

Intranet Design Annual 2015

The Year's 10 Best Intranets

Kara Pernice, Amy Schade, and Patty Caya

January 2015



Nielsen Norman Group

WWW.NNGROUP.COM

48105 WARM SPRINGS BLVD., FREMONT CA 94539-7498 USA

Copyright © Nielsen Norman Group; All Rights Reserved. To get your own copy, visit:
<https://www.nngroup.com/reports/intranet-design-annual/>

About This Free Report

This report is a gift for our loyal audience of UX enthusiasts. Thank you for your support over the years. We hope this information will aid your efforts to improve user experiences for everyone.

The research for this report was done in 2015, but the majority of the advice may still be applicable today, because people and principles of good design change much more slowly than computer technology does. We sometimes make older report editions available to our audience at no cost, because they still provide interesting insights. Even though these reports discuss older designs, it's still worth remembering the lessons from mistakes made in the past. If you don't remember history, you'll be doomed to repeat it.

We regularly publish new research reports that span a variety of web and UX related topics. These reports include thousands of actionable, illustrated user experience guidelines for creating and improving your web, mobile, and intranet sites. We sell our new reports to fund independent, unbiased usability research; we do not have investors, government funding or research grants that pay for this work. Visit our reports page at <https://www.nngroup.com/reports/> to see a complete list of these reports.

HOW TO SHARE

Do not link directly to the PDF file (the hosted address could change). Instead, we encourage you to distribute the following link to the report's page on our website to allow people to decide whether to download it themselves:

<https://www.nngroup.com/reports/intranet-design-annual/>

REPORT AUTHORS



Kara Pernice, Amy Schade, Patty Caya

Copyright Notice

Please do not post this document to the internet or to publicly available file-sharing services.

This report is free, but it is still copyrighted information that may be updated from time to time, so please don't distribute this file or host it elsewhere.

Even when people post documents with a private URL to share only with a few colleagues or clients, search engines often index the copy anyway. Indexing means that thousands of people will find the secret copy through searches.

Contents

Executive Summary	4
Overview of the Winners	12
Common Themes Among the Winners.....	16
Accolade	23
Adobe	51
ConocoPhillips	73
Klick Health	98
Saudi Food & Drug Authority	133
Sprint	165
TAURON Polska Energia SA	204
The Foschini Group	243
UniCredit S.p.A.....	266
Verizon Communications	299
List of Images.....	332
List of Tables and Charts	346
Recommendations for the Intranet Design Process.....	349
Intranets Not Selected: Common Issues	354
Selection Criteria and Process	356
About the Authors.....	359
Acknowledgements	360
Index.....	361
Submit Your Intranet for the 2016 Design Annual.....	368

Executive Summary

ORGANIZATIONS

The organizations with the 10 best-designed intranets for 2015 are:

- **Accolade** (The Netherlands), a social housing office for affordable homes
- **Adobe** (United States), a digital marketing and media solutions company
- **ConocoPhillips** (United States), an explorer and producer of crude oil and natural gas energy
- **Klick Health** (Canada), a digital health agency
- **Saudi Food & Drug Authority** (Saudi Arabia), a government agency ensuring the safety of food and drugs, biological and chemical substances, and electronic products
- **Sprint** (United States), a provider of wireless telecommunications products and services
- **TAURON Polska Energia** (Poland), hard coal mining and generation, distribution and supply of electricity and heat; the largest distributor and supplier of electricity in Poland
- **The Foschini Group** (South Africa), an independent chain store retail group
- **UniCredit S.p.A.** (Italy), a commercial bank spanning 50 markets and operating in more than 17 European countries
- **Verizon Communications** (United States), a telecommunications company

Most of our winners have full-scale intranet applications designed to serve their entire organization and a variety of job roles. Two of this year's winners have specialized intranets: Verizon's Human Resources portal and The Foschini Group's site for head-office employees.

A THREE-TIME WINNER

This is the third time Verizon Communications has won in our Design Annual, a first for any company. Recognized this year for its Human Resources portal, Verizon also had winning designs in 2005 and 2011.

As every strong intranet team knows, work on an intranet is ongoing. Verizon's team demonstrates 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, but the most successful intranet teams respond to these changes.

It's our honor to include this repeat winner in our report, recognizing those who continually work toward creating optimal intranet systems. This organization directly reflects that work toward a great system is never truly finished.

GREAT INTRANETS WERE CREATED FASTER THIS YEAR

Today's Intranet teams are streamlining processes and are working faster. A trend we saw last year that repeated this year is for teams to go live with iterative changes rather than wait to launch one new, huge intranet design. Agile or Agile-like approaches were used effectively in development and contributed to the lower average time required to create the Intranet. The operative word here is *effectively*, as employing Agile is not a silver bullet; if done well, however, it can certainly streamline a project. (If done without proper design integration, Agile coding will create a disjointed, substandard user experience.)

The noted trend toward an iterative process has changed the way we've been measuring intranet-project completion in the last two years. Prior to that we only looked at one single release of the "full" intranet. But now, for some designs, we're looking at iterations of the design, or even at just the functional elements that were most recently changed.

This way of working is potentially more practical for an organization producing an up-to-date and useful design. The development challenges may seem less daunting with an iterative approach, and the ability to see working results sooner may be more gratifying too. As improvements occur incrementally, employees are generally happier too, which can help with employee retention.

A possible setback of an iterative approach, of course, is if the way employees do a task is changed out from under them (as it happens too often), and leaves them less productive and likely disgruntled. Thus, as designs iterate, it's important that employees be able to still accomplish tasks without difficulty. No employee should wonder what mystery version of the intranet will appear each day when logging in. Their top tasks, global navigation, and core content sections should be designed early and stay static. This will help provide the concrete foundation that users need.

On average, creating a new intranet took this year's winning teams 1.4 years (17.3 months), which is about the same as the average time spent by 2014's winners (that time was 1.4 years or 16.7 months). 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.

Average Years Spent Creating Intranets 2001-2015

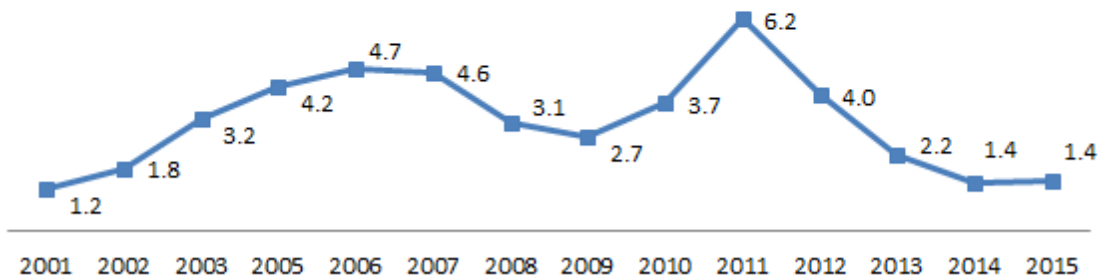


Figure 1. Average Years Spent Creating Intranets: 2001–2015. Since 2001, intranet teams have spent an average of 3.2 years (38.3 months) creating their winning designs. Like last year, this year’s winners took less than 1.5 years (17.3 months) to create their designs.

Average Organization Size Is Up

The size of the winning organizations is up this year, bolstered by the employee numbers of Verizon, UniCredit, and Sprint, which are 230,000, 110,000, and 106,000, respectively. On the other end, Accolade has 200 employees and Klick Health has 467. The average size across all winners is 52,200 employees, with a median of 14,250.

Both the average and median are higher compared to recent years. Last year’s average was 11,600 employees with a median of 5,500. This year, only four of our winning sites serve fewer than 10,000 employees, while seven sites from last year supported smaller groups.

These average numbers, essentially the same from 2009 through 2011, dropped in the last three years. Winning sites across all years of the Intranet Design Annual have supported an average of 53,600 employees.

The spectrum of small to large organizations shows that powerful and user-centric intranet designs can be created regardless of company size, given the right team, tools, goals, leadership, and support.

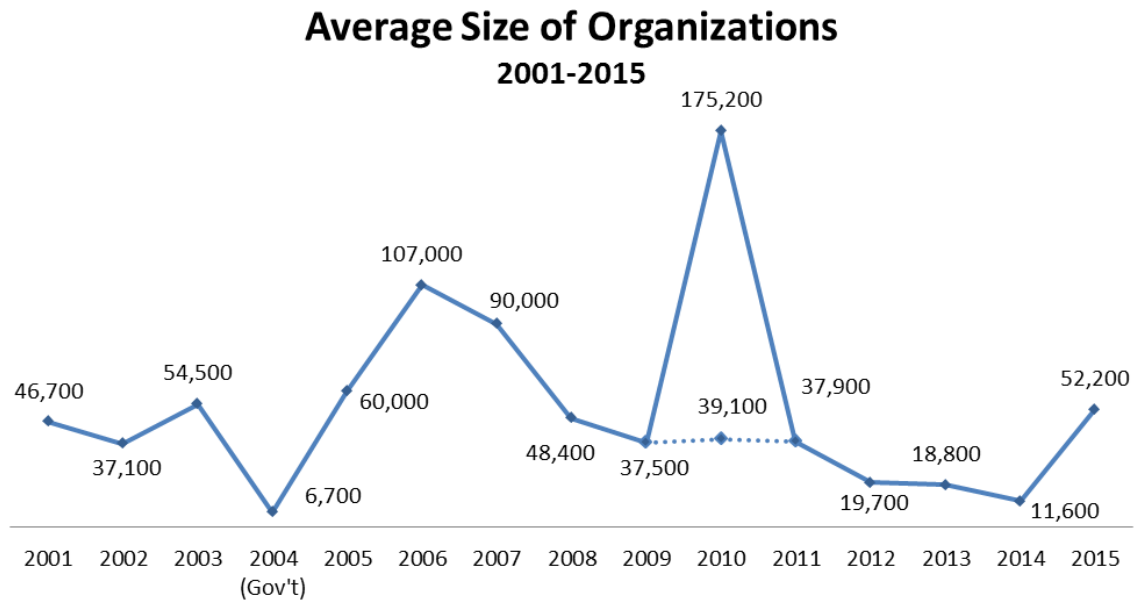


Figure 2. Average Size of Organizations: 2001–2015. The intranets in 2015 supported an average of 52,200 employees, ranging from 200 (Accolade) to 230,000 (Verizon). This year's median was 14,250 employees. The high average in 2010 was due to Walmart's site, which supported 1.4 million store associates. The average for 2010 excluding Walmart was 39,100.

CONTINUED SLOW GROWTH OF TEAM SIZE

Over the years of the Design Annual, we've seen gradual growth in the size of the teams responsible for the noteworthy intranets we recognize. This year's average team size is 19, up from 16 a year ago and continuing an ascending trend over time. (Two years ago, AT&T's substantial intranet team of 107 people drove that year's average even higher.)

This year's team sizes range from a low of 6 at Adobe (supporting 12,000 employees) to a high of 43 members at UniCredit (supporting 110,000 employees).

Our count of total-team size includes all employees working full or part time on the site, as well as outside consultants contributing to the project.

Average Intranet Team Size 2001-2015

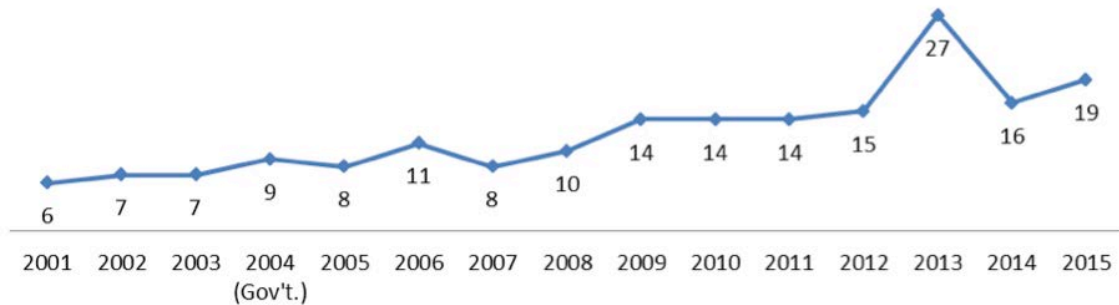


Figure 3. Average Intranet Team Size: 2001–2015. Average team size increased to 19 employees per organization, continuing what we see as a positive trend over time to staff intranet teams with more employees. While the curve has a few bumps, the long-term trend is extraordinarily strong.

We are happy to see the observed growth in team sizes over time, which reflects an increasing commitment to intranets. It is important to maintain these teams after a redesign is finished to uphold proper governance, support iterative design processes, and ensure routine upkeep and maintenance.

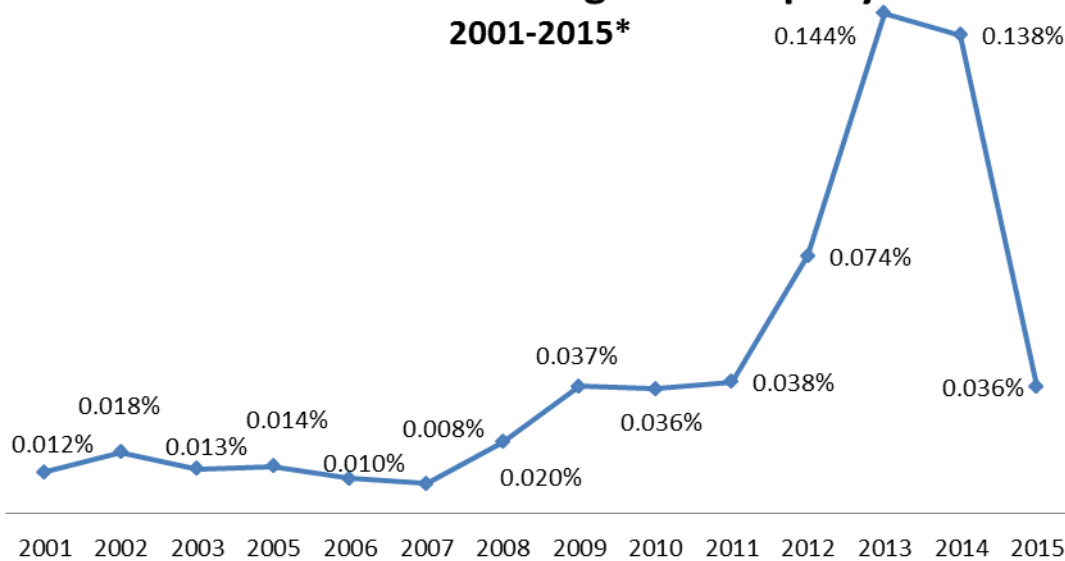
TEAMS SIZE RELATIVE TO THE NUMBER OF EMPLOYEES SUPPORTED BY THE INTRANET

The size of the Intranet team alone, however, is only part of the picture. A 10-person team for an organization having 10,000 employees is very different from the same size of team serving 100 employees. In comparison to organization size, the average team size is only up slightly. Looking at team size as a percentage of organization size, we see a drop from the growth in the past few years, down to .036%.

Company size, of course, is a consideration in this percentage. The percentage is larger than it was for the winning intranets in 2003 and 2008, which supported a similar average number of employees.

Team Size as a Percentage of Company Size

2001-2015*



* Excluding 2004's government-focused Design Annual

Figure 4 Team Size as a Percentage of Company Size: 2001–2015. This year's winning intranet teams comprise 0.036% of the organizations they support. This curve has more outliers than the previous figure but the long-term trend is still fairly certain: going up.

An appropriate *percentage* of team size to organization size will vary as much as an appropriate number of Intranet team members per organization would. For example, it is probably not realistic for Verizon, with 230,000 employees, to have last year's average value of 0.138% staff working on the intranet, as that would result in 317 people working on the site full or part time. Nor would the same percentage value work at Accolade, supporting 200 employees, as that would warrant just a quarter of a person on the intranet team.

As such, we compared team size to organization size over the last six years of our Intranet Design Annual by segmenting organizations into three size ranges. For small organizations of fewer than 5,000 employees, the range averaged 0.93%, or nine employees per thousand. For organizations between 5,000 and 20,000 employees, the average was 0.19%, or 1.9 employees per thousand. For organizations having 20,000 or more employees, the average was 0.04%, or 0.4 employees per thousand.

So it's certainly possible to create an intranet with fewer staff. For example, Luleå University of Technology won a Design Annual award in 2001 with just three members on its intranet team. And North Tyneside College won in 2003 with a team of one person.

You may also find it necessary to augment in-house teams with a variable number of external contributors at different points in the project. The numbers in our calculations include consultants who helped in various phases of the intranet projects. Intranet teams left to maintain the systems are composed of far fewer people than the team sizes in the following table. So intranet teams grew during the creation of the intranet as external resources helped out, then reduced again to the fixed number of in-house staff once intranets projects were finished.

It is essential to keep an intranet team sufficiently staffed when a redesign project is over. Even the best intranet will suffer if no one maintains it.

INTRANET TEAM SIZE COMPARED TO COMPANY SIZE Based on Annual Winners from 2010-2015 (60 Companies)	
Fewer than 5,000 employees	9 intranet staff per 1,000 employees 0.93%
5,000-20,000 employees	1.9 intranet staff per 1,000 employees 0.19%
More than 20,000 employees	0.4 intranet staff per 1,000 employees 0.04%

Figure 5. Intranet Team Size Compared to Company Size.

OUTSIDE CONSULTANTS ARE OFTEN NECESSARY

Eight of the winning organizations this year had help from agencies and consultants on their intranet projects. Sometimes external resources were brought in to lead the redesign effort. Many of the external contributors were specialists at developing and implementing a particular technology. Agency staff and consultants add real-world experience and varied specialization to the in-house team's skill set and knowledge of organizational workings.

This year's winning organizations looked to outside resources for help with the following activities and technology:

- Content strategy and training
- Design
- Development
- Implementation
- Information architecture
- Integration with third-party tools
- SharePoint
- Social tools
- Task-management tools
- Usability and user experience research

Number of Teams Composed of In-House and External Members 2007-2015

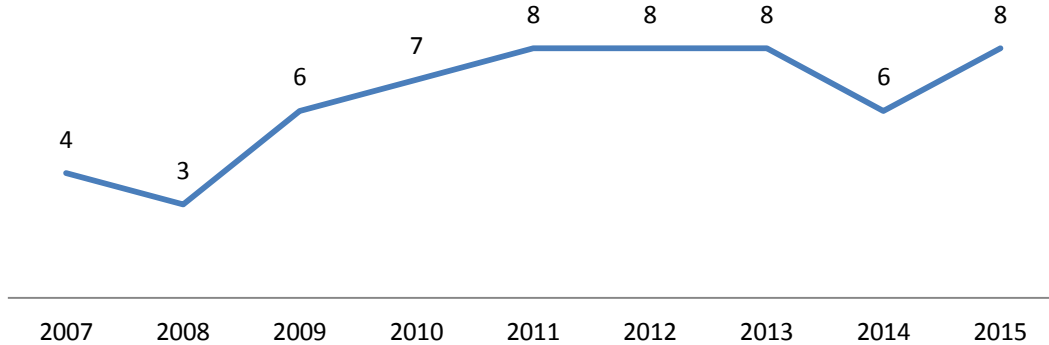


Figure 6. Number of Teams Composed of In-House and External Members: 2007–2015. Eight of this year’s winning teams were made up of internal and external resources.

More details about the collaboration between in-house teams and outside firms can be found in the individual profiles later in our report.

Overview of the Winners

SEVEN COUNTRIES AND SIX INDUSTRIES

Our winners this year are from seven different countries around the world. Five are from North America, with four from the US and one from Canada. Europe makes a strong showing with a winner each from Italy, The Netherlands, and Poland. Saudi Arabia and South Africa also have one winner each. This is the first time Italy, Poland, and South Africa are in the Intranet Design Annual.

DESIGN ANNUAL 2015 WINNERS BY COUNTRY	
Country	Number of Winners
United States	4
Canada	1
Italy	1
The Netherlands	1
Poland	1
Saudi Arabia	1
South Africa	1

Figure 7. Design Annual 2015 Winners by Country

It is surprising there is no showing from the UK this year, which has had a strong presence in the past.

The world regions and respective percentages of winning organizations through the history of the Intranet Design Annual are:

- North America (56%)
- Europe (31%)
- Asia/Pacific, including the Middle East (10%)
- South America (1%)
- Africa (1%)

Two organizations, representing 1% of all winners through history, claimed having no headquarters. One was a global network of organizations, and the other considered itself global but not located in any specific country.

Regions Winners Represent 2001-2015

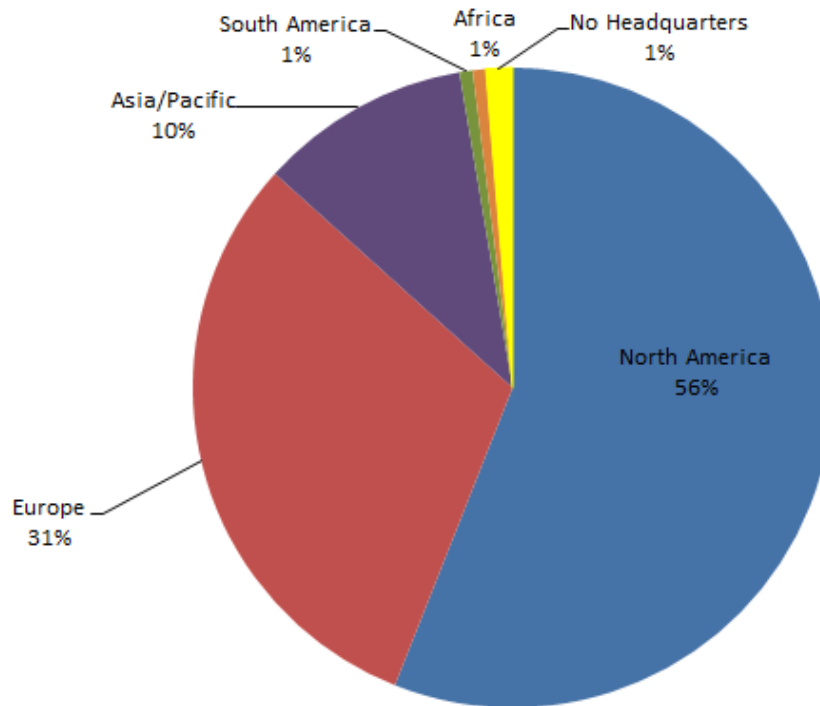


Figure 8. Regions Winners Represent: 2001–2015. The world regions and respective percentages of winners through the history of the Design Annual are North America at 56% (84 winners), Europe at 31% (46 winners), Asia/Pacific, including the Middle East at 11% (16 winners), South America at 1% (1 winner), Africa at 1% (1 winner), and 1% (2 winners) claiming no official regional headquarters.

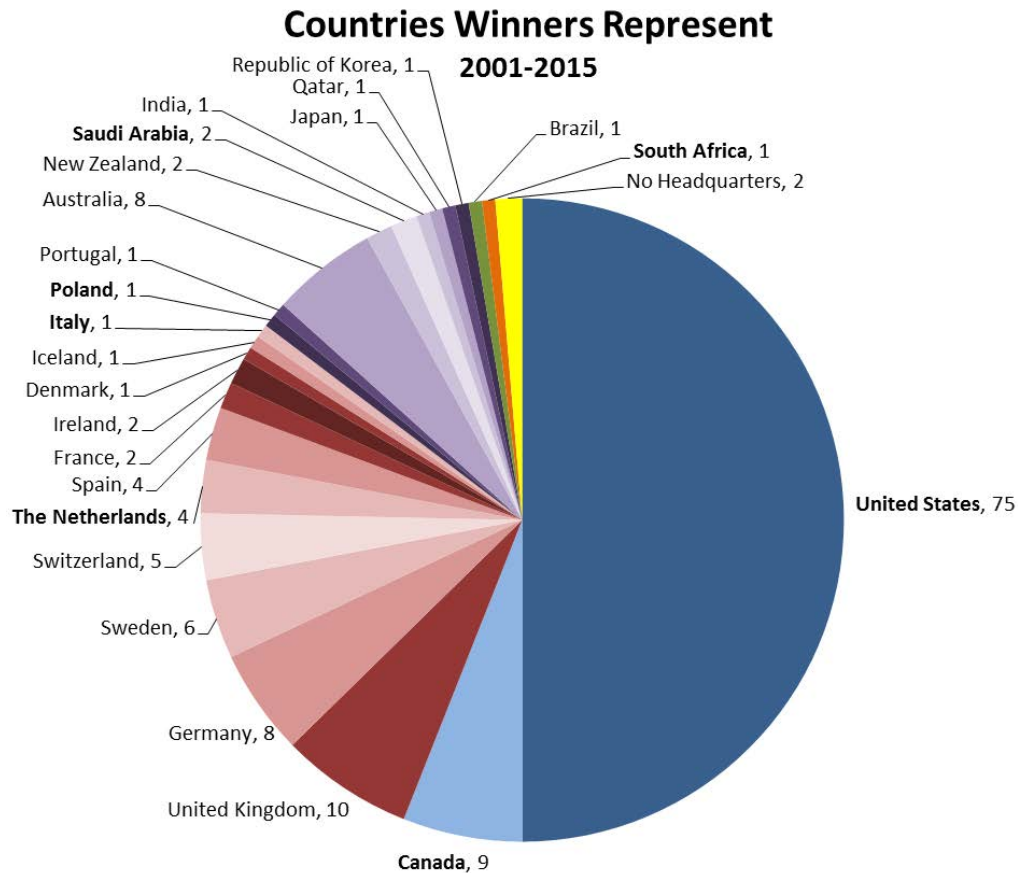
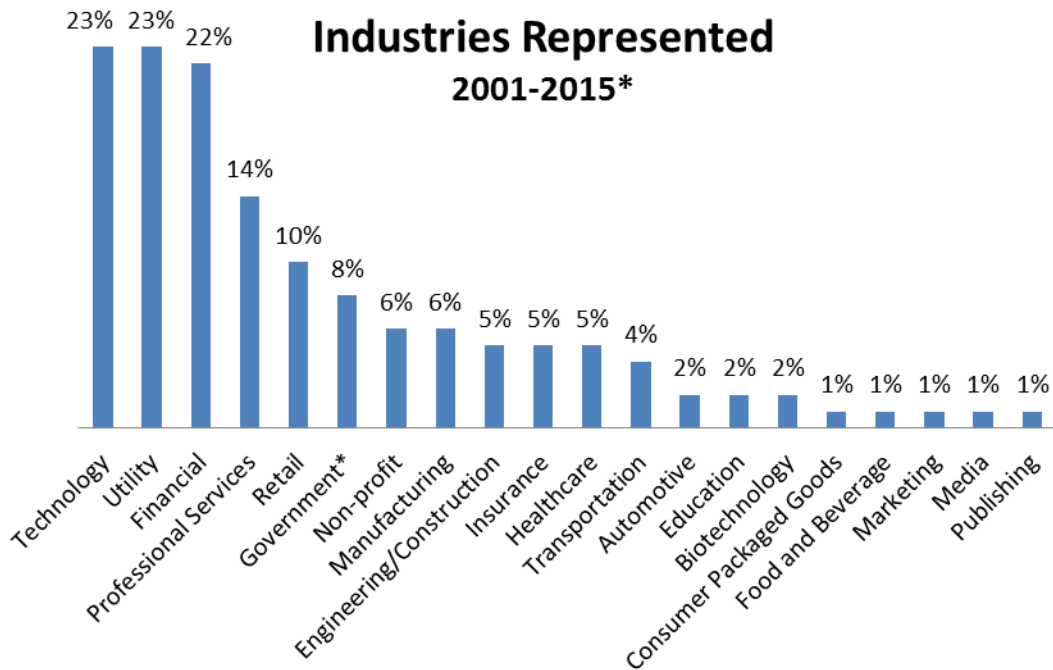


Figure 9. Countries Winners Represent: 2001–2015. Winning organizations now come from 24 different countries, with the addition of Italy, Poland, and South Africa. Countries are grouped here by region (moving clockwise from top) as North America, Europe, Asia/Pacific (including the Middle East), and South America. The countries of 2015 winners are shown in bold.

The three industries that have historically made the strongest showing in the Design Annual are utilities, financial services, and technology. Indeed, there are four winners from the utilities sector this year, one from financial services, and one from technology after two years absent. In total, the industries and their respective winner counts for 2015 are:

- Utilities (4)
- Professional services (2)
- Financial services (1)
- Government (1)
- Retail (1)
- Technology (1)



* Chart excludes winners of 2004 government-focused Design Annual

Figure 10. Industries Represented: 2001–2015. Winners this year represent six of the 20 industries recognized over 15 years of the Design Annual. The industries and their winning counts for 2015 are utilities (4), professional services (2), financial services (1), government (1), retail (1), and technology (1). This ties utility and technology organizations for the most winners through the years, with those in financial services coming in a close second.

Common Themes Among the Winners

If you aspire to design like the greats, consider this year's trends for your own intranet project.

PERSONALIZATION (ROLE-BASED INFORMATION) HAS MATURED

Nine of the 10 winners this year use role-based systems to direct employees to the right content on their intranets. While personalization is nothing new, the approaches that companies have demonstrated this year are more advanced and mature than in years past. Still, factors such as information types, technology, goals for the intranet, and user needs all influence which content and menus are directed toward particular employees. Hiding information that isn't needed and delivering what is eliminates noise and helps employees focus on what's important.

But one limitation of personalization that user-experience designers have always been challenged with is that users can feel limited or over directed. In recent years, however, intranet designers have skirted this issue by allowing people to choose to view content based on elements that are not part of their default role. In this year's batch of winning intranet designs, several employ clever approaches to personalization. For example, a manager based in Italy can choose to view the information that's served to people in Germany.

ConocoPhillips, the Saudi Food & Drug Authority (SFDA), TAURON Polska Energia, UniCredit, and Verizon all allow access routes to information beyond what a given user's default role offers. These routes are based on different organizational contexts and geographic locations, and offer users the ability to translate language. In other words, people can choose to view information that traditional personalization interfaces would not allow.

Adobe, Accolade, Sprint, and The Foschini Group (TFG) implemented limited but potent personalization features rather than provide all that are possible. Personalization offerings they deemed most suitable include menus, news stories, and application lists that correspond to a user's office location and job function.

RESPONSIVE DESIGN AND WELL-PRIORITIZED CONTENT

Like last year, responsive design is significant again, with five of the 10 winners implementing intranets in a responsive way. These include ConocoPhillips, the SFDA, Sprint, TFG, and Verizon. These organizations overcame the usual concerns around intranet security and offer employees access to expected content in varying ways. Sprint and Verizon, in particular, focused on designs that allow intranet access via any device that employees wish to use, as opposed to designing systems that cater to specific device types.

Intranet teams made significant efforts to prioritize content and to offer the most appropriate features and information possible to any screen size, whether touch interactive or not.

Rather than port old and existing content to new designs, most teams conducted content inventories and audits to improve content assets first. Verizon, for example, eliminated 50% of its HR content by removing redundant, outdated, and trivial information and consolidated the rest where needed. They made difficult decisions

about what to remove, as they merged two portals together. UniCredit went through a similar process, though its design is not responsive.

SOCIAL HAS SETTLED IN

Comments and likes are no longer splattered around intranets with no rhyme or reason. Designers are placing social features in contexts of where employees will use them productively. In one particular case, Sprint offers a special feature where employees may share directly with customers.

Besides enabling the usual social stuff — commenting, rating, liking, recommending, and so forth — social media tools can be used to encourage employees to make casual connections, which may encourage work-related connections in turn. A good example comes from TFG, which added features for birthdays and anniversaries. Klick, as another example, offers *Kudos* and *Klick Talks* features.

Intranet teams are still working closely with upper management to use social data as a way to learn about employees. They review comments, likes, and other social metrics to help monitor employee interests and feelings. Klick, for example, gathers and makes use of social data by automating content, measuring interactions with it, and using the intelligence to help make organizational decisions. Klick's online hiring process helps it find employees who are best at interviewing and assessing potential new hires.

GAMIFICATION

Conversations about gamification on intranets are often around the topics of social endorsements and badges. While these can be effective tactics, others may be better at motivating employees to participate in programs and other initiatives. For example, Accolade offers daily performance statistics and an easy way for employees to discuss them and suggest areas for improvement.

It's always a struggle to get employees to edit their profiles. Intranet designers have tried a variety of things to encourage them, from shaming those whose profiles are void of details, to forcing them to add content upon their first visit. (Neither are bad strategies, necessarily.) TGF's intranet uses gamification by indicating how complete a profile is. This gently nudges employees to add more information about their skills and projects.

NARROW AND DEEP INFORMATION ARCHITECTURE

When working to be the central source of information, intranet content tends to be varied and abundant. Even smaller organizations can offer a wide array of content types. Thus it's natural for many intranet designers to organize the IA with a broad set of topics at the highest level, translating to a wide global navigation.

The intranets of ConocoPhillips and the Saudi Food & Drug Authority exploit a narrow and deep IA in their designs. Both intranets use a global navigation (something rarely seen in intranets), each with just three link choices.

PUBLISH CONTENT ONCE BUT SPREAD IT EFFECTIVELY

Intranet teams are improving the ways they publish, maintain, plan, and govern content. Defined processes and improved technology have helped to advance content production and distribution efforts by sourcing content once and spreading it across

the intranet. ConocoPhillips, Sprint, TAURON Polska Energia, and UniCredit make great strides in optimizing their content development and distribution processes, thereby lowering overhead, producing less but better information, and making fewer mistakes throughout the workflow.

MERGERS

While mergers and acquisitions send some teams into a tailspin, intranet teams thrive in these situations. For almost 15 years we have witnessed some of the best intranets resulting from mergers and acquisitions. Reasons for these impressive results often include all or some of the following scenarios:

- Multiple people and teams already have experience in creating intranets, so the knowledge transfers to the new design.
- Multiple intranets offer various good features from which the team may pick and choose only the best to keep.
- Management gives the intranet team the okay to address all design areas (old and new), then management steps out of the way (as they have other fish to fry).
- The team has a strong budget to design the new intranet.

This year four of the 10 winners are involved in some capacity with mergers. Accolade participated in them from 2003 through 2009. SFDA's intranet includes multiple government agencies. TAURON Polska Energia experienced several mergers, while UniCredit was born out of the merger of a number of companies from different countries.

ITERATIVE DEVELOPMENT APPROACH, SOMETIMES AGILE

Intranet development is not always approached as a single, large-scale redesign project. Some teams take a page from the Agile playbook and consider it to be more of an iterative development process instead. Organic, iterative design and development helps intranet teams to prioritize and change over time as feedback warrants and as resources and expertise allow. Four of our winning teams described using approaches like this successfully.

TFG's intranet team designed key functional elements first, then presented them to the marketing team, then iterated the designs, and finally presented them to selected stakeholders for review. This open channel of communication with key stakeholders throughout the project was a key factor in the success of the design.

Accolade's mantra was "Think big but act small." To them this meant releasing early versions and improving the design using an Agile process.

Klick, UniCredit, and Verizon also designed certain sections or features (e.g., mobile functionality) and deployed them as they were finished, though not necessarily following an Agile process.

FEATURE TRENDS

As for the user interface, intranets often take a cue from web design, but in some areas intranets lead the way. Strong trends in intranet features this year include:

- **Search Filters.** The most common new trend on intranets this year is faceted search. Eight of the 10 winning intranets offer methods for refining search results by selecting from sets of facets. Accolade, Adobe, ConocoPhillips, SFDA, Sprint, TFG, TAURON Polska Energia, and UniCredit all make it possible to manipulate results based on tags related to search results. Search technology and planned content management with descriptive keywords make this feature work for the users.
- **Hover effects for immediate information about search.** Intranet designers today focus on getting employees more information faster with less user effort. Content on pages is more thorough, yet concise. Rather than clutter pages, designs make use of hover effects to display more information before a user makes a commitment to click and follow through. Most commonly, pausing the cursor over a search result (hovering) displays more information about that result item. ConocoPhillips, SFDA, and TFG employ this effect to help people make better use of search results quickly.
- **Federated Search.** This is just a borderline trend as only a few organizations are doing this. But ConocoPhillips and UniCredit are leading the charge, offering search capabilities that effectively query multiple knowledge repositories, thus removing invisible awareness barriers often found on intranets. A word of advice: make the searches in the various areas good before attempting to federate.
- **Flat Design.** Bevels, shadows, and elaborate framing effects seem to have become about as necessary as the human appendix, at least for this year. Six of the 10 winners use a flat aesthetic, trading traditional-looking buttons for one-dimensional rectangles and circles. Intranets for Accolade, ConocoPhillips, SFDA, Sprint, TFG, and UniCredit all employ a flat aesthetic.
- **Carousels.** As in recent years, carousels have a prominent presence on the intranet homepage. Adobe, ConocoPhillips, TFG, and UniCredit all make good use of the limited homepage real estate by offering carousels that rotate at least three different pieces of content in each. In Design Annual fashion, the way these organizations present the navigation and content further progresses carousel design for intranets.
- **Company Performance on Homepage.** To inform and motivate employees, Accolade and ConocoPhillips offer updates about company performance on the homepage. Similarly, Sprint and UniCredit display the stock price on the homepage.
- **Megamenus.** Also seen in years past, megamenus are helping employees discover layers deep in the IA hierarchy with a simple waive of the mouse. Adobe, ConocoPhillips, and Sprint intranets all use megamenus effectively.

- **Clever Use of Video.** Today's intranet designers understand the potential and power of video. And they are moving away from the idea of limiting how or when video can be used on intranets. For example, Klick offers knowledge sharing via iPhone video. The process begins when an employee submits a question. The content team then identifies an expert on the topic, walks to the expert's desk with an iPhone in hand, records the expert's answer as video, and immediately uploads the video to the intranet for all to access. In another example, Adobe has 90-second recaps of top news stories, which the Employee Communications team produces biweekly. Finally, Sprint displays relevant news as video, and its sales staff often create and post short videos about an assortment of sales topics.
- **Fat Footers.** ConocoPhillips, TAURON Polska Energia, and Verizon all display large footers at the bottom of intranet pages, giving employees one more chance to find what they need when down there. These oversized footers, separated from the main content area with a different background color and containing distinctly headed sections, are an expected and obliging anchor on intranets.

THE 10 WINNERS IN ALPHABETICAL ORDER	
Accolade (Real Estate; The Netherlands)	The Accolade team created an intranet solution that integrates the tools needed to do day-to-day work at the organization. With a focus on serving customers more effectively and efficiently, and armed with data from user research, the team created a centralized site that combines customer relationship management, task management and social tools into one, cohesive experience, aiding employees and customers alike.
Adobe (Technology; US)	Creating a unified intranet was no small feat for the Adobe intranet team. They tackled the mammoth undertaking by simultaneously re-platforming, re-architecting, and migrating content from disparate sites and systems. The resulting site uses streamlined navigation to move employees easily between areas of content while allowing them to connect and communicate.
ConocoPhillips (Energy; US)	This impressive intranet includes many productive features, such as regionalized information that is translated based on location and language, optimized search, a concise IA, and well-prioritized content. The Mark hits the design mark in every possible way.
Klick Health (Agency; Canada)	Moving beyond a traditional intranet, Genome is how Klick Health employees get work done. Genome provides the solutions the data-driven company needs to encourage efficient work and effective communication, including a streamlined candidate-hiring tool, simple ways to recognize employees for work well done, and an innovative method to encourage philanthropic giving.
Saudi Food & Drug Authority (SFDA) (Government; Saudi Arabia)	“Bawabaty” (بوابتي) which means “my portal” in Arabic, is highly customizable; giving employees powerful tools they need to do their work, and the freedom to do it in their own way.
Sprint (Telecommunications; US)	The Sprint intranet includes a buffet of delicious interface components: from inventive way-finding cues, and the ways and means for employees to socially promote products and services to customers, to a nearly flawless news carousel.
TAURON Polska Energia SA (Energy; Poland)	The Tauronet team takes the term “role-based” to a new level, integrating personalization with striking maturity and essential predictability.
The Foschini Group (TFG) (Retail; South Africa)	A fresh, bold design helped move The Foschini Group’s intranet, aimed at head-office employees, from a repository for Excel files to a dynamic and engaging way to access information, connect with colleagues and get work done. The team used an Agile process to create a responsive SharePoint solution.
UniCredit S.p.A. (Finance; Italy)	An intellectual design resulting from an exhaustive UX process and mind-blowing, cross-organizational work. The system’s flexible framework with advanced content targeting creates productive and happy employees.
Verizon	Tasked with providing essential HR information to an increasingly

Communications (Telecommunications; US)	mobile user base of 230,000 employees, Verizon’s intranet team reduced content by 50%, scaled back personalization rules by 60%, and created a well-considered and responsive Human Resources portal honed to user tasks.
---	---

Figure 11. The 10 Winners in Alphabetical Order

Accolade

Using the intranet: Accolade is a social housing organization that rents about 16,000 affordable homes around Drachten, Heerenveen, Franeker, Sneek, and Joure (in the northern province of Friesland). It has 40,000 customers, and mainly focuses on households having annual incomes under 35,000 euros.

The company motto, "Helemaal je eigen plek" (literally, "entirely your own place") stands for the idea that finding a place to call home is everyone's right, whether an individual, a young family, or someone disabled and in need of some extra care. Everyone can be admitted and rent a home from Accolade.

For that reason, the organization does more than just deliver affordable, comfortable homes. Stimulating a good quality of life in the districts and neighborhoods it serves is just as important. The objective is to find a suitable home in a pleasant area to live in, especially suited to the customer's needs.

Headquarters: Heerenveen, The Netherlands

Number of employees the intranet supports: 200

Company locations: Heerenveen, Sneek, Franeker and Drachten, The Netherlands

Annual sales: \$58.2 billion in 2013

Design team: Four in-house people formed the core team. The team was supported by the agencies Embrace SBS and Umbrella, both part of the Malengo Group.

In-house: Irene Willems-Sloot, Communication-specialist; Hiltje Rinsma, Manager Customer Contact; Michiel Booijs, IT-specialist; Bianca Bijlstra, Information-specialist

In-house ambassadors: (These ambassadors were part of the test group. They delivered input in the early stages of design and right now they provide other colleagues with tips and tricks how to use the intranet): Fred Hesselink; Klaas de Groot; Andre Jongsma; Rinette van der Wal; Hennie de Ruiter; Fennie Haanstra; Gretha van Veen; Marjan Maat; Jolanda Buursma; Wietske Atsma; Simone Rozenboom; Ryna Marra; Jelly van der Werk; Annelies Veenstra

In-house knowledge moderators (responsible for keeping the information in the knowledge base complete and correct): Teunis van der Veen (Sales); Ineke Moraal (daily maintenance); Wilbert Rienstra (real estate); Dominicus Nota (IT); Renata Mentjox (Information services); Ellen Dikland (Communication); Marjan de Blauw (Finance); Gretha Waterlander (Rent homes / Customer contact); Hennie de Ruiter (Districts and areas); Gerda de Lange (Finance); Luuk van der Wal (Districts and areas); Fred Hesselink; Klaas de Groot; Andre Jongsma; Rinette van der Wal; Hennie de Ruiter; Fennie Haanstra; Gretha van Veen; Marjan Maat; Jolanda Buursma; Wietske Atsma; Simone Rozenboom; Ryna Marra; Jelly van der Werk; Annelies Veenstra.

Malengo Group: Hilda Boerma, Manager Marketing; Eli van der Horn, Project Manager

Embrace SBS: Martijn Weesjes, Consultant; Douwe-Jan Hibma, Interface designer; Jan-Willem Geertsma, Front-end developer; Koen Wemmenhove, Consultant; Cor Eikelenboom, SharePoint developer; Jeroen Scholtens, .NET developer

Umbrella: Jonas Hansel, Front-end developer; Dajo Hein, .NET developer; Wouter Duteweerd, .NET developer; Jolle Lont, .NET developer; Ynte de Jager, Lead developer.

SUMMARY

Faced with the challenge of trying to deliver better services to its customers (and also serve more channels) while working with a smaller budget, the Accolade team turned to creating a new intranet as the solution. The social housing office, based in The Netherlands, was receiving less money from the Dutch government, but needed a way to continue their goal of putting the customer first. The organization rents 16,000 affordable homes, helping customers find a suitable home in a pleasant area, suited to the customers' needs. The team decided a new intranet, focused on helping the organization's 200 employees do their jobs more efficiently, would help reduce costs and improve performance.

One of the benefits of working on an intranet is that your users are all around you. The Accolade team took full advantage of that fact, doing early research with

colleagues and including them at every step along the way. They invited their colleagues to have a voice in the site even before the team had a fully formed vision of what the intranet should be. They looked to their colleagues to form that vision with them.

Employees were asked what their expectations for the intranet were, and how or what they expected to contribute to it. This put the emphasis on social sharing from the get-go. The team asked questions such as:

- What are your frustrations in your work?
- What does a perfect day at work look like?

Employee feedback was translated into specifications. A panel of 15 employees was key to the development process, providing early input and testing on the new site. These employees turned into site ambassadors who helped introduce the new site and functions to colleagues, while encouraging and supporting intranet adoption.

The design team also followed Customer Contact Center employees in their normal workdays, following up with interviews to fully understand work processes, what worked well, and what did not. Further, all employees were invited to participate in the design process, whether through suggesting names for the site or providing input or feedback.

The organization's front office is the frontline of communication with customers, receiving about 35,000 customer inquiries via phone annually. Previously, employees had to search different systems to find answers to customer inquiries, and sometimes that information, when found, was old and incorrect. As a result, customers had to wait longer for replies that were not entirely helpful due to the state of information.

The intranet needed to consolidate information and do better to connect front-office employees with the people having the right expertise for various customer inquiries.

Armed with data and input, the team decided to "think big, but act small," taking an Agile approach to start with a "light" version of the intranet and introducing functionality and complexity over time. Accolade's in-house team of four worked closely with employees from Embrace SBS, who delivered the site's social component, and Umbrella, who provided the task management aspect of the tool and connected it to the Customer Contact Center software. The team had first looked for a customer relationship management solution, but found the systems were too traditional to fully support the organization's needs. Instead, they integrated social tools with task management and customer support and created a social-powered solution that supports the company's internal processes.

Organizational processes and social tools are integrated together, encouraging communication and collaboration. This solution was potentially risky, as many of the organization's 200 employees were not familiar with social tools and their conventions. For instance, the concept of "liking" a story was foreign to some users.

Social tools are integrated with the core functionality of the site, so as employees visited the new site to complete tasks, they saw the utility of the social aspects as well. The site launched without providing any formal training, and yet with only the use of a quick guide and an online tutorial, employees have picked up the social tools quickly.

With many employees being new to the social tools, there have been a few hiccups. Rather than creating formal guidelines for usage, the team has taken a more casual approach, posting public tips for employees who may not quite understand the best use for a tool. For instance, some employees posted entire documents in places intended for microblog copy. When this type of thing happens the team replies to the post with a tip about where to post documents in the future, which helps the contributor as well as other employees who see the tip.

The homepage of the intranet reflects Accolade's emphasis on the customer. The middle of the page offers a carousel with three rotating news items, and employees can customize the homepage, rearranging page elements like the customizable widget that provides a snapshot of company performance called *How do we perform?* Performance statistics give employees a sense of how the organization is doing on a daily basis. Further, employees can hover over any of the statistics to see more information as well as discuss or suggest areas for improvement.

For instance, one of the most important organizational measures of success is the number of homes occupied. To make the best use of the properties and serve customers quickly, Accolade strives to move a new tenant in as soon as an old tenant vacates. Showing this information on a daily basis keeps employees up to date with the larger performance indicators, as well as gives them the opportunity to say or do something about those numbers.

The middle of the homepage is a stream showing activity from the various teams or groups that employees belong to. Employees can like or comment on what their co-members share.

Site navigation appears at the top right, offering links to *Home*, *All Teams*, *News* and a section offering information from the Human Resources, Communications, Facility and Information Technology groups, and also the knowledge bank.

The left sidebar gives quick access to the employee's profile, notifications, colleagues, teams, tasks and access to customer information. The right side of the page includes a personalized list of applications (which can all be opened without repeatedly signing in to each one), updates about changed or posted information on the site, the CEO's blog, and information about Accolade in outside media. Other available widgets include the *birthday calendar*, *Twitter feed*, *My Favorites*, *RSS feed*, *notes*, *weather forecast*, and so forth.

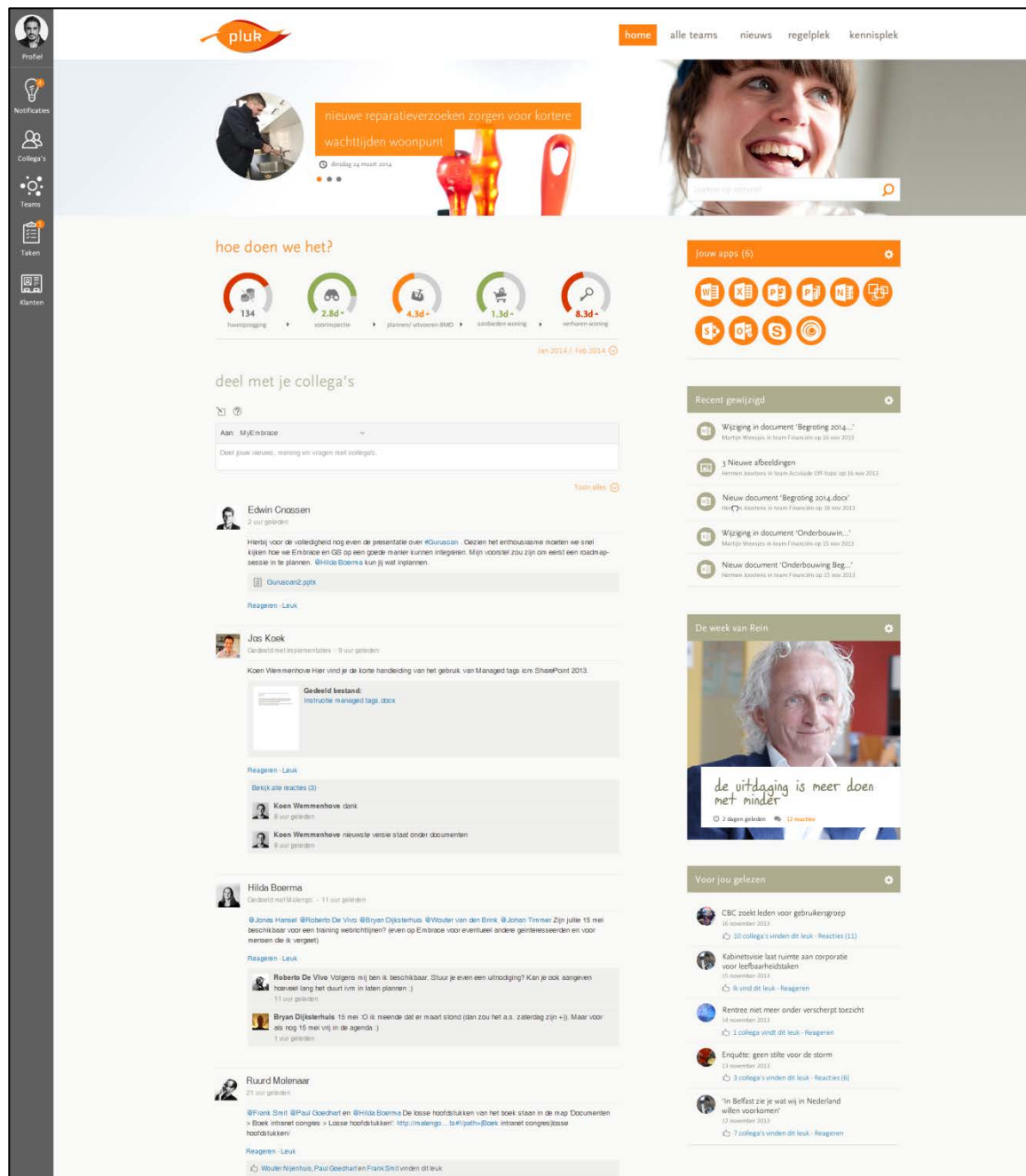


Image 1. Accolade Intranet: Homepage. The Accolade intranet homepage gives employees quick access to updates and information from colleagues, a snapshot view of performance, a one-click way to access key tools and applications, and corporate information via news stories, the CEO blog, and articles about Accolade from outside sources. *01_Accolade_01_home_live.png*

Employee profiles allow users to share information, which helps colleagues find one another and make connections. The team realized there had to be a low barrier for employees to enter information if employees were going to take the time to do it. As such, they allow employees to quickly fill in profile information by associating their LinkedIn profile.

The profile page is split into several tabbed views. The default view shows general kinds of profile information together with the latest updates, availability information, extended profile information like expertise and experience, pages the employee has created, and documents the employee has added. The orange link at the top of the page allows employees to “follow” one another, or be updated when a colleague posts content on the site.

The left column of the page shows the employee’s colleagues, who are listed based on their most recent activity on the intranet. The employees’ status is listed as well, so users can easily chat with, call, or email co-workers. People shown in black are online while those shown in gray are offline. If they appear in color, an integration of sorts with Outlook and Lync is made. Green means available and orange/red means they are in a meeting (busy). The right side of the page shows a list of colleagues who associated with the particular user (colleagues from the same department). In the image shown above, it is translated as “Colleagues of Hilda.”

Mijn collega's (197)

ONLINE (1) OFFLINE (196)

Filter collega's

Martijn Weesjes
Product Manager at Accolade
+31 (0)6 2299 3659
martijn.weesjes@accolade.nl
Accolade
Heerenveen, Thorbeckestraat 2a

Frans Grit
Paul Goedhart
Samir Yekhtef
Bryan Dijksterhuis
Renko Rapens
Walter Jonker
Kevin van Ravenwaaij
Erik Dokter
Dago Hein
Douwe Jan Hilma
Rob Wijlstra
John Timmer
Peter Moolbroek
Deryll Rinzena

pluk

home alle teams nieuws regelplek kennisplek

Homepage \ Collega's \ Hilda Boerma

profiel op website

Profiel Alles over Documenten Pages

Naam: Hilda Boerma [Volg de berichten van Hilda](#)

Geboortedatum: 29-12-1981

Mobiel nummer: 06 - 61 87 40 40

E-mailadres: hilda.boerma@accolade.nl

Functie: Consultant at Malengo **Vestiging:** Acton Groningen

Persoonlijke samenvatting

Als consultant bij Malengo (voorheen VinesAction en Acton) begeleid ik organisaties bij het bepalen en realiseren van hun online doelstellingen. Naast een stuk advisering, steek ik ook graag mijn handen uit de mouwen. Ik schrijf regelmatig teksten op basis van B1, voornamelijk voor online media. Ik ben goed in het structureren van informatie en denk graag mee over een contentstructuur die werkt voor de klant van de klant.

In de afgelopen 7 jaar heb ik verschillende adviesprojecten en interim opdrachten vervuld bij organisaties in de not-for-profit sector: met name bij woningcorporaties, zorginstellingen en gemeenten.

Ervaring

Consultant
Malengo
november 2009 - heden

Interim consultant
Antonius Zorggroep
mei 2013 - december 2013

Interim projectmanager nieuwe website
Antonius Zorggroep
juli 2012 - december 2012

Interim redacteur klantcommunicatie
UWV
december 2009 - april 2010

Projectmanager / Studiomanager
Malengo
september 2006 - oktober 2009

PR / Communicatie / Internet / Intranet / Klantenservice
Acanus Groep
februari 2006 - augustus 2006

Opleidingen

NWB (Nederlandse Klim- en Bergsportvereniging)
Momenteel geen informatie beschikbaar, Algemeen Toespreker 3 (ATL-3)
2012 - 2013

Hanzeonnest
PRINCE 2 Foundation, Information Technology Project Management
2007 - 2007

University of Nijmegen
BA + MA Business Communication, (Online) Business Communication, Marketing Management, Spanish, Psychology
2001 - 2005

Dollard College
VWO, Momenteel geen informatie beschikbaar
1996 - 2001

Werkzaam op locatie

Accolade Heerenveen
Kamer nummer 23
Thorbeckestraat 2a
8442 CZ Heerenveen

Collega's van Hilda

Paul Goedhart
Planning

Hermen Joostens
Planning

Samir Yekhtef
Planning

Image 2. Accolade Intranet: Employee Profiles. Accolade employees can fill in additional details, like expertise, in their intranet profiles, and easily communicate with colleagues via a list of connections on the left side of the page. [02_Accolade_02_profile_live.png](#)

The team added some offline encouragement for users to complete their profiles as well. Signs on office restroom mirrors remind users what they can add to their profiles. The text reads, "Fill in your profile on Pluk. Everything about me: Name, job, phone number, email. Important information: Knowledge, Projects, Experience, Competencies." And, of course, nicely provides a cutout so employees can still use the mirror, as well!



The Accolade intranet team used signs on office bathroom mirrors to remind and encourage employees to fill in more details in their employee profiles.

The main goal of the site is to streamline communications with customers. Now employees can access any system they need by simply turning on their computer, which automatically signs them into the intranet each day. This has streamlined work and made it easier for employees to track communications with customers as well as to easily contact colleagues when needing help.

With a goal of answering 80% of customer questions via the front office, the organization is seeing fewer errors in customer phone calls as well as providing quicker responses, saving time for the front office workers as well as customers.

Employees are now able to find the information they need in the knowledge base. The knowledge base is supported and continually updated by employees throughout the organization, who can contribute and update information. Any question the front office employees can't answer is now posted on the intranet and directed to the appropriate department or person, who then receives a notification of an outstanding inquiry.

Task management is integrated with social components. The task management page shows tasks assigned to the employee or his team. Color is used to indicate status, such as "completed," "in progress," or "due." Numbers in orange indicate new messages from colleagues. The body of the page shows the details of each task, such as the deadline, a description, customer information, related frequently asked questions (fed from the knowledge base) and related experts.

For example, the front office will add a task because they are unable to answer a question or need clarification from a colleague. Employees responding to the task can make a short response about any contact, such as "I called and left a message." The front office is then notified when the task is completed.

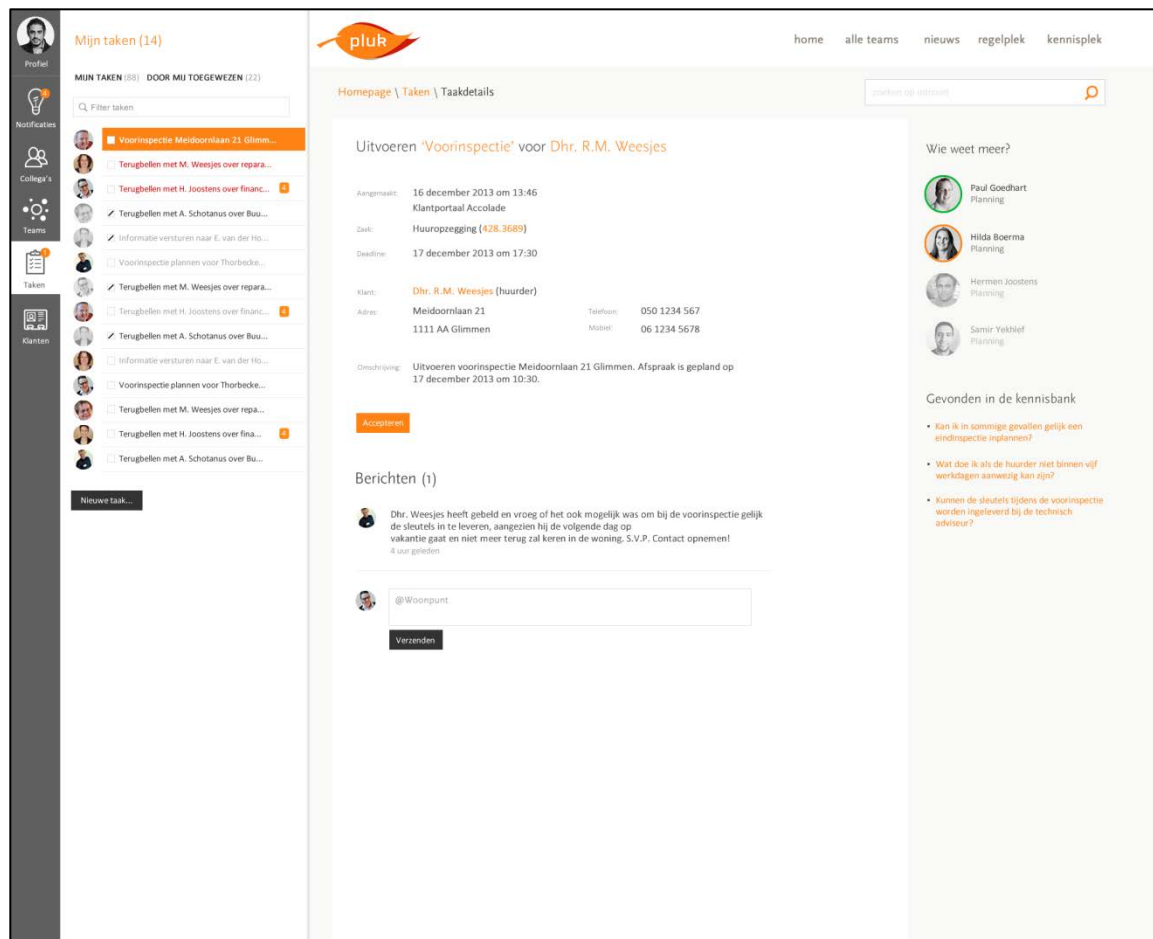


Image 3. Accolade Intranet: Tasks. The *Tasks* area of the Accolade intranet site consolidates information about activities that need to be completed.
03_Accolade_03_STM_live.png

Customer data is integrated into the site, so employees with the right permissions can look up any customer in a quick and easy way, by name, address, postal code, birthday, or phone number. The customer page includes customer details pulled from Umbrella, the customer contact application. If users need to add or update information, they can do so easily via links that lead directly into the customer record in Umbrella and no additional login is needed.

All information is stored at a customer level; employees don't need to search different databases to see the full story about a customer. This allows easy tracking of customer communications. Anyone who may have contact with the customer can see what prior contact occurred and the status of outstanding questions. As a result, customers are complaining less, and when they do, employees have a full record of what happened, who talked to the customer, and what was said.

The system even includes information posted to social media. The Customer Contact Center monitors social media channels, replies to posts, and translates those to tasks for the organization as needed.

The screenshot displays the Accolade Intranet interface. On the left, a sidebar titled 'Klanten (5)' lists several clients with their names and addresses. The main content area, titled 'Homepage \ Klanten \ Klantkaart', shows the profile of 'H. Rinsma-Priem'. It includes contact information (phone, mobile), a button to 'Open volledige klantkaart', and a table of services and costs. Below this is a photo of the property 'Object Abe Lenstra Boulevard 50, 8448 JB Heerenveen'. At the bottom, there is a detailed list of services and their associated costs.

overeenkomst 3614.2589	
Ingangsdatum	20-10-2010
Beëindigingsdatum	Lopend
Rekeningnummer	1248.236.253
Automatische incasso	Automatische incasso
Openstaand saldo	0,00
Deurwaarsmeden	Lopend
Brotohuur	€ 429,91
Lidmaatschap huurdersvereniging	€ 0,00
Kale huur	€ 382,71
Schoonmaakkosten	€ 26,70
Servicefonds	3,50
Elektrisch/teel algemeen	15,80
Glasfond	1,20

Object Abe Lenstra Boulevard 50, 8448 JB Heerenveen	
Type woning	Appartement met lift
Behuursluster	Accolade Drachten
Plannatig 2013	Dakgoot (bekleding)
	Afvoer (hwa)
	Vloer binnen (bekleding)
	Dakbedekking (vlak dak)
	Leuningen en balustrades
	Gevel (constructief)
	Dakbedekking (hellend dak)
Complex	S10146
WfE nummer	S105124
Plannatig 2016	Buitendeur
	Schilderwerk (buiten)
	Beglazing
	Buitenkozij (algemeen)
	Dakbedekking (vlak dak)
	Vloer buiten (bekleding)
	Vloerisolatie aanbrengen
	Dakraam & dakkapel
	Schilderwerk (binnen)
	Gevel (constructief)
	Gevel (afwerking)

Image 4. Accolade Intranet: Customer Information. On the Accolade intranet customer information is easily searched through the site, which provides an easy entry point into the customer contact application as needed, for easy updates. *04_Accolade_04_CRM_live.png*

The site's success is perhaps best exemplified by the number of satisfied customers who get the information they need in a timely manner. Employee uptake on the site has been impressive, with 191 of the site's 205 users uploading a photo to their profile, and 184 of 205 employees participating on the site weekly.

BACKGROUND

The driving force behind Accolade's adoption of a social intranet was the desire to connect the front office with the rest of the organization to help it achieve better results with its service offerings. In order to accomplish this, the organization had to

reorganize how it conducted its customer service activities. The social intranet was at the center of that change, allowing the organization to put the customer first. Irene Willems-Sloot, Communication Specialist, said they had two main objectives:

- **“Launch software.** The software would enable us to collaborate and work together on cases and processes, as well help us manage tasks for the back office (both work-focused and case-focused).”
- **“Avoid bureaucracy.** We didn't want any bureaucracy in connecting the front office with the organization, but we did want to act in line with business values like entrepreneurship, collaboration, transparency, and approachability.”

Now the social intranet is an integral part of the organization’s work practices. Every employee needs the social intranet to do his work. Creating that kind of synergy was by design. “That is why we built a social intranet with our primary processes completely integrated into it, with 'social task management' included,” says Willems-Sloot.

“If you don't use the intranet, you cannot do your work properly,” she says. “When you start your computer, you are automatically logged in (with single sign-on) to the social intranet. You can open other applications (without logging in) through the intranet and you can personalize the homepage of the intranet with the widgets and applications you want (like iGoogle).”

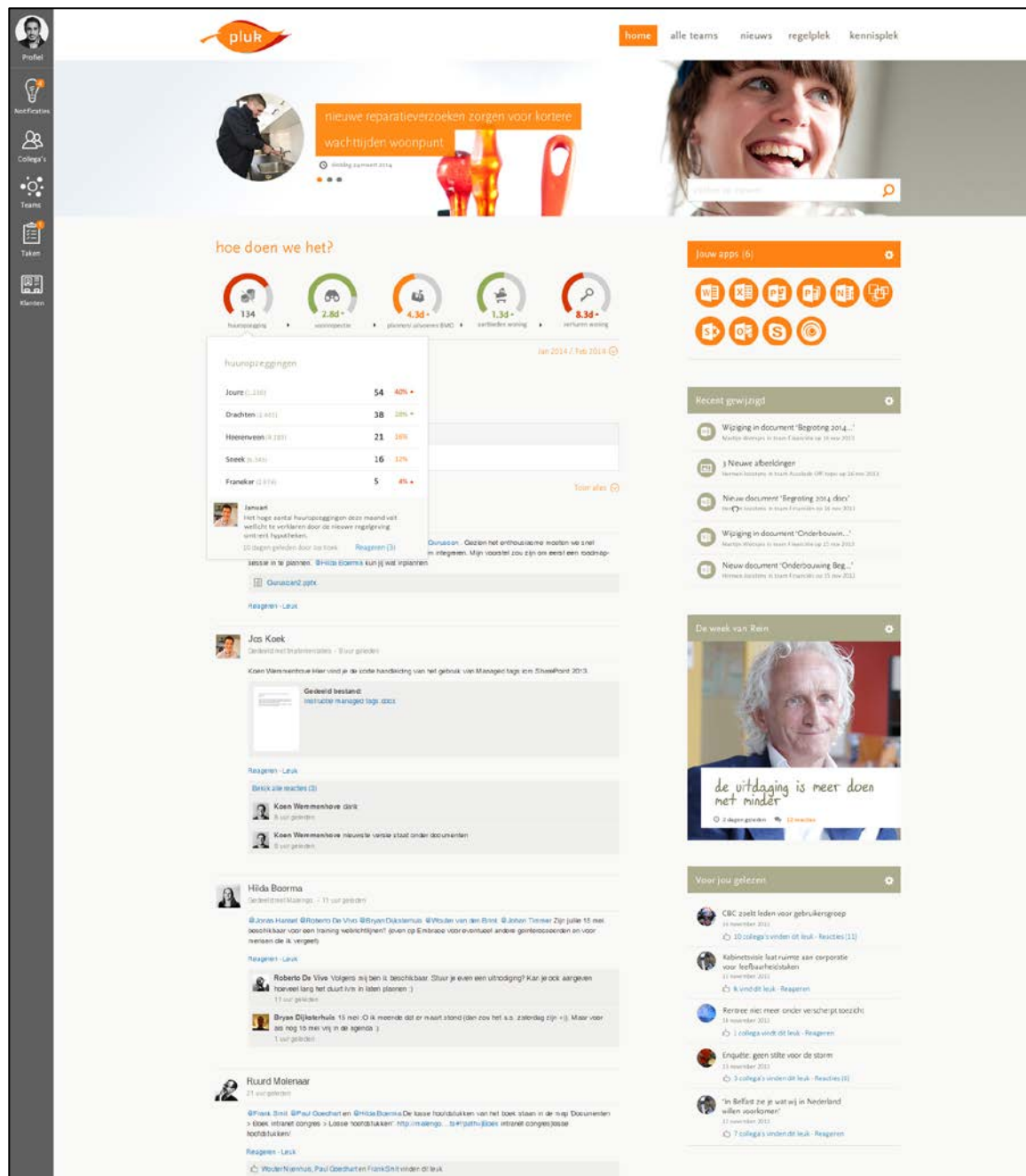


Image 5. Accolade Intranet: Reports Widget. On the Accolade intranet, a reports widget is available that shows how the organization is performing on certain business metrics. Employees can see that information, but they can also comment on the report to help improve the performance of the company in certain areas. *05_Accolade_05_kpi_live.png*

INTRANET TEAM



Accolade (in-house) team members (left to right): Hilda Boerma, Frank Smit, Hiltje Rinsma, Michiel Booijs, Bianca Bijlstra, Berend Hut, Martijn Weesjes, Koen Wemmenhove, Hermen Joostens, Irene Willems-Sloot, and Erik Dokter.

GOVERNANCE

The Communications & Marketing department is the owner of the intranet and has overall responsibility for the site.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Irene Willems-Sloot, Communication Specialist	<ul style="list-style-type: none"> Oversee the intranet and responsible for community management
Michiel Booij IT Specialist	<ul style="list-style-type: none"> Maintain the connections between the intranet and the business systems
Hiltsje Rinsma Manager Customer Contact	<ul style="list-style-type: none"> Maintain connection with front office Responsible for social task management
Bianca Bijlstra Information-specialist	<ul style="list-style-type: none"> Coordinate the activities of the moderators who manage the managed content (keeping the knowledge base up-to-date)

Figure 12. Accolade Intranet Team Responsibilities

USERS

The Accolade intranet supports all of the organization's employees, from the front office and back office department to the maintenance engineers. It also supports all departments — administration, Human Resources, IT, Facility Management and Communication — as well real estate agents.

URL AND ACCESS

URL AND ACCESS INFORMATION	
Category	Technology Used
URL	<ul style="list-style-type: none">• pluk.accolade.nl
Default status	<ul style="list-style-type: none">• The intranet is published as an application within the organization's Terminal Service (TS) environment. The intranet application launches when users sign in. Changing the browser's default homepage does not affect this.
Remote access	<ul style="list-style-type: none">• When users are not on the corporate LAN they can access the intranet by using Citrix. Employees can use their personal browser and navigate to the corporate Citrix landing page. After logging in (with their personal user, password and token set) they can use the intranet the same way as if they were on the corporate LAN itself. This method is regularly used by a large group of users.• Also, the organization's TS environment is currently published via Citrix and can be accessed externally by certain users using a security token. At a later point they plan to publish the intranet in a way all users can access it without needing a security token.

Figure 13. Accolade URL and Access Information

DESIGN PROCESS AND USABILITY WORK

Design Approach

In October 2013, the Accolade design team asked the company's employees to help it build a new intranet and instead of making a functional design and asking them for their opinion and feedback, the team decided to involve them much earlier in the process. "We asked them what they would expect from a new intranet and what they expected to contribute to it," says Willems-Sloot. "And we tried to take as many aspects as possible and turn them into specifications."

In addition to the core intranet team, the following groups were involved in this research:

- **A panel of 15 employees**, from several departments, was asked to contribute input and these employees were used as early stage testers.
- **Every other employee who wanted to be involved**. For example, people were asked to help think of a name for the intranet and people were asked to bring ideas to the table for functionality and features.

The team continued with this type of personal approach throughout the project so they could delve deeper into user motivations through face-to-face interactions. “We choose to emphasize personal interaction in our methods,” says Hiltsje Rinsma, Manager Customer Contact, Accolade. “We wanted to talk to people directly, so that we could immediately ask follow-up questions. This way people would think along with us, and their replies weren’t anonymous as with surveys. We picked the people we talked to carefully. If we hadn’t spoken to anyone from a certain department after the first round, we simply went there and asked people until we had.”

Research Methods

In addition to reaching out to employees, the team employed other user-focused activities. Koen Wemmenhove, a consultant from Embrace SBS, explains:

- **“Card sorting:** We held a brainstorm session with a group of colleagues to determine the navigational structure and used statistical analysis to analyze the content from the previous intranet. Also, we spoke to representatives from various departments about what content they thought was essential for the new intranet.

“To conclude the session we gathered all the information and labeled it either static or dynamic content. Static content — content that only changes a few times per year, at most — will earn a spot in the main navigation. Dynamic content — which changes frequently — will be put into team sections, microblog and dynamic pages.
- **“Focus groups:** We’ve conducted several focus group sessions with a group of 12 people who in addition to participating in focus groups, later became intranet ambassadors. In the first meeting, we asked them: what did they want to do on the intranet, what did they want to find, and what would they like to arrange.

“We collected the answers on sticky notes and based our functional design on this research. With this information, we could also process some quick wins. For example, a lot of people told us that they were looking for the company’s logo.
- **“Field studies** (visiting and watching people in their workplace): We followed employees during their work at the Customer Contact Center and interviewed them afterwards. They were able to tell us what information about their colleagues was crucial for them to do their work. The extent to which colleagues were available for us to do this research and have them questions was essential, as was our ability to see their agendas.”
- **Meeting with other teams:** In this case, members of the Accolade team visited with the intranet team of another social housing office (Mijande Wonen) that has worked with the software from Embrace SBS since 2010. This step proved helpful to Accolade’s own project because it learned that integration with a primary system is essential for the adoption of the intranet. The Accolade team also learned from the other team’s experiences and lessons learned.

Social, by Accident, Not by Design

The new intranet project was part of a bigger project called “Focus on the Customer,” which had been in progress for two years. The team started to work with

Umbrella when they needed software to support the company's Customer Contact Center. That was in the summer of 2012 and this is how the early steps played out:

- **Step 1** (June 2012–December 2012): Set up a centralized Customer Contact Center (front office), in order to organize customer contacts across all of the company's communication channels.
- **Step 2** (late 2012–March 2013): Connected the Customer Contact Center with the rest of the organization. As it happened, the team was not originally looking for a social intranet. First they searched for a suitable CRM system, but discovered those systems too traditional for their needs. They ultimately found what they were looking for by integrating the primary processes into a social intranet.

The team had a good experience from that, so they asked their agency partner, Embrace SBS (also part of the same company), to integrate task management and told them they wanted a "light" version of Umbrella. The new social intranet now connects the front office with the rest of the organization.

- **Step 3** (March 2014–end 2014): The team is currently working on a customer portal within the intranet, to help connect the customers with the rest of the organization.

TIMELINE

PROJECT TIMELINE	
Milestone Date	Milestone Description
2003–2006	<ul style="list-style-type: none"> • Accolade Group Intranet created and managed with Microsoft FrontPage (HTML pages)
2006–2009	<ul style="list-style-type: none"> • Accolade Group Intranet developed using PHP, with some parts manageable via CMS
2003–2009	<ul style="list-style-type: none"> • Arqin Office Intranet developed using .ASP and content from file share systems, no CMS (see image below)
2009–2014	<ul style="list-style-type: none"> • AccoladeNet based on SharePoint 2007 (see image below)
October–December 2013	<ul style="list-style-type: none"> • Begin research for new intranet
January 2014	<ul style="list-style-type: none"> • Begin implementation on new intranet
April 2014	<ul style="list-style-type: none"> • New intranet online
July 2014	<ul style="list-style-type: none"> • New release online
September 2014	<ul style="list-style-type: none"> • New release online

Figure 14. Accolade Project Timeline



Image 6. Accolade Arqin Office Intranet: 2003-2009. This shows how the Arqin Office (Heerenveen office) intranet looked before it and the other offices were merged under the umbrella of the Accolade intranet. The Arqin intranet was developed with .ASP, featured files from file share systems, and had no CMS. *06_Accolade_06_Arqin_office_old_intranet.png*

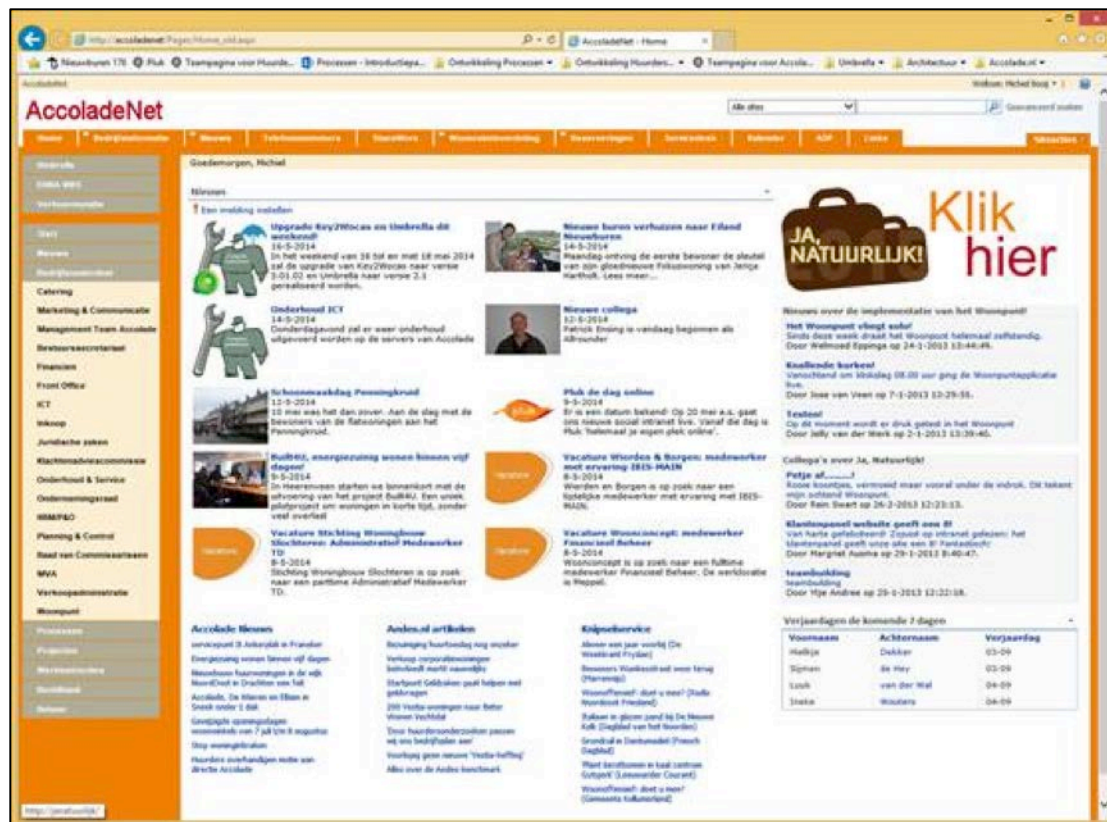


Image 7. AccoladeNet: An Early Intranet Design. The AccoladeNet was an early intranet based on SharePoint 2007.
[07_Accolade_07_old_SharePoint_intranet.png](#)

CONTENT AND CONTENT CONTRIBUTORS

The Accolade intranet uses SharePoint 2013 Server. SharePoint was chosen as backend and CMS for the following reasons:

- High availability
- Built-in document management system functions such as version control and advance authorization
- Native compatibility with other Microsoft products such as Microsoft Office Web Apps, Lync, and Exchange
- Automation of processes via SharePoint workflow
- Flexibility

All employees at Accolade are able to develop content for the intranet. Employees can personalize their respective homepages, decide for themselves what information they want to share, and what information they want to read. They can also decide which widgets they will use, identify which teams they are a member of, and choose which colleagues they want to follow. Rather than provide any specific guidelines or rules for employees to operate by, the team has simply chosen to triage any mistakes that occur; for example, placing content in the wrong team or placing

extremely long documents in a microblog post). When triage is needed, the team will leave a tip so the individual user (and others) know what went wrong and how to do it better next time.

The team has also appointed a group of moderators who keep the information housed in the knowledgebase correct and up to date. Each of them is responsible for the content of their respective department.

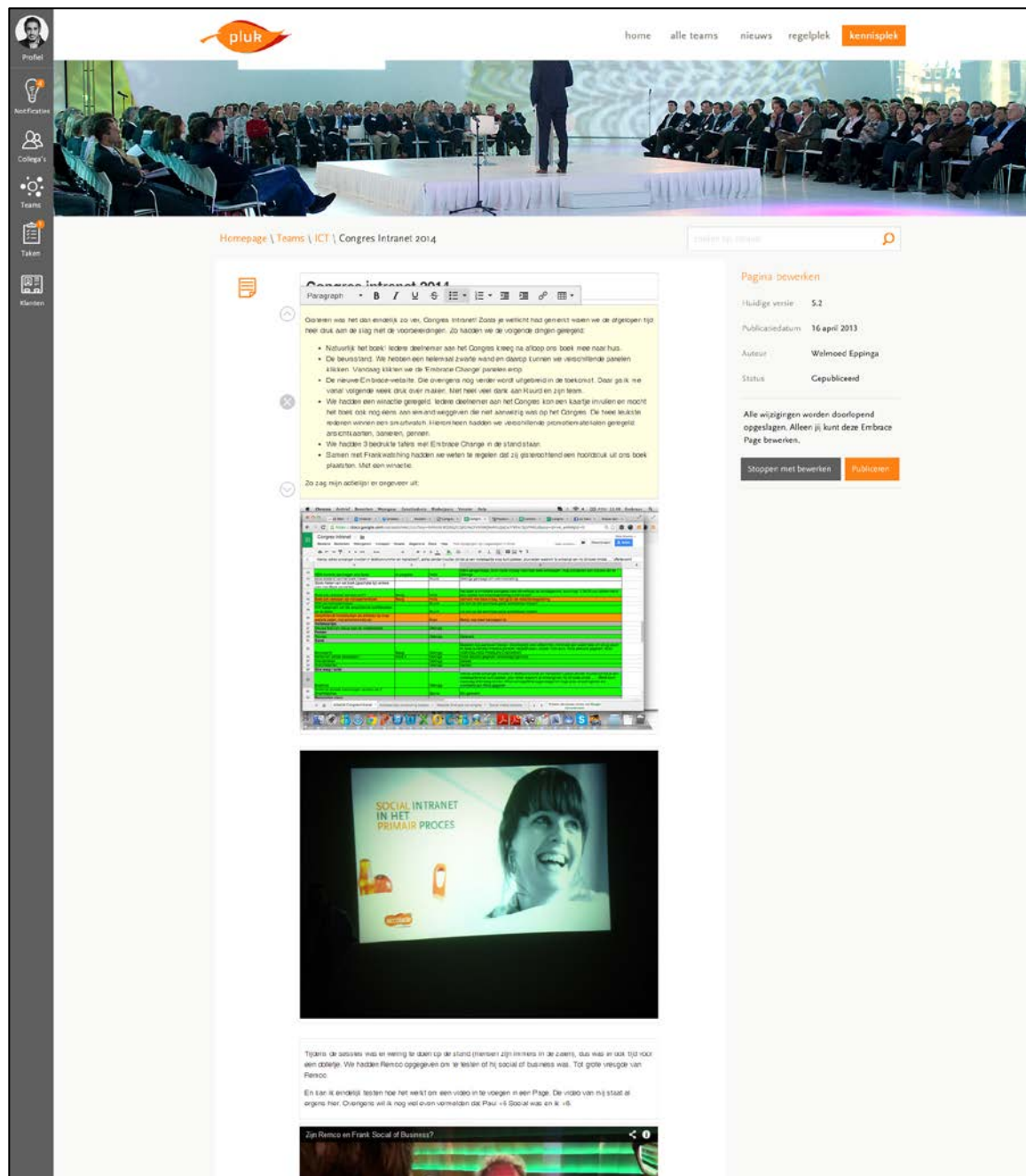


Image 8. Accolade Intranet: Support for Team Collaboration. Accolade employees can work together in teams on different pages on the Accolade intranet where they are able to perform certain tasks, such as basic text editing, add photos and documents, and embedding YouTube videos and SlideShare files. They can collaborate on pages, comment on pages, and lock pages if they don't want other colleagues to edit the content. The Corporate Communications department can use the pages for corporate news by tagging content with the #corporatenews hashtag. *08_Accolade_08_page_live.png*

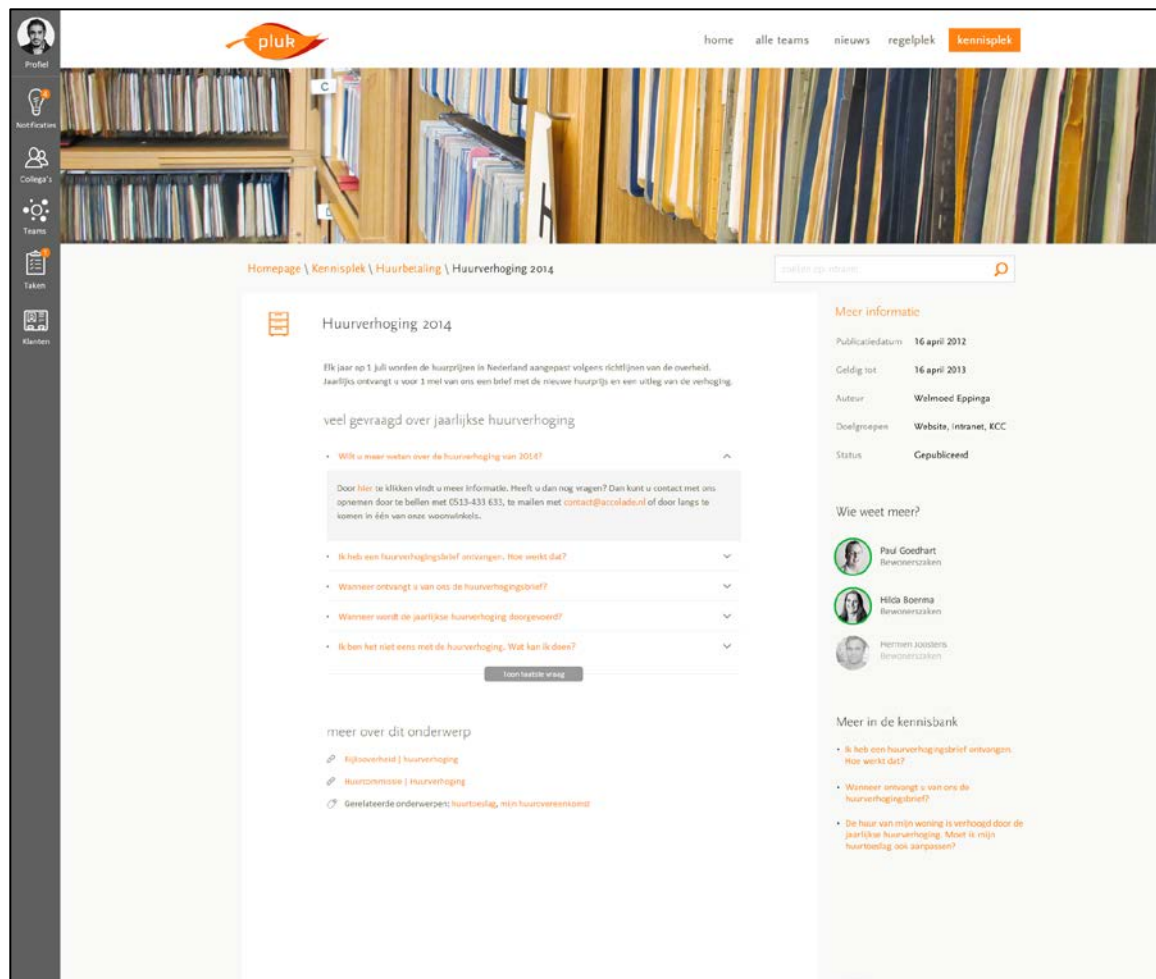


Image 9. Accolade Intranet: Knowledge Base Integration. The Accolade team integrated the intranet with the knowledge base from its front office application, Umbrella. Now when users search or browse categories, the intranet displays related information and topics (e.g., frequently asked questions) by publication date, author, location of content (intranet or website), status, and even names and contacts of people may know more about the subject. If users see content isn't correct, they can easily report it.

09_Accolade_09_knowledgebase_live.png

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and OS	<ul style="list-style-type: none">A virtualized environment with Windows Server 2008, 8GB of dedicated RAM and shared CPU, and a separate MS SQL instance.
Bug Tracking / Quality Assurance	<ul style="list-style-type: none">Team Foundation Server (TFS) is used for source control, issue tracking, and unit tests.
Design Tools	<ul style="list-style-type: none">Fireworks and Axure are used for prototyping and testing with users.
Site Building Tools	<ul style="list-style-type: none">The intranet is developed in Visual Studio 2013 with TFS.
Content Management Tools	<ul style="list-style-type: none">The intranet is also dependent on a SharePoint 2013 farm for storing documents and content management.
Search	<ul style="list-style-type: none">Lucene is used for searching inside the intranet. SharePoint search results are delivered through a plugin architecture.

Figure 15. Accolade Intranet Technology

MOBILE

Mobile intranet access is supported for all intranet content, but it's currently limited due to network constraints involving Citrix. Neither has the user interface been optimized for mobile yet.

SEARCH

The Accolade team chose Lucene because the search technology behind the intranet needed to be feature-rich and easy to implement, as well flexible and fast.

"Because of our plugin architecture, it's easy to include search results from an external source, or even replace the default search engine," says Jeroen Scholtens, .NET developer, Embrace SBS. "In this case extra results from SharePoint Search are included with a plugin."

Users can refine search results to only those from their team, or from an external source. They may also search by a given interval of time (weeks, months, years) backward from the current date, as well by content types like documents, microblog posts, pages, teams, and profiles. All of these options can be enriched with plugins. The reason for this rich set of refinement options is to give users the tools they need to filter instead of search. The filtering capabilities are illustrated in the image below.

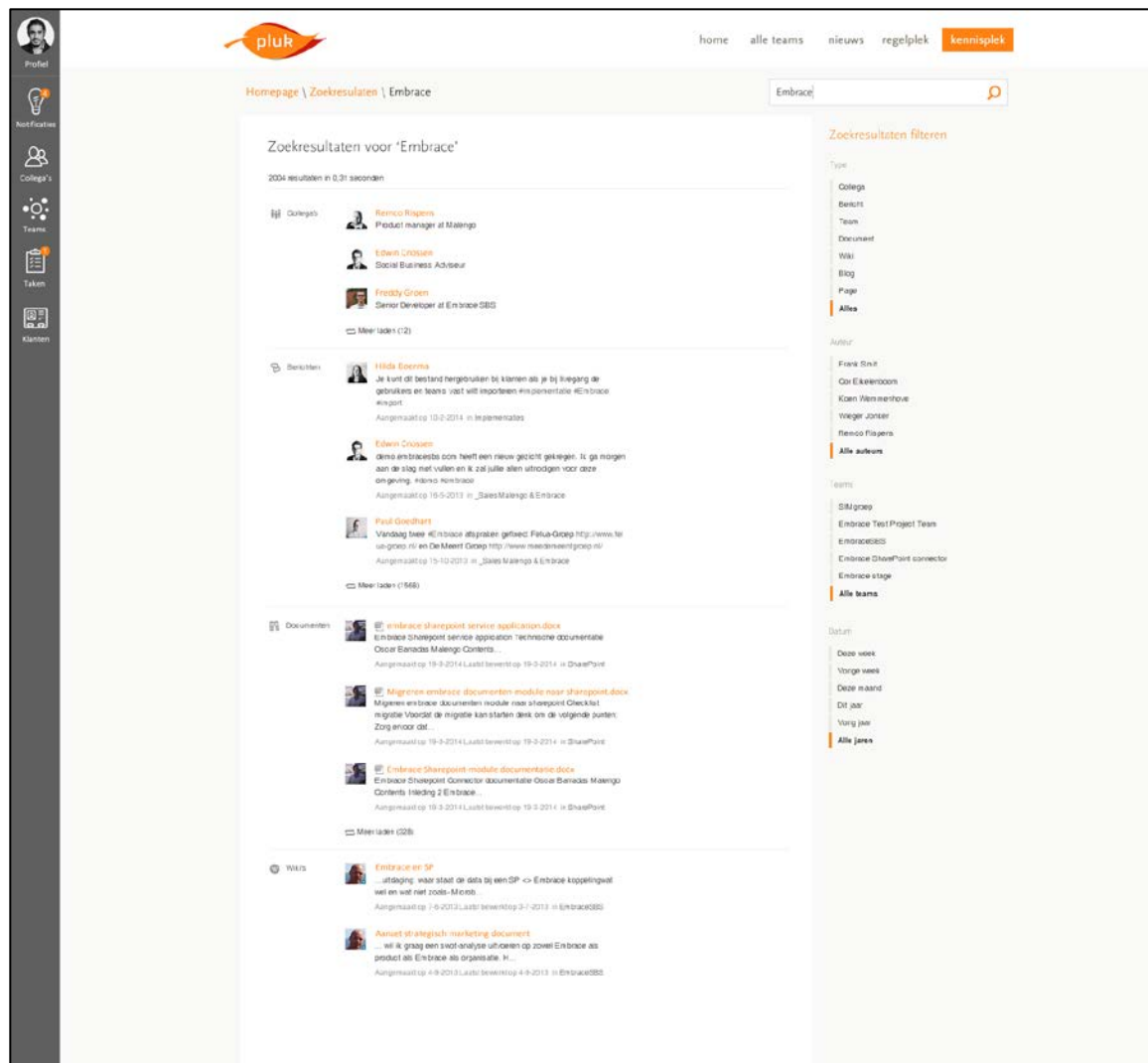


Image 10. Accolade Intranet: Search Results. Search results are presented in real time. Employees can filter by different categories (documents, colleagues, authors, and so forth) or can choose to search only within a specific team. *10_Accolade_10_searchresults_live.png*

RESULTS AND ROI

Like many companies, Accolade doesn't quantify the results of its intranet in hard numbers. "We think our intranet is successful because we deliver better services to our customers thanks to our intranet," says Rinsma. "With the help of the intranet, knowledge is easily accessible, complete, and correct. Thanks to social task management we have connected the front office with the rest of the organization and we can now share responsibility. This stimulates entrepreneurship and a drive to work together, which is one of our main values."

Rinsma points to several other gains from the social intranet:

"Time saved. Since the implementation of the intranet, we have saved a lot of time. Thanks to the information in the client directory in

the knowledge base and the integration with Lync, information is now completely open and transparent to our staff.”

“Fewer errors. With better information at our fingertips we make less errors in the phone calls with our customers. It saves time for our front office department, and it also saves a lot of time for our customers. We are more in control of the situation. We have about 35,000 maintenance requests (phone calls) a year, so making this process easier saves a lot of time. For example, an employee from the front office shared this:

‘We store every contact we have with our customers, and it’s visible on the intranet. It seems logical now, but we didn’t do it two years ago. When a customer called in the morning and talked with colleague X, and he called back in the afternoon and got colleague Y, colleague Y didn’t know the customer had called earlier. Now we can see when a customer called, what colleague X said to them, and give the same answer.’”

“Contribution to performance goals. The intranet helps with achieving our goal of answering 80% of the customer questions directly at the front office level. The staff from the front office is now able to answer 80% of the questions they receive daily, because:

- **Information is correct:** They find all the correct information (documents, processes, forms) in the knowledgebase on the intranet.
- **Departments are now connected:** The intranet has connected the different departments with each other. The intranet stimulates colleagues from other departments to improve the quality of the information in the knowledgebase on the intranet in a user-friendly and easily accessible way.
- **Employees know what’s going on:** Employees know what’s is going on in the organization because of the corporate news, microblogs from colleagues, and social media integration on the intranet. And the 20% of the questions that the front office cannot answer directly are also visible on the intranet. Accolade continuously tries to improve their processes, to make sure the front office can answer more questions directly (and can help the customer better and more quickly).
- **Information is customer-centric:** All the information is stored at customer level. An employee doesn’t have to search in separate document management systems to find letters that are sent to customers in a specific area. The company stores all the letters at customer level, so the front office department can easily find this information.
- **Single sign-on provides ease of use:** Users open all their applications through the intranet without having to sign in again. This example from a front office employee illustrates this point: ‘In the beginning, we had to search for information in different systems and the customer had to wait for us to find all the pieces of information. Right now, there is just one source of information: the intranet.’”

“Control. The front office is more in control of the (20%) of customer questions they cannot answer directly, because they now have:

- **More complete information:** They have full insight in the expertise of colleagues now because the organization encouraged colleagues to add their expertise in an effort to enrich their personal profiles.
- **Visibility into task status:** Task status is completely visible. It is clear which colleague will complete the task and what the status is (and the business value is transparent). They also have full insight in availability of colleagues and departments.
- **Better access to expertise:** It is easier and more transparent to ask a 'who knows something about ...' question. You don't have to call different departments anymore to find out who has the expertise. Within a couple of minutes, you have the names or department of colleagues who know more, and due to the Lync integration you have insight in their availability.”

“Customer satisfaction. Customers are more aware of the actions our front office staff have to take if they can't address customer questions directly. Status and expectations are clearer. And because of clearer expectations, our customers complain less, and when they do complain, we are more in control because we reported all the contact we had with the customer, including contact we had on social media. It is all transparent in our systems and easily findable on the intranet. The knowledge base on the social intranet is the absolute truth. Before, our front office staff had to search local storage or in mailboxes for the right forms or documents, and old versions of forms were often sent to customers. That doesn't happen anymore; the right information is stored on the intranet.”

“Linking employees with organizational objectives. The new intranet has provided employees a better understanding of organization's objectives. For example, for our organization it is really important (because it saves a lot of money) to prevent our homes from being empty. When a customer gives notice that they will end the rental agreement, we try to rent the house immediately at the end date to another customer. On our intranet we present this information in a graph that is updated daily. It's great for our employees to have complete access to this information, but because of the social component of our intranet our colleagues can comment on it also. So we connect the social with the business, and our colleagues can contribute to our organizational goals by helping to decrease the amount of time our homes remain empty.”

The old intranet was mostly an information-based tool, with some corporate news, some HR forms and procedures, and the employee birthday calendar. Only select employees could add information. “With the new intranet we have a social intranet,” says Rinsma. “Every employee can now add information and update the intranet. It stimulates entrepreneurship and initiative, and that's the empowerment we want our employees to feel. Entrepreneurship is one of our main values.”

Positive User Feedback

In addition to tracking the ways the intranet has returned value for the organization, the team is also tracking positive user feedback. Willems-Sloot shared a few examples of these positive responses:

Jelly van der Werk, communications employee: "I am taking a course for communications employees and the teacher presented a list of attributes for the 'ideal social intranet.' The teacher told us that hardly any organization had an intranet that looked like this, but Pluk has almost everything on the list! Thanks to Pluk, I can:

- email less,
- see what my colleagues are working on,
- navigate more easily to the systems I need,
- scan our corporate news,
- find the information I need, and
- connect with colleagues who are in my project team, or wherever."

Fred Hesselink, advisor to the board of Accolade: "Pluk is:

- **Easy and accessible:** I can share information in a very simple way.
- **Unified:** I don't have to send documents anymore or save them on local storage, rather, thanks to Pluk, information is saved and accessible in one place.
- **Flexible:** It is possible to target information to your specific audience."

Lutske Banga, information advisor, Accolade: "Pluk is a central place to share knowledge and experience with colleagues, and allows me to respond to questions and activities immediately. I have access to a lot of information about my colleagues, ongoing projects, tasks and information about our renters, and what have you. It gives me access to all the applications and knowledge.

- **My morning starts on Pluk:** I check the news and microblog messages. Since we've had the social intranet, I notice we're able to share information with each other easily, and because we can, we share more.
- **Pluk has improved how I work with colleagues:** On the social intranet I can work together with colleagues in project teams. We share documents and edit them together and can respond to each other immediately.
- **Pluk helps me parse information:** I can judge for myself which information I need or find interesting, and join teams that can tell me more about that information."

Usage

Willems-Sloot provided a few usage statistics (as of August 1, 2014):

- 205 user accounts
- 191 have a profile photo
- 184 were active in last seven days from when data was shared
- All users are a member of five teams, on average

The most popular teams are:

1. Team Accolade: 190 members
2. Team Customer and House: 110 members
3. Team Daily Maintenance: 66 members
4. Team New Ways of Working: 43 members
5. Team Finance and Information: 40 members
6. Team HeerlijkHelderSchrijven ("How to Write Letters/Emails/etc." to customers): 35 members
7. Team Front Office: 35 members

LESSONS LEARNED

"Think big, act small" is a big piece of advice Accolade team members say they would give other teams about to embark on an intranet redesign project. "Don't put the perfect situation into one big project, rather make sure the project is divided into smaller steps that are based on a clear vision, and build it slowly," says Rinsma.

Rinsma and Willems-Sloot share some of the team's other lessons learned:

- **Social tools should serve a business purpose.** "Make sure the (social) intranet is integrated into your processes. Some separate social tools sound like fun but you have to work hard to achieve a certain adoption rate. Some people will simply not use them so make sure employees need the intranet to do their work. When they work with it they will soon see the advantages of the social components."
- **Involve employees early.** "Make sure employees are involved in an early stage of the project. Don't wait to involve them until you already have a functional design and let them tell you what they think of it. Rather, involve them early. Ask them what frustrates them in their work. Ask what a perfect (work) day looks like. Ask them which processes can be improved. You should involve users as early as possible during the design process but in order to allow them to really contribute they should first have some basic understanding of what a social intranet is. You may want to start with a beta or a very simple first version to help users to fully understand concepts like microblogging and working in teams."

- **Find creative ways to involve people and generate feedback.** "Staff can be involved on different levels. For example, you can ask staff to help think of a new name for the intranet. Our staff came up with the name of our intranet, Pluk. As another simple example, we interviewed colleagues and found that a lot of them are looking for the company logo. So we put that on the intranet as well."
- **Pay attention to the customer.** "You have to continuously pay attention to the internal customer (your colleagues). Don't think the intranet will work if you don't put in effort."
- **Determine the governance structure up front.** "Make sure to arrange the governance well. Who is the 'owner' of the social intranet? Who is responsible for keeping information up to date?"
- **Work closely with IT.** "In the beginning (of the bigger project) we didn't work close enough with the IT-department. Now we work together as a team with the IT-department and can handle the dependencies better. For example, because the intranet is integrated in our primary systems, an update of one of our primary systems also affects our intranet."

Adobe

Using the intranet: Adobe is the global leader in digital marketing and digital media solutions, employing more than 12,000 employees in offices around the globe. Its tools and services allow customers to create ground breaking digital content, deploy it across media and devices, measure and optimize it over time, and achieve greater business success.

Headquarters: San Jose, CA

Number of employees the intranet supports: More than 12,000

Company Locations: 73 offices in 41 countries

Annual Sales: FY2013 revenue of \$4.06 billion

Design team: In-house intranet team of three full-time employees and one part-time intern (now full-time regular employee). Adobe IT and solutions consultants, iCrossing built the intranet. An external consultant led the information architecture and design phases.

In-house: Andrea Brant, Group Manager, Digital Communications; Ray Brulotte, Senior Manager, Inside Adobe/Intranet; Rich Uyttebroek, Associate, Digital Communications; Ryan Selewicz, Specialist, Digital Communications; Gary Tuscany, Senior Business Solutions Analyst; Nicolas Peltier, Lead Developer, IT

External: iCrossing, Accend Group

SUMMARY

What started as a reworking of two key sections of the Adobe intranet ended up as a project to create a more unified system; incorporating several standalone sites into a single site, supported by a single platform, following a standard site structure. The Adobe intranet team started with a redesign of two key areas: the intranet homepage and the Brand Center. As the team started working with Information Technology and Human Resources to revamp these sections, they were inspired by the possibility of creating the company's first fully united intranet.

The effort was no small task. The team wanted to move from decentralized sites to a single site on a single platform, incorporating new, task-based information architecture. This required a reworking of the entire intranet. The team was moving the site to one of the company's own solutions, Adobe Experience Manager, as a way to both showcase and test a pre-release version of the solution.

The first pages to be moved, which were the homepage and 25 pages of content managed by Employee Communications, included an information architecture review, but did not require a complete site overhaul. However, other areas of the site, including the previously standalone sites for Information Technology, Facilities, and People Resources were essentially new site builds.

The goals of the new, unified site went beyond moving to a single platform. The team aimed to increase productivity, improve search, connect employees, and showcase Adobe technology, customers, and the brand.

The homepage reflects these goals. The left side of the page gives employees quick access to their colleagues via a Directory search and a tab leading to Adobe Connect, for online meetings. Popular Resources are listed below it. The resource links are targeted for employees based on office location and job function or role.

The center of the page has a news carousel that highlights key stories. The carousel goes beyond most such designs in that it overcomes one of the main issues caused by carousels, which is they give users minimal, if any, control. Employees typically have to sit through an animation without being able to select what they see next. The Adobe carousel allows users to page through stories, but also to select a particular story of interest via the thumbnail views of images and headlines that appears within the carousel.

Additional linked headlines are shown under the carousel by the date they were published. The user's activity stream shows their recent activity on the site, organized by the colleagues a given employee is following. The bottom of the center column is finished with a list of the latest posts in both Adobe.com and Inside Adobe blogs.

The right side of the page helps inform employees about and keep employees connected to their customers, via the Customer Success Story highlighted in the top corner. Important content is showcased beneath this, followed by events and holidays. A *Did You Know?* tip appears at the bottom of the right column, informing a user about how to do something or how something works at Adobe. The tip includes a link to a relevant resource, as well to the *Did You Know?* archive.

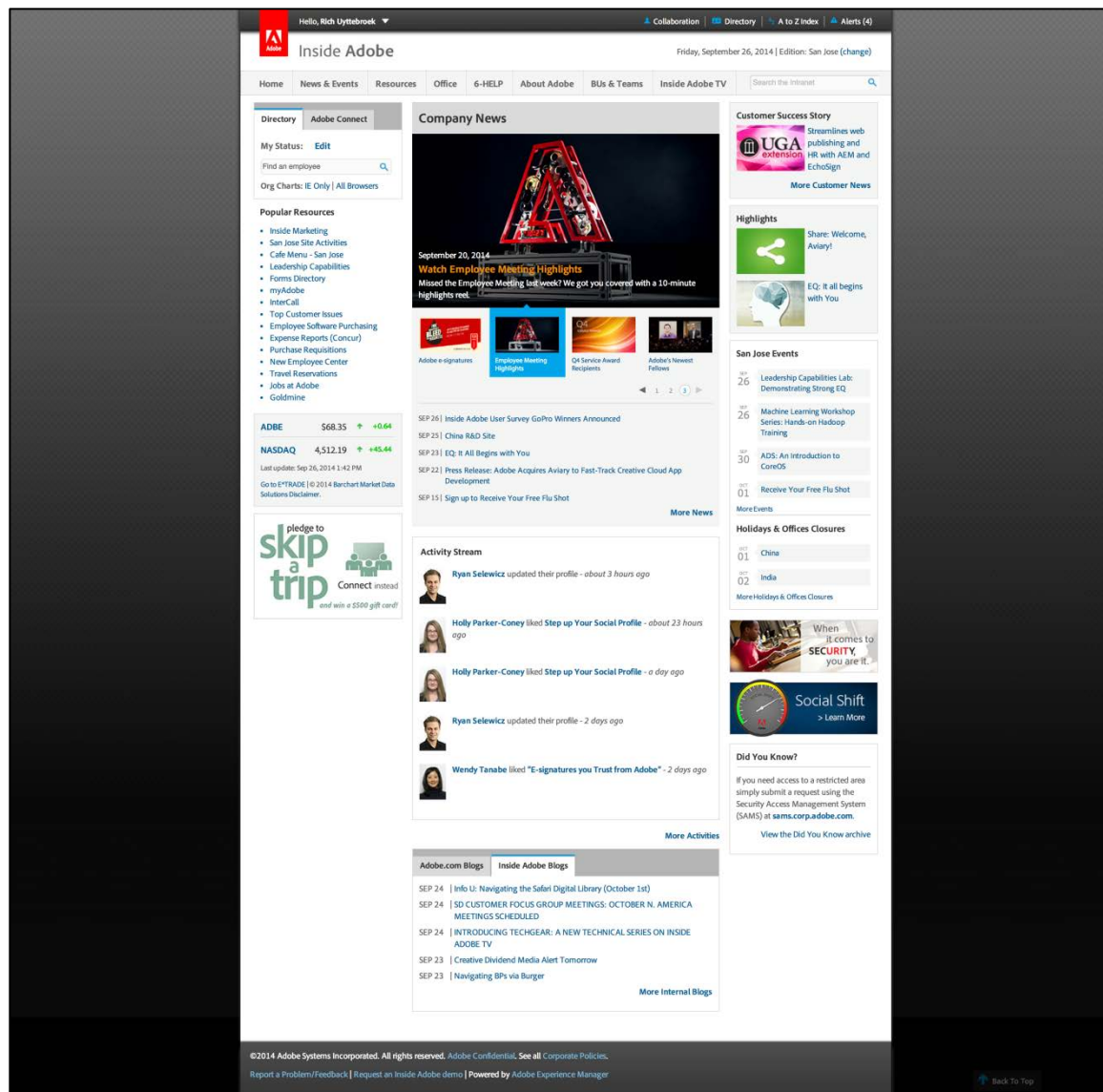


Image 11. Adobe Intranet: Homepage. The Inside Adobe homepage reflects the goals of the redesign, informing employees about each other, the organization, and customers — and encouraging them to connect via the activity stream and blogs. *11_Adobe_01_home_live.png*

The newly designed site allows the Employee Communications team to update employees regularly. The team can now publish content almost daily, versus publishing only one or two items per week like required with the previous system. The new content and frequency of publishing has helped lead to increased readership.

The Employee Communications team also regularly produces video for the site, like the results of quarterly meetings and other corporate special events. The homepage figure above depicts a 10-minute recap of a quarterly all-employees meeting. Video recaps allow employees to see all the highlights of a longer event, in a reasonable amount of time.

The site also offers a feature called *90 Seconds Inside Adobe*, produced by the Employee Communications group. This biweekly video acts as a quick recap of the top news headlines from around the globe. It includes hard news like product releases as well as information about fun events. The content within the video is also presented on the site as written news stories, usually in the featured news carousel. The video allows employees to consume the content in a quick and easy format, and keeping the written stories as well allows users to pick whichever format they prefer. Each video gets about 1,000 views, and the team is looking for ways to increase those numbers via promotions. The slick and informative videos use high-quality footage, compelling voiceovers, and tight editing to create dynamic and interesting synopses, all in under two minutes.



The screen captures above were taken from *90 Seconds Inside Adobe*, a brief, biweekly video recap of company news, events and activities at Adobe. These videos are made public and posted on YouTube (for example, <http://youtu.be/azRGtPck6A>).

One of the main goals of the redesign was to change from an information architecture based on the organization to one based on tasks. Task-based structures tend to work much more successfully for users, so employees can locate information based on what they need to do, rather than who owns that information.

The team worked with the agency, iCrossing, to reorganize site content, starting with a first rough pass at reorganizing content based on tasks. The team followed up with user research, including an online card sort that was conducted with employees in offices around the world, surveys, usability testing and focus groups.

The emphasis on user research and involvement shows in the site's structure. Top-level categories reflect the content they contain, including News & Events, Resources, and Bus & Teams.

Inside Adobe uses megamenus to show users subcategories of content, which helps users get a sense of the overall structure of the site. For instance, within *Resources*, users can navigate to *Benefits & Pay*, *Travel & Expenses*, *Purchasing & Discounts*, *Information Technology*, *Learning & Development*, *Legal* and so forth, as well as navigate to numerous subcategories of content within each subsection. The megamenu allows quick and direct access to content, as well as provides an overview of that section of the site. The last link listed in each category leads to a landing page for that section of content.

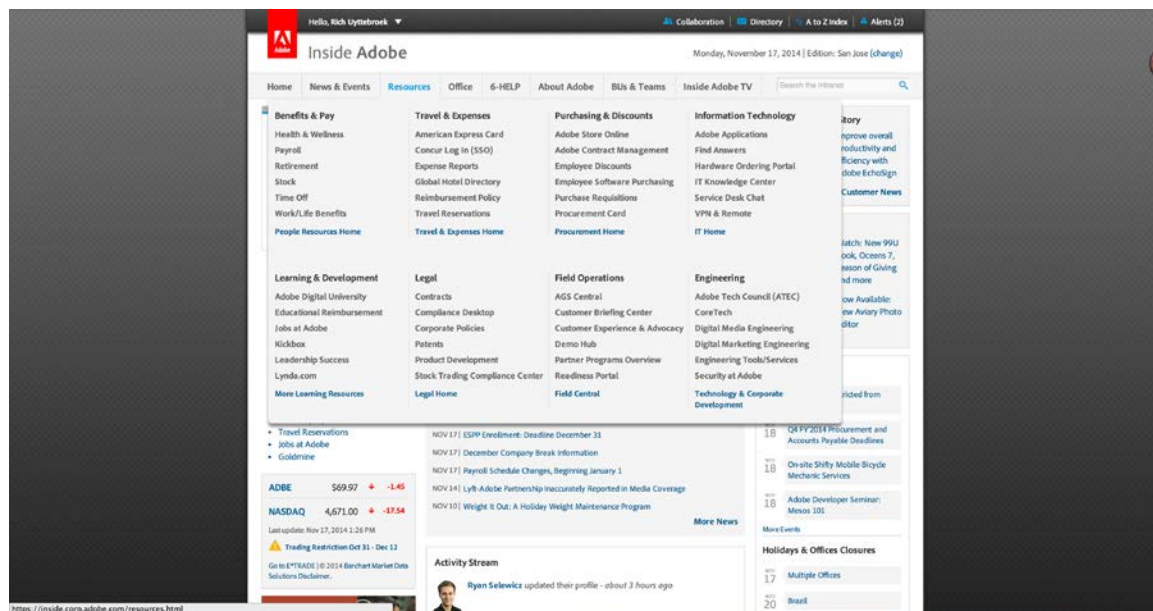


Image 12. Adobe Intranet: Task-Based IA. The Inside Adobe intranet now uses a task-based information architecture to help move users to content more quickly. Megamenus help expose the site structure, further helping employees reach their goals. [12_Adobe_02_megamenu_live_revised.png](#)

The site incorporates social aspects. Employees can like and comment on news stories, share (some) stories to public social channels, as well as through the expanded employee profiles. Employees can add information to their profiles, and more than 50% of the 12,000 employees have added more information such as skills, outside interests, or previous employers.

The team is using statistics like adoption rate, along with the number of comments and likes on news items, to track employee engagement on the site. They've also tracked the number of times an employee has "followed" a colleague; in other words, the social action to receive updates about the colleague's activities on the site. This has happened more than 10,000 times already, and the number continues to grow.

The employee profile page includes a quick summary of key facts at the top of the page, and a prominent button to follow or stop following the colleague. Additional, optional information is listed below, including mobile, Adobe Connect room, website, or LinkedIn profile. The employee's activity stream is shown below, with another tab to see others' activities on the site.

The right column includes information about the employee that he or she adds. A brief summary about the employee appears first, followed by birthday, areas of expertise, certifications, interests, languages spoken, previous employers and education. Any item listed in these sections is clickable and leads to people search results run on that interest, certification, expertise or other facet. This allows employees to filter colleagues by skill or background information, letting them find each other in new ways.

Below the personal content is a list of people following that particular employee and a list of whom that employee is following. Employee profile photos make the list more personal.

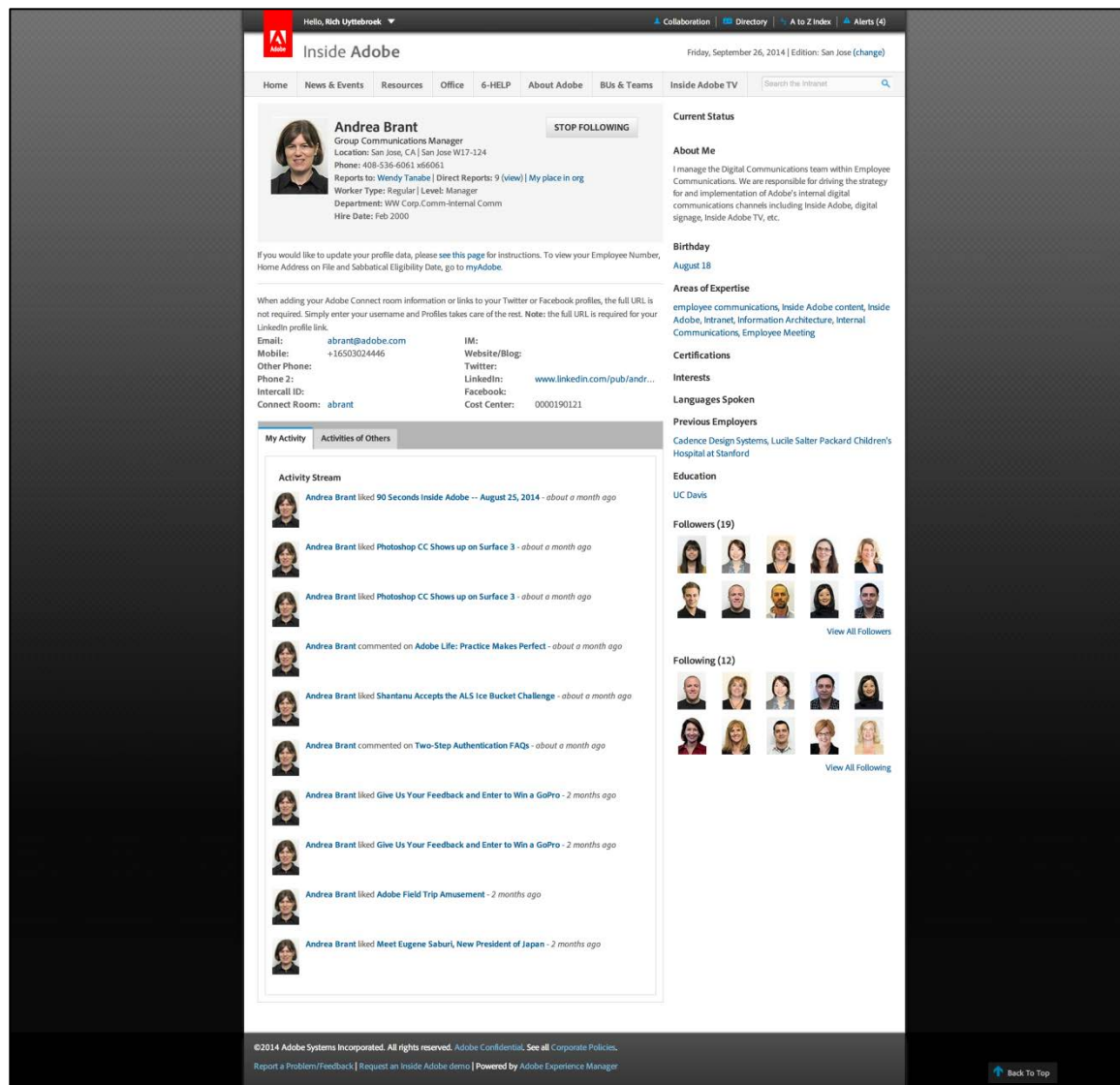


Image 13. Adobe Intranet: Profiles. On the Inside Adobe intranet, employee profiles allow people to enter personal information, such as expertise, birthday, or links to social networking profiles like LinkedIn and Twitter.
13_Adobe_03_EmployeeProfile_live.png

Another goal of the redesign was an improved site search so Google Search Appliance is employed on the site. The team continually works to improve performance, with monthly reviews of popular search terms. Stakeholders and content contributors are also informed of best practices for search engine optimization, including using titles and tags to correctly identify content.

The search box is available on each page of the site, in an open text field with a magnifying glass icon. Search results pages show the number of results, followed by the top 10 results, across all categories of content indexed by the search. Facets on the left side of the page allow quick access to results that are specific to news, employee profiles, IT Knowledge Center, blogs, or patents, as well allows employees to refine results if needed.

Employee profile matches are listed on the right as well, giving employees quick access to their colleagues. Profile results include the employee's picture, name, and title. The employee results lead to the full employee profiles. This is another way employees can easily find colleagues with particular knowledge, skills or background.

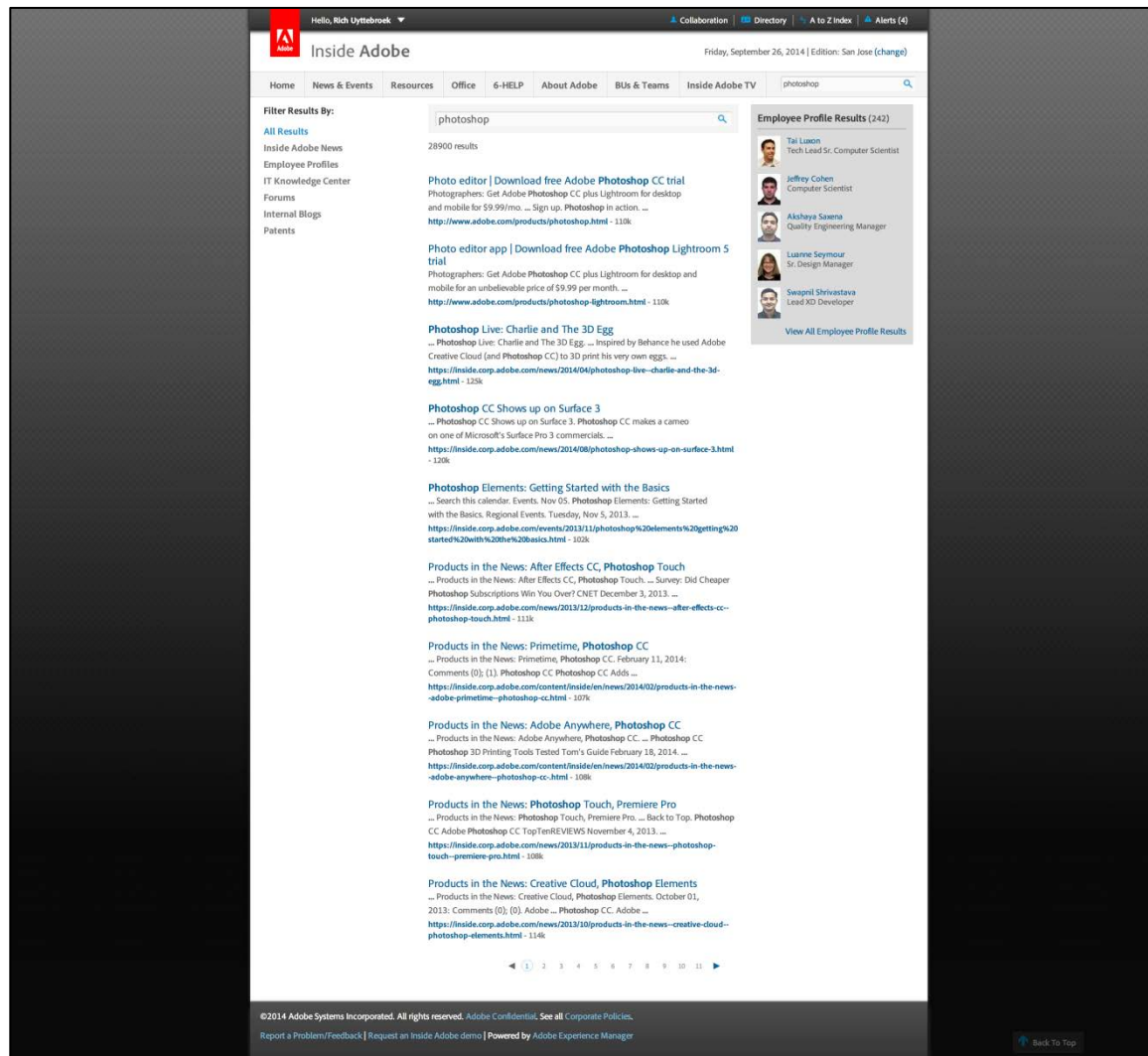


Image 14. Adobe Intranet: Improved Search. An improved search lets users navigate to content via facets on the left side of the page, or quickly find an employee on the right side of the page.
14_Adobe_04_searchresults_live.png

The intranet team's hard work has paid off. The overall satisfaction rating for the site has grown to an impressive 92%, and nearly half the company's 12,000 employees access the site daily, with 80% visiting several times a week.

BACKGROUND

The redesign of Adobe Inside originally began as just a re-working of two sections/sites: the Inside Adobe homepage and the Adobe Brand Center. It was in

working through the redesign of these two sections that the opportunity of creating a true unified intranet began to emerge.

“We had a real opportunity to take advantage of the web content management system that we weren’t using beyond our immediate team,” says Andrea Brant, Group Manager, Digital Communications. “We had a decentralized intranet that we wanted to bring onto a single platform. We also wanted to transition to an new information architecture system, moving the Adobe intranet from a department-based to a task-based navigation model. This required a complete re-imagination of the intranet.”

Surveys, employee focus groups, and usability testing were all used as a part of the development process. The following goals were identified for the new site:

- Increase productivity and efficiency by implementing a single web content management system and global, task-based navigation
- Improve search
- Connect employees through social
- Showcase Adobe technology, customers and the brand

Facing Challenges

Despite the team’s success, the project was not without challenges. A primary hurdle was simply the immense size of the project. “This project was required to pass through the annual IT resource planning process in order to establish a project team and developer resources,” says Brant. “Building out the new Inside Adobe was a massive project, and not unlike other large-scale projects, took longer than most of the team anticipated.”

Inside Adobe was built using a beta of the latest version of Adobe Experience Manager, the company’s web experience management solution. The team chose this so that the intranet could be a showcase of the company’s own technology.

“Because we were using a pre-release version of the solution, we were able to uncover bugs which the Adobe Experience Manager engineering team was able to fix,” says Ray Brulotte, Senior Manager, Inside Adobe. “Resolving these product issues did cause some delays — which in a project of this magnitude was not unexpected — and ultimately resulted in a better final product for Adobe customers.”

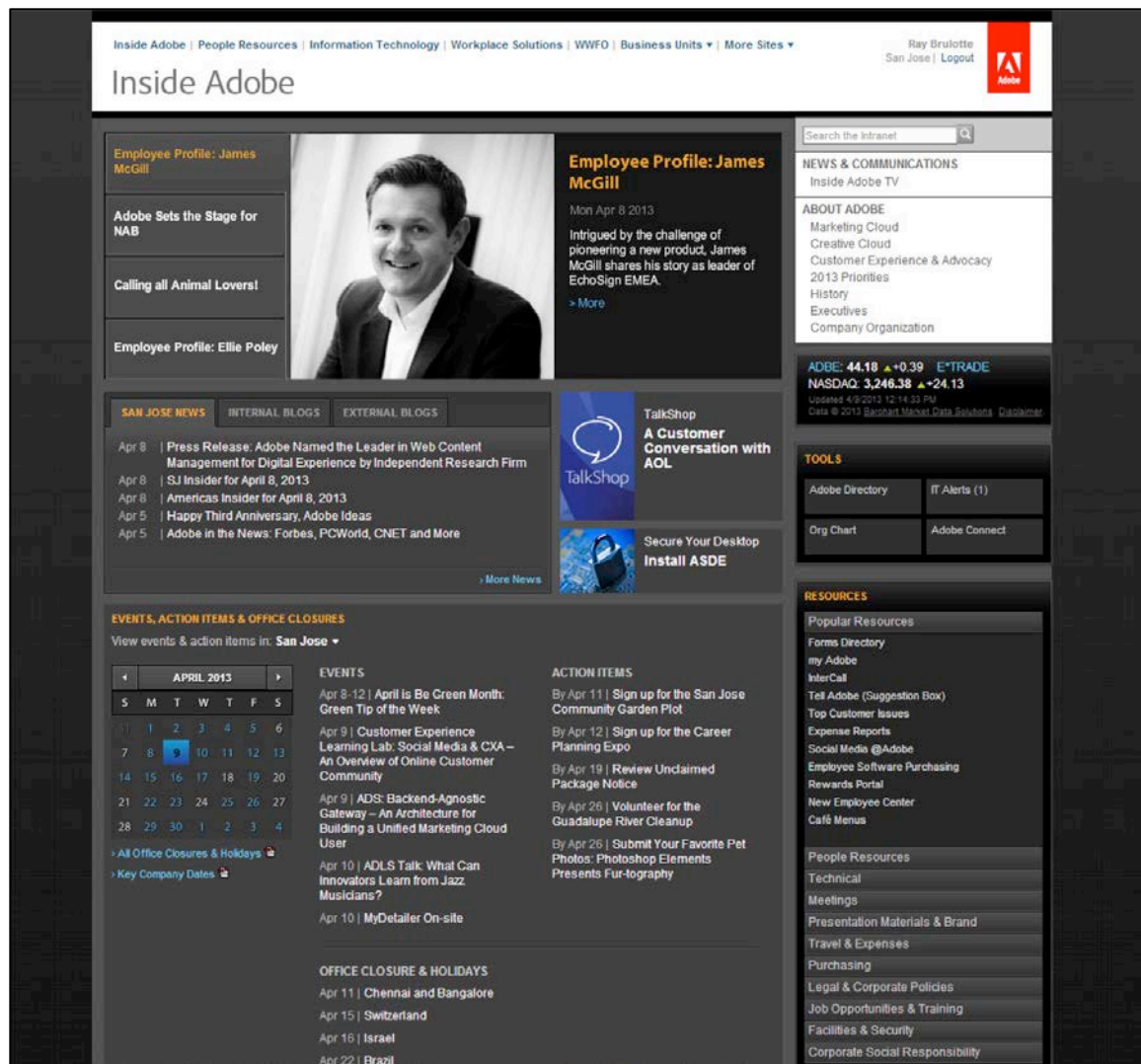


Image 15. Adobe Intranet: Homepage Prior to Redesign. This shows the Adobe intranet homepage as it was prior to the launch of the new Inside Adobe in August 2013. While some links in the resources accordion were targeted, the ability to target was limited to only the user's office location.
 15_Adobe_05_home_oldversion.png

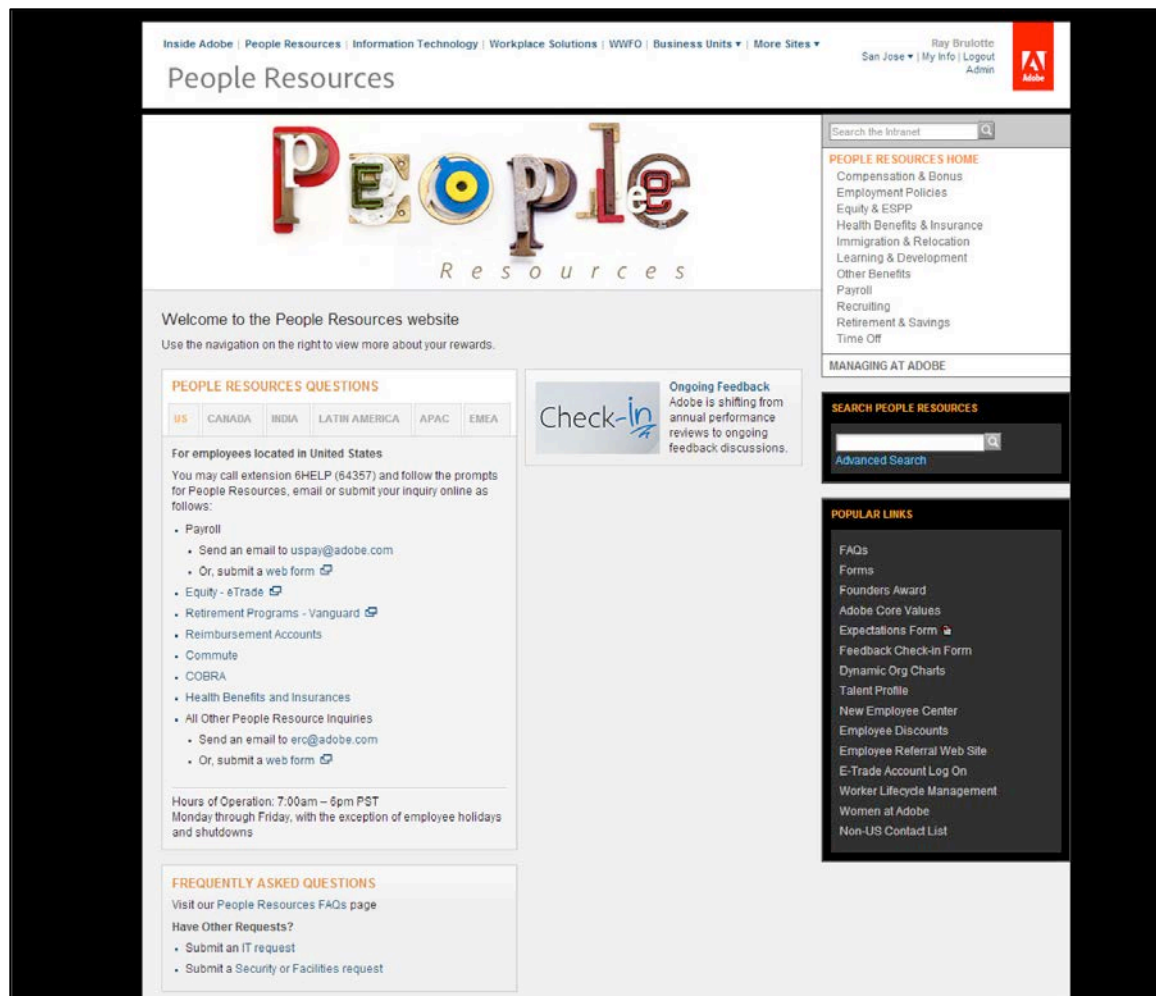


Image 16. Adobe Intranet: An Early Version of the Intranet. This is an example of a separate and isolated intranet site that existed before the August 2013 relaunch of Inside Adobe. While the look and feel of the new site is similar to the former Inside Adobe homepage, the navigation elements and information architecture are different. *16_Adobe_06_HRHome_oldversion.png*

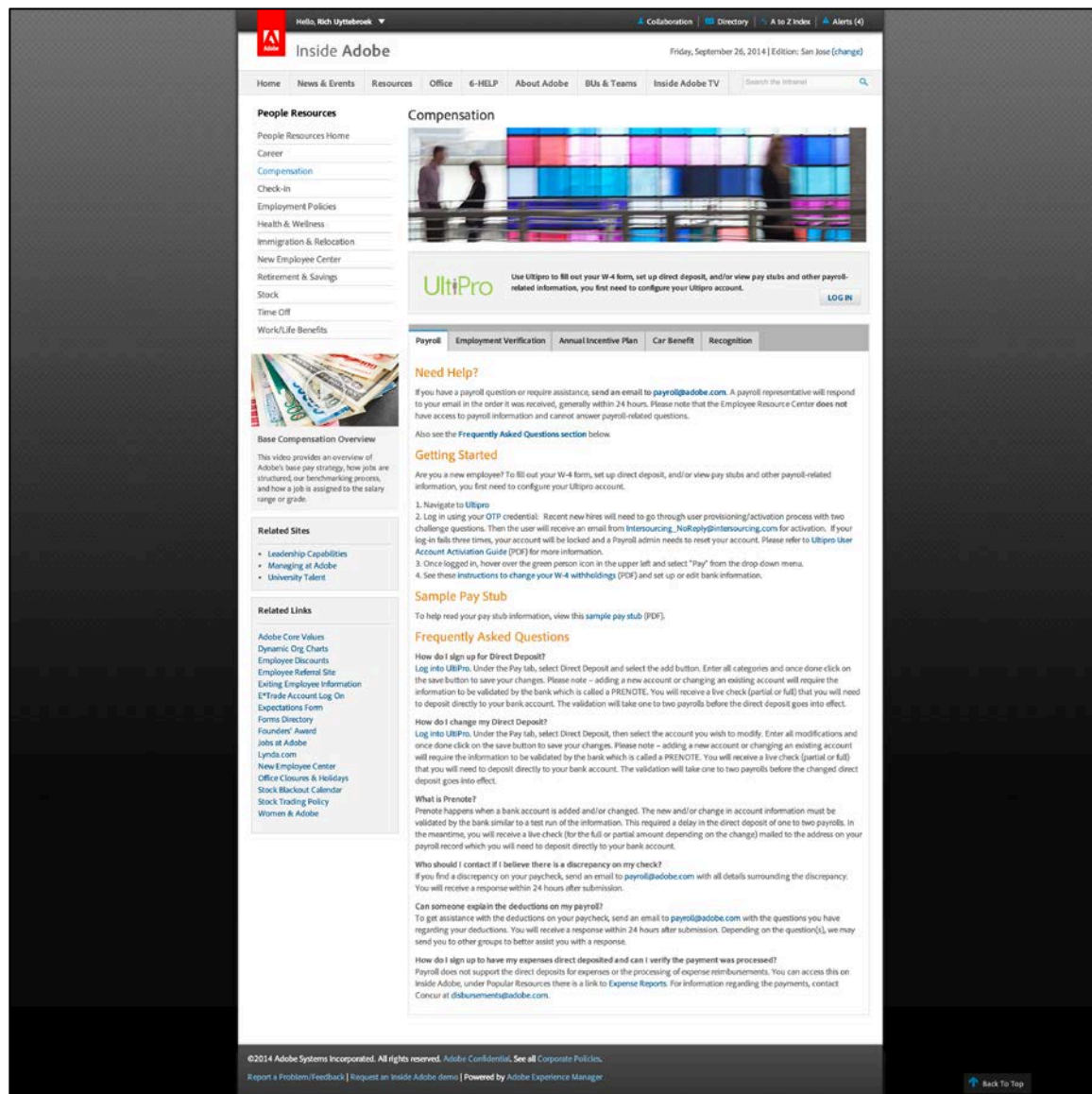


Image 17. Adobe Intranet: Centralized Information. The new Inside Adobe intranet centralizes content from other functional groups and business units. This is an example of a page within the *People Resources* section. The user never leaves Inside Adobe, so the upper toolbar and task-based megamenu navigation are always accessible. *17_Adobe_07_HRHome_live.png*

INTRANET TEAM



The Adobe team (left to right): Ray Brulotte, Andrea Brant, Rich Uyttebroek, Ryan Selewicz, and Gary Tuscany.

GOVERNANCE

The Digital Communications team (part of Employee Communications, which reports up to the CMO) is the business owner of Inside Adobe and is responsible for the day-to-day operations of the intranet, site design, information architecture, training, governance, and setting the overall strategy.

Employee Communications originally owned the intranet homepage alone, but due to the intranet's unification of isolated sites, the team has expanded to manage governance and strategy for the intranet as a whole.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Core Intranet Team (Digital Communications)	<ul style="list-style-type: none"> Direct overall intranet strategy, add new features and functionality, oversee site design and information architecture, training, governance
Section Owners	<ul style="list-style-type: none"> Update day-to-day content on particular sections of Inside Adobe (for example, Legal, Human Resources, etc.)
News and Event Contributors	<ul style="list-style-type: none"> Post corporate and/or local events and news articles to the Latest News area on the homepage, the Calendar and/or section landing pages

Figure 16. Adobe Intranet Team Responsibilities.

USERS

All Adobe employees have access to Inside Adobe. Nearly half of Adobe employees access the intranet one or more times per day, and nearly 80% access Inside Adobe several times per week.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"> inside.corp.adobe.com
Default Status	<ul style="list-style-type: none"> Inside Adobe is set as the default homepage in Internet Explorer on Windows PCs and Safari on Mac computers with the standard Adobe image. Employees can change this setting if desired.
Remote Access	<ul style="list-style-type: none"> Remote users must be connected to the Adobe network through VPN in order to access Inside Adobe.

Figure 17. Adobe URL and Access Information

DESIGN PROCESS AND USABILITY WORK

Design Approach

The design team employed a number of research methods while designing the new Inside Adobe, including: online card sorts, surveys, one-to-one usability testing, and meetings with focus groups. The results of these efforts all factored into the new design and organization of the site. The team also benefitted from an iterative design process they used during the wireframe phase. They also gained expert guidance and feedback throughout the project from their colleagues who are members of the Digital Workplace Group (formerly Intranet Benchmarking Forum).

The team had a treasure trove of information in their hands right out of the gate. "From employee surveys to individual feedback, we had several years' worth of data as we began the project from which to base our overall information architecture strategy and design direction," says Rich Uyttebroek, Associate, Digital Communications, "so there were few surprises that came up along the way. All this data allowed us to address a number of employee pain-points as we built the new site.

To augment the historical data the team chose their research methods directly based on the questions they were trying to answer. For example, they employed a card sort activity to determine some of the megamenu categories and organization. Section headings were also determined through a card sort activity (online), where the team solicited employee feedback from a random sampling of 100 employees from offices around the world.

After the design concepts were in hand, the design team solicited early feedback from across the company. "This allowed us to incorporate specific feedback about Inside Adobe features into the first version of the site," says Brant. They also took the show on the road, sharing various iterations of the design with the usability and intranet experts at Digital Workplace Group (DWG) meetings, which proved extraordinarily valuable.

"DWG meetings gave us the external third party validation around which direction we wanted to take the intranet," says Brant. "This, coupled with the focus groups with internal employees, really validated our design and information architecture directions."

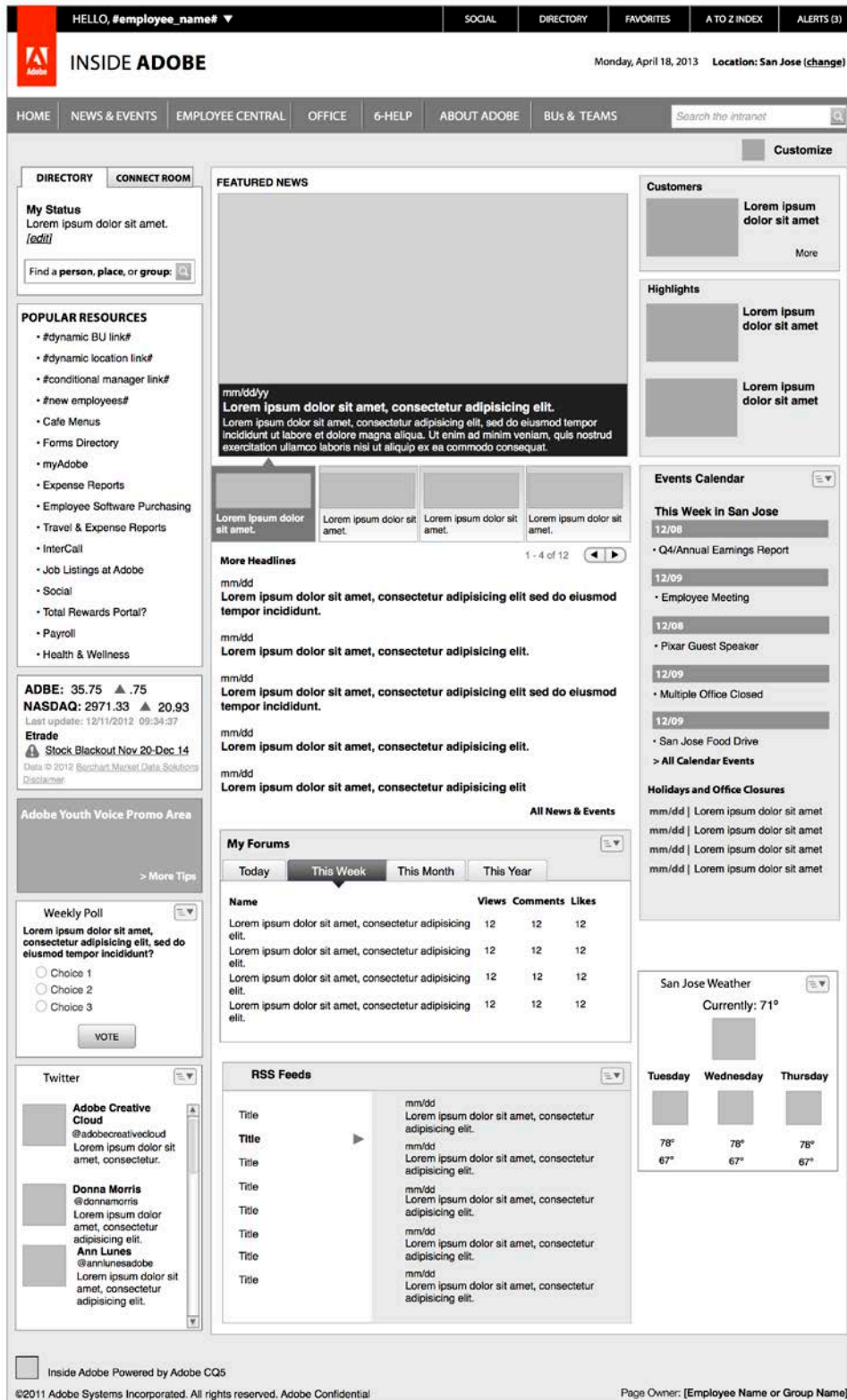


Image 18. Adobe Intranet: Homepage Wireframe. This wireframe shows how the Inside Adobe intranet site evolved from the wireframe and sketching phase to the finished product. *18_Adobe_08_InsideAdobe_wireframe.png*

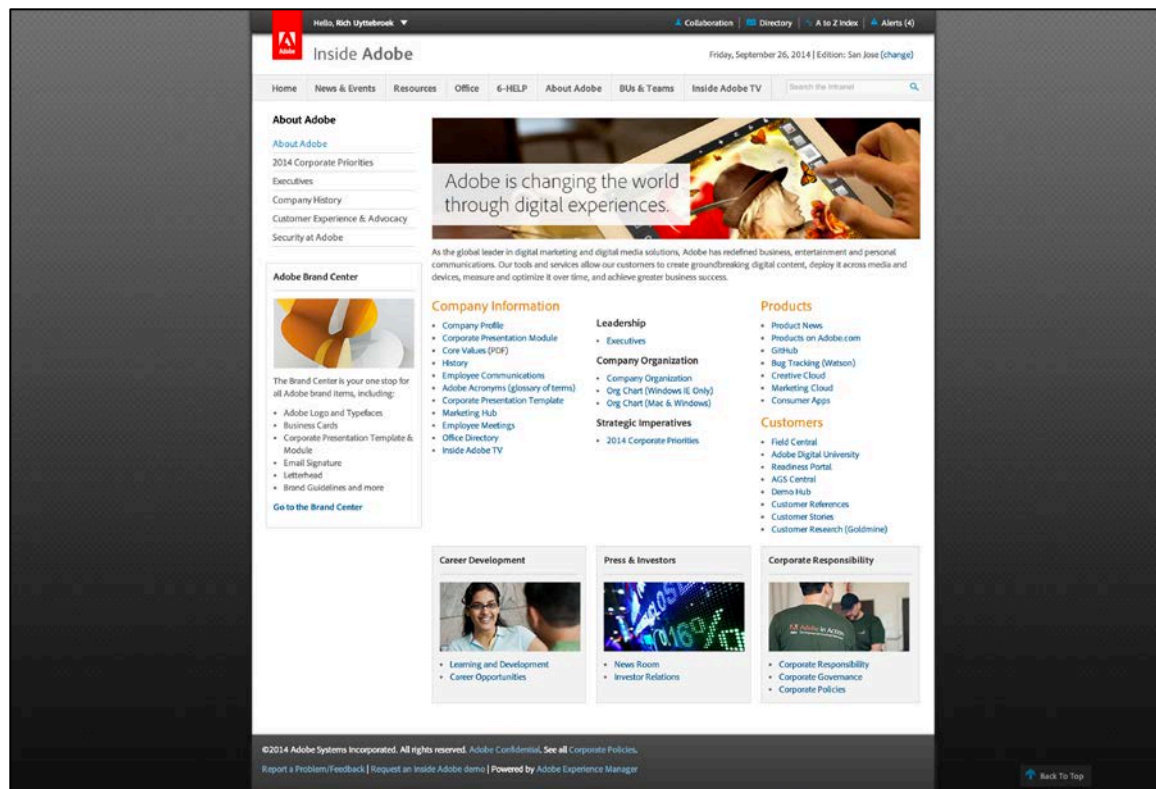


Image 19. Adobe Intranet: About Section. The *About Adobe* section on the Inside Adobe intranet gives users a single location to learn about Adobe's mission, corporate history, executives, products and more.
 19_Adobe_09_aboutadobe_live.png

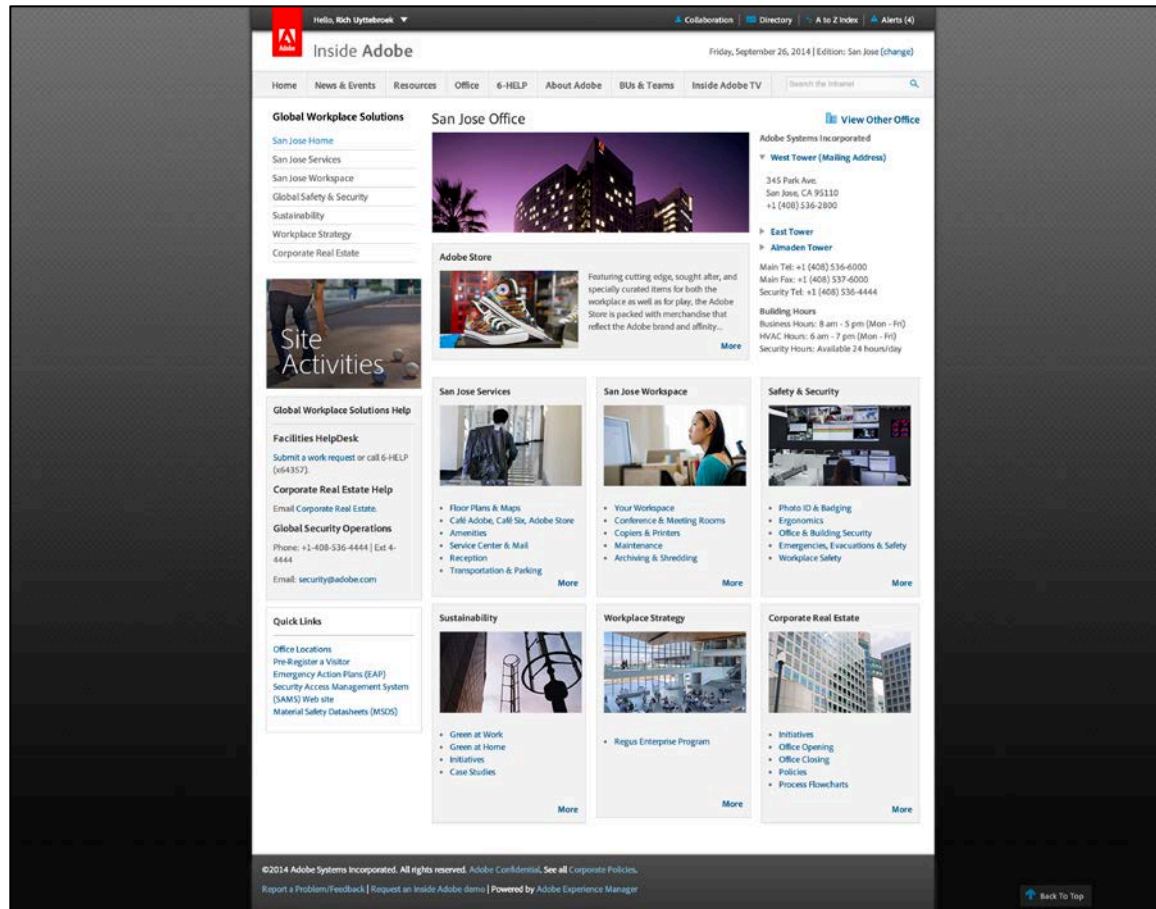


Image 20. Adobe Intranet: Example Office Page. This is an example of the office page for the San Jose Adobe office. There are currently 56 of these pages on the Inside Adobe intranet, one for every major office location around the globe. These pages give users information on each office location including floor plans, services offered, transportation options and more.
 20_Adobe_10_officepage_live.png

TIMELINE

PROJECT TIMELINE	
Role	Responsibilities
The overall timeframe for the new Inside Adobe (v.8) redesign took a little over two years, from July 2011 through August 2013.	
1998	<ul style="list-style-type: none"> Inside Adobe intranet homepage launched
2000	<ul style="list-style-type: none"> Inside Adobe homepage relaunched First version with dynamic news content on homepage
Fall 2005	<ul style="list-style-type: none"> Complete Inside Adobe redesign (v.6), including new homepage layout Rebuilt front-end in ColdFusion
April 2009	<ul style="list-style-type: none"> Complete Inside Adobe front-end redesign (v.7)
August 2010	<ul style="list-style-type: none"> Re-platformed Inside Adobe (v.7) back-end on Adobe CQ 5.3 (v.7.1)
March 2011	<ul style="list-style-type: none"> Re-platformed Inside Adobe (v.7.1) back-end on Adobe CQ 5.4 (v.7.2)
July 2011	<ul style="list-style-type: none"> Unified Intranet (new Inside Adobe, v.8) planning begins
May 2012	<ul style="list-style-type: none"> Re-platformed Inside Adobe (v.7.2) back-end on Adobe CQ 5.5 (v.7.3)
September 2012	<ul style="list-style-type: none"> New Inside Adobe (v.8) developer resources assigned, first development sprint begins
August 21, 2013	<ul style="list-style-type: none"> New Inside Adobe (v.8) launches to Adobe employees worldwide This release includes a completely new front-end design, backend running on Adobe Experience Manager (AEM) 5.6

Figure 18. Adobe Project Timeline

CONTENT AND CONTENT CONTRIBUTORS

The CMS for Inside Adobe is Adobe Experience Manager, an Adobe solution that is part of the Adobe Marketing Cloud.

Approximately 115 employees have access to edit and contribute content to Inside Adobe pages, under the guidance of the eight-person Employee and Digital Communications team.

Content responsibilities are as follows:

- **Employee Communications** publishes and manages the editorial process for all company-wide news, and also maintains the homepage editorial
- **Section owners** (for example, Human Resources, Legal, IT, etc.) are responsible for reviewing and maintaining their content. Digital Communications team members periodically review this content to ensure it is up to date.

Establishing and Maintaining Standards

Adobe maintains a standard in writing across the intranet using an Employee Communications style guide. Additionally, the organization is in the process of developing a robust user guide to help section owners properly use components and page elements.

Another safeguard that ensures content conforms to the established style and architecture is that before a site is migrated to Adobe Experience Manager, it goes through an information architecture and metrics review led by the Digital Communications team. As well, the copy for new sites is edited for adherence to style, and the Digital Communications team conducts periodic reviews to ensure content contributed by section owners continues to reflect established guidelines.

The Digital Communications team also uses an account management model to manage the relationship between section owners and intranet managers. Each Digital Communications team member serves as a point person for a particular section owner and will work with them on a consultative basis to ensure adherence to style and their overall page design philosophy.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and OS	<ul style="list-style-type: none"> Virtualized Linux web servers
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> JIRA
Design Tools	<ul style="list-style-type: none"> Adobe Photoshop CC OmniGraffle Pro
Site Building Tools	<ul style="list-style-type: none"> Adobe Experience Manager
Content Management Tools	<ul style="list-style-type: none"> Adobe Experience Manager
Search	<ul style="list-style-type: none"> Google Search Appliance
Web Analytics	<ul style="list-style-type: none"> Adobe Analytics (formerly Omniture SiteCatalyst)

Figure 19. Adobe Intranet Technology

MOBILE

The mobile version of Inside Adobe is the same as the desktop version. Employees can access the site from their mobile devices provided the user's device is enrolled in Adobe's Mobile Device Management (MDM) program, which allows VPN access to the Adobe network.

SEARCH

The intranet employs Google Search Appliance (GSA).

Refining search is an ongoing project. The Digital Communications team meets monthly to review popular search terms, evaluate results, and make content changes accordingly. They also inform site stakeholders about the basics of SEO, including how to best title and tag their content so the GSA can find it as it crawls through Inside Adobe pages.

The team also receives ongoing feedback through its bug reporting form, periodic surveys and community outreach activities.

RESULTS AND ROI

The Adobe team relies on satisfaction and adoption measures to gauge the success of the intranet. Many of those measures show that the site is performing well.

Overall satisfaction with Inside Adobe's look and feel rose from 75% to 92% after the launch of the new intranet, a significant improvement. The refreshed homepage design allowed the Employee Communications team to dramatically step up the amount of content displayed, going from posting one or two featured news articles per week to a new article appearing almost on a daily basis. This increase in content has increased overall readership figures on a year-over-year basis. Previously, 46% went to Inside Adobe to read the feature stories. Now 57% go to read content that's more engaging and dynamic.

Another notable uptick since the new site launched is the fast adoption and use of employee profiles. More than 50% of employees have taken the time to add user-generated content in their profiles, from specific skills, to outside interests, to previous employers.

The team is also keeping a close eye on how users are engaging with the new social features (comments and likes on news stories). This data is used to create an employee engagement score; a measurement of engagement with the stories posted on Inside Adobe.

As of this writing (fall 2014):

- 50% of employees have completed their profile
- 80% of employees visit the site at least once a week

LESSONS LEARNED

Lessons learned from the Adobe intranet project:

- **Take a phased approach.** "Re-platforming, re-architecting, and migrating content and other intranet sites are ideally done in phases, not at the same time. Our project migrated not only the Inside Adobe homepage and about 25 pages of content managed by the Employee Communications page (such as *About Adobe*, *Corporate Objectives*, etc.), but also intranet sites for Facilities, IT and People Resources all at the same time and it proved to be quite challenging from a time and resource perspective on the Communications team." –Brant
- **Communicate up and down the line.** "Do your best to ensure project requirements, goals, and timelines are communicated and fully understood by all members of the project team, from managers to developers and business owners." –Brant

ConocoPhillips

Using the intranet: ConocoPhillips is the world's largest independent exploration and production company. It explores for, develops, and produces crude oil and natural gas globally with a commitment to safety, operating excellence, and environmental stewardship. Over 35,000 employees and contractors work across 27 countries in a truly integrated way to find and produce oil and natural gas.

Headquarters: Houston, TX

Number of employees the intranet supports: 35,000 employees and contractors

Company locations: US, Canada, Norway, Australia, UK, Malaysia, Indonesia, China, and Qatar

Annual sales: \$58.2 billion (2013)

Design team: In-house nine people formed the core team, working across 14 departments and business units worldwide. BrightStarr was contracted to design and build the site.

In-house: Jennifer Hohman, Director, IT-Program Manager; Cathy Cram, Manager, Strategic Issues and Initiatives; Sue Anne Boelens: Manager, IT & Program Sponsor; Tom Burley: Manager, HR; Barb Sheedlo: Manager, HR; Christy Clark: Director, IT-Enterprise Content Management; Brad Federwisch: Director, IT-Architecture and Search; Rob Evans: Director Canada Communications; Chris Young: Director, Creative Services

BrightStarr: Glen Chambers, SVP Operations & ConocoPhillips Account Manager; Kanwal Khipple, VP Consulting & (previous) Project Principal; Juan Larios, Solutions Architect & (current) Project Principal; Helenita Frounfelkner, Content Strategist; Emma Pinkerton, Director of Consulting & UX Analyst; Kunaal Kapoor, VP Delivery & Development & Delivery Lead

SUMMARY

One of the more frightening tasks for an intranet designer is that of de-prioritizing content on the site. It is more comforting to think of it as choosing the important things and promoting those than it is to think of moving some content aside, or down some layers. It might be scary, but making some content less visible is a necessary step to having items of significance findable. Also, progressive disclosure supports uncluttered pages and menus that employees can scan quickly and easily. Since progressive disclosure has been a proven design technique for about 30 years, when the ConocoPhillips intranet designers made this leap it was hardly experimental.

Good prioritization begins on the entry page of ConocoPhillips' intranet, named The Mark. Instead of offering miles and miles of content, it has just some key sections with targeted information that can help employees with daily updates, and also help them remember long-term company goals. Employees can access the rest of the information they need to do their jobs via the menus, search, and through the fat footer.

Several items on the homepage rotate, allowing more content to occupy the same page real estate. One such item is the carousel-like UI feature known as the *Company News Slider* in the top left. This includes five news items accompanied by a headline and a large, expressive image. To navigate these news items, employees may use either the subtle left and right arrow icons or the cut-off sections of each item not currently selected. Or they may wait for the news to auto-rotate.

Similarly, users may scroll the announcements to the right and the strategic initiatives in the center section. Items such as *Milestones 2013*, *Defining ConocoPhillips*, and *World Clocks* are handy when doing day-to-day work. And the *Performance* section informs employees with text and sparklines (very small charts with information) that offer figures about how well the organization as a whole is

doing compared with their planning. This type of feature can not only make employees stay focused on the big picture, but can make them feel informed and respected too.

Events and publications that people commonly use appear toward the bottom of the homepage.

Employees may set a default geographical location, which dictates some of the content they see when they log in to The Mark. They may also choose a different location by using the map drop-down menu in the upper right. This is a key feature for many different types of users, such as managers who have direct reports in various locations, and people who work across geographic locations on a regular basis. This is especially helpful since the intranet supports employees in several locations, including: US, Canada, Norway, Australia, UK, Malaysia, Indonesia, China, and Qatar.

The visual look of the homepage is pleasant, with legible and meaningful icons and interesting images. The gray backgrounds demarking sections make it easy to scan the different areas. The red section headings above those gray areas are small but consistently placed and easy to find and read. Overall, there is just enough content to make the page a helpful portal, but not cluttered or overwhelming.

SharePoint | Newsfeed | Documents | Sites | Lella Cooper | ?

BROWSE | Type to search documents, people and networks | 10°C Eufisk | 56.80 +3.16 (+0.28%) Last Trade: 05/13 | Norway

Our Company | My Work & Collaboration | My Life & Career

NEWS

ANNOUNCEMENTS

NEW Exploration Manager
Posted 6/5/2013

ConocoPhillips announces intention to sell interest in North Caspian Sea...
Posted 6/5/2013

PERFORMANCE

SAFETY MESSAGES
Life Saving Rule #1:
Work with a valid work permit when required.
[Read More](#)

Global HSE | **Global Performance**

Recordable Injuries

Category	This Month	2012	2013
Recordable Injuries	0	257	51
YTD TRR	0.29		

Process Safety Events

Category	This Month	2012	2013
Process Safety Events	1	257	51
YTD TRR	0.29		

EVENTS

MAY 31 Projects Learning Conference Abstract Submissions Due

MAY 30 Painting of parts of parking spaces at the main building in...

MAY 20 Good For You! Campaign begins

PUBLICATIONS

13 Fact Sheet | Pioneer | SPIRIT Magazine | World Maps | Spring 2013 Fact Sheet

QUICK REFERENCE

GLOBAL

- Organizational Announcements
- Ethics Helpline
- Global Compliance & Ethics (GC&E)
- Brand Resource Center
- COP PowerPoint Templates
- IT Service Desk
- Org Charts
- Phone Book
- Global Security

NORWAY

- Site Liveline EMEA
- Controlling documents (CDF)
- Eufisk weather forecast

English

Image 21. ConocoPhillips: Intranet Homepage. The Mark homepage offers news, announcements, information about upcoming events and company performance, and the possibility to switch countries.
21_ConocoPhillips_01_Homepage_live.png

The site has a responsive design so employees may access it from any device. The main news carousel is visible on the homepage on a smartphone, as are announcements and events. The global navigation and footer are collapsed on small-screen devices to maximize screen real estate for content.



Image 22. ConocoPhillips Intranet: Responsive Design. The ConocoPhillips intranet uses responsive design so employees may access it from any device.
[22_ConocoPhillips_02_Mobile_Homepage_live.png](#)

The information architects made a bold move when organizing the IA for The Mark. They chose to employ a very narrow top-level menu, which includes only three choices: *Our Company*, *My Work & Collaboration*, and *My Life & Career*. The team was able to confidently present just these three choices at the top of the hierarchy because the terms they used so thoroughly describe the items that appear under them, and the choices themselves are different from one another. This makes it easy for employees to choose the right menu to start their browsing.

As for the navigation type, megamenus are found on many intranets and websites today, but not many are as well done as those on ConocoPhillips' intranet. There are several aspects of this megamenu design that are just plain good UX, including the following:

- The menu links are divided into categories.
- The category headings are easy to distinguish from links due to their bold weight, upper-case letters, and grey backgrounds.
- The words chosen for the headings describe the links below, and are succinct.
- The menu is large, but does not occupy the entire width of the page. This makes it easier for users to tell the UI control is an actual menu rather than an element that is part of the main page. Also, there is no need to include an "X" to close it, as they user can easily see other places on the page that he can move his cursor over to close the menu.

Information about the organization and global and local news and events appear under the *Our Company* menu, along with strategic initiatives, performance metrics and publications. The two visibly separate sections — *Global* and the name of the country in which the logged in employee works — clearly delineate the links related to each. The menu identifies the content source by displaying global content in red and regional content in blue. This arrangement is a way designers met the goal to present corporate and local content in a consistent way. Much of the content is translated into local s, and each location has the option and ability to publish links to its locality's menu.

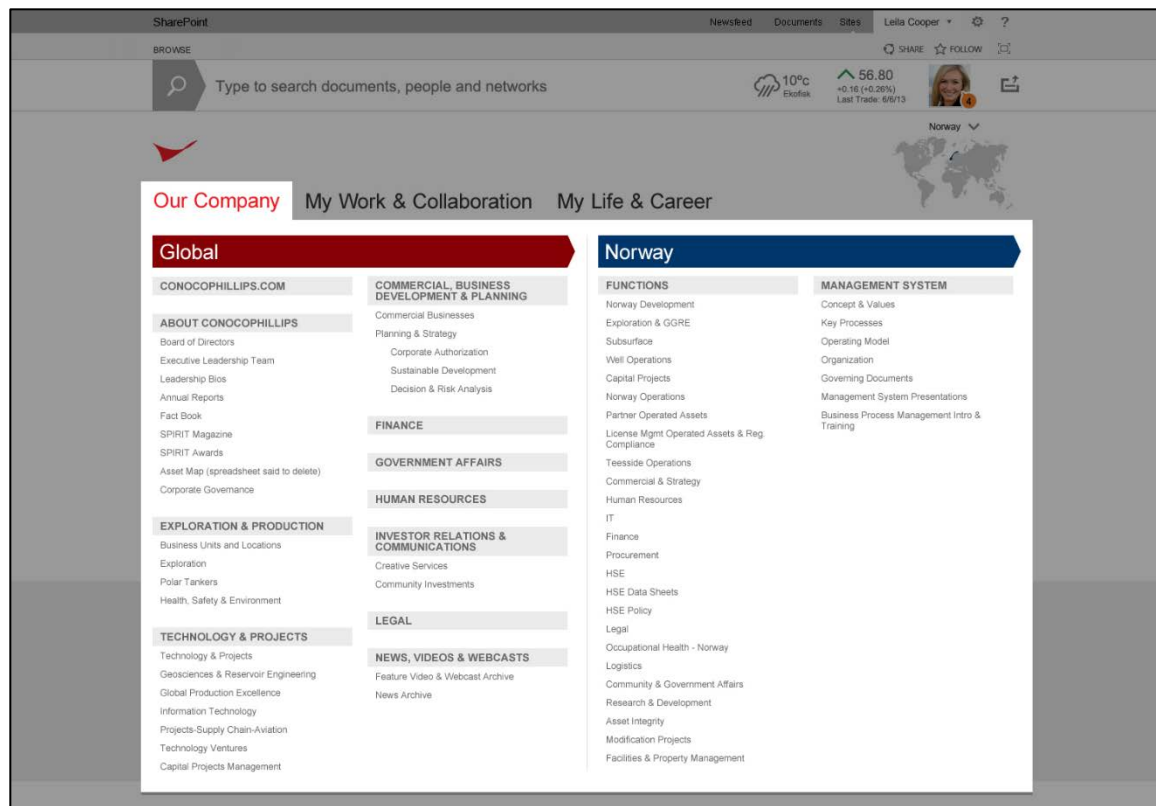


Image 23. ConocoPhillips: Intranet Megamenu. The megamenu is well designed, with sections and clear headings. Also, the links are divided between corporate and local content. *23a_ConocoPhillips_03a_Top-level navigation_live.png* and *23b_ConocoPhillips_03b_Top-level navigation_live_CROPPED.png*

The fat footer, known as the *Quick Reference Footer*, is the yang to the megamenu's yin. It also displays global content in red and regional content in blue. Offering these links at the bottom of the page gives users a consistent place to find certain content, and a last resort when they cannot find what they want immediately.

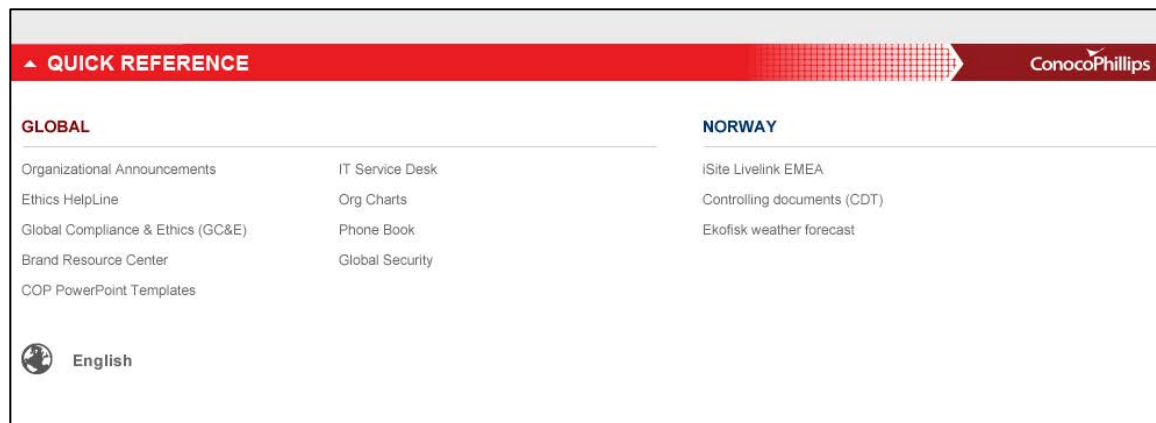


Image 24. ConocoPhillips Intranet: Fat Footer. The fat footer on the ConocoPhillips intranet separates global and local content.
[24_ConocoPhillips_04_Fat Footer_CROPPED.png](#)

In addition to the global and footer navigations, The Mark offers very robust and supportive search capabilities, querying several internal and external sites and also wiki content. (Leveraging SharePoint 2013's cross-site publishing and managed metadata allows reuse of content by publishing it only once.)

Each search result is easy to read, and includes a clear title and description. The type of media is indicated with an icon to the left or a photo of the author. The social activity, such as replies and likes, are called out to the right of each item. And if the employee hovers the cursor over a result, a pop-up offers more information about the contributors to that item.

Employees may view all results or use the links at the top of the page to view only *People*, *Conversations*, or *Knowledge Sharing*. The filters on the left of the search engine results page enable employees to refine content based on document type, site, author, country, and newsfeed. The slider below the filters offers the capability to display results from within a particular date range. The architects defined a rich IA and taxonomy with strong metadata capabilities to make search results worthwhile.

SharePoint
Newsfeed
Documents
Sites
Leila Cooper
Type to search documents, people and networks
10°C
Ekefisk
56.80
+0.16 (+0.28%)
Last Trade: 6/5/13
Norway
Our Company
My Work & Collaboration
My Life & Career
REFINERS
Document Type
Newsfeed
About Me
Blog
Apps
Tasks
Site
Author
Country
Modified
One Year Ago
Today
SEARCH
SharePoint
EVERYTHING
PEOPLE
CONVERSATIONS
KNOWLEDGE SHARING
John Smith replied...
SharePoint 2013 Integer posuere erat a ante venenatis dapibus posuere velit aliquet. Praesent commodo cursus magna, vel scelerisque nisl consectetur et.
8 minutes ago
0 replies
0 likes
SharePoint Adipiscing Ligula
Donec ullamcorper nulla non metus auctor fringilla. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Duis mollis, est non commodo luctus, nisi erat porttitor ligula, eget lacina odio sem nec elit.
34 minutes ago
1 replies
5 likes
SharePoint 2013 Server Installation
Cras justo odio, dapibus ac facilisis in, egestas eget quam. Donec id elit non mi porta gravida at eget metus. Etiam porta sem malesuada magna mollis euismod.
2 hours ago
10 replies
3 likes
Amy Perry replied...
SharePoint 2013 Integer posuere erat a ante venenatis dapibus posuere velit aliquet. Praesent commodo cursus magna, vel scelerisque nisl consectetur et.
5 hours ago
5 replies
14 likes
SharePoint Commmodo
Aenean lacinia bibendum nulla sed consectetur. Nullam quis risus eget urna mollis ornare vel eu leo. Curabitur blandit tempus porttitor. Nullam id dolor id nibh ultricies vehicula ut id elit.
1 week ago
22 replies
10 likes
Egestas Malesuada SharePoint
Donec ullamcorper nulla non metus auctor fringilla. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Duis mollis, est non commodo luctus, nisi erat porttitor ligula, eget lacina odio sem nec elit.
15 days ago
2 replies
1 likes
SharePoint Sollicitudin Magna Fringilla Quam
Aenean lacinia bibendum nulla sed consectetur. Nullam quis risus eget urna mollis ornare vel eu leo. Curabitur blandit tempus porttitor.
2 years ago
34 replies
233 likes
SharePoint 2013 Tortor Etiam
Donec ullamcorper nulla non metus auctor fringilla. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Duis mollis, est non commodo luctus, nisi erat porttitor ligula, eget lacina odio sem nec elit.
3 years ago
121 replies
44 likes
10 Results
ALERT ME
PREFERENCES
ADVANCED SEARCH
QUICK REFERENCE
ConocoPhillips
GLOBAL
Organizational Announcements
Ethics HelpLine
Global Compliance & Ethics (GC&E)
Brand Resource Center
COP PowerPoint Templates
IT Service Desk
Org Charts
Phone Book
Global Security
NORWAY
iSite Livestick EMEA
Controlling documents (COT)
Ekefisk weather forecast
English

Image 25. ConocoPhillips Intranet: Search Results. Search results are easy to scan, sort, and filter. *25_ConocoPhillips_05_Search_live.png*

Looking again at the menus, the *My Work & Collaboration* section helps employees get their day-to-day work done. This helpful page is a window to items such as:

- Productivity tools
- Knowledge-sharing networks
- Wikis
- Software tips and tricks
- Policies
- Templates
- Documents

A filmstrip component of the UI displays three informative news items about particular tools and getting work done, as opposed to just corporate news. Examples of this include the employee engagement survey, and a reminder announcement about using electronic communication. Like the carousel feature on the homepage, this filmstrip allows users to navigate via the left and right arrows, or by clicking on the partially displayed portion of the images. The consistent design and interactive behavior of components across the UI helps people learn and remember how to use intranet features faster.

One main announcement appears to the right of the news. In the content area below it are links to information and resources. The links have a flat button design — no shadows or bevels — but there are visual traits (affordance signifiers) that make these look clickable. The signifiers include the rectangular shape of the button, the appropriate button size, and the bold text within that looks somewhat like a link. The Mark designers were able to stay current and simple with presentation, but also ensure the UI is understandable and usable.

As another example, the icons used in the buttons are very simple and easy to recognize, suggesting which topics the particular tool relates with. For example, new-related items have an envelope icon, while the icon for people-related items depicts a man and woman.

Other personal “My” tools appear in the column on the right side.

Communication tools, such as the local and corporate directories (“yellow pages”) appear in a filmstrip toward the bottom of the page.

SharePoint Newsfeed Documents Sites Leila Cooper

BROWSE Type to search documents, people and networks

10°C Ekofisk 56.80 +0.16 (+0.28%) Last Trade: 6/6/13 Norway

Our Company **My Work & Collaboration** My Life & Career

NEWS ANNOUNCEMENTS

Information for personnel involved in FI invoices

TOPIC CENTRAL RESOURCES MY COLLABORATION

ONBOARDING CENTRAL SUPERVISOR CENTRAL LESSONS LEARNED (OPERATIONS) SAS FINANCIAL PLANNING

TRAINING CENTRAL TRAVEL CENTRAL IPL SPIDER SAS PORTAL

IT CENTRAL VIDEO CENTRAL CHEMICAL APPLICATIONS SYSTEM SCANNING PORTAL

POLICY CENTRAL BRAND CENTRAL 2013 NORWAY GOALS DOCUMENTS & RECORDS MANAGEMENT

TOPIC 9 TOPIC 10 ENTERPRISE CONTENT MANAGEMENT LIBRARY

Word Excel OneNote Windows 7 Yammer SharePoint

PRODUCTIVITY TOOLS IT TECH BAR NSBU MANAGEMENT SYSTEM FORMS CATALOG

SAP COOK BOOK APPROVAL TRACKING TOOL

Wells Excellence Team Site

MY NETWORK MEMBERSHIPS

MY NETWORK ALERTS

MY WORKGROUP MEMBERSHIP

MY OTHER ALERTS

YELLOW PAGES NORWAY DUTY LISTS MAIL & COURIER SERVICE COP TELEPHONE DIRECTORY

CONNECTIONS

Fluid interfacial tension (IFT) and sealing capacity (Mudstone capillary... Updated by Rob on 05/02 4:25pm)

QUICK REFERENCE ConocoPhillips

GLOBAL

Organizational Announcements IT Service Desk

Ethics HelpLine Org Charts

Global Compliance & Ethics (GC&E) Phone Book

Brand Resource Center Global Security

COP PowerPoint Templates

NORWAY

iSite Livelihood EMEA

Controlling documents (CDT)

Ekofisk weather forecast

English

Image 26. ConocoPhillips Intranet: Work and Collaboration Tools. The *My Work & Collaboration* section provides a window to many tools that employees need to do their day-to-day work. *26_ConocoPhillips_06_My Work_live.png*

The *Internal Documents* section is one such tool that employees use. The left-side navigation enables people to choose topics, while the content area on the right displays folder and different types of documents, which are identifiable by the following elements:

- File type icon
- Date document was modified
- Person who modified it
- Phase the document is in (internal processes)
- Category that document relates to

Users may sort and search for documents, or add new ones by dragging them to the *New document* region marked with a red plus sign in the upper right. All combined, these design features help make the documents tool useful and easy to work with.

SharePoint

Newstead

Documents

Sites

Lella Cooper

?

⚙

BROWSE

SHARE

FOLLOW

Type to search documents, people and networks

10°C

Ekofisk

56.80

+0.16 (+0.26%)

Last Trade: 6/6/13

Phase 1

EDIT LINKS

Internal Documents

New document or drag files here

All Documents

Find a file

Home

Documents

Internal Documents

Shared Documents

Project Team

Deliverables

Design Concepts

Design Concepts

Project Manager

Project Contacts

Quality Assurance

Project Issues

Name	Modified	Modified by	Phases	Category
Architecture	May 14	Juan Larios		
Meeting Notes	May 13	Helenita Frounfelkner		Content Strategy
Mindmaps	May 07	Helenita Frounfelkner		
OneNote_RecycleBin	March 28	Karwal Khipple		Content Strategy
Alaska BU Presentations	May 09	Jennifer Clifford	Engage	Content Strategy
Alaska BU Wireframe Review Meeting	June 10	Helenita Frounfelkner	Engage	Content Strategy
Branded Alaska BU Presentation	May 17	Helenita Frounfelkner	Engage	Content Strategy
Branded Canada BU Presentation	May 13	Jennifer Clifford	Engage	Content Strategy
Branded Norway BU Presentation	May 14	Jennifer Clifford	Engage	Content Strategy
BrightStarr - Examples of Mega Menus	May 28	Karwal Khipple	Engage	Content Strategy
BU and BF Content Category Definitions	May 17	Helenita Frounfelkner	Engage	Content Strategy
BU Content Gaps	May 31	Helenita Frounfelkner	Engage	Content Strategy

QUICK REFERENCE

GLOBAL

Organizational Announcements

Ethics HelpLine

Global Compliance & Ethics (GC&E)

Brand Resource Center

COP PowerPoint Templates

IT Service Desk

Org Charts

Phone Book

Global Security

NORWAY

iSite Livelink EMEA

Controlling documents (CDT)

Ekofisk weather forecast

English

Image 27. ConocoPhillips Intranet: *Internal Documents*. The *Internal Documents* section provides searchable documents, organized in categories, with metadata identifiers. *27_ConocoPhillips_07_Collaboration_area_live.png*

The arrangement of the *My Life & Career* section’s main page is similar to that of the *My Work & Collaboration* main page. The carousel and clear buttons to resources and tools below are simple to locate and understand. Again, the common design makes it easy for employees to acclimate and proceed. The *My Life & Career* section houses human resource information such as career development resources and benefits and compensation information. Employees may also access fun elements such as the *Sports Social Club*.



Image 28. ConocoPhillips Intranet: *My Life & Career* Section. The arrangement of the *My Life & Career* section's main page on the ConocoPhillips intranet is similar to that of the *My Work & Collaboration* main page. These similarities help users to engage and be productive quickly.
 28_ConocoPhillips_08_MyLife_and_Career_live.png

Powerful federated search, clear IA, global and regional content, accessible region-specific sites, language support, and a responsive design that works on any device are only some of the features that make The Mark a truly superb intranet for ConocoPhillips' 35,000 employees and contractors worldwide.

BACKGROUND

The ConocoPhillips team was faced with a significant challenge when they began the intranet redesign project. There was growing sentiment across the organization that the existing intranet solution didn't meet the needs of the staff. The existing intranet solution had an outdated navigation, and had evolved into a series of disorganized and disparate sites with segregated content specific to each region.

"These sites did not provide the same level of quality and capability employees were used to in their personal/consumer lives," says Jennifer Hohman, Director, IT and Program Manager. "In a business where innovation and effective collaboration is critical to business success, the site needed to change to reflect our new company and the culture our leadership was encouraging."

The company had to rebuild the intranet. It had just gone through a corporate split that resulted in it becoming the largest exploration and production company in the world so the timing was perfect for developing a site that could better support all of its employees and contractors. "We formed a multifunctional team from across the business to determine how the intranet could best be redeveloped while keeping user experience in mind," says Cathy Cram, Manager, Strategic Issues and Initiatives.

The goal was to create a global site that could feature both corporate and local content and resources in a consistent manner. For an employee base that is culturally, geographically, and professionally diverse, the intranet needed to meet a wide range of needs, while being true to what users were already familiar with. "Employees were very familiar with where their favorite links and information were on the old site so we knew we would face challenges with a new interface and navigation," says Hohman.

Listening to Users

In order to determine what a desirable outcome should be, the team began the project with employee surveys, internal interviews and workshops. "As a result, we found that our colleagues wanted up to date content, quick links to information and tools, as well as a view into what was happening all around the globe. At the same time they wanted to see content that was most relevant to where they work and who they are," says Hohman.

Some wanted a modern and fresh look and feel, while others were fairly happy with the existing site. Overall, the impending change was seen as a great way to bring everyone together.

The resulting site, The Mark, is significantly different from the company's previous intranet. The old site had been organized primarily according to content owners and special interests, and the navigation was accomplished primarily through drop-down menus. The new site is organized into three intuitive pages that reflect what users are really looking for:

- **The big picture:** The ***Our Company*** page presents current information about the company: global and local news and announcements, information on strategic initiatives, performance metrics, upcoming events, and publications.
- **Work tools:** The ***My Work & Collaboration*** page provides resources and links to key information and tools that employees need to do their jobs, including:
 - Links to key global information and work-related tools such as documents, policies, and templates
 - Productivity tools, with links to helpful resources and software tips and tricks employees can use to get work done faster and more effectively
 - A one-stop shop for knowledge sharing networks and wiki sites
- **Personal info:** The ***My Life & Career*** page provides information to help employees enrich their careers and manage life events. It contains news, tools, HR resources, policies and procedures, training and career development information. There are also links to local activities such as clubs, sports teams and networks.

Each page also features a drop-down menu that contains additional information not found on each of the key pages. As expected, one of the team's challenges was to help users get familiar with the new site, and make them comfortable with finding what they need. This had been achieved in a number of ways including through training sessions, how-to videos, and having super-users ready to explain the new site to their functional teams.

Making sure users are both familiar and comfortable with the new site is an ongoing process whereby the team performs regular checks to gather user feedback and address challenges.

"We have done a number of surveys with our global colleagues and that feedback, combined with our analytics, are showing areas where we can tweak the site to make it more user friendly," says Hohman. "We have already updated the look and feel of each of the page titles in the top navigation bar to make them look more like tabs in an effort to encourage employees to engage with the key content and information on each of the three pages."

"We have also given employees a choice on how much movement they would like to see on the page," she says. "Some employees prefer the solution to be more alive and active with content that slides and scrolls, while others enjoy a more static appearance allowing information to settle and be more readily engaged with."

This is another way in which the design team is supporting the personal appeal of the intranet and is providing a more customizable intranet experience.

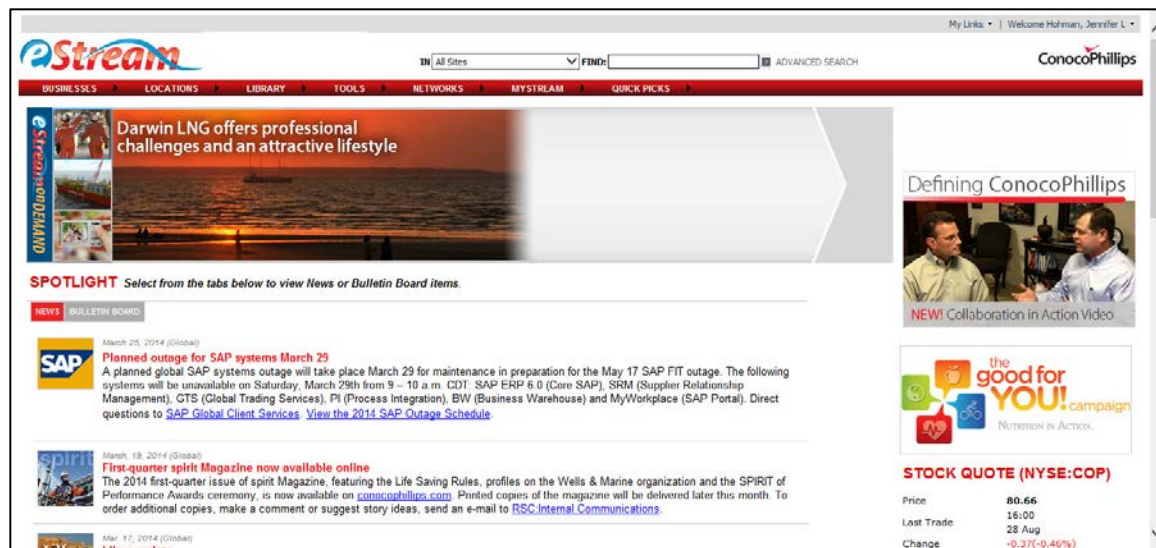


Image 29. ConocoPhillips Intranet: Corporate Homepage Prior to the Redesign. This shows the corporate homepage from the old version of the ConocoPhillips intranet. *29_ConocoPhillips_09_Corporate Site_Old eStream.jpg*

INTRANET TEAM



The ConocoPhillips intranet team: (left to right, top row) Kanwal Khipple, Cathy Cram, Kunaal Kapoor, Jennifer Hohman, Ray Scippa, (left to right, bottom row) Glen Chambers, Helenita Frounfelkner, Jennifer Clifford, and Juan Larios.

GOVERNANCE

The intranet is co-managed through a partnership between Corporate Communications, Human Resources and Information Technology, with the IT team coordinating the governance activities and supporting the site on a day-to-day basis.

The responsibilities pertaining to the site can be broken down into four areas, each of which is managed by one of three arms of the intranet management team. The diagram below shows how the areas of responsibility break down regarding content, functionality, and technology, as those areas are owned by Corporate Communications, Human Resources and Information Technology, respectively.

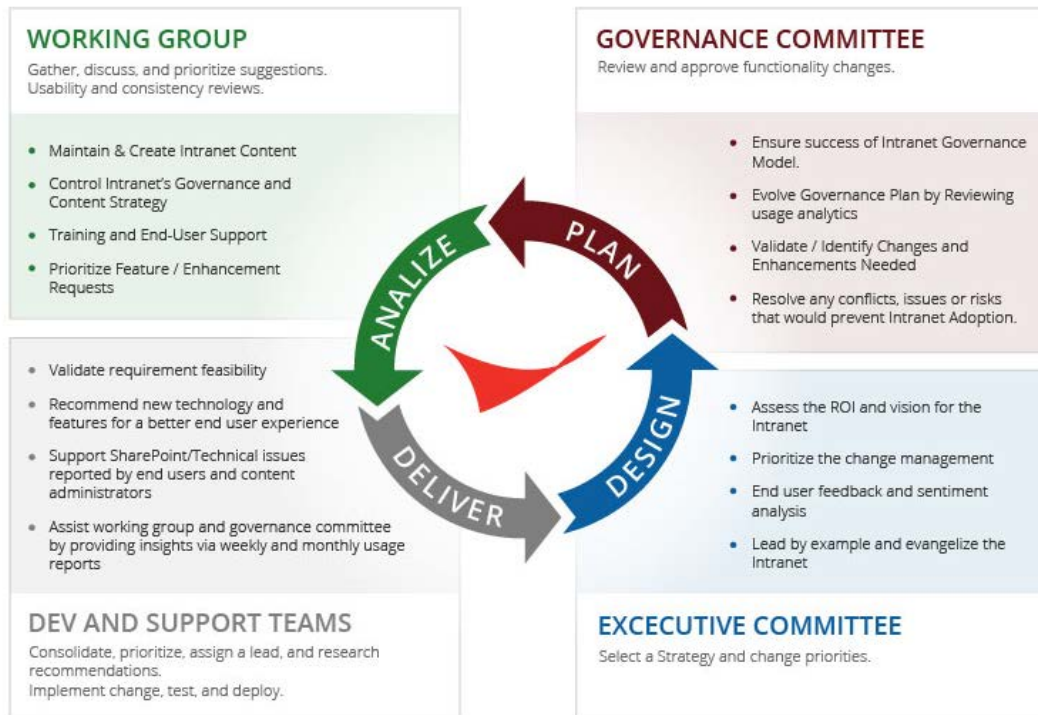


Image 30. ConocoPhillips: Intranet Management Team Structure. The intranet management works to continuously support and evolve the ConocoPhillips intranet. The responsibilities pertaining to the site are broken down into four main areas. The diagram shows how the areas of responsibility around content, functionality, and technology are owned by representatives from the Corporate Communications, Human Resources and Information Technology departments.

[30_ConocoPhillips_10_intranet_management_team_structure.jpg](#)

USERS

All 35,000 ConocoPhillips employees and contractors across the globe use the intranet. Employees cross a wide range of roles, from geoscientist, to engineer and technologist, to finance and business support positions.

SharePoint

Newsfeed

Documents

Sites

Lella Cooper

?

BROWSE

SHARE

FOLLOW

Type to search documents, people and networks

10°C

Ekofisk

56.80

+0.16 (+0.26%)

Last Trade: 6/6/13

Norway

Our Company

My Work & Collaboration

My Life & Career

Molly Dempsey

Newsfeed

About Me

Blog

Apps

Tasks

EDIT LINKS

SHARE WITH EVERYONE

Start a conversation

POST

FOLLOWING

EVERYONE

MENTIONS

KNOWLEDGE SHARING

John Smith

5 / 16 / 2013 11:27am

Maecenas sed diam eget risus varius blandit sit amet non magna. Duis mollis, est non commodo luctus, nisi erat porttitor ligula, eget lacinia odio sem nec elit.

See all 5 comments

Molly Dempsey

5 / 16 / 2013 11:27am

Maecenas sed diam eget risus varius blandit sit amet non magna. Duis mollis, est non commodo luctus, nisi erat porttitor ligula, eget lacinia odio sem nec elit.

Sam Hatcher

5 / 16 / 2013 11:27am

Cras mattis consectetur purus sit amet fermentum!!

Amy Perry

5 / 16 / 2013 11:27am

Praesent commodo cursus magna, vel scelerisque nisl consectetur et. Curabitur blandit tempus porttitor.

I'M FOLLOWING

20 PEOPLE

15 DOCUMENTS

3 SITES

5 TAGS

Trending #Tags

#EarlyCareer

#UniversalNOEs

#DrillingOps

#NewHire

#OnBoarding

Related People

Amy Perry

Human Resources

Business Unit

(202) 885-3408

Org Chart

QUICK REFERENCE

ConocoPhillips

GLOBAL

Organizational Announcements

Ethics HelpLine

Global Compliance & Ethics (GC&E)

Brand Resource Center

COP PowerPoint Templates

IT Service Desk

Org Charts

Phone Book

Global Security

English

NORWAY

iSite Livelink EMEA

Controlling documents (CDT)

Ekofisk weather forecast

Image 31. ConocoPhillips Intranet: Employee Profiles. The employee profile page on the ConocoPhillips intranet allows employees to provide more information on their skills and experience than can be found in the standard corporate org chart. *31_ConocoPhillips_11_Employee profile page_live.png*

90

INFO@NNGROUP.COM

ConocoPhillips

URL AND ACCESS

URL AND ACCESS	
Item	Status
URL	<ul style="list-style-type: none">themark.cop.net
Default Status	<ul style="list-style-type: none">The Mark is set as the default homepage for users, based on location, but they can change the default if desired.
Remote Access	<p>The Mark can be accessed via mobile devices in multiple ways, including:</p> <ul style="list-style-type: none">With a corporate device via VPN and a mobile iconUsing a Citrix client from any device

Figure 20. ConocoPhillips URL and Access Information

DESIGN PROCESS AND USABILITY WORK

Design Approach

The internal team initially conducted employee surveys, interviews, and workshops to determine what staff wanted and needed from the intranet. This research was supplemented and built upon by BrightStarr, an independent software integrator. The internal team lacked the SharePoint and UX expertise to accomplish the redesign on its own, therefore BrightStarr and Gimmel were brought in to help them achieve their goals for the new intranet.

BrightStarr conducted several Gamestorming¹ and UX workshops with internal teams, end users, and project sponsors to help refine the project vision:

- **Personas and empathy maps** helped the team to understand their users better, as well informed the personas that were used to determine site features and the user experience.
- **Content assessment and inventory** tools were used to catalog existing site content and determine what content needed to be ported over and what could be left behind.

¹ *A Gamestorming game may be thought of as an alternative to the standard business meeting. Most games involve three to 20 people and last from 15 minutes to an hour and a half. A game suspends some of the usual protocols of life and replaces them with a new set of rules for interaction. Games may require a few props such as sticky notes, poster paper, markers, random pictures from magazines, or thought provoking objects. Gamestorming skills include asking questions (opening, navigating, examining, experimenting, closing), structuring large diagrams, sketching ideas, fusing words and pictures into visual language, and most importantly, improvising to choose and lead a suitable game or invent a new one.

- **Heuristic analyses** were conducted on the company's existing intranet using eStream. This allowed the team to effectively evaluate the site against market best practices. This exercise provided keen insights into what features and functionality would best meet user needs and further support user adoption and engagement.
- **Wireframes and prototypes** were used to model and explore aspects of the design.
- **Employee surveys** were used as a mechanism through which employees could describe their motivations, goals, tech comfort levels, SharePoint familiarity, and pain points with the current intranet. Surveys also provided the perfect platform through which employees could voice their opinions and expectations.
- **Usability testing** with clickable prototypes was especially useful to help the team refine the navigation, search, and mobile experience.

TIMELINE

PROJECT TIMELINE	
Milestone Date	Milestone Description
Overall redesign timeframe: 18 months	
2001	<ul style="list-style-type: none"> • Previous corporate intranet eStream was launched
2009	<ul style="list-style-type: none"> • Last update of eStream
2012	<ul style="list-style-type: none"> • Decision to update the corporate intranet and initial project activities: <ul style="list-style-type: none"> ◦ Business case and requirements ◦ Request for proposal ◦ Vendor selection
August 2012–January 2013	<ul style="list-style-type: none"> • Planning and design for The Mark
January 2014	<ul style="list-style-type: none"> • Launch of The Mark
January–March 2014	<ul style="list-style-type: none"> • Launch of 27 business unit sites
January–June 2014	<ul style="list-style-type: none"> • Support, training, adoption enhancements, and additional features (release 2)
July–December 2014	<ul style="list-style-type: none"> • Mobile optimization

Figure 21. ConocoPhillips Project Timeline

CONTENT AND CONTENT CONTRIBUTORS

The site uses SharePoint 2013 as its CMS. This decision was reached based on the ability to integrate SharePoint with Microsoft Office applications, and because SharePoint met most of the requirements for the new intranet.

Approximately 32 authors located around the world are the principle content creators.

Corporate Internal Communications manages global content. Regional and business units in Internal Communications develop local content. And the Human Resources and Information Technology groups contribute to both. Global Communications, HR, and IT staff create daily news and information like feature stories and videos. Many other people contribute to specialized areas of the site, including calendar events, safety statistics, network groups, and knowledge sharing activities.

Workflow

All content is reviewed in accordance with the company's corporate approval process. This means that subject matter experts and senior leaders review all content relating to their group. The Director of Internal Communications reviews and approves all global content. Lead communicators review and approve local content.

The intranet team provides authors with written guidelines for each section of the site to ensure all of the global sites remain consistent. Also, a series of short tutorial videos help explain how to develop and post content.

There is no enforcement of the guidelines, per se, but monthly meetings ensure a consistent approach is being taken across the sites. The meetings also provide an opportunity for the intranet team to critique and make suggestions. Further, a governance committee meets regularly to review both technical and stylistic issues related to maintaining the sites effectiveness.

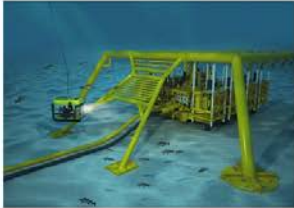
SharePoint
Newsfeed
Documents
Sites
Lelia Cooper
?

BROWSE
Type to search documents, people and networks
10°C Ekofisk
56.80 +0.16 (+0.26%) Last Trade: 6/6/13
Norway

Our Company
My Work & Collaboration
My Life & Career

Ekofisk 2/4 VB: First water in the ground

Posted on 5/16/2013 6:58 AM



The first water from the new subsea template Ekofisk 2/4 VB was injected into the Ekofisk reservoir on Thursday, 16 May – four months ahead of the plan submitted to Norwegian authorities.

"It is good to get the first of the Norway project deliveries in place ahead of plan," says project manager Bob Bartlett. The first water went in the ground Thursday at 9:40 am. A cautious start with about 2 500 barrels of water a day from one well, will gradually be increased to about 10,000 barrels in the first well."

"Now, it is pleasing to confirm that the systems are functioning according to the design and that it is operated as intended from Tananger. However, the project team cannot rest yet. Seven more wells have to be drilled and completed with intelligent well technology, so we just have to keep up the good work," Bob says with a smile.

Ekofisk 2/4 VB is a subsea template that will inject up to 100,000 barrels of water into the reservoir to provide pressure support. The water will be injected from eight wells and will be delivered from Eldfisk 2/7 E. Ekofisk 2/4 VB is operated from the Onshore Operations Centre (OOC) in Tananger with the same OOC staff that already operates the other subsea installation for water injection, Ekofisk 2/4 VA.

The wells are completed with so-called intelligent well technology. This means that there are up to eight zones in each well, with valves that can be individually opened and closed remotely from the OOC. "This is the first time, both on Ekofisk and in ConocoPhillips, that we are able to control the zones from an onshore location," says acting onshore OIM, Jone Johansen with pride.


The accomplishment of the first water is achieved as a result of the work from Norway Capital Projects, the subsurface department, drilling and operations both offshore and onshore.

Like this article

Post a Comment


Type your comment here...

POST




John Smith 5/16/2013 11:27am

Maecenas sed diam eget risus varius blandit sit amet non magna. Duis mollis, est non commodo luctus, nisi erat porttitor ligula, eget lacinia odio sem nec elit. Fusce dapibus, tellus ac cursus commodo, tortor mauris condimentum nibh, ut fermentum massa justo sit amet risus. Vivamus sagittis lacus vel augue laoreet rutrum faucibus dolor auctor.



Sam Hatcher 5/16/2013 11:27am


Cras mattis consectetur purus sit amet fermentum. Maecenas sed diam eget risus varius blandit sit amet non magna. Donec id elit non mi porta gravida at eget metus. Curabitur blandit tempus porttitor. Aenean lacinia bibendum nulla sed consectetur.



Amy Perry 5/16/2013 11:27am

Praesent commodo cursus magna, vel scelerisque nisl consectetur et. Curabitur blandit tempus porttitor. Nullam id dolor id nibh ultricies vehicula ut id elit. Fusce dapibus, tellus ac cursus commodo, tortor mauris condimentum nibh, ut fermentum massa justo sit amet risus.

Related People



Amy Perry
Human Resources
Business Unit
(202) 885-2408
[Org Chart](#)

Project Asset Management

Latest Updated 12/24/2012
by Genevieve Nicole

Project Asset Management

Latest Updated 12/24/2012
by Genevieve Nicole

QUICK REFERENCE

GLOBAL

- Organizational Announcements
- Ethics Helpline
- Global Compliance & Ethics (GC&E)
- Brand Resource Center
- COP PowerPoint Templates

NORWAY

- IT Service Desk
- Org Charts
- Phone Book
- Global Security

ConocoPhillips

- Site Liveline EMEA
- Controlling documents (CDT)
- Ekofisk weather forecast

Image 32. ConocoPhillips Intranet: A Typical News Post. This is a typical page for content such as news articles and blogs. Content published on this page goes through an approval workflow by the Internal Communications team. They proofread content several times before it is made visible. The Communication team also leverages scheduling and expiry controls to manage in advance when content is published and archived. Once articles are published, readers can use social features to leave comments, follow, and “like” the article(s). The concept is applied to all news articles, events, publications, videos and more. *32_ConocoPhillips_12_Content_Page_live.png*

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and OS	<ul style="list-style-type: none"> • VMWare VSphere 5.0 • Windows Server 2008 R2 Enterprise
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> • ServiceNow and Team Foundation Services
Design Tools	<ul style="list-style-type: none"> • Axure
Site Building Tools	<ul style="list-style-type: none"> • Visual Studio.net
Content Management Tools	<ul style="list-style-type: none"> • SharePoint 2013
Search	<ul style="list-style-type: none"> • SharePoint 2013
Other Functions	<ul style="list-style-type: none"> • AquireMedia stock services, Weather Underground • Solidify for clickable prototypes

Figure 22. ConocoPhillips Intranet Technology

MOBILE

The “mobile user” was included as a targeted persona during the design phase, and the Mark was designed and built for mobile access and use. The mobile experience is achieved through a responsive design, allowing content to adapt its shape and layout to different screen sizes. Employees can access the intranet using authorized phone and tablet devices, thereby improving the overall experience for mobile users.

SEARCH

Search is a critical part of The Mark and plays a vital role in the overall user experience as well. The average user at ConocoPhillips is quite familiar with using the primary search bar in the header of the site, and also with leveraging the filters and refiners on the search results page to reach desired content more quickly and easily.

This search functionality is built on SharePoint 2013’s native search capabilities. Search results are refined by a pre-defined taxonomy that drives all content.

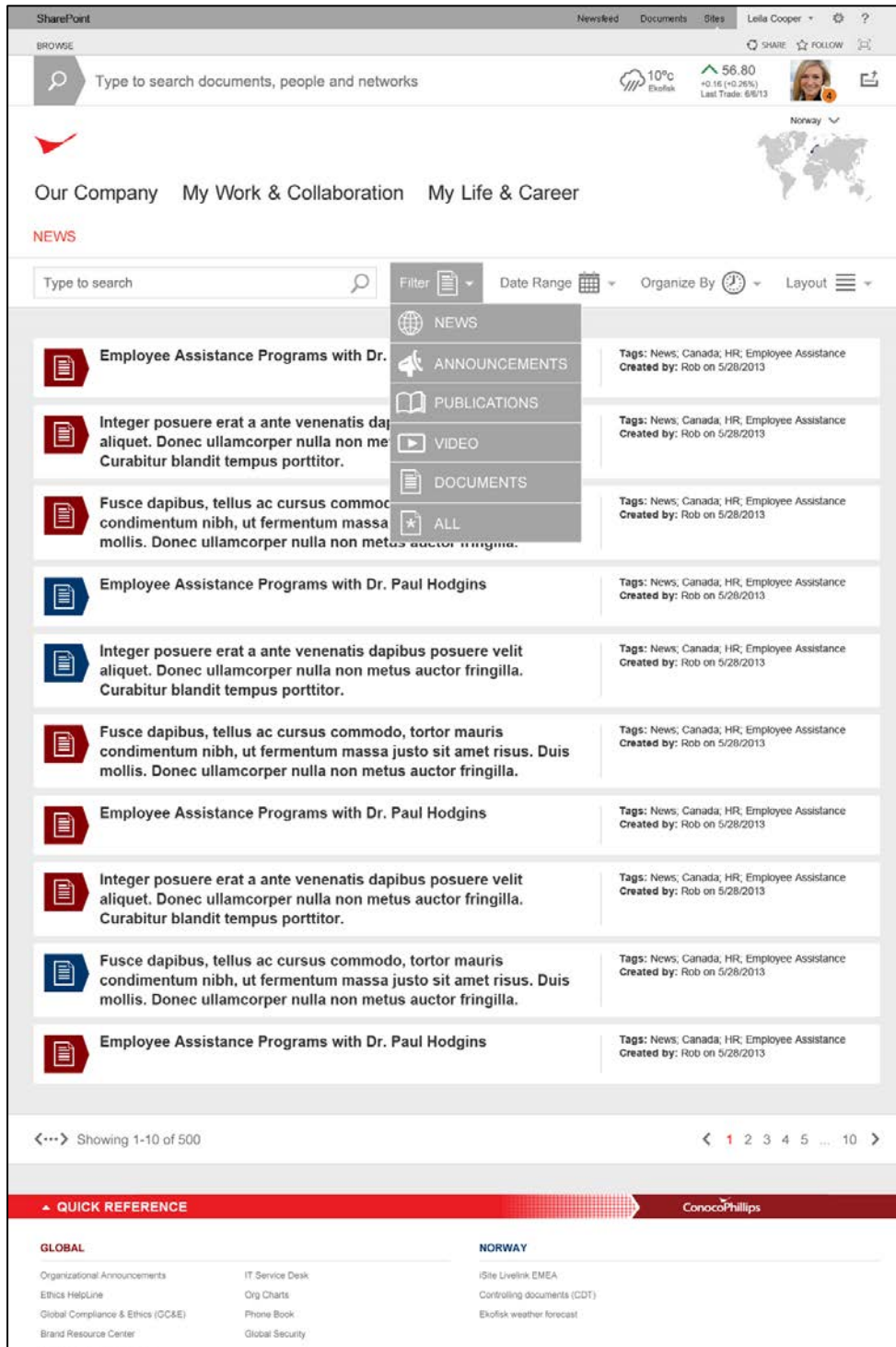


Image 33. ConocoPhillips Intranet: Search Filtering Capabilities. A typical search results page shows how users can filter categorized content further by date, relevance, and other metadata types. Icons and color-coding make it easier for users to find the right information quickly and easily.
[33_ConocoPhillips_13_Search_Filters_version1.png](#)

RESULTS AND ROI

Though the company is not quantifying ROI in concrete numbers, the site's biggest achievement is successfully bringing together 20 different sites into one cohesive look, thereby unifying the company culture and community in a single digital location.

Three weeks after launch, a satisfaction survey revealed that 84% of employees considered the content on The Mark relevant to them. Since then, the site continues to be an innovative platform for helping employees to connect with colleagues, share content, and collaborate in new ways.

The team will continue to gauge intranet usage by monitoring interaction with content, conducting surveys, and collecting employee feedback.

LESSONS LEARNED

ConocoPhillips team members share a few of their lessons learned:

- **Have a change management plan.** "Make sure you have a great organizational change management plan. Over-socialize the objectives and the conceptual and detailed design throughout the project with a large audience who will then become your evangelists.
"This was very important for an organization of our size and with end users of various levels of comfort with web-based platforms. We needed a robust change management process to bring content, users and applications in from previous versions of the intranet. With so much content and so many people to support our objective was to ensure all end users knew about the changes to the intranet we were working on and also to make sure we had a training and support plan aligned to this as well."
- **Adoption is never guaranteed.** "No matter how many surveys and interviews you do to find out what people think they want, adoption and usage is never guaranteed.
"Great research is a good start, but managing expectations during and post deployment, and support and adoption strategies like launch campaigns, helped us ensure adoption. But also analytics and monitoring of the intranet allowed us to continuously improve the site and ensure we were getting the adoption desired."
- **Crowdsource to generate ideas.** "Always socialize design concepts and ideas throughout the process. A little crowdsourcing never hurts!
"There were several great ideas generated during design expos and prototyping activities done during the usability testing phase of the design process for the intranet redesign."

Klick Health

Using the intranet: Klick Health is the world's largest independent digital health agency. It is laser-focused on creating solutions that engage and educate about life-saving treatments. The company helps inform and empower patients to manage their health and play a central role in their own care. Every solution the company crafts hinges on in-house expertise across the digital universe: strategy, creative, analytics, instructional design, user experience, relationship marketing, social, and mobile.

Headquarters: Toronto, Canada

Number of employees the intranet supports: Over 400

Company locations: Headquartered in Toronto, with teams in Chicago, New Jersey, New York, North Carolina, Philadelphia, and San Francisco

Annual sales: \$100 million

Design team: The core team is comprised of eight dedicated full-time employees, however anyone at Klick has the ability to contribute to Genome.

In-House: Aaron Goldstein, COO; Benjamin Nadler, Senior Director, Internal Operations; Andrew Woronowicz, Director of Business Process & Systems; D'Arcy Rittich, Chief Technical Strategist; Rey Crisóstomo, Technical Architect; Rob Brander, Senior Application Developer; Alex Chesser, Genome Developer; Alexey Davydov, Senior Application Developer

SUMMARY

Genome, the intranet for Klick Health, is far more than a way to read news. The intranet is integral to each employee's everyday activities, providing a wealth of tracking and management tools that help employees get their work done, while allowing the company to collect and use work data to drive decisions and track successes.

The intranet is a custom-built, in-house system supporting the organization's business goals. It started as a task management system for tracking progress and communication around tasks and grew into a suite of tools that support Klick Health's business functions. This is a natural fit for an organization that prides itself on data-driven solutions.

The homepage gives a brief introduction to the site, highlights news items and recent social activity, and provides quick access to project and ticket information. Clicking on a plus sign in any item reveals more information. The items become greyed out after the user has clicked on the corresponding news item. (Nothing happens when users hover over them.) The color change is used as a means of highlighting new, unseen items. The most recent items are displayed on the homepage. Each news item has an expiry date, after which it is automatically removed from the homepage. If users click *close news* their *Ticket Homepage* appears instead.

The homepage has a clean and minimal design. Interior pages focus on content and functionality with minimal visual distraction. The site maintains a clean and unified appearance with plenty of white space balanced with a bright palette of colors to highlight key areas, draw attention, or indicate status.

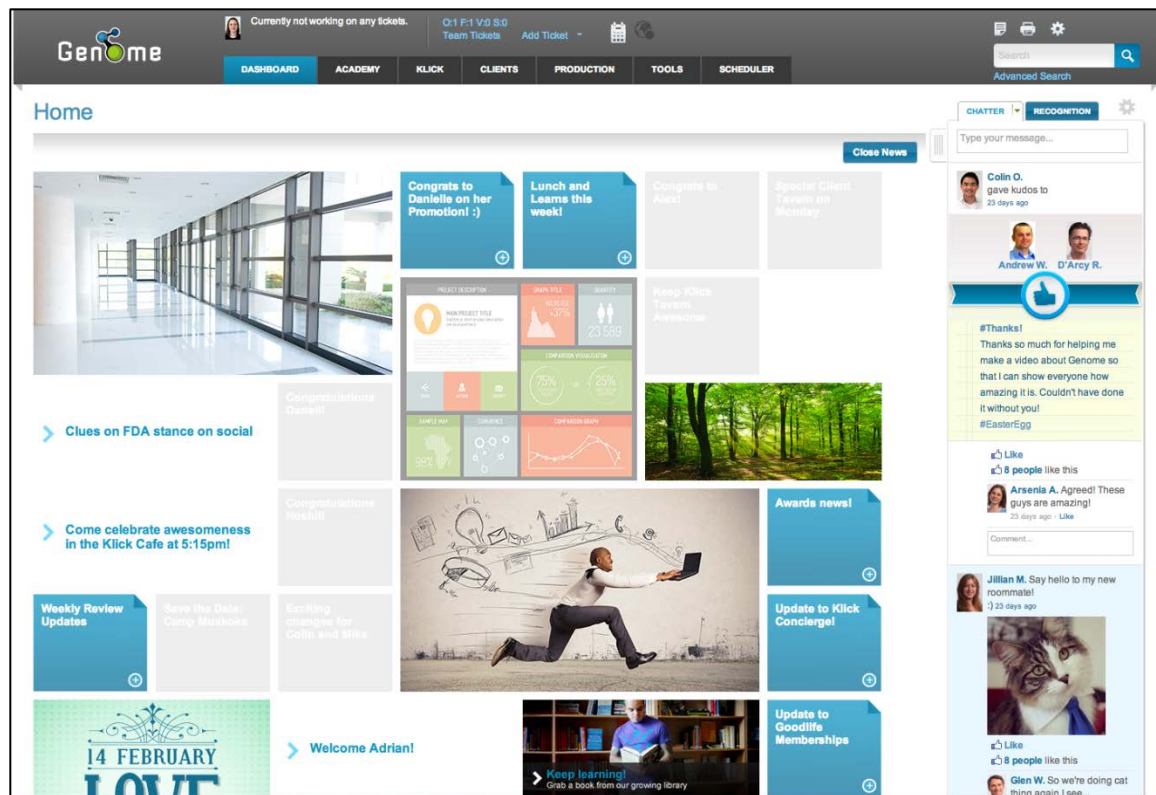


Image 34. Klick Health Intranet: Homepage. The homepage of the Klick intranet, Genome, highlights a few news items, the latest social activity, and gives users access to project information (center of page) and tickets (top of page). *34_Klick_Health_01_Genome_Homepage_and_Chatter_live.png*

The core of the intranet, the ticket page, remains the most used page. Tasks that need to be completed are summarized in a ticket and assigned to an employee. Each ticket appears on its own page, where employees can add sub-tasks as needed and assign tasks to members of the project team.

A list of employees associated with the project or task appears on the left side of the page, together with images of each employee. In the center of the page, beneath the task summary and any sub-tasks that may exist, is a chat or comment window that allows team members to add notes or have discussions around the task.

This alone would be helpful, but the site goes one step further. Anyone else currently viewing the ticket is shown as *Currently in Chat* to the right of the chat window. This allows colleagues to contact each other instantly to ask a question, clarify an issue, or discuss a solution. Any chat or comment associated with a task is summarized and stored with it. Employees can also track their time by clicking the *Start tracking time to this ticket* button.

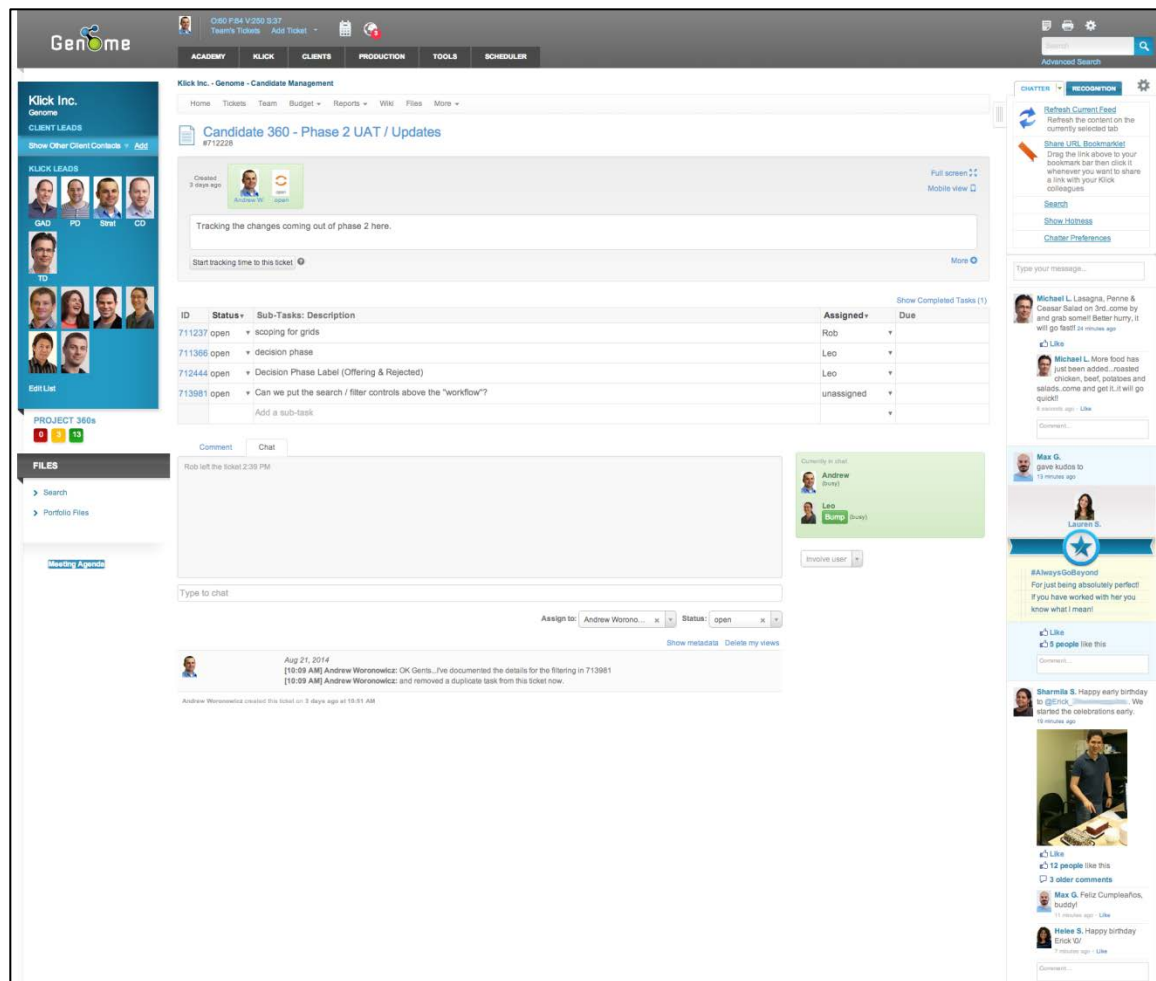


Image 35. Klick Health Intranet: Ticket Tracking. Ticket tracking is at the core of Klick's intranet. *Tickets* allow employees to track their activities and progress. Chat and commenting functionality keeps all conversation surrounding an activity in a single location.
35_Klick_Health_02_GenomeTicket5_live.png

A unique feature of the site is a weekly review system called *Project 360*. This system asks team members to provide a "gut feel" about how a project is going. This allows employees to voice concerns early, before they grow into larger issues. Other team members can then weigh in to determine if the issue is surmountable or if it has the potential for larger ramifications, such as derailing a project, blowing a budget, or extending a deadline. This tool acts as an early warning system if things are starting to go wrong.

Rather than being a tool where employees may be hesitant to voice a concern, the tool brings what may be minor concerns to the foreground, ensuring the team is aware of the issue and moving toward a solution. This helps eliminate smaller, avoidable issues that could grow into insurmountable obstacles if left untended. The organization has a sense of shared accountability for projects, and as such, employees are comfortable voicing concerns early.

Team members can easily provide feedback about a project. They can indicate if they think the project is going as planned, has problems, is exceptional, and so forth. Feedback is given via an easy two-step process: first the user selects the *gut feel* and then provides a brief comment or concern regarding it. When the user clicks *Save and go to next step*, notifications are automatically sent to team members (for every status except *green*). At the same time, project homepages are automatically updated so everyone can see the most recent status and comments. For the user giving feedback, “*next step*” refers to any other projects the user may have to review. The system leads them through all projects until they are done for the week.

The screenshot displays the 'Project 360' interface within the Klick Health Intranet. At the top, there's a navigation bar with tabs for Dashboard, Academy, Klick, Clients, Production, Tools, and Scheduler. The main header shows 'Client 360', 'Project 360', and 'Your Goals'. The project title is 'Project 1 of 1: Relyant - Consumer Marketing - Q4 Mobile Campaign (Active Production)'. Below the title, there's a 'Gut Feel' section with four buttons: Green, Yellow, Red, and Awesome! Each button has a corresponding description of the project's status. For example, 'Green' means 'Everything is going as planned. Nothing to be concerned about'. Below the 'Gut Feel' section is a comment box where users can add their comments or concerns. The 'Additional Information' section shows a list of comments from team members, including Karen Lui, Adrian Griggs, and Armando Narvaez. On the right side, there's a 'Financial Health' section with a progress bar for 'Original Estimate: \$44,000.00' and 'Forecast: \$47,270.20'. Below this is a 'Burn Rate' table showing hours and costs over 7, 30, and 179 days.

Days	Hours	Cost
7 days	0 hrs	\$0.00
30 days	18 hrs	\$3,171.80
Remaining	179 hrs	\$28,640.00

Image 36. Klick Health Intranet: Project 360. Project 360 is a tool on the Klick intranet that allows employees to give “gut feel” feedback about a project’s progress. This weekly check allows team members to flag potential issues early, and gives colleagues a chance to address, acknowledge, or discuss any concerns. [36_Klick_Health_03_Project360_live.png](#)

Encouraged by the success of their other tools to track progress and flag issues, the team moved into building a tool to assist with hiring. *Candidate 360* strives to turn hiring into a predictable, repeatable, data-driven process. The team started by creating an ideal persona to fill every role at the company. The persona was based on the skills and personality types of employees who excel at the company and those who typically do not. This resulted in two lists: one of success characteristics and one of potential issues.

The tool helps the company manage the hiring workflow, collecting and applying data at each step along the way. Candidates are tagged with the positions for which they are being considered. Genome detects calendar entries for interviews and sends an information pack to interviewers in advance. The information includes details about

the given candidate and a list of criteria to use in their evaluation. Interviewers also receive a summary of the candidate's evaluation, including comments from all interviewers.

Post-interview, each person adds comments, reviewing the candidate based on the list of criteria. This can be done via desktop or mobile. Genome automatically sends a reminder to interviewers to complete the survey.

Automating the system allows the company to learn more about what makes a successful hire, as well as fine-tune the hiring system. Hiring can be more systematic, collecting feedback about candidates and helping determine what makes someone a good fit for Klick. The system even helps identify which employees are good at interviewing and assessing candidates.

Candidate information is summarized at the top of the page and includes a cover letter, URL, or resume, as appropriate. The system can include test results and interview responses, a "scorecard" for applicants, and a list of potential issues (called "Watch Outs"). Discussion and comments can be added just as they can in the task management tool.

Currently not working on any tickets.

02 P3 V3 S0 Team Tickets Add Ticket

ACADEMY
CLICK
CLIENTS
PRODUCTION
TOOLS
SCHEDULER

Candidate 360

Add Employee Referral

Add recruiter

Talent Scout

Add Talent Advocate

Add Klick Ambassador

By Job Type Category

Screening: 2

Interviewing: 3

Offering: 2

Openings: 2

For this Job Type

Screening: 2

Interviewing: 3

Offering: 2

Openings: 2

Screening

Interviewing

Decision

Candidate: Jane Doe

#704956

CANDIDATE 360 data

Full screen

Status: Interviewing

First Name: Jane

Last Name: Doe

Email: jdoe@gmail.com

Phone: 047-123-4567

Current Employer: _____

Roles:

★ Group Account Director

add a role...

URLs / Resume / Cover Letter:

Upload file

Add URL

Add Test Results

Add Interview Survey

Request Employee Endorsement

Make Hiring Decision

Group Account Director

Scorecard for role "Group Account Director"

Contains results from old scoring system

Dimension

Score

Details

EXPERIENCE & PROFICIENCIES

★★★★☆

See details...

ACTION ORIENTATION

★★★★☆

See details...

OPEN & CONFIDENT

★★★★☆

See details...

HISTORY OF SOUND JUDGMENT

★★★★☆

See details...

NATURAL TEAM BUILDER

★★★★☆

See details...

AGILE / ADAPTABLE

★★★★☆

See details...

INTUITIVE

★★★★☆

See details...

CURIOUS & ENGAGED

★★★★☆

See details...

LOVEABLE

★★★★☆

See details...

Watch Outs

No flags have been raised

Test Results

There are no test results

Test

Score

Details

Who would hire this person

Need more interviews

ID

Status

Sub-Tasks: Description

Assigned

Due

12

▼

Collect candidate endorsement from John Smith

John Smith

Add a sub-task

Comment

Chat

Post

Assign to: Robb

Currently in chat

Involvement in ticket

Bump

Bump

Send GTalk

Bump

Send GTalk

Involvement user

Image 37. Klick Health Intranet: *Candidate 360*. The *Candidate 360* tool combines all information about hiring a candidate into one place. The system aids and guides the hiring process and tracks all feedback about candidates. *37_Klick_Health_04_Candidate 360_Anonym_live.png*

Klick Academy is the company's knowledge management platform that resides in Genome and serves as an important training tool with more than 1,000 video courses. Within *Klick Academy*, *Klick Talks* allow an employee to ask any question and get a video response within days. It may seem daunting to provide this type of turnaround for a video response, but the fact that the response is on video is actually a factor in how quickly the question can be answered.

First, an employee asks a question within *Klick Academy*. Then someone on the content team finds a subject matter expert in the company to answer the question, walks to the subject matter expert's desk with an iPhone in hand, and records the expert's response. The video is quickly uploaded from phone to intranet for all to view. That's it.

The process makes sharing knowledge simple and easy for those asking and answering questions and is minimally labor-intensive on the content team's side. Rather than compose an email or write an official site tutorial, experts simply answer the question in a casual way. Expert knowledge is quickly recorded and made available in an easy-to-consume format. The success is seen in the number of talks, which has rapidly grown to 740 videos and counting. This simple approach lowers the barrier for experts to share their knowledge, as well as for employees to seek it out.

Users can browse the *Klick Talks* videos with the newest and most popular highlighted. The featured expert is shown, along with the topic and length of the video response. Employees can also submit a question via a simple form that guides users along by saying, "Do you have a question? Can't find the answer you're looking for? Submit your question here to have it answered within days!"

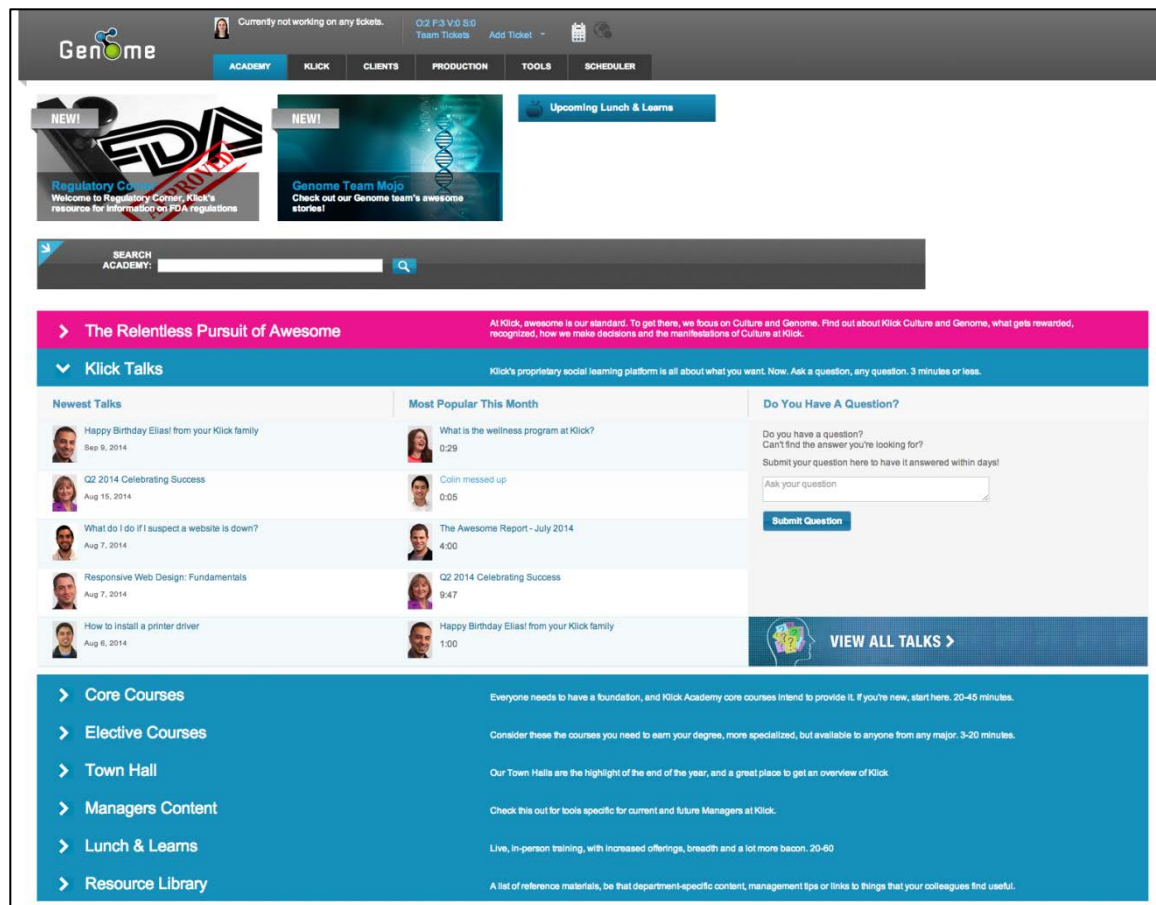


Image 38. Klick Health Intranet: *Klick Talks*. The *Klick Talks* feature on the Klick intranet is a knowledge base of in-house, topic-expert video responses to employee questions. Any employee can ask a question, then a content team member will find an in-house topic expert, record the expert responding to the question, and upload the video to *Klick Talks* for all to view (and comment on or discuss). *38_Klick_Health_05_Klick Talks_live.png*

The most successful tools are often the simplest. Genome allows employees to easily send “kudos” — recognition for work well done — to peers via their social networking tool, *Chatter*. Employees need only enter a name, message, and select a badge to represent their gratitude. Between sending kudos and liking (or commenting on) a sent message, *Chatter* has an average of 513 acts of employee recognition every day, a sure testament to how popular and easy to use this tool is.

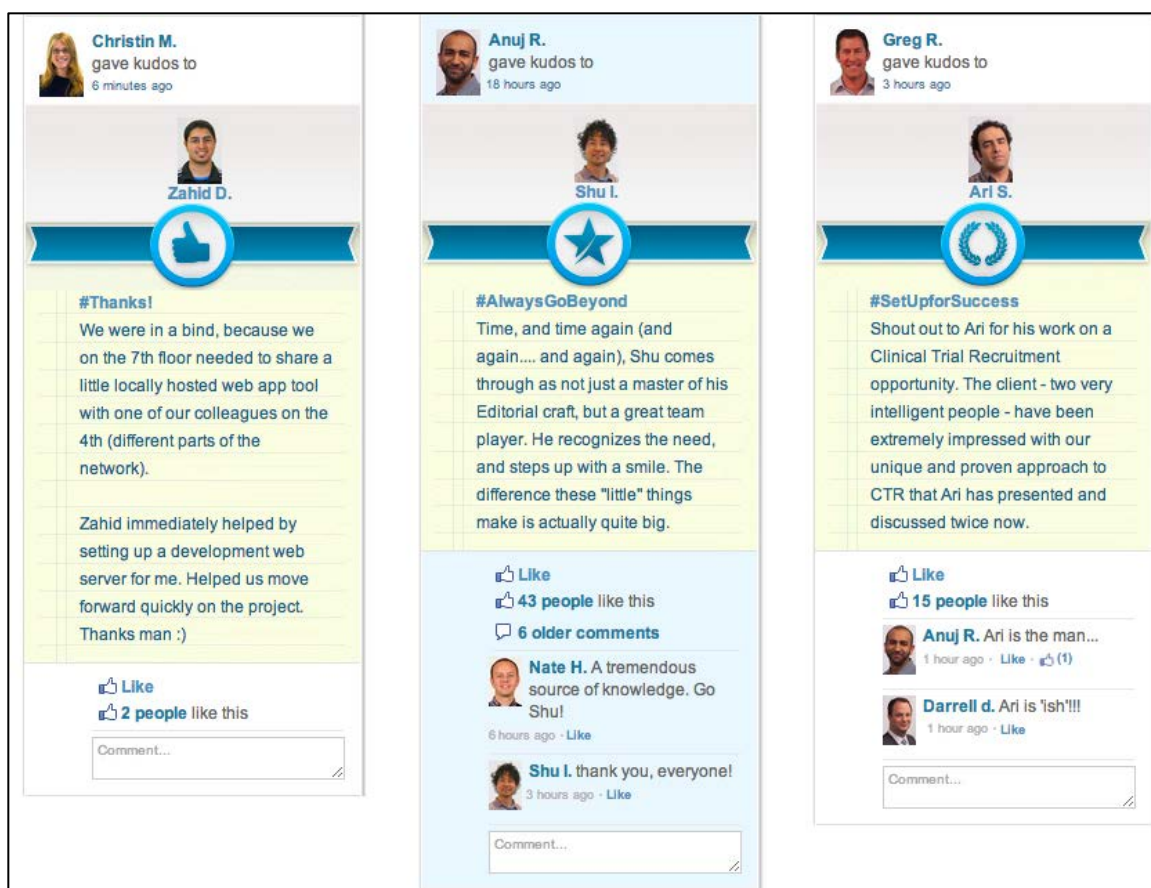


Image 39. Klick Health Intranet: Chatter. The Chatter tool makes it easy for employees to recognize one another for work well done. Employees can send public thanks to colleagues for reliability, dependability, or going above and beyond. The tool encourages use by its simplicity, thus helping to spread positive thoughts around the organization. Kudos that employees receive are displayed on their profile pages. [39_Klick Health_06_Kudos_live.png](#)

Klick uses the information it gathers to encourage philanthropy within the organization. The company rewards its employees with credits to donate (or “Klick it Forward”) to the charity of their choice. For example, many employees buy malaria nets in Africa, fund microfinance loans around the world, donate livestock to Sub-Saharan Africa, or provide toys and art supplies to patients in a local children’s hospital.

The *Klick it Forward* tool summarizes available options for employees by using a picture to illustrate the donation, listing the dollar amount associated with each type of contribution, briefly describing the donation and why it is important, and indicating if the company will match the donation. For example, a donation of \$75 to provide a goat to a family is matched six times over, for a total contribution of \$525.

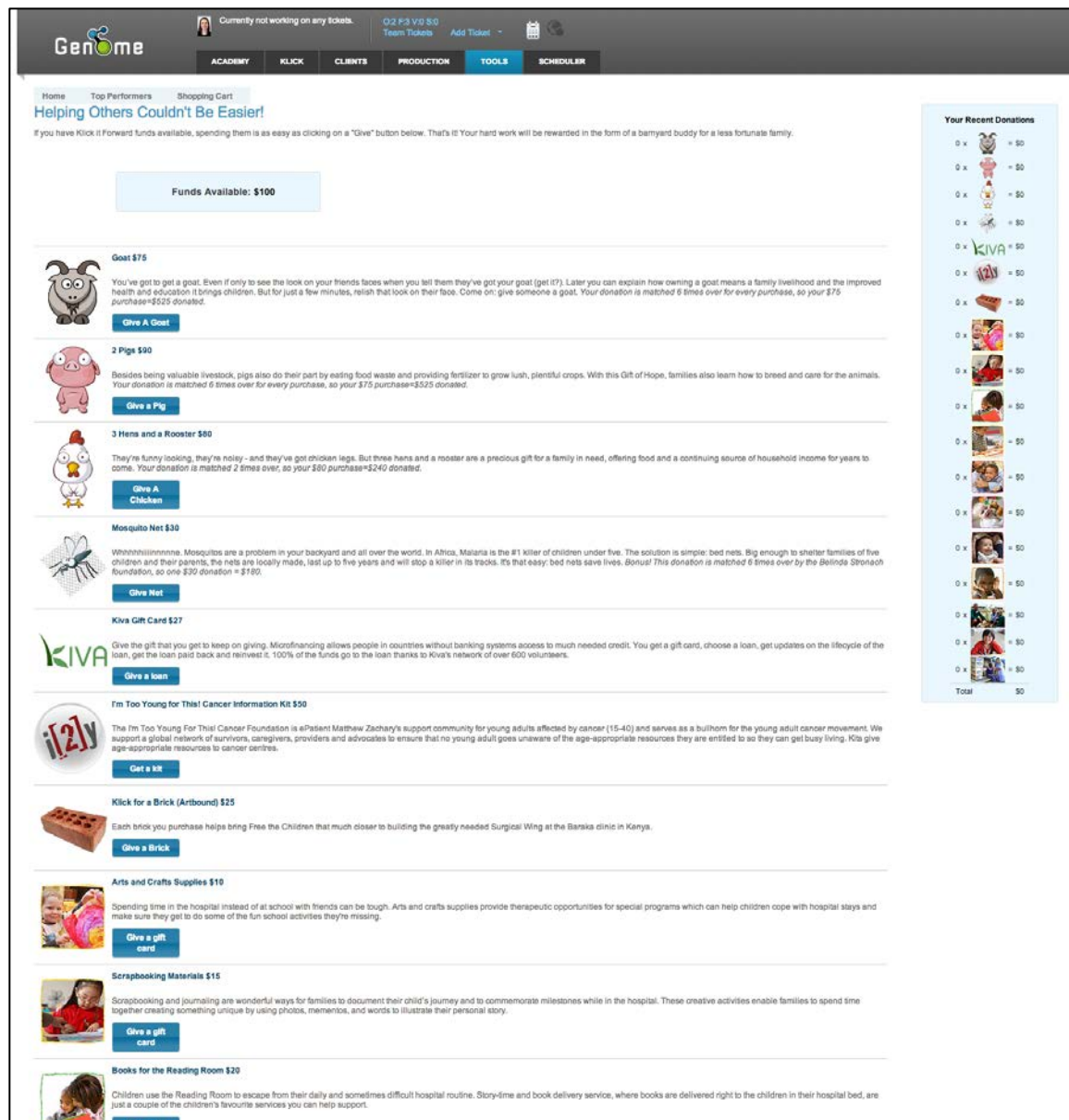


Image 40. Klick Health Intranet: *Klick it Forward*. The *Klick it Forward* page summarizes available charity options that employees can donate to, including any funds the company will match. *40_Klick Health_07a_Klick it Forward.png* and *40_Klick Health_07b_Klick it Forward_CROPPED.png*

The team never stops thinking about how the site and company can improve. Genome offers a wealth of tools to employees, which results in a treasure trove of data. The team is constantly thinking about the data in new and meaningful ways. For instance, by combining data about employees from the business travel database with what's known about them from project management tools, the team created *In-Flight Reading*. This tool is a "data by-product" that recognizes when employees are traveling to a client and emails them an updated project dossier summarizing all major items, change comments, and other useful information.

Iterative designs lead to continual improvements in the Genome user experience. The team has created a solid work system that continues to evolve, making the most of the wealth of data collected in order to streamline and enhance employee workflows and experiences.

BACKGROUND

Killing Email

The impetus for creating Genome stemmed from a deep hatred of email. “Not only is email a marginal improvement to the traditional office memo, but it is also the ultimate tool to let other people re-prioritize your day for you,” says Leerom Segal, Klick Health’s co-founder and CEO. “That said, we didn’t just want to get rid of email and replace it with another product, or suite of products. We wanted to create a centralized set of task-tailored tools, to allow for big picture oversight of all the moving parts across the organization.”

So the only solution was to build a custom, in-house intranet system that would address *all* of the company’s business requirements in one place.

Genome began as a task management system, aimed at capturing the entire communication stream around each task, providing clear accountability for each and every task and delivering high-level reporting on all of the moving parts. It then evolved into a full-featured project management system when the team added the company’s suite of custom-built financial tools. The addition of these tools created a direct link between a client contract, work orders defining the number of estimated labor hours, up-to-the-minute spending against every one of those hours, and invoices based on specific project milestones. With these additions, Genome was a huge leap forward in terms of project management capabilities for the company.

“These tools opened new doors with respect to measuring and monitoring the financial success of projects and allowed us to easily and expediently detect if and when projects were at risk — even early in their lifecycle,” says Andrew Woronowicz, Director of Business Process & Systems. “So we could investigate and resolve any issues before they became major obstacles.”

The next phase of Genome’s lifecycle focused on a weekly review system that asked all team members involved on a project to provide a simple “gut feel” about how a project was going. These weekly reviews, ultimately named “Project 360s,” ensure that all team members have a platform to voice their concerns, where the entire conversation surrounding a project is woven into a single, cohesive story that’s understood by everyone on the team. Capturing these conversations in plain sight of project team members means that potential problems can be intercepted before they became critical.

“This simple social engineering has enabled us to build lightweight feedback loops that provide an excellent early-warning system,” says Woronowicz.

The next additions to Genome also made a huge splash. Adding the social tool, *Chatter*, to the site in 2014 bridged the gap between company growth and its ability to maintain close connections among co-workers.

“As an organization, we had been growing at such an incredible pace that we were faced with the challenge of how to maintain our close-knit community. With *Chatter*, we became small and intimate again,” says Woronowicz. “We essentially felt like a start-up all over again.”

The most recent addition to the Genome arsenal of tools is *Candidate 360* (rolled out in July 2014), which gives the organization a data-driven approach for managing the end-to-end lifecycle of the hiring process.

All these individual features of the Genome platform add up to a holistic system that not only kills email (the original mission), but returns value far above the sum of its parts.

“Without a doubt, Genome has become part of Klick’s DNA, providing our people with a personalized, simplified, and enhanced work experience — every step of the way,” says Segal.

Genome

HOME KLICK TOOLS SALES PRODUCTION SCHEDULES REPORTS

Melanie Smith: My Tickets 0:20 F:79 V:133 S:1 | Team's Tickets | Add Ticket

Home

Name	Billed Pct	Int Hourly Pct	Ext Hourly Rate	Ext Value Created	Client Sat	P360 Adherence	Red tickets
Andrew Melnico						80%	
Jeff Postilino	10%	80%	\$XXX.XX	\$XXXX.XX		90%	
Andrew's Team	20%	90%	\$XXX.XX	\$XXXX.XX		65%	
Target	100%	100%			4.2		

View detail in timeframe: 90 days compare to: -- none -- GO

Hours Tracked Project 360

Klick News (1) Open Tickets (20) Open Tickets From Me (79) Tickets to Verify (133) Subscribed Tickets (1)

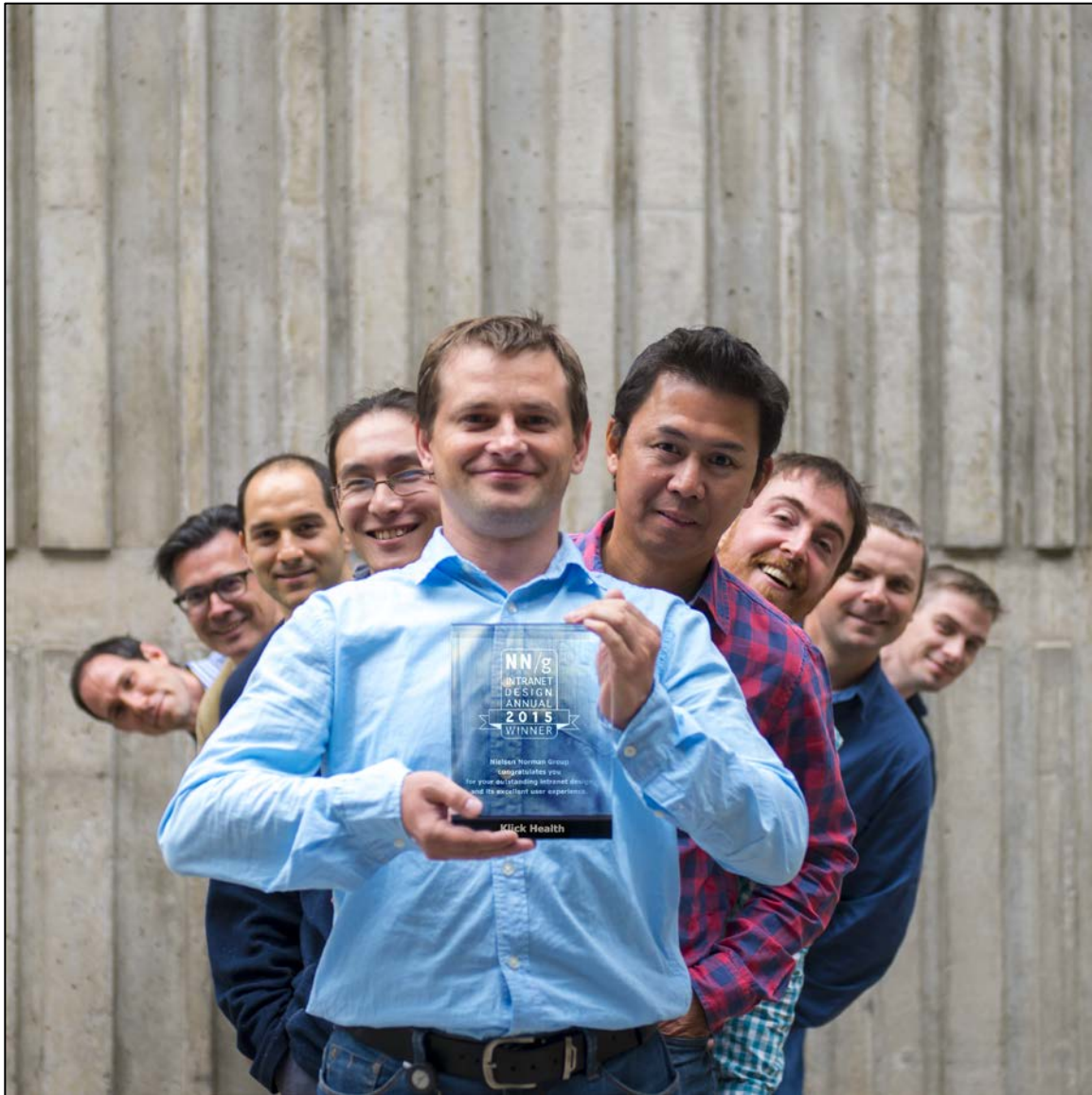
Title	Creator	Posted
Important Reminder - Performance Appraisals	Jeff Combs	Jun 19, 2012
Introducing: Who is... Klick Talks	Terry Eaton	Jun 18, 2012
New Boardrooms & Theme	Sam Rogers	Jun 18, 2012
Wi-Fi Password Changed	Jeff Daniels	Jun 18, 2012
If you donate books...	Ricky Ho	Jun 18, 2012
Lunch & Learn: Microsoft Visual Studio & MSBuild	Philip Franz	Jun 15, 2012
New process for handling Contracts	Mikko Koupio	Jun 14, 2012
IMPORTANT: We need your help!	Chet Andrews	Jun 13, 2012
Two-Step Authentication	Sandra Baker	Jun 11, 2012
Wednesday video games cancelled this week...	Jessica Vorheese	Jun 11, 2012

NEWS ARCHIVES POST

The Klick News tab is opened by default because you have unread news items. After reading your news items, your open tickets will be the default tab.

Image 41. Klick Health Intranet: 2012 Homepage. The Genome homepage from 2012. *41_Klick_Health_08_OldSiteHome_2012Genome.png*

INTRANET TEAM



Klick team members (left to right): Aaron Goldstein, D'Arcy Rittich, Benjamin Nadler, Leo Horie, Alexey Davydov, Rey Crisóstomo, Alex Chesser, Andrew Woronowicz, and Rob Brander.

GOVERNANCE

Ownership

Klick's COO Aaron Goldstein is the person who originally conceived of the idea for Genome. Over the years, his Genome team has grown into an eight-person, in-house department, responsible for the ongoing development and execution of the platform. In addition to this core Genome team, many other Klick employees, including members of other technical and creative teams, contribute to evolving the system in

their downtime. The tools and access to Genome have been built in a way that allows people beyond the core team to quickly build applications, while the core team maintains control over privacy, security, and data integrity.

“Having the ultimate ownership rest with the COO is critical to our success,” says Woronowicz. “It ensures that Genome is being directed with the entire organization in mind and not focused on the objectives of one particular division.”

The fact that Genome now serves the objectives of the entire organization is easily illustrated by asking employees from different parts of the organization how Genome affects their daily tasks. Production teams say that tickets clearly identify tasks and accountability, while project management people cite estimation, time-tracking, and reconciliation tools. Likewise, client services will point to their client management toolset, complete with project, portfolio, client-level metrics and forecasts, and so on. Genome makes everyone feel like they have a piece of the pie.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Senior Director, Internal Operations	<ul style="list-style-type: none"> • Oversee Genome team • Serve as liaison between internal teams and Genome requirements • Drive the vision, specifications, and ultimate delivery of Genome updates
Director, Business Process & Systems	<ul style="list-style-type: none"> • Coordinate internal team needs and Genome requirements • Drive the vision, specifications and ultimate delivery of Genome updates
Chief Technical Strategist	<ul style="list-style-type: none"> • Oversee technical team and manage vision for overall Genome architecture and direction
Technical Architect	<ul style="list-style-type: none"> • Maintain site architecture • Oversee both front-end and back-end development
Application Developer	<ul style="list-style-type: none"> • Develops back-end, including C+, SQL, and web service development
Web Developer	<ul style="list-style-type: none"> • Develops front-end, including HTML, CSS, Angular JS, and C+

Figure 23. Klick Health Intranet Team Responsibilities

USERS

All of Klick’s 400+ employees use Genome every day, and not because it is a corporate directive, but because the tool is tailored to match the way employees do their work. Employees in all areas of the business use Genome to manage production at a macro level, monitor activity and trends, and evaluate performance against

metrics. For example, employees on the production side of the business will keep Genome running to track their daily tasks and receive alerts about critical information.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">genome.klick.com
Default Status	<ul style="list-style-type: none">Genome is the first and last tool that all employees use each day. Employees often make Genome their default homepage, but that is by choice, not a corporate mandate.
Remote Access	<ul style="list-style-type: none">Users can access Genome from any internet connection, not just from within Klick's corporate network.Two-factor authentication ensures access is secure.Users regularly access Genome from home, client offices, and even during daily train commutes to and from work.

Figure 24. Klick Health URL and Access Information

DESIGN PROCESS AND USABILITY WORK

An Iterative Design Approach

Although the Genome Team follows traditional design practices — from contextual inquiries and requirements documentation to wireframes and usability testing — iterative development is the special sauce behind Genome's success as a user-centered platform. "The biggest secret [to success] is simply involving users in an iterative (phased) development process," says Woronowicz.

Iterative rollouts result in well-refined tools that are not only used, but also loved by the user base. Each round of development at Klick is ushered through the iterative process of wireframing, building, releasing the beta, and testing with a group of select users who provide feedback for the next release. The frequent feedback loops, combined with contextual inquiries focused on how employees truly use the system, ensures the expressed and observed needs of employees are part of the solution. This dramatically reduces any resistance to adoption and change. "These sessions also provide a logical opportunity to re-visit the roadmap and make subtle course corrections based on new inputs or changing landscapes," says Woronowicz.

By the time the tools are released company-wide they have been highly refined from feedback, yet the team still keeps the feedback channels open. For example, when the team released the company's internal social tool, *Chatter*, they asked users to make suggestions using the hashtag, #dogfood, because as Woronowicz explains,

"we were truly eating our own dog food by using the very tool itself to provide a mechanism for feedback."

The #dogfood posts with the most likes were an indication of updates that were most pressing, and they were moved to the front of the development queue.

Years later, the team is still seeing new posts with the #dogfood tag, and the ideas generated through this tag have far surpassed what the initial development team could have ever dreamed up when they were planning the tool.

A Virtuous Cycle of Transparency

Klick not only allows ongoing user feedback, but welcomes the challenges that inevitably arise from it too. The manner in which company leaders handled feedback on the initial time-tracking process is a good example.

Not long after *Chatter* was launched, the company's COO posted a message about the importance of accurately tracking billable time. The post, which intended to serve as a reminder to be diligent and accurate, created a heated discussion that produced 44 responses, comments, and rebuttals within the first day of being posted, and many more after that. In these responses, employees cited specific reasons why that level of accuracy could not be met. According to Segal, Genome's leaders welcomed this feedback rather than viewing it as a threat to their power. "A traditional organization might have frowned upon a direct challenge to the COO," he says, "and those publicly criticizing a policy would be flagged as troublemakers who weren't willing to tow the party line." At another organization the conversation might have been hushed into the background, however, Klick's leaders were able to engage with those most adamant about the issue and work out a solution within three days of the original post being made.

Segal and the Genome team refer to this willingness to engage with employees in an open forum as a "virtuous circle of transparency." "It helps to encourage our super-bright and creative employees to share the innovations and approaches they devise with the rest of the company — using the tools," he says. "This rapid and free dispersal of new ideas and ways of working is what sets Klick apart and allows us to iterate and innovate faster and with greater efficiency than our competitors."

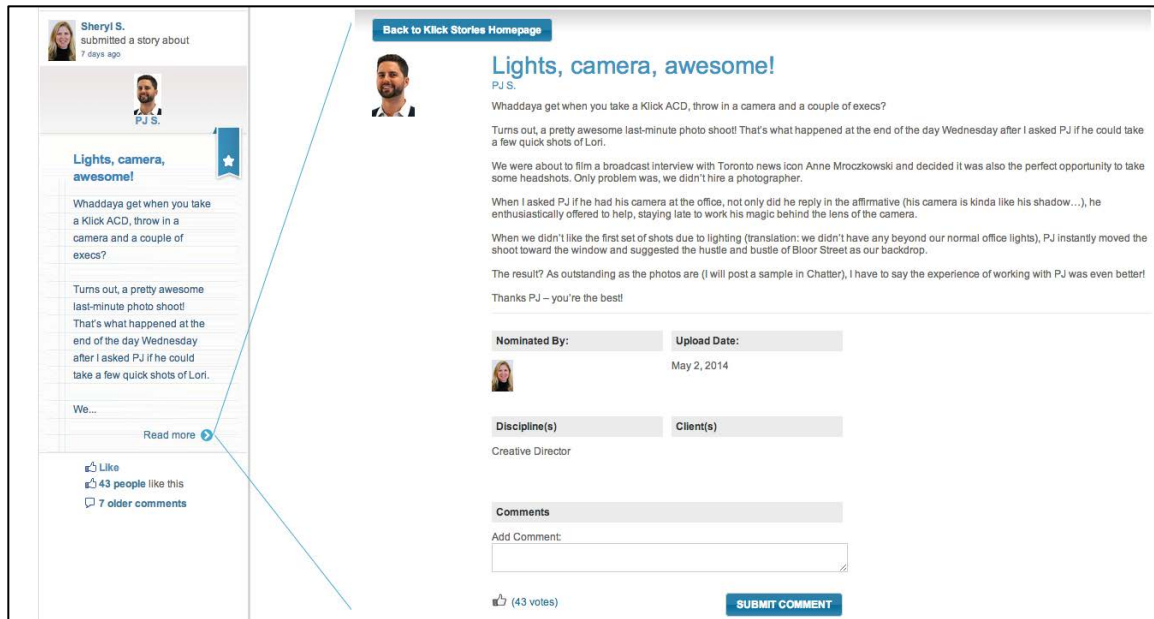


Image 43. Klick Health Intranet: *Chatter* Story. In this composite image, the left panel shows a story as seen in the *Chatter* feed, while the right panel shows the same story in full as would be seen when a user clicks on *read more*.
 43_Klick_Health_10_Story+Chatter Integration_live.png

TIMELINE

PROJECT TIMELINE	
Milestone Date	Milestone Description
June 2004	<ul style="list-style-type: none"> The very first Genome ticket was created, in a beta version of Genome developed by COO Aaron Goldstein and CTO Steve Willer.
November 2006	<ul style="list-style-type: none"> Full-featured financial platform released
March 2008	<ul style="list-style-type: none"> The first version of Project 360 is released, a weekly review system that allows team members to provide a “gut feel” about how a project is going.
December 2010	<ul style="list-style-type: none"> Release of a full-featured travel system (within Genome) that allows employees to book all of their travel arrangements (flights, hotels, etc.), and associate costs, when applicable, with specific clients and projects in the Genome financial system.
December 2010	<ul style="list-style-type: none"> Klick it Forward program released, rewarding employees for positive performance by providing them with donation credits that can be directed to their choice of charities. Contributions are made directly within Genome and result in monthly donations to a wide range of charities.
October 2011	<ul style="list-style-type: none"> Vacation management tool added to Genome, allowing employees to book vacations and monitor their vacation balance at any time. This system allows vacation time to be automatically booked into employees’ schedules and shows the person as “on vacation” via Genome’s Employee Locator function.
November 2011	<ul style="list-style-type: none"> Full redesign featuring an entirely new look and feel, new information architecture, megamenu for easier navigation, and many other system updates.
November 2011	<ul style="list-style-type: none"> Chatter and Kudos beta release to the first group of users. During November and December, 2011 the beta group was expanded little by little until it encompassed the full Genome user base.
March 2012	<ul style="list-style-type: none"> Klick Academy, the company’s full-featured knowledge management platform released. It features core video courses designed for different labor roles, elective courses, and <i>Klick Talks</i>, which are short videos from subject matter experts in response to employee questions.

August 2012	<ul style="list-style-type: none"> • Expense claim system released, allowing employees to submit expenses directly in Genome. This tool handles exchange rate conversion, applies the appropriate taxes to each line item, applies the expense to the appropriate project, and orchestrates the entire submission, approval, and payment workflow.
May 2013	<ul style="list-style-type: none"> • Customer 360 is released, a tool allowing employees to share customer feedback with the rest of the internal teams. It enables team members to identify and communicate any hot-button issues for each client, and ensures team members are sensitive to a client's individual needs in every interaction with them.
May 2013	<ul style="list-style-type: none"> • Scheduler 2.0, the company's time tracking platform, was fully redesigned, making the process simpler and easier by including support tools. Integration points are built in to employee calendars, allowing users to drag and drop an entry into the schedule to track time automatically.
November 2013	<ul style="list-style-type: none"> • Tickets 2.0 is launched, a complete redesign of the <i>Tickets</i> system with a suite of new features. The concept of <i>Tickets</i> was pivotal to the birth of Genome, but as <i>Tickets</i> grew and evolved over the years, some of the original concepts required updates. The highlight of this release was and in-ticket chat feature that allows any user to be "bumped" into a ticket to engage in a real-time chat. Web sockets enable full-duplex, real-time communication between each client and the server, allowing for content to be delivered as needed, without being requested by the client. This means users don't have to refresh their page to see changes when viewing a ticket page. All changes are visible to all clients and are seen in real-time regardless of whether those changes are chat posts from other users, checklist items being added, the ticket description changing, or ticket comments added. The impact was noticed immediately, particularly when users were seeking a quick answer to a question that was potentially holding up work. Having the conversation in the context of the ticket allows for it to be captured within the ticket history and avoids having the ticket re-assigned back and forth.
February 2014	<ul style="list-style-type: none"> • Weekly Review 2.0 is released. The redesign of <i>Weekly Review</i> incorporated the original aspects of <i>Project 360</i> and <i>Customer 360</i> under a common

	umbrella, and unveiled a wealth of targeted insights delivered to users while performing each review.
July 2014	<ul style="list-style-type: none"> • Candidate 360 platform released. The initial release focused on the interview and hiring process and was immediately followed with the full release. It now manages the candidate funnel from screening to decision-making all the way through to hiring.
August 2014	<ul style="list-style-type: none"> • Work Orders 2.0 redesigned. The core component of the company's financial platform, <i>Work Orders</i>, was fully redesigned to deliver advanced features and targeted insights that assist in the creation of a work order.

Figure 25. Klick Health Project Timeline

CONTENT AND CONTENT CONTRIBUTORS

Traditional forms of top-down or corporate-lead content are rare in Genome. And groups that regularly update this type of content can edit and publish it any time without need for approval. Although the built-in CMS fully supports an approval workflow, it is rarely needed. Within other areas of Genome, nearly everyone is able to manage content freely. Departments have wiki pages that document and define best practices specific to them. Every project has at least one wiki page that outlines the key project information, ranging from the client objective to the IP address of the staging website.

Unlike at other companies, where corporate news feeds may be locked down and controlled by corporate communications departments, any Klick employee with news to share is invited to submit news on Genome, resulting in what Woronowicz refers to as “a pleasant mix” of information, from corporate-level news and events to posts about Euchre Night or the company’s softball game. The intranet’s design encourages social interaction. The interaction itself is cleverly enticed from users by the fact their contributed posts are fed to large LCD screens throughout the office hallways.

News items surface in both the news tool for archival and continued reading purposes and on *Chatter* for conversation, where users can comment on and/or like news items.

Each employee also has a custom profile page, which they are encouraged to populate with answers to such questions as: *What team are you on? What do you do for fun? What countries have you visited? What’s the strangest thing you ever ate? If you could be a superhero, which would you be? If you had to pick, would you prefer to be on American Idol or Dancing with the Stars?* And similar questions, you get the idea. Profile pages may also display a collection of images, like from a corporate event, for example, and employees would be recognized and tagged in them using facial recognition.

Users can contribute intranet content in many ways: posting to *Chatter*, creating *kudos* to recognize and thank colleagues, or by writing a story about accomplishments or general awesomeness among “Klicksters” (Klick Health employees).

Currently not working on any tickets.

O:0 F:4 V:0 S:0

Team Tickets

Add Ticket

ACADEMY

KLICK

CLIENTS

PRODUCTION

TOOLS

SCHEDULER

Chelsea's Tickets

Details

Projects

Chelsea Lefaire—Marketing Intern

Labor role: Other

Reports to: Geoff Wyatt x2490

Work Team: Klick Marketing (Peter F)

Direct Reports:

clefaivre@klick.com

x2201

Start date: Jul 4, 2011

3rd Floor

Map last refreshed:14:46:16

About Chelsea

What team are you currently on? Who do you work with?

I'm in the Marketing group with Peter, Geoff, Franklyn, Ming, Sheryl, Colin and Neil.

What do you do for fun/ how do you spend your free time?

I dance and teach Lindy Hop and other vernacular jazz dances (dances from the 1920's to the 1940's)

What's your favourite colour?

I <3 #800080

Are you a gamer? If so, which game have you mastered?

Not much of a gamer, but I have mastered Katamari Damacy!

What is the strangest thing you ever ate?

Termites.... or zebra... It's a lie.

What countries have you visited?

US, England, Scotland, Italy, Switzerland (but only for a day), Costa Rica, Spain, South Africa, Sweden, Estonia and Finland (again, only for a day), Russia, Ireland, Belize

What languages do you speak?

English and (Canadian) French. I've also studied a bit of German, Italian, Spanish and Swedish.

Event Photos

(view all)

1 like

2 comments

Tags

Other ways to connect with Chelsea...

chelsea@gmail.com (Public)

KlickHiring (Public)

ca.linkedin.com/in/chelsealefaivre/ (Public)

http://www.facebook.com/chelsea (Public)

What Genome says about Chelsea...

Client Bookings (90 Days)

Klick Inc.

Klick Chatter Stats:

Posts by Chelsea: 151

Posts about Chelsea: 25

Kudos Sent: 37

Kudos Received: 12

Peer Recognition:

Set-up For Success— Chelsea has been an awesome resource during my first few days at Klick. I wanted to give a shout out to her because she is always friendly and approachable... (more)

Set-up For Success— Creating and implementing Klick Applause!

Before Klick...

Before Klick I did an undergrad in biochem, worked in emergency risk management consulting and small-pharma and did a master's in business where I interned at a biotech start-up, helping to commercialize their first product

Image 45. Klick Health Intranet: Employee Profile. An employee profile shows where the employee is located on the seating map, information about the employee, photos of them from events, social links, Genome stats, and a bit about their history before they joined Klick. The contact info has a link to a direct-dial feature. *45_Klick Health_12_Profile Page_live.png*

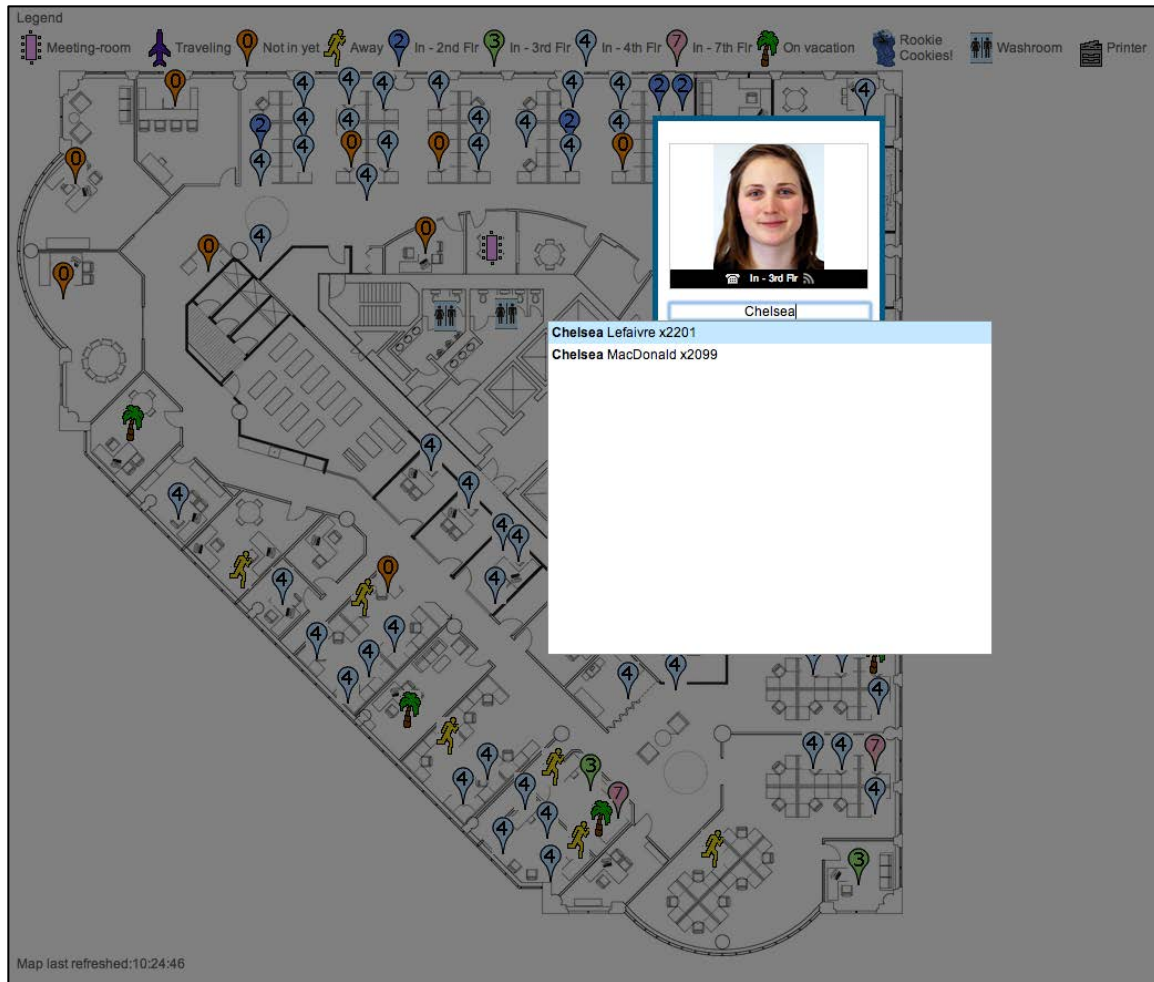


Image 46. Klick Health Intranet: Employee Seating Map. When users press *Option+Spacebar* to search a particular location on the seating map locator, a light box pop-up shows additional information about the given employee. 46_Klick_Health_13_Locator+SeatingMap_live.png

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and OS	<ul style="list-style-type: none">• Dell servers, Windows Server 2008
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">• Genome (custom)
Design Tools	<ul style="list-style-type: none">• Photoshop
Site Building Tools	<ul style="list-style-type: none">• Miscellaneous text editors and Visual Studio
Content Management Tools	<ul style="list-style-type: none">• Genome (custom)
Search	<ul style="list-style-type: none">• Lucene, SQL Server Full-Text Indexing
Web Sockets	<ul style="list-style-type: none">• ASP.NET SignalR library
Web Services	<ul style="list-style-type: none">• ServiceStack
Cron Management	<ul style="list-style-type: none">• Custom engine
Notifications	<ul style="list-style-type: none">• Custom engine
Data Warehouse	<ul style="list-style-type: none">• Custom Cube Browser

Figure 26. Klick Health Intranet Technology

MOBILE

The team built the mobile version of Genome from the ground up, and started by asking a cross-section of company employees which tasks should be achievable through mobile use and, conversely, which tasks they would rather do while in the office. “While we awaited for those answers,” says Segal, “the Genome team was debating the pros and cons of a native app versus a set of simple, mobile-specific web pages versus a fully-responsive design.”

The responses they received matched where their intuition was pointing them, confirming that the greatest bang for their development dollars would be to support a limited set of task scenarios that would get the heaviest usage. So the Genome team opted for a small set of very targeted, mobile-specific web pages.

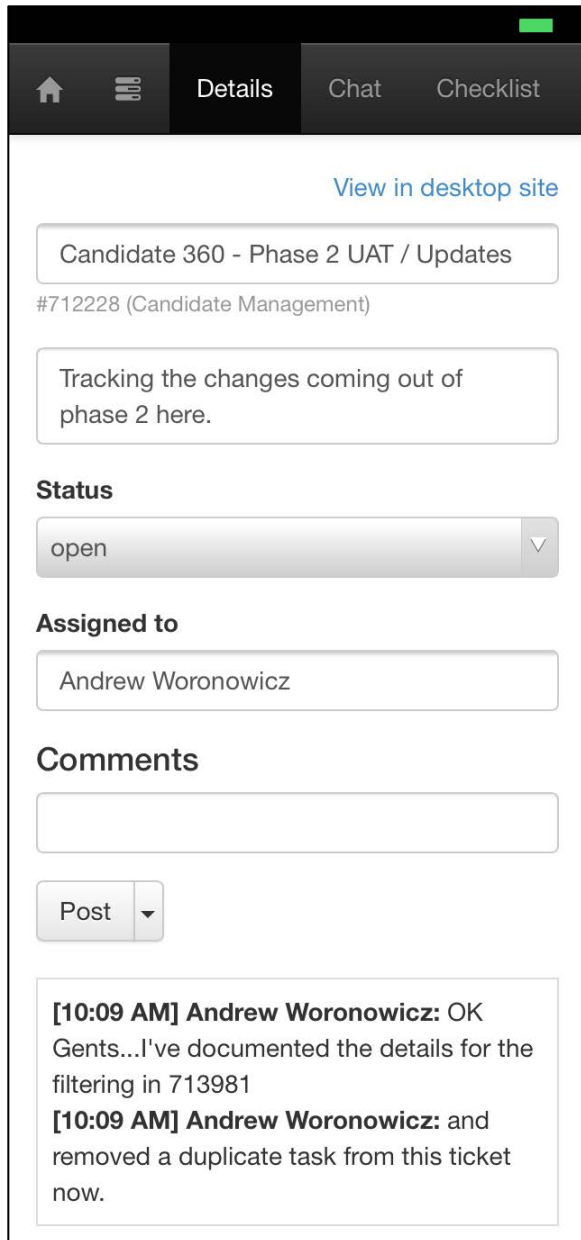


Image 47. Klick Health Intranet: Mobile Ticket Details Tab. The *Details* tab of a ticket, as seen on the mobile Genome app for the Klick intranet.
47_Klick_Health_14_MobileTicket_Details_live.png

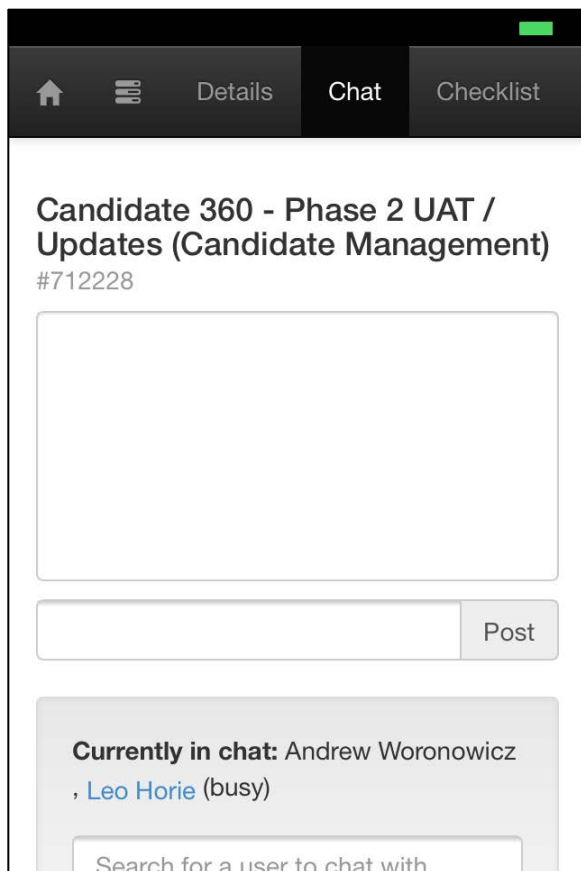


Image 48. Klick Health Intranet: Mobile Ticket Chat Tab. The *Chat* tab of a ticket, as seen on the mobile Genome app for the Klick intranet.
48_Klick_Health_15_MobileTicket_Chat_live.png

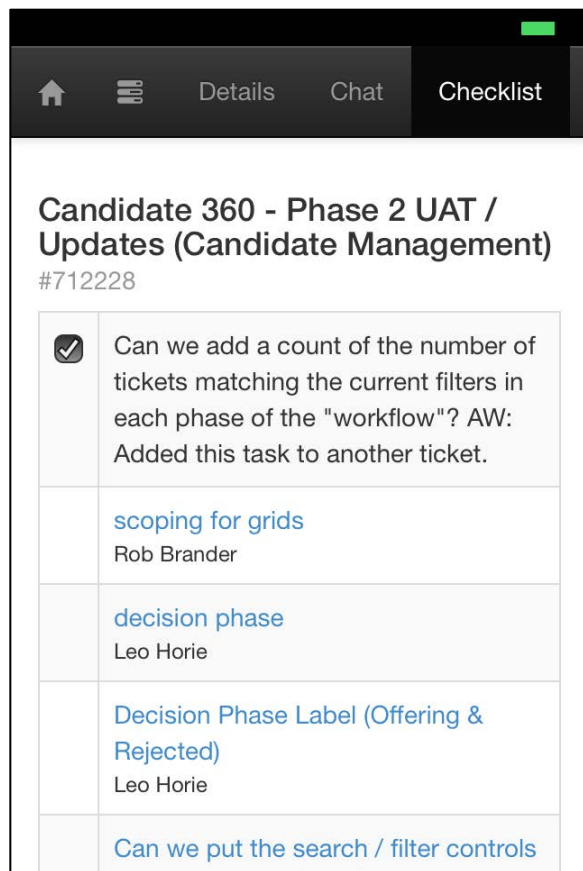


Image 49. Klick Health Intranet: Mobile Ticket Checklist Tab. The *Checklist* tab of a ticket, as seen on the mobile Genome app for the Klick intranet.
49_Klick_Health_16_MobileTicket_Checklist_live.png

Prioritizing Tasks for Mobile Users

The design team had two objectives for the first round of mobile Genome development: the mobile version should only cater to a specific sub-set of intranet tasks, and those tasks should allow mobile users to move work forward and connect with team members while away from their desks.

The first mobile tool the team created was a quick-and-easy ticket interface. The tool allowed users to browse their own tickets (ordered by priority) browse the tickets of other users or projects, and open a ticket to perform basic actions, such as comment, re-assign, and change ticket status.

The team also included a company directory tool allowing Klicksters the ability to look up any fellow employee, see their picture, job title, contact information, and even their last-known work location. The app shows a list of selected employees and their status. For example, "on the 7th floor" or "not in yet." Clicking on a person brings up a baseball-card-like info sheet with the person's picture, contact info, and the location they were last known to be at work. This search-on-the-go app saves Klicksters time when they're trying to find their colleagues in the office.

The design team also created a mobile version of *Chatter* in an effort to inspire a broader feeling of connectedness, even while out of the office. The mobile tool allows employees who are traveling to stay connected with the internal stream of consciousness of the organization, but it also allows them to inject their experiences back into the office.

The connection the tool provides contributes to an important sense of belonging and support for travelling staff members. "It's hard to quantify the feeling of camaraderie that is felt when a picture is posted — via mobile *Chatter* — of our team members who are traveling and about to pitch to a new client, and the entire office chimes in with their support," says Woronowicz.

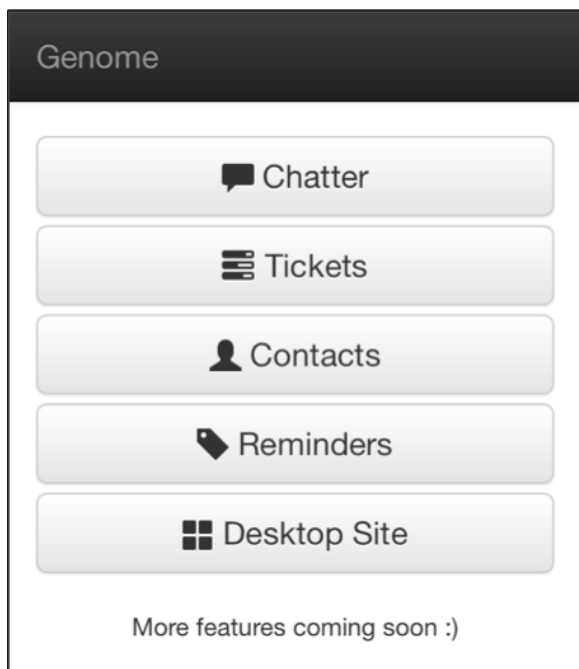


Image 50. Klick Health Intranet: Mobile App Home Screen. The mobile Genome app home screen, as seen on an iPhone, is a simple list of tool and link options for the targeted types of tasks. [50_Klick Health_17_Mobile Genome_live.png](#)

SEARCH

Genome differs from a typical corporate intranet in that it has very few pure content pages. The vast majority of the site is focused on data that is grouped and organized in various ways. The intranet does have a traditional search tool, but the primary search tool is a faceted, exploratory one called *Finder*. Any user can simply hit *ctrl+space* or *cmd+space* from any page in Genome to open a modal window. From that modal window, employees can search for just about anything, including a fellow employee's name, a project name, a client, a Genome tool, a content page or whatever else he might think of. Then, the user can either navigate to that page or tool, or press *tab* to continue to search through different attributes of that item. The way this tool works is best illustrated through an example. The team shared this scenario as an illustration:

"A technical architect wants to check on what one of his team members is working on right now. Rather than disturb that person, he can simply type: *ctrl+space* → "smi" (which automatically finds the only matching pattern, John Smith) → *tab* → "schedule" → *enter*. The technical architect is immediately taken to John's schedule to see what John is actively booking his time to right now. The exact same scenario applies if a user wants to see John's ticket list, project list, location on the company seating map, and so much more. The technical architect can also search for "John" → *tab* → "call" and have his phone automatically call John's phone, and, if John doesn't answer, leave a message that will automatically pop up the next time he calls John to remind him of what he wanted to ask him."

The same faceted search applies to other components of Genome, such as projects (project budgets, project work orders, *Project 360* reviews, project tickets, etc.). It can even be used for searches like "who," "what," "where," "when" and "why," along with a search phrase. This triggers the return of relevant *Klick Academy* items. "You can imagine how pleasant the experience can be when an employee wants to create a ticket or fill out her schedule for the first time," says Woronowicz, "and all they have to do is type "how" → *tab* → "schedule" to get instant access to a 90-second video outlining the process."

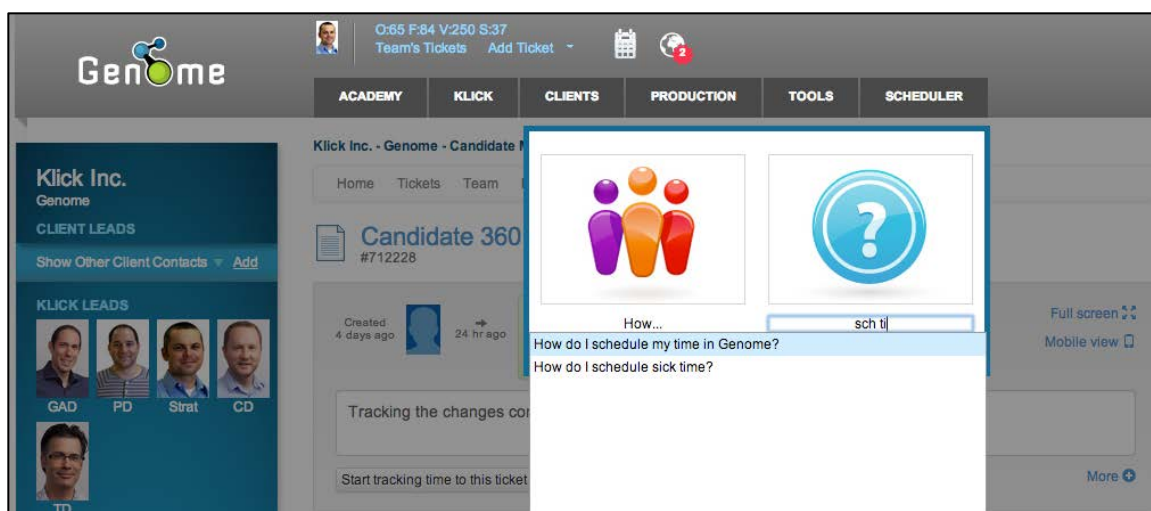


Image 51. Klick Health Intranet: Faceted Search. The search feature in Genome allows users to search using terms like “who,” “what,” “where,” “when” and “why” along with a search phrase. A sample search such as: “how” → *tab* → “schedule” will access a 90-second video outlining how to schedule time through Genome. *51_Klick Health_18_Schedule Time.png*

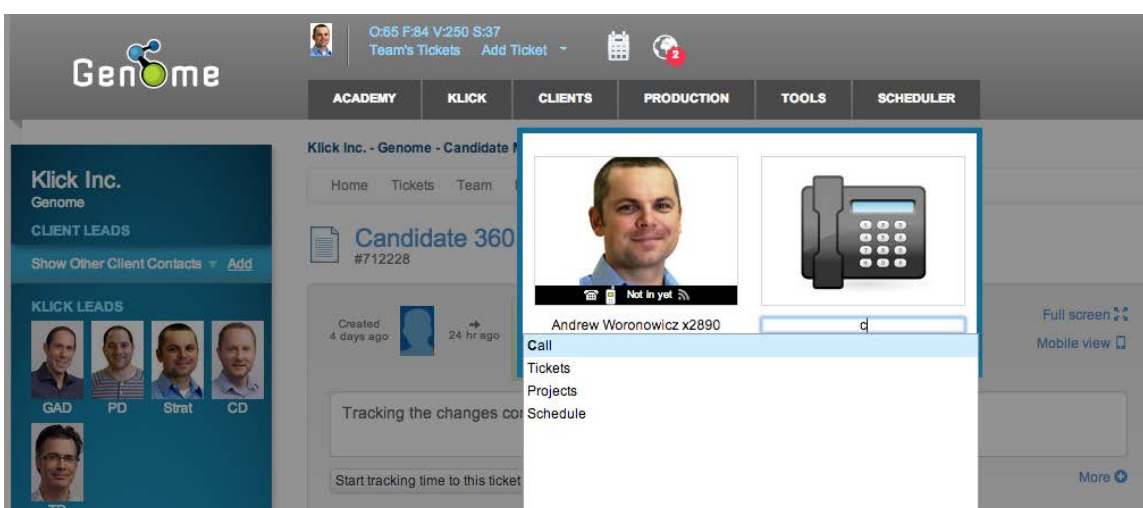


Image 52. Klick Health Intranet: Intra-Office Calling. A productive feature of the Klick intranet is intra-office calling. After searching for a colleague, a person can type “call” (or simply “C” then hit *Enter*) to initiate a call. This feature also allows access to that co-worker’s tickets, projects, and schedule. *52_Klick Health_19_Calling Andrew.png*

RESULTS AND ROI

Even a data-driven organization, such as Klick, can struggle to define and measure the success of an intranet. “We use many different metrics, including specific ROI calculations comparing the time invested on a new feature against the time saved within the first quarter or year after release,” says Woronowicz. “For example,

Project 360 experienced an 83% weekly usage rate three months after we launched the weekly review feature, reaffirming that employees were finding utility and value in it. However, one of our favorite measures of success is basic usage, specifically as it relates to new features that our employees are by no means required to use to be successful.”

In November of 2011, for example, when the company launched its internal social network, *Chatter*, it maintained both high expectations and also a willingness to accept the tool might be a complete and total failure. “Our employees are extremely busy,” says Segal, “and without a tangible benefit, they would have no reason to engage with it. But they did — and how!”

The results speak for themselves in terms of engagement. In the first year, *Chatter* posts, news stories, kudos, comments and so on surpassed all aggregate social interaction expectations, averaging one new interaction every 76 seconds of the work day. But that would prove to be just the start of great things to come. In the 12 months prior to this writing, the platform generated 151,109 social interactions, including *Chatter* posts, employee kudos posted, and comments or likes on those posts.

“If that number doesn’t sound incredible to you, keep in mind that our organization only averaged about 400 employees during this timeframe,” says Segal.

Another good example of user engagement exceeding expectations happened in November 2013, when the company launched its updated ticketing system with a new in-ticket chat feature. The idea behind the feature was to allow employees to quickly collaborate in real time to resolve issues quickly, answer questions, and move forward with their day — as opposed to assigning the ticket back and forth to have the same discussion, or worse yet, to schedule a face-to-face meeting to resolve the issue. This time-consuming, asynchronous communication (inherent in many ticket-tracking systems) is inefficient as participants post comments and then re-assign the ticket — lather, rinse, and repeat. Being the data-centric organization Klick is, the Genome team analyzed the time saved if they short-circuited the back-and-forth of re-assigning tickets and emphasized synchronous collaboration instead. Woronowicz gave us the numbers:

“Assuming the bare minimum of two ticket assignments (one to ask a set of questions and one to post the full and complete answers) and assuming that a busy employee would only look up from their current task to check their ticket list once per hour, each of those 1,845 conversations each month would have required 3,690 hours of calendar time before the resolution was achieved. This amounts to 462.25 business days, or 1.8 calendar years (based on 250 business days per year) in delays. That’s 1.8 calendar years of elapsed time saved per month.”

Given this calculation, even if only a small fraction of those conversations had followed this enhanced path, the savings would still amount to a resounding success. And it has been a resounding success.

Despite the fact that there was no external incentive for using the tool, aside from the benefits that the tool itself provides, it has already exceeded expectations and continues to grow. In the nine months since that tool launched, 337 of the company’s approximately 400 users have engaged in ticket chats. Woronowicz, again:

“More astoundingly, there have been a total of 16,609 conversations consisting of 58,723 individual comments. That represents approximately 1,845 conversations per month, assuming at least two people, each of whom would have had to otherwise conduct conversations via other means.”

In addition to these amazing examples of user engagement, the team also shared some key stats the Genome platform has racked up since launch. They include:

- Over 4 million unique pages
- Over 716,963 tickets (tasks)
- Over 17,633 projects
- Over 6,500 Kudos (peer recognition posts)
- Over 50 unique tools

LESSONS LEARNED

The Genome team has a long history evolving its platform over many years. From minor enhancements to full-scale redesigns and major feature releases, the team has gained a lot of wisdom through experience. Several key lessons have etched their place in the collective memory of the organization because they prove true, time and time again. Woronowicz explains these lessons:

- **Involve the end users.** “This runs much deeper than just including them in requirements sessions and contextual inquiries at their workstations, although those steps are critical as well. We have found that the more we involve users in the full lifecycle of a phase of development, the higher our success rate is. The reasons are very intuitive. Having end users involved in the up-front requirements ensures the end result matches the original need. Having end users participate in wireframe reviews and beta testing ensures that we continue to work off of a consistent vision and openly discuss where changes are needed with the entire group. Having end users participate in the rollout process and actually train their peers on the new tools builds a community of advocates who are proud of the finished product and well-versed in the intricacies of the solution, allowing them to become subject matter experts for their peers.”
- **Iterative development cycles result in better products.** “Where possible, we modularize updates into smaller components that can be built and deployed independently. Even when the full functional benefit cannot be achieved without subsequent releases, we still strive to share partially functional builds and begin getting feedback early in the process. This gives us a much longer runway to course-correct and inevitably, at each release point, users are inspired with new ideas and entirely new directions we would not have thought of at the outset of the project. The end results are more thorough, feature-rich modules that match what our end users really want.”

- **Fail fast.** “We call this process ‘digital Darwinism’ and it applies to any ongoing initiative, as well as any existing feature of Genome. If a feature is not getting used, we scrap it. If we are partway through a build and realize the cost/benefit doesn’t make sense, we abandon it. This, admittedly, is harder than it sounds, particularly as teams become invested in their work. However, once you follow that cycle a few times and the team can clearly see that the next initiative we worked on was a clear success, abandoning a project at risk of underperforming becomes the obvious choice.”
- **Actively seek out and trust data.** “Collecting and analyzing data is completely second nature to us. Every new tool is designed and built to not only serve the current business need, but also to collect data so that in the future we can easily measure the effectiveness of the tool and many others. A perfect example of this is our new hiring platform *Candidate 360*. *Candidate 360* creates a structured and guided applicant-management process and connects end-to-end from the first time we know about a potential candidate right up until they are hired. The data we are collecting about the specific attributes we expect candidates to have, how they score against those attributes, and the success our employees have interviewing them will tell an incredible story in the future when we can couple the data with employees who have been hired through this process. It will give us the intelligence to recognize which of our employees conducting interviews are great judges of talent, and which of our decision criteria turned out to be more or less important when identifying the ideal candidate versus a hire who didn’t work out in the long run. Anticipating what data will be needed to make more informed decisions in the future, and ensuring the data is available to everyone at the right time, has been one of our most critical success factors to date.”

Saudi Food & Drug Authority

Using the intranet:

The Saudi Food & Drug Authority (SFDA) was established under the Council of Ministers as an independent corporate body that reports to the president of the Council of Ministers. The objective of the Authority is to ensure the safety of food and drugs available for both man and animal, and to ensure the safety of biological and chemical substance, and electronic products.

Headquarters: Riyadh, Saudi Arabia

Number of employees the intranet supports:
2,000

Company locations: Riyadh, Jeddah, Dammam and other 30 office branches across Kingdom of Saudi Arabia.

Management and team members: Falah AL-Mutairi, Executive Assistant President of IT (project sponsor); Faisal Alturaif, Executive Director of E-Service; Bander Al-Johani, Portals Manager; Abdulaziz AlFakhrei, Head of Smart Systems; Mohammed AlMutairi, Intranet Project Manager; Fahad Alquait, Web Developer & Web Designer; Fahad Alanezi, Web Developer; Abdulaziz Alsughyyer, Systems Specialist

Implementation partner: Sure International Technology

SUMMARY

Understanding the true work that employees do and giving them the freedom and tools to do it is the backbone of the Saudi Food & Drug Authority's intranet. The designers of "Bawabaty" (بوابتي) which means "my portal" in Arabic, made the intranet highly customizable. The team considered the needs of the 2,000 people in 32 different branches that the intranet supports. These users — including administrators, content authors who have permissions to write only, content authors who can write as well as approve content, and end users — have varied requests and desires. Thus, designers made 70% of the homepage customizable via widgets. In this area, employees may move, add, or remove widgets as they desire.

Moving widgets is simple by clicking the move (cross) icon in the upper left corner of the widget, then just dragging and dropping it to the position in which they want it to appear. The icon looks like the oft-used move symbol, which makes it easy to decipher. As a widget is dragged, a transparent version of it is displayed to make the action obvious. Once dropped, the widget falls into its new position, and the widget that held the position automatically moves out of the way and down to the next slot on the page.

Common barriers to customizing pages on intranets include:

- Discovering it's not possible to customize
- Not finding the method to customize
- A complex UI that's hard to use and gives little feedback when trying

But none of these issues are present on Bawabaty. On the contrary, this interface makes it easy for employees to test and investigate layout options for the homepage that best suit their needs.



Image 53. SFDA Intranet: Homepage. The Saudi Food & Drug Authority's intranet makes it simple to move sections (called "widgets") around on the homepage. A widget is moved by doing a click-hold-drag action on the move icon (the blue plus sign), found in the left of a widget title bar.
 53_SFDA_01_movingWidgets_live.png



Image 54. SFDA Intranet: Widget Move Feedback Display. When dragging a widget on the SFDA intranet, the user sees a transparent version of the widget. This is great feedback and makes the user feel in control.
 54_SFDA_02_movingWidgets_live.png



Image 55. SFDA Intranet: New Widget Positioning. After the widget is dropped, it snaps into position, and the widget that was in the space before automatically moves down a spot. *55_SFDA_03_movingWidgets_live.png*

To remove a widget, users click the X icon in the upper left of the widget. Employees are asked to confirm widget removal, which is a nice safety feature to help prevent errors.



Image 56. SFDA Intranet: Confirm Widget Removal. As a safety net, users are asked to confirm their action when removing a widget.
[56_SFDA_04_removingWidgets_live.png](#)

People may add widgets easily via the yellow icon in the far upper left corner of the homepage. Clicking it opens categories of widgets the users may select from.



Image 57. SFDA Intranet: Adding Widgets to Homepage. Employees may add widgets on the homepage of the SFDA intranet by using the icon in the far upper left. *57_SFDA_05_AddingWidgets_live.png*

Besides the “non-fixed widgets” that employees may choose to use, designers created “fixed widgets” as well. These comprise the most important content that everyone needs, like news, announcements, and all internal services. The page is arranged in sections with borders and backgrounds so users may easily scan for the information they are looking for.



Image 58. SFDA Intranet: Fixed Widgets. The sections (widgets) in the top part of the homepage are not moveable, evident by their lack of the move icon. [58_SFDA_06_home_live.png](#)

Widgets provide a range of functionality that is helpful in doing day-to-day work, such as the *e-library*, the English-Arabic (bidirectional) language translator, and date conversion.

The *e-library* widgets provide quick access to shared folders and a document library for all departments and groups. Access to the *e-library* is controlled by the permissions given for each group, and each shared folder has an administrative user from the appropriate department or group.



Image 59. SFDA Intranet: e-library Widgets. The e-library on the SFDA intranet houses shared folders and a document library.
[59_SFDA_07_eLibrary_live.png](#)

Widgets that are less work related are also available, such as *Special Offers*. Employees may sort the offers using filters on the right.



Image 60. SFDA Intranet: Special Offers Widget. Employees may sort offers in the *Special Offers* widget by using filters on the right.
60_SFDA_08_filters_live.png

Other non-work related tools on Bawabaty are weather and prayer time. These appear as shortcuts in the upper left of pages, in the topmost blue bar. In this same area, users may also change their location to display information related to that location.

Designers made it easy to get started when browsing using the menus by offering only three top-level navigation choices: *Home*, *My Services*, and *e-Library*. These appear in the right-most part of the blue horizontal bar second from top of page. The site's search is in the far left of the same blue bar.

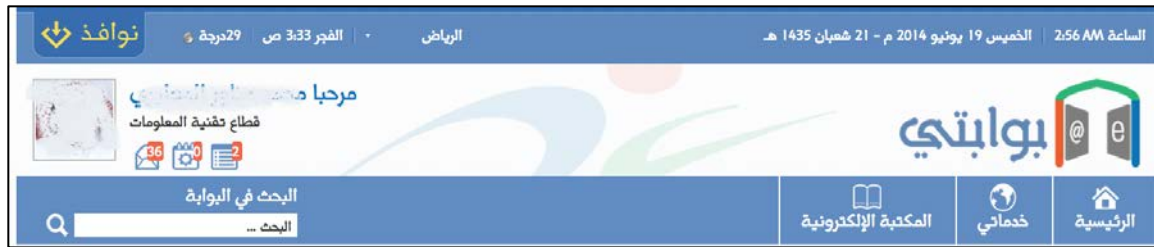


Image 61. SFDA Intranet: Global Navigation. Top-level navigation on the SFDA intranet is limited to three choices. Search is also readily available and users may change locations. [61_SFDA_09_home_live_CROPPED.png](#)

Bawabaty keeps employees updated in a number of ways. For example, users may see news items in the news list, and filter those items.

الساعة 5:48 PM الأربعاء، 24 سبتمبر 2014 م - 29 ذو القعدة 1435 هـ الرياض - المغرب 5:48 م 36 درجة

مرحباً م
 هاتك خدشة المعلومات

البحث في البوابة
 الصفحة

المكتبة الإلكترونية
 خدماتي
 الرئيسية

الهيئة العامة للغذاء والدواء > المركز الإعلامي > الأخبار > أخبار الهيئة

التأريخ الرئيسية

أخبار الهيئة
 مجتمع الهيئة

تصنيفات الأخبار
 الأجهزة والمنشآت الطبية
 الدواء
 علم
 الغذاء

تحسين نظام تصنيف الأجهزة الطبية
 1435/11/23 هـ
 مشن معالي الرئيس التنفيذي للهيئة الدكتور محمد بن عبد الرحمن المشعل برنامج تطويرية لرفع الهيئة بالمستطاعة الطربية
 الطبية MDC - التفاصيل

معالي الرئيس التنفيذي ينفذ استمدادات الهيئة لموسم حج 1435 هـ
 1435/11/21 هـ
 قام معالي الرئيس التنفيذي الدكتور محمد بن عبد الرحمن المشعل بزيارة نظرية لرفع الهيئة بالمستطاعة الطربية
 للتطاع على إجراءات سير العمل و الاستمدادات قبل بدأ موسم حج 1435 هـ. التفاصيل

احتفاءً بيوم "الوطن" - الغذاء والدواء" تنظم عروضاً مسرحية في الرياض وجدة والخبر
 1435/11/21 هـ
 تنظم الهيئة الطبية الغذاء والدواء فعاليات عدة ضمن الاحتفال باليوم الوطني، تتضمن تقديم عروض
 مسرحية من دلال شخصيات كرتونية. التفاصيل

معالي الرئيس التنفيذي يمشن مركز تطوير القادة بالهيئة
 1435/11/13 هـ
 مشن معالي الرئيس التنفيذي -سخطه الله- مركز تطوير القادة اليوم الاثنين 13/11/1435 هـ، حيث التفتح
 معالي الرئيس التنفيذي ووجه العمل بكلمة بداية. التفاصيل

تكليف الدكتور ابراهيم الجفالي نائباً للرئيس لشعاع الدواء، والدكتور صالح باوزير مستشاراً
 بمكتب الرئيس التنفيذي
 1435/11/12 هـ
 أصدر معالي الرئيس التنفيذي للهيئة العامة للغذاء والدواء القرار الإداري - التفاصيل

البرنامج الشهري للتوعية بأمن المعلومات (أشهر سبتمبر 2014)
 1435/11/08 هـ
 مؤسسة تقنية المعلومات تمتد يدلة إلى الإستمرار في التقيم و زيادة كفاءة المنشأة. هذه الهيئة تحتفلها الكثير
 من العليات و لكن من الممكن أن يتم تفعيل تطبيقها بشكل فعال عن طريق الخدمات التالية. التفاصيل

زيارة سعادة نائب الرئيس التنفيذي لشعاع الدواء لمبنى مختبر الدواء وبيت الحيوان بمجمع
 مختبرات الهيئة ثرب العناية الجاف
 1435/11/04 هـ
 إلتاحه إلى قيام الإدارة التنفيذية الشؤون الهندسية بالإشراف على تنفيذ مشروع إنشاء مبنى مختبر الدواء و بيت
 الحيوان في مجمع مختبرات الهيئة بالقرب من المدينة الجاف، بمدينة الرياض. التفاصيل

تحسين المرحلة الأولى لبرنامج تطوير مهارات اللغة الانجليزية في الخارج
 1435/11/02 هـ
 بتوجيه و متابعة فريضة من معالي الرئيس التنفيذي بدأت الإدارة التنفيذية للواء المتربة بالعمل على تحسين
 المرحلة الأولى لبرنامج تطوير مهارات اللغة الانجليزية في الخارج. التفاصيل

تكليف المهندس عبدالله بن سالم الضبيب نائباً للرئيس التنفيذي لشؤون الأجهزة
 والمنشآت الطبية
 1435/11/01 هـ
 أصدر معالي الرئيس التنفيذي للهيئة العامة للغذاء والدواء القرار الإداري رقم 122/35 وتاريخ 28/10/1435 هـ. التفاصيل

اصدار الدليل الإرشادي للسلامة و الصحة المهنية
 1435/10/30 هـ
 حوفاً من الهيار التنفيذية للشؤون الهندسية ممثلة بإدارة التشغيل والصيانة على أهمية وجود دليل إرشادي
 للسلامة و الصحة المهنية يهدف إلى تحديد و خلية معايير و إجراءات السلامة و الصحة المهنية الهيئة و التي
 من شأنها تكوين بيئة عمل مناسبة. التفاصيل

صفحة 1 من 9
 1 2 3 4 5 6 7 8 9

روابط هامة
 تواصل مع فريق بوابتي
 مفضلاتي
 هيئة الغذاء والدواء الأمريكية
 وزارة التعليم العالي
 وزارة الصحة
 وزارة الهيئة السعودية

Image 62. SFDA Intranet: News. Intranet users may see and filter the news items in the news list. 62_SFDA_10_newsList_live.png

The *Notifications Center*, located under the employee's name above the search box, consists of three icons — emails, calendar, and notebook — that correspond with various tasks and messages for that user. It is integrated with other internal systems, like Microsoft Exchange Server, so employees can be informed about any pending emails, meetings, and tasks that are due. The icons appear with red badges showing the numbers of items pending, and when a given icon is clicked, it displays a drop-down list of the latest five items, respectively.



Image 63. SFDA Intranet: Notifications Center Emails. Hovering over the first icon, the envelope, in the *Notification Center* displays a list of the most recent unread emails, including the sender and subject.
63_SFDA_11_NotificationCenter_live.png




Image 64. SFDA Intranet: Notifications Center Calendar. Hovering over the second icon, the calendar, in the *Notification Center* displays a list of upcoming meetings including the subject and time.
64_SFDA_12_NotificationCenter_live.png



Image 65. SFDA Intranet: Notifications Center Notebook. Hovering over the third icon, the notebook, in the *Notification Center* displays a list of tasks to do. 65_SFDA_13_NotificationCenter_live.png

الساعة 5:43 PM - الأربعاء 24 ديسمبر 2014 م - 29 ذو القعدة 1435 هـ
الرياض - المغرب - 548 م - 36 درجة



مركزاً م
قطاع تقنية المعلومات

بوابتي

البحث في البوابات


المكتبة الإلكترونية

خدماتي


الرئيسية

الهيئة العامة للغذاء والدواء > المكتبة الإلكترونية > مكتبة الصور


أصناف الأنومولات > عام




الترجمة الأولى لموظفين الموارد البشرية




افتتاح العيادة التخصصية بالهيئة




افتتاح جناح مزارع الدواير 1435 هـ




الزيارة التخصصية لمح 1435 هـ




الخط السنوي الأول لمنسوبي الهيئة




التمارين 29




خط التخليص 1435 هـ




شكرية أ.د. إبراهيم الهذلي




شؤون نظام المراسلات الدوائية




تحلة لمح الموظفين بالتم




خط مركز تطوير القادة




خط تسليم قطاع الدواير لطلبة البنية



مناشدة السواتل



سرايات الساعات



زيارة شعبة السكان

الصفحة الرئيسية

مكتبة الصور

مكتبة الفيديو

مكتبة الصوتيات

مكتبة الصور

مكتبة الفيديو

مكتبة الصوتيات

مكتبة الصور

مكتبة الفيديو

مكتبة الصوتيات

مكتبة الصور

مكتبة الفيديو

مكتبة الصوتيات

مكتبة الصور

مكتبة الفيديو

مكتبة الصوتيات

Employees may also learn about one another through their profile pages, which collate and display the latest information from various systems (e.g., Human Resources). Employees may search for each other via the *Employee Directory* widget by various criteria, such as first name, last name, phone number, or email address — and they can do so in either Arabic or English.



Image 67. SFDA Intranet: Employee Directory Widget. The Employee Directory widget on the SFDA intranet helps people find one another.
67_SFDA_15_employeeDirectory_live.png



Image 68. SFDA Intranet: Employee Profile. The Employee Profile page on the SFDA intranet combines the most current information from various sources.
68_SFDA_16_employeeDirectory_live.png

To locate other information, users may search Bawabaty via the search field in the far left of the global navigation bar. The results page displays a clear title for each result, a short description, a URL, and icons to designate document types. Users can preview a document in the list of results by hovering over it — no click interaction is needed. This helps users feel in control and avoid errors by not clicking open unwanted documents.

On the left of the search results page are filters that employees can use to display results by document type. They may also use the date slider to choose a date range to exclude results.

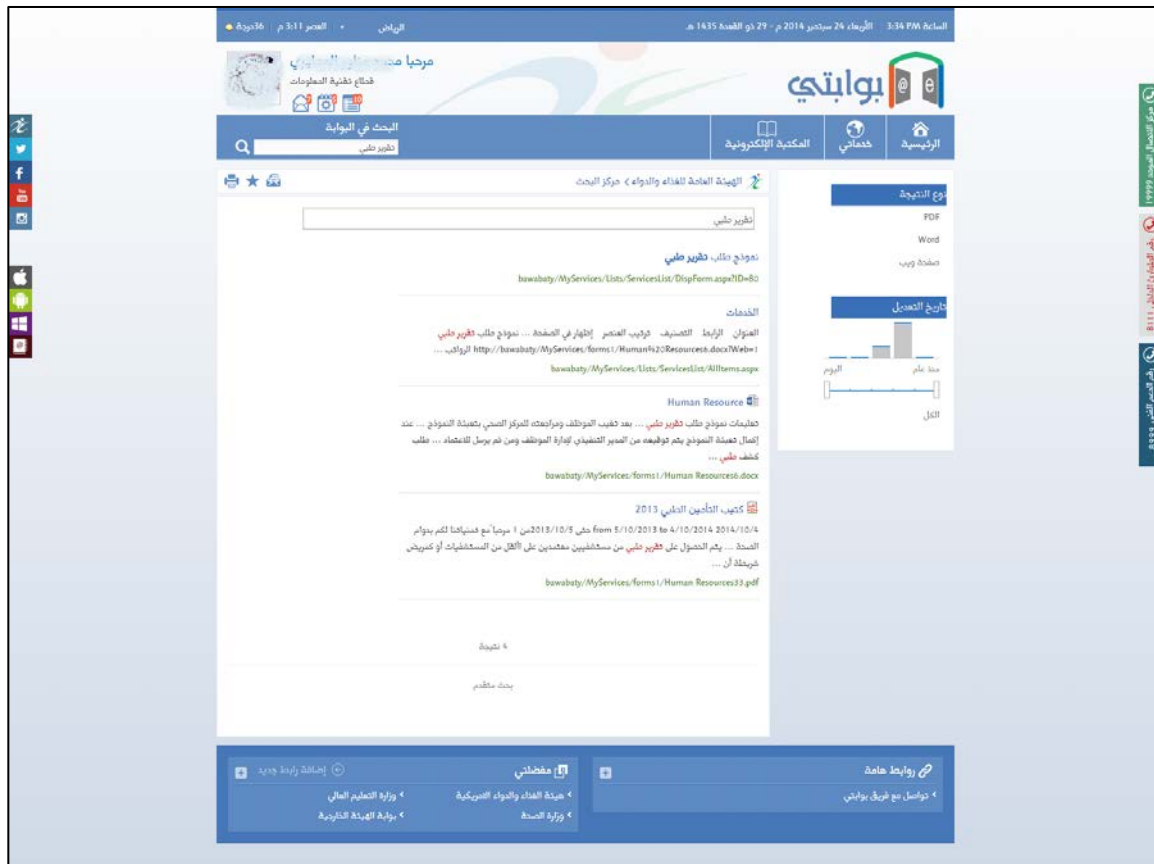


Image 69. SFDA Intranet: Search Results. Search results on the SFDA intranet display a title, description, link and icons. Filters on the left allow users to refine the results. *69_SFDA_17_Search_live.png*

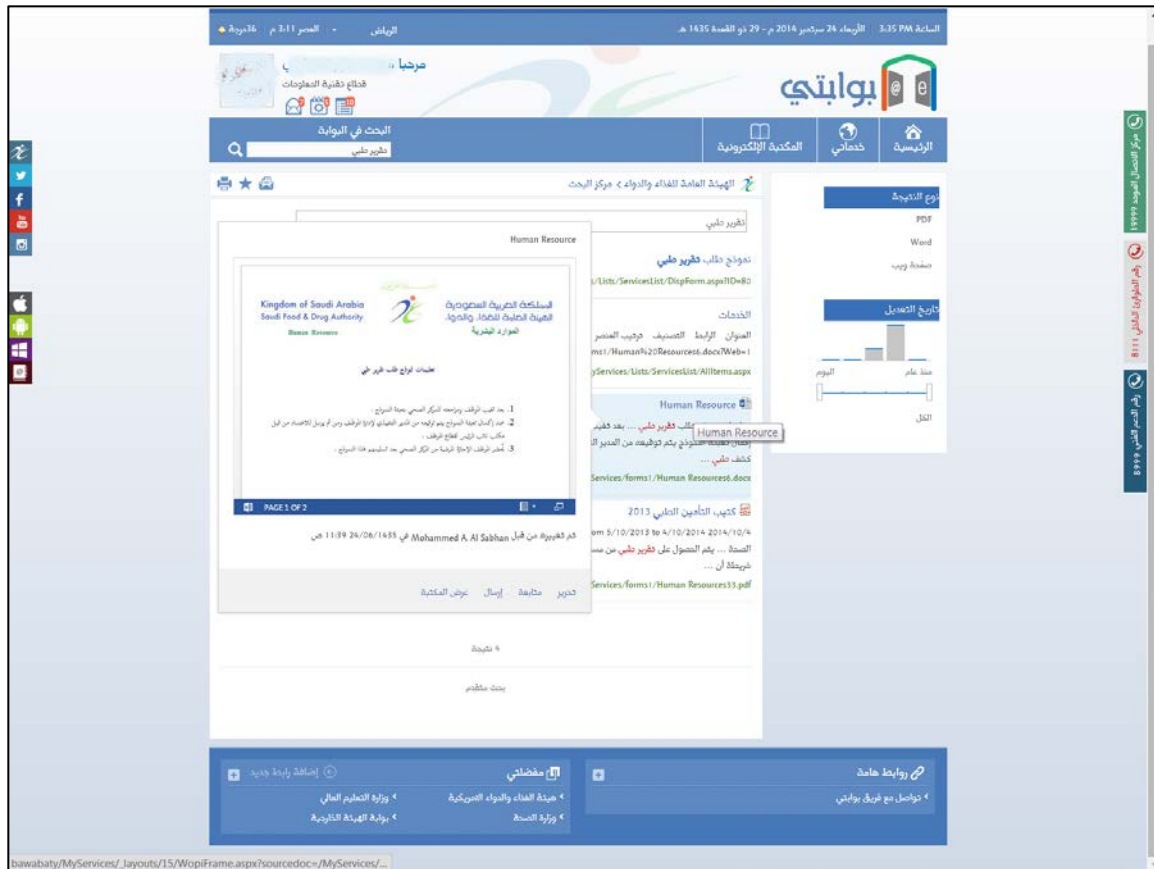


Image 70. SFDA Intranet: Search Results Preview. Hovering over a result on the SFDA intranet's search results displays a preview of the document.
 70_SFDA_18_Search_live.png

Flexibility and function are uniquely combined in this intranet. Employees may work the way they choose to, while being highly supported by this solid design.

BACKGROUND

When SFDA was established ten years ago, it created an intranet that helped employees complete their daily tasks. This early intranet included a document center, news, and a few services. At that time the intranet was serving approximately 200 employees and its offerings were sufficient.

Recently, however, the SFDA expanded its number of branches and services, and the employee count has grown significantly. The organization now has more than 2,000 employees distributed across 30 branch locations across many cities in the Kingdom of Saudi Arabia. As a result of this expansion, the intranet had become crowded with many links, documents, and services, none of which were organized. It had become difficult for employees to access the information they needed and the search function was not returning useful results.

Top management decided it was time to improve the intranet, to keep it in pace with the organization's expansion.

In the beginning, the design team held many brainstorming sessions to identify the primary goals for the new intranet. The team also sent a survey to all employees to solicit their feedback about the current intranet and what improvements they needed to help them complete daily tasks more easily.

The team also conducted a gap analysis on the current intranet to find the weak points and analyze the existing content. Once all this information was synthesized, three main goals for the project and the new intranet were identified:

- Assist employees in performing their daily tasks easily.
- Provide community tools to enhance communication between employees
- Simplify access to corporate information

With the help of top management, the design team achieved these goals, despite a difficult development process and a lot of challenges with content development and integration with legacy systems.



Image 71. SFDA Intranet: Old Homepage. The old SFDA intranet homepage as it looked before the redesign. *71_SFDA_19_oldIntranetHomePage_old.png*

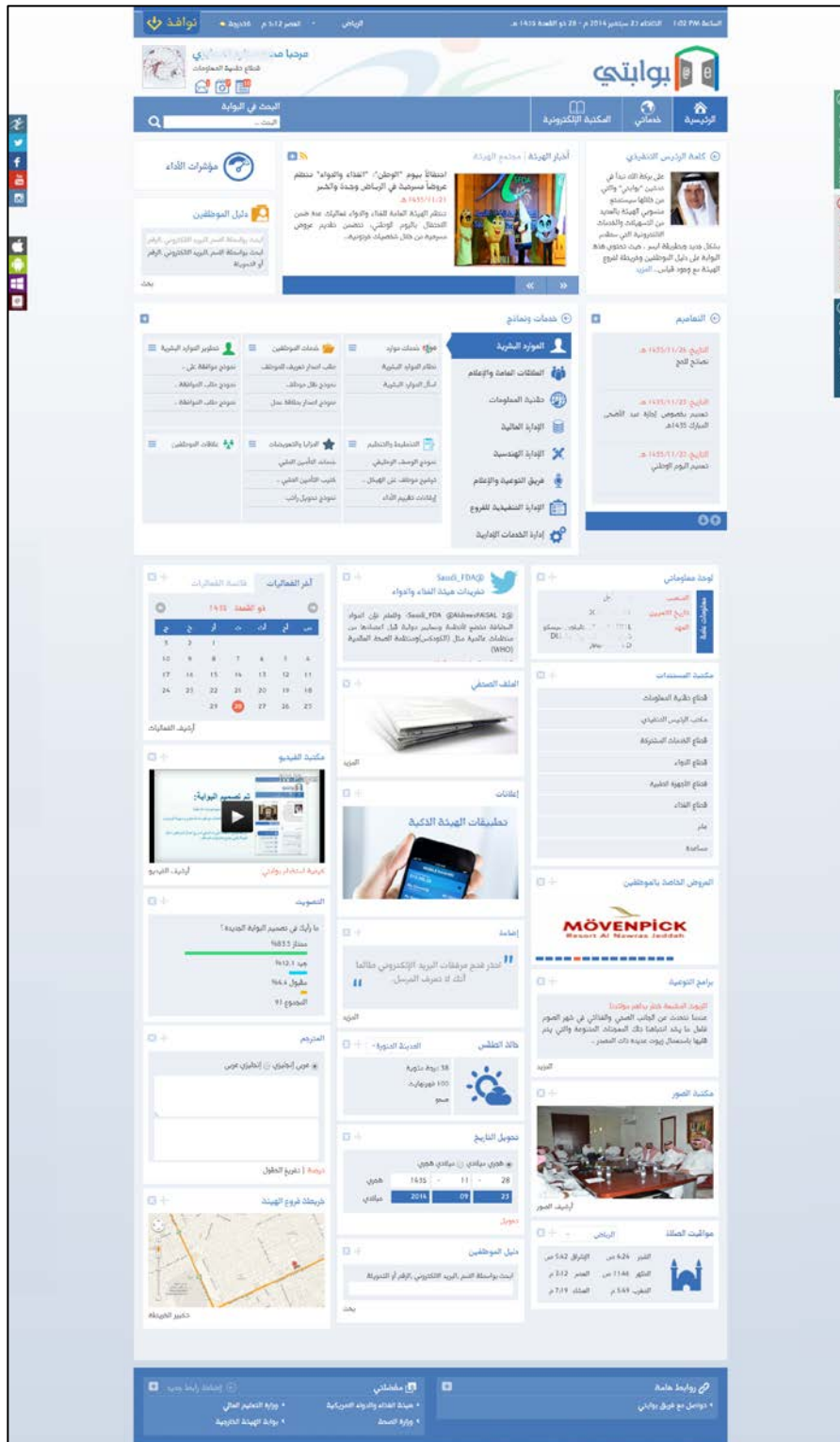


Image 72. SFDA Intranet: New Homepage. With the redesigned intranet all widgets and content are accessible from the intranet homepage via one click.
 72_SFDA_20_Home_live.png



Image 73. SFDA Intranet: My Services Megamenu. The My Services megamenu on the SFDA intranet provides quick access to all the information in the My Services content area. [73_SFDA_21_myservices_live.png](#)



Image 74. SFDA Intranet: My Services Homepage. The My Services homepage provides access to all services links, forms, guidelines, and documents that are published for employee reference, all in one area of the site and categorized according functional area. 74_SFDA_22_myserives_live.png

INTRANET TEAM

الهيئة العامة للغذاء والدواء
Saudi Food & Drug Authority



Management



Falah Almutairi
Executive Assistant President of IT
(Project Sponsor)



Faisal AlTuraif
Executive Director
of E-Services



Bander Al-Johani
Portals manager

Project Team



Mohammed AlMutairi
Project Manager



Abdulaziz M. Al Fakhri
Head of Smart Systems



Fahad Alquait
Web developer
Web designer



Fahad Alanezi
Web developer



Abdulaziz Alsughyer
Systems specialist

SFDA project team members and management (top row, left to right): Falah AL-Mutairi, Faisal Alturaif, Bander Al-Johani, (bottom row, left to right) Mohammed AlMutairi, Abdulaziz Al-Fakhri, Fahad Alquait, Fahad Alanezi, and Abdulaziz Alsughyer.

GOVERNANCE

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Intranet Section Team	<ul style="list-style-type: none">• Manage the redesign project• Manage the design and development activities, and infrastructure• Coordinate communication between other intranet teams within SFDA, including:<ul style="list-style-type: none">◦ Public Relations department◦ Content owners from various departments• Train and support content owners
Public Relations Department	<ul style="list-style-type: none">• Serve as intranet portal owner• Manage intranet content• Coordinate with other departments regarding their content
Content Owners	<ul style="list-style-type: none">• Each is responsible for updating and maintaining the consistency of their assigned section• Delegate some part of the updates or changes to other team members or departments, as necessary

Figure 27. SFDA Intranet Team Responsibilities

USERS

The intranet is integrated with Active Directory. Since every employee exists in Active Directory, every user can access Bawabaty according to his group and department permissions. Each group and department has private content, which is kept from those outside the group. The publishing team can target content for specific groups.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">• http://bawabaty• The same URL is used for both desktop and mobile devices since the intranet uses a responsive design.
Default Status	<ul style="list-style-type: none">• Users choose whether or not to bookmark the site. It is not required as a user's homepage.
Remote Access	<ul style="list-style-type: none">• Users can access Bawabaty remotely via VPN.

Figure 28. SFDA URL and Access Information

DESIGN PROCESS AND USABILITY WORK

Design Approach

When the SFDA management team decided to create a real intranet portal to replace the old intranet, they assigned a project team and gave them their full support. They also defined the project goals as follows:

- Help employees do their work and improve productivity
- Help employees find content quickly and easily and improve usability
- Ensure information is accurate and up-to-date
- Provide efficient access to content and tools
- Create a consistent user experience
- Create a consistent look and feel
- Align intranet content with business workflows
- Facilitate collaboration across groups and departments
- Empower content providers to manage their own information
- Follow intranet standards
- Create better categorization
- Promote best practices across the site(s)
- Eliminate wasted clicks
- Create tools that are easier to learn and use
- Enhance knowledge sharing

The key to achieving this comprehensive list of goals was to do a lot of research and find ways to gather feedback from users. To that end, the following activities were conducted:

- **Surveys:** The team designed a questionnaire to query employees about their needs, experiences, and expectations for the new intranet, as well as their opinion of old site. The survey was sent to all employees and helped the team discover three main things:
 - There was great demand for an updated employee directory.
 - Employees had a strong desire for social features as well as social news.
 - Having an e-library and a documents library is considered essential on an intranet nowadays.
- **User experience best practice study:** Through books, reports, and other resources, the team studied up on contemporary user experience trends and best practice.
- **Brainstorming:** In the early stage of the project, the team held weekly brainstorming sessions with internal teams to generate new ideas and discuss intranet features. Those features were prioritized and then discussed in more detail. Sessions were also conducted during the design phase to assess the implementation of prioritized features.
- **Gap analysis:** The team performed a gap analysis to:
 - Analyze the current state of the intranet, including features, content, and tools used
 - Determine (from brainstorming sessions) a set of desired outcomes
 - Identify gaps that need filled or resolved to get the maximum value into the new intranet
- **Standards and guidelines development:** Through a redesign of the architecture, the team created and documented (as a content manual) a new information hierarchy and content map to help content authors in writing, styling, and classifying the new content.

Management was closely involved in every activity, providing feedback and support to the design team.

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
January 2007	<ul style="list-style-type: none">• Launch of first SFDA intranet
August 2013	<ul style="list-style-type: none">• Create vision document and requirements analysis, conduct usability studies to inform design of new intranet
October 2013	<ul style="list-style-type: none">• Project begins
December 2013	<ul style="list-style-type: none">• Design phase
February 2014	<ul style="list-style-type: none">• Implementation
March 2014	<ul style="list-style-type: none">• Deployment
May 2014	<ul style="list-style-type: none">• Develop content
June 2014	<ul style="list-style-type: none">• Launch and go live for new intranet

Figure 29. SFDA Project Milestones

CONTENT AND CONTENT CONTRIBUTORS

The site uses the CMS functionality in SharePoint 2013 for content management. They chose this solution because the organization uses many Microsoft technologies and they have many experienced SharePoint developers working in-house.

Content owners (approximately ten) from different departments across the organization provide content, which is then reviewed by the department that owns the intranet: Public Relations.

Initial training for content authors consisted of a three-day training program and content contributors were given a handout containing content best practice guidelines. The design team conducted an additional three-hour training session after launch to field questions from authors and discuss additional best practices. As well, content authors are regularly provided with video tutorials and other tips.

159

Image 75. SFDA Intranet: Publishing and Approval Tool. The publishing workflow starts when authors add or edit content using the editing tool provided by SharePoint. Authors then send the content to the Public Relations department for approval, which can approve and publish the content, edit the content first then publish it, or reject it and provide feedback and comments for the author to follow up with. *75_SFDA_23_Editing_live.png*

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and OS	<ul style="list-style-type: none"> • Five servers (see hardware architecture diagram below) • Windows Server 2012 Standard
Bug Tracking and Quality Assurance	<ul style="list-style-type: none"> • Team Foundation Server (TFS) quality assurance
Design Tools	<ul style="list-style-type: none"> • Photoshop • Dreamweaver
Site Building Tools	<ul style="list-style-type: none"> • Visual Studio 2012 • SQL Server 2012 • SharePoint Designer 2012
Content Management Tools	<ul style="list-style-type: none"> • SharePoint 2013
Search	<ul style="list-style-type: none"> • SharePoint 2013 Search (embedded FAST Search)

Figure 30. SFDA Intranet Technology

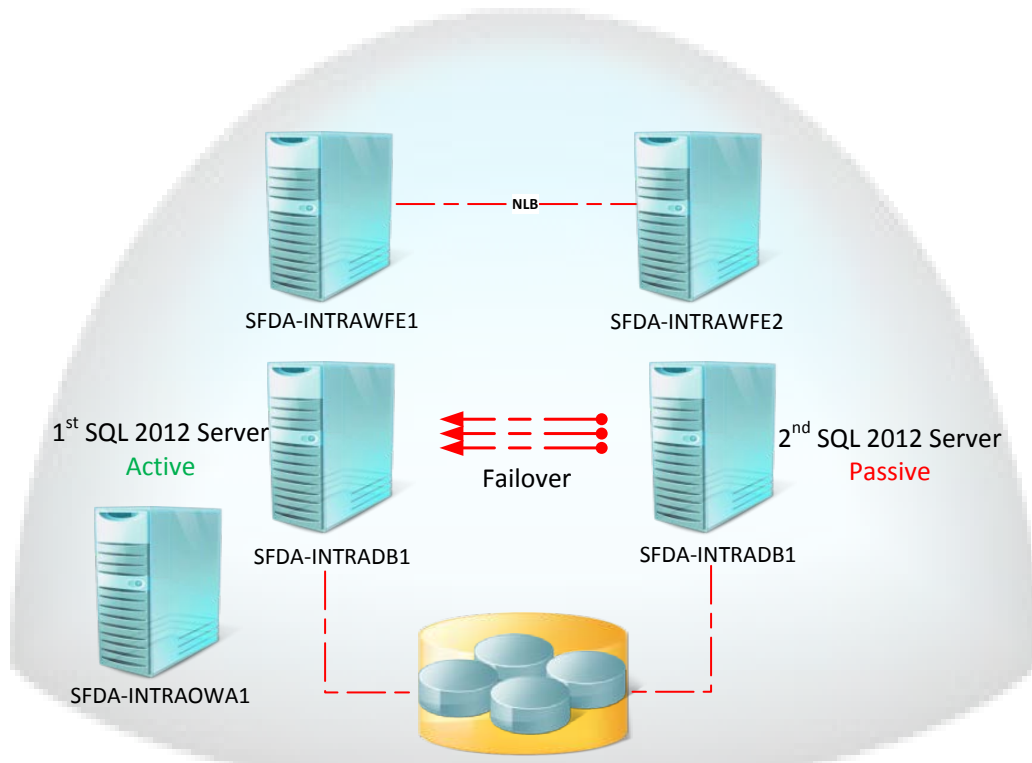


Image 76. SFDA Intranet: Server Architecture. This diagram shows the hardware architecture design of the SFDA intranet. The site relies on two servers for the web front and indexing services. A SharePoint farm (with NLB) configuration was implemented to provide highly available services. Microsoft SQL 2012 servers are connected to SAN storage and used to host the database. Windows Server 2012 Standard edition (clustering) technology is configured for SQL that provides the services with redundancy and continuity in case of failure. [76_SFDA_24_hardware_architecture_diagram.png](#)

MOBILE

The SFDA team chose to employ a responsive design to lower their development efforts and administration overhead, and to provide a unified user experience regardless of how users access the site.

The fixed widgets are the only widgets available on mobile devices, since they comprise the most important part of the intranet, and employees don't need non-fixed widgets when out of the office. All other site features (besides non-fixed widgets) are available.

Users can access Bawabaty from their mobile devices, only through VPN.



Image 77. SFDA Intranet: Homepage Phone View. Homepage of the SFDA intranet as seen on a mobile phone. *77_SFDA_25_mobile_live.png*

SEARCH

One of the reasons the team chose SharePoint 2013 as the intranet platform is because of the powerful search engine it provided. "We adapted this out-of-the-box search engine and it has provided the intranet with rich search features such as content categorization and filtering, indexing, a friendly relationship with Microsoft Office web apps, support for Arabic language content, as well as great search results, that can be displayed based on content permissions," says project manager Mohammed AlMutairi.

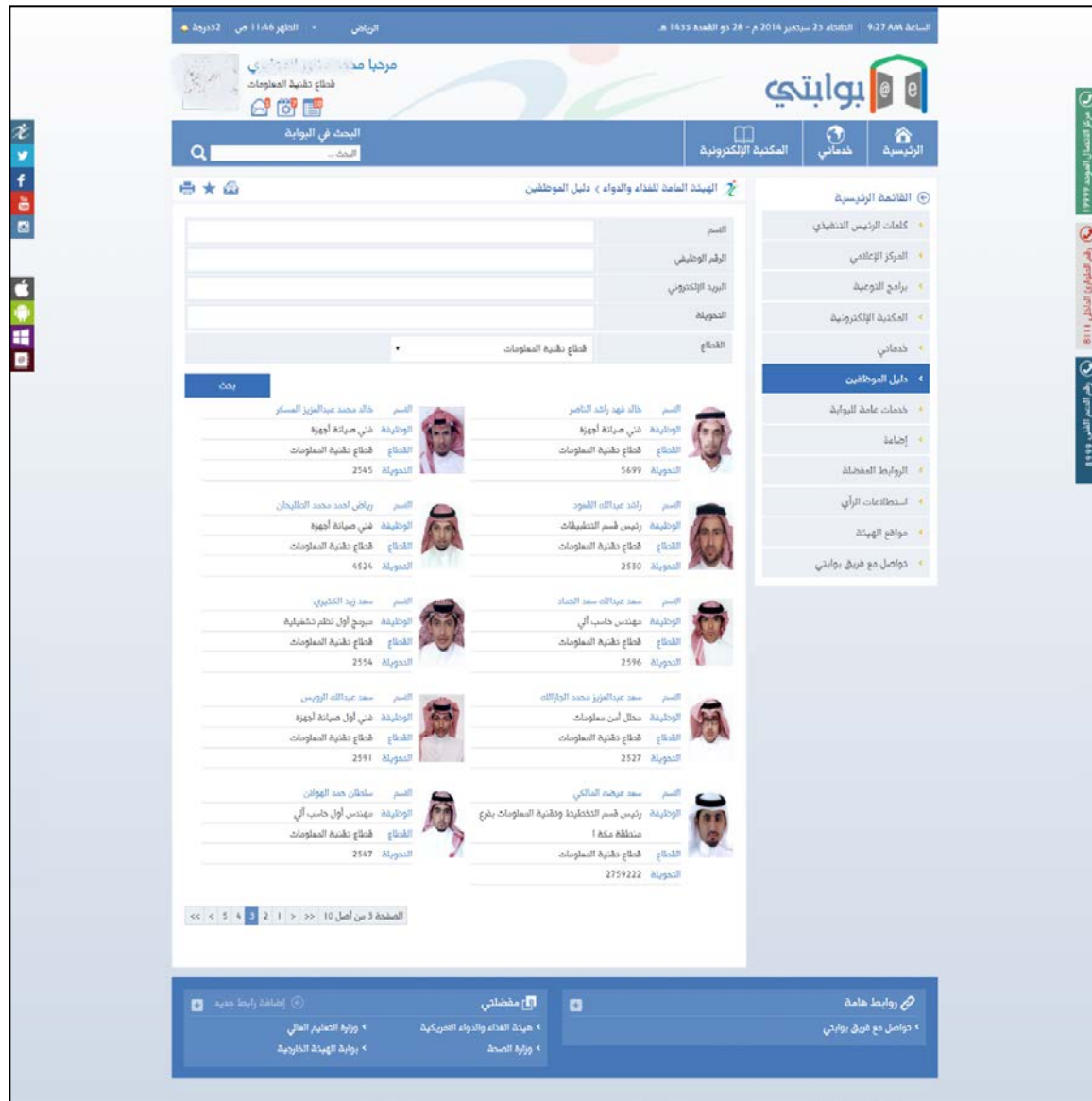


Image 78. SFDA Intranet: *Employee Directory* Search Results. This image shows an example of results after searching the *Employee Directory*. The directory is a standalone feature, with its own database, and integrated with other systems to provide up-to-date information.
 78_SFDA_26_employeeDirectory_live.png

RESULTS AND ROI

SFDA does not measure the intranet's success in hard numbers. Instead, it gauges user sentiment to help determine whether or not the site has been successful. Survey results reveal that users are happy with the new intranet, but perhaps a more important measure than satisfaction is a rise in usage. Employees are visiting the site and using it, while the old intranet was left mostly ignored.

A couple of features have been particularly well received:

- The new ***Employee Directory*** has received a lot of appreciation. The old directory was not updated and was not providing relevant results so users appreciate the availability of accurate and up-to-date information about their colleagues.
- **Widgets** have given users the ability to customize their homepage with information tailored to their needs.

LESSONS LEARNED

The SFDA team shares a few lessons learned:

- **Share the vision and goals** with team and stakeholders.
- **Communicate** with stakeholders early.
- **Get support** from senior management for content development and integration purposes.
- **Invest in user experience design.** A successful design leads to intranet success.
- **Make sure the site serves user needs.** Employees will be interested in visiting the intranet frequently if information is helpful and tools aid productivity.

Sprint

Using the intranet: Sprint is a nationwide telecommunications company, bringing wireless products and services — including traditional and prepaid cellular phone service and wireless data — to 55 million business, government, and individual customers through a variety of brands and partnerships.

Headquarters: Overland Park, KS

Number of employees the intranet supports: 33,000 employees, 33,000 contractors and approximately 40,000 authorized resellers

Company locations: Nationwide in the US

Locations where users use the intranet: 49 US states, Puerto Rico and limited international locations

Annual sales: \$35.5 billion (fiscal year 2013)

Design team: Approximately 20 in-house members across four departments comprised the core team. Migration and content owner training and support was provided by Cartesian; visual design and IA by Level Five Solutions; professional services from CMS and portal technology vendor, OpenText.

Executive sponsors: Terry Pulliam; Katey Chamblin; Joe Hamblin

In-house content and design team: Alicia Backlund; Colleen Del Debbio; Beth Doeringer; Karen Downs; Karen Eravelly; Melody Feekes; Sarah Hebert; Carla Hubbell; Mark Kochanowski; Susan Kreifel; Sally Nellor; David Rancudo; Fazal Rehman; Karen Schaeffer; Waqar Shah; Beth Zemcik

In-house IT team: Pravin Alhat; Chidanand Bangalore; Scott Granger; Pushpavathi Kammela; Kevin Knipple; Angie Pryor; Tim Rosenberger; Courtenay Sheehan; Sam Yothers

Cartesian (content owner training and migration support): Hannah Benisch; Tammy LaTier; Keith Livingston; Erin Smith; Rebecca Steiner

Level Five Solutions (user experience and visual design): Dave Berck, Megan Hopkins; Alex Martens; Ron Schroeder; Jeff Swartz

OpenText (CMS and portal vendor): Sethu Rengarajan; Kelvin Xu

SUMMARY

The Sprint intranet includes a buffet of delicious interface components: from inventive way-finding cues and the ways and means for employees to socially promote products and services to customers, to a nearly flawless news carousel.

The homepage welcomes logged-in users with a carousel featuring six news items. This is no typical carousel. Packed with information and outstanding UI elements, the carousel includes:

- A large, bold headline having high contrast between text color and background
- A short description of the selected item, clarifying much more than the headline does
- Date and time in an international format with the month spelled out and the year in four digits
- Status of how many people have commented on the news item, which gives employees some sense of whether it is popular or controversial
- Large, clear image that is highly related to the topic
- Clear navigation arrows pointing right and left to guide moving to the next or previous item

- Legible photos below the active news item that are small enough to fit and appear to be clickable navigation, but large enough to actually make out the general point of the item
- Headline text below each navigation image
- A perceptible yellow border around the selected image

In addition to the information in the carousel, more news appears in the in-page tabs: *All*, *My News*, *Around Sprint*, *Life & Career*, and *Products & Services*. Content in these high-level topic areas is important to most employees. And what makes this information even more helpful is that it is targeted to users based on their role, organization, geographic location, or job level.

In the right rail on the homepage, employees can find answers and get work done via the *Key Resources* area, which is categorized by *Popular*, *HR*, and *Work*. These links to tools are also targeted to specific audiences based on roles and needs.

Also in the right rail, users may quickly access other supportive sections, including the stock price, information about Sprint in the media, social sections, events, and a poll.

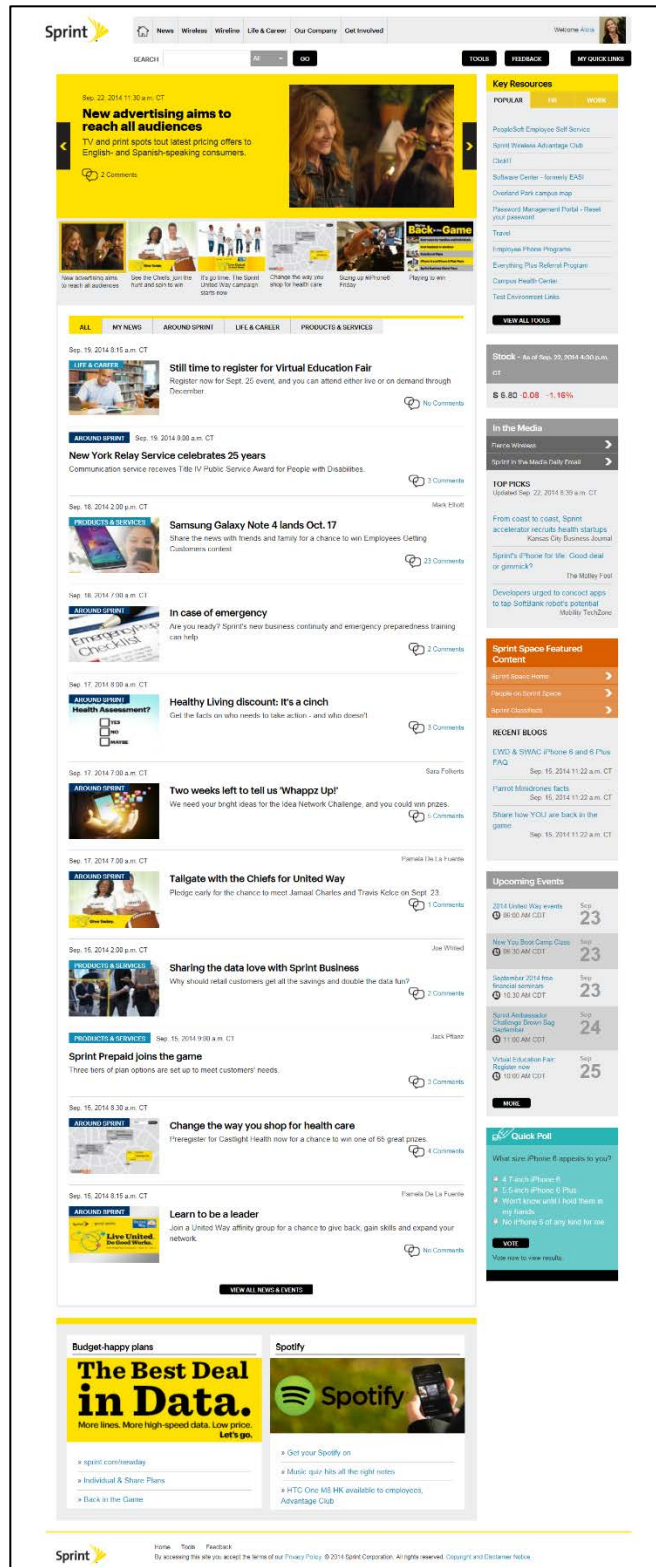


Image 79. Sprint Intranet: Homepage Carousel. A carousel with news, targeted content and tools, social links, and more appear on the Sprint intranet homepage. *79_Sprint_01_home.png*

The visual look of the homepage makes it easy to scan, with content sections that are immediately recognizable due to background colors (or lack thereof), section headings, and the grouping of similar-looking items within their respective sections.

While one would likely classify this as a “flat” design, this particular design does not carry some of the discoverability and findability issues that flat designs often bring. For example, the tabs in the middle section may not have traditional affordance signifiers, such as shadows or very detailed beveling around them. But they trade those aesthetics for these traits that make the tabs visible and appear to be clickable:

- Colored background, different from the page background
- Lines between each tab
- Rectangular shaped
- Narrow width
- Few words in each tab, which helps them appear to be clickable buttons, menu commands, or links
- All capital letters, bold words, which look different and more robust than the normal text

Attention given to these kinds details is the difference between a spectacular intranet and one that’s just okay. Sprint employees have expressed their satisfaction with this design in many ways, not the least of which is the number of users (81%) who agreed with the statement, “I like the look and feel of the intranet” in a company-wide survey.



Image 80. Sprint Intranet: Tab Usability. Various details — such as colored background, lines between each tab, and the rectangular shape — make the flat design elements on the Sprint intranet homepage appear to be clickable.
80_Sprint_02_home_tabs_CROPPED.png

Clicking on the featured news item in the carousel on the homepage leads to that item’s news page. The image and headline from the homepage carousel are repeated at the top of the page. This clear way-finding cue confirms to users that they have arrived where expected. Repeating the imagery and headline also allows authors to provide additional descriptive text for the article. This appears in large bold letters above the story’s normal copy in the content area. If the page had loaded with just this alternate title, users probably would have questioned whether they were on the right page, and may have clicked the back button.

In the content area, the narrow columns of text and bulleted lists make the story easy to read. Related images appear with the story, and videos are readily available in the *Related Resources* area in the right rail. These items give the reader more information about the topic.

The story’s author, publishing date, and time appear at the end of the story to indicate how recent the piece is and who wrote it.

The *Comments* header below the story includes the number of comments that have already been made. Under this is an empty comment field with the active user's image appearing at left, altogether enticing the user to express her thoughts about the story.

Comments display in reverse chronological order (most recent first), accompanied by the commenter's picture, name, and the date and time it was added. Employees may also assign a star rating to stories, empowering them to engage with authors and each other. These comments and ratings help content owners to better understand their audience members, and write for them.

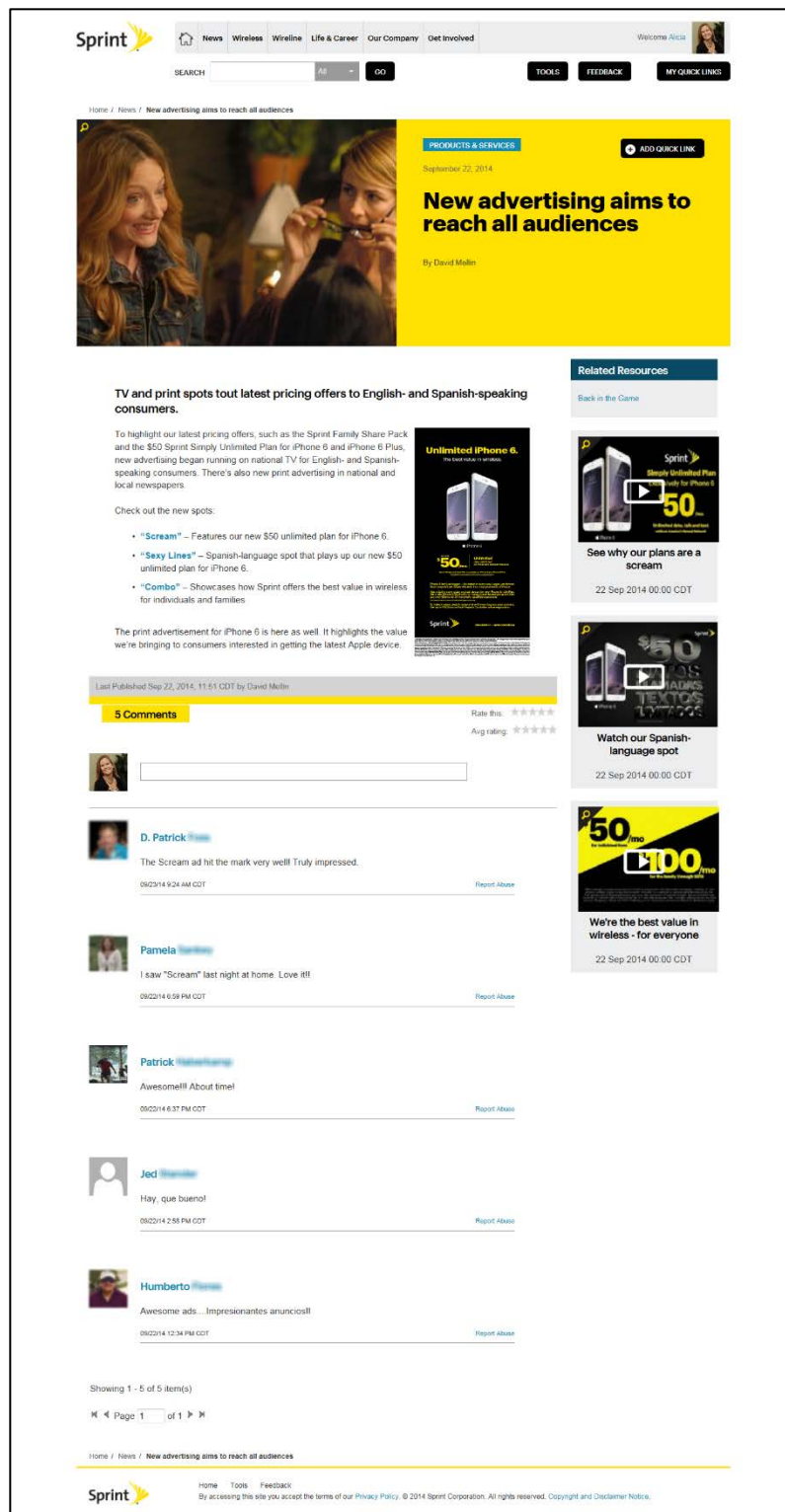


Image 81. Sprint Intranet: News Page. A news page on the Sprint intranet repeats elements from the related frame in the carousel on the homepage. It has helpful headings, text that's easy to scan, related media (such as videos), and a comments section at the bottom. *81_Sprint_03_news_advertising*

While the page is already rich with obvious information — the story itself, accompanying comments, and related media — there is even more information available. Unbeknownst to the typical news item reader, page designers creatively relay the complexities of an IA hierarchy with modest prompts, including:

- A subtle breadcrumb that appears just above the frame from the carousel
- The section category (which is the same text as that on the tab name on the homepage) is indicated with a blue button.

When employees scan the article, they may decide if it is something they want to refer to again later, in which case the *Add Quick Link* button in the upper right is useful.

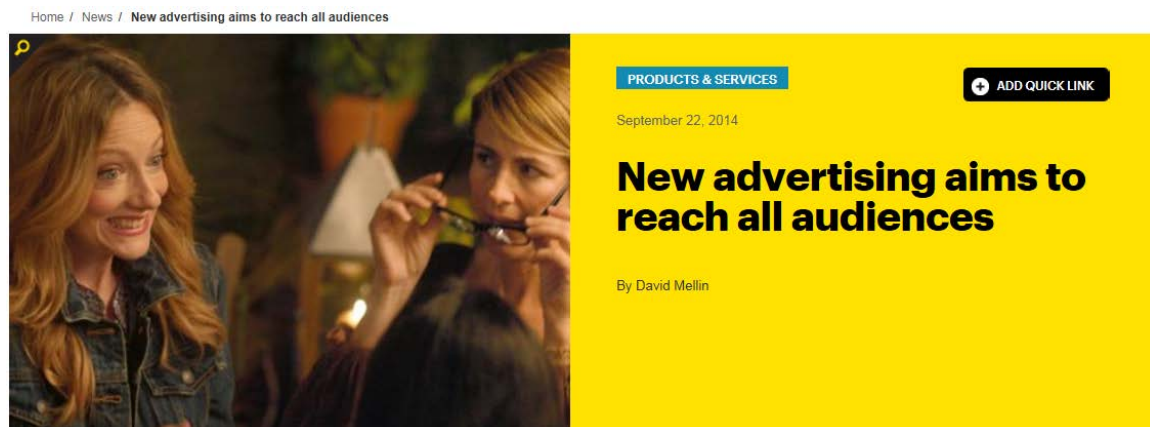


Image 82. Sprint Intranet: News Page Features. The breadcrumb trail and category button help employees understand and navigate the IA on the Sprint intranet. *82_Sprint_04_news_advertising_frame from carousel only_CROPPED.png*

Note that the hierarchical cues do not appear in the version of this frame on the carousel on the homepage, as they are not necessary; in fact they would probably cause confusion if expressed at the top level of the IA.

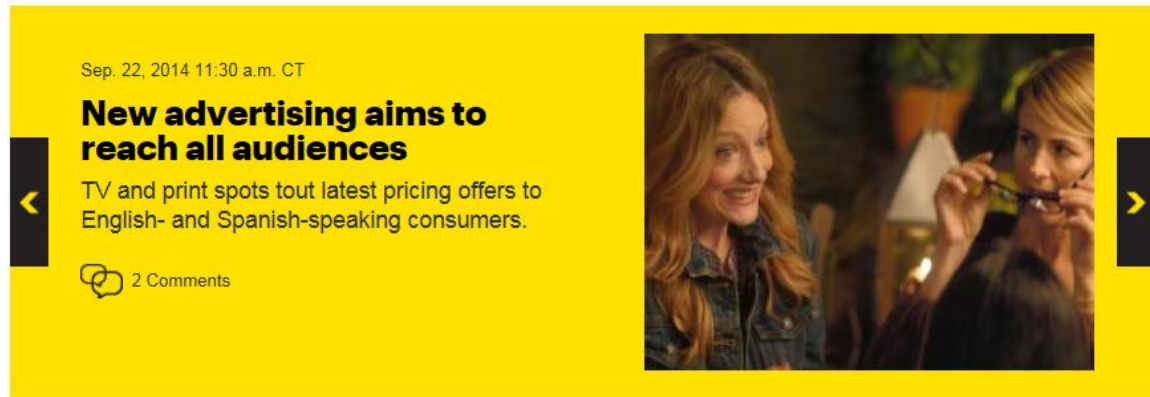


Image 83. Sprint Intranet: News Item in Homepage Carousel. The homepage image on the Sprint intranet does not include the breadcrumb or the story's category section. *83_Sprint_05_home_carousel selected frame only_CROPPED.png*

Employees may access their intranet favorites via the *My Quick Links* button, which appears in the upper right of pages. Positioning this button in the upper right was an astute choice since many web browsers make it possible to add bookmarks via icons or commands also positioned in the upper right area of the browser. If users scan up to this location where they expect similar browser features to be, the *My Quick Links* button is there in the user's line of sight.

An *Add Quick Link* button appears in the upper right of content pages near the *My Quick Links* button. This helps advertise the ability to add links to one's *Quick Links* collection.

Users may also add links that are not part of the intranet portal, using manual capabilities. The *Edit Quick Links* light box offers this, and several more editing capabilities, including:

- Add
- Rename
- Move
- Categorize
- Remove
- Open in a new window or in the current browser window

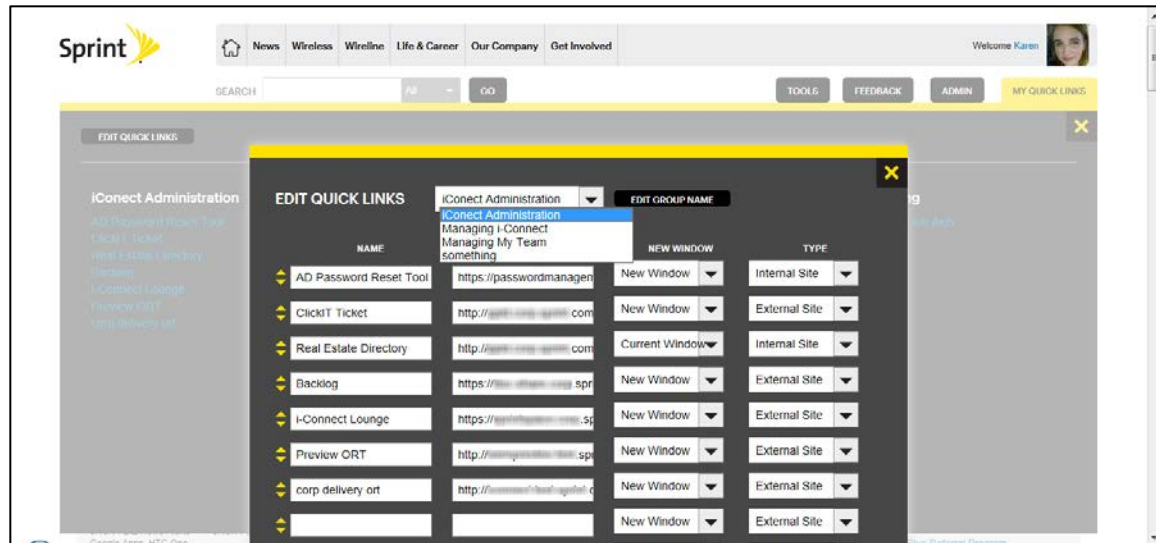


Image 84. Sprint Intranet: Quick Links Editing. The *Edit Quick Links* functionality allows employees to add, rename, move, categorize, or remove links, as well open them in a new window or the current browser window.
[84_Sprint_06_Edit Quick Links_Live.png](#)

In addition to commenting and rating articles, or participating in polls on the homepage, another way employees may engage with one another is to watch, rate, and share videos. For example, sales staff members often create and post short videos about an assortment of sales topics, from how to sell a particular accessory, to discussing cellular coverage questions. In this way employees help each other to do their work more effectively. Employees may sort the videos by either *Most Recent* or *Top Rated*.

Sprint

Home / Retail Sales / Best Practices Library / Best Practices Videos Library

Best Practices Videos Library

ADD QUICK LINK

ALL ACCESSORIES BUYBACK MSA MANAGEMENT NET ACTIVATIONS NETWORK PRICE PLANS READY NOW

TEP - DEVICE PROTECTION TOP PICKS VENDOR PROVIDED VIDEOS

Sort by: Most Recent

Preventing Bill Confusion
Preventing Bill Confusion [Sep. 23, 2014]
★★★★★

Role Play for Hitting all Metrics
Role Play for Hitting all Metrics - Stamford, CT [Sep. 9, 2014]
★★★★★

Explaining the Family Data Share Pack
Explaining the Family Data Share Pack - Winston Salem, NC [Aug. 25, 2014]
★★★★★

Q1 2014 Postpaid Top Picks
Q1 2014 Postpaid Top Picks [Jul. 23, 2014]
★★★★★

Why Customers Need TEP
Why Customers Need TEP - Studio City, CA [Jul. 22, 2014]
★★★★★

HTC Zoe Camera Gallery
HTC Zoe Camera Gallery [Mar. 7, 2014]
★★★★★

LG Flex Knock On
LG Flex Knock On [Mar. 7, 2014]
★★★★★

LG G2 User Experience
LG G2 User Experience [Mar. 7, 2014]
★★★★★

LG Flex Fluid Lockscreen
LG Flex Fluid Lockscreen [Mar. 7, 2014]
★★★★★

LG G2 Power & Connectivity
LG G2 Power & Connectivity [Mar. 7, 2014]
★★★★★

LG Flex Slide Aside
LG Flex Slide Aside [Mar. 7, 2014]
★★★★★

LG Flex Guest Mode
LG Flex Guest Mode [Mar. 7, 2014]
★★★★★

SHOW MORE

Home / Retail Sales / Best Practices Library / Best Practices Videos Library

Sprint

Home Tools Feedback
By accessing this site you accept the terms of our Privacy Policy. © 2014 Sprint Corporation. All rights reserved. Copyright and Disclaimer Notice.

Image 85. Sprint Intranet: Videos. Sprint intranet users may watch, rate, and share videos with one another. *85_Sprint_07_video_library.png*

Beyond common social features, the Sprint team is pioneering a social feature that encourages employees to communicate with customers via Facebook, Twitter, and LinkedIn. The idea stemmed from an understanding of the value of social outlets combined with the potential influence of Sprint's total number of intranet users, consisting of 33,000 employees, 33,000 vendor and contractor users, and more than 40,000 resellers of Sprint's products and services.

The *Suggested Social Media Posts* page, accessible via the homepage, is a library of corporate-approved content for social media use. This page supports the *Sprint*

Social Media Ninjas program, which was founded in 2009 to help employees be comfortable advocating and promoting Sprint in social media contexts.

The top of the page offers videos to learn how and why to share via social outlets. Key resources, such as *Ninja's Blog* and *Employees Getting Customers*, also help and inspire.

The sharable updates themselves originate in the Corporate Communications and Marketing teams. These teams are able to post these via the intranet's CMS. The updates are categorized by *Product & Service Offerings*, *CSR (Corporate Social Responsibility) Opportunities*, and *Sprint News*. Each update has the following positive traits:

- Includes legible text that employees can scan
- Meets the length and format limitations of the respective social outlets
- Embraces the use of hashtags to make posts highly visible
- Suggests sharing on three different social channels with recognizable buttons for each

The screenshot shows the Sprint Intranet's 'Suggested Social Media Posts' page. At the top, there's a navigation bar with the Sprint logo, a search bar, and links for News, Wireless, Wireline, Life & Career, Our Company, Get Involved, Tools, Feedback, Admin, and My Quick Links. A user profile for 'Welcome Karen' is visible. The main content area is titled 'Suggested Social Media Posts' and includes a 'Suggested Social Media Posts' section with a featured post 'Embrace your inner Ninja' and a 'Share This Key Resources' sidebar. Below this are three columns: 'Share Product & Service Offerings', 'Share CSR Opportunities', and 'Share Sprint News', each containing social media snippets with text, images, and share buttons for Twitter, Facebook, and LinkedIn.

Image 86. Sprint Intranet: *Social Media Ninjas* Program. The *Social Media Ninjas* program and the *Suggested Social Media Posts* page on the intranet encourage employees to advocate and promote Sprint in social media. *86_Sprint_08_Suggested Social Media Posts_Live.png*

The Sprint intranet team places great emphasis on listening to, responding to, and tracking input from their users. They also encourage feedback in a few ways, one being a form on the intranet. The team made this form easy to fill out. For example, the user's name and email address is populated for them, and the *Comments* field is large enough to enable longer comments.

Users first choose a category for the comment. This dictates to which team the question will be routed, and where it will be recorded in the database that the team uses to identify and prioritize design enhancements.

The screenshot shows the Sprint Intranet's 'Feedback' form. At the top, there's a navigation bar with the Sprint logo, a home icon, and links for News, Wireless, Wireline, Life & Career, Our Company, and Get Involved. A search bar is also present. Below the navigation bar, the page title is 'Home / Feedback'. The main heading is 'Feedback'. To the right of the heading is an 'ADD QUICK LINK' button. The form fields include: 'NAME' (pre-filled with 'Karen'), 'EMAIL' (pre-filled with 'karen@ sprint.com'), 'FEEDBACK TYPE' (a dropdown menu), and 'COMMENTS' (a large text area). Below the form fields are three buttons: 'SUBMIT', 'RESET', and 'REPORT'. At the bottom of the page, there's a footer with the Sprint logo, a 'Home Tools Feedback' link, and a copyright notice: 'By accessing this site you accept the terms of our Privacy Policy. © 2013 Sprint Corporation. All rights reserved. Copyright and Disclaimer Notice.'

Image 87. Sprint Intranet: User Feedback Form. A simple feedback form enables the intranet designers to respond to user comments in the short and long term. *87_Sprint_09_Feedback form_Live.png*

The search results page also encourages users to submit feedback about the search results, or get help with their search. Again, this feedback is captured in a database that the team uses for analysis and search improvements.

The persistent search field is a go-to feature for traversing the site. Employees may search using the default value, *All*, or scope the search to a particular repository — such as *ClickIT* (the company's IT troubleshooting support system), training courses, and people directory — via the drop-down menu.

Users may refine search results via the filters on the left of the search results page. Filter options include *organization*, *service*, *news*, *tools*, and so forth.

Sprint

News Wireless Wireline Life & Career Our Company Get Involved

SEARCH harman kardon onyx studio

TOOLS FEEDBACK MY QUICK LINKS

Search Results

Found 25 results

Refine Results

YOUR CURRENT SEARCH

Accessories

Type (1)

Type

Audio and Listen (1)

Services

Wireless (1)

News

Around-Sprint (5)

Products--Services (3)

Tools

Retail (1)

The sweet Harman Kardon speaker offer just got sweeter
<http://connect.sprint.com/corporate/The-sweet-Harman-Kardon-speaker-offer-just-got-sweeter>
 April 3, employees are now able to purchase up to four Harman Kardon Onyx Studio speakers. This is a big increase over Scroll through until you see
 ☐☐☐Harman Kardon Onyx Studio☐☐☐
 Date: Thu Apr 3 07:30:32 CDT 2014

It's music to our customers' ears
<http://connect.sprint.com/corporate/Its-music-to-our-customers-ears>
 For every setup, with the launch of the Harman Kardon Onyx Studio wireless speaker system Harman Kardon Onyx Studio is the ultimate sound companion for any Bluetooth-enabled device
 Date: Tue Feb 25 06:30:04 CDT 2014

Music to your ears -- it's a heckuva deal
<http://connect.sprint.com/corporate/Music-to-your-ears---its-a-heckuva-deal>
 With Bluetooth connectivity☐☐☐The Harman Kardon Onyx Studio and Jawbone Mrs Jambox speaker systems can now be Scroll through until you see
 ☐☐☐Harman Kardon Onyx Studio☐☐☐
 Date: Fri Mar 14 16:30:09 CDT 2014

Bring the bass back
<http://connect.sprint.com/corporate/Bring-the-bass-back>
 Did you miss the beat the first time? The popular employee offer on the Harman Kardon Onyx Studio speaker is back ☐☐☐ and 40 ☐☐s Scroll until you see
 ☐☐☐Harman Kardon Onyx Studio.
 Date: Fri Aug 8 06:00:21 CDT 2014

Discounted special items for Sprint employees
<http://connect.sprint.com/corporate/news/Discounted-special-items-for-Sprint-employees>
 Employees can receive deeply discounted prices on the Harman Kardon Onyx Studio and the MINI Jambox speakers by Jawbone Harman Kardon Onyx Studio. Limit 1 per employee
 Date: Mon Mar 3 09:30:49 CDT 2014

This Brown Bag speaks volumes
<http://connect.sprint.com/corporate/This-Brown-Bag-speaks-volumes>
 The next Sprint Ambassador Challenge Brown Bag session will address two timely topics makes you eligible to win one of three Harman Kardon Onyx Studio speakers ☐☐☐ a \$369 value
 Date: Mon Jul 14 07:30:45 CDT 2014

Sprint Block Party was music to their ears
<http://connect.sprint.com/corporate/Sprint-Block-Party-was-music-to-their-ears>
 KC☐☐☐s Boulevard beer was rbsp,Winners of the Harman Kardon Studio headset, HTC One (M8) Harman/Kardon edition phone and Harman/Kardon Onyx Studio wireless speaker have been notified
 Date: Fri Jun 6 09:30:21 CDT 2014

Main ingredient for May 26 Block Party --
<http://connect.sprint.com/corporate/Main-ingredient-for-May-26-Block-Party>
 score one of 50 HTC One M8 Harman Kardon headsets, 25 Harman Kardon Studio Onyx speakers or 25 Harman Kardon SOHO headphones
 Date: Wed May 21 03:45:30 CDT 2014

Don't miss a beat
<http://connect.sprint.com/corporate/Dont-miss-a-beat>
 is \$300 below retail pricing for the Harman Kardon Onyx Studio and \$80 below retail for the Jawbone Mini Scroll until you see ☐☐☐Harman Kardon Onyx Studio☐☐☐
 Date: Tue Jul 1 06:00:25 CDT 2014

1 2

About 25 results

Advanced Search

Search Feedback

Didn't find what you were seeking? Let us know and we'll help.

Are you searching for:

- Retail sales info
- Direct sales info
- Indirect sales info
- Prepaid Sales info
- Corporate info
- CM/Care info

Email:

Alicia.J.Backlund@sprint.com

Comment:

Sprint

Home Tools Feedback

By accessing this site you accept the terms of our [Privacy Policy](#) © 2014 Sprint Nextel Corporation. All rights reserved. [Copyrights](#) and [Disclaimer Notice](#)

Image 88. Sprint Intranet: Search Results. Search results can be refined with filters such as *organization, service, news, and tools*.
 88_Sprint_10_search_results.png

Users may also navigate the intranet using megamenus, which offer links categorized into sections. Like the homepage, the megamenu tabs may be targeted to specific user roles.

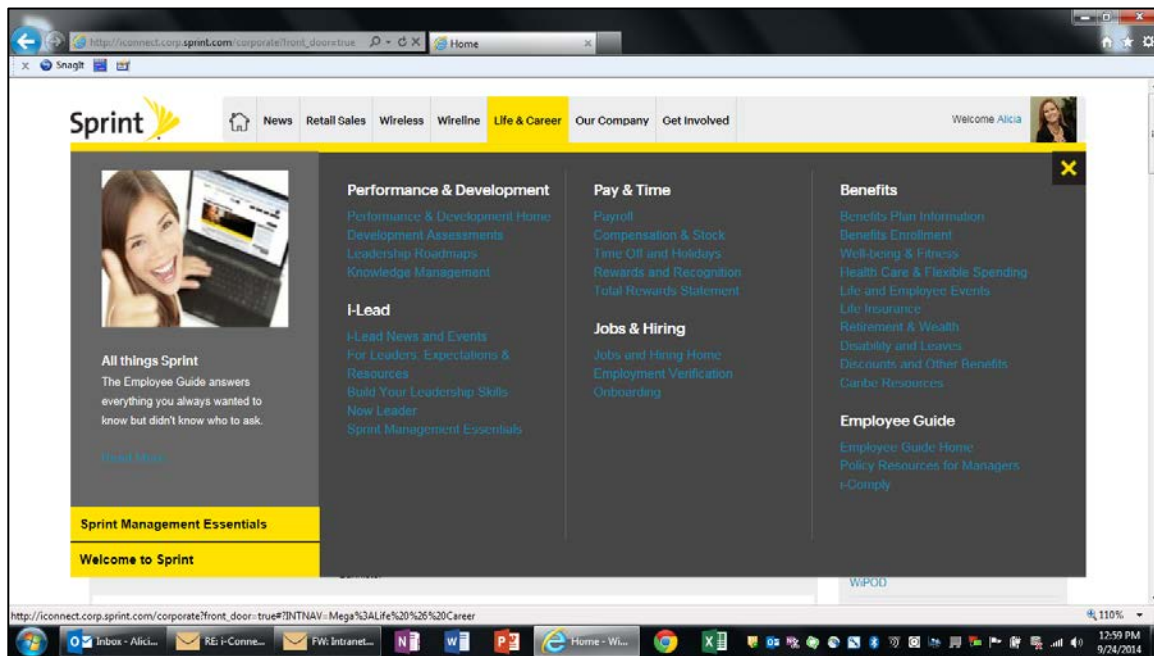


Image 89. Sprint Intranet: Megamenus. Megamenus are sorted by topic and organized in sections. *89_Sprint_11_Life_Career.png*

Employee profile pages in the employee directory include both user-generated and system-generated information. Contact, location, and organization chart information appear in the right rail. The user may also provide content like a personal statement, which helps employees to understand and get to know one another. Employees may also add skills, degrees and certifications, and information about their job. The content from profile pages is shared across the portal, search, email, and internal instant messaging systems. This capability creates a powerful expertise locator for the entire organization.

The screenshot shows the Sprint Intranet Employee Directory page for Sally Nellor. The top navigation bar includes links for News, Wireless, Wireline, Life & Career, Our Company, and Get Involved. A search bar is located on the left, and a welcome message for Karen is on the right. The main content area features a profile for Sally Nellor, MGR COMM, with a photo and a bio. The bio states that she manages webcast and streaming media technology functions for Sprint internal communications in the Creative Media Service group. Below the bio, there are sections for Skills, Organization, and Degrees/Certifications. The Skills section lists: Webcast and streaming video, Requirements analysis, Streaming Media, Project Management, Collaboration with cross-functional teams, SprintCast, Communications strategy, and Streaming Video. The right sidebar contains sections for Sprint Work Center (SWC), Contact Info, Work Profile, and Location. The Contact Info section lists Phone, Mobile, and Email. The Work Profile section lists CID, Cost, and Entity. The Location section lists Address and Mailstop.

Sprint

News Wireless Wireline Life & Career Our Company Get Involved

Welcome Karen

SEARCH All GO

TOOLS FEEDBACK MY QUICK LINKS

Sally Nellor

MGR COMM

I manage the webcast and streaming media technology functions for Sprint internal communications in the Creative Media Service group.

I'm a little bit Country and a little bit Rock-n-Roll...oh wait - wrong bio. I'm really just a nerd in Corporate Communications clothing - yeah, that's better!

I've been with Sprint since 1997. I currently manage Creative Media technology and webcast operations for Corp Comm and work with employees on any issues or needs they have with respect to streaming media.

I have a knack for turning a customer's ideas and needs into written technical requirements. So, I often work with clients and my peers in Corporate Communications to define and document business strategies and then flesh out any technical requirements so IT can build or buy systems to support the client's needs.

On a personal note, my favorite hobbies are reading and going to the beach. I'm married with 4 kids, 3 grandkids and one furbaby.

Sprint Work Center (SWC)

Nellor, Sally J [COM]

My Sprint Work Center

Learn More

Contact Info

Phone: (817) 414-3886

Mobile: (817) 414-3886

Email: Sally.J.Nellor@sprint.com

Work Profile

CID: 00000000

Cost: (817) 414-3886

Entity: 000

Location

Address: 12345 SPRINGFIELD AVE
OVERLAND PARK, KS, 66251

Mailstop: 000000000000 12345

SKILLS ORGANIZATION DEGREES/CERTIFICATIONS

Skills

- Webcast and streaming video
- Requirements analysis
- Streaming Media
- Project Management
- Collaboration with cross-functional teams
- SprintCast
- Communications strategy
- Streaming Video

Sprint

Home Tools Feedback

By accessing this site you accept the terms of our [Privacy Policy](#). © 2014 Sprint Nextel Corporation. All rights reserved. [Copyright and Disclaimer Notice](#).

Image 90. Sprint Intranet: Employee Directory. The employee directory acts as an expertise locator. Employees may add personal statements, and information about their skills and job. *90_Sprint_12_Employee_directory_Live.png*

With its abundance of good features and useful knowledge, Sprint designers wanted to ensure that employees could access the intranet from anywhere, any time. This was particularly important since several thousand employees work remotely — from customer sites, home offices, and in the field.

To make the intranet accessible from outside of the organization, the intranet team chose to employ a responsive design approach. Since Sprint is a wireless company with users who are device enthusiasts, the team wanted to design for all possible mobile experiences. Also, the team relished the fact that they didn't have to change their development process to design responsively. They did, however, design content so it would flow and scale against detected screen sizes. Some methods used to help scale the site to smaller screens included:

- Decreasing the size of the news carousel and the content within it

- Collapsing the global navigation under the hamburger icon button
- Collapsing sections into drawer menus

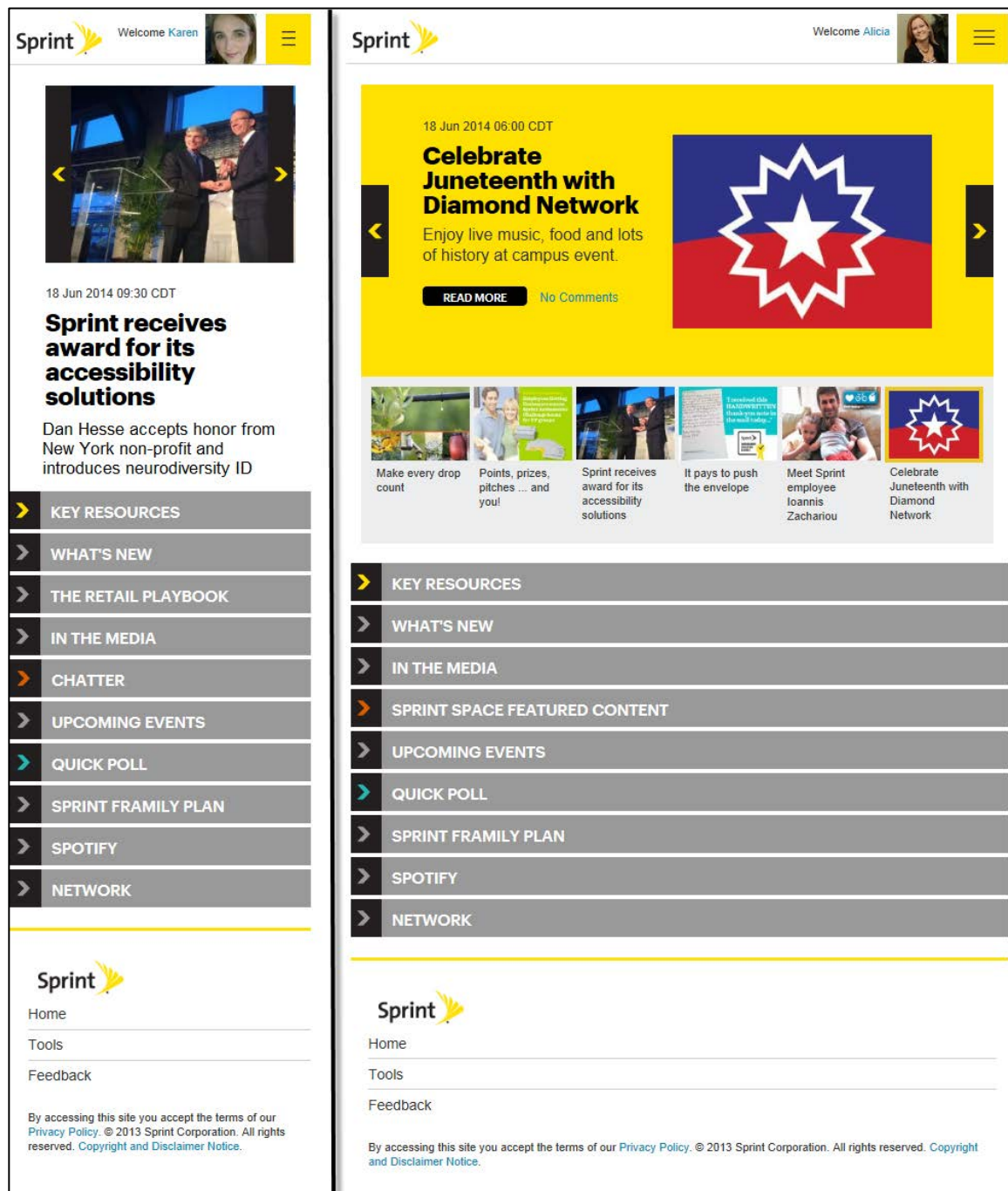


Image 91. Sprint Intranet: Responsive Design. The Sprint intranet employs responsive design to adjust content and UI components to accommodate smaller devices. The left shows how the content appears on a phone display, while the right reflects a tablet. *91_Sprint_13_Mobile Responsive Examples_Live.png*

A feast for the eyes and mind, the Sprint intranet inspires, informs, and accommodates employees. The number of unique daily visitors to the site has doubled since the redesign. This is not surprising since the intranet supports employee communication and knowledge management through improved functionality, taxonomy, navigation, and a supportive look and feel.

BACKGROUND

Intranets that serve large, complex organizations sometimes just reach a breaking point. That's exactly what happened with Sprint's portal. About the time Sprint was being acquired by the Japanese technology company, SoftBank, its intranet had become fractured into separate portals sitting on multiple technology platforms that were 10+ years old. "Intranet team members joked that we had simply come to the end of our ability to manage a robust intranet strategy with 'Band-Aids and baling wire,'" says Alicia Backlund, Intranet Operations Manager. "These old systems met most of our basic content management needs, but offered little or no opportunity for social, mobile, and video feature integration."

The new intranet needed to achieve a high level of flexibility and effectiveness to help the organization effectively navigate into its next phase. The site needed more than just a re-fresh. It needed a new engine to drive it into the future. "As our brand continues to evolve, we need the ability to quickly update page styles — something that newer systems achieve easily took months of development time for our old piecemeal systems," says Backlund. "We reached a point where our ability to measure and understand needed changes to enhance user experience far exceeded our ability to execute in the old systems."

Goals

Terry Pulliam, the company's Employee Communications Director, summed up the goal of the new intranet succinctly when he said it needed to be "simple, social and mobile."

"Simple meant more effective search and navigation, and consistent, on-brand user experience and messaging," she says. "Also, easy for content owners to use so we'd stay out of IT's hair as much as possible."

Making the site simple would mean frontline employees could serve customers better and faster. Social created a more seamless experience between the company and user-generated content. Mobile meant a design that would scale across all types of mobile devices, both phones and tablets.

The basic mandate for the new portal project was to unify the company's four portals into a single user experience that included the integration of social, mobile and video capabilities, and of course, deliver on time and on budget.

Challenges

There were many significant challenges to the project. To begin with, the redesign effort coincided with a huge technological overhaul. "Our intranet redesign project happened at the same time as our enormous effort to rip out and replace the underlying portal, content management system, people directory, and search engine while integrating social and video features and adding intranet mobility," says Karen Downs, Intranet Program Manager. Also, due to business constraints of time and

resource availability, the (geographically dispersed) teams were asked to deliver everything in just 10 months.

"Breadth of scope, geography, and expedited time to deliver were by far our three biggest challenges," says Downs. With so much to do in such a small window of time the team had to fast track their efforts by launching a series of parallel work efforts.

"We managed these challenges by working on the front-end design and detailed functional requirements in parallel," she says, "relying heavily on very experienced intranet teams in sales, corporate communications and IT. Most of our core team members had 10+ years of intranet experience, which helped to offset the risks inherent with this type of approach."

Vendor support from the company's partner agencies, Level Five Solutions and OpenText, helped ease the time crunch, as did a critical, yet difficult, decision to delay usability testing until after the new portal was launched. This meant relying on the expertise of team members as a substitute for user feedback, for the initial launch.

The team made other decisions to help facilitate working toward a unified vision. "Early in the project cycle we twice arranged business trips for core business and IT members to work together in a face-to-face environment," says Downs. "This helped build camaraderie and mutual respect among our big team players and decision makers, something we had to rely upon heavily as difficult decisions had to be made throughout the project lifecycle."

Leaders who represented requirements from Sales, Enterprise, and IT talked daily to resolve issues early as they popped up. Team members were also encouraged to participate in daily open call sessions to hear problems being solved in real time.

"Team members in our two biggest locations, Overland Park, KS and Reston, VA set up physical and virtual (via online meeting sessions) 'war rooms' where all local employees involved in the project could co-locate to get their work done," says Downs.

All of this communication helped to facilitate many impromptu discussions, which were necessary so that issues could be resolved quickly. Also, all of the business leaders agreed early on that any differences of opinion that emerged would be resolved as they emerged. "We did compromise," she says, "but not at the expense of meeting everyone's business objectives."

"The quick-to-implement timeline was both a blessing and a curse for the project team," she says. "It was a blessing in that it forced us to really make quick decisions and execute and then move on to the next thing. But it was also a curse because we left some important things behind."

For example, quick timelines and limited people resources created a scenario where the team relied, perhaps a little too heavily, on the designers from Level Five working directly with the implementation team from OpenText. "The lesson learned there is pretty basic," she says. "Never let two vendors work together without someone from the core project team also participating in the discussion. You need to have the team members on both the business and IT sides of the house participating in those conversations to better equip them to do the ongoing maintenance and continual improvement after the initial implementation."

Failing at times to do this intensified a steep learning curve post-implementation, which created delays in delivery of warranty items and ongoing improvement items.

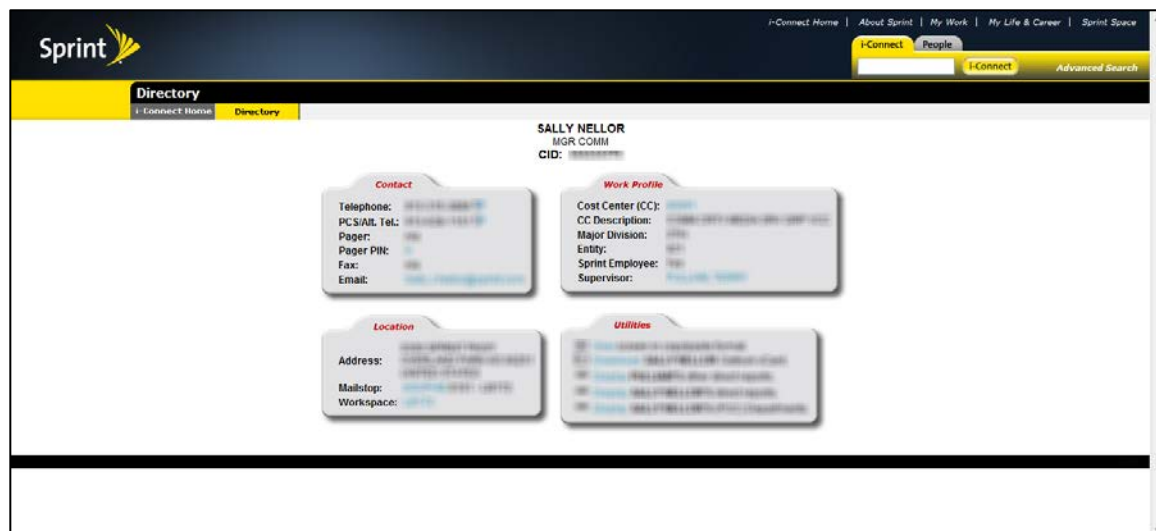


Image 92. Sprint Intranet: Employee Directory Before Redesign. Before the redesign, Sprint's employee directory contained only traditional directory information and offered no opportunity for user-generated content.
92_Sprint_14_Old Directory_Live.png

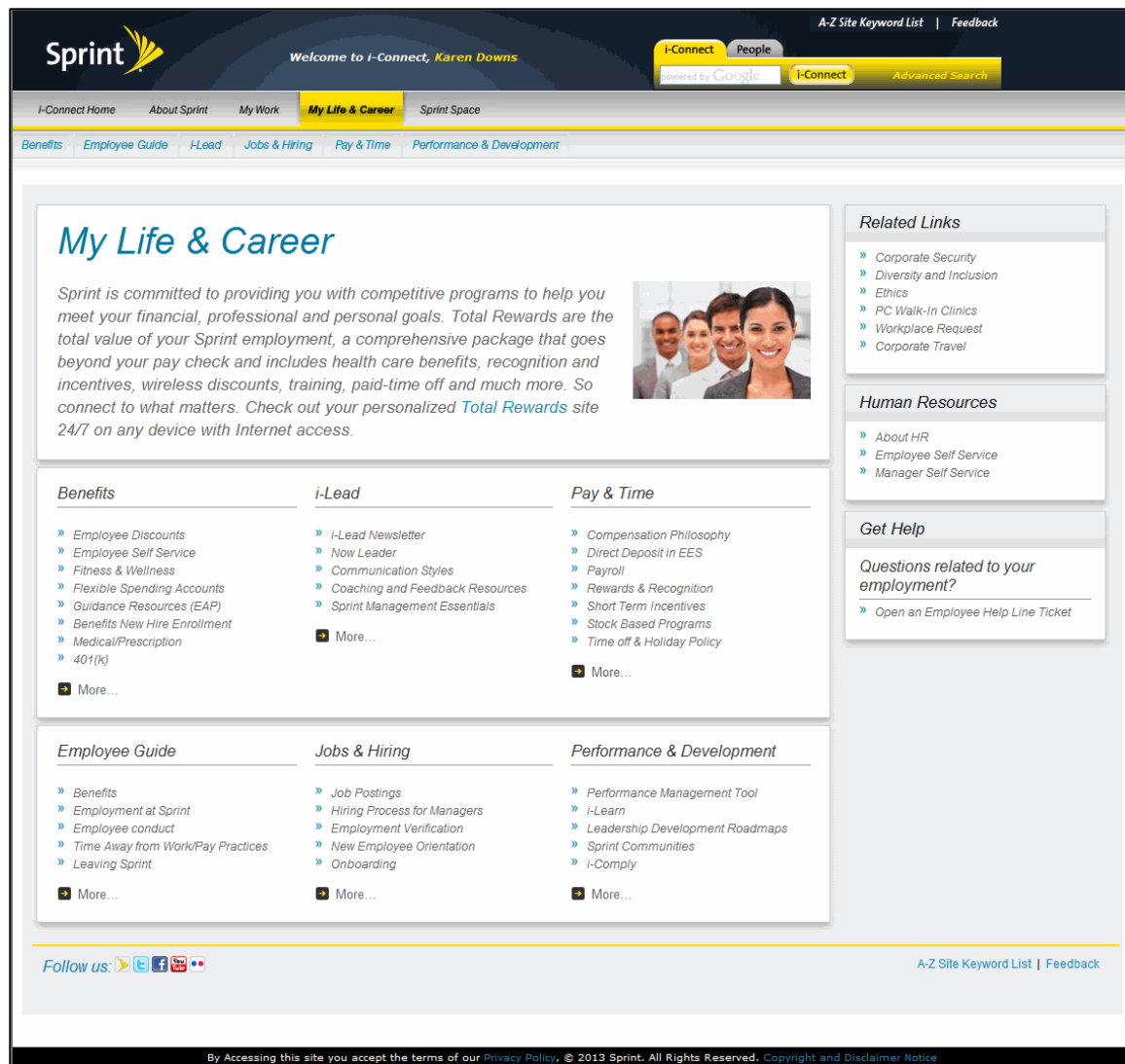


Image 93. Sprint Intranet: Sample Page Before Redesign. This shows the old, static link farm-type page that was used to present employment-related content on Sprint's intranet prior to the redesign. This page was eliminated with the development of the *Life & Career* megamenu in the new design.

[93_Sprint_15_old_life_career.png](#)

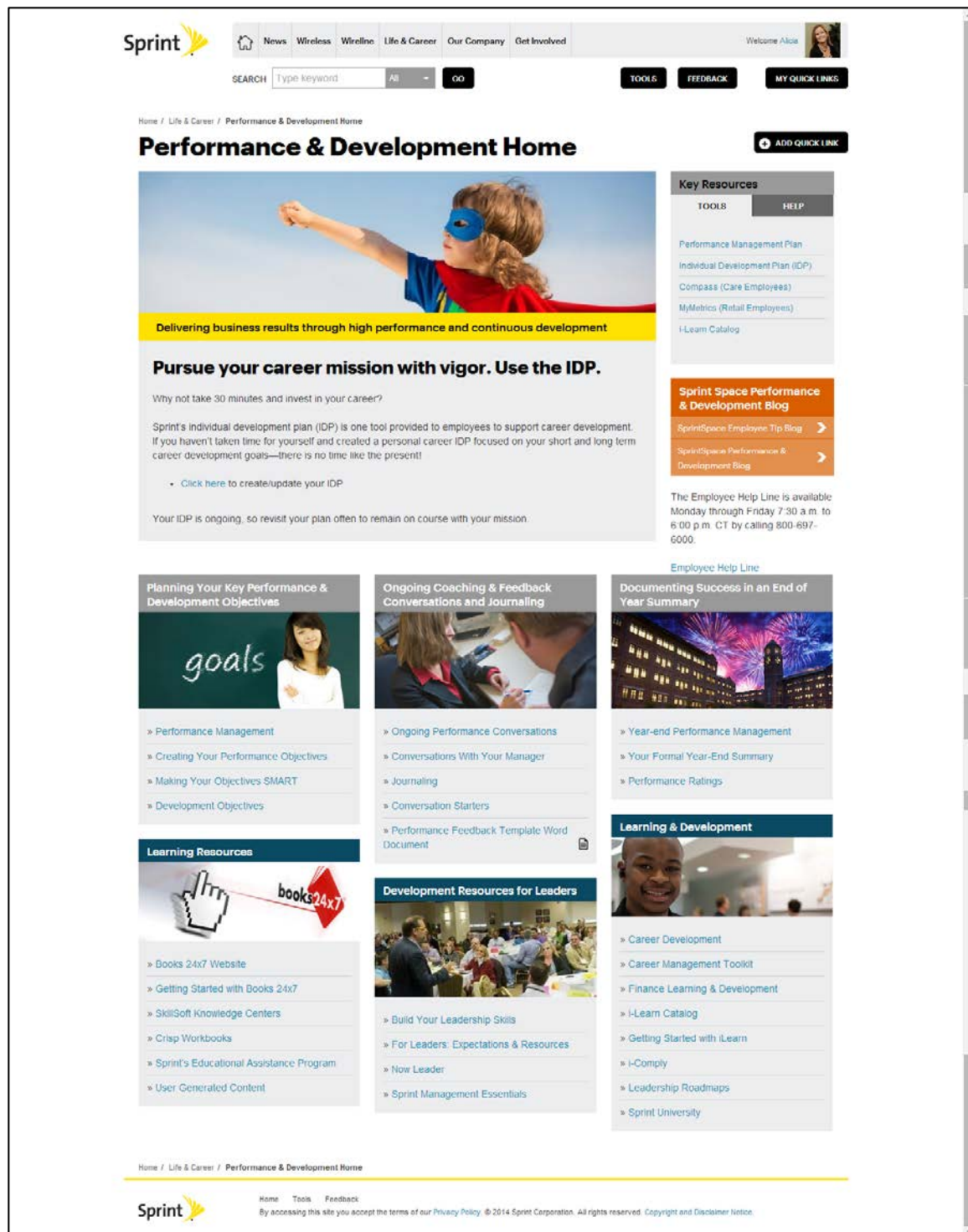


Image 94. Sprint Intranet: Sample Page in New Design. Example of a "collection" page used to curate leadership and performance content on the new Sprint intranet design. *94_Sprint_16_performance.png*

INTRANET TEAM



Some members of the Sprint Business Implementation team: (back row, left to right) Melody Feekes, Susan Kreifel, Mark Kochanowski, Sarah Hebert, Sally Nellor, Terry Pulliam, Karen Schaeffer; (front row, left to right) Colleen Del Debbio, Karen Downs, Waqar Shah, Beth Zemcik, Hannah Benisch, Fazal Rehman, Beth Doeringer, Alicia Backlund, and Carla Hubbell.

GOVERNANCE

The core intranet management team is in Corporate Communications. This team has traditionally been responsible for meeting the corporate news and general (not job-specific) content management needs of all business units across the enterprise. The Sales Operations team has traditionally been responsible for the job-specific knowledge management within the Sales organization, as well as the messaging needs of Frontline Sales. These two teams worked together to form a single set of requirements that could truly meet all of the digital communications needs across

the enterprise. After the implementation, the Sales team became a client of the Corporate Communications intranet team.

Historically, having two separate intranet teams in Sales and Corporate Communications enabled the organization to meet the unique needs of Frontline and the general needs of all employees. However, this has come at a cost, as messages to different employees had not always been consistent. Also, maintaining and updating separate systems had become costly. Today Sprint still has two teams of people — one focuses on supporting content owners across the enterprise and the other focuses exclusively on the business of selling Sprint — but now it also has a single platform to provide a base for those two teams and this presents a great opportunity. Downs explains:

“With a single platform serving everyone’s needs, the opportunity is there for communicators in Sales and Corporate Communications to share resources and improve messaging consistency. Also, in the future, we would like to expand i-Connect to include the content and messaging needs of our Frontline Customer Support team members in the Customer Management area. Today, this business unit still manages content in a separate system.”

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Executive Oversight Team	<ul style="list-style-type: none"> Define organizational objectives Help prioritize and fund ongoing tech improvements Ensure portal objectives are consistent with organizational objectives
User Experience Core Team	<p>This is a cross-functional group whose mission is to:</p> <ul style="list-style-type: none"> Socialize and propagate change Assist with analysis to help define desired user behavior Understand broad experience, not just within silos
Intranet Management Team	<ul style="list-style-type: none"> Manage day-to-day administration of the portal and ongoing deployments Perform measurement against desired outcomes Conduct testing and develop portal strategy Provide training, coaching, and ongoing support to content owners and teams
Functional Content teams	<ul style="list-style-type: none"> Drive consistency among content owners within a given department or topic area(s) Members of these teams may run a formal team within their organization and may run deployments related to their functional area
Content Owners	<ul style="list-style-type: none"> Responsible for ongoing updates and consistency of their sections May be independent or part of a functional content team, depending on breadth and depth of content and number of subject matter experts needed to manage the information
News & Editorial Team	<p>This is a highly specialized content owner group that's responsible for daily news and editorial strategy for Sprint employees and contractors. These news headlines appear daily on the intranet homepage. Team members:</p> <ul style="list-style-type: none"> Write or edit daily news articles and news packages for delivery to large employee audiences across Corporate, Sales and Customer Management employee segments Manage the editorial calendar and hosts a weekly editorial board meeting to ensure communicators in all departments know what is coming in the next week, and to discuss which audiences need which messages
Development and	<ul style="list-style-type: none"> IT team responsible for development and production

Production Support Team	support of the intranet based on requirements from the business <ul style="list-style-type: none"> • Intranet capabilities include portal, CMS, search, profile, analytics, social collaboration, mobile, and video
--------------------------------	--

Figure 31. Sprint Intranet Team Responsibilities

USERS

Sprint's intranet has a total of about 33,000 employee users and 33,000 vendor and contractor users, located in every US state except Alaska. The largest concentrations are in Kansas, Texas, California, Virginia, Colorado, and Florida. This includes users in the following areas:

- **Support functions:** Approximately 10,000 users in areas such as human resources, communications, IT support, finance and legal, as well as technical employees who work on network and product design. There are large concentrations of these users in Overland Park, Kansas, and Reston, Virginia.
- **Business and retail sales:** Approximately 11,000 users who work either in retail stores (over 1,000 stores in the US and Puerto Rico) or, in the case of business sales, often work remotely from customer sites and/or home offices.
- **Frontline Customer Care:** Approximately 12,000 users in employee-staffed call centers and 27,000 users in vendor-staffed call centers, throughout the US and in international locations.

The intranet also serves over 40,000 non-employee users who are resellers of Sprint's products and services, and log in via a permissions-based extranet area of the site.

Although some vendor-staffed call centers and IT support personnel are located overseas, and they do have a limited number of international employees, the intended audience for the intranet is English speaking and US-based.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">iconnect.corp.sprint.com
Default Status	<ul style="list-style-type: none">For most users, the Sprint intranet is set as the browser homepage. Some, primarily customer care agents, access it via a specific icon on their desktop. When it is set as the browser homepage, users can change the setting.
Remote Access	<ul style="list-style-type: none">Users can access the site via a virtual private network (VPN) connection. The company has over 6,000 "work anywhere" users who work from home, customer locations, etc., and do not have a fixed desk location. It also has thousands of authorized resellers who access a special section of the intranet via a login-based extranet.
Shared Workstations or Kiosks	<ul style="list-style-type: none">Users in retail stores and care centers may share workstations.

Figure 32. Sprint URL and Access Information

DESIGN PROCESS AND USABILITY WORK

Design Approach

The experience of designing an intranet for a large, complex corporation is not new to the Sprint team. They are experienced practitioners and drawing from their collective wisdom served them well on this project. "We have been at this for a very long time," says Downs. "Our Sales Operations and Corporate Communications intranet teams had some 150+ requirements that had been written and rewritten over a long period of time as business cases were made and remade."

The design team started the process by going through each requirement to identify where the needs of the participating teams were similar and different. They found that their requirements were 98% similar, with differences primarily in the way video is consumed, how searches are executed, and how content is managed. With this alignment established the project team was able to attract a champion who could propel it forward.

"Once we had alignment of requirements, we were able to get the project funded by an executive champion," says Downs. "Intranet business cases are inherently soft-dollar cases, which are unlikely to get funded without an executive champion. Bringing together multiple business units to solve common challenges was key to winning an executive champion to fund the project."

Design firm Level Five Solutions helped the internal Sprint team with design studies used to help identify Sprint's unique personas, understand the met and un-met content template needs, and create an over-arching design that would meet the company's frontline knowledge management needs as well as support corporate objectives to build Sprint's reputation as an employer that embraces open, social, and mobile communication.

The team used a variety of research methods to help them achieve their project goals, including:

- **Discovery sessions:** Members of the in-house project team, along with Level Five, held discovery sessions with major stakeholders and executive sponsors. This gave the project team the opportunity to explain the project's goals and vision, and gain a high-level understanding of the various lines of business and their unique content needs and pain points. It also helped them to understand executive expectations better. These sessions helped foster buy-in and commitment to project success.
- **Analytics, site mapping and visual inventory:** The team used Omniture web traffic statistics, OmniGraffle site maps, and a visual inventory of screen shots and flows of major site sections to help them understand the current state better and make determinations about navigation and IT for the new design.
- **Heuristic evaluations:** An initial heuristic evaluation, based on the categories of value, navigation, presentation, and trust, served as a fast way to highlight issues with the site and provide a good baseline for the redesign and future user testing. It helped highlight problems that people may not have been aware of and gave the team a goal for improvement. Areas evaluated included homepage, news, interactive elements, content presentation, content relevancy, and search.
- **Screen sorting exercises:** Screen sorting exercises helped the team foster discussion around content earlier in the project rather than later. The team printed out the entire site and held a workshop with users to let them sort the content into topics, patterns and templates. This gave both the Sprint and the Level Five Solutions team visibility into the breadth of content on the site. It also allowed them to prioritize design layouts and be sure they were accommodating the needs of all the 10,000+ pages of content.
- **Style boards:** Level Five visual designers put together two different look-and-feel options, with sample graphics, secondary colors, a flatter UI vs. a slightly richer UI, and so on, and presented them to the internal team, as well as Sprint's brand group. The brand group ultimately provided the final input on which option represented the direction of Sprint's brand best.
- **Information architecture:** Information architecture was determined using input from several of the research methods described here, as well as past results from several card sorts — physical and virtual, closed and open — conducted by the Sprint internal project team over the years. Although the presentation of the information was changing, the content itself was staying pretty much the same, so information gathered previously about content categorization remained relevant.

- **Wireframes:** Once the screen sorting exercise was completed and common content themes and types were identified, the team created wireframes to reflect them. Examples included news stories, events, product and service information pages, job aids, and policy pages. Wireframes were also created for reusable module types, such as collections of links, presentation of related video, and what have. OpenText and the Sprint internal IT team used these as the basis for their system design.
- **Usability testing:** Traditional, task-based usability testing fell victim to tight prelaunch timelines. It was not completed until a few months after launch. While certainly not ideal, this gave the team a chance to validate specific questions and concerns that had come up after launch, and focusing on solving those specific problems.
- **Personas:** The team identified eight behavioral personas, based on Level Five meeting with and observing a variety of users. These were pivotal in determining primary tasks and understanding which users were going to be using the site. They provided a common ground for discussion when talking about users and determining navigational structures that work. The personas addressed both job roles, such as front-line or corporate, as well as commonly seen personality and behavioral traits, such as “persuasive seller” and “comfortably established”, as well as the “busy curmudgeon”, the less-than-enthusiastic archetype that seems to be present in pretty much every user population.



Hard copy printouts of the entire Sprint intranet site were used for a screen sorting exercise. During , participants were asked to sort the content into topics, patterns and templates. This gave both the Sprint and the Level Five Solutions team visibility into the breadth of content on the site. It allowed them to prioritize design layouts and be sure they were accommodating the needs of all the 10,000+ pages of content.

Change is Hard. Communication is Critical.

You'd think that transforming a visual and technological clunker of an intranet into a platform to brag about would be easy to communicate to employees. However, change can be difficult, particularly when a company's frontline employees are familiar with outdated platforms that are, to them, well broken-in tools. That was

Sprint's challenge with communicating the benefits of the new intranet, and it was a task that required a multi-pronged approach if it was going to work.

Because the 2.0 i-Connect launch would impact all 40,000 employees, the team needed to engage a diverse audience ranging from frontline phone reps to high-level corporate legal and finance types. "We formed a team of communicators, artists, writers, videographers, creative thinkers, and others from Sales, HR/training, Care, Retail, Marketing, Brand, and Corporate Communications to collaborate, develop, and implement a full-court campaign," says Kreifel. "And we spent hours with a HR change management specialist to help us work through the steps of messaging change management and developing a communications plan."

In order to be successful the communication efforts had to be diverse and have many touch points across the organization. As a result, the team implemented numerous tactics to stay out in front of the story of the new site, including:

- **Produced a video** featuring team members involved in the development and execution of the new intranet, explaining the new site in their own words. This video was featured on i-Connect, shown during presentations and programmed on the company's hallway TV monitors.
- **Developed a presentation deck** that anyone could use to tell the story of what the company was doing and why. The team interviewed the main stakeholders and built this universal PowerPoint and made it accessible on a shared drive. This deck evolved as the platform and messaging matured. They revised it and personalized it for whatever the target audience was at that point, whether it was for executives, Sales, Care, Retail, administrators, HR, corporate communicators, or others.
- **Developed a special community** on the Sprint in-house social media site, Sprint Space, as a complete go-to resource for information about the new site. It was equipped with Q&As, known issues, site training documents and also a list of resources.
- **Greeted employees** with posters welcoming them to the new i-Connect as they entered their buildings the morning of the launch.
- **Welcomed employees** with an email and a story posted on i-Connect. Both contained links to resources that would help them if they wanted to provide feedback, or if they had issues or needed assistance. The team encouraged feedback in all communications.
- **Manned a post-launch war room** with technical- and site-savvy experts to answer questions, fix problems, and notify the communications team of issues that needed to be relayed to end users.
- **Developed a series of contests and internal news stories** on the intranet homepage to encourage employees to personalize their new employee profile in i-Connect's directory, which now included expanded features such as the ability to add a profile picture.

These methods were all successful in their own right but the genius behind the team's communications plan was recruiting employee volunteers from across the enterprise to support the launch. "We recruited more than 400 ambassadors, dubbed 'The Connectors,' from our employee base to promote the new platform and to support the initiative as it launched," says Kreifel. The Connectors served as brand

ambassadors for the intranet and the team gave them special access to tools to help them in this endeavor. The Connectors were:

- Given a special two-hour training session so that they were able to answer questions from their colleagues and on Sprint's in-house social media site
- Privy to an early peek behind the curtains to see what was in store for the launch
- Included in post-launch calls to discuss known issues and project status
- Equipped with Q&As and numerous resource materials
- Touted as social media experts on their teams and in their work areas; on day of launch, they monitored the social media site and answered questions that were posed in the comment areas of stories
- Awarded a certificate that they could post at their workstation, and could identify themselves as Connectors in their email signatures and on the social media site

TIMELINE

PROJECT TIMELINE	
Milestone Date	Milestone Description
Early 1990s	<ul style="list-style-type: none"> • The first incarnation of the intranet at Sprint: Sprint IT begins hosting organizational and departmental intranet pages on company servers
Late 1990s	<ul style="list-style-type: none"> • Sprint IT designs and launches a company-wide homepage (Pinpoint) and creates the Sprint Intranet Users Group, a community of departmental and subject-specific site owners within the company • The first incarnation of an intranet at Nextel, called the Corporate Repository, is launched • Nextel launches three different intranets (versions of the intranet tailored for different sales roles) for salespeople, separate from the corporate intranet
Early 2000s	<ul style="list-style-type: none"> • Ownership of the company-wide intranet transitions to Corporate Communications at both Sprint and Nextel (separate companies, at this time) • Nextel intranet redesigned, evolves into "i-Connect"
September 2003	<ul style="list-style-type: none"> • Sprint launches redesigned intranet, now a corporate portal with personalization and customization capabilities, and a more deliberate approach to governance
2005–2008	<ul style="list-style-type: none"> • Sprint and Nextel merge, and, in stages, combine

	My Pinpoint and i-Connect into a single intranet, also called i-Connect. Sales information is consolidated, but remains on separate intranet sites from i-Connect.
August 2008	<ul style="list-style-type: none"> The sales intranets, still separate entities, are redesigned and relaunched
December 2012–October 2013	<ul style="list-style-type: none"> Sales intranets combined with the corporate intranet (i-Connect), redesigned, and migrated to new content management and portal technology
October 12, 2013	<ul style="list-style-type: none"> Redesigned i-Connect site is launched to all end users
Overall redesign timeframe for most recent redesign: 10 months	

Figure 33. Sprint Project Timeline

CONTENT AND CONTENT CONTRIBUTORS

Content authoring at Sprint is delegated to a set of governance teams (approximately 250 stakeholders who serve in roles ranging from decision maker to author) and to individual subject matter experts who represent their respective areas. Establishing governance up front was a strategic decision. “We established a governance board made up of key stakeholders in the early stages before the launch of the new site to draft a set of business rules,” says Karen Schaeffer, Sales Operations Manager.

This approach has been pivotal in helping the team resolve many issues, then and now.

“I highly recommend it,” she says. “It has helped us to resolve many issues. We documented who ‘owns’ specific areas of the site and rules for when and how to use each of our content types. When we have a challenge or questions come up we can refer to the business rule or meet to establish a new rule.”

The intranet team works closely with them to ensure their needs are met and that all agreed upon business rules are followed.

The owner sub-teams (who manage content areas for topic areas, such as *Products and Services* or *Life and Career*, look to the core intranet team for governance and help with the technology, but they manage their own messages. For example, the Corporate Communications team leads an editorial board for the homepage and news content, Human Resources leads a governance board for the employee benefits information, and our two largest employee populations, which are customer management and sales have dedicated staffs who manage the content for their employees.

The rest of the content publishing community is comprised of subject matter experts in their areas of expertise. Content authors are trained and granted access to post content on specific pages or within specific areas of the intranet, and in return are expected to take ownership of that content and encouraged to participate in social commenting, wherever appropriate. The intranet team serves as a governing board for these groups and individuals, providing publishing training, as well as best

practices information on topics such as how to write for the web, how to make content more search friendly, and how to use web analytics and user feedback to improve their pages. These services are provided through ad-hoc, 1-on-1 support sessions with content owners, as well as quarterly information-sharing sessions. Content owners receive recognition from the intranet team through the corporate recognition system, iRecognize, for using best practices.

Almost all of the site's authors have the ability to publish their own content. The governance boards and individual contributors manage their content approvals outside of the CMS. The CMS workflow and email notification functions are available but not used by the community.

All homepage content is reviewed and scheduled on the editorial calendar by Sprint's Editorial Board. The board is led by the site editor, a corporate communications employee, and made up of committee members from across the enterprise. The HR governance board governs content found in the Life & Career area and Sales, Customer Management, and the subject matter experts manage their specific areas. The intranet team monitors and facilitates the submissions generated from user feedback. The team recently added an email comment notification feature to each template that sends an email to an assigned contact immediately and/or by summary each day or week that comments are made on that specific page.

The sales organization has its own authoring and governance structure. Approximately 300 content providers within Marketing, Product, and Sales Operations support the sales side. A team of six web administrators approves and publishes the content that is provided through an online request form. Additionally, members of a process team and an implementation team are allowed to publish content directly to the site.

The team maintains quality standards through templates and guidelines. A set of templates is available to all content authors. The most commonly used are for general content, news, events, tools, policies, and personnel. There is also a set of templates that were developed for specific job roles (job aid, a sales playbook, product/service, quick reference briefs) and those are also available to all.

Training

Prior to launching the site the team hosted an in-person and online training for all content owners. These sessions were recorded and posted to the community site along with a collection of step-by-step job aids showing how to complete an activity. "We also have a social media space that we have named the 'intranet lounge,' where we share tips and tricks in a virtual social setting," says Mark Kochanowski, Intranet Client Manager. "It is open to all and regularly updated and visited by our intranet team. We actively participate in the intranet lounge and often reward community members who post content there by recognizing them informally or with our company-wide *e-points* system."

To support ongoing training and acclimating new users, two team members carve our time in their schedule to train and provide ongoing support to new content authors or groups. "In some cases we will even develop a site and hand it over to the author to maintain going forward," says Kochanowski. "One-on-one, hands-on training with real content is typically the most effective way to get a new author through the learning curve. I've found that authors catch on pretty quickly after a few attempts at posting real data on their own. The follow up questions that we get are related to minor troubleshooting help or a request to learn a new skill."

A library of guidelines, quarterly learning series meetings, and a community site on the intranet serve as supplemental materials. The community site also contains announcements, software updates, reference materials, examples of exceptional sites created by community members, and a social media area that profiles top blogs and links to a virtual intranet lounge.

Feedback

Another way content developers are trained is by hearing what users have to say about their content. On the Sprint intranet, content templates automatically send email notifications to contributors when a user adds a comment to their pages. Also, the intranet team contacts contributors when they receive a submission through the site feedback box, which happens a few times a day. Schaeffer explains how it works:

“We have a rating system in place so our sales reps can rate the content, in addition to comments. The contributors get notified of ratings and comments on a weekly basis. We can change the frequency of the notifications, but for now weekly seems to be the magic timing.”

The team discusses recognition during its weekly intranet meetings and provides informal and formal recognition through the e-points system. It also provides feedback to members of the author community directly, making suggestions on how the content can be improved. “Most are grateful for any help and appreciate learning the reasons behind the rules,” says Kochanowski. “When we approach our clients with ideas we do it privately and in person if possible, then by phone, IM, or by email to discuss the options for improvement and to review the business rules, if necessary.”

TECHNOLOGY

The Sprint intranet redesign project included several key technology changes. Scott Granger, Intranet Development Manager (IT), explains the changes: “We were current OpenText Portal customers (Vignette Portal) and also leveraging Interwoven Teamsite as our CMS. When it came time to upgrade the platform we chose a fully integrated vendor stack with OpenText and migrated from Teamsite to OpenText Web Experience Management (WEM) content management system.”

The team made these decisions because it felt like it could simplify integration points and reduce costs at the same time.

They also migrated from the Google Search Appliance to Microsoft SharePoint 2013 Search (formerly FAST). This decision was made based on licensing considerations regarding the number of documents and URLs they could crawl as well as integrations with other company initiatives on the same Microsoft platform. In addition to utilizing SharePoint 2013 Search, they also incorporated the SharePoint *MySite* feature in order to replace the old custom corporate directory and added new features such as fields for a bio, skills, certifications, and also show organizational charts to facilitate a more in depth search and an expertise location.

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and OS	<ul style="list-style-type: none"> • Apache web servers, Linux, VMware • JBoss Application Servers
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> • Change Synergy by Telelogic (now IBM) • ALM (Application Lifecycle Management) by HP
Site Building Tools	<ul style="list-style-type: none"> • OpenText Web Experience Management, OpenText Portal
Content Management Tools	<ul style="list-style-type: none"> • OpenText Web Experience Management
Search	<ul style="list-style-type: none"> • Microsoft SharePoint 2013 Search
Other Functions	<ul style="list-style-type: none"> • Social aspects (commenting, rating): OpenText Tempo Social sites • Site analytics: Omniture

Figure 34. Sprint Intranet Technology

MOBILE

The Sprint intranet features a responsive design so that it can be accessed on a variety of devices. Given that Sprint is a wireless company, and its users are enthusiastic users of a wide and ever-changing variety of devices it was particularly important that they not design for a specific device. Yet managing the details of a responsive approach is still an ongoing process for the team. "We're still working out the kinks," says as Backlund. "The security and log in process is cumbersome, and has been our biggest barrier to advancement of the mobile intranet."

Once users clear the security hurdle, all of the portal pages are available, but only the homepage and a subset are currently using responsive design, and are thus optimized for the mobile view.

SEARCH

Because the intranet project included a wholesale replacement of the search engine, switching from Google to Microsoft (due to cost pressures), the team hired an external vendor with search expertise to help them understand how to take full advantage of advanced capabilities on the Microsoft platform, such as scoped search and faceted search. This decision, while well intentioned, did not pan out as expected.

"Unfortunately the vendor we hired offered a lot of 'theory' and ideas, but failed to deliver the experience and process guidance we were expecting," says Downs. This left the company's internal resource teams to figure out the search implementation on their own. "Lesson learned here is this," she says. "If you are going to hire an outside agency with search expertise, make sure they not only have the ideas and

theories, but also the implementation experience to be able to help guide your decision making.”

The company’s enterprise search solution currently crawls content that lives inside the portal (including news and static content pages and documents), as well as the people directory, SharePoint team collaboration pages, the IT ticketing and knowledge management system, and job course offerings in its i-Learn learning system. These systems are automatically searched during a search query and users have the ability to scope their search down to just one of these content repositories. In addition, product and service related content has been faceted to empower the company’s employees to quickly zero in on specific devices, accessories, or service offerings. This faceted approach was heavily influenced by how users search on the internet.

“Google has transformed the way we think about finding content,” says Granger. “We are no longer concerned with the taxonomy and *where* content can be found as we rely heavily on search to do that work for us. When it doesn’t happen though, the users need more tools in order to refine the results.”

Facets are a good way to derive meaningful results from across many information repositories and still achieve Google-like relevance.

RESULTS AND ROI

The new Sprint intranet is considered a success on many fronts. From a technology perspective, bringing the customer care, sales and corporate intranets together on one platform and combining them into one set of technologies, has helped the organization reduce the number of systems, security and grouping models and eliminate redundant processes. This means resources are now available to work on site development and enhancement activities.

Creating a one-stop shop for employees has been pivotal for helping streamline how they get their jobs done. Previously, the organization had a corporate intranet and sales portals that were separate. The corporate intranet provided information on benefits, career information and company news. The sales portals provided each sales channel with sales material.

“When we combined the sites, we put everything in one place as a one-stop shop — no need to remember where to go,” says Schaeffer. “Additionally, we added in the elements of mobile, social, and video.”

This means the sales reps can access the site from a desktop, laptop, tablet, or their phone, provided they are legally eligible and that access shows them information based on their profile/role decreasing the information load for the users.

“For example,” says Schaeffer, “our retail managers can see the process for closing the store, while a business rep would not. This has helped to eliminate confusion and again, decrease clutter for the frontlines.”

The efficiencies that are now built into the new system make it a more desirable tool for users and they are coming to the site in droves. “Our increase in daily use was dramatic,” says Downs. “From the first day, intranet use doubled. Each day we have more eyeballs coming to our intranet homepage than ever before.”

The number of unique daily users has doubled. Essentially every employee, contractor, and third-party dealer is on the site every day to conduct work and find information.

"There is also a high uptake of commenting, which has led to an environment of open communications," says Pulliam. "Employees now have a voice and sense of ownership in our culture, and access to better answers faster. We accomplished what other comparable intranet redesigns did in half the time, with fewer than half the resources."

LESSONS LEARNED

The Sprint team has given a great deal of thought to the lessons they've learned throughout the project. Though not everything went perfectly, the team accomplished great things with limited time and budget. Here Sprint team members share some lessons they learned through their project experience:

- **Do the best you can.** "There are maybe a million things I would do differently if I had an unlimited resource budget of time and money. We truly did the best we could with the situation we were dealt. This was a once-in-10-years kind of project and once the funding was secured, we suddenly had to be finished within a very short time. You have to be prepared to just seize the moment when it comes your way. Hopefully when it arrives, you are ready for it. All the work you did in the prior years, talking to employees, conducting focus groups and task-based usability testing sessions and consulting with internal clients — that's the stuff you will rely on most as you make the really tough day-to-day decisions." –Downs
- **There is a price to be paid for delaying user input.** "User experience testing is important before and during implementation. To stay on timeline, we sacrificed some testing and had to wait until after launch to get back out in the field to observe. The point being that in order to meet an expedited timeline around business needs, we chose to forgo usability testing between the front-end design and system design project phases. During the project, we relied on what we knew from prior user testing, as well as experience from previous implementations to make the best decisions we could. After the implementation, we did do the usability testing, and identified several improvement opportunities post-implementation. While this wasn't ideal, in the end we felt it was the right choice." –Pulliam
- **One way or another users will have their say.** "We made the decision to launch quickly, so our communications went into play just a few days before. We knew it was fast and said as much to our employees, encouraging their feedback. We handled more than 3,000 individual pieces of feedback in the first weeks." –Pulliam
- **Content creators have little tolerance for a bad user interface.** "The authoring community will expect a flawless interaction with the system from day one and they are correct to expect that. We spent a lot of time planning when to roll out the platform to specific clients and we had to adapt to changes in the project timeline and coordinate that with our clients. In some cases we invited them into the mix and in others we launched their content and handed over the keys after the site was complete." –Kochanowski

- **You don't know what you don't know and that's why you must involve users.** "The lesson learned is always the same. No matter what concepts you've formed going into research, listen to the evidence you uncover through stakeholder interviews because there's always something there that proves the baseline assumptions are not as defined as you first thought." –Dave Berck, Owner, Level Five Solutions
- **The users are critically important to your project.** "Even though we think of intranet redesign as a technology project, remember, you're working with, and for the benefit of, actual human beings. Requirements sessions are tedious. Deadline pressure is intense. Content owners and end users are being asked to change the way they do things, often things they've done the same way for a long time. Patience, transparency, celebrating victories, owning up to mistakes, maintaining a healthy sense of humor, and remembering 'we're all in this together' are elements of a successful project. Don't underestimate their importance." –Backlund
- **Help people make the transition.** "Put a feedback form on your search results page, and have several people ready to respond quickly, in the immediate post-launch days. No matter how good your prelaunch communication is, this is what inevitably happens: users encounter the redesigned intranet, can't find what they want in their 'old' way, so they search, and sometimes they still can't find it. If you have a spot on the search page where they can ask for help, and if you're staffed up and ready to respond, it benefits you in a couple ways. First, you can spot trends and make fixes (sometimes very easy fixes) to address high-value content that's been missed. Second, you can provide a human response to a user, solving their problem and hopefully easing their frustration." – Backlund
- **Good governance is a great insurance policy.** "Establish a regular governance team and determine how to resolve conflicts. These meetings will become less frequent over time and will serve you well to resolve anything that pops up." –Kochanowski
- **Make a fresh start.** "Migrate as little content as possible but keep an archive of data handy in case you need to go back and republish something." –Kochanowski
- **The end is just the beginning.** "Put a good process in place to handle future requests." –Kochanowski
- **Start simple and increase the complexity over time.** "Keep it simple. Focus on launching the new technology and set aside time later in the schedule after launch to develop more advanced templates and functionality. For example, trying to introduce new concepts like targeting content based on user profiles was harder to explain than we initially thought it would be. This is an example of something that can be refined later." –Kochanowski
- **Know your content types.** "Categorizing content for search indexing is very difficult unless you have cut and dry definitions for types of content, for example, job aids, products & services, policies, people, etc." – Kochanowski

- **Content should be uncoupled from the departments that own it.** "Do whatever you can to un-silo information. A user should not have to know who owns a policy to find information about it." –David Berck, Owner, Level Five Solutions
- **If everything is important then nothing is important.** "Engage content owners or stakeholders in prioritization exercises, focused on user goals. When 'everything' is important, nothing is. Once you can establish some priority of page-level or site-level content things start to become more clear and usable." –Berck
- **Run interference for outside agencies.** "An outside team can be a lot more effective if the internal team is empowered to handle the inevitable conflicts and political issues that arise during large scale projects that touch the entire business." –Berck
- **Users would rather search than browse.** "We spent a lot of time designing the navigation. As it turns out, and we should have known, folks are conditioned to use search, and that is the primary way they look for information." –Schaeffer

TAURON Polska Energia SA

Using the intranet: TAURON Polska Energia SA is one of the largest business entities in Poland, with approximately PLN 18 billion equity and over 26,000 employees. The TAURON Group supplies over 45 TWh of electricity to over 5.3 million customers per year, which makes it the largest distributor and supplier of electricity in Poland.

Headquarters: Katowice, Poland

Number of employees the intranet supports: 16,500

Company locations: The company operates in Poland, across almost 270 geographic locations.

Locations where users use the intranet: South part of Poland, including Subcarpathian regions; Lesser Poland: Silesia, Opole, Lower Silesia

Annual sales: 19,131,122 kPLN

Design team: The core team consisted of 20 people (called "business leaders"). Business representatives from different entities and thematic areas supported them. The business leaders cooperated with each legal entity representative in their area and company leaders from each legal entity supported the project manager. In total, almost 100 employees were involved in the process.

Business Leaders (core team): Katarzyna Sawczak, PR/Communication; Paulina Dynia, HR; Marcin Jędrusik, Projects; Małgorzata Wiertel, Processes; Maciej Mączka, Corporate Reporting & Governance; Łukasz Łysak, Group & Internal Regulations; Andrzej Prucnal, Repositories for corporate bodies; Dorota Jarosz-Woźny, Exchange legal information; Marcin Sarna, Legal analyses & legal consents; Maciej Morasiewicz and Marian Kuś, IT, including address book; Jeremi Nagacz, content repositories/collaboration; Jeremi Nagacz, data migration; Katarzyna Bajor, intranet promotion; Agnieszka Micał, intranet governance model.

Steering Committee: Paweł Gniadek, Market Communication and PR Director; Łukasz Krause, Group IT Director/CIO at TAURON Group; Robert Głowacki, Development and Cooperation Director; Grzegorz Drozd, Supervisor

Project Manager: Agnieszka Micał, Project Manager/Tauronet Group Coordinator

Support: Group editors: Marcelli Frączek and Maciej Rogalski

Edisonda: Hubert Turaj, UX Director; Marcin Kręcioch, Creative Director

IT-DEV: Tomasz Szałaj, Head of Development

SUMMARY

The TAURON Polska Energia intranet, Tauronet, is not just a portal, repository, or social place. It has deep-rooted awareness about the companies' many intranet users, divisions, departments, offices, and more, and capitalizes on this knowledge to deliver an honorable, targeted intranet.

After going through several mergers and experiencing dynamic growth, the company found itself with no central intranet, but rather with many intranets and all the problems that come from that situation — not the least of which being:

- Duplicated content
- Outdated content

- Hindered cross-company communication and collaboration
- Impossibility to supervise content
- Impossibility to centralize some of the editorial teams

The successful Tauronet design all hinged upon highly effective content management. The publishing and presentation process is self-organized according to a hierarchical structure and authors from each organization level may target content to their units. Authors from lower level units may ask higher-level authors to promote an article or a document to his unit in order to reach more readers.

The content storage structure and permissions are transparent to both authors and readers. Organizational changes are supported and user data is automatically processed from several HR systems to provide the most up-to-date information and the best user experience in a secure manner.

Users who are logged in find many areas on Tauronet are personalized based on their roles, dependent upon their organizational unit and its parent units.

The homepage greets employees with personalized elements starting in the top, right corner where the employee is identified. In the top main section, *Aktualności ze spółki* and *Aktualności z Grupy* features the news, some of which is disseminated to the entire TAURON Polska Energia employee base, while the rest is targeted to divisions or companies.

Two lists — applications (*Aplikacje i systemy*) and documents (*Wnioski i Szablony*), respectively — are located below the news and their items are targeted to the viewing employee. Having these on the homepage helps individuals access what they need to do their job.

In the upper left corner of the site employees may choose different organizations so they can see content for those organizations. This is a helpful feature only for employees who work for more than one entity and for Group editors.

The homepage also includes social updates in the bottom section, *Społeczność*, just above the fat footer.

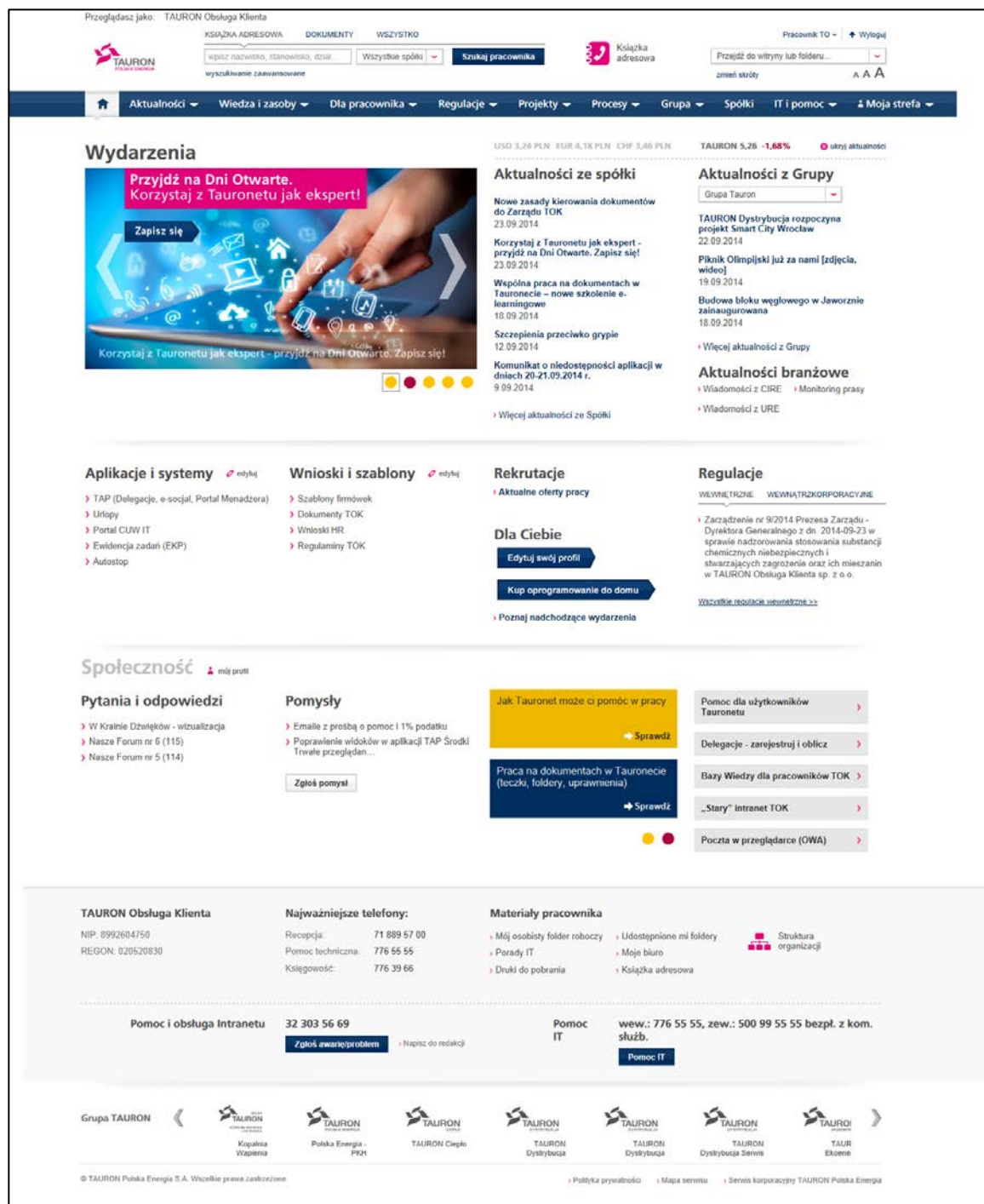


Image 95. TAURON Intranet: Homepage. The homepage of the TAURON Polska Energia intranet, called Tauronet, offers personalized news and applications. *95_Tauron_01_home_live.png*

Another example of role-based pages is seen in the department pages. This is an especially exciting UX-related feature because it solves an old but serious IA usability problem that was often on intranets, which is reflected by this kind of question, for

example: *Is the HR section for HR staff or for other people looking for HR information?* Without good personalization, designers were forced to derive kludge interfaces, such as two menu labels or sections for “HR Professionals” and “HR Customers.” Designers would sometimes settle upon the dreaded “switcher page” with choices for “HR Professional” or “HR Customer.” These caused all kinds of problems, such as employees not seeing the choices, not understanding the choices, not finding a way to switch between the choices or not being able to go back if they made a mistake. This was an overall clumsy process that caused users anxiety that they were not getting the correct or complete information.

Also, from a content design perspective, these UI’s often had overlapping content, or if it was not overlapping, sometimes professionals had to log in as a customer to see what the customers saw, which is totally clunky. By contrast, the personalization on Tauronet allows HR staff, for example, to see everything that the HR customers see, and more. The basic information about the department is meant for employees who work outside the department, telling them what the department is responsible for. Employees may also use the local navigation menu in the grey section on the left to access the list of employees in that department.

Other information that is visible and accessible only to employees within that department includes: employees documents, calendar, forum, and a to do list. This makes it easy for department staff to stay up-to-date on happenings, policies, projects, and things to do. Instead of tracking these items multiple times or in siloed areas, Tauronet makes the information easily accessible.

Another example of personalization on Tauronet can be seen in the team sections. Only members of the team may access the team's space. They may see elements such as the calendar and document repository by clicking the local navigation in the grey menu on the left. In the document area, people may download folders and documents, and be assigned responsibility for particular files. They may also sort by type, and filter by date.

Przeglądasz jako: TAURON Obsługa Klienta

KSIĄŻKA ADRESOWA DOKUMENTY WSZYSTKO

wpisz nazwisko, stanowisko, dział... Wszystkie spółki Szukaj pracownika

Książka adresowa

Przejdź do witryny lub folderu... zmień skróty

Pracownik TO Ustawienia Wyloguj

Aktualności Wiedza i zasoby Dla pracownika Regulacje Projekty Procesy Grupa Spółki IT i pomoc Moja strefa

Tauronet - Grupa Biznesowa > Dokumenty zespołu

Moje projekty Projekty w Grupie Programy w Grupie Centrum Wsparcia Zespoły zadaniowe

Dokumenty zespołu

Zmodyfikowane:

Wyczyść Pokaż

Dodaj nowy element

Typ	Nazwa	Zmodyfikowane	Zmodyfikowane przez	Podsumowanie uprawnień
	Dni Otwarte Tauronetu 2014	2014-08-20 11:57	Marek	
	Polityka intranetu	2014-01-22 19:46	Agnieszka	
	Rozwój Tauronetu - opisy zmian i nowych funkcjonalności	2014-07-03 13:28	Marceli	
	Społkania Grupy Biznesowej - notatki i prezentacje	2014-04-28 14:21	Agnieszka	
	Statystyki Tauronetu	2014-05-09 11:39	Agnieszka	
	Tauronet 2014_Karta Produktu z załącznikami	2014-04-28 14:16	Agnieszka	

Dodaj nowy element

TAURON Obsługa Klienta

NIP: 8992604750
REGON: 020520830

Najważniejsze telefony:

Recepcja: 71 889 57 00
Pomoc techniczna: 776 55 55
Księgowość: 776 39 66

Materiały pracownika

Mój osobisty folder roboczy Udośćepnione mi foldery
Porady IT Moje biuro
Druki do pobrania Książka adresowa

Struktura organizacji

Pomoc i obsługa Intranetu 32 303 56 69

Zgłoś awarię/problem Napisz do redakcji

Pomoc IT wew.: 776 55 55, zew.: 500 99 55 55 bezpl. z kom. służb.

Pomoc IT

Grupa TAURON

Kopalnia Wapienia

Polska Energia - PKH

TAURON Ciepło

TAURON Dystrybucja

TAURON Dystrybucja

TAURON Dystrybucja Serwis

TAURON Ekoenergie

© TAURON Polska Energia S.A. Wszelkie prawa zastrzeżone

Polityka prywatności Mapa serwisu Serwis korporacyjny TAURON Polska Energia

Image 97. TAURON Intranet: Team Areas. The team areas of Tauronet, such as the *Document Library*, allow team members to access and assign folders and documents. *97_Tauron_03_role-based_live.png*

Przełączasz jako: TAURON Obsługa Klienta

KSIĄŻKA ADRESOWA DOKUMENTY WSZYSTKO

Wpisz nazwisko, stanowisko, dział...
Wyszukiwanie zaawansowane

Szukaj pracownika

Książka adresowa

Przejdź do witryny lub folderu...
zmień skrót

Pracownik TO » Wyloguj

Aktualności ▾
Wiedza i zasoby ▾
Dla pracownika ▾
Regulacje ▾
Projekty ▾
Procesy ▾
Grupa ▾
Spółki
IT i pomoc ▾
Moja strefa ▾

Dla pracownika > Dokumenty i wnioski

Podstawowe informacje

Etyka i wartości

Dokumenty i wnioski

Świadczenia

Szkolenia i rozwój

Rekrutacja

Nowy pracownik

Wydarzenia

Autostop

Po pracy

Dokumenty i wnioski

WNIOSEK KADROWE
FORMULARZE
REGULAMNY

Wnioski kadrowe

✕ Usun wszystkie filtry
Pokaż

Typ	Tytuł	Streszczenie	Zmodyfikowane	Autor
	Wniosek na szkolenie poniżej 4 000 zł netto		2013-09-19 15:58	<input checked="" type="checkbox"/> Marcel
	Wniosek na szkolenie powyżej 4 000 zł netto		2013-09-19 15:58	<input checked="" type="checkbox"/> Marcel
	Wniosek o ruchomy czas pracy		2014-02-20 14:00	<input checked="" type="checkbox"/> Marcel
	Wniosek o udzielenie urlopu ojcowskiego		2013-12-04 12:04	<input checked="" type="checkbox"/> Marcel
	Wniosek o zatrudnienie		2014-05-27 12:25	<input checked="" type="checkbox"/> Evelina
	ZPŚŚ Dofinansowanie wypoczynku członka rodziny/konkubenta		2013-06-01 11:32	<input checked="" type="checkbox"/> Marcel
	ZPŚŚ wniosek o dofinansowanie wypoczynku		2013-06-01 11:24	<input checked="" type="checkbox"/> Marcel
	ZPŚŚ Wniosek o pożyczkę mieszkaniową		2013-06-01 11:29	<input checked="" type="checkbox"/> Marcel
	ZPŚŚ Zgłoszenie osób uprawnionych do korzystania z dofinansowania w 2013		2013-06-01 11:30	<input checked="" type="checkbox"/> Frączek Marcel

Informacje o stronie

- ☐ TOK Redakcja Tauronet

Ostatnia modyfikacja
2014-07-25 12:32

Zgłoś nieaktualne dane

i Porada

Jeli z jakiegos wniosku lub szablonu często korzystasz - zapisz go w swoich "Ulubionych" w zakładce "Moja strefa".

Edytuj ulubione

TAURON Obsługa Klienta

NIP: 8992604750
REGION: 020520830

Najważniejsze telefony:

Recepcja: 71 889 57 00
Pomoc techniczna: 776 55 55
Kolejność: 776 39 66

Materiały pracownika

» Mój osobisty folder roboczy

» Porady IT

» Druki do pobrania

» Udośćępnione mi foldery

» Moje biuro

» Książka adresowa

Pomoc i obsługa Intranetu

32 303 56 69

Zgłoś awarię/problem » Napisz do redakcji

Pomoc IT

Pomoc IT

wew.: 776 55 55,zew.: 500 99 55 55 bezpl. z kom.służb.

Grupa TAURON

Kapalia Wapenia

Polska Energia - PKEH

TAUROWN Ciepło

TAUROWN Dystrybucja

TAUROWN Dystrybucja Serwis

TAUROWN Ekono

One section on many intranets that is commonly composed of role-based content is the section for managers. Managers often need information that is somewhat confidential and not meant for the masses. On Tauronet, only managers have access

to the *Manager Zone*. Here they may access HR tools and a library of information about employee development.

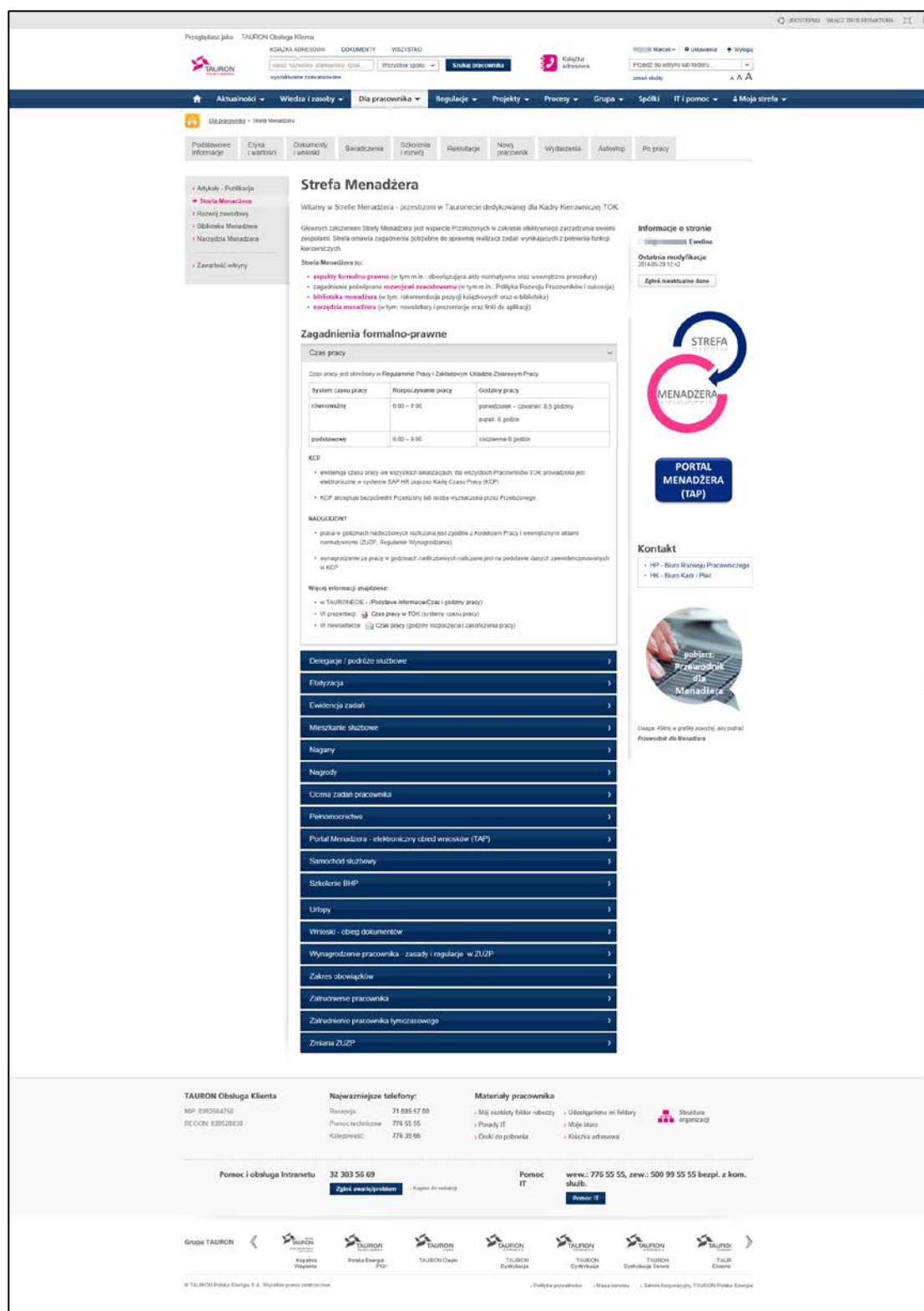


Image 99. TAURON Intranet: *Manager Zone*. Only managers have access to the *Manager Zone*, where they may access HR tools and more.
 99_Tauron_05_manager_zone.png

Even the site's three-level navigation — top horizontal blue row (global), second horizontal grey row (secondary), and left-side grey (third level) — is role-based, displaying only menu links that the logged in user has access to.

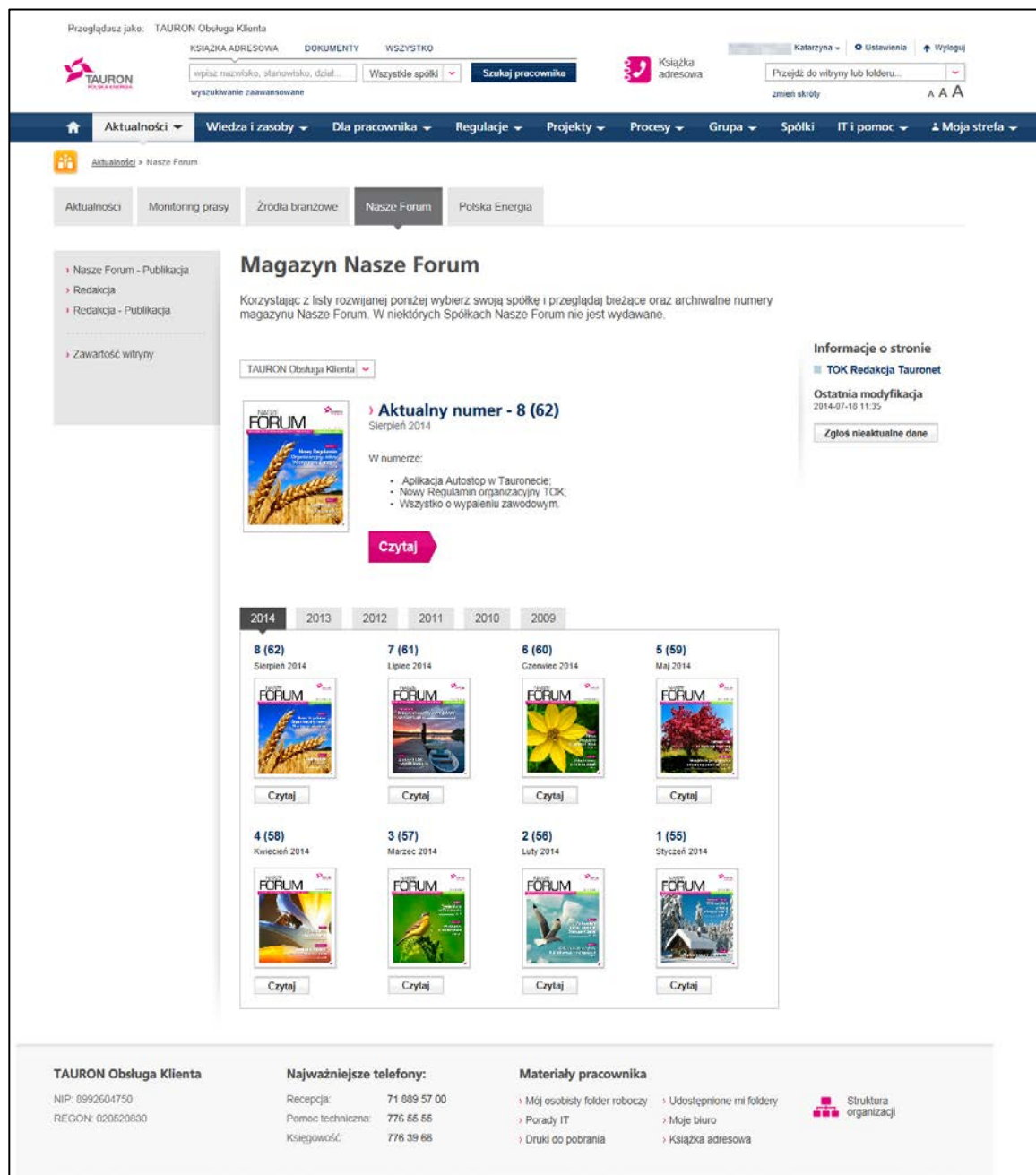


Image 100. TAURON Intranet: Role-Based Navigation. Tauronet's three levels of navigation are role-based. *100_Tauron_06_navigation_search_live.png*

The TAURON Polska Energia intranet team could have shied away from designing role-based sections but they decided to forge ahead for two main reasons: 1) it would benefit their employees, and 2) they were able to create a back-end

infrastructure that enabled them to easily make changes to roles and what people see.

Employee occupations range from information workers to middle and top managers — including the management board and supervisory board members — to people from external companies. With such a variety of information needs, designers felt it compulsory to deliver targeted content, or risk burying a lot of content and overloading users. However, since the organizational structure changes over time, as do teams and member relationships, the design team developed processes to accommodate these changes. They also conducted extensive back-end planning, which helped them achieve the following aspects of design:

- A hierarchical configuration store that allows them to change the configuration settings of the intranet's components (such as web parts and portlets, identification fields, and forms) from one central location of administration
- Ability to change configuration settings both globally and hierarchically
- Global settings can be overwritten on lower levels

As a result of these design elements, the team was inspired to confidently move forward with their vigorous personalization model.

Employees may also seek information about coworkers and about the organization via the evolved organization chart. This interactive tool allows employees to familiarize themselves with the structure of any chosen company in the TAURON Group. The default page view presents information on the logged in user's organization.

Przeglądasz jako: TAURON Obsługa Klienta

KSIĄŻKA ADRESOWA DOKUMENTY WSZYSTKO

wpisz nazwisko, stanowisko, dział... Wyszukaj spółki Szukaj pracownika

Przejdź do witryny lub folderu

zmień skróty

Aktualności Wiedza i zasoby Dla pracownika Regulacje Projekty Procesy Grupa Spółki IT i pomoc Moja strefa

TAURON Obsługa Klienta

Informacje Zarząd Rada Nadzorcza Zarządzenie Wspólników

Dokumenty spółki
Struktura spółki
Zawartość witryny

Schemat organizacyjny TAURON

Kliknij nazwę komórki organizacyjnej, aby wyświetlić jej szczegóły.

- Grupa Tauron
- TAURON Obsługa Klienta
- DG - Prezes Zarządu
- GM - Departament Komunikacji
- MI - Biuro Usług Internetowych i Intranetowych

Kierujący komórką Pracownicy tej komórki

Przejdź do witryny komórki

TAURON Obsługa Klienta

NIP: 6952604750
REGON: 020620830

Najważniejsze telefony:

Recepcja: 71 889 57 00
Pomoc techniczna: 776 55 55
Księgowość: 776 39 66

Materiały pracownika

- Mój osobisty folder roboczy
- Porady IT
- Druki do pobrania
- Udostępnione mi foldery
- Moje biuro
- Książka adresowa

Struktura organizacji

Pomoc i obsługa Intranetu 32 303 56 69

Zgłoś awarię/problem

Napisz do redakcji

Pomoc IT

wew.: 776 55 55, zew.: 500 99 55 55 bezpl. z kom. służb.

Pomoc IT

Grupa TAURON

TAURON
Kopalnia Wapnia

TAURON
Polska Energia - PKE

TAURON
Ciepło

TAURON
Dystrybucja

TAURON
Dystrybucja

TAURON
Dystrybucja Serwis

TAURON
Eksport

© TAURON Polska Energia S.A. Wszelkie prawa zastrzeżone

Polityka prywatności Mapa serwisu Serwis kooperacyjny TAURON Polska Energia

Image 101. TAURON Intranet: Organization Chart. The evolved organization chart on Tauronet allows employees to familiarize themselves with the structure of any chosen company.
101_Tauron_07_something_special_live.png

Przeglądasz jako: TAURON Obsługa Klienta

KSIĄŻKA ADRESOWA DOKUMENTY WSZYSTKO

wpisz nazwisko, stanowisko, dział... Wyszukaj spółki Szukaj pracownika

Książka adresowa

Przejdź do witryny lub folderu... zmien skróty

Aktualności Wiedza i zasoby Dla pracownika Regulacje Projekty Procesy Grupa Spółki IT i pomoc Moja strefa

TAURON Obsługa Klienta

TAURON Obsługa Klienta

Informacje Zarząd Rada Nadzorcza Zgromadzenie Wspólników Pełnomocnictwa

Dokumenty spółki
Struktura spółki
Zawartość witryny

Schemat organizacyjny TAURON

Kliknij nazwę komórki organizacyjnej, aby wyświetlić jej szczegóły.

```

graph TD
    GT[Grupa Tauron] --> OK[TAURON Obsługa Klienta]
    OK --> DG[DG - Prezes Zarządu]
    DG --> DC[DC - Wiceprezes Zarządu - Dyrektor Pionu CUW]
    DG --> DK[DK - Wiceprezes Dyrektora Pionu Obsługi Klienta]
    DG --> DR[DR - Dyrektor Pionu Rozwoju i Współpracy]
    DG --> GA[GA - Biuro Audytu i Kontroli]
    DC --> GB[GB - Zespół Specjalistów ds. BHP]
    DC --> GC[GC - Centrum Controllingu]
    DC --> GH[GH - Centrum Usług Wspólnych HR]
    DC --> GK[GK - Zespół ds. Komunikacji]
    GB --> GL[GL - Biuro Logistyki]
    GB --> GP[GP - Biuro Zamówień]
    GB --> GR[GR - Rzecznik Praw Klienta]
    GB --> GS[GS - Zespół ds. Standaryzacji Obsł.Klien.Bizn.]
    GL --> GZ[GZ - Biuro Zarządu]
  
```

Kierujący komórką Pracownicy tej komórki

Przejdź do witryny komórki

TAURON Obsługa Klienta

NIP: 8992804750
REGON: 020520830

Najważniejsze telefony:

Recepcja: 71 889 57 00
Pomoc techniczna: 776 55 55
Księgowość: 776 39 66

Materiały pracownika

Mój osobisty folder roboczy
Porady IT
Druki do pobrania

Udostępnione mi foldery
Moje biuro
Książka adresowa

Struktura organizacji

Pomoc i obsługa Intranetu 32 303 56 69

Zgłoś awarię/problem

Napisz do redakcji

Pomoc IT wew.: 776 55 55, zew.: 801 50 55 55

Pomoc IT

Grupa TAURON

TAURON Kopalnia

TAURON Polska Energia

TAURON Ciepło

TAURON

TAURON

TAURON

TAURON

TAURON

TAURON

Image 102. TAURON Intranet: Organization Chart Interactivity. Clicking a cell in the organizational hierarchy reveals the structure below it.
102_Tauron_08_something_special_live.png

In addition to seeing information about others, employees can add information about themselves in their employee profile page or in the *User Zone*.

Employees may add information about their participation in projects, certificates earned, a headshot photo (optional for legal reasons, but recommended), and more. Other information on the profile page includes position, company, parent organization, work address, phone numbers, email address, and manager.

Similarly, employees can fill in profile information, share documents, add shortcuts, and see an aggregated tasks list in the *User Zone*.

Przełączasz jako:
TAURON Obsługa Klienta

KSIĄŻKA ADRESOWA
DOKUMENTY
WSZYSTKO

Katarzyna
Ustawienia
Wyjście

Książka adresowa
Przejdź do witryny lub folderu...
zmień skróty
A A A

Aktualności
Wiedza i zasoby
Dla pracownika
Regulacje
Projekty
Procesy
Grupa
Spółki
IT i pomoc
Moja strefa

Moja strefa

Mój folder osobisty
Udostępnione foldery
Zadania
Moja jednostka
Moje treści
Mój profil
Moje zgody prawne
Ulubione

Moja strefa

Ta zakładka jest tylko Twoja. Tylko Ty widzisz jej zawartość i możesz nią zarządzać. Taką witrynę posiada każdy użytkownik Tauronetu - jest ich już ponad 15 000. Poznaj możliwości!

Zasoby

Mój folder osobisty

To miejsce do zarządzania własnymi dokumentami. Tylko Ty masz do nich dostęp - chyba, że zdecydujesz się na udostępnienie poszczególnych plików innym osobom.

Przejdź do swojego folderu

Poznaj zasady pracy na dokumentach w Tauroncie

Dowiedz się - dokumenty w łączkach i folderach

Personalizacja

Mój profil

To Twoja wizytówka w książce adresowej. Pozwól się odnaleźć!

Edytuj swój profil

Instrukcja edycji profilu w książce adresowej

Kontakty

Moja jednostka

To witryna Twojego biura lub działu, na której znajdziesz potrzebne dokumenty.

Przejdź do witryny swojego biura

Jeśli Twoje biuro nie ma takiej witryny zostaniesz przekierowany na wizytówkę swojej spółki. Poproś Szefa o zamówienie witryny biura w CUW IT (nie ma dodatkowych kosztów).

Zobacz, jak działa witryna jednostki organizacyjnej

Tauronet

Zobacz filmy instruktażowe

Poznaj odpowiedzi na najczęściej zadawane pytania o Tauronet

Bądź na bieżąco!

Aktualności z mojej spółki

Aktualności z Grupy

Moje projekty

Zadania

Tutaj zobaczysz wszystkie swoje zadania zagregowane z innych witryn. Możesz także dodawać zadania samodzielnie.

Przejdź do swoich zadań

Ulubione

To Twoje ulubione linki - takie odnośniki lub łącza "na skróty", które widzisz na swojej stronie startowej.

Edytuj ulubione

Książka adresowa

Tutaj znajdziesz dane kontaktowe wszystkich pracowników Grupy TAURON

Przejdź do książki adresowej

Zobacz, jak działa książka adresowa w Tauroncie

i

Czy wiesz, że jako pracownik Grupy TAURON możesz kupić oprogramowanie do użytku prywatnego na bardzo korzystnych warunkach? Sprawdź!

Kup oprogramowanie do domu

Pytania i odpowiedzi

Poniżej zobaczysz ostatnio dodane wpisy na forach, do których masz dostęp.

¹⁴ W Krainie Dźwięków - wizual...¹⁵
Opublikowany przez użytkownika Żaliriska Joanna 6 dni temu
A Ciebie, do jakiego miejsca przenosiła muzyka?

Odpowiedzi: 4
„Lubię to”: 0

TAURON Obsługa Klienta

NIP: 8892604750
REGON: 020520830

Najważniejsze telefony:

Recepcja: 71 889 57 00
Pomoc techniczna: 776 55 55
Księgowość: 776 39 95

Materiały pracownika

Mój osobisty folder roboczy
Porady IT
Druki do pobrania

Udostępnione mi foldery
Moje biuro
Książka adresowa

Struktura organizacji

Pomoc i obsługa Intranetu

32 303 56 69
Zgłoś awarię/problem
Napisać do redakcji

Pomoc IT

wew.: 776 55 55, zew.: 500 99 55 55 bezpl. z kom. służb.
Pomoc IT

Grupa TAURON

TAURON
Kopalnia Węgla

TAURON
Polska Energia - PGE

TAURON
TAURON Ciepło

TAURON
TAURON Dystrybucja

TAURON
TAURON Dystrybucja

TAURON
Dystrybucja Siatki

TAURON
TAURON Ełce

© TAURON Polska Energia S.A. Wszelkie prawa zastrzeżone.

Polityka prywatności

Mapa serwisu

Serwis korporacyjny TAURON Polska Energia

Image 104. TAURON Intranet: User Zone. Employees can fill in profile information, share documents, add shortcuts, and see an aggregated tasks list in the User Zone. *104_Tauron_10_user zone_live.png*

218

INFO@NNGROUP.COM

TAURON Polska Energia SA

Social features like *Autostop* and *Kontakt* help coworkers communicate with one another. *Autostop* helps employees find partners to commute to the office with, and *Kontakt* supports communication via Lync.



Image 105. TAURON Intranet: Social Features. Autostop helps employees find partners to commute to and from the office with. Kontakt supports communication via Lync. 105_Tauron_11_social_feature_1ive.png

Content pages on Tauronet are designed so that content is the star, not the rest of the UI. Pages are very easy to read and scan, featuring narrow columns of text and headings that are large and clear. Images used throughout Tauronet are engaging and paint a picture of the topic or event. For example, a page about a company picnic offers 31 photos. This type of content can help make users realize they are part of a fun workplace with coworkers and managers who are engaged. The stories and photos also help people remember the experiences they had together. For people who couldn't make the picnic, looking at the photos means they can still participate in some way.

Most important, this organization is large and broad, comprised of 14 key companies made up of several hundred organizational units and 16,500 intranet users dispersed across almost 270 geographical locations. While one picnic doesn't begin to physically include all of those people, being able to look at the pictures can help make people feel connected in some way. It can also give other business units ideas about how to do team-building events of their own.

This example demonstrates perfect use of the ubiquitous filmstrip UI. The following elements make the gallery at the bottom of the page easy to use:

- The navigation uses thumbnail images of photos that are large enough so that visitors can make out the general subject of the photo.
- The selected image is indicated with a visible red square around it.
- Magenta left and right arrows allow scrolling the filmstrip.
- The selected image in the main content area of the gallery is large and clear.
- The lower left displays a status of the total number of images and which one is currently selected.

Global navigation, local navigation, and links to related content are readily available on the content page. While this is common practice, some other designs attempt an immersive experience and hide navigation when the user is in a gallery. In this case, having the navigation available is a better idea for employees who want to explore similar topics or find particular, unrelated information.

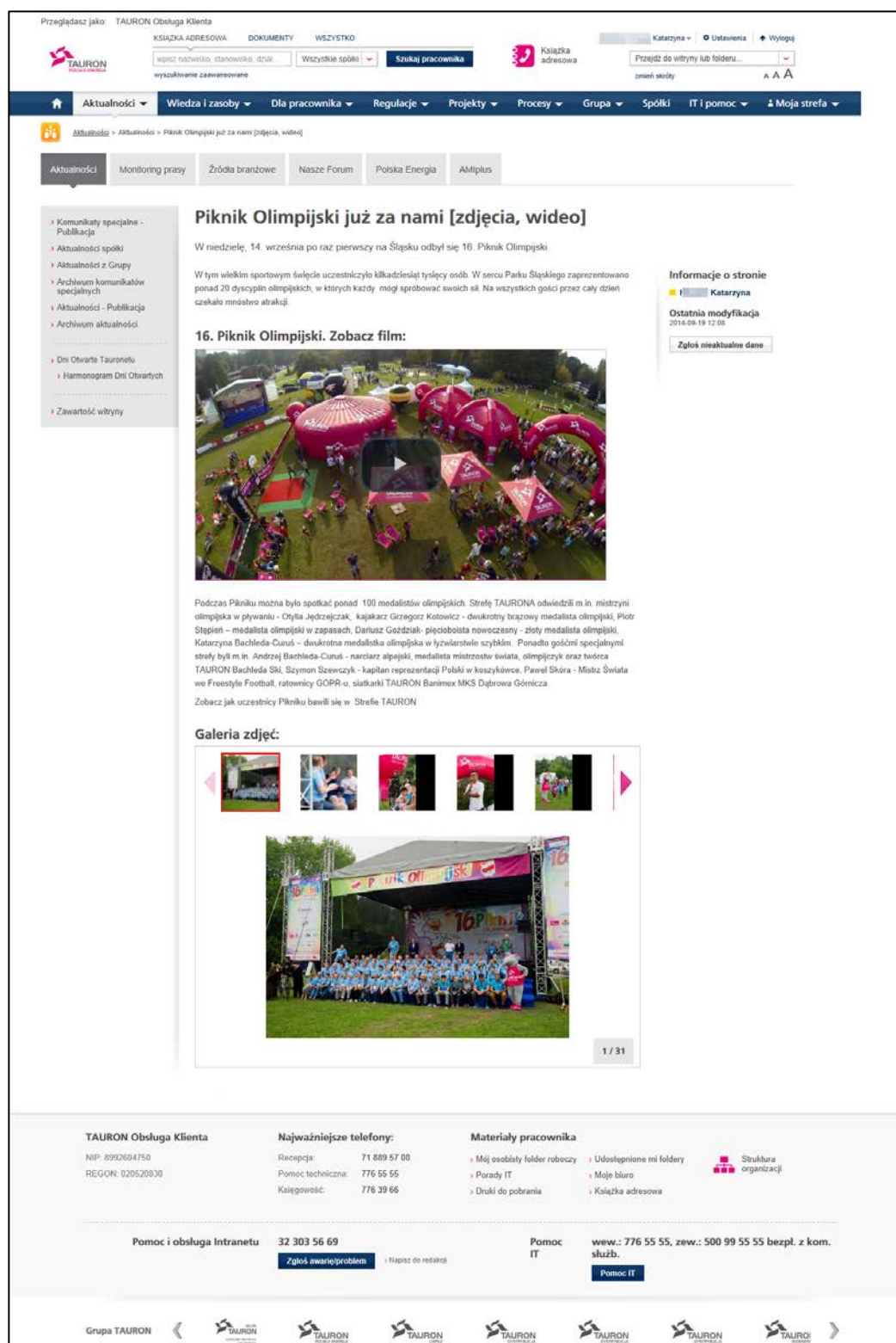


Image 106. TAURON Intranet: Page Design. Tauronet pages have narrow columns of text and clear headings, making the pages easy to scan and content easy to absorb. *106_Tauron_12_content_live.png*

The TAURON Polska Energia intranet is certainly not the first to have its inception — and part of its success — attributed to corporate mergers. Many organizations have found themselves in this challenging situation and still ended up creating a superb intranet design. This particular team did this *and* met their own goal of creating “a useful and effective system that would be common for all 14 key companies within the Group, taking into account the specific nature of each of the companies.” They also achieved so much more by providing sites, services, and communication tools that unify employees across multiple organizations.

BACKGROUND

In 2009 TAURON Polska Energia (the parent company) implemented an intranet based on the SharePoint technology. This intranet was focused on document management and collaboration and was accessible to other entities within the TAURON Group. Employees were given access to the following areas: project sites, team sites and corporate reporting, but not departmental sites and other areas that served only the parent company.

After a few years of growth and development, the deficiencies of this intranet were shown to be a hindrance to cross-company communication. Employees and managers needed a common platform to exchange data and knowledge within the organization. Likewise, the organization wanted to make all the document management and collaboration features available to the whole TAURON Group, simultaneously, in an effort to improve publishing and communication where the existing intranet failed.

Goals

Many goals were set forth for the new intranet. The primary objective was to create a useful and effective system that would be a common destination for the 14 key companies within the Group, while taking into account the specific needs of each of them. Other goals included:

- Increase access to resources and knowledge — HR information as well as corporate directives and documentation
- Provide better tools to support internal communications like news publishing, promotion of employee campaigns, publishing internal magazines, and so on
- Enable individual and group work to happen in a digital workspace that encompasses all organization units and project teams
- Build a platform of integration and cooperation among the employees

Tauronet, the company’s new group-wide intranet platform, was built to achieve these objectives by providing sites, services, and communication tools that unify users across multiple organizations.

In order to transform these goals into reality, the design team spent a considerable amount of time trying to identify business objectives through the following means:

- Business leaders gathered user expectations from their respective business areas.

- A design survey conducted prior to kicking off the design phase garnered feedback from over 2,500 respondents about their expectations for — and needs from — the new intranet.
- Representatives from all business areas within the Group (employees from all legal entities and managers from the headquarters) participated in meetings and teleconferences.
- The team also studied published research on intranet best practices, including a few prior editions of this report.

Przełączasz jako: TAURON Sprzedaż

KSIĄŻKA ADRESOWA DOKUMENTY WSZYSTKO

Wpisz nazwisko, stanowisko, dział... Wszystkie spółki Szukaj pracownika

Książka adresowa

Przejdź do witny lub folderu...

Pracownik TS Wyloguj

zmień skłoty A A A

Aktualności Wiedza i zasoby Dla pracownika Regulacje Projekty Procesy Grupa Spółki IT i pomoc Moja strefa

Wydarzenia

USD 3,25 PLN EUR 4,19 PLN CHF 3,47 PLN TAURON 5,34 +0,19% [użyj aktualności](#)

16. Piknik Olimpijski

Zobacz zdjęcia i film

Piknik Olimpijski już za nami [zdjęcia, wideo]

Aktualności ze spółki

Korzystaj z Tauronetu jak ekspert - przyjdź na Dni Otwarte Tauronetu. Zapisz się już dziś!
9.09.2014

Poznaj aplikację Autostop - wspólne dojazdy
1.09.2014

III Turniej piłki nożnej o Puchar Prezesa Zarządu TAURON Polska Energia S.A.
29.08.2014

Konkurs dla Superbohaterów rozstrzygnięty!
29.08.2014

Sierpniowe wydanie magazynu "Polska Energia"
19.08.2014

[Więcej aktualności ze Spółki](#)

Aktualności z Grupy

Piknik Olimpijski już za nami [zdjęcia, wideo]
19.09.2014

Budowa bloku węglowego w Jaworznie zainaugurowana
18.09.2014

Prywatne numery telefonów komórkowych w stopce e-mail
17.09.2014

[Więcej aktualności z Grupy](#)

Aktualności branżowe

[Wiadomości z CIRE](#) [Monitoring pracy](#)

[Wiadomości z URE](#)

Aplikacje i systemy

[Delegacje](#)
[Urlopy](#)
[Portal CUW IT](#)
[Autostop](#)
[Delegacje](#)
[Urlopy](#)
[Portal CUW IT](#)
[Autostop](#)

Wnioski i szablony

[Szablony firmówek](#)
[Dokumenty TS](#)
[Wnioski HR](#)
[Regulaminy TS](#)
[Szablony firmówek](#)
[Dokumenty TS](#)
[Wnioski HR](#)
[Regulaminy TS](#)

Rekrutacje

[Aktualne oferty pracy](#)

Dla Ciebie

[Edytuj swój profil](#)

[Kup oprogramowanie do domu](#)

[Poznaj nadchodzące wydarzenia](#)

Regulacje

WEWNĘTRZNE WEWNĄTRZKORPORACYJNE

[Zarządzenie nr 019/2014 Prezesa Zarządu z dn. 2014-09-16 w sprawie: wprowadzenia do stosowania w TAURON Sprzedaż sp. z o.o. wzoru Umowy Kompleksowej dla Odbiorców grup taryfowych G w gospodarstwach domowych dedykowanego dla Klientów ekspansyjnych rodzicanych poza obszarem działania TAURON Dystrybucja S.A. \(teron zewnętrzny\) wraz z Ogólnymi Warunkami Umowy Kompleksowej \(OWU\) i wzorów Pełnomocnictw oraz uchylenia Zarządzenia nr 5/2014 z dnia 23 kwietnia 2014 roku](#)

Społeczność

[Pytania i odpowiedzi](#)

[W Krainie Dźwięków - wizualizacja](#)
[Nasze Forum nr 6 \(115\)](#)
[Nasze Forum nr 5 \(114\)](#)

[Pomysły](#)

[Emaille z prośbą o pomoc i 1% podatku](#)
[Poprawienie widoków w aplikacji TAP Środki](#)
[Trwałe przeglądane...](#)

[Zgłoś pomysł](#)

Polska Energia [Sprawdź](#)

POMOC dla redaktorów i użytkowników Tauronetu [Sprawdź](#)

DZ - Departament Zarządzania Rynkiem Diznesowym [InfoRynek](#)

"Stary" Intranet [Wszystko o Intranecie](#)

Poczta w przeglądarce (OWA) [Pomoc IT](#)

TAURON Sprzedaż
NIP: 6762337735
REGON: 120378027

Najważniejsze telefony:
Sekretariat: 12 265 43 30
Pomoc techniczna: 776 55 55
Księgowość: 776 39 66

Materiały pracownika
[Mój folder roboczy](#)
[Pytania i odpowiedzi](#)
[Druki pracownika](#)
[Książka adresowa](#)
[Moje projekty](#)
[Moje foldery współdzielone](#)
[Struktura organizacji](#)

Pomoc i obsługa Intranetu 32 303 56 69 [Zgłoś awarię/problem](#) [Napisać do redakcji](#)

Pomoc IT wew.: 776 55 55, zew.: 801 50 55 55 [Pomoc IT](#)

Image 107. TAURON Intranet: Personalized Content Display. This shows the main page view for TAURON Sprzedaż on the TAURON intranet. This image (and the one following) illustrates how the design of the main page changes depending on which corporate entity the user chooses.
107_Tauron_13_targeted_content_main_page_live.png

Przeglądasz jako: TAURON Ciepło

KSIĄŻKA ADRESOWA DOKUMENTY WSZYSTKO

Wpisz nazwisko, stanowisko, dział... Wszystkie spółki Szukaj pracownika

Książka adresowa

Przejdź do witryny lub folderu... Wyloguj

zmień skłoty A A A

Aktualności Wiedza i zasoby Dla pracownika Regulacje Projekty Procesy Grupa Spółki IT i pomoc Moja strefa

Wydarzenia

USD 3,24 PLN EUR 4,18 PLN CHF 3,46 PLN TAURON 5,23 -0,57% [ukryj aktualności](#)

Wspólne dojazdy do pracy

Skorzystaj z aplikacji Autostop

Poznaj aplikację Autostop - wspólne dojazdy

Aktualności ze spółki

Poznaj aplikację Autostop - wspólne dojazdy
1.09.2014

Konkurs dla Superbohaterów rozstrzygnięty!
29.08.2014

TAURON Ciepło rozpoczyna w Tychach montaż kotła
25.08.2014

Sierpniowe wydanie magazynu "Polska Energia"
19.08.2014

Lipcowe wydanie magazynu "Polska Energia"
14.07.2014

[Więcej aktualności ze Spółki](#)

Aktualności z Grupy

Grupa Tauron

TAURON drugi w klasyfikacji generalnej Capital Market Games 2014
24.09.2014

TAURON Dystrybucja rozpoczyna projekt Smart City Wrocław
22.09.2014

Piknik Olimpijski już z nami! Zdjęcie, wideo!
19.09.2014

[Więcej aktualności z Grupy](#)

Aktualności branżowe

[Wiadomości z CIRE](#) [Monitoring prasy](#)

[Wiadomości z URE](#)

Aplikacje i systemy

[Stary intranet](#)
[Centrum Wspierania IT](#)
[Autostop](#)
[Regulacje spółki](#)
[Aplikacje IT](#)

Wnioski i szablon

[Szablony firmowe](#)
[Wniosek o urlop](#)
[Wniosek o pożyczkę](#)
[Wniosek o dofinansowanie wypoczynku](#)
[Wniosek o dofinansowanie ekularów](#)

Rekrutacja

[Aktualne oferty pracy](#)

Dla Ciebie

[Edytuj swój profil](#)

[Kup oprogramowanie do domu](#)

[Poznaj nadchodzące wydarzenia](#)

Regulacje

WEWNĘTRZNE WEWNĄTRZKORPORACYJNE

[Zarządzenie nr 28, 2014 Prezesa Zarządu Dyrektora Naczelnego z dn. 2014-09-22 w sprawie wprowadzenia do stosowania „Szczegółowego zakresu obowiązków oraz wewnętrznej struktury jednostek organizacyjnych nie podlegających bezpośredniemu Członkom Zarządu TAURON Ciepło sp. z o.o.”](#)

[Wszystkie regulacje wewnętrzne >>](#)

Społeczność

Pytania i odpowiedzi

[W Krańce Dźwięków - wizualizacja](#)
[Nasze Forum nr 6 \(115\)](#)
[Nasze Forum nr 5 \(114\)](#)

Pomysły

[Emaila z prośbą o pomoc i 1% podatku](#)
[Poprawienie widoków w aplikacji TAP Środki Trwałe przeglądane...](#)

[Zgłoś pomysł](#)

POMOC dla redaktorów i użytkowników Tauronetu [Sprawdź](#)

Monitoring źródeł

[CC Oikusz](#)

Monitoring S.C.

[Monitoring Ciepłowni Zawiercie](#)

Monitoring Elektrowni Łagisza

TAURON Ciepło

NIP: 9542732017
REGON: 242734832

Najważniejsze telefony:

Recepcja: 32 258 40 01
Pomoc techniczna: 776 55 55
Księgowość: 776 39 66

Materiały pracownika

[Mój folder roboczy](#)
[Pytania i odpowiedzi](#)
[Druk pracownika](#)

[Książka adresowa](#)
[Poczta w przeglądarce \(OWA\)](#)
[Moje foldery współdzielone](#)

[Struktura organizacji](#)

Pomoc i obsługa Intranetu

32 303 56 69

[Zgłoś awarię/problem](#) [Napisać do redaktor](#)

Pomoc IT

wew.: 776 55 55, zew.: 500 99 55 55 bezpl. z kom. służb.

[Pomoc IT](#)

Grupa TAURON

TAURON
Kopalnia Wąpniowa

TAURON
Polska Energia - PKN

TAURON
TAURON Ciepło

TAURON
TAURON Dystrybucja

TAURON
TAURON Dystrybucja

TAURON
TAURON Dystrybucja Serwis

TAURON
TAURON Ekoenergie

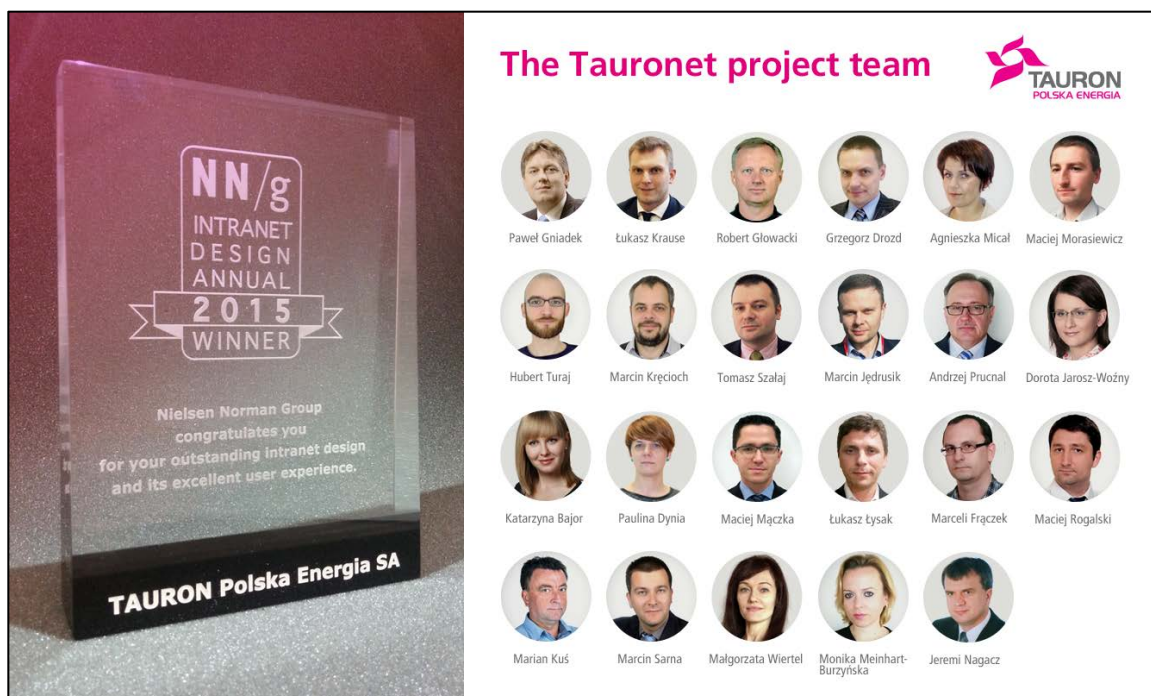
© TAURON Polska Energia S.A. Wszelkie prawa zastrzeżone

[Polityka prywatności](#) [Mapa serwisu](#) [Serwis korporacyjny TAURON Polska Energia](#)

Image 108. TAURON Intranet: Personalized Content Display. This shows the main page view for TAURON Ciepło on the TAURON intranet. This image (and the one previous) illustrates how the design of the main page changes depending on which corporate entity the user chooses.

108_Tauron_14_targeted_content2_main_page_live.png

INTRANET TEAM



TAURON intranet team members: (top row, left to right) Paweł Gniadek, Łukasz Krause, Robert Głowacki, Grzegorz Drozd, Agnieszka Micał, Maciej Morasiewicz; (second row, left to right) Hubert Turaj, Marcin Kręcioch, Tomasz Szalaj, Marcin Jędrusik, Andrzej Prucnal, Dorota Jarosz-Woźny; (third row, left to right) Katarzyna Bajor, Paulina Dynia, Maciej Mączka, Łukasz Łysak, Marcei Frączek, Maciej Rogalski; (bottom row, left to right) Marian Kuś, Marcin Sarna, Małgorzata Wiertel, Monika Meinhart-Burzyńska, and Jeremi Nagacz.

GOVERNANCE

TAURON Polska Energia (the parent entity of the Group) is the business owner of the entire intranet and is responsible for the strategy, guidance and decision-making regarding the development of Tauronet. However, particular business and information areas of Tauronet are managed in a cross-company or shared-service-provider manner. Organizational units and other collaboration repositories are managed by local information owners to help maintain information security and the integrity of companies that are part of TAURON Group.

Each business area in Tauronet maintains its own ownership of intranet content, though the editorial office is a multilevel structure where each company may have local editors to publish content available for their employees only. Some larger units employ up to thousands of people and thus have their own HR departments or other services that can prepare and target content for employees from a particular branch.

The organization leveraged the experience and know-how of all the people involved in the existing local intranets when implementing the new intranet. A new team was created in the shared-service company to administer and manage Tauronet. Also, the teams that worked with the old intranets are now editors or coordinators within

their entities but are now all working on Tauronet. This idea to keep the old intranet staff involved in the new platform was both a strategic and tactical move.

"It is very important to have people who were involved in previous intranet solutions be co-authors in the new system," says Micał. "Not only are their competences needed, but including them will help make their attitude toward the new system much more positive. Imposing a new solution using the top-down method, without taking into consideration their opinions, is not the right way to go."

Another method the team used to get everyone on the same page and ensure proper functioning of the new system was to create a Group regulation document, "The Principles of Tauronet Operation in TAURON Group." It was created as a joint effort among the company's business entities and was adopted by all of the company's business and legal entities.

The legal owner is TAURON Obsługa Klienta, the Group's shared service entity. It is responsible for coordinating Tauronet issues, administration and maintenance, and adhering to the business owner's decisions.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Business owners	<ul style="list-style-type: none"> • Make strategy and development decisions
Team of Group Editors	<ul style="list-style-type: none"> • Publish content for the entire Group • Ensure user support and training for publishing local content • Moderate Group content • Coordinate site development in cooperation with the business owner, the Business Group, and the Control Group
Team of Group IT Administrators	<ul style="list-style-type: none"> • Ensure Tauronet is functioning properly • Perform system maintenance • Provide user support for technological problems • Create new objects within the system • Serve as system administrator
Business Group (the team of intranet coordinators for each entity)	<ul style="list-style-type: none"> • Make development suggestions to the business owner • Collect and analyze ideas collected from users across each corporate entity
Control Group (Steering Committee)	<ul style="list-style-type: none"> • Manage site development • Make decisions regarding how to finance development projects • Determine the direction of technology development
Content Owners	<ul style="list-style-type: none"> • Update their own section information and serve as section administrators. Each section, in each entity has its own content owner.

Figure 35. TAURON Intranet Team Responsibilities

USERS

Tauronet has 16,500 current users who are all employees. A user is a person who has a domain account and access to certain resources on the intranet. The level of authorization granted by the content owner defines the scope of each user's access.

The general user roles are:

- **Reader:** A user who is allowed to read the content. This is a local role for a particular business area. Reader is also a contextual role related to the organization structure, so when an editor in the HR area publishes content targeted to three particular companies in the TAURON Group, only the readers from those companies have access to the information.

- **Editor:** A user who can publish content is an editor. This is a local role for a particular business area (as described above) and a contextual role that limits content targeting options for that editor. An editor can target content to his unit and the dependent units. Specifically a Group level editor may target the content to all companies in the Group and lower level editors can target the content to their companies or branches. Editors can also promote (change targeting) for content authored on the lower level units of their unit.
- **Administrator:** A user who can administer the system and/or can give access rights to the whole system or a part of it. The administrator of the collaboration site manages access and permissions to the particular collaboration site (such as the project site, the program site, etc.).

Specific user roles include:

- Group employee
- Entity employee (one of 14 legal entities)
- Organizational unit employee
- Collaboration site member: A member of the collaboration site (such as a project site, a process site, an organization unit site, etc.) may have access and co-author content (documents, other information) in collaboration sites. The administrator of a particular site can change permissions.
- Board member
- Manager
- Management reporting specialist, and so on

URL AND ACCESS

URL AND ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"> • Main URL: tauronet.tauron-pe.pl • The <i>Cooperation</i> and <i>User Zone</i> modules also have their own URLs, but these, and the main URL, are in the (top) navigation.
Default Status	<ul style="list-style-type: none"> • The intranet is set as a default homepage in the browser on each user's computer. Employees cannot change this setting.
Remote Access	<ul style="list-style-type: none"> • Users can access the site remotely by VPN. There are a group of users who use this option.
Shared Workstations	<ul style="list-style-type: none"> • In some locations there are shared workstations placed near the entrance at the reception desks. Reception personnel, mostly, use these to find people in the address book.

Figure 36. TAURON URL and Access Information

DESIGN PROCESS AND USABILITY WORK

Defining the Information Architecture

The TAURON team applied a user-centered approach to its intranet design and the first hurdle the team faced was to try to understand the current state of the organization. This, however, was not a simple task as TAURON is one of the largest employers in Poland and it has a complex corporate structure. Moreover, some of the subsidiaries already had their own intranet systems adding another level of complexity because those were also overdue for a redesign and despite looking quite shabby, they worked and people were happy with them. Therefore, one of first challenges was not to spoil anything that was important and already worked well.

In an effort to meet users from across the organization, the design team kicked off the analysis phase of the project with workshops and included employees from many different groups and different subsidiaries. The team held 10 workshops over six days. Half of the participants were managers and the group also included some top executives, but the rest of the spots were filled with specialists and frontline employees in an effort to include as many primary users as possible. This proved to be a good mix and a good approach.

"This workshop-based approach worked really well," says Turaj. "Since we [the consultants] came from outside the organization, people were more willing to list their wishes regarding their ideal intranet. We had a chance to talk to about 80 people, which is about 0.5% of the total number of future users. That is why we also conducted a survey among employees and we received the feedback from almost 2,500 respondents."

The team also conducted remote card sorting research with 70 employees.

The results from these activities were very helpful but not really surprising. Generally, the employees had difficulty finding the right information to answer their questions and the second main frustration users encountered was with efficiency — they expected search to be fast.

These types of findings became project priorities and formed the basis of the initial IA diagram.

Interaction and Graphic Design

Another critical component of the design research was 300 clickable wireframes that were created with user input then put through their paces, as the team gathered user feedback during 30+ workshop sessions. This was targeted research. The team wanted to answer some specific questions. "There were some specific elements we designed to reflect organizational needs and we needed to get feedback on these elements," says Turaj.

One of the key problems the team attempted to solve through wireframes was how to visualize the organization. The TAURON organization consists of several thousand structural units such as departments, offices, and groups, so it was crucial for the team to visualize the structure as well as possible in order to design a custom organizational tree.

Another challenge the team tried to solve through the use of wireframes was to refine the system by which users find the right TAURON location. This was a difficult task as the company has 270 locations.

The visual design was the last part of the process. During this phase the team tried to understand which SharePoint elements could be customized.

It took about three months to design the main scope of work before it was passed onto the company's development partner.

The Implementation Phase

An external integrator — IT-Dev Ltd. — prepared the Technical Solution Vision (TSV) and delivered the system. TSV was a document that describes the technical approach to the system specification and the implementation, including system architecture and the description of functionalities based on the system specification.

This implementation process was a critical component of the intranet project and took 12 months, starting with TSV preparation and ending with a fully deployed solution in the operational environment. Initial requirements and design concepts, such as wireframes and visualizations, were verified in terms of their technical feasibility, integrity, reusability, and performance. Some amendments were required to achieve better functional quality factors. At the same time, usability experts had to keep a keen eye on how the user experience was affected by those optimizations.

The most valuable aspect of the TSV was the design of hierarchical content publishing and a targeting pattern, proposed and prepared by IT-Dev. Using this pattern TAURON was able to achieve a unified content targeting experience in various areas such as *News*, HR articles, *Projects*, *Corporate Governance Acts* and *Corporate Reporting*.

The implementation phase was comprised of three stages, as described in the TSV. Each stage in the TSV had designated project milestones that needed to be accomplished:

- **Stage one:** publishing features
- **Stage two:** shared services platforms (HR Platform, Legal Platform, Legal consents, etc.) and Corporate Governance features and sites like Regulations, Management Boards sites, Supervisory Boards sites, and Corporate Reporting
- **Stage three:** collaboration and document management features and sites (Project, Program, Organizational Units sites, etc.)

Each stage presented different types of challenges.

First-stage challenges were mostly related to creating a manageable, usable, and efficient approach to content presentation, in the context of the organizational structure and taking into consideration access issues related to security and targeting. Other tasks such as the master page and page layouts implementations, creating sites and sub-site structure, or making navigation were relatively simple. This stage wasn't complicated from a business owner perspective either, as requirements were generic, not area-specific.

The second stage was much more complicated during the TSV preparation. It turned out that in some business-critical areas the initial requirements changed or were extended and the Solution Vision changed a part of the project scope. For that

reason, some of the functional mockups were amended and additional work was ordered to refine them. So the process took a bit longer but the results were great as it forced people to contribute to the decision-making and generate ideas.

During the third stage of the project the Solution Vision preparation went smoothly in generic areas such as collaboration sites. At this stage the team also had to cope with some changes to business requirements.

After the completion of the second stage, a fully functional part of the system was ready for testing. The third area of the intranet (stage three) was prepared at the same time.

Testing

The team combined usability testing with eyetracking techniques to get a better understanding of how the site was being used. In general, users considered the early site consistent, easy to use, and useful. "However," says Turaj, "during the tests we discovered some things that had to be improved." For instance, the system did not include abbreviations for the name of subsidiaries. Employees used these abbreviations extensively but the search engine was not optimized for them.

"Another aspect that we discovered was related to SharePoint issues," he says. "As some solutions in SharePoint were not intuitive for users, we added some key elements like buttons and links to key actions."

The team repeated the usability and eyetracking study three months after launch, and while the results were better, there were still minor flaws needing elimination. Overall, the testing was quite effective at rooting out problems. "The iterative-based approach to the user testing turned out to be really efficient and helped us to optimize the system before launching it," says Turaj.

When everything was ready, the system was finally launched across the organization, one subsidiary at a time.

TIMELINE

PROJECT TIMELINE	
Milestone Date	Milestone Description
December 2006	<ul style="list-style-type: none"> The TAURON Group was established and consolidated core companies. Each used its own (completely different) local intranet.
May 2012	<ul style="list-style-type: none"> "Common intranet for the TAURON Group" project launched.
June–September 2012	<ul style="list-style-type: none"> Workshops and surveys were held to define user needs and business objectives.
September–November 2012	<ul style="list-style-type: none"> Design mockups and system specifications (called "the concept") were prepared.
December 2012	<ul style="list-style-type: none"> The development process begins.
January–December 2013	<ul style="list-style-type: none"> The Technical Vision Solution (TVS), implementation, and system delivery were prepared in three stages.
June–December 2013	<ul style="list-style-type: none"> Usability and functionality testing was conducted.
October 2013	<ul style="list-style-type: none"> The document, "Principles of Tauronet Operation in TAURON Group," was implemented, which created a responsibility map of the system, outlining the names of people responsible for certain areas of the system.
October–December 2013	<ul style="list-style-type: none"> Performance tests conducted with end users.
January 1, 2014	<ul style="list-style-type: none"> Launch!
Overall redesign timeframe: 20 months	

Figure 37. TAURON Project Timeline

CONTENT AND CONTENT CONTRIBUTORS

Content Management System

Tauronet uses the CMS native to SharePoint 2013 for the following reasons:

- It was a new technology, introduced shortly before the team launched the project, so using SharePoint 2013 will ensure a longer product lifecycle than if they had chosen an older solution.
- The organization's leading company, TAURON Polska Energia, had used SharePoint 2010 in its previous local intranet, so some users were familiar with the technology.

- SharePoint is compatible with other Microsoft products in use at the TAURON Group.
- SharePoint 2013 offered many of the required features out-of-box so there was no additional cost.
- This version of the platform provides concurrent document editing (Word, Excel) that improves collaboration and documentation work.

Content Management

TAURON intranet content management varies depending on type of content and what audience the content is intended for (e.g., entire organization or a specific group or entity). Some examples, include:

- **General content:** General content that concerns all employees, such as news and events, is published by Group editors and must be reviewed by the PR department.
- **Section content:** Each section of each entity has its own editors who are responsible for delivering and publishing the content in their section of the intranet. For example, the HR department delivers the content for its employees in each entity.
- **Local content:** Section editors manage local content. To manage this ever-changing group the team devised responsibility maps that contain data about the people responsible for the content of each section in each entity.

Tight editing controls are in place to ensure a consistent look across the site. For example, the editing control in the publishing module is configured to not let the editor format text arbitrarily. Several page layouts are also available for editors — like an article with or without a picture, or a two-column layout, or three-column, and so forth — as well as styles defined for text elements like headers, links, citations and the like. Neither can the editor change the font size or the font itself.

Supporting Content Contributors

Various entities across the organization provide training and support for content contributors. For example, the team of Group editors organizes one-day courses for section editors to teach them how to use the system and how to publish content correctly. These courses take place as often as needed. The intranet team also organizes Tauronet Open Days where the Group editors travel to different locations to present the intranet and answer questions about using it.

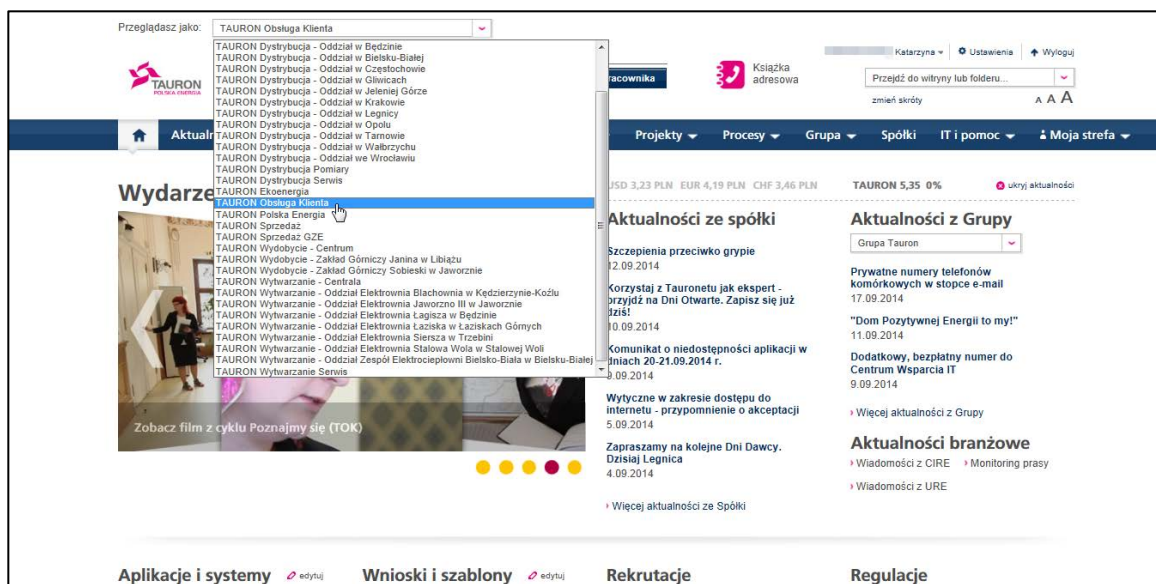


Image 109. TAURON Intranet: Contextual Content Display. This page shows how content on Tauronet can be switched to show how it will be seen in context. The Group Editor (whose view we see here) can switch between all entities. Most of the users have only one entity but some have two or three. It depends on the nature of their work.

109_Tauron_15_group_editors_view_live.png

Przeglądasz jako: TAURON Obsługa Klienta

KSIĄŻKA ADRESOWA

DOKUMENTY

WSZYSTKO

wpisz nazwisko, stanowisko, dział...

Wszystkie spółki

Szukaj pracownika

Książka adresowa

Przejdź do witryny lub folderu...

Katarzyna

Ustawienia

Wyloguj

zmień skróty

AA

Aktualności

Wiedza i zasoby

Dla pracownika

Regulacje

Projekty

Procesy

Grupa

Spółki

IT i pomoc

Moja strefa

Dla pracownika > Szkolenia i rozwój > Forum dyskusyjne Akcji Zdrowie > Podziel się z innymi

Podstawowe informacje

Etyka i wartości

Dokumenty i wnioski

Świadczenia

Szkolenia i rozwój

Rekrutacja

Nowy pracownik

Wydarzenia

Autostop

Po pracy

Artykuły - Publikacja

Szkolenia - Publikacja

Katalog Szkoleń

Trenerzy wewnętrzni

E-learning

Polityka rozwoju pracowników

Mentor Zmiany

Sukcesja

Mikrokorekty - Makroefekty

Akcja Zdrowie

Zawartość witryny

W Krainie Dźwięków - wizualizacja

4 odpowiedzi

Joanna

A Ciebie, do jakiego miejsca przeniosła muzyka?

6 dni temu

Odpowiedz

Edytuj

...

Wszystkie odpowiedzi

Najstarsze

Najnowsze

Barbara

Świetny sposób na stres! :)

6 dni temu

Odpowiedz

Edytuj

...

Hanna

vv odpowiedzi na: Wpis użytkownika Habrych Barbara

Morze, plaża, wakacje...

5 dni temu

Odpowiedz

Edytuj

...

Agnieszka

Wygodnie usiadłam, zamknęłam oczy... wsłuchałam się w dźwięk morza. Mogłabym przysiąc, że jestem napalony! Siedzę na ręczniku, obok stoi radio, z którego płynie miła muzyka. Cudownie. Wakacje!!!! Jutro śpię do oporu, będę moczyć nogi w morzu z zimnym piwkiem w ręce, zero obowiązków, zero stresów jakieś to cudowne uczucie. Nie trzeba lecieć do wierzchołków po ziemiaki na obiad, nie trzeba wstawiać prania, nikt nie zwraca głazów! Bosko! Otwieram oczy, bo przecież tyle miłych rzeczy mnie czeka i jebudul! Spadam na twarz do rzeczywistości... monitor, dzwoniący telefon, tłum ludzi, którzy coś chcą lub będą chcieli... ja nie wiem, ale takie eksperymenty powinny być zakazane. :)

5 dni temu

Odpowiedz

Edytuj

...

Joanna

Szkoda, że użytkownicy terminali nie mogą skorzystać...

5 dni temu

Odpowiedz

Edytuj

...

Dodaj odpowiedź

Odpowiedz

TAURON Obsługa Klienta

NIP: 8992604750

REGON: 020520830

Najważniejsze telefony:

Recepcja: 71 889 57 00

Pomoc techniczna: 776 55 55

Księgowość: 776 39 66

Materiały pracownika

Mój osobisty folder roboczy

Porady IT

Druki do pobrania

Udostępnione mi foldery

Moje biuro

Książka adresowa

Struktura organizacji

Pomoc i obsługa Intranetu

32 303 56 69

Zgłoś awarię/problem

Napisz do redakcji

Pomoc IT

wew.: 776 55 55, zew.: 500 99 55 55 bezpł. z kom. służb.

Pomoc IT

Grupa TAURON

TAURON Kopalnia Wąpnień

TAURON Polska Energia - PKH

TAURON Ciepło

TAURON Dystrybucja

TAURON Dystrybucja

TAURON Dystrybucja Serwis

TAURON Ekoenergie

© TAURON Polska Energia S.A. Wszelkie prawa zastrzeżone

Polityka prywatności

Mapa serwisu

Serwis korporacyjny TAURON Polska Energia

Image 110. TAURON Intranet: Forum. Posts made to Tauronet's forum show the contributor's name, photo (if the person used on in their profile), and availability information (via Lync).
110_Tauron_16_content_social_feature_live.png

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and OS	<ul style="list-style-type: none">• Server farm containing six servers (four web front-end and two services)• Microsoft Windows Server 2012 Standard• 24 GB RAM• Intel® Xeon® Processor E5-2680 v2 (25M Cache, 2.80 GHz) (8 processors)• 150 GB Disk space
Bug Tracking / Quality Assurance	<ul style="list-style-type: none">• "RAP as a Service" tool
Design Tools	<ul style="list-style-type: none">• Microsoft Visual Studio 2012
Site Building Tools	<ul style="list-style-type: none">• Microsoft Visual Studio 2012• IT-Dev SharePoint DSL Toolkit for Visual Studio
Content Management Tools	<ul style="list-style-type: none">• Office Web Apps
Search	<ul style="list-style-type: none">• SharePoint 2013 Search Service

Figure 38. TAURON Intranet Technology

SEARCH

The search technology used for Tauronet is the default SharePoint Search. SharePoint Search is used in Search Center and also provides the aggregation functionality when content from multiple sites has to be aggregated. For example, the news on the welcome page and the *Recent Project Documents* web part (projects section of the portal) take advantage of this feature.

Search categories (address book and documents) are available from the search box located in the top section of the homepage. On the advanced search page there are more categories, including all, documents, employees, locations, objects, and meeting rooms. The team has also introduced a range of refiners to help narrow the search results. For example, when searching a document, the user can choose the type of file or the entity that it refers to. It is also possible to filter items on lists and in libraries by toggling the filter values above each column.

Przeglądasz jako: TAURON Obsługa Klienta

KSIĄŻKA ADRESOWA DOKUMENTY WSZYSTKO

Wyszukiwanie zaawansowane cały intranet Szukaj dokumentu

Książka adresowa Przeglądaj do witryny lub foldery... zmień strój

Aktualności Wiedza i zasoby Dla pracownika Regulacje Projekty Procesy Grupa Spółki IT i pomoc Moja strefa

Książka adresowa > Wyszukiwanie dokumentów

Wyszukiwanie dokumentów

WSZYSTKO DOKUMENTY PRACOWNICY LOKALIZACJE OBIEKTY SALE KONFERENCYJNE

zasady

Liczba wyników — około 5 511

Typ wyniku

- Excel
- PDF
- PowerPoint
- Word

Autor

- [...]
- [...]
- [...]
- [...]
- [...]
- [pokaż więcej](#)

Data modyfikacji

- Wcześniej niż Rok t...
- Rok temu-Miesiąc temu
- Miesiąc temu-Tydzień t...
- Tydzień temu-Dzisiaj
- Dzisiaj

Spółka

- TAURON Obsługa Klienta
- TAURON Polska Energia
- Oddział w Opolu
- TAURON Dystrybucja
- TAURON Sprzedaż
- [pokaż więcej](#)

Obszar

- HR
- PR i marketing
- IT
- Sprzedaż
- Prawo i regulacje
- [pokaż więcej](#)

Załącznik 2 - Zasady i tryb postępowania przy zawieraniu...
ZASADY I TRYB POSTĘPOWANIA PRZY ZAWIERANIU UMÓW REZERWOWEJ SPRZEDAŻY ENERGII ELEKTRYCZNEJ ... niniejszych Wytycznych jest określenie zasad i trybu postępowania przy procesie zawierania ...

SUB-VENDOR APPLICATION FORM
I obowiązki Stron określone są w (i) **Zasadach** i Przepisach Wymiany Handlowej, oraz (ii) Systemie **Zasad** Rozliczeń – **Zasady** Rozliczeń PXE wydane przez firmę Centralni ...

Zasady Zarządzanie zmianą w aplikacjach...
Założenia dla opracowywanego dokumentu „Zasady Zarządzania Zmianą w aplikacjach ... Należy zachować spójność Zasad z dokumentami powiązanymi (definicje, klasyfikacje ...

Zasady Zarządzanie zmianą w aplikacjach...
Założenia dla opracowywanego dokumentu „Zasady Zarządzania Zmianą w aplikacjach ... Należy zachować spójność Zasad z dokumentami powiązanymi (definicje, klasyfikacje ...

ptt15514_zal2
Zasady określania stopni szkodliwości i niebezpieczeństwa pracy ... **Zasady** prowadzenia ruchu zakładu górniczego ... Na jakich **zasadach** można odstąpić od zatwierdzonego planu ruchu ...

TPE/...../2008
Umowa Ramowa sprzedaży energii elektrycznej nr DHO/ /2008 zawarta pomiędzy ... złotych opłaconym w całości, posiadającą nr NIP ... TAURON Polska Energia S.A. z siedzibą w Katowicach ...

Wzór Umowy ramowej sprzedaży energii elektrycznej UMOWA...
Gospodarczy Krajowego Rejestru Sądowego pod numerem KRS ... Awaria w Systemie – warunki w sieci ... i planowania rozwoju sieci oraz **zasady** bilansowania systemu i zarządzania ograniczeniami ...

16_09_2011
Organizacje pracodawców będą zabiegały w Senacie o zmiany w przyjętej przez Sejm 31 sierpnia ... obowiązujące przepisy, w części dotyczącej **zasad** handlu energią za pośrednictwem giełdy ...

RAPORT LEGISLACYJNY
zostały poddane ocenie, jest jeszcze daleko od wdrożenia **zasad** zrównoważonej energetyki ... Politycy muszą stworzyć **zasady**, które pozostają niezmiennie i łączą się z innymi politykami ...

EFET
Election Sheet to the General Agreement Version 2.1 (a ... Formularz Wyboru do Umowy Ramowej Wersja 2.1 (a ... Modified for use on the territory of the Republic of Poland, prepared by ...

1 2 >

TAURON Obsługa Klienta
NIP: 8992604750
REGON: 020520830

Najważniejsze telefony:
Recepcja: 71 889 57 00
Pomoc techniczna: 776 55 55
Księgowość: 776 39 66

Materiały pracownika
Mój osobisty folder roboczy
Porady IT
Druki do pobrania
Udostępnione mi foldery
Moje biuro
Książka adresowa
Struktura organizacji

Pomoc i obsługa Intranetu 32 303 56 69
Zgłoś awarię/problem
Napisz do redakcji

Pomoc IT wew.: 776 55 55, zew.: 500 99 55 55 bezpl. z kom. służb.
Pomoc IT

Grupa TAURON

TAURON
Kopalnia Wąpienia

TAURON
Polska Energia - PKH

TAURON
TAURON Ciepło

TAURON
Dystrybucja

TAURON
Dystrybucja

TAURON
Dystrybucja Serwis

TAURON
TAURON Ekosne

© TAURON Polska Energia S.A. Wszelkie prawa zastrzeżone

Polityka prywatności Mapa serwisu Serwis korporacyjny TAURON Polska Energia

Image 111. TAURON Intranet: Search Results Filtering. Document search results can be refined by choosing author, file type, date of modification, and entity or the branch it concerns. Employees are able to search for co-workers by surname, position, or phone number within the address book. Employees can also use filters to improve their results.

111_Tauron_17_feature_search_live.png

RESULTS AND ROI

The new common TAURON intranet is still a brand new product and employees are still getting familiar with it but so far the response has been positive. Almost all employees have filled in their profiles and over 8,000 people use the intranet every day to find contacts, read company news, download documents, and much more.

“When we meet new people from TAURON who are using Tauronet, we ask for their opinion, and it makes us happy when we hear they are really pleased with the system,” says Turaj.

Overall there are two types of results the organization has yielded from the new intranet: financial and non-financial. Financial goals were outlined at the beginning of the project and will be verified a year after launch but the main non-financial results include:

- Good access to up-to-date corporate information across the Group
- Easy access to the HR applications all in one place
- Creation of a common platform that integrates employees from different entities
- A unified graphic design across the organization
- A common governance model

Some usage statistics for the period January through August 2014, include the following:

- 17,846 sites created on the intranet
- Over 2.5 million visits
- Approximately 17,000 visits per day
- Approximately 280,000 downloaded files
- About 340,000 searches

LESSONS LEARNED

An intranet is a major undertaking for an organization and the TAURON team learned a lot of lessons from their project, including a few things they would do differently if they could do it all over again. Turaj shares a few examples of those missed opportunities:

- **Involve more users:** “First of all, we would involve more of the research team in the process. The element that worked really well was an ethnographic study where researchers visiting people at their desks and asking them about their typical everyday tasks: how they looked for contacts, how they deal with their computer, and so on. It was a very valuable experience and by observing people at their desks we learned even more that during the workshops. It was definitely a very good method.”

- **Focus on UX more:** "We would also stress the UX perspective even more. Naturally, we did stress it, but we had to compromise from time to time. There are several perspectives in the project: the PM was mostly focused on time and budget, the IT wanted to keep it as simple and conventional as possible so the implementation process would be easy and efficient. And users wanted a lot of things but they were sometimes unaware of the whole process and the context. So it is the designer's responsibility to keep the process user-oriented, even if it means spending more time on the research (as it is truly valuable)."

Other teams can learn from many of TAURON's experiences. Here are just a few examples of lessons the team learned:

- **Focus on quality rather than quantity.** "The most important things on the intranet are contacts and information and documents. Every other feature and element should be considered a bonus. Otherwise, the systems tend to grow and it all becomes slower and more complex, which is one of the most frustrating things for users. Everybody is in a hurry and if the system slows them down, it is really a big problem."
- **The intranet is a reflection of the organization itself.** "In such a big organization, some things are just difficult to control and the company is evolving. Therefore, the intranet should evolve as well and it should adjust to the changing structure, mergers, changes of procedures, and other organizational events. So designing it is more about the rules that will help editors to contact all the employees."
- **Bring in the right experts.** "It was a good idea to involve different agencies responsible for the design and the implementation. It is inevitable that conflicts and discussions will occur in such a situation, although the differences in our approach enabled us to work out good solutions."
- **Assign responsibility.** "It was a good idea to create clear principles around the intranet's function, as well the 'responsibility maps' containing data about people responsible for each section's content. It helped us to administer the intranet efficiently and to keep control over publishing content."
- **Don't forget about load testing.** "It was a good idea to carry out the performance tests, which ensured the new system would work with a large number of users."
- **Allow for a realistic schedule.** "It is extremely important to have a good and realistic schedule. If deadlines are too short for each part of work, it is easy to make mistakes or miss something crucial."
- **Make sure you have internal expertise.** "It is essential to have in-house IT specialists who know the solution that was used to create the intranet well enough. They will analyze the development agency's ideas and give the useful feedback."
- **Rigorous testing pays off.** "Another very important aspect is to have well prepared test environment of the system where developers can freely test new functionalities. The more testing, the better."

- **Innovation comes through understanding your audience.** “It is crucial to know the organization. One thing that we proposed together with users was what we called ‘Hitchhiker.’ As the organization is widespread, a lot of TAURON’s employees commute to work from different places, mostly by car. Therefore, we proposed a carpooling feature and after a few months it proved to be really helpful. Several people a day now share their cars, saving money and reducing impact on the environment.”

The Foschini Group

Using the intranet: The Foschini Group (TFG) is one of the foremost independent chain store groups in South Africa. TFG has 17 retail brands that trade in clothing, jewellery, accessories, sporting and outdoor apparel and equipment, cellular goods and services, and housewares to the broad middle- and upper-income groups throughout 2,000+ stores predominantly in Southern Africa. The majority of merchandise sold in the company's stores is sold under the company's own brand names. In addition to retail sales, revenue is generated from interest received, as well as through various customer value-added products that are primarily sold through TFG's call center. Merchandise is sourced both locally and internationally. In addition, the company has an in-house design and manufacturing facility which coordinates production through its own factories as well as through various independent cut, make, and trim factories.

Headquarters: Cape Town, South Africa

Number of employees the intranet supports: 6,000

Company locations: The company operates predominately in Southern African countries including: South Africa, Botswana, Namibia, Ghana and Nigeria.

Annual sales: ZAR 16.3 billion (year ended March 31, 2014)

SUMMARY

With 17 retail brands, ranging from clothing to outdoor equipment to cellular services, The Foschini Group (TFG) needed a unified intranet to serve employees in the head office. A solution, called inTouch, had already been created for the retail stores, aimed at improving communication and knowledge management. The next challenge was doing the same for the head office. With the help of Intervate, an enterprise information management provider well versed in building SharePoint solutions, the company created inSite to move their intranet from a static site filled with Excel files to an interactive and dynamic experience that encourages collaboration and productivity.

Armed with results from surveys and discovery workshops, and inspired by past winners of the Nielsen Norman Group design annual competitions, the team set out to change the way employees in the head office communicate and collaborate. In just nine months and with a fixed budget, the team built a new solution to support employees in the head office, regional office, and distribution center, as well as field management — all knowledge workers requiring fast and easy access to systems and information.

The team used an Agile methodology to incorporate continuous feedback into the design. They started with mockups of individual elements then incorporated those into complete pages in order to take a better look at the big picture and understand how elements influenced one another across the user experience. Daily morning

Design team: The site was designed with collaboration between in-house resources and its agency partner, Intervate.

In-house: Kathryn Sakalis (Business Sponsor); Mo Kola (IT Sponsor); Retha Carter; Cindy Matungulu; Marius Botha; Craig Hall; Jean Snyman

Intervate: Roxanne Pearce; Christo Greeff; Kevin Pederson; Warren Soper; Marc Fletcher

stand-ups allowed each team member to discuss the previous day's work, as well as plans for the day ahead. This methodology was helpful for catching issues early and keeping everyone on the team informed.

InSite incorporates elements of TFG's corporate identity like brand, color, and fonts in a way that puts a fresh design on the intranet. The team brought a "wow" factor to the intranet with a bold, modern style that utilizes flat design.

The homepage features a news carousel that shows three stories by default: one main story and two secondary stories. Employees can click or scroll to the next set of stories. Subtle icons in the upper right corner of each item indicate what type of item it is, such as an announcement, news article, CEO message, or advertorial. Hovering over a news item results in the image shrinking slightly as an overlay with a heading and summary appears, providing more information about the news item.

The homepage is focused on current news and information, is constantly updated, and includes practical information too, such as what's popular on the canteen menu. The appearance of even this simple information on the site is a vast improvement. Events and birthdays fill out the front page. The fourth section on the lower half of the page allows internal brands to display products and promotions, making staff aware of the latest deals across the company's 17 brands.

The circles along the bottom of the page are quick links to TFG's other key systems, making access to them easy.

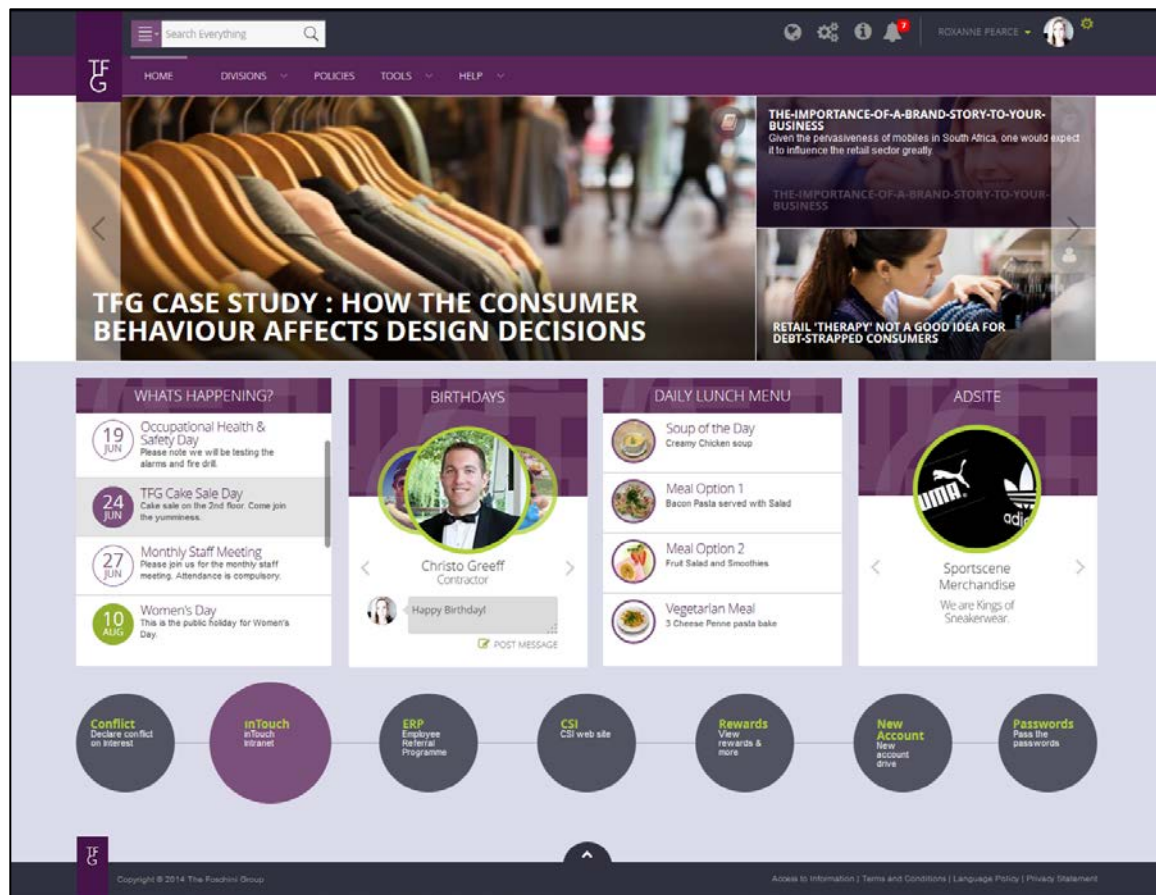


Image 112. TFG Intranet: Homepage. A clean and colorful homepage design on the TFG intranet brings timely information to the front — offering news, events, celebrations, a lunch menu, and retail promotions.
112_TFG_01_HomePage_live.png

The toolbar items appearing next to an employee's name in the top right of the page remains persistent throughout the site. The icon-based tool links provide quick access to important features and information, such as weather, applications and reports, and site notifications. The globe icon link leads to TFG's public online shopping website (<http://www.tfg.co.za/home>) and the gears lead to a customizable list of applications and reports.

The "i" icon, which has become standard for meaning "information," gives users quick access to daily information from other sites: weather forecast, share price, date and time, and so forth. This information is location-specific.

If an employee is mentioned in a posting, a red badge indicator appears over the bell icon. The indicator updates every 30 seconds, giving it a real-time effect. When a user clicks on the notification, a pop-up menu appears showing the last 10 notifications. When hovering over the list, a scrollbar appears, if needed, to allow users to navigate to additional content. The newest notification is highlighted in gray, and after viewing, the red notification indicator disappears after a few seconds.



Image 113. TFG Intranet: Apps and Reports. The gear icon gives users access to their applications and reports, organized in different categories under the *My Apps* and *My Reports* tabs, respectively. Employees can expand and collapse categories to see what items are in them and find what they need. [113_TFG_02a_ApplicationsReports_tabs.png](#) and [113_TFG_02b_ApplicationsReports_tabs_CROPPED.png](#)

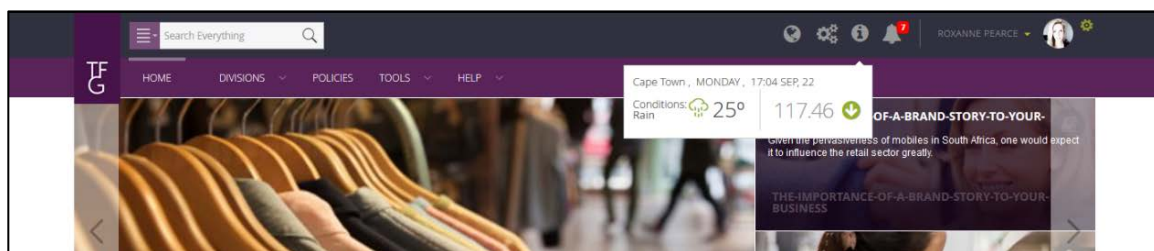


Image 114. TFG Intranet: Daily Information. The *Daily Information* component (having the "i" icon) displays the weather, company share price, day, date, and, time in context of a user's location. [114_TFG_03a_dailyInfo.png](#) and [114_TFG_03b_DailyInfo_cropped.png](#)

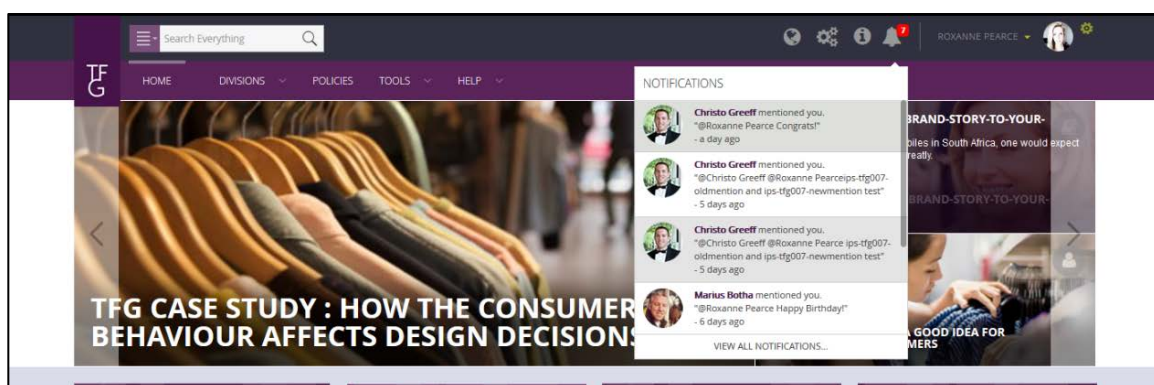


Image 115. TFG Intranet: Notifications. The bell icon gives users quick access to their notifications. A red badge appears on the bell when new notifications are available. [115_TFG_04a_Notifications_live.png](#) and [115_TFG_04b_Notifications_live_CROPPED.png](#)

One of the goals of the new TFG intranet was to bring social and personal content to the front. The new TFG intranet introduces social tools for the first time, so the team wanted to include subtle ways to encourage casual interactions. The inclusion of birthday and anniversary information, for example, was designed to be a simple encouragement to connect employees. This information is intended to lower the barriers that keep employees from meeting one another, making it easier for employees to reach out to someone they don't know, to communicate when they otherwise might not have done so. Such "weak connections" can lead to collaboration opportunities down the road, creating introductions that might not otherwise have been made.

Anniversaries are celebrated in five-year increments, while birthdays are, naturally, an annual celebration. Three employees are highlighted at a time and the information rotates. On hover, the carousel pauses and allows employees to post congratulatory messages, which appear on the recipient's social feed and in their notification toolbar. If anyone in the company prefers not to share his birthday or anniversary, there is an option to turn off these notifications.

While birthdays are listed on the intranet homepage, anniversaries appear within the *My Site* area. This is the standard employee profile area of the site, providing details about the employee as well as access to the employee's newsfeed, contacts, and inbox. The information that appears when a user clicks the "i" icon in the toolbar also appears in the right column of the page along with news, event information, and the daily lunch menu.

The design team knew the site would be stronger if employees added information to their employee profiles. To encourage employees to do this, the team added an element of gamification into the process. By simply adding an indication of how complete a profile was, the team gently nudged employees to add more information to their skills, past projects, and *About Me* sections. In addition, adding this information results in stronger personalization, for example, showing the proper canteen menu and showing the employee's birthday or anniversary. In addition to providing personalization this data also assists the SharePoint people search to surface the correct employee profiles. A color progress bar indicates the employee's status, and users can hover over the progress bar to see what information is missing.

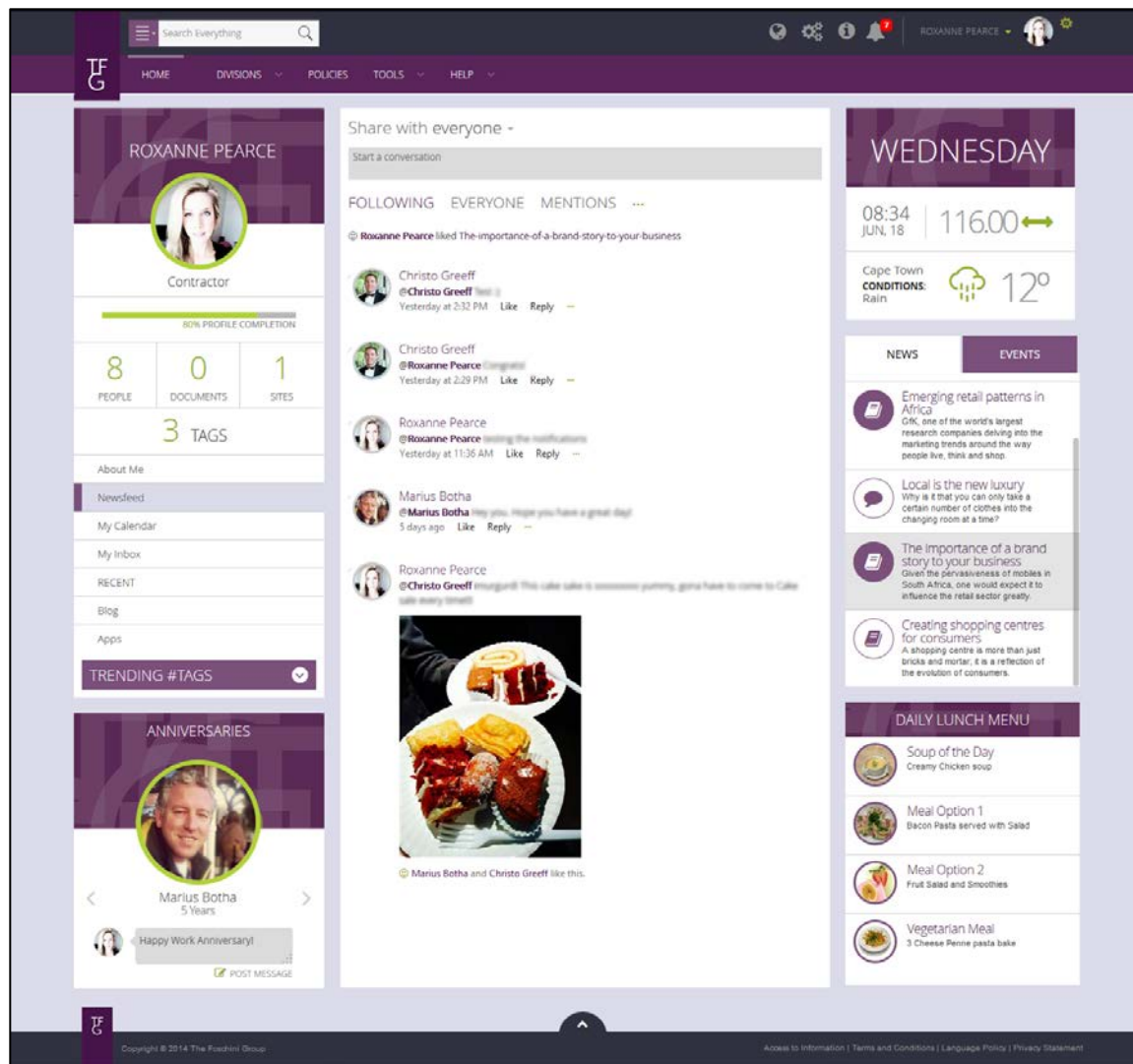


Image 116. TFG Intranet: Employee Profiles. A progress bar, appearing below the employee's photograph, indicates how complete the employee's profile is. This is a subtle gamification tactic intended to encourage employees to add more information to their profiles. More robust profiles help employees learn about one another and help them find the right connections within the organization. *116_TFG_05_MySitePage_live.png*

The TFG intranet uses responsive design to serve mobile users as well. The primary content available on mobile devices is information of immediate use — news, menus, birthdays, and anniversaries — with emphasis on content consumption rather than creation. Search is essential as well, and a search icon gives users quick access to the search functionality.

The intranet front-end is built on a simple grid framework, slightly modified, that aids the responsive display on mobile devices. For example, in mobile screens, the wide-screen navigation is replaced with the standard “hamburger” icon button to pull in the navigation when needed, and a *Back to top* link appears as users scroll down the

page. The majority of the homepage is mobile-friendly, offering timely information that was easy to display in mobile devices.

The news carousel is replicated in the mobile design, giving quick access to three news stories. Other homepage content the carousel — events, anniversaries, and promotions. Large touch targets allow easy access to information.

The *My Site* area was the most complex responsive challenge because most of the standard SharePoint page elements needed to be reworked. This section includes personal information about employees, company information, weather reports, notifications and discussions. The team relied on JavaScript to push the responsive boundaries.

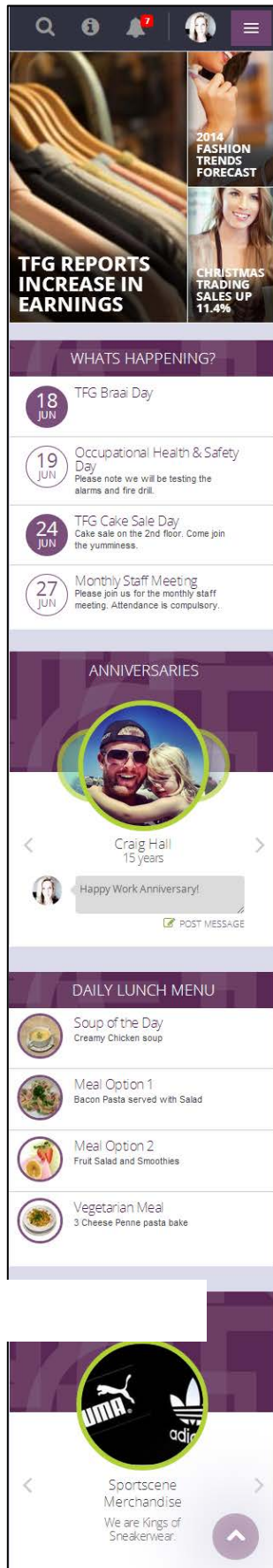


Image 117. TFG Intranet: Mobile View. The mobile view of the TFG intranet focuses on content that is timely and allows for quick consumption of information.
117_TFG_06_MobileView_live.png

The TFG intranet's clear and consistent design helps employees find what they need and connect with one another.

BACKGROUND

The idea for the company's current intranet began a few years ago when Group leaders realized that communication between the company's head office and stores needed drastic improvement. The stores also found it extremely hard to find current and correct information, thus impacting the company's ability to provide good customer service. In 2012, in conjunction with Intervate, the company designed a store-specific solution called inTouch to close this gap between the head office and the stores. The inTouch solution provided stores with new communication and knowledge management capabilities, and was well received by store employees.

The old head-office intranet (not replaced by inTouch) was static, unmanaged, and unowned. It provided little value outside of being a glorified index page. Inspired by the success of inTouch for stores, the company wanted a new and modern intranet for the corporate head office that would promote employee engagement, productivity, and collaboration. That result was inSite, launched in 2014.

The goal for the TFG intranet as: "We want everyone in the business to feel connected and to be as one."

The intranet team wanted a site that could: increase productivity (by making it easier to access and find information), facilitate internal communication, grow a knowledge management culture, enhance the multimedia offering, encourage employee engagement, and provide a many-to-many collaboration experience.

INTRANET TEAM



Members of the TFG intranet team (back row, left to right): Marc Fletcher (Intervate), Craig Hall (TFG), Kevin Pederson (Intervate), Jean Snyman (TFG), Christo Greeff (Intervate), Marius Botha (TFG); (seated, left to right) Retha Carter (TFG), Kathryn Sakalis (TFG), and Roxanne Pearce (Intervate). Not present: Warren Soper (Intervate), Cindy Matungulu (TFG), and Mo Kola (TFG).

GOVERNANCE

Business ownership of the TFG intranet resides with the Group CRM department and the Group Marketing department. Technical ownership resides with the Group IT department (TFG Infotec). This placement has been successful because the department owners are eager to make the new intranet work. "The business owners are excited and fully supportive of the current solution and strategy," says Botha. "I believe they were frustrated for a long time since the old intranet really didn't provide them with any capability to drive their intranet strategy."

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Group CRM and Marketing	<ul style="list-style-type: none"> • Drive internal communication strategy • Provide governance and content management support for content authors • Maintain editorial control of Group communication and content
Divisional Management	<ul style="list-style-type: none"> • Oversee division information and content management
Content Authors (specific to departments and/or teams)	<ul style="list-style-type: none"> • Manage content authoring and approvals of content for specific sections of the intranet
Enterprise Knowledge Management (a department within TFG Infotec)	<ul style="list-style-type: none"> • Manage site creation, design, and development • Oversee technical strategy and information architecture of the intranet
Infrastructure (a department within TFG Infotec)	<ul style="list-style-type: none"> • Manage the physical infrastructure for the intranet
Service Management Center	<ul style="list-style-type: none"> • Provide first and second line support for intranet users

Figure 39. TFG Intranet Team Responsibilities

USERS

Most TFG employees are knowledge workers requiring fast and easy access to systems and information. They fall into several employee groups, including head-office, regional offices, field management, and distribution center.

- **Head office roles:** operations, finance, merchandise, and human resources
- **Field management:** area managers, regional managers, and divisional managers

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">insite.tfg.co.za
Default Status	<ul style="list-style-type: none">The site is set as each user's homepage.
Remote Access	<ul style="list-style-type: none">Users can access the site remotely using RAP (Remote Access Protocol) from their personal workstations.

Figure 40. TFG URL and Access Information

DESIGN PROCESS AND USABILITY WORK

Design Approach

The design approach for the new intranet was to introduce a "wow" factor, says Roxanne Pearce, a UX designer at Intervate. "The style was bold, sleek, and incorporated innovative elements moving away from the traditional intranet look and forcing the trending social and personal aspect to the forefront," she says.

The intranet was designed for personalization and a strong social experience. "The design reflected the TFG corporate identity to ensure that employees would still be familiar with the experience, through brand, color, fonts, and stylistic elements with which they were already accustomed," says Pearce.

Instead of a page-by-page design, the team used an Agile approach to design potential functional elements. This made the design more flexible and gave the design more creative freedom to grow.

After a few functional elements such as the rollup of news and announcements were designed, they were presented to the TFG marketing team. This step provided the team with valuable interim feedback. Once two separate homepage options and two separate content page options were completed, they were presented to select stakeholders for review through an online survey. Based on the survey feedback, the design and development continued with the chosen design direction. These types of feedback loops created an open channel of communication with key stakeholders throughout the project and were a key factor in the success of the design.

An equally open channel of communication existed between the TFG team and the company's agency partner, Intervate. Together they formed a joint project team that merged the collective skills and knowledge of each company. They worked together and engaged each other in constant feedback through the daily stand-ups and brainstorming sessions. This unified approach led to a successive line of improvements as the project progressed.

"Since we have a small internal team, we need to leverage the knowledge of our partners," says Botha. "Intervate is our SharePoint partner and we have a strong relationship with them. We involved Intervate right from the start. They have been on this journey with us all the way. Although the engagement with them around this project is now completed, we still know they are just a phone call away."

Intervate provided a Scrum Master, a UX designer, and two technology consultants to support the out-of-box SharePoint components and develop new (custom) ones. A senior developer contributed from TFG's side, as well the product owner who guided the project based on the agreed business requirements. This group formed a unified front and provided a foundation for the project to succeed.

"What worked really well was this continuous and instant feedback from the TFG team," says Pearce. "The Intervate team worked onsite alongside the TFG team, allowing for effective brainstorming sessions as changes needed to be made."

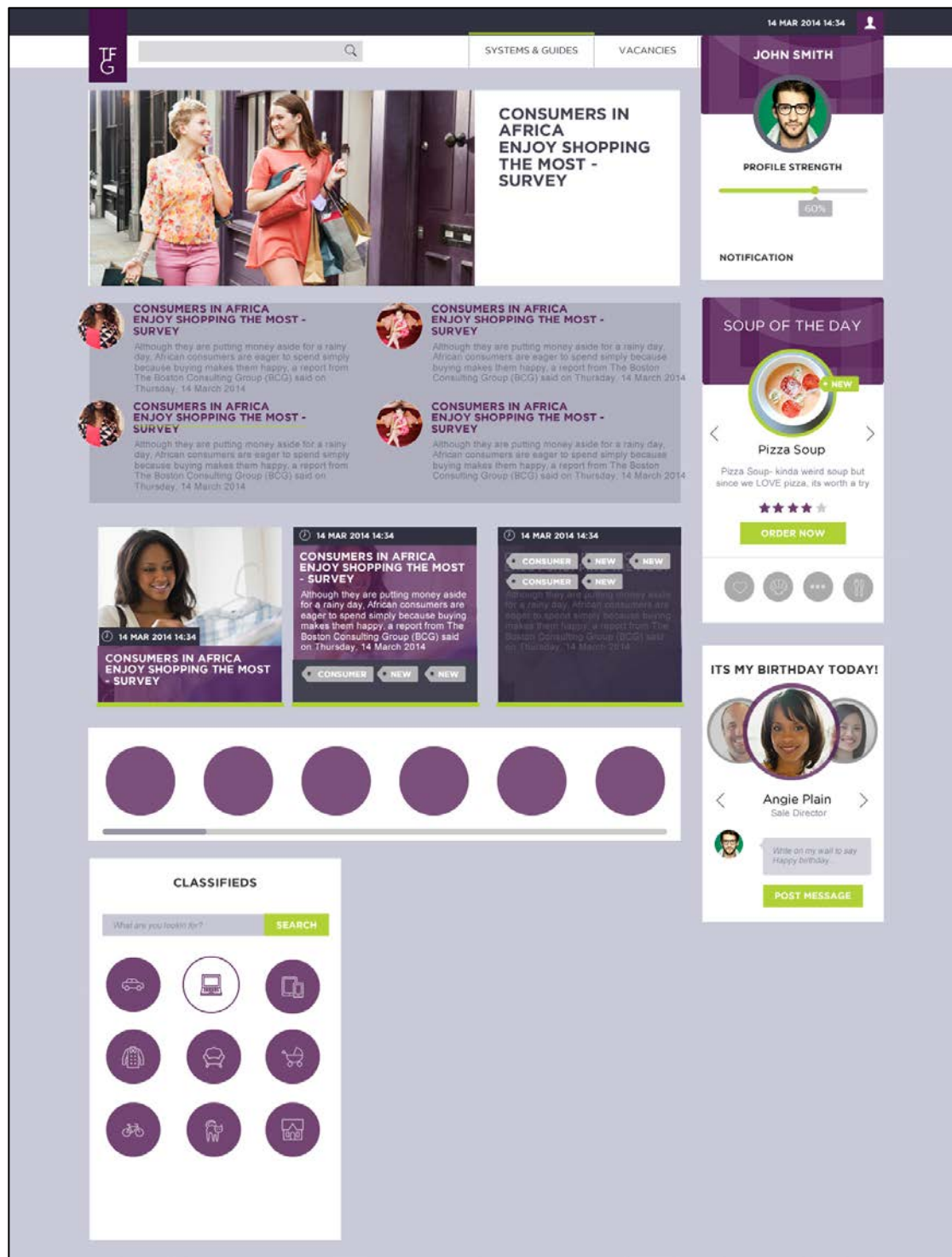


Image 118. TFG Intranet: Page Design Mockup. The TFG intranet design team used an Agile approach, allowing them to design each component individually rather than design a full homepage. After a few elements were ready, they were combined in page mockups to visualize what a homepage would look like, thereby giving the team a sense of the bigger picture.
118_TFG_07_mockup_version1.png

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
1996	<ul style="list-style-type: none">First company intranet: info.foschini.co.za
January–October 2003	<ul style="list-style-type: none">Redesigned intranet to be driven by Microsoft .NET
October 2011	<ul style="list-style-type: none">Color change made to represent new Group brand
January–June 2014	<ul style="list-style-type: none">New intranet, inSite, developed
September 2014	<ul style="list-style-type: none">inSite launched

Figure 41. TFG Project Milestones

CONTENT AND CONTENT CONTRIBUTORS

SharePoint 2013 is used as the intranet's CMS. Using this technology made sense given the company's exclusive use of Microsoft technologies and its successful implementation of SharePoint in other areas of the business, including the store portal, inTouch, in 2012.

Approximately 100 people from across the organization were designated to provide content for the site. That group consists of both contributors and approvers. The level of approval required before publication, however, may vary depending on the process and requirements needed for the specific department and content type.

Content providers are supported through online training material, videos, FAQs, and user forums. Employees can also log an IT support call for assistance at any time. The team also provides training workshops for content owners and approvers through the company's Learning and Change department, and they run a quarterly user forum where they discuss content tips and tricks, challenges, and future enhancements.

The company goes the distance to make sure the intranet content is not only created well in the first place, but is maintained with a consistent level of quality over time. "We employ editorial experts, on a yearly basis, to review the content and supply us with best practices and guidelines to assist content owners with their content," says Craig Hall, Senior Technical Specialist.

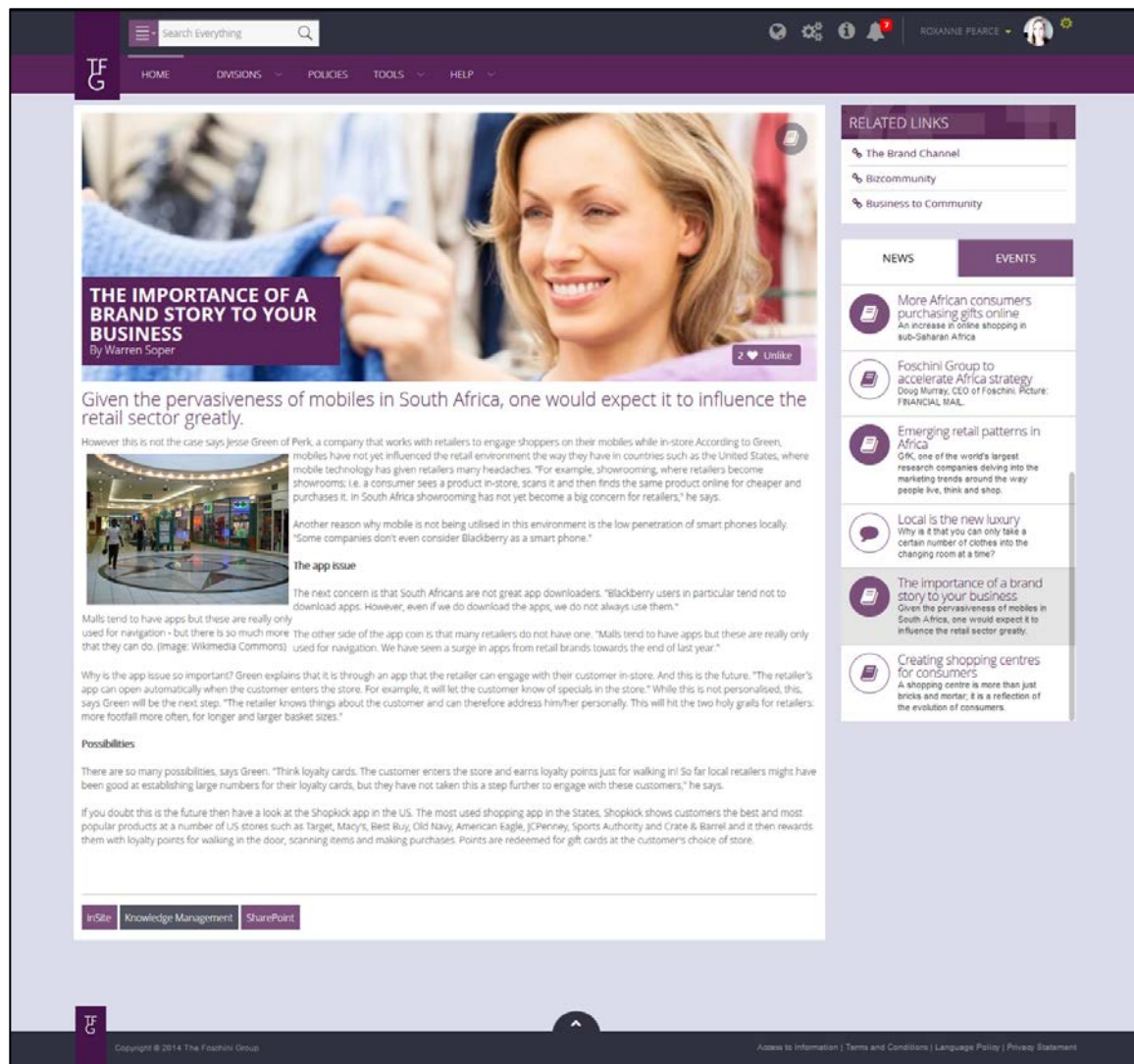


Image 119. TFG Intranet: Article Page Example. The article page on the TFG intranet is a simple, clean, and elegant design. Readers are given the option to view other articles and events with related content.
119_TFG_08_ArticlePage_live.png

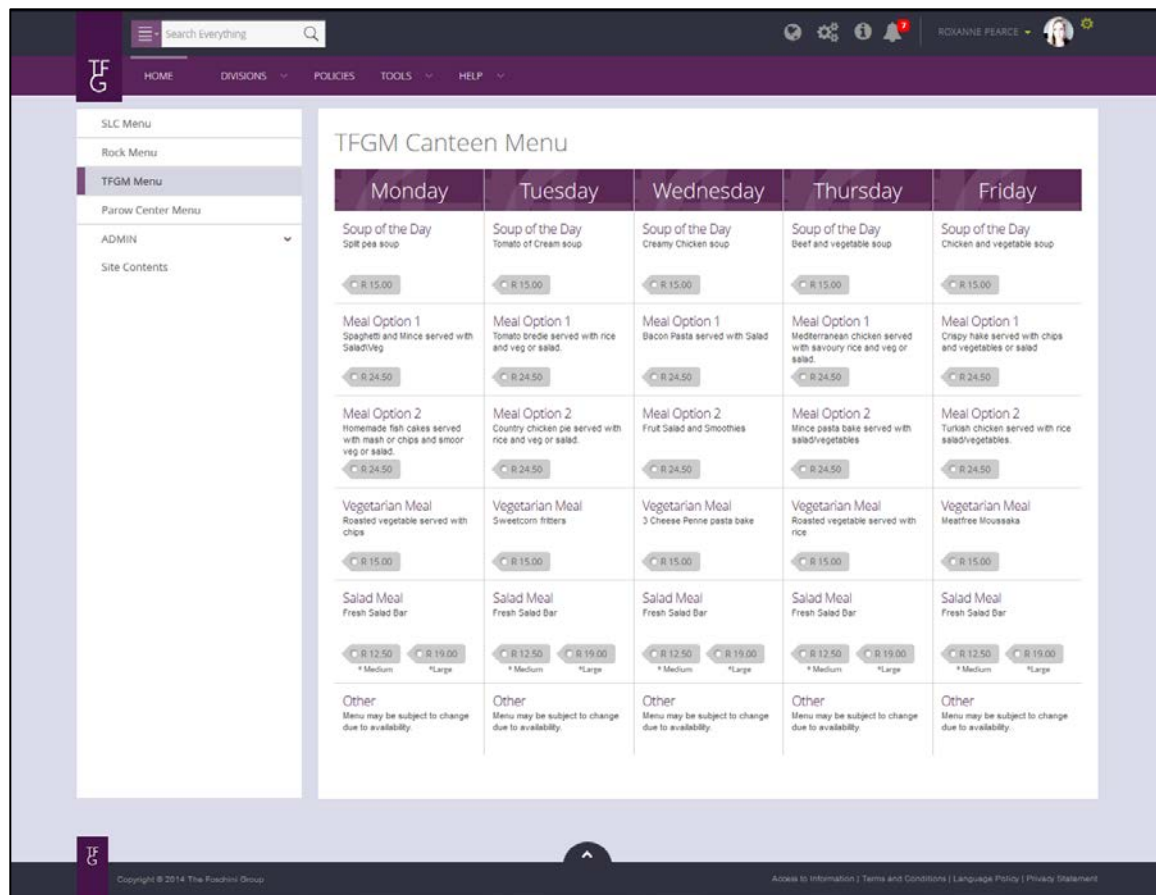


Image 120. TFG Intranet: Canteen Menu. The canteen menu is an important feature to help users decide if they want to order meals from any of the available canteens. Multiple canteens in multiple buildings are available for viewing. The canteen menu is neatly displayed in a weekly view layout along with the various meal options and prices. Only canteen administrators have access to update the meal options, descriptions, and prices.
[120_TFG_09_CanteenPage_live.png](#)

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and OS	<ul style="list-style-type: none">• Microsoft IIS, Microsoft SharePoint 2013, Microsoft Server
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">• Microsoft Team Foundation Server
Design Tools	<ul style="list-style-type: none">• Microsoft SharePoint Designer
Site Building Tools	<ul style="list-style-type: none">• SharePoint 2013 Search Query Tool• Sublime Text/Text editor• Microsoft SharePoint Designer
Content Management Tools	<ul style="list-style-type: none">• Microsoft SharePoint 2013
Search	<ul style="list-style-type: none">• Microsoft SharePoint 2013 Enterprise Search (FAST)
Other Functions	<ul style="list-style-type: none">• CSS, JQuery, JavaScript, SharePoint CSOM, JSOM, SharePoint 2013 Rest API, PowerShell, Microsoft Visual Studio 2013 (for the staple feature)

Figure 42. TFG Intranet Technology

MOBILE

The team chose to employ a responsive framework due to the challenge of creating and maintaining a separate mobile site. "We felt it would be easier to use a responsive framework approach leveraging JavaScript and CSS/media queries to manage the viewing of specific content," says Hall. "Therefore, optimization was performed for all devices unilaterally. All files were optimized and only loaded when the elements appeared on the page which was important for the best performance."

The navigation collapses to a hamburger icon button to save screen real estate on mobile devices, and the *Back to top* link, which appears once the user starts scrolling, helps save scrolling and swiping time by jumping back to the top of page.

The mobile view displays most functional elements of the site, however, the strategy was to cater to the viewing experience rather than creating many opportunities for users to edit content. One of the primary goals behind the mobile experience was also to give users great search functionality, as this is one of the main uses of the intranet.

"We wanted to provide users with only information that was important and easily consumable on a mobile device," says Hall. "The majority of our main intranet homepage was made mobile friendly, featuring access to things such as corporate news and events, the canteen daily lunch menus, search, and the like. We also invested in making the user's personal collaborative profile space mobile friendly

which included their personal information, company information, weather reports, and notifications and discussions.”

SEARCH

The intranet search is powered by built-in SharePoint Search capabilities, providing a cost benefit to the organization. “The greatest thing with using Microsoft SharePoint 2013 as your CMS is that you now get FAST Search built in and at no additional cost,” says Hall.

It also provides a high quality output.

“We believe it is best of breed for enterprise search,” says Christo Greeff, Senior Technology Consultant, Intervate. “We used search extensively throughout the solution. Microsoft SharePoint 2013 incorporates FAST Search Server, which is arguably one of the best aspects of Microsoft SharePoint 2013, especially when we planned how we would build the various components for this intranet solution.”

Refining Results

The intranet team uses various methods to refine the search and search results, specifically structured content types and Result Sources functionality.

“We use structured content types — reusable collections of metadata — assigned to content in different areas and components in the solution,” says Greeff. “We also make use of specific managed metadata (terms and term sets) to classify our data.”

The Result Sources functionality also allows the team to limit the content of the searches in a very granular way. “We created TFG base content types for all our main content categories,” says Hall. “Examples of these categories would be articles or our reports. We then configure the search engine to interpret these categories as Result Sources.”

The Result Sources are presented using a tabbed control within the main enterprise search site, which allowed them to surface a specific category as a tab, using each of these Result Sources.

To assist with the refinement process the team standardized on a set number of important metadata fields and let users apply additional refinement on each tab by ticking any number of these standard metadata fields.

“For example,” says Greeff, “the tabs on our search area are actually Result Sources styled to look like tabs. These ‘tabs’ allow us to surface only the content the user would want to see while clicking from tab to tab, but still using the same search phrase. Far more visible is the search box that follows the user throughout the site, which also makes use of Result Sources.”

Content owners also have the ability to add keywords, thus helping to refine the search results even further.

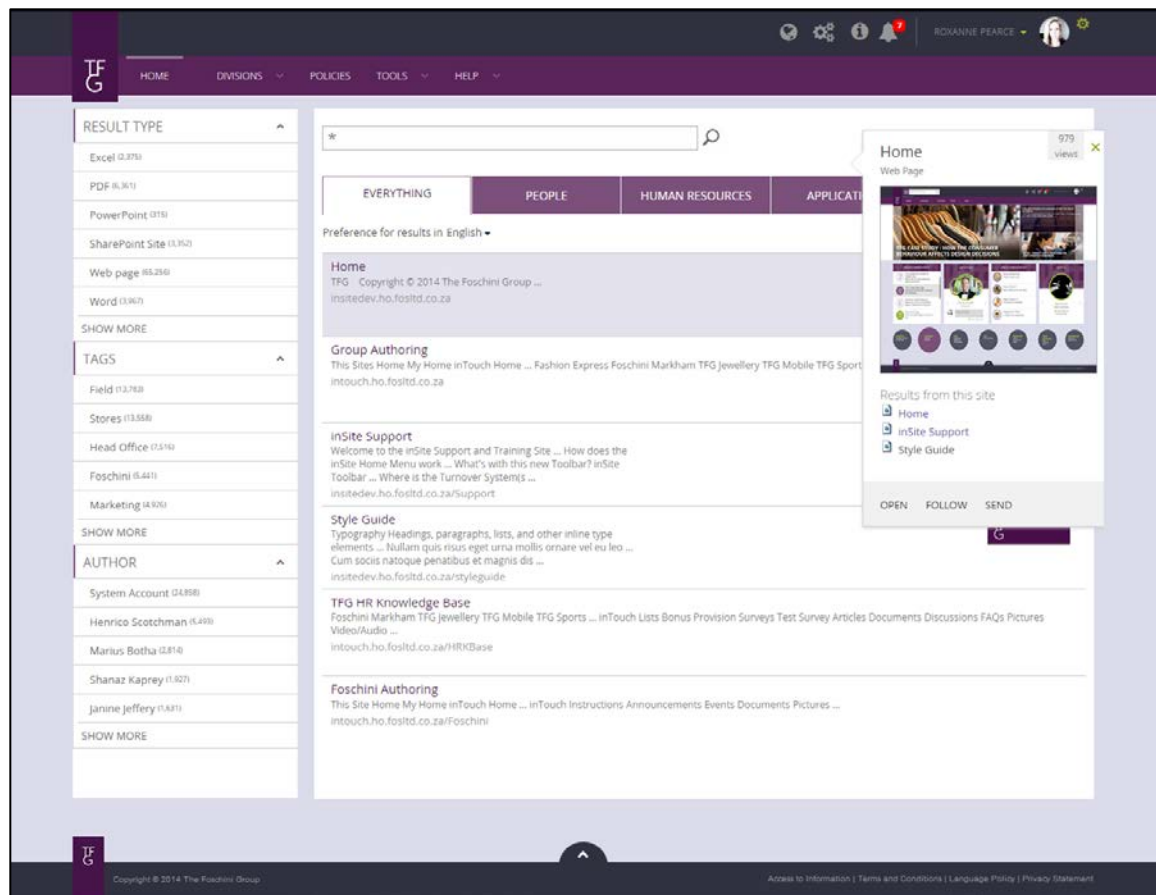


Image 121. TFG Intranet: Search. This is a standard search page on the TFG intranet. Multiple search scopes have been configured for use on the search page. Keeping with the visual theme of the intranet, the scopes have been incorporated to appear as tabs on the search page with the selected scope emphasized as the selected tab. *121_TFG_10_SearchPage_live.png*

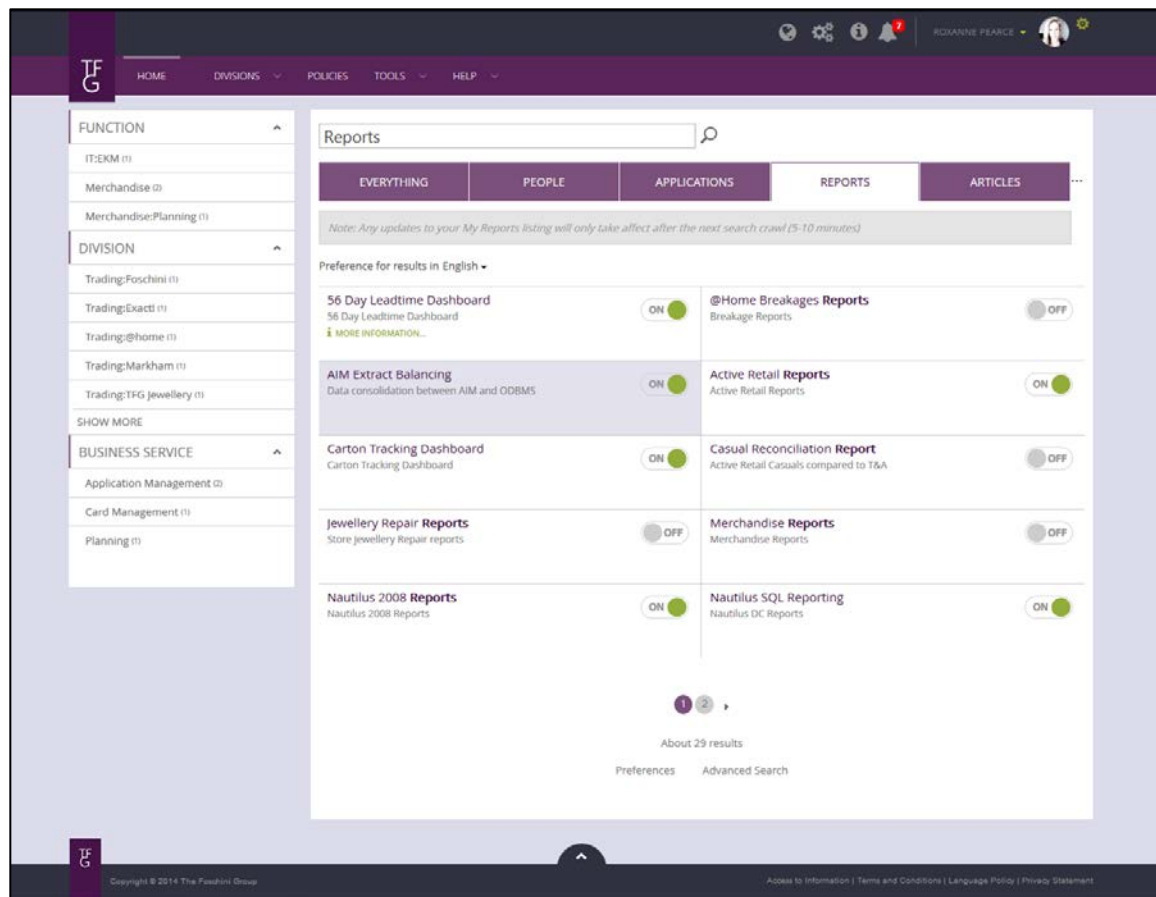


Image 122. TFG Intranet: Search Results Toggle Functionality. TFG intranet users are provided with functionality that allows them to toggle an on/off switch icon on each of the applications and reports in search results. Once an icon is toggled, the application or report will appear in their personalized *My Site* page in the *My Applications / My Reports* component. [122_TFG_11_ApplicationsReports_search.png](#)

RESULTS AND ROI

When the bar is set very low, you have nowhere to go but up, and that is where the TFG team found themselves at the launch of the new intranet. "We were coming of a very low base from the previous intranet, so everything is better now," says Botha. "The new solution is a big improvement across many pivotal areas, including dynamic content, search, providing accurate and up-to-date content, more defined content ownership, improvements in productivity, and so forth."

The existing intranet was just a glorified set of index pages with really no search capabilities. "Now everything is bigger and better," says Hall.

He notes one of the biggest successes is the user profile space, *MySite*, not only because of the improved SharePoint 2013 out-of-box features, but also because of some of the team's custom improvements.

For example, a new custom feature allows users to have control of their own custom set of applications and reports, which on its own is a huge improvement over the old intranet. "It's just one of the 'wow' factors of the new intranet," says Hall.

It's still early days with the new solution, however, so the team has a long way to go before they realize all the expected business benefits.

LESSONS LEARNED

TFG team members share their lessons learned:

- **Strong collaboration can be magical.** "Strong collaboration between project team members is the best recipe for success. There is something magical that happens when you get the right people in a room — people with a shared vision and passion for what you want to achieve. We had this with this project!" –Botha
- **There is no substitute for hands-on engagement.** "We have found over the years that the best projects result from bringing in the right team members with the right skills, integrating teams (client and agencies), and working collaboratively in the same physical space, using Agile methodologies that encourage business interaction and frequent 'show & tell' sessions to get business buy-in to the product as the project progresses." –Marc Fletcher, Director, Intervate
- **Start simply and work your way up to the more complex features.** "Build the simple components first. In doing so, momentum is created which helps with the more difficult aspects of the project." –Greeff
- **Focus on quality not quantity.** "Keeping the intranet as simple as possible, requires as few components as possible. Time spent on each of the components is quite significant, but only because attention was given to minute details focusing on how the user will interact with each of these components. Most users might not even notice these details unless they stop and consider what the component does. I feel more users are starting to take note of small details as corporate systems become more user focused." –Greeff
- **Find a project champion who knows the audience inside and out.** "The intranet needs a champion. Someone who knows the user base, their pain points, and where the most value will be added." –Greeff
- **An Agile approach keeps everyone on the same page.** "Using an Agile Scrum methodology worked very well for us. Having quick morning stand-ups, which included each team member giving short descriptions on previous day's work and plans ahead for the day, kept us all in the loop and allowed us to catch issues early." –Hall
- **Find the cheerleaders in the organization and listen to what they have to say.** "Understand the passion and inspiration of the organization. Speak to the right people. Speak to people who are passionate about the corporate brand." –Botha

- **Start with why.** "At Intervate we adopted the Simon Sinek idea of 'Start with Why'. Starting with 'why' helps business users focus on what's actually important to the business and the businesses' culture. We try and kick-off all projects, including intranet projects with this concept and encourage our clients to get on board with this idea so that we have a shared vision. The TFG team completely understood this concept and was a strong advocate of this ideal." –Fletcher
- **Involve the right mix of experts.** "From a technical and UX design point of view, have developers or technical people who understand some design and have design people who understand some development. I do not believe that a designer who is fully technical or a developer that is fully skilled in design, can deliver the same solution, as different people who focus in their area of expertise. I feel that our team had the right mix of technical and design focused people." –Greeff
- **Test early and often. Be thorough.** "Allow for as much time as possible for manual testing of UI elements. Especially when implementing for cross browser and for mobile." –Greeff
- **Optimize content based on what's appropriate for the platform.** "Design mobile for a read view of intranet content as much as possible and leave the full UI experience for the browser." –Greeff
- **Don't underestimate the time required to support trailing technology.** "As is the case with many corporate environments, catering to older browsers is still a necessary evil, as the upgrade cycle in large organizations is quite long. We always knew that we would have to cater to an older browser such as IE8, but it was surprising how quickly we get used to the standards on the newer browsers and how quickly we forget the 'gotchas' when building for the older browsers." –Greeff
- **Focus on the user experience first before styling.** "A beautiful interface is important, but the key factor is that no design will work if you do not take into account the user experience. Every component designed was thought of in terms of how the user will interact and feel while using the component. This includes ease of use, responsiveness, and attention to detail, to name a few." –Pearce
- **Design without boundaries.** "In many cases we design allowing the perceived functionality to dictate what is possible. This might be due to what the designer knows about the technical limitations of the platform, the targeted browsers, or due to what the designer perceives to be possible during implementation. There should be no creative bounds in order to exceed design expectations." –Pearce

UniCredit S.p.A.

Using the intranet: UniCredit is a leading European commercial bank with an international network spanning 50 markets, with over 8,700 branches and more than 149,000 employees and commercial operations in over 17 countries. UniCredit benefits from a strong European identity, extensive international presence, and a broad customer base. Its strategic position in Western and Eastern Europe gives the group one of the region's biggest market shares.

Number of employees the intranet supports:

Approximately 130,000 employees

Headquarters: Milan, Italy

Locations where users use the intranet:

Western Europe: Italy, Germany and Austria; Central and Eastern Europe: Poland, Azerbaijan, Bosnia Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Romania, Russia, Serbia, Slovakia, Slovenia, Turkey and Ukraine.

Key financial data: Revenues: €24.0 billion; Cost/income ratio: 61.7%; Gross operating profit: €9.2 billion

Project management and design team: The Group intranet project was led by the UniCredit Group Internal Communications unit, and more specifically, its Digital Internal Communications team in close collaboration with the consultancy of Assist S.p.A.

In-house: Letizia Chlapoutakis, Digital Internal Communications expert; Fabio Delton, Head of Digital Internal Communications; Luca di Bari, Digital Internal Communications expert; Elisabeth Fazekas, Digital Internal Communications expert; Svetlana Krastanova, Digital Internal Communications expert; Patrizio Regis, Head of Group Internal Communications; Linda Russo, Digital Internal Communications expert. Also, members of the Group Internal Communications Unit and its teams (Business Internal Communications, Corporate Internal Communications, Country Chairman Italy Internal Communications)

UniCredit Business Integrated Solutions: Simone Malvassori, Project Manager and Application Analyst; Paolo Marchini, Head of Intranet & Tools; Marcella Mariani, Head of UBIS Identity & Communications; Pierluigi Rossi, Head of Intranet & Physical Channels; Tomasz Wenelski, Head of Competence Center, and the Lodz branch; Cristiano Secci, External Consultant from Avanaide

Assist: Francesca Gabrielli, Digital Experience Managing Director; Luca Petroni, User Experience Director; Joachim Hiorth, Sr. Project Manager; Alberto Cremonesi, User Experience Manager; Alberto Angeli, Sr. Visual Designer; Clara Corradi, User Experience Analyst; Cinzia Cappi, User Experience Analyst

SUMMARY

UniCredit S.p.A.² is a leading European commercial bank with a world-class intranet, called OneGate Group Intranet. Before discussing the merits of UniCredit's intranet, it is worth briefly describing the intranet team's extraordinary efforts to integrate UX processes, involve teams from around the organization and the globe, and get buy in for the intranet design effort. For three years, more than 40 stakeholders from different departments and business entities worked directly with the core intranet team on the new design. They participated in multiple international workshops and research activities — needs assessment, exploration of how employees work, card sorts with stakeholders (different from end users) to explore IA ideas, UX research planning, UX research, and design reviews.

The core team deemed all these efforts valuable because of the wide variety of needs the new intranet needed to accommodate given the company's logistics: more than 130,000 employees, an international network spanning 50 markets, and more than

² S.p.A.: A public limited company (legally abbreviated to PLC in the U.S.) where shares are freely sold and traded to the public. In Italian "public limited company" translates to "società per azioni," abbreviated to S.p.A."

7,900 bank branches. Thus country, language, market, branch, management, and individual employee jobs all influence the intranet's user requirements.

An unusual quality in the UniCredit intranet team's process is that 10% – 15% of the new intranet effort's budget was spent on UX-related research and iterative design. By the end of the project more than 3,500 employees had been involved in some type of user feedback or testing, with the design team listening diligently to employees, ensuring that many teams felt included and contributed to the design and testing.

This effort and commitment to their vision paid off and resulted in higher employee productivity and engagement. The following are some improvements measured via analytics after one year with the OneGate Group Intranet design compared with the former intranet:

- Percentage of daily visitors increased by 50%
- Bounce rate decreased by 53%
- Page views increased by 95%

In addition to analytics evidence, consider data from quantitative behavioral usability tests, where researchers observed employees in real time as they worked with the intranet:

- Time needed for employees to find and retrieve content is much faster, a 67% decrease thanks to the new design's advanced search capabilities.
- On the backend, content platforms are easier to manage, with the average time needed to publish content decreased by 65%.
- Employees expressed a 41% increase in overall satisfaction with the intranet.

Turning attention toward the design details that make the intranet exceptional. It begins on the homepage, which acts as a hub for all of the organization's digital channels that deal with corporate information. To make communication manageable with such a wide array of information, the content is addressed to the individual employees based on their roles, including:

- Business
- Division
- Country
- Language
- Other factors

As a necessary escape hatch out of the role-based lens, search and direct links enable employees to access information on sections of the intranet outside their targeted role. A further personalization option allows employees to use the intranet in any of the seven languages available: English, Italian, Polish, German, Russian, Czech, and Slovak. The language is easily changed via the menu in the far upper right of the page. These types of choices make it possible for employees to feel comfortable and productive as they use the intranet.

The homepage is divided into two columns: prioritized items in the left and operational features in the right. The *Top Stories* items appear at the top of the left

column. These are visible highlights of news and important information from any internal sections. Each item is accompanied by an abstract and an image. The news and multimedia highlights appear below this, in two bands. These blocks include a more exhaustive list of stories from the *News and Events* section.

In the right column, the topmost spot is dedicated to a chart that displays the stock price in real time. Aside from news, search, and weather, the stock price status tool was one of the very first content sections we saw many years ago on pioneering intranets. But for a long time they stopped appearing on homepages, usually due to demotivating factors related to dropping stock prices, and arguments about homepage real estate. We welcome the resurrection of these tools as economies and stock prices bounce back.

This stock chart feature is not just for the employees who are stockholders. Knowing how the business is doing in a financial context is informative and motivating for all employees. For UniCredit in particular, this is important given the industry they deal in. And while employees can find the stock price easily via other sources, it's a simple nicety for them to be able to scan it right when they log in to the intranet.

Below the stock price chart are links to tools users need to do their everyday work. *Default Tools* include a set that all users see, but the individual employee selects the tools in the *My Tools* section. Employees may access and edit tools via the *Go to My Tools* link in the tools section, or via the *Tools & Utilities* global navigation tab.

Further down the homepage are a few of the latest posts from the organization's social channel, OneNet.

The *Extras* section at the bottom of the right column offers additional elements — internet banking, canteen menu, and podcasts — that employees may choose to show on their homepage. The *Add widget to Extras* link in the upper right of that section displays more choices for the employee to pick from.



Image 123. UniCredit Intranet: Homepage. UniCredit's OneGate Group Intranet homepage offers personalized and prioritized news and other updates, plus customizable sections. *123_UniCredit_Group_Intranet_01_Home_live.png*

Content on the page changes depending on the logged in user's role. Consider an example for employees working in UBIS, a subsidiary of UniCredit. In this scenario, these are some changes that occur in the UI:

- More links are offered in the header, the topmost bar on the page.
- *Business Integrated Solutions* appears in the banner to help differentiate the site.

- “Micro Apps” icons (e.g., phonebook, help, and calculator) appear in the upper right, just below the search feature.
- Top stories and news in the left column include targeted content that is visible only by UBIS employees.
- Tools in the right column are targeted to UBIS employees.



Image 124. UniCredit Intranet: Homepage Role-Based Personalization.

Content on the intranet changes depending on the logged in user's role. This page reflects what an employee of UniCredit Business Integrated Solutions would see. Differences between this and the previous figure include more links offered in the header, presence of *Business Integrated Solutions* in the banner, and “Micro Apps” icons below the search feature targeted news and tools.

124_UniCredit_Group_Intranet_02_Home_UBIS_live.png

The *Target by Choice* option allows employees to choose the type of additional target content they would like to see. They access this command from the drop-down menu by clicking on the user's name on the top bar. A light box focuses the user's attention on the pop-up, which gives the options CIB (Corporate Investment Banking), CEE (Central and East Europe), or *No thanks* should the user decide to bail on the action.

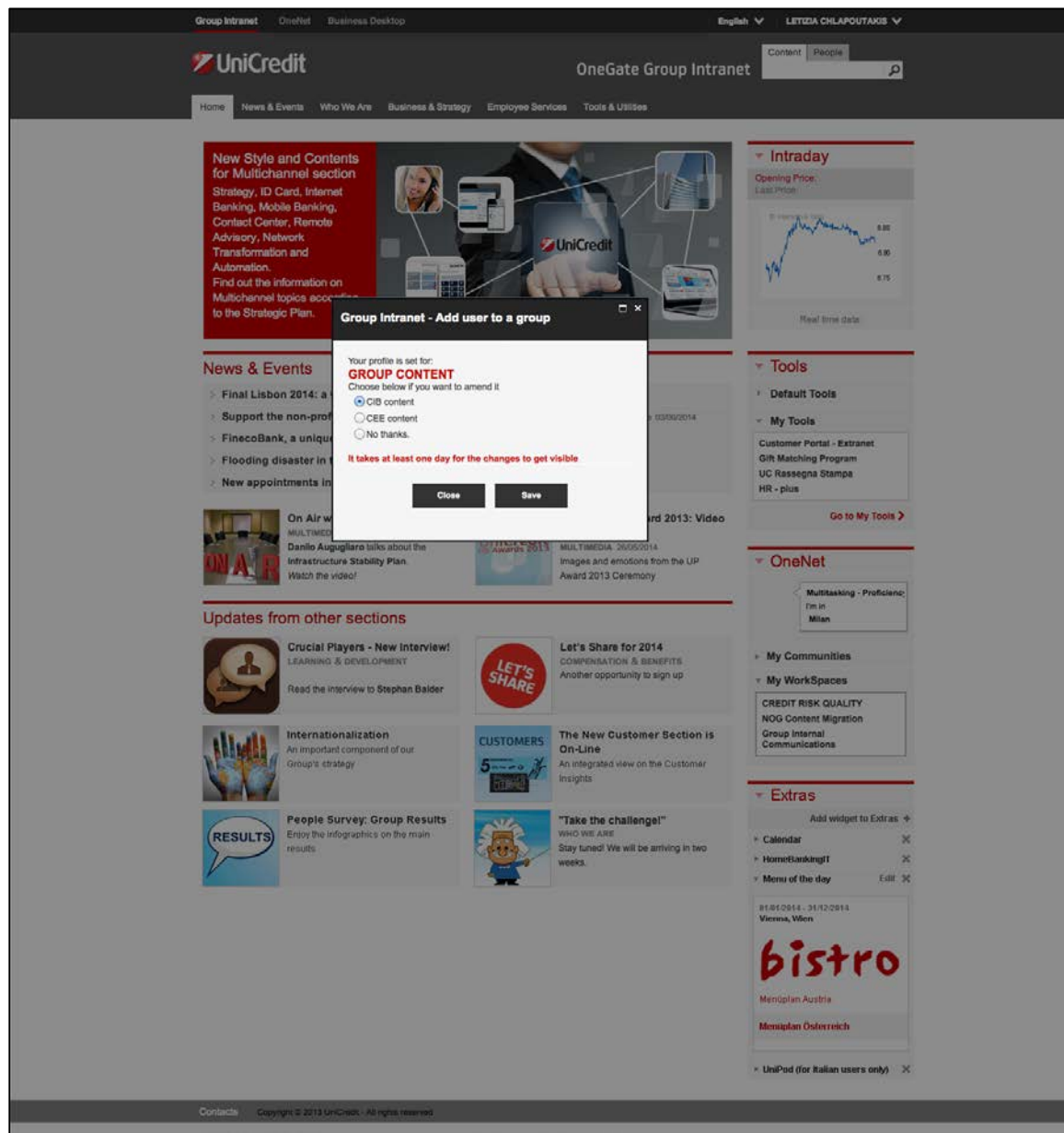


Image 125. UniCredit Intranet: Content Options. UniCredit intranet users may target which additional content they would like to see. The additional targets currently available are Corporate Investment Banking and Central and East Europe. *125_UniCredit_Group_Intranet_03_targetbychoice_live.png*

Tools are easily edited from the homepage. Employees select the *Tools & Utilities* tab in the global navigation, then *Tools & Applications* option from the secondary navigation, and finally *My Tools* from right under it. The text explains how the customization works for adding tools, changing the order of tools, and designating which six tools will appear in the section on the homepage.

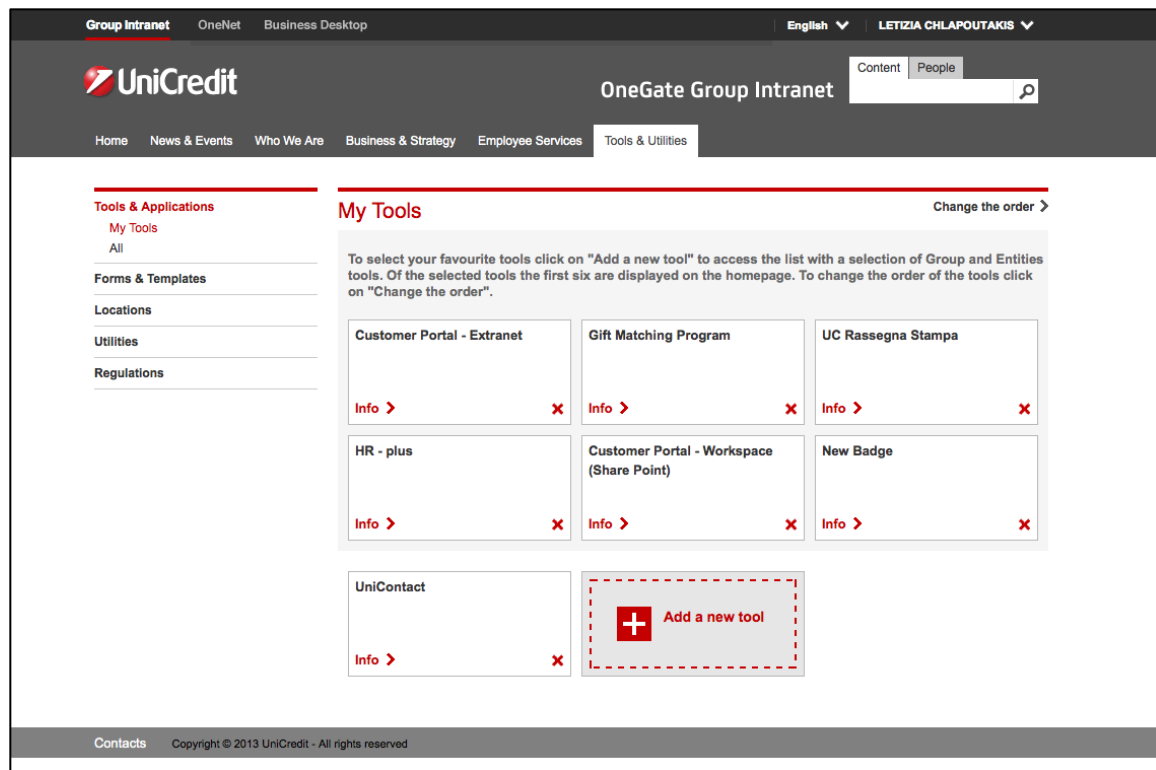


Image 126. UniCredit Intranet: Tools. Employees may edit their set of tools, and choose which will appear as part of the set on the UniCredit intranet homepage. *126_UniCredit_Group_Intranet_04_My_Tools_live.png*

The Group Internal Communications teams played a guiding role in driving the new intranet design, so it is no surprise there is an expansive, well-populated *News & Events* section. This design assists employees in scanning through the content quickly, and discovering related information.

The local navigation on the left side helps users view information by type of content, such as *News*, *Events*, *Press*, *Newspapers & Magazines*, and *Multimedia*.

The news story itself leads with an understandable heading that appears at the very top of the content area. The large text appears stronger than the body text, but it's not overly large. The darker grey color and bold font help identify the title.

The source is acknowledged below the title, along with the publish date. Sub-headings and links are called out in the UniCredit brand red, which is visible and legible for this use (small amounts of text).

The text column is narrow and peppered with relevant images, making it easy to read online.

Links in the *Related News* section on the right are automatically generated based on the author's topic (keyword) selections.

The *Video* and *Photo* sections below the article offer content the editors choose manually.

The *TOPICS* section at the bottom of the page lists related keywords, which aid the site's advanced search capabilities.

At the end of the page, social features such as emailing, sharing, and star rating help employees curate content for one another, find interesting or needed content, and make better selections about which content to spend time consuming.



Image 127. UniCredit Intranet: Content Page. Content pages on the UniCredit intranet make information easy to scan, and suggest additional highly related content. *127_UniCredit_Group_Intranet_05_News_live.png*

Traversing the vast amounts of content on the intranet is possible via menus or via the search in the upper right of pages. The open white field pops out on the dark grey background. The search magnifying glass icon is well-placed and easy to spot. The tabs make it possible to search for content or employees.

The navigation is based on research, usability testing, content mapping, and the daily needs of employees. The local navigation on the left side of pages gives a sense of the comprehensive information available on the intranet. The fairly deep IA is accessible because of the following visual elements:

- The text at the highest level stands out from lower-level items due to its heavier, bold weight and darker gray color.
- The selected sections are red, as opposed to dark grey.
- The hierarchy is identified with deep visual indents delineating children and siblings.
- The navigation sections expand in place.

Various groups, teams, and departments have their own pages or sections on the intranet. Details such as the *Value Proposition* describe core principles for the department, while sections like *What we stand for*, *What we do*, and *How we drive change* help employees learn from one another and use resources at the organization effectively.

The intranet's IA is based on user needs, not organizational structure, and user testing, card sorting, and expert reviews helped to establish the architecture.

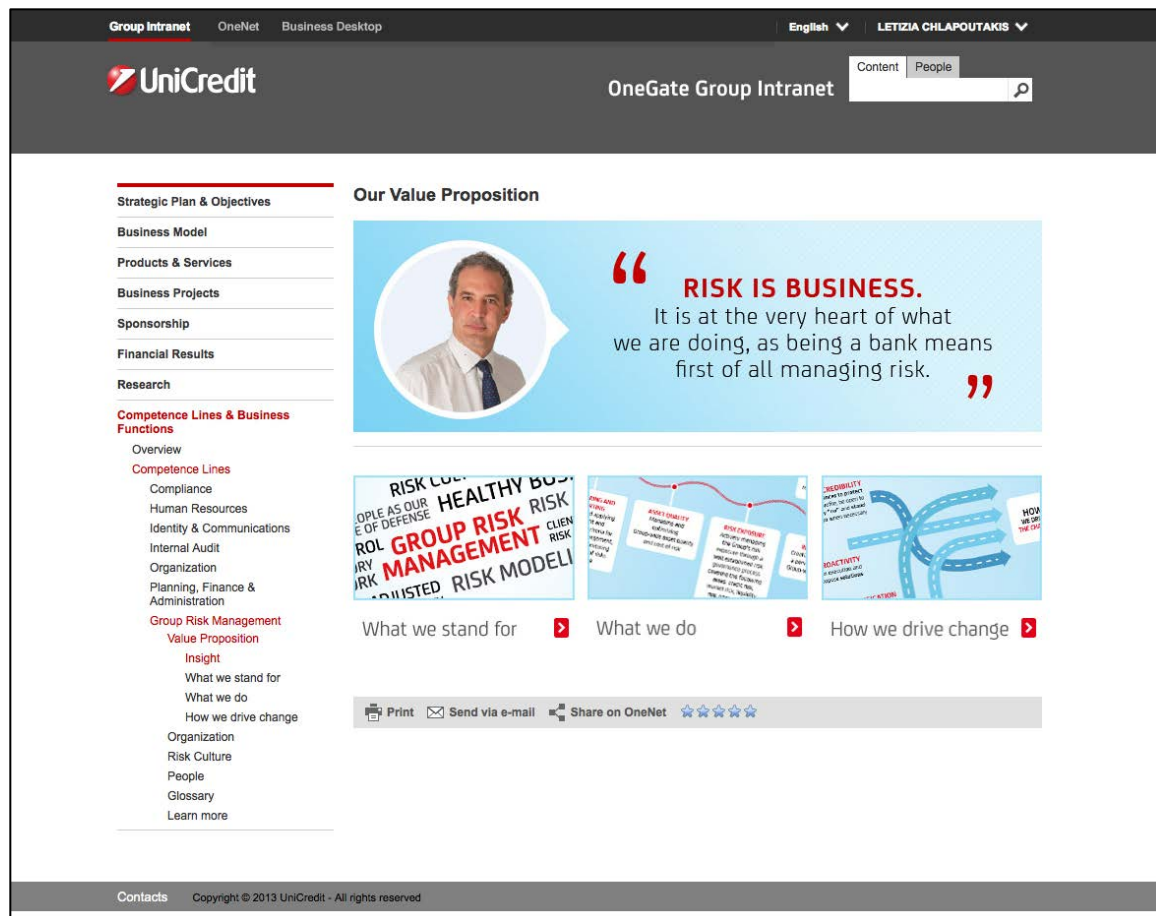


Image 128. UniCredit Intranet: Local Navigation. Local navigation on UniCredit's intranet is easy to follow because of visual cues such as bolding, color, and indenting. Team pages include links to information about their mission and tasks, among other things.
[128_UniCredit_Group_Intranet_06_Group Risk Management-Competence Line_live.png](#)

UniCredit's large and intricate structure made it impossible to integrate all internal websites into a single intranet, yet. But the new design is flexible and scalable, and allows for country-by-country adoption. New business entities progressively join the platform, integrating their local content so it's searchable and accessible via OneGate's menus. Until such migrations occur, the intranet team created the "NewsBreaker" feature, for those local portals that are not yet fully integrated in the Group intranet. *Visit OneGate Group Intranet* appears in the upper right of these pages. This functions as an advertisement for the intranet, and links to it.

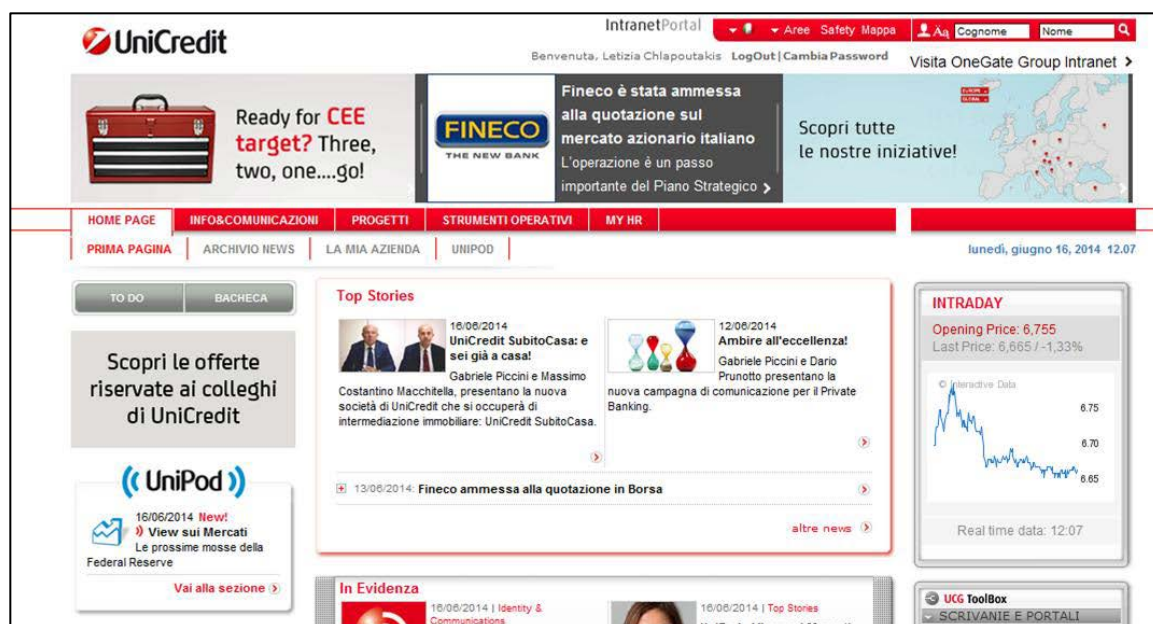


Image 129. UniCredit Intranet: NewsBreaker Feature. The link, *Visit OneGate Group Intranet*, appears in the upper right of pages of local portals that are not yet fully integrated into the Group intranet. This link functions as an advertisement and goes to the main intranet.

129_UniCredit_Group_Intranet_07_NewsBreaker_live.png

The intranet design not only makes it easy to locate content, but makes it easy to locate people and expertise too. With abundant capabilities at UniCredit, finding the right person can make all the difference to a project. Employees may refine their search results by filter terms like *Unit*, *Company*, and *Country*. The results section displays the following information:

- Name of the employee
- Photo
- Email address
- Company
- Unit
- Office location
- Phone number and mobile phone
- A link to the organization chart in the context of the employee

The *View More* link opens a profile document for the person with information about projects and affinities. Below the photo of the employee is a link to his personal page on the internal social networking platform, OneNet. This is true for employees who have already received an invitation to the UniCredit platform for e-collaboration and social networking. OneNet will gradually be made available to all UniCredit Group colleagues.

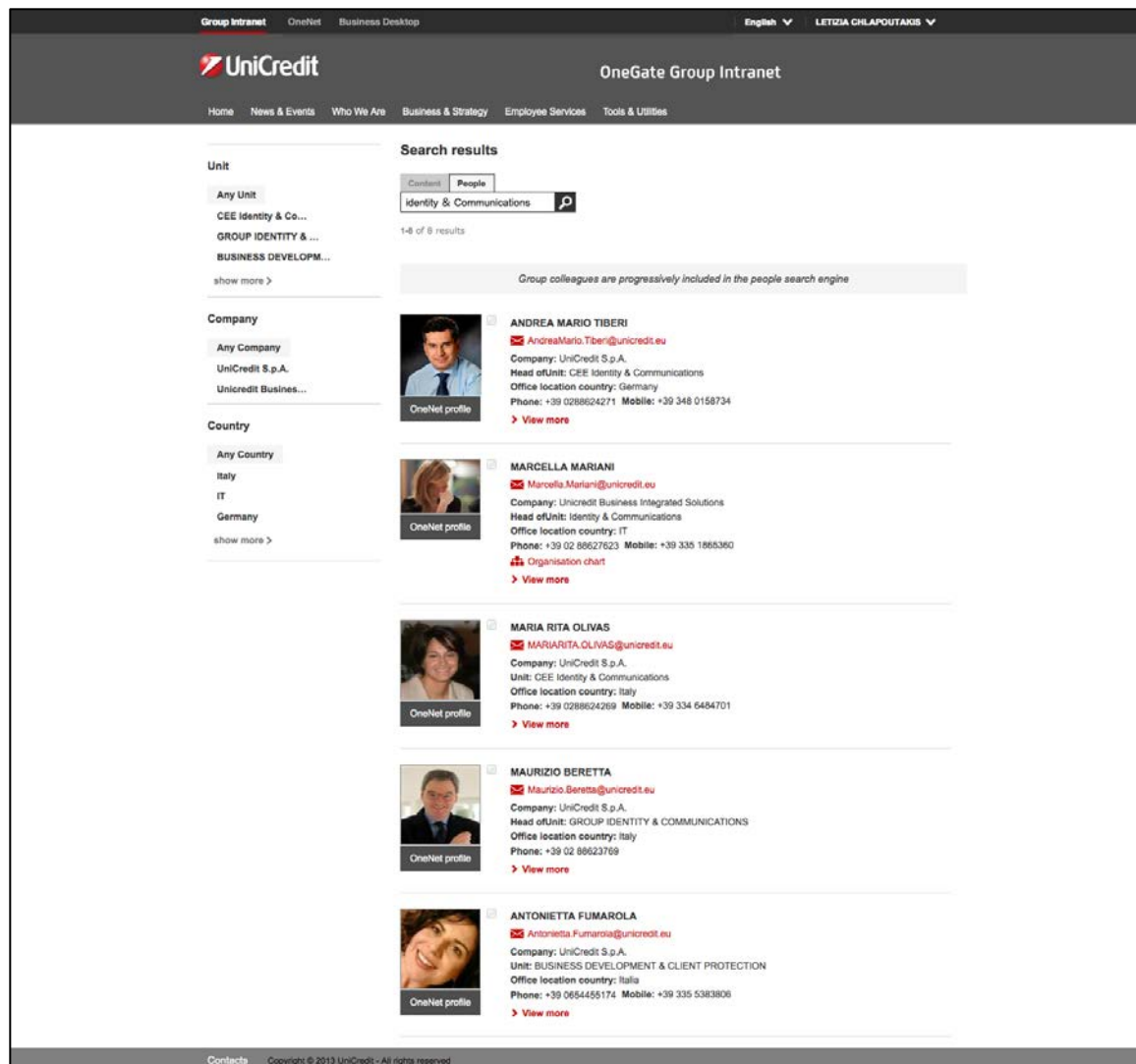


Image 130. UniCredit Intranet: Employee Search. Employee search results offer so much information about people that opening their full profile pages may not even be necessary. *130_UniCredit_Group_Intranet_08_People Results_live.png*

The UniCredit team's aggressive goals to create a single, digital platform and provide a seamless user experience were achieved tenfold. The flexible framework, current information, enhanced editorial formats, and role-based content targeting are all thorny challenges that most intranet design teams wouldn't even attempt. But this team did, and employees are happier and more productive as a result.

BACKGROUND

Beginning in 2005, a series of international integrations radically changed UniCredit. Out of this change emerged a strong need to establish a new corporate culture.

Until then, colleagues had one or more local intranet sites where they could access information on their local bank's strategy but the organization wanted colleagues to be able to see the bigger picture in their day-to-day work.

"For example," says Patrizio Regis, Head of Group Internal Communications, "when colleagues are offering financial advice to a customer, they could be helped in tasks if they understand how those tasks fit into the bank's strategic plans."

"It was thought that a common intranet platform for all colleagues of the banking group could be an important catalyst for a new corporate culture," he says, "reflecting the structure of the whole banking group and not a conglomeration of different banks. This is why we, as Group Internal Communications, deemed it important to propose and support the project."

The organization wanted bank employees to rely on a single unique destination so they could get to both Group-wide and local information. The objective being that employees could see they were all part of the same strategy, of the same banking group. The organization also wanted to create something really useful for its employees, something based on their real needs.

Goals

The team began its design initiative by outlining the following goals for the project:

- Provide all employees with access to Group information
- Make the OneGate Group Intranet the main source of corporate information by providing information when it happens, using enhanced editorial formats and modern storytelling techniques, and acknowledging that the company's internal site is in direct competition with the internet and other external sources competing for user attention
- Design a channel that can help to make it possible for editors to communicate in an effective and synchronized manner
- Create a single digital internal platform to provide a seamless user experience
- Define a scalable concept framework that will meet the needs of the countries that will join; local platforms should integrate their content into this single platform
- Design a homepage as a hub that unified all internal digital channels
- Provide users with interesting content, avoiding information overload through the use of content targeting, based on an individual's profile data
- Provide a user experience with cutting-edge features by making the interaction as intuitive as on the web
- Rationalize and create synergies in the ecosystem of the internal digital channels and editorial strategies by providing a strong governance framework

After the first cycle of user tests and meetings with other stakeholders, the macro requirements were translated into eight declarations that would comprise the pillars of the OneGate Group Intranet concept:

- **Homepage as entry point:** provide direct and seamless access to content that is central to the day-to-day tasks of users.
- **Information architecture:** Create a common IA that is useful for all employees, across all entities.
- **Targeting:** Provide users with relevant information and avoid information overload.
- **Enhanced editorial formats:** Apply enhanced editorial formats and modern storytelling techniques.
- **Multilingual:** Provide content in the main local languages of the banking group (the seven as of this writing are English, German, Italian, Polish, Russian, Czech, and Slovak).
- **Social features:** Provide close connection and integration with OneNet, the company's social network and eCollaboration platform. Creating these connections allows colleagues to easily interact with content (via rating, comments, and sharing) and to quickly browse user profiles and collaborative areas.
- **Personalization:** Enable users to add content and functionality that are of particular interest or use.
- **Search function:** Provide a powerful search function that encompasses both content and people.

The team knew that the stakes were high to create a great intranet that was engaging, not just informational. "A modern intranet has to compete with the internet in all aspects," says Fabio Delton, Head of Digital Internal Communications. "It is no longer good enough to merely provide information."

"It is for this reason," he says "that we made a significant effort to provide user experience similar to that of the internet by creating an environment with intuitive interaction, innovative editorial formats, and cutting-edge features such as complete freedom and high level of personalization."

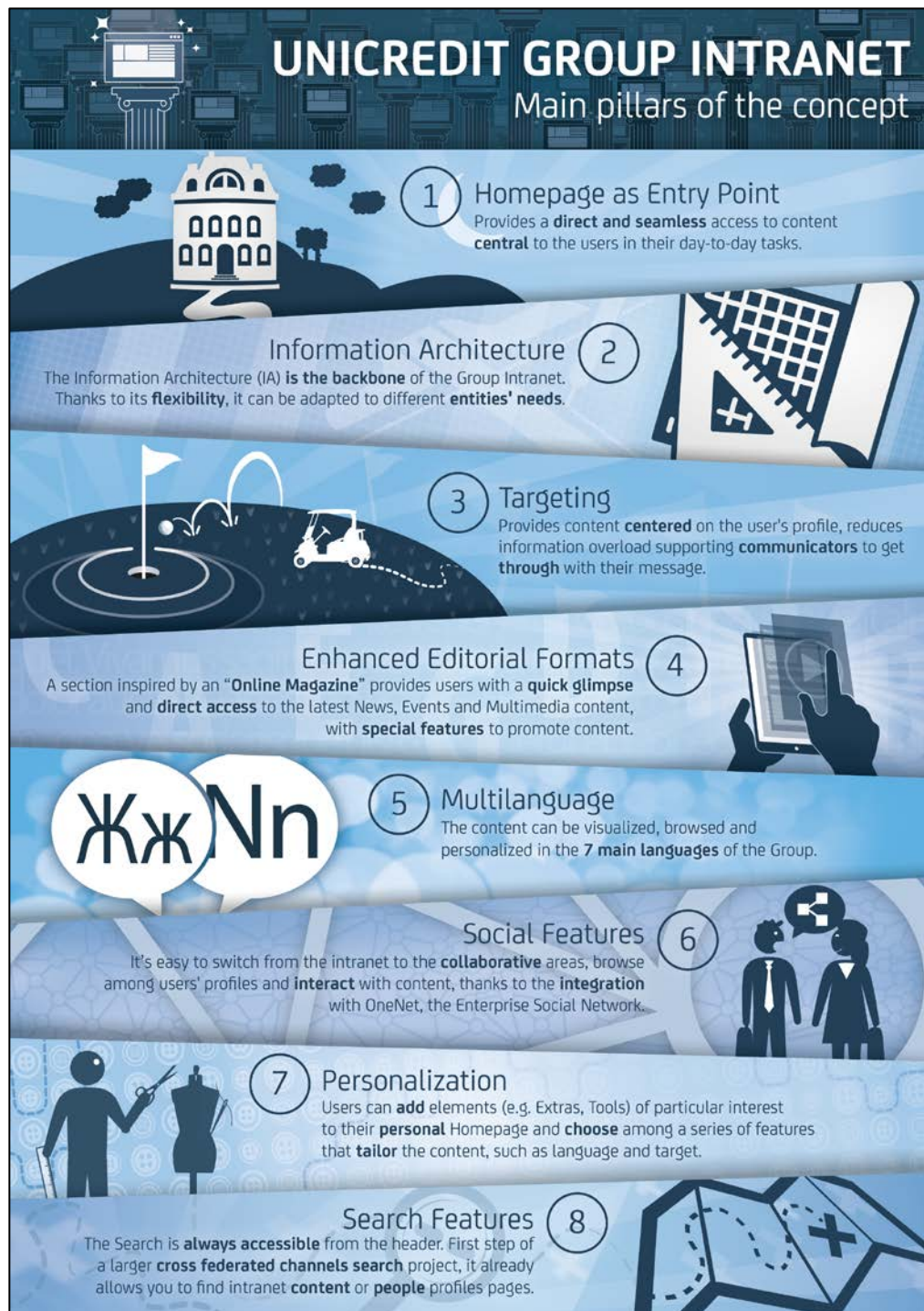


Image 131. UniCredit Intranet: Defining a Baseline for Success. Through a series of workshops with over 40 departmental stakeholders, the baseline for the project was defined. The result was an outline of eight intranet pillars for development, as shown in the infographic above.

131_UniCredit_Group_Intranet_09_Pillars_infographic.png

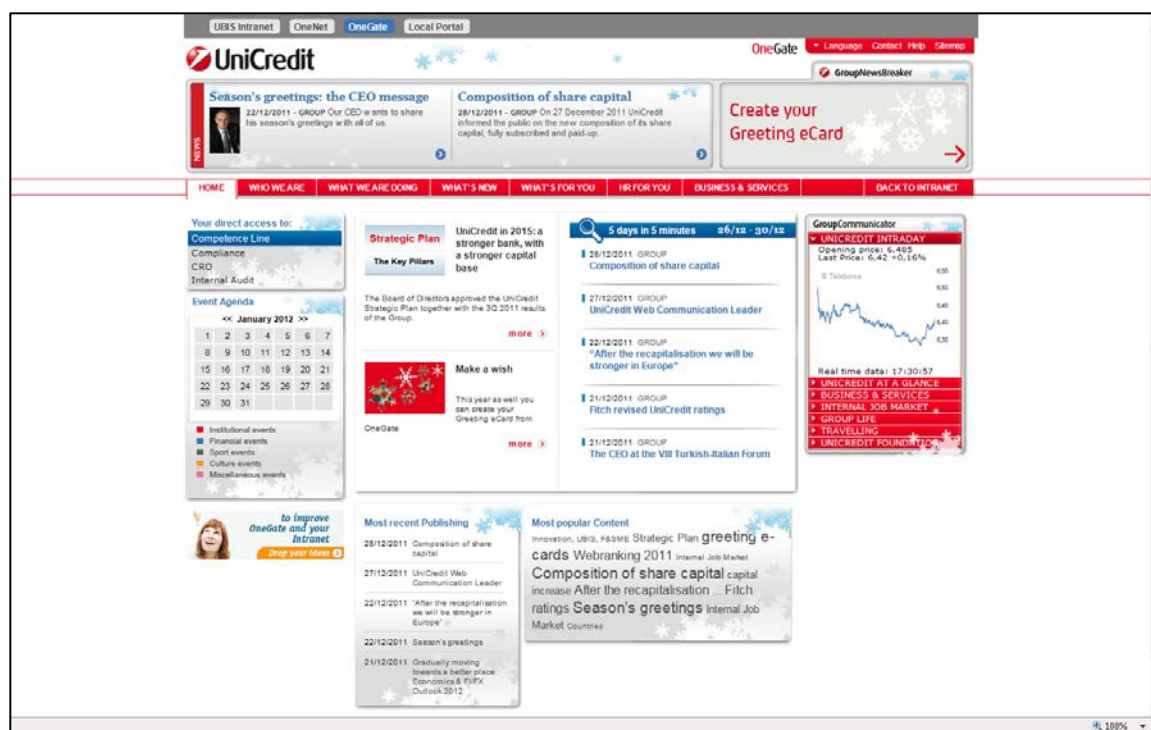


Image 132. UniCredit Intranet: Prior to the Redesign: The old UniCredit intranet. *132_UniCredit_Group_Intranet_10_OneGate_version1.png*

INTRANET TEAM



OneGate Group Intranet Core Project Team (members from the Digital Internal Communications team and from Assist, standing, left to right): Alberto Angeli (Assist); Francesca Gabrielli (Assist), Luca di Bari (Digital Internal Communications) and Joachim Hiorth (Assist); (sitting, left to right) Letizia Chlapoutakis (Digital Internal Communications), Clara Corradi (Assist), Patrizio Regis (Head of Group Internal Communications), and Fabio Delton (Head of Digital Internal Communications). The wall in the background features photos of team members who are part of the larger project team.

GOVERNANCE

Ownership

The team in charge of the intranet is part of Group Internal Communications. Besides being responsible for governance of this specific intranet, the Group Internal Communications is also accountable for defining and coordinating the Group internal communications strategy and global editorial planning. This ensures consistency of the organization's main messages across the banking group's many internal channels. Placing ownership of the project with Group Internal Communications was important to meet project goals.

Group Internal Communications puts together an editorial plan that is shared with the local and Group editorial teams on a regular basis.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Digital Internal Communications (team within the Group Internal Communications unit)	<ul style="list-style-type: none"> Define the framework of the different internal digital channels and services they offer Control the company's main communication channels (Group Intranet and OneNet — the internal social network) Set guidelines and ensure adherence Ensure coherence in the design and UX of every single communication channel Analyze the needs of users and editors and lead the development of new features for the intranet Support and advocate the choices of editors for special publishing solutions (architectural and interactive) Provide regular training for editors
Editors	<ul style="list-style-type: none"> Publish in one or more sections of the intranet
Target Owners	<ul style="list-style-type: none"> Publish content targeted to their communities (consists of the communication teams of some communities within the group that have specific communication needs; e.g., a legal entity, a business division, or a cross-country entity)
Editorial teams within the Group Internal Communications unit (Business Internal Communications, Corporate Internal Communications and Country Chairman Italy Internal Communications)	<ul style="list-style-type: none"> Editors-in-Chief within Corporate Internal Communications oversee the editorial workflow and manage the editorial plan. Provide communication and editorial consultancy for all the content owners of the intranet that may need to publish content. (Each person in this role acts as account manager and/or focal point for the content owners.) Perform editorial work, as needed, and coordinate strategic projects and support internal customers with communication activities.
Editorial teams of local entities	<ul style="list-style-type: none"> Responsible for the communication strategy and content within the target (Target Owners) Can publish content addressed to their population (company, country, or division)

Content owners	<ul style="list-style-type: none"> Responsible for updating their sections and ensuring consistency. (They are not necessarily part of a communications team, but they are experts in specific areas.)
External User Experience Experts	<ul style="list-style-type: none"> Contribute to the design of interactive solutions that meet a specific need and work in cooperation with Digital Internal Communications to: <ul style="list-style-type: none"> Support functional analysis (for example by providing wireframes to let the technical team develop) Support Digital Internal Communications in designing and submitting user tests
External rich format editor experts	<ul style="list-style-type: none"> Cooperate (on demand) with the editorial teams to realize special formats that are outside of what the standard CMS templates can offer
Technical Experts	<ul style="list-style-type: none"> Team(s) of analysts, developers and other IT specialists that manage technological issues relating to the Group Intranet, and also: <ul style="list-style-type: none"> Analyze change requests related to the evolution, enhancement and improvement of the channels. Provide technical support for non-standard requests or requests that cannot be managed through an editorial solution but need implementation.
Translators	<ul style="list-style-type: none"> Proof read and translate the content that has to be published

Figure 43. UniCredit Intranet Team Responsibilities

USERS

The OneGate Group Intranet is designed to be the main source of strategic information from the Group and its local entities and a resource for all employees. For obvious reasons, when providing information to approximately 130,000 employees from 50 different markets, located in many different countries, the design team had to ensure that employees had quick access to information relevant to their profile. "To avoid the classical scenario of information overload, which both communicators and users considered a problem, we set up a targeting mechanism based on the user's company code," says Letizia Chlapoutakis, Digital Internal Communications.

Recognized users of the system can see Group content as well as content from their company or entity. In cases where users are not included automatically in their

target of interest, they can set the target autonomously. They call this feature “target by choice.”

The targeting mechanism is in place to help users but not to hide information from them. Therefore, 98% of the information is accessible to colleagues by direct link or through the search engine.

So far it has not yet been possible to recognize all users due to technical limitations or legal constraints so for these anonymous users the team has created a mirror site where they can access content from the whole Group.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">intranet.unicredit.eu
Default Status	<ul style="list-style-type: none">For now the Group Intranet (GI) is the homepage for those companies, entities, and divisions that have completely migrated to the new solution. In the future it will be the homepage for all employees of the banking group.The GI has two main versions:<ul style="list-style-type: none">intranet.unicredit.eu for recognized usersomni.intranet.unicredit.eu for anonymous users depending on some infrastructural and network aspects of their access pointAlthough users are recognized based on their user ID, they can also localize or generalize their content viewing. For example, if their company/entity/division provides targeted content, it will be shown in highlighted positions. But they can also set a “target by choice,” meaning they can choose to see content from geographic areas other than their own, such as Central and Eastern European countries. Furthermore, users can set and personalize their tools and small apps such as the canteen menu. Employees can also set (and change) their own languages.
Remote access	<ul style="list-style-type: none">Users can access the Group Intranet — as well as some other Group web tools — when they are not on the corporate LAN, via the extranet. This is a standard feature for those users who work from home or while travelling.

Figure 44. UniCredit URL and Access Information

DESIGN PROCESS AND USABILITY WORK

Design Approach

The team decided to take a user-centred design approach for the project from the very start. This approach, while commonplace in many organizations, was considered a very bold choice at UniCredit, as this type of methodology was not very well known within the organization. Some people even considered it to be an inefficient approach due to the amount of time and money required for user testing and prototyping before starting to code. The design team felt the way to convince the organization that this investment in time and effort would pay great dividends was through data. This was a wise move as facts and figures were a good selling point.

“As soon as we shared data and facts from previous projects, showing that not only the final product is of higher quality, but that you actually save time and money by using UCD — as the need for rework diminishes drastically — we had both Communications and IT fully committed,” says Delton.

Involving Users

At the official project kick off in April 2010, more than 40 colleagues from different countries, companies and departments were brought together with external experts to form the core project team. This team began its work by identifying six project streams that would cover the main themes they needed to address:

- **Concept and design:** Create the user experience and interaction design solutions for the intranet.
- **Information architecture:** Determine the content selection, organization, and structure of the intranet.
- **IT and development:** Conduct technical analysis and implement the intranet solution.
- **Governance:** Define principles and rules for the effective management of the channel by internal stakeholders.
- **Communication:** Communicate with top management and stakeholders, and promote the Group intranet to colleagues.
- **CMS:** Collect requirements, design, and test a WYSIWYG content management system.

The project began with a three-day, full-immersion workshop in Turin. “It was very tough,” says Delton, “but at the end of the three days we had a list of macro requirements and the consensus of the whole project team.”

On the basis of these requirements, they started a cycle of international user tests, the first occurring only a few months after the kick-off. During these focus groups and one-on-one sessions, held in Europe, they presented a low-fidelity prototype to the participants to test reactions to the concept. The qualitative results were then validated with an online survey.

“It was all extremely inspiring and the findings from these tests have been the basis for further developments,” he says.

From there the team worked in earnest to include users at nearly every point in the design process and employed a wide range of UCD techniques.

"I think we applied almost every existing UCD technique!" says Chlapoutakis. "We started by defining the personas, which was then followed by workshops, focus groups, card sorting, testing on low- and high-fidelity prototypes, and testing in a live environment. By the end of the project, more than 3,500 colleagues had been involved in some kind of user testing." And whenever possible, the team always tried to follow qualitative testing with quantitative methods, such as online surveys and card sorting.

They tested with end users and also with editors, who are an important user group for the organization. The team wanted to see if they could not only improve the user experience for the editors but also reduce publishing time. Their efforts paid off as the average time needed to publish news was reduced by 65% compared to the previous CMS.

Post Launch: The Work Continues

Once the site was launched, the team gathered their primary data from web analytics but also continue to conduct user test sessions once a year. "It is less about checking what is working than an attempt to stay ahead of user expectations," says Luca di Bari, Digital Internal Communications. "When we started testing in 2010, for example, drag and drop was too difficult for our users. Now they expect it and get confused if they can't drag and drop an item!"

Maintaining good relationships with other multinationals has also paid off for the team. "It is a great source of inspiration even if the peculiarity of each large scale multinational sets it apart with its own story," says Delton. The team has been able to hold online meetings with other companies and share their experiences redesigning, managing, and governing online channels.

Working with Agencies

The new intranet is the result of close cooperation between the internal working group comprised of forty staff from Communications, IT, HR, UniCredit Business Integrated Solutions and its partners (Microsoft, Avanade), a team of user experience experts and interaction designers from Assist, members of the UX Alliance, D+S 360°, and the Nielsen Norman Group (which provided consulting services). "It really does take a village," says Delton.

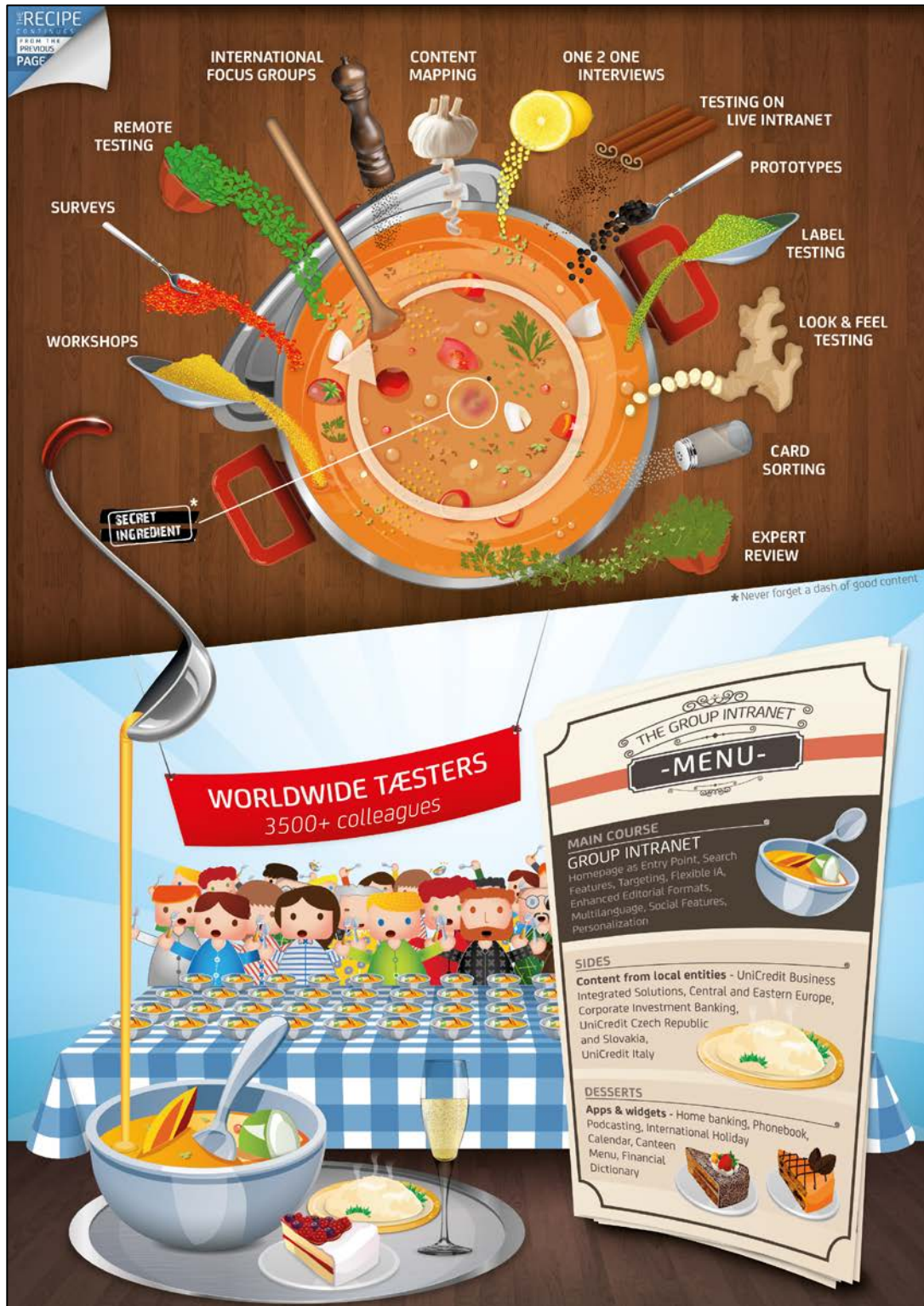
The agency, Assist, supported the team throughout the entire project. In fact their relationship dates back to 2003, when they were the ones that first introduced the UniCredit team to UCD methodologies.

Assist supported the team in user research and user-centred design methods throughout the various steps of the project, but has also assisted with preparing documentation and presenting it to stakeholders.

"Throughout most of the project, the Assist team worked shoulder to shoulder with us. This has been a continuous process of transfer and sharing of knowledge, meaning that we could not have possibly managed certain activities alone, such as definition and testing of the IA, we now do mostly by ourselves," says Delton. "We consider their team's experience an indispensable element in the success of our project and the cooperation is still on-going."



Image 133. UniCredit Intranet: The Recipe for Success. This two-page infographic (this image and the one below) illustrate what the UniCredit team considers the perfect recipe for creating a good (tasteful) intranet.
[133_UniCredit_Group_Intranet_11a_Recipe_infographic_page_1.png](#) and
[133_UniCredit_Group_Intranet_11b_Recipe_infographic_page_2.png](#)



TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
2000	<ul style="list-style-type: none"> • USI Portal: The first intranet in the former UniCredit Group, USI (UniCredit Servizi Informativi), the in-house company dedicated to Information and Communication Technology.
2001	<ul style="list-style-type: none"> • The first release of the enterprise portal for Italian entities, scaling up the USI Portal.
2003	<ul style="list-style-type: none"> • Transfer of the governance of the channel from USI to the newly established Holding Internal Communications team. • The first redesign of the portal applying user-centered design methods.
2006	<ul style="list-style-type: none"> • Group portal, version 1: The first Group international communication platform created following the merger with HVB Group. Content was available in three languages: English, German, and Italian.
2007	<ul style="list-style-type: none"> • Group portal, version 2: The version after the merger with Capitalia group. This version was available to approximately 20,000 more colleagues. • Further developments in this period allowed the intranet to provide content in two additional languages: Polish and Russian.
2010	<ul style="list-style-type: none"> • New Group intranet project kick-off
2010–2011	<ul style="list-style-type: none"> • Intranet concept definition and initial user tests • International workshops with the project team
January 2012	<ul style="list-style-type: none"> • UBIS intranet: The first release of the intranet for the new company, UniCredit Business Integrated Solutions.
Summer 2013	<ul style="list-style-type: none"> • Content migration from old to new OneGate Group Intranet.
August 2013	<ul style="list-style-type: none"> • The launch of OneGate Group Intranet with additional languages and targets.
2014	<ul style="list-style-type: none"> • UniCredit Bank in the Czech Republic and Slovakia is added to intranet. • UniCredit Group intranet adds Czech and Slovak to its list of languages, bringing the total to seven.

Mid 2015	<ul style="list-style-type: none"> More content will be added to Group intranet to serve Italian colleagues, and the current Italian portal will be switched off.
2015–2016	<ul style="list-style-type: none"> Group intranet will be launched for other companies and entities to replace their intranets.

Figure 45. UniCredit Project Milestones

CONTENT AND CONTENT CONTRIBUTORS

The CMS is a customized version of SharePoint 2010 and although the team considered other solutions, it became clear that the best solution was to start with the integrated CMS and tailor it to their needs, rather than to invest in a different solution with which they had no experience.

Approximately 100 people contribute content for the site. Not all of them are full-time editors but many are content owners. Content governance is decentralized with many content providers drawn from both the Group level and the local target providers. Content providers that provide content for local entities are called “Target Owners.” They have their own specific communication needs and are free to follow their own strategy as long as the overall coordination and sharing are assured through regular editorial planning meetings with the other target owners.

Instead of imposing strict top-down rules, the organization has provided a very clear governance framework that was built in collaboration with a working group composed of colleagues from all the main legal entities of the Group. The account managers of all Group internal communication teams provide support and guidance.

“We provide regular training to all editors in classrooms or via video conference,” says Chlapoutakis. “But, most important, we advise on which editorial template would be the most appropriate, the best publication period, and how to promote the content both within and outside of the intranet.”

In addition to providing support mechanisms for the authors, they also take a “train the trainer” approach. Some local editors are appointed as trainers, usually based on their proficiency in digital publishing and the amount of content they are responsible for. They receive a complete introduction to the Group intranet and an education on digital strategy, not just limited training that would help them edit in the CMS. The training is provided on a regular basis, several times a year, or when new features are released. The training can also be given on demand when new entities join the Group Intranet.

After the course ends, attendees can access a rich array of guidelines and manuals that is intended as both a support mechanism and as training material for the newly trained editors to help as they train their colleagues. The following list shows the range of manuals and guidelines available to support editors in their work:

- **The Group Intranet Concept Book:** A document that illustrates and explains the concept behind the intranet and the reasons why things are as they are.

- **Digital Internal Channels Framework:** A guide to the relations between the three main informative environments (Group Intranet, OneNet, the Business Desktop) and other minor channels.
- **Information architecture:** A set of guidelines that describe the principals of navigation, structure, organisation of content, and how these principals were defined.
- **Graphics guidelines:** A set of guidelines that define the colour palette, typography, and other graphical elements that are required to build a seamless user experience in the internal digital channels.
- **Web writing:** Describes the fundamental principles for writing effective web copy in English for UniCredit's websites and intranets.
- **Editorial formats:** A set of instructions that guide editors through the publication process for the intranet, starting from what kind of content has to be published and how the editors want to present it.
- **Editorial workflows:** A general introduction to the actors, flows, SLAs and Editorial Plan that govern the Group Intranet.
- **Training manuals:** A detailed introduction for editors about CMS functionality, features, content types, and how to publish and manage content on the Group Intranet.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and OS	<ul style="list-style-type: none"> • Microsoft Web Server IIS, Windows Server 2008 R2, virtualized hardware
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> • SharePoint Team Foundation Server (TFS)
Design Tools	<ul style="list-style-type: none"> • Adobe Illustrator, Adobe Photoshop, Axure, Balsamiq, and PowerPoint
Site Building Tools	<ul style="list-style-type: none"> • SharePoint Developer and Dreamweaver
Content Management Tools	<ul style="list-style-type: none"> • SharePoint
Search	<ul style="list-style-type: none"> • SharePoint 2010
Other Functions	<ul style="list-style-type: none"> • SAP, Active Directory, Site Catalyst for web analysis

Figure 46. UniCredit Intranet Technology

SEARCH

The site takes advantage of the native search capabilities of SharePoint 2010, though it has been highly customized, as Chlapoutakis explains:

“We have customized the product a great deal and are using, for example ‘language’ and ‘topics’ (keywords), ‘format’ (for video, presentations, news, etc.), and most important, ‘target/audiences’ to make sure the content gets in front of the various populations for whom the content is targeted.”

The target/audiences refiner is very important because one of the core milestones for the intranet project was to ensure that all users could access “extra target” content by search or by link.

The team is also currently working on a cross-site search project, designed to:

- Optimize the current Group intranet search engine
- Expand scope of the search engine beyond the Group Intranet to The Enterprise Social Network and Business Operative Intranet — collectively the three main digital channels
- Provide a set of guidelines for future inclusion of other digital channels

RESULTS AND ROI

A primary project goal was to provide a scalable framework for those companies and entities within the organization that wanted to join. The organization followed the adage, “if you build it they will come” and it has paid off. When UniCredit’s operations in the Czech Republic and Slovakia merged into a single bank with headquarters in Prague last year, the new intranet offered an easy way to provide its 3,500 employees with an internal channel that was ready to go. UniCredit’s Corporate Investment Banking division with 9,000 employees has already made the transition and so has UniCredit Central and Eastern Europe division with a staff of 30,000.

Other key parts of the bank are in the process of conducting feasibility studies and considering the new intranet, including UniCredit’s Italian operations with over 50,000 employees and Bank Austria with 10,000 employees.

“We are enthusiastic about having developed a model that fits many possible organizational evolutions as they arise, and is ready to welcome new organizations on board,” says Regis, “And we also have usage data that confirms the positive trend in terms of noticeable increased access to group wide communication.”

Considering that one of the pillars of the intranet is to provide users with Group content (of interest) side by side with content produced at local level for local communities, every time a new company or community of the Group adopts the new intranet model it is an advantage for communication from both a global and a local perspective. This is a win because users find all the messages addressed to them, directly, without searching or switching from one environment to another.

The user tests consumed a substantial part of the budget for the new intranet project. Over three years, about 10–15% was spent yearly on research and refining the user experience. So while this success did not come for free it was worth every penny. “This figure normally tends to be around 5%,” says Delton, “but the investment was worth it. Our content structure has proved highly sustainable. Colleagues are able to find what they are looking for, join and stay on the intranet more, and are more satisfied in general.”

Another demonstrable success for the team: the site was chosen as the winner of the European Excellence Award for Best Intranet in 2013.

Some additional statistics illustrate the success of the site since launch:

- **Daily visitors** went up 50%.
- **Bounce rate** dropped 53%.
- **Page views** (2012/2013) up 95% — meaning the average number of page views of a single page, as well as total page views collected by the intranet, rose by 95%.
- **Average content-retrieval time** decreased 67% (thanks to advanced search). For example, the task, “please find page X or the news article X,” was performed in two waves of testing: first with the old platform, then with the new platform. Using the old platform (without a search engine) the average time to retrieve the content was 67% higher than in the new one.
- Average **publishing time** decreased 65%. This was measured by testing how long it took to publish the same kind of content in terms of complexity (images, multimedia, links, number of different languages, etc.). Editors working on the new platform take an average of 65% less time to complete this type of task than on the old intranet.
- **Overall satisfaction** rose from 38% to 79%.

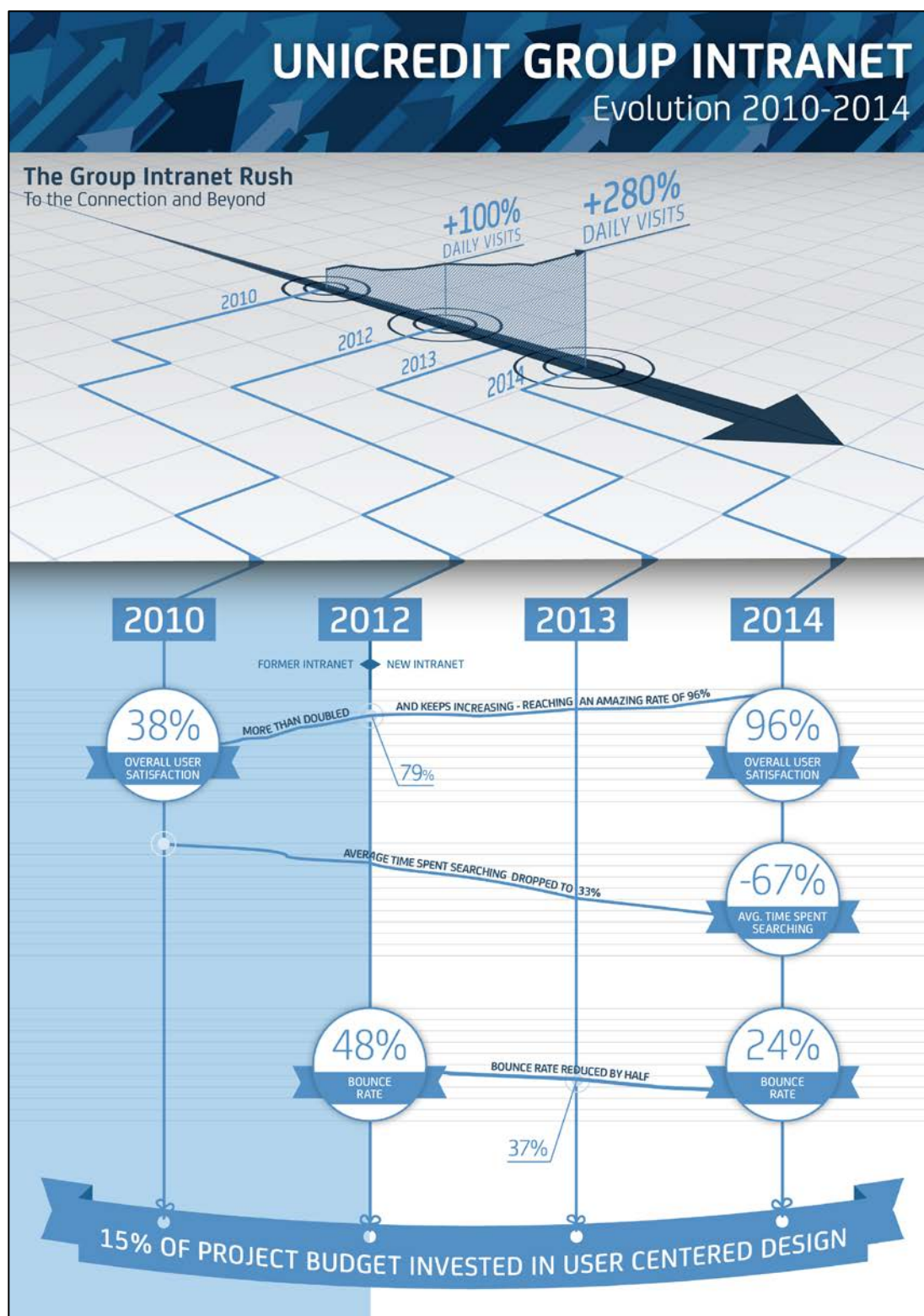


Image 134. UniCredit Intranet: Evolution. This infographic illustrates key figures relating to how the UniCredit Group intranet has evolved over time.
134_UniCredit_Group_Intranet_12_Evolution_infographic.png

LESSONS LEARNED

UniCredit team members share some of their lessons learned:

- **Plan carefully but be flexible.** “From the very start we worked with the demands of users and internal stakeholders to create a well-defined framework, which we called the ‘intranet concept.’ The concept was applied in a rigorous manner in order to meet project goals and to ensure its success. Despite our efforts to ascertain requirements and commit stakeholders in the project phase we realized that, in a context as heterogeneous as ours, the requirements would never stop changing and that new ones would always emerge. Although having a set of guidelines is crucial, you always have to be ready to analyze the specific needs of your end users and stakeholders and, if necessary, leave the guidelines open for customization.” –Delton
- **Invite contributions from across the organization but understand not everyone can contribute in the same way.** “An intranet collates a huge amount of content and services from different departments, which all have their own projects with specific constraints, thus they cannot always give support when it’s requested. However, by organizing the project in streams — and within those streams — small work groups of people from different departments can be kept up to date and, if there is not full support from them, they can at least provide guidance. This has helped us a great deal in reaching our goals.” –Delton
- **Agile works best.** “Do it Agile. Don’t invest too much time in writing functional specifications with excessive levels of detail. At the end of the day, the developers only look at your wireframes. So be sure that the wireframes are clear and sit down with the developer and discuss them and, if necessary, re-sketch them.” –Joachim Hiorth, Sr. Project Manager, Assist
- **Design is not a democratic process.** “User testing is fundamental, but you shouldn’t use the results as you would for votes in a poll. Just because the majority of the users prefer one solution to another, doesn’t necessary mean that it’s a good design. Intranet users tend to be extremely conservative and wary of change. Design is not a democratic process.” –Francesca Gabrielli, Digital Experience Managing Director, Assist
- **Use a variety of research methods:** “By combining various methods of collecting feedback and requirements such as workshops, one-on-one interviews, online surveys, expert reviews, and so forth, and doing this with different user types like end users, stakeholders, experts, managers and the like, it gives you a very good indication what to develop and how.” –di Bari
- **Determine how you will apply the results from user tests.** “It is important to have a procedure in place concerning how to use the findings of user tests. In our case, we compared the requirements gained from the test results against corporate needs and communication needs. After that we assigned each requirement a priority based on its global usefulness and developed it (or not) depending on the complexity and effort required.” –Chlapoutakis

- **User tests can be great for furthering internal marketing efforts.** "We did not realize how powerful a user test could be for internal marketing. Colleagues were eager to participate and, after the test, they would sometimes write us an email thankful for 'having been listened to'. User tests are a great instrument for consensus building on all levels." – Delton
 - **Use technology to your advantage.** "After the first cycles of international user tests, we realized that we could get the same information by using video calls. Specifically, we used Microsoft Lync which made it possible to test users while they were sitting at their workstation in their usual work environment." –Hiorth
 - **Content is king.** "You can provide the world's best user experience with cutting-edge features and a ground-breaking design. But this is an intranet, not a design contest, and at the end of the day it really comes down to the quality of the content and how you provide it." –Regis
 - **Think big, start small, and measure it.** "When we began working on creating a new service company of the banking group, UniCredit Business Integrated Solutions (UBIS), one of the first problems we encountered was how to manage integration not only of different countries — as many as eleven by then — but, most important, of service. We asked ourselves how we could reach people who had different needs, operated in different locations and came from different companies. We wanted a single channel that would not only function for communication but be a place where one could find tools as well — over 150 employee applications — and we decided the intranet network is this channel." –Marcella Mariani
- "In 2011 the decision was taken to create a new company, UniCredit Business Integrated Solutions (UBIS), and they urgently needed an Intranet. Although unpredicted during the initial planning stage, it soon became clear this was a great opportunity to test the Group Intranet's concept on a smaller scale, as UBIS has 14,000 employees in 11 countries and communicates in three languages. It was the typical situation in which we could think big, start small, and measure the impact to build on that backbone." –Delton

In the interest of full disclosure we would like to communicate that the UniCredit intranet team is a consulting client of the Nielsen Norman Group. While we are honored to have them submit and win the Intranet Design Annual, this design was given no special treatment in scoring. Due to the nature of this contest, it is impossible to do blind reviews, however the scoring grids used to select the finalists are followed strictly, to help ensure fairness.

Verizon Communications

Using the intranet: The Verizon intranet serves approximately 230,000 users, including associates and contractors from all business groups and locations worldwide. Users access the intranet from a range of desktop, mobile, and tablet devices.

Headquarters: Basking Ridge, NJ

Number of employees the intranet supports: 230,000

Company locations: Verizon has offices in 150 countries across the globe, including in the United States, Europe, South America, and India.

Locations where users use the intranet: Employees at all Verizon locations use the intranet.

Annual sales: Approximately \$120.6 billion USD in 2013

Design team: A team of approximately 10 people designed the front-end, including IA, graphic design and Drupal theming. A software development team, consisting of 10 developers located onshore and offshore (VDSI) did the back-end development and architecture. Business partners in Human Resources provided additional assistance.

Leadership: Anil Kumar, Director, Intranet Systems; Ruben Luque, Director, Human Resources

Design (Creative Services): Lolly Chessie, Manager; Rachel Knickmeyer, Senior Information Architect; Lillian Renner, Graphic Design; Fahimuddin Mohammed, Lead Front-End Development; Alan Masters, Content Strategist; Rajendra Prasad, Front-End Developer; Santhosh Sypureddi, Front-End Developer

Development: Gus Attar, Associate Director; Venkata Avasarala, IT Program Manager and Development Lead; Venkata Suburayalu, Software Architect; Tom Bruser, Software Architect; Abuthahir Kamalbatcha, Technical Manager; Gregory Swindle, Software Architect; Chethan Makam, Search Manager

Human Resources: Nathan Kemp, Project Management HRIS; Shernell Saunders, Senior HR Analyst.

SUMMARY

What do you do when two companies merge, and you need to combine two robust, content-filled Human Resources portals with duplicate and some out-of-date information, to support each of the organization's 230,000 employees? Verizon Communications faced just that challenge. The in-house team contemplated the daunting task of wrangling huge amounts of information, in a way that was easy to access for every employee, including the Human Resources reps often tasked with supporting up to 2,000 employees.

How to start such a project? The Verizon team started with the users. The team started by looking at a year's worth of metrics to understand how employees were using the current sites, as well as what devices they were using to access information. From here, the team conducted focus groups, ran surveys, and reviewed feedback from site users. From this research, two conclusions were clear: content was overwhelming and difficult to comb through, and employees were increasingly using phones and tablets to access information.

The site needed to support the Human Resources employees as well as all 230,000 employees and contractors working for Verizon. Every employee needs to find Human Resources information at some point, so the team was building a site for a huge audience with variable experience and expectations. With a company of this size, the HR representative ratio can be 2,000:1. The new portal was an opportunity to help employees find information for themselves as well as assist HR employees in their jobs.

To create a single HR experience, the team had to bring together two separate, content-rich libraries of content. The team set out with the ambitious and admirable goal of reducing content by 50%. This was a painstaking but worthwhile process. Some out-of-date pages were easy to eliminate based on the date they were last updated, but other areas required more finesse to accurately prioritize content.

Both the amount of content and the fact that content was contributed from several different teams added to the complexity of refining the information. For instance, the team would find 15 pages on a single topic, with the goal of reducing that information to 2–3 pages of information. The team understood that by reducing content, they were not only making it easier for employees to find what they needed, but also eliminating the possibility of information getting out-of-sync as one page was updated, but another on the same topic was not.

In the past, content authors used the portals as de facto knowledge bases for HR reps, resulting in an overwhelming amount of content being available to typical employees. Moving this HR-focused information to a secondary system allowed for removal of even more content.

With a better handle on the amount and type of information the site needed to provide, the team could focus on the navigational structure. Previous iterations of the portals were focused on content verticals managed by individual teams. Early open card sorting exercises confirmed the importance of structure being task-based instead, such as “Manage My Team” and “Update My Information.” From here, a wider closed card sort was run, and the results confirmed the new approach: *Your Info, Your Team, HR Guidelines and Procedures*.

The portal homepage highlights a personalized list of To-Dos in the top left corner, giving users updates about any outstanding HR-related tasks to complete. An HR-specific news carousel appears to the right.

The rest of the page is heavily influenced by early user input. After the launch of Phase 1 of the site, the team conducted focus groups with employees to collect feedback. Though the early homepage was an improvement over previous designs, users were still struggling to find the content they needed, particularly if that content appeared “below the fold” or off the visible page area.

With this feedback, the team redesigned the page, eliminating clutter and using a tabbed approach with expandable and collapsible sections to help make content more visible to users. The site checks the user’s screen resolution on page load, scaling the homepage to show as much as possible in a single view, and collapsing sections as needed.

Each section expands to reveal subcategories, which appear in a tabbed interface. Each tab includes links to key content within that section as well as a personalized dashboard of information. This includes the user’s job title, career band and line of business in the *Money* section of *Your Info*, team members’ birthdays and service dates in the *Build Your Team* tab of *Your Team*, and used vacation time in the *Paid Time Off* section.

VZ 48.36 -0.39

[HOME](#)
[WHO WE ARE](#)
[ABOUT YOU](#)
[WORK TOOLS](#)
[VZKNOWLEDGE](#)
[MY NETWORK](#)

[About You Home](#)
[Your Info](#)
[Your Team](#)
[HR Guidelines & Procedures](#)
[About You News](#)

About You

Home / About You

Welcome, Rachel

YOUR TO-DOs
2

Approve Time

Your online paystub is available.

View Complete To-Dos List

FREE

HEALTH SCREENINGS

Find Out How Healthy You Really Are

YOUR INFO
[Manage](#)
[View All](#)

Money
Health & Benefits
Work Tools & Resources
Career & Learning
Performance & Recognition
Other

Your Total Rewards
My Pay
View Paycheck
Direct Deposit
Access W2

Access W4
NetBenefits
Your 401(K) Savings
Base Pay

Job Summary

TITLE: XXXXX

CAREER BAND: XXXXX

LOB: XXXXX

YOUR TEAM
[Manage](#)
[View All](#)

Build Your Team
Absence & Schedule
Develop Your Team
Performance & Recognition
Compensation & Rewards
Time Reporting

Create Job Opening
Onboarding Your New Employee
View My Job Openings
Manage Your Team Job Aids

NAME
SERVICE DATE
BIRTHDAY

PAID TIME OFF

42% Used

As of 09/08/2014

VACATION

Annual Eligibility

Max Accrual (150%)

Hrs Used YTD

Balance

HOURS

120

180

16

80

TOTAL REWARDS

As of 09/08/2014

PERSONAL TIME

Beginning Balance

Hrs Used YTD

Balance

HOURS

56

48

8

LEARNING

DISCOUNTS

Verizon's Vacation Policy encourages effective job performance and a balanced personal/professional life for employees.

About You Home

HR Guidelines & Procedures

Your Info

Your Team

View About You News

Your Info

Access Benefits Connection

WellConnect

Access Performance Documents

Find a Doctor

Learning Portal

Manage Development

Search For Courses

Search Job Openings

Tuition Assistance Application

View Current enrollment Options

View/Update Direct Deposit

View Your Paycheck

Your Team

Create Job Opening

Access Performance Documents

Manage Your Team's Absence

View Your Team (MSS) Job Aids

HR Guidelines & Procedures

Health & Benefits

Information for Supervisors

Labor Relations

Life And Time Off

Money

Environmental Health & Safety

Compliance

Career and Learning

VZ Culture

Proprietary and Confidential. Not for disclosure outside of Verizon. | [Full Legal Disclaimer](#)

Copyright © Verizon 2014

TO-DOs

AUTHOR

BOOKMARKS

GROUPS

VIEW BY EID

Image 135. Verizon About You Portal: Homepage. The Verizon About You homepage acts as a dashboard of data, providing a snapshot of user information and quick access to essential tools and information.

135_Verizon_01_Home_live.png

Verizon Communications

© NIELSEN NORMAN GROUP WWW.NNGROUP.COM

301

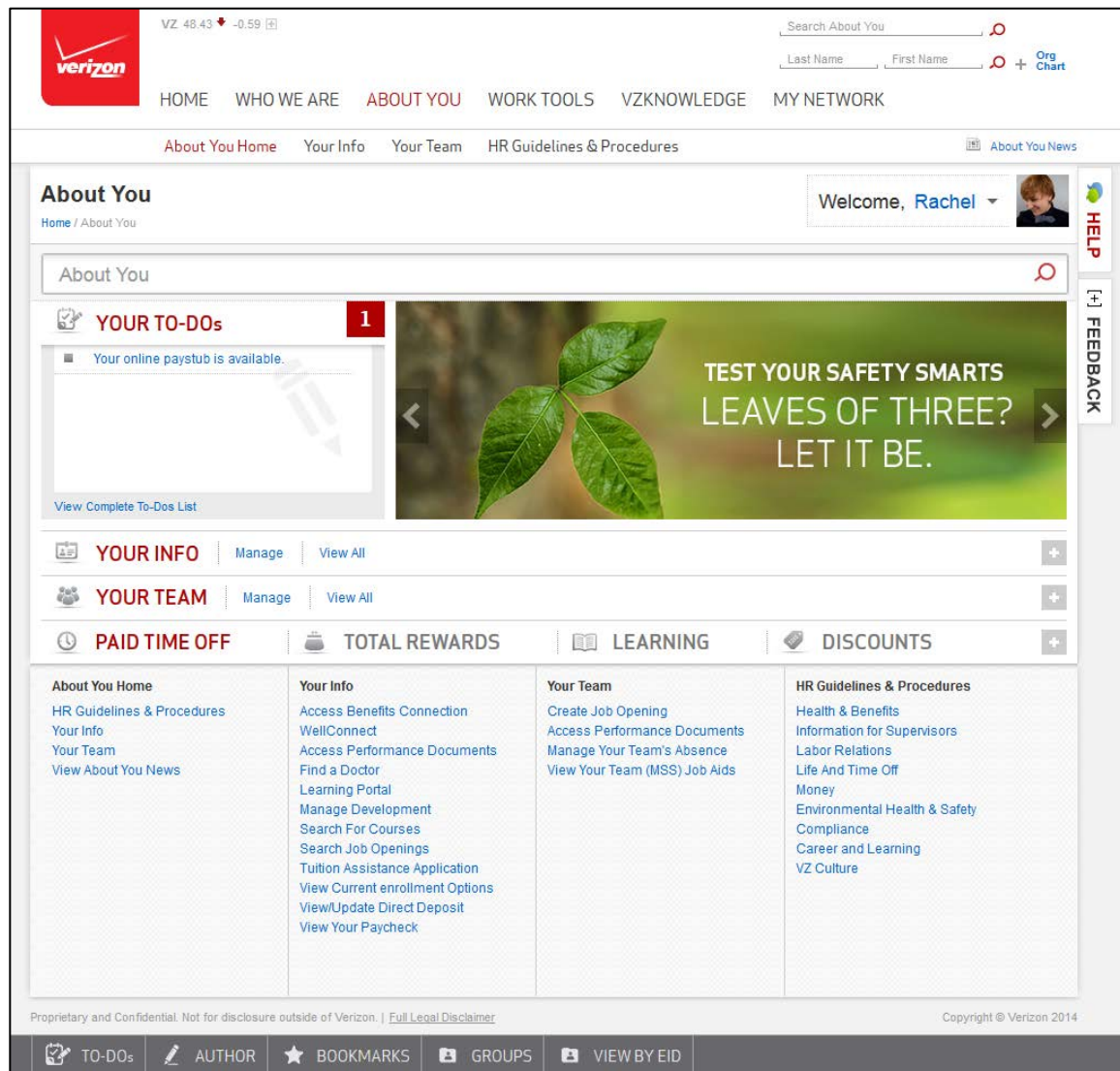


Image 136. Verizon Intranet: Screen-Size Detection. After detecting screen resolution, the Verizon *About You* site collapses content areas to fit the information to the user's display. This gives a quick overview of content without requiring users to scroll. *136_Verizon_02_homecollapsed_live.png*

The *About You* portal uses responsive design to accommodate users coming from a wide variety of device types, and to serve the mobile component of the workforce that doesn't have regular access to desktop computers. Employees use their own devices, or company-issued devices, so there was no standard device to design for, and the idea of mobile application was ruled out.

Deciding to go responsive was not an easy decision, however, since it required an enormous recoding effort and was, essentially, like designing three to five websites all at once. However, the benefit of a single code base was a perk because it would be easier for the relatively small in-house team to maintain going forward.

As part of the responsive model, the team decided to set three general breakpoints in the front-end templates for phones, tablets, and desktop. The team took a desktop-first approach to the design, because metrics showed that while mobile and tablet traffic was steadily increasing, the majority of users were coming via desktop. Starting from the desktop meant the team paid special attention to load times for mobile devices, which are often on spottier and slower connections.

From a content perspective, the goal was to include as much information as possible on mobile. While text-based information is relatively easy to design responsively, functionality can be harder to adapt. This complexity can be exacerbated by back-end technologies that may not play well with responsive design. Much of the site's functionality comes via PeopleSoft, which is not responsive out-of-the-box. As such, the team decided to target and prioritize key areas of functionality, with a staggered release approach, adding more functionality to the mobile design as time allowed.

The first area the team tackled was the *Your Info* section, which contains personal information. The first mobile design offers a read-only view of the content, whereas the desktop design gives users access to full functionality. Desktop users can upload a photo, print a profile, or update or add any of the personal information on the site.

The mobile experience allows users to see the information, but not to edit or interact with most of it. This is explained to the user at the top of the page: "We've recently upgraded Your Info to be viewable on mobile devices, although you may notice that not all functions are available. We are still working on enhancing this functionality to make your self-service tasks mobile friendly."

As on the homepage, sections of information are collapsed in the mobile design to minimize scrolling while allowing users to get a quick overview of the page.

VE 48.02 4:11 PM
Search about you
Last Name First Name
Chat

[HOME](#)
[WHO WE ARE](#)
[ABOUT YOU](#)
[WORK TOOLS](#)
[VZKNOWLEDGE](#)
[MY NETWORK](#)

[About You Home](#)
[Your Info](#)
[Your Team](#)
[HR Guidelines & Procedures](#)

[About You Home](#)

Your Info

[Home](#) / [About You](#) / [Your Info](#)

Welcome, Rachel

Knickmeyer, Rachel
MTS IV Call-Sys Engrg

[upload your photo](#)
[print your profile](#)
[change your name](#)

PERSONAL INFORMATION

[CONTACT & ADDRESS](#)
[EMERGENCY CONTACTS](#)
[OTHER](#)

Phone [Edit](#)

Business: 972/731-7251

Home/Primary: XXXXXX-XXXX

Email [Edit](#)

Business: rachel.knickmeyer@verizon.com

Home: rknickme@gmail.com

Work Location [Edit](#)

720 Hidden Ridge
Irving, TX 75038
USA

Floor: 02

Room #:

Mail Code:

Home Address [Edit](#)

123 Home Street
Dallas, TX 75038
USA

TALENT PROFILE

[EXPERIENCE](#)
[EDUCATION](#)
[OTHER QUALIFICATIONS](#)
[CAREER MOBILITY](#)

Verizon Work Experience [Add](#)

No Verizon Work Experience Entered

Key Internal and External Career Accomplishments [Add](#)

No Key Career Accomplishments Entered

Key External Work Experience [Add](#)

No Key External Work Experience Entered

YOUR LEARNING

[Learning Portal \(VZLearn\)](#)

[Search for Courses](#)

Enrolled Courses

Course Name	Status	Enrollment Date
WatchIT: Introducing IoT - "The Internet of Things": Online Course	Enrolled	
WatchIT: Cyber Security - Why is it so Hard? Online Course	Enrolled	
Learning Portal - Vendor Training Upgrade Overview Online Course	Enrolled	

EMPLOYEE PORTFOLIO

Document Title	Status	Status Date & Time
Your Code of Conduct Training	Complete	06/11/12 4:26:30PM

DEVELOPMENT PLAN

Shared / Discussed Development Items

Opportunity	Action	Target Date
Leadership Capability - Assess & Develop People	On the Job Activities-Lead or participate in a project that builds your feedback and/or coaching skills	12/31/2014
Leadership Capability - Assess & Develop People	On the Job Activities-In one month, seek feedback from 3 peers on your performance	12/31/2014
Leadership Capability - Assess & Develop People	On the Job Activities-Present accountability practices at a team meeting to increase overall department	12/31/2014
Leadership Capability - Execute Laser Sharp Priorities	On the Job Activities-Visit customers or field operations to gain a better understanding of how your	12/31/2014
Leadership Capability - Execute Laser Sharp Priorities	On the Job Activities-Champion a new approach within your team and help others embrace it	12/31/2014
Leadership Capability - Mold a Team	On the Job Activities-Over the course of 3 months, master collaboration skills and apply them to how	12/31/2014
Leadership Capability - Mold a Team	On the Job Activities-Attend an external event/forum where the speakers address building a high perf	12/31/2014

[View/Update Development Plan](#)

About You Home

[HR Guidelines & Procedures](#)

[Your Info](#)

[Your Team](#)

[View About You News](#)

Your Info

[Access Benefits Connection](#)

[WellConnect](#)

[Access Performance Documents](#)

[Find a Doctor](#)

[Learning Portal](#)

[Manage Development](#)

[Search For Courses](#)

[Search Job Openings](#)

[Tuition Assistance Application](#)

[View Current enrollment Options](#)

[View/Update Direct Deposit](#)

[View Your Paycheck](#)

Your Team

[Create Job Opening](#)

[Access Performance Documents](#)

[Manage Your Team's Absence](#)

[View Your Team \(MSS\) Job Aids](#)

HR Guidelines & Procedures

[Health & Benefits](#)

[Information for Supervisors](#)

[Labor Relations](#)

[Life And Time Off](#)

[Money](#)

[Environmental Health & Safety Compliance](#)

[Career and Learning](#)

[VZ Culture](#)

Proprietary and Confidential. Not for disclosure outside of Verizon. | [Full Legal Disclosure](#)

Copyright © Verizon 2014

Your Info

[Home](#) / [About You](#) / [Your Info](#)

Announcement!

We see you're on your mobile device. We're happy to announce we've recently upgraded Your Info to be viewable on mobile devices, although you may notice that not all functions are available. We are still working on enhancing this functionality to make your self service tasks mobile friendly. Keep checking back!

Rachel Knickmeyer
MTS IV Call-Sys Engrg

JOB SUMMARY

Job Title: MTS IV Call-Sys Engrg

Career Band: 7V

EmpID: 1556332

EID: 7335137652

Service Date: 03/24/2008

Years of Service: 6

Status: Active

Reg/Temp: Regular

Full/Part: Full-Time

LOB: VERIZON CORPORATE

Scope: GL Global

Function: Management Information Systems

Sub Function: Management Information Systems

YOUR PAY

[Important Links](#)

[View your Paycheck](#)

[Direct Deposit](#)

401K

W2

W4

My Pay

YOUR TOTAL REWARDS

[Show All](#)

- Compensation
- Wealth Accumulation
- Health & Well Being
- Recognition Programs
- Tuition Assistance

Total Rewards

Total Wealth Accumulation

[View Your Total Rewards](#)

BENEFITS CONNECTION

Get Access for:

- Medical Plans
- Dental Plans
- Vision Plans
- Flexible Spending Accounts
- Change Your Coverage
- Find a Doctor

[Go To Benefits Connection](#)

PERFORMANCE

[View Your Performance Document](#)

[Career Progression Model](#)

CAREER PLAN & OPPORTUNITIES

[Create a Job Search](#)

Rate This Page [Send This Page Home](#)

★★★★☆

[HELP](#) [\[+\] FEEDBACK](#)

About You Home

[HR Guidelines & Procedures](#)

[Your Info](#)

[Your Team](#)

[View About You News](#)

Your Info

[Access Benefits Connection](#)

[WellConnect](#)

[Access Performance Documents](#)

[Find a Doctor](#)

[Learning Portal](#)

[Manage Development](#)

[Search For Courses](#)

[Search Job Openings](#)

[Tuition Assistance Application](#)

[View Current enrollment Options](#)

[View/Update Direct Deposit](#)

[View Your Paycheck](#)

Your Team

[Create Job Opening](#)

[Access Performance Documents](#)

[Manage Your Team's Absence](#)

[View Your Team \(MSS\) Job Aids](#)

HR Guidelines & Procedures

[Health & Benefits](#)

[Information for Supervisors](#)

[Labor Relations](#)

[Life And Time Off](#)

[Money](#)

[Environmental Health & Safety Compliance](#)

[Career and Learning](#)

[VZ Culture](#)

Proprietary and Confidential. Not for disclosure outside of Verizon. | [Full Legal Disclosure](#)

Copyright © Verizon 2014

304

INFO@NNGROUP.COM

Verizon Communications

Image 137. Verizon Intranet: Responsive Design. The Verizon intranet uses responsive design to accommodate users regardless of device type. Most content is available to mobile devices but functionality is limited due to restrictions with the systems serving the information. More functionality is added over time. This image shows the *Your Info* section in desktop (left) and mobile (right) display sizes. *137a_Verizon_03a_YourInfo_Live.png* (left) and *137b_Verizon_03b_YourInfoMobile_Live.png* (right)

Personalization can be a challenge on any site, but it's not optional on a site serving human resources information to 230,000 employees around the globe. The previous Verizon portals had used personalization to serve the right information to the right audiences, but the personalization roles had gotten rather complex.

The team limited the personalization profiles for the new Drupal-based portal by 60%. Profiles are based on role (supervisor or contributor), location, and department.

Having personalization means every user sees a slightly different view of information, which can be problematic when a supervisor needs to provide information to assist a direct report. The same holds true when an HR rep tries to help an employee. To combat this issue, the Verizon team has provided a method for managers and HR reps to emulate employees. This allows access to that employee's view of content, which masks any information that is private.

Personalization can also make search a challenge. When users search for HR information, it's essential they see the appropriate results, showing policies or procedures that apply to them. The newly improved search now returns all matching results, run through a personalization engine, so employees only see the information they are authorized to see.

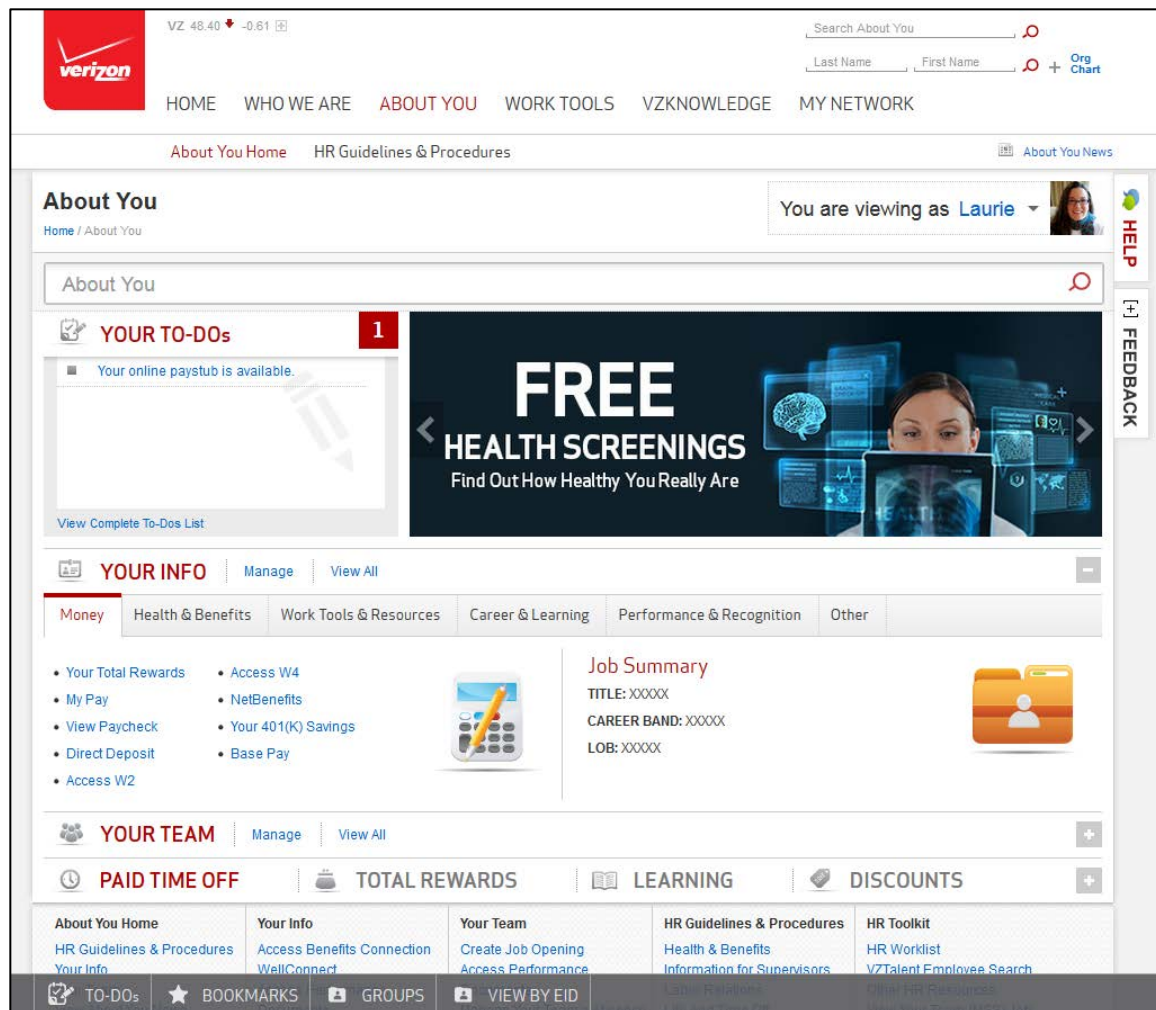


Image 138. Verizon Intranet: Alternate Role Viewing. Managers and HR reps can view the *About You* portal as another employee to understand the context of a given personalized view. Though any private information is still hidden. *138_Verizon_04_Masquerading_live.png*

The Verizon team's attention to detail paid off. The slimmed-down content and focused navigation helps move users to content more quickly. The new portal has shaved 30 seconds off the average visit time on desktop and a minute off the time on mobile, resulting in increased productivity. The team continues to make improvements, collecting page-level feedback from users, and adding more complex functionality to mobile.

BACKGROUND

A Merger Creates an Opportunity

In early 2014, Verizon Communications acquired the minority stake of Verizon Wireless from Vodafone. This acquisition gave the company an opportunity to evaluate the existing portals and determine where consolidation of application resources would be possible.

The two portals shared a common design, but were housed, governed, and maintained in completely separate environments, resulting in a huge amount of overlapping content and disconnected experiences. This presented the organization with an opportunity to create a unified HR experience while dramatically improving the usability and design of the new consolidated portal.

The HR team wanted to create a cohesive, aligned experience across the enterprise with simplified navigation paths. The two separate libraries made managing this difficult because on the old platform, “employee discounts” was accessed in different locations for wired vs. wireless. Consolidating content was key to unifying the experience. “We wanted to bring these experiences together by consolidating the location of the content, aligning the navigation paths, and harmonizing content where it made sense,” says Ruben Luque, Director of Human Resources.

The goal was important because a good outcome would mean improved user workflows. “We wanted HR representatives to be able to go in and see all content on a particular topic area on a single page instead of across several disparate experiences,” says Luque.

The overall vision for the new portal was to provide all Verizon employees with a common, highly-personalized and responsive site for accessing the broad wealth of human resources material and transactions. “We focused on delivering a site that would be accessible from any device, anywhere; consolidating and refining the huge amount of HR content into a user-friendly framework,” says Rachel Knickmeyer, Senior Information Architect.

For much of the year prior to work getting started in earnest, the team collected a wealth of information about site usage. This included analyzing Webtrends metrics to identify the frequently used content and tasks, conducting targeted focus groups with groups of end users to discuss specific areas of concern, and gathering feedback from user surveys. All of this information led the team to two important conclusions:

- Content on the site was overwhelming and difficult to comb through.
- Users were increasingly trying to access the site through their smartphones and tablets but the site did not adequately support it.

These realizations ended up driving the product vision. “So, while the overarching goal may have been to bring the two existing Human Resources portals together, the design vision was one of streamlined content delivery and responsiveness,” says Knickmeyer.

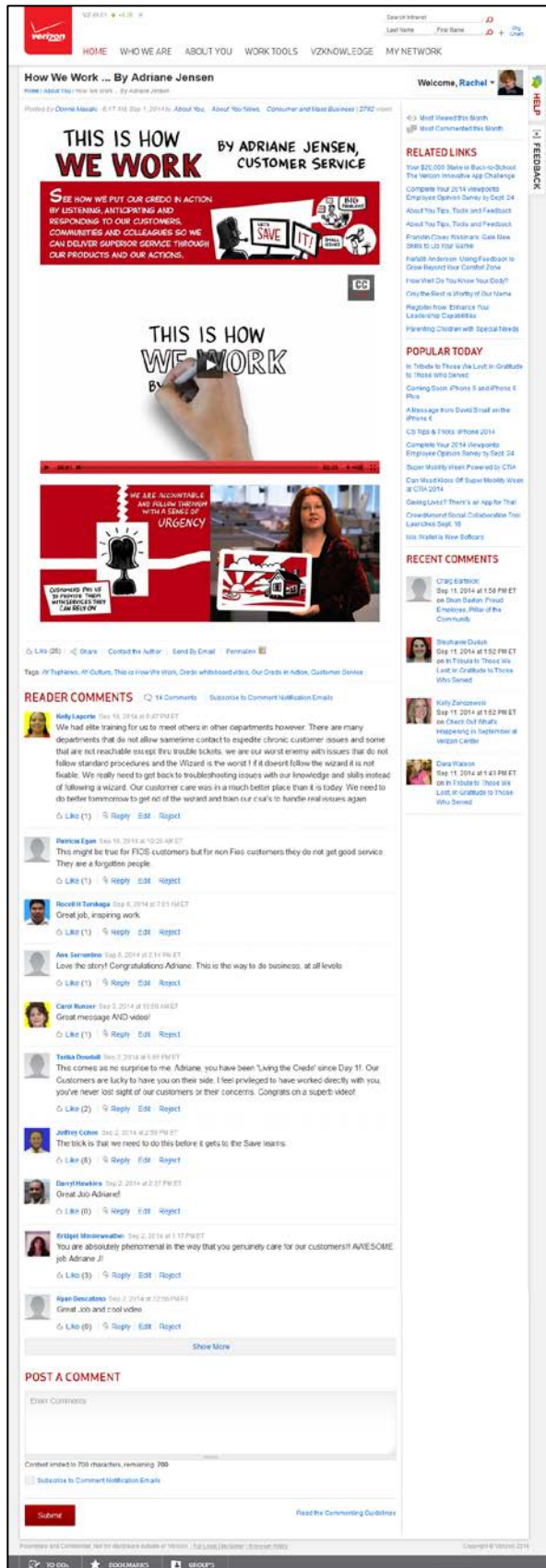
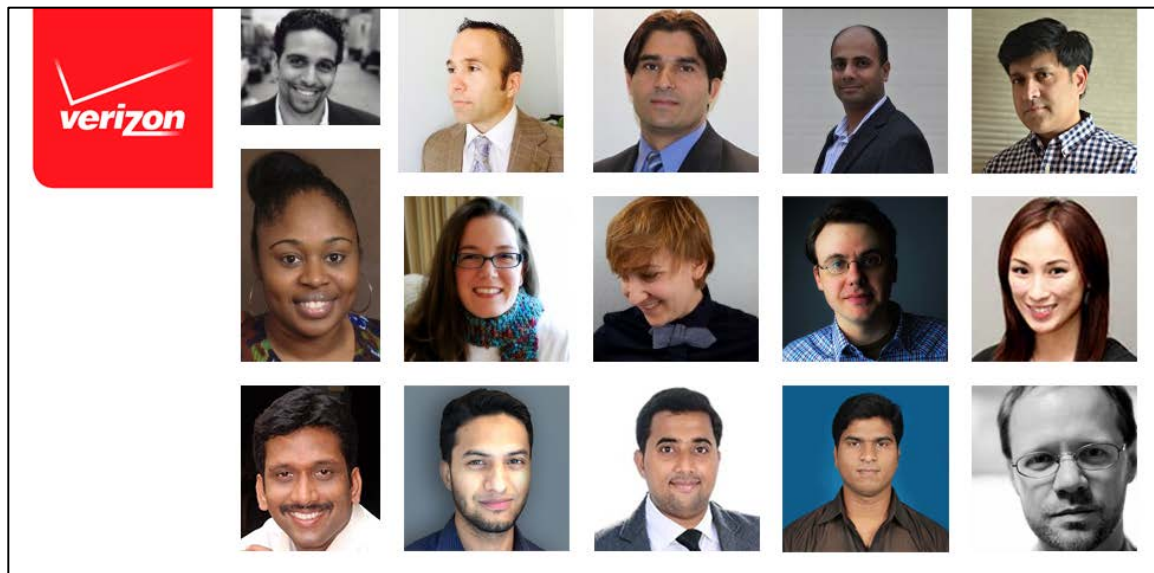


Image 139. Verizon Intranet: Better Integration of HR News. On the new Drupal-powered Verizon intranet platform, HR News is now more fully integrated with the rest of the news feeds and employees can now comment and share these stories, bringing a new sense of community to the *About You* space and Verizon's intranet in general. [139_Verizon_05_News_live.png](#)

INTRANET TEAM



Verizon team members (left to right): Ruben Luque, Nathan Kemp, Anil Kumar, Chethan Makam, Venkata Avasarala, Shernell Saunders, Lolly Chessie, Rachel Knickmeyer, Alan Masters, Lillian Renner, Venkata Suburayalu, Fahimuddin Mohammed, Santhosh Sypureddi, Rajendra Prasad, Gregory Swindle. Not pictured: Gus Attar, Tom Bruser, and Abuthahir Kamalbatcha.

GOVERNANCE

The *About You* portal, accessed via a link in the intranet's main navigation, is co-owned by Human Resources and the Chief Administrative Office-IT (CAO-IT). This close partnership between IT and the business has helped increase the team's understanding of the various challenges in the space.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Human Resources	<ul style="list-style-type: none"> • Content owners • Manage stakeholders • Direct business strategy
Human Resources / Information Systems	<ul style="list-style-type: none"> • Project management • Ensure alignment with Information Systems roadmap • Oversee integration
CAO-IT Systems Architecture Group	<ul style="list-style-type: none"> • Act as business analyst and subject matter expert • Provide technical architecture support, including: <ul style="list-style-type: none"> ◦ System and software architecture ◦ PHP/Java software development ◦ Search and metrics implementation ◦ Infrastructure and application support
CAO-IT Creative Services	<ul style="list-style-type: none"> • Oversee design and activities, including: <ul style="list-style-type: none"> ◦ Information architecture ◦ User research efforts ◦ Graphic design ◦ Front-end development ◦ Drupal theming

Figure 47. Verizon Intranet Team Responsibilities

USERS

Approximately 230,000 users, essentially all Verizon employees, need to visit *About You* at some point to deal with tasks concerning human resources information. As such, *About You* has to work for an astonishingly wide range of user types, from field technicians logging in through their tablets, to management and sales employees trying to find information on their phones while catching their next flight, to an IT employee trying to find vacation information at work in between job tasks.

VZ 49.01

+0.26

Search About You

Last Name

First Name

Org Chart

HOME

WHO WE ARE

ABOUT YOU

WORK TOOLS

VZKNOWLEDGE

MY NETWORK

About You Home

Your Info

Your Team

HR Guidelines & Procedures

About You News

Welcome, Laurie

HELP

FEEDBACK

About You

OVERVIEW

TALENT ACQUISITION

MANAGE TALENT

COMPENSATION

YOUR TEAM

1-5 of 5

SUMMARY

JOB DETAILS

CONTACT

ORG ATTRIBUTES

Name	Actions	Birthday	Service Date	Job Title
Timothy Washington	Actions	07/03	02/05/2007	MTS IV Cst-Sys Engr
Ron L Baker	Actions	09/25	03/24/2008	MTS IV Cst-Sys Engr
Sarah Vaughn	Actions	10/30	03/05/2007	MTS III Cst-Sys Engr
Peggy Ryan	Actions	04/12	07/22/2013	MTS I-Sys Engr
Vikram Sushila	Actions	10/25	03/17/2008	MTS IV Cst-Sys Engr

Take Action on Multiple Employees

DELEGATION

YOUR DELEGATES

DELEGATED TO YOU

View All

PREV

Viewing 1-2 of 2

NEXT

Delegate	In Charge Of
Jo-Ellen Doldo	MSS Sensitive Job Transactions
Jo-Ellen Doldo	Run Manager HR Reports

Assign a Delegate

Your Direct Reports' Delegates

TRANSACTION STATUS

View All

PREV

1-2 of 2

NEXT

Submitted	Transaction	Affected Employee	Status	Next Approver
12/12/2013	Location & Supervisor Change	Vikram Sushila	Approved	
12/06/2013	Job Change	Peggy Ryan	Approved	

LEARNING

View All

First

Prev

1-5 of 5

Next

Last

Supervisor Name	Employee Name	Standard Training Current Year	Departmental/Supplemental Vendor Training Hours Current Year	Total Learning Hours Current Year
Chessie,Laurie E	Peggy Ryan	0.00	12.50	12.50
Chessie,Laurie E	Ron L Baker	0.00	22.00	22.00
Chessie,Laurie E	Vikram Sushila	0.00	22.75	22.75
Chessie,Laurie E	Sarah Vaughn	0.00	23.00	23.00
Chessie,Laurie E	Timothy Washington	0.00	32.25	32.25

Launch Learning Dashboard

EMPLOYEE PORTFOLIO

Want to take a look at the locker documents of your team?[Click here](#)

Rate This Page

★★★★☆

Send This Page Home

About You Home

HR Guidelines & Procedures

Your Info

Your Team

View About You News

Your Info

Access Benefits Connection

WellConnect

Access Performance Documents

Find a Doctor

Learning Portal

Manage Development

Search For Courses

Search Job Openings

Tuition Assistance Application

View Current enrollment Options

View/Update Direct Deposit

View Your Paycheck

Your Team

Create Job Opening

Access Performance Documents

Manage Your Team's Absence

View Your Team (MSS) Job Aids

HR Guidelines & Procedures

Health & Benefits

Information for Supervisors

Labor Relations

Life And Time Off

Money

Environmental Health & Safety Compliance

Career and Learning

VZ Culture

Proprietary and Confidential. Not for disclosure outside of Verizon. | [Full Legal Disclaimer](#)

Copyright © Verizon 2014

TO-DOs

AUTHOR

BOOKMARKS

GROUPS

VIEW BY EID

Verizon Communications

© NIELSEN NORMAN GROUP WWW.NNGROUP.COM

311

Image 140. Verizon Intranet: Supervisor Tools. Verizon supervisors who visit *About You* need to handle the everyday tasks associated with managing people, including absences, address changes, training, performance reviewing, and so on. The *Your Team* workspace unites these transactions and streamlines the tasks. Supervisors can easily initiate tasks for individual team members using the helpful *Actions* drop-down or deal with related tasks using various other widgets within this space. *140_Verizon_06_YourTeam_live.png*

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"> A single URL exists for the <i>About You</i> portal (extranet and intranet). The URL is not shared for security reasons.
Default Status	<ul style="list-style-type: none"> The <i>Employee Communications</i> portal is the default homepage of the Verizon intranet for all employees. <i>About You</i> is accessible from the default location as part of the intranet navigation.
Remote Access	<ul style="list-style-type: none"> Employees can access <i>About You</i> via the extranet or on a personal device. Many people take advantage of this in order to accomplish these tasks when they are not busy at the office.
Shared Workstations	<ul style="list-style-type: none"> Some users access <i>About You</i> via shared workstations, most commonly in a garage or store environment where users do not always have a dedicated device of their own.

Figure 48. Verizon URL and Access Information

DESIGN PROCESS AND USABILITY WORK

Design Approach

The *About You* portal has been around for quite some time and has undergone several redesigns. Thus, the current iteration is the result of a number of user research efforts undertaken over several years.

Card Sorts Help Refine Navigation

In 2013 the design team embarked on its first major effort to redesign the site, beginning with a series of card sort exercises. The goal was to explore how users felt about site structure. The existing navigation was organized primarily around content verticals managed by individual teams. "We had a suspicion this wasn't how our users envisioned the site," says Knickmeyer.

She explains their process: "We did an open card sort with a relatively small set of users from a range of job types. The results indicated that users were more inclined to break the site up into task-oriented areas. We decided to carry that forward and did a second, closed card sort activity using OptimalSort with about 200 employees across business groups to see how page organization might change in these new areas."

The results helped the team introduce the new primary navigation approach: *Your Info*, *Your Team*, and *HR Guidelines & Procedures*. Before this shift, most of the transactional tasks associated with team and personal information management were collected into unorganized "toolkit" buckets that were absent from the navigation. Now, the new navigation is much more streamlined and in line with user expectations.

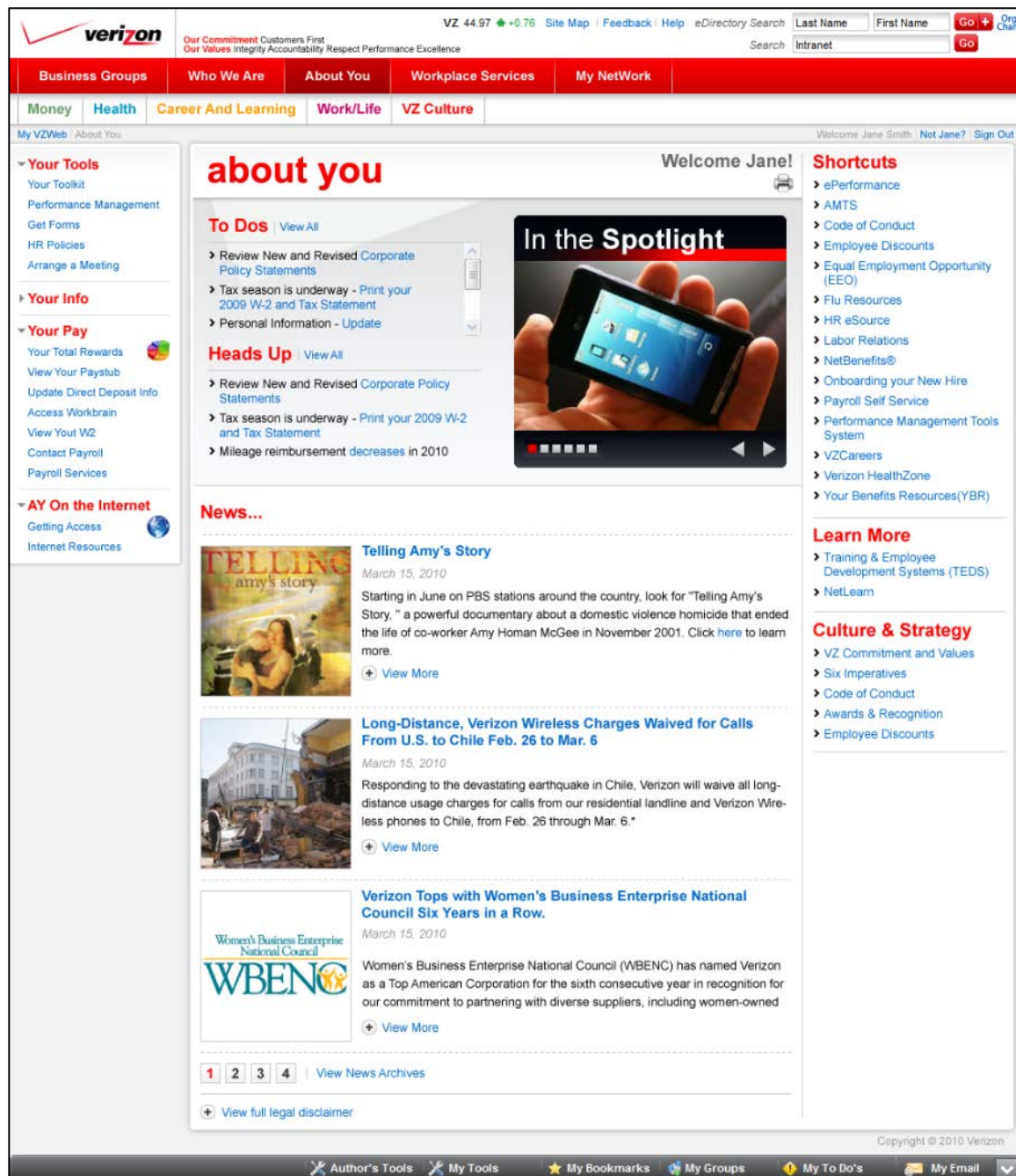


Image 141. Verizon Intranet: The Old *About You* Portal. When the Verizon team tackled redesigning *About You* in early 2012, its navigation scheme was a confusing collection of shortcuts and quick links that had accumulated and evolved over time. The *About You* homepage focused on news, shuttling off the important links to the two side columns and paid very little attention to what users were going there to accomplish.
 141_Verizon_07_Home_Version1.png

Focus Groups Gauge User Sentiment

After the launch of Phase 1, the *About You* redesign, the team chose to conduct a series of focus groups to help them gauge user sentiment about how well the portal was performing. Focus groups helped the team take the pulse of the organization but they also allowed them to be face-to-face with a large number of employees. “Focus Groups were chosen over individual interviews for this effort in order for us to get face time with a larger number of employees than we might not have otherwise,” says Knickmeyer.

“Additionally,” she says, “we have found that these group sessions get users to engage with each other and can lead to truly interesting and enlightening conversations.”

For this effort, they gathered groups of 10–15 employees at a time and asked them general questions about how they used the site and how it was working for them. Feedback from these sessions helped the team understand the homepage could use some improvements. “In particular, we kept hearing that users were missing information that was on the homepage, but generally below the fold,” says Knickmeyer.

Another common theme that emerged was that the homepage seemed “overwhelming” and disorganized. “This refrain was a big part of our inspiration for the new homepage design. We used expandable/collapsible sections and tabs to try and trim the page down and make it more organized, while giving us room to bring key content up higher on the page,” says Knickmeyer.

User Ratings Uncover Trouble Spots

Over the past several years the Verizon intranet has included a feature on each content page that allows users to rate and submit feedback on individual pages. The team tracked and analyzed these ratings and the associated feedback over several months to try and identify particular problem areas. Sometimes the team discovered trends in the data that helped them identify areas where they could make important improvements. Luque gives an example:

“The previous version of our portals had content for all employees, along with a separate section for supervisors. As we went through the initial redesign effort we noticed that not all pages pertaining to the same topic would get updated at the same time, particularly in the *Information for Supervisors* section. It was determined that authors own a topic rather than an area of site, and having that content located in different locations resulted in authors not always updating the content for supervisors, while keeping it up to date for employees.”

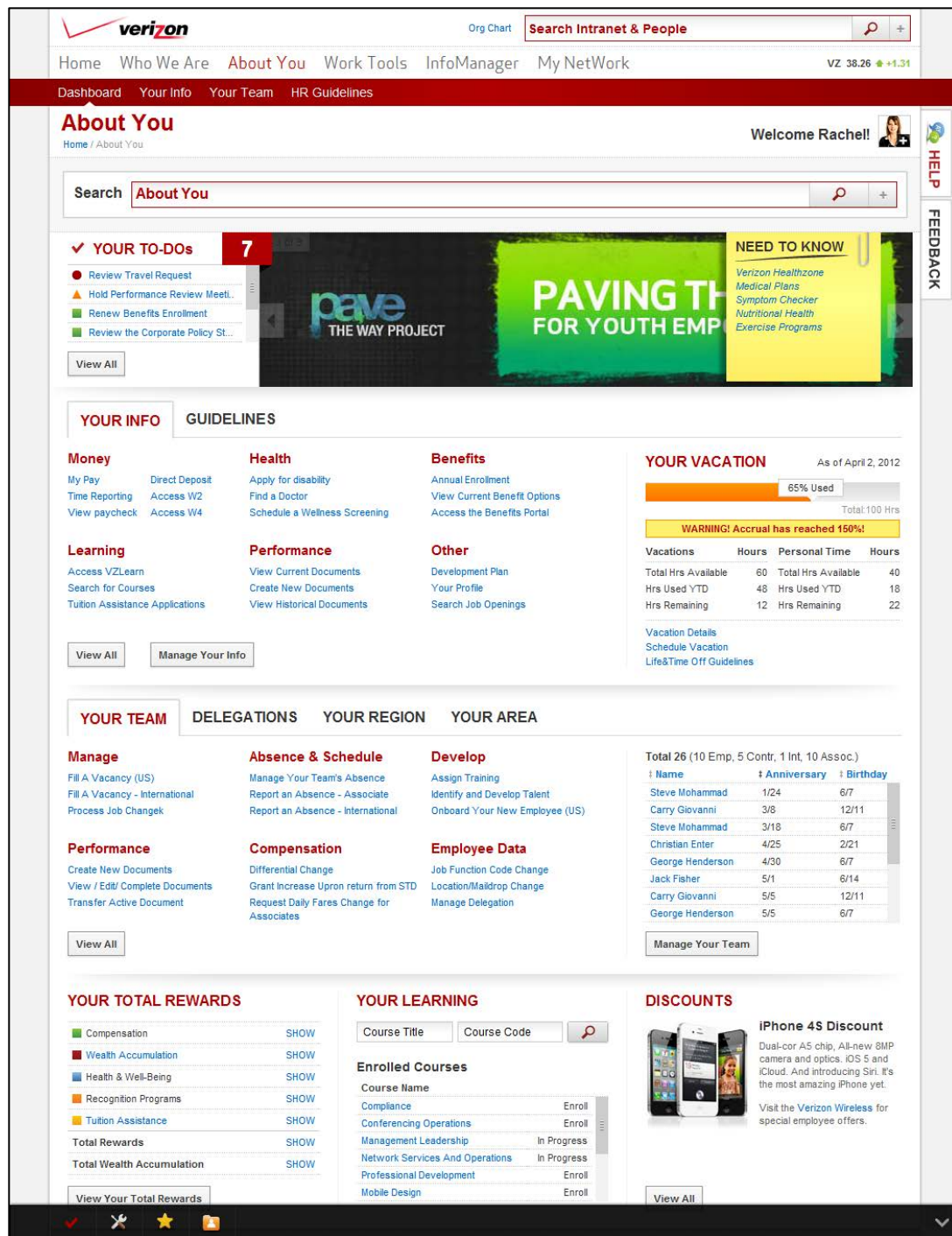


Image 142. Verizon Intranet: *About You* Content Organization. The Verizon team's first attempt at reworking *About You* aimed to improve content organization. A new navigation was created based on the results of card sort activities, and a new homepage that facilitated users toward transactions and important data. This design was an improvement, but the company's mobile users were still under-served. Also, the number of links on the homepage proved difficult to scan, and few users scrolled down the page, missing the best content, like *Rewards and Discounts*. 142_Verizon_08_Home_Version2.png

VZ 48.61 -0.14

[HOME](#)
[WHO WE ARE](#)
[ABOUT YOU](#)
[WORK TOOLS](#)
[VZKNOWLEDGE](#)
[MY NETWORK](#)

[About You Home](#)
[Your Info](#)
[Your Team](#)
[HR Guidelines & Procedures](#)
[About You News](#)

Having A Baby

[Home](#) / [About You](#) / [HR Guidelines & Procedures](#) / [Life and Time Off](#) / [Life Events](#) / [Having A Baby](#)

Welcome, **Rachel**

Welcoming a new child into your family is a time of great joy and excitement. It's also a time for planning. Verizon knows that you have many decisions to make and actions to take so we provide you resources to help you manage your life at work and home.

[Download the Complete Verizon Guide for Expectant Parents](#)

Taking Time Off

Learn about the time-off options available for before and after you welcome your new arrival.

Benefits Package

As a Verizon employee, many benefits are available to you. Find out about the benefit offerings that Verizon provides to support you during this important time.

Support Programs

In addition to your time-off and medical benefits packages, Verizon offers many other support programs and resources including classes, private lactation areas and more.

Spouses and Partners

If your spouse or partner is pregnant, you might want to learn more about your benefits.

Contacts

During this time, you may need to call for assistance or information using our full list of contact details.

FAQs

If you're not sure where to look, our Frequently Asked Questions will help answer most of your concerns.

Life and Time Off

- [Alternative Work Arrangement](#)
- [EAP & Other Resources for You and Your Family](#)
- [Emergency Preparedness](#)
- [Employee Discounts](#)
- [Illness & Injury](#)
- [Legal Notices](#)
- [Life Events](#)
- [Time Off and Flexibility](#)
- [Workers' Compensation](#)
- [Workplace Environment](#)
- [Wuhan Employees](#)

Adoption

If you are looking for information on adoption, please check out our dedicated resource page for adopting a child.

MATERNITY TIMELINE

First Months Of Pregnancy	30 Days Before Birth	Baby's First Weeks	Return To Work
<ul style="list-style-type: none"> Plan your time-off: Short Term Disability, Paid Time-Off and Leave of Absence. Enroll in the Anthem Healthy Pregnancy Program prior to your 16th week of pregnancy and complete the program in order to receive reimbursement for pregnancy goods and services – up to \$300! Contact Anthem at 1-866-535-5321. You or your dependent must have elected Anthem Blue Cross Blue Shield (BCBS) coverage to be eligible. Contact your benefits provider (such as Anthem BCBS) to obtain information about receiving a free breast pump. View the Healthy Pregnancy Webinar on WellConnect's video library page. 			

Tags: [Having A Baby](#), [giving Birth](#), [fmla](#), [maternity Leave](#), [FMLA](#)
[Suggest A Tag](#)

[Rate This Page](#)
[Send This Page Home](#)

[About You Home](#)
[HR Guidelines & Procedures](#)
[Your Info](#)
[Your Team](#)
[View About You News](#)

[Your Info](#)
[Access Benefits Connection](#)
[WellConnect](#)
[Access Performance Documents](#)
[Find a Doctor](#)
[Learning Portal](#)
[Manage Development](#)
[Search For Courses](#)
[Search Job Openings](#)
[Tuition Assistance Application](#)
[View Current enrollment Options](#)
[View/Update Direct Deposit](#)
[View Your Paycheck](#)

[Your Team](#)
[Create Job Opening](#)
[Access Performance Documents](#)
[Manage Your Team's Absence](#)
[View Your Team \(MSS\) Job Aids](#)

[HR Guidelines & Procedures](#)
[Health & Benefits](#)
[Information for Supervisors](#)
[Labor Relations](#)
[Life And Time Off](#)
[Money](#)
[Environmental Health & Safety](#)
[Compliance](#)
[Career and Learning](#)
[VZ Culture](#)

Proprietary and Confidential. Not for disclosure outside of Verizon. | [Full Legal Disclaimer](#)

Copyright © Verizon 2014

Verizon Communications

© NIELSEN NORMAN GROUP WWW.NNGROUP.COM

317

Image 143. Verizon Intranet: *HR Guidelines and Procedures*. Most Verizon employees come to *About You* for *HR Guidelines & Procedures* information, so the layout and accessibility of these pages is critical. On the new platform, the team provides authors with flexible templates to create easy-to-read pages personalized on a variety of dimensions, such as location, organization, pay band, or supervisor status.

143_Verizon_09_Guidelines_live.png

Another key focus for the redesign was to gain a better understanding of how supervisors were using the policy areas of the site. To accomplish this goal, the design team conducted one-on-one interviews with supervisors, hoping this format would give the participants the freedom to be more candid than they might be in a group setting.

In total they talked to approximately 20 individual managers from across business groups. In addition to general questions about their usage, they presented a few options of how they were considering redesigning the supervisor information areas. The feedback from these sessions helped inform their decisions. For example, the results led the team to decide to co-locate supervisor content with individual contributor content, where appropriate, to make it easier for a supervisor to get a complete picture of a given policy or guideline.

Another desired enhancement was giving managers who had reports located across the globe a way to view local and country-specific guidelines for their employees. To address this requirement the design team added functionality to allow supervisors to emulate their employees' site view while protecting private information.

VZ 48.63 +0.08

Search About You

Last Name First Name Org Chart

HOME WHO WE ARE ABOUT YOU WORK TOOLS VZKNOWLEDGE MY NETWORK

About You Home Your Info Your Team HR Guidelines & Procedures About You News

Your Capabilities

Home / About You / HR Guidelines & Procedures / Career and Learning / Your Capabilities

Welcome, Rachel

HELP FEEDBACK

About You

Employees Supervisors

Verizon has defined enterprise-wide capabilities to support employee development. Individual development of common capabilities builds organizational competence to drive change, deliver superior customer experiences, and create shareholder value. Two types of capabilities have been defined in Verizon, they are Leadership and Functional Capabilities.

Leadership Capabilities

There are 8 enterprise-wide Leadership Capabilities that set a common definition of what leadership means within Verizon. This definition of capabilities creates a common language for employee development. The Leadership Capabilities help identify which leadership skills are most critical to maximizing the performance and potential of each employee, thus maintaining our competitive advantage and building shareholder value.

Functional Capabilities

Functional Capabilities describe the knowledge, skills, and abilities that are required for long-term success within a specific function. For example, knowledge of tax code may be important for employees in finance, but not for all employees of Verizon. Functional capability models can be used in conjunction with the leadership capabilities and may help identify development strengths and opportunities in order to drive individual expertise and functional excellence.

NOTE: Verizon currently has defined Functional Capabilities for Corporate Technology, Finance, IT, Marketing and Platform CTO.

TAKE ACTION

- Manage Talent Workspace
- Your Development Plan Tool

RELATED LINKS

- Leadership Capabilities
- Functional Capabilities
- Development Plan
- Verizon Leadership University
- Learning Portal (VZLearn)

Tags: Your Skills;your Competencies;assess Your Strengths;assess Your Development Areas;evaluate Your Capabilities;capabilities;your Capabilities;test;Managerial Communication;Human Relations And Organizational Behavior;Legal Environments For Business;Marketing Management;Statistics;ERP Implementation;cost Control;expense Reduction;leadership;supervisor;Inventory Control;APICS;Mobility;graphic Artist;Design And Produce Cover Art And Illustrations For FNS Proposals;tags;suggestnew Product Development; IoT, M2M; Application Enablement; Application Architecture; Sensors Platform

Suggest A Tag

Rate This Page

★★★★★

Send This Page Home

About You Home

HR Guidelines & Procedures

Your Info

Your Team

View About You News

Your Info

Access Benefits Connection

WellConnect

Access Performance Documents

Find A Doctor

Learning Portal

Manage Development

Search For Courses

Search Job Openings

Tuition Assistance Application

View Current enrollment Options

View/Update Direct Deposit

View Your Paycheck

Your Team

Create Job Opening

Access Performance Documents

Manage Your Team's Absence

View Your Team (MSS) Job Aids

HR Guidelines & Procedures

Health & Benefits

Information for Supervisors

Labor Relations

Life And Time Off

Money

Environmental Health & Safety

Compliance

Career and Learning

VZ Culture

Proprietary and Confidential. Not for disclosure outside of Verizon. | Full Legal Disclaimer

Copyright © Verizon 2014

TO-DOs AUTHOR BOOKMARKS GROUPS VIEW BY EID

Image 144. Verizon Intranet: Helping Supervisors. Extensive user testing showed that Verizon supervisors encountered difficulty when policy content for employees and supervisors was located separately. The new design allows this content to be collocated on the same page so supervisors have a complete picture of a given situation. *144_Verizon_10_Supervisor_live.png*

Tracking Usage Reveals a Trend Toward Mobile

In addition to the research already discussed here, the team continually tracks and analyzes its Webtrends data to look for new emerging patterns in how people are accessing and using the *About You* portal. The data has revealed a continuing increase in the number of users accessing the site via tablets and smartphones, thus is a key reason the team transformed *About You* into a responsive design.

[HOME](#)
[WHO WE ARE](#)
[ABOUT YOU](#)
[WORK TOOLS](#)
[VZKNOWLEDGE](#)
[MY NETWORK](#)

[About You Home](#)
[Your Info](#)
[Your Team](#)
[HR Guidelines & Procedures](#)

About You

Home / About You

Welcome, **Rachel**

YOUR TO-DOs
2

Approve Time

Your online paystub is available.

[View Complete To-Dos List](#)

YOUR INFO
[Manage](#)
[View All](#)

Money
Health & Benefits
Work Tools & Resources
Career & Learning
Performance & Recognition
Other

Your Total Rewards
My Pay
View Paycheck
Direct Deposit
Access W2

Access W4
NetBenefits
Your 401(K) Savings
Base Pay

Job Summary
TITLE: XXXXX
CAREER BAND: XXXXX
LOB: XXXXX

YOUR TEAM
[Manage](#)
[View All](#)

Build Your Team
Absence & Schedule
Develop Your Team
Performance & Recognition
Compensation & Rewards
Time R

Assign Training
VZTalent
Assess and Develop Your Team

NAME
SERVICE DATE
BIRTHDAY

PAID TIME OFF

TOTAL REWARDS

LEARNING

DISCOUNTS

Compensation
Your target annual compensation – base pay and incentives
XXXXXXXXXX

Health & Well-being
Estimated annual amount Verizon pays for your Medical, Dental and Vision.
XXXXXXXXXX

Tuition Assistance
Your tuition assistance allotment for the current calendar year
XXXXXXXXXX

Wealth Accumulation
Estimated annual company contributions to your wealth accumulation program(s)
XXXXXXXXXX

Recognition Program
Programs that honor our employees' achievements
[Hide All Values](#)

About You Home
[HR Guidelines & Procedures](#)
[Your Info](#)
[Your Team](#)
[View About You News](#)

Your Info
[Access Benefits Connection](#)
[WellConnect](#)
[Access Performance Documents](#)
[Find a Doctor](#)
[Learning Portal](#)
[Manage Development](#)
[Pension/Retirement](#)
[Search For Courses](#)
[Search Job Openings](#)
[Tuition Assistance Application](#)
[View Current enrollment](#)

Your Team
[Create Job Opening](#)
[Access Performance Documents](#)
[Manage Your Team's Absence](#)
[View Your Team \(MSS\)](#)
[Job Aids](#)

HR Guidelines & Procedures
[Health & Benefits](#)
[Information for Supervisors](#)
[Labor Relations](#)
[Life And Time Off](#)
[Money](#)
[Environmental Health & Safety Compliance](#)
[Career and Learning](#)
[VZ Culture](#)

HR Toolkit
[HR Worklist](#)
[VZTalent Employee Search](#)
[Other HR Resources](#)
[View Your Team \(MSS\)](#)
[Job Aids](#)

Proprietary and Confidential. Not for disclosure outside of Verizon. | [Full Legal Disclaimer](#) | Copyright © Verizon 2014

TO-DOs
 BOOKMARKS
 GROUPS
 VIEW BY EID

Verizon Communications

© NIELSEN NORMAN GROUP WWW.NNGROUP.COM

321

Image 145. Verizon Intranet: Optimizing for Mobile Screens. Verizon employees are increasingly moving toward a tablet-only user experience. The new site is optimized for tablet displays and touch interfaces. The wide expand/collapse sections and larger buttons make navigating *About You* on tablets quick and easy. *145_Verizon_11_HomeTablet_live.png*

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
August 2005	<ul style="list-style-type: none">• <i>About You</i> first launches
August 2012	<ul style="list-style-type: none">• <i>About You</i> next gen launches (Phase 1 with updated navigation)
August 2013	<ul style="list-style-type: none">• Kick-off for IA and design of Phase 2
April 2014	<ul style="list-style-type: none">• Phase 2 launches, featuring redesigned homepage and responsive design

Figure 49. Verizon Project Milestones

CONTENT AND CONTENT CONTRIBUTORS

In 2013 the Verizon team migrated the *Employee Communications* portal to Drupal. When it came time to update *About You* and migrate it into a responsive design, it made sense to capitalize on the collective knowledge gained from that effort and consolidate the content management systems into Drupal also, as Drupal features would deliver efficiency gains. "For example, in the previous version of the intranet, page creation and adding content were all in separate tasks," says Venkata Avasarala, IT Program Manager/Development Lead. "In Drupal this is all simplified into a single transaction making the process more efficient."

The gains were significant. "We saw a 50,000 hour efficiency gain on the authoring side [alone]," he says. "We also were able to improve personalization features. The earlier system had limits on how complex the rules could be that were removed in Drupal making it easier to tailor content to particular audiences."

The Human Resources content team manages all site content, and approximately 120 people have permission to author it.

One of the benefits of Drupal has been how easy it is to create templates and control the styles used by the authoring community. The intranet team provides a few standard templates and IT assists with the design and implementation for more complex pages. Additionally, the intranet team publishes quick tips to help authors learn the system and adhere to established standards. The Creative Services Design team also maintains a standards website that can be referenced at any time by authors and coders alike to ensure they use UI elements in a consistent manner.

A Standards-Based Authoring Environment

Subject matter experts and content experts process updates manually, and create new or redesigned pages with the help of the Creative Services and Communications teams. Though content updates are handled through a manual process, development of a standards library has greatly enhanced the efficiency of the process. "By establishing standards, we've significantly reduced design and development times for all the teams that develop interfaces for the corporate intranet," says Lolly Chessie, Manager CAO-IT Creative Services.

Also significant is that the standards have led to improvements in the user experience. "Standards have also helped to improve the learnability of intranet systems," says Chessie, "by enforcing consistent placement and how particular interactive elements work across the application space. The result has been enhanced usability and improved employee experience across the intranet."

Content contributors were trained using webinars. This training addressed all major authoring functions as well as best practices and other helpful tips. Once trainees began using the CMS, there was an open door policy for authors to get support from the Creative Services team.

Content feedback is gathered on an ongoing basis through a page-rating feature on every page. "Every page throughout *About You* has a page rating and feedback feature," says Knickmeyer. "These are used to help give content contributors a better understanding of how their content is being received by the user community."

The Creative Services team manages this feedback and passes recommendations and critical requests back to the Content team as necessary. "The page-centric feedback has proven to be a valuable resource for identifying pages in need of rewrites and redesign," says Knickmeyer.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and OS	<ul style="list-style-type: none">• Linux / OVM• Intel servers
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">• Redmine
Design Tools	<ul style="list-style-type: none">• Adobe Illustrator• Axure
Site Building Tools	<ul style="list-style-type: none">• Drupal
Content Management Tools	<ul style="list-style-type: none">• Drupal
Search	<ul style="list-style-type: none">• IBM Watson Explorer

Figure 50. Verizon Intranet Technology

MOBILE

Deciding on a Responsive Approach

A major goal of the redesign was to make *About You* fully responsive. Before deciding on this approach, the team investigated alternative models like building a separate mobile site or mobile application. The decision to use responsive design was predicated on some practical levels. Many people access the site using personal devices rather than business-provided ones, meaning a single application would be difficult to tailor to a wide array of devices. And since the Verizon team is relatively small, adopting a single code base solution would make it easier for them to maintain and update the site going forward. In the end, the team determined that a responsive design was the best choice to deliver a solid mobile and desktop solution to as many people as possible.

A major decision point in responsive design, however, is figuring out how many breakpoints should occur, and at what widths. "In some ways, designing a responsive site is like designing three to five websites all at once," says Knickmeyer. "Our approach was to set a baseline at desktop, where most of our users are still coming in from, and to work that design down into our subsequent breakpoints for tablet and mobile."

Many companies today design with a mobile-first approach. The Verizon team considered that option, but chose instead to use the desktop experience as a baseline. "We had done a lot of research, and while a mobile-first approach was considered, we opted to baseline at the resolution our metrics indicated was our most common entry point," she says. "In addition to this, we had to take special care in our approach to ensure pages remained light and that scripts and images were not overburdening pages when loaded on a weak connection."

In the end, they decided on three breakpoints representing desktop, tablet and smartphone. When it came time to test the responsive design they selected a few representative devices to aid in the QA process. These were chosen based on the site metrics for company-provided devices and included an iPad, iPhone, Samsung Galaxy S3 and an Android tablet.

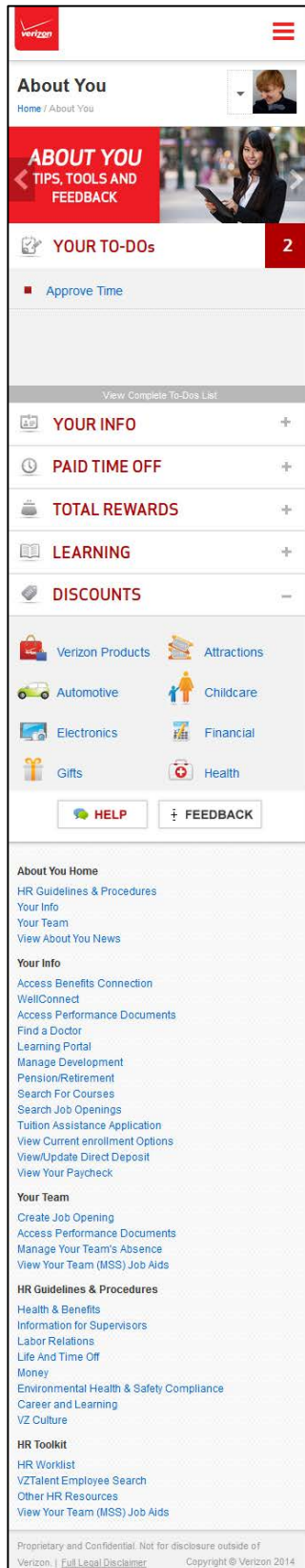


Image 146. Verizon *About You* Portal: Responsive Design for Mobile Viewing. The *About You* portal as viewed from a mobile phone. The sections are scaled down and collapse into accordions. The layout remains thematically the same as the desktop, but makes better use of the space. The various buttons and links are optimized for easy usage with a touch device.
146_Verizon_12_HomeMobile_live.png



Image 147. Verizon *About You* Portal: Responsive Design for Mobile Viewing. All pages on *About You* use responsive templates so authors can easily create great-looking, device-friendly pages. Here we see how the design (showing tabs for desktop users) transforms to collapse certain sections, displaying the accordion-style design on mobile devices. *147_Verizon_13_GuidelinesMobile_live.png*

While the team succeeded in getting all the content pages into the new framework, they still had to stagger the release of the transactional aspects of *About You*. The desktop site features a few rich workspaces for managing personal information and teams, which are built on a PeopleSoft framework. As of this writing, PeopleSoft is not responsive.

"Out-of-the-box, PeopleSoft isn't responsive and for our initial release it was decided that we would target only a few particular aspects of the transactional space with subsequent releases to start flushing out the rest until we eventually would get everything mobile enabled," says Knickmeyer. "Our starting place was a view-only version of the personal information workspace, known on *About You* as *Your Info*. Upcoming releases will be bringing in new mobile features including supervisor approvals and access to paychecks."

Since PeopleSoft does not provide responsive HTML and the team wanted to give themselves complete control over the UX — and position themselves for potential hybrid web application deployment — they serve mobile PeopleSoft pages using RESTful Web Service APIs. PeopleSoft controls business logic and data access, but does not serve HTML. Instead, sites like About You can invoke these RESTful APIs while maintaining content-managed, responsive HTML.

SEARCH

Verizon is an extremely diverse company and the information on its portal has to address the behavioral styles of many audiences, some of which prefer using logical search rather than drilling-down from the navigation. So, in addition to all of the work done to ensure a solid navigational strategy, the team also put a lot of effort into developing a solid search strategy and finding a search technology solution.

The primary driver in selecting a search technology was the need to implement real time security and personalization of search results along with a strong relevancy engine. HR content is very personalized, depending on a user's career band, job title, and location. "Without proper personalization of the search, users would be confronted with irrelevant and even misleading results," says Search Manager Chethan Makam. "This calls for refining and personalizing search results for each user in real-time while the search is being performed."

Every search fetches all matching results and passes it to the personalization engine, which returns only content users are authorized to see. "This has significantly improved the accuracy of the top five search results," says Makam.

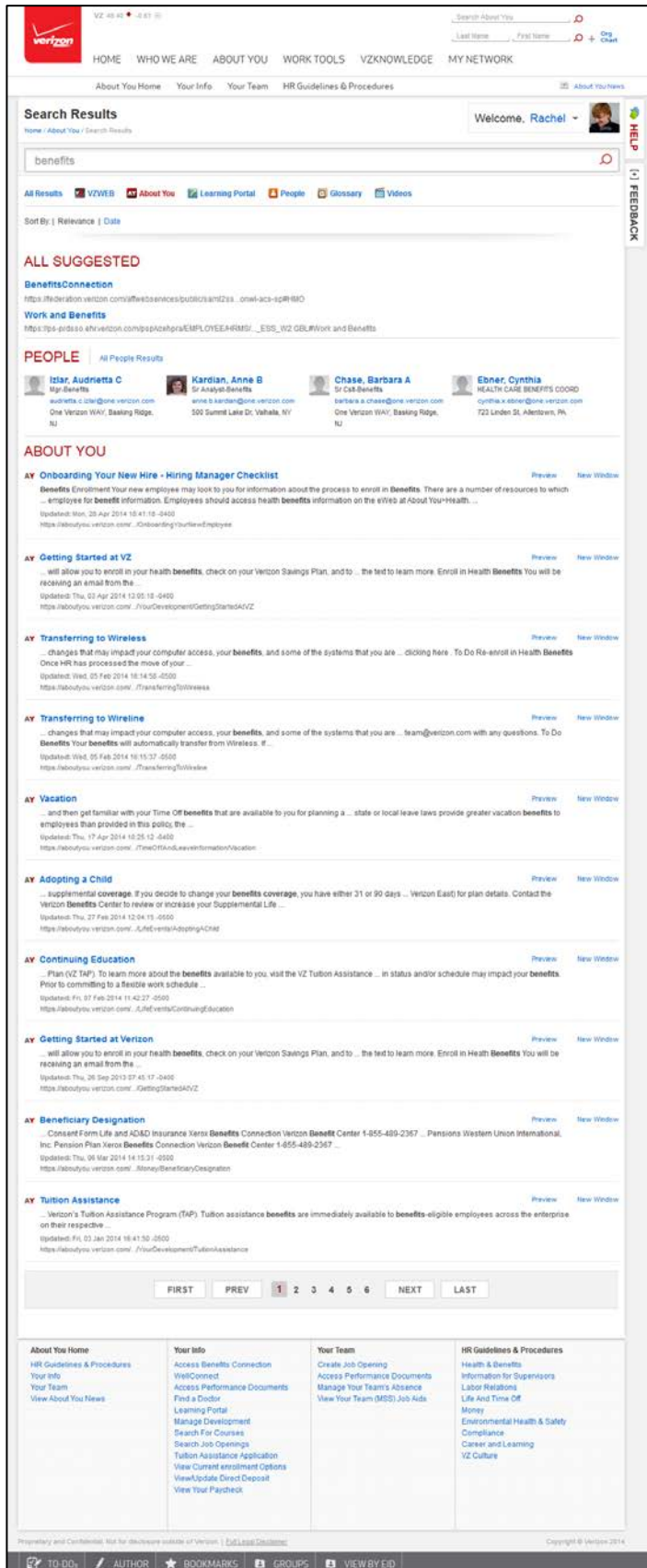


Image 148. Verizon Intranet: Search Results. The default search scope on Verizon's *About You* is to search only the *About You* domain and the *People Directory*. Search results are ranked by relevance with tuned and suggested links listed above the regular results.
[148_Verizon_14_Search_live.png](#)

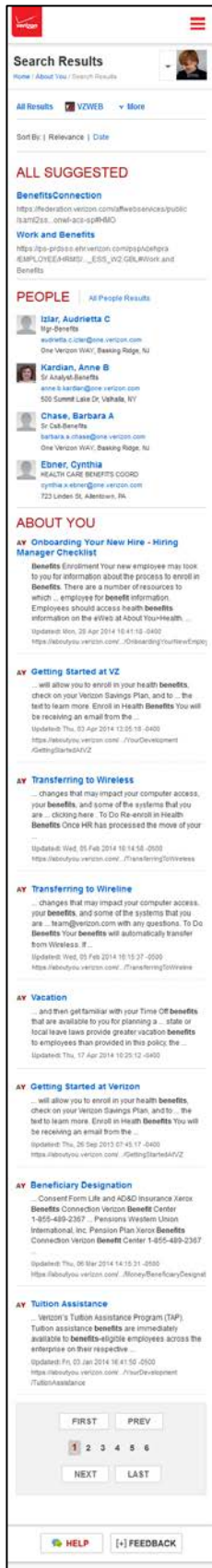


Image 149. Verizon Intranet: Design Applied to Mobile Search Results. Like the rest of *About You*, search results are responsive. The facets at the top collapse into a *More* menu, and the results for people are stacked. *Suggested links*, which account for the most common searches, remain easily accessible at the top of the page.

149_Verizon_15_SearchMobile_live.png

RESULTS AND ROI

The Verizon team tracks many metrics, including standard usage statistics, page ratings on individual pages, and now with the launch of the new site a feedback/survey model allows users to rate overall site performance as well as provide specific comments.

So far, all these indicators show the site is working well. "Since the launch, we've seen good traction in all these areas," says Knickmeyer. "The feedback system clocks very few complaints on a daily basis and the team has been able to address the ones that have come in with some targeted fixes for future releases."

In addition, the team tracks metrics related to the authoring community. As part of the consolidation effort they have seen a 60% reduction on personalization rules making the authoring team more efficient than ever. This, combined with the elimination of multiple content libraries, has resulted in 50,000 hours of productivity savings (from an authoring perspective).

These wins represent significant productivity gains. "The productivity savings both on the authoring side as well as for end users are one of the primary driving points for success in this environment," says Knickmeyer. "We are seeing an average savings in time for end users of around 30 seconds per visit."

Time savings is an important driver so the Verizon team tries to track time more concretely in order to come up with hard ROI numbers. "So for example," she says, "by looking at the average time saved per visit to the site, we can estimate average savings of over \$3.6 million over the course of a year. Additionally, when factoring in the new mobile site, we are estimating savings of about 1 minute per mobile visit, or nearly \$666,000 per year."

In addition to these gains, the organization has also seen a meaningful reduction in the number of help requests, meaning users are finding what they need without needing to resort to contacting HR.

LESSONS LEARNED

The teams working on *About You* have been through a number of major redesigns and intranet launches and yet there are always challenges and surprises that emerge from each new effort. Verizon team members share some of their lessons learned:

- **Have a solid test plan in place before you begin.** "Due to our previous work with Drupal and responsive design for the Employee Communications site (VZWeb), we felt well prepared coming into *About You*. However, a unique feature of the HR space is the amount of personalization that is required. The homepage alone could appear in around seven different configurations based on the employee's profile. Combined with the three target breakpoints and all the prioritized browsers and devices we needed to test on, the final scope for testing and QA turned out to be extremely difficult. A critical take-away is to make sure you have a solid, prioritized testing plan in place well before launch to avoid too many long hours in the final days. It is nearly impossible to build something that works on absolutely every device under the sun, and clear goals will help avoid the slippery slope of tickets coming in for devices with low ROI." –Knickmeyer

- **There will be challenges with out-of-box third party software.** “The challenges of working with PeopleSoft and building mobile frameworks around PeopleSoft data were another major learning curve for the team. Building RESTful APIs presented challenges to the team, since it required advanced object-oriented (OOP) design and development. To address such challenges, we created an OOP base-framework and aggressively unit tested (with the PSUnit test harness). We now also create and maintain RESTful service specifications to ensure data inputs and outputs are fully understood.” –Greg Swindle, mobile development lead
- **Adapting third party software for mobile access will be complicated.** “Looking back, I would have liked knowing a lot more ahead of time about how challenging the PeopleSoft integration was going to be for the mobile pieces of the site. Given that we couldn’t get all of the PeopleSoft components enabled for mobile usage at the same time, we were confronted with the question of whether it would be better to include links to transactions that were not mobile-friendly and may not even work properly on a mobile device, or to remove that functionality completely. Many of these decisions we had to make mid-project, and more understanding at the outset would have perhaps mitigated some of these challenges.” –Nathan Kemp, Project Manager HRIS
- **No one person or department knows everything.** “We learned over all these projects that no one person completely understands all of these complex spaces. Collaboration and sharing is a key component of success, and our close partnership between HR and IT is a huge reason that the *About You* site had such a smooth launch. Additionally, our attention to employee feedback through a variety of different channels ensured that we were not designing in a silo and were keeping user needs always at the forefront of our minds.” –Kemp

List of Images

The following images appear within the pages of this report document and are also provided as standalone files located in the ZIP folder that accompanies the purchase of this report. The file names listed after each image caption correspond to the image files contained in the ZIP folder.

- Image 1. Accolade Intranet: Homepage.** The Accolade intranet homepage gives employees quick access to updates and information from colleagues, a snapshot view of performance, a one-click way to access key tools and applications, and corporate information via news stories, the CEO blog, and articles about Accolade from outside sources. *01_Accolade_01_home_live.png* 26
- Image 2. Accolade Intranet: Employee Profiles.** Accolade employees can fill in additional details, like expertise, in their intranet profiles, and easily communicate with colleagues via a list of connections on the left side of the page. *02_Accolade_02_profile_live.png* 28
- Image 3. Accolade Intranet: Tasks.** The *Tasks* area of the Accolade intranet site consolidates information about activities that need to be completed. *03_Accolade_03_STM_live.png* 30
- Image 4. Accolade Intranet: Customer Information.** On the Accolade intranet customer information is easily searched through the site, which provides an easy entry point into the customer contact application as needed, for easy updates. *04_Accolade_04_CRM_live.png* 31
- Image 5. Accolade Intranet: Reports Widget.** On the Accolade intranet, a reports widget is available that shows how the organization is performing on certain business metrics. Employees can see that information, but they can also comment on the report to help improve the performance of the company in certain areas. *05_Accolade_05_kpi_live.png* 33
- Image 6. Accolade Arqin Office Intranet: 2003-2009.** This shows how the Arqin Office (Heerenveen office) intranet looked before it and the other offices were merged under the umbrella of the Accolade intranet. The Arqin intranet was developed with .ASP, featured files from file share systems, and had no CMS. *06_Accolade_06_Arquin_office_old_intranet.png* 39
- Image 7. Accolade AccoladeNet: An Early Intranet Design.** The AccoladeNet was an early intranet based on SharePoint 2007. *07_Accolade_07_old_SharePoint_intranet.png* 40
- Image 8. Accolade Intranet: Support for Team Collaboration.** Accolade employees can work together in teams on different pages on the Accolade intranet where they are able to perform certain tasks, such as basic text editing, add photos and documents, and embedding YouTube videos and SlideShare files. They can collaborate on pages, comment on pages, and lock pages if they don't want other colleagues to edit the content. The Corporate Communications department can use the pages for corporate news by tagging content with the #corporatenews hashtag. *08_Accolade_08_page_live.png* 42
- Image 9. Accolade Intranet: Knowledge Base Integration.** The Accolade team integrated the intranet with the knowledge base from its front office application,

Umbrella. Now when users search or browse categories, the intranet displays related information and topics (e.g., frequently asked questions) by publication date, author, location of content (intranet or website), status, and even names and contacts of people may know more about the subject. If users see content isn't correct, they can easily report it. *09_Accolade_09_knowledgebase_live.png* 43

Image 10. Accolade Intranet: Search Results. Search results are presented in real time. Employees can filter by different categories (documents, colleagues, authors, and so forth) or can choose to search only within a specific team. *10_Accolade_10_searchresults_live.png* 45

Image 11. Adobe Intranet: Homepage. The Inside Adobe homepage reflects the goals of the redesign, informing employees about each other, the organization, and customers — and encouraging them to connect via the activity stream and blogs. *11_Adobe_01_home_live.png* 53

Image 12. Adobe Intranet: Task-Based IA. The Inside Adobe intranet now uses a task-based information architecture to help move users to content more quickly. Megamenu help expose the site structure, further helping employees reach their goals. *12_Adobe_02_megamenu_live_revised.png* 55

Image 13. Adobe Intranet: Profiles. On the Inside Adobe intranet, employee profiles allow people to enter personal information, such as expertise, birthday, or links to social networking profiles like LinkedIn and Twitter. *13_Adobe_03_EmployeeProfile_live.png* 57

Image 14. Adobe Intranet: Improved Search. An improved search lets users navigate to content via facets on the left side of the page, or quickly find an employee on the right side of the page. *14_Adobe_04_searchresults_live.png* . 58

Image 15. Adobe Intranet: Homepage Prior to Redesign. This shows the Adobe intranet homepage as it was prior to the launch of the new Inside Adobe in August 2013. While some links in the resources accordion were targeted, the ability to target was limited to only the user's office location. *15_Adobe_05_home_oldversion.png* 60

Image 16. Adobe Intranet: An Early Version of the Intranet. This is an example of a separate and isolated intranet site that existed before the August 2013 relaunch of Inside Adobe. While the look and feel of the new site is similar to the former Inside Adobe homepage, the navigation elements and information architecture are different. *16_Adobe_06_HRHome_oldversion.png* 61

Image 17. Adobe Intranet: Centralized Information. The new Inside Adobe intranet centralizes content from other functional groups and business units. This is an example of a page within the *People Resources* section. The user never leaves Inside Adobe, so the upper toolbar and task-based megamenu navigation are always accessible. *17_Adobe_07_HRHome_live.png* 62

Image 18. Adobe Intranet: Homepage Wireframe. This wireframe shows how the Inside Adobe intranet site evolved from the wireframe and sketching phase to the finished product. *18_Adobe_08_InsideAdobe_wireframe.png* 66

Image 19. Adobe Intranet: About Section. The *About Adobe* section on the Inside Adobe intranet gives users a single location to learn about Adobe's mission, corporate history, executives, products and more. *19_Adobe_09_aboutadobe_live.png* 67

Image 20. Adobe Intranet: Example Office Page. This is an example of the office page for the San Jose Adobe office. There are currently 56 of these pages on the Inside Adobe intranet, one for every major office location around the globe. These pages give users information on each office location including floor plans, services offered, transportation options and more.	
<i>20_Adobe_10_officepage_live.png</i>	68
Image 21. ConocoPhillips: Intranet Homepage. The Mark homepage offers news, announcements, information about upcoming events and company performance, and the possibility to switch countries.	
<i>21_ConocoPhillips_01_Homepage_live.png</i>	75
Image 22. ConocoPhillips Intranet: Responsive Design. The ConocoPhillips intranet uses responsive design so employees may access it from any device.	
<i>22_ConocoPhillips_02_Mobile_Homepage_live.png</i>	76
Image 23. ConocoPhillips: Intranet Megamenu. The megamenu is well designed, with sections and clear headings. Also, the links are divided between corporate and local content. <i>23a_ConocoPhillips_03a_Top-level navigation_live.png</i> and <i>23b_ConocoPhillips_03b_Top-level navigation_live_CROPPED.png</i>	78
Image 24. ConocoPhillips Intranet: Fat Footer. The fat footer on the ConocoPhillips intranet separates global and local content.	
<i>24_ConocoPhillips_04_Fat Footer_CROPPED.png</i>	79
Image 25. ConocoPhillips Intranet: Search Results. Search results are easy to scan, sort, and filter. <i>25_ConocoPhillips_05_Search_live.png</i>	80
Image 26. ConocoPhillips Intranet: Work and Collaboration Tools. The <i>My Work & Collaboration</i> section provides a window to many tools that employees need to do their day-to-day work. <i>26_ConocoPhillips_06_My Work_live.png</i>	82
Image 27. ConocoPhillips Intranet: Internal Documents. The <i>Internal Documents</i> section provides searchable documents, organized in categories, with metadata identifiers. <i>27_ConocoPhillips_07_Collaboration_area_live.png</i>	84
Image 28. ConocoPhillips Intranet: My Life & Career Section. The arrangement of the <i>My Life & Career</i> section's main page on the ConocoPhillips intranet is similar to that of the <i>My Work & Collaboration</i> main page. These similarities help users to engage and be productive quickly. <i>28_ConocoPhillips_08_MyLife_and_Career_live.png</i>	85
Image 29. ConocoPhillips Intranet: Corporate Homepage Prior to the Redesign. This shows the corporate homepage from the old version of the ConocoPhillips intranet. <i>29_ConocoPhillips_09_Corporate Site_Old eStream.jpg</i>	88
Image 30. ConocoPhillips: Intranet Management Team Structure. The intranet management works to continuously support and evolve the ConocoPhillips intranet. The responsibilities pertaining to the site are broken down into four main areas. The diagram shows how the areas of responsibility around content, functionality, and technology are owned by representatives from the Corporate Communications, Human Resources and Information Technology departments. <i>30_ConocoPhillips_10_intranet_management_team_structure.jpg</i>	89

- Image 31. ConocoPhillips Intranet: Employee Profiles.** The employee profile page on the ConocoPhillips intranet allows employees to provide more information on their skills and experience than can be found in the standard corporate org chart. *31_ConocoPhillips_11_Employee profile page_live.png*..... 90
- Image 32. ConocoPhillips Intranet: A Typical News Post.** This is a typical page for content such as news articles and blogs. Content published on this page goes through an approval workflow by the Internal Communications team. They proofread content several times before it is made visible. The Communication team also leverages scheduling and expiry controls to manage in advance when content is published and archived. Once articles are published, readers can use social features to leave comments, follow, and “like” the article(s). The concept is applied to all news articles, events, publications, videos and more. *32_ConocoPhillips_12_Content_Page_live.png* 95
- Image 33. ConocoPhillips Intranet: Search Filtering Capabilities.** A typical search results page shows how users can filter categorized content further by date, relevance, and other metadata types. Icons and color-coding make it easier for users to find the right information quickly and easily. *33_ConocoPhillips_13_Search_Filters_version1.png* 96
- Image 34. Klick Health Intranet: Homepage.** The homepage of the Klick intranet, Genome, highlights a few news items, the latest social activity, and gives users access to project information (center of page) and tickets (top of page). *34_Klick_Health_01_Genome_Homepage_and_Chatter_live.png* 99
- Image 35. Klick Health Intranet: Ticket Tracking.** Ticket tracking is at the core of Klick’s intranet. *Tickets* allow employees to track their activities and progress. Chat and commenting functionality keeps all conversation surrounding an activity in a single location. *35_Klick_Health_02_GenomeTicket5_live.png*..... 100
- Image 36. Klick Health Intranet: Project 360.** *Project 360* is a tool on the Klick intranet that allows employees to give “gut feel” feedback about a project’s progress. This weekly check allows team members to flag potential issues early, and gives colleagues a chance to address, acknowledge, or discuss any concerns. *36_Klick_Health_03_Project360_live.png*..... 101
- Image 37. Klick Health Intranet: Candidate 360.** The *Candidate 360* tool combines all information about hiring a candidate into one place. The system aids and guides the hiring process and tracks all feedback about candidates. *37_Klick_Health_04_Candidate 360_Anonym_live.png* 103
- Image 38. Klick Health Intranet: Klick Talks.** The *Klick Talks* feature on the Klick intranet is a knowledge base of in-house, topic-expert video responses to employee questions. Any employee can ask a question, then a content team member will find an in-house topic expert, record the expert responding to the question, and upload the video to *Klick Talks* for all to view (and comment on or discuss). *38_Klick_Health_05_Klick Talks_live.png*..... 105
- Image 39. Klick Health Intranet: Chatter.** The *Chatter* tool makes it easy for employees to recognize one another for work well done. Employees can send public thanks to colleagues for reliability, dependability, or going above and beyond. The tool encourages use by its simplicity, thus helping to spread positive thoughts around the organization. Kudos that employees receive are displayed on their profile pages. *39_Klick Health_06_Kudos_live.png* 106

- Image 40. Klick Health Intranet: *Klick it Forward*.** The *Klick it Forward* page summarizes available charity options that employees can donate to, including any funds the company will match. *40_Klick Health_07a_Klick it Forward.png* and *40_Klick Health_07b_Klick it Forward_CROPPED.png* 107
- Image 41. Klick Health Intranet: 2012 Homepage.** The Genome homepage from 2012. *41_Klick_Health_08_OldSiteHome_2012Genome.png* 109
- Image 42. Klick Health Intranet: *Klick it Forward* Top Performers.** The Genome's leaderboard tracking of leading employee contributions to *Klick it Forward* over a six-month period. *42_Klick_Health_09_KiF_Leaderboard.png*. 110
- Image 43. Klick Health Intranet: *Chatter* Story.** In this composite image, the left panel shows a story as seen in the *Chatter* feed, while the right panel shows the same story in full as would be seen when a user clicks on *read more*. *43_Klick_Health_10_Story+Chatter Integration_live.png* 115
- Image 44. Klick Health Intranet: *Klick Academy*.** *Klick Academy* on the Klick intranet offers video-based training on industry and company knowledge topics. *44_Klick_Health_11_Klick Academy_live.png* 119
- Image 45. Klick Health Intranet: Employee Profile.** An employee profile shows where the employee is located on the seating map, information about the employee, photos of them from events, social links, Genome stats, and a bit about their history before they joined Klick. The contact info has a link to a direct-dial feature. *45_Klick Health_12_Profile Page_live.png* 121
- Image 46. Klick Health Intranet: Employee Seating Map.** When users press *Option+Spacebar* to search a particular location on the seating map locator, a light box pop-up shows additional information about the given employee. *46_Klick_Health_13_Locator+SeatingMap_live.png* 122
- Image 47. Klick Health Intranet: Mobile Ticket Details Tab.** The *Details* tab of a ticket, as seen on the mobile Genome app for the Klick intranet. *47_Klick_Health_14_MobileTicket_Details_live.png* 124
- Image 48. Klick Health Intranet: Mobile Ticket Chat Tab.** The *Chat* tab of a ticket, as seen on the mobile Genome app for the Klick intranet. *48_Klick_Health_15_MobileTicket_Chat_live.png* 125
- Image 49. Klick Health Intranet: Mobile Ticket Checklist Tab.** The *Checklist* tab of a ticket, as seen on the mobile Genome app for the Klick intranet. *49_Klick_Health_16_MobileTicket_Checklist_live.png* 126
- Image 50. Klick Health Intranet: Mobile App Home Screen.** The mobile Genome app home screen, as seen on an iPhone, is a simple list of tool and link options for the targeted types of tasks. *50_Klick Health_17_Mobile Genome_live.png* 127
- Image 51. Klick Health Intranet: Faceted Search.** The search feature in Genome allows users to search using terms like "who," "what," "where," "when" and "why" along with a search phrase. A sample search such as: "how" → *tab* → "schedule" will access a 90-second video outlining how to schedule time through Genome. *51_Klick Health_18_Schedule Time.png* 129
- Image 52. Klick Health Intranet: Intra-Office Calling.** A productive feature of the Klick intranet is intra-office calling. After searching for a colleague, a person can type "call" (or simply "C" then hit *Enter*) to initiate a call. This feature also

allows access to that co-worker's tickets, projects, and schedule.

52_Klick_Health_19_Calling_Andrew.png 129

Image 53. SFDA Intranet: Homepage. The Saudi Food & Drug Authority's intranet makes it simple to move sections (called "widgets") around on the homepage. A widget is moved by doing a click-hold-drag action on the move icon (the blue plus sign), found in the left of a widget title bar.

53_SFDA_01_movingWidgets_live.png 134

Image 54. SFDA Intranet: Widget Move Feedback Display. When dragging a widget on the SFDA intranet, the user sees a transparent version of the widget. This is great feedback and makes the user feel in control.

54_SFDA_02_movingWidgets_live.png 135

Image 55. SFDA Intranet: New Widget Positioning. After the widget is dropped, it snaps into position, and the widget that was in the space before automatically moves down a spot. *55_SFDA_03_movingWidgets_live.png*..... 136

Image 56. SFDA Intranet: Confirm Widget Removal. As a safety net, users are asked to confirm their action when removing a widget.

56_SFDA_04_removingWidgets_live.png 137

Image 57. SFDA Intranet: Adding Widgets to Homepage. Employees may add widgets on the homepage of the SFDA intranet by using the icon in the far upper left. *57_SFDA_05_AddingWidgets_live.png* 138

Image 58. SFDA Intranet: Fixed Widgets. The sections (widgets) in the top part of the homepage are not moveable, evident by their lack of the move icon.

58_SFDA_06_home_live.png..... 139

Image 59. SFDA Intranet: e-library Widgets. The *e-library* on the SFDA intranet houses shared folders and a document library. *59_SFDA_07_eLibrary_live.png*

..... 140

Image 60. SFDA Intranet: Special Offers Widget. Employees may sort offers in the *Special Offers* widget by using filters on the right.

60_SFDA_08_filters_live.png 141

Image 61. SFDA Intranet: Global Navigation. Top-level navigation on the SFDA intranet is limited to three choices. Search is also readily available and users may change locations. *61_SFDA_09_home_live_CROPPED.png* 142

Image 62. SFDA Intranet: News. Intranet users may see and filter the news items in the news list. *62_SFDA_10_newsList_live.png*..... 143

Image 63. SFDA Intranet: Notifications Center Emails. Hovering over the first icon, the envelope, in the *Notification Center* displays a list of the most recent unread emails, including the sender and subject.

63_SFDA_11_NotificationCenter_live.png 144

Image 64. SFDA Intranet: Notifications Center Calendar. Hovering over the second icon, the calendar, in the *Notification Center* displays a list of upcoming meetings including the subject and time.

64_SFDA_12_NotificationCenter_live.png 145

Image 65. SFDA Intranet: Notifications Center Notebook. Hovering over the third icon, the notebook, in the *Notification Center* displays a list of tasks to do.

65_SFDA_13_NotificationCenter_live.png 145

- Image 66. SFDA Intranet: *Photo Gallery*.** Photos of events posted on the SFDA intranet help people stay abreast of happenings at the organization.
66_SFDA_14_PhotoGallery_live.png 146
- Image 67. SFDA Intranet: *Employee Directory Widget*.** The *Employee Directory* widget on the SFDA intranet helps people find one another.
67_SFDA_15_employeeDirectory_live.png 147
- Image 68. SFDA Intranet: *Employee Profile*.** The *Employee Profile* page on the SFDA intranet combines the most current information from various sources.
68_SFDA_16_employeeDirectory_live.png 147
- Image 69. SFDA Intranet: *Search Results*.** Search results on the SFDA intranet display a title, description, link and icons. Filters on the left allow users to refine the results. 69_SFDA_17_Search_live.png 148
- Image 70. SFDA Intranet: *Search Results Preview*.** Hovering over a result on the SFDA intranet's search results displays a preview of the document.
70_SFDA_18_Search_live.png 149
- Image 71. SFDA Intranet: *Old Homepage*.** The old SFDA intranet homepage as it looked before the redesign. 71_SFDA_19_oldIntranetHomePage_old.png 150
- Image 72. SFDA Intranet: *New Homepage*.** With the redesigned intranet all widgets and content are accessible from the intranet homepage via one click.
72_SFDA_20_Home_live.png 151
- Image 73. SFDA Intranet: *My Services Megamenu*.** The *My Services* megamenu on the SFDA intranet provides quick access to all the information in the *My Services* content area. 73_SFDA_21_myservices_live.png 152
- Image 74. SFDA Intranet: *My Services Homepage*.** The *My Services* homepage provides access to all services links, forms, guidelines, and documents that are published for employee reference, all in one area of the site and categorized according functional area. 74_SFDA_22_myservices_live.png 153
- Image 75. SFDA Intranet: *Publishing and Approval Tool*.** The publishing workflow starts when authors add or edit content using the editing tool provided by SharePoint. Authors then send the content to the Public Relations department for approval, which can approve and publish the content, edit the content first then publish it, or reject it and provide feedback and comments for the author to follow up with. 75_SFDA_23_Editing_live.png 160
- Image 76. SFDA Intranet: *Server Architecture*.** This diagram shows the hardware architecture design of the SFDA intranet. The site relies on two servers for the web front and indexing services. A SharePoint farm (with NLB) configuration was implemented to provide highly available services. Microsoft SQL 2012 servers are connected to SAN storage and used to host the database. Windows Server 2012 Standard edition (clustering) technology is configured for SQL that provides the services with redundancy and continuity in case of failure. 76_SFDA_24_hardware_architecture_diagram.png 161
- Image 77. SFDA Intranet: *Homepage Phone View*.** Homepage of the SFDA intranet as seen on a mobile phone. 77_SFDA_25_mobile_live.png 162
- Image 78. SFDA Intranet: *Employee Directory Search Results*.** This image shows an example of results after searching the *Employee Directory*. The directory is a standalone feature, with its own database, and integrated with

other systems to provide up-to-date information.

78_SFDA_26_employeeDirectory_live.png 163

Image 79. Sprint Intranet: Homepage Carousel. A carousel with news, targeted content and tools, social links, and more appear on the Sprint intranet homepage. *79_Sprint_01_home.png*..... 167

Image 80. Sprint Intranet: Tab Usability. Various details — such as colored background, lines between each tab, and the rectangular shape — make the flat design elements on the Sprint intranet homepage appear to be clickable. *80_Sprint_02_home_tabs_CROPPED.png* 168

Image 81. Sprint Intranet: News Page. A news page on the Sprint intranet repeats elements from the related frame in the carousel on the homepage. It has helpful headings, text that's easy to scan, related media (such as videos), and a comments section at the bottom. *81_Sprint_03_news_advertising* 170

Image 82. Sprint Intranet: News Page Features. The breadcrumb trail and category button help employees understand and navigate the IA on the Sprint intranet. *82_Sprint_04_news_advertising_frame from carousel only_CROPPED.png* 171

Image 83. Sprint Intranet: News Item in Homepage Carousel. The homepage image on the Sprint intranet does not include the breadcrumb or the story's category section. *83_Sprint_05_home_carousel selected frame only_CROPPED.png* 172

Image 84. Sprint Intranet: Quick Links Editing. The *Edit Quick Links* functionality allows employees to add, rename, move, categorize, or remove links, as well open them in a new window or the current browser window. *84_Sprint_06_Edit Quick Links_Live.png* 173

Image 85. Sprint Intranet: Videos. Sprint intranet users may watch, rate, and share videos with one another. *85_Sprint_07_video_library.png* 174

Image 86. Sprint Intranet: Social Media Ninjas Program. The *Social Media Ninjas* program and the *Suggested Social Media Posts* page on the intranet encourage employees to advocate and promote Sprint in social media. *86_Sprint_08_Suggested Social Media Posts_Live.png* 175

Image 87. Sprint Intranet: User Feedback Form. A simple feedback form enables the intranet designers to respond to user comments in the short and long term. *87_Sprint_09_Feedback form_Live.png* 176

Image 88. Sprint Intranet: Search Results. Search results can be refined with filters such as *organization, service, news, and tools*. *88_Sprint_10_search_results.png* 177

Image 89. Sprint Intranet: Megamenus. Megamenus are sorted by topic and organized in sections. *89_Sprint_11_Life_Career.png*..... 178

Image 90. Sprint Intranet: Employee Directory. The employee directory acts as and expertise locator. Employees may add personal statements, and information about their skills and job. *90_Sprint_12_Employee directory_Live.png* 179

Image 91. Sprint Intranet: Responsive Design. The Sprint intranet employs responsive design to adjust content and UI components to accommodate smaller

devices. The left shows how the content appears on a phone display, while the right reflects a tablet. *91_Sprint_13_Mobile Responsive Examples_Live.png* .. 180

Image 92. Sprint Intranet: Employee Directory Before Redesign. Before the redesign, Sprint's employee directory contained only traditional directory information and offered no opportunity for user-generated content. *92_Sprint_14_Old Directory_Live.png* 183

Image 93. Sprint Intranet: Sample Page Before Redesign. This shows the old, static link farm-type page that was used to present employment-related content on Sprint's intranet prior to the redesign. This page was eliminated with the development of the *Life & Career* megamenu in the new design. *93_Sprint_15_old_life_career.png* 184

Image 94. Sprint Intranet: Sample Page in New Design. Example of a "collection" page used to curate leadership and performance content on the new Sprint intranet design. *94_Sprint_16_performance.png* 185

Image 95. TAURON Intranet: Homepage. The homepage of the TAURON Polska Energia intranet, called Tauronet, offers personalized news and applications. *95_Tauron_01_home_live.png* 206

Image 96. TAURON Intranet: Content by Department. Tauronet's department pages display content respective to the department that employees work in. *96_Tauron_02_department_page_live.png* 208

Image 97. TAURON Intranet: Team Areas. The team areas of Tauronet, such as the *Document Library*, allow team members to access and assign folders and documents. *97_Tauron_03_role-based_live.png* 209

Image 98. TAURON Intranet: Document Library Options. Tauronet content is drawn from three different document libraries, links for which are located at the top of the main content area. The content is also filtered based on the active user's role. *98_Tauron_04_content_live.png* 210

Image 99. TAURON Intranet: Manager Zone. Only managers have access to the *Manager Zone*, where they may access HR tools and more. *99_Tauron_05_manager_zone.png* 212

Image 100. TAURON Intranet: Role-Based Navigation. Tauronet's three levels of navigation are role-based. *100_Tauron_06_navigation_search_live.png* 213

Image 101. TAURON Intranet: Organization Chart. The evolved organization chart on Tauronet allows employees to familiarize themselves with the structure of any chosen company. *101_Tauron_07_something_special_live.png* 215

Image 102. TAURON Intranet: Organization Chart Interactivity. Clicking a cell in the organizational hierarchy reveals the structure below it. *102_Tauron_08_something_special_live.png* 216

Image 103. TAURON Intranet: Employee Profiles. TAURON employees may add information about their projects, certificates earned, and a photo to their profile pages. *103_Tauron_09_profile_page_live.png* 217

Image 104. TAURON Intranet: User Zone. Employees can fill in profile information, share documents, add shortcuts, and see an aggregated tasks list in the User Zone. *104_Tauron_10_user zone_live.png* 218

- Image 105. TAURON Intranet: Social Features.** *Autostop* helps employees find partners to commute to and from the office with. *Kontakt* supports communication via Lync. *105_Tauron_11_social_feature_live.png* 220
- Image 106. TAURON Intranet: Page Design.** Tauronet pages have narrow columns of text and clear headings, making the pages easy to scan and content easy to absorb. *106_Tauron_12_content_live.png* 222
- Image 107. TAURON Intranet: Personalized Content Display.** This shows the main page view for TAURON Sprzedaż on the TAURON intranet. This image (and the one following) illustrates how the design of the main page changes depending on which corporate entity the user chooses. *107_Tauron_13_targeted_content_main_page_live.png* 225
- Image 108. TAURON Intranet: Personalized Content Display.** This shows the main page view for TAURON Ciepło on the TAURON intranet. This image (and the one previous) illustrates how the design of the main page changes depending on which corporate entity the user chooses. *108_Tauron_14_targeted_content2_main_page_live.png* 226
- Image 109. TAURON Intranet: Contextual Content Display.** This page shows how content on Tauronet can be switched to show how it will be seen in context. The Group Editor (whose view we see here) can switch between all entities. Most of the users have only one entity but some have two or three. It depends on the nature of their work. *109_Tauron_15_group_editors_view_live.png* 236
- Image 110. TAURON Intranet: Forum.** Posts made to Tauronet's forum show the contributor's name, photo (if the person used on in their profile), and availability information (via Lync). *110_Tauron_16_content_social_feature_live.png* 237
- Image 111. TAURON Intranet: Search Results Filtering.** Document search results can be refined by choosing author, file type, date of modification, and entity or the branch it concerns. Employees are able to search for co-workers by surname, position, or phone number within the address book. Employees can also use filters to improve their results. *111_Tauron_17_feature_search_live.png* 239
- Image 112. TFG Intranet: Homepage.** A clean and colorful homepage design on the TFG intranet brings timely information to the front — offering news, events, celebrations, a lunch menu, and retail promotions. *112_TFG_01_HomePage_live.png* 245
- Image 113. TFG Intranet: Apps and Reports.** The gear icon gives users access to their applications and reports, organized in different categories under the *My Apps* and *My Reports* tabs, respectively. Employees can expand and collapse categories to see what items are in them and find what they need. *113_TFG_02a_ApplicationsReports_tabs.png* and *113_TFG_02b_ApplicationsReports_tabs_CROPPED.png* 246
- Image 114. TFG Intranet: Daily Information.** The *Daily Information* component (having the "i" icon) displays the weather, company share price, day, date, and, time in context of a user's location. *114_TFG_03a_dailyInfo.png* and *114_TFG_03b_DailyInfo_cropped.png* 246
- Image 115. TFG Intranet: Notifications.** The bell icon gives users quick access to their notifications. A red badge appears on the bell when new notifications are

available. *115_TFG_04a_Notifications_live.png* and
115_TFG_04b_Notifications_live_CROPPED.png..... 246

Image 116. TFG Intranet: Employee Profiles. A progress bar, appearing below the employee's photograph, indicates how complete the employee's profile is. This is a subtle gamification tactic intended to encourage employees to add more information to their profiles. More robust profiles help employees learn about one another and help them find the right connections within the organization.
116_TFG_05_MySitePage_live.png 248

Image 117. TFG Intranet: Mobile View. The mobile view of the TFG intranet focuses on content that is timely and allows for quick consumption of information. *117_TFG_06_MobileView_live.png* 250

Image 118. TFG Intranet: Page Design Mockup. The TFG intranet design team used an Agile approach, allowing them to design each component individually rather than design a full homepage. After a few elements were ready, they were combined in page mockups to visualize what a homepage would look like, thereby giving the team a sense of the bigger picture.
118_TFG_07_mockup_version1.png..... 256

Image 119. TFG Intranet: Article Page Example. The article page on the TFG intranet is a simple, clean, and elegant design. Readers are given the option to view other articles and events with related content.
119_TFG_08_ArticlePage_live.png 258

Image 120. TFG Intranet: Canteen Menu. The canteen menu is an important feature to help users decide if they want to order meals from any of the available canteens. Multiple canteens in multiple buildings are available for viewing. The canteen menu is neatly displayed in a weekly view layout along with the various meal options and prices. Only canteen administrators have access to update the meal options, descriptions, and prices. *120_TFG_09_CanteenPage_live.png* .. 259

Image 121. TFG Intranet: Search. This is a standard search page on the TFG intranet. Multiple search scopes have been configured for use on the search page. Keeping with the visual theme of the intranet, the scopes have been incorporated to appear as tabs on the search page with the selected scope emphasized as the selected tab. *121_TFG_10_SearchPage_live.png* 262

Image 122. TFG Intranet: Search Results Toggle Functionality. TFG intranet users are provided with functionality that allows them to toggle an on/off switch icon on each of the applications and reports in search results. Once an icon is toggled, the application or report will appear in their personalized *My Site* page in the *My Applications / My Reports* component.
122_TFG_11_ApplicationsReports_search.png 263

Image 123. UniCredit Intranet: Homepage. UniCredit's OneGate Group Intranet homepage offers personalized and prioritized news and other updates, plus customizable sections. *123_UniCredit_Group_Intranet_01_Home_live.png* 269

Image 124. UniCredit Intranet: Homepage Role-Based Personalization. Content on the intranet changes depending on the logged in user's role. This page reflects what an employee of UniCredit Business Integrated Solutions would see. Differences between this and the previous figure include more links offered in the header, presence of *Business Integrated Solutions* in the banner, and

"Micro Apps" icons below the search feature targeted news and tools.

124_UniCredit_Group_Intranet_02_Home_UBIS_live.png..... 270

Image 125. UniCredit Intranet: Content Options. UniCredit intranet users may target which additional content they would like to see. The additional targets currently available are Corporate Investment Banking and Central and East Europe. *125_UniCredit_Group_Intranet_03_targetbychoice_live.png* 271

Image 126. UniCredit Intranet: Tools. Employees may edit their set of tools, and choose which will appear as part of the set on the UniCredit intranet homepage. *126_UniCredit_Group_Intranet_04_My_Tools_live.png*..... 272

Image 127. UniCredit Intranet: Content Page. Content pages on the UniCredit intranet make information easy to scan, and suggest additional highly related content. *127_UniCredit_Group_Intranet_05_News_live.png*..... 274

Image 128. UniCredit Intranet: Local Navigation. Local navigation on UniCredit's intranet is easy to follow because of visual cues such as bolding, color, and indenting. Team pages include links to information about their mission and tasks, among other things. *128_UniCredit_Group_Intranet_06_Group Risk Management-Competence Line_live.png* 276

Image 129. UniCredit Intranet: NewsBreaker Feature. The link, *Visit OneGate Group Intranet*, appears in the upper right of pages of local portals that are not yet fully integrated into the Group intranet. This link functions as an advertisement and goes to the main intranet. *129_UniCredit_Group_Intranet_07_NewsBreaker_live.png* 277

Image 130. UniCredit Intranet: Employee Search. Employee search results offer so much information about people that opening their full profile pages may not even be necessary. *130_UniCredit_Group_Intranet_08_People Results_live.png* 278

Image 131. UniCredit Intranet: Defining a Baseline for Success. Through a series of workshops with over 40 departmental stakeholders, the baseline for the project was defined. The result was an outline of eight intranet pillars for development, as shown in the infographic above. *131_UniCredit_Group_Intranet_09_Pillars_infographic.png* 281

Image 132. UniCredit Intranet: Prior to the Redesign: The old UniCredit intranet. *132_UniCredit_Group_Intranet_10_OneGate_version1.png* 282

Image 133. UniCredit Intranet: The Recipe for Success. This two-page infographic (this image and the one below) illustrate what the UniCredit team considers the perfect recipe for creating a good (tasteful) intranet. *133_UniCredit_Group_Intranet_11a_Recipe_infographic_page_1.png* and *133_UniCredit_Group_Intranet_11b_Recipe_infographic_page_2.png* 289

Image 134. UniCredit Intranet: Evolution. This infographic illustrates key figures relating to how the UniCredit Group intranet has evolved over time. *134_UniCredit_Group_Intranet_12_Evolution_infographic.png* 296

Image 135. Verizon About You Portal: Homepage. The Verizon *About You* homepage acts as a dashboard of data, providing a snapshot of user information and quick access to essential tools and information. *135_Verizon_01_Home_live.png*..... 301

- Image 136. Verizon Intranet: Screen-Size Detection.** After detecting screen resolution, the Verizon *About You* site collapses content areas to fit the information to the user's display. This gives a quick overview of content without requiring users to scroll. *136_Verizon_02_homecollapsed_live.png* 302
- Image 137. Verizon Intranet: Responsive Design.** The Verizon intranet uses responsive design to accommodate users regardless of device type. Most content is available to mobile devices but functionality is limited due to restrictions with the systems serving the information. More functionality is added over time. This image shows the *Your Info* section in desktop (left) and mobile (right) display sizes. *137a_Verizon_03a_YourInfo_Live.png* (left) and *137b_Verizon_03b_YourInfoMobile_Live.png* (right)..... 305
- Image 138. Verizon Intranet: Alternate Role Viewing.** Managers and HR reps can view the *About You* portal as another employee to understand the context of a given personalized view. Though any private information is still hidden. *138_Verizon_04_Masquerading_live.png* 306
- Image 139. Verizon Intranet: Better Integration of HR News.** On the new Drupal-powered Verizon intranet platform, HR News is now more fully integrated with the rest of the news feeds and employees can now comment and share these stories, bringing a new sense of community to the *About You* space and Verizon's intranet in general. *139_Verizon_05_News_live.png* 308
- Image 140. Verizon Intranet: Supervisor Tools.** Verizon supervisors who visit *About You* need to handle the everyday tasks associated with managing people, including absences, address changes, training, performance reviewing, and so on. The *Your Team* workspace unites these transactions and streamlines the tasks. Supervisors can easily initiate tasks for individual team members using the helpful *Actions* drop-down or deal with related tasks using various other widgets within this space. *140_Verizon_06_YourTeam_live.png*..... 312
- Image 141. Verizon Intranet: The Old About You Portal.** When the Verizon team tackled redesigning *About You* in early 2012, its navigation scheme was a confusing collection of shortcuts and quick links that had accumulated and evolved over time. The *About You* homepage focused on news, shuttling off the important links to the two side columns and paid very little attention to what users were going there to accomplish. *141_Verizon_07_Home_Version1.png*. 314
- Image 142. Verizon Intranet: About You Content Organization.** The Verizon team's first attempt at reworking *About You* aimed to improve content organization. A new navigation was created based on the results of card sort activities, and a new homepage that facilitated users toward transactions and important data. This design was an improvement, but the company's mobile users were still under-served. Also, the number of links on the homepage proved difficult to scan, and few users scrolled down the page, missing the best content, like *Rewards and Discounts*. *142_Verizon_08_Home_Version2.png* 316
- Image 143. Verizon Intranet: HR Guidelines and Procedures.** Most Verizon employees come to *About You* for *HR Guidelines & Procedures* information, so the layout and accessibility of these pages is critical. On the new platform, the team provides authors with flexible templates to create easy-to-read pages personalized on a variety of dimensions, such as location, organization, pay band, or supervisor status. *143_Verizon_09_Guidelines_live.png*..... 318

- Image 144. Verizon Intranet: Helping Supervisors.** Extensive user testing showed that Verizon supervisors encountered difficulty when policy content for employees and supervisors was located separately. The new design allows this content to be collocated on the same page so supervisors have a complete picture of a given situation. *144_Verizon_10_Supervisor_live.png* 319
- Image 145. Verizon Intranet: Optimizing for Mobile Screens.** Verizon employees are increasingly moving toward a tablet-only user experience. The new site is optimized for tablet displays and touch interfaces. The wide expand/collapse sections and larger buttons make navigating *About You* on tablets quick and easy. *145_Verizon_11_HomeTablet_live.png*..... 322
- Image 146. Verizon *About You* Portal: Responsive Design for Mobile Viewing.** The *About You* portal as viewed from a mobile phone. The sections are scaled down and collapse into accordions. The layout remains thematically the same as the desktop, but makes better use of the space. The various buttons and links are optimized for easy usage with a touch device. *146_Verizon_12_HomeMobile_live.png*..... 325
- Image 147. Verizon *About You* Portal: Responsive Design for Mobile Viewing.** All pages on *About You* use responsive templates so authors can easily create great-looking, device-friendly pages. Here we see how the design (showing tabs for desktop users) transforms to collapse certain sections, displaying the accordion-style design on mobile devices. *147_Verizon_13_GuidelinesMobile_live.png* 326
- Image 148. Verizon Intranet: Search Results.** The default search scope on Verizon's *About You* is to search only the *About You* domain and the *People Directory*. Search results are ranked by relevance with tuned and suggested links listed above the regular results. *148_Verizon_14_Search_live.png*..... 328
- Image 149. Verizon Intranet: Responsive Design Applied to Mobile Search Results.** Like the rest of *About You*, search results are responsive. The facets at the top collapse into a *More* menu, and the results for people are stacked. *Suggested links*, which account for the most common searches, remain easily accessible at the top of the page. *149_Verizon_15_SearchMobile_live.png*..... 329

List of Tables and Charts

Figure 1. Average Years Spent Creating Intranets: 2001–2015. Since 2001, intranet teams have spent an average of 3.2 years (38.3 months) creating their winning designs. Like last year, this year’s winners took less than 1.5 years (17.3 months) to create their designs.	6
Figure 2. Average Size of Organizations: 2001–2015. The intranets in 2015 supported an average of 52,200 employees, ranging from 200 (Accolade) to 230,000 (Verizon). This year’s median was 14,250 employees. The high average in 2010 was due to Walmart’s site, which supported 1.4 million store associates. The average for 2010 excluding Walmart was 39,100.....	7
Figure 3. Average Intranet Team Size: 2001–2015. Average team size increased to 19 employees per organization, continuing what we see as a positive trend over time to staff intranet teams with more employees. While the curve has a few bumps, the long-term trend is extraordinarily strong.	8
Figure 4 Team Size as a Percentage of Company Size: 2001–2015. This year’s winning intranet teams comprise 0.036% of the organizations they support. This curve has more outliers than the previous figure but the long-term trend is still fairly certain: going up.	9
Figure 5. Intranet Team Size Compared to Company Size.	10
Figure 6. Number of Teams Composed of In-House and External Members: 2007–2015. Eight of this year’s winning teams were made up of internal and external resources.	11
Figure 7. Design Annual 2015 Winners by Country	12
Figure 8. Regions Winners Represent: 2001–2015. The world regions and respective percentages of winners through the history of the Design Annual are North America at 56% (84 winners), Europe at 31% (46 winners), Asia/Pacific, including the Middle East at 11% (16 winners), South America at 1% (1 winner), Africa at 1% (1 winner), and 1% (2 winners) claiming no official regional headquarters.	13
Figure 9. Countries Winners Represent: 2001–2015. Winning organizations now come from 24 different countries, with the addition of Italy, Poland, and South Africa. Countries are grouped here by region (moving clockwise from top) as North America, Europe, Asia/Pacific (including the Middle East), and South America. The countries of 2015 winners are shown in bold.....	14
Figure 10. Industries Represented: 2001–2015. Winners this year represent six of the 20 industries recognized over 15 years of the Design Annual. The industries and their winning counts for 2015 are utilities (4), professional services (2), financial services (1), government (1), retail (1), and technology (1). This ties utility and technology organizations for the most winners through the years, with those in financial services coming in a close second.	15
Figure 11. The 10 Winners in Alphabetical Order	22
Figure 12. Accolade Intranet Team Responsibilities	35
Figure 13. Accolade URL and Access Information	36

Figure 14. Accolade Project Timeline	38
Figure 15. Accolade Intranet Technology	44
Figure 16. Adobe Intranet Team Responsibilities.....	64
Figure 17. Adobe URL and Access Information.....	64
Figure 18. Adobe Project Timeline.....	69
Figure 19. Adobe Intranet Technology	70
Figure 20. ConocoPhillips URL and Access Information.....	91
Figure 21. ConocoPhillips Project Timeline.....	92
Figure 22. ConocoPhillips Intranet Technology	95
Figure 23. Klick Health Intranet Team Responsibilities	112
Figure 24. Klick Health URL and Access Information.....	113
Figure 25. Klick Health Project Timeline.....	118
Figure 26. Klick Health Intranet Technology	123
Figure 27. SFDA Intranet Team Responsibilities	155
Figure 28. SFDA URL and Access Information	156
Figure 29. SFDA Project Milestones.....	158
Figure 30. SFDA Intranet Technology.....	160
Figure 31. Sprint Intranet Team Responsibilities	189
Figure 32. Sprint URL and Access Information	190
Figure 33. Sprint Project Timeline	196
Figure 34. Sprint Intranet Technology	199
Figure 35. TAURON Intranet Team Responsibilities	229
Figure 36. TAURON URL and Access Information	230
Figure 37. TAURON Project Timeline	234
Figure 38. TAURON Intranet Technology.....	238
Figure 39. TFG Intranet Team Responsibilities.....	253
Figure 40. TFG URL and Access Information.....	254
Figure 41. TFG Project Milestones	257
Figure 42. TFG Intranet Technology	260
Figure 43. UniCredit Intranet Team Responsibilities	285
Figure 44. UniCredit URL and Access Information	286
Figure 45. UniCredit Project Milestones	292
Figure 46. UniCredit Intranet Technology	293
Figure 47. Verizon Intranet Team Responsibilities	310
Figure 48. Verizon URL and Access Information.....	312

Figure 49. Verizon Project Milestones 322

Figure 50. Verizon Intranet Technology 323

Recommendations for the Intranet Design Process

For the past 15 years, we have seen intranet design patterns across case studies of award-winning intranets, including through our intranet research work for clients and our NN/g reports. There are certain steps to creating intranets that meet user 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. Granger had this to add:

CONSIDER INCREMENTAL FEATURE ADDITIONS

Consider whether your team is equipped to tackle a big intranet project at once, or if implementing a few parts gradually is more feasible. Whether using Agile or some other development process, you may find doing a little at a time is more manageable. And implementing a few features at a time shows progress. However, consider your users. Will they deal better with a new cohesive design? Will doing the design in stages result in a Frankensteinian user experience?

If you choose to employ an iterative development approach, ensure UX designers are focused in three directions:

- Forward to the designs to come
- To the current designs being implemented
- Back at the designs that were implemented before

The objective being to ensure a cohesive look and feel throughout the intranet without disrupting what users already know.

USE SOCIAL TO LEARN

Everyone knows social features help employees to help each other. But not all organizations are using social to learn. We can monitor social participation to learn more about the needs, feelings, and ideas of employees.

Plan to analyze this information for more than just the intranet design. Use it to improve the organization and satisfaction of employees too.

PLAN FOR MOBILE FROM THE START

Decide about optimizing for mobile access from the beginning, including how you will do it and what devices to target. Teams today often choose a responsive approach to accommodate all display sizes rather than pigeonhole users to some device in particular. Regardless, ensure you plan, prioritize, and test features and content throughout the design process so the user experience is optimized for each targeted device.

When you do usability tests, make sure you test the mobile experience too, not just desktop. Even with a responsive design and one codebase, the user experience is different on mobile devices and screens and should be tested separately.

WATCH EMPLOYEES 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. Observe how they naturally use (or not) the intranet, and where design opportunities exist for making the intranet a more useful part of their day-to-day tasks. Although they are your colleagues, their roles at the organization may require different information and needs from the intranet.

And what about those people in distant locations? Employ online conferencing tools to run moderated remote tests, and use remote testing tools to run un-moderated research sessions. Technology today makes it cheap and easy to collect even empirical research from colleagues around the world.

GET YOUR ANALYTICS ON

Set goals for what types of analytics to capture on the intranet. Capture these data before the new project begins and compare it to data after when the redesign is done. Keep up with analytics, as they can be powerful numbers that support, or disprove, hypotheses you have derived for behavioral user research.

CONDUCT USABILITY RESEARCH

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 wireframes, prototypes, and even 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 just 20 minutes — to review a site's design, discuss what happened in testing, then identify, discuss, and agree on the top usability issues.

SUPPORT THE LAUNCH OF A NEW INTRANET

Whether you do a large redesign or change elements incrementally, it's important to involve people from throughout the organization in the design, pre-launch, and post-launch activities. Some tips to create a good intranet design processes are:

- Include key players from around the organization in the design process. These people not only help you generate design and feature ideas, but can 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 their feedback. Explain the major changes and highlight their benefits.

- Include usability and beta testing in the design and communication processes. Follow up the usability research by communicating how user behavior and feedback helped steer design changes. (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 the site right away.

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 provide a particular feature, doesn't mean it's a good solution for your employees.

Over the years, winning intranet designs were usually from organizations that took a technology solution and made it fit their needs through extension and/or customization, as opposed to simply using it as an out-of-box solution. Teams took the time to understand the tool inside and out, and worked with it to meet the specific requirements of the organization.

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 and involve legacy systems and half-organized data consolidation.

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

Inventory and audit your content before doing anything else. Remove what you don't need (redundant, outdated, and trivial = ROT), edit as helpful, and curate, curate, curate.

The most welcomed 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. Allowing users — besides designated content providers — to 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 overall, which leads to more varied and useful information, which drives more employees to the intranet, thus ensures 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 people live longer in our modern age, many work longer too, yet their sight and dexterity, among other things, gradually wanes. Intranets should not forsake this important population. Designs should make it easy for *all* employees to work effectively.

Assistive technology is another factor. Many organizations employ — or will at some point — people who use assistive technology. Yet many intranets submitted for consideration in our Design Annual posed accessibility problems for users with low vision, no vision, or motor-skill challenges. The primary problems observed were: using too many busy graphics, tiny text, poor contrast between text and the background, limited space between links and text, and small link targets that are hard to click.

MEASURE ROI

When embarking on any intranet redesign, measure whatever you can. In order to show some kind of return on investment in the new site, you need to have starting values against which to measure.

Most intranet redesigns make obvious strides forward, with great usability improvements that foster productivity and improve work efficiency. 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. Use the decreased measure of time on task to calculate the resulting financial savings across your organization. Communicate the positive ROI to the different departments involved, and to higher levels, so that even upper-level managers understand the importance of well-designed internal systems.

Consider other ROI measurements as well. Can moving information online reduce printing costs? 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 boards result in more efficient processes and savings across the organization? Are networking tools promoting collaboration and improving team dynamics?

PLAN TO MAINTAIN AND ENHANCE THE INTRANET

We've seen too many companies complete redesign projects then leave the site to run itself, only to find the intranet a big mess again 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.

Intranets Not Selected: Common Issues

Design Annual entries are typically of the highest caliber. Every year we wish our top 10 could include a few more spots to honor runner-ups that just missed making the list. We see many great designs from teams that are obviously 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.

MISSING OR INVISIBLE SECTION HEADINGS

Users try to quickly scan pages to find the type of content they want. They are able to do this when like content is grouped together with a clear and findable heading. Less helpful, and despite any grouping efforts, is when the heading is too small or looks like normal text. This makes it harder for people to find information quickly.

ILLEGIBLE TEXT

Monochrome aesthetics may seem soothing and contemporary, but grey on grey is nearly illegible. So is white text on aqua, text on an image, tiny text, and a myriad of other crazy combinations. Poor contrast between the text and its background is the worst culprit hindering legibility.

Text should have a high contrast against the background color. Legibility shouldn't be forfeited just for a pretty look.

CHATTER FOR THE SAKE OF CHATTER

Social features that are placed well and supported can be highly beneficial for the organization. But implementing a wall or feed just because it is easy, and not supporting it in any way, can make social fail.

GRAPHICS FOR THE SAKE OF GRAPHICS

Stock art and clip art is, unfortunately, alive and well even on today's intranet. While some winning designs use images of employees and products, others are still using mass-generated, generic photos and graphics. Maybe this is due to a corporate rule, or a federal privacy law, or even cultural reasons. And it may not be easy in some cases to make a change. But it would be so good to get past the point of using these, and instead use images and graphics related to the real people working at the organization on real projects.

NOT CLEAR WHAT IS CLICKABLE AND TAPPABLE

Links that look like normal text, inconsistent link styles, and buttons that appear to be headings are a few of the offenders that prevent people from knowing which items they can click and tap. Don't make employees guess about which items are links and buttons.

MYSTERIOUS CAROUSEL NAVIGATION

Carousels that show an image with navigation dots at the bottom give no indication of what content has passed, is to come, or how to navigate the carousel. Words and images are better than cryptic dots.

GRID AND BOXES WITH NO HIERARCHY OR CONTENT

There is a trend in designing pages with a grid-like pattern. In theory, this is good, as grids help align content and suggest patterns for the eye to move in. But many pages look like Chiclets chewing gum laid out with no content priority. Making matters worse are the illegible text and images, and missing content. These do not help users get information quickly.

Similarly, the return of the boxy design, a popular tablet-optimized design pattern, can quickly make for visually overwhelming pages and harder to scan and understand content.

NO VISUAL HIERARCHY IN MENUS

Making a clear distinction between the parent, child, and siblings in a menu is important for communicating site structure, and necessary for employees to traverse content fluidly. In some designs, all menus seem to be created equally, and it is difficult to decipher the menu category headings from the links below them.

SEGREGATED SOCIAL

In some designs, all social features are relegated to the “Social” intranet, or the *Social* section of the intranet. Confining comments and communication to one area can hinder participation and sends a message that social is not important.

CLUTTER, CLUTTER EVERYWHERE

Some pages are so full of content, links, and menus that it makes it very difficult for users to concentrate.

SEARCH RESULTS BY TYPE

For some sites, search results are divided by content types and include many types. This can work, but not if it’s difficult to tell what the types of results are, or how to view them. Usability is impacted further when there’s no way to view all types of results on one page.

LACK OF ORIENTATION CUES IN NAVIGATION

Orientation cues — like indicating the current selection in the navigation — help employees know where they are on the intranet. But some designs don’t provide these cues, leaving people lost in the wilderness.

Selection Criteria and Process

Nielsen Norman Group's Intranet Design Annual rewards great examples of useful, usable intranets that meet the needs of people using them. To find these intranets and their teams, we post a call for entries each year in May on our corporate website, 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, including a brief description of the intranet, its features, functions, users, and what makes it unique.

We review each entry, then judge and 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 next section, *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 qualities. We base the numeric rankings on criteria typically viewed as key to intranet usability, including some criteria that emerge from submissions or trends in previous years. 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
- Clear hierarchy
- Consistent style across the intranet
- Horizontal scrolling only where appropriate
- Expected page layout and appropriate vertical scrolling

Design:

- Pleasing aesthetics, clean design
- Page hierarchy and priority
- Brand support
- Engaging and helpful homepage design
- Good contrast between text and background
- 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 for all employees
- 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
- Useful mobile offerings
- Originality or "something special"

FOLLOW-UP QUESTIONS WITH TOP TIER (WHEN NECESSARY)

We look at all the information submitted to us as part of the review process. 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 such evaluations are the best way to reveal what works (and doesn't) about a design, we conduct large-scale research studies based on testing that inform our expert reviews of the intranet submissions.³

After our reviews, we sometimes ask follow-up questions, such as for clarification or if a submission was missing information.

³ *Intranet Usability Guidelines* report series is available for purchase:
<http://www.nngroup.com/reports/intranet/guidelines/>

THOROUGH DESIGN REVIEW

After narrowing the initial submissions, we select the top 25 and complete more thorough reviews, narrowing the field to the 10 best.

FOLLOW-UP INTERVIEWS WITH TOP 10

We then notify the top 10 and make sure they have appropriate corporate approvals to share their designs and some content. We 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, and 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?

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) 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 authored the 3rd, 4th, and 5th editions of the report on intranet portals and contributed to the *Application Design Showcase (2nd Edition)*.

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.

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 Destry Wion for copyediting and indexing this report.

Index

- acquisitions**..... 306
 - merger(s).....18, 306
- Agile**..... 5, 18, 21, 24, 243, 254, 256, 264, 297, 349
 - Scrum..... 264
- analytics**.....87, 97, 188, 191, 197, 267, 288, 350
 - Adobe, Omniture..... 70, 191, 199
 - metrics 303, 307, 324, 330
 - Webtrends..... 307
- blog(s)**25, 26, 53, 57, 95, 198
 - Inside Adobe 52
 - microblog(s)/microblogging25, 37, 41, 44, 46, 48, 49
- bookmarks**172, *See also quick links*
- breadcrumb trail** *See breadcrumb under navigation*
- breakpoints**.....*See breakpoints under responsive*
- card sort**..... 37, 55, 65, 191, 231, 266, 275, 288, 300, 312, 313, 316
- carousel** 19, 21, 25, 51, 52, 54, 73, 76, 81, 84, 165, 166, 167, 168, 170, 171, 172, 179, 244, 247, 249, 300, 355
- content**
 - assessment/audit/inventory..... 16, 91, 351, 353
 - management205, 235, 253
 - personalized225, 226, 327
 - role-based.....210, 278
 - system-generated 178
 - types.....261, 355
 - user-generated 71, 178, 181, 183
- content management system (CMS)** 38, 39, 59, 69, 92, 120, 165, 175, 181, 188, 197, 198, 234, 257, 285, 287, 288, 292, 293, 323
 - Drupal305, 308, 310, 322, 323, 330
 - OpenText Web Experience Management..... 198
 - SharePoint40, 158, 260, 261, 292
- dashboard**300, 301
- design process**24, 36, 49, 65, 91, 97, 113, 288, 312, 349, 350
- Design Process..... 156, 190, 231, 254, 287
- Drupal***See Drupal under content management system (CMS)*

fat footer	20, 73, 78, 79, 205
flat design	19, 81, 168, 244
signifiers, affordance	81, 168
focus groups	37, 55, 59, 65, 201, 287, 288, 299, 300, 307, 315
Gamestorming	91
gamification	17, 247, 248
gap analysis	150, 157
governance	8, 34, 50, 63, 64, 88, 111, 155, 186, 195, 196, 197, 227, 252, 283, 287, 291, 309
board(s)/committee(s)/team(s)	93, 196, 197, 202, 353
framework/model	240, 279, 292
heuristic evaluation	92, 191
homepage	25, 26, 51, 53, 58, 60, 61, 63, 64, 69, 70, 71, 72, 73, 74, 75, 76, 81, 88, 98, 99, 109, 133, 134, 137, 138, 139, 150, 151, 164, 165, 166, 167, 168, 170, 171, 172, 173, 174, 178, 188, 191, 194, 195, 196, 199, 200, 205, 206, 238, 244, 245, 247, 249, 256, 260, 267, 268, 272, 279, 280, 286, 300, 301, 303, 314, 315, 316, 322, 330, 356
personalized	32, 205, 269
human resources	189, 253, 305, 307, 310, <i>See also Human Resources under portal(s)</i>
Human Resources (office/team)	25, 35, 51, 64, 70, 88, 89, 93, 146, 196, 299, 307, 309, 310, 322
information architecture ..	17, 21, 51, 55, 59, 61, 63, 64, 65, 70, 77, 79, 86, 116, 165, 171, 206, 231, 253, 266, 275, 280, 287, 288, 322, 358
hierarchy	19, 77, 157, 171, 275, 356
site structure	51, 55, 312, 353, 354, 355
task-based	51, 55, 300
integration	
Exchange	40, 144
Lync	27, 40, 46, 47, 219, 220, 237, 298
Outlook	27
PeopleSoft	303, 327, 331
language(s)	16, 21, 56, 77, 86, 139, 162, 267, 280, 286, 291, 294, 295, 298
lessons learned	37, 49, 71, 97, 131, 164, 201, 240, 264, 297, 330, 358
light box	122, 172, 271
megamenu(s)	19, 55, 62, 65, 77, 78, 116, 152, 178, 184
merger(s)	<i>See merger(s) under acquisitions</i>

metadata/keywords..... See **metadata/keywords** under **search**

metrics..... See also **metrics** under **analytics**

- authoring 330
- client-level 112
- performance 77, 87, 113
- search 310

microblog..... See **microblog(s)/microblogging** under **blog(s)**

mobile 44, 71, 92, 95, 102, 123, 127, 156, 179, 181, 199, 200, 260, 265, 306, 316, 320, 324, See also **responsive**

- app(s).....124, 125, 126, 127, 302, 324
- design.....249, 303
- display(s)/screen(s).....248, 249, 260, 305, 322, 349
- hamburger icon button.....180, 248, 260
- mobile-specific..... 123
- phone(s) 20, 76, 95, 127, 162, 180, 181, 200, 250, 299, 303, 307, 310, 320, 324, 325
- site, separate.....260, 324
- tablet(s).....95, 180, 181, 200, 299, 303, 307, 310, 320, 322, 324, 355

mockup(s).....234, See also **prototype(s)** and **wireframe(s)**

- functional 233
- page 256
- paper..... 350

navigation . 19, 21, 25, 59, 61, 86, 87, 92, 116, 165, 166, 181, 191, 203, 221, 230, 232, 248, 260, 275, 293, 306, 307, 312, 313, 314, 316, 322, 327, 355, 356

- breadcrumb.....171, 172
- global 5, 17, 76, 142, 148, 213, 221, 268, 272
- local/secondary 207, 209, 213, 221, 272, 275, 276
- main..... 37, 309, 356
- megamenu See **megamenu(s)**
- orientation cues 355
- role-based..... 213
- top-level141, 142

organization chart..... 178, 214, 215, 277

personalization 16, 21, 195, 207, 209, 214, 247, 254, 267, 280, 305, 322, 330, 351, 357

- personalize(d).....25, 40, 109, 194, 206, 263, 286, 300, 306, 307, 318
- role-based..... 16, 21, 205, 206, 213, 267, 270

personas 91, 191, 192, 288

portal(s).17, 74, 155, 156, 165, 172, 178, 181, 182, 188, 195, 196, 199, 200, 204, 238, 257, 291, 292, 299, 300, 301, 302, 305, 306, 307, 309, 312, 314, 315, 320, 322, 325, 326, 327

- customer..... 38
- Human Resources4, 21, 299, 307
- local 277
- OpenText Portal 198, 199
- sales..... 200
- USI Portal 291
- Vignette Portal 198

profile(s), employee.. 27, 28, 29, 55, 56, 57, 58, 71, 90, 120, 121, 146, 147, 178, 216, 217, 247, 248, 278

- directory 157, 163, 164, 178, 179, 183, 357
- LinkedIn.....27, 56, 57
- personalize..... 194
- photos 56, 194, 217
- Twitter..... 57

prototype(s).....92, 95, 350, *See also mockup(s) and wireframe(s)*

- high-fidelity 288
- low-fidelity 287

quick links..... 86, 244, 314

- Add Quick Link*.....171, 172
- Edit Quick Links*172, 173
- My Favorites*.....25
- My Quick Links*..... 172
- shortcuts.....216, 218

remote access 64, 91, 113, 156, 190, 230, 254, 286, 312

- Citrix36, 44, 91

research/testing

- behavioral267, 350
- usability10, 55, 59, 65, 92, 97, 113, 156, 158, 182, 192, 201, 233, 234, 267, 350, 351, 357, 358
- user..... 275, 279, 285, 287, 291, 294, 297, 298, 310, 312, 350

responsive...17, 21, 199, 248, 249, 302, 303, 307, 324, 327, 349, *See also mobile*

- breakpoints303, 324, 330
- design..... 16, 76, 86, 95, 123, 156, 161, 179, 180, 199, 248, 302, 303, 305, 320, 322, 324, 325, 326, 330, 349
- framework..... 260
- model 303

search results	329
templates	326
return on investment (ROI) ...	45, 71, 97, 129, 163, 200, 240, 263, 294, 330, 352
engagement	71
time on task	352
time saved	129, 330
Scrum Master	255, <i>See also Scrum under Agile</i>
search	44, 71, 95, 128, 162, 181, 199, 238, 248, 261, 262, 293, 327
categories	45, 84, 238, 261
document(s)	83, 84, 148, 149, 200, 210, 238, 239
employee(s)/people	58, 239, 247, 274, 278, 329
facet(s)/faceted	19, 57, 128, 129, 199, 329
federated	19, 86
filter(s)/filtered	19, 45, 79, 95, 96, 148, 162, 176, 177, 238, 239, 277
Google Search Appliance	57, 71, 198
IBM Watson Explorer	323
indexing/crawling	57, 71, 123, 162, 198, 200, 202
Lucene	44
metadata/keywords	19, 79, 84, 96, 261, 273, 294
optimized	21, 233
personalization	327
preview/hover	19, 148
ranking	328
refine(s)/refining	19, 57, 238, 261, 294, 327
results preview	149
results/page(s) ...	19, 44, 57, 79, 80, 95, 148, 162, 163, 176, 202, 262, 263, 328, 355
role-based/personalized	210, 327
SharePoint	<i>See Search under SharePoint</i>
SharePoint	21, 40, 91, 92, 160, 161, 200, 223, 232, 233, 249, 254, 255
2007	38, 40
2010	292, 293
2013 ..	40, 44, 79, 92, 95, 158, 160, 162, 198, 199, 234, 238, 243, 247, 257, 260, 261, 263
CMS	<i>See SharePoint under content management system (CMS)</i>
Search	44, 160, 198, 199, 238, 260, 261, 293
single sign-on	32, 46
site map	191

social 17, 24, 27, 29, 49, 55, 71, 79, 95, 98, 99, 108, 120, 130, 157, 166, 174, 175, 195, 197, 198, 219, 220, 268, 273, 280, 349, 354, 355

- badges.....17, 144
- Chatter* 105, 108, 113, 130
- comments/commenting.....17, 56, 71, 95, 100, 105, 173, 196, 199, 280
- data 17
- endorsements..... 17
- feed.....247, 354
- follow/following.....27, 40, 52, 56, 95
- hashtag 42, 113, 175
- intranet..... 31, 32, 38, 45, 47, 48, 49, 50
- kudos 105
- Kudos* 17
- likes/liking.....17, 56, 71, 79, 95, 105
- media/tools21, 24, 25, 46, 47, 49, 194, 247
- metrics 17
- network/networking..... 105, 277, 280, 284
- polls 173
- rate/rating..... 173, 199, 273, 280
- star169, 273

survey(s) 37, 55, 59, 65, 71, 81, 86, 87, 91, 92, 97, 102, 150, 157, 163, 168, 224, 231, 234, 243, 254, 287, 288, 297, 299, 307, 330

timeline (project).....38, 69, 92, 116, 158, 195, 201, 234, 257, 291, 322

URL36, 64, 91, 113, 156, 190, 230, 254, 286, 312

usability See **research/testing under usability**

user-centered design (UCD)287, 288, 291

video 20, 42, 53, 54, 87, 93, 95, 104, 105, 116, 119, 128, 129, 158, 168, 170, 173, 174, 175, 181, 188, 190, 192, 194, 200, 257, 273, 294

VPNSee **remote access**

widget(s)25, 32, 40, 133, 137, 138, 139, 140, 151, 164, 312

- adding 138
- customizable25
- e-library*.....139, 140
- Employee Directory*146, 147
- fixed.....138, 139, 161
- language translation 139
- moving134, 135, 136
- removing136, 137

reports.....	33
<i>Special Offers</i>	141
wireframe(s) 65, 66, 113, 131, 192, 231, 232, 285, 297, 350, <i>See also</i> mockup(s) <i>and</i> prototype(s)	
workshop(s) .. 86, 91, 191, 193, 231, 234, 240, 243, 257, 266, 281, 287, 288, 291, 297	

Submit Your Intranet for the 2016 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.
- Organizations that **don't win are never disclosed** in any reports or presentations.
- **Your intranet might be better than you think.**

We'll begin accepting submissions in May 2015. Please check <http://www.nngroup.com/intranet-call-for-entries/> for the exact deadline and submission guidelines.

Eligible designs include anything that runs inside a company and is not accessible on the public web, including:

- Company-wide intranets
- Department-specific intranets
- Solutions to internal communications problems that use intranet technologies
- Internal web-based applications
- Extranets

Good luck!



Evidence-Based User Experience Research, Training, and Consulting

Since 1998 Nielsen Norman Group has been a leading voice in the user experience field.

- Conducting groundbreaking research
- Evaluating interfaces of all shapes and sizes
- Guiding critical design decisions to improve the bottom line

We practice what we preach

We don't just talk about the importance of testing with real users, on real tasks, in real life business situations: we do it. Every week, somewhere around the globe, NN/g team members are conducting research that informs the three pillars of our business: training, consulting and research. In that work we have:

- Tested over 2,000 different interfaces
- Observed more than 4,000 users—in person—in 18 countries and on 5 continents
- Analyzed thousands of hours of recorded user observations sessions
- Conducted countless diary studies, focus groups and remote user tests

Our collective experience will save you time... and money

Making technology easier to use is no longer a nice-to-have. Useful, usable products make money. And our expertise can help your team achieve their design goals quicker and easier than going it alone. Choosing NN/g means you benefit directly from our:

- **Finely tuned methodology:** We have an arsenal of proven tools at our disposal and know how and where to apply each one, taking the guesswork out of how to achieve the optimal design solution to meet your business goals.
- **Comprehensive body of knowledge:** We've taken the results of our decades of research and testing and distilled it down into actionable guidelines, best practices and proven methodologies. Our research library, containing over 50 published reports, X books and an email newsletter archive dating back to 1995 is unrivaled.
- **Practical approach:** Our approach is 100% practical, useful and actionable. Whether you attend one of our Usability Week events or invite us to consult at your place of business, the training you will receive can be put into action immediately so that you can see the results.



Evidence-Based User Experience Research, Training, and Consulting

Our people are the best in the business

At NN/g there is no “B Team”. When we dispatch consultants to work with you and your team, or when you attend a Usability Week course, you are learning directly from some of the best-educated and most experienced minds in the business.

- Our principals are considered pioneers in the fields of user research and interface design.
- Our researchers and consultants tackle the most recent and relevant topics in usability, from evergreen challenges such as information architecture and intranet usability to emerging trends in social media and mobile usability.

Stay Informed

Jakob Nielsen’s Alertbox Newsletter

Summaries of our latest research and insights published twice per month.

To subscribe: <http://www.nngroup.com/articles/subscribe>



Evidence-Based User Experience Research, Training, and Consulting

TRAINING

Usability Week Events

Usability Week training events are offered in the U.S., Canada, the U.K., Europe, Asia and Australia.

Each week-long event features full-day, immersive training courses where attendees learn practical skills directly from experienced practitioners so they can solve complex UI problems and create better interface designs.



Over 40 courses offered in these categories:

- Agile
- Applications
- Content Strategy
- Credibility & Persuasion
- Email
- Information Architecture
- Interaction Design
- Intranets
- Mobile & Tablet
- Non-Profit Websites
- Prototyping
- Social UX
- User Testing
- Visual Design
- Web Usability
- Writing for the Web

Available courses and upcoming locations: www.nngroup.com/training

In-house Training

Many of our courses can be taught at your location and customized to fit your unique offerings, methods and resources.

In-house training is ideal for:

- Large teams that want to spread user experience perspective throughout the group
- Teams working on large projects that need to kick start the creative process and head in the right direction

In-house training information: www.nngroup.com/consulting



Evidence-Based User Experience Research, Training, and Consulting

REPORTS

NN/g has published over 60 reports that detail thousands of evidence-based design guidelines derived from our independent research studies of websites, intranets, application, and mobile interfaces.



Over 60 reports addressing these topics:

- Agile
- Applications
- Audience Types (e.g., children, college students, seniors, people with disabilities)
- B2B Websites
- Corporate Websites
- Ecommerce
- Email
- Information Architecture
- Intranets
- Mobile & Tablet
- Non-Profit Websites
- User Testing
- Social UX
- Strategy
- Web Usability

Shop for reports here: www.nngroup.com/reports



Evidence-Based User Experience Research, Training, and Consulting

CONSULTING

The same experts who conduct our research and teach Usability Week training courses are available for custom consulting including:

- **Evaluating your website, application, intranet or mobile interface** (average cost \$38,000 USD)
- **Usability testing** (average cost \$35,000 USD)
- **Strategic planning** (average cost \$12,000 USD)
- **On-site training with your team** (average cost \$9,000 USD per day)

Consulting details: www.nngroup.com/consulting