	<ul style="list-style-type: none"> <li>In 2004, three different intranets were in use: Providentia (at Nyon), the first RedNet, and MobiLife</li> </ul>
<b>Late 2004</b>	<ul style="list-style-type: none"> <li>Consolidated all three intranets; RedNet remained as the only company-wide intranet</li> <li>Introduced new technical platform: Lenya (CMS) and Cocoon (portal)</li> </ul>
<b>2008</b>	<ul style="list-style-type: none"> <li>Implemented FAST search</li> </ul>
<b>2010</b>	<ul style="list-style-type: none"> <li>Introduced Webtrends for web analytics</li> </ul>
REDNET RE-LAUNCH PROJECT	
<b>January 2010</b>	<ul style="list-style-type: none"> <li>Project kick-off</li> </ul>
<b>November 2010</b>	<ul style="list-style-type: none"> <li>Concept phase concluded; three different prototypes (paper-pencil, low-fidelity, high-fidelity) were evaluated with end users</li> </ul>
<b>May 2011</b>	<ul style="list-style-type: none"> <li>All technical concepts and specification concluded</li> </ul>
<b>June 2011</b>	<ul style="list-style-type: none"> <li>Development phase begins</li> </ul>
<b>October 2011</b>	<ul style="list-style-type: none"> <li>Content migration begins</li> </ul>
<b>November 2012</b>	<ul style="list-style-type: none"> <li>Pre-launch satisfaction survey conducted with 700 participants</li> </ul>
<b>March 2012</b>	<ul style="list-style-type: none"> <li>Launch: RedNet 2.0</li> </ul>
<b>August 2012</b>	<ul style="list-style-type: none"> <li>First major release after launch, with about 20 improvements</li> </ul>



Pictured: The homepage of the old RedNet (live until March 22, 2012).



Pictured: A typical unstructured link list in the old RedNet.

## CONTENT AND CONTENT CONTRIBUTORS

### Choosing a CMS

The project team chose Opentext Website Management as the CMS for the new RedNet after a comprehensive evaluation phase; many stakeholders were involved. "We looked at pure portal technologies, pure CMS, and a mix of both. Business had some favorites, and IT had some favorites; some were not compatible with the IT strategy, some did not fit with the business needs," says Böller.

The team had high standards for personalization, individualization, and publishing capabilities and one mission-critical criterion: everything had to be possible directly from the CMS. "For instance, that we can publish a widget or new news channels out of the CMS by ourselves (in our team) and without touching a second system," he says.

### Content Publishing

The RedNet team consists of four people total. Of the four, two publishers (contributors) are 100 percent dedicated, one is 80 percent, and one is 40 percent. Beyond the core team, about seven publishers add content to the site. Because the intranet publishes in three languages, there are publishers who are bilingual in

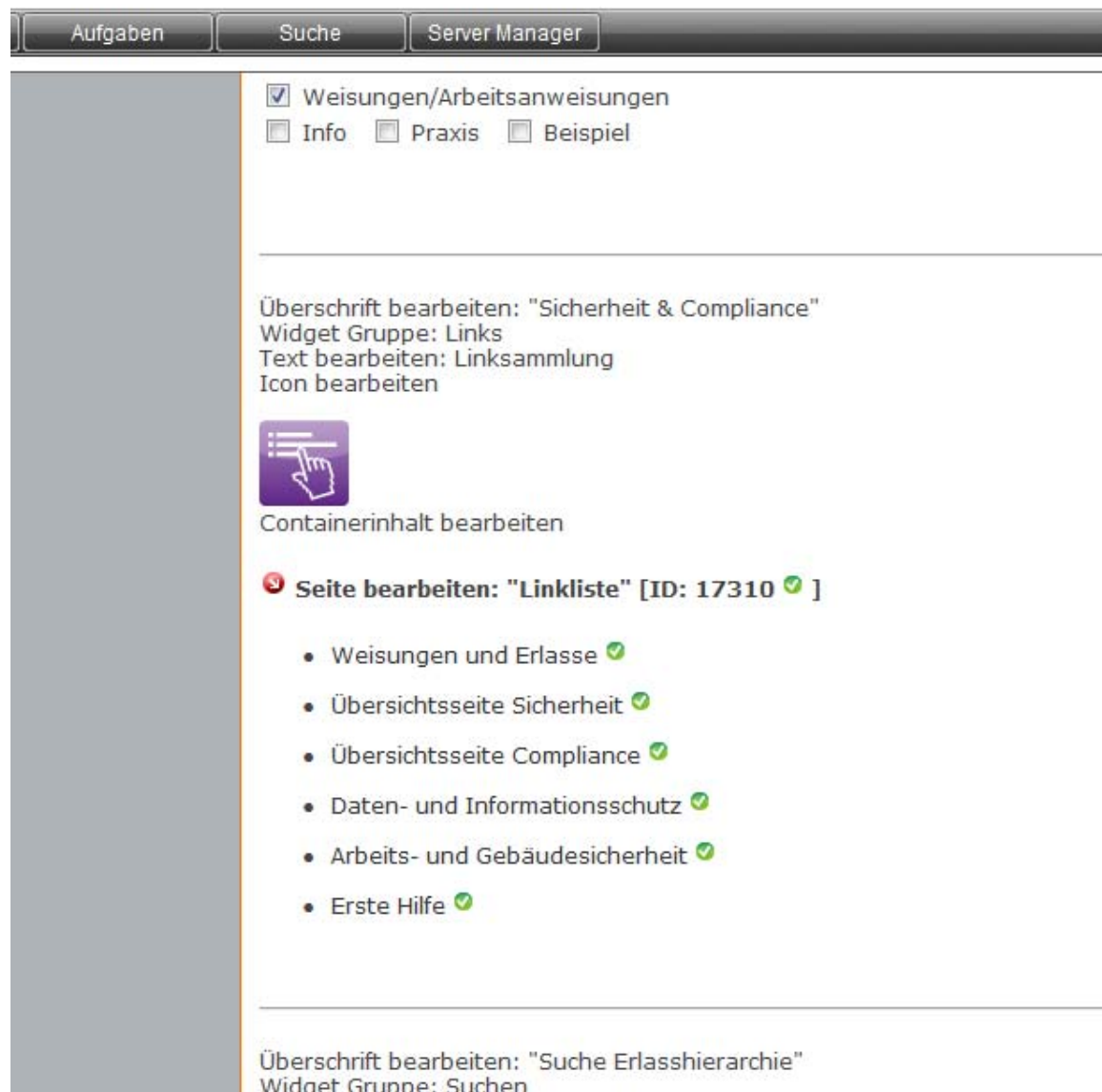
German and French; for Italian, the team is supported by the company's internal translation service. The site's main language is German, but approximately 60–70 percent of the content is in French, and 20–30 percent is in Italian. In addition, all labels, buttons, and navigation items are available in all three languages.

Each business unit has one or more content managers. These people serve as the main point of contact for the whole business unit and coordinate all of its content. Some content managers are also content publishers and can publish content immediately, but most RedNet content (80 percent) is published through the core RedNet team.

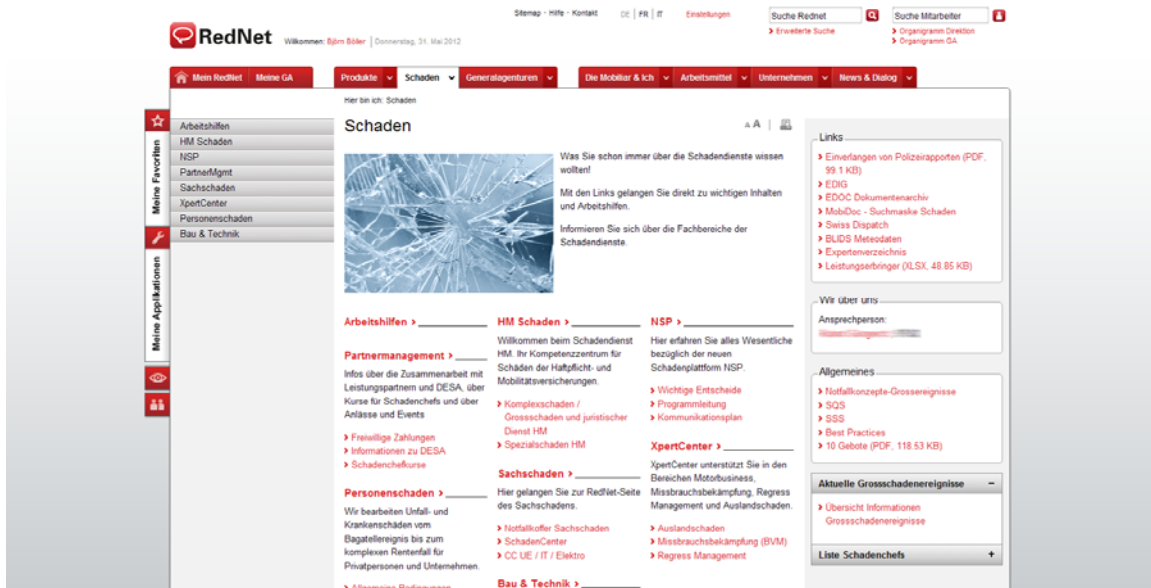
There is no editorial workflow. Corporate communications reviews all companywide news (*Mobiliar News*), and the Content Master reviews all other news.

### **Guidelines and Standards**

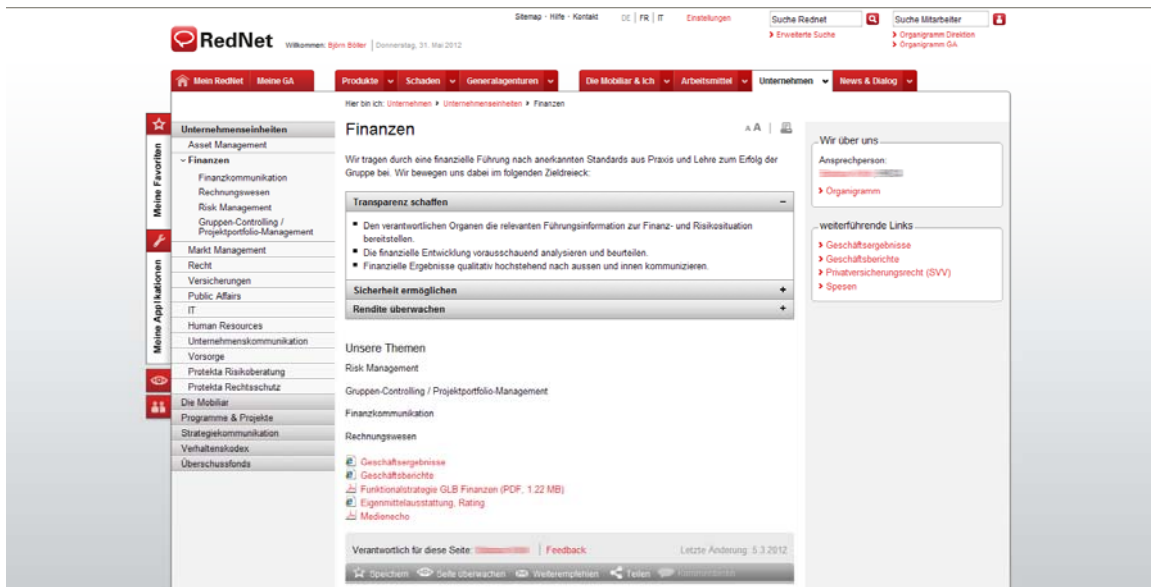
The team has established publishing guidelines covering, for example, what must not be published, and has overall intranet governance in place. "We check content regularly and give our content publishers direct feedback," says Böller. "Also, a feedback button on every page makes it possible for our users to give feedback. This feedback button is very valuable since we get a lot of feedback about outdated or incorrect content."



Pictured: All widgets can be maintained in the CMS, so no IT resources are necessary to add a new widget.



Pictured: A standard first-level content page.



Pictured: A standard second-level content page.



## TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
<b>Web Server Hardware and O/S</b>	<ul style="list-style-type: none"> <li>• O/S: <ul style="list-style-type: none"> <li>◦ Red Hat Enterprise Linux Server 5.4</li> <li>◦ JBoss 5.1.4</li> <li>◦ JDK 64 Bit</li> </ul> </li> <li>• Hardware: <ul style="list-style-type: none"> <li>◦ Linux on ESX</li> <li>◦ JBoss 64 Bit</li> </ul> </li> </ul>
<b>Bug Tracking/Quality Assurance</b>	<ul style="list-style-type: none"> <li>• HP Quality Center</li> <li>• BMC Remedy</li> </ul>
<b>Design Tools</b>	<ul style="list-style-type: none"> <li>• Balsamiq Mockups</li> <li>• Axure</li> <li>• Adobe Photoshop and Illustrator</li> </ul>
<b>Content Management Tools</b>	<ul style="list-style-type: none"> <li>• Opentext Website Management <ul style="list-style-type: none"> <li>◦ Delivery Server 10.1 Build 10.1.1.1</li> <li>◦ Management Server 10.1 Build 10.1.2.358</li> </ul> </li> </ul>
<b>Search</b>	<ul style="list-style-type: none"> <li>• FAST Enterprise Search 5.3</li> </ul>
<b>Other Functions</b>	<ul style="list-style-type: none"> <li>• Opentext Social Communities (formerly Vignette Collaboration) for communities, commenting, and rating</li> <li>• Ingentis org.manager to generate organizational charts</li> <li>• Webtrends for web analysis</li> </ul>

## SEARCH

Search is often one of the most important features of an intranet. "We knew from the beginning that search will be one of the most crucial parts in our project," says Böller. "Our users have been dissatisfied with search for many years, and we were totally aware of the fact that we desperately needed to change this state. Together with the search experts from DTI Management, we decided to implement a faceted search."

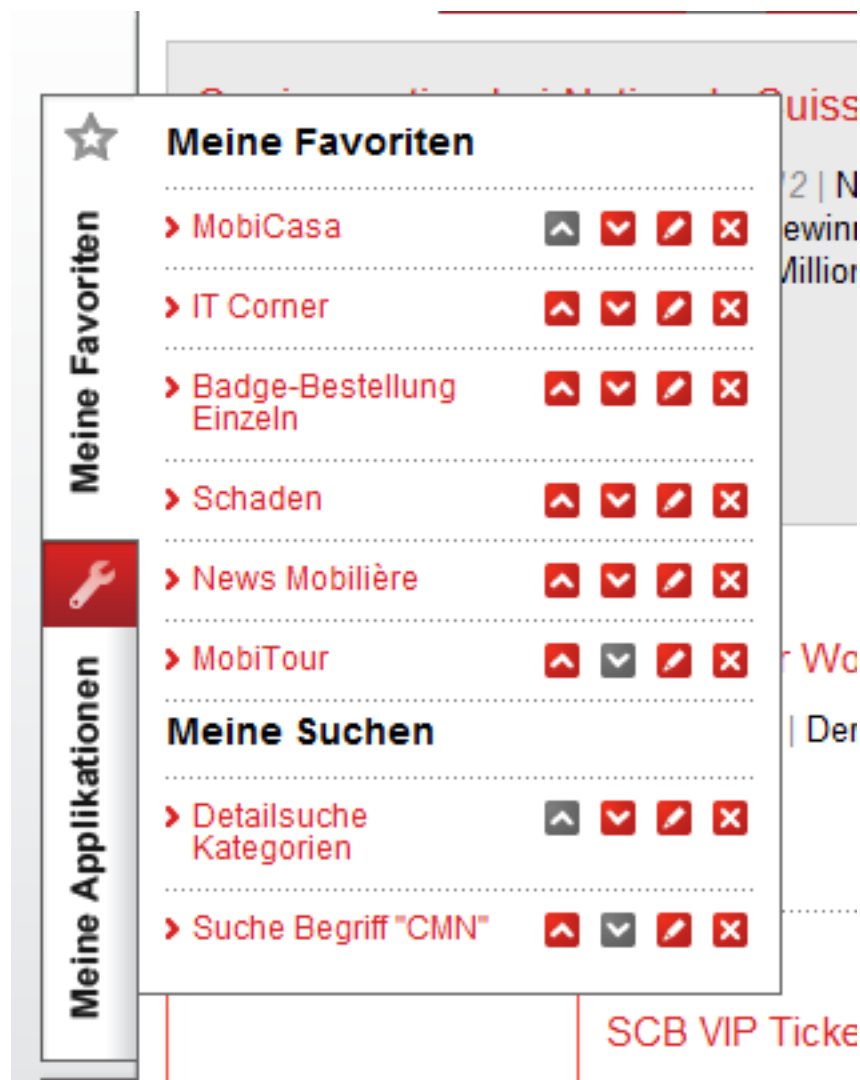
The new search shows all categories—such as *Produkte (Products)*—on the left side. Subcategories appear by clicking on the category. "We introduced a central

taxonomy based on the navigation structure,” he says. “We used the same wording for categories as we used for the main navigation areas. In order to publish a content page, a PDF or a news story, it is necessary to indicate the taxonomy for every single piece of content in the CMS.”

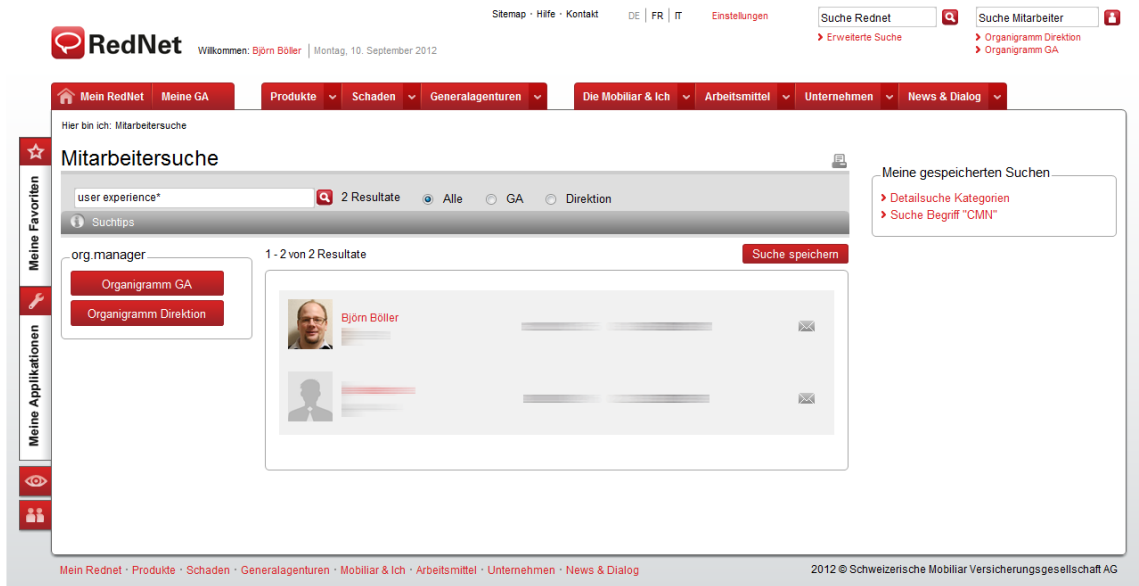
Taxonomy is a mandatory attribute in the CMS. A content page must indicate the taxonomy category to be published; otherwise this approach would not work. The meta-information is stored together with the content, and FAST displays it in the correct category. In addition to taxonomy, keywords (free text) can be added to every content page or asset.

Pictured: A glimpse into the site’s backend CMS. This screen shows how the taxonomy is edited and managed.

All search results appear in the middle section of the page. On the top of the right rail, employee results appear as *Aus dem Mitarbeiterverzeichnis* (Results from employee directory). Beneath all related searches (*Verwandte Suchen*) are the saved searches (*Gespeicherte Suchen*). Each search request can be saved and appears under *Meine Favoriten* (My Favorites).



Pictured: Any content page can be added to the user's personal favorites. Once added, they appear in the *Meine Favoriten* (*My Favorites*) flyout menu.



Pictured: The employee search can find experts directly, whereas the "standard" RedNet search shows content and experts and connects them (in this example, the search term was "user experience").

All profile data is also indexed by the regular RedNet search. This is the first big step toward a "Find an expert" feature that is planned for a future release. "We want to connect content with people," says Böller. "Therefore, it is necessary that our employees maintain their user profiles and add skills and interests. Everywhere where a name of an employee appears, the profile can be opened with a single click on the name."

## RESULTS AND ROI

Personalization has been the big win for the RedNet re-launch. "What we know from first interviews and visits to our agencies is that the new personalization features are widely accepted and in use," says Böller. Following are examples of the personalization function's success:

- "Our staff stopped adding favorites in Internet Explorer because they have all they need in a single place. It is all there, where they need it." (Böller)
- "Employees do not have to click through the whole intranet anymore in order to find important news, links to applications, etc. It is all there. It is less time consuming and more usable. The use is self evident and no longer tedious." (Böller)

- "Our organization profits from well-informed employees. We now really know that they get crucial information; we do not make assumptions anymore. Since some information must not be published to certain organization units (for example, because of labor law restrictions), we as E-Services or Internal Communications can govern all publications. The organization also profits from a self-reliant staff. They can best decide what they need in order to achieve their daily duties. At the same time, they get acquainted with the system, which is profitable for the employees as well as the organization." (Martin Doriot, Head of E-Services)
- "We estimate that about 60 percent of our personnel somehow individualized RedNet within the first 90 days after launch." (Böller)

Following are more detailed figures:

PERSONALIZATION STATISTICS			
	Total Widgets Added	Total Applications Added to My Applications	Total Favorites Added to My Favorites
30 days after launch	1,900	7,800	2,400
90 days after launch	2,200	9,900	3,200

Page views have also increased substantially since launch. The site received 4.16 million page views in the first half of 2012, representing an increase of 300,000 page views (+ 8.1 percent) against those recorded in the second half of 2011. "We assume that this big growth stands in direct correlation with the going live of the new RedNet," says Böller. "We are happy about these figures, but we also know that content quality cannot be measured by the increase of page views."

## LESSONS LEARNED

Swiss Mobiliar team members share some of the lessons learned from the RedNet re-launch project:

- **The dangers of using *lorem ipsum*:** "HTML, CSS, jQuery, etc., was initially developed by an external agency that was not deeply involved in the project. At a first glance, all coding was properly done, but soon we realized that some essential things had been neglected. It was developed exactly how it was designed in Photoshop, but not for reality. For instance, line breaks were not regarded properly. Our implementation partner, Infocentric Research AG, together with our internal IT, had to fix this while developing. Finally we got proper code, but it cost some money and time. I recommend only hiring absolute professionals in the area of front-end engineering. Especially if you use an older browser version and do not want to live without newer features such as rounded corners or drop shadows." (Böller)
- **Use the re-launch as an opportunity to purge old content:** "Over the years, several thousand documents came together and influenced the search results in our old intranet. Some documents were more than five years old, and we knew that nobody ever used them. We therefore decided to delete

those documents—actually, we copied them to another file share—months before went live with our new RedNet, just to be sure nobody really needed them and not to be blamed after going live. We did that step-by-step and had no argument with any content manager during migration because we had the evidence that nobody used this content anymore. So, we didn't need to migrate any of those documents—and no one ever asked for them.”  
(Buchenhorner)

- **Keep to short decision cycles:** “If the goal of a project is to yield a highly innovative intranet, it is likely that the solution is very individual and tailored to the company's needs. In such projects, short decision cycles are crucial, otherwise it will not be possible to make all decisions within a reasonable amount of time. It is necessary to have all critical expert knowledge on the business side in-house. Without it, it is hardly possible to manage such projects or get the planned results.” (Doriot)
- **User-centered design is important:** “Usability and user experience were very important for us from the beginning. Therefore, it was clear that we needed to proceed with the user-centered design approach (ISO 9241-210). The result also gave us the certainty that it was the right decision. Our users were always in the center of our thinking and acting.” (Böller)
- **Have vision and courage, and persevere:** “I think for an intranet manager, it is very important to have a clear vision and a strategy. This vision should guide you through the whole project. As I mentioned, user-centered design, usability, etc., is very important, and I would be the last person to say this can be neglected, but it is also very important to have clear vision and, sometimes, courage to make decisions. Letting the users decide solely does not work.

“Therefore, it is necessary to have broad domain knowledge and the experience (and confidence) to decide what can and what cannot be realized, informed by constant user feedback. At times, intranet projects can be daunting, especially if they take two years from the first brush stroke to the launch. That is why it is so important to have endurance. And, again, with a vision in mind, it will work.” (Böller)



## WorkSafeBC

**Using the intranet:** WorkSafeBC (the Workers' Compensation Board of British Columbia, Canada) is an independent statutory agency serving 2.1 million workers and more than 210,000 employers throughout the province of British Columbia. WorkSafeBC's vision is to keep workers and workplaces safe and secure from injury, disease, and death.

**Headquarters:** Richmond, British Columbia, Canada

**Number of employees the intranet supports:** 3,000

**Locations where people use the intranet:** Operates across the entire province of British Columbia, Canada

### Design team:

**In-house (current):** Lauralee Kuzik, Manager, Corporate Internet Services (CIS); Sharleen Gairdner, Web Publisher; Trevor Seguin, Web Publisher; Anne Cuthbert, Web Editor/Writer; Laine Dalby, Web Editor/Writer; Glenda Troup, Typesetter; and Chris Datcu, SharePoint Developer (contractor)

**In-house (former):** Terence Little, Director, Corporate Communications (and former CIS manager); Joanna Gould, Web Editor/Writer; and David Lesjak, Editorial Assistant

## SUMMARY

With just three months to improve the site and move to SharePoint 2010, the WorkSafeBC intranet team had its hands full. The WorkSafe Network (WSN) supports 3,000 staff throughout British Columbia. The organization works to support workers throughout the province and keep worksites safe.

Armed with surveys telling them what employees wanted in an intranet—as well as plans and ideas of their own—team members set out to give employees access to information and a way to communicate with one another.

One of the site's big wins was organizing content by topic or task, rather than by organizational structure. This has made it much easier for employees to find the information they need.

The site consists primarily of two main parts: corporate content and team sites. Corporate content is the information of value to all employees, aimed at a broad audience. Team sites can be used for groups, teams, or projects to help members communicate and collaborate. They can be used for a finite amount of time, such as during work on a project, or can be ongoing, such as for a team.

The homepage features news stories in a carousel at the top center of the page. The carousel design does a nice job of letting employees see the headlines of all items, rather than just giving them a *next* and *previous* control to move through content. Employees are also invited to submit a story idea with a prominent link at the bottom of the news headlines list. The team manages content centrally, which lets team members gather and aggregate news and information from around the organization.

Further news stories are highlighted below the carousel, and each headline is accompanied by the date it was published as well as the number of comments associated with the story. The site already has more than 5,000 comments on its 2,000 news stories, showing an active employee community.

Tabs give users quick access to other current information, including events, offers, kudos (employee recognition), and blogs. A calendar of events, weather information (important for employees traveling to work sites), and links to popular site areas

round out the left side of the page, while the right column features key operating statistics and performance information.

The screenshot shows the WorkSafe Network homepage. At the top, there's a navigation bar with the logo 'wsh The WorkSafe Network' and a search bar. Below the navigation bar, the page is organized into several columns. The left column contains a 'Popular Links' section with links like 'Buy & Sell', 'Fitness', 'Forms and CMS library', 'Job postings', 'Meeting rooms', 'Paycheque', 'Self-service applications', and 'WorkSafeBC.com'. It also has 'Emergency Contacts', 'Popular Applications', 'Divisions', 'Initiatives & Changes', 'Cafeteria Menu', 'Calendar of Events', and a 'Weather' widget. The middle column features a large photo of a family, a 'Thursday! Meet the sit-down comedian' announcement, and a 'More News' section with various articles like 'Student Safety Video Contest winners announced', 'Help shape our Richmond fitness program', 'Watch your step', 'Training self-service has been replaced', 'Update: June Bloodmobile results', 'WorkSafeBC dragon boat team battles for bronze', and 'Thanks for the hand'. The right column includes 'Our Operating Stats' with a line graph, 'Feedback or questions', 'Report Centre', and 'Corporate Performance' with a gauge chart. The footer contains links for 'News or story ideas', 'Publishing request', and 'General feedback', along with the 'WORKSAFE BC' logo and tagline 'WORKING TO MAKE A DIFFERENCE'.


Pictured: The homepage collects all the latest information from across the site, featuring news, blogs, events, and performance metrics.

The site is no longer organized by department, but now departments and teams have their own pages—in the *Our Organization* area of the site navigation—to

communicate with employees. Each department offers information for its own members as well as for employees of other departments. So, for example, Finance offers drop-downs with questions about specific financial issues and articles from the Chief Financial Officer about performance. As another example, one IT department highlights a team photo, which lets employees put a face to a name and voice that they might know well from calling the helpline, but have never seen. That IT department also offers features about technology issues.

At a higher level, the IT Division's departmental landing page gives employees a quick overview of each IT department's work. Employees can also see a bulleted list of the department's primary functions, view an org chart, see a list of department leaders (directors and managers), and get contact information from that page. Further, employees can view the profile (*My Site*) for each department leader and see a list of team sites associated with that department.

This page helps employees find the right department when searching for information, but also acts as a nice overview for new or existing employees to better understand the division's structure. This new structure has been rolled out for the IT and Finance Division sections and will be the standard for other Division sections in the coming months.


The WorkSafe Network

Search
WSN
for


Employee Services
References
Our Organization
Safety, Health & Wellness
Team Sites
People & Events
Manager Services

The WorkSafe Network > Our Organization > Divisions and departments > IT Division > Departments

Contact Us
Departments
News and articles

### Departments

The Information Technology Division works to provide information to all our customers where and when it is needed. Our customers include WorkSafeBC's internal operating divisions, the Workers' Compensation Appeals Tribunal, and through our e-business applications, the employers and injured workers of B.C.



First Last
Title


Overview
Primary functions
Org chart
Directors and managers
Contact and location
Profile
Team sites

#### Primary functions

To accomplish our goals, the Information Technology (IT) Division is organized into six main departments, each working together closely to provide products and services to our customers.

To find out more about each area, visit our department pages listed below:

- Enterprise Architecture
- Solutions
- IT Operations
- Business and Technology Support Services
- Technology Services Management
- IT Strategic Planning & Vendor Management



First Last
Title


Overview
Primary functions
Org chart
Director and managers
Contact and location
Profile
Team sites

#### Enterprise Architecture

The goals of Enterprise Architecture (EA) are to:

- Understand the business vision and strategy, as well as the business trends, both internal and external to WorkSafeBC, that are transforming the organization over time;
- Analyze and evaluate the trends and emerging technologies in the IT industry at large, and to grasp the implications they can have for transforming and improving the business; and
- Define IT strategies, architectures and related standards and practices needed to move the organization to its future vision.

EA encompasses five related architecture domains: Business, Information, Application, Technology, and Security Architecture.




First Last
Title

Overview
Primary functions
Org chart
Director and managers
Contact and location
Profile
Team sites

#### Solutions

Solutions is the primary point of contact for WorkSafeBC customers looking to (a) solve business problems and/or (b) transform their operations by leveraging technology to increase business value. As your internal partner, we can advise and recommend on all levels of technology-enhanced solutions, from single-user, to work group, departmental, divisional, even cross-divisional level. Our design and consulting services include future-state visioning and alignment, business and technology options analysis, business models and application prototyping, cost/benefit and financial analysis, executive presentation development, business case facilitation, and systems integration. The Solutions department can also help you develop a strategically aligned business & technology future state (roadmap) for a business area and provide subsequent assistance in developing, implementing, and managing the solutions and/or projects as part of the IT investment portfolio.


Lost?

Pictured: The IT Division department landing page includes helpful overviews and quick access to contact information.

The site's strength lies in the many ways it provides opportunities to connect employees to one another. Employees can give recognition to colleagues for work

well done via the site's *Kudos* tool. This not only shares information about colleagues who went above and beyond their jobs, but also fosters relationships and communication as employees learn more about what others at the organization do.

Employees can also share photos of themselves pictured with the organization's flag in the *Flags Around the World* section. To encourage employees to participate in these sharing opportunities, the company offers participants the chance to win prizes, such as free movie passes. This popular site area allows employees to see each other's travels and learn more about one another as well. The screen below, for example, shows an employee competing in a handcycling championship.







is about, so employees can gather information before watching (or even instead of watching). The videos themselves are brief, which helps busy workers fit them into their workdays. The link to each video includes its length.

The screenshot shows the WorkSafe Network (WSN) website. The header includes the WSN logo, the text "The WorkSafe Network", and a search bar. A navigation menu contains links for Employee Services, References, Our Organization (highlighted), Safety, Health & Wellness, Team Sites, People & Events, and Manager Services. The main content area is titled "The WorkSafe Network > Our Organization > News". On the left is a sidebar with a "News" section containing links for 2011, 2010, 2009, and 2008 news, as well as webcasts and policies. The main article, dated Mar 14, 2012, is titled "Building safety culture in residential construction (webcast)". It features a quote from "First Name", a construction worker in Prince George, who discusses the importance of safety in his company. A video player is embedded in the article, showing a man in a red cap. Below the article is a "Feedback" section with two comments from "Last, First" dated Mar 15, 2012. At the bottom is a "Leave a comment" section with a text box and a "Submit" button. A "Lost?" link is visible in the top right corner.

Pictured: Webcasts help communicate messages, particularly to remote staff.

The site offers content beyond the normal forms and policies. For instance, the *Health and Wellness* area is a popular addition featuring information on staying healthy—exercise, diet, ergonomics, and stress management. Users can also view recorded *Lunch and Learn* sessions and information about Return to Work and Employee and Family Assistance. Information includes both internal and external events, such as the Vancouver Sun Run, a local road race.

*Health and Wellness* also lets users track their in-house Wellness Challenge progress, including physical activity and commitment to a healthy lifestyle. The organization sees this as a benefit on multiple levels—encouraging employees to be healthy and to communicate about it encourages a healthier workforce but also helps foster relationships among colleagues. The *Wellness Rewards Program* provides employees access to support, encouragement, resources, and tools to help them improve, enhance, and/or maintain a healthy living plan. Healthy living challenges include healthy eating, physical fitness, and resiliency skills building. Tracking progress is simple. Users can enter their points and see progress toward their goals. The start and end date is listed for each challenge, as well as the last day employees can enter their points.

The screenshot shows the 'Wellness Tracker' interface for 'The WorkSafe Network'. It features a navigation menu on the left with categories like 'Alcohol and drug program', 'Domestic Violence', 'Employee and family assistance program (EFAP)', 'Ergonomics at work', 'Fitness', 'Healthy eating', 'Influenza', 'LifeSpeak', 'Massage program', 'Medical attention at work', 'Mental health in the workplace', 'Return-to-work program', 'Stress management', 'Suicide risk or threat response', 'Take control of your health', 'Wellness rewards program 2012', 'Wellness Tracker' (highlighted), and 'Lunch & learn archive'. The main content area displays three challenges:

Challenge 1		
February	<input type="text" value="3"/>	points - max 3
March	<input type="text" value="31"/>	points - max 31
April	<input type="text" value="26"/>	points - max 26
<b>Total</b>	<b>60</b>	<b>points</b> <input type="button" value="Update"/>

Start date: Feb 27, 2012; End date: Apr 26, 2012; Required points: 50  
Last day to enter your points: May 05, 2012

Challenge 2		
May	<input type="text" value="14"/>	points - max 18
June	<input type="text" value="0"/>	points - max 30
July	<input type="text" value="0"/>	points - max 12
<b>Total</b>	<b>14</b>	<b>points</b> <input type="button" value="Update"/>

Start date: May 14, 2012; End date: Jul 12, 2012; Required points: 50  
Last day to enter your points: Jul 20, 2012

Challenge 3		
July	<input type="text" value="0"/>	points - max 2
August	<input type="text" value="0"/>	points - max 31
September	<input type="text" value="0"/>	points - max 27
<b>Total</b>	<b>0</b>	<b>points</b> <input type="button" value="Update"/>

Start date: Jul 30, 2012; End date: Sep 27, 2012; Required points: 50  
Last day to enter your points: Oct 05, 2012

On the right, the 'Your Profile' section shows: Name: Joe Doe, Email: joe.doe@worksafebc.com, and progress bars for Level 1 (100% 4/20/2012), Level 2 (100% 5/10/2012), and Level 3 (32%). A 'Lost?' icon is also present.

Pictured: The *Wellness Tracker* helps employees manage their progress in the in-house wellness challenge, encouraging employees to stay fit and healthy.

Little details like a *Lost?* icon help the site constantly improve. If users can't find what they are looking for, think content is in the wrong place or has the wrong name, or need information updated or deleted, they can click the icon to open a comment window. In this way, feedback is integrated into the design. The team also takes such opportunities to do some recruiting: commenters are asked if they want to take part in future user studies. This not only recruits users, but also informs

employees that the team takes feedback seriously and would like to hear even more from them.

A few simple questions appear before an open comment field, prompting users to share what they were looking for, where they expected to find it, what search term caused trouble, or what changes they suggest.



Pictured: The *Lost?* feature encourages feedback when employees have trouble finding information on the site, and also acts as a method for recruiting users for future usability research.

WorkSafeBC's team made the most of its three-month improvement project, resulting in a site that gives users quick access to content and helps them communicate.

## BACKGROUND

The last major redesign of WorkSafeBC's intranet, WorkSafe Network (WSN), was done in 2011 to upgrade its software from SharePoint 2007 to SharePoint 2010. This allowed the organization to create a more fluid interface for its users and to add more social media features to the site.

The goals of WSN are twofold: to provide a central location for staff to quickly and efficiently access information and resources, and to facilitate communication. "Redesigning the site to incorporate more social media features and a more fluid interface has helped WSN do a better job of fulfilling its goals," says Lauralee Kuzik, Manager, Corporate Internet Services (CIS).

CIS consulted with other business areas to understand user needs and business goals; it then let this input guide the site's communication goals and help the team set the priorities for the WSN redesign.

## Challenges

Achieving the project goals and making the necessary changes weren't always easy. The team overcame several challenges during the WSN redesign, including:

- **Timeline:** The first challenge was an extremely tight, non-negotiable deadline to create the new design, bring it online, and make sure it worked. That deadline was three months. "By comparison," says SharePoint Developer Chris Datcu, "a project of this size at most other organizations would take six months."
- **Limited resources:** The limited timeline was further complicated by resource constraints. "CIS didn't have a separate team to assign the project to," says Kuzik. "We had to implement the upgrade ourselves, on top of our existing workload."

Every new content request the team received had to be formatted for both the old system, which was still operating, and the new system, so the content would be available when the new version came online. "We also had to go back and mine two years' worth of old content," says Trevor Seguin, Web Publisher, Corporate Internet Services, "all of which had to be uploaded into the new WSN environment. This wasn't just cutting and pasting, either. We had to copy a thousand pages, along with thousands of documents and document libraries, then reformat the content and recreate all of the links. Some content could be moved in batches, but there were a lot of pages that had to be handled individually."

- **Technology challenges:** In addition to the daunting challenges of a limited timeline and resource constraints, the team ran into some technology issues as well. "There were also some issues with the upgrade that didn't become apparent to us until late in the project because our intranet environment is unique," says Kuzik. "CIS had to work closely with Microsoft to resolve these problems."

Ultimately, with the help of WorkSafeBC's IT department and several other supporting departments—and after putting in many long days—the team succeeded in launching the new version of WSN on time.



The WorkSafe Network

Search  for

Employee Services ▾
References ▾
Our Organization ▾
Safety, Health & Wellness ▾
Team Sites
People & Events ▾
Manager Services ▾

The WorkSafe Network > People & Events > Blogs

Blogs

First Last Name  
First Last Name  
First Last Name  
First Last Name  
First Last Name  
First Last Name  
First Last Name  
Buy & Sell  
Employee groups  
Employee Survey  
Flags around the world contest  
Giving Back  
Giving blood (Partners for Life Program)  
In memoriam  
Kudos  
Milestone recognition  
New hires  
Offers  
Retirees  
Special events  
Workplace hero program

### Blogs

Welcome to WorkSafeBC's corporate blogs, where staff have volunteered to share their expertise and opinions with those who are interested.

Blogging is most effective when readers engage in a discussion about the topics or opinions presented. So feel free to leave a comment as part of the online discussion. That way everyone can benefit.

When did you last witness safety trumping other considerations?  
In popular culture, the opening sentence of a bad novel begins with the cliché phrase, "It was a dark and stormy night...". Returning late last week from Washington, DC and a NIOSH workshop on the use of workers' compensation data for occupational safety and health, I was stuck in... [read more](#)  
Posted Jun 25, 2012 | [First Last](#) | [Comments \(0\)](#)

First Last

Rio +20  
What kind of future do you want? The Rio+20 sustainable development conference, to be held in Rio de Janeiro this month, is expected to be the largest event in the history of the United Nations (visit this site for more information - <http://www.uncsd2012.org/rio20/index.html>) .... [read more](#)  
Posted Jun 18, 2012 | [First Last](#) | [Comments \(5\)](#)

First Last

Online Consumer Beware  
"There's a sucker born every minute" is a quote often attributed to P.T. Barnum, the 19th century founder of Ringling Bros. and Barnum & Bailey Circus who was equally famous for his scams and hoaxes. Not much has changed since Barnum's day — the world is still populated with... [read more](#)  
Posted Jun 14, 2012 | [First Last](#) | [Comments \(0\)](#)


First Last

Mortgage rates and the iPad journey  
Two things strike me as interesting this month: Mortgage (bond) rates and the iPad journey. The iPad journey strikes me as fascinating because it's changing the way we view technology — noticeably and yet naturally. What do I mean by that? If you look at an iPad or iPhone, the big draw is... [read more](#)  
Posted Apr 4, 2012 | [First Last](#) | [Comments \(2\)](#)

First Last

Lost?

Pictured: The WSN *Blogs* page lets employees follow regular columns written by their coworkers on a variety of topics, ranging from how to be environmentally friendly, to understanding changes in copyright legislation, to the latest tech trends and money-saving gadgets for the home.


The WorkSafe Network


Search  for

Employee Services ▾
References ▾
Our Organization ▾
Safety, Health & Wellness ▾
Team Sites
People & Events ▾

The WorkSafe Network > Our Organization > Divisions and departments > Finance

Board of Directors
Corporate Services
Finance
Contact Us
Departments
News and Features
Resources
Human Resources and Facilities
Internal Audit
Legal Services
Office of the President
Worker and Employer Services

## Finance



### Financial Markets and 2012

What I'm going to do over the next while is publish articles here that discuss various issues that seem important to the organization as a whole, our division... [read more](#)

Employee 1 - CFO

Posted Feb 7, 2012 by Employee1


Comments (4)

Do you have a question for the CFO? [CFO questions & answers](#)

News

Updates


Feedback



### March Get Money Smart

The Bank of Canada: Count on Us – A video on how the BoC promotes the economic and financial well-being of Canadians.

Mar 11, 2012 | [Comments \(1\)](#)



### More than numbers

Our Statistics Book tells the story of workers and employers, and how we served them in 2010; it's online now — be sure to check it out

Mar 11, 2012 | [Comments \(1\)](#)

### Did you know?

- ▶ The Accident Fund has sufficient liquidity to pay over \$1.8 billion of annual claims and expenses. [Read more](#)
- ▶ Back out 12% HST with this easy calculation (also included on the Expense Form template)  $5.00 \times 12 \div 112 =$  HST amount.
- ▶ A mere 3 percent annual rise in prices will double the cost of everything within 24 years. [More resources](#)

### Contact Finance

Find your Financial Services Manager

Select division

I need help with...

Select a topic

### Search Finance Resources

☐ documents only

Advanced search

### Related links


[Financial Guidelines](#)  
[Managing finances](#)  
[Reporting](#)  
[Purchasing self-service](#)  
[Accounting self-service](#)

### Tools

[Currency converter](#)  
[Exchange rates](#)  
[Financial dictionary](#)  
[B of C statistics](#)  
[Bloomberg news](#)

Pictured: The *Finance* page provides drop-down menus that let employees ask the Finance department staff for help with specific issues. The search menu can also help staff find documents. The page also features articles from the Chief Financial Officer discussing how WorkSafeBC's financial performance affects how employees do their jobs and what plans will need to be made to ensure the organization's continued stability.




The WorkSafe Network

Search  for

Employee Services ▾
References ▾
Our Organization ▾
Safety, Health & Wellness ▾
Team Sites
People & Events ▾
Manager Services ▾

The WorkSafe Network > People & Events > Employee groups

Blogs
Buy & Sell
Employee groups
Group descriptions
Employee Survey
Flags around the world contest
Giving Back
Giving blood (Partners for Life Program)
In memoriam
Kudos
Milestone recognition
New hires
Offers
Retirees
Special events
Workplace hero program

### Employee groups

WorkSafeBC's employee groups connect individuals from across the organization for a broad range of professional and personal purposes share and build skills, to socialize and expand networks at work, to support and share information with one another, and to do charity work together. Employee groups are entirely employee-driven and reflect the interest, initiative, and spirit of the people at WorkSafeBC. All employees are welcome to join the following employee groups:

- [Book Club](#)
- [Comp-Talk Toastmasters](#)
- [Curling League](#)
- [Guitar Group](#)
- [Helping Hands](#)
- [Knitting Sisters](#)
- [La Table Francaise](#)
- [Q Network](#)
- [Social Club](#)
- [Weight Watchers](#)

Sports teams that use WorkSafeBC facilities and consist of WorkSafeBC employees are listed under [Team sports and contacts](#).

### Resources for employee groups

WorkSafeBC provides a range of support and resources to employee groups, including team sites, e-mail boxes, meeting rooms, targeted training, and periodic promotion.

While WorkSafeBC supports employee groups, generally the activities they undertake do not directly relate to WorkSafeBC's mission and work. As a result, unless expressly authorized, employee group activities must be performed outside of work time — for example, on breaks, at lunch or before or after work.

### Start your own employee group

New employee groups can be formed at any time. If you are part of a group that would like to organize into a formal employee group, contact us for guidance and help.


Due to the nature of our organization and our commitment to neutrality and ethical conduct, employee groups may not be:

- political in nature
- commercial or for-profit ventures

### For more information

E-mail [Employee Groups \(SM\)](#) for more information on how to start your own group and to learn about what kinds of help and tools are available to make your group a success.

Blogs
Buy & Sell
Employee groups
Employee Survey
Flags around the world contest
Giving Back
Giving blood (Partners for Life Program)
In memoriam
Kudos
Milestone recognition
New hires
Offers
Retirees
Special events
Workplace hero program


Lost?

Pictured: The *Employee Groups* page, shown here, is an example of top-level navigation. The tabs at the top of the screen appear on every page of WSN, and each offers drop-down menus with further options. Each intranet page also has a column of links on the left side offering quick, easy access to more information.

## INTRANET TEAM



Pictured: The WorkSafeBC intranet team (back row, left to right): Trevor Seguin and Laine Dalby; (middle row, left to right): Chris Datcu, Lauralee Kuzik, Sharleen Gairdner, David Lesjak, and Glenda Troup; (front row, left to right): Joanna Gould and Terence Little.

## GOVERNANCE

### Ownership

The CIS team is part of the Marketing and Communications department, which lets the team centralize all publishing and thus make changes quickly and easily, with a focus on quality control. It also helps prevent content duplication.

"Our team's ownership of WSN helps to prevent duplication of content and ensure content adheres to our editorial style guide, brand, and is validated by our subject matter experts," says Kuzik.

Site and content responsibilities are shared across several groups: The CIS team manages additions and updates to corporate content; the Business Technology Support Services team (BTSS team) manages the creation of team sites; and team site administrators manage team site content.

<b>INTRANET TEAM RESPONSIBILITIES</b>	
<b>Role</b>	<b>Responsibilities</b>
<b>Corporate Internet Services (CIS) team</b>	<ul style="list-style-type: none"> <li>• Publish content supplied by content owners</li> <li>• Maintain WSN functionality</li> <li>• Implement intranet design changes</li> </ul>
<b>Manager, CIS</b>	<ul style="list-style-type: none"> <li>• Ensure the information presented on WorkSafeBC's internal and external websites is current, valid, accessible, and has integrity</li> <li>• Develop and implement strategic and operational plans for the creation and delivery of web-based material that help to extend and enhance the organization's reach to its stakeholders</li> </ul>
<b>Director of Communications</b>	<ul style="list-style-type: none"> <li>• Develop corporate communication policies, programs, and initiatives that are aligned to ensure overall continuity of the organization's brand consistency and image</li> </ul>
<b>Vice-President of Marketing and Communications</b>	<ul style="list-style-type: none"> <li>• Serve as executive sponsor</li> </ul>
<b>Content Owners</b>	<ul style="list-style-type: none"> <li>• Create content and ensure its accuracy</li> <li>• Submit content to CIS for publishing</li> <li>• Provide new information to CIS through publishing requests as content changes</li> </ul>

## **USERS**

WSN supports approximately 3,000 full-time and temporary staff and contractors, spread across the province of British Columbia, Canada. WorkSafeBC staff carry out a variety of activities, such as helping workers file injury claims, conducting safety inspections at worksites (ranging from urban restaurants to isolated logging camps), and developing new tools and programs to support employers in their efforts to keep their employees safe.

[The WorkSafe Network](#) > [Our Organization](#) > [Area offices](#)

### Area offices

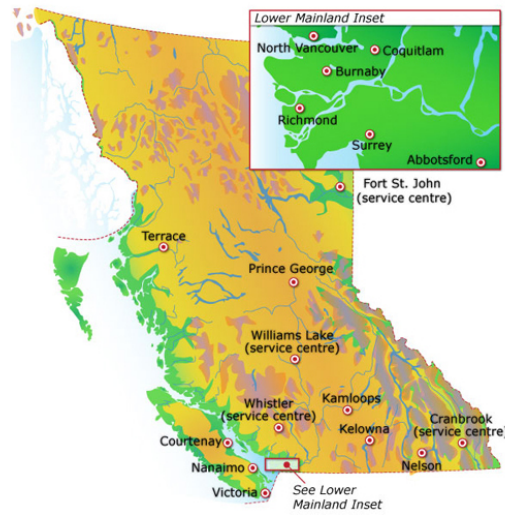
[WorkSafeBC store](#)

## Area offices

While some travelling employees are lucky enough to visit all or some of WorkSafeBC's 15 offices throughout the province, others may not be so fortunate. Interaction with staff at other offices may be limited to e-mail, mail, or phone conversations, or may not exist at all.

That's why we've created the area offices section of WSN. Click on the interactive map below to find out more about our B.C. offices. Each area office profile includes facts — both serious and silly — you may or may not have known about your area office colleagues!

If you don't see your area office profile here, it's because we haven't received it yet. Nanaimo, Fort St. John, Cranbrook, Coquitlam, Surrey, Kelowna, Williams Lake, Nelson, and Prince George, this means you! To participate or to submit your profile and/or photos, please e-mail us at [WSN Admin](#). We can even send along some questions to help you organize your thoughts.



## Burnaby

The folks at the Burnaby office sure love socializing over food, like one big happy family. And along with the eating comes exercising. With the fantastic views from their lunchroom and perimeter offices, and a beautiful park just steps away, doing both is easy. Read on to discover why the Burnaby staff love their office — and their location.

[read more](#)

## Abbotsford

It's clear the staff members that work in Abbotsford love their office... and each other! Read on to find out what makes this area office (known as "the friendly office" and, more affectionately, "Abby") such a great place to work!

[read more](#)



Lost?

Pictured: The location of WorkSafeBC's regional offices across British Columbia.



Site Actions
Feedback
My Site
My Links
User Name

The WorkSafe Network

Search
WSN
for

Employee Services
References
Our Organization
Safety, Health & Wellness
Team Sites
People & Events
Manager Services

# Cafeteria Menu

Monday
Tuesday
Wednesday
Thursday
Friday

Week: August 20

Menu selections are subject to change, depending on item availability.

**Breakfast Special**  
Corned Beef Hash, Fried Egg and Onion \$3.95

**Bakery Special**  
Mini Cheese Bun with an 8oz Coffee \$2.95

**Bean Counter Special**  
Grande Cappuccino \$3.15

Summer Coolers Grande Shaken Awake, Green and Passion Iced Teas @ \$2.30

**Entree**  
Beef Skewers in Sesame Hoisin Sauce \$5.95  
Breast of Chicken with Spinach and Bell Pepper \$5.95

**Vegetarian**  
Mini Vegetable Samosas, Chick Peas and Mango Chutney \$5.25  
Sides for the above entrees, choice of two for \$1.20 extra: Basmati Rice, Yams, Peas, Mixed beans, Cauliflower, Carrots

**Soup**  
New England Chowder \$2.20  
Carrots, Pumpkin, Sweet Potato \$2.00

**Grab n Go**  
Ham on a Bun comes with Soup OR Chili \$4.80

**Grilled Special**  
Mint Lamb Burger with Mayo and Mozza Cheese with Side Fries or Salad \$6.15

**Breakfast**  
Served from 7am to 10:30am

**Lunch**  
Served from 11:30am to 2pm

Lost?

Pictured: One of WSN's most popular sections is the *Cafeteria Menu*. Following a homepage link takes users to pages listing the daily breakfast and lunch specials for the entire week, as well as the hours of food service.

Site Actions

Feedback

My Site

My Links

User Name

WSN

The WorkSafe Network

Search

WSN

for

Employee Services

References

Our Organization

Safety, Health & Wellness

Team Sites

People & Events

Manager Services

The WorkSafe Network > People & Events > Buy & Sell

Blogs

Buy & Sell

FAQs

Policy

Employee groups

Employee Survey

Flags around the world contest

Giving Back

Giving blood (Partners for Life Program)

In memoriam

Kudos

Milestone recognition

New hires

Offers

Retirees

Special events

Workplace hero program

Buy & Sell



Please note

Ads submitted to the Buy & Sell pages after 3pm on August 17th, 2012 will NOT be posted until after 12pm on August 22nd, 2012. Thank you for your patience.

Do you have something that you want to sell? Or something special you want to buy? You've come to the right place.

The online Buy & Sell gives employees the opportunity to post items they'd like to buy or sell, and make them available to staff all around the province. From this page, there are three activities you can perform:

- [View all items](#)
- [Post item](#)
- [View my items](#)

Who can post items?

The Buy & Sell is available only to WorkSafeBC employees (permanent and temporary) and consultants. You may not post items for friends, neighbours, or relatives.

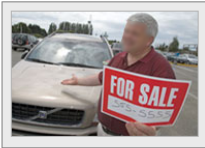
Event tickets

When submitting a post to sell event tickets, the exact price printed on the ticket (face value) must be noted in the posting. Event tickets may not be sold through the Buy & Sell at a cost higher than the price printed on the ticket.

Guidelines and conditions

Note: ads go through an approval process, and may take up to two business days before they are posted and become active on the Buy & Sell page. For a full list of guidelines and conditions, read the [Buy and Sell Policy](#).

Need help using the application? Check out our [FAQs](#).



Related links

[Supply swap](#)

?

Lost?

Pictured: The *Buy & Sell* page is another WSN area with strong staff participation. As the name implies, in this site area, staff members can list and sell personal items. Employees sell all kinds of stuff, from furniture to video games to NHL tickets.

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WWW.NNGROUP.COM

309



Board of Directors  
Corporate Services  
Finance  
Human Resources and Facilities  
Internal Audit  
**IT Division**  
Contact Us  
Departments  
News and articles  
Legal Services  
Office of the President  
Worker and Employer Services

## IT Division



Welcome to WorkSafeBC's IT portal

News

Blogs

Ask the CIO

Suggestions?



### Superstars of the internet

Meet 33 pioneers, innovators, and global connectors who helped make the internet what it is today

May 22, 2012 | Comments (0)



### Welcome to WorkSafeBC's IT portal

Your gateway to information technology support and news

May 11, 2012 | Comments (1)



### Motivating change

How do you inspire change in an organization? It ain't easy, says Title First Last

May 11, 2012 | Comments (2)



### How "near" is Near Field Communications?

Imagine no keys, no wallet, no company access card; it's closer than you think

May 11, 2012 | Comments (3)

### Did you know?

- There are three ways to get technical support: search [Tips, How To's, Manuals](#); contact the [IT Support Desk](#); talk to the experts at the [Technology Hot Spot](#).
- Users of mobile devices can use a number of [recommended apps](#)
- There are more products available on Order-IT than those listed. Set up a [consultation](#) to learn more.
- There are several ergonomists on staff who can help you set up the software and hardware at your workstation properly. For information or assistance, submit an [Ergonomic Request](#) form.



IT DIVISION

### Quick links

Select ▾

### I need to...

- ☐ Get technical support
- ☐ Get access
- ☐ Get software, equipment, phone, voice mail
- ☐ Move equipment
- ☐ Get a report / data analysis
- ☐ Find a contact

### Contact us

IT Support Desk

Local 3000

Support Desk

[Technology HotSpot](#)

Product demos, consultation

[Solutions Managers](#)

### Related links

[Ergonomics at work](#)

[Order-IT](#)

[Technology support](#)

[Technology training](#)

[Organization charts](#)

### Polls

What kind of smartphone do you use?

- ☐ Apple iPhone
- ☐ BlackBerry
- ☐ HTC
- ☐ LG
- ☐ Motorola
- ☐ Nokia
- ☐ Samsung
- ☐ Sony Ericsson
- ☐ Intensity



Lost?

Pictured: The *IT Division* page is a good example of how the intranet's department information can serve employees outside that department. Here, the staff photo is front and center, putting a real face on coworkers that many employees typically deal with only briefly over the phone. The page has links to contact information, as well as features about technology issues.

## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"><li>• <a href="http://wsn/Pages/Default.aspx">http://wsn/Pages/Default.aspx</a></li></ul>
Default Status	<ul style="list-style-type: none"><li>• WSN is set as each user's homepage, but it is not bookmarked</li></ul>
Remote Access	<ul style="list-style-type: none"><li>• Some staff can access WSN remotely (including a select group of managers, some IT staff, and others) using the organization's VPN protocol</li></ul>
Shared Workstations	<ul style="list-style-type: none"><li>• During some in-house training sessions, workers will occasionally access WSN from shared workstations in training rooms at the head office and in regional offices. The head office's "Technology Hotspot" area is a walk-in support center with shared terminals where staff can access WSN and view some of the latest technology products used at WorkSafeBC.</li></ul>

## DESIGN PROCESS AND USABILITY WORK

### Design Approach

The first step in realizing the new design was to ask site users where they thought improvements were needed.

"When we came to the conclusion that we would need to enhance the intranet, our first step was to conduct a survey of WorkSafeBC staff to find out what they thought WSN needed," says Kuzik. "Nearly a third of our workforce—800 people—responded to the survey, providing us with a number of suggestions. They requested everything from blogs to a wiki, to the ability to comment on news stories. Over the years, staff had also sent us feedback on their own. This gave us another list of suggestions, challenges, and relevant issues to take into consideration."

The CIS team created its own list of ideas for WSN enhancements as well. "These came up during our regular team meetings, where we would discuss issues such as how to fix web browser compatibility problems, or what kind of system we would need to put in place to vet comments submitted to our news stories," she says.

Some decisions about the site's needs were made during the redesign's early stages. The team asked for input from staff and the management team about the proposed architecture for WSN, and enlisted people from other departments to help with usability testing.

The user testing involved creating a WSN prototype and asking test participants to explore and try to accomplish assigned tasks. "Their activity within the prototype was monitored to give us a feel for how people would navigate through, and work with, the system," says Seguin. "And we asked the testers a number of follow-up questions about their experience with it, to get their impressions. The results of their feedback and performance had some influence on WSN's design."

The technology platform itself dictated certain changes. "We also encountered the inevitable domino effect," says Datcu, "where the changes to our SharePoint content management system required that we make changes to other systems that integrate with it, such as the workflow software."

## TIMELINE

PROJECT TIMELINE	
Milestone Date	Milestone Description
February 1999	<ul style="list-style-type: none"> <li>Launched BoardNET, WorkSafeBC's first corporate intranet. BoardNET was an HTML-based site designed for collaboration and communication with support for WinNT 4.0 and IE 3.0.</li> </ul>
November 2004	<ul style="list-style-type: none"> <li>BoardNet transitioned to The WorkSafe Network (WSN), a redesigned site that was implemented on SharePoint Portal Server 2003. The main reasons for the upgrade were: <ul style="list-style-type: none"> <li>Improved content management</li> <li>Consistent organization</li> <li>Better look and feel</li> <li>Improved search function</li> <li>Improved integration to better reflect WorkSafeBC's new organizational structure</li> <li>Ability to organize business processes by tasks</li> <li>A simpler publishing process</li> </ul> </li> <li>The site's new functionality included: <ul style="list-style-type: none"> <li>Employee self-service</li> <li>Job postings</li> <li>Forms</li> <li>Office maps</li> <li>Calendar of events</li> <li>Cafeteria menu</li> <li>A "get answers" tool</li> <li>User alerts</li> </ul> </li> </ul>
January 2005–September 2009	<ul style="list-style-type: none"> <li>By this point, approximately 300 team sites had been created to share: <ul style="list-style-type: none"> <li>Documents</li> <li>Procedures</li> <li>Tutorials</li> <li>Departmental material</li> </ul> </li> </ul>

	<ul style="list-style-type: none"><li>○ Projects</li><li>○ Notes</li><li>○ Calendars</li><li>○ Etc.</li></ul>
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<b>December 2009</b>	<ul style="list-style-type: none"> <li>WSN was redesigned again—from scratch—to use SharePoint 2007. The new version of the site had updated functionality, and a completely different look and feel. At this point, WSN consisted of more than 1,000 content pages and thousands of documents. Key features included: <ul style="list-style-type: none"> <li>Brand new skin</li> <li>Improved navigation</li> <li>A format that was easier to use</li> <li>Better and faster search capabilities</li> <li>Best bets</li> <li>New features that better engaged users and informed them about a variety of topics</li> <li>Improved metadata tagging</li> <li>A comprehensive set of page layouts for all publishing needs</li> <li>Corporate performance graphs</li> <li>New web parts to add dynamic content</li> <li>Rollup news stories</li> <li>Featured news</li> <li>A calendar of events</li> </ul> </li> </ul>
<b>June 2011</b>	<ul style="list-style-type: none"> <li>The organization redesigned WSN and migrated it to SharePoint 2010, modifying and optimizing all Web parts and the general code base accordingly. The new site includes: <ul style="list-style-type: none"> <li>A new enterprise homepage</li> <li>Improved IA</li> <li>Support for social media</li> <li>Blogs</li> <li>Wikis</li> <li>Different methods of engaging users, including feedback forms and comments</li> <li>Personal sites (<i>My Site</i> pages)</li> <li>Employee recognition (<i>Kudos</i> section)</li> <li>Business intelligence reports</li> <li>Extended content rollups</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>○ Content archiving</li> <li>○ New skin</li> <li>○ Search improvements</li> <li>○ Photo galleries</li> <li>○ Integration with tracking software</li> <li>○ Other new features</li> </ul>
<b>August 2011</b>	<ul style="list-style-type: none"> <li>● CIS made some further upgrades to WSN, including: <ul style="list-style-type: none"> <li>○ Launching the Office ribbon</li> <li>○ Adapting the overall layout</li> <li>○ Making miscellaneous improvements for content authors</li> <li>○ Adding embedded webcasts</li> </ul> </li> </ul>
<b>September 2011–present</b>	<ul style="list-style-type: none"> <li>● The CIS team continues to engage in ongoing development and enhancements. Recent addition include: <ul style="list-style-type: none"> <li>○ Corporate operating statistics dashboard</li> <li>○ Wellness tracking program</li> <li>○ <i>Report Center</i></li> <li>○ New portals for major WorkSafeBC departments</li> </ul> <p>Meanwhile, personal and corporate blogging has matured and grows new content constantly. WSN currently has more than 4,000 pages (not including documents), more than 2,000 news stories, and in excess of 5,000 comments on news stories.</p> </li> </ul>

## CONTENT AND CONTENT CONTRIBUTORS

Corporate content is administered and published by CIS, which works with SMEs to create and maintain the overall WSN. CIS regularly reviews WSN content with the SMEs in order to keep WSN up-to-date and relevant to staff. CIS writers, editors, and publishers assist with developing and implementing optimal web communication strategies for WSN while CIS ensures content conforms to WorkSafeBC standards and editorial style guides.

“Our process for adding new content follows a path that gives us quality control at each stage,” says Seguin. He explains how this works:

1. The SMEs use a web form on WSN (the *news or story ideas* link at the bottom of each intranet page) to request the addition of new content or changes to existing material. The form allows SMEs to attach documents that need to be added to the site, and to specify when they would like the content published.
2. The web form is received by the CIS system and sent to one of our team members for triage.
3. Based on the nature of the request, the form is sent to one of our editors, or another appropriate specialist, such as a graphic artist or video producer.
4. Our editors work with the new content to ensure it conforms to WorkSafeBC standards and editorial guidelines. We provide the SMEs with guidance on:
  - Content
  - Style (language usage, spelling, grammar, punctuation, etc.)
  - Size
  - Format
  - Graphics
  - Meta tags
  - Best bets (a way to optimize searches by marking items that are most relevant to a certain keyword)
5. The content is sent back to the SME for approval.
6. We then integrate any extra graphics, and audio, visual, or text elements.
7. The new WSN page is created.
8. CIS tests the new page's functionality (ensuring links work correctly and so on).
9. The SME gives final approval, and we make the page available to the rest of the staff to view/use.



## TECHNOLOGY

The technology has changed in many areas over the years, which has had an impact on the site.

"We upgraded Visual Studio from the 2005 version to 2008, and then to 2010," says Datcu. "Newer versions of the software follow a modern approach to SharePoint development and take advantage of new SharePoint project templates, add-ons, and code-generation tools. As a result, the solution packages have changed, and the build and deployment process has evolved."

SharePoint 2003 was replaced by the 2007 version, and later by 2010. Although SharePoint upgrades might be more or less straightforward and involve standard steps, the team's improvements were ambitious:

- Each major upgrade included an interface redesign, IA changes, and many functional enhancements.
- The release of each new version of WSN had to be very well coordinated to maintain zero downtime.
- Each release also had to manage two parallel production environments during a one-month transition, when the new code and the existing content had to be deployed to a brand new infrastructure. For each upgrade, the team had to migrate the major site (WSN), as well as hundreds of team sites.

"So, each upgrade was a little more work than might be expected during a normal upgrade, but this extra effort has been well worth it," says Datcu. "We know each of these upgrades benefitted WSN because CIS received a huge amount of positive feedback from users after every change. Staff have told us they enjoy the simple, self-explanatory interface, and we can watch as new features quickly become very popular. With the SharePoint upgrades, WSN has had a very good adoption rate, has constantly engaged users, and has generated valuable feedback for CIS."

In addition to the major upgrades, the team is also constantly engaged in browser upgrades, optimizing the code to offer good cross-browser support (to run equally well on Internet Explorer and Firefox, for example). "In fact," he says, "CIS tends to prepare code in advance to anticipate the next browser release, to minimize the impact of the changeover. Some of our browser customizations had to be updated when we migrated WSN to SharePoint 2010."

<b>TECHNOLOGY</b>	
<b>Category</b>	<b>Technology Used</b>
<b>Web Server Hardware and O/S</b>	<b>Hardware:</b> <ul style="list-style-type: none"> <li>• A cluster of load-balanced WFEs (front-end servers)</li> <li>• Application servers</li> <li>• SQL servers</li> </ul> <b>O/S:</b> <ul style="list-style-type: none"> <li>• Windows 2008 Server R2</li> </ul>
<b>Bug Tracking/Quality Assurance</b>	<ul style="list-style-type: none"> <li>• TestTrack and Team Foundation Server</li> </ul>
<b>Design Tools</b>	<ul style="list-style-type: none"> <li>• Photoshop CS3–CS6</li> </ul>
<b>Site Building Tools</b>	<ul style="list-style-type: none"> <li>• Visual Studio 2008/2010</li> <li>• SharePoint Designer 2010</li> <li>• Dreamweaver CS3–CS6</li> </ul>
<b>Content Management Tools</b>	<ul style="list-style-type: none"> <li>• SharePoint 2010</li> </ul>
<b>Search</b>	<ul style="list-style-type: none"> <li>• SharePoint Search</li> </ul>

## SEARCH

The team chose to use SharePoint 2010's out-of-the-box search functionality as a simple and easy solution to its search needs. SharePoint's search lets users search by scope (WSN, team sites, people, or all internal and external websites) or to define advanced search criteria and search by word, exact phrase, language, type of document, and properties.

Site Actions
Feedback
My Site
My Links
User Name

WSN

The WorkSafe Network

Search WSN for

Employee Services
References
Our Organization
Safety, Health & Wellness
Team Sites
People & Events
Manager Services

All Sites
People

road safety
Advanced

1-10 of about 630 results Your search took 0.30 seconds.
Results by Default
Alert Me
RSS

On the road again (webcast)

fact has prompted WorkSafeBC and the BCAA Road Safety Foundation to launch a new online resource, RoadSafetyAtWork.ca, to help employers improve road safety for their workers. ...

http://wsn/OurOrganization/News/Pages/On-the-road-again-webcast.aspx - 80KB - Last, First - 3/19/2012

Safety, Health & Wellness

space is defined only by orange safety cones. The cones are used to alert drivers that workers — landscapers, flaggers, road construction... read more ...

http://wsn/SafetyHealthWellness - 102KB - 8/19/2012

News

How much would you get if ... Our own Mark Ordeman gives the Journal of Commerce the lowdown on roadside safety ... Preventable uses English Bay statues to get people thinking about water safety ...

http://wsn/OurOrganization/News - 363KB - 8/19/2012

Road and Parking Lot Rage

people. Most importantly to Ensure Your Safety ... - Avoid eye contact with an angry aggressive driver - Give the angry "Road Warrior" a wide berth - If the situation ...

http://wsn/Docs/Documents/SafetyHealthWellness/SafetyatWork/SafetyMeetingTopics/Roadandparkingrage.ppt - 222KB - Last, First; Last, First - 4/18/2005

Improving safety on resource roads

"We are working with owner committees — or road safety management groups — in two areas of the province to establish a safety system specific to resource roads," says Don ...

http://wsn/OurOrganization/News/News2008/Pages/ImprovingSafetyResourceRoads.aspx - 70KB - Last, First - 1/13/2012

Webcasts

WorkSafeBC and the BCAA Road Safety Foundation develop tool kit/website to improve safety for working drivers ... Improving safety one inspection at a time (webcast) ...

http://wsn/ourorganization/news/webcasts - 84KB - 8/19/2012

The Cone Zone (webcast)

Our own Employee 1 gives the Journal of Commerce the lowdown on roadside safety ... launched the Cone Zone campaign, a road safety initiative that encourages drivers to take care when ...

http://wsn/OurOrganization/News/Pages/Cone-Zone-2012.aspx - 78KB - Last, First - 7/27/2012

Teens dig construction safety program (webcast)

machinery common to the construction and road building industries, such as bulldozers and ... They also received a complete site safety orientation and their own personal safety equipment. ...

http://wsn/OurOrganization/News/News2009/Pages/TeensDigConstructionSafety.aspx - 70KB - Last, First - 1/3/2012

A day to save lives

first annual National Day of Remembrance for Road Crash Victims to raise awareness of road safety, and to promote ways to prevent road traffic injury and death. ...

http://wsn/OurOrganization/News/News2008/Pages/DaySaveLives.aspx - 70KB - Last, First - 1/13/2012

WorkSafeBC fleet

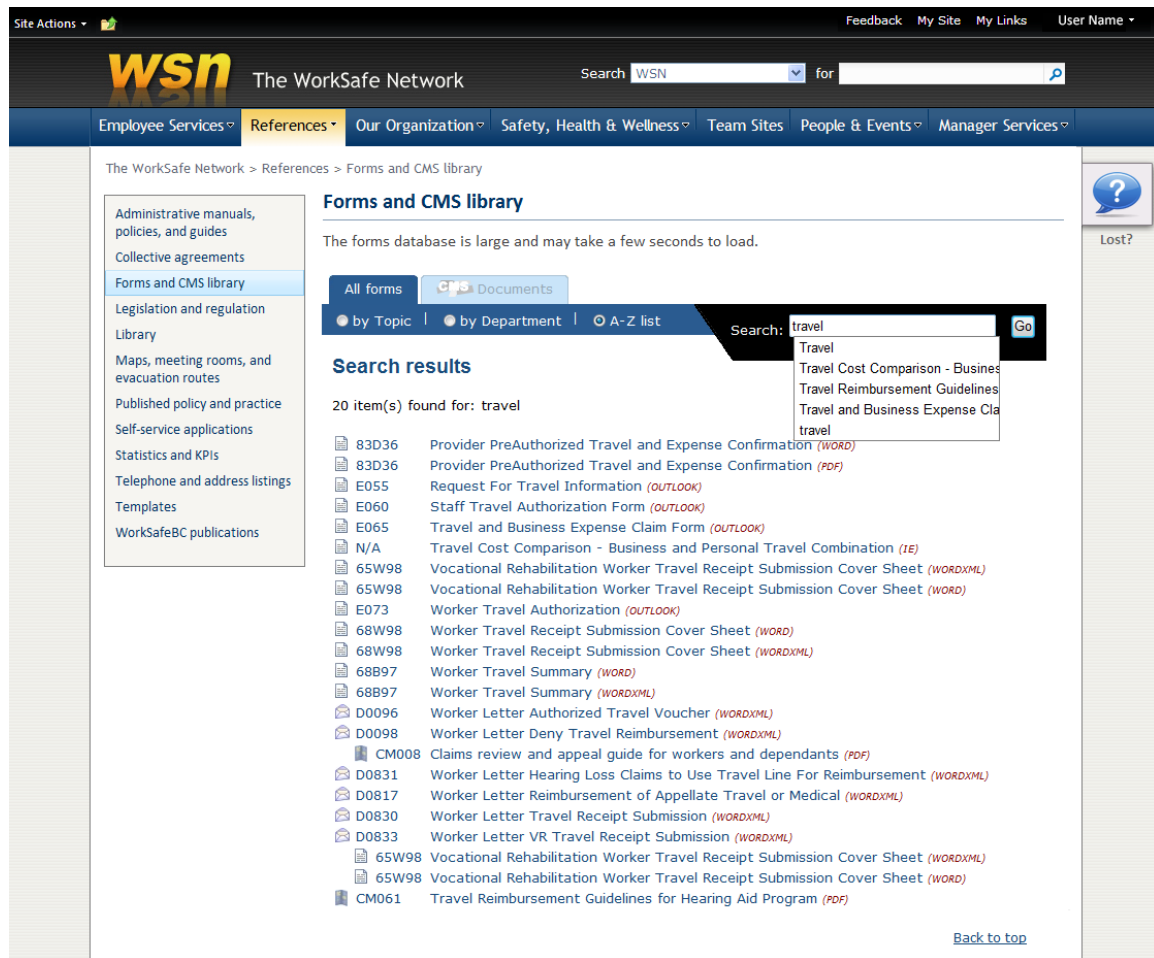
SAF 1-19 Driving or Traveling on Resource Road Procedures ... Relative safety of different classes of vehicles ... Occupational Road Safety: Preferred Practices ... Road Safety At Work ...

http://wsn/employeeservices/parkingcommutingfleet/worksafebcfleet - 102KB - 8/19/2012

1 2 3 4 5 Next>

Pictured: A typical search results page on WSN. In this example, a staff member has typed "road safety" in the search field, and WSN has generated several pages worth of listings containing that term. From here, the staff member would click on the most relevant item and proceed to its WSN page or document.





Pictured: A search results screen showing WSN's *Forms and CMS Library* page, where staff members can access a variety of forms they might need to fill out while doing their jobs. They have the option of scrolling down through the entire list, entering a search term, or selecting a letter of the alphabet to find forms with names beginning with that letter.

## RESULTS AND ROI

WSN's biggest success is the degree to which staff uses it. This amounts to an average of 821,778 visits per month.

Looking back to the site's earliest days, when the company was still running the BoardNET, it's clear that intranet usage at that time was limited. Staff used the site only for a few, very specialized purposes. "It was a single use, niche tool," says Seguin. "Now, however, it's a whole different story. Lots of people across the entire organization access WSN frequently, with individuals using it for a lot of different purposes. Now, our intranet is more like a community."

Despite the clear increase in usage trends, it's hard to measure money savings or definitive ROI; that's okay, says the team, because even without a strict ROI, WSN is definitely making a big difference.

"When we talk about ROI and an intranet, in some respects it's hard to quantify how much money has been saved by using it," says Datcu. "However, because WSN's

tools are used by many staff members to make their work faster and easier, it's pretty clear that WorkSafeBC is saving money. The fact that it's also used by everyone across the organization for communication means we're all on the same page, which helps create focus and build morale, both of which have value."



Pictured: One of the organization's performance indicator graphs from the WSN homepage, where users can find several graphs that track different performance areas.



Pictured: Another example of how WSN lets all staff members track WorkSafeBC's performance.

## LESSONS LEARNED

Chris Datcu, the organization's SharePoint consultant, shares some of the lessons the team learned during the project. "Over the years, our experiences redesigning WSN have reinforced a number of lessons that are helpful to keep in mind:" These lessons include:

- **Gather feedback early.** "Follow a design workflow where you get early feedback and approval from the clients/SMEs, so you know what features are needed and what the priorities are."
- **Put usability first.** "Always evaluate the usability of the intranet during the design phase. Get typical users from the organization to test different functions to make sure all parts are self-explanatory, easy to use, and easy to find."
- **Plan your migration in detail.** "Do a proper analysis of your old and new intranet platforms so you don't run into integration problems when migrating from one platform to another."

- **Choose technology carefully.** “When choosing one technology over another, consider how that technology might create compatibility and upgrade issues for your intranet and its individual components now and in the future.”
- **Be prepared for what’s next.** “Always do more than what’s expected of you. You may be tasked to create something that works for a particular piece of software—Internet Explorer 7, for example—but if you know an upgraded version will be released, like Internet Explorer 8, you need to build and test your system with that update in mind so that your intranet will still work when the technology changes.”
- **Be ready to always adapt and learn.** “Nothing’s perfect, so you have to find the best compromise.”
- **Technology should be simple and effective.** “Start your project by identifying the technology that meets your business requirements and budget, and then take a serious approach to design. Always look for the simplest and most effective solutions.”

And, while many lessons are learned during intranet projects, perhaps some of the most important ones are learned by what doesn’t go quite as planned or what wasn’t planned for in the first place. Hindsight is, as they say, 20/20. Here’s what Datcu sees in this project’s rearview mirror and what the team might have done differently:

- **Design around the content.** “We would have determined beforehand how to marry the design process with the need to redesign the user interface with the actual content. You have to go back and change all the old content when you’re redesigning your intranet. You can’t just build new content.”
- **Automate the content migration.** “We also would have created an automated migration process so content could have been built in a staging environment before it got moved to production. No one should work directly in production because a staging environment is a safer area to work, allows for better control of the publishing process, and gives you better control over upgrades.”
- **Design for multiple browsers.** “If we had to go back and do it again, we would have also designed WSN with multiple browsers in mind. Currently, the intranet does not support all browsers, and, consequently, we can’t support mobile devices. Better browser support would offer better support for all mobile devices. When you’re building your intranet, test it in your desktop’s browser, but be sure to test it on smartphones, tablets, or other mobile devices you might use as well.”

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## XL Group plc

**Using the intranet:** XL Group plc, through its subsidiaries, is a global insurance and reinsurance company providing property, casualty, and specialty products to industrial, commercial, and professional firms; insurance companies; and other enterprises throughout the world.

**Headquarters:** Dublin, Ireland

**Number of employees the intranet supports:** 4,000

**Company locations:** 60 offices in 21 countries, serving clients in more than 100 countries worldwide

**Annual Sales:** Net premiums earned \$5.7 billion (FY 2011) and total assets of \$44.6 billion (FY 2011).

### Design team:

**In-house:** Core team of seven people responsible for project delivery; Business Advisory Group of nine people representing broker/client/prospect facing functions and major intranet audiences; and a strategic steering committee of six people.

**HUGE:** Core team of four people responsible for project strategy and management; and a design team of seven people representing product design, user experience, and visual design, and including a content strategy specialist.

### Members:

**XL Core Team:** John Flannery, Project Lead; Rich Williams, IT Lead; Satvinder Khurana, Online C&M lead; Marcy DeMassa, Project Manager; Shahar Tamari, IT Architect; Chru Singh, Search Lead; and Sangeeta Patel, Content Lead

**HUGE:** (Core team) Lilie Chang, Engagement Director; Brock Boddie, Associate Program Director; Chris Michaud, Senior Product Strategist; and Josh Dern, Product Strategy Lead; (Design team) Felipe Memoria, Partner; Leala Abbott, Content Strategist; Leandro Brasil, Product Designer; Sergio Salvador, Experience Lead; Jose Coccoresse, Product Designer; Joao Paulo Teixeira da Silva, Art Director; Fabricio Marchezini, Senior Product Designer; and João Mermolia, Product Designer

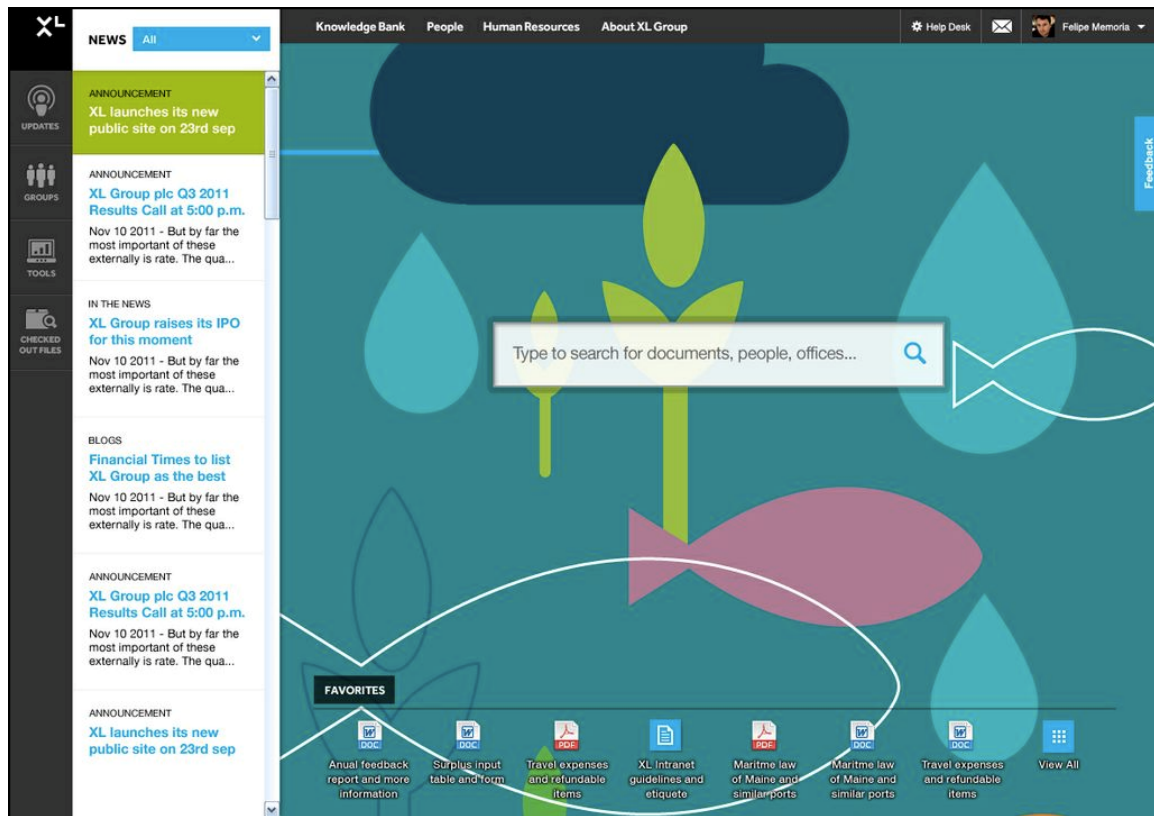
**Tallan:** Adam Worobec, Reddy Kadasani, Tim Heinlein, Jian He, Max Weber, and CEO Craig Branning

## SUMMARY

It takes guts, sweat, and barrels of creativity to create XL World, the intranet at XL Group plc. The site's aesthetics and features are perfect for today and tomorrow's users.

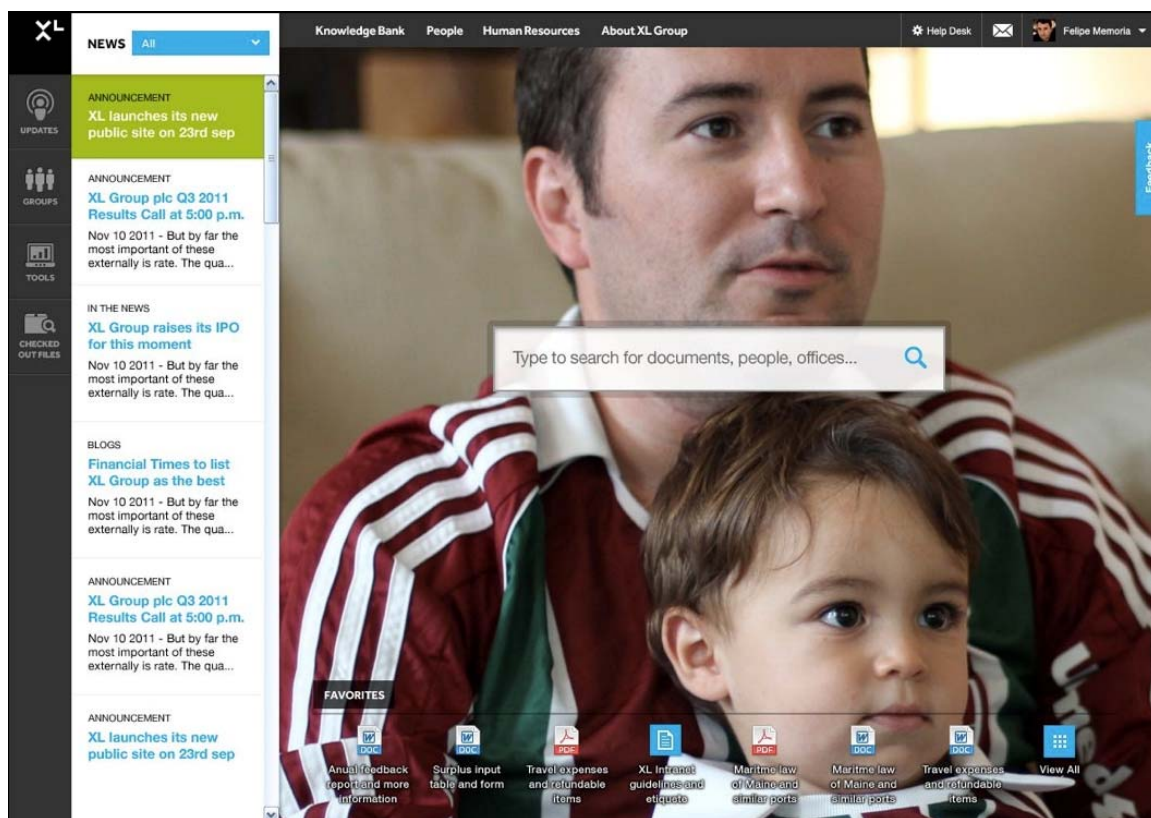
On the homepage, you immediately sense that this is something special: There are no boxy-looking sections or crowds of links. Instead, users can choose a picture they like to consume most of the screen real estate in the background. Although rather unconventional now, this style might become more common as Windows 8's Metro Style infiltrates offices. Even now, however, the XL intranet is still intuitive while perpetuating uniqueness.

A powerful search takes center stage on the homepage, with a large open field where users can search for anything their hearts desire. A new Knowledge Bank utilizes a metadata-driven organization of XL Group's vast amount of content and files.



Pictured: Users can replace the default background image on the XL Group intranet homepage.

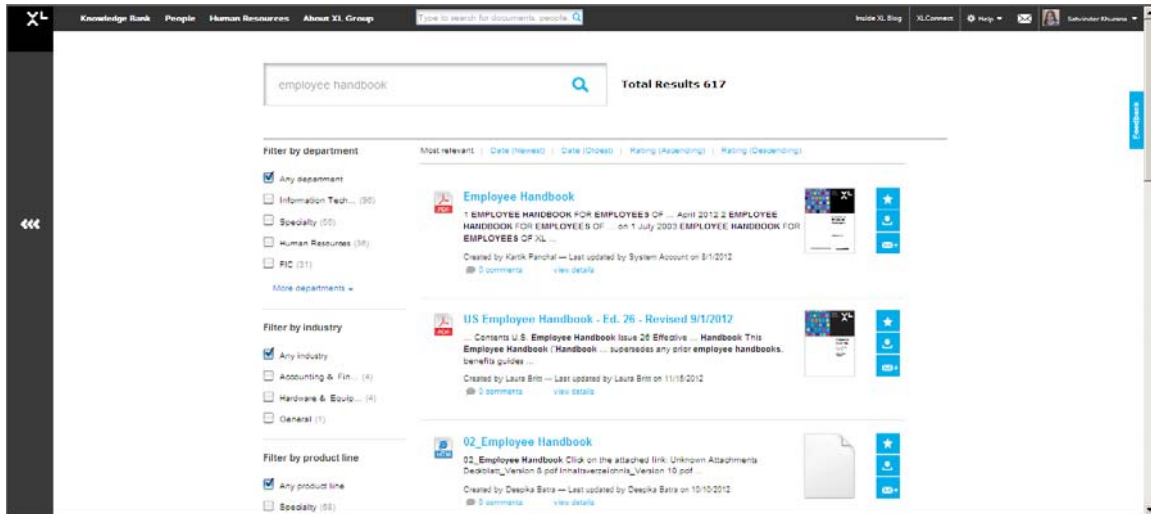




Pictured: A user customized the XL Group intranet homepage by replacing the default background image with one of his own.

The search results are divided by people results and other content, including documents. Users can sort by most recent and ratings ascending or descending, or keep the default view, which is sorted by most relevant. In addition to sorting results, the filters on the left side (thanks to Microsoft's FAST search) allow users to filter by tags, date, type, and other criteria.

Users can view comments about the documents, see more details, and see a thumbnail preview of the document. All of these features help users make good choices at the results page level, rather than having to waste time and effort clicking through fruitless links.



Pictured: Users can sort and filter search results and see previews of documents.

The *details* link in the search results opens the document details page, which describes the file and shows tags, versions, and comments. Users can also make comments, add to their favorites, email, or rate the document with thumbs up or thumbs down.

Knowledge Bank
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Felipe Memória

## Global Casualty Regulations & Guidelines

Created on November 8, 2010 by [Alexandre Saddi](#)  
Last updated on October 9, 2011 by [Joseph Junior](#)

+85%

### File description

This general product description is informational only. It is neither an offer to sell nor a solicitation to purchase any particular insurance product. Coverages may not be available in all jurisdictions, including without limitation any jurisdictions within the United States, and may be available only through appropriately licensed producers.

Subjects

Lorem Ipsum

Sit Amet

Adipiscing Elit

Product Name

Ipsum Dolor

Geographic Focus

Adipiscing Elit

Industry

Construction

Business Unit

Sit Amet

Product Line

Adipiscing Elit

### Version history

5 versions

Nº	modified ↓	modified by	size	comments
0.1	9/20/2011 9:15 AM	Joseph Robert	415.1 KB	
0.2	9/20/2011 9:15 AM	Vincent Jones	375 KB	Updates based on the

### 2 comments

**Fernanda Spike** - October 10, 2011  
Awesome news! I am proud to work at such amazing company! Thanks XL!

**Gabriel Slotty** - October 5, 2011  
Our top line growth continued, our enterprise risk management quality continued to show through, and our growing attractiveness. As the employer of choice for great complex risk underwriting was demonstrated

**Felipe Memória**

Pictured: The document *details* page describes the file and shows tags, versions, and comments. It also lets users make comments.

Clicking a link for a person leads to his or her profile page, which gives employees a good sense of one another. In this case, the user's title and team displays at the top, along with a close-up photo. The ability to *Follow* or favorite the person comes next, followed by contact information and more specific details.

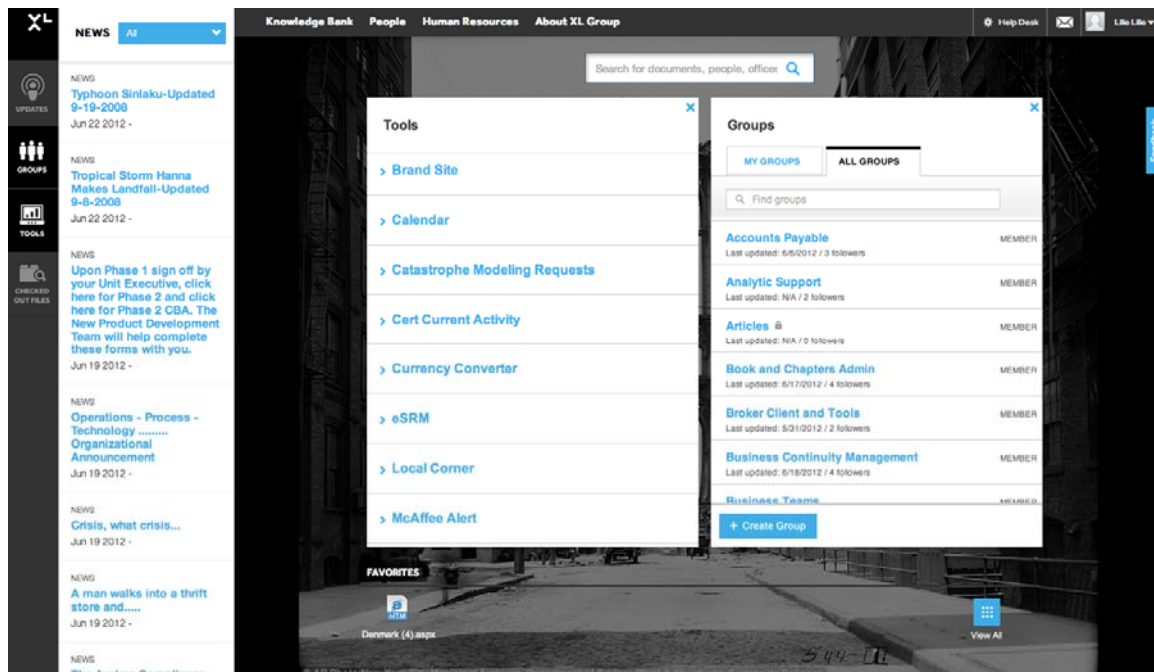


Pictured: A user's profile page offers a photo, information about the person's background and activities, plus multiple ways to connect.

When browsing makes more sense than searching, the homepage offers easy options. The global navigation appears in an expected place: at the top of the page. The icons, or "widgets," on the far left offer users quick access to updates, groups, important tools (such as travel request forms and the corporate calendar), and document management areas. Users can also add links to documents they're working with at the bottom of the homepage for easy access.

Top news announcements appear in a rail down the left side, and include an obvious title for each dated news item. The blue, bold text obviously represents a link, and it's legible on the white background. Dates are in an international format, with the month spelled out. Users can scan just the top news or scroll this list for more.

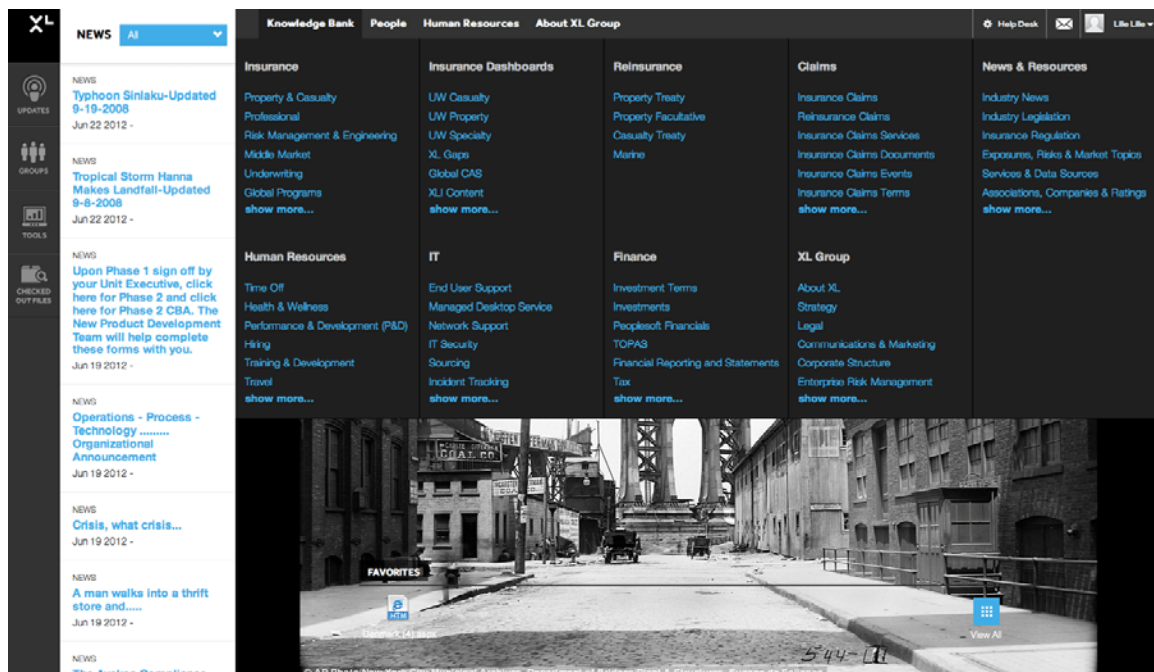
Clicking the widgets on the far left opens panels of menus, with large, legible type. Designing these modules outside the traditional flyout or expand-in-place UIs lets the designers use more space for the commands list, where they can make the text larger and add more white space between links. This creates a calmer, less crowded design and makes the targets easier to see and click.



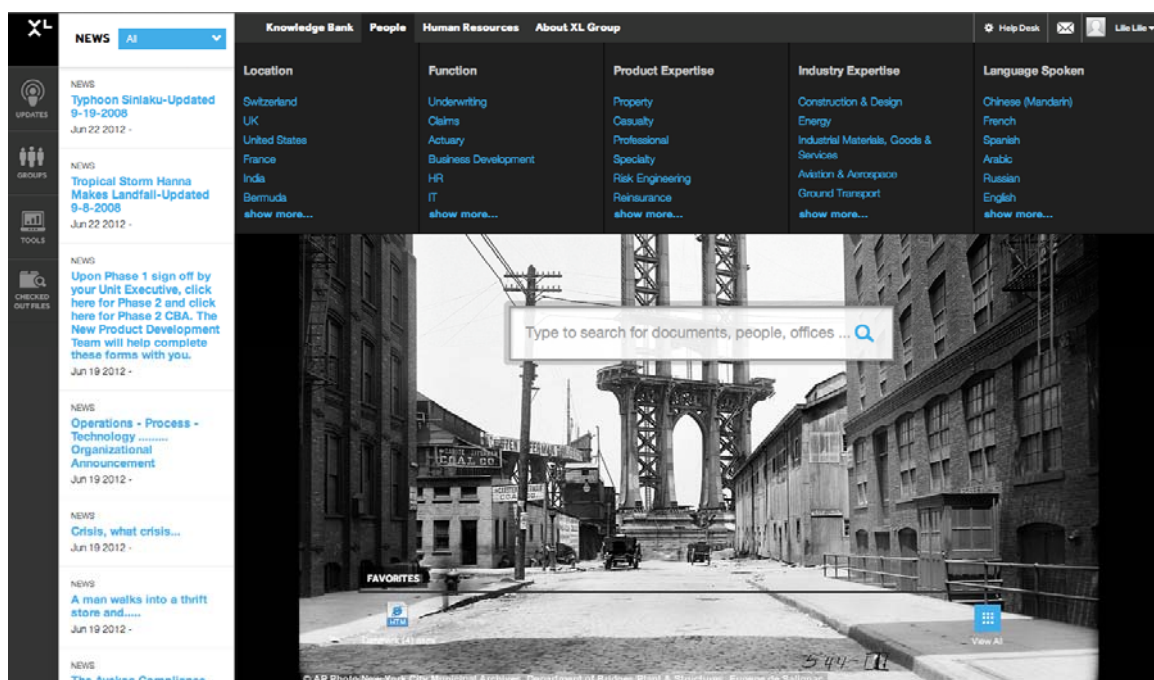
Pictured: Putting icons or widgets on the left, or open panels of menus, in the center of the page, affords more space for larger text and white space, which are scarcities in the traditional flyout and expand-in-place menu UIs.

The global navigation links at the top open mega menus for easy access to all links. Users can scan many links at once in this UI. The designers carefully categorized the sets of links so like items are packaged together under an understandable heading. In this set-up, users can quickly scan, guided by the white, bold headings for each section. If the heading seems promising, they can spend more time scanning the blue links under those headings. To keep the menu manageable, designers show six or fewer menu links under each heading. If there are seven or more, a *show more...* link appears last, and users can click this to see the rest of the items. Some menus contain as many as 10 sections.





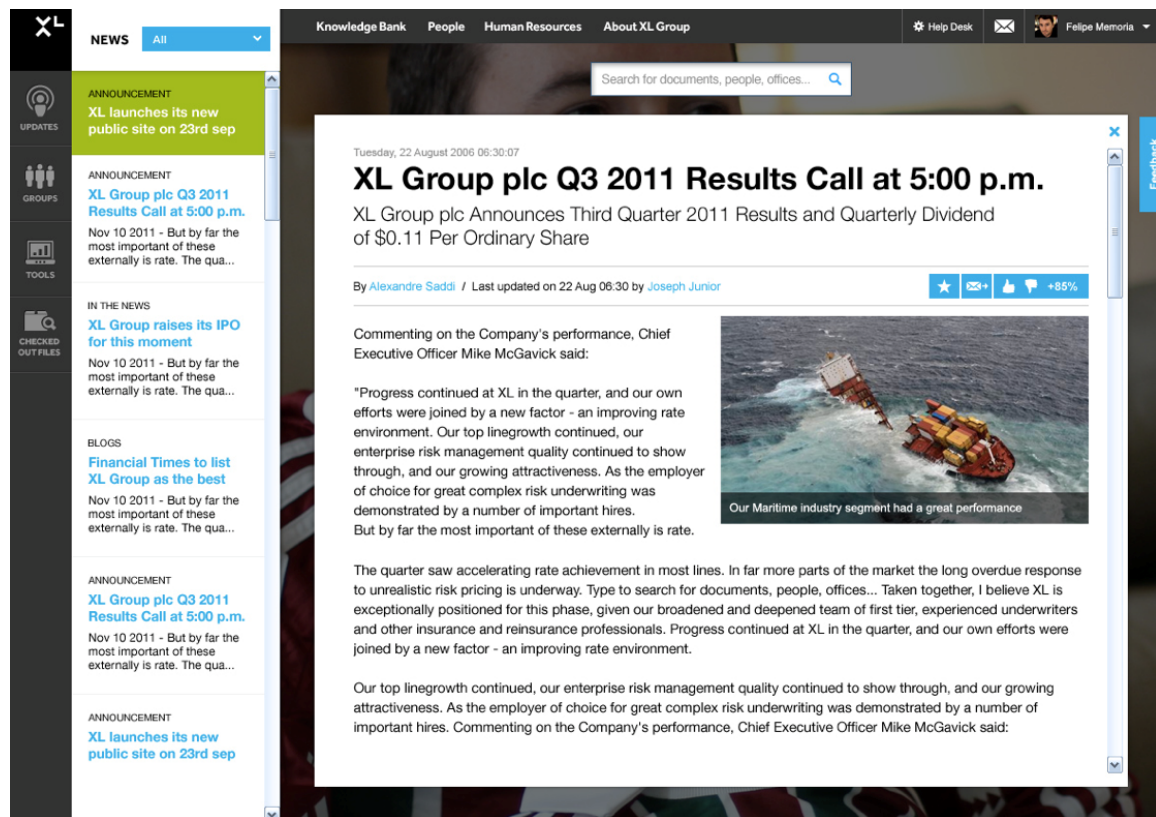
Pictured: The mega menu is divided by category, with discernible headings that users can scan. The menus fit up to 10 sections with six links per section, plus a *show more...* link for additional listings.



Pictured: Some mega menus display fewer sections.



For clarity and consistency, designers created only two different content page layouts, one for news and one for other content. The news page shows a large title, date, and byline; clear text; and space for a good-sized image at the top. Icons let users add the article to favorites, email it, and give it a thumbs up or down rating.



Pictured: The page layout for news articles makes them easy to read, and allows space for an appropriately sized related image.

The content pages also let users add the page to favorites, email it, and rate it thumbs up or thumbs down. The right rail helps users find related information through additional links, attachments, and tags.

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Search for documents, people...

Help Desk

Felipe Memoria

Tuesday, 22 August 2006 06:30:07

## 2012 Annual Enrollment

By [Alexandre Saddi](#) / Last updated on 22 Aug 06:30 by [Joseph Junior](#)

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### Additional Links

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### Attachments

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Subjects

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[Sit Amet](#)

[Adpiscing Eliit](#)

Industry

[Construction](#)

Product Line

[Adpiscing Eliit](#)

Product Name

[Ipsum Dolor](#)

Feedback

Pictured: On content pages, features in the right rail help users find related information through additional links, attachments, and tags.

Department pages offer information about that department in the main content area. The right rail has information about key people, including photographs; the left rail offers contact information and links to sub-departments—everything a coworker would need to know.

Knowledge Bank
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Help Desk

# INFORMATION TECHNOLOGY

Sub-departments

- EUC & Telecom
- Service Management

Links

- IT documents on Knowledge Bank

Contacts

New York  
**1 801 298788**  
[send email](#)

Boston  
**1 801 298788**  
[send email](#)

Los Angeles  
**1 801 298788**  
[send email](#)

Additional Links

[Lorem ipsum dolor](#)

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**Allan Steve** Online  
IT ANALYST  
Boston / 1 55 (234) 555 8899

**Andrew Ellis** Online  
IT ANALYST  
Boston / 1 55 (234) 555 8899

**Adrea Elliot** Online  
IT ANALYST  
Boston / 1 55 (234) 555 8899

**Angelica Alson** Offline  
IT ANALYST  
Boston / 1 55 (234) 555 8899

**Allana Barbarella** Offline  
IT ANALYST  
Boston / 1 55 (234) 555 8899

**Arnold McLaw** Offline  
IT ANALYST  
Boston / 1 55 (234) 555 8899

**Ashton Flow** Busy  
IT ANALYST  
Boston / 1 55 (234) 555 8899

Pictured: Department pages offer information about that department in the main content area, information about key people in the right rail, and more useful content in the left rail.

This XL Group intranet is beautiful, but not at all shallow. It's about making people more productive and looking fabulous while doing so.

## BACKGROUND

Since 2010, XL has been working to define and implement new business strategies, including establishing a new brand and a new way of thinking about corporate culture. "Leadership took an inclusive approach to re-establish the company vision and strategic direction, and in doing so widely recognized the value of collaboration and innovation," says John Flannery, VP Online Communications & Marketing. That push toward new business strategies naturally led to a greater emphasis on the company's intranet as a means of conveying and supporting the new initiatives.

"Operating across worldwide time zones and cultures, XL sought to actively engage colleagues in striving towards new goals," he says. "As a shared, concrete experience of XL—accessed multiple times a day—the intranet could either undermine or support realizing the 'new XL.'"

Several factors were behind the push toward a boldly re-imagined intranet. Flannery explains:

336

INFO@NNGROUP.COM

XL Group plc

- **Support employees:** “Part of XL’s new strategy is to establish the best talent and technology in the industry, with the new intranet strongly signaling the intent to do so. Technology is what helps XL employees do their jobs and can demonstrate why XL is different.”
- **Foster collaboration:** “In aggressively pursuing collaboration and innovation, XL sought systemic support for these processes and behaviors.”
- **Replace aging technology:** “The former intranet ran on a technology platform that was being sunset by the vendor and was increasingly unsupportable.”
- **Establish a governance structure and workflow:** “After 10 years from inception, the former intranet caused frequent frustration and lost productivity due to poor governance and content management.”

## Giving Structure to the Vision

The project’s main goal was to establish a shared workspace for XL employees that was both fast and efficient, thereby increasing collaboration and adding value back into the workday—or, as Flannery puts it, to “create a portal that’s as efficient as the web sites employees use every day.”

The portal also needed to:

- Allow employees to more effectively leverage expertise across the company
- Support the shift to a more virtual office
- Reflect the XL culture

It’s important to have an overarching set of goals, but it’s also important to work through the tactical details that will help that vision come to life. The team outlined the following ideas to support its vision for the new intranet:

### Guiding principles:

- Make finding things fast
- Provide a personal experience
- Place a high value on quality content

### Features:

- A clear, simplified IA structure, using a controlled vocabulary augmented by tagging
- Faceted search
- Customization
- Employee profiles

### Governance:

- Establish clear rules of ownership and governance to ensure up-to-date, high-quality content

With these parameters in mind, the team set out to figure out just how to turn these goals into a successful outcome. In addition to information gained from annual surveys, team members employed multiple research techniques to try to better understand nuances of both their company and colleague's needs. During the research and analysis phase, they used the following methods to uncover those needs:

- **Usage data** of most frequently used areas, documents, etc.
- **Discovery sessions** with Steering, Advisory, and Core teams
- **Phone interviews** (more than 100) with colleagues across the globe and from multiple company functions and levels
- **Focus group sessions** and live observations of intranet usage in global offices
- **Benchmarking** of award-winning intranets, intranet best practices, and leading edge innovations

This research unearthed consistent themes in terms of what people were thinking about their experiences using the intranet. Flannery shares examples of what the team heard from XL Group employees during the interviews and focus groups:

- *"It doesn't feel like an organization trying to get things done."*
- *"People from different groups miss out on info."*
- *"The portal doesn't draw me in; it feels like it's some people trying to tell me stuff vs. people working together."*
- *"The portal displays so much information, users can't find any information. Not an effective tool."*
- *"We need to empower every manager of XL and make them feel more a part of the company."*
- *"Connecting people in the organization is more and more important."*

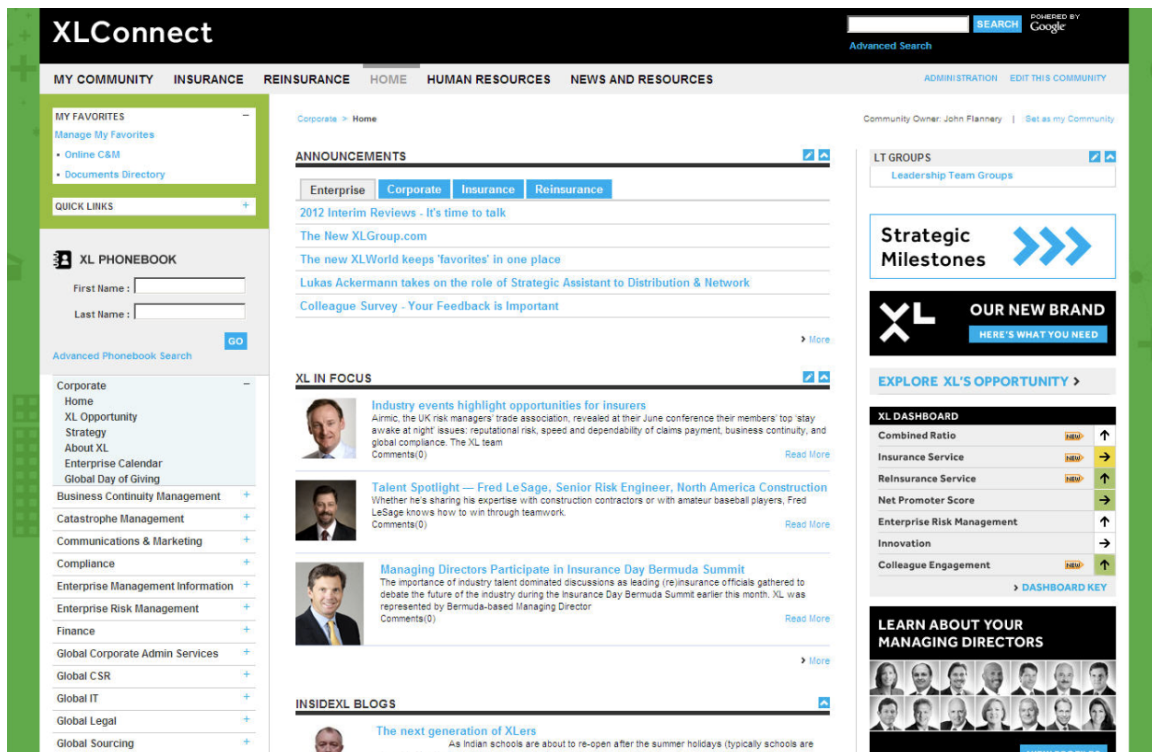
## Facing Down Challenges

The team faced many challenges throughout the project. Flannery explains how these played out:

- **Content strategy/IA:** "Content strategy/IA was a major challenge due to XL's complexity, despite our relative size. The value of taxonomy was little understood outside of the core team, and few business people fully grasped the vision of the new intranet's clear dependence on metadata/tagging. The core team utilized consulting resources to do basic tagging across all content items. The taxonomy and metadata schema will require ongoing work as well as publisher education."



- **Change management:** "Change management was a major consideration. For example, we considered whether or not the new site would be introduced all at once with a big bang approach or incrementally as new features were unveiled. Ultimately, the team decided a big bang approach best suited reinforcing XL's burgeoning culture and could be well managed with sufficient planning and resources."
- **Technology:** "The technology implementation complexity was not fully appreciated and time to execute underestimated."
- **Uneven reception:** "The rollout saw a varying response—from an enthusiastic embrace to dragging of feet. These responses fell in line with demographics, geography/culture, and business areas (active team players vs. those who sat on sidelines). A multi-faceted training and top-down and bottom-up advocacy program helped to accelerate the adoption cycle."



Pictured: The old portal was a source of much frustration for XL employees. Early research indicated that the frustration centered on poor organization and an inability to find content; users felt that the portal displayed so much information, that they couldn't find any information.



## INTRANET TEAM



Pictured: The XL Group core intranet team (back row, left to right): Marcy DeMassa, Satvinder Khurana, Shahar Tamari, Tom Paterno, Arvind Popli, William Piedmont, Meera Dharmalingam, Clint San Antonio, and Sangeeta Patel; (front row, left to right): Adam Worobec, Igor Dynkin, Chru Singh, John Flannery, Rich Williams, and Puneet Gupta.



Pictured: The HUGE Brooklyn team (left to right): Chris Michaud, Brock Boddie, Leala Abbott, Lilie Chang, and Felipe Memoria.



Pictured: The HUGE Rio team (left to right): Rafael Gomes, Junior Simões ("Junimba"), José Roberto Coccorese ("Zero"), Sergio Salvador, Fabrício Marchezini, João Paulo Teixeira ("JP"), Leandro Brasil ("Led"), and João Mermolia.

## GOVERNANCE

### Ownership

Responsibility for the intranet lies with Online Communications and Marketing. The Information Technology group manages the technology platform. Both functions provide complimentary and closely aligned teams, each focused on daily intranet management. People from across the organization are responsible for content publishing.

The intranet's user experience has been greatly influenced by its residence within Online Communications and Marketing. "Online Communications and Marketing is responsible for those aspects of the intranet outside technical execution and management," says Flannery. "As expected, given this ownership, there is a strong emphasis on user experience, design, branding, and communications. However, developing the strong product design and development backgrounds in the group enhances that discipline's approach to satisfying the needs and desires of users and creates a broader mindset within the core teams. Content quality, publisher training, taxonomy/metadata, and search optimization are all areas of ongoing knowledge and skill development within the core teams—and critical with the new intranet."

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
<b>Core team</b>	<ul style="list-style-type: none"> <li>• Site usability, stability, enhancements, audits, reporting, governance, taxonomy/metadata, search optimization, training, service</li> </ul>
<b>Group owners</b>	<ul style="list-style-type: none"> <li>• Maintenance of Group content accuracy and currency</li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li>• Maintenance of the News and About XL sections publishing</li> </ul>
<b>HR</b>	<ul style="list-style-type: none"> <li>• Maintenance of HR content</li> </ul>
<b>Employee</b>	<ul style="list-style-type: none"> <li>• Dashboard image, Profile, updates</li> </ul>

## Working with Agencies

Given the aggressive timeline, the team sought out the skills of a full-service design and technology firm. They found that in HUGE. Additional consultants were brought in to compliment the team and to address specific needs. The agencies played various roles:

- **HUGE:** research and analysis, vision and strategy, and design, development
- **Tallan:** development (through HUGE)
- **Prescient:** benchmarking and stakeholder education
- **Intranet Benchmarking Forum:** benchmarking and stakeholder education
- **Found Studio:** design consulting
- **Alex Snell:** content strategy consulting; worked with Eloquor to define the taxonomy and metadata schema, as well as the knowledge bank structure
- **Eloquor:** content cleanup/tagging; also helped clean up existing site content and apply metadata to optimize findability
- **Roberts Golden:** defined change management plan and provided additional bandwidth to execute against the plan
- **DapperText:** screen casting (to help with adoption)

## USERS

The XL Group intranet's primary focus is supporting underwriting professionals in their decision-making and daily operational work. This group is the priority user group for the intranet because they are the primary drivers of revenue within the organization.

Underwriting functions are conducted through 35 businesses that offer more than 150 products across global jurisdictions. These employees navigate complex local risk factors, legal regulations, and financial considerations.

The intranet also focuses on supporting the productivity and effectiveness of support functions (such as actuarial, Legal, Compliance, IT, and marketing) as their jobs impact underwriting efficiency.

XL

Knowledge BankPeopleHuman ResourcesAbout XL Group

Type to search for documents, people

XLConnectHelp DeskMary DeMauro

# Human Resources

United States

Useful Links

Click here to get started at XL

Career Development & Learning (21)

Culture (4)

Performance Management (P&D) & Employment (18)

Benefits and Payroll (78)

Key HR Contacts

**HR Operations**

HR Operations, led by Rich Pikowski, includes HRMS, Payroll, Employee Life Cycle, and HR Finance (Budget) - please refer to key contacts for those areas. For any other questions, contact Rich Pikowski or email the HR Operations mailbox.  
[Richard Pikowski](#)

**HRMS**

Global HRMS, led by Jo Steel with support from Kirandeep Singh, is locally handled by Rich Pikowski and Leanne Gray - team handles maintenance/administration of HR Systems, headcount, data reports, colleague data changes and ad-hoc report requests. Contact your HR Manager first for any report or data change requests. Address or emergency contact changes should be updated via eBenefits/Payroll. Email any questions to the HR Operations mailbox.  
[Richard Pikowski](#)  
[Leanne Gray](#)  
[Kirandeep Singh](#)  
[US HR Operations](#)

**Employee Life Cycle**

Employee Life Cycle, led by Leanne Gray with support from Keisha Gray - team handles offers, onboarding, I-9 collection, transfers, colleague status/data changes, terminations, immigration, etc. Email any questions to the HR Operations mailbox.  
[Leanne Gray](#)  
[Keisha Gray](#)

**Global Generalists/HR Managers**

HR Global Generalists with the support of the HR Managers are strategic partners to the business, contributing to the development and accomplishment of the overall strategic business plan and objectives. Contact Maria Cammarosano for Corporate IT, OPT, Corporate Enterprise Groups, and India; David Vavrasek for Reinsurance and Corporate Finance; Nigel Williams for Insurance.  
[Maria Cammarosano](#)  
[David Vavrasek](#)  
[Nigel S Williams](#)

**Compensation**

The Compensation team designs and manages XL's short and long-term incentive programs to incent and motivate talent while supporting XL's overall Compensation Philosophy. This includes playing an integral role in the recruitment of key talent, managing XL's overall compensation expense, leading competitive market assessments, and managing the annual compensation process. Key contacts within the team are:  
[Karen Kanjan](#) (Executive Compensation)  
[Katie Osborne](#)  
[Michelle Sawyer](#)  
[Danielle Barone](#)  
[Adam Newton](#)  
[Oleksiy Redtschitz](#)  
[Helen Regan](#)

**Payroll**

Payroll, led by Monica Jackson with support from Karen Pensiero - team handles employment verifications, paychecks, payroll taxes/ deductions and the timesheet database. Direct Deposit and Federal W4 forms should be completed via eBenefits/Payroll. Email any questions to the Payroll mailbox.  
[Monica Jackson](#)  
[Karen Pensiero](#)  
[RM XL America Payroll](#)

**HR Finance (Budget)**

HR Finance, led by Oxana Starace - handles the HR budget, reporting, company-wide budget support, headcount, workforce analytics. Contact Oxana with any questions.  
[Richard Pikowski](#)  
[Oxana Starace](#)

**Benefits**

Benefits, led by Danielle Barone with support from Lisa Finn - team handles Health & Welfare (CIGNA, Delta Dental NJ, VSP, 401(k), Life Insurance, gym subsidy, corporate perks, new hire orientation, vacation/personal time, FMLA, short term/long term disability, flu shots, health fairs, service awards, matching gifts, tuition reimbursement, etc. Please direct any questions to the Benefits mailbox.  
[Danielle Barone](#)  
[Lisa Finn](#)  
[Laura Britt](#)  
[Mary Gannon](#)  
[RM XL America Benefits Administration](#)

**Career Development & Learning**

Talent Management is a Center of Excellence team within Human Resources, led by Jean Larkin, Chief Talent Officer. We work across all parts of the company globally to optimize the way we recruit, engage, achieve performance, develop people and align culture at XL. This includes establishing global systems, strategies and processes such as P&D, Career Development Center and our eLearning portal, XL Engagement Survey, as well as working on focused assignments for specific teams and colleagues.  
[Jean Larkin](#)  
[Kim Rinker](#)  
[Alan Arnett](#)  
[Leanne Gray](#)  
[Andrea Valentine](#)  
[Nicole DiDaniels](#)  
[Ruchi Sharan \(India\)](#)  
[Anubha Sharma \(India\)](#)


**News & Announcements**


Local Announcement


Local News and Announcements - United States


Read More


Welcome To XL


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
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
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**Laura Britt**  
Benefits Administrator


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
**Kim Rinker**  
Director of Global Learning and Organizational Development


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Global Benefits Manager  
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
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
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
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
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**Jean Larkin**  
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**Oleksiy Redtschitz**

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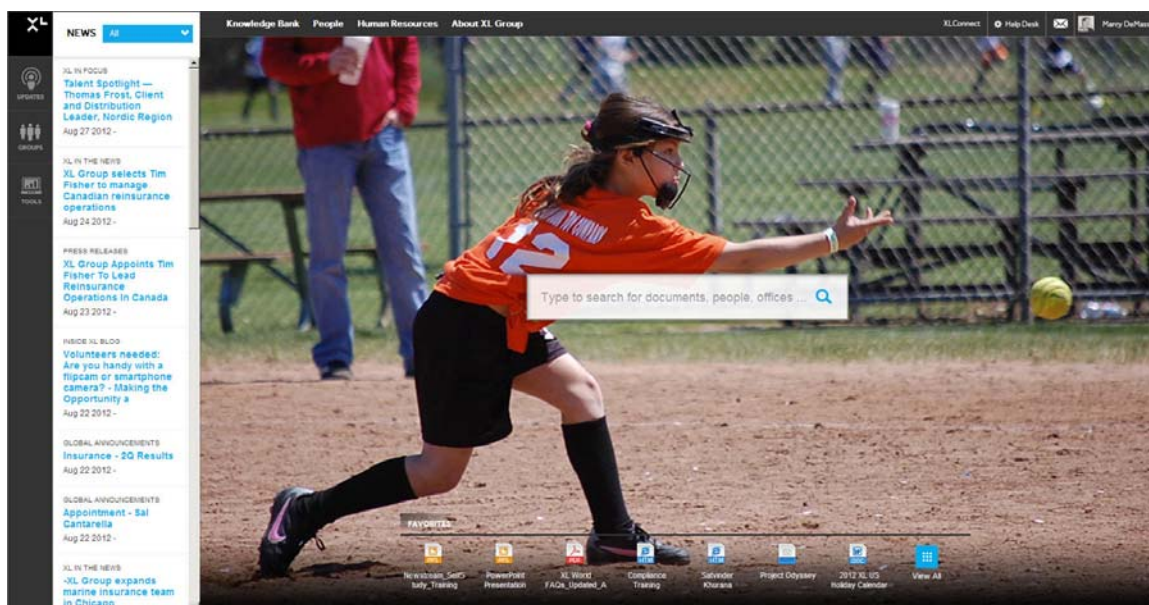
344

INFO@NNGROUP.COM

XL Group plc



Pictured: The HR page, which includes a selection for country, contacts, and links to the essential HR functions and documents.



Pictured: This screen shows the favorites that can be added on the bottom of the portal homepage. Favorites provide quick access to the frequently used documents, pages, groups, and so on.

## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
<b>URL</b>	<ul style="list-style-type: none"> <li>• Xlworld.xl</li> </ul>
<b>Default Status</b>	<ul style="list-style-type: none"> <li>• XLWorld is the default homepage for all users and cannot be changed.</li> </ul>
<b>Remote Access</b>	<ul style="list-style-type: none"> <li>• Users can access XLWorld via VPN or when logged into XL-issued iPhone and iPad devices. The company's underwriters, business development, and claims employees often work onsite, visiting brokers, clients, and prospects. Additionally, risk-engineering colleagues work extensively onsite at client organizations, where having access to the latest XL news, collaboration "Group" interactions, and information resources is critical.</li> </ul>



## DESIGN PROCESS AND USABILITY WORK

### Design Approach

During the project's first phase, the team leveraged several types of user research. "Initially, we were able to dive into a detailed statistical analysis of the results from an XLConnect employee satisfaction survey from 2010," says Flannery. "This helped us to understand many of the current 'dissatisfiers,' as well as which features and tools were perceived to be most important. We then conducted additional qualitative research."

The first step in this process was to conduct an initial set of phone interviews that helped inform the project's basic hypotheses. The phone interviews were augmented with one-on-one observations to supplement the team's understanding of *what* (content) they accessed and *how* they used the portal. The team also used the interviews to understand how the new portal could help users have the best experience during the workday.

"We concluded our research phase with in-person focus groups conducted in Exton [Pennsylvania], New York, London, Paris, and Zurich," he says. "Overall, we found that there was a lot of frustration with XLConnect. Universally, we discovered that the portal displayed so much information users couldn't find any information."

The team corroborated all user insights in a heuristic evaluation of XLConnect. It was evident that, although the portal had once had a clear architecture, time marched on and the portal stayed the same. "In a fast-paced industry, it had lost its effectiveness," says Flannery. "A defining trait of XLConnect was that each business line managed its own pages within its own structure within the overall structure, leading to the feeling of disorientation whenever employees ventured outside of their immediate zone, and to a lack of usage patterns." Flannery says they found four major issues:

- **Labeling:** Labels often used different words to describe the same thing, as well as the same word to describe different things.
- **Findability:** Obscure link names and redundant pathways made it difficult for employees to find their way.
- **Structure:** The lack of a cohesive structure made it difficult to navigate.
- **Consistency:** Sections were managed inconsistently.

The team used the findings from the user research to define the following use cases, which informed the new design:

- *"I want to find someone who has done X."*
- *"I need access to the latest versions of forms quickly and easily."*
- *"I want to file my expenses."*
- *"I want to see information about my local office/business line, as well as about corporate."*
- *"I need to publish something quickly."*

Optimizing these types of workflows was critical for creating efficiencies that would have a direct effect on user behavior. "Going into the strategy phase, we came to a

conclusion that was no surprise: *Users will try whatever is fastest,*" says Flannery. "So, if getting a document from a colleague is faster using a thumb drive than using a complicated, slow, and unreliable network drive system, they will do it, no questions asked. So, we knew our solution had to be intuitive and fast, making it easy to find and share documents, and to find people as well."

Another key realization the team came to was that the intranet had to be as easy and efficient to use as the websites employees use every day. "We also determined that the new portal had to be a tool for the employees—versus XLConnect, which was perceived to be a tool for the company," he says. "There was a great opportunity to make it a more personal and social experience, thereby increasing the adoption."

With the research in hand, it was time for conceptual sketching. For several days in row, a team of designers produced dozens of low-fidelity creative approaches, both on paper—covering the walls of the meeting rooms—and in digital form. Those early designs were put through their paces. They were iterated, changed, reorganized, and "killed" until only a few survived. And then it was time to wireframe.

The team produced 86 wireframes to support the overall architecture and define the user interactions. "During the interaction design phase, it was confirmed that while we were pushing SharePoint to the limit, it was 'challenging, but feasible,'" says Flannery.

"The final design was presented to XL Group in its visual design form, and shows what we call the 'desktop metaphor.' Users can easily search, personalize their workspace, and change the background and mark people and documents as favorites for fast access."

Since the launch, the team has conducted interviews with employees to gauge early responses and try to create a path forward. The response so far has been positive.

"Overall, employees are pleased with the new portal. They are understanding that they can find content and contacts in a consistent fashion by following certain usage patterns," says Flannery, adding that, in interviews, participants said they used a combination of search and the mega-menu to find content and contacts successfully. This success means that one of the team's primary use cases—finding people—is working.

Another research finding is that the new design has fixed the mechanisms for finding content, and that the content itself (and contact information) is also much clearer.

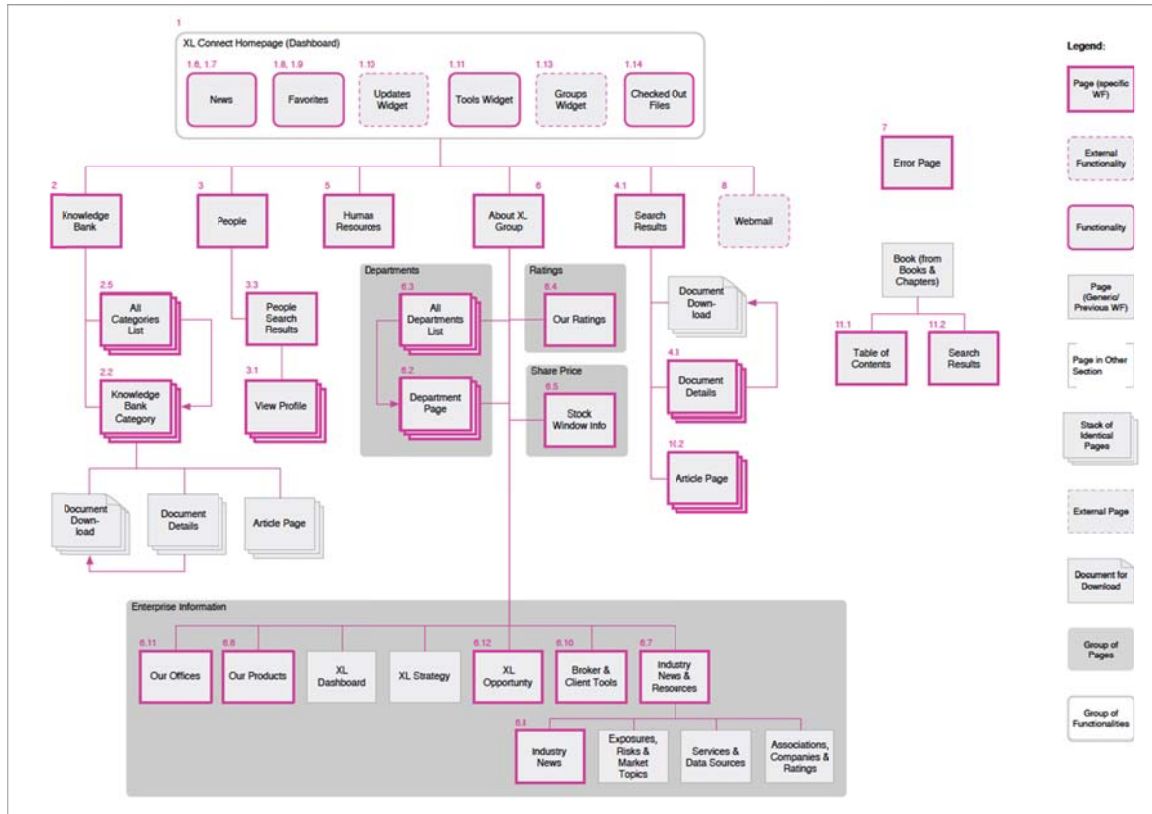
Much of the content still needs to be updated and/or tagged more specifically, which is an ongoing effort. "As more people use search, the relevancy of the results will improve," says Flannery. "Right now, users are struggling a little with the sheer volume of the results but demonstrated that they were able to use the refiners in the left sidebar."

During the post-launch interviews, the team heard many positive initial reactions from users, such as:

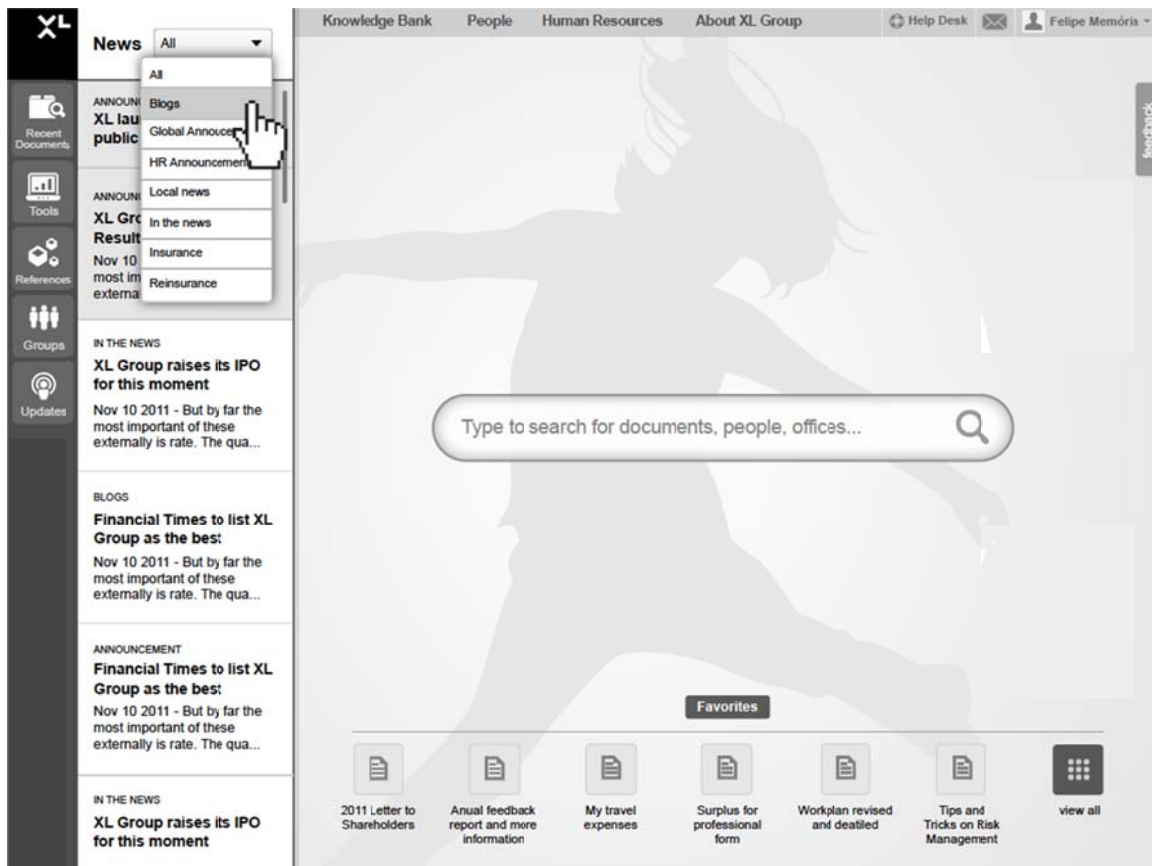
- *"Emotionally, it's just so much better. XLConnect was so stressful."*
- *"Here, you go into one door and get to anything. With XLConnect, you had to go into all these separate doors."*
- *"This works just like Google."*

- “Pretty cool for an insurance company.”
- “I use search now. I was not using search on XLConnect because there were all these discrete areas.”

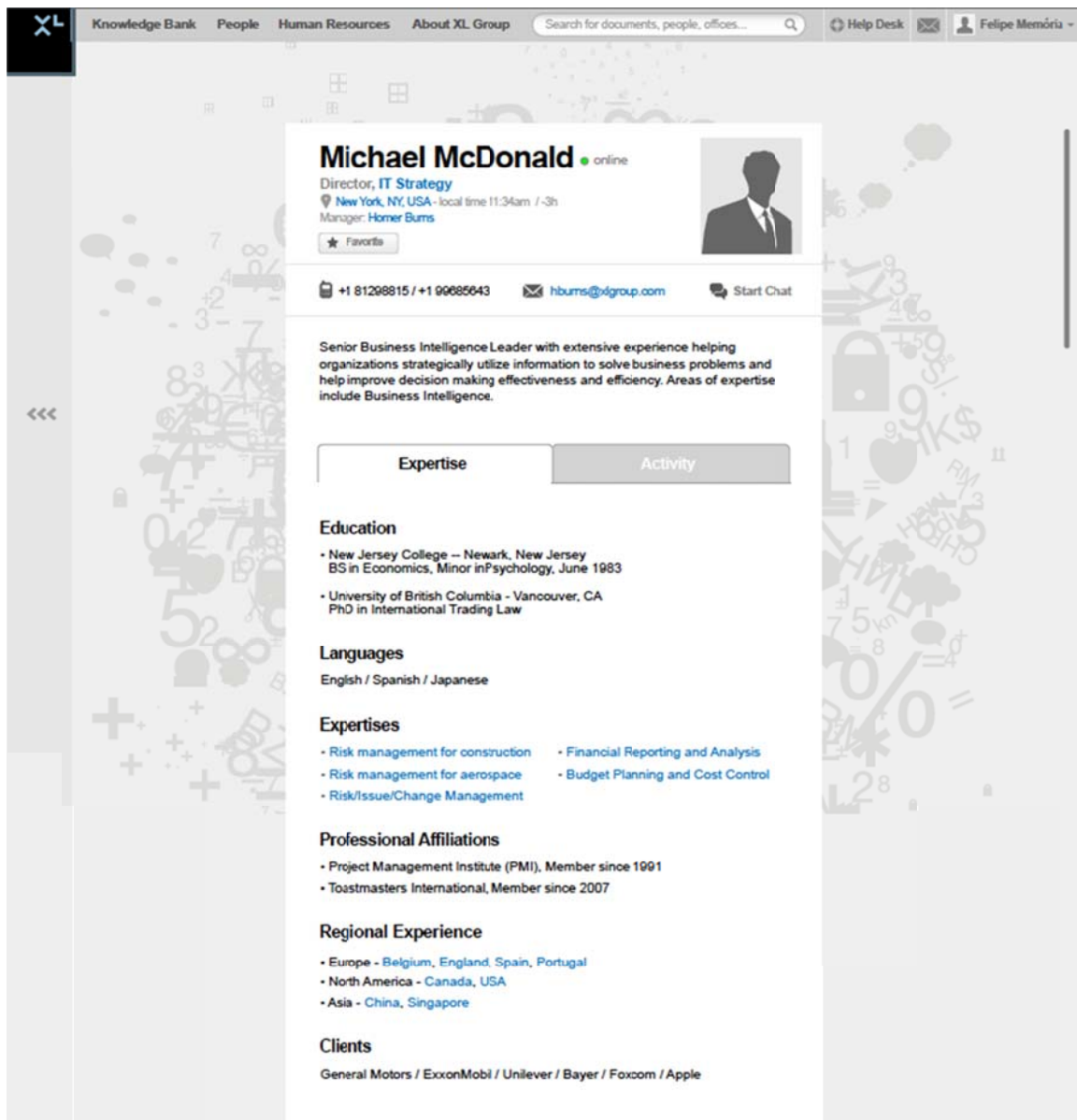
“Generally, for a busy population with no time to participate in training, adoption is happening,” says Flannery. “Importantly, we heard, ‘I know the best is yet to come. We are still in the early stages.’”



Pictured: The intranet site map.



Pictured: Wireframe of the homepage design, in progress.



Pictured: A wireframe of a profile page.

## TIMELINE

INTRANET TIMELINE	
Milestone Date	Milestone Description
2002	<ul style="list-style-type: none"><li>• Pilot global intranet</li></ul>
2003–2004	<ul style="list-style-type: none"><li>• Integrate intranets from acquisitions</li></ul>
2004–2007	<ul style="list-style-type: none"><li>• Perform incremental enhancements (during this period, intranet investment and governance floundered)</li></ul>
2008–2010	<ul style="list-style-type: none"><li>• Redefined IA, navigation, and design</li><li>• Improved governance and content-management practices</li></ul>
2010–2011	<ul style="list-style-type: none"><li>• Made substantive improvements to internal communications delivery to support strategy</li><li>• Cosmetic redesign for rebrand</li><li>• Major content cleanup begins</li></ul>



REDESIGN TIMELINE	
Milestone Date	Milestone Description
May 2011	<ul style="list-style-type: none"> <li>Begin vendor search</li> </ul>
July 2011	<ul style="list-style-type: none"> <li>Shortlist HUGE</li> </ul>
August 2011	<ul style="list-style-type: none"> <li>Leadership decision to fund and contract with HUGE</li> </ul>
September 2011	<ul style="list-style-type: none"> <li>Initiate both Phase 1 (brand 're-skin') and Phase 2 (holistic redesign)</li> </ul>
October–December 2011	<ul style="list-style-type: none"> <li>Research and analysis: new vision, design</li> </ul>
January 2012	<ul style="list-style-type: none"> <li>Design and content architecture defined</li> </ul>
February–June 2012	<ul style="list-style-type: none"> <li>Content cleanup, tagging, and publisher engagement</li> </ul>
February–June 2012	<ul style="list-style-type: none"> <li>Technical implementation</li> </ul>
July–August 2012	<ul style="list-style-type: none"> <li>Testing/validation, ramp-up internal communications</li> </ul>
August 8, 2012	<ul style="list-style-type: none"> <li>Rollout</li> </ul>
August–September 2012	<ul style="list-style-type: none"> <li>Former intranet available in 'read-only' mode</li> </ul>

## CONTENT AND CONTENT CONTRIBUTORS

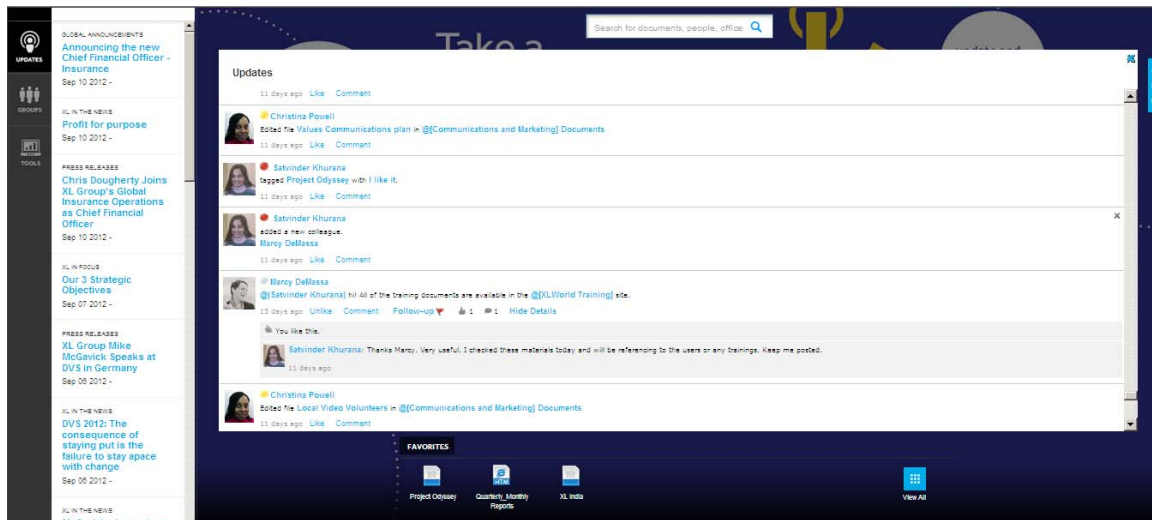
The XL team chose to use the SharePoint platform's native content management capabilities. "SharePoint has its own CMS, which is feature rich, and we preferred not to add an additional technology to the platform," says Flannery.

Content is created and published by staff located across the company.

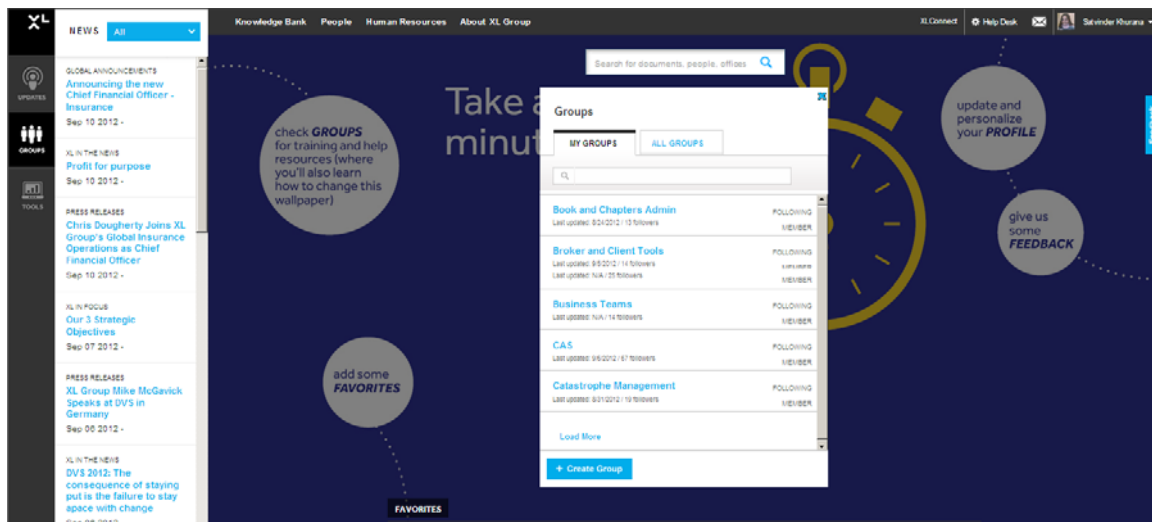
"Philosophically, XL sought to empower employees in content publishing towards greater productivity," he says. As a result, content administration varies widely, from loosely governed to more controlled, depending on the content type. All employees can update the public groups and updates section, the central blog (after online training), the dashboard image, and profiles. The *HR*, *AboutXL*, and news areas are more closely controlled through designated publishers. So, review levels vary from no review to tight control through trained resources (for content such as blogs, news, and HR).

The intranet team can accommodate many varied types of publishers because it provides training documents and screen casts, as well as a roster of rotating training sessions online. The team also provides a finite number of templates for content publishers to use, which helps maintain some control. The team is currently creating guidelines for publishing best practices, findability, and usability.

The last line of defense in the continuing effort to keep content fresh and relevant is a rotating audit that the central Online Communications & Marketing team conducts to ensure content is timely, accurate, and relevant.



Pictured: The *Updates* feature lets users update their current status (on projects, for example) and captures activities on the various *Groups* that users belong to.



Pictured: The *Group* widget lists groups that users follow and lets them search group content.

XL

Knowledge Bank People Human Resources About XL Group

Type to search for documents, people

XLConnect Help Desk Mary DeMesa

GO

Site Actions Browse Page

# XL GAPS

SUB-GROUPS LIBRARIES


Leave Group Follow

## External Links

### SEND ANONYMOUS XL GAPS E-MAIL FEEDBACK

>>>Direct To Tim Heize

Click Box



### INTERNAL SYSTEMS RESOURCES

- XL GAPS GUIDELINES
- XL GAPS PROCEDURE MANUAL
- Service Manager
- MyAnalysis (Internal)
- XL GAPS Cognito
- Rec Data Upload tool
- Large File Transfer
- XL GAPS Store

### CODES & STANDARDS RESOURCES

- NFPA - National Fire Codes
- FM Approval Standards (Web)
- FM Data Sheets (Web)
- CEA Standards

### TRAINING/CENTER OF EXCELLENCE RESOURCES

- Training Sessions-Internal
- EXU Training Class Brochures
- Fire Tests Reports(Coming Soon)
- Fire Test Videos (Coming Soon)
- NFPA 2012 Conference Session Reports

### ENGINEERING EXTERNAL RESOURCES

- NIST Fire Research
- NIST Fire Fighting Research
- UL Fire Safety Engineering
- US Fire Administration
- VSS Approved Equipment
- LPCB (BRE) Approved Equipment
- MSDS's: Unlimited free access
- MSDS's: Solutions (5 searches/day max)
- GESTB: Hazardous substances dbase
- GESTB: Comb. Duets & Expl. dbase
- Fire Science Videos
- Chemical Safety Board Video Room
- Equipment Cost Estimator

### FIELD SURVEY RESOURCES

- Survey & Report Supplemental Forms
- Flood Maps- Core Logic
- Flood Maps- FEMA (USA only)
- Flood Maps- FEMA Study Tutorial
- Flood Maps- non U.S. Resources
- OSHA-BIC Codes
- MunchRe Hat Cat Info
- BM Equipment Cost Estimator
- GPS Converter
- Geocode Generator
- Earthquake (L.A.M.L.org/Elevation locator)
- Units Converter
- WindSpeedB/Zip (USA only)
- California (USA) Seismic Hazards Zonation Program
- UL Certification Search

### ACCOUNT MGMT. INTERNAL RESOURCES

- Account Management Files
- Staff Biographies and Shirts
- Impairment RSVIP Reporting Forms
- Impairment Logs/Historical Records
- Plan Review Logs/Historical Records


### FIELD SERVICES LPC INTERNAL RESOURCES

- LPC General & Archived References
- Field File Management

### CONTACTS AND REGIONS DATA RESOURCES

- XL GAPS Contacts Lists
- XL GAPS Staff Location Maps
- XL GAPS Organizational Chart

## Group Owner



**Bruce Clarke** Regional Field Leader - Southeast  
North Carolina-Home +1 704-875-7724  
[Request Membership](#)


Add a new event

## All Content


Documents Link

- Articles
- XL Gaps Processing
- XL Gaps Collab Section
- XL Gaps New Hire Training Program
- XL Gaps Offline Dashboard
- News


## Shared Documents




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@[XL GAPS] Thank you Bruce for uploading the updated Org Chart - team take note the org chart now has it own link under "CONTACTS AND REGIONS DATA RESOURCES".  
about 3 hours ago Like Comment




**Priyanka Jaswal**  
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4 days ago Like Comment




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21 days ago Like Comment



**Bruce Clarke**  
Edited file Understanding and Controlling Electrostatic Hazards Handouts for Presentation for XL Insurance in @[XL GAPS] Documents  
24 days ago Like Comment

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Pictured: A highly customized group site.

CONTENT PERMISSIONS	
Portal Section	Content Governance Characteristics
Corporate Portal	<ul style="list-style-type: none"> <li>Tightly governed/push content: dashboard, company information, and news</li> </ul>
Department Pages/Sites	<ul style="list-style-type: none"> <li>Loosely governed, with both static and dynamic content: knowledge management and information sharing</li> </ul>
Groups	<ul style="list-style-type: none"> <li>Ungoverned/collaborative content</li> </ul>
Personal Profile	<ul style="list-style-type: none"> <li>Loosely governed, with both static and dynamic content: personal information, and public and private views</li> </ul>

## TECHNOLOGY

The new XL Group portal was developed using SharePoint 2010. The company's former technology solution was being sunset by the provider, so little effort was made over the past year to provide new features or functionality. "SharePoint has allowed us to implement many new features, especially 'social' features, and functionality," says Flannery.

The other technologies used on the site include:

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"> <li>DELL Servers running Windows 2008 Server, Brocade Load Balancer, and Cisco Firewall</li> </ul>
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> <li>TFS</li> </ul>
Content Management Tools	<ul style="list-style-type: none"> <li>SharePoint 2010</li> </ul>
Search	<ul style="list-style-type: none"> <li>FAST</li> </ul>
Other Functions	<ul style="list-style-type: none"> <li>NewsGator</li> <li>Vizit</li> </ul>

## MOBILE

The site is optimized for iPhone and iPad, which are heavily used by the company's key leadership and revenue-generating staff.

The team selected the mobile features set based on features that optimized the workflow of XL employees who work onsite at client locations. Those features include:

- **Group sites:** for collaborating within departments, teams, and communities of practice/projects
- **Updates wall:** for keeping up-to-date with colleagues
- **XL News:** for keeping up-to-date with the organization
- **Knowledge bank**
- **People search**
- **Favorites**

## SEARCH

The XL Group intranet team reviewed many of the leading search technologies—including FAST, Autonomy, Endeca, and Google—but the integration with SharePoint led the team to choose FAST.

XL proactively uses tagging, metadata, and taxonomy to refine search results, and well as reacting to user suggestions for best bets.

XL Knowledge Bank People Human Resources About XL Group  XL Connect Help Desk Savinder Khurana

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Total Results 7,612

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**Filter by department**

☒ Any department

☐ Insurance (1410)

☐ Information Tech... (912)

☐ PIC (171)

☐ Finance (162)

[More departments ▾](#)

**Filter by industry**

☒ Any industry

☐ General (99)

☐ Accounting & Fin... (77)

☐ Hardware & Equip... (63)

☐ Industrial Mater... (30)

[More industries ▾](#)

**Filter by product line**

☒ Any product line

☐ Professional (163)

☐ Property (161)

☐ Specialty (128)

☐ Reinsurance (99)

[More product lines ▾](#)

**Filter by subject**

☒ Any subject

☐ Underwriting Gui... (256)

☐ Glossaries (217)

☐ Technical Training (198)

☐ Property and Cas... (104)

[More subjects ▾](#)

**Filter by last change date**

☒ Any last change date

☐ Past 24 Hours (38)

☐ Past Week (220)

☐ Past Month (3635)

☐ Past Six Months (6384)

☐ Past Year (6944)

☐ Earlier (668)

**Filter by type**

☒ Any type

☐ Microsoft Excel (1819)

☐ ZIP Archive (1526)

☐ Web Page (1393)

☐ Adobe PDF (964)

[More types ▾](#)

**John Mulvaney**

**John Flannery**  
Online Marketing & Communications

**John Turner**  
Product Recall Underwriter, USA

[View more people ▸](#)

Most relevant | [Date \(Newest\)](#) | [Date \(Oldest\)](#) | [Rating \(Ascending\)](#) | [Rating \(Descending\)](#)

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**John Burns Construction.pdf**

... targeted tender rule in John Burns Construction Company ... E.2d 211. In that case, John Burns Construction Company ("John Burns") was a general contractor ...

Created by Chris Charles — Last updated by System Account on 8/3/2012

[0 comments](#) [view details](#)

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**Launch of Viewpoint Newsletter - message from John Hume**

... Launch of Viewpoint Newsletter - message from John Hume By Ann Symons / Last updated on 27 ... Enterprise Enablement Journey. Sincerely, John Hume Tags Subjects Product Name ...

Created by Ann Symons — Last updated by Ann Symons on 8/27/2012

[4 comments](#) [view details](#)

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**Articles**

Local Corner > Articles Group Owner John Flannery Online Marketing & Communications Bermuda-XL House +1 441-294-7305 Request Membership Top Contributors ...

Created by System Account on 8/25/2012

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**IPC New**

Home Book Site Group Owner John Flannery Online Marketing & Communications Bermuda-XL House +1 441-294-7305 Request Membership Top Contributors ...

modified on 8/25/2012

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**articles**

Shared Content Admin > articles Group Owner John Flannery Online Marketing & Communications Bermuda-XL House +1 441-294-7305 Request Membership Top ...

Created by System Account on 8/25/2012

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**Claims**

Home Book Site Group Owner John Flannery Online Marketing & Communications Bermuda-XL House +1 441-294-7305 Request Membership Top Contributors ...

modified on 8/25/2012

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**Service Commitment SC**

Home Book Site Group Owner John Flannery Online Marketing & Communications Bermuda-XL House +1 441-294-7305 Request Membership Top Contributors ...

modified on 8/25/2012

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**Articles**

Home Group Owner Brad Merritt Risk Consultant Charlotte-John Delaney +1 704-345-1513 Request Membership Top Contributors View Group Members ...

Created by System Account on 8/25/2012

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**report uploaded by John**

... Savinder Khurana report uploaded by John John — this is a great article. I ... Database using wiki Really innovative as John pointed — LinkedIn profiles data on ...

Created by Savinder Khurana — Last updated by Savinder Khurana on 10/13/2011

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**EOS Summary Manual**

Home Book Site Group Owner John Flannery Online Marketing & Communications Bermuda-XL House +1 441-294-7305 Request Membership Top Contributors ...

modified on 8/25/2012

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Pictured: One of the options available to search for people. Entering the person's name results in people with that name being brought to the top.



Knowledge Bank
People
Human Resources
About XL Group
XL Connect
Help Desk

Total Results 100

Filter by Job Title

☒ Any Job Title
☐ Senior Underwriter
☐ Risk Consultant
☐ Actuary
☐ Assistant Underwrit...

show more

Filter by Language Skills

☒ Any Language Skills
☐ English
☐ French
☐ Dutch
☐ German

show more

Filter by Industry Expertise

☒ Any Industry Expert...
☐ General

Filter by Regional Expertise

☒ Any Regional Expert...
☐ Global
☐ France
☐ Bermuda
☐ Charlotte

show more

Filter by Product Expertise

☒ Any Product Experti...
☐ Casualty
☐ General Property
☐ Property - Catastro...
☐ Property (Middle Ma...

show more

Name	Social Distance	Relevance
<b>Alexander Abbott</b> Student Alex.Abbott@xlgroup.com Bermuda-XL House		<input type="button" value="Star"/> <input type="button" value="Contact"/>
<b>Betty-Jean DeSilva</b> Liquidity and Cash Supervisor Phone: +1 294-7635 Betty-Jean.DeSilva@xlgroup.com Bermuda-XL House		<input type="button" value="Star"/> <input type="button" value="Contact"/>
<b>Bonnie Lang</b> Senior Deal Administrator - Technical Leader Phone: +1 704-345-1528 Bonnie.Lang@xlgroup.com Charlotte-John Delaney		<input type="button" value="Star"/> <input type="button" value="Contact"/>
<b>Brad Merritt</b> Risk Consultant Phone: +1 704-345-1513 brad.merritt@xlgroup.com Charlotte-John Delaney		<input type="button" value="Star"/> <input type="button" value="Contact"/>
<b>David Craig</b> Office Manager - Charlotte Phone: +1 704-345-1501 David.Craig@xlgroup.com Charlotte-John Delaney		<input type="button" value="Star"/> <input type="button" value="Contact"/>
<b>David Nored</b> Product Manager - Americas Property Phone: +1 704-345-1520 David.Nored@xlgroup.com Charlotte-John Delaney		<input type="button" value="Star"/> <input type="button" value="Contact"/>
<b>Dawn Alderucci</b> Senior Claims and Underwriting Counsel Phone: +1 860-293-7402 dawn.alderucci@xlgroup.com Hartford-100 Constitution Plz		<input type="button" value="Star"/> <input type="button" value="Contact"/>
<b>Dawn Dinkins</b> Unit Manager Phone: +1 203-964-5303 Dawn.Dinkins@xlgroup.com Stamford-Seaview House		<input type="button" value="Star"/> <input type="button" value="Contact"/>
<b>Dawn Simmons</b> Senior Underwriter Phone: 212-915-6839 dawn.simmons@xlgroup.com New York-1 WFC		<input type="button" value="Star"/> <input type="button" value="Contact"/>
<b>Dawn Walsh</b> Deputy Compliance Director Phone: +0035314005507 dawn.walsh@xlgroup.com Dublin-Upper Hatch St		<input type="button" value="Star"/> <input type="button" value="Contact"/>

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Pictured: The people search results and filtering options.

## RESULTS AND ROI

The team designed the new XL Group portal to improve upon the past portal in terms of:

- How efficiently employees find and use documents
- How efficiently and effectively employees use the portal to search for potential collaborators
- How quickly company news and communications are distributed
- How well the portal encourages collaboration
- How often employees use the portal

Some signs that these efforts have paid off include:

- **Increased participation:** The company has seen an increase in many participation numbers, including the number of: postings on group sites; shared documents; active group site members; new requests for group sites; new requests for access rights to group sites, and blog posts.
- **A flipped information-finding ratio:** There has been an increase in the number of searches and a corresponding decrease in the number of abandoned searches.
- **Increased engagement in news and announcements:** There has been a dramatic increase in the number of page views for news/announcement articles during particular time periods and a corresponding jump in the amount of feedback/comments posted to those viewed items.

XL Group's success with the intranet is perhaps a result of both the redesigned portal's ability to effectively meet people's needs and the company's full-court press in the launch communication efforts. The team realized that with XL's size and globally dispersed workforce, the release of a new intranet necessitated a multi-phased, multi-vehicle communications approach to really get users on board. These efforts included:

- Portal naming contest
- Countdown to launch email campaign
- Live orientation sessions
- Collaborative champions (ambassadors to help users transition)
- Launch videos
- "How we got here" articles
- "What to expect on launch day" article
- Pre-launch email
- Launch day message

If all this seems like a lot of effort, it was. But, by all accounts, the team's communications efforts were highly successful. "We built a sense of anticipation and increased colleague interest in the new XLWorld," says Flannery. "On launch day, more users than ever logged on to our system."

And, in the classic "be careful what you wish for" scenario, this dramatic traffic surge proved to be both good and bad. Although the system was designed for "vastly increased" demand, enthusiastic colleague usage far exceeded even the team's most

liberal estimates. “Our success in developing and communicating about our new system resulted in access problems for colleagues. The team worked feverishly to correct the problems,” he says.

“With the system issues we experienced following launch, the team developed a message to inform colleagues about exactly what happened, the steps taken to correct it, and to also reiterate key messages about the search function and how to effectively use it. In an effort to carefully test the system, we rolled this message out in a staggered fashion (across time zones) to mitigate the effect of potential usage spikes.”

Other routine post-launch communications are planned, including:

- reminders about the available training resources;
- an article on search best practices (tips on how to use tagging, metadata, ratings, etc.);
- an article on groups best practices; and
- live Q&A webinars, which are open call-ins for colleagues to ask specific technical and non-technical questions (content from these will be captured in the living FAQ document).

## LESSONS LEARNED

Flannery shares some of the team’s lessons learned:

- **Don’t underestimate design at any stage.** Even during a pilot phase, a feature’s design can heavily affect how it is received. The XL group learned this the hard way with the Group collaborative sites. “As a key goal—with close executive attention—the Group collaborative sites carried high expectations. Initial deliverables in pilot lacked user experience/design attention. XL leadership balked at the capability initially—until the functionality and features became more intuitive and easy to use. Subsequently, the group sites realized diverse use—from Investment’s tracking global macro/micro economic trends to manage portfolios to Marketing’s version control around production of brand and advertising materials.”
- **Keep communicating.** “The team sought to over-communicate to publishers, the overall enterprise, and leadership. Recognizing this was a dramatic design change from the former intranet, based on a paradigm of departments and documents, the team led frequent webinar sessions, Q&As, and an ongoing, regular email campaign. Coupled with videos, screen casts, and formal training sessions/materials, the team endeavored to well support the enterprise.”
- **Choose the design approach that works best for your needs.** “Iterative approaches to redesigns have their place. However, dramatic change does as well and, with adequate justification and organizational alignment, is appropriate. With leadership support and broad organizational involvement, don’t shy from moving rapidly through design. Yet take the time to pilot key functionality, work through iterations, and utilize real-life use cases.”
- **Content migration needs to be well resourced and defined.** “Given the challenges we faced in publisher engagement within several business areas, we would consider not migrating their content from the former intranet—but

instead start with a clean slate. Rather than move thousands of outdated and inaccurate content items, ask the business to plan to populate the new intranet with only what they need now. For those areas willing and able to clean, archive, and rewrite content—then by all means migrate. It's a demanding process to be successful."

## Recommendations for the Intranet Design Process

For 13 years, we've seen patterns across the case studies of award-winning intranets, as well as in our work testing intranets for research and for clients. There are certain steps that help create good intranets that meet users' needs. Screenshots and features might inspire you, and case studies can educate and inform. But without a good design process, it is difficult to create an outstanding intranet.

Here, we offer a few of the most important recommendations for designing a usable intranet. These recommendations change very little from year to year.

### SUPPORT THE LAUNCH OF A NEW INTRANET

*If you build it they will come* is unfortunately not true for new intranets. It's important to involve people from around the organization throughout design, pre-launch, and post-launch activities.

Following are some tips based on good intranet processes:

- Include key players from around the organization in the design process. This not only generates design and feature ideas, but also lets you enlist these players to excite their groups about the coming new intranet.
- Consider making design iterations accessible to employees (on a staging server) as they develop. Collect employee feedback. Explain the major changes and their benefits.
- Incorporate usability testing and beta testing in the design and communication processes. After sound usability research, communicate how you've changed the design to reflect user behavior and feedback. (But don't use testing sessions themselves to convince people the intranet is better; those are best used for research and analysis.)
- Designate staff members to respond to employee questions and comments for the first few months after launching a new design.
- Stage events, contests, and promotions on the intranet itself and in other places to describe new features and processes.
- Keep promoting the intranet for a few months after launch, as some employees might not have time to explore it when the site goes live.

### WATCH PEOPLE WORK

One of the great benefits of working on an intranet is your users are all around you. 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 your colleagues if you can watch how they 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 tools for their project. In either case, it is important that teams take the time to understand what the technology can—and can't—do. But equally important is deciding if the functionality actually meets your organization's needs. Just because a tool lets you do something doesn't mean it's a good design solution for your users.

Across the years, our winning designs have tended to be from organizations that customized an existing technology solution to fit their needs, rather than simply doing an out-of-the-box implementation. That is, 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. Others rely on outside experts to help with technology issues. And still others have to stick to what's offered. In all cases, 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 backend 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 themselves. 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 even 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?

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## Intranets Not Selected: Common Issues

Design Annual entries are typically of the highest caliber, and every year we wish our top 10 could include a few more spots to honor the runner-ups that just missed making our list. We see many excellent designs that show the dedication those intranet teams had to making a tool that works to meet the needs of their organizations.

We also receive a number of entries that don't live up to expectations, with confusing designs, perplexing site structures, and content that is sorely lacking.

We never name or show examples from the intranet entries that don't win, but it is useful to discuss the common problems among those entries.

### NAVIGATION AND ORGANIZATION

Many sites suffered from unclear page or site organization. Site structure wasn't clear when looking at menus, categories, or navigational options, and global and local navigation didn't clearly relate to one another.

A clear sign of confusing site structure is when you can't tell from looking at a page how to navigate to that page. Pages need clear indications of the user's current location on the site.

Other sites used filtering tools—in search results, navigation, or within site tools—that weren't easy to use or follow. In some cases, filtering categories were vaguely named, while in others selecting filters or facets was difficult and deciphering results was impossible.

### DESIGN ELEMENTS THAT AREN'T USER-FRIENDLY

We know from years of testing intranets and other websites that some common design elements simply don't work well for users. For example, some sites used multi-level cascading menus, which we often see users struggle with, trying in vain to keep the menu open so they can reach the content they want.

Other sites segmented content unnecessarily, such as segregating search results by type or repository by default, which makes it difficult for users to get an overview of the intranet's content on a topic. Scoping search to the user's current location is also a problem, as it gives users a very small window into the site's available content.

### INFORMATION: TOO MUCH OR TOO LITTLE

Some entries had incredibly sparse information, still providing only the most basic information about IT outages and departmental responsibilities, and not reflecting the company, its work, or its culture. Others have a wealth of information, but the poor overall quality makes it difficult to find information of interest. Quality and quantity both matter.

Insufficient information keeps users guessing about what comes next. News items without dates make it difficult for users to know how current the site and its information are. Truncated headlines without information-carrying words keep users guessing as to where a link will lead. Vague link names like *more*, *click here*, and *details* tell users nothing about what they'll find if they click.

Other entries had too much information crammed onto pages, making it difficult to find anything on the sites. Too much information can be as detrimental to usability

as too little; editing and prioritizing information is essential to helping users find what they need. Many intranets suffer because their contributors simply add more and more content each year, rather than updating, editing, or removing old information.

## **SILOED CONTENT**

This year, very few of the entries organized content by department in the main site navigation; this is a great change since the early years of intranets. However, many sites still retain content silos deep within the site structure, failing to bring documents, forms, or processes up to a higher level. Instead, this information is left in the depths of departmental sections that users rarely have reason to frequent.

Further, social tools that let employees discuss, blog, share ideas, and inspire one another are often completely distinct from the “main” intranet where communication is often still predominantly one-way. There shouldn’t be a sense that there is one place for users to share information, and another for them to consume information. For tools to truly facilitate communication, they should be well integrated with the site, rather than existing as a separate place that users need to think of, navigate to, and interact with. Such sections often have completely different visual design and site navigation, making them feel even further removed from the “real” intranet.

## **DATED OR STRAIGHT OUT-OF-THE-BOX DESIGNS**

Although the Design Annual is not a beauty contest, aesthetics can make a site pleasant to use (if features, functionality, and content live up to standards as well). Design matters; often, a lack of attention to visual design details are reflected in a lack of attention in other site areas, such as features, content, or navigation. Good visual design can help users find the information they need—it’s more than just a pretty face.

Other entries are straight out-of-the-box implementations of common intranet-building tools. The problem here is that, typically, these intranets don’t do much that differentiates them from any other intranet with a straight out-of-the-box implementation. Those companies that make an intranet tool suit their particular needs, rather than make do with a generic intranet tool, frequently end up with intranets that better meet their users’ needs.

## **LACK OF UNIQUE OR INTERESTING CONTENT OR FEATURES**

We’re looking for the best of the best. An intranet that has all the standard intranet content, even if well designed, is unlikely to win the Design Annual. To win, sites need something that differentiates them from the pack, such as features, content, or tools that are unique to the organization or that show a bit of extra effort from the intranet team to make not just a good intranet, but an intranet built specifically for its users. We want to honor those teams that went above and beyond.

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## Selection Criteria and Process

Nielsen Norman Group's Intranet Design Annual rewards great examples of useful, usable intranets that meet users' needs. To find these intranets and their teams, we post a call for entries each year in May at <http://www.nngroup.com/intranet-call-for-entries>.

To enter, organizations (either design firms responsible for the intranet or the organization's intranet team) submit background information about the organization, together with a brief description of the intranet—including its features, functions, and users—and what makes it unique.

We review each entry, and then judge and ultimately select the 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.<sup>7</sup>

After our reviews, we ask follow-up questions as needed for clarification or to gather any missing 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.

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<sup>7</sup> *Intranet Usability Guidelines* report series is 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?



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## About the Authors

**Kara Pernice** is the Managing Director at Nielsen Norman Group and has more than 20 years of experience in use experience (UX) research and design. *The Wall Street Journal* called Pernice an “intranet guru.” Since joining Nielsen Norman Group, Pernice has led many major intercontinental research studies and authored a variety of research reports and hundreds of 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 led research and co-authored NN/g reports on the usability of intranets, email newsletters, and site maps, as well as its e-commerce report series. She has co-authored NN/g’s Intranet Design Annuals since 2010 as well as NN/g’s Intranet Information Architecture report.

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, accessibility 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](http://www.pattycaya.com)) is a multi-platform journalist: writer, editor, and award-winning digital media producer. In her business writing, she specializes in topics related to usability, social media, and the business and technology of the Internet. For more than a decade, she has split her time between journalism projects and digital strategy 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.

**Jakob Nielsen**, Ph.D., 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*, which has sold more than a quarter of a million copies in 22 languages. His other books include *Usability*

*Engineering, Usability Inspection Methods, International User Interfaces, Homepage Usability: 50 Websites Deconstructed, Prioritizing Web Usability, Eyetracking Web Usability, and Mobile Usability.*

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 United States patents, mainly on ways of making the Internet easier to use.

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## Acknowledgments

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