

# Intranet Design Annual 2014

The Year's 10 Best Intranets

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January 2014



WWW.NNGROUP.COM

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## Executive Summary

### ORGANIZATIONS

The organizations with the 10 best-designed intranets for 2014 are:

- Abt Associates, Inc., a global research firm (US)
- Air New Zealand, an airline (New Zealand)
- Allianz Australia, an insurance company (Australia)
- AMP, a wealth-management company (Australia)
- International Monetary Fund (IMF), an international financial and economic organization of 188 countries (US)
- Mayo Clinic, a not-for-profit group medical practice of physicians, scientists, and researchers (US)
- National Geographic Society, a non-profit scientific institution (US)
- Ooredoo, a telecommunications group (Qatar)
- triptic, an online communications agency (the Netherlands)
- WellPoint, the Medicaid division of a health care solutions provider (US)

Most of our winners are full-scale intranet applications designed to serve their entire organization and a variety of job roles. One winner, WellPoint, offers a specialized intranet site that supports the Medicaid business of its Government Business Division.

### REPEAT WINNERS

In a Design Annual first, this year's winners include four organizations that have had winning intranets in previous years:

- Allianz Australia (2006)
- AMP (2011)
- Mayo Clinic (2003)
- National Geographic Society (2007)

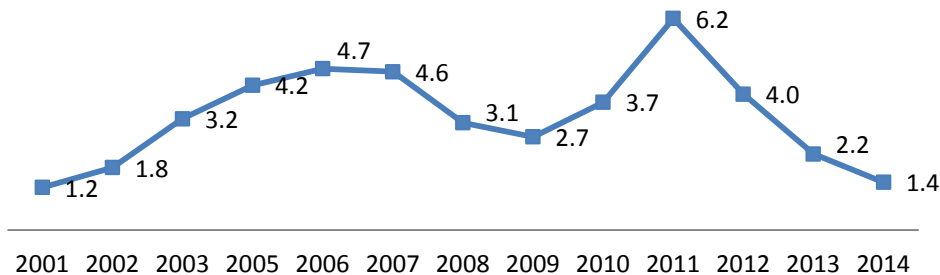
As every strong intranet team knows—and as you'll read throughout this report—work on an intranet is never truly finished. None of these repeat winners walked away from the intranet after creating a winning design. Rather, they demonstrated that a redesign project is only as good as its maintenance, upkeep, and consistent reevaluation. Organizational needs, technology offerings, and user expectations change over time; the most successful intranet teams respond to these changes.

### GREAT INTRANETS WERE CREATED FASTER THIS YEAR

Buckle up intranet designers, as you may be working faster than ever. Creating a new intranet, from beginning to end, took this year's winning teams a streamlined 1.4 years (16.7 months) on average. This is a major drop from the 2013 winners, who spent an average of 2.2 years (26.6 months), and the 2012 winners, who spent 4 years (47.4 months) on average. We haven't seen short timelines like this since the early 2000s, when intranets often housed far less content, involved far fewer contributors, and included more basic search capabilities than they do today. Three of this year's winners effectively used quick Agile approaches to development, which

contributed to the lower average time required. The operative word here is *effectively*, as employing Agile is not silver bullet; if done well, however, it can certainly streamline a project.

### Average Years Spent Creating the Intranet 2001-2014



Since 2001, intranet teams have spent an average of 3.5 years (41.7 months) creating their winning designs. This year, however, winners took less than 1.5 years (16.7 months) to create their designs.

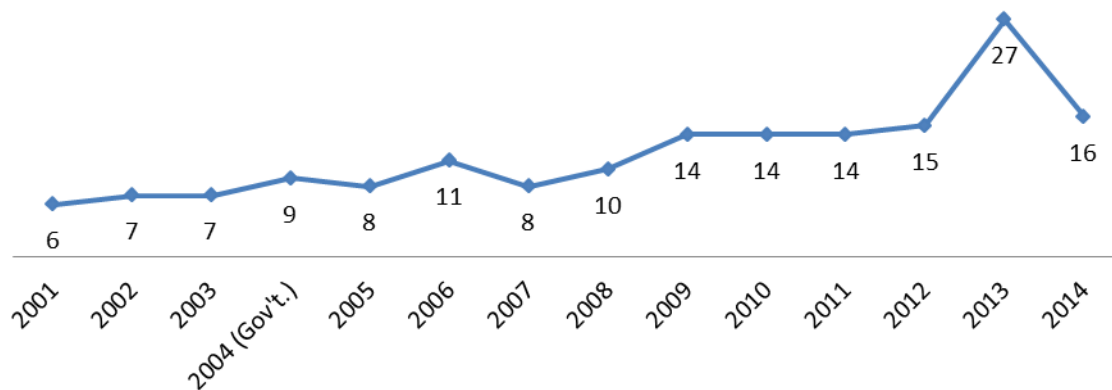
## INTRANET TEAMS ARE GROWING

The average intranet team size this year was 16 members. Although not as large as last year's all-time high of 27 people, this year's team sizes continue to reflect a gradual growth pattern over the past 13 years. This is positive. However, many intranet teams continue to struggle with meeting goals within their time, technology, and political constraints. So, we hope and expect that team size will continue this gradual growth in order to make substantial progress in intranet design innovation.

We attribute team-size growth to several factors, including:

- Swelling commitment to the intranet as a powerful business and communication tool
- Better understanding of the need for good, usable user experiences
- Trial and error with team composition and size, aimed at achieving the right mix of people resources
- The push to integrate more tools, applications, content, and forms into the intranet design, and shifting people who once owned these processes onto intranet-related tasks
- Recognition that it's beneficial to involve experts in certain areas, such as search and programming third-party tools

## Average Intranet Team Size 2001-2014



The average intranet team size for winning organizations was 16 people this year. Although down from last year's all-time high of 27 (which included one company's 107-person team) this reflects the gradual growth we've seen over time, with average team size slowly increasing.

To further evaluate this factor, we look at team size in relation to the number of users the intranet supports. In all cases, a very small number of developers and designers greatly affect a much larger group of employees. With company size down this year and team size up slightly, team size as a percentage of company size was 0.138%, or 1.4 team members to support every 1,000 employees. Although slightly lower than last year, this number is almost double the previous' years percentages, and we hope this positive trend continues.

### SMALLER COMPANIES ARE DESIGNING THE BEST INTRANETS

The winning organizations' sizes range from 20 users to 61,000, with a median organization size of 5,500 employees. Seven of our winning sites support fewer than 10,000 employees, with four of those supporting 5,000 employees or less. Since 2001, our winning sites have supported an average of 53,700 employees, but for the past three years, we've seen our winners representing increasingly smaller organizations. This year's winners are our smallest set yet, averaging 11,600 employees (excluding 2004's Annual, which was focused only on government intranets).

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

These numbers, which were essentially the same three years in a row, dropped last year, and dropped even further this year.

We don't think this trend is an indication that large companies can't make great intranets; rather, it's that smaller companies are coming into their own. Among the other factors that might contribute to smaller companies' intranet success are:

- An increasing awareness of the business value of facilitating employee communication and knowledge exchange across companies of all sizes
- The changing workforce—often distributed in many locations or working in the field—and the need to better support them via online media
- The penetration of social features into the workplace and the desire to offer them on the intranet
- The need to better curate the news and content communicated to employees online

Although these elements are important for large and small organizations alike, smaller organizations usually had less of a dire need for online communication and productivity applications before these trends emerged.

## RESPONSIVE DESIGN IS GAINING TRACTION

A focus on mobile intranet access and design has been slow to gain purchase in past years of the Design Annual. But this year, more teams than ever before are supporting or planning for mobile access.

Several winners this year focused on mobile optimization in some capacity, and three winners took a responsive design approach to design and develop their intranet. Rather than create multiple sites to support multiple devices, the teams used responsive design to accommodate multiple devices while coding just one site.

In general, interface design time for a responsive intranet can seem longer than for a desktop-only intranet. In actuality, it is not necessarily longer, because it includes interface design for multiple devices rather than just one.

Additionally, the time spent in design for a responsive site can be saved in development time. Developing a responsive codebase that supports multiple screen sizes is more time consuming than creating a single desktop codebase, but it saves time over developing three distinct codebases for desktop, tablet, and mobile. It also makes for easier maintenance over time. Considering this potential time savings for the team—and the resulting ease of access across devices—a responsive design approach could be a very good strategy for many intranet redesigns.

## AGILE DEVELOPMENT AND WIREFRAMING IMPROVE TEAM COMMUNICATION

This year's winning teams stretched their skills and experimented with ways to create sites efficiently in a controlled project, which contributed to shortened project time frames. Three teams followed an Agile approach to their redesign projects. In the Agile methodology (which is not always followed by the book, nor is it manifested in the form of Scrum), teams state and communicate goals based on user needs, then work in short, defined cycles to design and code features. This model can be particularly effective in an intranet development environment in which many team members work on both the intranet and other projects. When such people "leave"

and return to their intranet project work, their goals—short and long-term—are clearly defined and communicated. In short, people are focused about and confident in what they are working on.

Winning teams used wireframes and functional prototypes as blueprints for design, for communication, and for usability testing. Several teams found that early planning discussions and stakeholder meetings were greatly aided by the use of wireframes. Quick drawings helped shift conversations from focusing on nebulous concepts to seeing concrete ideas about functionality, design, and content. Having a page to look at helped get teams on the same page.

## FEATURE TRENDS

Strong feature trends this year include:

- Carousels. We could call this the “Year of the Intranet Carousel,” with eight of our 10 winners employing this design pattern in some way on their homepage. In general, the reasons designers often give for using a carousel are: 1) to fit more content in one parcel of homepage real estate, or 2) to settle political disputes about whose content is most deserving of a visible location. Whatever the reason, this year’s winners exemplified useful carousels.
- Persistent right rail. The rightmost column is often used effectively on intranet homepages to provide quick access to applications, and on article pages to display related links or social elements.
- Functional footers. For the first time, functional footers are finding a real home on intranets, offering feedback links, links to external sites, and search fields, as well as repeating links from the site navigation.
- Local search. Having a single search function for everything can sometimes return search results that are not helpful. An alternative is to offer a *scoped search*, in which users search within a particular intranet area. This UI can be very confusing if not designed well, but some of this year’s winners gave scoped search a facelift and applied it in helpful ways.
- Megamenu present, but shrinking. To avoid overwhelming employees with choices, several of our winning sites use megamenu to present menu links. Unlike with some sites, the teams here employed usability testing and practiced constraint, which kept these megamenu from getting overly large and unwieldy. Instead, the menus effectively expose interior categories and key content areas.
- Filmstrip. Intranet teams opted to present a gallery-like viewing experience for highly related links and content.
- Flat and boxy. A flat and boxy aesthetic became hot with the introduction of Windows 8 and iOS 7; this look also makes an appearance in this year’s set of winning designs.
- Social. Social features came of age this year and are integrated, easy, and rewarding. We’re witnessing promising changes in expressions of social media on intranets, with prominent and visible tools that are well integrated into content areas. Teams are also making strides in incenting employees to update their own information and to contribute.

## Easing Colleagues Into the New Design

Savvy intranet teams realize that springing a new design on unsuspecting colleagues is asking for disaster. People are often quick to dislike something new, particularly when they don’t expect it.

Change management is a crucial part of intranet redesign projects. This year's winning teams understood this. They communicated with their colleagues and—even more importantly—involved them early and throughout the redesign projects, helping make user needs clear and easing the transition to the new design.

## PLANNING FOR ONGOING SUCCESS: GOVERNANCE AND ENDLESS CHANGE

Many winning intranet teams—including those at Allianz Australia, AMP, Mayo Clinic, and National Geographic—specifically planned for continual improvements post-launch, keeping resources in place, goals in mind, and governance committees convened. With this strategy, they're making the intranet UX increasingly better for employees, and thus the organization.

## Overview of the Winners

### FIVE COUNTRIES AND SEVEN INDUSTRIES

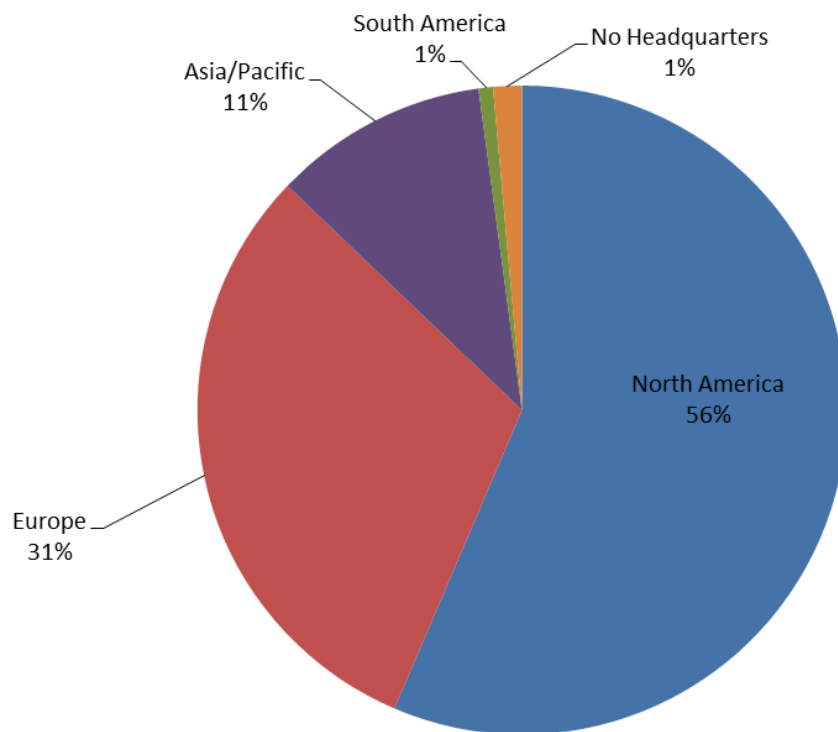
Our winners hail from three regions around the world and five different countries. Five winners are from North America (all from the US). The Asia/Pacific region makes a particularly strong showing this year, with winners from Australia (2), New Zealand (1), and our first winner from Qatar. A single winner from Europe (the Netherlands) rounds out our top 10.

2014 WINNERS BY COUNTRY	
COUNTRY	NUMBER OF WINNERS
UNITED STATES	5
AUSTRALIA	2
THE NETHERLANDS	1
NEW ZEALAND	1
QATAR	1

Surprising is the small showing for Europe, and no showings from the UK or Canada, which have had a strong presence in the past. Since the start of the Intranet Design Annual, winning companies have represented several regions:

- 56% have been from North America
- 31% from Europe or the UK
- 11% from Asia/Pacific (up from only 8% last year with this year's 4 winners)
- 1% from South America
- 2% with no official headquarters

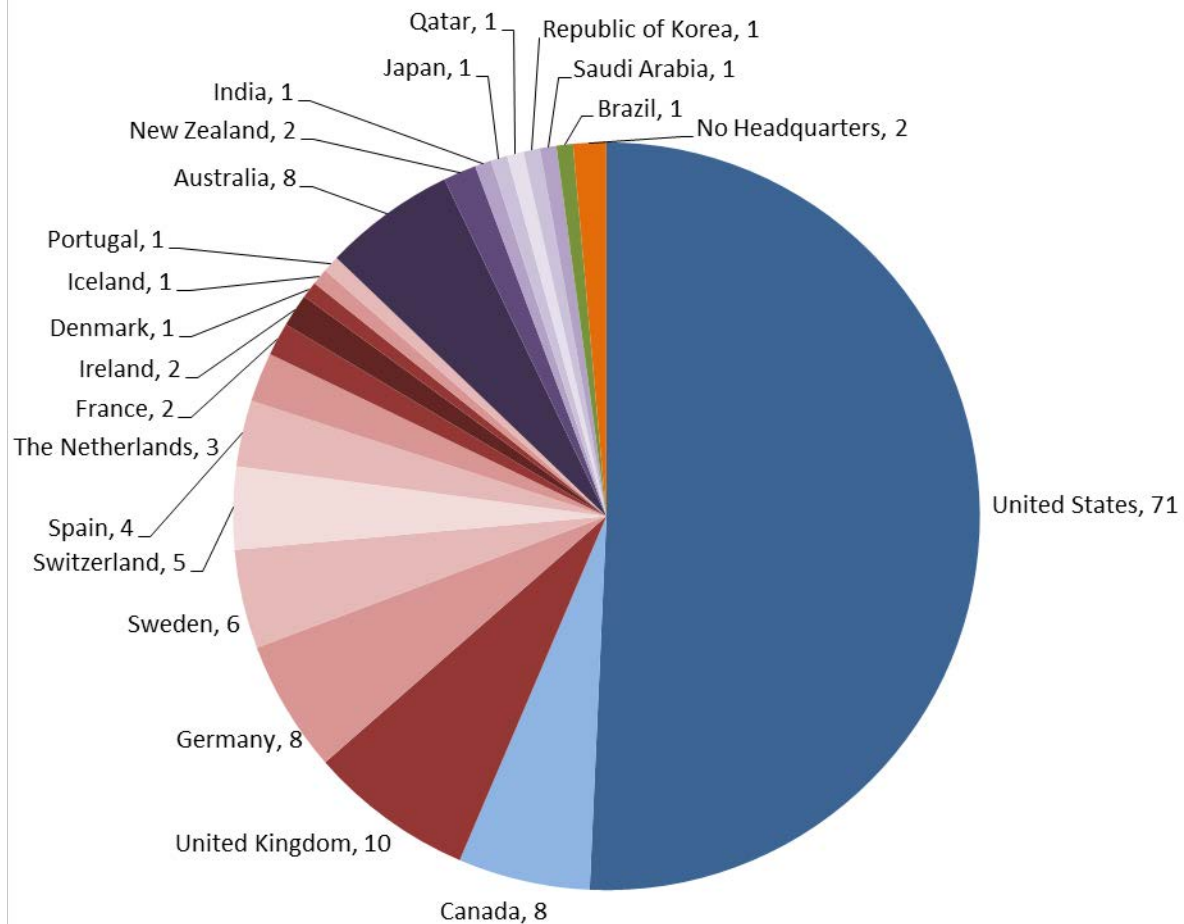
## Regions Winners Represent 2001-2014



Since 2001, 56% of winners (79) have been from North America, with 31% (43) from Europe, 11% (15) from Asia/Pacific, 1% (1) from South America, and 2% (2) with no official headquarters.



## Countries Winners Represent 2001-2014



A 21st country joined our list of winners this year with the addition of Qatar. Countries in the chart above are organized by region, starting with (clockwise) North America, Europe, Asia/Pacific (including the Middle East), and South America. Two organizations claimed no headquarters—one was a global network of organizations, and the other considered itself to be global and not located in any one country.

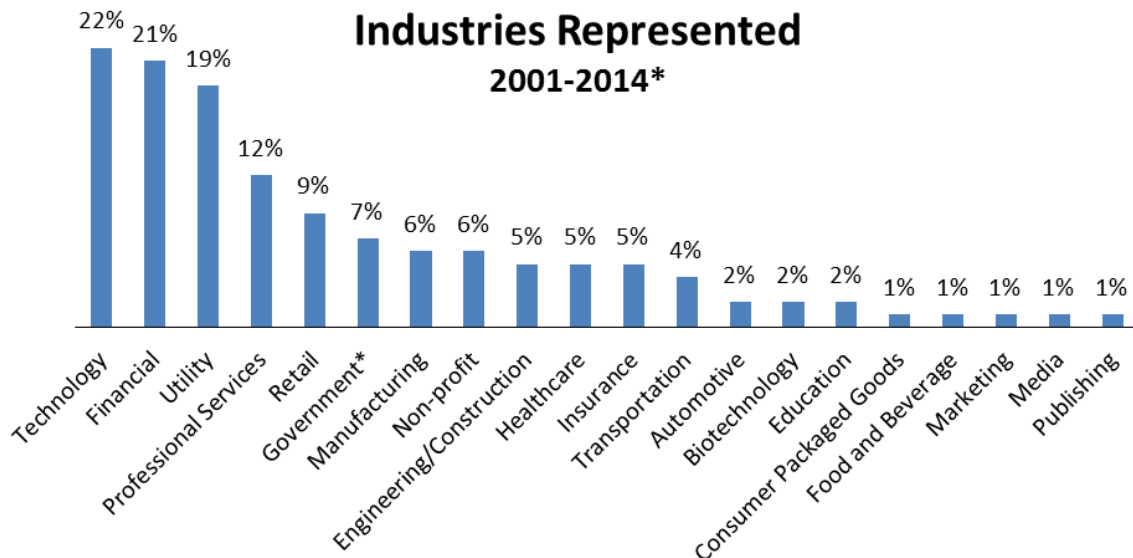
The three industries that have historically made a strong showing in the Design Annual include technology, finance, and utilities. Indeed, this year, the winners included two financial organizations and one utility. However, this marks the second year in a row that no technology companies have made the list of winners.

Following last year's showing of three insurance companies, one insurance company made the cut this year. The other winners include two professional services firms (one an online agency and the other a global research firm); a non-profit; two health care organizations; and a transportation company.

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

- Financial (2)

- Health care (2)
- Professional services (2)
- Non-profit (1)
- Insurance (1)
- Transportation (1)
- Utility (1)



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

Design Annual winners have represented 20 industries through the years. This year's winners come from seven different industries: financial (2), health care (2), professional services (2), non-profit (1), insurance (1), transportation (1), and utility (1). Over the years, technology companies have led, but for the past two years, no technology companies have made a showing among the top 10 sites. The financial industry retains its solid showing this year, with two winning companies, followed closely by utilities, which added one to its total.

## SMALLER COMPANIES WITH STRONG INTRANETS

Since 2001, our winning sites have supported an average of 53,700 employees. But for the past three years, our winners have represented increasingly smaller organizations. This year's winners are our smallest set yet, averaging 11,600 employees (excluding the 2004 Annual, which was focused on government intranets).

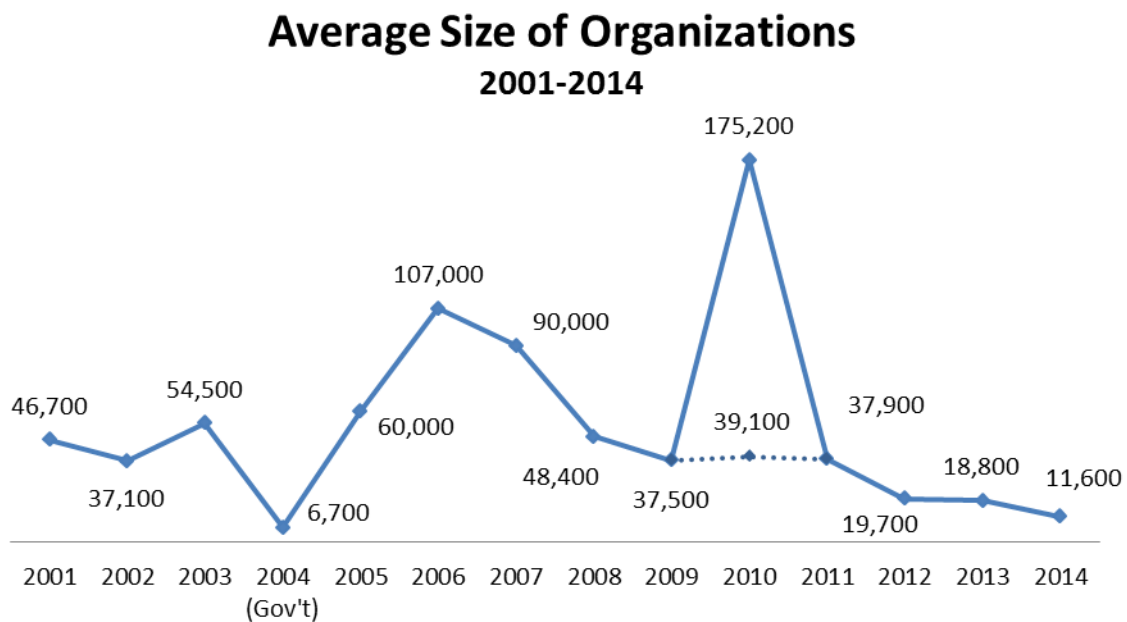
We sometimes exclude outlying organizations from our analysis, typically because of the company's large size (as in 2010's winning Walmart site, which supported 1.4 million store associates). This year, we have an outlier on the other end of the

spectrum: triptic, a digital agency whose intranet supports only 20 employees. Excluding it from our average, however, still leaves us at an all-time small size: 12,900.

The winning organizations' sizes range from triptic's 20 users to 61,000 users at Mayo Clinic. The median organization size is 5,500, compared to 4,000 last year. Seven of our winning sites support fewer than 10,000 employees, with four of those supporting 5,000 or fewer employees.

Is this forming trend an indication that large companies can't make great intranets? We don't think so. Rather, it indicates that smaller companies are really coming into their own. In years past, smaller organizations found other media to use for communication and work. But they're now realizing that devoting time, budget, resources, and talent to developing strong internal sites can behoove even organizations with a few hundred employees.

Factors contributing to this realization include the changing workforce, distributed in many locations or working in the field; the penetration of social features into the workplace and intranet; and better curating of news and content. These factors have an impact on all organizations, large and small, but smaller organizations seemed to have had less need for a broadly accessible online communication and productivity application before these trends fully emerged.



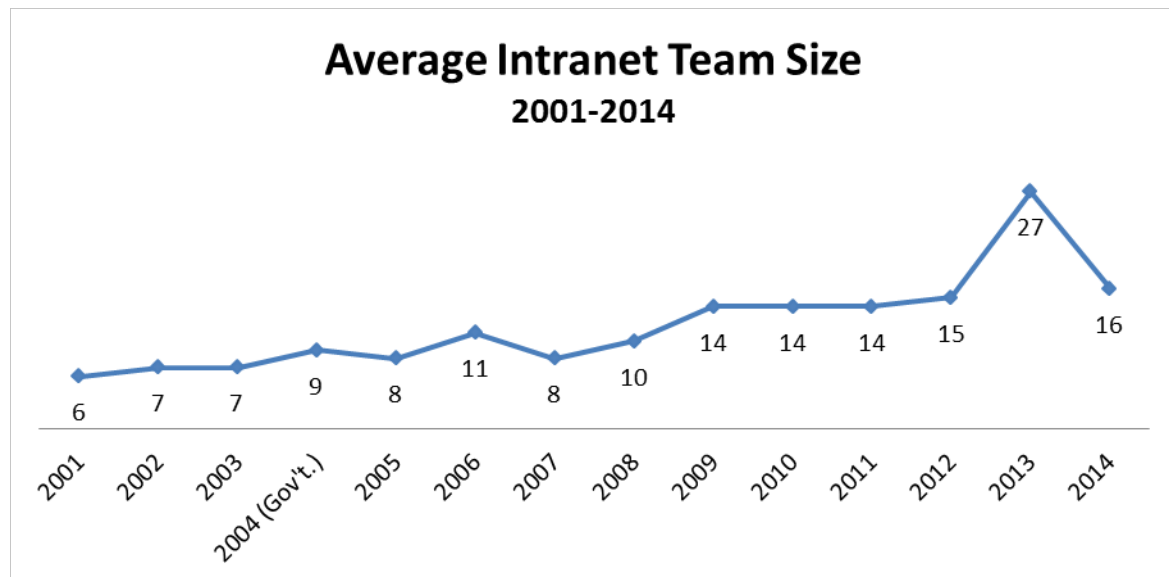
This year's winning intranets supported an average of 11,600 employees. This is the smallest average size yet, excluding the government-focused 2004 Annual. In 2010, the high average was due to Walmart's site, which supported 1.4 million store associates. The average for 2010, excluding Walmart, was 39,100.

## INTRANET TEAMS ARE GROWING

The average intranet team size this year is 16, ranging from a low of 7 at Allianz Australia (3,800 employees) to a high of 25 at Abt Associates, Inc. (2,700 employees). Our count of total team size includes all employees working full or part time on the site, as well as any outside consulting teams contributing to the project. The median team size is 15.

Last year's winning teams were larger than ever, averaging 27 people per redesign team. This might be a fluke; the number was bumped up by AT&T's massive intranet team, clocking in at 107 people (to support 127,000 employees). Even without this team, however, last year's average size among the other nine winners was 18 people.

Although this year's team sizes are not quite as large as last year's all-time high, this year's numbers reflect the gradual growth we've seen through the years, up from 15 members per team in 2012 and an average of 14 for the three years prior to that.



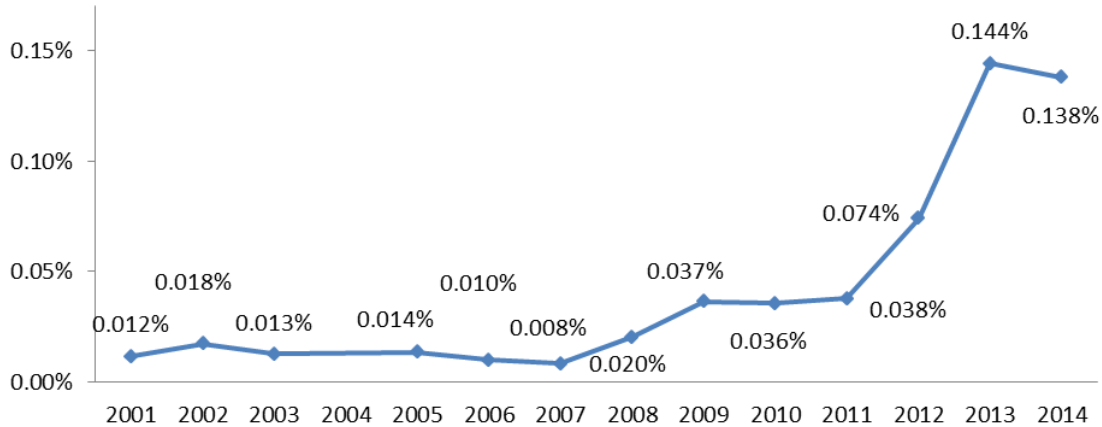
The average intranet team size for winning companies this year is 16 people, reflecting the gradual growth we've seen through the years. (For information about individual team structures, see each profile.)

We are pleased each year to see the gradual growth in intranet team size, which reflects a swelling commitment to the intranet and its strong UX design.

To further assess team size, we also look at it in relation to the number of users the intranet supports. A 10-person team in a 100,000-person organization is very different than a 10-person team in a 100-person organization. With company size down this year and team size up slightly, team size as a percentage of company size is .138%. Although this is slightly lower than last year, it reflects a big jump from previous years and is a trend that we hope continues.

## Team Size as Percentage of Company Size

2001-2014\*



\* Excluding 2004's government-focused Design Annual

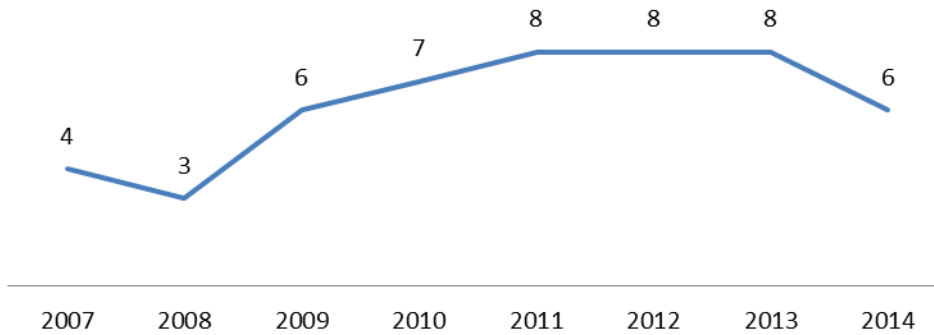
This year's winning intranet teams comprise 0.138% of the organizations they support.

These numbers include outside consultants and agencies that worked on intranet redesigns, as well as internal employees, both full- and part-time. Typically, this means that the team left to maintain the intranet is composed of far fewer people than the team sizes above indicate. It is essential to keep teams well staffed when a redesign is over: even the best intranets suffer if no one maintains them.

This year, six of the winning organizations worked with external resources on their projects. Although agencies and consultants are sometimes brought in to actually lead the redesign effort, they're often brought in to supplement the intranet's team existing skill set. 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 the following types of activities:

- Development
- Information architecture (IA)
- Interaction/interface design
- Programming
- Project management
- Prototyping and wireframing
- Usability and user research
- Visual design

## Teams Composed of In-House and External Members 2007-2014



Six of this year's winning teams were made up of internal and external resources. For more information on individual teams and their collaboration with outside firms, see each individual profile.

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## Common Themes Among the Winners

### RESPONSIVE DESIGN AND MOBILE CONSIDERATIONS

A focus on mobile intranet access and design has been slow to gain real traction in past years of the Design Annual. This year, however, there's more work surrounding mobile access than ever before—possibly because of the undeniably frequent use of smart phones by many employees, or possibly due to the responsive web design craze.

Most winners this year emphasized mobile optimization in some capacity, but three winners—Abt Associates, AMP, and triptic—showed the most focus. All three took a responsive design approach to designing and developing their intranet. Rather than creating multiple sites to support multiple devices, the teams used responsive design to accommodate multiple devices.

Teams decided upon this approach for various reasons. For example, 60% of Abt's workforce is field agents, while at triptic, designers were striving for roughly the same user experience no matter which device employees used to access the intranet. Although the experience does vary depending on device, it's a lot closer than it would be with an app compared to a desktop intranet not designed for mobile. Teams strove to design the right priority of content and features for the best experience in the target viewport size.

In general, design time for a responsive intranet can be longer than it is for an intranet designed for desktop access alone. However, what is spent in design time can be saved in development time. With responsive design, intranet teams—which are usually small—can spend time developing and quality testing a single codebase rather than several different ones for different devices. Considering this potential time savings for the team alone, a responsive design approach could be a very good strategy for many intranet redesigns.

Although other winners this year may not have put mobile first, they all considered mobile and which strategy would best fit given their organization's needs and resources.

At Mayo Clinic, there is little to no demand for mobile services for the whole intranet, but individual groups within the institution created strategic mobile applications for small sections of the population to use. IMF created an “anonymous” site focused on information everyone at the organization can see. In this way, it eliminated the need to address authentication or multiple authentications in a single session. National Geographic has limited mobile functionality by design, and Air New Zealand makes it possible to access the intranet on mobile devices, but the content is not optimized for them. Mobile work is in progress at WellPoint, where at the time of this writing the team was creating wireframes; and AMP is working to fulfill the ideal of intranet access on every device.

### AGILE DEVELOPMENT APPROACH

In the past, some intranet teams we've encountered lacked thorough project management and scheduling skills or resources. But intranet teams are increasingly managed as true development projects. With this year's winners, teams are stretching their skills and experimenting with ways to create sites efficiently in a controlled project.

Three teams this year—National Geographic, Air New Zealand, and AMP—all followed an Agile approach to their redesign projects. In the Agile methodology, the team states and communicates goals, and works quickly to design and code features, all the while driven by user needs, goals, and time. This type of model can be particularly effective in an intranet development environment in which many team members also work on other projects; when these people “leave” the intranet and later return, their short and long-term goals are clearly defined and communicated.

## WIREFRAMES: SEEING IS BELIEVING

Winning teams used wireframes and functional prototypes as blueprints for design, communication, and usability testing.

At WellPoint, team members found early on that discussions surrounding new ideas and features on the site went more smoothly if they provided even very rough wireframes of their ideas. Similarly, AMP and Ooredoo used early wireframes to determine site requirements and communicate ideas.

## PERSISTENT RIGHT RAIL

The right rail, or rightmost column, is often used well on an intranet’s homepage, to display applications, as well as on article pages, to display related links or social elements.

A few of the intranets in our group of winners—including those at Allianz Australia and triptic—positioned a persistent toolbox on the right side of all intranet pages. With this, employees always have access to important, commonly used elements such as employee search, bookmarks, social sharing features, the calendar, and the most-accessed applications.

(Air New Zealand, Abt, and AMP intranet designers had similar ideas with links and icons for quick access to key content on each page. However, they positioned these elements on the left side of all pages, not the right.)

## FUNCTIONAL FOOTERS ARE TAKING UP SOME SPACE

For the first time, we’re seeing functional footers (also known as “fat” footers) finding a real home on intranets. Allianz Australia, IMF, and AMP, for example, offer functional footers with several helpful features, including:

- A feedback link that sends feedback to the intranet team or content owners
- Links to external sites
- A search box at bottom of all pages
- A repetition of the top navigation (sometimes called a “doormat” navigation) that helps employees find commands when they’ve scrolled to the bottom of a page

## LOCAL SEARCH

Very smart search engines on the web have, in general, caused web users to expect a front-end search interface of a single empty field accompanied by a *Search* button. They also expect this feature to return very applicable and helpful results. Indeed, one search field is often ideal if it works very well. However, intranet teams don’t typically have the minions that search companies do; for this and other reasons



relating greatly to how content is planned and managed on intranets and around organizations, having one search function for everything can sometimes return search results that are not helpful.

An alternative to offering a single search field is *scoped search*, which is an old approach to search. In scoped search, users search within a particular intranet area. Some of this year's winners gave scoped search a facelift, and applied it in helpful ways.

At Ooredoo, the intranet's *Knowledge Hub* section enables employees to read and share information such as research and technology trends. Users can search just this area of the intranet using the field labeled *Search for Knowledge* in the top right of the content area. Similarly, Allianz Australia offers a method to search only news on a news page. On the Mayo Clinic intranet, the search function at the top of pages let users scope the search by common areas; and, in the *Video Exchange* section, people can search for just videos. In a particularly bold move, AMP offers scoped search within megamenus.

Local search options can be difficult for users to notice and understand. However, some of the methods these intranet designers use to make their local search versions understandable include:

- The search field appears within the related content area, rather than near or as part of the navigation or main heading area on pages.
- The area title (such as *Knowledge Hub*) appears above the local search field.
- The field label (such as *Search For Knowledge*) is specific to the general section topic, rather than being labeled generically with a word such as *search*.

## MEGAMENUS SHRINKING TO BE A LITTLE LESS "MEGA"

To prevent overwhelming employees with choices, several of our winning sites use megamenus to present menu links. But, through usability testing and practicing constraint, designers keep these megamenus from getting overly large and unwieldy.

National Geographic's team relied on card sorting to create navigational categories and the overall site structure. However, usability testing showed users were overwhelmed with choices in the large menus. This team, like AMP and WellPoint, also decided to list subsections and key pieces of content rather than trying to show users all available options.

Also based on usability testing, AMP's intranet includes top-level subcategories for each high-level category, along with a list of links to popular content. Megamenus also include scoped search boxes, allowing users to search within that navigational category.

WellPoint's menus list categories and subcategories, and let users mouse over a subcategory to see subsite details, including a brief summary, quick links, and the site's owners.

## FILMSTRIPS ARE NOT JUST FOR PHOTOS

Some intranet teams opted to present a gallery-like experience for very similar content. This feature, often referred to as a *filmstrip*, lets employees scroll

horizontally through a particular type of content. For example, Ooredoo's intranet homepage had a scrollable set of icons, as did the *Learn* section on Abt Associates' homepage. Likewise, the Mayo Clinic offered videos in a filmstrip in the *Video* area of its intranet.

## CAROUSELS: THE MOST POPULAR UX PATTERN

We could call this the "Year of the Intranet Carousel," with eight out of our 10 winners employing this design pattern on their homepages in some way.

Designers often use carousel to fit more content in one parcel of homepage real estate, or to settle political disputes about whose content is most deserving of a visible location. Whatever the reason, this year's winners exemplified useful carousels.

Abt Associates, Allianz Australia, AMP, IMF, the Mayo Clinic, National Geographic, Ooredoo, and WellPoint all offer carousels. Each site displays its own set of helpful features within the carousel, including

- Large, clear images
- Legible headlines and summary text
- Navigation buttons within, just below, or to the right of the main image
- Buttons with clear text and/or images that help users easily move through the items

IMF designers described how they use their carousel to manage homepage requests: the first four items are news stories; the fifth is reserved for requests; and the sixth houses the Morning Press application, which presents the latest external headlines about IMF.

## PICTURES

Winning intranets, such as Air New Zealand, strive to use photographs of employees and events rather than stock photography. National Geographic draws on its rich 125-year history by using its amazing nature and travel photography as a backdrop to the intranet.

## FLAT AND BOXY MAKES AN APPEARANCE

Flat and boxy design became hot with the introduction of Windows 8 and iOS 7. The triptic and Air New Zealand intranets might be right at home in these operating systems, with their pleasing, mostly flat and sharp-cornered boxy designs. Abt Associates and Ooredoo's intranets also have some flat tendencies, lacking shadowing and beveling in many places.

## SOCIAL COMES OF AGE: INTEGRATED, EASY, AND REWARDING

Companies have offered social tools on intranets for years now. This year, we're witnessing promising changes surrounding how social tools are integrated into sites.

### Social Features Integrated into Content Areas

When sites offer an intranet and a separate social tool, it not only creates more work for employees and a barrier to participation, but it can recreate the very information siloes that social tools are frequently intended to break down.

This year's winners included strong examples of integrating social into the intranet, such as AMP's homepage, which puts the user's "feed" front and center. National Geographic's site includes its social tool, ng+, on the homepage, while IMF's intranet incorporates Yammer content into key pages and team pages.

Various intranets—including Abt Associates, Air New Zealand, Allianz Australia, AMP, IMF, the Mayo Clinic, and WellPoint—enable comments and ratings ("like" or stars) on news articles. To encourage engagement, the number of comments made often appears in a bubble to the right of the article's title, which immediately indicates the interest level in an article. At the end of articles, there are subtle prompts, such as *10 comments so far*, which indicate that people can and should still comment on articles.

Others social features—including *Rate this article* (with five or fewer stars) and a *Share this with a colleague* link—also encourage engagement with content.

On intranets, it's also helpful to be specific about when news should (or can) be shared only with colleagues, and not with people outside the intranet.

## Prominent and Visible Features

Including social elements as prominent features of a site shows users that it's okay to share. When social tools are introduced, some users have a hard time thinking of "social" features as relevant to their day-to-day work. When the intranet and social features merge, it's easier to recognize the importance and value of sharing knowledge, ideas, and expertise across the organization.

This year's winning sites showed users that it was okay to share by asking management to use social tools; at National Geographic, for example, the team asked senior leaders to microblog about important meetings, travel, or organizational developments.

Sites are also encouraging participation by rewarding users. Ooredoo's intranet lists the top three contributors, and recognizes the top contributor in larger letters in a red banner. WellPoint uses a point-driven system to not only recognize and reward subject matter expert (SMEs), but also as a potential factor in employees' yearly assessments. Rewards demonstrate that the organization approves of people contributing to discussions, as well as recognizing those who share their expertise.

## Updating Employee Profiles Is a Must

Sites are recognizing the importance of more basic sharing as well: updating employee profiles with personal touches. Leading intranets have long recognized the employee directory as a key component for internal knowledge sharing by helping employees find and contact experts within an organization. Now, however, teams are working to help users keep that information up-to-date and relevant.

Ooredoo encourages users through its reward system, but also by sharing success stories about employees who have benefited from shared information in employee profiles, either by learning something new or having success on a project. The intranet also shows the profile-completion status on every user's profile page so that each user knows what to do to make the profile more complete.

Users are often reluctant to update profile information because it takes time away from their already busy workdays. Any shortcut to adding content makes it easier for employees, and easier is better. National Geographic offers staff photo days to

encourage employees to add photos to their profiles. It also lets employees use LinkedIn as a shortcut for providing more robust personal information. Employees can log in to LinkedIn and port information into the intranet directory, saving them from having to duplicate content that they've already created. Air New Zealand gives users the option of adding links to social network profiles (such as LinkedIn, Twitter, and Facebook) so employees have quick access to further information about their colleagues.

## CHANGE MANAGEMENT: EASING COLLEAGUES INTO THE NEW DESIGN

Savvy intranet teams realize that springing a new design on unsuspecting colleagues is asking for disaster. People are often quick to dislike something new, particularly when they don't expect it.

Change management is thus a crucial part of intranet redesign projects. This year's winning teams understood this. They communicated with and, even more importantly, involved their colleagues throughout the redesign projects.

The Allianz team created a launch campaign with a competition to name the new site. Allianz has 4,000 employees, and 3,000 entries were submitted. Senior management chose the name *collabor8* from a list of finalists, with the winner receiving an iPad. Other teaser campaigns also led up to the launch; on launch day, for example, a Quick Reference Guide (including a site map) was placed on each Sydney employee's seat.

IMF worked closely with content owners and stakeholders to keep them informed about site changes. Team members posted news stories about objectives and timing, gave presentations about the new design before launch, gave sneak-peeks online, and had a pre-launch campaign with a news story, a flier at desks, and a video introduction to the new site.

At WellPoint, the intranet team was made up of Executive and Employee Communications as well as Intranet Strategy and Development. The two groups worked together to help ease employees into the new site, with the intranet team creating and collecting feedback on wireframes, while the Communications team communicated messages about the new site. The new site ran side by side with the old site for two months to aid in the transition.

At AMP, a design evolution blog kept anyone interested informed about changes. Webinar walkthroughs with executives, stakeholders, and employees showed the site in progress, which helped users adopt (and adapt to) the new site. The team ran co-design cafes to engage employees and gain insights. With employee involvement at every step along the way, change management wasn't an afterthought, but an essential part of the redesign process.

## PLANNING FOR ONGOING SUCCESS: GOVERNANCE AND ENDLESS CHANGE

Many winning intranet teams—such as those at Allianz Australia, AMP, Mayo Clinic, and National Geographic—have a specific plan for continual improvements post-launch. With such a strategy in place, they'll make the intranet UX increasingly better for employees.

The IMF team learned from a previous design that governance is key to keeping a redesigned site useful over time. Faced with an intranet filled with the gradual clutter

that tends to creep onto sites, the team knew there was a need for an intranet governance structure that planned for and maintained future growth. As a result, the team created the Intranet Council, whose tasks include managing the intranet's growth.

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## THE 10 WINNERS *IN ALPHABETICAL ORDER*

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<a href="#">Abt Associates, Inc.</a> (Research and consulting; US)	The Abt Associates intranet team set the goal to “create a smooth, seamless, and personalized experience for users that makes them feel welcome; encourage them to contribute insights to foster continuous learning; and, with mobile technology, enable them to access everything, no matter their location.” The team’s “virtual hallway” was a giant endeavor that works tirelessly to connect employees around the world—effectively, thoroughly, and equally.
<a href="#">AMP</a> (Financial; Australia)	With an activity stream on the homepage and collaborative spaces integrated into the main intranet, AMP’s intranet, The Hub, invites active participation as it updates employees about the latest information. The team worked with employees throughout the design and development process to integrate user feedback and also make employees feel like they were a part of the site’s development from the beginning.
<a href="#">Air New Zealand</a> (Airline; New Zealand)	With a content refresh and an overhaul of the information architecture, the Air New Zealand team tackled the challenge of a cluttered and disorganized intranet. A bold design and the use of photographs of employees throughout the site add to the users’ experience.
<a href="#">Allianz Australia</a> (Insurance; Australia)	With thorough planning, the best navigational elements, and a well-defined use of screen real estate, the Allianz Australia intranet, collabor8, makes it a breeze for employees to find what they need and get up to speed with their work and the latest happenings at the organization and around the world.
<a href="#">International Monetary Fund (IMF)</a> (Financial; US)	With a streamlined design focused on moving employees to information quickly, the IMF intranet presents information in an easy to use way. The creation of an Intranet Council to sustain the gains made by the new site and manage its growth shows that the team planned for the future in building the new site.
<a href="#">Mayo Clinic</a> (Health care; US)	Persona-driven UX development helped the Mayo Clinic intranet team understand and focus on the various types of people for which they were designing and derive this great intranet, which makes everything searchable and findable. Mayo Clinic designers used constraints to their advantage to create a system that exceeds expectations and makes it possible for physicians, scientists, students, and staff alike to find all the information they need.
<a href="#">National Geographic Society</a> (Non-profit; US)	Connections are key on the National Geographic Society website. The intranet team built a custom social tool, ng+, to encourage communication and collaboration across the organization. It also paid attention to details throughout the site to make engagement and participation easy. An emphasis on visuals takes advantage of and reflects the organization’s rich history.
<a href="#">Ooredoo</a> (Telecommunications; Qatar)	Ooredoo designers have made an excellent case study for highly successful social sharing on an intranet. “Share and share alike” could be the dictum for the Buzz portal. Ooredoo’s intranet connects thousands of employees by exploiting social sharing features and offering robust language support. With a simple UI and targeted encouragement, Ooredoo’s intranet fosters a culture of sharing

	across the organization.
<a href="#">triptic</a> (Communications; the Netherlands)	The triptic intranet, Iris, is a breath of fresh air. She is disarming, funny, smart, modern, and available when you need her. Through the use of offbeat images, whimsical icons, bright colors, and simple text, Iris draws you in without crossing the line and being off-putting. The Iris homepage recognizes logged-in employees individually and serves them desired information—such as a personal calendar and social following activity alongside the news and a poll widget—helping keep the employee’s finger on the organization’s pulse.
<a href="#">WellPoint Medicaid Business</a> (Health care; US)	Using iterative design and focusing on change management, the Executive and Employee Communications team and the Intranet Strategy and Development team at WellPoint’s Medicaid business unit combined forces to create an intranet that informs employees and enhances communications through thoughtful design.

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## Abt Associates, Inc.

**Using the intranet:** Abt Associates is a mission-driven, global leader in research and program implementation in the fields of health, social and environmental policy, and international development. Known for its rigorous approach to solving complex challenges, Abt Associates is regularly ranked as one of the top 20 global research firms and one of the top 40 international development innovators. The company has multiple offices in the US and program offices in more than 40 countries.

**Headquarters:** Cambridge, MA

**Number of employees the intranet supports:** 2,700

**Company locations:** Abt Associates has US offices in Atlanta, GA; Bethesda, MD; Cambridge, MA; and Durham, NC. International offices are located in Africa, Asia, Europe, Latin America, the Caribbean, and the Middle East.

**Annual sales:** \$553 million in 2013

**Design team:** The core team is comprised of diverse leaders across Abt globally. BrightStarr was contracted to design and build the site.

In-house team: Albina Shekhtman, Director, Application Services & Programs; Allison Jung, HRIS Associate Analyst; Beth Williams, Manager, Communications; Cara Capizzi, Senior Graphics Designer; Cheryl Fries, Senior Knowledge Management Specialist; Danielle Hunt, Senior Associate/Scientist, Public Health and Epidemiology; Deborah Dangay, Lead Technical Writer, International Economic Growth; Frank Divita, Division Director of Operations, Environment & Resources; Jay Knott, Executive Vice President & Chief Business Officer; Jessica Erbacher, Finance and Contract Analyst, International Operations; Mark Spranca, Vice President, Reputational Capital & Technical Leadership; Mary Harper, Chief Information Officer; Mary Maguire, Chief Communications Officer; Mauricio Poodts, Deputy Chief Information Officer; Ricky Merino, Senior Knowledge Management Specialist, International Health; Rob Grimmett, Associate Director, Digital Communications; Sandra Nolden, Vice President and Division Director of Operations, Social & Economic Policy; Vanessa Martin, Web Technologist

BrightStarr: Emma Pinkerton, Lead UX Consultant; Kunaal Kapoor, Delivery & Development Lead; Kip Wagner, SVP Sales & Accounts; Kanwal Khipple, Lead SharePoint Consultant; Glen Chambers, SVP Operations; Juan Larios, Lead SharePoint Architect; Camille Mitchell, Project Manager

## SUMMARY

The Abt Associates Global Intranet (AGI) was designed so that employees can be efficient regardless of which device they use to access it. This effort was completed not just for the sake of saying that “the intranet is mobile-ready”; previously, the intranet was inaccessible for 60% of the company’s workforce, who were stationed in developing countries without reliable internet access. The organization resolved to redesign the intranet to enable global collaboration on projects and proposals, so staff everywhere could access the latest company thinking on breakthrough methods and innovation.

For Abt Associates, the best approach was responsive web design. AGI’s particular responsive design makes it possible for the company’s 2,700 employees—some of whom are in Africa, Central and Southeast Asia, Asia-Pacific, Latin America and the Caribbean, and the Middle East and North Africa—to access the intranet’s complete functionality wherever and whenever mobile services are available.



In some cases, the design team employed the “Tiny Tweaks” responsive design pattern<sup>1</sup> on AGI pages. In this pattern, the layout stays roughly the same when accessed via large or small viewports, but the type and images are larger on desktop devices than on tablets or phones. This pattern lets the designers choose just once which individual page elements have the highest priority and thus appear toward the top of pages, with larger print or greater visual appeal than lower-priority content.

In other responsive design patterns, designers can drop page parts below the fold or change the look or layout of parts when they’re viewed on smaller screens. To do this, designers must assign a priority for each piece of content for each size of device, and also indicate how the content should move or change when accessed via different viewport sizes. With the Tiny Tweaks pattern, designers don’t need to do these steps for each device; they simply change the size of elements).

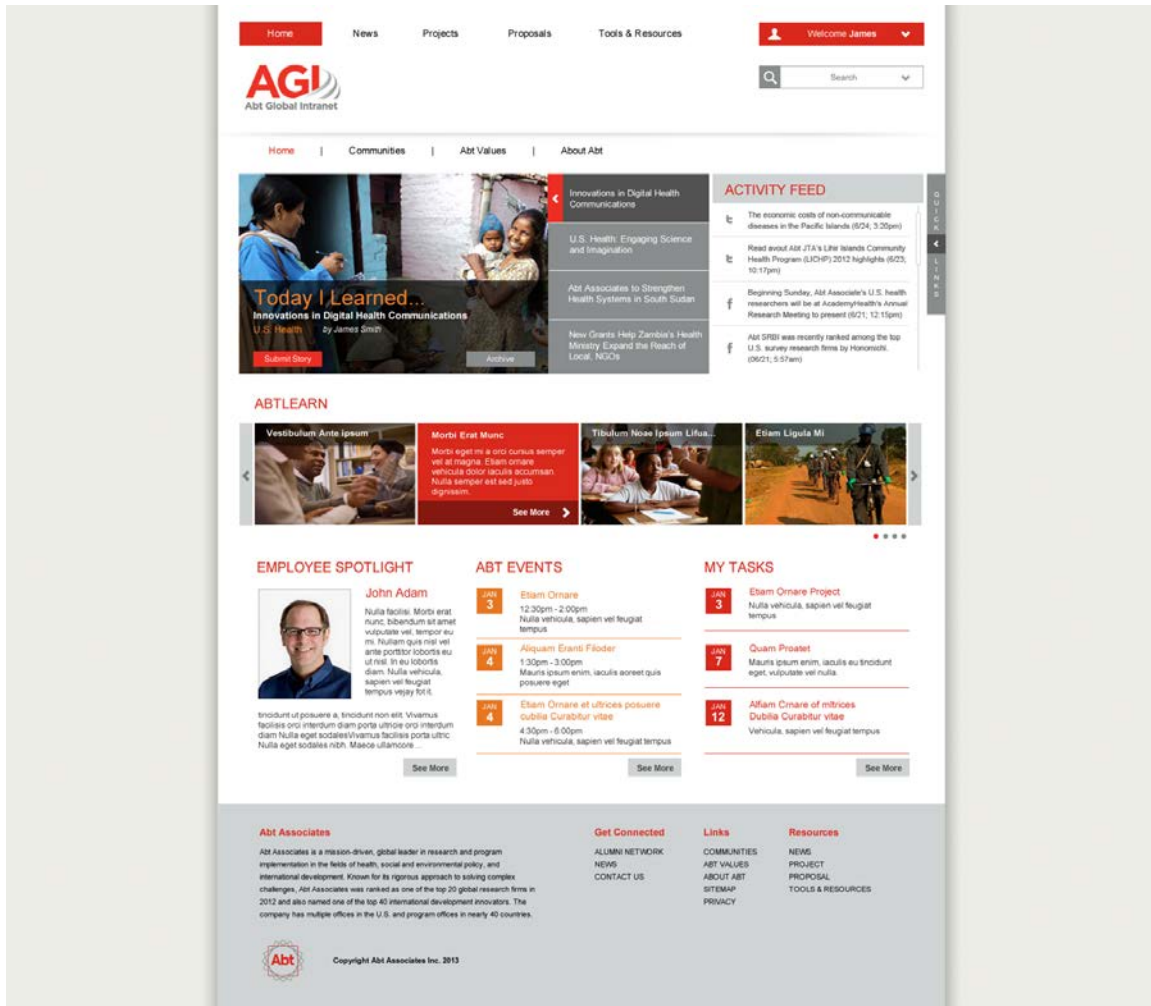


The Abt Associates global intranet is a responsive design that allows access to all features on mobile devices, which is especially helpful for employees who work in countries with spotty or infrequent internet access.

In some cases, pages on the site use different responsive patterns, such as dropping a column as the viewport gets smaller. This lets designers make the most of the desktop’s large screen area while also effectively presenting the highest-priority information for employees using smaller viewports.

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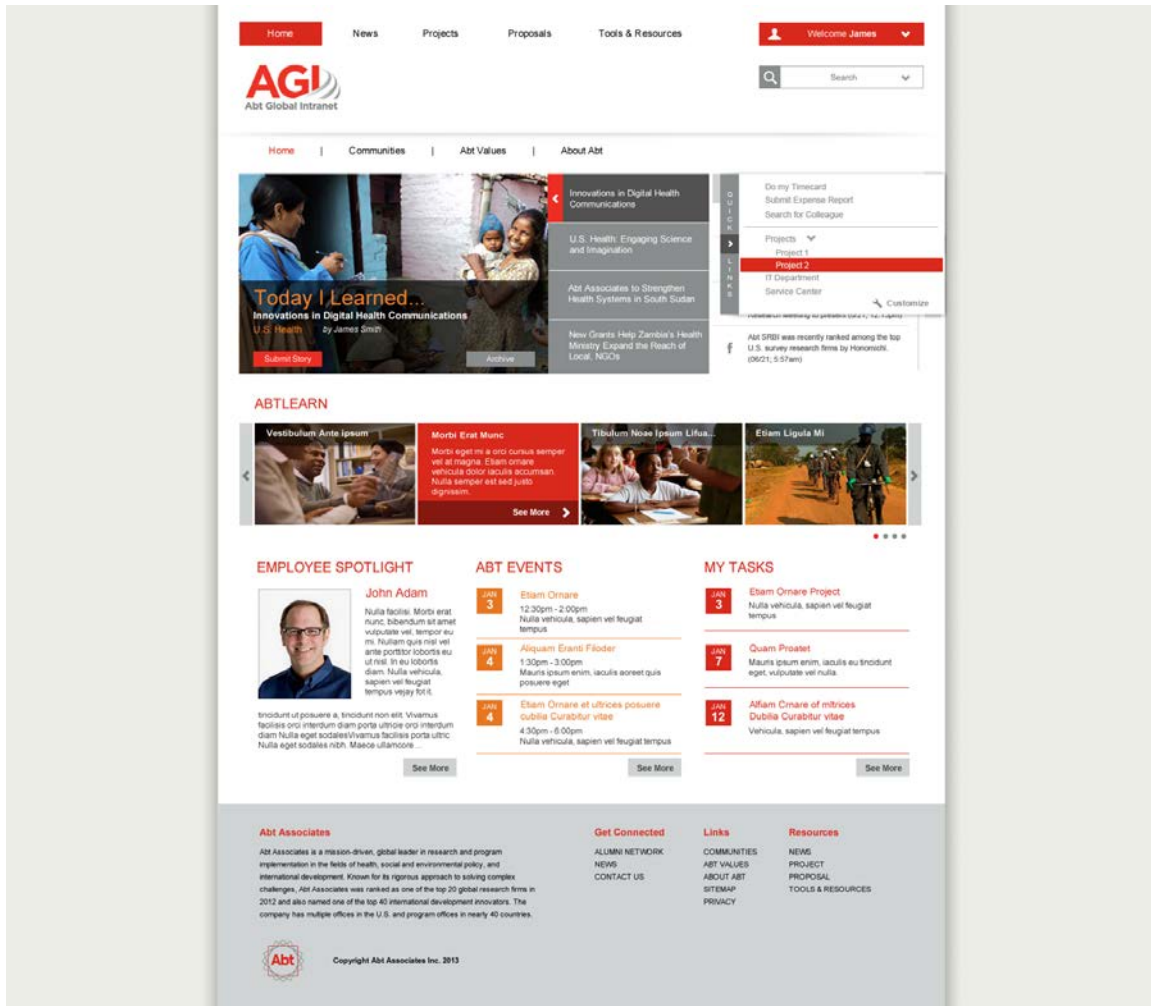
1 Luke Wroblewski, “Multi-Device Layout Patterns,” 14 March 2012, <http://www.lukew.com/ff/entry.asp?1514>.



The Abt Associates intranet makes good use of space when employees view AGI on large screens.

On a mobile phone, the top horizontal menu collapses into a visible, large-enough-to-top *Menu* button. This button helps reserve valuable screen real estate for content instead of navigation. Also, the *Quick Links* are promoted to a *Quick Links* button in the top left and lead to items people use frequently, such as timesheets, employee directory, expense reports, and current projects. This tool also saves time and money: employees can now submit timesheets from a remote village, rather than having to drive hundreds of miles back to an office.

On the desktop version, employees access these links via the *Quick Links* vertical button on the far right, which invokes a fly-in menu list of the links.

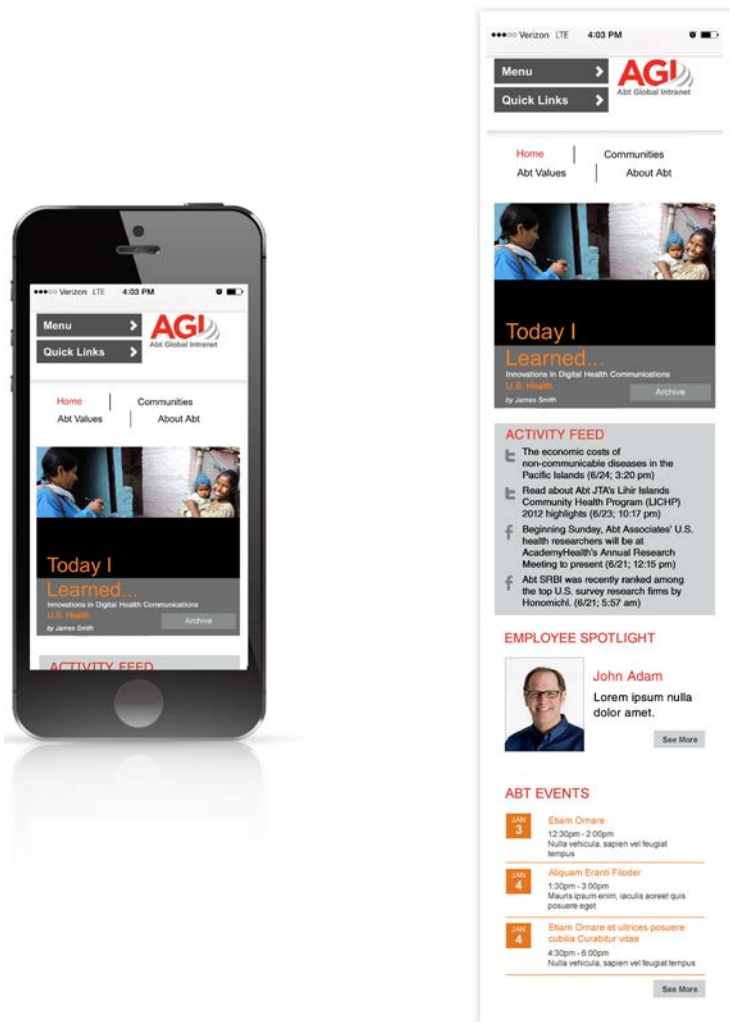


The Abt Associates intranet opens *Quick Links* as a fly-in menu (on the right) when viewed on a desktop.

Accessing Quick Links with an appropriate touchscreen element (in this case, a button) and with just one tap on mobile devices saves time and effort. These buttons are large and have space between them, making them easy to tap. Also, the text is clear and large, and there is good contrast between the white text and dark grey button background. All of these elements make the button readable on small screens.

The global navigation wraps to two lines, still leaving enough space between the four commands to make them easy to tap.

The content is repositioned so that the highest priority information appears first; less important information appears second, and so on as the user scrolls down.



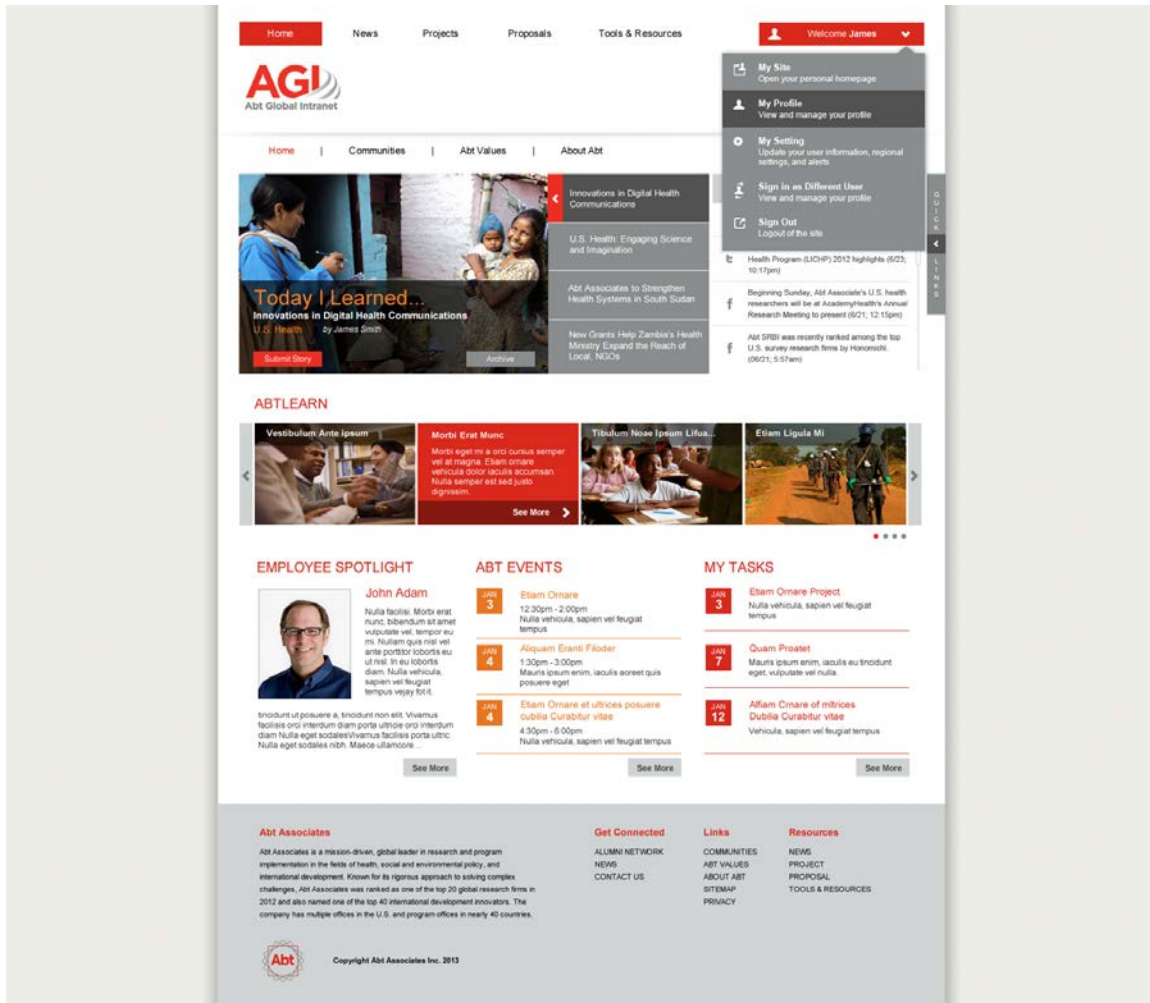
The Abt Associates intranet tailors content for small screens, such as phones or other mobile devices.

No matter how large the viewport, the homepage layout looks fresh and uncluttered. Even the larger amount of content visible on the desktop homepage is arranged within both horizontal and vertical grid patterns, which make the content seem orderly. Further, the white space between items gives employees a visual breather as they scan the page. The color palette is cohesive yet limited to just a few shades of red, orange, grey and white; disciplined designers can convey a brand and tone using these few colors.

Sections have visible headings—such as *Activity Feed*, *Abt Learn*, and *Abt Events*—so users can quickly scan to the type of content they’re interested in. And, when scrolling on mobile devices, these headings give employees an immediate cue about the section they’re about to scroll to.

The role-based system serves information and tasks applicable to the logged in employee, which eliminates clutter—a positive trait for mobile and desktop viewing alike. Employees can easily access user-relevant information for projects they’re working on, training they’ve undergone, and documents they use on a regular basis. *My Tasks*, a list of document and site updates, and other custom web parts help

employees quickly access their content with little interaction cost or effort. This is especially helpful when using mobile devices. On a desktop, users access their personal features via the top-right button, which is labeled with their user name. This button features a menu with links for *My Site*, *My Profile*, *My Setting*, *Sign in as Different User*, and *Sign Out*.



Employees at Abt Associates can easily access relevant information for projects they're working on, training they've undergone, and documents they use on a regular basis.

When working together on a proposal, involved employees can easily find consolidated information such as tasks, documents, discussions, and a calendar of events. Designers took advantage of built-in SharePoint features, including the capability that lets multiple people collaborate on the same document simultaneously, with secure access to the documents and multiple permission levels available to an administrator. Also, a strong metadata-based search system indexes these documents (as well as people and specific search results).



[Home](#)
[News](#)
[Projects](#)
[Proposals](#)
[Tools & Resources](#)

Welcome James

Search

### Proposal: Uganda Road Development II

Breadcrumb > [Breadcrumbs](#)

All Tasks

All Documents

My documents

Contact List

Proposal Links

All Proposal Tasks

Proposal Discussion board

Final Documents

Related Projects and Proposals

**Resources**

Stage One

Stage Two

Stage Three

Stage Four

Stage Five

#### CALENDAR

December, 2012							January, 2013
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
1	2	3 8:00am - 4:00 pm Lorem ipsum Ahr	4	5	6	7	
8	9	10 8:00am - 4:00 pm Lorem ipsum Ahr	11	12	13	14	
15	16	17 2:00pm Delt Spa Lorem ipsum Ahr	18	19	20	21	
22	23	24	25	26	27	28	
29	30	1	2	3	4	5	

#### RECENT DOCUMENTS UPDATES

Title	Modified
Project Contract	12/29/2012
Budget Report	12/18/2012
Project Update	12/18/2012

#### NEWS AND ANNOUNCEMENTS

**Announcement title**  
Nulla tincidunt nisi sit amet odio luctus volutpat. Nullam tristique teneantur lorem eu sollicitudin. Aliquam pharetra lacus et eu blandit. Fusce molestie.

[See more](#)

**Announcement title**  
Nulla tincidunt nisi sit amet odio luctus volutpat. Nullam tristique teneantur lorem eu sollicitudin. Aliquam pharetra lacus et eu blandit. Fusce molestie.

[See more](#)

[Add New Announcement](#)

#### MY TASKS

Title	Due Date
Draft Project Plan	12/18/2012
Review Contracts	12/20/2012
Review Projects ABC	

[Add New Task](#) [See All Tasks](#)

#### PROPOSAL TEAM

Jackie Smith  
Project Manager

Susan Hewette  
Project Manager

Leon Swesky  
Project Lead

Jason Khan  
Project Lead

Rosana Dweeskana  
Project Lead

Rhonda Debroten  
Project Lead

[See All People](#)

#### PROPOSAL DETAILS

**Title:** Ugandan Road Development II

**Client:** UGDOV

**Description:** Two years engagement in Uganda to access health of current roads in Kampala

**Due Date:** 10/12/2011 - 10/12/2013

**Potential Value:** \$1,000,000

[See More](#)

#### DISCUSSION BOARD

Subject	Created By	Replies	Last Updated
Using external research	Paul Smith	2	12/29/2012
Conducting Interviews	Maggi Turner	3	12/19/2012
Research Development	Alan Thomas	4	10/18/2012

[Add New Discussion](#)

#### CONTENT OWNER

Name	Email	Phone
Raymond Rockner	ry@Abtassoc.com	(234) 456-7890

**Abt Associates**

Abt Associates is a mission-driven, global leader in research and program implementation in the fields of health, social and environmental policy, and international development. Known for its rigorous approach to solving complex challenges, Abt Associates was ranked as one of the top 20 global research firms in 2012, and also named one of the top 40 international development innovators. The company has multiple offices in the U.S. and program offices in nearly 40 countries.

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**Get Connected**

ALUMNI NETWORK

NEWS

CONTACT US

**Links**

COMMUNITIES

ABT VALUES

ABOUT ABT

SITEMAP

PRIVACY

**Resources**

NEWS

PROJECT

PROPOSAL

TOOLS & RESOURCES

A proposal page on the Abt Associates intranet consolidates information such as tasks, documents, discussions, and an events calendar.

Similarly, project pages house everything you might want to know about a particular project. *Events, Recent Document Updates, Discussion Board, Details, News, Tasks,*

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*Final Documents, Related Projects, and Content Owner* are all sections on the main page that contain helpful information. More project-related topics are available in the left-side navigation.

The screenshot displays the Abt Associates Intranet main page for the 'Uganda Road Development II' project. The page is structured with a top navigation bar, a left sidebar, and a main content area with multiple sections.

**Top Navigation Bar:** Home, News, **Projects** (active), Proposals, Tools & Resources. A user greeting 'Welcome James' is visible on the right.

**Left Sidebar:** All Documents, My Documents, Financials, Reports, Images, Contact List, Project Links, All Project Tasks, Project Discussion Board, Recycle Bin, View All Site Content.

**Main Content Area:**

- Project:** Uganda Road Development II
- PROJECT EVENTS:**

Date	Event
12/29/2012	Management Review
05/05/2013	Project Launch
- RECENT DOCUMENTS UPDATES:**

Title	Modified
Project Contract	12/29/2012
Budget Report	12/18/2012
Project Update	12/18/2012
- PROJECT DISCUSSION BOARD:**

Subject	Created By	Replies	Last Updated
Using external research	Paul Smith	2	12/29/2012
Conducting Interviews	Magg Turner	3	12/18/2012
Research Development	Alan Thomas	4	10/18/2012
- PROJECT DETAILS:**
  - Title: Ugandan Road Development II
  - Client: UGGov
  - Description: Two years engagement in Uganda to access health of current roads in Kampala
  - Period of Performance: 10/12/2011 - 10/12/2013
  - Contact Value: \$1,000,000
- NEWS AND ANNOUNCEMENTS:**
  - Announcement title: Nulla frindunt nisl sit amet odio luctus volutpat. Nullam tristique fermentum lorem eu sollicitudin. Aliquam pharetra laoreet orci eu blandit. Fusce molestie.
- TASKS:**

Title	Due Date
Draft Project Plan	12/18/2012
Review Contracts	12/03/2012
Review Projects ABC	
- FINAL DOCUMENTS:**

Title	Created By	Modified
Project Contract	Paul Smith	12/29/2012
Budget Report	Magg Turner	12/27/2012
Project Update	Alan Thomas	01/28/2013
- RELATED PROJECTS:**

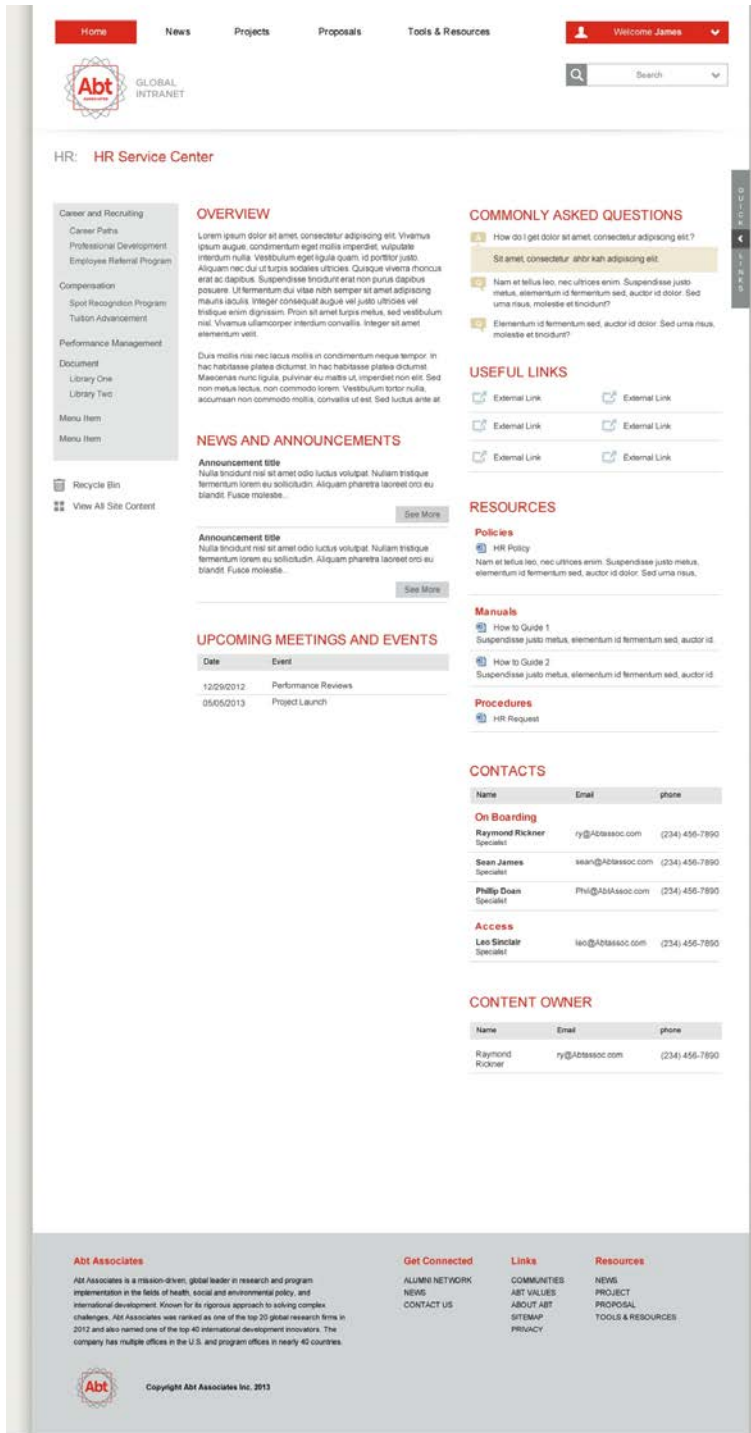
Title	Owner	Client
Uganda Health	Paul Smith	UGGov
Road Emissioning	Magg Turner	ROA
Road Emissioning II	Alan Thomas	ROA
- CONTENT OWNER:**

Name	Email	Phone
Raymond Rinkner	ry@Abtassoc.com	(234) 456-7890

**Footer:** Abt Associates, Get Connected (ALUMNI NETWORK, NEWS, CONTACT US), Links (COMMUNITIES, ABT VALUES, ABOUT ABT, SITE MAP, PRIVACY), Resources (NEWS, PROJECT, PROPOSAL, TOOLS & RESOURCES). Copyright Abt Associates Inc. 2013.

The Abt Associates intranet includes project-specific sections on the main page, including *Events, Recent Document Updates, Discussion Board, Details, News, Tasks, Final Documents, Related Projects, and Content Owner*.

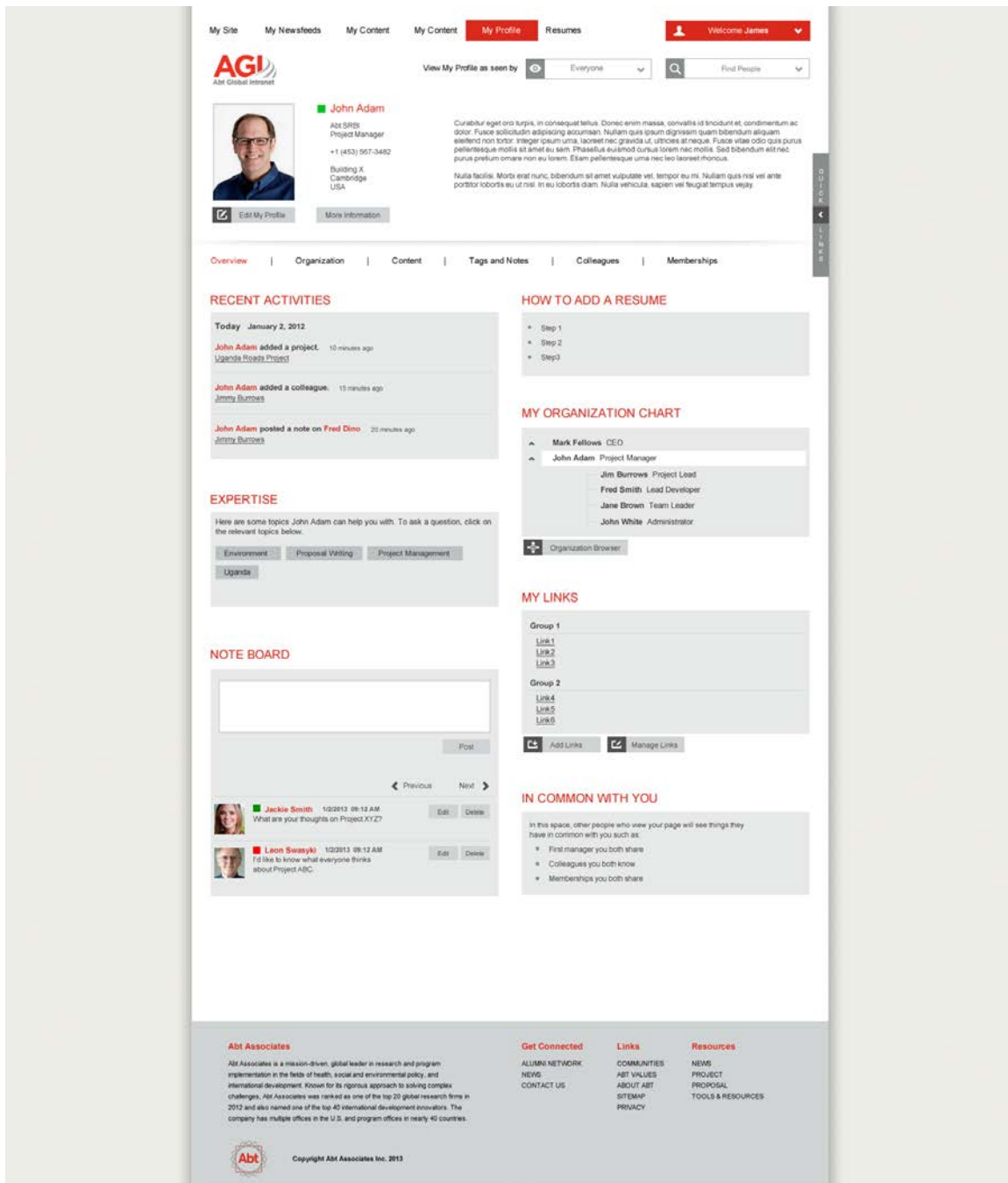
The HR Service Center page is similar to a project page in that it presents most pertinent information on the main page or in the left-side navigation. The page also includes links to department-specific meetings and events, resources, contacts, an FAQ, and news/announcements.



The *HR Service Center* page on the Abt Associates intranet includes links to department-specific meetings and events, resources, contacts, an FAQ, and news/announcements.

Like project pages, person pages are also thorough, have social elements, and make it easy to tell which skills each employee possesses.





Person pages on the Abt Associates intranet are thorough, have social elements, and make it easy to tell which skills each employee possesses.

The Abt Associates' intranet team set the goal to "create a smooth, seamless, and personalized experience that makes users feel welcome; encourages them to contribute insights to foster continuous learning; and, with mobile technology, enables them to access everything, no matter their location." The team's giant "virtual hallway" endeavor works tirelessly to connect employees around the world—effectively, thoroughly, and equally.

## BACKGROUND

AGI is an inter-department partnership that brought about by the leaders of Knowledge Management, IT, and Corporate Communications, who decided to pursue a total revamp of the company's intranet in 2011. At the time, the intranet was inaccessible to 60% of Abt's workforce—that is, approximately 1,600 people. These users are stationed in developing countries, implementing international health and economic growth programs that range from Malaria and HIV/AIDS prevention efforts to helping farmers increase crop yields. The Abt team recognized the lack of reliable internet and intranet access in these areas as a major hindrance to Abt's mission to improve the quality of life and economic well-being of people worldwide. The increasing expansion of cell networks in those locations gave Abt a unique opportunity to address the situation with an intranet refresh.

**AbtNet**  
The Abt Associates Information Network

[Printer Friendly View](#)

[Log out](#)

[Home](#)
[Abt Initiatives](#)
[Business Development](#)
[Project Resources](#)
[Services](#)
[Departments](#)
[Abt SRRI](#)
[AbtNet Search](#)
[Administration Documentation](#)

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Announcements  
CEO Corner  
News  
Whom to Call  
**About Us**  
Abt Library  
Business Divisions  
Calendar  
Ullamcorper  
Emergency Procedures  
Ethics and Compliance  
Forms  
Meetings & Events  
Policies  
Security  
Comments / Feedback

## News

Follow Abt's Participation at Women Deliver 2013, in Kuala Lumpur, Malaysia

Donec id elit non mi porta gravida at eget metus. Aenean eu leo quam. Pellentesque ornare sem lacinia.

Curabitur blandit tempus porttitor. Nulla vitae elit libero, a pharetra augue.

Abt Associates Wins Contract to Support Economic Growth in Mexico

News Archives

**Got News?**

Nulla vitae elit libero, a pharetra augue. Integer posuere erat a ante venenatis dapibus posuere!

Tell us:

Sean Weismorts (301-123-4567)

Liam Ruggles (301-123-4567)

Michael Neal Powell (301-123-4567)

## Announcements

Exciting Social Media Updates (All locations)

Risus Justo Amet Vestibulum (All locations)

Integer posuere erat a ante venenatis dapibus posuere. (All locations)

Join the Abt team for the 2013 AIDS Walk and 5k Run (Cambridge)

Introducing: Battery Recycling (Cambridge)

Praesent commodo cursus magna, vel scelerisque nisl consectetur. (All locations)

Announcements Archives

Amet Cursus Quam Porta

Visit the 2013 Sollicitudin Etiam Website

## Meetings & Events

May 23 Praesent commodo (All locations)

May 23 Donec ullamcorper nulla non metus auctor fringilla Morbi leo risus, porta ac consectetur ac, vestibulum at eros. (All locations)

May 30 Vestibulum id ligula porta felis euismod semper. Cras mattis consectetur purus sit amet fermentum (All locations)

Meetings and Events Archives

## CEO Corner

- Consect Inceptos: Praesent commodo Tortor Pellentesque
- Donec sed odio dui Pharetra Ipsum

CEO Communications Archives  
Company Strategy  
Kathleen's CEO Blog

## Quick Links

Where do I find...

Lorem
 FKG
 HJK

Vulp
 Tors
 Loren
 IIRSTIGAE

Staff Directory

Praesent commodo Tortor Pellentesque  
Donec sed odio dui Pharetra Ipsum

## Emergency Communications

Vestibulum id ligula porta felis euismod semper. Integer posuere erat a ante venenatis dapibus posuere velit aliquet. Aenean lacinia bibendum nulla sed consectetur.

Call 800-800-8000 sagittis lacus vel augue  
faucibus dolor auctor.

Cras mattis consectetur purus sit amet fermentum. Nulla vitae elit libero, a pharetra augue. Maecenas sed diam eget risus varius blandit sit amet non magna.

Maecenas sed diam eget risus varius blandit sit amet non magna. Integer posuere erat a ante venenatis dapibus posuere velit aliquet. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec id elit non mi porta gravida at eget metus. Maecenas sed diam eget risus varius blandit sit amet non magna.

Maecenas sed diam eget risus varius blandit sit amet non magna. Integer posuere erat a ante venenatis dapibus posuere velit aliquet. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec id elit non mi porta gravida at eget metus. Maecenas sed diam eget risus varius blandit sit amet non magna.

## Ethics & Compliance Center

Donec id elit non mi porta gravida at eget metus

Donec ullamcorper nulla non metus auctor fringilla

Fusce dapibus, tellus ac condimentum nibh, cursus commodo, tortor

Mauris condimentum nibh, ut fermentum massa justo sit amet risus.

Donec sed odio dui Maecenas sed diam

Eget risus varius blandit

Sit amet non magna Aenean eu leo quam.

Pellentesque ornare sem lacinia

## On the Web

Abt Associates
 Facebook
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**Spot Recognition**  
Awarded to staff for actions or accomplishments that go above and beyond expected duties.

## Help Centers

Abt  
Associates

Cras justo odio, dapibus ac facilisis in, egestas eget quam. Praesent commodo cursus magna, vel scelerisque nisl consectetur et.

Abt  
Creative Services

Abt Creative Services:  
Cras mattis consectetur purus sit amet fermentum. Duis mollis, est non commodo luctus.

Where You Go to Know

Ornare, fusce dapibus, tellus ac cursus commodo.

AbtTravel Portal

Ridiculus Tortor, Vivamus sagittis lacus vel augue laoreet rutrum.

You Can Make a Difference Here

Tortor Condimentum, Cras mattis consectetur purus sit amet fermentum. Integer posuere erat a ante.

One Contact One Team One Mission

Nibh Pellentesque, Cras mattis consectetur purus sit amet fermentum.

Our Focus is You

Ligula Commodo: Morbi leo risus, porta ac consectetur.

## Initiatives

Environmental Sustainability Program (ESP) provides a framework to operationalize Abt's commitment to environmental sustainability. For Earth Day 2013, visit The Earth through Abt's Eyes: a photo compilation

Aenean Justo Malesuada (AJM). Nullam id dolor id nibh ultricies vehicula ut id elit. Maecenas faucibus mollis interdum.

Adipiscing Vulputate, Aenean lacinia Pellentesque Fermentum Fusce sed consectetur. Cras mattis consectetur purus sit amet fermentum.

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A sample page from Abt's previous intranet

38

INFO@NNGROUP.COM

Abt Associates, Inc.

## Goals

The project's overall goal was to create a user experience for employees that would be personalized and make them feel welcome; encourage them to contribute insights to foster continuous learning; and, with mobile technology, enable them to access everything, regardless of their location. Abt developed the concept of a “virtual hallway” that would serve to connect and educate Abt employees worldwide.

The redesign project had three simple, specific goals:

- Create the virtual hallway, which would let staff easily connect and share ideas and knowledge.
- Make it easy for staff members to do their work in any location.
- Give staff members access to resources so they could continue to develop and grow.

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## INNOVATIVE SOLUTIONS FOR COMPLEX ENVIRONMENTAL MANAGEMENT, REGULATORY, AND POLICY CHALLENGES

Author: James Paul  
Date: 12/19/2012

Environment, Resources & Climate Change  
Country: Nigeria

Class aptent tacit sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos. Fusce tristique facilisis ante, vel varius turpis mollis vel. Morbi in turpis quam. In urna lectus, laoreet at aliquam ut, molestie ac lacus. Suspendisse condimentum, risus elementum ultrices tempus, odio mi imperdiet turpis, cursus pulvinar mi mauris imperdiet erat. Vestibulum eu augue orci. Integer eget lacus nunc, volutpat tincidunt tellus. Nam dapibus enim vestibulum nisi lacinia laoreet. Pellentesque vehicula, felis ac laoreet fermentum, lectus ipsum convallis lectus, at tristique elit quam in libero. Aenean ut dolor augue. Curabitur consectetur, magna in eleifend adipiscing, justo arcu interdum est, vitae

Donec vehicula cursus convallis. Maecenas pellentesque semper diam, eu rutrum enim consequat ut. Phasellus aliquam neque vel turpis tempus non tristique felis ullamcorper. Duis in pulvinar ante. Fusce non arcu ac orci lacinia congue a congue nibh. Pellentesque ligula ligula, feugiat commodo tempus in, viverra sed orci. Mauris dictum facilisis mauris, ornare ullamcorper nulla dapibus vel. Curabitur commodo augue id diam convallis aliquet. Nunc tellus quam, condimentum vitae faucibus vel, molestie sed risus. Donec rutrum orci id sapien sagittis ut vehicula purus dignissim. Fusce purus urna, vehicula vel ornare id, ultricies in ante. Curabitur a vestibulum erat. Maecenas sed turpis vehicula dolor volutpat tristique ullamcorper et justo. Sed at purus sed tellus mattis molestie quis in metus. Fusce rutrum posuere massa et scelerisque. Curabitur a mi nunc, sit amet consectetur massa.

### RELATED

- Air Quality
- Climate Change
- Toxic Chemical Management
- Water Resources
- Materials Management
- Environmental Modeling
- Decision-Support Tools & IT Solutions
- Facilitation, Mediation and Meeting Management

### POST A COMMENT

Post

Showing Comments 1-2 of 2

Page: 1

Jackie Smith

10/31/2012 4:45 PM

What are your thoughts on Project XYZ?

Reply

Recommend

Report Abuse

Leon Swasyki

1/2/2013 09:12 AM

I'd like to know what everyone thinks about Project ABC. rum enim consequat ut. Phasellus aliquam neque vel turpis tempus non tristique felis ullamcorper. Duis in pulvinar ante. Fusce non arcu ac orci lacinia congue a congue nibh. Pellentesque ligula ligula, feugiat commodo tempus in, viverra sed orci. Mauris dlc.

Reply

Recommend

Report Abuse

#### Abt Associates

Abt Associates is a mission-driven, global leader in research and program implementation in the fields of health, social and environmental policy, and international development. Known for its rigorous approach to solving complex challenges, Abt Associates was ranked as one of the top 20 global research firms in 2012 and also named one of the top 40 international development innovators. The company has multiple offices in the U.S. and program offices in nearly 40 countries.

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- ABOUT ABT
- SITEMAP
- PRIVACY

#### Resources

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- PROJECT
- PROPOSAL
- TOOLS & RESOURCES

This page shows how the new intranet allows users to comment on articles and connect with the writers, engaging them on particularly interesting or germane topics and contributing to a general discussion.



## INTRANET TEAM



The Abt Associates AGI team (top row, left to right): Mary Harper, Mary Maguire, Mark Spranca, Albina Shekhtman, Cheryl Fries, and Cara Capizzi; (middle row, left to right): Frank Divita, Jessica Erbacher, Deborah Dangay, Danielle Hunt, Mauricio Poodts, and Beth Williams; (bottom row, left to right): Vanessa Martin, Allison Jung, and Rob Grimmett.



# brightstarr

Brightstarr team members (top row, left to right): Emma Pinkerton, Kunaal Kapoor, and Kip Wagner; (bottom row, left to right); Kanwal Khipple, Glen Chambers, and Juan Larios.

## GOVERNANCE

### Ownership

The Corporate Communications, Reputational Capital, and Information Technology departments sponsor AGI.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Executive Sponsors	<ul style="list-style-type: none"> <li>Ultimately accountable for AGI and for defining and achieving the strategy</li> </ul>
AGI Project Implementation Team	<ul style="list-style-type: none"> <li>Execute the AGI strategy</li> </ul>
Governance Committee	<ul style="list-style-type: none"> <li>Make day-to-day decisions regarding changes and additions to AGI</li> </ul>
Technical Support Team	<ul style="list-style-type: none"> <li>Site administrators, technology support staff, and others ensure that performance and availability goals are met</li> </ul>
AGI Guides	<ul style="list-style-type: none"> <li>These AGI experts educate and empower staff members in how to use AGI to meet their unique goals</li> </ul>

## USERS

The site supports all internal users—from entry to C levels—in more than 40 countries worldwide and across the US. AGI enables global collaboration on projects and proposals, as well as collaboration with clients and partners. Staff everywhere can also access the latest company thinking on breakthrough methods and innovation.

## DESIGN PROCESS AND USABILITY WORK

### Design Approach

There were three initial activities that helped shape the AGI design:

1. An initial pilot (2011) of some aspects of the SharePoint collaboration components yielded the team's first set of use cases and personas.
2. In 2012, the team conducted a focused feedback-gathering exercise globally, helping to refine the use cases and personas.
3. In the fall of 2012, the internal team engaged BrightStarr to do the intranet design and build. BrightStarr also finalized the use cases and personas.

### Engaging Users

Before starting the Abt project, the BrightStarr team decided on a rough selection of workshops and activities that would yield sufficient data points to inform the project. As Emma Pinkerton, Lead Business Analyst, BrightStarr, explains, "These included 'gamestorming' activities like Speedboat (which determines pain points), Post the Path (mapping user activities), User Personas (to create empathy and process understanding, as well as uncover additional pain points), and functionality



workshops, where we dig into the hardware and practical requirements of each department.”

These activities provided crucial information about the participants’ goals, frustrations, and expectations regarding intranet use.

BrightStarr team members also arranged for an on-site series of week-long workshops and additional follow-ups with Abt employees as necessary for clarification and design/wireframe feedback.

Once they had attained a solid base of information to help them understand the user problems and goals, they sorted attendees into user groups, each representing a particular department and function.

“This [was] our way to get everybody in the room to air their laundry,” says Pinkerton. “We get all the complaints and frustrations out of the way to create that future in a positive way, and get a clear sense of their goals and expectations.”

“In addition,” she says, “we were able to benefit from having regular users from different parts of the company give their perspectives of what the other departments do or need to do, based on their own interactions with that department.”

Once the researchers had established a research base, they used additional exercises to identify potential obstacles and use cases to determine the top tasks and relative importance of these tasks for the users.

What they found was that Abt users wanted to interact with their intranet and use it to work on projects or proposals, submit expenses and timesheets, and contribute to internal knowledge sites.

## Research Drives Vision

The investment in user research paid off for the BrightStarr team, especially when it came to decisions about how best to implement a mobile strategy.

“Our research drastically changed how we approached the site,” says Pinkerton. “For example, we were aware that the client wanted to put an emphasis on making it mobile friendly going in. While conducting research, we discovered that 60% of all Abt Global Intranet users—approximately 1,600 people, spread across 60 countries worldwide—who needed to access the site were doing so from mobile phones and tablets, in developing countries with limited hard-wired internet access, to do basic functions of their jobs.”

These users help local states and governments with international health and economic growth problems, such as Malaria and HIV/AIDS prevention efforts and efforts to help farmers increase their crop yields.

“That meant that we had to approach design and architecture in a completely different fashion than any normal intranet project,” Pinkerton says.

These users had to be able to access and interact with every facet of the normal site, and to do so in limited data areas. They also needed the new site to be future-proofed: it couldn’t be a device-targeted site specific to iPhones, iPads, or Android phones with a specific screen size.

“We had to ensure that it had true responsive design,” says Pinkerton.

The team wanted the user groups to determine the best, most logical steps involved in performing a task.

“We didn’t want our architect to go in and organize content in ways that made sense to us,” says Pinkerton, “we wanted it to be intuitive and logical to the everyday users.

“We talked to the Abt users about what each project meant to them, and how they organized their content,” she says. “We gauged their mental model to figure out how they expected things to come together and mapped that experience for each user persona. Once we’d done that, we started to construct low-fidelity wireframes to demonstrate usability, tangibly map key tasks to content, and have a more concrete way of interpreting the system.”

In addition, team members used Notable (a program that allows multiple users to provide targeted, image-based feedback) to solicit additional input on the proposed design concepts. After confirming the provisional layout and IA, they made a high-fidelity interactive prototype using Axure.

Abt used this prototype to get a strong idea of how the site functioned in a practical setting. The BrightStarr team then conducted performance tests, using an application that tracks user behaviors and reactions as they attempt to find/access parts of the website.

The overall result of this research-based approach is a highly functional site that most of Abt’s field employees can access in a way that allows them to educate and communicate with their co-workers.

## TIMELINE

PROJECT TIMELINE	
Milestone Date	Milestone Description
2005	<ul style="list-style-type: none"><li>• First company intranet (AbtNet)</li></ul>
2011–2012	<ul style="list-style-type: none"><li>• AGI pilots</li></ul>
October 2012–April 2013	<ul style="list-style-type: none"><li>• Phase 1: design, build, and launch of AGI</li></ul>
May 2013–March 2014	<ul style="list-style-type: none"><li>• Phase 2: optimization and enhancement</li></ul>

## CONTENT AND CONTENT CONTRIBUTORS

Content for AGI is created, implemented, and maintained by Content Directors — subject-matter experts who have been nominated to be responsible for a specific group or category of content on AGI. Content Directors are trained in SharePoint and collaborate regularly with the Corporate Communications and Reputational Capital departments about Abt standards for content management. Currently, there are more than 20 Content Directors across the company who review page content and documents with their immediate supervisors or with key subject-matter stakeholders. The Corporate COM sponsors regular meetings with the Content Directors to discuss AGI project progress and related editorial processes and standards. The Corporate IT team provides in-person content management training workshops on how to update AGI content effectively.

## TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Design Tools	<ul style="list-style-type: none"><li>Visual Studio 2012, SharePoint Designer 2013</li></ul>
Site Building Tools	<ul style="list-style-type: none"><li>Metalogix (for management and migration)</li></ul>
Content Management Tools	<ul style="list-style-type: none"><li>Metalogix, SharePoint Designer</li></ul>
Search	<ul style="list-style-type: none"><li>SharePoint 2013 Enterprise Search for Office 365</li></ul>
Other Functions	<ul style="list-style-type: none"><li>Responsive intranet for internal consumption, and collaborate workspaces for projects and team members</li></ul>

## MOBILE

The intranet's fully responsive, user-centric design was created with the Office 365 SharePoint 2013 and lets any mobile or tablet user access full site functionality wherever they can get mobile access, saving time and money for the organization's clients. The site is most frequently accessed through iPads and iPhones.

BrightStarr integrated the responsive web design using style sheets and responsive queries. The solution is device-targeted, meaning that the site adjusts itself based on whether it's being accessed by a desktop or an iPhone, but it does not use device channels<sup>2</sup>; the version users see on mobile devices contains all of the intranet's features and information.

To achieve this, the solution resizes the page based on the accessing device, ensuring that it isn't device-specific and thus can be considered "futureproof." The site offers full mobile functionality to any mobile or tablet device currently on the market, as well as devices yet to be released.

The mobile responsive design is optimized for use by Abt's approximately 1,600 field agents. These users can access the site via mobile intranet connections in developing countries on their tablets and phones, rather than having to use hard-wired Ethernet.

Cellular coverage in many countries in which Abt does business is more reliable than wireline. In many instances, it's the only conduit of communication. "With our years of doing business in these countries, we are proficient at leveraging multiple technologies to deliver a reliable user experience," says Mary Harper, Chief Information Officer, Abt. "Technologies like caching, network optimization and alternative power sources for when power supplies go down have enabled us to succeed with AGI."

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<sup>2</sup> A *device channel* is part of the SharePoint 2013 publishing infrastructure and lets designers render certain site content, style the content, and even change images — all while maintaining the same URL across a pool of different devices.

The lessons learned from operating in remote locations informed the mobile approach to the new site.

As a result, the solution is lightweight and designed with a minimum of unique images and templates to accommodate users' specific data usage requirements and provide maximum functionality. Mobile users must be able to work on projects, access documents, submit time sheets, edit pages, add items to calendars and task lists, and contribute to conversations on the site. The *Quick Launch* feature gives mobile users immediate and easy access to common tasks without forcing them to search the site, while user profiles offer one convenient log-on, so they don't have to worry about logging in repeatedly throughout the site.

## SEARCH

Search was implemented using SharePoint Enterprise Search for Office 365.

The AGI team wanted to define scopes of data, such as documents, reports, and projects; SharePoint Search let them achieve most of their search requirements, within budget and on time.

## RESULTS AND ROI

### Seeing Results

The new intranet is a place where the company's 2,700 employees in 60 countries can learn and collaborate, do their work, and leverage resources like never before. Because AGI is designed for mobile, it allows staff members to access information they need from any location. They can complete a timesheet standing in an agricultural field in Mozambique or do it at home at the end of a day. Also, the homepage's real-time activity feed makes it easy for staff members to stay informed about what's happening in the company.

"AGI is like getting a brain boost for our global company," says Jay L. Knott, Executive Vice President & Chief Business Officer. "It brings us much closer to having a seamless web of knowledge, communication, and collaboration across Abt Associates. AGI allows us to put the full force of the breadth and depth of our staff worldwide toward solving the biggest challenges to improving people's lives."

For example, the new *Today I Learned* feature lets the company's global staff members share, in their own words, best practices, lessons learned, and insights that can benefit colleagues worldwide.

This feature was created in response to employees' expressed desire to connect with each other and learn more about each other's work. And it's making a difference.

"It's a way to bump into each other in a virtual hallway for a conversation across divisions, countries, and continents," says Cheryl Fries, Senior Knowledge Management Specialist, Abt. "It's our own social network. It's prominently featured on the AGI homepage."

Also, the site fully supports the company's learning culture, offering easy access to knowledge resources and communities where experts can share methods and create instant discussions with dynamic workspaces.

## LESSONS LEARNED

Abt team members share lessons learned:

- Think about mobile first, not as an afterthought. "Adopting a 'mobile first' philosophy was critical for our success with AGI. Thinking mobile first means designing and building technologies first for mobile formats instead of mobile as an afterthought. We found that, in order to achieve mobile first, it meant changing the mindset of our teams and developing capabilities in other areas critical to our success with mobile. For example, establishing a clear mobile device policy, readying other third-party software tools to be accessed via AGI, and building a support ecosystem required in a mobile enterprise." (Harper)
- Plan for success. "Upon rollout, the demand for workspaces on AGI grew much faster than expected. In response, we have augmented staff to better meet demand, and at the same time increased communication and transparency as to the logic behind how we are prioritizing the load." (Spranca)
- User engagement will yield results. "Employee engagement was important for a successful launch of AGI. We hosted 'AGI Cafes,' which were a friendly, informal environment where staff could learn about using AGI. Over 20 well-attended cafes featured excellent coffee and staff who functioned as 'AGI Guides,' who demonstrated key functionality and features informed by the use cases. Mobile devices and other formats were available at stations to give staff a hands-on opportunity to learn. One of the most popular stations was the AGI photo booth, where staff could have a photo taken and uploaded to their profile, on-the-spot." (Grimmett)

## AMP

**Using the intranet:** AMP is the leading independent wealth-management company in Australia and New Zealand, serving more than five million retail customers and 400 institutional clients across Asia, Europe, the Middle East, and North America.

**Headquarters:** Sydney, Australia

**Number of employees the intranet supports:** 6,000

**Company locations:** Primarily Australia and New Zealand

**Annual sales:** Underlying profit of \$955 million in 2012

**Design team:** Octavia Maddox, Lead Designer; David Wall, User Experience Designer

**Core intranet team:** Emily Staresina, Collaboration & Community Manager; Linda Le, Collaboration Coordinator; Frank Arraizia, Online Community Associate

## SUMMARY

When wealth-management company AMP merged with AXA's Australia/NZ business, the company increased in size by two-thirds overnight. The existing intranet simply couldn't support the information needs for a company of 6,000 employees, and collaboration tools worked for only one group or the other, but not both. This meant that the only tool available for employees to use across the organization was email. In addition to addressing these challenges, an intranet that was new to both parts of the company was needed to signify a fresh start and bring people together.

This gave the intranet team its goal: To create a platform, called *the Hub*, for collaboration that could retain and generate knowledge, while also being inexpensive to maintain and easy to use. At the same time, the company was moving toward a more mobile and flexible workforce, making it important that the new site support employees in any location on various devices and also facilitate collaboration.

The team incorporated employees throughout the process. The reason was two-fold: it helped the team understand more about users and their needs, and it engaged employees and helped them be a part of the process. Team members ran co-design cafes, which were advertised on the intranet and open to anyone, to engage employees and gain insights. They ran usability tests. They created a blog about the design process. They hosted webinar walkthroughs of evolving designs. With so much employee involvement, team members could actively work on change management throughout the process rather than at the end.

Previous iterations of the site used separate tools for social networking, intranet content, collaboration spaces, and enterprise search. The new site combines these elements into one, giving employees a single place to go to do their work. The site is built responsively, so users can access content on any device.

The intranet's team members had little previous experience designing responsively, so they learned as the site was developed. This meant that the development approach had to change. They adopted an Agile approach in part because it was hard to gauge how long particular aspects of the project would take; they were in uncharted territory. Team members managed the process through sprints, focused on essential features and working toward their ultimate goals. This development

process is ongoing, post launch, as they make continual improvements and additions to the site.

Initial research showed that users were frustrated with irrelevant content, so the team changed the site to present information based on role, location, and employee type.

Some employees also found it hard to think of the social network tool—which was previously separate from the main intranet—as work-related. The team thus decided to make the activity feed central to the site experience and show users that it was another way to communicate and collaborate, rather than being solely a “social” tool. The feed is made more relevant to users via personalization. Users can follow communities or individuals, and corporate can also broadcast information to all users. The display of corporate information in the feed communicates to the organization, of course, but it also shows organizational support for the tool.

Social content and collaboration is fully integrated into the site. Employees don’t have to navigate anywhere to see the site’s social elements. Social is front and center on each user’s homepage via their activity feed. Posts are accompanied by the poster’s image and comments are shown. In addition to posting from the homepage, employees can like, comment on, flag (for follow up) any of the updates. Posts are listed in chronological order, with the newest appearing first.

Top news headlines appear on the right under *AMP buzz*. The stock price is also listed, and users can create their own shortcut links to internal or external content. Scrolling down the page, the user sees recommendations for communities and colleagues to follow.



the Hub

Search

Octavia Maddox

My feed

My settings

Calendar

Email

Tasks

Read later

Announcements

All AMP feed

Hub help

My feed

What are you working on?

Edit Subscriptions | Edit News Interests | Edit Settings

My Newsfeed

Jakkii Musgrave

@[IT@AMP] Great read on the "next generation" of social app: the social utility. #mobile #mobiledev

No More Downtime: The Death of The Social App

Attention is the currency of mobile apps and it's a finite resource. As time goes on, our attention for social apps gets spread thinner and thinner. What can the next generation of apps do to combat shrinking attention spans? The last few years have brought the rise of the "downtime" mobile social app: Twitter, Snapchat, Instagram, WhatsApp, Tinder, the list goes on. These guys hav...

about 3 hours ago Like Comment Follow-up More

Steven Fitzgerald

My name is Steve, and I too was a former information junkie. I had to be connected at all times. I remember flying to adelaide for a weekend and almost having a panic attack that I'd left my iphone at home. It is truly an epidemic. Anyone that rides a bike in the city will tell you some days it looks like zombie apocalypse out on the streets of Sydney. Hoards of people, heads bowed, head in their phone, shuffling to the station. If you're consuming ALL the time, it rarely gives the mind the opportunity to reflect, and to think, and it's almost always to the detriment of those around you. In the words of Timothy Leary. Turn on, tune in, drop out

about an hour ago Like

4 people like this

Mark Morgan

It is frightening how our spare time is consumed by information - I do wonder what the consequences of this may be. Maybe it will be a smarter but unhealthier human race. I sit on the ferry, and as Steve says, it just looks like a bunch of zombies staring into their hands. Sadly I am one of the worst. When my phone battery dies, I dont know what to do with myself. Having said that - before my phone, it was a book or newspaper.

44 minutes ago Like

Linda Le

Added wiki page How to map a document library as a network drive in @[Hub help] Knowledge base.

about 2 hours ago Like Comment Follow-up More

2 people like this

David Morgan

So simple and useful. Thanks.

about an hour ago Like

Ivan Kopriev likes this.

Penny Newbigin

@[NZ Customer Services] Great feedback for @[Alisha McKinlay] read it here (link)

about 6 hours ago Like Comment Follow-up More

7 people like this

View all 6 comments

Nikki Brough

woohoo go @[Alisha McKinlay] well deserved

about 3 hours ago Like

Ezrom Waka

WOOO!!!! thats mean!! well done!!!

33 minutes ago Like

QUESTION

Frank Arratza

asked a question. @[ByCycle - the voice of AMP cyclists]. I was wonder what set of lights people use for riding? Looking at a rechargeable pair that has decent enough brightness to light up streets after dark... and why not, a picture of my ride after I've received a few upgrades

Collaborate with the Queen.

Use the Hub this week and you could win \$1,000 to spend at Qantas.

AMP buzz

Changes to your AMP Group Southern Cross health insurance policy

Today

Getting cozy with 'at' and 'hash' tags on the Hub

Today

The 2013 iStar Awards are now open for nominations!

Today

View All

Share price

AU: \$5.21 ▲ 0.97%

NZ: \$6.15 — 0%

Not updated: 15 minutes ago

My shortcuts

Circular Quay meeting room bookings

Google

Trustee Services

Add New

Communities

my communities

Go to my communities

go

recommended communities

Paul Sainsbury's updates

Ignore Follow

find communities

View All Communities

Colleagues

recommended colleagues

Martin Mikulson

Ignore Add

recently added me

There are no results

You have 109 colleagues

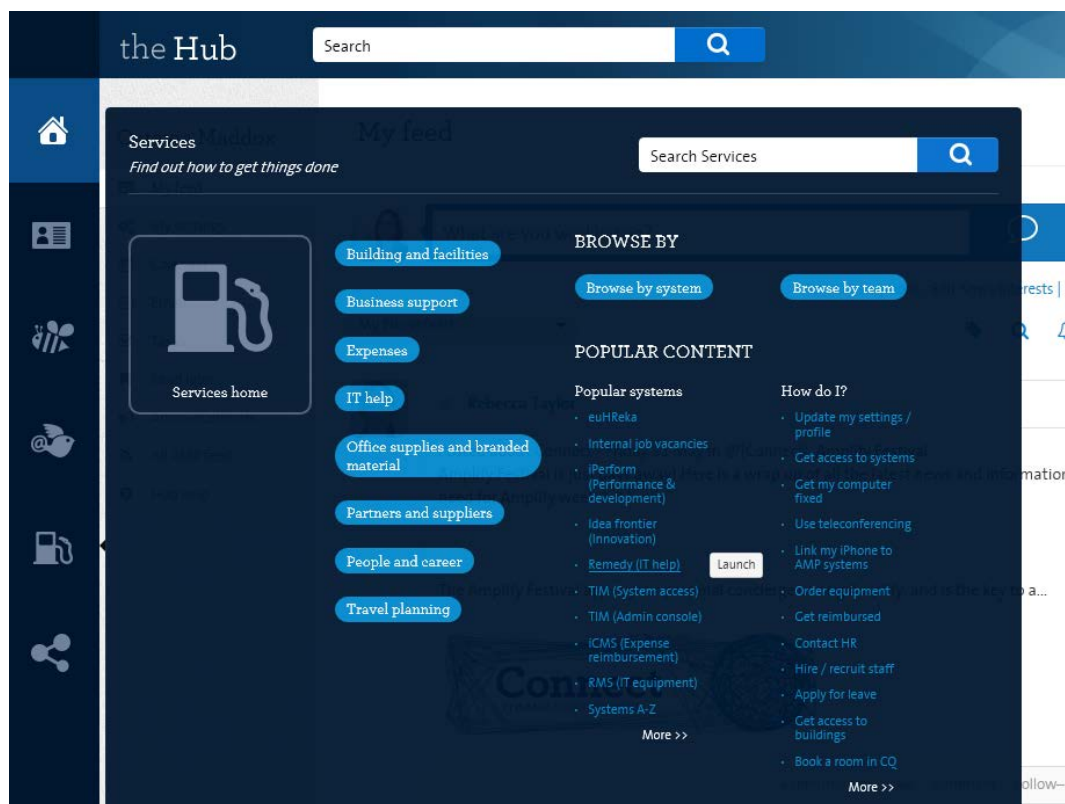
The homepage's main content is the activity stream, with updates and posts from people employees are following or groups to which they belong.



Site navigation appears on the left. Navigation is icon-based, with links to *Home*, *People*, *Buzz* (news information), *Working at AMP*, *Services* (tools for daily work), and *Sites* (collaborative sites).

Megamenus show users the content for each category. The display of these menus was refined based on user research. Initially, the menus showed only commonly accessed content, but user testing revealed that users then assumed this was all the content that was available. As the screenshot below shows, the team then changed the design to include top-level subcategories in the menu (such as *Building and Facilities*) and additional quick links for commonly used pages (under *Popular Content*). Megamenus provide scoped searches specific to that section of the site. The search box appears within the menu, with the scope indicated in the box itself (here, *Search Services*) to differentiate it from the overall site search, available at the top of each page of the site.

To drive site usage and provide useful information, the team added links to give users quick access to the tools they need to do their daily work, including systems, teams, how-to guides, and known system issues. The menu for *Systems* includes a quick link directly to a tool from the megamenu so users don't have to move through a landing page for the tool first. If a user hovers over a system name, a *Launch* link appears leading directly to the tool. (Landing pages are available, however, for users who aren't sure about which tool to use or who need help using the tool.)



Megamenus show users top-level categories and also provide direct links to popular content. Users can quickly access tools by hovering over the target tool's name, which causes a *Launch* link to appear, allowing them to bypass the tool landing page.

The news section, *The Buzz*, provides targeted news to the individual based on business area, location, role type, or employee type. *Top stories* lists the latest news across all categories, and users can scroll to see stories by category. Users can view all information—rather than just those stories targeted to them—by clicking *All* (rather than *Me*) in the left-hand navigation.

*About This Page* appears on article pages, showing users the audience, roles, locations, and business areas the news targets. This at-a-glance information is intended to show users why an article is relevant to them. The side of the page includes information about the author, as well as a list of links to other articles by the same author. *Your Top Stories* are listed at the bottom of the page to encourage users to explore additional targeted content.

the Hub

Search

Home

ME

ALL

Awards and recognition

14

External news

4

Planning and finance

13

Services

14

Technology

21

Working at AMP

171

Sydney v Melbourne. The great AMP road bike race.

Home > The buzz > Technology > Sydney v Melbourne. The great AMP road bike race.

About this page

Intended audience

Employee type: All employee types

Role type: All role types

Location: Sydney, Melbourne

Business area: All business areas

SYDNEY VS. MELBOURNE

Page views - 134

Last updated - 30 May 2013

About the author

Luke Sinclair

Community Manager

Related Buzz

Beau Cavia wins \$1,000 to spend at Qantas

Connect on the Hub and you could be connecting with paradise in Tahiti

Week two winner announced in the Qantas \$1000 travel voucher giveaway

Collaborate on the Hub and you could be having high tea with the Queen

Share on the Hub and you could enjoy summer on the Amalfi

Free professional profile photos courtesy of the new Hub

Win the Qantas voucher week one Visa gift card winner announced

Investor Relations Update from Howard Marks

The Hub summary of known issues - 18 February 2013

NZ specific information for the new Hub

Day one of the new Hub - things you need to know and find

Win the Qantas voucher - week one instructions

Come and have your profile picture taken professionally

Have your professional profile picture taken at the Hub launch event

Get your professional profile picture taken

On Friday 7 June 2013 live from CQ01 Room 11 and the Docklands Lobby, AMP staff will race it out to win one of two road bikes valued at \$500.

In the first race it of its kind, via live video link staff from each office will battle it out in display of strength, endurance and might! It's all part of Amplify Expo and a fun immersive exhibit from IT@AMP about the future of working at AMP.

And if you are in Sydney, be sure to visit us between 9am and 3pm. We will have some awesome technology, furniture, and concepts on display. There are loads of prizes to win, including one of 10 Fitbit Flex activity trackers, a ride in a real race car, and you can even pot your own herb to plant in our AMP Community Garden.

This exhibit is not to be missed!

Amplify Expo

Work: A vision for the future

CQ01 Room 11

Friday 7 June 2013

You could be in the driver seat of this...

Your Top Stories

the Hub

releases & updates

Getting cozy with 'at' and 'hash' tags on the Hub

Today

So you're settling into your new home here in the Hub. You're feeling confident and really

Secret hints and tips for Amplify Samurai - plus

Today Sarah Warner

Are you willing to take the long and difficult journey of the Amplify Samurai?

Watch Amplify Festival from anywhere in the

Today Sarah Warner

Do you work in Parramatta, New Zealand, or one of our other offices across the globe?

SYDNEY VS. MELBOURNE

Sydney v Melbourne. The great AMP road bike race.

Yesterday Luke Sinclair

On Friday 7 June 2013 live from CQ01 Room 11 and the Docklands Lobby, AMP staff will

View All

News, or *Buzz*, is targeted to users, but they can elect to see all news stories via the *Me/All* toggle in the left-hand navigation.

54

INFO@NNGROUP.COM

AMP

Collaborative sites are integrated into the site through the *Sites* option in the main navigation. Employees can create collaboration spaces for teams, projects, communities of practice, and communities of interest. A simple request process helps users create new spaces. The process is in place to prevent redundant groups as well as to help define the goal of the area and discuss ideas to drive adoption. Monthly audits ensure that employees are active and engaged with the content. Areas with waning participation receive guidance from the team on ideas for engagement, and unused sites are deleted if no longer needed.

A dedicated community-management team works to ensure the adoption and growth of social communications at AMP. Early efforts at engaging employees have paid off; user adoption bypassed that of the previous networking tool in only six months.

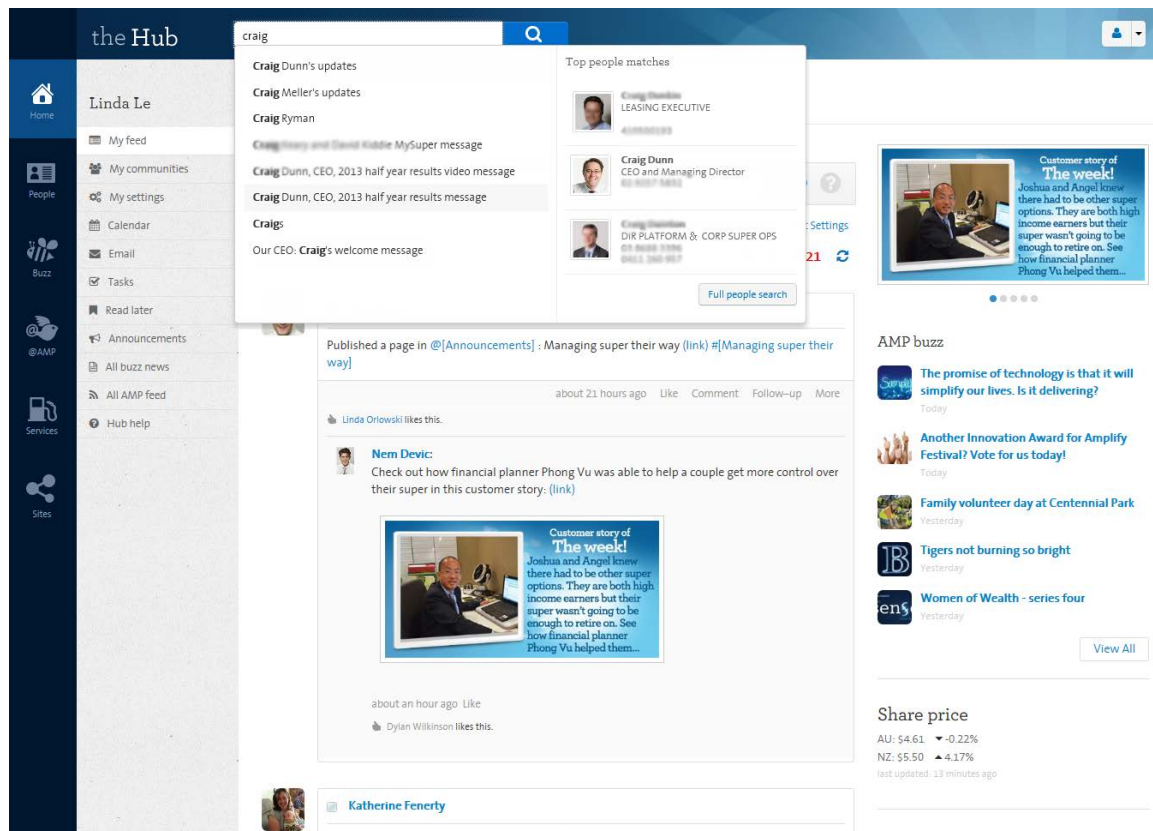
Each user's homepage includes recommended sites — based on position, role, location, or people the user is already following — to make it easier for employees to find useful groups to follow. A consistent navigation and homepage layout is enforced throughout collaboration sites so users can move easily through different collaboration areas without having to learn a new structure each time.

Sites include information about the group and a list of members. Updates are listed, along with the feed specific to that group. Users can add a group to their feed by opting to follow the group on the right-hand side of the page; any new posts to that group will then appear in the user's activity feed.

Collaboration sites can be created based on teams, projects, communities of practice, and communities of interest.

Search was a major enhancement on the site. With a better search tool, the team found that content was surfacing that was out of date or not helpful. A content audit helped reduce outdated information.

Type-ahead functionality helps users quickly move to the results they need. As a user types, results from various site sections are displayed. If a name is searched for, top people matches, together with a phone number, name, image, and title, appear, along with a link to the full People search.



Type-ahead functionality helps users move to results more quickly.

The site is designed responsively. A full mobile strategy is in progress; the general approach is to focus on viewing and navigating content on mobile versus creating and editing content on the desktop. The company also has an iOS app for social content, available through the app store.





The smartphone design uses anchor links to move users down scrolling pages and moves related links and author information to the bottom of the page. Site navigation floats at the top of the mobile screen.

The team thought through the details to make a successful site. From incorporating user feedback to thinking of ways to encourage adoption and engagement, they

worked to create a site that focuses on new and relevant information and easy and active participation.

## BACKGROUND

The merger between AMP and AXA three years ago effectively increased the company's size by two-thirds, practically overnight. Along with this transition came a host of information challenges. "People could no longer find the right people, systems, or information they needed," says design lead Octavia Maddox. "There was also a critical business issue where original AXA staff could not access AMP staff collaboration material and vice versa."

There was, in fact, no way for people to collaborate other than via email.

Staff was spread across multiple locations, leaving them unable to physically collaborate and in desperate need of an online location to share knowledge and work together. The intranet was intended to fill this void.

"The business case for the new intranet was to create a platform for collaboration which enabled knowledge retention and generation," says Maddox, adding that it also had to be "relatively cheap to maintain and easy to use."

Trends in workforce mobility also influenced the new intranet's direction. With an increasingly mobile workforce, the intranet had to provide more web self-service and automation to support workers on the move. Strategically, the new Hub would support new ways of working.

The vision for the new intranet was to build "the" single place for AMP employees to do their work. This would be achieved by merging AMP's social network, traditional published intranet content, collaboration content, and enterprise search into a single unified platform. The new Hub can be accessed anywhere, on any device, using responsive design techniques and a simple factor authentication.

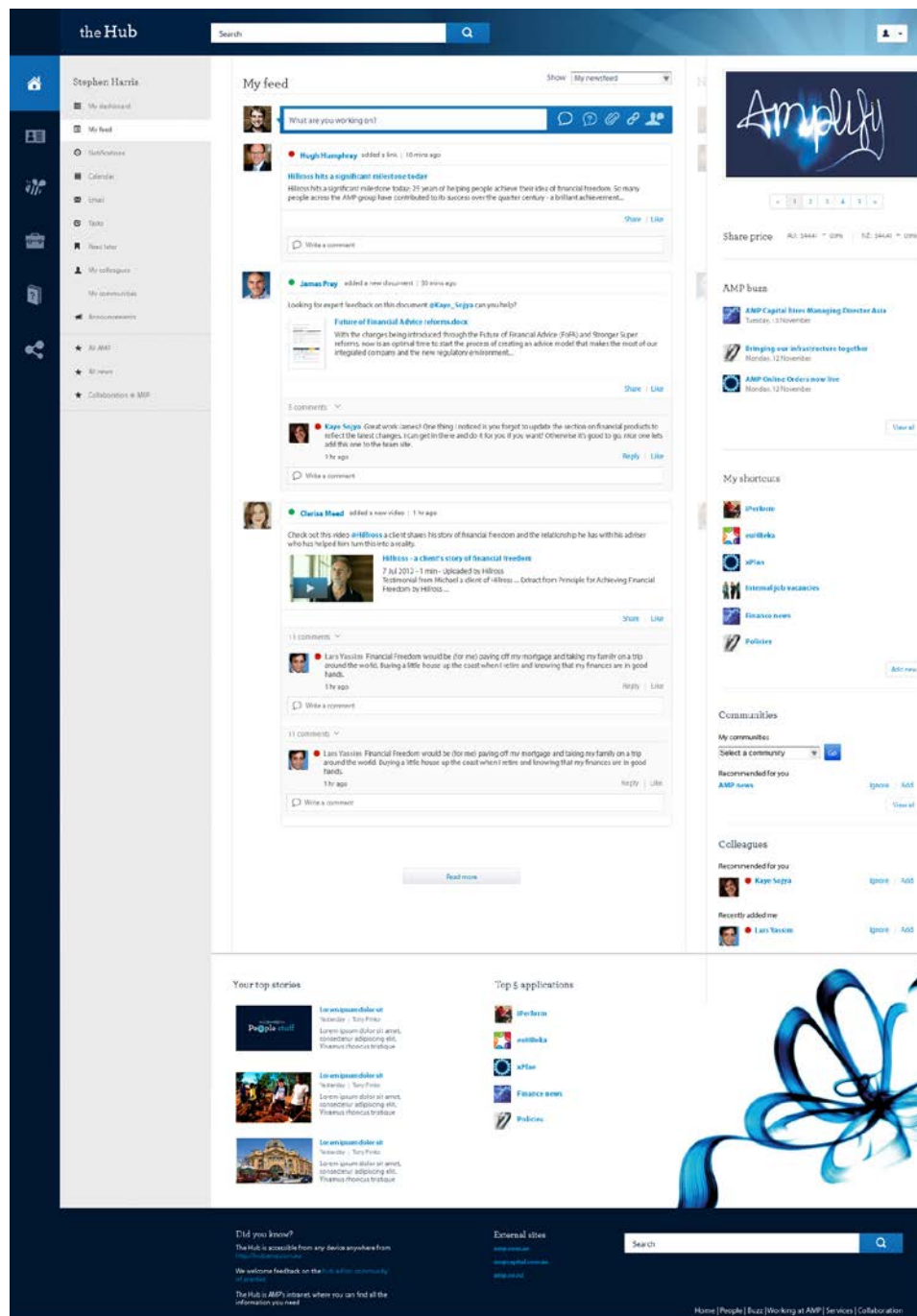
## Challenges

With lofty goals come challenges. The AMP team faced many trials along the way, including the following:

- Unifying a diverse company. AMP is a diverse and complex company—one part of the business manages shopping centers, while another runs an insurance company. It was a challenge to create business value for all employees on a single platform. To address this, the AMP team worked with pockets of the business in which people were interested in the intranet as a solution, and fanned out to the larger organization from there.
- Legacy technology. Tuning the server environment to deliver adequate performance and integration with legacy Active Directory environments was difficult.
- Browser constraints. One of the team's unique challenges was that 80% of the company's users were using IE7 as of January 2013 (one month before launch), but by December, 80% were supposed to be using IE9. The Hub didn't run well on IE7, so the team used a workaround: they used a Chrome engine to load pages in IE7.



- Performance. The performance challenge was managing the performance of the site itself—that is, managing responsive web design and the complexity of the pages. Ultimately, the team had to make a trade-off: the richer the experience, the slower the delivery.
- Delivery. It was challenging to deliver a unified site to a workforce that was highly distributed geographically.
- Resourcing. The team had difficulty sourcing quality developers who had the appropriate experience in responsive design and social software.



This is one of the (many) iterations of the homepage design. The original icons evolved through a number of versions as they were tested and redesigned. The team reduced the clutter in the footer based on feedback from usability testing. The actions available on the social feed were reduced when testing revealed that users were confused about the nature of each function.

## INTRANET TEAM



The AMP intranet team (front row, left to right): Jenny Thai, Octavia Maddox, Steve Dawson, Linda Le, and Henry Wijaya; (back row, left to right): Doug Wolfson, Darren Walker, David Wall, Frank Arraiza, Wendy Chan, and Pramit Punnillethu.

## GOVERNANCE

### Ownership

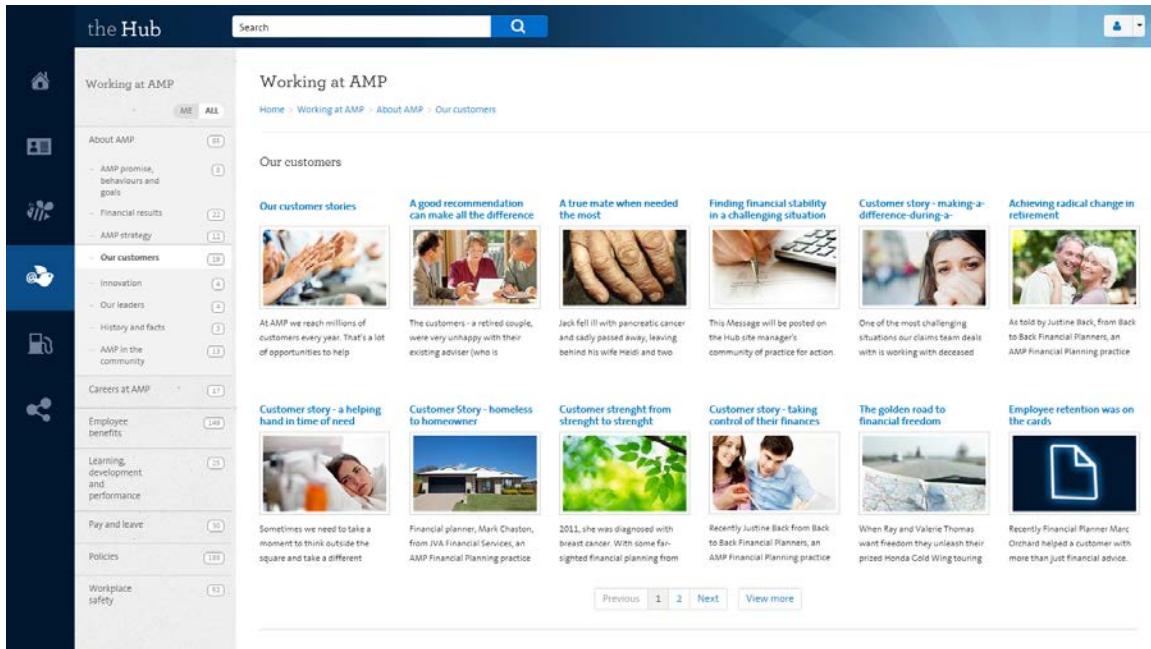
The Hub's business sponsor is the CIO and the platform strategy and support sits with IT@AMP's Collaboration and Community team, which reports to Peter Histon, the Head of Collaboration and Integration. This team is responsible not only for ongoing business support and services, but also for thought leadership in the delivery of technology to meet business strategies.

"As with many good intranets," says Emily Staresina, Collaboration and Community Manager, "IT works in collaboration with the Internal Communications team from a platform communications perspective. Additionally, much of the strategy around enhancements is informed by end user [employee] feedback."

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Collaboration and Community-Management Team (the business-facing part of the intranet team)	<ul style="list-style-type: none"> <li>Define and manage intranet strategy, including the roadmap</li> <li>Drive engagement; deliver education, support, and governance for collaboration sites and content publishers; grow adoption of the social activity</li> </ul>
Collaboration Apps Support Team	<ul style="list-style-type: none"> <li>Handle technical maintenance, bug fixes, and enhancement deployments</li> </ul>
Public Affairs (Internal Communications)	<ul style="list-style-type: none"> <li>Generate corporate (“official”) news and targeted content</li> <li>Work with Collaboration and Community team to set strategic outlook for communications on the Hub</li> </ul>
Content Owners	<ul style="list-style-type: none"> <li>Update and ensure consistency within their own sections</li> </ul>
End Users	<ul style="list-style-type: none"> <li>Generate targeted news and communicate via social feed</li> </ul>


## USERS

All AMP employees use the intranet. Because anyone who can log on to the network can access the intranet, the user population is diverse in terms of age, time at the organization, English proficiency, confidence using computers, locations, role types, and usage types (ranging from once per week to hourly).



Research throughout the business found low engagement from staff members outside the head office, who were reportedly overwhelmed with irrelevant content. To drive engagement for all employees—not just those in the head office—the navigation visually represents all the content targeted to the user in an engaging way. The idea of using visual navigation was a key finding from the team’s co-design cafes held with staff.

the Hub
Search



Octavia Maddox

Sharepoint BA  
Collaboration & Integration

A user experience and business analysis professional who also happens to know a lot about technology and sharepoint. I am passionate about user experience as well as helping organisations leverage technology to drive performance.

Follow

Overview
Skills and experience
Location and time zone
Colleagues
Organisation

Ask me about

user experience,Design,service design,contextual inquiry,Business Analysis,information architecture,intranet,hub,business case development

Interests

project governance,project,projects,innovation,Design,service design,design thinking

Mobile Number

Days worked

Full time

Employee account details

Employee Number : 7894567  
LAN login : AU/WDXOAG  
Cost Centre : TX550  
Employee Type : Contractor  
Company : AMP Services Limited

My place in organisation


Department : Collaboration & Integration  
Division : IT@AMP  
Subdivision : IT@AMP Shared Services  
Business unit : Group

Birthday

My organisation chart

Octavia Maddox

What do you guys think?



8 people like this

View all 7 comments
View less

Benoit Karamba

Excellent!!

2 days ago
Like

Sarah Tubberville

Love it

2 days ago
Like

Octavia Maddox

Loving the new social sites app - I can actually open hub links without logging in on my phone!

2 days ago
Like
Comment
Follow-up
More

Luke Sinclair

That is cool!!!!

2 days ago
Like

Octavia Maddox

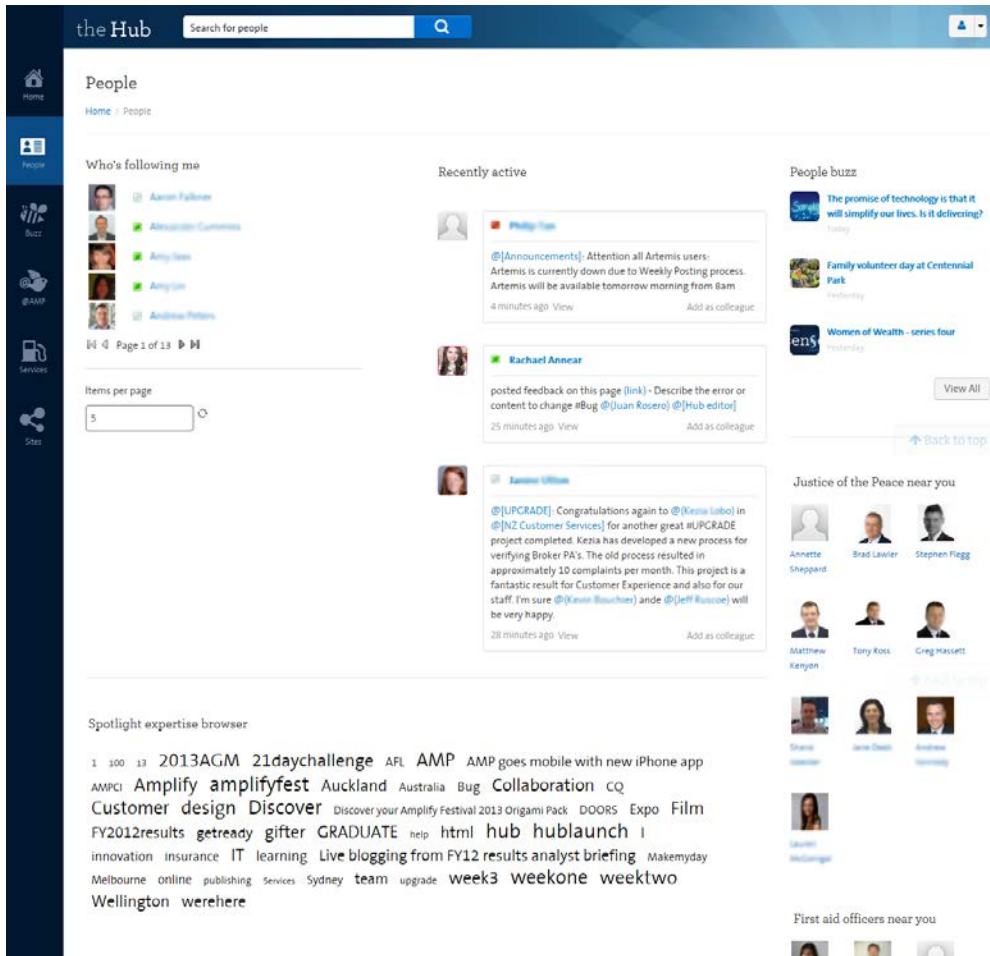
Edited file Site design and configuration consulting service.docx in @[Collaboration] Collaboration consulting

4 days ago
Like
Comment
Follow-up
More

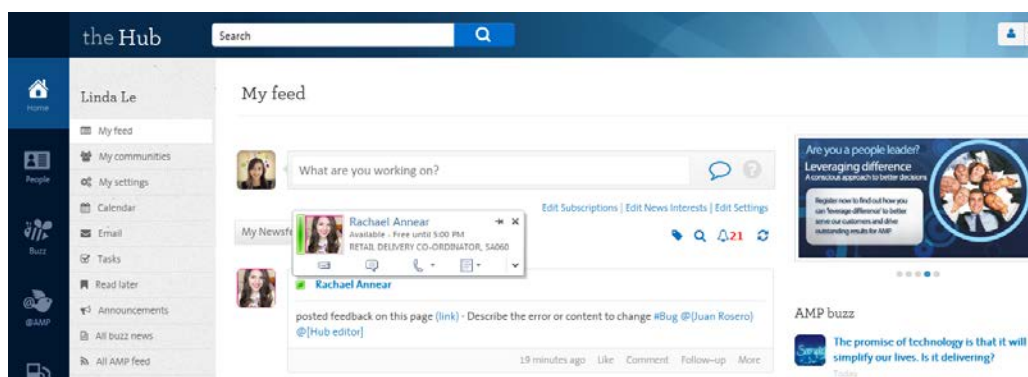
more

AMP's new, content-rich profile offers employees a space to share their skills, experience, and interests with the rest of AMP. The content-rich nature of the profile means that AMP staff can now locate each other using a range of search terms and parameters. Data from the profile also syncs with content on the intranet; this powers the content targeting across the platform and is linked closely to the search and expertise finder.





The *People* webpart section draws its information based on a user's profile settings and assigned roles. It allows users to be grouped if they've been tagged as a certain role, such as a Justice of the Peace or a Fire Warden. This allows quick and easy access to a specific contact group.



Lync presence lets employees view real-time user availability according to their Microsoft Lync status based on their Outlook calendar status. Grey = *Offline*, green = *Available*, yellow = *Away*, and red = *Busy/Meeting*.

## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"><li>• <a href="http://hub.amp.com.au/">http://hub.amp.com.au/</a></li></ul>
Default Status	<ul style="list-style-type: none"><li>• The Hub is set as each employee's default homepage.</li></ul>
Remote Access	<ul style="list-style-type: none"><li>• Employees can access the Hub remotely via the above URL and are prompted to enter their LAN ID. Employees can also access the Hub via VPN.</li></ul>
Shared Workstations	<ul style="list-style-type: none"><li>• Subsidiary companies share terminals for certain functions on the Hub; a primary terminal has their own company's SOE.</li></ul>

## DESIGN PROCESS AND USABILITY WORK

### Design Approach

To design and deliver the new Hub, the team took a user-centered approach, which included

- Contextual inquiries across the business in various office locations
- SUS tests (standard usability scoring surveys) of the old and new Hubs
- Co-design cafes, in which design team members divided participants into teams and gave them scenario-based tasks with the goal of engaging the business and gaining insight
- Usability testing throughout the design evolution
- Design evolution transparency via a blog
- Solution walkthroughs via webinar with key stakeholders, execs, and employees as the design evolved to make the transition on launch day easier

All design café sessions were advertised on the Hub so that employees would feel like they were a part of the process and therefore owned the solution.

The team used an Agile approach on the project. "We felt that because a lot of what we were trying to achieve hadn't been done before, developers couldn't tell us how long anything would take to build, so Agile was the only way," says Maddox. "We managed the project through sprints, focusing on must have features and working towards 'dream state' designs."

Contextual inquiry sessions and SUS test research revealed the following key findings:



- Irrelevant content leads to low engagement. The new design solution had to include content that's relevant to users (by location, role, and employee type). This approach informed the homepage design.
- Employees struggle to find information. This finding led to an ongoing commitment to improve search and sparked the idea for the tiles and megamenu design.
- Social media is not viewed as work. The team knew that, in order to increase adoption, the activity feed would need a prominent location on the homepage, but there was a perception that social media wasn't business-valuable. So, team members focused their efforts to ensure that they delivered a time-based feed that is personally relevant to users and incorporates corporate content. They also had to gain executive and management support for this feature by demonstrating usage and communicating efficiency benefits of the platform. One of the ways they did this was to point out the inefficiencies of email communication.
- System performance. The perception that the Hub was slow made it essential that the new Hub be fast and reliable, and that the platform could be used to alleviate reliance on other platforms (such as email).
- Search as an opportunity for engagement. Search was seen as an opportunity to drive usage, so it was critical to provide fast, reliable, and relevant people search and seek opportunities to integrate existing systems.

## TIMELINE

The overall design time frame was nine months:

INTRANET TIMELINE	
Milestone Date	Milestone Description
2002	<ul style="list-style-type: none"><li>• Multiple intranets across different geographic locations</li><li>• Design and editorial guidelines documented</li></ul>
2007–2008	<ul style="list-style-type: none"><li>• Large CMS upgrade project (from Vignette 6 to Vignette 7)</li><li>• Intranet relaunch with new homepage and menu structure</li></ul>
2010	<ul style="list-style-type: none"><li>• Hub Evolution project—Phase 1 launch; this full intranet redesign included a comprehensive content audit and restructuring to focus the intranet on:<ul style="list-style-type: none"><li>◦ employee needs</li><li>◦ identity</li><li>◦ location</li><li>◦ usability</li><li>◦ search</li></ul></li></ul>
April 2012	<ul style="list-style-type: none"><li>• New Hub proof-of-concept starts</li></ul>
February 2013	<ul style="list-style-type: none"><li>• Launch of new Hub</li></ul>

## CONTENT AND CONTENT CONTRIBUTORS

### An Inclusive Model

The Hub model is unique in that it's inclusive—everyone has access to create news articles and participate in communities (the publishing model is public by default). There are no approvals or reviewers. The Hub's publishing model is largely decentralized, with content authors responsible for publishing content related to their area or function. The Internal Communications is responsible for delivering corporate content, but all users can submit news stories. Also, anyone can contribute to collaboration sites.

Authors are forced to use a standard set of templates and styles that ensure consistency across the site. Beyond that, publishing is open to all and authors are given support in a variety of different ways.

"We provide several levels of support for content authors," says Staresina, including *Hub Help*, a community for all Hub users whether they are content authors, collaboration site users, or owners. "Employees can ask questions on the feed and

often other members of the community or the Collaboration team will assist, usually within hours."

*Hub Help* also includes dozens of self-help guides, including videos, and a support mailbox that is monitored daily. Team members run weekly webinars focused on specific topics, part of the organization's "Collaboration U" program. They also offer one-on-one and team training, as requested.

"We're also looking at implementing a 'live chat'-type support program and Hub cafes (weekly drop in sessions)," says Staresina. "And tips and tricks are regularly published in the campaign space on the Hub homepage."

The team works hard to support content authors. As part of the site's intranet governance, team members work with content authors to ensure that their content is regularly updated, on brand, and user friendly. "We also work with content authors to help them design new sections of the site and reorder existing sections to make it more usable," she says.



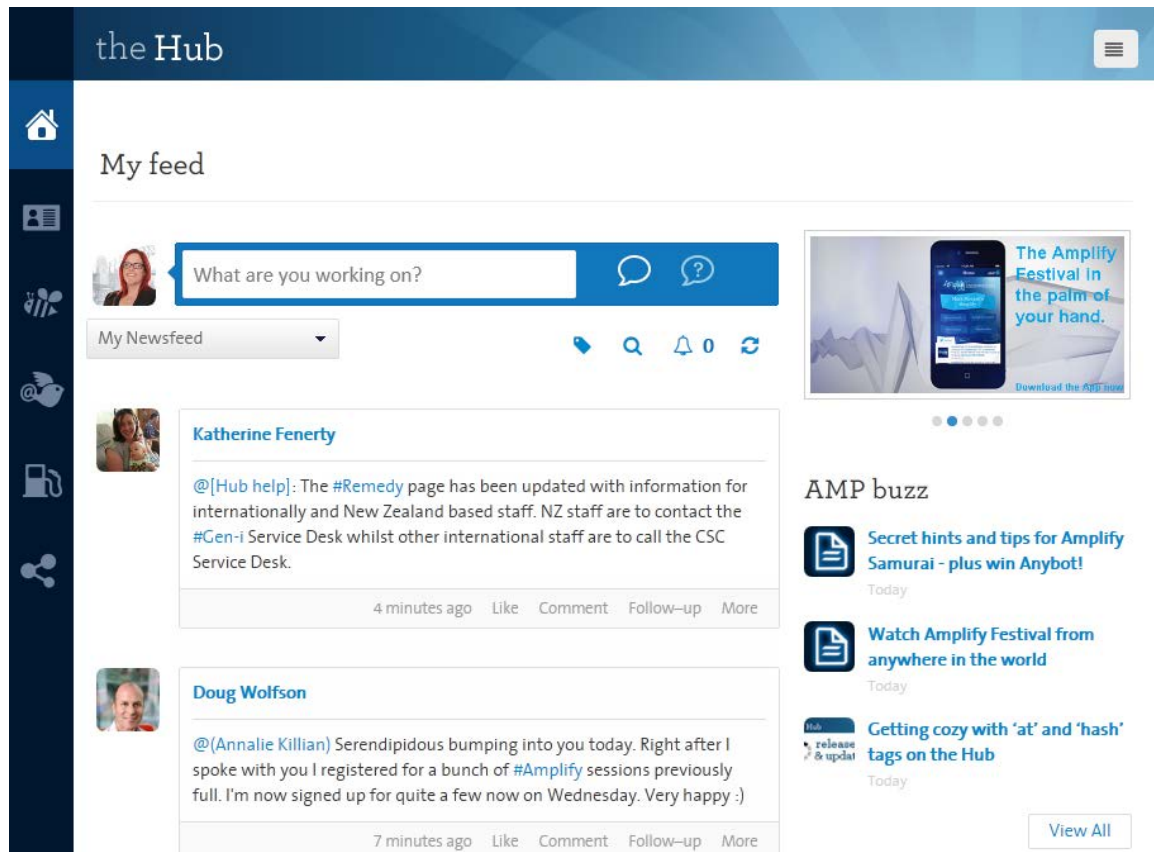
## TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
<b>Web Server Hardware and O/S</b>	<ul style="list-style-type: none"> <li>Windows server 2008 R2 Standard, 64-bit OS</li> <li>4 core processors, 16 GB Ram</li> </ul>
<b>Bug Tracking/Quality Assurance</b>	<ul style="list-style-type: none"> <li>SharePoint task list</li> <li>Quality Centre</li> </ul>
<b>Design Tools</b>	<ul style="list-style-type: none"> <li>Axure: visual design</li> <li>Balsamiq: page layout and functions</li> <li>Sticky sorter: card sorting</li> <li>Dreamweaver: prototype development</li> <li>Adobe Creative Suite (mainly Photoshop, illustrator, and Dreamweaver)</li> <li>SharePoint designer, Visual Studio 2010</li> </ul>
<b>Site Building Tools</b>	<ul style="list-style-type: none"> <li>SharePoint designer, Powershell for SharePoint</li> <li>TwitterBootstrap: framework for responsive design and base style library</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>FAST for SharePoint 2010</li> </ul>
<b>Other Functions</b>	<ul style="list-style-type: none"> <li>NewsGator Social Sites</li> <li>K2 workflows for auto provisioning of the communities</li> <li>NewsGator Activity feed and hash tagging</li> <li>Auto sync of photos between Outlook and SharePoint</li> <li>Targeting news to users based on their profile</li> </ul>

## MOBILE

Although AMP's mobile strategy is still maturing, it was still important to make mobile a priority, even in a limited fashion at rollout. "Our goal in this refresh was to ensure that the Hub was available on any device and anywhere," says Staresina.

The team used responsive web design to optimize the site for iPhones, iPads, and other screens. The emphasis right now is to make sure that all content—including social content—can be consumed on mobile, but to not necessarily enable users to create or edit content from mobile devices.



The Hub intranet as viewed on an iPad.

## SEARCH

The AMP team knew from talking to users that effective search would be critical to the Hub's success. And experience told them that search is a journey—not a destination. It takes time to "get it right" and really, there's no such thing as "right" because refining search results is an ever-evolving process.

The team chose FAST search, which integrates with SharePoint to deliver integrated content and managed metadata. Here's how they implemented the tool:

"For search results, we mirrored our search scopes against our IA," says Maddox. "We split out collaboration sites from main Hub results to negate the issues created by an open content model. For example, imagine that someone working is on an HR policy in a collaboration site, and you as an end user are searching for that policy.

You don't want to come across the work product but rather the published and trusted product."

The new search, while solving many problems, also introduced a few. During the user research activities, the team found that employees generally felt like the Hub's content was trusted and comprehensive. However, when the new Hub launched and the search engine was more robust and targeted, outdated and untrusted content started to surface.

"As a result, we made it a key priority to do some post-launch enhancements," says Staresina. These enhancements included:

- A content audit (as part of governance, to reduce old content)
- Type-ahead search
- Role search
- Search scopes
- A best bets form (making it easy for collaboration teams to make a best bet instead of bother the system administrator)



the Hub collaboration

Search Results : collaboration

All Sites People Working at AMP Services Collaboration Buzz

1-10 of 29,818 results Sort by Relevance

**Any Content type**

- Document (11,072)
- AMP Documents (1,128)
- Folder (220)
- Picture (211)

**Any Result Type**

- Web Page (10,241)
- Adobe PDF (1,701)
- XSL Document (271)
- Microsoft Word (1,228)

**Any Author**

- Open Systems (1,094)
- System Account (254)
- Lara Hewitt (142)
- Alison Rowan (108)

**Any Date Updated**

- Past 24 Hours (10)
- Past Week (194)
- Past Month (1,442)
- Past Six Months (2,999)
- Past Year (2,489)
- Earlier (144)

**Any Company**

- Harvard Business (340)
- AMP (114)
- AMP Capital (79)
- AAA (77)

**Any Location**

- All office loc. (141)
- Australia (112)
- New Zealand (77)
- Sydney (70)

**Related Searches**

- Collaboration Site
- Request A Collaboration Site
- Collaboration U

**People Matches**

- Steve Dawson  
Sharepoint  
Development/Delivery  
Manager  
Collaboration & Integration
- Peter Hudson  
HEAD TECH COLLEGE  
& INTELIGENT  
Collaboration & Integration
- Luis Sotoca  
Community Manager  
Collaboration & Integration

**Activity Stream**

**Collaboration Content**

- Collaboration**  
A site for the collaboration team to share documents... at AMP Services: Collaboration.Collaboration... at AMP Services  
Collaboration  
Date: 1/25/2013
- Collaboration - Home**  
About this site Collaboration Libraries Application support  
Collaboration consulting Community... at AMP Services  
Collaboration  
Date: 1/15/2013
- Hub help - Home**  
courses to take your collaboration site knowledge to...  
inspirational sessions - Collaboration U brings SharePoint... the  
most out of your collaboration site. Reach...  
Date: 1/15/2013
- Collaboration site owners**  
Return Line with Collaboration site owners Content... of practice  
Hub help Collaboration site owners All items... at AMP Services  
Collaboration  
Date: 1/15/2013

**Collaboration and Community Manager**  
All business areas Collaboration and Community Manager... AMP's enterprise collaboration tool and  
Internet... at AMP Services: Collaboration  
Authors Centre Limerick Date: 7/25/2013 Size: 128KB  
http://hub.amp.com.au/Portal/TargetedContent/.../communitymanager.aspx

1 2 3 4 Next

Did you know?  
The Hub is accessible from any device anywhere from: http://hub.amp.com.au  
We welcome feedback on the [Hub access community of practice](#)

External sites  
hub.amp.com.au  
communitymanager.aspx  
hub.amp.com

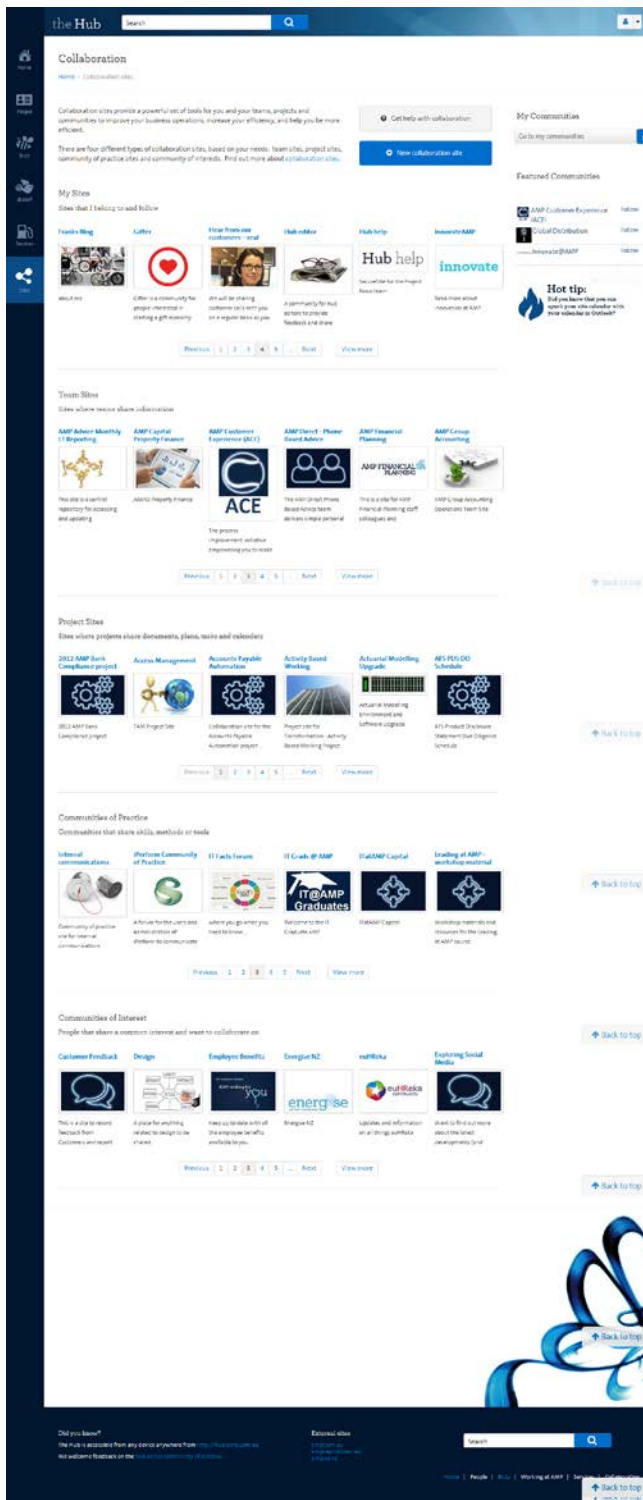
collaboration

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Home | People | Buzz | Working at AMP | Services | Collaboration

Back to top

Search mirrors the Hub navigation and enables drilling down into specific content. Collaboration material is kept separate from the primary results to alleviate the risk of people viewing working documents as finals. The site's open-by-default model enables better knowledge reuse by making all collaboration content searchable across the entire organization, unless content resides in a private library.



Because users can filter search result based on Hub sections, search is easy and powerful. People matches will display if the keyword appears in their job description or in their profile's "about me," or "my interests" sections. Users can also see results by document type, author, and/or date range. Search suggestions also help users if there's a typo or similar content to display.

## RESULTS AND ROI

The new Hub is still relatively new, and measuring results will take time.

“ROI is something that we’re interested in measuring,” says Staresina, “but it’s still early days. We’re taking this time to observe usage and behaviors to establish a genuine benchmark, especially around social content. In determining success, we’re looking at uptake over time, but we’re also looking at the anecdotal evidence of how this has been successful.”

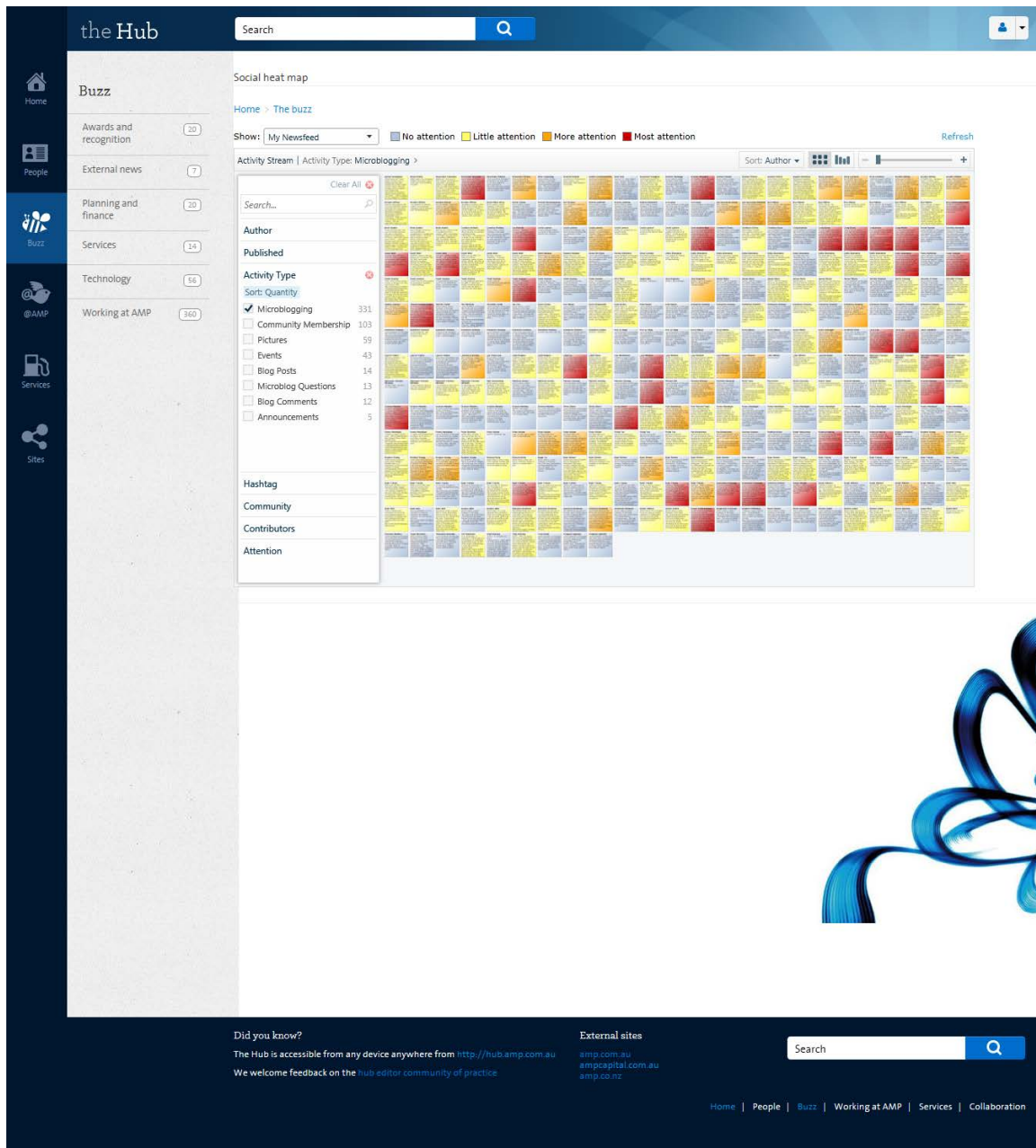
She calls this a “period of calibration.”

“We know it takes time to integrate new ways of working into AMP’s culture and didn’t expect massive adoption on day one,” she says. “In fact, our adoption rate has mirrored the Roger Innovation Curve. The early adopters have taken the new tools and run away with them, while a small percentage hasn’t engaged at all. Our challenge is the middle majority, who need to see other people use it first to be convinced of the business value before they decide to use it. To address this and drive adoption, we are relying on an extensive adoption and awareness plan, as well as a strategic community plan.”

In an effort to increase overall site usage, the team has encouraged the creation of collaboration sites. This strategy has been very successful, resulting in four to five times as many collaboration sites created on the new Hub as on the old site. It also helps that the company’s Project Office has mandated that all projects have a site for project collaboration. With the good, comes the bad (or challenging), however; the proliferation of new sites has made governance a challenge.

Although not a success that can be measured in numbers, the company counts the integration of a subsidiary company’s intranet into the Hub as a win.

And, as people begin using the new intranet, they’re finding opportunities for even more ways to use it. “We have had a surge in consulting requests from the business,” says Maddox, “with in excess of 10 teams wanting to extend the hub for core business functions.”



This is a view of the social heat map, which has been filtered to display only microblogs. This visually powerful tool gives users a quick overview of trending topics. This section can be filtered by most-used hashtags, trending communities, and the most popular uploaded images.

the Hub

Search

Home

People

Buzz

Groups

Services

Sites

Vincent Nguyen

Client Services Coordinator  
Financial Planning - Horizons

STLEON

Vincent\_Nguyen@amp.com.au

a passionate learner, employee of a great company, part of an awesome team. Life is good - nothing to complain.

Overview

Skills and experience

Location and time zone

Colleagues

Organisation

Ask me about

CUSTOMER SERVICE, Horizons Academy, Horizons Flex Program, Vietnamese

Interests

Project Management, photography, cycling

Mobile Number

0800 788 085

My roles

People manager

Employee account details

Employee Number

780888

LAN login

au\VINNTQ

Cost Centre

F070W

Employee Type

Contractor

Company

AMP Services Limited

My place in organisation

Department

Financial Planning - Horizons

Division

AMP Advice

Subdivision

Horizons Financial Planning Academy

Business unit

AMP Financial Services

Birthday

25 September

My organisation chart

Craig Brown

CEO and Managing Director

Craig Walker

MD - AMP Financial SERVICES

Steven Robinson

Director, Advice & Client Subteams

Samuel Cunningham

Director, Horizons

Brian Bell

MD of AMP Public - HORIZONS

Vincent Nguyen

Client Services Coordinator

Chris Day

Advisor Specialist

Rebecca Smith

CLIENT SERVICES ADMINISTRATION

James O'Connell

Advisor Specialist

Kevin Ho

WILSONS IMPLICATION OFFICE

Paul Ho

WILSONS IMPLICATION OFFICE

Shaneer Higgs

Advisor Specialist

Rebecca Smith

Client Services Administrator

Organization Browser

My Public Activity Stream

Send a message to @Vincent Nguyen

Tom Curtis

@[AMP Horizons]: I can't access a Streamline PCC and it doesn't have a link access through the A-Z library @Vincent Nguyen Cheers

11 days ago Like Comment Follow-up More

Vincent Nguyen

Edited file SUPER FUND CONTACT INFO.xlsx in @[AMP Horizons] Planner

14 days ago Like Comment Follow-up More

Angie Rogers

Published a page in @[The Buzz]: Corporate Super Member Engagement - We need your help! (link) #Corporate Super Member Engagement - We need your help!

19 days ago Like Comment Follow-up More

3 people like this

Anna Lowman

Published a page in @[The Buzz]: A creatively restless commute (link) #A creatively restless commute

20 days ago Like Comment Follow-up More

Shiv Chandra likes this

Ryan Traery

Published a page in @[The Buzz]: Harvard ManageMentor now available to all AMP employees (link) #Harvard ManageMentor now available to all AMP employees

21 days ago Like Comment Follow-up More

4 people like this

more

Did you know?

The Hub is accessible from any device anywhere from <http://thehub.amp.com.au>

We welcome feedback on the [user community of practice](#)

External sites

[amp.com.au](http://amp.com.au)  
[ampfinancial.com.au](http://ampfinancial.com.au)  
[nng.com.au](http://nng.com.au)

Search

Home

People

Buzz

Working at AMP

Services

Collaboration

This is a zoomed-in display of the social heat map of one of the hot topic microblogs that has generated a lot of activity.

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WWW.NNGROUP.COM

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## LESSONS LEARNED

AMP team members share their lessons learned:

- Content must be fresh. “A ‘like for like’ content migration does not work, irrespective of what the research tells you or how recently the content was reviewed. Our research strongly supported the view that the content was good quality, trusted, and the right amount. The new design made content more accessible and findable (surfacing out of date content). Subsequently, we have done a lot of work to update the content to reflect the new Hub.” (Maddox)
- Communication facilitates change. “A dedicated community-management team is critical to success in social collaboration, and our investment in resourcing this area demonstrates our commitment to success. The approach to change management was focused on the user. Creating greater connection with the user profile, having an honest and open dialogue about expectations—and aligning these—and inviting users to participate in the design itself were core elements of this. Design elements were made visible early. Staff was kept up to date via news items, management briefings, design walkthroughs, internal networks, and a blog about the evolving design. Staff was actively engaged in the design process through design cafes, where they could have a go at designing the Hub themselves. This promoted engagement, empathy, ownership, and the view that the new Hub was owned by staff.” (Maddox)
- An Agile approach accommodates the unknowable. “Creating an innovative intranet is not easy. You are pushing technology to its limits and many of the things we build no one on the project had heard of before, let alone tried to build. This was almost impossible to estimate in terms and effort and cost. This means a waterfall approach cannot work for innovative solutions. Instead, we ordered features based on priority and set about building each within the constrained time frame. We didn’t get everything built, but we went a long way towards the envisioned end product. Wireframes and sketches were a key way of managing and communicating requirements.” (Maddox)
- Create a culture of user-centered design. “Having user experience designers in a team is not enough. The whole team needs to adopt a user-centered design culture and approach. This was achieved by having a design stream, design lead, persona generation, research around the business involving the team, and being a user champion at any opportunity.” (Maddox)
- Have fun. “We made sure the team had fun, we worked hard and ensured we had a laugh. Weekend work was a constant, we made it fun by turning them into ‘party weekends’ with DJ sessions, snacks, and shared lunches.” (Maddox)
- Launch is just another milestone, not the end of the road. “Have a plan in place to deal with post-launch issues and enhancement requests. We worked in fortnightly sprint cycles, where we’d prioritize issues and enhancements based on platform priorities and user feedback. This Agile process was key—and continues to be key for us—in managing a deluge of work that came post launch.” (Staresina)



# Air New Zealand Limited

**Using the intranet:** The Air New Zealand Group's principal activity is the operation of domestic and international passenger transport and cargo. More than 13 million passengers travel with the airline each year.

**Headquarters:** Auckland, New Zealand

**Number of employees the intranet supports:** 11,000

**Locations where people use the intranet:** New Zealand, Australia, Pacific Islands, US, UK, Canada, Japan, Hong Kong, and China

**Annual Sales:** \$256 million for the 2013 financial year

**Design team:** (in-house) Garrick Sutherland, Martin Sawbridge

**IT project team:** Ryan Mears, Vicki Harris, James Taylor, Tristan Chan, Ian Lang

**Content conversion team:** Brock Ennion, Shane Burfield-Mills

**Internal communications team:** Andrea Perez, Tess O'Connor Stacey Olsen, Tracy Smeaton

**PurpleShirt (IA and page wireframes):** Blake Lough and Steve Alexander

## SUMMARY

Focused on structuring, organizing, and updating information, the intranet team working on Air New Zealand's intranet, *Korunet*, wanted to create a dynamic space for content and employee interaction. The team set out to tackle the challenge of an intranet that was using an old IT system and was cluttered with out-of-date information.

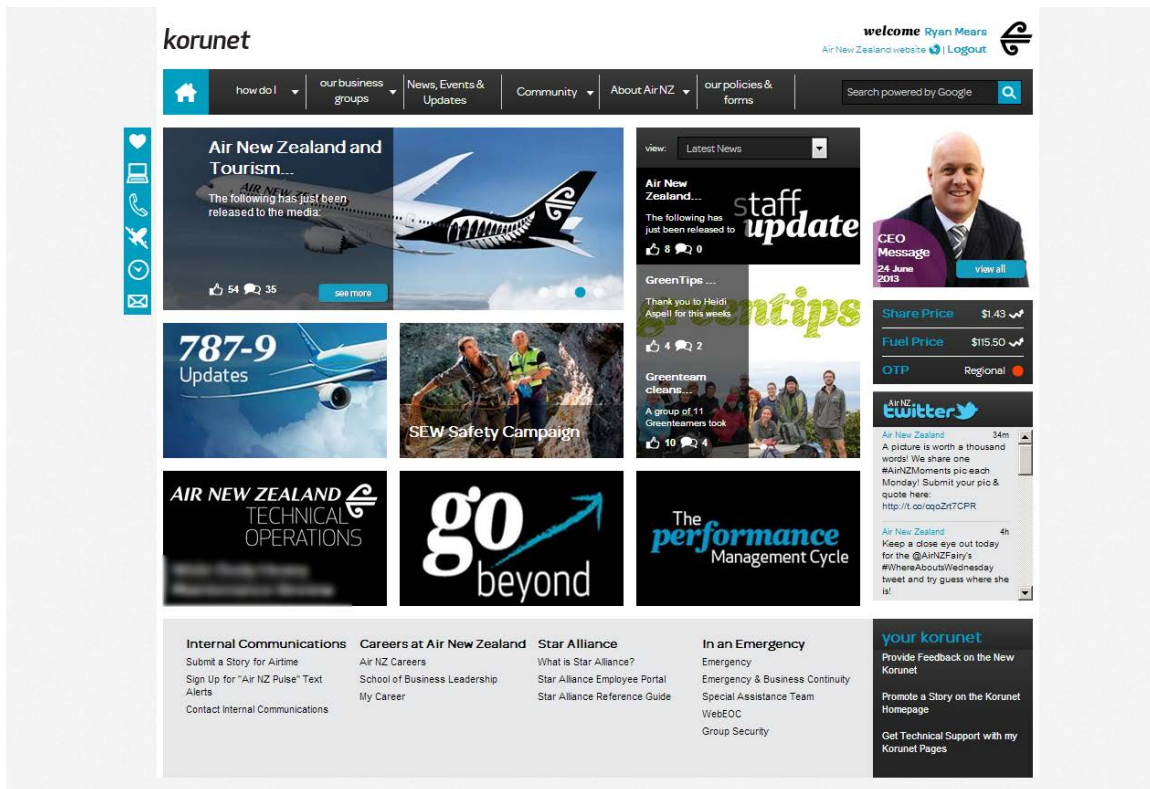
Korunet is named after Koru, Air New Zealand's company symbol, a spiral shape of a new unfurling silver fern frond that symbolizes new life, growth, strength, and peace.

Korunet serves 11,000 employees of the domestic and international passenger and cargo airline, including employees based in nine countries. Prior to the most recent upgrade (in 2008) employees complained that information was too hard to find on the site. The team assessed the site and saw there was a problem with content: there was too much information, and it was too hard to find. The site needed a new structure, but also a content refresh.

The homepage uses a bold grid design to display information. The site's main color palette is black, white, and blue, reflecting the company's brand. The homepage's main focus is a rotating news carousel. News is a site priority, as the internal policy is that the intranet will be the main source of company information. The other boxes on the homepage include additional news items, such as staff updates, sustainability activity and updates (which change daily), management information, and internal campaigns. The overlays on the content areas provide additional detail about the content that's available, showing the first few words from the news item or article and the number of "likes" and comments. A dropdown menu lets users further select from *events*, *airtime*, *competitions*, *most liked*, and *most commented selection*, and shows the top three in each category. These overlays are always shown.

The side of the page includes a message from the CEO and stock and performance information. A Twitter feed includes the latest posts from the company on the social network. Links in the bottom corner of the page encourage participation on the site by soliciting feedback and asking for story ideas, as well as providing a link to technical support.





The intranet's homepage focuses on news, information from Internal Communications, and performance information.

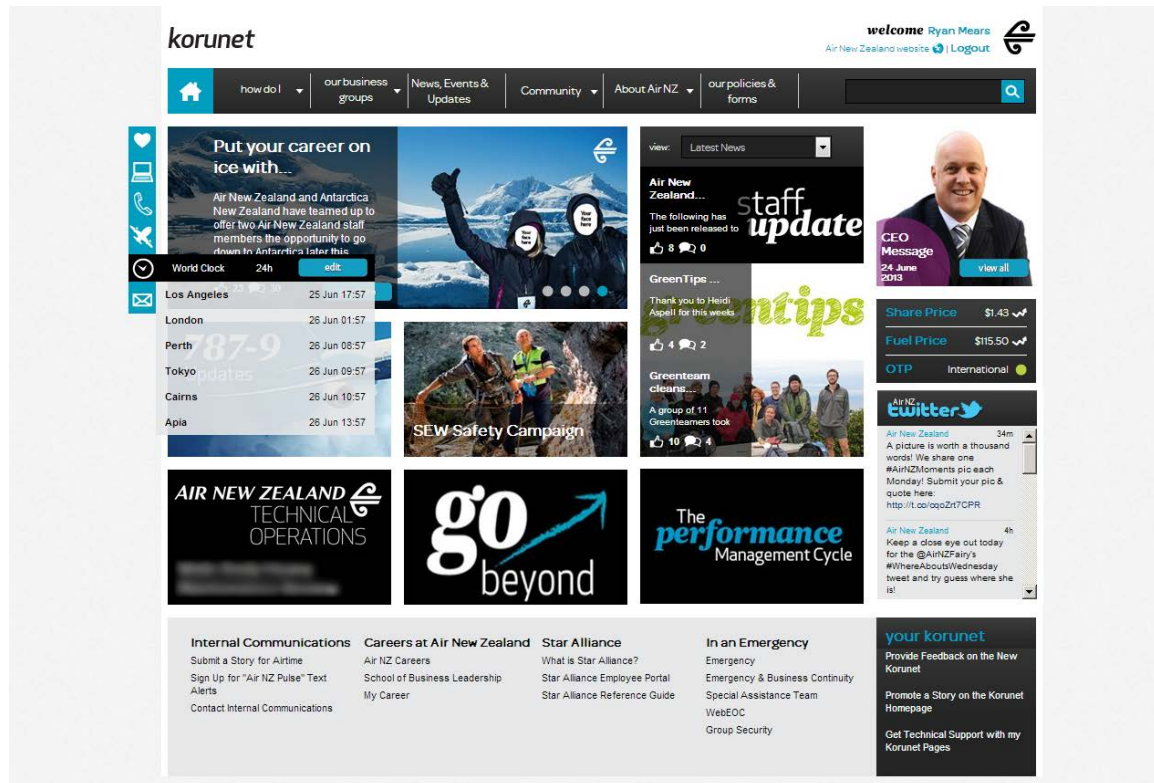
An activity bar is always available on the left-hand side of the page. This is intended to give users quick access to the site's most-used functions regardless of the user's location on the site. It can be modified to include different links if needed. The links are globally set for all users and are limited to items that apply universally, although users can configure the favorites item as they see fit.

Although the activity bar has been a success, the team sees a split in its use: about half of users see and use it, and the other half hasn't noticed or explored it. Usage numbers are increasing, however, as more users notice the links and see their value over time.

The activity bar's icons (from top to bottom) offer users quick access to the following popular functions:

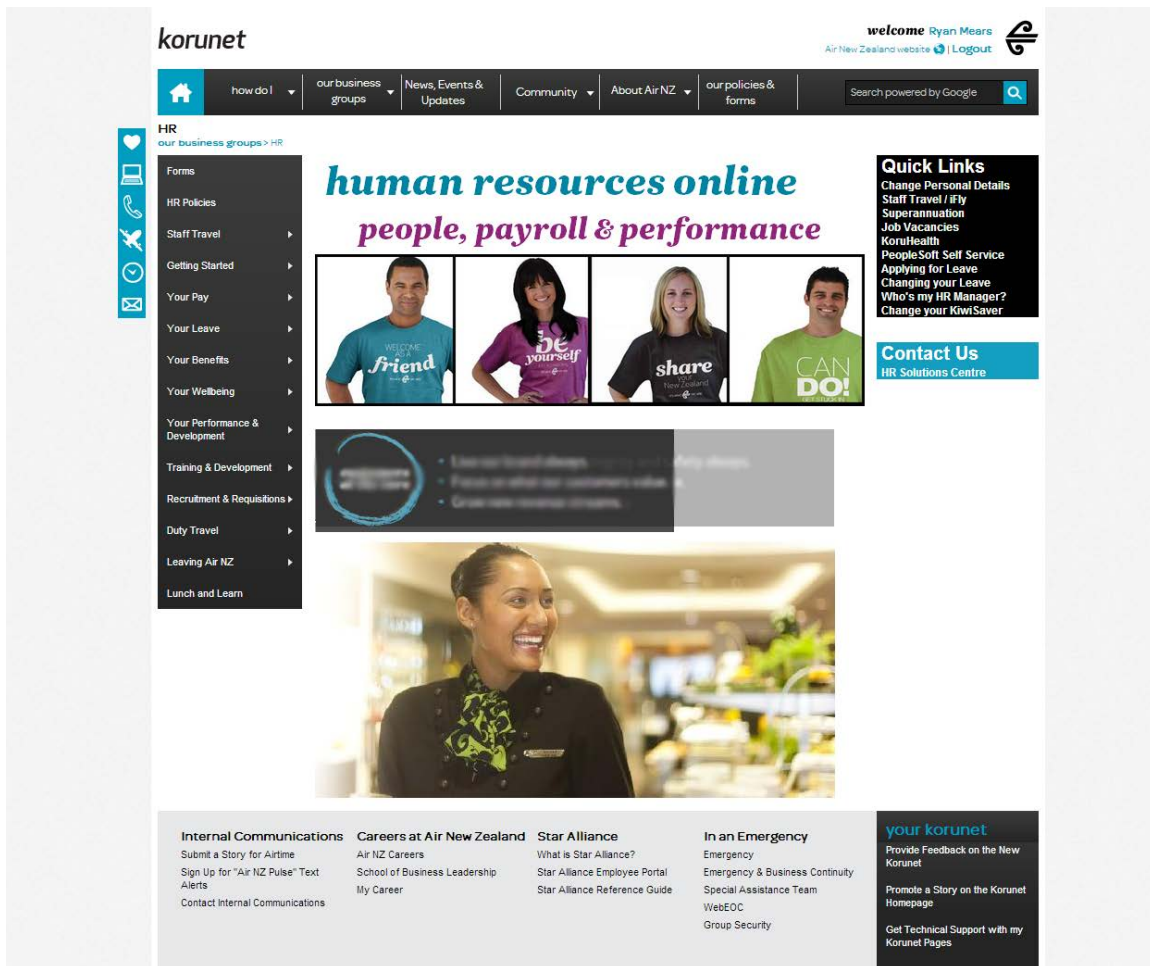
- Favorites (user configurable and available for internal or external sites)
- Assist (an issue tracking and resolution tool)
- Employee directory
- ifly (a link to the staff travel site for booking employee travel)
- World clocks
- Web mail

Two of the activity bar's highlighted content areas—the world clock and direct links to staff travel sites—are particularly useful for an airline with employees all over the world.



The activity bar on the page's left edge is consistent across the site, giving users quick access to content. The bar's *World Clock* tool shows users six worldwide locations by default, but can be edited by the user via a simple *Edit* link.

Images are a big part of the site. Employee pages include images to help remote staff feel more engaged with the company. Throughout the site, images of real employees are used whenever possible. Employees told the team that they enjoy seeing pictures of their colleagues, so the team encourages them to send in photographs that can be used on the intranet. Photographs are often submitted through the *contact internal communications* link on the bottom left of the front page.



The *HR* page includes images of Air New Zealand employees, rather than stock images. Employee images are used throughout the site.

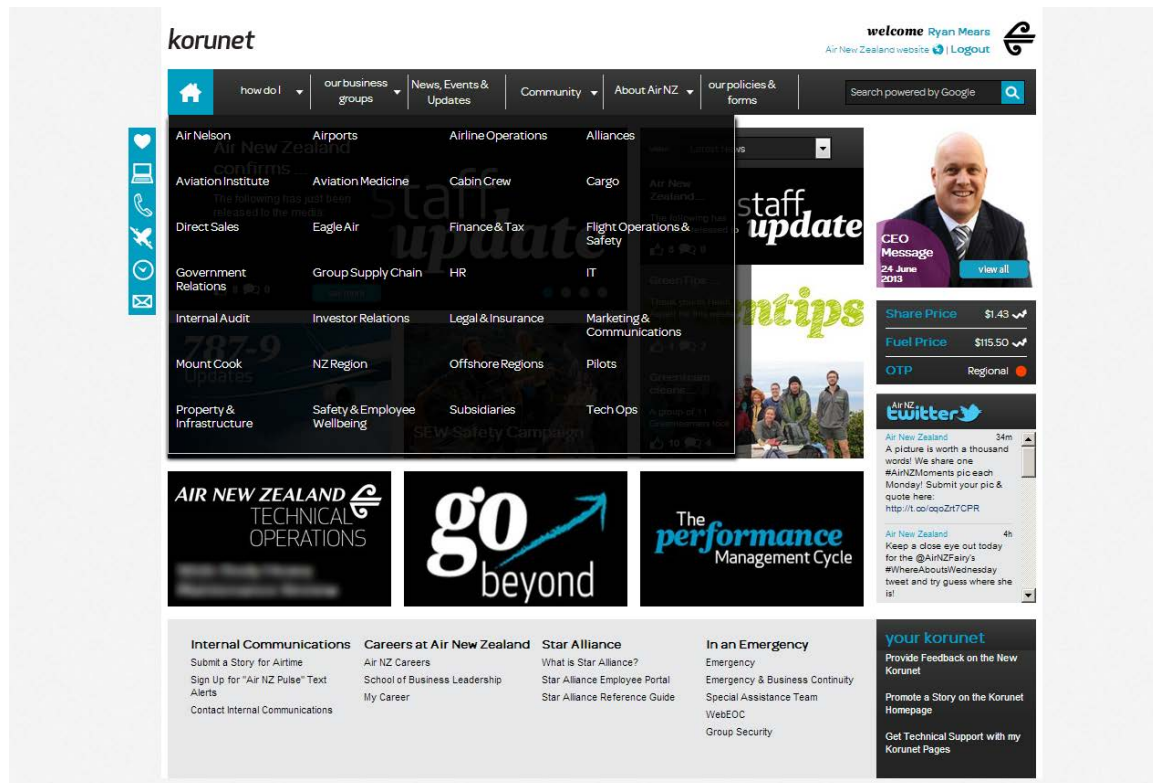
To tackle the site structure, the team developed a new overall IA with assistance from the PurpleShirt agency. At the same time, the team had to convince content owners to review and refresh the site's information. Business units had to review their own information, and motivating some of them proved challenging. Although the team communicated the benefits and advantages of updated content to motivate teams, in the end, hard deadlines for content, supported by management, were required.

The team spent considerable time cataloging and organizing the site content. To collect user input about the site structure and see if they were moving in the right direction, the team used online card-sorting tools. With a workforce that often travels, as well as many task- and time-based employees, finding people with any time to participate in user research was a challenge. The team had to make participation easy and quick. Using online tools helped the team reach more people in more roles and locations around the organization.

Card sorting started with the terms used on the previous site. It quickly became clear that some of these terms confused users. For example, people were confused by the way the business units were structured, so the team had to ensure that the business group names were very clear.

When the new structure was developed, the team used an online reverse card sort to confirm that the new categories were improvements over the old. In such a test, users are given information to find, and then asked to click through a list of links that represents the site structure; this indicates where they would look to find the target content. An Agile development process meant the team had to work quickly between iterations, so quick feedback was essential.

The navigation is based on content type, rather than owner, which helps users find information more quickly. Megamenus reveal subcategories, giving users quick access to information.



The team used card-sorting and reverse card-sorting exercises to ensure that the new site structure would be clear to users. This screen shows the subcategories for the *our business groups* category.

Another goal of the site was to improve communications. Employees can now comment on news stories and participate in forums, surveys, and competitions. This allows employees to communicate easily with one another. The CEO also communicates via the intranet, with both written and video messages posted regularly: written updates are posted weekly, while video updates are ad hoc.

The site's new forums let employees discuss issues of interest or ask one another questions. The forum postings and comments on news stories also give executives a sense of how employees feel about initiatives and projects. This allows executives to respond to any concerns that arise. This is the first time the site has enabled such two-way conversations.

The *Ask an Air NZer* forum is quite popular, with employees asking—and answering—questions daily. Other forums include discussions on travel tips, “green” tips, ideas



for company improvement, customer feedback stories, and health and sports. Users can start and respond to any forum topic they choose.

**korunet** welcome Ryan Mearns  
Air New Zealand website | Logout

how do I | our business groups | News, Events & Updates | Community | About Air NZ | our policies & forms | Search powered by Google

**Forums**  
our community > Forums

## our forums

My Topics

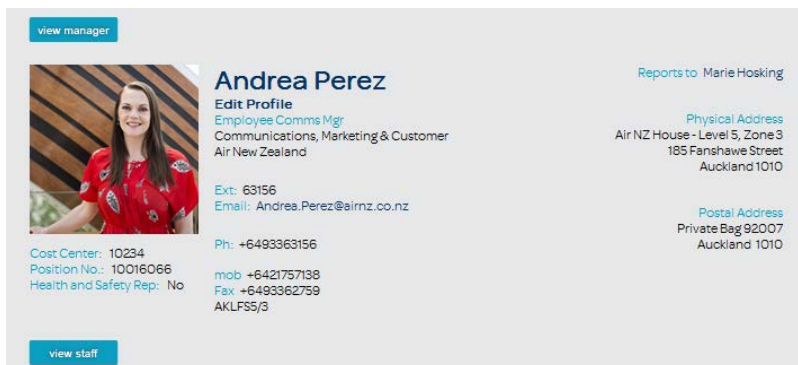
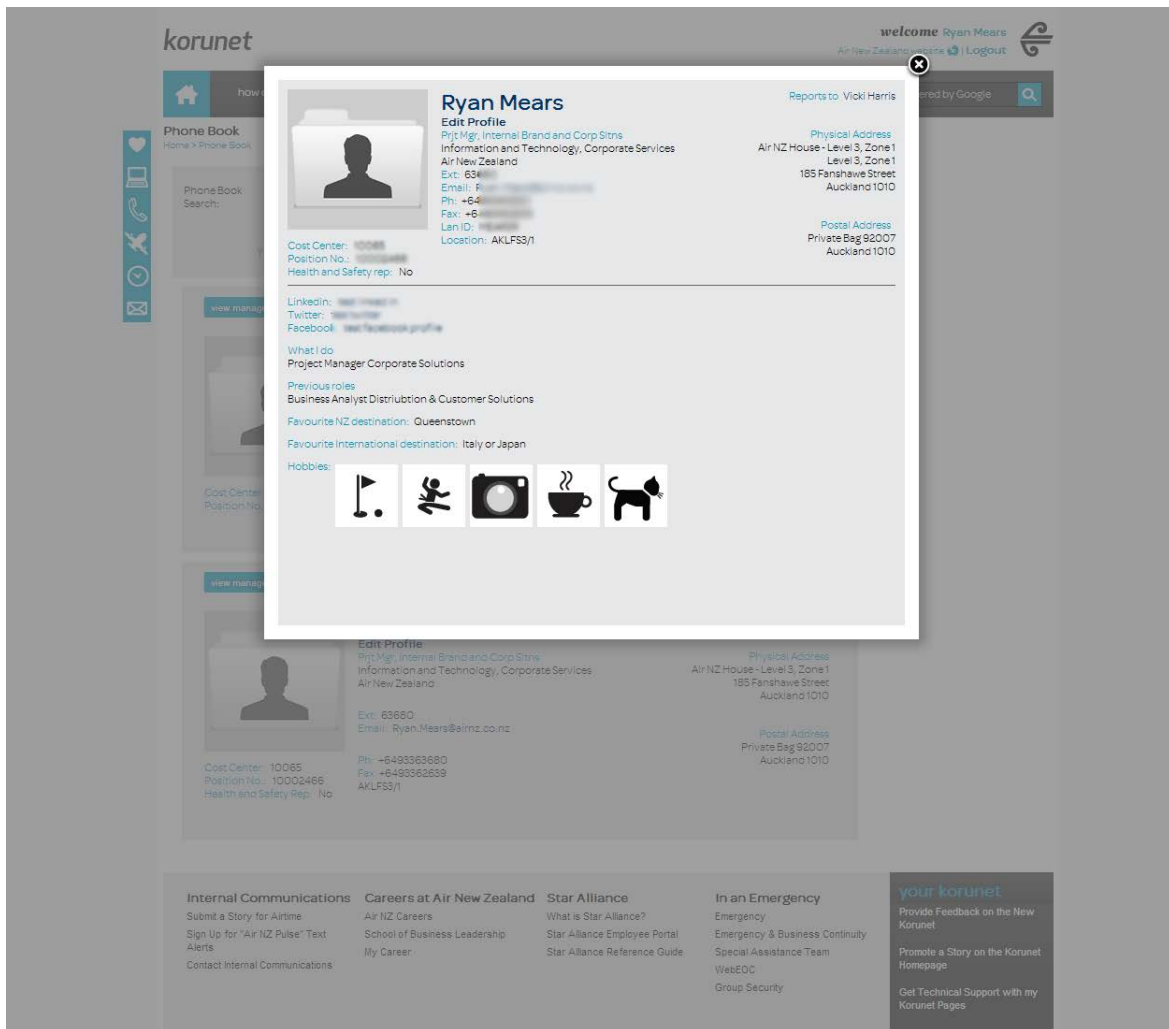
Discuss Air New Zealand

Forums	Topics	Replies	Last Post
<b>Ask an Air New Zealander</b> For all other questions that you have for your fellow Air New Zealanders	157	532	15 Jun 2013 10:08 a.m. by [User Name]
<b>Top Travel Tips</b> Share your best tips on travel destinations, accommodation, food and everything else	25	46	15 Jun 2013 12:25 p.m. by [User Name]
<b>Classifieds</b> Buy, sell, flats wanted, you name it list it here.	102	88	15 Jun 2013 11:05 a.m. by [User Name]
<b>Going Green</b> All things green, including the Greenteam, the environment, eco tips and local food sourcing.	10	37	15 Jun 2013 10:14 a.m. by [User Name]
<b>Bright Ideas &amp; Feedback</b> Do you have a Bright Idea or feedback that you want to share?	7	13	15 Jun 2013 10:14 a.m. by [User Name]
<b>Its who we are</b> Share your great customer feedback stories, living the brand character	0	0	
<b>Health &amp; Wellbeing</b> Post your tips and views on health, lifestyle and well being.	2	4	15 Jun 2013 10:14 a.m. by [User Name]
<b>Sports and Social</b> Sports, social, kapa haka, events & charity activities	9	27	15 Jun 2013 10:14 a.m. by [User Name]
<b>Staff Travel</b> Always a hot topic.	16	39	15 Jun 2013 10:14 a.m. by [User Name]

**CEO Message**  
24 June 2013  
[view all](#)

Forums provide a new way for employees to share information about work and common interests, such as travel, health, and sports.

Employee profile pages include standard contact information as well as links to employees' LinkedIn, Twitter, and Facebook profiles. Such links enable users to personalize content in a simple way: by linking to profile information that is already available. Employees can add these links themselves. They can also customize their profiles by adding information on the work they do, which previous roles they've held, their favorite destination in New Zealand, favorite international destination, and hobbies. Hobbies are indicated by icons—users can select from a set of 65 icons depicting everything from photography to pets to martial arts. Users can edit their own profiles via a link at the top of the page.



The employee profile includes standard contact information, but also lets users add personal details, including icons indicating hobbies and links to public LinkedIn, Twitter, and Facebook profiles.

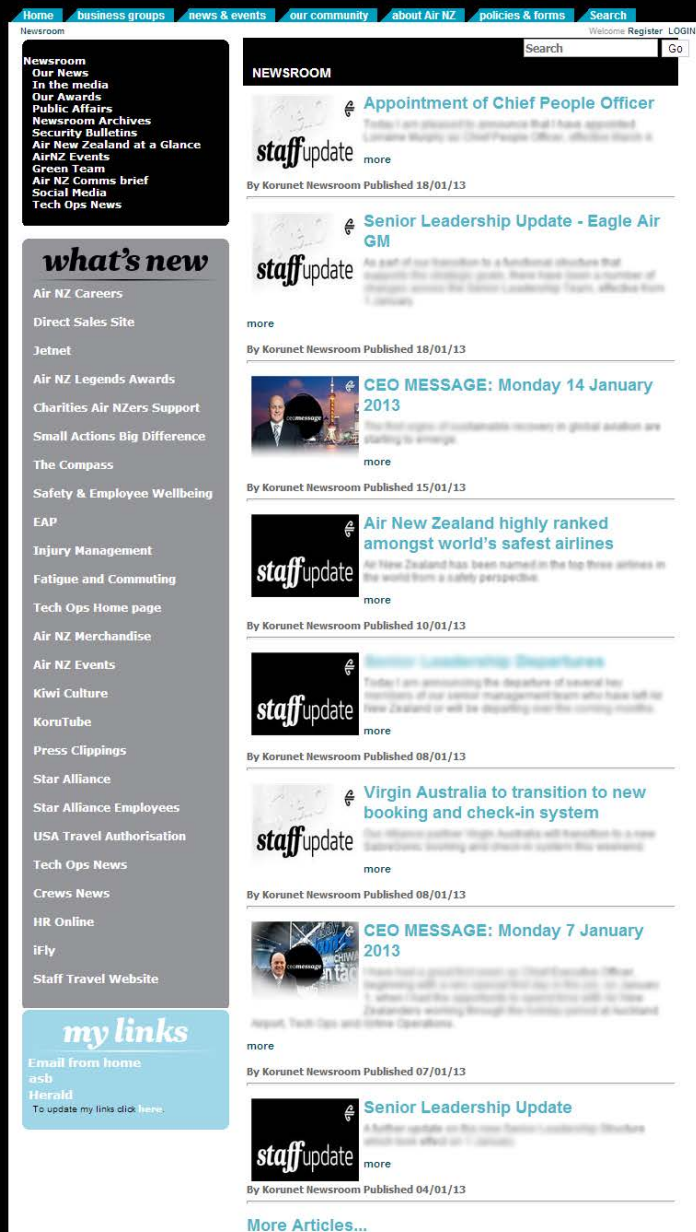
With cleaner content and a new site structure, the new site helps users find information quickly. The addition of social tools, such as commenting and employee forums, turns the intranet into a two-way tool, allowing a workforce that includes world travelers to communicate and connect.

## BACKGROUND

Korunet was first launched in 1999 and last upgraded in 2008; the time was right for a wholesale redesign and upgrade. With the latest redesign, Air New Zealand wasn't looking to just put lipstick on a pig, but rather to get a whole new pig.

"The Korunet is the hub of the airline internally and the main communication channel for our diverse employee groups, across a range of geographical locations, many of whom work remotely," says Andrea Perez, Employee Communications Manager. "It is a tool we wanted to expand and use further; however, the existing infrastructure would not have been able to meet the demand."





Korunet prior to the redesign

## Goals

The team defined three main goals for the new site:

- Improve information finding. Employee feedback made it clear that they found it difficult to find information on the site either through the existing IA or through search. There was too much content, and it required editing, streamlining, and structure. Improving the site's IA and search was identified as a quick win to improve staff efficiency and reduce lost productivity.
- Enhance communication tools. By introducing a new mix of communication technologies, the team aimed to improve the communication channels between the organization and its staff, as well as between individual staff members.
- Provide a dynamic space for content and employee interaction. The new intranet had to be a space where employees would naturally go to find company-related information and to interact with other employees. This was accomplished by providing information that is relevant, structured, and easy to find, as well as easy to discuss.

## Challenges

A tight timeline meant that team members had to keep their eyes on the prize, with a razor-sharp focus on what they needed to achieve and a tight rein on the project scope.

One of the major project hurdles was simply convincing the business units to come on board. "A major challenge was the reviewing and rationalization of content by business units," says Project Manager Ryan Mears. "In their eyes, they thought that 'If it's not broken why fix it?' and there was general resistance to change.

"We needed to communicate the benefits of the improved system and the advantages for employees," he says, "We required a hard deadline, with management support, to finally motivate movement of content by individual teams."

And business units weren't the only ones resistant to change. Users familiar with the old site initially found the new intranet difficult to use, as content was not where they expected it to be. This challenge was solved through the new IA design, which offered a sensible and intuitive navigation structure that helped users easily adapt. Improvements in search also helped users find their way. The new search was much more Google-like, which gave users immediate confidence in the system.

Old technology also proved a challenge for the project. The existing technology was very old, and existing content had experienced significant organic growth over time. This meant that cataloging and organizing existing content took a significant amount of time.

An Agile approach gave the team positive momentum, with each iterative cycle building and improving upon the one that came before. "This was a necessity given the time frame we were working to, but it did mean that in some cases we didn't get it right the first or even second time round," says Mears.



how do I

our business groups

News, Events &amp; Updates

Community

About Air NZ

our policies &amp; forms

Search powered by Google



## 787-9

our news &amp; events &gt; 787-9

Facts from the Field

787-9 Updates

787-9 Fact sheet

## 787-9



## The 787-9s are on their way!

Work is well underway on the recent additions to our fleet at Boeing's Everett factory in Seattle, Washington.

Air New Zealand is the launch customer for the Boeing 787-9. We have 10 of these aircraft on order – they'll be replacements for the current 787-9s we will be retiring as we grow our business. The new 787-9s will be more efficient, more comfortable and more spacious than the current 787-9s. The first is due to join our fleet next year and then they will be coming in regular succession after that through until 2017. The 787-9 is the most advanced aircraft in the world, with its wings, fuselage and floor all made of carbon fibre. It's also the most efficient aircraft in the world, with its wings, fuselage and floor all made of carbon fibre. It's also the most comfortable aircraft in the world, with its wings, fuselage and floor all made of carbon fibre.

Boeing promises the 787-9 will be more economical. It estimates it will be up to 20% more fuel efficient than the aircraft it will replace. It also promises an enhanced on-board experience including clearer air, lower cabin altitude, higher cabin humidity and larger windows. In the coming months we will be bringing you more information about the exciting features that will make travelling on these aircraft a great way to fly for our customers.

As you can see from the photos below, the wings are in place and the first aircraft is set off the line in reality looking shape. The first test flight is expected to take place in August this year, so this programme is on track for the delivery of our first aircraft mid next year.

Check out the Facts from the Field blog by our team on the ground in Seattle. On New Zealand (New Zealand, [here](#)).

Take the time to explore this page – we'll be updating often, fact sheets and photos on a regular basis.

To save a copy of the Fact image simply right click and save as.

## air new zealand fleet



Check out the image gallery below



## Internal Communications

Submit a Story for Airtime  
Sign Up for "Air NZ Pulse" Text Alerts  
Contact Internal Communications

## Careers at Air New Zealand

Air NZ Careers  
School of Business Leadership  
My Career

## Star Alliance

What is Star Alliance?  
Star Alliance Employee Portal  
Star Alliance Reference Guide

## In an Emergency

Emergency  
Emergency & Business Continuity  
Special Assistance Team  
WebEOC  
Group Security

## your korunet

Provide Feedback on the New Korunet

Promote a Story on the Korunet Homepage

Get Technical Support with my Korunet Pages

A typical content page on the site

## INTRANET TEAM



Air New Zealand team members (left to right): Ian Lang, Tristan Chan, Stacey Olsen, Andrea Perez, Tess O'Connor, and Ryan Mears; (absent from photo): Maarten Nieuwland and Shane Burfield-Mills.

## GOVERNANCE

### Ownership

Korunet's ownership rests within the Marketing & Customer team. The Internal Communications team, closely supported by the IT team, owns the intranet content.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Internal Communications	<ul style="list-style-type: none"> <li>• Manage all requests from the business units; own and manage content</li> </ul>
IT team	<ul style="list-style-type: none"> <li>• Manage all IT areas and content manager training</li> </ul>
Business Unit Content Managers	<ul style="list-style-type: none"> <li>• Responsible for all content for individual business unit</li> </ul>
Design House (Internal Air NZ Design Department)	<ul style="list-style-type: none"> <li>• Responsible for the site's overall aesthetic</li> </ul>

## USERS

Air New Zealand's intranet has users across the organization, including those from

- Air Nelson (a regional airline)
- Aviation Institute (training and development)
- Direct Sales
- Government Relations
- Internal Audit
- Mount Cook (a regional airline)
- Property and Infrastructure
- Airports (national and international)
- Aviation Medicine
- Eagle Air (a regional airline)
- Group Supply Chain
- Investor Relations
- NZ Region
- Safety and Employee Wellbeing
- Airline Operations
- Cabin Crew
- Finance and Tax
- HR
- Legal and Insurance
- Offshore Regions
- Subsidiaries

- Alliances
- Cargo
- Flight Operations and Safety
- IT
- Marketing and Communications
- Pilots
- Tech OPs

## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"> <li>• Korunet.co.nz</li> </ul>
Default Status	<ul style="list-style-type: none"> <li>• The intranet is the default page in all browsers, and users cannot change it.</li> </ul>
Remote Access	<ul style="list-style-type: none"> <li>• A large portion of Air New Zealand employees regularly accesses the site externally, including on-duty pilots and crew members. Access is provided via standard https connection (with credentials). External access includes search; making the site as accessible as possible from any web platform was a requirement.</li> </ul>
Shared Workstations	<ul style="list-style-type: none"> <li>• Some engineers and other airport workers who don't require a PC for their work use the site from shared workstations.</li> </ul>

## DESIGN PROCESS AND USABILITY WORK

### Design Approach

The design team was practical in its research pursuits. Working with a compressed timeline, the team was forced to make the most of one round of card sorting and one round of usability testing, folding the findings from one research exercise into the next to build an optimal task profile one layer at a time.

The constraints of organizing the tests further contributed to the team's testing challenges. Because large portions of the company's workforce are task- and time-based employees, freeing up time for them to participate was a challenge. "It was, though, invaluable to get their input," says Mears.

Mears outlines how the tests were conducted:



- Card sorting. Card sorts were performed using online tools to give the organization's many disparate user groups—in terms of locality, job role, and availability—input into the IA.

Individual cards were based on existing uses cases for the existing intranet. "Often, what was thought to be an obvious choice or clear terminology proved not to be so," says Mears. "The card sort was able to quickly highlight this. What we found because of our disparate work force was that the common use cards had a high correlation, but tasks more specific to individual work groups did not correlate well. This was not entirely unexpected—but was laid out quite clearly in the results."

This exercise allowed the team to focus on the "common ground" areas without skewing the data displayed to any particular group. It is for this reason that the ultimate IA design allows users to dive into a specific business area in the top-level navigation.

- Usability testing of design prototypes. Once the card sorting was done and an IA approach had been selected, the team conducted a "reverse sense test" of the architecture using the *Tree Jacking* method. Using this tool, the team gave test users specific tasks and asked them to locate where they would expect to perform a task within the proposed navigation. Based on the results, the team made tweaks to the final navigation and created the navigation and page layout prototypes.

## TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
1999	<ul style="list-style-type: none"> <li>• First company intranet (a simple collection of pages)</li> </ul>
April 2007–June 2008	<ul style="list-style-type: none"> <li>• Company intranet redesigned and redeployed</li> </ul>
2010	<ul style="list-style-type: none"> <li>• Redesign of site navigation</li> </ul>
August 2012	<ul style="list-style-type: none"> <li>• Launch of major intranet redesign project (discussed here)</li> </ul>
January 2013	<ul style="list-style-type: none"> <li>• Launch of new design</li> </ul>
March 2013	<ul style="list-style-type: none"> <li>• Post-launch enhancements include addition of company phone book</li> </ul>

## CONTENT AND CONTENT CONTRIBUTORS

Approximately 200 authors add content to the site. Corporate content is developed and released by the Internal Communications team. Content for each subsite or group is developed by the group itself. Content contributors are encouraged to



remove outdated content and provide business-relevant information for employees to access.

The Internal Communications team manages and reviews Korunet's news sections, and only members of that team can load content to the front page. Individual business units are responsible for reviewing their own content, which is managed solely by each unit's site owner/publisher.

The Internal Communications team is also responsible for oversight, conducting regular checks to look for obvious errors. However, the way the site and templates are set up ensures that the content is laid out in a fairly consistent manner.

The Internal Communications team also fields requests for new content, and regularly receives inquiries from employees who are looking for specific material. If that material is not located within the specific business unit's section, team members work with them to develop it.

Finally, the Internal Communications team ensures that the content being posted on the company forums is appropriate and does not breach the company intranet policy.

## TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"><li>Virtual machine with Windows Server 2008R2</li></ul>
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"><li>JIRA</li></ul>
Design Tools	<ul style="list-style-type: none"><li>Microsoft .NET</li></ul>
Site Building Tools	<ul style="list-style-type: none"><li>Microsoft .NET</li></ul>
Content Management Tools	<ul style="list-style-type: none"><li>Microsoft .NET</li></ul>
Search	<ul style="list-style-type: none"><li>Google Search appliance</li></ul>
Other Functions	<ul style="list-style-type: none"><li>SQL Server back end database</li></ul>

## SEARCH

The intranet uses Google Search appliance, chosen because it was familiar from both a support and content management perspective. Search results can be refined by metadata tags set against content, but this is not in use site-wide.

"We do not yet perform any search specific optimization, although it is a possibility in the future," says Mears, adding that there's good reason for waiting. "In our experience, average users performing Google searches on the internet rarely refine results by facets or other metadata—they simply perform another search with refined search terms," he says. "Users over the years have been trained by Google Inc. to do so and thus investing time and effort in making search refinement easier was not determined to be as important as improving other site features. That being said, in

the future, we will probably investigate facets for each business group in order to return results only within that group."

korunet powered by Google

Search took 0.3 seconds.

Sort by date / Sort by relevance

**Navigate**

**Content**

Forums (> 1500)

Flight Operations & Safety (> 190)

Old Korunet (> 110)

Cabin Crew (> 100)

IT (> 84)

Legal & Insurance (> 79)

83 More

**All results**

**Korunet - Home**  
korunet.co.nz/dnn6/Home.aspx - 23k  
Assist; Phone Book; iFly; World Clock Edit24h; Web Mail. Korunet S. Google  
Search Appliance. Air New ... Security. your korunet. Provide ...

**New Cabin Crew Korunet - Korunet - Forums - Discuss Air ...**  
korunet.co.nz/dnn6/Default.aspx?tabid=184&af=404 - 20k  
New Cabin Crew Korunet On Monday 22 July the new Cabin Crew Korunet  
pages went live, https://korunet.co.nz/dnn6/ourbusinessgroups ...

[ More results from korunet.co.nz/dnn6/Default.aspx ]

**Korunet > Home > Under Construction**  
korunet.airnz.co.nz/dnn/BusinessGroups/Airports/AucklandDomesticAirport/tabid/523/Default.aspx - 3k  
Air New Zealand. " Home, business groups, news & events, our community,  
about Air NZ, policies & forms, Search, Home / Under ...

**Korunet > our business groups > HR > Staff Travel > ...**  
korunet.co.nz/dnn6/ourbusinessgroups/HR/StaffTravel/myIDTravel.aspx - 19k  
Assist; Phone Book; iFly; World Clock Edit24h; Web Mail. Korunet S. Google  
Search Appliance. Air New ... Security. your korunet. Provide ...

**IT PMO**  
korunet.co.nz/dnn6/ourbusinessgroups/it/itpmo.aspx - 19k  
Assist; Phone Book; iFly; World Clock Edit24h; Web Mail. Korunet S. Google  
Search Appliance. Air New ... Security. your korunet. Provide ...

**Korunet > our business groups > HR > Duty Travel > ...**  
korunet.co.nz/dnn6/ourbusinessgroups/hr/dutytravel/myIDTravel.aspx - 19k  
Assist; Phone Book; iFly; World Clock Edit24h; Web Mail. Korunet S. Google  
Search Appliance. Air New ... Security. your korunet. Provide ...

**Korunet > messages > Page not available**  
korunet.co.nz/dnn6/ourbusinessgroups/StaffTravel\_myID\_FAQ.aspx - 13k  
... Please try the search function below or go to korunet.co.nz and navigate to  
the item you are looking for. S. Internal Communications. ... your korunet. ...

**Staff Travel**  
korunet.co.nz/dnn6/ourbusinessgroups/StaffTravel.aspx - 19k  
my favouritesAdd this page: Add a link; Add a Link: Invalid link, please  
try again Cancel. Assist; Phone Book; iFly; World Clock ...

[ More results from korunet.co.nz/dnn6/ourbusinessgroups ]

**Project Paragon - driving out cost and complexity**  
korunet.co.nz/dnn6/ournewsevents/Articles/tabid/405/entryid/2321/Default.aspx - 19k  
Assist; Phone Book; iFly; World Clock Edit24h; Web Mail. Korunet S. Google  
Search Appliance. Air New ... Security. your korunet. Provide ...

**Staff Offers**  
korunet.co.nz/dnn6/ourcommunity/staffoffers.aspx - 24k  
Assist; Phone Book; iFly; World Clock Edit24h; Web Mail. Korunet S. Google  
Search Appliance. Air New ... Security. your korunet. Provide ...

Result Page [Next](#)

Powered by Google Search Appliance

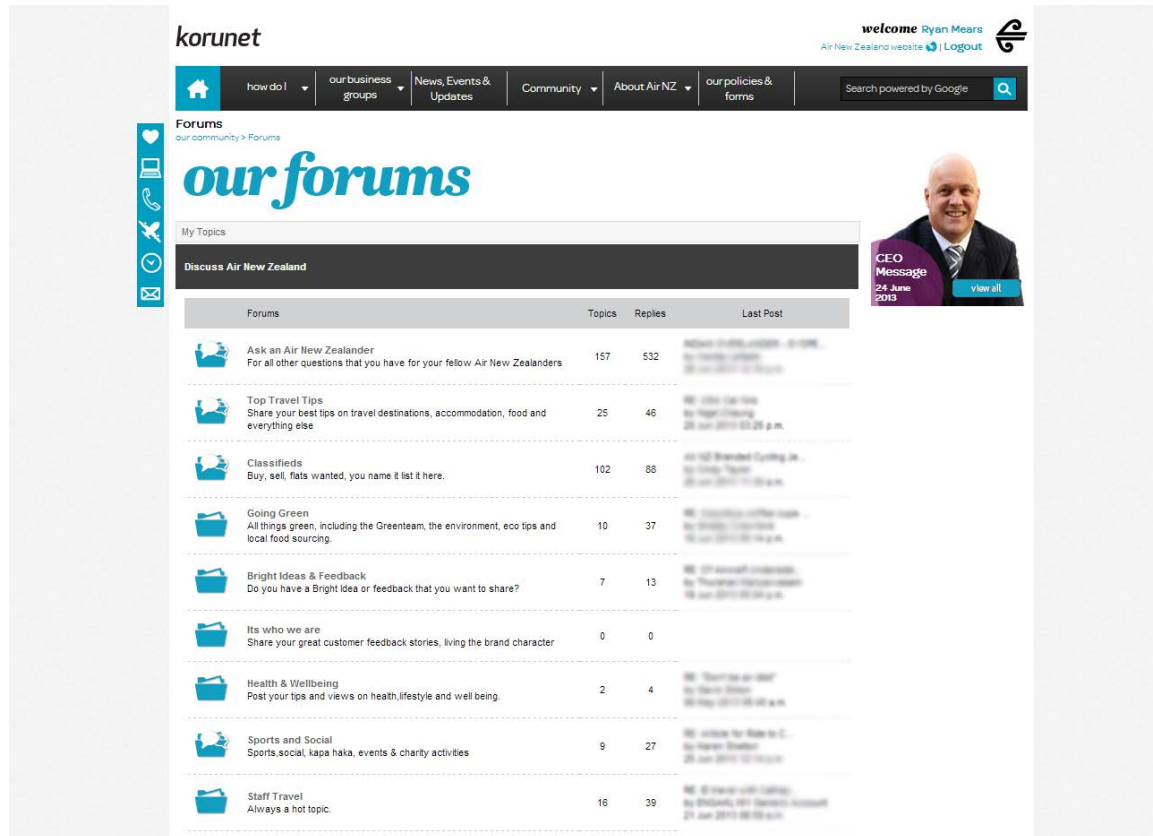
An example search results page. Air NZ uses Google Search Appliance to power the intranet search functionality.

## RESULTS AND ROI

It could be said that the new Korunet's success is measured in satisfaction units, and the new site is racking up lots and lots of those. "We look at overall staff interaction with the Korunet," says Perez, "how often they comment on our news articles, the use of online forums, the completing of surveys run on the Korunet, and the number of entries into competitions—all of which have been steadily increasing. We have also noticed a decrease in the number of queries we have had for employees trying to find information.

"Seven months after launch, the front page of the Korunet receives 20,000 hits per day," she says. With limited stats available, it is difficult to quantify whether or not this number is a "big" increase over the old site visits, but anecdotal evidence suggests that it is.

"This is borne out by an increasing number of comments on articles, forum usage, and the like," says Mears. "We have a user base of 11,000 employees, of which only 2,700 are what you would consider knowledge workers; the others are essentially remote users. Since we launched, we have seen roughly an 11% increase in page views per day."



An article showing employee correspondence and response to the content

## LESSONS LEARNED

Mears and his team members explain some of the lessons they learned through the project:

- Involve the design team early. "Involve the design team with the team developing the information architecture early to allow for alignment of output."
- Design and refine—before you build. "Refine the exacting design requirements as early and as completely as possible prior to developing those elements. This will minimize any rework."
- Draw a hard line for content migration. "Where content needs to be transferred or converted into the new intranet, set a hard date to have the conversion completed by. This will encourage content owners to perform the conversion or transplant of their information as required by the project. If this is not the case, a long tail develops where the older content is waiting on owners to be migrated."

- Define a mobile strategy, even if that means not having one. "Decide upfront the strategy for mobile devices. Decide whether or not to provide a mobile-specific experience and do so at the beginning of the project."
- Include a diverse set of users in the design process. "Ensure you include as many user group representatives as possible. Use online tools to engage, if possible, as this aids the process when the user is remote."
- Make participation easy and valuable. "If some of the user groups work in operational areas, schedule sessions as far in advance as possible and have what you want from their time very clearly defined. The easier you make the process, the higher the engagement level is."
- There's no such thing as 100% ready "out of the box." "Be wary of out-of-the-box items not requiring customization. In most cases, customization will still be required to meet the eventual goal."
- Value the white space. "Less is more. A clean, uncluttered design is highly valued on the whole, although unfortunately this is a somewhat subjective measure. Accept that you will not be able to please everybody."

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## Allianz Australia

**Using the intranet:** Allianz Australia is one of Australia's largest general insurers, a leading private workers-compensation and life insurer, delivering a wide range of personal, commercial, and corporate insurance products and services. Allianz proudly serves more than 2 million policyholders and more than half of Australia's top-50 *Business Review Weekly* listed companies.

**Headquarters:** Sydney, Australia

**Number of employees the intranet supports:** 3,800

**Company locations:** Australia and New Zealand

**Locations where people use the intranet:** All Australian states and New Zealand

**Design team:** In-house, two people formed the core Intranet Team, along with two Lotus Notes developers and the Group Manager, Digital. Subject Matter Experts (SMEs) across each business unit were consulted as needed. Externally, the digital agency First provided the design elements.

**In-house:** Zoe Salonitides, Intranet Manager; Ida Tamabadlbo, Intranet Specialist; Patrick Brownsberger, Group Manager, Digital Business; Greg Loundar, Analyst Programmer; Mike Brown, Analyst Programmer

**First agency:** Ben Gerholt, Digital Strategy; Lachlan Pottenger, Creative Director

### SUMMARY

Thorough planning of the best navigational elements and a well-defined use of screen real estate, the Allianz Australia intranet, *collabor8*, makes it a breeze for employees to find what they need, get up to speed with their work, and stay informed about the latest happenings at the organization and around the world.

At the top of the homepage, a carousel appears with some of the latest promotions for employees. This feature is about half the height of a typical carousel—or hero image, for that matter. Using less vertical space means this content is given prominence on the page but the designers were able to still free up more screen real estate on the homepage for other features.

The carousel includes an image and clearly written text, along with a call to action: a *Submit here* link that asks employees to send their thoughts and feedback about the latest Company Team Briefing.

The carousel's navigation appears on the right side, with three buttons that are shrunk versions (thumbnails) of the main image in each the carousel frames. The content of these is easy to recall after seeing the image in the main frame. The selected button is indicated with a frame and an arrow on the button's left side. These buttons appear clickable due to their shape, size, and the context in which they're placed.

*Latest News* wins a prime section on the homepage and displays the five most recent internal news items. The title of each item is a link to the full story, which serves a dual purpose. First, it saves space on the page, eliminating the need to add another link (such as *Full Article*) to get to the article. Second, our eyetracking research shows that people scan pages for items of interest.<sup>3</sup> When section headings and links look different than normal text—for example, when they are bolded, a different color, or larger—people scan to these stronger-looking words. They then read the text and

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<sup>3</sup> *How People Read on the Web: The Eyetracking Evidence* by Kara Pernice, Kathryn Whitenton, and Jakob Nielsen. Download report: <http://www.nngroup.com/reports/how-people-read-web-eyetracking-evidence/>

decide if they want to read on. So, when links contain information-bearing words—such as *Allianz showcases mortgage broker offering at MFAA convention*, or *Your security responsibilities*, or *CTB feedback survey*—it makes it easy for people to find them and then decide if they want to read the article.

Following the headline are the date the news was posted, a related image, and a brief article summary. All of these elements make the latest news easy to scan and read.

The *Global News* section occupies almost as much space on the homepage as the *Latest News* does, with three items presented. These items contain information specific to Allianz in news from around the world.

[Home](#) | [Staff Noticeboard](#) | [Allianz Group Intranet \(GIN\)](#) | [We Listen](#) | [careers@allianz](#) | [IT Service Desk](#)

Welcome Zoe Salondides | [Sign Out](#)

[Inside Allianz](#) | [Policies & Forms](#) | [me@allianz](#) | [manager@allianz](#) | [Customer Focus & Sales](#) | [Business Area](#) | [Service Centre](#) | [Search collabor8](#)

InTouch express
7 Jun - 20 Jun

Find out how to stay healthy and fit during winter.

CALENDAR OF EVENTS
JUNE 2013

M	T	W	T	F	S	S
27	28	29	30	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

This Month's events

- Queen's Birthday (NZ)
- Aus & NZ fortnightly pay period
- Queen's Birthday
- Company Team Briefing - Hobart
- Company Team Briefing - Sydney
- Company Team Briefing - Sydney
- Company Team Briefing - Sydney
- Company Team Briefing - Sydney
- Company Team Briefing - Canberra
- Company Team Briefing - Launceston
- Company Team Briefing - Sydney

LATEST NEWS

Allianz showcases mortgage broker offering at MFAA convention (21-06-2013)  
Allianz showcased its offering to mortgage brokers by hosting a stand at the recent Mortgage & Finance Association of Australia (MFAA) national convention in Darling Harbour, Sydney.

Claims employees complete insurance training with distinction (18-06-2013)  
In a bid to further build our capability and Be Better, forty employees from our Claims area successfully completed subjects this semester towards attaining Certificate IV in General Insurance through the Australian and New Zealand Institute of Insurance and Finance (ANZIF).

Can you spot the difference? (18-06-2013) 1/5  
Collabor8 has undergone some feature enhancements. Can you see what's changed? Read more to find out.

Your security responsibilities (18-06-2013)  
As part of our ongoing commitment to security awareness, we wish to remind you of your responsibilities. Check out the latest security notices on collabor8.

CTB feedback survey (18-06-2013)  
Have you attended a Company Team Briefing in your region? Share your feedback and help us to 'Be Better' together.

GLOBAL NEWS

Diversity and inclusion (12-06-2013)  
Here are some examples of what we at Allianz do to promote inclusion of diversity among our employees and management.

The Italian job (05-05-2013)  
The transformation of Allianz Italy in recent years is paying off. Allianz Italy has been showing strong profitable growth lately and has become one of the country's most dynamic insurers.

Allianz Knowledge: Home care solutions (21-05-2013)  
Allianz investigates how technology-based services can support long term care challenges for the elderly.

Find an Employee
Advanced

To search for an employee, start typing in their name and select a from the list.

Employee
Manager

- Check pay/leave
- Lodge IT request
- hrconnect Online
- eCampus
- HR A-Z forms
- Web voicemail

- HR Policies
- Out of Office
- TravelEdge travel
- Phone standards
- Lodge an incident
- Safe Work toolbox

Allianz Quickstart
Update

- Careers@allianz
- TalentBlt
- Employee Benefits
- Staff Noticeboard
- Customer compliments
- Webex meetings
- invoiv
- Health & Safety
- Frequently used websites
- Company Director's chart
- Risk Management
- Document Compliance

My links

- Scale
- iStockphoto
- webcam

☐ Add page to My links...  
☐ Add custom link...  
☐ Manage My links.

Allianz Weatherzone
Settings

Today  
17°C - Chance of Rain

Sydney

Tomorrow - 17°C  
Sunday - 18°C  
Monday - 17°C

Inside Allianz	Policies & Forms	me@allianz	manager@allianz	Customer Focus & Sales	Business Area	Service Centre
Allianz Acronyms Allianz Brand Allianz Contacts APC Sponsorship Best Practice/Sustainability Business Continuity Community Support Diversity Environmental Sustainability Company Info Innov8 Leadership Values Masterstory News Stand OPEX and Business Improvement Regional Leadership Teams Be Better Submit 360 Feedback The Allianz GIN	Business Improvement - OPEX Compliance CTP Insurance Finance General Insurance Human Resources Hunter Information Technology Legal Underwriting Services Market Management / Media PAC Procurement and Purchasing Security Workers' Compensation	Secure me@allianz me@allianz Intrap HR Policies hrconnect Online	Secure manager@allianz manager@allianz Home	Customer Focus eSupport Product Management & Research Sales Performance Review Process Sales Incentive Scheme Key Contacts Sales Tools Sales Training Staff Access Portal	Allianz Finance Audit Broker & Agent Club Marine CTP & Liability Claims CTP Contact Centre Finance Human Resources Hunter Information Technology New Zealand Market Management Operations Retail Distribution Project Management Office Technical Workers' Compensation	Company Standards Data Warehouse Reporting External Relationship Contacts Finance Procurement and Purchasing Property and Facilities Phone Services External Websites Fraud Web Voicemail Expenses IT Support Services Mailroom Market St Meeting Rooms Out of Office Setting PC Assistance ICOPR (previously 30XNET) TICKIT TICKIT Videobase

Content Editor Community

The homepage on Allianz Australia intranet, collabor8, gets users started quickly with internal news, global news about the organization, and links to content employees need.

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INFO@NNGROUP.COM

Allianz Australia



Upon clicking through to a news page, users are greeted with a large article title, which matches the name of the link they clicked to get there. This confirmation, as well as the breadcrumb trail at the top of the page, helps employees feel grounded as they navigate collabor8.

The number of comments that have been made about the article appears in a bubble to the right of the title. This is an immediate indication of how interested people are in the article. It also immediately reminds employees that they, too, can comment. The *Add Comment* button appears at the end of the article, followed by the comments, who made them, and when they were made. The heading, *comments so far*, indicates that people can still comment on the article, subtly suggesting that employees participate. The *All comments are now displayed* notice appears after the last comment, and helps prevent people from trying to find more comments that don't exist.

Other social features are also offered, including *Rate this article* (with five or fewer stars) and a *Share this with a colleague* link. On intranets, it's helpful to specify that news should (or can) be shared only with colleagues, and not with people outside the organization.

The collabor8 designers report that these collaborative features have been "a huge success!"

The news articles themselves are nicely formatted. The column of text is narrow, making it easy to read. The articles also use subheadings to help ground readers, bold text to highlight important words, bullets to clearly display key concepts, and in-line links to advertise related resources.



Helping employees find the right information is such an important part of collabor8. Many documents are stored and easy to find on the intranet. Once in a particular document area—which users select in the left-hand menu—they can scan the page for different categories. By default, a drop-down list shows *All Documents* and gives the option for other views.

On the documents page, topic headings are large and blue, and are easy to scan. Documents are accessible via links in the tables. These tables also include the document size, version, owner, and description.



Finding information about departments can be helpful, especially when, like Allianz Group, you are dealing with 170,000 employees in 70 countries. Knowing what various teams do can help collaboration, understanding, productivity, and motivation. All department main pages use the same template, with sectioned categories delineated by blue bars. Using a similar template and formatting helps employees move seamlessly from one department main page to another without having to relearn the layout.

[Home](#) | [Staff Noticeboard](#) | [Allianz Group Intranet \(GIN\)](#) | [We Listen](#) | [careers@allianz](#) | [IT Service Desk](#)

Welcome Zoe Salonitides | [Sign Out](#)

# Business Area

For information relating to your division or business unit.

[Inside Allianz](#) | [Policies & Forms](#) | [me@allianz](#) | [manager@allianz](#) | [Customer Focus & Sales](#) | [Business Area](#) | [Service Centre](#)

Market Management

- Overview
- Corporate Communications
- Customer Focus
- Digital
- Marketing and Brand
- Strategy, Research & Development
- Social Media

## Market Management

> Home > Business Area > Market Management

### Overview

- The role of Market Management
- Our responsibilities within TOM
- High-Level Functional Overview
- Our Operating Style
- Organisational Chart
- Market Management Executive
- The MM Recognition Program

### Corporate Comms

- Purpose, strategy and objectives
- Engage Corporate Communications
- Manager's Guide to Communication
- CTB Suggestions and Improvements
- Risk Procedures
- Team Profile and Contacts

### Customer Focus

- Team Profile
- Customer Focus hub

### Digital

- About Digital
- Our Team Motto
- Team Profile and Contacts
- Extranet
- Intranet

### Marketing and Brand

- About Marketing and Brand
- What we do
- Our Brand
- Promotional items
- Divisional Marketing Campaigns

### SRD

- Strategy 2015
- Team Profile and Contacts
- Innov8

Content owner is MARKET MANAGEMENT.  
Contact is Patrick Brownsberger, (02) 9259-5442.  
Last updated by Zoe Salonitides on 20/05/2012 4:33:05 PM

### Find an Employee

Advanced

To search for an employee, start typing in their name and select it from the list.

Employee

Manager

- Check pay/leave
- HR Policies
- Lodge IT request
- Out of Office
- Irconnect Online
- TravelEdge travel
- eCampus
- Phone standards
- HR A-Z forms
- Lodge an incident
- Web voicemail
- Safe Work toolbox

### Allianz Quickstart

Update >

- Careers@allianz
- TalentNet
- Employee Benefits
- Staff Noticeboard
- Customer compliments
- Webex meetings
- Innov8
- Health & Safety
- Frequently Used websites
- Company Director's chart
- Risk Management
- Document Compliance

### My links

- Scale
- iStockphoto
- webgem
- ☒ Add page to My links...
- ☒ Add custom link...
- ☒ Manage My links...

### Allianz Weatherzone

Settings >

Sydney

Today  
15°C - Rain

Tomorrow - 17°C

Wednesday - 17°C

Thursday - 17°C

<b>Inside Allianz</b> Allianz Acronyms Allianz Brand Allianz Contacts APC Sponsorship Best Practice/Sustainability Business Continuity Community Support Diversity Environmental Sustainability Company Info Innov8 Leadership Values Masterstory News Stand OPEX and Business Improvement Regional Leadership Teams Be Better Submit MD feedback The Allianz GIN	<b>Policies &amp; Forms</b> Business Improvement - OPEX Compliance CTP Insurance Finance General Insurance Human Resources Information Technology Legal Underwriting Services Market Management / Media PMO Procurement and Purchasing Security Workers' Compensation	<b>me@allianz</b> Secure me@allianz me@allianz home HR Policies Irconnect Online	<b>manager@allianz</b> Secure manager@allianz manager@allianz home	<b>Customer Focus &amp; Sales</b> Customer Focus eSupport Product Management & Research Sales Performance Review Process Sales Incentive Scheme Key Contacts Sales Tools Sales Training Staff Access Portal	<b>Business Area</b> Allianz Finance Audit Broker & Agent Club Marine CTP & Liability Claims CTP Contact Centre Finance Human Resources Hunter Information Technology New Zealand Market Management Operations Retail Distribution Project Management Office Technical Workers' Compensation	<b>Service Centre</b> Company Standards Data Warehouse Reporting External Relationship Contacts Finance Procurement and Purchasing Property and Facilities Phone Services External Websites Fraud Web Voicemail Expenses IT Support Services Mailroom Market St Meeting Rooms Out of Office Setting PC Assistance ICOFR (previously SOXNET) TICKIT TICKIT Website
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Content Editor Community

Department pages on the Allianz Australia intranet show employees what different teams are responsible for, which helps increase collaboration.

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INFO@NNGROUP.COM

Allianz Australia

The calendar of events displays dates and events relevant to many employees, including public holidays, pay days, town halls (meetings), engagement surveys, and advertising campaigns.



The calendar on the Allianz Australia intranet communicates events such as public holidays, pay days, town halls (meetings), engagement surveys, and advertising campaigns.

Getting around on collabor8 is easy, because designers included several very helpful navigation elements:

- Megamenus
- A fat footer
- Two rows of visible, persistent menus across the top
- Site search at the top
- A breadcrumb trail
- A right rail with persistent apps for the employee directory, links to often-used apps and content, and suggested links and bookmarks

An employee search function, which is the most important app on most intranets, holds a prime piece of real estate at the top of the persistent right rail. The search also offers *Advanced* employee search settings.



Just below this, in the right rail, employees can access links to key information. *Employee* and *Manager* tabs in this section separate the type of links based on these two different roles and responsibilities, making it faster for users to accomplish their particular tasks.

Suggested links and user-created links are easy to access in the right rail; users can easily change this list via several buttons: *Update*, *Add page to my links*, *Add custom link*, and *Manage my links*.

Both the mega menu and fat footer enable employees to scan several links at once without having to click through a link hierarchy. Headings in these sections are helpful signposts—not make-or-break commands as they can be at higher navigation levels (as in layered or cascading menus).

The megamenu's headings are bold and underlined. People don't always realize that items that are only bolded are links; here, they might think that the headings simply summarize the sections. Thus, it helps to also underline these headings, as the Allianz intranet designers did. Below the headings, the links are in bold only; underlining these sub-links is not necessary as users expect such items to be links in a megamenu. Employees can quickly scan these topics and then decide whether they need any of the links under the topic.

The selected menu item at the top of the hierarchy appears selected in two visible ways: a border appears around the top and sides of the selected tab, and the background is a lighter shade of blue than that of unselected menu items.

The screenshot shows the Allianz Australia intranet interface. At the top, there's a navigation bar with links: Home, Staff Noticeboard, Allianz Group Intranet (GIN), We Listen, careers@allianz, and IT Service Desk. A welcome message for 'Zoe Salonitides' is visible. The main content area features a banner for 'Ergonomics at work' with a 'Learn more' button. Below this is a large megamenu with several columns of links. The first column includes 'Allianz Acronyms', 'Allianz Brand', and 'Allianz Contacts'. The second column has 'Allianz Contacts', 'APC Sponsorship', 'Best Practice/Sustainability', 'Business Continuity', 'Community Support', 'Diversity', and 'Environmental Sustainability'. The third column lists 'Company Info' with links like 'Allianz Awards', 'Allianz Websites', 'Fast Facts', 'Organisational Chart', 'Group Structure Chart', 'Our History', 'Executive', 'Innov8', 'Leadership Values', and 'Masterstory'. The fourth column contains 'News Stand' with links like 'OPEX and Business Improvement', 'Regional Leadership Teams', 'Be Better', 'Strategy 2015', 'About Be Better', 'Resources', 'Share your stories', 'Submit MD feedback', and 'The Allianz GIN'. To the right of the megamenu, there's a 'Find an Employee' section with a search bar, and 'Employee' and 'Manager' tabs with various links. Below these is an 'Allianz Quickstart' section with a list of links. At the bottom, there's a calendar, a security notice, and a 'GLOBAL NEWS' section.

The megamenu on the Allianz Australia intranet makes it easy for employees to scan several links at a time, and thus easier to choose the right link.

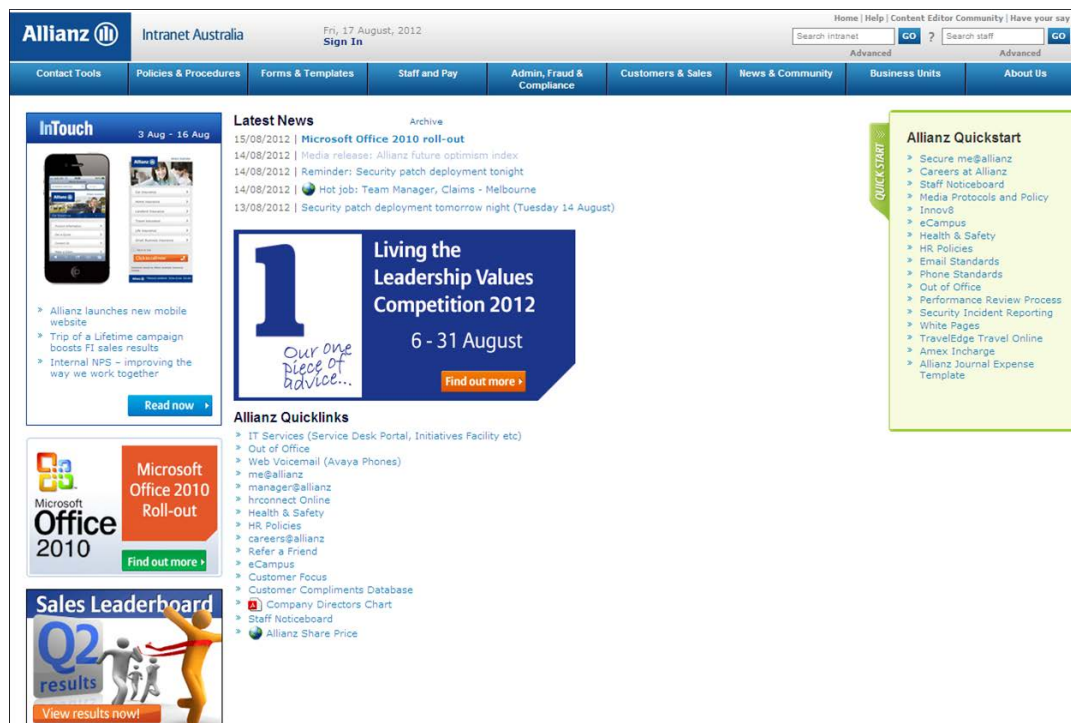
The Intranet Team promoted this redesign in a few ways, one of which was to hold a contest to name the new intranet. From more than 3,000 entries came *collabor8*; the winner received a new iPad. Another promotional activity included creating tutorials and a quick reference guide for the new design. These types of activities started the buzz among employees. A great design helped this buzz, and highly successful collaboration, to continue.

## BACKGROUND

Many changes had taken place in the organization and on the design team since the last redesign in 2004, and it was time to take a fresh look at the company's intranet.

"The goal of the redesign was to enhance the intranet for all employees from a usability and best-practice perspective. The homepage represented an opportunity to ensure all levels of the company were accounted for and would include something of benefit for everyone," says Intranet Manager Zoe Salonitides. "This was the main driver behind additions such as the *Calendar of Events* and *Weatherzone* widgets, which enabled employees to instantly view what is occurring in a monthly snapshot and review each city's weather forecast for the next three days. We believed this level of information would assist employees whose positions are phone-based (such as claims staff and call center operators) as they interact with each other across the country."

The main challenges the team faced were in dealing with unexpected delays and the lag time between when the design was signed off on and when it was ready for development. Although the original launch date was set for May 2012, the team experienced technical glitches that pushed their timeline back three to four months.



Homepage, version 1. The old homepage had the latest news items in the top center, a main center banner, two side banners on the left-hand side, and two "quick links" sections.



## INTRANET TEAM



The Intranet Team (left to right): Patrick Brownsberger, Ida Tamabadlbo, Zoe Salonitides, Mike Brown, and Greg Loundar.

## GOVERNANCE

### Ownership

The Intranet Team is part of the Market Management division and sits within the Digital Business team. Digital owns the intranet. "Digital's ownership of the intranet means approvals, change requests, etc. can happen in an effective and efficient manner," says Salonitides. "As the Digital team is not aligned to a specific business unit (such as HR or IT), we are able to collaborate and co-ordinate across the entire organization."

"We are also responsible for setting the strategy and future direction of the intranet in line with our company strategy," says Patrick Brownsberger, Group Manager Digital Business.



INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Core Team	<ul style="list-style-type: none"> <li>• Govern the group-level intranet to ensure it complies with the company style guidelines</li> <li>• Monitor, support, and train content editors and owners to keep their areas well maintained and up to date</li> <li>• Provide consultation to business for online communications and knowledge management</li> <li>• Build and/or redesign team sites to meet business requirements and best practices usability</li> </ul>
Content Editors/Owners	<ul style="list-style-type: none"> <li>• Responsible for content management pages in their business area.</li> <li>• Conduct quarterly reviews to ensure information is kept up to date and is still relevant</li> </ul>
Subject Matter Experts	<ul style="list-style-type: none"> <li>• During the design phase, SMEs were required in each business area to confirm that the new design did not negatively impact their area</li> <li>• Test new functionality and provide feedback from the wider business on proposed design elements</li> </ul>

## USERS

All Allianz employees use the intranet for access to the latest local and global news, corporate directory, and HR policies/forms. Specific groups of workers also use the site for job-related reasons, including the following:

- Claims managers: access policies and procedures and quick links to contact information.
- Call center operators: fast access to key contacts and the latest campaign news and information. The call center department is the heaviest intranet user and drives high usage to these sections.
- Management: accesses finance documents, recruitment information, and the *Calendar of Events*.
- IT: accesses test information and security procedures; the intranet is also IT's primary channel for disseminating information to all employees regarding system maintenance and outages.
- HR: maintains HR policies and information regarding employee benefits and so on; HR also updates the corporate directory, which feeds into the intranet under *Find an Employee*.

## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"><li>• <a href="http://allianzintranet">http://allianzintranet</a></li></ul>
Default Status	<ul style="list-style-type: none"><li>• The intranet is set as each user's homepage and their web browser is automatically launched when they log on to their computer. Users cannot change this setting, as it is an important channel for the organization to disseminate urgent information.</li></ul>
Remote Access	<ul style="list-style-type: none"><li>• The intranet can be accessed remotely through a Citrix connection, where the user's desktop (including drives/folders) are replicated. It can also be accessed via a smartphone application, Good, which is available through the company's BYOD program.</li></ul>

## DESIGN PROCESS AND USABILITY WORK

The Intranet Team conducted research to identify how employees viewed and used the intranet as well as to understand how to structure content to ensure users can get to the information they need quickly. This research included the following:

- Needs analysis: During this analysis, the team reviewed the current state of the intranet, which helped it create a roadmap for improvements.
- Stakeholder interviews and workplace observation: The team interviewed a cross-section of employees across all divisions, including both employees and managers. New starters were also taken into account.
- Card-sorting exercises: The sessions involved a mix of managers and employees, with the main focus on HR content. Each group was given a number of card-sorting exercises that required them to divide information and re-categorize them into groups.
- Tree testing: The team conducted a quantitative study of the new site map to ensure that the majority of Allianz employees could easily locate information when required. This was an important exercise, as the navigation categories had been updated and new ones had been introduced. An external survey (by Optimal Workshop) was also used; in it, 20 scenarios were presented to respondents asking them to search for information within the seven navigation sections using a tree map.

These exercises proved fruitful for uncovering unmet needs and improving user interactions. "Using the results from the card-sorting, interviews, and tree-testing exercises, we were able to develop and improve the information architecture ensuring the new navigation was intuitive and that the categories made sense to employees," says Salonitides. "One of the key changes with the recent intranet redesign project was the introduction of megamenus in the navigation. To ensure

that employees understood how to navigate within the megamenu and what information was available to them in these menus, it was important to conduct various user acceptance testing sessions."

The sessions again included various employees from a cross section of divisions, testing the major functionalities within each navigational section, including the homepage. The Intranet Team collated the results and further enhanced the navigation and information in the megamenus.

Since the initial redesign launch in 2012, the Intranet Team has made further navigation enhancements based on employee feedback.

Sometimes, research uncovers information that improves work life through the intranet, and sometimes it can help unearth findings that help make users happy.

One of the most surprising results of the user research was finding out how much employees liked certain widgets on the homepage. "When we asked employees to test the homepage prior to launch, we were surprised with the popularity of the *Calendar of Events* and *Weatherzone* widgets," she says. "Employees found these new features engaging as well as entertaining."

The rotating *Weatherzone* widget allows users to view the weather and forecast for every city in Australia, as well as for Auckland, New Zealand, and to set their preferred city as a default.



The *Weatherzone* widget has become a huge hit with users as they can now access their local city's weather instantly instead of having to use their smartphones. A three-day forecast is available; cities rotate unless users set the widget to display only a particular city.






The Intranet Team did one thing that can be crucial to intranet success: It kept interacting with users, even after the site had launched. These pulse checks contribute to an ongoing punch list of things to pay attention to after the new site goes live.

"On the day of the intranet redesign launch, we promoted the new intranet with a banner, a news item, as well as a company-wide survey asking for user feedback," says Salontides. "We also enabled feedback via a comments forum where employees were encouraged to give feedback as well as ask any questions they had regarding the new design. Most of the feedback was positive and assisted us to identify areas



that still required attention. We used the feedback to make further enhancements to the intranet."

Welcome [Sign Out/Reset Password](#) Date [Home](#) | [Staff Noticeboard](#) | [Allianz Group Intranet \(GIN\)](#) | [We Listen](#) | [Help](#)

Logo/Branding/Image				Allianz Awards		<input type="text"/> search <input type="button" value="Go"/> <a href="#">Advanced</a>	
<input type="text"/> search <input type="button" value="Go"/> <a href="#">Advanced</a>				<input type="text"/> search <input type="button" value="Go"/> <a href="#">Advanced</a>			
Inside Allianz	Policies & Forms	me@allianz	manager@allianz	Customer Focus & Sales	Divisions	Service Centre	Employee Manager
InTouch (current edition image)  <a href="#">&gt; Allianz Group releases Q2 results</a> <a href="#">&gt; B&amp;A land multi-dollar account</a> <a href="#">&gt; Read more</a>		Promo Space (Rotating banners x5)  				<b>Express Links</b> <a href="#">IT Service Desk Portal</a>   <a href="#">HR policies</a> <a href="#">Out of Office</a>   <a href="#">Careers@allianz</a> <a href="#">secureme@allianz</a>   <a href="#">Email standards</a> <a href="#">eCampus</a>   <a href="#">Phone standards</a> <a href="#">Web Voicemail</a>   <a href="#">Media policies</a>	
Calendar of events  		Local News   Global News   <a href="#">&gt; News archive</a>				<b>Divisional Links</b> <a href="#">&gt; B&amp;A home page</a> <a href="#">&gt; Data warehouse</a> <a href="#">&gt; eANZ SIC</a> <a href="#">&gt; Policycomparison.com</a> <a href="#">&gt; Salesforce.com</a> <a href="#">&gt; Staff access portal</a> <a href="#">&gt; Sunrise Exchange</a> <a href="#">&gt; Teamworks</a> <a href="#">&gt; Steadfast SVU portal</a> <a href="#">&gt; Innov8 B&amp;A</a> <a href="#">&gt; Allianz Engage</a> <a href="#">&gt; Performance Excellence Dashboard</a>  <b>My links</b> <a href="#">&gt; Link 1</a> <a href="#">&gt; Link 2</a> <a href="#">&gt; Link 3</a> <input type="button" value="Update"/>	
Inside Allianz	Policies & Forms	me@allianz	manager@allianz	Customer Focus & Sales	Divisions	Service Centre	<b>Allianz Weatherzone</b> QLD 8:34am (EST)  27c 27c today - fine and sunny 28c tomorrow 29c Friday 30c Saturday <a href="#">&gt; More</a>
<a href="#">Site Map</a>   <a href="#">Content Editor Community</a>							

The final wireframe that was given to the digital agency First to use in creating the homepage design and coding. The main change from wireframe to go-live was the placement of the promo banners. The wireframe has the banners underneath the navigation bar, whereas First placed them above the bar, which the design team saw as an improvement.

## TIMELINE

The overall redesign project took two-and-a-half years to complete.

INTRANET TIMELINE	
Milestone Date	Milestone Description
2001	<ul style="list-style-type: none"><li>• The first company intranet launched</li></ul>
2005	<ul style="list-style-type: none"><li>• Intranet redesign</li></ul>
January 2010	<ul style="list-style-type: none"><li>• Initial redesign planning began with card sorting to help determine the navigation menu for HR</li></ul>
July 2011	<ul style="list-style-type: none"><li>• Full redesign project began with arrival of new intranet manager and specialist</li></ul>
September 2012	<ul style="list-style-type: none"><li>• Launch of new design</li></ul>
April 2013	<ul style="list-style-type: none"><li>• Redesign with slimmer navigation and banners and updated templates for content pages</li></ul>

## CONTENT AND CONTENT CONTRIBUTORS

The content management system is a pre-existing CMS that is also used for the company's external website. It runs off a Lotus Notes database.

The intranet has approximately 500 content owners. Each division's content owners/editors are responsible for the development and maintenance of the majority of the content. The Intranet Team develops the design for this content. Content owners are responsible for reviewing the CMS pages that are assigned to them. The database sends an automatic email to owners every three months to get them to review their content and to update it if necessary. If they have not acted upon this request, follow-up emails are sent on a weekly basis to remind them to do so.

The Intranet Specialist has the responsibility of training people in how to use the intranet CMS. Training is often carried out every two to four weeks and gives content owners and editors the knowledge they need to build and edit their own pages. Templates are provided to help authors create specific types of content, and authors receive constant feedback through the page approval process, particularly if content does not meet the intranet user/style guidelines. Ad hoc feedback is also provided to owners on a daily basis. Finally, content owners receive intranet style guidelines—including a user's manual—and online writing tips to help them create content.

All page approvals are directed to the Intranet Team, which continuously checks pages to ensure they adhere to Allianz's standards. Pages are rejected and sent back to content editors if they do not meet the approval checklist.

## TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Design Tools	<ul style="list-style-type: none"><li>• Balsamiq</li></ul>
Site Building Tools	<ul style="list-style-type: none"><li>• Lotus Notes</li></ul>
Content Management Tools	<ul style="list-style-type: none"><li>• Lotus Notes CMS/Domino</li></ul>
Search	<ul style="list-style-type: none"><li>• Google Search Appliance</li></ul>

## SEARCH

The intranet first used Google Mini as its search engine, because it was deemed superior technology and users were familiar with it. Google Minis have now been superseded by the Google Search Appliances, which are even more refined than the minis. "We are in the process of implementing Document Previews, dynamic categorization searches, and query suggestions," says Salonitides. Meta-tags and best bets were implemented to help refine the search; both help streamline results when searches are conducted for popular categories, initiatives, policies, and so on.

## RESULTS AND ROI

Measures of success, while hard to quantify, include the wave of positive feedback the team has received since the launch, and of course the increases in usage.

"Employees still go out of their way to let us know that they prefer the new site as it feels more like a 'website'," says Salonitides. "Our corporate communications team members are using the features of the new intranet more, particularly with their latest and global news elements. Also, the global recognition received from the head office in Munich has cemented collabor8 as the best-designed intranet in the Allianz Group."

Readership for the *Latest News* feature has greatly increased since launch. Salonitides says she thinks this surprising result is due to specific design changes: "By placing news in the center of the page, with thumbnails depicting the type of story, news has even surpassed the popular fortnightly *InTouch* online newsletter," she says.

## LESSONS LEARNED

Ida Tamabadlbo, Intranet Specialist, explains that the team's lessons learned from the redesign project are primarily related to how users received specific features:

- Rotating banners: "One of the features we rolled out with the new intranet was the rotating banners, which displayed on top of the homepage. While most of the initial feedback was positive, some of it suggested it was 'too distracting on the eye' or that it 'took up too much real estate on their screens.' We took the feedback on board and continued our research, which confirmed that the use of rotating banners was not best practice and that user-led banners were more appropriate for intranets."

- Slimming down the banners: “One of our recent enhancements to the homepage included slimming down the banner space as well as reducing the number of banners from five to three. We also removed the rotating feature and instead provide thumbnails with captions for each of the banners. When a user hovers over any one of them, they have the choice to click to find out more.”

Tamabadlbo also describes a few lessons learned in relation to “working in a particularly small team along with a tight deadline”:

- Don’t underestimate the time needed for development. “Working with only one full-time IT developer, we underestimated the time required to implement the coding into our systems.”
- Take the time you need for requirements gathering. “We spent some time going back and forth with IT; we’ve learned that it’s important to spend the additional time to outline our requirements better, which would have saved us more time in the long run.”
- Better to launch late than launch before you are done. “So many elements can come undone, for example, more development time required. We found that you can’t always be wedded to the launch date, and if there were solid reasons to delay launch, we did so with our users in the forefront of our minds.”

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# International Monetary Fund (IMF)

**Using the intranet:** The International Monetary Fund (IMF) is an organization of 188 member countries working to foster global monetary cooperation, secure financial stability, facilitate international trade, promote high employment and sustainable economic growth, and reduce poverty around the world.

**Headquarters:** Washington, D.C.

**Number of employees the intranet supports:** Approximately 5,000

**Company locations:** IMF has offices in more than 100 countries.

**Locations where people use the intranet:** US headquarters, as well as offices and travelling staff in 188 member countries.

**Design team:** The IMF intranet was designed by consulting firm Threespot in close collaboration with the IMF project team, comprising members from the Technology and General Services (TGS) Department and the Communications Department's Internal Communications team.

In-house members: Archana Kumar, former Internal Communications Chief; Camilla Andersen, current Internal Communications Chief; Deb Reilly, Chief of Information and Knowledge Management Division; Hari Maddineni, Chief of SharePoint Intranet Section; Begoña Nuñez Allue, Communications Officer; Hélène Faurès, IT Project Manager; Sonia Dwyer, Enterprise Information Architect; Rajitha Devineni, Business Analyst; Graham Dwyer, Senior Communications Officer; Aissata Sidibe, Communications Assistant; Padraic Hughes, Chief of Media Services Section; Scott Merker, Designer; Vera Rhoads, User Experience Specialist; Shishir Bhandari, Technical Lead; Joshua Sampson, Solutions Architect; Vijay Challa, SharePoint Architect

Threespot: Jamie Colucci, Account Director; Anna Rappoport, Project Manager; Hallie Wilfert, User Experience Lead; James Early, Creative Director; Paul Zolandz, Art Director; Phil Gosier, Partner/Director of Design

## SUMMARY

Even well-designed intranets stay that way only when there is a plan in place for use and growth. That's what the International Monetary Fund (IMF) discovered as its intranet grew and expanded over time. The organization found itself in need of a makeover to incorporate new technologies, update a now-dated design, and generally clean up the clutter that can creep onto any intranet site.

A lesson learned from the previous project was that the need for intranet governance is critical to an intranet's success. Sites cannot maintain themselves. Growth can quickly get out of hand. That's why a key part of the IMF's redesign was to create an intranet governance structure to plan for and maintain future growth.

Previously, there was no central ownership of the site or overall strategy for maintenance. Responsibility was shared, with the Communications Department (COM) taking care of the homepage and news, IT controlling the technology, and departments and other groups managing their own sites.

The team created the Intranet Council, consisting of nine members from different departments representing all the departments at the IMF. The Council's work started when the redesign was finished: its job is to sustain the gains made in the redesign by developing and enforcing guidelines and standards, and managing the growth of the site.

The team worked with Threespot (a digital agency) to do initial user research, create wireframes and designs, write functional specifications, and create the governance framework. The project used a variety of user research methods to make sure the

team was headed in the right direction. Team members started with a large-scale survey and moved to contextual inquiries, focus groups, and analysis of search logs and web statistics.

The intranet homepage focuses on news in the center carousel. The clean interface highlights six items, with each item's headline listed at the bottom of the carousel. This gives users a quick way to access content of interest and an easy way to scan content without having to navigate through the carousel or wait for an animation to occur. The first four items highlight internal news stories. The fifth spot is reserved for a promotional item, while the sixth features the *Morning Press* application, which provides links to the top external news stories about IMF.

The highlighted panel features a relevant image, headline, and summary with a link to read more. The number of comments and the average rating is displayed, along with the number of people who commented on the article, and the rating they gave it out of 5 stars.

Below the carousel, the newly designed *Notices* area—which was previously a box with a bunch of links—prominently highlights important announcements to staff. The topic and date are listed, with icons that indicate the type of notice: *Security*, *IT*, *Human Resources*, *Management*, *HQ and Facilities*, or *General*. The site also includes the ability to post emergency notices in a prominent space at the top of the homepage; this is a feature the team hopes not to need, but which is reassuring to have.

Events and cafeteria menus are listed under *Today at the IMF*. Early research showed employees valued quick access to cafeteria menus, so they're still featured on the homepage.

The right side of the page includes a way to quickly access Departments and Offices, a list of personalized links, and links to Human Resources information. *My Links* are selected for users to target major staff groups—such as economist, assistant, or non-US employee—based on extensive user research. Users can customize these links. The *Communications Toolkit*, a set of items to aid in communicating externally, is also available, as is a box dedicated to news and messages from Management.

The *Where can I find?* information directory comes from an old information locator widget that was on the prior site. This was developed to act as a navigation map to direct employees to the best starting points for 30 subcategories of information, which are grouped into six broader categories. This newer version of the tool has been well received by employees, and particularly by new staff, as it helps direct users to the best resources for key information, such as economic and financial data, topic primers, finalized country reports, and guidelines for working with member countries. The tool provides a description of each resource and a quick link directly to that resource (that is, to the intranet page or application).

For all Fund Emergencies (202) 623-9911
Integrity Hotline 1(800) 548-5384
Welcome, Hallie Wilfert
I Like It
Tags and Notes

IMFintranet
All Sources
Intranet
IMF.org
People
KE Documents
Enter search terms
Advanced Search

Home
About Us
News & Videos
Events
HR Web
Services & Resources
Knowledge Exchange
Collaboration
My Site

### Fundwide Awards Recognize Outstanding Teamwork

At a ceremony on March 26, the MD presented 16 teams and one individual with awards for cross-departmental collaboration.

Read More

Comments(13) Ratings: ★★★★★ Voters(21)

TOP NEWS
RSS
View All News

Fundwide Awards Recognize Outstanding Teamwork
Video: Take Our Daughters and Sons to Work Day
Making the Case for Energy Subsidy Reform
Top 10 Most Visited Stories
Launch of new imf.org home page
Morning Press

#### Departments & Offices

-- Select --

#### My Links

+ Add Links

- Leave Self Service
- TRACES
- Credit Union
- Transportation
- JOLIS

View All

#### My HR

- My Dashboard
- My Benefits Summary
- My Personal Information

More at HR Web

#### HQ1 RENEWAL PROGRAM

Read the latest news

#### IMF Communications Toolkit

Find resources for all your external outreach.
See latest Briefing Book
May 13th, 2013
Access the Toolkit

#### Management Corner

Read the latest from the OMD's office.
DMD Shinohara: Reflections from Lao PDR and Thailand
May 18, 2013
View More

#### Notices

RSS

- Fund's Offsite Mail Screening Facility
May 12, 2013
- All Staff Invited: Experiencing the Art of Possibility with Benjamin Zander
May 12, 2013
- HQ1 Power Outage
May 10, 2013
- DC Department of Motor Vehicles Change of Location
May 9, 2013
- Move of IT Services to HQ2
May 9, 2013

View All Notices

#### Today at the Fund

May 18th, 2013

EVENTS

- 10:00 AM – 11:00 AM
IMF Toastmasters Club Weekly Meeting
- 9:00 AM – 4:00 PM
ICD Lunchtime Seminar: Microprudential Regulation in a Dynamic Model of Banking
- 3:30 PM – 5 PM
Using the IMF eLibrary in Your Research

View All Events

MENUMS

- HQ1 Cafe
- HQ2 Cafe

Other Dining Options

#### Where can I find...?

Select from the menus below to display the recommended information source

Documents and Publications
specifically,
Final Country Papers

Look for these documents in Knowledge Exchange where you can find versions of core country papers from EDMS and IR.

IMF.org
Mobile Site

Home
About Us

- IMF Structure and Governance
- How the Fund Works
- Departments and Offices
- Enterprise Directory
- Staff Association

News and Video

- Video
- News Archive
- Staff News Archives
- Morning Press
- Notices
- Photo Galleries

Events

- Training

Human Resources

- My HR
- HR A-Z
- Programs
- Committees
- Projects & Working Groups
- Manager Self-Service

Services and Resources

- Working With...
- Services Portal

Knowledge Exchange

- KE Topics
- KE Countries
- KE Documents
- KE Data

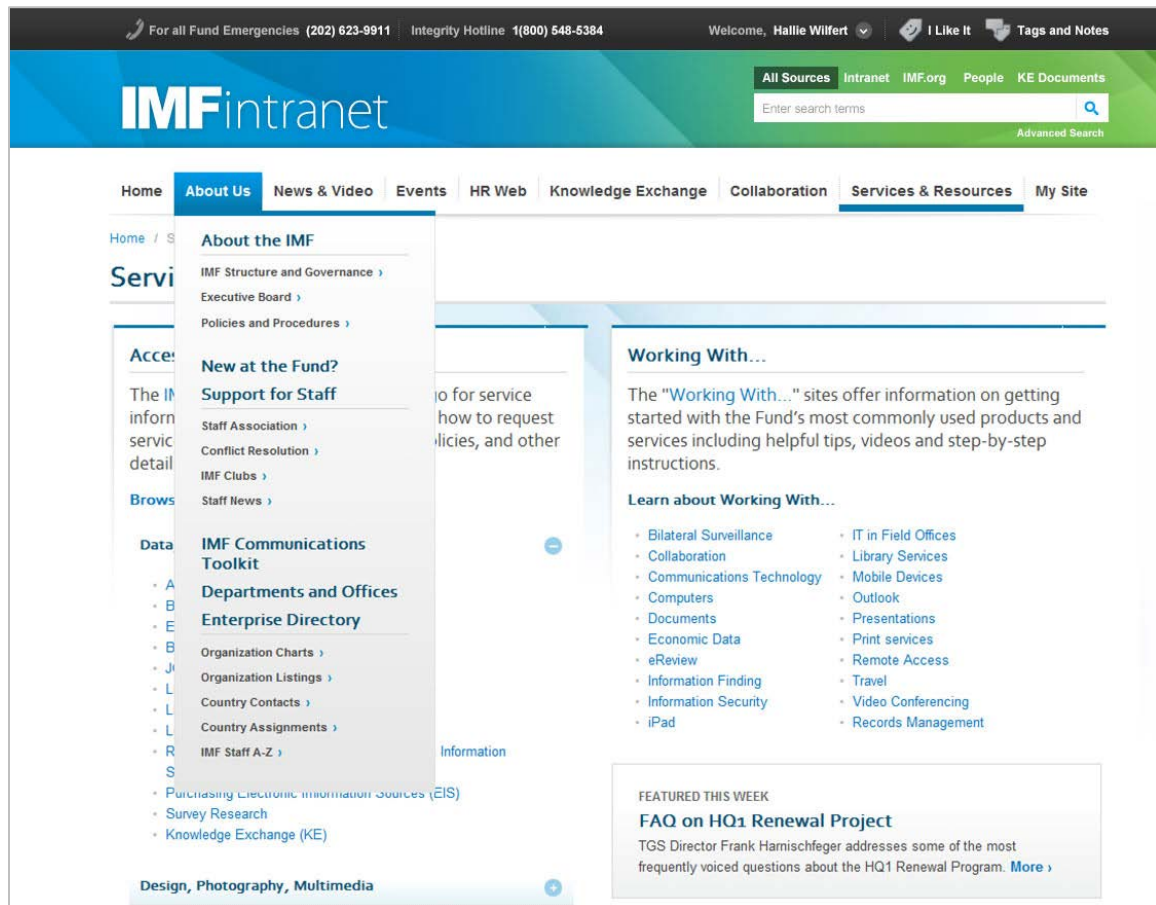
Collaboration

- My Site

The intranet homepage focuses on current information: latest news stories, announcements and updates, and events happening at the IMF that day. The page also features tools to move users to information quickly: *My Links*, *My HR*, and the *Information Directory*.



Clear navigation helps employees access content quickly. Megamenus reveal the site structure and categories of content within major areas. The user's current location in the site is clearly indicated with a blue underline.

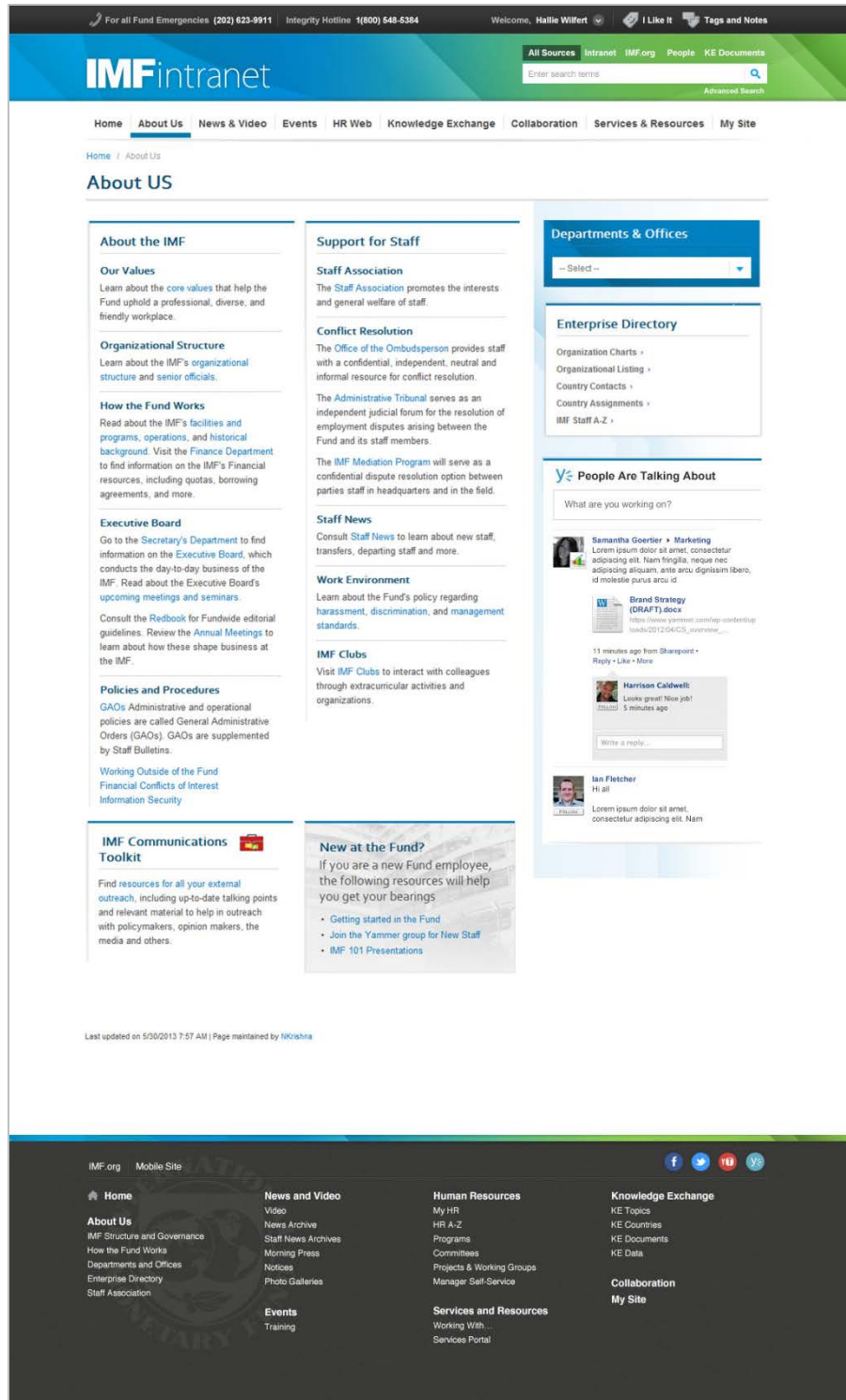


Categories are clear and distinct. The user's current location, *Services & Resources*, is indicated by a thick blue underline.

The *About Us* and *Collaboration* landing pages include a Yammer feed. Yammer is integrated throughout the site as a way to actively engage employees in conversation. Integrating social content in the main site, rather than requiring users to go to a separate tool to communicate with one another, is a great way to encourage participation. The Yammer feeds show current conversations as a way to keep people connected to one another.

There are 208 Yammer groups at IMF, with Yammer web parts that allow both reading and posting integrated into team sites. When new team sites are created, the intranet team encourages the team to create a Yammer group and include a feed on the site. Feeds can be created based on groups, company, an individual, or even a keyword.

Although some employees started using Yammer, its use is not yet widespread within the organization. The intranet team is currently planning to do a campaign around the use of Yammer and other social tools and features to further increase engagement, communication, and collaboration.



The site integrates Yammer feeds in key areas. Employees can read or post content via the feed.

The site contains a lot of video content, but the previous design lacked a central location for it, which caused many user complaints. The site's videos now have a

central location, with featured videos that are regularly updated. Videos are embedded in pages throughout the site (such as within news articles or on departmental pages), and are all centrally catalogued in this section.

Individual departments can request video content from IMF's Multimedia team, which coordinates with COM to approve, modify, or request video proposals. The upload process is centralized and maintained by COM and the IMF's IT department, Technology and General Services (TGS).

Users can view the featured video or browse videos. Videos are listed chronologically, with the most recent content first. Users can also sort the videos by popularity or browse through video categories, such as *Institutional Learning*, *Human Resources*, and *Interviews*. Each video includes the title, date, a still from the video showing some content, and the video's length. The video will play where the featured video is located, at the top of the page. The page also lists the number of views for each video, helping users know what their colleagues are watching.

For all Emergencies 202-423-9911 | Ethics & Integrity Hotline 1-800-545-5304

Welcome, Berter, Scott | My Links

IMFintranet

People Intranet K2 Docs IM.org All Sources This Site


Type here to search All Sources or select a source above.

Advanced Search

Home About Us **News & Video** Events HR Web Services & Resources Knowledge Exchange Collaboration My Site

Home / News & Video / Intranet Videos

### Intranet Videos



7/16/2013 | 01:44 | 272 Views  
HQ1 5th floor bistro

Staff talk about the pop-up bistro that opened this month on the HQ1 5th floor terrace.

**All Videos**













- Annual and Spring Meetings
- Country Work
- Departments
- HQ and Facilities
- Human Resources
- Institutional Learning
- Interviews
- Staff Events and Activities
- Technology
- Webcasts

**Search All Videos**

Search Videos

Sort by:

Currently displaying 1-12 of 50 results

 <p>2013 Global Stability Cup Draw 8/6/2013   07:28   New</p>	 <p>I Have an iPad, Now What? 8/15/2013   1:20:46   72 Views</p>	 <p>World Cafe Promo 8/15/2013   01:13   422 Views</p>
 <p>Concordia Redevelopment 8/14/2013   02:18   725 Views</p>	 <p>shhhh...it's a secret 8/5/2013   02:02   1836 Views</p>	 <p>Beyond the Paper Frontier 7/25/2013   02:21   191 Views</p>
 <p>HQ1 5th floor bistro 7/16/2013   01:44   272 Views</p>	 <p>A Walk Through of 1915 Penn 8/28/2013   01:40   220 Views</p>	 <p>MD Town Hall Staff Survey 2013 6/21/2013   1:00:57   519 Views</p>
 <p>COMING SOON: The new Intranet 6/20/2013   02:24   407 Views</p>	 <p>HRD Training Calendar 6/19/2013   02:30   648 Views</p>	 <p>Press briefing 6/19/2013   06:53   New</p>

Currently displaying 1-12 of 50 results

IMF.org | Mobile Site

Home

About Us

IMF Structure and Governance

Departments and Offices

Staff Association

Knowledge Exchange

K2 Topics

K2 Courses

K2 Documents

News and Video

Videos

News Archive

Morning Press

Notices

Events

Training

Human Resources

My HR

HR A-Z

Programs

Committees

Projects & Working Groups

Manager Staff Service

Services and Resources

Services Portal

Working with...

Quick Links

Travel Portal

Credit Union

Enterprise Directory

Job Link

Talent Plus

Institutional Repository (IR)

New Intranet FAQs

Collaboration

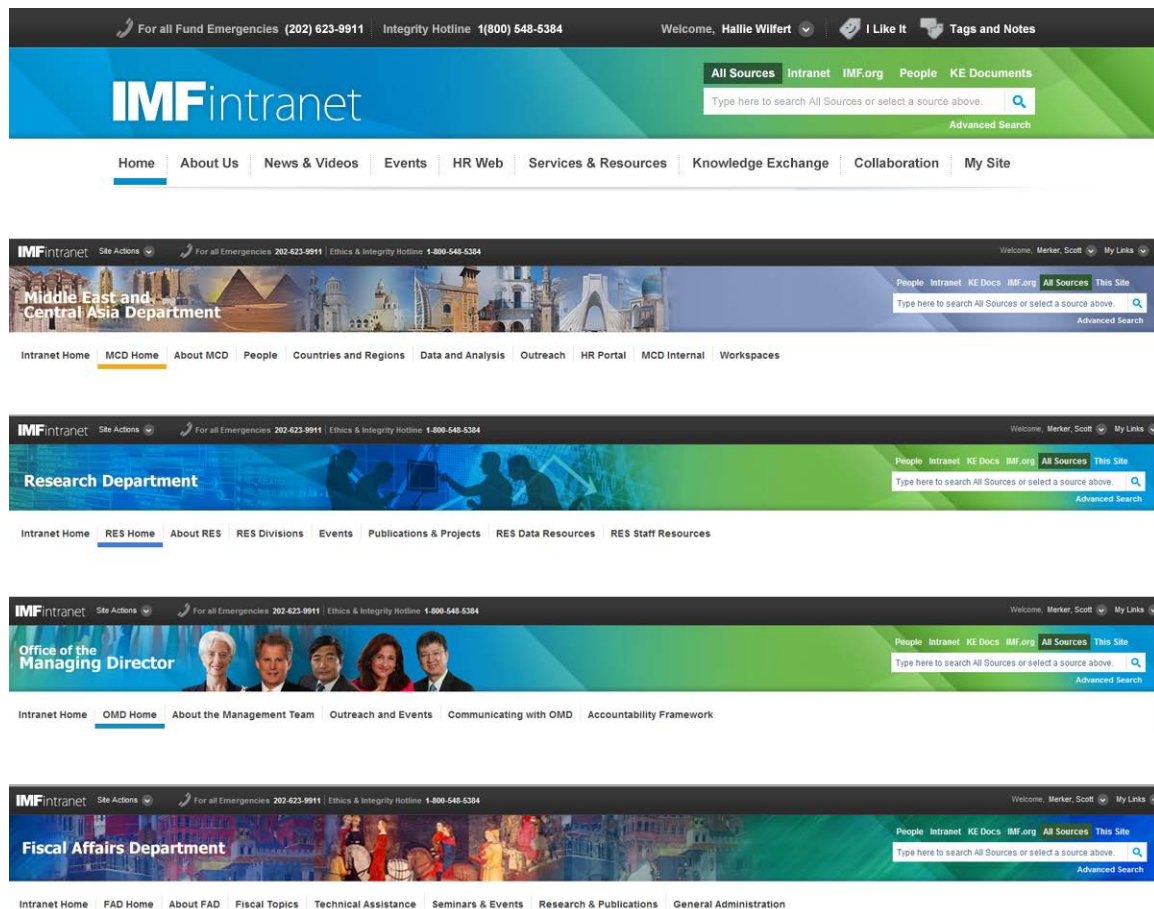
My Site

The *News & Video* section of the site includes a video library, where users can search or browse to find content of interest.

Departments have their own sites and content, but the sites are integrated into the main intranet's structure. Each department has its own header, but follows a similar

structure. The first link across the top navigation is to the main intranet *Home*, followed by a link to that department's homepage, such as *MCD Home*. Each site includes an *About* section and then has its own navigational categories, which were created with the help of the enterprise IA team, using card-sorting exercises as a starting point for the navigation structure.

Within department pages and across the entire intranet, the intranet search defaults to *All Sources*, the broadest possible scope; this helps users who might be looking for content that could appear in any intranet area. Users can also narrow their scope to the current site via a *This Site* link above the open search box. Filler text in the search field directs users to change the scope of their search if necessary. Users can also narrow their results on the search results page as needed using content area filters—such as *HR*, *services*, and *news*—as well as department, country, date range, and file type.



Department pages have their own header, but follow the intranet's general structure. Each departmental site has a persistent link to the main intranet homepage, *Intranet Home*, on the left side of the top site navigation.

The team realized that, in creating the new site, change leadership was essential and it worked closely with stakeholders and departments to keep them informed and involved. One big change was for content owners, who were used to having a dedicated space on the previously crowded homepage. Communicating a new plan



for them was essential. At the same time, the team realized that the revamp would mean a significant change in staff members' daily routine, accessing the intranet, so they paid special attention to developing a comprehensive communications plan. For the overall organization, the team posted news stories about objectives and timing, gave several presentations about the new design prior to launch, offered a sneak-peek of the new designs both online and during an information symposium, and had a broad pre-launch campaign in the two weeks leading up to the launch. The campaign included a news article with screenshots of the new pages, a short video highlighting the main changes, an online preview tour of the new site, and posters and desk-to-desk flyers announcing the launch.



An example of the desk flyers used to announce the launch.

The site has been a success. Engagement, measured by participation in commenting and rating, has more than doubled. The team will do a follow-up survey to further evaluate the site's success six months after launch; this will give employees time to adapt to using the new site. Creating an organized and streamlined site, with an Intranet Council to keep it in check, is helping ensure that the intranet remains a powerful tool for employee communication.

## BACKGROUND

It had been a while since the IMF intranet had been truly updated. The previous intranet redesign happened seven years ago. At that time, a lot of effort and resources were spent sorting out the IA, applying consistent navigation, and updating the design.

Following that redesign, the intranet continued to evolve to meet the organization's demands. Various IT innovations were added to keep up with content growth and to integrate new technologies and trends, including new web collaboration and knowledge-sharing applications (Knowledge Exchange and eReview); a new search engine that provided more flexibility for search filters and targeted content (FAST); a new *Calendar of Events*; the social network Yammer; and a homepage *News Rotator*.

Despite those incremental improvements, the site really needed a refresh to bring it up to current standards and to address the cluttered homepage that had resulted from years of minor modifications and additions. In other words, it was time for a change.

In December 2011, the IMF gathered the necessary resources and a very capable team to kick off the project.

### Goals

The project's overarching goals were threefold:

- Deliver a user-focused design to meet the business needs of IMF staff
- Make the intranet not only a useful tool for staff, but also an engaging place where people would come to get information and share views
- Bring the intranet in line with current intranet best practices and technologies

Specifically, the organization wanted to achieve several tactical improvements with the new intranet:

- A less cluttered and more organized homepage
- Easy access to resources that employees need for their daily work (based on their own preferences)
- A sound IA and clear visual hierarchy
- Uniform branding across the intranet so users would have a consistent browsing experience
- Modern intranet features to provide personalization, increase staff participation, and improve information findability
- A governance structure to ensure that the intranet will continue to grow and be maintained in a controlled and sustainable way with future growth in mind

### Challenges

Every project has its challenges, and the IMF's intranet redesign is no different. The organization struggled with basic project challenges related to timeline and technology, but also experienced some organizational challenges as they had to convince content owners and stakeholders that some content house cleaning would



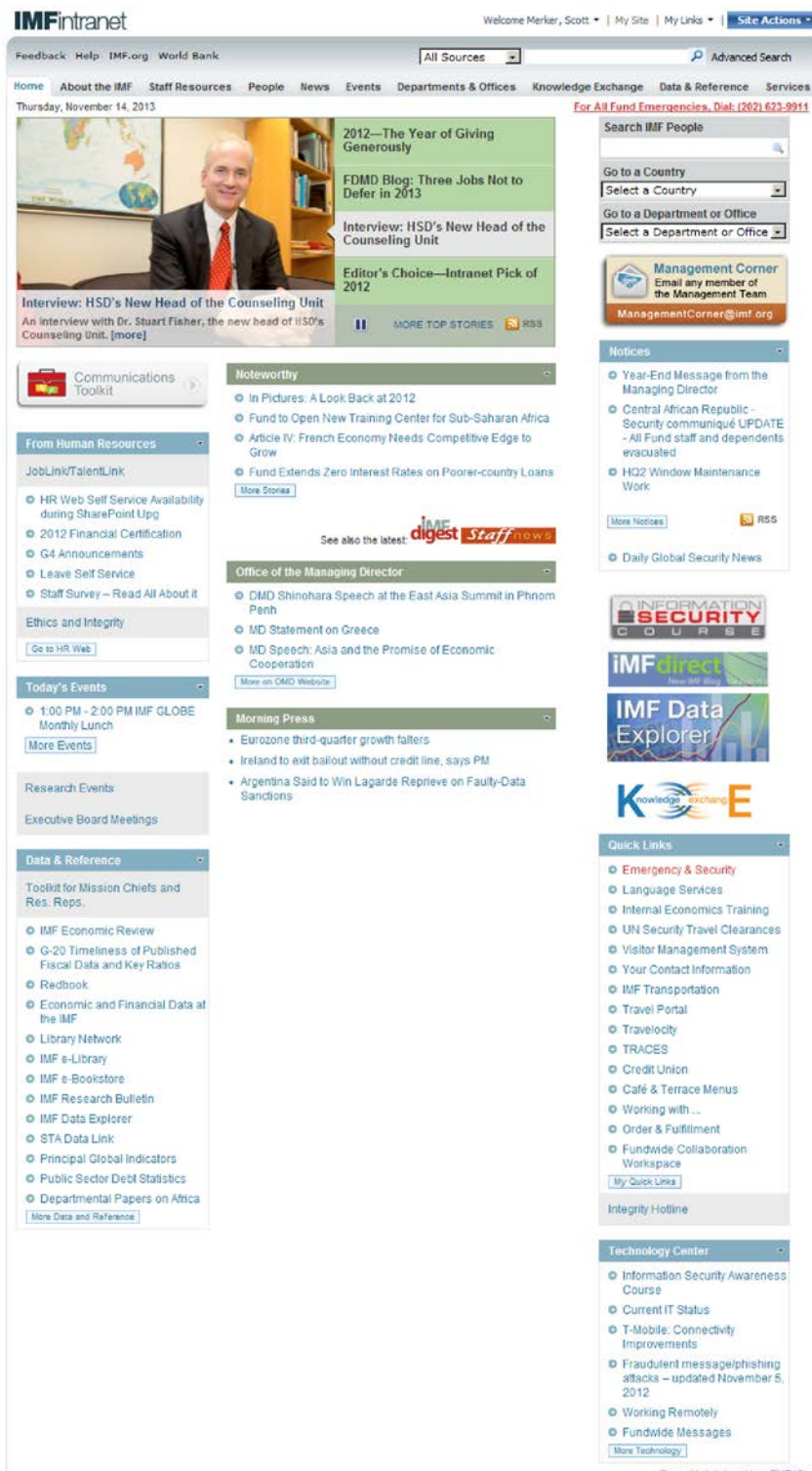
be beneficial for the new site. In the following, IMF team members explain these two types of challenges.

Change management challenges:

- “Change leadership was a very important aspect of this project. Content owners were really attached to having their dedicated space on the homepage. We had to convince them to share the prime real estate, and offered effective solutions.” (Helene Faurès, IT Project Manager)
- “During the design phase, some decisions to make content changes that would benefit the organization as a whole were met with resistance from business stakeholders who were attached to the content they authored, even if it was not being used or needed to be re-positioned. We worked through this with face-to-face meetings, showing hard numbers and end user feedback, until we got the necessary buy-in.” (Sonia Dwyer, Enterprise Information Architect)

Technology challenges:

- “The implementation phase of the project took longer than anticipated. This was in part due to the fact that some features of the designs, which we were told could be implemented in our SharePoint environment, ended up being difficult or impossible to develop.” (Faurès)



This is the IMF intranet homepage before the redesign. The initially sleek homepage had become cluttered due to competing demands from various content owners, and the IA had become less relevant due to the introduction of new and unanticipated content.

For all Fund Emergencies (202) 622-2011 Integrity Hotline (800) 548-5334 Welcome, Mallie Wilfert Like it Tags and Notes

**IMF Intranet** All Sources Intranet IMF.org People KE Documents Enter search terms Advanced Search

Home About Us News & Video Events HR Web Knowledge Exchange **Collaboration** Services & Resources My Site

Home / Collaboration

## Collaboration

In an effort to encourage knowledge sharing and discovery, this page provides easy access to all the collaboration sites and blogs on the IMF Intranet. Links to all Department workspaces will be provided here automatically.

[Request a collaboration workspace](#)

### Fundwide Workspaces

**MOST RECENTLY ADDED WORKSPACES**

Resident Representative Forum (RRF) > System Executives Forum >

### Cross - Country Work

- Capital Flows Group
- Cross-Country Work, Spillovers & Li...
- Crisis Group
- Food, Oil and Commodity Prices

[Show More \[+\]](#)

### Surveillance

- Financial Sector Surveillance
- Joint IMF-FSB Early Warning Group

### Technical Assistance

- Fundraising Collaboration
- Results-Based Management
- Regional Technical Assistance Cente...

### Economic Data

- Catalog of Time Series
- Economic Data Governance Group (EDG...
- Data Visualization
- Fund Risk Management Framework

[Show More \[+\]](#)

### Financial & Administrative Data

- Financial and Administrative Steel...
- IBIS/FADW

### Information Management & Technology

- Document Management Working Group
- Field Office Head User Group
- Enterprise Information Steering Com...
- Information Health Center

[Show More \[+\]](#)

### Process Streamlining

- Article IV Innovation
- Travel Processes

### Fundwide Initiatives

- Testing link

### Networking & Recreation

- Fund Clubs
- Sub Sahara African Group
- Global Stability Cup

### Department Workspaces

-- Select --

### People Are Talking About

What are you working on?

**Sarahella Gortler** > Marketing  
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nam finibus, neque nec adipiscing aliquam, ante eros dignism (Bare, id moleste purus ante id

**Brand Strategy (DRAFT) docx**  
This is a private content. Copying this document is prohibited.

11 minutes ago from SharePoint > Blog > Like > More

**Harriet Caldwell**  
Looks great! How job? I manage app.

40 min > Reply

**Jan Fletcher**  
Hi all

10 min > Like > More

### IMF Blogs

#### Fundwide

- Exploring your options FAQ
- Globalization and Linkages Chatroom
- RSR/RAP harmonization

#### HRD

#### ICD

#### MCM

#### SPR

#### TGS

### Tag Cloud

I like it

IMF.org Mobile Site

**Home**

**About Us**

- IMF Structure and Governance
- How the Fund Works
- Departments and Offices
- Emergencies Directory
- Staff Association

**News and Video**

- Video
- News Archive
- Staff News Archives
- Morning Press
- Notes
- Photo Galleries

**Events**

- Training

**Human Resources**

- My HR
- HR A-Z
- Programs
- Committees
- Projects & Working Groups
- Manager Self-Service

**Services and Resources**

- Working With...
- Services Portal

**Knowledge Exchange**

- KE Topics
- KE Countries
- KE Documents
- KE Data

**Collaboration**

- My Site

In an effort to encourage knowledge sharing and discovery, the *Collaboration* page provides easy access to all cross-departmental collaboration sites and links to each department's collection of workspaces and blogs on the IMF intranet. Several different social media technologies have been or are being integrated in the intranet, including content ratings and social bookmarks (using tagging). Blogs and SharePoint team collaboration sites are heavily used. The *Collaboration* page also showcases the integration with Yammer (the IMF social network).

For all Emergencies 202-623-9911 | Ethics & Integrity Hotline 1-800-548-5304
Welcome, Merker, Scott
My Links

IMF
Intranet
KE Docs
IMF.org
All Sources
This Site

Type here to search All Sources or select a source above.
Advanced Search

Home
About Us
News & Video
Events
HR Web
Services & Resources
Knowledge Exchange
Collaboration
My Site

Home / Events

# Enterprise Calendar Of Events

Today's Date:  
Wednesday, September 11, 2013

Search Calendar

Show Control Panel

Department Admins List

Leave Feedback

Need Assistance?

Related Links

Events Image Gallery

Bank-Fund Clubs

Executive Board

Daily Documents Lists

Meeting Agenda

Speakers List

MANAGE MY ALERTS

Upcoming Events

ADD TO OUTLOOK

Title	Location	Start Time	Organizer	Event RSVP	My RSVP Status
Back to Life: Wellness Program for Cancer Patients and Survivors	World Bank Fitness Center, MC-C3-300	9/11/2013 7:45 AM	HRD	RSVP	UNCONFIRMED
CPRI/AED and Basic First Aid	Registration Required (IFC)	9/12/2013 9:00 AM	HRD	RSVP	UNCONFIRMED
Win Free Coffee at the eDocs DM Kiosk	Outside HQ2 Cafeteria	9/12/2013 11:00 AM	TGS	RSVP	UNCONFIRMED
IMF Toastmasters Club Weekly Meeting	HQ2-08B-606	9/12/2013 12:00 PM	TGS	RSVP	UNCONFIRMED
Mindfulness Meditation	Registration Required: World Bank-MC2-520	9/12/2013 12:10 PM	HRD	RSVP	UNCONFIRMED

Previous

Next

September 08 - September 14 2013

DAY WEEK MONTH

	8 S	9 M	10 T	11 W	12 T	13 F	14 S
6 AM							
7							

The newly redesigned *Calendar of Events* displays what is happening at the IMF.

## INTRANET REDESIGN PROJECT TEAM



The intranet team (left to right): Camilla Andersen, Graham Dwyer, Begoña Nuñez Allue, Hari Maddineni, Aissata Sidibe, Hélène Faurès, Jamie Colucci (Threespot), Rajitha Devineni, Joshua Sampson, Deb Reilly, Shishir Bhandari, Phil Gosier (Threespot), Vijay Challa, Scott Merker, Hallie Wilfert (Threespot), and Archana Kumar. Missing from photo: Sonia Dwyer, Padraic Hughes, Vera Rhoads, Anna Rappoport (Threespot), James Early (Threespot), and Paul Zolandz (Threespot).

## GOVERNANCE

### Ownership

Prior to the redesign, the IMF intranet had no clear owner. Various stakeholders owned (or controlled) different parts of the site, with COM at the forefront controlling the main areas of the homepage as well as the news and notices pages, and the IT department controlling all the technology, software, and applications software, as well as the IA and search engine and interface.

"Other departments or groups requested to have their content posted in various spaces on an as-needed (often as-demanded!) basis," says Begoña Nuñez Allue, Communications Officer, "which is why the homepage had grown in a rather chaotic way."

In addition, each individual department managed its own websites within the intranet. "This decentralized approach lacked cohesiveness and communication among the parties," she says. "In particular, it lacked a group or a body that would



be in charge of the vision and overall strategy of the intranet, which is why defining a governance structure was a key objective of this project. We felt there was no point in going through a redesign if it would all be going down the drain once it was handed back to its multiple owners!"

One of the main organizational objectives of the intranet redesign was to implement a governance structure to maintain the gains of the redesign and to drive sensible, cohesive growth. This has entailed the establishment of an Intranet Council, responsible for issuing intranet standards and for providing strategic direction for the site overall. The council is made up of nine members, each representing different groups or departments.

The Intranet Council was formed to coincide with the launch of the new intranet, so it did not influence the project. "But we hope it [The Council] will help us keep our new intranet tidy and up-to-date and ensure that it continues to meet the evolving needs of our users," says Faurès.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Two Intranet Executive Sponsors	<ul style="list-style-type: none"> <li>Provide insight into organizational priorities, offer continued senior-level support, and represent the intranet to other senior executives</li> </ul>
Intranet Council	<ul style="list-style-type: none"> <li>Define and communicate standards and strategic directions for the intranet</li> </ul>
Intranet Manager	<ul style="list-style-type: none"> <li>Chair the Intranet Council, ensure compliance with Intranet governance, and act as liaison between the Council and Executive Sponsors</li> </ul>
SharePoint Technical Team	<ul style="list-style-type: none"> <li>Manage SharePoint integration, development, and support</li> </ul>
Applications Owners	<ul style="list-style-type: none"> <li>Direct the design, development, and maintenance of web-based intranet applications</li> </ul>
Departmental Webmasters	<ul style="list-style-type: none"> <li>Design, maintain, and update departmental sites</li> </ul>
Content Owners	<ul style="list-style-type: none"> <li>Post, update, and retire intranet content</li> </ul>

## USERS

All IMF staff members use the intranet, and it is set as the default homepage on all IMF computer browsers (although staff members can change this). The intranet is the key communication vehicle for conveying important information to all staff.

Some common uses of the intranet include:

- Read IMF-related news and notices, and learn about events

- Use tools and applications needed to do their work
- Submit requests for various services (facilities, multimedia, events)
- Search and apply for job openings
- View personal information
- Perform almost all HR-related tasks
- Search for information

Certain intranet areas are reserved for specific groups, including closed collaboration sites and some sections of the departmental websites, which are controlled by individual departments and often contain both a public area accessible to all staff and a restricted area accessible to the department only.

## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"> <li>• <a href="http://www-intranet.imf.org/Pages/IntranetHome.aspx">http://www-intranet.imf.org/Pages/IntranetHome.aspx</a></li> </ul>
Default Status	<ul style="list-style-type: none"> <li>• The intranet is set as the default homepage on all staff members' computers, but they can change the default.</li> </ul>
Remote Access	<ul style="list-style-type: none"> <li>• Many IMF staff members work and access the intranet remotely on a regular basis. Remote access is provided through Windows Terminal Server (Citrix) from any computer or through SSL-VPN from IMF computers.</li> <li>• The organization is currently working to give iPad users access to mobile-friendly intranet pages and applications.</li> </ul>

## DESIGN PROCESS AND USABILITY WORK

### Design Approach

There were certain aspects of the intranet design that the team knew had to be addressed—urgently—such as updating the look and feel, and decluttering the homepage. However, in order to gain in-depth knowledge of what other areas had to be targeted and what the project goals should be, the team did a lot of research in the project's early stages.

An early survey, conducted by IMF's partner, Threespot, was aimed at finding out the staff's preferences for the intranet: what they liked about it and what they didn't, what they would like to have on the new site, and so on.

The survey received what Nuñez calls "an incredible response," with more than 36% staff participation. "It allowed us to collect a vast amount of data from employees



related to their use and preferences. It gave us lots of raw data that could be dissected into pieces and analyzed in charts and spreadsheets, but it also gave us a lot of personal opinions and anecdotal evidence, which was helpful to understand how the staff truly felt about the intranet,” she says.

The Threespot team also conducted contextual inquiries during which they went to people’s offices to see how people actually used the intranet in their daily work. They conducted focus groups with staff from across the IMF, and interviewed key stakeholders and staff in positions at all levels. Lastly, they reviewed the search logs, web statistics, and other available data.

Overall, the new intranet design was developed following a user-centered approach and employing a variety of research methods, including:

- An IMF -wide survey in early 2012 that gathered responses from 1,230 participants
- Search log analysis of the top 100 search terms
- Site usage analysis of the top 100 most-visited pages on the intranet
- Sentiment analysis from comments derived from previous years’ surveys conducted by TGS and COM
- Interviews with 20 business stakeholders and intranet users, during which each stakeholder answered eight questions
- An intranet news article issued August 12, 2012
- Usability testing with 10 intranet users
- Presentation of a new design to webmasters
- More than 100 meetings held with cross-functional teams, including the core project team and representatives from different functions, such as the COM team, SharePoint Intranet team, Enterprise Information Architecture team, Graphic Services, and the Web Infrastructure Team

During the planning phases, the project team spent a significant amount of time analyzing the user needs; once the design phase was underway, the project team went back to the users to present the new designs to stakeholders and all IMF staff at a well-attended meeting open to the entire organization.

“Ultimately,” says Nuñez, “the research was extremely valuable in guiding both the overall direction of the project and the many individual parts of it.”

“On the old homepage, content owners decided what content should be displayed and competed for the real estate,” she says. “The intranet redesign delivered a streamlined, uncluttered homepage by drastically shifting the focus toward content that users need to do their daily work (relying on search and usage statistics), and encourages sharing of prime real estate among content owners.”

## TIMELINE

The overall project timeline was 18 months, from kick-off to launch.

INTRANET TIMELINE	
Milestone Date	Milestone Description
1996	<ul style="list-style-type: none"><li>• First IMF intranet</li></ul>
December 2011	<ul style="list-style-type: none"><li>• Redesign project kick-off</li></ul>
January 2012	<ul style="list-style-type: none"><li>• User needs analysis complete</li></ul>
April 2012	<ul style="list-style-type: none"><li>• Wireframes complete</li></ul>
July 2012	<ul style="list-style-type: none"><li>• Usability testing</li></ul>
July 2012	<ul style="list-style-type: none"><li>• Outreach: presentation of designs to all IMF staff, intranet news article, presentation of designs to stakeholders</li></ul>
August 2012	<ul style="list-style-type: none"><li>• Designs final</li></ul>
November 2012	<ul style="list-style-type: none"><li>• Functional specifications complete</li></ul>
December 2012	<ul style="list-style-type: none"><li>• Technical specifications complete</li></ul>
January 2013	<ul style="list-style-type: none"><li>• Start of development activities, including:<ul style="list-style-type: none"><li>◦ Develop/implement new designs for 11 pages provided by Threespot.</li><li>◦ Apply new branding and styles to the rest of the 200+ pages in the homepage site collection.</li><li>◦ SharePoint 2010 upgrade of the homepage site collection (remediation activities of components that were broken after the visual upgrade).</li></ul></li></ul>
April 2013	<ul style="list-style-type: none"><li>• Start of quality assurance (QA) testing</li></ul>
May 2013	<ul style="list-style-type: none"><li>• New intranet ready for user acceptance testing</li></ul>
June 2013	<ul style="list-style-type: none"><li>• Launch of new design</li></ul>

## CONTENT AND CONTENT CONTRIBUTORS

The IMF intranet uses SharePoint's native CMS features. SharePoint was chosen not specifically for its CMS capabilities but for its full range of functionalities, including content management, search, collaboration, and social media functionalities.

The IMF intranet has a distributed content model governed by a newly formed IMF Intranet Council. The enterprise IA team guides the IA, search, and content standards. Individual departments develop and post their own content. The COM team is in charge of producing and coordinating the flow of the daily news on the homepage, and reviews and approves other top-level content on the intranet. The COM team has 10 members and receives content contributions from staff across more than 20 IMF departments and offices. The newly instituted Intranet Council will be working on a more comprehensive content strategy in the near future, with the goal of standardizing publishing workflows for centralized sites across the organization.

All intranet contributors receive extensive training and support, which includes ongoing internal in-person training courses. Extensive training and support materials and videos are available on the intranet, and the design team has published guidelines, tips, and best practices for authoring and sharing on the intranet. These are published on the *Working with SharePoint* site, the *Finding Fund-wide Information* site, and the *Enterprise Search* help site. These guidelines will be consolidated soon into a set of holistic governance documents, again through the organization's new Intranet Council. The guidelines will be made available to staff on the intranet.

Finally, a very active group of departmental webmasters—the SharePoint Users group—has been an excellent channel to exchange ideas, tips, and best practices.

## TECHNOLOGY

On the technology front, the organization recently upgraded from SharePoint 2007 to 2010. SharePoint 2010 came with new social features such as tagging, which the organization will rollout and promote in the near future.

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"> <li>Windows Server 2008 R2; infrastructure is virtual (4 WFE, 2 App on Content Farm, 2 App and 2 WFE is Services Farm, 4 FAST Servers)</li> </ul>
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> <li>Excel (Quality Center is the official requirements and bug tracking tool)</li> </ul>
Design Tools	<ul style="list-style-type: none"> <li>Visual Studio 2010; Adobe design suite</li> </ul>
Site Building Tools	<ul style="list-style-type: none"> <li>SharePoint 2010</li> </ul>
Content Management Tools	<ul style="list-style-type: none"> <li>SharePoint 2010, eDocs DM for document management</li> </ul>
Search	<ul style="list-style-type: none"> <li>FAST for SharePoint 2010</li> </ul>
Other Functions	<ul style="list-style-type: none"> <li>Mobile application development, Yammer for social collaboration, TagXchange (SOA tool for rating, tagging, and commenting)</li> </ul>

## MOBILE

IMF staff members can access an anonymous (no authentication necessary) mobile-friendly intranet site from their Blackberry devices. The mobile site includes intranet news, notices, events, a *Communication Toolkit*, people search, and resources for working remotely. In addition, three departments currently have a mobile-friendly version of their departmental page.

The Blackberry-only approach was not intended to be the mobile endgame. “When we started working on the intranet redesign, our intent was to implement a responsive design using HTML5 and CSS3,” says Faurès. “However, we had to give up due to incompatibilities between Internet Explorer 9 and SharePoint 2010. Therefore, the team is currently at work on a custom intranet site for iPad users, with a target launch date of spring 2014.”

At that time, the team will most likely retire the Blackberry site.

This iPad-friendly version of the intranet will provide more available content as new iPad-friendly intranet sites and applications are launched. The first iPad-friendly application to go live will be eReview, a workflow application used to review and clear documents.

The jump from Blackberry to tablet devices makes sense as interest and usage of tablet devices has increased among the organization’s business clients. The IMF made the decision to support iPad devices a few years ago, and it now supports approximately 1,700 (IMF-provided) iPads and 500 personal iPads, and expects to add 1,000 more in coming months. With so many staff on-the-go and increasing demand, a decision was made recently to give every professional staff member an iPad, doubling the number of iPads in use across the organization. There is also

momentum toward iPhone adoption, and discussions are underway to allow IMF staff a choice between an iPhone and a Blackberry.

## SEARCH

The IMF chose FAST Search for SharePoint 2010 for its intranet because it is rated as a top-tier search engine and is designed for the SharePoint platform. The decision to use FAST was made after reviewing other highly rated enterprise search engines.

"We know that no enterprise search engine is a 'set-it-and-forget-it' tool," says Sonia Dwyer, Enterprise Information Architect. "They all need to be configured to match the content being searched in the organization."

To address these required configurations, Dwyer explains the customizations the IMF team has made to FAST:

- Search scopes: Enterprise search guides users to different content sources through the following defined scopes, which are presented as filters above the search box on all intranet pages:
  - *All Sources* searches across all content sources below
  - *Intranet* searches on intranet content
  - *IMF.org* searches on IMF public site
  - *People* searches on SharePoint My Sites
  - *KE Documents* searches on Knowledge Exchange Documents (a collection of selected country reports, research papers and IMF publications)
- Content sources and prioritization: "Content sources are treated and weighed equally by the search engine," says Dwyer, adding that the search engine does not prioritize content sources differently. Role-based, or "user-context," search is planned for the next year.
- Crawl rules: "We have in total about 42 different rules for content inclusion and exclusion to make searches more accurate and exclude 'noise' from SharePoint items," Dwyer says. "Crawl rules are updated as needed."
- Custom metadata/managed properties: "We have in total about 62 configured SharePoint managed properties for all content sources to improve search results and content retrieval," Dwyer says. "Managed properties are also used for *Advanced Search* to ensure that users are searching IMF metadata fields for very specific searches. Every time a new content source is added, we need to map the crawled properties to managed properties."
- Relevance tuning: "FAST Search Server 2010 for SharePoint provides flexibility for tuning relevance in several ways," she says. "Relevance is not absolute and perceived relevance differs greatly among users. As part of the longer term intranet renewal, we are in the process of centralizing and elevating key information on the intranet in parallel with efforts to 'upskill' staff on content management best practices."

# IMFsearch

One less click to narrow your search scope

Best Bets blend seamlessly into search results

More visible access to help and tips

New filters: Events and Econ/Fin Data

Popular content at your fingertips

Results from My Sites and Enterprise Directory in two clicks

The screenshot displays the IMFsearch intranet interface. At the top, a navigation bar includes links for Home, About Us, News & Video, Events, HR Web, Services & Resources, Knowledge Exchange, Collaboration, and My Site. Below this, a search bar is visible with the text 'IMF Search' and a search button. The main content area shows search results for 'All Sources', with a list of results including 'Economic and Financial Data at the IMF', 'Economic Data Management Initiative', and 'Working with Economic Data'. A sidebar on the left provides filters for Content Area, Department, Date, and File Type. A 'Best Bets' section is integrated into the search results. A 'Popular content at your fingertips' section is also present. A callout box at the bottom right indicates that results from 'My Sites' and the 'Enterprise Directory' are accessible in two clicks. Other callouts highlight new filters for Events and Econ/Fin Data, the integration of Best Bets into search results, and more visible access to help and tips.

An example search results page shows recent enhancements as part of the intranet redesign, including filters, best bets, and search tips.

The screenshot shows the IMF Intranet 'My Site' for Herve Tourpe. The interface includes a top navigation bar with links like 'My Site', 'My Newsfeed', 'My Content', and 'My Profile'. A left sidebar contains a menu for 'Overview', 'Organization', 'Content', 'Tags and Notes', 'Colleagues', and 'Memberships'. The main profile area for Herve Tourpe displays his photo, name, title 'DAI Team Leader', and contact details. Below this, there's a section 'Ask Me About' with topics like 'Effective Present...', 'Social Networks', 'Yammer', 'jQuery', 'HTML5', and 'SharePoint'. A 'My Organization Chart' shows Herve's position within the IMF hierarchy, reporting to Deborah A. Reilly. Other sections include 'Recent Activities' and 'Herve's Comments'.

IMF *My Sites* provide information on expertise/skills and interests as well as great opportunities for social networking connecting people to people. *My Sites* are a personal website that gives each staff member his or her own central location to store, manage, and share work-related information. *My Sites* are fully searchable to exploit the tool's powerful networking potential.

## RESULTS AND ROI

Sometimes the easiest way to gauge a redesign's success is to listen to the feedback. The IMF team received some glowing reviews from its users after the initial launch. Here are a few examples:

*"Thank you for the much simplified layout. Easy on the eyes and the mind."*

*"I really like the fact that I can now personalize the quick links on the homepage. I didn't use them before as they were buried at the bottom of the page and cluttered with links that were irrelevant to me. This is a great improvement!"*

*"I like the new format. It is sleek and modern looking and has a lot more information available through the menus. Well done!"*

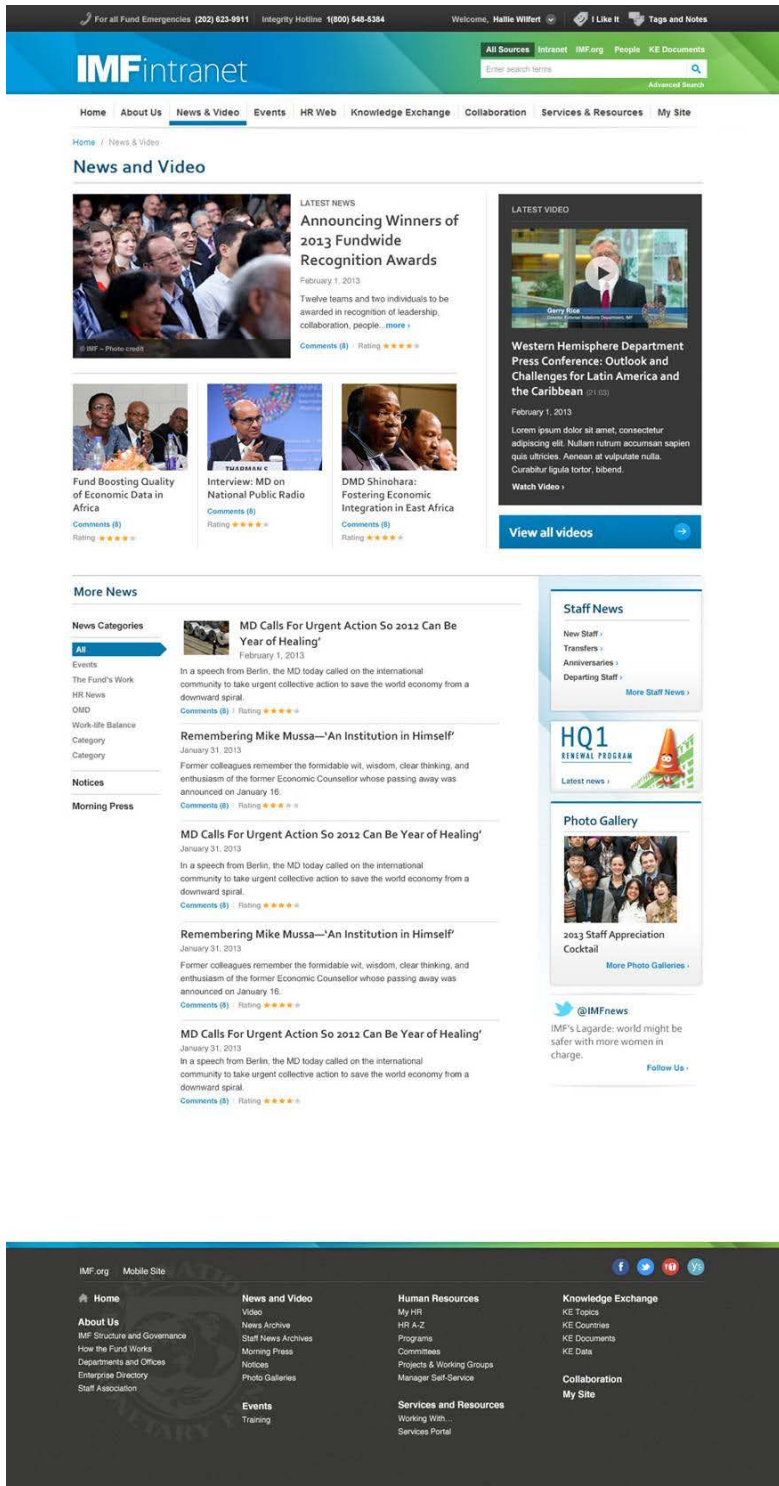
"To be fair," says Nuñez, "We also received complaints from people who couldn't find certain links and features in the beginning, but we actually expected that. We knew it would take people some time to get their bearings in the new intranet. We even went ahead and made some minor tweaks to some links to address some recurring complaints received in the first few days."

Users are not only happy with the new design; they're using the site more often and engaging with its features. New story readership has increased (as measured by unique visitors and page visits) since the launch, but—more importantly—actual engagement has increased significantly. "By engagement, we mean the amount of



staff participation in the comments and ratings features on our stories," says Nuñez. "Our stories used to receive barely a handful of comments (on average, although it varied by topic). Since the launch, participation in our stories has more than doubled. We think this is partially a result of the improved presentation of news stories in the new, dynamic *News Rotator*, as well as the prominent display of the comments feature in the *News Rotator* and the *News and Video* page."

Engagement with and use of search has also increased with the new design.



The newly created *News and Video* page highlights all the improvements made to the news delivered at the IMF. It features a much-improved interface to showcase videos, with better organization in more detailed and intuitive categories to facilitate users finding the right information at the right time.

IMFintranet

Home About Us News & Video Events HR Web Services & Resources Knowledge Exchange Collaboration My Site

Notices

Displaying 1-26 of 1201 Older

**All Notices**

- General
- HR
- HQ and Facilities
- IT
- Management
- Security

**Hot Weather Alert**  
September 10, 2013

**Announcing Reduced HSD Services on September 10**  
September 09, 2013

**HQ's Electrical Maintenance Work on September 11 and 16, 2013**  
September 09, 2013

**Watch Live Streaming of the US Open Men's Tennis Final at Your Desk**  
September 09, 2013

**Changes to Orange Level Access for HQ's Parkers & Bikens**  
September 06, 2013

**HQ's Asbestos Removal - Schedule for September 13-16, 2013**  
September 05, 2013

**HQ's Renewal Update: Changes beginning the week of September 9**  
September 03, 2013

**New Coffee Vending Machine in HQ's Lobby**  
September 03, 2013

**Security and Business Continuity Accountability Framework - Revised Edition**  
September 03, 2013

**HQ's Asbestos Removal - Schedule for September 5, 9, 2013**  
August 30, 2013

**Possible international military response to events in Syria**  
August 29, 2013

**HQ's Electrical Maintenance Work on August 29 and September 3, 2013**  
August 28, 2013

**Watch Live CNN Streaming of March on Washington Events at Your Desk**  
August 28, 2013

**Notice of Second HQ's Opt-out Period, September 4-11**  
August 27, 2013

**Final Operating Status August 28 2013**  
August 27, 2013

**Updated Food Services Survey Results—July 2013**  
August 26, 2013

**HQ's Electrical Maintenance Work on August 27, 2013**  
August 26, 2013

Displaying 1-26 of 1201 Older

Last updated on 08/20/13 11:29 AM / Page maintained by CDSR

IMF.org - Mobile Site

**Home**

**About Us**  
IMF Mission and Objectives  
Department and Offices  
Staff Handbook

**Knowledge Exchange**  
HQ Topics  
HQ Documents  
HQ Documents

**News and Video**  
Videos  
News Room  
Meeting Room  
Services

**Events**  
Training

**Human Resources**  
My HR  
HR Self-Service  
Programs  
Compensation  
Physical & Medical Screen  
Manager Self-Service

**Services and Resources**  
Service Portal  
Working with...

**Quick Links**  
Travel Portal  
Open Office  
Emergency Directory  
Job List  
Travel Blog  
Institutional Repository (IR)  
New Internet Page

**Collaboration**

**My Site**

The updated *Notices* page is accessible from the *Notices* webpart on the homepage. The old pages were simply a list of notices sorted chronologically. On the page's new version, the team added a filter to sort notices by category and displayed a visual category icon next to each notice, similar to the *Notices* webpart on the homepage. The new page is clean and clearly readable, and it offers a visual cue (icons) to indicate the notice type (*Security*, *IT*, *HR*, *Management*, *HQ & Facilities*, or *General*).

## LESSONS LEARNED

The IMF team shares some lessons learned:

- The designers must understand the constraints of the technology. “Make sure that whoever designs your new intranet has deep knowledge and expertise of the platform on which the new intranet will be implemented (SharePoint, in our case). There were a few details and features in our designs that could not be technically implemented, and we had to do some adjustments. Ideally, this should not happen.” (Faurès)
- Transition users with care. “Plan for change management, not just communication, to inform users about the new design. Old habits die hard, and when people are used to finding things a certain way (even if the methods are old-fashioned or clunky), abrupt changes are never accepted easily. Beyond informing users of the new design and providing a cursory view of what would be new, I think we could have taken a more in-depth approach at mapping out how to use the new features and anticipating questions or concerns. We wouldn’t redesign the building without providing a map before people arrived on the first day; we should treat our virtual space the same way.” (Dwyer)
- Give the team time to do what they need to do. “One lesson I learned from this exercise was to always allow more time than you anticipate at each step in the process. Don’t try to cut corners by ‘tightening’ the time dedicated to any activity. We were so eager to complete this project that we often gave ourselves pretty harsh deadlines. A number of people involved in this project had other projects or jobs to deal with, and there were times when meeting those deadlines was a big challenge. The work always got done in the end and it was all worth it, but there were moments of tension and a lot of extra hours!” (Nuñez)
- Communicate early and often—with stakeholders. “Make sure that stakeholders are consulted often and thoroughly. This project touched so many different groups and aspects of the intranet that it was hard to keep everyone on board and aware of all the changes that were proposed, designed, tested, and finally implemented. After the launch—despite all our best efforts to communicate with everyone prior to this date—there were still a few people who were surprised at some of the changes to their areas. As a result, some small tweaks had to be made later in the game, even after the new intranet had been launched.” (Nuñez)

- Communicate early and often—with users. “My advice would be to invest in a strong communications campaign to keep users of the intranet informed. Nothing goes down worse with staff than changes to their daily routine (the intranet being a big part of it) catching them by surprise. In that respect, we feel our project was quite successful. Along the way, we kept staff in the loop by posting news stories about the objectives and timing of the revamp, doing presentations of the new design months before it was launched, sharing the look of the future intranet online and at an information symposium, and launching a big pre-launch campaign two weeks prior to going live (including a news story, posters and desk-to-desk flyers, a video highlighting the main changes and features, and an preview tool that allowed people to explore the new intranet prior to using it). There was virtually no way you could work at the Fund and not know that the intranet was going to be upgraded!” (Nuñez)
- Court stakeholders with care. “Management’s support is crucial. IMF senior staff, including the CIO and deputy director of COM, were strong advocates for the program and actively participated in the communication campaign.” (Faurès)
- Test with users. “Make sure to do usability testing to validate your assumptions. In our case, users were confused with the search control and the new *Where can I find?* tool. We changed the labeling accordingly. We also got feedback that some content that we removed from the homepage was actually very important, and we had to put it back.” (Faurès)  

“Despite all the analysis, testing, and pre-launch communication you will do, be ready to answer questions such as: ‘Where did my content go?’ We got a lot of them, and had to quickly prepare a Q&A to address all those questions after the launch.” (Faurès)
- Stand behind your work. “Be prepared to stand by the new design, realizing that any change is difficult for people to accept. Avoid the temptation to drift back to the old design or way of doing things just because some people make a fuss about having to re-adapt. Be armed with valid reasons for each change when put under pressure by ‘squeaky wheels.’” (Dwyer)
- Establish ongoing governance. “No matter how good your new intranet is on day one, you will immediately be under a lot of pressure from various content owners to modify the design and user experience in order to accommodate their needs. In that context, the gains from an intranet redesign can vanish very quickly, which is why the IMF felt that it was very important to establish a governance structure. The Intranet Council must vet any change to the main pages of the intranet. In addition, departmental webmasters are required to follow the intranet standards to ensure a unified look-and-feel, a consistent user experience across the intranet, and optimal information findability.” (Faurès)

# Mayo Clinic

**Using the intranet:** As the first and largest integrated, not-for-profit group practice in the world, Mayo Clinic has physicians, scientists, and researchers from every medical specialty. Working together in teams, knowledgeable professionals diagnose and treat more than a million patients each year from all walks of life, from every US state and nations worldwide.

**Headquarters:** Rochester, Minnesota

**Number of employees the intranet supports:** 4,100 physicians and scientists; 3,450 medical residents, fellows, and students; and approximately 53,600 administrative and allied health staff, for a total of 61,150.

**Locations where users use the intranet:** Minnesota, Arizona, Florida

**Annual sales:** \$8,843 million in total revenue, gains, and other support, with 1,165,000 clinic patients served (year ending 2012).

**Design team:** The Intranet Shared Services Unit comprised the core in-house team of 16 people.

Intranet Shared Services Unit: Donna Blade, Production Coordinator; Josh Brule, Analyst/Programmer; Nik Coates, Lead Analyst/Programmer; Dawn Daehn, Analyst/Programmer; Monty Flinsch, Systems Analyst II; Deborah Grover, Systems Analyst II; Craig Hobson, Associate UX Designer; Richard Hurt Jr., Systems Analyst II; Sumathi Jayakumar, UX Manager; Jane Jacobs, Unit Head; Gianna LaPin, Senior UI/UX Designer; EleAnn Mulholland, Project Manager; Jonathan Schelander-Pugh, Production II; John Schultz, UX Designer; Terry Smoley, Senior Analyst/Programmer; Mary Uhler, Media Systems Analyst

Video streaming team: Jodie Bartz, Digital Media Producer; Ryan Hegge, Digital Media Producer; Mark McGlinch, Senior Digital Media Producer

## SUMMARY

If you can't find information on an intranet, it may as well not be there. Designers at the Mayo Clinic used constraints to their advantage to create a system that exceeds the expectations and makes it possible for physicians, scientists, students, and staff alike to find all the information they need.

Because many staff computers are located in patient-care environments, privacy is a great concern. So, these computers are reimaged every two weeks to comply with data security policies. This means that intranet designers couldn't rely on bookmarks, cookies, or search history to make it easier for people to find information. Team members, however, used their creativity to come up with a few specific ways to still make content easy to find. Examples include

- Offering powerful site search and strategically selected and positioned local search capabilities
- Placing the most popular tools in visible areas, such as the homepage, and on specific departmental pages
- Providing a simple, persistent IA

Knowing that the intranet's homepage was set to be the browser default on every new computer, designers created a left-side navigation that includes high-level clinical and administrative tools that many employees frequently use. Although this placement uses a piece of prime homepage real estate, it was a smart, strategic move. The homepage offers these high-level tools, plus a wide variety of information and other tools—from an events calendar to news, status, weather, and suggested websites—without being cluttered.

The *Status Panel* on the right offers real-time status information, such as whether the hospital is at capacity or the electronic medical record system is experiencing delays; this information is critical to various job roles. Further, if there is an outage

or impairment, the *Status Panel* provides links to back-up information and instructions for accomplishing critical tasks.

Employee Communication specialists who serve on the editorial team parse the news on the homepage in various ways to help employees find what they want. The carousel at the top displays four important news items. Each is easily decipherable in the carousel's navigation, with clear, good-sized images and accompanying headline text.

In the middle of the homepage, news headlines are sorted by physical location, using static tabs for Mayo Clinic locations. *The Most* section offers tabs for *Read*, *Commented*, and *Recommended*. To the right, *The Feed* brings social networks into the fold with tabs for Yammer, Twitter, and Facebook. *Need to Know* displays a few announcements, and the *Video Exchange* section displays the most recent videos posted.

The search function at the top of pages allows users to scope the search by common areas. *Intranet* is the default selection, as it is the most commonly needed search function. Next come choices for *People*, *Forms*, *Drugs*, and *Advanced*.



MAYO CLINIC

People Intranet Forms Drugs AskMayoExpert Advanced  
Q Search

Home Practice Education Research For You Groups Policies

Video Library Calendar

### Mayo Clinic Intranet Home

Clinical Tools  
Computer Support  
Emergency Preparedness  
EMR Support  
Health & Wellness  
Mayo Clinic Health System  
Quality  
Room Reservations  
Safety  
Travel

#### Events Calendar

May 2013

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

View All Events

#### News Center

Search News Go

##### Neonatologist guides newborn emergency care via video connection

Learn how a multi-site Mayo Clinic team came together via a first-of-its-kind video connection to save a baby. [Read more](#)

Enter the News Center

#### More Headlines

Mayo Clinic Arizona Florida MCHS Rochester

Flashback: November 1953 – How many 1918 custodians do you recognize?

10 tips on workspace etiquette

Mayo Clinic: Top ranked for quality more often than any other academic medical center in the nation

Mayo Clinic monitoring aftermath of Oklahoma tornado

View Mayo Clinic news

Enter the News Center

#### The Most

Read Commented Recommended

- Q&A: Same-sex marriage in Minnesota, Weight Watchers in Arizona and Rochester, nurse staffing in Rochester, Arizona parking, and Rochester security ARZ - RST
- Destination Medical Center (DMC) passes Minnesota Legislature
- Business Update: Working Differently, seeing results
- Weiss: Road ahead requires bold leadership

#### The Feed

Yammer Twitter Facebook

##### Yammer

The Enterprise Social Network

Connect with colleagues and experts all around Mayo Clinic through Yammer.

[Learn more here.](#)

#### Need to Know

Welcome, Médica Sur  
Go wireless in a new way  
Celebrate Service Excellence  
Unleash your creativity

#### Video Exchange

Enter the Video Exchange

#### Mission & Values

About Mayo Clinic  
All Staff Surveys  
Annual Report  
Compliance  
Diversity ARZ | RST  
Mayo Clinic Model of Care  
Mission, Vision, Primary Value  
Tradition and Heritage

#### Strategic Plan

The Mayo Effect  
Strategic Requirements  
Operating Plan Objectives  
Full Strategic Plan

#### External Sites

mayoclinic.com  
mayo.edu  
mayoclinic.org  
mayoclinicproceedings.org  
mayocreditunion.org  
mayoclinichealthsystem.org  
clinicaltrials.mayo.edu  
mniservices.com  
liveatmayo.com  
mayomedicallaboratories.com  
socialmedia.mayoclinic.org

#### Status Panel

ARZ FLA MCHS RST

##### HOSPITALS (Admissions: 205-2010)

HOSPITAL	ARZ	FLA	MCHS	RST
DMC				
DMC				
ED				

##### ELECTRONIC ENVIRONMENT

ENVIRONMENT	ARZ	FLA	MCHS	RST
MCHS				
MCHS (Lampson)				

##### Sites For...

- Administration ARZ | FLA | MCHS | RST
- Desk Employees ARZ | RST
- Nursing ARZ | FLA | RST
- Physicians ARZ | FLA | MCHS | RST
- Scientific
- Secretaries ARZ | FLA | RST
- Supervisors/Managers FLA | RST

#### Quick Links

- Brand Standards
- Cafeteria Menus ARZ | FLA | RST
- Classifieds ARZ | FLA | MCHS | RST
- Committees
- Discounts ARZ | FLA | RST
- Employee Recognition
- Facilities Requests ARZ | FLA | RST
- Help Desk
- Incident/Event Reporting FLA | RST
- Job Postings
- Timekeeping (WTK)

#### Weather

Location	Time	Temp	Forecast
ARZ	8:20 AM	76.0°	FORECAST
FLA	11:20 AM	79.0°	FORECAST
MCHS	10:20 AM	54.0°	FORECAST
RST	10:20 AM	54.0°	FORECAST

#### Mission & Values

About Mayo Clinic  
All Staff Surveys  
Annual Report  
Compliance  
Diversity ARZ | RST  
Mayo Clinic Model of Care  
Mission, Vision, Primary Value  
Tradition and Heritage

#### Strategic Plan

The Mayo Effect  
Strategic Requirements  
Operating Plan Objectives  
Full Strategic Plan

#### External Sites

mayoclinic.com  
mayo.edu  
mayoclinic.org  
mayoclinicproceedings.org  
mayocreditunion.org  
mayoclinichealthsystem.org  
clinicaltrials.mayo.edu  
mniservices.com  
liveatmayo.com  
mayomedicallaboratories.com  
socialmedia.mayoclinic.org

Contact Mayo Clinic Intranet Web Team with questions regarding this page.

The Mayo Clinic's intranet homepage links to necessary applications and offers news that's easy to process.

152

INFO@NNGROUP.COM

Mayo Clinic

The Mayo Clinic intranet also lets employees effectively use video to communicate with, teach, and motivate one another. Although this capability was available on the intranet in 2011, videos were not easy to find. After thorough research and the intranet redesign, the *Video Exchange* was born. Sometimes referred to as *Mayo's YouTube*, this area offers live streaming capabilities and houses videos of events such as award ceremonies, lecture series, guest speaker presentations, and purchased training material. The Video Streaming team works to maintain this system, which hosts more than 20,000 videos and offers a simple interface so people can find what they're looking for.

The navigation at the top suggests *Featured* videos that are current and important to the organization. Other links—*Programs*, *Live*, and *Library*—allow people to find particular shows, events streaming live, and a set of categorized videos. The search field within the *Video Exchange* enables people to find current videos and events, as well as an archive of past programs and events. This local search is clearly separated from the site search because it is positioned within the content area and below the heading *Video Exchange*. Additionally, the main site search appears just pixels above it; this proximity makes the two searches easy to differentiate.

A featured video consumes a large portion of the *Video Exchange's* main page and is accompanied by its title and date. The controls beneath the video display its length, which is always helpful for users to set expectations and help them decide if and when they want to watch longer pieces.

Below the hero video are additional videos from the news area and featured videos. Each is accompanied by a title and duration. The filmstrip UI elements display arrows before and after a set of visible videos. These arrows indicate to users that there are more videos available in the set. Additionally, each shaded rectangle represents a full set of videos in the carousel.

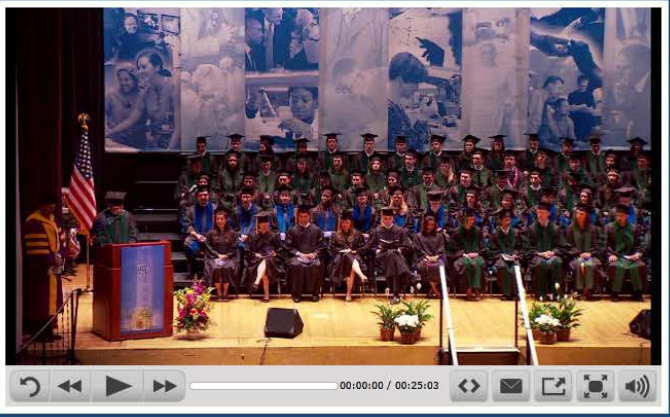
MAYO CLINIC

People Intranet Forms Drugs AskMayoExpert Advanced

Home Practice Education Research For You Groups Policies Video Library Calendar

## Video Exchange


FEATURED PROGRAMS LIVE LIBRARY Search



2013 Mayo Graduate School and Mayo Medical School  
Commencement Speech – Tom Brokaw


May 18, 2013

### From the News Center (45)




**2013 Mayo Graduate School and Mayo Medical School Commencement Speech – Tom Brokaw**

May 18, 2013  
Duration: 00:25:03.1




**Conversation with Dr. Noseworthy – May 2013**

Duration: 00:09:24.8



**2013 Earth Day**


What are we doing at Mayo Clinic to be green?  
Duration: 00:09:59.9



**Florida All-Employee Meeting - April 16, 2013**


John Noseworthy, MD  
Duration: 00:54:08.6

### Featured Videos (38)




**2013 Mayo Graduate School and Mayo Medical School Commencement Speech – Tom Brokaw**

May 18, 2013  
Duration: 00:25:03.1




**All Supervisors Meeting - May 15, 2013**

Duration: 01:02:00.5



**Quarterly Administrative Update - May 14, 2013**

Shirley Weis  
Duration: 01:04:05.6



**Conversation with Dr. Noseworthy – May 2013**

Duration: 00:09:24.8

Contact Digital Media at 8-7203.

The Mayo Clinic's intranet has more than 20,000 videos; individual titles are easy to find through the video categories or the *Video Exchange* search feature.

Finding people is easy via the site search capabilities at the top of each page and through the *Mayo Clinic Directory*. Users can search for people by name, institutional committees, and advanced capabilities. Once on an employee profile page, users can find lots of information about co-workers, including contact information and their committees and appointments. This wealth of data is maintained by the dedicated Directory & Reference Publications team.

The screenshot shows the Mayo Clinic Directory - Person Detail page for Kenneth J. Trent, M.D. The page is divided into several sections:


- Header:** Mayo Clinic logo and navigation links (People, Intranet, Forms, Drugs, Advanced).
- Search Bar:** A search bar with the text "jaya" and "first" entered, and a "Search" button.
- Navigation:** Links for Home, Practice, Education, Research, For You, Groups, Policies, Video, Library, and Calendar.
- Section Header:** "Mayo Clinic Directory - Person Detail" with sub-links: "Find a Person or Institutional Committee", "Favorites", "Request a Change", and "View Reference Pages".
- Search Filters:** "People", "Institutional Committees", and "Advanced >>".
- Profile Information:**
  - Portrait:** A photo of Kenneth J. Trent, M.D., dated Jul 2010.
  - Title:** Physician
  - Unit:** Physician Enterprise
  - Appointment Category:** Consultant (Cons)
  - Appointment:** Neurology (N)
  - Identifiers:** [hide] (LAN ID: nhj837, RACF ID: jndk3993h, Person ID: 4777532, Employee ID: 47754211)
  - Contact Information:** ken.t@mayoclinic.edu, Administrator: Darcy Skone, Campus: Rochester, Minnesota, Mail: MAYO\_3\_NEURO
  - Location Information:** [hide] (Mail Location: Kenneth J. Trent, M.D., RST — Physician Enterprise - C Mayo Building)
- Work Area:**
  - Administration:** RST — Mayo (Phone/Pager: 127 or (77) 3-4790)
  - Neurology:** RST — Mayo (Phone/Pager: 127 or (77) 7-9034)
  - Administrative Assistant:** (77) 4-8616
  - Medical Secretary:** (77) 6-4148
  - Clinical Assistant:** (77) 1-5104
  - Appointments:** (77) 1-0398
- Institutional Committee Appointments:** [hide]
  - Board of Trustees:** President and CEO (MC)
  - Diversity and Inclusion Oversight Committee:** Chair (MC)
  - Executive Operations Team:** Chair (RO)
  - Finance Committee:** Ex-officio (RO)
  - Management Team:** Chair (MC)
  - Mayo Clinic Board of Governors:** Chair (MC)
  - Mayo Clinic Corporate Officers:** President and CEO (MC)
  - Mayo Clinic Government Relations Committee:** (MC)
- Footer:** "To request a change, contact the Directory office. Last updated: 22-Apr-2013." and a "Feedback" link.

The employee profile pages on the Mayo Clinic intranet offer a lot of information, including contact information and committees and appointments.

Departments have their own sections on the intranet, so employees working in those areas can easily find pertinent information. Each clinical department follows the same template, making it easy for developers to create and users to move between areas.

The intranet's clinical departments provide horizontal content navigation below the horizontal site navigation, with contextual navigation on the left. This gives users access to the main site pages, as well as to the navigation within their own departments. The news that's covered on the department's main section page includes messages from leaders, department-specific news, the *Spotlight* on various initiatives, and a top-stories feed from the institutional *News Center*.

For getting work done, the page offers links to strategy information, a role-based gateway of links, links to clinical tools, frequently used links and bookmarks, and a local search function specifically for the department area.


**MAYO CLINIC**

[People](#) | [Intranet](#) | [Forms](#) | [Drugs](#) | [AskMayoExpert](#) | [Advanced](#)

[Home](#) | [Practice](#) | [Education](#) | [Research](#) | [For You](#) | [Groups](#) | [Policies](#) | [Video](#) | [Library](#) | [Calendar](#)

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**Thoracic Surgery**

[Our Division Home](#) | [Schedules](#) | [Policies, Procedures and Protocols](#) | [Clinical Practice](#) | [Education](#) | [Research](#) | [Administration](#)

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**Thoracic Surgery**

**Home**

- [Committees](#)
- [Staff Directory](#)
- [Quality](#)
- [Practice Management](#)
- [Forms](#)
- [Quick Links](#)

**Home**


**Safety**


[Patient safety initiatives](#)

- [Hand Hygiene](#)
- [Medication reconciliation](#)
- [Sentinal event management](#)
- [Teamwork](#)
- [Universal protocol](#)

**SBAR**

**Spotlight**


[Coverage Changes](#)


[Francis 5C Updates](#)

**Gateway**

[All](#) | [Consultants](#) | [NP/PAs, Residents, Fellows](#) | [Nursing](#) | [Clinical Support](#)

- [Accreditation Readiness Pocket Resource](#)
- [CME Link](#)
- [Department of Surgery on the Intranet](#)

**News and Announcements**

[Welcome Kelly Hangge PA-C. She will be Dr. Wigle's primary PA.](#)

[Lisa Barnes PA-C has transitioned to the role of the hospitalist.](#)

[Congratulations Sarah Wilhelmson CNP on the birth of her son, Owen Henry on September 24, 2012](#)

[New home oxygen requirements \(June 2012\)](#)

[Ordering PFTs late in the day for next day surgery \(June 2012\)](#)

[Upcoming practice changes in Thoracic Radiology](#)

[Resident duty hour requirements](#)

**Clinical Tools**

[Esophageal Cancer Staging](#)

[Lung Cancer Staging](#)

[Esophagectomy pathway](#)

[Lobectomy/Wedge pathway](#)

[VATS lobectomy pathway \(Drs. Cassivi, Deschamps and Wigle\)](#)

[Help](#) [Feedback](#)

**Leadership Message**

- [Strategic Plan](#)
- [Mission / Vision](#)

- [DOS Emergency Preparedness](#)
- [Formulary](#)
- [Patient Education](#)
- [On-call Directory](#)

**AskMayoExpert**

2013

June

S	M	T	W	T	F	S
						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						

[View Thoracic Surgery calendar](#)

Contact [Cathy Wemhoff](#), (77)4-2644, with questions regarding this page. Last updated: 21-Mar-2013

Departments have their own intranet section, so people working in those areas can easily find pertinent information.

In addition to making it easy to find people, news, and departmental information, the Mayo Clinic intranet helps people find forms and documents using the *Forms and Publications Search*. This local search includes digital as well as paper-based documents. Any employee can search and access the metadata, preview a PDF, or order a print piece. The left navigation includes links for search, ordering, and browsing by group.

Mayo Clinic

People Intranet Forms Drugs AskMayoExpert Advanced

Home Practice Education Research For You Groups Policies Video Library Calendar

## MC Forms and Publications Search

Search

Order Items (0 in Cart)

Mayo Clinic in Florida Forms

Items By Group

Linking to this Site

art tour

Search

Advanced Options Search Help

View Cart (0 Items)

### Self-Guided Audio Art Tour

Item Number: MC1718-01

For Use In: Rochester

UOM: Each  
On Hand: 765  
Availability: Stock Item

Availability:

This item is available online and it is also stored in the Forms Warehouse. We encourage you to preview the item, as some items online can be printed and/or submitted online. If you wish to place an order, enter an order quantity and proceed through the order process. Orders can take 1-5 business days (View Schedule). If you have questions regarding this item, contact Judy Osborne.

PDF

View PDF

Specifications	Preview	Patient Ed.	Usage
<p><b>Specifications:</b> BROCHURE: 16-1/2"x9" Letterfolded to 5-1/2"x9"; 80 lb. Text, Gloss, White; Prints 2-sides; Prints Full Color; Full Bleeds; FINISHING: Shrinkwrap by 200</p> <p><b>Keywords:</b> self-guided audio art tour, mc1718-01, art, gonda, building</p>			

Contact Judy Osborne with questions regarding this page. Last updated: 2-Feb-2009; 2-Feb-2009

Top of Page

Employees can search for forms and documents—printed or electronic—on the Mayo Clinic intranet.

When planning the intranet redesign, team members truly researched the organization's employees. To make the information they learned understandable, memorable, and accessible, they decided to create personas. These personas helped increase awareness about the different people, tasks, tools, bottlenecks, and challenges employees were facing. Team members used these personas to remind themselves about the users and—more important—to share an understanding and focus about the people they were designing the intranet for. Personas enabled them to make sound, confident design decisions.

Each persona is thorough and includes details about the persona's job, goals, workflows, schedule, workspace, and computer.

Anyone in the institution can use and access the library of personas. Indeed, they have been used effectively in situations beyond the intranet design, including helping to mitigate a conflict between management and front-line desk staff over new regulations for attire.



MAYO CLINIC

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Home
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For More Information

News Center

TOP HEADLINES

Honoring great gifts
Population Health Management
Cannaday Family Medicine in Florida

VIEW MORE HEADLINES

Tonya - Physical/Occupational therapist

At a glance

Age	42	Gender	Female
Years at Mayo Clinic	11	Patient facing	75%
Years in current role	11	Hard to keep up with information	Moderately
Interest in institutional information	Medium to High		

Job overview

Tonya helps patients with chronic and acute physical injuries or conditions. She collaborates with other healthcare providers to develop a treatment plan that will help the patient gain strength and relearn how to do daily activities, such as brushing his/her teeth and getting dressed. Physical and occupational therapists often work together to make sure they are working toward the same goals with a patient and will sometimes share sessions.

Not only does Tonya do consults, develop therapy plans and teach patients how to do exercises, but she's also a motivator and tries to convince patients that although it may be painful, there is an advantage to doing the recommended exercises.

Tonya loves her job and finds a lot of satisfaction in helping others get better.

Additional duties

Tonya helps train students, works on patient education materials, participates in research activities and is involved with committees and projects associated with occupational and physical therapy.

Tonya's main goals

- Tonya wants to be the best therapist she can be
- She wants to continue to learn so she can remain up to date on the latest therapy techniques
- Tonya wants a job with good work-life balance so she can also be a great mother

Major workflow

Tonya gathers her list of patients to see in the morning. Some patients will have scheduled therapy time (typically patients in the outpatient area) while others will just need to be seen by the end of the day (typically patients in the hospital) and she fits them in between her scheduled patients. She occasionally does rounds with other members of patient care teams in the morning, and works with patients the rest of the day. Because she works in multiple areas, she is constantly on the go, running between various hospital floors and the clinic.

She typically tries to do documentation and therapy planning throughout the day and during lunch but often finds herself doing the bulk of it at the end of the day. Therapy services are billed to patients, so throughout the day, Tonya also has to keep track of her productive time.

Schedule

Her day is fully scheduled. She primarily works 8 a.m. to 5 p.m., Monday through Friday. She also works one weekend every four to five weeks.

Workspace

She has a cubicle and shares a workspace with her colleagues.

Computer

She uses a shared computer for most of the day, but she does have her own computer in a work space shared with other therapists.

"I help patients gain function to live their lives."

Typical job titles

- Physical therapist
- Occupational therapist

How Tonya stays organized

- The list she receives each morning with her patient appointments for the day
- Printed referrals from the medical record
- Uses a paper list to make notes about patients and checklists

Main forms of communication

- Face to face
- Phone
- Email
- Pager

Contact Gianna LaPin with questions regarding this page. Last updated: 19-Jan-2012

When planning any new project, the Mayo Clinic intranet design team uses personas to increase awareness about the different people, tasks, tools, bottlenecks, and challenges employees were facing.

Persona-driven UX development helped the Mayo Clinic's intranet team members understand and focus on the various types of people they were designing for and thereby derive a great intranet, which makes everything searchable and findable.

## BACKGROUND

Mayo Clinic's intranet is the primary tool for employee communication, as well as the gateway to multiple areas of the clinical practice. However, it wasn't always a tidy model of order and discipline. The intranet has evolved from an academic "Wild West" model to a loosely coordinated system that features centralized management of the publishing platform(s), templates/themes, user research and design, and best practices alongside a decentralized authorship model.

Being flexible while maintaining structure is not always an easy charge. "The overall goal for the intranet," says Jane Jacobs, Unit Head, "is for it to realize its potential as a critical business and communication tool that allows for needed variance within a multidisciplinary clinical, education, and research environment, while it provides a level of consistency that allows employees from many disciplines to interact effectively with each other."

The organization's intranet team is a small, multidisciplinary group that does its best to strike this balance. It provides best practices and consistency through influence rather than control.

### Goals

The driving force behind the new site is the ever-increasing need for it to be a flexible, reliable, and easy-to-use web publishing tool to support its primary audience in direct patient care. Additional intranet goals are to:

- Provide a universal framework for presenting web-based content on the intranet
- Decrease the time required to build and maintain intranet sites
- Decrease the amount of outdated content on the intranet
- Increase the ability to find content
- Increase overall user, author, and editor satisfaction

### Challenges

As with all large organizations, competition for resources can be intense. As a team of 16 supporting more than 6,000 individual authors, prioritization is an ongoing challenge, as is maintaining a standardized set of functionality. Another challenge is in training and technical support: approximately 98% of the 6,000 authors have no experience in web authoring or production.

**MAYO CLINIC** People | Internal | Forms | Drugs | Ask Mayo | Expert | Advanced  
Q Search


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### Mayo Clinic Intranet Home

**Clinical Tools**

- Computer Support
- Emergency Preparedness
- EMR Support
- Health & Wellness
- Mayo Clinic Health System
- Quality
- Room Reservations
- Safety
- Travel

**News Center** Search News Go



**Neonatologist guides newborn emergency care via video connection**  
Learn how a mobile Mayo Clinic team came together via a first-of-its-kind video connection to save a baby. [Read more](#)

[Newborn emergency care via video](#) [Next gen scrub suits](#) [Deadline to opt out of ADP](#) [Read the latest Q&A](#)

Enter the News Center

**Status Panel**

ARZ FLA MCHS RST

**HOSPITALS (Admissions: 2013-2014)**

ARZ	FLA	MCHS	RST
2013	2014	2015	2016
2017	2018	2019	2020

**ELECTRONIC ENVIRONMENT**

ARZ	FLA	MCHS	RST
2013	2014	2015	2016
2017	2018	2019	2020

**Events Calendar**

May 2013

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

View All Events

**More Headlines**

Mayo Clinic Arizona Florida MCHS Rochester

**Flashback: November 1953 — How many 1956 custodians do you recognize?**

**10 tips on workplace etiquette**

**Mayo Clinic: Top ranked for quality more often than any other academic medical center in the nation**

**Mayo Clinic monitoring aftermath of Oklahoma tornado**

View Mayo Clinic news

Enter the News Center

**The Most**

Read Commented Recommended

- Q&A: Same-sex marriage in Minnesota, Weight Watchers in Arizona and Rochester, nurse staffing in Rochester, Arizona parking, and Rochester security ARZ - RST
- Destination Medical Center (DMC) passes Minnesota Legislature
- Business Update: Working Differently, seeing results
- Wes: Road ahead requires bold leadership

**The Feed**

Yammer Twitter Facebook

**Yammer**  
The Enterprise Social Network

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Learn more here.

**Need to Know**

- Welcome, Mídica Sur
- Go wireless in a new way
- Celebrate Service Excellence
- Unleash your creativity

**Video Exchange**

2013 Mayo Graduate School and Mayo MedEd

Conversation with Dr. Rosenworthy

2013 Earth Day

Enter the Video Exchange

**Mission & Values**

- About Mayo Clinic
- All Staff Surveys
- Annual Report
- Compliance
- Diversity ARZ | RST
- Mayo Clinic Model of Care
- Mission, Vision, Primary Value
- Tradition and Heritage

**Strategic Plan**

- The Mayo Effect
- Strategic Requirements
- Operating Plan Objectives
- Full Strategic Plan

**External Sites**

- mayoclinic.com
- mayo.edu
- mayoclinic.org
- mayoclinicproceedings.org
- mayoreditunon.org
- mayoclinichealthsystem.org
- clinicaltrials.mayo.edu
- mmsiservices.com
- liveatmayo.com
- mayomedicallaboratories.com
- socialmedia.mayoclinic.org

Contact Mayo Clinic Intranet Web Team with questions regarding this page.

The current integrated intranet homepage has many features. Those features include (from left to right): the left nav stack's high-level clinical/administrative tools; *Events Calendar*; featured *News Center* articles; more headlines sorted by physical location; *The Most* (read/commented/recommended) and *The Feed* (social network feeds); selected operational headlines; the most recent additions to the *Video Exchange* portal; enterprise status panel (for hospital admissions and electronic systems); links for role-based sites; operational links that cut across all roles; and current time and weather information.

## creating the FUTURE



**Now on Let's Talk**  
Stephen Swensen, M.D., and James Dilling talk about their vision for Quality in Mayo's future

- Creating the Future**  
Mayo Clinic's strategic plan
- Quality
  - Science of Health Care Delivery
  - Individualized Medicine
  - Integration
  - Administration

**Let's Talk**

**Quality Metrics**

### Mission & Values

- About Mayo Clinic
- Mayo Clinic Model of Care
- Rochester Strategic Plan
- Mayo Clinic Health Policy Center
- Compliance
- Diversity
- Tradition and Heritage
- 2006 Annual Report
- 2006 All Staff Survey

### Quality

- Quality Metrics (Transparency)
- Accreditation
- Patient Satisfaction Data
- Practice Guidelines
- Genomics
- Quality Management Services

### Safety

- Formulary
- Emergency Preparedness
- HIPAA
- Patient and Health Care
- Safety and Security

### Service

- Service Essentials
- Service Excellence
- Patient Education
- Transcultural Resources

June 21, 2013

## Top News Stories

- Have questions about how to Fund Your Future?**
- New vendor to operate city-provided bus service beginning July 2; no changes for Mayo in interim**
- Next Arizona Town Hall Meeting to take place April 13**
- What has Mayo Clinic learned at the Mall of America?**
- Why I Volunteer for the Katie Ride and Walk for Life: Margie Wright**

## Spotlight



### Roving Report

An informative and perhaps entertaining look inside the new Center for Innovation



### Creating the Future in a Diverse World

Video from Mayo Clinic's second annual Diversity Conference now available on Let's Talk



### It's not too late to get your flu shot

Flu season is almost here. Protect yourself, your family and those you care for by getting your flu shot, and earn 50 LiveWell points while you're at it.



### New Travel Card coming in January

Don't throw it away! Sign, activate and begin using Feb. 1. Redeem GE rewards points ASAP.



### Mayo Clinic Model of Care

Learn how you contribute to the Mayo experience



### Get a look at this!

New campaign on Integrity and Compliance



### Find out what Quality and Safety mean to you



### Mayo Clinic Center for Innovation

Inspired by the past. Innovating for the future



### Mayo Today Magazine

Your connection to people and happenings throughout the Mayo system



### Blood Donor Center Online Appointment Scheduling

View the new online scheduling tool



### The Campaign for Mayo Clinic

Comprehensive campaign will help Mayo Clinic create the future of medicine

News from: [Arizona](#) [Florida](#)

## Leadership Corner

**Weis: Road ahead requires bold leadership** May 22, 2013

**Business Update: Working Differently, seeing results** May 17, 2013

**Conversation with Dr. Noseworthy - progress and focus** May 8, 2013

**Shirley Weis announces plans to retire at end of 2013** April 17, 2013

**ARZ** 8:04am **86°** [forecast](#)

**FLA** 10:04am **83°** [forecast](#)

**RST** 9:04am **64°** [forecast](#)

## Home pages for...

- Desk Employees
- New Employees
- Nurses
- Nurse Practitioners & Physician Assistants
- Physicians
- Secretaries
- Supervisors

## Bookmarks

- Brand Standards and Tools
- Cafeteria Menus
- Classifieds
- Committees
- Conference Board
- Dan Abraham Healthy Living Center
- LiveWell
- e-cards
- Help Desk
- Information Security
- Job Postings
- MICS
- Mayo Internet
- Micromedex
- Parking
- RE-AIMS
- Room Reservations
- Surgeon's Schedule
- Timecards
- Travel Management Services

The old homepage (circa 2009). This homepage also had many features, including (from left to right): a leadership message; links to the strategic plan; links to a series transcripts for "fireside chats" produced by the then-current CEO; a link to *Quality Metrics*; more links to static "administrivia" (gray box); top five news stories; *Spotlight* news stories (rarely changed); more leadership messages; time and weather; links to role-based sites; and operational links of interest to some (but not all) roles in the organization.

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[Research](#)
[For You](#)
[Groups](#)
[Public](#)

[People](#)
[Diseases](#)
[Forms](#)
[Drugs](#)
[AskMayoExpert](#)
[Advanced](#)

[Home](#)
[Practice](#)
[Education](#)
[Research](#)
[For You](#)
[Groups](#)
[Public](#)

[Video](#)
[Library](#)
[Calendar](#)

Tuesday, May 28, 2013 - 10:55 a.m.

View News by Campus

**Mayo Clinic News Center**

Mayo Clinic | Arizona | Florida | MCHS | Rochester

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[OPERATIONS](#)
[SHIELD UPDATES](#)
[MAYO IN ACTION](#)
[MAYO COMMUNITY](#)

[Camp for Others](#)
[Working Together](#)
[Innovations](#)
[Community Partnerships](#)

**More From Mayo in Action News**

**Mayo Clinic monitoring aftermath of Oklahoma tornado** May 24, 2013  
Mayo Clinic is closely monitoring the situation following the devastating EF3 tornado which in Moore, Oklahoma.

**Seen and heard: Governor, Mayo, community celebrate Destination Medical Center (DMC)** May 24, 2013  
Mayo Clinic staff, community members and stakeholders gathered to celebrate the passing of DMC.

**3 ways you are Working Differently** May 24, 2013  
From providing greater access to medications to piloting purchases, you are creatively stepping up to the challenge in Working Differently.

[View more Mayo in Action news](#)

**The Most**

Issue	Commented	Recommended
DMC Same-sex marriage in Minnesota, Wright Walters in Arizona and Rochester, nurse staffing in Rochester, Arizona parking, and Rochester security A12 • 10/1		
Destination Medical Center (DMC) passes Minnesota Legislature		
Business Update: Working Differently, seeing results		
Wiley: Road ahead requires bold leadership		

**The Feed**

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The Enterprise Social Network

Connect with colleagues and experts all around Mayo Clinic through Yammer.

[Learn more here](#)

**Catch Up On News**

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[Submit News Article](#)

**Related Content**

**Apple showcases Mayo Clinic as a leader in making medicine mobile** May 10, 2013  
When Apple wanted examples of how iPads and iPhones were being used to deliver better health care, they came straight to Mayo Clinic.

**Mayo Clinic telemedicine study underway in rural Honduras** May 10, 2013 • A12  
Blake Fechele says that the medical conditions are substandard, because there isn't the financial infrastructure to provide needed health services.

**Mayo Clinic innovation showcased at the Edison Awards** May 3, 2013  
Established in 1987, the Edison Awards have recognized and honored some of the most innovative products and business leaders in America.

**Comments**

By clicking the Add Comment button below, you are agreeing to:

- Comply with Mayo Clinic's Social Media Code of Ethics.
- Treat your colleagues and their opinions with respect at all times. No personal attacks will be tolerated.
- Avoid dismissive wording like "Do, thank, you have a job" and "Get back to work."
- Keep your comments on topic.
- Apply the same standards of professionalism and mutual respect online as you would in face-to-face interactions.

All comments are moderated by Public Affairs. Comments determined to be unsuitable for an employee audience will not be published.

Only your first name will appear with your comment. Your full identity is confidential and will not be shared.

**18 Comments** [Add Comment](#)

**By Ramona,** Fri May 24, 2013 @ 5:13 AM CT  
 Dr. Coby was the neonatologist the night my daughter Mully was born...couldn't have asked for a better person leading the team! Now waiting for the rest of Mayo Clinic that this option is available! Congratulations!

**By Becky,** Fri May 24, 2013 @ 8:37 AM CT  
 Amazing story of innovation and collaboration between Mayo Clinic in Rochester and the MCHS!

**By Shari,** Fri May 24, 2013 @ 11:10 AM CT  
 Gives me chills. This is an astounding story of how we are transforming care delivery to improve patient

The *News Center* is the central enterprise-wide employee communication vehicle. Readers have the opportunity to read further via dynamically generated links or engage in discussions via semi-anonymous comments.



## INTRANET TEAM



The Mayo Clinic intranet team (back row, left to right): Josh Brule, Mary Uhlir, Ryan Hegge, Jane Jacobs, Richard Hurt Jr., Sumathi Jayakumar, Donna Blade, Jodie Bartz, and Nik Coates; (front row, left to right): Jonathan Schelander-Pugh, EleAnn Mulholland, Dawn Daehn, Monty Flinsch, Craig Hobson, Terry Smoley, Gianna LaPin, John Schultz, and Mark McGlinch; (inset): Deborah Grover.

## GOVERNANCE

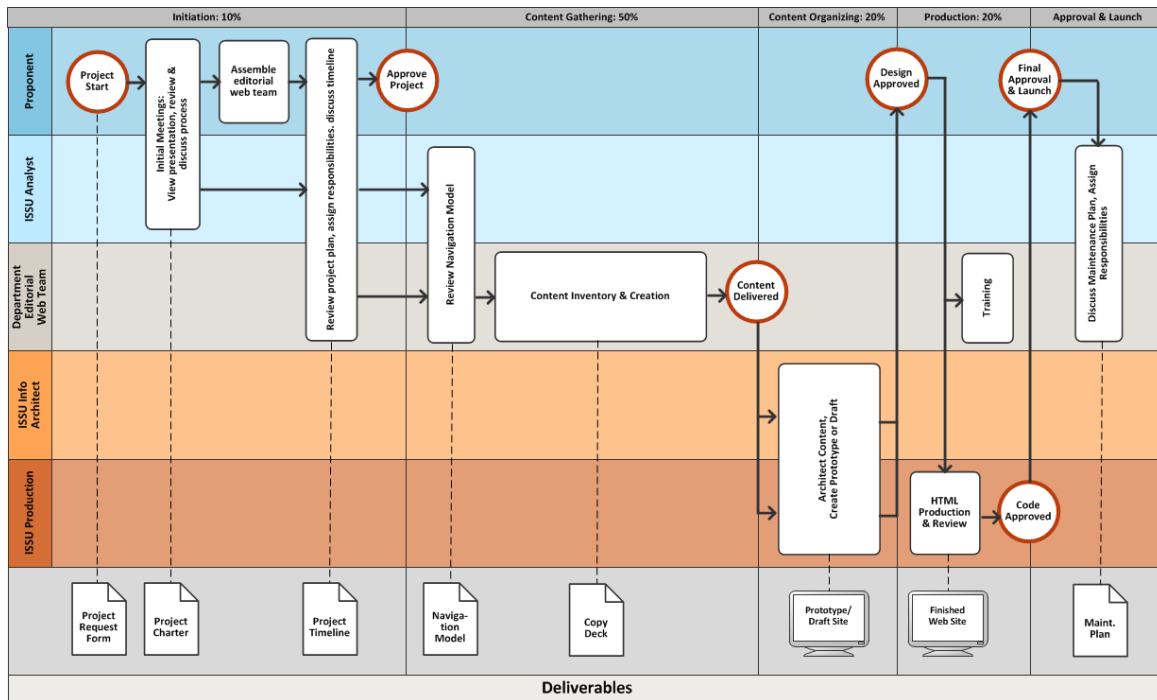
### Ownership

Like its practice, the Mayo Clinic's intranet is governed in a consensus model and influenced through persuasion rather than enforcement. There is not a single "owner" for the intranet; it is a shared, community property.

Although there is no formal oversight body, the Intranet Shared Services Unit (ISSU), which is part of the Division of Media Support Services, provides support for the institutional publishing platform (WordPress and Adobe Contribute), as well as best practices and user research/design. Broad support for the hardware and infrastructure is provided by the Information Technology Department. Publishing platform support, user research and design, business analysis, and template/theme management is provided by the intranet team in Media Support Services. Content is created, managed, and owned by each individual author and/or group that requests and maintains an intranet site.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Intranet Shared Services Unit	<ul style="list-style-type: none"> <li>• Maintain institutional publishing toolset (WordPress)</li> <li>• Provide project management, analysis, and UX services for intranet-related projects</li> <li>• Serve as product manager for WordPress, Contribute, and Google Search Appliance</li> </ul>
Information Technology	<ul style="list-style-type: none"> <li>• Provide infrastructure support</li> </ul>
Learning Technologies and Training Solutions (LTTs)	<ul style="list-style-type: none"> <li>• This internal employee education group works with ISSU to develop curriculum and provide instructors for classroom training courses and workshops</li> </ul>
Individual Site Owners/Editors	<ul style="list-style-type: none"> <li>• Provide content specific to their area(s) of expertise</li> </ul>
Public Affairs	<ul style="list-style-type: none"> <li>• Provide broad oversight for institutional and leadership communications</li> </ul>





A key component of the Clinical Intranet Standards program was the development of an easy-to-understand workflow that communicated the nature of the relationship between the proponent and ISSU. It was important to show the customer exactly how much of the project was his/her responsibility. This chart shows role-based swimlanes, key deliverables, and dependencies. Managing expectations—especially with regards to who did what during the redesign process—was important to ensure deadlines were met and that a useful product was ultimately constructed.

## USERS

Five different persona groups currently use the Mayo Clinic intranet:

- Clinical: physicians, surgeons, nurses, residents/fellows, dietitians, and clinical assistants
- Educational: education directors, education coordinators, faculty, and medical students
- Research: research scientists, research technologists, research study coordinators, and research fellows
- Lab: lab technicians, assistants, and technologists
- Administrative Support Services: administrators, business analysts, IT analysts, housekeepers/janitors, and administrative assistants

## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"><li>• <a href="http://mayoweb.mayo.edu">http://mayoweb.mayo.edu</a></li></ul>
Default Status	<ul style="list-style-type: none"><li>• The site is set as default Internet Explorer homepage on all new PCs; users may change this setting if they choose.</li></ul>
Remote Access	<ul style="list-style-type: none"><li>• Users can access all firewalled URLs when using VPN access. Remote access must be requested from Mayo IT and approved by the employee's supervisor; hourly employees are generally not allowed remote access due to timekeeping issues.</li></ul>
Shared Workstations	<ul style="list-style-type: none"><li>• PCs configured for patient care activities are set up as a shared Electronic Environment Device (EED) and are primarily deployed in clinical settings. EEDs are pre-configured with all necessary medical record programs and have limited configuration abilities. EEDs are automatically re-imaged every two weeks, which prevents users from saving personal bookmarks or files on the computers.</li></ul>

## DESIGN PROCESS AND USABILITY WORK

### A Scrappy Design Approach

The best way to describe the Mayo Clinic's design approach might be to call it "scrappy." The team doesn't let being small get in the way of producing useful, actionable results. Making the most of what it has to work with has become sort of an art form for this team.

"We've had to get creative with our research activities," says Gianna LaPin, Senior UX/UI Designer, "learning how to get more done with less and making the whole process move much more quickly, yet still produce profound insights that result in highly successful outcomes."

The team's go-to research activities aren't all complicated or expensive; instead they tend to be grassroots and use simple tools.

"The methods we've used typically are things that are very low cost and can be accomplished with basic office supplies, a good vector drawing package (like Adobe Illustrator or OmniGraffle), and a skilled facilitator," says LaPin. "We tend to have more person-time than money to spend on a project, so if things take a little bit longer, or we have to work overtime to set it up, it's easier for us to accomplish it than to ask for money for a technological solution."

One recent example is when the team redesigned the Department of Nursing intranet site, where it was creating a new navigation model. “We created a paper prototype and took it around to various nursing work areas to try it out with potential users,” she says. “The feedback we got from this exercise was extremely valuable and gave the team confidence to proceed with a complex new navigation strategy, which we’d never used before because we hadn’t done such a large site. We were worried that users wouldn’t understand it or like using it, but it was extremely gratifying to watch the nurses intuitively moving from one area to another without hesitation.”

Many nursing employees are paid hourly, and getting them into the lab often requires them to come in on their day off to participate. By walking around in their work areas with paper, the team was able to catch users during those few minutes between tasks, which replicated the mindset that nurses are likely to be in while using the real website.

Another strategy is what LaPin calls “usability lite” exercises, in which the design team enlists the help of users to assist with the research. “I might ask customers to help tote AV equipment to presentations or take photos of artifacts found at a user’s desk,” says LaPin. “We really try to make them an equal member of the user research team. We also try to involve everyone in the design phase of a project. We do a lot of charts and drawings on whiteboards and flip charts, and hang them on the wall so everyone can see them and make comments and suggestions.

“This helps make them feel like they are valued members of the design team,” she says. “Mayo Clinic is a big place, and our proponent colleagues hold a lot knowledge that I don’t have. Plus, by including them, it shares both responsibility and ownership for the project’s outcome. This team-based philosophy is one of Mayo Clinic’s core values.”

The team also makes good use of its “relationship network” to help achieve results beyond its means. LaPin says that the team has successfully formed relationships with key allies across the institution, including the Human Resources department, which helps tremendously with recruiting and employee demographic data, and Information Technology, which has provided a dedicated lab space and two full-time human factors researchers who assist in running in-person usability studies.

A key finding from the team’s use of a variety of usability methods is that there is no magic bullet methodology. In fact, employing multiple research methods ensures better results.

“Each methodology has strengths and weaknesses,” says LaPin. “I think the key thing we learned is that it’s more important to do a few different studies for each project, instead of relying on one activity and assuming you’ve gained all the knowledge you can.

“Any amount of user research is better than none at all,” she says, “but more is almost always better. I tell my customers to see it as an investment for both future projects and as a way of developing true empathy for our users, who we tend to forget are our fellow employees.”

Until the last few years, insight into the organization’s users has been limited by the fact that user research, if done at all, was frequently treated as a too-late-to-be-useful line item in a project plan. “This has started to change fairly recently,” says LaPin, “thanks to the evangelizing of a small number of individuals, both in our unit and scattered throughout the institution. We’ve also had a change in leadership in a

few key departments and some mergers, which have better aligned skills and products with changing institutional needs; this has also helped turn the tide in favor of creating a user-centered-design culture.

“In the best case scenario,” she says, “where we are part of the project team from the ground up, we try to spend a long time in the beginning doing as much investigation as possible. We try to identify and interview stakeholders as part of the project analysis phase, as well as do a business and technical requirements investigation before a project manager drafts up the project plan.”



The ISSU UX team relies on low-cost user research methods to perform studies that are fast, yet carry high value. This photo is from a test done with a paper prototype for the Department of Nursing website.

The team’s various research methods have yielded some valuable insights. LaPin shares some of the highlights:

The “target audience” and the actual users are often different. “Many of our proponents think they want to target physicians with their website content, but the reality is physicians are often not the people who actually use the sites. They usually direct someone else (an administrative assistant or a secretary) to find information or complete a task, so those people are frequently the real audience. We determined this through stakeholder interviews, direct in-person observation of employees in their work areas, and study of web analytics.

“Similar to the example above is another common misperception: that an intranet site is targeting ‘everyone at the organization.’ I think site owners confuse ‘target audience’ with ‘who has access to your content.’ Defining the audience is one of the most important analysis tasks that has to take place at the beginning of the project, and frequently requires a tactful conversation with administrators and other stakeholders. Having real data to back up our audience recommendation is especially useful, and having the personas is a real help, too.”

- Gauge demand through data, not buzz. “The demand for mobile-specific content is not as great as the vocal minority thinks it is. Not many employees use mobile devices to access intranet content. For example, surgeons aren’t allowed to have mobile devices in the operating theater, and nurses can’t carry them between patient rooms due to infection control concerns. Clinicians do use their email constantly, but they already have access to that on their iPhones.

“Clinicians do really want to interact with the electronic medical record system and other patient-care applications, but development of those products is driven by IT, not us. We are considering expanding our UX services from just website-specific to all digital interfaces, but getting IT to consistently include design from the beginning of the project requires a tremendous culture shift.”

- Dividing users strictly by role is not always a clean way to cut the data. “Mayo Clinic’s unique organizational structure of dual appointments—physicians perform educational and research duties, as well as see patients—meant that there was no real org chart for the institution. There were pieces of them, but they never connected together all the way to the top.”

It thus fell to the team to figure out how to organize the organization.

“When we were starting the persona project, we were faced with the infinite number of ways we could divide up the employee population. Our first instinct was to use the institution’s org chart to help segment the entire organization, which is when we discovered that a true org chart didn’t exist. I’m glad we didn’t find an org chart, because we ended up pulling records from HR and chose the job classes with the largest number of employees, which I think ended up being the better solution. I guess the lack of an org chart is really more of an incidental finding rather than a major discovery—although it floored me, personally.”

- Users want to be involved in the research. “Employees, on the whole, are very willing and excited to participate in user research projects. We rarely had problems finding volunteers to interview or attend focus group sessions, and some even came in on their days off to contribute. They enjoy having the opportunity to express their opinions and be heard.”

- Don't forget users whose jobs are not deskbound. "Email and the intranet are generally the preferred way for our Internal Communications group to share information with employees, but there are large segments of the workforce who rarely check their email or look at the intranet. Generally, these individuals don't have the opportunity to use a computer, such as a cafeteria cashier or a warehouse worker. This awareness has helped Communications to modify how they share information; in this case, they may target the supervisors through their quarterly meetings, instead of trying to reach employees directly."

## Using Iterative Cycles

In addition to using discount research methods, the team also relies on frequent iterative cycles to help them discover and solve problems as they are discovered. These cycles are not highly controlled cycles, but rather quick bursts adapted as needed to solve specific problems.

"We tend to look at a project very holistically and organically," says LaPin, "instead of as a regimented process that must be followed in the correct order. I suspect this working style developed because often we are not called in or included in a project until many of the decisions have already been made, and the project is well on its way to production."

This means they frequently have to figure out the situation very quickly and do a lot of cross-communication in order to understand the true business and user needs.

"Unfortunately, we almost always find that those needs are not well defined—or rather, they are the perceived needs of the proponent instead of the actual end users," she says. "Once we all agree that we have a good handle on our users and their needs, a formal presentation is made or a report gets written, depending on the circumstances. By this point, we've already started coming up with some great solutions to explore, so we might start coding up a prototype or laying out page-level wireframes. If the project has significant interactive features, especially if it's something that we've never tried before or we are unsure if it will fly with the users, we'll design another usability test (usually in the lab or with a mobile laptop)."

In the past, the team would perform a whole week's worth of tests in the lab and then simply get a report of the findings, but in the past year or so they've moved toward more of an iterative design approach.

"We simply fix problems between lab tests as our users find them instead of waiting until the end of the week to do anything," says LaPin.

"We started doing this with the nursing redesign project about two years ago," she says. "It worked because we had the project's programmer in the lab with us, watching the users struggle and participating in the debrief discussion that occurred after each lab session where the observers collectively recorded their impressions, facilitated by the lab's moderator. We identified where the user had problems or made mistakes, and I would suggest a solution (as the project's UX lead). The team would agree to make a change, and the programmer would do it right away. The changes were not huge, just cosmetic.

"In one situation, we were all getting frustrated because nothing seemed to be working," says LaPin. "The users weren't seeing the *Emergency Plans* link in the main navigation. We tried everything we could think of: making it all caps, turning it



bright red, etc. Time and again we saw the users look right at the link but they didn't click it. But by the end of the week, we finally hit on the right solution and had users getting through the task without making a mistake."

For iterative design to occur, people have to be watching the users, physically gathered in one space (or connected by video/phone). "Not everyone has access to a dedicated physical space, but if they do, the more people from the project that they can get behind the mirror, the better," says LaPin. "A member of the programming team needs to be present, with whatever technical setup he or she needs to make real-time changes to the testing environment. A knowledgeable UX/UI expert also needs to be observing, and everyone participating needs to be empowered by the project's stakeholders to make changes they think are appropriate."

Conducting rapid design/test sprints like this means the team can often emerge from the lab with a production-ready product instead of having to spend time afterwards debugging. This sounds like a win-win for everyone involved, but, as it turns out, it was difficult to change the prevailing mindset. "I was surprised at how hard it was to change the belief that we had to be very über-scientific about the whole process," says LaPin. "They worried that changing the prototype mid-week would somehow invalidate the results that came afterwards."

## Using Data to Drive Decisions

Data is only as important as its importance to the people who are on the receiving end; because Mayo Clinic is a very data-driven organization, the design team knows that data matters.

"Mayo is very data-driven," says LaPin, "so being able to produce data—even if your customer doesn't really understand it—brings a higher level of credibility. The data that our lab studies generate is very qualitative, especially when we use them to iteratively design and develop. One task I frequently have to perform is making the project team (who are usually not trained scientists or statisticians) understand the difference between qualitative and quantitative data, and the role of heuristic evaluation."

As a leading medical and research center, data drives the organization's core business of providing best-practice-based care to patients, so it's natural for intranet authors to expect that same level of research and evidence-based practice applied to the intranet. "It's important that we are able to support our recommendations with the same rigor that our medical staff applies to direct patient care," says Lapin, "so we spend a lot of time researching, benchmarking and doing user observation. Our customers love graphs and charts and numbers, but it's challenging to visualize complex data in a way that people unfamiliar with the project can appreciate it."

"We have been working on our first true quantitative experiments this last year," says LaPin, "which requires some training and skill building. Most of us don't have experience with experimental design, so this has been a learning process—but one we all believe will repay by advancing the field and improving our credibility in the institution."

## Working with Outside Agencies

It is always preferred to find resources internally rather than go outside the organization for help, but the reality is that most organizations augment their internal team with contractors or agencies. The Mayo Clinic team has a great



relationship with these hired guns. “We work so closely with some of our agencies, that we’ve hired a few employees as permanent additions to the Mayo family,” says LaPin. Some of the agencies the organization has engaged in recent years include:

- Human Factors International (HFI): Provided specialists to help the Persona Project develop a research methodology for creating personas.
- Corporate Web Services Inc. (CWS): This local web development company has helped on several intranet projects, generally with IA and front-end development.
- Aquent and Xylo Technologies: Provided contract help for small-to-midsized web redesign projects, as well as IA/UX expertise for the redesign of the Department of Nursing intranet site (the organization’s largest project to date).

## TIMELINE

INTRANET TIMELINE	
Milestone Date	Milestone Description
1996–1999	<ul style="list-style-type: none"> <li>First intranet implementation (first homepage, first common intranet navigation banner)</li> <li>Pages are all static HTML authored by a few individuals</li> <li>Intranet at this point is perceived as an “experiment”</li> </ul>
2000	<ul style="list-style-type: none"> <li>Version 1 (V1): Department websites established using Adobe Pagemill and FrontPage web authoring software</li> <li>First general-purpose publishing system</li> </ul>
2001	<ul style="list-style-type: none"> <li>First committee—the Rochester Intranet Technology Subcommittee —is established to formally handle intranet governance</li> </ul>
2003	<ul style="list-style-type: none"> <li>Began use of Contribute (owned by Macromedia) to author intranet websites (V2 template)</li> </ul>
2005	<ul style="list-style-type: none"> <li>First pilot of a true CMS—Stellent and WebSphere. Stellent was fully implemented to store the institutional <i>Policy &amp; Procedure</i> library, but WebSphere was abandoned as it was deemed too complex and costly for general publishing</li> </ul>
2006	<ul style="list-style-type: none"> <li>The Intranet User Interface Guidelines Workgroup is established to publish user research and develop navigation best practices; the committee is still running, though membership has changed over time</li> </ul>
2007	<ul style="list-style-type: none"> <li>Installed Google Search Appliance to replace Verity search</li> </ul>
2009	<ul style="list-style-type: none"> <li>V3 interface system released as a Contribute template</li> <li>Formation of Intranet Shared Services Unit</li> </ul>

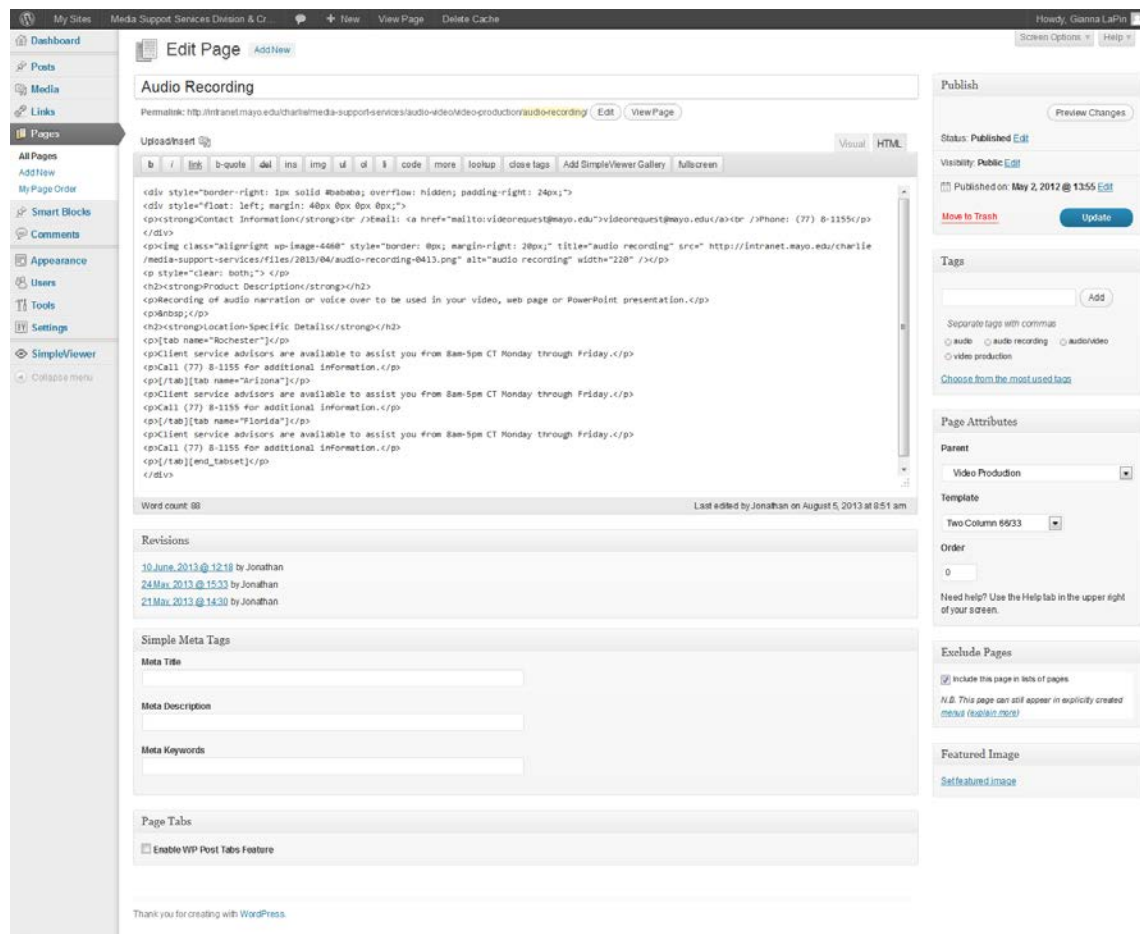
	<ul style="list-style-type: none"> <li>• “One Mayo” intranet merger</li> <li>• WordPress pilot started</li> </ul>
2010	<ul style="list-style-type: none"> <li>• Redesign of top-level pages to use V3-derived HTML &amp; CSS (versions 1 and 2 were HTML templates written for specific publishing tools, but V3 was expanded beyond the Contribute technology and integrated into WordPress, so it’s become more of an “interface standard” rather than a “template”)</li> <li>• Other intranet groups apply V3 visual style to their own publishing tools (usually home-grown .NET or ASP systems); V3 is no longer tied to a specific technology</li> <li>• WordPress introduced as new operational publishing platform</li> </ul>
2011	<ul style="list-style-type: none"> <li>• Clinical Intranet Standards developed and sanctioned by the enterprise Clinical Practice Committee</li> <li>• UX team established within ISSU; developed streamlined workflow and role definition</li> <li>• Redesign of the Department of Nursing intranet site completed (approx. 10,000 pages)</li> </ul>
2012	<ul style="list-style-type: none"> <li>• Persona Project concluded</li> <li>• FrontPage phased out in Arizona due to aging technology; replaced entirely with WordPress</li> </ul>
2013	<ul style="list-style-type: none"> <li>• Redesign of Department of Radiology intranet site completed (approx. 1,200 pages)</li> <li>• Redesign of Division of Media Support Services intranet site completed (approx. 350 pages)</li> <li>• Formal Contribute sunset plan initiated; will require conversion of more than 500 websites by 2015</li> </ul>

## CONTENT AND CONTENT CONTRIBUTORS

Using a standardized publishing platform and collection of interface standards developed and maintained by ISSU, website content is authored and maintained by local SMEs for departments and work units to support a diverse array of daily tasks, including work shift scheduling, clinical procedural and process information, committee activities, departmental news, and practice management information. Besides general published content, several other web-based applications serve important employee needs such as searching for people; communicating hospital status (such as bed availability, emergency room traffic, and electronic environment uptime); finding event information; learning about patient care practice changes; determining benefit eligibility; and performing annual training to meet regulatory requirements.

Content on the Mayo Clinic intranet is developed by a diverse group of authors ranging from individual employees with domain/subject matter expertise to highly skilled communications professionals producing content directly in support of the organization's internal communications strategies. "It is a blended 'top-down/bottom-up' content management philosophy that allows individual authors to contribute content with little or no oversight burden while also providing a high level of brand and message control for official institutional messages and campaigns," says Monty Flinsch, Systems Analyst II. "We have just over 6,800 registered users with contribution privileges on over 1,000 individual sites."

An additional 1,500 users managing approximately 700 sites will join the WordPress program when the organization's migration from Adobe's Contribute is complete in 2015.



The WordPress authoring environment. ISSU has made several modifications to the authoring experience of the intranet's operational WordPress environment, including a customizable theme and several plugins that change how the visual editing tab functions.

## Maintaining Oversight

The organization employs a multi-tiered content review process that is geared to the authors' needs. "The majority of the authoring community is self-policing," says Flinsch, "with individual intranet site authors charged with adherence to our internal communications and intranet use policies that are based on trust, mutual respect, and openness." Different types of information is supported by different processes:

- Official news. Content published on the official internal news area, such as the weekly news site and leadership blogs, is closely managed by communications professionals who employ a structured content strategy and editorial calendar. This helps ensure that the content is produced quickly and stays on-brand.
- Regulatory information. Content related to regulatory information, policies, procedures, and clinical protocols is closely managed through a multi-step workflow employing a standard document-management chain of custody and audit trail processes.

- Newly published sites and those undergoing major revision. Most content on the Mayo Clinic intranet is locally managed and reviewed. However, the intranet team vets each site prior to it being published for the first time and after any major site revisions to check for completeness and functional compliance with the Intranet Publishing Standards prior to release. Local SMEs perform content reviews with little or no oversight from the intranet team. Content, IA, and usability feedback is provided to the site manager and must be addressed prior to release.

“We employ a distributed review process once a site is live based on end-user feedback,” says Flinsch. Every intranet page displays a link to the content owner’s email, allowing any content or usability concerns to be quickly reported directly to the site manager or author. This system provides just enough oversight to maintain the team’s quality standards, while preventing the flow of fresh content from being held back by cumbersome pre-publishing review processes.

“This strategy allows our authors to publish their content quickly with a minimum of process or red tape,” says Flinsch.

## Supporting Authors and Ensuring Consistency

Mayo Clinic authors benefit from access to a suite of site themes and page templates, taking the guesswork out of adhering to the organization’s content strategy and user interface guidelines. “User interface standards are baked into our themes and templates, making compliance for the most part a background concern,” says Flinsch. “All content published within the system is presented in a framework that has been developed, tested, and reviewed by our Intranet, UX, and HCI teams.”

Page-level presentation issues are dealt with on a case-by-case basis through consults with the Intranet and UX teams.

Templates and themes are overseen by the Intranet User Interface Guidelines Workgroup, which is comprised of professionals from the UX, Communications, and Human Computer Interaction teams. Training and support materials provide extensive guidance on writing for the web, IA, and a variety of other topics relevant to the author’s needs.

The organization also provides extensive online, face-to-face, and peer-based training and support solutions to its authors. All users are encouraged to enroll in an internally developed eight-hour Introduction to WordPress class taught by professional instructors from Mayo Clinic’s Learning Technology Group. This extensive online training program employs nearly 100 hours of short video lessons on everything from basic authoring skills to advanced WordPress topics.

In an effort to address the most common training and support concerns as they arise, the team is developing a growing library of step-by-step lessons is driven by the topics coming into the team’s support queue. Finally, a peer-based support system on the company’s internal Yammer network allows skilled users in the authoring community to assist and motivate users new to the system or unsure of their skills.

## TECHNOLOGY

Nik Coates, Lead Analyst/Programmer explains the intranet's technology backbone tools:

- **Content Management:** The principal technologies used to publish content on the intranet are Contribute and WordPress. The team is currently in the process of converting its approximately 900 Contribute sites to the WordPress environment (which currently hosts around 1,000 other sites). Contribute is being retired, so WordPress will become the sole intranet publishing platform. "The WordPress environment allows us to centrally administer users, sites, standards, templates, and functionality, which is necessary given the large number of internal sites that we support," Coates says.
- **Web Analytics:** For web analytics, the team is currently migrating from Webtrends to the open source Piwik toolset. The change was made primarily to increase the functionality of the web analytics toolkit. Because Piwik is open source, the team can integrate it with the company's employee demographic data to produce data analysis functionality that is unavailable in any existing off-the-shelf product.
- **Search:** Google Search Appliance is used for general intranet search and custom search collections used by various projects throughout the enterprise, including *AskMayoExpert*, an online health knowledge management system used both in Mayo Clinic patient care and Mayo Clinic Medical School education.



Other intranet technologies include:

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"><li>• Servers (hardware): HP Proliant BL460c/G6</li><li>• Servers (virtualization software): VMWare ESX</li><li>• Virtual server OS: Red Hat 5.9</li></ul>
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"><li>• Bug/issue tracking: BMC Remedy 7.1</li></ul>
Design Tools	<ul style="list-style-type: none"><li>• User research: OptimalWorkshop suite, TechSmith Morae</li><li>• Wireframes: OmniGraffle, Adobe Illustrator, Visio</li><li>• Prototyping: Axure RP, Adobe Dreamweaver</li><li>• Mockups: Adobe Photoshop</li></ul>
Site Building Tools	<ul style="list-style-type: none"><li>• WYSIWYG editing: Adobe Contribute (sunsetting)</li><li>• HTML/JS: Adobe Dreamweaver</li></ul>
Content Management Tools	<ul style="list-style-type: none"><li>• WordPress 3.5.2</li></ul>
Search	<ul style="list-style-type: none"><li>• Google Search Appliance (GSA7)</li></ul>
Other Functions	<ul style="list-style-type: none"><li>• Analytics: WebTrends (sunsetting), Piwik</li></ul>

## MOBILE

Mobile access is provided if a user's device is connected to a secure WiFi network on campus, or logs in with a VPN. Mobile users see all the same content as desktop users.

Contrary to many organizations' experience, the Mayo Clinic team has found that there is little to no demand for mobile services by the organization's employee population. "Individual groups within the institution have created strategic mobile applications that are in use by small sections of the population or to service a niche demand, but as a whole, mobile traffic accounts for less than 0.3% of our total intranet traffic," says Coates. "Our standard sites are accessible through several devices and display very well on tablets and iPads. However, we do not use any mobile-specific CSS or other mobile-specific optimizations. In our institution, the ROI is not enough to introduce mobile-specific optimization to our sites."

## SEARCH

Back in 2006, Mayo Clinic was using several search solutions (Verity, Mondo Soft, and so on) across both internet and intranet departments. Leaders from both departments met to discuss a more unified search solution. After extensive requirements gathering and analysis, the Google Search Appliance platform emerged as the winner. "Factors influencing the decision included hardware/software cost, accuracy of results, ability to customize results (both appearance and functionality), reliability, and scalability," says Terry Smoley, Sr. Analyst/Programmer.

Because the intranet supports many publishers with various requirements, there are several methods for updating and refining search results. "For new sites or existing sites that are migrating," Smoley says, "updates (for example, adding/removing URLs to be indexed) and search enhancements (such as Key matches) are included as a step in the project's workflow. Additionally, when search users notice inaccurate or missing search results, we have a system, which allows them to submit a request to update search results. Finally, our more sophisticated publishers are constantly refining their search results by pushing incremental XML feeds to the search appliance, managing dynamic synonym and keyword suggestion lists, and using result biasing measures (such as metadata, URL, date)."

**MAYO CLINIC** People Intranet Forms Drugs AskMayoExpert Advanced  
Q: blood Search

Home Practice Education Research For You Groups Policies Video Library Calendar

### Mayo Clinic Intranet Search Results

blood Search

Mayo Intranet AskMayoExpert Documents Drugs Forms & Publications News Policies & Procedures

People	Phone	Pager	Work Area
<a href="#">Blood, Kimberly J.</a>	(776)-1973		General Surgery (Austin Medical Center Clinic 1 South)
<a href="#">Blood, Peter N. C.N.M.T.</a>	597-434-1189	<a href="#">127 (13745)</a>	Hospice (Skemp Clinic 1)
<a href="#">Blood, Stephen S. (Steve)</a>	(783)-2940	<a href="#">127 or (783)-7823</a>	RST - Neurology Appointment Center (Mayo Support Center South 1)
<a href="#">Blood, Tiffany J. RHIT</a>	(774)-1937		FLA - Nursing Cardiovascular (Mayo Building & Hospital 2-TCN)
<a href="#">Blood, Victor M.</a>	(786)-3334		Respiratory Care (La Crosse Medical Center 1)

Showing results 1-5 [See all 6 results in People](#)

Search results from [All locations](#) [Arizona](#) [Jacksonville](#) [Rochester](#) [Mayo Health System](#) [Sort by date](#) / Sort by relevance

Search Results 1 - 10 of 7530 for "blood" in All Locations

#### Blood Tests

... Home: [Blood Tests](#): [Blood Transfusions](#): ... Utilization Review: [Blood Tests](#): [Blood](#)  
Test Ordering Clinic, Emergency Department, Hospital, ...  
[mayoweb.mayo.edu/man-proc-blood/](#) - 25k

#### Blood Transfusions

... Policies/Guidelines: Utilization Review: [Blood Transfusions](#): General  
Information, Transfusion Reactions: ... Ordering: [Blood Products](#): ...  
[mayoweb.mayo.edu/man-proc-guide/blood.html](#) - 5k

#### Department of Radiology

[Vascular/Interventional](#): ... RMS/FACS/Workbench (status & support): [Blood &](#)  
[Body Fluid Exposure](#): (9) 252-4226. Safety: click here to open form. ...  
[mayoweb.mayo.edu/radiol/](#) - 10k

#### Division of Vascular Surgery

... vass. Division of [Vascular & Endovascular Surgery](#) Duty Hour Policy. ...  
[Vascular Surgery Meeting Dates & Deadlines](#). [VASCULAR](#) ...  
[mayoweb.mayo.edu/vascular-surgery/](#) - 5k

#### Blood & Body Fluid Exposure

... [Blood & Body Fluid Exposure](#). Report all [blood](#) and body substance exposures  
to the Employee Occupational Health Service immediately! ...  
[mayoweb.mayo.edu/dpom-ehs/bbcontact.html](#) - 5k

#### Gonda Vascular Center Mission

... [Vascular Surgery](#). Gonda [Vascular Center](#). Home. Gonda [Vascular Center](#)  
Mission ... 1992 Gonda [Vascular Center](#) Dedication (video). Quick Links ...  
[mayoweb.mayo.edu/gonda-vasc/](#) - 5k

#### Vascular Surgery Fellowship | Department of Surgery – ARZ

... [Vascular Surgery Fellowship](#). Home » Education » [Vascular Surgery Fellowship](#).  
Dr. Richard Fowl Dr. Samuel Money Dr. William Stone. ...  
[intranet.mayo.edu/charlie/general-surgery-arz/education/vascular-surgery-fellowship/](#) - 8k - 2013-01-04

#### Vascular Access | Department of Emergency Medicine – RST

... [Vascular Access](#). Home » Sections and Divisions » Emergency Ultrasound »  
Image Library » [Vascular Access](#). NORMALS, ABNORMALS.  
[intranet.mayo.edu/~/home/sections-and-divisions/ultrasound/image-library/vascular-access/](#) - 9k - 2013-01-05

#### Laboratory Collection Services: Blood Collection

Search This Site Home: [Blood Collection](#) » [Arterial Puncture](#) ... Studies/Xits.  
[Transfusion Medicine](#). Venipuncture. [Body Fluid/Non Blood](#) ». Clerical. ...  
[mayoweb.mayo.edu/cds-docs/lab-services-bloodcol.html](#) - 4k

#### Cerner update – CBC and peripheral blood smear reporting ...

... Cerner update – CBC and peripheral [blood](#) smear reporting changes. ... The  
remainder of the [Blood](#) Cell Count tab will be unchanged. ...  
[intranet.mayo.edu/~/2013/03/14/cerner-update-cbc-and-peripheral-blood-smear-reporting-changes/](#) - 7k - 2013-03-14

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

For help with intranet search, visit our [Google resource page](#). Last updated: 08-02-2010

A search results page for the query “blood.” When using the top global input field to run a search, the search appliance will query seven different search collections and present results in a tabbed format. If the query has matches in the company directory as well as general intranet content (as in this example), the SERP will return the top five *People* results, including a primary phone number and a link to the web-based pager gateway (if available). If users need more information, they can click a person’s name for the full directory profile.

## RESULTS AND ROI

Simply put, success for the Mayo Clinic intranet means solving a problem.

“Sometimes, success comes by simply satisfying the need of a customer to promote his or her individual project,” says LaPin. “If that is the case, then we are successful in minimizing the resource drain to meet that need. Other times, we hear success in the grateful emails we receive from users who are thrilled to have an attractive, well-organized tool to help them with their daily work. Success might be word-of-mouth praise from customers that generates a new project request. Another form of success might be external recognition of expertise at industry conferences.”

As with many other organizations, measuring the ROI value of Mayo Clinic’s corporate intranet is an imperfect science at best. “In fact,” says Sumathi Jayakumar, UX Manager, “business analysts contend that precise ROI measurement is not possible due to the expansive and far reaching nature of intranets. However, while measuring the precise return on investment may not be possible for most of our sites, there are means by which our organization does qualify both potential and existing ROI.”

For example, at Mayo Clinic, application- and project-based ROI can be measured far better than the ROI of the entire intranet. Application or widget examples include the employee directory, the policies and procedure management tool (UCM), employee HR self-service tools, clinical standards templates, Synthesis (EMR), and the committee application. “Most of the savings [from these tools] result from the cost avoidance of printing or distributing documents, and enhanced communication, collaboration, and decision-making, among other things,” Jayakumar says.

## LESSONS LEARNED

Jayakumar outlines some of the team’s best practices developed from its experiences building the new intranet:

- Form a multidisciplinary project team with well-defined roles and responsibilities. “Intranet projects are a product of many dedicated minds that see things from different viewpoints. Use project managers and supervisors to protect employees’ schedules, so they can stay as focused as possible on one project at a time with a minimum of distraction.”
- Maintain consistency of centralized project intake and management. “Find or build a project intake tool and capture information about requests and projects. Track your time. Use the data gathered to justify requests for additional resources and staff when necessary.”
- Develop a well-defined intranet redesign process and implementation. “Whether it is a waterfall process, an Agile/Lean process, or a hybrid, define each step and its dependencies well. Be clear about expectations and deliverables upfront, especially when communicating with customers. Draft SLAs [service-level agreements] if necessary.”

- Invest in user experience resources and processes. "Become comfortable with a variety of user research gathering methodologies. Design experiments that generate data for future projects. Cross-train members so they can serve many roles, but allow specialists to develop and give them the training, the experiences, etc. they need to stay committed. Have more experienced employees directly mentor the less experienced and pay attention to their professional development."
- Utilize project management and business analysis resources. "Establish the business value of intranet projects. Use a dedicated project manager to oversee meetings, deadlines, resources, and budgets."
- Create editorial teams for on-going maintenance of content. "Encourage these teams to develop a content strategy and formal workflow. Expect them to assign dedicated, skilled resources to content authoring and maintenance."
- Form an enterprise governance structure. "Find or grow an intranet champion, preferably someone at the C-level. Figure out how to ride the flow of the organizational culture. Figure out who the influencers are, and turn them into intranet evangelizers."
- Be active in the knowledge management industry. "Contribute to the development of best practices, tools, and templates. Publish your knowledge, your processes, and your discoveries. Benchmark and share with other organizations. Stay informed."

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## National Geographic Society

**Using the intranet:** National Geographic Society is one of the largest non-profit scientific institutions in the world. It reaches 450 million people worldwide each month through its media, exhibitions, live events, school publishing programs, research grants, and merchandise.

**Headquarters:** Washington, D.C.

**Number of employees the intranet supports:** Approximately 1,500 full-time employees, along with numerous contractors, interns, and international partners.

**Locations where people use the intranet:**

Washington, D.C., New York, Los Angeles, Detroit, Colorado, Chicago, London, Sweden and China

**Design team:** A three-person Internal Communications team led National Geographic's intranet redesign, working with Celerity's web and mobile team and the Baker Hill design agency. The team engaged stakeholders from every department across National Geographic for the initial launch and to establish a regular group of contributors.

In-house team: Keelin Vaccaro, Director of Internal Communications; Megan Seldon, Manager of Internal Communications; Christy Solberg, Visual Communications Coordinator; Russ Little, Director, Technology; Dan Backer, Director, Infrastructure

Celerity: Elisabeth Beller, Project Advisor; Drew Engelson, Technical Advisor; Susana Esparza, Scrum Master and Project Manager; John Dymond, Architect and Lead Developer; Jason Kolaitis, Lead User Experience Designer; Beshoy Louka, Front-End Developer; Ilya Lemberg, Developer; Kenneth Yu, Developer

Baker Hill: Mark Hill, Principal and Creative Director

### SUMMARY

Faced with an outdated intranet and armed with data from an engagement survey of employees, the National Geographic intranet team knew employees wanted more communication and collaboration. Based on the existing survey results and more than 100 face-to-face interviews with employees, the vision for the new site, *ngconnect*, became clear: connect employees to the organization, each other, and the tools they need to do their jobs.

The team wanted to achieve these goals while reflecting a sense of the organization and its history. It was essential to the Internal Communications team that the new site reflects the DNA of the nonprofit scientific institution, with a focus on exploration and adventure, visually stunning photography, and unique storytelling.

The team, together with business acceleration consultancy Celerity and design agency Baker Hill, approached the redesign using an Agile methodology. User research played a big role in the project, with focus groups, card sorting, and user testing of prototypes, as well as continued user feedback through the review process, which occurred every two weeks.

The homepage uses a carousel to highlight five news items daily. Users can page through items using arrows on the side of the carousel. News and articles are also listed beneath the carousel. Each headline is accompanied by a category (such as *Events*) or source (such as *EarthCurrent*) and part of the story's first line. Upcoming events are listed with the event name and location. Each piece of content allows users to comment on or "like" it, creating an opportunity for dialogue.

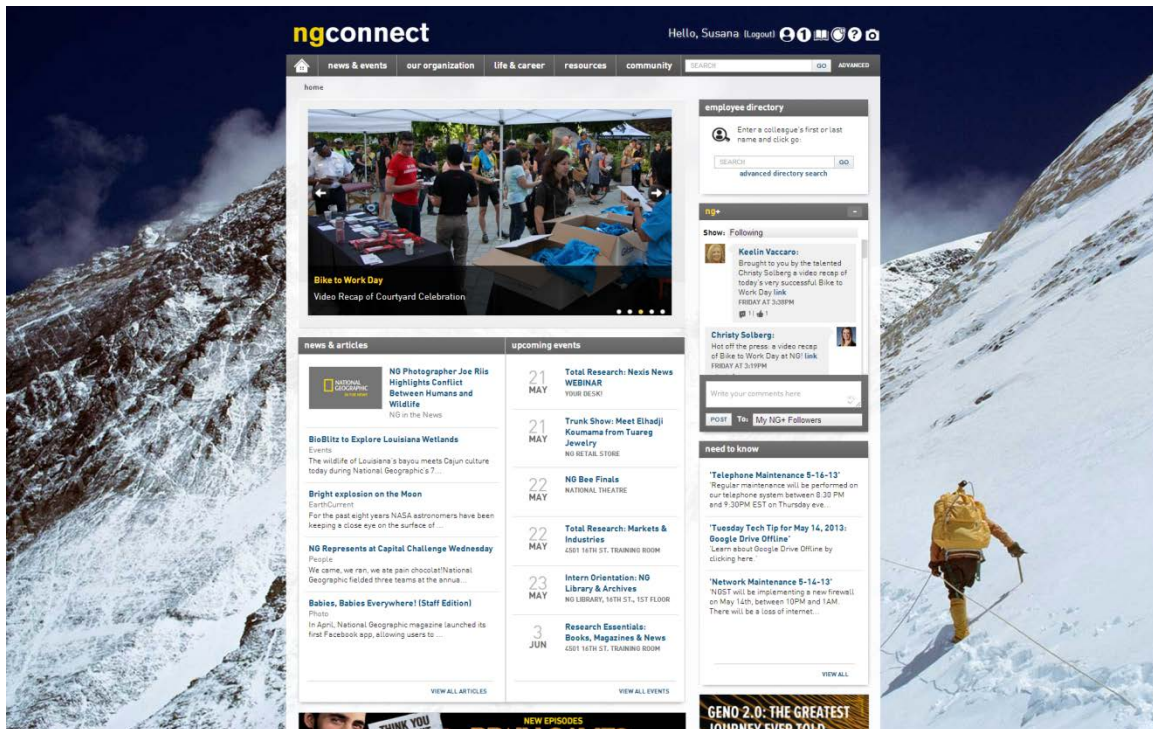
The *Employee Directory* appears in the top corner of the page. Users can enter an employee's first or last name or do an *Advanced Directory Search*. A feed from the site's custom-built social tool, *ng+*, is listed beneath, showing employee information from those they are following. Employees can comment on items directly from the



feed and select which groups should see the comment (such as posting to all followers or only certain groups).

The homepage also includes several other features: the *Need to Know* section has important operational content, such as maintenance work and technology tips; promotional banners advertise upcoming National Geographic programming or employee events; and the *Most Popular* content menu displays how many users have either viewed or “liked” a piece of content.

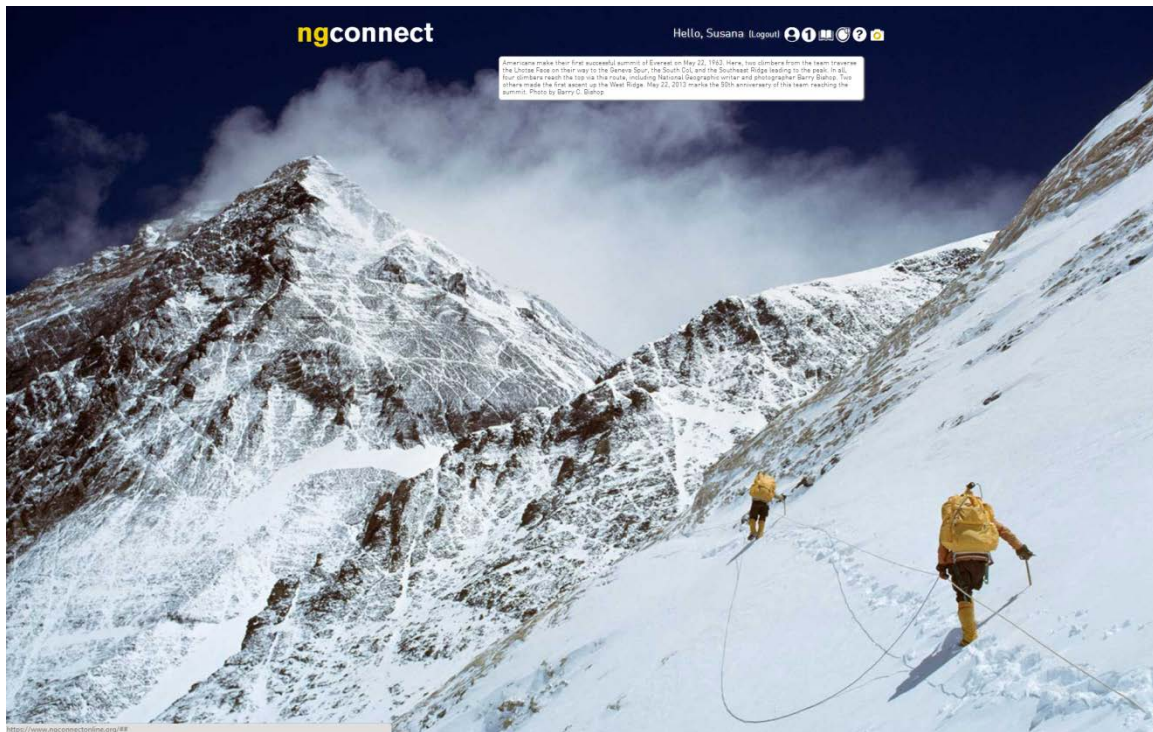
Icons at the top of the screen give users quick access to notifications, their employee profile, Portal 1, the library, Okta, SSO, help, and also background image information. These links are available throughout the site.



The homepage highlights news, events, and updates. Users also have quick access to the *Employee Directory* and ng+, the site's social tool.

The site uses a big image background, drawing on its rich history as a scientific institution with incredible photography. The images, which change monthly, are chosen to reflect current events or significant milestones in the organization's 125-year history. Users can “close” the content of the site to reveal the full screen image, complete with a caption, by clicking on the camera icon in page's the upper right-hand corner.

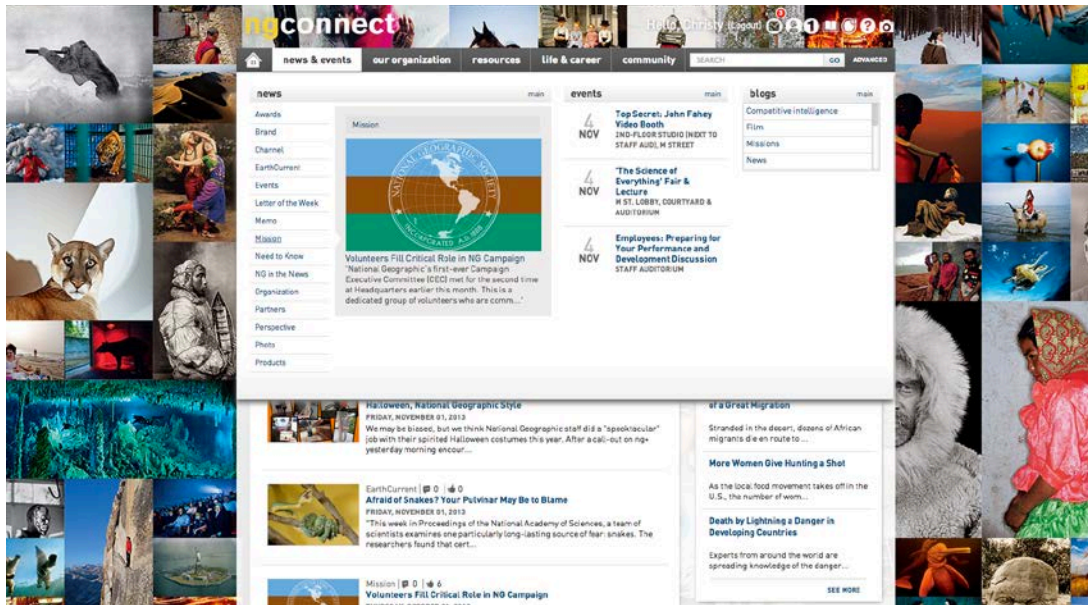




National Geographic's expansive and impressive photo library is put to good use on the site. Images act as a backdrop to the site, and users can click the camera icon in the upper right-hand corner to see the full photograph and its caption. The image above shows the first successful summit of Mount Everest by Americans in 1963.

To help users navigate the site, megamenus provide quick access to information. The previous site structure had grown unmanageable over the years. The team used card-sorting exercises to create navigational categories, but user testing was essential to creating the final design. In testing on prototypes, the team found that users had a hard time using the large menus, becoming overwhelmed by the number of choices. The users also had issues with the timing of the hover states on the menus: users were accidentally triggering them, and then finding them hard to close. The team used these testing results to streamline the options presented to users and to change the timing to improve performance.

The menus list subsections within categories as well as highlighting pieces of content. For instance, the *News and Events* menu highlights key content from each section area, upcoming events, and links to key blogs available on the site.

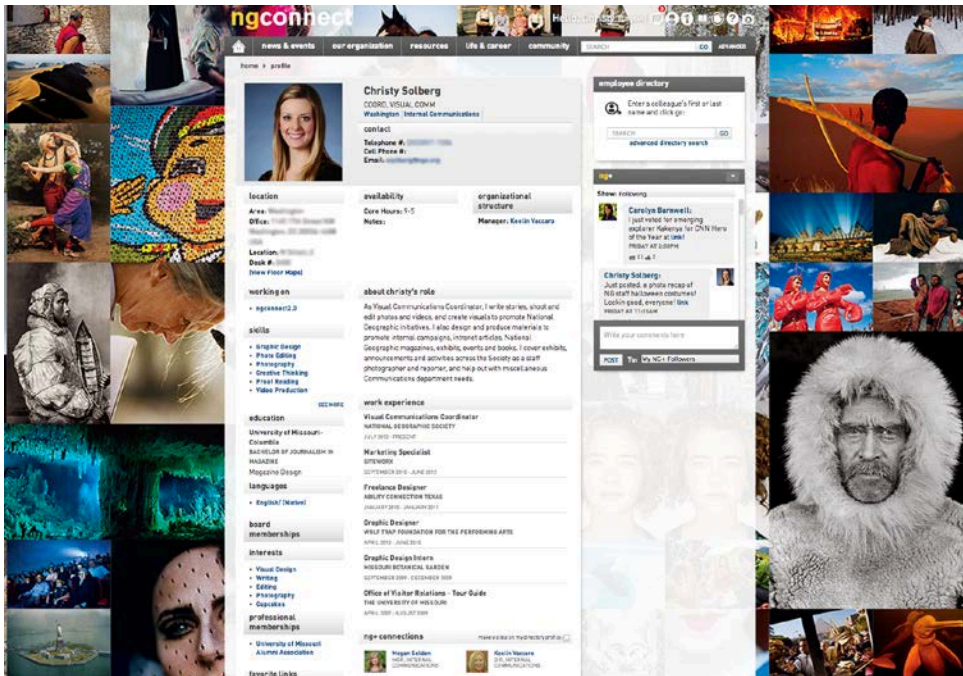


The site's megamenu list subcategories of content, but also surface important information in each site section. Events and a list of blogs round out the content in the menu. The main image changes depending on the selected news category.

The *Employee Directory* underwent a transformation, with the goals of providing standard contact information as well as helping employees get to know their colleagues by searching shared skill sets or current projects. Profile information includes current projects and connections to other employees. The *Employee Directory* pulls data from two internal systems, but also allows employees to pull in data from their LinkedIn profiles (via an API).

One of the main reasons employee directories often suffer on sites is a lack of employee participation in filling in or maintaining their own data. The team realized this, so use LinkedIn as a shortcut for providing that data. Users can simply log in to their LinkedIn profile and import information into the intranet *Employee Directory*. The team also encouraged employees to upload photos to their profiles by hosting special staff photo days aimed specifically at taking profile photos.

The employee search is highlighted on the site's homepage and is always available via the site search on every page. Users can search for colleagues by name or by keyword, to help people find one another when they have a topic—rather than an individual—in mind.



Employee profiles list essential contact information at the top, along with key details such as availability and place in the organizational structure. The side of the page lists current projects, skills, education, languages, board memberships, interests, professional memberships, and favorite links. The center of the page allows for a personal statement about the employee's role, a list of past work experience, and, finally, a list of the employee's connections on the site's social network tool.

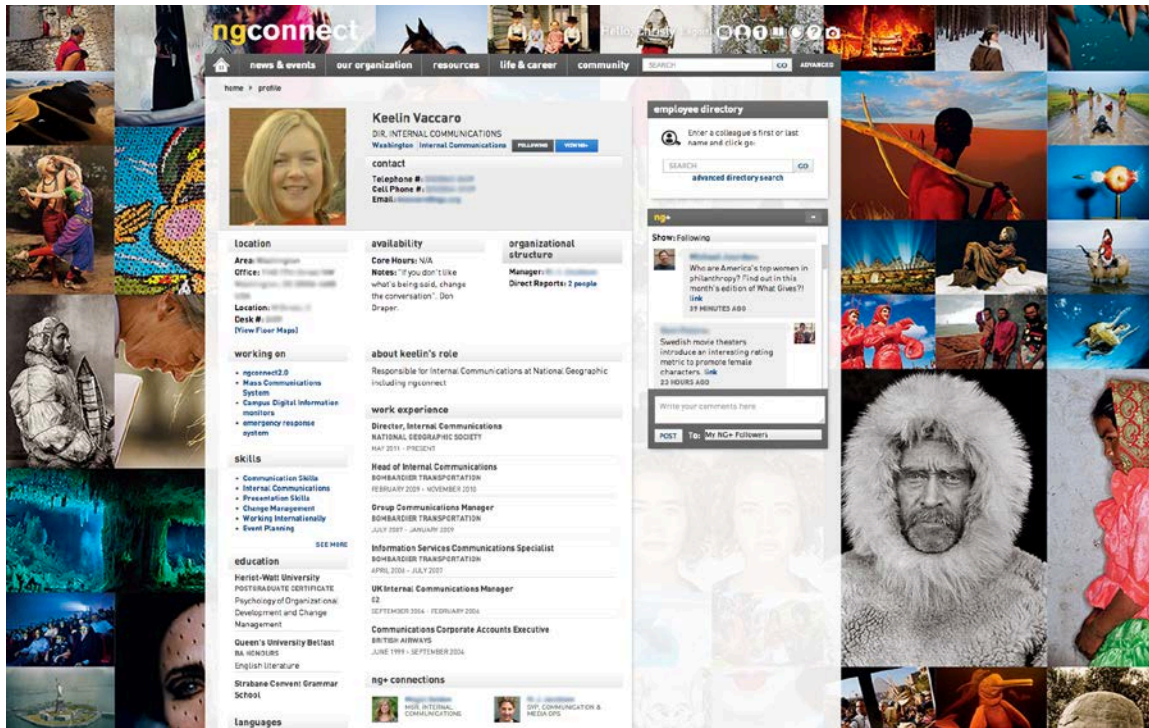
The greatest stride toward connecting employees was the addition of ng+, a custom-built internal social tool. The ng+ tool combines what the team considered the most useful and relevant elements of four popular social tools: LinkedIn, Twitter, Facebook, and Google+.

With ng+, users can microblog, posting short updates about their day or work; ask questions; and share useful or interesting info with their network. The tool uses a connection approach similar to Twitter, where "following" doesn't have to be mutual. Further, the team recognized the need for some groups—such as Human Resources, The Green Team (sustainability), Technology, and Internal Communications—to be able to broadcast messages; these messages appear in everyone's feed.

One of the ways the team encouraged employee interactions on the new site was to ask senior management to microblog about important meetings, travel, and organizational developments, as well as to use their microblogs to recognize good work and achievements. Employees are often more willing to participate in social areas of intranets when they see senior leaders posting or commenting; such posts indicate that the organization sanctions this new way to communicate.

Currently, about a quarter of employees are actively using ng+ for sharing information or asking questions. More than half of employees have commented or liked a post.

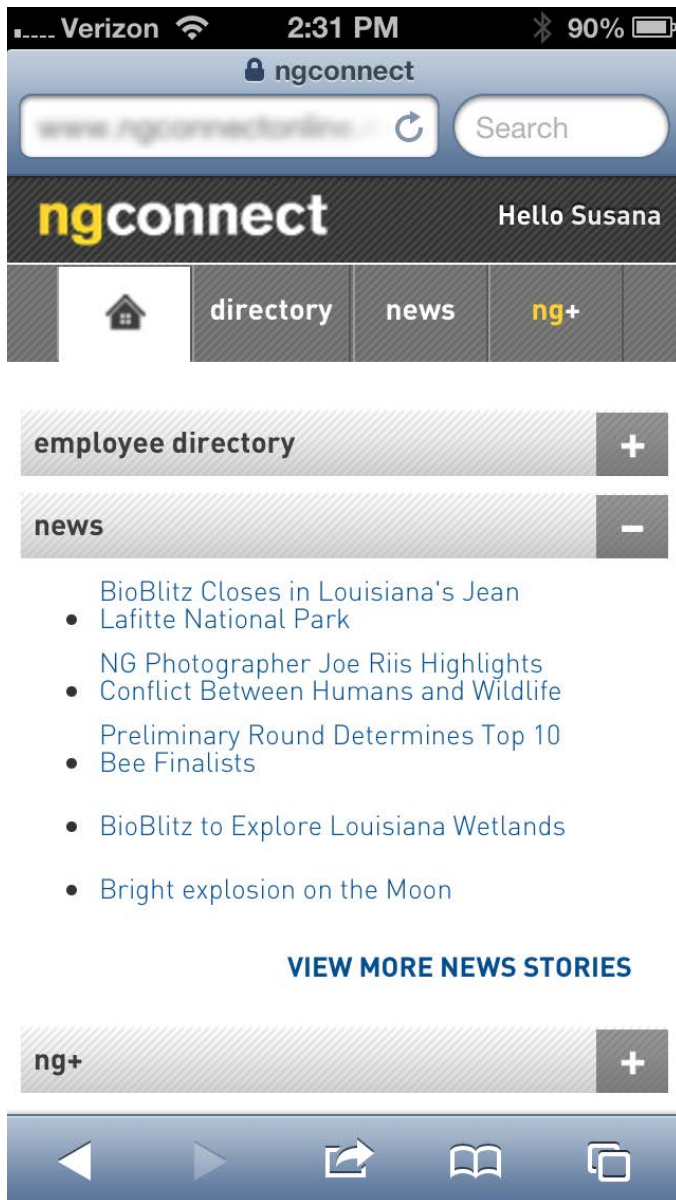




The notifications feature has increased the overall ng+ tool adoption. The team introduced the notifications feature after launch, following feedback from employees who wanted some sort of prompt when co-workers in their network had commented on or liked their posts. The feature also notifies employees when transactions such as travel expenses require approval.

A version of ngconnect is available for mobile users, focused on delivering only the key information needed by users on-the-go. The team realized that mobile use might mean use in a remote location, or use when traveling between buildings on the organization's main campus (in Washington, D.C.). The mobile site offers the *Employee Directory* news, and access to ng+. Staffers have used the social aspect of the mobile version to post remotely while at off-site conferences or traveling on business. Although web-based, the site is optimized for iOS and Android use, incorporating swipe gestures and page transitions.

For the mobile intranet, the team focused on key content and quick page loads; news stories, for instance, do not include photos.



The mobile version of the site focuses on three key areas for mobile users: news, the *Employee Directory*, and ng+, the site's social tool. The mobile experience is focused on keeping employees informed (through the news), connected (through ng+) and in touch (via the *Employee Directory*).

With the robust ng+, which is integrated throughout the site and its mobile version, the National Geographic intranet team went beyond a site update to create a tool that supports new methods of communication throughout the organization.

## BACKGROUND

The redesign of National Geographic's intranet began with an employee engagement survey conducted in 2009. This survey revealed an overall theme: Staff wanted communication and collaboration across the organization to improve. And, as one of

the main channels for employee communication, the intranet redesign was one of the specific suggestions put forward by staff to help meet this need.

A working group of employee volunteers from across National Geographic then took a deeper look at three issues: what employees wanted to see in a new intranet, best practices across the intranet world, and what resources would be required to develop such an intranet. The working group presented their findings to National Geographic's senior management team, which gave the go-ahead for the redesign and allocated a budget and the necessary resources, including hiring an Internal Communications director to lead the project.

"One of our first steps was to define a core vision for the new intranet," says Keelin Vaccaro, Director, Internal Communications, National Geographic, "which came after reviewing all existing employee research, as well as conducting face-to-face interviews with over 100 employees who represented all areas and levels of the organization.

"This was also a great help in beginning to define site requirements," she says.

The vision for the project was clearly defined: "Connect employees to the organization, each other, and the tools they need to do their jobs."

Of equal importance was designing the site so that it conveyed the organization's brand attributes of exploration and adventure through stunning photography and unique storytelling, while also making it intuitive and functional.

**INSIDER**

[Home](#)
[Directories](#)
[Submit Info](#)
[Forms](#)
[Resources](#)
[Divisions](#)
[Libraries](#)
[NG.com](#)
[For Me](#)
[HR](#)
[Calendars](#)
[Portal 1](#)

Monday, May 20, 2013

Editor's Pick:

## National Geographic News & Reports

### Headline Goes Here

This paragraph will talk about the new environment page that the digital media folks set up. You can go to the page by clicking on [www.green.nationalgeographic.com](http://www.green.nationalgeographic.com)

This paragraph will link up to the Perspectives piece that Guadalupe Lucero wrote. Here she is standing in front of a pink building. Wow!

**Memo** Establishment of Society-Wide Digital Product Management Group Memo from Declan Moore & Amy Maniatis (12/12/2012)

**News** Leading the Charge for Mission 2015 (11/20/2012)

Communications

Press Room
PR Boilerplates

Submit a Question
Week in Review

Insider Blogs

John Fahey's Blog Updated
Internal Values (background context)
Future Directions
Insider Redesign
Internal Communications
Learning and Development
Rethinking Office Space
Technology Council Updated April 5th

Opportunities
More

The one-stop source for answers to questions about services.

The one-stop source for answers to questions about services.

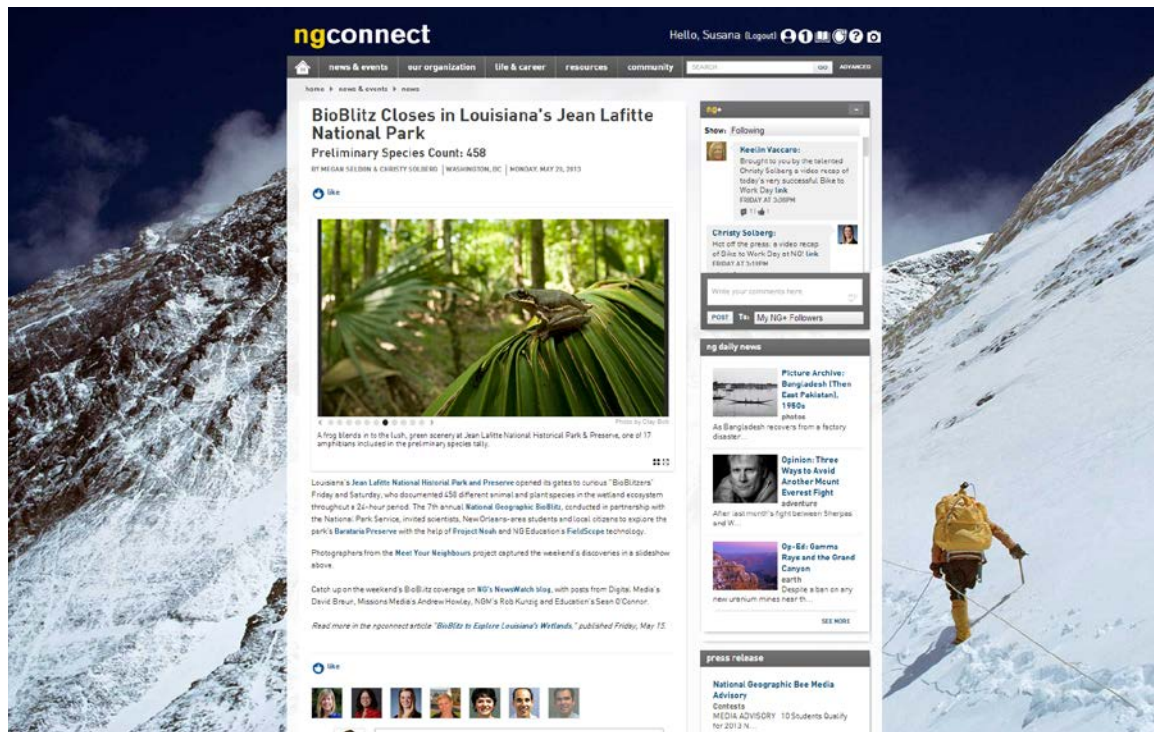
The old National Geographic intranet design, which was a winner of the NN/g 2007 Annual Intranet Design Award.

© NIELSEN NORMAN GROUP

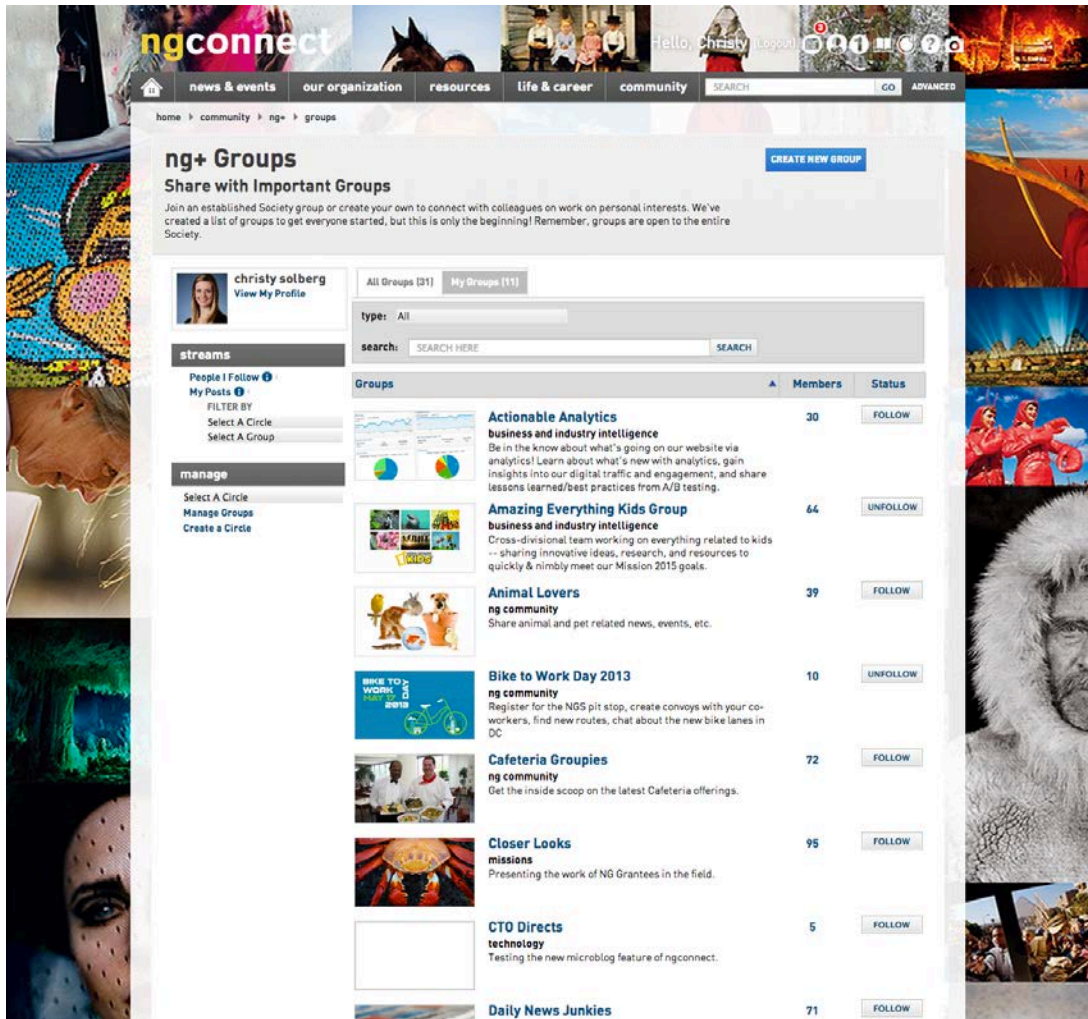
WWW.NNGROUP.COM

193





A sample news story on the redesigned site has an optional image carousel at the top of the page, followed by the article body and opportunities for users to “like” or comment on the article at the bottom of the page.



One of the intranet's social and community-building features is the *Groups* page, where employees are encouraged to create and self-manage various group pages related to their work and outside interests.



## INTRANET TEAM



The ngconnect team (front row, left to right): Drew Engelson (Celerity), Megan Seldon (National Geographic), Keelin Vaccaro (National Geographic), Christy Solberg (National Geographic), Susana Esparza (Celerity), and Kenneth Yu (Celerity); (back row, left to right): Elisabeth Beller (Celerity), Russ Little (National Geographic), Beshoy Louka (Celerity), Mark Hill (Baker Hill), John Dymond (Celerity), Dan Baker (National Geographic), and Jason Kolaitis (Celerity).

## GOVERNANCE

### Ownership

National Geographic's Internal Communications team oversees ngconnect's strategy, day-to-day operation, and content. Members of National Geographic's Technology team are also involved in supporting Help Desk inquiries from staff and the infrastructure that ngconnect is built on. Although Internal Communications might be the "owner" of ngconnect, content contribution is encouraged from across the organization, and the team believes that this will be key to sustaining the intranet in the years to come.

"Internal Communications' overall stake in the intranet has been a positive opportunity," says Vaccaro. "As communicators, it has allowed us to make the site more engaging through visual and dynamic design and content.

"As owners of the intranet, it has also helped establish the relatively new Internal Communications team and its work across the Society," she says. "The scope of ownership is much greater than in years past, since we now maintain all content across the site."

One challenge has been that, at certain points, the Communications team found itself tasked with making decisions related to data or technology, which Vaccaro says doesn't naturally fall within the team's core area of expertise. "The solution for this has been to partner with an external vendor who has that expertise, and pull support from other areas within the organization—such as the internal technology team—when we can," she says.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Internal Communications Team	<ul style="list-style-type: none"> <li>• Intranet strategy</li> <li>• Budget management</li> <li>• Coordination of internal and external technology resources</li> <li>• Maintaining content quality across site</li> <li>• Publishing daily homepage content</li> <li>• Training and support for content contributors</li> <li>• Post-launch enhancements</li> <li>• Setting and maintaining style and editorial guidelines</li> </ul>
Content Contributors	<ul style="list-style-type: none"> <li>• Creation and maintenance of department/division/universal content</li> <li>• Creation of timely news and event posts</li> </ul>
Technology Team	<ul style="list-style-type: none"> <li>• Maintenance and monitoring of Ektron CMS and servers</li> <li>• Tier 1 support/Help Desk inquiries from staff</li> </ul>
Celerity	<ul style="list-style-type: none"> <li>• Post-launch development</li> <li>• Site maintenance</li> <li>• Troubleshooting CMS or front-end issues</li> </ul>

## USERS

The site is designed for all of National Geographic's employees, international partners, channel partners, and contractors. The type of work performed at National Geographic varies widely, with hundreds of different roles supported by the intranet within this diverse organization. Example roles include producers, graphic designers, editors, researchers, managers, interns, and writers.

## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
<b>URL</b>	<ul style="list-style-type: none"><li>• ngconnectonline.org (web and mobile)</li></ul>
<b>Default Status</b>	<ul style="list-style-type: none"><li>• The Technology team sets each new employee's homepage as ngconnectonline.org, but employees have the ability to change it.</li></ul>
<b>Remote Access</b>	<ul style="list-style-type: none"><li>• Users can access ngconnect remotely through ngconnectonline.org, which prompts them to enter their username and password to authenticate themselves through the Okta single sign-on service. National Geographic encourages teleworking, and users regularly access ngconnect off-site, whether in D.C. or at one of the organization's satellite offices.</li></ul>

## DESIGN PROCESS AND USABILITY WORK

### Design Approach

The key to getting an intranet project done on time and within budget is to not let the perfect be the enemy of the good. Although every team strives to do its best work, perfection is rarely within reach. "We tried to follow the typical User-Centered Design (UCD) process as best we could," says Jason Kolaitis, Lead User Experience Designer, Celerity, "but in reality, due to timelines and budget constraints, following the process to a 'tee' is pretty difficult. Luckily, we were able to accomplish the majority of UCD tasks in order to create a highly successful intranet design."

Kolaitis says they built the intranet around the core needs of the end users. "We didn't try to build something we *thought* users might need," he says, "we built something we *knew* users needed." Using one-on-one interviews, focus groups, card sorting, content inventories, and a lot of web research, the team was able to create an intranet that filled a void for many National Geographic employees.

The design process kicked off with the team interviewing stakeholders and employees and completing a baseline review of the existing intranet to get an understanding of what already existed, and where the site needed to go for the future. Overall, the team found that users were mostly happy with the information on the site, although it was clear that it needed a visual refresh and that the site's IA—which had grown organically for several years—was no longer manageable.

Minimal analytics data was available to analyze traffic patterns and frequently used content, so the team decided to perform focus groups with end users; this would let the team dive deeper into key business issues, desired intranet use, and important integration points. The result of these efforts was a set of prioritized features that would help employees accomplish their jobs, including:

- *Employee Directory* with enhanced profiles (with self-service capability)
- Organization chart

- Generic and customizable quick links
- Basic enterprise calendar capability
- Social capabilities (blogs, micro blogging, and classifieds)
- Robust search
- Single sign-on
- Online form submission capability
- Mobile access (with highest priority on the *Employee Directory*)

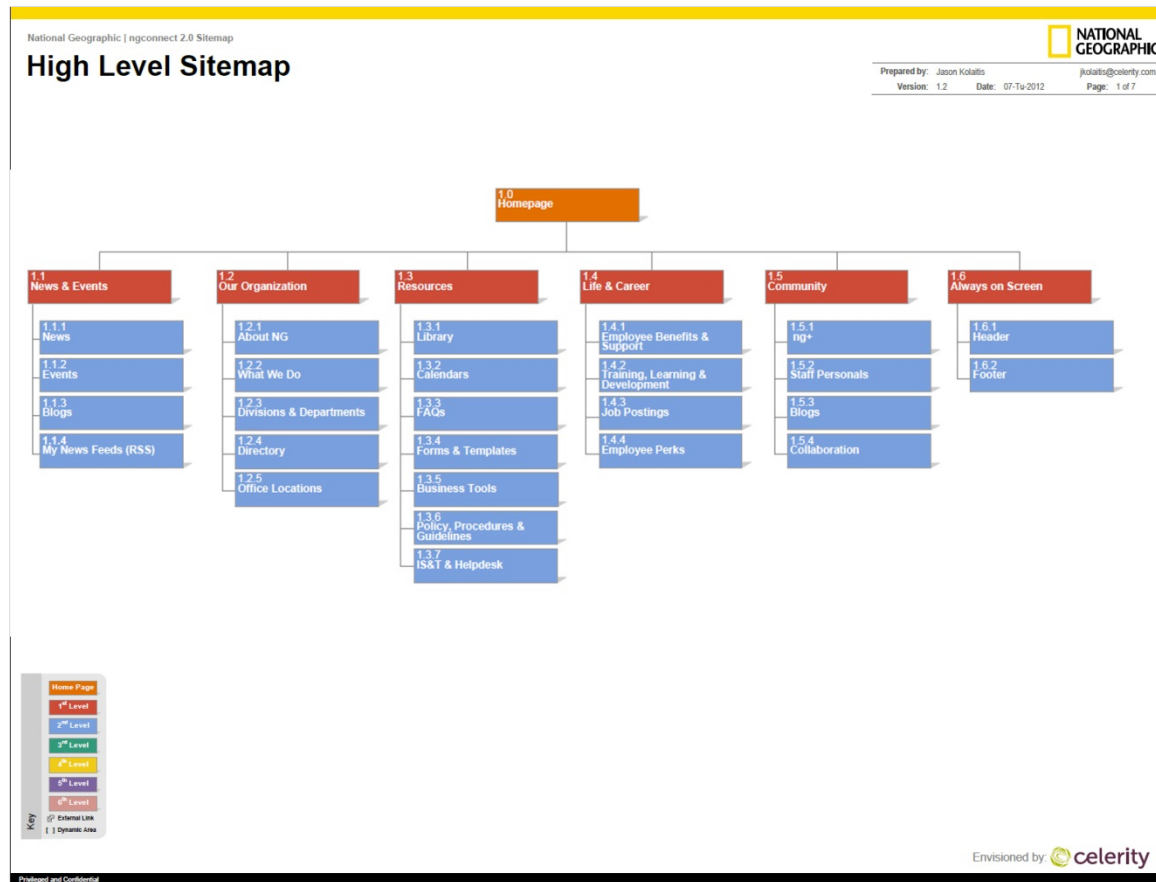




This parallax scrolling microsite on the *History and Heritage* page showcases the history of National Geographic in a fun and engaging way.

## Developing the Information Architecture

The new IA was achieved through a series of online card-sorting tasks (to iron out and finalize the new site map) and by developing and testing a series of clickable prototypes (using Axure RP).

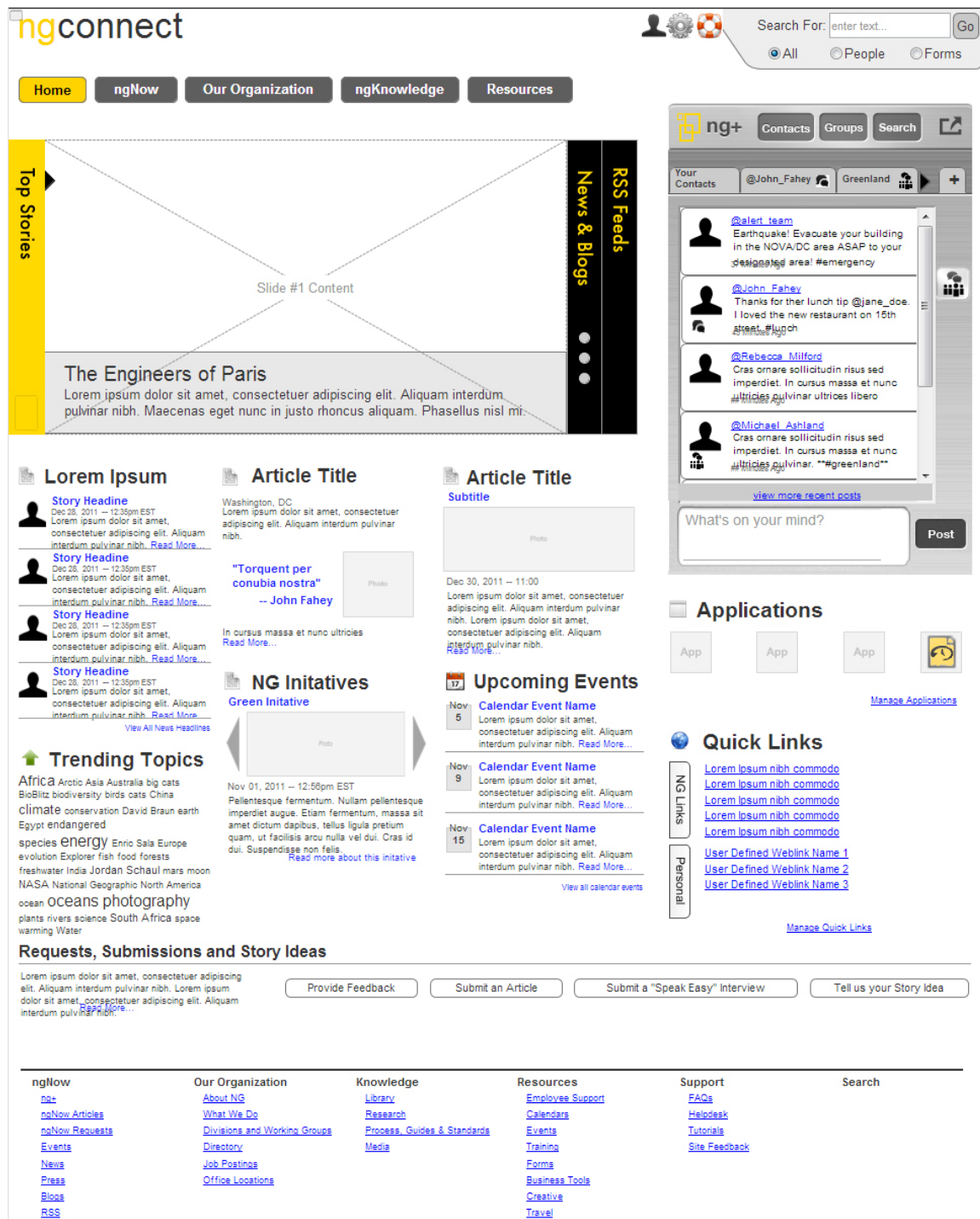


### The proposed high-level site structure.

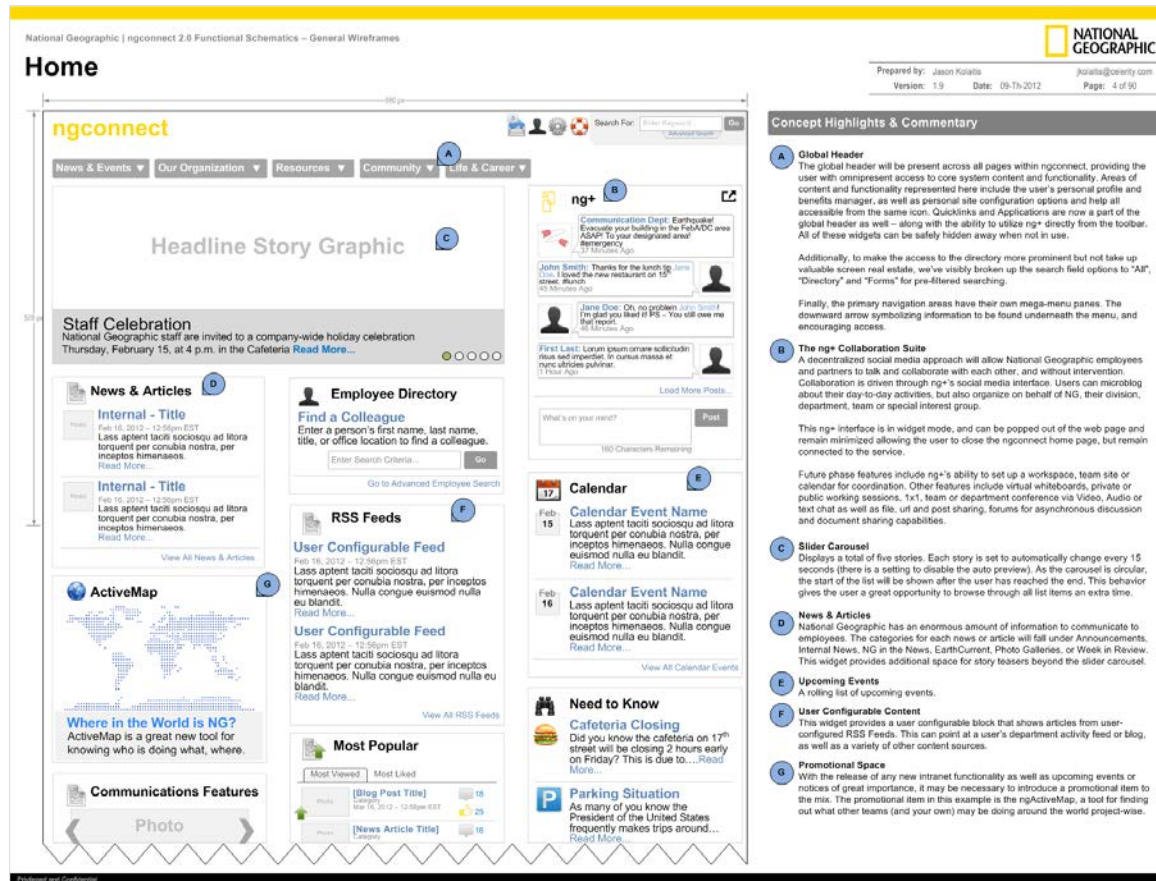
"Overall, the tests went well, but we were surprised to find out that users had extreme difficulty using the megamenu we originally designed," says Kolaitis. "The 'on-hover' states for the megamenu caused significant problems during the tests, as users weren't able to easily close them, and anytime the user's cursor crossed through the navigation bar the menus accidentally appeared. We clearly needed to fine-tune the delay for these interactions."

This was one of the team's primary takeaways from the usability testing.

Also, says Kolaitis, users experienced information overload and were overwhelmed by the amount of content in the menus. "So, in the final design, we also reduced the amount of content in the menus and only surfaced the most popular content," says Kolaitis.



The initial Axure clickable prototype.



## Homepage wireframes for ngconnect.

After the initial discovery and conceptual design phase, the team began designing the remaining templates and the site's core functionality. This process and the rest of the project followed an Agile methodology, which let the development team review and demo its progress every two weeks to both the core user team and stakeholders. It also gave the team an opportunity to get regular, direct feedback from users.

## Working with Outside Agencies

National Geographic partnered with an outside consulting firm, Celerity, to provide a full end-to-end solution including discovery, strategy, platform selection, user experience design, and development.

One of the core reasons for engaging an outside technology vendor was that the organization wanted to bring a platform-agnostic viewpoint to the table during these early project stages. Ultimately, the new intranet's chosen platform had to fit with National Geographic's technology strategy; however, at that stage, the team didn't want to limit itself to considering only platforms supported by internal expertise.

The organization also worked with D.C.-based design firm Baker & Hill to develop the intranet's visual design concept.

These outside agencies were tightly integrated into the design process, working side-by-side with National Geographic's internal resources.

"Our relationship with each agency was to work with them as a team," says Vaccaro. "It was clear that National Geographic owned the product decisions, but at times relied on Celerity's expertise in website design and development. During the initial stages of the project, the Celerity team worked onsite for several weeks at a time at National Geographic's HQ, which created a positive and productive team environment."

Once the development sprints began, Celerity's development team worked offsite and interacted with the National Geographic team through daily Scrum calls and periodic onsite demos and meetings. Celerity's project manager was onsite regularly, while the rest of the team worked onsite as needed.



## TIMELINE

The overall redesign time frame was 16 months from discovery to launch.

INTRANET TIMELINE	
Milestone Date	Milestone Description
December 1999	<ul style="list-style-type: none"><li>Original company intranet, Inside NGS, launched</li></ul>
March 2006	<ul style="list-style-type: none"><li>Redesigned NG Insider launched (winner of NN/g Intranet Design Annual 2007)</li></ul>
September 2011	<ul style="list-style-type: none"><li>Homepage facelift (v. 1.0) to support a more visually appealing experience pending upcoming redesign</li></ul>
September–December 2011	<ul style="list-style-type: none"><li>Discovery and design phase, including usability testing with prototype and platform selection in preparation for 2.0 redesign</li></ul>
Late January–February 2012	<ul style="list-style-type: none"><li>Environment and tools/systems setup, Agile education, and ngconnect 2.0 project kick-off</li></ul>
March–mid December 2012	<ul style="list-style-type: none"><li>Development, testing, training, and content upload for new intranet site</li></ul>
December 14, 2012	<ul style="list-style-type: none"><li>Launch of ngconnect 2.0</li></ul>
January 2013 to date	<ul style="list-style-type: none"><li>Continuous improvements through small and iterative enhancements based on user feedback; changes so far include improved search, enhanced social tools, and an image gallery</li></ul>
July 2013	<ul style="list-style-type: none"><li>A survey and usability testing conducted to assess ngconnect 2.0 success and room for improvements</li></ul>

## CONTENT AND CONTENT CONTRIBUTORS

### Choosing a Platform

To identify the best platform for National Geographic's content management needs, the intranet team had to understand, at a high level, the different types of functionality the organization required. So, team members looked to the findings from their discovery efforts, including stakeholder interviews and focus groups, and also reviewed the technology landscape.

According to Susana Esparza, Scrum Master and Project Manager, Celerity, this process resulted in the identification of three types of tools:

- Web content management tools



- Portal technology (providing a single point of access for applications, information, data, and processes)
- Enterprise social and collaboration platforms

To reduce the number of platforms to review and demo to a manageable quantity, the team focused on 10 criteria:

- Core functionality/built-in applications
- Content management (authoring, publishing)
- Search
- Light document-management capabilities
- Portal/personalization capability (such as the ability to customize dashboard with widgets and display data from other systems)
- Social media (such as wikis, blogs, community features)
- Flexibility/customization (in terms of the platform)
- Scalability/performance
- Ease of implementation and ongoing maintenance
- Intuitiveness/ease of use (for both end users and content contributors)
- Interoperability with other systems
- Price
- Strategic fit (in terms of product direction and/or National Geographic's vision)
- Vendor stability and/or open source community support

With these criteria in mind, Ektron emerged the winner. Overall, Ektron performed best against the criteria listed above and met most of the high-level requirements gathered during the design phase via a fit-gap analysis. "Ektron also did a very good job by demonstrating how their product was able to complete task-based scenarios provided to them by the ngconnect team," says Esparza.

## Content Authoring

National Geographic's Internal Communications team maintains most of the general communications content. However, the site was designed to support distributed content ownership so that authors throughout the organization can easily update and maintain their content. Across the site, divisional and functional content is owned and developed by the respective teams, while more global/shared content—such as events, news, and resources—are managed by a select group of individuals assigned to represent their division/function within the organization.

ngconnect has various groups for content ownership, depending on the site section. Following is a list of the groups and the number of content owners in each:

- Alert authors: 3
- Blog authors: 20
- Department authors: 83

- Events authors: 27
- Life/career authors: 16
- News authors: 23
- Resources authors: 27
- Sustainability authors: 4

Approximately five contributors work actively on content on a day-to-day basis, updating dynamic elements such as news and events. For other content, such as departmental pages and resources, content is updated weekly, monthly, or as needed.

Through the ng+ social tool, intranet users can also contribute to the site regularly via comments, posts, “likes,” and shares. This opens information sharing and content ownership to the entire user population.

### Templates and Guidelines

The organization has a light editorial approval chain in place. All homepage headline news is approved through the ngconnect team. Contributors who have received training in ngconnect’s editorial guidelines create content for other sections.

Templates help order and structure the content. Several templates were created to allow content contributors to create their own site sections and subsections. Some templates address specific needs (for example, the *Bio* page template) and some simply offer authors different layout options. In addition, editorial guidelines and a content checklist (see the excerpt below) were created to help authors with tone, voice, style, and images as they create their pages. The main content contributors for each department have also received an in-depth classroom training session on editorial guidelines.

## Editorial Guidelines: Checklist

### Tone & Voice

- ☐ Conversational and engaging; relevant; energetic and exciting

### Organizing Content

- ☐ The most important points are presented in the first two paragraphs
- ☐ A short one-paragraph summary is presented to sign-post content
- ☐ Paragraphs are short (40 to 100 words)
- ☐ Key page elements are visible through Q&As, bulleted lists, bolding etc.
- ☐ Descriptive hyperlinks tell readers WHERE they are going

### Writing Content

- ☐ Sentences are short and written in active language
- ☐ Content is written in second-person
- ☐ Explanations are provided where needed
- ☐ Hyne, buzzwords, jargon, business "talk", idioms, ambiguity etc. are avoided

### [An excerpt from ngconnect's editorial guidelines checklist.](#)

In addition to the editorial guidelines, content contributors are always welcome to review their content with the Internal Communications team. "Within the CMS, we provide a few tips on the content entry form as reminders to ensure standards and consistency. We are also planning an annual audit of content," says Megan Seldon, manager of Internal Communications.

## Training

In preparation for the new intranet's release, the ngconnect team conducted train-the-trainer sessions with key contributors across the organization. These sessions were focused on the different types of content owners (such as news authors, departmental page authors, and document owners) so that the training would be effective and in context with what authors would own and be responsible for creating and maintaining.

"Through this method, we established a mechanism in which contributors are able to teach others as changes in the organization happen, and allow for this training to grow organically," says Esparza. "The intranet implementation team also created training material for the various sessions for future reference."

## TECHNOLOGY

"ngconnect was built as a gateway platform that can easily integrate new systems and feeds" says John Dymond, Lead Architect and Developer, Celerity. "This will allow for flexibility should the organization decide to change the systems it interacts with. It also allows for new systems to be plugged in without changing the programming of existing systems."

In an effort to save users time, the site uses single sign-on, which gives users fewer passwords to remember, helps reduce phishing, and improves the overall user experience. Users no longer need to first sign into a VPN, then sign into the intranet, and then sign into their department's Google Site.

TECHNOLOGY	
Category	Technology Used
<b>Web Server Hardware and O/S</b>	<ul style="list-style-type: none"> <li>• Web Server: 16GB RAM/50GB hard drive</li> <li>• Database Server: 8GB RAM/500GB hard drive storage</li> <li>• Search Server: 16GB RAM/250GB hard drive storage</li> <li>• Dev/Staging Servers: 2GB RAM/60GB hard drive</li> <li>• All Servers run under Windows Server 2008 R2 Standard (64-bit) SP1 and have Intel Xeon CPU X5650 at 2.67GHz/2.66 GHz (2 processors)</li> </ul>
<b>Bug Tracking/Quality Assurance</b>	<ul style="list-style-type: none"> <li>• BugHerd (<a href="http://www.bugherd.com">http://www.bugherd.com</a>)</li> </ul>
<b>Design Tools</b>	<ul style="list-style-type: none"> <li>• Adobe Photoshop</li> <li>• Microsoft Visio 2010</li> </ul>
<b>Site Building Tools</b>	<ul style="list-style-type: none"> <li>• Visual Studio 2010</li> <li>• Team Foundation Service</li> </ul>
<b>Content Management Tools</b>	<ul style="list-style-type: none"> <li>• Ektron CMS Version 8.60 SP1</li> </ul>
<b>Search</b>	<ul style="list-style-type: none"> <li>• Microsoft Search Server 2010</li> </ul>
<b>Other Functions</b>	<ul style="list-style-type: none"> <li>• Integrates with Okta SSO</li> <li>• Integrates with Oracle PeopleSoft</li> <li>• Uses Gigya to import employee information from LinkedIn</li> </ul>

## MOBILE

The ngconnect mobile site leverages mobile-specific templates that focus on key sections of the full desktop site. "We wanted to make sure we invested the correct amount of time and effort on the 'portable' part of the intranet," says Elisabeth Beller, Project Advisor, Celerity. "We identified three key main areas that people always need access to whether on travel, walking from one meeting to another, or simply checking in from home: directory, news, and ng+."

Making the *Employee Directory* mobile-friendly was a priority, as many users search the *Employee Directory* on their mobile devices. “The National Geographic headquarters in Washington, D.C., houses staff across three neighboring buildings,” says Beller. “People often walk from one building to another to go to meetings, visit the cafeteria, or chat with one of their colleagues. Although the campus has maps displayed in key places close to elevators, these don’t have the level of details needed to find a person or meeting room. By accessing the *Employee Directory* through their mobile device, one is able to find the desk number, floor, building, phone number, and email address for the person they need to reach.”

Because making the entire site available on the phone wasn’t a top priority, and because the Ektron CMS provides an easy mechanism to use mobile templates to produce a mobile site, the team opted for a mobile-optimized version of the site, rather than a custom mobile solution or application. The mobile version of the site is optimized to provide the key content useful to most employees. The mobile templates for the *Employee Directory*, news, and ng+ are powered by the same content on the full version site.

“We leveraged the same user research completed at the beginning of the project to guide decisions regarding the content to be available on mobile and the approach for developing the mobile site,” says Esparza. “Budget and resource constraints were also a factor, which led us to the most straightforward solution within the CMS.”

The mobile site is targeted for iPhone and Android devices. It is not a native application, but uses jQuery Mobile to take advantage of swipe actions and page transitions. Using HTML5 meant the site would be compatible with National Geographic’s core campus technology infrastructure and supported browsers.

## SEARCH

As with most intranets, the National Geographic team found that users had problems finding information on the previous intranet; team members did their best to fix that by creating a federated search with easy-to-use search facets. The federated search indexes all of the remaining department Google sites, the HR PeopleSoft/Oracle Database, Ektron CMS SQL Database, and RSS feeds from multiple sites.

Search is handled by Microsoft Search Server, which is built into the site’s CMS, Ektron (as of version 8.6). “The product team has spent considerable effort developing Microsoft’s search connector to work with the product, and we wanted to leverage these capabilities,” says Dymond.

“We have configured Search Server to federate a number of different data sources,” he says. “We created a BDC source so that Search Server can index PeopleSoft data such as directory, department, and location information. In addition, a number of National Geographic sites and microsites are indexed so that they can be included or filtered from global search.”

Searches are context-sensitive, and users can search within several subsets. This permits global or very specific searches, depending on the user’s needs.





- Two thirds of employees have updated their profiles and around 25% are actively using ng+ for asking questions or sharing information with their networks.
- More than half of employees have either commented on or “liked” articles or content posted by their colleagues or Internal Communications.
- Employees feel comfortable weighing in on organizational decisions and contentious issues via the comments section on internal news articles.

And, as employees use the site, they’re exploiting opportunities to find new ways to use it. “Since the overall site is much more attractive and engaging, we’ve also had more employees requesting to have their departmental content featured, or coming to us with suggestions of how we could leverage some of the core functionality even further,” says Vaccaro. “The site is also at the center of all major company announcements.”

## LESSONS LEARNED

Vaccaro shares some of the team’s lessons learned:

- A phased approach is useful. “One of our main takeaways was that we should have considered a phased site launch. This would have eased the workload on project team members—the last few weeks prior to go-live were intense ones—but most importantly, it would have eased users into the new content, functionality, and design.
- Prioritize the build based on the complexity of the components. “Another lesson learned was around the development of ng+, the social component of ngconnect, which occurred toward the end of the project. This was one of the more complex aspects of the site. We may have benefited from developing this component earlier in the process, giving us more time for testing and employee feedback prior to launch.”
- Communication efforts increase adoption. “Continual employee communication of the benefits and features of the new site, especially around the social tools, has helped increased adoption. Activities have included special staff photo days, where employees get a smart, new profile photo taken for their profile; demo videos; a special Valentine’s Day promotion and giveaways; plus senior managers microblogging around important meetings, travel, and organizational developments.”
- An Agile approach can bring clarity to the project. “We found that the Agile project methodology introduced by Celerity brought us the right level of focus, flexibility, and stakeholder engagement required for the project.
- Plan for post-launch communication needs. “While it sounds obvious, the work doesn’t end when you go live. In the weeks after launch, we dealt with a high volume of user questions and requests, department demos, and continued employee outreach and communication. Be prepared for that.”

- Managing an intranet is a journey, not a destination. "After coming full circle as a Nielsen Norman award-winning intranet in 2007, to one in dire need of a complete redesign some six years later, perhaps the biggest overall lesson is placing real importance on continuous improvement. The organization has invested in redesigning the intranet, and the best way to protect that investment and continually engage employees, is by constantly looking for ways to improve, and actively engaging employees in that process."

## Ooredoo

**Using the intranet:** Ooredoo, formerly known as Qtel Group, is a leading international communications company delivering mobile, fixed, broadband internet, and corporate managed services tailored to the needs of consumers and businesses across markets in the Middle East, North Africa, and Southeast Asia.

**Headquarters:** Doha, Qatar

**Number of employees the intranet supports:** 17,000

**Locations where people use the intranet:**

Qatar, Kuwait, Oman, Algeria, Tunisia, Iraq, Indonesia, Palestine, Pakistan, Maldives, Myanmar, and Singapore

**Annual sales:** The company reported revenues of \$9.3 billion USD in 2012, with a consolidated global customer base of more than 92.9 million as of 31 December 2012.

**Design team:** A core team of 20 people worked across all functions, with 10 additional people providing input internationally on behalf of each market.

Sponsor: Mohanna Al-Nuaimi, Ooredoo Group Chief HR Officer

In-house team: Caroline Lewis, Assistant Director, Internal Communications & Employee Engagement; Sid Ahmed Seghouani, Group Intranet Manager

ITWORX: Nahla Gaber, Program Manager; Ahmed Yehia, Project Leader; Hoda Mira, Usability Engineering Team Leader; Sara El Khoudary, Quality Team Leader; Amira Samir, UI Development Team Leader; Hossam AbdelSalam, Graphic Design Team Leader; Karim Ahmed, Design & Development Integration Software Lead; Michael Milad, Design & Development Integration Software Lead; Ahmed Mostafa, Design & Development Integration Software Engineer; Nahla Ghoneim, Senior Systems Design and Business Analyst; Ahmed Kassem, Senior Graphic Designer; Abdel Rahman Hazem, Quality Engineer

## SUMMARY

“Share and share alike” could be the dictum for Ooredoo’s intranet, the *Buzz* portal, as it connects thousands of employees by exploiting social sharing features and offering robust language support.

Beginning on the homepage, the large carousel, multimedia gallery, news, and upcoming events calendar present the current happenings in a visible way.

The icons across the bottom of the homepage afford instant access to other tools and information, such as the HR self-service tool, stock price information, and local time zones. The simplicity of the icons makes them memorable and easy to recall. Also, the icons—which users might not recognize on first glance—are described in tool tips that appear upon hover. The bar that houses the icons has horizontal scrolling capabilities, so more icons can be added as needed.

Social features comprise the lower part of the homepage. The *Rewards* section honors the three people who have contributed the most to discussion boards, the *Knowledge Hub*, and usage overall. The top three contributors’ names in each category are listed, and the top contributor’s name is called out in larger letters in a red banner. This interface element demonstrates that the organization as a whole not only approves of discussion contributions, but indeed recognizes people who participate the most.

Two popular discussion boards have their own homepage section, displaying the board’s name, author, date of the latest post, and the number of replies thus far.

Two blog posts are also advertised on the homepage, with the blog title, the blogger's name (and image, if available), and the date.

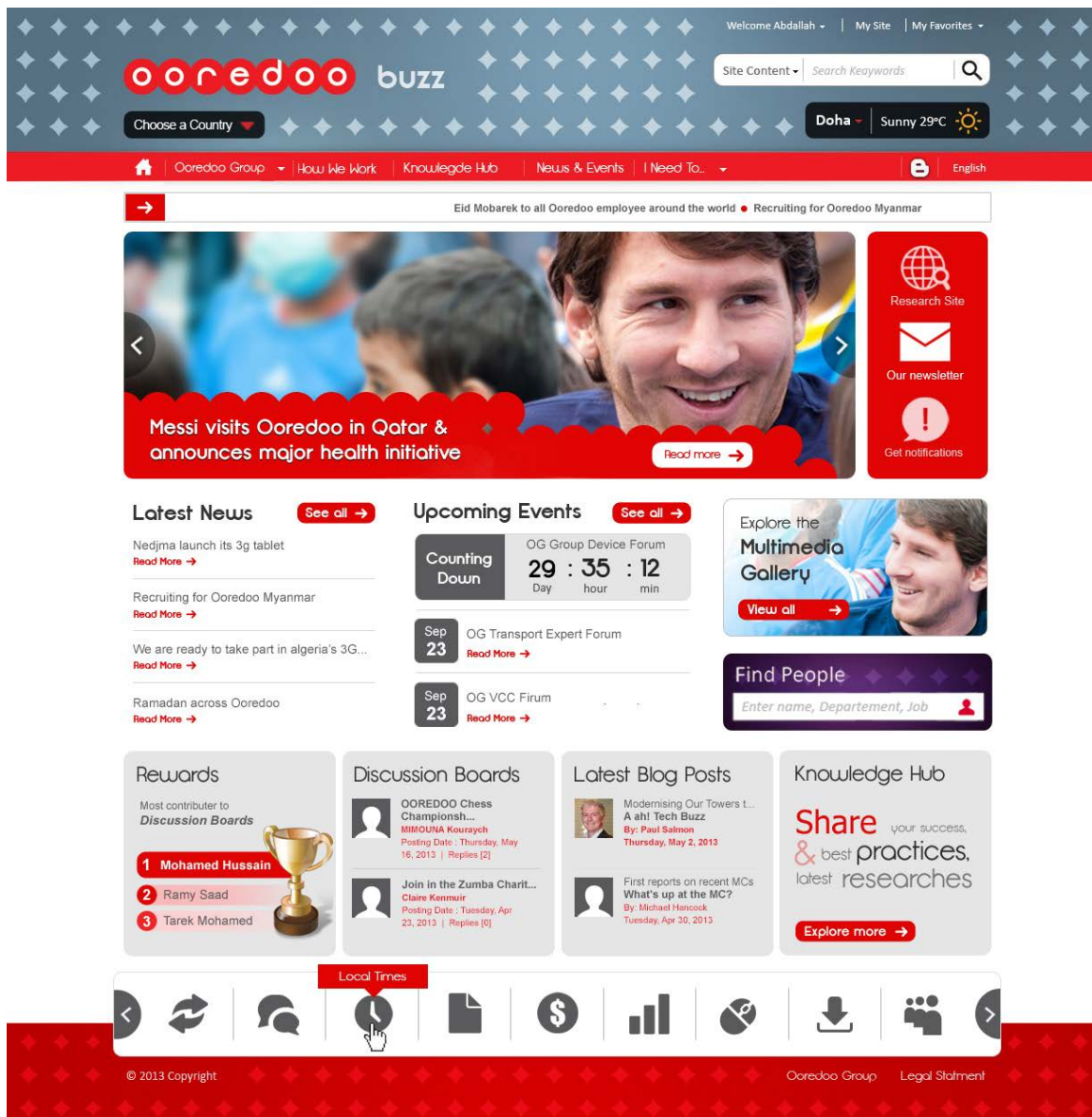
The homepage's *Knowledge Hub* box promotes a feature that enables employees to share project-related experiences, success stories, and white papers. Keywords such as *share*, *practices*, and *research* are visually strong and attractive, and the *Explore more* button leads to the intranet's *Knowledge Hub* section.

All of these features immediately demonstrate that employees work with thinkers who are making things happen. This encourages them to also contribute and be part of the discussions across the Ooredoo Group. And employees like this, as evidenced by the feedback the intranet team collected about the new design. People said that the intranet helps them feel better connected and communicative:

"We feel closer to our overseas colleagues with Buzz."

"I feel connected with Buzz."

"I am now more aware."



The *Buzz* intranet's homepage offers social information and access at a glance, plus news, a calendar, and links to helpful applications.

The *Knowledge Hub* section of Buzz enables employees to read and share information such as research, technology trends, best practices about their work, and customer experiences and success stories. Searching is easy with the *Search for Knowledge* field in the top right of the content area. Although there is already a global site search in the top right of all pages, offering this local search makes the *Knowledge Hub* content even easier to find. When not presented right, local search can be a confusing feature, but the Buzz team designed this local search option in an understandable way:

- The search field appears in the content area, not near or as part of the navigation or heading area.
- The area's *Knowledge Hub* title appears above the local search field.

- The field label, *Search For Knowledge*, is specific to the general section topic.

For users who are not completely sure what they're looking for, Buzz offers browsing capabilities as well, organized by various topics such as *Broadband and data*, *Cloud*, *Mobile technology*, and *Leadership*. The topic titles called out in sections and headings helps communicate the variety of information in the *Knowledge Hub* section.

For users looking for inspiration or to stay updated, the *latest Added Files* section in the right rail is just the ticket; the file name, author name, category, and file type are all communicated here.

To add files to the *Knowledge Hub* users look no further than the large, red button labeled *Contribute*, with the subtext, *Share on Knowledge Hub*. The specific call to action, the button, and a large "plus" sign icon are all attractive signals to encourage contribution. Additionally, this button appears frequently throughout pages on Buzz, reminding people to contribute. This is a smart tactic: it prompts people about the *Knowledge Hub*, even when they're thinking of something else, like the content itself.

Buzz provides several other places where employees can share knowledge, including discussion boards; blogs; team, department, and project workspaces; and employee profile documents.

Buzz's *Discussion Board* section is extremely simple, displaying the topics, how many threads each topic contains, and the date and time each one was last updated. Because there are a select number of categories, the list is manageable.

Although there are no restrictions on what people can write about on the boards, the intranet team does encourage employees to report any offensive or disrespectful content. Designers also engaged a "noise word" feature, which contains a list of words that, if used, are automatically replaced with white space on the discussion thread or post.



ooredoo buzz

Welcome Abdallah | My Site | My Favorites

Site Content | Search Keywords

Choose a Country | Doha | Sunny 29°C

Home | Ooredoo Group | How We Work | Knowledge Hub | News & Events | I Need To... | English

You are Here: Home Page > Discussion Boards

### Discussion Board

	Threads	Last Updated
<b>Art &amp; Culture</b> Art & Culture	102	PM 12:06 - 28/7/2012
<b>Ask buzz</b> Ask your Buzz questions..	26	PM 12:06 - 28/7/2012
<b>Broadband</b> Broadband	45	PM 12:06 - 28/7/2012
<b>Cinema</b> Cinema	113	PM 12:06 - 28/7/2012
<b>Customer experience</b> Customer experience	46	PM 12:06 - 28/7/2012
<b>General</b> General	37	PM 12:06 - 28/7/2012
<b>Restaurants</b> Restaurants	68	PM 12:06 - 28/7/2012
<b>Sport</b> Sport	89	PM 12:06 - 28/7/2012
<b>Technology</b> Technology	34	PM 12:06 - 28/7/2012
<b>Travel</b> Travel	132	PM 12:06 - 28/7/2012

#### Help

- Explore the Discussion Board
- Create a new discussion topic
- Post a new comment on a discussion topic
- Following a discussion thread

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The *Discussion Board* section of the Ooredoo intranet is extremely simple, displaying the topics, how many threads there are for each topic, and the date and time each was last updated.

Like the *Discussion Board* page, the *OG Blogs* page is very simple, but it does offer a few additional features. These features include filtering by category or market, requesting a new blog, and viewing (in the right rail) the last blog posts and who made them. The main list of blogs displays the blogger's name, picture, the blog name, and a short description of the blog. All of this information helps employees decide which content is of interest to them.

Welcome Abdallah | My Site | My Favorites

Site Content | Search Keywords | Q

Choose a Country | Doha | Sunny 29°C

Home | Ooredoo Group | How We Work | Knowledge Hub | News & Events | I Need To... | English

You Are Here: Home Page > Blogs

## OG Blogs

Filter By: Category: Select Category Market: Market

**Buzz it!**  
By: Sidahmed Seghouani - OG  
Buzz

**A ah! Tech Buzz**  
By: Paul Salmon - OG  
Thoughts and observations about technology and our industry.

**Abdulaziz ALMalik**  
By: Abdulaziz ALMalik - OG  
We Try To share the Knowledge and help each other

**Apple Geek**  
By: WATANIYA.COM/Itt- Wataniya Kuwait  
Anything related to apple product news and Rumors

**Becoming XO Employee**  
By: Jumadi (HRD) - Indosat  
Do not want to be employee of so-so only. It must be changed and fast. Revolution! Be a Xtra Ordinary Employee. Let the revolution begin.

**Request e+ Blog Start Sharing**

### Latest Blogs Posts

**06 How to share an im... Buzz it!**  
By: Sidahmed seghouani  
Thursday, Aug 8, 2013

**Would two iPhones in... Apple Geek**  
By: alammar  
Tuesday, Aug 6, 2013

**Barcelona and Football... Becoming XO Employee**  
By: Jumadi (HRD)  
Monday, Aug 5, 2013

**Modernising Our Tower... A ah! Tech Buzz**  
By: Paul Salmon  
Monday Jul 1, 2013

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The blogs page on Ooredoo’s intranet enables filtering by category or market and displays the latest blog posts—and who made them—in the right rail.

Employees can share more directed content in team workspaces. These spaces call out the latest discussion topics and who is involved, as well as offering shared documents and related team information. Some active group members are listed in the right rail, along with their pictures and job titles, and a link to view the full list of group members. These features highlight content and let people delve in and research further. Other features—such as the calendar, discussion forum, blogs, picture library, task list, and surveys—help employees store everything related to the project team in one accessible, common place.

ooredoo buzz

Welcome Abdallah

My Site

My Favorites

Site Content

Search Keywords

Q

Choose a Country

Doha

Sunny 29°C

Home

Ooredoo Group

How We Work

Knowledge Hub

News & Events

I Need To

English

You are Here: Home Page > My Workspaces > Group IC & EE workspace

Shared Documents

Team documents

Echo

Comms

Topics

Discussion Forum

Shared Calendar

Tasks List

Blogs

Picture Library

Surveys

Team Calendar

August 20, 2013

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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

Contribute

Share on Knowledge Hub

Group Members

Caroline Lewis

Assistant director Group...

Sidahmed Seghouani

Group intranet manager

Sukhi Ghataore

Employee Engagement M...

See All

Latest Discussion

We are launching Fykraty soon! Join us with your best IDEA!

Posted By: Caroline Lewis

Topic No.: [4]

Last Update: PM 12:06 - 28/7/2013

Echo survey to hear employee concerns and needs, are you ready?

Posted By: Sukhi Ghataore

Topic No.: [16]

Last Update: PM 17:22 - 27/7/2013

View All

Shared Documents

Buzz adoption plan

By Caroline Lewis

IC & EE Forum agenda

By Sidahmed Seghouani

Buzz migration plan

By Sidahmed Seghouani

Buzz re-skin milestones plan

By Sidahmed Seghouani

Add Document

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A typical team workspace includes a *Team Calendar* of important dates, along with the latest shared documents and group discussions.

Similarly, project workspaces let employees share information about each particular project in a consolidated project area. Here, people share documents, tasks, discussions, a calendar, and contacts.

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ooredoo buzz

Welcome Abdallah

My Site

My Favorites

Site Content

Search Keywords

Q

Choose a Country

Doha

Sunny 29°C

Home

Ooredoo Group

How We Work

Knowledge Hub

News & Events

I Need To

English

You are Here:

Home Page

My Workspaces

OG Workspace

buzz platform migration project

Project Documents

Project documents

IT Work docs

IT Work docs

Project Tasks

Discussions

Project Calendar

Tasks

Project tasks

Connectivity tasks

GPO tasks

Contacts List

buzz platform migration project

This workspace is to manage the Buzz migration project.

Start Date

End Date

Project Manager

7/1/2013

8/20/2013

Sidahmed Seghouani

My Tasks

Title

% Complete

System Configuration for Phase 1

40%

System Configuration for Phase 2

30%

Testing Phase 1

50%

Testing Phase 2

10%

Configuration for Phase 1

25%

Configuration for Phase 2

30%

Add New Item

Project Documents

Integration Process Sheet

By Sidahmed Seghouani

Documented Calibration

By Sidahmed Seghouani

Migration milestones plan

By Sidahmed Seghouani

IT Work contact list (MigPro)

By Sidahmed Seghouani

Project Tasks

Title

Start Date

Due

DNS configuration

7/13/2013

7/13

Fire wall configurat.

7/16/2013

7/16

GPO

7/23/2013

7/23

7/10/2013

7/17/2013

Contribute

Share on Knowledge Hub

Project members

Caroline Lewis

Assistant director Group...

Sidahmed Seghouani

Group intranet manager

Sukhi Ghatora

Employee Engagement M...

See All

See All

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Project workspaces allow employees to share information about each particular project in a consolidated project area.

It's easy to start a workspace through forms and workflow processes, which takes the IT group out of the equation. Any employee can click the *Request for Workspace* link on the workspaces main page, and fill in the *Request project* lightbox fields: language, project name, category (chosen from a drop-down list), members (which taps into the *Employee Directory*), and the reason for the request. This request goes through an approval process, which ensures that teams do not duplicate workspace requests. Once approved, the requester is emailed a list of next steps and can begin managing the project workspace.

The screenshot shows the Ooredoo Buzz intranet interface. A red modal window titled "Request project" is centered on the screen. The form contains the following fields:

- Language:** A dropdown menu currently set to "English".
- Project Name:** A text input field with the placeholder "Enter project name".
- Description:** A larger text input field with the placeholder "Enter project description".
- Project Workspace Category:** A dropdown menu currently set to "Technology".
- Project Members:** A text input field with the placeholder "Add project member" and a small icon for adding members.
- Reasons for The Request:** A text input field with the placeholder "Enter reason for request".

At the bottom of the modal are two buttons: "Cancel" and "Submit". To the left of the form, within the modal, is a red box with a white plus icon and the text "Request project". Below this, it says "Technology: Select this for technology related projects". The background of the intranet shows various sections like "Latest", "Rewards", "Discussion Boards", "Latest Blog Posts", and "Knowledge Hub".

The *Request project* form, which any employee can fill in and submit, ensures that the IT group doesn't become a bottleneck in the process of requesting a project workspace.

Robust employee profile pages on the Ooredoo intranet not only enable people to find one another, they also encourage people to communicate in this venue. The *Ask Me About* tag cloud in the upper right of the page displays the employees' expertise and affinities, which each employee can add. Employees can add comments and images on their *Note Board*, and others can "like" or share them.

Many companies face the challenge of how to get employees to update their profiles. Here, employees are encouraged in various ways to add information to their profiles, including:

- Buzz rewards: A regular reward scheme encourages site usage.

- Success stories: On the *Note Board*, employees share stories about how updating their profile helped them learn new things or achieve success on a project.
- Profile-completion web part: Each user's profile displays a completion status bar, along with *Completion Tips* on what they can do to make their profile more complete.
- Privacy controls: Because privacy was one of the greatest employee concerns, designers made it possible for people to control who sees their information. The privacy options are especially important to employees who add information about their personal interests.

In addition to the social features, the employee profiles also include information about where employees work within the organization, what content they are responsible for, and so on.



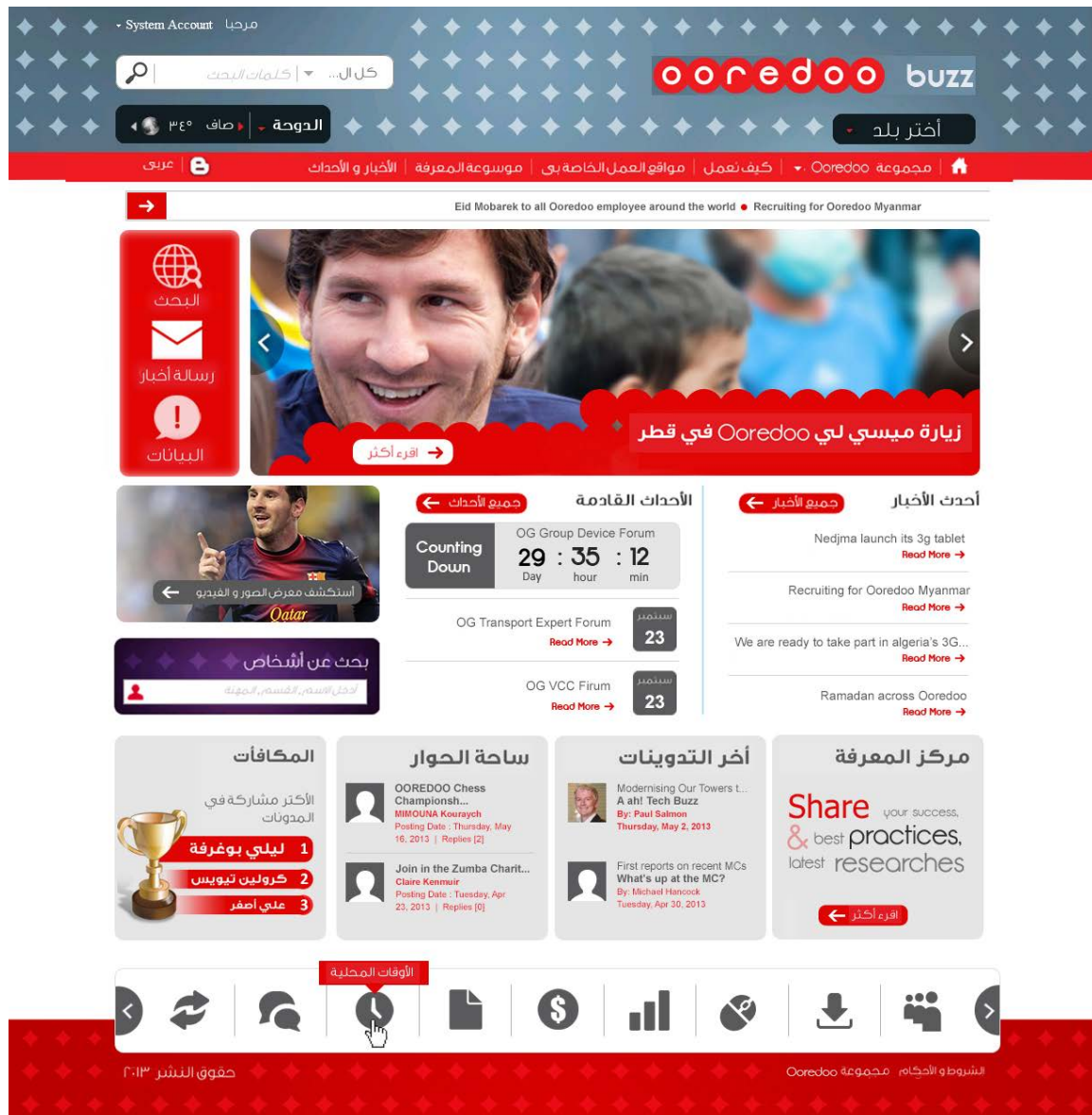
The screenshot displays the Ooredoo Buzz intranet interface. At the top, a blue header bar contains the 'ooredoo buzz' logo, a search bar, and navigation links like 'Welcome Abdallah', 'My Site', and 'My Favorites'. Below the header, a red navigation bar lists various site sections. The main profile page for Sid Ahmed Seghouani is shown, featuring a red background for the header. The profile includes a photo, name, title ('Group intranet manager'), contact details, and a bio. A 'Team Spirit' section highlights key areas: Knowledge Management, Project Management, Data Integration, and Customer Services. Below the profile, tabs for 'Overview', 'Organization', 'Content', 'Tags & Notes', 'Colleagues', and 'Memberships' are visible. The 'Recent Activities' section shows a profile update. The 'Note Board' features a rich text editor and a list of posts from Sid Ahmed Seghouani, including a post about Myanmar license and a social greeting. On the right, a 'Profile Completion' bar shows 20% completion, and a 'Common With You!' section recommends colleagues like Caroline Lewis and Sukhi Ghataor. A 'My Organization Chart' is partially visible at the bottom right. The footer contains copyright information and legal statements.

Robust employee profile pages on the Ooredoo intranet not only enable people to find one another, they also encourage people to communicate in this venue.

To further enable employees to share content, the Ooredoo intranet offers comprehensive language support. Ooredoo operates in 12 different countries, and employees can communicate on Buzz in three different languages: English, Arabic, and French. A drop-down menu at the top of each page lets employees switch languages at any time.

In the Arabic version of Buzz, the interface was flipped horizontally to accommodate reading from right to left. For example, the search field and context navigation menu

appear on the left in the Arabic version and on the right in the English and French versions. The content area and navigation are also reversed. (The out-of-the-box SharePoint language pack offers an automatic switch, which the designers took advantage of here.)



In the Arabic version of Buzz, the interface was flipped horizontally to accommodate reading from right to left.

Buzz enables Ooredoo employees to share more than 23 GB of digital content via workspaces and other sharing tools. By offering a simple UI and targeted encouragement, and fostering the culture of sharing, Ooredoo designers have made an excellent case study for highly successful social sharing on an intranet.

## BACKGROUND

Ooredoo has been the fastest growing telecom company by revenue in the world over the past six years, with a number of acquisitions across emerging markets in the Middle East, North Africa, and South East Asia. This growth resulted in a need for an Ooredoo Group intranet to connect all of the company's employees and present opportunities for them to learn more, share more, and connect more with each other across the organization. The design team was in the fortunate position of building the site from scratch, giving them an opportunity to gather input from all business areas at the Organization level and from the organization's various operating companies. This research informed the team's decisions about what kind of platform to build.

The Ooredoo Group team faced challenges familiar to most intranet teams: short timelines, limited budget, and the need to gain support across the organization. The team also had to design a site that could be adapted for users across the company's diverse set of locations, which include Qatar, Kuwait, Oman, Algeria, Tunisia, Iraq, Indonesia, Palestine, Pakistan, Maldives, and Singapore.

## INTRANET TEAM



Ooredoo Group intranet team members Caroline Lewis and Sid Ahmed Seghouani



ITWORX team members (top row, left to right): Amira Samir, Nahla Gaber, Nahla Ghoneim, Michael Milad, Ahmed Yehia, Hoda Mira, and Sara El Khoudary; (bottom row, left to right): Abdel Rahman Hazem, Karim Ahmed, Hossam AbdelSalam, Ahmed Kassem, and Ahmed Mostafa.

## GOVERNANCE

### Ownership

The Ooredoo Group Internal Communications and Engagement team (located in the Ooredoo Group Human Resources functional area) owns the intranet. This placement has proven critical to the site's success. "We're in even bigger demand than we were before, with my team talking with all areas of the business regularly," says Caroline Lewis, Assistant Director, Ooredoo Group Internal Communications & Engagement. "We're still working with the wider Group team and our operating companies to train them on how to get the most out of the site.

"The adoption work continues," she says. "We're now much closer to teams across the entire Group."

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Group Intranet Team	<ul style="list-style-type: none"> <li>• Provide infrastructure and intranet governance; oversee program management; coach, support and train content managers; produce promotional messages and organization-level content; develop site and features; be responsible for the budget</li> </ul>
Operating Company Intranet Team	<ul style="list-style-type: none"> <li>• Promote the site to employees; develop country-level content; provide support for operating company content owners</li> </ul>
Content Owners	<ul style="list-style-type: none"> <li>• Update their content sections; support and train team members on using workspaces</li> </ul>

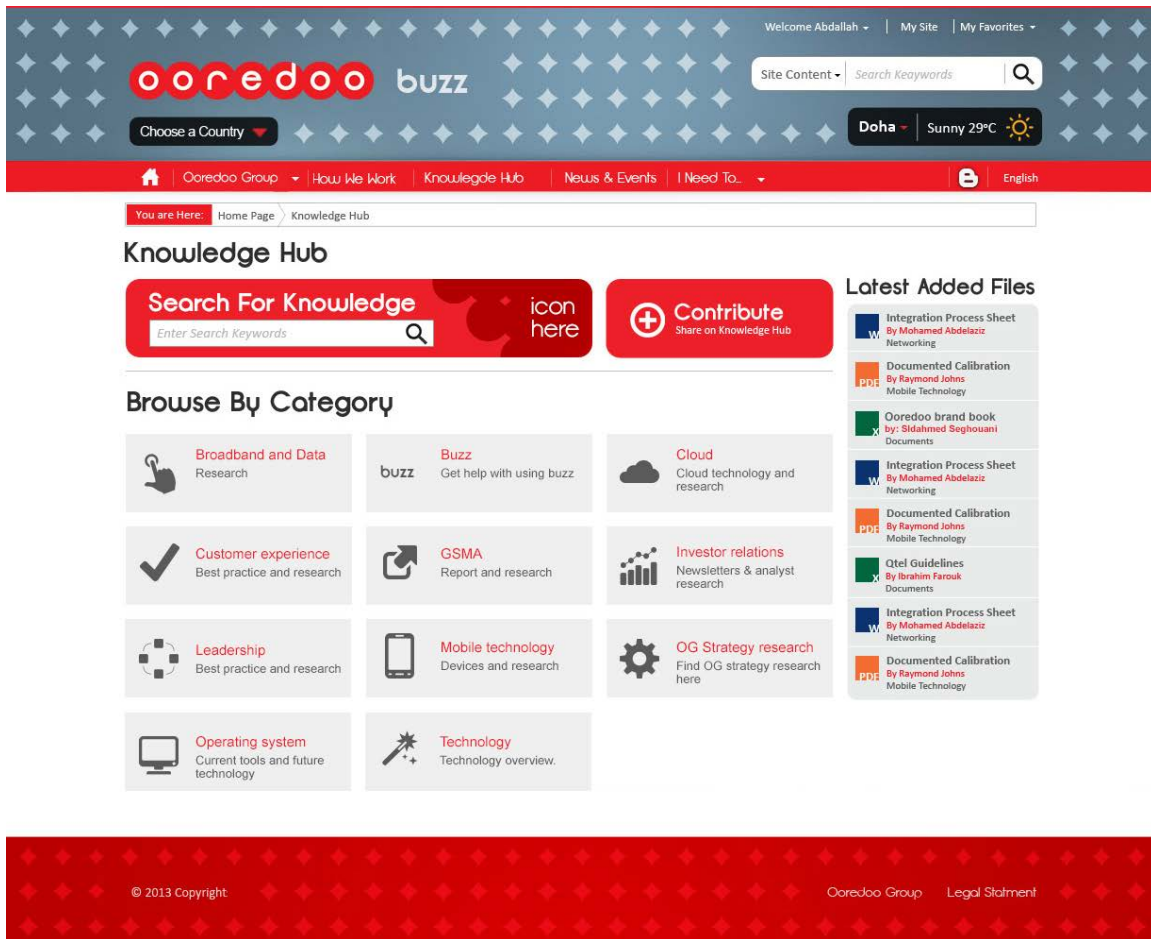
## USERS

All employees at all levels use the intranet. Employees across the Ooredoo companies use 70% of the content. The other 30% of content is for group-level employees only. The site hosts all HR information for these employees.

Users at both an executive and lower levels blog on the site and regularly use workspaces. Project leads and department heads at an organization level and within Ooredoo's operating companies manage their own workspaces to collaborate on key projects. The company's *Knowledge Hub* is primarily populated by content from SMEs. This creates a great place where people can go for best practices information. Business unit leads also access the site for the business planning process. And all employees contribute to discussion boards and the site's social area.

"We're using the site to help break down barriers across our hierarchy and our geographical borders," says Lewis.





Sharing the latest technology trends, customer experiences, success stories, and white papers is critical for the company's growth. *Knowledge Hub* is a dedicated page designed to encourage employees to both read what others have to share and contribute their own information. The *Contribute* button was intentionally designed to be big and inviting; it appears on pages throughout the portal to make it easy for employees to recognize and use the feature.



## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
<b>URL</b>	<ul style="list-style-type: none"><li>• <a href="http://buzz.ooredoo.com">http://buzz.ooredoo.com</a></li></ul>
<b>Default Status</b>	<ul style="list-style-type: none"><li>• The intranet is set as each user's homepage and is bookmarked in each user's browser. There is also a desktop icon and keyboard shortcut that launch the site.</li></ul>
<b>Remote Access</b>	<ul style="list-style-type: none"><li>• Remote access (outside the company's LAN) will be rolled out in 2014.</li></ul>

## DESIGN PROCESS AND USABILITY WORK

### Design Approach

As an initial research activity, the team conducted a survey to learn more about employees' needs and requirements for the new intranet. The survey results helped inform an initial requirements set, features list, and design. "It saved us a lot of time in meetings [and] reduced design time for wireframes and maintenance time," says Lewis.

The initial survey also helped frame the questions asked in the focus groups that followed.

There were five initial focus groups, each representing one or two of the main Ooredoo Group departments. Each contained five to eight participants. The focus groups were intended to verify the initial set of requirements. The team also showed participants the initial design of the new homepage.

As the survey informed the focus groups, the focus groups informed the wireframes and IA.

Because the initial usability and requirements research took place onsite at Ooredoo the team also had a chance to see employees in their own working environment. "We set up meetings with people at the workstations and shadowed them to learn more about their roles, to identify ways our intranet could help them with their daily tasks," says Sid Ahmed Seghouani, Ooredoo Group Intranet Manager.

"Employees' feedback was extremely useful, especially on navigation labels and the structure of some pages (*My Workspaces*, for example), where employees indicated the need for different types of workspaces, such as a project workspace and a department workspace," says Hoda Mira, Usability Engineering Team Leader ITWORX. "We based the information architecture on activities and topics rather on departmental structure."

"Once we incorporated the employee's feedback on the wireframes and information architecture, we were ready to start the graphic design activities to match Ooredoo Group branding guidelines and design trends in other online websites or printed materials," she says.

This design process was iterative, with design team members and Internal Communications team members meeting many times with the project's usability engineer, graphic designers, and SharePoint developer to make sure the proposed wireframes and IA matched the user needs requirements captured earlier in the project.

Heuristic evaluation sessions were also conducted to ensure adherence to usability best practices and consistency.

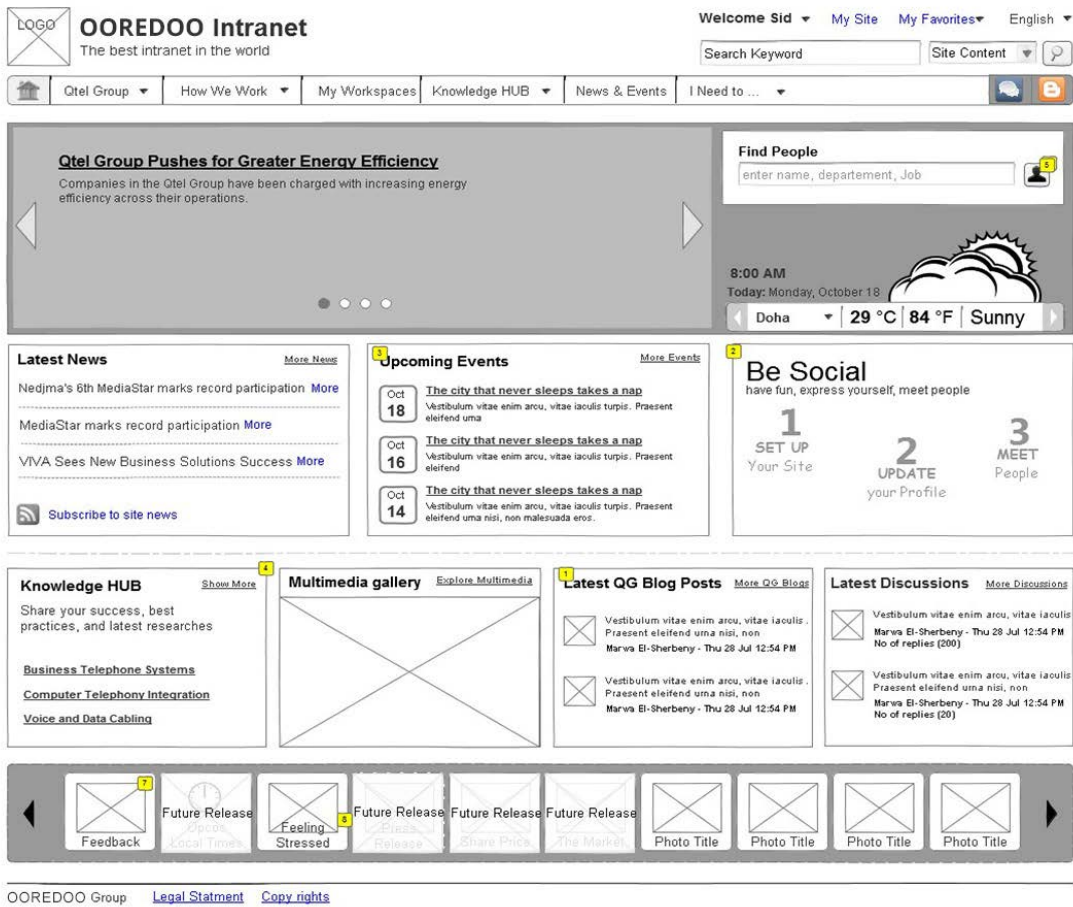
"After a few iterations, we were ready with the final wireframe to share it again with the same focus groups we met earlier in the process," says Mira. "We conducted the focus groups session again with the main focus on the information architecture, this time using closed card sorting."

The main wireframe was projected on a screen and the participants were asked to use the proposed IA to locate information and services, such as "Where would you go to find information about HR vacation policies?"

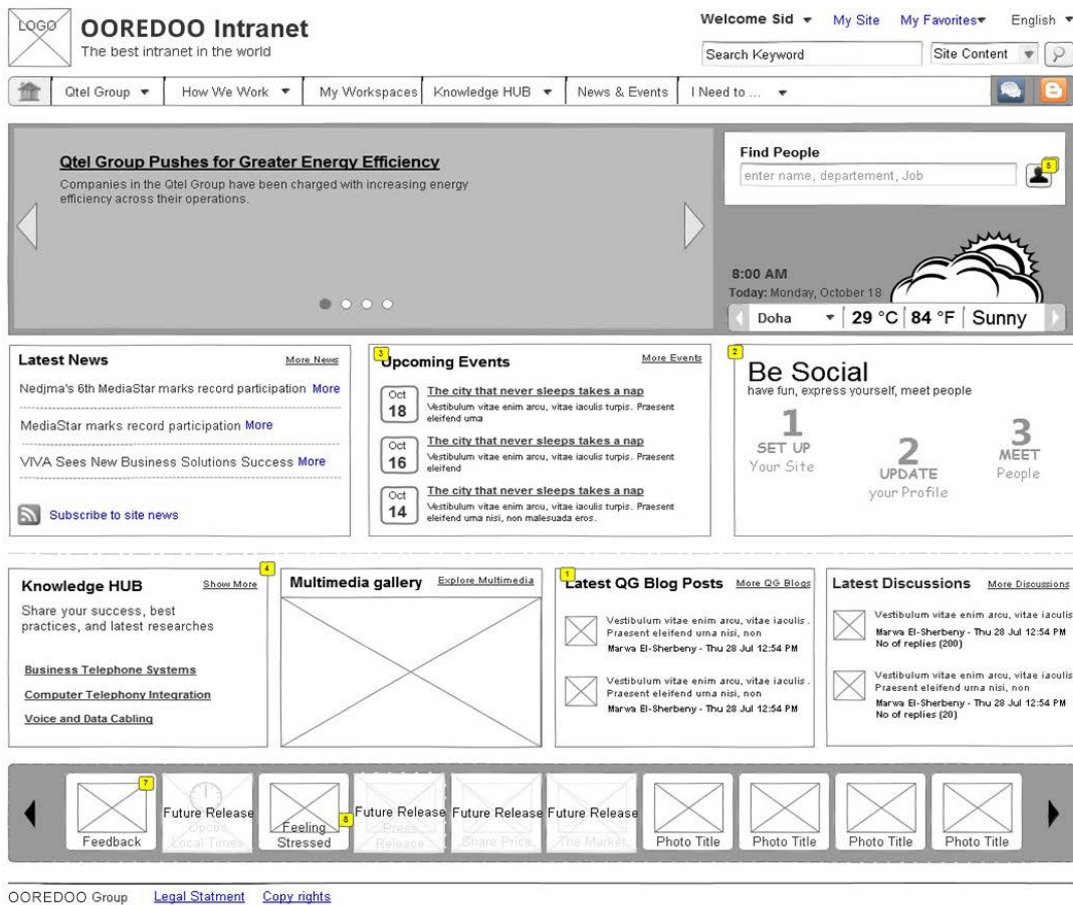
"Answers were collected as a qualitative data rather than quantitative—just to make sure that most of the focus group members could easily navigate the intranet," says Seghouani.

### Working with Outside Agencies

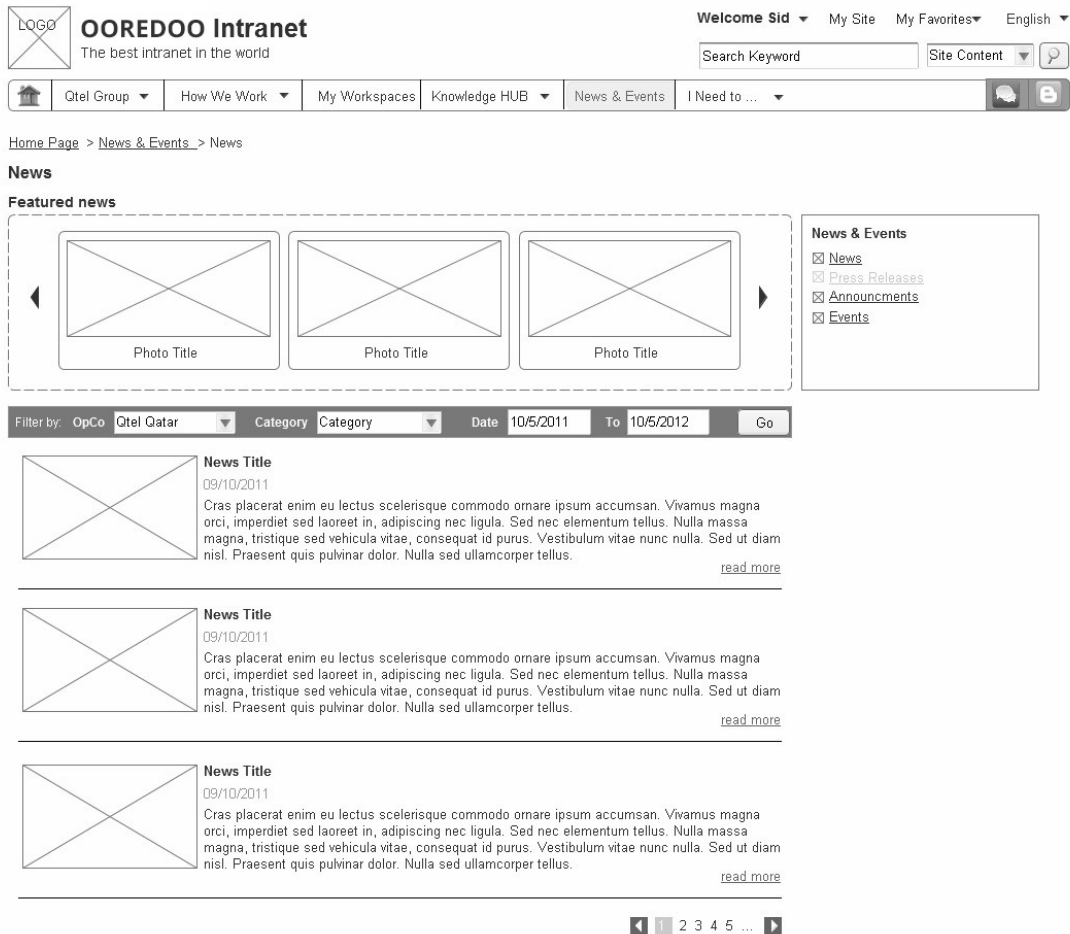
Ooredoo did not have adequate in-house resources to build the site within the specified (tight) timeline, so they worked with ITWORX for design and tech development support. ITWORX was brought in at the start of the project, once all of the project needs had been defined internally.



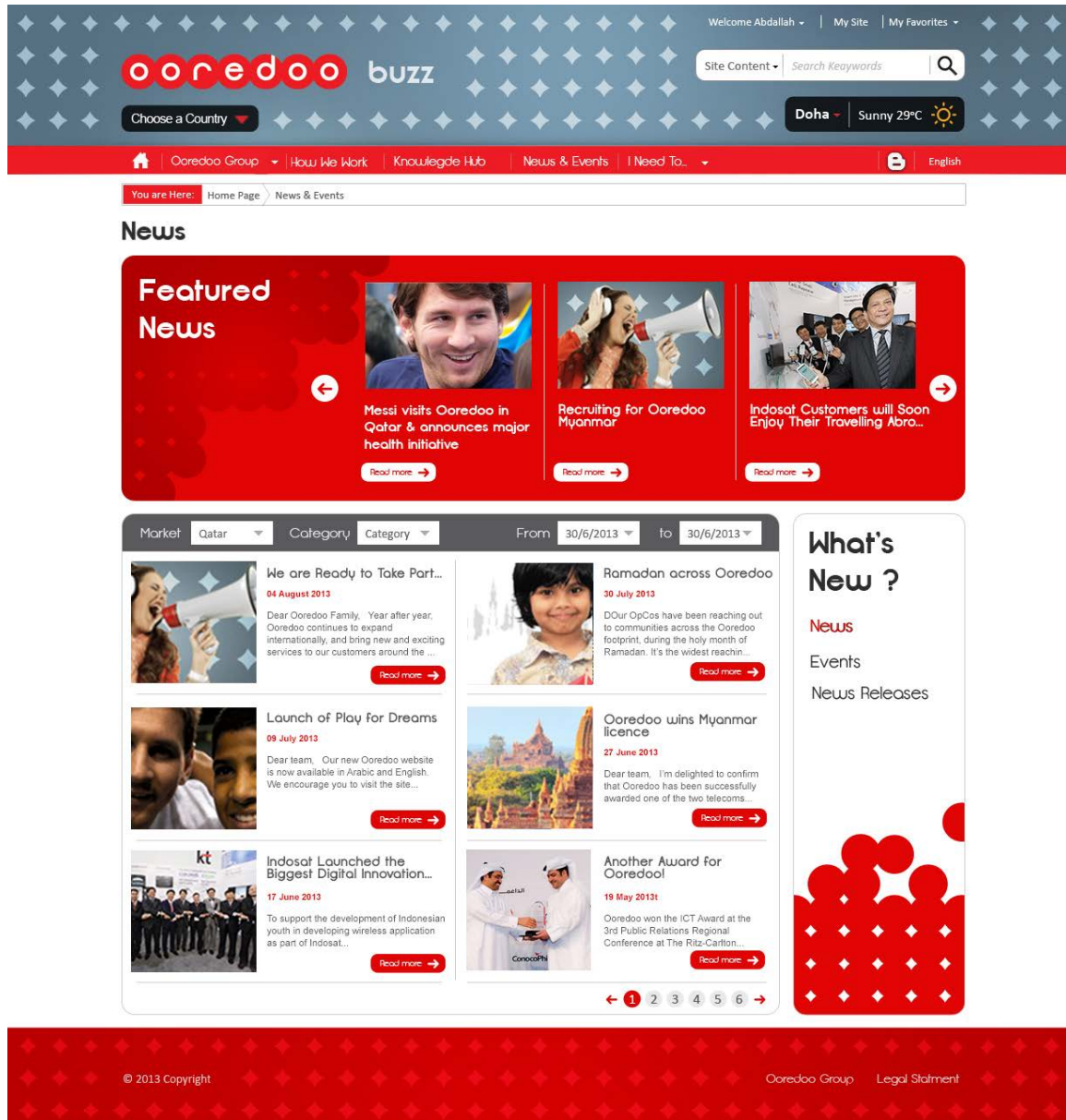
A wireframe of one proposed version of the homepage design.



Another proposed homepage design.

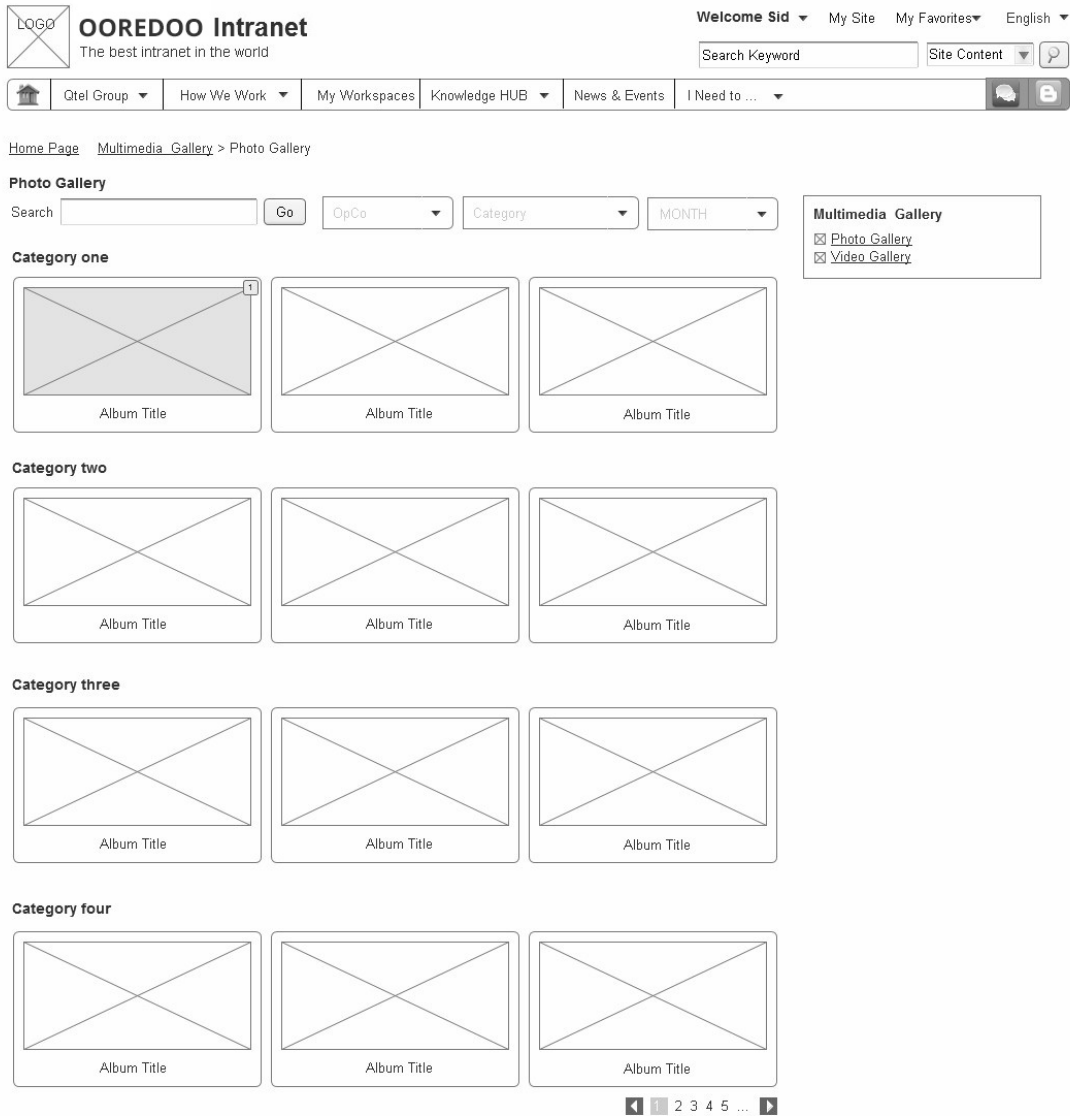


A wireframe for the news and announcements page.

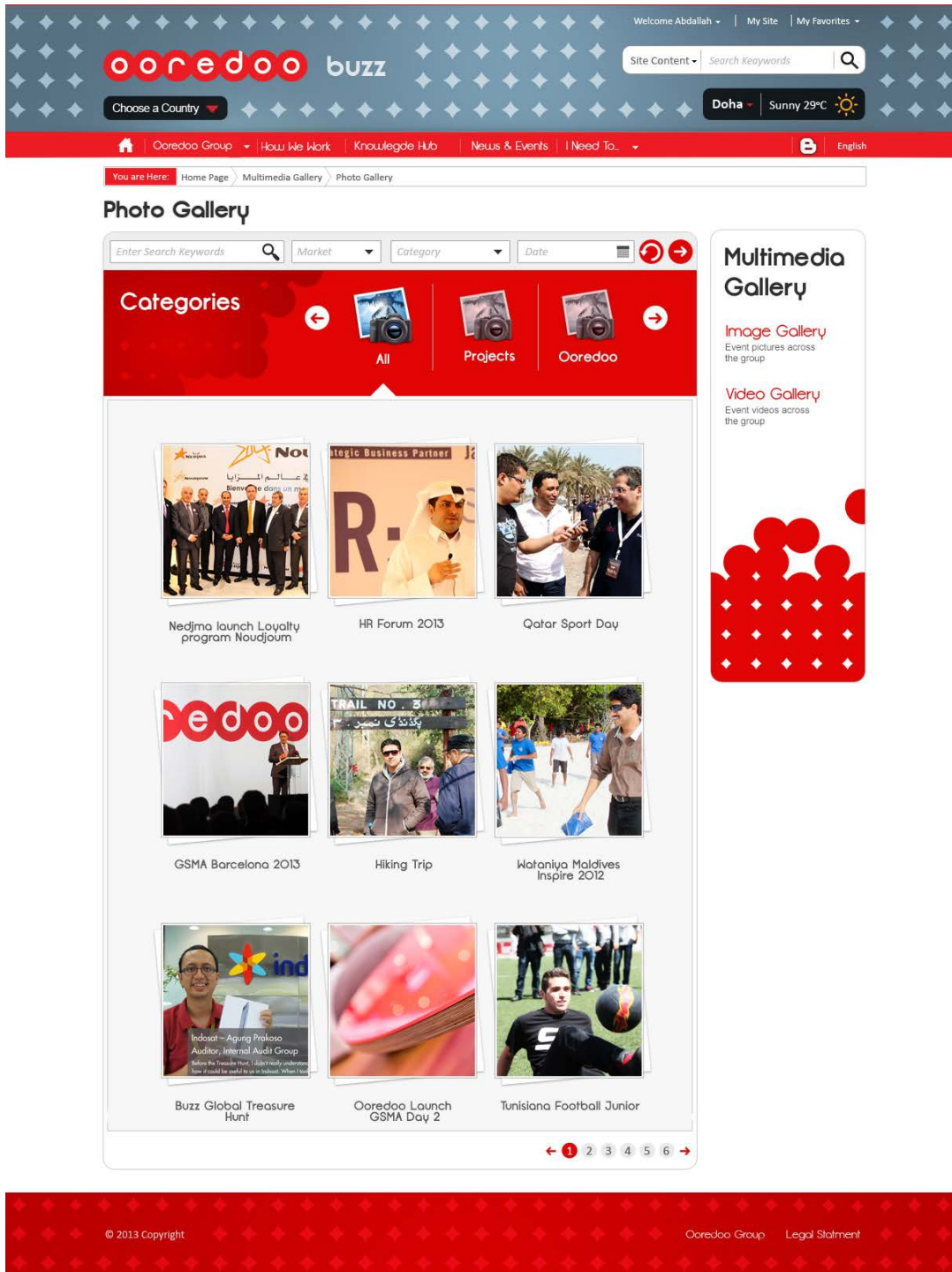


The News page was designed to host news from across the Ooredoo Group. A specific layout was created to keep content relevant for all users. The four most recent news articles are dynamically displayed on the homepage, and users can access this feature from the navigation bar at any time to view all news or a specific story using the filters. Users can also “like,” comment on, and share news articles.





A wireframe of the proposed photo gallery design.



The multimedia gallery showcases the site's multimedia content. The photo gallery is a very flexible sub-feature that lets content managers create photo albums, and tag and categorize photos. All users across the Ooredoo Group can view the albums, "like" them, post comments, and share the photos on their profile page.

## TIMELINE

The period from initial project inception to site launch was 18 months. Some of the key milestones are listed below.

INTRANET TIMELINE	
Milestone Date	Milestone Description
January 12, 2012	<ul style="list-style-type: none"><li>Phase 1 launch: Site available to Group-level employees.</li></ul>
December 12, 2012	<ul style="list-style-type: none"><li>Phase 2 launch: Site available organization-wide in all markets, providing access for 17,000 employees.</li></ul>
March 2013	<ul style="list-style-type: none"><li><i>News</i> ticker</li><li><i>Buy and Sell</i></li><li>Local times</li><li><i>Important News</i> pop up</li><li>Page ratings web part</li><li>Most active contributor measuring tool</li><li><i>My Site</i></li><li>Site share functionality</li></ul>
July 2013	<ul style="list-style-type: none"><li>E-newsletter</li><li>Notifications</li><li>Comment and “like” features (on all pages)</li><li>List filter web part</li><li>Polls</li><li>Research site</li><li>Event countdown web part</li><li>Employee performance management tool</li></ul>
August 2013	<ul style="list-style-type: none"><li>Site migration and launch of new design to match Ooredoo Group rebrand</li></ul>

## CONTENT AND CONTENT CONTRIBUTORS

The choice of a content management system was a fairly simple decision; the team chose SharePoint’s native CMS capabilities.

Approximately 20 people develop content for the site, including content managers across the Ooredoo Group. The intranet team approves all content, and layout is forced through the site design parameters. Content developers can get support through several channels, including: in person, online, and by telephone.

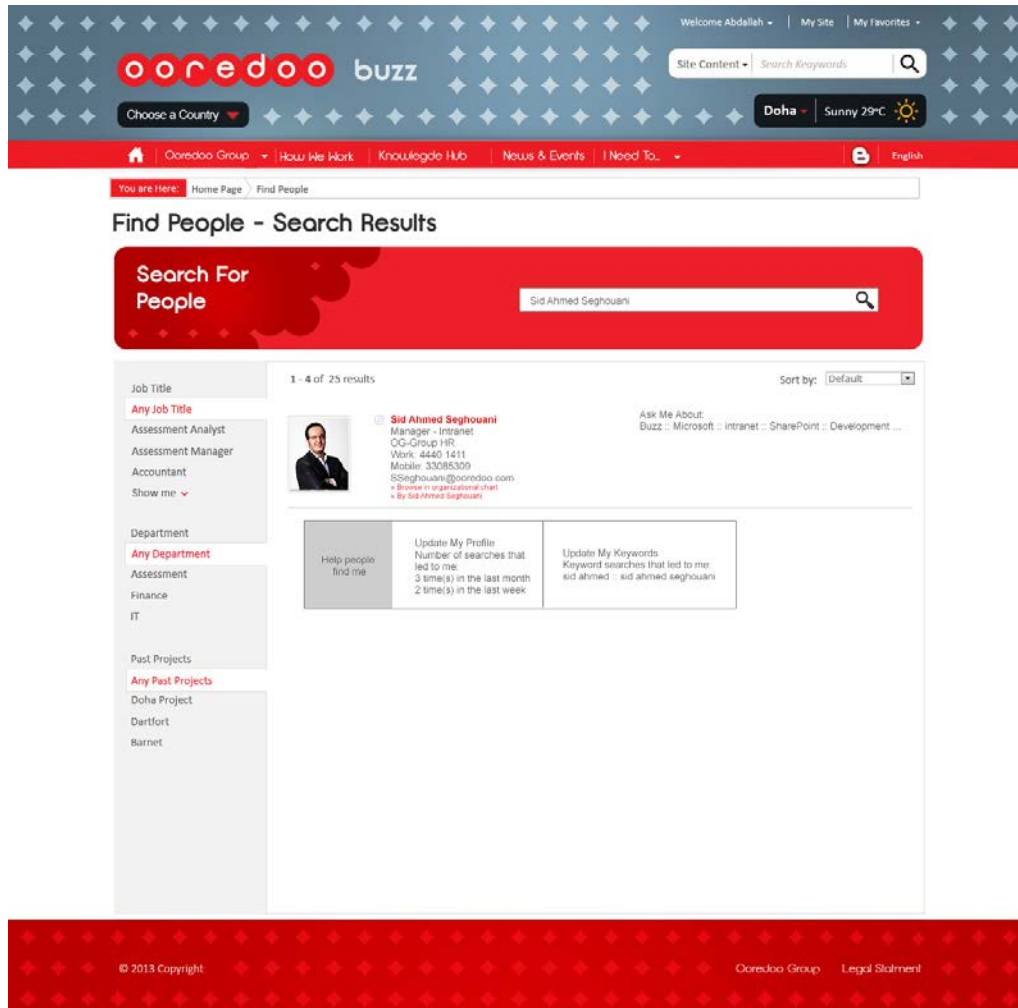
## TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"><li>• Hardware: VM Ware technology is used for the hosting platform (which contains 22 servers)</li><li>• OS: Windows Server 2008 R2</li></ul>
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"><li>• V-Center (a VM Ware tool) for hardware tracking</li><li>• SCOM server for software tracking</li></ul>
Design Tools	<ul style="list-style-type: none"><li>• SharePoint Designer 2010</li><li>• Visual Studio 2010</li></ul>
Site Building Tools	<ul style="list-style-type: none"><li>• SharePoint Server 2010 Enterprise edition</li></ul>
Content Management Tools	<ul style="list-style-type: none"><li>• SharePoint Server 2010 Enterprise edition</li></ul>
Search	<ul style="list-style-type: none"><li>• Fast Search Server 2010</li></ul>
Other Functions	<ul style="list-style-type: none"><li>• Microsoft Data Protection Manager for daily backup and restore (site, database, and user content)</li></ul>

## SEARCH

The team chose Microsoft's Fast Search as the search technology. The priority was keyword search; to achieve it, the team utilized SharePoint Metadata, creating a metadata term store for each feature that let end users search using keywords. The team also chose out-of-the-box Fast Search Server functionality to filter the search results by user, file type, and date, as the following screen shows.





The *Find People* search results include a page on each employee, with a photo, telephone numbers, and email. More specific information is revealed upon request, including org structure information. Users can refine the search results using the faceted search on the left, which is helpful given the company's size and huge number of employees.

## RESULTS AND ROI

The new intranet is meeting the real needs of the organization, which is how the company is measuring the project's success. "People are spending less time looking for documents and searching for contact details for people," says Lewis. "Time is money."

Other activities point to the site's popularity among its users, including: an increase in executive use, content database growth, an increase in site visits and daily page views, a rise in usage among different groups and levels across the organization, and measures of the most popular content and features.

Following is a snapshot of how the site is doing as of this writing:

- Number of page views: 735,172
- Number of unique visits: 57,356



- Content database growth: currently 31GB (3GB at launch)
- Most popular content: photos (*Photo Gallery*), videos (*Video Gallery*), news articles, and product information
- Most popular features: *Knowledge Hub*, *News and Event*, *Our Market Map*, *Find People*, and *MySite*

## LESSONS LEARNED

Lewis and Seghouani share some of the team's lessons learned:

- Secure sponsorship at a senior level. "Our Group Chief HR Officer, Mohanna Al-Nuaimi, has been a great support in ensuring we have the budget and resources we need. He believes in the power a successful intranet can bring to an organization and has been right behind us from the start."
- Host the site locally from the start. "We initially hosted the site overseas, which had an impact on stability and performance. Since we migrated it to Doha, performance and stability are no longer an issue. It also gives us more flexibility in relation to access. We can allow employees to access via the internet."
- Have a dedicated IT resource. "We've been reliant on part-time support from IT until recently, without clear service-level agreements. Now that we have a dedicated resource in place, we're enjoying 95% 'up' time and real focus on any changes that require IT support."
- Appoint one dedicated project manager. "We had a handover between project managers part way through the process. This caused confusion and slowed us down."
- When designing the front end, plan for the back end. "If developing custom functionality, ensure the back-end design is easy to update. We've done this and we're reaping the benefits. Even those who consider themselves non-technical are able to easily add content."
- Have full involvement of IT in the governance plan. "This wasn't the case [for us]. We are driving this and are still working to ensure full implementation. Having a dedicated IT resource is helping us to close this, which will benefit the site as a whole."
- Really invest time in adoption—it's worth it. "We've trained content managers in all of our operating companies on our functionality. And we're launching regular campaigns and initiatives, which encourage employees to use the site. If the aim is to encourage employees to collaborate online, it's important to help them understand how to use the intranet, and how it will benefit them."
- Spend time researching with your users. "We believe this has been a huge contributor to our success. Build a site that answers the needs of the employees and the business. People will then want to use it."

**Using the intranet:** triptic is a tech-savvy agency for online communications from Eindhoven, the Netherlands. Since the agency started in 1997, its expertise in online strategy, design, and development has gradually culminated in a specialization in the intranet field. It has developed intranets for large organizations such as Dorel Europe, Jessa Ziekenhuis, and Sacha Shoes.

**Headquarters:** Eindhoven, the Netherlands

**Number of employees the intranet supports:**  
20

**Locations where people use the intranet:**  
Eindhoven, the Netherlands

**Design team:** Iris, the company's intranet, was designed and built by an in-house team.

**In-house team:** Arthur Turksma, Strategist; Rick Cuijpers, Consultant and Project Manager; Roel Knapen, Coordinator; Lieke Huenges Wajer, Test Coordinator; Willem van Berlo, UX Designer; Onno Marsman, Senior Software Architect; Frank Kemps, Developer; Martijn Wernaert, Developer; Teun Beijers, Developer; Tim Didderiëns, Support; Jos Rouw, Copywriter/Editor; Anne Blommaert, Usability Tester; Tatiana Morokko, Controller

## SUMMARY

One of several traits that differentiates Iris, the triptic intranet, from many intranets is that it actually looks fun to use. What makes the homepage seem like a good time? Offbeat images, whimsical icons, bright colors, and simple text all draw users in—without crossing the line into being annoying, which is a very tricky balance to achieve.

The Iris homepage recognizes logged in employees and serves up their desired information, such as a personal calendar and social following activity. The news and a poll occupy two other default sections (known as *widgets*) on the page, keeping the employee's finger on the pulse of the organization.

Potential new projects appear in the upper left. This list is connected to the organization's CRM system (Zurmo). Employees can click these links for details or choose the *Create* button to add a new one. The very inviting "anyone can do this" attitude at triptic is apparent in the Iris design, highlighting another trait of great intranets: they convey the organization's goals and culture.

Iris also shows project progress, such as in the *Scrum Burndownchart*, which communicates time spent compared to planned effort for a client working in an Agile development process.

The homepage's right rail houses a toolbox with five tabs that is persistent across Iris. This toolbox makes it possible to search, find people, access documents, and post messages. These tools help people complete key tasks from any page of the site.

The triptic intranet homepage offers news, project information, calendar, project status, and social features in a whimsical way.

The default homepage makes smart selections for widgets for employees. But Iris also lets people customize the homepage by dragging and dropping to move items, or adding and removing widgets through the settings icon.

The screenshot displays the triptic intranet interface. At the top, there's a navigation bar with 'service', 'applications', and a user profile for 'Arthur Turksma'. Below this is a horizontal menu with 'Actueel', 'Organisatie', 'Projecten', 'Wie is wie', 'Media', and 'Teams'. The main content area is divided into several sections:

- Left Sidebar:** Contains a 'Tabblad' section with a '+', 'Opportunities' with client details (Clientname X, € 49.000, Prospecting, 25/6/13), and an 'Agenda' with dates JUN 19, JUN 17, and JUN 7.
- Top Center:** A 'Zurmo' widget with icons for 'Connect', 'Create', and 'Collaborate', and a news snippet about 'Dorel Europe lanceert nieuw intranet'.
- Bottom Center:** A 'Fotoboek' section titled 'Bestemmingen > Kroatie > Kasteel.jpg' showing a landscape photo.
- Right Sidebar:** A social feed with posts from 'Arthur Turksma', 'Roel Knapen', 'Deniz Turan', 'JOS Rouw', and 'Onno Marsman'.

The interface is designed to be flexible, allowing users to drag and drop widgets to customize their workspace.

Employees can drag and drop to move widgets (sections) on the triptic intranet.

Beyond being communicative and flexible, Iris is unquestionably a social intranet that offers several lovingly used social features. Employees each have their own wall, which they can access easily by clicking the horizontal navigation menu's speech bubble icon (one of only two icons in the upper left; the other is for the homepage). The logged-in user's image and contact information appear on the left. In the center of the page, employees can write their status, ask a question, or share an idea. Iris also has the capabilities for shared messages, private messages, and notifications—all accessible via the three links above the wall feeds. When employees are posting on their own walls, their photo appears on the right, while their colleagues' posts have photos on the left, making it easy to distinguish each author.

triptic

service applications Arthur Turksma

Actueel Organisatie Projecten Wie is wie Media Teams

Je bent hier: Home > Wall



**Arthur Turksma**  
internetspecialist  
aturksma@triptic.nl  
310  
+31 40 246 30 40

15 Following  
7 Teams

Messages 25 My profile My network My teams

All messages Private messages Notifications 53

Status ? Question Idea

Vertel je collega's wat je bezighoudt:

Arthur Turksma > Shared with followers  
Status update 15 minuten geleden

Het is zo weer tijd voor de Keek op de Maand!

Zijn jullie er klaar voor?



Comments 0 Vind ik leuk 1

Plaats hier je reactie

Roel Knapen > Deniz Turan  
Status update 20 minuten geleden

Interessant, zo zie je hoe er uit een andere hoek naar bijv. intranetten wordt gekeken <http://hetnieuwerkenblog.nl/de-toegevoegde-waarde-van-een-enterprise-social-netwerk-1/>

Comments 0 Vind ik leuk 0

Plaats hier je reactie

Deniz Turan > Shared with followers  
Question 42 minuten geleden

Hebben jullie nog leestips? Blogs en zo, over webtech?

Comments 4 Vind ik leuk 2

Onno Marsman  
Reactie 28 minuten geleden

Op zich ook een goeie: Web Performance Today

Vind ik leuk 0

Roel Knapen  
Reactie 25 minuten geleden

Goed zo, blijven lezen! Vooral na half zes :)

Vind ik leuk 1

Plaats hier je reactie

JOS Rouw  
Status update 2 uren geleden

JOS Rouw heeft een blogpost (Connect, Create, Collaborate: Dorel Europe lanceert nieuw intranet) toegevoegd

Comments 0 Vind ik niet meer leuk 2

Tevreden Gezichten Overzicht

Plaats hier je reactie

vrie is vrie

Zoek

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		

Rick Cuijpers  
Telefoon: +31 40 246 30 40  
ma di wo do vr  
Ochtend: ☐ ☐ ☐ ☐ ☐ ☐  
Middag: ☐ ☐ ☐ ☐ ☐ ☐

Roel Knapen  
Telefoon: +31 40 246 30 40  
ma di wo do vr  
Ochtend: ☐ ☐ ☐ ☐ ☐ ☐  
Middag: ☐ ☐ ☐ ☐ ☐ ☐

Jos Rouw  
Telefoon: +31 40 246 30 40  
ma di wo do vr  
Ochtend: ☐ ☐ ☐ ☐ ☐ ☐  
Middag: ☐ ☐ ☐ ☐ ☐ ☐

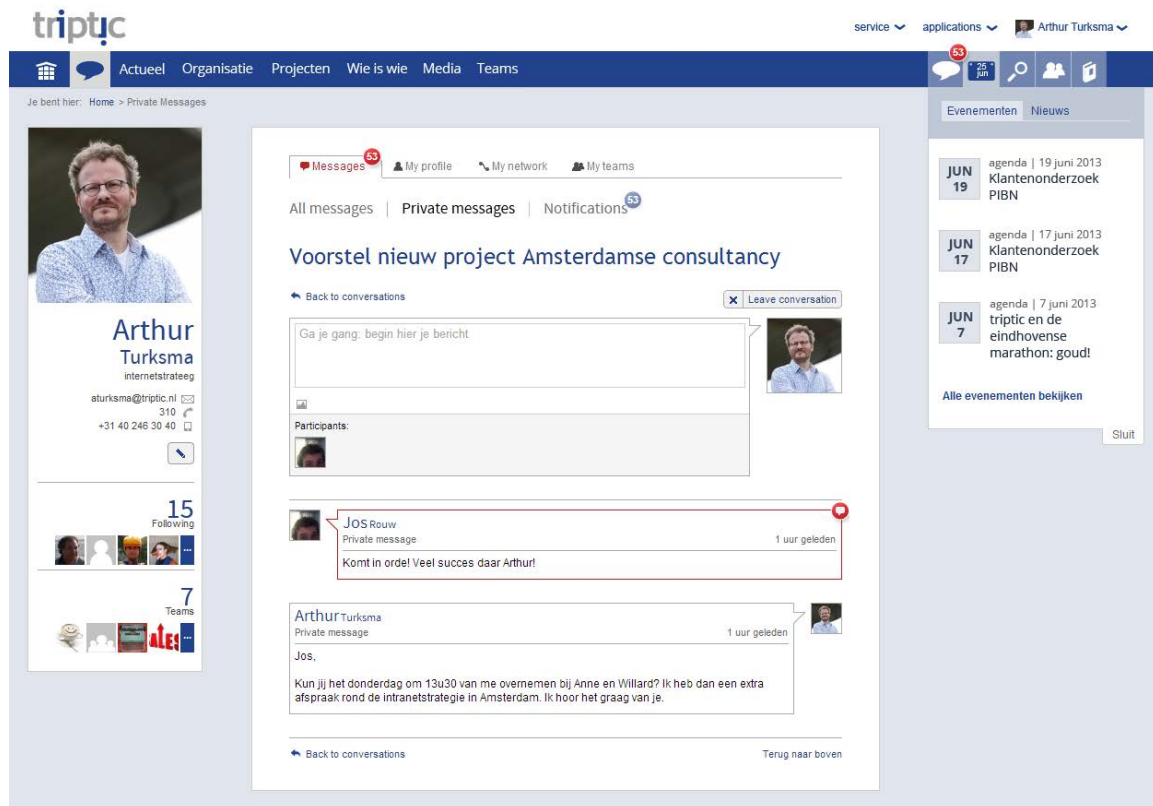
Uitgebreide wie is vrie

Sluit

All employees using the triptic intranet have their own wall where they can post information such as status and questions. The toolbox is in the right rail; here, it has the third tab selected, which is an alpha search for people with an open search field. The results for the letter "R" show corresponding employees' name, phone number, photo, and schedule.



In the *Private Messages* section, accessible through a link at the top of the page, employees can write private messages to one other colleague, and later add more people to the discussion. The prompt within the text field says, “Go ahead: start your message here,” encouraging people to communicate.



Employees can send messages to one or more selected colleagues through the intranet's *Private messages* section.

The *Notifications* section provides an overview of the activity of the colleagues the employee is following. Each rectangle displays the name, picture, and latest post. When users hover on a profile picture, it opens a summary, including the person's name and picture, the number of people the person is following (along with a sample of those people), and a button to send the person a message.



The screenshot displays the triptic intranet interface. At the top, the triptic logo is on the left, and navigation links (service, applications, Arthur Turksma) are on the right. Below the logo is a navigation bar with links: Actueel, Organisatie, Projecten, Wie is wie, Media, Teams. The main content area is divided into three sections:

- Left Section (Profile):** Features the profile of Arthur Turksma, an internetstrategist, with contact information and a photo.
- Middle Section (Notifications):** A list of notifications for the user, including:
  - Anne Blommaert commented on status update.
  - Tim Dideriens likes Arthur Turksma's status update.
  - Onno Marsman commented on question.
  - Roel Knapen and Rick Cuijpers like Deniz Turan's question.
  - Deniz Turan likes a comment on Deniz Turan's wall.
  - Tim Dideriens likes a comment on Wij zijn triptic.
  - Onno Marsman likes Arthur Turksma's status update.
- Right Section (Team Wall):** A vertical list of updates from team members, including status updates and questions from Roel Knapen, Deniz Turan, and Onno Marsman.

A pop-up window for Roel Knapen is visible over the notifications, showing his profile and a list of people he is following.

The *Notifications* area on the triptic intranet displays the latest activity of people the logged-in user is following.

Social features are also accessible and helpful from a group level. For example, team walls encourage members of a particular team to congregate online and share information such as success stories and examples of work they've done to help clients.





triptic

service applications Arthur Turksma

Actueel Organisatie Projecten Wie is wie Media Teams

Je bent hier: Home > Wall

Arthur Turksma  
Internetstrateg

atursma@triptic.nl 310  
+31 40 246 30 40

15 Following

7 Teams

Arthur Turksma

"In the Electric World, Change is the Only Stable Factor (marshall mcluhan, 1966)"

E-mailadres: atursma@triptic.nl  
Phone: 310  
Mobile: +31 40 246 30 40  
Department:  
Function:  
Availability: mon tue wed thu fri  
morning afternoon

Expertise: strategie, internet, intranet, design thinking, presentatietechnieken

Interests: TED  
Birthday: 26 juni

Introduction

Het leven makkelijker maken met technologie, dat is mijn grote interesse en drijfveer. Als oprichter van TEDxBrainport en natuurlijk als strateeg hier bij triptic. Laten we blijven zorgen voor tevreden gezichten bij onze opdrachtgevers. Enne... ik hou van bloemetjesbloezen!

Arthur is active on

Linkedin: <http://nl.linkedin.com/in/dutchart/>  
Twitter: <http://www.twitter.com/dutchart>

Wall PB

Status ?

Vertel je collega's wat je bezighoudt

Daal

Arthur Turksma  
Status update  
15 minuten geleden

Het is zo weer tijd voor de Keek op de Maand! Zijn jullie er klaar voor?

Roel Knappen  
Status update  
20 minuten geleden

Interessant, zo zie je hoe er uit een andere hoek naar bijv. intranetten wordt gekeken <http://hetnieuwwerkenblog.nl/de-toe...>

Read more

Deniz Turan  
Question  
42 minuten geleden

Hebben jullie nog leestips? Blogs en zo, over webtech?

JOS Rouw  
Status update  
2 uren geleden

Jos Rouw heeft een blogpost (Connect, Create, Collaborate: Dorel Europe lanceert nieuw intranet) toegevoegd

Tevreden Gezichten Overzicht

Onno Marsman  
Status update  
21 juni 2013, 12:20

Om af te trappen: een forum per team om discussietopics te kunnen starten.

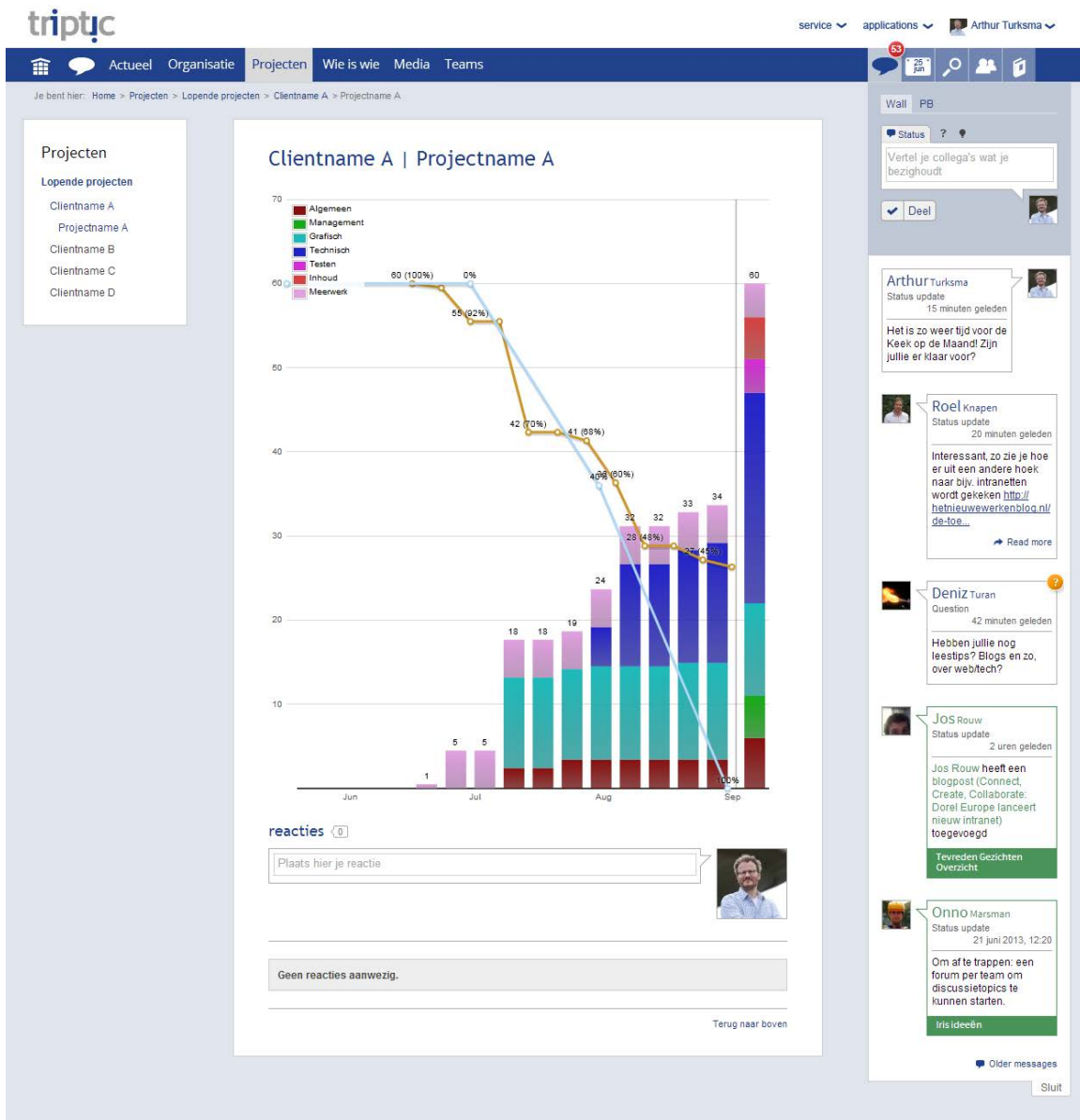
Iris ideeën

Older messages

Sluit

Employee profile pages on the triptic intranet include thorough summaries.

Information about particular projects is housed under the *Projects* menu. triptic keeps copious records about project activities and schedules, and benchmarks what was planned against what is actually happening (or has happened). Bar-line charts are one type of graphic employees use as a basis for communicating, discussing, learning, and planning.



Project pages on the triptic intranet help team members communicate, track, and plan their work.

As if all of these smart features on Iris were not enough, the entire intranet is accessible on mobile devices and desktops alike, as it's a responsive intranet design. The intranet designers wanted to ensure that people could communicate and retrieve information on Iris from anywhere, anytime, and chose this method to meet this goal.





The triptic intranet is a responsive design, easy to use on large and small viewports alike.

On a smartphone, the social icon, two menu links, and a menu icon at the top of the screen allow employees to navigate to the toolbar (which appears in the right rail when viewed on a large screen). In this view, designers chose to make the project chart a high priority and display its content first, and the employee's social activity next; however, any employee can rearrange their dashboard to suit their liking.





The triptic intranet homepage, as viewed on a smartphone, displays the social and menu icons at the top, followed by the highest-priority content.

Unlike a phone interface, a tablet has enough screen real estate to show the toolbox in the right rail.



The right-rail toolbox remains persistent in the triptic intranet's tablet view.

When viewed on a phone, the social tab shows fewer comments by default than the desktop version, but the comments are still easily legible. Although the photos of colleagues who comment are a little harder to see on a small screen, the names are very legible. In this view, it helps even more to have the colleagues' photos appear on the left side of their posts.



The social tab on the phone view looks similar to the desktop view, but shows fewer comments by default.

Overall, Iris is a breath of fresh air. She is disarming, funny, smart, modern, and available when you need her. And we would really delight in spending time with her.

## BACKGROUND

The triptic intranet was designed, above all, to enhance collaboration. Although it was inspired by well-known public social media platforms, it was designed to be something different: an employee's central starting point.

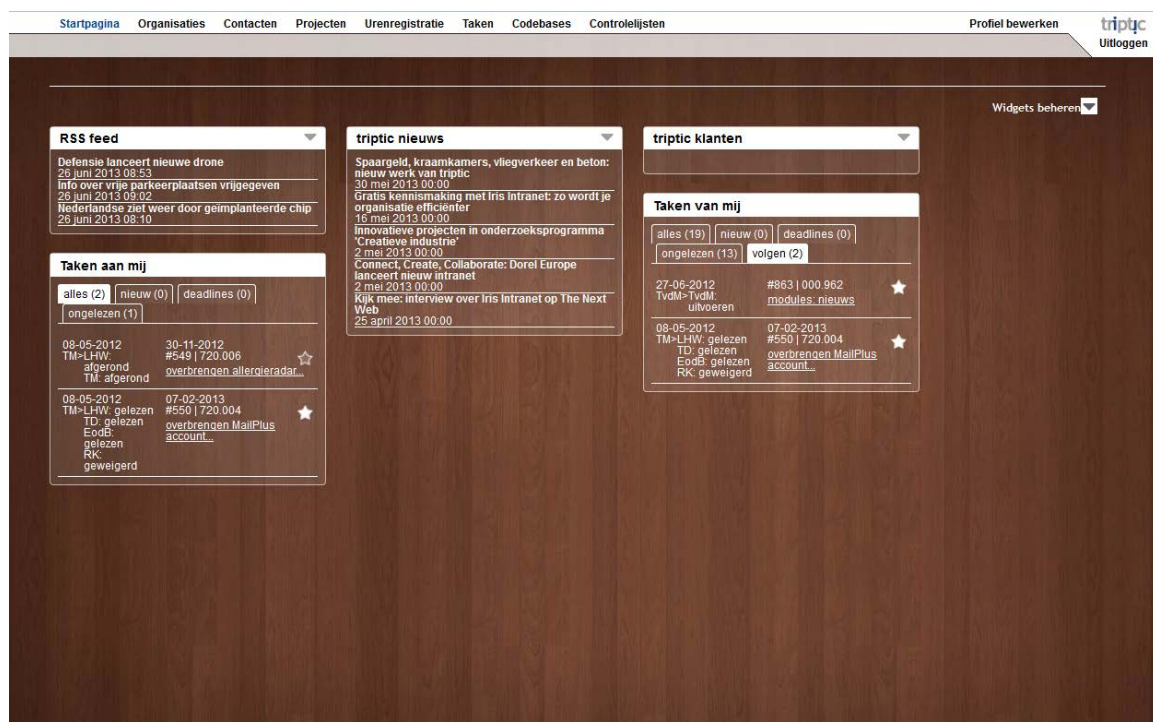
"Our clients were looking for ways to work more efficiently," says strategist Arthur Turksma. "So, we came up with platforms that enabled them to do so. And, when we saw the positive impact these platforms brought along, we decided to start using an intranet ourselves. By that time, Iris showed up."

What the team strived for was to ensure that Iris was not “just another” business tool.

“I have some experience with different enterprise social media platforms,” says Rick Cuijpers, Consultant and Project Manager. “But what I dislike is that they’re often like another system next to the other software you use, ‘YASP’—yet another software platform—another place you have to go to. I prefer the intranet to be an employee’s central starting point.”

The main challenge for triptic was to find the time to create their own intranet while also serving client projects; despite their great work for others, the firm found themselves in a scenario where the cobbler’s children had no shoes.

“The main obstacle was: how do you organize this?” says Cuijpers. “We want to keep developing, keep innovating, but we also have our clients to produce for. Put simply, time was an issue.”



The older version of triptic’s intranet was quite static and mainly focused on project and task information.

## INTRANET TEAM



The triptic team (left to right, standing): Tim Didderiëns, Frank Kemps, Anne Blommaert, Martijn Wernaert, Onno Marsman, Lieke Huenges Wajer, Willem van Berlo, Tatiana Morokko, and Jos Rouw; (left to right, sitting): Roel Knapen, Rick Cuijpers, and Arthur Turksma.

## GOVERNANCE

triptic was fortunate in that its experience advising clients on governance structure helped it see the uniqueness of its own governance needs. "Though we are experienced with governance for our clients and see it as indispensable for intranet success, it is not an issue within our own agency because of its relatively small size," says Turksma, adding that, at triptic, "employees' formal tasks are also their intranet roles. Everyone's responsible for input related to their own expertise.

"That way," he says, "governance takes care of itself. The intranet reflects the agile way we manage our day-to-day work: taking responsibility instead of getting it."

Also, colleagues' roles within the company are the same on the intranet. "So, for instance," says Turksma, "our colleague Tim provides support to our clients, and is also the go-to guy for such matters on our own Iris."

## Ownership

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Intranet Strategist	<ul style="list-style-type: none"><li>• Overall strategy and concept design</li></ul>
Software Developer	<ul style="list-style-type: none"><li>• Programming</li></ul>
Software Architect	<ul style="list-style-type: none"><li>• Technical design</li></ul>
Design + UX	<ul style="list-style-type: none"><li>• Usability and look and feel</li></ul>
Intranet Coordinator	<ul style="list-style-type: none"><li>• Content and structure</li></ul>
Test Coordinator	<ul style="list-style-type: none"><li>• Testing</li></ul>
Support	<ul style="list-style-type: none"><li>• Support</li></ul>
Controller	<ul style="list-style-type: none"><li>• Budget control and time management</li></ul>
Editor	<ul style="list-style-type: none"><li>• Content</li></ul>

## USERS

The entire 20-person staff at triptic uses Iris. With this tool, the various teams can now share insights much more easily than before. The company's designers and developers, sales and communications officers, managers and strategists can work on ideas together in interactive team pages. This type of online collaboration has changed the company culture, moving it from face-to-face meetings to more online discussions.

"At our agency, we work in multidisciplinary groups of developers and designers, but on the intranet, we have specific teams per specialization—where, for instance, graphic designers and interaction designers discuss recent developments in their field together," says Turksma. "Also, our sales team recently saw a drop in the number of meetings by preparing for pitches on the intranet together."



triptic

service applications Arthur Turksma

Actueel Organisatie Projecten Wie is wie Media Teams

Je bent hier: Home > Teams















## Teams

### All teams

Find a team by entering a (part of a) team name

[Click here to search in my teams](#) time | abc

#### Teams

 <p><b>Tevreden Gezichten Overzicht</b> Online oplossingen voor tevreden gezichten! Update: 7 minuten geleden</p>	 <p><b>Iris ideeën</b> Plaats hier al je ideeën over nieuwe features in Iris. Update: 21 juni 2013, 12:20</p>
 <p><b>Sales</b> Tja, voor alles gerelateerd aan Sales Update: 21 juni 2013, 12:11</p>	 <p><b>Gaming</b> Van alles en nog wat over games. Update: 21 juni 2013, 11:54 <input type="button" value="Join this team"/></p>
 <p><b>Films</b> Voor de mensen die graag nog een keer 'what' zeggen Update: 21 juni 2013, 10:51</p>	 <p><b>A-team</b> The A-Team Update: 20 juni 2013, 19:15</p>
 <p><b>Sangria</b> Voor de levensgenieters onder ons Update: 19 juni 2013, 18:30</p>	 <p><b>Kurk</b> Kurk team Update: 19 juni 2013, 13:39 <input type="button" value="Join this team"/></p>
 <p><b>Blòøgs</b> Ideeën, meningen, video's, links: deel je input voor blogs Update: 18 juni 2013, 10:58</p>	 <p><b>LEGO®</b> De technische developers van triptic Update: 18 juni 2013, 10:39</p>
 <p><b>qdo core team</b> qdo core team Update: 17 juni 2013, 11:34</p>	 <p><b>Development</b> Development algemeen: Kurk+Lego Update: 11 juni 2013, 16:54 <input type="button" value="Join this team"/></p>
 <p><b>Vetl</b> Team vetl Update: 10 juni 2013, 16:55</p>	 <p><b>PV leden</b> pv leden Update: 10 juni 2013, 15:55</p>

[Terug naar boven](#)

Wall PB

Status ?

Vertel je collega's wat je bezighoudt

Dael

Arthur Turksma  
Status update  
15 minuten geleden  
Het is zo weer tijd voor de Keek op de Maand! Zijn jullie er klaar voor?

Roel Knapen  
Status update  
20 minuten geleden  
Interessant, zo zie je hoe er uit een andere hoek naar bijv. intranetten wordt gekeken <http://hetnieuwwerkenblog.nl/de-toe...>  
[Read more](#)

Deniz Turan  
Question  
42 minuten geleden  
Hebben jullie nog leestips? Blogs en zo, over webtech?

JOS Rouw  
Status update  
2 uren geleden  
Jos Rouw heeft een blogpost (Connect, Create, Collaborate: Dorel Europe lanceert nieuw intranet) toegevoegd  
Tevreden Gezichten Overzicht

Onno Marsman  
Status update  
21 juni 2013, 12:20  
Om af te trappen: een forum per team om discussietopics te kunnen starten.  
Iris ideeën

[Older messages](#)

[Sluit](#)

This team's overview page shows how users can arrange all team pages alphabetically or by the most recently updated, and also use the search engine to find a particular team. Team pages can be open, semi-open, or closed, depending on each team's preference.

## URL AND ACCESS

The URL of the homepage is: <https://iris.triptic.nl>.

## DESIGN PROCESS AND USABILITY WORK

### Design Approach

The company used a design approach that Turksma calls “Intranet Design Thinking.” “We went and defined the key worker types,” he says. “In our case, a programmer, designer, sales manager, controller, etc., and asked ‘What’s their ‘journey’ on a typical work day?’”

From this, team members developed and tested prototypes. The intranet and the specific modules are based on the company’s design methodology and its phases: *empathize, define, idealize, prototype, and test.*

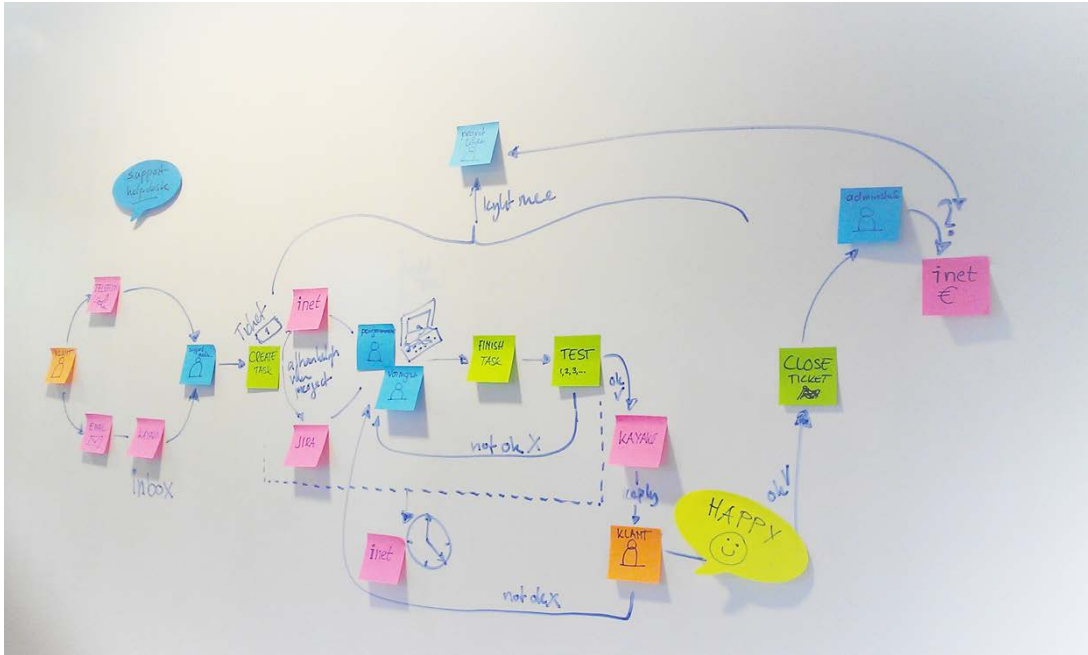
The team was careful to plan not just for launch of a successful site, but also for its growth.

“Looking at social intranets, we saw that after they were launched, knowledge sharing would work for a while, but then the activity would decrease,” says Turksma. “Why? Because it just feels like there’s even more work to do. We felt like there had to be a way to make it more dynamic, more efficient, and, well, easier.”

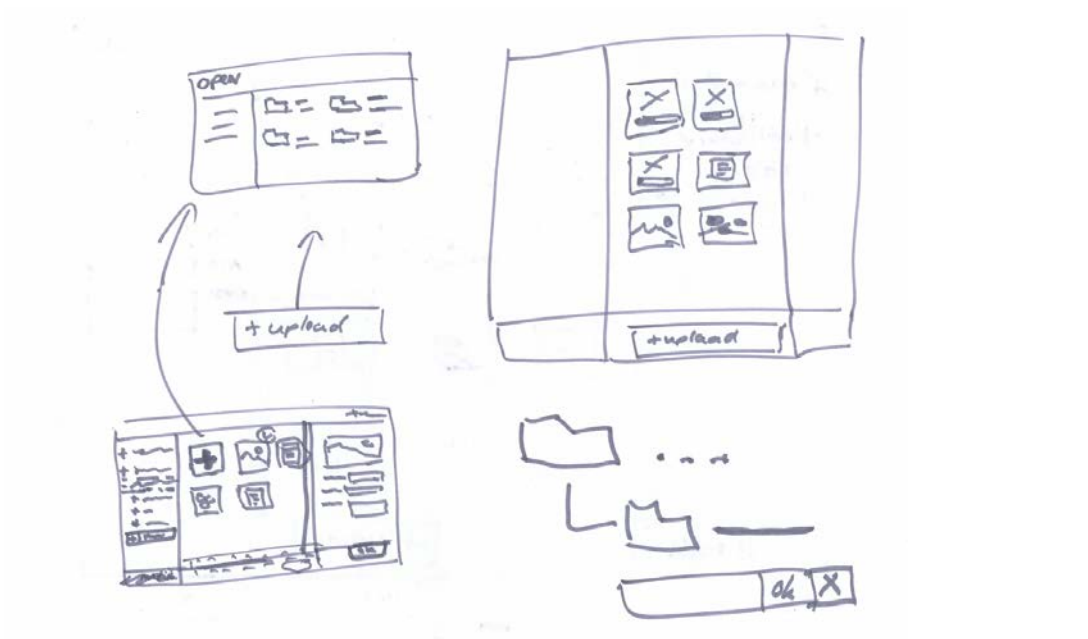
With that as their goal, team members set out to answer several pertinent questions—including “What do people need to complete their tasks?” and “How do you facilitate that, or better yet, how do you improve their activities?”—and made answering those questions a fundamental part of their intranet design approach.

The team analyzed user behavior on several intranets and looked into recent studies on digital interaction and collaboration. “That was the starting point for our designing process,” says Turksma. “We did some usability tests for early versions of our intranets, both with an outside agency that specialized in usability testing, and with smaller tests we conducted ourselves, inspired by Steve Krug’s down-to-earth approach.”

Cuijpers adds that, “over the last few years, I got inspired by the well-known social media as well. We learned quite a bit from their best practices.”



The design team mapped out the customer journey using sticky notes and a white board to identify how it could make things less complicated and easier to use.



An early sketch used to figure out how and where to insert media in the intranet. Hundreds of sketches were created to optimize the “design language” and the platform’s usability. To maintain consistency in the designs, the team made a template of all interactions and behavior, and made guidelines in a design pattern, so that the experience of each of these is consistent throughout the intranet.

## TIMELINE

triptic's evolution from creator of intranets for client use to creator of an intranet for its own use was a gradual unfolding. Ideas that were developed to meet client needs were eventually applied to the company's own requirements.

"At triptic, we've generally seen a development from a 1.0 intranet, which served to inform, to a primary process-based intranet with everything from invoicing to hourly registration and overviews of contacts and projects, to the social stuff based on connecting with each other and sharing knowledge," says Roel Knapen, Coordinator. "Around that time, when customers asked us to implement enterprise social media, we saw all our developments fuse into the idea of Iris: a platform of integrations and connections, with all the information and intelligence to help you."

Forces outside the company's universe also played a part in shaping the outcome of the Iris platform.

"The worldwide crisis played its part as well," says Knapen, "as it really forced organizations to think about efficiency. We were looking for ways to get a better idea of the hours we spend on projects and incorporate this into our invoicing and registration systems. Now, this also integrates seamlessly with our Scrum Agile approach: we can use all this information to inform our people on the progress of projects, thus aiding their decision-making, stimulating autonomy. Basically, we use technology to serve both the primary process and the people."

INTRANET TIMELINE	
Milestone Date	Milestone Description
1999	<ul style="list-style-type: none"> <li>First version of internal billable hours registration system</li> </ul>
2001	<ul style="list-style-type: none"> <li>First version of internal wiki</li> </ul>
2005	<ul style="list-style-type: none"> <li>First integrations of billable hours registration, project management, support, and CRM into the Supportweb internal environment (known as <i>Sweb</i>)</li> </ul>
2005–2009	<ul style="list-style-type: none"> <li>Further development of <i>Sweb</i> (now called <i>inet</i>)</li> <li>Improved UX</li> </ul>
2009	<ul style="list-style-type: none"> <li>After developing several extranets/protected sections of websites, first client requests for social intranets were received</li> <li>Developed Swiss Army Knife and dashboard concepts</li> </ul>
2009–present	<ul style="list-style-type: none"> <li>Developing intranets for clients built on triptic's proprietary CMS, qdo</li> </ul>
2011–2012	<ul style="list-style-type: none"> <li>Development of <i>inet</i> functionality continues, including creating financial overview functionality, reports visualization, and checklists for work evaluations</li> </ul>
2012–2013	<ul style="list-style-type: none"> <li>All internal (<i>Sweb</i>, <i>inet</i>) and external (client intranets) development merged into what is now known as <i>Iris</i>, the company's internal intranet platform</li> </ul>

## CONTENT AND CONTENT CONTRIBUTORS

### A Homemade CMS

Although triptic team members are no strangers to various industry-leading CMSs, all this knowledge has led them to develop their own.

"In the past we have worked with several Content Management Systems, some well-known, but eventually we built our own and chose to use it for our intranets," says Onno Marsman, Senior Software Architect. "We found that the open source alternatives are not reliable enough when it comes to usability, accessibility, security, and how fast users may feel confused or break something."

The team believes that its internal CMS is more robust, flexible, and safer than existing systems.

## Everyone Contributes

At triptic, everyone contributes content to the intranet. “We like trust and openness in our agency,” says Turksma, “and since we’re a fairly small company anyway, there is no need for an editorial workflow. The fact that we built it ourselves stimulates our people to actively participate on the intranet. And, of course, our colleagues know it like the backs of their hands because they developed it and they provide support to our clients, so they can help each other out when it’s necessary.”

Content contributors are quickly provided with feedback through comments and “likes.” The company’s communications officer and copywriter shares his tips for effective online writing with the staff, and the company has created two specific teams on Iris dedicated to feedback: one for bugs and improvements, and another for “‘Happy Faces’ from our customers,” says Turksma.

The team also pays close attention to site stats to provide insights into what’s working and what isn’t. “We just love statistics,” says Knapen. “They provide us with insights on what’s popular and what isn’t. With those in mind, we do make appropriate adjustments, instead of just looking at them.”



## TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"> <li>• Linux: CentOS (Windows is also possible)</li> <li>• PHP</li> <li>• MySQL (or Microsoft SQL)</li> <li>• Virtual machine with four cores, 8GB RAM, 160GB hard disk space</li> </ul>
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> <li>• Bazaar version control system</li> <li>• Selenium automated testing/continuous integration/PHP Unit</li> <li>• JIRA</li> </ul>
Design Tools	<ul style="list-style-type: none"> <li>• Photoshop</li> <li>• Illustrator</li> <li>• Gliffy</li> <li>• Post-its!</li> </ul>
Site Building Tools	<ul style="list-style-type: none"> <li>• PHP Storm</li> <li>• Various browsers with specialized plugins (including Firebug and several web developer tools)</li> </ul>
Content Management Tools	<ul style="list-style-type: none"> <li>• qdo CMS</li> </ul>
Search	<ul style="list-style-type: none"> <li>• Apache Lucene (SOLR)</li> </ul>
Other Functions	<ul style="list-style-type: none"> <li>• Active Directory</li> </ul>

triptic

service applications Arthur Turksma

Actueel Organisatie Projecten Wie is wie Media Teams

Je bent hier: Home > Organisatie > Wij zijn triptic

Zoeken

Responsive design

Pages (1)

Wall (2)

Teams (6)

Wie is wie (2)

Documents (1)

Filter

All dates

This month

Last 3 months

This year

Older

Zoeken

Responsive design

12 results

Result found in "pages"1 result

Wij zijn triptic

Sinds 1997 zijn we thuis in strategisch denken, technische ontwikkeling en aantrekkelijke vormgeving. In dienst van de mensen, gewiekst met ...

Organisatie > Wij zijn triptic

Results found in "wall"2 results

Jos Rouw

Hadden jullie deze blogpost over responsive design al gelezen? 'Responsive design: belangrijke vragen voor je organisatie'. Lees hem, deel hem...

Wall > Jos Rouw

Arthur Turksma

moie nieuwe term: Responsible Responsive Design... kunnen we ook meenemen in het verkooppraatje van Iris :) You're designing responsively..

Wall > Arthur Turksma

Results found in "Teams"6 results

Iris release 1.2 testresultaten

Ik ben in elk geval erg tevreden met ons responsive design, als je ook kijkt op mobiel hoe lekker dat gaat, we moeten nog wel even testen op iPad mini maar...

Teams > Iris release 1.2 testresultaten

Iris ideeën, verbeterpunten en fouten

@Willem van Berlo, hoe wil je het qua responsive design aanpakken met afbeeldingen op mobiel? Het aanpassen gaat niet altijd even lekker!

Teams > Iris ideeën, verbeterpunten en fouten

Besteld: het boek 'Responsible responsive design' waar Arthur het laatst op zijn wall over had, we zijn natuurlijk al goed bezig maar qua contextgericht responsive...

Teams > Iris ideeën, verbeterpunten en fouten

Ontmoet Iris Demo's

Bij de volgende Iris demo moeten we wel meer aandacht besteden aan responsive design. De vorige keer merkte ik dat er veel interesse is voor responsive design omdat het idee van 'je hoeft geen aparte mobiele...

Teams > Ontmoet Iris Demo's

Sales

Vraag tussendoor: als prospects vragen naar responsive, hoe omschrijven jullie dan de voordelen van responsive design?

Teams > Sales

Blogs

Na de vorige blogpost 'Responsive design: belangrijke vragen voor je organisatie' kunnen we wel een vervolg gebruiken. Kunnen de responsive design-experts...

Teams > Blogs

Results found in "Wie is wie"2 results

Willem van Berlo

Job: Designer

Email adress: w.berlo@triptic.nl

Phone number: 040 2660321

Wie is Wie > Willem van Berlo

Rick Cuijpers

Job: sr. Technisch adviseur / a.i. Projectmanager

Email adress: r.cuijpers@triptic.nl

Phone number: 040 2660319

Wie is Wie > Rick Cuijpers

Result found in "Document"1 result

Guidelines responsive design

PDF | 10x gedownload

Teams > Blogs

Terug naar boven

Wall PB

Status ?

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Deel

Arthur Turksma

Status update

15 minuten geleden

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Read more

Deniz Turan

Question

42 minuten geleden

Hebben jullie nog leestips? Blogs en zo, over web/tech?

JOS Rouw

Status update

2 uren geleden

Jos Rouw heeft een blogpost (Connect, Create, Collaborate: Dorel Europe lanceert nieuw intranet) toegevoegd

Tevreden Gezichten

Overzicht

Onno Marsman

Status update

21 juni 2013, 12:20

Om af te trappen: een forum per team om discussietopics te kunnen starten.

Iris ideeën

Older messages

Sluit

An example of a search results page.

268

INFO@NNGROUP.COM

triptic

## MOBILE

Iris is fully accessible and available on smartphones and tablets. Using responsive web design, it adjusts to accommodate portrait and landscape orientations in both content and layout.

The content is fully available through tablet and mobile as well, but the design adjusts its widgets accordingly. Depending on the device and the context, some content becomes more or less prominent. For example, on mobile, the *Scrum Burndownchart* displays as only the big picture, with no detailed view. The team decided that the drill-down capability is needed only on desktops.

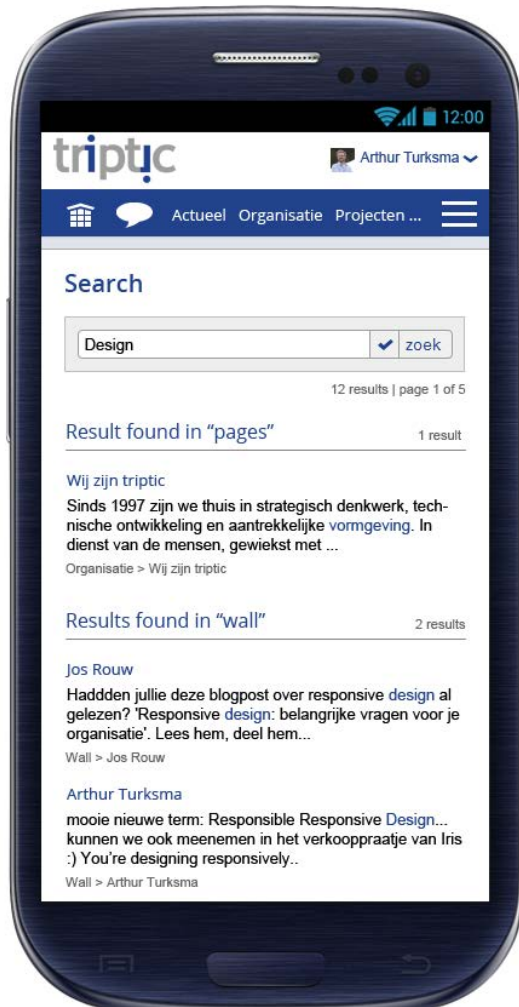
"The idea for presenting content differently was task-related," says Turksma. "On the road, you have different priorities. For instance, and, in the case of our agency, most importantly, when our accounts people are on their way to clients or pitches and want to look up information. All this stems from design thinking: what is needed and where?"

"It's difficult to prioritize, to decide which content is most important on smartphones especially," says Willem van Berlo, UX designer. "To give you a simple example, people on the road will most like be looking for contact information rather than other personal information. I find the biggest challenge is this prioritizing and leaving other stuff behind.

"We deliberately chose to go responsive instead of building an app, to create more or less the same environment on each device, so Iris really gets familiar," he says. "Another challenge is to keep the intranet as 'light' as possible when it comes to the data you hit a mobile phone with. You have to take bandwidth into consideration."



An example of a mobile content page



A search results page adapted for mobile display.

## RESULTS AND ROI

### Early Successes

Although Iris is still young, the triptic team has experienced some early successes with the site. “We’ve only been running it for a couple of months, but we already recognize the benefits we’ve also seen with our customers’ intranets,” says Cuijpers, adding that triptic employees “work more efficiently and more easily, which is very rewarding.”

The social aspects of Iris are helping staff spend less time pushing paper and more time collaborating with co-workers. “Our biggest success is that, on a day-to-day basis, we notice that we spend less time on paperwork and more time on actually working together,” says Turksma. “For example, during the sprint of a project, all the people involved are more informed and always know what to do next. We notice that the amount of calculated hours is closer to the number of actually executed hours than before. That sure makes me happy.”

Another good example of how Iris has transformed work practices is how things work when the agency prepares a pitch for a prospect. "Normally, you'll typically see a huge load of emails in a short period of time," says Turksma, "but now everything is very clearly organized on Iris. That saves us a lot of time, no longer having to dig into piles of mails when you're out and about.... Iris helps us save minutes each day, which makes us more productive. It's a pleasure to have her around."

"We haven't yet calculated an exact amount of time we save, but everybody is experiencing the benefits," says Knapen.

## LESSONS LEARNED

Iris team members share their lessons learned:

- Leave time to address cross-browser peculiarities. "When it comes to cross-browser, we were surprised a few times. For instance: when we discovered some things did not work in an older version of Internet Explorer that was still widely used. We had to implement older techniques so it would be supported by this browser. That provided us with some design challenges." (Marsman)
- The cobbler's children need fancy stilettos, too. "[Making] time is an issue. We want to keep developing, keep innovating [for ourselves], but we also have our clients to produce for. Put simply, time is an issue." (Cuijpers)
- You are never done. "When it comes to developing, one of my most important lessons is the fact that you're never done. Never done developing, but also, when working with clients, you are never done with system integrations, governance, stimulating user adoption, and streamlining processes." (Cuijpers)
- Test early and often. "Interesting advice for other intranet designers would be to start using automated tests right away. We should have done that earlier on, for example, [with] the messaging matrix, in which it is determined which user sees which information. It became too complex for manual testing, which cost us a lot of hours." (Cuijpers)



## WellPoint Medicaid Business

**Using the intranet:** WellPoint is the nation's leader in serving low-income families and people with disabilities through state-sponsored health care programs. With more than two decades of experience managing health care for the nation's most vulnerable people, WellPoint is well positioned to address the challenges and growth opportunities of health reform, Medicaid expansion, and the dual eligible population.

**Headquarters:** Indianapolis, Indiana

**Number of employees the intranet supports:** 7,700 associates in the WellPoint Medicaid business unit

**Locations where people use the intranet:** Currently, the primary users are WellPoint Medicaid business unit associates in 19 US states; Heartbeat will support collaboration needs for additional corporate WellPoint sites used by more than 43,000 associates.

**Annual Sales:** \$61.71 billion

**Design team:** The intranet design was done completely in-house; the core team was comprised of 17 associates from both Communications and Information Technology (IT). These associates included specialists in web- and print-based communications, design, usability, best practices, and technology. Associates throughout all levels of the organization contributed an array of subject matter expertise.

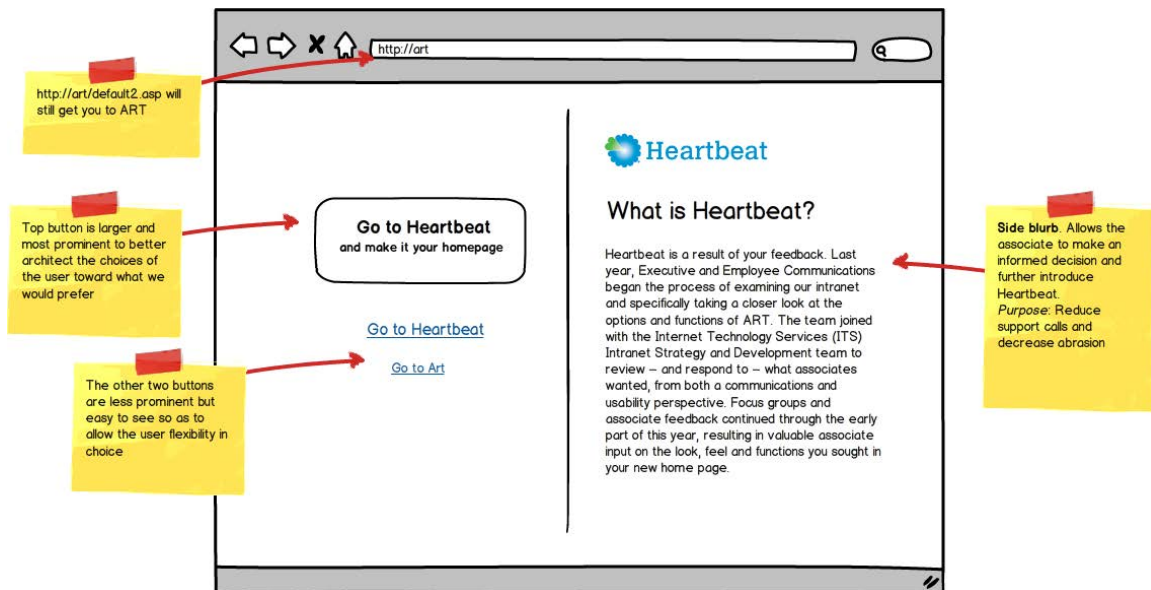
**In-house team:** Peter Lobred, VP of Executive and Employee Communications; Jamisson Fowler, VP of Information Technology Services; Tom Caudron, Associate Vice President of IT Integration Services; Jason Marlowitz, Director of Intranet Strategy and Development; Chelsea Caplan, former Senior Coordinator Communications for Executive and Employee Communications; Leila Roche, Senior Coordinator Communications for External Communications; Dan Whitehead, ITS Programmer Analyst I; Arlen Vargas, ITS Programmer Analyst III; Brendan Mcgarrett, ITS Programmer Analyst III; Katie Landry, Manager of ITS Application Management and Support; Rebecca Lambert Systems Business Analyst II; Peggy Callaway, Art Director for Executive and Employee Communications; Anthony Francisco, ITS Programmer Analyst Principal I; Jaclyn Payne, Systems Business Analyst III; Brian King, ITS Programmer Analyst Principal I; Melissa Carter, Project Coordinator II; Nealy Gihan, Manager of Writing for Executive and Employee Communications; Trey Runkle, Former Project Manager I; Andrew Flowe, Project Manager; Kaitlin Kelly, Corporate Communications Specialist; and Susanna Cagle, ITS Business Analyst

### SUMMARY

With associates spread across 19 states, WellPoint's Medicaid business unit needed a new intranet to improve communication and collaboration across its geographically dispersed group. The previous intranet was out of date—it was nearly 10 years old and largely unchanged in that time—and offered users no ability to collaborate or personalize the content.

The new intranet is the result of two WellPoint teams working together: Executive and Employee Communications, and Intranet Strategy and Development. This partnership has served the site well; the Communications team brings its expertise in conveying information to the company, and the intranet team brings its technological and user experience expertise to making the site work well and be easy to use.

This teamwork was a key part of the new site's rollout. The joint team recognized the need for change management. As such, the communications team crafted messages about the changes on the site, building excitement, interest, and momentum for the new site and its content and features.



An example of the messaging the Communications team worked on to ease the transition to the new intranet. The previous site and new site ran side by side for two months to ease the transition. The interstitial included an explanation of the new site, starting with: “Heartbeat is a result of your feedback.”

Meanwhile, the intranet team created iterative revisions of wireframes and designs. The team took control of the site design, presenting wireframes and ideas for review, rather than designing by committee. The team collected feedback on wireframes and showed changes based on that feedback in iterative reviews. This helped the team get buy-in and also made sure the changes were moving in the right direction. Early on, the team found that discussions surrounding new ideas and features of the intranet went more smoothly if they provided even very rough wireframes of ideas.

The team named the new site *Heartbeat*, which both relates to the group’s work and indicates that the new site is the “pulse” of the company. As such, the homepage focuses on information that changes regularly, including announcements and rotating news stories. A news carousel is embedded in the top hero space on the page. Seven stories are featured in the carousel at a time, each with a headline, brief summary, and link to read more. The images change randomly on page load to convey a sense of site freshness to users.

The team wanted to limit the amount of information on the homepage, knowing that cluttered pages force users to work harder to see information (and that users often skip cluttered pages, rather than plow through them). The rest of the page incorporates white space and a clean design to help users focus on the content available.

Beneath the carousel, users can view their own weather forecast as well as the forecast for another WellPoint location. The team incorporated this rotating weather feature—which highlights a random sample of weather details for various WellPoint locations—as a simple way to connect employees to one another. The goal was to give associates a glimpse into their widely scattered colleagues’ days.

This section is followed by WellPoint-Amerigroup corporate news, with updates, brand information, and systems-integration headlines. Additional announcements

and events round out the homepage news, with each item including the date it was posted and a brief content summary.

Employees can quickly access the employee directory via a search box on the homepage that lets them search for colleagues via a first or last name, link to an advanced search, or find out more about the Amerigroup corporate structure. Additionally, this resource provides a tutorial on how the Medicaid business works, information about the industry, along with a glossary for acronyms.

The center of the page is focused on interesting tidbits of information relevant to both employees' workdays and WellPoint's work. New content is typically rotated in on a monthly basis, but sometimes appears weekly, depending on the frequency of key company events.

The right side of the page includes a list of links to tools commonly used throughout the organization. This is followed by recent press releases, with each headline accompanied by the date it was posted.

The screenshot shows the Amerigroup WellPoint intranet homepage. At the top, there's a navigation bar with the 'Heartbeat' logo, a search bar, and a 'Welcome, Tom' message. Below this is a large banner image of an elderly couple. A sidebar on the right contains a 'Responding to Oklahoma Tornado' article with an American Red Cross logo. The main content area is divided into several sections: 'Monday, June 17, 2013' with weather for Virginia Beach, VA and Washington, DC; 'Phone Directory' with a search bar; 'Quick Tools' with links to various resources; 'WellPoint-Amerigroup News' with general updates; 'Did You Know?' with a fact about Medicaid; 'Press Releases' with recent announcements; 'Announcements and Events' with details about the June 2012 Health Activity and a new course for associates; and 'Amerigroup RealSolutions' logo. The footer contains links to Mission/Vision, Code of Conduct, Corporate Website, Contact Us, Policies and Procedures, Provider Website, and Member Website.

The new intranet's clean homepage focuses on news and announcements and provides quick access to tools.

The team incorporated user research and user interface design expertise throughout the project. In early conversations about the new site, users had a few common

requests. They wanted a directory of the site's more than 10,000 SharePoint team and project sites. They wanted ways to collaboration across different domains, crossing over the previous site's information silos. They also wanted a central location for business-critical applications.

The site's navigational structure makes these items front and center. Users can chose from *How Do I?*, *Sites*, and *Applications*. They can also create and access a customizable list of personal *Bookmarks*.

The team decided to limit the number of choices in the megamenu navigation so that users could more easily access important information. For instance, the *Sites* section lists broader categories of sites, which are then further broken down. Users can select a category on the left, see related subcategories, and mouse over the subcategories to see a brief summary and the site's owners.

The screenshot shows the 'Heartbeat' intranet homepage. At the top, there's a navigation bar with links: Heartbeat, How Do I?, Sites, Applications, Bookmarks, and Site Actions. A search bar is also present. Below the navigation bar, the 'Sites' section is highlighted, showing a list of categories on the left and a summary of the 'Executive and Employee Comm' site on the right. The main content area is divided into several sections: a weather forecast for Virginia Beach, VA (75°F, 50% chance of rain), a phone directory search, quick tools, press releases, and announcements. The footer contains the Amerigroup RealSolutions logo and contact information.

The *Sites* navigational category lets employees navigate to the many team and project SharePoint sites.

One component of the new site is customization. Employees can create their own custom bookmarks through the site, giving them quick access to the resources they use regularly. For instance, the team found that a group of nurses used this tool to great effect. The nurses often relied on a wide variety of outside and inside tools to do their daily work, and keeping track of them was a challenge. Some of the lead

nurses started using the site to gather lists of resources, and they encouraged others to do the same. In this way, they utilized the site to make their daily work a little simpler.

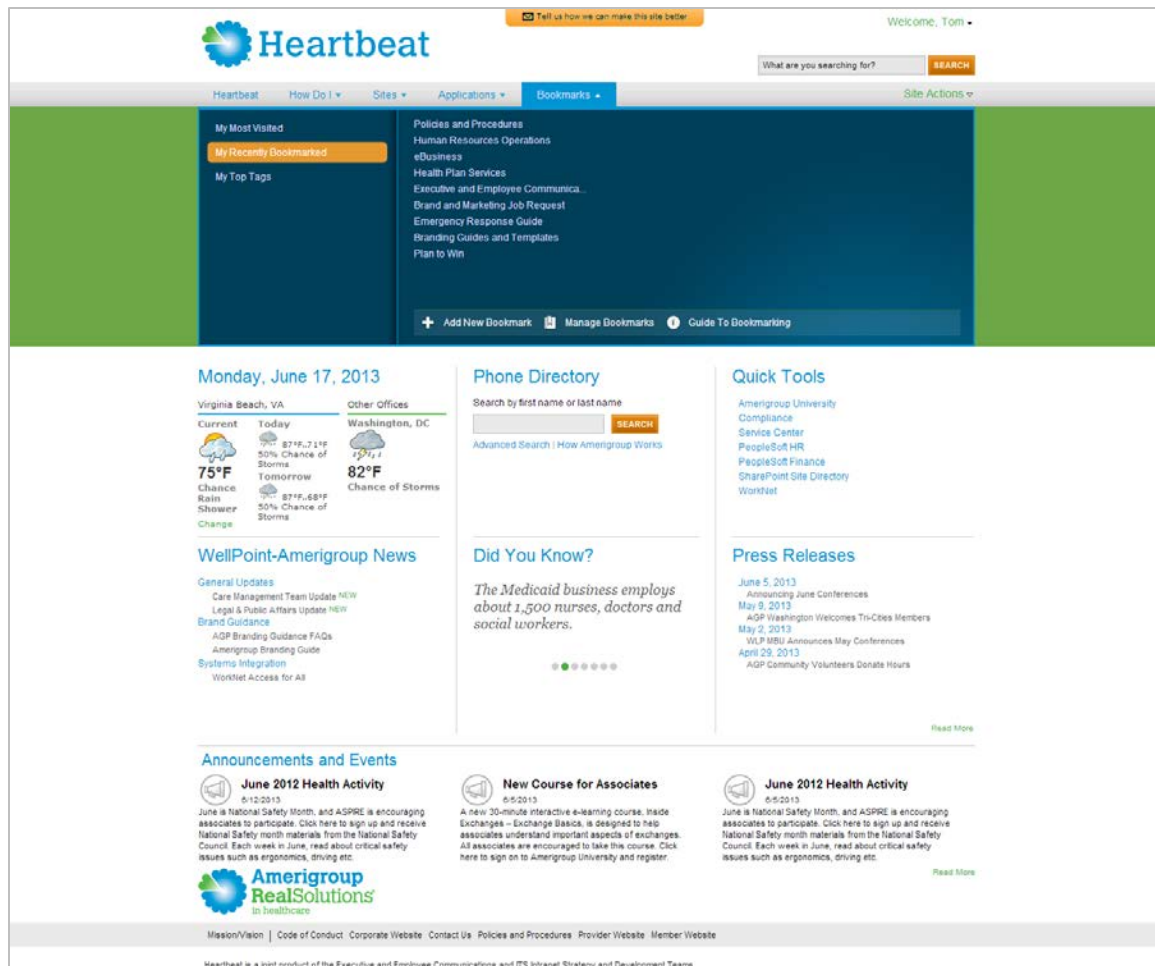
Users can add and tag bookmarks as an additional way to manage larger lists of links. Users can go to *Manage Bookmarks*, and from there they can view an alphabetical list of all links or use tags to navigate to subsets of links.

Once users bookmark content, they can view their links in three ways: by the most commonly visited, by recent bookmarks, or by top tags. *My Top Tags* is a list of the top 20 terms people use when tagging (bookmarking) a resource. For example, an associate might have several documents, pages, or whole sites where “Medicaid” is a keyword selected to describe those resources. If “Medicaid” is a commonly used keyword, it will be listed in the menu on hover of *My Top Tags*. These tags are arranged by frequency specific to the individual associate, but the logic behind it is using an aggregate of all associates’ to derive metrics around the most commonly bookmarked resources and the categories in which they belong.

Once users click on one of the terms in *My Top Tags*, they are presented a view containing all sites and documents organized by that term.

Users can add new bookmarks via a link in the menu or manage existing bookmarks; they can also view a guide to bookmarking, if needed. When employees have not yet created any bookmarks, a brief explanation of the tool appears with a link to add a new bookmark and a link to the guide as well.





Users can create customized lists of links that lead to internal or external resources. These links are available through the *Bookmarks* item in the main site navigation.

Another key site area is *Communities*. A main goal of the redesign was to facilitate communication and collaboration, and this section was built to do just that.

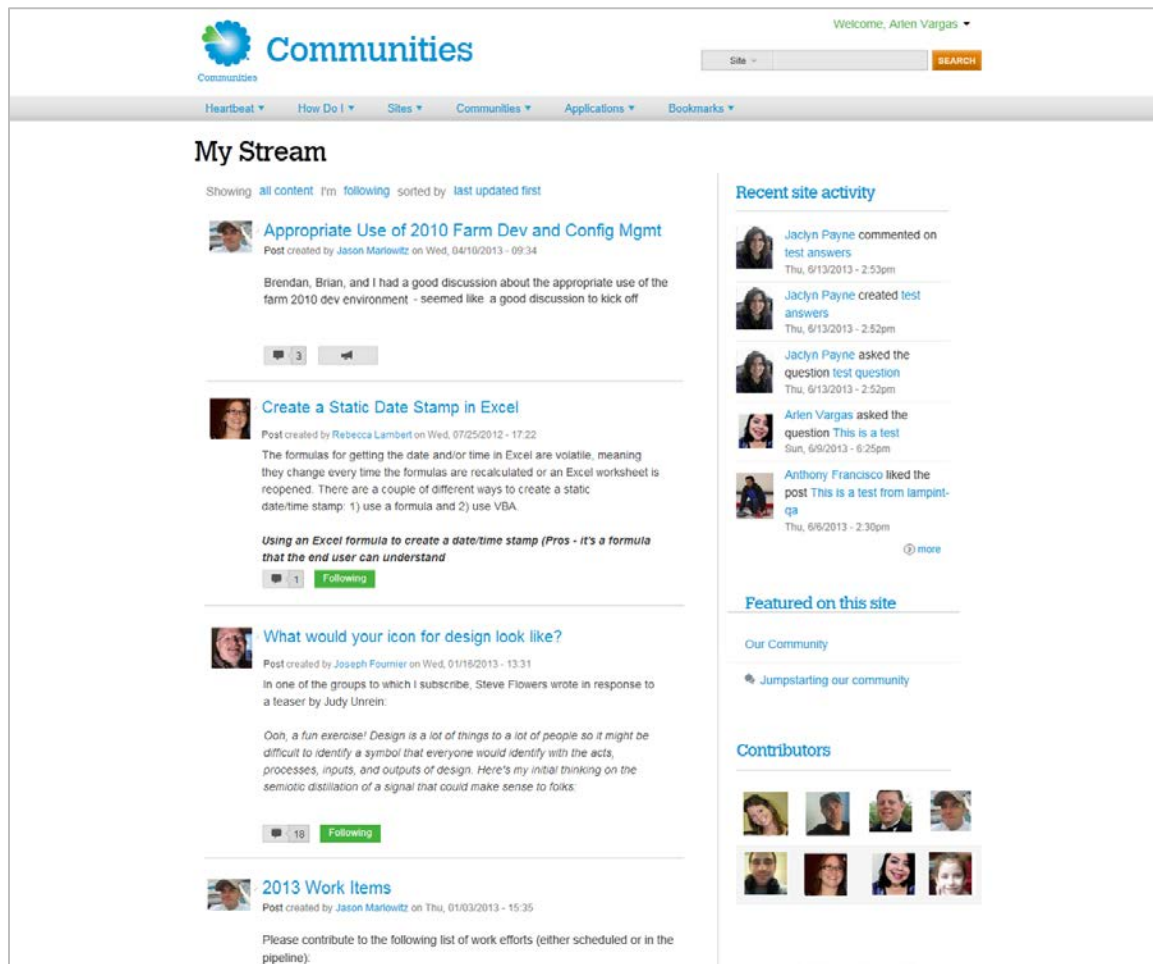
The *Communities* Heartbeat menu option is secured by role, so that only associates in the Medicaid division have access to this resource (Heartbeat is accessible across all divisions). The designers did this to address regulatory concerns for all divisions before opening up more collaborative capabilities. Company-wide rollout is slated for 2014, at which time the *Communities* menu option will be enabled for all WellPoint associates.

In *Communities*, employees can follow other community members, topics, groups, or individual pieces of content. Users can keep up-to-date via an activity stream that showcases the latest information posted. The stream includes a picture of the person who posted the content, the date and time posted, and a few lines of text and the number of comments. Users can determine at the top of the page what content they want to view. They can select which type of content they want to see, as well as change how that content is listed, by showing:



- *Answers*: correct answers to questions posted to various communities/groups
- *Posts*: general knowledgebase or discussions
- *Questions*: posts that allow associates to suggest answers and receive credit for correctly solving problems
- *Wikis*: more in-depth content stores on specific elements of the business

Further, the *most active* option uses a capability called “radioactivity” to determine whether older posts have enough activity to delay their decay or will be shuffled to bottom of the list.



The site's *Communities* section lets employees communicate across the organization.

Profile pages in the *Communities* section pull highlight information about that employee's participation around the site, providing a more robust user profile. Associates can see community members' activities, the people they follow, people following them, and the groups to which they contribute.

Employees can also see the person's *Achievements* in the site's social areas. To encourage the use of collaboration tools, the team gamified participation.

The team knew from past experience that it could be difficult to get busy associates to share information with one another. People are often reluctant to share information on intranets, particularly when information hasn't been shared through the site previously.

For instance, the team previously tried to encourage employees to share information on profile pages to help people find SMEs within the company. However, even with leadership support, associates didn't engage with this type of content. The team found that the information that was shared either wasn't specific enough or it simply became outdated quickly as people entered their skills and project information once and never updated it. The payoff just wasn't there for users.

Armed with this experience, the team decided to try a point-driven system to encourage sharing and participation. They're working on a system of point-based badges to identify and reward SMEs that would also factor into employees' yearly assessments. This is an attempt to increase the quality and frequency of posts, while filling the intranet with timely and accurate information.

The screenshot shows a user profile for Thomas Caudron on a site called 'Who's Who'. The profile includes a photo, a bio, and a 'Follow' button. Below the profile, there are sections for 'Recent site activity', 'Groups Tom contributes to', 'Following', 'Groups Tom follows', 'Achievements Tom earned', and 'Followers'. The 'Recent site activity' section lists several comments and group creations by Thomas Caudron. The 'Achievements Tom earned' section shows badges for '1st Contribution', 'Overall Contribution Level 2', and 'Profile Level 2'. The 'Following' and 'Followers' sections display grids of user avatars. The footer of the page includes the Amerigroup RealSolutions logo and a list of links: Purpose/Vision, Code of Conduct, Corporate Website, Policies and Procedures, Provider Website, and Member Website. It also mentions 'Brought to you by ITS Intranet Strategy and Development Team'.

Profiles list users' recent activity on the site and also highlight their earned *Achievements*. The team is using elements of gaming to try to encourage employees to share more information and participate in *Communities*.

Iterative design and a focus on change management helped the joint team creating WellPoint's new intranet build a tool that helps employees connect and do their day-to-day work more efficiently.

## BACKGROUND

A dated intranet wasn't serving the organization well in terms of design or information management. When the redesign project kicked off, the old intranet was nearly 10 years old and was showing its age in more ways than one.

"A multi-year, company-wide rebranding effort had just been completed and the intranet was still representative of the previous corporate colors, design elements, and theme," says Jason Marlowitz, director, Intranet Strategy and Development. "Information management had not kept pace with changes in the company's growth and critical functions. Largely a static site, the intranet lacked the technical capability needed to power collaboration and personalization."

The solution to the challenges with the old site was to build a new intranet from the ground up, with input from users across the organization.

To develop a collaborative intranet that associates would visit on a daily basis, various departments came together to take a holistic approach to the ground-up rebuild. The result was the development and design of the new Heartbeat intranet site. Several focus groups were conducted as the site rolled out, with associates giving continual feedback on how to further enhance features, usability, and more.

## Goals

Heartbeat was designed to better align with current branding; to provide a vehicle to facilitate better communication among associates across 19 states, as well as between associates and corporate-level employees; and to encourage collaboration and knowledge sharing.

The organization wanted to provide associates a resource that offered relevant and current information with an element of personalization and the ability to customize. "We made it our goal to guarantee that the content and functionality of the intranet was never outdated," says Peter Lobred, vice president, Executive and Employee Communications. "Heartbeat was developed to be the 'pulse of the company' where all associates and plans could engage with each other and share information in one forum—hence the name Heartbeat."

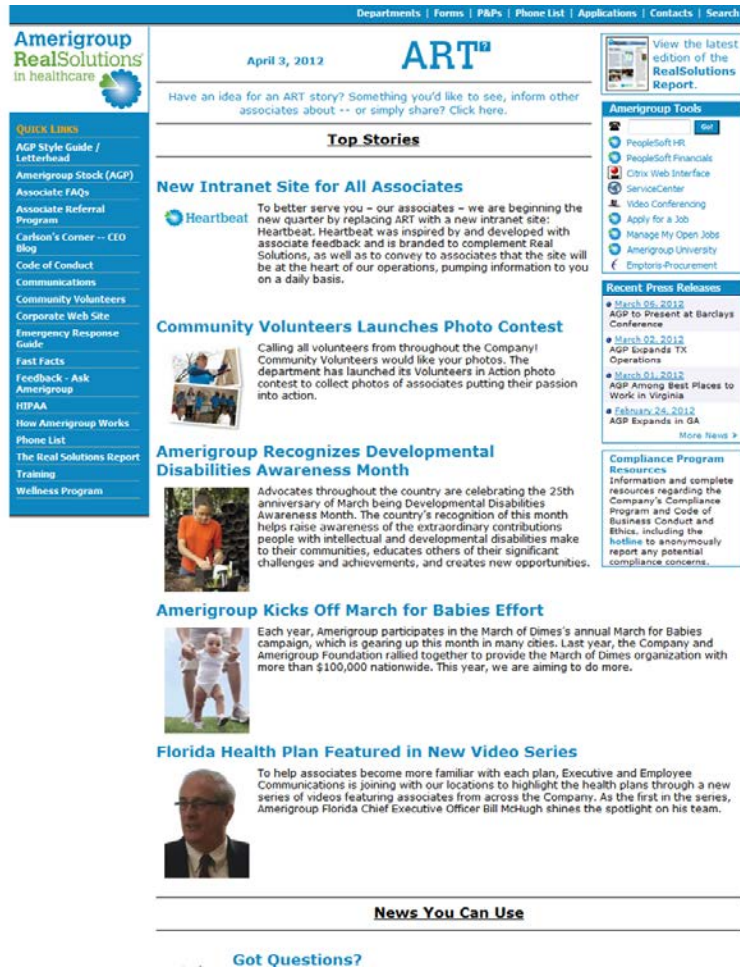
Another goal was to ensure Heartbeat stays relevant for every associate, across all of the company's health plans. To ensure this outcome, the team was proactive in engaging with users far and wide to identify their needs across roles, departments, and even states.

"We wanted Heartbeat to offer an effective user experience, be pleasing to the eye, provide needed information, and be easy to access and use," says Lobred. "The goal was for associates to create an emotional attachment to the site, so they would use it regularly."

## Challenges

The team faced several challenges in creating Heartbeat. Team members explain two of the most vexing challenges:

- How to tailor the work to the available budget. "The product backlog for Heartbeat was much larger in scale than the initial budget would allow." (Marlowitz)
- How to keep it alive. "After the initial launch, the success of Heartbeat and the need to treat it as a living, breathing product was clear. The team was designed to partner with Executive and Employee Communications on future iterations, help define the roadmap, and develop the products." (Jamisson Fowler, VP, Information Technology)



This is the homepage for ART, the previous intranet. ART was in use for almost 10 years and, aside from basic weekly content changes, remained relatively static during that time. The site suffered from a lack of cohesion and connectivity to the growing SharePoint team site content, as well as a confusing navigation structure (which changed from page to page). It was also difficult to extend the outdated technology.



## INTRANET TEAM



The WellPoint team (top to bottom, left to right): Peter Lobred, Jamisson Fowler, Thomas Caudron, Jason Marlowitz, Peggy Callaway, Nealy Gihan, Katie Landry, Leila Roche, Daniel Whitehead, Rebecca Lambert, Arlen Vargas, Brendan Mcgarrett, Melissa Carter, Anthony Francisco, Jaclyn Payne, Brian King, Andrew Flowe, Susanna Cagle, and Kaitlin Kelly.

## GOVERNANCE

### Good Governance Means Support and Leadership

Heartbeat is a partnership of the Communications and the Intranet/Information Technology teams. Heartbeat is a success due to this partnership. "We found a cross-domain partnership to be imperative for success," says Jamisson Fowler, Vice President of Information Technology Services. "Each team brings a diverse set of skills and experience that benefits the other.

"For example," he says, "rollouts are typically flawless because the Executive and Employee Communications team leads the charge. Skillful change communication means the difference between a solid product being seen as a benefit or seen as a hindrance to line-level associates."

The intranet team works extensively with the Executive and Employee Communications team to develop features, usable content, and greater accessibility that will drive associates to the intranet. Chelsea Caplan, former Senior Communications Coordinator for the Executive and Employee Communications team, had weekly calls with the intranet team to discuss the latest developments and brainstorm different ways to make the intranet more usable. After these calls, the Intranet Strategy and Development team developed the features, while the Communications team created materials to roll out the new tools to the company. "Without both teams working together, the intranet would not be what it is today," she says. "This collaboration is critical to its success, popularity, and usability."

Another key to the site's success is the organization's willingness to treat Heartbeat as a "living and breathing" site. After the first release, project sponsors agreed that the intranet is a product and must be managed as such. As a result, a team was formed to partner with key intranet stakeholders, such as Executive and Employee Communications, and work collaboratively with these groups to define a product strategy, continue to iterate design, and conduct in-house development. This team was comprised of the initial designers, developers, and analysts who played an integral role in the initial release of Heartbeat. These associates focus solely on intranet's advancement and support.

"Establishing a team of associates experienced in UX and employee-facing development, and focusing that team on the corporate intranet, ensured that Heartbeat would continue to grow with the company," says Tom Caudron, AVP of IT Integration Services.



INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Communications Team	<ul style="list-style-type: none"> <li>• Define communication plans for new feature releases</li> <li>• Define governance around communication within Heartbeat</li> <li>• Manage Heartbeat's content</li> <li>• Act as a central point of contact to collect high-level requirements, establish goals, and provide steering for Heartbeat's communication and branding elements</li> <li>• Manage the top-level company/division-wide navigation</li> </ul>
Intranet Strategy and Development Team (ISD)	<ul style="list-style-type: none"> <li>• Serve as main technical contact point for Heartbeat and other intranet products</li> <li>• Coordinate with stakeholders internally to define technical and product roadmaps</li> <li>• Promote conceptual capabilities to gain approval and encourage use of existing features</li> <li>• Perform detailed business and technical analysis</li> <li>• Define UX guidelines and provide UX consulting to ensure Heartbeat and all intranet sites are easy to use and brand compliant</li> <li>• Produce conceptual UI and software designs, iterate designs, gain stakeholder and sponsor acceptance</li> <li>• Define system architecture and develop software</li> <li>• Perform testing</li> <li>• Support platform</li> <li>• Provide direct user engagement support and act as a facilitator in power user communities</li> </ul>
Team Site Owners	<ul style="list-style-type: none"> <li>• Manage domain/team-specific sites that roll up to Heartbeat</li> <li>• Provide first-tier support for users of respective sites</li> <li>• Work with Intranet Strategy and Development to create team site-specific enhancements</li> </ul>
Group Owners	<ul style="list-style-type: none"> <li>• Manage group-specific collaboration streams, such as news feeds, discussions, Q&amp;A posts, and</li> </ul>

	<p>knowledge bases within Heartbeat's <i>Communities</i> features</p> <ul style="list-style-type: none"> <li>• Feature the most qualified content based on correct answer or beneficial discussion</li> </ul>
Community Managers	<ul style="list-style-type: none"> <li>• Establish and maintain governance within <i>Communities</i></li> <li>• Provide top-level support to group owners</li> <li>• Identify features and act as the lead facilitator of the <i>Communities</i> product backlog, sprints, and releases</li> <li>• Monitor content to ensure relevance and adherence to terms of use</li> <li>• Promote the varying business uses of <i>Communities</i> collaboration features, such as proposal writing</li> </ul>

## USERS

Heartbeat supports more than 90 departments across the organization's 19 affiliated health plans. It also supports corporate collaboration needs and provides an application platform for various teams to quickly implement critical business-process automation, such as managing the diverse regulatory requirements set by government partners.

Currently, the primary users are WellPoint's 7,700 Medicaid business associates in 19 states. Heartbeat will also support collaboration needs for additional corporate WellPoint sites, which are used by more than 43,000 associates. WellPoint's Medicaid business unit employs primarily medical, technology, finance, support, and management personnel.

## URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"><li>• <a href="http://heartbeat.wellpoint.com">http://heartbeat.wellpoint.com</a></li></ul>
Default Status	<ul style="list-style-type: none"><li>• By default, all WellPoint Medicaid business unit associates have Heartbeat set as their homepage. Associates can change this setting. Associates are encouraged to utilize Heartbeat's <i>Bookmarks</i> (social bookmarking) feature to create a personalized list of commonly used sites and access these sites through Heartbeat.</li><li>• By default, a shortcut to Heartbeat is placed on each associate's desktop.</li></ul>
Remote Access	<ul style="list-style-type: none"><li>• Some corporate offices provide shared computer facilities to be used during breaks. Although not widely used, Heartbeat is accessible via these workstations.</li></ul>

## DESIGN PROCESS AND USABILITY WORK

### Design Approach

In 2011, a series of focus groups revealed that associates unanimously wanted an intranet redesign. The design direction the team took was to look at successful websites for inspiration and direction, and to augment that vision by conducting feedback sessions with users at several key points along the way. In those sessions, team members asked users to weigh in on prototypes and respond to beta releases.

"In addition to helping with design and steering, this also helped solve the most common problem with new intranet rollouts: change resistance," says Caudron. "The regular engagement of stakeholders from all levels in the company, as well as showing one-to-one relationships between provided feedback and changes made, created a cultural shift in the company. Even the most change-resistant associates no longer saw the outdated intranet as acceptable. This greased the wheels to introduce regular, iterative improvements with little user abrasion."

### Designing Navigation

The team used interactive wireframing sessions to help drive the initial feature roadmap for the site. From an initial rough sketch of a conceptual layout, several mockups were created to depict placement of zones for communication, navigation, and interactivity. A review of the current site's navigation and analytics, pulled from usage of more than 10,000 SharePoint team and project sites, helped identify common themes for top-level navigation and search. "For example," says Marlowitz, "we quickly identified that a flat navigation structure would not scale well with the proliferation of self-managed SharePoint sites. We wanted these sites to share the same navigation, branding, layout, and some common communication elements as

Heartbeat. This in turn would smooth out the experience of navigating from Heartbeat to a team site and back.”

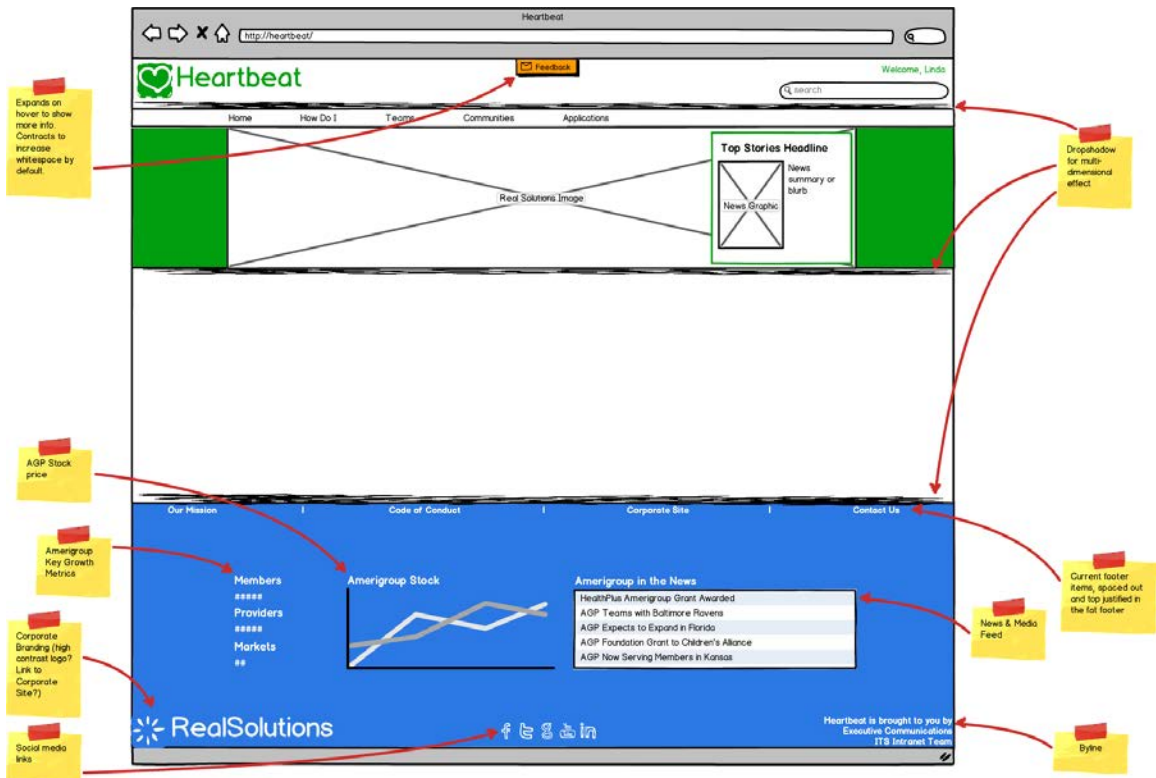
To achieve that goal, the team had to define navigation that included the most important segments of the intranet’s IA. Through an analysis of the numerous SharePoint sites, they identified high-level navigation elements, and from this analysis, they were able to agree on a megamenu approach. Marlowitz explains:

- Sites: “Given the large number of SharePoint sites, a directory of SharePoint sites was our most-requested feature. This segment included team sites (intra-team communication and document sharing) and project sites (multi-domain communication for the purposes of supporting an effort with a defined start and end).”
- Communities: “Communities are a set of features and content centered on cross-domain collaboration. One of the more common findings from analyzing reports on existing content was that there were a disproportionately large number of team sites with broken security inheritance. This was largely due to evolving needs. Communication that was once team-specific became interwoven with cross-functional collaboration. This organic growth and evolution of the ‘team site’ created a hard-to-manage and hard-to-use scenario of parent sites with hundreds of nested subsites and varying authorization. We found that the existing technology created silos of communication.”
- Applications: “Applications are resources most commonly used by associates. Analysis of the existing intranet logs found almost a one-to-one ratio of page views and distinct visits. From this, we concluded that the homepage of the intranet was being used as a jumping off point for accessing custom-developed, business-critical web applications—largely replacing what would otherwise be desktop shortcuts.”

Another facet of the navigation research included reviews of prior Nielsen Norman Group Intranet Design Annuals. “Primarily, we focused on how large company intranets coalesced around a single top-level navigation,” he says. “Our summation was that typical navigation link lists alone would not be as successful. We found that encouraging use of a well-maintained search resource, allowing associates to create their own navigation, and defining navigation based on the individual’s most commonly used resources, were also necessary for a company-wide navigation approach. Essentially, we found a blend between one-size-fits-all and mass customization.”

### Targeted Interviews

Another method that was useful in revamping the intranet was one-on-one discussions with executive vice presidents and regional CEOs. During these discussions, they discussed the positives and negatives of ART and what should change. A key criticism was that ART’s search function did not work. Now, Heartbeat has a search refinement—which allows associates to easily identify the top-level department sites and navigate to the sub team sites within—and a phone directory for associates to look up names, departments, titles, and locations.



In addition to feedback from the roundtable feedback sessions, the initial feature roadmap for the Heartbeat site was driven by iterative wireframing. From an initial rough sketch of a conceptual layout, several mockups were created to depict placement of zones for communication, navigation, and interactivity.

## TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
January 2001	<ul style="list-style-type: none"> <li>First implementation of an intranet for the WellPoint Medicaid business unit (previously Amerigroup)</li> </ul>
September 2006	<ul style="list-style-type: none"> <li>Beta implementation of team-managed intranet subsites</li> </ul>
September–November 2010	<ul style="list-style-type: none"> <li>Branding overhaul: minor modifications to colors, fonts, and logos to more closely match the new corporate brand</li> </ul>
June 2011	<ul style="list-style-type: none"> <li>Recent redesign project start date (idea for redesign or planning began)</li> </ul>
April 2012	<ul style="list-style-type: none"> <li>Launch of new design</li> </ul>
September 2012	<ul style="list-style-type: none"> <li>Social bookmarking/tagging feature implemented</li> </ul>
March 2013	<ul style="list-style-type: none"> <li>After WellPoint acquires Amerigroup, Heartbeat becomes the intranet resource for the WellPoint Medicaid business unit, which has expanded to approximately 7,700 associates. To facilitate collaboration among all WellPoint associates, Heartbeat is introduced beyond the Medicaid business to the entire WellPoint workforce—a total of approximately 43,000 associates</li> </ul>
April 2013	<ul style="list-style-type: none"> <li>Brand compliance feature (consistent theme/navigation) implementation begins across all intranet sites</li> <li><i>Communities</i> (social intranet) beta roll out to associates begins</li> </ul>

## CONTENT AND CONTENT CONTRIBUTORS

### Managing Content

The Executive and Employee Communications team develops Heartbeat content. Stakeholders within the respective teams manage content within department-specific sites. Content within *Communities* is created by associates and managed by group and community managers.

Content to be posted on Heartbeat goes through a review process. Typically, someone from the Communications team writes content or develops ideas, which are then reviewed by Peter Lobred, VP of Executive and Employee Communications. If



the content is copy, photos, or video, it is posted on Heartbeat once it is approved. If content involves new features for Heartbeat, it requires an additional review by the Director of Intranet Strategy and Development. From there, the teams work together to develop a project timeline and materials.

Users are given specific guidelines on how to write content and share information with associates. This standard is applied to all written materials.

The content contributors might be involved in the editing process, but final decisions on content to be posted in the intranet's public areas are made by the Executive and Employee Communications team members responsible for Heartbeat. To keep the lines of communication open, the team occasionally conducts surveys asking associates about their experiences with Heartbeat, which allows contributors to know if Heartbeat content/features are resonating with associates. A "Heartbeat inbox," managed by the Heartbeat content manager, gives associates an opportunity to express any complaints, concerns, or requests. This inbox is reviewed on a daily basis, and both the Executive and Employee Communications team and the ITS team have access.

## TECHNOLOGY

The intranet is built on two main platforms, each representing the best tool for the job. SharePoint 2007 served as the incumbent technology and was already widely adopted by every division in the company. The choice to build the new intranet main site, Heartbeat, on SharePoint was driven by ease of content syndication between the main site and the thousands of sites managed across all departments.

### Customizing Design

Because the team took a custom approach to the design, the site is not recognizable as a "typical" SharePoint site. "By implementing a completely custom design, most stakeholders are not aware that Heartbeat is effectively a SharePoint site," says Marlowitz. "This separation from the more common SharePoint design elements and SharePoint's advanced API/web services allows us to time the migration of Heartbeat in line with technical resource availability instead of the SharePoint product release and upgrade schedule. That said, we want to be constantly progressing Heartbeat functionality. Though the underlying technology is sound and well-supported, there are attractive enhancements in the latest version of the platform."

At the time of initial build, the planned upgrade to SharePoint 2010 was not far enough along to incorporate Heartbeat. The decision was made to build in SharePoint 2007 initially and then upgrade when appropriate. After Heartbeat's launch, Microsoft announced the SharePoint 2013 product.

### Page-Tagging Analytics

In addition to the design, the team also customized the platform's analytics. "After launch, we discovered that the out-of-the-box analytics found from monitoring server logs would not give us enough data to identify and prioritize enhancement opportunities," says Marlowitz. To address this problem, the team leveraged page-tagging analytics. Page tagging utilizes client-side technologies—typically JavaScript—to collect data around user events. With page tagging, site designers can capture and analyze activity that occurs before, during, and after a page is requested. Typically, analytics software such as Piwik and Google Analytics will provide this functionality, so site and content administrators can spend more time

analyzing the resulting reports. This type of tagging lets them make decisions based on data that is available only by monitoring client-browser interaction with the site. "For example," says Marlowitz, "we were able to determine the most common exit points of the *Applications* list of links and modify navigation order based on frequency."

After the initial implementation, the team used Piwik to analyze usage. As a result, they modified the scope of subsequent releases to enhance commonly used resources and tweak navigation. For example, analytics showing a diverse sample of the most commonly accessed resources gave a clear justification for adding social bookmarking.

The large set of commonly accessed sites showed the team that associates needed to be able to personalize navigation, and that Heartbeat should provide a blend of static menus that remain largely consistent, as well as a menu option that changes with the associate's activity.



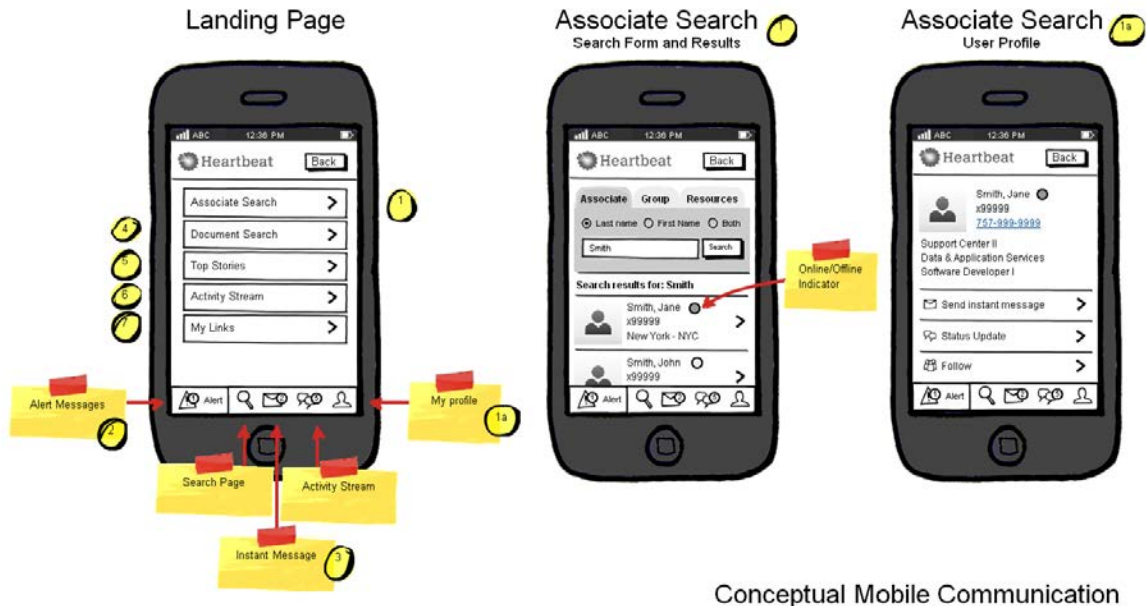
This is the site's web analytics tool. Through page tagging with Piwik, the team was able to make decisions based on data available only by monitoring client-browser interaction with the site. For example, they were able to determine the most common exit points of the *Applications* list of links and modify navigation order based on how frequently applications were accessed.

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"> <li>• SharePoint 2007, 2010, 2013</li> <li>• Windows Server 2008 and 2012</li> <li>• VMWare</li> <li>• Drupal Commons</li> <li>• Apache 3</li> <li>• PHP</li> <li>• MySQL</li> <li>• Ubuntu 12</li> </ul>
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> <li>• JIRA, Selenium, Jenkins (for continuous integration)</li> </ul>
Design Tools	<ul style="list-style-type: none"> <li>• Balsamiq, PhotoShop</li> </ul>
Site Building Tools	<ul style="list-style-type: none"> <li>• SharePoint Designer, Visual Studio, Eclipse</li> </ul>
Content Management Tools	<ul style="list-style-type: none"> <li>• 100% browser-based for web content; also serving standard office documents</li> </ul>
Search	<ul style="list-style-type: none"> <li>• SharePoint and Apache SOLR</li> </ul>
Other Functions	<ul style="list-style-type: none"> <li>• Piwik (open source “page tagging” web analytics software)</li> </ul>

## MOBILE

Users can access the site using iPads and other devices (connected to the corporate Wi-Fi) using a web proxy feature in the Good software for Android.

The mobile experience is powered by CSS cross-browser/cross-OS testing to ensure that functionality is as close as possible to that of the corporate standard workstation. The site is tested and functional in Android and iOS, but a mobile-specific version is not scoped until 2014.



Balsamiq mockups show key functionality for mobile device audiences.



Balsamiq mockups show key functionality for mobile device audiences.



Conceptual Mobile Communication

Balsamiq mockups show key functionality for mobile device audiences.


## SEARCH

The team chose to use SharePoint Search, but only after evaluating it against Google Search Appliance. Although Google offered a more user-friendly and familiar experience out of the box, the team found that SharePoint Search was more tightly integrated into the thousands of individual sites already created, so it seemed like a better choice. Additionally, team members chose to completely redesign the search UI to more closely match the Heartbeat look and feel, thus improving on SharePoint's out-of-the box search UI.

Searching social content in the site's *Communities* is accomplished using Apache SOLR, as it was already integrated with Drupal Commons. The idea of having two different search engines in play was a concern, but it surprisingly made sense in this context.

"Initially, [we were] concerned that having two search platforms would create a disconnected experience, [but] through customization of the SharePoint Search UI, we made the multi-source search experience more seamless," says Marlowitz. "The resulting product is a search page that presents results from both platforms in one view."

Realizing that findability would be critical to the success of the site, the team chose to augment results with features such as "best bets" so users can quickly find sites that might not be accessed often enough to warrant placement in intranet-wide navigation. Additionally, several departments utilize search to quickly identify content for transactional job-related purposes. For example, the Regulatory team handles content reviews for thousands of documents per month. Search allows them to quickly retrieve a publication review job. "Continuous incremental crawls are key to ensuring that these recently uploaded documents are indexed in a timely manner," says Marlowitz. "Additionally, we monitor search analytics, such as 'top failed searches' and 'most common search terms,' to identify and feature top content.


Tell us how we can make this site better
Welcome, Tom

Heartbeat
How Do I
Sites
Applications
Bookmarks

All Sites
People
Communities

compliance
SEARCH
Preferences
Advanced

Result Type
1-10 of about 670 results

Any Result Type
Word
Webpage
Video
Adobe PDF
Site
Any Site
sites.amerigroup...
Author
Any Author
System Account
Greg Redmond
Rita Hester
David Hester
show more
Modified Date
Any Modified Date

### Best Bets

#### Compliance

- Compliance Program Resources  
Compliance Program Resources  
<http://compliance.corp.agu.edu/>
- Compliance Education  
Compliance Education  
[http://compliance.corp.agu.edu/comp\\_edu/default.aspx](http://compliance.corp.agu.edu/comp_edu/default.aspx)

#### Regulatory & Compliance

Regulatory & Compliance ... This is the Landing page for the Corporate Credentialing Regulatory and Compliance program ... This is the Landing page for the Corporate Credentialing Regulatory and Compliance program

#### Compliance Poster

or Observed Compliance Violations? you need to file a compliance report, many options are availabl ... the Company's Compliance Program, including the Code of Business Conduct and Ethics, can be accesse ...

#### Annual Compliance Training Due Friday December 11 2009

More detailed information about the compliance training is available on the ... questions about compliance training, you can reach out to the Office of Business Ethics or your ... Guidebook to the Compliance Program is now available on the Compliance Program Resources Porta ...

#### Prepare for Compliance Training

... in an Annual Compliance Refresher Training to ensure that we maintain the Company's culture of ethi ... is committed to compliance and ethics, how we can all meet our obligations from the Compliance Prog ... How the Amerigroup culture supports integrity and Personal Accountability in Compliance and Ethics

#### Corporate Compliance Sub-Team IntegrationGeneral Compliance Refresher Training Content Comparison

... statements, "Compliance is responsible" or "Compliance is represented" or "This is owned by Compl ... to Ethics and Compliance, contract compliance, compli- ance with state and federal laws and regulat ... Corporate Compliance program, the Medicaid Compliance team structure, the Medicaid Compliance Contm ...

1 2 3 4 >

### Results from All Sites


- Amerigroup SharePoint Sites  
WellPoint Medicaid Business Links
- Microsoft Reporting Services 2008 R2 Upgrade and Microsoft Reporting Services 2008 R2 Upgrade and Integration wit 2008 R2 Upgrade and Integration with SharePoint 2010
- Financial Controls - SharePoint  
SharePoint.aspx ... A SharePoint site is a Web site that provi browser.
- SharePoint Forums  
[http://sharepoint\\_catalog/masterpage/BlankWebPartPage.aspx](http://sharepoint_catalog/masterpage/BlankWebPartPage.aspx)

[Show me more](#)

### Results from People

- Tom Caudron  
AUP ITG Application Mgt&Suppt  
Application Management - 2540101  
[Ask me about: SharePoint ...](#)
- Jason Marowitz  
Director ITG Applicatin Mgt&Spt  
Application Management - 2540101  
[Ask me about: SharePoint ...](#)
- Arlen Vargas  
ITG Programmer Analyst III  
Application Management - 2540101  
[Ask me about: SharePoint ...](#)

[Show me more](#)




Mission/Vision | Code of Conduct | Corporate Website | Contact Us | Policies and Procedures | Provider Website | Member Website

Heartbeat is a joint product of the Executive and Employee Communications and ITS Intranet Strategy and Development Teams

The search center integrates results from *Communities*, sites, and people in one place. *Best Bets* results help associates quickly identify prominent content.




**Groups**  
Communities

Welcome, Arlen Vargas ▾

Site ▾ SEARCH

[Heartbeat ▾](#)
[How Do I ▾](#)
[Sites ▾](#)
[Communities ▾](#)
[Applications ▾](#)
[Bookmarks ▾](#)

## Groups

Type keywords and click apply to find groups.

### Software Developers


3 contributors discussing the topic Development.


This group is dedicated to sharing best practices for software development and requesting/providing general guidance in this field.

#### Recent content

- ✓ Subversion Branching Strategy
- ✓ PHP The Right Way
- ✓ Code Review Practices

#### Recent contributors




### Drupal Developers

4 contributors discussing the topics Theming, Development, Branding, Drupal Commons.


#### Recent content

- ✓ Altering a Drupal Commons module
- ✓ Common Linux/apache administration actions
- ✓ Dev desktop XMAL
- ✓ Drupal Cheat Sheet
- ✓ Using file\_get\_contents Drupal module

#### Recent contributors



### C# Developers


9 contributors discussing the topics programming, Debugging, C#.


Discuss programming in C# with minor tutorials, tips, and tricks. Ask you questions here and we'll try to get them answered.

#### Recent content

- ✓ Dead simple (but correct) C# Singleton implementation
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## RESULTS AND ROI

Heartbeat works, in part, because people use it. It adds a touch of personalization and humanization that many other intranets lack. "We knew that Heartbeat needed to contain features that would draw people in and encourage them to visit the site more often," says Lobred. Features such as company announcements, rotating news stories, and social bookmarking draw users in.

In addition to being a useful tool for information and collaboration, the intranet has become an essential tool used by company executives to distribute important messages. "Associates know that when an organizational announcement appears on Heartbeat, or a top story showcases an executive, this information is vital to read and access," says Lobred. "Heartbeat gives leadership the ability to connect with associates, ensuring enterprise-wide distribution of important communications. While Heartbeat is a vital tool to unite the various health plans, it also allows executives to collaborate with the rest of the company."



## LESSONS LEARNED

The WellPoint team shares its lessons learned and advice:

- Include users early and often. "Including users at various stages of the research and design was critical to the site's success."
- Build a blended team. "Drawing from Communications, Human Resources, and IT, the WellPoint project was able to build a team with experience in and passion for building internally and externally facing web products."
- Formally identify ownership for segments of the site. "Provide a Responsible Assignment Matrix chart and get agreement from all team members. In the case of Heartbeat, we identified that the area below the masthead and above the footer on the main site was owned exclusively by our Executive and Employee Communications team, and that the Intranet Strategy team was responsible for providing a consulting role on UI/UX and technical ability/potential features. Other decisions, such as decisions around the main navigation had implications across the organization. This required both Communications and Technology steering."
- Communication and user experience can make or break a rollout. "We were fortunate to have experts in both areas—which goes to the next point."
- Recruit/include internal SMEs. "It's best to recruit subject matter experts in development, UX, and communications (preferably with company-wide visibility in their respective roles), but keep the core team small enough to make nimble decisions."
- Start small. "Start with just the homepage or a subsection of the intranet to build good will around the design and direction."
- Keep everyone on the same page with visuals. "Never have a meeting on functionality without accompanying visuals, whether they are wireframes, mockups, or existing sites. There were several events in the initial "norming" stage of the project where feature concepts were not well understood prior to development. Occasionally, this required rework."
- Build in transition time between the old site and the new. "Keep the prior site online for a period of time after the replacement goes live. Expect one to two months of content "shakeout" while users identify elements missing on the new version. We kept the old intranet site available for two months while Heartbeat ran in production. At about the two-month mark, we replaced the prior site's default page with an interstitial that allowed the associate to access either site. Eventually, we redirected the prior web address to <http://heartbeat> once we felt that change acceptance had propagated through much of the organization."
- Commit to a living, breathing site approach. "Keep current not only content, but feature sets. Upon initial release, define a release schedule and product strategy, and communicate that with sponsors and other leadership during conversations about the initial rollout."
- Focus on the UI/UX aspects of the site design first. "We emphasized attention to look and experience even when content, systems, and infrastructure appeared to be more pressing concerns. This paid many dividends in the end. Had we shorted the UI/UX, we would not have had such an overwhelming response to the site. Capitalizing on that response allowed us to more easily affect change."

- Find a great name. “It’s hard to imagine ‘Heartbeat’ being called ‘the intranet’ for example. The team made a compelling case that the site must have a name that would easily integrate into everyday conversation. To gain approval from those responsible for branding, we created a brief presentation of 10 or so names with accompanying visuals of intranets from companies known to be branding leaders. The presentation demonstrated a standard of naming an intranet site in a way that closely ties with brand, even if not directly pulling from the company name or other approved verbiage. In short, the name needs to be special to internal stakeholders—something unique that they can call their own.”

## Recommendations for the Intranet Design Process

For 14 years, we've seen patterns across the case studies of award-winning intranets, as well as through 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 may 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. Note that 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. Some tips to create a good intranet processes:

- Include key players from around the organization in the design process. These people not only help you generate design and feature ideas, but can also excite their groups about the coming new intranet.
- As you develop the new design, consider making iterations of it accessible to employees (on a staging server) and encourage them to offer feedback. Explain the major changes and their benefits.
- Incorporate usability testing and beta testing in the design and communication processes. Follow up on sound usability research by communicating how you changed the design to reflect user behavior and feedback. (But don't use the testing sessions themselves to convince people the intranet is better; these sessions are best used for research and analysis alone.)
- 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 for a few months after launch, as some employees may not have time to explore right when the site goes live.

### PLAN FOR ALL DEVICES YOU WANT TO SUPPORT FROM THE START

Make the decision about optimizing for mobile devices—and decide which devices you'll target—in the beginning of the design process. At the start and throughout, plan, test, and prioritize features and content for each device's UX.

### WATCH PEOPLE WORK

One of the great benefits of working on an intranet is that 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 to watch how your colleagues work. See how they're using and not using the intranet, and where design opportunities exist for making the intranet a more useful part of their day-to-day jobs. Although you work alongside your colleagues, their roles at the organization can have very different information and intranet needs than your own.



## CONDUCT USABILITY EVALUATIONS

Remember that you don't need a complete, finished design to garner useful usability feedback. In fact, it's better to get early feedback on incomplete designs. Test with prototypes and paper mockups. Or, if you want to introduce design elements similar to those you see on a particular website, use that website to test the features. You can watch people using any current system, even if it's not an intranet, to determine which features or elements are well designed.

Even the busiest development teams, or those with the craziest deadlines, should take time to watch people attempt basic tasks using the design. It doesn't take long to do a quick test. We encourage design teams to get a group of designers and developers together—even for just 20 minutes—to review a site's design, discuss what happened in testing, and then to identify, discuss, and agree on the top usability issues.

## UNDERSTAND THE TECHNOLOGY

Some intranet teams are stuck with particular technology solutions. Others have the freedom to shop around for the best tool for their project. In either case, it is important that teams take the time to understand what the technology can—and can't—do. It's equally important to decide if the functionality meets the needs of the organization. Just because a tool enables you to do something, doesn't mean it's a good design solution for your employees.

Across the years, our winning designs have tended to be from organizations that took a technology solution and made it fit their needs, rather than simply doing an out-of-the-box implementation. That is, the teams took the time to understand the tool inside and out, and worked with the tool to meet their organizations' specific requirements.

Some teams have the time and expertise to do this. Others rely on outside experts to help with technology issues. Some companies can customize from the get-go, while others need to stick to what's offered. 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 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

Before anything, take an inventory of content, remove what you no longer need, edit as helpful, and curate, curate, curate.

The most well-received intranets are those with fresh information that people need and want. One way to keep information updated and interesting is to provide

methods for employees to add and edit information. Letting users—or designated content providers—contribute content gives them a stake in the intranet's success. Such efforts invariably produce compounded returns: fostering excellent content-providers results in better content; which leads to an intranet with more varied and useful information; which drives more employees to visit the intranet more often; and thus ensures that the intranet remains a business-critical tool.

## CONSIDER ACCESSIBILITY

If our organizations have any employee retention to speak of, we probably have older people working with us. As humans live longer, many are working until riper ages. And, as we age, our sight and dexterity, among other things, typically declines. Intranets should be designed so they are easy to use for an aging population.

Also, many organizations employ—or will at some point hire—people who use assistive technology. However, 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 busy graphics, tiny text, poor contrast between text and the background, limited space between links and text, and small link click targets.

## MEASURE ROI

When embarking on any intranet redesign, measure whatever you can. If you want to emerge from a redesign with information about the return on investment in the new site, you need to have a starting point.

Most intranet redesigns make obvious strides forward, with great usability improvements that foster productivity and efficiency gains for their companies. Yet it can be difficult to formally—or informally—measure ROI on intranets. Measurements can be tricky due to tight schedules and the way organizations allocate money. For example, the money to design and maintain the intranet might be allocated to the vice president of IT, while productivity gains are found in the HR or corporate communications department.

A simple measurement of ROI is time on task. Measure the time users require to accomplish a task, both before and after a redesign. Take this decreased task time and factor the resulting financial savings across your organization. Then, make the gains known to the different departments involved and also at higher levels, so that even the most upper-level managers understand the importance of well-designed internal systems.

Consider other ways to measure ROI on the intranet as well. Does moving information online result in any printing savings? Does automating a process free up time for the department that previously handled that task? Does giving employees essential tools and information save them time compared to finding the same information on their own? 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?

## PLAN TO MAINTAIN AND ENHANCE THE NEW INTRANET

We've seen too many companies complete redesign projects and then leave the site to run itself, only to find themselves with a mess of an intranet a year or two later. For sites to be successful, they have to be maintained and managed. Although the team dedicated to a redesign is, of course, going to be larger than a team left to run the intranet once it is established, the remaining team must be large enough to support the site structure, help content contributors, and plan and execute enhancements and continual improvements to the site. Intranet development shouldn't be viewed as a finite project, but as a continual process. Governance teams should meet. Resources should be budgeted. Content creators should be supported. Site structure and content should be audited and reviewed. Search tools should be enhanced. Much work remains to be done at the end of a redesign effort.

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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 from teams clearly dedicated to creating 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, or inadequate content.

We never name or show examples from the intranet entries that didn't win, but it is useful to discuss the common problems among those entries. We hope you never find your intranet suffering any of the following pitfalls.

### SWITCHING SOCIAL TO "ON"

Some intranet software allows designers to easily turn on commenting, liking, and other social features. But, without an actual plan and interesting content that makes people want to participate, social features go sadly unused.

### ILLEGIBLE TEXT

Branding, aesthetics, and usability can live harmoniously on the same intranet. However, branding and pretty-looking sites should not be implemented at the expense of usability or text legibility. Blue text on grey, grey text on grey, black text on dark grey—none of these provide high contrast between text and its background, which makes content difficult to read.

Really small text is also hard to read and should be avoided. Content should be planned and edited, not crowded on pages and in menus by simply decreasing the font size.

Finally, some text columns are notably wide, which also makes text difficult to read. Trade these for narrow columns that include chunks of content with headings, bolded links, and bulleted lists.

### ICONS, ICONS EVERYWHERE

Icons should be used to communicate information, making it recognizable and readily accessible. Too many icons or icons added solely to create visual interest usually detract from important content and give the intranet a cluttered appearance.

Also, offering sets of indecipherable icons is usually not helpful.

### POOR GRAPHICS

The dawn of infographics on the web has possibly coaxed some intranet designers to foray into this arena, but unsuccessfully. Large graphics with indecipherable images, diagrams, maps, and text do not assist or engage.

Boring, unrelated stock art on intranets, as well as images that are far too small for the space allocated to them, were still a problem in this year's submissions.

## JUST THE “PROMISE OF CONTENT”

As in years past, we are seeing generic links rather than link labels that entice employees with actual content. For example, instead of using *Headline* as link text, try something telling, such as *CEO Recognized in “Time” Magazine*.

## INVISIBLE SEARCH FIELD

Making the search function a link, burying it within rows of menus at the top, making the field the same color as the page background, or filling in the field with prompt text makes it less visible and sometimes even invisible.

## UNEXPECTED PAGE LAYOUT AND LOADED PAGES

Too many pages house all kinds of content with no real utility. It is difficult for employees to understand a page’s content when that content is unrelated or just strewn about with no clear grid or organizing principle.

Additionally, pages consisting only of lists of links can be difficult to traverse. Organizing links by topic or offering an alphabetical listing can alleviate this problem, as can sorting and searching features.

In some cases, designers over styled the intranet’s design, using too many accent colors and page background watermarks. The effect was usually busy and unpleasant. A solid, calm-colored page background often makes for a better UX.

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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 on our corporate website, [www.nngroup.com](http://www.nngroup.com).

To enter, organizations (either design firms responsible for the intranet or the organization's intranet team) can submit some 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, 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
- Horizontal scrolling only where appropriate
- Expected page layout and appropriate vertical scrolling

Design:

- Pleasing aesthetics, clean design
- Brand support
- Engaging and helpful homepage design
- Good contrast between text and background
- Easy-to-read text and links
- Good use of graphics
- Legible text
- Distinguishable headings and links
- The right amount of text and links



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 and roles/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
- Content management, content curation, editorial team management
- Business needs met

Overall:

- Simple forms
- Support for the main corporate functions
- Encapsulation of the organization's spirit
- Use of innovative, fun, or original features
- Accessibility features
- Useful mobile offerings
- Originality or "something special"

## FOLLOW-UP QUESTIONS WITH TOP TIER (WHEN NECESSARY)

As part of the review process, we look at all the information that the organizations submit. Considerations of target users, tasks, and basic usability guidelines inform our scores and analysis. We review usability research findings, but we do not conduct usability evaluations with users of the intranets. Although 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>4</sup>

After our reviews, we sometimes ask follow-up questions, such as for clarification or if a submission was 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.

## FOLLOW-UP INTERVIEWS WITH TOP 10

We notify the top 10 and make sure they have appropriate corporate approvals to share their designs and some content. We then 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.

Examples of some of the questions we asked teams 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 and redesign project?
- What were your project's main UX research and design methods?
- How did you derive your IA? Your search?
- What were your milestones and how well were they met?
- What makes your intranet unique?
- What advice would you offer to other intranet designers?

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<sup>4</sup> *Intranet Usability Guidelines* report series is available for purchase at <http://www.nngroup.com/reports/intranet/guidelines/>.

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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, authored a variety of research reports and hundreds of guidelines, and coauthored the book *Eyetracking Web Usability*. She has lectured around the world on a wide range of topics, and her client work spans many businesses and industries. Before joining NN/g, Pernice gained invaluable experience about building and managing UX in an assortment of development environments and established several successful user experience programs. A champion for usability, Pernice chaired the Usability Professionals’ Association 2000 and 2001 conferences, and served as 2002 conference advisor. She holds an M.B.A. from Northeastern University and a B.A. from Simmons College.

Amy Schade is a Director at Nielsen Norman Group. She has led research and co-authored NN/g reports on the usability of intranets, email newsletters, site maps, and the 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 usability 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 freelance journalist (writer and editor), and award-winning digital media producer. In her business writing, she specializes in topics relating to usability (including social media and mobile design), and the business and technology of the web. She has co-authored the Intranet Design Annuals for NN/g since 2008. She wrote and edited the report, *Mobile Intranets and Enterprise Apps* and the 1st and 2nd editions of *Social Features on Intranets: Case Studies of Enterprise 2.0*. She also authored both the 3rd and 4th editions of the report on intranet portals.

For more than a decade, Caya has split her time between journalism projects and web consulting. She is an experienced content strategist and interaction designer. She has consulted for many of Boston’s top interactive agencies, leading web and intranet development projects as well as usability testing, research, and design initiatives. Her client roster spans a wide range of industries and includes leading national brands alongside mission-driven non-profits. She has a BFA from New York

University's Tisch School of the Arts and has completed coursework in the User Experience Program at Bentley University.

Dr. Jakob Nielsen 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 bestselling book *Designing Web Usability: The Practice of Simplicity* (2000), which has sold more than a quarter of a million copies in 22 languages. His other books include *Hypertext and Hypermedia* (1990), *Usability Engineering* (1993), *Usability Inspection Methods* (1994), *International User Interfaces* (1996), *Homepage Usability: 50 Websites Deconstructed* (2001), *Prioritizing Web Usability* (2006), *Eyetracking Web Usability* (2009), and *Mobile Usability* (2012). In 2013, Nielsen received the SIGCHI Lifetime Achievement Award for Human-Computer Interaction Practice. Nielsen's Alertbox column on web usability has been published on the internet since 1995 and currently has about 200,000 readers. From 1994 to 1998, Nielsen was a Sun Microsystems Distinguished Engineer. His previous affiliations include Bell Communications Research, the Technical University of Denmark, and the IBM User Interface Institute. He holds 79 US patents, mainly on ways of making the internet easier to use.

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## Acknowledgements

Thank you to the designers and organizations associated with the 10 intranets in this report. We appreciate them for submitting their work, cooperating in interviews, reviewing the report, and mostly for their intranet designs.

A special thank you to all of the organizations who entered their intranets for consideration.

Finally, thanks to Susan Pernice for her assistance throughout the review process and to Keri Schreiner for copyediting this report.

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## Submit Your Intranet for the 2015 Design Annual

Got a great intranet? Large or small, you could win next year's NN/g Intranet Design Annual contest.

- It's free to enter.
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