

Mergers and Acquisitions, and the Resulting Intranets

26 Case Studies of Award-Winning Intranets, Reprinted from the *Intranet Design Annuals*

Kara Pernice, Amy Schade, Jakob Nielsen, Patty Caya, and Mathew Schwartz

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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 2017, 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.

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REPORT AUTHORS



Kara Pernice, Amy Schade, Jakob Nielsen, Patty Caya and Mathew Schwartz

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Contents

Contents	3
Introduction	5
JPMorgan Chase & Co. (2007)	6
Microsoft Corporation (2007)	42
Bank of America (2008)	76
New South Wales Department of Primary Industries (2008).....	103
Advanced Micro Devices (AMD) (2009)	152
Environmental Resources Management (ERM) (2009)	186
HSBC Bank Brazil (2009)	234
McKesson Corporation (2009)	283
Duke Energy (2011)	351
CenturyLink Business (2012)	389
Everything Everywhere (2012)	420
Logica (2012)	456
MAN Diesel & Turbo SE (2012)	520
AT&T (My CSP) (2013)	573
AMP (2014)	616
Mayo Clinic (2014)	648
WellPoint Medicaid Business (2014)	683
Accolade (2015)	712
Saudi Food & Drug Authority (2015)	740
Sprint (2015)	772
TAURON Polska Energia SA (2015).....	812

UniCredit S.p.A. (2015)	848
Verizon Communications (2015)	882
Salini Impregilo SpA (2016)	915
IBM Corporation (2017)	962
Kerry Group plc (2017)	1011
About the Authors	1044
Acknowledgements	1046

Introduction

Mergers and acquisitions sometimes catalyze an intranet's redesign. But mergers can be stressful for the employees of both the acquired and acquiring organizations, so it might seem initially puzzling that great intranets can result. Yet each year our Intranet Design Annual award includes winning designs that resulted from a merger or an acquisition.

Some of the explanations for these excellent intranet designs include:

- An intranet team post-merger may include several people who have faced different challenges and have gained valuable expertise. This merged team brings forth varied knowledge about intranets.
- A "merged" intranet can draw on the best features and ideas of all premerger intranets.
- The highest-level managers typically establish some goals, such as an explicit "one company" type of directive, to work toward a single corporate culture and encourage all employees to commit to the new organization. This executive plan provides the intranet team with something to aim for in its attempts to create an integrated and positive user experience.
- High-level managers sometimes step away from the day-to-day, detailed, intranet-design decisions, because they have more pressing details with which to deal. This delegation may eliminate, albeit temporarily, some of the politics and designs from above.

A plethora of other factors contribute to the ease and difficulty of creating intranets post-merger. Some of the scenarios and lessons learned by great intranet designers are included in this report.

JPMorgan Chase & Co. (2007)

Using the intranet:

JPMorgan Chase is a leading global financial services firm with assets of \$1.3 trillion and operations in more than 50 countries. The firm is a leader in investment banking, financial services for consumers and businesses, financial transaction processing, asset and wealth management, and private equity.

Headquarters:

The company's corporate headquarters is in New York City; its US retail financial services and commercial banking headquarters is in Chicago.

Number of employees the intranet supports:

178,000

Design team:

In-house

Members:

Alexandra Zawadiwsky, managing director and intranet champion; Jeanine Carlucci-McDonnell, employee portal manager and intranet sponsor; Nancy M Goebel, benchmarking and standards manager and intranet sponsor; Jeffrey Easton, user experience advocate; Gerben Hooykaas, senior Web designer; Phil Diol, user-centered designer; Janette Channell, technology liaison; Susan Korpela, project manager; Michael Welsh, technical lead; James Reilly, business liaison; Lori Pollan, business liaison; Craig Stabler, user experience manager; Dennis Deacon, intranet search product manager

SUMMARY

With a massive and diverse user base, the JPMorgan Chase intranet team faced a unique challenge in attempting to improve its intranet's user experience, while also lowering costs. Throw into the mix a merger, and creating a great design would seem unattainable. Yet, this team rose to the occasion, succeeding especially because of superb planning and a well-focused team.

With more than 620,000 page views per day and nearly 100,000 unique daily visitors, the intranet homepage makes an enormous impression on the firm's 178,000 employees. The intranet team is therefore highly selective about which and how many components it allows onto the page. Thus, the homepage, Company Home, displays only the most important news, especially in the foremost Company-wide News section. Users can link to a news page with more news, but designers are rightfully discerning with the homepage. Similarly, it limits External News offerings, but offers a teaser to encourage interested users to click for more.

Knowing that one homepage cannot be everything to everyone — from bank tellers to investment bankers — designers employed personalization features, serving up portlets personalized by region, state, and line of business. Also, users see their own personalized line-of-business tab — such as Technology & Operations, for example — as the last horizontal navigation tab. Users can also add their own favorite pages in the My Links area in the upper right. This lets users access their own most important items with one click on the homepage.

Other valuable features include Market Watch, which appraises users of how the stock is faring, and World Times Zones, which tells users what time it is for their colleagues in faraway places.

Overall, it's inspiring to see an organization this large keep the entire homepage above the fold. Doing so requires very acute planning and disciplined governance.

JPMorganChase My Links **Jeffrey Easton**
My Profile | Change User JPM 45.49 ▼ 0.22 15:24 EDT

[Company Home](#) [HR & Personal](#) [Workplace Resources](#) [Technology & Operations](#) [People Search](#) [Search Intranet](#)

[FAQs](#) [Feedback](#) [Site Map](#)

Company Home

- About Us
- News and Information
- Lines of Business
- Technology


HR & Personal

- Explore Jobs
- My Rewards @ Work
- Online Banking & Offers
- Online Pay Statements
- Training
- More Tools on the HR & Personal Tab

Workplace Resources

- Help Desk Support
- Manage My E-Mail Box
- Office Locator
- Purchasing
- Safety & Security
- T&E Expense Reimbursement (N.A.)
- Travel Services
- Your Compliance (EMEA)
- More Tools on the Workplace Resources Tab

Company-wide News

 **Meet Kaoru Umino** Aug 21, 2006
Kaoru Umino, co-head of Legal and Compliance in Tokyo, was recently featured by the Nikkei Weekly as being among an elite group of Japanese women.

- India staff support Mumbai terror victims** Aug 21, 2006
Employees rallied throughout India, contributing both money and blood to the relief effort.
- Have you noticed more spam in your inbox lately?** Aug 18, 2006
Increased spam e-mail requires your action! Find out what you can do.
- Fly now, pay later** Aug 17, 2006
Chase Card Services has launched a new private-label credit card program that gives frequent flyers up to 90 days to pay with no finance charges.

[More Company-wide News](#)

- External News for August 21: Firm's participation in American Cancer smoking cessation program deemed a success [Chicago Tribune]**
- [More External News](#)
- Regional News (Asia Pacific, EMEA, LatAm, N. America)**
- U.S. State News**

Market Watch

JPM	45.49	-0.22
DJIA	11345.85	-35.62
NASD	2150.54	-13.41
S&P 500	1298.27	-4.03
FTSE	5915.20	+11.80
DAX	5794.83	-22.19
Nikkei	15969.04	-136.94
Hang Seng	17007.88	-322.82

21 Aug 15:24 EDT
Up to 20 minutes delayed
[More Market Data](#)

NEW Backup Care Locator
Find child and adult care.
For your location. {USA only}

College credit
Recently receive a degree?
[Update your info](#)

Tokyo 4:47 AM Tue Aug 22
Hong Kong 3:47 AM Tue Aug 22
Mumbai 1:17 AM Tue Aug 22
London 8:47 PM Mon Aug 21
Sao Paulo 4:47 PM Mon Aug 21
New York 3:47 PM Mon Aug 21

[More Time Zones/Weather](#)

[Company Home](#) | [JPMorgan Chase](#) | [JPMorgan](#) | [Chase](#) | [Privacy Information](#)

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Stock prices are 20-minute delayed and are provided by Quotemedia; they should not be used as a basis for trade without further verification.

Pictured: Well-designed page structure, rules about homepage content, and personalization features keep the JPMorgan Chase homepage manageable and user-accessible.

The intranet includes written as well as visual communications, with video offered extensively throughout the site. Streaming video of actual people relaying news and information can make messages more potent and enduring; of course, it also provides a more human angle than text alone.

The JPMorgan Chase organization is committed to video communications, and has a centralized streaming media production team and streaming media server to match. On the intranet, video is primarily used for three purposes: training, introducing new marketing campaigns, and expanding access to important meetings and forums. For the meeting pages, designers provide a good textual summary of the meeting, a link to a full meeting summary, and a still photograph from the meeting. The page also provides simple instructions for playing the video, and a URL in case the link doesn't work.

JPMorganChase
My Links
Jeffrey Easton
My Profile | Change User
JPM 47.67 ▼ 0.18 14:24 EST

Company Home
HR & Personal
Workplace Resources
Technology & Operations

People Search
Search Intranet
Go

HR Policies
HR & Personal Index
Feedback
Site Map

HR & Personal Home
Web Centers & Toolkits
Pay & Benefits
Career & Work
Education & Training
Life & Well-Being
Employee Discounts & Banking
Life Event Guides
JPMorgan Chase Diversity & Community

HR & Personal

printer friendly version

Video highlights from the Black Leadership Forum
Aug. 11, 2006 The theme of this full-day event was "A Call to Action," and that's just what attendees heard from Jamie Dimon, Charlie Scharf and others on the agenda. Hear them for yourself now.

Video highlights from the Black Leadership Forum


In June 2006, more than 300 black leaders from JPMorgan Chase gathered in New York to network with other leaders, discuss the progress of diversity within the firm, and work together to set action plans for the future.

A [written summary of the event](#) appeared earlier on Company Home.

Now, you can hear exactly what Jamie Dimon, Charlie Scharf, Gene Saffold and others said in this [seven-minute streaming video](#) recorded at the Black Leadership Forum.

NOTE: To view this online video, mouse over the control panel until you find the "Play" button. Click it, and wait at least 10 seconds for the video to begin. Answers to frequently asked questions about streaming video are provided at the top of the page for those who need additional assistance.

You can also cut and paste this URL into your computer's intranet browser to access the video:
<mms://wmserver.etech.chase.com/2006-431014/2006-431014.wmv>



Tokyo 5:05 AM Sat Nov 18	Hong Kong 4:05 AM Sat Nov 18	Mumbai 1:35 AM Sat Nov 18	London 8:05 PM Fri Nov 17	Sao Paulo 6:05 PM Fri Nov 17	New York 3:05 PM Fri Nov 17
---------------------------------------	---	--	--	---	--

More Time Zones/Weather

Company Home | JPMorgan Chase | JPMorgan | Chase | Privacy Information
Sametime

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Pictured: This page highlights video from a meeting, and provides a written summary, photographs, and instructions for playing the video.



Pictured: An example of a marketing video on the intranet.

The intranet also caters extremely well to new employees, offering them all the basic information they could need. One intranet section is specifically dedicated to new hires, and suggests items that new users might not readily discover. This is a worthy service for people who are adapting to a new environment. Another section provides tips on how to personalize the intranet experience.

[Company Home](#)

New Hires: Welcome to JPMorgan Chase!

Important Resources:

[New Hire Orientation Welcome Book \(.pdf\)](#)

[Resource Directory](#)

[Joining the Company](#)

[LabCorp](#)

[Onboarding Link](#)

Questions? Contact your recruiter.

Save a link to this page and return as many times as you'd like until you are comfortable with finding answers to your questions.

Also, once you've started, you can access this page by going to Company Home > HR & Personal > Joining the Company > New Hire Orientation.

From the moment you learn of your new job at JPMorgan Chase, it's important that you have the right tools, resources and information available to ensure an effortless start to your career. We've tried to make your transition into the Company easier by providing the information on this site. If you have questions on any aspect of your orientation, new hire requirements or access to Onboarding, please contact your recruiter.

Step 1: New Hire Pre-Employment Requirements

Have you completed all New Hire requirements? Use this [checklist](#) to determine if you're ready to start!

Step 2: Complete New Hire Orientation

New Hire Orientation is a web-based course designed to introduce you to your new Company and the advantages and responsibilities that go with it. The course will take approximately 1 hour to complete.

System Requirements:

To view fully, the following system settings are required:	Not sure of your settings? Run some quick checks:	Help Instructions:
Internet Explorer 5.5 or higher	Test your Settings	Internet Browser
Screen Res. 1024 x 768 or higher		Screen Resolution
Flash Player v. 6.0 or higher	Test your Flash Player	Download Flash Player

Troubleshooting Help

If you have difficulty viewing the course, return here for a [troubleshooting guide](#).

Take Course

Step 3: Guidelines for Your First Year

The Orientation course and Welcome Book are important starting points. But your orientation doesn't stop there. Use the checklists below as you continue your transition into the Company

[Before Starting Work](#)

[Your First Day](#)

[Your First Week](#)

[Your First Month](#)

[First 90 days and Beyond](#)

[Print all Guidelines for Your First Year](#)

Pictured: An intranet section for new hires helps them navigate new-hire forms and orientation, and even suggests things to do during their first year at the organization.

[My Links](#)

Jeffrey Easton
[My Profile](#) | [Change User](#)

JPM 47.62 ▼ 0.23 14:14 EST

[Company Home](#)
[HR & Personal](#)
[Workplace Resources](#)
[Technology & Operations](#)

[People Search](#) [Go](#)
[Search Intranet](#) [Go](#)

[Feedback](#)

Workplace Resources Home

Travel & Transportation

Expenses & Approval

Building Services

Productivity & Tech. Tools

Intranet Project Tools

Accessibility Standards and Guidelines

Basics For New Employees

Design and Development Tools

Governance Groups and Forums

Intranet Benchmarking

Intranet Products

Intranet Standards and Guidelines

Site Project Planning

Web Usability

Workplace Resources

Basics for New Employees

New to the intranet?

Want to get more out of it?

The links below provide an overview of the resources available on the JPMorgan Chase intranet and how to access them via a web browser.

Related HR & Personal Content

- Visit the [HR & Personal](#) site to access information and tools to assist you with your career and personal life.
- [New Hire Orientation](#) is one of many [Life Events Guides](#) that provide access to the tools, resources, and information that ensure an effortless start to your career

Intranet Basics

- ▶ [About the Company Home Page](#)
- ▶ [Navigating Company Home](#)
- ▶ [Changing Your Profile](#)
- ▶ [Add or Edit My Links](#)
- ▶ [Browser Basics](#)
- ▶ [Changing Your Default Home Page](#)
- ▶ [Company Home Site Map](#)
- ▶ [Internet vs. Intranet](#)

Tokyo 4:49 AM Sat Nov 18	Hong Kong 3:49 AM Sat Nov 18	Mumbai 1:19 AM Sat Nov 18	London 7:49 PM Fri Nov 17	Sao Paulo 5:49 PM Fri Nov 17	New York 2:49 PM Fri Nov 17
---------------------------------------	---	--	--	---	--

More Time Zones/Weather

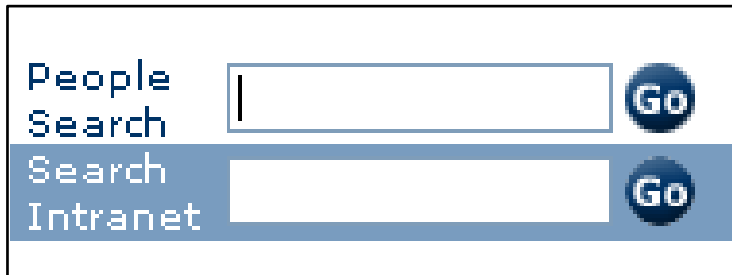
Company Home | JPMorgan Chase | JPMorgan | Chase | Privacy Information Sametime

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Stock prices are 20-minute delayed and are provided by Quotemedia; they should not be used as a basis for trade without further verification.

Pictured: A productivity and technology portion of the new-hire section helps new employees learn such things as how to use the intranet to its full potential.

Both searching the intranet and finding people at an organization are important tasks, and warrant dedicated space on every intranet page. Having two searches exist harmoniously, however, can be difficult. At JPMorgan Chase, intranet designers have helped make these features easy to use by stacking the corporate directory and site search fields. Both are in the upper-right part of all intranet pages. Thus, users can easily find either search and quickly distinguish between the two. The

terminology used, People Search and Search Intranet fields, each followed by Go buttons, also help make these tasks more efficient for users. These design choices might seem relatively simple, yet many simple-seeming choices can add up to a vastly better user experience.



People Search	<input type="text"/>	Go
Search Intranet	<input type="text"/>	Go

Pictured: By stacking and clearly labeling the employee and site search boxes, users can easily find and distinguish between the two search types.

Once users find the employee they're looking for, the system displays a document, packed with such information as the person's name, title, e-mail, phone, organization, and location. Users also have a Personal Profile, which the search engine indexes for keywords; this is especially helpful for employees looking for topic experts. The alternate contact name and number is a very useful addition, especially for JPMorgan Chase's large, dispersed, and often mobile workforce.

Employees can also create a personal Web page. If they do, a link to it appears on their profile.

JPMorganChase Company Home Phonebook Help Feedback

Phonebook

People Yellow Pages Branch Locator

[New Search](#) [update your information](#)

Jeffrey D Easton

Officer Title Vice President

Phone **1 201 5955703**

GDP (Internal) 595-5703

Cell / Alternate Phone 1 917 7165063

Voicemail 1 201 5955703

Internal E-Mail jeffrey.easton/jpmchase@jpmchase

External E-Mail jeffrey.easton@jpmchase.com

Cost Center 56773 (056773) - BENCHMARKING & STANDARDS - NA [hierarchy](#)

Company Name 001 (0802) JPMorgan Chase Bank [?](#)

Organization Central Technology & Ops
Central Technology
Corporate Administrative Sys
BENCHMARKING & STANDARDS - NA

Fax 1 201 5956156 [create fax](#)

Building Code - Floor 02969 - 15

Street Address 575 Washington Boulevard, Floor 15
Jersey City, NJ 07310-1616 United States

Mail Code NY1-D077 [?](#)

Standard ID [?](#)

Manager [Nancy M Goebel](#) [?](#)

HR Business Partner [Elaine M Brophy](#)

[Add to favorite phone numbers](#)

Views

- [org chart view](#)
- [manager hierarchy](#)
- [everyone in this cost center](#)
- [everyone in this mailcode](#)

Personal Profile [More About Me](#)

What I do

Increase the ease of use, or 'usability', of the JPMorgan Chase intranet; Promote awareness of usability ...

Skills

Usability and User Interface design; Usability Lab and Focus Group Facilitation; Accessibility Assessment ...

More About Me

I sit in the southwest quarter of the 15th floor at Newport 5 (575 Washington); Hobbies: Sailing, Running ...

Alternate Contact [Edit Your Contacts](#)

Geraldine Singleton, 201-595-5008

Picture Yourself
[Learn](#) how to add your picture and personal information to the Phonebook.

Pictured: In an employee profile document, user's typical information — such as name, telephone number, and e-mail address — is supplemented with keywords, summary, and a link to the person's personal Web page.

The Yellow Pages tab leads to an area where users can search for groups within the organization. This is helpful when users know they need to talk with someone in a particular department, but don't know whom to call.

JPMorganChase Company Home Phonebook Help Feedback

Phonebook

People Yellow Pages Branch Locator

[New search](#)

Search - Intranet Product Strategy

Organization Supported: Both Heritage Organizations
 State/Area Supported: Global
 Line of Business: Central Technology and Operations
 Internal Phone 1: 312-732-1919
 Internal Contact 1: Representative
 Cost Center: 03832
 Mail Code: IL1-0775
 Building - Floor: 52735 - 3 [view map](#)
 Address: 131 South Dearborn
 (for messenger service only) Chicago, IL 60603-5506

Information for this department was last updated on 9/21/2006 3:42:46 PM

[Update Your Yellow Page's Information.](#)

[Add to favorite phone numbers](#)

[org chart view](#)
[manager hierarchy](#)
[everyone in this cost center](#)
[everyone in this mail code](#)

Description

Intranet search strategy, particularly with regards to Google, the Phonebook (People Search, Yellow Pages, Branch Locator) & Personal Web Pages, and Targeted E-mail.

Useful Links

[Google Intranet Search](#)

Hours of Operation

M-F 8:00AM-5:00PM Central

Service Leader

[Dennis Deacon](#)

Pictured: Users can search the Yellow Pages for groups within the organization.

Telephone banking representatives who support external customers often use the Branch Locator tab within the intranet Phonebook. In retail banking, having specific information germane to each bank branch is essential; the Branch Locator meets this need in a straightforward, easy-to-use way.

JPMorganChase
Company Home
Phonebook Help
Feedback

Phonebook

People
Yellow Pages
Branch Locator

New Search

Park Slope

Chase Brand / Bank One System
In-Line

Manager(s) [Vedelyn Davis](#)

Customer Phone 718-783-1822

Internal Phone 718-783-1822

Service Type Full

Cost Center 00101 [hierarchy](#)

Branch Number 00101

Market Northeast

Mail Code NY1-0101

Fax 718-783-1973 [create fax](#)

Street Address 127 7th Ave
(for messenger service only) Brooklyn, NY 11215

Friendly Location Carroll St & 7th

Services

- Annuities - Branch Rep
- Bilingual ATM - Korean
- Bilingual ATM - Spanish
- eATM - 24 Hours
- Express Deposit
- Foreign Drafts/C-Drafts
- Investment Services On Site (Tuesday, Wednesday & Thursday)
- Night Deposit
- Quick Deposit
- Safe Deposit Vault Hours - Same as Branch Hours
- Savings Bonds
- SBSO, Roberta Alderman, 888-472-7626 ext 61634
- Serviceline Telephone

Nearest Alternative Branches

- [Grand Army Plaza](#) 0.4 mi.
- [Ninth Street](#) 0.7 mi.
- [Albee Square](#) 1.1 mi.
- [Court Street](#) 1.5 mi.
- [Metrotech](#) 1.5 mi.

[Report incorrect information](#)

[Add to favorite phone numbers](#)

[org chart view](#)
[manager hierarchy](#)
[everyone in this cost center](#)
[everyone in this mail code](#)

Lobby Information Hours
M 8:30am - 6:00pm
Tu 8:30am - 6:00pm
W 8:30am - 6:00pm
Th 8:30am - 6:00pm
F 8:30am - 6:00pm
Sa 9:00am - 3:00pm
Su

Drive-up Information Hours

Deposit Cut-off
M 6:00pm
Tu 6:00pm
W 6:00pm
Th 6:00pm
F 6:00pm

ATM Information
Lobby ATM - No
Drive-up ATM - No
Vestibule ATM - Yes
Walk-up ATM - No

Safe Deposit Yes
Audio Assisted Yes
Deposit Cut-off 6:00 PM

Branch Manager Information
[Learn how we display and how to update this information.](#)

Pictured: The *Branch Locator* in the *Phonebook* is especially helpful for the telephone banking representatives who communicate with customers.

On personal Web pages, users can add — among other things — pictures of themselves and information about their jobs, projects they're working on, training

and education, and the company products they're familiar with. This information can help people find the appropriate personnel resources for a particular job.

Jeffrey Easton

JPM 45.46 ▼ 0.25 16:01 EDT

Company Home

HR & Personal

Workplace Resources

Technology & Operations

People Search
Go

Phonebook
Personal Web Pages

[Help/FAQ](#) | [Terms of use](#) | [Feedback](#)
Last Updated 2-MAR-2006

Easton , Jeffrey D

[Back to Phonebook Details](#)

Officer Title
VP

Phone Number
1 201 5955703

Alternate Contacts
[Singleton, Geraldine](#)

Edit Personal Web Page

Search Personal Web Page

View Print Friendly Page

My Current Job

What I Do

- Increase the ease of use, or 'usability', of the JPMorgan Chase intranet
- Promote awareness of usability and accessibility issues throughout the firm.

Current Projects

- Accessible 'Virtual Workplace' Initiatives
- Design Review Board
- User Interface Standards for the Intranet
- Company Home
- Single Portal Infrastructure (SPI)
- Watchfire WorkVM

Training and Certifications

Training/Certifications


- HFI Certified Usability Analyst
- MBA - NYU Stern School of Business
- MPS - George Washington University
- BA - Michigan State University
- Certificate in Database Management, NYU School of Continuing Education

Product Knowledge

- Usability Testing Tools
- Accessibility Assessment Tools
- Assistive Technologies

Pictured: An example of a personal Web page, which includes a photo and useful information about the person's job, projects, and training.

From any particular person document, a user can see where a person fits within the company by viewing an organizational chart. This Phonebook organizational chart is hierarchical; the selected person is distinguished by an outlined box in the middle of the chart. The names of the person's manager, the manager's manager, and so on, appear above this box. The small, yellow organizational chart icons link directly to that individual's org chart.

JPMorganChase  [My Links](#) **Philip Diol** JPM 34.710 ▲ 0.05 09:45 EDT
[My Profile](#) [Change User](#)

Company Home **HR & Personal** Workplace Resources Technology & Operations

Corporate Policies Corporate Forms Library Feedback Site Map

People Search Go
 Search Intranet Go

HR & Personal

HR & Personal Home

- Compensation & Benefits
- Career & Learning
- Work-Life
- Awards & Recognition
- Staffing
- Health Services
- HR Policies
- Employee Financial Services
- Community Involvement
- Diversity

HR & Personal Index:
 A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z

▶ Message Inbox

Events & Reminders

- ▶ JPMC is making changes to the eligibility requirements for the Retiree Benefits Program
- ▶ Accessing Compensation and Benefits Plan Account Information
- ▶ Save on your commute with the JPMC Transportation Spending Account
- ▶ More

I Want To...

- ▶ Explore Job Opportunities
- ▶ Find Training Opportunities
- ▶ Recognize a Colleague (Service Star)
- ▶ Check my 401(k) Balance
- ▶ More

Life Event Guides

- ▶ Marriage
- ▶ Going Back to School
- ▶ Moving and Relocating
- ▶ New Child and Child Care Responsibilities
- ▶ More
- ▶ Joining the Company
- ▶ Serious Illness
- ▶ Personal Emergency
- ▶ Improving your Health and Well-Being

My Personal Toolkit

- ▶ My Rewards@Work
- ▶ Pay and Personal Information - View and Update
- ▶ Pay Statements - View and Print
- ▶ Address (Home) - View and Update
- ▶ More

Health & Wellness

- ▶ Benefits (2005 Medical, Dental, Life ...)
- ▶ Benefits Status Change Guide (.pdf)
- ▶ Claim Forms and Filing Tips
- ▶ Health Services and National Wellness
- ▶ More

Financial Rewards

- ▶ 401(k) Savings - '05 Resource Guide (.pdf)
- ▶ WealthBuilder (My Rewards@Work)
- ▶ Employee Stock Purchase - '05 Resource Guide (.pdf)
- ▶ 401(k) Savings - '05 Investment Fund Profiles (.pdf)
- ▶ More

Manager's Toolkit

- ▶ Manager Connection
- ▶ New Hire Checklist
- ▶ Manager's Offboarding Checklist (.pdf)
- ▶ Leaves of Absence Guidelines for Processing
- ▶ More

Career Growth

- ▶ Explore Jobs (JobConnect)
- ▶ Training (Bank One University)
- ▶ Performance Management
- ▶ Tuition Assistance Program
- ▶ More

Time Away From Work

- ▶ Vacation Policy
- ▶ Holidays Policy
- ▶ Personal Days Policy
- ▶ Disability Leave Policy
- ▶ More

HR Forms Library

- ▶ Back-up Child Care Enrollment
- ▶ Tuition Assistance Online Application
- ▶ Beneficiary Designation Form (.pdf)
- ▶ Health Care Spending Account Reimbursement Form (2005)
- ▶ More

Pictured: The main HR page provides users with essential information, much of it available through links right on the section's homepage.

In the left-hand navigation, users see a honed list of HR-related areas. Designers took care to keep the menu's length somewhat short (less than 10 items). Creating sub-menus that open in place is a very helpful interface choice for many types of users. The color change of the selected menus, from light blue to dark blue, denotes the selected section, while the sub-menu itself appears as a gray box, which helps users stay focused on their options and identify what they need.

JPMorganChase My Links **Phillip Diol** **JPM 34.710** ▲ 0.05 09:45 EDT
My Profile | Change User

Company Home **HR & Personal** Workplace Resources Technology & Operations

Corporate Policies Corporate Forms Library Feedback Site Map

People Search Go
Search Intranet Go

HR & Personal Home
Compensation & Benefits
Career & Learning >
 Career Management
 Explore Jobs (JobConnect)
 Job Referrals (Referral Connect)
 Training at JPMC
 Training (Bank One University)
 Tuition Assistance
 More Career & Learning...
Work-Life >
Awards & Recognition >
Staffing >
Health Services >
HR Policies >
Employee Financial Services >
Community Involvement >
Diversity

Career & Learning

HR & Personal Index:
 A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z

- Bank One Academy
- Career Management
- Entry-Level Training
- Explore Jobs (JobConnect)
- Job Referrals (Referral Connect)
- On-Site College Program
- Performance Management
- Training (Bank One University)
- Training at JPMC
- Tuition Assistance Program

Related Links

- Career Consulting
- Work - Life Seminars

Tokyo	Hong Kong	London	Sao Paulo	New York	Chicago
11:18 PM Fri Aug 19	10:18 PM Fri Aug 19	3:18 PM Fri Aug 19	11:18 AM Fri Aug 19	10:18 AM Fri Aug 19	9:18 AM Fri Aug 19

More Time Zones/Weather

Company Home | JPMorgan Chase | JPMorgan | Chase | Bank One

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Pictured: Well-organized menus help users locate the HR information they need.

After JPMorgan Chase merged with Bank One in 2004, the intranet team needed to integrate both intranet sites. Accordingly, it took several steps. One very important step was to establish a Design Review Board (DRB) to govern and update the intranet's user interface standards. This same team was then tasked with reviewing the new site and application designs for compliance with those standards.

Another important innovation was to create an application that let designers easily create standards-compliant prototypes for requirements gathering and user testing. This excellent online wizard walks people through using the standard page templates, and then creates HTML prototypes — complete with working navigation. The tool automatically produces detailed design and functional specifications, as well as the CSS and XHTML code developers need. This method is a fabulous time-saver and ensures design consistency.

The intranet team also took steps to help designers and developers help themselves. The Interaction Patterns Library houses standard code samples, which developers always find priceless.

JPMorganChase JPM 45.23 ▼ 0.23 14:54 EDT

Company Home HR & Personal Workplace Resources People Search Intranet

Interaction Patterns Home

Interaction Patterns

Choose a pattern to see the details.

Navigation	Organization	Search	Data Input	Notification
Breadcrumbs code available 	Expanding Sections code available 	Simple Search 	Progressive Disclosure code available 	Popup Windows
Vertical Navigation code available 	Product Display 	Advanced Search 	Slider Bar code available 	Error Messages
Tabs 	Product Comparison Matrix 	Search Results 	Data Picker code available 	Countdown Timer code available
Teaser Menu code available 	Sitemap 	Item Selector 		
Wizard 	Tables code available 	Frequently Asked Questions 		
Grouped Links code available 	Sortable Tables 			
Shortcut Box 	Paging 			
	Personalized Portlets 			

The site is a repository of design elements that are commonly used in web design. Each pattern describes best practices with examples. Employing these patterns will improve the usability of your site and also save the effort of developing new code when it is already available here (code samples will be coming soon).

To submit more patterns that you would like to see, add sample codes or if you have any questions, please contact [Shikha V. Desai](#)

Pictured: To assist designers and developers in designing standard, compliant pages and applications, the intranet team created an Interaction Patterns Library, which includes standard code samples. Such “reusable” code has proved invaluable to developers.

While having such online resources is priceless, in some cases, face-to-face training is also extremely useful. The team therefore decided to train a select group of users

to be usability advocates within their organizations. More than 60 employees completed an intensive 10-day course on user-centered design.

All such efforts have produced many payoffs. For example, the intranet team has already brought more than 90% of the major line-of-business sites into basic compliance with the intranet design standards, and avoided at least \$14 million in costs by consolidating multiple intranet environments into a single, shared one.

That's the kind of ROI most intranet redesign teams wish they could report. How did JPMorgan Chase do it? Beyond crafting an engaging design, never underestimate the power of planning. While careful planning and carefully designed intranet standards might seem costly, time-consuming, or perhaps just painful, JPMorgan Chase's intranet, and the project results, illustrate how getting these details right — from the project's start — lays the necessary groundwork for creating an intranet that truly meets both users' needs and the needs of the business, with accompanying metrics to prove it.

URL AND ACCESS

The URL for the JPMorgan Chase intranet is <http://intranetportal.jpmorganchase.com/portal/index.jsp>. All but two of the firm's businesses bookmark the company's homepage as their employees' default browser start page. Businesses that specialize in direct customer contact are often exceptions, though employees can still easily access the homepage via the Global Common Element (GCE), found (as the name implies) on every page.

When away from the corporate LAN, users can access the intranet via VPN. Users can also access some sites and applications — mostly HR-related — by using a browser and their normal intranet log-on credentials.

JP Morgan Chase installs kiosks wherever it has large concentrations of employees without computer access. In addition, shared computers in the bank's retail branches allow branch staff to access the intranet.

CONTENT MANAGEMENT

Distributed Content, Controlled Templates

The entire intranet's CMS is Vignette, which supports decentralized content authoring. "We do not customize the content management system on a site-by-site basis," notes Janette Channell, technology liaison for the Shared Services Groups (SSG). This helps reduce intranet-related costs and makes the site easier to support.

JPMorgan Chase relies on approximately 200 content providers for all of its line-of-business and corporate group intranet sites, and the CMS restricts their ability to alter page design. "Content creators used to control the design and organization of intranet content, and this resulted in an intranet that was poorly organized and full of duplicate and outdated or inaccurate and misleading information," says Jeffrey Easton, SSG's lead user experience advocate. "Ethnographic studies, card sorts, and usability labs showed that end users had different expectations for how the intranet should be organized, so we decided to come up with an arrangement that allowed content creators to focus on the content and let the users determine the information architecture and user interface."

Intranet Design Review Board Sets Standards

An intranet DRB specifies user interface standards for all intranet sites. "These standards are available on the intranet and include links to standard-compliant reusable code and other related standards and guidelines," says Easton, who chairs the DRB.

The board includes subject matter experts in usability, accessibility, Web application development, corporate branding, and the law. "Its goals are to interpret, expand, change, and grant exceptions to the user interface standards," he says. "Proposals for changes or requests for exceptions come to the DRB; we then conduct user testing and other research to determine if the request should be accepted, tweaked, or denied."

Prototype Toolkit Helps Enforce Templates

In previous intranet versions, managing the many different page templates in use was challenging. "Initial attempts at enforcing a standard set of templates did not work: individual development groups would customize them to fit their 'client's' requirements," says Easton. "We soon realized that we needed a comprehensive plan for ensuring a single set of design templates on the intranet."

TECHNOLOGY

The Web tier of the Enterprise Portal uses Sun V480s running iPlanet Webservers on Solaris 8. The application tier uses Sun F15K domains running VAP 4.5.1 with WebLogic Portal 6.1 on Solaris 8. The database tier also uses SUN F15K running Oracle 9.2 on Solaris 8. The CMS is Vignette (VCMS 7.3.05) with WebLogic Server 8. The company uses the Mercury suite of software testing tools for bug tracking and automated load testing.

Google technology handles enterprise search and the intranet team also studies top searches. "We use both the search logs and a metrics program, Omniture SiteCatalyst, to track search activity and search terms used," says Dennis Deacon, the intranet search product manager.

For ensuring optimal search results, context is everything, he notes. "Pages must have quality content that contains the terms that users would search on, and descriptive and unique page titles for the search results to be relevant. Some of the content management systems in use on the intranet do not require page titles, which means the page URL becomes the title. This, and a lack of awareness by content authors, can degrade search relevancy — and content quality."

JPMorganChase

Company Home | HR & Personal | Workplace Resources

People Search Go

Search Results

EURC

Search results for EURC. Results

Sort By Date Sort By Relevance

Featured Link

End User Request Center (EURC) - telecommunications services, DMZ services, ATM Connectivity, Mainframe Connectivity
<http://eurc.bankone.net/>

SSO Login Page
 SSO Login, More about Single Sign-on. Standard ID: Standard ID Look-up.
 Password: Reset Password. Tip: You are able to use the same ...
[https://ssologin.bankone.net/itementinderagent/SSOlogin.fc?TYPE=33554433&REALMID=06-0002f9b1-9b5a-1f7d-bb21-80d49f1000&GUID=&SMAUTHREASON=0&METHOD=GET&SMAGENTNAME=\\$M\\$NKmkjXdgopgr2HX1R0W2TJSN%2FFIC2AI68%2FwQxUEk0WI2F01cY49S97KDKBLv&TARGET=\\$M\\$HTTP%3A%2F%2Feurc.bankone.net%2F](https://ssologin.bankone.net/itementinderagent/SSOlogin.fc?TYPE=33554433&REALMID=06-0002f9b1-9b5a-1f7d-bb21-80d49f1000&GUID=&SMAUTHREASON=0&METHOD=GET&SMAGENTNAME=MNKmkjXdgopgr2HX1R0W2TJSN%2FFIC2AI68%2FwQxUEk0WI2F01cY49S97KDKBLv&TARGET=MHTTP%3A%2F%2Feurc.bankone.net%2F)
 Size: 13k

[PDF] **EMEA Software Provision Through EURC**
 ... Using **EURC** Software Services to Request Software **EURC** now ... knowledge. I cannot find the Software I require in the **EURC** List There ...
<http://intranetportal.jpmorganchase.com/scmdata/Files/EMEA%20Software%20Provision%20through%20EURC.pdf>

[DOC] **Printed Documentation**
 ... End-User Technology. Table of Contents. **EURC** Overview. ... Log into **EURC**. To access **EURC**: Go to the **EURC** URL at <http://eurc.bankone.net/> ...
http://intranetportal.jpmorganchase.com/scmdata/BusinessAligned/TO/Template_Channels/Central_TO/CAS/CAS_Bus_Units/Bus_Mgt_Mer

End User Request Center (EURC) Instructions - Software (05/27/2006 ...
 JPMorganchase Logo, www chase. Company Home. HR & Personal. Workplace Resources. Technology & Operations. GTI. People Search Submit People Search. Tue. Nov. ...
<http://cardnet.chase.com/CCSIntranet/CDA/NewsFlashSSDetailInd/0,3569,1-39-1-377-8566,00.html>
 Size: 101k

New Process and Tool For Creating Service Requests (EURC) (03/20 ...
 JPMorganchase Logo, www chase. Company Home. HR & Personal. Workplace Resources. Technology & Operations. GTI. People Search Submit People Search. Tue. Nov. ...
<http://cardnet.chase.com/CCSIntranet/CDA/NewsFlashSSDetailInd/0,3569,1-39-1-377-8515,00.html>
 Size: 101k

EURC, 'One-stop- shop' now available for desktop, software and ...
 ... **EURC**, 'One-stop- shop' now available for desktop, software and most tech products & services in US Mar. ... What Request Systems will be replaced by **EURC** in US? ...
http://intranetportal.jpmorganchase.com/portal/site/gti/index.jsp?epi-content=GENERIC&beanID=1562924041&viewID=contentdetailview&metaID=a15ddc6e3d5f9010VgnVCMserver0c3d030a____&curr_page=2&2Fv%2FSCM%2FGTI%2FView+All+Template+Channel%2FNews+and+Events%2FWorldwide+News%2FProduct+Updates%2F8jpmcpagetitle
 Size: 57k

How to Purchase a Desktop/Laptop through EURC
 ... How to Purchase a Desktop/Laptop through **EURC**. With the introduction ... step guide. 1. Click on **EURC**. 2. Select 'End User Services'. 3. ...
<http://intranetportal.jpmorganchase.com/portal/site/gti/index.jsp?epi-content=SecondaryPageType-ContentDisplay&moID=c6114f4106e4>
 Size: 58k

[DOC] **Cockpit New User**
 IOC Cockpit New User Request. New users must be added via the End User Request Center (**EURC**). Go to this URL to access the **EURC** system: <http://eurc.bankone.net/> ...
https://confluence.uk.jpmorgan.com/confluence/download/attachments/112942/Cockpit_NewUser_20060829.doc?version=1

[PPT] **Pitchbook-US.ppt**
 Global Technology Infrastructure. **EURC** Release 5.0 - Project Update. Patti Simonetta. ...
EURC Release 5.0 - Project Status. Global Technology Infrastructure. 2. ...
<http://neo.bankone.net/oasis/ASN/ASNmeeting20060314.ppt>

Global Service Center Services Move to EURC on June 27
 JPMorganchase Logo, www chase. Company Home. HR & Personal. Workplace Resources. Technology & Operations. GTI. People Search Submit People Search. Fri. Nov. ...
<http://cardnet.chase.com/CCSIntranet/CDA/NewsFlashSSDetailIndFeedbk/0,3569,1-54-1-546-9302,00.html>
 Size: 101k

< Prev **1** 2 3 4 5 6 7 8 9 10 Next >

Company Home | JPMorgan Chase | JPMorgan | Chase

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Pictured: The search results page below shows the results for the acronym “EURC.” Note how Google returns the meaning of the acronym and shows the document type, as well as highlighting the search term.

REDESIGN GOALS AND CONSTRAINTS

Goals:

- **Lower costs.** The redesign's overriding goal was to reduce the intranet's operating costs by consolidating intranet sites onto a centralized set of servers. "But SSG also saw this as an opportunity to create a single, consistent user interface," says Jeanine Carlucci-McDonnell, SSG's enterprise portal group manager. This would make the entire intranet easier to use.

Constraints:

- **No mandate for change.** "We did not have a mandate, so we needed to convince the various lines and sub-lines of business that it was in their best interests to leave their current environments — where they had complete control over design and functionality — and move onto a common platform, with very little differentiation in look and feel between sites," says Carlucci-McDonnell.

BASIC INTRANET FEATURES

Principle Features

One of the principle features of the JPMorgan Chase intranet is clear navigation, in large part because of the GCE located on the intranet homepage. The GCE appears on intranet sites that have "on-boarded" to the enterprise portal, as well as on other sites on a subscription basis. "Although having a standard header may not be considered a unique idea, its adoption and usable and valuable features do help make our intranet stronger and more cohesive," notes Phil Diol, SSG's Web design expert and user experience advocate.

With the GCE, all employees have ready access to intranet and people search, and see three tabs — Company Home, HR & Personal, and Work Place Resources. The latter two are resource index pages, carefully designed to provide resources organized by events, topics, and alphabetical listings. Users are also provided with a tab for their own line of business. "This is set in their intranet profile when they log on the first time, so employees have what's most relevant to them and the company at their fingertips," notes Diol.

Homepage features include a stock quote, which provides quick insight into the company's financial performance, and the Phonebook, which is used by an average of 70,000 employees daily.

Overall, "many mission-critical tasks can only be accomplished via the intranet, including benefits enrollment, getting your pay stub — employees no longer get paper stubs — and finding relevant policies and procedures," says Easton. "During emergencies, the Company Home site is the page that all the warnings and instructions are to be found on. There is a hidden portlet at the top of the content section that opens up when critical information needs to go to all employees in a region or the firm. For example, when the London subway was bombed, information

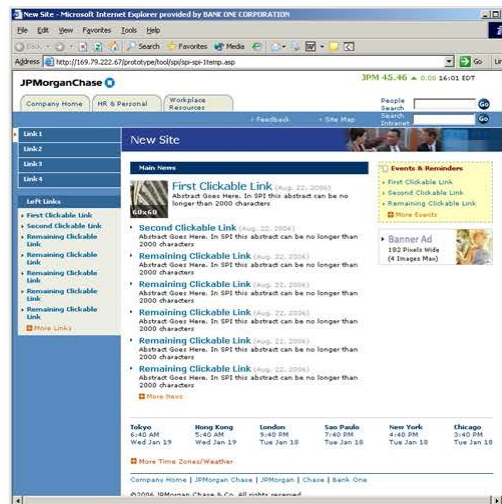
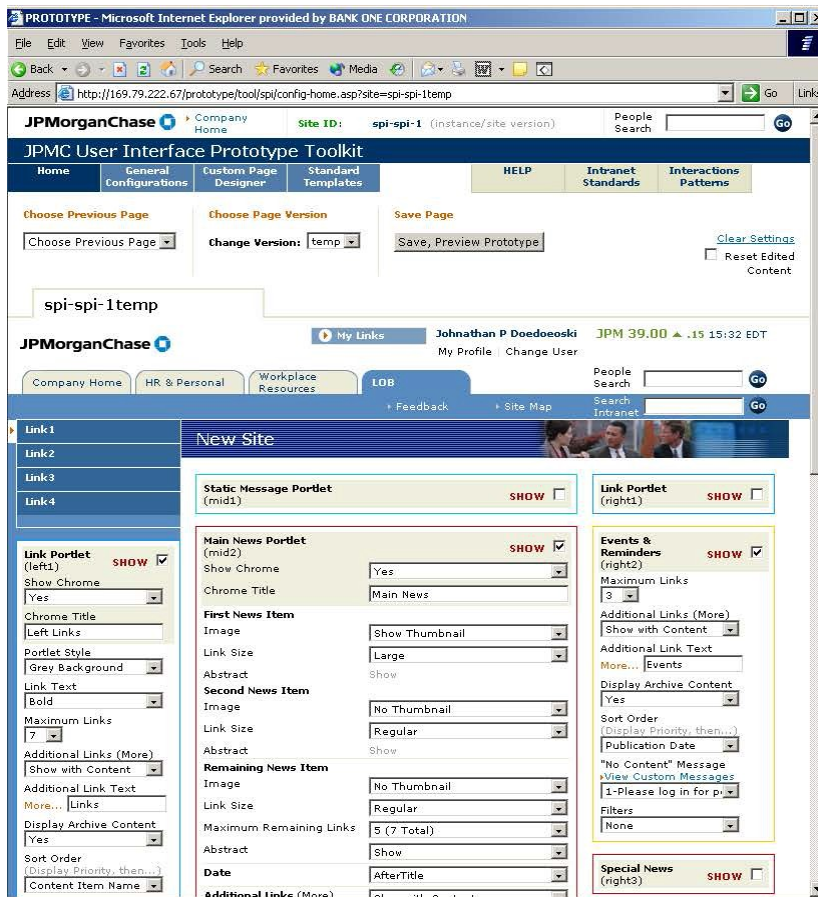
on building closures and security measures was displayed in this area, as well as the welfare of any employees involved."

New employees have a dedicated intranet section. "This is the outcome of a study done a few years ago that identified the 'employee on-boarding' process as something where costs could be lowered and efficiency improved by moving everything to the intranet," notes Easton.

Tool Facilitates Enterprise Portal "On-Boarding"

"A specific application we want to emphasize is a homegrown 'onboarding' tool," says Diol. The application, also known as the Prototype Tool, was created in 2005 to help streamline portal creation efforts. The tool helps four types of users:

- **Enterprise portal clients:** Enables business groups becoming a part of the enterprise portal to easily access the standard template library and easily preview their new intranet site, facilitating increased buy-in.
- **Enterprise portal staff:** While clients preview their new intranet site, the Prototype Toolkit generates all necessary CSS. "Any custom presentation requests can be performed on a CSS level, rather than portal configuration level," says Diol, speeding development efforts. "The tool helped reduce a 10- week on-boarding process to two weeks."
- **User-centered designers:** The Prototype Toolkit lets the company focus more on user-centered design. First, the preview tool eliminates the need to develop wireframe models, which can be a "cumbersome and inefficient" process, says Diol. In addition, previews — in reality, prototypes — can be tested immediately with users and quickly refined. Finally, the templates take much of the guesswork out of interpreting the company' UI standards.
- **Business groups not "on-boarding" to the enterprise portal:** Inevitably, some business groups needed to develop intranet sites, but were not able to fit the "portal on-boarding schedule" into their timeline. "When this is necessary, we want to provide standardized UI options and resources," says Diol. Accordingly, the Prototype Toolkit will generate the CSS, HTML, and scripts also used to help build portal-compliant sites. This speeds development, reduces guesswork, and "also puts them in a better position when they are ready to on-board to the portal."



Pictured: The user interface Prototype Toolkit facilitates “on-boarding” of pages into enterprise portal platform by offering clients certain page layout configurations, all of which are tied to specific UI standards. As a result, new pages require much less management time.

JPMorganChase
Company Home
Site ID: spi (instance/site version)
People Search
Go

JPMC User Interface Prototype Toolkit

Home
General Configurations
Custom Page Designer
Standard Templates
HELP
Intranet Standards
Interactions Patterns

My Templates: none
View Color Legend

TYPE NAME	PURPOSE / DESCRIPTION	STYLE 1	STYLE 2	STYLE 3	STYLE 4	STYLE 5
Simple List	<ul style="list-style-type: none"> 'View All' Simple Display of one list of links or articles Show many content instances 	<div>Simple List 1 (under review)</div> <div></div> <div>PREVIEW</div> <div>DETAILS</div> <div><input type="checkbox"/> Reset Links</div> <div>Chrome Titles:</div> <div>Primary Title</div> <div>Reserve List:</div> <div>ADD REMOVE</div> <ul style="list-style-type: none"> Links (20max) 	<div>Simple List 2 (under review)</div> <div></div> <div>PREVIEW</div> <div>DETAILS</div> <div><input type="checkbox"/> Reset Links</div> <div>Chrome Titles:</div> <div>Primary Title</div> <div>RightHand 1 Ti</div> <div>Reserve List:</div> <div>ADD REMOVE</div> <ul style="list-style-type: none"> Link (20max) Right link area (10 max) 	<div>Simple List 3 (under review)</div> <div></div> <div>PREVIEW</div> <div>DETAILS</div> <div><input type="checkbox"/> Reset Links</div> <div>Chrome Titles:</div> <div>Primary Title</div> <div>Reserve List:</div> <div>ADD REMOVE</div> <ul style="list-style-type: none"> Article (20max) Pagination 	<div>Simple List 4 (under review)</div> <div></div> <div>PREVIEW</div> <div>DETAILS</div> <div><input type="checkbox"/> Reset Links</div> <div>Chrome Titles:</div> <div>Primary Title</div> <div>RightHand 1 Ti</div> <div>Reserve List:</div> <div>ADD REMOVE</div> <ul style="list-style-type: none"> Article (20max) Right link area (10 max) Pagination 	<div>Simple List 5 (under review)</div> <div></div> <div>PREVIEW</div> <div>DETAILS</div> <div><input type="checkbox"/> Reset Links</div> <div>Chrome Titles:</div> <div>Primary Title</div> <div>Reserve List:</div> <div>ADD REMOVE</div> <ul style="list-style-type: none"> Article (12max) Abstract Thumbnail Pagination

Pictured: The intranet’s standard template library includes a full array of standard page templates. Clients choose from predefined page layouts, reducing the time needed to ultimately get their pages live on the portal.

USERS

The intranet serves approximately 178,000 employees and consultants worldwide.

The intranet’s user base, however, is extremely diverse, ranging from tellers to investment bankers and from call center representatives to administrative assistants. Users typically access the intranet several times a day to look up colleagues’ numbers, enter travel expenses, look up benefits information, and read the latest news about the firm, their line of business, or their region. The intranet is also the home of many of the trading, market data, and customer information systems that users need to do their job.

USER TASKS

How do JPMorgan Chase’s employees use the intranet? To find out, “we conducted a rather expansive ethnographic research initiative this year,” notes Diol. “It involved interviewing and observing many employees within different lines of business and with different roles.”

According to the research, the top four tasks (in order) are:

- The research also identified common secondary tasks (in no particular order):

- Pink color shows where intranet fits with key tasks.*

Pictured: Findings from contextual interviews showing the key tasks employees engage in and the tools they use for each. The company's long-term goal is to expand the number of tasks that involve the intranet (in pink).

INTRANET TEAM



Pictured: (clockwise from bottom left) Dennis Deacon, Lori Pollan, James Reilly, Alex Zawadiwsky, Jeanine Carlucci-McDonnell, Nancy Goebel, Jeffrey Easton, Gerben Hooykaas, Phil Diol, Susan Korpela, Janette Channell, Craig Stabler and Michael Welsh

Team numbers

"The extended 'intranet staff' consists of several specialty teams," says Alexandra Zawadiwsky, managing director of SSG and the intranet's champion. Together, these teams include:

- 37 technical staff (45% offshore) that manage the Enterprise Portal and eight major lines of business and corporate intranet sites.
- 13 product managers that drive the strategy and operations of the Corporate Portal (including *Company Home* and related tabs) and key intranet utilities (such as *Phonebook*, search, and site metrics).
- 3 user experience experts focused on usability, accessibility, and user interface and information architecture standards.

Intranet Oversight

The intranet itself is managed by SSG, part of the firm's Corporate Technology Group. "The Shared Services Group works in close partnership with the key stakeholders — Marketing & Communications, HR, Finance, and the revenue-

generating businesses, such as the Investment Bank — who deliver their content, products, and services via the Web to the end user, our staff,” notes Zawadiwsky.

Historically speaking, the group’s being a part of the Corporate Technology Group has meant the technology part of the intranet equation wasn’t a problem. “However, the major challenge has been in ensuring that business and end-user needs are well understood and reflected in everything we do. SSG has therefore concentrated on building a governance model that includes all the firm’s businesses and corporate groups, as well as the end users,” says Easton, and playing “the role of facilitator of firm-wide consensus on issues of intranet design and functionality standards.”

Honing the Team Through Mergers

Interestingly, the SSG group was formed and honed through several mergers. “The intranet groups started at roughly the same time — in the late 1990s — in the three major JPMorgan Chase predecessor firms of J.P. Morgan, Chase Manhattan Bank, and Bank One.” Chase’s intranet team was part of the firm’s technology group, while the other groups were part of marketing and communications groups. “Firms that had aligned the intranet primarily with the corporate technology group excelled at delivering custom intranet sites and applications, but often with little regard for consistency in design and functionality. On the other hand, firms that had aligned their intranet with the marketing and communication role understood the value of consistency in design and function, but lacked the means to enforce standards beyond the employee portal,” says Easton.

With each merger — beginning in 2001 with the merger of Chase Manhattan and J.P. Morgan — the intranet team refined and refocused itself as needed, gaining crucial technical and strategic skills for supporting the intranet. “For example, SSG has both a Web application development team and a user-centered design team that work closely together to ensure that standards and best practices are followed in all intranet projects,” says Easton.

BACKGROUND

The current intranet is the result of three companies ultimately merging into one — and the need to smooth the resulting design implications. “After the 2004 merger between JPMorgan Chase and Bank One, the firm found itself with an intranet that had only small pockets of consistent design,” says Channell. The intranet team’s mandate: create a consistent user interface while lowering costs.

So, later in 2004, the intranet team introduced a consistent portal environment. Accordingly, “the intranet evolved from a diffuse and inconsistent environment, to a more centralized and consistent one,” says Channell. “We evolved from simply posting HTML pages to a multitude of content management authors and technologies.” Furthermore, by focusing on an enterprise-wide portal, the intranet team can constantly work to lower costs and complexity.

DESIGN PROCESS AND USABILITY ACTIVITIES

Redesign Impetus

The redesign’s impetus was to migrate multiple legacy intranet sites — each with its own design and technical infrastructure — to a consistent design with shared back-

end resources. "User interface design was inconsistent and confusing, there was a lot of duplication, and much of the content was either hard to find or out of date," says Carlucci-McDonnell.

While getting numerous business groups — each running its own intranet — to agree on a new, standardized approach could have been difficult, the redesign team used user-centered design principles to build consensus. "We would test a variety of proposed approaches with the agreement that we would move forward with the approach that users consistently performed best with," says Easton. During such efforts, he says the team balanced fixing usability issues with trying to move — sometimes nudge — the design toward "our long-term vision of the end state of the intranet."

Test Techniques

To identify needed intranet changes, the team studied user behavior in several ways. "We used Omniture SiteCatalyst to measure actual usage trends, conducted contextual interviews with employees and consultants, ran usability labs on the existing design, and conducted card-sorting exercises," says Easton.

To user-test the existing intranet, the team assigned users various tasks, such as look up an employee by last name or other criteria (such as the last four digits of a phone number); find information on a line of business; find news on a particular topic; make a change to their own employee profile; and navigate to a list of commonly used sites and applications.

The overall usability techniques they employed included:

Card sorting. "Nearly every project includes some card sorting because it is cheap and easy to execute and we have found that the payoff in increased navigation success rates is significant," says Craig Stabler, SSG's user experience manager. "We use both traditional paper card-sorting techniques and an online tool called WebSort. We often teach the content owners to do their own card-sorting sessions in the hopes that they will use the technique to improve their content hierarchy and naming on an ongoing basis."

Field studies. The team used field studies to understand how employees use the intranet. "For this redesign, we focused on doing contextual interviews with employees in back office or support roles, as they are typically not allowed to participate in usability labs," says Stabler. "We then used this data as the basis for creating some crudely designed personas."

Heuristic evaluation (expert review). "Heuristic reviews were used for some of the smaller sites and applications that were migrated to the Enterprise Portal," says Stabler. "These are generally used in low-impact situations or when we were brought into the process after the design phase of the project."

Surveys. In general, surveys are a suspect usability tool, since they only gauge what users think, not what they actually do.

With that in mind, “we used surveys in an innovative way — we used a survey tool to do testing of certain aspects of the information architecture of the redesign,” says Stabler. “For instance, we would ask a random sample of employees to think of a link named ‘X’ or look at a screen shot with a tab named ‘Y’ and then ask them what they would expect to find behind that link or tab. We would give them multiple choices, only one of which was the intended content behind the link. If the ‘expected’ answer was not the clear winner, we would go back to the drawing board. The survey method also allowed us to identify any groups’ differences in expectations.”

User testing of new design prototypes. The intranet team conducted multiple “remote usability labs” — using conference calls and virtual meetings (in particular, Lotus Sametime, which is standard throughout the company) — on iterations of the redesigned site. In the meetings, an evaluator shared his or her screen with the facilitator and observers. “This approach does not capture body language or facial expressions, but it does allow evaluators to participate right from their desk, and saves the firm in transportation costs and lost productivity,” notes Stabler. He says the method also allows them to recruit a larger cross-section of users for usability studies, since participants don’t need to travel to the usability lab.

User testing of the old intranet. The redesign team user-tested the old site to determine what worked and what didn’t, and used the results to convince others. “We used this as a way to settle any disagreements about which functional and design elements to keep from each of the predecessor sites,” he says.

Increased accessibility. The team identified opportunities for boosting accessibility and immediately implemented some of the easier changes. “The long-term goal is to have the Enterprise Portal compliant with Priority 1 and 2 of the World Wide Web Consortium’s Web accessibility standards — and we have a plan in place to do that,” says Stabler.

Employees’ Reliance on Search

One interesting finding from the usability studies was the degree to which employees relied on the search engine. “We were surprised by the significant increase in the percentage of users that used the intranet search tool to navigate the intranet,” says Easton. “In 2002, we found that about a third of users would primarily use the search to navigate the intranet. During the redesign, however, we saw a majority of the users using the intranet search for navigation.”

From Research to Redesign

The above research in hand, the team saw a common theme: “users were spending a lot of time learning and adjusting to multiple and inconsistent user interfaces,”

says Easton. Users avoided some sites due to navigation issues and simply couldn't locate other sites. Furthermore, users' browsing techniques differed — some used search, others menus, and still others relied on saved links.

"We decided that we needed to come up with a single set of UI standards and to build an infrastructure and governance model around them so we could drive more consistency on the intranet," reports Easton. "We used an iterative design process to come up with prototypes that would support the different user 'personas' and aggregated information and functionality to reflect end-user expectations and processes more accurately."

To develop and then enforce a consistent — and easy to implement — design, JPMorgan Chase formed the aforementioned DRB and built the Prototype Tool, also detailed above. Beyond providing an easier-to-use interface, the standardized design also gave business groups an economic incentive for using the new portal: decreased intranet costs.

Multiple Inspirations

In terms of design inspiration, Nancy M Goebel, VP of SSG's benchmarking team, cites other intranets (including those featured in previous Nielsen Norman Group Design Annuals), as well as the firm's active participation in several peer benchmarking groups. "Sharing success stories and design best practices with other large intranet teams helps us understand where we are leaders and where we need improvement" says Goebel.

"We also followed the lead of our Internet design teams to ensure some consistency in user experience between our customer-facing and employee-facing sites and applications," says Easton. "For example, the intranet color palette was originally influenced by the color palette of the three JPMorgan Chase external sites: chase.com, jpmorgan.com, and jpmorganchase.com." That said, "the Intranet Design Review Board, which 'owns' the standard color palette for the intranet, has expanded the colors beyond what is being used on the external sites."

TIMELINE

- **2002:** What was then the Intranet Service Group began work on a shared portal infrastructure that offered portal and content management capabilities.
- **2003:** The group obtained buy-in from various businesses within the firm and selected Vignette as its CMS.
- **Early 2004:** With the team already building a new portal platform and setting standards, the Bank One and JPMorgan Chase merger announcement required a reevaluation of the plan.
- **September 2004:** One month after the August merger, the new Shared Platform was in production, becoming the default homepage for the two primary organizations.
- **December 2004:** Redesign team introduced the default homepage (*Company Home*), the *Resources* tab, and "on-boarded" two major lines of businesses to the portal.
- **2005:** Continued moving additional sites to the portal. By mid-year, the *Resources* tab was broken into two tabs: *HR &*

Personal and Workplace Resources.

- **Late 2005:** Adding *HR & Personal* resources strained the portal and produced stability issues; as a result, the intranet team temporarily removed some personalized content from *Company Home*. Development of the Prototype Toolkit and templates began.
- **2006:** A more stabilized portal, and streamlined processes, drove higher portal adoption rates by business groups, as well as increased customer satisfaction. Currently, the platform is home for the Corporate Portal (*Company Home*, *HR & Personal*, and *Workplace Resources*), four (out of six) line-of-business sites, and four (out of nine) corporate groups.

RESULTS

Streamlining Creates Cost, Content, Usability Improvements

The redesigned JPMorgan Chase portal, and subsequent stability improvements, have driven vastly increased numbers of employees to rely on the intranet. Today, the redesigned intranet homepage, *Company Home*, averages over 620,000 daily page views with 110,000 unique daily visitors.

The redesign also drove down the number of pages, the amount of back-end infrastructure needed to support the portal, and ultimately, the portal costs. “The cost of the intranet — including search and the Phonebook — is projected to decrease by about 66% from 2005 to 2007, and the number of pages on the major intranet sites was reduced from 49,737 in 2004 to 16,317 in 2006,” says

Zawadiwsky. Sites that moved to the corporate portal decreased their site content an average of 67%, thanks to eliminating outdated content and simplifying their information architecture.

Today, employees can use the intranet in previously impossible ways. “For example, clients can preview what their site will look like in the early stages of development,” says Diol. “We used to use wireframes to try to convey this, with poor results. Also, sub-groups used to seek out Web servers and resources to create sub-websites. In the early stages of the portal, it was not nimble enough to help these smaller groups.

The streamlining efforts and the standards template library had finally provided a way for subgroups to easily post content and set up mini-sites under the umbrella of their parent line of business.”

Users appear more passionate about the new intranet; they also seem to view many previously disconnected sub-sites as a single entity. “As a result of the migration of content and functionality to the Enterprise Portal, and the more consistent user interface that comes with that, we have seen an increase in the percentage of usability lab participants that describe the intranet as one big site, as opposed to a ‘mini Internet,’ which used to be the predominant description,” says Easton.

Users are also, in general, more partial to the intranet. “The percentage of evaluators that consider themselves ‘experts’ on the intranet has increased significantly,” he says.

[My Links](#)

Jeffrey Easton
[My Profile](#) | [Change User](#)

JPM 47.67 ▼ 0.18 14:24 EST

[Company Home](#)

[HR & Personal](#)

[Workplace Resources](#)

[Technology & Operations](#)

[FAQs](#)

[Feedback](#)

[Site Map](#)

People Search

Go

Search Intranet

Go

[Company Home](#)

[About Us](#)

[News and](#)

[Lines of Business](#)

[Technology](#)

[HR & Personal](#)

[Explore Jobs](#)

[My Rewards @ Work](#)

[Online Banking & Offers](#)

[Online Pay Statements](#)

[Training](#)

[More Tools on the HR & Personal Tab](#)

[Workplace Resources](#)

[Help Desk Support](#)

[Manage My E-Mail Box](#)

[Office Locator](#)

[Purchasing](#)

[Safety & Security](#)

[T&E Expense Reimbursement \(N.A.\)](#)

[Travel Services](#)

[Your Compliance \(EMEA\)](#)

[More Tools on the Workplace Resources Tab](#)

[Company-wide News](#)

Seeking insight into India

Nov 17, 2006

Clients and companies flocked to the first investor conference the firm has ever held in Mumbai.

[Nine new, 15 revised](#)

Nov 17, 2006

Nine new risk policies have been published and another 15 revised. Make sure you're abreast of changes affecting your line of business.

[Hot career destination for IT professionals](#)

Nov 16, 2006

JPMorgan named Employer of the Year at the U.K.'s "IT Oscars."

[Help tackle tough issues in U.S. communities](#)

Nov 16, 2006

If you've been meaning to give to the United Way, seize the chance by November 24.

[More Company-wide News](#)

[External News for Nov. 17: Chase expands its ATM branding deal with drugstore chain Walgreens \(American Banker\)](#)

[More External News](#)

[Regional News \(Asia Pacific, EMEA, LatAm, N. America\)](#)

[U.S. State News](#)

Tokyo

4:52 AM

Sat Nov 18

Hong Kong

3:52 AM

Sat Nov 18

Mumbai

1:22 AM

Sat Nov 18

London

7:52 PM

Fri Nov 17

Sao Paulo

5:52 PM

Fri Nov 17

New York

2:52 PM

Fri Nov 17

[More Time Zones/Weather](#)

[Market Watch](#)

JPM	47.67	-0.18
DJIA	12311.10	+5.28
NASD	2441.25	-7.81
S&P 500	1398.71	-1.05
FTSE	6192.00	-62.90
DAX	6412.36	-30.66
Nikkei	16091.73	72.14
Hang Seng	19182.71	+28.64

[Growth of Nations](#)

National American Indian Heritage Month

[College credit](#)

Recently receive a degree? Update your info

[Complete a wellness assessment](#)

Enter to win an iPod. {USA only}

[Make your United Way contribution now!](#)

{USA only}

[Company Home](#) | [JPMorgan Chase](#) | [JPMorgan](#) | [Chase](#) | [Privacy Information](#)

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Pictured: The redesigned homepage with "large font" activated. With the redesigned templates, all screen elements resize gracefully; no content is truncated. Most intranet content now works this way.

JPMorganChase My Links Jeffrey Easton My Profile Change User JPM 47.58 0.17 11:52 EST

Company Home HR & Personal Workplace Resources Technology & Operations People Search Search Intranet Go


Company Home About Us News and Information Lines of Business Technology

HR & Personal

- Explore Jobs
- My Rewards @ Work
- Online Banking & Offers
- Online Pay Statements
- Training
- More Tools on the HR & Personal Tab

Workplace Resources


- Help Desk Support
- Manage My E-Mail Box
- Office Locator
- Purchasing
- Safety & Security
- T&E Expense Reimbursement (N.A.)
- Travel Services
- Your Compliance (EMEA)
- More Tools on the Workplace Resources Tab

 **Making life easier for Web users**


Nov. 22, 2006 On World Usability Day, Web site managers and others gained insight into user-centered design.

How easy (or otherwise) is it to use a given item or service? How could the design process be improved so the end product is more usable?

More than 150 professionals from a spectrum of companies discussed these issues at World Usability Day NYC, which was hosted by JPMorgan Chase on November 14.

 **World Usability Day 2006**

14 November 2006 • Making life easy!

 The event included a morning session for employees and an afternoon agenda open to the public. Among the outside participants were people from the financial services, high-tech and pharmaceutical industries.

The firm is particularly focused on usability as it relates to Web sites, and offered an interactive workshop on user-centered design. "It was a real eye opener," said Central Technology's Lisa Bennett. "We know what works for us, but do we ever think about what goes into getting it to the user-ready stage?"

The event included presentations by Card Services' Chris Bertinetti and Corporate Technology's Nancy De Sa and Phil Diol. Corporate Internet Group's Sandy Greene participated in a panel discussion with representatives from Citigroup and Capital One. To view the agenda and presentations, visit [World Usability Day](#).

Jeffrey Easton, the firm's intranet user-experience advocate, led the informal team that organized the event. Treasury & Security Services Karen Pascoe was instrumental in lining up external speakers.

Intranet design tips

- Follow corporate intranet standards and guidelines
- Take Certified Usability Analyst training

The goal of World Usability Day is to raise awareness of usability engineering and user-centered design. This year the occasion was marked with 218 locally organized events in 40 countries.

Tokyo	Hong Kong	Mumbai	London	Sao Paulo	New York
2:41 AM	1:41 AM	11:11 PM	5:41 PM	3:41 PM	12:41 PM
Thu Nov 23	Thu Nov 23	Wed Nov 22	Wed Nov 22	Wed Nov 22	Wed Nov 22

[More Time Zones/Weather](#)

Company Home | JPMorgan Chase | JPMorgan | Chase | Privacy Information

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Pictured: An example of a redesigned news page, highlighting JPMorgan Chase's hosting of 2006's World Usability Day NYC.

My Links

Phillip Diol
My Profile | Change User

JPM 34.720 ▲ 0.06 09:55 EDT

Company Home

HR & Personal

Workplace Resources

Technology & Operations

People Search

Search Intranet

Feedback

Workplace Resources Home

Travel & Transportation

Expenses & Approval

Building Services

Productivity & Tech. Tools

Workplace Resources

Workplace Resources Index:

A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z

Travel & Transportation

Travel Reservations (Travel Express)
Corporate Travel Agency
Accommodations
More

Book a Car (NY Tri-State Car Service Online)
Air Travel
Ground Transportation

Expenses & Approval

Expense Approval (Approval Central)
T&E Expense Reimbursement
T&E Expense Reports
More

Expense Policies
Purchasing (ePurchase)
Travel & Entertainment Policies - Policy Portal

Building Services

Cafeteria Menus & Dining
Office Locator
Building Services (Facilities Direct)
More

Conferencing Services
Meetings & Events
Security Alerts

Productivity & Technology Tools

Instant Messaging (Sametime)
Teleconference (eMeeting Place)
Remote Access
More

Meetings via the Intranet (Sametime Meeting Place)
Help Desk - Tech Support
Standard Desktop (OneDesk)

I Want To...

Find an Office Location
Order Office Supplies
Set up a Meeting via the Intranet

Manager's Toolkit

Manager Connection
New Hire Checklist
Manager's Offboarding Checklist (.pdf)
Leaves of Absence Guidelines for Processing
More

Policies

Information Technology Risk
Desktop & Telecom
Legal & Compliance
More

Forms Library

ID Card Access Application
Technology Requests
More

Tokyo

Hong Kong

London

Sao Paulo

New York

Chicago

11:21 PM

10:21 PM

3:21 PM

11:21 AM

10:21 AM

9:21 AM

Fri Aug 19

Fri Aug 19

Fri Aug 19

Fri Aug 19

Fri Aug 19

Fri Aug 19

More Time Zones/Weather

Company Home | JPMorgan Chase | JPMorgan | Chase | Bank One

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Stock prices are 20-minute delayed and are provided

Pictured: The Workplace Resources page, reached from a part of the persistent horizontal navigation (tabs), offers workplace-related, personalized resources, grouped by topic. An alphabetical look-up supplements search options.

© NIELSEN NORMAN GROUP

WWW.NNGROUP.COM

37

[My Links](#)

Phillip Diol
[My Profile](#) | [Change User](#)

JPM 45.40 ▼ 0.06 09:53 EDT

[Company Home](#)
[HR & Personal](#)
[Workplace Resources](#)
[Technology & Operations](#)

[Feedback](#)

People Search [Go](#)
 Search Intranet [Go](#)

[Workplace Resources Home](#)
[Travel & Transportation](#)
[Expenses & Approval](#)
[Building Services](#)
[Productivity & Tech. Tools](#)
[Intranet Project Tools](#)

Web Usability

[Usability Defined](#)
[Usability Benefits](#)
[User-Centered Design Methods](#)
[User-Centered Design Process](#)
[User Experience \(UX\) Group Services](#)
[Certified Usability Analysts](#)
[Additional Usability Resources](#)

Workplace Resources

Web Usability

[Usability Defined](#)
[Usability Benefits](#)
[User-Centered Design Methods](#)
[User-Centered Design Process](#)
[User Experience \(UX\) Group Services](#)
[Certified Usability Analysts](#)
[Additional Usability Resources](#)

Related Links

[JPMC User Experience \(UX\) Forum](#)

Tokyo
11:25 PM
Tue Aug 22

Hong Kong
10:25 PM
Tue Aug 22

Mumbai
7:55 PM
Tue Aug 22

London
3:25 PM
Tue Aug 22

Sao Paulo
11:25 AM
Tue Aug 22

New York
10:25 AM
Tue Aug 22

[More Time Zones/Weather](#)

[Company Home](#) | [JPMorgan Chase](#) | [JPMorgan](#) | [Chase](#) | [Privacy Information](#)

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Pictured: A detail from the *Web Usability* page, one of the topics under the *Workplace Resources* page.

38

INFO@NNGROUP.COM

JPMorgan Chase & Co. (2007)

JPMorganChase My Links **Jeffrey Easton** My Profile | Change User **JPM 45.46** ▼ 0.25 16:01 EDT

Company Home **HR & Personal** Workplace Resources **Technology & Operations** People Search Search Intranet Go

Feedback Site Map

T&O Home

About T&O

Central T&O Businesses

LOB IT Groups

Governance Groups

Productivity Tools

Projects

Training & Development

Technology & Operations

T&O Wide News

Certifying system and application access just got easier (Aug 21,2006)
Now new features of CERTMyID Certification offer managers flexibility and more detailed information within the access certification process. . . more.

▶ **Sharing data made easy!** (Aug 21,2006)
Now there's one place for firmwide reference data, minimizing redundancy and maintenance costs.

▶ **T&O Training Spotlight** (Aug 18,2006)
Learn security auditing, attacks and threat analysis, and more

▶ **Leadership Corner**

▶ Measuring our 2006 progress at mid-year: improving overall service, cost and quality

▶ **Events and Reminders**

▶ CAS Training Week is happening . . . Register now!

▶ Tri-State SI conversion firmwide change management restriction period: Aug 16 - Sept 22

▶ **Quick Links**

▶ What's new in CAS...

▶ CAS Business Units

▶ VisEblity Login Screen

▶ CASPER Report

▶ CAS 2006 Goals and Objectives

▶ **How Do I?**

▶ Onboard, Offboard or Transfer resources within CAS

▶ Get help desk phone menu options

▶ Get or reset a password

▶ Check status of help desk ticket

▶ Get help with remote access

▶ Locate a technology policy

▶ Look up an IT Risk Management Policy or Standard

▶ Find info on Engineering Board Technology Standards

▶ Order, disconnect, or reactivate a blackberry

▶ Add desktop phone, phone line or voice mail

Corporate Administrative Systems News

▶ **CAS Training Week is happening . . . Register now!** (Aug 02,2006)
Are you receiving the training you need to do your job? Take a look at the course offerings for CAS Training Week in your area - or sign up for a Placeware session.

▶ **The CAS Architecture Offsite underscores Web Services, the Metadata Repository, team building, and more** (Aug 17,2006)
Read about Offsite highlights and hot-button issues

▶ **EMEA and Asia implementation of Manager Connection a huge success** (Aug 09,2006)
New websites aim to offer greater efficiency, improved data quality and manager self-service

▶ **New CAS BAI web design makes navigating and finding information easier** (Aug 01,2006)
With information on CAS BAI services just a click away, the new web page design makes for smoother sailing . . . or surfing

Regional News (to change the region use the map on the left side)

▶ **Measuring our 2006 progress at mid-year: improving overall service, cost and quality** (Jul 28,2006)

Current Region: N. America
Click on map to change region

Applause!
Send an eCard now.

Tokyo 6:51 AM Tue Aug 22
Hong Kong 5:51 AM Tue Aug 22
Mumbai 3:21 AM Tue Aug 22
London 10:51 PM Mon Aug 21
Sao Paulo 6:51 PM Mon Aug 21
New York 5:51 PM Mon Aug 21

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Pictured: A line-of-business homepage for news and information — the highlighted tab denotes the user's line of business. (Users can also change regions and view related content.) The page includes a *How do I?* portlet, with answers to the most common questions.

Gauging Redesign Impressions

To gauge users' reactions to the redesigned intranet, "we conducted usability labs both before and after the redesign and found that employees were more successful at completing core tasks," notes Easton. "We also monitored the comments coming in through the feedback link on the Company Home page." Interestingly, he notes, conducting a site-wide survey to do this was not an option, as "surveys have not been used to collect feedback since 2003, due to a moratorium on firm-wide questionnaires."

Users' overall response to the redesign has been positive, he reports. "Users appreciated that their most-used sites and applications were easier to find. They also report being more proficient with the intranet. Before the redesign, evaluators reported feeling proficient in using the Internet significantly more than they reported proficiency with the intranet," says Easton. "After the redesign, users' perceived proficiency with the intranet increased to the point that there was no longer any difference from their perceptions about their Internet proficiency."

Thanks to the redesigned intranet, JPMorgan Chase reports six significant improvements overall:

1. **Centralized:** Reduced or avoided \$14 million in costs by creating a single, shared intranet portal environment that replaced multiple environments with a variety of designs and information architectures.
2. **Simplified:** Reduced the number of standard design templates from more than 100 to less than 30. Reduced pages on sites 'on-boarded' to the shared portal by 66%.
3. **Unified:** The intranet's DRB owns the intranet's user interface standards, and vets new site and application designs for compliance, ensuring consistency.
4. **Streamlined:** A new online wizard helped reduce the design process from two weeks to two days; by helping content owners select and use standard page templates, see working previews, and generate all necessary code.
5. **Reused:** Standard components facilitate a more consistent design. For example, an *Interaction Patterns Library* provides designers and developers with standard code examples to make compliance easier. More than 90 sites also use a single, standard header and footer for sites and applications.
6. **Trained:** More than 60 employees have taken an intensive, 10-day course on user-centered design and have been "embedded" as usability advocates within their organizations.

These actions have paid off: over 90% of major line-of-business sites reportedly comply with the basic intranet design standards, and all have pledged to achieve full compliance in the future. Bottom-line costs have been significantly reduced and, most importantly, intranet users report better search results and an easier time finding the sites and applications they use the most.

LESSONS LEARNED

Insight from Janette Channell:

Standardization drives usability. “We found many benefits from standardizing the user interface, implementing standard templates, and providing a Prototype Toolkit that allows business stakeholders to quickly see exactly what their site will look like — including the font, colors, and topic sorting — prior to migrating the new site onto the enterprise portal. These changes have also decreased the amount of time needed to identify any business group’s particular requirements.”

Insight from Phillip Diol:

Keep “clients” involved: “Involving clients in the page design process, and allowing them to participate in decision-making — albeit to a somewhat limited extent — goes a long way. First, it reduces the perception that UI standards are being forced upon them. Second, it instills those standards in them. Finally, and perhaps somewhat imperceptibly, it moves all clients toward a consistent, company- wide portal model, increasing acceptance and pressure for all business units to achieve a similar look and feel.”

Microsoft Corporation (2007)

Using the intranet:

Founded in 1975, Microsoft (Nasdaq "MSFT") is the worldwide leader in software, services, and solutions that help people and businesses realize their full potential.

Headquarters: Redmond, Washington (US)

Number of employees the intranet supports:

70,000+

Countries with production facilities: n/a

Sales: \$44.3 billion (2006)

Design team:

In-house and Ascentium Corporation

Members:

Microsoft: Mark Davies, director; Sharon Elkins, group manager; Melissa Wilson, lead site manager; Christine Bennett, content development manager; Chris Stetkiewicz, managing editor

Ascentium: Robert Chrestensen, senior designer, and the design team

SUMMARY

The Microsoft Corporation's corporate intranet, Microsoft Web (MSW), is also an avowed showcase for its Microsoft Office SharePoint Server 2007 portal software. Showcase or not, employees won't frequent an intranet unless it's easy to use; offers features that interest, engage, or help them better perform their jobs; and increases their productivity. That many of the company's more than 70,000 employees prize the intranet for its news and information, and as a guide to Microsoft's many internal sites, bespeaks Microsoft's success on all fronts. Bolstered by inspiring features and fluid design, MSW has cemented its reputation as a crucial information resource for employees.

MSW's homepage alone helps its users immediately tackle several tasks. For example, *Top Sites* (in the top, right-hand section) is one of the homepage's most-used features and leads users to the intranet's most popular sections. The *Top Sites* links are selected using a combination of data sources, including:

- Top-hit site keywords in *Search* (this data is pulled through a query and reported out each week/month).
- The most-trafficked sites from the site's directory features.
- High traffic numbers for non-org based categories in the information architecture (the content in the *HR & Benefits* category, for example, is mostly from HRWeb).
- The company's most frequently used, large-scale intranet sites.

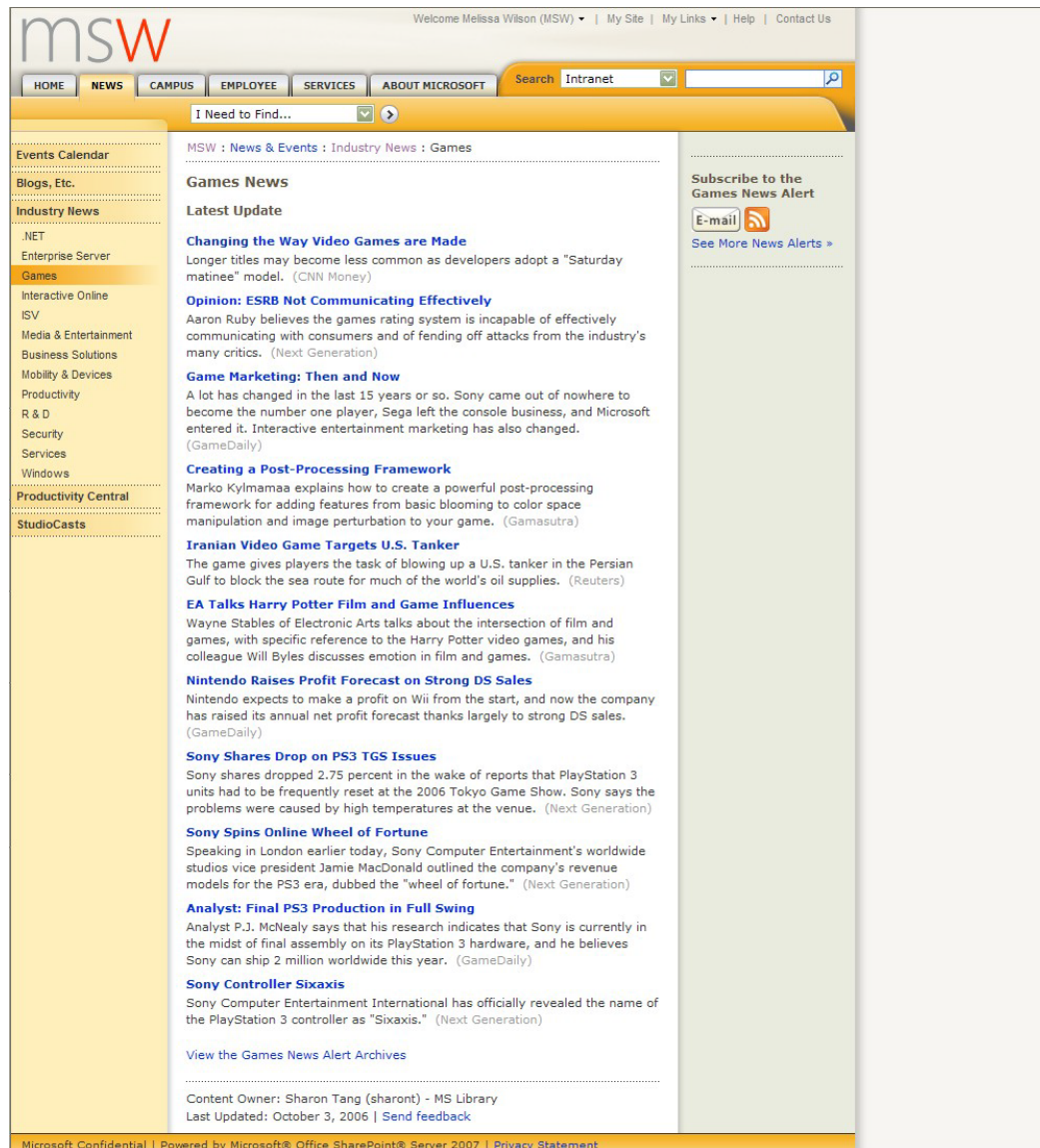
In the Know is one of several themed promotional spots that appear on the homepage and on the *News & Events* page. Items that appear in *In the Know* are unlike typical news items. For example, here you might find everything from productivity tips to new books or reports from the Microsoft Library to philanthropic efforts. This news is always time sensitive or particularly relevant for the current day or week. These unique features also get a longer "shelf life," moving to the *News & Events* page after being featured on the homepage.

The homepage's top-middle section is dedicated to one primary news story that editors expect will interest most employees. Headlines of a few more *Top Stories* appear just below the showcased news item; to the right of the headlines are links to

industry news and events. Users have access to even more editorially selected news — an entire tab, in fact, is dedicated to news and events. Still, in MSW, editors sift through all the news and highlight the most important items on the homepage. This is a fabulous service for users.

Users who want or need more than the biggest news items can click on the *News* tab. Here, they see clickable categories in the left-hand navigation that feature news from any of 13 industries — from gaming to security.

One innovative feature: on the right side of any specific area (such as an industry news page), a user can sign up for related alerts or click to load an RSS feed of related news into their Web browser.

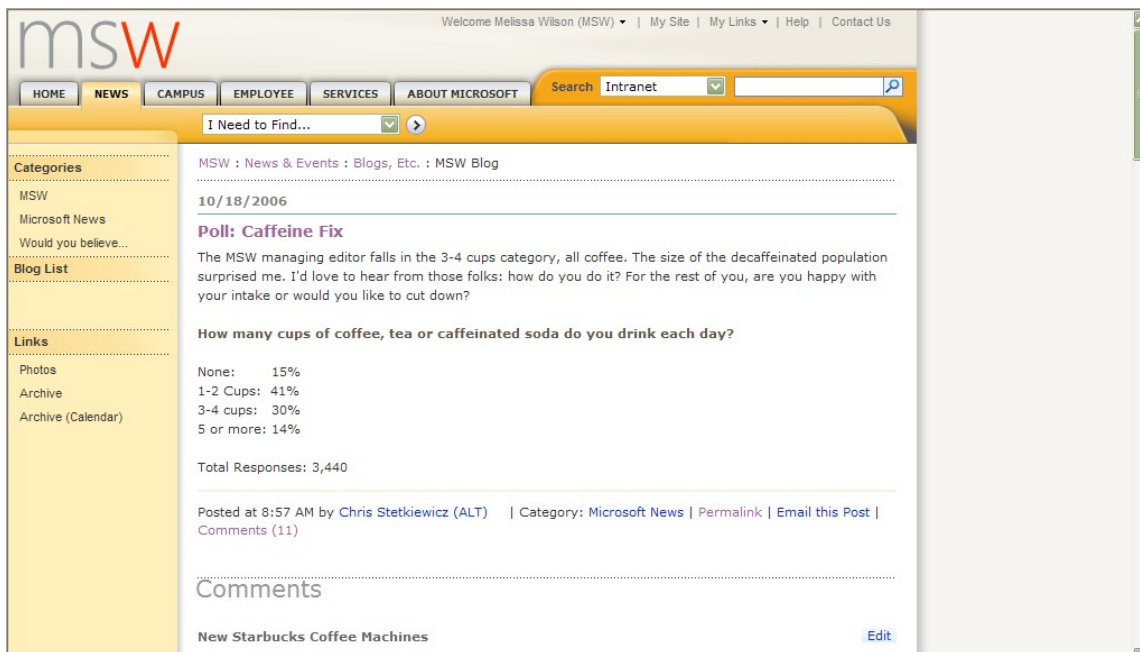


Pictured: The *News* tab offers information related to over a dozen industries in which Microsoft is involved. A list of news items appears on each main industry page. Users can also sign up for related e-mail or RSS-based news alerts.

Also found in the News tab — as well as on the homepage — is a left-hand navigation link to Blogs, Etc. This reveals a page that targets not only Microsoft's population of advanced developers, but also those employees who might not be highly technical. Indeed, the page serves all users' needs, offering tools for building a blog and company guidelines for acceptable blog content. The page also links to internal and external blogs about the company, its products, and its communities.

For example, the InsideMS blog pursues more provocative topics about Microsoft itself, and enjoys the backing and participation of some of the company's top executives. The MSW team itself uses the MSW Blog to communicate with users about the intranet and its features, as well as to capture employee feedback.

Likewise, the managing editor uses MSW Blog to discuss site features, news coverage, and company issues with employees.

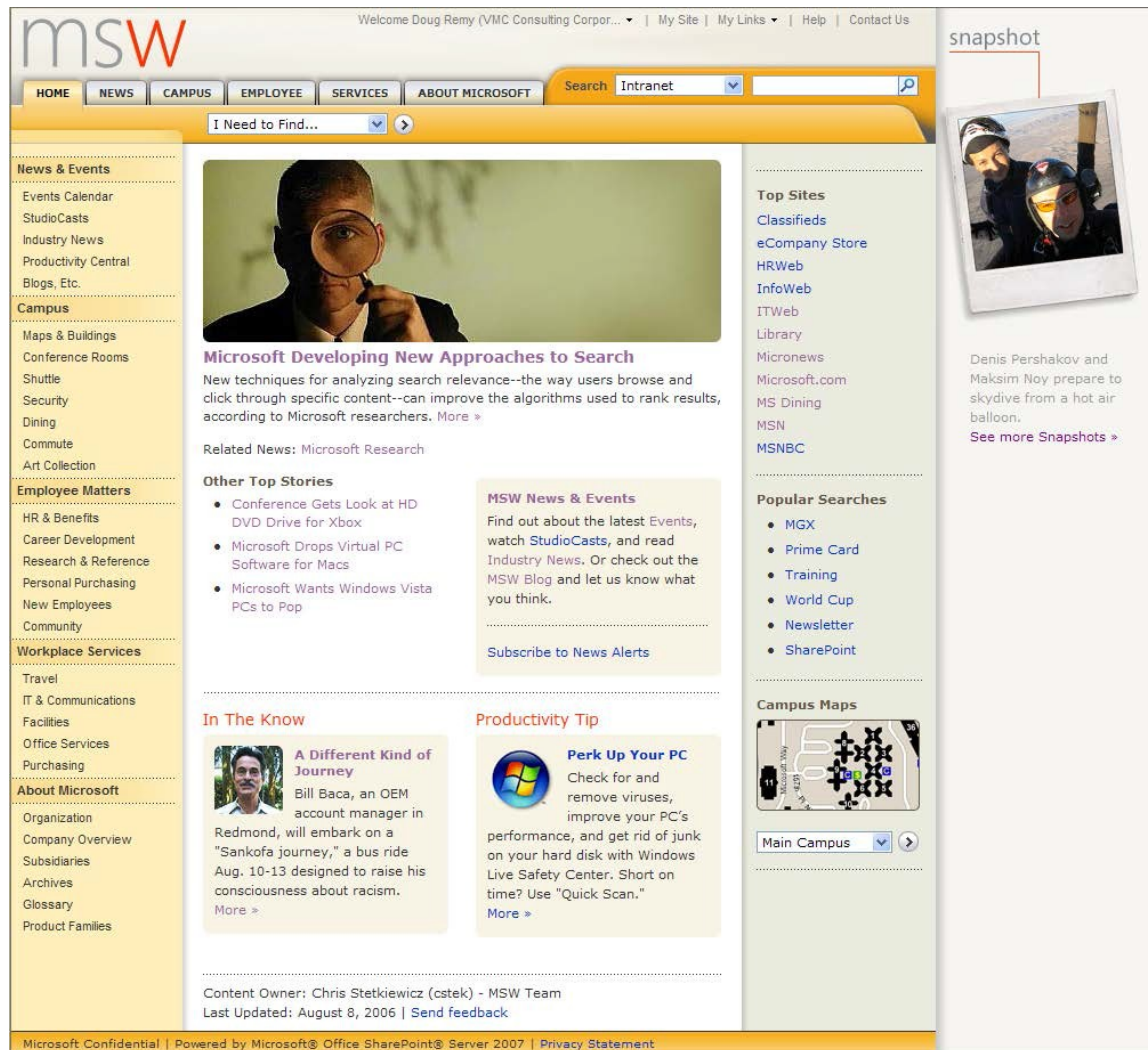


Pictured: MSW's managing editor uses *MSW Blog* to discuss site features with users. This image, for example, shows results from a recent MSW poll.

One of MSW's strengths is its refined yet spare design. Thanks to MSW editors' skillful graphics selection and placement, users are not distracted by useless graphics. With news items, for example, images are only used to augment or punch up a story — not just for the sake of adding an image. Accordingly, an article about Search is accompanied by an image of a man holding a magnifying glass — an icon that commonly denotes search, and that software developers will recognize. Another homepage image is the campus map icon. While hardly usable as a map at this size, the icon is clear and lets users quickly find and navigate to this very popular feature.

The homepage's Snapshot feature is another example of effective image use. Snapshot images are, refreshingly, not stock art, but rather are photos that Microsoft employees submit of their extra-office activities. Images come from around the world and include employees who netted a large salmon; an engaged couple mugging for the camera; a mountain-climbing expedition; and a duo preparing to skydive from a

hot air balloon. Simply put, this is a fantastic way for people to really experience the various habits and pursuits of their fellow employees and see just how diverse their organization's workforce really is. Small wonder that the Snapshot gallery, which contains the last five days' worth of photos, gets almost 15,000 hits per month; the homepage itself receives almost 5 million hits each month.



Pictured: The MSW homepage features news and links to top sites across the intranet. The *Snapshot* photo in the upper right changes daily and shows Microsoft employees pursuing activities outside the office.

Another indication of *Snapshot's* popularity: dozens of employees submit photos each day, which is crucial for maintaining an engaging and ready supply of images.

The intranet's managing editor and senior editor comb through all submissions to choose one lucky selection for each day. Interestingly, when the MSW team originally envisioned *Snapshot*, they planned to promote specific homepage themes to solicit photo entries. Yet, the feature was so popular that employees began submitting photos unsolicited.

Today, employees can submit their photos via a simple form with essentially two fields: one for browsing and uploading the photo and another for writing a short caption. Precise instructions describe desired caption information. Users can find a link to this form on both the *Contact Us* and the *Snapshot Gallery* pages.

msw

Welcome Sharon Elkins | My Site | My Links | Help | Contact Us

HOME NEWS CAMPUS EMPLOYEE SERVICES ABOUT MICROSOFT Search Intranet

I Need to Find...

News & Events

- Events Calendar
- StudioCasts
- Industry News
- Productivity Central
- Blogs, Etc.

Campus

- Maps & Buildings
- Conference Rooms
- Shuttle
- Security
- Dining
- Commute
- Art Collection

Employee Matters

- HR & Benefits
- Career Development
- Research & Reference
- Personal Purchasing
- New Employees
- Community
- Legal

Workplace Services

- Travel
- IT & Communications
- Facilities
- Office Services
- Purchasing

About Microsoft

- Organization
- Company Overview
- Subsidiaries
- Archives
- Glossary
- Product Families

MSW : Contact Us

Submit a MSW homepage Snapshot

The MSW homepage Snapshot feature is a showcase for photos taken by, or depicting, Microsoft employees. Candid photos and scenes from outside the office are preferred.

Please include a brief description of the photo, including the location and subject names as well as the name of the photographer.

For editorial purposes, the .gif format is preferred. Our display size is fairly small: 131x135 pixels, so the best photo candidates will focus tightly on a small number of people and avoid background clutter.

Photo

Description

Powered by: InfoPath Forms Services

Content Owner: Chris Stetkiewicz (cstek) - MSW Team
Last Updated: July 28, 2006 | [Send feedback](#)

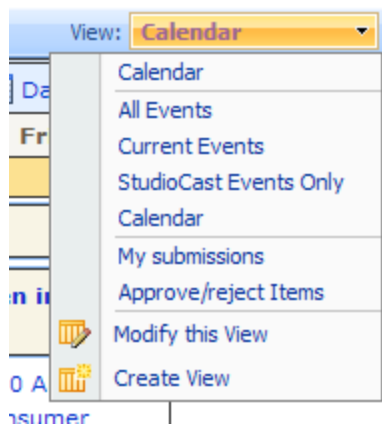
Microsoft Confidential | Powered by Microsoft® Office SharePoint® Server 2007 | [Privacy Statement](#)

Pictured: Editors receive dozens of entries every day for the *Snapshot* feature. This entry form makes it very simple for employees to select, caption, and submit their photos.

For motivating employees to visit and keep visiting the intranet, few things beat useful news and engaging photography. Another especially useful feature on MSW is the *Events Calendar*, which users can access via the *Events Calendar* link in the *News & Events* menu. As its title implies, the *Events Calendar* relays information about Microsoft-related events. So, for example, people can find dates for such things as company meetings, training sessions, conferences, and webcasts.

A small calendar tool shows all 12 months and lets users quickly jump to a particular month. The Today is status message helps users remember today's date, and arrows let them browse by year. Links for *Day*, *Week*, or *Month* restrict the calendar view accordingly. Users can also expand or collapse calendar entries.

In addition, the *Calendar* drop-down list reveals basic, out-of-the-box Office SharePoint Server 2007 filters to help employees further sort calendar information.



Pictured: In the *Events Calendar*, a drop-down menu lets users easily sort calendar entries.

2006

Jan Feb Mar
Apr May Jun
Jul Aug Sep
Oct Nov Dec
Today is
Friday, August 18, 2006

Calendar of Events

This MSW calendar displays current and upcoming events across the company, including internal webcasts. To post an event to the calendar, open the [event submission form](#) and enter the title, description, time, location, and URL for more info. Listings are restricted to events on a Microsoft campus or those sponsored by Microsoft or a Microsoft group. We will contact you soon if we need more information or if your submission is declined.

Actions
View: Calendar

July, 2006
Expand All Collapse All
Day | Week | Month |

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
25	26	27	28	29	30	1
	9:30 AM UCG Disclosure Day	9:00 AM MSDN Webcast: How ASP.NET 2.0 Processes	9:00 AM TechNet Webcast: SQL Server 2005	9:00 AM Microsoft Office System Webcast: Tins and Tricks	8:30 AM Breakfast Series: Unified Communications	

Pictured: The top of the *Events Calendar* lets employees view events by day, week, or month; expand and collapse entries; and jump to a particular month.

Welcome Melissa Wilson (MSG) | My Site | My Links | Help | Contact Us

[Home](#) [News](#) [Campus](#) [Employee](#) [Services](#) [About Microsoft](#)

Search Intranet

Calendar of Events

This MSW calendar displays current and upcoming events across the company, including internal webcasts. To post an event to the calendar, open the event submission form and enter the title, description, time, location, and URL for a more info. Listings are restricted to events on a Microsoft campus or those sponsored by Microsoft or a Microsoft group. We will contact you soon if we need more information or if your submission is declined.

[Actions +](#)
[View: Calendar](#) +

July, 2006 Expand All Collapse All Day Week Month						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
25 9:30 AM UCDS Dashboard Day	26 9:00 AM Microsoft Office System Webcast: Personalizing Web Applications	27 9:00 AM MSN Webcast: How ASP.NET 2.0 Processes Requests: Handlers, Modules and Other Objects Involved in the Round Trip (Level 200) 9:00 AM Microsoft Office System Webcast: Tips and Tricks for Using OneNote and Groove in the 2007 Version of Office Enterprise (Level 200) 11:00 AM TechNet Webcast: Using Microsoft Antigen 9.0 to Secure E-Mail Servers (Level 200)	28 9:00 AM TechNet Webcast: SQL Server 2005 Security (Level 200)	29 9:00 AM Microsoft Office System Webcast: Tips and Tricks for More Secure Communication with Outlook 2003 (Level 100) 1:00 PM TechNet Network Access Protection for Windows Server Codename "Longhorn" and Windows Vista (Level 200)	30 8:30 AM Breakfast Series: Unified Communications 8:30 AM Breakfast Series: Unified Communications 12:00 PM MSN Webcast: Creating Integrated Development Environment (IDE) Extensions for Visual Studio 2005 and ASP.NET 2.0 (Level 200)	1 Saturday
31 2 3 4 5 6 7 8						
9 10 11 12 13 14 15						
16 17 18 19 20 21 22						
23 24 25 26 27 28 29						
30 31 1 2 3 4 5						

Pictured: A full-page, full-month view of the *Events Calendar*, which shows various company-related events, including training and company meetings.

To ensure that important and varied information actually makes it into the calendar, MSW lets users submit items for calendar inclusion. The related submission form is very straightforward, and asks for the event's title, start and end date, time, description, location, contact, and registration website. Checkboxes allow users to designate the event's target audience, including Microsoft's employees and vendors.

msw

Welcome Sharon Elkins | My Site | My Links | Help | Contact Us

HOME NEWS CAMPUS EMPLOYEE SERVICES ABOUT MICROSOFT

Search Intranet

I Need to Find...

MSW : Contact Us

Submit an event for the MSW Events Calendar

To post an event to the calendar, enter the title, description, time, location, and URL for more info. Listings are restricted to events on a Microsoft campus or those sponsored by Microsoft or a Microsoft group. We will contact you soon if we need more information or if your submission is declined.

Title of Event

Target Audience

☐ Microsoft Employees

☐ Contingent Staff

☐ Vendors

Start Date & Time (PST)

End Date & Time (PST)

Description of Event

Location

Building / Room

Event Contact

Sponsoring Group

Registration URL

Format

☒ Live Event

☐ Live Event & Live Webcast

☐ Live Webcast

☐ On-Demand Webcast

URL for More Information

Submit an Event

News & Events

- Events Calendar
- StudioCasts
- Industry News
- Productivity Central
- Blogs, Etc.

Campus

- Maps & Buildings
- Conference Rooms
- Shuttle
- Security
- Dining
- Commute
- Art Collection

Employee Matters

- HR & Benefits
- Career Development
- Research & Reference
- Personal Purchasing
- New Employees
- Community
- Legal

Workplace Services

- Travel
- IT & Communications
- Facilities
- Office Services
- Purchasing

About Microsoft

- Organization
- Company Overview
- Subsidiaries
- Archives
- Glossary
- Product Families

Pictured: Using this form, employees submit items for inclusion in the Events Calendar.

In closing, MSW's top-bar navigation, which features a simple, tabbed structure and clearly visible targets, makes this global, horizontal region easy to use, thus making the intranet easy to traverse. Numerous elements are simple yet highly effective: The currently selected tab, displayed in muted orange, stands out from the remaining tabs, rendered in gray. The search field is clearly visible in the upper-right part of each page. Furthermore, the left-side navigation always changes, depending on which tab is selected. Yet, even though the individual menu choices change here,

the left-side navigation design and context remains consistent across the entire intranet. This attention to detail and clarity of design purpose, along with the team's ability to tap SharePoint Server 2007 software features, helps MSW maintain an excellent and engaging user experience.

URL AND ACCESS

The MSW homepage URL is <http://msw>. MSW is the default homepage for all new employees and all newly built PCs.

Users can choose to change their start page. However, according to the *MSW Spring 2005 Annual Satisfaction Survey*, more than 70% of employees keep MSW as their default browser setting, more than 60% of the 70,000+ Microsoft employees visit MSW once a day or more, and an additional 25% use MSW at least a few times per week.

As with all Microsoft's internal and intranet sites, when working remotely, users must first authenticate and connect to the corporate network to access MSW.

CONTENT MANAGEMENT

SharePoint Server 2007

For content management, MSW relies on the Web content management functionality built in to SharePoint Server 2007. This CMS provides a WYSIWYG admin view for rich content and text editing from within any given intranet page. The CMS supports CSS — custom styles are applied for MSW — and also allows for a distributed authoring and approval processes. Content owners can check out content and make changes, then route the changes to the MSW publishing team for final review and approval. "This functionality is required to support the MSW business of hosting content for other groups across the company," notes Christine Bennett, MSW's content development manager.

How MSW Hosts Content

Here's how hosting works: MSW provides its intranet platform and expertise to help content partners reach employees with information about their business or businesses. "This requires a strong focus on the organization of the content, with a site structure/information architecture that not only makes sense on a very detailed level in each category, but also flows well and is consistent with the whole of the MSW architecture," notes Bennett. Specific services offered include:

- Content consultation
- Information architecture expertise
- Editorial guidance and style guidelines
- Library of page layouts
- Publishing platform and support
- CMS
- Monthly usage metrics, user feedback, and survey data

Beyond hosting, “content owners remain accountable for the subject matter, as well as the timeliness, accuracy, and intent of the content,” she says. To further drive accountability, and inform users about the source of information they see, the bottom of each page includes the content owner’s name and business division.

An Intranet “Merger”

Much of the content currently available on MSW lives in the *Campus*, *Employee Matters*, and *Workplaces Services* sections. Likewise, much of the content comes from the Corporate Services Division, which provides all employees services such as travel, dining, commuting help, technology procurement, and so on. Hosting MSW content was the result of a “merger,” says Bennett, between MSW and Corporate Services, since the previous MSW version essentially directed most of its users to the Corporate Services site. Other available intranet content ranges widely, and includes the *Microsoft Archives*, information for new employees, and legal environmental policy. “Each new section or category of hosted content is carefully reviewed by the core team to ensure business alignment, and more importantly, that it makes sense for users,” says Bennett.

Driving Consistent Page Design

With such diverse content, MSW provides a library of templates to ensure that intranet page layouts — and thus the user experience — are consistent. “The library includes layouts that range from category and landing pages, to FAQs, articles, index pages, maps, and more,” notes Bennett. “All are readily available to MSW content publishers and are easily managed with specific image sizes and formatting, Web parts, and predetermined sections.”

Interestingly, while SharePoint Server 2007 offers a number of flexible page layouts and template options, the MSW team took a relatively conservative approach. “We decided to implement a very strict set of page layouts to maintain consistency, both because of the sheer volume of pages on the site, and the overall goal of providing users with an intuitive and familiar branded experience,” says Bennett. Consistency, in other words, is the overriding goal.

This level of consistency was notably absent from the previous MSW version. As a result, “it became very difficult, not only for users to navigate and consume key information easily, but also from an administrative perspective. It was much too difficult to keep track of what the rules were and why each exception was made,” she says.

Now, to enforce consistency, the MSW site manager must approve all new pages on the site to assure they meet layout standards. Content authors still have free rein over content. For example, when a business division creates a FAQ, content authors can easily upload both the questions and answers. The MSW publishing team reviews the page, however, to ensure that it’s published with the correct template. To further drive consistency, the MSW team also maintains three style guides for all contributors and the publishing team: an *Editorial Style Guide*, a *Visual Design Guide*, and a *Publishing Guide* for MSW.

“Through the use of workflow in the content management system, these ‘details’ are part of a rigorous QA review (which includes information architecture check, layout

confirmation, and copyedit pass) of each page before it goes live on the site," says Bennett.

RSS Feeds and E-mail Consumption

Newer technologies are enabling newer approaches to delivering intranet content. "While MSW is primarily an intranet, we are always considering the variety of ways in which users can consume MSW," says Chris Stetkiewicz, MSW's managing editor. For example, the *MSW News Alerts* program lets employees subscribe — via e-mail or RSS feeds — to over a dozen different topics for key news on Microsoft's top priority initiatives. Among the subscription options is *Daily Newswire*, which features stories culled by editors from external news feeds. "*Daily Newswire* is one of our most popular services, with a 99% user satisfaction rating and 17,000 subscribers," he says.

The same news content appears in the *MSW Industry News* section and in the top headlines on the interface for Microsoft Office Communicator, Microsoft's internal instant-messaging program. When using IM, "employees can get one-click access to the stories featured on the MSW homepage and the Daily Newswire," he says. "We have also made sure that these e-mails are viewable on a variety of screen sizes, including mobile devices."

MSW is careful to ensure a balanced selection of stories, reflecting various perspectives on Microsoft. "The impact of the combination of external news feeds with editorial selection is very powerful," notes Stetkiewicz. To see how, take this Daily Newswire feedback from one Microsoft employee:

"The only newspaper or news feed that I absolutely, positively read every day is the Daily Newswire. It reminds me every day what an open and honest company I work for. Some stories are full of praise for what we do, several are critical, and all are helpful to me in explaining who Microsoft is to our customers and partners. The fact that we can be self-critical and self-aware is so different than where I used to work. The newswire is inspiring in itself.

Thank you for what you do."

TECHNOLOGY

Internal Showcase

Not surprisingly, given its technology offerings, Microsoft's intranet is based on a variety of Microsoft technologies. As group manager Sharon Elkins notes, "MSW is a showcase of Microsoft products in action, solving enterprise information needs." The most recent redesign re-launched the intranet on SharePoint Server 2007, and the intranet also relies on SharePoint Designer 2007, SQL Server, and Visual Studio 2005 for custom code development.

MSW's approach to using technology probably differs from that of many other intranets. "We have an unusual role with regard to selecting platform technology to support our business needs. It is more a matter of when to use technology, rather than which technology, because our strategy and roadmap for Web products is known to us very early in the product cycle," notes Mark Davies, director of Microsoft's knowledge network group.

According to Davies, two overriding principles govern technology selection for MSW: to keep employees well informed and productive, and to use SharePoint Server, since it's Microsoft's own portal and Web application tool. "So, our mission is to serve our internal employees' needs, and to do this in a way that showcases the SharePoint technologies."

Interestingly, early in the cycle of a new SharePoint release, the MSW team hones the intranet technology business requirements by assessing both current information services capabilities and desired capabilities. "We share the requirements and information design with the [SharePoint] product group, so that they understand the capabilities required to support important and broadly applicable business solutions in the future," notes Davies. "As the next product release moves into the early beta stages, we become the first adopter to help validate the product, provide feedback on implementation, and start to develop best practices that we can share with our customers."

When the next version is released, then, Microsoft already has a showcase for the new product's capabilities, not to mention an intranet for "serving our employees' information needs, built on the latest technology capabilities, and utilizing a set of best practices to enable our customers to repeat our success," he says.

MSW Search

For searching, MSW uses SharePoint Server 2007 to index content from content stores located around the world. Users access search via a single search box, located in the global MSW "chrome." All told, the content index includes links to approximately 15 million items, such as SharePoint sites, file shares, internal people databases, and line-of-business applications.

"Search results are divided into tabs in the search results user interface, allowing users to search for intranet content, people, and customer/partner data," notes Lauri Ellis, the program manager for *MSW Search*. "Search results also respect security settings on SharePoint content, so users only see content that is available to them."

Behind the scenes, the MSW search team tracks numerous query types to help hone the intranet, including:

- Top queries
- Queries per scope
- Most-clicked results
- Searches that generate zero click-throughs
- Searches that return zero results (to see where coverage is lacking)
- Searches that return zero *Best Bets* (to help manage related editorial tasks)

Ajax in Action

In terms of newer technologies beyond SharePoint 2007, MSW also utilizes a smattering of Ajax. According to Sean Squires, MSW program manager, "Ajax is used

in the MSW Poll — displayed on the homepage and *News & Events* page — to render voting results with percentage bar graphics, without refreshing the entire page.”

Poll: Coffee, Tea, or... ?

How many cups of coffee, tea
or caffeinated soda do you
drink each day?

None (297)

14%

1-2 cups (853)

41%

3-4 cups (618)

29%

5 or more (328)

16%

Total Responses: 2096

Pictured: An MSW poll used on the homepage and the *News & Events* page uses Ajax to render the voting results bar graphics without the need to refresh the entire Web page.

GOALS AND CONSTRAINTS

Overall Goals

According to Elkins, the MSW mission, and thus the designers’ primary goals are: “To empower employees to be more productive and aware by helping them quickly accomplish common tasks; to easily find information they need — and discover some they may not know they needed; and to stay informed about what’s happening at the company each day, as well as in the industry as a whole.”

MSW pursues three objectives in pursuit of that goal:

- Quality
 - Provide easy access to pertinent information by using an intuitively designed navigation and information architecture; and by maintaining an inventory of essential, balanced, accurate, and engaging content.
 - Offer hosting service packages to other internal groups including a platform, templates, editorial guidelines, CMS, metrics, and exposure to a broad employee audience.
 - Provide feedback to product groups (specifically, Microsoft Office Systems).

- Awareness
 - Raise awareness of MSW among employees worldwide.
 - Promote awareness of the MSW hosting service package to content providers and internal Web teams.
 - Showcase SharePoint as an intranet/portal solution.
- Usage
 - Promote frequent use of MSW among employees worldwide.
 - Maintain portfolio of hosted content (and ensure satisfaction among content owners).

Redesign Goals

For this redesign, the MSW team had a number of specific goals, including all-new branding, navigation, information architecture, page layouts, and editorial features. “We also needed a better back-end content management workflow and system to manage the expanding hosting model,” says Elkins.

Other high-level goals included “addressing some core navigation and information architecture inadequacies, bringing a sense of consistency and intuitiveness to the overall user experience, showcasing the updated features of SharePoint 2007, and really breathing life into the MSW brand, voice, and design while nailing the core needs of employees across the company,” says Melissa Wilson, lead site manager for MSW.

Specific goals included:

- A single, consistent navigation system (eliminating the competing left- nav and right-side “directory” navigations and the use of fly-outs, for example).
- Solve the information architecture issues that resulted from having broad content offerings that were shallow in some places and incredibly deep in others.
- More consistent and thoughtful page layouts with relevant and actionable elements.
- Improve the publishing processes.
- Improve relevancy and accuracy of search results.
- Create more room to tell stories that impact employees; expand content to include more engaging features (such as employee photographs, a poll, blogs, and so on).
- Deliver a more established overall look and feel aligned with the MSW brand.

Constraints: Pacing SharePoint, Culling Content

Beyond goals, one constraint is the high expectations placed on MSW as a SharePoint showcase. “We have to be hyper-aware of user needs and really let the business requirements and user data drive planning — leading to accurate and appropriate selection of SharePoint features that deliver against these needs,” notes Wilson.

One related constraint, then, is the need to re-launch the site when new SharePoint versions appear, and the time constraints this creates. “Keeping the MSW site re-launch schedule in sync with the Office Product Group’s schedule of specific builds and key milestones for their 2007 release, was, without question, the most complex element of the entire project,” says Elkins. “But, together with our development team, everyone worked tirelessly to ensure that the MSW business requirements and technical specs were delivered as planned. And, as the site was launched, we all took a collective sigh of relief when users responded — immediately — with loud and supportive kudos.”

Another constraint, perhaps, is simply culling through the enormous possibilities all of the various groups offer in terms of intranet information, news, and content. “There are so many exciting technologies and developments happening at Microsoft at any given time, and the MSW team’s role in that is to examine each opportunity and determine, through careful analysis, if it’s right for the MSW users,” says Wilson. “Sometimes the answer is no, but having access to such incredible ideas and technologies in our day-to-day world is a very exciting place to be.”

BASIC INTRANET FEATURES

Communicating Information Across the Company

One of MSW’s main purposes is to provide users with usable access to the massive Microsoft intranet. “The vast ‘intranet’ at Microsoft is decentralized and made up of thousands of internal sites. It seems like each group, line of business, team, or division creates a site, or sites, to communicate their information across the company,” notes Elkins. “This is very much reflective of the overall *Try! Create! Build!* culture of Microsoft.”

MSW’s job, then, is to make sense of this decentralized environment. Accordingly, “MSW is the virtual nexus of information where employees can get started and go to find everything they need to know about Microsoft on the intranet, regardless of whether it’s actually ‘on’ MSW or not,” she says. “In this respect, MSW serves as both a portal and a website — with a rich and deep content offering, plus access points to the multitude of intranet sites, team sites, and other information across the company.”

Content

One way to offer Microsoft employees meaningful information is to maintain a diverse content portfolio. In fact, Microsoft maintains an array of content offerings, including:

- **Rich content programmed by MSW editors:** The MSW managing editor drives the MSW editorial calendar, together with key communications stakeholders across the company. While various business groups’ content and external news sources provide most content, the managing

editor provides original offerings such as the recently added *Inside Track*, which includes original content and articles written by the MSW editorial team.

- **Content hosted on behalf of service owners across the company:** This type of content is deep and detailed, providing need-to-know information about the many Microsoft services and programs for employees to help them accomplish their daily work tasks. While various service managers across the company own the content, MSW serves as a host, making it readily accessible to employees. In fact, most pages on MSW are hosted on behalf of content owners.
- **Access to intranet sites and resources:** Literally hundreds of sites exist on the Microsoft intranet-at-large, and MSW points to almost all of them. On the portal, *Tasks & Sites* features provide users with a consistent entrée and trusted directory to these other offerings, and is a required MSW feature. "A large percentage of our users report coming to MSW to access other websites and accomplish tasks," says Wilson. Accordingly, the MSW search indexes content from all sites.


msw Welcome Melissa Wilson (KNG) | My Site | My Links | Help | Contact Us

HOME NEWS CAMPUS **EMPLOYEE** SERVICES ABOUT MICROSOFT Search Intranet

I Need to Find...

MSW : Employee Matters : Personal Purchasing

Personal Purchasing

 Microsoft not only uses its scale to the advantage of its shareholders and customers, but to benefit its people as well. Here is where you'll find information on special purchasing opportunities.

Key Tasks

- [Buy a computer](#)
- [Buy hardware peripherals](#)
- [Shop Company Store online](#)

In this section:

Office Furniture
Displays the best Puget Sound sources for acquiring for personal use the kinds of furniture Microsoft uses throughout its facilities.

Computers
Find computer equipment that conforms to [Microsoft Standards](#), available at negotiated employee purchase plan (EPP) discounts.

Peripherals
Enables Microsoft U.S.-based full-time and part-time employees to purchase hardware peripheral products and non-standard hardware at employee purchase plan (EPP) discounted prices.

Company Store
Contains information on the latest policies, processes, and features of the Microsoft Company Store (including the online [eCompany Store](#)).

Related Sites

- [AMEX Membership Benefits](#) (MSW)
Describes membership benefits and rewards for American Express corporate card holders.
- [Company Store Overview](#) (MSW)
Provides a detailed overview of the Microsoft Company Store.
- [Cell Phone Service Plans](#) (ITWeb)
Offers discounted rates on mobile service for Microsoft employee.
- [Furniture for Personal Use](#) (MSW)
Provides contacts for ordering furniture for personal use from selected vendors.
- [Microsoft Classified Ads](#)
Contains Micronews ads as well as access to the Micronews tools.
- [PC Recycling Program](#) (MSW)
Gives information on how you can purchase equipment sent to PC Recycle for personal use.
- [Personal AMEX Expenses](#) (MSW)
Provides guidance for MS Expense accounting for personal use of AMEX corporate card.
- [Personal MSDN Subscription](#) (MSDN)
Offers instructions on ordering MSDN subscriptions for Microsoft employees.
- [Personal Printing and Copying Projects](#) (MSW)
Offers information on personal copying projects.
- [Personal Shipping](#) (MSW)
Provides guidelines for shipping personal items from Microsoft.
- [Personal Travel Expenses](#) (MSW)
Provides guidance for MS Expense accounting of personal travel expenses.
- [Personal Use of Corporate Card](#) (MSW)
Gives policies and parameters for using the Corporate Card for personal purchases.
- [Personal/Vacation Travel Guidelines](#) (MSW)
Explains policies related to arranging personal/vacation travel through Microsoft.
- [PRIME and Discounts](#) (HRWeb)
Contains information on PRIME discounts for regular Microsoft FTE employees in the United States.

Content Owner: Christine Bennett (cbennett) - MSW Team
Last Updated: August 18, 2006 | [Send feedback](#)

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Pictured: Category pages, such as *Personal Purchasing*, give users access to relevant tasks and sites, even if those tasks or sites live in lower levels of the site. This section, in particular, offers a more descriptive take on the left-nav elements.

The top-level (global) MSW navigation provides links to the intranet's primary content. These include:

- **News & Events:** Tells users what's happening at Microsoft that day, and offers the latest updates about the company, its industry, and related world events.

- **Campus:** Helps employees get to and around campus — including maps, dining menus, and more.
- **Employee Matters:** Assists employees in professional development, understanding their benefits, and performing job duties.
- **Workplace Services:** Workplace information necessary for completing a task, such as facilities and purchasing guidelines.
- **About Microsoft:** Helps employees learn about Microsoft as a company, while also exploring its history and culture.

MSW features added in the recent redesign include:

- **Improved navigation and information architecture:** Helps users more easily find what they need. Global tabs at the top of every MSW page give users ready access to all content areas. Left-side navigation and search helps users drill down quickly.
- **Expanded news coverage:** The *News & Events* section now features stories that impact employees. “To ensure a balanced viewpoint, our skilled editors program a mix of news each day so employees get the full picture about Microsoft — not just the good stuff — plus relevant industry information and news from around the world,” says Stetkiewicz.
- **I Need To Find:** This drop-down menu in the top-hand global navigation provides a quick list of the most frequently visited sites and tools across the vast Microsoft intranet.
- **Campus Maps:** Offers one-click access to the maps of the ever- growing Puget Sound campus.
- **Tasks & Sites:** Improved to provide more consistent, trusted access to hundreds of intranet sites and tasks.
- **Community-building features:** *MSW Poll* gives users a voice — and some instant gratification — on timely issues. *MSW Blog* provides a deeper read on stories and issues that affect Microsoft, along with other, more offbeat items. *Snapshot* highlights the fun side of Microsoft’s culture and community.
- **Search Best Bets:** This provides the best, most relevant intranet search results. MSW tasks and sites align with the *Best Bets* library, giving users a consistent sense of their best options, whether searching or browsing.
- **Color palette and design:** The redesigned color scheme is clean, and reflects the MSW brand — “trustworthy, balanced, smart, and rewarding,” says Wilson. Furthermore, “new, more fluid page layouts and updated features promote easy use and showcase the flexibility of SharePoint 2007 templates.” All images are formatted now as well, to ensure a

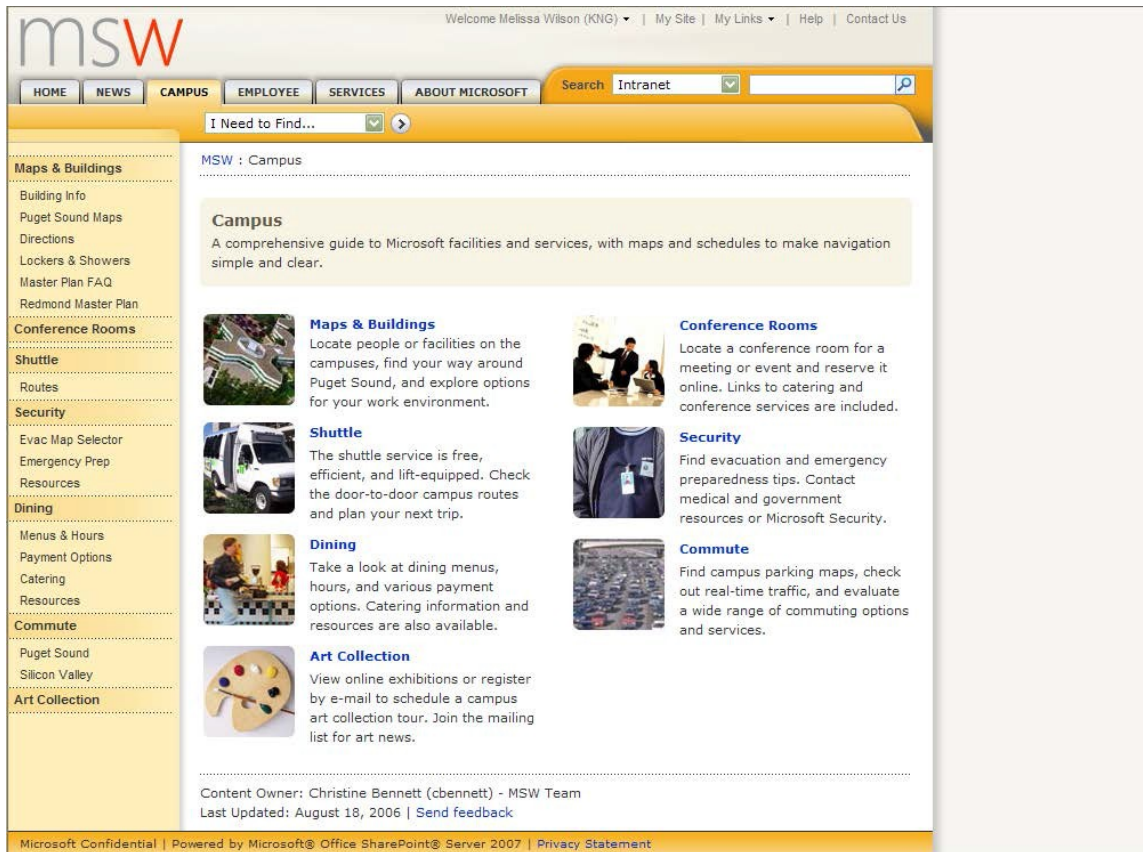
more consistent intranet look and feel.

- **Expanded *Feedback* and *Help* sections:** To make it easier for users to get the help they need, MSW developed several new content areas. In *Contact Us*, users can find links to various contact options, including how to report an intranet problem, ask about the site, or submit a *Snapshot* or story idea. Behind the scenes, a new back-end management scheme assures that problems get routed to the appropriate people. The *Help* section also expanded, and now includes a site map, links to the intranet FAQ, a help section for setting up RSS feeds, instructions for how to subscribe to news alert e-mails/RSS, and more.
- **New employee orientation material:** During their initiation, new hires are shown MSW's *New Employee* section, which details how to get started and settled in their new environment and role. Specifically, this section includes:
 - Get Started:*** Everything new employees need to know when starting work with Microsoft, including task lists and important conversations to have with their managers.
 - Get Settled:*** Resources for relocating to Puget Sound and Washington State, as well as important Microsoft business information.
 - Get Training:*** General training, resources, and events for new employees.
 - Resources:*** Useful employee websites and programs for managing time off, arranging travel, getting technical support, and locating campus services.
 - Frequently Asked Questions:*** Answers to common questions about payroll, vacation, transportation options, and so on.

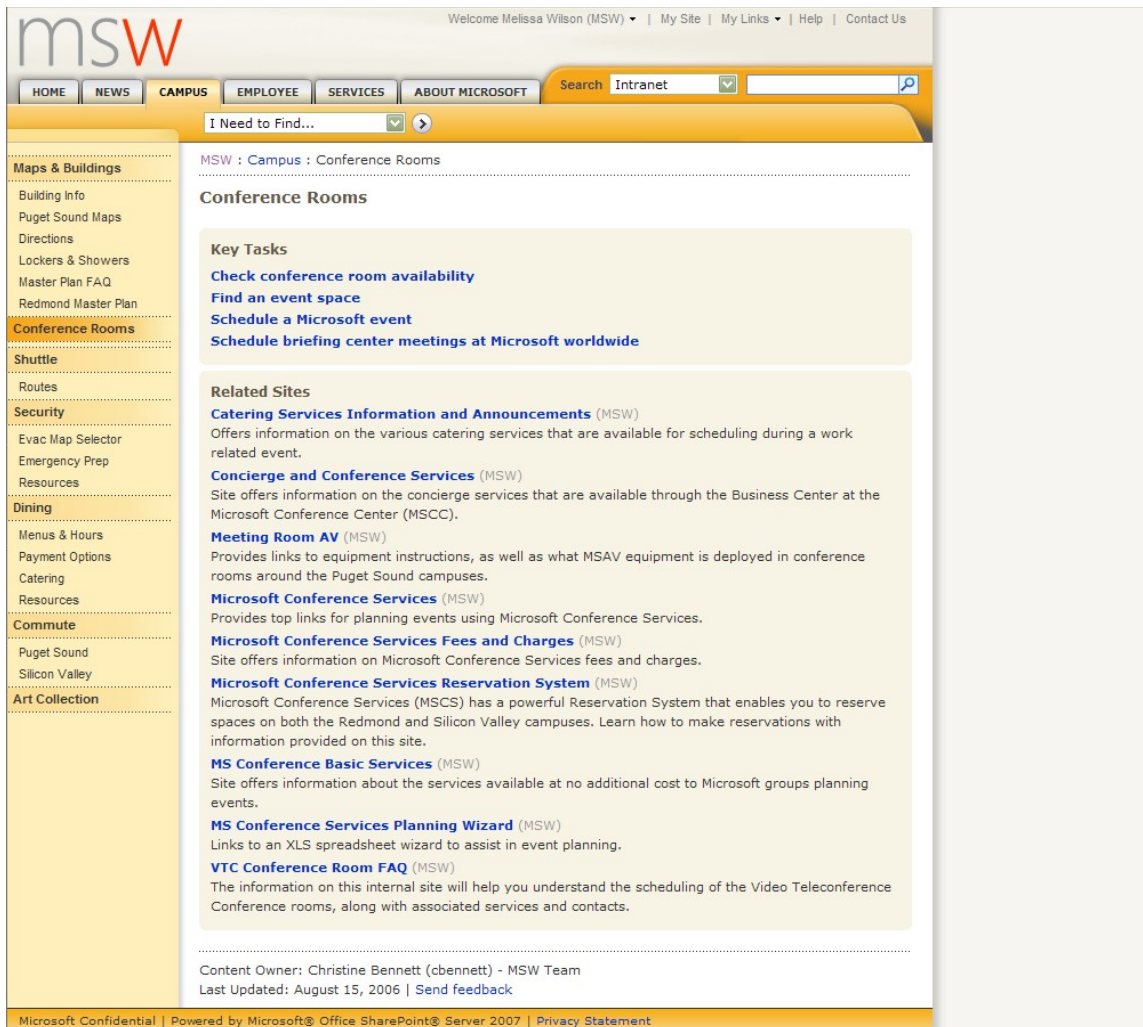
USERS

MSW's target audience is all 70,000+ Microsoft employees worldwide — from research to development to marketing. "Each day, employees are bombarded with information in e-mail, IM, and on the intranet and Internet," notes Elkins. "They need a trustworthy source of daily information to be more productive in their jobs. MSW helps users do everything from finding a campus map or reading editorially selected Microsoft-related and industry news headlines, to learning more about business divisions, key drivers, or even what is being served in their building's cafeteria that day. MSW serves as both a portal and website — with a rich and deep content offering, plus access points to the hundreds of intranet sites across the company."

Appropriately, MSW takes a subject-oriented — rather than an organizationally based approach to organizing information.



Pictured: The *Campus* page, an example of a department-level index page. Users can reach these index pages through the *Employee*, *Services*, or *About Microsoft* tabs, or from links in the left-hand navigation bar. The pages provide a clean and obvious way to browse each area's categories, with clear descriptions and clickable links and images.



Pictured: A *Campus* section sub-page devoted to conference rooms.

msw

Welcome Melissa Wilson (MSW) | My Site | My Links | Help | Contact Us

HOME NEWS CAMPUS EMPLOYEE SERVICES ABOUT MICROSOFT

Search Intranet

I Need to Find...

MSW : Campus : Maps & Buildings

Maps & Buildings

Building Info

Puget Sound Maps

Directions

Lockers & Showers

Master Plan FAQ

Redmond Master Plan

Conference Rooms

Shuttle

Routes

Security

Evac Map Selector

Emergency Prep

Resources

Dining

Menus & Hours

Payment Options

Catering

Resources

Commute


Puget Sound

Silicon Valley

Art Collection

MSW : Campus : Maps & Buildings

Maps & Buildings



This section updates information to help you find your way around. As our campuses grow, check here and at [MS Space Lite](#) for new maps, addresses, floor plans, nearest cafés, and other important details.

Key Tasks

[Find or book a sports field](#)
[Find Redmond campus and Puget Sound area maps](#)
[Get driving directions](#)
[Get Microsoft worldwide building info \(MS Space Lite\)](#)
[View Puget Sound evacuation maps](#)

In this section:

Building Information

Get information on your building or a building you're visiting, including floor plans and nearby ATMs and cafés, on the [Building Information](#) page. Or go right to [MS Space Lite](#) to search for specific buildings.

Puget Sound Maps

If you're traveling around campus or around town, Puget Sound Maps will provide directions.

Specific maps include:

- Corporate Main
- Corporate West
- Millennium
- Corporate North
- Issaquah
- Willows

Directions

Microsoft has campuses around Puget Sound, and these [directions](#) will help you find your way to any of them from the Redmond campus. And you'll find directions from Sea-Tac Airport to various Microsoft campuses.

Lockers & Showers

Do you walk or bicycle to work or play hard once you're there? Here's where the [lockers and showers](#) are on the Redmond campus, as well as information on how to obtain a long- or short-term locker.

Plus there's a map of Redmond campus sports fields, as well as a map of the Puget Sound area and a Puget Sound hotel locator map.

Related Sites

Windows Live Local

Enables you to plot your route from location to location.

Lockers & Showers (SVC) (MSW)

Provides lockers and shower locations at SVC, as well as information on bicycling or walking to work.

Microsoft Commute (MSW)

Offers information on commuting options and great promotions for both the Puget Sound and Silicon Valley campuses.

Parking Maps (MSW)

Provides maps of parking areas for Microsoft Puget Sound campuses.

Shuttles—Puget Sound (MSW)

Includes shuttle schedules and routes for Puget Sound campuses.

Shuttles—Silicon Valley Campus (SVC) (MSW)

Includes shuttle schedules and routes for SVC.

Content Owner: Christian Crowell (ccrow) - Real Estate & Facilities

Last Updated: September 19, 2006 | [Send feedback](#)

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Pictured: A *Campus* section sub-page with maps and information about campus buildings.

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63

msw
Welcome Melissa Wilson (MSW) | My Site | My Links | Help | Contact Us

HOME NEWS CAMPUS EMPLOYEE SERVICES ABOUT MICROSOFT Search: Intranet

I Need to Find...

Conference Rooms
Commute
Pugnet Sound
Silicon Valley
Art Collection
Dining
Menus & Hours
Payment Options
Catering
Resources
Maps & Buildings
Building Info
Directions
Lockers & Showers
Master Plan F&O
Pugnet Sound Maps
Redmond Master Plan
Security
Event Map Selector
Emergency Prep
Resources
Shuttle
Routes

MSW : Campus : Shuttle

Shuttle

The Microsoft Commute Shuttle assists Microsoft employees and visitors by providing transportation between the Microsoft facilities in the Puget Sound region including the Redmond Campus, Millennium, Willows, and Sammamish. Service operates from approximately 7:00 A.M. to 9:30 P.M., Monday through Friday, excluding Microsoft holidays.

On this page:

- Shuttle Routes
- Shuttle Policy
- Lift-Equipped Shuttle
- Frequently Asked Questions
- Contacts
- Silicon Valley Campus Shuttle

Shuttle Routes

See the Shuttle Route page for route and schedule details for Redmond and other Puget Sound area campuses, the Overlake Transit Center, and the Pro Club.

[Return to Top](#)

Shuttle Policy

- Youths:** We recommend that youths younger than 16 years old wear a seat belt and that children younger than 6 years old or less than 60 pounds be transported with a child car seat or booster seat. If you need a car seat, please contact the Shuttle Help Desk at (425) 70(x36000) at least 45 minutes prior to the ride.
- Boxes and Computer Equipment:** Shuttles are not able to transport boxes, envelopes, packages, or computer equipment. However, passengers may bring packages and items with them while riding the shuttle.
- Food and Beverages:** Open containers of food or beverages are forbidden on shuttles. Please make sure that all beverages and carry-out food containers are secured with a proper lid.

[Return to Top](#)

Lift-Equipped Shuttle

Shuttle service can be provided upon request for wheelchair (manual and electric) and motorized/electric scooters, and special arrangements can be made for other types of mobility assistance. Microsoft Shuttle's current lift-equipped mobility assistance vehicle allows for transport of two wheelchairs per trip. To reserve the lift-equipped shuttle, contact Shuttle Customer Service directly by calling (425) 70(x36000) a minimum of 30 minutes prior to desired service.

[Return to Top](#)

Frequently Asked Questions

What buildings are serviced by the Microsoft shuttle?

[email "Shuttle" for more information](#)

[explore your options at busstopsworld](#)

Shuttle services are provided for most Puget Sound locations and have fixed routes and schedules.

Are there shuttles equipped for mobility assistance or wheelchairs?

Shuttle service can be provided upon request for wheelchair (manual and electric) and motorized/electric scooters. Special arrangements can be made for other types of mobility assistance. The Microsoft shuttle's current lift-equipped mobility assistance vehicle allows for transport of two wheelchairs per trip.

To reserve usage of a specially equipped shuttle vehicle, contact Shuttle Customer Service directly by phone at (425) 70(x36000) a minimum of 30 minutes prior to desired service.

What happens to items left behind on shuttles?

Microsoft Shuttle drivers return all Lost and Found items to the Shuttle Office in building 47 (inside the Overlake Transit Center). Please call the Shuttle Help Desk at (425) 70(x36000) to check on any lost items. Microsoft Shuttle holds lost items in buildings 47 for two weeks before turning the items over to Microsoft Security.

[Return to Top](#)

Contacts

- Shuttle Customer Service (425) 70(x36000) - Available Monday through Friday, 6:45 A.M. to 9:45 P.M.
- Shuttle e-mail alias - Monitored Monday through Friday, 8:00 A.M. to 5:00 P.M.

[Return to Top](#)

Silicon Valley Campus Shuttle

The Microsoft SVC Commute Shuttle assists Microsoft employees by providing transportation between Microsoft SVC workites and the Caltrain and ACEL stations, which serve Caltrain, ACEL, Capital Corridor, and VTA Light Rail and Bus. Please see the Silicon Valley Campus Shuttle page details.

[Return to Top](#)

Content Owner: Kristine Lea (klea) - Real Estate & Facilities
Last Updated: October 3, 2006 | [Send feedback](#)

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Pictured: A *Campus* section sub-page with information about the campus shuttle.

USER TASKS

The most common user tasks on MSW include:

- Find other sites at Microsoft.
- Stay aware of critical information (executive updates, security alerts, and so on).
- Read the day's top headlines (on Microsoft, industry, and world news) and get a Microsoft perspective on events.
- Book business travel.
- Browse dining menus in the various Microsoft cafeterias and check meal card balance.
- Research events (live and webcasts).
- Locate information on services and programs.
- Find campus maps and driving directions.
- Search for documents, team sites, and websites across the intranet.
- Find people.
- Use the *MSW Glossary* to look up acronyms and other "Microspeak" terms.

INTRANET TEAM



Pictured: (from left) Christine Bennett, Melissa Wilson, Chris Stetkiewicz and Sharon Elkins.

Team Composition

The MSW team is a small, nimble group of four people:

- **Group Manager:** Manages team, budget, and overall business strategy.
- **Senior Site Manager:** Responsible for the overall user experience, including information architecture; navigation; page layouts; and design, branding, and site analytics.
- **Content Development Manager:** Manages the hosted content portfolio, including the business model, customer relationships, and account management.
- **Managing Editor:** Responsible for all news content on the home and news pages, as well as overall editorial voice, style and calendar; manages relationships with stakeholders across the company to “program” news content and internal employee features.

MSW also relies on a vendor team of publishers and editors who actually update the site with new content daily. The MSW team also works closely with a team of developers, testers, and program managers, plus the information retrieval team, which manages the company's internal search tools, including *MSW Search*.

Team Reporting Structure

Beginning in 2003, the MSW team reported up through the Microsoft Office (Information Worker) Group. "This alignment was especially beneficial for our role as an internal showcase for getting and providing feedback to the Microsoft Office Product Group during development and planning phases for Microsoft Office System 2007 — and specifically, SharePoint 2007," says Davies.

In September 2006, as part of an internal reorganization, MSW joined the Central Marketing Group's Internal Communications team. "In this new organization, MSW will be able to expand its content coverage even further by leveraging other internal communications resources, and actually generating more original content around the news and stories that impact the daily lives and jobs of Microsoft employees around the world," he says.

BACKGROUND

MSW efforts began in the middle of 1995, when a taskforce discussed how to better facilitate the sharing of internal company information. The group identified an intranet platform — then, quite a new concept — as the simplest, most user-friendly option available, and one that would require the least amount of engineering.

To kick off MSW, some key information areas were tapped to provide content, including the Microsoft Library and the *MicroNews* internal newsletter. The team also identified existing sites and added them to MSW's directory. After initially announcing the portal page — as it became known a few years later — to the company in August 1995, the team began evangelizing the platform to the company as a communications solution.

"The evolution of MSW has been quite extraordinary since then, growing from the directory concept, then adding search, layering on news and editorial content/programming, and then hosting content in the most recent years," notes Elkins.

The following timeline highlights some of those changes:

- 1995: Launched directory to the internal Web and current content, along with information on how to create internal websites. Social sites were included to encourage employees to explore the new technologies. During this phase, there was a full remake of the intranet's look and feel, based on usability studies.
- 1997: Added intranet directory and a full-text search of content across the intranet. Also launched external news and editorially programmed top stories and corporate "need to know" features.
- 1999: Expanded editorial programs to include strategy and company business (initially known as *Knowledge Centers*).
- 2005: MSW became a host for content from other

Microsoft groups, essentially becoming a platform to promote and reach MSW's broad audience — namely, all employees.

- 2006: MSW continued to expand its broad service offerings and added *MicroNews* (an internal news site and newsletter), additional hosted partners, and blogs. In July, MSW re-launched on SharePoint 2007 Beta2.

The underlying technology evolved with the site. "MSW originally shipped on the alpha version of what would become Internet Information Server 1.0, running on Microsoft Windows NT. Several functions, such as feedback forms, were built using CGI Perl scripts, but as features were added to IIS, these switched over to built-in Microsoft technologies," says Amy Stevenson, Microsoft's archives manager, who worked on MSW for several years and now uses an MSW-hosted model for her online archives content. "From the beginning, the *Registry* information — as the directory itself was called — was run as an Access, then SQL database. Full-text search was added when 'crawler' functionality was originally developed, which later became part of Microsoft Site Server. Interestingly, no classic 'programmers' were needed to run the site, at least until roughly 1999, when users began to expect more sophisticated functionality."

Beginning in 2003, MSW became an internal showcase for Microsoft Office SharePoint, and has run on that platform ever since. Accordingly, the MSW team works closely with SharePoint developers, including launching the site using beta versions of SharePoint, to help shake down new software and provide rapid feedback.



Pictured: The homepage for MSW's predecessor, MSWeb, used until June 2006. Here, the left-hand navigation and the right-hand *Directory* listing competed for clicks. Meanwhile, the green bars partially "closed down" the layout, while the shade of blue was relatively uninviting.

DESIGN PROCESS AND USABILITY ACTIVITIES

Upgrading to SharePoint 2007

The latest MSW redesign began based on the team's plan to upgrade to SharePoint 2007. As mentioned, "the most important goal was to make data-driven decisions to help improve the overall MSW user experience and attempt to really 'wow' and impress Microsoft employees — who tend to have a very high bar and are not shy about saying when they love or can't stand something," says Wilson.

At the same time, the MSW team knew the intranet needed a more solid foundation. “Many changes and additions were made over the years with some successes along the way — but ultimately, a new foundation needed to be built and we wanted to take our thinking to the next level to boost employee productivity and be more reflective of the Microsoft culture and personality,” says Wilson.

Reviewing Intranet’s Goals and Top Features

To begin the redesign planning, then, the MSW team conducted a large-scale review of the intranet’s business goals; carefully reviewed traffic data; poured over customer satisfaction survey data; consolidated and analyzed two years’ worth of user feedback; wrote an entirely new brand strategy that solidified MSW’s positioning, voice, tone, and character; and liaised with other companies building SharePoint portals and intranet sites.

Even so, the MSW team already had a feel for the direction in which the intranet needed to evolve. “Because we were already very familiar with the data through our monthly dashboards, this process was more of a confirmation and pulse-check to ensure we had hard data to support our decisions and brainstorming,” says Wilson, adding that they constantly talked to users and knew right away what needed to be done. “We did a thorough ‘gut check’ to be sure that we were providing users, first and foremost, with the basic information all employees needed.” The team constantly verified that and asked itself other questions as well, including: “Were we in the ‘right’ business?” and “Did our mission and vision align with what users want and use most on MSW?”

For this redesign, the team opted to focus especially on honing the features that users would most appreciate. “For example, we knew users really loved our *Directory* feature, which featured the ‘best of the best’ tasks and sites by category, but its configuration directly competed with our left-hand navigation. So, we found a way to integrate the successful elements of the *Directory* into our new page layouts and information architecture,” says Wilson.

Honing the MSW Brand and “Chrome”

While the intranet team studied which features worked for users and what needed to change, it also began working with an external design firm, Ascentium, to help hone the MSW brand and meet other site goals.

The design phase, then, began by creating a specific look and feel “mapped to the brand strategy and user experience we had in mind,” says Wilson. One manifestation of this work is the new top-level “chrome” or global frame, present on every MSW page. “We asked the designers to create multiple visual representations of the chrome, using the MSW brand as inspiration, in gradations from ‘safe’ to ‘extremely bold,’” she says. Working closely with Ascentium, the MSW team helped create these iterations, then honed them to four choices, and posted them for MSW users to evaluate. “Once we felt the look and feel was aligned with the MSW goals and brand, and that users liked the direction, we began to solidify the main navigational elements within the master chrome.”

Card Sorts and Usability Techniques

While the above work was underway, the team also analyzed all intranet content and began redesigning the information architecture. “We did several rounds of testing — mostly card sorting — with our users to help determine the global navigational buckets and the types of content that would fall into each bucket.” The team hit upon six buckets: *Home*, *News*, *Employee*, *Campus*, *Services*, and *About Microsoft*.

Subsequently, the team developed wireframes to show the user flow through the site, again through an iterative process with the external design firm. “The MSW business team walked through various typical scenarios to test the user paths and provided feedback to help refine the wireframes,” notes Wilson. “Starting with the most common tasks, we worked hard to ensure that user flow was both intuitive and efficient for users regardless of their starting point — friendly URLs, bookmarked pages, homepage, left-nav, search, and so on. Because one of our biggest challenges overall was providing smooth user flow regardless of content depth, this was very time-consuming, but absolutely necessary for the new site’s success.”

BALANCING GLOBAL AND LOCAL NAVIGATION

To ensure that users could easily navigate through the MSW site, designers used a mix of global and local navigation elements on every page. Each page also included links to information and tasks related to the page content. Early in the planning phases, the MSW team participated in a navigation usability study with the SharePoint product group, using MSW as the test case. The results helped the team feel confident about the “global top, local left” scenario. Nonetheless, they wanted to ensure the execution worked well holistically, so they crafted several wireframe iterations to hone the approach; from these, they created page layouts. All of these elements will continue to evolve. “As feedback and data continues to come in, we will certainly hone the page layouts, navigation, and information architecture to better serve users’ needs,” says Wilson.

TIMELINE

- July-October 2005: Audited editorial and “scrubbed” existing content areas.
- October 2005: Developed business plan
- October 2005: Developed branding documentation.
- October-December 2005: Established business requirements
- January 2006: Commissioned design consultation.
- January 2006: Analyzed content and reviewed information architecture.
- February: Designed initial chrome/wireframes and information architecture.
- February/March 2006: Continued design rounds, including page layouts.
- February–September 2006: Development commenced (overlapped with design phase).
- May 2006: Finalized designs, including page layouts, information architecture, and navigation.

- May 2006: Conducted user satisfaction benchmark survey.
- June 2006: Froze content and began migration.
- June-July 2006: Published both old and new sites during testing.
- June-July 2006: Tested QA (editorial, design, and technical).
- First week of July 2006: MSW Pilot launched for key stakeholders.
- July 14, 2006: Launched on SharePoint 2007 Beta2 (all employees/users).
- September 2006: Upgraded to SharePoint 2007 Beta2TR.
- November 2006: Upgraded to SharePoint 2007 RTM.
- December 2006: Conducted post-launch user satisfaction survey.

RESULTS

Major New Features

The redesigned MSW launched on July 14, 2006. “The redesign is quite a dramatic change,” notes Elkins. “We added all new branding, navigation, information architecture, page layouts, and editorial features.”

Some of the most notable new features include:

- Improved navigation & information architecture: To help users more easily and quickly find the information they need.
- Expanded news coverage: A mix of internal and external news stories, which helps keep the viewpoint balanced.
- Community features: The homepage’s *MSW Blog*, *MSW Poll*, and *Snapshot* help build community.
- Revamped color palette and design: More fluid page layouts and updated features result in pages that are easier to use, while also showcasing additional template flexibility offered by the latest version of SharePoint.

As befits the team’s planning, usability studies, and all-around effort, users are happy with the changes — no small feat for an audience of more than 70,000. “Feedback from across the company has been incredibly positive, and the team is thrilled with the result,” she says. Notably, since the redesign, the total number of visitors to MSW per month has increased by 9%, and the total number of page views (hits) per month has increased by about 35%.

That said, “We want to be very careful about comparing detailed data points, because we created an entirely new metrics program at launch,” says Wilson. As part of that program, the MSW team developed a new dashboard for sharing monthly traffic trend data with the team, its leadership, and intranet stakeholders. It has also endeavored to effectively communicate to users how they can decode traffic data.

Happy Users Come Bearing Suggestions

Within 30 minutes of MSW's re-launch, says Wilson, the intranet team had already received a large amount of feedback — most positive — from across the company. Here are some examples of that feedback:

- "I love the new layout! The new organizational schema makes it much easier to find what you are looking for. Great job!"
- "I like the new look and feel of MSW. Organizing info by tabs makes the content more digestible and easy to scan."
- "Man, it's beautiful! I can't say enough positive things about the new redesign, from an information architecture perspective to a visual design perspective, a roaring success! Thank you!"
- "I'm about to do a redesign of my group's site and I was wondering if you could come help me. ☺"

Of course, users were also forthcoming with suggestions for even more improvements. "As with any group of smart people, Microsoft employees are vocal and opinionated, but when they like something, they let you know," says Wilson. "And even when they really like it, they'll still tell you how to make it even better." Even so, many employees' kudos specifically mentioned features the intranet team had been trying to fix, which was welcome validation. "Of course, we have a list a mile long of things we'd like to tweak or make better, but knowing that the basic elements are on track, straightaway, is a great benchmark."

Another sign of success: the number of employees who asked to borrow the recipe. "Internally, the team receives at least one inquiry a week about sharing our site structure, design, and navigation implementation," she says. "We presented to an external company recently and they closed the meeting by saying 'We love it, now how can we get our site to look exactly like it?' So that is a huge compliment."

Search Improvements

The new site also improves the search-related user experience; in general, however, giving users the search they want — and are accustomed to on Internet sites — is more difficult on the intranet.

"Because users have incredibly high expectations when it comes to search — thanks to MSN Search, Google, and other powerhouses, users are harder to please in this arena, but so far, the team has made positive strides and we are seeing positive results," says Ellis.

For example, since the redesign, MSW search (powered by SharePoint search) now pulls information from Microsoft's in-house customer relationship management system, and other crucial business applications. When searching for people, the MSW search also analyzes which business groups a user belongs to; this helps deliver results that are more relevant, while also respecting any personal data visibility settings users established to control access to parts of their profile. "There are new refinement options for people search, including 'social distance' results by degree of distance from you, showing people you know first," says Ellis. "One of the other really

nifty, user-beloved features is the inclusion of glossary terms in the upper-right corner of intranet searches. Not only are relevant search results and *Best Bets* displayed, but a user can get a full definition of the term — especially useful for new employees.”

The screenshot shows an intranet search interface. At the top, there's a navigation bar with 'msw' logo and links like 'Welcome Melissa Wilson (MSW)', 'My Site', 'My Links', 'Help', and 'Contact Us'. Below this is a search bar with 'people ready' entered and a 'New Search' button. The search results are displayed in a list format, showing various documents and links related to 'People-Ready'. On the right side, there's a 'Glossary' section with a definition for 'People-Ready Business'. The bottom of the page includes a footer with 'Microsoft Confidential' and 'Powered by Microsoft Office SharePoint Server 2007'.

msw

Welcome Melissa Wilson (MSW) | My Site | My Links | Help | Contact Us

Intranet | People | Customers

people ready | Advanced Search

New Search

Results by Relevance | View by Modified Date | RSS

Results 1-10 of about 151,808. Your search took 2.42 seconds. 1 2 3 4 5 Next>

Company Meeting and Product Fair 2006
A **people-ready** business believes that its **people** are the ultimate drivers of business success. ... we're the ultimate **people-ready** business because of the way you -- our 70,000 employees around the ...
<http://companymeeting> - 3KB

People Ready
People-Ready television spots air on the PGA Championship Golf Tournament. ... **People-Ready** 101 ...
"Microsoft as a **People-Ready** Business" videos, describing how Microsoft uses technology to strea ...
<http://infoweb/C12/C14/peopleready> - Heather Goffinet

06 04 13 People Ready Office 12 EBC
PowerPoint presentation from Chris Cap.
<http://arsenalcontent/ContentDetail.aspx?ContentID=89618> - Ron Ellington (Kelly Services Inc)

People-Ready Business Message
Welcome to the EMEA **People Ready** Business Site! ... **Ready** to have an impact and **ready** to enable **people** to achieve more and realise their own potential a ... **People-Ready** PR Events and Activities
<http://infoweb/C8/C4/People-ReadyBusinessMessage> - Paul Worrall (Write Image Inc)

West Region People Ready Business
West Region **People Ready** Business ... West Region **People Ready** Business ... FY07 West Region **People Ready** Business Framework
<http://gowest/C13/West Region People Ready Busin> - Keith Otis

People-Ready Slide Library
EPG Executive Communications 2100 {598b3ebb-663b-4dc5-a388-a678a3b50f40}
<http://sharepoint/sites/epgexec/PeopleReady Slide Library/Forms/AllItems.aspx> - Arthur Yasinski

Home - Manufacturing Playbook
Are your manufacturing customers' IT infrastructures **People Ready**? ... There are also **People-Ready** Pitch Cards available for ... cards combine the **People-Ready** and vertical messaging in the form of value propositions and custome ...
<http://sharepoint/sites/mfgplaybook/chap2.aspx>

People Ready Campaign in Latin America
People Ready Campaign in Latin America ... **People Ready** Campaign in Latin America ... **People Ready** Campaign in Latin America
<http://team/sites/latamprb> - Victor Aimi

People Forum
Welcome to the SMSG Finance **People** Forum ... In the SMSG Finance **People** Forum you will find a variety of tools and resources compiled to help you ...
<http://infoweb/C2/C15/People Forum> - Ted Gaub

1 2 3 4 5 Next>

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Pictured: Search results for “people ready.” Results display with the *Intranet* tab highlighted, though users can also tab to *People* or *Customers* for further results. Glossary results and *Best Bet* choices appear on the right side of the page.

LESSONS LEARNED

Insights from Christine Bennett (MSW content development manager):

Audit content early. “Be sure to do a full content audit and scrub prior to starting your IA work. It’s very detailed and time-consuming, but is worth every minute you spend. It will be a substantial time-saver later.”

Ensure sign-offs. “Have a clear agreement — between technical and business sides — on your actual business requirements, before development starts.”

Plan for QA. “When you’re migrating large amounts of content to a new site, have a crystal-clear quality assurance process in place. Ensure everyone knows what they are checking and why — and how to report errors or issues. While this may all seem obvious, it will help prevent duplicated or inefficient efforts.”

Insights from Sharon Elkins (MSW group manager):

Manage technology changes. “Always analyze and guide how new technical implementations may impact sustainability from a business perspective.”

Know how your users think. “Be able to channel your users.”

Obtain sign-offs early. “Establish all parties’ launch criteria and have them sign-off on that criteria early in the process. Different teams will have different priorities; don’t assume everyone shares your priorities.”

Insights from Chris Stetkiewicz (MSW managing editor):

Remember to prioritize. “Prioritization is king.”

Have a Plan B. “When working with technical dependencies, always have an alternate solution.”

Automate whenever possible. “Try to automate or find efficiencies for manual processes whenever possible.”

Insights from Melissa Wilson (MSW lead site manager):

Plan, but also take risks. “Do your homework, and then be willing to take risks. The beauty of a website is that it can be very evolutionary.”

Employ design in service of the redesign business goals. “It was really important for us that the business goals — a.k.a., ‘it’s all about the users’ — drove the design, and not the other way around.

Start with the basics. “Address basic issues first. It’s very tempting to first pursue the ‘wow’ factor, but before everything else, your priority is to build a viable foundation, based on basic and essential user needs.”

Prize honesty. “Be honest early.”

Know your users’ content needs. “Be incredibly familiar with what users want and need — so you can be strategically creative.”

Bank of America (2008)

Using the intranet:

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

Headquarters: Charlotte, North Carolina (US)

Number of employees the intranet supports:
200,000 worldwide

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

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

Design team:

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

Members:

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

SUMMARY

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

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

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

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

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

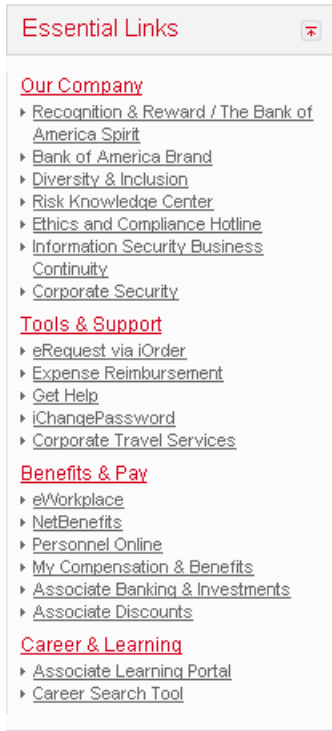
This is where the redesign and serious personalization efforts came in.

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

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

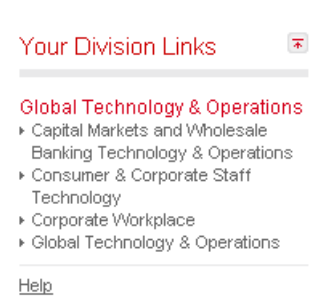
As this list of links shows, the topics people commonly need information about are quite varied. Putting somewhat unrelated menu commands together in one list can sometimes confuse users, but because this list is based on research and the designers know people need to regularly access these items, it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

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



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

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



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

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

Online Banking EDIT ✕

Enter Online ID:

☐ Save this Online ID
[How does this work?](#)

Account in:
NC ▼ [Change default state](#)

SIGN IN

[Enroll](#) | [Learn more](#)
[Get help with your online ID](#)
[Where do I enter my Passcode?](#)
[Security details](#) | [Service Agreement](#)

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

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

Time Zone Converter ✕

Local Time: Mon - 08:12 AM

Select City:
Select City ▼ **SAVE**
















Time in Selected City:
 Mon - 08:12 AM

Saved Cities: (3 max)

City	Day/Time	Remove
Shanghai	Mon 08:12 AM	Remove
Chester	Mon 08:12 AM	Remove
Atlanta	Mon 08:12 AM	Remove

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

Weather EDIT

Charlotte, NC				
 Thu 79°/60° F	 Fri 77°/60° F	 Sat 88°/61° F	 Sun 90°/64° F	 Mon 90°/66° F
Shanghai, China				
 Thu 76°/68° F	 Fri 77°/68° F	 Sat 77°/63° F	 Sun 81°/68° F	 Mon 85°/74° F
Ocean Isle Beach, NC				
 Thu 77°/65° F	 Fri 76°/66° F	 Sat 81°/68° F	 Sun 86°/70° F	 Mon 86°/72° F

[Add/change cities](#) | [Help](#)

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

Holiday Schedule +

Country: ▼

United States:

Thanksgiving Day	01 Apr 2006
Christmas Day	01 Apr 2006
New Year's Day	01 Apr 2006
Martin Luther King Jr. Day	01 Apr 2006
President's Day	01 Apr 2006
Memorial Day	01 Apr 2006
Independence Day	01 Apr 2006
Labor Day	01 Apr 2006
Columbus Day	01 Apr 2006
Veteran's Day	01 Apr 2006

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

Markets & Stocks

EDIT ↕ ✕

Symbol	Last	\$Chg	%Chg
<u>DJIA</u>	13,561.04	+39.02	+0.29
<u>NASDAQ</u>	2,748.07	+22.91	+0.84
<u>SP500</u>	1,504.11	+3.48	+0.23
<u>BAC</u>	47.86	+0.29	+0.61
<u>UIS</u>	7.28	+0.03	+0.41
<u>VLO</u>	67.82	-0.65	-0.95
<u>AMTD</u>	18.95	+0.41	+2.21
<u>LOW</u>	26.96	+0.83	+3.18
<u>NVS</u>	52.08	-0.51	-0.97

2:33 PM EDT ©BigCharts.com

Quotes Delayed 20 Minutes

[Get Quote](#) | [Edit Watchlist](#) | [Help](#)

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

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

[Asia](#) | [Europe](#)

BAC

\$74.49

+05

3:00 PM EST 12 Dec 2006

[Stockwatch](#) | [bankofamerica.com](#)

SEARCH CORPORATE DIRECTORY

First Name

Last Name

GO

Advanced

SEARCH INTRANET

Type Search Here

GO

[More search options](#) | [Saved](#)

Home

Our Company

News

Tools & Support

Benefits & Pay

Career & Learning

My Division

Hello Mary Elizabeth!

2 new messages | [View profile](#) | [Sign off](#)

[Add / Delete modules](#) | [Change layout](#)

Essential Links

Our Company

Bank of America Brand

Code of Ethics

Corporate Security

Diversity & Inclusion

Divisions Directory

Information Security Business Continuity

Recognition & Reward / The Bank of America Spirit

Risk Knowledge Center

Tools & Support

Corporate Travel Services

eRequest via iOrder

Expense Reimbursement

Get Help

iChangePassword

Benefits & pay

Associate Banking & Investments

Associate Discounts

eHRReks

eWorkplace

My Compensation & Benefits

NetBenefits

Personnel Online

Career & Learning

Associate Learning Portal

Career Search Tool

Time Zone Converter

Local Time: Mon - 08:12 AM

Select City:

Select City

SAVE

Time in Selected City: Mon - 08:12 AM

Saved Cities: (3 max)

City	Day/Time	Remove
Shanghai	Mon 08:12 AM	Remove
Chester	Mon 08:12 AM	Remove
Atlanta	Mon 08:12 AM	Remove

Your Division Links

Global Technology & Operations

Capital Markets and Wholesale Banking Technology & Operations

Consumer & Corporate Staff Technology

Corporate Workplace

Global Technology & Operations

[Help](#)

News Headlines

Payments called 'truly great growth opportunity' >

12 Dec 2007

Bank of America executives and external analysts agree that the company has a golden growth opportunity in payments.

Bank No. 1 on Fortune's 2007 World's Most Admired Global Mega Bank list >

14 Jun 2007

For the second straight year, Bank of America is the Most Admired Mega Bank in the world according to *Fortune* magazine's annual rankings.

12 Dec 2007

Bid for a trip to Hong Kong >

12 Dec 2007

Team Bank of America names speakers of the year for the fifth year in a row >

12 Dec 2007

Third-quarter growth makes headline >

[View all](#)

Weather

Charlotte, NC

<div>Thu</div> <div>79°/60° F</div>	<div>Fri</div> <div>77°/60° F</div>	<div>Sat</div> <div>88°/61° F</div>	<div>Sun</div> <div>90°/64° F</div>	<div>Mon</div> <div>90°/66° F</div>
-------------------------------------	-------------------------------------	-------------------------------------	-------------------------------------	-------------------------------------

Shanghai, China

<div>Thu</div> <div>76°/68° F</div>	<div>Fri</div> <div>77°/68° F</div>	<div>Sat</div> <div>77°/63° F</div>	<div>Sun</div> <div>81°/68° F</div>	<div>Mon</div> <div>85°/74° F</div>
-------------------------------------	-------------------------------------	-------------------------------------	-------------------------------------	-------------------------------------

Ocean Isle Beach, NC

<div>Thu</div> <div>77°/65° F</div>	<div>Fri</div> <div>76°/66° F</div>	<div>Sat</div> <div>81°/68° F</div>	<div>Sun</div> <div>86°/70° F</div>	<div>Mon</div> <div>86°/72° F</div>
-------------------------------------	-------------------------------------	-------------------------------------	-------------------------------------	-------------------------------------

[Add/change cities](#) | [Help](#)

Markets & Stocks

Symbol	Last	\$Chg	%Chg
DJIA	13,561.04	+39.02	+0.29
NASDAQ	2,748.07	+22.91	+0.84
SP500	1,504.11	+3.48	+0.23
BAC	47.86	+0.29	+0.61
UIS	7.28	+0.03	+0.41
VLO	67.82	-0.65	-0.95
AMTD	18.95	+0.41	+2.21
LOW	26.96	+0.83	+3.18
NVS	52.08	-0.51	-0.97

2:33 PM EDT

@BigCharts.com

Quotes Delayed 20 Minutes

[Get Quote](#) | [Edit Watchlist](#) | [Help](#)

What's New

Visit the Associate Discount Program

for exclusive deals from Dell

Shop now >>

Holiday Schedule

Country:

Select Country

United States:

Thanksgiving Day	01 Apr 2006
Christmas Day	01 Apr 2006
New Year's Day	01 Apr 2006
Martin Luther King Jr. Day	01 Apr 2006
President's Day	01 Apr 2006
Memorial Day	01 Apr 2006
Independence Day	01 Apr 2006
Labor Day	01 Apr 2006
Columbus Day	01 Apr 2006
Veteran's Day	01 Apr 2006

Online Banking

Enter Online ID:

Save this Online ID

How does this work?

Account in:

NC

Change default state

SIGN IN

Enroll | [Learn more](#)

Get help with your online ID

Where do I enter my Passcode?

Security details | [Service Agreement](#)

My Favorites

This is my favorite site

This is another favorite site

Another favorite site

Site

Site

Intranet Index

Find a site from an alphabetical listing of Bank of America intranet sites. Select the first letter of a site's name using the drop-down menu.

- Select a letter -

GO

Can't find what you're looking for?

Try the Division Directory.

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[Flagscape: Asia](#) | [Europe](#) | [Associate privacy policy](#) | [View profile](#) | [Intranet index](#) | [Feedback](#) | [Help](#) | [bankofamerica.com](#) | [Sign off](#)

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

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

Flagscape: [Asia](#) | [Europe](#)
▲ BAC \$74.49 +.05
3:00 PM EST 12 Dec 2006
[Stockwatch](#) | [bankofamerica.com](#)

SEARCH CORPORATE DIRECTORY

[Advanced](#)

SEARCH INTRANET

[More search options](#) | [Saved](#)

[Home](#)
[Our Company](#)
[News](#)
[Tools & Support](#)
[Benefits & Pay](#)
[Career & Learning](#)
[My Division](#)

Hello Mary Elizabeth!
2 new [messages](#) | [View profile](#) | [Sign off](#)

News

- Advanced eNews Search
- News Archives
- eNews Preferences
- Your Messages**

Your Messages

You Have N messages!

! Alert
✕ Announcement
✓ Survey
▶ Multimedia

cc Closed caption
📺 Video
🔊 Audio only
📎 Supporting document

Delete	Type	Messages	Date Posted
<input type="checkbox"/>	!	12 Dec 2006 Lorem ipsum te molestie adipiscing mei, ne mutat ornatus sed >	07/20/04
<input type="checkbox"/>	!	12 Dec 2006 Lorem ipsum te molestie adipiscing mei >	07/20/04
<input type="checkbox"/>	✓	12 Dec 2006 Lorem ipsum te molestie adipiscing mei >	01/20/04
<input type="checkbox"/>	▶	12 Dec 2006 Lorem ipsum te molestie adipiscing mei >	07/20/04
<input type="checkbox"/>	🔊	12 Dec 2006 Lorem ipsum te molestie adipiscing mei >	07/20/04
<input type="checkbox"/>	📺	12 Dec 2006 Lorem ipsum te molestie adipiscing mei >	07/20/04

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

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

Americas | Asia | Europe
BAC \$74.49 +.05 3:00 PM EST 12 Dec 2006
Stockwatch | bankofamerica.com

GLOBAL CONSUMER & SMALL BUSINESS BANKING
Banking Center Online
[FAQs/Help](#) | [Site Map](#) | [Contact Us](#)

CORPORATE DIRECTORY:
 First Name
 Last Name
[Advanced](#)

SEARCH INTRANET:
 Type Search Here
[More search options](#)

☒ Flagscape
☐ Banking Center Online

Home | Products & Sales | Service & Operations | **All News** | Banking Center PlayBook | Associate Resources

Hello Mandy! [View profile](#) | [Sign off](#)

All News

- View all your news
- View all news by date
- View all news by state
- View all news by job role**
- View all news by division

View All News By Job Role

View for:
 Assistant Managers
 June
 2007

Assistant Managers

<< Previous
1 2
Next >>

15 Jun 2007

Get "Caught in the Act of Delivering Delight!" >

15 Jun 2007

It's great to be home: Find out how to make the dream of home ownership a reality for your customers >

(Job Roles: Assistant Managers, Managers, Personal Bankers, Small Business Specialists)

15 Jun 2007

Ease on down the road: Customers reach their destination and you get credit with eLending products >

14 Jun 2007

Refund Request Tool upgrades will provide faster decisions, easier navigation and simpler text >

(All States except: ID, WA)

14 Jun 2007

Passcode verification enhances Online Banking security; get 250 Spirit Rewards points with alerts >

(All States except: ID, WA - Job Roles: Assistant Managers, Managers, Personal Bankers, Sales and Service Specialists, Small Business Specialists)

14 Jun 2007

Online Banking updates include passcode verification indicator for stronger security >

(States: ID, WA - Job Roles: Assistant Managers, Managers, Personal Bankers, Sales and Service Specialists, Small Business Specialists)

13 Jun 2007

Increase customer delight by providing SafeSend® disclosures >

(All States except: ID, WA - Job Roles: Assistant Managers, Managers, Personal Bankers, Sales and Service Specialists, Small Business Specialists)

11 Jun 2007

New issue of Division News - Winning in the Community Division now available >

(Divisions: Community Bank Division)

08 Jun 2007

Liam McGee announces leadership changes in GCSBB >

08 Jun 2007

June technology release updates save paper, time, increase Teller SCORE offers, improve processes >

(All States except: CA, ID, WA - Job Roles: Assistant Managers, Managers, Personal Bankers, Sales and Service Specialists, Small Business Specialists)

08 Jun 2007

June technology updates add MasterCard® descriptions, improve LoanSolutions® >

(States: ID, WA)

07 Jun 2007

Liam McGee and leadership team announce organizational changes >

07 Jun 2007

June technology release updates increase Teller SCORE offers and improve processes >

(States: CA - Job Roles: Assistant Managers, Managers, Personal Bankers, Sales and Service Specialists, Small Business Specialists)

<< Previous
1 2
Next >>

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[Flagscape home](#) | [Associate privacy policy](#) | [View profile](#) | [Intranet index](#) | [Help](#) | [bankofamerica.com](#) | [Sign off](#)

Banking Center Online: [Home](#) | [Products & Sales](#) | [Service & Operations](#) | [All News](#) | [Banking Center PlayBook](#) | [Associate Resources](#)

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

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

The screenshot shows the Bank of America Flagscape interface. At the top, there's a navigation bar with the Bank of America logo, a currency converter for BAC (\$74.49, +.05), and the date/time (3:00 PM EST 12 Dec 2006). Below this is a red banner with the 'Flagscape' logo and a desert landscape image. To the right of the banner are search boxes for 'CORPORATE DIRECTORY' and 'INTRANET'. A navigation menu below the banner includes links like Home, Our Company, News, Tools & Support, Benefits & Pay, Career & Learning, and My Division. A personalized greeting 'Hello Mary Elizabeth!' with 2 new messages is shown. The main content area is titled 'New Saved Search' and contains a form to create a new search. The form includes fields for 'Name your search:', 'Exact Phrase:', 'With all of the words:', 'Search in:' (with checkboxes for headline, text, and author/byline), 'Published:' (dropdown), 'Sort By:' (dropdown), and 'Articles in Selected Sources:' (list box). There are 'SAVE' and 'CANCEL' buttons at the bottom of the form. A footer at the bottom contains copyright information and links to privacy policy, profile, intranet index, feedback, help, and sign off.

Bank of America

Flagscape: Asia | Europe BAC \$74.49 +.05 3:00 PM EST 12 Dec 2006 Stockwatch | bankofamerica.com

Flagscape®

SEARCH CORPORATE DIRECTORY
First Name Last Name GO
Advanced

SEARCH INTRANET
Type Search Here GO
More search options | Saved

Home Our Company **News** Tools & Support Benefits & Pay Career & Learning My Division

Hello Mary Elizabeth! 2 new messages | View profile | Sign off

News

- Advanced eNews Search
- News Archives
- eNews
 - Sources
 - eNewsletters
 - Saved Searches**
 - Ken Lewis
 - Search Categories
- eNews Preferences
- Your Messages

New Saved Search

Minimize your search time and fine-tune your results by saving the criteria for your most frequent news searches. Now you have the ability to store your customized criteria and get updated results each time you run a search by clicking the name of your saved search.

Tip: [Using operators to maximize your search](#) | [Help](#)

Name your search: **SAVE**

Exact Phrase: With at least one of the words:

With all of the words: Without the words:

Search in:

☐ In headline ☐ Publication name

☒ In text of the document ☐ By stock symbol

☐ Author or in byline

Published: Sort By:

Articles in Selected Sources:

ABC
Adelaide Advertiser
Akron Beacon Journal (OH)
Bangkok Post

SAVE CANCEL

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[Associate privacy policy](#) | [View profile](#) | [Intranet index](#) | [Feedback](#) | [Help](#) | [bankofamerica.com](#) | [Sign off](#)

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

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

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

URL AND ACCESS

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

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

TECHNOLOGY

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

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

CONTENT MANAGEMENT

CMS Technology

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

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

Managing the Data

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

"From the enterprise sites, the user can access sites specific to their line of business," says Greg Jung, SVP Business Support Manager. "The main line-of-business sites include: Global Wealth and Investment Management, Global Consumer and Small Business Banking, Global Commercial Investment Banking, Global Technology and Operations. From there, we break down to the next level of sites, such as our Card Services site that is accessed from the Global Consumer and Small Business Banking site."

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

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

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

These standards determine seven main categories of site development:

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

Compliance

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

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

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

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

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

INTRANET TEAM

Team Members

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

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

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

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

Intranet Oversight and Staffing

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

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

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

Site Evolution

A period of fast-paced mergers and acquisitions in the banking industry during the 1990s drove the company's first attempt at an intranet. The bank needed to share

enterprise information—specifically, information related to bank culture, business objectives, and news—with new associates. Bank of America's first enterprise-wide intranet, Oasis, was launched in 1996 to fill that need.

"This was a very small connector page that collected, in one place, links to news and the few other intranet sites," says Tracy Bell, SVP Change Management Executive. Corporate Communications owned and managed the site, which was launched to only a small group of users, most of whom were in technology and among the first to have Internet access.

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

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

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

Bank of America Higher Standards

[my profile](#) | [site map](#) | [intranet index](#) | [help](#) | [contact us](#) | [bankofamerica.com](#) | [sign off](#)

BAC: \$90.00 ▲ .05 (9:45 am EST)

Corporate Directory

First Name Last Name

Keyword or Question

[advanced](#) | [top](#) | [saved](#)

Associate Portal

Welcome John!

If you are not John Smith, please [sign on](#). You have 3 new messages.

Home

Our Company

News

Tools & Support

Benefits & Money

Career

Divisions

Wednesday, January 3, 2003

Home:

[add/delete modules](#) | [change layout](#)

Top Tasks

I want to....

- Visit Personnel Online
- Visit Associate Banking
- Browse the Intranet Index
- Manage My Rewards Points
- Order Supplies (iOrder)
- Complete an Expense Report (EXPRES)
- Get Six Sigma Information
- Book Travel Online
- View/Change Personal Info (Personnel Online)
- Search Job Postings (Personnel Online)

Bookmarks

[Bookmark Here](#)

[Bookmark Here](#)

[Bookmark Here](#)

[Bookmark Here](#)

Optional Bookmarks:
Click "Edit" to add bookmarks.

Intranet Index

[intranet index: home](#)
[division resources](#)

Select a letter

News Headlines

[more news](#)

This is the headline of an Article

June 10, 2003 - This is the teaser text of the article that is three lines long. This is the teaser text of the article that is three lines long...

6/11/03 This is the Headline of an Article and looks like this

6/11/03 This is the Headline of an Article and looks like this

6/11/03 This is the Headline of an Article and looks like this

6/11/03 This is the Headline of an Article and looks like this

6/11/03 This is the Headline of an Article and looks like this

Communication Center

You have 3 messages! [view all](#) [multimedia archives](#) | [help](#)

Weather Advisory - Office Closed Today 07/26/03
 Duis autem vel eum iriure dolor in hendrerit in vulputate 07/24/03
 Duis autem vel eum iriure dolor in hendrerit in vulputate Please complete by 07/24/03. 07/23/03
 Duis autem vel eum iriure dolor in hendrerit in vulputate 07/22/03
 Duis autem vel eum iriure dolor in hendrerit in vulputate 07/20/03

Alert Announcement ☒ Survey Multimedia

Weather

[edit](#) [X](#)

Click on city name or enter a search for full forecast and conditions.

Today's Forecast Conditions

Charlotte, NC
thunderstorms

Low: 71 F
High: 89 F

[add/change cities](#)

Search by U.S. city & state, international city & country, or by U.S. Zip code.

Powered by [vee.com](#) | [help](#)

Stock Watch

[edit](#) [X](#)

Symbol	Last	\$Change	%Change
\$COMP	2,810.93	-8.97	-0.27%
\$INDU	9,094.59	-34.38	-0.38%
BAC	82.74	-0.76	-0.91%
UIS	14.59	-0.76	-0.11%

Powered by **prophet**

©2001-2003 Prophet Financial Systems, Inc.
9:46 AM EDT 7/17/03 | [Terms of use](#)
Quotes delayed 20 min.
[Get Quote](#) | [Edit Watchlist](#) | [Help](#)

What's New

Transition News

Now you can access division pages on the Associate Portal by clicking on the Division Index link at

Online Banking

[Online ID:](#)

[Passcode:](#)

[Account In:](#)

NC

☐ Remember my Online ID
(how does this work?)

[enroll](#)
[learn more](#)
[forgot your passcode?](#)
[security details](#)
[service agreement changed 5-29-03](#)

Holiday Schedule

[X](#)

2003 U.S. Holiday Schedule

New Year's Day
Wednesday, January 1

Martin Luther King Jr. Day
Monday, January 20

President's Day
Monday, February 17

Memorial Day
Monday, May 26

Independence Day
Friday, July 4

Labor Day
Monday, September 1

Columbus Day
Monday, October 13

Veterans' Day
Tuesday, November 11

Thanksgiving Day
Thursday, November 27

Christmas Day
Thursday, December 25

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[privacy policy](#) | [intranet index](#) | [my profile](#) | [site map](#) | [help](#) | [contact us](#) | [bankofamerica.com](#)

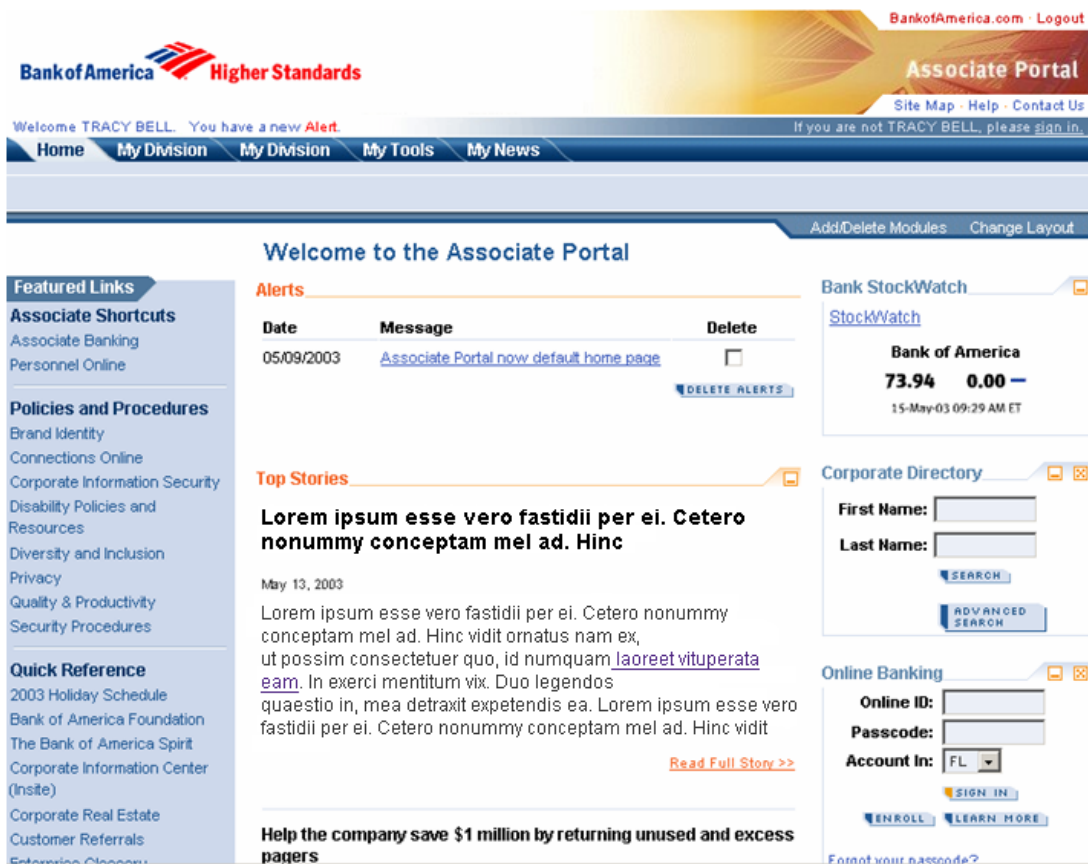
Pictured: The 2003 Associate Portal redesign (homepage release 5.0). The redesigned site saved Bank of America associates more than 10,000 hours in its first year of adoption.

90

INFO@NNGROUP.COM

Bank of America (2008)

BANK OF AMERICA INTRANET TIMELINE			
	2002	2003	2004
	v.4.0: Associate Portal	v.5.0: Associate Portal	v.6.0: Flagscape
Release Notes	The site in place before the User Experience team was formed.	This redesign included two card sort studies, server log research, a design survey, and VOC/VOA feedback. The redesign also included a baseline user study (referenced below), which consisted of several time-on-task measurements.	This release included a visual design survey and a visual rebrand of Release 5.0 to the new Flagscape brand platform. The team made only a few minor interaction updates with this redesign.
Redesign Goals		<ul style="list-style-type: none"> Design a completely different site architecture based on user feedback and usability testing Rebrand the site to be brand compliant 	<ul style="list-style-type: none"> Redesign the navigation layout to accommodate more pages and a deeper site Completely rebrand the site, changing it from the "Associate Portal" to "Flagscape"



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

GOALS AND CONSTRAINTS

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

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

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

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

USERS

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

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

USER TASKS

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

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

FEATURES

Basic features of Flagscape include:

User productivity functions

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

User-driven customization

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

Targeted content

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

Industry news and information

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

Information capture

- Integrated polling and survey functionality

Flagscape: [Asia](#) | [Europe](#) **BAC \$74.49 +.05** 3:00 PM EST 12 Dec 2006 [Stockwatch](#) | [bankofamerica.com](#)

SEARCH CORPORATE DIRECTORY
 First Name Last Name
[Advanced](#)

SEARCH INTRANET
 Type Search Here
[More search options](#) | [Saved](#)

[Home](#) | [Our Company](#) | [News](#) | **[Tools & Support](#)** | [Benefits & Pay](#) | [Career & Learning](#) | [My Division](#)

Hello Mary Elizabeth! 2 new [messages](#) | [View profile](#) | [Sign off](#)

[Add / Delete modules](#) | [Change layout](#)

Tools & Support

- Advanced Intranet Search
- Associate Information
- Associate Support
- Collaboration & Meetings
- Documents, Forms, and Resources
- Information Security Business Continuity
- Local Times Around The World
- Ordering & Expense Management
- Technology Tools & Services

Tools & Support

Find your enterprise tools & support resources here to make your workday more efficient. The application launch pad provides you with direct access to your everyday tools.

Application Launch Pad

- iOrder**
 iOrder has been created for associates to navigate the Supply Chain Management self serve applications and search tools. You will find information on and initiate the ordering of products and services regardless of the commodity.
- Travel Online**
 Corporate Travel Services manages the commodities that support associate business travel -- the designated travel agency, Travel Online, airlines, hotels, and ground.
- Web Diva**
 The Web Disbursement Image Viewing Application, or WebDiva, is a search tool designed for researching timely payment information by providing the ability to research invoices and expense reimbursement on-line.
- WebMeeting**
 WebMeeting capability is an alternative to traveling for internal meetings.
- Expense Reimbursement**
 From the iOrder home page, access the links to the Expense Reimbursement application. Through this web based application associates can submit, review, and process employee expense reports.
- Get Help**
 Problem resolution for general computer issues.

Features

Looking for a form?

Access the Master Electronic Document Library
[Go Now >>](#)

My Favorites

[This is my favorite site](#)
[This is another favorite site](#)
[Another favorite site](#)
[Site](#)
[Site](#)

Intranet Index

Find a site from an alphabetical listing of Bank of America intranet sites. Select the first letter of a site's name using the drop-down menu.

- Select a letter -

Can't find what you're looking for?
Try the [Division Directory](#).

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[Associate privacy policy](#) | [View profile](#) | [Intranet index](#) | [Feedback](#) | [Help](#) | [bankofamerica.com](#) | [Sign off](#)

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

Tools for Collaboration

Web 2.0-type collaboration tools, such as blogs and wikis, offer significant opportunities for more effectively managing knowledge, but they also pose unique risks for an organization such as Bank of America. The company therefore approaches this type of innovation with caution to avoid introducing unwanted risk. "One of the main requirements (for collaboration tools) will be around moderation of

content and approval,” says Jung. “Due to the potential risk this can pose for the corporation, we are being very diligent in our requirements definition to ensure that we capitalize on the value these new capabilities bring, while also mitigating potential risks inherent with these types of collaboration tools.”

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

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

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

Search

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

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

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

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

Bank of America

BAC \$51.83 +0.18 (08:15 PM EDT 23 Aug 2007) Stockwatch | bankofamerica.com

Flagscape®

SEARCH CORPORATE DIRECTORY

First NameLast NameGO

Advanced

SEARCH INTRANET

Type Search HereGO

More search options | Saved

Home

Our Company

News

Tools & Support

Benefits & Pay

Career & Learning

Divisions

Hello Mandy! [View profile](#) | [Sign off](#)

My Saved Intranet Searches

Intranet Search Help

Intranet Search Results

You searched for **office locations** OR **All: office locations**.
Your search returned **100** results.

[Save this Search](#) | [Refine this Search](#) | [New Search](#)

Show me

10 Results

GO

<< Previous

1 2 3 4 5 6 7 8 9 10

Next >>

1. **Future LaserPro Lending (LPL) Compliance Releases deferred**

Bank of America | Flagscape | Global Bank Debt | Documentation Archive Last Change: BAC \$51.30 -0.05 (04:15 AM EDT 22 Aug 2007) Stockwatch | bankofamerica.com | Flagscape home FAQ | Site Index | Contact Us □ CORPORATE DIRECTORY: Advanced SEARCH INTRANET: 99% - <http://flagscape.bankofamerica.com/...CM200000597ab1abRCRD - 40.806K ->

2. **Future LaserPro Lending (LPL) Compliance Releases deferred**

Bank of America | Flagscape | Global Bank Debt | All Updates Archive Last Change: BAC \$51.30 -0.05 (03:10 AM EDT 22 Aug 2007) Stockwatch | bankofamerica.com | Flagscape home FAQ | Site Index | Contact Us □ CORPORATE DIRECTORY: Advanced SEARCH INTRANET: Mo 99% - <http://flagscape.bankofamerica.com/...CM200000597ab1abRCRD - 40.804K ->

3. **New real estate secured revolver offerings for Business Banking clients**

Bank of America | Flagscape | Global Bank Debt | Operations Archive Last Change: BAC \$51.30 -0.05 (04:26 AM EDT 22 Aug 2007) Stockwatch | bankofamerica.com | Flagscape home FAQ | Site Index | Contact Us □ CORPORATE DIRECTORY: Advanced SEARCH INTRANET: Mor 77% - <http://flagscape.bankofamerica.com/...CM200000597ab1abRCRD - 42.233K ->

4. **New real estate secured revolver offerings for Business Banking clients**

Bank of America | Flagscape | Global Bank Debt | Documentation Archive Last Change: BAC \$51.30 -0.05 (04:06 AM EDT 22 Aug 2007) Stockwatch | bankofamerica.com | Flagscape home FAQ | Site Index | Contact Us □ CORPORATE DIRECTORY: Advanced SEARCH INTRANET: 77% - <http://flagscape.bankofamerica.com/...CM200000597ab1abRCRD - 42.236K ->

5. **New real estate secured revolver offerings for Business Banking clients**

Bank of America | Flagscape | Global Bank Debt | Decisioning Archive Last Change: BAC \$51.30 -0.05 (03:58 AM EDT 22 Aug 2007) Stockwatch | bankofamerica.com | Flagscape home FAQ | Site Index | Contact Us □ CORPORATE DIRECTORY: Advanced SEARCH INTRANET: Mo 77% - <http://flagscape.bankofamerica.com/...CM200000597ab1abRCRD - 42.234K ->

6. **New real estate secured revolver offerings for Business Banking clients**

Bank of America | Flagscape | Global Bank Debt | Credit Monitoring & Administration Archive Last Change: BAC \$51.30 -0.05 (03:26 AM EDT 22 Aug 2007) Stockwatch | bankofamerica.com | Flagscape home FAQ | Site Index | Contact Us □ CORPORATE DIRECTORY: Advan 77% - <http://flagscape.bankofamerica.com/...CM200000597ab1abRCRD - 42.257K ->

7. **New real estate secured revolver offerings for Business Banking clients**

Bank of America | Flagscape | Global Bank Debt | All Updates Archive Last Change: BAC \$51.30 -0.05 (02:49 AM EDT 22 Aug 2007) Stockwatch | bankofamerica.com | Flagscape home FAQ | Site Index | Contact Us □ CORPORATE DIRECTORY: Advanced SEARCH INTRANET: Mo 77% - <http://flagscape.bankofamerica.com/...CM200000597ab1abRCRD - 42.234K ->

8. **Locations**

Bank of America | Flagscape | Global Bank Debt | Locations Last Change: BAC \$51.30 -0.05 (02:45 AM EDT 22 Aug 2007) Stockwatch | bankofamerica.com | Flagscape home FAQ | Site Index | Contact Us □ CORPORATE DIRECTORY: Advanced SEARCH INTRANET: More search 76% - <http://flagscape.bankofamerica.com/...CM200000597ab1abRCRD - 37.987K ->

9. **7.33 Real Estate Appraisal Policy**

INTRODUCTION □ Policy Statement □ This policy is a supplement to the Corporate (Bank of America) Appraisal Policy.□ It specifies requirements for ordering, performing and reviewing Appraisals and Evaluations of Home Builder Division (HBD) real estate colla 76% - <http://flagscape.bankofamerica.com/...&RPGName=HomeBuilder - 289.583K ->

10. **7.33HB Appraisal Policy Supplement**

INTRODUCTION □ Policy Statement □ This policy is a supplement to the Corporate (Bank of America) Appraisal Policy.□ It specifies requirements for ordering, performing and reviewing Appraisals and Evaluations of Home Builder Division (HBD) real estate colla 76% - <http://flagscape.bankofamerica.com/...target=selectedPolicy - 289.583K ->

<< Previous

1 2 3 4 5 6 7 8 9 10

Next >>

[Back to top](#)

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

96

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Bank of America (2008)

Bank of America

Asia | Europe

BAC \$51.24 +0.45 (12:06 PM EDT 22 Sep 2007)

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Advanced

SEARCH INTRANET

Type Search HereGO

More search options | Saved

Home

Our Company

News

Tools & Support

Benefits & Pay

Career & Learning

My Division

Hello Mandy! [View profile](#) | [Sign off](#)

My Saved Intranet Searches

Intranet Search Help

Intranet Search Results

509 results found for "office locations"

Search options: **NEW** **EDIT** **SAVE**

Showing 1 - 10 of 509 results

View 10 results per pageGO

Page 1 of 51 « Previous 1 2 3 4 5 6 7 8 9 10 Next »

Bank of America | Premier Banking & Investments | Northeast Office ...

... to find a Premier Banking & Investments office nearest you. Connecticut. Hartford, 860.952.6622. Fairfield County, 860.434.4114. Maine. All locations, 803.647.7684 ...

www.bankofamerica.com/premierbanking/index.cfm?template=ne_office_loc - 33k -

Office Locations

Office Locations Principal Location Headquarters 14 Commerce Drive Cranford, New Jersey 07016 1.908.272.8100 1.800.752.0153. Regional ...

flagscape.bankofamerica.com/vgn-ext-templating/jsp/search/results.jsp?cmid=90f7b96d4ee46010VgnVCM100... - 1k - 21 May 2002

REBG moves forward with BAND 2000 activities

... Once these pilots have successfully concluded, the BAND 2000 National Migration Team will begin BAND migrations for all REBG office locations. ...

flagscape.bankofamerica.com/vgn-ext-templating/jsp/search/results.jsp?cmid=75f53488e7907010VgnVCM200... - 13k - 02 May 2003

Career Information Fairs help identify career path

... help identify career path Ask one of the 1,900 associates who have attended one of the Career Information Fairs held so far at 7 office locations, and you may ...

flagscape.bankofamerica.com/vgn-ext-templating/jsp/search/results.jsp?cmid=25a102870f204110VgnVCM200... - 3k - 26 Jul 2007

Update on GCIB operations in New York City

... on GCIB operations in New York City As of 7:30 pm EDT Tuesday, Bank of America's midtown New York City office locations are expected to be open on Wednesday. ...

flagscape.bankofamerica.com/vgn-ext-templating/jsp/search/results.jsp?cmid=9c97ac378bc06010VgnVCM200... - 2k - 10 Sep 2001

CRE Retail Mortgage sales office search toll-free number and Web ...

... The search engine that supports both the 800 number and web site pulls sales office locations geographically in a 25 mile radius from the customer's zip code ...

flagscape.bankofamerica.com/vgn-ext-templating/jsp/search/results.jsp?cmid=44c5c50483584110VgnVCM200... - 3k - 21 Aug 2007

CRE Retail Mortgage Sales Office Search Toll-Free Number & Web ...

... The search engine that supports both the 800 number and web site pulls sales office locations geographically in a 25 mile radius from the customer's zip code ...

flagscape.bankofamerica.com/vgn-ext-templating/jsp/search/results.jsp?cmid=6cb85c059f773110VgnVCM100... - 3k - 03 Jul 2007

How do I change the default Office 2003 file locations for storing ...

How do I change the default Office 2003 file locations for storing documents? Word controls the file locations for Access, Excel, PowerPoint (but not Outlook) ...

flagscape.bankofamerica.com/vgn-ext-templating/jsp/search/results.jsp?cmid=f9c259c07e630110VgnVCM100... - 2k - 18 Jan 2007

eCommerce launches the new Premier Banking Office Locator

... Market managers and client managers should visit the Premier Office Locator site to confirm that information for their office locations is correct. ...

flagscape.bankofamerica.com/vgn-ext-templating/jsp/search/results.jsp?cmid=c958ad4578aa5010VgnVCM200... - 2k - 11 Mar 2005

Locations

Locations United Kingdom. European Regional headquarters based in London. ...

Primary Regulator. Office of the Comptroller of the Currency. Local Regulator. ...

flagscape.bankofamerica.com/vgn-ext-templating/jsp/search/results.jsp?cmid=ecbc7e1758676010VgnVCM100... - 15k - 17 Jul 2003

Page 1 of 51 « Previous 1 2 3 4 5 6 7 8 9 10 Next »

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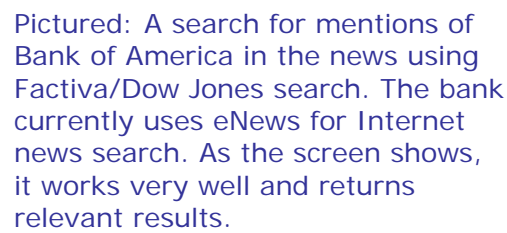
Flagscape: [Asia](#) | [Europe](#) | [Associate privacy policy](#) | [View profile](#) | [Feedback](#) | [Help](#) | [bankofamerica.com](#) | [Sign off](#)

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

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WWW.NNGROUP.COM

97



DESIGN PROCESS AND USABILITY ACTIVITIES

Usability Methods Phase I: Release 4.0 to Release 5.0

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

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

Linton outlines the redesign’s research methods:

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

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

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

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

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

Card Sort Studies

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

Open Card Sort

"In the open card sort studies we performed, participants were asked to sort cards into logical groupings and then name the groupings," says Linton. "Participants were able to create as many card categories as they felt were appropriate. During the card sort exercise, participants were asked to order the cards' groupings by importance. If participants were uncomfortable sorting a card under one of their groups, they had the option of creating a group referred to as 'Unsorted.' Several reoccurring themes were identified based on the participant-defined headings."

User Testing

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

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

Results of User Testing

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

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

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

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

When the team decided to update the site again (moving from release 5.0 to the current 6.0 redesign), it once again had many usability challenges to surmount.

"With release 5.0, there were too many different places for users to look for navigational information on the Portal's secondary pages," says Linton.

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

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

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

RESULTS

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

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

Follow-Up Activities

Specific activities that resulted from the research include:

- Based on results from the card sort, the team changed the *Benefits & Money* tab to *Benefits & Pay*.
- Also based on the card sort, they changed the *Career* tab to *Career & Training*.
- Because they found overlapping content items, the team conducted a quick survey to determine the best location for the content, and then provided adequate cross-links from within the other menu heading.

- The team moved the secondary navigation (which had been underneath the global navigation), to the page's left side.
- Adding rollover menus gave users direct access to content that was two or three levels into the site architecture. The rollovers also offered an overview of a tab's contents.
- They added ALT text descriptions to all global tab headers, briefly explaining the information under each tab.
- Adding drill-down menus provided navigational context, helping users understand their location within the site architecture. Users can also access the lower-level pages by first clicking a tab heading, and then drilling down through the headings. The team says this approach is especially useful for novice Web users and for users with disabilities.
- Incorporating the *Resources* links into the site architecture left considerable real estate available to highlight promotional initiatives.

Surprise Findings

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

LESSONS LEARNED

Lessons learned from Mandy Linton:

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

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

New South Wales Department of Primary Industries (2008)

Using the intranet:

New South Wales Department of Primary Industries (NSW DPI) is an Australian government agency whose primary focus is to manage and regulate the use of the state's natural resources and the industries that work with them; promote healthy and safe primary industries; drive improvements in the productivity and sustainability of primary industries; promote trade by protecting and enhancing access to markets; and encourage industries to use natural resources in the most efficient and sustainable ways possible.

The department is also the largest provider of research within the New South Wales government.

Headquarters: New South Wales, Australia

Number of employees the intranet supports:

3,500 staff members at more than 120 locations throughout New South Wales

Sales: n/a (government agency)

Design team:

In-house, by the agency's Internal Communications Unit, which did all intranet planning, design, IA, and development

Members:

Kate Needham, Manager, Internal Communications, Penny Wheeler, Web Content Officer

SUMMARY

The New South Wales Department of Primary Industries (NSW DPI) is a government agency that works with industry, rural communities, and other public sector organizations to foster profitable and sustainable development. NSW DPI offers a wide range of services, and the intranet helps enormously in supporting the very diverse set of workers who deliver them.

The intranet, InSite, also helps to unify the four departments—Mineral Resources NSW, NSW Agriculture, NSW Fisheries, and State Forests NSW—that were unified to form NSW DPI in July 2004.

Just after the organizations merged, the intranet helped people to see where they actually fit in to this much larger organization. Knowing the intranet was the ideal platform to keep everyone informed of new department's role and vision, the intranet team worked quickly to get the site up and running.

Now under the Communications Branch, intranet team members immediately populated the intranet with relevant content needed by the users. But the team knew the communications could not be just one way, as staff had a lot of questions. To ensure that employees felt heard and got their questions answered, the intranet team added a form that let people submit questions and have them answered in the FAQ area.

The exchange of ideas continues today, almost four years later. In the homepage's top middle section, there are tabs for *Announcements*, *Events Calendar*, and an RSS subscription to *Industry News*. Users can also read archives or subscribe to news types they're interested in.

The homepage feature story, which appears in the upper left, changes at least twice a week. Two scientists are showcased in this example, exalted for their latest contribution to a trade magazine. This section usually comprises stories written by staff members, enabling people to share with the whole organization what they're working on. Reciprocally, staff members reading the stories will learn more about the different happenings at their organization.

The *Staff Achievement Awards* section appears just below that. This area encourages people to nominate a colleague to be recognized—one more way staff can feel good about themselves and their co-workers.

The homepage also displays, on the left, links to *Media Releases*. This is important as it lets people within the department know what kinds of messages are being sent out to the public.

NSW DPI WWW.DPI.NSW.GOV.AU [STAFF DIRECTORY](#) [OFFICE DIRECTORY](#) [A-Z INDEX](#) [SITEMAP](#)

INSITE [INTRANET](#) [STAFF](#) [WEB](#)

SEARCH THE INTRANET

[Home](#) [The Department](#) [Divisions & Branches](#) [Administration](#) [Support Services](#) [Forms & Templates](#) [Policies](#) [Online Systems](#) [Contact Lists](#)

ANNOUNCEMENTS **EVENTS CALENDAR** **INDUSTRY NEWS**

MONDAY, 9 JULY 2007

A-Z INDEX
A B C D E F G H I J K L M
N O P Q R S T U V W X Y Z

QUICK LINKS - NSW DPI

- [NSW State Plan](#)
- [Delegations](#)
- [Positions vacant](#)
- [Employee assistance program](#)
- [Staff training calendar](#)
- [Helpdesk ph: \(02\) 6391 3272](#)

Division & Branch home pages

Other intranets

I need to...

QUICK LINKS - EXTERNAL

- [Weather: BOM or Weatherzone](#)
- [White pages](#)
- [Yellow pages](#)
- [Google](#)
- [Whereis](#)

QUICK LOGIN

[WEBMAIL](#) [TAPS](#) [PURREQ](#)

Username

Password

[Open Webmail](#)

→ Lotus Notes 5.0 login

FEELING LOST?

Take a [guided tour](#) of the new intranet.

NEW TO THE DEPARTMENT?

Get started with the [induction program](#) pages.

Jandaroi breaks new ground
NSW DPI's durum breeding team at Tamworth Agricultural Institute has notched up another success with the recent launch of Jandaroi.

Towards 2020 program invests \$1.2 million in oils research at Wagga
Wagga Wagga Agricultural Institute has received a welcome boost with the official opening of the \$1.2 million Australian Oils Research Laboratory.

MOU on forestry research
A new Memorandum of Understanding between Forests NSW and NSW DPI Science & Research to guide the future provision of research, development and technical services and funding arrangements for these services.

May achievements
Our major outputs and achievements for May have been summarised in a report.

[news archives](#) | [submit a news item](#) [subscribe](#) | [What's this?](#)

STAFF ACHIEVEMENT AWARDS
Nominate a colleague or team.
Nominations close Friday, 10 August.

BUSH TELEGRAPH
Winter 2007 issue out now.
Features carbon trading, harvesting and replanting and the new CEO.

AGRICULTURE TODAY
July 2007 issue out now.
Features new beef breeding program, salinity and citrus.

MEDIA RELEASES

- Record breaker: Farmers sow biggest crop since 1983
- Highly successful silage course held again this year
- Stars shine for Hunter Valley farmers
- What can you do to help control the invasive seaweed Caulerpa?

[more media releases](#)

DIRECTOR-GENERAL MESSAGES

- DG07/018 MOU on forestry research
- DG07/017 May achievements
- DG07/016 Game Council NSW
- DG07/015 Establishment of the Water and Resources Policy Branch

[more messages](#)

CIRCULARS

- 07/018 Correction to Circular 07/017 in relation to the APEC public holiday declared on 7 September 2007
- 07/017 APEC public holiday declared on 7 September 2007
- 07/016 Crown Employees (Public Sector – Salaries, 2007) Award – 4% salary increase effective 13 July 2007
- 07/015 Employer of Choice

[more circulars](#)

THE DEPARTMENT

- [Mission, Vision & Values](#)
- [Organisational Structure](#)
- [Minister & Executive](#)
- [Regions & Office Locations](#)
- [Executive Boards & Committees](#)
- [Corporate Publications](#)
- [News & Events](#)
- [Circulars](#)
- [Director-General Messages](#)

ADMINISTRATION

- [Asset Management](#)
- [Finance & Purchasing](#)
- [Human Resources](#)
- [Motor Vehicles](#)
- [Occupational Health & Safety](#)
- [Records Management](#)
- [Stationery & Business Cards](#)
- [Travel](#)
- [Uniforms](#)

SUPPORT SERVICES

- [Education & Extension](#)
- [Executive Support](#)
- [ICT & Helpdesk ph: \(02\) 6391 3272](#)
- [Legal Services](#)
- [Library Services](#)
- [Publishing & Communications including Logos & Image Library](#)
- [Research Support](#)
- [Staff Training & Development](#)

Pictured: The *InSite* homepage of the government agency New South Wales Department of Primary Industries offers stories and news that helps employees keep each other informed and maybe even motivated.

On any intranet, it's important to keep the news current and to ensure that a variety of topics are covered. Having many news sources helps to alleviate this problem, as does making it easy for users to submit news.

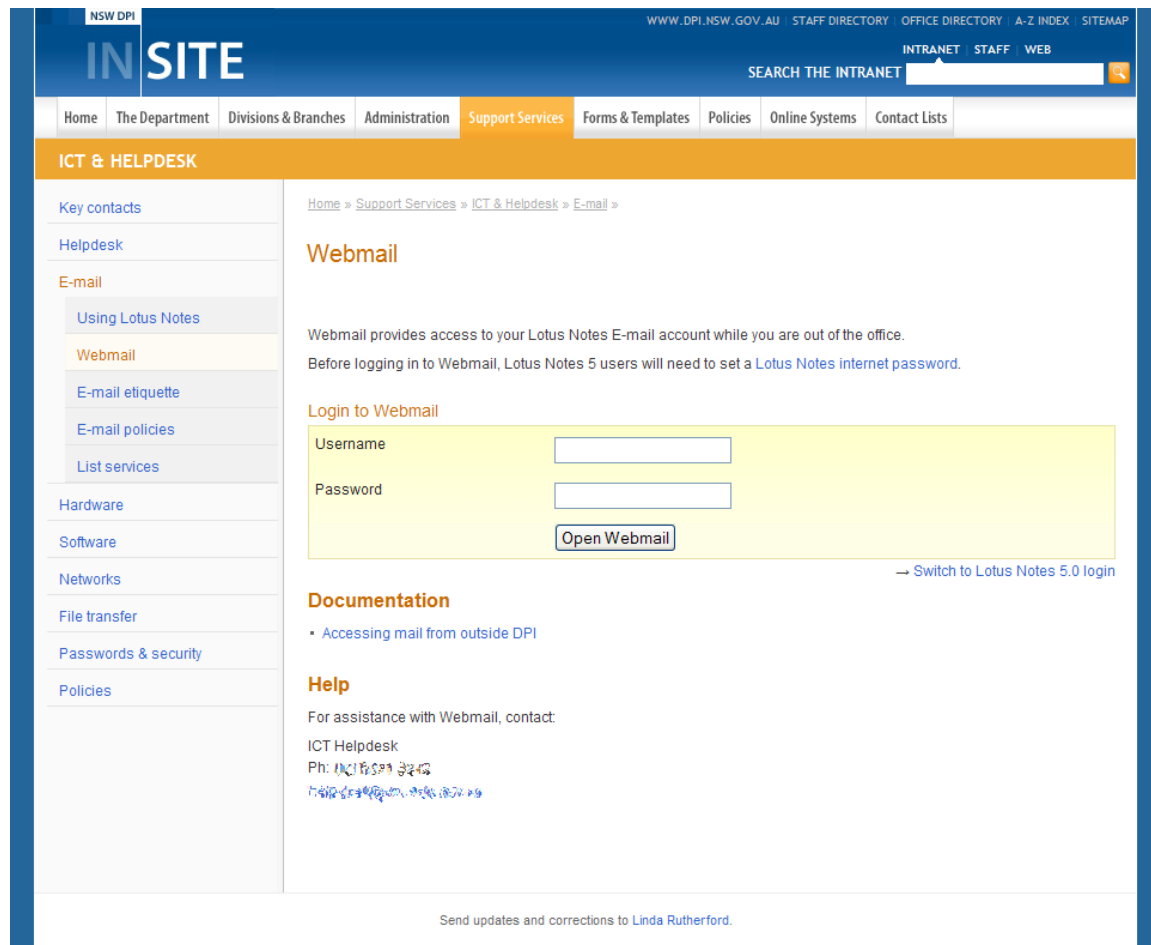
At NSW DPI, all staff members are encouraged to submit news and photos describing what they are or will be working on.

The *submit a news item* appears on the homepage under existing news items. Clicking it opens a clean, short form where people can add a story or an idea for a story, plus upload related photos and images. The user's name and email address are required, so site editors can ask questions as needed when they're editing the story. The form allows users to enter the story right there, and browse to upload any images. Clicking the *Submit* button at the bottom sends the information to the Internal Communication Unit, where it's edited and prepared for publication.

The screenshot shows the 'IN SITE' intranet interface for NSW DPI. The top navigation bar includes links for 'WWW.DPI.NSW.GOV.AU', 'STAFF DIRECTORY', 'OFFICE DIRECTORY', 'A-Z INDEX', and 'SITEMAP'. Below this is a search bar labeled 'SEARCH THE INTRANET' with a magnifying glass icon. The main navigation menu includes 'Home', 'The Department', 'Divisions & Branches', 'Administration', 'Support Services', 'Forms & Templates', 'Policies', 'Online Systems', and 'Contact Lists'. The 'NEWS & EVENTS' section is highlighted in orange. On the left, a sidebar lists 'Announcements', 'Feature stories', 'Contribute a news story', and 'Events calendar'. The main content area is titled 'Contribute a news story' and includes a brief explanation of the purpose. Below this is a form with sections for 'Your details' (Name*, Email address*, Telephone) and 'Story' (Story (or story ideas)*). There are also fields for 'Upload images' with 'Browse...' buttons and a checkbox for 'Please contact me for more images'. The form ends with 'Submit' and 'Clear Form' buttons. A footer note says 'Send updates and corrections to Internal Communications.'

Pictured: A short and simple form enables all employees to submit a story idea, or a story and accompanying photos.

All of the news and announcements are informative. Plus, the intranet allows users to access their email over a VPN when they're out of the office. The *Webmail* link is under the *Support Services* tab, a good classification for the function. Once selected, users are asked to log in with a username and password. At the bottom of the page, there's information about *Help* for users who are lost or simply forgot their password.



Pictured: People can check their email over the intranet via a VPN.

The intranet supports 3,500 staff at more than 120 locations throughout New South Wales. These people hold a wide range of job roles, including: clerical and managerial staff; field staff (such as mine safety inspectors, veterinarians, foresters, and fisheries inspectors); operational staff (such as farm hands); scientists and researchers (such as horticulturalists, entomologists, geologists, and chemists).

With all of these roles come many different types of tasks—far different than at more traditional organizations. For example, some staff members need access to vehicles to do their jobs. The Department maintains a fleet of vehicles at a few locations, and staff members can book these vehicles for work-related travel. A simple form on the intranet makes this possible.

The form is easily found in the intranet's *Administration* section. The top of the form asks for *Driver details*, where users type their names and choose a booking location. The form lets administrative staff or other colleagues do bookings on behalf of others, offering fields for both the *Driver name* and *Your name*. The *Travel plans* section collects information about departure, return, and trip distance. The *Vehicle requirements* and *Special requirements* sections allow users to specify the type of vehicle they prefer, plus any other requirements.

Like the form for submitting news, all field labels are short, simple, and understandable. There is only one column of fields; left aligning all of the labels and fields makes the form neat and easy to scan. The section headings help users keep their context as they answer the questions, as does the subtle yellow background differentiating the sections.

At the end of the form, there is a *Submit* button (and a *Clear* button, which we don't usually recommend for forms, as users often accidentally clear their work). The *Submit* button is visible and comes first (before the *Clear* button); when users click it, the request is routed to the relevant fleet manager.

Historically, employees booked vehicles by calling their location's receptionist, who would take the details over the phone and enter the details into a fleet management system. The new system is a good example of the intranet supporting work tasks and helping to reduce costs.

NSW DPI
WWW.DPI.NSW.GOV.AU
STAFF DIRECTORY
OFFICE DIRECTORY
A-Z INDEX
SITEMAP

IN SITE

INTRANET
STAFF
WEB

SEARCH THE INTRANET

Home
The Department
Divisions & Branches
Administration
Support Services
Forms & Templates
Policies
Online Systems
Contact Lists

MOTOR VEHICLES

Key contacts
Vehicle bookings
Fleet rates
Forms & templates
Policies & procedures

Home » Administration » Motor Vehicles »

Vehicle booking form

Driver details
* response required

Driver ID
Please enter a cost code
Driver name*
Driver email*
Booking location*
Orange (Head Office)
Please arrange bookings through your local receptionist if your location is not listed here
Your name*

Travel plans

The Q Fleet Vehicle Booking System only allows bookings between 0700 and 1800. Should you require a car outside these hours (e.g. 6.00am) please book for 1800 on the previous day. If returning later than 1800 (e.g. 2200) please book the vehicle out till the following day.

Departure (date/time)*
Return (date/time)*
Destination(s)*
Estimated distance*

Vehicle requirements

Preferred vehicle style
Sedan
Type of vehicle supplied will depend on local availability
Alternative preference
E-Tag required
Magnetic parking label required

Special requirements

Please provide details of any requirements for weekend use, overnight garaging and non-departmental passengers and any other special requirements.

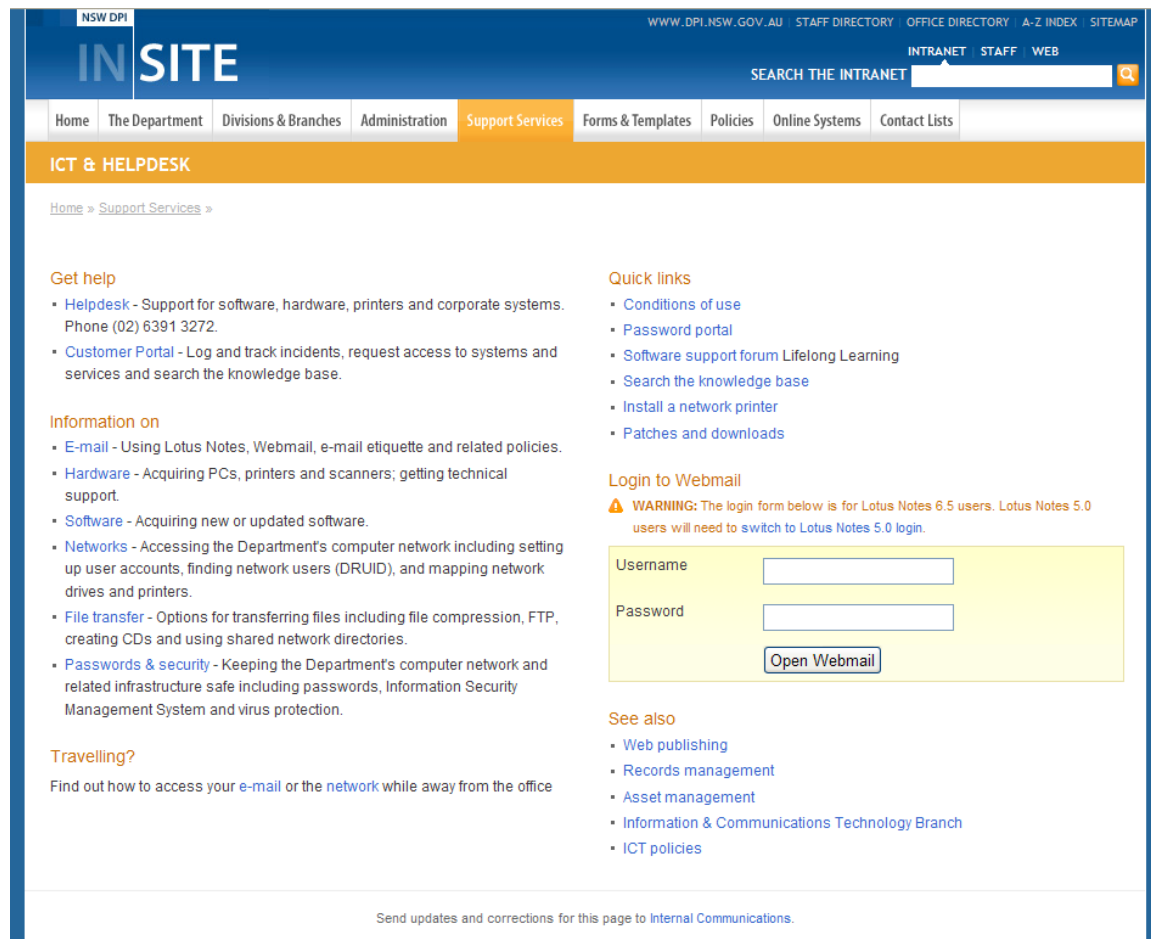
Weekend use required
Non-departmental staff travelling as passengers
Details
Other requirements/comments

Submit
Clear

Send updates and corrections to Internal Communications.

Pictured: Users can book vehicles from the motor vehicle fleet. The form has simple field labels that are left aligned, as is the single column of fields.

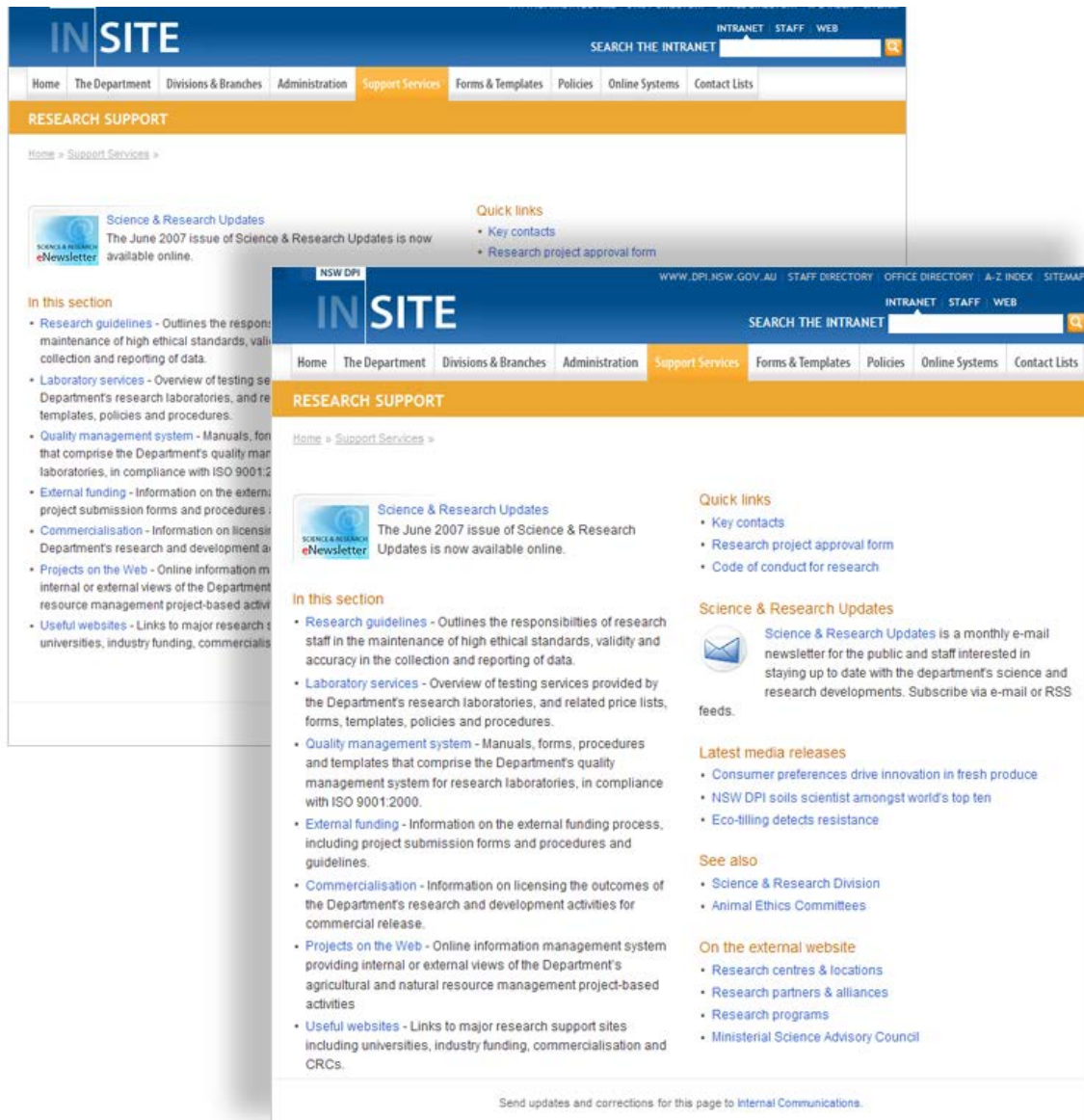
It's not easy to make an intranet that works well and looks good doing it. That NSW DPI achieved this was no accident. The intranet team designers wanted to use a lot of white space so users could focus on the content. The team was disciplined, keeping active white space on the intranet's pages rather than cluttering them up. The foundation for this discipline is at the template level; the template itself is designed with a lot of white space. The team also published much documentation for publishers, including guidelines on keeping pages "small" and eliminating non-essential images. This is especially important considering that many of the staff are in remote locations on slower connections.



Pictured: Much white space in the content templates ensures that the user's focus is on the content.

Designers also considered their typical users' screen resolutions (800 x 600 and 1024 x 768) and designed accordingly. Through CSS and JavaScript, the fixed-width design changes automatically, depending on the width of the user's browser.

The intranet's role is as integral now as it was just post-merger. With an abundance of news, plus very elegantly designed forms, people can effortlessly give and receive information at NSW DPI. This exchange of ideas is all made possible through InSite, the organization's robust yet simple intranet.



Pictured: The fixed-width design changes automatically to accommodate either 800 x 600 or 1024 x 768 resolutions.

URL AND ACCESS

The URL for the site is: <http://intranet.dpi.nsw.gov.au>. The intranet is the default homepage on the browsers of all new computers. "Staff can change it, but tend not to," says Kate Needham, Manager, Internal Communications. Access from outside the department is done through VPN.

Mobile browsing is supported through style sheets, but according to Needham, there has not been great demand for mobile access so far.

TECHNOLOGY

Prototypes and design	Photoshop
IA/analysis/card sorting	Excel
Wireframes	PowerPoint
CMS	Squiz MySource Matrix
Search	Search module in the CMS (Squiz MySource Matrix)
Server	Sun Fire X4600 server with 4 x AMD Opteron Dual Core CPUs, 32 GB RAM, and 2 x 73GB HDD running Apache
Operating system	Linux Red Hat 5
Database	PostgreSQL
Analytics	A W Stats

CONTENT MANAGEMENT

CMS Technology

NSW has been using Squiz MySource Matrix to manage both its public websites and intranet since 2004. NSW decided early on to use the same CMS for its public websites and intranet, primarily to keep costs down. "Using the same system has allowed us to share content and ideas, share knowledge and resources, and has simplified publisher training," says Needham.

Squiz MySource Matrix is an open-source PHP-based CMS developed by an Australian company. It runs on a PostgreSQL database. The product is only about five years old, but according to Needham, there is already a large user base within the public sector. "The open source nature of the product means that it is constantly changing

and growing in complexity," says Needham. "We upgrade the system about four times a year, and each upgrade comes with new features that we try to figure out how to take advantage of."

Despite the advantage of using an open source solution, the downside to this particular technology is that it can be somewhat difficult to use.

Content Authoring

With limited staff to manage the intranet, distributed publishing is key to keeping the content up-to-date and relevant. "Like many large systems, the CMS is not an easy application to use," says Needham, "and tends to be overwhelming for people who aren't using it day to day, and who only need to perform relatively simple publishing tasks."

The department received training and implementation support from Squiz when they first installed the system, but the training happened at approximately the same time NSW DPI was created in the four-department merger. "There was a lot going on in terms of communications and the need for integrated platforms," say Needham. "We were keen to start building sites, including an intranet, in the system in order to have a centralized source of information, so we had to learn a lot about it in a relatively short period of time."

To address some of the system's complexities, the department developed an alternative interface, which is much simpler than the administrative interface, and gives content authors access to perform routine content management tasks, such as adding and editing HTML pages and publishing and updating files.

The department currently has approximately two-dozen content publishers in its various branches. Most of the content publishers who are trained on the simple interface are from the Corporate Services Division (finance, HR, library services, asset management, IT, occupational health and safety, and so on). It's their content that is used most often, and impacts the operation of the other areas of the department the most.

Needham and her colleague, Penny Wheeler, Web Content Officer, have also started to train people from other areas of the department. "The people we train come from a variety of job roles, including researchers, librarians, managers, and clerical staff, but tend to be the latter," she says. "We don't have any dedicated intranet publishers outside of the Internal Communications Unit. All of the people who have been trained are doing intranet publishing in addition to their regular jobs. Once people are trained, they are given access to specific areas of the content management system to maintain content."

Training CMS Publishers

The department has a waiting list of about 50 people for the publisher training. Anyone can apply and it's offered as a one-day course about once a month. "We haven't really started to promote the course," says Needham. "We are about to roll out a significant training program which we expect will see the number of publishers swell to well over 100."

The CMS automatically applies templates and builds the navigation as pages are created, allowing publishers to concentrate on their content. "We have a handful of

templates that can be applied (with or without left-hand navigation, for example), with guidelines for when and how each template should be used,” says Needham.

“All of the templates have standard features, such as the top banner with the search field, global navigation, utility links, and a footer with contact details, and use style sheets, ensuring consistency throughout the site.”

The CMS logs changes to pages and documents, and has version control, so site administrators can see when something was last updated, and by whom.

“We also have comprehensive standards and guidelines on the intranet to guide our publishers on accessibility, writing for the Web, using images, and structuring their content,” says Needham.

THE INTRANET TEAM



Pictured (from left): NSW Department of Primary Industries intranet team: Penny Wheeler, Web Content Officer, and Kate Needham, Manager, Internal Communications.

The Department of Primary Industries was formed in July 2004, when four departments (Mineral Resources NSW, NSW Agriculture, NSW Fisheries, and State Forests NSW) were joined. According to Needham, these four departments were merged in order to create efficiencies within the public sector, to give rural and regional people in New South Wales a stronger voice in government, and to better support primary industries.

“NSW Agriculture and NSW Fisheries (two of the agencies that merged), had been a single department in the past,” she says. “The trend in Australian government,

particularly at a state level, has been to consolidate departments. Other states already had large departments looking after primary industry issues, so our state (New South Wales) was really just following suit."

When the department was formed, responsibility for the four agencies' intranets resided in different areas of each organization, including: IT, records management, education, and publications. When the new department's structure was being developed, the intranets became the responsibility of the Communications Branch, which is also responsible for PR, events, branding, community programs, publications, and public websites.

The intranet is managed by the Internal Communications Unit (which is part of the Communications Branch), and is staffed by two full-time employees: Needham and Wheeler. A Website Administrator from the Communications Branch's Web Publishing section provides server administration and CMS support. "Due to the size of the team, we are both required to work across a broad range of disciplines, such as information architecture, usability, content management, design, and developing technological enhancements," says Needham. "The size of the team also means we need to rely on other people in the department to keep the intranet content current."

The intranet team resides in the same department as the team managing the public website, and this proximity means the two teams have a close working relationship. They share a CMS, rely on the expertise of the same developers, and, according to Needham, "we often help each other out when we have big projects on."

The Intranet in a Post-Merger Environment


When the department was formed, the intranet was an ideal platform to keep all parties informed and help the different agencies understand where they fit in the newly merged structure. "Everybody had a lot of questions," say Needham. "It was also important to be able to communicate the role and vision of the new department."

"We quickly set up a site and started to populate it with regular bulletins from the executive, organization charts, frequently asked questions, major announcements, an integrated staff directory, forms, and links to relevant content on the legacy intranets," she says. "To ensure that communication flowed both ways, we set up an online form where staff could submit questions, and have them answered in the frequently asked questions. As a result, the intranet became a key tool in forming the culture and identity of the new department."

Merging Four Sites into One

Because the NSW intranet incorporated the four departments' assets, each brought a legacy intranet to the merger. Each site had its own structure, technology, and assets, and each was at a varying level of sophistication.

"They had all started as flat HTML sites in the late 1990s," says Needham. "One agency had been using a content management system built in-house, while another was using a system designed by a vendor that was no longer in business. A couple of the intranets hadn't changed in years."



NSW DEPARTMENT OF PRIMARY INDUSTRIES | FISHERIES

Document Search

Forms
Fisheries Management Branch
Aquaculture
Sustainable Fisheries
Rehabilitation Program
Threatened Species
Regional
Regional Services
Commercial Fisheries
Compliance Services
Archive
Licensing Services
Recreational Fishing

Home
Communities
Search
Applications
Publishing
Administration

Fisheries Forms

[\[Admin Page\]](#)
Please select a community on the left and/or specify keywords to search.

All forms in the Intranet.

Title	Community	Publisher
AFMA Monthly Compliance Report (Online Form) Description: This report is to be completed by the DFO at the end of the month for each AFMA managed Fishery. It is to include all AFMA-related activities carried out within the District in that month, including travel claims and payments.	Compliance Services	Brett Andrew
BA Test 1 (Online Form) Description:	Aboriginal Network	Aaron Tam
External Data Request Form (Online Form) Description: Use this form to submit details of an external request for Fisheries data	Data Mgmt	Peter Brown
LILO Trial Online Evaluation Form (Online Form) Description: Please complete this evaluation form at the completion of each LILO call made during the trial	Compliance Services	Brett Andrew
Nautilus II User Feedback Form (Online Form) Description: Please complete this form after you have completed the Nautilus II exercises. Your comments are most welcome, and will be used to further improve the Nautilus system	Compliance Services	Brett Andrew
Flexi Sheet / Timesheet Description: NSW Fisheries Flexi Sheet	Corporate Services	Warren Andrews

Pictured: The *Forms* index from Fishbowl, the former NSW Fisheries intranet. Content was organized in *Communities*, which required users to know who owned the content or resort to searching.

INTRANET

SEARCH

Find

Clear



[Phone directory](#)



[Internet Website](#)



[News](#)



[Programs](#)



[Recent additions](#)



[Policies](#)



[Reference manuals](#)



[Forms](#)



[Information systems](#)

[Maitland Relocation Information](#)

[DPI Intranet](#)

[New Employee Orientation](#)

[ADMINFO](#) | [GS Weekly Report](#) | [Legislation](#)

[NSW Government home page](#)

[About the Intranet](#) | [Disclaimer](#) | [Feedback](#) | [Intranet coordinator](#)



Pictured: Homepage of the former Mineral Resources NSW intranet. The design was dated and the navigation (based on rocks and minerals) was too simplistic for the requirements of the larger, merged organization.



Forms and templates

- ▶ [AIMS - Accountability Information Management System](#)
- ▶ [Capital Forms - Assets](#)
- ▶ [Financial Accounting Forms](#)
- ▶ [Human Resources Administrative Forms](#)
- ▶ [Insect Pest Report Form - Information](#)
- ▶ [Motor Vehicle Online Bookings](#)
- ▶ [Occupational Health Safety & Rehabilitation Forms](#)
- ▶ [Privacy Notice and Consent Form](#)
- ▶ [Video conference booking form](#)

Other Form pages

- ▶ [Asset Forms](#)
- ▶ [Accommodation Administration](#)
- ▶ [Accounts Payable Financial Forms](#)
- ▶ [Accounts Payable SAP Forms](#)
- ▶ [Accounts Receivable Financial Forms](#)
- ▶ [Accounts Receivable SAP Forms](#)
- ▶ [Asset Management Table Maintenance Forms](#)
- ▶ [Asset Master Record Forms](#)
- ▶ [Asset Program Reconciliation Forms](#)
- ▶ [Asset Stocktake Forms](#)
- ▶ [Bees](#)
- ▶ [Building Maintenance Database](#)
- ▶ [Building Management](#)
- ▶ [By Product Income](#)
- ▶ [Code of Conduct](#)
- ▶ [Computer Leasing & Replacement Forms](#)
- ▶ [Consultancy Forms](#)
- ▶ [Corporate Credit Card Forms](#)
- ▶ [DAS charges for laboratory tests](#)
- ▶ [External Funding Forms](#)
- ▶ [Finance and Administration Forms](#)
- ▶ [Financial Stocktake Forms](#)
- ▶ [Fleet Information](#)
- ▶ [Forms and templates](#)
- ▶ [Forms used during Animal Disease Emergency](#)
- ▶ [Forms used during bushfires](#)
- ▶ [Forms used during floods](#)
- ▶ [GST/FBT](#)
- ▶ [General Ledger SAP Forms](#)
- ▶ [Health Regulation](#)
- ▶ [Helpdesk Information](#)
- ▶ [Information and Library Service Request Forms](#)
- ▶ [Legal issues](#)
- ▶ [Livestock](#)
- ▶ [Management Accounting Unit Forms](#)
- ▶ [Materials Management SAP Forms](#)
- ▶ [Mobile Telephones](#)
- ▶ [Non-conventional soil based products](#)
- ▶ [OH&S Safety Audits](#)
- ▶ [Pre-employment Health Declarations](#)
- ▶ [RAA Asset Master Record Forms \(only used by AMO Orange\)](#)
- ▶ [Redundancy & Redeployment Provisions](#)
- ▶ [Rehabilitation](#)
- ▶ [SAP - Financial Management Information System](#)
- ▶ [Salary Packaging](#)
- ▶ [Standard Letters & Forms \(SPC Use Only\)](#)
- ▶ [Statutory Declaration](#)
- ▶ [Tender Forms](#)
- ▶ [Video Conferencing](#)
- ▶ [Work Experience](#)
- ▶ [Working With Children Check](#)
- ▶ [Workplace Emergencies](#)



ANIMAL INDUSTRIES

Animal options

PLANT INDUSTRIES

Plant options

CORPORATE SERVICES

Corporate options

SUPPORT UNITS

Support options

- Employee Self Service
- Staff & office directories
- My Web E-mail
- Policies
- Procedures
- Circulars
- Forms
- Links
- Training
- TAPS
- Library
- Induction program
- External website

[Home](#) | [Publish](#)

NSW Agriculture
ABN 51 734 124 190-004
NSW Department of Primary
Industries
ABN 51 734 124 190

Pictured: The *Forms* index from the former NSW Agriculture intranet. The navigation (on the right) was based on the organization structure and too simplistic for the requirements of the larger, merged organization.

Immediately following the new department's formation, a temporary intranet was created to smooth information distribution during the transition.

It was during this time (September 2004) that the department decided on Squiz MySource Matrix for the CMS—to be used by both the public-facing site and the intranet. "The new system presented a huge learning curve for everyone involved in its implementation," says Needham. "By early 2005, a second iteration of the intranet, using the new system, and combining much more of the information from the legacy intranets, was launched."

The new site that was being built out of the legacy intranets was constructed without much consultation with users. This was because there wasn't much time to devote to usability, and what time the team did have was being directed mostly to learning the new CMS and the huge task of content migration. As a result, the site's design and navigation was developed mostly from concepts borrowed from the legacy intranets, and ideas from intranets outside the department and publications such as Nielsen Norman Group's *Intranet Design Annual*.

Developing a New IA

Migrating content from the legacy sites presented the team with the problem of where to put all the content. "The structure of the site had become unworkable," says Needham. "Not only were we getting complaints from the users, but we were having trouble finding a home for the content we were migrating into it. It became clear to us that the navigation was not going to work in the long-term, so we decided to redesign it."

Once the initial content migration challenge was complete, the team could focus on involving users in the redesign process. "We put a call out for volunteers to be part of an 'Intranet Reference Group' that would take an active role in reviewing and redesigning the navigation, as well as providing an ongoing source of focused user feedback."

The group's members participated in a virtual focus group (via a blog), card sorting, and user testing activities, and contributed to helping the design team create the site's new IA and navigation. The ideas that were generated from the Intranet Reference Group sessions were integrated into the new design, which was launched in July 2007.

"The virtual focus groups were a real success story in the redesign," says Needham. "It allowed us to involve a broad range of users, and to keep the costs to a minimum."

According to Needham, this latest iteration of the intranet, called InSite, provides "much more intuitive navigation, greater integration of corporate applications, a strong recognizable design based on the department's new corporate identity standards, and is part of a family of branded internal communication vehicles—which includes *InBrief*, a weekly email newsletter, and *Inside DPI*, a printed staff magazine produced three times per year."



NSW DEPARTMENT OF
PRIMARY INDUSTRIES

intranet

Home | [www.dpi.nsw.gov.au](#) | [Staff directory](#) | [Office directory](#) | [ESS](#)

search for

Thursday, 31 May 2007

[about us](#) | [news](#) | [communities](#) | [staff + admin](#) | [industry](#) | [research](#) | [library](#) | [resources](#)



News

April achievements
DG Message 07/012 outlines our major outputs and achievements for April. [more](#)

Inside DPI out now
Keep an eye out in your office for the latest issue of Inside DPI, our staff newsletter. Inside you'll find staff and branch profiles, brief news stories from around the department, regular columns and photos from recent events. [more](#)

"Safer Driving" DVD available
125 copies of the NRMA driver education DVD, "Safer Driving" have been purchased for distribution to departmental sites throughout the state. [more](#)

Got some news? [Submit your news story here.](#)

RECENT MEDIA RELEASES

30 MAY 2007 Climate change experts head to Dubbo on World Environment Day

30 MAY 2007 Fishcare volunteers needed for inland NSW

30 MAY 2007 Shawn's Creek demonstration reach open day

[News archive](#) | [Feature story archive](#) | [DG message archive](#) | [More media releases](#) | [Submit a news story](#)

Public Sector Notices

Wednesday, 30 May 2007

INTERNAL VACANCIES

Assistant Hatchery Manager, Year 1-3
Dutton | Closes Wed, 13 Jun 2007

Aquaculture Extension Officer, Clerk Grade 6-8
Port Stephens or Grafton | Closes Wed, 13 Jun 2007

Field Worker, Level 4.2 (2)
[see the complete list](#)

Recent circulars

- 07/011 2006/2007 Pay Summaries (for non Forests NSW staff)
Released 15 May 2007
- 07/010 Administrative Orders regarding the transfer of staff
Released 03 May 2007
- 07/009 Administrative Orders - NSW Government Gazette
Released 03 Apr 2007
- 07/008 Additional half day flex leave on Thursday, 5 April 2007
Released 27 Mar 2007

[more circulars](#)

Coming events

- 9th Queensland Weeds Symposium
Gold Coast, 03/06/2007
- ANZIF 2007 - Growing forest values
Coffs Harbour, 03/06/2007
- Climate Change and Agriculture - Impacts and Adaptation in the Central West Catchment
Dubbo, 05/06/2007
- World Environment Day Workshop - DPI Fisheries
Wollongong, 05/06/2007

[more events](#)

QUICK LINKS

I need to...
 Select option

Corporate systems
 Select option

Other intranets
 Select option

[» NSW State Plan](#)

WEATHER

 Check the weather at Weatherzone or the Bureau of Meteorology.

SAVE TAX. BUY A UNIFORM.

 Order uniform and corporate wear items before June 30 to get the tax benefits this financial year.

FARMER OF THE YEAR

 The NSW Farmer of the Year awards acknowledge agricultural excellence, with an emphasis on farm profitability and environmental sustainability. Applications close 1 June.

BROWSE THE PHOTOLIBRARY

 Search our growing collection of images to use in your next presentation, publication or paper.


DID YOU KNOW

 help with Microsoft software is just a mouse click away? The Lifelong Learning forum will answer your questions about Word, Access, Excel, Powerpoint, and a range of other Microsoft software.

Pictured: Homepage from the second iteration (version 2) of the intranet.



Pictured: The navigation and overall IA of the old intranet (version 2) was a constant source of complaints from users.



NSW DEPARTMENT OF
PRIMARY INDUSTRIES

intranet

Home | www.dpi.nsw.gov.au | Staff directory | Office directory | ESS

search intranet for

Thursday, 31 May 2007

about us news communities **staff + admin** industry research library resources

Home » Staff & Administration

Finance

Working at DPI

Audit & risk management

Computers & systems

Delegations

Finance

Legal issues

Media, publishing & communications

Ministerial & DG correspondence

Occupational health & safety

Office services & supplies

Property & equipment

Records & information management

Staff training & development

Travel & transport

Uniforms & corporate wear

- **End of financial year - critical dates**
Critical dates for accounting and asset management for the end of the 2005/2006 financial year.
- **Finance contacts**
List of staff members and their roles within Finance Services Branch.
- **Accounting codes**
Chart of Accounts, Work Breakdown Structure (WBS) codes, and Cost Centre (CC) codes. Includes a set of translation tables from old to new codes.
- **General ledger**
Policies, procedures and forms for general ledger functions. Includes the Chart of Accounts and procedures for entering data into SAP.
- **Accountable books**
Policies, procedures and forms for obtaining, using and tracking books and forms such as receipts and requisitions that are used for financial purposes.
- **Accounts receivable**
Policies, procedures and forms for processing amounts owing to the department including invoicing, receipting, and banking.
- **Accounts payable**
Policies, procedures and forms for paying suppliers of goods and services and reimbursing petty cash expenditure.
- **Purchasing**
Policies, procedures and forms for purchasing goods and services for the department.
- **P-Card**
- **Sale of publications**
Policies, procedures and forms for managing and selling Departmental publications.
- **Taxation**
Policies, procedures and forms for GST, FBT and other tax related information.
- **Tendering**
Policies, procedures and forms for inviting tenders and processing them.
- **External reporting**
Policies and procedures for reporting to Treasury.
- **Industry reporting**
Policies, procedures and forms for financial reporting on projects funded by external sources.

DPI's ABN
51 734 124 190

Pictured: Topic page from the second iteration (version 2) of the intranet. The inefficient “flyout” navigation on the left was a major usability problem. The new version has local, contextual navigation that expands to two levels.



Pictured: The new intranet has a strong, recognizable design based on the department's new corporate identity standards, and is part of a family of branded internal communication vehicles.

NSW DPI
WWW.DPI.NSW.GOV.AU | STAFF DIRECTORY | OFFICE DIRECTORY | A-Z INDEX | SITEMAP


IN SITE

INTRANET | STAFF | WEB

SEARCH THE INTRANET


Home | The Department | Divisions & Branches | **Administration** | Support Services | Forms & Templates | Policies | Online Systems | Contact Lists

ADMINISTRATION




Asset Management

Information on the management of the department's assets including motor vehicle fleet, capital works, facilities management, construction and engineering projects, mobile phones, computers, printers and scanners, and asset accounting.




Finance & Purchasing

Information on financial transactions and accounting including purchasing, accounts payable and receivable, financial reporting, tax, general ledger and accounting codes, P-Card and SAP.




Human Resources

Information on working at DPI including salaries, awards, benefits, flexible working arrangements, leave, staff welfare, employee self service, vacancies, recruitment, performance management and industrial relations.




Occupational Health & Safety

Information on how to ensure a safe work environment and protect the health and safety of staff, students, contractors and visitors.




Motor Vehicles

Information on the department's motor vehicle fleet including vehicle booking forms, policies and procedures, fleet rates and the acquisition, maintenance and disposal of fleet vehicles.




Records Management

Information on managing the departments records and information including TRIM, freedom of information, record storage and disposal.




Stationery & Business Cards

Order forms and templates for business stationery including letterhead, envelopes, business cards, with compliments slips, faxes and memos.



Travel

Information on domestic and internal business travel including TAPS (online travel processing system), the department's travel agent Carlson Wagonlit and accommodation.

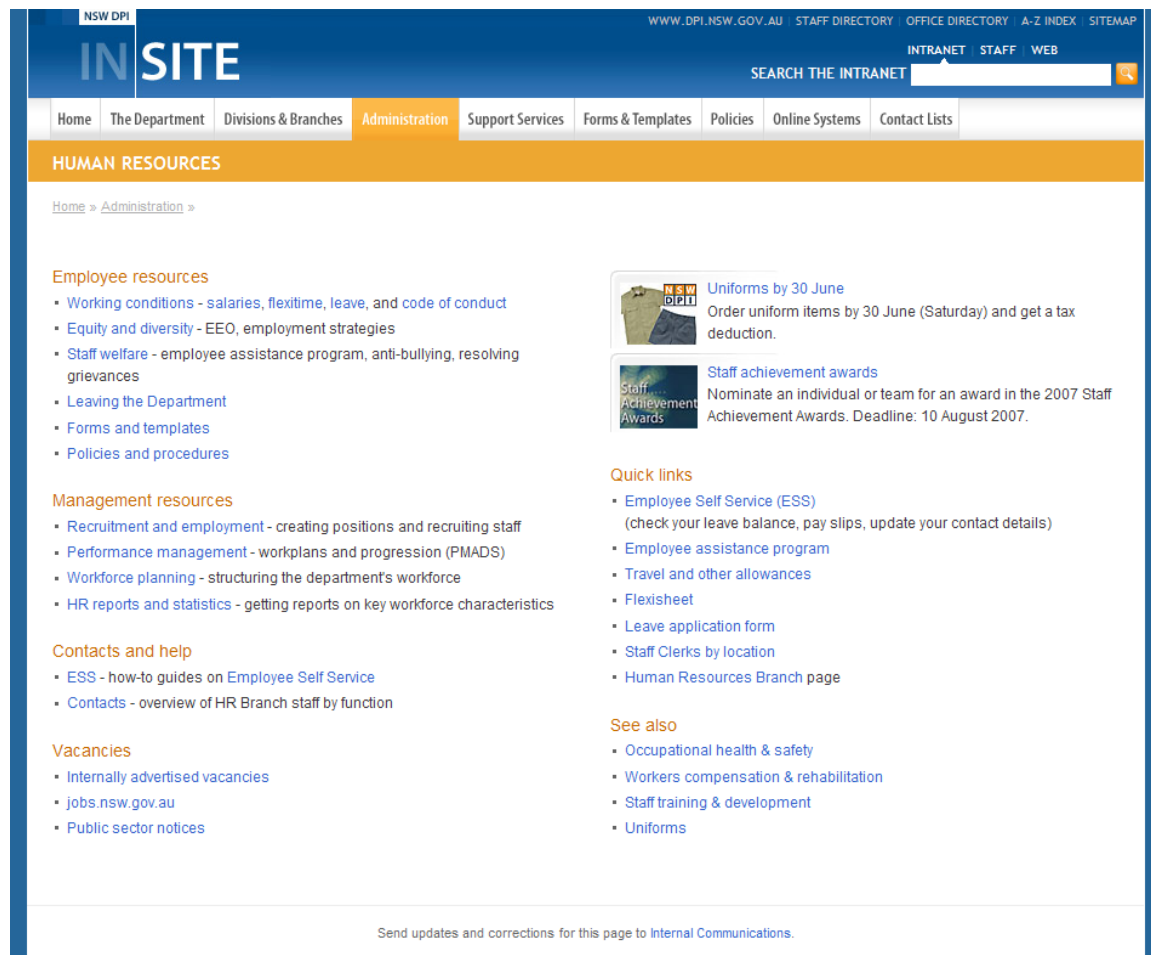


Uniforms

Catalogue and order forms for the department's field uniforms and corporate clothing range.

Send updates and corrections for this page to [Internal Communications](#).

Pictured: Landing page for the *Administration* topic section.



Pictured: Sample topic page (*Human Resources*). The team made a concerted effort to avoid structuring content based on the organization structure. This was particularly important in a post-merger environment, where the organization structure was not well understood and was likely to change frequently.

NSW DPI
WWW.DPI.NSW.GOV.AU
STAFF DIRECTORY
OFFICE DIRECTORY
A-Z INDEX
SITEMAP

IN SITE

INTRANET
STAFF
WEB

SEARCH THE INTRANET

Home
The Department
Divisions & Branches
Administration
Support Services
Forms & Templates
Policies
Online Systems
Contact Lists

HUMAN RESOURCES

Key contacts
ESS
Vacancies
Working conditions
Salaries, awards & allowances
Flexible work arrangements
Leave
Code of conduct
Staff welfare
Equity & diversity
Workforce planning
Recruitment & employment
Performance management
Leaving the department
Staff Clerks
HR statistics and reports
Forms & templates
Policies

Home » Administration » Human Resources » Working conditions »

Flexible work arrangements

Flexible working hours agreement

- Flexible working hours application form 79.9 KB
Form used to apply for a flexible work agreement, including part-time hours, leave without pay, job sharing, career breaks, or working from home.
- Flexible working hours agreement 88.1 KB
Details the conditions of the department's flexible working hours agreement, where an employee can choose their own starting and finishing hours within a fixed band of hours.
- Advantages of flexible working hours agreement 26.1 KB
Outlines the key benefits of the department's flexible work arrangements.
- Implementing the nine day fortnight 24.3 KB
Rules and procedures for operational staff moving to a nine day fortnight work arrangement.
- Banking flex days - examples 73.6 KB
Examples of how to carry over flex days from one flex period to another.

Flexisheets

The Electronic FlexiSheet Version 3 is for use by staff who are paid from the Staff Payroll Centre, located in Orange, and covered by the NSW Agriculture Flexible Working Hours Agreement. This does not include DPI Fisheries staff who remain covered by the working conditions contained within the NSW Fisheries Award.

If you have any doubts, contact your [Staff Clerk](#) for clarification prior to using this FlexiSheet.

- Electronic flexisheet 510.8 KB
Form used by 35 hour staff to record attendance.
- Electronic flexisheet user manual 1.4 MB
A guide to installing and using the electronic flexisheet to record attendance.

Other attendance records

- Attendance record worksheet (38 hour staff) 111.0 KB
Form used by casual and 38 hour staff to record attendance.

Overtime & leave in lieu

- Overtime claim form 64.0 KB
Form used to claim payment for additional hours worked (note: overtime must be approved before it is undertaken).
- Leave in lieu reckoner 17.4 KB
Form used to record and calculate leave in lieu accruals.
- Compensation for directed overtime 46.3 KB
A table showing multipliers and rates that apply for directed overtime.

Send updates and corrections to [Internal Communications](#).

Pictured: Sample content page providing links to relevant policies and procedures.

Working with Agencies

All intranet planning, design, IA, and development were done in-house.

GOALS AND CONSTRAINTS

Goals of the NSW intranet:

- Support the creation of a single culture and shared understanding within the new department
- Provide a single, centralized, and coordinated communications channel for all staff
- Provide a single, centralized access point for corporate applications
- Enhance employee communication and access to information
- Support work processes, activities, and task completion
- Support knowledge management
- Reduce operating costs
- Support the implementation of the new corporate strategy

Ongoing constraints:

- The size and skill set of the intranet management team
- It was difficult to identify content owners on the former agencies' legacy intranets, which impacted on the speed of the content migration to the new site
- The former agencies' infrastructure (servers, networks, and so on) and information systems are still being integrated, which has made integrating information difficult
- Lack of organizational support for distributed publishing

USERS

The intranet supports 3,500 staff at more than 120 locations throughout New South Wales, in a wide range of roles including:

- Clerical and managerial staff
- Field staff (including mine safety inspectors, veterinarians, foresters, and fisheries inspectors)
- Operational staff (such as farm hands)
- Scientists and researchers (such as horticulturalists, entomologists, and geologists)

USER TASKS

Using the intranet, staff can:

- Read internal news, media releases, and industry news
- Submit news and photos to keep the homepage fresh and relevant

- Subscribe to RSS feeds for content update alerts
- Search for staff in the staff directory, which sources data from the HR management system to ensure that data remains up-to-date (staff can also update their own details)
- Find subject matter experts
- View a calendar of upcoming events
- Submit events for the calendar
- View the *Training Calendar* and enroll in courses
- Participate in surveys
- Book travel; submit travel-expense claims
- Book a vehicle
- Order business cards and other stationery
- Raise and approve purchase orders
- Look up pay information and leave balances
- Apply for leave
- Log and track an IT support request
- Book display material for events
- Order uniform and corporate clothing items
- Access email while away from the office (*Webmail*)
- Search the library catalog
- Search for and download images in the image catalog
- Download forms and templates
- Download logos
- Download organization charts
- Search for policies
- Share documents
- View internal job vacancies
- Undergo the induction program (for new employees)
- Take a guided tour of the intranet

BASIC INTRANET FEATURES

Navigation

- Consistent, intuitive, user-designed navigation across all pages
- User-centered, task, and topic-based navigation (not based on organizational structure)

Design

- Simple, clean design (lots of white space and emphasis on hyperlinks)
- Consistent design across all pages
- Minimal use of graphics (no gratuitous images)
- Resizable text
- Standards compliant design (including CSS-driven layout)

Search

- Search available from every page
- Search the intranet, staff directory, or Internet from one field
- Search results include “best bets” to help users quickly locate relevant information

Content

- Distributed publishing
- Comprehensive intranet design standards and guidelines for content contributors
- Department-wide news and announcements (with archive) and RSS subscription service
- Seamless integration with major corporate applications, including purchase requisitions, travel bookings, vehicle bookings, and *Webmail*
- Content owners identified on every page to enable quick, targeted feedback via a link to an email address
- Simple, easy-to-use forms
- A-Z index and site map to assist users in finding content
- Key contact lists for content topics
- Web 2.0 integration (Google maps) for office location maps

Specialized Content Areas

Team Areas

Each division and branch has its own intranet section where it can put content and links to other online resources that are specific to its needs. The site also has areas that support cross-organizational project teams, interest groups (communities of practice), and committees.

NSW DPI
WWW.DPI.NSW.GOV.AU
STAFF DIRECTORY
OFFICE DIRECTORY
A-Z INDEX
SITEMAP

IN SITE

INTRANET
STAFF
WEB

SEARCH THE INTRANET

Home
The Department
Divisions & Branches
Administration
Support Services
Forms & Templates
Policies
Online Systems
Contact Lists

GEOSPATIAL COMMUNITY OF PRACTICE


Home » Contact Lists » Committees & Interest Groups »

The Geospatial Community of Practice exists to create a network of geospatial practitioners within the department and help facilitate the transfer of ideas, issues, technology and provide the opportunity for economy of effort between divisions and business units.

There are currently more than 300 members... and the more the better.

In this section

- [Geospatial News](#) - Newsletter of the geospatial community of practice.
- [Conference, 2007](#) - Information on the Geospatial Technology Conference held in Tocal from 18-19 July, 2007.
- [ESRI training](#) - Instructions on accessing the free online training provided by ESRI, makers of ArcPad, ArcGIS and other geospatial software.
- [Useful websites](#) - Links to online resources about geospatial technology and information systems.



Quick links

- [Key contacts](#)
- [ESRI](#)

See also

- [Information & Communications Technology Branch](#)
- [FrontGate](#)
- [SPOT 5 image request form](#)

Send updates and corrections for this page to [Internal Communications](#).

Pictured: There are special site areas dedicated to cross-department interest groups and communities of practice.

Support for Mission-Critical Tasks

There are a wide range of applications available via the intranet that have been designed to support specific job roles, such as mining and fishing license registers, an interactive Web mapping system to support emergency response teams and regulatory operations, a research projects database, and a system to manage the department's publications.

New Employees

There is a special intranet section designed to manage the new-employee orientation process. It includes a welcome message from the Director-General, links to useful intranet resources, new hire processes for both the supervisor and the new employee, and profiles of staff members from throughout the department.

NSW DPI

WWW.DPI.NSW.GOV.AU STAFF DIRECTORY OFFICE DIRECTORY A-Z INDEX SITEMAP

IN SITE

INTRANET STAFF WEB

SEARCH THE INTRANET

Home The Department Divisions & Branches Administration Support Services Forms & Templates Policies Online Systems Contact Lists

INDUCTION PROGRAM

Welcome to NSW Department of Primary Industries. We're glad you could join us! In this section of the intranet you will find the department's Induction Program and a range of information that you may find useful in your first days and weeks working in the department.

Please undertake the Induction Program with your supervisor as soon as possible after you commence duty.

Induction program

For new employees

- [Welcome message from the Director-General](#)
- [New employee induction program](#)

For supervisors

- [Induction program guide](#)


Useful resources

- [Staff directory](#)
- [Computer, e-mail & network access](#)
- [Flexisheets](#)
- [Employee Self Service \(ESS\)](#)
- [Salaries & benefits](#)
- [Staff training calendar](#)
- [Uniforms](#)
- [Internal newsletter \(Inside DPI\) archives](#)
- [Internal e-bulletin \(InBrief\) archives](#)
- [Delegations](#)

Overview of the Department

- [Mission, vision & values](#)
- [Code of conduct](#)
- [Minister & executive](#)
- [Divisions & branches](#)
- [Annual reports](#)
- [Organisation charts](#)
- [Office locations](#)

Meet your new colleagues



Rebekah Gomez-Fort
PRINCIPAL POLICY OFFICER, PORT STEPHENS

I enjoy the mix of staff who I work with. I work with a lot of staff outside of our branch, across all divisions of the department and outside. [more](#)

Send updates and corrections for this page to [Internal Communications](#).

Pictured: A special intranet section designed to manage the orientation process for new employees.

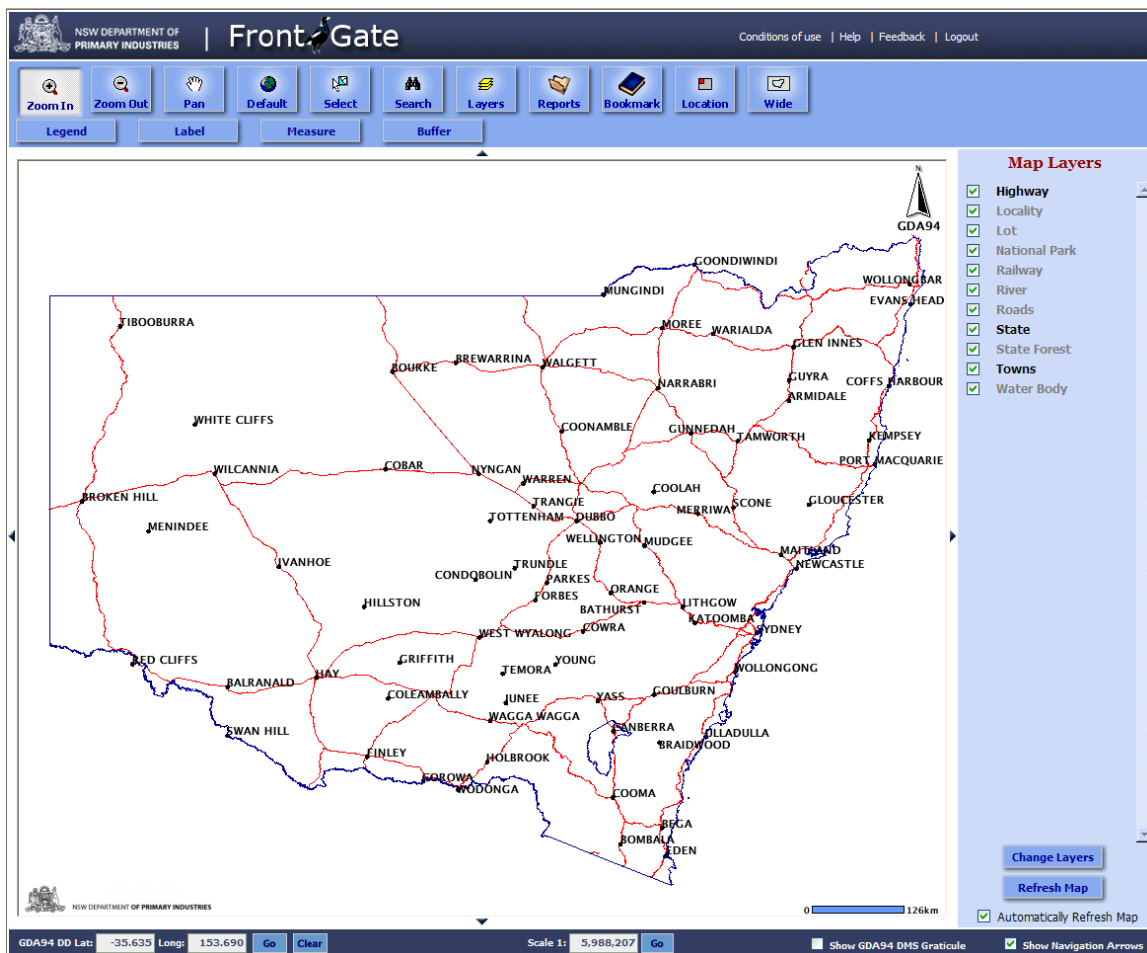
Collaboration Tools

"We don't currently have any collaborative areas," says Needham. "Some teams use Lotus Notes TeamRooms, but we have a project looking at using blogs and forums to support geographically separated teams and to foster communities of practice."

Data Visualization

Because one of the department's primary roles is to lead the response to agricultural and animal emergencies, such as exotic disease outbreaks, the intranet provides access to Front Gate, an interactive mapping system. As Needham notes, "this system was specifically designed to support emergency planning, response, and recovery operations, as well as ongoing regulation and compliance activities."

Front Gate lets users generate an array of customized maps and reports—incorporating a wide range of data—for any area of the state.



Pictured: Front Gate, a specialized mapping and reporting application, supports the department's role in responding to emergencies, such as floods, drought, and exotic disease outbreaks. Using the system, employees can view geospatial data and produce a range of reports for any area of the state.

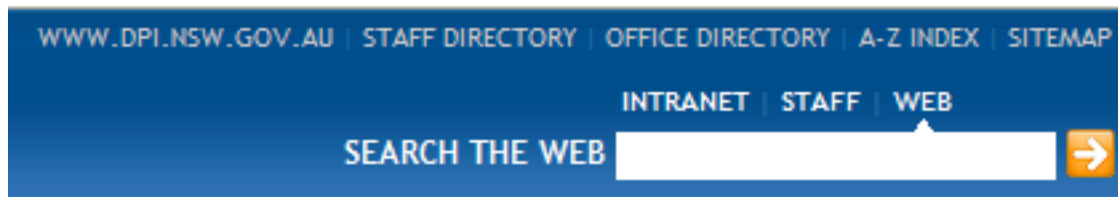
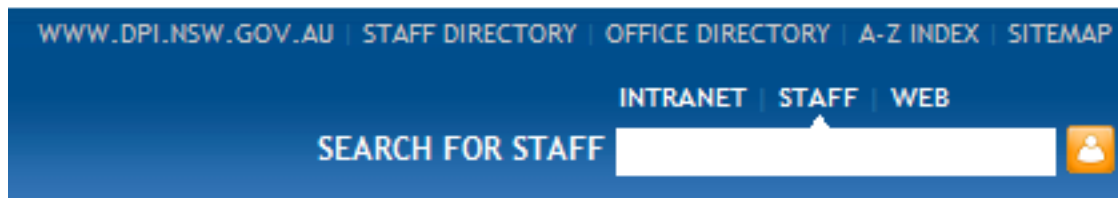
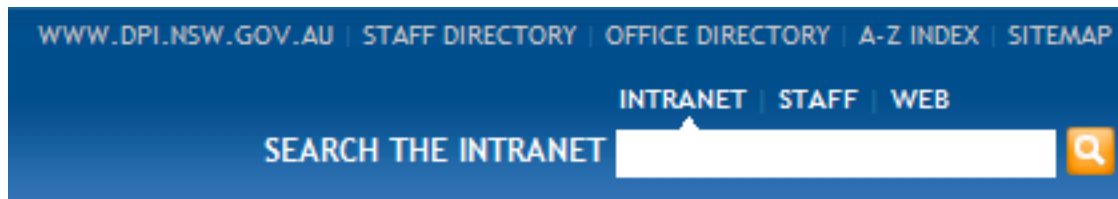
Search

The intranet template has a multi-search field available at the top of every page. The same field can be used to search the intranet, staff directory, and the Web (via Google). The NSW intranet uses the search module that comes packaged with the CMS, Squiz MySource Matrix. It's limited to searching content contained in the CMS, but there is a range of information repositories the intranet draws on. "We are currently looking at implementing a Google Mini search appliance to search the intranet and other information repositories," says Needham.

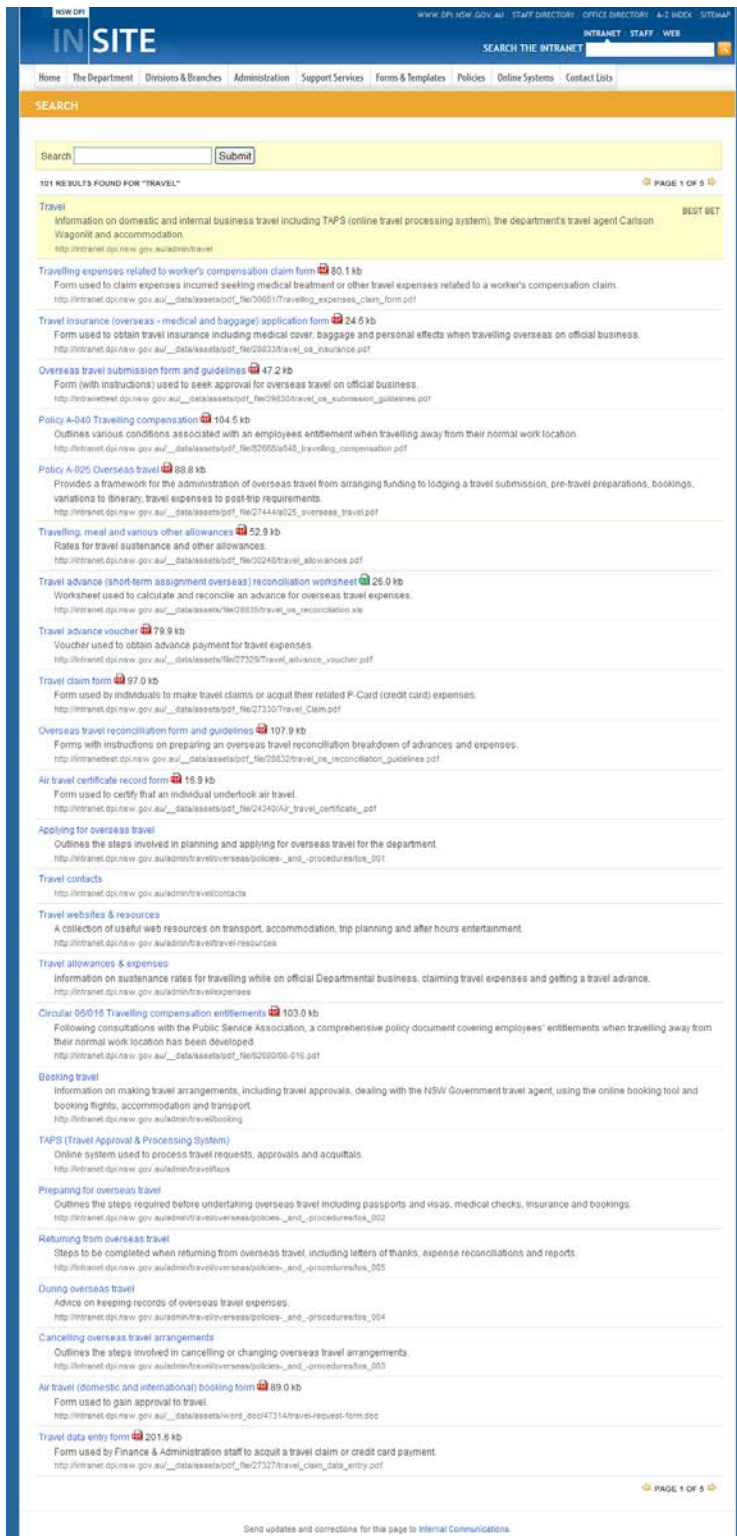
The department regularly tracks search logs, and in an effort to improve search results, it applies log information to adjust the metadata included in the most relevant content items.

Below are screenshots for a few searches, including:

Sample searches	Search term(s)
A specific product or service unique to your company	"PROfarm" (industry training program)
A list of your company's locations	"Office directory"
A list of your company's holidays for 2008	<i>Not applicable</i>
A retirement benefit offered by your company	"Superannuation"
A mention of your company in the press in the last month	<i>Not applicable</i>



Pictured: Search box available from the top right of every page on the intranet. Users can search the intranet, staff directory, or the Internet (via Google) by simply changing the tab at the top of the search box.



Pictured: Sample search results page. "Best bets" (pages that best match the search query) are highlighted in yellow.

NSW DPI
WWW.DPI.NSW.GOV.AU
STAFF DIRECTORY
OFFICE DIRECTORY
A-Z INDEX
SITEMAP

IN
SITE

INTRANET
STAFF
WEB

SEARCH THE INTRANET

Home
The Department
Divisions & Branches
Administration
Support Services
Forms & Templates
Policies
Online Systems
Contact Lists

SEARCH

Search
Submit

71 RESULTS FOUND FOR "PROFARM"
PAGE 1 OF 3

PROfarm

PROfarm is the department's industry training program. In this section you can download flyers and templates, find out how to develop new courses, and download administrative resources.
<http://intranet.dpi.nsw.gov.au/support/education/profarm>

PROfarm program planning

Project plan for the review of costs and fees of PROfarm courses in 2007.
<http://intranet.dpi.nsw.gov.au/support/education/profarm/development/program-planning>

PROfarm course development

Guidelines and templates for use in the development of new PROfarm courses.
<http://intranet.dpi.nsw.gov.au/support/education/profarm/development>

PROfarm activity report form

Form to be completed when a PROfarm course has been completed.
<http://intranet.dpi.nsw.gov.au/support/education/profarm/administration/activity-report>

PROfarm flyers

A collection of flyers in PDF format for use in the promotion of PROfarm courses.
<http://intranet.dpi.nsw.gov.au/support/education/profarm/flyers>

PROfarm course template 34.7 kb

Template used to develop a proposal for a new PROfarm course.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0019/50626/profarm-course-template.pdf

PROfarm marketing toolkit

A range of simple tools and strategies to assist in the marketing and awareness of PROfarm.
<http://intranet.dpi.nsw.gov.au/support/education/profarm/marketing>

PROfarm short course brochure (highlights) 363.3 kb

http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0007/65635/PROfarm-bro-small.pdf

PROfarm PowerPoint template 598.5 kb

http://intranet.dpi.nsw.gov.au/_data/assets/file/0013/61220/profarm_template.ppt

PROfarm flyer - Shaping our futures together (high resolution colour) 4.5 mb

Flyer outlining the PROfarm course 'Shaping our futures together'.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0017/124037/soft-hires.pdf

PROfarm flyer - Shaping our futures together (low resolution colour) 725.3 kb

Flyer outlining the PROfarm course 'Shaping our futures together'.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0010/124030/soft-lores.pdf

PROfarm flyer - Irrigation pump performance (high resolution colour) 5.5 mb

Flyer outlining the PROfarm course 'Introduction to irrigation pump performance'.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0012/124023/irrigation-hires.pdf

PROfarm course champion/coordinator contact list 124.0 kb

Contact details for NSW DPI staff contacts for PROfarm courses.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0010/168184/PROfarm-Course-Champion-List.pdf

ProFarmer September supplement - Crop Forecast 426.2 kb

http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0007/179521/ProFarmer-1535-2.pdf

ProFarmer Market update V 15(35) 6th Sept 2007 92.1 kb

http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0007/176722/ProFarmerUpdate1535.pdf

ProFarmer Market update V 15(36) 12th Sept 2007 90.5 kb

http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0008/179405/ProFarmerUpdate1536.pdf

ProFarmer V 15(36) 13 Sept 2007 341.6 kb

http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0003/179760/ProFarmer-1536.pdf

ProFarmer V 15(35) 6 Sept 2007 589.6 kb

http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0003/177420/ProFarmer-1535.pdf

ProFarmer Market update V 15(34) 28th Aug. 2007 94.0 kb

http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0003/173982/ProFarmerUpdate1534.pdf

ProFarmer V 15(33) Aug 2007 430.1 kb

http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0020/171425/ProFarmer-1533.pdf

ProFarmer V 15(34) 30 Aug 2007 595.4 kb

http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0006/176721/ProFarmer-1534.pdf

ProFarmer Australia newsletter

<http://intranet.dpi.nsw.gov.au/library/ejournals/profarmer>

ProFarmer Market update

<http://intranet.dpi.nsw.gov.au/library/ejournals/profarmer-update>

71 RESULTS FOUND FOR "PROFARM"
PAGE 1 OF 3

Send updates and corrections for this page to [Internal Communications](#).

Pictured: Search results for search term "PROfarm."

[NOW DPI](#)
[WWW.DPI.NSW.GOV.AU](#)
[STAFF DIRECTORY](#)
[OFFICE DIRECTORY](#)
[A-Z INDEX](#)
[SITEMAP](#)

IN SITE

[Home](#)
[The Department](#)
[Divisions & Branches](#)
[Administration](#)
[Support Services](#)
[Forms & Templates](#)
[Policies](#)
[Online Systems](#)
[Contact Lists](#)

[INTRANET](#)
[STAFF](#)
[WEB](#)

SEARCH THE INTRANET

[Home](#)
[The Department](#)
[Divisions & Branches](#)
[Administration](#)
[Support Services](#)
[Forms & Templates](#)
[Policies](#)
[Online Systems](#)
[Contact Lists](#)

SEARCH

468 RESULTS FOUND FOR "OFFICE DIRECTORY" PAGE 1 OF 19

Office directory
 Contact details, maps and driving directions for the department's locations throughout New South Wales.
<http://intranet.dpi.nsw.gov.au/office-directory>

Regions & Office Locations
 A map showing the department's eight administrative regions and the Regional Director of DPI Relations for each region.
<http://intranet.dpi.nsw.gov.au/department/regions>

Officers in charge of district offices 59.5 kb
 Contact details for the officers in charge (OICs) of district offices.
http://intranet.dpi.nsw.gov.au/_data/assets/work_doc/0004/34725/oic.doc

Workplace emergency procedures manual 1.0 mb
 Guide to emergency procedures. To be adapted for site-specific requirements.
http://intranet.dpi.nsw.gov.au/_data/assets/work_doc/0005/16377/workplace-emergency-proc-manual.doc

Financial delegations
<http://intranet.dpi.nsw.gov.au/policies/delegations/financial>

Workplace inspection checklist (smaller district offices) 214.0 kb
 Checklist used to record workplace inspections of smaller district offices.
http://intranet.dpi.nsw.gov.au/_data/assets/work_doc/0009/154467/workplace-checklist-smal-district.doc

SES and salary packaged vehicles
 Outlines the rules relating to the use of vehicles assigned to senior staff as part of their salary package.
http://intranet.dpi.nsw.gov.au/admin/vt/procdures/using/SES_and_salary-packaged

Policy A-073 Office accommodation 41.5 kb
 Defines the type of office accommodation to be provided to NSW DPI staff.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0015/16547/a073_office-accommodation.pdf

Policy development procedures
 Standard workflow for the development of administrative, governance and operational policies. Outlines roles and responsibilities in a six-step process.
<http://intranet.dpi.nsw.gov.au/policies/framework/development>

Field safety manual for field officers and managers 1.0 mb
 Manual to be carried in all vehicles used by Mineral Resources officers undertaking fieldwork, to help manage the risks of field work and remote locations.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0010/15702/field-safety-manual.pdf

OHS Committee meeting minutes template 131.0 kb
 Template for use in recording minutes of OHS workplace committee meetings
http://intranet.dpi.nsw.gov.au/_data/assets/work_doc/0019/154324/cbtee-minutes-template.doc

Workplace inspection checklist (office areas) 118.0 kb
 Checklist used to record workplace inspections of office areas.
http://intranet.dpi.nsw.gov.au/_data/assets/work_doc/0011/178968/workplace-checklist-office-areas.doc

Policy O-014 Fire precautions for apiary inspectors and apiary officers 123.6 kb
 Sets out the actions apiary officers and inspectors must take when using hive smokers and burning hives (replaces Circular A2002/777).
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0007/166775/o014-fire-precautions.pdf

Use of private motor vehicles
 Procedures and principles for the use of private motor vehicles while on official Departmental business.
http://intranet.dpi.nsw.gov.au/admin/vt/procdures/using/private_vehicles

E-Tag and tollway charging for Department vehicles
 Explains the approved procedures for the use of E-Tags in Department vehicles plus some guidelines for local E-Tag administration.
<http://intranet.dpi.nsw.gov.au/admin/vt/procdures/using/etag-and-tollway-charging>

Technical Officer (Scientific) 21.6 kb
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0018/1527/TECHNICAL-OFFICER-SCIENTIFIC-Salary-Scale.pdf

Staff directory changes
http://intranet.dpi.nsw.gov.au/start/staff_directory_changes

Appointing Regional Directors of Agriculture and Fisheries as Officer in Charge in District Offices 30.1 kb
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0003/17138/05-002.pdf

OHS hazard report/corrective action form 98.0 kb
 Form used to report OHS hazards identified in the workplace and corrective actions taken.
http://intranet.dpi.nsw.gov.au/_data/assets/work_doc/0004/162897/OHS-hazard-corrective-action-form.doc

OHS incident investigation report form 102.5 kb
 Form used to record details of an OHS incident and the subsequent investigation.
http://intranet.dpi.nsw.gov.au/_data/assets/work_doc/0004/154813/incident-investigation-form.DOC

Correct usage of agency and organisation names
 Standards for the correct usage of agency and organisation names, particularly where names have changed.
http://intranet.dpi.nsw.gov.au/support/communications/publishing/standards/agency_names

Women's Consultative Group contacts
<http://intranet.dpi.nsw.gov.au/contacts/committees/wcg/key-contacts>

NSW DPI Regulatory Officer's Training program handbook 128.4 kb
 Information on the training and assessment process for regulatory officers. Regulatory Officers who wish to undertake this training or qualify for progression must obtain a copy of this handbook. (To qualify for progression, officers must have completed 12 months' service.)
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0003/154888/Regulatory-Officers-Training-program-handbook.pdf

Primefact procedures
 These procedures document the Primefact series and are supplemented by a number of additional guidelines and resources.
http://intranet.dpi.nsw.gov.au/support/communications/publishing/type/primefacts/primefact_procedures

Lee Burdett
 Women's Consultative Group member profile.
<http://intranet.dpi.nsw.gov.au/contacts/committees/wcg/profiles/lee-burdett>

468 RESULTS FOUND FOR "OFFICE DIRECTORY" PAGE 1 OF 19

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Pictured: Search results for search term "office directory."

NSW DPI

IN SITE

[WWW.DPI.NSW.GOV.AU](#)
[STAFF DIRECTORY](#)
[OFFICE DIRECTORY](#)
[A-Z INDEX](#)
[SITEMAP](#)

INTRANET

STAFF

WEB

SEARCH THE INTRANET

[Home](#)
[The Department](#)
[Divisions & Branches](#)
[Administration](#)
[Support Services](#)
[Forms & Templates](#)
[Policies](#)
[Online Systems](#)
[Contact Lists](#)

SEARCH

Search

Submit


12 RESULTS FOUND FOR "SUPERANNUATION"

PAGE 1 OF 1

Superannuation


Links for some of the superannuation schemes available to departmental staff, and other information on super.

<http://intranet.dpi.nsw.gov.au/admin/hr/conditions/salaries/superannuation>

State Superannuation Scheme (SSS) salary sacrifice of personal contributions election form  69.9 kb


Form used by SSS members only to make changes to their salary sacrifice their superannuation contributions.

http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0011/158654/sss-salary-sacrifice.pdf

State Authorities Superannuation Scheme (SASS) salary sacrifice of personal contributions election form  74.4 kb


Form used by SASS members only to make changes to their salary sacrifice superannuation contributions.

http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0004/104944/sass-election.pdf

Circular 07/001 State Authorities Superannuation Scheme - Salary sacrifice of compulsory contributions  38.5 kb


Outlines changes to State Authorities Superannuation Scheme (SASS) legislation which enables members to pay their compulsory personal contributions as salary sacrifice commencing 1 April 2007.

http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0020/104636/07-001.pdf

Circular 06/007 Salary packaging - removal of 50% limit and in-house management of salary sacrifice for superannuation purposes  42.5 kb

The Premier's Department has announced that the restriction limiting salary packaging to 50% of an employee's superable or award salary has been removed. The amount that can now be packaged or salary sacrificed is unrestricted subject to existing post-tax commitments and payroll deductions being met.

http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0004/62356/06-007.pdf

Circular 07/020 State Superannuation Scheme (SSS) – Salary sacrifice of compulsory contributions  41.5 kb

http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0010/158509/07-020.pdf

Human Resources Branch

Home page of the Human Resources Branch.

<http://intranet.dpi.nsw.gov.au/divisions/cs/branches/hr>

Salary packaging


How to apply for salary packaging for items such as superannuation, vehicles and laptops.

<http://intranet.dpi.nsw.gov.au/admin/hr/conditions/salaries/salary-packaging>

Salaries, awards & allowances


Salary scales, industrial awards, superannuation, salary packaging and special allowances, including travel, remote area and transferred officer.

<http://intranet.dpi.nsw.gov.au/admin/hr/conditions/salaries>

Salary sacrifice election form  32.9 kb


Form used to vary your superannuation contributions (pre-existing contributions only).

http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0003/81516/salary-sacrifice.pdf

Salary packaging application form  135.4 kb

Use this form to apply for salary packaging through McMillan Shakespeare.

http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0020/81515/salary-packaging-application.pdf

Entry on duty form  90.5 kb

Form to be completed when an employee is first employed by NSW DPI or to update previously submitted information in subsequent employment periods.

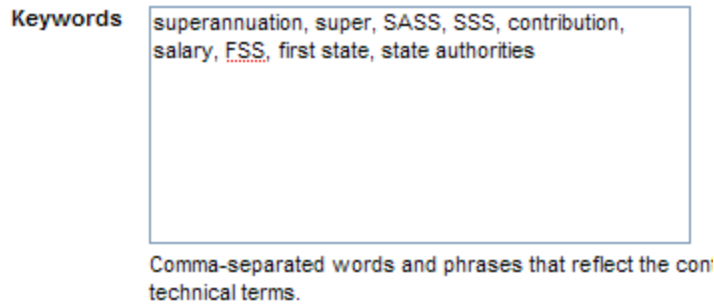
http://intranet.dpi.nsw.gov.au/_data/assets/word_doc/0004/38668/Entry_on_Duty_Form.doc

12 RESULTS FOUND FOR "SUPERANNUATION"

PAGE 1 OF 1

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Pictured: Search results for search term "superannuation."



Pictured: Keywords are entered into the CMS to improve search results. Search terms are also monitored in the search logs; popular terms are added to relevant content items in an effort to further improve search results.

DESIGN PROCESS AND USABILITY ACTIVITIES

Redesign goals

The primary redesign goals were to:

- Address fundamental issues with the navigation
- Provide more consistent page layouts
- Provide a flexible IA that will grow with the site
- Improve search
- Improve access to content

Constraints

A Small Team

"The biggest challenge was probably a lack of resources," says Needham. "With only two members in the intranet team we were often stretched for time. Somehow we managed to develop the new intranet, which involved reviewing the existing intranet with the Intranet Reference Group, developing the new IA, developing wireframes and prototypes, building new templates, conducting user testing, migrating content, all while maintaining the existing intranet. It meant we had to focus on the most visible and used content first."

CMS Hurdles

The complexity of the CMS also presented a considerable challenge for the team. "We had trained a handful of people from outside the Communications Branch to use it, but it proved too difficult for people who weren't using it often," she says, adding that this "had a huge impact on the speed of the content migration."

Making a Case for Task-Based Navigation

Moving from an inward facing organizational-based navigation to a user-focused task-based navigation also proved to be a hurdle for the team in working with content owners.

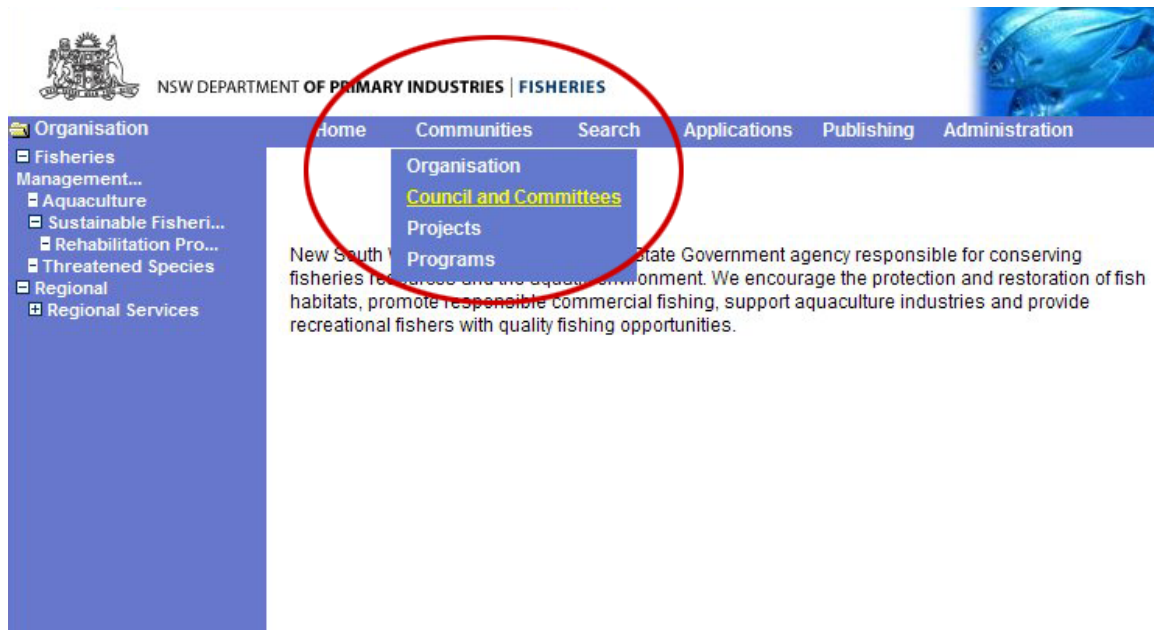
"We consulted heavily with content owners following the navigation review," says Needham. "Convincing them that organizing in a user-oriented way, rather than by who owns it, has been a significant challenge."

Usability Activities

The design team looked at as many intranets as they could find for ideas and inspiration before embarking on the redesign. "In developing the design of the site, and deciding on how to implement some of the major functions, we looked to other intranets for ideas," says Needham. "Whenever we can, we like to see the intranets of other organizations, and talk to other people who manage intranets about what they are doing, and how they have solved particular business problems. The Nielsen Norman *Intranet Design Annuals* are also a major source of inspiration."

But they also looked inward to review what was and wasn't working on the current site.

The second intranet (v2) was built very quickly and without user input. The team was focused on integrating assets from the four department sites into one difficult CMS.



Pictured: Ideas were borrowed from the intranets of the former agencies for the second intranet (v2).

After about a year, Needham says it became increasingly obvious that people were having trouble finding content. "In particular," she says, "the global navigation labels—*Communities*, *Industry*, and *Resources*—seemed to cause confusion for users. Whilst *Communities*, for example, was well understood by the staff of one of the former agencies, it didn't resonate with staff that had come from the other agencies."



Pictured: *Communities* was well understood by staff from one former agency, but it didn't resonate with staff from the other agencies.

The team was also struggling to find a home for all the content that had been inherited from the four legacy intranets. Although there was much content that was of value to users, as Needham says, "It was just too hard to find." The navigation was the main cause of the confusion.

Engaging Users from across the Organization

The design team reached out to the general user population to research what was wrong with the current site and to find solutions that it could incorporate into the redesign. "We started by conducting a content audit, to get a better idea of the range of content we would be dealing with," she says, "Then, in February 2006, we enlisted the help of 30 volunteers from around the department to help us review the navigation and identify other major issues."

"We made a conscious effort to ensure that the members of the group had a wide range of job roles, were from different branches of the department, were from as many different locations and office sizes as possible," she says, adding that they "included representatives from all four of the former agencies."

Collaboration Tools Bridge the Geographic Divide

By being so inclusive in terms of group diversity, the team introduced one of the main constraints of the project. "Time, distance, and money were huge barriers to physically bringing all 30 members of the group together. You might also be interested to know that the intranet is managed from the department's head office in Orange, a regional centre of about 35,000 people, more than 250km from Sydney."

Intranet Reference Group members were from all over the state, so the design team needed to bridge the geographic separation and keep the group involved.

"We needed a way to not only communicate with them, but for them to be able to communicate with each other, says Needham, "We considered a Listserv or an online forum, but thought a blog might be better, especially when we wanted to include screen grabs and downloads."

"The first thing we did was set up a virtual focus group using a blog," she says. "We asked the members of the group to take a look at the intranet and tell us what worked well, what they would change, what causes them the most confusion, and what they felt was in the wrong place, and to post their responses on the blog. The discussion really took off, and provided us with a good sense of the major problems with the intranet."

Virtual Card Sorting

An Excel spreadsheet served as an ad hoc card sorting exercise. They put 100 representative content items from the intranet (as well as the legacy intranets) into individual cells on the spreadsheet and sent it out to the group. The users were asked to take the columns into a new worksheet and regroup them in a way that made sense to them. They were also asked to name the groups.

Participants were allowed to put the items in more than one group or to make sub-groups as needed. There were but two simple rules: there are no right or wrong answers, and ignore the current groupings on the site.

When the users were through, the team analyzed the sheets to determine patterns and trends and then returned the results to the blog and opened it up to feedback from the group. "Again, the discussion on the blog provided a lot of insights, and gave us a great starting place to start to explore options for the navigation," says Needham.

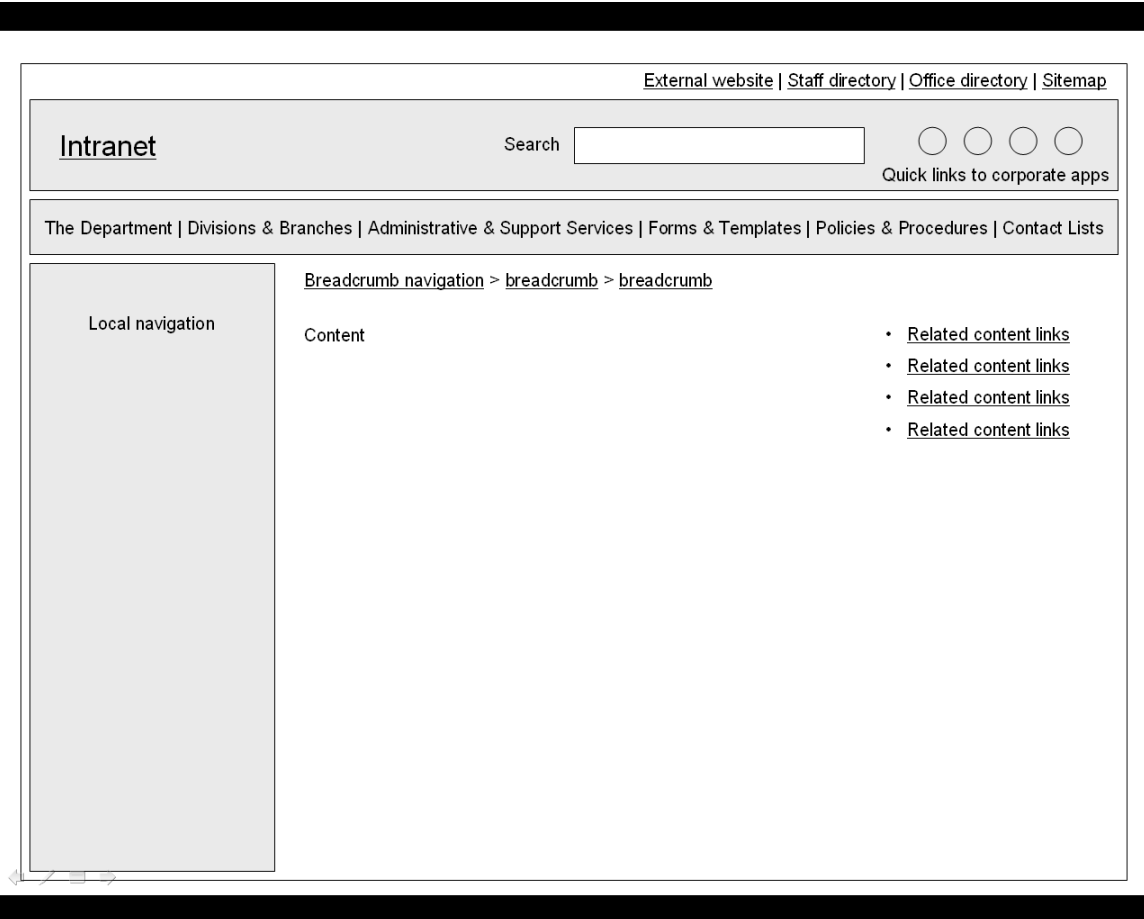
	A	B	C	D	E
1	001. Primefact template	021. Laboratory test price list	041. Preliminary submission for external funding	061. Vision and mission statement	081. Leave application form
2	002. Australian Bureau of Statistics census reports	022. Aquavetplan manual	042. Safe work method statement	062. WebMail	082. Performance management and development system
3	003. Building maintenance system	023. Meeting claim form	043. Form used to claim expenses involved in attending industry committee or council meetings.	063. MinView	083. Salary scales/rates
4	004. Business card order form	024. Library photocopy request form	044. the Mining Act 2002	064. Motor vehicle policy	084. Profarm course application form
5	005. Microsoft Word training manual	025. Logos	045. Seafood Industry Advisory Council	065. Employee assistance program	085. Fisheries Inspectors activity report template
6	006. Mine safety investigation notice template	026. Library catalogue	046. Section 12 (financial) delegations	066. Emergency evacuation procedure	086. Travel approval and processing system (TAPS)
7	007. Freedom of information guidelines	027. Travel, meal and related expenses allowances	047. Sponsorship policy	067. Mobile phone policy	087. Circular 06/002 Purchase orders
8	008. Code of conduct	028. Pest animal control manual	048. Invoice request and adjustment form	068. Fax template	088. Record management thesaurus
9	009. Contracts policy	029. Circular template	049. Staff course calendar	069. Corporate plan	089. Recreational Fishing Saltwater Trust Expenditure committee
10	010. Record keeping delegation	030. Travel expenditure claim form	050. Staff training application form	070. Executive organisation chart	090. Staff directory
11	011. DIGS user manual	031. Weeds research trial results	051. Calendar of events	071. Purchasing policy	091. Joint consultative committee
12	012. Domestic air travel procedure	032. Comet user manual	052. Ministerial briefing template	072. Fisheries Management internal newsletter	092. Memo template
13	013. Occupational health & safety purchasing guidelines	033. Message from the Director-General 06/005 December achievements	053. TRIM user manual	073. Advisory Council on Recreational Fishing	093. Mine Safety Operations investigation manual
14	014. Uniform order form	034. Vacancy notices	054. Bush Telegraph	074. Flexi-sheet	094. List of JPs
15	015. Office directory	035. Motor vehicle booking form	055. Statutory declaration	075. ICT Helpdesk	095. Occupational health & safety policy

Pictured: The team used Excel spreadsheets to conduct card sorts with a virtual focus group of 30 staff members.

Iterative Design Using Wireframes

The next task for the user group was to review a wireframe of the proposed navigational model. They were encouraged to give feedback (via the blog) and to suggest alternative models (but to also provide a clear rationale if they did so). Their only direction this time? Avoid the organizational chart as a basis for their model.

“Over the course of two weeks, we did about six design iterations until it felt like the group had reached a consensus,” says Needham.



Pictured: A wireframe of a proposed navigational model.

Model A

The Department	Divisions & branches	Administrative & support services	Forms & templates	Policies & procedures	Contact lists
Organisation charts	Agriculture & Fisheries	Online databases & services	(List by topic - default view)	(List by topic - default view)	Staff directory
History	Biosecurity, Compliance & Mine Safety	ICT/helpdesk	(List by owner/branch)	(List by owner/branch)	Office directory
Mission	Corporate Services	Human resources & employment		Delegations	Justices of the peace
Corporate plan	Forests NSW	Finance & purchasing			First aid officers
News	Mineral Resources	Travel			(List by topic)
Events calendar	Science & Research	Staff training & development			(List by owner/branch)
Trusts & committees	Strategy, Policy & Communications	Occupational health & safety			
Social clubs		Library services			
		Publishing & design			
		Records management			
		Q/fleet			
		Assets			
		Legal services			
		Uniforms			
		Executive support			
		Media & public affairs			

Pictured: An early “site map” illustrating the placement of content within the proposed navigational model.

Task 2: Model A

Entry added on 27/02/2006 by Kate Needham

For the second task we will be looking at a navigational model and discussing whether it will work for the intranet.

Model A is based on the [outcomes of Task 1](#) and has 6 top-level navigation items:

- The Department
- Divisions & branches
- Administrative & support services
- Forms & templates
- Policies & procedures
- Contact lists

Take a look at [Model A](#) and:

- discuss any reasons why you think this model wouldn't work (you might like to refer to the [representative content items from Task 1](#));
- identify anything that is obviously missing or simply doesn't make sense to you;
- suggest a better approach, if you think there is one.

You might also like to discuss what's wrong (or right) with the [current intranet navigation](#).

Be ruthless in your discussion and evaluation of both Model A and the current navigation. If you don't like something about either of them, now is the time to say so. By the end of the week we are aiming to have at least one model (hopefully more) that we can start to test.

You **must give clear reasons** for your comments. For example, if you don't think something will work, say why not. If you suggest alternative heading, provide a reason why it might be better. If you think something belongs somewhere else, remember to back it up with some kind of reasoning.

If you are suggesting an alternative model, there are a few important things to keep in mind:

- you'll need to include a rationale for your model;
- research shows that 5-8 choices in top-level navigation is optimal; try to keep any suggested navigation models below 8 top-level items if you can;
- refer to the [representative content items from Task 1](#) when you're constructing your navigation model as you'll need to ensure it encompasses most (hopefully all) the items on the list;
- research shows that an organisation's structure does not make an intuitive intranet navigation model. It requires people to have a detailed knowledge of who does what in order to find content, and needs to be changed whenever there is organisational restructuring. That being said, most branches and units still need to have their "patch" of the intranet;
- the navigation model **must be user-focussed**. People don't browse an intranet. They generally come to the site looking to complete tasks or get information on how to complete a task. Our goal is to make task

[Pictured: The Intranet Reference Group participated in a blog-based discussion over several weeks. The design team gave the group members tasks \(as shown here\) and then asked them to post feedback on the blog.](#)

Test with a Friend (or Two)

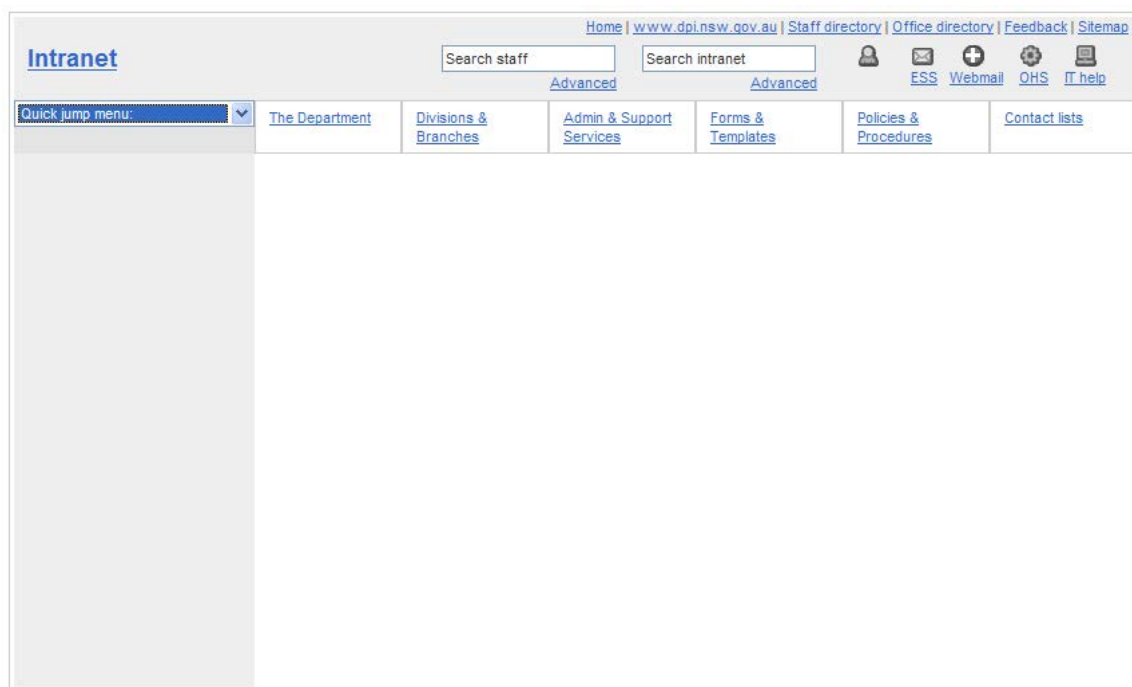
When the intranet team wanted to conduct user testing on an HTML prototype, they solved the distance problem by having each member of the user panel test the prototype with a co-worker. The team gave participants the following guidelines for conducting the tests:

- Don't allow other people to watch the test
- Try not to prompt the tester

- Encourage the user to talk out loud
- Avoid sharing your own opinions with the user

The testers were also given a script, which included these tasks:

- Find a staff member's phone number
- Find an office fax number
- Book a vehicle
- Find dates for a project management course
- Find a salary scale for a Clerk/Clerical Officer
- Request a library book
- Apply for a corporate credit card
- Find information belonging to their branch or unit
- Find information about a particular office, such as parking or meeting rooms
- Get help with their computer



Pictured: An HTML prototype was developed for testing.

Task 3: Prototype testing

Entry added on 09/03/2006 by Kate Needham

The third task involves you testing a prototype of the new navigation with a colleague.

The [prototype](#) is based on the [outcomes](#) of Tasks 1 and 2. It's pretty rough; please, no comments design (colour, font size, etc). Please note that none of the links are functional (it's a prototype only).

To complete Task 3:

1. Familiarise yourself with the navigation in the [prototype](#), including the items under each top-level heading.
2. Approach a colleague to participate in a usability test. Explain that you are part of a group that is working on a project to improve the intranet navigation, and that we are at a point in the project where we need to do some tests with real users. The test should take no longer than 20 minutes (this will depend on your test candidate). **Note:** If you have the time or inclination to conduct more than one test (the more tests the better, really), please do the tests with one person at a time.
3. Download and print a copy of the [test document](#).
4. At the computer you will be conducting the test at, open a web browser to [the prototype](#).
5. Make sure you point out to the tester that you are testing the navigation, not them! Explain that you won't always be able to answer their questions, but they should feel free to ask for clarifications, and that none of the links work; the prototype is simulating the new navigation.
6. Conduct the test, recording the results in the [test document](#). Encourage the tester to talk out loud about what they're doing but explain that you don't care about the literal "I'm moving my mouse left" but rather "I clicked here expected to see X but instead I got Y".
7. After the test, ask for suggestions on how the navigation can be improved.
8. Report back **by Thursday, 16 March** (see details below).

Guidelines for conducting the test

- **Don't** allow other people to watch the test, as the tester will second guess their responses.
- **Do** try to give the instructions to the testers exactly as they are printed on the [test document](#). It will be important that we aim for a consistent experience for all testers. **Note** Instructions for you are provided in red italics. These are not supposed to be read out to the tester.
- **Don't** try to prompt or help your tester (you may offer help to clarify instructions, but not with the test tasks). Providing clues, suggesting directions or reacting to things they say or do will alter the test results. Do not nod or shake your head, however tempting it might be!
- **Don't** share your own opinions about the prototype with the tester, but feel free to share them on this discussion list.

Reporting the results

To report back on the test results you can either:

[Pictured: One of the Intranet Reference Group tasks was to test an HTML prototype of the proposed new navigation with another staff member. Group members were given instructions on how to conduct the test, and provided with a script that included a range of user tasks.](#)

The user group members reported their findings on the blog. The designers gained insights, "but nothing that sent us back to the drawing board," says Needham.

The design team made changes based on the test results and sent the user group back into the field. This iterative approach resulted in far fewer issues reported in the second test. The user group and the design team agreed that they should proceed to implement the ideas in the final prototype.

Putting the Research into Action

Based on the findings from the various tests, the design team had a clear direction for revamping the site. The redesigned site was launched in July 2007 and took about 12 months from user testing to launch.

Needham says the team made some “deliberate choices” when designing the new site:

Fixed width. “In version 3, we replaced a fluid design with a fixed-width design to give greater control over the pages, and to limit line length, which was a bit of a usability issue in version 2. We have two widths that are designed to support 800 x 600 and 1024 x 768 screen resolutions; the page changes automatically, depending on the browser width, through CSS and JavaScript.”

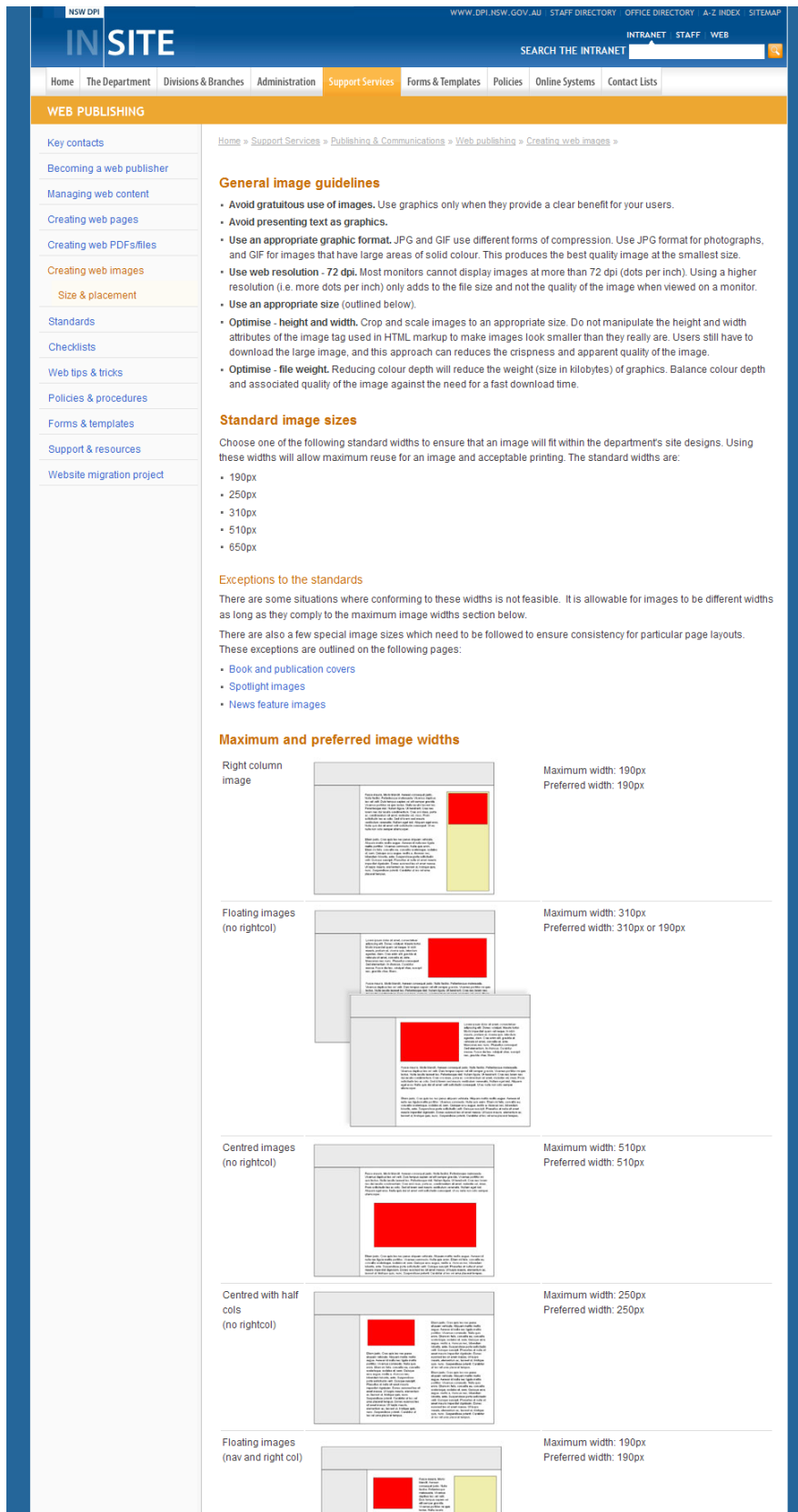
White space. “We made a conscious effort to include plenty of white space when designing the page templates, to ensure that the focus is on the content.”

Limit “flyout” navigation. “In version 2, we used flyout navigation on both the global navigation and the local, left-hand navigation. User feedback and observation suggested that the flyouts worked well on the global navigation, but presented a usability problem for the local, left-hand navigation. In version 3, we designed the left-hand navigation to expand, rather than flyout, which has given us the added advantage of having the navigation options visible and more contextual.”

Standards. “We have a number of standards that our publishers need to adhere to, to ensure a consistent user experience and to maximize the overall usability of the site. These include standards for images, forms and interactivity, accessibility, and coding.”

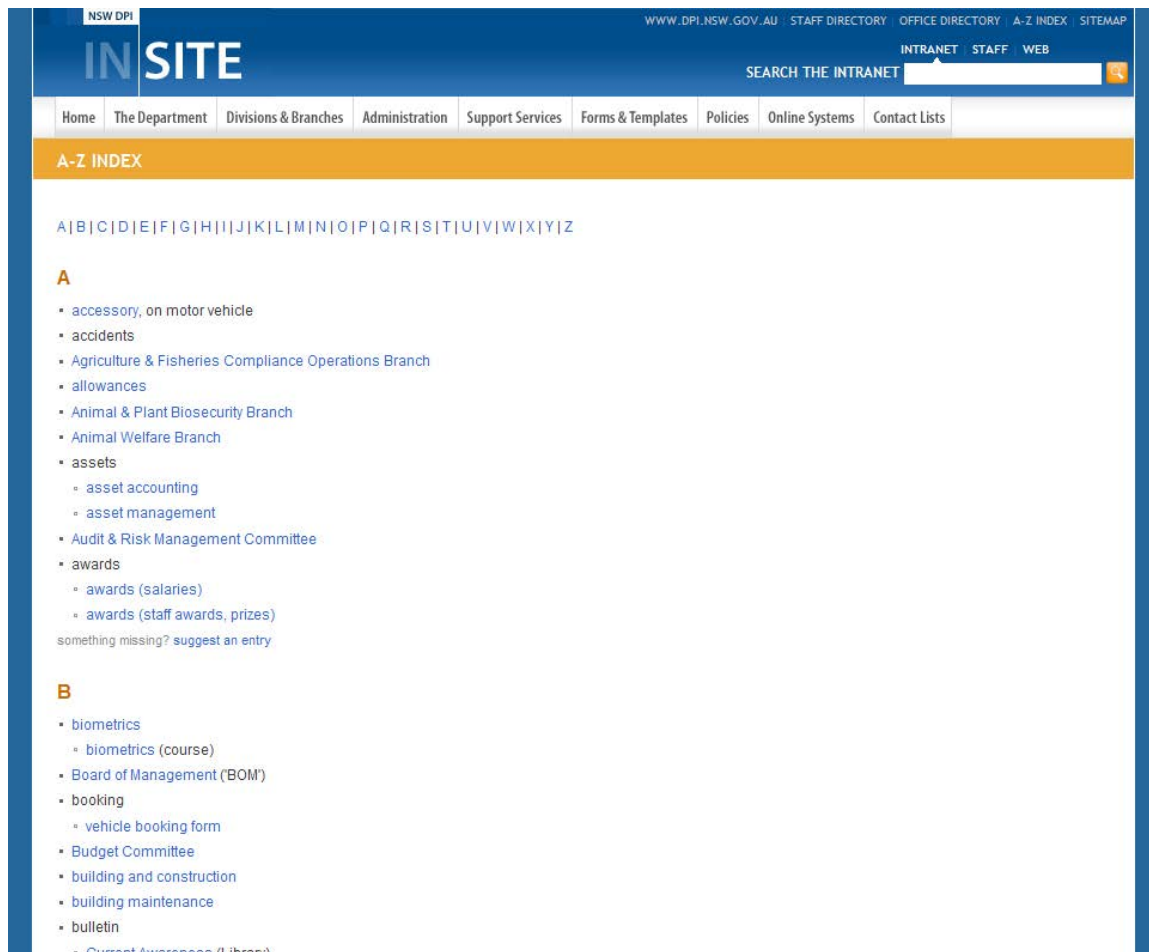
HUMAN RESOURCES
Key contacts
ESS
Vacancies
Working conditions
Salaries, awards & allowances
Flexible work arrangements
Leave
Secondary employment
Staff code of conduct
Staff welfare
Equity & diversity
Recognition programs
Workforce planning
Recruitment & employment
Performance management
Leaving the department
Staff clerks
HR statistics and reports
Forms & templates
Policies

Pictured: The local (left hand) navigation now expands to one level, rather than using “fly out” menus.



Pictured: Sample content standards and guidelines for intranet content publishers. The intranet includes comprehensive documentation for publishers including standards, checklists, and a CMS manual, as well as information on becoming an intranet publisher.

Multiple access points for content. “We wanted to ensure that information could be found quickly, and that we supported the variety of ways that users look for content,” says Needham. “To this end, we have navigation that supports people looking for types of content (e.g. forms or policies), information on topic (e.g. travel or leave), regardless of who in the organization owns the content. A leave application form, for example, is available under *Forms*, *Leave*, as well as being able to be found by the branch that owns the form. The *A-Z index*, search ‘best bets,’ and *Quick Links* also provide quick and easy access to popular content.”



Pictured: The *A-Z index* of key content

In version 2, the homepage had news and announcements, a list of vacancies, and some quick links. The designers were constantly being placed under pressure to put links on the homepage by areas of the organization that wanted to promote their services or simply advertise their existence.

“The number of requests to have links on the homepage has really decreased since the redesign,” says Needham. “We included a summary of the navigation of the major sections of the site, which not only serves the purpose of providing an information scent, but also has appeased a lot of the content owners who wanted their content to feature on the homepage. It now has a good mix of news and

announcements, navigation, and quick links. In addition to a feature story and headlines, we have 'spotlights,' which are used to feature new tools or content, or promote other projects and initiatives going on in the department."

She has also taken steps to ensure that the site's navigation and homepage are protected by policy, so that it's difficult for people to exert their influence to make changes to the site that are not user-centered.

TIMELINE

July 2004:

- New department formed
- Interim intranet (v1) concept approved
- Interim intranet (v1) launched

September 2004

- New CMS implemented

January 2005

- New intranet (v2) launched

February 2006

- Intranet Reference Group formed

February 2006—April 2006

Intranet (v2) reviewed, including:

- Analysis of usage statistics and search logs
- Content audit
- Card sorting
- Usability testing (using scenarios and task analysis) of proposed navigation and IA
- Development of wireframes
- User testing of prototypes

RESULTS

For Needham, the redesign's most noticeable result is the reduction in user complaints to the helpdesk. "Anecdotally, we have taken this to mean that staff are finding information easier to find, and the changes to the homepage have satisfied the needs of more areas of the department for a 'presence' on the site," she says. "Feedback after the redesign has been overwhelmingly positive. A number of staff have commented that they find the site much easier to navigate, and content much easier to find."

It's probably too soon to tell whether the redesign has had a dramatic affect on usage statistics. Needham says she regrets that the team didn't collect more benchmarking metrics, so they could measure the impact of the changes going forward.

The new navigation is “much more user-centered” as a result of the user research, she says. “Improved supplementary navigation, including the site map and A-Z index, provide users with multiple ways to access content quickly.”

Examples of the user feedback received:

“Congratulations on the new intranet. I love the new forms and policies links, and it’s so much easier to find what I’m after.”

“The new intranet looks fantastic. It’s bright and welcoming and easy to get around.”

LESSONS LEARNED

Lessons learned from Kate Needham and Penny Wheeler:

Focus on key content. “Identify, and concentrate your efforts on, the most valuable (most used and visible) content first. Doing so will build trust in the intranet, and the redesign team, and provide the momentum and enthusiasm you need to continue to improve the site.”

Improve continuously. “A redesign never finishes. There is always something that can be done to improve an intranet.”

Look to other intranets. “Look for opportunities to interact with other intranet managers and to see other intranets, as they are an endless source of ideas and inspiration.”

Involve users and test with them often. “Involve users as early and often as possible in the design of the site, and ensure that you consult users from as many different areas of the organization as possible. Test your design decisions as often as you can, with as many users as you can.”

Communicate with content owners. “Be ready to defend your decisions. We had quite a few content owners who found it difficult to cope with the move to task- and topic-based navigation, rather than the organizational structure style of navigation they were used to. Keep content owners informed of major decisions that might affect their content.”

Communicate with sponsors and users. “Manage the expectations of the project sponsors and users. Prepare the users for major changes the site before they happen.”

Collect metrics. “Remember to collect some metrics before a redesign, so you can measure the impact of the changes.”

For user research, think beyond the box. “The Intranet Reference Group and virtual focus groups conducted via the blog were far more successful than we could have imagined. Think outside the square when it comes to user research, especially if time or money is limited.”

Manage your time wisely. “Make sure you allow enough time for the redesign process. Break the redesign into phases—don’t try to do everything at once.”

Interrogate technology options. “Make sure that the technology used to create the site supports your vision.”

Advanced Micro Devices (AMD) (2009)

Using the intranet

AMD creates silicon-based processing platforms based on x86, graphics, and video processing expertise. AMD is focused on best meeting the needs of consumers, and leading computing, wireless, and consumer electronics companies to help them deliver high-performance, energy-efficient, and visually realistic computing and graphics solutions.

Headquarters: Sunnyvale, California

Number of employees the intranet supports: Approximately 16,500

Company locations: The US, Canada, Germany, The UK, China, Japan, Korea, Singapore, Brazil, and many more.

Annual sales: \$6.013 billion in 2007.

Design team

Six in-house employees formed the core design team, working with 40 departments in North America. Catapult Systems provided development support for the design.

Members

In-house: Nils Ellis, art direction/graphic designer; Andrea Werzner, program manager; Dana Baldwin, project manager; Renee Irion, Web analyst; Deborah Nations, project owner; Dave Kroll, project owner.

Catapult Systems: Richard Calderon, senior lead consultant; Robert Nellis, senior consultant.

SUMMARY

AMD's intranet is testament to the fact that anything can be done in a short time if you have the right team in place and the team is very driven. When building the organization's intranet, AMD Central, time was not on this determined team's side, but it was still able to achieve huge gains in its redesign.

The company established the original intranet seven years prior as a means for sharing information among departments and teams. But when AMD acquired ATI, the team had to merge the relevant content for both companies, and they had to do it fast. Completing a project of this scope in six months seemed unlikely, if not nearly impossible. Also, the team was relatively small, with just three full-time intranet employees, plus a group of part-time graphic designers, content managers, and developers, and an outside agency. Ultimately, however, the designers not only met the schedule (at the expense of their free time and probably many pots of coffee), but they took things two giant steps beyond. The first step was the effort to further unify the two organizations and provide an online environment that supported collaboration. The second was to improve productivity by offering easy-to-use tools and information. These goals impressed the organization's top management and brought the team some very good support.

AMD Central's big additions include enhanced community tools, such as blogs, forums, calendars, and timely news. These have helped communication among managers, teams, and everyone else. The tools have also proven especially supportive for the newly merged organizations.

Sharing Ideas

The intranet's forums and blogs let leaders communicate to employees in a timely and informal manner and offer interesting, motivating information on everything from project updates to philanthropic efforts.

As the blog below shows, features such as these can inform employees and even take them to another world. In this example, a VP is sharing with employees his


experiences in implementing a program to benefit people in South America. The personal writing style gives the sense that this VP is approachable and interested in telling his story. Plus, a good picture of him makes the page more personal, too.

Blogs are located in the intranet's *Community* section. Each blog is identified by the leader's name, which appears as a link in the left-side navigation.

After each post, employees are encouraged to offer comments and read those of other people, promoting community.

Having leaders and employees take a moment to communicate in this way might not seem like such an important thing. But it is. This online sharing and responding can go a long way in building a community, especially in cases when organizations have just merged. It's not just that this is a *blog*. You can achieve the same effect in a forum, through letters, notes, and responses. Any opportunity to help people share experiences and ideas is positive.

Welcome Ellis, Nils



Quick Links
[MyHR](#) [SAP](#) [IdeaBox](#)
[MyITHelp](#) [Tools](#) [Worldwide](#)


Stock Price
Change: ▲ 0.22
Last Trade: ▲ 0.03

AMD Search

[Home](#) [My Place](#) [My Community](#) [AMD Teams](#) [About AMD](#) [Help](#)

AMD CENTRAL | MY COMMUNITY | AMD BLOGS | DAN SHINE

Dan Shine
Vice President, 50x15 Initiative

 Subscribe to this blog

50x15 in Columbia, Part I

Tags:
Friday, August 15, 2008

Good morning from Bogota! Just spent a remarkable day in Cartagena and Barranquilla, visiting a number of NGOs doing extraordinary things in the areas of health care, job creation for at-risk young mothers, ICT training for youth, and an ambitious project to enable 20,000 displaced, disenfranchised families to own their own homes. With the application of our methodology, along with OLPC, Microsoft, and the Ministry of Education, we may turn those families from the least-connected population into the MOST connected population in the region!

So, why Columbia? Do we purposely look for places (four airplanes, monsoon, leaky transit van) that are hard to reach to deploy Learning Labs? Nope. We actually have a defined process that looks at all inbound 50x15 Foundation requests, ranks them on a bunch of criteria (cost, scope, management, impact, scalability, sustainability) that are independent of the region. That's because a successful lab "recipe" can be applied to lots of places. We've seen it work well this way. So Columbia, which by the way is a country that AMD sales continues to grow in at a brisk pace, has lots of the "ingredients" we look for, perhaps most importantly, driven, visionary NGOs that know what they need, which our expertise will help deliver. Very cool stuff.

Stay tuned.

Dano

27-Aug-08

0 Comments | [Trackback Url](#) | [Link to this post](#)

Comments

Name:

URL:

Email:

Comments:

AMD Internal Only | [Contact Webmaster](#) | Copyright © 2008

Pictured: A blog from one of AMD's leaders gives interesting, motivational information about a philanthropic effort: A "Learning Lab" the organization is setting up in Columbia. Employees can easily write comments about the post and read those of other contributors.

Calendars are invaluable, especially for large teams and those that are geographically distributed. On the AMD intranet, designers created a simple calendar interface that is used across departments to track and communicate events and milestones. The calendar lets employees read about and sign up for the listed events.

The calendar's aesthetic makes it possible to view a good number of words in each entry—not just something useless, like *Meeting*, which is all that many of today's intranet calendars display. Even in the six-month view, the left-side categories let people further refine the entries to create a more thorough picture.

In addition to project calendars, a corporate calendar displays key corporate events for employees.

AMD Internal Only | Contact Webmaster | Copyright © 2008

Pictured: The calendar can be viewed in several different ways. The aesthetics and typeface let users see a lot at a glance without having to open specific entries.

In addition to blogs, forums, and calendars, AMD Central also offers the virtual *Idea Box*. Yes, the suggestion box has shed its rectangular wooden form and found its way to the electronic world. AMD's virtual *Idea Box* lets employees submit ideas of any type without worrying about being identified or embarrassed. On the front end, users see a simple form to submit their ideas; they can leave their name blank or fill it in. They can also choose categories for their ideas, and then type them up in a simple open field.

On the backend, designers set up a workflow that distributes the ideas to the appropriate business leaders. These leaders consider the ideas and respond to each submitter with a thank you and, if necessary, any further steps or information. Ideas deemed to be helpful are selected, showcased, and implemented. The organization typically generates a news story about key ideas as well, and the people who submit them are considered for recognition. This is just one more opportunity the intranet affords AMD employees to feel like they're part of the process, rather than a tiny cog lost in the workings.



Great Idea? Great Reward!

Everything starts with an idea. And now, your great ideas can translate into great rewards for you. If your idea gets chosen for implementation, you will be considered for award nomination through AMD's [recognition programs](#). The bigger the idea, the bigger your award potential! (You can read the fine print [here](#).)

Whether it's a processor capable of handling both 64 and 32 bits simultaneously, or containing costs by using electronic collaboration tools instead of travel, it all begins with someone having an idea—and sharing it.

Ideas can translate into tangible benefits, for us and for our customers. We want your ideas—big or small, product or process. Maybe you've thought of some creative ways AMD could reduce expenses (remember, every little bit helps!). Or perhaps there is a business process that doesn't work as efficiently as it could and you've thought about ways to make it better. Maybe you're holding the answer to a customer problem, and you just don't know what to do with it. We all have unique perspectives on the various challenges our company faces, and we'd like you to share your perspectives with us.

Using the form below, tell us what you're thinking. You are welcome to submit your ideas and suggestions anonymously, but in order to receive an award nomination if your idea is chosen, we'll need to know who you are! And of course, we'll make sure your idea makes it to the right people.

So let the brainstorming begin!

Note: You may submit as many ideas as you like, but please create a separate submission for each idea.

The ******* denotes a required field.

Name:

*AMD E-Mail Address:

Idea Category:

Idea:

Location:

Job Level:

Group:

<input checked="" type="radio"/> Administration	<input type="radio"/> Greater China
<input type="radio"/> Computing Products Group	<input type="radio"/> Manufacturing/Technology
<input type="radio"/> Consumer Electronics Group	<input type="radio"/> Sales and Marketing
<input type="radio"/> Finance	<input type="radio"/> Other: <input type="text"/>
<input type="radio"/> Graphics Products Group	

Pictured: The virtual *Idea Box* lets AMD employees easily make suggestions. On the backend, ideas are routed to appropriate leaders who decide how the idea might help the organization.

Another way the intranet makes all employees feel included at the organization is to offer international versions with the same content as the headquarters' "main" intranet. The intranets for Asia, Germany, and the US started out quite different; one of the designers' goals for the redesign was to make them all alike.

Employee Profile Pages

The employee profile pages, or *PeopleFinder*, go way past the old days of name, rank, and serial number. A combination of organization and user-generated information paints a vivid picture of the selected person. Based in MS SharePoint, the feature also allows people to access and edit (their own) contact information.

The person's name appears in large bold letters at the top of the page. Next, the page shows job title and contact information, plus a picture of the person to add that human touch.

Knowing that job titles at most organizations aren't always very informative, designers created a field for the employee's *Role*. This is where people can more thoroughly describe their job and responsibilities.

The *Projects* section might be the most valuable one for profile readers: It describes the person's past and current work projects, and is thus sometimes even more tangible than the *Role* area.

Ever wonder what your colleagues did before they came to your organization? At AMD, you can get a sense of this from their profile, as users also provide information about their professional background.

Finally, all work and no play ... well, you know the rest. Discovering personal facts about colleagues can bridge gaps, foster relationships, or—at very least—help you think of an icebreaker when you first meet someone. Users add their own notes to this personal section and control which personal facts are disclosed. Users can also share photos and favorite links with other employees.

If you're the employee and want to update your own profile, it's easy to do. When info is provided on the backend, it can be a wild goose chase for employees to figure out whom to talk to get information changed. But not on this intranet. The designers considered this scenario, and eliminated the need for users to hunt or guess. Instead, they can easily find the source via the *AMD People Finder Information* link, which appears in the left-side navigation. And, if users want to add their own content, they can click the *Edit Profile* or *Edit Contact Information* links on the left.

To see where a person fits into the overall organization, users can simply look right to the pertinent part of the organization chart.

Home Help Up To MyWork Collaboration Portal

AMD Smarter Choice Last, First

Select View

Private

Public

Actions

Edit Profile

Edit Contact Information

Shared Lists

No lists.

Shared Pages

No pages.

Help

For information on where this profile is coming from and how to update it, please visit the **AMD PeopleFinder Information** site.

Job Title: Web Services Manager 1

Department: Corporate Web

Division: COM RTS

City: Austin

State: Texas

Country: United States

Business: [Redacted] **Mobile:** [Redacted]

Business 2: [Redacted] **Pager:** [Redacted]

Fax: [Redacted]

E-mail: [Redacted]

Mail Stop: [Redacted]

Building: Austin

Office: Integrated Marketing Communications - Web

Notes:

Role:

Web User Experience Manager

Projects:

- Leverage research, industry standards and conventions, Web analytics and other resources to provide recommendations on enhancing the user experience
- Engage with internal and cross-functional teams to identify, define, and prioritize Web site enhancements.
- Translate enhancements and opportunities into workflows, prototypes and other deliverables to help with implementation.
- Develop and manage the Information Architecture (IA) for the external Web site.
- Lead, design and conduct user research (usability studies, etc.) and recommend improvements from such research.
- Manage external user experience and Web research agencies as needed to augment output.

Professional Summary:

[View my online resume](#)

Personal Summary:

Lived in Austin since 1993 and love it here!

PeopleFinder Search

[→](#)

Organization

Reports to

[\[Redacted\]](#)

Department Administrative Assistant:

Shared Links

No links shared by this user.

Information on this page is from your personal site, search results, and the directory service. As the owner of the site, you have the ability to see this information, as well as your private documents and lists. Others can view only the information for which they have been granted permission.

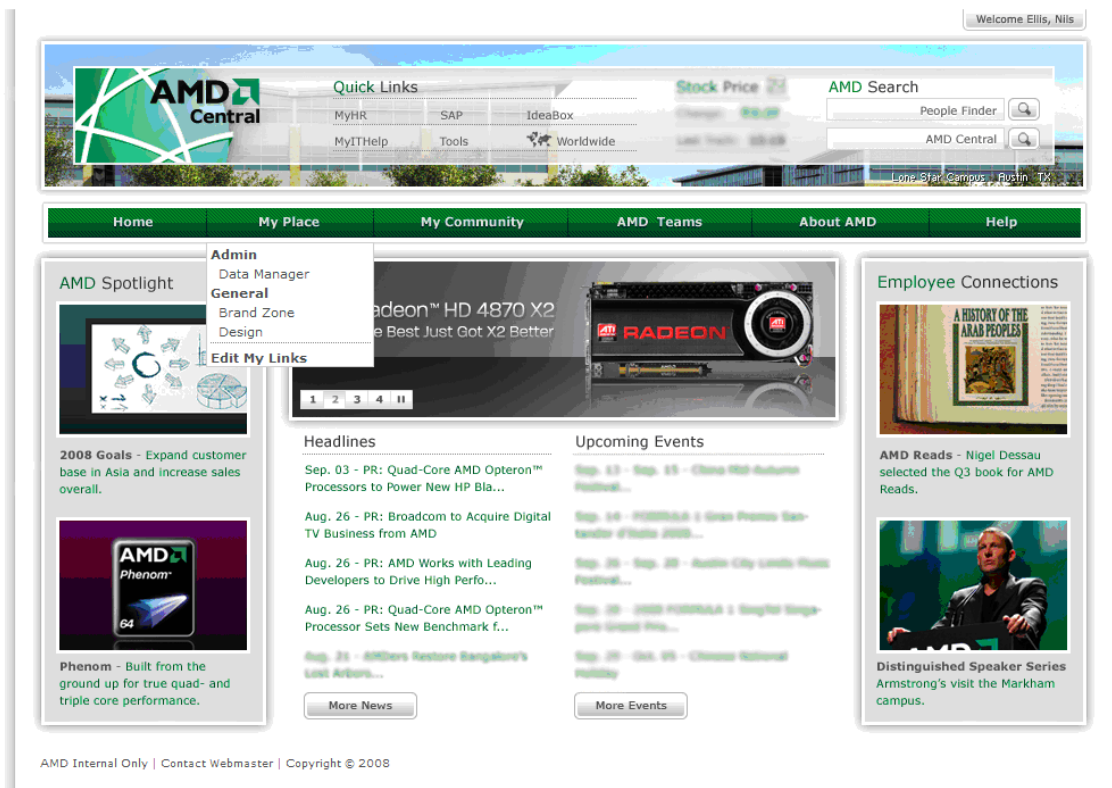
Pictured: The employee profile pages offer a combination of information provided from backend databases and from the profiled user. Employees can edit their employee profile pages, as well as find the source of information provided by the backend.

Productivity Enhancements

With a small team and only six months to work with, the team had to be very disciplined in deciding which features to add. One feature the team decided would be very helpful is *My Place*.

The *My Place* feature lets users add and edit their own links in one of the intranet's top-level, horizontal navigation. They do this through *edit My Links*, the last command in the menu. The link gives them direct access to their list to add and remove items as they wish.

With this feature, people can pick and choose what's important to them and quickly and easily find the pages on the intranet.



Pictured: The *My Place* feature allows users to add and edit links in one of the top-level, horizontal navigation categories.

Another productivity enhancement comes, of course, from using common templates and a consistent style across the design. (When the style is the same across the intranet, employees don't have to relearn where types of commands are located and other design idiosyncrasies.) The intranet team derived usable page templates that let employees create pages and enter content. The page types were added to the template library and include department pages, campaign pages, news pages, and events pages.

But this undertaking did not come quickly; to make the templates and styles concise and consistent, the team spent "a lot of time" with their Microsoft vendor—roughly two months during the six-month project lifecycle—hashing out the best templates for the MOSS platform.

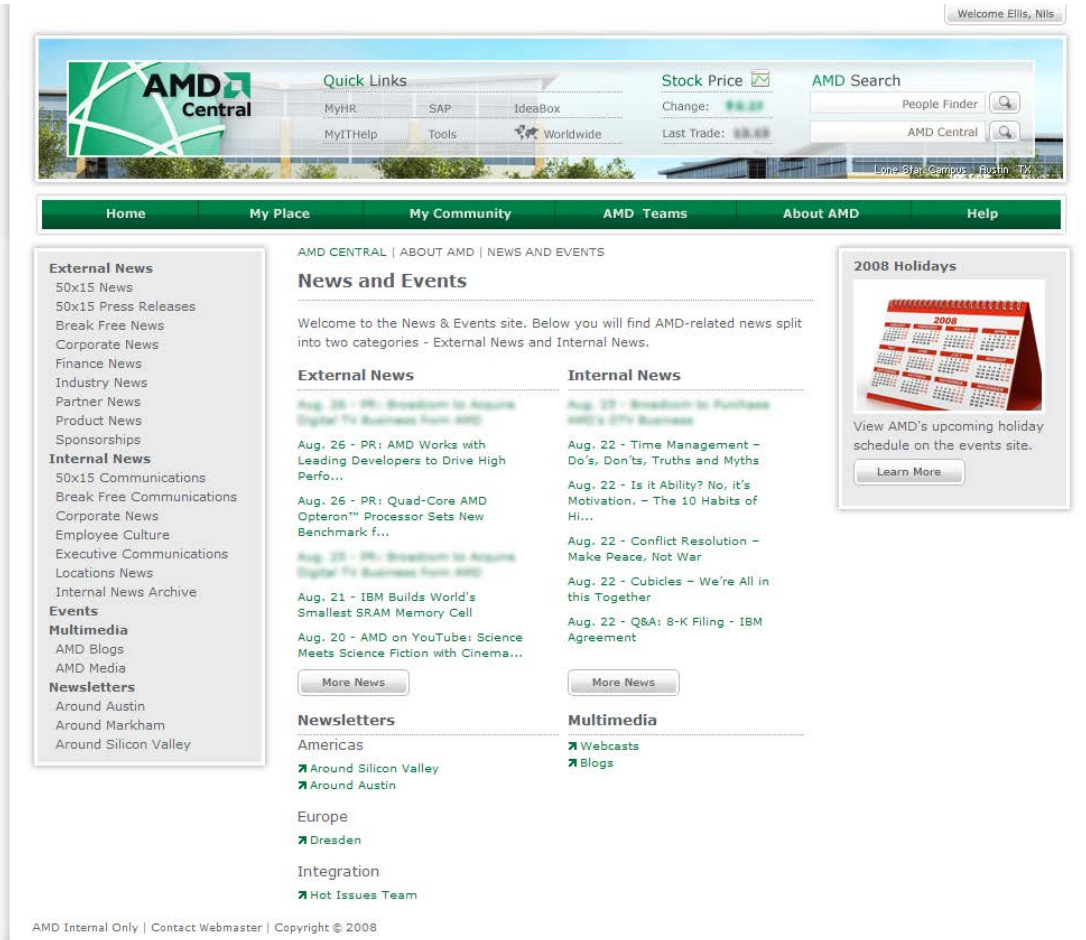
The intranet team's governance choice was to allow the respective site owners to choose which templates their content managers could use.

Being designers, and thus prone to predicting next steps, the team knew that templates alone wouldn't be enough. They therefore created template guidelines to ensure that employees would use the templates correctly and to their fullest advantage. They distributed these guidelines to site owners.

The global navigation across the top of pages remains the same across the intranet, with choices for: *Home*, *My Place*, *My Community*, *AMD Teams*, *About AMD*, and *Help*. While this is the more prominent navigation, another, less prominent menu

appears in the banner area, so features such as *Search* and *People Finder* are always available.

The left-side navigation, always consistent in look, changes content depending on the selected area of the intranet. The *New and Events* section, for example, shows categories for *External News*, *Internal News*, *Events*, *Multimedia*, and *Newsletters*.



Pictured: The top-most navigation and global navigation remain the same across the intranet. The left side does change, depending on the selected area. The *News and Events* section shows categories for *External News*, *Internal News*, *Events*, *Multimedia*, and *Newsletters*.

The page layouts are based on templates and provide appropriate columns and spacing for the various content types. The *Sponsorship Event Schedule* section looks much like the *External News* section, and shows categories for the various events.

Welcome Ellis, Nils

Quick Links
[MyHR](#) [SAP](#) [IdeaBox](#)
[MyITHelp](#) [Tools](#) [Worldwide](#)

Stock Price
Change: ▲▲▲
Last Trade: ▲▲▲

AMD Search

[Home](#) [My Place](#) [My Community](#) [AMD Teams](#) [About AMD](#) [Help](#)

50x15
ADVANCE - Lean
AMD Changing the Game
BreakFree
Business Architecture
Corporate Responsibility
Customer Loyalty
Sponsorships
Supply Chain
Transformation

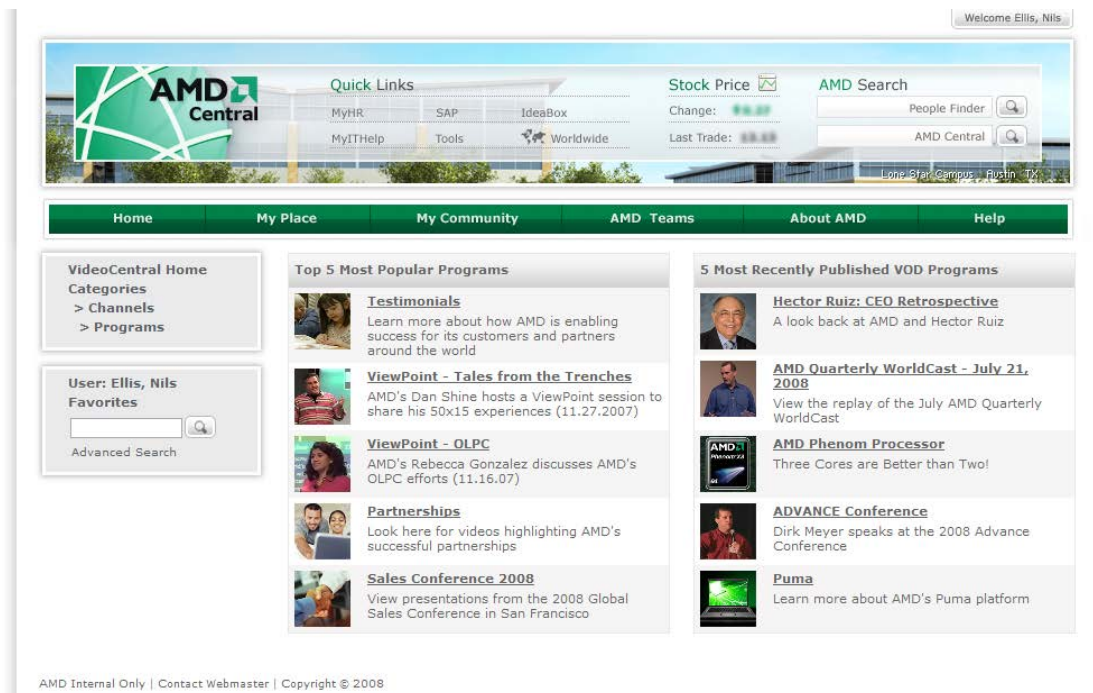
AMD CENTRAL | ABOUT AMD | CORPORATE PROGRAMS | SPONSORSHIPS | SPONSORSHIPS EVENT SCHEDULE
Sponsorships Event Schedule

Date	Event	Location
4/6	2008 FORMULA 1™ Gulf Air Bahrain Grand Prix	Bahrain
4/27	FORMULA 1™ Gran Premio de España Telefónica 2008	Catalunya, Spain
5/11	2008 FORMULA 1™ Petrol Ofisi Turkish Grand Prix	Istanbul, Turkey
5/25	FORMULA 1™ Grand Prix de Monaco 2008	Monte Carlo
6/8	FORMULA 1™ Grand Prix du Canada 2008	Montreal, Quebec
6/22	FORMULA 1™ Grand Prix de France 2008	Magny-Cours, France
6/29	LAF Livestrong Challenge Ride	Bay Area, CA
7/6	2008 FORMULA 1™ Santander British Grand Prix	Silverstone, England
7/13	LAF Livestrong Challenge Ride	Bay Area, CA
7/20	FORMULA 1™ Grosser Preis von Deutschland 2008	Hockenheim, Germany
8/3	FORMULA 1™ Magyar Nagydíj 2008	Budapest, Hungary

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Pictured: The page layouts are based on templates and provide appropriate columns and spacing for the various content types. The *Sponsorship Event Schedule* section looks much like the *External News* section, and shows categories for the various events.

Yet another intranet section, *Video Central*, looks much like the *External News* and *Sponsorship Event Schedule* sections. This area shows titles and descriptions for the various video programs.



Pictured: The *Video Central* section looks much like the *External News* and *Sponsorship Event Schedule* sections, and shows titles and descriptions for the various video programs.

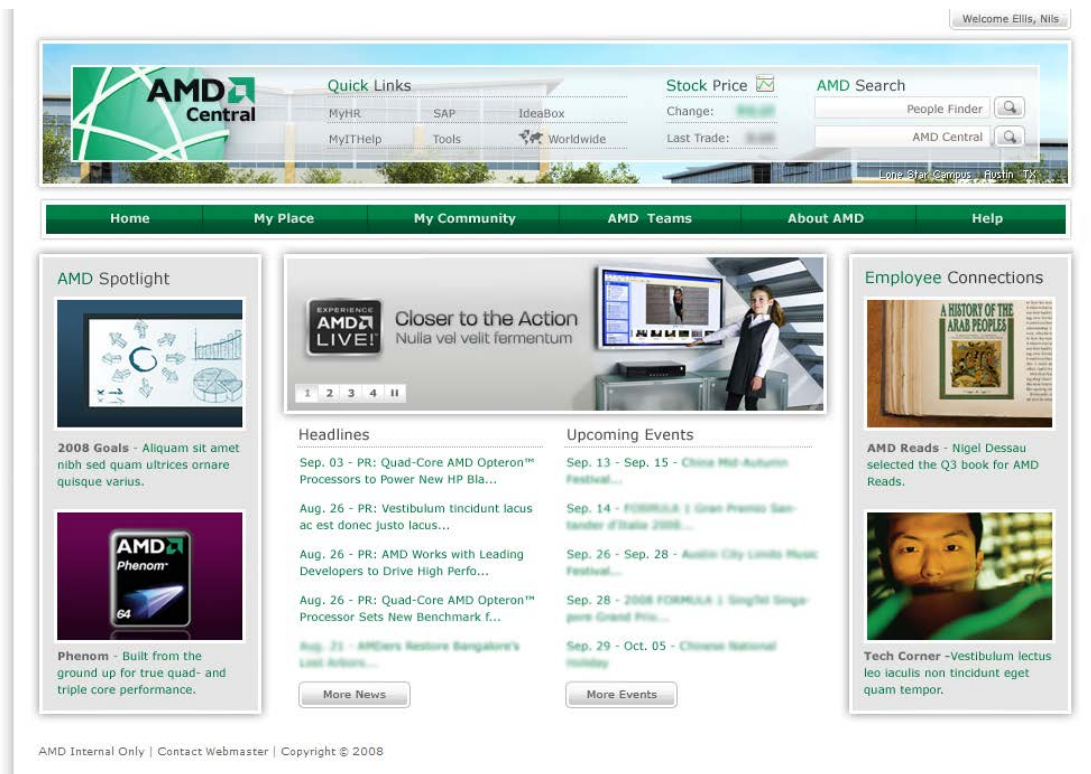
The AMD intranet's communication tools and productivity enhancements help the community and were all created within an incredibly short timeframe. Some teams clearly thrive when dealing with an accelerated schedule.

BACKGROUND

"The AMD intranet was set up over seven years ago as a means for sharing information between departments and teams and across the enterprise," says AMD's program manager Andrea Werzner. The site was developed in HTML and ASP.

According to Werzner, the original site grew organically to include links to sites that were housed on servers within departments and outside the IT intranet server environment. "The AMD Central Intranet project was started to bring all AMD intranet sites into one clean, organized site for easy access and maintenance," she says.

The new AMD Central intranet is backed by MOSS. "It has allowed us to lay our design over the system functionality for easy page building," says Werzner.



Pictured: The homepage for AMD Central, the new AMD intranet. The page's key functionality gives employees the latest news and events information and the most relevant content. The six most-used employee links are located in the top navigation under *Quick Links*. The top navigation also offers easy access to stock information, intranet site search, and *PeopleFinder*, AMD's people search tool. *AMD Spotlight* highlights corporate news items, while the *Employee Connections* section promotes employee-related news and information.



Pictured: The old AMD intranet homepage. The team set out to improve upon this look with the site redesign.

INTRANET TEAM

Currently, there are three full-time employees devoted exclusively to supporting the intranet. A group of part-time graphic designers, content managers, and developers also support the site as needed. Department owners maintain their own sites on AMD Central using the MOSS CMS.



Pictured: The AMD intranet team. From left to right (front): Andrea Werzner, Nils Ellis, Richard Calderon; (back) Dana Baldwin, Robert Nellis; missing from photo: Renee Irion.

Governance

Site governance lies with the Employee Culture & Communications (ECC) team, with input from key areas such as HR and IT to help constantly improve the intranet experience.

This placement has been beneficial for the site's growth. "The placement of the intranet with the ECC team has meant that the intranet has been set up to be a true communication tool in its newest form," says Werzner. "The latest news and information appears prominently on the AMD Central homepage. Care has also been taken to ensure that great vehicles for employee communication and culture building were set up on AMD Central." These vehicles include online employee forums and blogs.

"The ECC team has ensured that the new intranet is more than just a news source, it is now an online community hub that feeds the growth and spirit of AMD," says Werzner.

Prior to its placement within the ECC, ownership of the site was within the Internal Communications team. This team became the ECC team. Originally, this group consisted of a few full-time employees—program manager/editorial lead, a

writer/program manager, and a content manager to maintain the site. “Individual departments maintained their own sites, with support lent to them by the Internal Communications team, as needed,” says Werzner.

Working with Agencies

While Werzner’s team executed the design concepting on its own, they relied on an outside agency to take that concept and make it work within the MOSS backend. Werzner and her team owned the design, program management, and project management and analytics/usability activities before working with the vendor Catapult to apply the required tools and design to the system backend.

“Catapult applied the final design created by AMD team member Nils Ellis to the front end of the MOSS platform and took a Microsoft application to a new level that even Microsoft has lauded as a great example of their product being customized to fit an enterprise’s brand and style needs,” says Werzner. Specifically, Microsoft has recognized how Catapult implemented the idea of pulling the *My Place* data into the top navigational drop-down menu.

“No one was able to achieve this before us and it has proven to be one of the most functionally significant and popular elements used by employees,” says Werzner.

“Catapult was also able to allow us a two-level drop-down navigation menu without the use of fly-out menus—which is the out-of-box behavior provided by Microsoft,” she says, adding that user data showed that their employees disliked fly-outs. Because they wanted to give employees “the ultimate user experience,” they had to find an alternative approach. “This meant customization, and Catapult was able to deliver,” says Werzner.

GOALS AND CONSTRAINTS

The mission behind the project was to launch a redesigned AMD intranet for North American regions leveraging the MOSS platform. And the goal was to do this within six months.

“If you looked at AMD Asia’s, AMD Germany’s or AMD USA’s intranet, you would have thought you were on a completely different intranet on each,” says Ellis, the project’s art director. “One of my biggest goals was to standardize the look and feel while keeping the design accessible for all of our regions.”

Other planned enhancements included:

- More organized and user-friendly site structure
- Streamlined site look and feel
- Enhanced community tools including blogs, forums, and calendars
- Improved search functionality (searching page content as well document folders)
- Make latest news and events prominent on the intranet homepage for easy communication and access

Resources

As mentioned previously, the AMD intranet team is small, but through their committed effort, they were able to deliver a big project in a limited amount of time. “Our team was very small, but mighty,” says Werzner. “And, with additional after-hours efforts, was able to deliver the intranet for the requested launch date.”

TIMELINE

The MOSS implementation project took six months to complete. This included two months for planning and four months for implementation and execution of a 2,000-plus page/asset site. This also included functionality to enable employees to create their own personalized intranet section.

"It was a very aggressive timeline that was met due to the effort produced by the team," says Werzner.

Key Project Milestones:

- **August–September 2007:** Planning site structure, basic design concepts, and page templates
- **October 2007:** Design concepting and usability testing
- **November–December 2007:** Development of key features and templates
- **December 2007–January 17, 2008:** Testing
- **January 18, 2008:** Launch

According to Werzner, the key challenge now is "keeping the creative vision in line with our new style guide." This takes into consideration their distributed content model where sites are owned and maintained by department owners within the MOSS backend.

USERS

AMD intranet users fall into three broad groups:

- **Marketing and sales employees** use the AMD intranet to find online tools, book travel, and locate contact information for fellow employees in both local and international offices.
- **R&D and manufacturing employees** use the intranet to access online tools, industry standards, and online research materials, and to collaborate together and share information with the rest of the enterprise.
- **Corporate employees** in groups such as HR, IT, and finance use the intranet to share news and events with all employees, coordinate employee functions, and gather employee feedback via online tools and surveys. They also use the intranet to register employees for training classes and engage employees in online forums.

USER TASKS

The AMD intranet supports several primary user tasks, including:

- Search for staff
- View organizational news and upcoming events
- Locate an office
- Access HR system, IT help system, travel system, and various other online tools

- Search for the latest documentation
- Participate in online forums with other employees and management
- View and post responses to a company leader's blog
- Access fitness center activities and calendars
- View team or departmental information
- Review the company's culture, goals, and strategies
- Connect with and find regional teammates and regional office information

Welcome Ellis, Nils



Quick Links
[MyHR](#) [SAP](#) [IdeaBox](#)
[MyTHelp](#) [Tools](#) [Worldwide](#)

Stock Price
 Change: ▲ \$4.87
 Last Trade: ▲ \$4.88

AMD Search

[Home](#) [My Place](#) [My Community](#) [AMD Teams](#) [About AMD](#) [Help](#)

[50x15 Communications](#)
[Break Free Communications](#)
[Corporate News](#)
[Employee Culture](#)
[Executive Communications](#)
[Locations News](#)
[Internal News Archive](#)

[AMD CENTRAL](#) | [ABOUT AMD](#) | [NEWS AND EVENTS](#) | [INTERNAL NEWS](#) | [EMPLOYEE CULTURE](#)

High Marks for Sustainability

AMD Gets EPA Award, #3 Ranking Among Fortune 1000

6/23/2008

For years, AMD has been raising the bar for corporate responsibility, and the company's efforts are being acknowledged, awarded and celebrated by institutions across the globe.

AMD received one of the highest overall scores from Roberts Environmental Center of Claremont McKenna College in their Analysis of Sustainability Reporting of Fortune Companies in California.

The analysis evaluates the social responsibility reporting efforts of California's largest companies and scores them based on publicized reports, intent and performance of environmental and social sustainability efforts.

From the 2006 Fortune 1000 list, 104 California companies were evaluated, and AMD ranked third in overall scores. AMD ranks second in both environmental reporting and social reporting.

AMD received a perfect score of 100 percent accountability for Social Reporting. No other company received a perfect score in any category.

Although this is a geographically based analysis of corporate reporting, AMD's excellence in corporate responsibility has been recognized on national and global levels. AMD has received environmental awards in the U.S., China and more than six other countries.

[View the full report here.](#)

One for the books

In addition to recent awards, AMD's corporate citizenship activities were featured in a recently published book, *Beyond Good Company*. The book highlights a group of large companies, including AMD, that lead in forward-looking corporate citizenship.

The book uses real examples of how existing businesses are pioneering methods to bring the importance of social responsibility to the forefront of corporate thought.

The authors, Bradley K. Googins, Phillip H. Mirvis and Steven A. Rochlin, reference AMD strategies, innovations and standardizations throughout the book in order to illustrate how the best companies integrate profitability and corporate responsibility.

Beyond Good Company applauds the evolution of AMD's Environmental, Health, and Safety report, which has become a broader corporate responsibility report, the use of an Issue Analysis, which identifies strengths, weaknesses and opportunities for social responsibility efforts, and AMD's effect on social change through the 50x15 campaign.

The book hails the 50x15 program as "a significant corporate social innovation that draws on and helps to build AMD's technical prowess, partnering skills, and global reach."

"This has got to be both good for business and good for the world," AMD Chairman and CEO Hector Ruiz is quoted as saying. "We have a historic opportunity to take the remarkable influence business has in the world and leverage it not just to fatten our balance sheets, but to end poverty. Educate a new generation. Bring affordable healthcare to millions. Slow global warming. Prevent cancer or eradicate disease."

Co-author Googins is executive director of the Center for Corporate Citizenship at Boston College, of which AMD has been a long-time member. AMD participated in a critical research study at the center that analyzed how companies are managing this new paradigm.

"We learned a lot from other companies, and we were really able to examine ourselves internally and see what our strengths and areas for improvement are," said Allyson Peerman, vice president of public affairs at AMD.

[Learn more about Beyond Good Company here.](#)



Reed Content, pictured with Kathleen Hogan, Director of the EPA's Climate Protection Partnerships Division, receives the 2008 Climate Protection Award on behalf of AMD on May 19, 2008.



AMD in China is one of five companies awarded the Suzhou Clean Production Enterprise medal by Suzhou Economic & Trade Committee and Suzhou Environmental Protection Bureau on June 6, 2008.

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Pictured: A sample news story. The story page includes a left navigation linking to the major news categories. The story appears in the center of the page, with a box to the right that offers images, captions, and lists of related links or stories.

DESIGN PROCESS AND USABILITY ACTIVITIES

Various motivations might fuel the desire for an intranet redesign, but the actual project is often launched due to some larger organizational event. In AMD's case, that event was a corporate merger. "AMD had recently acquired ATI, so it was essential to merge all relevant content for both companies and provide a consistent look and feel," says Ellis. "We also wanted to make sure we didn't alienate our new ATI team members!"

Surveying Users

To get started, the team did some online surveying of users—asking questions about the existing site to gauge their satisfaction and look for areas to improve. They often asked about specific, commonly used features of the existing site. The survey also included open-ended questions to encourage employees to comment on what they would most like to see in a new intranet.

"Employees shared their frustration with the site structure and also said they had a hard time finding new information," says Werzner. "Search was also a pain point as it did not consistently work on the old intranet."

The team posted the surveys globally on the intranet to gather employee data/feedback. With this information in hand, Ellis set out to create the new site design. These initial surveys also helped guide the initial build of a few prototypes that the team would later employ in user testing.

Developing a Design Approach

Ellis says his initial approach to any project is to immerse himself in the product or service he is designing for. And this project was no different. "I wanted to discover the little details that we can make better or incorporate into the design," he says. "AMDers had a very strong opinion about the old intranet... and had great information on how to make their workdays easier and hopefully more entertaining on some levels."

He started with three design approaches: one conservative, one middle-of-the-road, and one that was more progressive; the middle-of-the-road design ultimately won.

"The most consistent elements across all three was more of a modular design based on a tight grid," says Ellis. "The old intranet was a typographical nightmare with little thought given to the small details. I spent a lot of time with our Microsoft vendor to tweak the templates and styles to be as tight and consistent as possible across the site." Because the new site would be on the MOSS platform, this step was critical to the project's success.

Some of the challenges Ellis wanted to address included making the site styles both easy and bulletproof to ensure that the site owners didn't "blow their sites up." He also took great care to keep as much content above the theoretical "fold" as possible. "So I decided to incorporate as much relevant and useful content in the header as possible," he says.

Testing the Prototypes

In addition to involving the users prior to kicking off the design project, the team also brought users in for usability test sessions on the prototypes as they were being developed.

"Our team art director created several prototypes for a new homepage and site structure," says Werzner. "We ran two rounds of usability testing with an agency and asked the testers to provide feedback on the new site elements and structure."

The team then used that feedback to refine the new design.

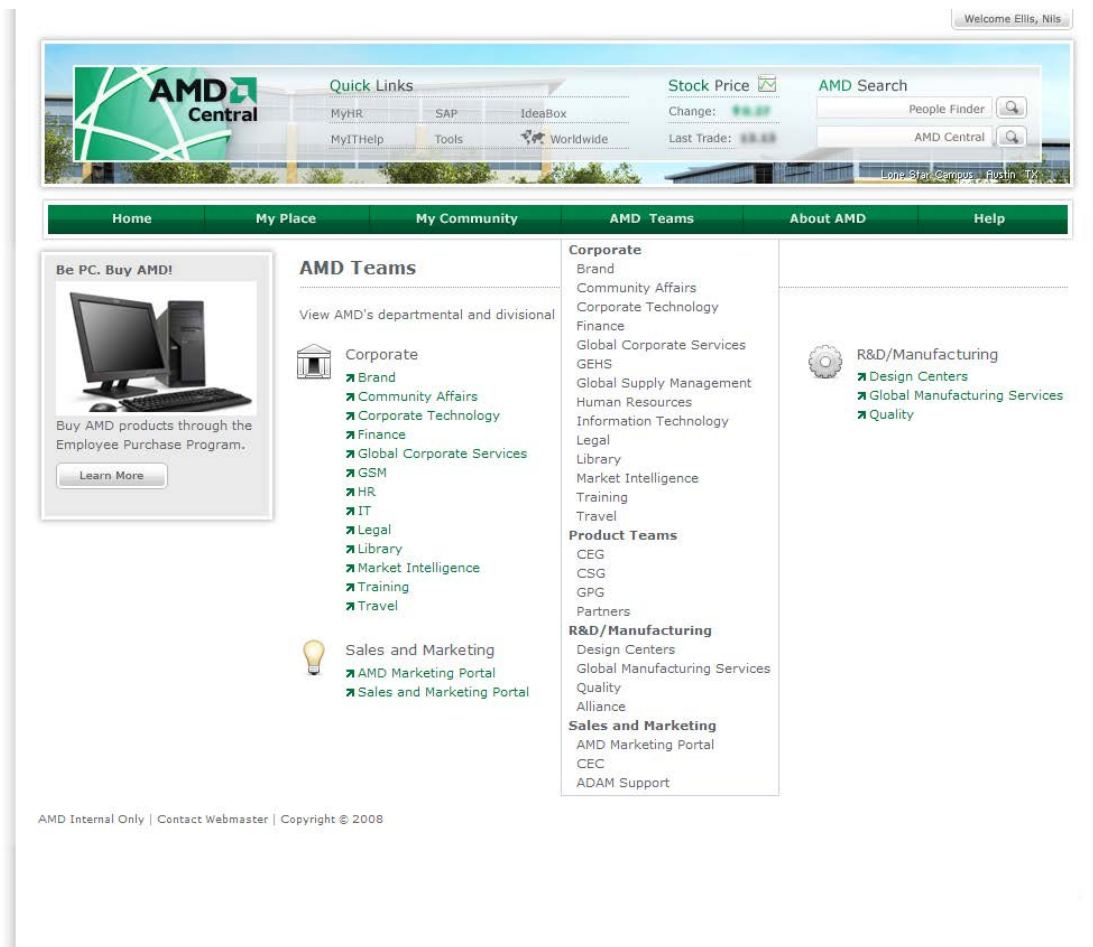
Testing New vs. Old

Team members also conducted a comparison test, exposing users to both the existing site and the new site design. They conducted the tests using an online discussion panel moderated by a third party. "We had one English-speaking online panel and one German-speaking online panel," explains Werzner. "The participants in both were guided through a series of the same questions and viewed potential layouts to gauge their reaction to the each layout and the proposed site structure."

"We included a screenshot of the old intranet in the usability testing done on the prototype design to gauge the testers reaction to the old versus the new design," she says.

Participants were also asked to view the old intranet and give feedback on its look and feel, as well as its pros and cons. The third-party agency moderating the test tallied the panel results and presented them to the design team for consideration as they were choosing the final design and finalizing the site structure.

The comparison showed that the tested users found the new intranet easier to navigate and the new design more engaging. "A few testers noted that they liked the *Quick Links* section," says Werzner, adding that in the new design, it was located in the top navigation and thus available on any intranet page. "On the old intranet design, a few links were on the homepage for easy access, but disappeared on all internal intranet pages."



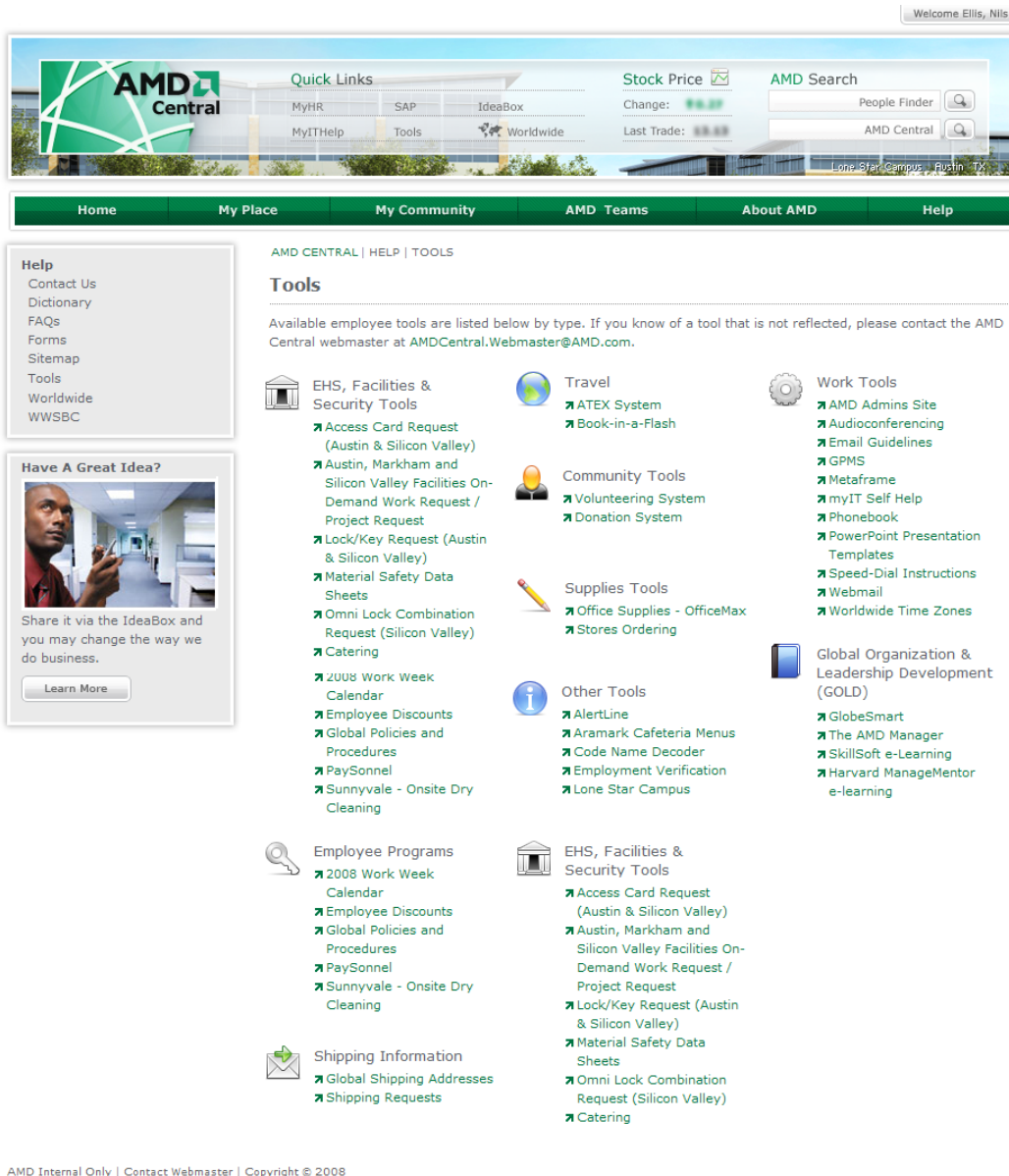
Pictured: A hub page for the *AMD Teams* section. The page has a drop-down menu with sub-sections and nested sites by section.

Listening to Feedback

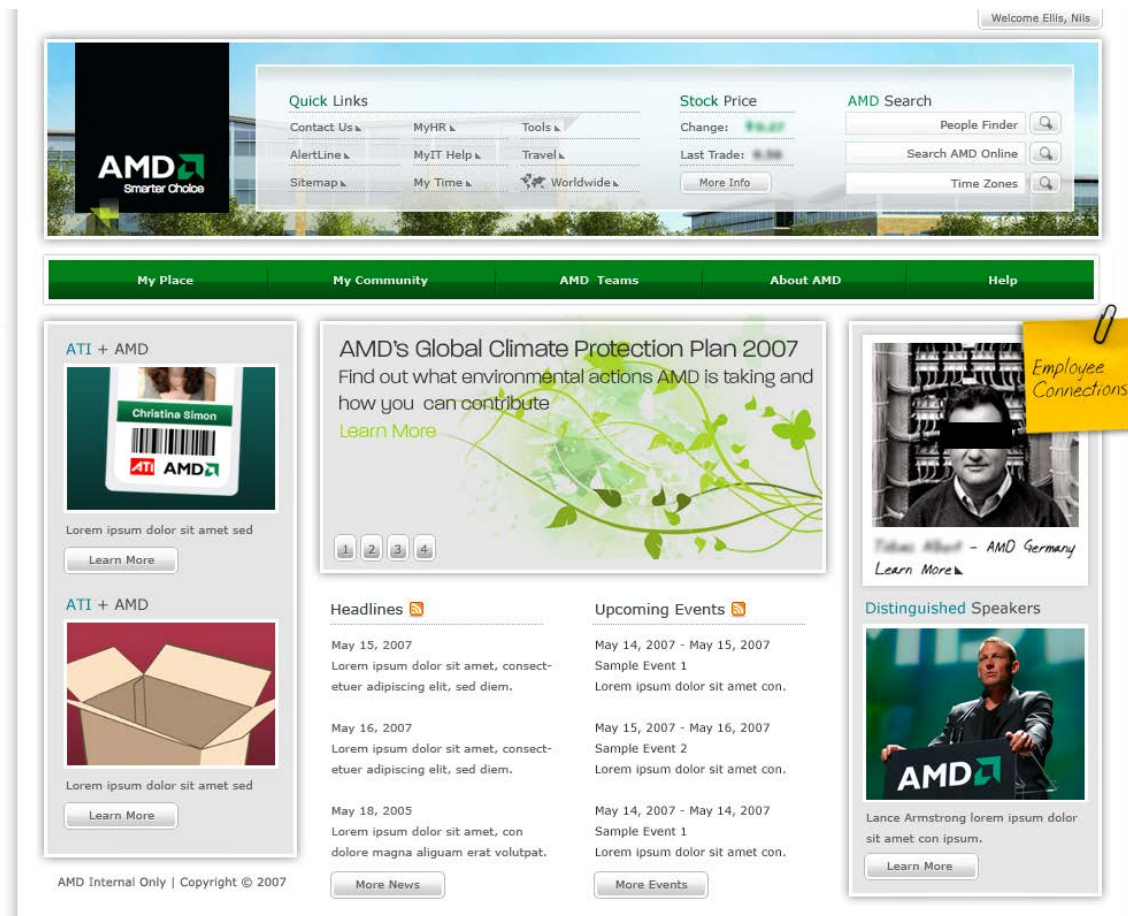
User feedback from the test sessions encouraged the design team to set aside some ideas they had for the homepage because users simply weren't on board with the ideas. "One of the features I really wanted to offer initially was more user-generated content and interesting offerings on the homepage like an employee spotlight or audio player featuring AMDers with bands," says Ellis.

"Surprisingly, users didn't seem to have any interest in this," he says. But users are actually often willing to put aside gratuitous or "fun" features in favor of more functional items. And that was the case at AMD.

"They really wanted a more utilitarian approach to the new intranet to streamline daily tasks," says Ellis. "I took this into account a lot more after usability. Even when I did develop more interactive and visually stimulating content, I leaned more on the side of functionality than any real high art design."



Pictured: The main screen for AMD's *Tools* page. The intranet team gathered links to key online tools to make them easily available to employees in a central location.



Pictured: A homepage layout that the team put through usability testing to garner employee feedback.

URL AND ACCESS

AMD Central can be accessed at <http://amdcentral.amd.com> and the site is set as the homepage in employees' browsers. Remote access is available via VPN from any computer with Internet access.

TECHNOLOGY

AMDCentral was built using MOSS with Microsoft Web Content Manager. The Web server architecture consists of two types of front-end Web servers: one index/application server, and two database servers. The servers run Windows Server 2008 as the operating system.

SEARCH

MOSS comes with an enterprise search engine that includes capabilities for configurable relevance, best bets, search scopes, and advanced search. "This is a great improvement from the search engine included within SharePoint Portal Services 2003," says Werzner.

As a sister site, SearchAMDCentral.com was built on the MOSS search engine and has its own unique branding. Across AMDCentral and SearchAMDCentral, a third-party vendor, Hitbox is used to track traffic and search result activity.

Tracking and Growing Search

"SearchAMDCentral is on the same server farm as AMD Central but on another MOSS site because we intended to grow search to include more than just intranet content," says Werzner. "We wanted to expand it to include collaboration team sites and eventually employees' profiles as well. With all that varying content to search, we thought it best to have its own website for reference." They also went with what she calls a simple "Google-esque" layout for the search pages to keep the focus on the search process and results.

"It's a layout unlike anything we have on AMD Central proper," she says.

The organization uses Hitbox reporting behind the intranet because, Werzner says, "it's an enterprise tool that allows us to set up campaigns tracking particular Web elements in conjunction with one another."

The out-of-box reporting with MOSS functions well, she says, but they don't have the same campaign functionality as with Hitbox. "Hitbox actually allows us to view the percent of click-throughs on any given page for all links and images," she says. "This gives us additional insight into what are popular elements on the page and which result in an increase/decrease in click-through activity."

Using the Results

Werzner says that the team tracks the number of visitors to the site/pages, the click-throughs on links and images, the average time per visit, the most followed links/stories, and the most-visited sites/content. Based on this traffic data, they change page layouts and site navigation. "For example," she says, "we ran a report on popular search terms after our launch and found employees were often looking for more information on AMD's new Austin, Texas, campus named 'Lone Star.'"

Based on that demand, they decided to add a direct link to the Lone Star sub-site under the *About AMD Locations* menu in the top navigation drop-down.

"This gave people direct access to the Lone Star site without them needing to first visit the *Locations* sub-site," she says. "As a result, we noticed a drop in the number of 'Lone Star' keyword searches."

It's not enough to simply track search results and monitor traffic; you have to put that data to work to make search more useful. Search data can also provide guideposts as sites grow. "Traffic monitoring is very helpful as we grow the site," says Werzner. "We are able to ensure that the site structure, navigation, and page elements are meeting their original needs. If they are not, we can tie data to each element and then make a decision on changing layouts and site structures accordingly."

CONTENT MANAGEMENT

Both content and document management are handled by MOSS. "One of the best new features within Microsoft Office SharePoint Server 2007 is its fully integrated Web content management system," says Robert Nellis, senior consultant with

Catapult Systems. Formerly a stand-alone product, "Microsoft Content Management Server was rolled into MOSS 2007 to provide a Web content management capability to the portal product," he says. Like the other parts of MOSS, the CMS is built on .NET technology.

"Tracking changes in this environment is easy," says Nellis. AMD uses two mechanisms to keep an eye on the changes. "Since the documents and Web pages within the intranet are versioned, we take a look at previous versions and—with the tools available to us—we can visually see what changes have been made," he says.

"Additionally, for pages and documents that we want to keep a closer eye on, we set up e-mail alerts so that a few key people are notified any time the document or page in question is modified."

AMD's intranet team has designed page templates for users to create pages and enter content. The templates cover a wide variety of page types, including: department pages, campaign pages, news pages, and event pages.

Along with these templates, a template guideline was created and distributed to site owners to help them understand each template's intended use.

"It is extremely easy to enforce and distribute the templates," says Nellis. "Once the templates are created, they are not immediately available for use to the general public." First, says Nellis, site owners select the templates that they want their content managers to use. They then add those templates to the library for general use.

Security for AMDCentral is what Nellis calls a "very granular model." Part of this model is the definition of security groups whose purpose is to hold content managers (CMs) and grant them appropriate design permissions. "For example, there is group that grants content management rights for the *AMDTeams* Web site and a different group that grants such rights for the *AMDReads* site," he says. "Each of these groups have different members, so the CMs for the *AMDReads* site do not have such permissions on the *AMDTeams* site, and vice versa."

This model allows for decentralized control, thus removing the burden from the intranet team.

FEATURES

Intranet features can do many things. They can improve work efficiencies. They can support mission critical tasks. They can even add value to the business. The features on the AMDCentral intranet provide a good selection of each.

Team favorites:

- **The ability to promote certain items.** This is accomplished on the site's homepage, in what Werzner calls "a very visually appealing way," via promo images and text. "This is not necessarily a technical feat," she says, "just a really cool concept."
- **The top navigation banner's rotating background image.** "The background image rotates on each page load," says Werzner. "This is a great way of showcasing different AMD locations and other items of interest."
- **The site's *My Place* section.** This is an employee-customizable section with a direct link in the top navigation. The section lets employees add links to the

tools and Web pages they frequent to do their jobs. The links are then displayed in the top navigation drop-down menus whenever the employee visits the intranet.

Mission critical tasks:

- **MyHR** is an SAP-based tool linked from the intranet. It supports general employee life (time reporting, expenses, benefits, and so on).
- **MyITHelp** is a tool linked to directly from *Quick Links* that puts employees in online contact with the IT HelpDesk to request work and report issues.
- **AMD Video Portal** is a new feature that houses internal videos and communications for easy viewing and access companywide.

Features that add the most value to the organization:

- **My Place.** This intranet section is in the top navigation and is customizable for each employee. *My Place* lets employees add links to the menu, which will then appear in the top navigation drop-down menu on future visits.
- **Blogs.** Blogs were set up to allow key management figures to share experiences and thoughts with employees and engage them in productive dialog.
- **Site search.** The enhanced search lets employees quickly find the most relevant content for their search term. It also offers “best bets” for commonly searched terms.
- **Calendars and events roll-up.** Monthly calendar views let groups post events for employee viewing and signup. An overall corporate calendar rolls up to the homepage to quickly display key corporate events to employees.

Detailed Navigation

- Overview
- My Personal Information
- My Address
- My Emergency Contacts
- My Family Members
- My Paycheck
- Benefits Overview
- Beneficiary Information
- My Bank Information
- My Tax Information
- **My Timesheet**
- My Employee Profile

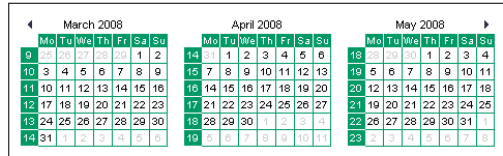
Alert

Please wait while your Timesheet is being loaded. Do **NOT** click "My Timesheet" link again. Do **NOT** use the browser "Back" button.

Portal Favorites



▼ [Hide Calendar](#) ► [Show Worklist](#)



■ Rejected ■ Excess Time Recorded

Weekly View

Week from to

Working Times Recorded from Monday, May 26, 2008 to Sunday, June 1, 2008.

Rec. Cctr	Att./abs.type	Premium no.	Total	MO, 05/26	TU, 05/27	WE, 05/28	TH, 05/29	FR, 05/30	SA, 05/31	SU, 06/01
	Act		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	<input type="checkbox"/> VACATION (0018) ▾	<input type="checkbox"/>			8	8	8	8		
	<input type="checkbox"/> WORK TIME (0012) ▾	<input type="checkbox"/>								
	<input type="checkbox"/> HOLIDAY (0017) ▾	<input type="checkbox"/>		8						
	<input type="checkbox"/> ▾	<input type="checkbox"/>								
	<input type="checkbox"/> ▾	<input type="checkbox"/>								
	<input type="checkbox"/> ▾	<input type="checkbox"/>								
	<input type="checkbox"/> ▾	<input type="checkbox"/>								

Delete Row

Save as Template

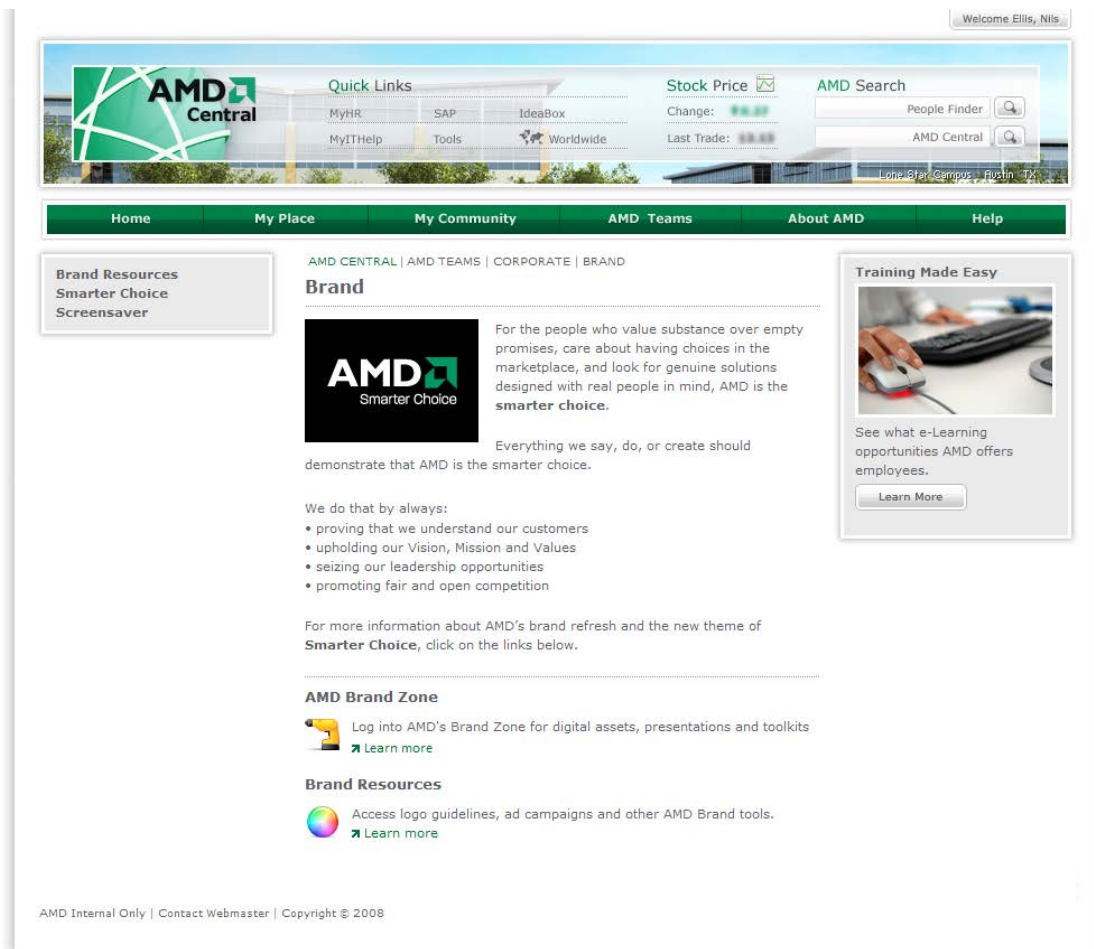
Refresh

[Previous Step](#)

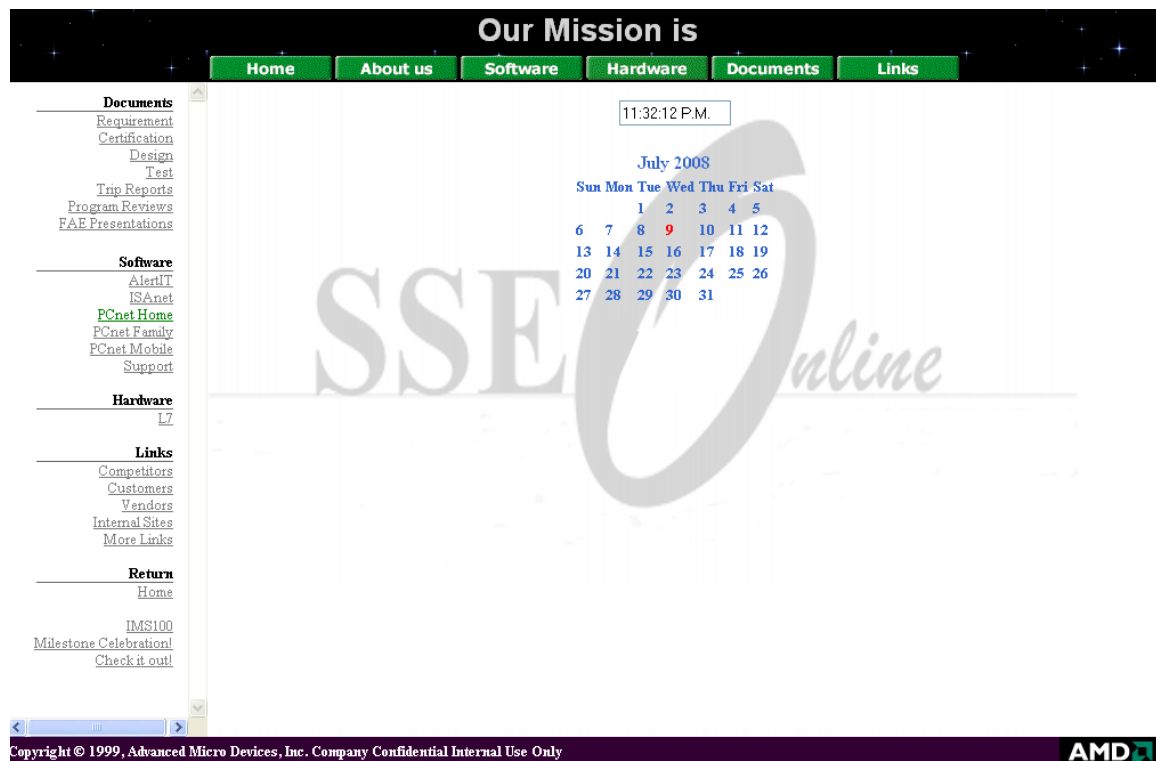
Review ▶

Cancel

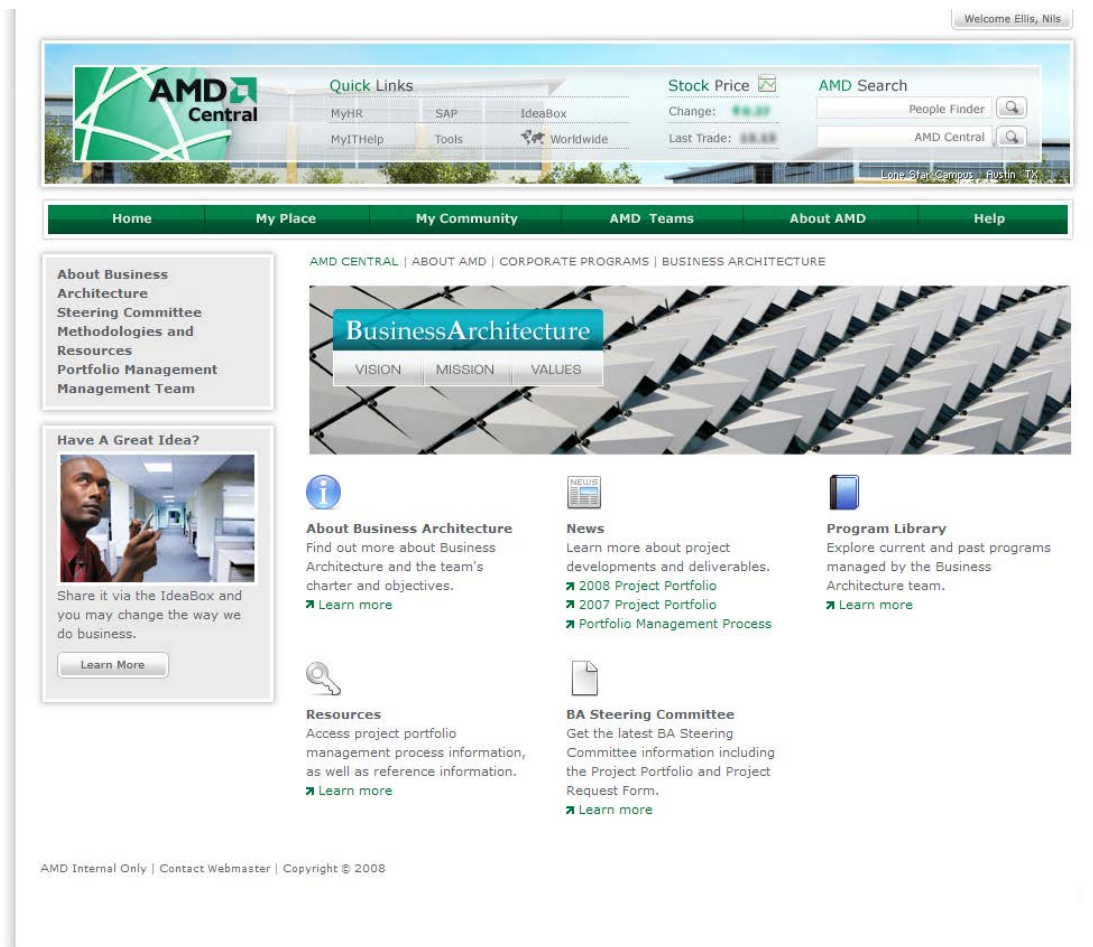
Pictured: The *MyHR* application. *MyHR* lets employees review—and in some cases, manage—their personal, pay, performance, and benefits information. The team planned and designed the application based on employee input.



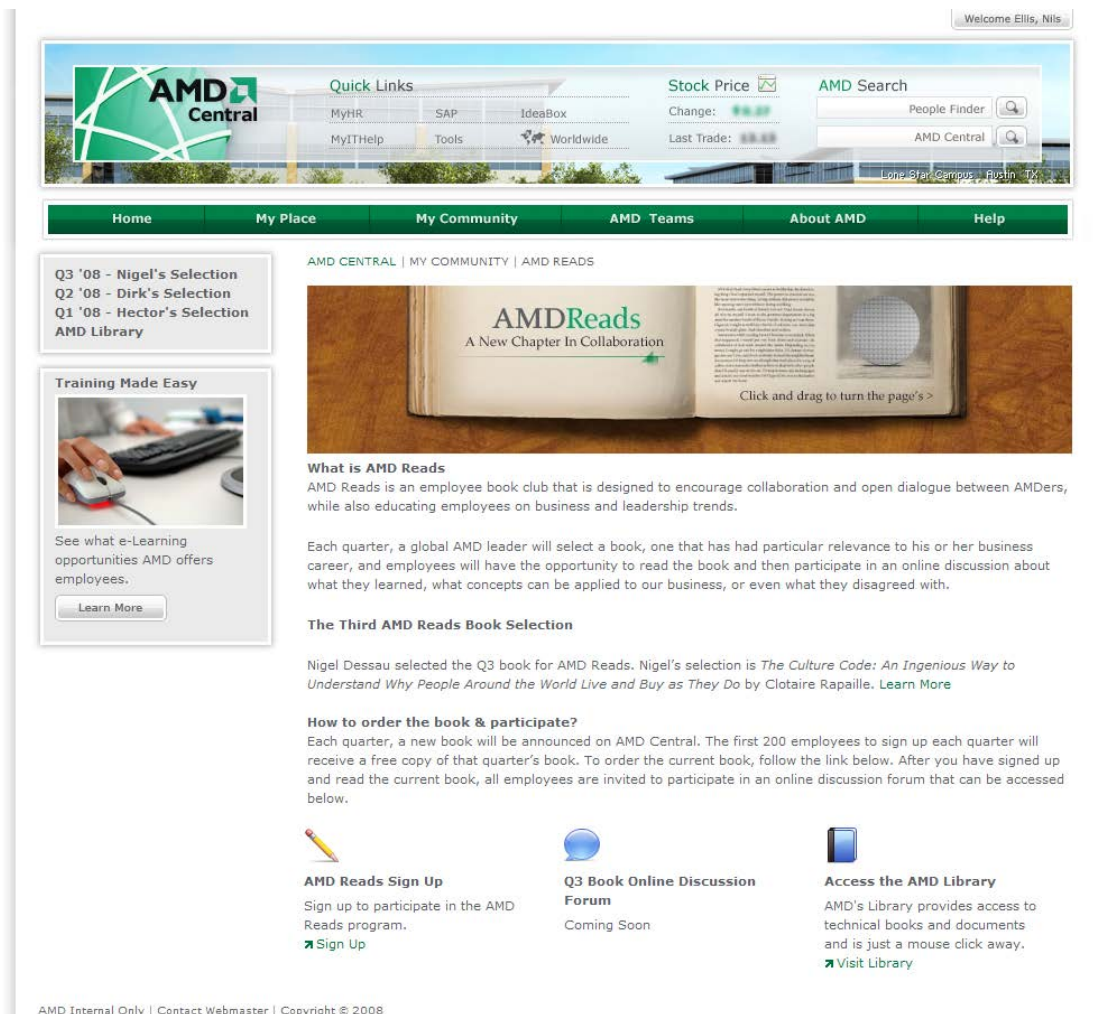
Pictured: A sample department page layout. The layout includes a left navigation bar; a main body of text with introductory text and image; and a series of icons and links to important department sections. This layout also includes a promotional box on the right side for department use.



Pictured: A department page from the former intranet. There is no left navigation and the style is inconsistent with the homepage.



Pictured: A campaign page layout for company initiatives. The layout includes a left navigation, a large banner image, and a series of buckets that include an icon, descriptive text, and links to important pages/documents related to the campaign.



Pictured: A second campaign page layout. This layout includes an interactive Flash banner at the top of the page, along with a left navigation and a series of content chunks that include an icon, descriptive text, and links to important campaign-related pages and documents.

Collaboration Tools

Closed Collaboration

Like the rest of the AMD intranet, a SharePoint tool also handles collaboration functionality. AMD has a separate Microsoft SharePoint collaboration environment, but the intranet links directly into it to allow for easy access to the collaboration sites.

The upside of having such collaboration sites is that it gives a locked down environment for teams to work on tasks together before releasing information to the general employee population. The downside is that many of these sites are locked down. "Although we link to them," says Werzner, "unless an employee has been previously granted access, they can't view the collaboration site."

Werner says the fact that collaboration team sites lock down is very important: it lets teams work together comfortably without the fear of releasing sensitive or draft content. Typically, the people trying to visit a collaboration team site via an intranet link have already been granted access.

"We rarely see complaints about the security around these links as we call-out next to each collaboration link that the site is locked down to team members only," she says. "We typically use a 'lock' icon to indicate secured sites."

The collaboration site links are popular within the teams granted access. "They like having the ability to work together on a document or project and then take their final work and publish it publicly on a department site/page on the AMD Central intranet," she says.

Open Collaboration

Collaboration tools are also used to promote a sense of belonging and community. *AMDReads* is a site where an AMD executive recommends a book to read each quarter; a discussion board gives employees who read the book a place to share feedback.

AMDBlogs is a collection of sites that enable select management team members to comment on items of interest. The posts are open to feedback from the general employee population.

Knowledge Management

The site doesn't utilize any specific knowledge management tools, but the team is working on rolling out wikis for future use.

LESSONS LEARNED

Key team members describe some of the lessons learned in developing AMD Central.

Andrea Werzner, program manager:

- **A tight timeline = more overtime.** The AMD project was executed under a very tight timeline. Despite this constraint, it was delivered on time. Meeting the deadlines, however, came at a cost to the team. "The core team gave their all and put in whatever necessary hours were required over weekends, holidays, etc. in order to meet a much anticipated launch date earlier this year," says Werzner. "In hindsight, had we allowed ourselves more time to complete the project, we could have done it during more typical working hours. A great feat and team effort, nonetheless!"

Robert Nellis, senior consultant, Catapult Systems:

- **Include everyone who needs to be involved.** Keeping all the right people involved along the way was a critical factor for this intranet's success. "A project like this takes the involvement of your design team, your brand team, as well as your deep technical team," says Nellis. "The ability to bring all of those people together early is critical for a project of this scale and aggressive delivery schedule."

RESULTS / ROI

The AMD team achieved a variety of results from the new site, but the project's primary achievement is that employees are now better able to find online tools as a result of the site's improved navigation and enhanced search functionality. This is a big win, of course, because if employees can't find the tools or information that they need, then even the most beautiful and functional site is not a success.

Werzner said the two big factors in getting top-management support for the intranet redesign were the team's commitment to improving overall employee productivity by making tools and information more easy to find, and enhancing the overall employee culture at AMD. They accomplished the latter, she says, "by providing an online environment where collaboration and interaction were key to employee happiness and, ultimately, our company's success."

After the project was complete, the users weighed in with accolades for the new site. "We had one employee write in who had been on maternity leave when we launched the site," says Werzner. "She said the new intranet was a pleasant surprise and she'd already added links that she used in her job to her *My Place* section, visited the updated *Management Directory*, looked at one of the new blogs, and participated in an online intranet Scavenger Hunt Contest we'd put together to help introduce employees to the new site.

"That's when we knew we'd achieved our goal: Employees could find what they were looking for and also discover new culture and communication items as well," she says.

Other results include:

- Increased involvement by departments and teams in using the intranet as a vehicle for news and information sharing.
- Information is more up-to-date as site owners and employees are taking a more direct role in maintaining department and team sites.
- Employees have shown through comments and feedback that they find the new intranet more engaging and, as a result, are more involved in participating in online activities.

Environmental Resources Management (ERM) (2009)

Using the intranet

ERM is one of the world's leading providers of environmental consulting services. Its 3,500 staff members in over 140 offices in more than 40 countries are committed to providing a consistent, professional service to leading business and government clients, offering innovative solutions to manage environmental and related risks.

Headquarters: ERM doesn't have a single head office; board members are based in various locations around the world.

Number of employees the intranet supports: 3,500

Locations: Last year, ERM worked in 161 countries.

Annual sales: US \$638.5 million gross (year ended March 2008).

Design team

Bonnie Cheuk led the overall design of the intranet, informed by a user-oriented Sense-Making Methodology. The design team includes four additional core people.

Members

Bonnie Cheuk, global head of information and knowledge; Roddy Fiddes, global knowledge facilitator; Philippa K. Smith, global knowledge facilitator; Karen Perkinson, global knowledge facilitator; Christopher Long, systems analyst; Andrew Arvidson, global technical lead.

SUMMARY

Imagine being a consultant and having the knowledge of every other consultant at your organization just a click away. The intranet team at Environmental Resources Management (ERM) made this idea a reality for employees in the realm of environmental consulting services.

The intranet, *Minerva*, supports 3,500 international staff members located in more than 140 offices in more than 40 countries. One potential issue with such a distributed workforce is that knowledge might be stored in countless silos across the organization. But adding visible and simple features as part of the intranet's infrastructure prevented this problem. In fact, designers implemented several inventive collaboration features to enhance consultant collaboration, ultimately enabling them to give the best service to their clients.

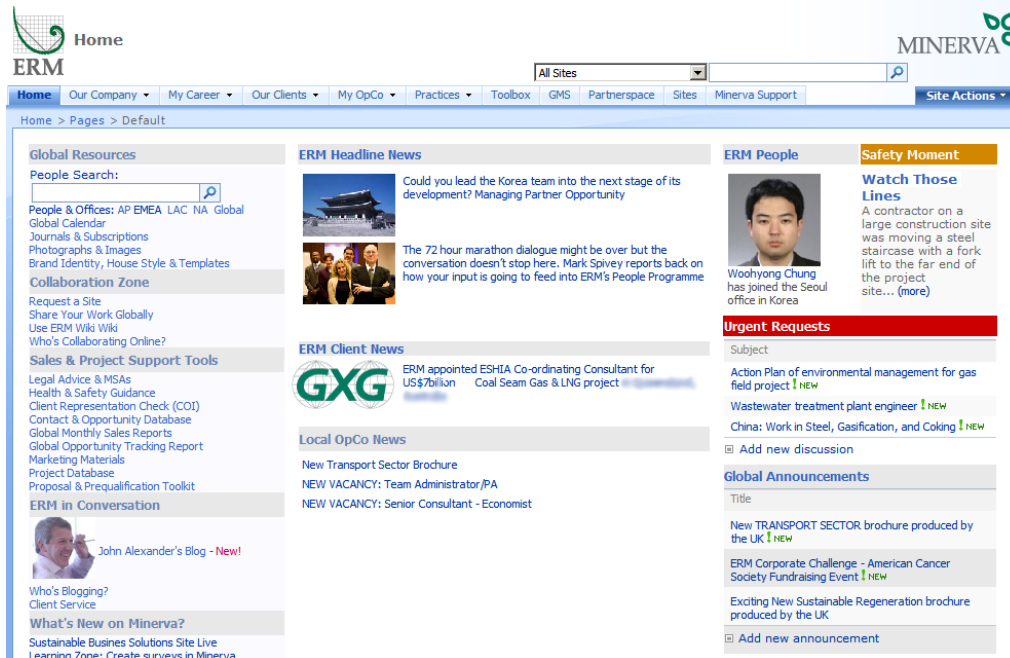
Beginning on the homepage, employees get various types of news, information about new employees, safety information, requests for knowledge, announcements, and links that serve as a gateway to a multitude of information and features.

When employees turn on their computers, they see the latest news about the organization. Good summaries and enticing images make the news attractive to read. Client news, below the main headlines, offers information to motivate people about client wins. This type of information can also give consultants and salespeople ideas for future sales offerings.

Introducing new consultants to one another is another feature *Minerva* offers. The HR group manages the *ERM People* section, which appears in the homepage's upper right content area. Here, the name and a picture of all new employees and their locations give other employees a snapshot of new colleagues. Clicking through the link allows people to read more about the new hires.

To the right of this feature is the *Safety Moment* section. ERM work can be quite dangerous if done carelessly. Dedicating a top spot to this section on the homepage

reinforces upper-management's commitment to safety for both workers and customers.




Pictured: The ERM intranet homepage offers various types of news, information about new employees, safety information, requests for knowledge, announcements, and links that serve as a gateway to other information and features.

The homepage's *Safety Moment* section leads to an area that lets employees share ideas and tips for on-the-job safety. The articles are short and simple. The writing is straightforward, telling a short story about a safety-related incident. Also, while it might provide details about a problem, it does so in a non-accusatory style. For example, one story tells of a forklift getting caught in some temporary power lines when the driver had to raise his forks higher than usual. But, rather than being severe, the writer empathizes with the driver, saying that this particular situation "required the driver to raise the forks near their maximum to keep them off the ground," while at the same time emphasizing that doing so was not good safety practice and should not be mimicked.

Later in the short article is a section titled *What did we learn and how can we prevent this from happening again?* A bulleted list outlines better safety practices for employees to follow. It then mentions the author's name and location.

At the end of the article, there is an invitation for users to share their own safety moments. This call to action asks: *Does anyone have a similar situation that you would like to mention for our benefit? Post a reply to this blog post.* The *Add Comment* section offers a *Title* and *Body* field for people to write their comments.

Finally, at the end of the post, there is a more formal reminder about the intranet's health and safety section: *Visit the Health and Safety Website on Minerva for guidance.* In addition to providing an inline link on that site's name, it gives users a link to a contact person to add a *Safety Moment* article.



H&S Moment

ERM

All Sites

Advanced Search

Home

Our Company

My Career

Our Clients

My OpCo

Practices

Toolbox

GMS

Partnerspace

Sites

Minerva Support

Site Actions

View All Site Content

Categories

Category 1

Category 2

Category 3

Add new category

Safety Moments

Safety Moments Archive

Add new link

Links

Alert Me: New Post

Alert Me: New Comment

Photos

Archive


Archive (Calendar)

Add new link

Home > Our Company > Global Support Services > Health & Safety > H&S Moment > Posts > Watch Those Lines

07/07/2008

Watch Those Lines



A contractor on a large construction site was moving a steel staircase with a fork lift to the far end of the project site. The staircase was attached to the fork lift with a sling and required the driver to raise the forks near their maximum to keep them off the ground. The fork truck operator had a laborer act as a spotter for him and began their trek across the site. Half way there, the raised forks got tangled in some temporary power lines that were feeding the construction trailers and began pulling them down. A safety officer ran out of the trailers shouting and was able to stop them from proceeding to pull down the power wires. Luckily, a breaker tripped at the transformer station across the street and prevented the operator and his spotter from being electrocuted or harmed. The power company was called and the electrical lines were repaired.

What did we learn and how can we prevent this from happening again?

- The use of the sling and raising the forks to their near limit was not the best safe work practice to move the staircase.
- The temporary power lines for the construction trailers had no visible flags or signage to warn personnel of their presence.
- Although the operator was trained in fork truck operations AND he was using a spotter, this did not prevent the accident from happening.
- Assess the pathway of any equipment that exceeds a height of 10 feet for aerial obstacles.

This Safety Moment was contributed by Bill Abraczinskas from RCM MidAtlantic.

Does anyone have a similar situation that you would like to mention for our benefit? Post a reply to this blog post.

Visit the [Health and Safety Website](#) on Minerva for more guidance. Please [contact Joe Baker](#) if you would like to submit a H&S moment.

Posted at 22:59 by [Julie Shuck](#) | [Permalink](#) | [Email this Post](#) | [Comments \(4\)](#)

Comments

Stop, hey, look up, look down, look all around

It happens far more than you think- I just did a site project where more than half the incidents and accidents involved the forklifts... and all of the staff had the training records, sign in sheets, inspection logs etc. I also did have a forklift strike an overhead line on a project I worked on in California many years ago. Absolute focus and attention is needed. The WARN process should assess the risk for moving a piece of equipment as well, and the spotter should always have the way ahead cleared. Overhead obstructions and power lines are one of the easiest to spot- and thus avoid.

[Tony Campbell](#) at 10/07/2008 05:14

SSC... & more

It is vital to consider overhead power lines and other obstructions when doing SubSurface Clearance prior to investigation and remediation activities.

I well remember a near miss on a site where the field geologist followed the SSC procedure to the letter yet failed to notice a high voltage cable running above the proposed drilling location. Fortunately a colleague did stop it before the rig was positioned or raised but it was a powerful reminder that obstructions and services are not just buried underground.

Look up, look down, look all around!

[John Waters](#) at 10/07/2008 10:01

Pay attention to voltage

An important item to remember when working around power lines is to increase the distance of your no-entry zone as the voltage in the lines increases! The higher the voltage, the farther away you need to be...you dont necessarily have to touch lines either...under the right circumstances, electricity can arc to your location even though you are not in physical contact.

[Jim Tatman](#) at 10/07/2008 16:48

Good one...

Jim,

It is important to understand that concept. Here is some quick FYI...I recently had to look up OSHA on working near power lines and they state that you should stay 10 feet away from power lines of 50,000 volts or less and add 1 foot for every 10,000 volts above 50,000...

[William Abraczinskas](#) at 10/07/2008 18:16

Add Comment

Title

Body *

Pictured: The *Safety Moment* articles discuss a real safety moment and how to prevent similar issues in the future. The writing's tone is helpful and non-accusatory. Users can respond to the stories and share their related comments, as well as click a link to the website's safety section.

ERM consultants often face highly complex environmental issues. Rather than resolving problems in a vacuum, consultants are accustomed to using the intranet to ask for, and offer, help and expertise. The homepage's right-most column lists the three most recent help requests under the red *Urgent Requests* banner.

This feature has proven to be highly successful. In addition to having people share ideas more often, the posting area has reduced the amount of worldwide e-mails requesting assistance by 99%.

Several factors contributed to making this feature so well received.

- The feature was needed. Consultants need to reach out to other offices to learn and streamline their own work.
- Consultants want to help each other. Everyone likes to share good work they've done, especially if it can help a co-worker and, ultimately, the overall organization.
- People refer to the feature frequently and send in comments. In fact, people have come to expect responses from others within 24 hours of their posting. If there were a lot of requests that were never answered, who would ever write them again?
- Any employee can submit an urgent request, making the feature inclusive and popular.
- Reviewing and creating requests is a simple, visible process; people are not deterred from using the feature because it's too hard. Employees can add a request via an easy link on the homepage called *Add a New Discussion*.

The *Urgent Requests* area allows users to view, sort, respond to, and submit requests. People can choose subjects from a drop-down, and can view the subject, submitter, number of replies, and last updated date.

Home > Urgent Requests

Urgent Requests

Do you have an urgent request that you wish to communicate to other ERMers? Submit your request here. We recommend that you set up an **alert** so you know when someone has posted a reply. Use the "Actions" button and then choose "Alert Me". The Knowledge Sharing team will help route the request to the appropriate ERMers and follow up with the requestor to ensure useful information and documents being exchanged are posted on to the appropriate areas on Minerva.

View: **Subject**

Subject	Created By	Replies	Last Updated
Count = 660			
Asbestos Abatement Assistance	Geni Stevens	0	03/07/2008 17:26
Ex-Situ Soil Thermal Mercury Desorption	Jeff Stear	0	03/07/2008 16:36
Mining Auditors	Allan Truong	4	04/07/2008 11:30
EU Nitrates Directive	Marc Geens	3	03/07/2008 17:55
Phase 1 and Phase 2 work at a harbour	Craig Sheridan	2	03/07/2008 11:13
Molten Iron Gasification	Thomas Numbers	2	01/07/2008 17:37
Is there specific regulation related to epichlorohydrin discharge (in the wastewater)?	Jessie Wang	6	02/07/2008 07:48
Wet-Stack Water Droplets Simulation (from coal-fire plant)	Jacopo Signorini	3	03/07/2008 11:52
Please share your experience in IPO (Initial Public Offering)	Liqiang Ma	3	01/07/2008 15:23
Treatment of water with high suspended solids	Matthieu Cardonnel	1	27/06/2008 22:38
STI SP001 standard - looking for copy	Daryl Beardsley	2	01/07/2008 04:44
Looking for Wastewater Treatment Unit Inspection Plan and Waste Evaluation Plan templates for a plating facility.	Lyndsey Alm	2	27/06/2008 15:48
Safety Training in China and India	Bernie Evans	8	26/06/2008 16:52
Refinery Waste Inventory and Characterization of heat exchange bundle cleaning solids and crude oil tank bottom sludges...Please Read!	Allison Gosselin	3	25/06/2008 14:38

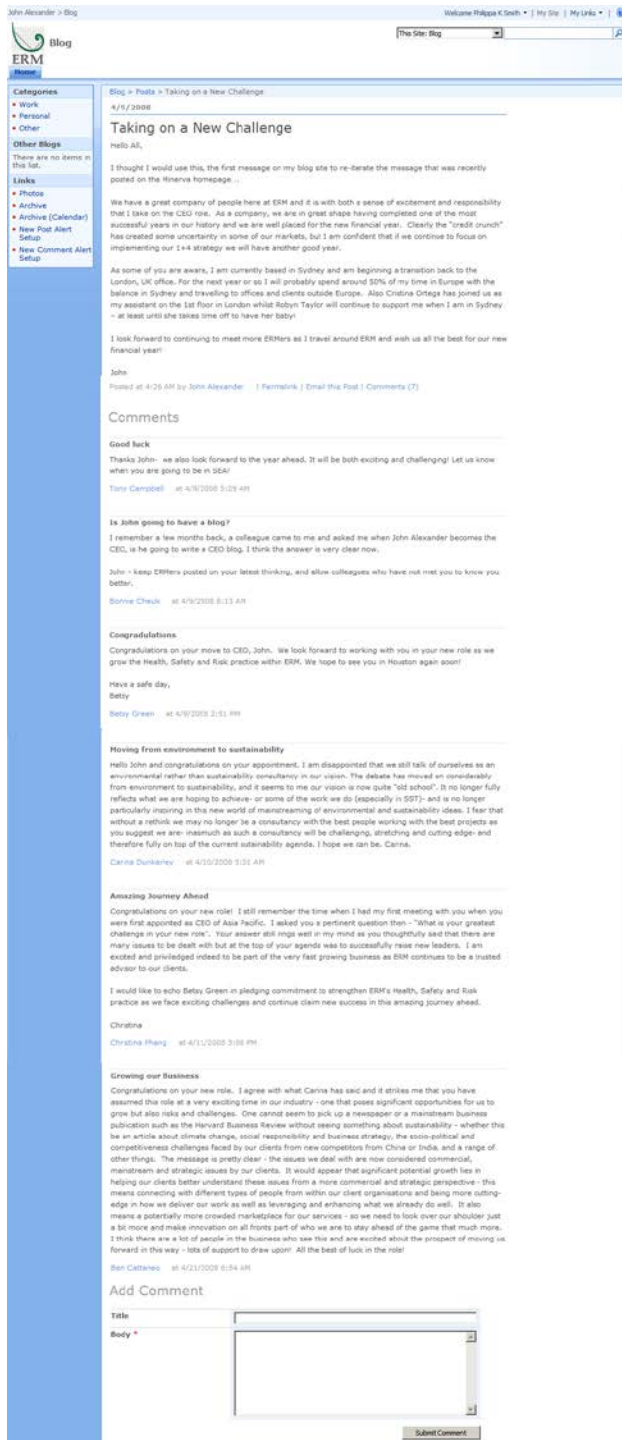
Pictured: The *Urgent Requests* area of the intranet allows users to view, sort, respond to, and submit requests.

While very valuable, *Urgent Requests* are not the only way the intranet's users can start a discussion or make a request from the entire workforce. The designers recognized that some requests and notices might be less urgent, but equally important. If users want to communicate with fellow employees without clogging the e-mail pipes, they can post a *Global Announcement*. This un-moderated announcement feature is visible on the homepage along with a link to *Add new announcement*.

So, ERM's intranet users can add and read announcements as well as timely information. And there is more. There is vision. This takes shape in *ERM Conversation*, a blog by CEO John Alexander. Every two weeks, Alexander updates employees about business direction or invites people to challenge the status quo. Alexander's goals are to encourage dialogue and give staff members insight into who he is and what his goals are for the organization. Having his letters posted as blogs enables people to read them at their convenience—and when they're most ready to take in the messages.

In the upper left hand corner of *ERM Conversation* is a summary of the current blog, plus a small picture of Alexander. Hits to this blog spike whenever the newest posting is highlighted on the homepage, with the word *New* next to the title.










Clicking on the *John Alexander's Blog* link leads to the latest post, which also features links to past blog entries. People can easily post a comment to the blog. All comments are visible to all users, and no anonymous postings are allowed.



Pictured: Every two weeks, the CEO takes the opportunity to update the employees about business direction or invite people to challenge the status quo. He posts these as a blog rather than e-mails so employees can read them at their convenience, when they are most ready to take in the messages. Employees can also respond to the blogs via a simple form.

The CEO is one of several leaders who take advantage of the ERM intranet as a two-way communication tool. For example, in addition to a personal blog, the company's people director set up *I'm Listening*, a special 72-hour marathon dialog with the entire staff to discuss what it's like to work at ERM and how to continually improve things.

Many people responded. All of their responses showed up in a list, with their pictures next to their postings.

	Sawetha Rouzan Communications Manager Europe, Middle East & Africa	From day one I have been inspired by the passion people have for what they do, whether they are consultants or working in a supporting role – and wherever in the world I might be I always end up meeting someone who knows someone who works for ERM!	I know I have been working with Mark and Bonnie in making this dialogue happen so I am pretty close to the topic, but what the bar shows me is that we are doing more than just talking about people being the foundation of the company. We need to be as open as possible about activities and communicate this as best we can so that people continue to feel a sense of ownership for the company and be proud to say they work here.	Do you think there is a clear career path for ERMers working in supporting roles?
	Pete Regan Chairman North America	ERM is unique in a million ways. One of them is that we are a curious and adaptable group of People...that is, even though the world is changing all around us, we continue to adapt and evolve everything we do. All of us get tired of the constant change (inside and outside ERM) whenever I go ERMers seem enthusiastic about our collective direction and the path we have chosen to get there.	By the way, if it's rock and roll you are after, you gotta start with Stevie Ray Vaughan!	With all of the things that we have to do to continue to drive and improve our People programs, where are you going to start?
	Ken Weiss Director	Where else could you make friends around the world? Even if some of my friends don't appreciate really excellent rock and roll. For example, a friend of mine recently begged about Pink Floyd and Dark Side of the Moon (one of the more amazing rock concept albums of all time).	The truth about Dark Side of the Moon is that The Dark Side of the Moon album spent 741 consecutive weeks (14 years) on the USA-based Billboard 200 album chart, the longest duration of any album in history.[2] Additionally, the album holds the record of spending the highest amount of time on the Billboard charts, staying there for more than 1,500 weeks (almost 29 years). It is one of three albums tied for the claim of second highest selling album globally of all time, selling forty million or more units. [3] In addition to its commercial success, The Dark Side of the Moon is often considered to be the group's defining work,[4] and is still frequently ranked by music critics as one of the greatest and most influential albums of all time.	What do you listen to? ABBA?
	Mark Spivey Global HR Director Europe, Middle East & Africa	As we approach the final furlong, I'm feeling a little reflective as per my blog: -> http://intranet/ERM/9999/personal/mark_spivey/Blog/default.aspx		
	Coco Chen Office Administrator Asia Pacific	I'm sure there's a joke in there somewhere. Knowledge sharing is not a difficulty in ERM. People are willing to help each other and their responses are so quick and efficient. I feel ERM is really a big family.	I am based in Sichuan, China, which the terrible earthquake struck in May. I feel very warm when I learnt the responses from ERMers all over the world.	Have you ever been to China or even Sichuan before?
	Min Zhao HR Manager Asia Pacific	The supporting team here at ERM China is very supportive and growing up very fast. We work as a team and deliver team work. As in the fast pace of the global economy especially in China, we really need excellent team work to deliver high-quality services to both of our internal and external customers	Orientation program, management workshop, business trip	What is your perspective for the career path of the supporting staff with ERM. Most of them have been with ERM for a long time (5-12 years), especially in China, we have a very young and loyal team who are working at ERM everyday to respond to our professionals internally and externally.
	Douglas McLaughlin Director Asia Pacific	As a newcomer to ERM I am impressed by the genuine commitment to staff training, the excellent tools that connect ERMers, the timely and thorough responses to URGENT REQUESTS, the world class expertise in the Climate Change Core Team available to all OpCos!, the passionate commitment of colleagues to support one another to meet and exceed our client's expectations, integrity in the workplace, safety consciousness, and our response to the earthquake in Sichuan.	Orientation programme, Minerva, GHS Portal, Webex, Carbon Blizzex, late night phone calls, assistance (big time) with carbon neutral proposal, happy clients, laughter and team building and winning the orienteering challenge at Moganshan using cross-team collaboration, care and concern for ERMers in Chengdu and giving from the heart!	Along the lines of the "Safety Moment" section of Minerva why not consider an "HR Moment" (or equivalent) to showcase exemplars of collaboration that inspire and motivate?
	John Waters Managing Director Europe, Middle East & Africa	We have great people committed to serving our clients. We are getting better and better at working collaboratively to meet our client's needs across the globe. Most of recognise this is still work in progress. Sometimes we stumble, but there are some fantastic examples of partners and colleagues supporting each other to deliver the best of ERM to our clients.	When I first joined ERM 10 years ago, inter OpCo collaboration was the exception rather than the norm. Now I can think of numerous proposal and project teams that reach out for support beyond their OpCos and receive excellent help. I love working with colleagues around the region, and beyond, to make this happen.	Transfers from established to a smaller OpCos can be a win-win situation. They provide an experienced resource in a fast growing location and a new development challenge and exposure to cultural differences for the individual. Yet, they are painful for all parties to arrange. What are we going to go to do to make this a smoother and more effective process?
	Manuel Ortiz Operations Director Latin America & the Caribbean	It gives you a chance to (and also lets you face the challenge of) interact with many different people, from many different places and cultures and deal with many different environmental, health, safety, social and other issues. It is almost impossible to get bored here, something very important for people always wanting to learn more.	Within a month I think I must have met and/or talked to ERMers from 10 or 20 different OpCos in all four regions doing project work for aquaculture, chemical, manufacturing and infrastructure related clients, as well as marketing work, practice development, meeting clients, preparing proposals, doing admin stuff, etc. etc. If the wasn't enough, we get to learn too from new technologies and processes: GHS, Minerva, PIC-ERM reviews, enCEED, etc. etc.	(Long comment followed by the question) He said, a greater cultural awareness and cultural intelligence would be an asset for ERM employees. Most of the time something that is seen as a defect in a culture is also an asset (two examples: 1. time flexibility in meeting

I'm listening

Thanks to everyone for continuing to post their thoughts on Minerva.

As well as the comments that have been placed here, I've also received a number of e-mails from ERMers with suggestions about various issues that we need to address in order to improve our current approach. I know that it can sometimes be uncomfortable to make suggestions about improvements, particularly in a public forum, but I would like to encourage these so that we can start to build an understanding of what we need to be focusing on. As a result, we've updated the feedback form so that instead of just asking me a question you can also make a suggestion about any idea that you have around improving what it's like to work at ERM. I look forward to hearing from you. If you'd prefer to e-mail me directly, please feel free to do so.

In terms of some of the questions that have been posed recently, the easy questions to answer are around my travel plans; I'm hope to head out to AP in August for the PT induction session and I haven't yet been to China but hope to do so soon. In terms of what we are doing to make it easier to move our people around the network, we are just starting some work to re-energise the formal transfer/secondment policy so that all ERMers understand how the company will support them in working outside their home country, in parallel with finding a way to share details of our resource requirements so that we can better match supply and demand. And as far as intercultural awareness is concerned, I agree that we would all benefit from understanding some of the differences between national cultures and we're already doing some thinking around what this might look like in practice.

Please do keep the comments coming in.

Posted at 5:11 AM by Mark Spivey | Permalink | Email this Post | Comments (1)

6/30/2008

How do you have a conversation with thousands of people?

I'm just back from an "Open Evening" at my daughter's school. We're going through the process of working out which school we would like her to go to in a year's time, which involves us taking her to visit a number of different schools and trying to work out which one will be the best for her. These events take place in the evening and tonight, in the process of trying to put her to bed, my daughter deployed the classic diversion technique of trying to engage me in conversation: she asked me what I was going to do before I went to bed. I told her that I was going to start a conversation with thousands of people across the globe - at which point she told me to stop being silly and asked me to leave.

Pictured: The people director's 72-hour *I'm Listening* dialog enticed responses for many employees.

While manager's blogs are important, the intranet team also realizes the potential of individual knowledge sharing. Enabling everyone, not just the CEO or managers, to blog shows the organization's commitment to hearing from everyone and sharing ideas. Thus, all staff members are encouraged to use the ERM wiki. There is no approval process, so employees can immediately create and use their own pages.

The screenshot displays the ERM intranet blog interface. At the top, it shows the user 'Derek Tomlinson > Blog' and a welcome message for 'Philippa K Smith'. The left sidebar contains navigation links for 'Categories' (Work, Personal, Other, LNAPL), 'Other Blogs' (no items), 'Links' (Photos, Archive, Archive (Calendar)), and an 'RSS Feed'. The main content area shows three blog posts:

- Post 1:** Titled 'In the beginning... (Density)', dated 8/8/2008. It discusses the acronym LNAPL (Light Non-Aqueous Phase Liquid) and its density relative to water. The post includes a definition of density and examples of LNAPL densities for gasoline, diesel, and fuel oils.
- Post 2:** Titled 'Common LNAPL Misperceptions?', dated 8/7/2008. It lists common misconceptions about LNAPL, such as its behavior in wells, plume movement, and saturation characteristics.
- Post 3:** Titled 'LNAPL - Everything you wanted to know but where afraid to ask...', dated 4/18/2008. It addresses common questions about LNAPL, including its phases (air, water, NAPL) and how it interacts with the formation matrix.

Each post includes a 'Posted at' timestamp, the author's name, category, and links for 'Permalink', 'Email this Post', and 'Comments'.

Pictured: Any employee can use the ERM intranet's wiki to create a blog. There is no approval process, so users can launch their blogs immediately.

Employees can publicize their blogs on the *Who's Blogging* page, a directory of blogs at the organization. This directory shows the name of the blog, the URL, and the blogger's name and job title.

A link to *Who's Blogging* appears on the homepage under the CEO's blog link. If users choose to publicize their blogs, they can find instructions for doing so in the right-side margin on the blog directory page.

Home Welcome Philippa K Smith | My Site | My Links | 62

ERM Blog Directory MINERVA

Home Our Company My Career Our Clients My OpCo Practices Toolbox GMS Partnerspace **Sites** Minerva Support Site Actions

View All Site Content Recycle Bin

Home > Sites > Blog Directory

Strategy Blogs

John Alexander's Blog

Service Excellence Blog
It's happening all around ERM: PIC-PM
How the Austin, US office is redesigning its space to meet client needs
Guest Blog: UK Manchester Office Service Excellence Approach

Practices & Innovation Blog
Malcolm's updated Blog - 6 June 2008
Malcolm's Blog

Practice & Sector Specific Blogs

SIR Blog - Dick Brown
Is Technology Evl?
Battelle, What and Why
Make new friends but keep the old

Energy & Climate Change Blog
What's New?

Risk Blog - Malcolm Hutton
Risk Management Site - A top ten hit!!
Reaching out to all ERM risk practitioners!!

ERMBloggers

URL	About this Blog	Blogger	Job Title	Edit
Notes from a Graphics standpoint	Graphics in today's world and how to make life a little easier for people.	Eleanor Knopfle	Senior Graphic Designer	
LNAPL Blog	Discussion of the new light non-aqueous phase liquid (LNAPL) paradigm	Derek Tomlinson	Senior Project Manager/Engineer	
Anything Filipino	Debbie tries to satisfy the increasing hunger of her colleagues to know more about the Philippines, one blog entry at a time.	Debbie Yasay	Consultant	
Steve Laking's Blog	Thoughts on working at ERM in the UK	Steve Laking	UK MD	
The FeldBlog	Ruminations on life in ERM and the M&A practice.	Alan Feldbaum		
Richard's Blog	Software tips, data quality, technology, and whatever else piques my interest...	Richard Tallent	Consultant	
Mark's Blog		Mark Spivey	Global HR Director	
Jeff's Blog	Communication, Strategy, and Presentation	Jeff Gorham	Strategic Communication Manager	
Melinda's Blog	Knowledge Sharing . . . Atlanta Mtg . . .	Melinda Stephens		
Roddy's Blog	Bits of Minerva, bits of what's out there on the web, new tools, Web 2.0, Sharepoint, Gumbles about Microsoft....	Roddy Fiddes	Knowledge Manager	
Amy's Technical Writing Blog	Numerous tips on technical writing that I have compiled, composed, and corralled from various sources over the years	Amy Grant	Technical Editor	
Robert's Blog	Robert's Blog.....	Robert Kloepler	Principal Partner	
Nicole's Blog	GIS.....	Nicole Clerici	Consultant	
Patrick's Blog	Libya.....	Patrick Arnell	Libya Director	
Sarah's Blog	Coastal Clean Up.....	Sarah Wood	Project Engineer	
SST Blog	SST Blog.....	Keryn James	Principal Partner	
Cathy's Blog	Cathy's Blog.....	Cathy Adams	Office Manager	
Greg's Blog	Nanotechnology	Greg Wolfe	Senior Project Manager	
Tom's Blog	Tom's Blog.....	Tom Whitehurst	Partner Principal	
Zoe's Blog	Tales of relocating from London to Cape Town	Zoe Day	Consultant	
Soo Ting's Blog	Soo Ting's Personal Blog	Sooting Chung	Project Consultant	
Jacquie's Blog	Archaeological Blog	Jacque Payette	Project Manager	
Elsie's Blog	Energy & Climate Change	Elsie Palabrica	Senior Consultant	
Bonnie's Blog	Updates on the Global Knowledge Sharing programme, Minerva and Knowledge Management	Bonnie Cheuk	Head of Global Knowledge Sharing Team	

[Add new link](#)

Bloggging at ERM

This page is a directory of current bloggers around ERM. It is not definitive and if you would like your Blog to appear in this list then please take the URL of your MySite Blog and add it as a link to this page - add a description if your blog has theme so others know what you are blogging about!

If you are new to blogging or would like to learn more about how to set up your blog and blogging etiquette at ERM click [here](#).

Manage your profile | Site Map | Knowledge Sharing Principles | How to use Minerva | Contact Us

Pictured: The *Who's Blogging* area serves as a directory page for bloggers on the intranet. Although blogs are not automatically added, people can easily add their blogs to this list.

In addition to blogging about topics of their choice, any employees who can articulate a clear business reason for doing so can set up a site for a specific project. They'll then receive a link to their new intranet area within three days. Such project areas let people participate in any number of project-related activities, such as assigning tasks using roles and a who's who list, sharing and reading news, using the project calendar, and managing documents.

The main page clearly outlines the project's goals as a constant reminder to keep all team members on track. The *Announcements* section houses the most current news for the team. The *Site Users* lists all of the people working on the project who use the intranet project area, and notes whether people are currently online and available for chatting.

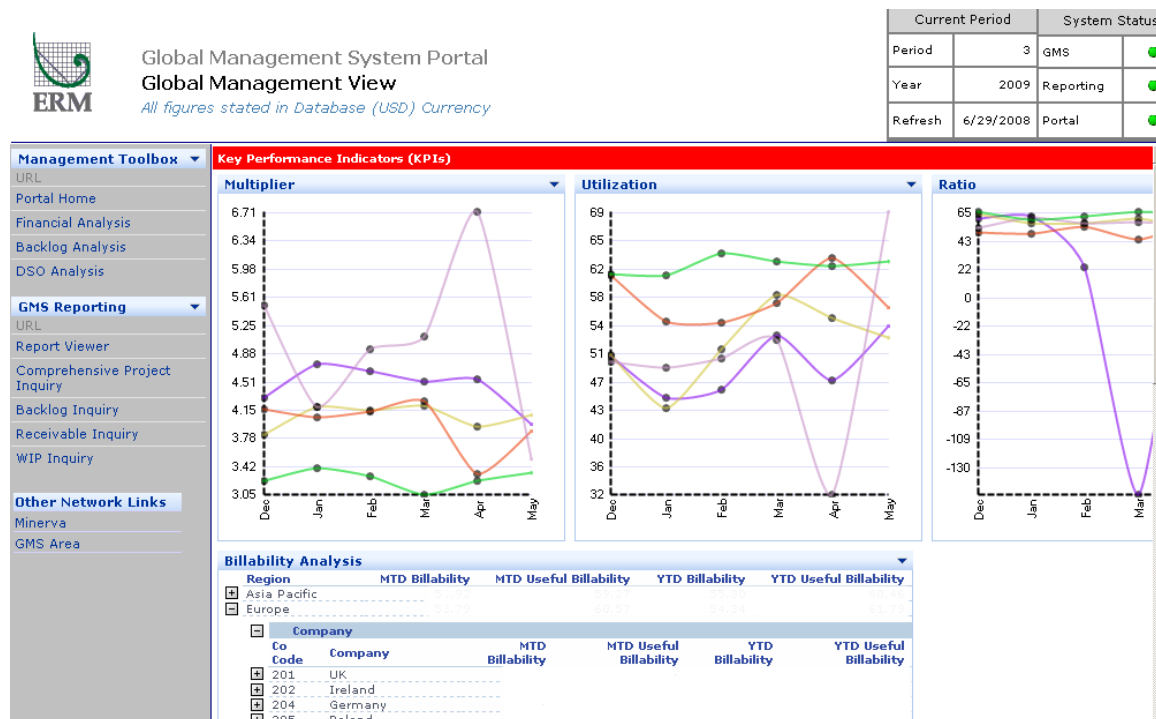
Using the *Documents* link in the left-side navigation, users can save any e-mails from team members or the client to a library, as well as create, edit, and track versions of any documentation required. The left-side navigation also lets users access and participate in discussions, view the calendar, and see the summary of team members.

The screenshot shows the 'GYG (Great Across Geography) Advisory Team' project site. The left sidebar contains navigation links: 'View All Site Content', 'Documents' (Project Documents, Project Wiki), 'Lists' (Who's Who, Calendar, Tasks), 'Discussions' (Team Discussion), 'How to use Project Sites', and a 'Recycle Bin'. The main content area includes the project title, logos for ERM and GYG, and a section titled 'What the client wants from this project'. This section states that clients want ERM to be better at dependably providing two things across geography: better insight into local issues and better delivery of consistent results. Below this, it says 'This team will help ERM figure out how to do that.' The 'Announcements' section shows two entries: 'Project Site Training' by Roddy Fiddes (dated 15/01/2008 09:03) and 'Welcome to your Minerva Project Site...' by Roddy Fiddes (dated 15/01/2008 08:54). The right sidebar contains a 'Site Manager' section with Jeff Gorham, a 'Documents Checked Out to Me' section with no items, a 'Links' section with a 'Project Sites Quick Start Guide' and an 'Add new link' button, and a 'Site Users' section listing online users (Bonnie Cheuk) and not online users (Carlo Alberto Marcolaldi, Colleen McCarthy, Ed Simek, Guy Matelli, Jeff Gorham, John Simonson, Mike Smylie, Paula Duncan, Scott Nadler, Thomas Meschede, Vincent Sauvaire, Vankin Guimarães) with an 'Add new user' button.

Pictured: Users can set up intranet project areas within three days. Project areas let team members communicate, make announcements, share and edit documents, view the calendar, and engage in other project-related activities.

Users can also view the *Project Accounting Portal*, which gives consultants an overview of a project's current status at a glance. The portal was custom built by the intranet team, and gathers current, relevant data from ERM's project management and accounting system. The data that users see depends on their job role. For example, global directors see overviews of all projects that fall under their purview. In contrast, first-level project managers see a detailed analysis of only their

particular project or projects. (The screenshot below, for example, shows global management data for a finance director.)



Pictured: The *Project Accounting Portal* gathers current, relevant data from ERM's project management and accounting system. Users see different data, depending on their job role. This screen shows an overview of global management data appropriate for a finance director.

As another example of a "social" feature, ERM employees were encouraged to submit photographs they took to compete for the chance to be featured the cover of the organization's annual report. And those who are not photographers could participate in this contest as well—as voters, rather than contestants. In June 2007, the intranet team launched a poll on the homepage to encourage all employees to vote for their favorite picture.

ERM's Annual Photography Competition



Something Missing? Your project photo could be the answer. Every entry will have the chance to showcase your work (and camera skills) in the 2008 Annual Review and on the ERM website. You can enter photos in one of three categories:

[Industrial](#)

[People](#)

[Other](#)



Click on the links above to see photos already entered in each of these categories.

Contact



Tanya Holmes
Corporate
Communications
Coordinator

Useful Links

- [How to take a winning photo](#)
- [Terms and Conditions](#)
- [Annual Review 2007](#)

How to Enter

Before submitting your entry you must ensure that the photo you are entering:

1. Relates to **ERM project work**
2. Is **not of sensitive or confidential projects**. If the client is unlikely to give permission for the project and photo to be used in ERM's external marketing materials your photo will be disqualified from the competition.
3. Submitted in **jpeg format and be of the highest resolution possible (ie 300dpi)**. If you have digital camera this means setting it for a minimum of 3 megapixels. If you can set your camera to take a higher resolution image then please do so.
4. Is the **original work** of the person entering the competition.

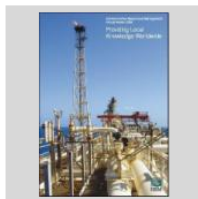
Email: Send your photograph to [Tanya Holmes](#) along with the following information:

- Category (ie industrial, people or other)
- Client name
- Provide a couple of lines describing your project ie what did ERM do for the client, why was the work undertaken and what were the benefits to the client?

All the cover options below are photographs taken by ERMers and relate to projects they have been working on.

To cast your votes [Click Here](#). On the next screen select your top three front covers and rate them according to your **1st, 2nd and 3rd** favourite choices. If you want to see a larger version of each cover click on the images below. Closing date for voting is 1700 GMT Friday 30th May.

New [Upload](#) [Actions](#) [Settings](#) View: [All Pictures](#)



☐ CoverOption 1



☐ CoverOption 2



☐ CoverOption 3



☐ CoverOption 4

Pictured: Employees participated in a photo competition for placement on the cover of an annual report. Employees also voted for the winner.

The ERM intranet started as the first product launched to support ERM's global knowledge sharing vision. It launched on 24 May 2007, and evolved according to changing business needs and user expectations. The intranet excels at collaboration features, not just enabling but also encouraging all employees to participate. The intranet team studied their users and found that their need to communicate coincided with upper-management's goals. The intranet designers exhibited patience, waiting until the market was right and introducing wikis and blogs only after the user

group was primed and ready for them. This intranet team is made up of great designers who see the big picture.

BACKGROUND

Minerva was launched in May 2007 as an effort to support ERM's global knowledge sharing vision. Since its launch, it has evolved according to changing business needs. Among the first wave of changes was a homepage redesign. Other changes reflect a gradual evolution: adding features to sites and developing content over time.

The initial roll out of the site was with Microsoft SharePoint 2007 as an out-of-the-box implementation.

INTRANET TEAM

The intranet staff comprises a core team of nine people:

- **Pete Regan**, CEO (2000 to March 2008), chairman (Apr 2008 – present), executive sponsor
- **Tom Whitehurst**, initial partner in charge of the intranet pilot programme
- **Bonnie Cheuk**, global head of information and knowledge
- **Roddy Fiddes**, global knowledge facilitator (administrator)
- **Philippa Smith**, global knowledge facilitator (training and change management)
- **Karen Perkinson**, global knowledge facilitator (communities of practice)
- **Christopher Long**, systems analysts (global financial system)
- **Andrew Arvidson**, global technical lead—portals and collaboration
- **Samantha Bouzan**, global communications manager
- **Christina Apostolou**, global knowledge coordinator

The core team is augmented with approximately 80 site managers and 220 knowledge champions worldwide. These team members work in partnership with the core intranet team to collectively manage ERM's intranet.



Pictured: The ERM intranet team: (top, left to right) Bonnie Cheuk, Pete Regan, Tom Whitehurst, Roddy Fiddes, Karen Perkinson; (bottom, left to right): Pippa Smith, Chris Long, Andrew Arvidson, Samantha Bouzan, Christina Apostolou.

Governance

The Knowledge Sharing and Communications (GKSC) Team is “owned” by ERM’s Chairman Pete Regan. The GKSC Team reports directly to Regan and works in partnership with (but does not report to) the Group IT and Group HR functions.

“The GKSC Team’s close alignment with the company’s chairman helps position the intranet as a rounded enabling tool which supports the overall business strategy,” says Bonnie Cheuk, global head of information and knowledge. “The independent status of the Global Knowledge Sharing and Communications Team allows it to be truly multidisciplinary and sends a message that this is about breaking down silos with the aim of delivering benefits for the company as a whole.”

The Minerva intranet team was originally established as part of the roll out of a Global Knowledge Sharing Program in 2006, led by then-CEO Regan. Cheuk was recruited as the global head of information and knowledge in order to establish both the overall ERM knowledge sharing strategy and how the intranet project would accomplish it.

The Evolution of a Platform

From September 2006 to January 2007, three team members—Pippa Smith, Roddy Fiddes, and Andrew Arvidson—focused on designing Minerva and getting the platform ready. When Minerva stabilized, Smith’s role evolved into training and change management to help introduce Web 2.0 features to support cross-team collaboration. Fiddes’ role evolved into understanding user needs and prioritizing change requests to further enhance and develop Minerva.

Minerva was officially launched on 24 May 2007. As it became more established (mid-2007), a new team member, Karen Perkinson, was recruited to advise on building communities of practice and ways to use Minerva effectively as an enabling tool to link up colleagues.

As Minerva became recognized as the one-stop shop to access company global resources, the Global Financial Management development team further enhanced the system and made it Web-based and fully integrated with Minerva.

Over time, Minerva was fully adopted by ERM staff and endorsed by senior leaders as the primary channel for internal communications, and the global internal communications manager became an official member of the intranet team.

External Resources

The intranet design was and is done in-house. An external development team was engaged only to improve SharePoint functionalities based on requirements developed by the in-house team in consultation with end-users.

Budget

Though the exact figure is confidential, according to Cheuk the annual budget for the ERM intranet is in the range of US\$500K–US\$900K per annum. This figure includes some IT infrastructure costs; additional costs are funded through the Group IT infrastructure budget.

Salaries for the five core team members are included in the budget range. Different offices across ERM fund the 80 site managers and 220 knowledge champions who support the core intranet team.

GOALS AND CONSTRAINTS

Minerva was envisioned primarily as a tool to support the organization's global knowledge sharing vision.

"We want everyone at ERM to be able to quickly tap into one another's expertise and access relevant information/documents in order to provide the best solution for our clients and to be successful in growing our own careers," says Cheuk.

The four specific goals of Minerva are illustrated in the cartoon below:



Knowing the importance of stating and communicating goals, the team commissioned an illustrator to create this cartoon. The strip was meant to summarize the goals in an understandable way, and act as a constant yet fun reminder to help keep the team focused.

Enabling Employees to Think for Themselves

"Minerva is designed to be a user-oriented intranet with the belief that 'employees can think for themselves,'" says Cheuk. "It enables employees to co-create meaning and have genuine dialogue on a peer-to-peer level and with senior managers."

To facilitate that dialogue, the Minerva team has employed Web 2.0 technologies.

Cheuk says, "The Minerva team believes that by using Web 2.0 to engage with the employees to develop shared understanding of the company direction, ERM employees are empowered to make decisions which are most beneficial to the company."

Creating an environment for this kind of active exchange required the team to make design decisions that would support the dialogue. Brenda Dervin's Sense-Making Methodology informed these decisions. Below are assumptions from Sense-Making about users and how they create meaning from information:

- Sense-Making assumes that reality is sometimes orderly and sometimes chaotic. There is no objective reality out there that can be separated from the employees.
- Employees, with different backgrounds and experience, have to make sense of their day-to-day working lives so as to come up with their own

“observations” or create their own meaning when they interact with intranet information.

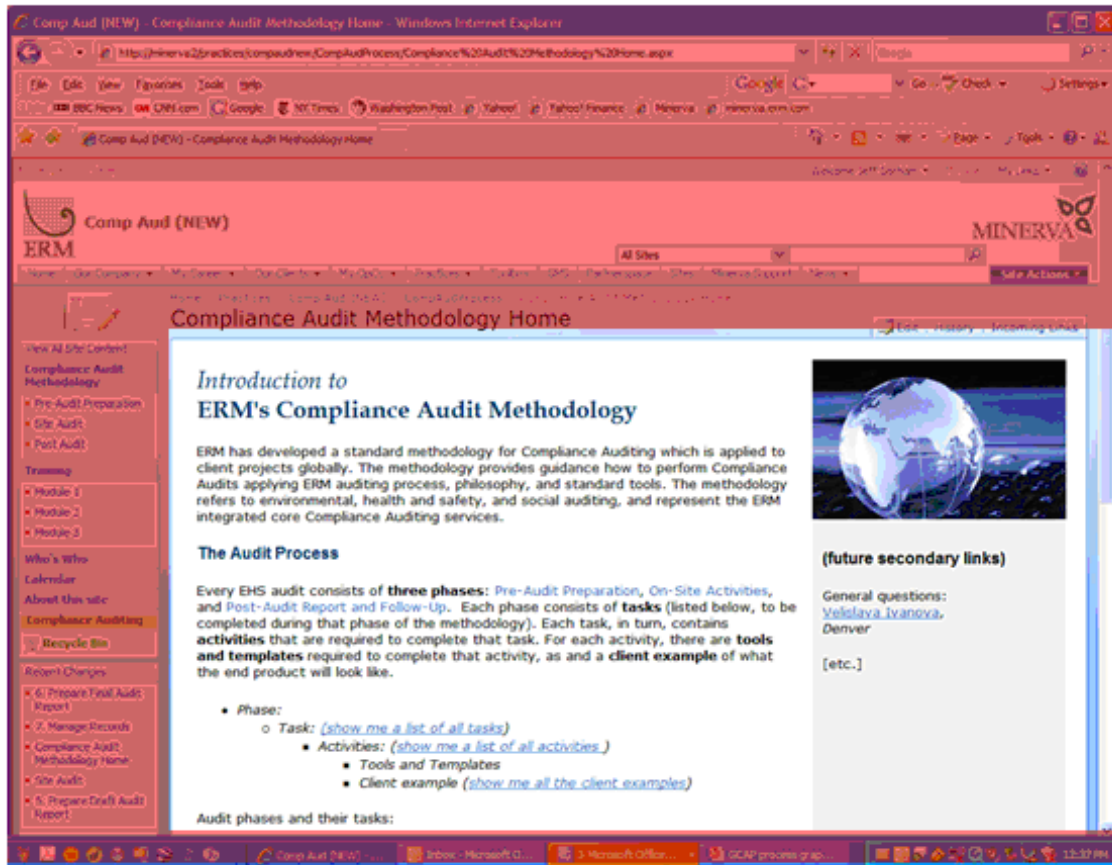
- Knowledge or information, defined as the sense being made or unmade, cannot be transmitted like water from one bucket to another.
- Different employees might come up with different “observations” and interpret the same piece of intranet information in different ways.
- In large organizations, the people in power (such as senior managers) very often decide whose observations are preferred. For example, they decide what are considered “best practices” and how to interpret the company’s strategy. Employees’ voices, if different from those in power, are ignored or suppressed.
- However, if an employee doesn’t share the same meaning as the people in power, no matter how much a message is polished and how many times it is shared on the intranet, it will not create any impact. Employees will just ignore the message.

Constraints

“The MS SharePoint system itself imposes constraints to the enhancement of Minerva,” says Cheuk. “Our aim is to use out-of-the-box features as much as possible. However, if we want to design non-standard features, that requires additional development work.”

Cheuk also noted that SharePoint’s out-of-the-box screen size is quite small and both the global and left-hand navigation bars take up a lot of space.

For example, analysis has shown that only 50% of the available screen on most Minerva pages is available for content. This is as much an issue with IE7 as with MOSS, and although bigger screens mean more space, this is a typical laptop-sized window.



Pictured: The MS SharePoint system itself imposes constraints to the enhancement of Minerva. Although the team's goal is to use out-of-the-box features as much as possible, this screen shows how only 50% of the screen is available for content on most Minerva pages.

TIMELINE

Cheuk joined ERM at the end of July 2006 as the global head of information and knowledge. She carried out in-depth user studies that included user testing with prototypes, a heuristic evaluation, studying the server logs, and user interviews and surveys. These activities took place from September to December 2006, when a detailed specification was drawn up. Development took place from January to April 2007, leading to the launch in May 2007.

Key project milestones are outlined as follows:

MINERVA PROJECT TIMELINE	
Date	Event
Pre-2006	Discussions start on developing a knowledge-sharing platform.
	Plans are drawn up and a budget is agreed upon.
2006	
January	Tom Whitehurst appointed partner in charge of the project, supported by Global Knowledge Facilitator Philippa Smith and Global Technical Lead Andrew Arvidson.
March	A High-Profile Environmental Impact Assessment Discussion Group is launched to discuss and decide on the best ways to share best practices, manage risk, and provide documents and so on that will support the practice worldwide.
May	<i>Mergers and Acquisition</i> pilot intranet site launched.
July	Cheuk joins ERM as global head of information and knowledge.
August	<i>Global Risk</i> network launched, having been developed in the same way as the <i>Mergers and Acquisition</i> site.
	Cheuk tours North America to gather user requirements.
October	Cheuk tours Asia Pacific to gather user requirements.
	<i>Knowledge Sharing</i> pilot portal area launched.
	Pilot <i>Climate Change</i> network launched.
	ERM establishes its Global Knowledge Sharing Strategy.
November	Global competition launched for ERM staff to name the portal. The vote results in the final name: Minerva.
2007	
January/February	<p>Intranet team size increases by two:</p> <ul style="list-style-type: none"> Roddy Fiddes is hired to strengthen the team's technical capability to fully understand and exploit SharePoint features and to support content management and collaboration. Karen Perkinton is hired to strengthen the team's capability to build and nurture global communities of practices—in particular, to introduce an approach and framework to link up practitioners worldwide to support business growth, delivery, and cross-team collaboration.

February 28	Pilot ends.
	Work begins on building Minerva and creating sites.
March	Migration of information from previous knowledge sharing database and pilot portal begins.
	Cheuk visits Latin America and Caribbean region to gather user requirements.
	User testing and feedback carried out to help shape Minerva for launch in May.
April	<i>Air Quality</i> site goes live.
	Begin training power users—a group of about 300 enthusiastic employees who are champions of the company and of what the Knowledge Sharing Program was aiming to achieve.
May 24	Official launch of Minerva.
August	Gather key feedback from colleagues in Asia Pacific.
November	Completed post-launch six-month review and demonstrate initial benefits.
December	Minerva wins <i>EBJ (Environmental Business Journal)</i> organizational innovation award.
2008	
January	Homepage redesigned to meet users' growing and changing demands and expectations.
February	Annual Knowledge Champions Meeting (17-19 Feb 2008).
March	Amalgamation of the Knowledge Sharing Team with internal and online communications team.
May	Celebration of Minerva's first birthday includes launch of 2008 Knowledge Sharing Awards.
June	Launch of <i>Global Financial System</i> portal, which integrates well with Minerva.
July	Launch of non-VPN access to Minerva.
October	ERM shortlisted for Global Most Admirable Knowledge Enterprise (MAKE) and won the Hong Kong MAKE Award.

USERS

Everyone at ERM uses Minerva—from consultants, administrators, and graphic designers to HR, IT, communications, and finance staff—to accomplish tasks such as sending an urgent request for information or announcing a new initiative to inform people about the latest performance figures.

USER TASKS

Minerva's features and functionality enable users to perform critical functions at every step of their day. Typical tasks it supports are listed below in order of business needs, based on user feedback:

1. **Finding colleagues:** Identifying phone numbers, area of expertise, CVs.
2. **Internal communications and staff engagement:** Company news and new hires are reported and updated on the Minerva homepage every day.
3. **Financial management and staff utilization:** Minerva directly linked to the company's global management system (GMS).
4. **Project management:** Project sites centrally manage projects and store documents and actions to help teams stay connected and informed.
5. **Key client collaboration sites:** These sites help users identify and pursue client opportunities.
6. **Community sites:** Help build capabilities in specific solution and technical areas, and are adaptable to specific needs.
7. **Coordinating training events.**
8. **Business strategy discussions:** These appear on the CEO and theme leader blogs as well as on interactive FAQs.
9. **Facilitating global competitions and campaigns.**

DESIGN PROCESS AND USABILITY ACTIVITIES

Overview

The Minerva team used a variety of methods to involve the users throughout the planning and design phases.

User testing of design prototypes: Minerva's launch used MOSS 2007, but the portal was initially designed on SharePoint Portal Server 2003. The pilot was accessible to the whole company and user feedback was gathered to help shape the 2007 development.

Studying the server logs: Usage stats are gathered and analyzed on an ongoing basis to both educate the team and shape feature development.

Heuristic evaluation (expert review): Conducted mainly by Cheuk, based on her previous experience.

User interviews: Interviews and narrative capturing carried out during site visits (see section below).

Leveraging evangelists: A group of approximately 300 enthusiastic employees were identified prior to the 2007 launch. These “power users” were champions of the company’s vision and were enlisted for early training. The hope was that they could act as evangelists for the new intranet.

Initially, the power users group consisted of individuals who were nominated by local operating company heads and agreed to take on this role. Over time, the group has evolved as people’s roles have changed and new people are employed. The current power users aren’t technophiles, but rather are people interested in the intranet team’s goals and want to further Minerva’s improvement. They are, according to Cheuk, “some of our greatest advocates.” The power users also work to pass on the training they receive so that everyone has the potential to become a power user.

Pilot Phase Surveys

During the project’s pilot phase, the team conducted surveys with users either via e-mail or in person. The first pilot, *Mergers & Acquisitions*, was used as a way to survey future users and find out how they would use the tool, what they wanted, and what they thought of it. The team used a Web-based survey to gather feedback and input. The survey was available to all M&A practitioners—about 400 people worldwide.

Once the survey went live, users could provide feedback and tell the team what they did and didn’t like. Based on the success of this pilot, other practices saw what they could have and began requesting similar pilots for their groups.

It was about this time that Cheuk joined ERM and spent three months interviewing ERM staff to find out what they wanted from their knowledge-sharing platform. The success of the M&A pilot resulted in similar pilot sites being rolled out for both the Risk Practice and Climate Change practitioners.

The pilot highlighted two unfulfilled requirements:

- The requirement for employees to collaborate across time-space using collaboration tools.
- The requirement for employees to interact with both information and one another rather than passively consuming information published by some authority source on the intranet.

During each office visit, a computer terminal was set up in a meeting room with a Minerva team member on hand to talk to staff members at all levels. The goal was to gain insight into users’ reaction to Minerva design, particularly the homepage, which is set as a default page for all staff.

User Interviews: Collecting Thousands of Narratives

In late 2006, the Minerva team did in-depth user research, conducting interviews over a three-month period. Their goal was to identify the most pressing issues affecting ERM employees. The research activities focused on identifying the challenges that users encountered accessing information and expertise to support the sales effort, deliver client work, and grow their careers within ERM.

The team employed a methodology informed by Snowden’s narrative research approach. This methodology involves asking indirect questions during informal

conversations—“not focusing on asking what people want from the intranet through formal interviews, but informally discussing what employees do, think, and feel as part of their day-to-day work,” explains Cheuk.

The researchers gathered over 1,000 narratives from more 300 colleagues based in 40 different countries. “The results of this research helped to shape the final design and implementation of Minerva,” says Cheuk. “The findings of the three-month user study revealed employees’ real needs.”

As a result of these findings, the team decided to use SharePoint 2007 instead of SharePoint 2003, as the newer version provides additional collaboration tools and Web2.0 features that let users generate content.

Minerva team members continue to gather narratives from staff on a monthly basis to ensure they stay up to date with what ERM employees need. One year after Minerva launched, the team had collected 5,000 such narratives. New requirements are logged in a change-request log for analysis and prioritization.

The narrative process is supported by a Knowledge Sharing Champions Network made up of highly active knowledge facilitators/intranet site managers who collect and send the central team a constant stream of feedback from users based around the world. The site also features an on-line comment list, inviting all users to tell the team what they think.

Evolving the Homepage

Since its launch, the initial homepage has been completely revamped. User feedback directly informed these changes, as the following examples show.

Challenge: Staff members are not aware of the availability of frequently needed resources, collaboration tools, databases, and sales reports.

Solution: The team creates a list of quick links for these items on the left side of homepage 2.0.

Challenge: Staff members should see country-specific company news on their homepages, rather than just global company news.

Solution: The Minerva team introduces the Target Audience Web, part of which allows the staff to see their own local news, depending on their location.

Challenge: Staff members report that they really like the *ERM Headline News* and *ERM People* areas and want both to be updated more often.

Solution: The publishing calendar is shortened from a weekly update to updates every two days.

Challenge: ERM’s Health and Safety culture needs to be strengthened and promoted to all employees.

Solution: The Minerva team introduces the *Safety Moment* feature, which is changed weekly.

Results that Surprised the Team

The user research yielded some results that surprised the research team. Cheuk discusses a few examples:

- Though transference is a common finding in these types of studies, the ERM team was somewhat surprised that users often transfer their experience of the Internet to their expectation of an intranet and therefore expect more from the system. For example, they expect a “Google” type search.
- When asked directly, all staff members generally say they welcomed the CEO blog. However, usability findings show an extreme result where some users read the CEO blog regularly, while others ignore it completely, even though it is on the homepage.
- According to usability stats, having core teams and/or facilitators within a practice work area seems to encourage higher usage for other staff within that practice work area.

Actionable Results

The Minerva team has made great efforts to act on specific user feedback. Following are some examples of specific changes the designers have made.

- To make navigation easier, they created clearly defined key sections.
- They added *Quick Links* to frequently used tools on the left side of the screen.
- At ERM, health and safety is a high priority, so the team gave it a prominent spot on the homepage. The section is updated weekly and is linked to a blog that everyone can comment on to share health and safety experiences and help prevent similar accidents from reoccurring.
- The *Urgent Requests* feature has been a huge success and thus has earned a prominent spot on the homepage. In this area, anyone can post a request for urgent information or resources; the feature has reduced the amount of worldwide e-mails sent by 99%.
- On the basis of user feedback, the team reduced the amount of homepage text, including displaying only the headlines of featured *News* articles.

Continuous Feedback/Ongoing Improvement

A site is never really done, and the intranet team recognizes that changes will always be necessary. Team members are planning for this inevitability and have instituted mechanisms to make sure they continue to hear from the users.

The Minerva team continues to gather narratives from employees on a monthly basis. A year after Minerva launched, the team had already collected 5,000 narratives to help them identify what users do and don't like. Using this information, they've continued to change the site and log new requirements in a change request log for analysis and prioritization.

In addition to the narrative research, the team receives a constant stream of feedback from users around the world. This information is gathered via a Knowledge Sharing Champions Network made up of highly active knowledge facilitators/intranet site managers who gather and aggregate the feedback for the intranet team. In addition, an online comment list invites all users to tell the team what they think.

Other ongoing feedback/improvement efforts include:

- “We conduct a minor/content review of the homepage every three months,” says Cheuk. “And we plan to undertake a major redesign of the homepage on an annual basis to ensure it is still fit to serve our staff and our business strategy. The next iteration will aim to make the homepage look less like SharePoint and more dynamic.”
- The team produces an ongoing report detailing usage stats that highlight areas of low or heavy use. These stats are provided to knowledge sharing facilitators to stimulate discussion on an area’s success or failure and to guide further development.
- An online list of change requests tracks the development progress of all such requests. The list is open to all users to read and offer contributions.

URL AND ACCESS

Minerva can be accessed at <http://minerva> or <https://minerva.erm.com>. The site is bookmarked in users’ browsers and starts up automatically every time users turn on their computers and log on.

The IT team has developed non-VPN access for users to log on to Minerva when they have only an Internet connection. “This is useful for when they are on client sites and cannot access the VPN,” says Cheuk.

TECHNOLOGY

Platform

Minerva is built on MOSS 2007. Prior to setting up Minerva, ERM had a pilot project using SharePoint Portal Server 2003. The requirements gathered during the research phase led the team to choose SharePoint 2007 instead of SharePoint 2003, because MOSS has additional collaboration tools and Web 2.0 features that allow user-generated content.

ERM uses MOSS for content management, design, and search on Minerva.

The company chose to use out-of-the-box MOSS functionality as far as possible. “The key customizations that were made were to the *My Profile* areas so that we could capture key information relating to employee expertise,” says Cheuk. This customization involved developing five Web parts in addition to those available in the MOSS out-of-the-box *My Profile* feature. The team utilized SharePoint Designer to customize the homepage and to create custom views of data and workflows.

Hardware and Hosting

The Minerva SharePoint farm consists of four Dell servers, two in a highly available SQL server cluster and the other two in a Network Load Balanced (NLB) cluster providing Web front-end services and indexing/search. Access to Minerva via minerva.erm.com is provided by a reverse proxy server running Microsoft ISA Server 2006, again on Dell server hardware.

Site usage is reported on a monthly basis and includes details of the most common searches.

The operating system is Microsoft Windows Server 2003 Enterprise for the SQL cluster and Windows Server 2003 Standard for the Web front-end servers and reverse proxy.

SEARCH

The site uses MOSS 2007 Enterprise edition for search, which comes as part of the MOSS product on which the rest of the site is built. "The current search tool is an out-of-the-box basic search, which on its own is still very useful to users," says Cheuk. "Users can currently search the entire site collection, or specify a specific site in which they want the search to be carried out on."

They can also specify a particular document library or list. And users also have access to a predefined *People Search* where they can search for staff contact details and experience.

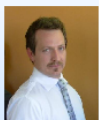
"As a result of talking to our users and getting insight into user behavior, the enhancement of search is our next high priority project in order to enable more advanced search functions," says Cheuk. "This will enable faceted search so that users can search specifically on the predefined metadata properties that they tag to a document upon upload, which will be driven by content types that govern how a document is classified."

"We will also be creating new predefined search scopes to allow users to quickly obtain relevant results whilst stripping out 'noise,'" she says, adding that, for example, they'll create a *CV Search* scope that will search only users' CVs and let them "zip these CVs quickly into a proposal."

People Search

At ERM, *People Search* is a heavily used intranet feature. "This is a vital tool for a consultancy like ours that works out of over 40 different countries across every time zone," says Cheuk.

Every user has their own *My Site*, which consists of a profile containing CVs and experience summaries that can be downloaded and added to proposal documents.



Stephen Lloyd

Add to My Colleagues

Contact Information

First Name*	Stephen	Last Name*	Lloyd
Initials*		NickName*	Stephen Lloyd
Registration Abbr (Such as PhD)		Office Telephone*	+61 8 9321 5200
Direct Telephone*	+61 8 9321 5200	Cell/Mobile*	None
Email*	Stephen.Lloyd@erm.com	Office Fax*	+61 8 9321 5262
Office*	Perth	OpCo*	Australia
Region*	Asia Pacific	Street Address*	Postal Address: P O Box 7338, Cloisters Square, Perth WA 6850 Actual Address: Grain Pool Building
City*	Perth	State/Province*	Western Australia
Zip/Postal Code*	WA 6000	Country*	AU
GMS Org Code*	AU03	Assistant Name	
Manager*	APAC\David.Evans	Alternative Contact	APAC\David.Evans

Note: It is the responsibility of every ERMer to keep their own profile updated. Please note that all fields marked * are managed centrally and cannot be updated by Minerva users. If you want to update information in these fields, please contact your local IT support.

Experience Summary

Stephen Lloyd is a consultant in ERM's Perth office, and has 6 years experience in the field of noise and vibration, incorporating control, architectural acoustics, workplace and environmental noise. His project work has ranged over numerous sectors, including transport, construction/development and energy/O&G. He is well versed in the noise standards and guidelines applicable to these industries, and has an extensive knowledge of the appropriate prediction and analysis techniques, together with a background in engineering. Stephen has previously undertaken assessment of noise and vibration impacts in a range of urban, rural and undeveloped environments from construction and operation of railways, roads, residential and commercial developments, power plants, industrial facilities and traffic management strategies.

Expertise

Job Title*	Consultant II	Level/Grade	Consultant Level 2
Hire Date	12/09/2005	Billing rate (\$US/hr)	
Support Services	01 - Other / Not Applicable	Main Discipline	Mechanical Engineer
Languages	English	Registration/Certifications	01 - Other / Not Applicable
Additional Information			

Practice expertise

Practice Expertise	No of Years	Geography	% of Time Involved	Go To People
Noise	5 - 15 years	Portugal, UK	100%	
Site Investigation & Remediation	Less than 5 years	UK	< 50%	

Add/Edit Item

Sector expertise

Sector	No of Years	Geography	% of Time Involved	Go To People
Transportation	Less than 5 years	Portugal, UK	> 50%	
Oil & Gas	Less than 5 years	UK	< 50%	
Construction & Engineering	Less than 5 years	Australia, UK	< 50%	

Add/Edit Item

Client Experience

Client Experience	No of Years	Geography	% of Time Involved	Go To People
Other / Not Applicable	Less than 5 years	Other / Not Applicable	< 50%	
Other / Not Applicable	Less than 5 years	Other / Not Applicable	< 50%	
Other / Not Applicable	Less than 5 years	UK	< 50%	
Other / Not Applicable	Less than 5 years	UK	< 50%	

Add/Edit Item

Education & Qualifications

Title	Major Subject	University / School Name	Graduation Year
Bachelor of Engineering (Mech)	Acoustics	University of Adelaide	2000

Add/Edit Item

Profiles/CVs

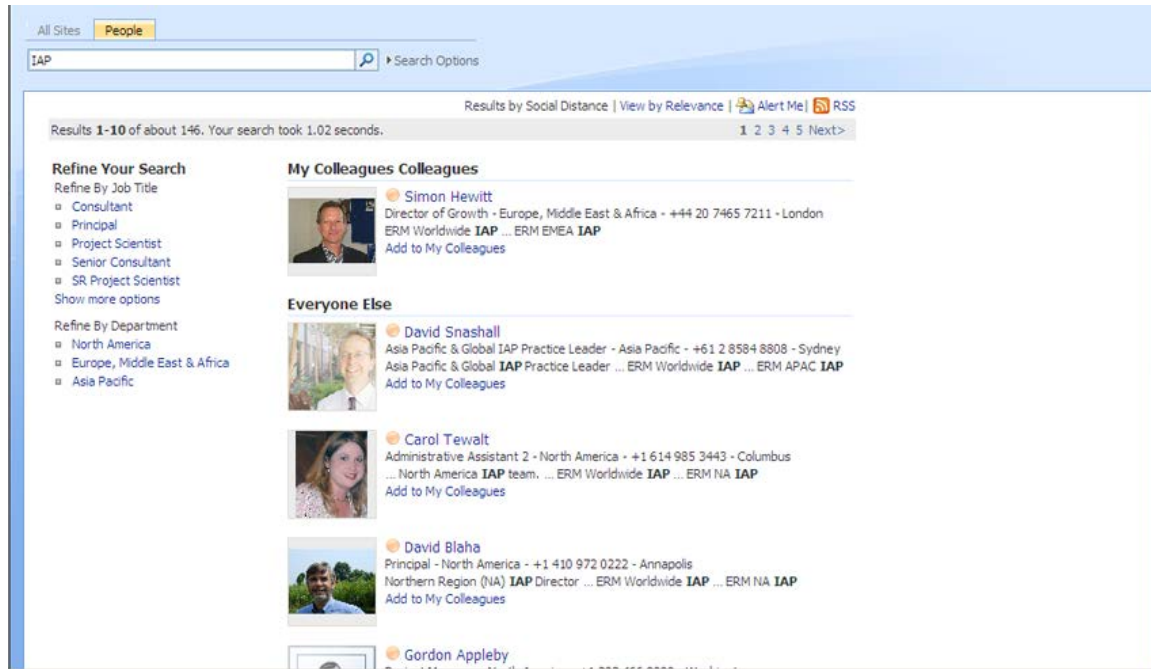
Type	Name	Modified
Open	CV - Stephen Lloyd (Energy OG).doc	15/11/2007 23:42:51
Open	CV - Stephen Lloyd (master).doc	31/03/2008 04:26:47

Pictured: A screenshot of a *My Profile Site*. Offering a *People Search* is vital for a consultancy like ERM with 3,500 people working in more than 140 offices in over 40 different countries across every time zone.

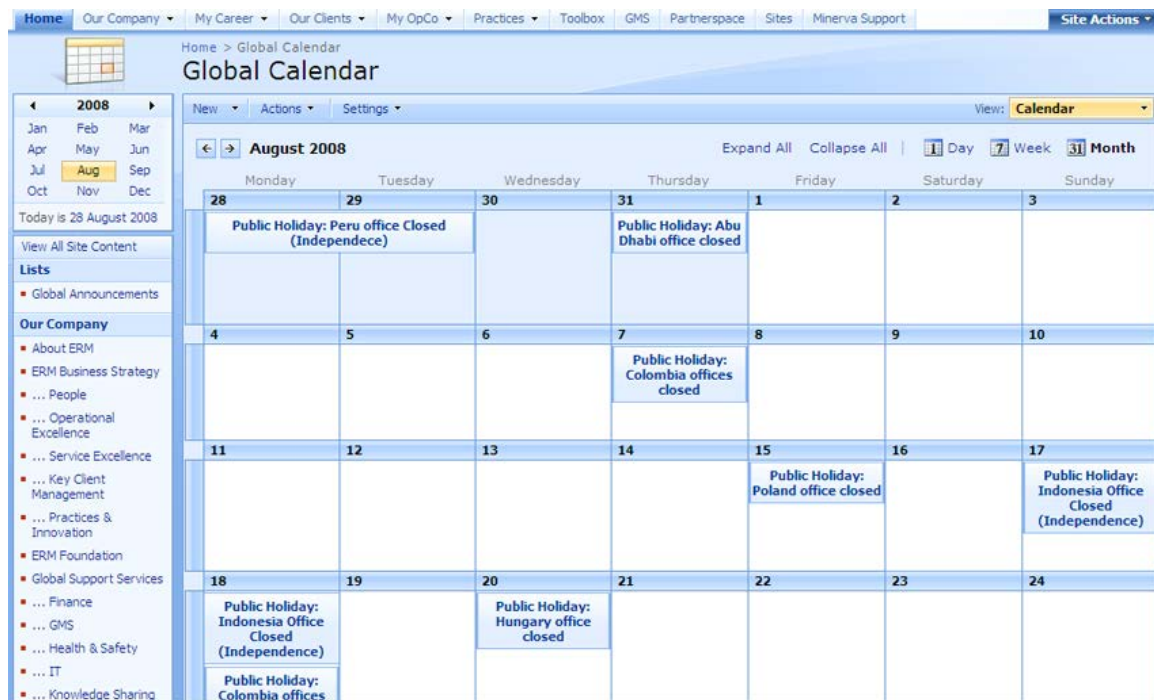
Users can sort the *People Search* results by "Social Distance" or "Relevance," which adds an extra layer of information to guide them to relevant results. Further, configuring best bets and keyword synonyms can enhance results. Security features

of the various sites are transferred to the search results, so users see only those results that they have permission to access.

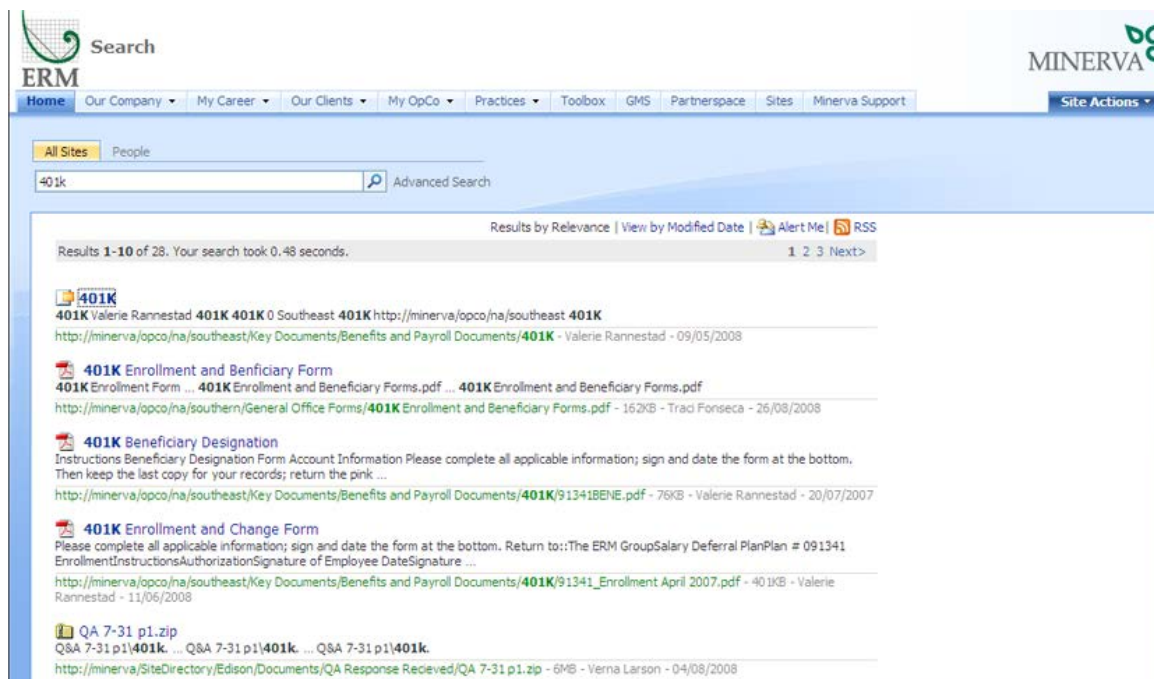
"We are looking to extend our basic search features to rollout a more advanced search interface later this year," says Cheuk, adding that it will let users "conduct specific searches based on our corporate taxonomy instead of just free text searching."



Pictured: Search results for people involved in ERM's unique Impacts Assessment and Planning (IAP) service. IAP focuses on assessing and mitigating the environmental, social, and health impacts of development projects in often challenging and sensitive regions of the world.



Pictured: ERM's *Global Calendar* records all public holidays, office closures, and so on for all of the company's global offices.



Pictured: A standard search results screen for the search term "401k."



Pictured: Search results for press mentions of ERM within the last month. In this case, ERM was mentioned on a BBC World news program. A list of press appearances and mentions is also featured in a regular round-up on the marketing site.

CONTENT MANAGEMENT

Content management is handled by MOSS. As part of the content creation process, users are required to complete pre-defined metadata information before they can upload the documents to MOSS. "These metadata items have been defined using content types at the top level to control the taxonomy," explains Cheuk.

Using Content Types

All content loaded onto Minerva is tagged and assigned to a specific content type. A content type is an object that is stored within SharePoint and defines elements of that content, such as document template, metadata, workflows, and information management policies.

"Using content types allows us to manage our taxonomy from the top level and filter down changes to all sites and libraries that use that content type," says Cheuk. "Each content type has an expiry date, and it is the content type that drives the workflow once the expiry date has been reached. At this stage, the workflow will assign a task to the content owner who then makes the call as to whether the content needs to be updated or deleted from the portal."

Another feature of assigning content types is that they can push and pull content from one site to another without creating duplicate copies.

The metadata assigned also allows users to create "views" so that only information relevant to them will be shown. This means that documents are not hidden away in

folders, so users don't need to know the folder hierarchy to find the documents as they can appear in multiple views.

Content Expiration

Eventually, the team will also use this metadata to drive document retention and review/disposal of expired content. Every document by default has an expiry date of two years. "We are developing a custom workflow that will manage the expired content and route it to the document owner for disposition approval," she says.

Distributed Ownership

The Minerva team is small, so effective management requires a distributed ownership model. A new site is requested through a site request process. Then, each site within the portal is assigned an owner and a site manager.

Owners are responsible for the target business area and for providing direction and resources to support the site. Day-to-day management resides with site managers, under the lead of site owners. Site managers handle the content, design, and overall management of the site. This is especially true for local sites where the content must be pertinent to the region and not centrally controlled.

For practice area sites, subject matter experts (SMEs) manage the site content, and the design supports the practice's specific needs.

Individuals manage their own *My Site/My Profile* pages; this arrangement works well at ERM.

Working with Templates

The team has developed six base site templates—Corporate, OpCo, Practice/Sector, Client, Project, Event—and users can request a site be set up on any one of them.

Site managers are provided with a basic template, and the Minerva team offers training to give them the skills to customize the site to suit their needs. Guidelines and standards for the sites reside on the team's *Learning Zone* wiki.

Enforcing the standards has been relatively easy for the team. All site requests are managed by the core Minerva Team and a few "super users," and all sites use the base templates. "Templates are issued as a guide to help the site manager design their site with critical content in mind," says Cheuk. "The most challenging aspect on devolving the responsibility of site design to site managers globally is ensuring that sites are still user friendly and have appropriate content on them."

All sites are reviewed every six months, and practice site managers have one-to-one sessions with a member of the KSC team. "All site managers are invited to a fortnightly advanced ('therapy') training session where ideas are discussed and advanced features previewed," she says.

MOBILE

Minerva does not currently support mobile access. "There is demand for mobile access," says Cheuk. "This is on a change request list, which we plan to address in the coming year."

FEATURES

Dervin's Sense-Making Methodology informed many of Minerva's features, including:

My Site. All employees have a personal site containing contact information, details of expertise, photos, and CVs. All employees can also set up a personal blog if they want to express their personal views.

The company doesn't actively police any of these open forums. Instead, they rely on "peer review" to highlight any inappropriateness. "To date, we haven't had any issues with any of the open forums and no action has had to be taken to remove a posting or discipline staff," says Cheuk. "We have a blogging policy that underlines the need to respect both legal and ethical standards."

Integration with instant messaging. By clicking on any contact name on the intranet, an employee can initiate an online conversation with that colleague via IM. ERMers use this throughout the workday, and it has become part of the corporate culture.

Operating company (OpCo) sites. Each of the 40 operating companies has a portal on Minerva with detailed company information and a listing of key contacts in each office.

Communities of Practice (CoP) site. Each global practitioner's network has a portal area for practitioners to share news and resources, and collaborate with one another. Each site is managed by a business sponsor and a site facilitator.

Features that Increase Visibility

To support the objective of increasing the visibility of local work, the team implemented two key features.

Document library. The document library lets any ERM employee share local work globally. Once users post work to this section, the content is reviewed and discussed with the appropriate communities of practice, then moved to the CoP site if appropriate.

Global Announcement feature on the homepage. This unmoderated announcement feature lets employees easily share news, introduce new hires, and send out global announcements (replacing global e-mail to all staff).

Collaboration Features

Four features support the objective of making Cross-OpCo collaboration easy.

Online project sites. Any employee can request an online project site to enable collaboration on client projects with colleagues from other offices. Employees use these sites to share news, manage project documentation, assign tasks, and discuss business issues.

ERM Wiki Wiki. The ERM Wiki Wiki is designed to enable employees to be involved in collaborative writing. No approval is required to set up a wiki. Employees use it to set agendas and finalize project documents.


The CEO blog. The CEO blog has a prominent link on the homepage. Through this blog, the CEO can interact directly with staff at all levels. Comments and posts are unmoderated and are visible immediately.


Urgent Requests. When consultants are trying to resolve highly complex environmental issues, they often need to utilize expertise from ERM offices other than their own. The *Urgent Requests* feature lets any employee submit an urgent request and expect responses within 24 hours. This feature is highlighted in the most prominent area on the homepage.

Global Information Features

To support the objective of providing quick and easy access to global information, Minerva offers the following features:

- Minerva's **homepage** launches when any employee's computer is switched on.
- An **ERM Global Calendar** features all major events happening in different parts of the world. The three latest events are displayed dynamically on the intranet homepage.
- All new employees can complete a **new hire exercise** online to learn about Minerva and its features.
- Minerva features **access to the Global Financial Management System** so that partners, project managers, and staff can get real-time information about utilization rate to aid resource planning and business decisions.


2008 Americas Air and Climate Change Meeting




Home
Our Company
My Career
Our Clients
My OpCo
Practices
Toolbox
GMS
Partnerspace
Sites
Minerva Support
Site Actions

View All Site Content
2008 Americas Air and Climate Change Meeting

- Meeting Registration
- Meeting Documents
- Announcements
- Pre-Meeting Discussion
- Meeting Photos

Recycle Bin

Home > Sites > 2008 Americas Air and Climate Change Meeting

2008 Air & CC Meeting - Destin, FL


Meeting Follow-up and Benefits

On April 25-27, 2008 the **Americas Air and Climate Change** teams jointly met in beautiful Destin, Florida to celebrate our FY08 success and plan to work together to ensure an even more successful FY09. The meeting provided a great opportunity for us to energize our Air and Climate Change practices, and to drive excellence through the integration of our teams with presentations, discussions, breakout sessions, as well as team building activities.

Each of the three North American Regions and LAC have developed joint Air and Climate Change Action Plans to help grow the Practices. The current version of each Plan can be viewed in the [Meeting Documents library](#).

It's pretty clear that this is an exciting time to be working in this area. An entire new set of environmental tools is emerging that we can use to help our clients understand and respond to the growing challenges presented by the both Air and Climate change issues. ERM's work in the areas of Life Cycle Analysis and Carbon Footprinting is just one example of where we expect to jointly create exciting new work areas for all of us - see [Carbon Footprinting Presentation](#).

Additionally, our services are being demanded globally - take a look at the opportunities we have in the ME for example, where we are rapidly becoming the Air Quality firm of choice - see [Middle East Air Measurement Opps presentation](#). We worked together during the meeting on every aspect of ERM's 1 + 4 strategy, including training and hiring strategies, key client penetration strategies and service diversification plan during the sessions and the outputs are evident in the Regional Plans.

Meeting Documents

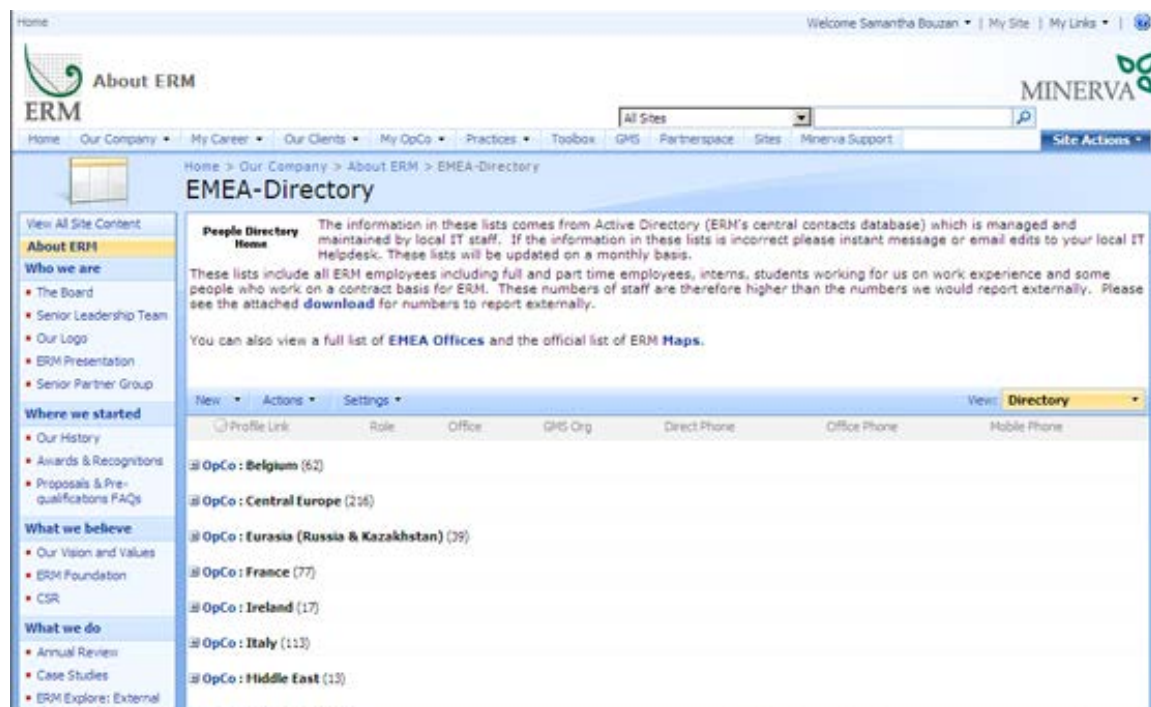
Type	Name	Key Contact / Keywords	Edit
	State of the Air Practice 2008 Revised	The ERM Air & Climate Change Practices - Spring 2008	
	GCAP Summary Air Meeting	Mark Wilkins	
	NSR Update 4-2008	Ken Weiss	
	Attachment A - FY '09 GKCs and NA OKCs with Lead KCMs - CST Members and Sales Budgets - 040108	John Deal	
	KS Minerva and the Air Site	Melinda Stephens	
	Carbon Accounting, Footprinting and LCA	please do not use the slide "Illustrative LCFS Boundaries" which shows the LCA boundaries and process flows; it's from a confidential project. For more information contact Mike McCormick or Jacob Madsen.	
	Evolving Policy on Climate Change and Impact on the CC Business Strategy	Lisa Campbell	
	Vision for the Climate Change Practice	Lisa Campbell	
	PM 2.5 presentation	Please contact Lynn McGuire or Danny Kringel should you have any questions or require additional information	
	FINAL Agenda 04 23 08	Ken Weiss or Dave Jordan	
	Middle East Air	Frir Anderson	

Pictured: Event sites help global teams prepare for events and provide a place for follow-up after an event. The sites offer attendee registration, attendance requirements (such as hotel booking and airport transfers), pre-reading, pre-meeting discussions, post-meeting outcomes and actions documents, meeting photos, and post-meeting task lists.

Features to Support Mission-Critical Tasks

- **Urgent Requests** enable anyone within the company to immediately post a request seeking expertise, knowledge, or anything else they need at very short notice. This area isn't regulated and, during Minerva's first year of operations, hasn't been misused once. Global e-mail use has reduced 99%; when employees do send a global e-mail, the team takes it as an opportunity to educate them about this feature.
- **Project sites** let project managers scope out a project using a task list; assign and define roles for team members with a who's who list; announce any updates and client communication; save any e-mails from team members or clients to a library; and create, edit and track versions of any documentation required. The project site template also includes a calendar, a discussion forum, and a wiki.

- **The Global Financial Management System (GMS)** offers personalized views for logged-on Minerva users, displaying utilization and billability information that is most relevant to the user.
- **The people directory and profiles** include everyone at ERM—from the most junior intern to the CEO. Every employee has a Facebook-type contact and skills profile on their *My Site*, as well as an optional personal blog. *My Sites* are a standard SharePoint feature that the team customized to align with the company's needs, providing skill sets and information relevant to proposals and project work. The site lets employees add their practice and sector area experience; update their CVs; and provide an experience summary that can be cut and pasted directly into proposals for work that requires qualification detail. *My Sites* profiles are editable only by a profile's owner. The team strongly encourages all employees to fill in and update their profiles, but it's not required. As says Cheuk notes, the feature is similar to Facebook in that, "if you want to be in touch and be in line for great opportunities, you will keep your profile looking great and up-to-date so that you will come up in search results and look like a good candidate for exciting project work."



Pictured: ERM's *People Directory*. Everyone in the company who has created a profile is included in the list, which is sorted geographically and is searchable. All entries list the person's job title and links to their profile.

The screenshot displays the Johnson & Johnson Minerva intranet. The top navigation bar includes links like Home, Our Company, My Career, Our Clients, My OpCo, Practices, Toolbox, GMS, Partnerspace, Sites, Minerva Support, and Site Actions. The left sidebar contains a 'Recycle Bin' icon and sections for Documents, Useful Links, Sales Team Resources, and How to use this Site. The main content area is titled 'Connecting the Johnson & Johnson sales team around the world' and includes a welcome message, a RSS Newsfeed with recent news items, an Announcements section, and a 'Documents - Open To All ERM' table. The right sidebar features 'Documents Checked Out to Me', 'Key Client Director / Site Sponsor' (Kathleen Goossens), 'Links', 'Site Users' (Online/Not Online status), and 'Groups'.

Pictured: Client intelligence sites offer a single area where consultants can learn about how ERM is serving its global clients. As such, it lets ERM provide a consistently high quality service to these clients, regardless of the geography.

Support Features

User support on Minerva is not merely to solve immediate problems but rather to provide a continuous feedback mechanism so that the site can be improved in an ongoing basis.

According to Cheuk, the support efforts are considered critical as they let the team collect intelligence and understand Minerva's strengths and weaknesses; they also drive continuous improvement.

Support comes in two types on Minerva: the *Minerva Support Site*, which offers a fully integrated support function, and a help desk.

The support site hosts all key contact information, training materials, and intranet policies related to Minerva use.

The help desk function has been recognized as a best practice in using the intranet. It has several key features:

- It enables any user to submit a question for help or suggestion for improvement on the support site.
- The support team receives an alert when there is a new request.

- The requests are assigned to an appropriate team member who is notified by e-mail to take action.
- After the request is closed, a team member updates the case history, documents how the problem has been resolved, and changes the status of the request from "open" to "closed."
- An e-mail is generated to capture feedback from users.
- A report is generated to enable the team to capture the number of requests received, logged, and closed on a monthly basis.
- All issues that cannot be dealt with are logged as a "change request" to be reviewed and prioritised on a quarterly basis.

Supporting New Hires

Designers created a Minerva page specifically for incorporation into new hire induction around the world. The page consists of 12 topics, and includes questions and surveys.

The site also has a *Learning Zone*, which was developed based on user feedback to provide the answers to many of the questions people have about Minerva. The team developed *Learning Zone* using a wiki feature so that all Minerva team members can contribute and edit the instructions as required.

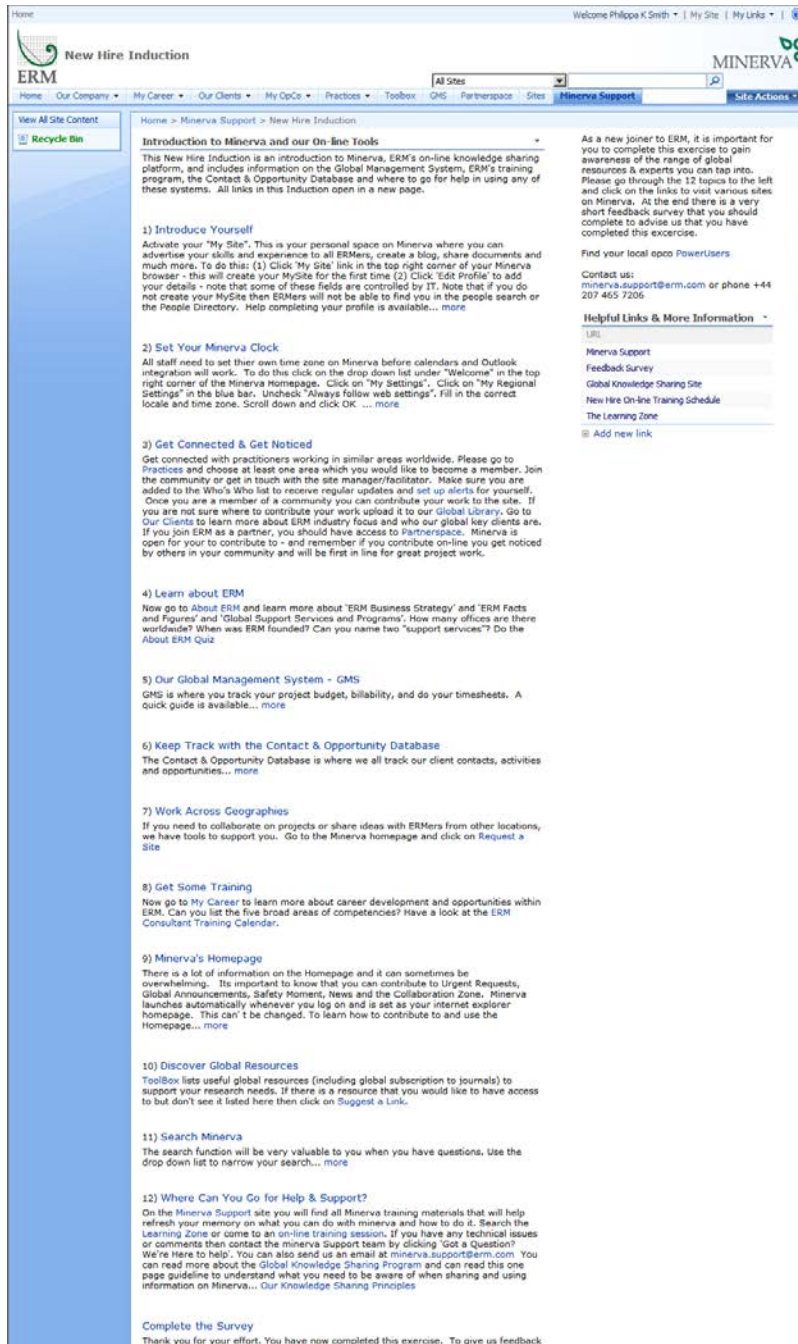


Pictured: The *Learning Zone* provides answers to questions people have about Minerva. The team developed it using wiki features to allow all Minerva team members to contribute and edit the instructions as necessary.

Minerva in Action

The following are examples of Minerva in action. They highlight how the site has been used to engage the staff and enhance the business.

- In July 2008, ERM's people director used a blog and online discussion forum to run a 72-hour marathon dialogue. The dialogue engaged with staff worldwide, asking them to share their positive and negative views on working for ERM. Their input was used to shape ERM's people strategy.
- Senior partners jointly established an agenda for a two-day strategy meeting using a wiki page. Altogether, 47 partners from more than 40 countries were involved in setting the agenda and contributing their thoughts. Most partners were unfamiliar with Web 2.0, but they found the wiki extremely easy to use once they were shown examples of how others are using it in a business context.
- Minerva videos were launched in May 2007 along with the intranet's introduction. Two video clips on the homepage provided an introduction from the CEO and the global head of information and knowledge. The CEO used the video to officially launch his blog.
- The CEO's blog was launched in May 2007, enabling all employees to have direct conversations with the CEO. No anonymous posting is allowed, and all comments are visible to all users. The team has received positive feedback from consultants who reported that the blog has demonstrated real transparency and helped break down the organization's hierarchical structure.
- In July 2007, ERM launched a campaign to look at how the organization should address climate change. The Minerva team designed a section on the homepage that included a video clip, a blog post from an ERM climate change expert, and a poll to enable all staff to comment and have a genuine discussion with one another and with the senior leaders.
- To select the front cover of ERM's *Annual Report*, the team featured a homepage poll in June 2007 that let employees vote for their favorite photos taken by employees. The winning photo was featured as the front cover of the *Annual Report*.
- To welcome new hires into ERM and encourage them to learn about the company and its structure, culture, and people, Minerva provides an online e-learning site. The site provides new hires with a 10-step guide that goes through the various parts of the system and helps them to understand its features. At the end of the exercise, they must complete a survey to provide their feedback and comments. Once this feedback is registered, it triggers a workflow to the KS team, which follows up the training with more in-depth training and presents the new hire with a welcome gift.
- To help employees find the most relevant information on the homepage, one section is targeted to the user's own particular country. The information in this section is viewable only by staff from that country. Employees in Central Europe, for example, would be the only employees to see the *Central European management system*.



Pictured: A Minerva site that welcomes new hires into ERM and encourages them to learn about the company and its structure, culture, and people. Minerva's online e-learning site gives new hires a 10-step guide that goes through the various parts of the system and helps them understand its features. At the end of the exercise, the new employees fill in a survey to provide their feedback and comments. Once they save the survey, it triggers a workflow to a team member who then follows up the training with more in-depth training and presents the new employees with a welcome gift.

Collaboration

According to Cheuk, a key aim of the intranet is collaboration. "It [the site] is a tool that has been developed to network people within the company and better equip them to do their jobs, manage projects, and deliver the best possible service to our clients."

Achieving this goal involves the use of wikis, discussion groups, community areas, and knowledge bases with which to build up a collective memory/understanding of recurring problems. Many of these features were discussed in the *Features* section above.

"Each practice either has, is developing, or will develop its own site in addition to project sites being developed and utilized as a regular feature of project work," she says, adding that client intelligence sites show teams the work that's being done, which is "useful information that can help us provide a better service."

In addition to collaboration that helps users do their jobs better and easier, other types of collaboration can be just as important for building a sense of community that helps employees feel they are more a part of the organization. On Minerva, those tools include:

Safety Moment: This blog is accessible through a link on the homepage and poses questions and possible answers about a specific topic. It focuses on real-life safety incidents, ranging from near-miss situations at natural gas facilities to tips for driving in bad weather and how to check for insects that bite before embarking on certain tasks. The blog features lessons learned and tips on avoiding the target situation, and encourages comments and discussion.

Cheuk says this tool is helping the company build global health and safety awareness, and drives home the company's commitment to providing the highest possible standards of health and safety. This is the site's most successful blog, receiving approximately 2,000 hits every month.

Urgent Requests: This feature lets all employees immediately post requests to ERM's global community to get urgent help on issues requiring particular expertise, knowledge, or experience. Using discussion thread technology, this feature lets employees easily seek advice/input from colleagues.

Although *Urgent Requests* isn't regulated, Cheuk says it's been operating for a year and hasn't been misused—not even once. In addition to providing employees with crucial assistance, the feature has reduced global e-mails by 99%.

When a staff member does use worldwide e-mail instead of the *Urgent Request* feature, the team uses it as an opportunity to educate the person about *Urgent Requests*.

OpCo Community: ERM has permanent bases—known as operating companies (OpCos)—in more than 40 different countries. Although many issues are dealt with globally, others require action at a regional level and OpCo communities serve as a central point of contact on which to draw and place this basic information. OpCos include financial, procurement, master

service agreements, and reporting information in a clear and easily searchable way. Regional management teams are listed with links to profiles. OpCos also link to informal office sites and display a rollout of their news.

ERM North America

Home > My OpCo > North America

NORTH AMERICA

David McArthur appointed CEO for North America

ERM in North America has over 60 offices with 1,300 professionals. In FY '08, North America grew the Net Revenue by % and PBBIT by % and maintained one of the top RORs in the industry. Traditional Major Services include: Contaminated Site Management, Compliance Management & Auditing, Air, M&A, and EIAP. Emerging Services include: Climate Change and Sustainability.

[Click here for North America Maps](#)

NORTHERN REGION **SOUTHERN REGION** **WESTERN REGION**

OPERATIONAL EXCELLENCE

FY09 NA Sales by Region/OpCo through Period 02 (May 2008)

FY09 NA COD Proposals and Opps through June 2008

Latest EBJ . . .

Solid Waste and Recycling 2008

Finance - Global Key Documents

NA FY '09 Work in Process (WIP) through Period 02 (May)

NA FY '09 Accounts Receivables (AR) through Period 02 (May)

FY '09 Lease Approval Form

ERM-NA Holdings Corp D&B Report contains DLINs; D&B Ratings, etc.

Director of Finance and Operations

John Stipa

Regional Management Team Who's Who

Name	Title
Ken Weiss	Director of Key Services
John Alexander	Chief Executive Officer
John Stipa	Director of Finance and Operations
John Deal	Director of Growth
Mike Smylie	Western Region MD
Barrett Cleutat	Southern Region MD
Michael O'Shaughnessy	Northern Region MD
Ed Simek	Director of Key Services

[Add new item](#)

News From Across North America ...

Sunrise at Jacksonville Beach, Florida

Congratulations to Jason Cook on his new baby boy!

Congratulations to Mike Appel on his new son!

PIC-PM Review Program Rolls Out 1 July 2008

Looking for a piece of marketing literature?

Congratulations to Catherine Reagan - JP Morgan

Pictured: The North American operational site's homepage. Operating company (OpCos) sites reflect the geographic and financial reporting structure of the organization. They include financial, procurement, master service agreement, and reporting information in a clear and easily searchable manner. Regional management teams are listed with links to profiles. OpCos link to office sites and also display a rollout of their news.

Knowledge Management

Informed by the Dervin methodology, ERM defines knowledge management as adopting good communications practices, building networks and communities, collaborating, and making global resources visible. Minerva is viewed as ERM's overall knowledge base.

Cheuk explains: "In 2006, ERM's leaders recognized the need to improve the company's global knowledge sharing and collaboration in order to meet a growing demand for both environmental consultancy services and clients' need for more innovative solutions to their problems. ERM also wanted to recruit and retain talented individuals so as to remain competitive. ERM's global knowledge sharing portal, Minerva, was rolled out after a nine-month joint project between the company's IT department and its Global Knowledge Sharing Team. The project ran from September 2006 to 24 May 2007, when Minerva was launched."

Minerva was specifically designed to improve operational excellence and to deliver its knowledge sharing vision. "We want everyone at ERM to be able to quickly tap into

one another's expertise, and access relevant information/documents in order to provide the best solution for our clients and to be successful in growing our own careers," says Cheuk.

With about 80% of employees' knowledge stored within their own minds, Cheuk says that ERM recognizes the need for "a system and organization culture which enables good internal communications and enables ERMers to be easily connected with one another to serve our clients."

The Minerva team had four of the site's implementation goals printed on a bookmark and distributed them to all ERM staff. The following goals are also illustrated in the cartoon below:

1. To increase the social networking of staff worldwide by linking-up practitioners working in similar areas and to reduce the degree of separation felt by geographically dispersed staff.
2. To leverage on employees' collective knowledge and experience by making resources, tools, methodologies, proposals and documents accessible on a global basis.
3. To improve cross-office collaboration to serve our global clients' needs, including reducing the use of e-mails to support team collaboration.
4. To support internal communications and integrate new hires into the organization by making corporate resources and messages easily accessible.

Data Visualization

Data visualization can be an important tool for conveying information and allowing real-time access to information. ERM created a tool for their Global Management System (GMS). It was introduced to replace a legacy of local systems that were being used around the world. Instead of accessing data through these systems, users now have a single global project and account management system in GMS.

The GMS tool records the company's project work and enables users to pull accounting and billing data. The GMS Portal allows consultants to access real-time project budget and billability information that is directly related to the projects they are involved in. The information changes depending on the latest inputs from the project manager or other team members. It allows consultants a snapshot of what is going on in their projects at any particular time. Users can click on the particular areas to get more detail or to add their own information updates.

Global Management System Portal
Employee view

Current Period		System Status	
Period	5	GMS	●
Year	2009	Reporting	●
Refresh	8/24/2008	Portal	●

Alerts & Key Indicators

Timesheet/Expense Alerts

Document Type	Period End Date	Status Code	Description
Timesheet	8/22/2008	15	Unsigned/Missing
Timesheet	8/15/2008	15	Unsigned/Missing
Timesheet	8/8/2008	15	Unsigned/Missing
Timesheet	8/1/2008	15	Unsigned/Missing
Timesheet	7/25/2008	15	Unsigned/Missing

Page 1 of 5

Projects Charged During Current Month (MTD)

Project Code	Project Name	Currency	Rate Type	Total Hours	Bill Rate

Billability Analysis

status	Billed Hours	Total Standard Hours	Billability %	Total Useful Hours	Useful Billability %	Useful Goal %
Actual						

Quick Links to Training Guides

- Guide to doing your timesheets
- Guide to doing your Expenses
- Guide to using the GMS Portal
- What is GMS? (Coming soon)
- Add new link

Links

- Connect to GMS (English language opcos only)
- Connect to your personal GMS Portal Dashboard
- Email the GMS Helpdesk
- IT Global Support Site

Pictured: The Global Management System (GMS) records ERM project work and lets employees pull accounting and billing data. The GMS Portal, accessible through Minerva, lets consultants access real-time project budget and billability information that is directly related to their projects. The information changes depending on the latest inputs from the project manager or other team members. As such, it allows consultants a snapshot of what is going on in their projects at any particular time.

LESSONS LEARNED

Following are some of the lessons learned from the Minerva project.

Bonnie Cheuk, global head of information and knowledge:

- **Planning is critical.** Consult representatives from every part of the business and make sure they contribute to the project. Also, says Cheuk, "information architecture is essential to get right from the start, as it is easier and less costly to make the changes in the planning stages than after implementation. In addition to IA, permission architecture needs to be mapped out, too. Think carefully as to who should have what access to which sites, how this will be applied and managed going forward? Who will control it? Will it be the responsibility of site managers or IT?"
- **Training is essential.** "Look out for those in your organization who are keen and able to get involved. Training needs to be sustainable throughout and they need to understand just how much time and effort will be required from them in being trained."
- **Users must feel a sense of ownership and be inspired to use it.** "Once people start to see the benefits of using it, they will be more likely to come on board, creating a snowball effect in gathering momentum and adding to the number of people both contributing and using it. However, you also need to

be able to manage this response in order to prevent a Wild West approach of sites springing up all over the place with little if any guidance and support. Governance is key to ensure that all sites have an owner and that content is kept up to date. Don't be afraid to close sites. Remember that everything has a lifecycle and communities both rise and fall."

- **Buy-in from senior leaders—leadership 2.0—is vital.** "Without commitment and/or support from the highest levels, others will not be encouraged to see the benefit."
- **Know the limitations of the tools.** "Early adopters of the technology had limited knowledge and understanding of it so that when unexpected bugs occurred there was confusion as to what to do with it, and this put some users off. A lot of time was spent researching and implementing workarounds in addition to educating users about these potential 'glitches.'"

RESULTS / ROI

Connected people is one of the biggest wins for the ERM intranet. "ERM employees have a culture of friendliness and willingness to help one another," says Cheuk, adding that a major problem in the past was that staff members simply didn't know when other employees had problems, and thus couldn't offer help or advice.

With the launch of Minerva, colleagues are much more connected and can readily offer help and advice to one another.

Real World Results

The best way to illustrate the positive effects of deploying an intranet portal such as Minerva is to hear how its features and functionalities have affected the day-to-day work of end users. ERM staff share a few of their experiences with Minerva:

Leveraging ERM's Global Green Building Knowledge

Graham Lane, OpCo head, Japan: "Very recently, I was on the road when a client called me for urgent advice on green buildings. I called my PA to have a look at what was available on Minerva relating to green buildings. Without me having to return to the office, she found information on an excellent page on the *Climate Change* portal, which listed all people who were responsible for green buildings, posted only a week before. That was superb. She was able to e-mail me some PowerPoint slides and a discussion thread. It was easy to find out what was going on and where we were as a company. It provided me with a really good snapshot, with the real benefit that it was totally hot-off-the-press—it was less than a week old, and Minerva gave me instant access to it. Actually, as it turned out, Peter Rawlings' name was listed on the site. I was able to get onto the phone to him this morning to follow up on those ideas and we've come up with a fantastic strategy and hopefully it generates a positive outcome."

Delivering the best solution for our clients using our global network

Steve Chang, partner, Taiwan: "About one month ago, we won a project from the central Environmental Protection Agency (EPA). The project's called DNAPL—a heavy contaminant, we're thinking. We had to give a presentation to the EPA because they have a review and evaluation committee to select the consultant. We showed them

Minerva ... because the project is for the DNAPL remedial technologies guidelines, we had to prepare that kind of remediation guideline for EPA. EPA will then give that guideline to the local Environment Protection Bureau, and give it to some of the clients. So that's very important for the consultant to know lots of the information of other countries. We seek advice from the global SIR [Site Investigation and Remediation] network and got some useful responses.

"We also showed our client the SIR portal on Minerva and explained how easy it is to access and gather information from all over the world and get different kinds of remedial technology. It's easy to get this from Minerva, so we introduced that to the EPA. This is the first time we incorporated Minerva into our sales strategy. And it works."

Giving our best expertise and knowledge to our clients

Marco Gallego and Paula Gonzalez, Spain and Portugal (Aug. 2007): "In July, we were asked by an OpCo key client to develop a study on the impact of climate change on biodiversity in Portugal. The project would involve modeling the effects on biodiversity of the foreseen effects of climate change and assessing the economic value of the services ecosystems lost or reduced.

"We posted a question on *Urgent Requests* to seek expert advice. Within a couple of days, we received information about related projects in UK, Australia, the Mid-Atlantic region of the US, and Germany. We actually included some ERMers from UK in the proposal that went to the client.

"Douglas from the China OpCo was at that time speaking with a local client on a similar issue. He also posted a note on *Urgent Requests* and asked Marco and Paula to send him all the information so he could be prepared for the meeting with the potential clients."

Leadership 2.0

Projects often hinge on getting the buy-in of senior managers. As important as it is for end users to buy into a system, they often look to senior leaders and follow their lead. If senior managers use and rely on the intranet, it encourages the rank and file to do so as well. Cheuk wanted to make sure that the managers understood this imperative prior to launching the new site.

So, before Minerva's launch, Cheuk conducted a workshop with the top senior managers. The focus was not merely to train them to use Minerva, but also to discuss the new leadership required to encourage a true embrace of the intranet.

During the workshop, Cheuk offered them two options: (a) you are in it, or (b) you are still in it. The point she was trying to make was that the leaders had to be committed to supporting Minerva and its range of Web 2.0 features. They could not delegate the need for change. That is, they had to change themselves and—most importantly—lead by example and use the tool themselves.

Cheuk shares some of the highlights of the leadership workshop:

Be prepared for the consequences. “Allowing employees to share and communicate openly online comes with its pros and cons, and leaders/managers really need to be prepared for the consequences. On the one hand, it can allow new ideas and lead to innovation. On the other hand, it will surface diverse views, dissent, and challenges—and challenge people in power. Many organizations out there are struggling with the latter and have decided to 'suppress' and/or 'manage' these diverse views and have failed to implement Web 2.0.”

Embrace Web 2.0. Cheuk says that to embrace Web 2.0, the organization has to open up communications and promote the following ways of working:

- New ideas/input
- Praise/support
- Innovation
- Engagement
- Dialogue
- Clarification
- Deeper understanding
- New learning
- Multiple perspectives

Be prepared for the challenges. “The organization has to be aware of the challenges that come from an open and transparent communication culture.” Cheuk says that keywords that describe those challenges include:

- Diversity
- Challenge
- Dissent
- Sub-groups
- Surprise
- Uncertainty
- Emergence
- Inability to plan too much
- Less control

Be prepared for challenging dialogue. “Since the launch of Minerva, ERM has seen some controversial dialogue in the CEO’s blog. Some comments were direct and blunt. Others outlined gaps they see which can hinder company’s growth. The negative comments could be hard to hear, especially when they are posed in the public intranet space,” says Cheuk, adding that when staff members aren’t willing to share their views publicly, they’re encouraged to e-mail senior managers directly. “This has also resulted in leaders having to face the questions and find ways to make improvement,” she says.

Accept the “inconveniences.” “ERM leaders truly believe that in order to grow the business to the next phase, we must connect all the ‘brains’ within the organization, and use them to serve our clients’ needs. It may come with some ‘inconvenience,’ but the leaders truly believe the benefits can outgrow them. Our leaders are still learning. Most importantly, they are willing to learn. They see this as a way to

increase competitive advantage and to allow ERM to deliver world-class solutions to the clients."

Proven Success

According to Cheuk, two months after its launch in May 2007, Minerva had already proven to be a successful global implementation. "All office intranet sites were in full operation," she says. "Staff worldwide has embraced the Web 2.0 features and an increasing number of staff are using the platform to connect with colleagues from other offices to exchange ideas, resources, and advice."

Other success measures include:

- ERM's senior leaders said, "Minerva has finally turned our vision into reality."
- The then-CEO Pete Regan described the launch of Minerva as "hitting the Jackpot."
- In October 2007, Minerva was showcased as a special case study in the *Inside Knowledge* magazine.
- In December 2007, ERM won the *Environmental Business Journal* (EBJ) 2007 Award for Organisational Innovation for its Minerva roll-out.
- As Minerva has matured, it has become a business critical platform.
- In August 2008, ERM was notified that Minerva was selected as one of the year's 10 best intranets in Nielsen Norman Group's *Intranet Design Annual* for 2009.

ERM was shortlisted for Global Most Admirable Knowledge Enterprise (MAKE) and won the Hong Kong MAKE award.

HSBC Bank Brazil (2009)

Using the intranet

HSBC Holdings plc serves over 128 million customers worldwide through approximately 10,000 offices located in 84 countries and territories. With assets of US\$ 2.5 billion (2008), HSBC is the world's largest company according to *Forbes* (2008) and the most valuable brand in the financial industry according to *The Banker* (2008). HSBC Bank Brazil is an HSBC Group subsidiary. With its headquarters in Curitiba (state of Paraná), HSBC Brazil has 26,530 employees at 2,300 locations in 565 cities across the country.

Headquarters: London (global HQ); Curitiba, PR (Brazil HQ)

Number of employees the intranet

supports: 30,000 users; 26,530 employees

Sales: HSBC Brazil has profits of R\$1.24 billion (approximately US\$ 775 million).

Design team

In-house: approximately 10 people. TerraForum supported all the strategy definition and implementation (IA, layout, content, governance definition, and SEO). Midia Digital provided customized CMS templates.

Members

HSBC Brazil: Juliana Marques, internal communications director; Luciano Miranda, intranet manager; Daniel Machado, head of IT; Demerson Comin, manager; Denise Shibata, intranet IA and design coordinator; Fernanda Santos, intranet content coordinator; Edilson Fontenele, IT project manager responsible for the intranet implementation in IT; Luiz Prohmann, IT manager; Maura Kuniyoshi, IT analyst; Luiz Zimmermann, IT analyst; Gustavo Nadaline, IT analyst; Gilmar B. Soares, IT analyst; Clesio Ramos, IT Coordinator; Daniel Machado, head of IT e-channels; Luis Bresolin, IT Analyst; Luiz Suckow, relationship manager technical services.

TerraForum: José Claudio Terra, CEO; Carlos Franco, partner; Paulo Floriano, project manager; Ricardo Schoueri, partner; Marcelo Barbosa, IA specialist; Denise Pithan, taxonomy and usability specialist; Alício del Nero, IA specialist; Grácia Anacleto content management and Web writing specialist; Suzana Ribeiro, content management and Web writing specialist; Alex Sanghikian, Web writing specialist; Giorgio Dal Molin, Web writing specialist; Stella Wilderom, Web writing specialist; Priscilla Fogiato, Web writing specialist; David Kato collaboration specialist; Eric Boldrin, collaboration specialist; Julio Bittencourt, designer; Vivian Pereira designer; Thiago Padula, designer; Lilian Nosralla, designer; Rodrigo Domingues, IT specialist.

Midia Digital: Carlos Eduardo de Souza, HTML developer; Felipe Gomide, IT manager; Gustavo Straube, Java developer; Lucas Rafael de Almeida, IT analyst; Tiane Yumi Yamaguchi, IT analyst.

SUMMARY

The HSBC Brazil intranet supports approximately 26,000 employees in Brazil. Given that they're all local, this might not seem like much of a challenge, but the users are located in 565 cities across Brazil, so communication is key. And the HSBC Brazil intranet is a showpiece for communication.

The homepage is full of features that can help employees keep on top of the news and perform their everyday work tasks. The left-most column is about informing people, with important recent news appearing in the upper left area of the column.

The second column is about important tools at the organization. The *Quick Access* (*Acesso Rápido* in Portuguese) in the middle of the homepage lists popular links. The *Index* (*Indicadores*) section shows the value of various currencies by country.

The third column houses information that is more personal to the individual user. The *Tools* (*Ferramentas*) section lets people tackle various personal tasks, such as view their time-off schedule or calendar and work with Webmail. Users are also offered a poll or a quiz on the homepage (*Eleição PPR - Participe!*). The first line, *Your vote is very important* (*Seu voto é muito importante*), encourages participation.

The right-most column of the homepage balances with the left-most column, also offering news—but this area's information is less urgent in nature. The corporate calendar appears in the upper right part of the page. There, users can click through to see events and holidays that are important for the organization. The *Did you know?* (*Você sabia?*) section offers helpful tips about using the intranet, along with tips about products, employee perks, and facts about the organization. For example, the current blurb featured on the homepage tells people to look in the *Noticias e Infromacoes* section for useful online services. Underneath this, for comic relief, a *Peanuts* cartoon gives the thought of the day (in one, Sally talks to Charlie Brown about whether she looks okay to get her picture taken with Santa Claus).

Other information in this section might include: “Did you know that HSBC is the most valuable brand in the world?” or “Did you know that employees have special fees on car insurance?”

HSBC No Brasil e no mundo, HSBC

Esta intranet | Todas as intranets | Search... | Group | Adicionar mais Tabs

IntranetBrasil | Sobre o HSBC | Para Colaboradores | Produtos e Serviços | Políticas e Normas | Notícias e Informações

NOTÍCIAS EM DESTAQUE

Aproveite o 13º para investir no futuro
 01/12/08 - Aplique parte de sua segunda parcela do 13º salário em nosso Plano de Previdência Corporativo até 10 de dezembro e aproveite para ganhar brindes e concorrer a prêmios. Não fique de fora dessa oportunidade.

HSBC dispõe de novo SAC
 01/12/08 - Serviços de Atendimento ao Consumidor atende reclamações, pedidos de cancelamentos e fornece informações institucionais.

Lider em desempenho ambiental
 01/12/08 - Nossa Empresa mais uma vez figura entre as maiores em ranking internacional. Confira..

MAIS NOTÍCIAS

Sobre o HSBC

- ▶ HSBC dispõe de novo SAC
- ▶ Brindes de final de ano

Para os Colaboradores

- ▶ Aproveite o 13º para investir no futuro
- ▶ Aprenda a lidar com críticas

Para o Trabalho

- ▶ Informações sobre sua jornada de trabalho
- ▶ Tire dúvidas sobre declarações e comprovantes

Produtos e Serviços

- ▶ Previdência voltada para jovens
- ▶ Fundo Tripla Vantagem – conheça

▶ Todas as notícias

INFORMATIVO DIÁRIO

08:30 Serviços - MOMENTO INVESTIMENTO A quinta-feira foi marcada por poucos negócios na Bolsa, devido ao feriado nos EUA. Após três dias de alta, o Ibovespa inverteu o sentido e encerrou o dia com leve baixa de 0,70 % aos 36.212 pontos. O dólar fechou sendo cotado a R\$ 2,28, com valorização em relação ao real de 0,26%.

06:59 Serviços - CESSÃO DE CRÉDITO E OPERAÇÕES EM FP, CARTEIRAS CONTAS CORRENTES E CARTÕES DE CRÉDITO Em 28 de março de 2008, foi realizada a cessão/venda das operações registradas em FP (Fundo de Provisão) dos produtos ECC/CSG (Contas Correntes) e CAR (Cartões de Crédito). Leia mais.

▶ Edições Anteriores

ACESSO RÁPIDO

- ▶ Acessos e Senhas de Sistemas
- ▶ Aplicativos
- ▶ Auto-serviços RH
- ▶ Blog do CEO
- ▶ Clube de Vantagens
- ▶ Endereço de Agências
- ▶ Formulários
- ▶ HSBC TV

Mais acessos rápidos

SITES HSBC

Sites Departamentais

Intranet

Internet

FERRAMENTAS

Registro Eletrônico

Minha Agenda RH

Webmail

Busca de ramais

Digite o nome ok

Meu HSBC

Agência e conta ok

ou

CPF ok

DÚVIDAS?

Antes de ligar para o Help Desk...

- Conheça o Lotus Notes 7
- HTS Help Desk
- Leia as perguntas frequentes sobre Acessos e Senhas

INDICADORES

Moedas

Dólar Comercial	2,3331
Dólar Turismo	2,4370
Euro Com.	2,93855
Iene	0,02419
Libra Esterlina	3,56574

▶ Indicadores de inflação

▶ Bolsa

▶ Indicadores de mercado

Ações HSBC

NY HBC

1:03pm

Valor: 54.37

Var: -0.45

Var(%): -00.82

CALENDÁRIO HSBC

Novembro 2008

D	S	T	Q	Q	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Dia 28

- LAM RMC - Risk Management Committee
- Natal HSBC – 28 a 30

VOCÊ SABIA?

Com o Simulador de previdência do HSBC, você pode calcular o quanto deve economizar para ter uma renda confortável na aposentadoria. Acesse o site do HSBC e confira.

PARA RIR

DICA DE FILME

Em 1972, dois jornalistas do The Washington Post levam a público a descoberta de que havia microfones escondidos na sede...

▶ Envie sua sugestão

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Pictured: The homepage of the HSBC Brazil intranet gets users started right away, offering news and links to various tools and calendars.

COMMUNICATION

The *News and Information* menu (*Notícias e Informações*) leads to many features that keep employees abreast of recent happenings. This is a great communication area on the HSBC Brazil intranet, offering links to the following features in the left-side navigation:

- The CEO blog
- Campaigns
- Circulars
- News clippings
- HSBC TV
- Information from the Central Bank
- Daily information
- Financial market news
- HSBC publications
- External sites

Each day, at least three new articles are published in the site's news area, covering the day-to-day happenings at HSBC Brazil. To garner new stories, the eight team members who manage this section talk to employees, collecting their opinions, cases, and stories.

Items in the news section on the HSBC Brazil intranet are sorted and categorized using themes similar to those in the main navigation, including *About HSBC* (institutional news), *To Employees* (HR News), *To Work* (administrative news), and *Products and Services* (financial products and market news). Employees can choose from these to view news of interest.

IntranetBrasil

Sobre o HSBC

Para os Colaboradores

Produtos e Serviços

Políticas e Normas

Notícias e Informações

Blog do CEO

Campanhas

Circulares

HSBC TV

Informações do Banco Central

Informativo Diário

Notícias de Mercado

Publicações HSBC

Internas

Sites Externos

Página Inicial > Notícias e Informações > Publicações HSBC > Internas > Notia

Mais espaço e agilidade

15/09/08 - Equipe de notícias do HSBC

Em breve você perceberá duas melhorias que vão tornar sua utilização do computador muito mais rápida. A primeira diz respeito às suas mensagens de correio eletrônico, que agora ocuparão menos espaço em sua caixa postal.

Desde o dia 1.º de setembro está disponível a ferramenta **ZipMail for Lotus Notes**. Já utilizada na maioria das unidades do Grupo, ela está sendo configurada nas máquinas do HSBC Brasil e até 8 de outubro estará disponível para todos os colaboradores. O **ZipMail compacta os arquivos anexados ao e-mail automaticamente**, ocupando muito menos espaço na caixa postal.

"O tráfego de arquivos pesados torna a rede mais lenta e sobrecarrega o sistema", explica Sirlei Weber, da área de HTS. Além da melhoria na performance do Lotus Notes, a ferramenta também vai promover uma melhora no gerenciamento da caixa de correio. Segundo Katherine Flores, da equipe de infra-estrutura de correio eletrônico, "atualmente os colaboradores têm que **limpar a caixa postal com frequência**, pois os arquivos ocupam muito espaço e o limite de utilização é preenchido rapidamente. Agora, o mesmo espaço vai render mais".

Para você ter uma idéia, ao enviar um arquivo de 5MB com o ZipMail o tamanho pode ser reduzido em até 50% - alguns testes feitos pela área de HTS mostraram que a redução pode chegar a até 80% em alguns casos.

Economia para as áreas

Além da comodidade e agilidade para os colaboradores, a medida também deve gerar economia para as áreas e para o HSBC. "Cada colaborador tem uma cota de 75 megabytes em sua caixa de email, e a área paga R\$ 0,60 por cada megabyte usado. Como a ferramenta compacta os arquivos, será possível ter mais mensagens no mesmo espaço. Ou seja: paga-se o mesmo valor, mas é possível mandar e receber muito mais e-mails", esclarece Délcio Soviersovski, também de HTS.

A instalação do ZipMail é automática e será feita por meio de um arquivo distribuído via SMS, sem nenhum impacto para sua rotina de utilização do computador. **"Não existe nenhum risco de perda ou alteração de arquivos"**, garante Délcio.

Por isso, não perca tempo e acesse agora o passo-a-passo sobre a **ferramenta**.

Arquivos em backup: menos tempo, mais economia

Outra novidade é a política de backup nas áreas públicas dos computadores. Você sabia que todos os arquivos deletados ou modificados em sua máquina ficam armazenados nos drives G:\ ou H:\ e podem ser recuperados em caso de necessidade? Hoje em dia, eles ficam guardados por cinco anos, mas a partir de 1º de outubro passarão a ficar armazenados por **dois anos**.

"Fizemos um grande estudo sobre as rotinas de armazenamento dos arquivos", esclarece Marcela Bortolaz, de HTS. "Analisamos todos os chamados para o Help Desk abertos em 2007 relacionados à recuperação de arquivos deletados. Nenhum deles pedia a recuperação de dados anteriores a dois anos. Estávamos tendo um custo muito grande para atender a uma **demandas que não existe**."

É importante lembrar que esta ação só atinge os arquivos deletados ou modificados. **Arquivos "ativos" guardados nas áreas públicas não sofrerão nenhuma alteração nem têm tempo determinado de arquivamento**. Por isso, a única mudança que você deve perceber com essa nova diretriz é na performance de seu computador, que ficará mais ágil.

Entretanto, algumas áreas podem ter a necessidade de manter arquivos por um período maior do que dois anos. Para fazer isso é fundamental que o colaborador informe sua necessidade ao administrador de redes da unidade e justifique a solicitação, para que estes encaminhem a solicitação à HTS e os ajustes sejam feitos.

Faça sua parte

Você também pode colaborar – e muito – para que seu computador funcione bem e com rapidez, com algumas ações. Marcela recomenda que todos os colaboradores ajam com bom senso ao salvar arquivos nas máquinas da Empresa. "Sabemos que guardar MP3 e fotos pessoais no computador do HSBC não é permitido pelas políticas do Grupo, por exemplo. Além de ir contra as regras, esse tipo de atitude gera um desperdício muito grande, já que esses documentos também são arquivados em backup", esclarece. Por isso, fique atento a essas dicas:

- Faça revisões periódicas em seus arquivos e avalie o que precisa ser guardado e o que pode ser excluído;
- Salve as informações mais importantes em um CD;
- Não baixe músicas, fotos ou vídeos pessoais no computador do trabalho. Com coerência e responsabilidade, todos saem ganhando.

Política de Uso · Política de Privacidade · Mapa da Intranet

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Pictured: A news item, *More Space and Flexibility (Mais Espaço e Agilidade)*, from the *Internal Publications* section. Users can choose categories and types of news sources.

Additionally, HSBC retains a news clipping services to scout out news articles on the Web that might be of interest and helpful to HSBC employees. Users can search for keywords using the open *Search (Pesquisar)* field. They can also sort by one of the

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237

offered categories, for example: *HSBC Insurance (HSBC Seguros)*, *HSBC Investments*, and *Contents of the Day (Conteúdo do dia)*.



Pictured: A news clipping services finds items from all over the Web that might interest or assist HSBC employees.

On a more personal note, the CEO's blog page has a history of success. In 2005, when CEO blogs were not prevalent, then-president Emilson Alonso created a blog to communicate to his employees more effectively and to invite their feedback. The initiative was a success and has been continued by current CEO Shaun Wallis. Since 2005, more than 200 articles and 8,000 comments have been posted, and the page has been viewed more than 2,000,000 times. Today, this feature has 76,000 views per month—not bad for an intranet that supports about 26,000 users.

As for the design, it's simple and traditional. The latest posting takes up the bulk of the page. A nice picture of the CEO appears at the top along with his name, personalizing his comments. Links to past blogs, and a place for people to comment, appear on the right side of the page.

All the employees are welcome to participate (assuming they accept the terms of use). Like most CEO blogs, all comments on HSBC's CEO blog include the poster's name.

The blog entry itself is short and understandable. Notice that the example entry, which appears below, fits entirely above the fold. Keeping the writing short and concise like this is always a good thing, and it increases the chances that people will actually read it. The call to action in Wallis' post is not hidden in a lot of discussion. Rather, the point he makes is succinct and obvious: he's urging employees to participate in a company-satisfaction survey. A loose translation of his message from Portuguese to English appears below:

"Todo ano realizamos uma pesquisa com nossos colaboradores para descobrir o que precisa ser melhorado."

"Every year we conduct a survey with our employees to find out what needs to be improved."

"Ano passado, a pesquisa foi aplicada em 82 países e o Brasil teve um dos maiores índices de participação (97%) e um razoável índice de engajamento (67%)."

"Last year, the research was applied in 82 countries and Brazil had one of the highest rates of participation (97%) and a reasonable level of engagement (67%)."

"Subsequentemente, todas as áreas do HSBC se reuniram, discutiram os resultados e acordaram um plano de ação."

"Thereafter all areas of HSBC met, discussed the results and agreed on a plan of action."

"Espero que todos se lembrem dos resultados, tanto dos bons quanto não tão bons, e que saibam o que aconteceu desde então."

"I hope that everyone remembers the results, both the good and not so good, and they know what has happened since then."

"Houve muitas ações tanto no HSBC como um todo, quanto nas áreas individualmente - todas com o objetivo de fazer de nossa empresa um lugar melhor para todos nós."

"HSBC itself and all the areas of the bank are invested in actions directed toward making the company a better place."

"A pesquisa deste ano começa em 15 de julho e eu espero que todos participem."

"This year's research begins on July 15 and I hope that everyone will participate."



Blog do CEO

Shaun Wallis

terça-feira, 1 de julho de 2008

Solte a Voz

Prezados Colegas

Todo ano realizamos uma pesquisa com nossos colaboradores para descobrir o que é bom em nossa empresa e o que precisa ser melhorado.

Ano passado, a pesquisa foi aplicada em 82 países e o Brasil teve um dos maiores índices de participação (97%) e um razoável índice de engajamento (67%).

Subsequentemente, todas as áreas do HSBC se reuniram, discutiram os resultados e acordaram um plano de ação.

Espero que todos se lembrem dos resultados, tanto dos bons quanto não tão bons, e que saibam o que aconteceu desde então.

Houve muitas ações tanto no HSBC como um todo, quanto nas áreas individualmente - todas com o objetivo de fazer de nossa empresa um lugar melhor para todos nós.

A pesquisa deste ano começa em 15 de julho e eu espero que todos participem.

Comente o artigo

Para comentar o artigo, serão solicitados o nome do usuário e senha que você utiliza para acessar os aplicativos da Intranet.

E-mail: (ex.: mauricio.b.saraiva@hsbc.com.br)

Comentário:

 [Enviar comentário](#)

Comentários:

Concordo plenamente com os comentários do Sandro e do Leocelio. O banco fala muito em auto-desenvolvimento e que temos

Categorias

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Envie mensagem
para a chave:
**Endomarketing
Brasil**

VOCÊ
.....FAZ O HSBC.....

Pictured: The CEO's blog page shows the latest posting, a nice picture of the CEO, links to past blogs, and a place for people to comment.

Another way to share information with peers is through the various departmental sites on the HSBC Brazil intranet.

Intranet Brasil > HTS - HSBC Technology and Services

Thiago E BATISTA-TERRA FORUM

HTS - HSBC Technology and Services

Sobre o Departamento Ferramentas para o trabalho Comunicação WWC

Busca de ramais: Ok

Voltar Imprimir

One HSBC - Core Banking leva colaboradores de Curitiba para Inglaterra e Canadá

Oito colaboradores de HTS – Brasil atuarão em Vancouver (CA) e Sheffield (UK) no desenvolvimento do projeto One HSBC Core Banking.

Newton Teixeira, Marcelo Ishii e Edson Faria atuarão por um ano em Vancouver, onde participarão da governança e das funcionalidades de Core Banking. Lutyslaw Schiffer, Reinaldo Gllr, Fabrício Remor, Ernani Kulka e Ricardo Taques atuarão por um ano em Sheffield, onde participarão de análise, desenho e construção dos componentes.

Wagner L. Derre, gerente do Projeto no Brasil, explica o objetivo desta iniciativa "O objetivo é contribuir com o Grupo, com know how e experiência de Banco de grandes volumes, no desenvolvimento da solução One HSBC para Core Banking, que compreende nesta fase o Contas Correntes/Poupança e Depósitos a Prazo".

Os dois times manterão comunicação constante e alinhamento comum para que a solução atenda da melhor forma as necessidades globais e locais.

A expectativa é muito grande conforme nos conta Lutyslaw Schiffer que embarca, dia 28 de agosto, para a Inglaterra, "Esta é uma excelente oportunidade que nos foi dada pelo HSBC para conhecer e entender de perto como funciona o Grupo. Tudo será diferente daqui, mas esta troca de experiência será fundamental para o fortalecimento não só pessoal e da carreira, mas também entre estes dois grandes países Inglaterra e Brasil. Este desafio nos tornará mais cosmopolitas e preparados para colaborar no crescimento e fortalecimento do nosso Banco".


Fabrício Remor complementa: "Esta oportunidade de trabalho no exterior é sem dúvida uma experiência valiosa que vai agregar muitos benefícios a cada um de nós. Além do desafio profissional ainda vamos nos adaptar a nova cultura, fazer novos amigos e aprender a conviver com os desafios num país distante. Como resultado, sairemos mais fortalecidos e preparados e, sem dúvida, esse novo canal de comunicação entre Brasil e UK será fundamental para o sucesso deste projeto".

Desejamos sucesso aos profissionais neste novo desafio.

Política de Uso

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Pictured: The department page for HTS–HSBC Technology and Services makes information about projects, teams, news, and more available together in the same place.


Intranet Brasil > HTS - HSBC Technology and Services
Thiago E BATISTA-TERRA FORUM

HTS - HSBC Technology and Services

Sobre o Departamento
Ferramentas para o trabalho
Comunicação
WWCM

▼ Blog

> Comunicados

> Notícias

> Projetos


HTS - HSBC Technology and Services > Comunicação > Blog

Busca de ramais

Ok

Voltar

Imprimir



Novo Site Departamental de HTS

Postado em 29/07/08 às 13:58 por Denise SHIBATA

< Voltar para Blog

Editar Mensagem

New Post

Excluir

Essa semana entrou no ar o piloto do nosso novo portal de HTS. Ele faz parte do Projeto Intranet Brasil e, apesar de ser apenas o piloto, já poderemos notar uma mudança significativa em nosso portal.

Muito mais do que um lugar para arquivar documentos, o novo site departamental possibilitará emitir e receber comunicados de forma ampla e rápida; acessar notícias, fotos e histórias referentes à nossa área; realizar busca específica no portal ou na Intranet; e, para complementar, trocar experiências por meio desta ferramenta de colaboração, o blog de HTS, que tenho o privilégio de inaugurar. Eu estou realmente esperando receber questões diversificadas e desafiadoras através deste canal.

O novo layout e forma de navegação foram construídos após ouvir colaboradores de nossa área e de outras que possuem este tipo de página. Assim, pudemos ter um padrão de visualização único para os sites departamentais do HSBC Brasil ao mesmo tempo em que atendemos às necessidades dos usuários. Junto a este diagnóstico, foram agregadas as melhores práticas no que se refere aos portais corporativos e departamentais da atualidade.

É importante ressaltar que estamos em fase de testes e, por isso, teremos que ver qual a evolução do projeto antes de darmos os próximos passos. Pode ser que no começo seja um pouco difícil devido à quebra da rotina de tantos anos. Pode ser que as pessoas tenham alguma dificuldade para acharem os itens que costumavam acessar, mas acredito que todos vão se acostumar e sentir cada vez mais o impacto positivo no dia-a-dia.

O objetivo é ter uma ferramenta que nos auxilie a atingirmos nossos objetivos estratégicos, sendo um facilitador das atividades diárias, por meio do compartilhamento de informações e alinhamento de idéias. A ferramenta estará em contínua evolução. Dei todo o apoio a esse projeto e preciso contar com o apoio de cada um de vocês nesse processo de mudança.

Pictured: In addition to the CEO's blog, departmental sites have blogs published by each department's director.



Additionally, project members can publish announcements about operational issues and more urgent matters. Such announcements posted on project pages can be commented on and further discussed by their peers.

Intranet Brasil > Group Operations

Group Operations

Thiago E BATISTA-TERRA FORUM

Sobre o Departamento Ferramentas para o trabalho Comunicação WWCM

Blog

Comunicados

Notícias

Projetos

Group Operations > Comunicação > Comunicados > Comunicado Detalhe

Busca de ramais

Voltar Imprimir

Home

Horários dos ônibus entre os Centros Administrativos

[Criar Comunicado](#) | [Editar](#) | [Excluir](#)

Para acessar também os pontos de parada, acesse em:
Ferramentas para o Trabalho/ Biblioteca/ Group Operations/ Itinerários ônibus.

CENTRO ADMINISTRATIVO XAXIM

HORARIO ÔNIBUS - FUNCIONÁRIOS

Saída Centro	Chegada Xaxim	Saída Xaxim	Chegada Centro
07:30	07:50	17:10	18:00
07:55	08:15	17:40	18:30
08:25	08:45	18:10	19:00

Saída Hauer	Chegada Xaxim	Saída Xaxim	Chegada Hauer
07:40	07:55	17:10	17:35
08:10	08:25	17:40	18:05
08:35	08:50	18:10	18:35

Local de saída / chegada no Centro
 Rua Visconde Nacar na Praça Rui Barbosa (em frente ao Balarotti).

Local de saída / chegada na Vila Hauer
 Rua Frederico Maurer (fundos do bloco II).

Autor

Fernanda MIZUKAMI

2 Comentários [Reduzir Todos](#)

- Teresa RADICHESKI** 27/08/2008
 Esta iniciativa é ótima, pois facilita a vida de muitos colaboradores. Gostaria de sugerir para incluir ônibus com saída do Portão para Xaxim e vice-versa, pois o trajeto é moroso, dependendo de conexões em terminais e andar várias quadras até o cto, fica distante do ponto de ônibus. Grata pela atenção.
 Última Modificação: 27/08/2008
[Editar](#) [Excluir](#)
- Patricia F. BENTO** 28/08/2008
 Teresa,
 Primeiramente agradecemos sua sugestão. Analisaremos e daremos um retorno em breve.
[Editar](#) [Excluir](#)

[Incluir um comentário...](#)

HSBC

Política de Uso

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Pictured: Announcements are posted on departmental sites and users can comment on them. Department sites also feature a document library.

HSBC Brazil also links to the main HSBC TV station. At any given time, employees can choose from more than 100 episodes to watch. The TV station's interface offers tabs to make it easy for users to find the right information. *Playlist* offers a schedule for the week, and users can add their own playlists via a sub-tab. The *Program Guide* lets users look at programs by various categories, and *Search* lets them look for specific keywords.

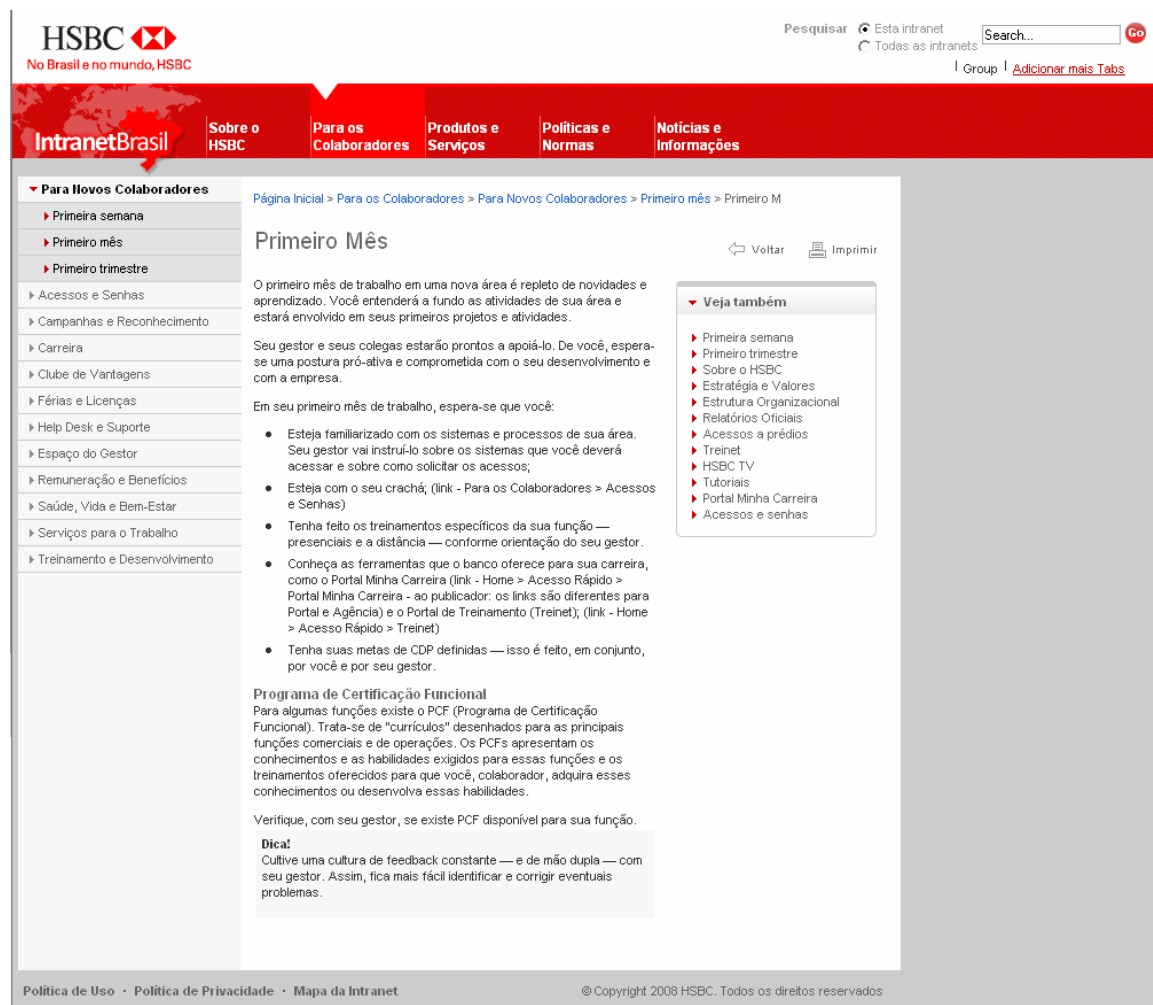


Pictured: The HSBC TV channel offers more than 100 shows for employees to watch at any time. Simple tabs and search help people find the information they want.

The intranet's *For Employees* section (*Para os Colaboradores* in the second global navigation tab), houses important information about working at HSBC. For example, some menu links include *For New People* (*Para Novos Colaboradores*), *Access to Passwords* (*Acessos o senhas*), *Career* (*Carreira*), and *Benefits* (*Clube de Vantagens*).

Helping new employees get started is necessary, but can be time-consuming. Companies must make new employees feel welcome and be productive quickly. On the HSBC intranet, the section for new hires does this, mapping things out for new employees based on their tenure. The secondary left-hand menu includes the following selections: *First week* (*Primeira semana*), *First Month* (*Primeiro mês*), and *First Quarter* (*Primeiro trimestre*). Information and steps for new employees to follow

are located in these sections. Housing this information on the intranet makes it easy for new hires to trust, follow, and feel confident with consulting.



Pictured: The section for new hires helps them through the initial tasks at HSBC, right through their first quarter of working at the company.

The *Service's Quick Guide* is a template used for the compensation and benefits section (*Remuneracao e Beneficios*) that brings together all of the information needed about HR and administrative services available to employees. It's a one-stop-shop for related information such as policies and procedures, contact information, and frequently asked questions. Users can navigate through the titles using the following simple anchors: *Summary*, *Service Description*, *Who can use*, *How to proceed*, and *Contact and support information*.

The cross-navigation area appears on the right side of pages and includes *See Also*, to access related content; a *FAQ*; and *Related Policies and Procedures*.

Auxílio-doença

 Voltar Imprimir

Descrição

O Auxílio Doença é um benefício concedido pelo Instituto Nacional do Seguro Social (INSS) a todos os contribuintes que estejam incapacitados de trabalhar por razão de doença ou acidente de trabalho. Ele só pode ser concedido mediante a apresentação de um laudo do médico que comprove a incapacidade do colaborador.

Quem pode utilizar

Toda pessoa que contribui com a Previdência Social por no mínimo 12 meses antes do início do benefício. Quando o período de ausência do colaborador for superior a 15 dias, o INSS paga 90% do benefício. Quando o período for igual ou inferior a 15 dias, o HSBC disponibiliza o complemento Auxílio Doença.

Como funciona

O Auxílio Doença pode ser solicitado em duas ocasiões:

- Quando o colaborador apresentar atestado que justifique um afastamento superior a 15 dias;
- Quando o colaborador apresentar vários atestados com a mesma doença/ Patologia que, somados, ultrapassem 15 dias consecutivos de afastamento.

Nesses casos, o HSBC paga um complemento ao Auxílio Doença. Ele representa a diferença entre o benefício pago pelo INSS e a soma dos salários do colaborador recebidos mensalmente pela Empresa. De acordo com a Convenção Coletiva dos Bancários, o período máximo de concessão do complemento é:

- Categoria bancária: 24 meses para cada licença concedida;
- Categoria securitária: seis meses para cada licença concedida;
- Demais categorias: não recebem complemento salarial. O INSS arca com o benefício.

Quando um colaborador utiliza o Auxílio Doença, deve se lembrar de cumprir algumas responsabilidades. A primeira delas é comunicar o seu superior imediato da necessidade de se afastar. Isso deve ser feito em até 48 horas após o primeiro dia de ausência do trabalho. Os primeiros 15 dias serão registrados como falta justificada (DO - Doença). Após esse período, o auxílio passa a ser registrado como licença doença. O colaborador também deve apresentar os seguintes documentos:

- Atestado e/ou laudo médico contendo o Código Internacional de Doenças (CID) com afastamento superior a 15 dias;
- Todas as carteiras de trabalho;
- Cópia do CPF e RG autenticadas;
- Certidão de nascimento de filhos menores de 14 anos;
- Comprovante de residência;
- Formulário do INSS de Requerimento de Benefício por Incapacidade.

Também cabe ao colaborador dar entrada no pedido do auxílio junto ao INSS ou através do superior imediato. Para isso, ele deve enviar cópia do protocolo do benefício e carta de concessão/memória de cálculo (documento emitido pelo INSS) ao gestor da unidade. Após pericia médica, também é necessário apresentar o documento do INSS (Comunicação de Decisão) ao superior imediato.

Assuntos Relacionados

Retorno ao trabalho

Quando o colaborador receber alta médica do INSS, deve fazer um procedimento chamado "exame de retorno ao trabalho" no primeiro dia de volta às atividades. Sem um parecer do médico, dizendo que está apto para voltar a trabalhar, o colaborador não pode retomar suas atividades. No dia do exame, é necessário levar a alta do INSS.

A Empresa entenderá que o benefício foi reiniciado se o colaborador apresentar um novo atestado com a mesma doença dentro de 60 dias após alta médica do INSS.

Exame de Retorno de Trabalho

O Exame Médico de Retorno ao Trabalho é realizado sempre que o afastamento for igual ou superior a 30 dias. Deve ser realizado antes do retorno às atividades.

O gestor da área é o responsável por solicitar ao almoxarifado os formulários necessários para a realização desse e de outros exames médicos ocupacionais. É preciso manter quantidade suficiente dos formulários necessários à realização anual de todos os exames médicos ocupacionais. Para isso, deve-se:

- Entrar em contato com a empresa terceirizada da região para agendar o exame do colaborador beneficiado;
- Após o preenchimento do formulário Termo de Encaminhamento para Exame Médico Ocupacional BCO 0682, o colaborador é informado sobre a data, hora e local do exame;
- O Colaborador deve assinar as duas vias do Termo de Encaminhamento;
- A 1ª via deve ficar com o beneficiado para apresentar ao médico no dia do exame. A 2ª via é arquivada no dossiê do colaborador;
- Após a consulta, o colaborador recebe do médico duas vias do formulário Atestado de Saúde Ocupacional MAN-004-3. Estas vias devem retornar à Unidade. Uma delas será arquivada no dossiê do colaborador, a outra fica com o colaborador;
- Após a conclusão do exame de retorno, o gestor envia para o CSU as cópias de RH - Beneficiário e seguintes documentos: uma cópia da CREM ou CRAE e cópia do resultado do exame de retorno - ASO (Atestado de Saúde Ocupacional MAN-004-3).

▼ **Acesse o serviço**

► Termo de Encaminhamento
para Exame Médico
Ocupacional BCO 0662

▼ Normas Relacionadas

▶ Jornada de Trabalho/Saúde Ocupacional

▼ Perguntas frequentes

- ▶ O que fazer quando o colaborador retorna de alta médica conforme Comunicação de Decisão do INSS e apresenta novos atestados?
- ▶ Como justificar as faltas no ETS – Registro de Ponto Eletrônico?

Mission Critical Information

Especially in today's financial climate, the information that the HSBC Brazil intranet provides must be the same across branches, and be easy to digest and communicate to customers and potential customers. One of the intranet team's objectives was to bring together all of this information to expedite processes and keep employees well informed with accurate, clear information. This is important because the people who use this information are mostly branch employees who are distributed across many (2,300) locations. The *Products and Services (Productos e Serviços)* tab puts together the plethora of offerings that HSBC Brazil employees must understand, support, and sell.

All of the bank's products are available on the intranet. The left-side navigation encapsulates links to the main areas of products and services, such as *Exchanging Monies (Câmbio)*, *Capitalization (Capitalização)*, *Credit Cards (Cartões de Crédito)*, and *Loans and Financing (Empréstimos e Financiamentos)*. Once users choose a category, they can choose a tab that corresponds with their task.

These tab choices include *General Features (Características Gerais)*, *Selling Information (Venda)*, *Operationalization (Operacionalização)*, and *Rates and Fees (Taxas e Tarifas)*. The tabs reflect the branches' processes in chronological order as they are completed or investigated.

One of the intranet designers' goals for this template was to refer people to related information such as product procedures and available training materials for the product. In this case, the template does just that. On the right side, people are directed to more information that will help them better understand the offering, with *See Also (Veja Também)* and *Related Content (Normas Relacionadas)*. Employees can also refer to related forms, related policies and procedures, available training material, contact information, and support for more help.

When tabs are selected, they're brought to the fore and the text color changes from black to red. The design makes it easy to move between the four tabs that summarize all the points about the product.

In the example below, the *Cheque Especial* page gives a short description of the offering. To help target sales to the right people, the page also has a *Target Audience (Público-Alvo)* section. ("Cheque Especial" is a pre-approved limit on one's account.)

IntranetBrasil

[Sobre o HSBC](#)
[Para os Colaboradores](#)
[Produtos e Serviços](#)
[Políticas e Normas](#)
[Notícias e Informações](#)

- › Câmbio
- › Capitalização
- › Cartões de Crédito
- › Comércio Exterior
- › Consórcio
- › Conta Corrente
- ▼ **Empréstimos e Financiamentos**
 - › Antecipação de recebíveis
 - › Capital de Giro
 - › Conta Integrada - Conta Garantida
 - › Financiamento de Veículos
 - › Crédito Parcelado
 - › Giro Fácil
 - › EP Consignado
 - › Leasing
 - › ImediAuto
 - › Cheque Especial
 - › Conta Empresarial
 - › Antecipação de IR
 - › Crédito Imobiliário
- › Investimentos
- › Pagamentos e Recebimentos
- › Previdência Privada
- › Seguros
- › Campanhas
- › Tarifas e Pacote de Serviços

Página Inicial > Produtos e Serviços > Empréstimos e Financiamentos > Cheque Especial > Características Gerais

Cheque Especial

[Voltar](#) [Imprimir](#)

Características Gerais

Venda

Operacionalização

Taxas e Tarifas

Descrição

O Cheque Especial é um limite de crédito rotativo para uso emergencial, concedido diretamente na Conta Corrente do cliente. Esse limite pré-fixado pode ser movimentado por cheque, cartão de débito ou transferência eletrônica, e também sacado nos caixas automáticos.

Público-Alvo

Pessoas físicas correntistas do HSBC. Enquadram-se nesse perfil: profissionais liberais, assalariados, aposentados, estudantes, militares, proprietários de empresas individuais, micro e pequenos empresários e colaboradores do HSBC.

Veja também

- › Política de crédito

Normas Relacionadas

- › Tarifas
- › Cheque especial - Pessoa Física

Contato e suporte

Help Desk Agências
Canal de voz – 7 218 2020
Telefone – (41) 4004-2020
Horário de Atendimento – De segunda a sexta, das 9h às 17h30

[Política de Uso](#)
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[Mapa da Intranet](#)

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Pictured: The *Cheque Especial* page gives a description of the offering and a *Target Audience (Publico-Alvo)* description on the *General Description* tab.

IntranetBrasil

Sobre o HSBC

Para os Colaboradores

Produtos e Serviços

Políticas e Normas

Notícias e Informações

Câmbio

Capitalização

Cartões de Crédito

Comércio Exterior

Consórcio

Conta Corrente

Empréstimos e Financiamentos

Antecipação de recebíveis

Capital de Giro

Conta Integrada - Conta Garantida

Financiamento de Veículos

Crédito Parcelado

Giro Fácil

EP Consignado

Leasing

ImediAuto

Cheque Especial

Conta Empresarial

Antecipação de IR

Crédito Imobiliário

Investimentos

Pagamentos e Recebimentos

Previdência Privada

Seguros

Campanhas

Tarifas e Pacote de Serviços

Página Inicial > Produtos e Serviços > Empréstimos e Financiamentos > Cheque Especial > Venda

Cheque Especial

Características Gerais

Venda

Operacionalização

Taxas e Tarifas

Argumentos de venda

- Não há necessidade de comprovar a finalidade do empréstimo;
- Limite disponível sempre que o cliente acessar a conta corrente;
- Liberação ágil e descomplicada.

Canais de Contratação

Agências HSBC

Produtos agregados

- Crédito Pessoal do HSBC;
- Crédito Parcelado.


Normas Relacionadas

- Cheque especial - Pessoa Física

Política de Uso · Política de Privacidade · Mapa da Intranet

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Pictured: The *Selling Information (Venda)* tab gives information about how to market and sell a particular product. Headings entitled *Reasons (Argumentos de venda)*, *Channels (Canais de Contratação)*, and *Related products (Produtos agregados)* summarize important sales points. This screen illustrates general characteristics of the product's *Quick Guide*.



No Brasil e no mundo, HSBC

Pesquisar

☒ Esta intranet
 ☐ Todas as intranets

Group | [Adicionar mais Tabs](#)

IntranetBrasil

Sobre o HSBC

Para os Colaboradores

Produtos e Serviços

Políticas e Normas

Notícias e Informações

> Câmbio
 > Capitalização
 > Cartões de Crédito
 > Comércio Exterior
 > Consórcio
 > Conta Corrente
 > **Empréstimos e Financiamentos**
 > Antecipação de recebíveis
 > Capital de Giro
 > Conta Integrada - Conta Garantida
 > Financiamento de Veículos
 > Crédito Parcelado
 > Giro Fácil
 > EP Consignado
 > Leasing
 > ImediAuto
 > Cheque Especial
 > Conta Empresarial
 > Antecipação de IR
 > Crédito Imobiliário
 > Investimentos
 > Pagamentos e Recebimentos
 > Previdência Privada
 > Seguros
 > Campanhas
 > Tarifas e Pacote de Serviços

Página Inicial > Produtos e Serviços > Empréstimos e Financiamentos > Cheque Especial > Taxas e Tarifas

Cheque Especial

Características Gerais

Venda

Operacionalização

Taxas e Tarifas

Taxas

Para verificar taxas do Cheque Especial para Pessoa Física consulte tabela pré-fixada diariamente na agência. A consulta também pode ser feita pelo CSEI 44.

Tarifas

São controladas automaticamente pelo sistema TAR (Tarifas). Todas as mudanças em tarifas de Cheque Especial são divulgadas em informativos diários. A tabela de tarifas/produtos e serviços e os normativos correspondentes também são atualizados.

Política de Uso · Política de Privacidade · Mapa da Intranet

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Pictured: The *Rates and Fees* (Taxas e Tarifas) section tells employees some of the tax and fee ramifications of the offering. The text is short and simple.


The intranet designers set themselves several goals, one of which was to improve relationships with clients. Intranet sections such as the ones above help employees quickly find, trust, and understand all of the information about the organization's products and services. They can therefore confidently and speedily sell the product—and answer any customer's questions—which inevitably improves relationships.

The intranet also includes a large library of reference materials to help employees find as much up-to-date information on topics as they need. People can find information using the search function or look for topics using the alpha list.



Pictured: This glossary is available within the virtual communities.

Also, for more targeted information, departmental areas of the intranet have their own document libraries.



Intranet Brasil > Group Operations

Thiago E BATISTA-TERRA FORUM

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Centro de Serviços Especializados

24/06/08 15h44min34s GMT-03:00 atualizado por **Maura R KUNIYOSHI** | Primeira criação em 24/06/08 15h44min34s GMT-03:00

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01/08/08 16h20min36s GMT-03:00 atualizado por **Thiago E BATISTA-TERRA FORUM** | Primeira criação em 01/08/08 16h20min36s GMT-03:00

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Operações Head Office

24/06/08 16h11min2s GMT-03:00 atualizado por **Maura R KUNIYOSHI** | Primeira criação em 24/06/08 16h11min2s GMT-03:00

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Operações Interface Global Market & Trade

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Operações Interface Retail

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HSBC

Pictured: A department area's document library.

254

INFO@NNGROUP.COM

HSBC Bank Brazil (2009)

The communication vehicles on the HSBC Brazil intranet help employees feel heard, and remind them that they're part of a large but still cozy community at HSBC Brazil and HSBC as a whole. The information about products and services is so tightly written and consolidated that employees can't help but be stars with their customers. The HSBC Brazil intranet does a great service for employees and clients alike.

BACKGROUND

HSBC Brazil's current intranet is a result of a redesign project that began in late 2006. By beginning with a diagnostic phase, the team quickly realized that they could increase user satisfaction by simply implementing changes to the homepage layout. So, that's where they began. Initial changes to the homepage resulted in user satisfaction scores jumping from 84 to 93%.

This improvement was measured through an annual quantitative research study conducted by the company to evaluate the effectiveness of internal communication vehicles. The study included approximately 3,000 respondents.

The first part of the redesign—and the core of the project—took place throughout 2007 and included major changes to the site's layout, content, IA, search, and CMS platform.

Originally, the site was a static HTML design. As part of the redesign project, a custom CMS was built and the site's content was migrated into the new system to create a more dynamic environment.

At the end of 2008, the second phase of enhancements were completed, included collaboration spaces (department sites and virtual communities), a technology migration to IBM WebSphere Portal, and a content migration to IBM's WebSphere Web Content Manager (WWCM).

"We adopted this approach because we had to show results very quickly, and we realized that the biggest change that will impact directly the company and intranet's results was related to content, information architecture, and governance, instead of technology," says Carlos Franco, TerraForum partner and one of people responsible for this decision.

"So we prefer to use a simpler tool that would give us more flexibility and agility at that time of the project, instead of implementing a more robust tool where we would need better servers, bandwidth, and the team would need to gain the technical skills to implement it," he says.

INTRANET TEAM

The redesign project included a component to address site ownership. During the project's initial phase, project governance was moved from the E-Business group—a combination of intranet and Internet resources—to the Internal Communications department. This governance change was, in fact, the project's first outcome.

"By defining the governance structure, we could articulate the involvement of the necessary resources: from committees to tactical and strategic decisions, IT operational team, the business operational team, and so on," says Juliana Marques, director of Internal Communications and the primary person behind the project. "This happens at every company, but within a bank, if you want the commitment of people, you need to formalize all the roles and activities."



Pictured: The HSBC intranet team (top left to right): Tiago Saturnino, Edilson Fontenele, Luiz Zimmermann, Bianca Zanardi, Paulo Floriano, Thiago Stefani, Clésio Ramos, Everson Reis, Luiz Prohmann; (bottom left to right): Juliana Marques, Tiane Yamaguchi, Luciano Miranda, Suzana Ribeiro, Giorgio dal Molin, Priscilla Fogiato, Fernanda Santos, Gilmar Soares, Maura Kuniyoshi, Denise Shibata, Gustavo Nadaline.

The current team structure includes five people on the business team:

- Intranet strategic manager
- Intranet tactical/operational manager
- Information architecture and design coordinator
- Content coordinator
- Intern

In addition to these staff roles, the intranet also has seven people responsible for managing news on the site (two HSBC employees and five from TerraForum).

The IT team resources for the intranet consist of one staff manager, one project manager, and three IT analysts.

A strategic committee is involved in intranet projects to evaluate the big picture decisions about the site. The intranet team reports on progress toward goals and reports site metrics to this committee. A tactical committee handles the tactical

decisions of the portal (such as budget) and comprises heads of the main areas of the company.

Using Agencies

Some companies rely on outside vendors to supplement their own staff; HSBC, like many others, relied on agencies to provide skills that would augment their own staff's expertise. The site's design and content are outsourced to one outside agency, while another agency handles the planning, writing, and publishing of the site's news sections.

The intranet team at HSBC Brazil relied on TerraForum for their expertise and experience planning large-scale portal projects. The agency had a proven methodology for the planning and implementation required for this type of project. TerraForum worked on both phase I and II, providing the business case and conducting user research activities (interviews, card sorting, heuristic evaluations, maturity analysis, governance definition, and so on). During phase II, TerraForum worked with HSBC on all deliverables: IA definition; governance refinement; SEO; layout definition; policies and standards definition; and content strategy, development, and publishing.

Two additional agencies also contributed to the effort. Mídia Digital was responsible for developing the customized CMS templates (phase I), and BRQ, an IT company, was responsible for the technical configuration of WebSphere, Quickr, and WWCM, including customization and installation (phase II).

This use of multiple agencies is not uncommon for these types of large-scale portal implementations. Indeed, it's becoming standard practice to engage several vendors to plan and execute project deliverables according to their various areas of expertise.

TIMELINE

HSBC's portal project is an ongoing initiative, with an expected completion date of 2010. The redesign project, covered in detail in this report, took approximately one year to complete and included the following project milestones:

HSBC PORTAL PROJECT MILESTONES	
Date	Milestone
November 2006	Beginning of intranet diagnostic and business case development.
May 2007	New homepage layout design.
August 2007	Beginning of phase I implementation, including IA, content planning and development, layout, and search engine optimization (SEO).
December 2007	Go live of phase I.
January 2008	Beginning of phase II, including IA, layout, content and governance revision, planning and implementation of collaboration spaces (virtual communities), and departmental sites.
July 2008	Implementation of collaboration pilot (two departmental sites and two virtual communities).
August 2008	Collaboration rollout (more departmental sites and additional communities).
December 2008	Go live of new platform (WebSphere Portal); all content migrated to IBM WWCM.
January 2009	<p>Beginning of Phase III</p> <p>Phase III and Phase IV, will consist of implementing features to support competitive intelligence, innovation, the development of online tools, and the improvement of actual features like people search, remote access, applications, and forms. These phases are also intended to execute more sophisticated concepts, including customization, content personalization, and accessibility.</p>

GOALS AND CONSTRAINTS

The overarching goal of the portal project, called "Portal Intranet Brazil," is to transform the organization's intranet into a comprehensive intranet portal that will closely align with the company's business objectives. As such, the company established the following business goals for the project:

- Improve employees' satisfaction in working at HSBC Brazil
- Reduce costs and increase productivity
- Improve relationships with clients
- Increase sales

To accomplish these broader strategic objectives, the intranet required improvements in several key dimensions, including:

- IA (taxonomy, templates, navigation)
- Governance
- Layout
- SEO

- Content strategy (including developing and publishing)
- Policies and guidelines definition (editorial, design, and Web writing)

According to Luciano Miranda, the intranet manager, the project has already shown measurable success on the following objectives:

- **Be the most useful working tool for HSBC's employees.** The HSBC Brazil intranet is the most accessed intranet in the entire HSBC group: 97% of people access the intranet at least once per day.
- **Provide accessibility from any place and any communication device** (including mobile phones, palm devices, and notebook computers). Today, the top 500 executives have intranet access available from their smartphones.
- **Leverage corporate intelligence and the knowledge sharing.** The intranet currently has more than 1,000 pages with relevant content to help people do their jobs.
- **Improve internal communication.** During the user research after launching the redesign, the intranet was elected the preferred internal communication vehicle and rated first on relevancy, quality, agility, and credibility.

USERS

HSBC intranet users span the following groups:

- **Business unit professionals** use the intranet to assist with management, planning, corporate intelligence, marketing, HR, finance, and other functions.
- **Branch professionals** are responsible for selling, prospect and client services.
- **Back-office professionals** are responsible for products operations.
- **Outsourced professionals** have restricted intranet access.

Other HSBC employees worldwide have access to HSBC Brazil's intranet from their own units in other countries.

USER TASKS

The new HSBC intranet supports a variety of mission-critical user tasks. Among the most significant are the following:

- **Lines of business support.** Users have full access to the most relevant product information, including products' characteristics, audience, and selling points; comparisons with competitors' banks; taxes; financial market; and operational procedures. The primary objectives behind this service were to improve competitive advantage, increase sales, and reduce internal help desk calls.
- **HR services.** Most existing HR services are available via the intranet, including reviewing and requesting vacation time, accessing payment extracts, and reviewing and requesting corporate benefits. Today, all 27,000 employees are strongly encouraged to access these services online. The main goals behind this employee self-service are to reduce internal help desk calls and increase employee productivity.

- **Administrative services.** There are approximately 50 administrative services available on the intranet, including scheduling travel (11,000 users access each month), requesting supplies (5,000 users access each month), and scheduling meeting rooms (6,000 users access each month). Most users have online and self-service access to these services. The main goals behind them are to reduce internal help desk calls and increase employee productivity.
- **Communication.** The intranet has many tools that speed up communication between managers and employees—a crucial issue, given the company's geographic distribution. These communication tools include:
 - Web-based internal TV with a weekly schedule and more than 100 episodes available on demand
 - Corporate announcements
 - Corporate agenda
 - News
 - The CEO's blog
 - News clipping to provide employees access to relevant external news
- **Policies and procedures.** The site provides 4,000 pages of global and 60,000 pages of local policies and procedures.
- **People search.** The intranet's easy-to-use people search application houses all employees' contact information, including phone number, name, location, and so on.
- **Team communication and productivity.** Each company department has a specific website to store and distribute information between peers and among teams.
- **Improvement of processes and knowledge sharing.** The intranet features a community environment created for people to share information and acquire knowledge about specific themes in the company's process. Today, HSBC Brazil has a pilot program of two communities: leaders' career and process quality.

DESIGN PROCESS AND USABILITY ACTIVITIES

The redesign process included a variety of user engagement activities. The team segmented the project into three phases: diagnostic phase, phase I implementation, and phase II implementation. User research, testing, and engagement were conducted throughout all three as follows.

Diagnostic Phase

The diagnostic phase gave the team an opportunity to get perspective on the project and on user's reactions to the existing site. They solicited feedback from site users, business leaders, experts, and user experience specialists. They also looked at other company intranets for the purpose of benchmarking their own site and examining best practices.

The team began the diagnostic phase by conducting a series of focus groups and user interviews that included more than 3,500 employees from all regions of the country. Activities included:

- Usability tests (16 people)
- Quantitative research (1,500 people)
- Focus groups (250 people)
- Interviews (200 top executives)
- Card sorting (more than 200 people)
- Interview sessions (with approximately 1,200 users who were shown the project and offered feedback)

Through these activities, team members could assess the information needs of the users and identify business opportunities for the site.

The design team involved end users by conducting usability test sessions and card sort exercises to refine the IA.



Pictured: The HSBC team conducting a card sort exercise with site users.

Separate from the user research, the team interviewed 200 top company executives to identify business opportunities where the intranet could add value to the company as a whole. The executive interviews yielded approximately 320 ideas, including the opportunities to:

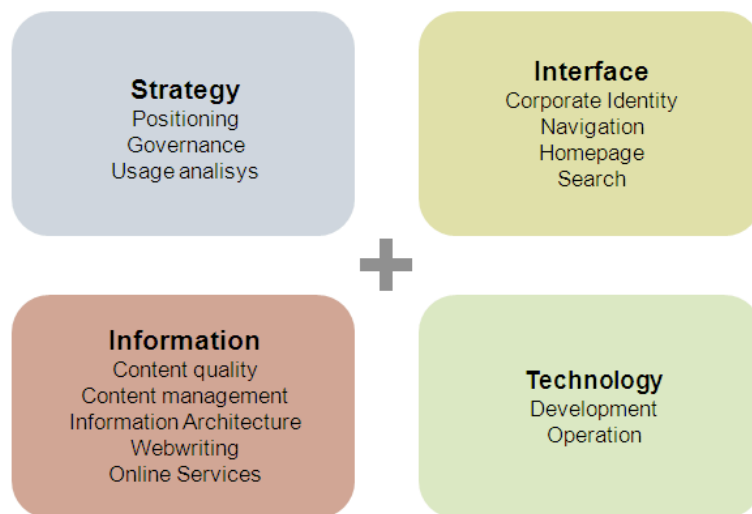
- Improve collaboration among departments
- Improve communication within departments

- Provide sales and product information to branch employees, helping them increase sales and reduce rework in back office areas
- Put administrative services—such as maintenance requests and vacation scheduling—on the intranet to increase productivity
- Inform employees about what’s happening in the company, including changes, results, challenges, and information on market influences

These insights were prioritized and converted into a medium-term project plan. According to Claudio Terra, TerraForum CEO, “HSBC chose a very robust project approach and has a clear vision about the intranet evolution and its potentialities to leverage the organization businesses in the country.”

To get some outside perspective, the design team engaged specialists from TerraForum to conduct heuristic evaluations and perform a gap analysis on the existing site.

This process involved a maturity analysis that evaluated four aspects of the site: strategy, information, interface, and technology. The following chart illustrates this maturity analysis breakdown.



© TerraForum

Pictured: The maturity analysis conducted by HSBC’s agency partner, TerraForum, analyzed the intranet on four aspects: strategy, interface, information, and technology.

In addition to this outside analysis, the design team also conducted a benchmark study, analyzing the HSBC intranet against 20 other Brazilian intranets, including five from the financial industry. The study also benchmarked all HSBC Group intranets and analyzed best practices from intranet research, including intranet reports from Nielsen Norman Group.

Phase I: Planning & Design

What the HSBC team refers to as “Phase I Planning & Design” was a design and architecture phase that included involving users in various rounds of iterative prototyping. A high-level navigation structure was designed and validated through card sorting sessions (involving more than 300 people), while paper prototyping was used to refine the deeper levels of navigation (third and fourth tier) and validate page templates.

The team’s design approach was iterative and included multiple test sessions involving users. This approach helped the team refine the design incrementally in response to the test results.

During this phase, the team began the difficult task of rewriting content. The redesign project involved rewriting most of the intranet’s content, which included approximately 600 pages (and more than 1,500 “standardized written sheets” a term used in Brazil to describe a document with 1,400 characters) of institutional, HR, and administrative content. The content initiative was a joint collaboration between the content owners (who often resided across the many bank departments) and the intranet team. On the business side, more than 150 people contributed new content utilizing a wiki to write, edit, and refine it. The team then published the content to the intranet via the CMS.

The team chose the wiki approach for two reasons. First, by using a wiki at this phase, they were introducing collaboration tools into the bank environment and getting users accustomed to using them. And, according to Project Manager Paulo Floriano, a wiki was simply the best tool for the job. They needed to create content with the participation of dozens of people—content managers, legal and institutional staff, the help desk department, HR, compliance, and so on—and the wiki facilitated that collaboration.

“Consolidating a wide range of opinions and mental models was not easy,” says Suzana Ribeiro, one of the TerraForum editors responsible for the content rewriting. “But we did a good job engaging people in the process.”

What also helped was a writing manual, which the team developed to codify the specific guidelines for writing for the HSBC intranet.

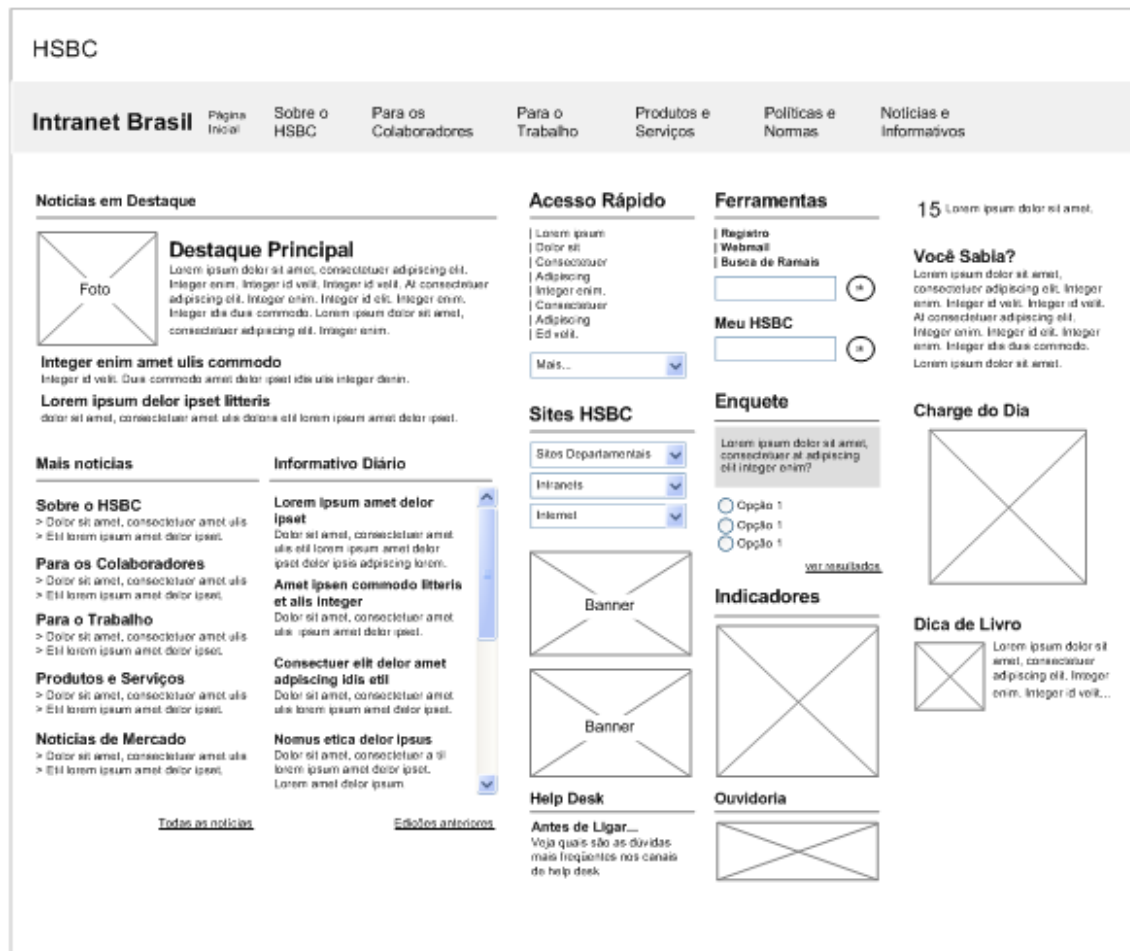
The final piece of the phase I architecture was applying SEO to the new content. To aid in this task, the team mined search logs.

Phase II: Implementation

Phase II let the team test the work completed in phase I. While phase I was a chance to define the IA, taxonomy, layout, and content, phase II was where the team tested and refined these items—because, as Floriano notes, this was where they could see, in practice, how every item was working in terms of IA, taxonomy, and layout. The phase II work also included a platform change (migration to IBM WWCN) and implementing collaboration items (departmental sites and communities of practice).



Pictured: A user works with a paper prototype.



Pictured: One of the wireframes developed by the HSBC design team.

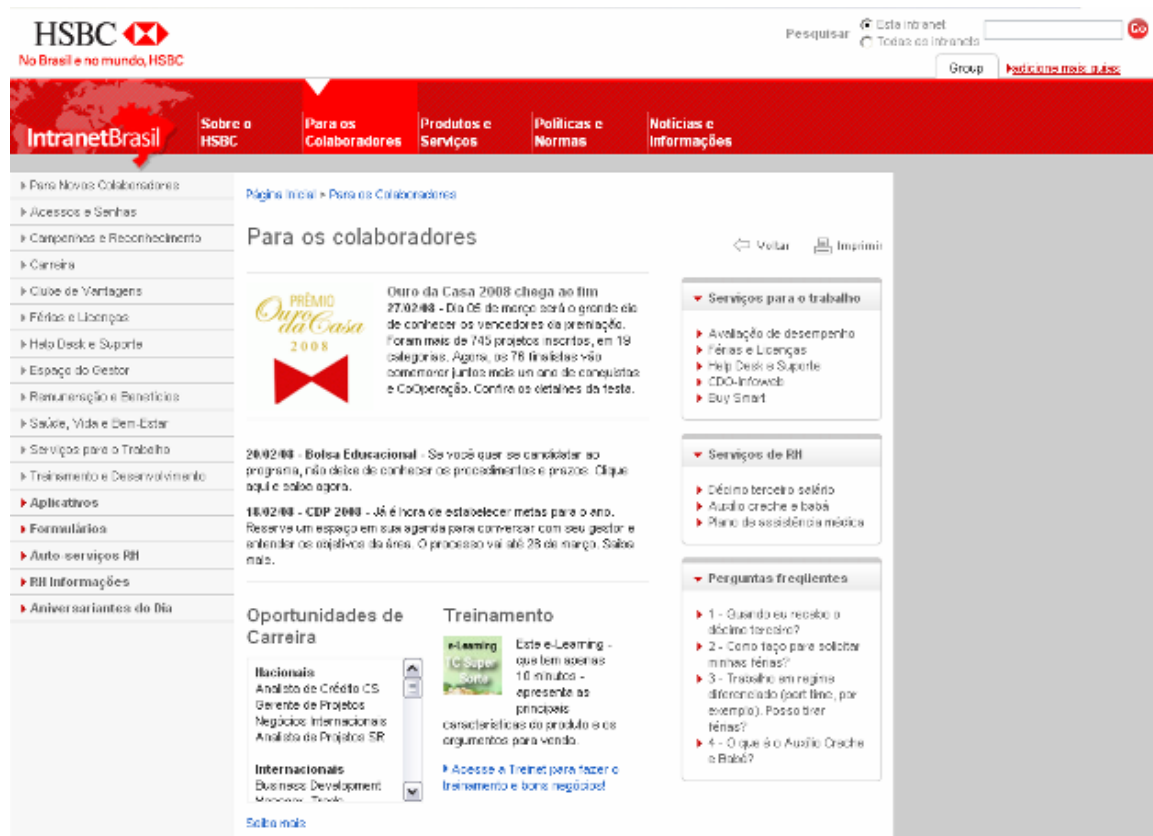
Findings

As often happens during user testing, the HSBC team found discrepancies between how the team viewed some information and how the users themselves viewed it. A good example occurred during a card sort with employees from Losango, a company HSBC Brazil had recently acquired. The team had assumed that Losango users would want their content segregated from the core HSBC information; the card sort proved otherwise. “We thought users wanted a separated area for their content,” says Denise Shibata, IA intranet coordinator. “Surprisingly, the card sorting proved to us that users don’t see themselves as a separate audience. They wanted to see Losango integrated in the intranet’s architecture.”

Another result that the team found interesting was that, in test sessions following the phase I implementation, the team observed that users sometimes found the intranet’s main sections—which had a high volume of content—intimidating to navigate. “We found that, because of the high volume of content that each section has, users sometimes didn’t know how to start to navigate,” says Shibata. “They were a little cautious to start to navigate and didn’t find what they were looking for.”

Because of this finding, the team implemented support elements, such as navigation by themes, alphabetical indexes, and lists of content with frequently asked questions and most-accessed pages.

The ultimate solution, they realized, was to create “subhomes.” These subhomes serve as landing pages for each of the main sections (*About HSBC, To Employees, To Work*, and son on) and also serve as a starting point for users.



Pictured: Every section in the top-level navigation menu has a subhome. The team created these pages to facilitate user navigation within each section and to help users deal with the site's considerable volume of content.

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Pictured: The *Products and Services (Produtos e Serviços)* subhome.



Pictured: A collage of photos taken from the face recording during the usability tests.

URL AND ACCESS

The HSBC intranet portal is available at <http://portal.hsbc.com.br> and is every user's start page.

TECHNOLOGY

The intranet uses IBM WebSphere and its components, including:

- WWCM for content management
- Quickr for collaboration places
- Portal search for searching collaboration places
- Groups and users management

Other software used in the HSBC Brazil portal includes:

- Proprietary software to manage policies and procedures (it will be integrated in the future to the WWCM)
- Proprietary software for quizzes, polls, and research
- Cisco software for Web-based internal TV
- Proprietary software for the CEO's blog
- Proprietary software to manage external news clipping

- More than 1,500 automated business forms
- More than 150 automated business applications and workflows
- Proprietary (global) software to manage tests and quality assurance
- Webtrends for statistics

SEARCH

Verity K2 is the global HSBC tool for search. "We work with Verity K2, a very powerful search engine," says Floriano. "One of the parts of our work was the search engine optimization. We made several changes and established policies for all the pages and documents of the intranet. We refined the title, description, and keywords of every single HTML page and primary Office documents."

The team is still in the process of gathering hard data about this search work. They are still developing search improvements as they go along. Some of the near future enhancements will include integration of thesauri (Verity K2 has native thesauri, but they need to be translated) and refinement of advanced search.

Pesquisa Intranet Resultados 1-10 de 306. Pesquisado Portal Intranet Corporativa para "conta corrente" (0.34 segundos)

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- [HSBC Intranet Brasil - Seguro Empresarial](#)
Características gerais sobre o produto Seguro Empresarial.
[intranetportal.br.hsbc](#) - 13 Jun 2008 - 15k
- [HSBC Intranet Brasil - Leasing](#)
Características gerais sobre o produto Conta Integrada - Conta Garantida do HSBC.
[intranetportal.br.hsbc](#) - 13 Jun 2008 - 19k

< 1 2 3 4 5 6 7 8 9 10 >

Localizar resultados

☒ Esta intranet ☐ Todas as intranets

© 2007 HSBC

Pictured: Search results for bank account ("conta corrente"), an HSBC banking product.

Pesquisa Parcial	Pesquisa Completa	Inclusão			
------------------	-------------------	----------	--	--	--

Nova Consulta

Nome:


Resultado da Pesquisa

LUCIANO XAVIER DE MIRANDA

Matricula: 2914514

Fone: 3777-8980 **Ramal:** 8980 **Canal de Voz:** 7-225-8980 **Prédio:** PALACIO AVENIDA

[>> atualizar](#)
[>> detalhes](#)

Caso não tenha encontrado o resultado que desejava,

Pesquise com resultados Fonéticos >>>


A Pesquisa Fonética:

1. Busca um nome levando em consideração o som do nome digitado;
1.1. ex1. *Isabel, Isabel, Isabele, Izabele, Isabela, Izabela, Isabelle, Izabelle* entre outros;



Pictured: Results from a people search on the HSBC intranet.

CONTENT MANAGEMENT

In moving to a portal platform, HSBC has also moved from relying on static, document-based content toward more dynamic collaboration-based content. The new site relies less on stored documents (Microsoft Office documents, PDF files, and the like), and more on document repositories within the collaboration spaces (departmental sites and virtual communities). Within these collaboration spaces, the document repositories have native version and history control (using IBM Quickr). All subhomes have a list of the “last updated pages” within each section.

The team used WWCM as the content management tool.

As far as the content itself, some parts of the intranet are decentralized, including forms, applications, policies and procedures, the CEO’s blog, and all of the collaboration places. Part of the current project is to completely decentralize all intranet content, but the team admits that this is still a work in progress.

Because decentralizing everything is a huge task involving the entire organization—at least 500 people, between content writers and approvers—they are being very cautious. “To do something more structured and effective, [we are] first decentralizing some areas that have the expertise and can exert the effort required to dedicate to this task,” says Fernanda Santos, intranet content coordinator. “By using this approach, we are reducing the risks of deviation of content and writing.”

The intranet team is responsible for maintaining the policies and guidelines for content, layout, and IA. They have established a template library for content users

that consists of 21 templates for the intranet and no more than 10 templates in the collaboration environment.

MOBILE

Making the decision to build the site with strict adherence to the W3C standards facilitated mobile intranet access. This gives the site basic customization for portable devices. As a result, the top 300 executives can access the intranet via their smartphones. The intranet team has no specific plans to customize the site further for specific devices, until the beginning of phase III, which begins in January 2009. The phase will also focus on other accessibility issues.

FEATURES

The following are the main features of the HSBC Brazil intranet:

- **The CEO's blog.** In 2005, Emilson Alonso, the bank's president at that time, created a blog to communicate more effectively with his employees and obtain feedback on important company strategy issues. Since that time, more than 200 articles and 8,000 comments have been posted and the blog has been viewed more than 2,000,000 times. Participation is opened to all employees.
- **News.** The site's news is split into topics and themes that follow the same principles as the main intranet section's categorization: *About HSBC* (institutional news), *To Employees* (HR News), *To Work* (administrative news), and *Products and Services* (financial products news).
- **Circulars, forms and reports**
- **HR employee self-service**
- **Administrative self-services.** These logistic- and facilities-related self-services include:
 - more than 1,500 **automated business forms**, and
 - more than 150 **automated business applications and workflows**.
- **Corporate calendar**
- **E-learning**
- **Online career opportunities**
- **Quiz, poll, and research applications**
- **External news clipping.** HSBC hired an external company to research the most important daily news of interest to employees (see the screenshot below). Users can filter by category—such as printed matters, Web, and so on—and search.
- **Web-based internal TV**
- **Currency quotation and exchange rates**
- **Departmental sites.** These specific sites include tools such as blogs, news, calendars, announcements, and private document libraries.
- **Communities of practice.** These specific environments provide tools to enable discussion among peers and departments. Tools include discussion forums, calendars, announcements, and document libraries.

- **Search.** The HSBC Brazil intranet uses Verity K2, the search engine defined by global IT. Verity K2 has advanced searching options, filtering, sorting, and results categorization. Users can also search from the Brazilian intranet to any other countries' intranet within the HSBC family.
- **Product's quick guide.** This template was created with the objective of bringing together all the information needed for selling and operationalizing HSBC products and services. It also serves as an access point for related information, such as product procedures, available training materials for the product, and so on. To meet its objective, the template makes liberal use of cross-navigation tools.
- **Service's quick guide.** This template was created to bring together all the information needed for employees to utilize HR and administrative services. It also serves as an access point for related information, such as policies and procedures, contact information, and frequently asked questions.
- **People search:** From the homepage, users can search for people by name or phone number. As the screen below shows, the search results include the person's name, ID, phone number and Voice Channel (VoIP), department, and location. The feature is used by 60% of site users at least once a week.

IntranetBrasil

Sobre o HSBC

Para os Colaboradores

Produtos e Serviços

Políticas e Normas

Notícias e Informações

Blog do CEO

Campanhas

Circulares

HSBC TV

Informações do Banco Central

Informativo Diário

Notícias de Mercado

Publicações HSBC

Internas

Sites Externos

Página Inicial > Notícias e Informações > Publicações HSBC > Internas > Notia

Mais espaço e agilidade

15/09/08 - Equipe de notícias do HSBC

Em breve você perceberá duas melhorias que vão tornar sua utilização do computador muito mais rápida. A primeira diz respeito às suas mensagens de correio eletrônico, que agora ocuparão menos espaço em sua caixa postal.

Desde o dia 1.º de setembro está disponível a ferramenta **ZipMail for Lotus Notes**. Já utilizada na maioria das unidades do Grupo, ela está sendo configurada nas máquinas do HSBC Brasil e até 8 de outubro estará disponível para todos os colaboradores. O **ZipMail compacta os arquivos anexados ao e-mail automaticamente**, ocupando muito menos espaço na caixa postal.

"O tráfego de arquivos pesados torna a rede mais lenta e sobrecarrega o sistema", explica Sirlei Weber, da área de HTS. Além da melhoria na performance do Lotus Notes, a ferramenta também vai promover uma melhora no gerenciamento da caixa de correio. Segundo Katherine Flores, da equipe de infra-estrutura de correio eletrônico, "atualmente os colaboradores têm que **limpar a caixa postal com frequência**, pois os arquivos ocupam muito espaço e o limite de utilização é preenchido rapidamente. Agora, o mesmo espaço vai render mais".

Para você ter uma idéia, ao enviar um arquivo de 5MB com o ZipMail o tamanho pode ser reduzido em até 50% - alguns testes feitos pela área de HTS mostraram que a redução pode chegar a até 80% em alguns casos.

Economia para as áreas

Além da comodidade e agilidade para os colaboradores, a medida também deve gerar economia para as áreas e para o HSBC. "Cada colaborador tem uma cota de 75 megabytes em sua caixa de email, e a área paga R\$ 0,60 por cada megabyte usado. Como a ferramenta compacta os arquivos, será possível ter mais mensagens no mesmo espaço. Ou seja: paga-se o mesmo valor, mas é **possível mandar e receber muito mais e-mails**", esclarece Délcio Soviersovski, também de HTS.

A instalação do ZipMail é automática e será feita por meio de um arquivo distribuído via SMS, sem nenhum impacto para sua rotina de utilização do computador. **Ilão existe nenhum risco de perda ou alteração de arquivos**", garante Délcio.

Por isso, não perca tempo e acesse agora o passo-a-passo sobre a [ferramenta](#).

Arquivos em backup: menos tempo, mais economia

Outra novidade é a política de backup nas áreas públicas dos computadores. Você sabia que todos os arquivos deletados ou modificados em sua máquina ficam armazenados nos drives G:\ ou H:\ e podem ser recuperados em caso de necessidade? Hoje em dia, eles ficam guardados por cinco anos, mas a partir de 1º de outubro passarão a ficar armazenados por **dois anos**.

"Fizemos um grande estudo sobre as rotinas de armazenamento dos arquivos", esclarece Marcela Bortolaz, de HTS. "Analisamos todos os chamados para o Help Desk abertos em 2007 relacionados à recuperação de arquivos deletados. Nenhum deles pedia a recuperação de dados anteriores a dois anos. Estávamos tendo um custo muito grande para atender a uma **demandas que não existe**."

É importante lembrar que esta ação só atinge os arquivos deletados ou modificados. **Arquivos "ativos" guardados nas áreas públicas não sofrerão nenhuma alteração nem têm tempo determinado de arquivamento**. Por isso, a única mudança que você deve perceber com essa nova diretriz é na performance de seu computador, que ficará mais ágil.

Entretanto, algumas áreas podem ter a necessidade de manter arquivos por um período maior do que dois anos. Para fazer isso é fundamental que o colaborador informe sua necessidade ao administrador de redes da unidade e justifique a solicitação, para que estes encaminhem a solicitação à HTS e os ajustes sejam feitos.

Faça sua parte

Você também pode colaborar – e muito – para que seu computador funcione bem e com rapidez, com algumas ações. Marcela recomenda que todos os colaboradores ajam com bom senso ao salvar arquivos nas máquinas da Empresa. "Sabemos que guardar MP3 e fotos pessoais no computador do HSBC não é permitido pelas políticas do Grupo, por exemplo. Além de ir contra as regras, esse tipo de atitude gera um desperdício muito grande, já que esses documentos também são arquivados em backup", esclarece. Por isso, fique atento a essas dicas:

- Faça revisões periódicas em seus arquivos e avalie o que precisa ser guardado e o que pode ser excluído;
- Salve as informações mais importantes em um CD;
- Não baixe músicas, fotos ou vídeos pessoais no computador do trabalho. Com coerência e responsabilidade, todos saem ganhando.

Política de Uso · Política de Privacidade · Mapa da Intranet

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Pictured: A news page.

274

INFO@NNGROUP.COM

HSBC Bank Brazil (2009)

No Brasil e no mundo, HSBC

Pesquisar

Esta intranet

Todas as intranets

IntranetBrasil

Sobre o HSBC

Para os Colaboradores

Produtos e Serviços

Políticas e Normas

Notícias e Informações

Para Novos Colaboradores

Acessos e Senhas

Campanhas e Reconhecimento

Carreira

Clube de Vantagens

Férias e Licenças

Help Desk e Suporte

Espaço do Gestor

Remuneração e Benefícios

Saúde, Vida e Bem-Estar

Serviços para o Trabalho

Treinamento e Desenvolvimento

Página Inicial > Para os Colaboradores > Auto-serviços RH

Auto-serviços RH

Voltar

Imprimir

O Auto-serviços RH veio para facilitar seu dia-a-dia junto aos procedimentos de **Recursos Humanos**. Clique nos itens abaixo para consultar informações ou fazer as solicitações desejadas.

Para ajuda e perguntas frequentes, [clique aqui](#).

Clique aqui para verificar suas pendências e mensagens.

Dados pessoais / funcionais

Consulte e mantenha seus dados pessoais atualizados

- Consultar meus dados
- Atualizar meus dados
- Meus treinamentos

Ferramentas do superior imediato

Espaço destinado ao superior imediato fazer o acompanhamento da sua equipe.

- Painel do superior imediato

Serviços e consultas

- Cargo, salário e unidade
- Demonstrativos de pagamento
- Declarações
- Jornada de trabalho
- Minhas configurações
- Pendências ANF
- Senha do RH Call Gente
- Share Options
- Sharesave

Benefícios

- Consultar meus benefícios
- Auxílio refeição
- Auxílio bebê
- Auxílio creche
- Auxílio bolsa educacional
- Plano de saúde
- Plano odontológico
- Vale-transporte
- Saber mais sobre os benefícios

Férias

Agende e altere suas férias dentro das regras do HSBC e automaticamente inicie o processo de aprovação com seu superior imediato.

- Agendar minhas férias
- Simular pagamento mensal (período de férias)
- Saber mais sobre as regras de férias

O serviço **Escala de férias** está disponível no Painel do superior imediato, opção "Férias".

- Normativos do Auto-serviços RH
- Perguntas frequentes
- Termo de uso

Política de Uso

Política de Privacidade

Mapa da Intranet

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Pictured: The intranet's main *HR Self-Services (Auto-serviços)* page.

Collaboration Tools

Communities

The communities of practice were created to increase collaboration around topics of strategic interest to the organization. The process of choosing the communities for the project's pilot-phase consisted of a detailed process of prioritizing the functionalities and the architecture by including users in test sessions to refine the communities.

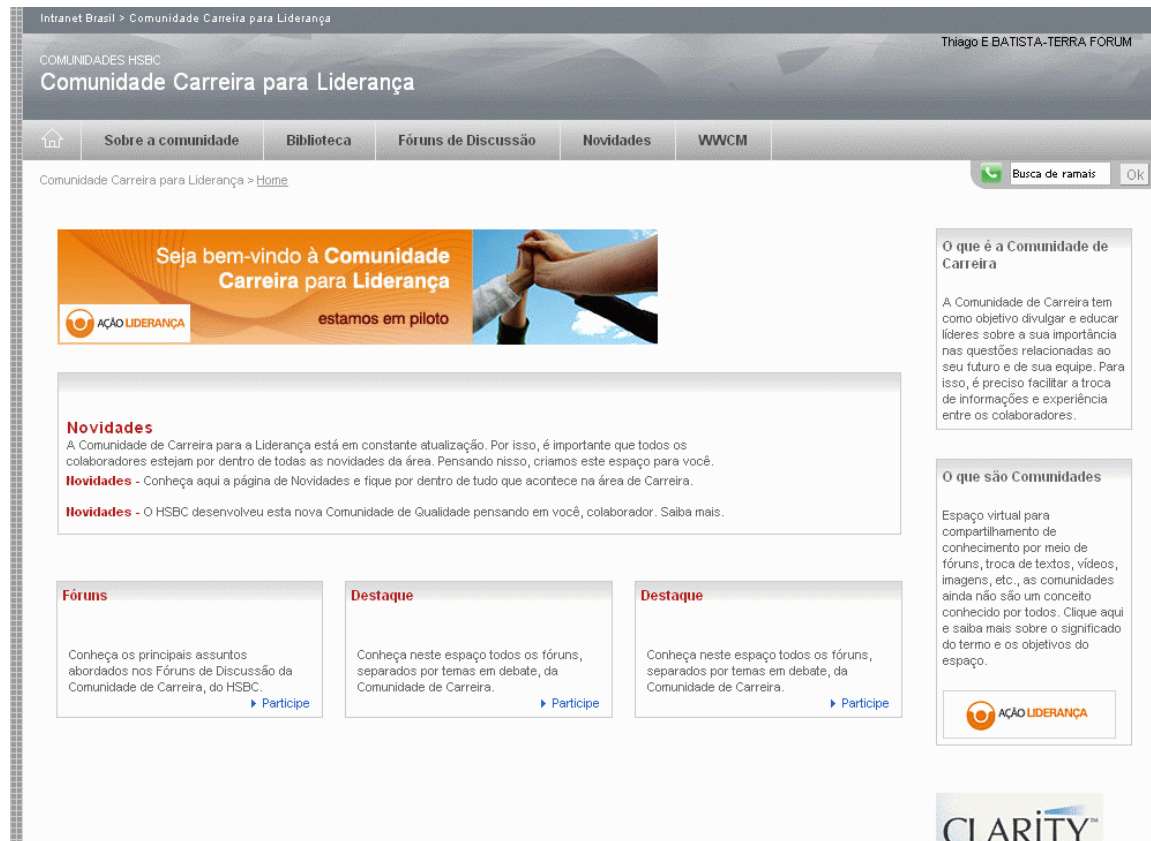
© NIELSEN NORMAN GROUP

WWW.NNGROUP.COM

275

Each community includes the following areas:

- **About the community.** This area contains administrative content, including rules, moderators, results achieved, and a description of the community.
- **Document library.** The library serves as a repository of reference materials, including articles, a glossary, and frequent asked questions.
- **Discussion forums.** This area includes both open and restricted forums to discuss defined topics.
- **News.** Here, users can find informative content aimed at what is and will be happening in the community.



Pictured: A community homepage on the HSBC Brazil intranet.

Intranet Brasil > Comunidade Melhoria Contínua

COMUNIDADES HSBC

Thiago E BATISTA-TERRA FORUM

Comunidade Melhoria Contínua

[Sobre a comunidade](#) | [Biblioteca](#) | [Fórum de Discussão](#) | [Novidades](#)

[O que é a Comunidade](#)
[Política de Uso](#)
[Resultados e Casos](#)
[Moderadores](#)

Comunidade Melhoria Contínua > [Sobre a comunidade](#)

[Busca de ramais](#)

[Voltar](#) [Imprimir](#)

Descrição da Comunidade

Conheça mais neste espaço sobre a Comunidade Melhoria Contínua, que tem como objetivo educar os colaboradores sobre os conceitos básicos que envolvem o mundo corporativo. Além disso, visa divulgar idéias e conceitos da qualidade.

[Veja mais](#)

Resultados e Casos

Resultados e Casos
 Balanced Scorecard (BSC)

Moderadores

Moderadores são os responsáveis por gerenciar os fóruns. Eles trazem assuntos a serem debatidos, gerenciam eventuais conflitos e inserem e/ou excluem tópicos de acordo com as premissas do fórum.

O que são Comunidades

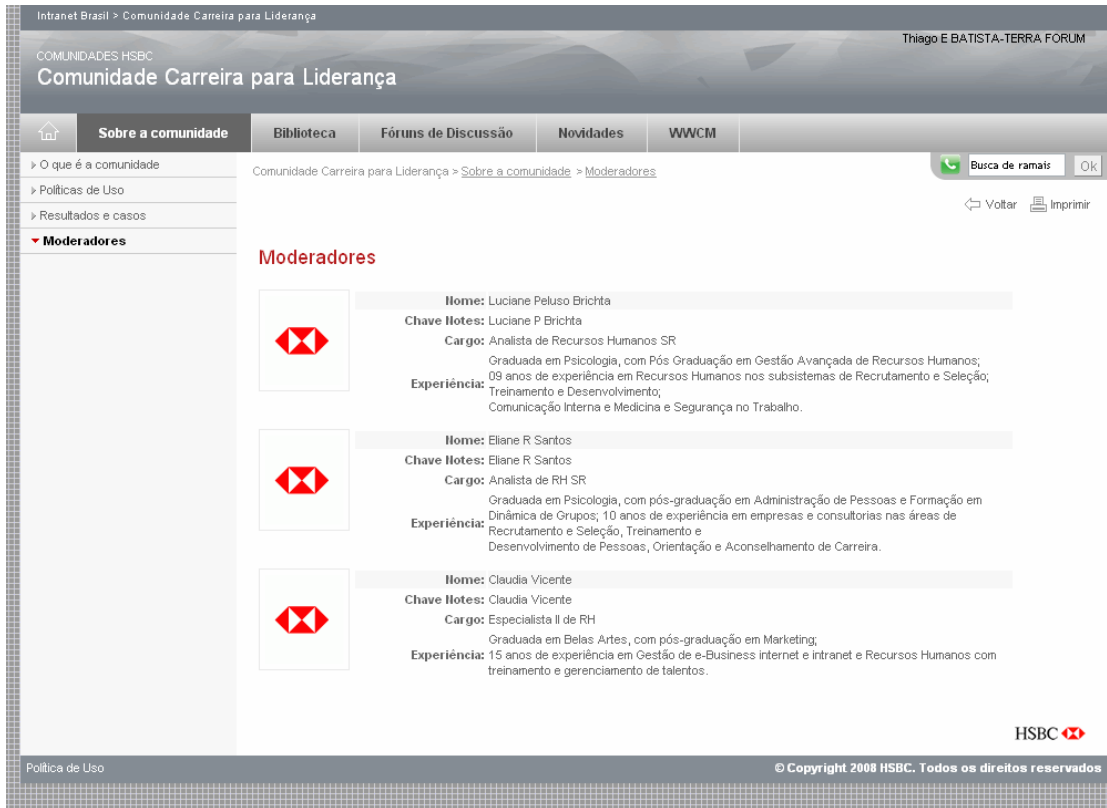
Espaço virtual para compartilhamento de conhecimento por meio de fóruns, troca de textos, vídeos, imagens, etc., as comunidades ainda não são um conceito conhecido por todos. Clique aqui e saiba mais sobre o significado do termo e os objetivos do espaço.

HSBC

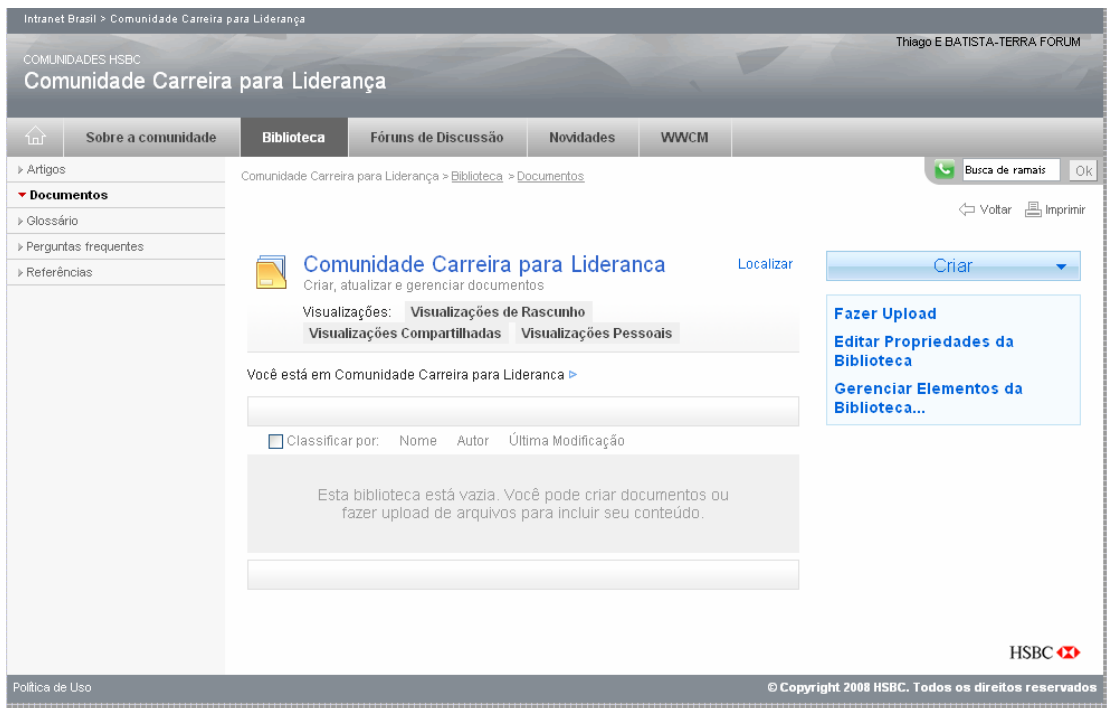
Política de Uso

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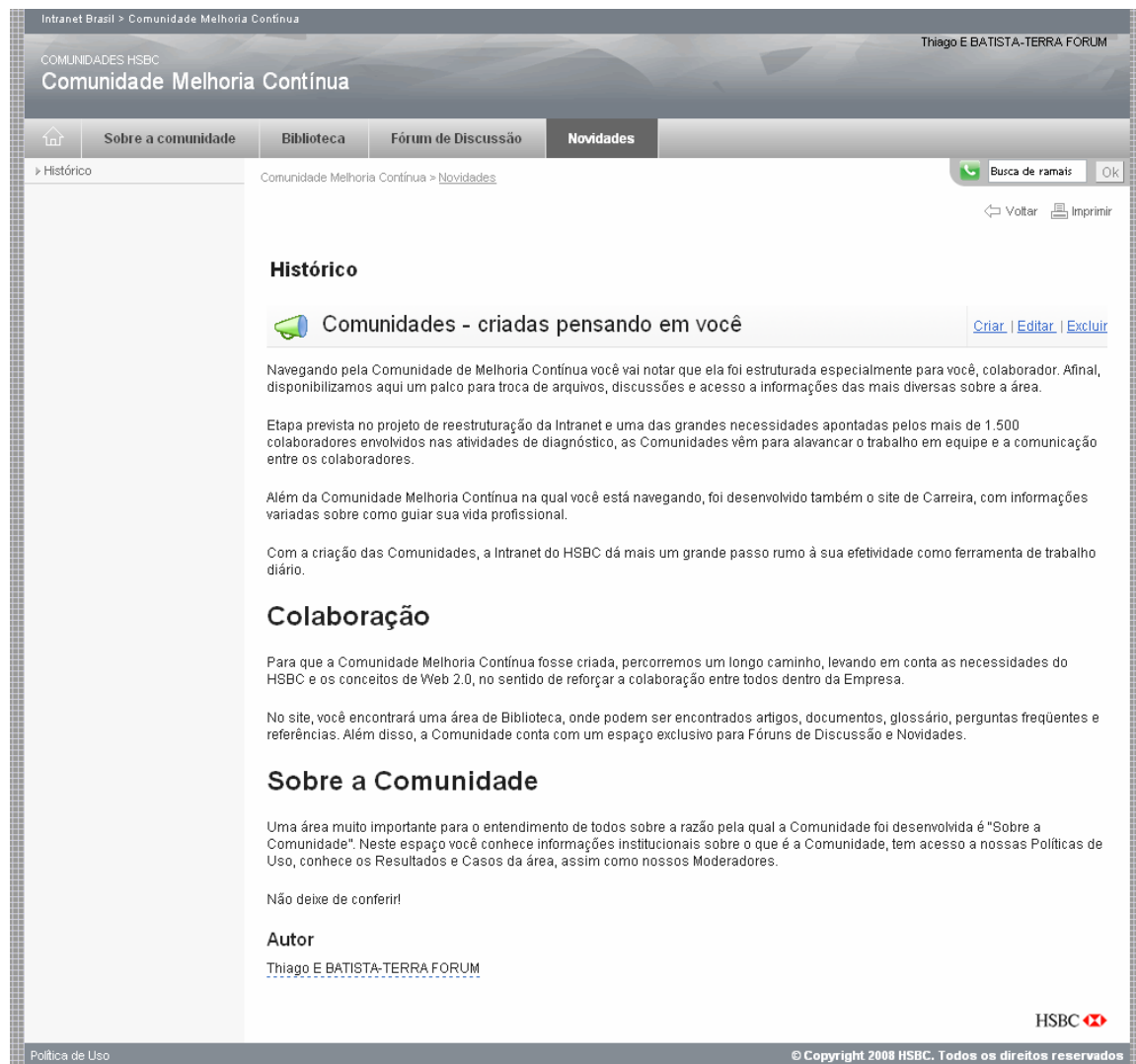
Pictured: The *About the community (Descrição da Comunidade)* page.



Pictured: The list of moderators for a community site.



Pictured: The site's document library.



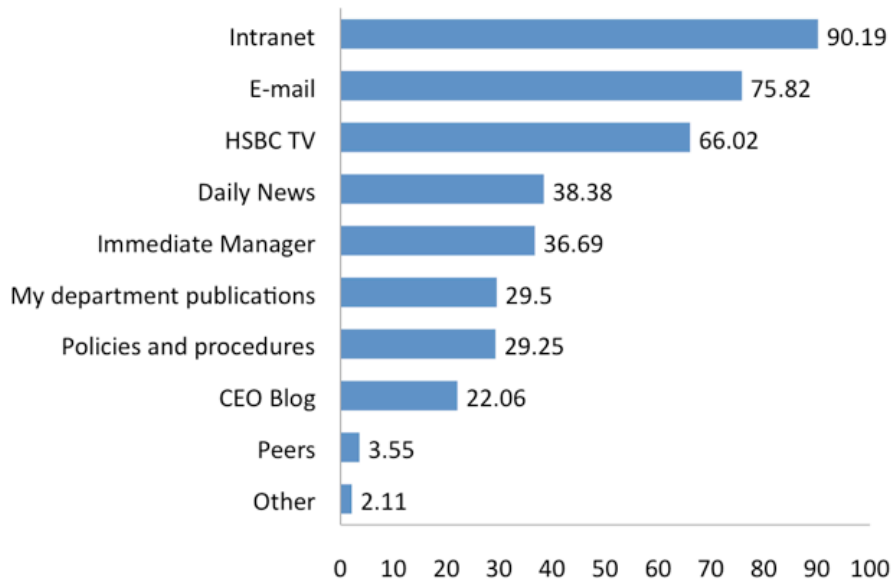
Pictured: The news section for an HSBC community.

RESULTS / ROI

The intranet team can point to a number of important wins from the redesign project, but only a few are hard numbers. Many are important business improvements that reverberate across the organization and have an impact on the daily lives of the employees. Miranda cites the following as examples of these types of results:

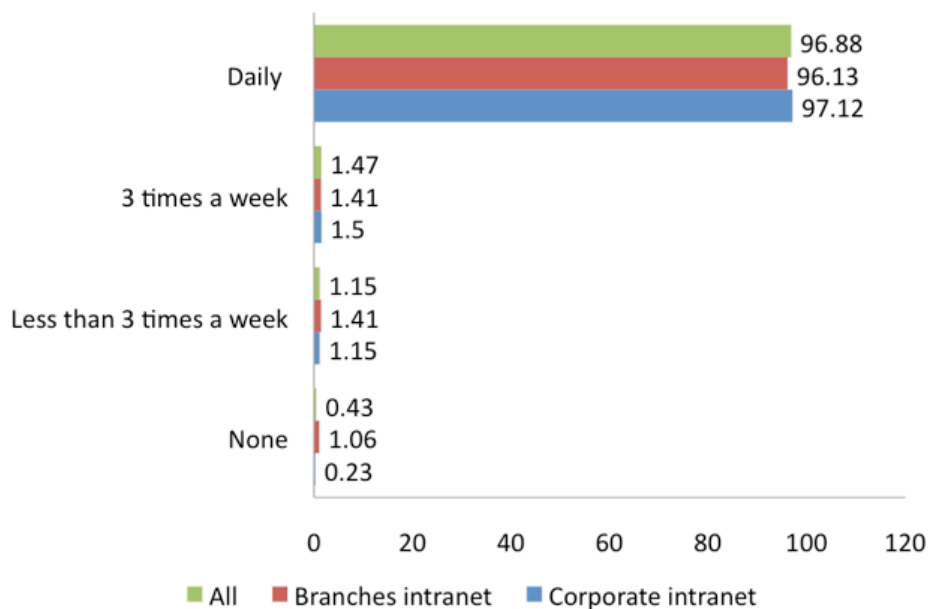
- Intranet Brazil is the most accessed of the HSBC Group's intranets.
- The intranet's redesign project was awarded an internal prize, "Ouro da Casa," out of 20 competing projects. This prize is considered the most important project-recognition prize across HSBC Brazil.

Best vehicle to receive information



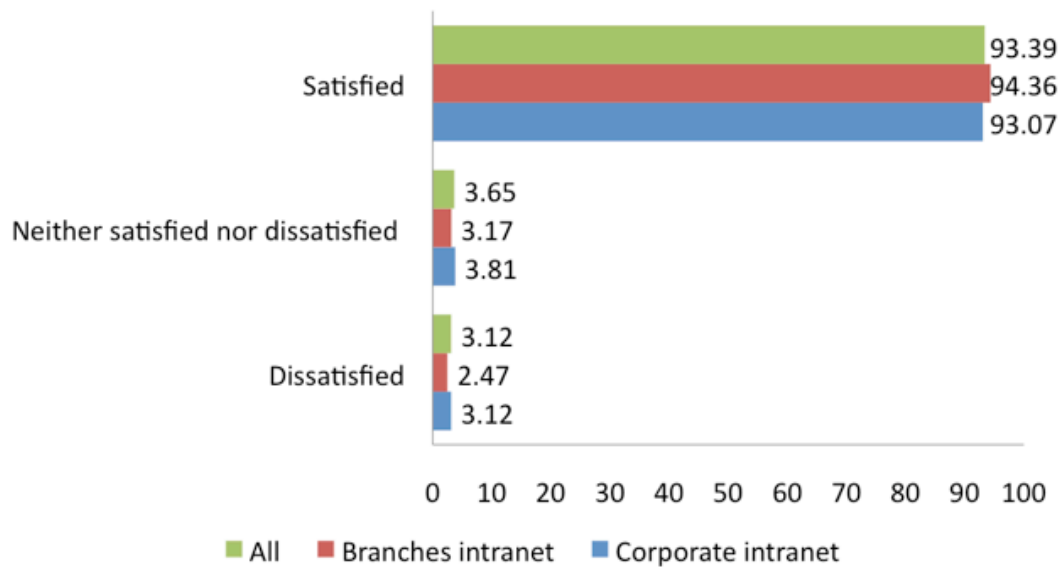
Pictured: Results from a 2008 research study with more than 3,000 people across the organization. Of those surveyed, 90% considered the intranet the best vehicle for getting information about the company.

Frequency of access to intranet



Pictured: More than 96% of employees surveyed access the intranet daily.

Level of satisfaction with the intranet



Pictured: The research study showed a 94% increase in user satisfaction for the intranet.

The intranet redesign has enabled users to:

- Easily access relevant information about HSBC's products (increasing the productivity of sales teams)
- Easily access automated HR services (increasing overall productivity of employees)
- Easily access automated administrative services
- Communicate more easily and effectively; all communication vehicles are consolidated on the intranet, including policies, standards, and governance
- Use the virtual communities to share ideas and communicate in a more effective way to solve problems and suggest improvements
- Share information via the departmental sites, which consolidate all the area communication on a single channel and thus improve productivity on users' day-by-day tasks
- Quickly access "what's going on" in the company (through news, corporate calendar, announcements, blogs, and so on)
- Readily access company history, vision, mission, objectives, and financial results

Although user comments are an anecdotal way to gauge success, taking the temperature of the organization can be a great way to see if the intranet is gaining a positive reputation among the users. "When we had implemented the first phase of the project, the CEO posted a topic on his blog communicating that launch," says Marques. "This post had more than 60 comments." Among those comments were the following:

"Congratulations to the implementation team! We believe that the intranet will be a big milestone on the corporate communication. I love the new layout and the new content."

"The new intranet is much attractive and much easier to navigate. Congratulations."

"Definitely the intranet will be an excellent tool to our day-by-day. It will be saving us a lot of time."

"We are better motivated when we know that our systems and tools are being constantly improved."

"Congratulations! The new intranet look and feel is great. I already thought the last one was very good and you accomplished something very difficult by improving something that is already very good."

McKesson Corporation (2009)

Using the intranet

As the nation's largest health care services company, McKesson provides pharmaceuticals, medical supplies, and health care information technologies. It is the largest pharmaceutical distributor in North America, distributing one-third of the medicines used in North America and supplying more than 40,000 U.S. health care locations. McKesson is also the nation's leading health care IT company, with software and hardware technology installed in more than 70% of the nation's hospitals that have more than 200 beds. McKesson has 32,000 employees worldwide.

Headquarters: San Francisco, California

Number of employees the intranet

supports: Targeted toward 50,000 employees and contractors, the McKesson intranet (McKNet) is used by office workers, technologists, sales people, customer service, distribution, and most business functions throughout 30 business units in the US, Europe, and Canada.

Annual sales: \$101.7 Billion (year ended March 31, 2008)

Design team

A core in-house project management and technology team of 15 people managed the launch and implementation of the McKesson Enterprise *Employee Portal*, the first of three releases on the company's Intranet Strategy Roadmap. Stakeholders from over 30 business units and corporate functional departments informed the design. Supplemental strategy, IA, and visual design services were provided by Logical Design Solutions (LDS). Analytics and online metrics services were provided by Peridot LLC.

SUMMARY

An intranet that includes thorough information for 50,000 employees and contractors can get unwieldy pretty fast. And, in the case of the McKesson intranet, this fact was complicated by the potential unruliness of a varied user base. The McKesson Corporation's intranet, McKNet, serves a variety of employee types, including office workers, technologists, sales people, customer service, distribution, and most business functions.

To protect people from the clutter of information they don't need, and to ensure they get the information they do need, designers of this intranet made excellent use of personalization features. A well-planned and updated personalization model makes it easy for all employees at McKesson to find the information that is right for them.

Members

In house: Tracy Thomsic, director of online marketing; Vaughan Acton, senior director of corporate branding; David Seghers, Internet project manager; Drew Vecchione, Web production specialist; Jacob Covington, Web producer; Elana Keil, content strategist; Julie Person, program manager HR; Mary Jo Borges, McKesson provider technologies (MPT) customer operations sales; Esteban Borrero, VP solutions delivery, corporate IT (CIT); Anand Srinivasan, development manager; Glenn Conrad, support manager; Vijay Desai, director of IT; Stasia Lord, brand manager; Nicole Lee, manager of employee communications; Lisa LaVallee, IT managed services; Kate Rohrbach, (retired) VP corporate communications; Mark Fordyce, manager of applications development, CIT; David Cain, new media project manager, CIT; Jennifer Galloway, Web content strategist, MPT; Terrell Yelverton, Web content strategist, MPT; Erik Sprotte, VP of HR; Charles Fusco, HRIS development manager, CIT; Dennis Brice, director of HRIS, CIT; Susan Slater, VP talent acquisition, HR; Carol Wong, communications coordinator; Pat Moreira, director, employee communications; Nerissa Moore, multimedia specialist; Shyam Dasari, senior software engineer; Eric Deatricks, HRIS analyst; Todd Johnson, quality assurance manager.

Logical Design Solutions:

Dave Stoltzfus, chief operating officer; Susan Willett, senior communications consultant; Millicent Cooley, user experience specialist; Mark Benzkofer, creative consultant; George Armstrong, designer; Oliver Hickman, project manager.

Peridot LLC: Cynthia Kongorski, data analyst.

The McKNet homepage provides personalized work-related content and tools, and news and content personalized by business unit/location. Upon logging into McKNet, employees are offered several timesaving, communication-related advantages, including:

- Single sign-on (SSO) to 33 internal applications
- Customized companywide alerts
- Business unit-specific branding and promotions
- Additional personalized content

The byproduct of these advantages is that people get the tools and information that are most important to them. They also protect people from having to deal with information and tools they don't need, which can create additional clutter and possibly overwhelming choices.

In the homepage example below, a user from the McKesson Provider Technologies (MPT) business unit is logged in. One visual indication of this is the text that appears below the McKNet logo in the upper left: *McKesson Provider Technologies*. The user's name appears below this, welcoming him, confirming who is logged in, and offering a link for *Sign Out*.

The main internal news, *Today at McKesson, Company News*, appears in the upper-left column. Here, users can read the top news headlines and see the date they were posted. The title links lead to the full stories. Note that each story's date is posted with the title, which helps people ensure that the news is current before they bother clicking it. Also, the month is written in an international format using alpha characters, not numbers, to represent months. For example, July fourth is written as *Jul 04*, instead of what is commonly seen in the US as *07/04* or in Europe as *04/07*. Designers chose to represent dates this way because they know that McKNet is used by office workers, technologists, sales people, customer service, distribution, and most business functions throughout 30 business units in the US, Europe, and Central America. Details like this help to ensure that all employees understand the information. Also, this kind of design helps everyone feel included and respected.

Depending on the user's background, specialized news sections might also appear on the homepage. The example below shows an additional news section for *MPT News*, appearing just below the *Company News* section. These news items are presented in the same format as the company news items, preventing users from having to learn or recall different interfaces.

In another personalized touch, the bottom section of the homepage's left-most column displays the *Inside MPT* section.

To summarize the content area, the three-column format provides news and content personalized by business unit/location on the left side and personalized work-related content and tools in the center. It also supports targeted promotions and sidebars in the right-most column.

McKesson Provider Technologies

Employee Search

Advanced Search

Go

Search McKNet

Advanced Search

Go

Express Links

Select a resource.....

Welcome, Jacob Covington [Sign Out] July 10, 2008

Home

Inside McKesson

My Work

Today @ McKesson

Services Center

My Life & Career

MCK 55.64 ▲ 0.21 (0.37%) Jul 10 2008 4:01PM (20 min delay)

Today@McKesson

Company News

Establishing McKesson's Position as a Leader in Healthcare
McKesson faces challenges and opportunities in the public policy arena. Jul 07 ... more >

- As Gas Prices Soar, Commute Alternatives Getting Attention Jul 07
- Understanding Our Customers: Focus on Pharmacy Jul 07
- McKesson People in the News Jul 07

MPT News

News

McKesson and RelayHealth Make Big Splash at AHIP
The American's Health Insurance Plan's (AHIP) annual conference in San Francisco was the place to be to meet the "movers and shakers" who provide health insurance coverage to more than 200 million Americans. Jun 27 ... more >

- OCHIT Names Six McKesson Employees to Certification Committees Jun 27
- Three Sites Begin June with Horizon Practice Plus Go-Lives Jun 27
- McKesson Health Solutions Program Finalist for Innovation Award Jun 20

My Work

Find information, services, critical resources related to your business unit and to your job.

- Expense Reports (SAP)
- Corporate Policies
- Travel Hub
- Product Central
- OneSource
- Material Safety Data Sheets
- Facilities Request (CB Richard Ellis)
- Google Maps
- See what's new on McKNet!

My Work >

Services Center

EthicsLine (999) 999-9999
Report unethical situations, suspected wrongdoing.

Corporate Security and Safety (999) 999-9999
Report security and safety issues immediately.

Take advantage of all the McKesson shared services and resources that are offered for both your work and your personal use.

- Online Access Request System
- McKesson Shared Services
- Travel (2FlyMCK)
- IT Service Request
- Shared Services Catalog

HR Call Center (999) 999-9999

McKesson SupportNow (999) 999-9999

Services Center >

Taking Care Forward in the Pharmacy

McKesson serves 35% of U.S. retail pharmacies

Employees Empowering Pharmacies

Brooke Baker
Reimbursement Advantage Advisor
McKesson Pharmaceutical

Visit MyCIT for one-stop access to CIT services.

Today@McKesson >

Inside McKesson

Taking Care Forward - Pharmacy
McKesson is helping retail pharmacies evolve from convenient places to pick up medications to centers of pharmaceutical care ... more >

ICARE
McKesson employees live by our shared principles. Learn more about the ideals that guide us ... more >

Taking Care Forward Since 1833
Our 175th anniversary celebrates the vision of taking care forward – for our employees, customers, and the health care system at large ... more >

Inside McKesson >

Inside MPT

Performance Strategies: Customers Learn How to Make Medication Safety 'Automatic'
A new issue of the Performance Strategies thought leadership e-magazine has been e-mailed to McKesson C-Suite customers and decision makers. ... more >

Did You Miss The All-Employee Meeting?
If you did not attend or view by satellite the MTS FY09 All-Employee Kickoff Meeting with Pam Pure and the executive leadership team, you can have your own private showing ... more >

Intralink >

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Pictured: The Homepage of McKesson Corporation's intranet offers personalized content and links for the logged-in user.

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WWW.NNGROUP.COM

285

The homepage also offers a *Guest View*. This version is presented to consultants and employees who have not yet signed in. There is still a great amount of information for them to access, but it is missing some of the personalized aspects. Among the elements that are visibly missing in this version are the:

- Branded logo in the upper left of the page
- User name and welcome message in the upper left
- Unit-specific news section beneath the main *Today at McKesson* section in the left-hand column
- Unit-specific information section, *Inside MPT*, at the bottom of the left-hand column

MCKNet

Employee Search Advanced Search Search MCKNet Advanced Search

Express Links Select a resource.....

Sign in User ID Password Go Help | Activate ID | Password Reset

August 28, 2008

Home Inside McKesson My Work Today @ McKesson Services Center My Life & Career

MCK 58.55 ▲ 0.65 (1.11%) Aug 28 2008 12:55PM (20 min delay)

Today@McKesson

Company News >

'Janice Had a Part in Saving This Young Man's Life'
Washington Court House employee comes through, earning customer's praise. Aug 25 ... more >

- ▶ Brochure Details Our Solutions for Pharmacies Aug 25
- ▶ Patents Give MTS Another Competitive Advantage Aug 25
- ▶ Specialty Completes 500th Lynx Mobile Implementation Aug 25

Today@McKesson >

Inside McKesson

Taking Care Forward - Pharmacy
McKesson is helping retail pharmacies evolve from convenient places to pick up medications to centers of pharmaceutical care... more >

ICARE
McKesson employees live by our shared principles. Learn more about the ideals that guide us.... more >

Inside McKesson
Want to know more about who we are and what we do? Visit the new Inside McKesson section of MCKNet!... more >

Inside McKesson >

My Work

Find information, services, critical resources related to your business unit and to your job.

- ▶ Expense Reports (SAP)
- ▶ Corporate Policies
- ▶ Travel Hub
- ▶ Product Central
- ▶ OneSource
- ▶ Material Safety Data Sheets
- ▶ Facilities Request (CB Richard Ellis)
- ▶ Google Maps
- ▶ See what's new on MCKNet!

My Work >

Services Center

EthicsLine (999) 999-9999
Report unethical situations, suspected wrongdoing.

Corporate Security and Safety (999) 999-9999
Report security and safety issues immediately.

Take advantage of all the McKesson shared services and resources that are offered for both your work and your personal use.

- ▶ Online Access Request System
- ▶ McKesson Shared Services
- ▶ Travel (2FlyMCK)
- ▶ IT Service Request
- ▶ Shared Services Catalog

HR Call Center (999) 999-9999

McKesson SupportNow (999) 999-9999

Services Center >

My Life & Career

Here are all resources for your benefits and career growth.

- ▶ Access Your Performance Documents
- ▶ View Your Total Rewards
- ▶ View and Enter PTO Requests: Salaried Employees
- ▶ Workforce Central: Hourly Employees
- ▶ 2FlyMCK Online
- ▶ Search & Register for Training
- ▶ Update Employee Profile
- ▶ View Pay Statement
- ▶ New Employee Welcome Program
- ▶ View or Update Your Individual Development Plan (IDP)

My Life & Career >

Employees Empowering Pharmacies

Billy Barnett
Inside Sales Manager
McKesson Pharmaceutical

Taking Care Forward in the Pharmacy

Track-and-trace technology holds promise

Policies | Contact Us | Guidelines | Disclaimer

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Pictured: The homepage's *Guest View* offers thorough information for guests, including consultants, but doesn't display personalized sections.

Looking beyond the content area and up to the top of the page, people can very easily search for employees or search the intranet. The way the designers have presented this search front-end is very usable. Some designers argue that two open

fields take up more space than either a drop-down search scope or radio buttons. And they are right. Some say two fields are unsightly, but beauty is in the eye of the user. Usability studies show that users more easily find employees search and intranet search when there are two open, well-labeled fields adjacent to each other.

And many intranets like McKNet offer *Express Links* or quick links, which lead to commonly accessed site areas. The user's eye, when looking for search, often goes to any area that looks like a type-in field. While there is text in the *Express Links* area, if not placed near and after the search, the eye might not be drawn to it. But McKNet designers made an astute choice in parking all of these elements near each other, and at the top of the page. This is a very usable intranet search front-end.



Pictured: The employee search and global intranet search functions appear as separate open fields adjacent to each other. This makes them easier to find and decipher, which is also true of the *Express Links* drop-down, which somewhat resembles a type-in field.

The *My Site* feature lets users create their own intranet areas with professional and personal information. Individual profiles offer so much more than the usual flat basics. On McKesson's intranet, people can write about their background as they see fit. More rigorously, they are asked to answer questions about *responsibilities*, *skills*, and *past projects*. This way, other employees can easily find the person with the skills they need. Users can also provide more personal information, such as the schools they attended and their interests.

A mini org chart shows the organization's hierarchy, and the name of the profiled person's assistant is also listed with the contact information.

The right-most column shows any memberships that the user and profiled person share. Below this are the user's own memberships and accessible sites. Users can post documents, photos, and more using the menu on the left-hand side of the page.

A blog at the bottom of the page lets users express their opinions. The option to add blogs, wikis, and RSS feeds on top of the portal helps make it a collective knowledge center.

My Site | Welcome Covington, Jacob D | My Site | My Links | 32

The Site: Srinivasan, Anand

Srinivasan, Anand

Alpharetta- Winward

I have been working at McKesson since Dec 2004, and have helped lead, and deliver several enterprise efforts on our Intranet and dotcom environments.

Prior to McKesson, I was with Georgia Pacific in a Portal Project Manager role. I have been in the business and technology consulting area working with Sapient Corporation, and a startup named Armedia. Clients I have worked for include Cingular, Southern Company, Verizon, Williams, Union Gas, Entergy etc.

On the personal front I was born in Bombay, India and moved to the United States in 1995 when I came here for higher education. I moved to Atlanta, GA in 1997 where I have lived ever since. My earlier years were spent between India and Saudi Arabia and boarding school.

I got married in 1999. My wife Kamini, and our children Dhruv and Medhini make up my immediate family.

I believe in having a well balanced life, and hence besides work and studies, I devote time to many extra-curricular activities. I enjoy playing tennis and basketball. I am a lead singer for a music group called Dhvani which plays mostly at fundraisers for charitable organisations.

Details

Responsibilities: Management of Web Development on McKelnet and McKesson.com using Java, JavaScript, HTML, Vignette, Vignette CMS, Portal, Collaboration, Database, SQL Server, Business Objects etc.

Skills: Management, Finance, Leading Teams, Program Management, Project Management, Facilitation, JAVA, JavaScript, HTML, Vignette...

Past projects: McKelnet, Vignette CMS, Portal, McKesson.com Redesign, MPT Sales Portal, Streaming Media

Interests: Leadership, Business Strategy, Technology, Web 2.0, Business Intelligence, Singing, Music, Movies

Schools: George Washington University, Georgia State University, University of Bombay, Kodaikanal International School

Birthday: January 02

Contact Information

Assistant: [Redacted]
Work e-mail: [Redacted]
Mobile phone: [Redacted]

Organization Hierarchy

Srinivasan, Anand, Web Sol Development Manager

In Common with Covington, Jacob D

Memberships we both share

- #McKesson Corporate Web Team
- McKnet CMS Users
- #DL Corp Deploy OC
- #DL LiveMeeting 2005 users
- Application Support Survey
- #DL All Collaborate Users
- # DL OARS Users
- McKesson Wiki

Memberships

Distribution Lists

- McKesson Web Reports
- #DL ATL All CTT Managers Alpharetta
- McKesson Corporate Web Content Committee
- #IT Corporate Services
- #DL DQ2 OPS Flash (DQ2)
- #All CTT Managers
- #DL Collaborate Admins
- #DL LiveMeeting Rollout (CIT)
- #DL ATL All CTT Alpharetta
- #DL DQ2 Patch Notification

Show 12 additional memberships

SharePoint Sites

- Universal Inbox
- McKesson.com
- CTT Portal Project
- McKnet - CTT Portal
- Web Solutions Internal
- My Expense View Project
- Web Solutions
- HR Portal

Links

General

- WVS Development
- WSDDev_TeamCalendar

Recent Blog Posts

June 27, 2008

Anand's daily musings on Enterprise 2.0

The more I get to know about the capabilities of social networking and social intelligence the more I'm getting hooked on it.

I've been reading up and taking a look at offerings from Microsoft, IBM, BEA, Connect Beam, Google etc. The power to dramatically transform the enterprise and the healthcare industry is mindblowing.

The technologies and capabilities I'm referring to include capabilities for :

- Wikis
- Blogs
- RSS
- Social Tagging
- Communities
- Bookmarks
- Tag Clouds
- Social Search
- Ratings & Reviews
- Web Analytics etc.

Look for more on this over the next few weeks and months.

Posted by Srinivasan, Anand at 6/27/2008 10:18 AM | Permalink | Comments(0)

June 27, 2008

Welcome to your Blog!

To begin using your site, click **Create a Post** under Admin Links to the right.

What is a Blog?

A Blog is a site designed to help you share information. Blogs can be used as news sites, journals, diaries, team sites, and more. It is your place on the World Wide Web.

Blogs are typically displayed in reverse chronological order (newest entries first), and consist of frequent short postings. With this Blog, it is also possible for your site visitors to comment on your postings.

In business, Blogs can be used as a team communication tool. Keep team members in touch by providing a central place for links, relevant news, and even gossip.

Posted by Srinivasan, Anand at 6/27/2008 10:17 AM | Permalink | Comments(0)

Documents

Type	Name	Last Modified	Location	Properties
MyCommunities	MyCommunities	6/27/2008 10:59 AM	Web2.0	
TagCloud	TagCloud	6/27/2008 10:59 AM	Web2.0	
AnandPdpProfessional	AnandPdpProfessional	6/27/2008 10:01 AM	Profile Pictures	
anand_gaessport_00	anand_gaessport_00	6/27/2008 9:55 AM	Profile Pictures	
AnandPic	AnandPic	6/27/2008 9:54 AM	Profile Pictures	

Colleagues

General

- Corradi, Glenn
- Jahnsen, Todd
- Schubert, Michael
- Dasari, Shyam
- Joshi, Juben
- Thompson, Tracy
- Desai, Vijay
- Prakash, Doug
- Todaboyne, Srinivas

Pictured: An individual's profile includes personal information, blog entries, and documents.

McKNet's information and pages are of course only as good as the navigation that gets users to them. This intranet's ever-present global navigation is straightforward and presented as understandable, selectable tabs. These tabs lead to tools, information, and personalized sections of McKNet. Once a tab is clicked, the selected area is highlighted and the left-side context menu for that section appears.

The top-level category tabs include: *Inside McKesson*, *My Work*, *Today@McKesson*, *Services Center*, and *My Life & Career*.

The *Inside McKesson* area gives a great deal of information about the organization, and in doing so supports a unified company culture. The *Inside McKesson* information includes a corporate overview, history, policies, the org chart, brand information, the executive team, strategy, and links to information about specific business units.

The writing on the pages is thoughtful and thorough. And, the editors endeavored to create text in sections instead of in off-putting walls. For example, the page depicted below shows sections and headlines within the text. Phrases such as *Customer Challenges*, *McKesson's Role*, and *What's Next* help users to find the section they want more easily. Subheads and bullets also help people readily read and retain important messages. And, instead of leaving employees to fend for themselves for more information, the *Learn More* section to the right of articles offers links to related content.




Employee Search Advanced Search Go
Search McKNet Advanced Search Go

Express Links
Select a resource.....

Welcome, Kathy White [Sign Out]
July 11, 2008

Home Inside McKesson My Work My Team Today @ McKesson Services Center My Life & Career

Inside McKesson
Company Overview
Meet the Executive Team
Our Role in Healthcare
Our Strategy
Our Customers
The Hospital
The Payor
The Pharmacy
The Physician
Our Impact
Trophy Case
Our History
Brand Identity
Org Chart
Business Unit Links
Corporate Departments
Privacy Office
McKesson Corporate Policies
Six Sigma
iCARE

key customer segments...



4 THE PHYSICIAN

Over half a million office-based physicians practice in the United States today, and more than one-third of them use a McKesson product or service for supplies, technology or specialty drugs. McKesson is positioned to be the physician's source for a comprehensive offering of products, solutions and services that improve practice performance, providing more time to deliver care.

More than 1/3 of all physicians in the U.S. rely on a McKesson solution.

Customer Challenges

In addition to their primary role of providing care, many private practice physicians are essentially running small businesses. They constantly seek ways to improve patient care while looking for solutions to increase productivity and ease their financial pressures.

- Physicians struggle to find the time to focus on medicine and their patients. Valuable time that could be devoted to patients is spent on managing their practices.
- The reimbursement environment has threatened physicians' ability to generate revenue. They must find more efficient ways to document care, prepare and submit insurance claims, and actually collect payments with office staff that is often limited and inexperienced.
- Physicians rely heavily on other clinicians and hospitals for new patient referrals. They need ways to connect their practice with others: physicians, hospitals, payors, and their patients.

McKesson's Role

We help physicians run successful practices by helping to solve their clinical, operational and financial challenges. McKesson provides physicians with more products, services, and resources than any other company in healthcare – including medical supplies and equipment, pharmaceuticals and specialty pharmaceuticals, EMR and practice management software, outsourced or in-house billing systems and Internet connectivity.

Our solutions:

- Improve patient care.** Our technology helps physicians easily access patient records, order tests and prescriptions, view lab results, and check drug and allergy information – all essential to patient care. We provide physicians with the clinical information, decision support and an electronic view of patient medical records necessary for quality care. Physicians may access up-to-date information from any point in the healthcare system, which is particularly helpful to specialists who see patients in both hospital and office settings.
- Efficiently manage the practice and bottom line.** Every minute and every penny counts in the successful management of a physician practice. We help physicians run the day-to-day business with systems that include software for appointment scheduling, patient registration, and medical billing. We improve billing and collections processes to ensure physicians receive complete payments from insurance companies, Medicare and patients. McKesson's comprehensive offering helps physicians enhance performance and productivity, improve quality, reduce costs, and speed reimbursements, so they can spend more time delivering care.
- Connect physicians to the healthcare system.** Physicians cannot work successfully work in isolation. We provide ways for physicians to connect securely with others in the healthcare system for both clinical and financial purposes. Our solutions allow physicians to communicate with hospitals and other physicians for things like patient referrals; with payors to process insurance claims and verify insurance eligibility, address and credit information; and directly with their patients.
- Ensure safe and timely delivery of medications and supplies.** We provide vital supplies to maintain physician offices, including medical supplies, pharmaceuticals, and equipment. We are also the leading distributor of specialty drugs — medications for chronic illnesses such as cancer, asthma and diabetes — that must be administered in the physician office.

Learn More:

- Ken Tarkoff on the future of online doctor-patient communication
- Mark Boyar: Promoting the Paperless Physician Office
- Taking Off: Airport Clinic Raises McKesson's Visibility
- Detailed information on McKesson.com about our physician solutions
- How McKesson helps clinicians provide higher quality care

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Pictured: A sample content page shows headlines, chunks of text, call-outs, related graphics, video, demos, and *Learn More* links, engaging readers on many levels.

The tab to the right of *Inside McKesson* is *My Work*. This section is specifically related to the user's job and provides tools and resources to support the employee. This section helps eliminate the many e-mails that teams previously sent around and that inevitably seemed to get lost or misfiled. Having these personalized tools and information helps all employees, from the sales person to the HR representative. For example, a sales manager is presented with sales reports, commission statistics, forecasts, team opportunities, and marketing materials. Updates are available in one place, ensuring that employees access the most accurate and up-to-date resources.

The main navigation in this section links to *My Success*, *Product Central*, *Events*, *Sales Education*, *Marketing*, *Message Center*, *Forms and References*, *Sales Process*, *Sales Support*, and *My Reports*.

McKesson Provider Technologies

Employee Search Advanced Search

Search McKNet Advanced Search

Express Links

Select a resource.....

Welcome, Terrell Veltvort [\[Sign Out\]](#)

November 24, 2008

Home

Inside McKesson

MyWork

Today @ McKesson

Services Center

My Life & Career

MPT SiteMap

Make the Most of My Work

Find the resources and information you need to help you succeed in your Sales work.

- My Sales Portal Feedback
- What's **NEW** on the Sales Portal?
- Who To Call (Includes Services Contacts)**
- 2008 Mid-Year Sales Meeting Presentations

My Work

My Success

My Reports

Product Central

Events

Sales Education

Marketing

Message Center

Forms and References

Sales Process

Sales Support

My Sales Reports

My Current QTR Forecast

My Current FY Forecast

My Current Qtr Forecast

Forecasted and Non-Forecasted Active Opty Revenue and Closed Won Quotes quarter.
Report run time: 11/24/2008 9:12:33 AM Eastern

Source - [Sales Analytics](#)

Forecast	Calculated Forecast	Total SW	Total SVC	Total MY	Total HW	Total MIIT
	Close and Won	\$0	\$100,000	\$17,988,780	\$0	\$0
	Stretch	\$483,635	\$412,562	\$0	\$75,849	\$217,404
Y Total		\$1,108,659	\$842,862	\$17,988,780	\$362,100	\$342,428
N	Outside the Forecast	\$0	\$0	\$109,800	\$0	\$0
II Total		\$0	\$0	\$109,800	\$0	\$0
Grand Total		\$1,108,659	\$842,862	\$18,098,580	\$362,100	\$342,428

Note: This report includes only MPT and Automated pro

[Refresh](#) - [Print](#)

Additional Reports

- My Application Inventory Reports (Business Objects)
- My Opportunities (Siebel)
- My Commission Statement (Business Objects)
- My Forecast/Funnel Report (Business Objects)

National Sales Messages

- News for Your C-Suite! *Performance Strategies* E-Mailed November 24 *Nov 24*
- Horizon Practice Plus Customer Featured In Journal Cover Story *Nov 21*
- Customer Operations Sales Personnel Can Now Sign MIG Agreements *Nov 18*

[Archive >](#)

West Region Sales Messages

- The Source - 11/20/08 *Nov 20*
- December Forecast Deadlines *Nov 20*
- McKesson Partners with Strategic Healthcare Programs to Help Hospice Agencies *Oct 17*

Find more Regional Messages by going to the [Message Center](#).

For the latest news and events for your region please go to your [West Regional Marketing](#) page.

Events Messages

- 'Power to Get Reimbursed Quickly' Theme of National Emergency Medicine Show *Oct 27*
- Discover How to Get Patients to Pay Bills with Patient Compass *Oct 27*
- Clinical Procedure Resource Solutions to be Showcased at MTORS Conference *Oct 27*

[Archive >](#)

Sales Process

Select a funnel stage in order to review how that part of the sales process works and to find the tools you need to complete that stage successfully.

Plan Territory

Generate Opportunity

Qualify Opportunity

Present Opportunity

Confirm Solution

Close Opportunity

Expand Account

[Sales Process >](#)

Related Resources

- Collaterals Catalog
- NEW** - McKesson Video Showcase
- FY09 Compensation Plan
- Inside Healthcare Computing Archives
- Intralink
- McKesson Customer Portal
- One McKesson
- Performance Strategies
- Presentation Library
- Sales Executive Council
- Video Testimonials Library

My Favorites

There are no saved sites

[Customize >](#)

Groups & Departments

- McKesson's Executive Team
- McKesson Capital Org Chart
- McKesson Corporate Org Chart
- NEW** - McKesson Automation (MAI) Who To Call
- MPT Sales & Marketing Org Charts & Territory Maps
- Product Marketing
- Account Primary List - Client Executives

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Pictured: An example page for a sales manager in the central region. Notice the sales messages based on location and HR tasks, such as *HR for My Team* in the upper right, related to managing a team.

One of many topics that sales people might learn or be reminded of is how McKesson's sales process works. A link on the section's main page leads to a more descriptive page, with information depicted in text and graphics. Elements of the charts and graphics are clickable links that let users drill down to more information.

Employee Search Advanced Search Go
Search McKNet Advanced Search Go
Express Links
Select a resource.....

Welcome, Jacob Covington [Sign Out]

July 10, 2008

Home Inside McKesson **MyWork** Today @ McKesson Services Center My Life & Career

MPT SiteMap

My Work Home
My Success
Product Central
Events
Sales Education
Marketing
Message Center
Forms and References
Sales Process
Sales Support
My Reports

Sales Process

What You'll Find Here

The Sales Process section of the sales portal is intended as a reference to offer the new sales person a step-by-step guide to both internal and external sales processes. Experienced sales people will find quick links to needed forms, contacts and checklists enabling them to get to what they need quickly.

How To Use This Section of the Portal

Select a sales process stage from the graphic below to link to the detail for that funnel stage. Within each stage, select a step on the left side of the page to walk through frequent tasks associated with the stage. Links on the right side of the page offer access to applications, forms, checklists and reference materials. Roles and responsibilities of each sales team member are also provided for each sales stage.

Plan Territory Generate Opportunity Gain Sponsorship Assess Opportunity Confirm Solution Close Opportunity Expand Account

Milestones

A. Unverified
B. Verified
C. Decision-maker acknowledges business/clinical need and general decision timeframe.
D. Executive Sponsor confirms opportunity, priority and funding, and agrees to an Opportunity Assessment.
E. Decision-maker validates the Opportunity Assessment findings and intention to make a buying decision.
F. Decision-maker confirms their support for the initial McKesson solution recommendations.
G. Executive Sponsor and decision-makers confirm that McKesson is on the short list.
H. Executive Sponsor and decision-makers confirm that McKesson is the Vendor of Choice.
I. Executive Sponsor and decision-makers agree to a final solution and agree upon a close plan.
J. Corporate Board and/or buying authority approve recommendation and release budget.
K. Executive Sponsor reviews final quotation with Terms and Conditions and returns all contract issues.
L. All contracts are signed.
Expand Account. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec lobortis tempor tortor.

Browse Sales Process Topics
Topics

Why Do Something?

Why Do Something?
Strategic / Financial
Cost of Delay

Why Now?
Strategic / Financial Objectives

Why McKesson?
Unique Capabilities to Meet Customer's Objectives

Help Customers Understand the Strategic Value for Them

Related Resources

- Sales Force Automation (Siebel)
- Sales Analytics (Siebel) - CE
- Sales Analytics (Siebel) - PS
- Quote Request (QRA)
- Business Objects
- Sales Executive Council
- Sales Process Guide Book
- Horizon Clinicals Playbook
- Who To Call

Calculated Forecast Criteria

Opportunities will be set to Committed, Upside, or Stretch based on funnel stage probability percentage and close date and reported by quarterly views.

Probability	1	2	3	4	5
100	Committed	Committed	Committed	Committed	Committed
75	Committed	Committed	Committed	Committed	Committed
50	Committed	Committed	Committed	Committed	Committed
25	Committed	Committed	Committed	Committed	Committed

Key
Committed
Upside
Stretch
Manage

Pictured: This page helps the sales force understand and access the tools needed for each of the steps in the sales process. Each step is clickable, with tasks, information, and links to tools highlighted.

Employee Search Advanced Search Search McKNet Advanced Search

Express Links
Select a resource.....

Welcome, Terrell Yelverton [Sign Out]
November 24, 2008

Home Inside McKesson **MyWork** Today @ McKesson Services Center My Life & Career

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Sales Tools

- My Expenses (SAP)
- My Travel (2FlyMcK)
- Quote Requests (QRA)
- Reporting (Business Objects)
- Sales Force Automation (Siebel)
- Sales Analytics

Related Resources

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- Inside Healthcare Computing Archives
- Intralink
- McKesson Customer Portal
- One McKesson
- Performance Strategies
- Presentation Library
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- Video Testimonials Library

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- MPT Sales & Marketing Org Charts & Territory Maps
- Product Marketing
- Account Primary List - Client Executives

My Work

My Success My Reports Product Central Events
Sales Education Marketing Message Center
Forms and References Sales Process Sales Support

My Sales Reports

My Current QTR Forecast My Current FY Forecast

My Current Qtr Forecast

Forecasted and Non-Forecasted Active Oppty Revenue and Closed Won Quotes quarter.
Report run time: 11/24/2008 9:12:33 AM Eastern

Source - Sales Analytics

Forecast	Calculated Forecast	Total SW	Total SVC	Total MY	Total HW	Total MIIT
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Note: This report includes only MPT and Automated pro

Refresh - Print

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Archive >

Sales Process

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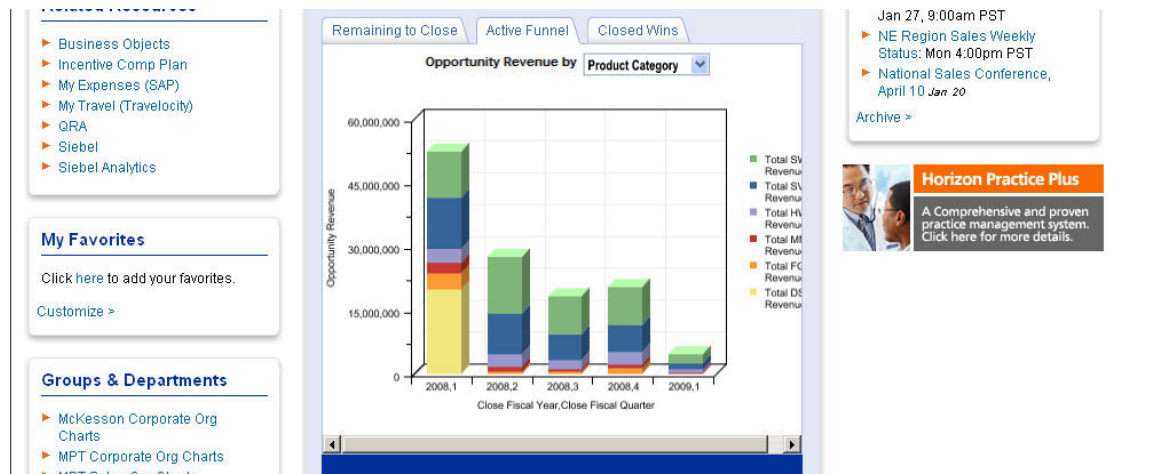
Plan Territory Generate Opportunity Gain Sponsorship Assess Opportunity Confirm Solution Close Opportunity Expand Account

Sales Process >

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Pictured: An example of an application integrated directly into the portal interface. MPT sales personnel can view personalized sales reports—pulled dynamically from McKesson's CRM application—directly in the portal. Sales people can also access their e-mail in the portal to look up contacts and send e-mail.



Pictured: This view of application integration shows further functionality available to MPT sales personnel: the integrated portal application's reporting capabilities pull the active sales status from the CRM and display dynamic charts for the user.

Another example of the *My Work* section's role-based personalized is depicted below for a person in the Central IT group. In this case, the user selected the *Goals* section, and is presented with text and charts summarizing the group's goals and how far group members have progressed toward meeting them. Each objective is numbered and summarized, and the status is kept up-to-date.

McKNet

Welcome, Kathy White [Sign Out] July 11, 2008

Employee Search Advanced Search Search McKNet Advanced Search

Express Links Select a resource.....

Home Inside McKesson **My Work** My Team Today @ McKesson Services Center My Life & Career

Inside HR Talent Acquisition Growth & Development Workforce Management Rewards & Recognition

Fast Access

- Access Performance Documents
- My McKesson HR
- Employee Welcome Program
- PeopleSoft HRMS
- Life Connections

Related Resources

- HR Policies
- Live Meeting
- Performance Support Library

Need Help?

For questions on how to use this site, contact the McKesson Employee Services Center at (999) 999-9999, say, "HR", then say, "Navigational Assistance".

For technical errors with the Employee portal, contact the Corporate HRIS Services Center at (999) 999-HELP ((999) 999-9999), Option 2, Option 2.

My Work

Welcome to the My Work: CIT Professional –your online resource for your work at CIT.

Expand All | Collapse All

Inside HR ▼ HIDE

Understand the inside view of McKesson HR –strategy, vision, success measures, HR in the businesses, and more.

- HR Governance
- HR Sub-Teams
- HR Professional
- Centers of Excellence
- HR Effectiveness Survey

More Inside HR >

Talent Acquisition ► SHOW

Find tools and resources that your business needs to staff successful teams.

Growth & Development ► SHOW

Find the resources to make sure that your managers and employees are tracking towards high performance and growth.

Workforce Management ► SHOW

Find resources for managing organizational change and employee activities around the use of their time.

Rewards & Recognition ► SHOW

Find resources here to help businesses and managers build morale and apply McKesson's compensation philosophy.

McKNet is Evolving

Click To Play

WELCOME PROGRAM

ICARE

Understand the values that make McKesson special.

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Pictured: The HR function's *My Work* page features customized information and links to the tools and resources needed for these professionals to perform their jobs.

Clicking the *Events* menu on the left brings the employee to the calendar of sales-related events—yet another personalized function on the McKesson intranet. In the example below, an employee in the MPT business unit filters information in the personalized calendar based criteria including date, *Event Type*, *Sales Role*, and *Sales Region*. *Events Messages* and *Related Resources* actually help employees make arrangements to attend events.

McKNet

Welcome, Jacob Covington [Sign Out] July 11, 2008

Home Inside McKesson **MyWork** My Work Today @ McKesson Services Center My Life & Career

MPT SiteMap

My Work Home
My Success
Product Central
Events
Sales Education
Marketing
Message Center
Forms and References
Sales Process
Sales Support
My Reports

Events

Sales Events

The events displayed below are based on the default menu selections in the dropdown menus to the right. To change the list of events displayed below, select different options, then click "Go".

The following Sales Events are based on the menu choices displayed above:

Month and Year
From: Jul 2008 To: Sep 2008

Event Type
All

Sales Role
All

Sales Region
All

Go

July 2008

Veterans Affairs E-Health Conference & Exposition - July 15-17, 2008
Description: The focus of the conference focus is the VA's
[Details](#) | [Register](#) | [Add to Outlook](#)

Assoc for Healthcare Resource & Materials Management (AHRMM) - July 20-23, 2008
Description: McKesson will be attending the 46th annual Association for Healthcare Resource & Materials Management (AHRMM) show in San Antonio, TX.
Jul 20: 08:30 AM- Jul 23: 01:00 PM EST
Location: Henry B. Gonzalez Convention Center, 200 E. Market Street, San Antonio, TX 78205, (210)207-8500
[Details](#) | [Register](#) | [Add to Outlook](#)

2008 Executive Leadership Summit - July 21-28, 2008
Description: Mark your calendars for the 2008 Executive Leadership Summit.
Jul 21: 08:00 AM- Jul 28: 06:00 PM EST
Location: The Broadmoor Resort, Colorado Springs, CO
[Details](#) | [Add to Outlook](#)

Driving Regulatory Compliance in the Pharmacy
Description: Join your colleagues and McKesson experts for an interactive webinar discussing the impact of regulatory compliance on the pharmacy. Kevin Scheckelhoff, RPh, MBA
Jul 24: 02:00 PM- Jul 24: 03:30 PM EST
Location:
[Details](#) | [Register](#) | [Add to Outlook](#)

Horizon Lab - Quality Control Instructional Webinar - July 24, 2008

Events Messages

- National Leadership Congress Registration is Under Way Jul 10
- InSight Customers Can Save More than \$300 before July 21st Jul 10
- Invite Customers to Learn New Best Practices for Pre-Service Financial Clearance Jul 10

Archive >

Related Resources

- InSight 2007
- My Travel (2FlyMcK)
- Time Zone Map
- Weather
- Entertainment Ideas
- Executive Retreat - Past Events
- NEW!-08 National Sales Mtg Presentations

2008 Executive Leadership Summit
Colorado Springs, CO
Week 1: July 21-24 - Central, CAO, West
CNOSS: July 24-25
MAB: July 24-25
CFOSS: July 24-25
Week 2: July 25-28 - East, ECSG, Ambulatory, Community

Pictured: Users can filter their personalized calendars based on date, type of event, sales role, and region.

The fourth tab in McKNet's global navigation is *Today@McKesson*, which houses news, personalized to function and location, and corporate-wide topics. Users can do a keyword search of news or sort news items by date, drilling down from the year level.

This news center ensures that employees are knowledgeable about the overall business and feel connected to their specific business unit. They can also choose from the new categories listed in the left-side navigation, such as *Company News*, *MPT News*, *Around McKesson*, and *In the Know*.

The news items themselves are to the point, giving users information quickly to maintain their interest. Supporting images, like the one below showing the McKesson employees ringing the opening bell on the NYSE, are fun for employees to see.

Employee Search

Advanced Search

Search McKNet

Advanced Search

Go

Go

Express Links

Select a resource.....

Sign in

User ID

Password

Go

Help

July 10, 2008

Home

Inside McKesson

My Work

Today @ McKesson

Services Center

My Life & Career

Search News

Go

Today@McKesson

Company News

▼ 2008

▶ 2007

▶ 2006

▶ 2005

▶ 2004

▶ 2003

▶ 2002

MPT News

Around McKesson

In the Know

Healthcare News

Medical-Surgical News

Press Releases

McKesson Rings NYSE Opening Bell

06-16-2008

To commemorate McKesson's 175th anniversary, a contingent of company leaders and special guests rang the opening bell on the New York Stock Exchange Wednesday, June 18.

The special guests included two employees who were chosen to represent **McKesson Distribution Solutions** and **McKesson Technology Solutions**, the company's major divisions.

Brenda Ursini from U.S. Pharmaceutical and Deborah McGivern from McKesson Provider Technologies joined CEO John Hammergren and other executives in signaling the start of trading. The employees were selected based on their length of service, demonstration of ICARE values and impact on their organizations.

Brenda, an executive administrator from Rocky Hill, Conn., is McKesson's longest-tenured employee with 47 years of service. Deborah is a VP of product management, based in Cranberry Township, Pa.

View a replay of McKesson's bell-ringing moment. (Please be patient while the video loads.)

After the bell ringing, John Hammergren was interviewed on CNBC's "Squawk on the Street" program, where he discussed McKesson's business and healthcare in America. [View the video online.](#)

Do you have comments on this article? Ideas for another? Let us know. Send an e-mail to Today@McKesson.

Executive Committee members and special guests surround John Hammergren above the NYSE trading floor.

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Pictured: *Corporate News* and news personalized by function can be found in the intranet's *Today@McKesson* section. Users can sort and search for news articles, which often include interesting images to support the text.

The fifth tab in the global navigation, *Services Center*, is the place to go for common employee service resources and applications. Users can make requests related to facilities, procurement, printing, IT, and travel, among other things. Necessary support contact phone numbers are readily available. The section also offers access to special deals, perks, and offerings for McKesson employees.

Like the other areas on McKNet, this area is also personalized—in this case, by location, which makes sense.

MCKNet

Employee Search Advanced Search Search McKNet Advanced Search

Express Links
Select a resource.....

Sign in User ID Password Go Help | Activate ID | Password Reset

August 28, 2008

Home Inside McKesson My Work Today @ McKesson **Services Center** My Life & Career

Why Use These Services

- ▶ Save money for you and your organization
- ▶ Get what you need for your work from the best suppliers at the best prices
- ▶ Take advantage of special offers and resources for McKesson employees

Services Center

Administrative Services

Quick Access to the most commonly used services:

Corporate Cards Facilities

IT Products & Services Office Product & Services

Printing & Promotions TeleCommunications

Temporary Staffing Travel & Expenses

Warehouse Products/Services

Track Packages

Select carrier..... Tracking Number..... Go

Personal Services

Discounts, special offers and other benefits available to all McKesson employees:

- ▶ **Commuter Benefits**
Commuter benefits, discounts depending on location.
- ▶ **Employee Purchase Program**
Programs for autos, promotional items, computers, peripherals and relocation services available to all McKesson employees
- ▶ **Employee Personal Vehicle Purchase Program**
Ford, DaimlerChrysler and Employee Used Fleet Vehicle Purchase Plan are on this page.
- ▶ **Credit Union**
McKesson Federal Credit Union.
- ▶ **Relocation**
McKesson HomeBenefits @Work, a one-stop resource for everything you need to buy, sell, finance or move your home.

Key Services Resources

- ▶ Online Access Request System
- ▶ SupportNow
- ▶ Facilities Request (Trammell Crow)
- ▶ Travel Hub
- ▶ Procurement
- ▶ Service Catalog
- ▶ MyCIT Portal

OneSource Resources
Select an item.....

Services Desk

- ▶ HR Call Center (999) 999-9999
- ▶ Travel Help (999) 999-9999
- ▶ Procurement Help (999) 999-9999
- ▶ Facilities Request (999) 999-9999
- ▶ Accounts Payable Help (999) 999-9999
- ▶ McKesson SupportNow (999) 999-9999

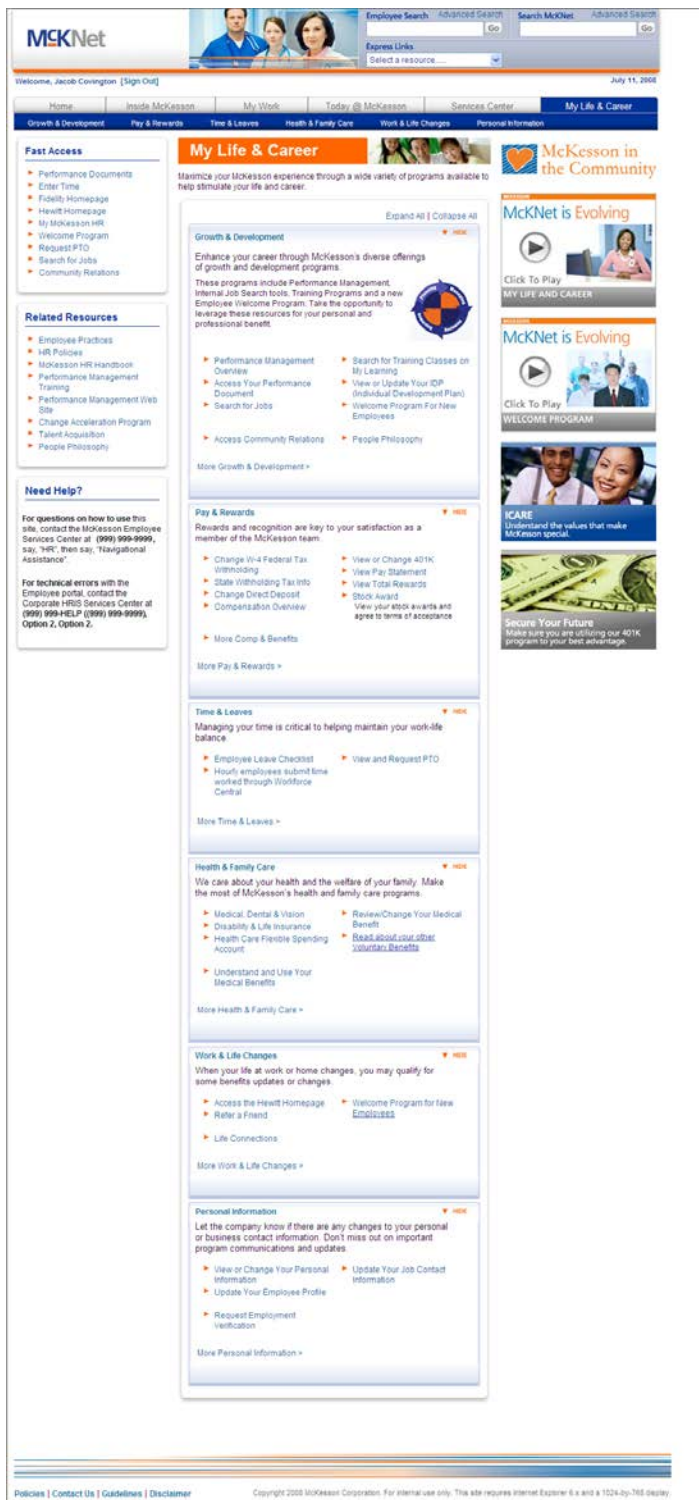
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Pictured: The *Services Center* consolidates all common employee service resources and applications.

The sixth and final global navigation tab, *My Life & Career*, has an eye on management and HR functions. The main page for all employees consolidates all the essential functions employees need to manage their work and personal matters.

This page also makes good use of the expand/collapse functionality to enable employees to easily view and access all these functions in an organized and efficient way.



Pictured: The *My Life and Career* page consolidates all essential functions that employees need to manage their work and personal matters. This page also makes good use of the expand/collapse functionality to enable employees to easily view and access all of these functions in an organized and efficient way.

Like all of the other areas on McKNet, the *My Life & Career* area is individually personalized. Information presented here is based on the user's personal data and role, such as leader, manager, or employee.

Tools and information for performance management and hiring are a few of the HR-related areas consolidated in this central location.

One section specifically offers information and help for new employees so they can get started and feel comfortable and confident as quickly as possible.

Knowing that new processes can trip up any employee, another section is dedicated to explaining information related to all new processes. This area also helps guide employees through complex tasks.

An example page for HR professionals shows a process-flow of the performance management tool. Users can choose to *Show* and *Hide* page components (or expand/collapse all) to make the information on the page more manageable as they work through it.

McKNet

Employee Search Advanced Search Search McKNet Advanced Search

Express Links Select a resource.....

Sign in User ID Password Go Help July 10, 2008

Home Inside McKesson My Work Today @ McKesson Services Center **My Life & Career**

Growth & Development Personal Information

Related Resources

- ▶ Performance Management Web Site
- ▶ Performance Management Training
- ▶ Talent Acquisition
- ▶ People Philosophy

Need Help?

For questions on how to use this site, contact the McKesson Employee Services Center at (999) 999-9999, say, "HR", then say, "Navigational Assistance".

For technical errors with the Employee portal, contact the Corporate HRIS Services Center at (999) 999-HELP ((999) 999-9999), Option 2, Option 2.

Growth & Development

Find the resources that you need in order to ensure that your managers and employees are tracking towards high performance and career growth. Included are resources and contacts to help you be a strategic partner in business success.

Expand All | Collapse All

Performance Management ▼ HIDE

Collaborate with your manager on Performance Management. Keep on top of your goals and expectations and ensure that your Development Plan is up-to-date.

Read first: Performance Management Overview

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
▶ Planning	Plan for Next Year											
▶ Managing	Frequent Feedback & Coaching						Mid-Year Review			Frequent Feedback & Coaching		
▶ Reviewing	Year-End Review			Reward						Year-End Review		
▶ Rewarding												

Activities

- ▶ Access Your Performance Document

Resources

- ▶ Print a performance management overview document

ICARE ▶ SHOW

ICARE shared principles are the foundation of McKesson's values and success. ICARE guides behavior, expectations, and performance. Understanding the ICARE commitment will help everyone succeed.

Pictured: An example page for HR professionals shows a process-flow performance management tool. The *My Life & Career* area of the McKesson intranet is individually personalized, delivering information based on role (such as leader, manager, or employee) and personal data.

McKesson's intranet designers said that one of their goals was to "connect McKesson employees to essential resources that help them improve productivity." While no easy job, this was certainly done, about tenfold. Among other achievements, this intranet supports a truly inspiring amount of flawlessly implemented personalization features. In fact, it is so seamless that the intranet's users probably have no idea of the extent of work behind this personalization. Instead, each employee probably thinks that McKNet was created especially for him or her. And, in some ways, it was.

BACKGROUND

In the Beginning

In 2005, McKNet comprised over 100 different loosely connected internal websites and applications. A slide called the "many faces of McKNet" (shown below) features a collage of homepages for these sites. This slide became famous at the company for serving as an illustration of the confusing intranet environment and lack of visual identity that was McKNet in 2005.

These myriad sites existed on servers separate from the corporate intranet, and were displayed as links off of the McKNet homepage and secondary navigation pages. The user experience was further eroded by the cumbersome access the site provided to mission critical applications. The links offered access to more than 40 different applications, but each required a separate login. Those applications included PeopleSoft/Oracle HR, SAP (enterprise finance and supply chain systems), and business unit intranets. Content on these sites was maintained by business unit owners or corporate staff, with little or no coordination or established standards.



Pictured: "The Many Faces of McKNet" slide shows a collage of the homepages of the various sites that were loosely connected to form the original McKesson corporate intranet in 2005.

"The old intranet had a poor employee search experience where search results were inaccurate," says Tracy Thomsic, director of online marketing, adding "results could include employees who had not worked for the company for several years."

There were no standards in place for visual design, content, navigation, or making improvements to McKNet. "Consequently, many employees found McKNet impossible to navigate, search results were inadequate, and the login experience and multiple passwords required for core functions resulted in untold hours of lost productivity and frustration," says Thomsic. "Another problem with the proliferation of many 'faces of McKNet' was the erosion of brand equity."

McKesson's Corporate Communications team and Corporate IT groups worked together to build a strategic plan to redesign McKNet and launch an enterprise employee portal. The initial team consisted of only four people—two in IT, and two in Corporate Communications—who were tasked with migrating the technology platform and building a business case for the redesign.

Starting Over

The business case to redesign the intranet and launch an enterprise-wide portal was based on six key findings:

- There had been no significant investment in McKNet since 1998.
- The site was difficult to navigate.
- There was a lack of standards.
- The site had no user/role authentication.
- It offered limited self-service.
- There were duplicated costs and processes across the organization.

These findings resulted from interviews with employees and executives from 35 groups across the company. These interviews further revealed that

- McKNet was the one tool at McKesson that spanned all organizations across the enterprise, and
- McKNet was dramatically under-utilized.

The solution the team proposed was to re-launch McKNet as an enterprise employee portal and integrate McKesson's many intranets into one platform over a three-year period. They determined that an interdisciplinary team, consisting of stakeholders from Corporate IT, Corporate Communications, and HR would govern the project. They also agreed on a strategic vision, mission, and objectives to gain support and funding for the project, and to guide its development.

Developing a Strategic Vision

According to Thomsic, "executives felt that if the employee portal's user experience improved, user adoption would increase. Also, if enterprise systems such as HR and finance were better integrated with McKNet, then the promise of self-service functionality could be realized."

Achieving that vision would require a solid plan that included achievable steps guided by a global strategy. To that end, the McKesson team developed a vision statement for the site: "to become a centralized, personalized entry point where all employees go to get work done and learn about McKesson." In achieving that vision, the site will:

- provide access to resources and enable collaboration to support specific job functions;
- help streamline administrative and managerial tasks that are not specific to job function; and
- be an integrated communications platform that helps McKesson promote a unified culture.

Supporting Business Objectives

The intranet's mission is to connect McKesson employees to essential resources that help them improve productivity, increase business literacy, and reduce costs by automating business processes, supporting mobility, and enhancing collaboration.

The following strategic business drivers inform this mission and will guide future releases as the site evolves.

- **A nimble and adaptive workforce.** McKesson requires a flexible and highly adaptive workforce to be a leader in healthcare evolution.
- **Top talent.** One of the most important company objectives is acquiring, developing, and retaining top talent.
- **Shared services.** Centralized corporate shared services help manage costs, drive efficiency, and improve consistency of services.
- **Unified culture.** Success depends on McKesson's ability to build a unified culture while preserving business unit autonomy. This will:
 - support engagement among employees, and
 - create alignment among the business units.
- **Business literacy.** Develop business literacy among the entire organizational community and thereby empower business units.

The company believed that the new intranet could help them score wins on these critical components. So, a new plan for governance was proposed that established an executive steering committee—with the chief information officer as executive sponsor—and an advisory council that included rotating members from McKesson's business units and corporate departments. Project benefits and risks of inaction were developed through consensus and subsequently communicated and socialized across the organization to obtain funding and project support. They are outlined as follows.

Project Benefits

- **Lower design costs** by implementing predictable cost model for portal development.
- **Reduce cycle times** for new project design and implementation.
- **Improve quality and predictability** of portal development projects.
- **Gain economies of scale** with established service levels and project key performance indicators (KPIs).
- **Leverage investments** in enabling technologies and workflow automation; standardize, re-engineer, and consolidate transactional work.
- **Increase adoption and heighten business literacy** through a unified, leading content strategy that keeps the portal relevant, consistent, and valuable.
- **Improve productivity and save time/costs** via user-centric design and functionality, rather than system- or organization-centric design.
- **Improve knowledge transfer and collaboration** across the enterprise.
- **Eliminate departmental silos** by reinforcing "One McKesson" initiative and culture.

Risks of Inaction

- **Inconsistent messaging and inaccurate content** across the organization.
- **Fractured, inconsistent intranet UX** that's **frustrating** to use and more **costly** to maintain.
- **Stunted intranet development** for lack of resources, slowing down projects.

- **Compromised quality** of intranet content and applications due to lack of UX and content expertise.
- **Poor utility** that decreases productivity and wastes employee time, **reducing ROI**.
- **Decreased credibility** that compromises perceived relevance and effectiveness of corporate HR, IT, and communications, encouraging business units and functional groups to pursue their own visions for intranet content and UX.
- **Increased cost** due to duplicated content development and publishing, piecemeal vendor management, and inconsistent UX.
- **Ineffective governance** leading to **development of redundant/conflicting applications, systems, and processes**.
- **Devolution** of the intranet into an increasingly disparate **hodgepodge of fractured sites** with no unifying UX or message.

The governance team also identified a number of critical success factors that would serve as tactical objectives for the new intranet.

Critical Success Factors

- Design and launch a user-centric, modular, and scalable portal
- Keep content up to date
- Improve user experience and navigation
- Provide intelligent search capability
- Reduce communications push; increase pull
- Target (personalize) content
- Streamline communication sources
- Reduce number of log-on prompts
- Involve active user representation and gain commitment from core businesses to enhance system acceptance, usability, and adoption

From Idea to Execution

Moving from dozens of loosely connected sites to a unified enterprise employee portal is a multi-step and multi-year process. The McKesson intranet project took nearly three years from inception to realization and played out as follows.

2005

The decision to redesign McKesson's employee portal was approved in late 2005 and funding was released in early 2006. Prior to redesigning the site, McKesson made some major technology infrastructure changes, including migration from the corporation's legacy CMS (Rhythmyx, used primarily by corporate communications) and free-form HTML sites (used by many departmental sites) to Vignette CMS and Portal, as well as implementation of the Google Search Appliance.

2006

In April 2006, work on the redesign began in earnest, with the help of design agency, Logical Design Solutions (LDS). The project began with an initial strategic review of business requirements. The team interviewed 33 stakeholders in a variety of functional groups and at various levels (executives, managers, and staff) to get a balanced view of user requirements. A new IA and visual design for the employee portal was created, based upon feedback gathered in this initial study.

2007

In May 2007, the McKesson employee portal was launched with SSO and a “personalized view” for McKesson’s four core group: three business units and corporate. At launch, 17 new applications used SSO. “The number of applications that use SSO has since increased to over 33, including core applications such as: a shared services catalog, Travelocity, Siebel, and PeopleSoft,” says Thomsic.

Release I included a portal framework with flexible architecture and SSO technology to enable localized content. Users were encouraged to log in to McKNet to see both enterprise-wide content and localized content for their business unit.

In May 2007, MPT also launched its sales portal, which leveraged the new employee portal’s visual design and IA, but included additional functionality to support targeted messaging to sales representatives, and additional sales reporting, marketing, education, and product information.

2008

In January 2008, six new business unit sites and 547 locations were migrated to the employee portal architecture and design. That same month, the Vignette platform was upgraded to enhance system performance, support scheduled publishing, in-context article editing, and the rotation of ads, articles, and headlines on the portal’s homepage.

In March 2008, the redesigned HR portal was launched to adapt to the new employee portal’s design. The HR portal provides a new dashboard for managers to manage their team information and activities, such as performance management. The HR portal also provides a personalized workspace for HR professionals and enhanced usability.

In June 2008, CIT launched its redesigned intranet presence along with a personalized workspace for IT employees.

Technology Evolution

As the portal has evolved, so has its underlying technology. The following are the main technology areas where changes have occurred:

- Replaced entire hardware infrastructure to support a new enterprise portal
- Implemented Computer Associates’ Web SSO
- Enhanced employee search (white pages) application driven by corporate directory
- Provided personalization of content for authenticated users
- Implemented Webtrends platform for analytics
- Replaced Rhythmyx CMS with Vignette Portal and Vignette CMS, along with subsequent upgrades including:

- Changed Vignette content types to improve online search results (meta tags, key words, title tags)
- Upgraded Vignette to improve performance, implementation of scheduled publishing, and in-context editing.
- Implemented rotation of homepage ads, articles, and headlines
- Changed Vignette to support new “accordion” navigation paradigms (such as collapsible information lists) within portals
- Implemented standard page templates to minimize variances across sites
- Implemented a standard palette, iconography, and typography in Vignette’s editing tool
- Planned retirement of legacy McKNet Host platform and free-form HTML sites (McKNet Host is one of the many legacy intranet platforms within the company, and historically hosted 273 different content sites and applications that will be decommissioned or migrated to the employee portal by March 31, 2009)
- Integration of SharePoint sites
- Webtrends SmartSource Data Collection was implemented in April 2008 (previously, site traffic was tracked through Webtrends using IIS logs)

INTRANET TEAM

Managing the Portal

Thomsic leads the McKesson corporate Web team. Five full-time employees—Thomsic, two producers, a portal content manager, and an external site manager—support both McKesson.com and the McKesson employee portal. Four part-time contractors provide additional content development, analytics, editorial, and design support. Thomsic and her team are in the company’s Corporate Communications department.

The team manages several aspects of the intranet’s ongoing operations including: gathering business requirements, maintaining the user experience and adhering to the strategic vision, establishing standards and guidelines for implementation, and training stakeholders and content owners across the company.

The CIT group dedicates three full-time employees and four contract employees (developers and support engineers) to support all of the software development and technology platforms that support McKesson.com and the McKesson employee portal.



Pictured: The intranet portal team: (standing, left to right) Drew Vecchione, Rajani Bobba, Jacob Covington, Brandt Wiley, Elana Keil, David Seghers; (sitting, left to right) Eric Deatricks, Tracy Thomsic, Anand Srinivasan, Vaughan Acton, Ying Lee, Stasia Lord.

Managing Sub-Portals

The site's different sub-portals, such as the MPT sales portal, are managed from within their own organizations. The MPT business unit manages the MPT sales portal. The team includes one full-time project manager, two full-time content strategists, and many content owners—ranging from product marketing to regional sales VPs. Mary Jo Borges leads the project, working closely with about 60 content owners and the CIT development team. "A year after the launch, they are constantly working to improve the portal and make it even more useful," says Thomsic.



Pictured: The MPT sales portal team: Web Content Strategists Terrell Yelverton (left) and Jennifer Galloway (center) and Project Manager Mary Jo Borges (right).

Governance

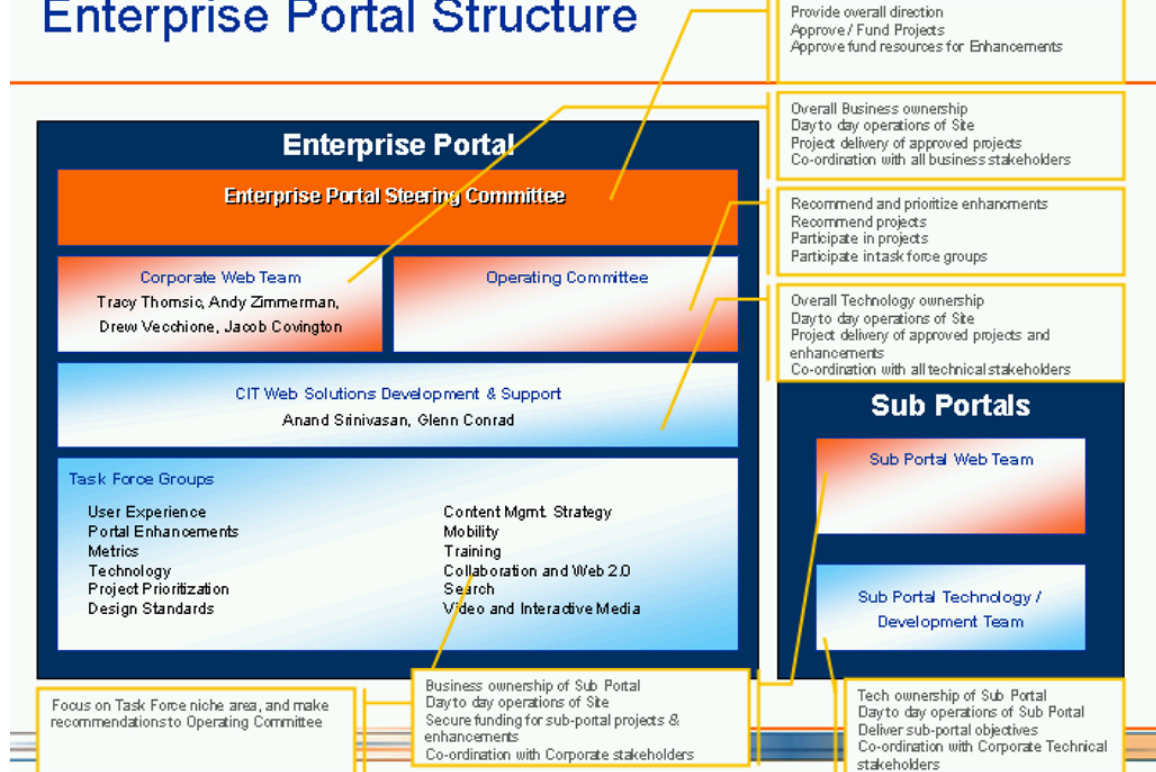
The employee portal's content and business strategy has always been managed by Corporate Communications, while CIT manages its technology (strategy and implementation). The core team consists of personnel in both the Corporate Communications and CIT organizations. Corporate Communications is a sub-organization of HR, while CIT reports directly to the corporate CIO.

"This placement, for both groups, gives the intranet team easy access to executive management—as there are few intervening management layers—and facilitates coordinating executive approval and sponsorship for major initiatives," says Thomsic.

"For the intranet, this meant that it was easy to convince executive management of the need for the project and the justification for the budget and resource assignments," she says. "Since launch of the new portal, it has continued to be an executive priority."

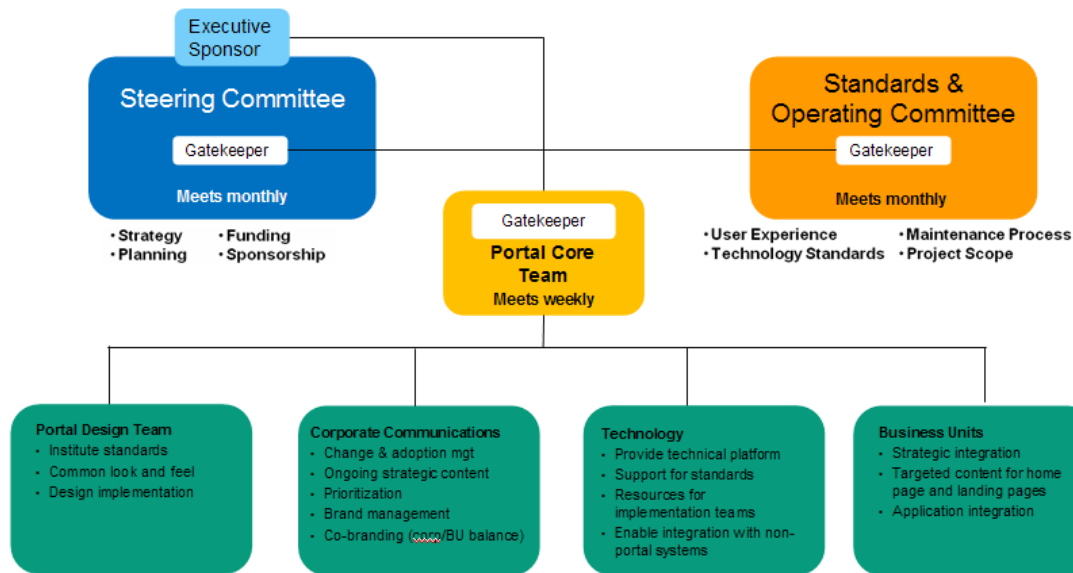
McKNet is in its third phase of evolution. Two governance committees—strategic and operational—ensure that McKNet continues to meet the needs of the business and grows while keeping within the guidelines and standards set by the groups.

Enterprise Portal Structure



Pictured: The structure of the employee portal team. This team structure helps articulate how the site is governed. It also indicates how the team collects and prioritizes enhancement requests and larger projects for inclusion in future portal releases.

Employee Portal Governance Framework



Pictured: The breakdown of the McKNet governance structure. It shows the dual organizational structures for McKNet: an executive steering committee that provides overall strategy and executive sponsorship for major initiatives, and a standards and operating committee that handles day-to-day governance issues. The Corporate Web Team coordinates the work of these two bodies, and is also responsible for implementation, assisted by CIT, other corporate departments, business unit representatives, and strategic agency partners.

Broad Representation

Governance and broad representation are the yin and yang of successful intranets. Steering committee representatives are nearly as important as who's governing the project, as broad representation can mean broad buy-in across the organization.

The original chairperson of the portal's strategic committee resided in the CIT organization. As of July 2008, the steering committee chair transferred to Corporate Communications. Members of the strategic committee include executives from Corporate Communications, CIT, Finance, Procurement, and HR, as well as representatives from each of the Pharmaceutical, Medical Surgical, and Provider Technologies business units.

The operational steering committee comprises content owners and technologists from 16 different business units and functional groups across the organization. This group has organized task forces to help drive enhancements to the portal. Some of the task forces that have been established include user experience, search, new media, portal enhancement prioritization, metrics, technology platforms, design and

editorial standards, content management, mobility, training, collaboration, and Web 2.0 tools.

Supporting the Project with Budget *and* Staff

One thing most companies learn quickly is that large-scale portal projects don't come cheap. Successful sites are often the result of significant investment in terms of dollars *and* staff. The McKesson intranet is a good example of a company making a commitment and backing it up with both funding and staffing support.

"Since 2005, McKesson has consistently invested in our intranet platform," says Thomsic. "Our investment has exceeded \$1 million annually since 2006. Regarding staff, we've doubled our staff in two years. We started with one intranet project manager in Corporate Communications, and now we have a dedicated producer and content manager."

Augmenting the Internal Team: Partnering with an Agency

For McKesson, hiring an outside agency for specific project tasks meant that the agency staff would augment the expertise of the internal team members, with each providing the project components that suited their capabilities.

McKesson employed the outside agency LDS to design and architect the site. Once LDS provided McKesson with page template specifications, all software development and implementation work was performed in-house and the internal team now manages day-to-day site operations.

LDS was heavily involved in the project's initial business requirements gathering and strategy phase, as well as its IA and visual design. The LDS technical architect was responsible for validating that the chosen technical platform (Vignette CMS and Portal technologies) could accommodate the new design.

"If McKesson decides to embark on another large scale portal project, such as launching a new business unit portal with sophisticated custom requirements," says Thomsic, "then it is likely that an agency would be engaged to help drive the requirements gathering and design phases of this project. Agencies are used where consultants with specific expertise can help McKesson to improve our processes to take the employee portal to the next level."

The McKesson team has utilized the LDS team for various initiatives over time. LDS was engaged in 2006 to redesign the MPT sales portal, in conjunction with the McKesson's employee portal redesign. MPT specified a functionally rich interface to support targeted role-based messaging to the sales force and rapid access to product, marketing, pipeline, and commission information.

In 2007, LDS was again engaged to redesign McKesson's HR portal to better align with the new McKNet user experience.

Ongoing Agency Support

Today, the employee portal is managed almost exclusively by internal staff, yet the company still hires agencies on an ad hoc basis to provide specific support services.

Agencies are sometimes hired on a contract basis to provide specific solutions, such as creating a portal standards and visual style guide. The company has also engaged

specialty consulting firms to conduct customer satisfaction surveys and refine analytics reporting and measurement strategies. Finally, it periodically uses consulting agencies to gather independent analysis of the site's usability, to identify best practices in the industry, and to train content owners on areas such as writing for the Web.

GOALS AND CONSTRAINTS

The Ultimate Goal

Thomsic explains that the ultimate goal of the portal is: "to integrate and converge the way we work around a single set of capabilities." In one to three years, the portal should provide the following business improvements:

- **Facilitate collaboration** with social networking and community tools
- **Improve knowledge transfer** (for example, provide a wiki to capture and transfer communications)
- **Automate business processes** through improved workflow capabilities and project management across businesses
- **Reduce costs** by providing a single way of working/doing business (and thereby reducing costs and learning burdens)
- **Improve productivity** through precise information flows that customize and target information so employees get relevant information and tools for their jobs
- **Enable mobility** by supporting multiple devices, not just PCs
- **Gain global economies of scale** and hide McKesson's corporate complexities behind the scenes
- **Improve employees' ability to perform transactional work** irrespective of job function and role
- **Centralize procurement information** and provide feedback mechanisms for employees to drive improvements to corporate programs

Each of the employee portal's sub-portal implementations (for HR, MPT sales, and CIT) also aims to support these themes.

HR portal. The HR portal was designed to support the needs of HR and employees. Managers and employees needed a place to go for people management tools, personal information, and professional development tools.



"Over the past few years, we've received feedback that employees and managers would like personal and team information and tools to be easier to find and use. In the redesign, we've focused on putting content and tools together in logical groupings to make finding information and completing tasks easier," said Julie Person, program manager. "The HR portal enhancements are part of McKesson's overall plan to bring employees and managers better tools for performing quality work, allowing all of us to contribute to McKesson's success."

MPT sales portal. "The portal is the primary channel for content and communication with the sales force, so it's very important for us to listen to

our users and determine what content and functionality they need on the portal to make them more efficient and productive,” says Borges.

Borges says that the team works with content owners to ensure that portal information is always up-to-date. “We make more substantial changes—such as incorporating new pages, new technology and new tools into the portal—six times a year,” she says. “We also wanted to streamline communications to sales by moving from a “push” to a “pull” environment, so that sales and marketing managers did not feel they had to e-mail sales everything they may need. E-mail could be used for critical things, but everything else would be available in the sales portal. This allowed sales people to get the information they needed, when they needed it.”

CIT portal. The CIT portal aggregates information for CIT personnel on processes and procedure, and includes a wiki for knowledge sharing.

Employee Search Advanced Search Search McKNet Advanced Search
 Go Go
Express Links
Select a resource.....

Welcome, Tracy Thomsic [Sign Out]
September 9, 2008

Home Inside McKesson My Work My Team Today @ McKesson Services Center My Life & Career

Corporate IT
How To Request CIT Services
Policies
Departments
News & Communications
About CIT

MyCIT

CIT serves as a business partner to McKesson's corporate and business units, supplying IT infrastructure and application services, based on the needs of our customers. CIT provides services and technology to help you perform your job more effectively.

Welcome to CIT

Our Vision: To be the partner of choice for McKesson's businesses, providing customer-focused technology services in support of their goals.

Our Mission: Develop strategic relationships with our customers, partnering in the planning of technology services delivery, focusing on services management, business and finance management, process excellence, customer satisfaction and employee engagement.

Our Strategy: Operate as a Technology Services Business, partnering with our customers, focusing on continuous improvement of our technical offerings, our costs, the timeliness of our deliverables, our customer satisfaction, and the success of our employees.


Related Resources

- ▶ [Reset your password \(LDAP\)](#)
- ▶ [Access McKesson Remedyweb](#)
- ▶ [Shared Services Catalog](#)
Request/Order most CIT services and products using this link.
- ▶ [Contact McKesson SupportNow](#)
by phone at (999) 999-9999

Contact Us

Have a suggestion or want to share some feedback? The MyCIT team welcomes your comments and ideas. Send an email to [CIT Web Site Team](#)

McKesson in the Community



Community Days



ICARE

Understand the values that make McKesson special.

CIT News & Announcements

News

[Protecting Information on Your PC](#)
This is a final reminder that if you have a Corporate Information Technology (CIT)-managed workstation, your PC will be upgraded starting the week of August 4, 2008 with Computer Associates' (CA) Anti-Virus/Anti-Spyware software. Aug 01 [more >](#)

- ▶ [SupportNow Update Jul 22](#)
- ▶ [Anti-Virus Software Upgrade - Remote Install Jul 22](#)
- ▶ [SPAM/Virus Alert \(Phishing\) Jul 22](#)
- ▶ [CIT Launches My CIT Portal on McKNet Jun 22](#)
- ▶ [Randy Spratt on Healthcare and Technology in the Wall Street Journal Jun 09](#)
- ▶ [CIT Employees Honored with CITation Award May 30](#)

[Archive >](#)

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Pictured: *My CIT*, the portal homepage for the Corporate IT service center. The portal's homepage gives employees access to CIT services and helps them find resources and learn how to best engage with CIT on different issues.

McKNet

Welcome, Tracy Thomsic [Sign Out] September 9, 2008

Home Inside McKesson My Work My Team Today @ McKesson Services Center My Life & Career

Corporate IT

How To Request CIT Services

Policies

Departments

Architecture & Product Management

Corporate Integration Office

Finance

HR

ISRM

Planning & Process

RUN

Solutions Delivery

News & Communications

About CIT

Search CIT Departments

Not sure which department does what you need? Search by department name or keyword. (Example: 'web solutions development'; 'planview')

Organization A-Z

Expand All Collapse All

Architecture & Product Management

Corporate Integration Office

Finance

HR

ISRM

Planning & Process

RUN

Solutions Delivery

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Pictured: The CIT *Departments* page. This guide to CIT structure lets users search CIT for the appropriate department, navigate an expandable org chart, and browse and filter a list of CIT departments organized alphabetically.

Constraints

As Thomsic notes, McKesson faces several constraints in undertaking a project of the employee portal's size, budget, and complexity.

- **Budget.** "The budgetary approval process for capital expenditures at McKesson typically requires a six-month lead time," says Thomsic. "In order to engage in projects of this magnitude, a business justification must be presented to McKesson, which clearly shows the expected value to the corporation, and its return on investment."

Also, employee performance is often tied to achievement of tangible objectives met within a fiscal year, says Thomsic, which factors into any project of this scale.

- **Regulation.** The health care industry is highly regulated, so the company faces stringent security requirements that apply to an intranet project.

Many of McKesson's employees use kiosks to access the intranet, creating another factor affecting the site and site security. And, like many companies creating a large-scale intranet portal, they have many applications running on legacy platforms that must be factored into the site planning.

- **Security.** McKesson's pharmaceutical distribution business requires strict security over the dissemination of certain types of information, such as distribution center locations, identity of personnel in these locations, shipping schedules, routes, and manifests. In many locations, employees don't have individual computers, but share access to the intranet through kiosks, logging in via their employee ID to access personal data. Different employee classes also have access to different information on company policies and benefits.
- **Legacy systems.** Many of McKesson's internal applications run on legacy systems or on disparate platforms from acquired businesses. Thus, as Thomsic notes, "it's a challenge to provide integrated access to these applications through a single Web interface."

TIMELINE

HR portal

The HR portal project kicked-off in September 2007 and the site launched on March 24, 2008. With only six months from start to finish, the McKesson team had a lot of work to complete under an aggressive timeline.

The project began with a design phase; a visual proof of concept was completed by early December 2007. The build phase, which included the technical implementation and content development, started in December and was completed in March 2008.

Subsequent to launch, the team continued to refine the site's change leadership and communications plan, which was completed in early June 2008.

Employee Portal

The employee portal has evolved over multiple redesign phases, and a project roadmap guides the ongoing work. "We do one major release a year with enhancement releases every six weeks in between major releases," says Thomsic.

Following is an outline of the employee portal's project release cycles.

Release 1: May 2007 (10 months to complete)

Release 1 offered the following enhancements:

- **Web SSO** integrated sign-on to multiple intranet applications into one sign-on.
- **Modular, scalable IA** laid the foundation for future releases.
- **Improved user experience** included a new look and feel, redesigned navigation, and easier access to tools and resources.

- **Integrated strategic communications** combined multiple communications channels from different business units and corporate groups into a single news channel accessible company-wide.

Release 2: March 2008 (12 months to complete)

Release 2 offered the following enhancements:

- **HR self-service** integrated self-service tools and content via SSO.
- **Business unit integration** integrated over 500 McKesson locations to enable personalized communications channels specific to each location.
- **Process-driven workspace** delivered tools and content at appropriate points in a process.
- **Multi-channel content delivery** gave users access to rich media content (audio and video) and communication tools (including instant messaging).

Release 3, scheduled for March 2009

Release 3 has a 12-month schedule and will include:

- **An advanced collaboration platform** that will let employees throughout the company find other employees, share information, tag and bookmark internal and external resources, and participate in group discussion on relevant topics.
- **A universal inbox** will be a single, aggregated inbox for process-related messaging from internal apps, designed to streamline management functions such as invoice approvals, contractor and vendor resources, travel and entertainment expenses, performance, and procurement.

MPT Sales Portal

The MPT sales portal was also launched in May 2007. The design team leveraged the visual design specifications created by LDS, but changed the *My Work* portlet to adapt it to the needs of the sales force. The MPT sales portal team is located in Alpharetta, Georgia, and worked on a parallel track with the employee portal team, located at the company's San Francisco headquarters.

Technology Timeline

Following are the relevant milestones for the intranet's technology upgrades.

November–December 2007:

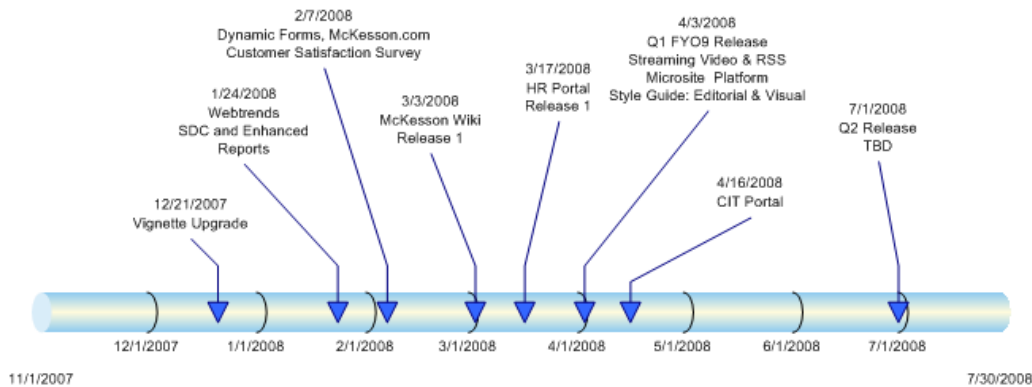
- Architecture redesigned, including replacing the hardware and software platforms
- Replaced the CMS
- Migrated portal content to the Vignette Portal and CMS.

January 2008:

- Implemented Webtrends

Corporate Web Milestones: FY08-FY09

McKESSON
Empowering Healthcare



* Monthly function-related releases prioritized by site governance and funding. Includes Nielsen Norman suggested enhancements.

Pictured: The timeline for the intranet's redesign phases from November 2007 through July 2008.

USERS

The McKesson employee portal is targeted to 50,000 employees and contractors and is used by office workers, technologists, sales people, customer service, distribution, and most business functions across 30 business units in the US, Europe, and Canada.



USER TASKS

Employee Portal

Following are the most common user tasks on the employee portal.

- Search the employee directory
- Access shared service applications for such tasks as ordering supplies and equipment, filing expense reports, booking travel, and requesting help from IT
- Manage employment-related functions such as performance reviews, benefits, and payment records
- Catch up with the latest company news

- Find other business units and corporate groups to work with or request information from
- Order equipment for new employees and help managers manage employee on-boarding in one place

[Employee Search](#) [Advanced Search](#)

[Search McKNet](#) [Advanced Search](#)

[Express Links](#)

Welcome, Miller Bale [\[Sign Out\]](#)
September 9, 2008

[Home](#)
[Inside McKesson](#)
[My Work](#)
[My Team](#)
[Today @ McKesson](#)
[Services Center](#)
[My Life & Career](#)

[Team Dashboard](#)
[Manage My Team](#)
[Talent Acquisition](#)
[Growth & Development](#)
[Rewards & Recognition](#)

Manager Toolkit

- Manager Meeting in a Box
- Manager Reports QRG
- Manager Reports
- Mentor Program

McKesson's Mentor Program can provide valuable training for an employee's current position and for future growth. Currently, the Mentor Program is only available to limited McKesson locations: San Francisco, Carrolton and Memphis.
- Employee Engagement Toolkit for Managers

See Also

- Rewards & Recognition

Understand the impact of performance on rewards.

Need Help?

For questions on how to use this site, contact the McKesson Employee Services Center at (999) 999-9999, say, "HR", then say, "Navigational Assistance".

For technical errors with the Employee portal, contact the Corporate HRIS Services Center at (999) 999-HELP ((999) 999-9999), Option 2, Option 2.

Growth & Development

Here are resources to help you drive your team and business success, through developing talent, managing performance, and guiding your team in ICARE principles.

[View Direct and Indirect Reports](#)

(Reports)	Employee Data	Performance	Development	Talent Review			
Name	Key Position	PM Status	Mid-Year Review	IDP	TRP Profile	TRP Worksheet	Succession Plan
Megan Appa	N	Plan	X	X	X	X	X
Yukio Mituma	N	Plan	X	X	X	X	X
Rosario	M	Plan	X	X	X	X	X

Performance Management

Performance Management is the key to driving success in your business. Here are tools to enhance team performance.

Read first: [Performance Management Overview](#)

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Planning	Plan for Next Year											
Managing	Frequent Feedback & Coaching						Mid-Year Review			Frequent Feedback & Coaching		
Reviewing	Year-End Review									Year-End Review		
Rewarding			Reward									

Activities

- [Access Employee Performance Documents](#)

Resources

- [Print a performance management overview document](#)

Learning

The McKesson Center for Learning is the central source to find a variety of courses and training opportunities.

Activities

- [Search and Register for Training](#)

Resources

- [Educational Assistance Policy](#)

Development

Keep sharpening your skills – this will help drive your career forward and increase your competence and confidence.

Activities

- [View My Talent Management Dashboard](#)

Resources: Mentor Program

- [Learn more about the Mentor Program](#)
McKesson's Mentor Program can provide valuable training for an employee's current position and for future growth. Currently, the Mentor Program is only available to limited McKesson locations: San Francisco, Carrolton and Memphis.
- [Access My TRP Documents](#)

ICARE

ICARE principles are a cornerstone of McKesson culture and play a key role in assessing performance.

Resources

- [Learn more about the ICARE program](#)
McKesson employees live by our shared principles. Learn more the ideals that guide us.

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Pictured: The *My Team* section's *Growth and Development* page. Managers and their team members can monitor their progress in completing performance management tasks, access resources for training and mentoring, and learn about the ICARE company values program.




[Employee Search](#) [Advanced Search](#)

[Search McKNet](#) [Advanced Search](#)

[Express Links](#)

Welcome, Charles Brown [\[Sign Out\]](#)
July 17, 2008

[Home](#)
[Inside McKesson](#)
[My Work](#)
[My Team](#)
[Today @ McKesson](#)
[Services Center](#)
[My Life & Career](#)

[Team Dashboard](#)
[Manage My Team](#)
[Talent Acquisition](#)
[Growth & Development](#)
[Rewards & Recognition](#)

Team Dashboard

Here are resources to help you drive your team and business success, through developing talent, managing performance, and guiding your team in ICARE principles.

- [Dashboard Demo](#)
- [Dashboard Legend](#)

Current Team for Charles Brown

[View Direct and Indirect Reports](#)

(Reports)	Employee Data	Performance	Development	Talent Review	Ratings	Salary	Merit	MIP	Paid Time Off	MMI							
Name	Key Position	Grade	Diversity	PM Status	Mid-Year Review	IDP	TRP Profile	TRP Worksheet	Succession Plan	Rating	Salary	Merit %	Merit	MIP	PTO Hrs	Next PTO	MMI
John Doe	N	1002	M H	Track	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	A	\$		\$	\$	-4.830	N/A	SL
Travis Mayfield	N	1001	M As	Track	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	B	\$		\$	\$	61.070	2008-08-15	SL
Terry Western	N	1001	M W	Track	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	C	\$		\$	\$	37.700	2008-09-19	<input checked="" type="checkbox"/>
Jane Smith	N	1002	F As	Track	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	D	\$		\$	\$	85.700	2008-09-18	SL
Theresa Shu	N	1001	F As	Track	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	E	\$		\$	\$	-34.930	N/A	SL

Open Positions for Charles Brown

Open Requisitions	Aged Requisitions	Headcount Growth
Requisition	Grade	Budgeted
6230 HR Manager	107	<input checked="" type="checkbox"/>
		Replacing
		New Position
		Recruiter
		Katharina

[New Requisition](#)

Candidates for Charles Brown

No New Candidates for Charles Brown

[Candidate Diversity](#) [Time to Fill](#)

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Pictured: The *Team Dashboard* for managers includes performance information about employees, as well as open positions and candidate status. The HR portal implemented this dashboard to give managers a snapshot of their entire team and thus help them better manage their direct reports to create high-performing work teams.

MPT Sales Portal

On the MPT sales portal, the most commonly used features include:

- SSO access to enterprise systems and sales tools
- Reporting integrated with Siebel and Business Objects
- Access to a central repository for messaging
- Centralized product collateral
- Sales education and events calendars with the option to add events to Outlook
- Sales process navigation through each funnel stage


McKesson Provider Technologies

Employee Search Advanced Search Search McKNet Advanced Search

Express Links
Select a resource.....

Welcome, Terrell Velverton [Sign Out]

May 20, 2008

Home Inside McKesson **MyWork** Today @ McKesson Services Center My Life & Career

MPT SiteMap

My Work Home
My Success
Product Central
Events
Sales Education
Marketing
Message Center
Forms and References
Sales Process
Sales Support
My Reports

Message Center

The Message Center is the central place where you can quickly get all your messages that appear on various pages throughout the MPT Sales portal. Read MPT Corporate News in the Today @ McKesson section of McKNet.

National Sales Messages

- New McKesson Master Agreement - Customer Fact Sheet and Sales Q&A *May 16*
- Automation Wins Pinnacle Award and President's Cup Award *May 16*
- Vote For You Favorite Product *May 15*

[Archive >](#)

West Region Sales Messages

- June Forecast Deadlines *May 16*
- The Source - 05/15/08 *May 15*
- One Week Left: Choose Your Nominee for '100 Most Powerful' *May 02*

Find other sales messages in the archive pages for these regions.

- Business Performance Solutions
- Cardiology
- Central
- CORC
- Corporate Accounts
- East
- Paragon/Community
- West

Training Messages

- National Sales Meeting Presentations Now Available! *Apr 28*
- National Sales Meeting Details Announced! *Mar 07*
- Make Your Medication Storage Shelves Smart & Your Inventory Electronic *Jan 25*

[Archive >](#)

Marketing Messages

- Named VP of Field Marketing *Apr 30*
- Executive Leadership Summit Internal Web Site Now Live *Apr 01*
- National Sales Meeting Registration Now Open! *Mar 28*

[Archive >](#)

Alert

UPDATED - Siebel Document Fix
Documents generated in Siebel are now 'real time'. Dollar amounts on multiple quantity line items are correct.

Commissions Messages

- Final FY08 Sales Rankings *May 15*
- Your April Statement is ready to view *May 05*
- Q4 CORC Inbound Contract Details *Apr 14*

[Archive >](#)

Events Messages

- RelayHealth and MPT Have Successful Showing at NAHAM 2008 Conference *May 16*
- Celebrating Nurses Week by Helping the Next Generation of Nurses *May 09*
- Customer Webinar: 'Pharmacy Automation as a Cornerstone of Patient Safety' *May 02*

[Archive >](#)

Product Messages

- Scores Competitive Displacements at Community Health Network *May 16*
- to Implement Horizon Homecare Across Two States *May 16*
- Vote For You Favorite Product *May 15*

[Archive >](#)

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Pictured: The *Message Center* offers personalized messaging for salespeople on the sales portal.



McKesson Provider Technologies

Employee Search

Advanced Search

Go

Search McKNet

Advanced Search

Go

Express Links

Select a resource.....

Welcome, Terrell Yelverton [Sign Out]

May 20, 2008

Home

Inside McKesson

MyWork

Today @ McKesson

Services Center

My Life & Career

MPT SiteMap

My Work Home

My Success

Product Central

Events

Sales Education

Marketing

Message Center

Forms and References

Sales Process

Sales Support

My Reports

My Product List

Click here to add products of your choice

Customer Solutions

Find products and sales resources that help you address the customer's questions and needs.



Customer Business Needs



Role and Constituency Topics

Product Central

Product Central is the principal source for all up-to-date MPT product and solution information. Browse Solutions Sets or Products and link to details. Click the icon to the left of any Solution Set in order to see its associated products. You can create your own personal list of products in the My Product List, below left.

Solutions

Products

Expand all | Collapse all

Ambulatory

Automated

AcuDose Rx

Automation Decision Support

CarePoint Connect

Fulfill-Rx

Horizon MedComm Rx

Horizon Real-Time Location System

Clinical Consulting Services

Care Planning Consulting Services

Clinical Documentation Consulting Services

Emergency Care Consulting Services

Customer Education Solutions

Document Imaging

Horizon Advantage

Horizon Clinicals

Product Messages

Scores Competitive Displacements at Community Health Network

May 16

to Implement Horizon Homecare Across Two States

May 16

Vote For Your Favorite Product

May 15

Archive >

McKesson National Sales Meeting



2008 National Sales Meeting
Presentations & Product Information

Related Resources

Collaterals Catalog

Competitive Intelligence

Hardware Standards Documentation

HIPAA

Inside Healthcare Computing Archives

McKesson Overview Slide Library

NDLB Pharma Distribution Sales Kit

One McKesson

Performance Strategies

Presentation Library

Product Nomenclature

Promotional Pricing

The Source Archives

Video Testimonials Library

FAQs

How do I schedule a Clinical Assessment?

How do I schedule an Executive Briefing?

How do I schedule an RFP?

How do I schedule a site visit?

Where do I start with a BRS?

More >

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Pictured: The sale's portal's *Product Central* section gives users access to centralized product information.

Employee Search Advanced Search

Search McKNet Advanced Search

Express Links

Select a resource.....

Welcome, Terrell Velverton [Sign Out]
May 20, 2008

Home

Inside McKesson

MyWork

Today @ McKesson

Services Center

My Life & Career

MPT SiteMap

My Work Home

My Success

Product Central

Events

Sales Education

Marketing

Message Center

Forms and References

Sales Process

Sales Support

My Reports

My Success

How successful are you this quarter? How successful are you this fiscal year? How well is your team performing? Leverage "My Success" as a central location for commissions, reports, sales rankings, performance, and more. Take action by linking directly into your team's Siebel Quotes, map out your plan for the rest of the year, or engage with your manager regarding questions related to your success.

Manage My Compensation

- Commission AR Hold Contract List
- CORC Inbound Closed Contracts Q2
- CORC Inbound Closed Contracts Q3
- NEW** - CORC Inbound Closed Contracts Q4
- FY06 Contract Worksheet (Business Objects)
- FY07-FY08 Contract Worksheet (Business Objects)
- NEW** - FY09 Compensation Plan
- FY08 Compensation Plan
- FY08 Comp Plan Reference Card
- FY08 Dispute-Issues Inquiries
- My Commission Statement (Business Objects) - **Not Available**

Reference Material

- FY 08 Commissions Calendar
- FY08 Regional Sales Training Presentation
- Understand Your Contract Worksheet
- Understand Your Statement
- Who To Call

My Sales Reports

100%

1

1

Total Assigned Quota

	YTD Attainment	% Attained
Other YTD Attainment		
Software YTD Attainment		
Total YTD Attainment		

Ranking Reports

Sales Rankings

Commissions Messages

- Final FY08 Sales Rankings May 15
- Your April Statement is ready to view. May 05
- Q4 CORC Inbound Contract Details Apr 14

Archive >

Related Resources

- Manage My Performance
- McKesson Center for Learning
- Navigator Program
- NDLB Pharma Distribution Sales Kit
- View Paycheck
- Charitable Contributions

Pictured: The MPT sales portal's *My Success* page gives users a snapshot of their current status. It does this by integrating sales tools, reporting, and personalized sales funnel information.

DESIGN PROCESS AND USABILITY ACTIVITIES

Overview

The employee portal's redesign process began shortly after McKesson.com, the company's public website, was redesigned and launched. "McKesson.com's new look and feel leveraged a new brand identity for McKesson, says Thomsic, "but the intranet's design still appeared outdated and the user experience was disjointed as the site had grown organically, without any oversight or standards."

Thomsic says that executives in CIT, Corporate Communications, and HR all believed that the redesign could bring productivity gains for the corporation, as well as cultural gains for employees. McKesson's corporate Web team and the CIT development group shared responsibility for managing both sites from an architectural and operational level. "Much had been learned from the redesign of the public website, so this provided some momentum for getting started," she says.

Usability Activities

Employee Portal

In February 2008, the team kicked off the usability research with a benchmark usability test. Getting a benchmark helped the team see where they were already doing things right and where they needed improvement. The study included 21 intranet users at McKesson headquarters. They were asked to complete 14 key tasks. Some of the task areas included the employee directory, direct deposit, paid time off, W-4 form, training, technical support, job search, matching charitable contributions, annual report, checking McKesson's expense policy, and McKesson's Political Action Committee.

Thomsic reports that most people were able to complete all tasks during a 90-minute session. Employee search was identified as the portal's "killer app" as it both worked well and people knew how to use it efficiently.

Tasks in the HR area received good feedback, while search was an area identified for improvements. Thomsic says that the team is currently working on an initiative to make those improvements. "New tags for key words, alternate titles, and metadata have been added to several content types in Vignette to improve the quality of search results," she says.

Shortly after this study was concluded, in March 2008, the new HR portal was also released.

HR Portal

"We did multiple rounds of usability tests," says Person. "First, field tests were done by LDS using card sorts. Later in the project, close to going live, we did end-user testing—led by the McKesson team—which was to test the design using a test site"

"The last step we did was, we listened in on support calls, and provided training sessions to the support center," she says. "That way, we could use the support team immediately after we went live for daily feedback."

MPT Sales Portal

The Sales Advisory Board was heavily engaged with McKesson's design agency LDS on the sales portal's design process. LDS stepped the Sales Advisory Board through wireframes to ensure designs were on target. And, during the sales portal's initial design and rollout, LDS sponsored card sorting sticky notes activities.

"We have not done any formal usability testing," says Borges. "But we stay close in touch with our users via the Sales Advisory Committee and support. Also, a sales portal scavenger hunt activity is done with all our new hires every month, and we have sales portal kiosks available at our sales meeting and mid-year sales meeting."

Borges and her team are able to gather a lot of informal feedback during these activities.

Plans are under way to begin more formal usability testing in the next year.

URL AND ACCESS

McKNet is available at <http://mcknet.mckesson.com/>. Every McKesson laptop is provided with this page as the start-up in the browser.

Remote access is via the Web at webaccess.mckesson.com where employees can access the employee portal, along with other applications such as e-mail, SharePoint, SAP, and HR. Users must have a McKesson PIN and a token code to authenticate themselves prior to gaining access to these sites.

Because of their job roles, nearly half of the McKesson workforce accesses the intranet via kiosks. Among those employees are those at the company's distribution centers who pick and pack orders for shipment. Kiosk users are primarily interested in using the intranet to perform HR-related transactions and to learn about McKesson.

TECHNOLOGY

The McKesson intranet uses the following technologies: Vignette Portal, Vignette CMS, WebLogic, CA Site Minder, Novell eDirectory, Microsoft SQL Server, Adobe Flash, HTML, JavaScript, AJAX, Java/J2EE, Microsoft .NET, Concurrent Versioning System, Eclipse IDE, Webtrends, Adobe Photoshop, EWebEditPro, Windows Media Server, and Google Search Appliance.

WEB SITE ANALYSIS AND SEARCH

Peridot LLC, a Web analytics firm headquartered in Bothell, Washington, helped McKesson measure the impact of changes made to the employee portal's user interface. Peridot helped McKesson analyze key performance indicators for the site, including traffic, reach, engagement, and top search terms. Peridot also modified the monthly Webtrends dashboard to align with McKesson's business needs.

With SDC, Java-code is used to measure McKNet site traffic and provide an enhanced ability to track behavioral data. "For example," says Thomsic, "the MPT sales portal business sponsors wanted to know who was accessing their site—and specific content—based on a user's functional role (manager, operations) and region."

The code-based implementation of Webtrends records the metadata so that it can now be tracked. In addition, using SDC code, Webtrends can track searches within and across its different portals. Historically, searches were tracked on the entire

McKNet domain. Now, searches can be isolated for the individual portals, including the HR, CIT, and MPT sales portals.

Overall, the Webtrends SDC implementation has laid the groundwork for metrics tracking at McKesson, and is helping site owners optimize their content appropriately.

Site traffic and search analysis is reported monthly. Following are highlights from McKesson's July 2008 *Employee Portal Site Metrics Report*.

Site Metrics Report Highlights

July 2008

Traffic results:

- Overall, there were more than 1.5M page views and over 751,000 visits reported on McKNet during July 2008.
- Almost 640,000 of the total visits went to the McKNet homepage, which represents 85% of all visits across the site.

Traffic changes:

- There was a large increase in page views for both the *Inside McKesson* site's sections and the *Today@McKesson* site.
- There was a decrease in visits to each site as a whole, including the homepages.
- This decrease could be due to the timeframe (July is both a "vacationing month" and includes the 4th of July holiday).

Search changes:

- There were almost 30,000 site searches in July 2008, an increase of 15% from the previous month, and a 21% increase compared with the three-months trailing average.
- The top search terms on McKNet continue to be "mro" (an internal management process), "distops" (an internal tool for distribution operations), and "per-se" (a recently acquired business).

Engagement:

- About 70% of all visitors were on the site for one minute or less, with an average visit duration of a little more than 16 minutes. According to Thomsic, this reflects the portal's function as a gateway to internal applications. "Most users are looking for a specific tool. They find it, run it, and leave the portal, terminating their portal visit," she says. "To the extent that this statistic means people are finding the tools they want quickly, it's a good thing. We continue to investigate our users' behavior to determine if there are unmet needs."

JULY SITE METRICS REPORT (PARTIAL)				
INCLUDING SEARCH TERM RESULTS				
Rank	Query term	July '08 Visits	Rank	% of total search queries
1	Distops	183	1	0.71%
2	Mro	165	2	0.64%
3	per-se	102	3	0.39%
4	Oars	100	4	0.39%
5	job families	97	5	0.38%
6	job family	93	6	0.36%
7	six sigma	88	7	0.34%
8	SharePoint	85	8	0.33%
9	weight watchers	83	9	0.32%
10	live meeting	72	10	0.28%
11	Blackberry	69	11	0.27%
12	Weather	69	12	0.27%
13	ICARE	67	13	0.26%
14	Kronos	62	14	0.24%
15	CareBridge	60	15	0.23%
16	Support now	58	16	0.22%
17	Webmail	58	17	0.22%
18	Help desk	58	18	0.22%
19	Scoreboard	57	19	0.22%
20	Mcfs	57	20	0.22%
21	401k	56	21	0.22%

22	Mpower	55	22	0.21%
23	Office communicator	55	23	0.21%
24	DC INVENTORY	54	24	0.21%
25	Jobs	54	25	0.21%



Search Technology

As part of the intranet project, the McKesson team replaced the underlying search technology, too. "On the old intranet, we had a Verity search engine that was very ineffective, and required manual configuration," says Thomsic. "Google Search Appliance had a proven technology and was bringing their product to the enterprise for a turnkey solution that automatically crawled the intranet and required little manual effort."

Search enhancements are underway to address the current challenge of finding authenticated and entitled content in the search results. This can be managed through the Google technology, but has not been addressed yet. The team plans to enhance the search in the coming year, including the introduction of search driven by users' tagged and bookmarked content.

"By default, the Google Search Appliance didn't have access to scan the intranet for content sitting behind authentication barriers," says Thomsic. "Enabling it to do so requires additional configuration that we haven't had the resources yet to address."

By the time this report is published, the team will have completed the search improvements.

Employee Search Advanced Search Go

Search McKNet Advanced Search Go

Express Links
Select a resource.....

Sign In User ID Password Go Help | Activate ID / Password Reset

August 26, 2008

Home Inside McKesson My Work Today @ McKesson Services Center My Life & Career

Contact Us
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Feedback
Policies
Guidelines
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McKNet
Search

Powered by Google

Advanced Search Search Tips

>

Searched for 'Integrate Rx'
Searched in: McKNet

Results 1 - 10 of about 436.

Next> Sort by date / Sort by relevance

[PDF] [AcuDose-Rx](#)

... Connect-RN™ to **integrate** cabinets with Horizon Admin-Rx™ bar-code administration and Horizon Meds Manager™ pharmacy information systems. ...
mcknet.mckesson.com/McKNet/Sub%20Sites/MPT%20Sales%20Portal/Solutions%20and%20Pr...
- 2008-05-09 - [Text Version](#)

[McKNet - Connect-Rx 6.8 Drives Process Efficiencies and Reduces ...](#)

... Connect-Rx software allows hospitals to **integrate** McKesson pharmacy and nursing automation solutions on a single platform. This ...
mcknet.mckesson.com/portal/site/McKNet/menuitem.997584d0d8a7429c21e07e10849270a0...
- 46k - [Cached](#)

[Connect-Rx 6.8 Drives Process Efficiencies and Reduces Costs](#)

... Connect-Rx software allows hospitals to **integrate** McKesson pharmacy and nursing automation solutions on a single platform. This ...
mcknet.mckesson.com/portal/site/McKNet/menuitem.997584d0d8a7429c21e07e10849270a0...
- 37k - [Cached](#)

[[More results from mcknet.mckesson.com/portal/site/McKNet/menuitem.997584d0d8a7...](#)]


McKNet - Automation Bolsters Safety from the Dockside to the ...

Pictured: A sample search result for the term “Integrate Rx” (a McKesson product).

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335




Employee Search Advanced Search
 Go Go

Express Links
Select a resource.....

Sign in User ID Password Go [Help](#) | [Activate ID](#) | [Password Reset](#)
August 26, 2008


Home Inside McKesson My Work **Today @ McKesson** Services Center My Life & Career

Search News
 Go

Company News




'Janice Had a Part in Saving This Young Man's Life'
Washington Court House employee comes through, earning customer's praise. Aug 25



News

Patents Give MTS Another Competitive Advantage
The business unit hopes to file 60 patent applications in fiscal 2009. Aug 25

McKesson People in the News
See who's celebrating an anniversary this week at McKesson. Aug 25



Brochure Details Our Solutions for Pharmacies
Want a crash course in what we deliver independent pharmacies? Here's your answer. Aug 25

Specialty Completes 500th Lynx Mobile Implementation Aug 25
Helping Pharmacies Save Money Increases Customer Loyalty Aug 18

Today@McKesson
Company News
▶ 2008
▶ 2007
▶ 2006
▶ 2005
▶ 2004
▶ 2003
▶ 2002

MPT News
Around McKesson
In the Know
Healthcare News
Medical-Surgical News
Press Releases

Pictured: The *Company News* portlet. This screen shows a recent mention of McKesson in the press. Users access this portlet landing page from a link in the homepage's *Today@McKesson* portlet.

The screenshot displays the McKNet website interface. At the top, there's a header with the McKNet logo, a photo of three healthcare professionals, and search bars for 'Employee Search' and 'Search McKNet'. Below the header is a navigation bar with tabs: 'Home', 'Inside McKesson', 'My Work', 'Today @ McKesson' (which is highlighted), 'Services Center', and 'My Life & Career'. On the left side, there's a 'Search News' box and a 'Today@McKesson' section. Under 'Today@McKesson', there's a 'Company News' link, and below it, a dropdown menu for years from 2002 to 2008, with '2008' selected. The main content area is titled '2008 Company News' and lists various news items with dates in brackets, such as '[08-25-2008] 'Janice Had a Part in Saving This Young Man's Life'', '[08-25-2008] Patents Give MTS Another Competitive Advantage', and '[08-25-2008] McKesson People in the News'.

Pictured: A *Company News* listing page. This screen shows a listing of all press mentions of McKesson in last month. Users access the page through the *Company News* (left nav) tab, by clicking on *2008*.

CONTENT MANAGEMENT

Technology

McKNet uses Vignette CMS version 7.3.1.

Content Ownership

Content ownership, administration, and maintenance are distributed differently for the three McKesson portals based on the particular site's needs.

McKNet employee portal. Content ownership is distributed across company groups, with core areas—including the homepage—owned by Corporate Communications. Business unit and functional group sub-areas are owned by someone within the target unit or group—typically, an internal communications representative or program manager. As Thomsic explains, these owners are content SMEs selected by their group's (director- or manager-level) representative to the McKNet Standards and Operating Committee.

MPT sales portal. The MPT sales portal team consists of a manager and two Web content strategists. The team works with three different groups: executive sponsors, content owners, and sales users. The sales portal's executive sponsor is the group president of customer operations. The portal's steering committee consists of sales and marketing VPs. MPT has about 60 content owners with one designated business owner for each main area of the sales portal. Sales users are represented by the Sales Advisory Committee, which comprises sales users from various roles and regions.

HR portal. Within HR, the key content owners are the SMEs within each Center of Excellence. The four Centers of Excellence are Talent Management, Compensation and Benefits, Enterprise HR, and Diversity and Inclusion. The Employee Service Center has final approval on all content changes so that it's aware of the changes that it will need to support.

Creating Content

The intranet team has developed a content type library and a set of generic/default templates to assist content creators. Once the content is entered via the CMS, it automatically inherits the templates and styles.

"We have an editorial and design style guide for the enterprise portal, the sub-portals, and—as of June 2008—the SharePoint team sites," says Thomsic. "The intranet style guide and design guidelines are used to inform the users."

"Considering that we had no standards for McKNet two years ago, this is a huge leap forward," she says. "These guides were developed by our agency partners and are now maintained by in-house staff. We found that just showing users what pages and sites look like encourages adoption, reduces anxiety, and saves our team training and support time."

MOBILE

Mobile access is still a work in progress for McKNet. "The site can be accessed over a company-provided mobile device," says Thomsic. "However, the user interface is not specifically designed for this experience, and hence the user experience is very poor."

The team acknowledges that there is a demand for mobile access for certain content areas, especially on the MPT sales portal, and has placed a mobile initiative on the portal roadmap for inclusion in future releases.

"Eventually, our goal is to make the entire site accessible via mobile device," says Thomsic. "But the first areas in demand are travel planning and sales support. Right now, we don't have a definite schedule for mobile devices, but it's on our roadmap for a FY2010 implementation."

FEATURES

Following are some of McKNet's outstanding features:

The homepage. The site's homepage offers a single access point to tools and information, providing news and content personalized by business unit/location, personalized work-related content and tools, and ad banners to drive users

deeper within the site. Each of the sections listed below also has a presence on the homepage to encourage further exploration of the site.

Inside McKesson. This section is dedicated to business literacy and supporting a unified culture. It features company history and background, as well as news, programs, and policies.

The screenshot displays the McKNet internal portal. At the top, there's a header with the McKNet logo, a search bar, and a navigation bar with links like Home, Inside McKesson, My Work, Today @ McKesson, Services Center, and My Life & Career. The 'Inside McKesson' section is highlighted in the navigation bar. On the left, a vertical menu lists various internal resources. The main content area features a large banner for the 'Online Vision Center' with a 'launch demo' button. To the right of the banner are three boxes: 'Online Vision Center CD Request', 'McKesson 175th Anniversary' (celebrating 1833-2008), and 'Our Strategy, our Customers, our Impact'. Below the banner, there are two columns of links under 'At a Glance' and 'Dive Deeper'. At the bottom, there's a feedback prompt and a footer with legal links and copyright information.

Pictured: The *Inside McKesson* page. This page contains company news and links to critical internal content, including sub-sites and portlets for business units and corporate departments.

My Work. This section offers an access point for all resources pertinent to an individual employee's job, personalized by job function. For example, a sales manager would see sales reports, commission statistics, marketing materials, and updates available all in one place. This feature replaces the multitude of e-mails that bombarded salespeople prior to its arrival. Taking this information out of e-mails also makes it easier to track, search, or update.

Expense View. The *Expense View* dashboard and application enables managers to view and analyze expenses in great detail, including travel, entertainment, and telecommunications.

Employee Search

Advanced Search

Search McKNet

Advanced Search

Go

Go

Express Links

Select a resource.....

Welcome, Charles Brown

[Sign Out]

July 17, 2008

Home

Inside McKesson

My Work

My Team

Today @ McKesson

Services Center

My Life & Career

Team Dashboard

Manage My Team

Talent Acquisition

Growth & Development

Rewards & Recognition

Team Dashboard

Here are resources to help you drive your team and business success, through developing talent, managing performance, and guiding your team in ICARE principles.

Dashboard Demo

Dashboard Legend

Current Team for Charles Brown

View Direct and Indirect Reports

(Reports)

Employee Data

Performance

Development

Talent Review

Ratings

Salary

Merit

MIP

Paid Time Off

MMI

Name	Key	Position	Grade	Diversity	PM	Mid-Year	TRP	TRP	Succession	Rating	Salary	Merit %	Merit	MIP	PTO Hrs	Next PTO	ML	
					Status	Review	IDP	Profile	Worksheet	Plan								
John Doe	N	1002	M	H	Track	X	✓	X	X	X	A	\$		\$		-4.830	N/A	SL
Travis Mayfield	N	1001	M	As	Track	X	✓	X	X	X	B	\$		\$		61.070	2008-08-15	SL
Terry Western	N	1001	M	W	Track	X	✓	X	X	X	C	\$		\$		37.700	2008-09-19	✓
Jane Smith	N	1002	F	As	Track	X	✓	X	X	X	D	\$		\$		85.700	2008-09-18	SL
Theresa Shu	N	1001	F	As	Track	X	✓	X	X	X	E	\$		\$		-34.930	N/A	SL

Open Positions for Charles Brown

Open Requisitions

Aged Requisitions

Headcount Growth

Requisition	Grade	Budgeted	Replacing	Recruiter
6230 HR Manager	107	✓	New Position	Katharina

New Requisition

Candidates for Charles Brown

No New Candidates for Charles Brown

Candidate Diversity

Time to Fill


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Employee Search Advanced Search Search McKNet Advanced Search
 Go Go
Express Links
Select a resource.....

Welcome, Miller Bale [Sign Out]
August 25, 2008

Home Inside McKesson My Work **My Team** Today @ McKesson Services Center My Life & Career
Team Dashboard Manage My Team Talent Acquisition Growth & Development Rewards & Recognition **My Expense View**

My Expense View
My Dashboard
Reports Home
Drill In Analysis
Manage Delegates
Help

My Expense View


Welcome to the all new My Expense View tool!

McKesson's new management tool providing cost center managers with greater visibility to key areas of spend analysis.

Whether you manage one or multiple cost centers, you can view and analyze an array of travel and telecom expenses for your team. These reports help you manage spend through trending and analysis — and see where individuals may not be complying with current policies.

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Pictured: The *My Expense View* in the HR portal lets managers analyze expenses in detail.




Employee Search Advanced Search Search McKNet Advanced Search
 Go Go
Express Links
Select a resource.....

Welcome, Miller Bale [Sign Out]
August 22, 2008

Home Inside McKesson My Work **My Team** Today @ McKesson Services Center My Life & Career
Team Dashboard Manage My Team Talent Acquisition Growth & Development Rewards & Recognition **My Expense View**

My Expense View
My Dashboard
Reports Home
▶ Travel
▶ Telecom
▶ Combined
Drill In Analysis
Manage Delegates
Help

Reports Home

Telecom Reports

In this area you can access various reports related to your telecom expenses. This includes Cell Phone, BlackBerry, Conferencing, Wireless Connectivity etc.

[Telecom Reports](#)

Travel Reports


In this section, you can access reports for managing your Travel expenses. There are reports for Actual Travel - based on submitted expenses, and Booked Travel - based on information from Travelocity

[Actual Travel Reports](#)

[Booked Travel Reports](#)

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Pictured: The *Reports Home* in the *Expense View* section. This page offers a manager access to reports on departmental expenses.


close window x

Reports For: Miller Bale Go

1 Month 3 Month

Select Month: Jul-08 Go

Actual Total Telecom Spend Report

Detailed View of Employee Actual Telecom Spend for 1 Month *(includes cost for all Telecom Categories)*
 Grouped by Total Spend (highest to lowest) Note: general summary information, NOT outlier information
Telecom Summary: ALL Employees for: Bale, Miller Report Months: Jul-08

Employee: **Bale, Miller** Cost Center: 00000000 Expense Manager: Bale, Miller Work From Home? Yes

Device	Device Type Desc	Total Charge	Service Number	Vendor Name
1	Business Line/Cable	\$101.26	7703509787	BellSouth
2	Blackberry	\$100.30	7703350502	Sprint
3	DSL/Cable	\$79.95	7703509787	BellSouth
4	Teleconferencing	\$70.62		AT&T Teleconferencing
5	Connection Card	\$46.83	4153050375	Sprint
6	Blackberry	\$42.94	7703350502	Cingular Wireless
7	VPN	\$12.84	71008616	McKesson
7	Sum:	\$454.74		

Employee: **Appna, Megan** Cost Center: 00000000 Expense Manager: Bale, Miller Work From Home? No


Device	Device Type Desc	Total Charge	Service Number	Vendor Name
1	Blackberry	\$267.20	3039493781	Sprint
2	DSL/Cable	\$52.00	900553665	Comcast
3	Connection Card	\$46.83	4152250600	Sprint

Pictured: A telecommunications spending report. This sample report from the *Expense View* shows a roll-up of all telecommunications expenses for a manager and his reports.

MPT sales portal. The *My Work* section is the sales portal's main landing page. The section offers users tabs for various kinds of information, including news, messages, reports, product information, forms, information about the sales process, and a calendar of events. "When I log onto the sales portal, everything is tailored to my role as a clinical solutions specialist," said Stefanie Abernethy, who is based in Phoenix, Arizona. "The portal has all of the information that I need to do my job. And because of the single-sign-on access, I don't have to remember a lot of different passwords. I can use the portal as one point of entry to get all of the information I need."

Another sales portal area, *Product Central*, contains information on all of the division's products. "Because I cover so many different products in my role as a clinical solutions specialist, I use *Product Central* a lot," said Abernethy. "I can usually find the information I need, and if I have specific questions, the names of the product managers are listed on the right side of every product page with their phone numbers and e-mail addresses."

Today@McKesson. This news center offers up-to-date news—company-wide and personalizable by business unit and location—to ensure that employees are knowledgeable about the business overall and feel connected to their specific business unit.

Employee Search Advanced Search

Search McKNet Advanced Search

Express Links
Select a resource.....

Sign in User ID Password
[Help](#) | [Activate ID](#) | [Password Reset](#)
August 28, 2008

[Home](#) | [Inside McKesson](#) | [My Work](#) | **Today @ McKesson** | [Services Center](#) | [My Life & Career](#)

Search News

Today@McKesson
Company News
MPT News
Around McKesson
In the Know
Healthcare News
Medical-Surgical News
Press Releases

Today@McKesson

Company News




'Janice Had a Part in Saving This Young Man's Life'
Washington Court House employee comes through, earning customer's praise. [Aug 25](#) [more >](#)

- ▶ Brochure Details Our Solutions for Pharmacies [Aug 25](#)
- ▶ Providing Care on the Front Lines: The Emergency Department [Aug 25](#)
- ▶ Specialty Completes 500th Lynx Mobile Implementation [Aug 25](#)
- ▶ McKesson People in the News [Aug 25](#)
- ▶ Putting Customers First — 2.8 Million Times a Year [Aug 18](#)
- ▶ Helping Pharmacies Save Money Increases Customer Loyalty [Aug 18](#)

[Company News Archive >](#)

Healthcare News



Healthcare News
Nueterra Healthcare chooses McKesson's Paragon community HIS; EnterpriseRx reaches 430th customer go-live; McKesson adds four new organizations to InterQual Alliance partner program. [Aug 26](#) [more >](#)

- ▶ Healthcare News [Aug 25](#)
- ▶ Healthcare News [Aug 22](#)
- ▶ Healthcare News [Aug 21](#)
- ▶ Healthcare News [Aug 20](#)
- ▶ Healthcare News [Aug 18](#)
- ▶ Healthcare News [Aug 15](#)

[Healthcare News Archive >](#)

McKesson Stock

58.51 ▲ 0.61 (1.04%)
52 week Hi: 68.43 Lo: 51.08

Aug 28 2008 1:01PM


[Stock Details >](#)
[McKesson Stock Information >](#)

Press Releases


- ▶ EnterpriseRx™ Reaches 430th Customer Go-Live [Aug 26](#)
- ▶ Four New Organizations Added to InterQual Alliance Partner [Aug 26](#)
- ▶ Nueterra Healthcare Chooses Paragon Community HIS For 3-Hospital Initiative [Aug 26](#)
- ▶ Onmark's FUSILEV™ Added to Contract Portfolio [Aug 19](#)
- ▶ Marengo Memorial Selects McKesson Technology to Connect Community Caregivers [Aug 14](#)

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Around McKesson



▶ Team McKesson Rides Against MS



▶ Community Relations Publications

[Around McKesson Archive >](#)

In the Know

- ▶ Quarterly Insights
- ▶ Public Affairs Monthly Review
- ▶ A Letter from John Hamnergren to Employees
- ▶ A Message from the CEO: 2008 Employee Opinion Survey Results
- ▶ McKesson Is 175!
- ▶ John Hamnergren's Oct. 3 Speech to Detroit Economic Club
- ▶ A Message from the CEO: Per-Se Acquisition

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Pictured: *Today@McKesson* features company news, industry news, and press releases all in one place.

Services Center. This section hosts centralized services that are personalized by location and give employees quick access to resources they need.

MCKNet

Employee Search Advanced Search Search MCKNet Advanced Search

Express Links Select a resource.....

Sign in User ID Password Go Help (Activate ID / Password Reset)

August 28, 2008

Home Inside McKesson My Work Today @ McKesson **Services Center** My Life & Career

Why Use These Services

- ▶ Save money for you and your organization
- ▶ Get what you need for your work from the best suppliers at the best prices
- ▶ Take advantage of special offers and resources for McKesson employees

Services Center

Administrative Services

Quick Access to the most commonly used services:

- Corporate Cards
- Facilities
- IT Products & Services
- Office Product & Services
- Printing & Promotions
- TeleCommunications
- Temporary Staffing
- Travel & Expenses
- Warehouse Products/Services

Track Packages

Select carrier..... Tracking Number..... Go

Personal Services

Discounts, special offers and other benefits available to all McKesson employees:

- ▶ **Commuter Benefits**
Commuter benefits, discounts depending on location.
- ▶ **Employee Purchase Program**
Programs for autos, promotional items, computers, peripherals and relocation services available to all McKesson employees
- ▶ **Employee Personal Vehicle Purchase Program**
Ford, DaimlerChrysler and Employee Used Fleet Vehicle Purchase Plan are on this page.
- ▶ **Credit Union**
McKesson Federal Credit Union.
- ▶ **Relocation**
McKesson HomeBenefits @Work, a one-stop resource for everything you need to buy, sell, finance or move your home.

Key Services Resources

- ▶ Online Access Request System
- ▶ SupportNow
- ▶ Facilities Request (Trammell Crow)
- ▶ Travel Hub
- ▶ Procurement
- ▶ Service Catalog
- ▶ MyCIT Portal

OneSource Resources
Select an item.....

Services Desk

- ▶ HR Call Center (999) 999-9999
- ▶ Travel Help (999) 999-9999
- ▶ Procurement Help (999) 999-9999
- ▶ Facilities Request (999) 999-9999
- ▶ Accounts Payable Help (999) 999-9999
- ▶ McKesson SupportNow (999) 999-9999

Policies | Contact Us | Guidelines | Disclaimer Copyright 2008 McKesson Corporation. For internal use only. This site requires Internet Explorer 6.x and a 1024-by-768 display.

Pictured: The *Services Center*. This page offers access to a variety of administrative services, personal services, and links to enterprise applications for travel, procurement, and systems access request systems.

My Life & Career. Integrating HR tools, content, and support into one central location, this area is individually personalized, delivering information based on role (leader, manager, or employee) and personal data. Featured information supports the total value of employment, while new, process-related information

helps guide employees through complex tasks. In addition, a new employee section makes sure new hires are well integrated into the organization.

Collaboration Tools

Web 2.0 Features

McKesson uses SharePoint technologies to enable wikis, blogs, file sharing, team sites, and integration of social media with the portal. These features benefit the site by enabling increased collaboration and soft knowledge management (with user-driven content). Unfortunately, the design of the SharePoint-based features is currently inconsistent with the portal UI.

“One persistent complaint and pain point around the SharePoint sites has been the unbranded look and different navigation paradigm,” says Thomsic. “Users shouldn’t have to think in terms of technologies and worry about where Vignette and SharePoint sites begin and end. They don’t care about what technology is behind the intranet, they just want to get their jobs done and find what they’re looking for.”

In an attempt to reconcile the discrepancy between the portal and the SharePoint technology, the McKesson team is initiating a project to integrate the design of SharePoint-based features with the design of the portal.

“Rather than build new applications, we are leveraging our investment in SharePoint and other technologies and exploring partnerships with companies that provide an integrated set of social software applications for information sharing and team collaboration. ConnectBeam, IBM, and NewsGator are companies we are considering.”

Using connecting technology to integrate the portal with SharePoint will be important for users because it will create a more cohesive user experience while also improving the searchability of portal content and content found within SharePoint sites. The plan is to display information in the same design and look and feel that they have tested and invested in.

“One of the benefits we’ve derived from the portal project, through governance at the executive and operational level, is the development of a coherent strategy for what uses to make of both the portal and SharePoint sites,” says Thomsic. “We now have clear guidelines for where the portal makes most sense, particularly for communicating across the company and integrating with corporate internal applications, and when SharePoint is appropriate, such as for sharing among local teams or controlling access to information.”

Creating a Sense of Community Online

For some companies, the “softer” aspects of online community—that is, the tools that connect users socially and create a sense of belonging within the company—are highly valued and an intrinsic part of the culture. For others, they are superfluous; merely the icing on a cake that are considered only after all the mission-critical features are up and running.

Stakeholders at McKesson are increasingly finding the value in creating stronger connection points between employees in the online environment.

"As we move into more and more situations where we're allowing people to work at home, and they lose the day-to-day, face-to-face interaction, we also see through surveys that they tend to become more dissatisfied with that job after a year or so because of the lack of social contact," says Randy Spratt, McKesson CIO and executive sponsor of the employee portal. "The ones who stay in the job find ways to replace it with electronic social networking. So, to that end, we're investing in collaboration tools, and bandwidth to be able to support video networking, and network tools within our infrastructure that will allow people to communicate more freely."

An advanced collaboration project is set to launch in March 2009 to augment the community and collaboration features the site currently offers. "We are realizing the difficulty of implementing social networking technologies in our environment, and that the portal is not a 'magic bullet,'" says Thomsic. "It's a veneer that requires hard work underneath to provide more convergent tools, processes, and so on."

Thomsic has found this to be a huge and potentially systemic problem for the company because the businesses were turning to SharePoint as a cheap and fast way to enable collaboration. This seems like a good Band-Aid, but without guidance, she says, SharePoint produces "chaos and confusion."

"Our objective is to evolve our platform with technologies that combine concepts of social bookmarking and tagging with those of social networking," she says. "As a B2B enterprise organization, we still need security settings, workflows, and roles/relationships."

LESSONS LEARNED

McKesson's team members have learned a lot from the portal project, including lessons that have informed their work as they've enhanced the project beyond Release 1.

Tracey Thomsic, director of online marketing, outlines the most important lessons learned by her team so far.

Lessons from Release 1:

- **Build it and they will come.** "We did the right thing to enable the platform first, then allow groups to join as they were ready," says Thomsic. "This culture would not have accepted a corporate-mandate or forced solution."
- **Evangelize.** "What we learned after Release 1 (May 2007) is that we have to invest heavily in evangelism and communication to move beyond a skunk-works model. "We learned that a launch communication strategy needs to be educational as much as evangelical; and it needs funding to be successful. Technology is cool and critical, but if people don't understand how it works and how it helps them, they will never get over adoption hurdles."
- **IT and communications departments must join forces.** "IT and Corporate Communications need to work together with a clear understanding that the business drives the requirements. Without a clear mandate from the business, new technology won't be adopted and the investment in development will be wasted."
- **Governance, governance, governance.** "Good governance by a committed board of the right executives from each business has given us both power and

steering: the authority and budget to accomplish the work and the clear direction on priorities. Governance has really enabled us to balance corporate interests with [business unit] autonomy. Governance is also key to adoption because people in the business units and functional groups will respond much more readily to evangelism from their own managers.

- **Think about metrics early and involve the IT team and business stakeholders.** “If IT doesn’t understand the importance of measurement, then the platform dependencies related to analytics issues—in our case, Webtrends—will be ignored. This is another area where strong business leadership is critical.”
- **Develop a strategic partnership with an agency that has a design philosophy and commitment to solving business problems.** “In our case, LDS helped us strategize the project and select the right group to focus on for our first release. We chose sales over HR for Release 1 because of the impact on the bottom line and the fact that the internal change management issues were less complex. LDS facilitated a formalized study of top 10 tasks creating the most problems across the company on the intranet, and then they did research to determine when/why people bail out and give up. From that data, we’ve developed KPIs.”
- **Engage the brand team.** “Providing a standard footprint and consistent brand identity encourages adoption and puts a friendly face on the company. Even though we still have lot to do to integrate and converge the way we work around a single set of capabilities, the branded portal experience provides context and unity and people are less intimidated about using it.”
- **Realize that you are not your target audience.** “It sounds obvious to Web professionals and designers, but we learned this after Release 1. We surveyed users for feedback on the new portal one week post-launch, and while much feedback was positive, we got some that was negative and definitely not encouraging. We moved their cheese and they let us know, but some of the latter has been the most helpful in determining our punch list for enhancements between major releases.”

“Just giving people the opportunity to engage and feel heard can make a difference.”
- **MPT sales portal.** “As you are going through the designs, you also need to make sure some of your key content contributors are also involved, as they are the SMEs. The content work stream was started after the designs were reviewed for the sales portal. If our key content contributors had been involved up front, working through the designs with our Sales Advisory Board, the final designs may have been different. Now, we are starting to redesign a few areas that have been live for about 15 months to better balance the content available with the needs of the Sales team.”

Lessons learned from the HR portal project:

- **Time matters.** "Six months is not enough time to redesign a portal."
- **Build it and they will come.** "For the initial launch of the HR portal, we didn't change a lot of content, but the new design has made content owners more interested in developing better content."
- **Make sure that the lines of decision-making are clear.** "There are many levels of stakeholders. Being clear about what is expected from each level keeps everyone on the same page and helps you stick to your timelines."
- **Hire a really good content manager.** "We did, and we were really lucky!"
- **Don't ignore analytics and site metrics in the planning phase.** If you do, "it will bite you later. The business will want to see numbers, and the executives love them. That saying about, 'you can't manage what you can't measure' is really true."
- **Get an executive sponsor who is engaged.** "McKesson's CIO, Randy Spratt, is a strong advocate and he's forward-thinking and understands the portal as a communication tool and every day work space."
- **Communicate business strategy with IT early and often.**
- **Listen to users.** "Invite feedback, and share it with the entire Web team. Encourage transparency in the team and respond with empathy to users when the feedback is negative."

RESULTS/ROI

Measuring User Satisfaction

In June 2008, Peridot conducted an online survey with Foresee Results to assess customer satisfaction on the employee portal. Through a proprietary methodology, the survey set out to identify the key attributes important to the portal's users, determine which site elements have the biggest impact on overall customer satisfaction, and generate a score based on an index of over 200 companies and government agencies.

The survey generated 1,425 completed responses—a 26.6 response rate—from the period June 2–July 22, 2008. The overall customer satisfaction for the employee portal was 64 (out of 100). This result is considered on par with other intranets included in ForeSee's database.

Content was rated highest, with a score of 76. Navigation and tasks were rated slightly below average at 61. *Inside McKesson* and *Today@McKesson* received the highest satisfaction scores, while *My Life & Career* and *My Work* were the most-visited portal areas.

"The survey revealed some of the challenges that many enterprise portal teams have," says Thomsic. "Usage of the employee portal platform and other internal tools/sites that exist outside the portal are seamless to many survey respondents. The implication is that most respondents rate their level of satisfaction based on their overall online experience."

Though many of these online systems are not within the portal team's control, they nonetheless impact overall customer satisfaction. "The Corporate Web Team will focus on improvements to the site's look and feel and navigation in response to this

survey," she says. The team will also continue to work with its internal partners to create a more integrated, user-centered experience to increase satisfaction levels.

Communication Wins

The company also experienced some big communication wins through the new portal:

- **Targeted communication.** Internal communications teams in various businesses can now target communications to specific audiences in a way that's meaningful, proactive, and relevant to employees' jobs and location. "The portal also enables communicators to manage and balance messaging among corporate and business unit groups, reducing duplicate or irrelevant information that employees used to see—or worse, that some didn't ever see because of outdated e-mail distribution lists," says Thomsic. "News, messages, announcements, job aids, tools, applications, and data are integrated across business units, delivered via the portal, and the design is attractive."

The team has found that click-through on company news articles is higher than prior to the redesign; this is validated by the success of headlines, which the team can now measure.

- **Engaging employees.** Thomsic says that one business unit HR team successfully used the portal to launch an employee engagement program for managers. "That has been tremendously successful," says Thomsic. "The team provided all of the communication and tools to a subset of managers for that business, and achieved a high completion rate for compliance with the program."
- **Increasing engagement.** "The ultimate measure of success will be increased engagement scores, which we can't measure yet," says Thomsic. "We'll have that information later this calendar year, when we have employee survey results. We can measure reach and tool usage, however, and those metrics show that using the portal ensured that all managers in the target audience saw and accessed the information."

Prior to the portal rollout, Thomsic says this type of program would have been cost ineffective for this group. "It would have required substantial budget and time for the team to rollout, requiring reliance on e-mail, a third-party hosted site with a unique login, and a design that was different from anything else in the McKesson intranet environment, and was not integrated with any relevant corporate HR content."

Members of the MPT sales organization site the following as top benefits of the redesign:

- **SSO to sales applications.** SSO was implemented for *My McKesson HR*, *Travel Hub*, *Siebel*, *Siebel Analytics*, and *Business Objects*. Direct links to Siebel were implemented for *My Opportunities*, *My Team's Opportunities*, *My Quotes*, and *My Team's Quotes*.
- **Automated access to commissions statements via Business Objects.**

- **Internet Explorer access to product and marketing information, including presentations.** *Product Central* is a “one-stop shopping” area for product content. Each product and solution page follows the same format, and displays contacts, customer references, and internal and external tools. *Product Central* also includes content addressing customer business needs and roles. Sales personnel can also create a *My Product List* as a personalization feature.
- **Sales analytics report integration.** The *My Reports* page includes integrated Siebel Analytics and Business Objects reports. *My Reports* automatically displays personalized forecast, funnel, closed win, and commission statement data. The *My Favorite Reports* personalization feature lets sales personnel pick their top three reports.
- **Reduction in e-mail volume.** The *Message Center* serves as a repository of messages. All national and regional sales messages can be stored centrally, with archiving. The *Message Center* also manages product, event, marketing, education, and commissions messages in one central location.

Management Wins

From a management perspective, the portal has already begun to make a difference across the organization. Measuring user satisfaction is important in gauging an intranet’s success, but management often has its own litmus for a site’s success. At the enterprise level, SSO has been identified as the portal’s biggest overall benefit and is “by far considered the most useful feature launched,” says Anand Srinivasan, development manager. “Also, offering a personalized view of content and functionality for business units and corporate functions is very high value.”

Managers from the three main business areas explain what they consider to be the portal’s biggest positive impact.

Corporate Communications: Aggregation

The big win here was corralling the disparate intranet presences of the different business units and functional groups within the company into a single interface managed through one publishing platform. This was the foundation that enabled the company to offer all the benefits of targeted and integrated communication, SSO, and access to applications.

CIT: Single Sign-On

Providing SSO was the big win for CIT, which had a capable team in place to deliver the executives demands.

HR Portal: Subtle Differences Make a Big Impact

Renaming and splitting a single top-level navigation tab from *HR* to become *My Team* and *My Life and Career* were important wins for the HR portal.

Duke Energy (2011)

Using the intranet:

Duke Energy is one of the largest electric power holding companies in the US. The company has approximately four million electric customers in North and South Carolina, Ohio, Indiana, and Kentucky, with a service territory of 50,000 square miles. It also distributes natural gas to 500,000 customers in Ohio and Kentucky. Through its commercial operations, which span the US and Latin America, it develops innovative renewable energy solutions, including wind, solar, and biopower projects.

Headquarters:

Charlotte, North Carolina

Number of employees the intranet supports:

More than 18,000 employees and 12,000 contractors

Company locations and locations where people use the intranet:

23 US states, including the Carolinas, Ohio, Indiana, Kentucky, and Texas, along with the Latin American countries of Argentina, Brazil, Ecuador, Guatemala, Peru, and El Salvador

Annual sales: Total operating revenue of more than \$12.7 million (2009)

Design team:

Corporate Communications: Martha H. Brown, Portal Program Manager; James H. Bowen, User Experience and Innovation Team Manager; Mike Diekhoff, Graphic Designer; Chris Greufe, Developer; Greg Corrin, User Experience; Anne Sheffield, Manager of Internal Communications; Randy Wheelless, Communications Manager; Robbi Walls, New Media Web Specialist; and Clark Kearns, New Media Web Specialist

IT Department: Karyn Williams, Sr. Application Developer; Derrick Balog, Lead Application Developer; Shannon Polson, Lead Application Developer; and Marc Bacon, Sr. Application Developer

SUMMARY

Strong planning. That's what Duke Energy focused on when starting a redesign of the intranet. The team wanted to align the site with the company's new priorities so the site needed to move toward community, collaboration, and innovation. To do this, the team investigated tools, researched with users and other companies, and planned for current and future support of content managers. This all worked together to ensure a site built on a strong foundation and prepared to grow and stay relevant and manageable.

The site today is the result of a two-phased effort. Phase I was the migration from the existing platform to MOSS in 2009. During this technology transition phase, the organization also took a fresh look at content and content management.

The most recent redesign, in 2010, gave the site a visual redesign — a much-needed “fresh coat of paint” — and integrated more social features into the site to support community and collaboration.

The team chose SharePoint, in part because of the strength of the platform's collaboration features. However, after migrating to the platform, they quickly realized that the tool, while powerful, made it difficult to implement everything they wanted to do. The team wasn't all that familiar with SharePoint's intricacies, and had no budget to hire outside expertise.

In response to this hiccup in their plans, the team wisely decided to start playing with SharePoint to understand its strengths and limitations. The thinking was that it would be better to start with the knowledge of what SharePoint could do, rather than

design things that it couldn't support. Early on, they decided to avoid customizing SharePoint to ensure future support from Microsoft and to make upgrades possible at later dates.

As part of the MOSS conversion, the team took a fresh look at the content. With 170 content managers across the company, they realized they needed a more formal content management structure and workflow. The redesign was an opportunity to not just migrate content to a new system, but also to clean up that content and put structures in place to keep it new and relevant for the long-term. They started with classroom training to teach content managers how to review content during the migration effort, as well as how to use the new system.

Predefined page layouts help ensure consistency. To ensure relevance and timeliness, the team instituted automatic content renewal dates. Realizing that different types of content had different longevity, the team created content types that were assigned to information on the site. The content type was associated with a specific renewal timeframe. The renewal date triggers an email, reminding the content owner to review the content. If the information isn't reviewed, it goes into a recycle bin for 30 days before it is deleted. However, team members have run into some issues, both with content that has more than one owner and with owners who have overwhelming amounts of content to review.

The team is working to continually support content managers and is implementing semi-annual strategy sessions with each site manager's group. These meetings let the team share Web metrics and usage patterns, giving the content creators much-valued feedback on which content is most successful. Further, the team reviews search logs to see what users are looking for, and to recommend content to be added. The team also reviews the content for compliance with site guidelines and works with the content managers to create ideas for enhancements.

Support doesn't stop there. Monthly tips and tricks are sent to site managers. The team also offers two-hour training sessions each month for new site managers, as well as intermediate and advanced classes on demand. Site managers also gain access to a content management site on the portal, providing access to training materials and standards.

With such a big undertaking in front of them, the team decided to chip away at the old site one section at a time. This allowed them to not just implement a new design, but also to focus on improving the user experience. The other benefit to this approach was that they learned as they worked on each new section, building their knowledge and thereby improving the overall site.

The site has a clean, thoughtful design throughout, using color for links but otherwise keeping pages clean and focused. Each page uses space well, making it easy to locate information. Content is grouped in logical ways, offering related information and helping users easily find answers or documentation.

The homepage is filled with engaging, frequently updated content. The top featured story rotates between four headlines. The rest of the top section is filled with weather and stock information as well as personalized navigational bookmarks. The site provides a quicklinks section, which is the same for all users, as well as allowing users to create their own *My Links* list.

News headlines continue down the page, with multiple views of information available on one page through the use of tabs. Users can view *News*, *In The Media*, or *News Releases* in a single section of the page. One news story is featured, with a headline, photo, summary, and link to read more. The remaining headlines are listed as links to the full story.

A *Calendar of Events* on the side of the page lets users see what's happening around the organization and view location-specific content by clicking on a tab. *Personnel Announcements* and *Employee Accomplishments* finish the page, with another section devoted to recent and important videos in Duke TV. Duke TV features videos on mission-critical topics and insights on strategic direction from executive leadership.

The homepage reflects the company and site emphasis on community and collaboration. The number of comments on each news story is posted next to the headlines. There are *Submit* buttons in the calendar, news, and employee corner areas of the site, encouraging employees to suggest content. One of the key goals of the redesign was to engage and involve employees, and the homepage clearly reflects and works toward this goal.

Another key area of the page has the latest content from the site's *My Perspectives* blog. The idea for this blog grew from a popular executive blog; this morphed into the current *My Perspectives* blog, which features guest bloggers throughout the company. The latest content is featured on the homepage, with the name and picture of the guest blogger, a brief summary of the latest post, and a clear link to read more.

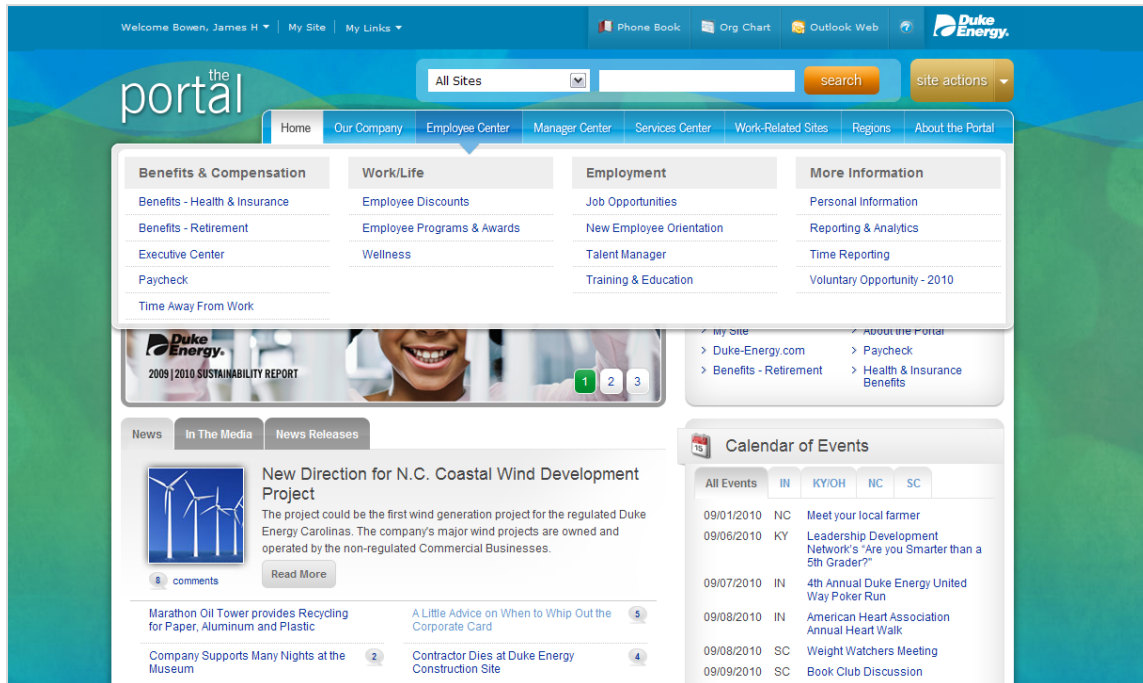


Pictured: The intranet homepage highlights new and relevant information and reflects the company's emphasis on involvement and community.

The entire site is cleanly designed and well thought out. The site navigation helps users move through the site to find the content they need. The team turned to a mega-dropdown navigation structure to accommodate the site's content. The

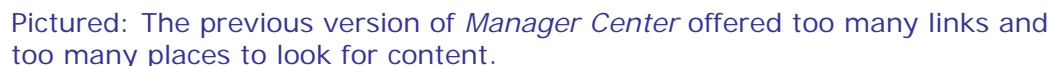
previous site navigation had grown unmanageable. In user testing, team members found that users stared at the menus without being able to locate the appropriate navigational option. Some menus had grown so long that they were unable to fit within a viewable screen.

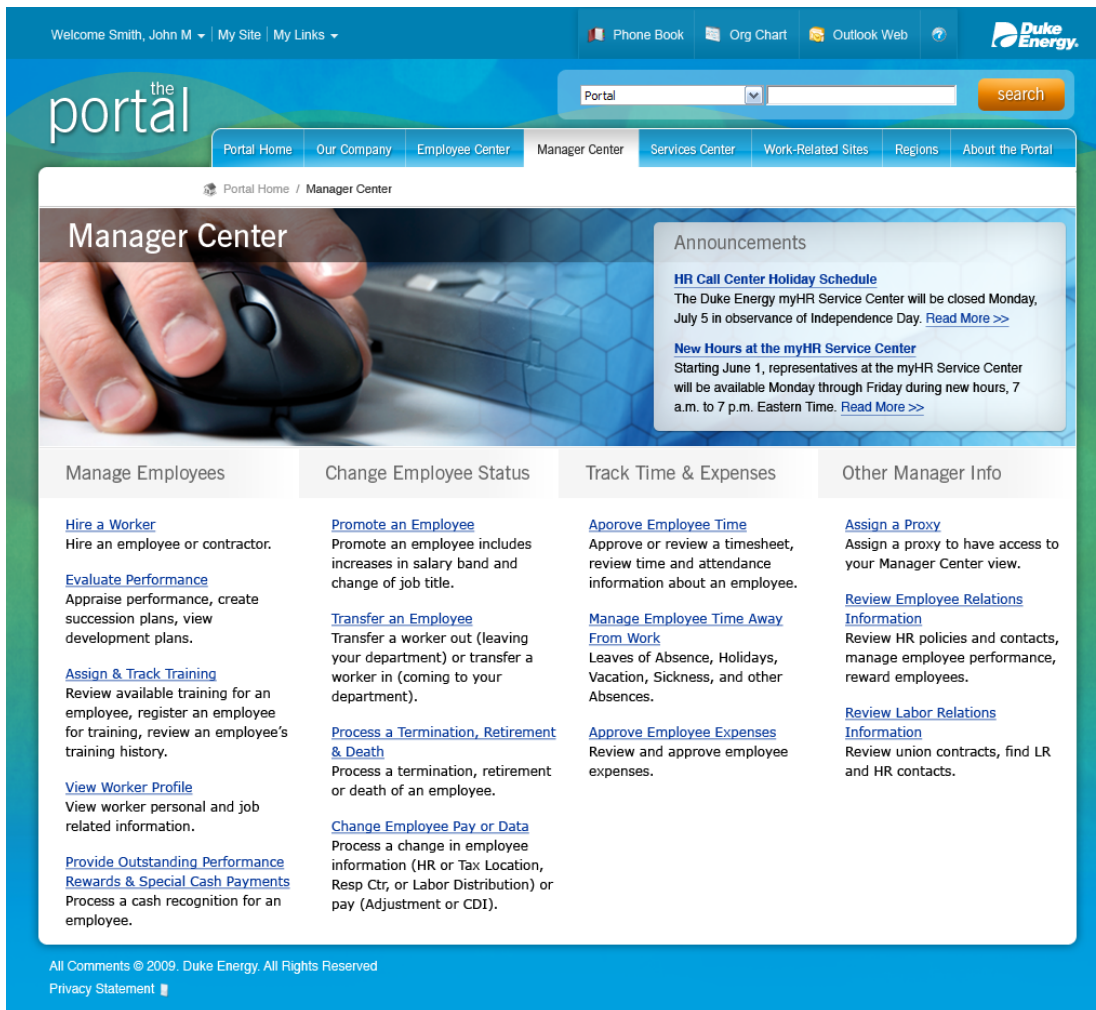
The mega-dropdown lets team members add another level of categorization without adding clicks. This will help the site accommodate growth and change. It will also let them develop a cleaner visual design, making menus easier to scan and making it easier for users to locate options. The new design's strengths were borne out in user testing: users spent less time choosing navigational options and successfully navigated to appropriate areas of the site.



Pictured: Mega-dropdown navigation was a good solution for clearly displaying options.

The team relied on user research and feedback throughout the design process. Card-sorting exercises helped the team reach the goal of creating a task-oriented IA. Employee card sorts also helped organize key site areas, including the *Service Center*, *Employee Center*, and *Manager Center*. In the *Manager Center*, for instance, the team took an unmanageable page with too many links and options and turned it into a streamlined page with clear categories, allowing managers to locate information quickly. Further enhancements were based on focus groups, surveys, and usability testing of prototypes.



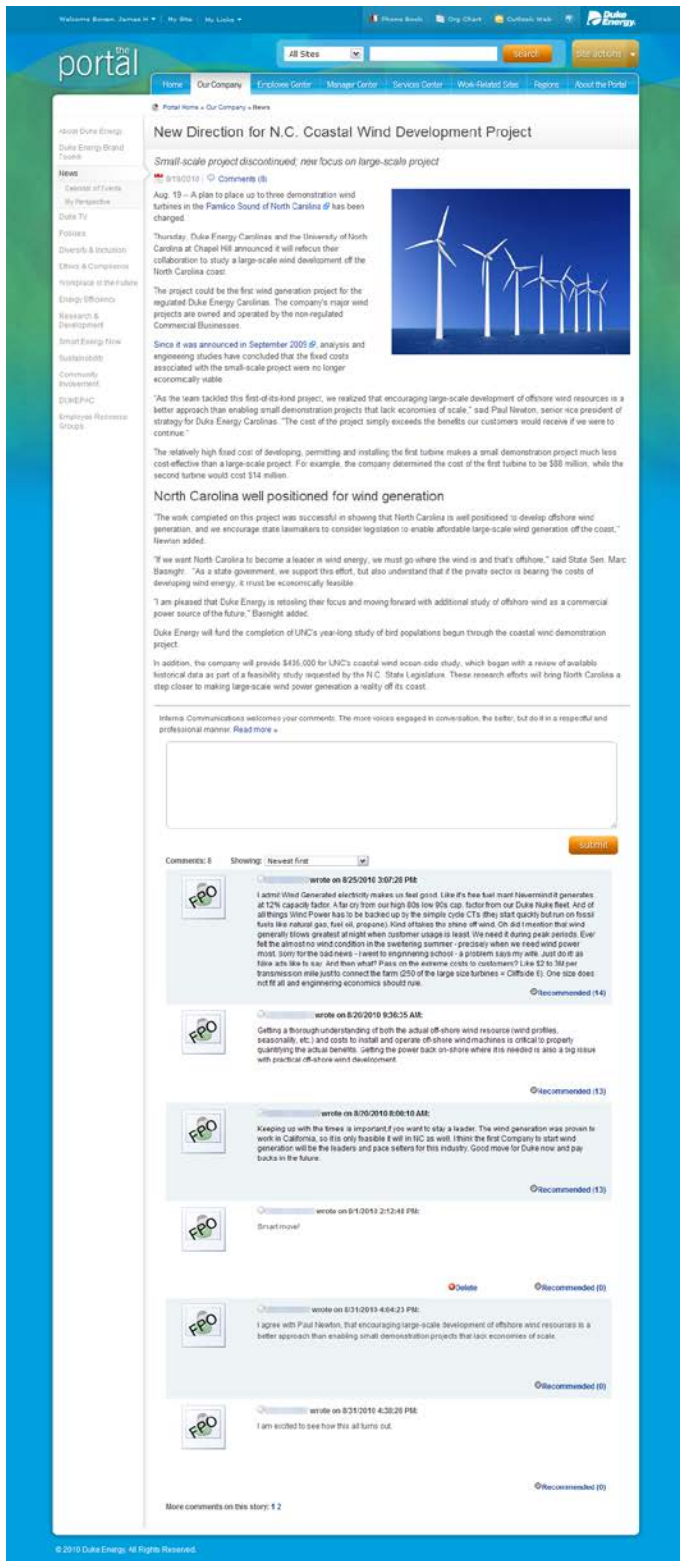


Pictured: The new *Manager Center* groups content by type and offers a clear name and brief explanation for each option.

The new site strives to engage users. Commenting on news articles has been a hugely successful addition to the site. On news article pages, users can easily add their commentary on an item. An open text field invites participation, with a simple and direct reminder to act appropriately: "Internal Communications welcomes your comments. The more voices engaged in conversation, the better, but do it in a respectful and professional manner."

Comments appear beneath the article, with the most recent comment listed first. Each comment is attributed to the author, with an image and name as well as the date and time the information was posted. Users can also recommend comments; the most popular or interesting comments become the most highly rated. To recommend a comment is almost like saying "I second that!"

Commenting has become a very popular activity on the site. The team reports that page views indicate people return again and again to view the latest comments on stories that have generated lively discussions. And these activities help the team gauge the strength of sentiments across the company.



Pictured: Employees can add comments beneath news stories. By default, comments are displayed with the most recent addition first.

A main goal of any intranet is to help employees get their work done. Transaction pages on the Duke Energy intranet do just that, combining all the site's resources about or surrounding a transaction type on a single page. Thus, rather having to scour the site for a policy, help information, and tutorial about a process, Duke Energy's intranet users can find that knowledge all in one location.

Welcome Smith, John M | My Site | My Links

Phone Book Org Chart Outlook Web

the portal

Portal Home Our Company Employee Center Manager Center Services Center Work-Related Sites Regions About the Portal

Portal Home / Employee Center / Transfer an Employee

Hire an Employee
Manage Performance
Register & Track Training
View Worker Profile
Provide Outstanding Performance Rewards & Special Cash Payments
Promote an Employee
Transfer an Employee
Process a Termination, Retirement or Death
Change Employee Pay or Data
Approve Employee Time
Manage Employee Time Away From Work
Approve Employee Expenses
Assign a Proxy for Manager Zone
Review Employee Relations
Review Labor Relations
Other Manager Zone Information

Transfer an Employee

myHR® Transfer an Employee

Transfer an employee out (leaving your department) or transfer an employee in (coming to your department).

Transfer Toolkit

Job Aids

- > [Transfer In Job Aid](#)
- > [Transfer Out Job Aid](#)

Checklists

- > [Transfer In Checklist](#)
- > [Transfer Out Checklist](#)

FERC/State Regulatory/NERC

Your transfer may be impacted by Federal (FERC or NERC) or State regulations.

For assistance on these types of transfers, refer to this [FERC/NERC Transfer Guide](#) and the [FERC & State Regulatory Landing Page](#). This page will also provide further information on State regulations.

Regulatory Compliance is here to help ensure your transfer is handled appropriately. Please contact us at compliancereporting@duke-energy.com.

Need Assistance?

myHR Service Center
1-888-465-1300

Send Us Your Feedback
Find what you're looking for? Have a suggestion for improving the Manager Center? [Let us know](#).

And thanks! We appreciate your feedback.
—the New Media Team

Things to Consider

If you are transferring an employee:

- Consider work or actions the employee must complete while a member of the team and how much time may be required to complete those actions.
- Determine whether there are any regulatory requirements that should be considered, reviewed, or acted upon before the employee can transfer from your team. If there are, please refer to the FERC/State Regulatory/NERC Reminder section on this page.
- Determine if the employee is needed to train a replacement.

With this information, current manager with the receiving manager should determine the effective date of the transfer.

Contract workers should not be transferred using Manager Zone. Please work with Staffing or the contract company to make these moves.

Pictured: Transaction landing pages, such as this one for transferring an employee, group policies, procedures, help information, documentation, and more all in one place, regardless of which group “owns” the information.

Training is key to the organization. All Duke Energy employees must keep up-to-date on the latest technologies and processes, as well as on all board-mandated training. The training page recognizes the importance of keeping on top of training and provides updated information about any training the employee has already scheduled, as well as any he or she is required to take. Users can also search the training catalog and access training systems through the page.

Welcome Bowen, James H | My Links | Phone Book | Org Chart | Outlook Web | Duke Energy

portal

Portal

Home | Our Company | Employee Center | Manager Center | Services Center | Work-Related Sites | Regions | About the Portal

Portal Home - QA » Employee Center » Training & Education

Training & Education

Benefits - Health & Insurance

Benefits - Retirement

Employee Discounts

Employee Programs & Awards

Executive Center

Job Opportunities

Manager Center

New Employee Orientation

Paycheck

Personal Information

Reporting & Analytics

Talent Manager

Time Away From Work

Time Reporting

Training & Education

Voluntary Opportunity - 2010

Wellness

View Your Training

Reminders (5) [See All] Preferred System: **MyTraining** [Change]

You are currently scheduled for IT Prof Security Best Practice

You are required to take Emergency Plan Exercise/Drill

Search Training | View Scheduled Training | View Required Training | View Integrated Reports

Search Training Catalog

Find training activities available throughout Duke Energy. Please ensure your supervisor or manager is aware of your training registrations.

Date Range: 09/01/10 to 10/01/10

Location: Any Location

Type: Any Type

Keyword or code

Search Catalog

Access Training Systems

MyTraining and the Nuclear LMS provides Duke Energy employees and contractors with the ability to find and complete training related to their compliance, operational, and professional development training needs.

Launch MyTraining or Launch Nuclear LMS

Visit Training Department Sites

MyTraining supports all Duke Energy Training Departments in order to provide training to all workers and contractors. Please visit the links below to view more specific training department information related to your business unit.

- Fossil-Hydro
- Gas Operations
- Nuclear Generation
- Environmental, Health, Safety, and Compliance Training
- Power Delivery

View Worker Job Aid Information

My Training Learner Information

- Using Learner Mode

Nuclear LMS Learner Information

- Using Learner Mode

View Competency Framework

The Leadership Competency Framework consists of an integrated set of competency models for different levels within the company.

Business Book Review - the premier online library of online library of over 700 expertly written summaries of the top 1% of business books published each year.

MyTraining Catalog Spotlight

Focused Training for Your Development

- Employee Development
- Leadership Development
- New Employee Training
- Skills (Business Writing, Project Management, etc.)
- Tools (MS Word, MS Excel, Etc.)
- SkillSoft eLearning Library
- Ethics and Compliance

Do you have questions about Training? Send us an e-mail.

Education Resources

- Continuing Education Procedure - Duke Energy promotes continuing development of employees by covering the costs of various courses, programs, and exams.
- Tuition Reimbursement - Provides tuition reimbursement for approved courses. This program is also known as Education Assistance.

Need Assistance?

For questions about training, contact the myHR Services Center. 1-888-465-1300

HR Business Partner List

HR Business Partners are available to help you with your HR needs. The HR Business Partners list includes the HR contact for your organization/department.

Send Us Your Feedback

Can't find what you're looking for? Have a suggestion for improvement of this site? Let us know.

And thanks! We appreciate your feedback. —the New Media Team

Pictured: The training page highlights current and required training and helps users find opportunities for learning.

Starting with little knowledge about what SharePoint could do, the Duke Energy team created a strong, interactive, and engaging site focused on meeting the organization's needs, reflecting its goals, engaging its employees, and setting up a strong framework for continued success.

BACKGROUND

Duke Energy is facing a directional change as its industry moves toward renewable energy sources. With that momentum in play, it seemed like a good time to realign the company's intranet to more closely reflect the new business models required to support this new direction. It was time for the company's intranet to support the collaborative environment required for innovation.

"We're moving toward renewable energy sources and developing new business models based on energy efficiency and sustainability," says Martha Brown, Portal Program Manager, Corporate Communications.

"It was time for our intranet to transform as well, and to begin reflecting the priority we place on conversations and collaboration as a foundation for innovation."

To this end, the site's 2010 redesign features a more social-focused homepage, updated colors, imagery styles, and page layouts.

"We redesigned the graphic background of the portal to more closely align with our corporate sustainability and energy efficiency initiatives," says Mike Diekhoff, Multimedia Designer, Corporate Communications.

Evolution

The company's original intranet, The Portal, first launched in 2001 as a place for corporate news and HR applications and followed a traditional corporate growth path with many sites added over the next five years. Then, in 2006, the company merged with another large energy company. This merger brought more organizational challenges for the intranet, as both companies had their own intranets.

"Growth took an unexpected turn in 2006 when Duke Energy merged with Cinergy, another large energy company with its own mature intranet," says Brown.

"Throughout 2006, the intranets were consolidated as departments, tools, and processes were aligned."

By 2007, The Portal was outgrowing its platform. A vision was also slowly emerging for a social portal to better serve the company's communication needs.

"Outdated legacy content was rendering search unusable," says Brown. "Content sprawl threatened its aging information architecture."

"We decided to move The Portal from its Plumtree/BEA platform to SharePoint 2007 (MOSS) to better integrate with our Microsoft environment and leverage SharePoint's collaborative features," says Brown.

The recreated Portal launched in May 2009 with the following features:

- Updated IA
- Profile pages for the company's employees, with ID badge photos that can be removed or replaced

- A widely distributed content management model
- A document retention workflow designed to ensure that Portal content did not outlive its usefulness

But, by 2010, the site needed a serious upgrade. Several years had passed since the last homepage design, and the page had evolved organically along the way, adding features in an ad hoc manner. According to Brown, it had gotten to a point where it no longer supported the objectives of The Portal or the way employees used it.

"We saw a great opportunity for a major upgrade in The Portal user experience," says James Bowen, User Experience and Innovation Team Manager.

Knowing that you need a redesign and knowing what that redesign should address are very different things. The Duke Energy team examined many factors to make their decisions, including looking at site usage data, analyzing employee feedback, and researching published benchmark data about intranets at companies in similar industries.

Navigating Challenges: Working with SharePoint

Companies that employ SharePoint as an intranet platform often report many challenges associated with extending the platform beyond its basic functionality. Among these challenges, the Duke team noted a steep learning curve, the lack of budget required to employ expert resources, and the need to fully understand the product's capabilities.

"We did not have a budget for hiring SharePoint development expertise, and were somewhat limited in our experience at the start," says Bowen. "So, we were forced to either learn how to do the work ourselves or not include certain features in the design."

"We spent a lot of time in the early stages of the project experimenting in a sandbox environment and learning as much as we could about what we could and couldn't do so that we didn't design something that is unbuildable, 'unmaintainable,' or otherwise impractical," he says.

As a result, there were features in the initial designs that they weren't sure were technically feasible until they were well into the project.

Bowen offers this advice for other teams considering SharePoint: "It's critical for anybody designing sites for SharePoint to have a good understanding of its capabilities.

"Our design and development team did an amazing job of learning SharePoint development techniques and getting creative when we encountered limitation," he says.

It's also a delicate balance when choosing to customize the platform to meet an individual company's needs.

"MOSS 2007 is a challenge for developers who are used to being able to build sites from the ground up using Web-standards-compliant code," says Chris Greufe, Front End Developer, New Media User Experience.

The company's IT policy is to not customize SharePoint because doing so can jeopardize supportability by Microsoft and close the upgrade path. "So, a major

challenge," says Greufe "was to understand at what point we might be crossing the line into customization."

"We were able to create custom master pages and layouts that helped us to improve standards compliance of the site, and we relied heavily on a few JavaScript libraries, including jQuery, jQuery Tools, and SPServices, to overcome some of the limitations of SharePoint," he says.

"The libraries also made it possible for us to introduce some interesting interactive elements, including the commenting system, and enhance the SharePoint user interface with tabs, tooltips, slideshows, and other features," says Greufe.

Accommodating Content Management

The other big challenge for the redesign effort centered on the company's process for updating site content. That process was very distributed and included more than 170 site managers across the company. The team discovered that more than a thousand pages would need to be manually touched to implement the new layouts. Figuring out how to accomplish this required a detailed, thoughtful plan.

"Coordinating these changes in a way that didn't interfere with in-process work required careful planning (and a few apologies)," says Brown.

Another challenge related to content management presented itself as the team became more familiar with the SharePoint platform's features.

"Although one of our goals in moving The Portal to SharePoint in 2009 was to broaden and distribute our content management model, we discovered through our redesign project that the platform's flexibility creates an environment that really necessitates a more formal and cross-functional governance model than we had in place," says Brown. "Developing additional governance goals, roles, and processes is the next step to optimize the way in which work is scoped, prioritized, resourced, scheduled, and reviewed."


Timing the Release

The project's final hurdle was a matter of timing.

"Our final challenge involved the timing of the release," says Brown. "We needed to coordinate our schedule with some on-going and extensive work to some of our benefits sites, as some previously hosted HR functionality was being brought back in house."

As a result, the team moved the launch date back several weeks to accommodate this work.

Portal Home Welcome Bowen, James H | My Site | My Links | Phone Book | Org Chart | Outlook Web

the Portal Your connection to news, tools & employee info 

Portal Home Our Company Employee Center Manager Center Services Center Work-Related Sites Regions About the Portal Site Actions

View All Site Content
Our Company
Employee Center
Manager Center
Services Center
Work-Related Sites
Regions
About the Portal
Sites
Recycle Bin

Portal Home

News

Inside Duke Energy

Order Free CFLs from Duke Online or by Phone

Here's a deal for employees who are Duke Energy customers living in North Carolina, Ohio or South Carolina. Employees can now order free energy-efficient compact fluorescent light bulbs online or over the phone. There's no need to use a coupon or visit a store. The bulbs are mailed to a customer's home. [Read more...](#)

More Updates

- » Lake James Water Level to be Lowered by up to 15 Feet for Dam Work **New!**
- » A Little Advice on When to Whip Out the Corporate Card **New!**
- » Improved Portal Access for Users of Personal Home Computers **New!**
- » Contractor Dies at Duke Energy Construction Site
- » Company Supports Many Nights at the Museum
- » Duke Cranks up Work with Electric Cars
- » New Direction for N.C. Coastal Wind Development Project
- » Employees Encouraged to Have a Say in Managing Coal Ash and Other CCRs
- » Duke Looking to Cool Off the Summer Heat: We're Fans
- » Where is Hope for the Future? For Many, it's in Energy
- » Midwest Generation Plants Take a Fresh Look at Safety
- » Compliments from Customers

My Perspective

Helping Those in Need

Another United Way effort is about to start. CFO Lynn Good, executive chair of the company's campaign, offers her opinion about why employees should contribute. Throughout the years, no matter what company you started with, or worked for -- support of United Way has been a way of life. [Comments \(17\)](#)


Spotlight On...

employee corner

- » News, Accomplishments by Employees
- » Organizational Announcements at Duke
- » Calendar: Events You Need to Know About
- » This Week @ Duke Energy -- Aug. 25


Duke Stock Information

DUK: 17.42
+ 0.24 (1.38%)
as of Sep 1 2010 3:37PM EST



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- » 29 Employers to Get Subsidies for Health Insurance (Charlotte Observer)
- » All Headlines - September 1

News Releases

- 8/19/2010 Duke Energy Changes Focus of Coastal Wind Demonstration Project with UNC
- 8/3/2010 Duke Energy Posts Strong Second Quarter Adjusted Earnings; Increases Outlook for 2010
- 8/2/2010 Duke Energy to Move Electrical Tie Station to a New Site

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Eureka!



Have an idea? Go to the [Eureka!](#) page to submit it and learn more about other ideas submitted by your fellow co-workers.

Employee Center Announcements

- » myHR Service Center Closed Monday, September 6th in observance of Labor Day

Need Assistance?

The [Enterprise Help Desk](#) is available to help you with all of your IT questions. Duke Locations, please call (704) 382-7762. Non-Duke locations, please call (800) 641-7762

The [HR Business Partners](#) are available to help you with your HR needs. See the HR contact for your organization or department.

Can't find what you were looking for on the Portal? Need more information? [Let us know.](#)

... And thanks! We appreciate your feedback -- [the New Media Team](#)

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Pictured: The old homepage evolved organically through considerable organizational change and a major technology transition.

TIMELINE

DUKE ENERGY INTRANET TIMELINE	
Milestone Dates	Milestone Description
2001	First implementation of portal The initial portal was launched primarily as a communications tool and a platform for HR applications.
2003	Usability enhancement project User interface and IA improvements based on a comprehensive usability study of The Portal.
November 2005–April 2006	Cinergy merger integration Blended the two portals, and redesigned the homepage and the look and feel.
March–October 2007	<i>Services Center</i> Rolled out “shared services” section of The Portal, where employees find support for business activities such as booking travel, ordering supplies, and requesting facilities support. During this redesign, the team conducted card sorting and usability studies to overhaul the information.
January–June 2008	<i>Employee Center</i> Launched HR resources and functions section, where employees can view their paychecks, change benefits enrollment, and access information on their employment and compensation. This project included an IA overhaul based on a card-sorting study and usability testing.
June 2008–May 2009	MOSS implementation Converted existing intranet with limited user experience activity. The team interviewed a few dozen employees regarding the changes to get an understanding of the potential impacts and inform change-management activities.
July 2009–August 2010	<i>Manager Center</i> Developed site to support managers’ activities, including transferring, hiring, and terminating employees, as well as processing job and compensation changes. User experience activities included focus groups, surveys, and

	usability testing of prototypes.
March–September 2010	Visual and homepage redesigns The company’s most recent effort in visually redesigning The Portal gave it a much-needed “new coat of paint.” This project included a homepage redesign to incorporate more social features and provide easier access to The Portal’s most commonly used features. User experience activities included interviews and usability testing.

INTRANET TEAM



Pictured: The Duke Energy intranet team: (left to right) Greg Corrin, Randy Wheelless, James Bowen, Chris Greufe, Derrick Balog, Shannon Polson, Clark Kearns, Martha Brown, Robbi Walls, and Marc Bacon.



Pictured: Intranet team members not included in group photo: Mike Diekhoff (left) and Karyn Williams (right).

GOVERNANCE

Ownership

Corporate Communications now owns the Duke Energy intranet. The intranet team (New Media) moved to Corporate Communications in August 2010, in the middle of the redesign project. For the previous 10 years, the intranet was owned by a shared services organization called Enterprise Operations Services, where the New Media team originated in 2000.

An in-house IT organization — Portal, Collaboration, and Content Management (PCCM) — partners closely with New Media and provides technical support for both The Portal and the SharePoint team site environments.

Ownership Over Time

The homepage content has always been managed through the Internal Communications team within Corporate Communications.

"This team," says Brown, "has long advocated for tools that invite conversation and encourage employee engagement. The move to strategically align New Media with Corporate Communications strengthened the synergy needed to further integrate social technologies both on the homepage and throughout The Portal."

"With a 10-year history in a shared serviced department, New Media was positioned to collaborate and consult on a variety of projects with teams across the organization," says Brown. "This created a broad foundation and scope for The Portal and positioned it well for future growth and strong strategic value."

USERS

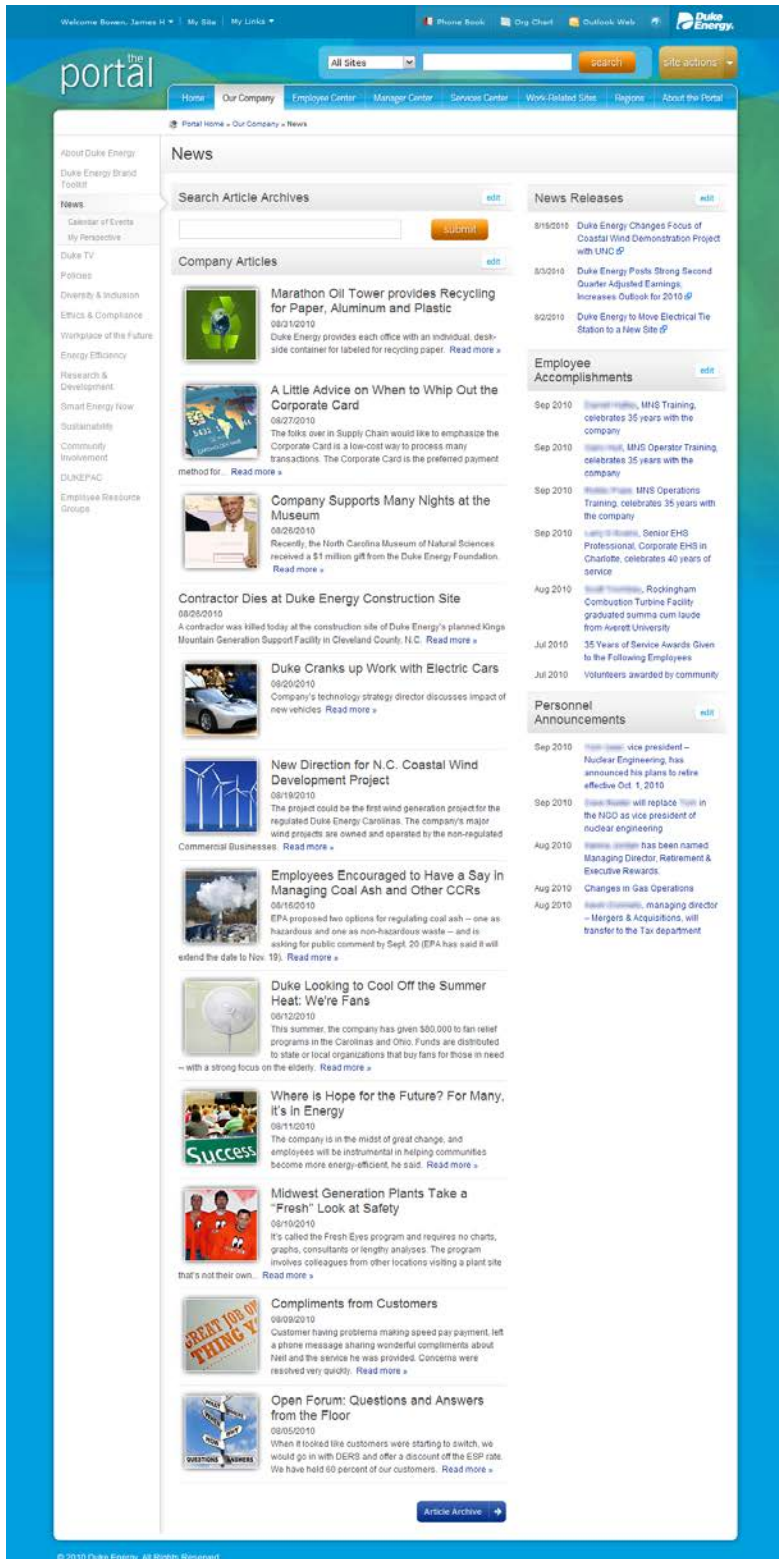
The Duke Energy portal is available to the company's entire workforce of more than 18,000 employees and 12,000 contractors. It serves as the central location for company news, benefits, services, enterprise information, weather forecasts, and various tools, including expense reporting and travel for US-based employees.

The company's international employees use the portal for company news and other information, but they also have their own local intranets with links to their benefits information and tools.

Among the site's many users are the following groups:

- **Employees** of Duke Energy, including executives, use The Portal to access all of their benefits and compensation information and to get information about training opportunities, wellness initiatives, and employee discounts.
- **New employees** use The Portal to find the information they need to complete their "checklist," which includes required training and benefits enrollment.
- **Managers** use the Portal to:
 - access the information and tools needed to hire, promote, transfer, and process the hiring, retirement, and termination of employees;
 - approve employee time and expenses;
 - register and track employee training; and
 - access labor relations information, including union contracts.
- **Various departments** use The Portal to access and manage their specific tools and information. (Some of these portal sites are secured to limited audiences.) Departmental sites include:
 - **Power Delivery:** safety information, reports, tools, documentation, catalogs, and links to departmental newsletters and SharePoint sites.
 - **Fleet Services:** vehicle specifications, insurance certificates, and maintenance manuals.
 - **Finance Department:** financial reports and system status updates for finance employees and executives.
 - **Rates and Regulatory Department:** service agreements, asset transfer agreements, affiliate agreements, and rate comparisons.
 - **Customer Call Center:** employee recognition and customer compliments, along with links to outage information, schedules, and other information needed to support the representatives on the phone.
 - **Real Estate Department:** information about the "workplace of the future" initiative and the new Duke Energy Center, business processes, and a link to the real estate management system.
 - **Wind Energy:** updates on wind projects across the country, including photos, videos, and news releases.
 - **Information Technology:** information about IT security, standards, processes, and tools.
 - **HR:** information for HR professionals, including opportunities for professional development, a project calendar, guidelines, and resources.

- **Generation:** up-to-date status of generation facilities, updates on new construction, performance metrics reports, safety messages, and newsletters.
- **Emergency Response:** emergency contacts, business continuity, storm response, pandemics, and office building emergency procedures.
- **Corporate Environment, Health, and Safety:** safety resources, tools, contacts, programs, and reports.



Pictured: A new site on The Portal contains all the news content and archives. Prior to the redesign, it was essentially impossible to find old news content.

URL AND ACCESS

SITE ACCESS INFORMATION	
Item	Status
URL	Portal.duke-energy.com
Default Status	For most employees, the intranet is set as the homepage. International employees and nuclear employees have access to the intranet, but it is not set as their homepage.
Remote Access	Employees can use their credentials (domain ID and password) to log in to The Portal via a browser. The company uses Microsoft's Intelligent Application Gateway (soon to be upgraded to Unified Access Gateway) for external portal access.
Access through Shared Workstations	Approximately 5,000 employees use shared workstations. Most of these employees work in generation facilities or in transmission and distribution roles. Because the intranet is accessible remotely, these employees can also access it from any computer.

DESIGN PROCESS AND USABILITY WORK

Project Goals

The portal team outlined the following goals for the most recent redesign effort:

- Feature and support dynamic online conversations
- Integrate more information that people use into the homepage
- Encourage employees to submit suggestions for events, announcements, and stories
- Reflect the company's evolving brand

Redesign Over Time

Redesign on a portal the size of Duke Energy's intranet means that the project must be an ongoing process, not a mega one-time endeavor.

"The Portal is such a vast and complex system that it's not possible for us to take on an all-inclusive redesign in a single project," says Bowen. "Over the last several years, we have undertaken several projects to redesign major sections of The Portal one at a time. This approach has worked well because it has enabled us to focus our efforts on improving the user experience of each section with its specific challenges and goals."

The team makes an effort to use the knowledge gained on one project to improve our methods on the next and reuse successful and tested design ideas.

Gathering Data to Inform Design

The Duke Energy team used a number of research methods to gather data that would inform their design decisions. These methods included:

- **Card Sorting:** Card-sorting exercises were used during the two major content redesigns: *Services Center* and *Employee Center*. The studies were conducted with a few dozen employees, using small groups of three to four employees in each session. Each participant was given a subset of the cards to work with on their own. After participants completed an initial sort, the team pulled the group together to create a complete card sort.

"Starting participants on their own forced them to formulate their own opinions outside the group influence, and then justify their decision-making in presenting their ideas to the group," says Bowen. "The resulting discussion gave us rich subjective feedback in addition to the quantitative results of the card sort."

- **Usability Studies:** For the site's larger redesigns, the team conducted comparative usability studies to measure the improvement in the new design's usability. For these studies, team members asked participants to complete the same task on both the new and old systems and capture quantitative measures such as time on task, errors, and "lostness," as well as the subjective metrics of confidence and ease of completion. The lostness measure takes into account the number of pages visited, the number of unique pages visited, and the number of pages necessary to complete the task; the measure is drawn from the book, *Measuring the User Experience* by Tom Tullis and Bill Albert.

In these sessions, tasks were randomized in order and by system so that any learning that happens during the session is balanced out across sessions.

Because the company's employees are so widely distributed geographically, the team also conducts a lot of user testing remotely using Live Meeting, a conference bridge line and Morae software.

- **Benchmarking:** The team looked to third-party research to inform some of their design decisions. This research included Nielsen Norman Group's *Intranet Design Annual*.

"Because it's very difficult to see best practice examples of intranets," says Bowen, "it's extremely helpful to have a publication that documents some of the best that are out there. The NN/g award annuals have been a valuable source of inspiration for intranet design projects,"

In addition to research reports, the team reached out directly to other intranet teams, to learn from their best practices.

"We've also met with the intranet design teams from our peers AEP and SCANA, both past winners of the NN/g Intranet Design Award, to get insight and inspiration from the work they've done," says Bowen.

- **Web analytics:** For Web analytics, the team implemented Cardiollog with MOSS in 2009.

"Cardiollog has the advantage of being tightly integrated with MOSS," says Bowen, "but we've struggled with the usability of the reporting interface since it is very different from other Web analytics tools that we have used in the past, such as Webtrends, NetInsight, and Google Analytics."

"Cardiollog has provided data that helped us determine which links should be *Quick Links* and assists in maintaining *Best Bets* for search results," he says.



Pictured: A whiteboard sketch that evolved into the final design. After sketching through a few other possibilities, the team chose this layout and ran with it. The fat footer with the Twitter feed, sitemap, and expand-in-place feedback form didn't make it into scope, but everything is surprisingly close to the end result arrived at through stakeholder feedback and user testing.



Sunny 95° [5 day forecast](#)

DUK: 16.27

[Portal Home](#) | [Our Company](#) | [Employee Center](#) | [Manager Center](#) | [Services Center](#) | [Work-Related Site](#) | [Regions](#)

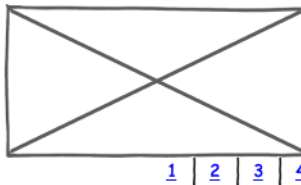
Top Story or Campaign Headline 1

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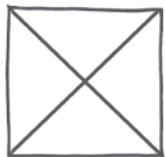
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Joe Smith says:
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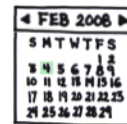
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Calendar of Events

Select Region



05/01/2010 Event Name 1

05/05/2010 Event Name 2

05/10/2010 Event Name 3

05/15/2010 Event Name 4

DukeTV

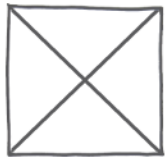


CEO Interview
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60 Minutes Segment
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My Perspective



Why China

05/01/2010

Description lorem
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[All Comments \(8\)](#)

[Add Comment](#)



Jane Doe says:
not harda to readum in
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Duke Performance

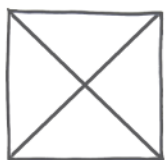


Power Generated/Transmission



Financial Performance

DUK: 16.27



Employee of the Month Feature

05/01/2010

Description lorem not harda to readum in thatius whitimos bac

[This Week @ Duke Newsletter](#) | [Other Company Newsletters](#)

[Employee Accomplishments](#) | [Organizational Announcements](#)

created with Balsamiq Mockups - www.balsamiq.com

Pictured: The team used Balsamiq to create a more legible sketch of the whiteboard wireframe.

Rolling Out New Features Through a Pilot Program: *My Sites*

In May 2009, all employees and contractors were given profile pages. These pages were constructed by pulling together badge photos (which users could change), information contained in the company's HR system (work location, phone number, and organizational information), and some editable fields that users were free to augment with information (*About Me, Current Responsibilities, Skills and*

Certifications, and Interests.). This gave the entire workforce a “presence” on the site through his or her profile page.

These profile pages were implemented through the SharePoint MOSS *My Site* functionality.

My Sites were the basis of a pilot program released to approximately 4,000 early adopters. These pilot users were given access to a full suite of collaboration tools on their *My Site* spaces, including blogs, wikis, surveys, and workspaces.

New Media conducted 20 webinars on how to use the tools to work more efficiently and tips on how to share their knowledge and experience. The pilot resulted in approximately 56 blogs or wikis set up by employees, most of which are designed to capture and share workplace knowledge.

In early 2011, the pilot will come to a close. Those early users have paved the way for widespread rollout of the program.

Pictured: An example of a *My Site* Page.

CONTENT AND CONTENT CONTRIBUTORS

The content management features of the SharePoint platform were one of the main drivers behind the switch to SharePoint in 2009.

"Because SharePoint team sites were quickly adopted across the company we recognized the value of an intuitive and familiar interface in helping us achieve our goal to distribute ownership and minimize our support role in the publishing process," says Brown.

Transferring the Content

In 2009, when the site was upgraded to SharePoint, the intranet team took the opportunity to evaluate the content. And, rather than perform a wholesale site migration, they decided to do some pruning. The design team held two full days of classroom training for 128 people, over a span of four weeks. During these sessions, content owners were trained on the new system and asked to import only the content that was still current, relevant, and useful. No files were automatically imported into the new portal from the old. Since that time, the organization has added more than 40 new site managers, bringing the total to 170 people. With all these new content managers on board, it was good to create a fresh base to start from rather than just keep all of the existing content.

Training

The intranet team offers a variety of ways for content managers to get training. New Media offers a two-hour training session for new site managers each month, and intermediate and advanced classes are offered on demand. At the very least, they must contact New Media to set up a new site and secure it to the appropriate audience(s) when it's complete.

"For new sites, we generally discuss the proposed purpose, content, and audience," says Robbi Walls, New Media Web Specialist. "Sometimes it is actually more appropriate for the site to be a team site and not a portal site."

If it will be a portal site, the New Media contact sets up the site, including the needed document library(s) so that content types, versioning, and so on are available. The site manager can contact this person for further assistance or consulting. When the site is ready for integration into The Portal, the site manager notifies the New Media contact. The New Media person is then responsible for reviewing the site to ensure that it complies with portal standards and provides a good user experience, as well as for notifying the Enterprise Help Desk once a new site is added.

Users who need training can sign-up for a training session using a sign-up page on a SharePoint team site. The training sessions feature both in-person and virtual meetings. "Once site managers are trained, they are given access to a content management site on The Portal that houses all of the training materials and other useful information, including our Portal Standards documentation," says Clark Kearns, Web Specialist in New Media

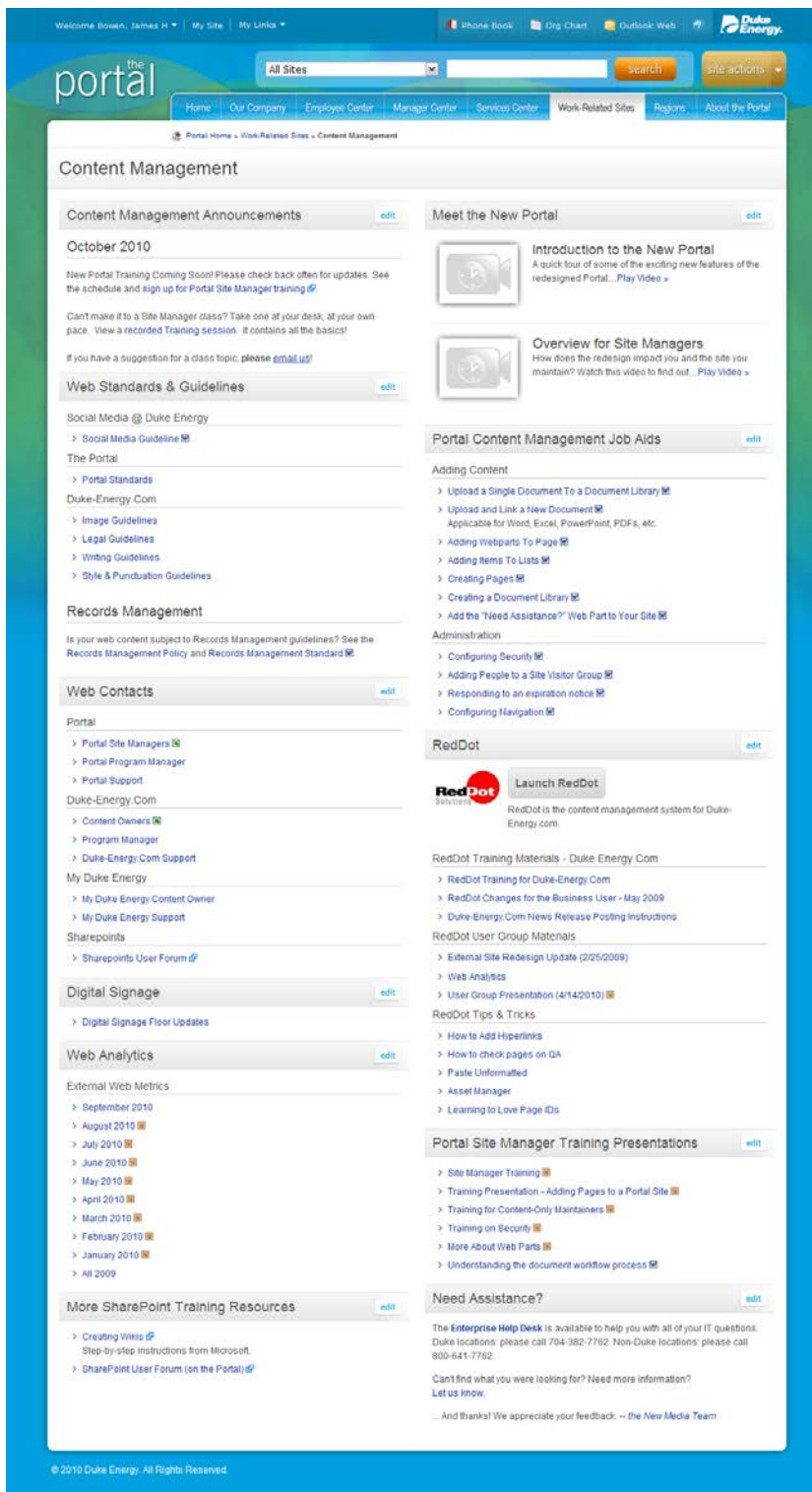
In addition to formal training, a small team of Subject Matter Experts (SMEs) within New Media offers support by responding to customer emails and help desk tickets (or phone calls).

"We respond to broke/fix issues, troubleshoot security access concerns, and process requests for new sites," says Kearns.

Each portal site contains a *Need Assistance?* section that includes an email link to the site's managers and an email link to New Media. Help is always a click away.

The portal team not only tries to offer passive training opportunities, but also tries to be proactive about keeping content quality up to standards.

"On a monthly basis, we send out an email with a site manager tip or tips," says Walls. "These tips may be about easier ways of accomplishing something in MOSS, reminders to take certain actions (publish their documents, respond to workflow tasks), or may be directions to make a usability change to their site, such as adding or deleting information for getting assistance or making a change for the sake of consistency."



Pictured: The *Content Management* site gives site managers access to all relevant training materials, portal standards information, and tools for managing site content.

Keeping Content Fresh

Large-scale platforms such as SharePoint often come with the added convenience of offering standard site layouts. The Duke Energy team published a variety of layouts to meet the needs of all of their sites in the 2010 redesign. To ensure consistency, these are the only layouts that content creators can select. Styles are published for use in the rich text editor Web part.

“When we created The Portal in SharePoint, we implemented a workflow designed to help site managers keep their content up-to-date,” says Brown.

Each document library was assigned one or more content types. Each content type had an associated renewal date, ranging from three to 24 months. On the renewal date, content owners receive an email directing them to their site “task list” where they can renew the file. If the file is not renewed within the renewal period, it automatically goes to the recycle bin for 30 days and is then deleted. Once a file is renewed, the cycle starts again with a new renewal date.

This workflow serves their needs right now, but it will be refined over time.

“We plan to make some refinements to this workflow process,” says Brown. “Site managers have found that responding to a task for each individual file has been burdensome.”

Also, because each site has several site managers, it’s sometimes difficult to tell whether someone else has already processed the task. The goal over time is to find a way to simplify the renewal process and increase its effectiveness.

Maintaining Consistency Over Time

It’s one thing to enact standards. But the real challenge is to maintain adherence to those standards over time. The Duke Energy team plans to conduct semi-annual strategy sessions with each site manager’s group. During these sessions, the team will partner with each group to look at Web metrics and usage patterns, validate site security settings, review sites for compliance with standards, and make enhancements to improve usability.

“We may also review search logs and recommend information that might be added to the site to fill gaps,” says Brown. “To keep the site up-to-date and protect the integrity of search results, we’ll review the content and document libraries to ensure that old information is being deleted appropriately.”

CONTENT TEAM RESPONSIBILITIES	
Role	Responsibilities
Portal Program Manager (Corporate Communications)	<p>The Portal Program Manager's responsibilities are spread over three main areas and include:</p> <p>Strategy</p> <ul style="list-style-type: none"> • Advocate for and develop the company's portal value proposition • Align portal vision and strategy with business drivers • Prioritize portal projects to help ensure the strongest business value • Coordinate the strategy for change management and communication efforts for portal-wide changes or impacts <p>Governance</p> <ul style="list-style-type: none"> • Work with business and IT to develop the business case, and acquire funding for and ensure support of technologies that enable the portal strategy and support its value proposition • Maintain the documented portal standards • Ensure the integrity of and strategy for portal IA and user experience • Review requests for new sites to ensure they support the portal strategy and architecture • Review new sites before they "go live" to ensure they comply with standards, best practices, and style guidelines <p>Day-to-Day Support</p> <ul style="list-style-type: none"> • Work with New Media site administrators to evaluate on-going support needs for site managers and to create strategies and tools that meet those needs • Work with stakeholders and PCCM team to gather requirements for customizations or third-party tools • Manage (with New Media site administrators) the <i>About The Portal</i> site and the <i>Content Management</i> site's portal-related content
New Media (Corporate Communications)	<ul style="list-style-type: none"> • Create new sites with accompanying libraries and security groups • Train, consult with, and support site managers • Guide site managers on site strategy and design • Help site managers evaluate the libraries, pages, Web parts, content types, and security groups needed to

	<p>build and maintain the site</p> <ul style="list-style-type: none"> • Advise site managers on the best use of evolving technologies (such as social media and dashboards) • Review sites to ensure adherence to portal standards • Work with the User Experience and Innovation team as needed to ensure that portal sites get usability testing or reviews as needed and adhere to usability best practices • Consult with site managers on site change management and communication needs and strategies • Perform no-damage testing for upgrades, patches, and releases
Site Managers (across the company)	<ul style="list-style-type: none"> • Receive site manager training from New Media • Build out site once it has been created • Keep the site up-to-date and accurate • Maintain appropriate site security • Ensure site compliance with all regulations (such as Federal Energy Regulatory Commission and NERC (North American Electric Reliability Corporation)) • Follow content management processes by taking action on workflow notifications regarding document retention • Delete out-of-date or irrelevant documents • Adhere to portal standards • Follow brand guidelines
User Experience Team	<ul style="list-style-type: none"> • Conduct usability reviews and studies • Develop and maintains The Portal's user interface • Provide design guidelines and standards • Design innovative portal solutions for business problems
PCCM Team (IT)	<ul style="list-style-type: none"> • Support portal infrastructure • Coordinate portal maintenance plans and schedules • Coordinate installation of Microsoft patches and upgrades • Develop portal customizations when approved and prioritized through appropriate channels • Coordinate load testing • Manage the disaster recovery plan and drills • Perform tasks that require administration access (such as updating <i>Best Bets</i>) • Provide support for technical issues • Ensure portal reliability and stability

TECHNOLOGY

TECHNOLOGY BEHIND THE PORTAL	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"> • Three Web front-end servers • One index server and a two-node database cluster • A Warm Standby Disaster Recovery Farm consisting of two Web front-end servers, one index server, and a single database server
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> • Duke utilizes a QA environment that is built to the production system's exact specifications, minus one Web front-end server
Design Tools	<ul style="list-style-type: none"> • Photoshop • iRise • Balsamiq • Illustrator
Site Building Tools	<ul style="list-style-type: none"> • SharePoint Designer • Dreamweaver
Content Management Tools	<ul style="list-style-type: none"> • SharePoint 2007 (MOSS)
Search	<ul style="list-style-type: none"> • SharePoint 2007 (MOSS)
Other Functions	<ul style="list-style-type: none"> • Whole system backups, ranging from server system state to content databases, are completed by third-party software. Data is backed up once per hour. Secondary backups are provided by SQL Server backups and stored on tape media for 30 days

SEARCH

The Portal uses SharePoint 2007 as the search tool and Cardilog analytics to measure search performance. Search terms are reviewed on a monthly basis; during reviews, the team assigns the *Best Bets*. Additionally, the team sets key performance indicators (KPIs) for search selection and search refinement. They monitor these to measure how well the search results are performing in both relevancy and recall.

By default, the search scope includes everything in the intranet and all information in each user's profile page (for example, *My Sites*).

Users can also perform a federated search of all sites to which they have access using *Portal Search*.

"At Duke Energy, we have thousands of team sites for team and project collaboration," says Greg Corrin, UX Designer, New Media User Experience. "Before opening the team sites to Portal search, we asked all site owners to validate the

security on their sites. Because we have both regulated and non-regulated areas of the business, the integrity of site security is very important.”

This rigor toward content separation is not just something the company does for its own convenience. These measures are mandated in the energy industry. The US Federal Energy Regulatory Commission (FERC) requires that regulated and non-regulated areas not share certain information.

On the search results page, users can refine their searches by a limited number of facets including site name, file type, created by, or modified by. They can further expand the results by selecting *all sites*, which brings in results from The Portal and all of the SharePoint team sites that they can access.

User can narrow results by choosing to search only *People*, *My Sites*, or SharePoint sites. The *People* search returns only profile pages, while searching just *My Sites* returns profile pages and information stored within *My Sites*, such as blogs or uploaded documents.

And, from the results page, users can access tips on how to search effectively and how to use advanced search functions.

“In the future, we plan to enhance search results page by redesigning the refinement panel for search results and improving faceted navigation of results,” says Corrin.

“We also hope to address some of the weaknesses of the SharePoint 2007 search functionality with some additional funding for third-party tools and an upgrade to SharePoint 2010,” he says. “Our biggest concerns are the lack of phonetic name matching, the use of social distance in *People* search, and the lack of a wildcard search. We would like to build in algorithms that prioritize results based on popularity and that assign metadata automatically based on search behavior.”

Welcome Bowen, James H | My Site | My Links | Phone Book | Org Chart | Outlook Web | **Duke Energy** | site actions

the portal

Home | Our Company | Employee Center | Manager Center | Services Center | Work-Related Sites | Regions | About the Portal

Portal | All Sites | People | My Sites | SharePoint Sites

sustainability submit Advanced Search

Search Results:

Results by Relevance | View by Modified Date | Alert Me! RSS
Results 1-10 of about 256. Your search took 6.67 seconds. 1 2 3 4 5 Next>

Search for: sustainability | Reset Keyword

Sustainability
Sustainability Report, focus areas, green tips, resources ... Sustainability Report, focus areas, green tips, resources ... Site Managers - Sustainability
- 76KB - Created by: Kearns, Clark S on 8/6/2009 8:06 AM - Modified by: Darden, Stace A on 3/30/2010 9:48 AM

Sustainability
https://portalsh.duke-energy.com/_catalogs/masterpage/welcomelinks.aspx Sustainability 1 1 Kearns, Clark S default_old.aspx default_old.aspx.aspx 4371 0 Sustainability
- 78KB - Created by: System Account on 2/27/2009 3:59 PM - Modified by: Kearns, Clark S on 8/24/2009 4:33 PM

Sustainability Corps
The Sustainability Corps, or "S Corps" for short, is a grassroots network of Duke Energy employees ... Excited to learn more about sustainability and its relevance to the company ... describes how the Sustainability Corps fits into the "big picture" of companywide sustainability ef ...
- 47KB - Created by: Darden, Stace A on 3/29/2010 2:51 PM - Modified by: Darden, Stace A on 3/30/2010 10:07 AM

Sustainability Videos
Site Managers - Sustainability ... Sustainability Videos
- 51KB - Created by: Kearns, Clark S on 8/6/2009 10:18 AM - Modified by: Ethimiou, Gregory G on 4/12/2010 10:42 AM

DEI Sustainability Report (HR)
1 DEI 2008 Sustainability Report HR.pdf ... 1 DEI 2008 Sustainability Report HR.pdf
- 41MB - Created by: Childs, Beverly J on 7/8/2009 4:12 PM - Modified by: Childs, Beverly J on 7/8/2009 4:23 PM

Sustainability Leads and Corps Members - Oct 2009
Sustainability Leads and Corps Members for Portal_Oct 2009.pdf ... Sustainability Leads and Corps Members for Portal_Oct 2009.pdf
- 84KB - Created by: Ethimiou, Gregory G on 10/7/2009 3:30 PM - Modified by: Kearns, Clark S on 12/18/2009 2:22 PM

The Sustainability Corps.docx
The Sustainability Corps ... The Sustainability Corps is a grassroots network of Duke Energy employees. ... At Duke Energy we have defined sustainability to mean:
- 18KB - Created by: Helms, Chris on 9/15/2009 1:43 PM

Linking Environmental Sustainability to Business Ethics
... Environmental Sustainability to Business Ethics Nowadays, the buzzword for dealing responsibly w ... The Meaning of Environmental Sustainability ... A Bridge Concept Linking Sustainability to Business Ethics
- 219KB - Created by: Lynch, Jackie on 4/15/2008 4:10 PM - Modified by: Walls, Robbi M on 9/18/2009 9:37 AM

Timeline: Sustainability and Duke Energy
Site Managers - Sustainability ... 08_04_09 Duke Energy Sustainability Timeline.pdf ... 08_04_09 Duke Energy Sustainability Timeline.pdf
- 153KB - Created by: Kearns, Clark S on 8/6/2009 9:49 AM - Modified by: Kearns, Clark S on 8/6/2009 9:53 AM

DEI Sustainability Report (LR)
2 DEI 2008 Sustainability Report LR.pdf ... 2 DEI 2008 Sustainability Report LR.pdf
- 4MB - Created by: Childs, Beverly J on 7/8/2009 4:16 PM - Modified by: Childs, Beverly J on 7/8/2009 4:17 PM

1 2 3 4 5 Next>

How do I search for content?
What are the tabs above the search box for?
Processed 300 results | Not cached

Site Name

- > Ethics & Compliance
- > Sustainability
- > Portal Home
- > Content Management
- > Real Estate Services

File Type

- ASPX
- Word
- HTML
- PowerPoint
- Word 2007

Created By

- > Kearns, Clark S
- > Lynch, Jackie
- > Early, Sherri G
- > System Account
- > Brown, Martha H

Modified By

- > Kearns, Clark S
- > Walls, Robbi M
- > Bova, John A
- > Corrin, Greg
- > Wheeless, Randy

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Pictured: A search results page. Although the team did refine the page, it is still essentially an "out-of-the-box" SharePoint search with faceted search (in the right column).

RESULTS AND ROI

The perennial challenge of intranet development is how to measure success. Duke Energy is taking a two-pronged approach to measurement: benchmarking and increased participation.

Benchmarking: The team has designed a benchmarking measure to give them a sense of how they're improving The Portal's usability over time.

They have designed a standardized usability test that includes 12 of The Portal's most common tasks. Testing through this methodology will provide quantitative measures that they can track over time by testing periodically or after major redesigns.

"We completed testing on the pre-redesign version of The Portal and that will serve as a baseline for future testing," says Bowen. "We'll conduct the test again once the redesign has been live for a few months."

"We also plan to derive ROI measurements from the benchmarking metrics by computing productivity increases based on a formula that accounts for time to complete task, site usage, and employee total cost," he says.

Increased participation: Teams often look at increases in user participation as a measure to validate their redesign efforts. The Duke Energy team hopes that its work will yield real increases in site participation in various areas, including the number of comments on news stories, submissions for the events and employee accomplishment sections, and story suggestions.

"We hope the homepage creates a usable and inviting experience that reinforces our openness to contributions, conversation, and feedback," says Brown. "We believe that creating a more open environment on the homepage will reflect the importance of openness as one of our core values. Our values include that we're open to change and new ideas from our coworkers, customers, and stakeholders. We explore ways to grow our business and make it better."

"A culture of openness is vital, as our business model continues to evolve, shaped by new ideas and innovation," she says. "We hope that our enterprise *My Site* deployment also emphasizes the value we place on knowledge sharing and individual contributions.

Among other tools, she will be looking to the organization's annual *Employee Opinion Survey* as one way to measure growth in these areas.

LESSONS LEARNED

Portal team members share some wisdom gained through experience:

James H. Bowen, User Experience and Innovation Team Manager:

- **Approach the work in manageable chunks.** "Don't try to tackle all of the problems at once. Identify a discrete section, site, feature, or collection of features to improve and focus your efforts on making it better. Chances are the outcome will be higher quality — and you'll be able to build on that work for the next project, reuse methods and design ideas that worked, and refine those that didn't."

- **Be very careful with change.** “We get a lot of feedback from users that The Portal changes too much. Users find a feature only to discover later it has moved. With some of our comparative usability tests, it’s not uncommon to see users do better with the old system even if it is more complicated and involves more steps, simply because they are used to it. In usability testing, we typically ask if they have experience with the feature after task completion to factor in familiarity in our analysis.”
- **Keep your project plan as flexible as possible.** “Unless you’re working with a technology that you’re extremely familiar with and are not attempting to do anything new with it, you need to account for the unknown.”
- **Do user testing before and after major redesigns.** “These are the perfect opportunities to capture hard numbers on the value of the work we do.”

Martha Brown, Portal Program Manager:

- **Don’t underestimate the time needed for communication.**
 “Actually planning and executing a communication strategy always seems to be surprisingly challenging.”

 “As we prepare for an enterprise rollout of the collaboration features in *My Sites*, we realize the value of partnering with our HR and Legal departments to prepare both our culture and our processes for changes in the way we work and communicate. Before our 2009 pilot began, our teams worked together to develop a *Social Media Guideline* to help our employees understand the value, strategies, and risks inherent in the use of internal and external social channels. More work to make our day-to-day processes more collaborative is still to come, and we realize that providing the tools is only an incremental step toward cultural change. Our advice to others advocating for social features in your intranet is to accept that cultural acceptance and change can feel like a very gradual process, and that it’s important to consistently build partnerships and develop evangelists within your organization.”

CenturyLink Business (2012)

Using the intranet:

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

Headquarters:

Monroe, Louisiana

Number of employees the intranet supports:

Approximately 2,000 for Business Markets

Company locations:

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

Locations where people use the intranet:

United States

Annual sales:

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

Design team:

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

Members:

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

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

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

SUMMARY

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

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

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


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

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

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

Latest News: New! Best Practices Online Community

Tags | My Account | Logout



Breadth of Service Assets Refreshed

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

More New Collateral...

New Launches

New Collateral

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

Top News

Business Markets Awards

WEB CALENDAR **GO**

Channels

GES >
CenturyLink Federal >
Mid Markets >
Alternate Channels >

Top Tools

All Tools >
2011 Booking Guidelines >
eBizBuilder >
Einstein >
Harte - Hanks >
Hoovers >
Intelligent Order Form >
IUT (Business Markets Intranet Intake Form) >
Jigsaw >
Learning Q >
LexisNexis Prospecting >
SalesForce and Q.Central Single Sign On (SSO) >
SalesForce.com >
ThankQ Gift Store >
Voice of the Customer >
VoIP Quoting Tool (VQT) >

Solutions

By Industry:


- Healthcare
- Retail

Bundles:

- Voice
- Voice & Data
- Internet/Data

Service Assurance

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

 **CenturyLink™**

Why CenturyLink?

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



Products

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

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


Enhanced Services

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

- Security
- Cloud
- Business Continuity

New! Best Practices Online Community


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



[Read More >](#)

Intelligence Resources

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


Think
An industry insights and technology blog.

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

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

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

twitter

@CenturyLinkBiz


Thanks for the RT @interop. about 3 days ago


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

Become an Ultimate Problem Solver before the long weekend: <http://t.co/sMTBPi2> about 4 days ago

CenturyLink Intranet
Legacy CTL Work Tools
Legacy Q Work Tools

Corporate Directory

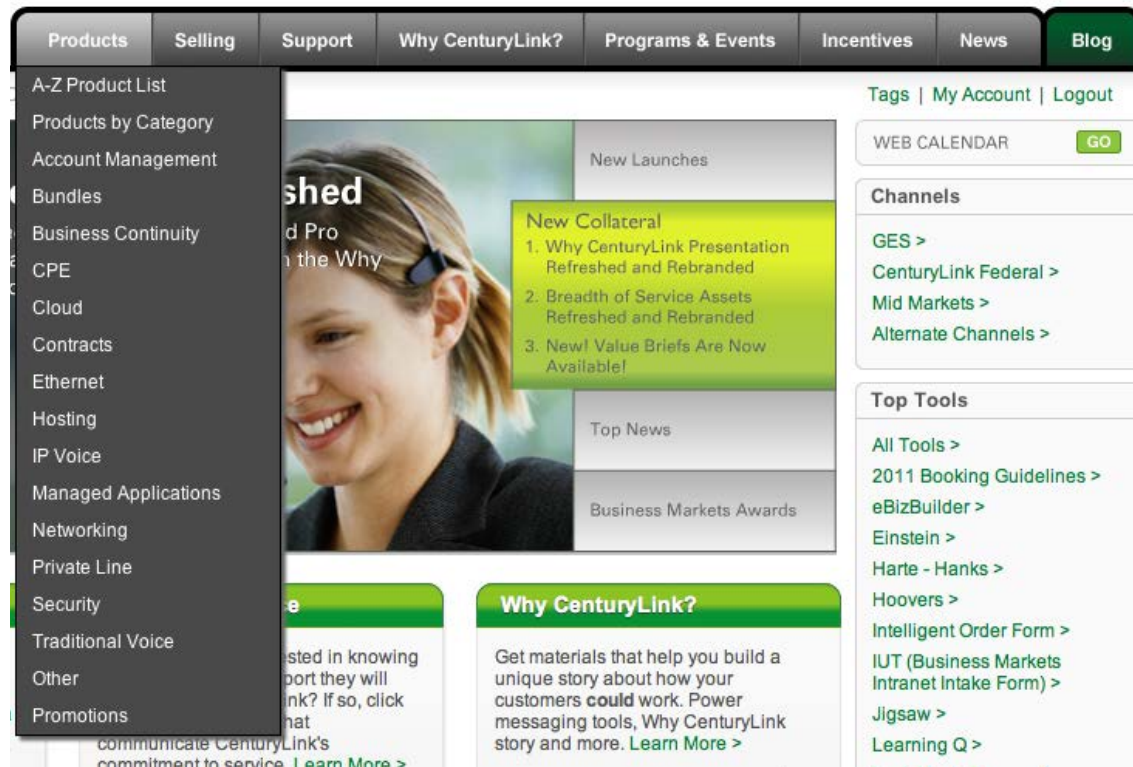
Search  **FIND**

 **PROVIDE FEEDBACK**

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

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



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

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

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

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

CLOSE

Product News

Featured Content

Old to New Product Names—Post Rebrand Can't find a product? Use this chart to see what product names or categories have changed since the rebrand.

Jump to: # A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

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

44

911 Services (911. ETB)

A

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

B

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

C

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

Corporate Directory

Search FIND



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CenturyLink Business (2012)

See What's New in Products and New Collateral

OPEN

Current Products by Category

Current Products A-Z | Current Products by Category | Archived Products A-Z

Account Management

Control Center

Bundles

Bundles with Enhancements
Internet/Data Bundles
Voice Bundle
Voice & Data Bundle

Business Continuity

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

CPE

Centrex Compatible CPE
CPE
CPE IP Telephony

Cloud

Cloud Computing Solutions

Contracts

CenturyLink Line Volume Advantage (CLVA)
CenturyLink Line Volume Plan (CLVP)
CenturyLink Loyal Advantage (CLA)
CenturyLink Total Advantage
CenturyLink Total Advantage Express

Ethernet

E-Line
Ethernet Private Line (Domestic)
Ethernet Services
Metro Ethernet Private Line
Metro Ethernet - QC
Metro Ethernet - QCC

Hosting

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

IP Voice


Advanced Voice and Data Bundle
Integrated Access

Products

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

CenturyLink Intranet
Legacy CTL Work Tools
Legacy Q Work Tools

Corporate Directory

Search  FIND



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Pictured: Current products sorted by category.

See What's New in Products and New Collateral

OPEN

Archived Products

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

A

Asynchronous Transfer Mode (ATM) - International

C

Centrex Z1
Centrex Plus
Commercial Video Service (CVS)

E

e-Messaging
e-Solutions Packages

F

Frame Relay International
Frame Relay Reports

I

International Data & IP
International Internet Port
International Offerings
IP Voice Home
iQ Unify

O

OneFlex Hosted VoIP

P

Private Line In-Region SRS
Professional Security Services

Q

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

S

Shared Web Solutions

T

Transparent LAN Service

W

Wholesale Dial

Products

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

Pictured: Archived products sorted alphabetically.


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

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

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


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

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



[Back to Home Page](#)
[Products](#)
[Selling](#)
[Support](#)
[Why CenturyLink?](#)
[Programs & Events](#)
[Incentives](#)
[News](#)
[Blog](#)

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



Cloud Computing Solutions

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

Hosting


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

Cloud Infrastructure Services

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

Cloud Application Services

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



Overview

Presentations

Sell Sheets

Promo Slides

Customer Videos

Hosting Product Suite Presentation (QBIz)


This presentation introduces CenturyLink's individual hosting solutions as a suite and an all-encompassing solution.

CenturyLink Compute on Demand Customer Presentation (QBIz)

Overview of CenturyLink's Compute on Demand Service

[TAGS](#) - [CLOUD](#)


On CenturyLink.com



Cloud Computing Services


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

Cloud Product Pages



Hosting


Find out more about our Hosting solutions



Managed Applications


Find out more about our Managed Application solutions

Resources




Cloud Computing Webinar

Overview of CenturyLink's cloud positioning: what to sell today




Compute on Demand Presentation

Overview of CenturyLink's Compute on Demand service, plus updated overview on Cloud Computing




What is Cloud Computing?

Simple overview of cloud computing from CenturyLink Small Business




Quick Guide: Is Cloud Computing Right for Your Business? (QBIz)

Whitepaper - Quick look at Cloud Computing Solutions




Is Cloud Computing Right for You? (QBIz)

White Paper - An IDC executive brief




CenturyLink Cloud - Based Services (QBIz)

White Paper - On-demand access to IT resources




Reaching for the Cloud (QBIz)

White Paper - Based on custom research and a collaborative effort between CIO, Juniper and CenturyLink




Cloud Security: CIOs Have More Pressing Things to Worry About (QBIz)

Two legal alerts. Condensed version of the Reaching for the Cloud white paper.




Finding the Right Cloud Solution For Your Needs


Upsell Opportunities




Security




Contact Center Solutions



Real-Time Application Recovery




CPE



Professional Services

CenturyLink Internet
Legacy CTL Work Tools
Legacy Q Work Tools

Corporate Directory




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

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

398

INFO@NNGROUP.COM


CenturyLink Business (2012)



[Products](#)
[Selling](#)
[Support](#)
[Why CenturyLink?](#)
[Programs & Events](#)
[Incentives](#)
[News](#)
[Blog](#)

[Back to Home Page](#)

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



Current Promotions

[View Expired Promotions](#)

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

[Expand All Categories Below](#)

Bundles

Advanced Voice and Data Bundle

Availability
IR
OOR

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

Type(s): Acquisition

Ongoing

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

Purchase Plus Reward Promotion - Key Channel

Availability
IR

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

Type(s): Acquisition

Ongoing

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

Business Continuity

CPE

Contracts

Ethernet

Hosting

IP Voice

Networking

Private Line


Security

Traditional Voice

Miscellaneous

CenturyLink Intranet
 Legacy CTL Work Tools
 Legacy Q Work Tools

Corporate Directory



PROVIDE
 FEEDBACK

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

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

CenturyLink[™] Business

Search this site

Back to Home Page | Products | Selling | Support | Why CenturyLink? | Programs & Events | Incentives | News | Blog

Tags | My Account | Logout

Advanced Voice and Data Bundle

Promotions

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

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

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

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

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

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

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

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

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

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

Tags: ADVANCED VOICE AND DATA BUNDLE, IP VOICE, NETWORKING

CenturyLink Intranet
Legacy CTL Work Tools
Legacy Q Work Tools

Corporate Directory
Search

BMG
PROVIDE FEEDBACK

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

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

CenturyLink[™] Business

« Back to Home Page

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

Tags | My Account | Logout

Create a Custom Promotions PDF

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

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

Promo Types

☒ Acquisition ☒ Retention ☐ Sales

Region Availability

☒ IR ☐ OOR

Product Categories

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

Promotions Found for Criteria

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

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

GENERATE PDF

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

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Search **FIND**

BMG Business Marketing Group **PROVIDE FEEDBACK**

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

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



BMG Customer Care

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



Wow! It's been three months since the merger closed and I'm just getting around to my first blog. We in BMG Customer Care are refining our model and strategy with the prime objective of ensuring an excellent and consistent customer experience through seamless integration of back-office activities. The better we do our jobs, the happier I will be for being a part of new customers and retain them so we can continue to delight them.

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

- BMG Customer Care (Central, West, Midwest, Southeast), Team Subcontract (Midwest), Julie Kaufman (Practice National leader in Quality, QM)
- Credit Collections, Notifications, Complex Billing/Service Billing, Julie Kaufman (Practice)
- Complex Project Management (pre and post-work) (Event Customer)
- CPE and Staff Operations (Event Customer)
- BMG Process and Systems (Event) (Event Customer)

Effective July 1, the Pacific Sales teams in Minneapolis and Seattle are aligned with their Sales regions and respective VPs. We thought long and hard about this move, but decided it was best for mutual support between Sales teams, and I am confident that focused and aligned will continue to grow the business.

Please be on the lookout for recurring blog updates from directors focused on a specific Topic of the Week. The volunteer for the first update is director Julie Kaufman. I look forward to reading your blog comments as you participate in the various discussions and collaborate with my peers.

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

(end)

TAGS BLOG, CUSTOMER CARE

Related Content

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

Questions & Comments



Robert Christopher
SR MARKETING
MGR
Seattle, WA

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

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

Post a comment or ask a question

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

SUBMIT COMMENT

CenturyLink Intranet
Legacy CTL Work Tools

Corporate Directory

Search **FINCH**



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

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

CenturyLink™ Business

Search this site

Back to Home Page Products Selling Support Why CenturyLink? Programs & Events Incentives News Blog

Tags | My Account | Logout

My Account

Intranet Posting Guidelines RSS Help

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

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

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

Recommended RSS Feeds

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

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

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

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

BACKGROUND

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

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

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

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

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

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

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

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

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

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



Submit a News Story

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

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

News Category

-- select a category --

Title

News Item Summary

A brief, high-level description of news item to display with RSS feeds and on the news summary page. Should be succinct and compelling. Maximum length of summary is 160 characters. You have 160 remaining.

Full Text of Article

news help

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

Tags (optional)

Enter a list of topics the article is about, separated by commas.

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

Attach a File or Link (optional)

Name

Description

Upload a file...
Choose File
no file selected

OR enter a URL

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

Additional Notes/Instructions for the Comm Team

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

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

Submit a News Story

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

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WWW.NNGROUP.COM

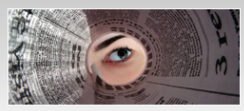
405

TOP NEWS



July 2011 Stacked Rankings

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



The Impact of Industry Analyst On Sales

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



The Market Evolution Team Wants YOU!

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



Product Footprint Expansion Alert

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



New! Best Practices Online Community

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



EZ Pricing Expansion Initiative

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

More News

[Web Calendar](#)

[Submit a News Story](#)

Product

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

[See all Product »](#)

Industry News

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

[See all Industry News »](#)

Customer Notifications

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

[See all Customer Notifications »](#)

Processes and Systems

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

[See all Processes and Systems »](#)

New Collateral

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

[See all New Collateral »](#)

Other

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

[See all Other »](#)

Search News

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

Enter search terms....



Search

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

INTRANET TEAM



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

GOVERNANCE

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

Other team responsibilities include the following:

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

USERS

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

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

URL AND ACCESS

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

DESIGN PROCESS AND USABILITY WORK

Design Approach

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

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

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

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

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

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

Working with Outside Agencies

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

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

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

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



Pictured: An early working version of a proposed homepage.

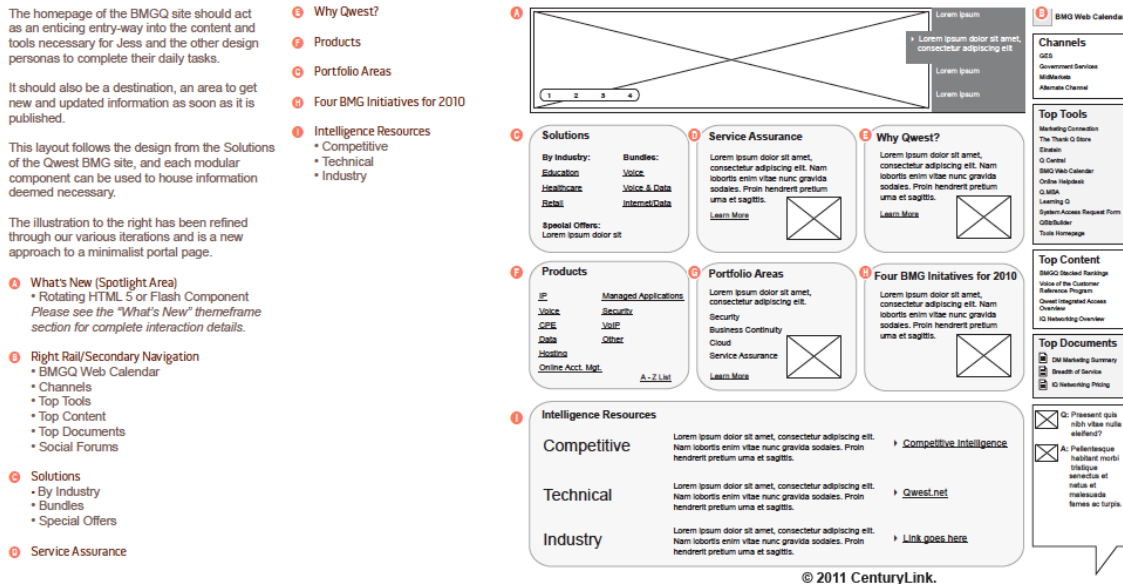
Homepage

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

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

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

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

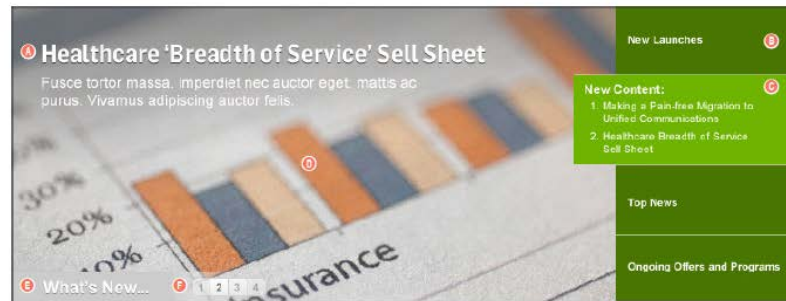


Pictured: The design rationale behind the homepage design.

What's New Homepage Section

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

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



1 What's New Label

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

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

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

TIMELINE

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

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

CONTENT AND CONTENT CONTRIBUTORS

A CMS in Transition

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

"Our CMS is evolving," says Brenda Van Der Steen, Group Manager, Content Strategy. "The original CMS for the intranet was created from scratch to our

requirements using the Ruby on Rails platform. Since the company recently went to Salesforce.com, leveraging the content functionality and APIs offered by that platform is important. The intranet as well as other internal and external portals will link to materials in [Salesforce.com] from the intranet site.

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

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

Workflow

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

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

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

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

Training Authors and Maintaining Standards

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

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

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

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

TECHNOLOGY

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

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

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

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

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

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

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

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

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

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

Search Results

Search

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

[Business Markets Intranet : Long Distance](#)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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


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

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

Powered by Google Search Appliance

 CenturyLink Intranet
 Legacy CTL Work Tools
 Legacy Q Work Tools

Corporate Directory

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

Pictured: An example search results screen.

RESULTS AND ROI

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

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

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

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

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

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

LESSONS LEARNED

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

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

Everything Everywhere (2012)

Using the intranet:

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

Headquarters:

Hatfield, Hertfordshire, UK

Number of employees the intranet supports:

15,000+

Company locations:

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

Locations where people use the intranet:

United Kingdom

Annual sales:

£5.3 billion (for first nine months of 2010)

Design team:

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

Members:

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

Different Projects: Dave Hooper, Managing Director

Brightstarr: John Holah, Web Developer

SUMMARY

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

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

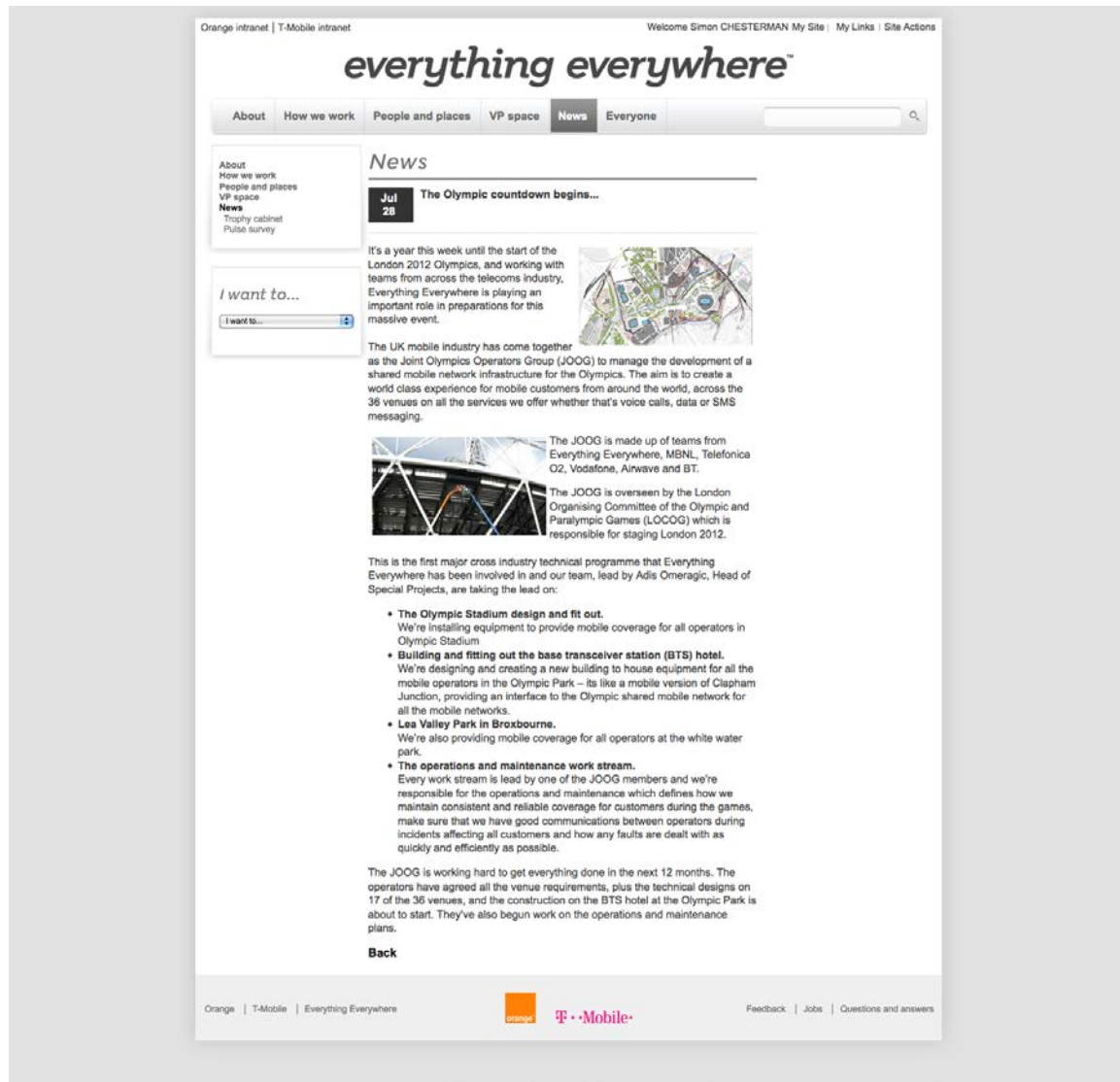
Team members wisely focused on content presented in a clean, concise design that would give employees easy access to information and represent the new company branding. They started with the basics: understanding what was important to share first. Every existing or proposed design element and piece of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

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

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

Adopting a “newsroom mentality” ensures team members treat content as a high priority rather than just something to fill space in the template. Content creators present even everyday activities as breaking news. Content guidelines compel authors to get their point across in 250 words or less. To break up the text, news is presented with related images or other visuals, such as video or Flash.

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

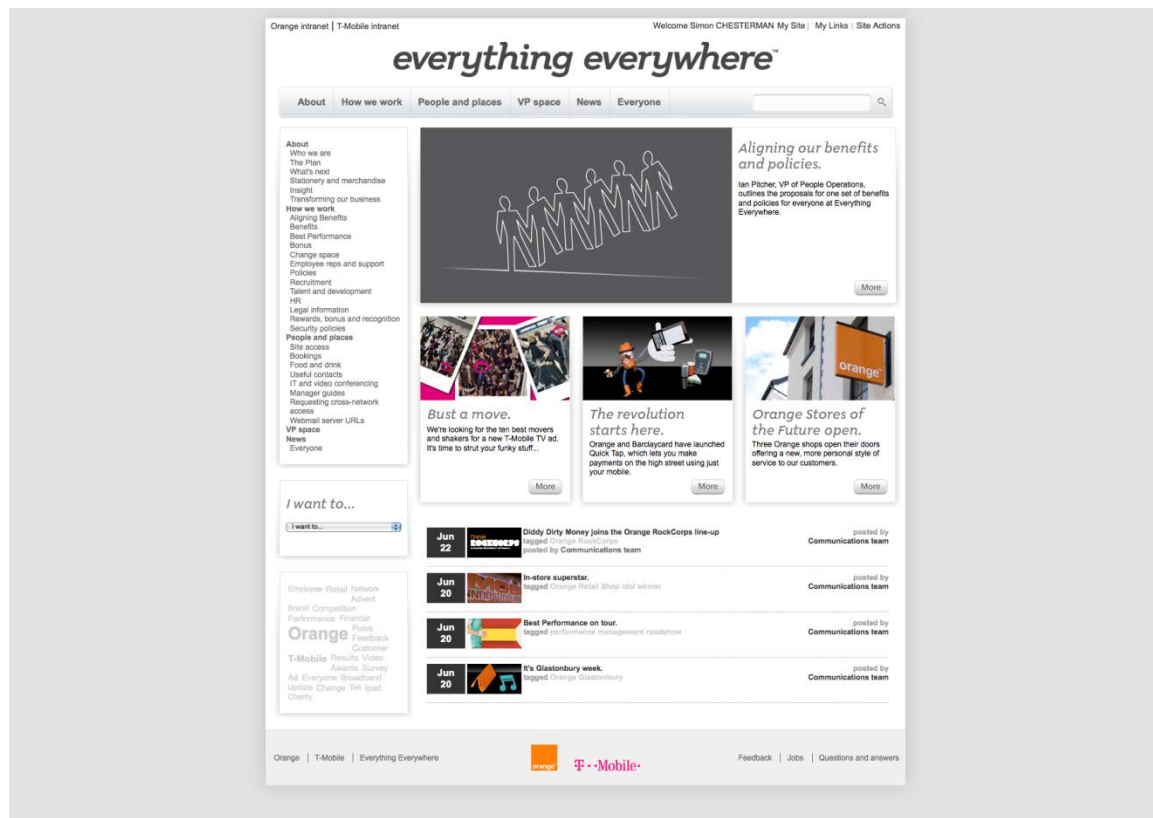


Pictured: Brief news stories accompanied with relevant images inform employees about happenings and developments at the organization.

The homepage reflects the site’s news emphasis, focusing on content in four main news sections. As new stories appear, the top headlines drop to the headline list at

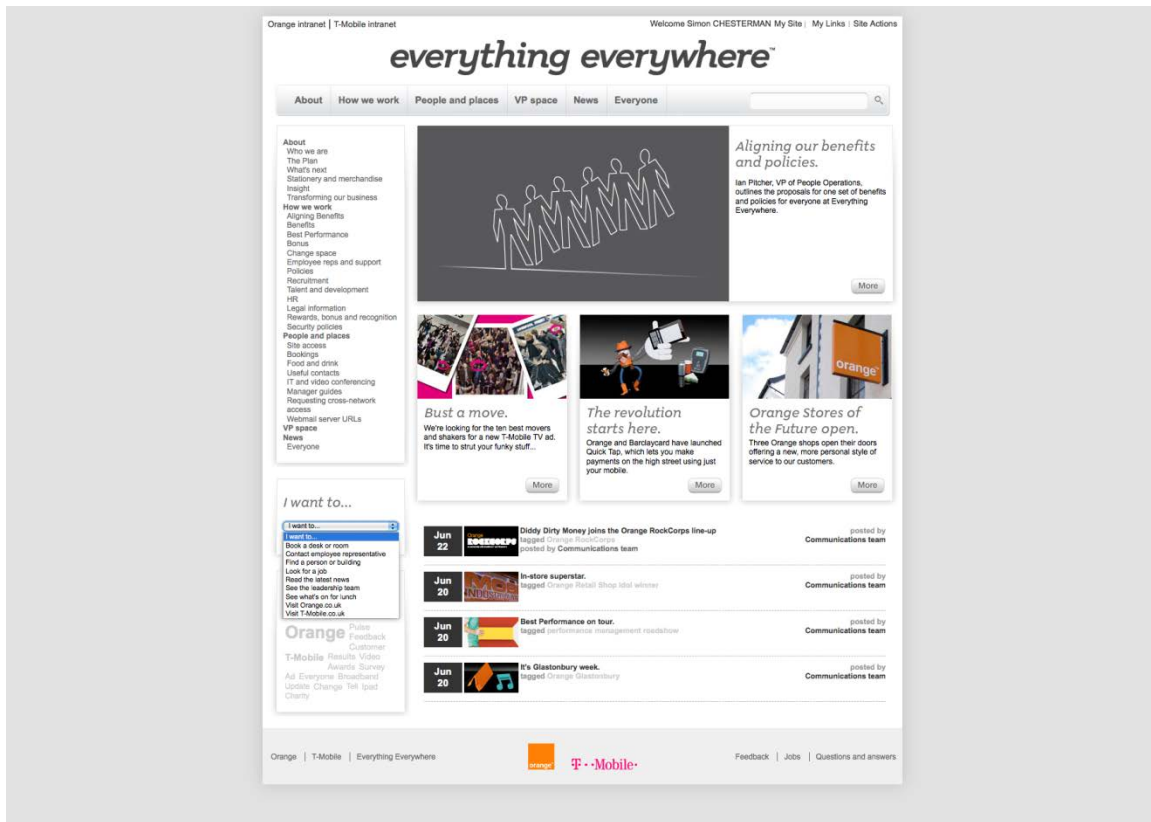
the bottom of the page and eventually move to a news archive. Each main headline is accompanied by a short summary. Headlines at the bottom of the page include the date the information was posted, the author or group responsible, and associated content tags.

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



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

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



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

everything everywhere™

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

Change Space

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

Change Space

Welcome to Change Space.

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

Select your area

Things to know



updated January 10th

More

I want to...

Back

I want to...

Orange | T-Mobile | Everything Everywhere


Feedback | Jobs | Questions and answers

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

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

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

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

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

Change Space
 Things to know
 Jobs board
 Employee representation
 HR
Brand and Communications
 Browse all questions
[Ask a question](#)

I want to...

Ask a question

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

Category: *

Question: *

200 Characters left.

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


Name:

Mobile number:



Email:

* Mandatory fields.

[Back](#)

Things to know
updated January 10th


[Orange](#) | [T-Mobile](#) | [Everything Everywhere](#)

[Feedback](#) | [Jobs](#) | [Questions and answers](#)

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

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

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

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About
How we work
People and places
VP space
News
Everyone

Change Space
Things to know
Jobs board
Employee representation
HR
Brand and Communications
Browse all questions
Ask a question

I want to...

Browse all questions

View Category :

When will vacancies open for application and what will the interview process be?
Thank you

The majority of vacancies will be available when local consultation has finished. Once this happens we will upload all vacancies to the internal job board for everyone to see. There may be an occasion where some vacancies are signed off early by the local rep and these will be posted in the job board at any point. Please continue to look at the internal job board <http://intranet.everythingeverywhere.com/jobs/Pages/default.aspx> to ensure you don't miss out on any roles. Finally, we are still consulting on our selection process and this will be published in the middle of next week.

Answered: 10 Nov 2011

In the rationale for restructuring it was mentioned that "our cost profile is not sustainable". Is it possible to see the financial business case for this justification so we can recommend alternative methods of reducing costs?

We know that our cost-reduce tag behind CD and Vodafone. We have a wide range of initiatives to make sure we are able to use our size to establish a cost base that will match or exceed our competitors as we re-align resources to our priorities. The restructure itself will make savings of between £35-£40m pa.

Answered: 10 Nov 2011

Is every questions asked answered or only selective questions?

All the questions are answered. They are answered as quickly as possible, but it can take longer to answer some questions than others. Whenever possible new answers will be published every Wednesday and Friday so be sure to check the change again in a few days.

Answered: 10 Nov 2011

Who is answering these questions?

A number of people have been nominated from across the business functions to answer the questions.

Answered: 10 Nov 2011

I am currently on pay (Monthly £600) with a protected car allowance (£1400). If I take a £600 or grade role will I still have the protected part of the car allowance for a £600 or £1400?

You will move to the benefits band that is associated with your new role.

Answered: 10 Nov 2011

I am an ex T-Mobile employee will I still have all that salary pension and health care left and benefit if I take a lower grade role?

You will move to the benefit band that is associated with your new role, but you will retain your legacy T-Mobile pension.

Answered: 10 Nov 2011




What date will we hear the terms of redundancy?

We are currently consulting with National Employee Reps on redundancy terms and hope to publish them in late November/early December.

Answered: 10 Nov 2011

First
1
2
3
...
Last

Back

Things to know
updated January 10th



More

Popular Q&A's



What will job description be like when it is published?

What costs related to what will be in the benefit?

What will the selection process be?

See all questions

Search Q&A's
Search

Orange | T-Mobile | Everything Everywhere


Feedback | Jobs | Questions and answers

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

Another important site area during transition is the *VP Space*, which gives company vice presidents and their teams a place on the site to communicate and connect with

426

INFO@NNGROUP.COM

Everything Everywhere (2012)

employees. Management can use this space to blog and post information and documents. They can also create polls, post status updates, and add video.

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

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

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

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

Tom Alexander

22 May

Should we sponsor the Le Mans 24hr race?

☒ Yes
☐ No
☐ No, but another sport event

Vote

Steven Day

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

More from Tom >

Richard Moat

13 Jun

Houston - mission successful

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

Continue reading >

More from Richard >

Andrew Ralston

17 Jun

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

More from Andrew >

Gerry McQuade

8 Jun

Everything Everywhere Conference

View the video >

More from Gerry >

2011

Jan • Feb • Mar • Apr • May • Jun

Topics

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

Type

[Video](#) • [image gallery](#) • [status](#) • [news](#)
[poll](#) • [Q&A](#)

2010

Jul • Aug • Sep • Oct • Nov • Dec

Back

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

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

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

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

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

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

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[People and places](#)
[VP space](#)
[News](#)
[Everyone](#)

VP Space

[Tom's team](#)
[Richard's team](#)
[Andrew's team](#)
[Gerry's team](#)

Chief Financial Officer And Deputy Chief Executive Officer

Richard Moat

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

[Ask me a question](#)
[Follow my updates](#)

My team

My department

My priorities for 2011

My calendar

13 Jan

Houston - mission successful

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

[Continue reading >](#)

4 Jan

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

26 May

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

23 May

Tom asked: "What are we going to tell our shareholders? To all those who ask?"

Richard said: "I've already answered a lot of questions for the first time since I've been here. I've answered a lot of questions for the first time since I've been here. I've answered a lot of questions for the first time since I've been here."

4 Jan

A Community success

Everything Everywhere Conference

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[Prev](#)
1 of 28
[Next](#)

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Type

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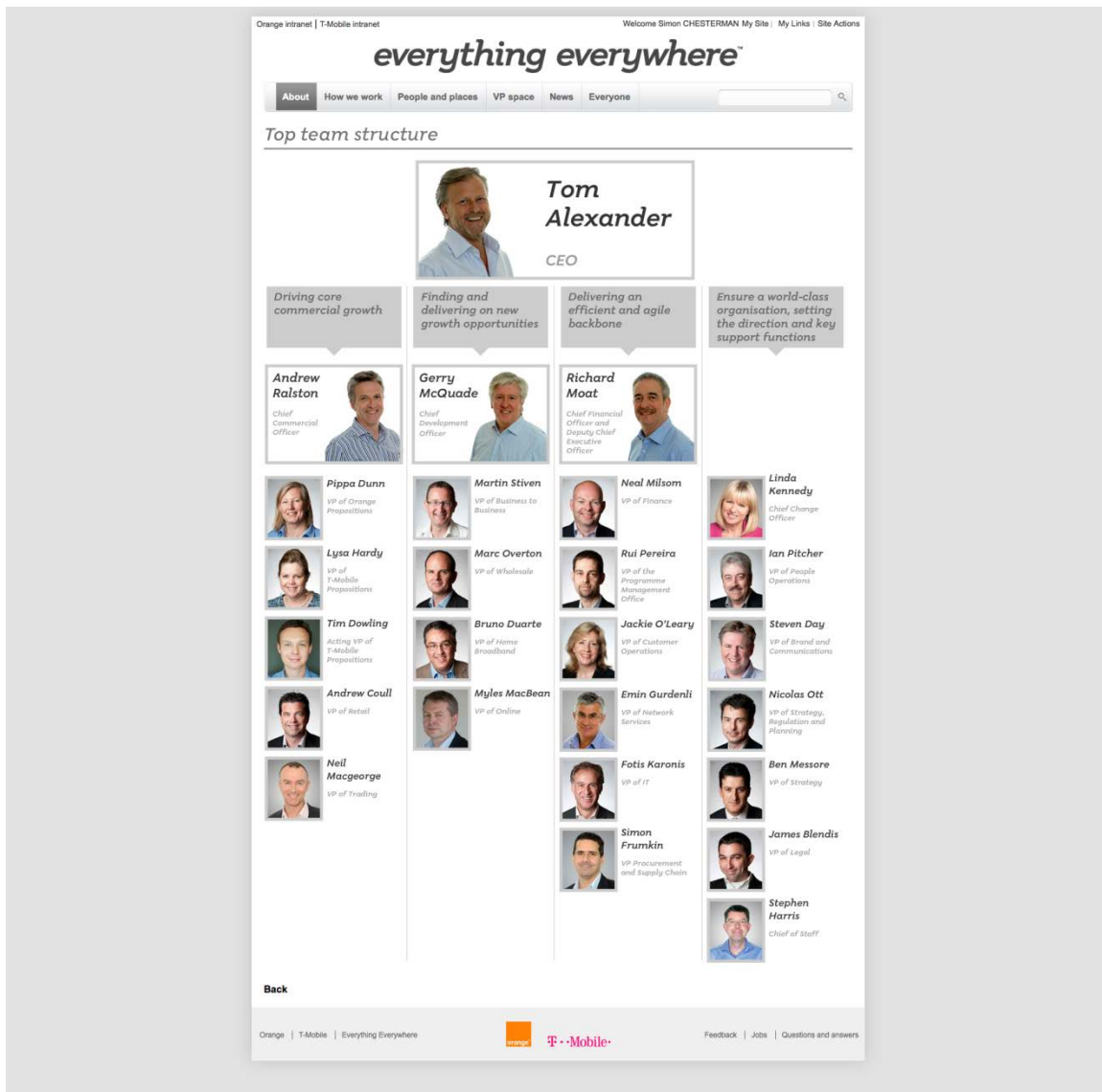
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Orange | T-Mobile | Everything Everywhere

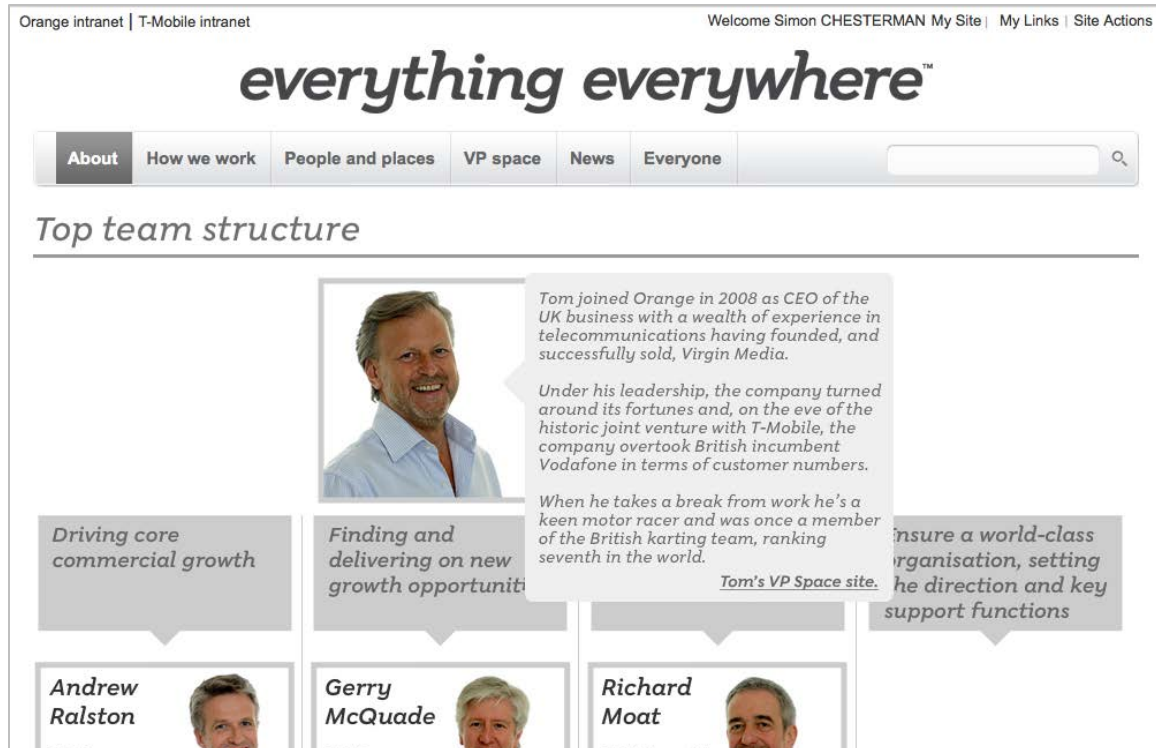
Feedback | Jobs | Questions and answers

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

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



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



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

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

BACKGROUND

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

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

And, in creating this hub, the team wanted to create something new and fundamentally different than what the employees had seen before. "It had to feel special to help establish a new brand internally, and reassure and inform people through a period of radical change for the whole company," he says. "The site had to

operate to the highest standards, and be easy to navigate and use. It had to be clean, clear, and modern and in keeping with our new brand values and identity."

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

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

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

Deciding What to Include

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

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

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

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

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

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

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

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

Facing Challenges

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

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

Sometimes, that meant finding ways around institutional roadblocks.

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

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

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

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

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

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

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

Everyone Wants to Be a Designer

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

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

This project also had the added challenge of dealing with a brand in flux. The new brand was still being developed as the team was creating the wireframes and initial designs. "This meant we had to respond quickly to any changes and developments, and ensure these were applied correctly to the design," he says.

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

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

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About

How we work

People and places

VP space

News

Everyone



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

I want to...

I want to...

News

Jun 10

**Trick or Treat?**tagged Trick or Treat Broadband Game
posted by Communications team

Jun 10

**Improving PC performance**tagged IT PC Performance
posted by Communications team

Jun 09

**Orange Prize for Fiction winner**tagged Orange Prize for Fiction
posted by Communications team

Jun 09

**Aligning our benefits and policies**tagged benefits policies
posted by Ian Pitcher

Jun 08

**Best Performance and Bonus**tagged Best Performance Bonus
posted by Communications team

Jun 07

**Win a Motorola Atrix with Everyone magazine.**tagged Everyone magazine June
posted by Communications team

Jun 07

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

Jun 06

**Update to Orange Terms and Conditions**tagged Orange Terms Conditions
posted by Communications team

Jun 02

**Smooth sailing for a good cause.**tagged Project Rough Seas
posted by Communications team

Jun 02

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

Back

2 out of 33

Next

Filter

Search

Published From

Published To

Author

Author

Submit

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

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

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Corporate responsibility
Evolution
Insight
Security Zone
Stationery and merchandise
Merchandise
Email signatures
Notice maker
Office templates
Brand guidelines
Office supplies
Ordering stationery
What's next
Who we are
Legal Information



Stationery and merchandise

Here's where you can get business cards, letterhead and branded products. Also you can find out how to set up your beautiful new email signature and if you want to tell everyone something, there's also our handy notice maker.

I want to...



Stationery

We have a slick new range of stationery, including business cards, letterheads and compliment slips - all available to order online.

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Merchandise

Our branded products are a great way to promote Everything Everywhere around our business and with suppliers and partners.

[More](#)

Presentation title

date

everything everywhere

Office templates

Microsoft templates for all Everything Everywhere presentations, faxes and letters

[More](#)

Email signatures

Download and starting using your new email signature today

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Notice maker

Keep people informed with our branded notice maker

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All our stationery is now supplied by Office Depot.

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

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[People and places](#)
[VP space](#)
[News](#)
[Everyone](#)

[About](#)
[How we work](#)
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I want to...

People and places

Find someone


Name:

Simon CHESTERMAN
Internal Brand Manager (Digital)
07967270992
Simon.CHESTERMAN@everythingeverywhere.com



Department Internal Brand & Communications
Directorate Brand & Communications -
City Bristol

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Find somewhere



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Feedback | Jobs | Questions and answers

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

INTRANET TEAM

Taking an Agency Approach

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

The team employs a briefing process as a mechanism for submitting project requests. This process enables people throughout the company to approach the team with intranet problems that need to be solved, but puts the problem-solving responsibility on the team.

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

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

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

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

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

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



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

GOVERNANCE

Ownership

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

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

USERS

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

URL AND ACCESS

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

DESIGN PROCESS AND USABILITY WORK

Design Approach

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

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

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

"We soon realized that navigation is king," he says. "Often, putting something in what we thought was a logical and prominent place was met with bewilderment from

our end users. We reacted to their needs by moving things and making changes so we soon got a good 'feel' for what worked and people were looking for."

You Can't Do It All, So Choose Wisely

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

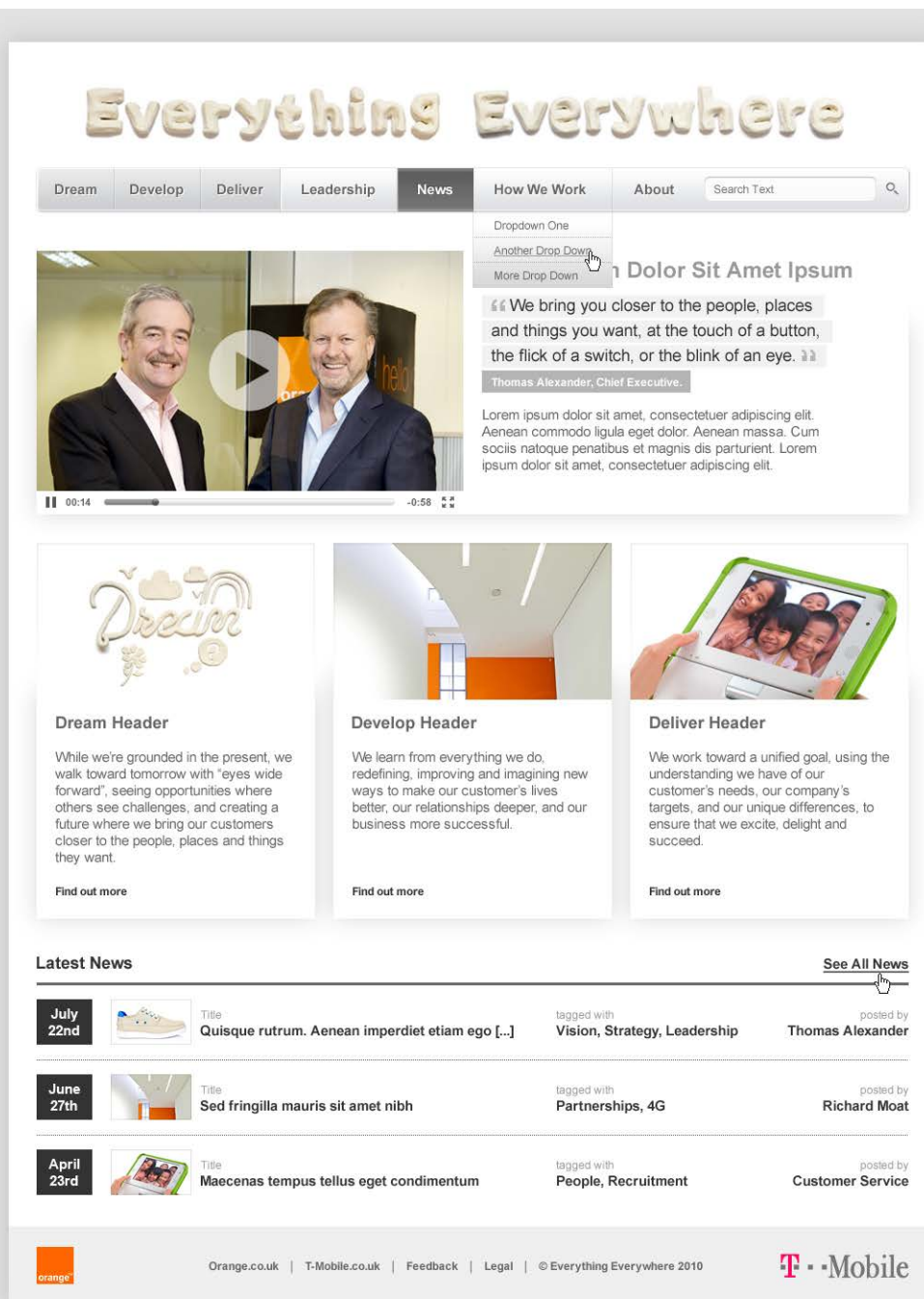
The Everything Everywhere team focused on serving time (the immovable constraint) and output (bang for your buck). They fared well.

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

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

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

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



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

Everything Everywhere

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How We Work Amet Ipsum

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

Thomas Alexander, Chief Executive.



Header One

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

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Another Header

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

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Third Header

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Fourth Header

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Header Again

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Final Header

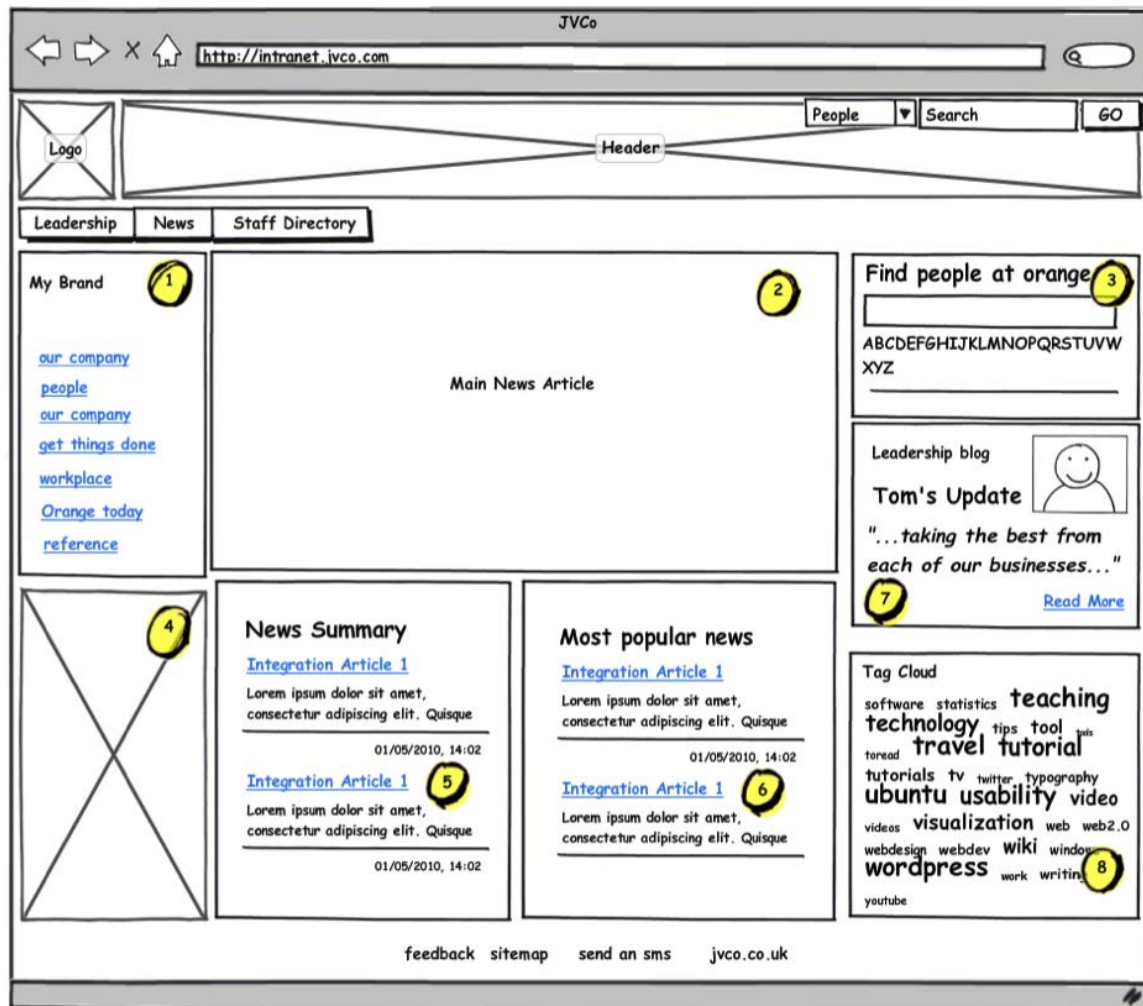
Sed ut perspiciatis unde omnis iste natus error sit voluptatem accusantium doloremque laudantium, totam rem inventore veritatis et quasi architecto beatae vitae dicta sunt.

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



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

Working with Outside Agencies

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

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

The choice of agencies is critical to Everything Everywhere because of the close relationship they foster with them. "We're very selective about who we use and the

collaboration we have with any agency," says Chesterman. "We work *with* agencies, not separate from them."

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

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

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

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

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

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

TIMELINE

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

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

CONTENT AND CONTENT CONTRIBUTORS

CMS

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

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

Content: A Demanding Mistress

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

identify, prioritize, and collate content and pass it on to the delivery team. And their job is considered quite important to the smooth running of the intranet. Having these content managers in place is a high priority.

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

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

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

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

Standards, Styles, and Training

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

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

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

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

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

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

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

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

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About

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News

Everyone

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Security Zone

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What's next

Where are we heading?

How did we get here?

Who we are


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I want to...

I want to...

How did we get here?

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



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



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

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

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

Back

Orange | T-Mobile | Everything Everywhere

Feedback | Jobs | Questions and answers

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

everything everywhere™

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

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

I want to...

Customer Operations

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



Every Week

Everything you need to know this week.

Every Month

Everything you need to know this month.



Jun
17



Aligning our benefits - an update.
tagged benefits policies bonus
posted by Customer Operations Comunictaions Team

Jun
17



Best.
posted by Communication Team

Jun
16



Evolving - What to say
posted by Communication Team

[Back](#)

Best Times
Take the survey

Community

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



[More](#)

Request

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

[Communication request](#)

Training Users to Do It Right the First Time

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

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

"We believe in doing things right first time!"

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

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

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

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

TECHNOLOGY

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

SEARCH

The Care and Feeding of Search

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

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

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

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

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

On the Everything Everywhere intranet, search includes a “recommended result” feature. It’s a useful tool, but it must be managed manually, which means it’s essential that the team maintain an open dialog with content owners to make sure the content is accurate and covered with the right keywords.

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

everything everywhere™

About
How we work
People and places
VP space
News
Everyone

About

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

How we work

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

People and places

- Site access
- Bookings
- Food and drink
- Useful contacts
- IT and video conferencing
- Manager guides
- Requesting cross-network access
- Webmail server URLs
- Places

Olaf's team

- Everyone

Search Results

Security Zone

The Security Zone has lots of information on everything we need to know about security from keeping customer's information safe to preventing computer viruses.

<https://security.everythingeverywhere.com/>

Balancing security and business openness

Balancing security and business openness ... Online Security is a big topic at the moment, with the Sony breach, the wikileaks controversy and th ... The IT Security team help the business understand the security risk of what they're proposing or imp ...

http://intranet.everythingeverywhere.com/top_team/fotis_karonis/Pages/080611_Balancing_security_and_businessopenness.aspx - 87KB - 6/9/2011

Security - it's not a dirty word!

Balancing security and business openness ... Security - it's not a dirty word! ... Director of IT Security, talks about what him and his team are all about and what's on his 'to do' ...

http://intranet.everythingeverywhere.com/top_team/fotis_karonis/Pages/260411_Security-its_not_a_dirty_word!.aspx - 88KB - 5/4/2011

New user security policy.

... are protected from security risks and illegal activity. ... Find out more about security on the new Security Zone site and you could win an iPad 2. security, policy, Security Zone

http://intranet.everythingeverywhere.com/News/Pages/240811_user_security_policy.aspx - 43KB - 8/24/2011

A reminder about security

Additional information can be found at the Orange and T-Mobile security pages. security, awareness

http://intranet.everythingeverywhere.com/News/Pages/141210_security_reminder.aspx - 43KB - 12/14/2010

New Security Zone site.

The Security Zone has lots of information on everything we need to know about security from keeping ... hand menu on the Security Zone and complete the entry form. ... iPad, security, competition, Security Zone

http://intranet.everythingeverywhere.com/News/Pages/190811_load_comp.aspx - 43KB - 8/19/2011

Information Security policy

Information Security policy ... User Security Policy ... Information Security policy

http://intranet.everythingeverywhere.com/how_we_work/policies/information_security/Pages/corporate_security.aspx - 50KB - 8/22/2011

ISO 27001 certification

You may have read my blog a few months ago on security, if not, please take time to ... you'll understand why security is an essential part of our business. ... recognised security framework; a checklist for good security practice and Fotis and Martin Stiven a ...



http://intranet.everythingeverywhere.com/vp-space/FotisKaronis/Pages/170811_ISO27001_certification.aspx - 57KB - 9/1/2011

Useful contacts

Security ... 01707 312999 (Central security control)

http://intranet.everythingeverywhere.com/people_places/Pages/Handycontacts.aspx - 49KB - 7/8/2011

1 2 Next>

Orange | T-Mobile | Everything Everywhere


Feedback | Jobs | Questions and answers

Pictured: A search results page for the word “security.”

RESULTS AND ROI

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

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

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

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

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

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

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

LESSONS LEARNED

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

- **Learn the intricacies of your platform—sooner rather than later.** "SharePoint was a system and technology we've never used before. We quickly discovered that, while there are benefits, there are some constraints and quirks, too. It's important to understand more about a new system you're planning on using and have the appropriate training in place from an early stage. It's also about making the best of what you've got and finding solutions and ways to make things work."
- **Focus on the users.** "Everyone will have an opinion, but it's important to stay focused on the users and not individual stakeholders. It's the end result that matters."
- **Engage with the users.** "Engage with the people using your site. You can do this in conversation when meeting new people around the business, observing people using the site, and also encourage feedback that you absolutely have to respond to. This really helps people feel that they're part of the site, they're being listened to, and there's someone there to help them—which in some large corporate companies can be rare."

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

Logica (2012)

Using the intranet:

Logica is a business and technology service company, employing 41,000 people. It provides business consulting, systems integration, and outsourcing to clients around the world, including many of Europe's largest businesses. Logica creates value for clients by successfully integrating people, business, and technology. It is committed to long-term collaboration, applying insight to create innovative answers to clients' business needs.

Headquarters:

Reading, UK

Number of employees the intranet supports:

41,000

Company locations:

Logica operates in 41 countries.

Locations where people use the intranet:

Worldwide

Annual revenue:

£3.7 billion (year ended December 31, 2010)

Design team:

In-house, partnering with The Team creative agency.

Members:

Logica core intranet team: Pete Blunsdon and Jenny Perrett, Program Management; Mark Kernot and Chris Green, Technical Management; Ayesha Mian, Migration and Adoption; and Emma Roos, UI Design

Logica offshore development team: Suhas Vengilat, Manikandan Balakrishnan, Praveen Kumar Thalluri, Pradeep Raman, Manoj Kumar Balan, Bhupendra Rawat, Nilanjan Dutta, and Varun Galur

Logica content management team: Lizzie Lewis, Vivek Thakur, Manoj Balan, Vimpy Choudhary, Harini Subash, Krithika Nagarajan

The Team: Dave Dunlop, Creative Lead; Stuart Eggleston and Mike McIntyre, Experience Architects; Carla Oxlade and Sarah Martin, Project Managers; and Will Bloor, Creative Director

SUMMARY

How do you move 41,000 employees in 41 countries on 25 intranets running on five technology platforms to a new, single, cohesive site experience? That's the challenge the Logica intranet team took on when starting a massive intranet overhaul that not only integrated all the separate sites, but also incorporated a brand refresh and "One Logica" change program that fundamentally changed the way work is done.

The business and technology service company found itself in need of a new intranet in July 2009. The company had quadrupled in size in six years, and multiple systems, many of which were out-of-date or poorly maintained, needed to be improved. Thousands of intranet pages were lost or forgotten, duplicate content abounded, and the sites suffered from low usage as users struggled to find content and then turned to other resources to find what they needed.

A new brand definition was the trigger the organization needed to make the change happen. The company was moving to the idea of "One Logica," which was a change platform standardizing processes and establishing global support functions around the world. The organization wanted employees to say, "I work for Logica," not "I work for Logica UK."

To support this new vision, the intranet needed to change. The existing sites were location-specific, making it next to impossible to know what the company was doing in market sectors across countries. The intranet was a barrier to both knowledge management and knowledge sharing.

The team knew a wholesale replacement was in order. With management support, they started the process with a kick-off workshop, determining the new intranet's

core principles. Throughout the redesign process, they kept these principles in mind, returning to them whenever they needed perspective on how to handle a new issue.

Many intranet teams are challenged when trying to combine varied intranet sites into one unified intranet experience across an organization. Site owners are often possessive of their content, designs, and functionalities—and often with good reason; they've invested time in creating and fine-tuning their sites to meet their needs.

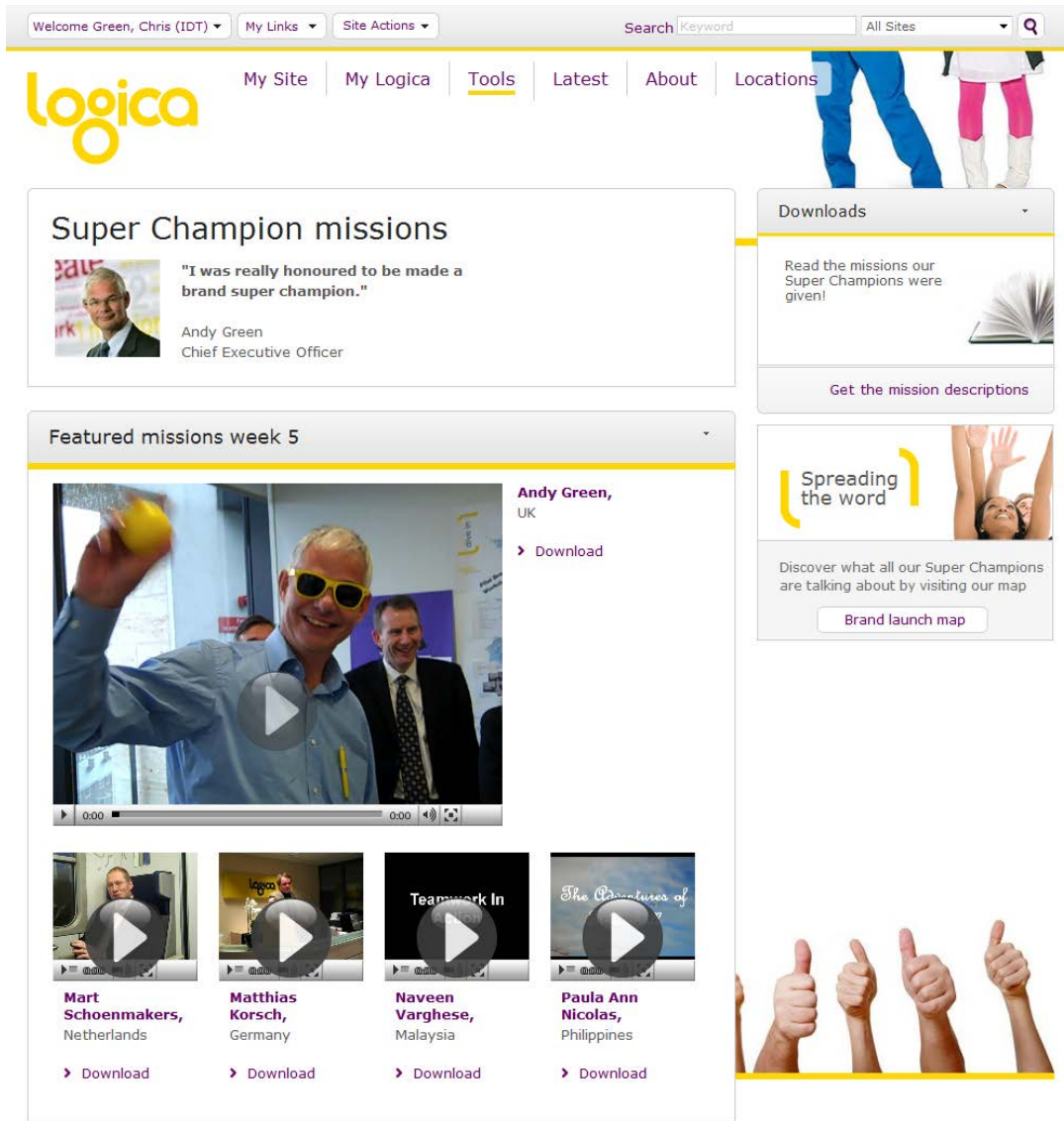
Logica's team members had to take all of these needs into consideration when coming up with a design and structure that would appease and hopefully inspire content creators and employees across the 41 countries where the company operates. Their stakeholders were scattered around the world, with varying cultures and languages adding to the complex mix.

The intranet team had to look for commonalities across locations, languages, and employees. Team members looked at the key tasks the site needed to support based on past usage of the previous sites, as well as what they wanted users to be able to achieve using the new site. From there, they created design iterations of the top-level site structure.

They knew the site had to be global in structure or information would quickly fall into the information silos, which acted as impediments to knowledge sharing. The structure is based on the work the company does, following industry sectors, strategic themes, and services lines. Although the information is global, users can easily drill down to country-specific content as needed.

Team members needed to ensure local needs were met, so they tested in different countries and did country-by-country rollouts, using early adopter countries as beta testers. They also tailored rollout and launch activities to each location, based on focus group feedback in local offices.

The brand launch occurred before most companies were live on the new site. The intranet microsite introduced the new brand—and new site—with campaigns, quizzes, and other ways to engage with the brand. Brand Champions in each country were given yellow mission cases with a Flipcam, mission briefing, and props. These employees blogged as they completed their missions and published the resulting video on the intranet. These campaigns gave early visibility to the new site, got employees reading blogs and engaging with video content, and educated people about the brand change. The event gave the site huge momentum and brought the whole company together.



Pictured: The brand launch introduced the new intranet to many employees and drove enthusiasm about the site. Super Champions in local offices were given “missions” together with props and a Flipcam to record their experiences. Blog posts and videos from these missions drove traffic to the site.

The overall site design is uncluttered and readable. Navigation principles are consistent across the site. Images are used to support content, but the design avoids the use of stock photography, which takes up space and adds little value.

The grey header bar relates to the current logged-in user. Primary site navigation uses mega menus to display three navigation levels in one step. The left navigation bar reflects the site structure, with links in the right-hand area for related content.

Site search appears at the top of each page. The search defaults to *All Sites* but users can select a different scope as needed.

Welcome Blunsdon, Pete
My Links
Site Actions
Search
Keyword
All Sites

My Site
My Logica
Tools
Latest
About
Locations

My Home

My Site home

View personal home page

Customise home page

My links

Colleagues

Workspace memberships

Manage subscriptions

My profile

Edit profile details

Add profile photos

My preferences

My network

More info

My blog

Create post

Manage posts

My content

Shared photos

Shared documents

Private documents

- View all my content

My Logica

Pay and benefits

- Check my payslips
- Join a ShareSave
- Check my pension
- More about benefits...

Travel

- Book business travel
- Book a hotel
- Find a Logica office
- Get a season ticket loan

Expenses

- Claim expenses
- Apply for a corporate credit card
- Check the UK Expenses policy

Training

- My University
- Book training online
- Coaching and mentoring
- More...

Career development

- Career development resources
- Career pathways
- Performance Mangement System
- Professional subscriptions

Working life and wellbeing

- Employee Council
- Health and safety
- Counselling & support
- Smart Working
- Staff discounts
- Volunteering
- More...

Innovation

- UK Bid Assist
- UK Value Propositions

Information systems and services

- Raise an IT problem
- Report a problem with a mobile phone
- Use Microsoft software at home
- Access Logica remotely
- More...

Resourcing and assignments

- Check my resourcing details

Procurement

- Buy something from a supplier
- Deal with an invoice from a supplier

Workplace

- My Logica office
- Logica Cafe menus
- Report an accident
- Report a security incident
- More...

Policies

- Security policy
- HR policies
- Workplace
- More...

UK practices

Central functions

Hello Yellow

New joiners start here

UK Communities

Get involved with others like you.

> UK communities

> OS communities

My Site
My Logica
Tools
Latest
About
Locations

Home page
My profile
My blog
My content
Energinise
Help

My country
Diamond Awards
UK News
LSSC
Staff discounts
My location

Applications
Search
Knowledge
Collaboration
Brand

News
Blogs

Clients
Strategic themes
Industry sectors
Technology Practices and Partnerships
Portfolio offerings
How we deliver service
Global functions
Corporate information

Offices directory

Terms of use
Feedback
Helpdesk
Email this page

Last modified: 12/08/2011 09:15:54 by: Blunsdon, Pete

Pictured: Site navigation is consistent and clear, using mega menus to display three levels of navigational options for users.

Team members were challenged by an intranet serving global employees who communicated in different languages. Logica's official international business language is English, but many employees are non-English speakers. The team had to determine how to avoid country-based intranets while still accommodating various languages. They also had to visually accommodate different languages. For instance, the design had to accommodate very long names for some offices.

As with most intranets facing this challenge, there was no perfect solution, so the Logica team used several different approaches. Global pages, such as the top three navigation layers, are in English. Pages describing the organization's work are global in scope, so appear in English or at least have an English language summary.

Pages that are specific to staff in one country—such as local HR policies—are in local languages. User-specific pages are in the local language, because they relate to local tasks and activities.

Global navigation menus can display multiple languages and can be tailored to link to local-language pages. The menu language is driven by the user's browser language preferences.

Non-English speakers can use most of the site via local-language menus that link to local-language content. Using English is necessary only when looking at global information. As one team member reports, "This is important—not only for usability, but also to meet local-language laws."

Welcome Blunsdon, Pete | My Links | Site Actions | Search All Sites

logica

My Site | Mon Logica | Outils | Actualités | A propos | Implantations

Page d'accueil

- Ma page d'accueil
- Mes paramètres
- Mes liens
- Mes collègues
- Mes workspaces
- Mes abonnements

Mon Profil

- Editer mon profil
- Ajouter des photos
- Mes préférences
- Mon réseau
- Plus d'info

Mon blog

- Créer un post
- Gérer mes posts

Mes documents

- Photos partagées
- Documents partagés
- Documents privés
- Voir tous mes documents

Energise

- Resourcing details

Aide

- Pages d'aide
- Premiers pas

bureau en ligne et la vidéoconférence.

Audioconférence (BT MeetMe) : Faire des conférences téléphoniques au sein de Logica.

Office Communicator : Communiquer en temps réel avec ses collègues Logica du monde entier.

Partager

Un workspace est un **espace de travail collaboratif** basé sur la technologie **MOSS 2007**, mis à disposition d'un groupe de collaborateurs de Logica afin d'échanger sur un sujet particulier.

Créer un workspace : connaître les différents types de workspace et demander la création d'un workspace.

Documentation : Premiers pas, procédures, astuces sur les workspaces.

Partner Workspaces : Collaborer avec des clients, sous-traitants et partenaires externes.

Les Essentiels

- Créer un workspace
- Documentation workspaces
- Partner Workspaces
- Web LOG
- Live Meeting
- Audioconférence
- Office Communicator

Liens utiles

- Knowledge Management France
- Outils de collaboration Groupe
- One IS France
- Logica FR Gateway

My Site | Mon Logica | Outils | Actualités | A propos | Implantations

Page d'accueil | Mon Profil | Mon Blog | Mes documents | Energise | Aide

My country | Diamond Awards | UK News | LSSC | Staff discounts | Mon implantation

Applications | Recherche | Knowledge | Collaboration | Marque

News | Blogs

Clients | Thèmes stratégiques | Secteurs | Technology Practices and Partnerships | Portfolio des Offres | Service | Fonctions centrales | Information Groupe

Liste des agences Logica

Terms of use | Feedback | Helpdesk | Email this page

Last modified: 02/02/2011 08:04:35 by: Bocognani, Clement

Pictured: Navigation is translated for non-English speakers and links to local-language content.

Local content owners—approximately 500 of them around the world—primarily develop the site's content. The new intranet has introduced a shift in how these content contributors work. Previously, their role was more that of site owner, focused more on their location's specific content silo than on the content itself. Now, all content is global, and contributors can focus on providing content in the context of all other global information about the same topic. Contributors and readers can virtually bump into each other as information about a single topic is brought together. In addition, for the first time, users can see news and updates from across the entire organization and get a top-down perspective on activities.

Each month, an intranet forum is held for local content owners and stakeholders to share best practices and good examples. The new intranet has shifted content

creators' audience from local to global. This new, broad audience has inspired content creators and has spurred some healthy competition among contributors.

Welcome Blunsdon, Pete | My Links | Site Actions | Search Keyword | All Sites

logica | My Site | My Logica | Tools | Latest | **About** | Locations

Sustainability

Sustainability services: Bringing people, planet and profit together!

June 6th sees the launch of the first phase of our [global sustainability campaign](#). So, what's it all about...

For many of our clients, the transition to becoming a sustainable business is probably the biggest change since the introduction of IT. Enterprises and public sector organisations are facing funding & resource constraints and wrestling with high energy prices. They are also under pressure from governments, regulators and consumers to pay more attention to environmental issues.

As sustainability services evolve, the demand for innovative solutions which drive cost reduction, provide competitive differentiation and deliver financial benefits is growing. Our vision is to be recognised by our clients as the market leader in this area – drawing on expertise across business consulting, professional services and outsourcing to deliver innovative solutions that bring people, planet and profit together.

We are already highly rated by [market analysts](#) for the innovation, breadth of capability, strong track record and tangible business benefits we bring to our clients. We're even winning awards! Of course, we'd like our clients to know more about how we can help them.

Ask us?

You can submit feedback to us via sustainability@logica.com or contact either Nick Monnickendam or Humeera Khan to gain access to the Sustainability Collaboration Hub.

Key people

- Foggo, Melba**
Global Lead,
Sustainability Services
- Cortina, Cyril**
France Practice Lead
- Högenberg, Martin**
Sweden Practice Lead
- Wendt, Wim**
Netherlands Practice Lead
- Mark, Oliver**
Germany Practice Lead
- Puoskari, Mari**
Finland Practice Lead
- Rooke, Tony**
UK Practice Lead
- KHAN, Humeera**
Marketing & Programme Lead
- Monnickendam, Nicholas**
Sales Go-to-Market Lead
- Waight, Mark**
Sales Operations

Related links

- Our own corporate responsibility
- Analyst Briefing Packs

Find out more

- Energy in 2020 - Tough piece
- Future Proof Week
- Sustainability campaign collaboration hub

Latest sustainability news from across Logica

This month

- Aalto Yliopiston opiskelijavierailu 17.8.**
16 August 2011 | Finland news
PII/Karvaamokujalla vieraillee ke 17.8. klo 9-12 noin 50 kauppakorkeakoulun Information Technology Program 2011 – kurssin opiskelijaa.

This year

- Logica leading Low Carbon London**
12 July 2011 | UK news
Last Thursday (7 July) saw Logica host a media round table event to explain to the media what Low Carbon London is about and how it will help guide the sustainability agenda for the UK.
- Sustainability – proof we walk the talk**
24 June 2011 | UK news
ISO 14001 Environmental Management standard extended to cover all UK sites
- Sustainable Future Today - briefing session in Bridgend**
17 June
16 June 2011 | UK news
Please join us from 3-4pm in Hughes Park on 17 June to learn more about the great work in sustainability that is happening across Logica.
- Logica at the Rallye Aïcha des Gazelles**
15 June 2011 | General news
The Rallye Aïcha des Gazelles is the only global rally held exclusively for women. Since 1990, the event has witnessed women from across 33 countries navigating through the Moroccan desert behind the wheels of a 4WD, Crossover, Quad, truck or motorbike.

RSS Feed | Add to My Subscriptions | 1 2 3 4 5 6 | Next



Pictured: News can now be grouped by topic regardless of geography, giving employees a more holistic view of the company's work.

When the company moved to a global intranet, it was less clear what information departmental pages should contain. Users can access department pages via the *About* section, navigating to *Central Functions*. After the migration, many teams filled their pages with *About Us* information, rather than information that employees could actually use. So, inspired by James Robertson's *Designing Intranets* book, the team launched the Campaign Against Corporate Blah to change department pages from useless to useful. As a result, department pages are now oriented around the services the department provides, rather than information about the group.



Pictured: The Campaign Against Corporate Blah was created to make content more user-focused and useful.

Welcome Blunsdon, Pete
My Links
Site Actions
Search
Keyword
All Sites
Q


My Site
My Logica
Tools
Latest
About
Locations


About
Global functions
One IS
One IS Countries
United Kingdom
Applications and Software
Laptops and Desktops
Mobile Devices
Print and Copy
Remote Access
Server Hosting
Support Services

One IS

We manage all IT services and activities relating to internal use and deployment of technology. Services managed by One IS include the internal support desk, corporate infrastructure, PCs, business applications and all aspects of communications including desk phones and mobile services.

Support services

- [Log a support call or escalate an unresolved problem](#)
- [Service Level Agreement for the support services](#)

Remote access

- [SecurID cards](#)
- [UK Gateway](#)

Mobile devices

- [Reporting faults](#)
- [Reporting lost or stolen items](#)
- [New joiners](#)
- [Leavers](#)
- [Porting to Vodafone](#)

Laptops and desktops

- [PC Lifecycle Process Flow Diagram](#)
- [Reporting faults & Obtaining Temporary PC](#)
- [Reporting lost or stolen items](#)
- [Requesting general PC loans \(non-break/fix related\)](#)
- [Refresh Policy & Requesting a refresh](#)
- [Instructions for using a new PC](#)
- [Providing PCs for new joiners \(including TUPes\)](#)
- [Collecting PCS from leavers](#)
- [General returns of old PCs/ Office Clear-out etc](#)
- [General FAQs](#)

Laptop encryption

We are currently working on a global programme to assure the protection of all our data. It is important to check your Logica laptop is encrypted as soon as possible, please ensure you have either:


- [PGP](#) installed for all users handling company material
- [BeCrypt](#) installed for staff handling protectively marked material

Applications and software

- [UK applications](#)
- [Change requests for UK applications](#)
- [Software for home use](#)


Server hosting

- [About server hosting](#)


Key contact

Hames, Steve
UK One IS Country Manager


Support Desk
UK Support Portal
Tel: 0207 446 (or x...)
email support desk

One IS Global
Laurent Allard's Blog
One IS Intranet page
One IS workspace
One IS Security page



One IS News

7 days ago

Extending Internet
25/07/2011 from Laurent Allard's blog
Internet connectivity is something that most of us take for granted nowadays; we feel lost if we are no longer within reach of our e-mails, ...

19 days ago

Improved Business Value and IT Efficiency - For Logica & For Our Clients
13/07/2011 from Laurent Allard's blog
Last month I participated in the annual Innovation Value Institute (IVI) conference at the University of Maynooth in Ireland. This important...

Departmental pages now focus on information that employees can use, such as the services a particular group provides.

Automatic classifications and fixed metadata help put the right content in front of the right users. The site uses a main central taxonomy of common terms and classification rules. So, if there's a change to business focus or language, the team can simply change the taxonomy and apply it to the same content. They use this auto-classification to filter news to employees and to drive content to bloggers. They can essentially create a tag cloud per employee derived from what the employee is doing, and then drive appropriate content to him or her accordingly.

Tags are used to provide the right policy and procedure information to global employees as well. Content in the site's *Operating Model* section, for instance, is tagged with the appropriate country. Users then see only what applies to them, whether it is a global policy or a local one. Employees can select a different view if needed. Document names have a mouse-over function that displays a short summary, which helps those employees unfamiliar with particular documents, while not impeding those who know what they need.

Welcome Blunsdon, Pete
My Links
Site Actions
Search Keyword
All Sites

logica
My Site
Mon Logica
Outils
Actualités
A propos
Implantations

Logica Operating Model

Bids

Ce Domaine concerne le pilotage et la réalisation des propositions. Voir les documents en Français plus bas
[Read More](#)

Settings
Content: [Add](#)
PageId List: [Update](#)
CopyItems: [Show](#)
Country: [France](#)

Search

[Advanced Search](#)

Tools
CBR Dashboards ⓘ
CBR Search ⓘ
Create CBR ⓘ
Hermes ⓘ

Links
Business France ⓘ
CBR Training Resources ⓘ
Commercial ⓘ
PST Portal ⓘ
Strategic Themes ⓘ

Contacts

Seamus Keating
Executive Owner

Phil Billany
Global Process Owner

Policies, Processes and Roles

Title	Type	Lan	Info
La Qualité Logica	Policy	Fr	ⓘ
Documents Win / Bidsmart	Process	Fr	ⓘ
L'implication du Delivery en Avant vente + Gate 5	Process	Fr	ⓘ

Activities

Activity	Title	Type	Lan	Info
Suivi de la Proposition (Fr)	BIP - Bid information Pack	Template	Fr	ⓘ
	Contrôle d'un CBR	Template	Fr	ⓘ
	BIP - Bid information Pack Properties	Template	Fr	ⓘ
Gate 2 France (Fr)	Utilisation obligatoire. Permet de présenter la proposition et son avancement à chaque étape de Bid Smart. A mettre à jour et à stocker dans chaque Gate du CBR, au fur et à mesure de l'élaboration et des revues de la proposition	Template	Fr	ⓘ
	Gate 2 - Check-Liste DELIVERY	Template	Fr	ⓘ
	Gate 2 - Check-Liste FINANCE	Template	Fr	ⓘ
	Gate 2 - Check-Liste TECHNIQUE	Template	Fr	ⓘ
	Checklist Revue démarrage projet	Template	Fr	ⓘ
Gate 5 France (Fr)	CR Revue de démarrage projet	Template	Fr	ⓘ
	Réunion de lancement projet	Template	Fr	ⓘ

Announcements
There are no recent items to display

Pictured: Content in the site's *Operating Model* area is tagged so users see only those policies and procedures relevant to their role or location.

Each user's homepage is their personal page, or *My Site*. The page's main section is for the user's subscriptions. This section lists a blend of content pushed by country or service updates, recommended feeds based on communities, and the user's individual preferences, such as posts from blogs of interest. The information is presented as a Facebook-like newsfeed. This approach focuses users on the latest information, regardless of source. Employees can view content by date or by category.

This approach emphasizes what's new rather than prioritizing based on author or topic. This gives users a lot of control over the information they receive. Some content contributors still want a way to emphasize their news rather than be mixed in with other updates, so the next design iteration will have a tabbed interface. Users will be able to select from among three views of their "homepage"; the intranet team plans to watch closely to see which view is preferred. One view will be a dashboard-type view with separate sections for the latest news, activity updates, campaign advertisements, share price, profile, and blog reminders. A second will be the current view of subscriptions as a time-ordered feed. A third will be a social tab showing the activity feed and microblog posts from people in a user's colleague network.

Other homepage areas can be customized to include sections such as *Share Price*, *Colleague Activity Updates*, *People Search*, *My Links*, and a list of personal and shared documents.

Very little space on the page is devoted to navigational links. Those are instead accessed through the global navigation, which appears across every page on the site. This frees the body of the page to focus on content.

Welcome Blunsdon, Pete
My Links
Site Actions
Search
Last name
First name
People
Q

logica
My Site
My Logica
Tools
Latest
About
Locations

My Subscriptions

View by category

Yesterday

De vijf fases voor een natuurlijke planning from Peter van Rossum's blog
In het boek Getting Things Done van David Allen wordt de manier beschreven waarop het menselijk brein op een natuurlijke wijze de planning v...

July in Public Sector from Monique Mulder's blog
July is normally a summer holiday month in Europe, but this year there seems to have been more activity than ever in Public Sector It is gre...

We're switching to Microsoft Office Communicator 2007 from UK News
Over the weekend we upgraded MOC 2007 on pcs.

4 days ago

TIBCO in Digital Infrastructure Protection from Mahesh Nagothi's blog
The term "Digital infrastructure" (DI) describes research environments that support advanced data acquisition, data storage, data ...

Logica sponsors SAP Forums for Travel and Transportation from Corporate News
Forum takes place in Brussels on Tuesday, 27 September.

Planned Outage: WS3 & Archived Workspaces will not be available Tue 30 Aug 2011 from ... from Global Service Announcements
Planned outage to upgrade server infrastructure

5 days ago

Label vs Literal vs EncodedLiteral from SharePoint Blog Posts
Label, Literal and EcodedLiteral seems similar enough at first. Just putting Hello world in any of them will be displayed identically in any...

Urging UK businesses to address the innovation opportunity from UK News
Last week Craig Boundy and Danny Wootton hosted a roundtable discussion on the culture of innovation in the UK.

Logica on Azure from Laurent Allard's blog
"Most of you know by now that Logica has won the highly prestigious Microsoft Partner Award as the Windows Azure Platform SI Partner of the ...

6 days ago

Enabling Brilliant Performance - time for dialogue from UK News
Do you receive regular feedback on how you are performing? Do you get the kind of support you need to be successful? Do you understand your ...

Charity Cake Sale 25/08/11 KP from London City news
Don't forget to support Matt as he raises funds for the Kids Company Arctic Biathlon Challenge

Security, ethics and environmental responsibility. from UK News
Have you completed the mandatory eLearning modules yet?

Aspire 2011 - have you applied? from UK News
There's only 7 working days left to apply!

7 days ago

Logica HotNews July/August 2011 from Corporate News
Wins and announcements from across Logica this month.

8 days ago

Kinect Fusion 3D Room Mapping... from Danny Wootton's blog
This is a remarkable video and as per my previous post, I am constantly amazed at how quickly technology evolves and how innovative people c...

Library Made Easy-8: Technical and Delivery from Logica Library Blog
Turning the pages to the last chapter of our Library Book, to Technical and Delivery! The section on Technical and Delivery is home to seven...

9 days ago

Serendipity and Innovation from Wendy Tagg's blog
Here are my notes, thoughts and reactions after reading Krotoski's article in Sunday's Observer. The Oxford Dictionary tells us that the wor...

RSS Feed Settings Email preference Manage Subscriptions

Find a person

Keyword:

Last name:

First name:

Search Advanced search

Develop Exceptional People

Over 19,000 courses

Up Over 250%

Andy Green on how we're all responsible for Ethics, Security and Environment

Watch Andy Green's video on....

My Links

Communities

- Intranet Community
- SharePoint Community of Practice

External

- Pete on Google+
- Pete on LinkedIn
- Pete on Twitter

Intranet

- About the new intranet
- Intranet admin
- Intranet Task Request
- New Intranet Programme

KM and collaboration

- KM intranet page
- Taxonomy Manager

My Site deployment

- Home - RSS News Feeds
- News RSS Recommendations

Add Link Manage Links

Share price

Latest price (delayed 15m): **83.05p** (+1.75) | **€0.94** (+0.02)

Market capitalisation: **1338.22M GBP** | **€1514.87M**

Tuesday, August 30, 2011 - 17:45

Show last close More details

Pictured: *My Site* pages act as the intranet homepage, giving users immediate access to the latest information targeted for them.

Blogging is big in the new design. The trend toward blogging in the organization stepped up a gear when the CEO, Andy Green, started blogging when he joined the company in 2008. He writes the site's most popular blog, with more than 200,000 views. The company had had internal blogs on *My Sites* since around 2005, but Green's adoption made it more widely acceptable, particularly by management.


Green uses the blog to write about his travels and the people he meets, typically using his Blackberry to author the posts. He is sometimes controversial and often uses the blog to discuss topics close to his heart. He uses the blog as a two-way communication vehicle, informing employees of his activities as well as gathering feedback and insights from them. Employees comment and sometimes challenge his ideas—which he encourages and responds to. In his travels, he enjoys meeting those who comment on his blog regularly; such online communication fosters in-person meetings.

Green's blog has had a direct influence on the internal attitude toward blogging. His communication style supports openness and transparency. The uptake of blogging has made for a dramatic change in the past few years, with less formal, more open dialogue occurring, even in countries where more formality is the cultural norm. The prominence of blogging in the new design is helping to continue to break down barriers to good communication.

Team members kept the blogging process. Employees can create blogs with one click and no approval process. Blogs help with knowledge and innovation sharing, and let employees comment on and challenge organizational thinking. Blogging gives employees a voice on the site and in the organization, letting them start and contribute to conversations about what's important to them.

The site includes personal blogs, hosted in *My Site*, and team blogs on team sites. Blogs are available via the *Latest* category in the main site navigation, where posts appear in a single stream from around the company. Users can also select tags from a tag cloud to see posts related to a topic of interest, such as sustainability. The page also leads users to the most-viewed and most-commented blog posts. Users can easily add or remove filters via the *Filter* menu on top of the right-hand column.


Welcome Blunsdon, Pete
My Links
Site Actions
Search
Keyword
All Sites
Q


logica
My Site
My Logica
Tools
Latest
About
Locations


Blog posts by tag

Results


17 Days Ago




Organisation 3.0
by:  Titulaer, Frank | 05 August 2011
This post is material for my vision paper on Logica as an organisation 3.0. Feel free to spread this material. Your feedback and comments are much appreciated! There is no ONE definition of...

50 views
0 comments

Tags: Leadership, Organisation 3.0, TDP, Sustainability, Transparency





In Space, you can separate the Carbon from the Trees....
by:  Rooke, Tony | 05 August 2011
H2 is going to see a couple of new innovations coming to market from the sustainability team in the UK. This blog is about our new proposition that we've been leading on in the UK:...

61 views
0 comments

Tags: Sustainability, Carbon, Land, Space, Carbon Auditors, Financial Services, Utilities, Forestry, Offsetting, Carbon Trading, GIS

33 Days Ago





One Young World - The future is bright!
by:  Green, Andy | 20 July 2011
I spent a very rewarding afternoon last week reading through the different articles submitted by our young colleagues for the One Young World summit, and I have to say, I was really pleased with...

2010 views
0 comments

Tags: One Young World, Sustainability

63 Days Ago





Nu lanserar vi Sustainable future today
by:  Högenberg, Martin | 20 June 2011
Med frågor om hur vi hjälper våra kunder att utveckla deras verksamhet med nya sustainabilitytjänster, ser vi nu med förväntan fram på att denna sommar skall ta slut.

5 views
0 comments

Tags: Sustainability

70 Days Ago





Sun, Sea and Sustainability...
by:  Foggo, Melba | 13 June 2011
Like most people, I'll be taking a holiday this year. Holidays are much needed chances to recharge batteries and spend time with family and friends. But is getting on a plane and flying to...

104 views
1 comments

Tags: Sustainability, International Practice, Sustainability Services, Business Consulting

80 Days Ago





Bringing the Future to Life...
by:  Foggo, Melba | 03 June 2011
It's been a busy few weeks. Our new campaign for Sustainability Services launches today. It's great to see our ideas brought to life by the campaign, especially in an area that is becoming top...

27 views
0 comments

Tags: Sustainability Services, Logica Business Consulting, International Practice, Sustainability

88 Days Ago



Future Proof Question Time - live from Logica
by:  Tagg, Wendy | 26 May 2011
As part of Future Proof week Logica gave us the opportunity to be able to hear from and question some of our experts. Representing our own propositions and internal position were: Rich...

14 views
0 comments

Tags: Sustainability, Future Proof, Futureproof

Filters

- ✕ Remove: [sustainability]
- ✕ Remove all tags

Popular tags

Sustainability
Environment Futureproof International
Practice Sustainability Services Business Consulting Leadership Organisation 3.0 TDP Transparency Carbon Land Space Carbon Auditors Financial Services Utilities Forestry Offsetting Carbon Trading GIS One Young World Logica Business Consulting Future Proof Future Proof Week

Most viewed

One Young World - The future is bright!	2010
I'll be Switching off!!	1921
Getting ready for Davos	1702
A Plague on all your Houses - why sustainability matters	1527
Green and München	990
The Future Proof Journey	843
A Future Proof Week Confession	443
Sustainability: Doing it to ourselves	441
Which global super power will be the leader of climate change?	277
Sustainability, Security and the Cloud	263

Most commented

A Plague on all your Houses - why sustainability matters	26
Green and München	11
Getting ready for Davos	7
Which global super power will be the leader of climate change?	5
I'll be Switching off!!	3
Sustainability: Doing it to ourselves	3
The Future Proof Journey	2
Sun, Sea and Sustainability...	1
Electric Vehicles in North America - The Outlook	1
Organisation 3.0	0

Within blogs

- Blog portal
- Blog directory
- Blog tags
- Andy Green's blog

Pictured: Blogging is popular at Logica, inspired by the CEO's informal and popular blog.


The blogging tool tracks the number of views and comments on each post and aggregates them across the organization. This results in a “leader board” of authors. Recent posts, views, and comments are shown on user’s profile pages, and this has helped drive adoption of the tool. Seeing the popularity of their posts has driven competition among some of the more prolific bloggers; this benefits the company as employees share more information and try to share the “best” information they can. Employees can view a profile page to access a colleague’s blog or subscribe to follow a blog.

Because of the company’s structure—which includes people working in virtual teams and at client sites, as well as working from home—employee profile pages often act as an employee’s first introduction to a colleague.


The profile includes information about the user’s online presence and also offers instant messaging. Employees can personalize their profiles, adding *About Me* content, changing the page theme, and adding images to a photo gallery. Employees can enter skills and interests, which allows the employee directory to double as a simple expert location tool. Further, the intranet team can use such content to create groups and target news to those groups, such as sending sustainability information to employees who add that topic to their profile.

Welcome Blunsdon, Pete
My Links
Site Actions
Search
Last name
First name
People
Q

Logica
My Site
My Logica
Tools
Latest
About
Locations


Blunsdon, Pete
Programme Manager
+44 7771 673547
Operation: OLIH: International Holdings
Business: B920: IS Costs & Recoveries
Unit: U920: IS Solutions & Services
+ Edit my details
Show security photo

About me
My network
More info


Add photo

About Pete

I'm a programme manager, currently managing the [global intranet programme](#). The new intranet is a single, global intranet rather than a collection of country portals - [read more about the new intranet](#). I also head up the *Collaboration and Enterprise Portals* domain within One IS.




My recent background is with enterprise KM and collaboration within Logica. I'm a passionate believer in *One Logica*, and have had global roles since working on the Logica / CMG merger.

Prior to this, I have around 20 years experience managing client programmes, projects and bids in areas such as utilities, healthcare, gas market deregulation and energy trading.

I have a Logica blog covering topics such as [intranet](#), [SharePoint](#), [social computing](#), [KM](#) and [search](#).

Edit details

Contact details, skills and interests

Contact information:
Staff number: 
Work email: pete.blunsdon@logica.com
Account name: 
International no: +44 7771 673547
Mobex: 
Mobile no: +44 7771 673547
Location codes: UK/KP/CF
Address: Seventh Floor, Kings Place, 90 York Way, London
Location details: Normally in KP (PLC area) 2 or 3 days a week, working from home for the remainder.
Base office: **Leatherhead**

Skills and interests:
Skills: Programme Management, Company Mergers, Business Change Management, Wiki, Intranets, SharePoint, Knowledge Management, Collaboration, Concept Searching
Interests: snowboarding, drumming, motor sport, Walking

Organisation information:
Local team manager: Voudouris, Christos
Project secretary:
Business secretary:
Cluster: UK
Subcluster: UK Subcluster
Operation: International Holdings
Business: IS Costs & Recoveries
Unit: IS Solutions & Services
Edit details

Pete Blunsdon's blog
6359 views
162 posts
139 comments
Subscribe to this blog

Recent Blog Posts

- Mobile intranet designs - 10 Comments
- Concept Searching / SP2010 taxonomy webinar - 0 Comments

Shared links

Communities

- Intranet Community
- SharePoint Community of Practice

External

- Pete on Google+
- Pete on LinkedIn
- Pete on Twitter

Intranet

- About the new intranet
- KM and collaboration
- KM intranet page

- Add Link
- Manage Links

Pictured: Profile pages can be updated to include personal information, skills, interests, and personal photographs. Blog information is listed at the top of the right-hand column.

Another site area that invites participation is *Logipedia*, the organization's version of Wikipedia. The area boasts 5,000 articles, and anyone can create or update an entry. There is no approval or moderation except by other users, who can change information as needed. This site area intentionally has a different look and feel, so users know they aren't on the "official" site.

Many of the entries revolve around the use of business tools, technologies, or methods. There's also information about clients, partners, and communities. One of the more popular areas is *Local Guides*, where employees supply information about travel, parking, and nearby restaurants, bars, and hotels. These guides are then embedded within the intranet's location pages to supplement the site's formal information.



Navigation

- A-Z Index
- Attachments Index
- Labels
- Recent Updates
- Topics
- Languages

Help

- Getting Started
- What Goes Where
- Help
- Community

About

- About Logipedia
- Statistics
- Acceptable Use

Kings Place

Last edited on Aug 20, 2011

[Show Table of Contents](#)

Description

Kings Place (KP) is Logica's main London office. It's been set up as a 'client office' meaning its main role is for hosting client meetings. There are very few project teams based here and most of the accommodation is given over to hot-desking. See the [Kings Place location pages](#) on the intranet for more details.

The [Kings Place building](#) opened on 1 October 2008. It was designed by celebrated architects Dixon-Jones and brings together, under one roof a creative hub, a dining venue, a conference and events centre, and office complex. Logica has a lease for the entire 7th (top) floor of the building which hosts client meeting rooms, internal meeting rooms, and a large hot desking area.

Travel and Parking

KP is located close (5 minute walk) to Kings Cross and St Pancras mainline and tube stations.

Lunch

- [Green & Fortune cafe](#) on the ground floor of the building. This does sandwiches, coffee etc.
- [Rotunda Bar and Restaurant](#) on the ground floor. Seating inside or outside by the canal (with a BBQ on Thursday in the summer months).
- Tesco Metro
- There's a Pret on Pentonville Road (turn left at the bottom of York Way and it's a few doors down).
- Starbucks (next to Pret).
- please add more...

Pubs and bars

- [Rotunda Bar](#) - the bar on the ground floor of KP.
- [The Fellow](#) - mainly give over to food with a few sofas in a lounge area upstairs. Has a small outside area upstairs.
- [Camino](#) - sprawling Spanish bar/restaurant. Outside courtyard area that can get fairly mobbed in the Summer. Pitchers of beer and frozen glasses. Bar menu with platter etc or there's a large tapas menu.
- [Smithy's](#) - interesting pub / brasserie in converted stables. They do a good lunch deal for £5.
- [06 St Chad's Place](#) - Just round the corner from Smithy's, this was once a mechanic's workshop, and is now a bar/restaurant with a nice airy feel to it. They do breakfast / lunch / tapas.
- [The Big Chill House](#) - large bar with a 'student' feel Good music. Pub food. Large roof terrace.
- [The Driver](#).
- Canal 125 - further up the road from The Driver, this pub is on Caledonian Road right next to the canal side. Small outside area looking over the canal back up towards KP.
- [Central Station](#) - Previously aimed at the gay and lesbian community, now trying to broaden its customer base. Cabaret bar. Roof terrace.
- Lincoln Lounge (52 York Way) - small and a bit quirky.
- King Charles I (55-57 Northdown Street) - small, more traditional pub with some interesting decor. No pub food but you can order from the cafe opposite (kebabs, egg and chips etc) or the [Royal Thai](#) and they'll bring it over to the pub when its ready - excellent!
- [Bar Pepito](#) - a small sherry bar that is part of Camino. They do a great tasting menu and have knowledgeable staff. Small range of tapas. Even if sherry is not your thing, give it a go!
- [B@1](#) - newly opened cocktail bar on Caledonian Road.

Hotels

- [Novotel, Euston Road](#)
- [Premier Lodge](#)



Labels:

[location](#), [kings-place](#), [uk-kp](#), [uk/kp/ london](#)


Comments:

[Add Comment](#)

Pictured: *Logipedia* gives employees the opportunity to post information for the wider community. It has a different look and feel to make it clear to users they are not viewing "official" information.

It was no easy task moving 25 separate intranets across 41 countries into one global site, but the Logica intranet team used research, principles, and planning to ease the transition. Switching from local views to a global view not only reflects the company's priorities, but it also enables a global workforce to communicate in new and powerful ways. This new global view has even inspired some healthy competition, out of which the company is the clear winner. Countries' content contributors compete to create the most successful content and bloggers are inspired to draw in more views and comments. The site's structure supports and encourages the new One Logica approach.

BACKGROUND

The intranet project began July 2009. During the previous six years, Logica had been through three major mergers/acquisitions, which had expanded the company's staff from 10,000 to nearly 40,000. In addition, each of these events brought another intranet platform into the company's ecosystem.

While some of these platforms had been absorbed along the way, by July 2009, Logica had approximately 25 separate intranets running on five different technology platforms. "There was a real mix of useful content and complete junk," says Pete Blunsdon, Intranet Program Manager.

Many of the environments had their own issues, including:

- Thousands of lost and forgotten pages
- Hard to find content
- Pages that were inaccessible to international users
- Massive document duplication
- Low usage
- Anonymous and impersonal content
- One-way, push communications

And, across the board, all platforms were in need of support and maintenance.

In 2009, Logica started work on a new brand definition; this provided the tipping point for the decision to create a new intranet.

The four main parts of Logica (UK, Netherlands, France and Germany, Nordics) that had come together during the merger/acquisition period had all been through branding changes and name changes, but the brand still needed to be refreshed.

"Launching a new brand would have been difficult without a new, fresh environment to engage with staff on a global basis," says Blunsdon. And, while the brand refresh was the impetus for the project, there were much wider reasons, too.

"Our 'One Logica' change program was bringing different parts of the company together, creating new global businesses, standardizing processes, and establishing global support functions," he says. "Having a series of country-based intranet sites meant that staff in a country would tend to get a very inward-looking view of what was going on in the company."

So, for example, if employees wanted to know what Logica was doing in a specific market sector across all countries, they'd have to trawl through multiple intranets, using different navigation and categorization. "Much of the time, this was too difficult and, whilst we'd had global KM systems for some time, we found that using country-based intranets was creating a barrier to knowledge-sharing," says Blunsdon.

The brand program was pivotal to Logica's strategy and future growth. "It was equally important that both clients and staff experienced a single, cohesive organization," he says. "The importance of this program meant that Logica was willing to invest and care passionately about digital design to ensure the brand experience was well received and understood by all employees."

Setting Goals

The main thrust of the intranet project was to support bringing the company together as part of the One Logica change program. Some of the legacy country portals hadn't been well maintained in anticipation of a new replacement intranet; the project was thus aimed at being a wholesale replacement rather than simply a project to upgrade specific features or sites.

In July 2009, a kick-off workshop with senior management identified a series of core principles for a new global intranet. These included:

- "We value openness: everything I contribute is there for everyone."
- "It's all about colleagues."
- "I can't do my job without it. The content and tools I need are there."
- "There is no such thing as a global homepage; I have my own."
- "Content is stored once, but there are many ways to view it."
- "Things are pushed to me because the intranet knows who I am."
- "We add content to our store of knowledge and make access easy through providing views to it."
- "Adding content is as easy as sending an email."
- "Content is enriched with properties from an agreed taxonomy."
- "We have a user forum (globally) to help produce predefined views."
- "Our intranet helps us collaborate with customers, suppliers, and other stakeholders. We make it easy."
- "Our intranet looks attractive. It draws me in. I like it!"
- "We value creating 'One Logica' through our intranet. Remember: we are local for customers, but run a global company!"

This proved to be a very useful list. "It guided the program in the early days, and allowed us to challenge existing thinking and drive through change," says Blunsdon. "We still refer to it today."

The new intranet had to include changes precipitated by advances in knowledge sharing and collaboration. It had to reflect social computing trends, including more personalization. It also had to add a "sense of fun."

Facing Challenges

The biggest project challenge resulted from the very global nature of the company and the company's intranets. This geographic diversity meant that the project team had to accommodate a vast geographical spread of stakeholders and content owners, each with varying cultural and languages differences.

"Something that was straightforward in one country would often need a complete re-think in another," says Blunsdon. The team had to understand and (on some level) accommodate these differences, while also learning to pick its battles.

"We had to be tough and resist trying to accommodate every request," he says. "Just because 'our old intranet had that,' didn't necessarily mean the new one would!"

The team also encountered some technical challenges implementing a rich brand look and feel in SharePoint. "As an example," says Mark Kernot, Technology Manager, "we had to balance the demands of rich JavaScript, imagery, and personalization against performance considerations. Some things we tried, although fabulous in UI experience terms, would not have been compatible with older PCs or remote-access solutions."

The first few migrations were very challenging. "The intranet design was still evolving, and we didn't have all the answers to the 'what goes where' questions," says Ayesha Mian, Migration and Adoption Manager. "By the time we had done four or five countries, we'd seen most variants of content and it became much easier."

Migration started as a joint activity with countries doing a share of the work. When this led to some inconsistencies, the team changed the process, putting migration under a single person and running the process via its offshore team.

"We learned as we went," she says, "refining and enhancing the process and the supporting material with each country. Getting content validated by the business owners was always difficult, and we'd sometimes use gentle persuasion techniques via the steering committee!"

Controlling the Sidebar

Another challenge for the team was finding a way to create a useful navigation sidebar and then locking it down.

The new site's left-hand sidebar is used for in-site navigation. It shows where users are within the overall site hierarchy and where they can go within the current site. "On legacy intranets, there was a tendency for contributors to cram links to just about anything in the sidebar, confusing navigation," says Blunsdon. "On the new intranet, we lock this down so it's used consistently."



Pictured: The side navigation combines the breadcrumb and in-site navigation, while in-page navigation relies on links within the main content areas and related links in components on the right side of the page.

INTRANET TEAM



Pictured: The core Logica intranet team (left to right): Chris Green, Emma Roos, Dave Dunlop, Pete Blunsdon, Mark Kernot, Jenny Perrett, Sarah Martin, Mike McIntyre, and Ayesha Mian.



Pictured: The Logica India development team members (left to right): Varun Galur, ManojKumar Raju, Suhas Vengilat, Pradeep Raman, Bhupendra Rawat, Praveen Kumar Thalluri, Nilanjan Dutta, and Manikandan Balakrishnan.



Pictured: Logica library and intranet content management team (left to right): Manoj Balan, Vivek Thakur, Vimpy Choudhary, Lizzie Lewis, Pete Blunsdon, Krithika Nagarajan, Harini Subash, and Khadar Valli.

GOVERNANCE

As mentioned previously, the intranet project was initiated as part of the wider One Logica change program. It then transitioned into Logica's internal IS/IT organization. This transition has worked out well on several fronts.

"Placing program ownership within the IS function has enabled us to be independent of the content," says Blunsdon, "and this independence has enabled us to bring about a greater level of change. The intranet today is more closely aligned with knowledge management and collaboration, and we have strong governance for associated change projects."

Logica's Chief People Officer (global head of HR) chairs the intranet steering committee, which meets quarterly. Its intranet responsibilities are split across three main departments:

- **IS:** typical intranet services, including content management (site creation, migration, policing, and reporting)
- **Chief Client Office (CCO) organization:** brand, marketing, and communications
- **HR:** employee engagement

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Intranet Steering Committee	<ul style="list-style-type: none"> • Approves the intranet strategy • Makes key decisions on approach and priorities • Influences and facilitates smooth interactions within countries/operations
CCO	<ul style="list-style-type: none"> • Reviews strategy • Ensures the intranet embodies the company's client strategy
HR	<ul style="list-style-type: none"> • Reviews the strategy • Ensures alignment with Employee Value Proposition • Drives cultural adoption
IS	<ul style="list-style-type: none"> • Develops and owns IS strategy • Provides change program governance
Intranet Program	<ul style="list-style-type: none"> • Develops and executes the strategy (including securing funding when necessary) • Delivers functionality to meet business needs • Manages the service provision • Owns the intranet architecture • Provides content management, policies, and policing • Carries out intranet usability and benchmarking • Manages information lifecycle • Serves as a conduit to user communities
Intranet Forum	<ul style="list-style-type: none"> • Helps prioritize medium-term activities (3-9 months) • Manages ideas from conception through adoption • Helps share experiences among businesses • Helps achieve shared ownership
Country/Business Intranet Managers	<ul style="list-style-type: none"> • Responsible for intranet content management within a business • Serves as main point of contact with the

	intranet program <ul style="list-style-type: none"> • Responsible for adoption within a business • Responsible for adherence to policies and standards within a business • Contributes to new ideas, identifies improvements, provides feedback • Manages the community of local content editors
Content Owners	<ul style="list-style-type: none"> • Responsible for maintaining their local business content

USERS

Blunsdon explains the information needs of the three main categories of intranet user at Logica and how the intranet serves those needs:

- **Professional staff:** Professional staff members work for Logica's clients in business consulting, professional services, or service delivery roles. Blended delivery teams with staff working together from multiple locations are commonplace, and there's a drive in the business toward flexible or home-based working. A key objective is to support information sharing across organizational boundaries. Teams often find themselves faced with problems and challenges that have been encountered before. If the intranet can improve networking, knowledge sharing, and discovery, these employees can be more effective in their roles and provide an even better service to clients.
- **Business development staff:** Marketing and business development staff, account teams, and staff working on bid teams work with client requirements and put together proposals. They need to find the answers to questions such as: "Where have we done this before?", "Who can I contact about this?", and "What are our offerings in this space?" This audience needs quick and easy access to information about the company's catalogue of offerings, case studies, references, and clients or partner relationships. And they need to find the relevant contacts fast.
- **Business support staff:** Business support staff work in central function roles such as HR or Finance. Within the company, there's a strong trend toward standardization of processes globally. Many business support roles are supported from offshore location roles. In such cases, the intranet is used as an employee portal, presenting the tools, processes, services, and supporting information that staff need to do their jobs. Business drivers to support this group include the need to reduce service desk calls and time spent searching for information, and ensure that processes are adhered to and correct information is used. In most cases, this means a combination of global and local information, but staff members don't care which is which; they just want to see what's relevant to them.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">• http://mysite.global.logica.com
Default Status	<ul style="list-style-type: none">• <i>My Site</i> is set as the homepage, but this is not enforced in most countries. It is also bookmarked in users' browsers.
Remote Access	<ul style="list-style-type: none">• Most users access the intranet remotely. Many countries have a policy of encouraging flexible working arrangements, and many staff members work from a variety of locations: home, on the road, or at client sites. Most remote access is via VPN connections or SSL gateways.

DESIGN PROCESS AND USABILITY WORK

Design Approach

The One Logica initiative helped reinforce the global message of the intranet and helped the company move away from country-based intranets. The process by which the team arrived at that One Logica intranet consisted of a number of steps that helped them refine the new site's requirements and understand the users' habits and needs based on the old intranets. These primary research methods are described below, but—in addition to the user research—the project was framed from a company perspective through several key inputs:

- Logica Brand definition: guidelines on visual identity and tone of voice
- The One Logica change program
- *The Logica Story*: a description of Logica's strategy
- The company's Employee Value Proposition and definition of Logica values
- *The Organization Blueprint*

"Being part of the One Logica change program helped us reinforce the 'global' message and move away from country-based intranets," says Jenny Perrett, program manager. "The Employee Value Proposition gave stimulus about the kind of ethos Logica is building, especially around the encouragement for cross-working and knowledge sharing." The Employee Value Proposition is also linked to the One Logica strategy to unite the company and bring consistency so employees can be more efficient in their work.

The *Blueprint* provides a model for how Logica businesses should be organized to best achieve the company's goals and produce the highest quality work for its

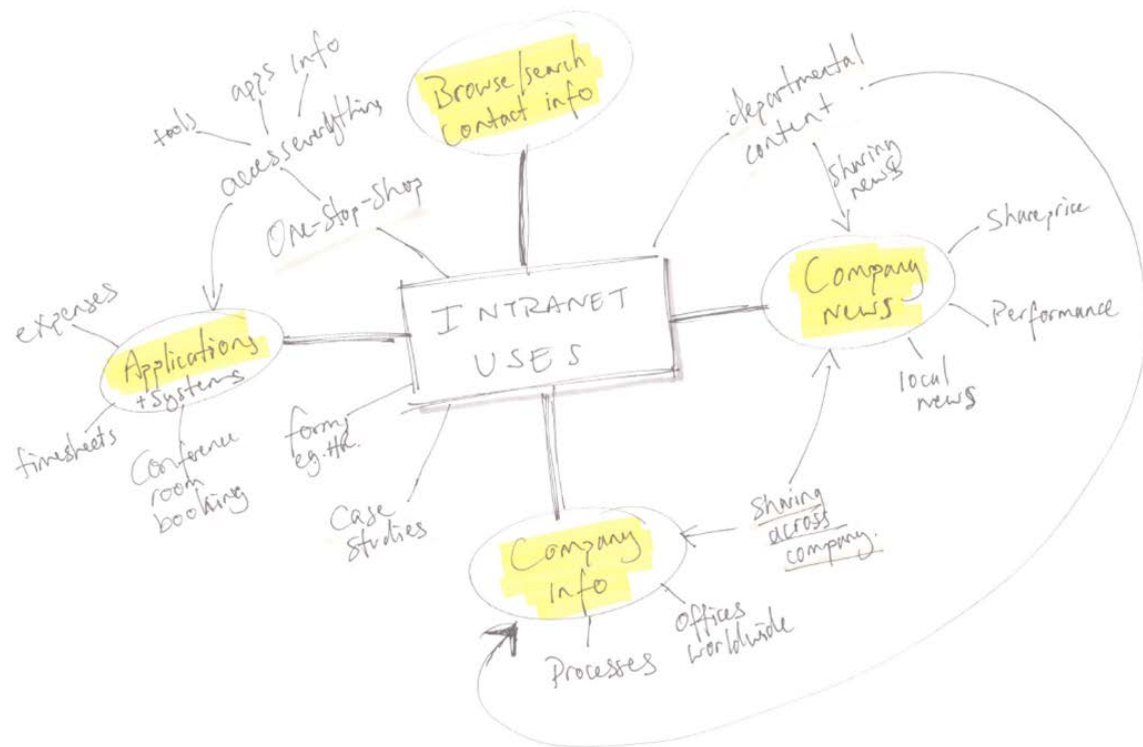
clients. “The *Blueprint* helped shape the *About Logica* section and further influenced the other main intranet areas,” she says.

Although these various inputs helped frame the project, user research provided valuable context for the team’s design decisions. As the following describes, the team used several tools to collect these insights.

User Survey

A user survey was conducted with people from across various countries and job roles. The results revealed the key tasks the intranet was being used for and what sorts of things the users wanted to see on the new site. Some sample comments from this research include:

- “It is difficult [...] to find information relevant to the actual job you are doing.”
- “I would probably be more knowledgeable and therefore efficient if I had more knowledge about different activities in different countries.”
- “The intranet should be the doorway to all the things I need on a daily basis.”
- “It’s a pain to have to search around for things that I had found before!”
- “I’d rather see less, more relevant content, not additional content.”
- “Not designed for me and my job.”
- “I would like to see a list of frequently visited pages customized for me.”
- “We should have *My Intranet*—customizable intranet page (content).”



Picture: A sketch summarizing the main uses of the legacy intranets.

Key User Journeys

The survey helped the team identify the key user journeys that the new intranet had to support. These included:

- Search for details on a person
- Access an application
- Access a workspace
- Find specific information about part of the company (browse and search for organization information, offerings, expertise)
- See news about the company (global updates and contextually “near” news relating to country, local office, discipline, and interests)

These were then augmented with “evolved user journeys” inspired by user surveys and the EVP:

- Keep up-to-date with Logica successes (such as client wins, patents, innovation, and recommendations)
- Ask a question to the rest of Logica
- Identify opportunities to share my knowledge by contributing to knowledge stores or connecting with people from similar disciplines, skill sets, or business areas

Determining Top-Level Site Structure

The top-level site structure came about through a long series of design iterations, based on the key user journeys. Through this process, the team identified the need for personalization and raised awareness of the critical issue around global versus country site structure.

"We used affinity diagramming techniques to organize intranet content and then presented it back to specific groups within Logica to iterate based on their feedback," says Blunsdon. This process is shown below:



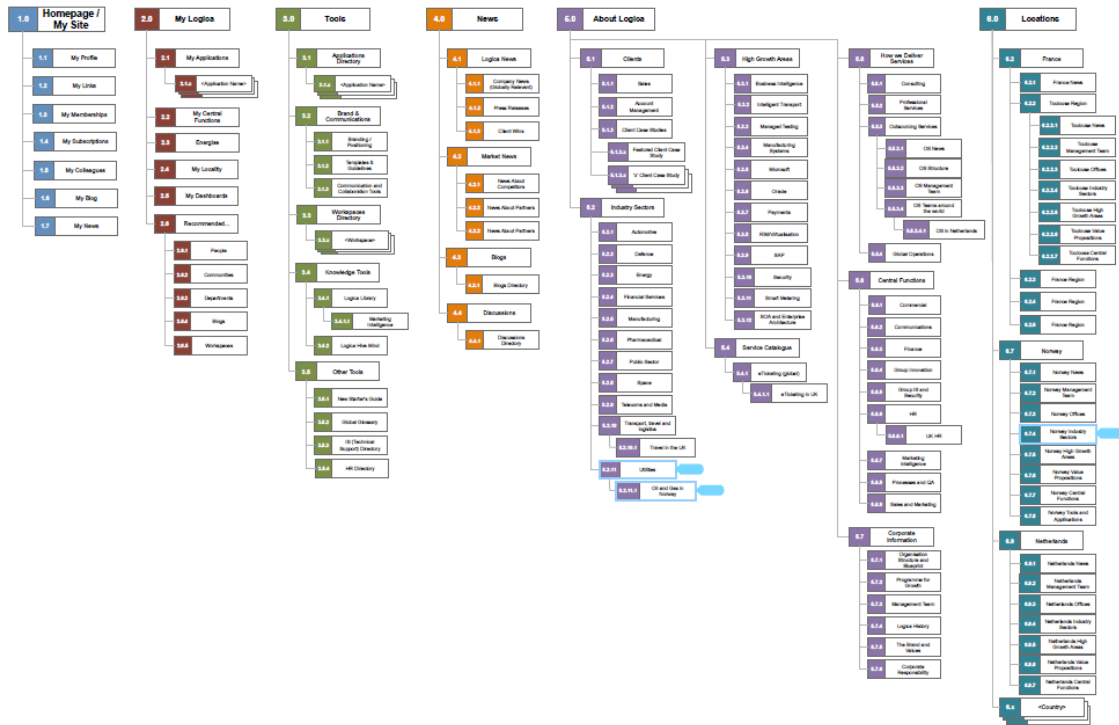
Pictured: A design session in progress.

Given the significance of the decision to do away with country intranets, the navigation and site structure had to be tested with staff stakeholder groups in different countries to make sure the approach to language and navigation worked in practice.

"To do this," says Blunsdon, "we identified a series of navigation 'red routes'—navigation scenarios we could use to test the design. We had to ensure navigation worked from a top-down, global perspective when navigating within a user's own country and when browsing a different country's view of the site."

Each red route was plotted within the sitemap, as the following graphic shows:

Red route 1 Norway Oil and Gas - Location in sitemap



Pictured: One of the red routes mapped on to the site map.

These navigation routes were then tested on the wireframes as a way to check whether the proposed navigation made sense visually.

"This approach enabled us to walk through examples from a local perspective and get buy-in," he says.

Red route 1
Norway Oil and Gas

5.2.11.1 Oil and Gas in Norway

Location: Home > About Logica > Industry Sectors > Utilities > Oil and Gas in Norway

Page type: Hub

Language: Group (ENG) or dual (Norwegian and ENG)

Description:

Oil and Gas page describing the nuances of working into this sector within Norway.

Show information on key contacts overseeing this Industry sector in Norway.

Identify key Norway clients for this sector and link to Norway account management people and case studies for Norway clients if available.

List and link to Norway specific value propositions in the service catalogue that serve this Industry sector.

Show related blogs, distributions lists, workspaces, discussions for this industry sector from Norway.

Links to:

5.4 x 3 Value Propositions pages

1.1 People's profile pages

Related to: Other Industry Sector Pages for countries.

Wireframe Notes

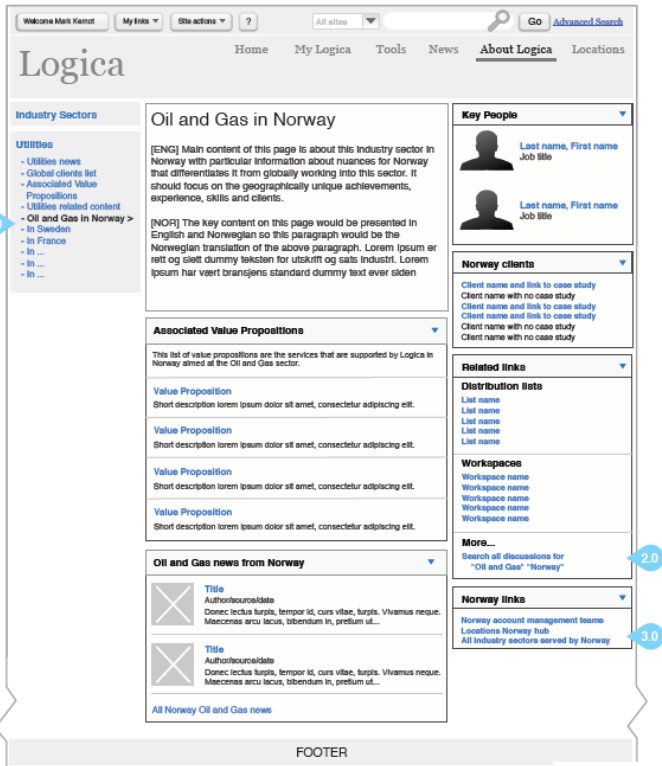
Language issues

This page is part of the About Logica section that describes the capabilities of the whole company for all Logica people to see. Therefore, core content within this page should be in English. However, there may be some content that is Norwegian due to the origin of the content. Examples of this type of content are: news articles, Workspace names, Value Proposition names, Distribution list names.

1.0 There are a number of countries that have specific pages within this business area. If this list of countries is short (less than 8) then they can be listed at this level on the side navigation and will be standard content pages within this business area (as shown in this wireframe). If the list is longer then they should come within a separate section that is an 'around the world' country selector.

2.0 This search will search for all language content matching "oil and gas" and "norway" as search terms. There is no language filter on the search results as this page is still globally relevant content and the users viewing this page are not exclusively Norwegian.

3.0 These links take the user to additional content relative to Norway.
- Link to 'About Logica > Central Functions > Commercial > Account Management > Norway'.
- Link to 'Locations > Norway' hub".
- Link to 'Locations > Norway > Industry Sectors' (Page 6.7.4).



Pictured: Red route navigation mapped on a page wireframe.

Wireframes

Annotated wireframes were produced for all page layouts. The layout below shows an example of a *My Site* page:

Wireframe

My profile - Empty fields (my view)

1.1b My Profile - Empty fields (My view)

Location: Home > My Site > My Profile

Page type: Content

Language: Local (ENG)

Description:

As per new designs with 3 tabs of content.

Links to:

1.1 My Profile - of other people through My Colleagues list

Related to: 1.0 Home (My Site)

Wireframe Notes

This wireframe shows the behaviour if sections in the user's profile have not yet been populated. There are extra hints, links and buttons to quickly get to populate the content.

1.0 If the user has not yet added a personal photo then the prompt here is to add a photo instead of 'edit'. In addition, this link should take the user straight to the page for uploading a profile photo so they can quickly browse to a photo on their computer and upload it to the profile photos library. The user should not be taken to the screen to edit their general details.

2.0 Even though the user has not yet populated this area it should still be shown with the title and some blank copy explaining the user should add their own details. There is also a button here to get straight to update the details. This button should, ideally, link straight to the relevant section in the edit details page.

This principle should be applied to the other sections as well: even if they are blank they should be displayed with buttons to populate them.



Pictured: A wireframe of a *My Site* page.

Working with an Outside Agency

Because the intranet project was bundled tightly with the company's larger initiative, One Logica, the intranet team needed the support of an agency partner to help translate some of the overarching campaign concepts into intranet design and features.

"The significant level of change within the business around One Logica meant that we needed a digital agency that could help bring this to life through the new intranet," says Perrett. "We needed a partner who could translate ideas and concepts into user interface designs that met brand, engagement, and usability objectives."

Because the in-house team was managing the technical design and development, they needed creative input that was reasonable within SharePoint's constraints.

"It took a few attempts," she says, "before we found The Team [a creative design agency]."

The Team was already working with Logica on employee engagement (as part of the Brand change program), so the intranet team asked Team members to review some of its early designs. They came back with some recommendations on how to best

integrate the employee engagement program's principles and improve the intranet's overall user experience.

"Using an external partner brought some fresh, independent ideas to the design process," she says. "It was good to have our ideas and plans challenged! With their support, we were able to be bolder in our thinking and make changes we'd never dared to do previously."

The two worked as an integrated project team. A typical breakdown of responsibilities/project activities was as follows:

- Ideas session/brainstorming (in-house and agency)
- Capture session and create sketches of solution (agency)
- Wireframes and visual designs (agency)
- Implementation (in-house)
- Development (in-house)
- Test (in-house and agency)
- Adoption (in-house)

ROLLOUT AND TRANSITION

A Local Country Perspective

Engaging the staff with the intranet was of vital importance to the project's success, so team members used a variety of methods to communicate as part of each country rollout.

"We knew from previous experience that we had to get real engagement with staff if the new intranet was to be a success," says Christina Tranberg-Mikkelsen, Marketing Director, Logica Denmark. "For us, this meant using a whole variety of communications channels as part of our internal campaign.

She describes a typical country rollout as follows, explaining how they used various key channels:

- **Email campaigns:** All-staff emails were used to start the campaign. "As a first step, we wanted everyone to explore their new *My Site*, visit their profile, and update it!" she says. The key messages were:
 - **The new intranet is a reality!** And it is a very important tool for knowledge sharing in our local and global teamwork
 - **Getting started is easy ...** : a few steps to take are to activate your *My Site* and update your profile

"After this e-mail, we did not want to send out e-mails in the organization," she says, adding that instead, they "started using the intranet as our communications platform."

- **Roadshows:** Through an intranet news article, all employees were invited to participate in a road show at their local office. Several one-hour introductions were given in each office, with a short introduction to the intranet, demonstrating the new features and also talking about some of the integration tools with other Microsoft programs such as Outlook, Office, etc.

"The reaction from colleagues was very positive," says Tranberg-Mikkelsen. "Many employees had been looking forward to the new intranet, and most people liked what they saw. A few people were a little skeptical about the new tool, which was structured quite differently compared to the old intranet, so it was an advantage to answer these comments face-to-face and tell about the improvements."

Following the initial road shows, team members plan to invite staff to road shows again. "It is a never-ending story," she says, "but new employees need the same information, and some of our colleagues need a brush up!"

- **News publishing:** To make sure the new intranet felt fresh and vital, the team seeded the site by publishing news articles every day.
- **Local management:** Local managers were briefed on project progress through monthly video meetings. "Managers were asked to be first movers and act as role models," says Tranberg-Mikkelsen. "They appointed a super user in each business unit to help create business relevant content, publish news articles, etc."
- **Super users:** Super users were found in all business units and invited to two workshops, for information and training. The team created a blog for all super users, where they communicated information about changes and new features.
- **Posters:** The team used posters in all of the company offices to promote and sell the new intranet's features and benefits. These posters included slogans such as:
 - "Start your day at *My Site*—a good beginning!"
 - "Get Logica news—quite easy... Choose *My Site* as your homepage" (with an explanation of how to do this in Internet Explorer)
- **Outlook signatures:** For other internal communications, the marketing/communications team also used special Outlook signatures for a few weeks.
- **Specific communications:** After the initial launch, a subsequent communications program focused on giving users tips on how to get the best out of the new intranet's specific features. Topics included blogging, profiles, My Logica, common tools and applications, and information included under *About*.

Rollout

Introducing the intranet to staff was phased in, country-by-country, rather than implemented as a “big bang.”

“We had a number of early-adopter countries who were happy to act as beta-testers of new functionality,” says Mian. “This helped us drive out issues that we could address before introducing the site to the major countries.”

Some of the legacy intranet sites contained a mix of:

- Current/valid pages
- Obsolete pages
- Current/valid documents
- Drafts of unknown origin
- Out-of-date documents
- Broken links
- Process descriptions
- Whole sites that nobody knew existed
- Embedded applications
- Dependencies and cross-links to other sites

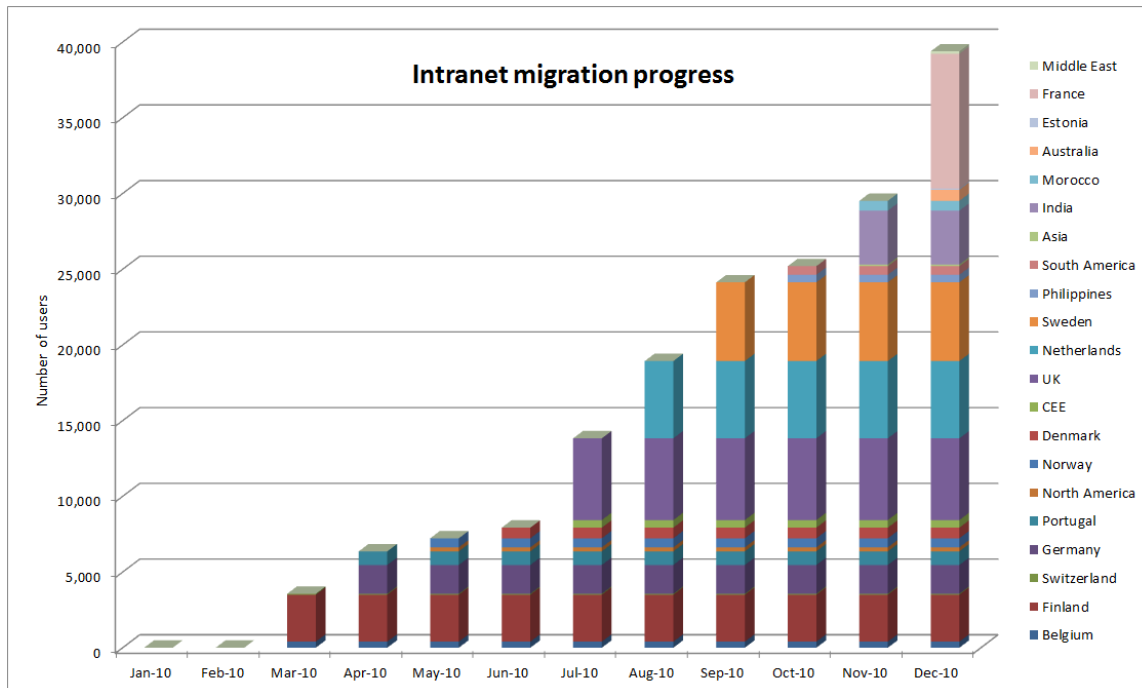
Dealing with this could be daunting, so planning for each country rollout involved mapping out tasks in three phases. There was a long lead-time prior to launching the intranet into a country; during this period, the team engaged in the following activities:

- Obtain senior management sponsors
- Plan
- Audit legacy content
- Identify gaps and assess the need for new content
- Map content to the new intranet and other platforms (such as team sites and Logipedia)
- Migrate and update content (this was performed by the company's offshore team)
- Run verify/review/testing cycles
- Train new contributors
- Engage in communications activities
- Transition and cutover

As part of the transition phase, the team used local focus groups to assess the site's impact and obtain feedback prior to launch. This typically took place on live content, but before the redirects had been put in place. Focus group participants were asked to comment on aspects of the site such as ease of navigation, page layout design, readability, level of detail in content, and effectiveness of communications material.

"Reactions to what was, after all, a standard global site varied enormously between countries!" says Mian. "This highlighted the effect of local cultures, how far a particular country was on the One Logica journey, how different the site was from their legacy site, and the effectiveness of local communications.

"This was a really important activity, and we ended up doing a lot more tailoring of the local transition and launch activities than was originally planned," she says.



Pictured: Migration of all country intranets was completed within a year.

A Quick Transition: Pulling off the Band Aid

Moving from the old system to the new one was a quick transition, necessitated by the team's limited resources. Because it didn't have the luxury of easing everyone into the new system over time, the team simply pulled the Band Aid off in one quick move.

"We switched over really quickly from the old to the new system," says Tranberg-Mikkelsen. "We had very limited resources for the project, so this was important. And it was easier to keep the enthusiasm and be proactive."

Tranberg-Mikkelsen cited several key elements that facilitated the quick transition:

- **The intranet as the only source.** "We switched the main all-staff communication channel from e-mail to intranet news articles. Some of the articles were very basic—such as telling about the 'Menu of the week'—but the intranet was the only place you'd find this!"
- **Pre-subscribe users to blog updates.** "Several of the Denmark managers created their own blogs, and we then subscribed relevant groups of staff to receive updates from them."

- **Link campaign.** "As marketing and communications, we had a clear linking strategy in place from the beginning, so we are linking to the different information areas and documents as often as possible."
- **Publicity campaign.** "Visible posters and Outlook banners also created further awareness about the intranet."
- **High-level support.** "[We had] Great support from our central intranet team—always very helpful—and support at a high level from a great team of committed, innovative, and open-minded people!"

Although the transition strategy was successful, there were some things the team would do a little differently if they did it all again.

"In hindsight, intranet introduction meetings should have been mandatory for all employees," says Tranberg-Mikkelsen, "or at least we should have tracked who had been introduced to the new tool, to be able to target the rest."

"We also found that video introductions and training worked very well; particularly for our consultants who are not in the office every week," she says. "If we went through this process again, we'd make more use of video as a communications tool."

TIMELINE

INTRANET PROJECT TIMELINE	
Milestone Date	Milestone Description
2001	<ul style="list-style-type: none"> First company intranet
2003	<ul style="list-style-type: none"> Combined intranet launched on day one of the Logica/CMG merger Global intranet community initiated
2003	<ul style="list-style-type: none"> Corporate site covering 13 country portals launched
2004	<ul style="list-style-type: none"> Global implementation of SharePoint 2003 team sites and <i>My Sites</i>
2008	<ul style="list-style-type: none"> 30,000 <i>My Sites</i> and 20,000 SharePoint team sites upgraded to SharePoint 2007
January 2008	<ul style="list-style-type: none"> CEO's <i>My Site</i> blog created
July 2009	<ul style="list-style-type: none"> New intranet program start date
October 2009	<ul style="list-style-type: none"> Intranet Steering Committee agrees to remove country sites
December 2009	<ul style="list-style-type: none"> New intranet framework launched in SharePoint 2007
March 2010	<ul style="list-style-type: none"> New Logica brand launch
May 2010	<ul style="list-style-type: none"> Blog portal live
June 2010	<ul style="list-style-type: none"> <i>Global News</i> solution live
December 2010	<ul style="list-style-type: none"> Migration of all countries completed
December 2011	<ul style="list-style-type: none"> Upgrade of intranet to SharePoint 2010

Approximately 500 people across the organization contribute content to the intranet, but most update only very specific sections. Although this decentralized model allows the greatest input from employees across the organization, it also presents its challenges.

"This is a bit of a balancing act," says Blunsdon. "We want local content ownership by the right people within the business, but need to maintain consistency and standards.

"In general we don't use fine-grained permissions, as this would create a heavy maintenance workload," he says. "Instead, most general pages can be updated by anyone with intranet contributor rights. There are a few exceptions to this around news and service announcements publishing and when publishing policy or process content. Here, specific permission groups are used for tighter control."

The team makes a big distinction around permission management between people who can edit page content and those who are able to create pages or sites. "Site creation is very restricted as it has fundamental impact on navigation," says Blunsdon. "Only the central intranet team can do this."

Policing Content

Rather than have a complex approval chain, the intranet team takes a policing approach to content. "Regular policing processes help us pick up any content that doesn't follow standards," says Mian.

Daily reports list pages and sites created and are used to keep an eye on new content. "This is where most potential issues are trapped early on," he says. Reports are also produced for checked-out pages, unpublished pages, recently updated pages, draft pages, and so on. These help identify oversights in content management.

"We have an offshore team—three full-time equivalents—that provides content management services, and we encourage the business to make use of this team," he says, "particularly when adding new content." In such cases, content is reviewed by the department owner, and then implemented by the services team. Once it's in place, ongoing maintenance is usually done locally.

Once posted, content is monitored to keep tabs on what content is being accessed and by which groups. "We use intranet statistics to ascertain whether content is being accessed and how staff are navigating to content," says Mian.

This helps drive decisions for placing content in a more intuitive way. "This is an ongoing process, and metrics are reviewed by the individual countries as well as the core team," she says.

Supporting Content Contributors

Content editors are supported on a day-to-day basis via the intranet content services team. But given the geographic spread, most training is carried out via web meetings; when there are specific requirements or larger groups, the team will conduct face-to-face training sessions. The team also offers a range of video-based training modules for self-training or for contributors who need a refresher.

In addition to this training, the team is putting together a training-refresh process that is mandatory if staff members want to keep contributor rights. “This,” says Blunsdon, “helps flag up people who have changed roles and no longer need contributor access.”

Improving Content over Time

Multiple measures are in place to help improve the quality and ensure content consistency over time. An integral part of the training is to review existing content and identify how to improve it as a measure for understanding best practices to help assure that content contributors’ editors will be able to produce consistent content. “When we train content contributors, key principles and guidelines are provided along with the Content Standard document for reference,” says Blunsdon. “In addition, we use a number of good example sites — and a few bad examples! — to demonstrate applying standards in practice.”

Also, every page includes a feedback link in the footer. Anyone can use this to provide comments on missing or incorrect content. The intranet team responds to these or assigns them to a local owner for review and action.

Contributors are also actively encouraged to share good practices and user benefits and journeys with others to help improve the global experience. The best examples are then showcased via the Intranet Forum meetings.

The intranet content services team follows a schedule of reviews (by country and major business) and regular policing activities. When team members spot problems, they are reviewed with the relevant key contacts; they then develop a plan together to remedy any issues.

“We hold a monthly Intranet Forum meeting with all country and business owners and other key stakeholders participating,” says Blunsdon. “We use this to provide updates on the development pipeline, reinforce principles and standards, instigate campaigns such as the ‘Campaign Against Corporate Blah.’ We also host interactive sessions where ideas are presented and discussed, and invite countries to present on local experiences and successes to provide inspiration to others.”

When new content is provided for the intranet, the intranet team provides suggestions for how it can be displayed and why. “We’ll either be invited to help, or we’ll spot the new content via reporting and volunteer help if we see it’s needed!” says Mian, adding that when there are gaps in the content, the team asks contributors to provide the necessary input, “with a strong emphasis on educating the content owners/editors.

“We take this education process very seriously, reverting to our original guiding principles, content standards, brand guidelines, etc., to explain why something isn’t right. Without this, feedback risks being taken as just personal preference (and ignored!),” she says. “Page templates also limit the amount of dubious artistic freedom that can be used within pages.”

SOCIAL INTRANET

Having social tools on the new intranet is a high priority for the company. The intranet today includes many social features, including commenting, blogs,

customizable profiles, forums, and wikis. Migration to SharePoint 2010 is scheduled for Q4 2011 and with this migration will come further social features.

"We've also had several microblogging pilots running for some time," says Blunsdon. "The next step, scheduled around the end of 2011, will involve integrating microblogging into the intranet."

"This is important for us," he says. "Our strategy is to build social features into our global intranet rather than introducing new standalone social solutions. We recognize that different people take to different forms of social software. By having a single platform, we can avoid fragmenting our user community, and better support networking and knowledge sharing."

Geo-Tagging Blog Posts

A good example of the company's forward thinking about the social intranet is how it uses blogs. Blogs can be tagged with a location, so the user can aggregate posts to those nearby or plot posts on a map. This feature is often used to support campaigns that invite employees to provide input or comment on activities via a form, which writes it as a post on their own personal blog. Campaign-related posts are then aggregated and displayed on a blogging map.



Tell us what you think via our Future Proof Week blogging map

◀ Back

Post 3 of 3

Green, Philippa

The Most Rewarding Culture - by Jan Babiak, Non-Executive Director at Lo

Webster's Dictionary defines corporate culture as "the shared values, tradi...

[Read more](#)

0 comments | [Add Comment](#)

Filter

Contribute your opinions

Add your title *

Add your comment *

Select your location *

* denotes a required field

Great minds think differently



Pictured: An example of how geo-tagging is used to present user-contributed blog posts locally on a map.

FEATURES

The site offers many useful features—many of which have been mentioned—but a few notable ones are worth examining in some detail.

Hello Yellow

Recruits to Logica are helped through their on-boarding journey via *Hello Yellow*. This site presents selected content on a week-by-week basis to help new staff find their way within Logica. The slider at the top of the page allows staff to revisit previous weeks' pages.

The site includes various tools to provide feedback during the on-boarding journey, including:

- Checklists to confirm receipt of information on HR, Health and Safety, security guidelines, and so on
- Surveys after two weeks, eight weeks, and six months
- Tasks that confirm completion of mandatory eLearning, basic familiarization with and business processes completion of HR development plans and objectives

Welcome Blunsdon, Pete
My Links
Search
Keyword
All Sites
Q

logica
My Site
My Logica
Tools
Latest
About
Locations
Hello Yellow
Use the bar below to navigate through the weeks of your journey here at Logica

Blunsdon, Pete ()
OLIH: International Holdings, B920: IS Costs & Recoveries, U920: IS Solutions & Services
Your people manager is:
Baracco, Dominique

Your journey
Week 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 +

Welcome to your journey
We should have shown how to do the basics such as filling in time / expenses sheets, hot desk booking etc. Your network should be growing and we should have given you vital knowledge about HR, Resourcing, Security etc. We trust your sense of Logica's brand is growing.
What next? Well we hope the information sign-posted on this page will help you to continue to make sense how the organisation works and the journey it is on.

A. Green Future
Hear from our CEO on how we can bring the Logica brand to life
Learn more...

Be brilliant together...
Learn more about our brand. Our ambition, what makes Logica different and how we want to spark the possibilities for the future.
Learn more...

Talent and Development
Investigate the learning tools available to you - including browsing and booking elearning/training
Learn more...

Resourcing
A list of documents supplying useful resourcing information - including CV templates and how to use LARA (apply for roles)
Learn more...

From Green to Red Hot
See how much you'll learn in your first six months.
Learn more...

Everything you need to do to keep moving at Logica
Welcome to Logica
You have been invited to attend, find out more about what it's about.
Learn more
HR Policy
Get to know your key HR Policies.
Learn more
Employee Benefits
All you need to know about Core Logica Benefits, Flexible Benefits and Pension.
Learn more
Logica Working Practices
Useful information on the Smart Working Policy.
Learn more
HR and Payroll Queries
Got a question for the HR or Payroll? Your answer might be a few clicks away...
Learn more
Employee Assistance Programme
Whether you have a simple question or a complex concern, Unum LifeWorks is available to help you.
Learn more
Staff Communications Council
An effective channel for communication between staff and management.
Learn more

No grey areas
What is Hello Yellow?
Onboarding - Roles and responsibilities
Getting started
HR welcome calls
Your key contacts
Health & safety
How Logica works - FAQs
Security
PTS handbook
Book a desk (DILBERT)
Book annual leave (ALBERT)
One IS support desk
Timesheets
Mellow Yellow
What's on this week
Logica's Sports & Social Club 'LSSC'

Pictured: The *Hello Yellow* site helps new employees through their on-boarding process.

Tools Page and Global Navigation Menu

One of the intranet's primary roles is to provide easy access to the applications and tools that users need to do their jobs. The most frequently used applications are brought together on the *Tools* menu. The menus are the same on every page, avoiding a need to return to the homepage.

Tools listed on the menu are a mix of global tools and tools specific to the user's role within Logica.

"They don't care which is which," says Blunsdon, "they just see what is relevant to them."

The *Tools* section contains a full directory of tools and applications, along with pages that provide information about applications. The following example from *Tools > Communications*, describes apps related to brand and communications.

Welcome Blunsdon, Pete ▾ My Links ▾ Site Actions ▾ Search All Sites ▾ Q

logica My Site My Logica **Tools** Latest About Locations

Admin

- Annual leave booking
- Desk Booking
- Expenses
- O2 Bill Analyser
- Timesheets

People

- Everyone benefits
- Payview
- Diamond Awards
- ePMS
- LARA

Process

- OMT
- CBR resources
- Bid Smart
- Logica Operating Model
- Cortex
- Procurement

Other

- One IS Service Desk
- Spark
- All Group tools...

Search

- People search
- Library search
- Logipedia search
- Image search
- Workspace profiles
- Search Centre

Knowledge

- eLearning
- Intranet portal
- Logipedia
- Logica Library
- Global Glossary

Collaboration

- Live Meeting
- Office Communicator
- Workspaces
- Audio conferencing

Communications

- Image Library
- CommsBuilder
- eCommsBuilder
- WizKit
- Brand tools

Tools

Communications

- Brand sites by Country
- Brand Tools Training
- Business Cards
- Comms Builder and eComms Builder
- Corporate gifts
- Email Signature
- Guidelines
- Image library
- Logica Brand Film
- Logica Logo
- Logica Quotes
- PowerPoint WizKit
- Templates

Brand guidelines

Visual identity guidelines and new tone of voice

Logica quotes

Database of Logica quotes to use in your branded communications

CommsBuilder and eCommsBuilder

Web based tools to create branded literature, posters and other collateral, branded email marketing and advertising

Image Library

Repository of approved images and Logica logos to bring your communications to life

PowerPoint WizKit

Branded slide template in tool and approved Logica presentations synchronised to your PowerPoint.

Templates

List of branded office templates for documents like CVs, Bid Proposals, Letters, Faxes and Memos.

Corporate gifts

Branded pens, mouse mats, writing pads, umbrellas, polo shirts, sweets and more...

Applications examples

Collection of brand application examples. E.g. magazines, charts, graphs, exhibition stands, literature, advertising.

Quote

Read the brand story

Do you have a question?

FAQs
Find answers to some of the questions that may occur to you.

Related Links

- Logica Boilerplate
- Logica Story
- Mission Vision Value

Pictured: This page from the *Tools* section lists tools related to brand and communications. It also shows the *Tools* menu, listing the most commonly used local and global tools.

The Logica Library and Auto-Classification

The *Logica Library* is the company's global reuse repository. It's organized into different sections for different types of content (such as Sales and Marketing or Reference Stories). The homepage allows users to search for content or browse in each of the *Library* sections.

Within each *Library* section, browse filters allow users to drill down and select sections of interest, and then further slice and dice their selections and refine the results by filtering on properties like language or content type.

Welcome Blunsdon, Pete
My Links
Site Actions
Search Keyword
All Sites

logica
My Site
My Logica
Tools
Latest
About
Locations

Reach the information you need with the Logica Library

About the Logica library

Find
Search or browse the library to get the files you need
Search

Share
Share and reuse content globally with your peers
Contact a Logica Library administrator

Browse the Library sections

[Bid Knowledge](#)
Fragments of common bid responses, company information, diagrams... [\[more\]](#)

[Business Support](#)
Publications from global functions such as HR, Finance, Commercial, One IS... [\[more\]](#)

[Global Insight](#)
Marketing intelligence, competitor analyses, campaign-specific research and insight... [\[more\]](#)

[Project Summaries](#)
Short, factual summaries of projects carried out by Logica teams worldwide... [\[more\]](#)

[Reference Stories](#)
Reference documents and PowerPoint 'reference cards' for use by bid teams... [\[more\]](#)


[Sales and Marketing](#)
Case studies, capability statements, factsheets, sales guides... [\[more\]](#)

[Technical and Delivery](#)
Project documents - articles, papers, standards, procedures, templates, tools... [\[more\]](#)

Questions?

[About the Logica Library](#)
[Logica Library \(in Logipedia\)](#)
[Contact a Library administrator](#)
[How to search the Library](#)
Watch a 2 minute screencast

Contact





Lewis, Lizzie
KM Content Services Manager


Admin links

[Navigate the Library publishing sites](#)

The Library blog

7 days ago

Library Made Easy- 4 : Supporting our businesses
25/07/2011 from [Logica Library Blog](#)
Moving into the next corridor of our library aisle: Business Support!Business Support houses documents related to some of the central and ap...

14 days ago

Library Made Easy-3 : The book of Bids!
18/07/2011 from [Logica Library Blog](#)
It's all like a big book!! This is what the content stores appeared to me this morning as I sat flipping through the various documents dur...

21 days ago

Library made easy- 2: What's in store?
11/07/2011 from [Logica Library Blog](#)
Browsing through the Logica library makes you wonder what the content stores are all about! Shall we take a look? Simply put, a content s...

Pictured: The *Logica Library* homepage has a distinct identity and lets users easily find specific content.

Welcome Blunsdon, Pete
My Links
Site Actions
Search
Keyword
All Sites

logica
My Site
My Logica
Tools
Latest
About
Locations

Logica Library
Library search results

Results from 1 - 10 of 170 for sustainable mobility (selections within Theme) in Sales and Marketing (0.156 seconds)

Sector
Theme
Content Type
Business

All
X Items selected
All
All

☒ All
☐ Advertisement
☐ Brochure
☐ Capability Statement
☐ Case Study
☐ Factsheet
☐ Presentation
☐ Press Coverage
☐ Sales Guide
☐ Video
☐ White Paper

within results sustainable mobility
170 documents
Refresh results

Next

Name	Type	Published
Sustainable Mobility external v1.0 (pptx, 1041KB, properties, no external use) Sustainable Mobility	Presentation	27/05/2011
1a Shaping a Sustainable Future v2 (pptx, 1462KB, properties, no external use) We don't just talk about it, we have delivered sustainability-related services across the globe. From sustainable mobility for Finnish travellers, to greenhouse gas reduction schemes in Australia -	Case Study	16/06/2010
Logica Sustainability Strategic update June 2011 MASTER VERSION final (pptx, 7568KB, properties, no external use) Sustainable Mobility	Presentation	07/06/2011
UK Factsheet_sustainable-mobility LR (pdf, 112KB, properties) SUSTAINABLE MOBILITY Bringing intelligence to transport THE CHALLENGE To be sustainable means to be fair - to this generation and the next. It's being sustainably profitable, with environmental protection meeting economic growth and our quality of life. For transport, it means improving network efficiency, reducing congestion, cutting pollution and making people aware of the benefits of change. It's a big cultural shift. Your challenge is to handle the transformation that is sustainable mobility, from road charging and	Factsheet	19/04/2010
analyst briefings sustainability_June 2011_MF (docx, 1534KB, properties, no external use) Sustainable Mobility	Sales Guide	07/06/2011
Logica Sustainability Services Sales Guide V1-4 (pdf, 762KB, properties, no external use)	Sales Guide	06/06/2011
Sustainability summary of propositions and offerings (docx, 35KB, properties, no external use) Sustainable Mobility	Sales Guide	16/06/2011
1b Empowering Sustainable Mobility (pptx, 1429KB, properties, no external use) Electric vehicles are part of our Empowering Sustainable Mobility proposition, and leverages our strengths in Energy and Transport	Case Study	16/06/2010
UK Case Study Daimler Green IT LR (pdf, 473KB, properties) and to shape the future of safe and sustainable mobility with groundbreaking technologies and high quality products. Until	Case Study	21/09/2010
SBT_Daimler_GreenIT_CS_EN_2011_lowres (pdf, 365KB, properties) and to shape the future of safe and sustainable mobility with groundbreaking technologies and high-quality products. Until	Case Study	02/08/2011

Refine search by:

Language
EN - English (167)
DE - German (2)
SV - Swedish (1)

Content Type
Presentation (60)
Sales Guide (18)
Capability Statement (7)
Advertisement (11)
Brochure (13)
Factsheet (24)
Case Study (17)
White Paper (19)
Press Coverage (1)

Refine by age
Last Month
Last 3 Month
Last 6 Month
Last year
All

Pictured: The *Logica Library* homepage has a distinct identity.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"> • Production environment: four web servers, two application servers, SQL cluster over two geographic locations • Separate environments for Acceptance/Failover, Test, and Development • Windows Server 2008, SQL Server 2008, Microsoft SharePoint 2007/2010 • In-house hosting via Logica Private Cloud solution in UK and Sweden
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> • SharePoint team sites and custom lists
Design Tools	<ul style="list-style-type: none"> • Wireframes: OmniGraffle 5.2 and Adobe Illustrator CS3 • Page designs: Adobe Photoshop CS3
Site Building Tools	<ul style="list-style-type: none"> • Visual Studio 2010 • SharePoint designer 2007 and 2010 • jQuery plug-ins • IE developer toolbar • Firefox and Firebug • HttpWatch • Yahoo Yslow
Content Management Tools	<ul style="list-style-type: none"> • Standard SharePoint content management
Search	<ul style="list-style-type: none"> • SharePoint 2007, SharePoint 2010, and Concept Searching
Other Functions	<ul style="list-style-type: none"> • Attini Blogs: blog aggregation, view count tracking, tag clouds • Concept searching: taxonomy management and auto-classification • Statistics and analysis: in-house solution based on IIS logs and SQL reporting services • Atlassian Confluence: <i>Logipedia</i>

	<ul style="list-style-type: none"> • Aptimize: page optimization and caching • Axceler ControlPoint: team site management • FoxIT PDF iFilters • AvePoint DocAve Archiver: team site content archiving • Bing maps
--	---

MOBILE

Users can access the intranet from a browser on any mobile device with connectivity to the Logica network. Currently, users get the full web experience, but the team is building a lightweight mobile interface.

“We are designing an optimized mobile experience for our growing population of smartphone users (iPhone, Android, Windows, and Blackberry),” says Kernot. “We are also ensuring that basic page rendering is supported on older devices, predominantly Blackberry 5 and older.”

“As part of the mobile intranet project, we’re using in-built SharePoint device identification to detect specific browsers and redirect users to a page variant optimized for mobile presentation,” he says.

Key audiences for this project include:

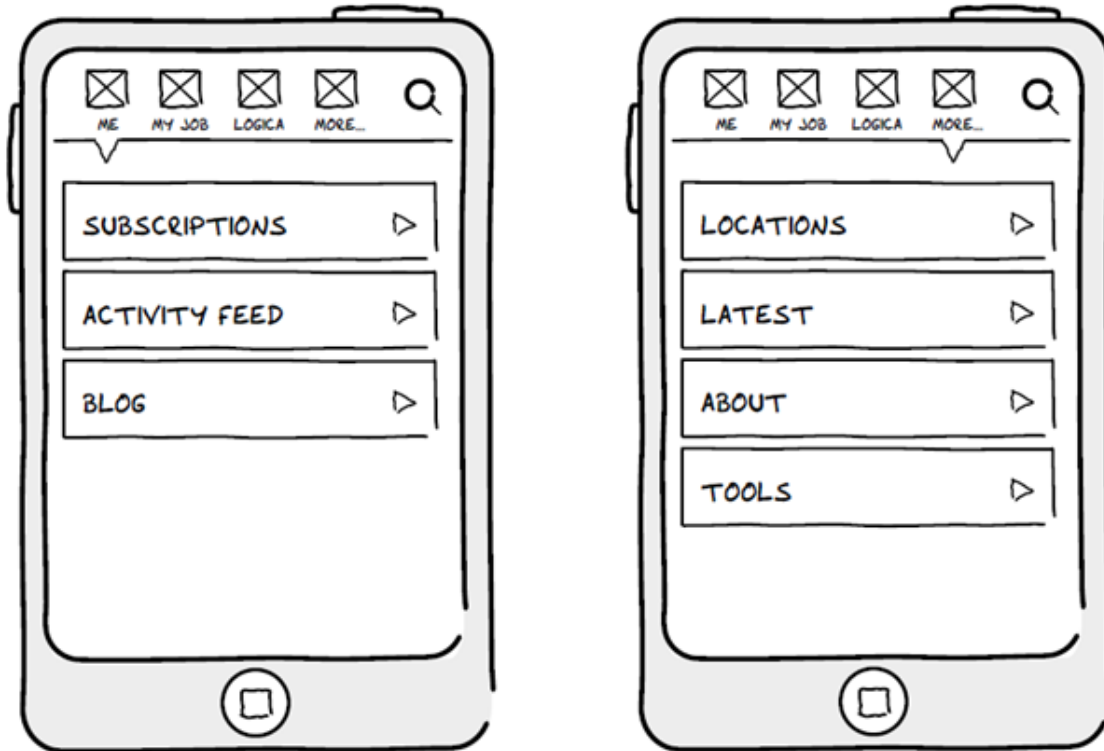
- Staff working on client sites
- Business development teams putting together client proposals
- General staff who need to keep up-to-date and feel part of Logica when they are on the move
- General staff who are building their networks within Logica
- Mobile staff members who need to quickly look up “company directory” information (such as proposal or sector contacts, account teams, and support functions)

“We identified key user journeys for mobile employees by working through the existing site map,” says Kernot. The resulting mobile-optimized interface is being built around the following five journeys:

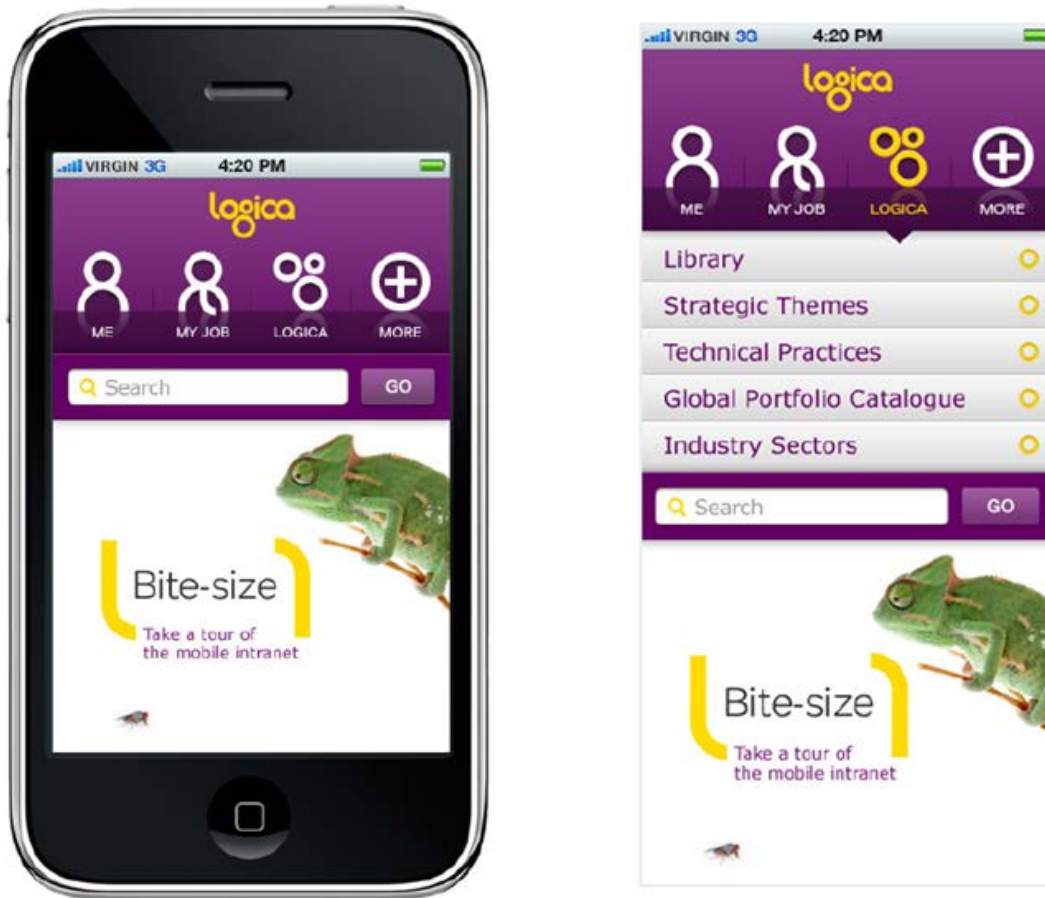
- **Me:** subscriptions, activities, contact information, blogs
- **My job:** *My Tasks, Tools, My Workspaces*, business directory, location
- **Logica:** *Library*, strategic themes, technology practices, offerings catalogue, industry sectors
- **More:** locations, *Latest, About, Tools* directory
- **Search:** intranet search and people search

These journeys are being tested by the team, testing various realistic scenarios, called “red routes.”

“We’re building a proof of concept for the optimized mobile interface using a selection of ‘red routes’ to provide realistic scenarios. We’re then testing this with various user groups following a similar process to the main site design,” he says.



Pictured: Early design mock-ups for the mobile intranet proof of concept.



Pictured: Early design concepts for the mobile intranet proof of concept.

SEARCH

The Logica intranet uses two products to support its search requirements:

- **SharePoint search:** provides the main search engine, indexing content within the intranet, *My Sites*, team sites, and a selection of specific sites and external content (around 16 million items).
- **Concept searching:** indexes the intranet, *My Sites*, and the *Logica Library* and provides the auto-classification service.

The decision to use Microsoft's search platform is based on the company's use of SharePoint as its main collaboration and portal platform. "Our IT strategy, our experience in use of the product, and Microsoft's evolution of the search platform all were contributing factors," says Kernot. "That's not to say that we haven't looked at competing products. Through the course of search evolution in Logica, we have looked at most and where we feel Microsoft doesn't go far enough, instead of switching tracks to another provider, we have taken the approach of supplementing functionality building on the core products. An example of this is our use of concept searching for taxonomy and metadata management and auto-classification."

Customizations to the SharePoint search platform have all been done in-house. The search UI has been changed to match the intranet design. The *Search Center's* tabbed interface supports different “slices” of search, search result layouts, refine-by options, federated searches, and advanced search options are all tailored according to specific content sources.

Search behavior is tracked through the analytics/statistics system so the team can track trends in the most commonly searched for terms. Within this set, search terms that don't lead to obvious results can be updated with a “best bet” to give users quick access to the information they are seeking.

“Priority is given to specific sites to boost the relevance of search results,” says Kernot. “As an example, the pages on the intranet have a higher level of authoritativeness than content on a team site. Some of the search tuning is actually achieved through the design and management of the content environments themselves.”

Some examples include:

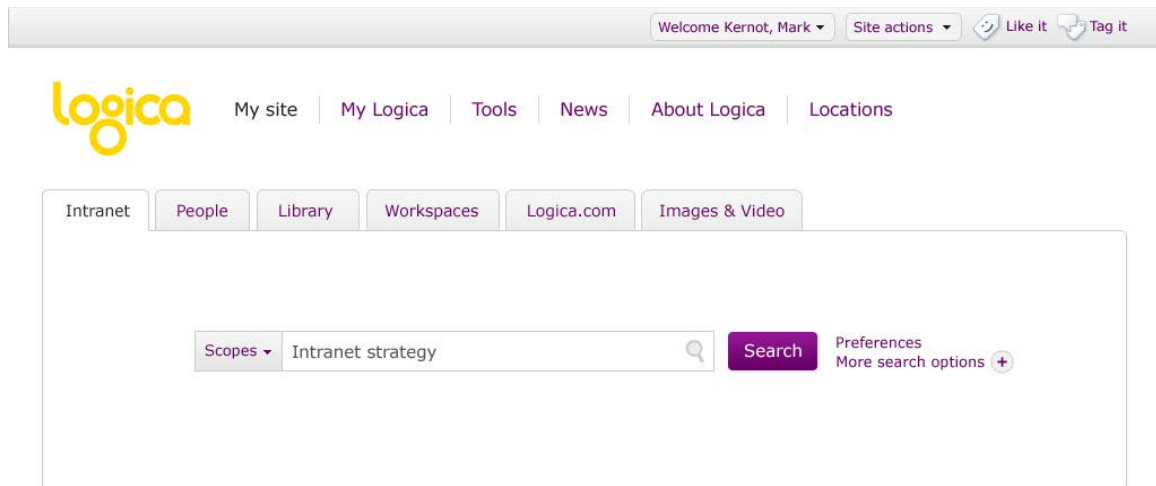
- **News articles:** “News articles are stored within a hierarchy, by country and then by year. This is for ease of content management, rather than presentation purposes. Using separate sites per year means it's easy to archive articles once they become aged and give greater relevance to more recent content.”
- **Team sites:** “Once team sites are finished with, they're archived by a cleanup process that takes place once a quarter. Content on these sites is still indexed but in a separate scope and only after each new batch is added. This way, we remove a lot of search result ‘noise’ relating to obsolete content.”

“We are using auto-classification to improve search relevancy,” he says. “By auto-tagging intranet pages with business metadata, we're able to improve search filtering to the area you work in. This is especially handy if you are looking for local HR policies/local administrative support.”

Search Interface

A search box is included in the global navigation bar in the header of every page. The default is an *All Sites* search, but users can choose specific search scopes via a dropdown. Searches take users to a results page in the *Search Center*. The *Search Center* tabs are also listed in the *Tools* menu.

The *Search Center* has a very simple UI —just a search box, some tabs to show specific content types, and a dropdown to refine the scopes.



Pictured: The *Search Center* is very simple - just a search box and some tabs to filter specific types of results.

In the site's SharePoint 2010 *Search Center*, the team reserved the main page area for key content but used federated search boxes in the right-hand panel to show related searches such as people or content from the *Logica Library* or workspaces. The left-hand zone contains options to refine the search. According to Blunsdon, people take to this much more readily than a page full of advanced search options.

Welcome Kernot, Mark
Site actions
Like it
Tag it

logica
My site | My Logica | Tools | News | About Logica | Locations

Intranet | People | Library | Workspaces | Logica.com | Images & Video

Author:
Any author
[Blunsdon, Pete](#)
[Harrison, Sharon](#)
[Roupie,](#)
[Marie-Claude](#)
[Simpson, Stephen](#)
Show more >

Modified date:
Any modified date
[Past month](#)
[Past six months](#)
[Past year](#)

Content type:
Any content type
[Document](#)
[Web page](#)
[Wiki page](#)

Site:
Any site
[info.global.log...](#)
[mysite.global.io...](#)
[wiki.global.log...](#)

Scopes Intranet strategy Search
Results 1-6 of 327 for intranet strategy Sort by: Relevance

Strategy
The **intranet** strategy sets out the three year strategy for Logica's **intranet**. ... The **Intranet** Strategy is currently work-in-progress (as of June 2011) ... View the current draft **Intranet** Strategy (PDF, 600Kb)
59kb | [Blunsdon, Pete](#) | 07/06/2011

Mobile intranet designs
... is part of the **intranet** strategy - it's an essential way of engaging staff and there are increasing ... **Intranet** ... **Intranet**
[Blunsdon, Pete](#) | 21/01/2011

Apresentação Intranet Logica
... wider **intranet** programme. ... about the Logica **intranet** and this return visit was for us to present more about our own experience ... here, such as strategies around multiple country / language support, brand realisation, and migrati ...
[Blunsdon, Pete](#) | 21/01/2011

Study Your Day 3 - Microsoft's unified cloud strategy and client focused working
...
[Wootton, Danny](#) | 23/05/2011

Developing applications for SharePoint
Basic::**Intranets**, Collaboration sites, **Intranets** ... Is an application + **intranet** platform ... Want SharePoint to play big role in content management strategy
[Simpson, Stephen](#) | 20/10/2009

One IS Solutions
... on future strategy, requirements and solutions. ... Most staff are currently working on the programme to introduce the new global **intranet** portal. ... client intimacy strategy.
[Roupie, Marie-Claude](#) | 15/02/2011

People results (9 results)

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Ayesha Mian
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+44 7889 094056

More People results

Workspace content results
(29,440 results)

Intranet Strategy
Intranet community blog ...
Intranet Strategy
[Harrison, Sharon](#) | 21/04/11

Strategy Slides
Intranet strategy slides ...
Ensure **intranet** embodies our client intimate strategy
1MB | [Blunsdon, Pete](#) | 21/01/11

Intranet Strategy
Intranet Strategy.docx ...
New **Intranet** Programme
19MB | [Blunsdon, Pete](#) | 24/05/11

More Workspace results

Previous | 1 2 3 4 5 | Next

Pictured: Content search results showing refine-by options and federated searches.

People Search is one of the intranet's most-used features. The site features two forms of output: a simple (and fast) directory listing that's useful if users want just a phone number, and a more detailed presentation that includes photos, colleague information, and other business details. All "people" links, whether in search results or included on intranet pages, link to the user's *My Site* profile.



View:

[All matches](#)
[Name matches](#)
[Profile matches](#)

Role:

[Any role](#)
[Programme Manager](#)
[Technology & Deployment Manager](#)
[Business Transformation](#)
[IT Senior SharePoint Technical Architect](#)
[Show more >](#)

Location:

[Any location](#)
[SE/GGV](#)
[SE/MOV](#)
[UK/GRPK/1](#)
[UK/KP/CF](#)
[Show more >](#)

Show: [Directory](#) [Advanced](#)

Intranet strategy



Search

[More search options +](#)

Results **1-7** of about 7 for **Intranet programme**

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Pictured: An example of a people search results page.

RESULTS AND ROI

Sometimes, an intranet's most important successes are the things that are simply easier or more efficient because the intranet exists. Blunsdon shares some of those benefits from the Logica intranet:

- **A more global network.** "Getting the right people for the job (or getting the right assignment yourself) is now easier because we no longer rely on just the people we know. Project teams can be mobilized using a global pool of knowledge and resources. People who share their knowledge and expertise are rewarded via extensive networks, which in turn lead to opportunities."
- **Better content and better access to content.** "Significant usability improvements have resulted from the consistency of content and navigation provided by the global platform. Contributors now produce content for a global audience and have much wider exposure than with country silos. We see evidence of healthy competition between businesses to attract users with clear, well-written content. Mining the intranet is quicker and easier as a result."
- **Increased collaboration.** "Information on our offerings and propositions [proposals] is collected together in our *Global Portfolio Catalogue* and supporting collateral (case studies, references, etc.) is managed in the *Logica Library* so users know where to find them. As a result, we see a greater level of awareness of, and collaboration between, our solution teams across the organization."
- **Improved stakeholder buy-in from all countries and businesses.** "As the benefits of a single, global platform become more apparent, usage increases as content owners want to improve their information and provide benefit to their staff through this channel via blogs, news, and links to relevant and useful information."
- **A shift in contributor focus.** "As adoption increased, we saw a shift in the nature of our engagement with contributors—support issues reduced, and there was an increase in staff wanting to use new channels, content targeting, or seeking assistance with content presentation."
- **Increased competition.** "As all parts of the organization are now on a common platform, it's easy to make comparisons between countries. We generate statistics deliberately comparing usage (in percentage terms) within countries. This visibility, backed with objective measures, creates an element of competition between businesses. No one wants to be left behind."
- **News targeting.** "The number of news channels (ranging from formal corporate to operational and business sectors to informal updates and chats) has quadrupled since the intranet was first introduced. As countries get into steady-state, they're getting value from more accurate targeting of news feeds."

- **The blog directory:** The team tracks the number of views and comments within the blog directory. The company's CEO is well in the lead with over 200,000 views, 198 posts, and 814 comments.
- **News commenting:** Adding the ability to comment on formal news challenges the perception about what is considered a top article. For example, a simple article on changes to a travel policy generated around 70 unexpected comments.

LESSONS LEARNED

An important lesson learned, and something many teams struggle with, is how to successfully use *My Sites* in SharePoint. Logica has been using *My Sites* since 2004 or so (originally under SharePoint 2003). "They never really had broad acceptance," says Blunsdon. "Most of the time, they were just used as a personal drive." And when the company upgraded to MOSS 2007, despite some improved functionality, the story was pretty much the same.

"The breakthrough came," he says, "when we included *My Site* as part of the intranet. Although it's still a separate application, it's visually 'integrated' via the global navigation menus. This means it doesn't have to compete with the intranet—instead, it's very much part of it."

The custom *My Subscriptions* component helped establish *My Site* as the primary content-delivery channel for staff. As a result, the company has achieved a very high *My Site* adoption—in excess of 95 percent of users each month in most countries.

"Using the SharePoint *My Site* as the homepage is something that we've seen a number of organizations trying recently," he says.

The *My Site* experience taught the team several lessons:

- Putting the user in control is a very positive step
- Include *My Site* within the primary navigation
- By default, within SharePoint, users are the Site Collection Admins of their own personal sites. This might give more control than is desirable (for example, users can delete their own personal sites!)
- Despite a range of customization options, the overwhelming majority of users will stick with the default, so make sure you choose the default set of components carefully.
- The out-the-box SharePoint *My Site* navigation can be confusing for users, so it's a good idea to try and simplify it.

Logica team members also shared some of their other experiences from the intranet project:

- **Balance local versus global needs when tackling multi-language support.** "Coping with multiple languages is hard! There are so many ways of tackling this and compromise is inevitable. We had to be sensitive to local needs whilst still staying true to the global One Logica design principles."

- **Start with seeded sites.** “In the early stages of migrations, country teams were encouraged to participate in setting up their new sites. This created some difficulties. Teams lacked the global view, and once they had invested effort in creating content they were reluctant to change it. We changed the approach and delivered populated sites back to them which was much more successful.”
- **Test wireframes before translating to designs.** “We often found that pages that looked good as wireframes or design mockups didn’t work in practice when populated with real data. We have a lot of staff with very long names!”
- **Establish guiding principles and refer to them to settle competing demands.** “We sometimes found ourselves trying to be too accommodating to demands from the business, which would have taken us down the wrong path. Another member of the team would then remind us of our own guiding principles we set out on day one. This helped bring us back on track, but it happened more often than you’d think!”
- **Balance freedom and artistic freedom.** “You need a ‘toolbox’ of components to allow the business enough artistic freedom when creating content pages. Too much freedom and you end up with a mess; too little and they’ll go off and do something else.”
- **Less is more when it comes to content.** “It takes time to get the page layouts and components right and there’s always a pressure to start content population. We went through a few iterations and each time it was a painful process to roll out the changes. There’s often a tendency to put too much on a page. Less is more! Mobile support also has a big impact here. If you can identify the bare minimum set of content across all pages up front, it makes mobile rendering a much easier task.”
- **Pare down SharePoint’s features before releasing it into the wild.** “There’s a lot in the box with SharePoint. And we added a lot more. If you allow web parts on publishing pages, make sure the web part gallery is kept lean and mean, otherwise it becomes a ‘candy store’ for contributors building pages.”
- **Get support from above—high above.** “If you are undertaking a major redesign, try and get the most senior steering committee possible. You’ll need it to help drive through the level of business change needed. Change needs to be wanted at the top of the company if it is going to be taken seriously in the businesses.”
- **Define navigation carefully, and then lock it down.** “Define your navigation rules, test them with different scenarios, refine them, and then stick to them!”

- **Establish your technology environment with care.** “SharePoint development needs to be agile, but it’s essential that the release processes are very strictly controlled. Make sure you have separate development, test, acceptance, and production platforms, and use them!”
- **Look outside your own team for perspective.** “An external perspective on your intranet design can be very valuable. It can encourage boldness in design, and views are not clouded by previous designs or experiences.”
- **Manage the release of social tools.** “If you’re introducing social technologies, make sure you have an adoption plan or be prepared for low usage.”
- **Keep the user perspective in mind.** “If you’re part of the intranet team, your world revolves around the intranet. For users, it’s a tool that they expect to just work. Don’t assume they have the same vision!”
- **Communicate early and often.** “Do a lot of internal marketing and communication. When you think you’ve done as much as users can bear, do a bit more!”
- **When rolling out a global intranet, there will be vast differences from one country to another—so plan for it.** “We found smaller countries were often the most receptive and excited to join the new intranet as it gave them an opportunity for global exposure. Larger countries varied in their attitude. Some were eager to participate and share in the direction of a global platform whilst others clutched to their legacy sites to resist what they felt was relinquishing control. Each country was managed individually according to their culture and approach, allowing them to buy-in to the One Logica story, reassuring them that they wouldn’t lose their cultural identity in the process!”

MAN Diesel & Turbo SE (2012)

Using the intranet:

MAN Diesel & Turbo SE is the world's leading provider of large-bore diesel engines and turbomachinery for marine and stationary applications. The company designs two-stroke and four-stroke engines, manufactured by the company itself and its licensees. MAN Diesel & Turbo also designs and manufactures gas turbines, steam turbines, and compressors. The company's product family includes turbochargers, Controllable Pitch propellers, gas engines, and chemical reactors. MAN Diesel & Turbo's range of goods includes complete marine propulsion systems, turbomachinery units for the oil and gas, and process industries and turnkey power plants. Customers receive worldwide after-sales services marketed under the MAN PrimeServ brand. With its four strategic business units—Engine & Marine Systems, Turbomachinery, Power Plants and After Sales—MAN Diesel & Turbo is one of the world's leading suppliers in its various fields.

Headquarters:

Augsburg, Germany

Number of employees the intranet supports:

13,768 (approximately 7,000 with personal login)

Company locations:

The company operates in 43 countries, including Brazil, China, Denmark, France, Germany, India, Russia, Singapore, South Africa, South Korea, Switzerland, UK, and US.

Locations where people use the intranet:

All locations worldwide have access to the intranet. The majority have access via their network login and other smaller offices via VPN. The goal is to eventually have all 113 worldwide organization offices added to the MAN Diesel & Turbo domain, giving them full network access via network login.

Annual sales:

Group-wide annual sales in 2010 was €3.8bn.

Project team:

In-house, 17 people formed the core project team, working across 12 departments.

In total, the worldwide project organization consisted of a steering committee with the project owner and three business unit and group function managers, a project manager and an assistant, a business resource group consisting of 14 major intranet contributors, an IT resource group consisting of 10 IT Experts, and a reference group consisting of more than 50 Business matter experts.

NNIT: Assisted with the business analysis, IA design, usability, web design, and organizational change management.

ProActive: Assisted in the back-end development of the collaboration and *WikiWorld* areas, and with the migration strategy.

Enabling: Assisted with the hands-on support and migration.

Peoplenet: Assisted with training-material development and hands-on classroom training.

Members:

In-house: Joseph Purse, Head of Online Communications; Peter Stern, Senior IT Project Manager; Kristina Helms, Project Manager; Hanne Maretti, Online Communications Specialist; Christiane Kröhling, Manager Online Communications; Anders Kryger, Manager Internal Communications; Andrzej Huryn, System Specialist; Niels Petráus Garde, System Developer; Stephan Spangenberg, Software Developer; Ludwig Fischer, System Developer; Reinold Növermann, Knowledge Manager; Thomas Alders, Senior Solution Consultant; Stinne Bech Johansen, HR Consultant; Michael Hirschvogel, Head of Contract Management; Alexander Baumgärtner, Compliance Manager, Power Plants; Frankie Paul Cook, Process Manager; and Connie Spangenberg, Group Marketing SharePoint Coordinator

SUMMARY

The intranet at MAN Diesel & Turbo SE is named *Atlas* after the Greek mythological Titan who holds the world on his shoulders. It's a fitting name: the intranet is a critical tool, and this one supports the goal of emphasizing global thinking across departments and cultures in a company of more than 13,000 employees. But this intranet has a dual personality—the second being that of an angel who helps employees access all those little details they need to know, but often can't easily recall on their own. The power of Atlas is visualized in this short movie, created for the project's initial introduction: <http://www.youtube.com/watch?v=PN1lyDvyA2o>

The intranet's logo features dual circles around the word *atlas*. These circles are meant to be reminiscent of binoculars watching the activities at the organization, almost as if the intranet follows users around with those binoculars and a pad of paper—tracking, reminding, and helping them as needed.



Pictured: The circles in the MAN Diesel & Turbo SE intranet logo are reminiscent of binoculars, watching how the organization operates. The intranet is named after Atlas, a Greek Titan who carried the world on his shoulders.

The homepage is a portal into an array of areas that are important to individual users. The page looks simple and inviting, and is easy to scan as sections and their titles are easy to locate. And the content is targeted to users based on their role at login.

A few important news items take a prominent place in a carousel in the homepage's upper left area. These rotating items are typically text with images or videos, giving employees variety in media and communicating the news in the best possible format. The text for each item appears below the image or video, and includes a headline and a short description. This is more helpful than just offering a few words or a cryptic image (which we often see in carousel options). Once selected, the text color of the selected item changes from white to blue. A few more top news items are listed to the right of the carousel, with a short summary and the posting date. Rather than cluttering up the page with an additional link—such as *Read the article* or *More*—the headlines themselves are links. This is also helpful for people who scan for links and for people who use screen reader software (for accessibility).

Both the site search and the people search are in prominent positions on the homepage; both searches appear consistently in the upper right of all Atlas pages.

Travelling down the page a bit, we see some of the more important tools that many people at the organization want and need, including the *View Content* applet, where users can choose to filter information by organization unit and location. A selection here asks the intranet to (temporarily) ignore the country and location that are specified in the user's role and changes the content presented to match that of the selection in the drop-down lists in the *View Content* applet. The content is not translated. Rather, links that are relevant only for a specific location are named in the location language. As such, the links displayed are based only on the users choice of location and department.

Using a role-based system apprises and includes everyone at the organization. And a feature like this offers flexibility that many users—who visit, work with, or manage people in other locations—need.

The *Canteen Menu* is especially important to so many people to nourish their body, as is the *Popular Links* area where people can nourish their mind with content their peers care most about.

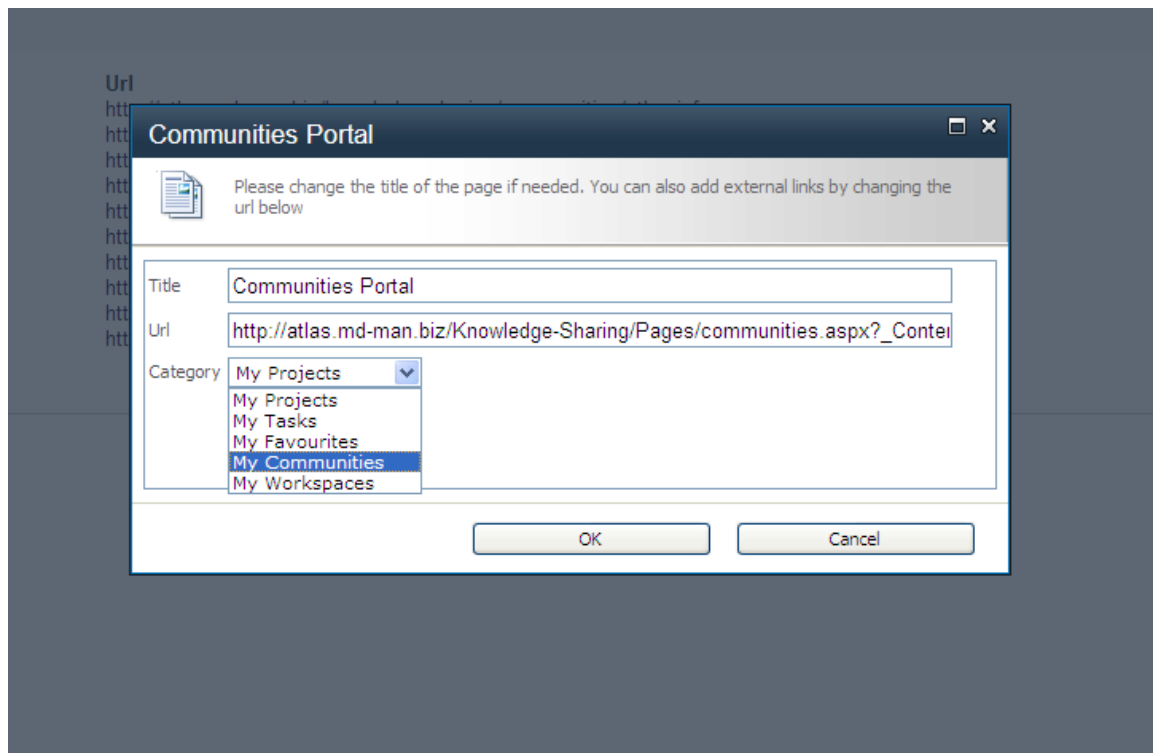
Also, the *I Need To* area displays different tasks relevant for the chosen location in random order; this means that the task displayed often changes, so the box serves as a small advertisement for various tasks.

The second row displays productivity tools to specifically assist the logged in user. *My Favorites* are, of course, chosen by the user. The *My Tasks* area lists explicit items that the user needs to succeed at his or her job.



All the *My Web* sections are empty when users first log in, so users must add relevant tasks (making sure that they are, in fact, relevant).

Users have no need to hunt for project information as their projects and work groups are easily found in the *My Projects* and *My Communities* areas, respectively. Like the *My Favorites* area, these links are, by default, empty so users must initially locate the pertinent information and then create links.


Homepage content is helpful only if users actually care about it, so it's obliging that the second row of web parts is customizable. It's also easy for users to edit links in their *My...* sections. To do so, they simply click the *My Links* link, located next to their name in the upper right corner. A light box opens, illuminating the task at hand, and offers a *Category* drop-down list with choices correlated to each of the homepage's five customizable sections. The user can edit the link URL and title here.



Pictured: A light box shows the customizable homepage sections and gives options to edit the URL and title for the links.


Site Actions  Home News & Events Employee Centre Our Company Knowledge Sharing Self Service 

The Intranet of MAN Diesel & Turbo




Dr.-Ing. Hans-O. Jeske
Member of the Executive Board of MAN Diesel & Turbo SE

SEARCH

Phonebook Content 
[Advanced Search](#)

NEWS




Se de sidste to interview...
2011-08-15 | 28 kolleger fra MDT Frederikshavn deltog 30. juni...


2011-08-15 | Ny medarbejder i D-DK/ Frederi...
 2011-08-15 | KMD 4:18:4 Copenhagen Challenge
 2011-08-12 | Compliance Awareness and Busin...
 2011-08-12 | SAVE MONEY.....
 2011-08-12 | Internt stillingsopslag - Seni...


MDT GenSets for Russian diamond industry
In April 2011, the Russian company NG-Energo won the tender for the construction of ...

Importance of HSE and Product Safety
Dr Hans-O. Jeske, Chief Technology Officer of MAN Diesel & Turbo, talks about th...

MDT results of the 2011 employee survey
The results of the first group-wide employee survey are in. Nearly 40,000 MAN Group e...


View Content 

Org. unit
GK 

Location
Copenhagen 


[Apply Filter](#)

[+ Personalise page](#)

Canteen Menu 


Copenhagen
T 41 Se ugemenu her
T 35 Se ugemenu her


[View all](#)

Popular Links 

- Compass Access
- MYMT Access
- ATLAS Support
- Compliance
- MAN2B / Marketing
- Shop
- Navigator
- MDT Phonebook


[View all](#)

I Need To 

Know what to do when the press calls 


What to do when the press calls?

[View all](#)

Emergency & Safety 


- Nødopkald
- AMO MDT-DK
- Travel coordination
- Beredskabsplan T41
- Beredskabsplan T35

[View all](#)

My Favourites 


- Admin training
- Billboard
- DieselPort statistic...
- GK - Group
- Communica...
- L - Marine Low Speed

[View all](#)

My Tasks 


- Den Blå Avis CPH
- FutureMatch
- Marketing shop
- MAN2...
- Overhead archive
- Photo Archive

[View all](#)

My Projects 


- CE Risk Analysis
- Extranet Turbo Integ...
- Internet
- Turbomachin...
- Migration progress
- PowerIntra

[View all](#)

My Communities 

- Atlas Support
- DieselPort-Infosite
- MDT-Internet-support
- Navigator
- Social Media in MDT

[View all](#)


My Workspaces 


- Group-Communications
- mandieselturbo

[View all](#)


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Pictured: The Atlas homepage offers the most recent and most important news, along with helpful links to daily productivity tools.

 SPTUserAUG My Links MAN links My Site Help



[Home](#)
[News & Events](#)
[Employee Centre](#)
[Our Company](#)
[Knowledge Sharing](#)
[Self Service](#)





Dr.-Ing. Hans-O. Jeske
Member of the Executive Board of MAN Diesel & Turbo SE

GenSets von MDT für die russische Diamantindustrie
Im April 2011 gewann das russische Unternehmen NG-Energy die Ausschreibung für...

Bedeutung von HSE und Produktsicherheit
Dr. Hans-O. Jeske, Chief Technology Officer von MAN Diesel & Turbo, spricht über d...

Erste MDT-Ergebnisse der Mitarbeiterbefragung 2011
Die Ergebnisse der ersten, konzernweiten Mitarbeiterbefragung sind da...


The Intranet of MAN Diesel & Turbo

SEARCH

☐ Phonebook ☒ Content

[Advanced Search](#)

NEWS



Schulung bei MDT Argenti...

2011-08-12 | Am 4. August hieß MDT Argentinien Dr. Rico Baumann...

2011-08-16 | eXcellence Open Program - Expe...

2011-08-15 | Drachenboot Duisburg Innenhafen

2011-08-12 | Änderung der Materialstammdate...

2011-08-12 | Seminar Analyse von technische...

2011-08-11 | Kooperationsvereinbarung mit d...

View Content

Org. unit

Location

[Apply Filter](#)

[Personalise page](#)

Canteen Menu

Augsburg
Menü der Woche
Menu of the Week

[Mehr Information](#)

[View all](#)

Popular Links

- [Compass Access](#)
- [MYMT Access](#)
- [ATLAS Support](#)
- [Compliance](#)
- [MAN2B / Marketing Shop](#)
- [Navigator](#)
- [MDT Phonebook](#)

[View all](#)

I Need To

Know what to do when the press calls

What to do when the press calls?

[View all](#)

Emergency & Safety

- [Notfallverhalten](#)
- [Umwelt und Sicherheit](#)

[View all](#)

My Favourites

- [akademika -Job-Messe...](#)
- [Bewirtungen](#)

[View all](#)

My Tasks

- [Ideenmanagement](#)
- [Visitenkarten beste...](#)
- [Auto mieten](#)
- [WIKI-artikel schreib...](#)

[View all](#)

My Projects

- [Anweisungen](#)
- [kostenstellenplan](#)
- [Turbocharger](#)
- [Webshop](#)
- [Turbo-Prozesslandkar...](#)

[View all](#)

My Communities

- [Grundrahmen Dynamik](#)
- [Materialverfügbarkei...](#)

[View all](#)

My Workspaces

- [Drehprobe](#)

[View all](#)

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Pictured: The Atlas homepage when a user has selected *GM* for Group Marketing. The *View Content* web part filters based on department and location; because the user's location here is Augsburg, German links are available.

Content in the *News & Events* section is available in English, German, Danish, and French. Standard corporate content is available in English only. The individual news publishers decide—based on content guidelines and the article’s expected target audience—whether to have an article translated. If so, the publisher asks a standard translation provider to translate it into the other three languages; the Online Communications Group pays for this from their budget for group news translations.

People can click an applicable country flag icon in the upper right to immediately switch to the article in a different language.

MAN logo and navigation links: Magnus Lagerström Nielsen, My Links, MAN Intra, My Site, Help. Search bar: Search this site... Phenixia, Content, Advanced Search.

Home | News & Events | Employee Centre | Our Company | Knowledge Sharing | Self Service

Atlas > News & Events

Send to Colleague | Print

World-leading technology behind strong market share gets a boost

2011-11-08 Last week, sales people from all over the world travelled to an international sales conference at the global centre of excellence for propeller solutions for large diesel engines, which is part of MAN Diesel & Turbo in Frederikshavn.

MAN Diesel & Turbo's strong market share in controllable pitch propellers (CPPs) is based on reliability and substantial savings on ship running costs, among other things. Apart from their green credentials, the propellers also reduce vibration and noise.

The firm's historical and comprehensive knowledge of ship propulsion is invaluable in the work to reduce carbon, nitrogen and sulphur emissions, helping to achieve a greener footprint. To this can be added hydrodynamic optimisation of the propeller blades, which is enough to make the engine more efficient on its own.

At the sales conference, which ran from Monday 31 October to Friday 4 November, 30 salespeople from Africa, Asia, Europe, the Middle East and the USA brought themselves and each other up to date with the latest technology and marketing opportunities.

Torben Johansen, head of the Propeller Department and host of the sales conference, said: "We're currently working all out to finish a unique design of propeller blade that bends out at the tip. This technology will further increase efficiency and be our passport to the market for fixed propellers, that is to say propellers with non-rotatable blades. 2012 will be a key year for us in this context. Which is one of the reasons for holding the conference: to bring the international sales organisation up to speed."

The international sales conference, which is going to be an annual event, underlines how MAN Diesel & Turbo Frederikshavn has gone from being a production company to working more with development and knowledge.

Watch the interviews below in which Philip Martin from MDT UK, Aleem Quraishi from MDT Middle East and Dirk Folchart from MDT Norway talk about what they get out of the conference.

Philip Martin, Sales & Business Development Manager, MDT UK

Aleem Quraishi, Regional Sales Manager Marine Engines & Propulsion Systems, MDT Middle East

Dirk Folchart, Manager, Marine Engines & Systems, MDT Norway

Comments

Post

Previous | Next

Joseph Purse 2011/11/09 13:09
Good to see that the WVO sales managers have a common angle on propeller solutions for the world market

Hanne Gisholm Marrett 2011/11/09 13:03
This is quite inspiring!

Author WebPart
Anders Kryger Hansen
Email: Anders.Hansen@man...
GK

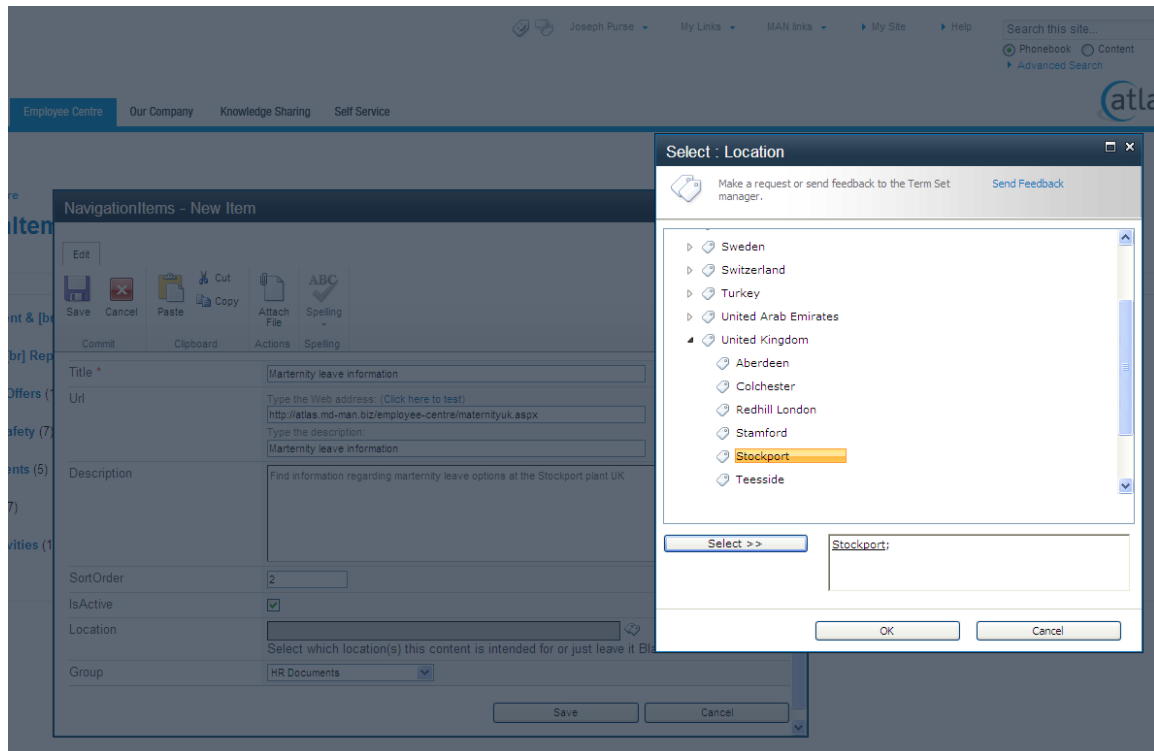
Article Documents
No available attachments to display.
View all

Category
World Wide Organisation
Products
People
View all

Related Links
No available links to display.
View all

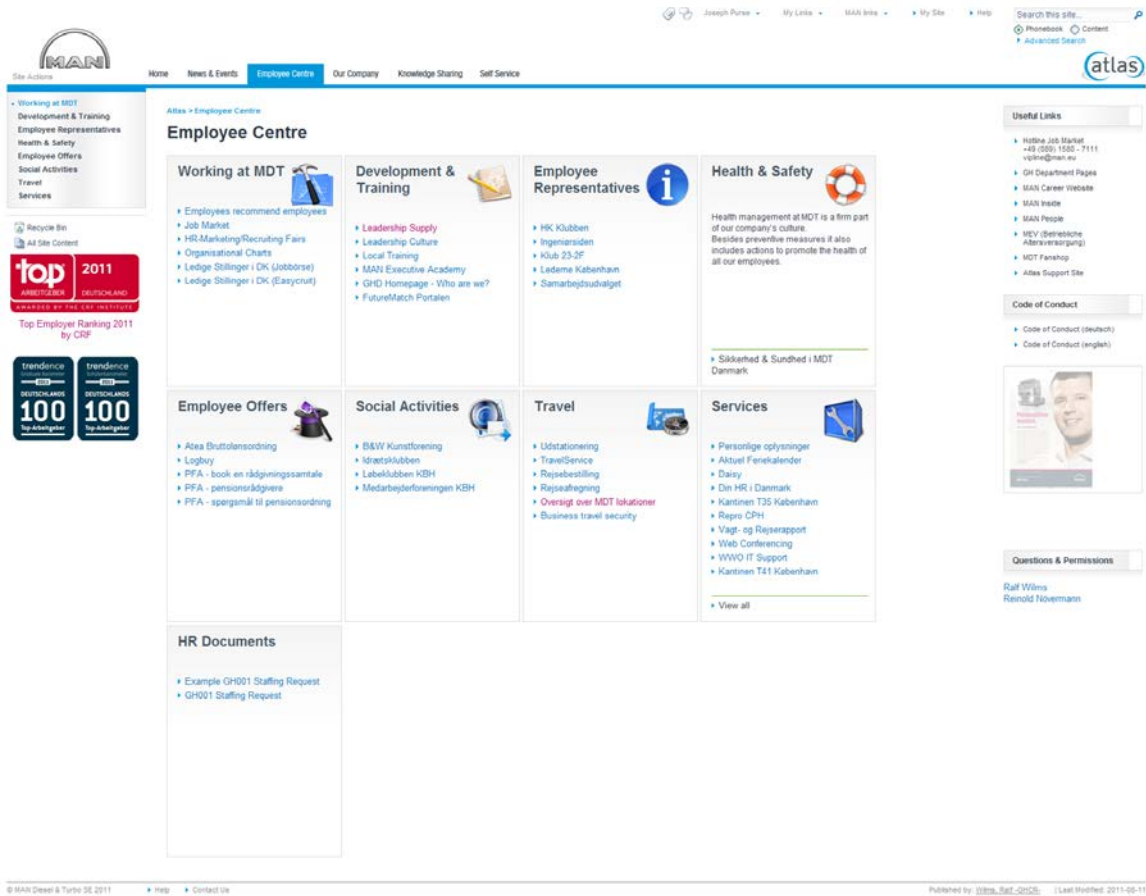
Pictured: A news item is available in English, German, and Danish. Users can change language by clicking a flag in the upper right. Publishers decide whether or not to add a comments section to any given article on a case-by-case basis.

In addition to translation decisions, content editors can also choose to target content to particular audiences, stripping away unneeded content for groups it doesn't apply to and ensuring that people who need it can see it. When posting a news item, the content manager makes various decisions about the title, order, and location. He or she can choose to leave the location field blank—making the content accessible to everyone—or choose countries and locations from a list, making the content available to those locations only. This cuts away the layers that users don't care about and feeds them exactly what they need.



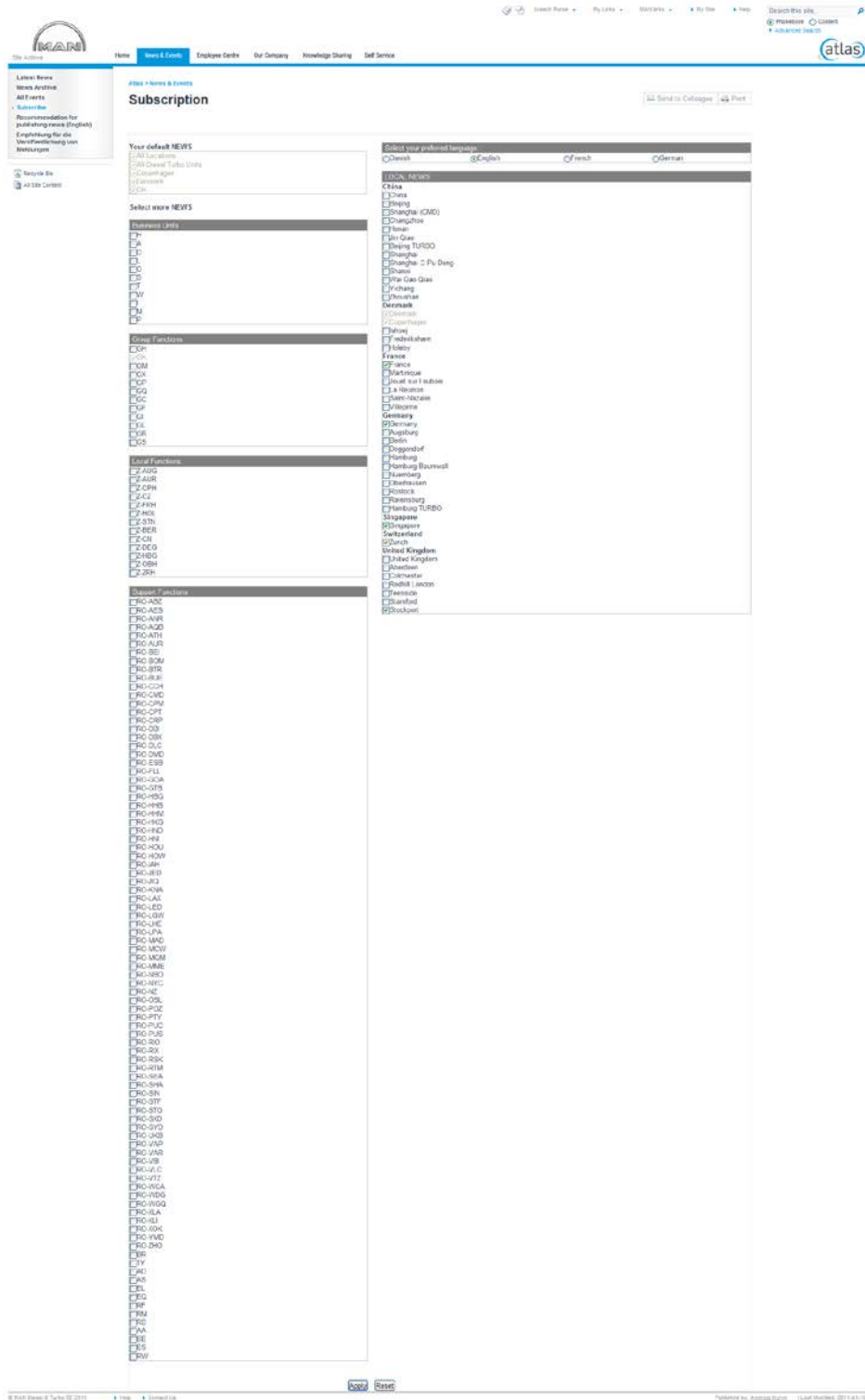
Pictured: A content editor targets a link (about maternity leave) to employees in Stockport, which ensures that only Stockport employees see this link on the *Employee Centre* page.

The *Employee Centre* page is one more place that targets content to users' particular needs, based on their location and department. Rather than asking people to search for their HR-related content, for example, their information is simply served up here. This role-based page is a one-stop-shop for services such as travel, training, health and safety, social activities, and internal job opportunities.



Pictured: The *Employee Centre* page targets content about services such as HR, travel, training, health and safety, social activities, and internal job opportunities.

On some intranets, targeting content can backfire at times if users want content but don't have access to it. This intranet team addressed that in the *Atlas News & Events* section, where employees can subscribe to news content about other teams and locations. (However, employees can't access Employee Centre information about other locations).



Pictured: Atlas lets employees subscribe to various types of news and stay abreast of current happenings.

Select your preferred language:

☐ Danish
 ☒ English
 ☐ French
 ☐ German

LOCAL NEWS:

China

☐ China
☐ Beijing
☐ Shanghai (CMD)
☐ Changzhou
☐ Henan
☐ Jin Qiao
☐ Beijing TURBO
☐ Shanghai
☐ Shanghai □ Pu Dong
☐ Shanxi
☐ Wai Gao Qiao
☐ Yichang
☐ Zhoushan

Denmark

☒ Denmark
☒ Copenhagen
☐ Ishøj
☐ Frederikshavn
☐ Høleby

France

☒ France
☐ Martinique
☐ Juvet sur l'aubois
☐ La Reunion
☐ Saint-Nazaire
☐ Villepinte

Germany

☒ Germany
☐ Augsburg
☐ Berlin
☐ Deggendorf
☐ Hamburg
☐ Hamburg Baumwall
☐ Nuernberg
☐ Oberhausen
☐ Rostock
☐ Ravensburg
☐ Hamburg TURBO

Singapore

☒ Singapore

Switzerland

☒ Zurich

United Kingdom

☐ United Kingdom
☐ Aberdeen
☐ Colchester
☐ Redhill London
☐ Teesside
☐ Stamford
☒ Stockport

Pictured: As a close-up of the previous screenshot shows, employees can subscribe to news for many different countries.

Enhancing People Search

Searching for people at organizations is always a common and important task, so making the employee phone book visible, simple, accurate, and fast is essential. We have seen suggested results and suggested search options on intranets, but the MAN Diesel & Turbo SE intranet takes this to new levels of versatility and swiftness. As the user types either a name, department, phone number, or email address in the search field, the engine is working overtime—crawling and suggesting people who might fill the bill. Possible answers pop out in a window, which not only updates as the user continues to type but also accommodates basic spelling errors. The window displays the most pertinent information about the people, including name, department, telephone phone number, and email address. Given all of the data in the pop-up, users might not even need to click a link to complete the task. A typical interaction might go something like this:

- The user wants to ask a person a question.
- She knows, roughly, the name of the person she wants.
- She locates the employee search function and begins typing the name.
- A suggestion appears that seems right.
- She refers to the phone number and dials the phone.

On lesser intranets, the same interaction often goes as follows:

- The user wants to ask a person a question.
- She knows, roughly, the name of the person she wants.
- She locates the employee search function and begins typing the name.
- She finishes typing a name.
- She clicks the *Search* button.
- She waits for the SERP to load.
- She scans the results but does not see the name.
- She queries the name spelled a different way.
- She clicks the *Search* button.
- She waits for the SERP to load.
- She sees the person she believes is right on the SERP.
- She clicks the link to find the phone number.
- She finds the phone number and dials the phone.

We'd much rather experience the Atlas scenario.

[Home](#)
[News & Events](#)
[Employee Centre](#)
[Our Company](#)
[Knowledge Sharing](#)
[Self Service](#)

The Intranet of MAN Diesel & Turbo

SEARCH

Phonebook

Contact

jos

Name	Department	Phone	Email
Jesper Elliot Sørensen (JOS)	DC3-FRH	+45 9626	jesper.elliott@man.eu
Joseph Hieber	GH0AAC		
Joseph Purse (JOP)	GKO	+45 3385	joseph.purse@man.eu
Helke Jost	GMD-AUG	+49(821)	helke.jost@man.eu
Jose Tellez (TELLEZ)	GMD-STN	+33 2405	jose.tellez@man.eu
George Joseph (GGJ)	A-AE		george.joseph@man.eu
Michael Joseph	AWR-AE	+971 04-	michael.joseph@man.eu
Josef Stadler	DC-AUG	+49(821)	josef.stadler@man.eu
Josef Meier	DCS4-AUG	+49(821)	josef.meier@man.eu
Jose Luis Diaz Delgado	A-MAD	+34 91 50	jose.luis.diaz@man.eu
Jose Eduardo Avendano	A-LAX		jose.eduardo.avendano@man.eu
(JAVENDANO)			
Joshua Piper (JPIPER)	A-NYC		joshua.piper@man.eu
Matthew Joseph Sistic (MJSISC)	A-NYC		matthew.sistic@man.eu
Jose Tufvén	A-NYC		jose.tufven@man.eu
Jose Silvio Barros (Brasilien)	DT2-CPH		jose.silvio.barros@man.eu
Josefine Kjæmpe (JOKJ)	DU-CPH		josefine.kjaempe@man.eu
Josef Brugger	DR-TC	+49(821)	josef.brugger@man.eu
Josef Huber	EQC	+49(821)	josef.huber@man.eu
Sushant S. Joshi (SOJ)	LE-IN		sushant.s.joshi@man.eu
Kim Josephsen (KMJ)	LEO6	+45 3385	kim.josephsen@man.eu

View Content

Org. unit

Canteen Menu

Copenhagen

Popular Links

Compass Access

I Need To

Call IT Help Desk

Pictured: The suggested results on Atlas make it possible for users to find a person (including job title, email address, and phone number) by simply typing a few letters.

Over the years, Intranet Design Annual winners have often represented organizations that created new intranets as a result of mergers and acquisitions. The latest addition to this elite group is MAN Diesel & Turbo SE, which resulted from a merger between MAN Diesel SE and MAN Turbo AG. We believe that intranets created due to a merger are often great for several reasons, including:

- The intranet team members are assigned, and someone is in charge.
- The team is given clear goals; often, one of those goals is to represent the organization's new groups on equal footing with the old.
- There is so much to do that people who are not directly involved in the design have less time for unproductive politics.
- At least two intranets and two intranets already exist, offering usability prototypes for the new design.
- There are two teams with intranet design experience.

Intranet designers often walk a towering tightrope between leading users and giving them the flexibility they desire. MAN Diesel & Turbo SE designers have found the right balance, targeting content and tools, while still allowing employees to move past the suggestions when they need to deviate. This Atlas is triumphantly wielding a balancing bar along with his world.

BACKGROUND

Bridging the Gap after a Merger

In March 2010, MAN Diesel SE and MAN Turbo AG merged to become MAN Diesel & Turbo SE. This merger brought new challenges, including a larger, more complicated

corporate structure for employees to navigate. The need for a new intranet was borne out of these challenges.

"This [merger] created a major challenge of generating a setup that could embrace a large number of diverse employee groups and work areas," says Hanne Maretti, Online Communications Specialist. "Also, next to bringing two very different company cultures together, there was a long-standing need to bridge the gap [between] the worldwide organization offices."

Understanding the Value

The importance placed on creating a worldwide information platform drove the company's investment in the intranet project.

"MAN Diesel & Turbo has invested a large amount of resources in Atlas," says Joseph Purse, Head of Online Communications. "We have invested economically, but more importantly, we have invested intellectual capital. And why? Because it makes good business sense.

"When we started with the first intranets years ago, we were aware that we needed something that could help us share the colossal amount of technical information and knowledge that had been built in the employees' minds over the last 250 years," he says. "We were also aware of the need for a common, worldwide platform with controlled access and structured information, making the relevant information available to the individual employees—without at the same time risking information overload."

This new intranet, Atlas, was launched in February 2011 with the goal of supporting integration between the two divisions as well as emphasizing global thinking across departments and the myriad cultures that exist within the company.

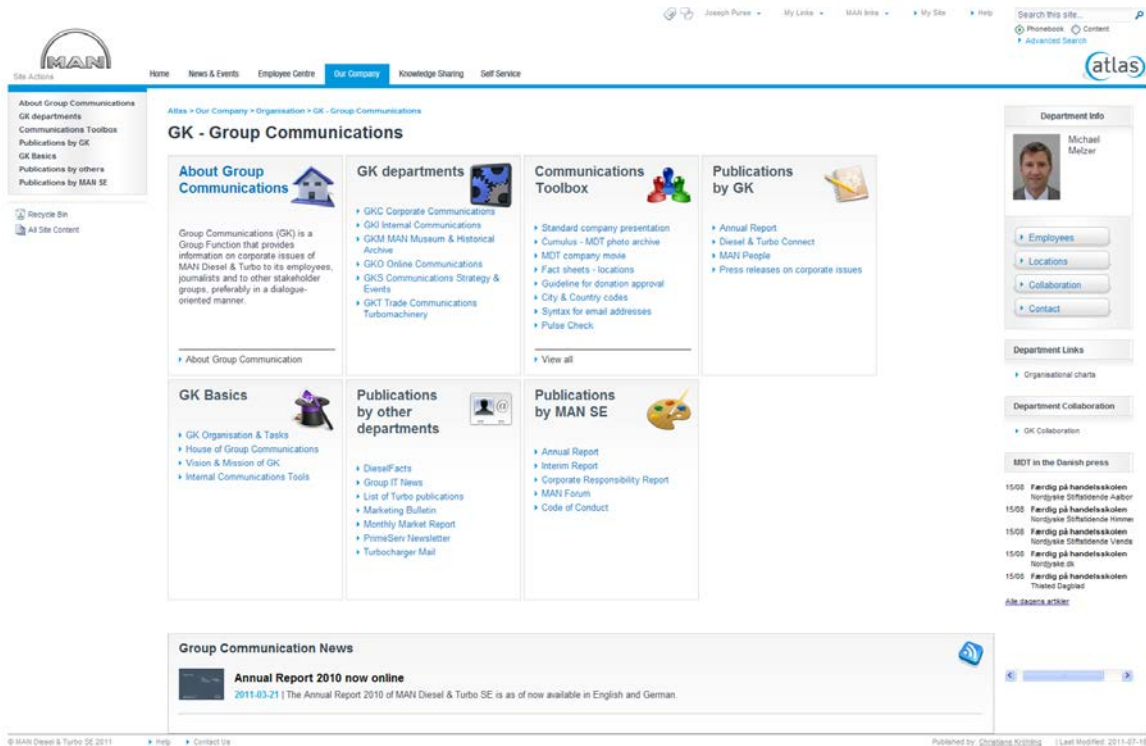
Aptly named after the "Atlas" of Greek mythology, the intranet is a common platform for the entire company, serving over 13,000 employees worldwide with features and functionality to support knowledge sharing, self-service, and personalization.

"It creates a sense of belonging by engaging the employees and offers them the opportunity to share information and communicate and collaborate globally," says Maretti.

The intranet was built to support integration and emphasize global thinking across departments and cultures within the new company. "We wanted to align governance processes and information between the two companies," says Purse, "offering a sense of belonging and ownership among the employees. On top of that, we wanted it to sustain a more global orientation and increase presentation, visibility, and integration of the worldwide organization."

The goal of the new intranet was to establish a flat, open, task-based platform. But the outcome has been greater than the sum of its parts.

"What we did not know at that time was the significant role that an intranet would have for us as a daily working environment, a global collaboration and management tool, and a standardized platform for knowledge sharing," he says.



Pictured: A department level page. Each of the organization's departments presents information about who they are and what they do, with links and content accessible to everyone across the organization. Here, links and documents are supported with links from the *Self Service* section.

Choosing a Platform

Prior to the merger, the two companies had very different intranets. MAN Diesel had "Compass," which was based on MOSS 2007, and MAN Turbo had "myMT," which was based on the CMS First Spirit. "We needed a common intranet that would support the merger of equals and become a visualization of the new common culture and identity—'one company,'" says Purse.

"We chose SharePoint 2010 as the platform because the company has a long tradition of using Microsoft products and because we were familiar with MOSS 2007," he says. "We saw the familiarity as an advantage to make employee adaptation to the new intranet easier."

The features and benefits of both existing systems informed the team's choices for the new platform.

"We liked the synergy with our extranet that runs on MOSS 2007," says Peter Stern, Senior IT Project Manager, "and since the former Compass users depended greatly on their sites in their daily work, we wanted a platform that could integrate them."

At the same time, SharePoint 2010 met the company's needs for more collaboration, knowledge sharing, and workflow options, better integration with other systems, improved performance, a better people finder, and—perhaps most importantly—an improved search function with a taxonomy and term-store functionality.

Learning from Shortcomings

Although SharePoint 2010 offered great new features, the decisions the team made about technology were informed as much by shortcomings within the existing governance and content structure as by the technology.

“We knew we needed a change in the IA to get a clearer, more transparent structure,” says Purse. “On Compass, there was a rigid and complex, unmanageable department-hierarchical structure where presentation information and collaboration information was entangled and undistinguishable.

“Content was managed by tireless content editors and site owners who gave life to the intranet,” he says, “but who also adapted their own structure and individual design on the different team sites—in the long run making navigation confusing due to the large amounts of information available.”

On myMT, there was a strictly centralized governance and one-way communication with no collaboration possibilities. Unlike Compass, myMT had clear guidelines and authority, but its predefined content wasn’t very dynamic. One of myMT’s well-defined, well-established areas was an enterprise wiki, *WikiWorld*, a concept the team continued on Atlas and used as an example of a best practice.

Facing Down Challenges

Building the new intranet on the SharePoint 2010 platform brought with it great benefits, but those benefits came at a cost as the team encountered challenges with the technology and other business issues that accompany a large scale intranet project. Team members share some of their experiences:

- **IT challenges:** “SharePoint 2010 was a new platform and we were not thoroughly versed in it,” says Stern. “This did not ease the process, and we thus faced a number of technical problems that we did not have any pre-existing knowledge about. MAN Diesel & Turbo was among the early movers, and we did not have sufficient knowledge about SharePoint 2010 internally and neither did our external consultants.

“We experienced delivery problems in connection with the development as well as challenges in connection with the migration,” he says. “The development of the design and functionalities proved more difficult than originally estimated, and with the delay of the prototypes and builds came delay of the remaining parts of the project.”

- **Content challenges:** “The migration of the existing content on Compass and myMT caused headaches as well,” says Stern. “Especially on Compass, the business had produced a lot of information that needed to be transferred to Atlas. We were not able to find a tool that could guarantee a safe migration of data, permissions, document revisions, date stamps, etc., and even though we went with the best tool that existed at the time, it had not been sufficiently developed to support the transfer. We hired external resources to assist the internal migration team; this helped marginally but because of the inadequate migration tool and need to involve business resources more than planned, the migration was delayed.”

An original launch date in December 2010 was pushed two months as a result of the IT challenges. “This gave us more time to create new content, but offered other challenges,” says Purse. “Since we had created a brand new, very different IA, we needed new content ready at go-live to better convey the new concept.” This content was gathered from all around the business, with the expectations that the business content editors should add the new content via a clickable online prototype, thereby learning and understanding the new IA. “Because of the delay, we were not able to introduce the clickable online prototype,” he says. “Instead, we had to create detailed templates in Microsoft Word with guidelines for the requested content. With these templates, we collected the new information in a central storage area and were ready with the new content by the time the live environment was up and running, and we were able to start the bulk upload. Through the use of project team resources, the information was made available just prior to launch instead of following the original plan of involving the content editors.”

- **Business challenges:** The project faced two main challenges here.
 - **Merging cultures.** “The overall [project] challenge was to figure out how to go from two intranets with very different company cultures, each with 6,000-plus employees, to one intranet with around 13,000 employees,” says Purse. “We wanted to make sure that everyone was heard in the process, so one of the key factors for success was the kick-off (and pre-kick-off). At these sessions, all participants, regardless of age, gender, workplace, nationality, and job function, could add their input equally.”
 - **Underestimating requirements.** Like many teams working with complex and unfamiliar technology, they underestimated how the business demands would impact the project. “From the beginning, the demands from the business were underestimated, and the development of the required functionalities caused more problems than anticipated,” says Purse.

- **Budget challenges:** The sum affect of these various challenges was an inevitable hit on the project budget. The problems encountered with development and migration had the cascade effect of increasing the project budget. "The original budget was exceeded, mainly because of the issues with development and migration," says Stern.

Looking Forward

"What will tomorrow bring?" asks Purse. "We will continue to focus on developing new business functions in Atlas. We will also realize potential synergies with our extranet, so that the benefits our employees are now harvesting from Atlas can be transferred to our customers. This is a good investment."

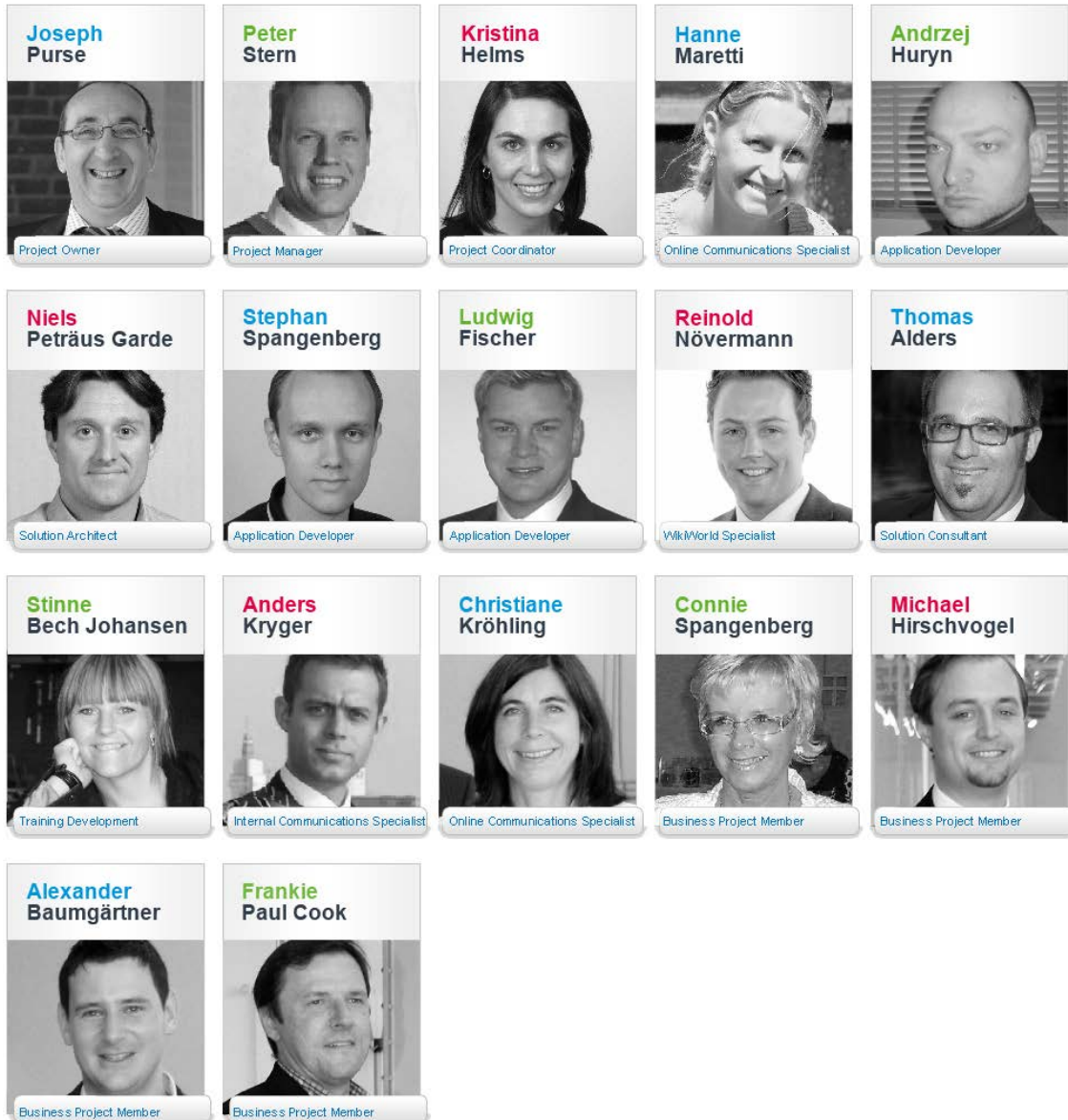
"I would actually go as far as to say that if the intranet did not exist, we would have to invent it," he says. "That is how dependant MAN Diesel & Turbo is on Atlas today."

The team is not satisfied to rest on their laurels now that Atlas is a success. With the site build behind them, they have initiatives in place to improve and expand the site's reach. These include:

- **Smart phone applications:** MAN Diesel & Turbo will start a new project in 2012, looking at the possibility of introducing applications for smart phones and mobile access to all online platforms—intranet, Internet, and extranet. A business analysis will be conducted to determine whether there is a user/customer/employee need and also assessing the MAN Diesel & Turbo infrastructure's readiness.
- **Yearly reviews:** Group Online Communications has a tradition of hosting reviews for the extranet and the Internet, and with Atlas, the intranet will be part of this governance model as well. "Going forward, yearly reviews will point us in the direction in which we need to develop the intranet to meet the continued, growing demands from the business," says Purse. "The reviews and the surveys conducted in connection with the reviews will help us update and continually increase the usability of Atlas."
- **Revisiting the business analysis:** In connection with the first yearly review, the team will be revisiting the business analysis again to see which demands they did not manage to include in the first version of Atlas. "For example," says Purse, "we already know that there are processes that we would like to optimize, such as smart workflows. We will also be looking into making some minor changes to the homepage. Also, the missing features and change requests that turn up along the way will be looked at on an ongoing basis so that we continue to strive for the best intranet with the best usability for the best employees."

INTRANET TEAM

The Team Behind Atlas



Pictured: The Atlas Team (top row, left to right): Joseph Purse, Peter Stern, Kristina Helms, Hanne Maretti, and Andrzej Huryn; (2nd row, left to right): Niels Peträus Garde, Stephan Spangenberg, Ludwig Fischer, Reinold Növermann, and Thomas Alders; (3rd row, left to right): Stinne Bech Johansen, Anders Kryger, Christiane Kröhling, Connie Spangenberg, and Michael Hirschvogel; (bottom row, left to right): Alexander Baumgärtner and Frankie Paul Cook.

GOVERNANCE

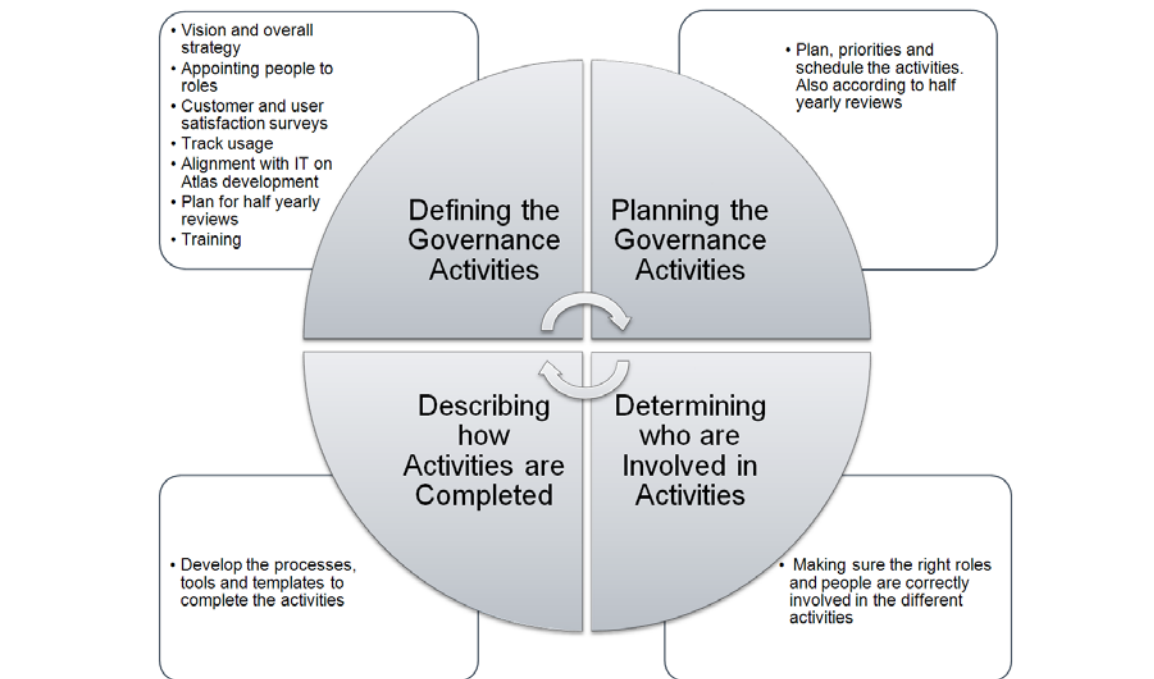
Ownership

Group Online Communications has the overall strategic responsibility for the intranet, including steering the governance process of roles and responsibilities; keep a close eye on new trends; define areas for development alongside KPIs; and do surveys, reporting, and yearly reviews.

In parallel with this oversight, Group Online Communications encourages and supports decentralized ownership for content maintenance, development, and creation. This work is at the discretion of the individual departments and under the auspices of content editors and site owners.

"Having a useful and dynamic intranet is the work of the entire organization," says Purse, "and a clearly defined governance structure ensures content ownership and up-to-date information."

"To support the decentralized governance structure, we have a number of guidelines and recommendations for correct behavior and best practices," he says. "Group Online Communications supports the business practically and by developing the intranet, constantly aiming to make things better by finding areas for improvement."



Pictured: The governance wheel illustrates the governance activities on Atlas. Much emphasis is put on governance, making sure that Atlas will keep on developing in the right direction and that content will be dynamic and up-to-date.

Intranet Governance

For the company's other online communications tools (the Internet and extranet), Group Online Communications implemented a scalable governance model that is now applied to Atlas as well.

"In the process of adapting it to the intranet, we have tried to reuse some of the names for the roles to maintain consistency, still bearing the different target audience in mind. Even though Atlas is for internal use, structure, transparency, and regulations are fundamental in the governance model," says Purse adding that the model emphasizes:

- clear structure, processes, and policies;
- defined roles and responsibilities;
- the assignment of roles to people;
- the acceptance of roles; and
- proper training

The Information Architecture's Governance Structure

As the overall intranet owner, Group Online Communications supports employees in general and breaks the site section governance down as follows:

- **News & Events:** Group Internal Communications is the official owner of the *News & Events* section and as such is responsible for permissions management, feedback through a news community, and training of news publishers. Governance within *News & Events* is decentralized; news publishers create and publish content/articles themselves, individually deciding the target audience.
- **Employee Centre:** The *Employee Centre* contains local information targeted for individual employees and is owned by Group Human Resources. Group Human Resources manages permissions and supports the content editors.
- **Our Company:** Group Online Communications owns the *Our Company* section and manages permissions. Governance within this section is decentralized; content editors for individual departments and locations decide what information is relevant while maintaining the data and keeping it up-to-date.
- **Knowledge Sharing:** Group Online Communications supports this collaboration area in general, but ownership of the various collaboration sites is held by the site owners. No permissions are required to create new sites/wiki articles, and site/wiki owners manage permissions locally on their individual sites.
- **Self Service:** *Self Service* is owned by Group Online Communications, which monitors the quality of the new tasks that are entered and augments the meta-tags if necessary. Permissions management isn't needed, as everyone can add tasks to this section.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Intranet Owner	<p>The Atlas owner is responsible for its overall health and strategic direction, and ensures that company employees have an intranet that supports their daily needs for service, information, and news. The Atlas owner also must:</p> <ul style="list-style-type: none"> • Identify new technologies and business processes • Enforce governance and best practice • Conduct yearly reviews • Ensure the platform's effectiveness and efficiency to develop and maximize business value • Support integration and collaboration, ensuring that strategic targets are met • Oversee IA and design/templates • Maintain open dialogue/communication with IT
Business Matter Expert	<p>The Atlas business matter expert supports the Atlas Owner with information about how Atlas can best be developed according to business needs by working to:</p> <ul style="list-style-type: none"> • Promote ideas/opinions about the intranet to help develop it according to business needs/requirements • Inform the Atlas owner about needs • Prioritize areas for development • Contribute content to yearly review
Site Owner	<p>The site owner is responsible for a site collection and/or a specific site, as well as the content, application, and processes displayed therein. In this role, the site owner must:</p> <ul style="list-style-type: none"> • Manage permissions of site collection • Perform ongoing maintenance • Appoint and cooperate with content editors • Enforce governance • Support the Atlas owner
Application/Process Owner	<p>The site's application/process owner is responsible for ensuring that his or her applications and processes are of the latest and updated versions. The application/process owner must:</p>

	<ul style="list-style-type: none"> • Maintain metadata for search optimization • Respond to inquiries about the area • Enforce governance and support the Atlas owner • Delegate tasks to super users and content editors
Wiki Application/Process Owner	<p>The wiki owner is responsible for the wiki application support that the business needs for wiki articles, including:</p> <ul style="list-style-type: none"> • Promote wiki pages • Maintain and develop wiki categories and taxonomy/folksonomy • Respond to wiki inquiries • Enforce governance and support Atlas owner • Delegate tasks to super users and content editors
News Application/Process Owner	<p>The news application/process owner monitors the published news to ensure that it meets a high quality standard. Other duties include:</p> <ul style="list-style-type: none"> • Support news publishers • Respond to inquiries • Provide training for news publishers • Enforce governance and support the Atlas owner • Monitor quality and manage permissions
Super User	<p>Super users support the site owner and/or application/process owner in managing a particular site collection, site, or application/process. This work includes:</p> <ul style="list-style-type: none"> • Train site owners, other super users, and content editors. • Support site/application owner • Manage content editors • Provide input on intranet development • Train site owners, super users, and content editors

Content Editor	<p>Content editors are responsible for maintaining and providing content for their designated area(s) on Atlas:</p> <ul style="list-style-type: none"> • Ensure updated content • Provide input on intranet development • Participate in SharePoint training • Train and support other content editors
News Publisher	<p>A news publisher's job is to know his or her audience and support that audience by making sure relevant news items are published on Atlas. Duties include:</p> <ul style="list-style-type: none"> • Identify relevant news stories (for local and global publishing) • Participate in the news community • Act as a news subject matter expert in individual areas • Write content for the intranet following best practices
IT Supporter	<p>An IT supporter is responsible for providing sufficient and satisfying technical support on tickets and BBIs (Brief Business Ideas for a new projects/applications). Other duties include:</p> <ul style="list-style-type: none"> • Monitor website/network/platform/applications • Solve tickets • Provide second-level application support • Provide input (general ideas/technical options/estimations) for development

USERS

The intranet has relevance and is used for a range of different purposes by the entire organization. The intranet is regarded as a daily working tool for the majority of the employees with personal PCs and laptop computers across the company. It is used for finding, reading, and publishing news; solving and performing operational tasks; collaborating and sharing information; servicing other departments; and retrieving data, files, and knowledge.

Employees with kiosk access—who typically work in production areas—don't perform tasks or collaborate on the intranet; instead they use it to catch up on news about the company and their locations. They also use the intranet to access relevant local information, including emergency information, health and safety procedures, development and training, social activities, and canteen menus.

MAN Diesel & Turbo SE 2011

Home News & Events Employee Centre Our Company Knowledge Sharing Self Service

My Site My Newsfeed My Content My Profile Find People

View My Profile as seen by: Everyone

Working right now on a communications task from Munich airport, through Atlas, for Frederiks

Joseph Purse
View in Phonebook
GKD
+45 3385-1366
T41/2.43, Copenhagen
Joseph.Purse@man.eu
More information

Overall task is to support the MAN Diesel & Turbo integration strategy of knowledge sharing throughout the whole group by implementing and developing professional online communications tools and channels such as a MAN Diesel & Turbo Intranet, Internet and Extranet. Help facilitate the understanding and visualisation of 'one company' and support the effort of building a common identity and culture - in short enabling the organisation to reach strategic targets.

Our online communications tasks:
• Follow-up on development of the Intranet "Compass" as the preferred internal online working tool of the staff within the MAN

Overview Organization Content Tags and Notes Colleagues Memberships

Ask Me About
Here are some topics Joseph Purse can help you with. To ask a question, click on the relevant topic below:
• Department manager • Intranet • DieselPort • ATLAS • Internet • Extranet

Recent Activities
Joseph Purse has no recent activities at this time.

Note Board

Previous | Next

Joseph Purse 7/14/2011 9:20 PM
Working right now on a communications task from Munich airport, through Atlas, for Frederikshavn from a Copenhagen account - Atlas. Truly a global tool

Detlef Kurth 3/15/2011 1:07 PM
Dear Mr. Purse,
the organisational structure of ATLAS for EEM is totally wrong!
<http://compass1.mds-man.biz/groupfunctionRD/EngineeringMediumSpeed/Documents/E-E-Ogachart.pptx>
Kind regards
Mit freundlichen Grüßen
Best regards
Detlef Kurth
Head of Department
MAN Diesel & Turbo SE
EEM Medium Speed
Stadtbachstraße 1
86153 Augsburg, Germany
postal address
86224 Augsburg, Germany
Phone: +49 821 322 1389
Fax: +49 821 322 4290
detlef.kurth@man.eu
www.mandiesel.com

Olaf Gleuweit 3/8/2011 9:05 AM
Question on Intranet:
Dear Joseph,
I have seen the new Intranet called Atlas, but where are old lists and links from my old site?
When, this contents will be migrated, or is everywhere an enhanced information board where I can find the way to my Link list and my tasks?
Thanks in advance
Olaf Gleuweit

My Organization Chart
Michael Metzger
Joseph Purse
Christiane Kröhling
Karin Raackner
Maria Alsted Junget
Rasmus Rune Larsen
Sascha Klingner
Organization Browser

In Common with You
In this space, other people who view your page will see things they have in common with you such as:
• First manager you both share
• Colleagues you both know
• Memberships you both share

MAN Diesel & Turbo SE 2011 Help Contact Us

Pictured: All global users with individual logins have their own *My Site* with basic information such as department, contact details, and place in the organizational structure. Furthermore, users can add individual details about their know-how, projects, and interests. This helps colleagues worldwide when they need specific knowledge or experience as the search engine indexes these details.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">• http://atlas.md-man.biz/ <p>The intranet can also be accessed by typing "intranet" or "atlas" in the address field of the browser window.</p>
Default Status	<ul style="list-style-type: none">• By default, the intranet is the homepage on every computer; however, employees can change this setting individually through the browser's standard bookmarking functions.
Remote Access	<ul style="list-style-type: none">• Employees can of course access the intranet from all internal machines, but they also have access from remote locations when they log in via VPN or Citrix. Remote access is very important at MAN. Many employees, such as service engineers, the travelling sales force, and expatriates, travel often and thus need regular access from around the world.

DESIGN PROCESS AND USABILITY WORK

Design Approach

Addressing the competing, conflicting, and sometimes overlapping needs of two companies coming together during a merger means the intranet design team must take extra care in making sure the resulting intranet is a marriage of equals. For the MAN team, this meant conducting a thorough business analysis.

"The business needs have always been the top priority for the project and our first task was to define them through an extensive business analysis," says Purse. "One of the main factors was to make sure that we met the demands from the Diesel and the Turbo businesses equally; a challenge for two companies from different intranet backgrounds and company cultures—one with extensive collaboration and little governance, the other with no collaboration and strict governance."

So, thorough analysis in the business analysis was essential. To define the business needs, the team gathered input from more than 10 percent of the total worldwide workforce through activities such as workshops, interviews, surveys, and persona development.

Their goal with all research methods was the same: to learn from best practices. "We went with personas, workshops, usability tests, and card sorting since these are all best practices if the goal is to enforce usability in the end product," says Stern. "We selected the methods based on the initial discussions about needs and vision, and we believe that these methods offer the best input when designing web solutions,

helping to understand how the users work, what their needs are, and what kind of information they care about."

- **Workshops, interviews, and a survey:** "As part of the kick-off workshops that we held during the information gathering, we had card sorting exercises," says Stern. "The output from these fed direct input in the design process. The workshops were themed based on the experiences we had from Compass and myMT, going through permissions, templates, *WikiWorld*, and workflows. Permissions management had not worked optimally before, there had been no common templates to show data in a unified manner, we needed to know what worked well and what did not on the *WikiWorld*, and we wanted to know which business processes could benefit from workflows. The workshops thus helped us to define the design and structure of Atlas. Also in the analysis phase, we looked at statistics from Compass and myMT in order to get a better sense of what existing information was the most popular."

To get more input, the team also conducted a number of contextual interviews at the users' own desks. The interview participants were a mixture of employees from across the business units and group functions as well as across geographical sites. "We thus got to ask questions about these users' needs while observing their individual behavior on the existing intranets," he says.

Finally, the team conducted a survey to support the design process, asking open questions such as "Where would you look for this type of information?" "It was excellent input for refining the sitemap," says Stern.

- **Personas:** Based on the survey, interviews, and workshops, the team developed 10 representative personas (prototypical users), describing the different needs and expectations for a successful intranet. The personas served as an extra support in guiding the design direction. Alongside the personas, team members developed scenarios describing the vision and the intended use of the new intranet to keep constant focus on the details.

"For each persona, we defined a short background, roles, goals, work tasks, and needs together with a summary of the persona's typical opinions," says Purse. "The information architecture was thus designed based on the employees' exact needs to ensure the highest possible level of usability."

The personas (described in detail below) come from different backgrounds with different roles, goals, and humor; they served as the foundation upon which the team designed Atlas.

USER PERSONAS	
Role	Needs
Casper the Cooperative Project Manager	<ul style="list-style-type: none"> Needs dynamic collaboration possibilities
Frank the Flexible Service Engineer	<ul style="list-style-type: none"> Needs quick and easy access to technical documentation and design updates
Anders the Active Content Editor	<ul style="list-style-type: none"> Needs to be able to add knowledge to the intranet. He believes that the intranet should work as the common company brain
Philip the Productive Worker	<ul style="list-style-type: none"> Needs access to company news to keep up-to-date on local information
Beate the Busy Assistant	<ul style="list-style-type: none"> Needs quick and easy access to travel booking tools and other planning tools
Emma the Eager New Employee	<ul style="list-style-type: none"> Needs access to information about the company, her new colleagues, and the freshness of the salad bar
Sebastian the Serious Administrator	<ul style="list-style-type: none"> Needs tools to be able to update and maintain company content and design elements on the intranet
Bertram the Brainy Technical Designer	<ul style="list-style-type: none"> Needs a forum or community to share his fantastic knowledge and innovative thoughts and spar with his colleagues
Ivonne the Intuitive Department Manager	<ul style="list-style-type: none"> Needs tools for planning and collaboration
Rebekka the Remarkable Software Developer	<ul style="list-style-type: none"> Needs to work with project sites so she can share knowledge

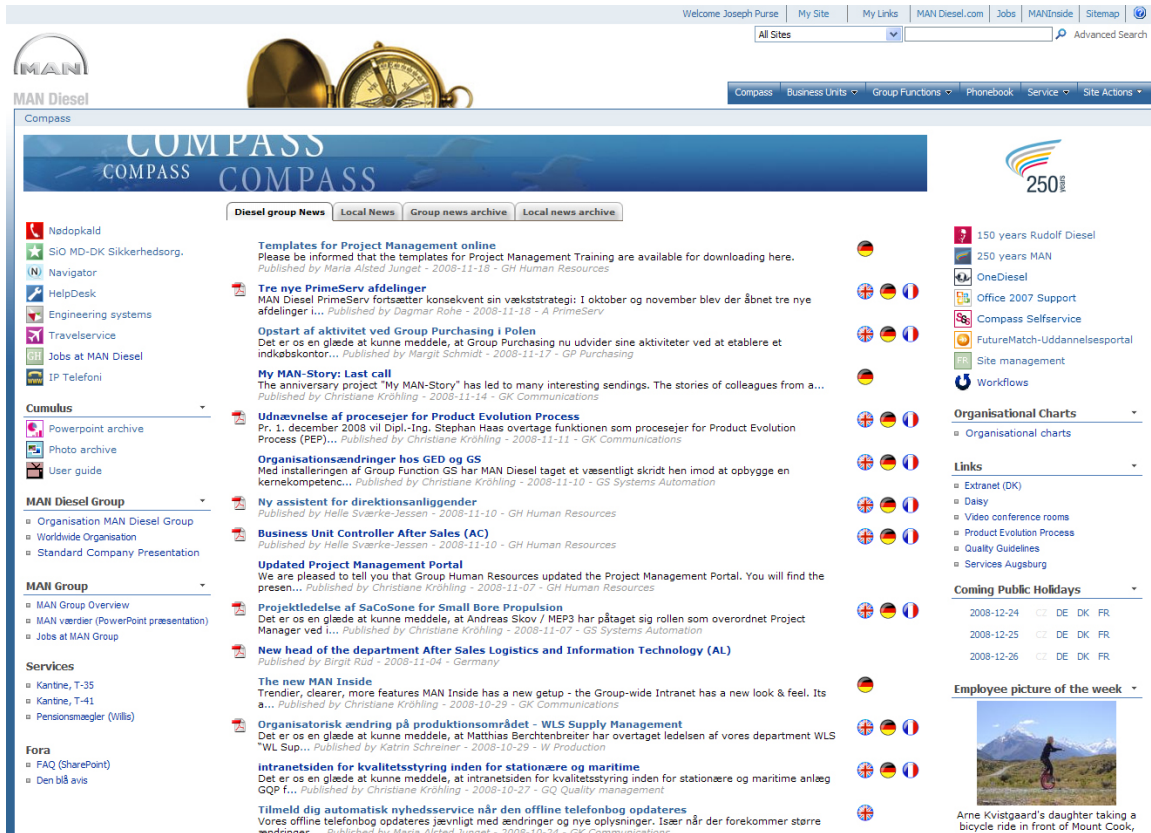


Pictured: An example persona: Rebekka the Remarkable Software Developer.

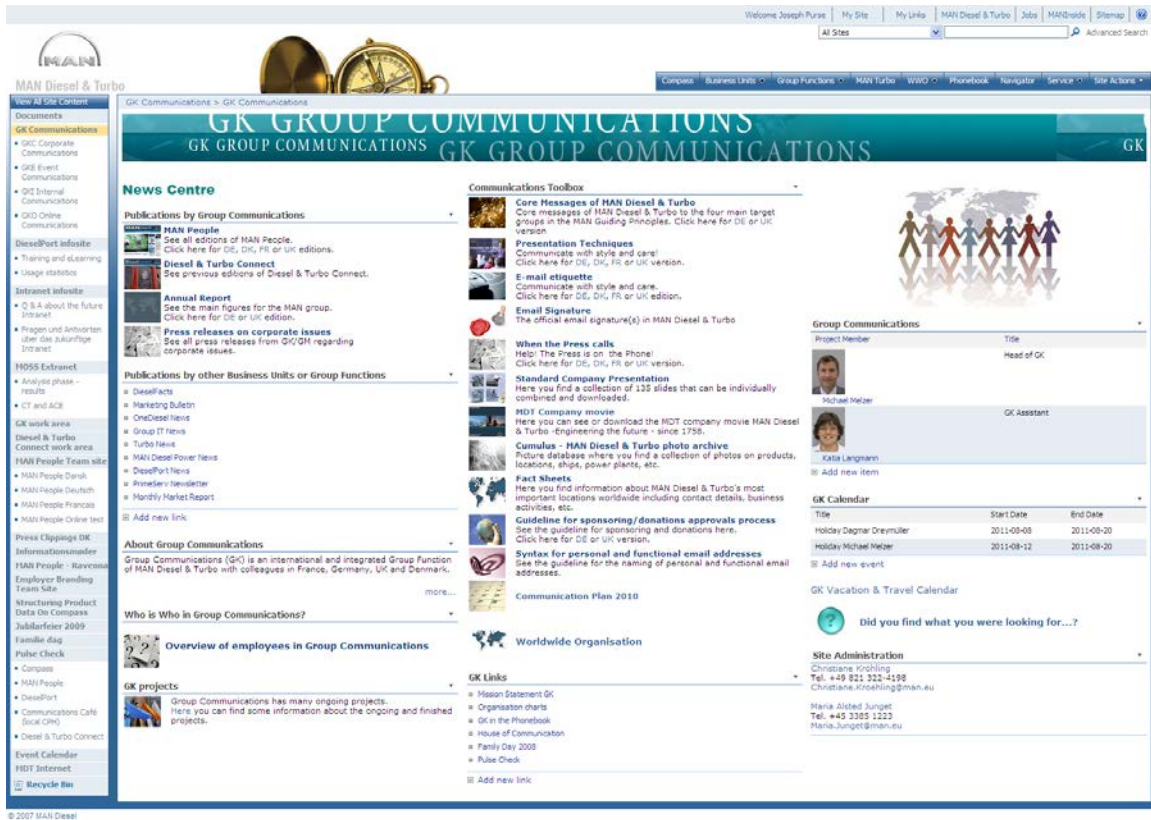
- **Testing with paper prototypes:** As part of the design phase, the team conducted a number of usability tests of the wireframes (sketches or mockups) of the design. These were think-aloud tests, with different employees from across the organization, organized with a moderator and an observer. The usability tests were done on paper prototypes of the wireframes.
- **Inspiration from other intranets:** The MAN team has always placed a high premium on learning from the success and challenges of others in the field. "We have always put a lot of emphasis on learning from others and sharing our own knowledge and lessons learned. Therefore, we had continually observed other companies' intranets via subscriptions to local and global networking groups, and they did serve as inspiration in the design phase. However, as we were early movers on SharePoint 2010, the ideas we got from them were more of a conceptual character than directly applicable."

The Design Process

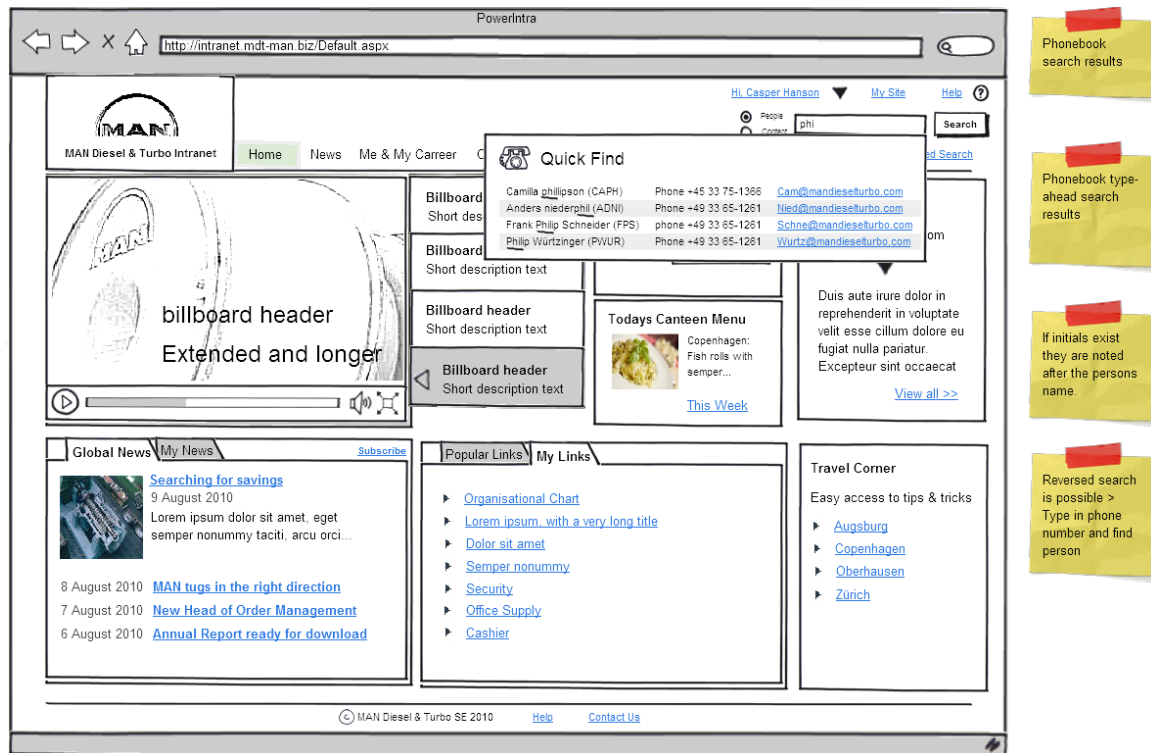
The following screens show a sampling of how the MAN design process progressed:



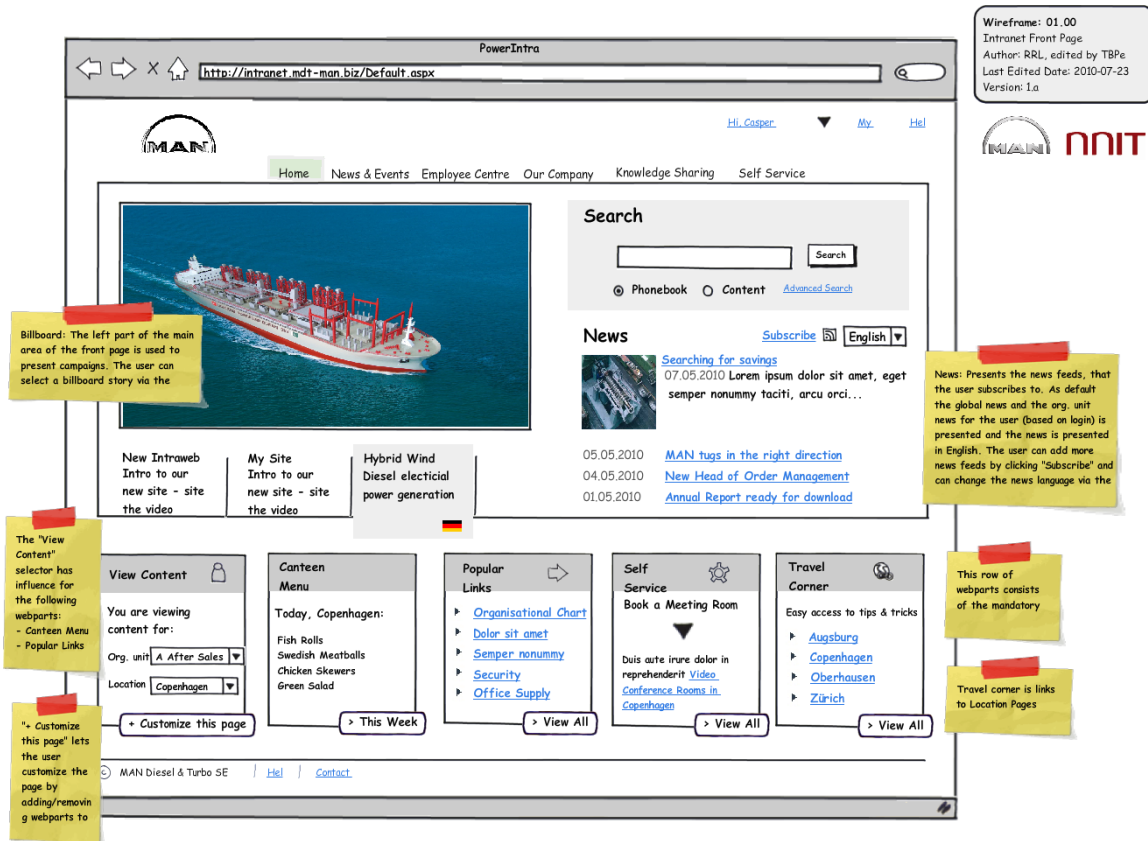
Pictured: The old Compass intranet. Over time, numerous requests for easy application access and no solution for containing/optimizing the content view resulted in a progressive degradation of the IA.



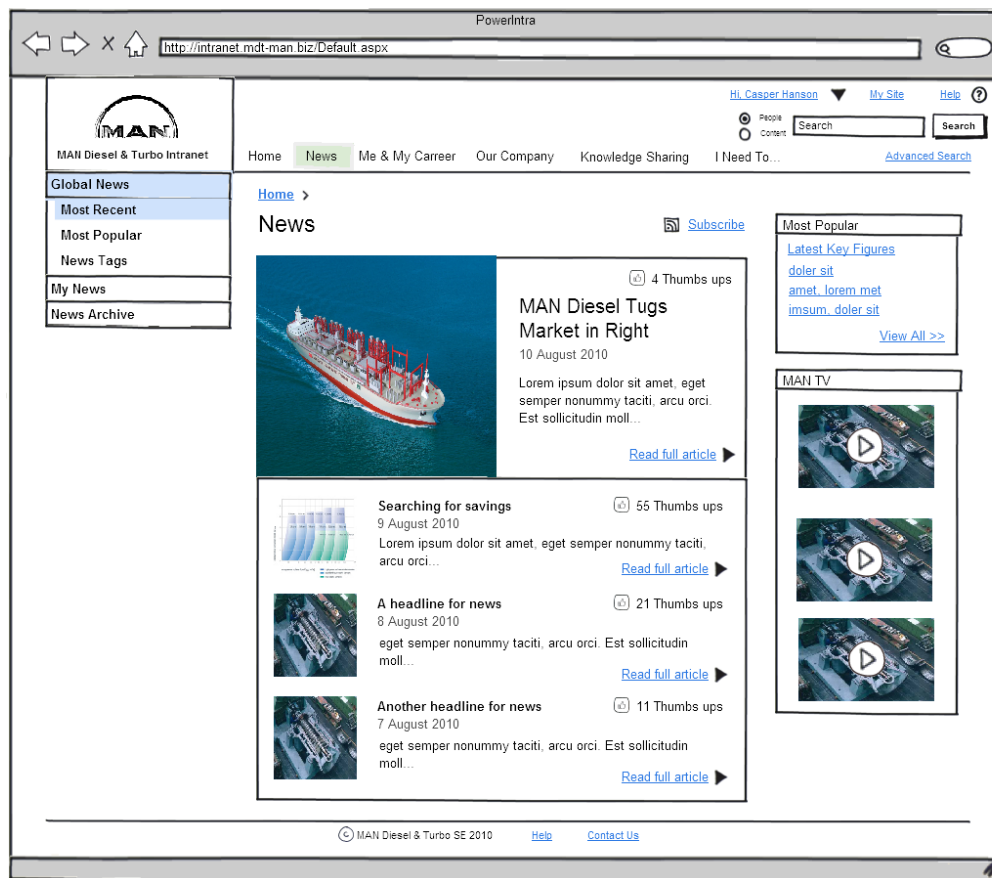
Pictured: The old Group Communications department site. On Atlas, presentation and collaboration are divided, creating a much simpler structure and an easier overview of the available information.



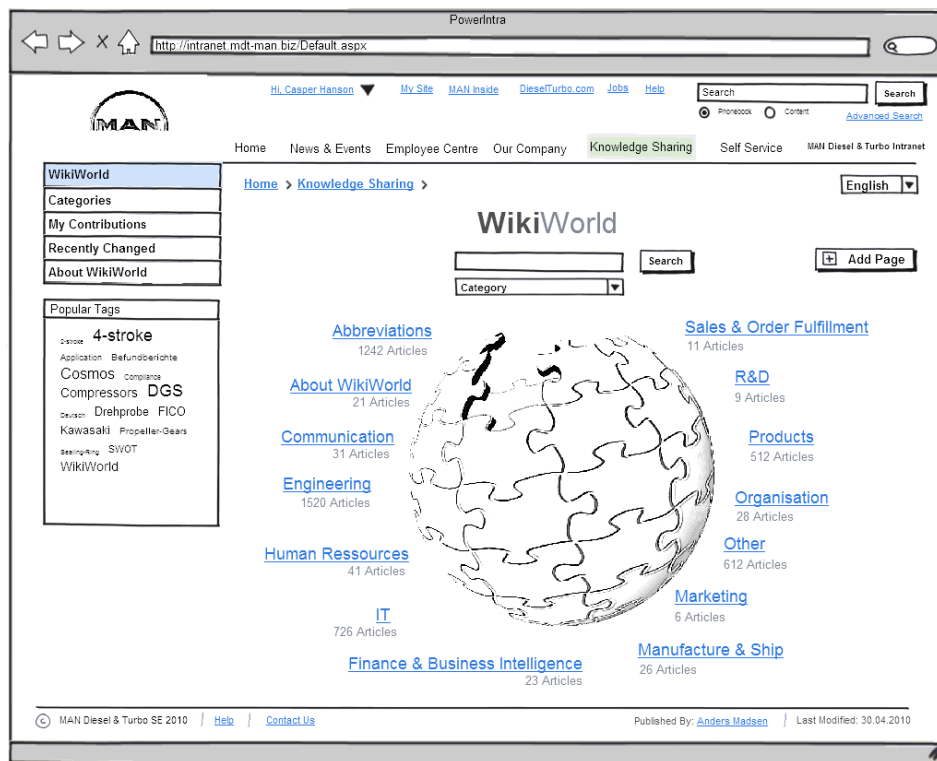
Pictured: From the beginning, the aim was to design a modular homepage. The billboard was introduced because the business needed a way to profile itself. The news area was divided into local and global news; this was later changed with advanced targeting options. The phonebook played a major role: it was the first time the organization had presented everyone in one place.



Pictured: In the second homepage iteration, tabs were deemed to be "just an extra click" and the team pursued a more simplified look. The needs assessment concluded that users required more information, so the team introduced the boxes (the "My" web parts). At the same time, the search function was made even more central on the page. The homepage design is still being reviewed and will be refined along the way; for example, the billboard—although a key element and a much-needed promotional area for the business—has already been criticized for taking too much space; it will be downsized, while remaining a central element on the page.



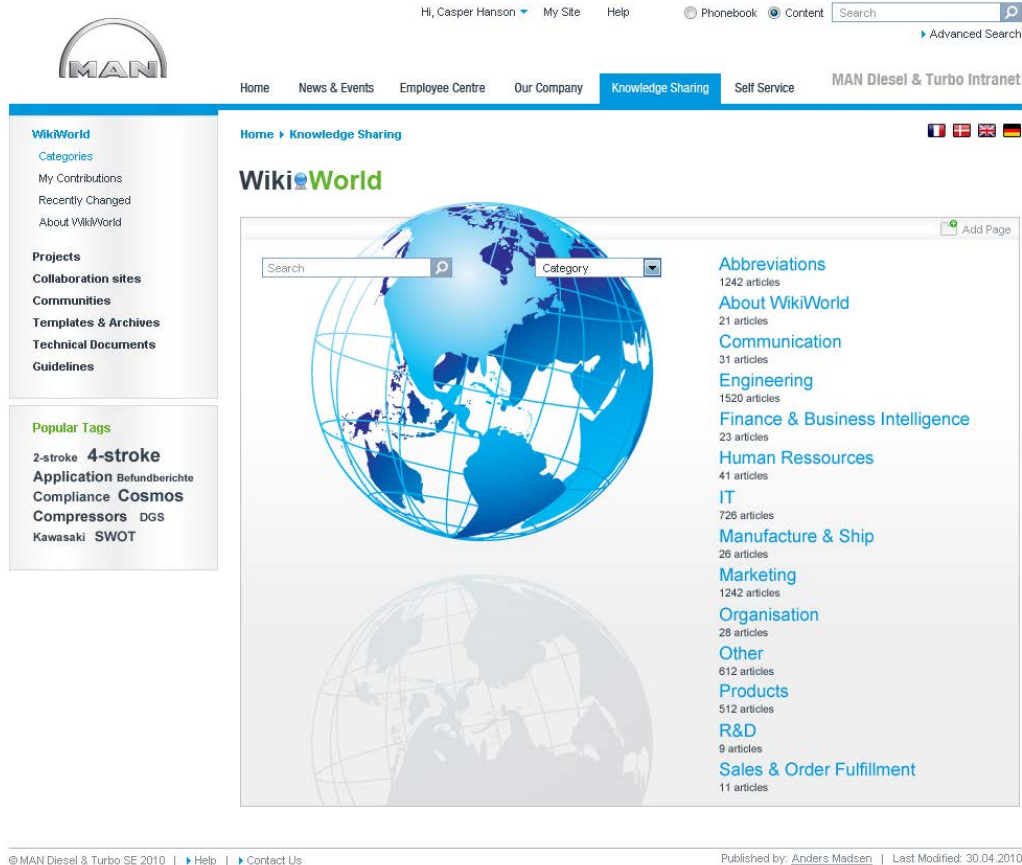
Pictured: The news roll-up was designed to make news more easily available. In this version, each article took up too much space, and the popular links were replaced with an events calendar. The MAN TV integrated in the mock up will be added to the live version of *News & Events*.



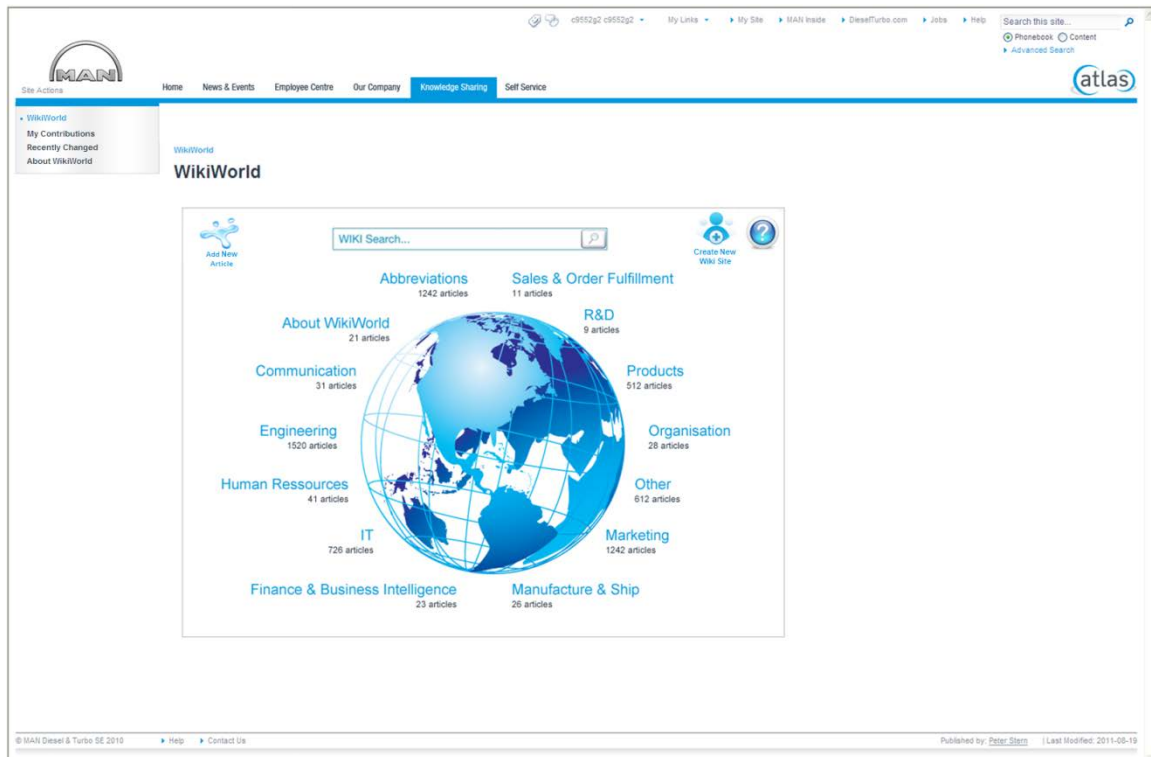
Wireframe: 05.100
Wiki Landing Page
Author: RRL
Last Edited Date: 2010-09-17
Version: 1.a



Pictured: *WikiWorld* already existed on myMT, and the decision was made to integrate its existing functionalities into SharePoint 2010. This screen also illustrates how some design changes were made to better illustrate the “world” of the company through the design.



Pictured: The second version of *WikiWorld* was more standardized, aligning the design in a different way. However, as it turned out, the original mock up worked better and reflects what was incorporated into the final design.



Pictured: This screen shows *WikiWorld* as it is currently live on the Atlas today.

Using Consultants

Working with outside consultants is a regular part of the company's workflow, and outside expertise is brought in as required. "With large projects such as introducing a new intranet, we usually work with agencies both from a resource point of view, but also to benefit from their specific areas of expertise," says Purse. "In an engineering company like MAN Diesel & Turbo, we need outside help to support us with core competencies such as organisational change management skills, global trends in social media, SharePoint design skills, etc."

The following agencies participated in the intranet development:

- **NNIT** was involved from the project's beginning, supporting the team by providing business analysis, web design and usability, IA, functional requirements, and testing. The agency also provided organizational change management advice when the team was designing the new governance structure and assisted with the training strategy.
- **Peoplenet** assisted with the hands-on training for the site.
- **ProActive** helped support development of the *Knowledge Sharing* area and the *WikiWorld*. The collaboration area was part of the high-priority demands in the business analysis. ProActive was also involved in the migration strategy.
- **Enabling** was involved in the project because the team needed people with SharePoint 2010 knowledge to provide hands-on assistance with the migration.



Pictured: To create an early sense of ownership of the new intranet, a naming competition was organized. The "Atlas Guy" became a central character in the communications strategy. He was featured in a series of articles about Atlas and the new IA, starting at the launch and taking place in the following weeks. In this example, the Atlas Guy is presenting the self-service area as a "task buffet" where the user can choose the relevant tasks and arrange them on a tray (the homepage). The article was published on the billboard, and references the buffet section in the canteen at one of the locations.

TIMELINE

INTRANET TIMELINE	
Milestone Date	Milestone Description
Pre-Merger	Previous company intranets in place <ul style="list-style-type: none"> MAN Diesel SE had Compass (MOSS 2007) MAN Turbo AG had myMT (First Spirit)
March 2010	Pre-project meeting <ul style="list-style-type: none"> Hold a workshop preparation period for project kick-off Decide on common technical platform SharePoint 2010
April 2010	Project kick-off <ul style="list-style-type: none"> Conduct workshop on design, needs, and work process Sort content from existing intranets Assess high-level needs from project participants and business representatives
April–July 2010	IA, user personas, and design phase <ul style="list-style-type: none"> Gather inspiration from other intranets Develop personas Conduct end-user interviews Conduct card sorting and web design workshops Create wireframes, map the IA, and review both Conduct usability study
May–July 2010	Business analysis and future needs <ul style="list-style-type: none"> Conduct end-user workshops to collect and analyze the business intranet needs and requirements at different European sites
May–October 2010	Order and install technical infrastructure <ul style="list-style-type: none"> Deploy testing, development, training, and production environments Install server software and configure web front-end and database servers
June–October 2011	Grooming and preparation <ul style="list-style-type: none"> Conduct WWO training (worldwide organization; previous training was conducted within the

	home organization)
	<ul style="list-style-type: none"> • Enhance maintenance and solutions • Continue content migration
September–October 2011	Requirement conversion <ul style="list-style-type: none"> • Convert paper prototypes and IA to functional and technical requirements • Create technical migration upgrade plan • Prioritize requirements • Develop technical architecture and bundle logically separated areas/packages—such as the homepage and <i>News & Events</i> section—for delivery.
October 2011	Project finalization <ul style="list-style-type: none"> • Conduct lessons learned workshop with the project team
November 2010–January 2011	Training strategy <ul style="list-style-type: none"> • Build training concept for existing and new end users and super users • Create training materials
November–February 2011	Development and implementation phase <ul style="list-style-type: none"> • Implement and program development packages from prioritized requirements into manufactured solution builds • Perform system configuration and solution setup • Migrate and create content • Execute test plan based on scope requirements and divide into different functional areas
February 2011	Site launch <ul style="list-style-type: none"> • Atlas launched
March– May 2011	Roll-out period <ul style="list-style-type: none"> • Execute training plan • Conduct plenum sessions and end-user workshops • Begin content migration

CONTENT AND CONTENT CONTRIBUTORS

Decentralized Content Management

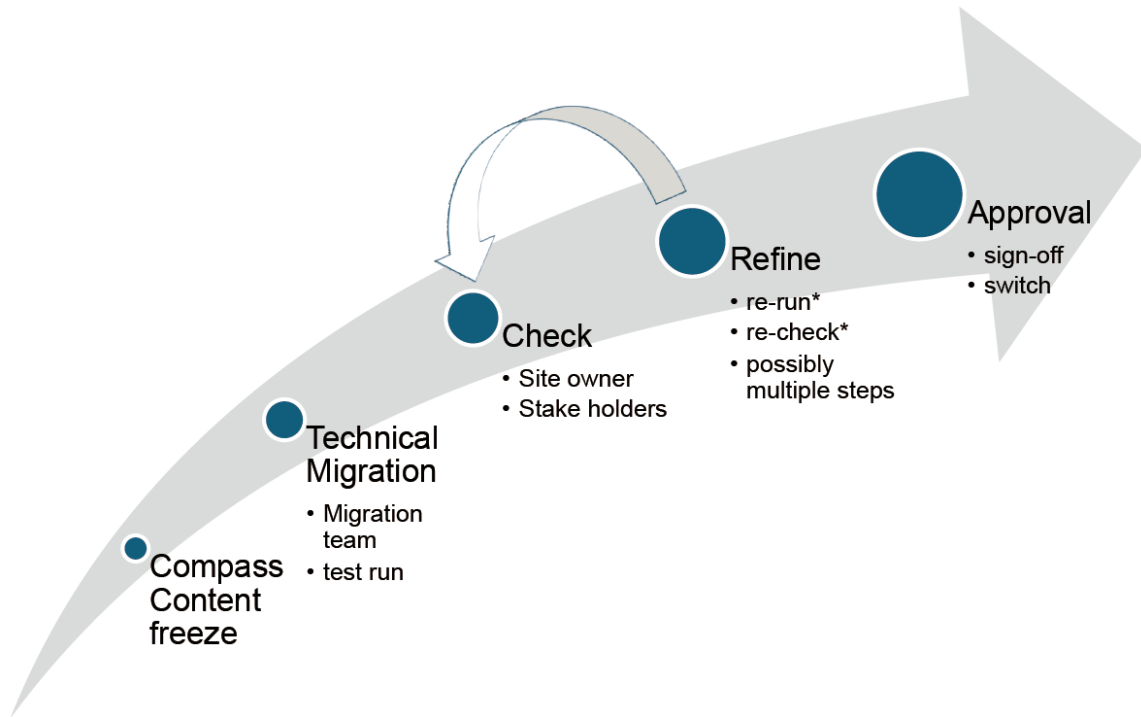
In general, content on Atlas is maintained in a decentralized manner by the business. However, to support the employees when they contribute content to and navigate Atlas, several guidelines and recommendations exist. Group Online Communications produce and use these to emphasise best practices. In addition to these guidelines and recommendations, the standard MAN Diesel & Turbo Code of Conduct and Language Policy supports appropriate intranet behavior.

Providing Feedback

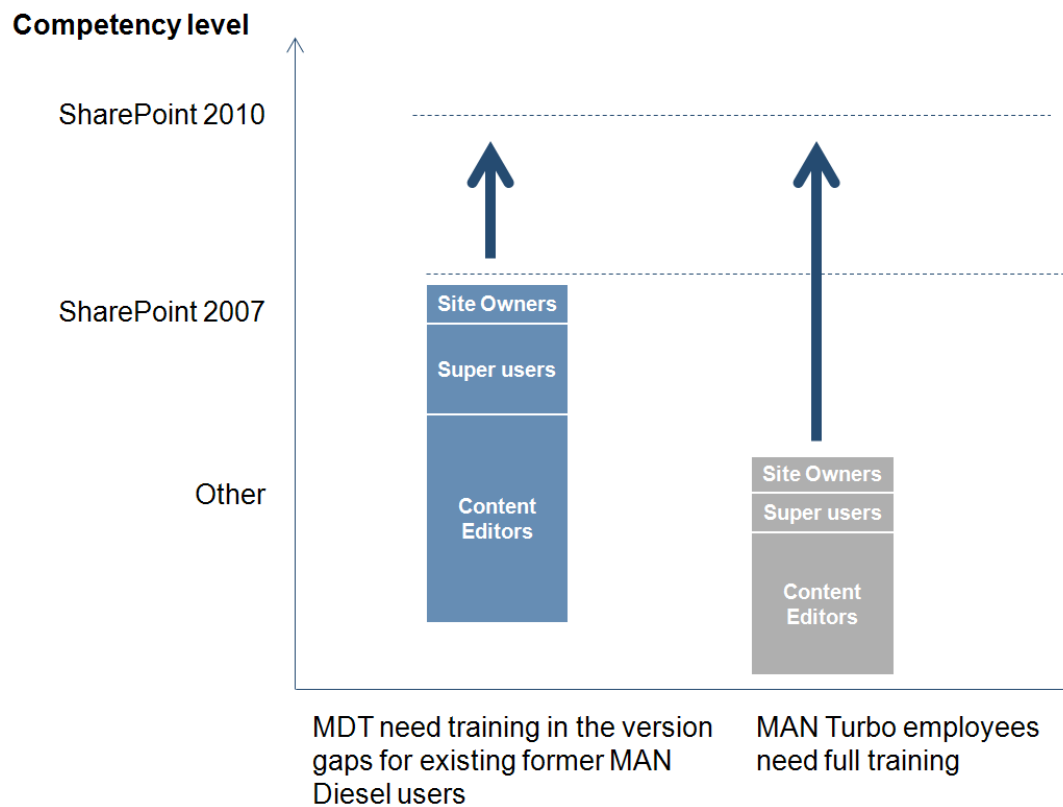
Because there are so many content contributors on Atlas, Group Online Communications offers feedback to them through support, training, and a yearly review, which is an integrated part of the governance structure.

Group Internal Communications has an editorial workflow under *News & Events* when training publishers, managing permissions, and giving the publishers regular feedback through emails to individuals and groups. "Furthermore," says Anders Kryger, Manager of Internal Communications, "we make sure to publish information such as guidelines, links to the training area, and updated statistics on a community site created for the specific purpose of supporting news publishers worldwide."

Pictured: Content editors can personalize and customize content pages to their needs with the available web parts, while maintaining the overall Atlas frame.



Pictured: The process of migrating old content from Compass contained a number of steps. Issues with the technical migration and the need for manual redesign between the refinement and sign-off steps were major contributors to the migration delay.



Pictured: The gap to becoming SharePoint 2010 super users differed for the former MAN Diesel and MAN Turbo employees.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none">• Two application and index servers• Two web front-end and query servers, load balanced via Citrix NetScaler• Two MS SQL servers 2008 R2 in cluster• All servers are high end (Windows Server 2008 R2 64-bit version) and are placed in two different physical locations for failover
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">• TestTrackPro/SharePoint
Design Tools	<ul style="list-style-type: none">• Photoshop• Captiva• Balsamiq Mock-Up
Site Building Tools	<ul style="list-style-type: none">• Microsoft Visual Studio
Content Management Tools	<ul style="list-style-type: none">• Microsoft SharePoint 2010
Search	<ul style="list-style-type: none">• Microsoft SharePoint Search

SEARCH

Defining the Need

Having an effective search tool is of critical importance to organizations like MAN, which has huge amounts of information and no consistent way of archiving informal data that's not product-related. It was, in fact, one of the most critical business demands for the new intranet.

"A well-functioning search function is alpha-omega in our organization," says Purse. "We are in the process of consolidating the company's strategy for Enterprise Content Management (ECM); however, today there are almost as many independent business tools for document archiving and management as there are local offices."

This makes it essential to have a powerful search engine that can look-up and refine results across online systems.

Choosing a Tool

Atlas uses the integrated search tool in SharePoint 2010.

"The integrated enterprise search functionality that comes with SharePoint 2010 offers an easy way to narrow down search results, using author, file type, site, and modified by date filters," says Stern.

At the same time, the search engine looks at the taxonomy and comes up with even more refiners to narrow the search even further.

"This is essential for a company of our size, which has huge amounts of data online already and will only be adding to the existing information," he says.

As an extra benefit, the search engine suggests *People Matches* when searching for content. So, if users need someone with specific know-how, they can find potential people here. The search engine categorizes the *People Matches* based on what employees enter on their *My Site*. When searching for content, the search engine also looks at other online platforms, indexing their content simultaneously and thus making it easy and quick to find the relevant information.

"For example," he says, "we use the Atlas (SharePoint 2010) search function to index and find files on the extranet."

The screenshot displays the MAN Diesel & Turbo internal search interface. At the top, there is a navigation bar with links like 'Home', 'News & Events', 'Employee Centre', 'Our Company', 'Knowledge Sharing', and 'Self Service'. A search bar at the top right contains the text 'dieselport'. Below the navigation bar, a sidebar on the left offers filters for 'Result Type' (Any Result Type, Adobe PDF, Word, Webpage, PowerPoint), 'Site' (Any Site, dieselport, atlas.md-man.biz, myatlas.md-man.biz), 'Author' (Any Author, Maria Alsted Junget, Henrik Dan Karper, Jochen Karger, Henrik Schaller), 'Modified Date' (Any Modified Date, Past 24 Hours, Past Week, Past Month, Past Six Months, Past Year, Earlier), and 'Tags' (Any Tags, MyOT_Favorites, MyOT_Communities, MyOT_SelfServices). The main content area shows search results for 'dieselport', with 110 of about 34,001 results displayed. The results list includes documents such as 'DieselPort', 'Access to DieselPort (high res for print)', 'Most Popular Tasks', 'Guide to token access to DieselPort', 'DT-Selfservice', 'Pages', 'Anwendungen', 'DieselPort External User Request', and 'DieselPort-Infoseite'. On the right side, a 'People Matches' section suggests related employees: DieselPort Admin, Ludwig Frischer, and Andrzej Huryn. The bottom of the page features a footer with copyright information for MAN Diesel & Turbo SE 2011 and a 'Last Refreshed' timestamp of 2011-02-24.

Pictured: The integrated search function allows for advanced filtering through refining options while suggesting People Matches of employees who have knowledge about the topic searched for.

MAN Diesel & Turbo SE

Home News & Events Employee Centre Our Company Knowledge Sharing Self Service

Search this site: [Search] [Advanced Search]

Atlas

Search center > People Results

View: 1-10 of 14 results

Sort by: Default

DiezelPort Admin
 MSc
 DiezelPortInfo@mandeselturbo.com
 Add as colleague
 Browse in organizational chart
 By DiezelPort Admin

Ludwig Fischer
 GWP
 +49(0)21322-3329
 A1911
 Ludwig.Fischer@man.eu
 Add as colleague
 Browse in organizational chart
 By Ludwig Fischer

Andrzej Huryn
 GWP
 +45 3385-1297
 T414.110
 Andrzej.Huryn@man.eu
 Add as colleague
 Browse in organizational chart
 By Andrzej Huryn

Joseph Purse
 GKO
 +45 3385-1366
 T413.43
 Joseph.Purse@man.eu
 Add as colleague
 Browse in organizational chart
 By Joseph Purse

Stephan Spangenberg
 GWP
 +45 3385-1291
 T414.110
 Stephan.Spangenberg@man.eu
 Add as colleague
 Browse in organizational chart
 By Stephan Spangenberg

Hanne Gbsholm Marelli
 GKO
 +45 3385-1223
 T413.70
 Hanne.Marelli@man.eu
 Add as colleague
 Browse in organizational chart
 By Hanne Gbsholm Marelli

Marie-Louise Munk Hansen
 L301
 +45 5469-3425
 ADM-H
 Marie-Louise.M.Hansen@man.eu
 Add as colleague
 Browse in organizational chart
 By Marie-Louise Munk Hansen

Frankie Cook
 MCC
 +49(0)21322-2041
 C12/8
 Frankie.Cook@man.eu
 Add as colleague
 Browse in organizational chart
 By Frankie Cook

Antje Mach
 POMA
 +49(0)21322-2713
 C115/
 Antje.Mach@man.eu
 Add as colleague
 Browse in organizational chart
 By Antje Mach

Michael Krüger
 MOO
 +49(0)21322-3404
 C115/
 Michael.Krueger@man.eu
 Add as colleague
 Browse in organizational chart
 By Michael Krüger

Help people find me: Update My Profile
 Number of searches that led to me:
 6 time(s) in the last month
 8 time(s) in the last week

Update My Keywords
 Keyword searches that led to me:
 purse_jap_joseph_purse_joseph_online_communications

© MAN Diesel & Turbo SE 2011 | Map | Contact Us | Powered by: Atlas Thomas (2010) | Last Modified: 2011-02-24

Pictured: By clicking *View more people*, a full list of employees with competences in the topic appears.

Improving Results

The SharePoint search functionality seems to meet the company's needs on Atlas, but there are still areas in need of improvement.

"What we are still in need of is a librarian or a librarian function to keep track of and improve the search engine by looking at and analysing the keywords people search for, the search results, and which results the employees click," says Purse. "Based on this information, a librarian will be able to make some best bets, changing the order of the search output and providing more value to the ranking of the results."

RESULTS AND ROI

One Intranet, One Company

The success of Atlas lies in the many things the company has gained as a result of its launch: bringing the two companies together, enabling standardization across the new organization, and allowing the team to eliminate old, redundant, and irrelevant data on the new site. But the key win for the team is the site's success at simply providing a single, unified vision of the company.

"We consider it a great success to have joined MAN Diesel SE and MAN Turbo AG physically on one common collaboration platform, especially coming from very different backgrounds on their old intranets and taking the differences in company cultures into account," says Purse. "Atlas is the first concrete step that actually visualizes the merger internally, and thus the intranet has a lot more meaning than just being an intranet and a collaboration platform."

There are so many factors that make a global intranet a success. Purse names a few that were most important at MAN:

- Enabling home office and worldwide organization employees to collaborate, as individuals or teams, as if they were in the same building.
- Making information available in a context that is understandable from a company as well as an individual perspective.
- Making existing solutions beneficial for a wider audience, providing a palette of tools and solutions that allow individuals and offices to improve their working and social environment.
- Bringing together common tools, such as global people directories and global news.

Atlas has given the company a platform to do many things that were necessary but more difficult to accomplish prior to the platform. Team members share some of those accomplishments:

- **Standardization.** Atlas has enabled standardization and increased visibility in permissions management. "At the same time," says Purse, "the new templates are aligned so that the look and feel helps emphasize the navigation structure and IA—the division between personal, public, and private collaboration content."

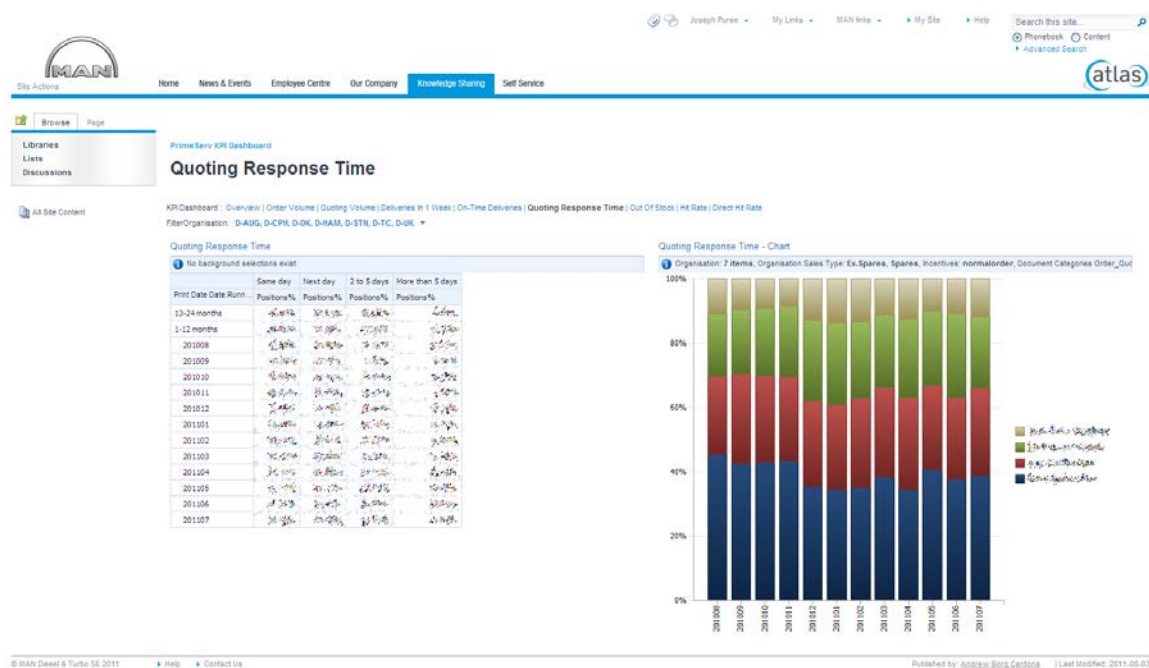
- **Spring cleaning.** In the process of creating a more logical, flat structure (on the new site), a thorough inventory and cleanup of old data was required. Prior to migrating the existing content, the team performed the necessary spring cleaning. "A lot of superfluous information and old data has thus been discarded that was highly needed," says Purse. "With the new governance model, we should not be seeing the same issues again."
- **Governance model.** With the new site came a new governance model, and that new governance model has definitely been a success, combining the strict governance of myMT and the non-existing governance of Compass, thus creating what Purse calls "a good compromise."
- **Common link collection.** "As the intranet is a tool that is used on a daily basis, we also consider it a success to have been able to gather all relevant links to the various tools and applications here, making Atlas the one entry into all the online tasks that the employees require access to on a daily basis," says Purse.
- **IA revision.** "One of the greatest successes was the revision of the IA," says Stern, "and to go from a hierarchical structure to a flat, task-oriented structure instead, in the long run creating a better system. This architecture is well thought through, supporting collaboration and opening up for much more integration."
- **Changing the point of view.** With Group Online Communications as the project's sponsor, Atlas has been developed from a business point of view rather than an IT point of view, putting usability and business needs at the core. "We have put a lot of energy into the completely new information architecture, which stresses the task-based approach and lets the employees customize the homepage to their own needs," says Purse.

Metrics and measures of success

As with all ROI measurements, there are both tangibles and intangibles. Some of the important ones for getting an effective and joint MAN Diesel & Turbo publishing platform in place were:

- **One platform.** By creating one information platform for all MAN Diesel & Turbo employees, the worldwide organization has access to easier collaboration and communication possibilities.
- **Decentralized decision-making.** Decisions are now made where the expert knowledge is situated.
- **Transparency.** There is now transparency in ownership, procedures, and processes: "who does what, when, and how."
- **Content governance.** Through Atlas, the company has achieved an aligned content governance process between Turbo and Diesel as well as an aligned common and open social/collaboration structure, including departmental, project, and business unit team site editors.

- **Alignment of best practices.** Atlas is the result of aligning best practices drawn from both intranets, allowing for a total redesign and optimization of the end-user experience.
- **Training.** At project finalization, all SharePoint/Atlas training was handed over to HR.
- **Streamline tech environment.** There's now a common intranet infrastructure platform on SharePoint 2010 and a combined development/test environment and production environment.
- **Template standardization.** Standardized templates are now available to everyone, thus all employees draw from the same library.
- **Common WikiWorld concept.**
- **Alignment of key applications.** These include the phonebook, *My Site*, AD, team sites, search, and news.



Pictured: The KPI Dashboard gives an overall indication of each site's performance for the entire sales department. All statistics are shown for the past two years and can be filtered by department/organization.

The screenshot displays the MAN Self Service portal. At the top, there's a navigation menu with options like Home, News & Events, Employee Centre, Our Company, Knowledge Sharing, and Self Service. A search bar is positioned in the top right corner. The main content area is titled 'Self Service' and features a 'Search Tasks' section with filters for 'Org' (All Diesel Turbo Units) and 'Unit' (Copenhagen). Below this, a 'I Need To' section lists various tasks, each with an 'Add To My Favorites' button. The tasks include 'Order currency', 'Book Travel', 'Check if my plane is on time', 'Find repaport', and 'Do my Travel Expenses'. On the right side, there's a 'My Tasks' sidebar with a list of tasks and a 'Questions' section with contact information for Christiane Krohling and Hanne Gisholm Maretti. The footer contains copyright information for MAN Diesel & Turbo SE 2011 and a 'Last Modified' date of 2011-05-12.

Pictured: The *Self Service* area is an extensive collection of links, helping users find information about everything from travel booking to currency; it also offers direct access to external applications. Once found, tasks can be added to the *My Tasks* web part on the front page, becoming available through a single click.

MAN logo and navigation bar (Home, News & Events, Employee Centre, Our Company, Knowledge Sharing, Self Service). Search bar and user profile (Joseph Puras).

Excellence

"We are what we repeatedly do. Excellence then is not an act, but a habit." - Aristoteles

Excellence is a holistic Business System, which ensures an integrated and coordinated approach towards lean at MAN Diesel & Turbo. It focuses upon all areas and dimensions of our organisation and in particular on factors that drive performance.

Latest eXcellence news

Ideas management – first six months of 2011 successfully concluded
 2011.07.15 | Ideas management at the Augsburg, Berlin, Hamburg, Oberhausen and Zurich plants brought in an overall benefit of 1.343.312 euros within the first six months 2011.

House of Excellence

Roadmap Running Projects

Roadmap Running Projects

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Pictured: Community sites are used for different types of collaboration, supporting the business' needs.

LESSONS LEARNED

The Atlas team outlines some of their key learnings from the project:

- **Create an inclusive team.** “Being a global company, our project team was internationally based. This was a great help in our attempts to embrace the different cultures and meet the diverse requirements. However, in cases where team members are not based at the same location, inclusive project management is essential.” (Kristina Helms)
- **Communicate directly.** “The duration of the project, together with the delay, made it difficult to maintain a positive communications momentum. The challenge became to communicate new realities and new changes clearly. The key learning is especially that using management as multipliers of messages is difficult in a global matrix organization. Next time, we would probably rely more on direct communication to the relevant target groups. However, we will have to bear in mind that it will require more resources to meet the consequentially much higher workload.” (Kryger)
- **Plan for user training and outreach.** “It is important to realize that a changed look and feel can confuse even existing SharePoint users. Therefore, it is necessary to set aside resources for kick-start assistance to basic questions (such as ‘Where is the *Site Actions* button located now?’). After the launch, for the period of time in which it was necessary, we held weekly Information Room sessions where employees could just drop by and pose questions for the project members. That worked very well.” (Helms)
- **Celebrate the successes.** “I think it is important to remember to celebrate the successes to keep the momentum. You can easily get caught up by the challenges in a project of this size and magnitude; do not let them take over.” (Helms)
- **Keep the technology in sync.** “We managed to keep our test environment and production environment in sync fairly well. The small differences did mean a surprise to us once or twice, though, for example with regards to performance. So, make sure to sync the environments to best see how, for example, new developments integrate into the platform.” (Stern)
- **Bridge gaps between design and execution.** “One of our challenges was a gap between the design mock up and the live system. So, make sure to bridge potential gaps with technical specifications in writing to avoid misunderstandings so that you have a detailed description of how the content should appear.” (Stern)
- **Use offshore vendors with caution.** “A heads up is also who to use for development. We had offshore vendors, which was an issue in the development. The differences in time zones caused delays, and the knowledge basis was not sufficient for our purpose.” (Stern)

AT&T (My CSP) (2013)

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

Headquarters: Dallas, Texas

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

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

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

Design team:

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

Members:

Steve Hyska, Executive Director

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

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

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

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

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

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

SUMMARY

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

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

Although many intranets strive to get information to users quickly, for MY CSP doing so is mission-critical. A few seconds here and there can make a crucial difference when dealing with a customer. The My CSP intranet team has dedicated years to ongoing site improvements, resulting in the impressive, functional, and usable tool it is today.

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

The large, 70-member team has worked tirelessly to meet users' needs as well as the company's. Team roles include content management, visual and video design, search optimization, project management, and channel oversight, as well as 37 IT employees working on infrastructure and technical development. Management supports the efforts, recognizing the vital importance of such information for employees who are serving customers. Every second counts when answering a customer's question.

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

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

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

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

my CSP

SEARCH HELP | SAVED SEARCHES

YouShare

AT&T Insider

Directory

OPERATIONS

BILL/ACCOUNT

EQUIPMENT

SERVICES

OFFERS

SYSTEMS

SUPPORT

HOME

MY CSP FEEDBACK

MY STUFF / MY VIEW

LOGOUT

Welcome: AT&T Team Member

Channel: Company Owned Retail

Submarket: Arizona

AT&T Links | Edit

» Speakeasy Glossary

» att.com

» WEBPHONE

» HROneStop

» tSpace

» Store Locator

» AT&T Insider

» Learning Solutions

My Channel Links | Edit

» Business in Retail

» Comp/Reports/Rewards

» Customer Support

» Equipment/Inventory

» My Job

» Network/Plans

» Training/Coaching

» Wired Tools

My Personal Links | Edit

» Apple

» AT&T

» CNN

My Bookmarks | Edit

» Frontline Focus

» iZones and Hubs

Frontline Focus - Effective April 8

» Nokia Lumia 900 Launches on 4/8 in All Stores

» Named "Best of CES 2012" for all Smartphones

» Win with YouShare Video Challenge and Sales Incentive

» HTC Titan II Available with 16MP Camera and HTC Watch

» Spring U-verse/Wired Promotions and Updates

DETAILS

My Sales Dashboard - Company Owned Retail

KPI	MTD	EOM Projected	EOM Attainment
Active Sales	100	100	100%
Revenue	100	100	100%
Total Sales (Active Sales)	100	100	100%
Total Sales (New Sales)	100	100	100%
Total Sales (New Sales)	100	100	100%
Total Sales	100	100	100%

Refreshed through 4/12/2012

GO TO SALES DASHBOARD

Important Links

» Retail Experience

» Compensation and Reporting

» Device Support

» AT&T Mobile Insurance Eligible/Ineligible/Tiered Deductible Equipment List

» Cancel Service for Buyer's Remorse and No Install Within 14 Days - OPUS

» Device Category Comparison Guide

» iZone

» Reset Resource

What's New

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

VIEW ALL >>

Tablets Hub

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

Details

New 4G LTE Devices

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

Details

Our Retail Promise

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

Details

Do One Thing (DOT)

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

Details

New Flagship Store

Check out the details of the Michigan Avenue store.

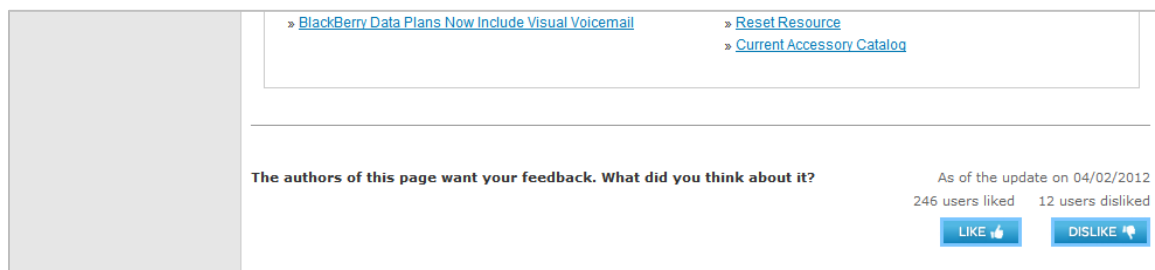
Details

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

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

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

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



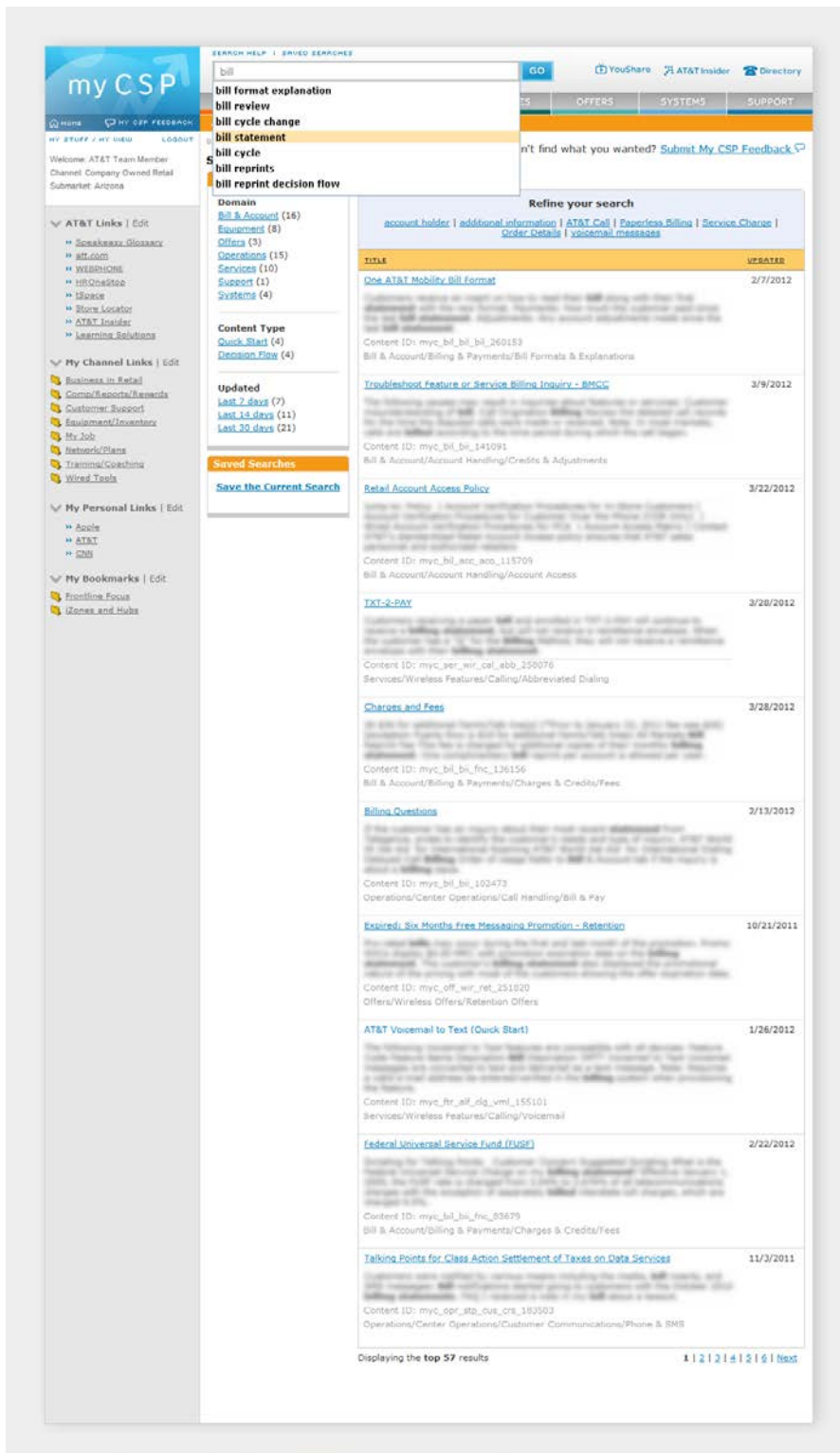
Pictured: Each content page includes a *Like* or *Dislike* icon. When clicked, users can add comments to explain their rating and provide further feedback to the team and content owner.

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

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

analytics, help drive users to more detailed queries, moving them to the specific answers they need more quickly. For instance, a user searching for “bill” now sees further options, such as “bill review,” “bill cycle,” or “bill format explanation.”

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



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

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

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

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





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

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

Region:

Store Name:

Weekly Manager Agenda

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

Daily Practice Sessions

What are they?

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

What are the steps?

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

	Tuesday	Wednesday	Thursday	Friday
HQ	Mobile Share	AT&T Locker	Other Updates	Mobile Share

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

Fast Facts - Effective 4/8/12 - COR

Nokia Lumia 900 - Key Benefits

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

Nokia Lumia 900 - Launch Readiness

- » Web-based Training (CST) 408-88883 available 3/26/12 and due by 4/15/12 and Assessment (CST) 408-88838 available 4/15/12 and due by 4/25/12.
- » Each Nokia Lumia will come withwards points and within into weekly market drawings and regional grand prize drawings. Go to the mywards site for more details.
- » All providers will arrive by April 6, 2012 if placed by 7pm CST on April 4, 2012.
- » Have your special Nokia events on April 1st.

HTC Titan II

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

U-verse Rebrand

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

beautifully
different



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

Nokia Lumia 900 - YouShare Video Challenge

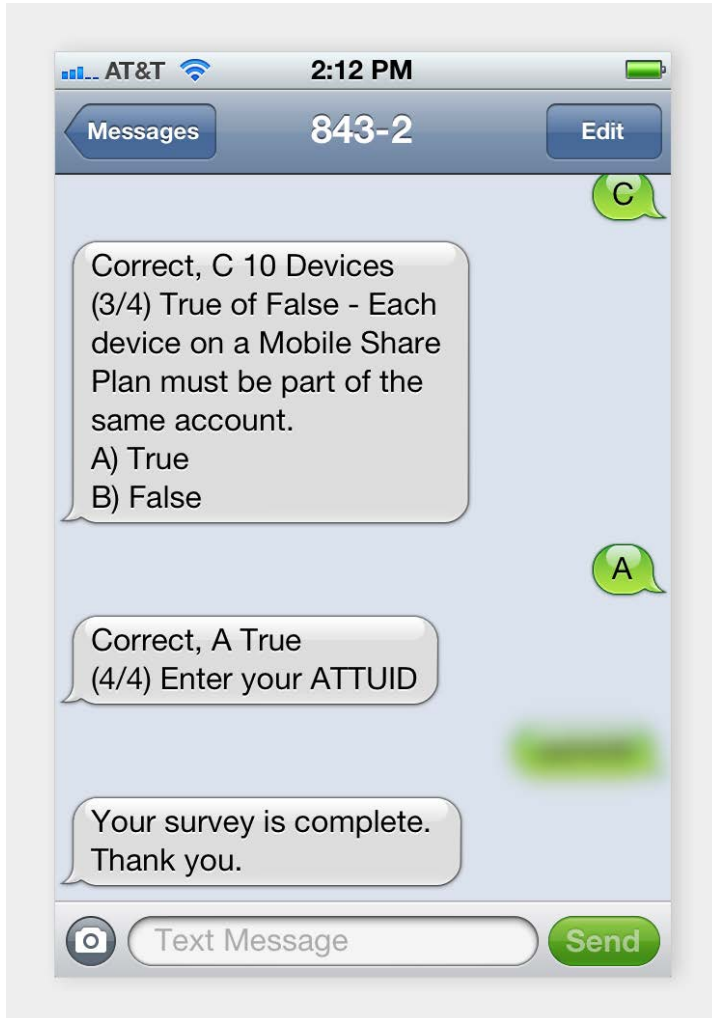
- » Our sales are the best in the business and we want a fun way to share that knowledge across the country.
- » To get started, check out the sample video for some ideas, then post your video to YouShare and get the most votes to win a prize party for your store.
- » Videos can cover topics like personalizing your Lumia, Lumia apps, or Nokia Lumia profiling.
- » Contest starts 4/1 and ends 4/25. One submission per store. Vote for your favorite videos in YouShare between 4/1 and 4/25. Winner determined by the highest average number of stars and number of votes.

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© 2012 AT&T Intellectual Property. All rights reserved. AT&T and the AT&T logo are trademarks of AT&T Intellectual Property.

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

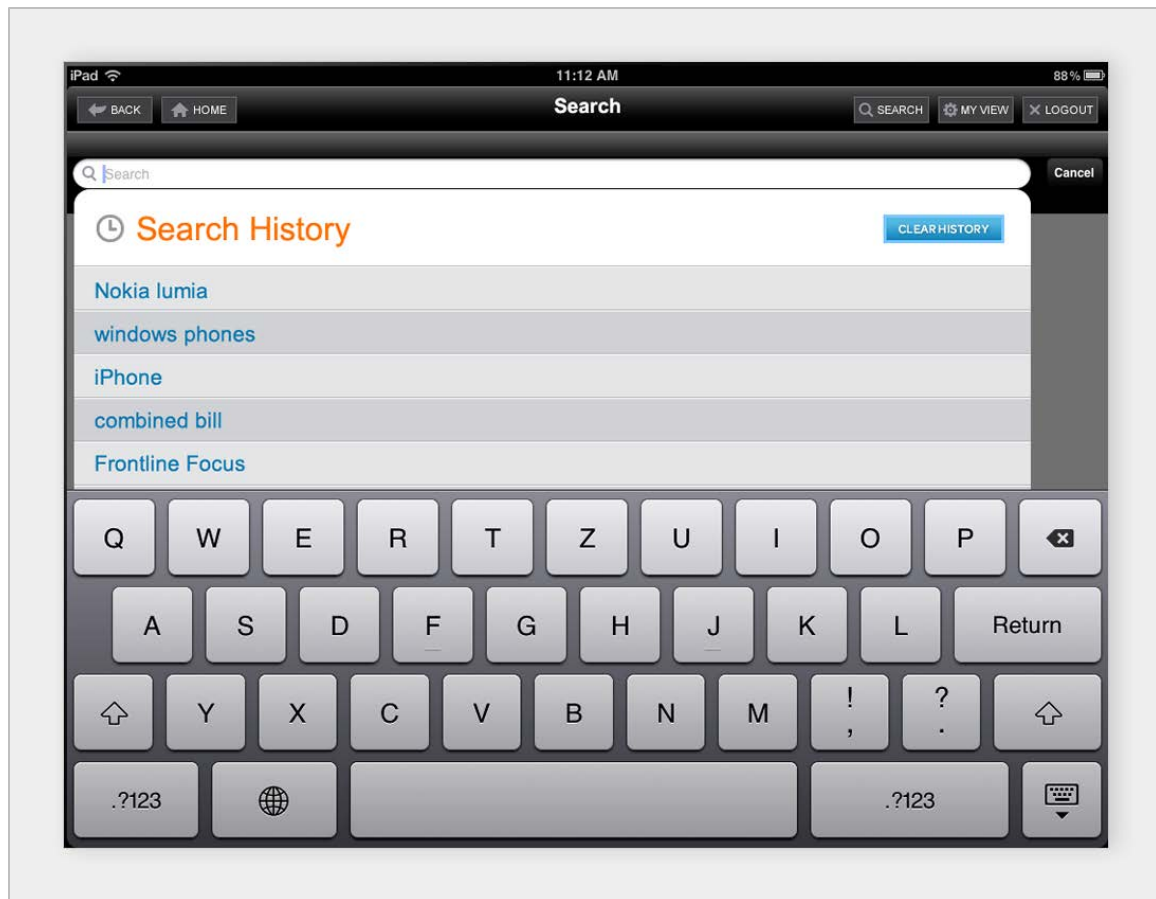
Retail employees can also answer a *Knowledge Quiz*, which is sent to their mobile device and asks them three to five questions about that week's top initiatives. The

quiz is synched to a scheduling tool to ensure it is sent only to reps that are working that day. Users receive a notification when the quiz is ready, and it provides immediate feedback about the correct answer. This works to reiterate the weekly information as well as encourage employees to pay attention to it when they read or view it.



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

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



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

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

my CSP

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

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

[MY STUFF / MY VIEW](#)
[LOGOUT](#)

[AT&T Links](#) | Edit

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

[My Channel Links](#) | Edit

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

[My Personal Links](#) | Edit

- Apple
- AT&T
- CNN

[My Bookmarks](#) | Edit

- Frontline Focus
- iZones and Hubs

SEARCH HELP | SAVED SEARCHES

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

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

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

Samsung Galaxy S III Know the Facts

ID: myc_equ_wir_pho_282626 | Last Updated: 08/01/2012

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

[View Related Links](#)

Know the Facts!

Samsung Galaxy S III

Share Your Galaxy

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

Device launched on July 6, 2012.

Key selling tips & customer benefits

Key Differentiators

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

Key Features

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

Target Customers & Links

Target Customers

Mobile Processors and Tech Enthusiasts

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

IT

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

Business Calling & Chatting

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

Important Links

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

Differentiating Accessories

Belkin Surround Cases

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

Samsung TecTiles NFC Tags

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

Samsung Desk Dock with Travel Adapter

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

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

As of the update on 08/01/2012
7 users liked 21 users disliked

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

584

INFO@NNGROUP.COM

AT&T (My CSP) (2013)

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

BACKGROUND

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

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

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

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

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

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



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

my CSP

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

MY STUFF / MY VIEW

LOGOUT

Welcome: Value Team Member

Channel: Value Consumer Sales-West

Submarket: Georgia

AT&T Links | Edit

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

My Channel Links | Edit

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[Equipment/Inventory](#)
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[Wired Tools](#)

My Personal Links | Edit

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

My Bookmarks | Edit

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

SEARCH HELP | SAVED SEARCHES

GO

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

OPERATIONS

BILL/ACCOUNT

EQUIPMENT

SERVICES

OFFERS

SYSTEMS

SUPPORT

Specific is Terrific, Give Us More Details!

Now Add Details When You Dislike An Article

Help My CSP Improve The Information You Need

What Else Do We Need To Know

DETAILS

Customer Solution Center

Affiliates

DIRECTV/DISH

[AT&T/DIRECTV \(Quick Start\)](#)
[AT&T/DIRECTV Billing Procedures](#)
[AT&T/DIRECTV New Order](#)
[AT&T/DIRECTV Receivers](#)
[AT&T/DIRECTV Sales Guide](#)

HSI/DSL

[HSI Direct \(Quick Start\)](#)
[HSI/DSL, Dial-Up, CPE, and Wi-Fi Pricing](#)
[HSI/DSL Escalation Tool](#)
[HSI/DSL OfferNet Escalation Process](#)
[HSI Offer Matrix](#)

Wireless

[Wireless for Consumer Sales](#)

Tools

[AT&T Upgrader](#)
[HSI / DSL Escalation Tool Web site](#)
[Online Process Center](#)
[Store Locator \(Tool\)](#)

Recently Updated

Billing

Call Handling

Regulatory Compliance

Plans/Features

Promotions

What's New

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

VIEW ALL

Online Repair Tool

Provide one stop customer service and reduce transfers to repair by entering a trouble report.

Details

My CSP Search Results

Learn how to improve your search results.

Details

AT&T Customer Rules!

Reward a job well done! Visit "The AT&T Customer Rules!" Web site and submit your nomination.

Details

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

my CSP

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

[MY STUFF / MY VIEW](#)
[LOGOUT](#)

Welcome, Travis Cook
 Channel: DMDR - Dir Mail/Mass Media
 Submarket: Georgia

[AT&T Links | Edit](#)

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

[My Channel Links | Edit](#)

- Bill/Payment Links
- Equipment Links
- Job Links
- Manufacturer Web Sites
- Plan Links
- Sales Support Links

[My Personal Links | Edit](#)

- Apple
- AT&T
- CNN

[My Bookmarks | Edit](#)

- Frontline Focus
- iZones and Hubs

SEARCH HELP | SAVED SEARCHES

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

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

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

Frequently Used Numbers (FUN) List

ID: myc_hom_con_fqn_127223 | Last Updated: 06/25/2012
 [Give Feedback](#)
[E-mail](#)
[Bookmark](#)

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

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

Note:

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

Quick Links:

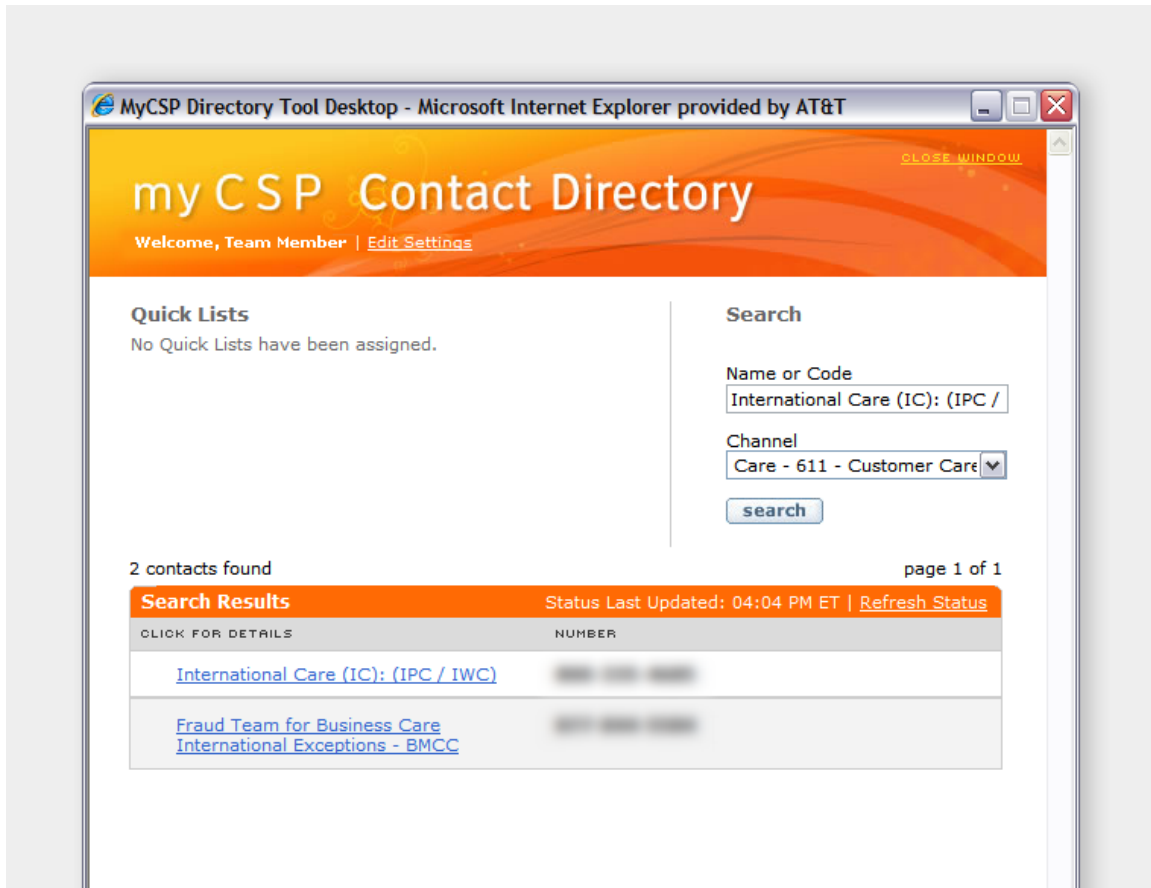
- [AT&T Contact Numbers Tool](#)
- [Collection Agencies](#)
- [Definitions of Frequently Used Numbers](#)
- [Equipment Manufacturers](#)
- [SAVE Speed Dials - DMDR/CLM](#)
- [U.S. and International Time Zones](#)
- [Warranty Service Center](#)
- [Wireless Carriers](#)

[A](#)
[B](#)
[C](#)
[D](#)
[E](#)
[F](#)
[G](#)
[H](#)
[I](#)
[J](#)
[K](#)
[L](#)
[M](#)
[N](#)
[O](#)
[P](#)
[Q](#)
[R](#)
[S](#)
[T](#)
[U](#)
[V](#)
[W](#)
[X](#)
[Y](#)
[Z](#)

- A -

Department	Sub-Department	Consumer Care	Business Care	Hours, 811 Website Method
Acer		See Equipment Resources	See Equipment Resources	
Advanced Network Services (ANS)		Tap 1 transfer the call to Tap 1	800-877-8888 or select option 4 of the Business Customer Service Line. Choose option 1, and then choose the option for either wireless e-mail or wireless internet assistance.	24/7
Agent Queue - Consumer Care South Central Region Only		888-888-8888 811 to be used for landline applications only.	Consumer Care Only	Mon-Fri: 7:00 a.m. - 6:00 p.m. Sat: 8:00 a.m. - 6:00 p.m. Sun: Closed
Apple		See Apple Support	See Apple Support	
Asurion MobileProtect Insurance (only for iPhone)		888-877-8888 (Customers already enrolled in MobileProtect)	888-877-8888 (Customers already enrolled in MobileProtect)	Mon-Fri: 8:00 a.m. - 11:00 p.m. Sat: 10:00 a.m. - 8:00 p.m.
		888-877-8778 (Customer not enrolled, but have insurance about MobileProtect)	888-877-8778 (Customer not enrolled, but have insurance about MobileProtect)	
Asurion Mobile Insurance		888-888-8888	888-888-8888	Mon-Fri: 8:00 a.m. - 11:00 p.m. Sat: 10:00 a.m. - 8:00 p.m.
AT&T AMB Agreement IVR Acceptance Line		888-877-8888	888-888-8888	24/7
AT&T Asset Protection		888-877-8888	888-877-8888	Mon-Fri: 8:00 a.m. - 11:00 p.m.
		888-888-8888 from international locations	888-888-8888 from international locations	A message will be left after hours.
AT&T Contact Numbers Tool		AT&T Contact Numbers Tool Includes the external contact numbers to other AT&T ServiceProduct departments. Outsourced/vendor locations, see AT&T Contact Numbers - Vendor Centers	AT&T Contact Numbers Tool Includes the external contact numbers to other AT&T ServiceProduct departments. AT&T Contact Numbers - Vendor Centers	
AT&T Messaging (Call in)	California	888-888-8888	888-888-8888	

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



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



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

Deciding What to Fix, Change, or Improve

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

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

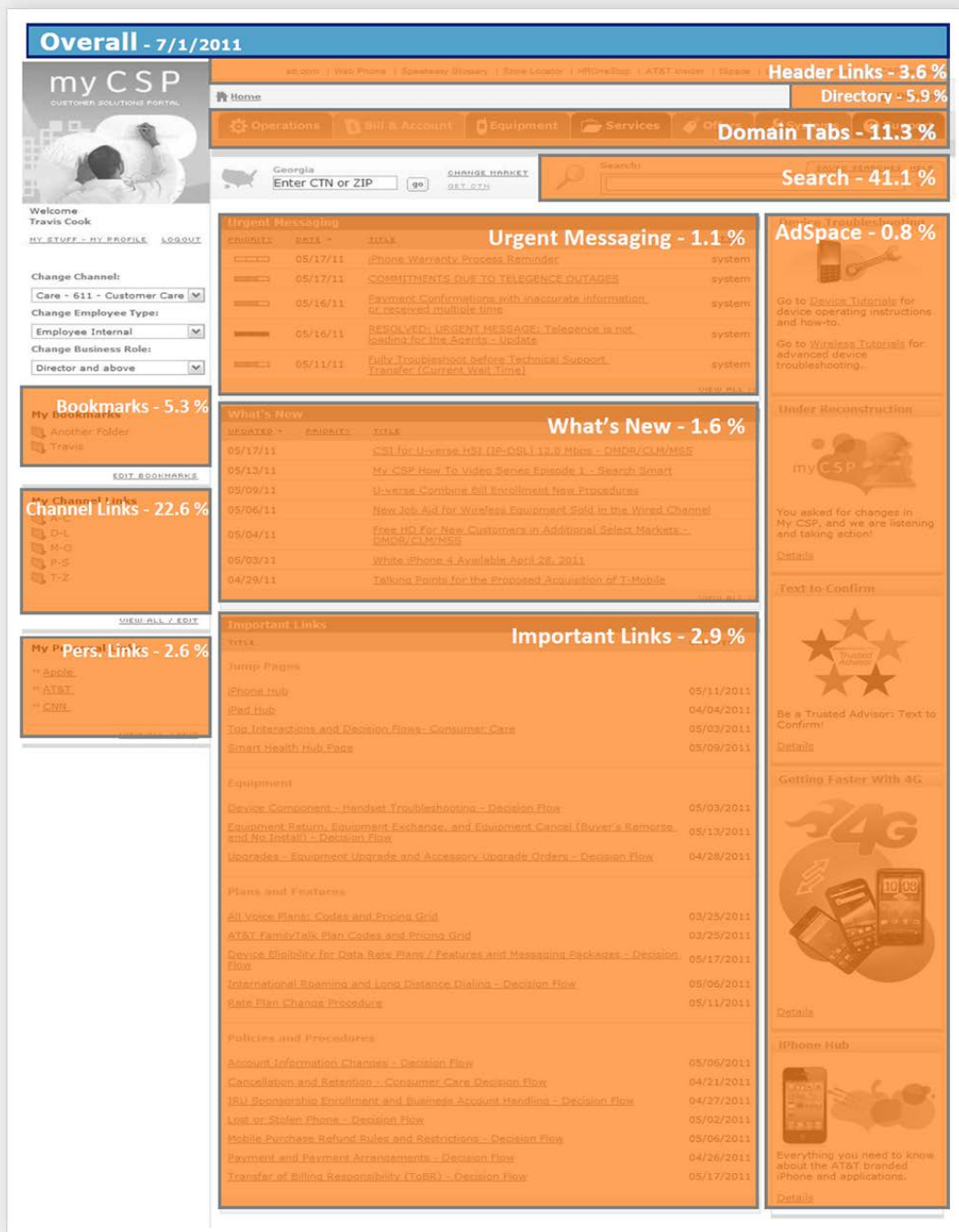
“All along the way, we looked at analytics from the site, and we talked to various levels of users and their leadership to help drive the development and delivery methodology,” says Dan Northington, Senior Manager, Multi-Channel Communications. “We continually refined along the way, based on analytics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

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

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

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

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



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

Challenges

Getting everyone on the same page was the biggest challenge across the team's many initiatives. "The biggest challenge is gaining agreement amongst the different

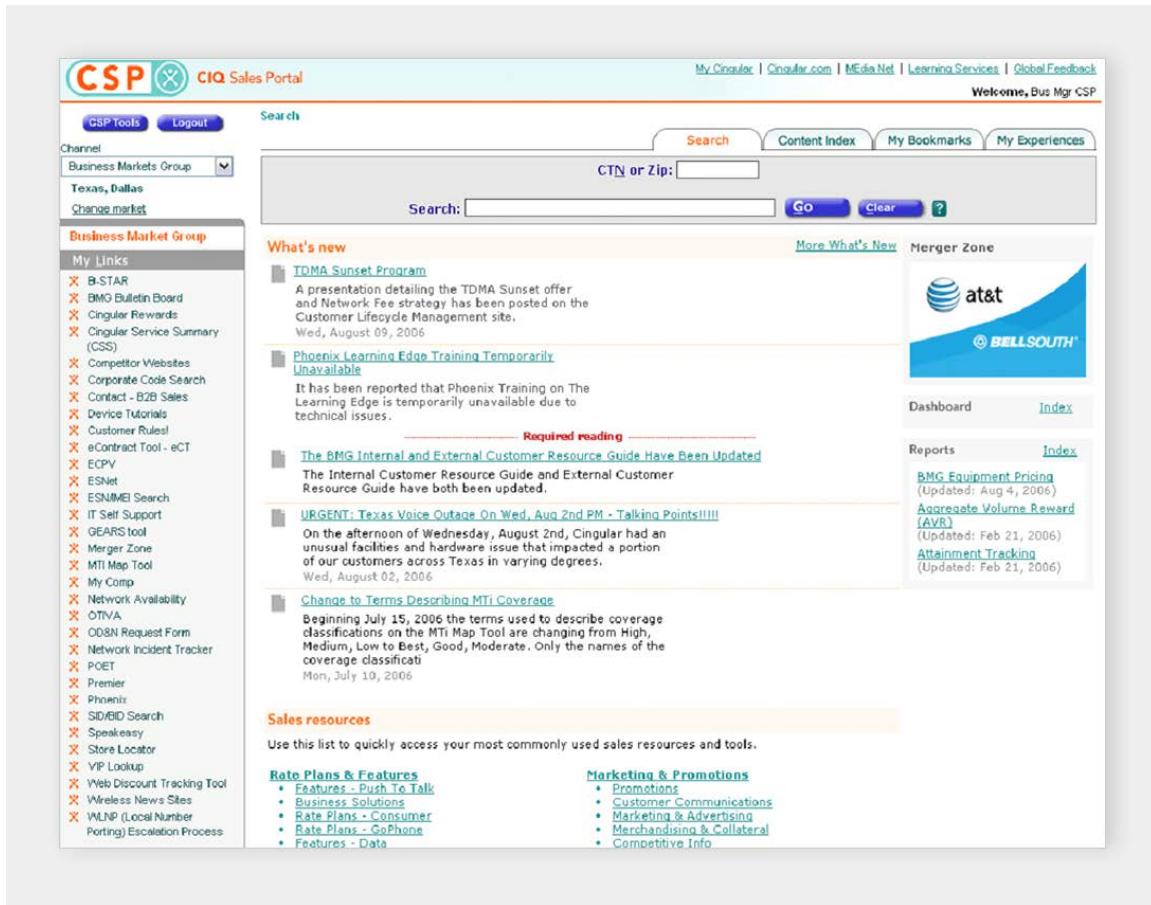
groups and then executing in a unified way,” says Hyska. “For the big stuff, budget has always been simple for us. Leadership has always understood the value of our initiatives.”

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

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

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

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



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

INTRANET TEAM



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

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

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

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

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

GOVERNANCE

Ownership

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

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

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

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

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

USERS

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

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

URL AND ACCESS

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

DESIGN PROCESS AND USABILITY WORK

A Custom Approach

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

Iterating *Frontline Focus*

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

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

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

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

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

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

my CSP

CUSTOMER SOLUTIONS PORTAL

[Home](#)
[Operations](#)
[Bill & Account](#)
[Equipment](#)
[Services](#)
[Offers](#)
[Systems](#)
[Support](#)

[Feedback](#)

[Georgia](#)
[Enter CTN or ZIP](#)
[GET STN](#)

[Search](#)
[ADVANCED SEARCH](#)
[HELP](#)

Welcome

John Smith - Ipaum Loren

Paulab Forest Dolore Duisapae

[my CSP - my PROFILE](#)
[ABOUT](#)

Change Channel

Company-Owned Retail

Change Employee Type

Employee Internal

Change Business Role

Manager

My Bookmarks

[Bookmarks](#)
[Bookmarks Folder 2](#)
[Bookmarks Folder 3](#)
[Bookmarks Folder 4](#)

[EDIT BOOKMARKS](#)

My Channel Links

[Folder Name](#)
[Folder Name](#)
[Folder Name](#)
[Folder Name](#)

[Link Name](#)
[Link Name](#)
[Link Name](#)

My Personal Links

[Link Name](#)
[Link Name](#)
[Link Name](#)

[Folder Name](#)
[Folder Name](#)
[Folder Name](#)

[Link Name](#)
[Link Name](#)
[Link Name](#)

Home / Frontline Focus

Frontline Focus

ID: myc_hm_npr_120456 | Last Updated: 06/05/2011

[Print](#)
[Email](#)
[Bookmark](#)

[View Related Links](#)

WIRELESS

Device/Accessory Updates

HTC HD7 - Windows Phone 7 Goes Big

> 4.3" Super LCD Screen - our biggest for Windows Phone 7 yet
 > Dolby Mobile and SRS WOW HD Surround Sound
 > 2-year SRP - \$199.99
[View the Facts](#)

Pantech Crossover

> Android 2.2 with full QWERTY keyboard
 > Preloaded AllSport OPS application
 > 2-year SRP - \$799
[Know the Facts](#)

Jabra Cruiser2 Bluetooth In-car Speakerphone

> Superior sound with dual mic technology
 > Simple setup with no installation needed
 > SKU: 40064

Small Business Training/Apps

Apriva Pay

> Turns your mobile device into a portable credit card terminal.
 > Uses AprivaPay merchant account.
[Online Demo](#)
[Details and Provisioning](#)

Procto Forms

> An easy-to-use solution for smartphones that can replace paper forms used by field.
 > Gives businesses a comprehensive view of mobile workers' productivity.
[Online Demo](#)
[Details and Provisioning](#)

Telenav Track Lite

> Downloadable reports for expanded analysis.
[Online Demo](#)
[Details and Provisioning](#)

OPERATIONS/WIRED

U-verse Mobile Live TV - Paquette on Expand Movi

> Package includes channels such as Telemundo Novelas, Telemundo Mobile, ESPN Deportes, and more
 > AT&T U-verse subscribers can access for only \$4.99/month
[Launch Details and Overview](#)

Mobile Insight (Local Dealer Only)

> Starting June 5, 2011, the Local Dealer store visit checklists will be active and accessible to RAs in Mobile Insight. Starting July 1, 2011, the Local Dealer bi-weekly store visit compliance requirement goes into effect in Mobile Insight (MI).

Simplified Pricing for Broadband

> Effective June 12, 2011, we are simplifying pricing for our High Speed Internet product portfolio across the 22 state footprint.
 > Impacts new AT&T High Speed Internet customers.
 > Bundle discounts will also increase so the bundle discount will remain the same.
[New Standard Broadband Pricing and Bundle Discounts](#)

Action Fee Changes

> Applies to High Speed Internet Products sold as standalone or with an Access Line
 > U-verse TV activation fee increasing by \$7.00 (aligned with other activation fees)
 > The U-verse HSI and U-verse HSI (P-DGL) only applies for self-install customers.
[U-verse Activation Fee Screenshot](#)
[PDC Activation Fee Screenshot](#)

Product	Old	New
*HSVDSL Direct	\$0.00	\$36.00
U-verse TV	\$29.00	\$36.00
U-verse HSI	\$29.00	\$36.00
*U-verse HSI (P-DGL)	\$0.00	\$36.00

* Closer options available to overcome activation fee objections (On Demand only)

MANAGER CORNER

Sales Coaching Session

[CRM Manager Documents](#)
[LD Manager Documents](#)
[GIS Reg Review Video](#)

Merchandising

> Latest updates and changes in iQCC and Reel Resources
[Reel Resources](#)

Checklists

[RSM Checklist iQCC](#)
[RAE Checklist iQCC](#)

Operations Outlook

> System Updates and Enhancements
 > Policy and Procedure Updates
[View Operations Outlook](#)

Space Community

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

600

INFO@NNGROUP.COM

AT&T (My CSP) (2013)

my CSP

CUSTOMER SOLUTIONS PORTAL

[Home](#)

[Operations](#)
[Bill & Account](#)
[Equipment](#)
[Services](#)
[Offers](#)
[Systems](#)
[Support](#)

Georgia

Enter CTN or ZIP

go

CHANGE MARKET

GET CTN

Search

SAVED SEARCHES

HELP

go

Welcome

Retail Team Member

[MY STUFF - MY PROFILE](#)
[LOGOUT](#)

Change Channel:

Company-Owned Retail

My Bookmarks

[Bookmarks](#)
[Bookmarks Folder 2](#)
[Bookmarks Folder 3](#)
[Bookmarks Folder 4](#)

EDIT BOOKMARKS

My Channel Links

[Folder Name](#)
[Folder Name](#)
[Folder Name](#)
[Folder Name](#)

[Link Name](#)
[Link Name](#)
[Link Name](#)

My Personal Links

[Link Name](#)
[Link Name](#)
[Link Name](#)

[Folder Name](#)
[Folder Name](#)
[Folder Name](#)

[Link Name](#)
[Link Name](#)
[Link Name](#)

Home / Frontline Focus - Sales Reset - September 4

Frontline Focus - Sales Reset - September 4

ID: myc_homopr_123456 | Last Updated: 1/1/2011

[Print](#)
[E-mail](#)
[Bookmark](#)

No Related Links

HTC Jetstream Tablet With 4G LTE

> AT&T Exclusive Android [Honeycomb](#) (3.1) Tablet
 > Dual-Core Processor and a 10.1" High-Definition Screen
 > Tablet Versions of AT&T Family Map and AT&T Navigator Available
 > [HTC Jetstream - Know the Facts](#) [tSpace](#)
 > [Set-up Essentials Video](#)
 > [Web-based Training](#) Available on September 1

New Postpaid \$35/3GB Tablet Data Plan

> Customers Can Save \$150 at the POS with Two-year Commitment
 > Great Option for Customers Who May Not Need the 5GB Plan
 > [Data Plans for Smartphones/Internet Devices/Tablets](#) [tSpace](#)

Great Smartphone App From AT&T

> [AT&T DriveMode App Helps Limit Texting and Driving](#)

Device Updates

> [LG Thrill 4G Available September 4](#)
 > [LG Encore Go \(PAYG\)](#)
 > [AT&T Z221 \(PAYG\)](#)

More Information

> [New IRU FAN For Honorably Discharged Veterans](#)
 > [Additional Updates](#)

Reset Focus Training

Sales Coaching Session - **Action Required**
 > [Reset Focus Video](#) [CA](#)
 > [Fast Facts Handout](#)

Manager Corner

Manager Downloads - **Action Required**
 > [RSM Reset Checklist](#)
 > [RAE Reset Checklist](#)

Merchandising

> [IPOG](#)
 > [Reset Resource - COR](#)
 > [Updated Accessory Catalog](#)

[tSpace](#) Community

> [Frontline Focus Feedback](#)
 > [New Products and Services tSpace](#)
 > [Compensation tSpace](#)

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

my CSP

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

[MY STUFF / MY VIEW](#)
[LOGOUT](#)

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

[AT&T Links](#) | Edit

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

[My Channel Links](#) | Edit

- » [Business in Retail](#)
- » [Comp/Reports/Rewards](#)
- » [Customer Support](#)
- » [Equipment/Inventory](#)
- » [My Job](#)
- » [Network/Plans](#)
- » [Training/Coaching](#)
- » [Wired Tools](#)

[My Personal Links](#) | Edit

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

[My Bookmarks](#) | Edit

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

[SEARCH HELP](#) | [SAVED SEARCHES](#)

[GO](#)

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

[OPERATIONS](#)
[BILL/ACCOUNT](#)
[EQUIPMENT](#)
[SERVICES](#)
[OFFERS](#)
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Frontline Focus - COR - Effective April 8, 2012

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

602

INFO@NNGROUP.COM

AT&T (My CSP) (2013)

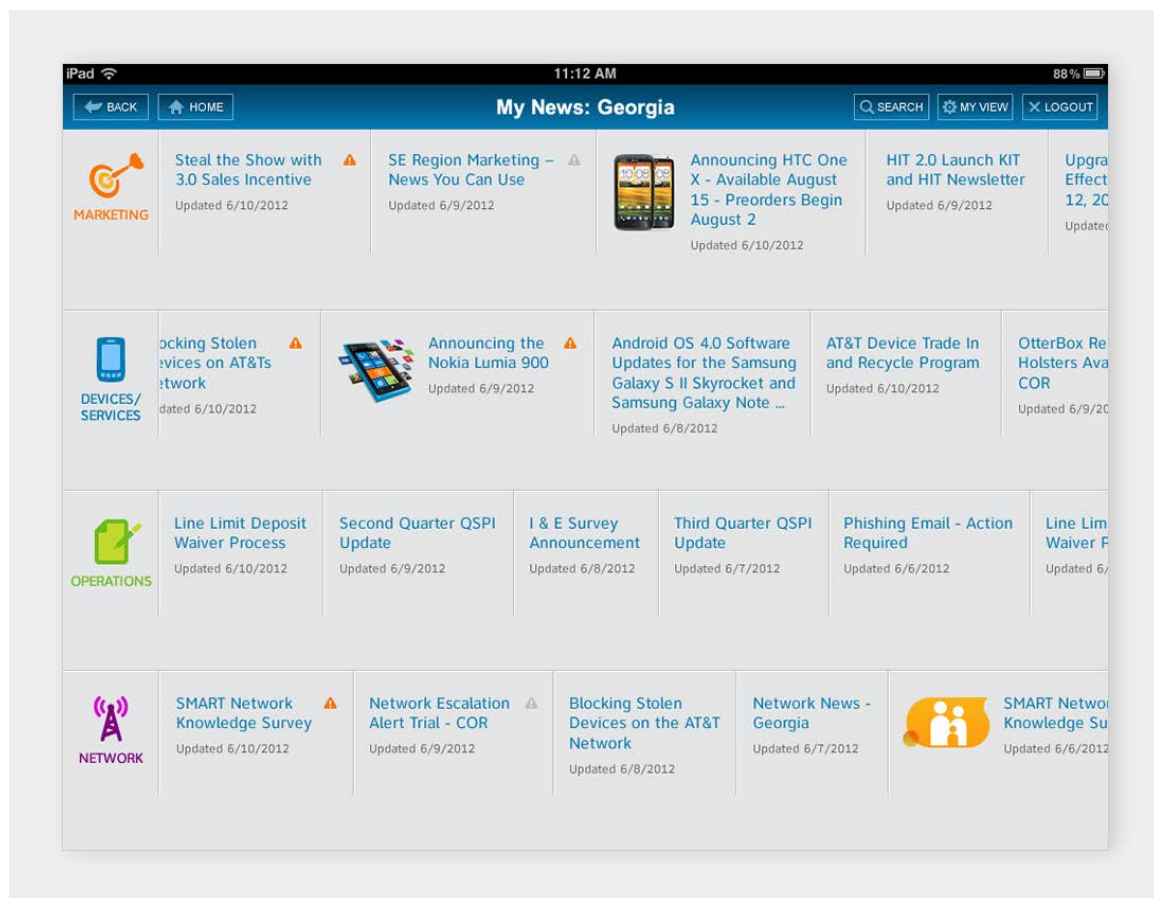
Designing My CSP Mobile

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

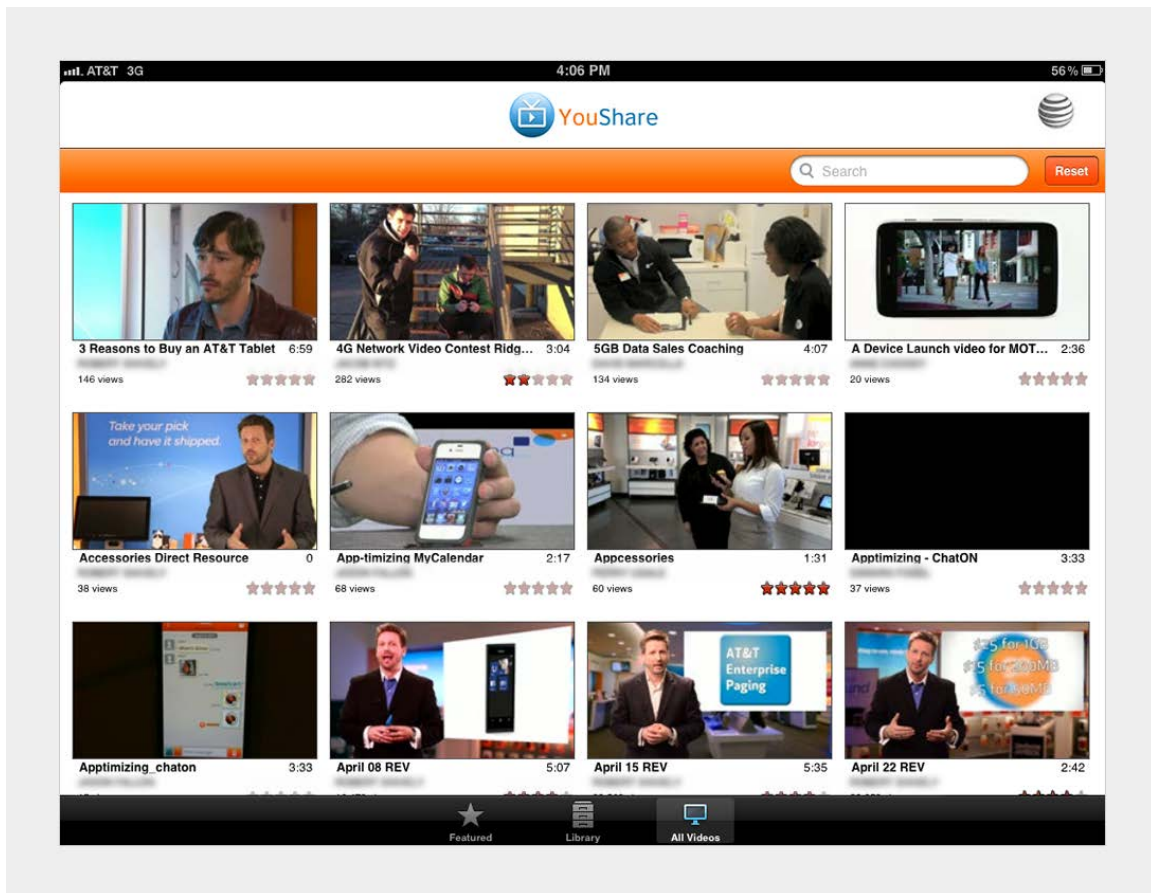
The mobile app offers most of the content and features users are accustomed to finding on the site's desktop version, but presents it in a design more optimized for the tablet experience and filters out some of the more complex content.

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

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




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










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

TIMELINE


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



Cingular.com | Cingular Intranet | IT Support | Learning Edge | Glossary | Store Locator | Feedback

 Home
  Bill
  Equipment
  Plans
  Features
  Promotions
  Solutions

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[change market](#)

[LOGOUT](#)
 Welcome **John Smith**
[CHANGE PROFILE SETTING](#)
 Change View
 National Dealer

[Channel Name] Links
[Folder Name](#)
[Folder Name](#)
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[Link Name](#)
[Link Name](#)
[Link Name](#)

[User Name] Links
[Folder Name](#)
[Folder Name](#)
[Folder Name](#)
[Folder Name](#)
[Folder Name](#)
[Folder Name](#)
[Link Name](#)
[Link Name](#)
[Link Name](#)

National Dealer Home


News

UPDATED	PRIORITY	TITLE
10/15/06	REQUIRED	TXT message to raise money for the American Red Cross
10/15/06	REQUIRED	Important Information on the 504 and 985 Area Codes
10/15/06	COMPLETE	Cingular's Network Leadership Plans
10/15/06	COMPLETE	Sales Advisory: September 30, 2006 Equipment Update
10/15/06		Cingular and iTunes Jam to a Media Storm

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Top Answers

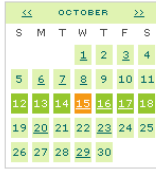
RATING	TITLE	UPDATED
★★★★★	Vivamus et justo sit amet	5/11/05
★★★★☆	Duis autem vel eum iriure asd rerit	5/11/05
★★★☆☆	Lorem ipsum et justo sit	5/11/05
★★★★★	Vivamus et justo sit amet	5/11/05
★★★★☆	Duis autem vel eum iriure asd rerit	5/11/05

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Calendar






10/15/06 | Device Launch
[Palm Treo 650](#)
 Short summary description displays here, short...







9/03/06 - 9/30/06 | Promotion
[\\$59.99 Family Promo 9/1 Relaunch](#)
 Beginning Tuesday, May 11th, Cingular customers can receive a \$20 instant savings on ALL handsets.

Reports


REPORT TYPE	TITLE	FORMAT	UPDATED
Equipment	Vivamus et justo sit amet nunc no numm ymus		5/11/05
Volume	Duis autem vel eum iriure asd rerit, lorum epsum aema		5/11/05
Attainment	Lorem ipsum et justo sit amet nunc no		5/11/05
Equipment	Vivamus et justo sit amet nunc no numm ymus		5/11/05
Volume	Duis autem vel eum iriure asd rerit, lorum epsum aema		5/11/05


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Merger Zone (ND)

 Merger Zone is your single source for all information related to the AT&T merger, including Customer Inquiries for [AT&T](#) and [BellSouth](#).

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GoPhone
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President's Circle
 Understand more about this year's elite members of President's Circle.


Pictured: The MY CSP homepage during its development in 2006.

CONTENT AND CONTENT CONTRIBUTORS

More than 600 SMEs submit content for My CSP. These sponsors are drawn from across the company and include many headquarters employees from marketing, supply chain, operations, and so on. These experts create or update an average of 220 items daily.

Starting Off with a Clean Slate and Keeping It Clean

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

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

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

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

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

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

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

Publishing Content

The standard workflow goes something like this:

- A **sponsor** submits an article, and it is routed to one of the content managers based on the project folder in which the content is created (the back-end project folder translates to the front-end site taxonomy). The sponsor is responsible for information accuracy and for validating which end user groups should be able to view the content.
- The **content manager** is responsible for the information's overall presentation, including to ensure that the site's styles/standards are upheld; the formatting is correct; the grammar is accurate; the target audience is correct; the project folder/taxonomy selections are correct; and the title is intuitive to end users.
- Once this is complete, one of the **QA managers** offers a second set of eyes to ensure everything is ready to go.

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

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

Expiring Old Content

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

Training Authors on How to Create Great Content

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

"We've realized that our sponsors typically come into their roles as experts on the business they serve but not necessarily with editorial backgrounds," says Chisam. "So, we've added training specifically on writing for the web and give specific techniques on how to write at an eighth-grade level. We also make the *Editorial Style*

Guide available as a Wiki and regularly update it with suggestions from our sponsors and team members. In addition, we really emphasize ongoing learning with our author community.”

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

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

Once content is written and published, the learning doesn’t stop. Sponsors and their management receive feedback from multiple avenues. First, if anything requires immediately attention, they get real-time feedback on their submissions from the content management team. If an article seems to be missing key information or is confusing or outdated, then a content manager returns the article to the sponsor within the workflow and includes notes.

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

Ensuring Quality

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

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

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

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

TECHNOLOGY

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

MOBILE

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

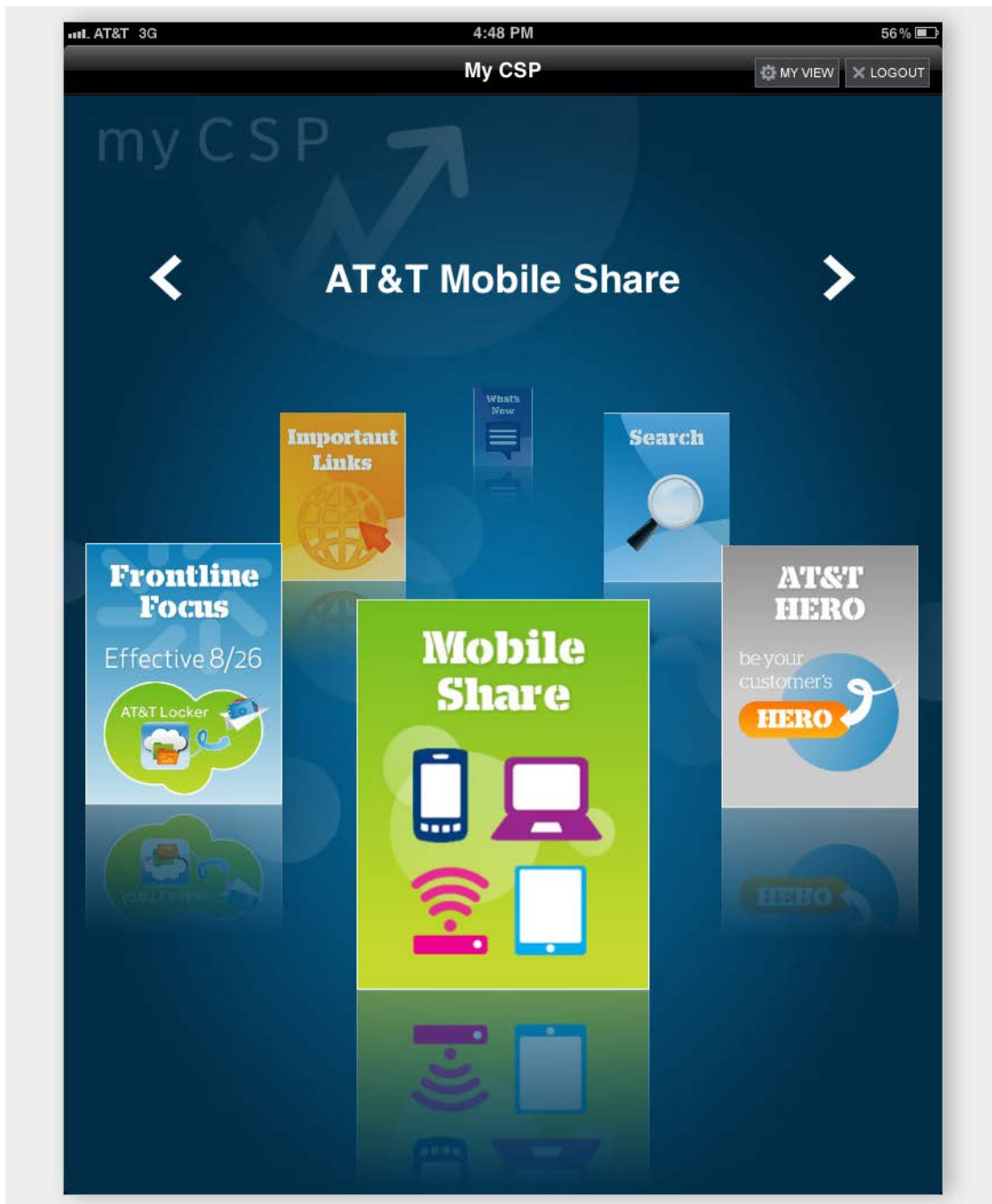
"One of the challenges we faced when 'mobilizing' My CSP was determining if we should develop a mobile web site or native mobile apps for each operating system," says Burns. "Both approaches had various pros and cons that would have long term impacts on our mobilization strategy. Ultimately, we decided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

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

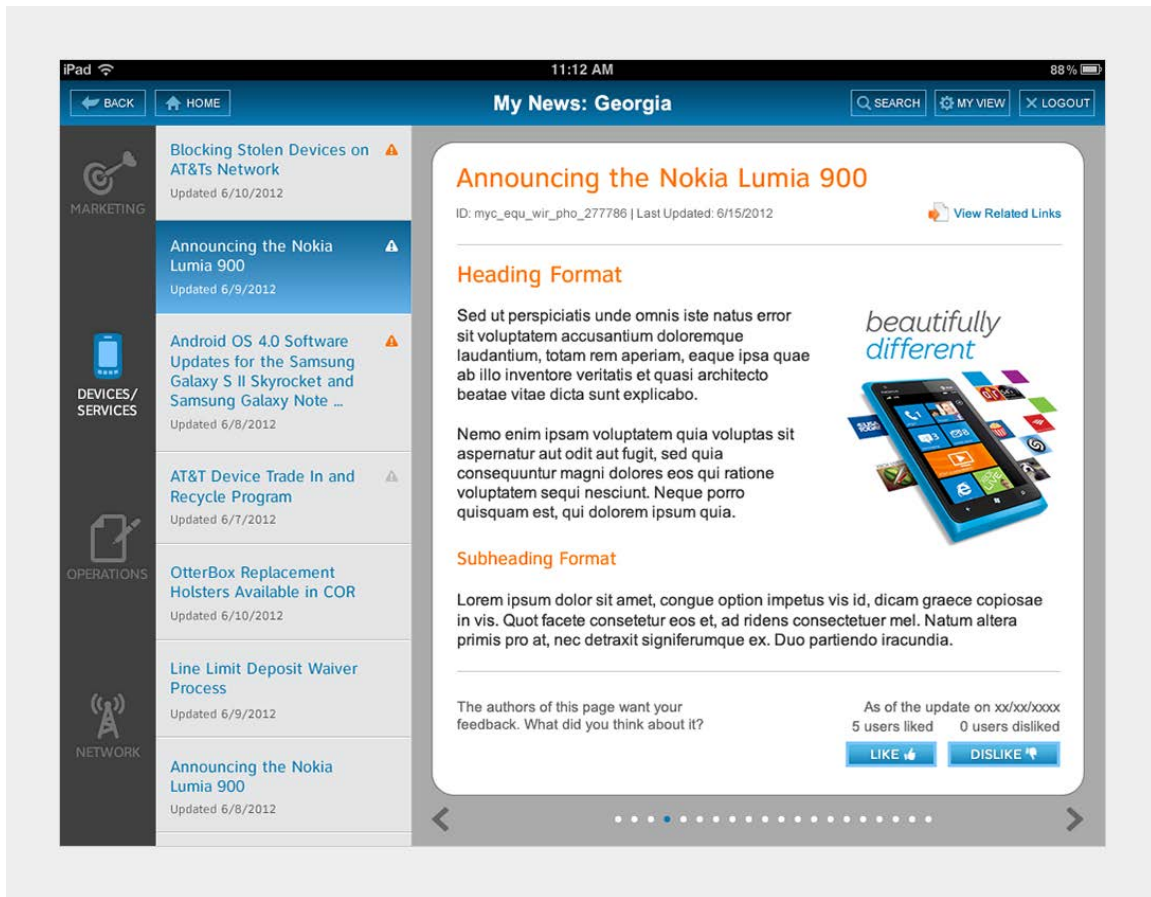
The team also deployed all of the content pages in HTML5 to ensure it was accessible across mobile operating systems.

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

The team relied on research and in-house expertise to guide the initial development activities, and then field-tested different iterations during the development process. “We utilized the agile development process and were able to make quick, iterative changes throughout the development lifecycle,” says Burns.



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



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

SEARCH

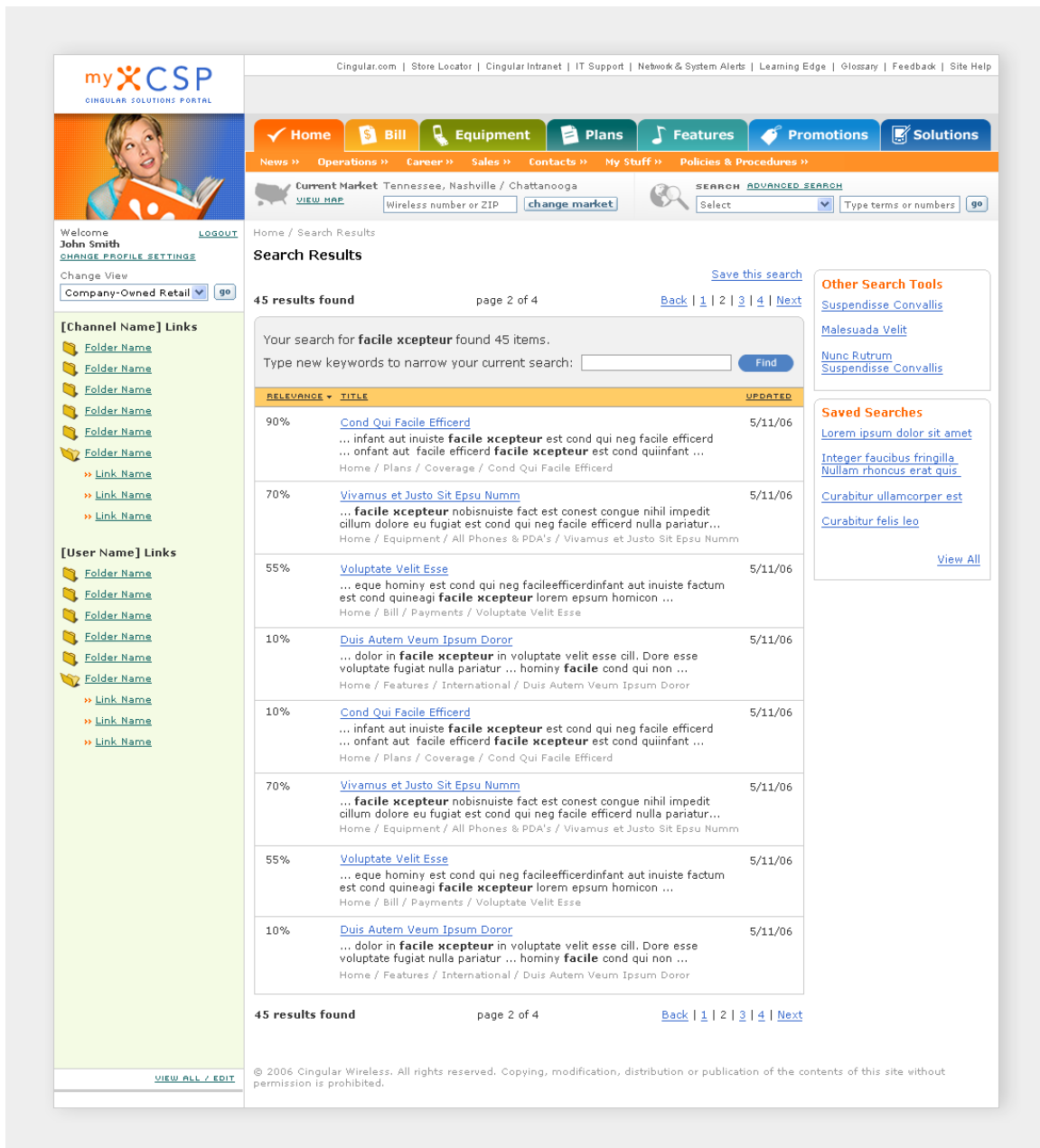
The largest technical change was migrating search engines, which was done in 2009. The project required 18 months of planning and implementation, but the team says it was worth it. User satisfaction immediately increased by 10 percent and has continued to increase incrementally year over year.

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

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

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

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



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

RESULTS AND ROI

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

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

LESSONS LEARNED

My CSP team members share some of their lessons learned:

- **Don't over promise.** "I've learned many things along the way. A big one for me is not overpromising. You can't walk out of every meeting having signed your team up for the impossible. You have to truly understand the needs versus the nice-to-haves. Prioritization is so important." (Hyska)
- **Surround yourself with experts.** "Surround yourself with experts in their fields. And know that over the years, you'll need to keep retooling. Skills that were relevant three years ago are not necessarily the ones you'll need tomorrow." (Hyska)
- **Have a business case.** "Make sure you've got a compelling business case for what you're doing. We've always been fortunate to have our senior leadership's full support. When we built My CSP originally, we got our President's signature directly on the PowerPoint used to explain what we wanted to build and why." (Hyska)
- **Enlist the help of executives.** "When you take initiatives down to the manager level, it can be tricky getting the right support. In those situations, the managers don't have the bandwidth to prioritize the work that you've created for them, and executives aren't aware of the problems that need addressing. So, we've gone back to the executives to recalibrate on priorities. And what really works is giving those leaders specific details about how this impacts their frontline representatives, whether its [using] metrics or, even better, when you can let those end users do the talking themselves." (Chisam)
- **Put strategy first.** "First, spend quality time developing a detailed strategy before engaging in business requirements or site design. Second, ensure you have multiple team members with a focus on usability. Third, use an agile development method so you can make iterative changes to the design during the process." (Burns)

"Always try to get as much direct user feedback as possible. Always be as critical of the content as possible to make it as succinct and effective as possible. We have to really tailor the content to the user group—we have to anticipate their questions and concerns prior to delivering it." (Northington)
- **Engage the users.** "Performing user testing and field research is going to pay big dividends. The user will frequently stumble on something that you've never considered." (Cook)
- **Keep up with the times.** "At times, I've been surprised by the amount of times that people want to hold onto the old. Business changes, technology changes, expectations change. Our user base is made up of young people who are educated and tech savvy, and they have high expectations of the systems and tools they need to do their job. And it's our job to deliver that to them." (Hyska)

AMP (2014)

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

Headquarters: Sydney, Australia

Number of employees the intranet supports: 6,000

Company locations: Primarily Australia and New Zealand

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

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

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

SUMMARY

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

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

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

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

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

on essential features and working toward their ultimate goals. This development process is ongoing, post launch, as they make continual improvements and additions to the site.

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

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

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

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

the Hub

Search

Octavia Maddox

My feed

My settings

Calendar

Email

Tasks

Read later

Announcements

All AMP feed

Hub help

My feed

What are you working on?

Edit Subscriptions | Edit News Interests | Edit Settings

My Newsfeed

Jakkii Musgrave

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

No More Downtime: The Death of The Social App

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

about 3 hours ago Like Comment Follow-up More

Steven Fitzgerald

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

about an hour ago Like

4 people like this

Mark Morgan

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

44 minutes ago Like

Linda Le

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

about 2 hours ago Like Comment Follow-up More

2 people like this

David Morgan

So simple and useful. Thanks.

about an hour ago Like

Ivan Koprievic likes this

Penny Newbigin

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

about 6 hours ago Like Comment Follow-up More

7 people like this

View all 6 comments

Nikki Brough

woohoo go @[Alisha McKinlay] well deserved

about 3 hours ago Like

Ezrom Waka

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

33 minutes ago Like

QUESTION

Frank Arratza

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

Collaborate with the Queen.

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

QANTAS

AMP buzz

Changes to your AMP Group Southern Cross health insurance policy

Today

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

Today

The 2013 iStar Awards are now open for nominations!

Today

View All

Share price

AU: \$5.21 ▲ 0.97%

NZ: \$6.15 ▲ 0%

Not updated: 15 minutes ago

My shortcuts

Circular Quay meeting room bookings

Google

Trustee Services

Add New

Communities

my communities

Go to my communities

go

recommended communities

Paul Sainsbury's updates

Ignore Follow

find communities

View All Communities

Colleagues

recommended colleagues

Martin Mikulson

Ignore Add

recently added me

There are no results

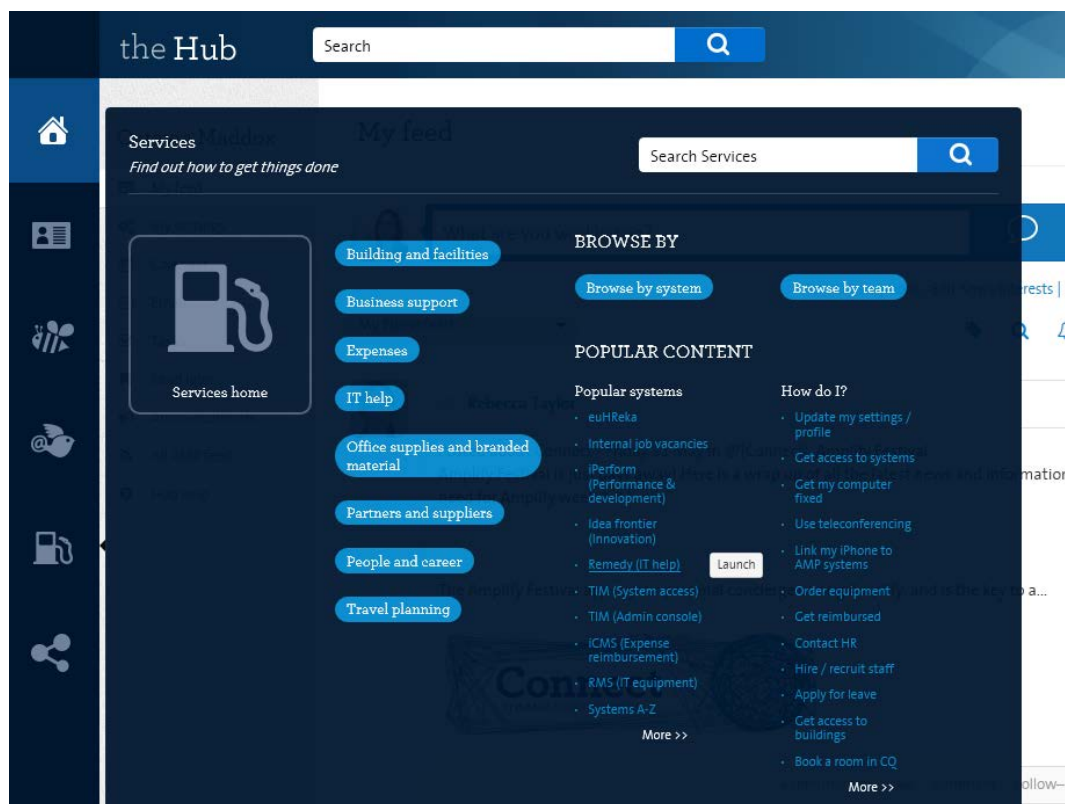
You have 109 colleagues

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

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

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

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



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

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

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

the Hub

Search

Home

ME

ALL

Awards and recognition

14

External news

4

Planning and finance

13

Services

14

Technology

41

Working at AMP

171

Sydney v Melbourne. The great AMP road bike race.

[Home](#) > [The buzz](#) > [Technology](#) > [Sydney v Melbourne. The great AMP road bike race.](#)

About this page

Intended audience

Employee type: All employee types

Role type: All role types

Location: Sydney; Melbourne

Business area: All business areas

SYDNEY VS. MELBOURNE

Page views - 134

Last updated - 30 May 2013

About the author

Luke Sinclair

Community Manager

Related Buzz

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

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

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

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

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

Free professional profile photos courtesy of the new Hub

Win the Qantas voucher week one Visa gift card winner announced

Investor Relations Update from Howard Marks

The Hub summary of known issues - 18 February 2013

NZ specific information for the new Hub

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

Win the Qantas voucher - week one instructions

Come and have your profile picture taken professionally

Have your professional profile picture taken at the Hub launch event

Get your professional profile picture taken

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

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

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

This exhibit is not to be missed!

Amplify Expo

Work: A vision for the future

CQ01 Room 11

Friday 7 June 2013

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

Your Top Stories

the Hub

releases & updates

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

Today

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

Secret hints and tips for Amplify Samurai - plus

Today Sarah Warner

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

Watch Amplify Festival from anywhere in the

Today Sarah Warner

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

SYDNEY VS. MELBOURNE

Sydney v Melbourne. The great AMP road bike race.

Yesterday Luke Sinclair

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

View All

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

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WWW.NNGROUP.COM

621

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

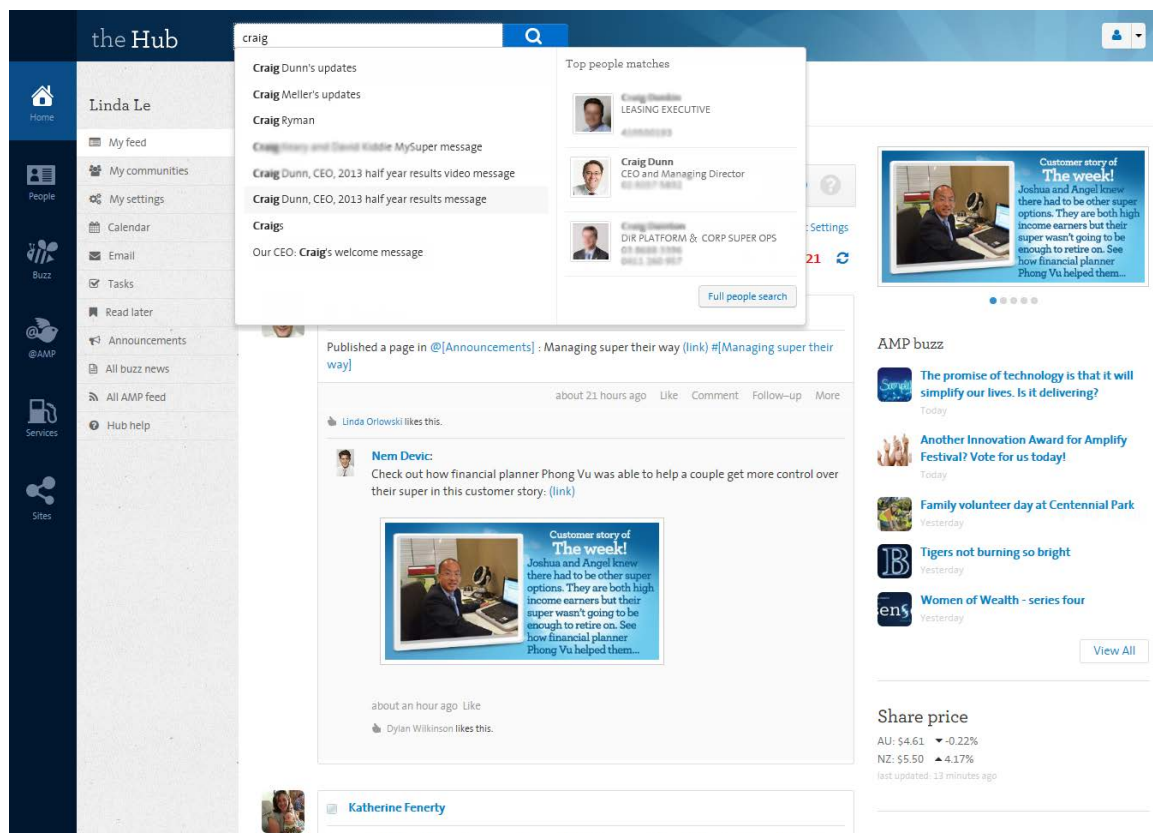
A dedicated community-management team works to ensure the adoption and growth of social communications at AMP. Early efforts at engaging employees have paid off; user adoption bypassed that of the previous networking tool in only six months.

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

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

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

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



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

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



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

The team thought through the details to make a successful site. From incorporating user feedback to thinking of ways to encourage adoption and engagement, they worked to create a site that focuses on new and relevant information and easy and active participation.

BACKGROUND

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

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

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

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

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

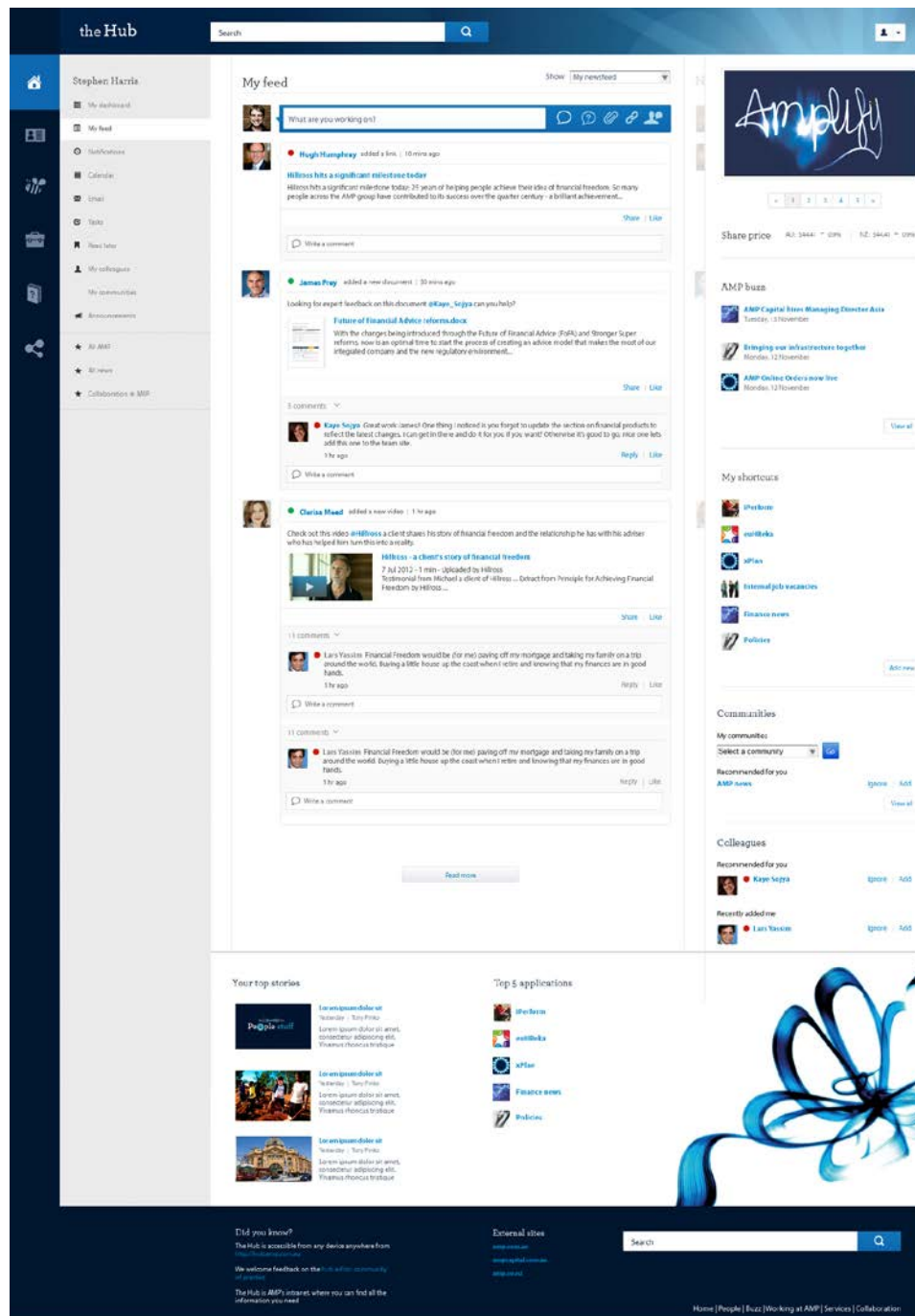
The vision for the new intranet was to build "the" single place for AMP employees to do their work. This would be achieved by merging AMP's social network, traditional published intranet content, collaboration content, and enterprise search into a single unified platform. The new Hub can be accessed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

Challenges

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

- **Unifying a diverse company.** AMP is a diverse and complex company—one part of the business manages shopping centers, while another runs an insurance company. It was a challenge to create business value for all employees on a single platform. To address this, the AMP team worked with pockets of the business in which people were interested in the intranet as a solution, and fanned out to the larger organization from there.
- **Legacy technology.** Tuning the server environment to deliver adequate performance and integration with legacy Active Directory environments was difficult.

- **Browser constraints.** One of the team's unique challenges was that 80% of the company's users were using IE7 as of January 2013 (one month before launch), but by December, 80% were supposed to be using IE9. The Hub didn't run well on IE7, so the team used a workaround: they used a Chrome engine to load pages in IE7.
- **Performance.** The performance challenge was managing the performance of the site itself—that is, managing responsive web design and the complexity of the pages. Ultimately, the team had to make a trade-off: the richer the experience, the slower the delivery.
- **Delivery.** It was challenging to deliver a unified site to a workforce that was highly distributed geographically.
- **Resourcing.** The team had difficulty sourcing quality developers who had the appropriate experience in responsive design and social software.



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

INTRANET TEAM



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

GOVERNANCE

Ownership

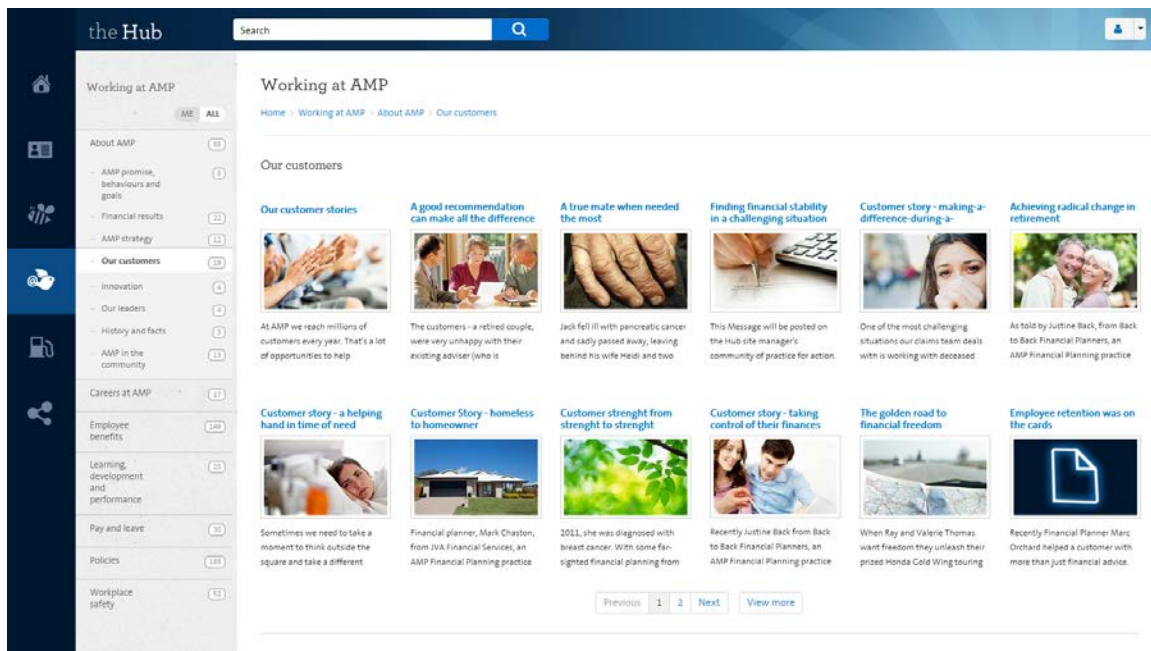
The Hub's business sponsor is the CIO and the platform strategy and support sits with IT@AMP's Collaboration and Community team, which reports to Peter Histon, the Head of Collaboration and Integration. This team is responsible not only for ongoing business support and services, but also for thought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

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

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


USERS

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



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

the Hub
Search



Octavia Maddox
Sharepoint BA
Collaboration & Integration


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


Follow

Overview
Skills and experience
Location and time zone
Colleagues
Organisation


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


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




Octavia Maddox
What do you guys think?

2 days ago Like Comment Follow-up More


8 people like this
View all 7 comments View less



Benoit Kikaraparambath: Excellent!!
2 days ago Like


Sarah Tubbewode: Love it
2 days ago Like



Octavia Maddox
Loving the new social sites app - I can actually open hub links without logging in on my phone!
2 days ago Like Comment Follow-up More


Luke Sinclair: That is cool!!!!
2 days ago Like



Octavia Maddox
Edited file Site design and configuration consulting service.docx in @[Collaboration] Collaboration consulting
4 days ago Like Comment Follow-up More

more

Mobile Number
Days worked
Full time

Employee account details
Employee Number :
LAN login :
Cost Centre :
Employee Type :
Company :

My place in organisation
Department :
Division :
Subdivision :
Business unit :

Birthday
My organisation chart

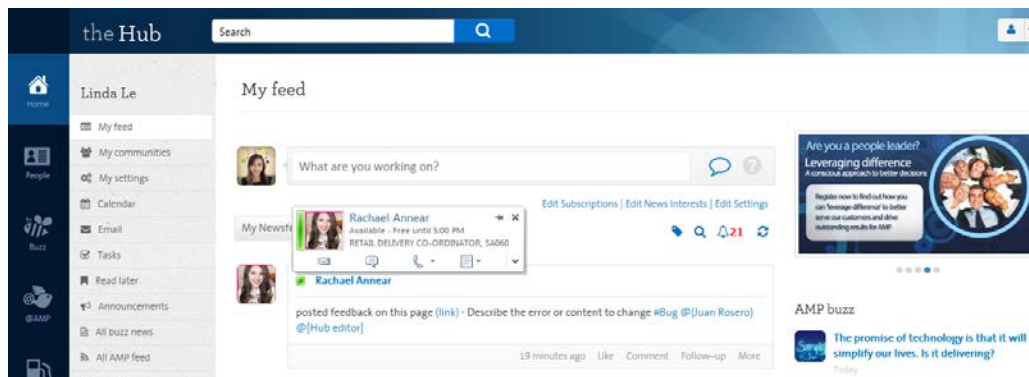
AMP's new, content-rich profile offers employees a space to share their skills, experience, and interests with the rest of AMP. The content-rich nature of the profile means that AMP staff can now locate each other using a range of search terms and parameters. Data from the profile also syncs with content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

632

INFO@NNGROUP.COM

AMP (2014)

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



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

URL AND ACCESS

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

DESIGN PROCESS AND USABILITY WORK

Design Approach

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

- **Contextual inquiries** across the business in various office locations
- **SUS tests** (standard usability scoring surveys) of the old and new Hubs
- **Co-design cafes**, in which design team members divided participants into teams and gave them scenario-based tasks with the goal of engaging the business and gaining insight

- **Usability testing** throughout the design evolution
- **Design evolution transparency** via a blog
- **Solution walkthroughs** via webinar with key stakeholders, execs, and employees as the design evolved to make the transition on launch day easier

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

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

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

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

TIMELINE

The overall design time frame was nine months:

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

CONTENT AND CONTENT CONTRIBUTORS

An Inclusive Model

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

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

"We provide several levels of support for content authors," says Staresina, including *Hub Help*, a community for all Hub users whether they are content authors,

collaboration site users, or owners. “Employees can ask questions on the feed and often other members of the community or the Collaboration team will assist, usually within hours.”

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

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

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

the Hub

Search

Collaboration

Home > Collaboration sites

Collaboration sites provide a powerful set of tools for you and your teams, projects and communities to improve your business operations, increase your efficiency, and help you be more efficient.

There are four different types of collaboration sites, based on your needs: team sites, project sites, community of practice sites and community of interests. Find out more about collaboration sites.

Get help with collaboration

New collaboration site

My Communities

Go to my communities

Featured Communities

AMP Customer Experience (ACE)

Global Distribution

Innovate@AMP

Hot tip: Did you know that you can embed your site calendar with your calendar in Outlook?

My Sites

Sites that I belong to and follow

Frank's Blog

Gifts

Blue from our customers - oral

Hubedit

Hub help

Innovate AMP

about me

Gifts is a community for people interested in starting a gift economy

We will be sharing customer calls with you on a regular basis so you

A community for hub editors to provide feedback and share

SecureSite for the Project

Read more about innovation at AMP

Previous 1 2 3 4 5 Next View more

Team Sites

Sites where teams share information

AMP Advice Monthly (T Reporting)

AMP Capital Property Investor

AMP Customer Experience (ACE)

AMP Direct - Phone Based Advice

AMP Financial Planning

AMP Group Accounting

This site is a central repository for accessing and updating

AMP Property Finance

The process improvement initiative empowering you to make

Previous 1 2 3 4 5 Next View more

Project Sites

Sites where projects share documents, plans, tasks and calendars

2012 AMP Bank Compliance project

Access Management

Accounts Payable Automation

Activity Based Working

Architectural Modelling Upgrade

AP's PDS/D3 Schedule

2012 AMP Bank Compliance project

NAU Project Site

Collaboration site for the Accounts Payable Automation project

Project site for Transformation - Activity Based Working Project

Architectural Modelling Upgrade

AP's Product Disclosure Statement Our Diligence Schedule

Previous 1 2 3 4 5 Next View more

Communities of Practice

Communities that share skills, methods or tools

Internal communications

iPerform Community of Practice

IT Facts Forum

IT Grads @ AMP

IT@AMP Capital

Leading at AMP - workshop material

Community of practice site for internal communications

A forum for the users and administrators of iPerform to communicate

where you go when you need to know...

Welcome to the IT GRADUATE SITE!

IT@AMP Capital

Workshop materials and resources for the Leading at AMP course

Previous 1 2 3 4 5 Next View more

Communities of Interest

People that share a common interest and want to collaborate on

Customer Feedback

Design

Employee Benefits

Energy NZ

eureka

Exploring Social Media

This is a site to record feedback from customers and report

A place for anything related to design to be shared

Keep up to date with all the employee benefits available to you

Energy NZ

Log on and information on all things eureka

Want to find out more about the latest developments and

Previous 1 2 3 4 5 Next View more

Back to top

Four types of collaboration sites are available to employees: team sites, project sites, communities of practice, and communities of interest. On the collaboration sites landing page, employees have the option to access the sites they're following (visible in the *My sites* webpart) or browse all public sites, which are organized by type.

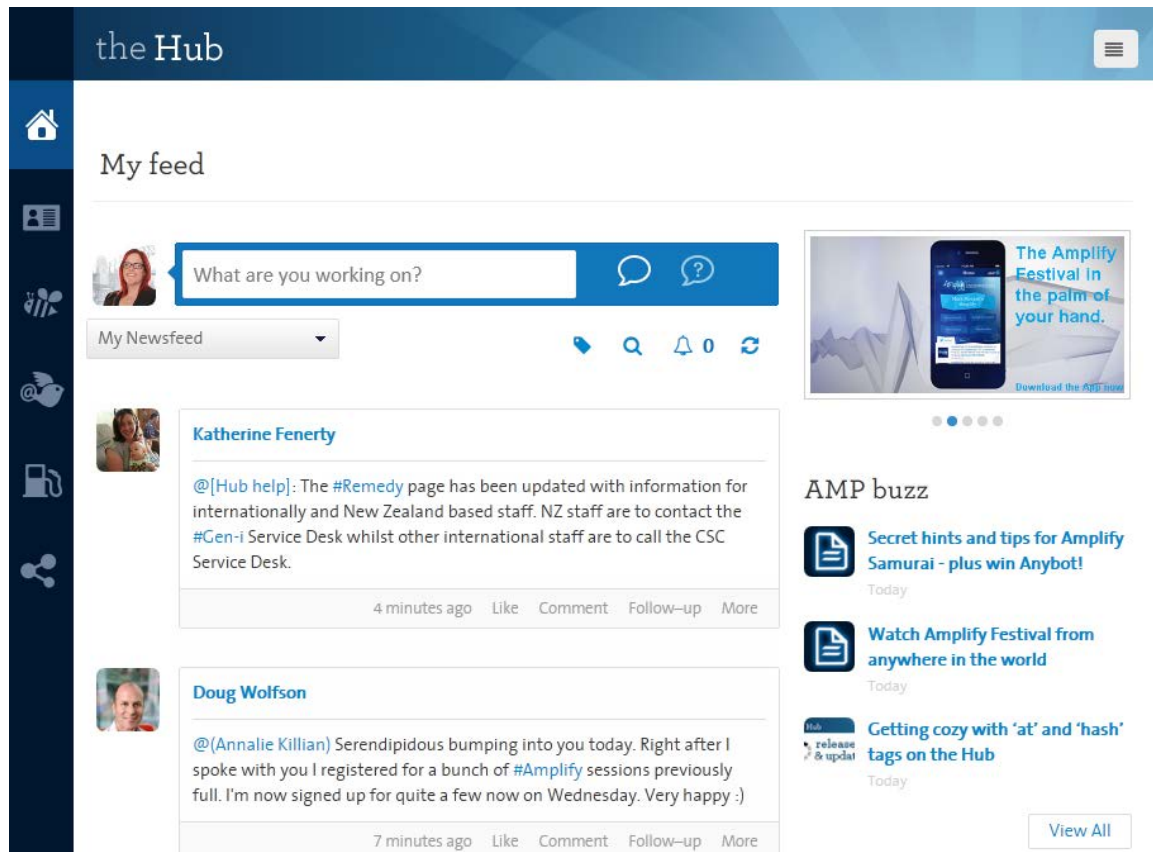
TECHNOLOGY

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

MOBILE

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

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



The Hub intranet as viewed on an iPad.

SEARCH

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

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

"For search results, we mirrored our search scopes against our IA," says Maddox.

"We split out collaboration sites from main Hub results to negate the issues created by an open content model. For example, imagine that someone working is on an HR

policy in a collaboration site, and you as an end user are searching for that policy. You don't want to come across the work product but rather the published and trusted product."

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

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

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

the Hub collaboration

Search Results : collaboration

All Sites People Working at AMP Services Collaboration Buzz

1-10 of 29,618 results Sort by: Relevance

Any Content type

- Document (11,812)
- AMP Documents (1,128)
- Folder (220)
- Picture (211)

Show more v

Any Result Type

- Web Page (10,246)
- Adobe PDF (1,101)
- XML Document (237)
- Microsoft Word (1,228)

Show more v

Any Author

- Open Systems (1,094)
- System Accounts (244)
- Lara Hewitt (142)
- Alison Rowan (108)

Show more v

Any Date Updated

- Past 24 Hours (10)
- Past Week (10)
- Past Month (142)
- Past Six Months (2,999)
- Past Year (2,489)
- Earlier (144)

Show more v

Any Company

- Harvard Business (140)
- AMP (142)
- AMP Capital (98)
- ABA (71)

Show more v

Any Location

- All office loc. (141)
- Australia (112)
- New Zealand (17)
- Sydney (10)

Show more v

About the hub
http://hub.amp.com.au/Services/Pages/About-the-Hub.aspx

Like Frontier
...author Page tags include @amp collaboration sites Did you know? The Hub ... Buzz Working at AMP Services Collaboration
Authors Alison Rowan Date: 5/26/2013 Size: 1,489
http://hub.amp.com.au/Services/Pages/About-the-Hub.aspx

About AMP's homepage
...open? Search the Hub Home People Buzz Working at AMP Services Collaboration
Authors Alison Rowan Date: 5/24/2013 Size: 1,363
http://hub.amp.com.au/Services/Pages/About-the-Hub.aspx

End user developed applications (UBA's) procedure
...open? Search the Hub Home People Buzz Working at AMP Services Collaboration
Authors Alison Rowan Date: 2/11/2013 Size: 1,393
http://hub.amp.com.au/Services/Pages/About-the-Hub.aspx

About the Hub
...organization Collaboration Sites This provides ... direct link to the Collaboration site directory ... The Hub and collaboration sites collaboration platform The ...
Authors Kate Buchanan Date: 4/11/2014 Size: 15,128
http://hub.amp.com.au/Services/Pages/About-the-Hub.aspx

Global Collaboration
...About this Topic | Index Full Topic: 3-2 hours Learn how to manage a global collaboration—including how to negotiate, build trust, overcome language barriers, and navigate ...
Authors Alan Johnson Date: 6/20/2013 Size: 289
http://hub.amp.com.au/Services/Pages/About-the-Hub.aspx

About this Topic: Global Collaboration
...Trust is crucial for global collaboration with A. Ross ... Cultivating Trust in Global Collaboration Harvard Business School ... Emotions, and Disrupted Collaboration in Global Risk Harvard ...
Authors Alan Johnson Date: 4/24/2013 Size: 1,249
http://hub.amp.com.au/Services/Pages/About-the-Hub.aspx

Global Collaboration
...in global collaborations can quickly transform collaboration from a ... a global collaboration, why it ... during global collaborations, and how ... for global collaborations? Why ... any global collaboration, it's ...
Authors Alan Johnson Date: 4/26/2013 Size: 1,293
http://hub.amp.com.au/Services/Pages/About-the-Hub.aspx

Let's message
...open? Search the Hub Home People Buzz Working at AMP Services Collaboration
Authors Open Systems Date: 5/12/2013 Size: 1,008
http://hub.amp.com.au/Services/Pages/About-the-Hub.aspx

Site Map
v11.0.04202011 © 2011 Harvard Business School Publishing All rights reserved.
Authors Open Systems Date: 4/20/2013 Size: 180
http://hub.amp.com.au/Services/Pages/About-the-Hub.aspx

Collaboration and Community Manager
...All business areas Collaboration and Community Manager ... AMP's enterprise collaboration tool and Internet ... at AMP Services Collaboration
Authors Gemma Lamerton Date: 3/25/2013 Size: 1,289
http://hub.amp.com.au/Services/Pages/About-the-Hub.aspx

Related Searches

- Collaboration Site
- Request A Collaboration Site
- Collaboration U

People Matches

- Steve Dawson
Sharepoint
Development/Delivery
Manager
Collaboration S
Integration
- Peter Hinton
HEAD TECH COLLEGE
& INTEC
Collaboration S
Integration
- Luke Sinclair
Community Manager
Collaboration S
Integration

View more people v

Activity Stream

Post
@Dene (General) From @Dene (Hub) Added task issue with page 10/10 under home page in @Collaboration Platform Project Build Task

Collaboration Content

- Collaboration
...A site for the collaboration team to share documents ... at AMP Services Collaboration Collaboration ... at AMP Services Collaboration
Date: 5/25/2013
- Collaboration - Home
...About this site Collaboration Libraries Application support Collaboration consulting Community ... at AMP Services Collaboration
Date: 5/25/2013
- Hub help - Home
...courses to take your collaboration site knowledge to ... inspirational seminars ... Collaboration U brings SharePoint ... the most out of your collaboration site Reach ...
Date: 5/25/2013
- Collaboration site owners
...Bottom line is Collaboration site owners Content ... of practice Hub help Collaboration site owners All items ... at AMP Services Collaboration
Date: 5/25/2013

View more results v

Did you know?
The Hub is accessible from any device anywhere from http://hub.amp.com.au
We welcome feedback on the Hub via our community of practice

External sites

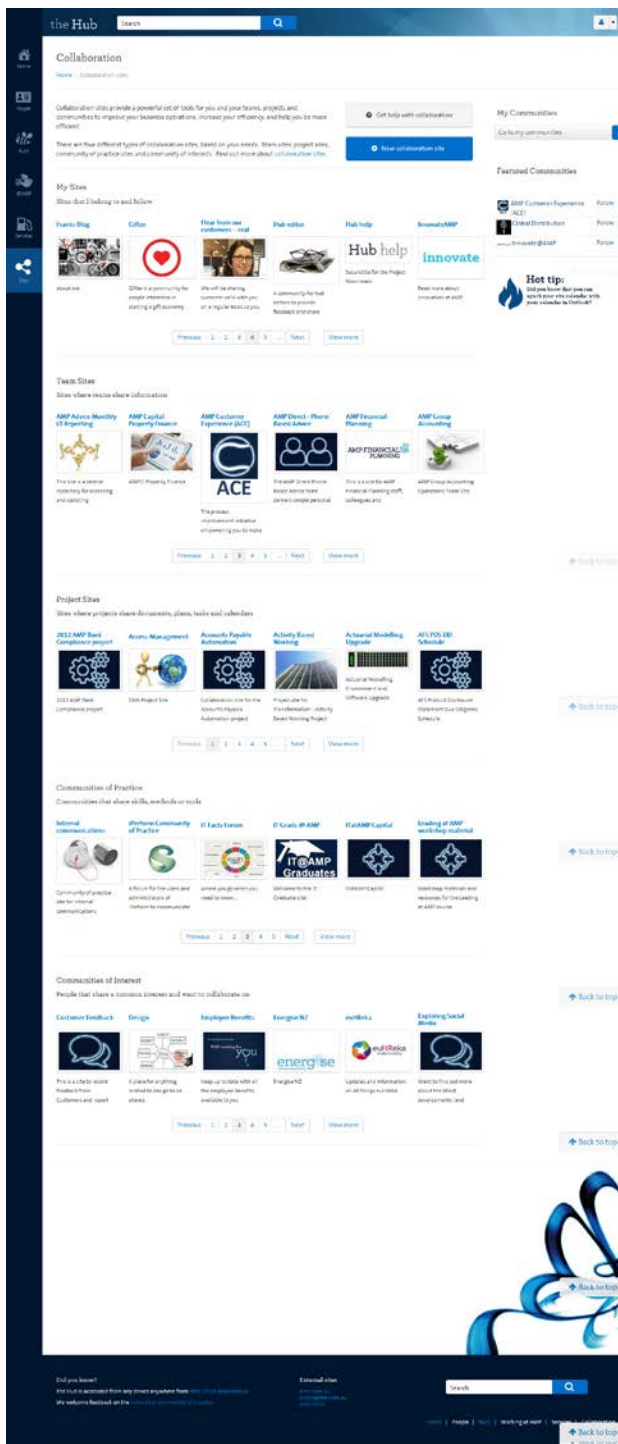
- Hub.amp.com.au
- AMP Capital (98)
- ABA (71)

Back to top

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

Back to top

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



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

RESULTS AND ROI

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

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

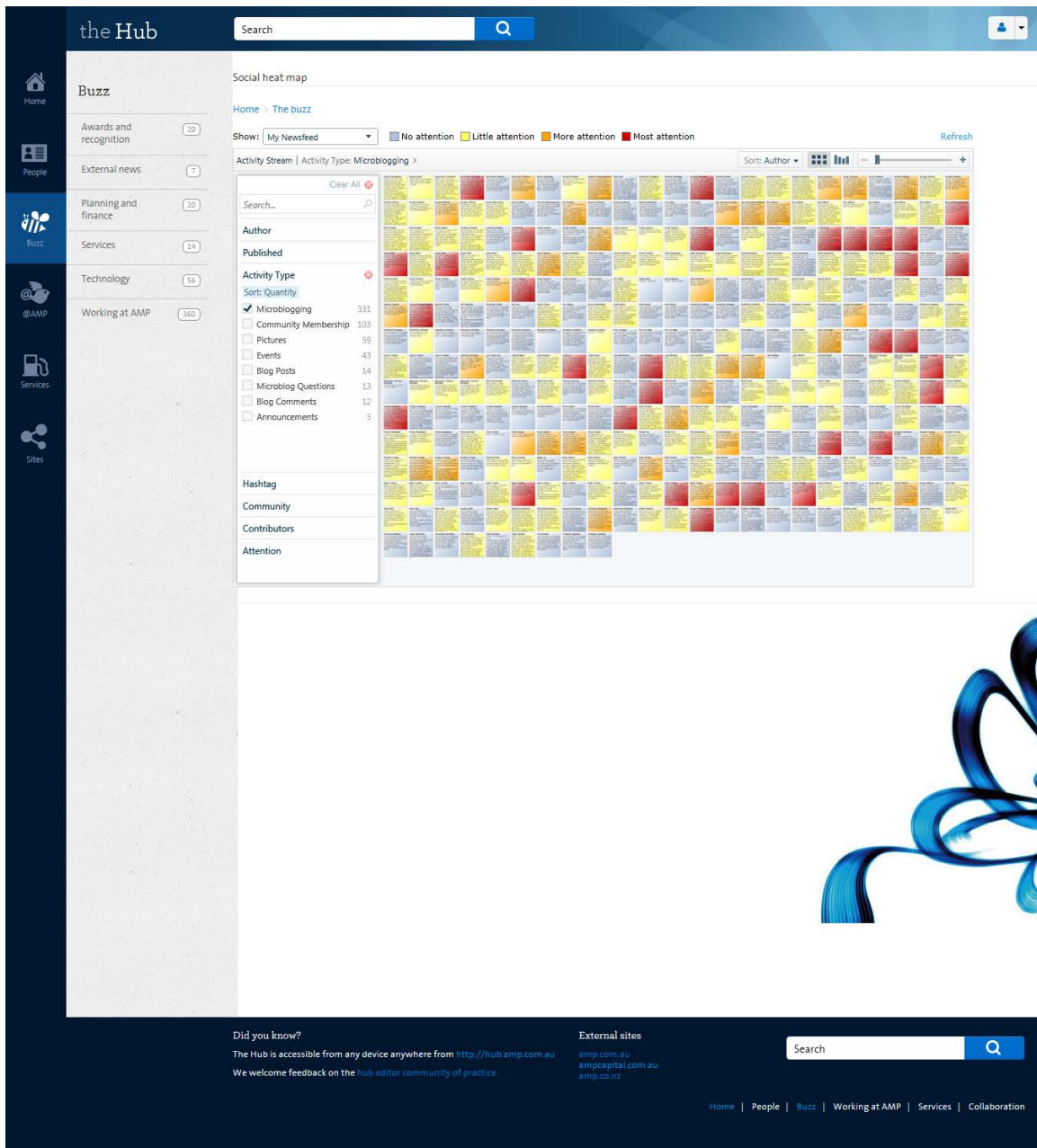
She calls this a "period of calibration."

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

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

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

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



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

The screenshot displays the AMP Hub profile for Vincent Nguyen, a Client Services Coordinator at Horizons Financial Planning. The interface includes a top navigation bar with a search function and a left sidebar with icons for Home, People, Buzz, Groups, Services, and Sites. The main content area is divided into several sections:

- Profile Header:** Features a profile picture, name (Vincent Nguyen), title (Client Services Coordinator), and a bio: "a passionate learner, employee of a great company, part of an awesome team. Life is good - nothing to complain."
- Overview Tab:** Shows tabs for Overview, Skills and experience, Location and time zone, Colleagues, and Organisation.
- Ask me about:** Lists "CUSTOMER SERVICE, Horizons Academy, Horizons Flex Program, Vietnamese".
- Interests:** Lists "Project Management, photography, cycling".
- My Public Activity Stream:** A feed of recent posts:
 - Tom Curtis: "@(AMP Horizons): I can't access a Streamline PCC and it doesn't have a link access through the A-Z library @ (Vincent Nguyen) Cheers" (11 days ago).
 - Vincent Nguyen: "Edited file SUPER FUND CONTACT INFO.xlsx in @(AMP Horizons) Planner" (14 days ago).
 - Angie Rogers: "Published a page in @The Buzz: Corporate Super Member Engagement - We need your help! (link) #Corporate Super Member Engagement - We need your help!" (19 days ago).
 - Anna Lowman: "Published a page in @The Buzz: A creatively restless commute (link) #A creatively restless commute" (20 days ago).
 - Ryan Tracey: "Published a page in @The Buzz: Harvard ManageMentor now available to all AMP employees (link) #Harvard ManageMentor now available to all AMP employees" (23 days ago).
- Employee account details:**
 - Employee Number: 762888
 - LAN login: au/NNVTQ
 - Cost Centre: FD70W
 - Employee Type: Contractor
 - Company: AMP Services Limited
- My place in organisation:**
 - Department: Financial Planning - Horizons
 - Division: AMP Advice - Horizons Financial Planning Academy
 - Business unit: AMP Financial Services
- Birthday:** 25 September
- My organisation chart:** A hierarchical diagram showing Vincent Nguyen as a Client Services Coordinator under the AMP Financial Services division.
- Organization Browser:** A button to explore the full organizational structure.

The bottom of the page features a footer with contact information, external links, and a search bar.

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

LESSONS LEARNED

AMP team members share their lessons learned:

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

Mayo Clinic (2014)

Using the intranet: As the first and largest integrated, not-for-profit group practice in the world, Mayo Clinic has physicians, scientists, and researchers from every medical specialty. Working together in teams, knowledgeable professionals diagnose and treat more than a million patients each year from all walks of life, from every US state and nations worldwide.

Headquarters: Rochester, Minnesota

Number of employees the intranet supports: 4,100 physicians and scientists; 3,450 medical residents, fellows, and students; and approximately 53,600 administrative and allied health staff, for a total of 61,150.

Locations where users use the intranet: Minnesota, Arizona, Florida

Annual sales: \$8,843 million in total revenue, gains, and other support, with 1,165,000 clinic patients served (year ending 2012).

Design team: The Intranet Shared Services Unit comprised the core in-house team of 16 people.

Intranet Shared Services Unit: Donna Blade, Production Coordinator; Josh Brule, Analyst/Programmer; Nik Coates, Lead Analyst/Programmer; Dawn Daehn, Analyst/Programmer; Monty Flinsch, Systems Analyst II; Deborah Grover, Systems Analyst II; Craig Hobson, Associate UX Designer; Richard Hurt Jr., Systems Analyst II; Sumathi Jayakumar, UX Manager; Jane Jacobs, Unit Head; Gianna LaPin, Senior UI/UX Designer; EleAnn Mulholland, Project Manager; Jonathan Schelander-Pugh, Production II; John Schultz, UX Designer; Terry Smoley, Senior Analyst/Programmer; Mary Uhler, Media Systems Analyst

Video streaming team: Jodie Bartz, Digital Media Producer; Ryan Hegge, Digital Media Producer; Mark McGlinch, Senior Digital Media Producer

SUMMARY

If you can't find information on an intranet, it may as well not be there. Designers at the Mayo Clinic used constraints to their advantage to create a system that exceeds the expectations and makes it possible for physicians, scientists, students, and staff alike to find all the information they need.

Because many staff computers are located in patient-care environments, privacy is a great concern. So, these computers are reimaged every two weeks to comply with data security policies. This means that intranet designers couldn't rely on bookmarks, cookies, or search history to make it easier for people to find information. Team members, however, used their creativity to come up with a few specific ways to still make content easy to find. Examples include

- Offering powerful site search and strategically selected and positioned local search capabilities
- Placing the most popular tools in visible areas, such as the homepage, and on specific departmental pages
- Providing a simple, persistent IA

Knowing that the intranet's homepage was set to be the browser default on every new computer, designers created a left-side navigation that includes high-level clinical and administrative tools that many employees frequently use. Although this placement uses a piece of prime homepage real estate, it was a smart, strategic move. The homepage offers these high-level tools, plus a wide variety of information and other tools—from an events calendar to news, status, weather, and suggested websites—without being cluttered.

The *Status Panel* on the right offers real-time status information, such as whether the hospital is at capacity or the electronic medical record system is experiencing

delays; this information is critical to various job roles. Further, if there is an outage or impairment, the *Status Panel* provides links to back-up information and instructions for accomplishing critical tasks.

Employee Communication specialists who serve on the editorial team parse the news on the homepage in various ways to help employees find what they want. The carousel at the top displays four important news items. Each is easily decipherable in the carousel's navigation, with clear, good-sized images and accompanying headline text.

In the middle of the homepage, news headlines are sorted by physical location, using static tabs for Mayo Clinic locations. *The Most* section offers tabs for *Read*, *Commented*, and *Recommended*. To the right, *The Feed* brings social networks into the fold with tabs for Yammer, Twitter, and Facebook. *Need to Know* displays a few announcements, and the *Video Exchange* section displays the most recent videos posted.

The search function at the top of pages allows users to scope the search by common areas. *Intranet* is the default selection, as it is the most commonly needed search function. Next come choices for *People*, *Forms*, *Drugs*, and *Advanced*.

MAYO CLINIC

People | Intranet | Forms | Drugs | AskMayoExpert | Advanced Search

Home | Practice | Education | Research | For You | Groups | Policies

Video | Library | Calendar

Mayo Clinic Intranet Home

Clinical Tools
Computer Support
Emergency Preparedness
EMR Support
Health & Wellness
Mayo Clinic Health System
Quality
Room Reservations
Safety
Travel

Events Calendar

May 2013

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

View All Events

News Center

Search News
Go

Neonatologist guides newborn emergency care via video connection

Learn how a multi-site Mayo Clinic team came together via a first-of-its-kind video connection to save a baby. [Read more](#)

Newborn emergency care via video

Next gen scientists

Deadline to opt out of ASP

Read the latest Q&A

Enter the News Center

More Headlines

Mayo Clinic | Arizona | Florida | MCHS | Rochester

Flashback: November 1953 – How many 1918 custodians do you recognize?

10 tips on workspace etiquette

Mayo Clinic: Top ranked for quality more often than any other academic medical center in the nation

Mayo Clinic monitoring aftermath of Oklahoma tornado

[View Mayo Clinic news](#)

Enter the News Center

The Most

Read | Commented | Recommended

- Q&A: Same-sex marriage in Minnesota, Weight Watchers in Arizona and Rochester, nurse staffing in Rochester, Arizona parking, and Rochester security ARZ - RST
- Destination Medical Center (DMC) passes Minnesota Legislature
- Business Update: Working Differently, seeing results
- Weiss: Road ahead requires bold leadership

The Feed

Yammer | Twitter | Facebook

Yammer

The Enterprise Social Network

Connect with colleagues and experts all around Mayo Clinic through Yammer.

[Learn more here.](#)

Need to Know

Welcome, Médica Sur
Go wireless in a new way

Celebrate Service Excellence
Unleash your creativity

Video Exchange

2013 Mayo Graduate School and Mayo Medics

Conversation with Dr. Rosenworthy

2013 Earth Day

Enter the Video Exchange

Mission & Values

About Mayo Clinic
All Staff Surveys
Annual Report
Compliance
Diversity ARZ | RST
Mayo Clinic Model of Care
Mission, Vision, Primary Value
Tradition and Heritage

Strategic Plan

The Mayo Effect
Strategic Requirements
Operating Plan Objectives
Full Strategic Plan

External Sites

mayoclinic.com
mayo.edu
mayoclinic.org
mayoclinicproceedings.org
mayocreditunion.org
mayoclinichealthsystem.org
clinicaltrials.mayo.edu
mniservices.com
liveatmayo.com
mayomedicallaboratories.com
socialmedia.mayoclinic.org

Contact Mayo Clinic Intranet Web Team with questions regarding this page.

The Mayo Clinic's intranet homepage links to necessary applications and offers news that's easy to process.

The Mayo Clinic intranet also lets employees effectively use video to communicate with, teach, and motivate one another. Although this capability was available on the intranet in 2011, videos were not easy to find. After thorough research and the intranet redesign, the *Video Exchange* was born. Sometimes referred to as *Mayo's YouTube*, this area offers live streaming capabilities and houses videos of events such as award ceremonies, lecture series, guest speaker presentations, and purchased training material. The Video Streaming team works to maintain this system, which hosts more than 20,000 videos and offers a simple interface so people can find what they're looking for.

The navigation at the top suggests *Featured* videos that are current and important to the organization. Other links—*Programs*, *Live*, and *Library*—allow people to find particular shows, events streaming live, and a set of categorized videos. The search field within the *Video Exchange* enables people to find current videos and events, as well as an archive of past programs and events. This local search is clearly separated from the site search because it is positioned within the content area and below the heading *Video Exchange*. Additionally, the main site search appears just pixels above it; this proximity makes the two searches easy to differentiate.

A featured video consumes a large portion of the *Video Exchange's* main page and is accompanied by its title and date. The controls beneath the video display its length, which is always helpful for users to set expectations and help them decide if and when they want to watch longer pieces.

Below the hero video are additional videos from the news area and featured videos. Each is accompanied by a title and duration. The filmstrip UI elements display arrows before and after a set of visible videos. These arrows indicate to users that there are more videos available in the set. Additionally, each shaded rectangle represents a full set of videos in the carousel.

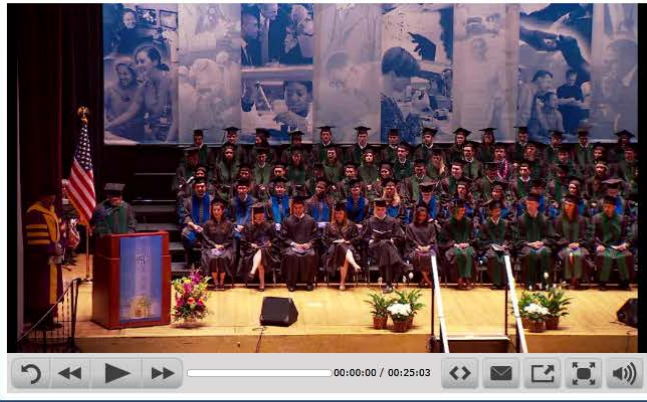
MAYO CLINIC

People Intranet Forms Drugs AskMayoExpert Advanced

Home Practice Education Research For You Groups Policies Video Library Calendar

Video Exchange


FEATURED PROGRAMS LIVE LIBRARY Search



2013 Mayo Graduate School and Mayo Medical School Commencement Speech – Tom Brokaw


May 18, 2013

From the News Center (45)




2013 Mayo Graduate School and Mayo Medical School Commencement Speech – Tom Brokaw

May 18, 2013
Duration: 00:25:03.1




Conversation with Dr. Noseworthy – May 2013

Duration: 00:09:24.8



2013 Earth Day


What are we doing at Mayo Clinic to be green?
Duration: 00:09:59.9



Florida All-Employee Meeting - April 15, 2013


John Noseworthy, MD
Duration: 00:54:08.6

Featured Videos (38)




2013 Mayo Graduate School and Mayo Medical School Commencement Speech – Tom Brokaw

May 18, 2013
Duration: 00:25:03.1




All Supervisors Meeting - May 15, 2013

Duration: 01:02:00.5



Quarterly Administrative Update - May 14, 2013

Shirley Weis
Duration: 01:04:05.6



Conversation with Dr. Noseworthy – May 2013

Duration: 00:09:24.8

Contact Digital Media at 8-7203.

The Mayo Clinic's intranet has more than 20,000 videos; individual titles are easy to find through the video categories or the *Video Exchange* search feature.

Finding people is easy via the site search capabilities at the top of each page and through the *Mayo Clinic Directory*. Users can search for people by name, institutional committees, and advanced capabilities. Once on an employee profile page, users can find lots of information about co-workers, including contact information and their committees and appointments. This wealth of data is maintained by the dedicated Directory & Reference Publications team.

The screenshot shows the Mayo Clinic Directory interface. At the top, there's a navigation bar with links like Home, Practice, Education, Research, For You, Groups, Policies, Video, Library, and Calendar. Below this is a search bar with tabs for People, Intranet, Forms, Drugs, and Advanced. The main heading is "Mayo Clinic Directory - Person Detail". Below the heading are links for "Find a Person or Institutional Committee", "Favorites", "Request a Change", and "View Reference Pages". A search filter section shows "People" selected, with input fields for "jaya", "first", "phone or pager", and "All". The profile for Kenneth J. Trent, M.D. is displayed, including a portrait, title, unit, appointment category, and various identifiers. To the right, there's a "Work Area" section with a table of appointments and a "Phone/Pager" column. Below that is a table of "Institutional Committee Appointments".

Work Area	Phone/Pager
Administration RST — Mayo	127 or (77) 3-4790
→ Administrative Assistant	(77) 4-8616
Neurology RST — Mayo	127 or (77) 7-9034
→ Medical Secretary	(77) 6-4148
→ Clinical Assistant	(77) 1-5104
→ Appointments	(77) 1-0398

Institutional Committee Appointments		
Board of Trustees	President and CEO	MC
Diversity and Inclusion Oversight Committee	Chair	MC
Executive Operations Team	Chair	RO
Finance Committee	Ex-officio	RO
Management Team	Chair	MC
Mayo Clinic Board of Governors	Chair	MC
Mayo Clinic Corporate Officers	President and CEO	MC
Mayo Clinic Government Relations Committee		MC

The employee profile pages on the Mayo Clinic intranet offer a lot of information, including contact information and committees and appointments.

Departments have their own sections on the intranet, so employees working in those areas can easily find pertinent information. Each clinical department follows the same template, making it easy for developers to create and users to move between areas.

The intranet's clinical departments provide horizontal content navigation below the horizontal site navigation, with contextual navigation on the left. This gives users access to the main site pages, as well as to the navigation within their own departments. The news that's covered on the department's main section page includes messages from leaders, department-specific news, the *Spotlight* on various initiatives, and a top-stories feed from the institutional *News Center*.

For getting work done, the page offers links to strategy information, a role-based gateway of links, links to clinical tools, frequently used links and bookmarks, and a local search function specifically for the department area.

MAYO CLINIC

People Intranet Forms Drugs AskMayoExpert Advanced

Home Practice Education Research For You Groups Policies
Video Library Calendar

Thoracic Surgery

Our Division Home Schedules Policies, Procedures and Protocols Clinical Practice Education Research Administration

Thoracic Surgery

Home
Committees
Staff Directory
Quality
Practice Management
Forms
Quick Links

News Center
TOP HEADLINES

Quick response and teamwork
Expanded access to patient education
A holiday from hunger in Rochester
VIEW MORE HEADLINES

Home

Safety

Patient safety initiatives

- Hand Hygiene
- Medication reconciliation
- Sentinal event management
- Teamwork
- Universal protocol

SBAR

Spotlight

Coverage Changes

Francis 5C Updates

Gateway

All Consultants NP/PAs, Residents, Fellows Nursing Clinical Support

- Accreditation Readiness Pocket Resource
- CME Link
- Department of Surgery on the Intranet

News and Announcements

Welcome Kelly Hange PA-C. She will be Dr. Wigle's primary PA.
Lisa Barnes PA-C has transitioned to the role of the hospitalist.
Congratulations Sarah Wilhelmson CNP on the birth of her son, Owen Henry on September 24, 2012
New home oxygen requirements (June 2012)
Ordering PFTs late in the day for next day surgery (June 2012)
Upcoming practice changes in Thoracic Radiology
Resident duty hour requirements

Clinical Tools

- Esophageal Cancer Staging
- Lung Cancer Staging
- Esophagectomy pathway
- Lobectomy/Wedge pathway
- VATS lobectomy pathway (Drs. Cassivi, Deschamps and Wigle)

Help Feedback

Leadership Message

- Strategic Plan
- Mission / Vision

AskMayoExpert

2013

June

S	M	T	W	T	F	S
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

View Thoracic Surgery calendar

Contact Cathy Wemhoff, (77)4-2644, with questions regarding this page. Last updated: 21-Mar-2013

Departments have their own intranet section, so people working in those areas can easily find pertinent information.

In addition to making it easy to find people, news, and departmental information, the Mayo Clinic intranet helps people find forms and documents using the *Forms and Publications Search*. This local search includes digital as well as paper-based documents. Any employee can search and access the metadata, preview a PDF, or order a print piece. The left navigation includes links for search, ordering, and browsing by group.

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WWW.NNGROUP.COM

655

MC Forms and Publications Search

Search: [Advanced Options Search Help](#)

[View Cart \(0 Items\)](#)

Self-Guided Audio Art Tour

Item Number: MC1718-01

For Use In: Rochester

UOM: Each
On Hand: 765
Availability: **Stock Item**

[Add to Cart](#)

Availability:
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Specifications Preview Patient Ed. Usage

Specifications:
BROCHURE: 16-1/2"x9" Letterfolded to 5-1/2"x9"; 80 lb. Text, Gloss, White; Prints 2-sides; Prints Full Color; Full Bleeds; FINISHING: Shrinkwrap by 200

Keywords:
self-guided audio art tour, mc1718-01, art, gonda, building

Contact [Judy Osborne](#) with questions regarding this page. Last updated: 2-Feb-2009 | 2-Feb-2009 [Top of Page](#)

Employees can search for forms and documents—printed or electronic—on the Mayo Clinic intranet.

When planning the intranet redesign, team members truly researched the organization's employees. To make the information they learned understandable, memorable, and accessible, they decided to create personas. These personas helped increase awareness about the different people, tasks, tools, bottlenecks, and challenges employees were facing. Team members used these personas to remind themselves about the users and—more important—to share an understanding and focus about the people they were designing the intranet for. Personas enabled them to make sound, confident design decisions.

Each persona is thorough and includes details about the persona's job, goals, workflows, schedule, workspace, and computer.

Anyone in the institution can use and access the library of personas. Indeed, they have been used effectively in situations beyond the intranet design, including helping to mitigate a conflict between management and front-line desk staff over new regulations for attire.

MAYO CLINIC

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Home Practice Education Research For You Groups Policies
Video Library Calendar

Employee Personas

Home
Value of Personas
Persona Library
Find a Persona
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News Center

TOP HEADLINES

Honoring great gifts
Population Health Management
Cannaday Family Medicine in Florida

VIEW MORE HEADLINES

Tonya - Physical/Occupational therapist

At a glance

Age	42	Gender	Female
Years at Mayo Clinic	11	Patient facing	75%
Years in current role	11	Hard to keep up with information	Moderately
Interest in institutional information	Medium to High		

Job overview

Tonya helps patients with chronic and acute physical injuries or conditions. She collaborates with other healthcare providers to develop a treatment plan that will help the patient gain strength and relearn how to do daily activities, such as brushing his/her teeth and getting dressed. Physical and occupational therapists often work together to make sure they are working toward the same goals with a patient and will sometimes share sessions.

Not only does Tonya do consults, develop therapy plans and teach patients how to do exercises, but she's also a motivator and tries to convince patients that although it may be painful, there is an advantage to doing the recommended exercises.

Tonya loves her job and finds a lot of satisfaction in helping others get better.

Additional duties

Tonya helps train students, works on patient education materials, participates in research activities and is involved with committees and projects associated with occupational and physical therapy.

Tonya's main goals

- Tonya wants to be the best therapist she can be
- She wants to continue to learn so she can remain up to date on the latest therapy techniques
- Tonya wants a job with good work-life balance so she can also be a great mother

Daily Life
Psycho/Emotional
Use of Information
Use of Technology
Relationships

Major workflow

Tonya gathers her list of patients to see in the morning. Some patients will have scheduled therapy time (typically patients in the outpatient area) while others will just need to be seen by the end of the day (typically patients in the hospital) and she fits them in between her scheduled patients. She occasionally does rounds with other members of patient care teams in the morning, and works with patients the rest of the day. Because she works in multiple areas, she is constantly on the go, running between various hospital floors and the clinic.

She typically tries to do documentation and therapy planning throughout the day and during lunch but often finds herself doing the bulk of it at the end of the day. Therapy services are billed to patients, so throughout the day, Tonya also has to keep track of her productive time.

Schedule

Her day is fully scheduled. She primarily works 8 a.m. to 5 p.m., Monday through Friday. She also works one weekend every four to five weeks.

Workspace

She has a cubicle and shares a workspace with her colleagues.

Computer

She uses a shared computer for most of the day, but she does have her own computer in a work space shared with other therapists.

How Tonya stays organized

- The list she receives each morning with her patient appointments for the day
- Printed referrals from the medical record
- Uses a paper list to make notes about patients and checklists

Main forms of communication

- Face to face
- Phone
- Email
- Pager

"I help patients gain function to live their lives."

Typical job titles

- Physical therapist
- Occupational therapist

Contact Gianna LaPin with questions regarding this page. Last updated: 19-Jan-2012

When planning any new project, the Mayo Clinic intranet design team uses personas to increase awareness about the different people, tasks, tools, bottlenecks, and challenges employees were facing.

Persona-driven UX development helped the Mayo Clinic's intranet team members understand and focus on the various types of people they were designing for and thereby derive a great intranet, which makes everything searchable and findable.

BACKGROUND

Mayo Clinic's intranet is the primary tool for employee communication, as well as the gateway to multiple areas of the clinical practice. However, it wasn't always a tidy model of order and discipline. The intranet has evolved from an academic "Wild West" model to a loosely coordinated system that features centralized management of the publishing platform(s), templates/themes, user research and design, and best practices alongside a decentralized authorship model.

Being flexible while maintaining structure is not always an easy charge. "The overall goal for the intranet," says Jane Jacobs, Unit Head, "is for it to realize its potential as a critical business and communication tool that allows for needed variance within a multidisciplinary clinical, education, and research environment, while it provides a level of consistency that allows employees from many disciplines to interact effectively with each other."

The organization's intranet team is a small, multidisciplinary group that does its best to strike this balance. It provides best practices and consistency through influence rather than control.

Goals

The driving force behind the new site is the ever-increasing need for it to be a flexible, reliable, and easy-to-use web publishing tool to support its primary audience in direct patient care. Additional intranet goals are to:

- Provide a universal framework for presenting web-based content on the intranet
- Decrease the time required to build and maintain intranet sites
- Decrease the amount of outdated content on the intranet
- Increase the ability to find content
- Increase overall user, author, and editor satisfaction

Challenges

As with all large organizations, competition for resources can be intense. As a team of 16 supporting more than 6,000 individual authors, prioritization is an ongoing challenge, as is maintaining a standardized set of functionality. Another challenge is in training and technical support: approximately 98% of the 6,000 authors have no experience in web authoring or production.

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Mayo Clinic Intranet Home

Clinical Tools

- Computer Support
- Emergency Preparedness
- EMR Support
- Health & Wellness
- Mayo Clinic Health System
- Quality
- Room Reservations
- Safety
- Travel


Events Calendar

May 2013

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

View All Events

News Center Search News Go



Neonologist guides newborn emergency care via video connection
Learn how a multi-site Mayo Clinic team came together via a first-of-its-kind video connection to save a baby. Read more

Neonologist emergency care via video | text gen scientists | Deadline to opt out of ADP | Read the latest Q&A

Enter the News Center

More Headlines

Mayo Clinic: Arizona | Florida | MCHS | Rochester

Flashback: November 1953 – How many 1918 custodians do you recognize?

10 tips on workplace etiquette

Mayo Clinic: Top ranked for quality more often than any other academic medical center in the nation

Mayo Clinic monitoring aftermath of Oklahoma tornado

View Mayo Clinic news | Enter the News Center

The Most

Read | Commented | Recommended

- Q&A: Same-sex marriage in Minnesota, Wright Watchers in Arizona and Rochester, nurse staffing in Rochester, Arizona parking, and Rochester security ARZ • RST
- Destination Medical Center (DMC) passes Minnesota Legislature
- Business Update: Working Differently, seeing results
- Weis: Road ahead requires bold leadership

The Feed

Yammer | Twitter | Facebook

Yammer
The Enterprise Social Network
Connect with colleagues and experts all around Mayo Clinic through Yammer.
Learn more here.

Need to Know

- Welcome, Médica Sur
- Celebrate Service Excellence
- Go wireless in a new way
- Unleash your creativity

Video Exchange

2013 Mayo Graduate School and Mayo Media | Conversation with Dr. Rosenworthy | 2013 Earth Day

Enter the Video Exchange

Status Panel

ARZ | FLA | MCHS | RST

HOSPITALS (Admissions: 255-290)

BMH: ● ○ ○ ○
DML: ● ● ● ○
GL: ● ● ● ○

ELECTRONIC ENVIRONMENT

MSL: ● ● ● ○
MUSC: ● ● ● ○

Sites For...

- Administration ARZ | FLA | MCHS | RST
- Desk Employees ARZ | RST
- Nursing ARZ | FLA | RST
- Physicians ARZ | FLA | MCHS | RST
- Scientists
- Secretaries ARZ | FLA | RST
- Supervisors/Managers FLA | RST

Quick Links

- Brand Standards
- Cafeteria Menus ARZ | FLA | RST
- Classifieds ARZ | FLA | MCHS | RST
- Committee
- Discounts ARZ | FLA | RST
- Employee Recognition
- Facilities Requests ARZ | FLA | RST
- Help Desk
- Incident/Event Reporting FLA | RST
- Job Postings
- Timekeeping (WTK)

Weather

ARZ: 8:20 AM 76.0° FORECAST
FLA: 11:20 AM 79.0° FORECAST
MCHS: 10:30 AM 54.0° FORECAST
RST: 10:20 AM 54.0° FORECAST

Mission & Values

- About Mayo Clinic
- All Staff Surveys
- Annual Report
- Compliance
- Diversity ARZ | RST
- Mayo Clinic Model of Care
- Mission, Vision, Primary Value
- Tradition and Heritage

Strategic Plan

- The Mayo Effect
- Strategic Requirements
- Operating Plan Objectives
- Full Strategic Plan

External Sites

- mayoclinic.com
- mayo.edu
- mayoclinic.org
- mayoclinicproceedings.org
- mayorodhouse.org
- mayoclinichealthsystem.org
- clinicaltrials.mayo.edu
- mmiservices.com
- livevideomayo.com
- mayomedicallaboratories.com
- socialmedia.mayoclinic.org

Contact Mayo Clinic Intranet Web Team with questions regarding this page.

The current integrated intranet homepage has many features. Those features include (from left to right): the left nav stack's high-level clinical/administrative tools; *Events Calendar*; featured *News Center* articles; more headlines sorted by physical location; *The Most* (read/commented/recommended) and *The Feed* (social network feeds); selected operational headlines; the most recent additions to the *Video Exchange* portal; enterprise status panel (for hospital admissions and electronic systems); links for role-based sites; operational links that cut across all roles; and current time and weather information.

creating the FUTURE



Now on Let's Talk
Stephen Swensen, M.D., and James Dilling talk about their vision for Quality in Mayo's future

- Creating the Future**
Mayo Clinic's strategic plan
- Quality
 - Science of Health Care Delivery
 - Individualized Medicine
 - Integration
 - Administration

Let's Talk

Quality Metrics

Mission & Values

- About Mayo Clinic
- Mayo Clinic Model of Care
- Rochester Strategic Plan
- Mayo Clinic Health Policy Center
- Compliance
- Diversity
- Tradition and Heritage
- 2006 Annual Report
- 2006 All Staff Survey

Quality

- Quality Metrics (Transparency)
- Accreditation
- Patient Satisfaction Data
- Practice Guidelines
- Genomics
- Quality Management Services

Safety

- Formulary
- Emergency Preparedness
- HIPAA
- Patient and Health Care
- Safety and Security

Service

- Service Essentials
- Service Excellence
- Patient Education
- Transcultural Resources

June 21, 2013

Top News Stories

- Have questions about how to Fund Your Future?**
- New vendor to operate city-provided bus service beginning July 2; no changes for Mayo in interim**
- Next Arizona Town Hall Meeting to take place April 13**
- What has Mayo Clinic learned at the Mall of America?**
- Why I Volunteer for the Katie Ride and Walk for Life: Margie Wright**

Spotlight



Roving Report

An informative and perhaps entertaining look inside the new Center for Innovation



It's not too late to get your flu shot

Flu season is almost here. Protect yourself, your family and those you care for by getting your flu shot, and earn 50 LiveWell points while you're at it.



Mayo Clinic Model of Care

Learn how you contribute to the Mayo experience



Find out what Quality and Safety mean to you



Mayo Today Magazine

Your connection to people and happenings throughout the Mayo system



The Campaign for Mayo Clinic

Comprehensive campaign will help Mayo Clinic create the future of medicine



Creating the Future in a Diverse World

Video from Mayo Clinic's second annual Diversity Conference now available on Let's Talk



New Travel Card coming in January

Don't throw it away! Sign, activate and begin using Feb. 1. Redeem GE rewards points ASAP.



Get a look at this!

New campaign on Integrity and Compliance



Mayo Clinic Center for Innovation

Inspired by the past. Innovating for the future



Blood Donor Center Online Appointment Scheduling

View the new online scheduling tool

News from: [Arizona](#) [Florida](#)

Surgical Day = **orange**

Leadership Corner

Weis: Road ahead requires bold leadership May 22, 2013

Business Update: Working Differently, seeing results May 17, 2013

Conversation with Dr. Noseworthy - progress and focus May 8, 2013

Shirley Weis announces plans to retire at end of 2013 April 17, 2013

ARZ 8:04am **86°** [forecast](#)
FLA 10:04am **83°** [forecast](#)
RST 9:04am **64°** [forecast](#)

Home pages for...

- Desk Employees
- New Employees
- Nurses
- Nurse Practitioners & Physician Assistants
- Physicians
- Secretaries
- Supervisors

Bookmarks

- Brand Standards and Tools
- Cafeteria Menus
- Classifieds
- Committees
- Conference Board
- Dan Abraham Healthy Living Center
- LiveWell
- e-cards
- Help Desk
- Information Security
- Job Postings
- MICS
- Mayo Internet
- Micromedex
- Parking
- RE-AIMS
- Room Reservations
- Surgeon's Schedule
- Timecards
- Travel Management Services

The old homepage (circa 2009). This homepage also had many features, including (from left to right): a leadership message; links to the strategic plan; links to a series transcripts for "fireside chats" produced by the then-current CEO; a link to *Quality Metrics*; more links to static "administrivia" (gray box); top five news stories; *Spotlight* news stories (rarely changed); more leadership messages; time and weather; links to role-based sites; and operational links of interest to some (but not all) roles in the organization.

INTRANET TEAM



The Mayo Clinic intranet team (back row, left to right): Josh Brule, Mary Uhler, Ryan Hegge, Jane Jacobs, Richard Hurt Jr., Sumathi Jayakumar, Donna Blade, Jodie Bartz, and Nik Coates; (front row, left to right): Jonathan Schelander-Pugh, EleAnn Mulholland, Dawn Daehn, Monty Flinsch, Craig Hobson, Terry Smoley, Gianna LaPin, John Schultz, and Mark McGlinch; (inset): Deborah Grover.

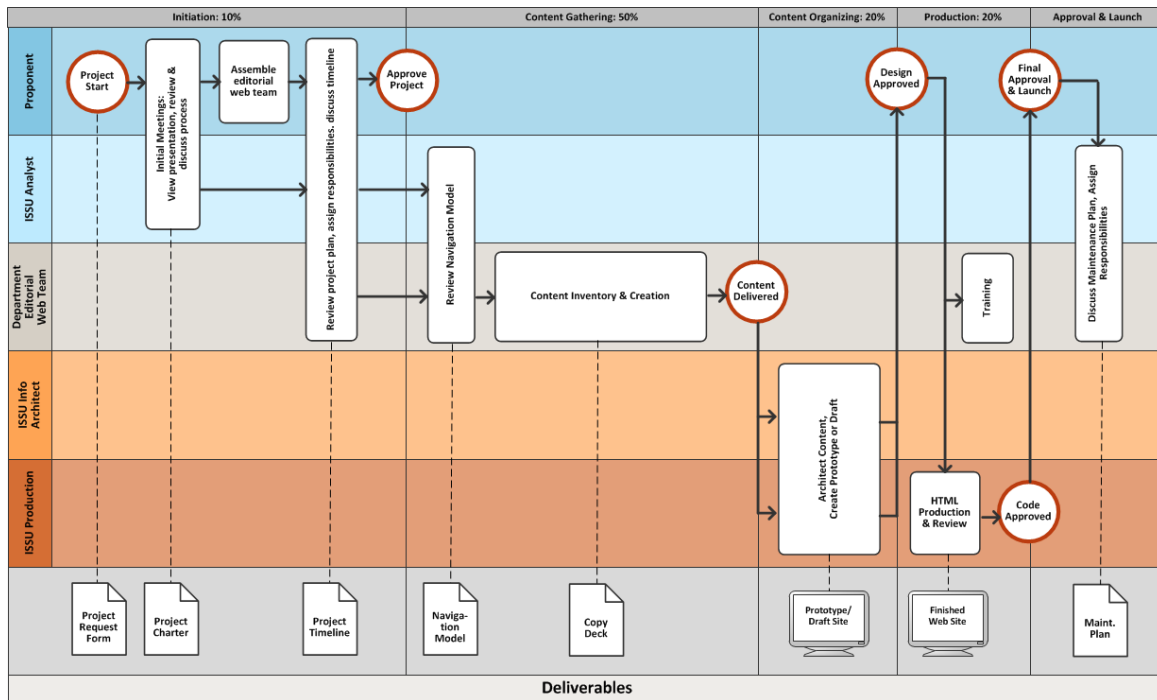
GOVERNANCE

Ownership

Like its practice, the Mayo Clinic's intranet is governed in a consensus model and influenced through persuasion rather than enforcement. There is not a single "owner" for the intranet; it is a shared, community property.

Although there is no formal oversight body, the Intranet Shared Services Unit (ISSU), which is part of the Division of Media Support Services, provides support for the institutional publishing platform (WordPress and Adobe Contribute), as well as best practices and user research/design. Broad support for the hardware and infrastructure is provided by the Information Technology Department. Publishing platform support, user research and design, business analysis, and template/theme management is provided by the intranet team in Media Support Services. Content is created, managed, and owned by each individual author and/or group that requests and maintains an intranet site.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Intranet Shared Services Unit	<ul style="list-style-type: none"> • Maintain institutional publishing toolset (WordPress) • Provide project management, analysis, and UX services for intranet-related projects • Serve as product manager for WordPress, Contribute, and Google Search Appliance
Information Technology	<ul style="list-style-type: none"> • Provide infrastructure support
Learning Technologies and Training Solutions (LTTs)	<ul style="list-style-type: none"> • This internal employee education group works with ISSU to develop curriculum and provide instructors for classroom training courses and workshops
Individual Site Owners/Editors	<ul style="list-style-type: none"> • Provide content specific to their area(s) of expertise
Public Affairs	<ul style="list-style-type: none"> • Provide broad oversight for institutional and leadership communications



A key component of the Clinical Intranet Standards program was the development of an easy-to-understand workflow that communicated the nature of the relationship between the proponent and ISSU. It was important to show the customer exactly how much of the project was his/her responsibility. This chart shows role-based swimlanes, key deliverables, and dependencies. Managing expectations—especially with regards to who did what during the redesign process—was important to ensure deadlines were met and that a useful product was ultimately constructed.

USERS

Five different persona groups currently use the Mayo Clinic intranet:

- **Clinical:** physicians, surgeons, nurses, residents/fellows, dietitians, and clinical assistants
- **Educational:** education directors, education coordinators, faculty, and medical students
- **Research:** research scientists, research technologists, research study coordinators, and research fellows
- **Lab:** lab technicians, assistants, and technologists
- **Administrative Support Services:** administrators, business analysts, IT analysts, housekeepers/janitors, and administrative assistants

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">http://mayoweb.mayo.edu
Default Status	<ul style="list-style-type: none">The site is set as default Internet Explorer homepage on all new PCs; users may change this setting if they choose.
Remote Access	<ul style="list-style-type: none">Users can access all firewalled URLs when using VPN access. Remote access must be requested from Mayo IT and approved by the employee's supervisor; hourly employees are generally not allowed remote access due to timekeeping issues.
Shared Workstations	<ul style="list-style-type: none">PCs configured for patient care activities are set up as a shared Electronic Environment Device (EED) and are primarily deployed in clinical settings. EEDs are pre-configured with all necessary medical record programs and have limited configuration abilities. EEDs are automatically re-imaged every two weeks, which prevents users from saving personal bookmarks or files on the computers.

DESIGN PROCESS AND USABILITY WORK

A Scrappy Design Approach

The best way to describe the Mayo Clinic's design approach might be to call it "scrappy." The team doesn't let being small get in the way of producing useful, actionable results. Making the most of what it has to work with has become sort of an art form for this team.

"We've had to get creative with our research activities," says Gianna LaPin, Senior UX/UI Designer, "learning how to get more done with less and making the whole process move much more quickly, yet still produce profound insights that result in highly successful outcomes."

The team's go-to research activities aren't all complicated or expensive; instead they tend to be grassroots and use simple tools.

"The methods we've used typically are things that are very low cost and can be accomplished with basic office supplies, a good vector drawing package (like Adobe Illustrator or OmniGraffle), and a skilled facilitator," says LaPin. "We tend to have more person-time than money to spend on a project, so if things take a little bit longer, or we have to work overtime to set it up, it's easier for us to accomplish it than to ask for money for a technological solution."

One recent example is when the team redesigned the Department of Nursing intranet site, where it was creating a new navigation model. “We created a paper prototype and took it around to various nursing work areas to try it out with potential users,” she says. “The feedback we got from this exercise was extremely valuable and gave the team confidence to proceed with a complex new navigation strategy, which we’d never used before because we hadn’t done such a large site. We were worried that users wouldn’t understand it or like using it, but it was extremely gratifying to watch the nurses intuitively moving from one area to another without hesitation.”

Many nursing employees are paid hourly, and getting them into the lab often requires them to come in on their day off to participate. By walking around in their work areas with paper, the team was able to catch users during those few minutes between tasks, which replicated the mindset that nurses are likely to be in while using the real website.

Another strategy is what LaPin calls “usability lite” exercises, in which the design team enlists the help of users to assist with the research. “I might ask customers to help tote AV equipment to presentations or take photos of artifacts found at a user’s desk,” says LaPin. “We really try to make them an equal member of the user research team. We also try to involve everyone in the design phase of a project. We do a lot of charts and drawings on whiteboards and flip charts, and hang them on the wall so everyone can see them and make comments and suggestions.

“This helps make them feel like they are valued members of the design team,” she says. “Mayo Clinic is a big place, and our proponent colleagues hold a lot knowledge that I don’t have. Plus, by including them, it shares both responsibility and ownership for the project’s outcome. This team-based philosophy is one of Mayo Clinic’s core values.”

The team also makes good use of its “relationship network” to help achieve results beyond its means. LaPin says that the team has successfully formed relationships with key allies across the institution, including the Human Resources department, which helps tremendously with recruiting and employee demographic data, and Information Technology, which has provided a dedicated lab space and two full-time human factors researchers who assist in running in-person usability studies.

A key finding from the team’s use of a variety of usability methods is that there is no magic bullet methodology. In fact, employing multiple research methods ensures better results.

“Each methodology has strengths and weaknesses,” says LaPin. “I think the key thing we learned is that it’s more important to do a few different studies for each project, instead of relying on one activity and assuming you’ve gained all the knowledge you can.

“Any amount of user research is better than none at all,” she says, “but more is almost always better. I tell my customers to see it as an investment for both future projects and as a way of developing true empathy for our users, who we tend to forget are our fellow employees.”

Until the last few years, insight into the organization’s users has been limited by the fact that user research, if done at all, was frequently treated as a too-late-to-be-useful line item in a project plan. “This has started to change fairly recently,” says

LaPin, “thanks to the evangelizing of a small number of individuals, both in our unit and scattered throughout the institution. We’ve also had a change in leadership in a few key departments and some mergers, which have better aligned skills and products with changing institutional needs; this has also helped turn the tide in favor of creating a user-centered-design culture.

“In the best case scenario,” she says, “where we are part of the project team from the ground up, we try to spend a long time in the beginning doing as much investigation as possible. We try to identify and interview stakeholders as part of the project analysis phase, as well as do a business and technical requirements investigation before a project manager drafts up the project plan.”



The ISSU UX team relies on low-cost user research methods to perform studies that are fast, yet carry high value. This photo is from a test done with a paper prototype for the Department of Nursing website.

The team’s various research methods have yielded some valuable insights. LaPin shares some of the highlights:

The “target audience” and the actual users are often different.

“Many of our proponents think they want to target physicians with their website content, but the reality is physicians are often not the people who actually use the sites. They usually direct someone else (an administrative assistant or a secretary) to find information or complete a task, so those people are frequently the real audience. We determined this through stakeholder interviews, direct in-person observation of employees in their work areas, and study of web analytics.

“Similar to the example above is another common misperception: that an intranet site is targeting ‘everyone at the organization.’ I think site owners confuse ‘target audience’ with ‘who has access to your content.’ Defining the audience is one of the most important analysis tasks that has to take place at the beginning of the project, and frequently requires a tactful conversation with administrators and other stakeholders. Having real data to back up our audience recommendation is especially useful, and having the personas is a real help, too.”

- **Gauge demand through data, not buzz.** “The demand for mobile-specific content is not as great as the vocal minority thinks it is. Not many employees use mobile devices to access intranet content. For example, surgeons aren’t allowed to have mobile devices in the operating theater, and nurses can’t carry them between patient rooms due to infection control concerns. Clinicians do use their email constantly, but they already have access to that on their iPhones.

“Clinicians do really want to interact with the electronic medical record system and other patient-care applications, but development of those products is driven by IT, not us. We are considering expanding our UX services from just website-specific to all digital interfaces, but getting IT to consistently include design from the beginning of the project requires a tremendous culture shift.”

- **Dividing users strictly by role is not always a clean way to cut the data.** “Mayo Clinic’s unique organizational structure of dual appointments—physicians perform educational and research duties, as well as see patients—meant that there was no real org chart for the institution. There were pieces of them, but they never connected together all the way to the top.”

It thus fell to the team to figure out how to organize the organization.

“When we were starting the persona project, we were faced with the infinite number of ways we could divide up the employee population. Our first instinct was to use the institution’s org chart to help segment the entire organization, which is when we discovered that a true org chart didn’t exist. I’m glad we didn’t find an org chart, because we ended up pulling records from HR and chose the job classes with the largest number of employees, which I think ended up being the better solution. I guess the lack of an org chart is really more of an incidental finding rather than a major discovery—although it floored me, personally.”

- **Users want to be involved in the research.** “Employees, on the whole, are very willing and excited to participate in user research projects. We rarely had problems finding volunteers to interview or attend focus group sessions, and some even came in on their days off to contribute. They enjoy having the opportunity to express their opinions and be heard.”

- **Don't forget users whose jobs are not deskbound.** "Email and the intranet are generally the preferred way for our Internal Communications group to share information with employees, but there are large segments of the workforce who rarely check their email or look at the intranet. Generally, these individuals don't have the opportunity to use a computer, such as a cafeteria cashier or a warehouse worker. This awareness has helped Communications to modify how they share information; in this case, they may target the supervisors through their quarterly meetings, instead of trying to reach employees directly."

Using Iterative Cycles

In addition to using discount research methods, the team also relies on frequent iterative cycles to help them discover and solve problems as they are discovered. These cycles are not highly controlled cycles, but rather quick bursts adapted as needed to solve specific problems.

"We tend to look at a project very holistically and organically," says LaPin, "instead of as a regimented process that must be followed in the correct order. I suspect this working style developed because often we are not called in or included in a project until many of the decisions have already been made, and the project is well on its way to production."

This means they frequently have to figure out the situation very quickly and do a lot of cross-communication in order to understand the true business and user needs.

"Unfortunately, we almost always find that those needs are not well defined—or rather, they are the perceived needs of the proponent instead of the actual end users," she says. "Once we all agree that we have a good handle on our users and their needs, a formal presentation is made or a report gets written, depending on the circumstances. By this point, we've already started coming up with some great solutions to explore, so we might start coding up a prototype or laying out page-level wireframes. If the project has significant interactive features, especially if it's something that we've never tried before or we are unsure if it will fly with the users, we'll design another usability test (usually in the lab or with a mobile laptop)."

In the past, the team would perform a whole week's worth of tests in the lab and then simply get a report of the findings, but in the past year or so they've moved toward more of an iterative design approach.

"We simply fix problems between lab tests as our users find them instead of waiting until the end of the week to do anything," says LaPin.

"We started doing this with the nursing redesign project about two years ago," she says. "It worked because we had the project's programmer in the lab with us, watching the users struggle and participating in the debrief discussion that occurred after each lab session where the observers collectively recorded their impressions, facilitated by the lab's moderator. We identified where the user had problems or made mistakes, and I would suggest a solution (as the project's UX lead). The team would agree to make a change, and the programmer would do it right away. The changes were not huge, just cosmetic."

"In one situation, we were all getting frustrated because nothing seemed to be working," says LaPin. "The users weren't seeing the *Emergency Plans* link in the main navigation. We tried everything we could think of: making it all caps, turning it bright red, etc. Time and again we saw the users look right at the link but they didn't click it. But by the end of the week, we finally hit on the right solution and had users getting through the task without making a mistake."

For iterative design to occur, people have to be watching the users, physically gathered in one space (or connected by video/phone). "Not everyone has access to a dedicated physical space, but if they do, the more people from the project that they can get behind the mirror, the better," says LaPin. "A member of the programming team needs to be present, with whatever technical setup he or she needs to make real-time changes to the testing environment. A knowledgeable UX/UI expert also needs to be observing, and everyone participating needs to be empowered by the project's stakeholders to make changes they think are appropriate."

Conducting rapid design/test sprints like this means the team can often emerge from the lab with a production-ready product instead of having to spend time afterwards debugging. This sounds like a win-win for everyone involved, but, as it turns out, it was difficult to change the prevailing mindset. "I was surprised at how hard it was to change the belief that we had to be very über-scientific about the whole process," says LaPin. "They worried that changing the prototype mid-week would somehow invalidate the results that came afterwards."

Using Data to Drive Decisions

Data is only as important as its importance to the people who are on the receiving end; because Mayo Clinic is a very data-driven organization, the design team knows that data matters.

"Mayo is very data-driven," says LaPin, "so being able to produce data—even if your customer doesn't really understand it—brings a higher level of credibility. The data that our lab studies generate is very qualitative, especially when we use them to iteratively design and develop. One task I frequently have to perform is making the project team (who are usually not trained scientists or statisticians) understand the difference between qualitative and quantitative data, and the role of heuristic evaluation."

As a leading medical and research center, data drives the organization's core business of providing best-practice-based care to patients, so it's natural for intranet authors to expect that same level of research and evidence-based practice applied to the intranet. "It's important that we are able to support our recommendations with the same rigor that our medical staff applies to direct patient care," says Lapin, "so we spend a lot of time researching, benchmarking and doing user observation. Our customers love graphs and charts and numbers, but it's challenging to visualize complex data in a way that people unfamiliar with the project can appreciate it."

"We have been working on our first true quantitative experiments this last year," says LaPin, "which requires some training and skill building. Most of us don't have experience with experimental design, so this has been a learning process—but one we all believe will repay by advancing the field and improving our credibility in the institution."

Working with Outside Agencies

It is always preferred to find resources internally rather than go outside the organization for help, but the reality is that most organizations augment their internal team with contractors or agencies. The Mayo Clinic team has a great relationship with these hired guns. “We work so closely with some of our agencies, that we’ve hired a few employees as permanent additions to the Mayo family,” says LaPin. Some of the agencies the organization has engaged in recent years include:

- **Human Factors International (HFI):** Provided specialists to help the Persona Project develop a research methodology for creating personas.
- **Corporate Web Services Inc. (CWS):** This local web development company has helped on several intranet projects, generally with IA and front-end development.
- **Aquent and Xylo Technologies:** Provided contract help for small-to-midsized web redesign projects, as well as IA/UX expertise for the redesign of the Department of Nursing intranet site (the organization’s largest project to date).

TIMELINE

INTRANET TIMELINE	
Milestone Date	Milestone Description
1996–1999	<ul style="list-style-type: none"> First intranet implementation (first homepage, first common intranet navigation banner) Pages are all static HTML authored by a few individuals Intranet at this point is perceived as an “experiment”
2000	<ul style="list-style-type: none"> Version 1 (V1): Department websites established using Adobe PageMill and FrontPage web authoring software First general-purpose publishing system
2001	<ul style="list-style-type: none"> First committee—the Rochester Intranet Technology Subcommittee —is established to formally handle intranet governance
2003	<ul style="list-style-type: none"> Began use of Contribute (owned by Macromedia) to author intranet websites (V2 template)
2005	<ul style="list-style-type: none"> First pilot of a true CMS—Stellent and WebSphere. Stellent was fully implemented to store the institutional <i>Policy & Procedure</i> library, but WebSphere was abandoned as it was deemed too complex and costly for general publishing
2006	<ul style="list-style-type: none"> The Intranet User Interface Guidelines Workgroup is established to publish user research and develop navigation best practices; the committee is still running, though membership has changed over time
2007	<ul style="list-style-type: none"> Installed Google Search Appliance to replace Verity search
2009	<ul style="list-style-type: none"> V3 interface system released as a Contribute template Formation of Intranet Shared Services

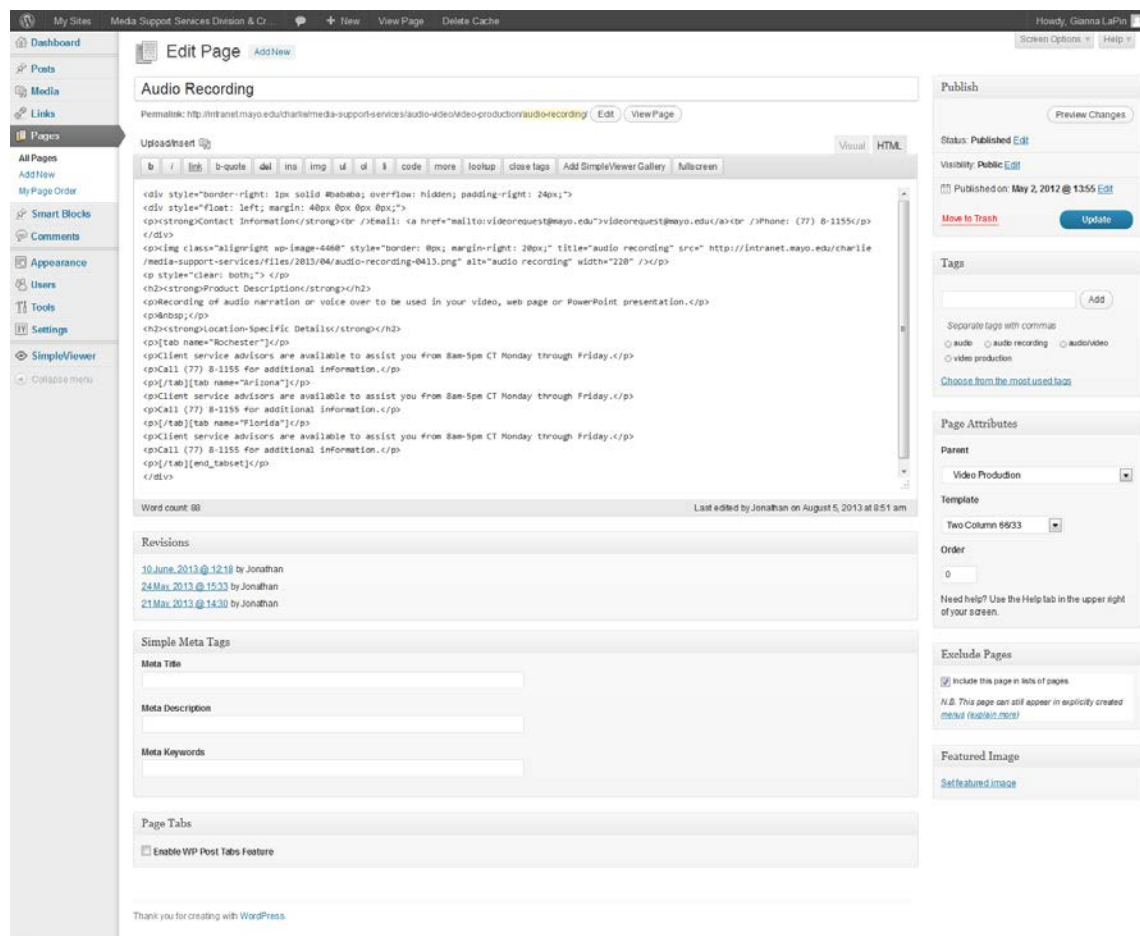
	Unit <ul style="list-style-type: none"> • “One Mayo” intranet merger • WordPress pilot started
2010	<ul style="list-style-type: none"> • Redesign of top-level pages to use V3-derived HTML & CSS (versions 1 and 2 were HTML templates written for specific publishing tools, but V3 was expanded beyond the Contribute technology and integrated into WordPress, so it’s become more of an “interface standard” rather than a “template”) • Other intranet groups apply V3 visual style to their own publishing tools (usually home-grown .NET or ASP systems); V3 is no longer tied to a specific technology • WordPress introduced as new operational publishing platform
2011	<ul style="list-style-type: none"> • Clinical Intranet Standards developed and sanctioned by the enterprise Clinical Practice Committee • UX team established within ISSU; developed streamlined workflow and role definition • Redesign of the Department of Nursing intranet site completed (approx. 10,000 pages)
2012	<ul style="list-style-type: none"> • Persona Project concluded • FrontPage phased out in Arizona due to aging technology; replaced entirely with WordPress
2013	<ul style="list-style-type: none"> • Redesign of Department of Radiology intranet site completed (approx. 1,200 pages) • Redesign of Division of Media Support Services intranet site completed (approx. 350 pages) • Formal Contribute sunset plan initiated; will require conversion of more than 500 websites by 2015

CONTENT AND CONTENT CONTRIBUTORS

Using a standardized publishing platform and collection of interface standards developed and maintained by ISSU, website content is authored and maintained by local SMEs for departments and work units to support a diverse array of daily tasks, including work shift scheduling, clinical procedural and process information, committee activities, departmental news, and practice management information. Besides general published content, several other web-based applications serve important employee needs such as searching for people; communicating hospital status (such as bed availability, emergency room traffic, and electronic environment uptime); finding event information; learning about patient care practice changes; determining benefit eligibility; and performing annual training to meet regulatory requirements.

Content on the Mayo Clinic intranet is developed by a diverse group of authors ranging from individual employees with domain/subject matter expertise to highly skilled communications professionals producing content directly in support of the organization's internal communications strategies. "It is a blended 'top-down/bottom-up' content management philosophy that allows individual authors to contribute content with little or no oversight burden while also providing a high level of brand and message control for official institutional messages and campaigns," says Monty Flinsch, Systems Analyst II. "We have just over 6,800 registered users with contribution privileges on over 1,000 individual sites."

An additional 1,500 users managing approximately 700 sites will join the WordPress program when the organization's migration from Adobe's Contribute is complete in 2015.



The WordPress authoring environment. ISSU has made several modifications to the authoring experience of the intranet's operational WordPress environment, including a customizable theme and several plugins that change how the visual editing tab functions.

Maintaining Oversight

The organization employs a multi-tiered content review process that is geared to the authors' needs. "The majority of the authoring community is self-policing," says Flinsch, "with individual intranet site authors charged with adherence to our internal communications and intranet use policies that are based on trust, mutual respect, and openness." Different types of information is supported by different processes:

- **Official news.** Content published on the official internal news area, such as the weekly news site and leadership blogs, is closely managed by communications professionals who employ a structured content strategy and editorial calendar. This helps ensure that the content is produced quickly and stays on-brand.
- **Regulatory information.** Content related to regulatory information, policies, procedures, and clinical protocols is closely managed through a multi-step workflow employing a standard document-management chain of custody and audit trail processes.

- **Newly published sites and those undergoing major revision.**
Most content on the Mayo Clinic intranet is locally managed and reviewed. However, the intranet team vets each site prior to it being published for the first time and after any major site revisions to check for completeness and functional compliance with the Intranet Publishing Standards prior to release. Local SMEs perform content reviews with little or no oversight from the intranet team. Content, IA, and usability feedback is provided to the site manager and must be addressed prior to release.

"We employ a distributed review process once a site is live based on end-user feedback," says Flinsch. Every intranet page displays a link to the content owner's email, allowing any content or usability concerns to be quickly reported directly to the site manager or author. This system provides just enough oversight to maintain the team's quality standards, while preventing the flow of fresh content from being held back by cumbersome pre-publishing review processes.

"This strategy allows our authors to publish their content quickly with a minimum of process or red tape," says Flinsch.

Supporting Authors and Ensuring Consistency

Mayo Clinic authors benefit from access to a suite of site themes and page templates, taking the guesswork out of adhering to the organization's content strategy and user interface guidelines. "User interface standards are baked into our themes and templates, making compliance for the most part a background concern," says Flinsch. "All content published within the system is presented in a framework that has been developed, tested, and reviewed by our Intranet, UX, and HCI teams."

Page-level presentation issues are dealt with on a case-by-case basis through consults with the Intranet and UX teams.

Templates and themes are overseen by the Intranet User Interface Guidelines Workgroup, which is comprised of professionals from the UX, Communications, and Human Computer Interaction teams. Training and support materials provide extensive guidance on writing for the web, IA, and a variety of other topics relevant to the author's needs.

The organization also provides extensive online, face-to-face, and peer-based training and support solutions to its authors. All users are encouraged to enroll in an internally developed eight-hour Introduction to WordPress class taught by professional instructors from Mayo Clinic's Learning Technology Group. This extensive online training program employs nearly 100 hours of short video lessons on everything from basic authoring skills to advanced WordPress topics.

In an effort to address the most common training and support concerns as they arise, the team is developing a growing library of step-by-step lessons is driven by the topics coming into the team's support queue. Finally, a peer-based support system on the company's internal Yammer network allows skilled users in the authoring community to assist and motivate users new to the system or unsure of their skills.

TECHNOLOGY

Nik Coates, Lead Analyst/Programmer explains the intranet's technology backbone tools:

- **Content Management:** The principal technologies used to publish content on the intranet are Contribute and WordPress. The team is currently in the process of converting its approximately 900 Contribute sites to the WordPress environment (which currently hosts around 1,000 other sites). Contribute is being retired, so WordPress will become the sole intranet publishing platform. "The WordPress environment allows us to centrally administer users, sites, standards, templates, and functionality, which is necessary given the large number of internal sites that we support," Coates says.
- **Web Analytics:** For web analytics, the team is currently migrating from Webtrends to the open source Piwik toolset. The change was made primarily to increase the functionality of the web analytics toolkit. Because Piwik is open source, the team can integrate it with the company's employee demographic data to produce data analysis functionality that is unavailable in any existing off-the-shelf product.
- **Search:** Google Search Appliance is used for general intranet search and custom search collections used by various projects throughout the enterprise, including *AskMayoExpert*, an online health knowledge management system used both in Mayo Clinic patient care and Mayo Clinic Medical School education.

Other intranet technologies include:

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"> • Servers (hardware): HP Proliant BL460c/G6 • Servers (virtualization software): VMware ESX • Virtual server OS: Red Hat 5.9
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> • Bug/issue tracking: BMC Remedy 7.1
Design Tools	<ul style="list-style-type: none"> • User research: Optimal Workshop suite, TechSmith Morae • Wireframes: OmniGraffle, Adobe Illustrator, Visio • Prototyping: Axure RP, Adobe Dreamweaver • Mockups: Adobe Photoshop
Site Building Tools	<ul style="list-style-type: none"> • WYSIWYG editing: Adobe Contribute (sunsetting) • HTML/JS: Adobe Dreamweaver
Content Management Tools	<ul style="list-style-type: none"> • WordPress 3.5.2
Search	<ul style="list-style-type: none"> • Google Search Appliance (GSA7)
Other Functions	<ul style="list-style-type: none"> • Analytics: Webtrends (sunsetting), Piwik

MOBILE


Mobile access is provided if a user's device is connected to a secure WiFi network on campus, or logs in with a VPN. Mobile users see all the same content as desktop users.

Contrary to many organizations' experience, the Mayo Clinic team has found that there is little to no demand for mobile services by the organization's employee population. "Individual groups within the institution have created strategic mobile applications that are in use by small sections of the population or to service a niche demand, but as a whole, mobile traffic accounts for less than 0.3% of our total intranet traffic," says Coates. "Our standard sites are accessible through several devices and display very well on tablets and iPads. However, we do not use any mobile-specific CSS or other mobile-specific optimizations. In our institution, the ROI is not enough to introduce mobile-specific optimization to our sites."

SEARCH

Back in 2006, Mayo Clinic was using several search solutions (Verity, Mondo Soft, and so on) across both internet and intranet departments. Leaders from both departments met to discuss a more unified search solution. After extensive requirements gathering and analysis, the Google Search Appliance platform emerged as the winner. "Factors influencing the decision included hardware/software cost, accuracy of results, ability to customize results (both appearance and functionality), reliability, and scalability," says Terry Smoley, Sr. Analyst/Programmer.

Because the intranet supports many publishers with various requirements, there are several methods for updating and refining search results. "For new sites or existing sites that are migrating," Smoley says, "updates (for example, adding/removing URLs to be indexed) and search enhancements (such as Key matches) are included as a step in the project's workflow. Additionally, when search users notice inaccurate or missing search results, we have a system, which allows them to submit a request to update search results. Finally, our more sophisticated publishers are constantly refining their search results by pushing incremental XML feeds to the search appliance, managing dynamic synonym and keyword suggestion lists, and using result biasing measures (such as metadata, URL, date)."


 MAYO CLINIC

[People](#)
[Intranet](#)
[Forms](#)
[Drugs](#)
[AskMayoExpert](#)
[Advanced](#)

[Home](#)
[Practice](#)
[Education](#)
[Research](#)
[For You](#)
[Groups](#)
[Policies](#)

[Video](#)
[Library](#)
[Calendar](#)

Mayo Clinic Intranet Search Results

[Mayo Intranet](#)
[AskMayoExpert](#)
[Documents](#)
[Drugs](#)
[Forms & Publications](#)
[News](#)
[Policies & Procedures](#)

People	Phone	Pager	Work Area
Blood, Kimberly J.	(776)-1973		General Surgery (Austin Medical Center Clinic 1 South)
Blood, Peter N. C.N.M.T.	597-434-1189	127 (13745)	Hospice (Skemp Clinic 1)
Blood, Stephen S. (Steve)	(783)-2940	127 or (783)-7823	RST - Neurology Appointment Center (Mayo Support Center South 1)
Blood, Tiffany J. RHIT	(774)-1937		FLA - Nursing Cardiovascular (Mayo Building & Hospital 2-TCN)
Blood, Victor M.	(786)-3334		Respiratory Care (La Crosse Medical Center 1)

Showing results 1-5 [See all 6 results in People](#)

Search results from: [All locations](#) [Arizona](#) [Jacksonville](#) [Rochester](#) [Mayo Health System](#) [Sort by date](#) / [Sort by relevance](#)

Search Results 1 - 10 of 7530 for "blood" in All Locations

Blood Tests

... Home: [Blood Tests](#): [Blood Transfusions](#): ... Utilization Review: [Blood Tests](#): [Blood](#)
[Test Ordering Clinic](#), [Emergency Department](#), [Hospital](#): ...
[mayoweb.mayo.edu/man-proc-blood/](#) - 25k

Blood Transfusions

... Policies/Guidelines: Utilization Review: [Blood Transfusions](#): General
[Information](#), [Transfusion Reactions](#): ... Ordering: [Blood Products](#): ...
[mayoweb.mayo.edu/man-proc-guide/blood.html](#) - 5k

Department of Radiology

[Vascular/Interventional](#): ... RMS/FACS/Workbench (status & support): [Blood &](#)
[Body Fluid Exposure](#): (9) 252-4226. Safety: click here to open form: ...
[mayoweb.mayo.edu/radiol/](#) - 10k

Division of Vascular Surgery

... vass. Division of [Vascular & Endovascular Surgery](#) Duty Hour Policy: ...
[Vascular Surgery Meeting Dates & Deadlines](#). [VASCULAR](#): ...
[mayoweb.mayo.edu/vascular-surgery/](#) - 5k

Blood & Body Fluid Exposure

... [Blood & Body Fluid Exposure](#). Report all blood and body substance exposures
to the Employee Occupational Health Service immediately! ...
[mayoweb.mayo.edu/dpom-ehs/bbcontact.html](#) - 5k

Gonda Vascular Center Mission

... [Vascular Surgery](#). Gonda [Vascular Center](#). Home. Gonda [Vascular Center](#)
Mission ... 1992 Gonda [Vascular Center](#) Dedication (video). Quick Links: ...
[mayoweb.mayo.edu/gonda-vascul/](#) - 5k

Vascular Surgery Fellowship | Department of Surgery – ARZ

... [Vascular Surgery Fellowship](#). Home » [Education](#) » [Vascular Surgery Fellowship](#).
Dr. Richard Fowl Dr. Samuel Money Dr. William Stone: ...
[intranet.mayo.edu/charlie/general-surgery-arz/education/vascular-surgery-fellowship/](#) - 8k - 2013-01-04

Vascular Access | Department of Emergency Medicine – RST

... [Vascular Access](#). Home » [Sections and Divisions](#) » [Emergency Ultrasound](#) »
Image Library » [Vascular Access](#). [NORMALS](#), [ABNORMALS](#): ...
[intranet.mayo.edu/~/home/sections-and-divisions/ultrasound/image-library/vascular-access/](#) - 9k - 2013-01-05

Laboratory Collection Services: Blood Collection

Search This Site Home: [Blood Collection](#) » [Arterial Puncture](#): ... [Studies/Xits](#):
[Transfusion Medicine](#), [Venipuncture](#), [Body Fluid/Non Blood](#) » [Clerical](#): ...
[mayoweb.mayo.edu/cds-docs/lab-services-bloodcol.html](#) - 4k

Cerner update – CBC and peripheral blood smear reporting ...

... Cerner update – CBC and peripheral blood smear reporting changes: ... The
remainder of the [Blood Cell Count](#) tab will be unchanged: ...
[intranet.mayo.edu/~/2013/03/14/cerner-update-cbc-and-peripheral-blood-smear-reporting-changes/](#) - 7k - 2013-03-14

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

For help with intranet search, visit our [Google resource page](#). Last updated: 08-02-2010

A search results page for the query “blood.” When using the top global input field to run a search, the search appliance will query seven different search collections and present results in a tabbed format. If the query has matches in the company directory as well as general intranet content (as in this example), the SERP will return the top five *People* results, including a primary phone number and a link to the web-based pager gateway (if available). If users need more information, they can click a person’s name for the full directory profile.

RESULTS AND ROI

Simply put, success for the Mayo Clinic intranet means solving a problem.

“Sometimes, success comes by simply satisfying the need of a customer to promote his or her individual project,” says LaPin. “If that is the case, then we are successful in minimizing the resource drain to meet that need. Other times, we hear success in the grateful emails we receive from users who are thrilled to have an attractive, well-organized tool to help them with their daily work. Success might be word-of-mouth praise from customers that generates a new project request. Another form of success might be external recognition of expertise at industry conferences.”

As with many other organizations, measuring the ROI value of Mayo Clinic’s corporate intranet is an imperfect science at best. “In fact,” says Sumathi Jayakumar, UX Manager, “business analysts contend that precise ROI measurement is not possible due to the expansive and far reaching nature of intranets. However, while measuring the precise return on investment may not be possible for most of our sites, there are means by which our organization does qualify both potential and existing ROI.”

For example, at Mayo Clinic, application- and project-based ROI can be measured far better than the ROI of the entire intranet. Application or widget examples include the employee directory, the policies and procedure management tool (UCM), employee HR self-service tools, clinical standards templates, Synthesis (EMR), and the committee application. “Most of the savings [from these tools] result from the cost avoidance of printing or distributing documents, and enhanced communication, collaboration, and decision-making, among other things,” Jayakumar says.

LESSONS LEARNED

Jayakumar outlines some of the team’s best practices developed from its experiences building the new intranet:

- **Form a multidisciplinary project team with well-defined roles and responsibilities.** “Intranet projects are a product of many dedicated minds that see things from different viewpoints. Use project managers and supervisors to protect employees’ schedules, so they can stay as focused as possible on one project at a time with a minimum of distraction.”
- **Maintain consistency of centralized project intake and management.** “Find or build a project intake tool and capture information about requests and projects. Track your time. Use the data gathered to justify requests for additional resources and staff when necessary.”
- **Develop a well-defined intranet redesign process and implementation.** “Whether it is a waterfall process, an Agile/Lean process, or a hybrid, define each step and its dependencies well. Be clear about expectations and deliverables upfront, especially when communicating with customers. Draft SLAs [service-level agreements] if necessary.”

- **Invest in user experience resources and processes.** "Become comfortable with a variety of user research gathering methodologies. Design experiments that generate data for future projects. Cross-train members so they can serve many roles, but allow specialists to develop and give them the training, the experiences, etc. they need to stay committed. Have more experienced employees directly mentor the less experienced and pay attention to their professional development."
- **Utilize project management and business analysis resources.** "Establish the business value of intranet projects. Use a dedicated project manager to oversee meetings, deadlines, resources, and budgets."
- **Create editorial teams for on-going maintenance of content.** "Encourage these teams to develop a content strategy and formal workflow. Expect them to assign dedicated, skilled resources to content authoring and maintenance."
- **Form an enterprise governance structure.** "Find or grow an intranet champion, preferably someone at the C-level. Figure out how to ride the flow of the organizational culture. Figure out who the influencers are, and turn them into intranet evangelizers."
- **Be active in the knowledge management industry.** "Contribute to the development of best practices, tools, and templates. Publish your knowledge, your processes, and your discoveries. Benchmark and share with other organizations. Stay informed."

WellPoint Medicaid Business (2014)

Using the intranet: WellPoint is the nation's leader in serving low-income families and people with disabilities through state-sponsored health care programs. With more than two decades of experience managing health care for the nation's most vulnerable people, WellPoint is well positioned to address the challenges and growth opportunities of health reform, Medicaid expansion, and the dual eligible population.

Headquarters: Indianapolis, Indiana

Number of employees the intranet supports: 7,700 associates in the WellPoint Medicaid business unit

Locations where people use the intranet: Currently, the primary users are WellPoint Medicaid business unit associates in 19 US states; Heartbeat will support collaboration needs for additional corporate WellPoint sites used by more than 43,000 associates.

Annual Sales: \$61.71 billion

Design team: The intranet design was done completely in-house; the core team was comprised of 17 associates from both Communications and Information Technology (IT). These associates included specialists in web- and print-based communications, design, usability, best practices, and technology. Associates throughout all levels of the organization contributed an array of subject matter expertise.

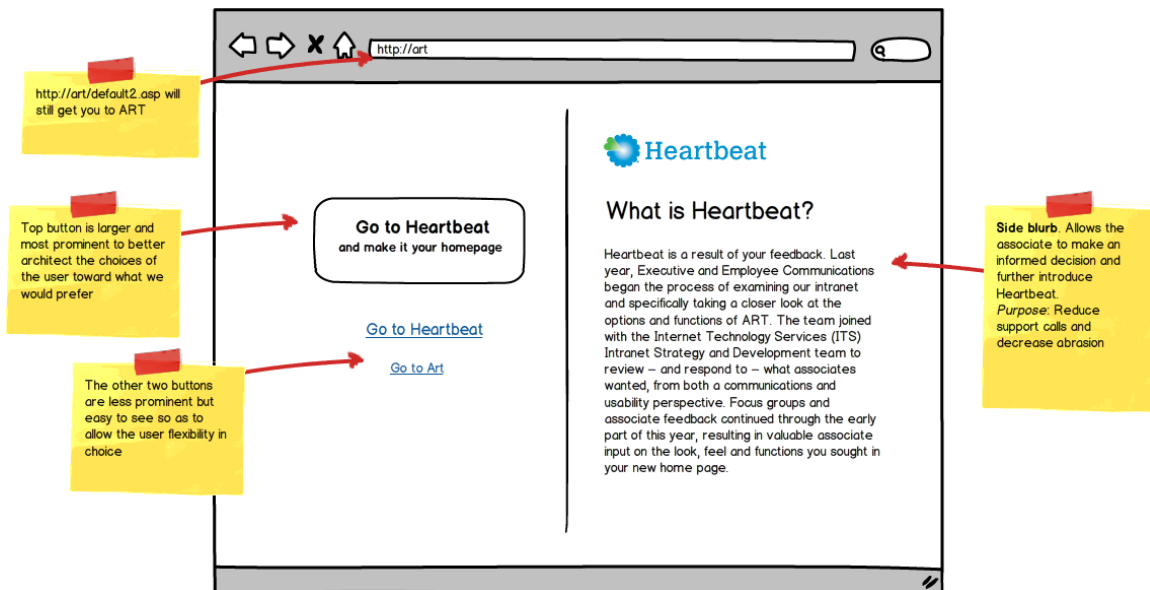
In-house team: Peter Lobred, VP of Executive and Employee Communications; Jamisson Fowler, VP of Information Technology Services; Tom Caudron, Associate Vice President of IT Integration Services; Jason Marlowitz, Director of Intranet Strategy and Development; Chelsea Caplan, former Senior Coordinator Communications for Executive and Employee Communications; Leila Roche, Senior Coordinator Communications for External Communications; Dan Whitehead, ITS Programmer Analyst I; Arlen Vargas, ITS Programmer Analyst III; Brendan Mcgarrett, ITS Programmer Analyst III; Katie Landry, Manager of ITS Application Management and Support; Rebecca Lambert Systems Business Analyst II; Peggy Callaway, Art Director for Executive and Employee Communications; Anthony Francisco, ITS Programmer Analyst Principal I; Jaclyn Payne, Systems Business Analyst III; Brian King, ITS Programmer Analyst Principal I; Melissa Carter, Project Coordinator II; Nealy Gihan, Manager of Writing for Executive and Employee Communications; Trey Runkle, Former Project Manager I; Andrew Flowe, Project Manager; Kaitlin Kelly, Corporate Communications Specialist; and Susanna Cagle, ITS Business Analyst

SUMMARY

With associates spread across 19 states, WellPoint's Medicaid business unit needed a new intranet to improve communication and collaboration across its geographically dispersed group. The previous intranet was out of date—it was nearly 10 years old and largely unchanged in that time—and offered users no ability to collaborate or personalize the content.

The new intranet is the result of two WellPoint teams working together: Executive and Employee Communications, and Intranet Strategy and Development. This partnership has served the site well; the Communications team brings its expertise in conveying information to the company, and the intranet team brings its technological and user experience expertise to making the site work well and be easy to use.

This teamwork was a key part of the new site's rollout. The joint team recognized the need for change management. As such, the communications team crafted messages about the changes on the site, building excitement, interest, and momentum for the new site and its content and features.



An example of the messaging the Communications team worked on to ease the transition to the new intranet. The previous site and new site ran side by side for two months to ease the transition. The interstitial included an explanation of the new site, starting with: “Heartbeat is a result of your feedback.”

Meanwhile, the intranet team created iterative revisions of wireframes and designs. The team took control of the site design, presenting wireframes and ideas for review, rather than designing by committee. The team collected feedback on wireframes and showed changes based on that feedback in iterative reviews. This helped the team get buy-in and also made sure the changes were moving in the right direction. Early on, the team found that discussions surrounding new ideas and features of the intranet went more smoothly if they provided even very rough wireframes of ideas.

The team named the new site *Heartbeat*, which both relates to the group’s work and indicates that the new site is the “pulse” of the company. As such, the homepage focuses on information that changes regularly, including announcements and rotating news stories. A news carousel is embedded in the top hero space on the page. Seven stories are featured in the carousel at a time, each with a headline, brief summary, and link to read more. The images change randomly on page load to convey a sense of site freshness to users.

The team wanted to limit the amount of information on the homepage, knowing that cluttered pages force users to work harder to see information (and that users often skip cluttered pages, rather than plow through them). The rest of the page incorporates white space and a clean design to help users focus on the content available.

Beneath the carousel, users can view their own weather forecast as well as the forecast for another WellPoint location. The team incorporated this rotating weather feature—which highlights a random sample of weather details for various WellPoint locations—as a simple way to connect employees to one another. The goal was to give associates a glimpse into their widely scattered colleagues’ days.

This section is followed by WellPoint-Amerigroup corporate news, with updates, brand information, and systems-integration headlines. Additional announcements and events round out the homepage news, with each item including the date it was posted and a brief content summary.

Employees can quickly access the employee directory via a search box on the homepage that lets them search for colleagues via a first or last name, link to an advanced search, or find out more about the Amerigroup corporate structure. Additionally, this resource provides a tutorial on how the Medicaid business works, information about the industry, along with a glossary for acronyms.

The center of the page is focused on interesting tidbits of information relevant to both employees' workdays and WellPoint's work. New content is typically rotated in on a monthly basis, but sometimes appears weekly, depending on the frequency of key company events.

The right side of the page includes a list of links to tools commonly used throughout the organization. This is followed by recent press releases, with each headline accompanied by the date it was posted.

Heartbeat

What are you searching for?

Site Actions

Responding to Oklahoma Tornado
Help Those Affected by the Tornado in Oklahoma
Due to the recent tornado that swept through Oklahoma, the company is finding solutions for those who have been affected by the storm. Learn how we can further help those in need of aid.

Monday, June 17, 2013
Virginia Beach, VA
Current: 75°F
Rain
Chance of Rain: 50%
Tomorrow: 82°F
Chance of Storms: 50%
Other Offices: Washington, DC
82°F
Chance of Storms: 50%

Phone Directory
Search by first name or last name

[Advanced Search](#) | [How Amerigroup Works](#)

Quick Tools
[Amerigroup University](#)
[Compliance](#)
[Service Center](#)
[PeopleSoft HR](#)
[PeopleSoft Finance](#)
[SharePoint Site Directory](#)
[WorkNet](#)

WellPoint-Amerigroup News
[General Updates](#)
[Care Management Team Update NHR](#)
[Legal & Public Affairs Update NHR](#)
[Brand Guidance](#)
[AGP Branding Guidance FAQs](#)
[Amerigroup Branding Guide](#)
[Systems Integration](#)
[WorkNet Access for All](#)

Did You Know?
The Medicaid business employs about 1,500 nurses, doctors and social workers.

Press Releases
June 5, 2013
[Announcing June Conferences](#)
May 9, 2013
[AGP Washington Welcomes Tri-Care Members](#)
May 2, 2013
[WLP/MSU Announces May Conferences](#)
April 29, 2013
[AGP Community Volunteers Donate Hours](#)

Announcements and Events
June 2012 Health Activity
6/12/2013
June is National Safety Month, and ASPRE is encouraging associates to participate. Click here to sign up and receive National Safety month materials from the National Safety Council. Each week in June, read about critical safety issues such as ergonomics, driving etc.
New Course for Associates
6/5/2013
A new 30-minute interactive e-learning course, Inside Exchanges – Exchange Basics, is designed to help associates understand important aspects of exchanges. All associates are encouraged to take this course. Click here to sign on to Amerigroup University and register.
June 2012 Health Activity
6/5/2013
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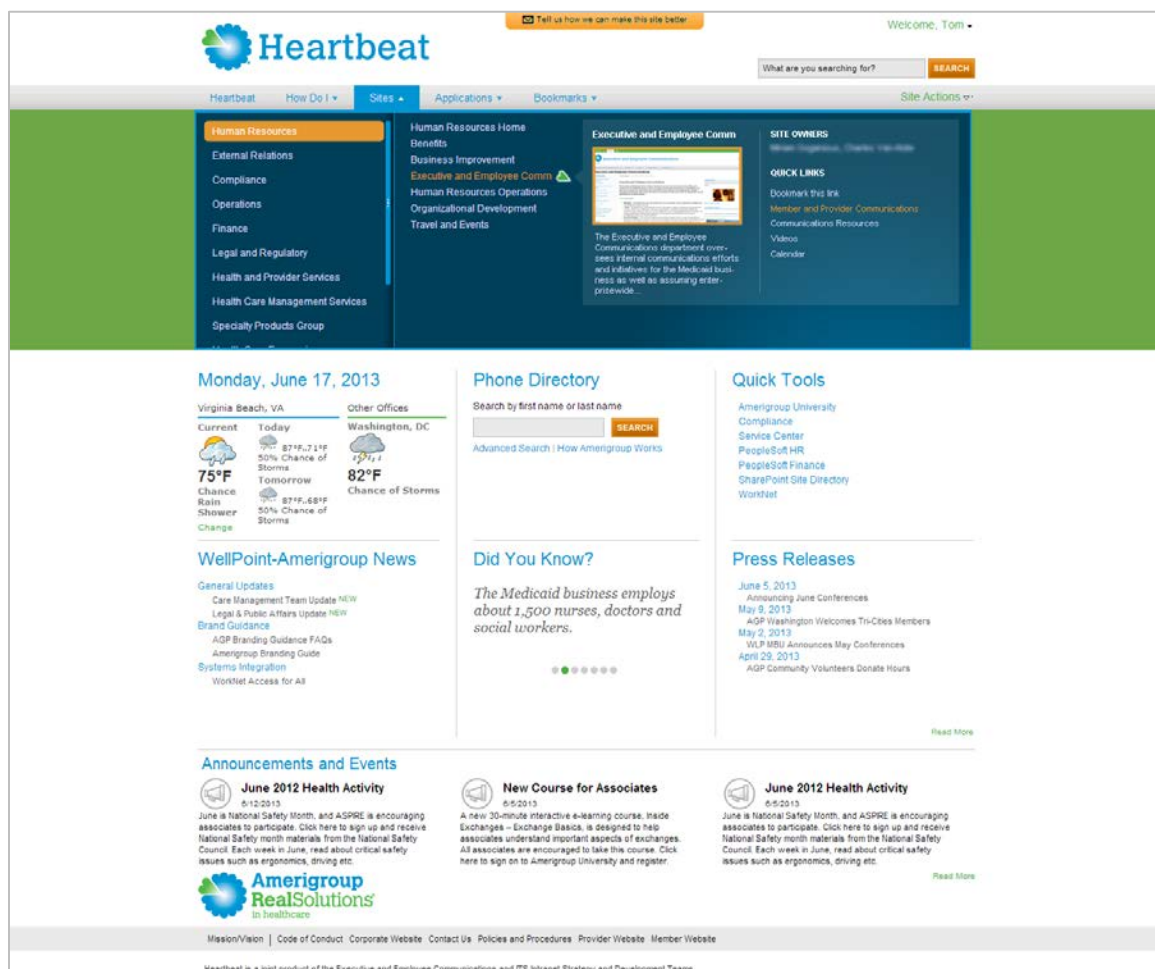
Heartbeat is a joint product of the Executive and Employee Communications and ITS Intranet Strategy and Development Teams

The new intranet's clean homepage focuses on news and announcements and provides quick access to tools.

The team incorporated user research and user interface design expertise throughout the project. In early conversations about the new site, users had a few common requests. They wanted a directory of the site's more than 10,000 SharePoint team and project sites. They wanted ways to collaboration across different domains, crossing over the previous site's information silos. They also wanted a central location for business-critical applications.

The site's navigational structure makes these items front and center. Users can chose from *How Do I?*, *Sites*, and *Applications*. They can also create and access a customizable list of personal *Bookmarks*.

The team decided to limit the number of choices in the megamenu navigation so that users could more easily access important information. For instance, the *Sites* section lists broader categories of sites, which are then further broken down. Users can select a category on the left, see related subcategories, and mouse over the subcategories to see a brief summary and the site's owners.



The *Sites* navigational category lets employees navigate to the many team and project SharePoint sites.

One component of the new site is customization. Employees can create their own custom bookmarks through the site, giving them quick access to the resources they

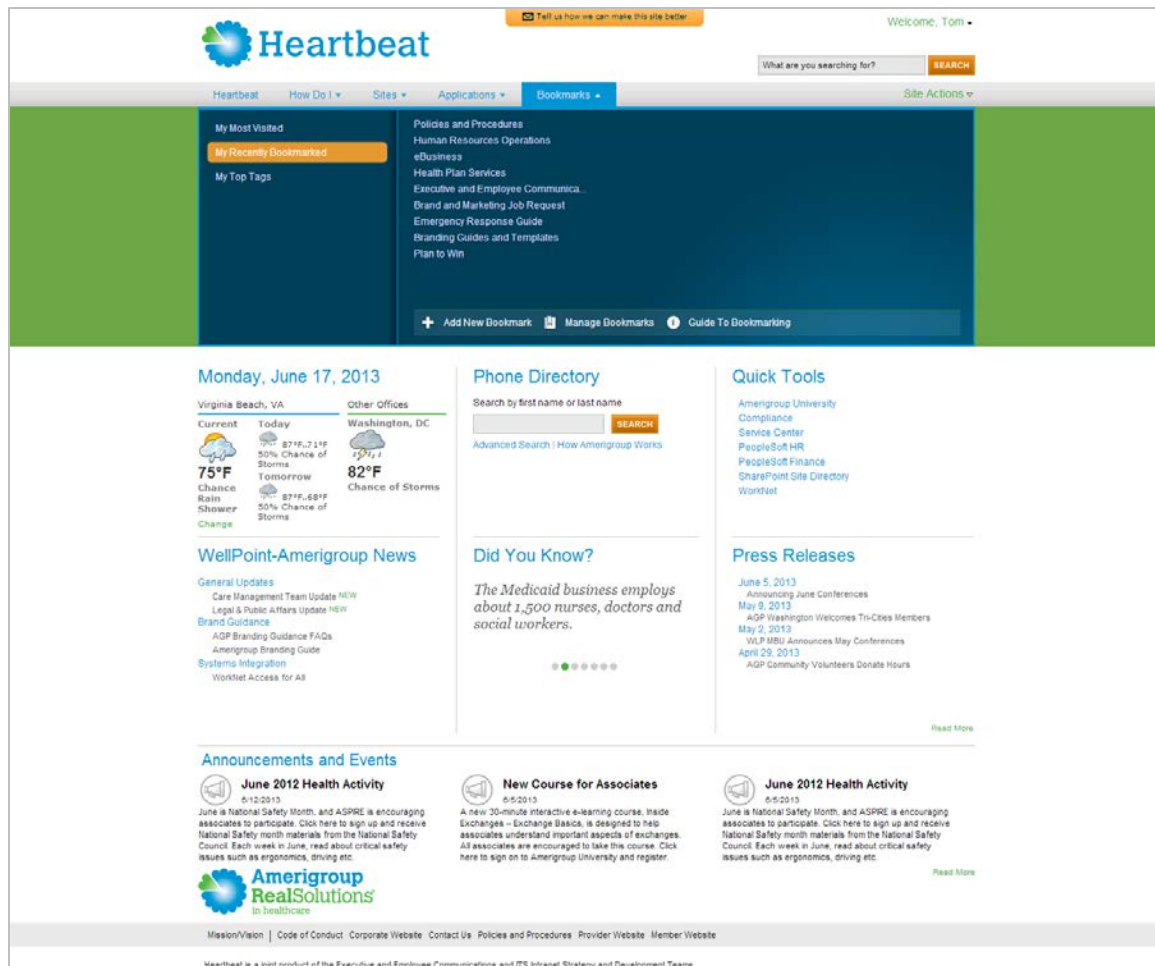
use regularly. For instance, the team found that a group of nurses used this tool to great effect. The nurses often relied on a wide variety of outside and inside tools to do their daily work, and keeping track of them was a challenge. Some of the lead nurses started using the site to gather lists of resources, and they encouraged others to do the same. In this way, they utilized the site to make their daily work a little simpler.

Users can add and tag bookmarks as an additional way to manage larger lists of links. Users can go to *Manage Bookmarks*, and from there they can view an alphabetical list of all links or use tags to navigate to subsets of links.

Once users bookmark content, they can view their links in three ways: by the most commonly visited, by recent bookmarks, or by top tags. *My Top Tags* is a list of the top 20 terms people use when tagging (bookmarking) a resource. For example, an associate might have several documents, pages, or whole sites where “Medicaid” is a keyword selected to describe those resources. If “Medicaid” is a commonly used keyword, it will be listed in the menu on hover of *My Top Tags*. These tags are arranged by frequency specific to the individual associate, but the logic behind it is using an aggregate of all associates’ to derive metrics around the most commonly bookmarked resources and the categories in which they belong.

Once users click on one of the terms in *My Top Tags*, they are presented a view containing all sites and documents organized by that term.

Users can add new bookmarks via a link in the menu or manage existing bookmarks; they can also view a guide to bookmarking, if needed. When employees have not yet created any bookmarks, a brief explanation of the tool appears with a link to add a new bookmark and a link to the guide as well.



Users can create customized lists of links that lead to internal or external resources. These links are available through the *Bookmarks* item in the main site navigation.

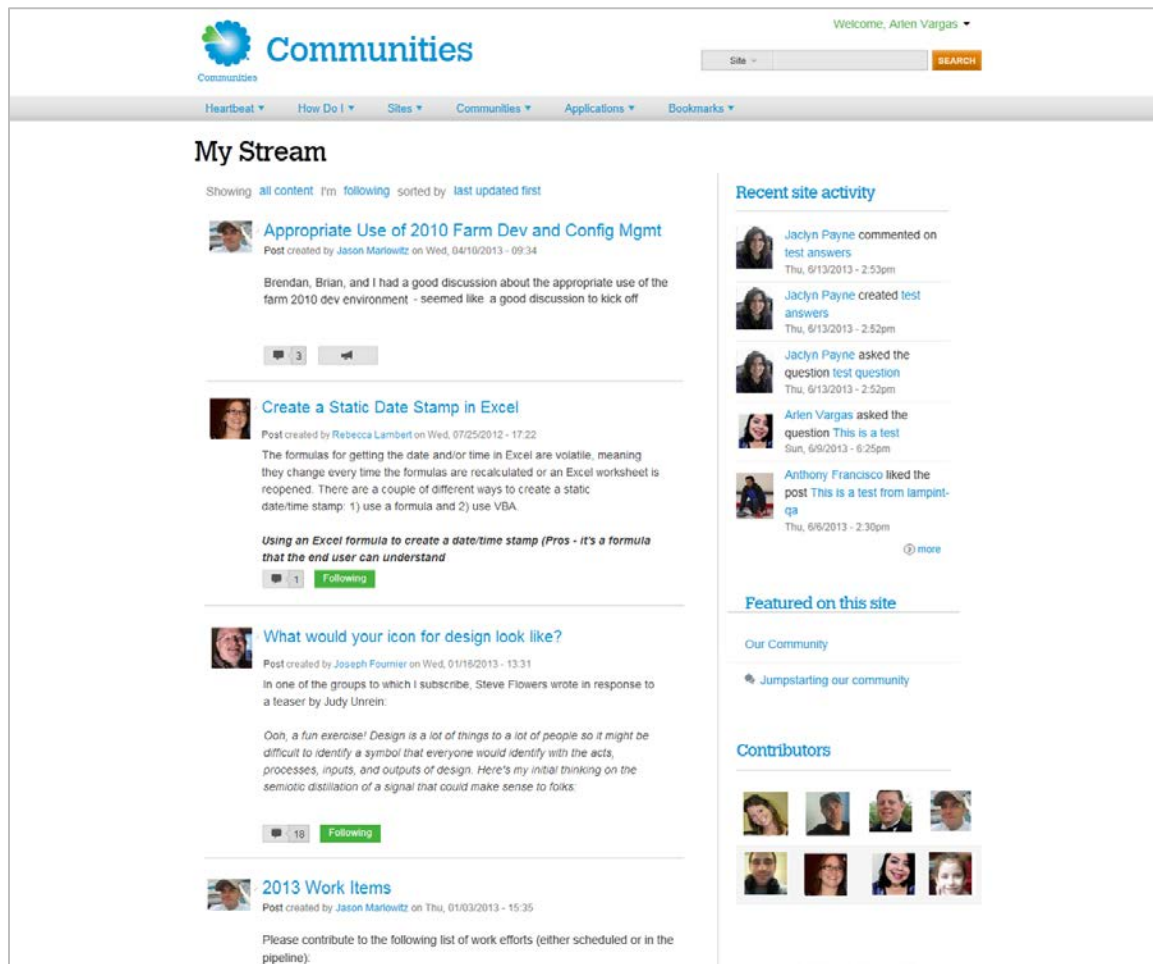
Another key site area is *Communities*. A main goal of the redesign was to facilitate communication and collaboration, and this section was built to do just that.

The *Communities* Heartbeat menu option is secured by role, so that only associates in the Medicaid division have access to this resource (Heartbeat is accessible across all divisions). The designers did this to address regulatory concerns for all divisions before opening up more collaborative capabilities. Company-wide rollout is slated for 2014, at which time the *Communities* menu option will be enabled for all WellPoint associates.

In *Communities*, employees can follow other community members, topics, groups, or individual pieces of content. Users can keep up-to-date via an activity stream that showcases the latest information posted. The stream includes a picture of the person who posted the content, the date and time posted, and a few lines of text and the number of comments. Users can determine at the top of the page what content they want to view. They can select which type of content they want to see, as well as change how that content is listed, by showing:

- *Answers*: correct answers to questions posted to various communities/groups
- *Posts*: general knowledgebase or discussions
- *Questions*: posts that allow associates to suggest answers and receive credit for correctly solving problems
- *Wikis*: more in-depth content stores on specific elements of the business

Further, the *most active* option uses a capability called “radioactivity” to determine whether older posts have enough activity to delay their decay or will be shuffled to bottom of the list.



The site's *Communities* section lets employees communicate across the organization.

Profile pages in the *Communities* section pull highlight information about that employee's participation around the site, providing a more robust user profile. Associates can see community members' activities, the people they follow, people following them, and the groups to which they contribute.

Employees can also see the person's *Achievements* in the site's social areas. To encourage the use of collaboration tools, the team gamified participation.

The team knew from past experience that it could be difficult to get busy associates to share information with one another. People are often reluctant to share information on intranets, particularly when information hasn't been shared through the site previously.

For instance, the team previously tried to encourage employees to share information on profile pages to help people find SMEs within the company. However, even with leadership support, associates didn't engage with this type of content. The team found that the information that was shared either wasn't specific enough or it simply became outdated quickly as people entered their skills and project information once and never updated it. The payoff just wasn't there for users.

Armed with this experience, the team decided to try a point-driven system to encourage sharing and participation. They're working on a system of point-based badges to identify and reward SMEs that would also factor into employees' yearly assessments. This is an attempt to increase the quality and frequency of posts, while filling the intranet with timely and accurate information.

Profiles list users' recent activity on the site and also highlight their earned *Achievements*. The team is using elements of gaming to try to encourage employees to share more information and participate in *Communities*.

Iterative design and a focus on change management helped the joint team creating WellPoint's new intranet build a tool that helps employees connect and do their day-to-day work more efficiently.

BACKGROUND

A dated intranet wasn't serving the organization well in terms of design or information management. When the redesign project kicked off, the old intranet was nearly 10 years old and was showing its age in more ways than one.

"A multi-year, company-wide rebranding effort had just been completed and the intranet was still representative of the previous corporate colors, design elements, and theme," says Jason Marlowitz, director, Intranet Strategy and Development. "Information management had not kept pace with changes in the company's growth and critical functions. Largely a static site, the intranet lacked the technical capability needed to power collaboration and personalization."

The solution to the challenges with the old site was to build a new intranet from the ground up, with input from users across the organization.

To develop a collaborative intranet that associates would visit on a daily basis, various departments came together to take a holistic approach to the ground-up rebuild. The result was the development and design of the new Heartbeat intranet site. Several focus groups were conducted as the site rolled out, with associates giving continual feedback on how to further enhance features, usability, and more.

Goals

Heartbeat was designed to better align with current branding; to provide a vehicle to facilitate better communication among associates across 19 states, as well as between associates and corporate-level employees; and to encourage collaboration and knowledge sharing.

The organization wanted to provide associates a resource that offered relevant and current information with an element of personalization and the ability to customize. "We made it our goal to guarantee that the content and functionality of the intranet was never outdated," says Peter Lobred, vice president, Executive and Employee Communications. "Heartbeat was developed to be the 'pulse of the company' where all associates and plans could engage with each other and share information in one forum—hence the name Heartbeat."

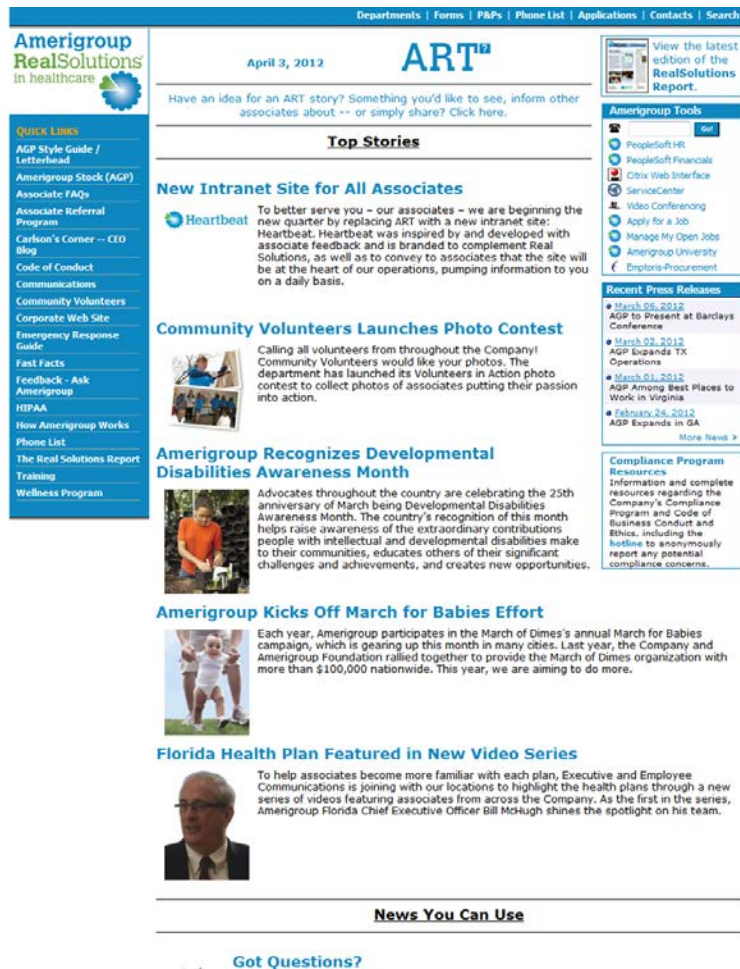
Another goal was to ensure Heartbeat stays relevant for every associate, across all of the company's health plans. To ensure this outcome, the team was proactive in engaging with users far and wide to identify their needs across roles, departments, and even states.

"We wanted Heartbeat to offer an effective user experience, be pleasing to the eye, provide needed information, and be easy to access and use," says Lobred. "The goal was for associates to create an emotional attachment to the site, so they would use it regularly."

Challenges

The team faced several challenges in creating Heartbeat. Team members explain two of the most vexing challenges:

- **How to tailor the work to the available budget.** “The product backlog for Heartbeat was much larger in scale than the initial budget would allow.” (Marlowitz)
- **How to keep it alive.** “After the initial launch, the success of Heartbeat and the need to treat it as a living, breathing product was clear. The team was designed to partner with Executive and Employee Communications on future iterations, help define the roadmap, and develop the products.” (Jamisson Fowler, VP, Information Technology)



This is the homepage for ART, the previous intranet. ART was in use for almost 10 years and, aside from basic weekly content changes, remained relatively static during that time. The site suffered from a lack of cohesion and connectivity to the growing SharePoint team site content, as well as a confusing navigation structure (which changed from page to page). It was also difficult to extend the outdated technology.

INTRANET TEAM



The WellPoint team (top to bottom, left to right): Peter Lobred, Jamisson Fowler, Thomas Caudron, Jason Marlowitz, Peggy Callaway, Nealy Gihan, Katie Landry, Leila Roche, Daniel Whitehead, Rebecca Lambert, Arlen Vargas, Brendan Mcgarrett, Melissa Carter, Anthony Francisco, Jaclyn Payne, Brian King, Andrew Flowe, Susanna Cagle, and Kaitlin Kelly.

GOVERNANCE

Good Governance Means Support and Leadership

Heartbeat is a partnership of the Communications and the Intranet/Information Technology teams. Heartbeat is a success due to this partnership. "We found a cross-domain partnership to be imperative for success," says Jamisson Fowler, Vice President of Information Technology Services. "Each team brings a diverse set of skills and experience that benefits the other.

"For example," he says, "rollouts are typically flawless because the Executive and Employee Communications team leads the charge. Skillful change communication means the difference between a solid product being seen as a benefit or seen as a hindrance to line-level associates."

The intranet team works extensively with the Executive and Employee Communications team to develop features, usable content, and greater accessibility that will drive associates to the intranet. Chelsea Caplan, former Senior Communications Coordinator for the Executive and Employee Communications team, had weekly calls with the intranet team to discuss the latest developments and brainstorm different ways to make the intranet more usable. After these calls, the Intranet Strategy and Development team developed the features, while the Communications team created materials to roll out the new tools to the company. "Without both teams working together, the intranet would not be what it is today," she says. "This collaboration is critical to its success, popularity, and usability."

Another key to the site's success is the organization's willingness to treat Heartbeat as a "living and breathing" site. After the first release, project sponsors agreed that the intranet is a product and must be managed as such. As a result, a team was formed to partner with key intranet stakeholders, such as Executive and Employee Communications, and work collaboratively with these groups to define a product strategy, continue to iterate design, and conduct in-house development. This team was comprised of the initial designers, developers, and analysts who played an integral role in the initial release of Heartbeat. These associates focus solely on intranet's advancement and support.

"Establishing a team of associates experienced in UX and employee-facing development, and focusing that team on the corporate intranet, ensured that Heartbeat would continue to grow with the company," says Tom Caudron, AVP of IT Integration Services.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Communications Team	<ul style="list-style-type: none"> • Define communication plans for new feature releases • Define governance around communication within Heartbeat • Manage Heartbeat's content • Act as a central point of contact to collect high-level requirements, establish goals, and provide steering for Heartbeat's communication and branding elements • Manage the top-level company/division-wide navigation
Intranet Strategy and Development Team (ISD)	<ul style="list-style-type: none"> • Serve as main technical contact point for Heartbeat and other intranet products • Coordinate with stakeholders internally to define technical and product roadmaps • Promote conceptual capabilities to gain approval and encourage use of existing features • Perform detailed business and technical analysis • Define UX guidelines and provide UX consulting to ensure Heartbeat and all intranet sites are easy to use and brand compliant • Produce conceptual UI and software designs, iterate designs, gain stakeholder and sponsor acceptance • Define system architecture and develop software • Perform testing • Support platform • Provide direct user engagement support and act as a facilitator in power user communities
Team Site Owners	<ul style="list-style-type: none"> • Manage domain/team-specific sites that roll up to Heartbeat • Provide first-tier support for users of respective sites • Work with Intranet Strategy and Development to create team site-specific enhancements

Group Owners	<ul style="list-style-type: none"> • Manage group-specific collaboration streams, such as news feeds, discussions, Q&A posts, and knowledge bases within Heartbeat's <i>Communities</i> features • Feature the most qualified content based on correct answer or beneficial discussion
Community Managers	<ul style="list-style-type: none"> • Establish and maintain governance within <i>Communities</i> • Provide top-level support to group owners • Identify features and act as the lead facilitator of the <i>Communities</i> product backlog, sprints, and releases • Monitor content to ensure relevance and adherence to terms of use • Promote the varying business uses of <i>Communities</i> collaboration features, such as proposal writing

USERS

Heartbeat supports more than 90 departments across the organization's 19 affiliated health plans. It also supports corporate collaboration needs and provides an application platform for various teams to quickly implement critical business-process automation, such as managing the diverse regulatory requirements set by government partners.

Currently, the primary users are WellPoint's 7,700 Medicaid business associates in 19 states. Heartbeat will also support collaboration needs for additional corporate WellPoint sites, which are used by more than 43,000 associates. WellPoint's Medicaid business unit employs primarily medical, technology, finance, support, and management personnel.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">• http://heartbeat.wellpoint.com
Default Status	<ul style="list-style-type: none">• By default, all WellPoint Medicaid business unit associates have Heartbeat set as their homepage. Associates can change this setting. Associates are encouraged to utilize Heartbeat's <i>Bookmarks</i> (social bookmarking) feature to create a personalized list of commonly used sites and access these sites through Heartbeat.• By default, a shortcut to Heartbeat is placed on each associate's desktop.
Remote Access	<ul style="list-style-type: none">• Some corporate offices provide shared computer facilities to be used during breaks. Although not widely used, Heartbeat is accessible via these workstations.

DESIGN PROCESS AND USABILITY WORK

Design Approach

In 2011, a series of focus groups revealed that associates unanimously wanted an intranet redesign. The design direction the team took was to look at successful websites for inspiration and direction, and to augment that vision by conducting feedback sessions with users at several key points along the way. In those sessions, team members asked users to weigh in on prototypes and respond to beta releases.

"In addition to helping with design and steering, this also helped solve the most common problem with new intranet rollouts: change resistance," says Caudron. "The regular engagement of stakeholders from all levels in the company, as well as showing one-to-one relationships between provided feedback and changes made, created a cultural shift in the company. Even the most change-resistant associates no longer saw the outdated intranet as acceptable. This greased the wheels to introduce regular, iterative improvements with little user abrasion."

Designing Navigation

The team used interactive wireframing sessions to help drive the initial feature roadmap for the site. From an initial rough sketch of a conceptual layout, several mockups were created to depict placement of zones for communication, navigation, and interactivity. A review of the current site's navigation and analytics, pulled from usage of more than 10,000 SharePoint team and project sites, helped identify common themes for top-level navigation and search. "For example," says Marlowitz, "we quickly identified that a flat navigation structure would not scale well with the

proliferation of self-managed SharePoint sites. We wanted these sites to share the same navigation, branding, layout, and some common communication elements as Heartbeat. This in turn would smooth out the experience of navigating from Heartbeat to a team site and back.”

To achieve that goal, the team had to define navigation that included the most important segments of the intranet’s IA. Through an analysis of the numerous SharePoint sites, they identified high-level navigation elements, and from this analysis, they were able to agree on a megamenu approach. Marlowitz explains:

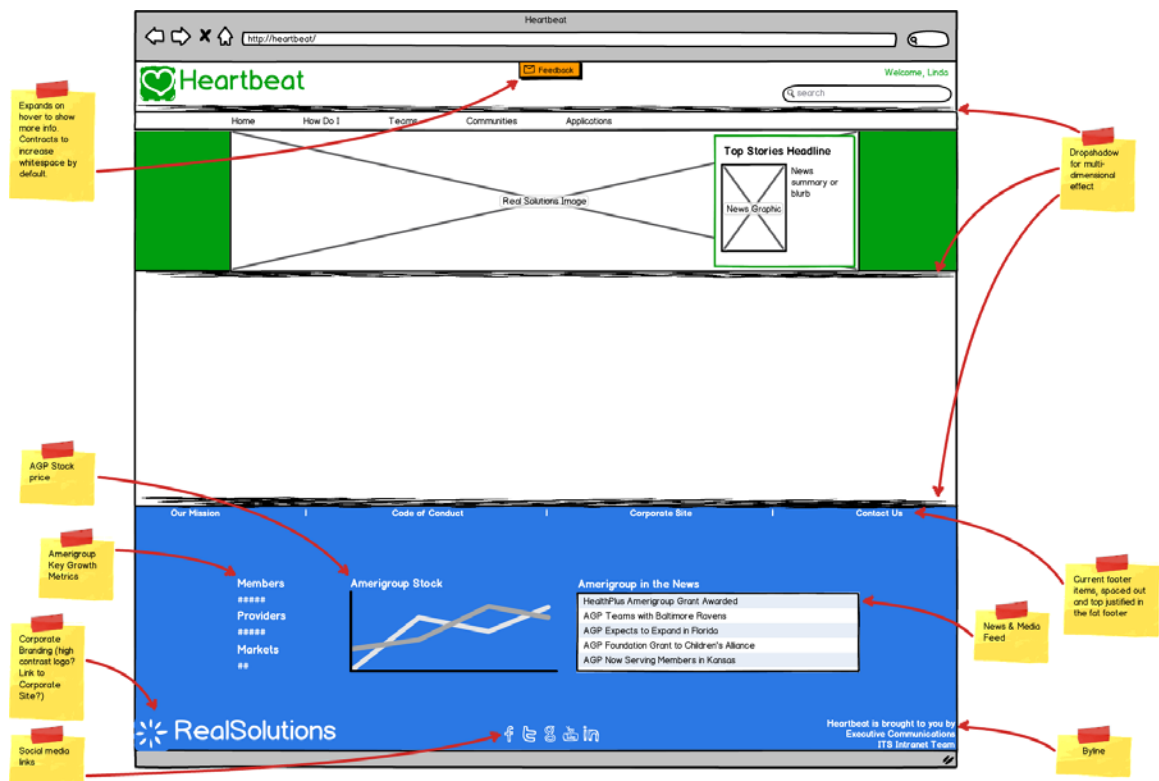
- **Sites:** “Given the large number of SharePoint sites, a directory of SharePoint sites was our most-requested feature. This segment included team sites (intra-team communication and document sharing) and project sites (multi-domain communication for the purposes of supporting an effort with a defined start and end).”
- **Communities:** “Communities are a set of features and content centered on cross-domain collaboration. One of the more common findings from analyzing reports on existing content was that there were a disproportionately large number of team sites with broken security inheritance. This was largely due to evolving needs. Communication that was once team-specific became interwoven with cross-functional collaboration. This organic growth and evolution of the ‘team site’ created a hard-to-manage and hard-to-use scenario of parent sites with hundreds of nested subsites and varying authorization. We found that the existing technology created silos of communication.”
- **Applications:** “Applications are resources most commonly used by associates. Analysis of the existing intranet logs found almost a one-to-one ratio of page views and distinct visits. From this, we concluded that the homepage of the intranet was being used as a jumping off point for accessing custom-developed, business-critical web applications—largely replacing what would otherwise be desktop shortcuts.”

Another facet of the navigation research included reviews of prior Nielsen Norman Group Intranet Design Annuals. “Primarily, we focused on how large company intranets coalesced around a single top-level navigation,” he says. “Our summation was that typical navigation link lists alone would not be as successful. We found that encouraging use of a well-maintained search resource, allowing associates to create their own navigation, and defining navigation based on the individual’s most commonly used resources, were also necessary for a company-wide navigation approach. Essentially, we found a blend between one-size-fits-all and mass customization.”

Targeted Interviews

Another method that was useful in revamping the intranet was one-on-one discussions with executive vice presidents and regional CEOs. During these discussions, they discussed the positives and negatives of ART and what should change. A key criticism was that ART’s search function did not work. Now, Heartbeat has a search refinement—which allows associates to easily identify the top-level

department sites and navigate to the sub team sites within—and a phone directory for associates to look up names, departments, titles, and locations.



In addition to feedback from the roundtable feedback sessions, the initial feature roadmap for the Heartbeat site was driven by iterative wireframing. From an initial rough sketch of a conceptual layout, several mockups were created to depict placement of zones for communication, navigation, and interactivity.

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
January 2001	<ul style="list-style-type: none"> First implementation of an intranet for the WellPoint Medicaid business unit (previously Amerigroup)
September 2006	<ul style="list-style-type: none"> Beta implementation of team-managed intranet subsites
September–November 2010	<ul style="list-style-type: none"> Branding overhaul: minor modifications to colors, fonts, and logos to more closely match the new corporate brand
June 2011	<ul style="list-style-type: none"> Recent redesign project start date (idea for redesign or planning began)
April 2012	<ul style="list-style-type: none"> Launch of new design
September 2012	<ul style="list-style-type: none"> Social bookmarking/tagging feature implemented
March 2013	<ul style="list-style-type: none"> After WellPoint acquires Amerigroup, Heartbeat becomes the intranet resource for the WellPoint Medicaid business unit, which has expanded to approximately 7,700 associates. To facilitate collaboration among all WellPoint associates, Heartbeat is introduced beyond the Medicaid business to the entire WellPoint workforce—a total of approximately 43,000 associates
April 2013	<ul style="list-style-type: none"> Brand compliance feature (consistent theme/navigation) implementation begins across all intranet sites <i>Communities</i> (social intranet) beta roll out to associates begins

CONTENT AND CONTENT CONTRIBUTORS

Managing Content

The Executive and Employee Communications team develops Heartbeat content. Stakeholders within the respective teams manage content within department-specific sites. Content within *Communities* is created by associates and managed by group and community managers.

Content to be posted on Heartbeat goes through a review process. Typically, someone from the Communications team writes content or develops ideas, which are

then reviewed by Peter Lobred, VP of Executive and Employee Communications. If the content is copy, photos, or video, it is posted on Heartbeat once it is approved. If content involves new features for Heartbeat, it requires an additional review by the Director of Intranet Strategy and Development. From there, the teams work together to develop a project timeline and materials.

Users are given specific guidelines on how to write content and share information with associates. This standard is applied to all written materials.

The content contributors might be involved in the editing process, but final decisions on content to be posted in the intranet's public areas are made by the Executive and Employee Communications team members responsible for Heartbeat. To keep the lines of communication open, the team occasionally conducts surveys asking associates about their experiences with Heartbeat, which allows contributors to know if Heartbeat content/features are resonating with associates. A "Heartbeat inbox," managed by the Heartbeat content manager, gives associates an opportunity to express any complaints, concerns, or requests. This inbox is reviewed on a daily basis, and both the Executive and Employee Communications team and the ITS team have access.

TECHNOLOGY

The intranet is built on two main platforms, each representing the best tool for the job. SharePoint 2007 served as the incumbent technology and was already widely adopted by every division in the company. The choice to build the new intranet main site, Heartbeat, on SharePoint was driven by ease of content syndication between the main site and the thousands of sites managed across all departments.

Customizing Design

Because the team took a custom approach to the design, the site is not recognizable as a "typical" SharePoint site. "By implementing a completely custom design, most stakeholders are not aware that Heartbeat is effectively a SharePoint site," says Marlowitz. "This separation from the more common SharePoint design elements and SharePoint's advanced API/web services allows us to time the migration of Heartbeat in line with technical resource availability instead of the SharePoint product release and upgrade schedule. That said, we want to be constantly progressing Heartbeat functionality. Though the underlying technology is sound and well-supported, there are attractive enhancements in the latest version of the platform."

At the time of initial build, the planned upgrade to SharePoint 2010 was not far enough along to incorporate Heartbeat. The decision was made to build in SharePoint 2007 initially and then upgrade when appropriate. After Heartbeat's launch, Microsoft announced the SharePoint 2013 product.

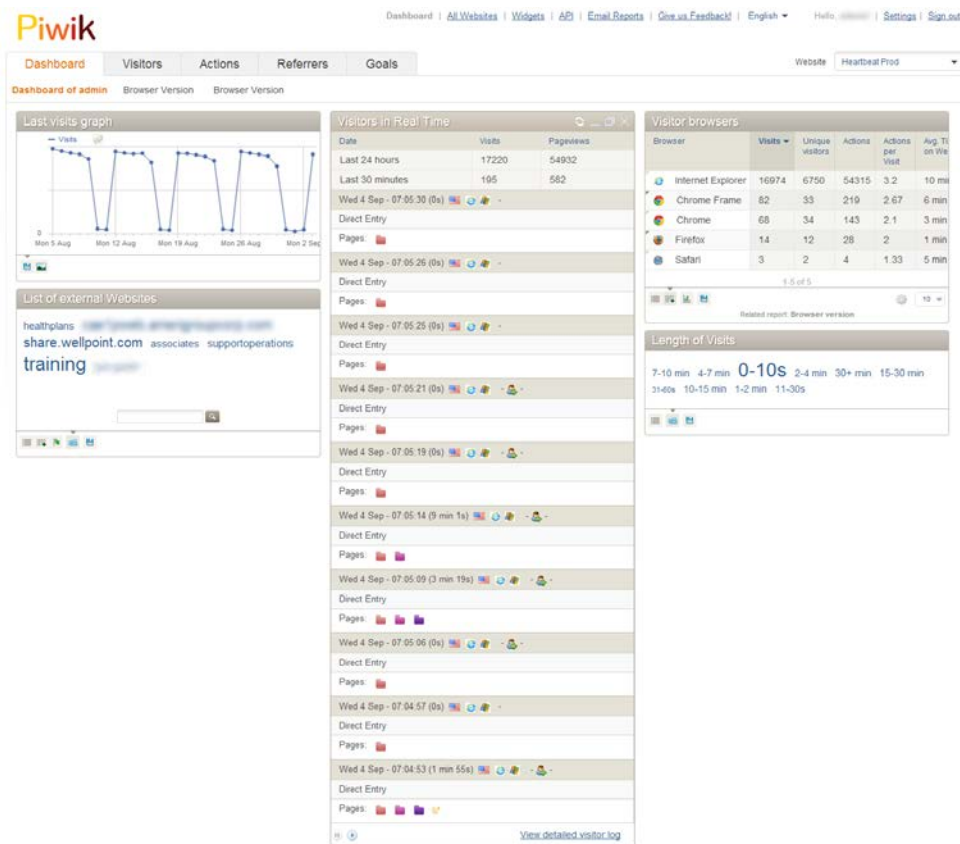
Page-Tagging Analytics

In addition to the design, the team also customized the platform's analytics. "After launch, we discovered that the out-of-the-box analytics found from monitoring server logs would not give us enough data to identify and prioritize enhancement opportunities," says Marlowitz. To address this problem, the team leveraged page-tagging analytics. Page tagging utilizes client-side technologies—typically JavaScript—to collect data around user events. With page tagging, site designers can

capture and analyze activity that occurs before, during, and after a page is requested. Typically, analytics software such as Piwik and Google Analytics will provide this functionality, so site and content administrators can spend more time analyzing the resulting reports. This type of tagging lets them make decisions based on data that is available only by monitoring client-browser interaction with the site. "For example," says Marlowitz, "we were able to determine the most common exit points of the *Applications* list of links and modify navigation order based on frequency."

After the initial implementation, the team used Piwik to analyze usage. As a result, they modified the scope of subsequent releases to enhance commonly used resources and tweak navigation. For example, analytics showing a diverse sample of the most commonly accessed resources gave a clear justification for adding social bookmarking.

The large set of commonly accessed sites showed the team that associates needed to be able to personalize navigation, and that Heartbeat should provide a blend of static menus that remain largely consistent, as well as a menu option that changes with the associate's activity.



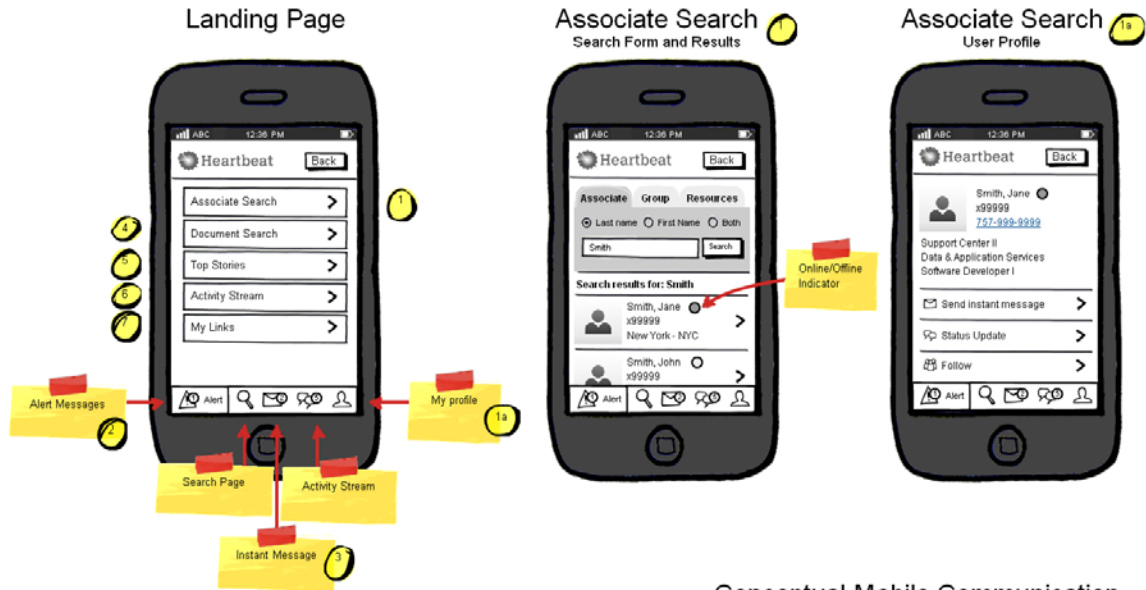
This is the site's web analytics tool. Through page tagging with Piwik, the team was able to make decisions based on data available only by monitoring client-browser interaction with the site. For example, they were able to determine the most common exit points of the *Applications* list of links and modify navigation order based on how frequently applications were accessed.

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"> • SharePoint 2007, 2010, 2013 • Windows Server 2008 and 2012 • VMware • Drupal Commons • Apache 3 • PHP • MySQL • Ubuntu 12
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> • JIRA, Selenium, Jenkins (for continuous integration)
Design Tools	<ul style="list-style-type: none"> • Balsamiq, Photoshop
Site Building Tools	<ul style="list-style-type: none"> • SharePoint Designer, Visual Studio, Eclipse
Content Management Tools	<ul style="list-style-type: none"> • 100% browser-based for web content; also serving standard office documents
Search	<ul style="list-style-type: none"> • SharePoint and Apache SOLR
Other Functions	<ul style="list-style-type: none"> • Piwik (open source “page tagging” web analytics software)

MOBILE

Users can access the site using iPads and other devices (connected to the corporate Wi-Fi) using a web proxy feature in the Good software for Android.

The mobile experience is powered by CSS cross-browser/cross-OS testing to ensure that functionality is as close as possible to that of the corporate standard workstation. The site is tested and functional in Android and iOS, but a mobile-specific version is not scoped until 2014.



Conceptual Mobile Communication

Balsamiq mockups show key functionality for mobile device audiences.



Conceptual Mobile Communication

Balsamiq mockups show key functionality for mobile device audiences.



Conceptual Mobile Communication

Balsamiq mockups show key functionality for mobile device audiences.


SEARCH

The team chose to use SharePoint Search, but only after evaluating it against Google Search Appliance. Although Google offered a more user-friendly and familiar experience out of the box, the team found that SharePoint Search was more tightly integrated into the thousands of individual sites already created, so it seemed like a better choice. Additionally, team members chose to completely redesign the search UI to more closely match the Heartbeat look and feel, thus improving on SharePoint's out-of-the box search UI.

Searching social content in the site's *Communities* is accomplished using Apache SOLR, as it was already integrated with Drupal Commons. The idea of having two different search engines in play was a concern, but it surprisingly made sense in this context.

"Initially, [we were] concerned that having two search platforms would create a disconnected experience, [but] through customization of the SharePoint Search UI, we made the multi-source search experience more seamless," says Marlowitz. "The resulting product is a search page that presents results from both platforms in one view."

Realizing that findability would be critical to the success of the site, the team chose to augment results with features such as "best bets" so users can quickly find sites that might not be accessed often enough to warrant placement in intranet-wide navigation. Additionally, several departments utilize search to quickly identify content for transactional job-related purposes. For example, the Regulatory team handles content reviews for thousands of documents per month. Search allows them to quickly retrieve a publication review job. "Continuous incremental crawls are key to ensuring that these recently uploaded documents are indexed in a timely manner," says Marlowitz. "Additionally, we monitor search analytics, such as 'top failed searches' and 'most common search terms,' to identify and feature top content.


Tell us how we can make this site better
Welcome, Tom

Heartbeat
How Do I
Sites
Applications
Bookmarks

All Sites
People
Communities

compliance
SEARCH
Preferences
Advanced

Result Type
1-10 of about 670 results

Any Result Type
Word
Webpage
Video
Adobe PDF
Site
Any Site
sites.amerigroup...
Author
Any Author
System Account
Group: RealSolutions
RealSolutions
Group: Heartbeat
show more
Modified Date
Any Modified Date

Best Bets

Compliance

- Compliance Program Resources
Compliance Program Resources
<http://compliance.corp.agu.edu/>
- Compliance Education
Compliance Education
http://compliance.corp.agu.edu/compl_edu/default.aspx

Regulatory & Compliance

Regulatory & Compliance - This is the Landing page for the Corporate Credentialing Regulatory and Compliance program ... This is the Landing page for the Corporate Credentialing Regulatory and Compliance program

Compliance Poster

or Observed Compliance Violations! you need to file a compliance report, many options are available ... the Company's Compliance Program, including the Code of Business Conduct and Ethics, can be accessed ...

Annual Compliance Training Due Friday December 11 2009

More detailed information about the compliance training is available on the ... questions about compliance training, you can reach out to the Office of Business Ethics or your ... Quickbook to the Compliance Program is now available on the Compliance Program Resources Portal ...

Prepare for Compliance Training

... in an Annual Compliance Refresher Training to ensure that we maintain the Company's culture of ethics ... is committed to compliance and ethics, how we can all meet our obligations from the Compliance Program ... How the Amerigroup culture supports integrity and Personal Accountability in Compliance and Ethics

Corporate Compliance Sub-Team IntegrationGeneral Compliance Refresher Training Content Comparison

... statements, "Compliance is responsible" or "Compliance is represented" or "This is owned by Compliance ... to Ethics and Compliance, contract compliance, compliance with state and federal laws and regulations ... Corporate Compliance program, the Medicaid Compliance team structure, the Medicaid Compliance Committee ...

Results from All Sites


- Amerigroup SharePoint Sites
WellPoint Medicaid Business Links
- Microsoft Reporting Services 2008 R2 Upgrade and Microsoft Reporting Services 2008 R2 Upgrade and Integration with 2008 R2 Upgrade and Integration with SharePoint 2010
- Financial Controls - SharePoint
SharePoint.aspx ... A SharePoint site is a Web site that provides ...
- SharePoint Forums
http://sharepoint/_catalog/masterpage/BlankWebPartPage.aspx

Show me more

Results from People

- Tom Caudron
AVP ITS Application Mgt/Support
Application Management - 2540101
Ask me about: SharePoint ...
- Jason Marowitz
Director ITS Application Mgt/Support
Application Management - 2540101
Ask me about: SharePoint ...
- Arlen Vargas
ITS Programmer Analyst III
Application Management - 2540101
Ask me about: SharePoint ...

Show me more



Mission/Vision | Code of Conduct | Corporate Website | Contact Us | Policies and Procedures | Provider Website | Member Website

Heartbeat is a joint product of the Executive and Employee Communications and ITS Intranet Strategy and Development Teams

The search center integrates results from *Communities*, sites, and people in one place. *Best Bets* results help associates quickly identify prominent content.

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Type keywords and click apply to find groups.

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Recent contributors



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- ✓ Common Linux/Apache administration actions
- ✓ Dev desktop XMAL
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- ✓ Using file_get_contents Drupal module

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- ✓ Always Know Who You're Logged In As
- ✓ Code Review Practices
- ✓ The Open/Closed Principle -> Protected Variation
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Heartbeat Communities
Leadership Development Program (LDP)
Intranet Strategy and Development
Drupal Developers

Featured Groups

Heartbeat Communities

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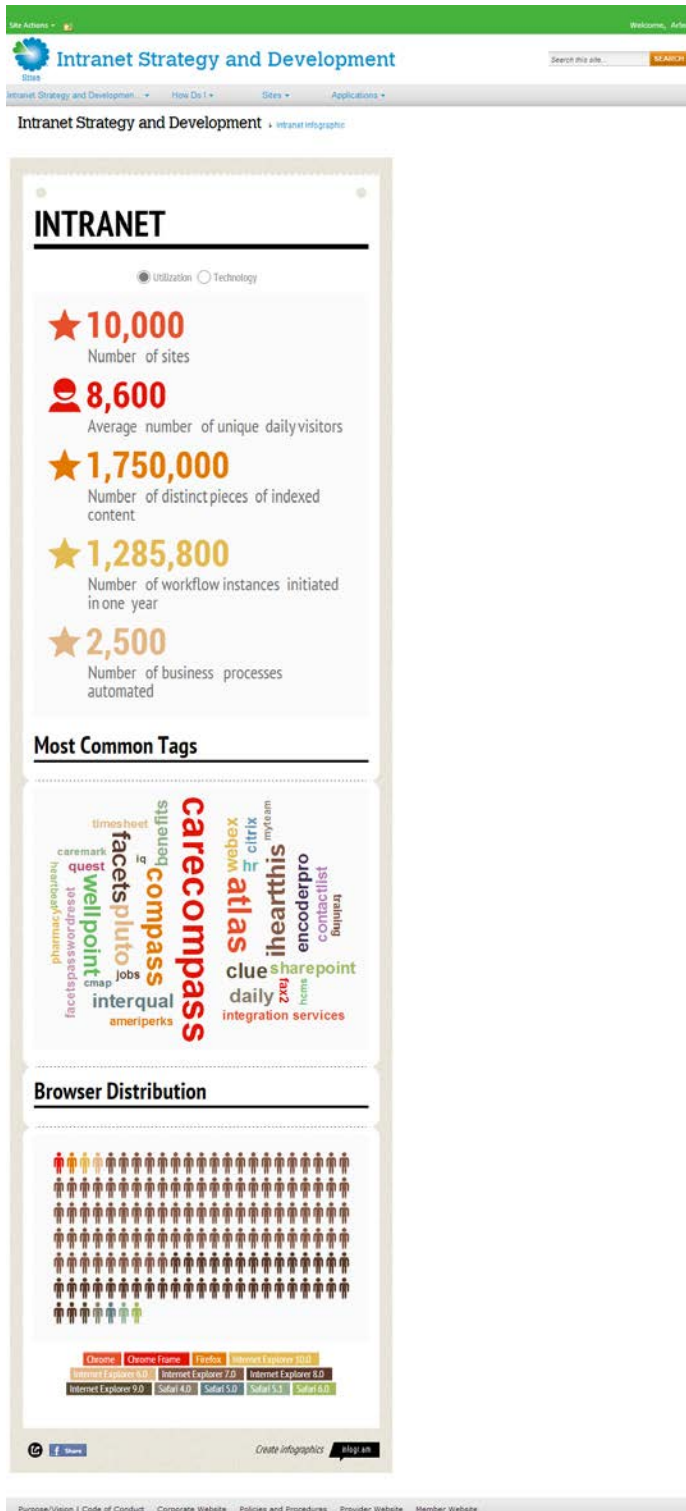
Leadership Development Program (LDP)
Enterprise Integration .NET

The *Groups* search allows associates to easily locate groups.

RESULTS AND ROI

Heartbeat works, in part, because people use it. It adds a touch of personalization and humanization that many other intranets lack. "We knew that Heartbeat needed to contain features that would draw people in and encourage them to visit the site more often," says Lobred. Features such as company announcements, rotating news stories, and social bookmarking draw users in.

In addition to being a useful tool for information and collaboration, the intranet has become an essential tool used by company executives to distribute important messages. "Associates know that when an organizational announcement appears on Heartbeat, or a top story showcases an executive, this information is vital to read and access," says Lobred. "Heartbeat gives leadership the ability to connect with associates, ensuring enterprise-wide distribution of important communications. While Heartbeat is a vital tool to unite the various health plans, it also allows executives to collaborate with the rest of the company."



The *Intranet Strategy and Development* (ISD) team site's *Intranet Infographic* highlights data about intranet usage, number of sites, browsers, and general web metrics.

LESSONS LEARNED

The WellPoint team shares its lessons learned and advice:

- **Include users early and often.** “Including users at various stages of the research and design was critical to the site’s success.”
- **Build a blended team.** “Drawing from Communications, Human Resources, and IT, the WellPoint project was able to build a team with experience in and passion for building internally and externally facing web products.”
- **Formally identify ownership for segments of the site.** “Provide a Responsible Assignment Matrix chart and get agreement from all team members. In the case of Heartbeat, we identified that the area below the masthead and above the footer on the main site was owned exclusively by our Executive and Employee Communications team, and that the Intranet Strategy team was responsible for providing a consulting role on UI/UX and technical ability/potential features. Other decisions, such as decisions around the main navigation had implications across the organization. This required both Communications and Technology steering.”
- **Communication and user experience can make or break a rollout.** “We were fortunate to have experts in both areas—which goes to the next point.”
- **Recruit/include internal SMEs.** “It’s best to recruit subject matter experts in development, UX, and communications (preferably with company-wide visibility in their respective roles), but keep the core team small enough to make nimble decisions.”
- **Start small.** “Start with just the homepage or a subsection of the intranet to build good will around the design and direction.”
- **Keep everyone on the same page with visuals.** “Never have a meeting on functionality without accompanying visuals, whether they are wireframes, mockups, or existing sites. There were several events in the initial “norming” stage of the project where feature concepts were not well understood prior to development. Occasionally, this required rework.”
- **Build in transition time between the old site and the new.** “Keep the prior site online for a period of time after the replacement goes live. Expect one to two months of content “shakeout” while users identify elements missing on the new version. We kept the old intranet site available for two months while Heartbeat ran in production. At about the two-month mark, we replaced the prior site’s default page with an interstitial that allowed the associate to access either site. Eventually, we redirected the prior web address to <http://heartbeat> once we felt that change acceptance had propagated through much of the organization.”
- **Commit to a living, breathing site approach.** “Keep current not only content, but feature sets. Upon initial release, define a release schedule and product strategy, and communicate that with sponsors and other leadership during conversations about the initial rollout.”
- **Focus on the UI/UX aspects of the site design first.** “We emphasized attention to look and experience even when content, systems, and infrastructure appeared to be more pressing concerns. This paid many dividends in the end. Had we shorted the UI/UX, we would not have had such an overwhelming response to the site. Capitalizing on that response allowed us to more easily affect change.”

- **Find a great name.** “It’s hard to imagine ‘Heartbeat’ being called ‘the intranet’ for example. The team made a compelling case that the site must have a name that would easily integrate into everyday conversation. To gain approval from those responsible for branding, we created a brief presentation of 10 or so names with accompanying visuals of intranets from companies known to be branding leaders. The presentation demonstrated a standard of naming an intranet site in a way that closely ties with brand, even if not directly pulling from the company name or other approved verbiage. In short, the name needs to be special to internal stakeholders—something unique that they can call their own.”

Accolade (2015)

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; Hiltsje 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.

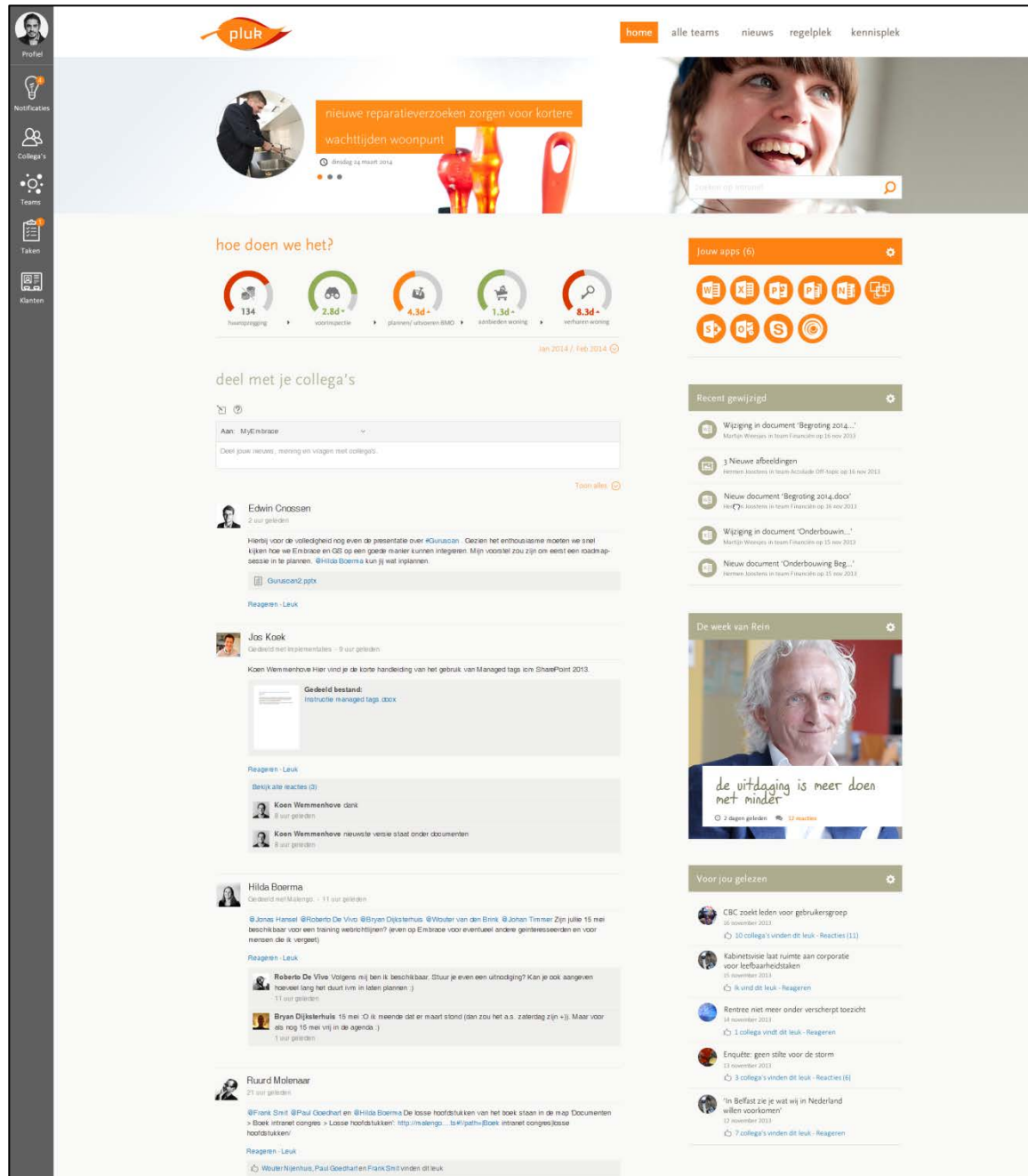


Image 1. Accolade Intranet: Homepage. The Accolade intranet homepage gives employees quick access to updates and information from colleagues, a snapshot view of performance, a one-click way to access key tools and applications, and corporate information via news stories, the CEO blog, and articles about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

Hilda Boerma
Naam: Hilda Boerma
Geboortedatum: 20-10-1981
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 ViresActon 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 tegengestelde teksten op baarveel (B1, voortnamig) 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 Azanuis Groep**
februari 2006 - augustus 2006

Opleidingen

- NWB (Nederlandse Klim- en Bergsportvereniging)**
Momenteel geen informatie beschikbaar, Alpeine Toescheider 3 (ATL-3)
2012 - 2013
- Hansconneest**
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

Kennis en competenties

- seo, Google Adwords, Web Design, Content Management, Web Content, CRM, Content Marketing, Webinars, Online Communications, CSS, Consultancy, Google Analytics, Web 2.0, Content Marketing, SharePoint, Content Strategy, Social media, Intranet, Project Management, Customer Service, Business Communications, Social Intranet

Collega's van Hilda

- Paul Goedhart Planning
- Hermen Joostens Planning
- Samir Yekhef 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.

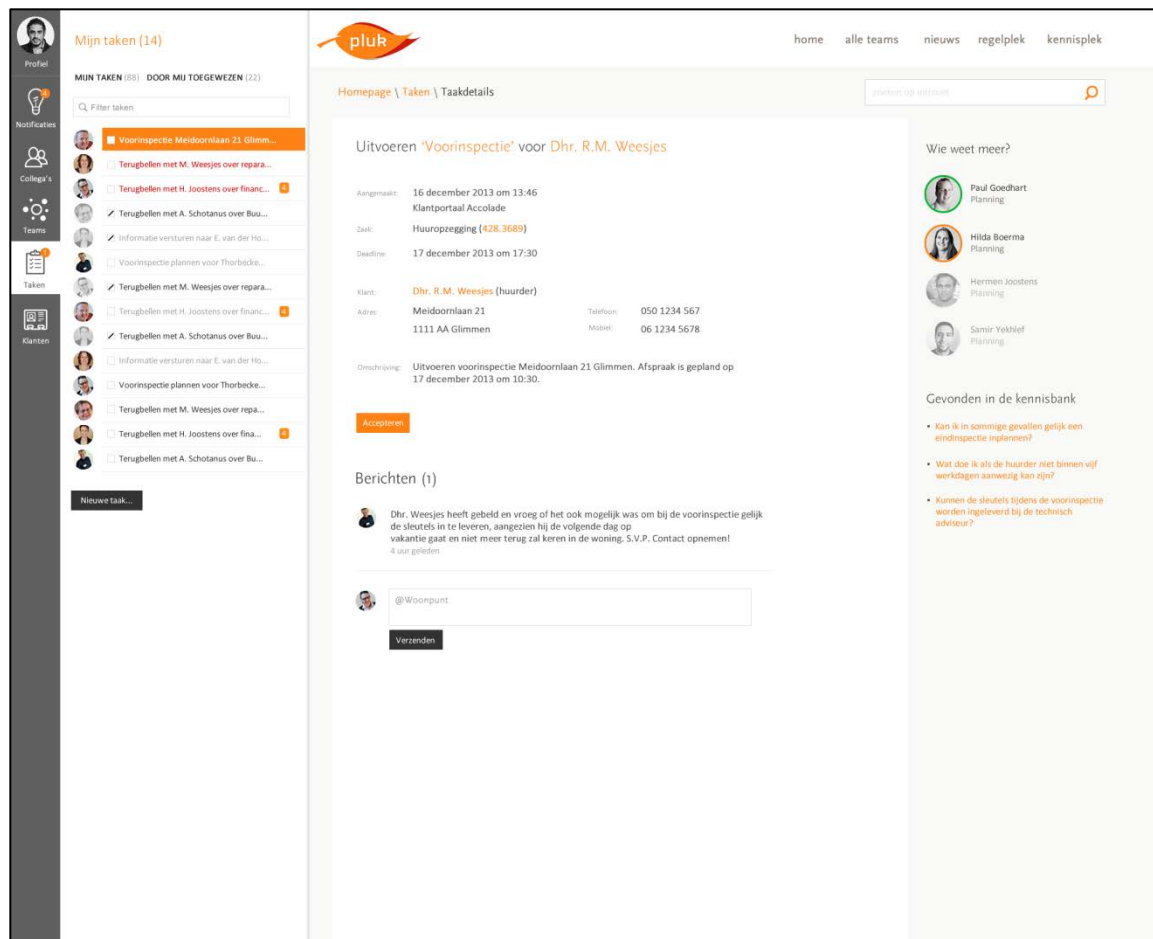


Image 3. Accolade Intranet: Tasks. The *Tasks* area of the Accolade intranet site consolidates information about activities that need to be completed.
03_Accolade_03_STM_live.png

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 shows the Accolade Intranet interface. On the left, a sidebar lists five customers under 'Klanten (5)'. The main area displays the profile of 'H. Rinsma-Priem', showing contact details and a table of financial data. Below this is a photo of the 'Object Abe Lenstra Boulevard 50'. To the right, there are sections for 'Wie weet meer?' (Who knows more?) and 'Gevonden in de kennisbank' (Found in the knowledge bank).

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

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).”

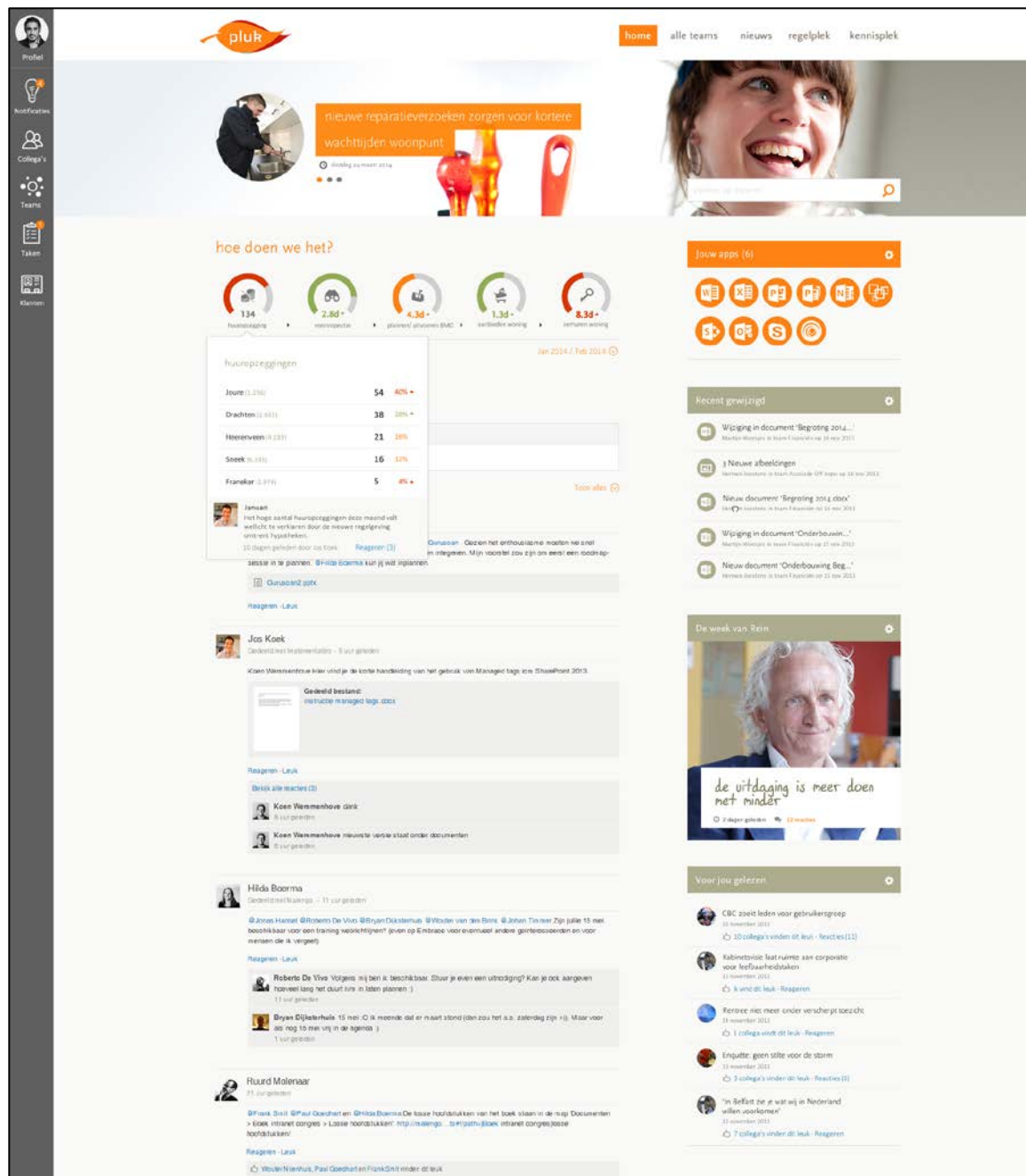


Image 5. Accolade Intranet: Reports Widget. On the Accolade intranet, a reports widget is available that shows how the organization is performing on certain business metrics. Employees can see that information, but they can also comment on the report to help improve the performance of the company in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

INTRANET TEAM



Accolade (in-house) team members (left to right): Hilda Boerma, Frank Smit, Hiltse Rinsma, Michiel Booij, 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
Hiltse 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 1. 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 2. 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	• Accolade Group Intranet created and managed with Microsoft FrontPage (HTML pages)
2006–2009	• Accolade Group Intranet developed using PHP, with some parts manageable via CMS
2003–2009	• Arqin Office Intranet developed using .ASP and content from file share systems, no CMS (see image below)
2009–2014	• AccoladeNet based on SharePoint 2007 (see image below)
October–December 2013	• Begin research for new intranet
January 2014	• Begin implementation on new intranet
April 2014	• New intranet online
July 2014	• New release online
September 2014	• New release online

Figure 3. 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*

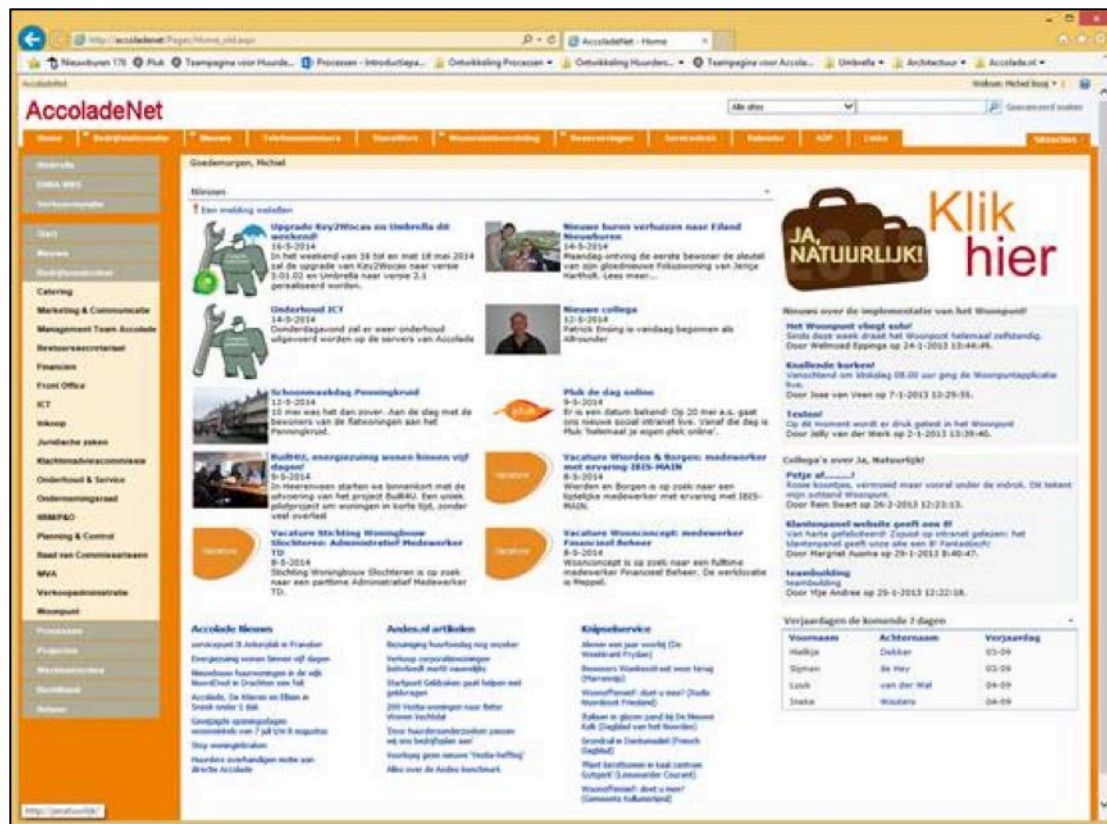


Image 7. AccoladeNet: An Early Intranet Design. The AccoladeNet was an early intranet based on SharePoint 2007. *07_Accolade_07_old_SharePoint_intranet.png*

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.

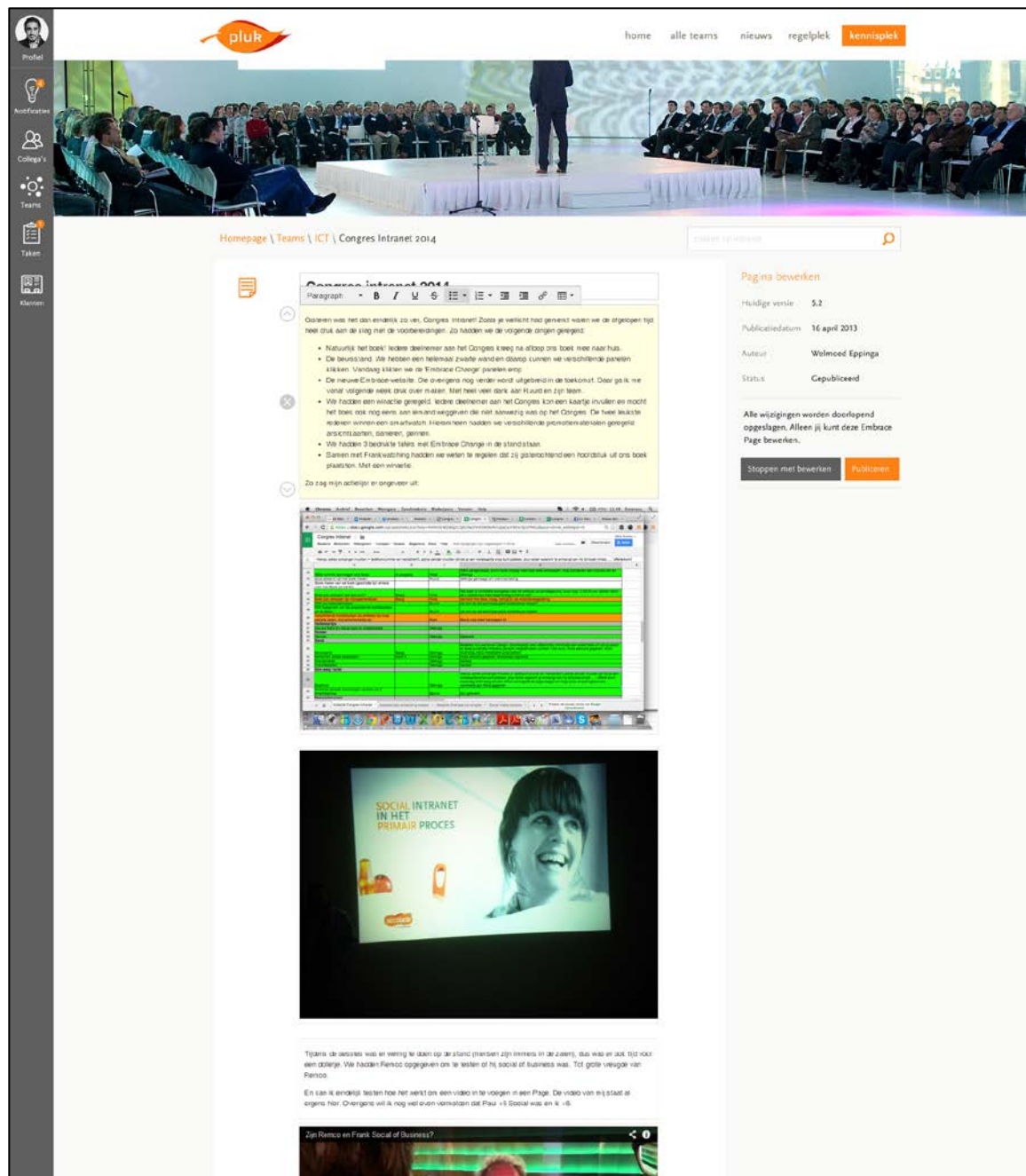


Image 8. Accolade Intranet: Support for Team Collaboration. Accolade employees can work together in teams on different pages on the Accolade intranet where they are able to perform certain tasks, such as basic text editing, add photos and documents, and embedding YouTube videos and SlideShare files. 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*

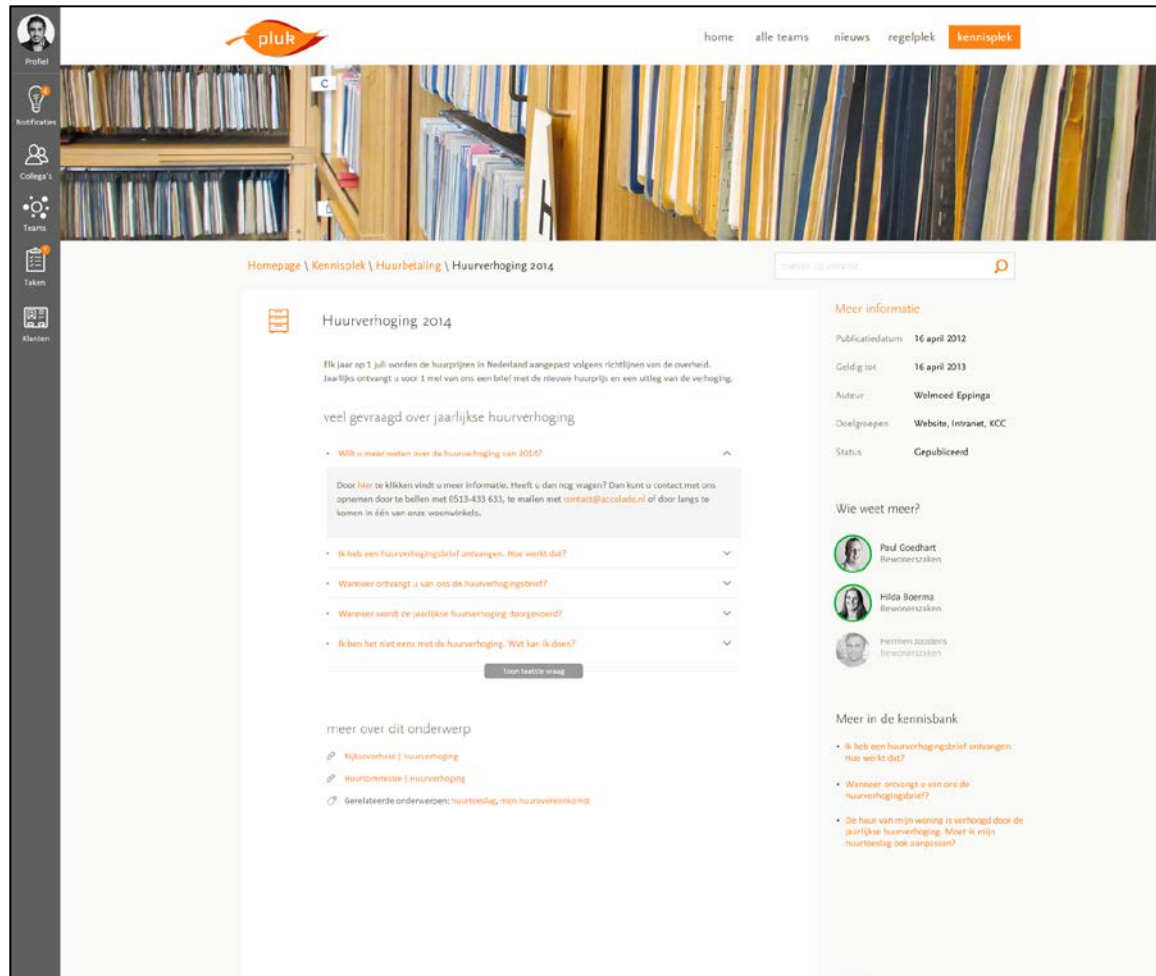


Image 9. Accolade Intranet: Knowledge Base Integration. The Accolade team integrated the intranet with the knowledge base from its front office application, Umbrella. Now when users search or browse categories, the intranet displays related information and topics (e.g., frequently asked questions) by 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 4. 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.

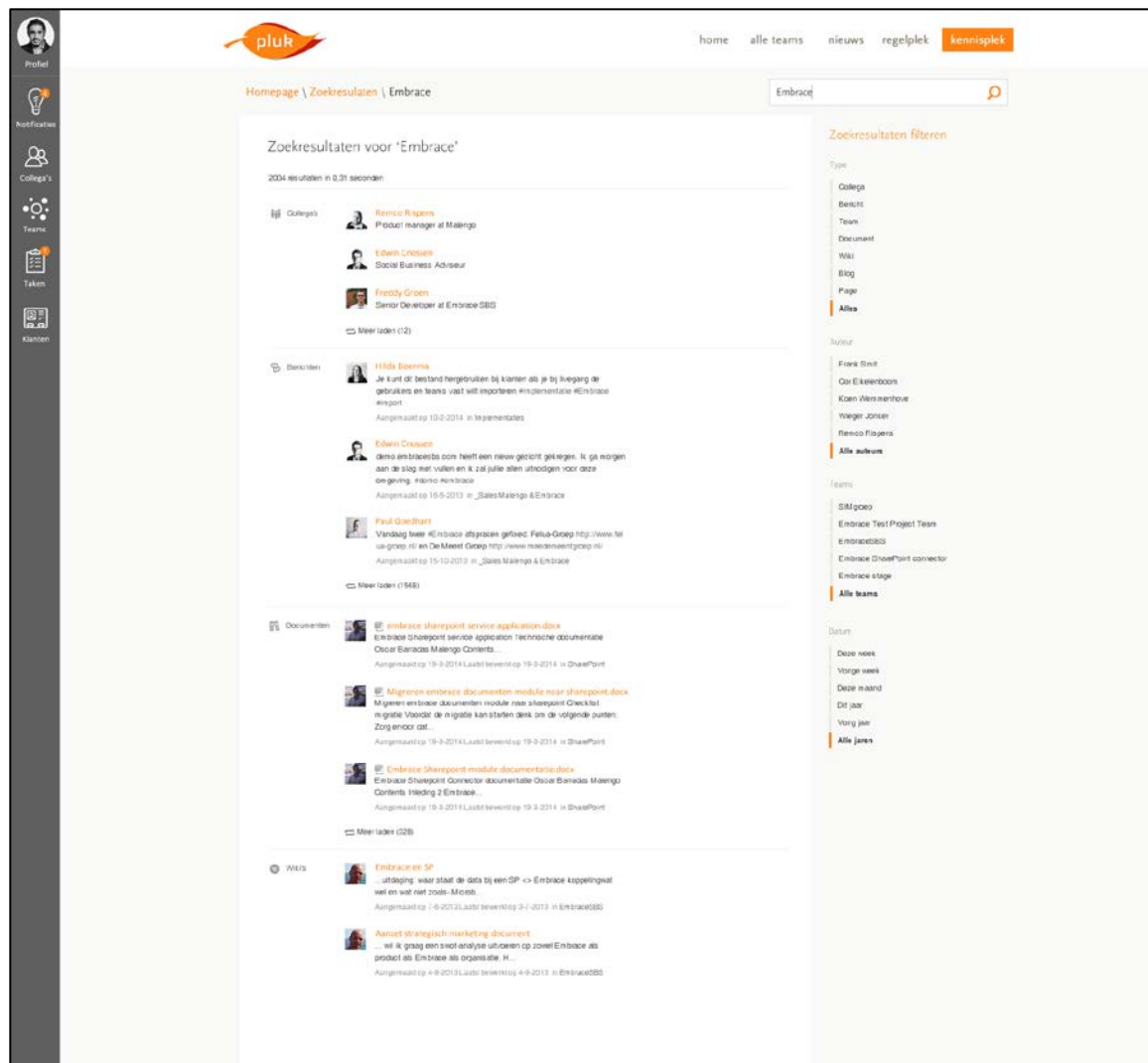


Image 10. Accolade Intranet: Search Results. Search results are presented in real time. Employees can filter by different categories (documents, colleagues, authors, and so forth) or can choose to search only within a specific team. *10_Accolade_10_searchresults_live.png*

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."

Saudi Food & Drug Authority (2015)

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 11. 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 12. 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 13. 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 14. 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 16. 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 17. 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 18. 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.

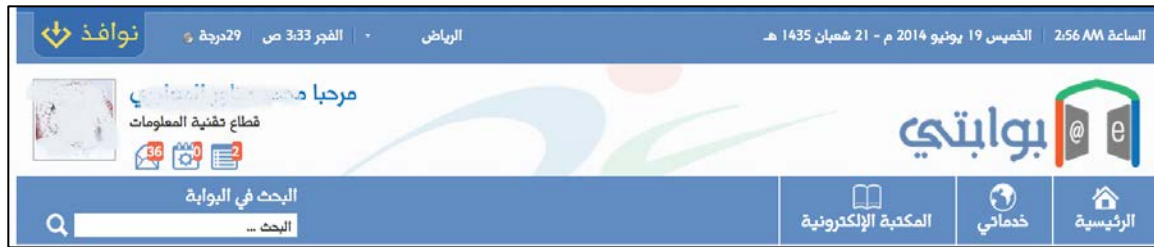


Image 19. SFDA Intranet: Global Navigation. Top-level navigation on the SFDA intranet is limited to three choices. Search is also readily available and users may change locations. *61_SFDA_09_home_live_CROPPED.png*

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



Image 20. 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 21. 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 22. 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 23. 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

The *Photo Gallery* is a visual way to stay abreast of happenings at the organization.

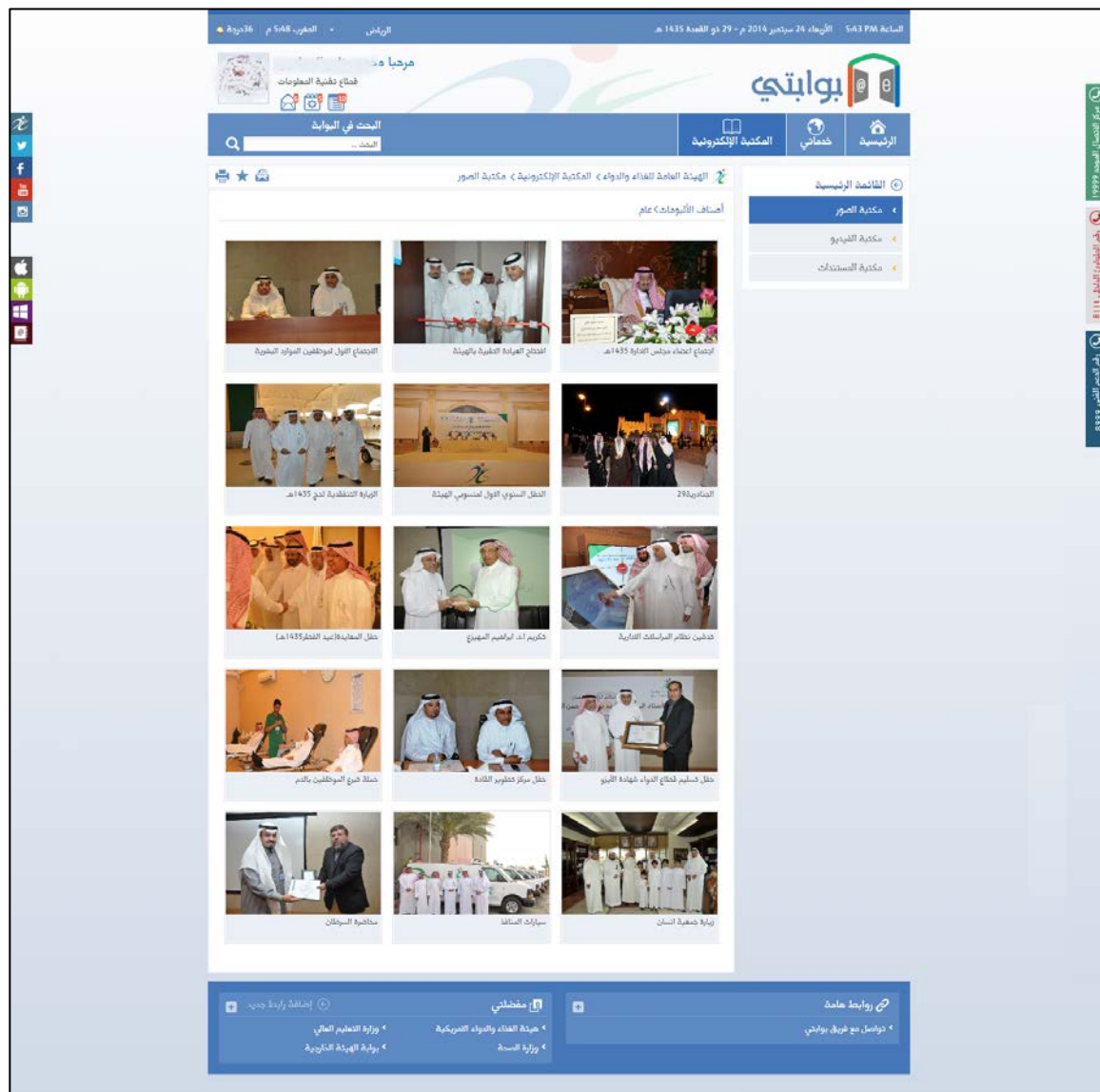


Image 24. SFDA Intranet: *Photo Gallery*. Photos of events posted on the SFDA intranet help people stay abreast of happenings at the organization.
[66_SFDA_14_PhotoGallery_live.png](#)

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.

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.

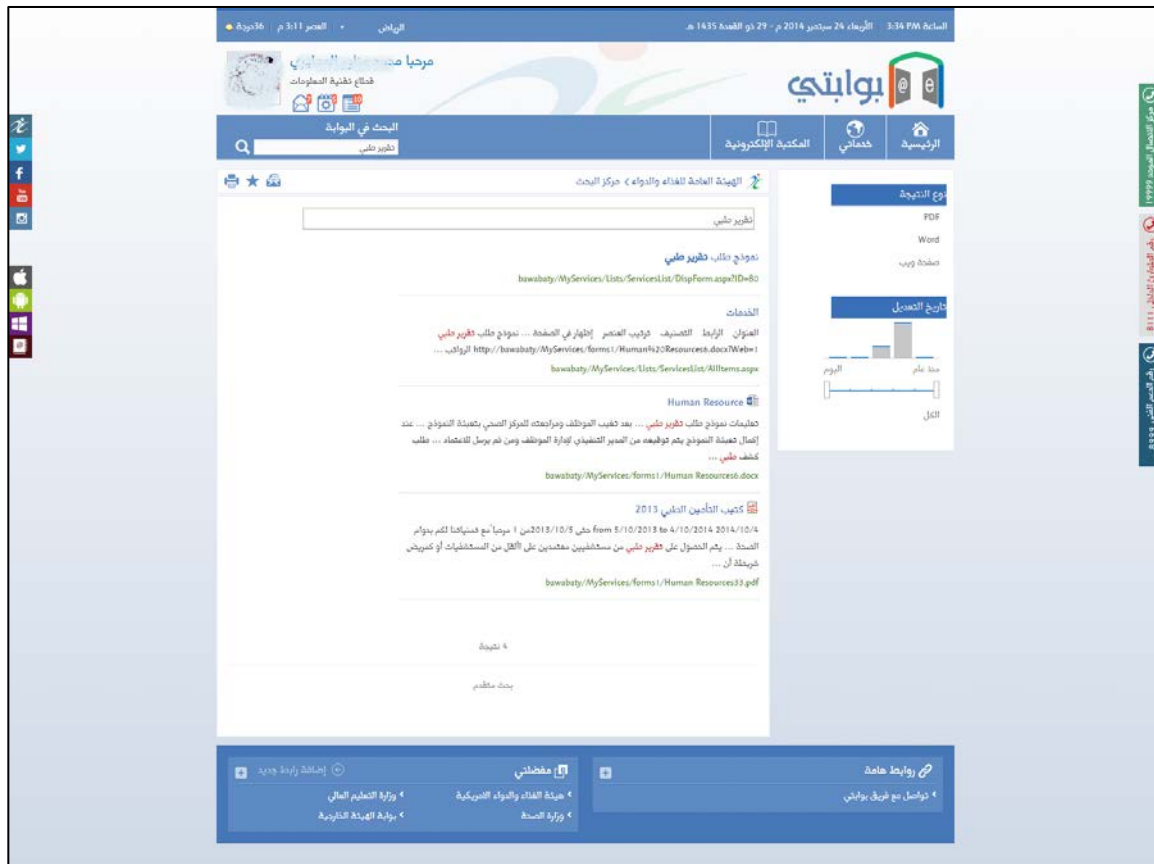


Image 27. SFDA Intranet: Search Results. Search results on the SFDA intranet display a title, description, link and icons. Filters on the left allow users to refine the results. *69_SFDA_17_Search_live.png*

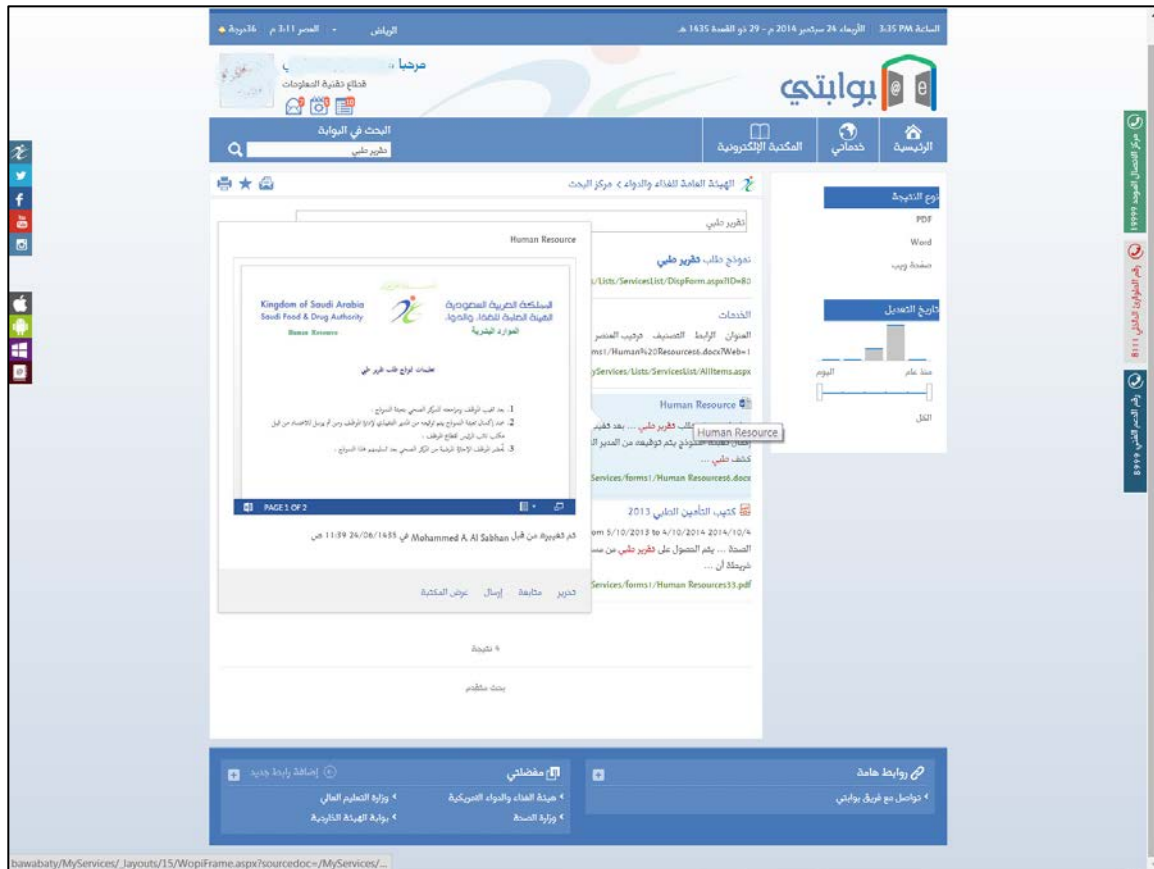


Image 28. SFDA Intranet: Search Results Preview. Hovering over a result on the SFDA intranet’s search results displays a preview of the document.
70_SFDA_18_Search_live.png

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

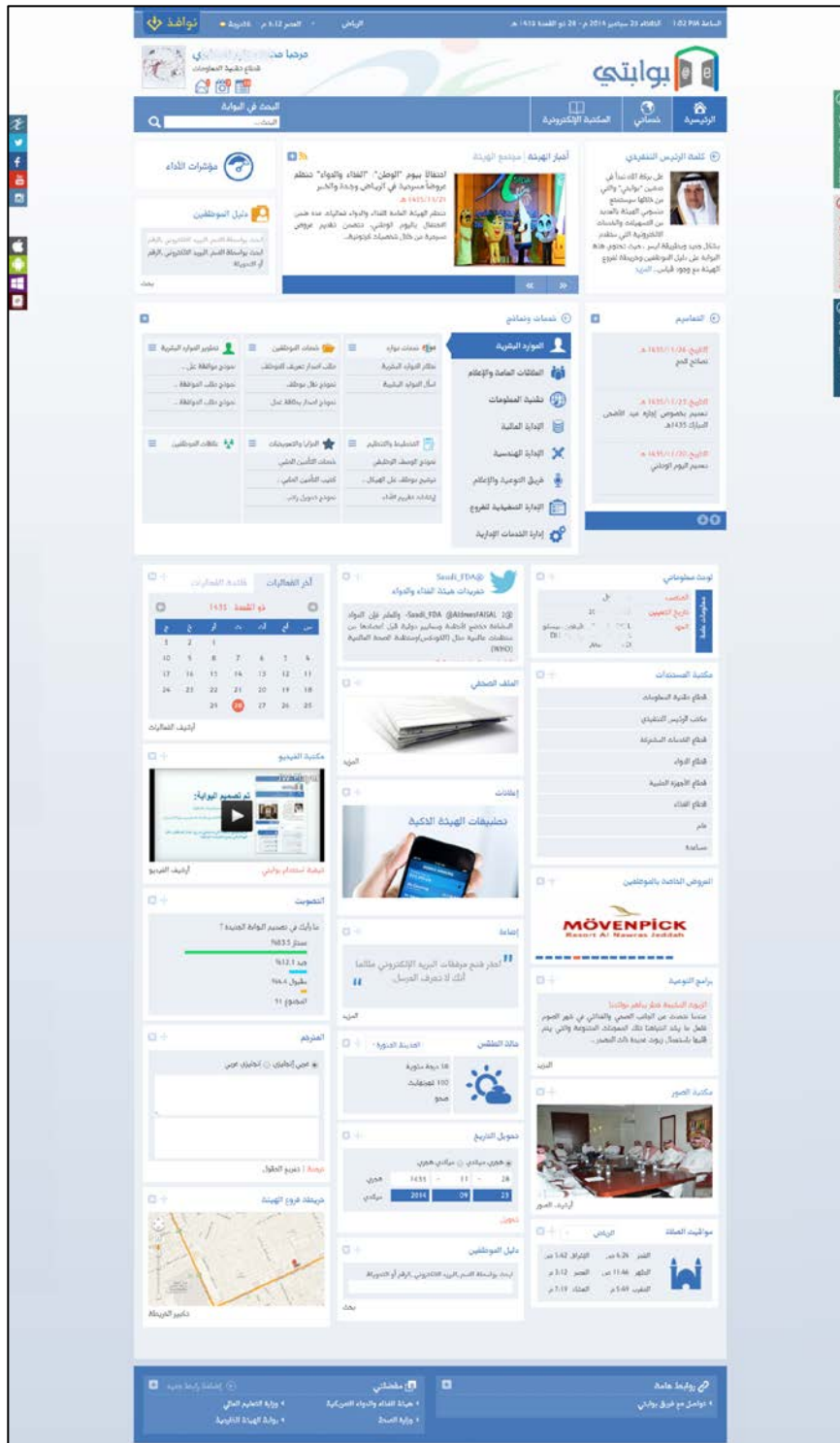


Image 30. SFDA Intranet: New Homepage. With the redesigned intranet all widgets and content are accessible from the intranet homepage via one click.
 72_SFDA_20_Home_live.png



Image 31. 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 32. 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 5. 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 6. 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 7. 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.



Image 33. 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 8. SFDA Intranet Technology

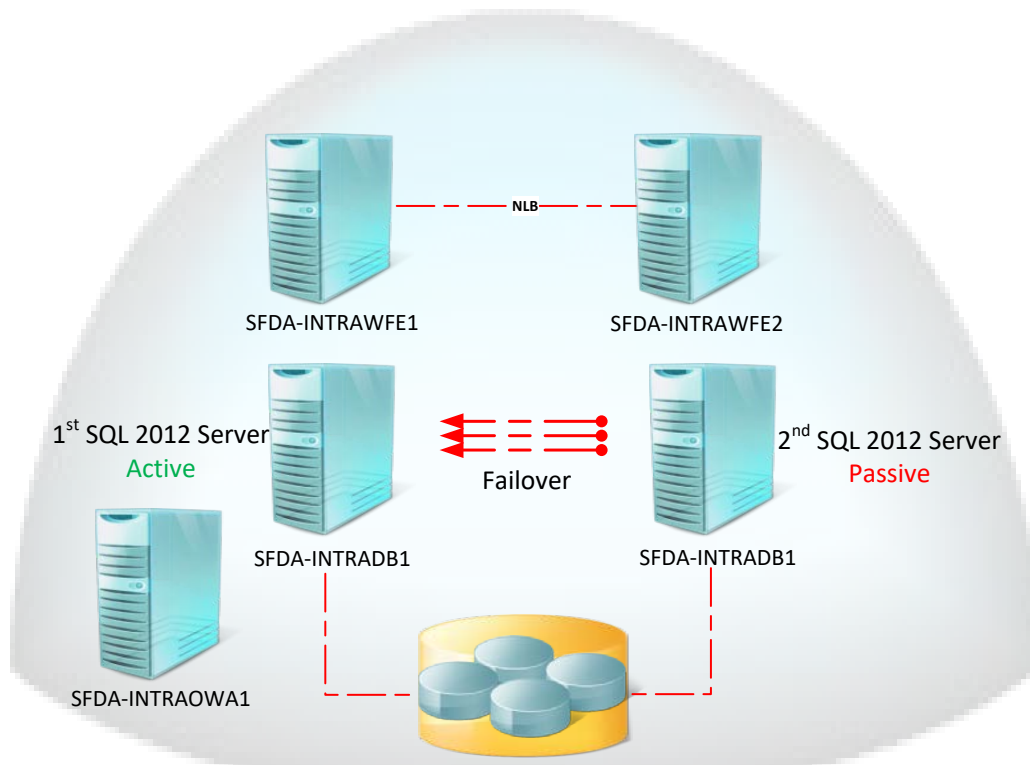


Image 34. SFDA Intranet: Server Architecture. This diagram shows the hardware architecture design of the SFDA intranet. The site relies on two servers for the web front and indexing services. A SharePoint farm (with NLB) configuration was implemented to provide highly available services. Microsoft SQL 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 35. 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.

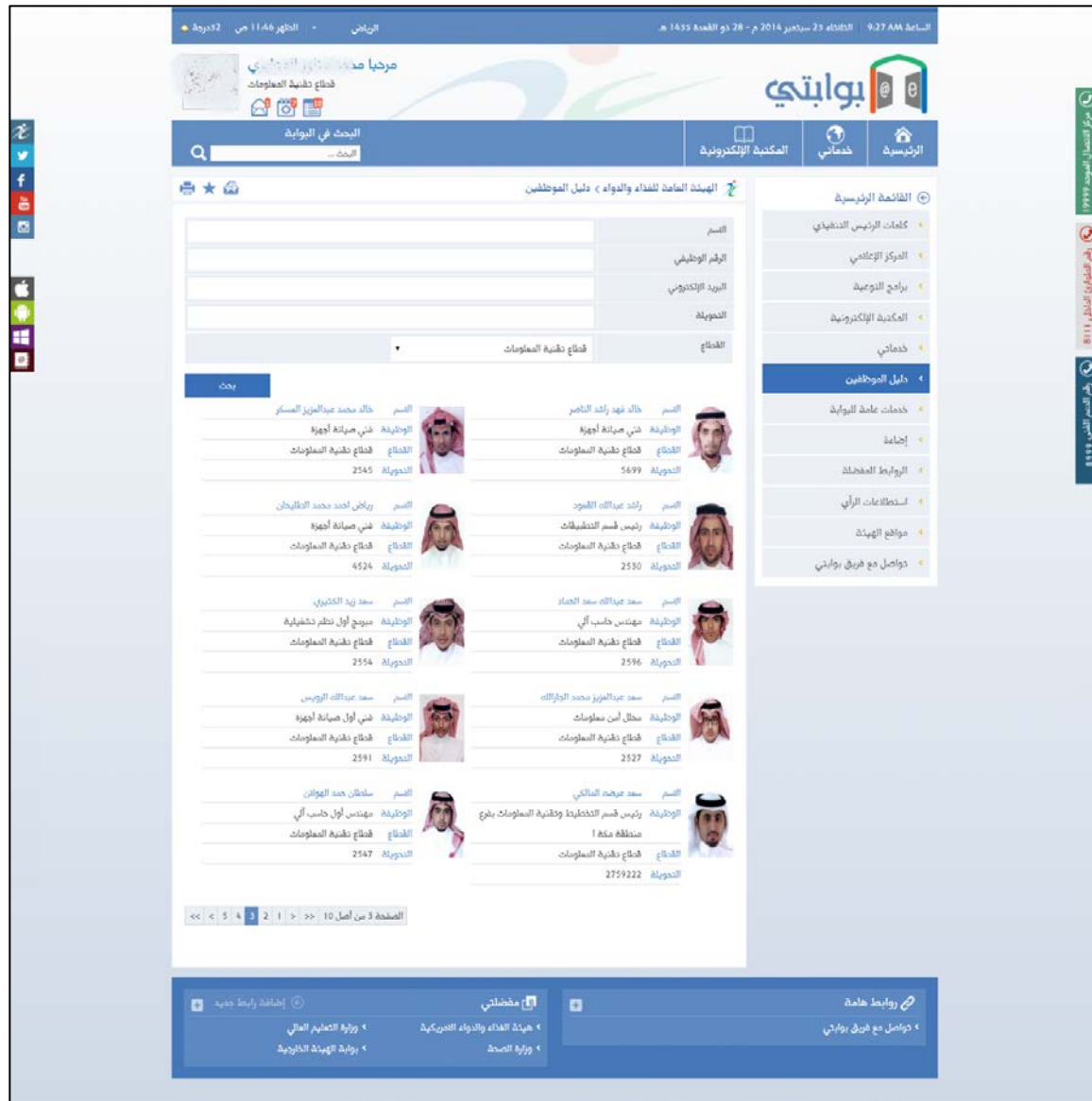


Image 36. SFDA Intranet: *Employee Directory* Search Results. This image shows an example of results after searching the *Employee Directory*. The directory is a standalone feature, with its own database, and integrated with other systems to provide up-to-date information.
78_SFDA_26_employeeDirectory_live.png

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 (2015)

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.

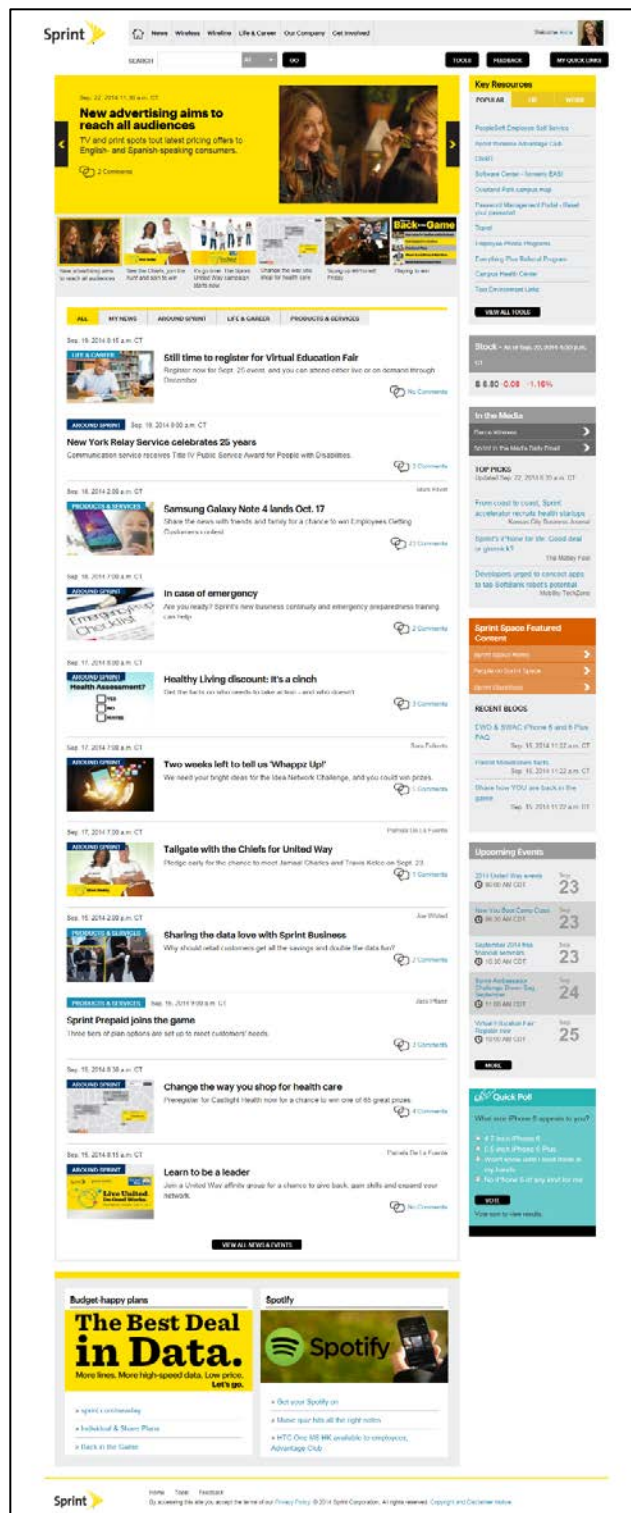


Image 37. Sprint Intranet: Homepage Carousel. A carousel with news, targeted content and tools, social links, and more appear on the Sprint intranet homepage. *79_Sprint_01_home.png*

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 38. 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.

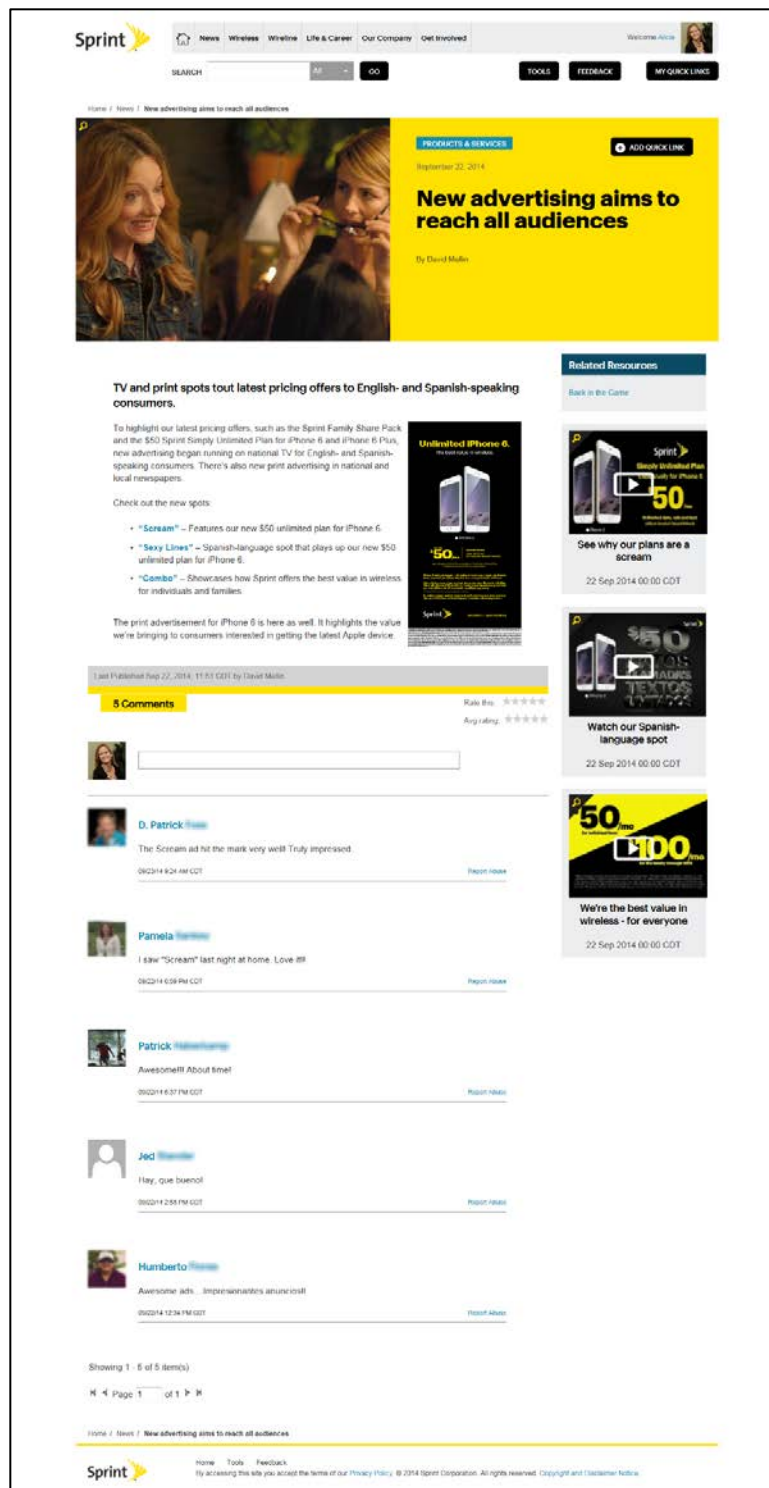


Image 39. Sprint Intranet: News Page. A news page on the Sprint intranet repeats elements from the related frame in the carousel on the homepage. It has helpful headings, text that's easy to scan, related media (such as videos), and a comments section at the bottom. *81_Sprint_03_news_advertising*

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.

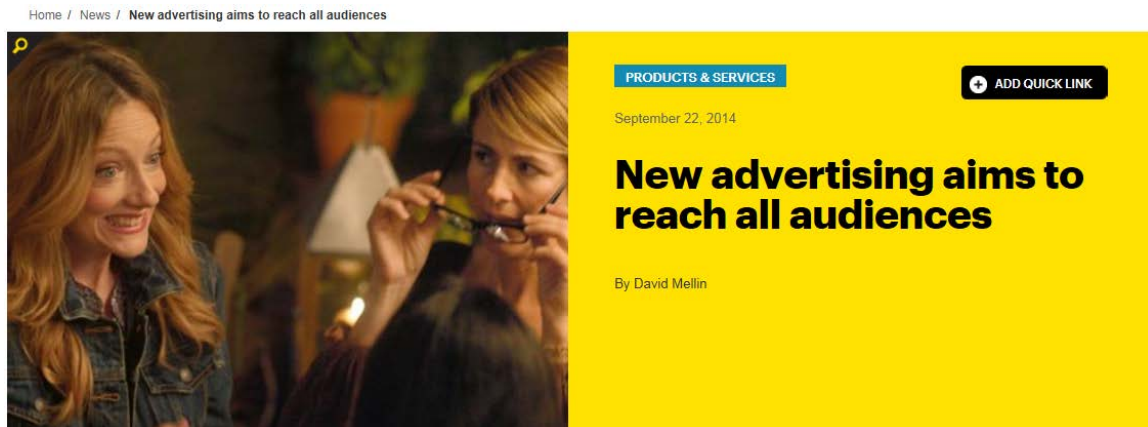


Image 40. Sprint Intranet: News Page Features. The breadcrumb trail and category button help employees understand and navigate the IA on the Sprint intranet. *82_Sprint_04_news_advertising_frame from carousel only_CROPPED.png*

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.

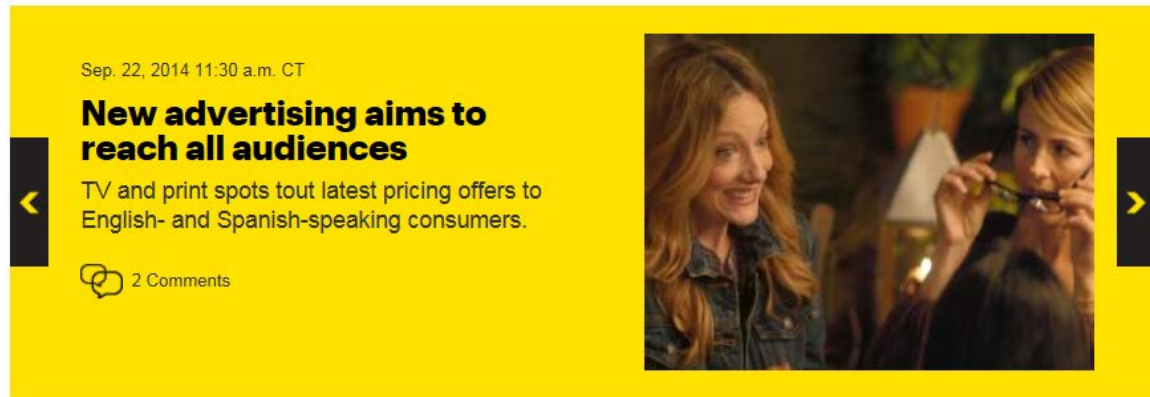


Image 41. Sprint Intranet: News Item in Homepage Carousel. The homepage image on the Sprint intranet does not include the breadcrumb or the story's category section. *83_Sprint_05_home_carousel selected frame only_CROPPED.png*

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

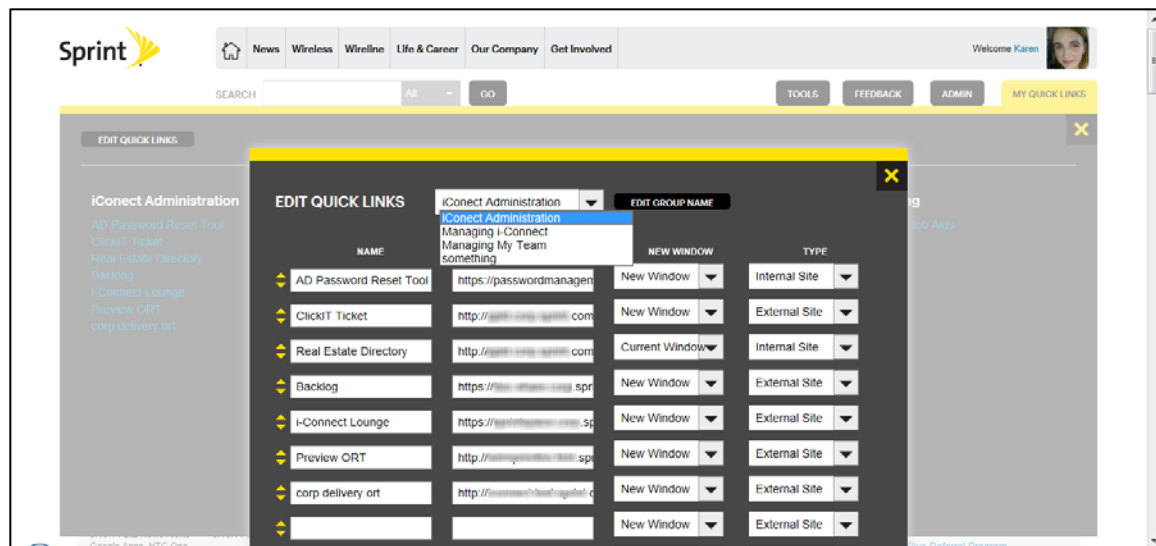


Image 42. Sprint Intranet: Quick Links Editing. The *Edit Quick Links* functionality allows employees to add, rename, move, categorize, or remove links, as well open them in a new window or the current browser window.
84_Sprint_06_Edit Quick Links_Live.png

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*.

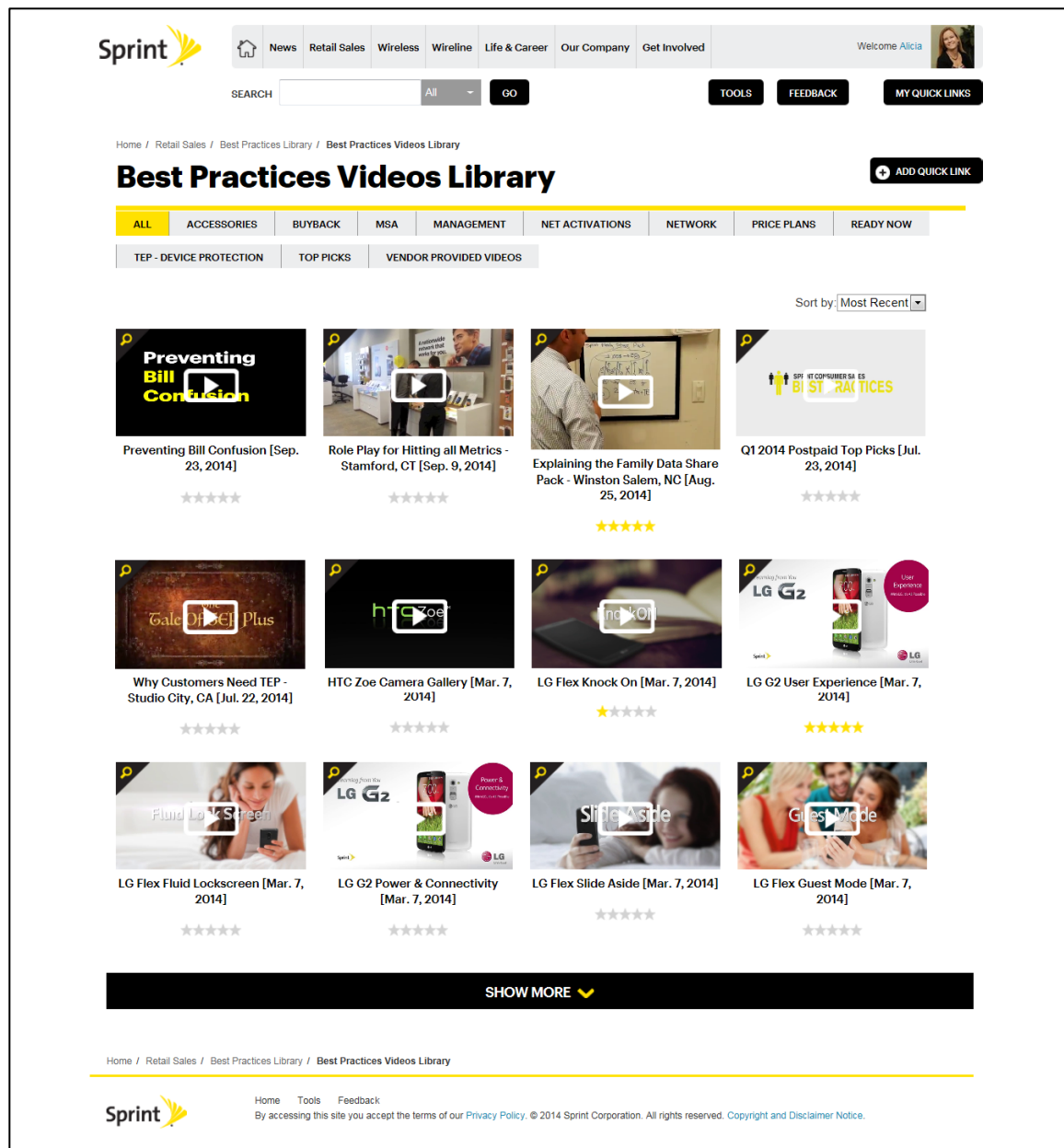


Image 43. Sprint Intranet: Videos. Sprint intranet users may watch, rate, and share videos with one another. *85_Sprint_07_video_library.png*

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

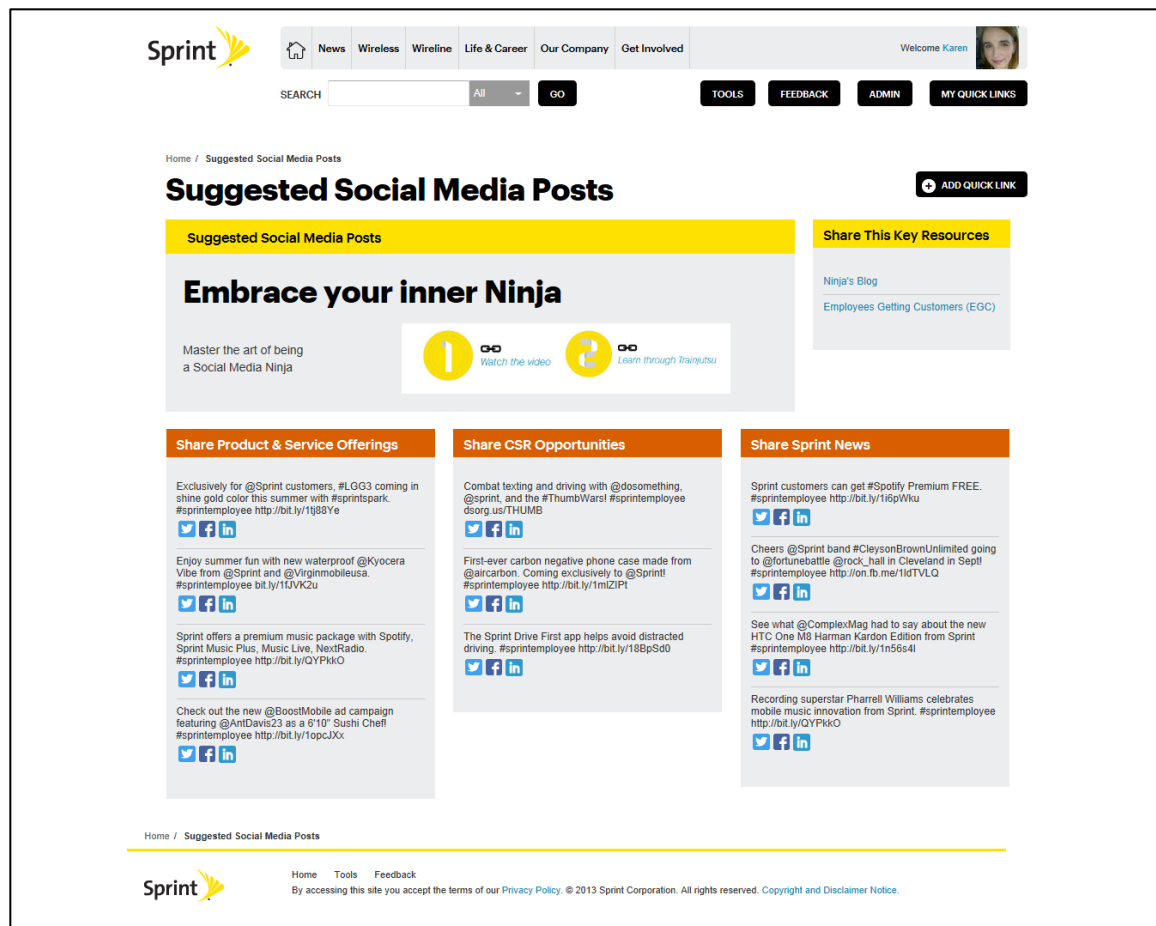


Image 44. Sprint Intranet: *Social Media Ninjas* Program. The *Social Media Ninjas* program and the *Suggested Social Media Posts* page on the intranet encourage employees to advocate and promote Sprint in social media. *86_Sprint_08_Suggested Social Media Posts_Live.png*

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.

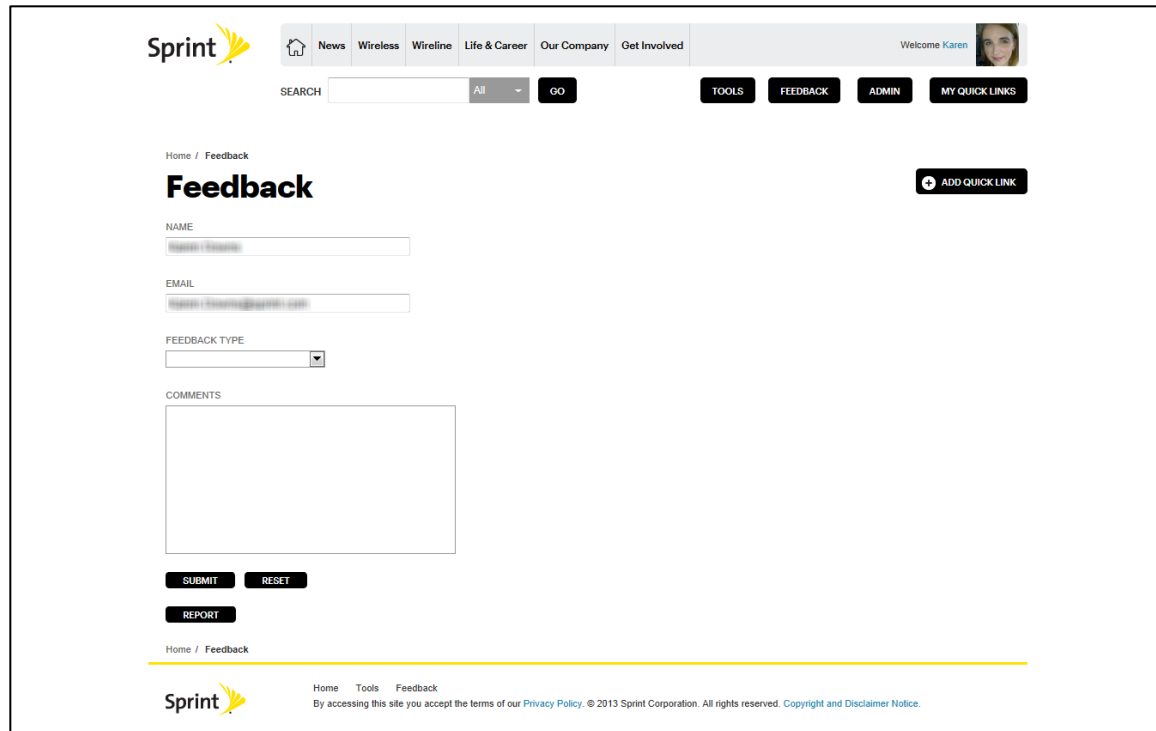


Image 45. Sprint Intranet: User Feedback Form. A simple feedback form enables the intranet designers to respond to user comments in the short and long term. *87_Sprint_09_Feedback form_Live.png*

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 Wireless Life & Career Our Company Get Involved WELCOME ALICIA

SEARCH harman kardon onyx studio **GO** **TOOLS** **FEEDBACK** **MY QUICK LINKS**

Search Results

About 25 results

Refine Results

YOUR CURRENT SEARCH

Accessories ▼

Type (1)

Type ▼

Audio-and-Listen (1)

Services ▼

Wireless (1)

News ▼

Around-Sprint (0)

Products--Services (1)

Tools ▼

Retail (1)

The sweet Harman Kardon speaker offer just got sweeter

<http://connect.sprint.com/corporate/it-s-sweet-for-our-customers-ears>

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/it-s-music-to-our-customers-ears>

for easy 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

□□□Harman Kardon Onyx Studio□□□

Date: Tue Feb 25 08:30:04 CST 2014

Music to your ears -- It's a heckuva deal

<http://connect.sprint.com/corporate/it-s-a-heckuva-deal>

with Bluetooth connectivity□□□The Harman Kardon Onyx Studio and Jawbone Mini Jambox speaker systems can now be Scroll through until you see

□□□Harman Kardon Onyx Studio□□□

Date: Fri Mar 14 06:30:09 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 400's Scroll until you see

□□□Harman Kardon Onyx Studio□□□

Date: Fri Aug 6 06:00:21 CDT 2014

Discounted special items for Sprint employees

<http://connect.sprint.com/corporate/News/Discounted-special-items-for-Sprint-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 05:09:49 CST 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 07:00:45 CDT 2014

Sprint Block Party was music to their ears

<http://connect.sprint.com/corporate/Sprint-Block-Party-was-music-to-their-ears>

KC□□□a Boulevard beer was xing.Winner of the Harman Kardon Soho headset, HTC One (M8) HarmanKardon edition phone and HarmanKardon Onyx Studio wireless speaker have been notified

Date: Fri Jun 6 09:30:31 CDT 2014

Main ingredient for May 28 Block Party ...

<http://connect.sprint.com/corporate/Main-ingredient-for-May-28-Block-Party>

score one of 50 HTC One M8 Harman Kardon handsets, 25 Harman Kardon Studio Onyx speakers or 25 Harman Kardon SOHO headphones

Date: Wed May 21 03:45:36 CDT 2014

Don't miss a beat

<http://connect.sprint.com/corporate/Don-t-miss-a-beat>

is \$300 below retail pricing for the Harman Kardon Onyx Studio and \$60 below retail for the Jawbone Mini Scroll until you see □□□Harman Kardon Onyx Studio□□□

Date: Tue Jul 1 06:00:28 CDT 2014

1 2 x

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

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Image 46. 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.

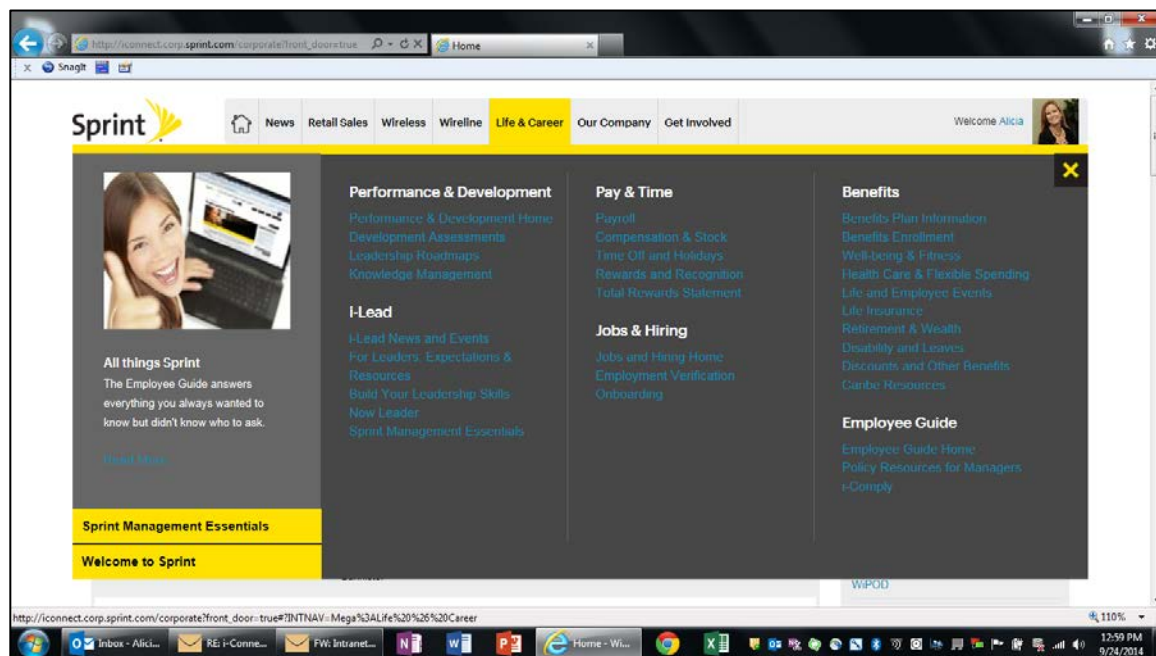


Image 47. Sprint Intranet: Megamenus. Megamenues are sorted by topic and organized in sections. *89_Sprint_11_Life_Career.png*

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 page features a header with the Sprint logo, navigation links (Home, News, Wireless, Wireline, Life & Career, Our Company, Get Involved), a search bar, and a welcome message for Karen. The main content area displays Sally Nellor's profile, including a photo, title (MGR COMM), and a bio. To the right, there are sections for Sprint Work Center (SWC), Contact Info, Work Profile, and Location. Below the bio, there is a table with three tabs: Skills, Organization, and Degrees/Certifications. The Skills tab is active, showing a list of skills.

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) 413-2888

Mobile: (817) 413-1121

Email: Sally.J.Nellor@sprint.com

Work Profile

CID: 00000000000000000000

Cost: (00000000000000000000)

Entity: 0000

Location

Address: 00000000000000000000

OVERLAND PARK, KS, 66251

Mailstop: 00000000000000000000

SKILLS	ORGANIZATION	DEGREES/CERTIFICATIONS
Skills <ul style="list-style-type: none"> Webcast and streaming video Requirements analysis Streaming Media 	<ul style="list-style-type: none"> Project Management Collaboration with cross-functional teams SprintCast 	<ul style="list-style-type: none"> Communications strategy Streaming Video

Sprint Home Tools Feedback

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Image 48. 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

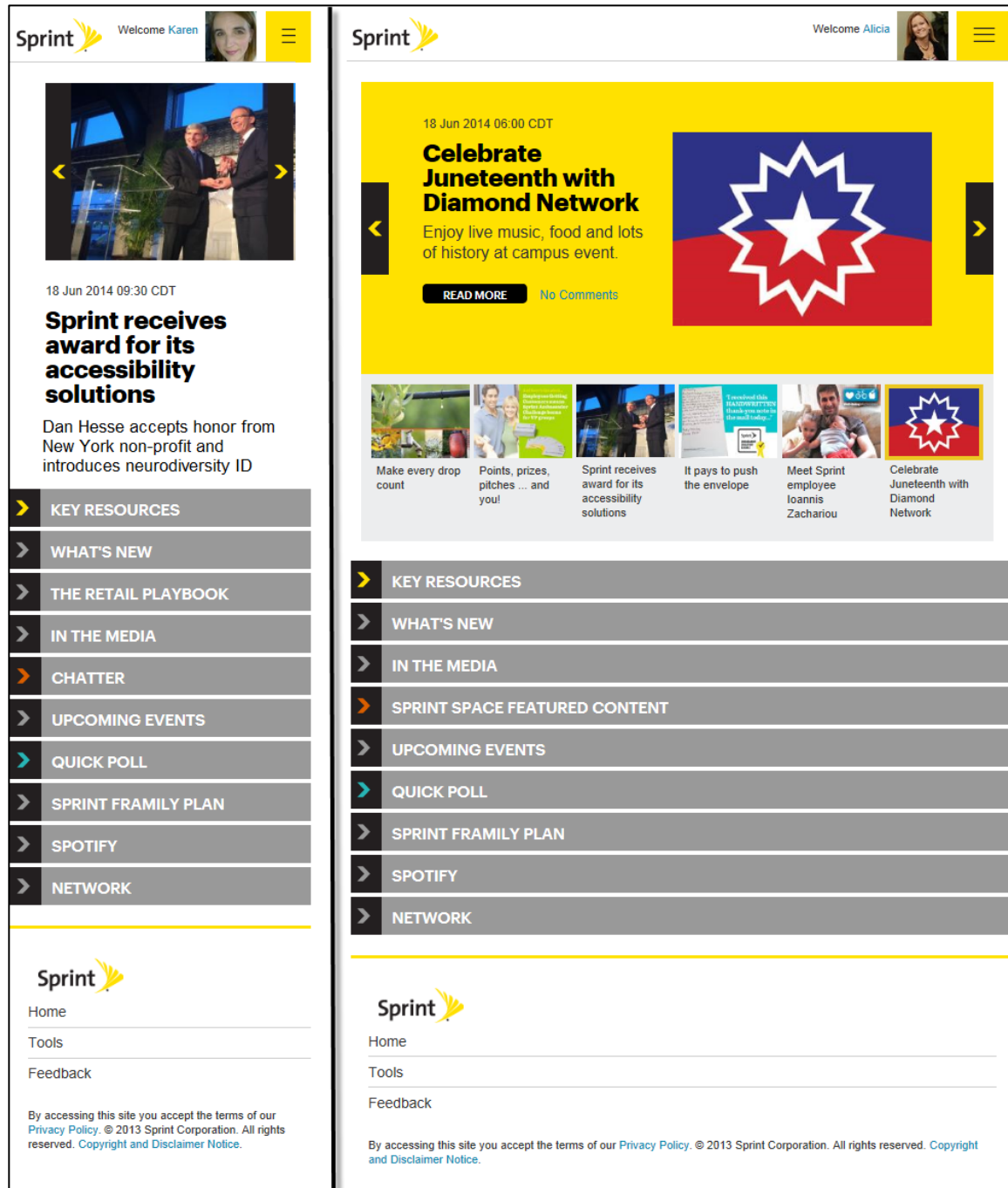


Image 49. Sprint Intranet: Responsive Design. The Sprint intranet employs responsive design to adjust content and UI components to accommodate smaller devices. The left shows how the content appears on a phone display, while the right reflects a tablet. *91_Sprint_13_Mobile Responsive Examples_Live.png*

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.

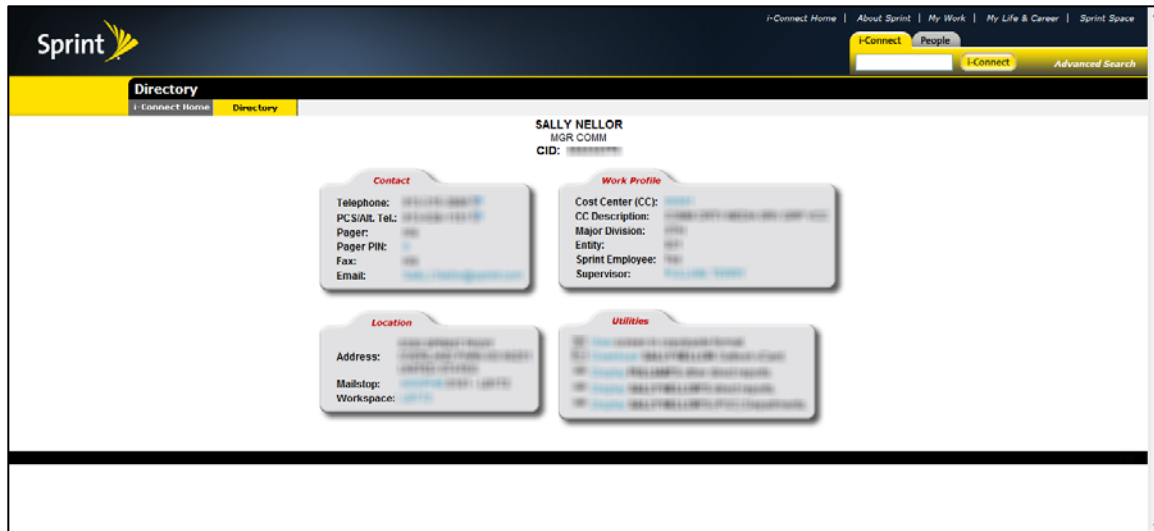


Image 50. Sprint Intranet: Employee Directory Before Redesign. Before the redesign, Sprint's employee directory contained only traditional directory information and offered no opportunity for user-generated content.
92_Sprint_14_Old Directory_Live.png

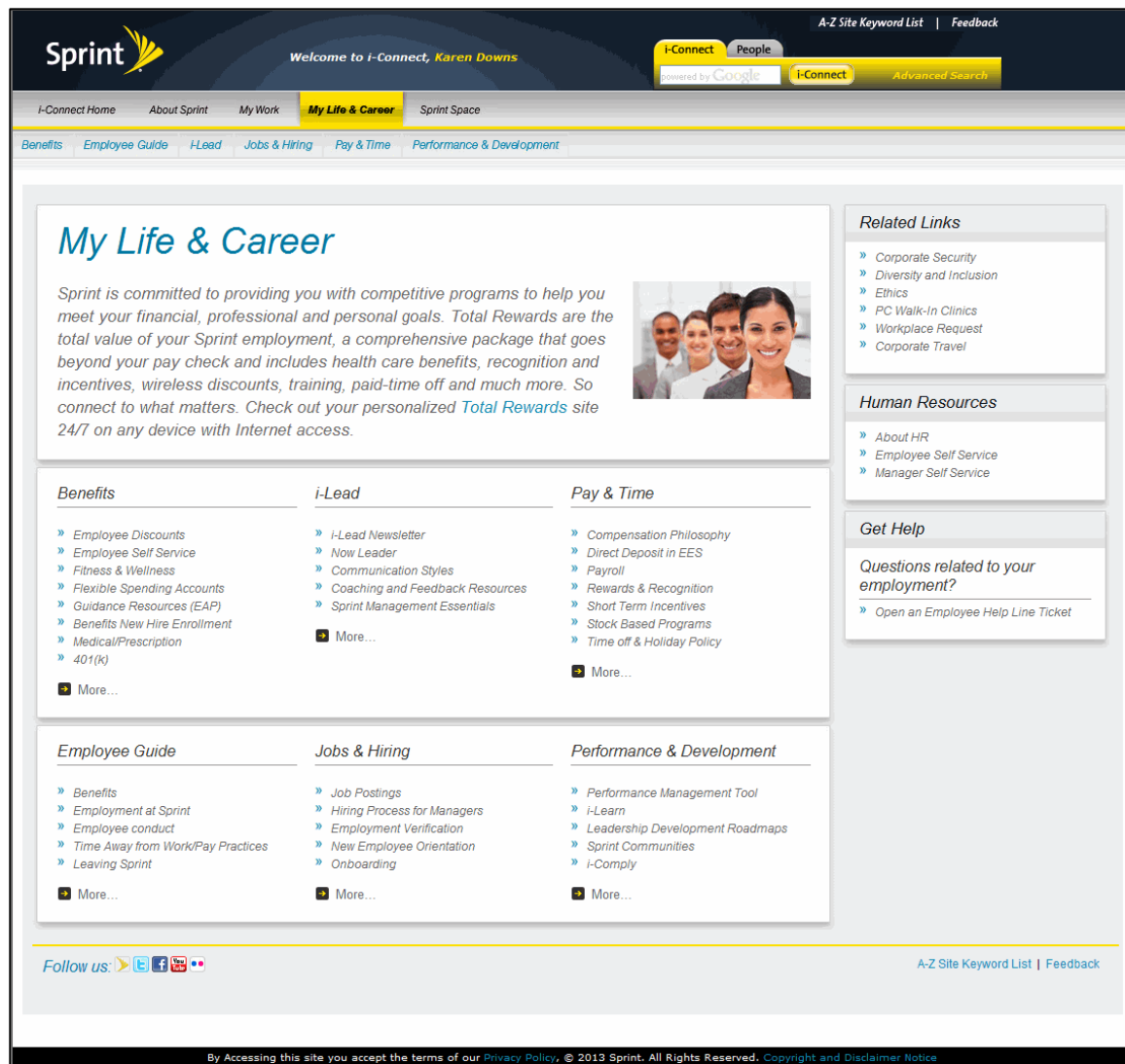


Image 51. Sprint Intranet: Sample Page Before Redesign. This shows the old, static link farm–type page that was used to present employment-related content on Sprint’s intranet prior to the redesign. This page was eliminated with the development of the *Life & Career* megamenu in the new design.

93_Sprint_15_old_life_career.png

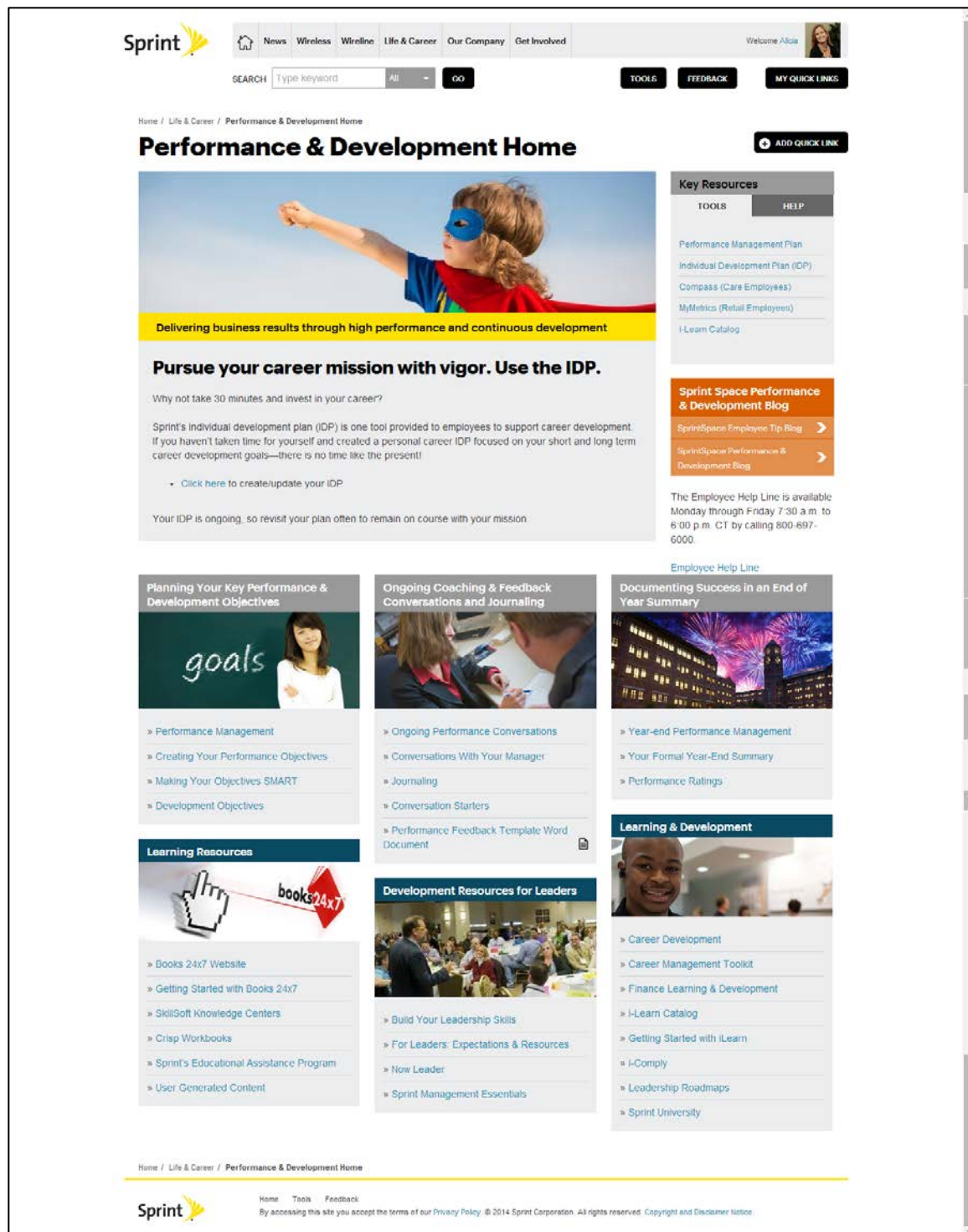


Image 52. Sprint Intranet: Sample Page in New Design. Example of a "collection" page used to curate leadership and performance content on the new Sprint intranet design. *94_Sprint_16_performance.png*

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

Figure 9. 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 10. 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)

September 2003	<ul style="list-style-type: none"> • Nextel intranet redesigned, evolves into “i-Connect”
2005–2008	<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
August 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.
December 2012– October 2013	<ul style="list-style-type: none"> • The sales intranets, still separate entities, are redesigned and relaunched
October 12, 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 • Redesigned i-Connect site is launched to all end users

Overall redesign timeframe for most recent redesign: 10 months

Figure 11. 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 12. 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 (2015)

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: Marceli 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, *Společność*, just above the fat footer.

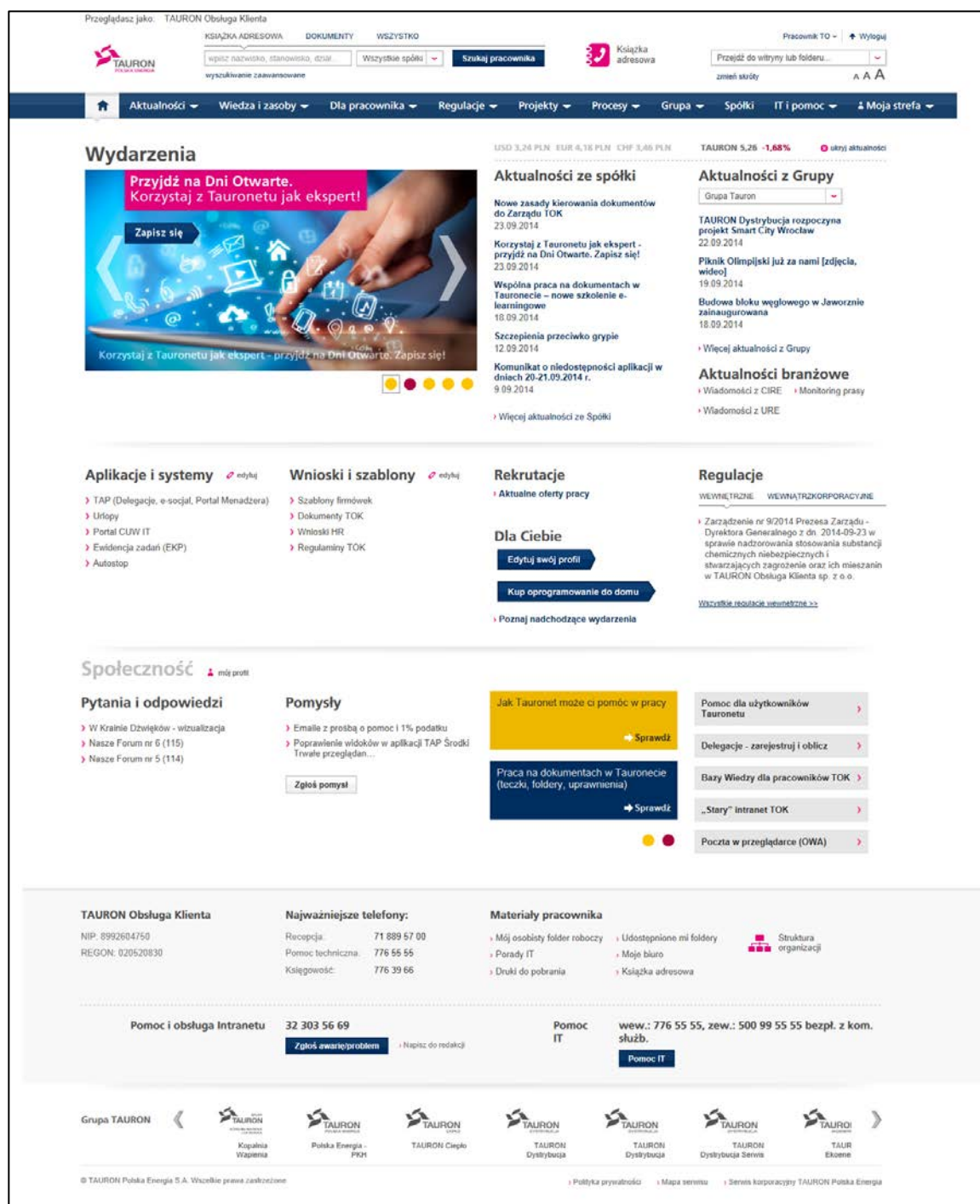


Image 53. TAURON Intranet: Homepage. The homepage of the TAURON Polska Energia intranet, called Tauronet, offers personalized news and applications. *95_Tauron_01_home_live.png*

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.

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
A A A

Aktualności
Wiedza i zasoby
Dla pracownika
Regulacje
Projekty
Procesy
Grupa
Spółki
IT i pomoc
Moja strefa

MI - Biuro Usług Internetowych i Intranetowych

Podsumowanie
Dokumenty (sprawy bieżące)
Akta (archiwum)
Dokumenty kierującego
Wzory dokumentów
Inne dokumenty
Zadania
Kalendarz
Forum Biura RI
Zawartość witryny

MI - Biuro Usług Internetowych i Intranetowych

Biuro Usług Internetowych i Intranetowych tworzą pracownicy, którzy są pasjonatami świata internetu, zarówno tego dostępnego w komputerze, jak i w telefonach oraz innych urządzeniach przenośnych.

Biuro podzielone jest na dwa główne, współpracujące ze sobą obszary, zajmujące się:

- Redagowaniem i rozwijaniem portali internetowych Spółek z Grupy TAURON.
- Bieżącym utrzymaniem i rozwijaniem Tauronetu - wspólnego intranetu dla Grupy TAURON.

SERWISY KAMPAGIOWE
Google POZYCJONOWANIE
E-MAIL MARKETING
PORTALE SPOŁECZNOŚCIOWE (Facebook, YouTube)
Apk i aplikacje
PORTALE I APLIKACJE w wersji mobilnej
ANALITYKA (statystyki)
EXTRANET (w tym eBook)
INTRANET
PORTALE INTERNETOWE Spółek z Grupy TAURON

Nasze główne zadanie:
takie dostarczanie treści, czy to w serwisach zewnętrznych, czy w portalu wewnętrznym, aby ich użytkownicy (klienci, inwestorzy, dziennikarze lub pracownicy) w szybki, łatwy i przyjemny sposób znaleźli informacje, których poszukują.
Brzmi prosto? Bo przede wszystkim o osiągnięcie prostoty i użyteczności w naszej codziennej pracy chodzi. Jednak wbrew pozorom, przy złożoności tematów, które poruszamy, nie jest to wcale łatwe.
I tak na co dzień:

- budujemy landingpage,
- optymalizujemy współczynniki konwersji,
- prowadzimy remarketing,
- walczymy o pozycję w top 5 w Google,
- zbieramy leady i tym podobne.

Pozza tym czasem robimy przerwę na kawę, podczas której na facebooku sprawdzamy stopień zaangażowania fanów profilu TAURON i ilość polubień naszych postów :)

Jak się z nami skontaktować?

- Obsługa www: tauron-pe.pl lub 32 303 56 44
- Redakcja Tauronetu: tauron-pe.pl lub 32 303 56 60

Zobacz w strukturze
TAURON Obsługa Klienta

Kierujący jednostką

2

Alicja

Pracownicy tej jednostki

Filip

Katarzyna

Rafał

Marceli

Rafał

Marek

Marek

Jakub

Marta

Beata

Agnieszka

Kamila

Tauronetu

Maciej

Aleksandra

Ewa

Alicja

Tomasz

System zarządzania treścią (CMS)

Powiązane obiekty

TOK Redakcja Tauronet

TAURON Obsługa Klienta

NIP: 8992604750
REGON: 020920830

Najważniejsze telefony:

Recepcja: 71 889 57 00
Pomoc techniczna: 776 55 55
Księgowość: 776 39 55

Materiały pracownika

Mój osobisty folder roboczy
Udostępnione mi foldery
Moje biuro
Książka adresowa

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 bezpł. z kom. służb.

Pomoc IT

Grupa TAURON

TAURON

TAURON

TAURON

TAURON

TAURON

TAURON

TAURON

Image 54. 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*

816

INFO@NNGROUP.COM

TAURON Polska Energia SA (2015)

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.

The screenshot shows the Tauronet Intranet interface. At the top, there's a navigation bar with 'Przełączasz jako: TAURON Obsługa Klienta' and a search bar. The left sidebar has 'Dokumenty zespołu' selected. The main content area is titled 'Dokumenty zespołu' and shows a table of documents. The table has columns for 'Typ', 'Nazwa', 'Zmodyfikowane', 'Zmodyfikowane przez', and 'Podsumowanie uprawnień'. The documents listed are:

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	
	Spotkania 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	

Below the table, there are sections for 'TAURON Obsługa Klienta', 'Najważniejsze telefony', 'Materiały pracownika', and 'Pomoc i obsługa Intranetu'.

Image 55. 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*

When people search for documents the returned items are displayed based on the user's role. The page shows objects the employee should see and hides ones he does not have access to. Employees may use the three links at the top of the content area

to access three different document libraries. Items are displayed with a title, date, author, and icon identifying the type of media.

Przeglądasz jako: TAURON Obsługa Klienta

KSIĄŻKA ADRESOWA DOKUMENTY WSZYSTKO

wpisz nazwisko, stanowisko, dział... Wszystkie spółki Szukaj pracownika

Pracownik TO Wyloguj

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

Dla pracownika > Dokumenty i wnioski

Podstawowe informacje Etyka i wartości Dokumenty i wnioski Świadczenia Szkolenia i rozwój Rekrutacje Nowy pracownik Wydarzenia Autostop Po pracy

Dokumenty i wnioski

WNIOŚKI KADROWE FORMULARZE REGULAMINY

Wnioski kadrowe

✕ Usuń wszystkie filtry Pokaż

Typ	Tytuł	Streszczenie	Zmodyfikowano	Autor
Wniosek na szkolenie poniżej 4 000 zł netto			2013-09-19 15:58	Marcel
Wniosek na szkolenie powyżej 4 000 zł netto			2013-09-19 15:58	Marcel
Wniosek o ruchomy czas pracy			2014-02-25 14:00	Marcel
Wniosek o udzielenie urlopu opiewającego			2013-12-04 12:04	Marcel
Wniosek o zatrudnienie			2014-05-27 12:25	Ewelina
ZPŚS Dofinansowanie wypożyczki członka rodziny/konkubenta			2013-06-01 11:32	Marcel
ZPŚS wniosek o dofinansowanie wypożyczki			2013-06-01 11:24	Marcel
ZPŚS Wniosek o pożyczkę mieszkaniową			2013-06-01 11:29	Marcel
ZPŚS Zgłoszenie osób uprawnionych do korzystania z dofinansowania w 2013			2013-06-01 11:30	Fraczek Marcel

Informacje o stronie

TOK Redakcja Tauronet

Ostatnia modyfikacja
2014-07-25 12:32

Zgłoś nieaktualne dane

Porada
Jeśli z jakiegoś wniosku lub szablonu często korzystasz - zapisz go w swoich "Ulubionych" w zakładce "Moja strefa".

Edytuj ulubione

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

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

Kopalnia Wąpnia

Polska Energia - PKEH

TAURON Ciepło

TAURON Dystrybucja

TAURON Dystrybucja

TAURON Dystrybucja Serwis

TAURON Ekosene

Image 56. 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*

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.

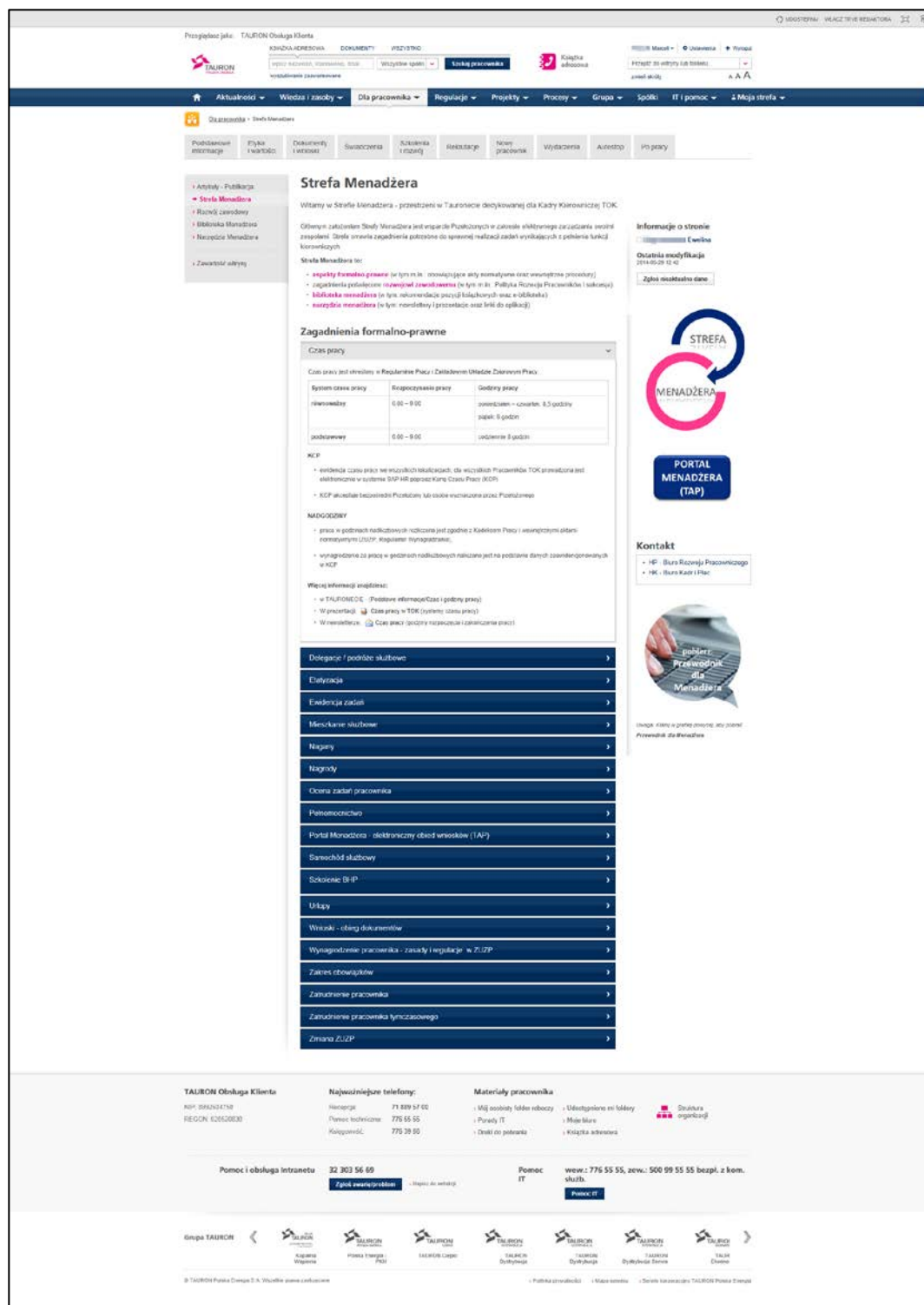


Image 57. TAURON Intranet: Manager Zone. Only managers have access to the Manager Zone, where they may access HR tools and more.
 99_Tauron_05_manager_zone.png

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.

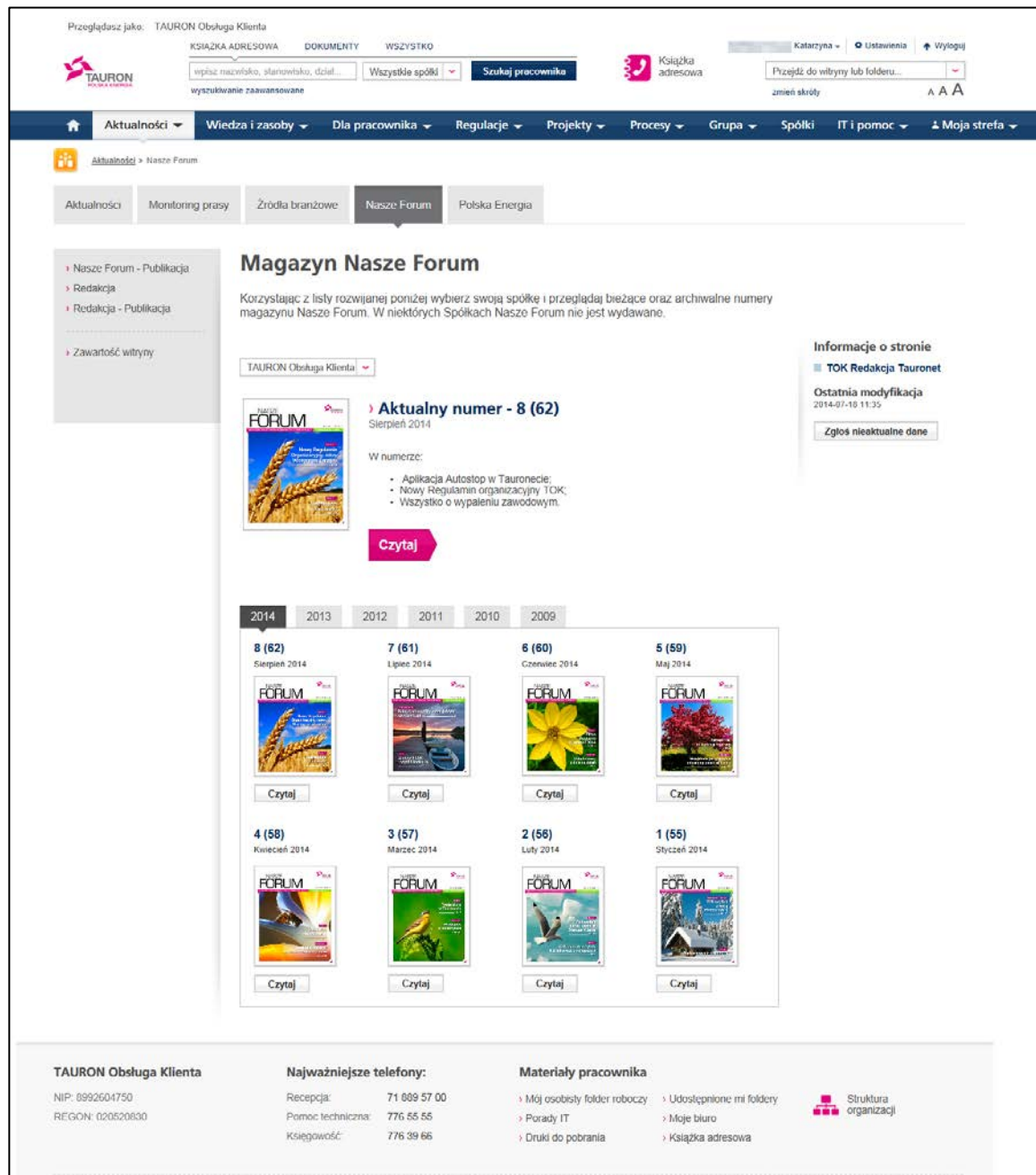


Image 58. TAURON Intranet: Role-Based Navigation. Tauronet's three levels of navigation are role-based. *100_Tauron_06_navigation_search_live.png*

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.

Przełączasz jako: TAURON Obsługa Klienta

KSIĄŻKA ADRESOWA DOKUMENTY WSZYSTKO

wpisz nazwisko, stanowisko, dział... Wyszukaj 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] --> TOK[TAURON Obsługa Klienta]
    TOK --> 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 --> GL[GL - Biuro Logistyki]
    DC --> GZ[GZ - Biuro Zarządu]
    DK --> GP[GP - Biuro Zamówień]
    DR --> GH[GH - Centrum Usług Wspólnych HR]
    DR --> GR[GR - Rzecznik Praw Klienta]
    DR --> GK[GK - Zespół ds. Komunikacji]
    DR --> GS[GS - Zespół ds. Standaryzacji Obsł. Klient. Bizn.]
  
```

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

Image 60. 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*.

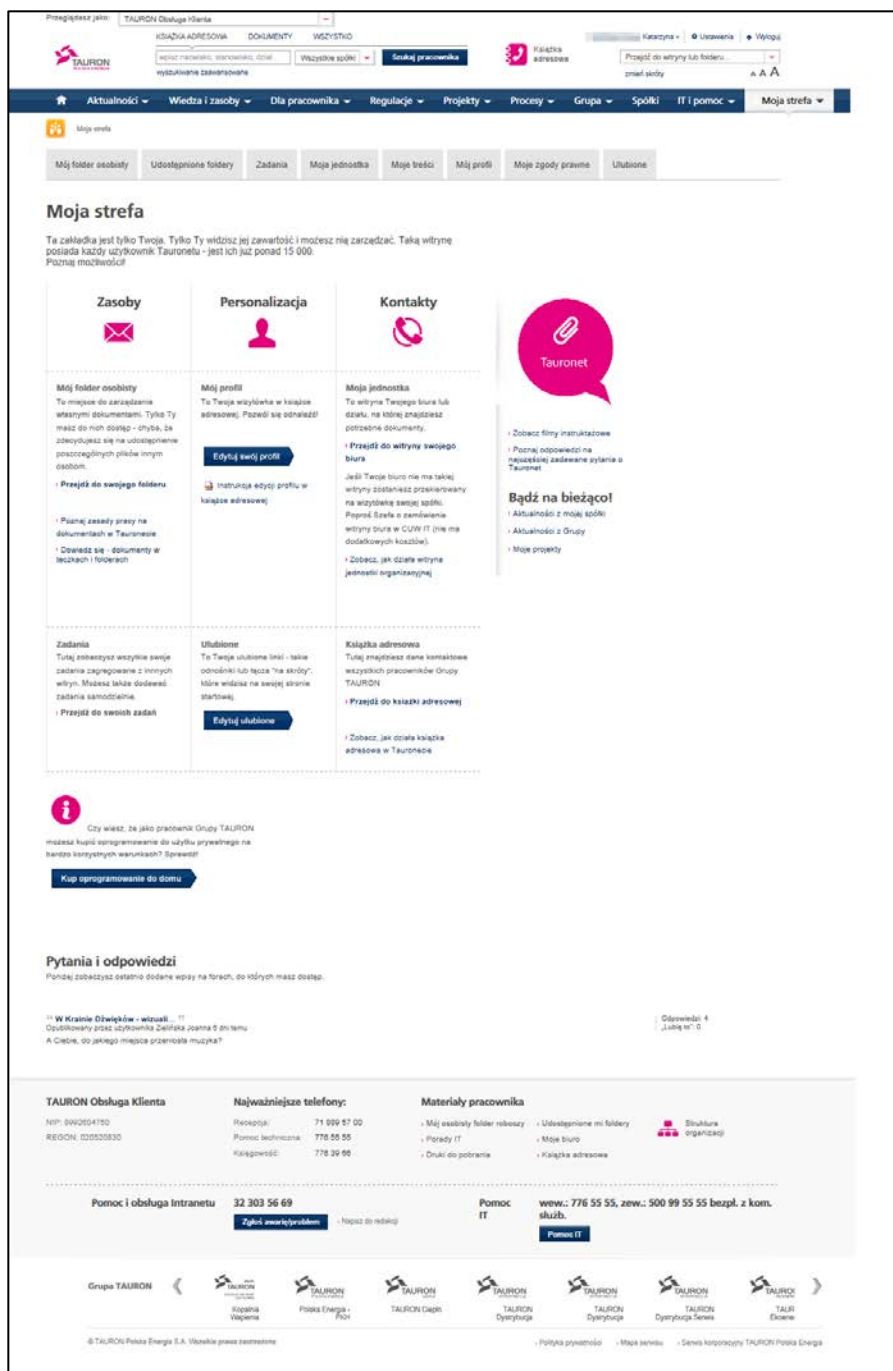


Image 62. TAURON Intranet: User Zone. Employees can fill in profile information, share documents, add shortcuts, and see an aggregated tasks list in the User Zone. *104_Tauron_10_user zone_live.png*

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 63. 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_li ve.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 64. 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 witryny lub folderu...

Pracownik TS Wyloguj

zmień skłoty 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% [ukryj 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 zainauguowana
18.09.2014

Prywatne numery telefonów komórkowych w stopce e-mail
17.09.2014

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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](#)

Rekrutacja

[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 Biznesowym

[InfoRynek](#)

["Stary" Intranet](#)

[Wszystko o Intranecie](#)

[Poczta w przeglądarce \(OWA\)](#)

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](#) [Napisz do redakcji](#)

Pomoc IT wew.: 776 55 55, zew.: 801 50 55 55

[Pomoc IT](#)

Image 65. 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... zmien skłoty

Pracownik TC Wyloguj

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](#)

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[Stary intranet](#)
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[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 WEWNĘTRZKORPORACYJNE

[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
---	--	---

Pomoc i obsługa Intranetu 32 303 56 69 [Zgłoś awarię/problem](#) [Napisać do redakcji](#)

Pomoc IT [Pomoc IT](#) **wew.: 776 55 55, zew.: 500 99 55 55 bezpl. z kom. służb.**

Grupa TAURON

TAURON Dystrybucja
Kopalnia Wąpniwa

TAURON Dystrybucja
Polska Energia - PKN

TAURON Dystrybucja
TAURON Ciepło

TAURON Dystrybucja
TAURON Dystrybucja

TAURON Dystrybucja
TAURON Dystrybucja

TAURON Dystrybucja
TAURON Dystrybucja Serwis

TAURON Dystrybucja
TAURON Ekoenergie

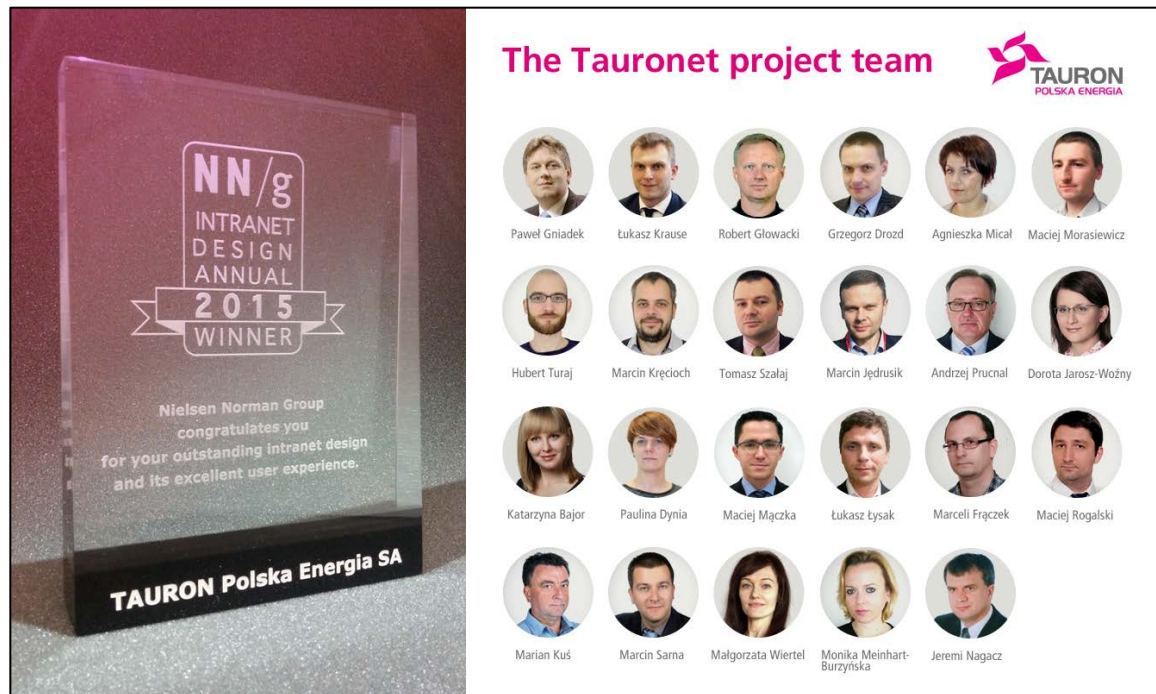
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[Polityka prywatności](#) [Mapa serwisu](#) [Serwis korporacyjny TAURON Polska Energia](#)

Image 66. 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 13. 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 14. 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 15. 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.

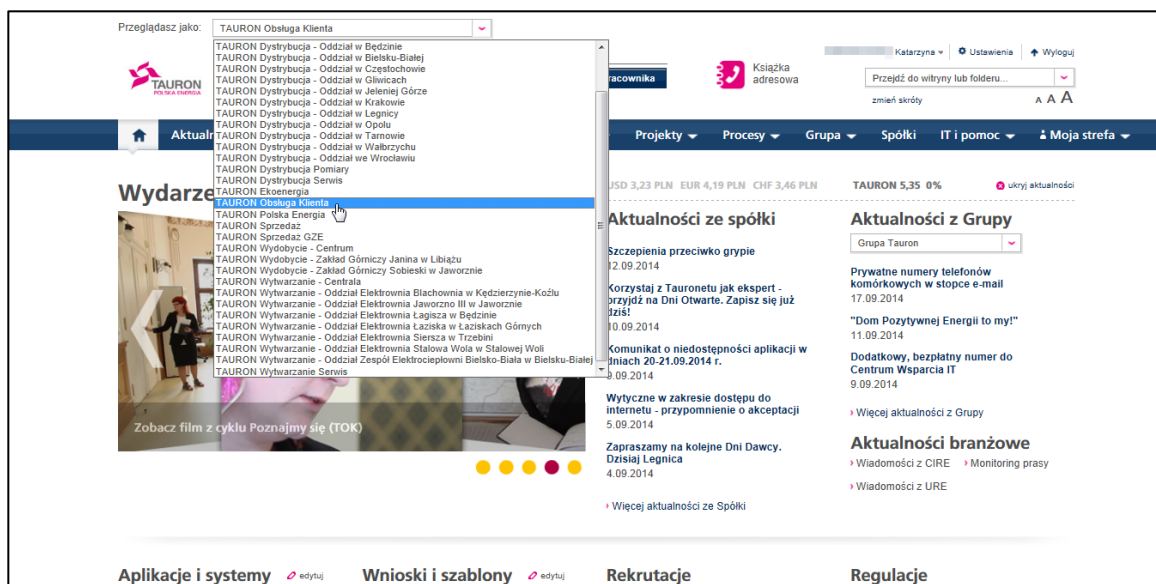


Image 67. TAURON Intranet: Contextual Content Display. This page shows how content on Tauronet can be switched to show how it will be seen in context. The Group Editor (whose view we see here) can switch between all entities. Most of the users have only one entity but some have two or three. It depends on the nature of their work.

109_Tauron_15_group_editors_view_live.png

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 16. 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.

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.”

UniCredit S.p.A. (2015)

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 Secchi, 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.¹ 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

1 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."

130,000 employees, an international network spanning 50 markets, and more than 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 70. 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.

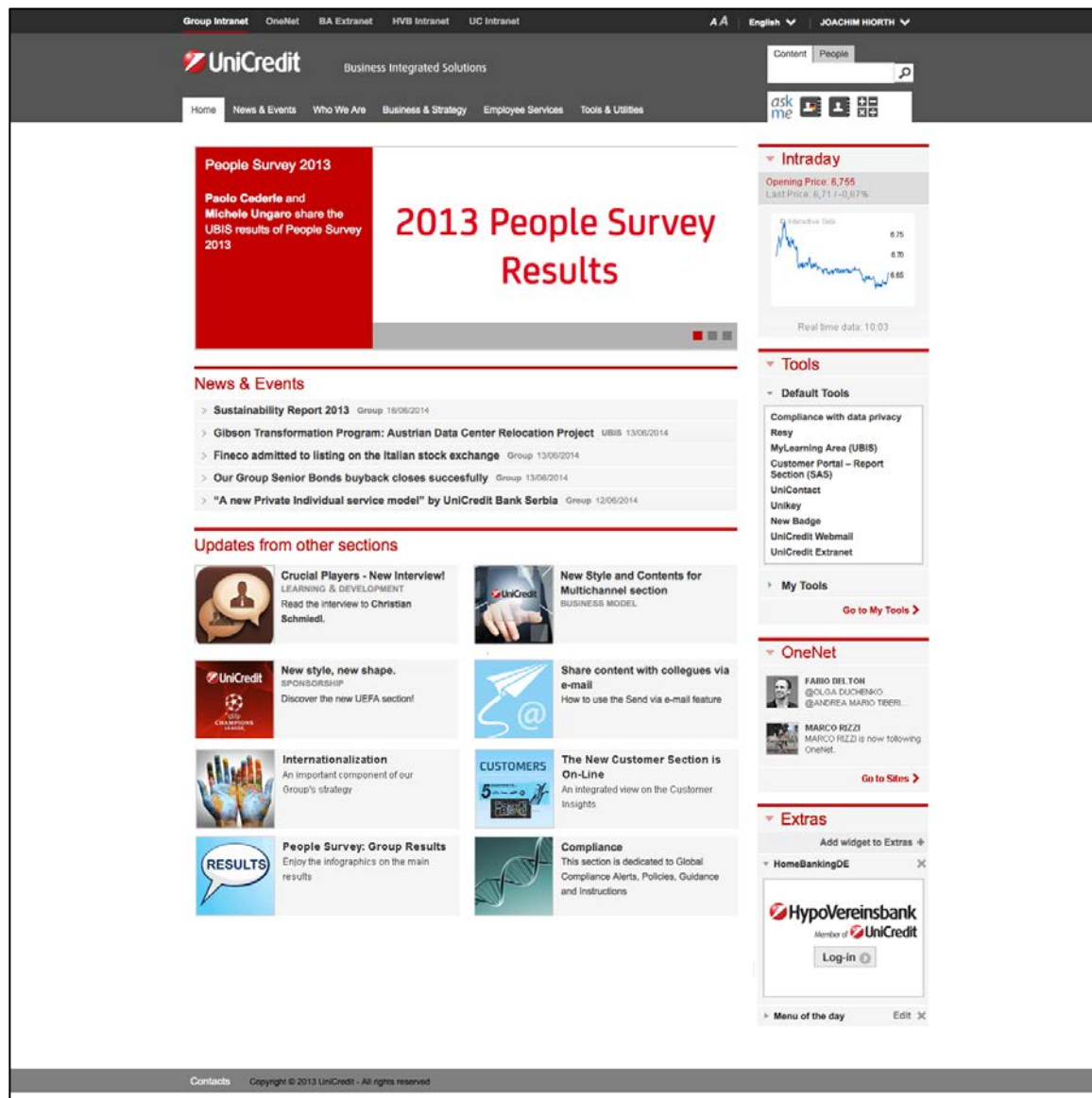


Image 71. UniCredit Intranet: Homepage Role-Based Personalization.

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.

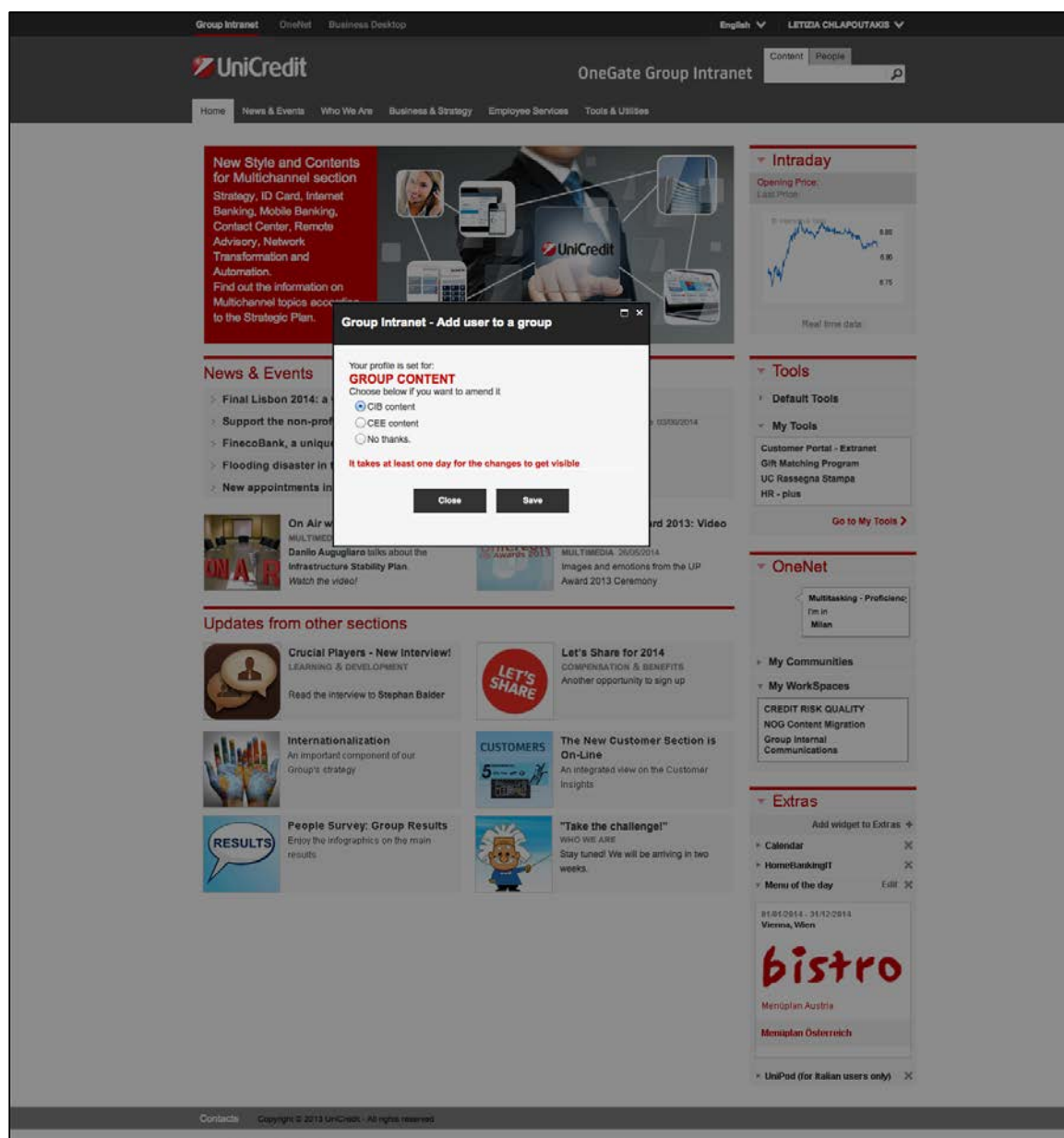


Image 72. UniCredit Intranet: Content Options. UniCredit intranet users may target which additional content they would like to see. The additional targets currently available are Corporate Investment Banking and Central and East Europe. *125_UniCredit_Group_Intranet_03_targetbychoice_live.png*

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.

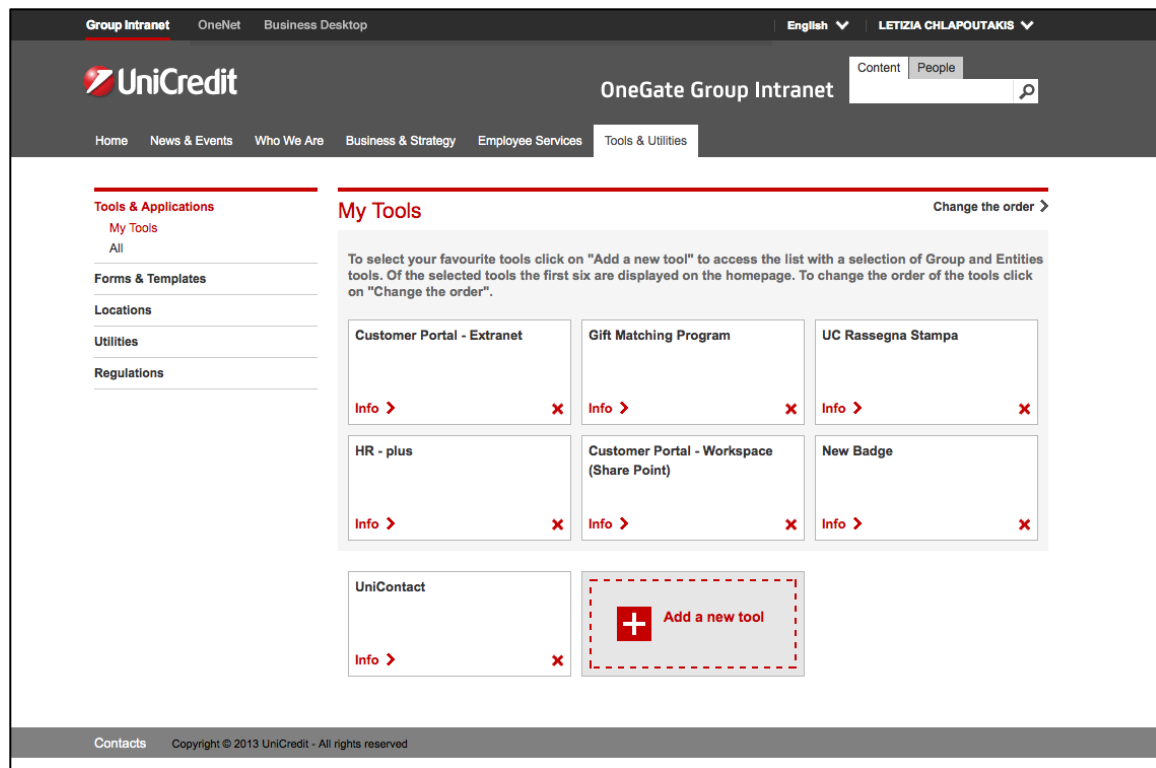


Image 73. UniCredit Intranet: Tools. Employees may edit their set of tools, and choose which will appear as part of the set on the UniCredit intranet homepage. [126_UniCredit_Group_Intranet_04_My_Tools_live.png](#)

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 74. 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.

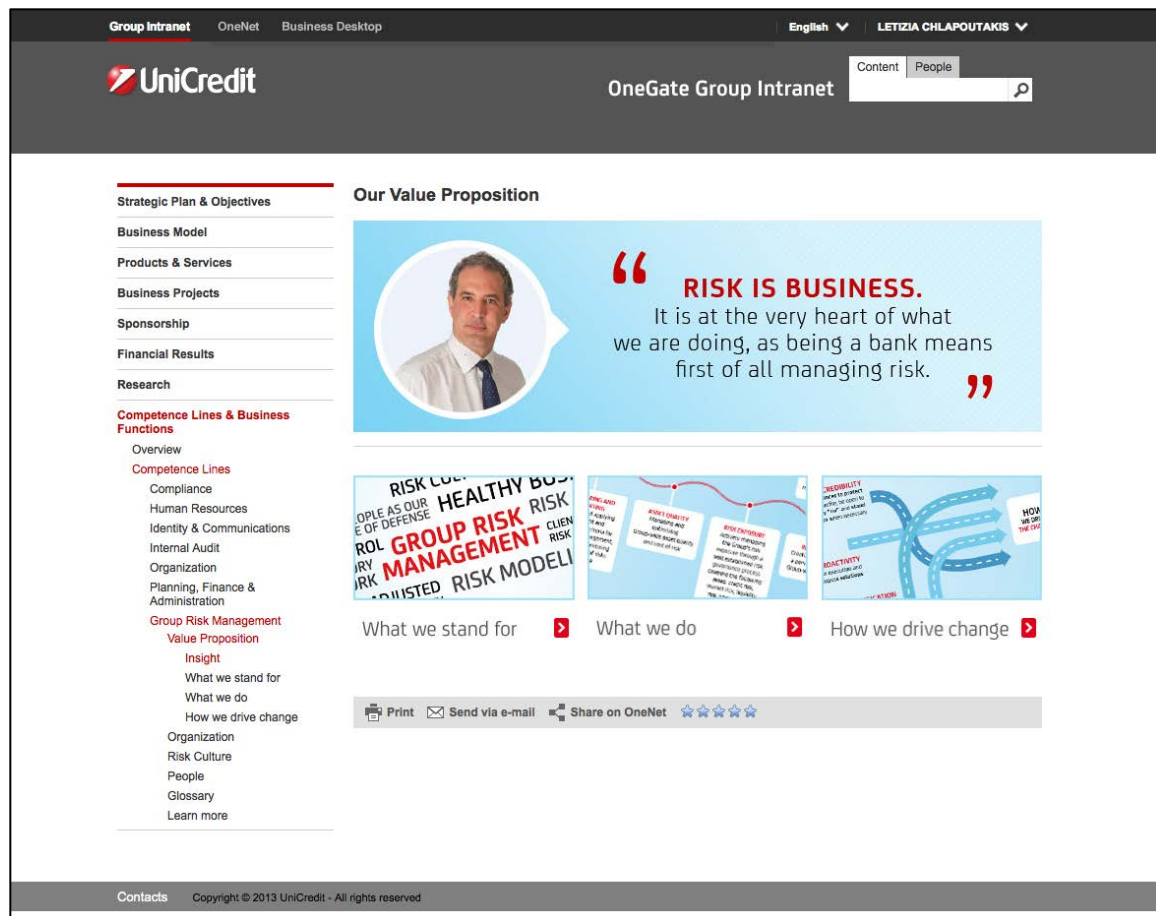


Image 75. UniCredit Intranet: Local Navigation. Local navigation on UniCredit's intranet is easy to follow because of visual cues such as bolding, color, and indenting. Team pages include links to information about their mission and tasks, among other things.
[128_UniCredit_Group_Intranet_06_Group Risk 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.

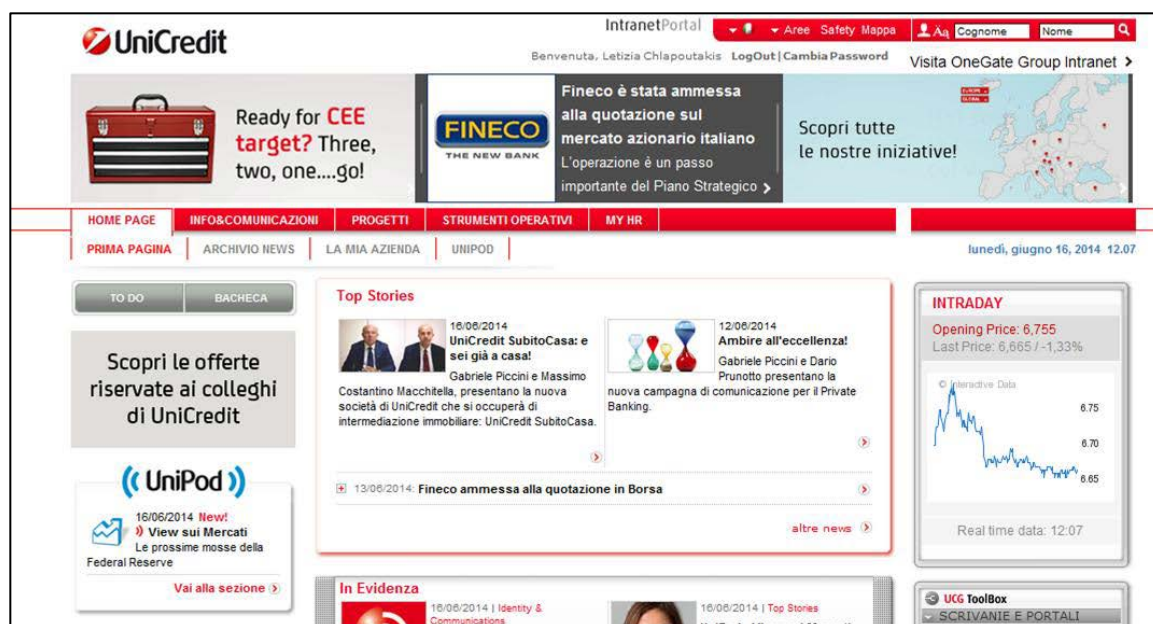


Image 76. UniCredit Intranet: NewsBreaker Feature. The link, *Visit OneGate Group Intranet*, appears in the upper right of pages of local portals that are not yet fully integrated into the Group intranet. This link functions as an advertisement and goes to the main intranet.

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.

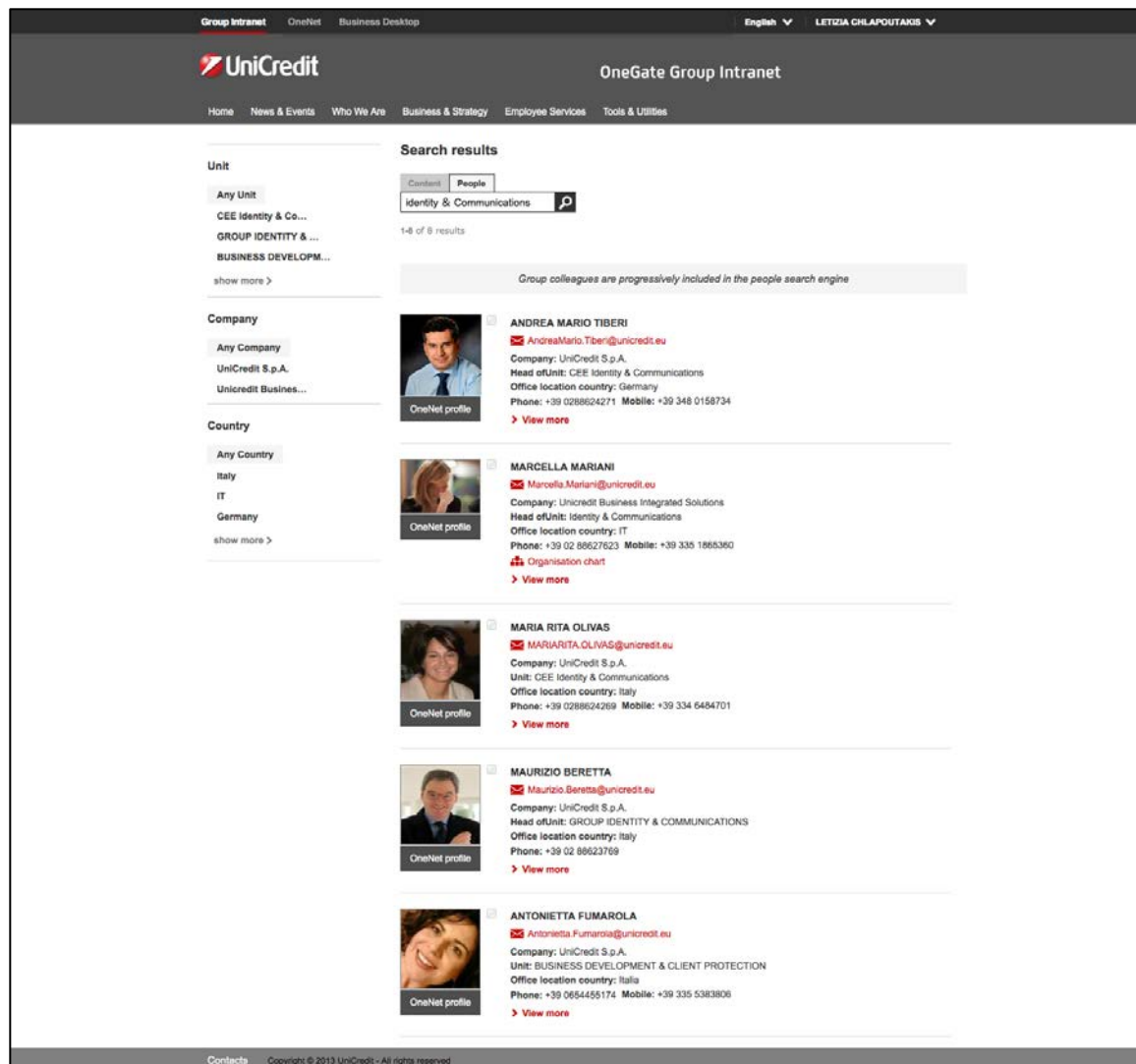


Image 77. UniCredit Intranet: Employee Search. Employee search results offer so much information about people that opening their full profile pages may not even be necessary. *130_UniCredit_Group_Intranet_08_People Results_live.png*

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."

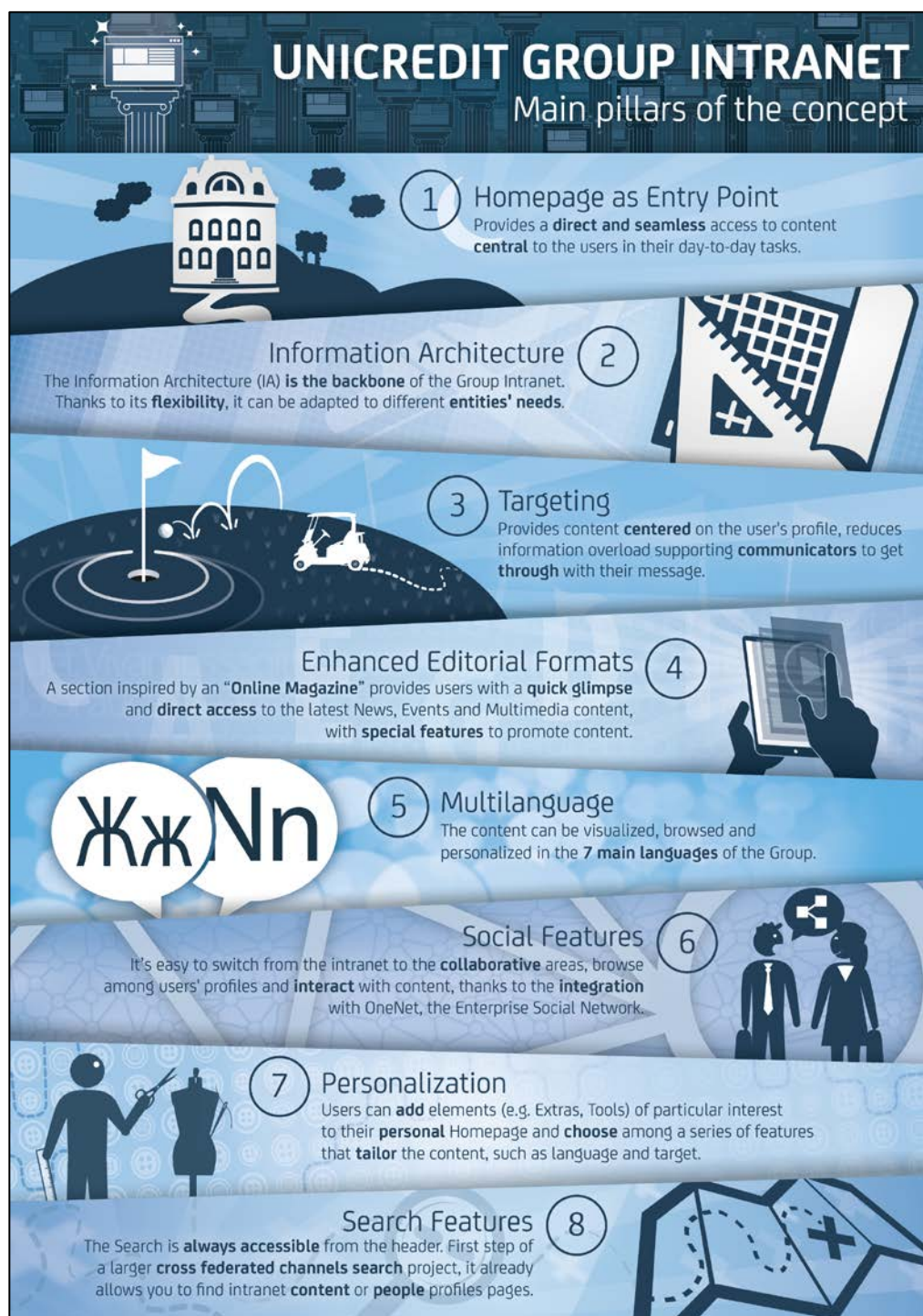


Image 78. UniCredit Intranet: Defining a Baseline for Success. Through a series of workshops with over 40 departmental stakeholders, the baseline for the project was defined. The result was an outline of eight intranet pillars for development, as shown in the infographic above.

131_UniCredit_Group_Intranet_09_Pillars_infographic.png

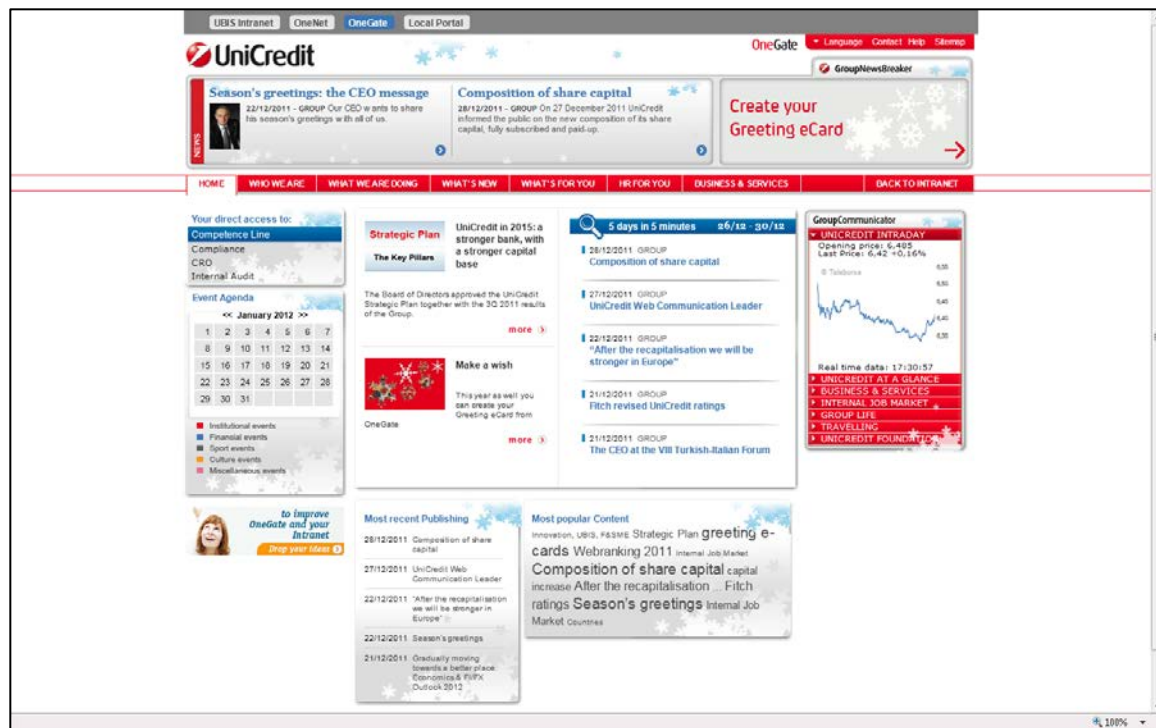


Image 79. UniCredit Intranet: Prior to the Redesign: The old UniCredit intranet. *132_UniCredit_Group_Intranet_10_OneGate_version1.png*

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 17. 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 users omni.intranet.unicredit.eu for anonymous users depending on some infrastructural and network aspects of their access point Although 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 18. 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.”

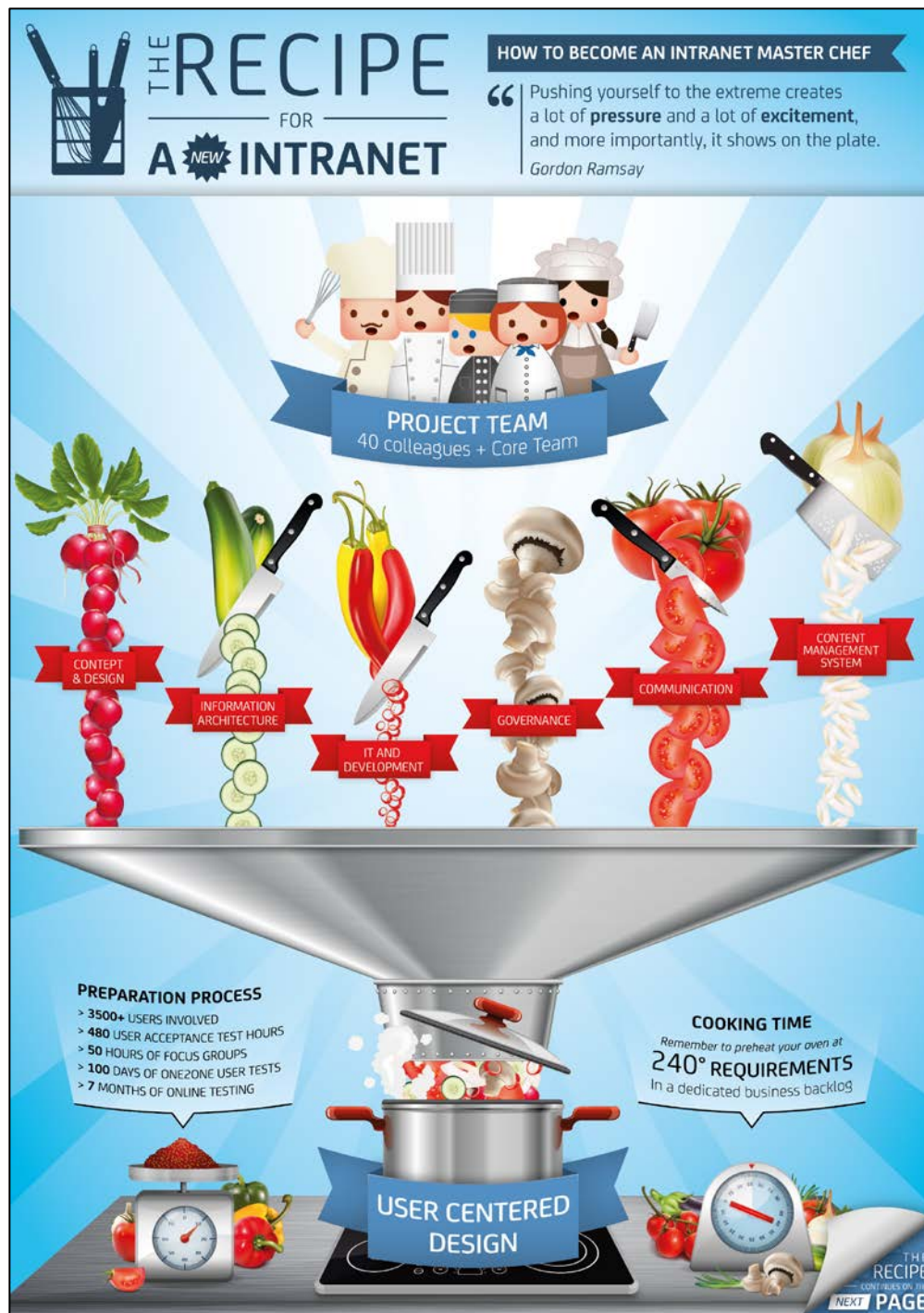
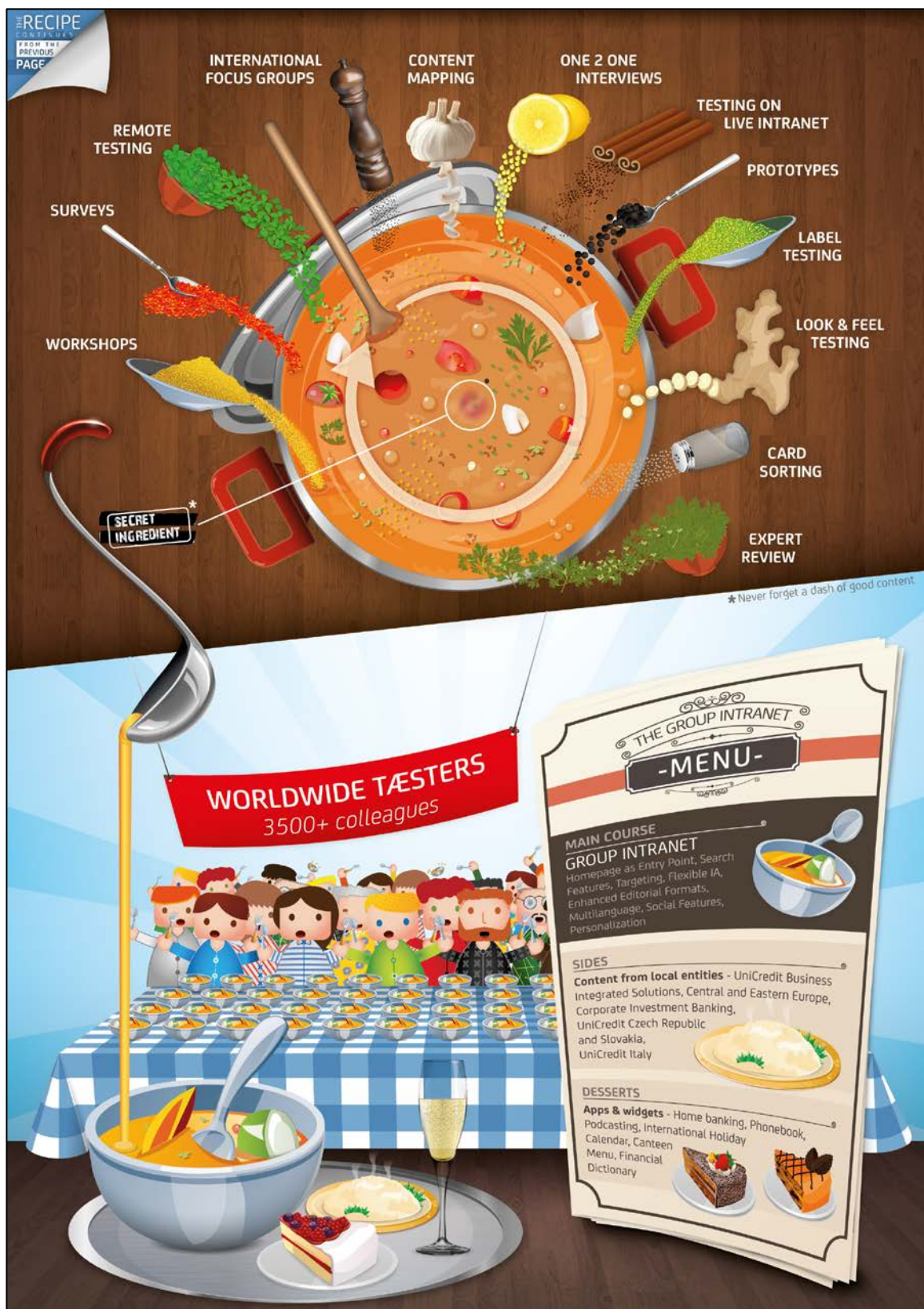


Image 80. UniCredit Intranet: The Recipe for Success. This two-page infographic (this image and the one below) illustrate what the UniCredit team considers the perfect recipe for creating a good (tasteful) intranet.
133_UniCredit_Group_Intranet_11a_Recipe_infographic_page_1.png and
133_UniCredit_Group_Intranet_11b_Recipe_infographic_page_2.png



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 19. 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 20. 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%.

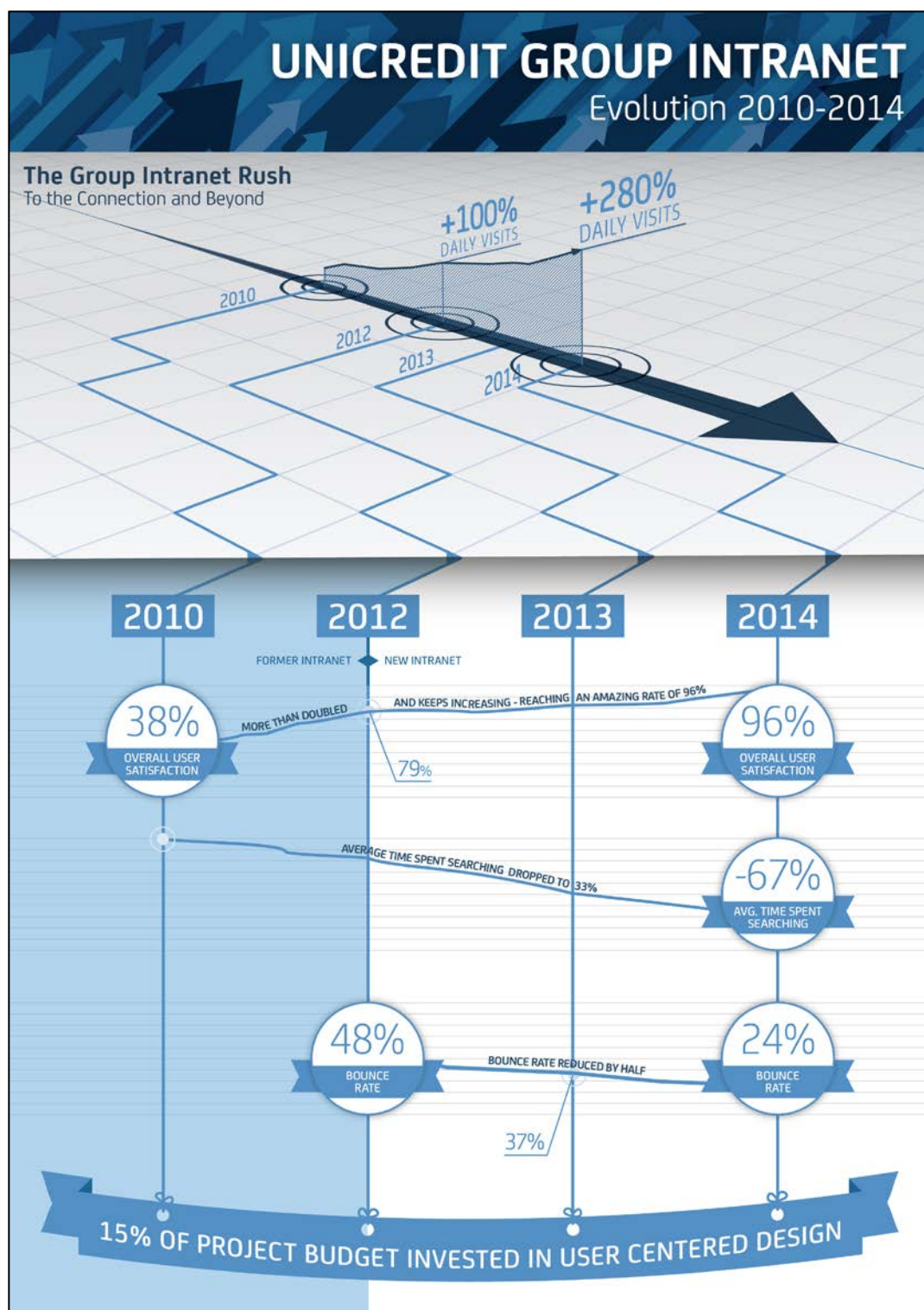


Image 81. UniCredit Intranet: Evolution. This infographic illustrates key figures relating to how the UniCredit Group intranet has evolved over time.
134_UniCredit_Group_Intranet_12_Evolution_infographic.png

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 (2015)

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
TOTAL REWARDS
LEARNING
DISCOUNTS

42% Used

As of 09/08/2014

VACATION	HOURS	PERSONAL TIME	HOURS
Annual Eligibility	120	Beginning Balance	56
Max Accrual (150%)	180	Hrs Used YTD	48
Hrs Used YTD	16	Balance	8
Balance	80		

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](#)
[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](#)

TO-DOs

AUTHOR

BOOKMARKS

GROUPS

VIEW BY EID

HELP

FEEDBACK

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Image 82. 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*

884

INFO@NNGROUP.COM

Verizon Communications (2015)

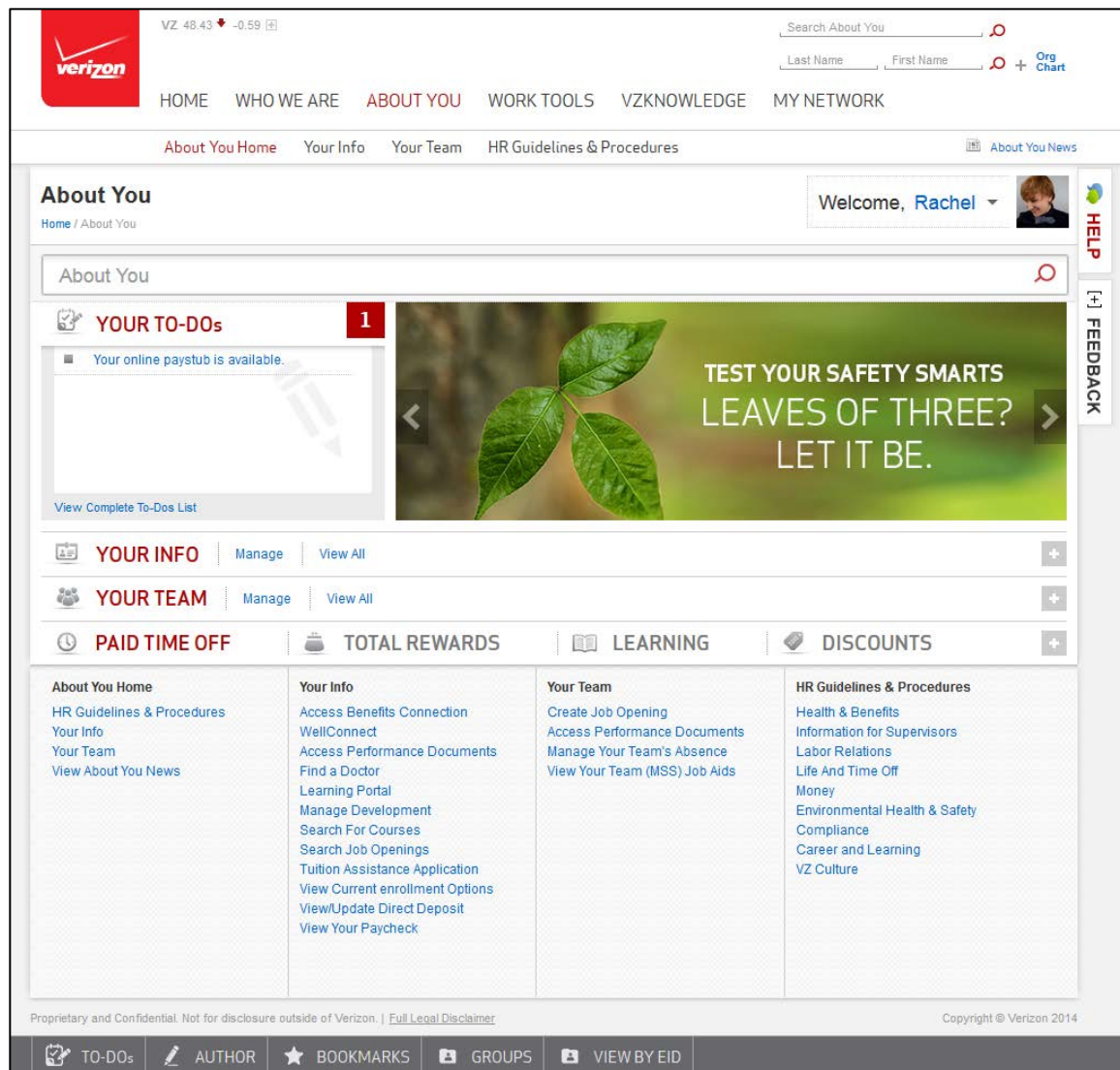


Image 83. Verizon Intranet: Screen-Size Detection. After detecting screen resolution, the Verizon *About You* site collapses content areas to fit the information to the user's display. This gives a quick overview of content without requiring users to scroll. *136_Verizon_02_homecollapsed_live.png*

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.

Image 84. 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.

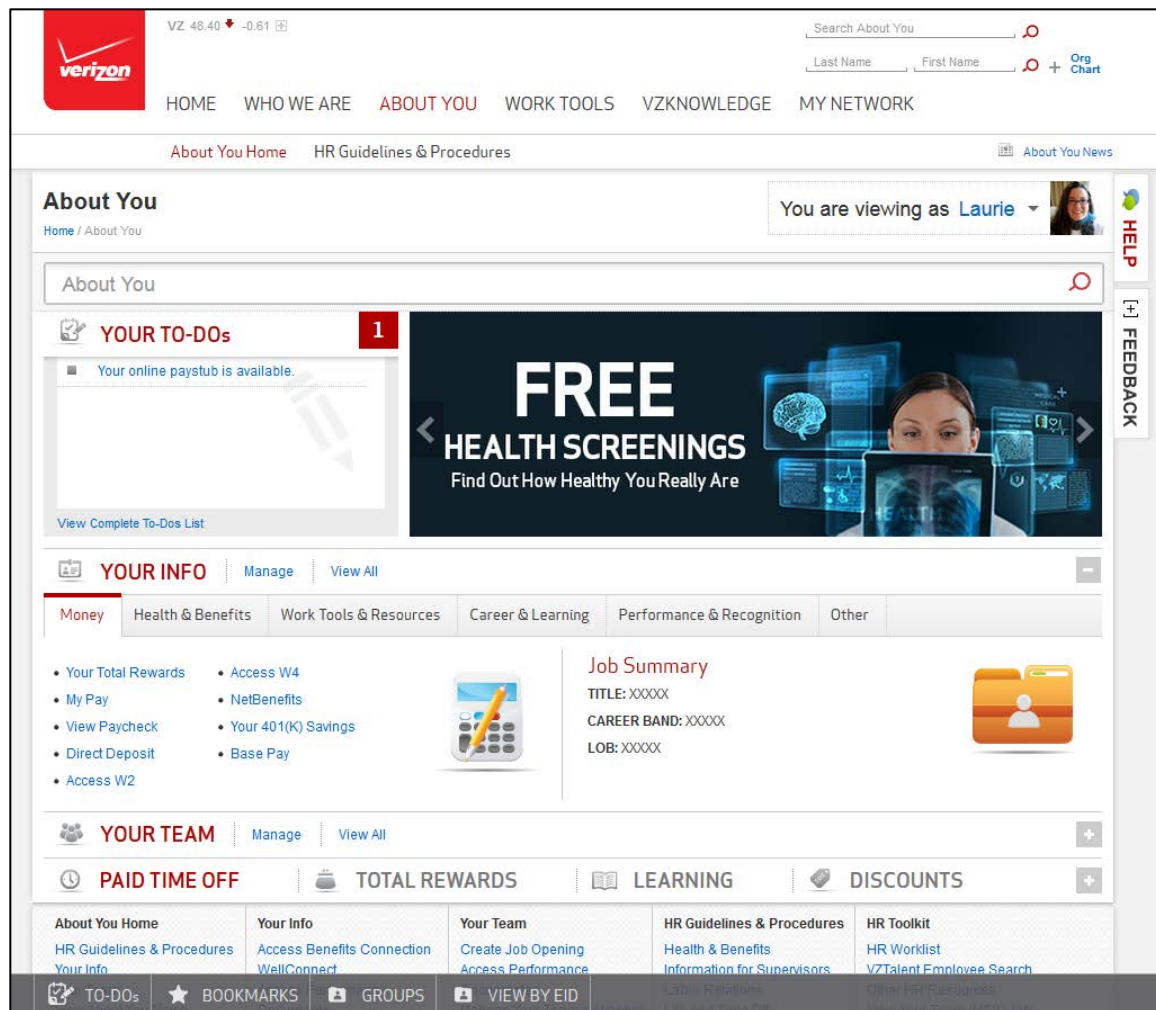


Image 85. Verizon Intranet: Alternate Role Viewing. Managers and HR reps can view the *About You* portal as another employee to understand the context of a given personalized view. Though any private information is still hidden. *138_Verizon_04_Masquerading_live.png*

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.

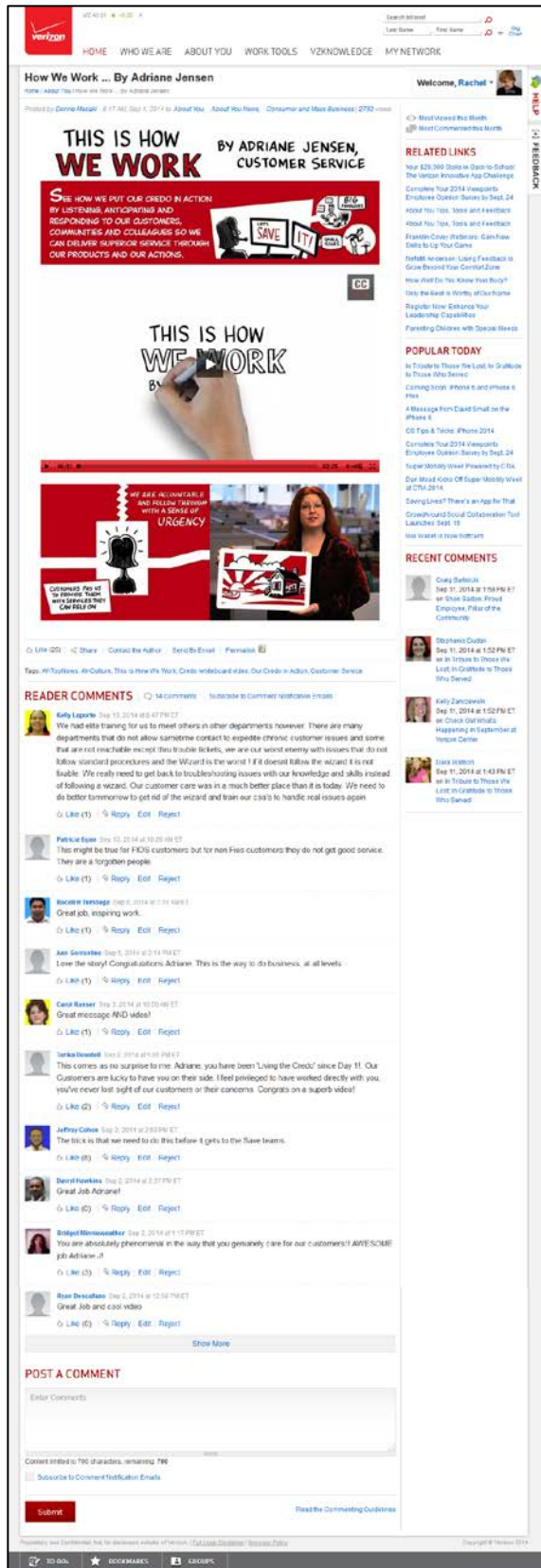
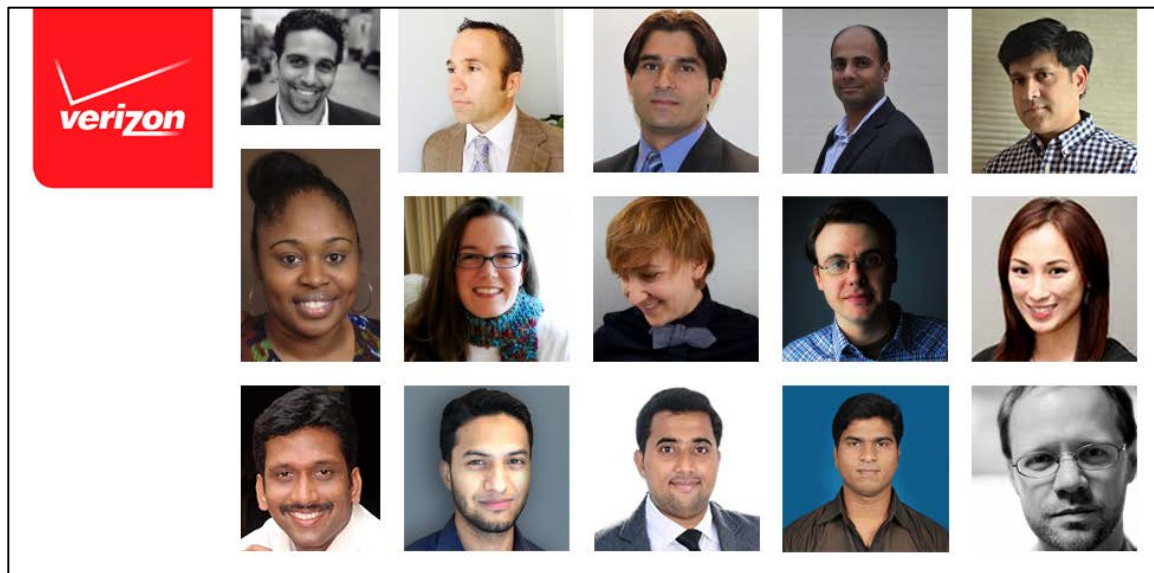


Image 86. Verizon Intranet: Better Integration of HR News.
On the new Drupal-powered Verizon intranet platform, HR News is now more fully integrated with the rest of the news feeds and employees can now comment and share these stories, bringing a new sense of community to the *About You* space and Verizon's 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 21. 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 +0:20

[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 Team

[Home / About You / Your Team](#)

[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 Engrg
Ron L Baker	Actions	09/25	03/24/2008	MTS IV Cst-Sys Engrg
Sarah Vaughn	Actions	10/30	03/05/2007	MTS III Cst-Sys Engrg
Peggy Ryan	Actions	04/12	07/22/2013	MTS I-Sys Engrg
Vikram Sushila	Actions	10/25	03/17/2008	MTS IV Cst-Sys Engrg

[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	
12/09/2013	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/Suocolematat 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

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[Your Info](#)
[Your Team](#)
[View About You News](#)

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[Access Benefits Connection](#)
[WellConnect](#)
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[Create Job Opening](#)
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[View Your Team \(MSS\) Job Aids](#)

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Verizon Communications (2015)

Image 87. 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 22. 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.

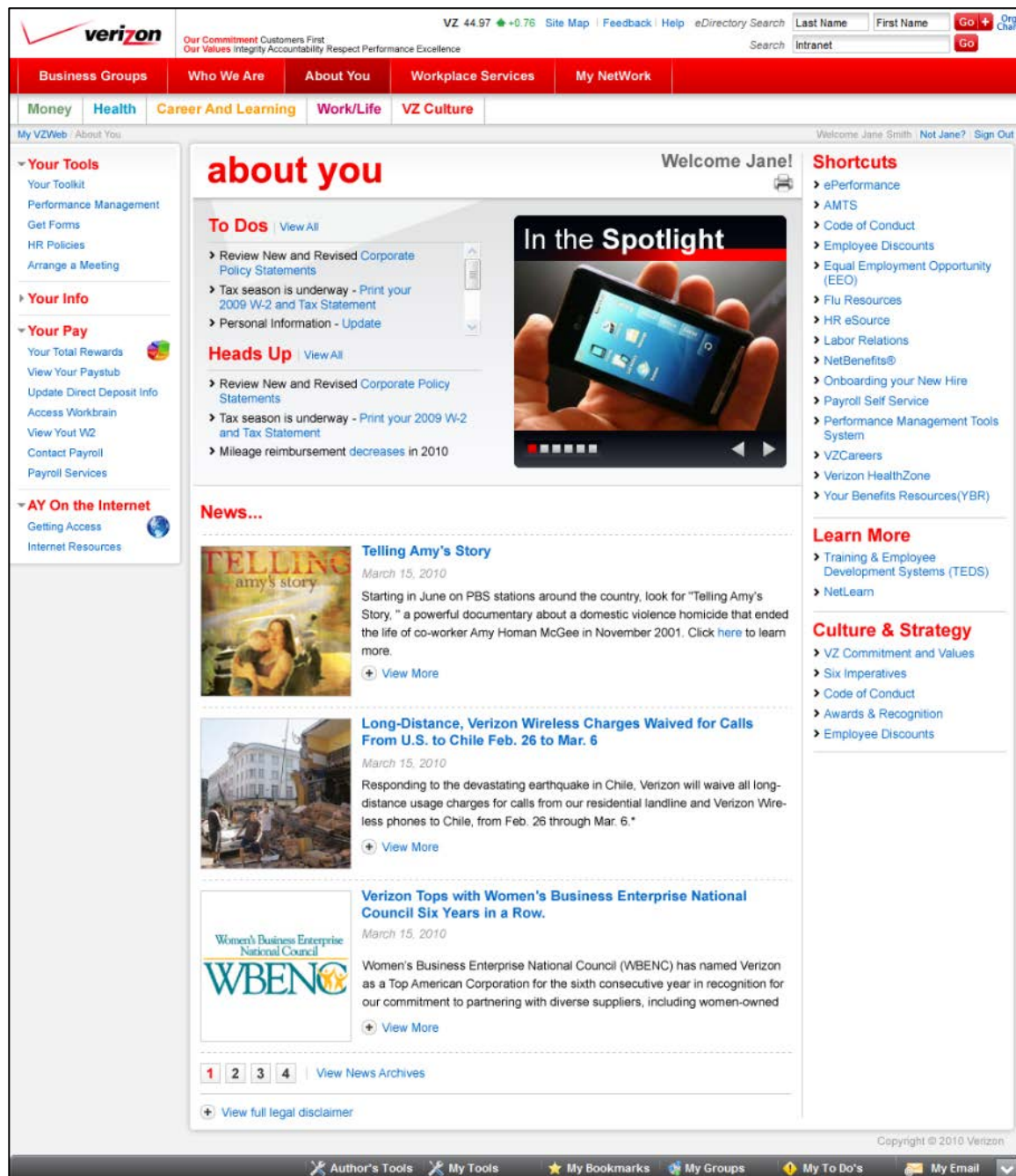


Image 88. Verizon Intranet: The Old *About You* Portal. When the Verizon team tackled redesigning *About You* in early 2012, its navigation scheme was a confusing collection of shortcuts and quick links that had accumulated and evolved over time. The *About You* homepage focused on news, shuttling off 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.”

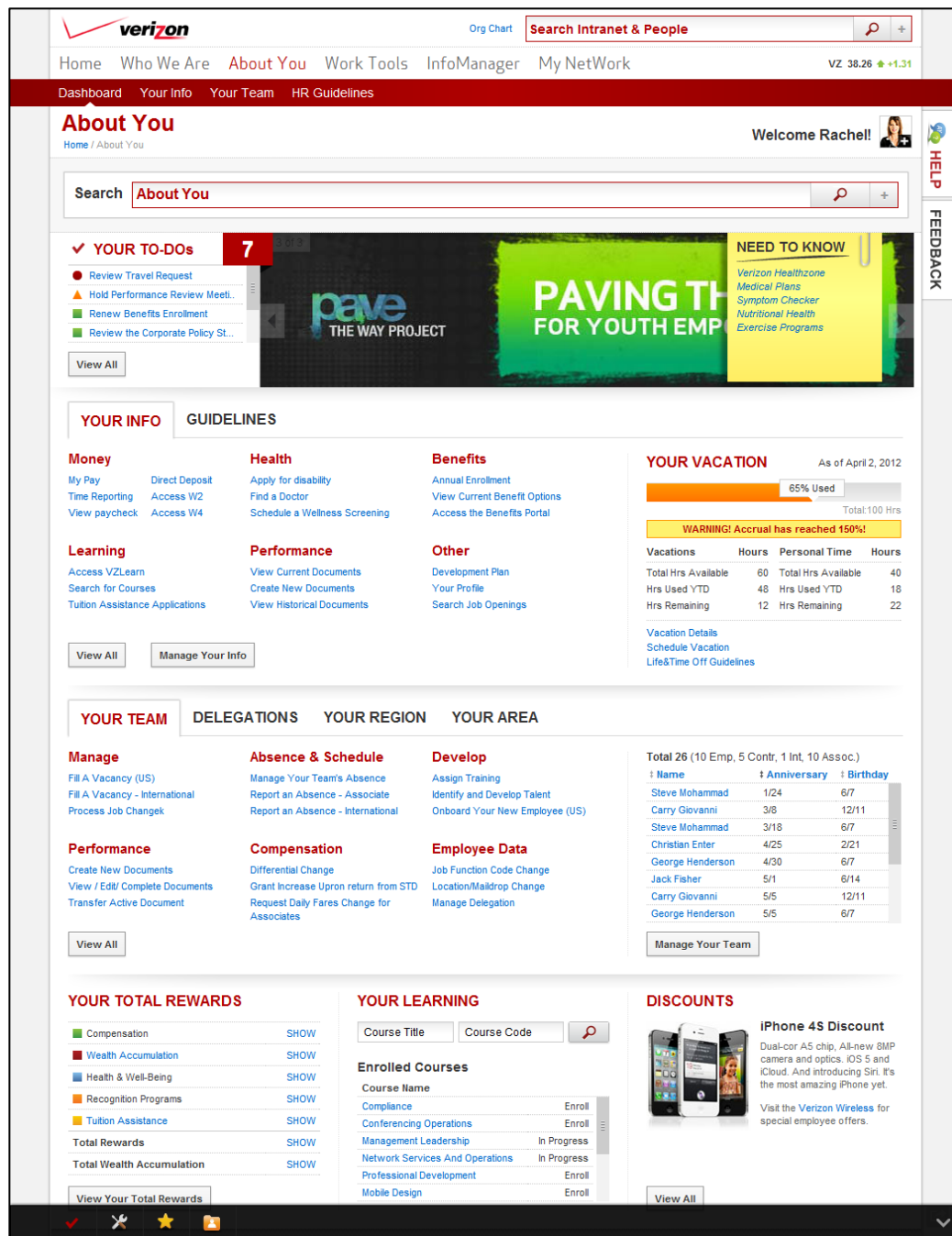


Image 89. Verizon Intranet: *About You* Content Organization. The Verizon team's first attempt at reworking *About You* aimed to improve content organization. A new navigation was created based on the results of card sort activities, and a new homepage that facilitated users toward transactions and important 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

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[WHO WE ARE](#)
[ABOUT YOU](#)
[WORK TOOLS](#)
[VZKNOWLEDGE](#)
[MY NETWORK](#)

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[Your Info](#)
[Your Team](#)
[HR Guidelines & Procedures](#)
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Having A Baby

[Home](#) / [About You](#) / [HR Guidelines & Procedures](#) / [Life and Time Off](#) / [Life Events](#) / [Having A Baby](#)

Welcome, **Rachel**

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](#)
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- [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](#)

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- [Access Benefits Connection](#)
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- [Access Performance Documents](#)
- [Find a Doctor](#)
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- [View/Update Direct Deposit](#)
- [View Your Paycheck](#)

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- [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](#)
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Verizon Communications (2015)

Image 90. 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.

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[WHO WE ARE](#)
[ABOUT YOU](#)
[WORK TOOLS](#)
[VZKNOWLEDGE](#)
[MY NETWORK](#)

[About You Home](#)
[Your Info](#)
[Your Team](#)
[HR Guidelines & Procedures](#)
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Your Capabilities

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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;suggest;new Product Development; IoT, M2M; Application Enablement; Application Architecture; Sensors Platform

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[Access Performance Documents](#)
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[HR Guidelines & Procedures](#)
[Health & Benefits](#)
[Information for Supervisors](#)
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Verizon Communications (2015)

Image 91. 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](#)

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[HR Guidelines & Procedures](#)
[Your Info](#)
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[View About You News](#)

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Verizon Communications (2015)

Image 92. 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 23. 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 24. 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.

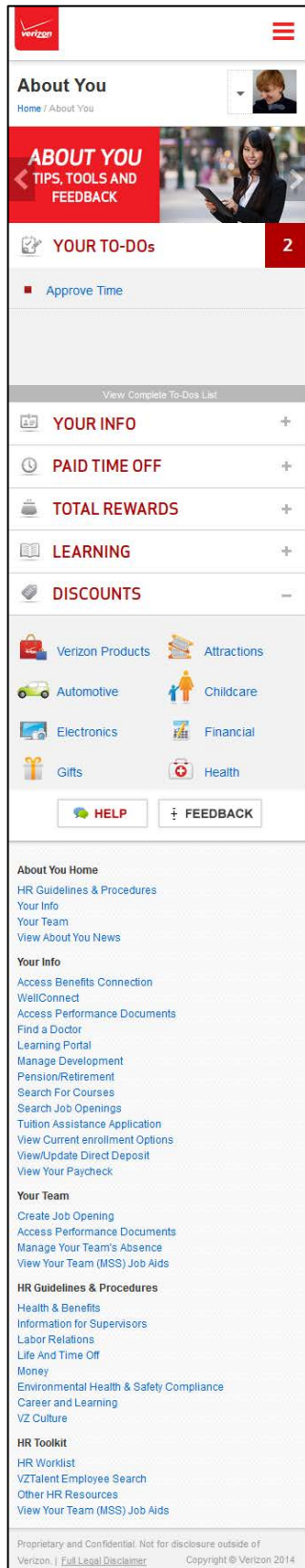


Image 93. Verizon *About You* Portal: Responsive Design for Mobile Viewing. The *About You* portal as viewed from a mobile phone. The sections are scaled down and collapse into accordions. The layout remains thematically the same as the desktop, but makes better use of the space. The various buttons and links are optimized for easy usage with a touch device.
[146_Verizon_12_HomeMobile_live.png](#)



Image 94. 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.

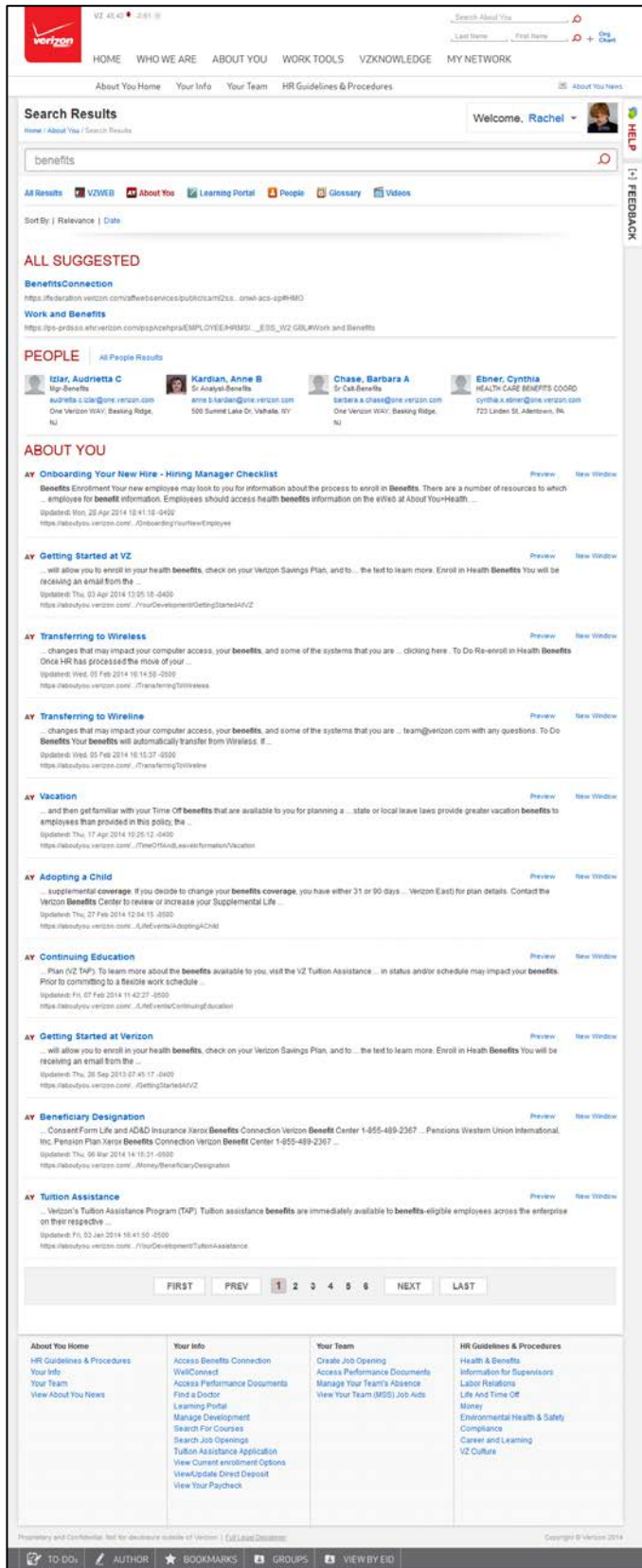


Image 95. Verizon Intranet: Search Results. The default search scope on Verizon's *About You* is to search only the *About You* domain and the *People Directory*. Search results are ranked by relevance with tuned and suggested links listed above the regular results. *148_Verizon_14_Search_li ve.png*

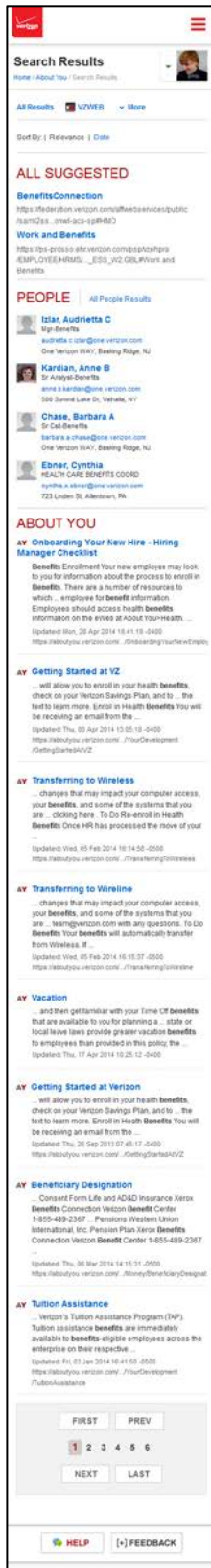


Image 96. Verizon Intranet: Design Applied to Mobile Search Results. Like the rest of *About You*, search results are responsive. The facets at the top collapse into a *More* menu, and the results for people are stacked. *Suggested links*, which account for the most common searches, remain easily accessible 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

Salini Impregilo SpA (2016)

OVERVIEW

COMPANY

Salini Impregilo is a global player in the construction sector and the leading international infrastructure company in the water segment. With more than 30,000 employees, the Group has been involved in the construction of dams and hydroelectric plants, hydraulic works, railways and metro systems, airports and motorways, and civil and industrial buildings for 110 years.

Headquarters: Milan and Rome, Italy

Company locations: Salini Impregilo has offices on five continents and operates in 50 countries across the globe, including the US, Europe, South America, Africa, Asia, and Oceania.

Locations where the intranet is used: In every location, both in offices and at worksites.

Annual sales: A backlog of approx. €33 billion in 2015 and a turnover of approx. € 4.2 billion.

THE INTRANET

Users: Approximately 1,800 employees from the Rome and Milan headquarters and nearly 1,000 employees from worksites around the world. The goal is to eventually include most key employees all over the world, though it is not possible to grant access to all employees (more than 30,000) as some work directly on worksites.

The user base is very diverse, with 80 nationalities accessing the site from different time zones and locations, including offices, construction sites, and isolated areas including deserts and forests. The users comprise different lifestyles, jobs, and work experiences (managers, secretaries, engineers, architects, workers, administration or ICT clerks, lawyers, and so on). Their intranet needs also differ. Workers and engineers might need to find information about projects similar to theirs (or to post a technical question to colleagues in other parts of the world), while managers might need to find organizational procedures and read the daily press release, and IT employees might need the latest company app manual.

Mobile approach: Responsive web design

Technology Platform: SharePoint 2013

TEAM

Design team: Approximately 12 internal and external people designed the front end (or took part in the approval process), developing the IA, the content map and workflows, governance, graphic design, and user experience. A software development team of eight internal developers and an external agency did the back-end development and architecture. Another group of 30 people were involved in design and development as contributors or testers, providing ideas, opinions, and optimization suggestions.

The company also partnered with Inarea Strategic Design to assist with many aspects of the development and rollout of the new intranet.

Leadership: Luigi Vianello, Corporate Identity & Communication Director; Emanuela Angori, Head of Corporate & Internal Communication

Design (creative services): Lisa Loianno, Head of Digital Communication; Michele Cali, Expert, Corporate & Internal Communication; Elisa Maiucci, Assistant, Corporate Identity & Communication; Maria Cristina Storti, Assistant, Corporate Identity & Communication; Simona Battistella, Senior Communication Consultant (Inarea Strategic Design Agency); Elena Dalla Massara, Senior Communication Project Manager (Inarea Strategic Design Agency); Annalaura Ruffolo, Usability Specialist (Inarea Strategic Design Agency); Silvia Santoni, Content Manager (Inarea Strategic Design Agency); Serena Prudenzeno, Community Manager (Inarea Strategic Design Agency); Emanuele Partemi, Graphic Design (Inarea Strategic Design Agency); Laurence Steinman, English Translator (Inarea Strategic Design Agency)

Development: Giuliano Baiocco, Program Manager Corporate Infrastructures, ICT Department; Elisabetta Colombo, Information Security Manager, ICT Department; Gianluca Farag, Data Center Manager, ICT Department; Raffaele Catapano, Customer Services Manager, ICT Department; Daniele Bruni, SharePoint Expert and Senior Software Manager (Inarea Strategic Design Agency); Pietro Di Costanzo, Software Architect (Inarea Strategic Design Agency); Anna Grifoni, Software Developer (Inarea Strategic Design Agency); Michele Mearini, Technical Manager (Inarea Strategic Design Agency)

Human Resources: Marco Ferrara, HR Operations and Industrial Relations Director; Anna Giovanetti, Organization and Reporting Manager; Antonio Garganese, Expert, Organization and Reporting; Erika Federico, Head of Change and Development; Alessandro Tiberi, Expert, Employer Branding

INTRANET TEAM



Team members shown here (top row, left to right): Lisa Loianno, Emanuela Angori, Michele Cali (above sign), Maria Cristina Storti, and Elena Dalla Massara; (bottom row, left to right): Sara Moretto, Serena Prudenzano, and Elisa Maiucci.

HIGHLIGHTS ABOUT THIS WINNER

- **Merger of Two Companies:** After Salini and Impregilo joined to make Salini Impregilo Group, the intranet team was tasked with facilitating the integration of the two different organizations and their employees, who were located in 50 countries. The solution, @work, greatly supports both the new and unique corporate culture and individual employees.
- **Homepage:** The homepage includes several features that unify employees from the merged organizations. A combination of messages from management, news, social, and project information help achieve this goal and keep all employees updated about the events, news, and successes of the Group all around the world.
- **Project Information:** The global presence map and related pages showcase, advertise, and make findable a multitude of details, images, and video about each construction project, which is the heart of the Salini Impregilo Group's work.

- **Responsive Design:** Employees with a wide variety of jobs — from engineers and architects to clerks and lawyers — might be located in offices or in extreme locations such as the desert or the bush. These employees can access their intranet, whether they are on the subway or riding in a jeep in the wild.
- **Rich News:** The *For information* section of @work keeps employees abreast of all important company news by compiling internal news, messages from the CEO, press releases, media mentions, interviews, and publications.
- **Varied Social Tools:** The *We@SaliniImpregilo* menu leads to four major social sections, including: employee selfies, a discussion forum, a corporate vocabulary wiki, and contests to stimulate creativity.

BACKGROUND

In January 2014, the Salini Impregilo Group was born from the merger of two companies: Salini and Impregilo. The two companies had two different intranets, and both were used primarily as document repositories. Neither had a strong or consistent corporate or internal communications approach. Moreover, the graphic design for both intranets was outdated, usability needed improvement, and it lacked social functions and functions to support strategic project information sharing.

After the merger, the Corporate Identity and Communication Department proposed the development of a new, single Salini Impregilo intranet, which would, as a first phase, help with the integration process of the two companies. Then, in the subsequent phase, the intranet would focus on helping employees keep up-to-date on Group activities, events, and news.

Goals

The new intranet was created to achieve the following goals:

- **Be an important integration tool:** Create a unique corporate culture and unify the behaviors of people from two different organizations and company cultures.
- **Support the change management process:** Make the sharing of the new corporate culture and processes easier.
- **Be a proactive tool to activate employees advocacy:** Support brand equity at an international level.
- **Be the main connection tool for employees:** Support employees working in locations around the world, doing different types of work, including work in extreme locations (deserts, forests, and so on). The intranet was intended to give employees a virtual 24/7 office, useful information, and working tools.
- **Activate a bidirectional communication stream:** Encourage a pro-active attitude and the circulation of shared know-how in a bottom-up process.
- **Promote employee participation in producing and updating content:** This content would include documents, project profiles, communities, and so on.

Approach

The intranet team needed to launch the new intranet quickly so that it could initially serve as a support tool for employees during the merger. This meant the team had to undertake a very pragmatic two-phase approach to its work. Team members referred to it as a “r-Evolution” in terms of corporate culture and engagement tools, and the phases were as follows:

- **Phase 1:** This phase launched in July 2014 with the Italian version of the site. It was released to 800 employees at the company’s headquarters in Rome and Milan. It contained corporate information, a document repository, apps and HR services, and an interactive address book. During this phase, the team engaged a group of 30 people who participated as contributors or testers and provided ideas, opinions, and optimization suggestions. These ideas and opinions helped the team optimize the first release.
- **Phase 2:** The second phase launched in December 2014 with the English version, and provided access for approximately 1,800 employees from the company’s headquarters and from Group work sites all over the world. This release included social functions and professional communities.

Challenges

Creating an intranet from two different companies is never easy. Creating an intranet to support a newly merged company adds a layer of complexity to an already complex project. The Salini Impregilo team overcame many important challenges to create the award-winning intranet featured in this case study, including:

- **Limited timeline:** In January 2014, the new Salini Impregilo Group was born. On March 3, 2014, the new Intranet Program began; by June 1st the new intranet was scheduled to launch. This short time frame was extremely challenging. The intranet team had to execute on a process that normally requires at least five to six months to complete. Moreover, the project took place during a challenging period of changes (new organizational charts, processes, and so on).

Although many things were in flux, the intranet team viewed this as an opportunity to use the new tool to help facilitate some of the changes that were happening simultaneously. “It was clear to us that we needed to launch a strong message of integration and Group cohesion to employees of two different companies, who had been in competition just a few months before,” says Emanuela Angori, Head of Corporate & Internal Communication. “The intranet was a perfect tool to create cohesion and networking.” For this reason, the top management asked the team to speed up the development process and put the new intranet online by June 2014.

- **An ongoing integration process:** Because the company was newly created and everything was still in progress (including department organizational charts, people allocation, and corporate strategic guidelines), the analysis phase of the intranet design process required more time than is typical, and content, procedures, and documents required a longer cycle of revision and fine-tuning. To a certain extent, the company leveraged the needs of the intranet design process to shorten some procedure-approval processes, and was able to do so thanks to strong co-operation between the Corporate Identity and Communication Department and other key departments, such as HR, Organization, and IT.
- **Limited resources:** The newly born Corporate & Internal Communication Unit coordinated the intranet project. Due to the limited internal resources available at the time, the unit decided to bring in external consultants, who were experts in internal communication and intranet platforms, and digital and social communication. The approval cycles required for every component of the project (content, graphic design, technical solutions, and so on), were time consuming and, given the short time frame, this was a successful solution.
- **Integrated communication strategy:** The Intranet Program was immediately inserted into the Group's integrated communication strategy and allowed employees to be engaged for the very first time in a shared communication process. The challenge was to include the intranet process in a coordinated communication workflow, integrated with other communication channels (media relations, advertising, web, and social). The internal and external communication teams worked as a unified team to give information to employees one minute before giving it to journalists and external stakeholders. This is not a widespread practice in other companies, where employees often learn what they know about the company through newspapers and other media channels. This model resulted in a more-complicated intranet governance, but allowed the organization to boost employee engagement and loyalty.
- **Increased document migration requirements:** Before starting the project, it was estimated that roughly 200 documents would need to be migrated from the two old intranet sites into the new one. After an in-depth analysis, however, the final number totaled 1,000 documents. All key departments were included in the analysis process, including Human Resources and Organization, Quality Environment Health and Safety, IT, Finance, Internal Audit, Planning, and Reporting. The complexity of the migration process doubled the amount of time initially estimated for document migration, significantly impacting the overall project timeline.

- **Expanded content scope:** At the beginning of the project, it was decided that the team would create an interactive map with in-depth information describing the 200 main construction projects in which the two companies had been actively engaged. The idea behind this decision was to give employees a wide view of Group expertise around the world. Because the project timeline was very limited, team members decided to initially populate this map with only limited public information, and expand it to include very technical data in the second phase. All this information was intended to be helpful for colleagues working on public bids or on worksites, giving them with a wide range of internal best practices, challenges, and lessons learned. To create the expanded view of the information, a network of approximately 50 people from around the world were engaged to provide technical data, key innovation data, challenges and applied solutions, images, videos, and file attachments.

The aggregation process was very complex and time consuming. Adding all this data to the new CMS took until the day before the new intranet was launched, but the end result was worth the extra effort: the team received compliments and thanks for giving users insight into the Group's activities all over the world for the first time.

- **Expanded functionality:** During the analysis and design phase, the team realized that some functions scheduled for the second phase really should be implemented during the first phase (examples include the competition section and the personal photo uploading function, so that they could provide employee engagement tools immediately). This additional work increased the project's scope, adding more graphic design, IT, and content development work and also increasing the internal approval cycles and testing requirements. "We published all we really needed during the first phase," says Angori. "And the effort was worth it. This let us receive a very good response — in terms of traffic, access, and use of the intranet — from the very beginning."
- **Efficient management of delays:** When the Intranet Program kicked off, the new site was scheduled to launch on June 1, 2014, to help reinforce the strong message of integration between the newly merged companies. The team was able to efficiently manage the enlarged scope of the content for the first phase and push the launch date out just one month, to July 1, and launch with a truly valuable intranet platform from day one.

The new intranet has really changed employees work life in terms of reach (headquarters and construction sites), corporate culture, knowledge sharing, and social networking; the team achieved this by working hard to overcome many challenges presented to them during the project.



Image 1. Salini Impregilo Intranet: Previous Intranets. The two previous intranets, the Salini intranet (shown here) and Impregilo intranet (shown below), were used as repositories for documents and news, and provided limited access only to people working at the company headquarters. Content was offered only in Italian. *130_Salini_Impregilo_01_Homepage_Previous intranet01.png*

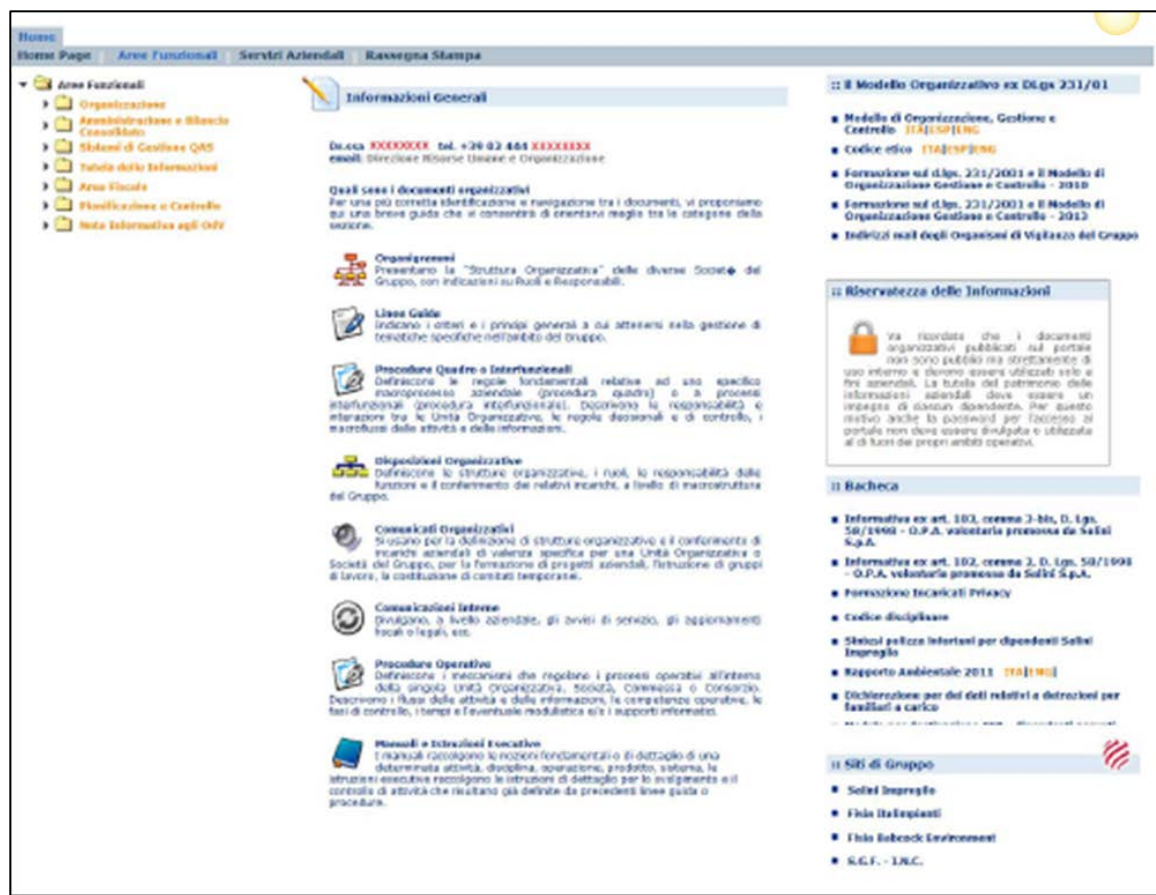


Image 2. Salini Impregilo Intranet: Previous Intranets. The Impregilo intranet before the new Group created a unified company intranet for the two merged companies. *131_Salini_Impregilo_02_Homepage_Previus intranet02.png*

DESIGN REVIEW

Homepage

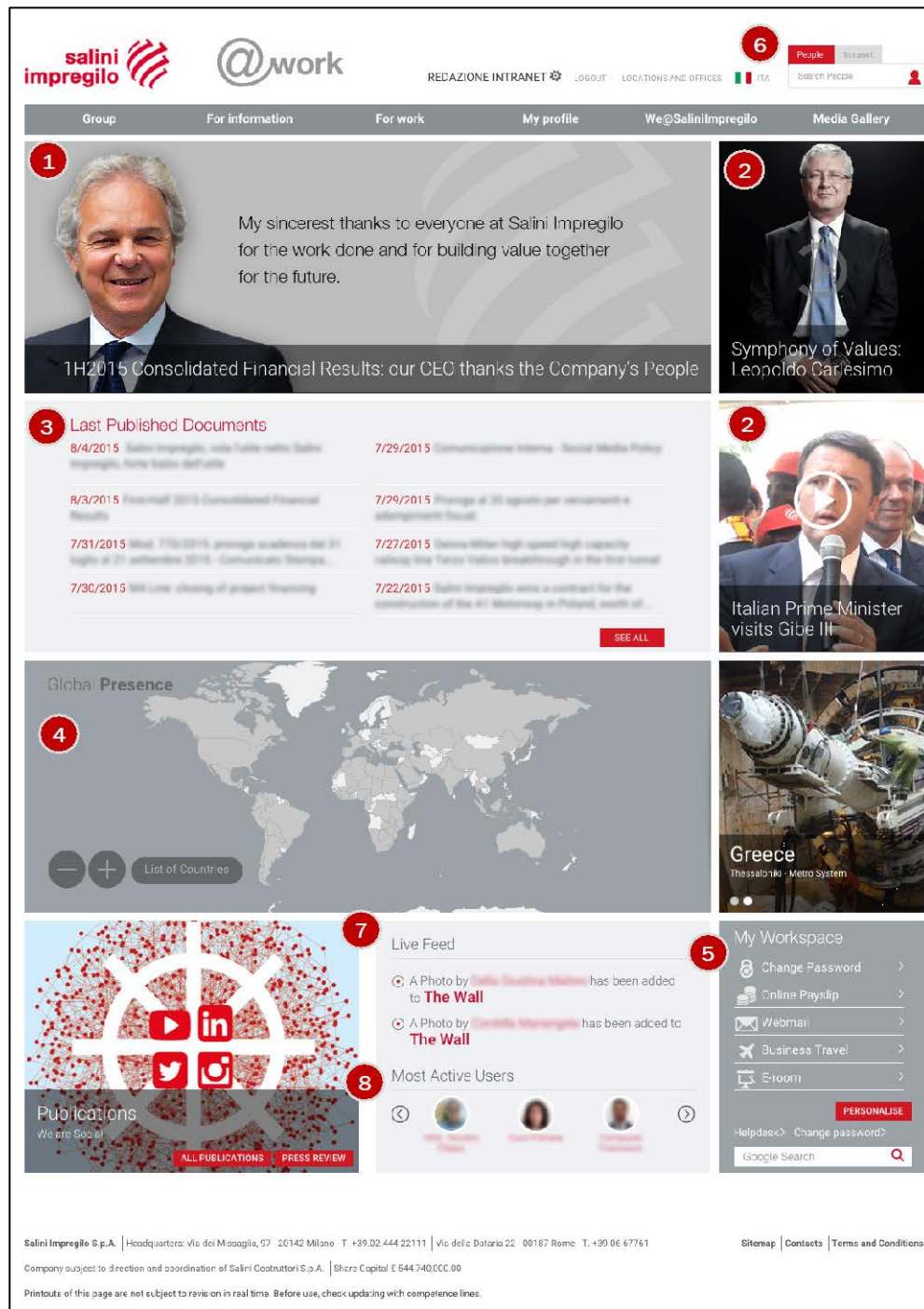


Image 3. Salini Impregilo Intranet: Homepage.
132_Salini_Impregilo_03_home_live today.png

Homepage Highlights

An elegant combination of text, images, and videos offers immediate information and keeps all the users acquainted with what's happening in the organization. It's not surprising that the @work homepage masters communication from upper management and company direction; a major goal of the design, after merging Salini and Impregilo, was to help integrate the cultures and processes of the two companies. Providing a message from the CEO, an executive message about core values, and showcasing a particular country are all smart choices for unifying and including employees from all around the organization.

1. **Hero Image:** The hero displays a large, attractive image of a smiling CEO, or the latest success reached within a project, accompanied by a simple headline statement. In this example, the intranet provides an opportunity to present a very visible, upbeat, unifying message from the leader or from the sites.
2. **Video:** A video box is positioned in the right rail, sharing the top horizontal space on the homepage. A clear image and two simple lines of text help employees quickly determine whether the video content interests them or not. These are important elements to include in any video message, so the information is accessible and users' expectations are set before they invest in clicking through and watching it. Offering information in videos can make the message seem more personal, show interactive elements, and make content more exciting than just reading it. Also, it allows employees who are at a latent point at work — such as waiting for a meeting to begin — to more passively interact with information rather than actively reading it.
3. **Documents:** The eight most recently published documents appear below the hero, displaying a short summary and date. These include a variety of news types and change regularly, reminding or informing employees about happenings.
4. **Global Presence:** This interactive map allows employees to find Salini Impregilo's 200 main construction projects (completed or ongoing) around the world. This gives all employees a sense of belonging and of pride for the expertise and the work being done. Project managers update each project file so the information is accurate and up-to-date. Features such as this can make each project team feel a sense of accomplishment, and that their project is interesting and important. For employees who are not part of the project team, making the information about the project available can bring them into the fold. This also enables employees to share know-how and best practices. The project files are organized by type — such as dams and plants, and railways and metro — and can be filtered by keywords. People can browse projects, and the search-related features make it simple to find projects by particular type.
5. **My Workspace:** Here, logged in users can change their passwords, see their pay slip, get information about business travel, and access personal webmail.

6. **Search:** Search, which appears on every page, allows employees to search the entire @work intranet for news, people, projects, and documents. The location of this feature makes these very common tasks readily accessible.
7. **Live Feed:** This area lists the most recent social sharing. Features such as this can help people from all around the organization share and feel heard, which boosts networking and people engagement.
8. **Most Active Users:** This slider displays the names and photos of the employees who have participated the most in the social feed. Arrows to the right and left allow employees to scroll and see more of the most active users. Because any one of these users could be working in a city, a desert, a forest, or almost anywhere else, this type of feature helps employees share their experiences with their colleagues in 50 countries.

Communication: *For Information*

salini impregilo @work

REDAZIONE INTRANET LOGOUT LOCATIONS AND OFFICES ITA

People Intranet Search People

Group For information 1 For work My profile We@SaliniImpregilo Media Gallery

News From the CEO Press Releases What Media Say Interviews Publications

News and Interviews 2

03/06/15 1H2015 Consolidated Financial Results: our CEO thanks the Company's People

29/07/15 Salini Impregilo's Social Media Policy: a new path

27/07/15 Integrated system: Ethiopia Branch Roll-Out successfully completed

27/07/15 Terzo Valico: excavation of the Campasso Tunnel completed

What Media Say 3

04/08/15 Salini Impregilo, ricavi in rialzo e Usa nel...

04/08/15 Salini Impregilo, vola l'utile netto Salini...

04/08/15 Balzano i profitti di Salini nel semestre

04/08/15 Boom dell'utile netto di Salini Impregilo

04/08/15 Salini Impregilo in linea con attese

23/07/15 Salini Impregilo ai massimi in Borsa

Press Releases 4

03/08/15 First-Half 2015 Consolidated Financial...

30/07/15 M4 Line: closing of project financing

27/07/15 Genoa Milan high speed high capacity...

22/07/15 Salini Impregilo wins a contract for the...

14/07/15 Alberto Giovannini as new Chairman...

14/07/15 Renzi visits Salini Impregilo's Dams in...

SEE ALL

My Workspace

Change Password >

Online Payslip >

Webmail >

Business Travel >

E-room >

PERSONALISE

Google Search

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Image 4. Salini Impregilo Intranet: *For Information* Section.
 133_Salini_Impregilo_04_For information_Subhomepage.png

Communication: *For Information* Highlights

The *For information* area has information about what the company is communicating to employees and to the media, as well as what the media is saying about the company. Understanding news and the press in this way makes for a better, more informed employee.

Information that's posted on the intranet is also transmitted, almost simultaneously, to media outlets, the company's public-facing website, and its social networks. To streamline the process, the team built an internal information workflow that focuses the team of eight internal people and three external people so they can work simultaneously and in a coordinated way.



1. ***For Information* Menu:** The *For information* section of @work is the second link in the global navigation menu. It includes links to several sections: news, messages from the CEO, press releases, media mentions, interviews, and publications. These areas let employees do everything from read interviews with top management to watch corporate television clips.

Note that, for any responsive site, it can be difficult to determine what will appear when a global navigation item is hovered over on a desktop or tapped on a tablet. In this case, a main section page opens when the main tab's link is invoked. This page has information that is actually helpful, and is not just a superfluous page to get past this common IA challenge.

The main page of @work's *For information* section has key information about governance changes, company and project performance, sectorial megatrends, internal strategic projects and initiatives, and so on.

2. ***News and Interviews:*** The main content section of this page is dedicated to the top news and interview items, each listed with clear text, a date, and an associated image. Streamlining the news here helps employees get a solid — albeit brief — update in just a few moments.
3. ***What Media Say:*** Dated news headlines about Salini Impregilo summarize the latest items published by the media. Curating items saves employees time and motivates them to read about what the world is saying about their organization. The section heading is clear and readable. The PDF icon warns users that the file is an Adobe document. The red *See All* button below the list leads to the full *What Media Say* page.
4. ***Press Releases:*** The *Press Releases* column, to the right of *What Media Say*, is set up the same way, with a date, headline, PDF icon, and *See All* button below. The mimicked layout helps users acclimate quickly on this page and focus on content rather than layout.

Global Presence Map

REDAZIONE INTRANET
LOGOUT
LOCATIONS AND OFFICES
ITA

People
Intranet
Search People

Group
For information
For work
My profile
We@SaliniImpregilo
Media Gallery

About Us
Governance
Sustainability
Global Presence
Our History

Global Presence

4

4

List of Countries

5

Keyword

Dams & Plants
Motorways, Roads & Bridges
Railways & Metro
Airports & Buildings


Completed
Ongoing
All

GO


Choose a project on the map or use search options

1

Featured Projects



GREECE
Thessaloniki - Metro System
It comprises a single 16.8 km line running the entire...



PANAMA
Extension of the Panama Canal – Third set of locks
The project will allow the transit of larger ships

2

PROMOTE YOUR PROJECT

3

New Contracts

POLAND
A1 Motorway - Poland
The works include three junctions: Rzęsawa, Lgota, Blachownia.

QATAR
Shamal – Residential Area
The entire area for residential development measures 1,043 hectares and is connected to Doha...

POLAND
Wroclaw (Breslavia) - Design and build S3 Expressway
The value of contract is €135 million

POLAND
Gdansk - Krakow, construction of S7 Chęciny – Jędrzejów
The value of contract is €143 million

NIGERIA
Suleja - Dualisation of the Suleja Minna road (Phase II)
The value of contract is € 112 million. The project's function is to improve urban mobility of the region.

TURKEY
Cetin hydroelectric plant - Province of Siirt
Cetin is a sustainable project, capable of supplying Turkey and Europe with clean energy

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Image 5. Salini Impregilo Intranet: Global Presence Map.
134_Salini_Impregilo_05_Global Presence.png

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927

Global Presence Map Highlights

The *Global Presence* map is accessed via the homepage and the *Group > Global Presence* menu. Project managers can showcase their team's work, and employees can get a true sense of the company's core business. On a computer or from a mobile device, @work enables content managers to update their projects files. Employees can browse the features and new projects or use the search functionality to find specific projects. Offering both paths takes into consideration various employee tasks and mental models.

- 1. Featured Projects:** Periodically, the Communications team chooses projects that encompass something special, different, or interesting and puts them in the *Featured Projects* section. Each featured item displays an image of the project, the country where it is located, and a short description. The team chooses three projects that encompass something special or different, or three projects from different sectors (dams, motorways, and so on) to stress the company's various activities.
- 2. Promote Your Project:** Project managers can suggest that their projects be featured by clicking the *Promote Your Project* button; this opens a page with a form they can fill out to submit text, images, or videos about their particular project. The Corporate Communications team reviews these requests to choose the featured projects.
- 3. New Contracts:** As soon as a new contract is signed, the Communication team uploads the information to the intranet to keep everyone updated.
- 4. Map:** The map at the top of the page is clickable (on each country), but users who would rather see words — that is, a list of countries by name — can click the *List of Countries* button.
- 5. Search for Projects:** Employees can search for projects by typing a keyword in the project search on the right, or they can use filters to choose types of projects (such as *Dams & Plants; Motorways, Roads & Bridges; Railways & Metro; and Airport & Buildings*) or projects by status (*Completed, Ongoing, and All*).

Country Page

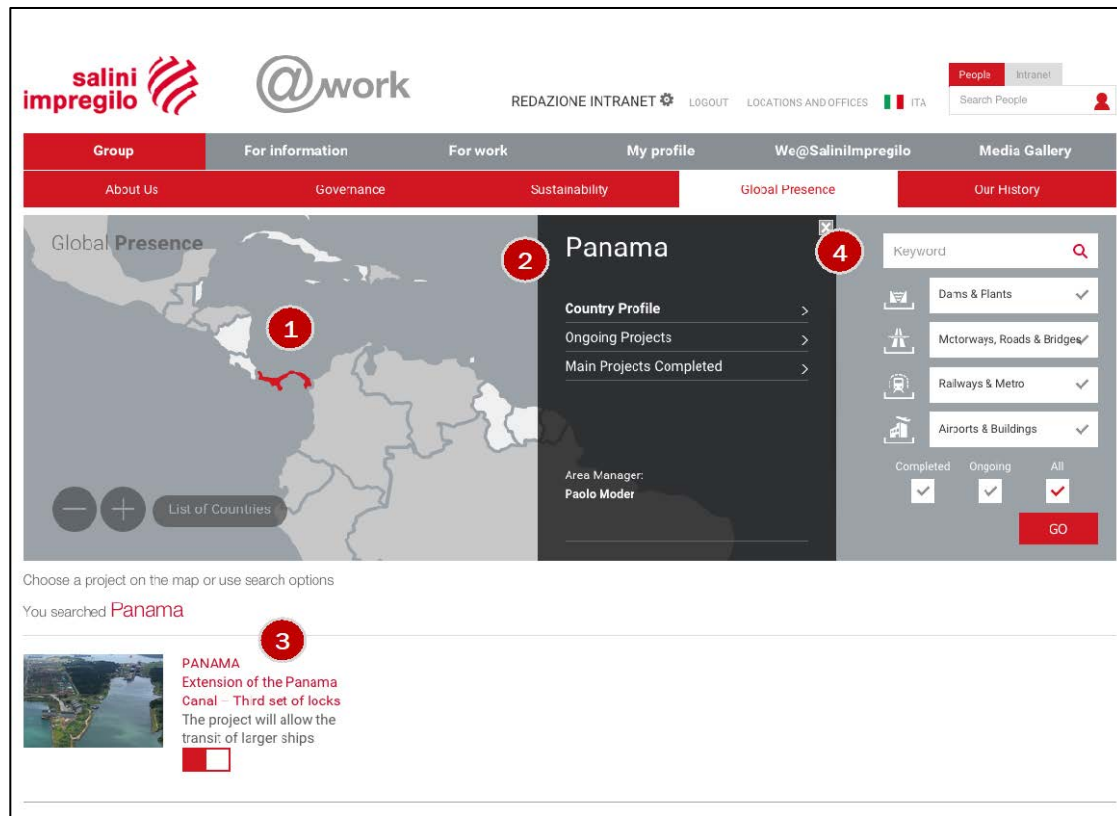


Image 6. Salini Impregilo Intranet: Country Page.
135_Salini_Impregilo_06_Global Presence_Panama.png

Country Page Highlights

- 1. Country:** Clicking on a country in the map offers immediate feedback by changing that country's color to red and opening a modeless box.
- 2. Box:** The box includes the country name, *Ongoing Projects* and *Main Projects Completed* in that country, and the area manager's name. The box also includes a link to the *Country Profile*, which has useful information about the country, health and safety procedure updates, and documents needed to enter.
- 3. Below the Map:** Underneath the map, @work repeats the user's query and lists the country name and all the related projects (active or completed), including a name, thumbnail of a project photo, and part of the project summary.
- 4. Search:** Employees can also search again from this page, using keywords and filters.



Project Page Highlights

Project pages contain a wide variety of information about each project, from technical information to contacts. All of this information, which includes telling points, such as the skills of the people on the team, a summary of the project's technology innovations, and links to similar projects, helps other Salini Impregilo employees become more familiar with projects and construction sites. This can help them plan current and future work, and connect with and learn from one another based on specific work they are doing or have done.

- 1. Project Story:** The full story of the project appears in the page's main content section. Important points are called out in bold, and videos, maps, and photographs enrich that colorful content.
- 2. Profile:** In the right rail the top *Project profile* section lists the basic project information, including client, supervision, contract type, area and project managers, when the work started, the project duration, and current status.
- 3. Technical Information:** More specific technical information appears below this section on the right.

Image 7. Salini Impregilo Intranet: Example Project Page.
136_Salini_Impregilo_07_Global Presence_Project File.png

Social Media Section

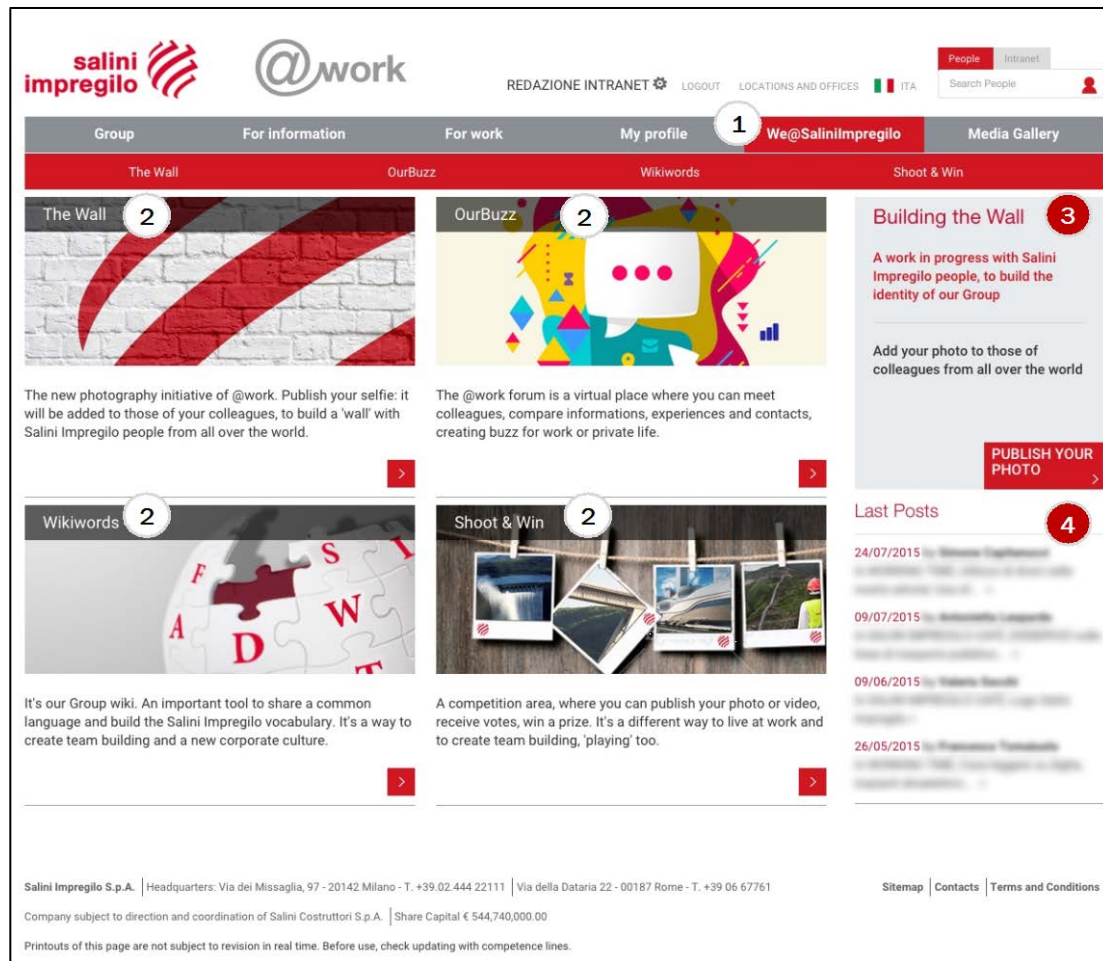


Image 8. Salini Impregilo Intranet: Social Media Section.
137_Salini_Impregilo_08_WeSaliniImpregilo.png

Social Media Section Highlights

These social sections make it easier for employees around the world to get to know one another other and to network, allowing them to exchange experiences and knowledge.

1. **We@SaliniImpregilo:** The fifth global navigation link, *We@SaliniImpregilo*, leads to four major social sections on @work: *The Wall*, which features employee selfies; *OurBuzz*, a forum for asking questions and posting ideas; *Wikiwords*, for stating and updating corporate vocabulary; and *Shoot & Win*, which offers contests to stimulate creativity.
2. **Social Section Descriptions:** The four social sections are described on the main page, with a title, image, and short (but helpful) description. A red button with an arrow below each description leads to the respective pages.
3. **Promotion:** Because *The Wall* is a new intranet section, a call to action entitled *Building the Wall* appears in the right rail. The descriptive text below informs employees that this is “a work in progress” that can help “build the identity of the group,” and reinforce team spirit. The goal is to help convince people to participate. The call to action, *Add your photo to those of colleagues from all over the world*, can help individuals feel like they are part of something much greater than just a bank of ID photos. A red *Publish Your Photo* button completes the strong call to action.
4. **Last Posts:** The lower part of the right rail displays activity date and lists the latest social entries made.

Corporate Language

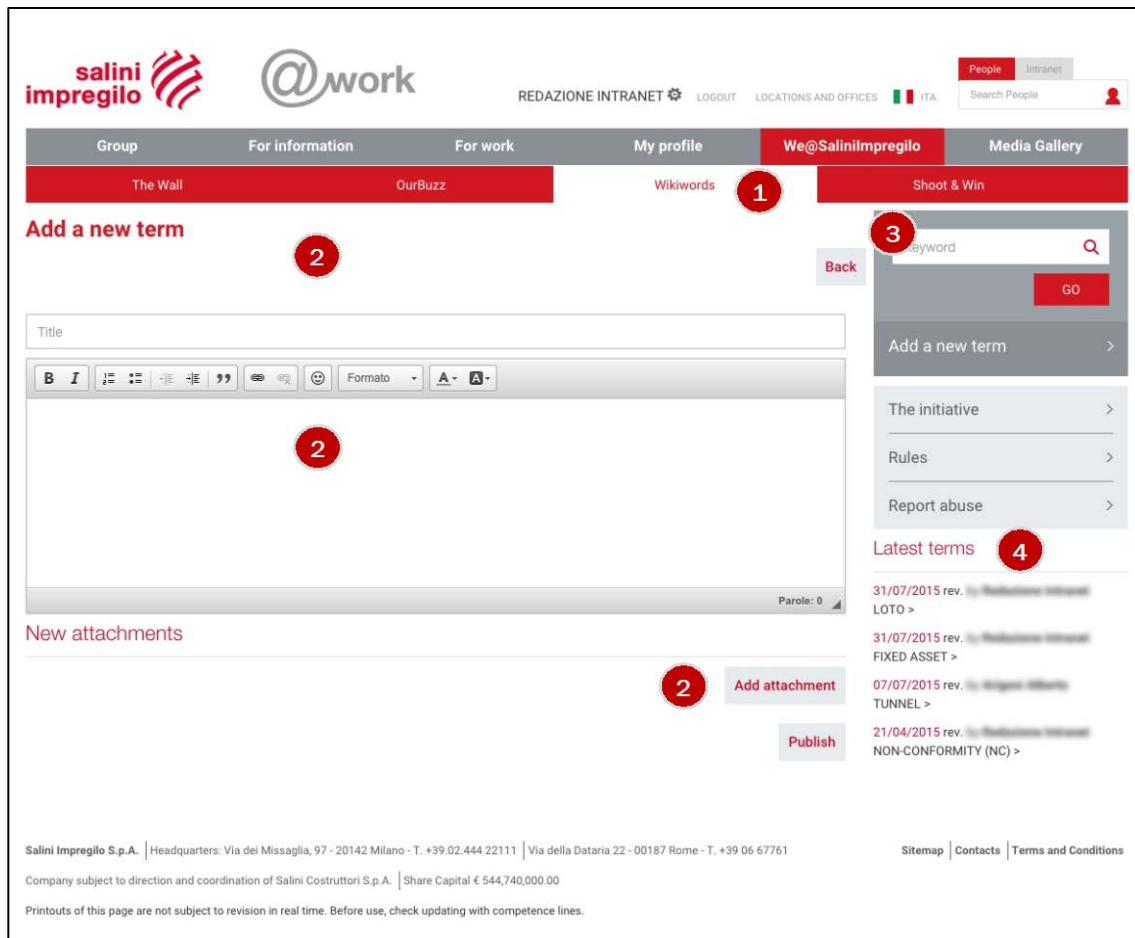


Image 9. Salini Impregilo Intranet: Wikiwords.
 138_Salini_Impregilo_09_Wikiwords_Technical terms entry.png

Corporate Language Highlights

Wikiwords helps new employees and those who are new to or unfamiliar with a particular topic, project, or idea quickly learn the related corporate language, jargon, and acronyms. Changes and additions are saved and visible, keeping a record of the progressive construction of the Salini Impregilo vocabulary and its contributors.

1. **Wikiwords:** Employees can search, read, add, or edit terms here. They can also attach related photos or documents for a more thorough description.
2. **Add a New Term Form:** Employees can add a title for their entry, add information in a rich text field, and attach items.
3. **Related Actions and Information:** In the right rail, users can not only search for and add new terms, they can also read about why this feature is on the intranet, access its rules, and report abuse or issues. This information can help keep the feature up-to-date and useful, and make employees feel confident about how they should be using it.
4. **Recent:** The *Latest terms* are listed at the bottom of the right rail, displaying the date and title of the activity.

Photo and Video Contests

salini impregilo @work REDAZIONE INTRANET LOGOUT LOCATIONS AND OFFICES ITA Search People

Group For information For work My profile **We@SaliniImpregilo** Media Gallery

The Wall Our Buzz Wildwords **Shoot & Win** 1

The Initiative 3 The Favourites 4

Active Contest

Shoot & Win 2015

Snap & Win 2014

> The contest

> Published photos

Titolo THE STORM IS COMING OVER THE CROSSBEAMS
Autore: [redacted]
Luogo: GEORGIA
Progetto: CONSTRUCTION OF NEW KUTAISSI BYPASS FOR ZESTAFONI - KUTAISSI - SAMTREDIA SECTION OF THE EAST-WEST HIGHWAY
2

Titolo Intruso in cantiere
Autore: [redacted]
Luogo: Panama
Progetto: Ampliamento del canale di Panama
1

Titolo Beauty is in the eye of the beholder
Autore: [redacted]
Luogo: ETHIOPIA
Progetto: BELES
1

Titolo Noi costruiamo il Futuro del Mondo
Autore: [redacted]
Luogo: Sede di Milano
Progetto: Hall - sede di Milano
1

Titolo Gibelli - Tormenta ed Estasi
Autore: [redacted]
Luogo: Etiopia - Africa
Progetto: Gibelli
1

Titolo "Dentra" la Powerhouse
Autore: [redacted]
Luogo: Uganda
Progetto: Bajajjala Hydropower Project
1

Published Photos

Titolo Panoramica
Autore: [redacted]
Luogo: Cameron Highlands - Malaysia
Progetto: Ulu Jelai Hydroelectric Project
1

Titolo Noi costruiamo il Futuro del Mondo
Autore: [redacted]
Luogo: Sede di Milano
Progetto: Hall - sede di Milano
1

Titolo Traffic Jam in Swakopmund
Autore: [redacted]
Luogo: Namibia
Progetto: Neckartal Dam
1

Titolo Relazioni pericolose
Autore: [redacted]
Luogo: Panama
Progetto: Extension of the Panama Canal - Third set of locks
1

Titolo Daily working life
Autore: [redacted]
Luogo: Milano
Progetto: Sede Salini Impregilo
1

Titolo Aspettando l'invaso
Autore: [redacted]
Luogo: Colombia
Progetto: Idroelettrica Sogamoso
1

< 1 2 3 4 5 6 7 >

SEE ALL

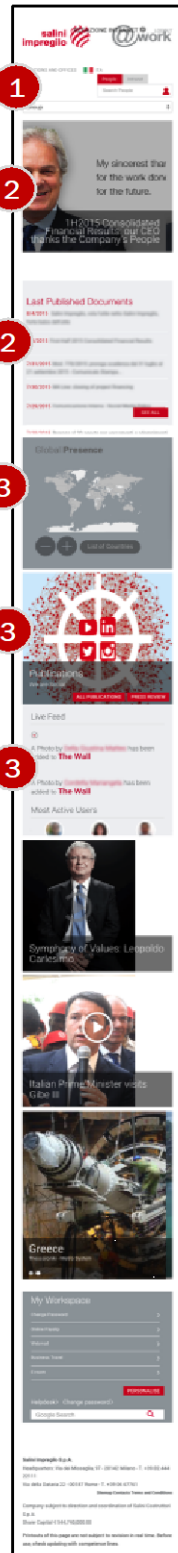
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Image 10. Salini Impregilo Intranet: Photo and Video Contests.
139_Salini_Impregilo_10_Shoot&Win.png

Photo and Video Contests Highlights

1. **Shoot & Win:** This section features photo and video competitions, a fun way for employees to show their work and their personality. Topics for these contests include *Salini Impregilo in one snapshot*, *Salini Impregilo in a detail*, and *Nature viewed from our worksites*. Suggesting specific topics and making this initiative a series of contests are clever ways to encourage participation.
2. **Vote:** Even if users are not actually sharing photos or videos, they can still participate easily and quickly by browsing the posts and voting on them, which helps to determine the winner.
3. **Additional Information:** The left column gives employees information that helps them understand what the contests are about, as well as view active and past contests.
4. **Favorites:** The most liked photos appear on the main page under *The Favourites*, while *Published Photos* includes all the posted images from users (in temporal order).



Mobile Highlights

The responsive choices prioritize important elements and show them first and clearly in the phone UI.

- 1. Search and Navigation:** These are simple, large tap targets that appear at the top of pages.
- 2. Messages:** The most relevant messages and news appear before scrolling. Text is clear, legible, and remains on-brand, even on a small screen.
- 3. Sections:** Aesthetic chunking using headings, background colors, larger images, and same vertical height for sections make it easy to tell when a new section appears. These elements also make it easy for employees to scan and acclimate as they scroll and pause on sections.

Image 11. Salini Impregilo Intranet: Homepage Mobile View.
140_Salini_Impregilo_11_Mobile view_Homepage.png

DESIGN PROCESS AND USABILITY WORK

Benchmarking and Listening to Users

The intranet team began the design process with an initial benchmarking and analysis phase; it also took advantage of listening to its audience.

- **International benchmark:** The team tried to identify the best (and most appropriate) intranet case studies from companies around the world. With few construction sector intranets to learn from, team members looked instead to companies from other business sectors that had similar corporate and communication needs.
- **Three focus groups:** In an effort to listen to users, the team conducted three bottom-up focus group sessions with 20 Salini Impregilo employees of different ages, genders, and roles. Participants were asked how they used the two previous intranet portals, what their needs were, and what they would like to find in a new intranet that could simplify their work.
- **One-on-one interviews with 30 top Salini Impregilo managers and key users:** Participants in these interview sessions were drawn from different departments and asked how the intranet had been helpful in their work activities, and in what ways a new intranet could make their work easier.
- **Call for intranet names:** The team put out a call for naming suggestions for the new intranet to a limited number of users (not to all employees) and received 10 suggestions. The CEO made the final decision, choosing *@work* to represent the intranet's value in terms of its contribution to Salini Impregilo's daily work and company growth.

The preliminary feedback gained from these various activities was collected and organized into a series of reports that aggregated the research data alongside users' opinions. This type of holistic analysis was useful to help the team gather more in-depth information about the intranet design and the direction of future development.

"The interviews and focus groups were extremely helpful for us," says Simona Battistella, Quality Supervisor, Inarea Strategic Design. "For instance, the need for the *Global Presence* section, with projects presentations, technical data, and useful data for similar projects or bids, was confirmed and detailed thanks to users' feedback and ideas."

Another useful idea collected during these sessions was the need to optimize the search engines so that users could find documents in the quickest way. This led to the development of specific search engines for each section.

User engagement did not stop with the planning phases. Following the completion of the development stage in Phase 1, the team conducted a two-week beta test with members of different departments who had participated in the focus groups. These tests gave team members great insights into the user experience of the new site and gave them an opportunity to optimize some functionality before the site went live.

During Phase 2, the design team took a similar approach, asking people who had participated in the original focus groups for feedback on design prototypes created for the new social features.

These repeated outreach efforts helped the team avoid some possible missteps.

All of these engagement activities also helped strengthen the idea that user feedback is critical and should become a formal, ongoing part of the intranet evolution — not merely a resource used to help launch features. In 2015, the company launched a new online community called *Communication Lab*, which is a forum where users can provide feedback on intranet needs and suggest ideas about communication initiatives, and at the same time become intranet ambassadors.



Information Architecture

One of Salini Impregilo's intranet communication and UX goals was to transition to an IA based on tasks and user needs to both optimize and simplify content availability. During the interviews and focus groups, the communication team introduced users to the first draft of the new IA. The team showed the users the proposed grouping and asked if the approach fit their initial expectations about how the content section should be organized.

The final top-level menu categories were derived from these shared analysis activities. The title of each category reflects the type of content it contains and indicates the user's goal or need to access it:

- **Group:** This category contains all corporate information, including company profile; financial statements and results; business sectors; group structure and identity; governance and group policies; sustainability (policy, reports, and KPIs); company history, including an interactive timeline; and information about the Group's global presence, including an interactive map and thematic search engine to access ongoing and completed projects.
- **For information:** This category contains Group news, press releases and press reviews, interviews and video interviews with top management and colleagues, Group or specialized publications, and CEO communications.
- **For work:** This category contains everything useful for daily work, including documents (manuals, guidelines, forms, procedures, organizational charts, and so on); online professional communities (collaborative interactive workspaces for staff members related by project, business area, or professional status); training calendars; online courses; and so on.
- **My profile:** This category contains tools and administrative documents, including pay slips, travel procedures and forms, Group insurance policies, pension fund, commercial offers for Salini Impregilo employees, and so on.
- **We@SaliniImpregilo:** This category contains all social features and networking tools, including:
 - **The Wall:** a mosaic of Salini Impregilo employees' photos.

- **Our Buzz:** a forum for employees to get to know each other better by sharing experiences, contact info, and so on.
- **Shoot & Win:** photo and video contests to stimulate the creativity of employees and let them experience company life in a different way.
- **Wikiwords:** a corporate wiki to develop a company vocabulary; it contains important technical terms and supports the corporate culture through user-generated content.
- **Media Gallery:** This category contains all Salini Impregilo multimedia content, including images; corporate videos (including TV and radio clips about the Group, video interviews with members of top management, and Salini Impregilo institutional videos and advertisements); work site videos (about the site's progress, institutional visits, success stories, and so on); and the *Symphony of Values* section (featuring video storytelling).



















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LOGOUT
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ITA

People
Intranet
Search People

Group
For information
For work
My profile
We@SaliniImpregilo
Media Gallery

Guidelines, Manuals and Models
Org. Charts, Procedures, Communications
Training
Professional Communities

Date	Corporate Department	Type	Title	Personalise View
29/07/2015	Corporate Identity and Communication	CI	Comunicazione Interna: Social Media Policy	
07/07/2015	Human Resources and Organisation	CO	Direzione Generale International Operations - Responsabilità figure	
03/07/2015	Human Resources and Organisation	CI	Comunicazione Interna: Missioni giornaliere luglio 2015 - Sede Milano	
01/07/2015	Human Resources and Organisation	CO	Comunicato Organizzativo: Norme Responsabilità Controllo Tecnico Economico & Area	
26/06/2015	Human Resources and Organisation	CI	Comunicazione Interna: Regole per l'utilizzo della posta elettronica aziendale	
24/06/2015	Top Management	CI	Processo e regole gestione impianti a incineratori	
23/06/2015	Human Resources and Organisation	CI	Accordo sindacale del 17 giugno 2015 in merito all'addebi - settore internal delicati	
19/06/2015	Human Resources and Organisation	CI	Trasmissione verbale e accordo sindacale del 17.06.2015	
18/06/2015	ICT	NO	Key User Area Data e Application	
18/06/2015	Top Management	CO	Comunicato Organizzativo: Direzione Area Controller	
15/06/2015	Top Management	CI	Comunicazione Interna: Processi e regole gestione consulenze	
12/06/2015	Human Resources and Organisation	CO	Comunicato Organizzativo: General Manager Domestic Operations	
10/06/2015	Human Resources and Organisation	CO	Comunicato Organizzativo: Area Controller Department	
08/06/2015	Human Resources and Organisation	CO	Comunicato Organizzativo: Area Manager Area Data Controller e Controllo	
08/06/2015	ICT	NO	Key User Comments	

Keyword
Date
Corporate Department
Type
GO

Helpdesk >
Video Tutorial >

Legenda
The documents on the page are the most recently published
OR = Organisational Charts
QI = Standard Procedures
PO = Operating Procedures
DO = Organisational instructions
CO = Organisational Communications
CI = Internal Communications
MO = Forms
NO = Operating Notes

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Image 12. Salini Impregilo Intranet: *For work* Section. To help simplify search, the team organized the *For work* section within *Guidelines, Manuals and Models* and in *Organizational Charts, Procedures and Communications*. Moreover, inside each section, the team activated a specific search engine that directly locates the document of interest according to publication year, keywords, type of document, or area or subject. *141_Salini_Impregilo_12_For Work_Organizational charts_Procedures_internal communications.png*

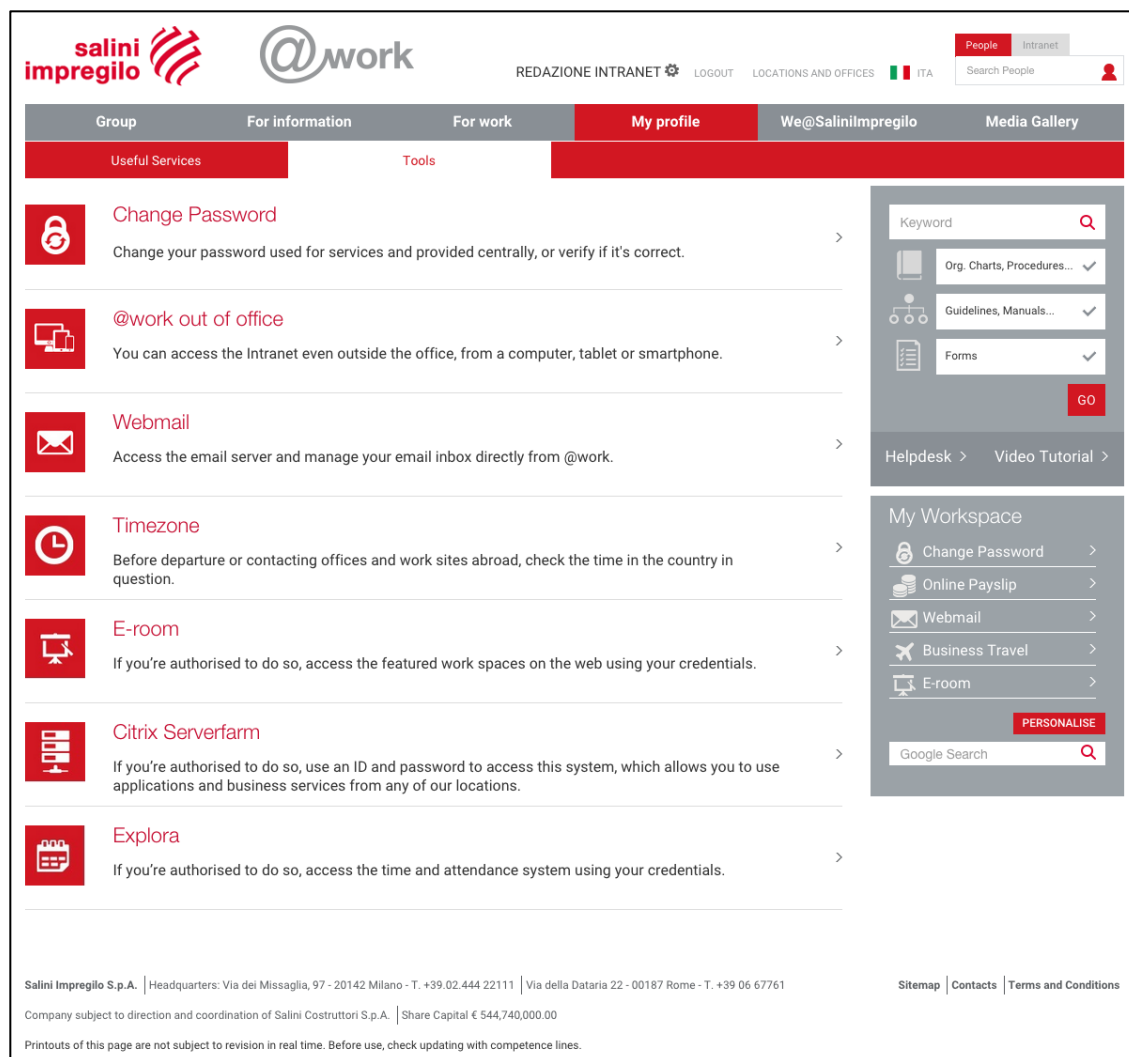






Image 13. Salini Impregilo Intranet: *My profile*. In *My profile*, users can find tools and apps for personal administrative use and other work services, including online pay slip, business travel forms and expense reports, insurance policies and pension funds, the option to change their password, direct access to personal webmail, and access to working tools and server farms to share documents with colleagues. *142_Salini_Impregilo_13_My profile_Tools.png*

REDAZIONE INTRANET
LOGOUT
LOCATIONS AND OFFICES

ITA

People
Intranet
Search People



Group
For information
For work
My profile
We@SaliniImpregilo
Media Gallery

Work sites Videos

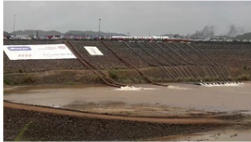
Corporate Videos

Symphony of Values


Images




14-7-15 - Italian Prime Minister Renzi visits Gibe III in Ethiopia




Panama - Flooding On The Pacific Side.mp4




3-7-15 - TVN 2 - The Panama Canal expansion is advancing at a good pace




22-6-15 - The first boat trip on the new Panama Canal




22-6-15 - Porta a Porta - New Panama Canal




17-06-15 - USA Today - Panama Canal




12-06-15 - TG5 - The new Panama Canal passes the stress test




11-06-15 - La Presse - The new Panama Canal passes the test




11-06-15 - ANSA Live - Panama. The new canal passes the first stress test of the third set of locks



10-06-15 - The new Panama Canal comes to life



20-05-2015 - France24 - GERD



03-05-15 - Rai 2 Storie - Lake Mead. Quenching the thirst of Las Vegas

< 1 2 3 >

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Image 14. Salini Impregilo Intranet: Multimedia Gallery. The *Media Gallery* section is a rich gallery featuring corporate videos, videos from worksites, photo galleries, and storytelling videos. Users can also access the gallery from mobile or tablet devices. *Media Gallery* contains up-to-date information on the company's corporate news, top management TV interviews, construction site work progress, and so on. It also features storytelling videos featuring colleagues (in the *Symphony of Values*). During the first year, the team collected approximately 80 videos in Italian, 80 videos in English, and hundreds of images. *143_Salini_Impregilo_14_Multimedia Gallery_Worksites Videos.png*



Image 15. Salini Impregilo Intranet: The *Symphony of Values* Storytelling Project. In June 2015, a video storytelling section was added to the intranet as a new way to illustrate Salini Impregilo's corporate values through real employee stories. The project supported the Group's goal to strengthen the corporate identity and build brand equity. This storytelling approach has been a success. In the first two days after launch, the announcement of this new section collected the average number of page views that a news item typically collects in a month. The *Symphony of Values* section is one of the most highly viewed sections of the intranet.

144_Salini_Impregilo_15_Symphony of values_Homepage.png



Image 16. Salini Impregilo Intranet: *Symphony of Values* Example Video. This screen shows how the page looks once a user selects a video from the *Symphony of Values* video library. *145_Salini_Impregilo_16_Symphony of values_single person page_Example of video2.png*

Features

The design team's willingness to listen to and learn from user needs led to the development of several well-targeted functional elements across the site that enhance the user experience and increase information finding. Among these functional elements are the following:

- **Rich menu:** This drop-down menu shows users all available subcategories before they click on a section. It thus helps users get a sense of the site's internal structure, increasing their confidence with the main areas and offering quick access to internal content.
- **Filters:** The site provides a selection of filters to help users quickly find the files they need. Users can, for example, search by department, publication year, keyword, and document type (such as organizational charts, operating procedures, forms, internal communications, or operating notes).
- **Address book:** The address book feature on the two previous intranets was considered a killer app and played a strategic role in the merger integration phase.

The new site's address book has been completely redesigned and contains all the Group managers and employees contact details (phone, mobile, email, and department) and interactive organizational charts that show each employee's position and let users browse up or down a level in the hierarchy. The profile photo (uploaded by users) is connected to the company's email system, so users can see their colleagues' faces when they receive email from them. The new address book application continues to be a killer application due to these and other innovative features.

- **Social area:** To increase networking opportunities among colleagues, the team also created a social area. This type of feature did not exist on either of the previous intranets. The social tools let colleagues participate in discussions in the *Our Buzz* forum, which identifies participants by name, department, and their address book profile photo. The social area also lets users compete in the online *Shoot & Win* competition and discover other colleagues from around the world through selfies published in *The Wall* section.
- **Search:** Users frequently use the specific internal search engines to locate specific types of information:
 - **Search People engine** finds colleagues and their contact data or position in the organizational chart.
 - **Global Presence engine** finds projects by country, type (dams and plants; motorways, roads, and bridges; railways and metro; airports and buildings); and work progress (ongoing, completed, or all).
 - **Organizational charts, procedures, and communications engine** finds documents by keyword, year of publication, department, and type (including organizational charts, operating procedures, forms, internal communications, and operating notes).

Adoption and Buy-In

To get buy-in from the organization and entice people to use the new intranet, the team adopted a strategy that included the following components:

- **Top management involvement:** Top and key managers were continuously updated on the work in progress and were interviewed to provide the communication team with proposals and ideas. Further, with their launch interviews, the top managers showed that they endorse the Intranet Program.

- **Intranet presentation to a selection of key users:** A group of key users (content owners, content managers, beta testers, and so on) were identified by the intranet team during the first month after the site launch. The team engaged them as intranet ambassadors, and explained the new functions and all of the possible ways the intranet can be used for work, and invited the ambassadors to spread the information to other colleagues. The team considered this effort to be the second most important (after top management involvement) for engaging people on intranet use.
- **Communication and promotion campaigns:** The communication team conducted an outreach campaign before and after the intranet launch.
- ***Shoot & Win:*** To encourage people to use the intranet in a fun way, especially in the first few months after launch, the team launched photography competitions. These photo contests created engagement and increased word of mouth among colleagues, encouraging users to check out the intranet site after posting an image or voting for images published by their colleagues.

These efforts are just a starting point, and the communication team intends to continue to promote the intranet's less-used sections.

OUTSIDE AGENCIES	
Agency	Project Role
Inarea Strategic Design Communication strategy, market analysis consultancy, UX, design and development, KPI monitoring, and content management (in strict coordination with and the supervision of the project owner)	<ul style="list-style-type: none"> • Conducted the international benchmark and best-case analysis • Supported the internal team in conducting the internal context analysis, interviews and focus groups with relevant user groups (with the support and supervision of the project owner), and beta tests • Supported the internal team with work methodology, work plan, the IA and new content map, UX, workflows, and page templates (schematics) • Provided web identity, graphic design, HTML pages, technological development, including testing and debugging, publishing and migration of documents, CMS training, and promotion and engagement activities • Supported the project team in intranet presentations and communication campaigns • Provided content and community management, KPI monitoring, professional communities monitoring, technological support, and support for new development activities
Elica Produzioni A communication agency specializing in video production	<ul style="list-style-type: none"> • Conducted the international benchmark and best-case analysis for storytelling videos • Conducted the internal context analysis for storytelling videos • Supported the internal communication team in designing the <i>Symphony of Values</i> concept and developing the related content • Shot the videos for the <i>Symphony of Values</i> section • Developed the <i>Symphony of Values</i> Responsive IT platform (graphic design and HTML pages)

GOVERNANCE

The Corporate & Identity Communication Department's Corporate & Internal Communication Unit owns the intranet governance model and coordinates and manages the intranet process.

A complex governance model has been developed and shared with more than 80 people in the Group to guarantee intranet service and daily updating of information and news, internal processes, and the governance of authorized people entering the site.

Due to the very special sector in which the company operates, a network of approximately 50 key intranet users has been appointed to provide governance to the intranet users in the 50 countries in which the company operates.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Corporate & Internal Communication	<ul style="list-style-type: none"> Provides intranet guidelines, policy, and governance; coordinates program management, coaching; and training activities; supports content owners and content managers; coordinates intranet promotion campaigns and engagement activities; provides supervision of all professional communities Manages and maintains corporate content and all intranet features Guarantees supervision on all intranet activities and content Guarantees continuous monitoring through a tableau de bord of 112 KPIs, leading changes and improvements Through the external agency, is responsible for the front-end and back-end software that makes the intranet work (SharePoint 2013)
IT	<ul style="list-style-type: none"> Manages and maintains the intranet's servers and hardware systems (Rever Proxy, Active Directory, and so on) Provides help desk services to intranet users Guarantees supervision of the intranet's technology decisions
Human Resources	<ul style="list-style-type: none"> Proposes and supports initiatives related to people engagement and change management Supports periodic intranet change and improvements Supports data management, such as managing the list of users who can access the intranet Manages and maintains <ul style="list-style-type: none"> HR apps HR content (such as procedures and forms) The training section (content and online platform)
Content Owners in Each Department	<ul style="list-style-type: none"> Update and ensure consistency of their department's sections Delegate aspects of updating/changing content to others in the department (optional)

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">https://intranet.salini-impregilo.com
Default Status	<ul style="list-style-type: none">To make logging in easier, single sign-on has been instituted within the company's headquarters, letting users access a personal computer, webmail, the intranet, and company apps or tools (such as Citrix) using the same ID and passwordEach time users open the browser while working at headquarters, it opens to the intranet homepage in the language set in their personal computer (Italian or English)When working outside headquarters, users have to enter the intranet URL and their ID and password to log in
Remote Access	<ul style="list-style-type: none">Users can access the site remotely, through a PC, smartphone, or tablet, by simply typing the intranet URL and entering their personal ID and password
Shared Workstations or Kiosks	<ul style="list-style-type: none">Shared workstations have been set up at some construction sites, letting users access the intranet on site using their personal ID and password

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
1994	<ul style="list-style-type: none"> • Previous intranets: The two previous intranets (Impregilo and Salini Intranet sites) operated with periodic improvements until 2013
January 2014	<ul style="list-style-type: none"> • Merger between Salini and Impregilo
February 2014	<ul style="list-style-type: none"> • Call for bids for the new intranet integration and development project
March 2014	<ul style="list-style-type: none"> • Agency selected • New Group Intranet Program kick-off
March–April 2014	<ul style="list-style-type: none"> • Preliminary analysis, benchmarking, interviews, and internal focus groups
April 2014	<ul style="list-style-type: none"> • Communication and User Experience Project: Development of the communication strategy, IA, content map, promotion and engagement plan, first-phase UX criteria, and navigation model
April–May 2014	<ul style="list-style-type: none"> • Phase 1: Graphic design, technological development, and content development
June 2014	<ul style="list-style-type: none"> • Phase 1: Content development and publishing, testing and debugging, beta testing with a group of 30 users, and changes based on test results • Launch of the first phase • Internal advertising and teaser campaign
July 1, 2014	<ul style="list-style-type: none"> • @work goes online for headquarters users in Rome and Milan • Launch of the first online competition (<i>Shoot & Win</i>) • Communication campaign reveals the subject of the teaser campaign

July–August 2014	<ul style="list-style-type: none"> • Content owners and content managers trained on intranet and CMS • Documents and project search engines optimized • Integration of some functionality in the homepage slideshow • Planning activities published
September 2014	<ul style="list-style-type: none"> • Phase 2 kick-off: focus groups and interviews • Launch of the new <i>What Media Say</i> section, featuring a selection of strategic multimedia press reviews (TV, radio, newspapers, and webzines)
October 2014	<ul style="list-style-type: none"> • Phase 2 graphic design, technological development, and content development and publishing
November 2014	<ul style="list-style-type: none"> • Phase 2 testing and debugging, beta testing, and optimizations; opened site up to work with users • Close of the first <i>Shoot & Win</i> competition • Launch of the Phase 2 advertising and teaser campaign
December 1, 2014	<ul style="list-style-type: none"> • Second release of @work goes live with new homepage, social features (professional communities, <i>OurBuzz</i> forum, <i>The Wall</i>, and <i>Wikiwords</i>), and the English version of the site • Launch of the second phase communication campaign
December 15, 2014	<ul style="list-style-type: none"> • Celebration of the winners of the first <i>Shoot & Win</i> competition and launch of the new competition
May 2015	<ul style="list-style-type: none"> • New homepage, with more multimedia boxes and social feeds, and a new publications section
June 2015	<ul style="list-style-type: none"> • Launch of the new <i>Symphony of Values</i> section

July 1, 2015	<ul style="list-style-type: none"> • Celebration of the first anniversary of the intranet, featuring news, infographics, and a “congratulations” design skin on the homepage • Launch of the new interactive organizational charts in the address book
July 2015	<ul style="list-style-type: none"> • Launch of the interactive 2014 <i>Sustainability Report</i> and the New Employees Professional Community; Communication Lab Community established

CONTENT AND CONTENT CONTRIBUTORS

The CMS is a customized version of SharePoint 2013, with different rights and workflows.

Approximately 80 people are engaged in the intranet’s content management as editors, content managers, content owners, content providers, intranet coordinators, and supervisors. Content editors are mainly based in the company’s headquarters, while content providers and content owners are located in Italy and around the world on construction worksites. These people were selected for their role and competence.

Content owners manage specific content; they are the heads of departments or country or area managers (in the case of projects). Content owners were asked to give the intranet team a list of key intranet contributors who would serve as the operational content providers and/or content editors for their respective areas. Some of them are directly engaged in publishing content — such as in the *For work* area and its documents repository. Content contributors are given total autonomy to publish and update files based on their own specific needs and the content they manage.

Content in the *Group* and *For information* areas is managed by the Corporate & Internal Communication team, which collects information and data from content owners and providers, creates news and static pages, asks for the specific content owners’ approval, and publishes the content online. Inarea Strategic Design Agency supports the intranet team in this activity.

“Together with Inarea, we provided training for all editors in classrooms and through manuals,” says Angori, “advising them on the most appropriate templates and metadata to connect to content and files, what the best publication period is (days and time), and how to promote content on the intranet homepage and among colleagues.”

Content editors also receive a complete intranet manual, showing them how to access the editing section of the CMS, where they can add new info, and what and how other departments communicate.

Managing intranet content is part of the job function for all content owners, content providers, and editors. Contributors from the Corporate & Internal Communication team and team members from agency partner Inarea Strategic Design are also fully dedicated to the content management process.

Maintaining Quality

To guarantee that content is always fresh, up-to-date, unduplicated, and doesn't contradict other content, team members perform a daily check on what has been published and what other sections and pages contain (if related). "For example," says Angori, "we check if a news article or new content published by some editors contains new data that can be updated in the *Group profile*."

This daily check is managed by the Corporate & Internal Communication Department, with the support of Inarea Strategic Design.

Social content, provided by all employees and located in the wiki, forum, and competition areas, as well as in professional communities, is subject to rules and regulations that the team asks people to follow carefully. All users are responsible for the content they publish; the intranet team reviews it with the support of Inarea Strategic Design.

A daily check for new content is signaled through an email alert service offered by the CMS. In specific cases, such as when content is incomplete or users have a question, the team engages other people inside the Group who work in a similar sector or possess the know-how about proposed content so they can add information or answer any questions that arise.

In addition to all these checks and balances throughout the content management process, the team monitors intranet analytics (112 KPIs) every month to keep a cycle of continuous improvement going. These analytics focus on access, most viewed pages, documents, videos, news and interviews, countries of connection, and so on.

Governance Guidelines

In addition to the training and support provided for content management, the intranet team also created a set of documents that are used to guide overall intranet governance:

- **Governance plan:** This includes the content map for each section and page. It lists the names of content owners, content providers, and content editors, and indicates how frequently the content requires updating (such as daily, weekly, monthly, or periodically).
- **Guidelines for news and interviews:** These guidelines contain an internal workflow description which includes: meetings of the Corporate & Communication team to decide the next news to be published, proposed titles, news content, the approval cycle, publishing date, final page approval, and online status.
- **Intranet presentation and training guidelines:** Includes a presentation of the intranet's graphical design, content areas and tools, IA and editorial workflows, rules and guidelines, and a guide to the CMS.
- **Editorial plan:** This plan addresses intranet goals and targets, a communication register, a description of each section and subsection (to clarify what they do — and do not — contain), each section's update frequency, and the governance workflow.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none">• VMware (web server hardware)• VMware, four virtual machines with Windows Server 2012
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">• SharePoint 2013 custom site
Design Tools	<ul style="list-style-type: none">• SharePoint Designer 2013• Adobe Photoshop and Adobe Illustrator
Site Building Tools	<ul style="list-style-type: none">• SharePoint Designer 2013 and Notepad ++• Libraries (jQuery, jQuery UI, noty, DataTables, and CSS3)
Content Management Tools	<ul style="list-style-type: none">• SharePoint 2013
Search	<ul style="list-style-type: none">• SharePoint 2013 enterprise search (FAST engine with custom UIs)
Other Functions	<ul style="list-style-type: none">• Custom Org chart render library• Mini sites• Video and images library within iOS support

RESULTS AND ROI

It's About More Than Just Money

Supporting the integration between two companies and giving all employees a new working and networking tool was the major challenge this team faced at the beginning of this project; the team surely succeeded in meeting it.

"In general, we had an absolutely positive result in terms of traffic and use of the intranet," says Angori. "This is especially true, considering our type of our work and the fact that many of our people work in extreme locations (desert, bush, etc.), and not in an office with a stable internet connection."

Measuring KPIs

The team developed a monitoring system to track the intranet's impact using 112 KPIs organized into five areas. These include:

- **Editorial activities** (13 KPIs): These monthly views look at how many news articles, interviews, documents, photos, videos, new pages, and updated pages have been added to the intranet, and who added them (which editorial team or content editor). It features a graph indicating yearly trends.
- **User experience** (41 KPIs): These measure daily accesses; daily and monthly sessions; sessions from PCs and from mobile devices; average session duration; day and hour metrics; connection locations and devices (from mobile, PCs, and both) and connection locations alone (by continent and countries); monthly and daily searches (from PCs or mobile); monthly and daily searches for each search engine (people, projects, and so on); and monthly and daily downloads (from PCs and mobile devices).
- **Content** (12 KPIs): These monitor the most visited sections, pages, and content from PCs and mobile devices, and for each main area.
- **Engagement** (39 KPIs): These focus on social page views, monthly and daily accesses, and the number of users and activities in each specific social area (from PCs and mobile).
- **Assistance and Help** (7 KPIs): These focus on Helpdesk and video tutorial page views, and the number and type of Helpdesk requests.

Each KPI has a specific quantitative goal, and each month the team calculates the related percentage reached. With the support of Inarea Strategic Design, the team also tracks the following metrics each month:

- **Tableau de bord** (with all 112 KPIs): This report focuses on goals, monthly results, and the percentage obtained each month compared to previous months. This is an internal tool used by the Corporate & Internal Communication team.
- **Monthly analysis**: This includes data and graphs on the main KPIs, interpretation and comments about the results, and strategic guidelines for the upcoming months. This is also an internal tool used by the Corporate & Internal Communication team.
- **Monthly synthesis and dashboard**: This provides an overview and a summary of the monthly analysis for use by internal top management.

Analytics and monthly reports are very important to the organization.

"For us, the analytics and monthly reports are very important tools to monitor and evaluate our activities and the employees' usage of the intranet. The aim is to collect data and information to continuously optimize the intranet content, its tools, and user experience in general," says Angori.

Measuring User Sentiment

The design team asked users to share their thoughts about the new intranet during focus group sessions held during the second design phase and also in the time leading up to the intranet's first anniversary. Although not a fully structured survey, many of the opinions and suggestions users offered helped the team optimize

intranet sections; they also provided ideas for further improvements. Some of the insights gained through this process include the following:

"The new intranet has transformed the image of our company, making it more modern and intercultural and giving names and faces to our colleagues, projects, our work, and our successes. Now, we even have an integrated source of information and documents for our internal audits." (Head of Internal Audit)

"The intranet is not just for daily information, but it is also an essential tool that helps us integrate and share information during these years of rapid growth both in size and in terms of a new corporate culture." (International Operations Department)

"@work allows me to stay up-to-date on our company and to easily access information that is important for our business. With @work, I can take part in every Group development, and that fills me with pride!" (Head of Employer Branding)

"The new social platform allows me to get information on our Group and the ongoing projects in a much easier way, in order to take part in international tenders in the prequalification phase." (Concessions Department)

"The sense of satisfaction that comes from positive results and successes is multiplied when it is shared. Experiences are amplified when they are shared, and this is the great social power of our intranet, on top of its usefulness as a daily tool." (International Operations Department)

LESSONS LEARNED

The Salini Impregilo team shares the lessons learned from its Intranet Program:

- **Define the project objectives up front.** "These pillars must be clearly identified at the beginning, and integrated in a more general business and communication strategy to make the intranet a part of a wider company growth strategy. Top management must be involved from the beginning to set the objectives and the communication strategy."
- **Share the communication strategy and goals broadly.** "Share these goals with frontline managers (to make them cocreate the intranet IA and its content), internal opinion leaders (to engage them from the beginning and give them the ability to propose new ideas in line with the intranet's goals), key users (a selection of them, to periodically collect their opinions and needs). Make all these people be brand ambassadors and activate an effective cascading process for all intranet users."

- **Turn users into content providers.** “Implementing and giving exposure to a cocreation process with users, and encouraging people’s engagement, made our intranet user-centric and user-friendly, and part of everyone’s business activity. We gave voice to employees through content, videos, interviews, quotations, and storytelling, to enhance team spirit and the value of everyone in the company. It helped the cascading process of the New Identity Pillars (vision, mission, and core values), too, forming a panel of loyal brand advocates.”
- **Make sure the intranet offers useful information and tools.** “If the intranet’s tools and information are not useful, users won’t be interested or involved in intranet activities. Develop a few killer applications or engagement initiatives, to guarantee a smooth onboarding process before the launch to activate a consistent word of mouth in the cascading process. Give users a reason to spend time on the different sections of the intranet through an attractive homepage that is simple to surf and has clear content and effective multimedia information. In a word, ensure a flawless user experience for your employees.”
- **Create a dedicated, cross-functional team.** “Make sure the intranet is an important element of any job function. It is essential for all engaged people (coordinators, IT developers, content managers, content providers, editors, etc.), to guarantee content quality and consistency, and up-to-date information. Users will then refer to the intranet as the main secured and certified information hub.”
- **Unlock knowledge that may be hidden under the surface.** “Each employee often has unique contributions to share within the company. In many cases, this precious knowledge is hidden below the surface, waiting to be funneled, so that it can create value. Try to offer an easy-to-use platform and facilitate the sharing of this know-how through the use of social features and through the engagement of users in the creation of content and ideas.”
- **Invest in promoting the intranet.** “Invest in communication campaigns to increase employees’ awareness of the new intranet and its functions. Use simple tools, such as graphic DEM (Direct Email Marketing), to push strategic content, or use internal presentations, workshops, or video tutorials to remind users about key functions or strategic features aimed at boosting productivity. However, it’s also necessary to find the best tradeoff between the frequency of internal communications and the release of new pieces of content to avoid information overload.”

- **Don't stand still.** "The intranet launch must be considered just a starting point. Never stop collecting feedback from the work environment in order to invest in new development, user experience upgrades, and responsive design rework. Continuously monitor the intranet's traffic data and user behavior, and periodically listen to users' needs and opinions, in order to make sure that the intranet is always helpful to everyone. Answer users' working needs and show them the quickest and simplest way to find the right content."
- **The intranet must be designed to follow common web standards.** "Think about the intranet as an internet platform, and employees as typical digital customers. The intranet must have a flat and familiar design, with a comfortable virtual environment where users can interact and be productive without feeling frustrated or confused:
 - make the intranet a useful and updated tool, providing employees with everything they need to comfortably approach their daily tasks;
 - use drop-down menus and quick launches to simplify user orientation and information research;
 - adopt carousels, interactive maps, infographics, and multimedia content; and
 - invest in robust internal research engines, search filters, and categorization (customized for different areas) to help users find exactly what they are looking for. Tag everything properly and find ways to efficiently file and categorize content.

The goal is to dramatically reduce the time needed to download a document or find information."

- **When in doubt, simplify.** "If you have more options to choose from, or some doubts about content or a design element, take your time, remove redundant or unnecessary information, and ask key users for their opinion. Choose the simplest solution and your users will thank you."
- **Be flexible in all phases and activities.** "Find the right team of experts who can transform your needs in a tailor-made solution, in order to change the design or the development in progress. Balance this need: too many and continuous changes can disorient your users."
- **Plan the intranet release in scheduled phases.** "Organize releases in different phases: this will improve the final result and can be a positive opportunity to focus users' attention on different sections and features."

- **Use social intranet features both for work *and* leisure.** “Don’t use the social intranet just for strictly professional purposes, but let employees communicate more easily with each other — creating a network — and maintain a close bond. Do not demand immediate feedback; remember the “1% engagement rule” (in every social initiative, 1% of users are directly engaged, publish, and participate actively, most are passive users) and wait for long-term results.”

IBM Corporation (2017)

OVERVIEW

COMPANY

IBM manufactures and markets computer hardware, middleware, and software, and offers hosting and consulting services in areas ranging from mainframe computers to nanotechnology. IBM is also a major research organization; as of 2016, it has held the record for most patents generated by a business for 23 consecutive years. Inventions by IBM include the automated teller machine (ATM), the floppy disk, the hard disk drive, the magnetic stripe card, the relational database, the SQL programming language, the UPC barcode, and dynamic random-access memory (DRAM).

Headquarters: Armonk, New York, US

Company locations: IBM operates in more than 170 countries.

Locations where people use the intranet: IBMers in all locations use the intranet.

Annual revenue: \$81.74 billion (USD)

THE INTRANET

Users: The homepage of IBM's intranet, yourIBM, averages 11.9 million hits and more than 300,000 unique visitors per month. Whether to read company news, access administrative and HR tools, or just check the company stock price, most IBMers find themselves visiting yourIBM at least once a day. Depending on visitors' roles, work locations, and organizations, content is profiled and targeted to best meet interest and need.

Mobile approach: Responsive web design

Technology platform: A custom solution built in part using IBM Bluemix

TEAM

Design team: A team of 32 IBMers from the US, Canada, China, India, Brazil, and Ukraine partnered with five VSA designers and developers to rebuild the IBM homepage from the ground up.

Design: Jason Blackwell, UX and Design Lead, yourIBM; Colin Crehan, Strategy and Design Lead, yourIBM; Sheng Fang Fu, UX/UI designer; Zhu Hao, UI Designer; Ed McFadden, User Research and Design Lead, BluePages; Lisa Papa, Visual Designer; Mark Wise, User Experience Research and Design Lead; Sambit Paul, User Research; Jason Telner, User Research; Fang Ruan, User Research; Gopal Krishnan, User Research

Development: Lin Ye, Tech Lead; Mike Fields, Lead Architect; Josh Hansen, Lead UI Developer; Navya Nagaraj, Developer; Ryan Tercias, Senior UI Developer; Dave Westerman, Senior Back End Developer; Bhaskar Roy, IT Infrastructure Architect; Xiao Xu Zhou, Developer; Fabio Santos Ambrosio, Portal Developer; Liang Fan, Developer; YingJun Sun, Application Developer; Lohitha Acharya, Senior IT Specialist; Lyle Watt, Solution Architect; Richa Suhane, Application Developer; Sandro de Santis, IT Architect; Steve Black, Front End Developer; Jiang WH Bian, Senior Tester; Bo Zhang, Tester; Fu Xiong, Tester

Project management and support: Janis Pasquale, Initiative Lead; Tom Hawkins, Project Manager, yourIBM; Kristin Wisnewski, Manager, Design and User Experience; Bharath Subramanya, Agile Project Manager; Mariana Alemany Honorato, Iteration Manager; Juan-Carlos Arias, Iteration Manager; Miroslava Mironchuk, Employee Awareness and Engagement Lead; Matt Funk, Project Manager, BluePages

VSA Partners: Jason Horwitz, Director of Technology; Michael Trovela, Senior Designer; Lynn Yeom, Designer; Andy Principe, Developer; Ben Brown, Front End Developer

INTRANET TEAM



Team members shown here (left to right): Lisa Papa, Janis Pasquale, Kristin Wisnewski, Gary Kuo, Tom Lawless, Tom Hawkins, Donn Jasura, Mike Fields, Lyle Watt, Siddiq Nassar, Colin Crehan, Josh Hansen, Max Pugliese (obscured), Steven Black, Jason Blackwell, Greg Golden, Fletcher Previn, and Mark Wise.

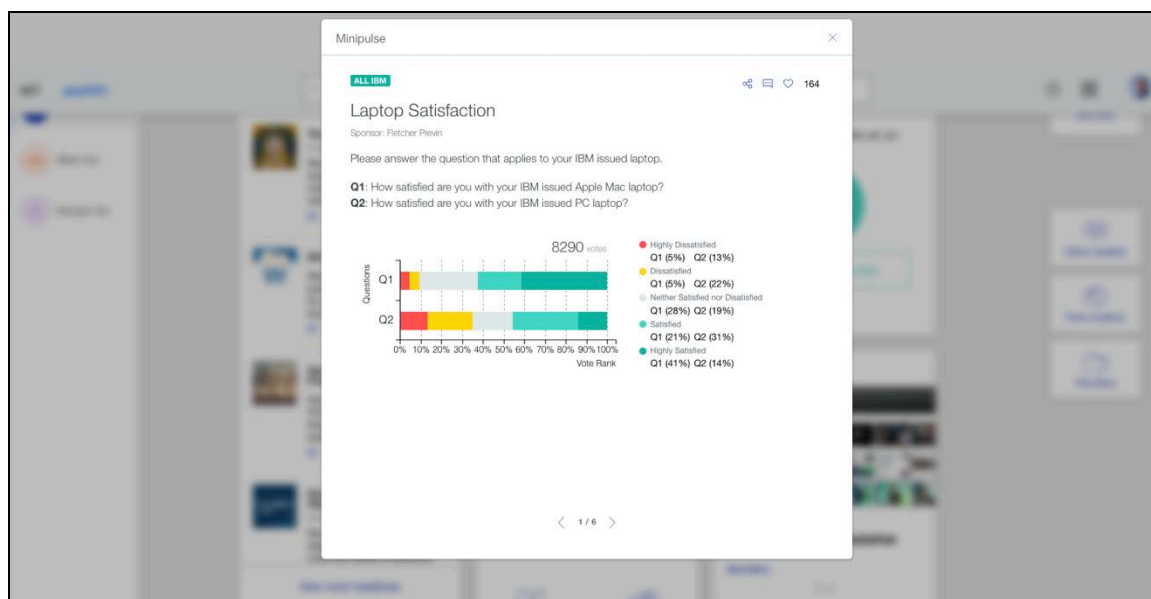
HIGHLIGHTS ABOUT THIS WINNER

IBMers perform jobs that range from the expected, such as coding and selling, to the less expected, such as predicting natural disasters and coauthoring recipes with IBM Watson. The challenge for the new w3 homepage (yourIBM) was to support all IBMers' needs. The way the IBM team achieved this was to assemble a large and talented team, push open source to its limits, and improve upon Agile by creating a dedicated user research scrum team with its own backlog of research activities. The result is an intranet that excels across a wide spectrum of user needs.

- **Homepage as personalized, customized hub.** Ensuring that employees can quickly access the intranet area they need was of great importance to the designers. Personalization helps tremendously, as "yourIBM homepage" suggests topics employees need based on their role. The rapid results search system provides role-specific categories (e.g., managers) that appear only for that role. The homepage also lets users organize their space and their work in ways that make sense to them. This customization is helpful as long as it is easy to do and users realize that the results will be worth it. In other words, the perceived benefits of customizing must be higher than the cost of customizing.

- **Reducing fracture points.** The IBM intranet users “cards” to gather like information into easy-to-manage containers. Cards are organized by topic and are not tied to a single information source. By taking this approach, the design team was able to integrate related content and resources from multiple sources into a single card.
- **The intranet supports the IBM brand.** Employees (IBMer) are the company’s brand, and IBM is an essential company because of its capacity to amaze and delight customers. To achieve this, IBMers must be able to focus on their clients — not on figuring out IBM, IBM tools, and IBM tasks. yourIBM presents a coherent, integrated digital workplace to IBMers that supports them in their efforts to amaze and delight.
- **Distributed governance.** As a very large company, IBM maintains key partnerships among its stakeholders (such as the Communications and Learning teams); as a result, yourIBM is not fully owned by a single entity. These internal partnerships not only help deliver content and tools, but also help the organization explore new approaches. The Communications team, for example, helped the intranet team move beyond viewing employee engagement as simply delivering news headlines. So, in addition to headlines, the intranet features a quick poll system (the Minipulse card) for soliciting and sharing employee opinions on topics and a top-of-page banner for occasional “can’t miss” messages. In this way, engagement occurs through many more options than simply: *please follow this link and read what you find there.*
- **Connecting social collaboration silos.** Prior to yourIBM, the IBM intranet social spaces were largely separate from the rest of the intranet. For example, users could share pages with colleagues, but only by copying the URL and pasting it into a separate status update tool. yourIBM now gives users a way to comment, share, bookmark, and like content directly from the intranet homepage.

Social streams are also surfaced in the yourIBM status updates card. This card gives users a sense of what colleagues in their network are talking about and lets them directly participate in the conversations.
- **Rapid results search.** The rapid results search system that powers the intranet is a pride point for the organization. It has moved the needle on a common intranet problem — ineffective enterprise search. Not only does the system provide immediate “best bets” (the top 300 queries account for 35–40% of all searches), but it also pulls from several data sources and services. Additionally, it is personalized. For example, managers see a category of results that other roles do not.
- **Integration.** yourIBM lets users deal with a given task in one place — even if that task requires four tools to work together behind the scenes.



Pictured: IBM Intranet Minipulse. Minipulse is a user poll card. Polls can be targeted to all of IBM, or to specific job roles, organizations, and so on. When a new poll is available for a user, that user sees a badge.
IBM_01_Minipulse_Expanded.png

BACKGROUND

Bigger is Better — But There Are Limits

IBM has a long history of evolving its intranet, w3; so, in the strictest sense, this redesign was not driven by a single, specific event. Rather, the goal was to keep up with “internet speed” in terms of keeping employees productive and exploring new solutions for customers.

With this redesign, one of the themes that emerged was the fact that an intranet the size and capability of IBM's is both a blessing and curse. For example, the w3 search application has an index of more than seven million pages — and that's *after* cleanup. The search crawler has found more than 30 million. Large spaces such as the company's social collaboration space (IBM Connections) are not included in this count. With modern information-delivery features, such as employee-generated wikis, blogs, and communities, and rapid development techniques, the company's intranet continues to grow moment-by-moment. This growth is not just in terms of information; with a company full of technology experts, new tools and solutions emerge constantly.

“The advantages are manifest,” says UX and Design Lead Jason Blackwell.

“Information is shared at a breakneck pace, and rare is the IBM-related topic for which you can find no information.”

There are also countless tools on IBM's intranet, which serves nearly half a million people worldwide who perform a variety of tasks in a variety of roles. “Using our intranet, an IBMer can add a newly adopted child to an insurance policy, manage an Agile project, find and connect with other IBMers, install new apps — and most other

things you can think of," Blackwell says, "however, the challenges of using such a space are perhaps obvious as well."

A Guide to the IBM Intranet Ecosystem

To put the IBM intranet in context, it is helpful to understand the various parts of the intranet ecosystem and how they fit together:

- **w3:** w3 is name of the overall IBM intranet. Users also often use this term for the w3 homepage, which is commonly known as *yourIBM*.
- **yourIBM:** The homepage of the IBM intranet.
- **BluePages:** IBM's BluePages is a sister site to yourIBM. BluePages is a fast, feature-rich employee directory that shows not only a person's contact information, but also a photo, work location, and online status. The BluePages team is rapidly working to integrate additional employee information into the site, including LinkedIn content, expertise, and certifications.
- **IBM Connections:** The company's social collaboration space.
- **Information spaces:** *You & IBM* (HR information), corporate news, learning, self-directed IT help, corporate security, and so on.
- **Tools:** Rational team concert (RTC), JIRA, travel and expenses, *Workday*, HRMS, e-meetings, Verse (mail), and so on.
- **Role/BU/location-specific sites and tools:** The company has many information sites and tools specific to a certain role, business unit, location, and so on. Several of these sites require authentication to access.

Challenges

Following are some of the intranet challenges that emerge at a company of IBM's girth:

- **Search.** IBM employees have issues finding information and resources when using search. The intranet is simply too vast to be readily browsable; even if a compelling IA could be developed, years of poor tagging and organization would make it daunting to implement. Adding to this problem is the fact that social tools have led to an explosion in unstructured data. Additionally, keyword searches for solutions are much more common than browsing. IBM employees expect internet-quality search results on the intranet, which isn't as easy to do as the average IBMer seems to assume.

- **Navigation and fractures.** “A ton of pages, a ton of tools, and more than a little bit of redundancy leads to a fair amount of bouncing around,” says Blackwell. “For example, the IBM intranet features more than five ways to share a file with a colleague. This means a user may have to go to multiple spaces in the course of a given day to do what is, conceptually, a single task.” Add to that the fact that sharing a file is merely one step in a series of tasks that might require multiple tools, and simple interactions become complex. The situation is further complicated by the search problem described above: w3 has specialized searches for w3 pages, social content, people, help documentation, tools, and more.
- **Complexity.** The intranet at IBM is complex, as is the company itself. Navigating the intranet’s many tools and platforms is therefore challenging, particularly for new hires. For example Checkpoint, ISSI, Bond, BluePages, Connections, and Verse are just a few of the tools that new IBMers will likely use within their first week of employment, and people are unlikely to join IBM knowing anything about these tools. The intranet must accommodate the ramp-up period for employees who are new to the culture and terminology.

Other challenges the team faced were challenges that many teams face, even those whose intranets are more modest in size and complexity:

- **Deadlines, budget, and resources.** Simply put, every team building an intranet must face these challenges.
- **Commercial expectations vs. enterprise realities.** Technology is no longer a domain of the elite as users hold bleeding edge technology solutions in the palm of their hands every day. These commercial solutions are backed by companies that invest heavily in improving the technology so they can stay competitive in the marketplace, yet users often judge the enterprise solutions their employers provided by the same standards as they do commercial technologies. Making such a comparison is unreasonable; employees do not consider what Google invests per day to ensure quality internet search results for the masses, versus what an average company invests per year in enterprise search results for its internal audience. This dynamic leads to many challenges of the kind the IBM team considered: “How do we deliver commercial-level quality with enterprise-level investment?” “Do we go for a vendor solution, and then face the challenges presented by integration and investment?” “How do we combat the reality of choice in the marketplace and lack thereof within an enterprise?”

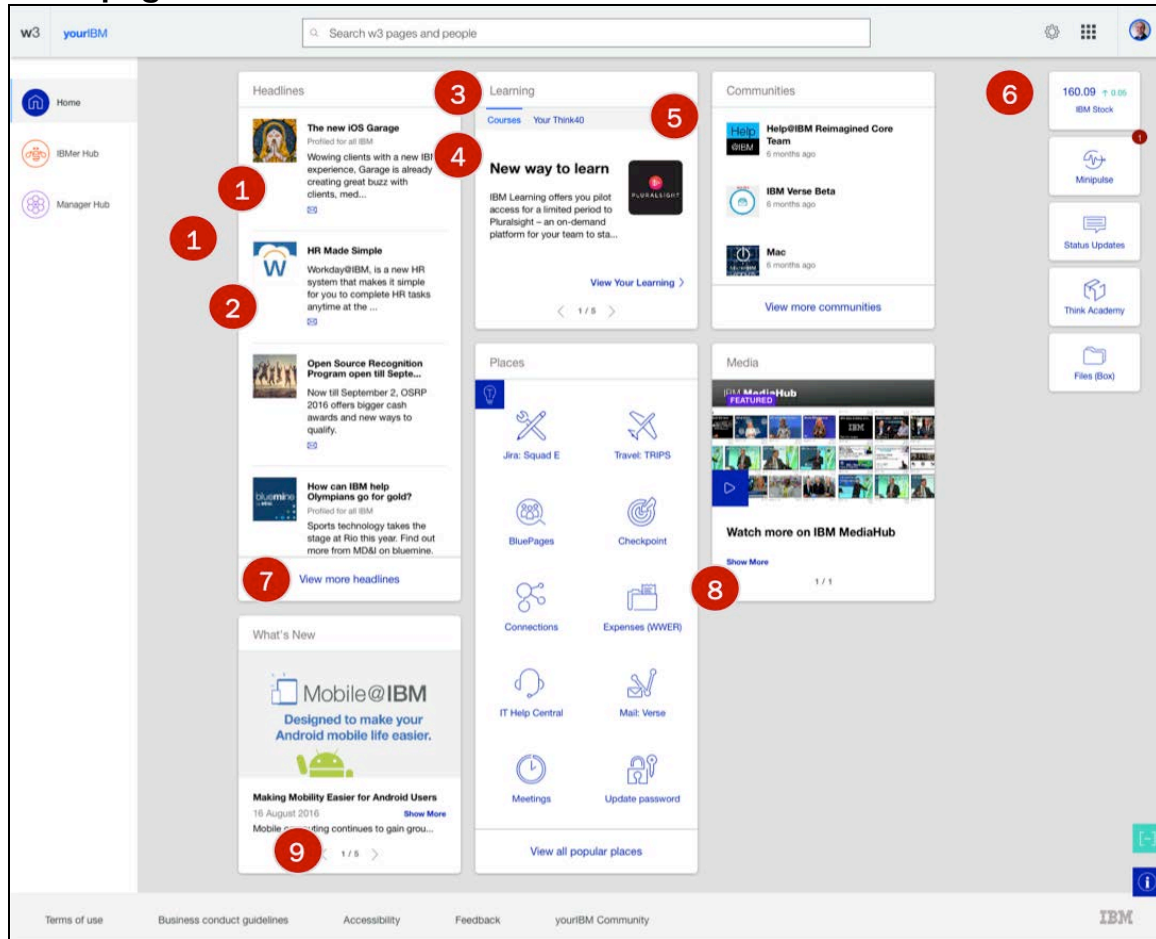
- **Applying an Agile approach to an increasingly agile organization.** IBM — and, specifically, the IBM CIO organization — is moving toward a more Agile culture. This change not only led to some reorganization during the most recent intranet redesign, but also to team members organizing the project in new ways. While many of the team members had Agile training, this project was large-scale Agile — that is, a large tribe organized into multiple smaller squads. The team transitioned to co-located squads, but the fact remained that each squad was based in a different location. Some squads dealt with a 12-hour time difference between them. Furthermore, the vendor partner, VSA Partners, has its own culture and level of Agile maturity. The IBM team is proud of the outcome — and equally proud of the efforts made and the lessons learned while the organization was undergoing a culture change.

The team's project goals reflected these challenges. Those goals also provided a set of guideposts for team members to keep in mind as they designed the new platform. Blackwell explains:

- **Do not neglect the basics.** "Your design is rendered irrelevant if your page doesn't load, and it is hard to thrill users when they are frustrated by page load times. Regardless of our urge to create an intranet that 'does more,' many users just need to be able to search and navigate effectively. Reliability, performance, search, and navigation were therefore primary focus areas."
- **Create a simplifying top layer.** "The entire intranet will not be reborn overnight. However, in a time of services and APIs, it doesn't need to be. We wanted to exploit services to bring more value and simplicity to the user at the top layer, even if behind the scenes that 'simple' function calls multiple systems."
- **Create a flexible framework that allows for growth and evolution.** "As part of our Agile culture change, we wanted to embrace constant improvement and 'failing quickly.' Thus, we not only focused on creating an end-user solution, but also a reusable, flexible framework that allowed for evolution of our core solution, as well as making it easier for other intranet solutions to evolve."

DESIGN REVIEW

Homepage



Pictured: IBM Intranet Homepage. The IBM w3 intranet homepage, yourIBM, offers movable cards with three different content modes. These cards include information personalized to the logged-in user.
IBM_02_Homepage_live.png

Homepage Highlights

The IBM intranet has a host of helpful options and too many valuable pages to count. But the most helpful page is clearly the homepage, *yourIBM*. This page name reinforces the notion that the page is personalized for the logged-in user. (Logging in is not yet required on w3, but doing so unlocks valuable features.)

The homepage's main organization instrument is cards, which include topics such as news, social updates, links to w3 tools (*Places*), and *Communities*. Each card houses information about a particular topic, and the sources for information within each card can come from different places. For example, the *Status Updates* card consolidates information from social channels to enable employees to communicate — that is, to comment, like, and share — on the homepage. The *Rapid Results* card consolidates various media types related to a topic the user searched for. For example, a search for the word “sales” will suggest the most frequently accessed pages on w3, the latest sales-related news article, and the people who are most recognized as expert sellers.

The cards enable *yourIBM* to collect and consolidate the content that each employee needs (even if that information is stored in many different places across the organization) and package it up in a neat, obvious, accessible way. This type of feature is valuable at any organization, because finding information can be challenging on any intranet. But the sheer volume of people at IBM and the very wide variety of job roles — from writing computer code to writing recipes for Watson and everyone in-between — can cause an IA quagmire. Instead of getting buried in things they don't need, employees use *yourIBM* to access some of their most important tools right on the homepage. This is a major win for the employees and the organization as a whole.

Other homepage highlights include the following:

1. **Card appearance.** The white cards are positioned on the page's gray background, creating a modern, simple look that still provides high contrast between the text on the cards and their background. Dark text directly on the gray page background would not have provided enough contrast for good legibility.
2. **Affordance.** Employees can reposition the cards to suit their way of working. The subtle gray border around each card provides a slight signifier that cards can be dragged and moved around the page. The border is so subtle that the page could almost be called a flat design; however, a completely flat design with no border at all would not signal that the cards were moveable.
3. **Headlines.** Each card has a title. The titles include *Headlines*, *Learning*, *Communities*, *What's New*, *Places*, and *Media*. While not huge or brightly colored, these titles are easy to scan to for a few reasons, including the following:
 - o The type is different from the normal text (it's gray and larger than the normal black text).
 - o Whitespace appears above and below the headline text, making it more visible.

- The headlines always appear in the upper left of the cards, making it easy for people to scan directly to them.
- The team generally aims to use generic names for cards (e.g., *Learning*) to reduce confusion, which can arise when new users encounter the company's internally branded tools (such as CareerSmart and Talent@IBM).

Cards can be displayed on the homepage in three different ways: "medium," "flipped," and "mini."

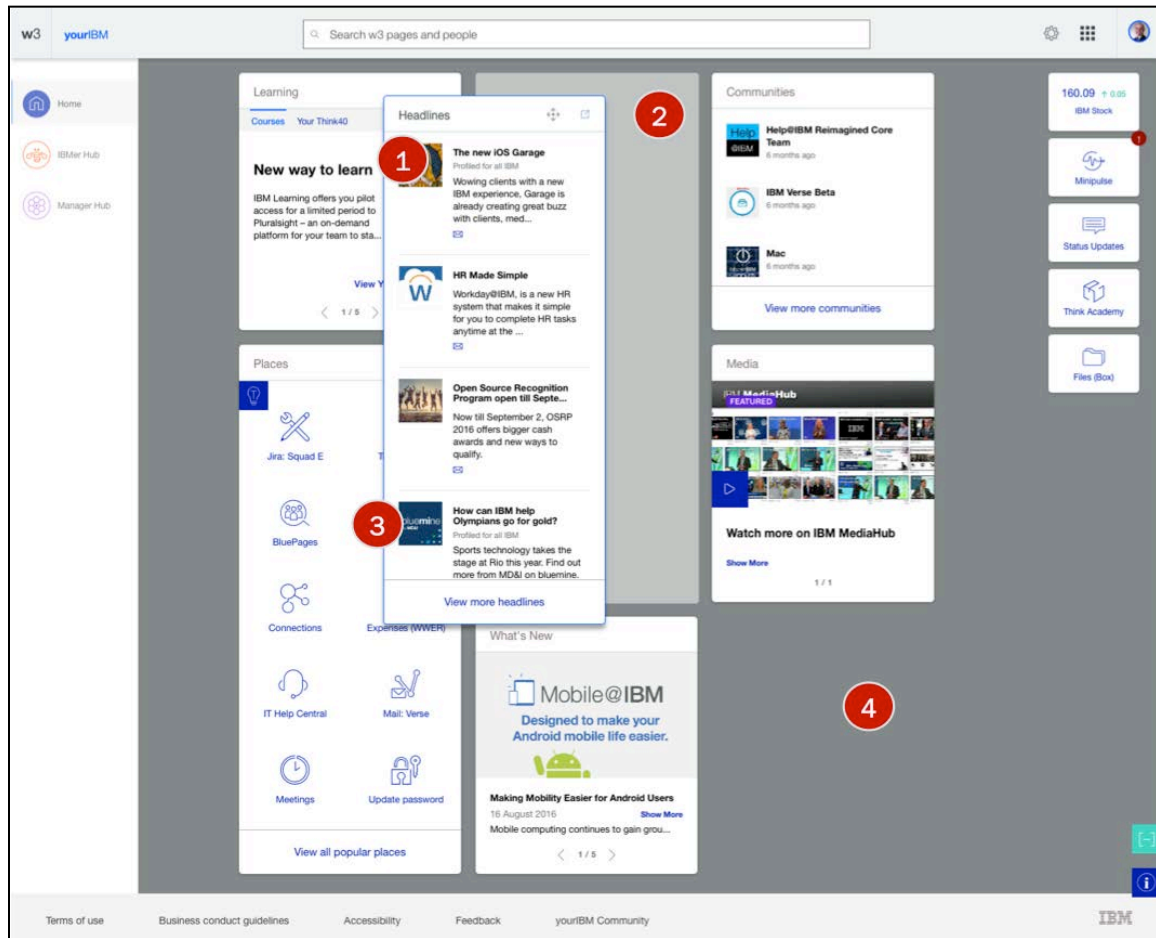
4. **Medium mode** presents basic information, including a subset of the links or icons. Medium cards can be flipped by clicking the title bar or using buttons at the bottom; they can be switched to mini mode by dragging them to the right gutter.
5. **Flipped mode** is activated by clicking the *Show More* link; this mode displays the most information.
6. **Mini mode** uses the least screen real estate and displays the least information — the headline, icon, and a red dot to indicate the number of status changes. Cards in mini mode appear collapsed to a small rectangle in the upper right of the homepage. Clicking the mini card opens directly to flipped mode, while dragging them to the left puts them in medium mode.

Of course, the homepage can't house all of the information people need and want, so yourIBM also acts as a portal to other pages. It offers three interfaces to get to these other places: card links that flip to more information, links to additional card pages within the card itself, and traditional page links. The headline links and icons link directly to the related article, page, or tool.

7. **Card links that flip.** The *View more headlines*, *View Your Learning*, and *View all popular places* links, for example, will flip the card to the expanded mode, which shows the target content (see flipped mode, above).
8. **One card, many pages.** Some cards have more than one page within them. In this case, a small page indicator (1/4, for example, flanked by back and forward arrows) displays at the bottom of the card.
9. **Icons in the upper left:** These appear in the upper left navigation and lead to intranet sections: one for all IBM employees, one for managers only, and one for IBM's *BluePages*, the company's employee directory.

Users can easily arrange their cards, as well as customize the *Places* card by choosing the 10 icons that will appear on it. Clicking the *Places* card's *View all popular places* link opens the *Places* modal.

Arranging Cards on your IBM



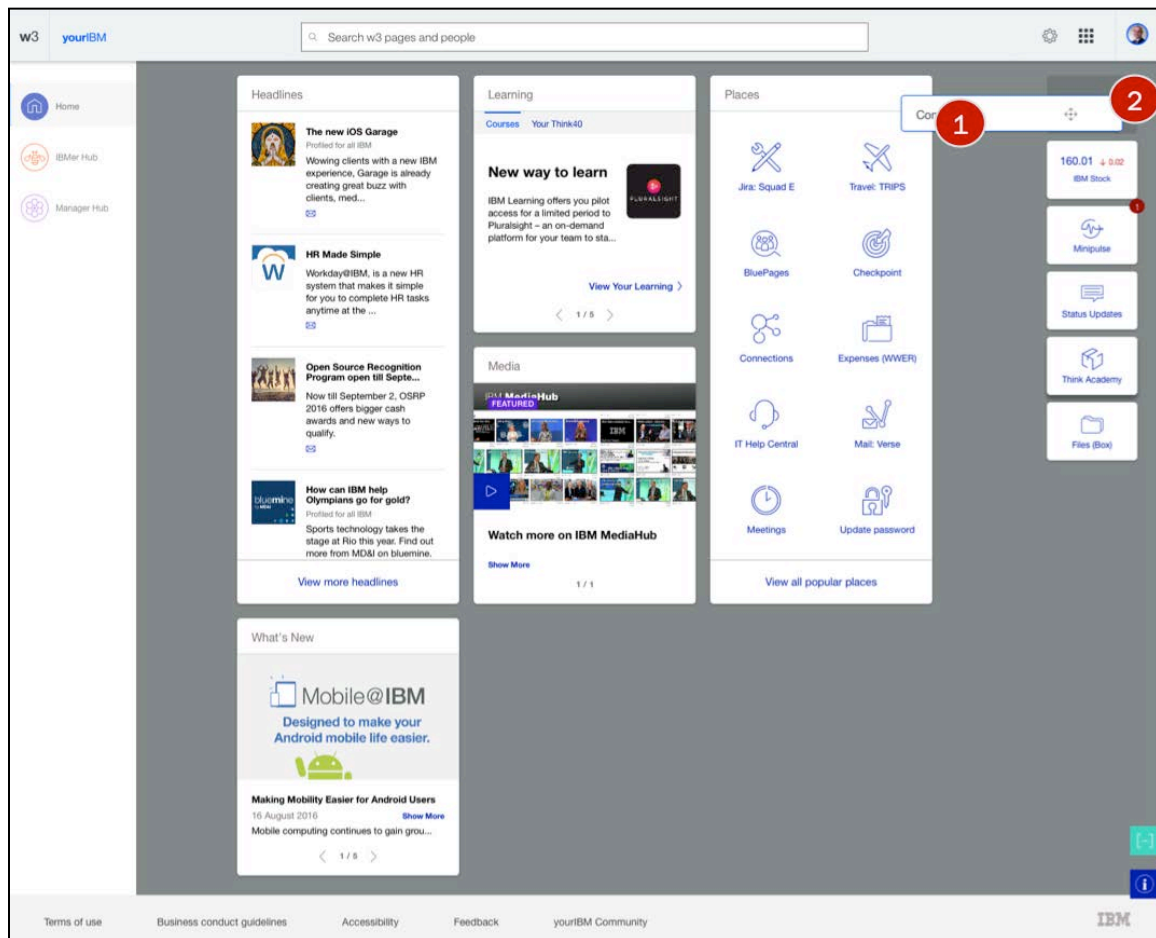
Pictured: IBM Intranet — Dragging and Dropping a Card. Dragging and dropping a card gives clear visual feedback as it is being moved. *IBM_03_Drag-and-Drop-1.png*

Arranging Cards on your IBM Highlights

Dragging a card gives several visual cues to help employees understand their progress:

1. **Position feedback:** As the card is dragged, the user can watch its movement.
2. **Last place:** The position the card held previously remains as an empty gray rectangle, offering some stability to the user.
3. **Outline:** The card being moved becomes outlined with a thin, blue solid line.
4. **Visual mode:** The gray background for the entire homepage indicates that the user is currently in a drag-and-drop mode.

Dragging Cards to Mini Mode



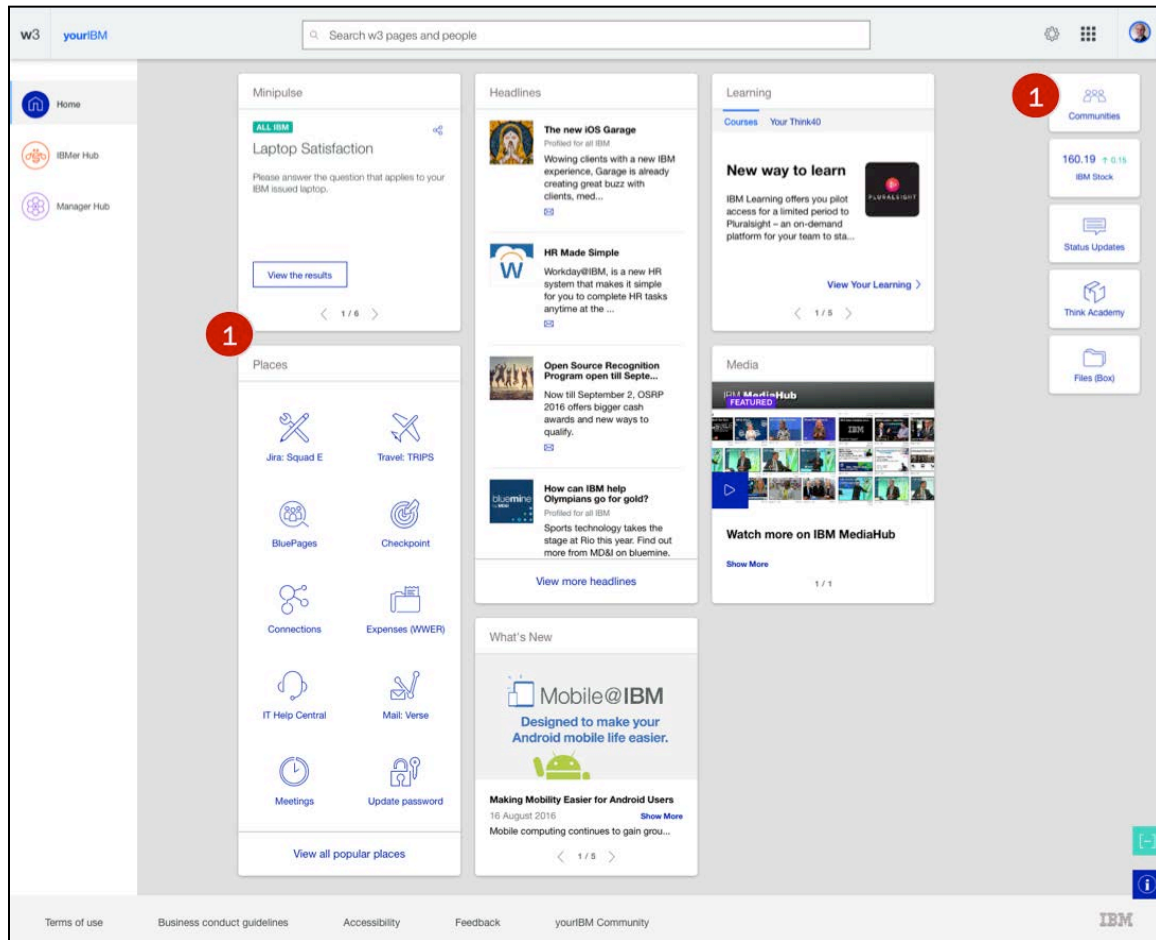
Pictured: IBM Intranet — Dragging and Dropping a Card. When dragging and dropping a card, the card decreases in size as it's being dragged to the small target. *IBM_04_Drag-and-Drop-2.png*

Dragging Cards to Mini Mode Highlights

Users can drag cards to the upper right to minimize them into mini mode.

1. **Minimized while dragging:** The card becomes much smaller as it hovers over the minimized cards section on the right.
2. **Target:** The location and size of the drop target appears as the card hovers near it.

Post Drag and Drop

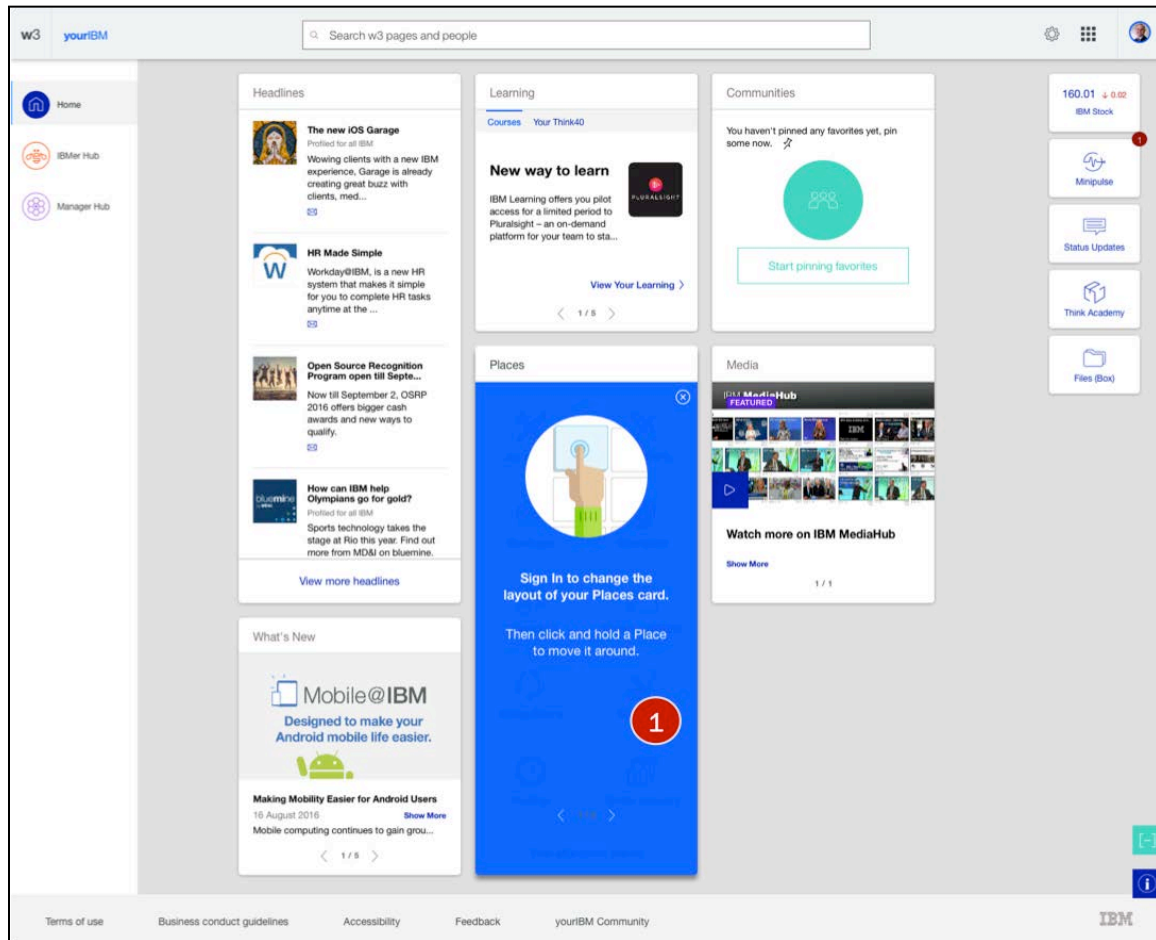


Pictured: IBM Intranet — Dragging and Dropping a Card. After dragging and dropping a card, the card returns to its normal state. *IBM_05_Drag-and-Drop-3.png*

Post Drag and Drop Highlights

1. After the drag and drop, the page goes back to its normal state:
 - **Immediate:** The cards are repositioned.
 - **Original state:** The screen's state returns to normal.

Advertising *Places* Customization

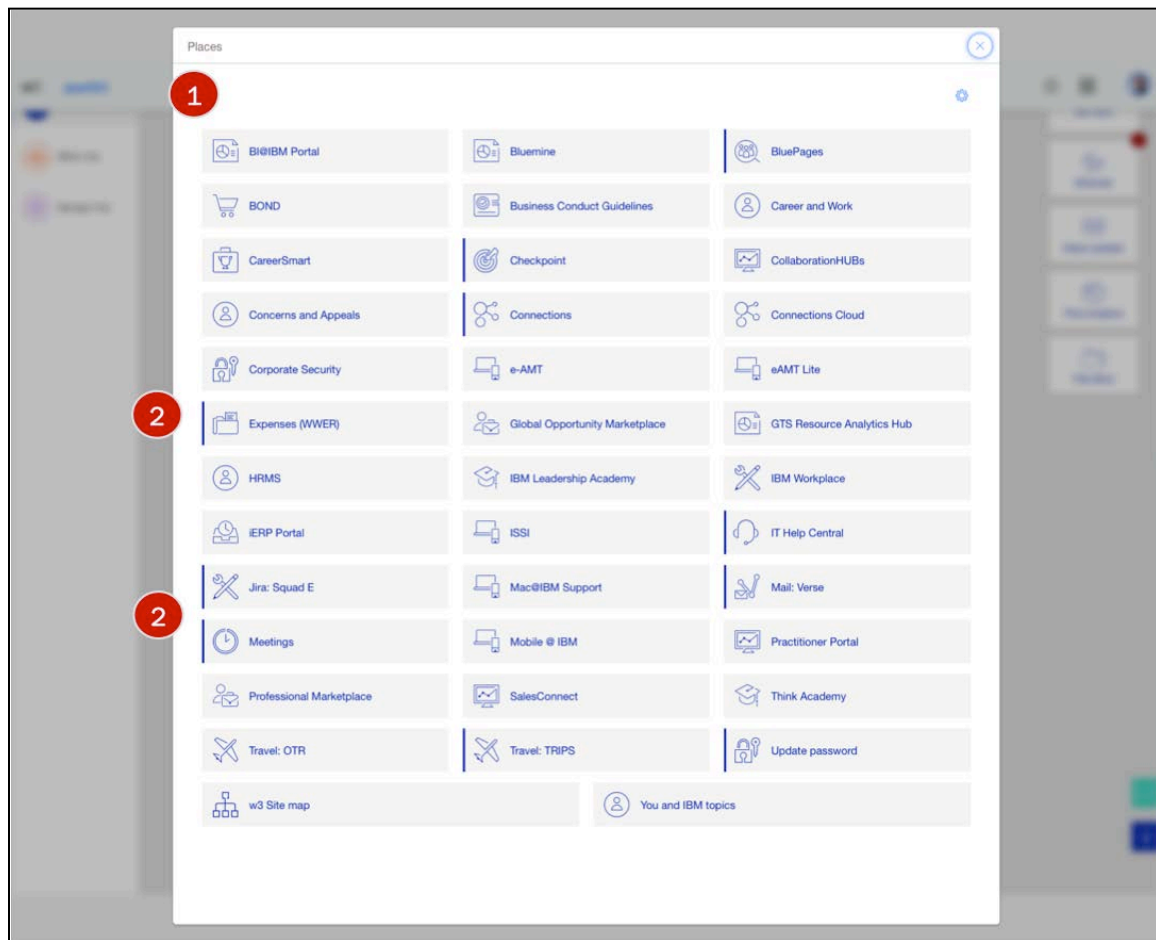


Pictured: IBM Intranet Help. The help overlay explains how users can customize the *Places* card. *IBM_06_Places_Help_Overlay.png*

Advertising *Places* Customization Features

1. One way users can learn that customization is possible is via the static help overlay, which appears in the card on the homepage when users are not logged in. The overlay indicates customization possibilities to users in two ways:
 - **Color:** The uncustomized *Places* card appears with a bright blue background; all the other card backgrounds are white.
 - **Instructions:** The text tells users to log in to customize the card, then to drag and drop.

Places

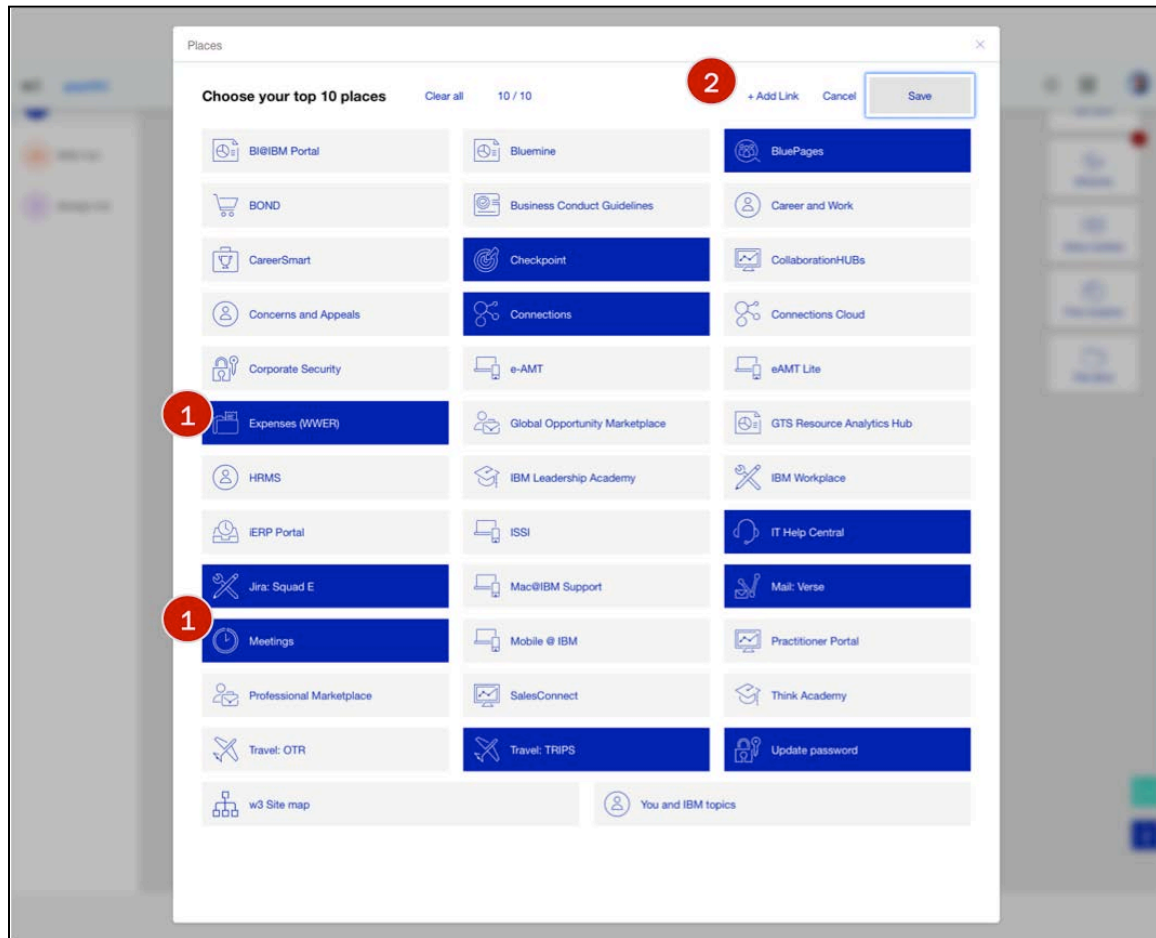


Pictured: IBM Intranet Top 10 Places. Blue lines to the left of the icons indicate the top 10 places. *IBM_07_Places_Expanded.png*

Places Highlights

1. **Buttons lead to places:** This dialog lists buttons for several tools and pages, including support, expenses, and security.
2. **The top 10 selected places:** These appear in the card on the homepage, and are indicated here with a blue line to the left of the icon.

Edit Places

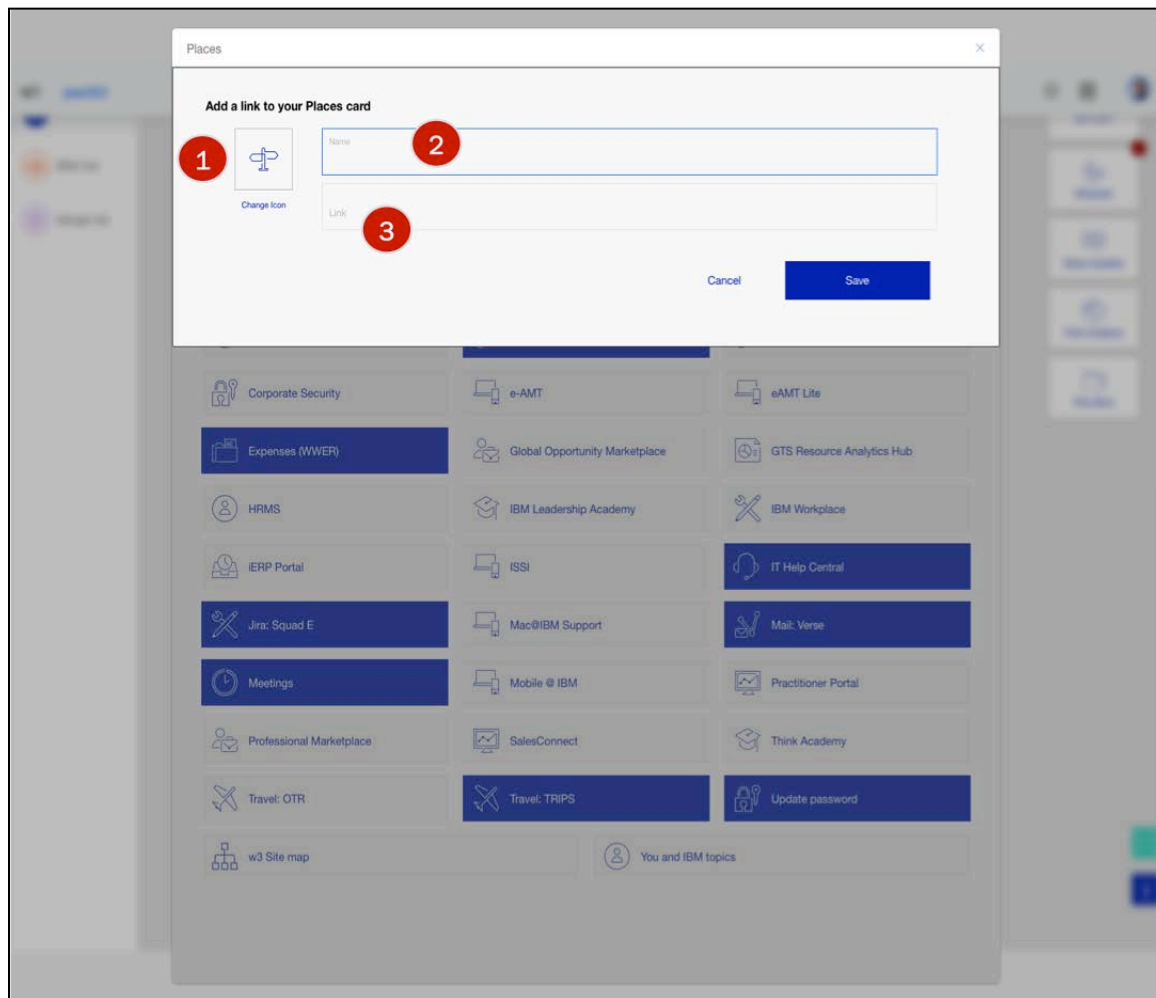


Pictured: IBM Intranet Edit Places. Employees can select the 10 buttons they want on their homepage, as well as add additional links by clicking *Add Link* at the top of the page. *IBM_08_Places_Expanded_Edit.png*

Edit Places Highlights

1. **Blue buttons.** Selecting an item turns it blue, indicating that it will be added to the homepage card.
2. **Add Link.** Users can add additional links, beyond the defaults, by clicking *Add Link* at the top of the page.

Add Link to Places

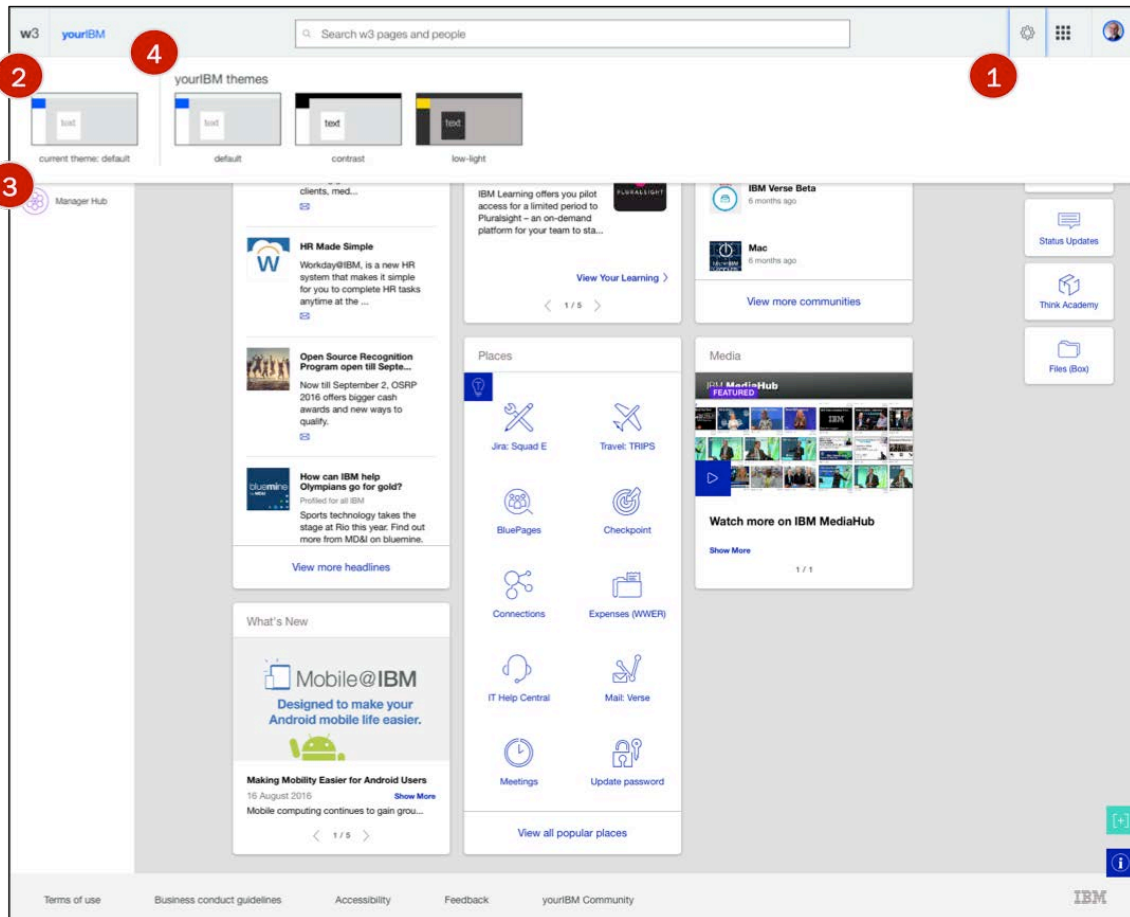


Pictured: IBM Intranet Places. Users can choose an icon and give a *Places* button a name so that it is recognizable to them. *IBM_09_Places_Add_Link.png*

Add Link to Places Highlights

1. **Icon:** Users can choose an icon to make the button recognizable.
2. **Name:** Users can choose a name that they understand and will remember.
3. **Link:** Users type the URL to the specific page they want to hit.

Themes



Pictured: IBM Intranet Themes. Themes let employees choose a look that appeals to them. *IBM_10_Theme_Switcher.png*

Themes Highlights

Employees can also choose from three different color schemes for yourIBM: *default*, *high contrast*, and *low light*. After the intranet's initial launch, some users said that the default theme wasn't providing sufficient contrast for them. The team therefore created and deployed the high-contrast theme within two weeks of launch.

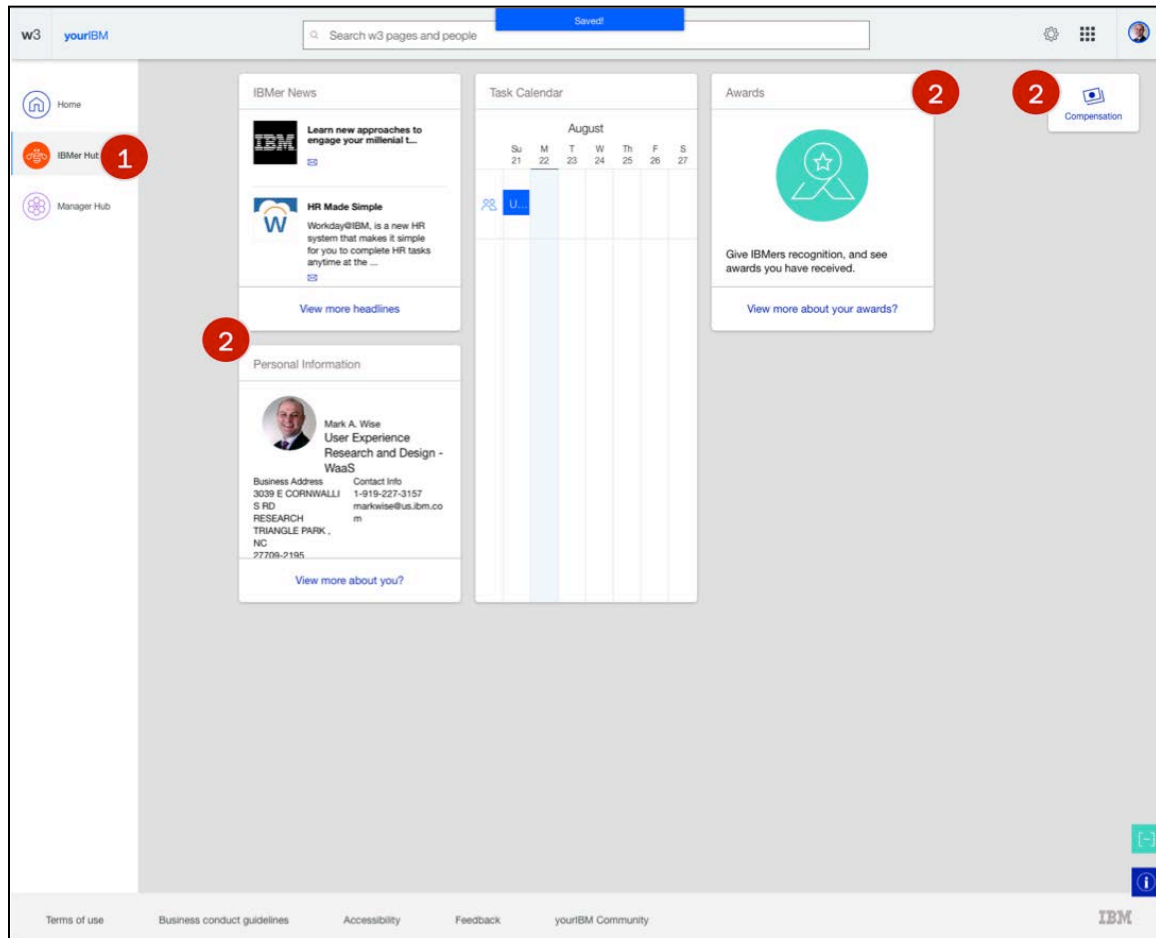
The theme options can make the pages easier to read in environments that are very light or very dark. While offices typically have a controlled light setting, w3 is responsive and thus usable on mobile devices almost anywhere. These themes can be especially helpful in certain field settings.

1. **Gear icon:** The gear icon opens the "drawer," which includes the customization options for choosing a theme for yourIBM.

The current theme is easy to determine because of the following traits:

2. **Order:** It appears first.
3. **Clear label:** The icon is clearly labeled *current theme*.
4. **Distinct:** The current theme is separated from the other available themes by a vertical gray bar.

IBMer Hub



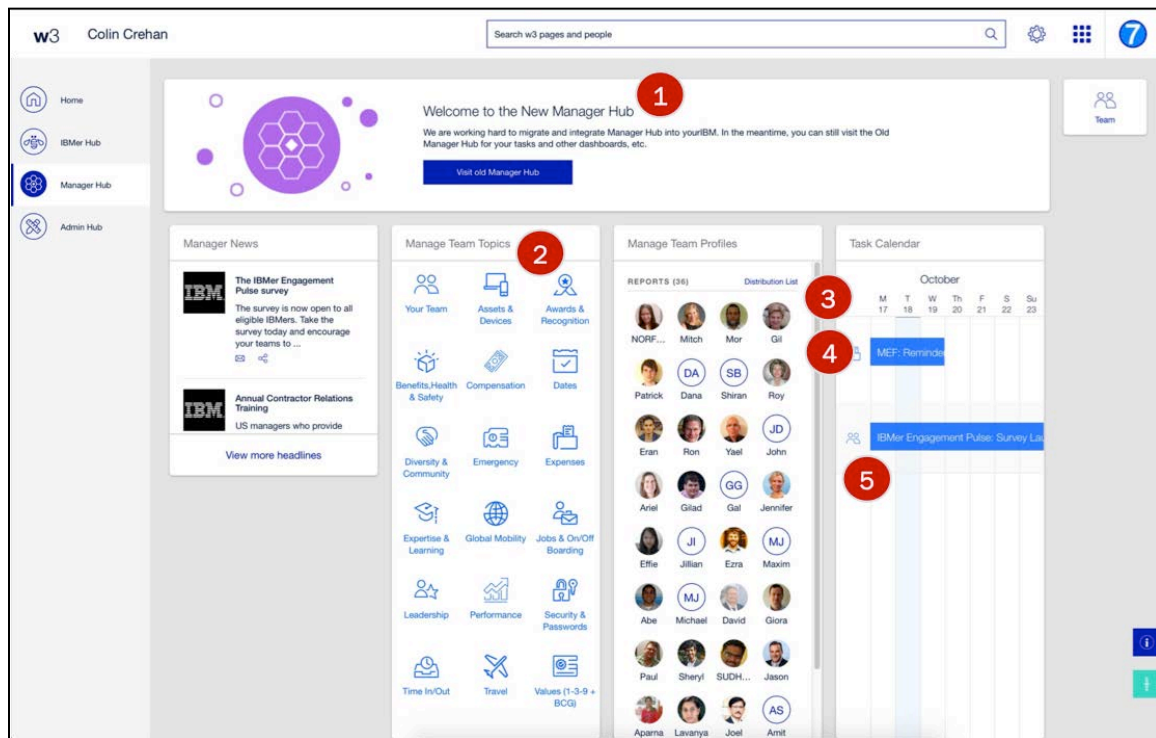
Pictured: IBM Intranet *IBMer Hub*. Career-related information remains ever accessible via the *IBMer Hub* icon in the upper left. *IBM_11_IBMer_Hub.png*

IBMer Hub Highlights

A clear career path is one key to happy employees and high retention. To ensure that all employees have access to career planning information, the *IBMer Hub* icon is always available in the upper left of yourIBM.

1. **Selected section.** The selected icon in the upper left appears with a gray background, while unselected sections have a white background. This helps keep users grounded in their current intranet location.
2. **Career and private topics.** Cards display career-related sections, such as *Personal Information*, *Compensation*, and *Awards*. These cards show private profile information that can be displayed only to the employee and his or her manager.

Manager Hub



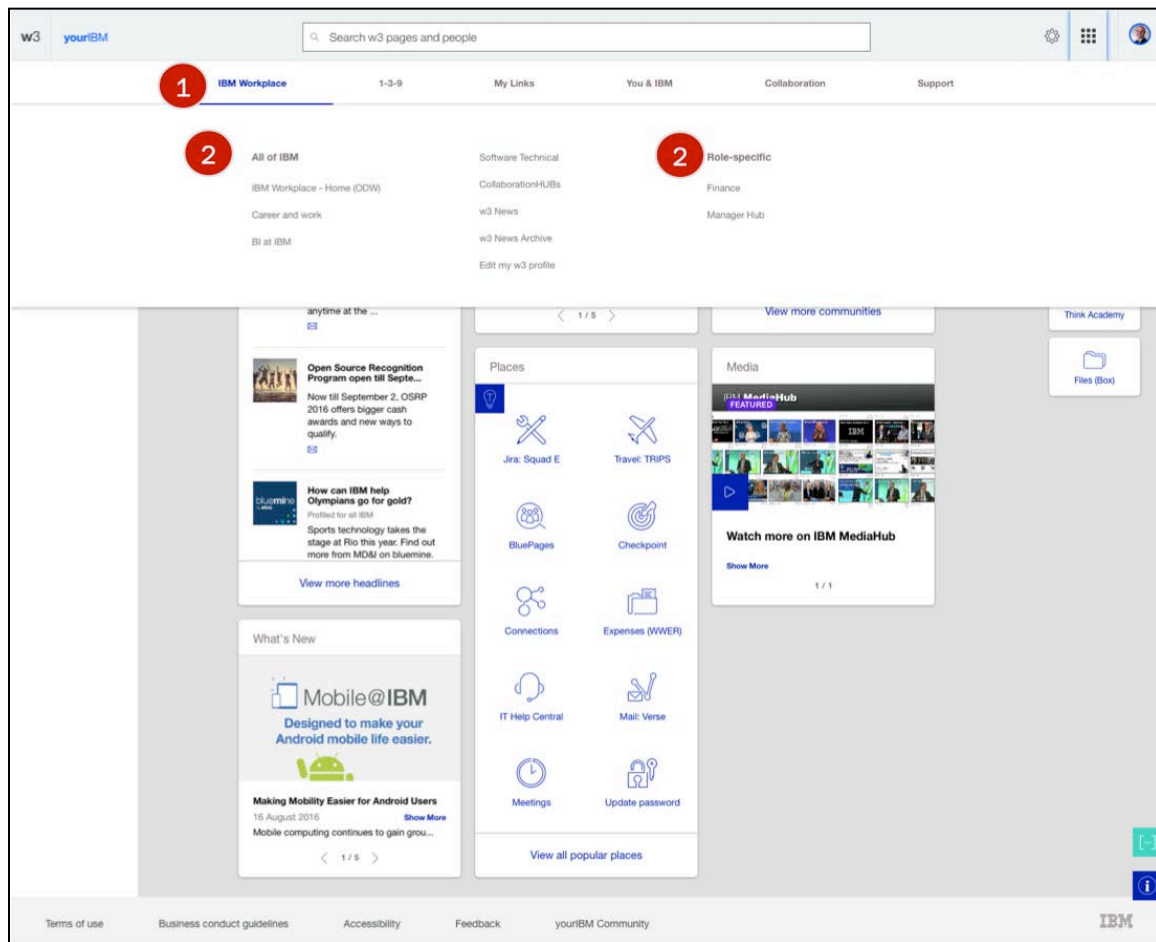
Pictured: IBM Intranet Manager Hub. The page immediately informs employees that the hub is a work in progress, and it includes a link to the existing tool, which employees should use. *IBM_12_Manager_Hub.png*

Manager Hub Highlights

Research led directly to the creation of the Manager Hub. When conducting interviews with managers from a company that was acquired by IBM, the team found that these managers were experts in their field, but were lost in IBM because the digital experience was too diverse and fractured. The team set out to create a more unified workplace experience, where managers and employees could find the data, status, tools, policies, and programs they needed to be effective and efficient at IBM. Thus, the Manager Hub was born.

1. **Respectful.** The message tells users that the team is working on the section, and that they are working hard.
2. **Helpful.** Users are provided with links to the areas that will help them do their tasks.
3. **Integrated and unified.** The system reaches into several back-end systems to give users important summary data in a single, unified experience.
4. **Personalized and private data.** Authenticated users see their own data and that of their team. When managers and employees are located in different countries, data is sometimes masked to comply with a country's privacy laws and customs.
5. **Inherited.** Programs and their due dates are inherited through the user's management chain. In this way, an IBM organization's executive can create, alter, or opt-out of a program (such as Salary Planning Cycle, Performance Assessments, or Mandatory Learning).

Global Navigation Menu



Pictured: IBM Intranet Global Navigation. Users may access the menus to the rest of the intranet via the icon in the upper right. *IBM_13_MegaMenu.png*

Global Navigation Menu Highlights

While so much is available in your IBM via the icons in the upper left, users can also access additional information on w3 by choosing from suggested commands in the megamenu.

1. **Selected status.** Displaying the selected intranet area is a helpful way-finding cue. For example, the selected menu item changes from standard black text to text that is blue, bold, and underlined. Although the design is elegant, the text types are different enough to be noticeable and helpful.
2. **Commands for one role or all roles.** Headings in the menu specify which links are for everyone at IBM, and which are personalized to the logged-in user. This is particularly helpful when employees collaborate or look for support when using the intranet. When the design is highly personalized and customized, the intranet may look entirely different from one user's desktop to the next; indicating which commands are for all employees and which are for the logged-in user helps people recall (or realize) why their menus look different from those of their colleagues.

DESIGN PROCESS AND USABILITY WORK

The IBM team was fortunate in ways that many intranet teams are not. They started this redesign with a treasure trove of data that had been tracked across various intranet incarnations over the years. The company regularly monitors user feedback and performance in many ways, including the following:

- IBM Digital Analytics to monitor user behavior
- An IBM *Connections* user community for sharing, discussing, and rating ideas
- In-page ratings, interrupt surveys, and polls
- Quarterly IT surveys that span a host of topics
- *Employee Jams* — occasional online events in which IBMers engage in discussions in moderated forums

Thus, as an organization, IBM is fairly data-rich in what it knows about its intranet. Yet, if anything, it does not always manage to take full advantage of that available data. When it comes time for a redesign, however, the team has many tools to help focus its efforts.

Satisfaction and Usage Data

Both yourIBM and BluePages were significant evolutionary improvements to the prior intranet systems used within IBM. The teams had an extensive amount of existing satisfaction and usage data, as well as feedback on the prior systems collected through the following means:

- Large-scale employee surveys
- Direct interviews with specific user populations (including sellers, architects, managers, and administrative assistants)
- Individual usability evaluations

These activities yielded actionable data on user pain points and desired new features. For example, collected data helped the team decide how to organize information on the sites, identify new use cases, and help prioritize the feature-deployment order.

In addition to observational and other objective data (such as completion rates and error-free rates), the team also relied on subjective data, such as standardized satisfaction questions, System Usability Scale (SUS), and Net Promoter Score (NPS), to evaluate mockups, prototypes, and deployed code.

Design Approach

Landing on the correct IA approach was an emphasis of both the yourIBM and BluePages projects. A good example that illustrates the team's approach is the question of how users might want to search for and use an employee profile. Through a variety of techniques, including those mentioned above, the IBM team knows that users typically conduct one of the following three types of people searches:

- Find someone I know, typically by name

- Find someone I only somewhat know
- Find someone I do not know — that is, the "needle in the haystack"

Users are typically looking for different types of information in each of these searches. For example, many users search for someone they know personally so they can contact them or find their manager or backup. In contrast, they may search for someone they do not know well because they need to know about the person's job responsibilities or place in the organizational structure. Finally, they may search for someone they do not know when looking for certain skills or a given role within IBM (find someone in Chicago site operations, for example).

One of the primary design directions for BluePages was to progressively disclose information to users, given the variety of uses identified for an employee directory. Survey data helped identify the most frequently sought profile data. Survey data was contextualized and better understood through direct interviews with users. Design and IA decisions were validated with sponsor users, as well as a broader sample of users through usability evaluations. The following examples show how the team applied this data to its design decisions:

- **BluePages search results.** Through the iterative process described above, search results are available in both grid and mini-grid modes, which include the following data:

Grid (default)	Mini Grid
<ul style="list-style-type: none"> • Name • Photo • Job responsibility • Business unity • Work location (city) • Office phone number • Mobile phone number • Email address • IBM Notes address • Administrative assistant 	<ul style="list-style-type: none"> • Name • Photo • Job responsibility

Users can toggle between these views, allowing them to view either more data or more results. In both modes, users can navigate easily to an employee's full profile, or expand an individual result into a quick view that displays all of the grid result data, along with

- Serial number
- Employee type
- Work location (building, floor, and office)
- Important contact information (such as, "I work onsite at a client location. If I am unavailable, please contact Jane Doe")

- Team information (leadership, peers, direct reports)

As the name suggests, the quick view successfully enables users to access the most frequently sought information, beyond basic contact details, and without having to open the full profile.

- **BluePages profile.** The BluePages profile is organized into cards, and each card is further organized into sections and individual data elements. The organization of this data was based on the priority that users gave the data, as well as relationships among data. The initial release included the following cards:
 - Header (unlabeled)
 - Contact
 - Team
 - Department/organization

The team subsequently added the following cards, deployed based on the priority of the data:

- **Disclaimer:** displayed on the profiles of non-employees, such as vendors and contractors
- **Assistant to:** displayed on the profiles of administrative assistants
- **Expertise**

Additional cards are planned and will be added to the profile over time, including a *Projects* card and a *Social Networks* card. As additional cards are added, a simple set of sticky anchor links will be displayed on the profile to facilitate discovery and quick navigation to the desired profile content.

Agile Sprint Cycles

The company follows an Agile process, and typically plans on a three-month release schedule. At the start of a release, the team holds a planning session to understand and discuss the *hills* — an IBM Design Thinking term for clearly stated and measurable goals that the team commits to achieve. Often, team members will have completed initial designs before (or even during) the planning session. Then, they conduct “sprint 0.”

Sprints are typically two-week spans, during which team members identify specific stories² (user-focused Agile requirements) to accomplish. During sprint 0, they create more designs and get interlock on the direction of the release. The user research team takes early wireframes and evaluates them with users, who provide feedback. (For example, the research team’s latest focus is accessibility.) The team takes that user feedback and begins running standard sprints, during which the

² In Agile terminology, **stories** are “an Agile requirement, stated as a sentence or two of plain English. A user story is often expressed from the user’s point of view, and describes a unit of desired functionality.” Source: <http://agiledictionary.com/277/user-story/>

design team might do spikes³ to further refine designs or work directly with the developers coding the solution. Once they have a solution coded, the research team either evaluates it with users again or launches the item to a limited group of users. (The IBM framework gives the team fine control; for example, the team can release a new feature to users whose IDs begin with the letters A–C.) If the solution is successful, team members decide whether to focus future sprints on other items, or build new stories to further improve the newly released feature.

“In terms of priorities, this can be tricky,” says Ed McFadden, User Research and Design Lead, “as there are many stakeholders, problems to solve, and user ideas. As a group, we tend to identify possible hills, with management providing business direction. Then, within a release, product owners set priorities for stories that span sprints. Typically, we prioritize in favor of items that we believe will have the most impact to the greatest number of users.”

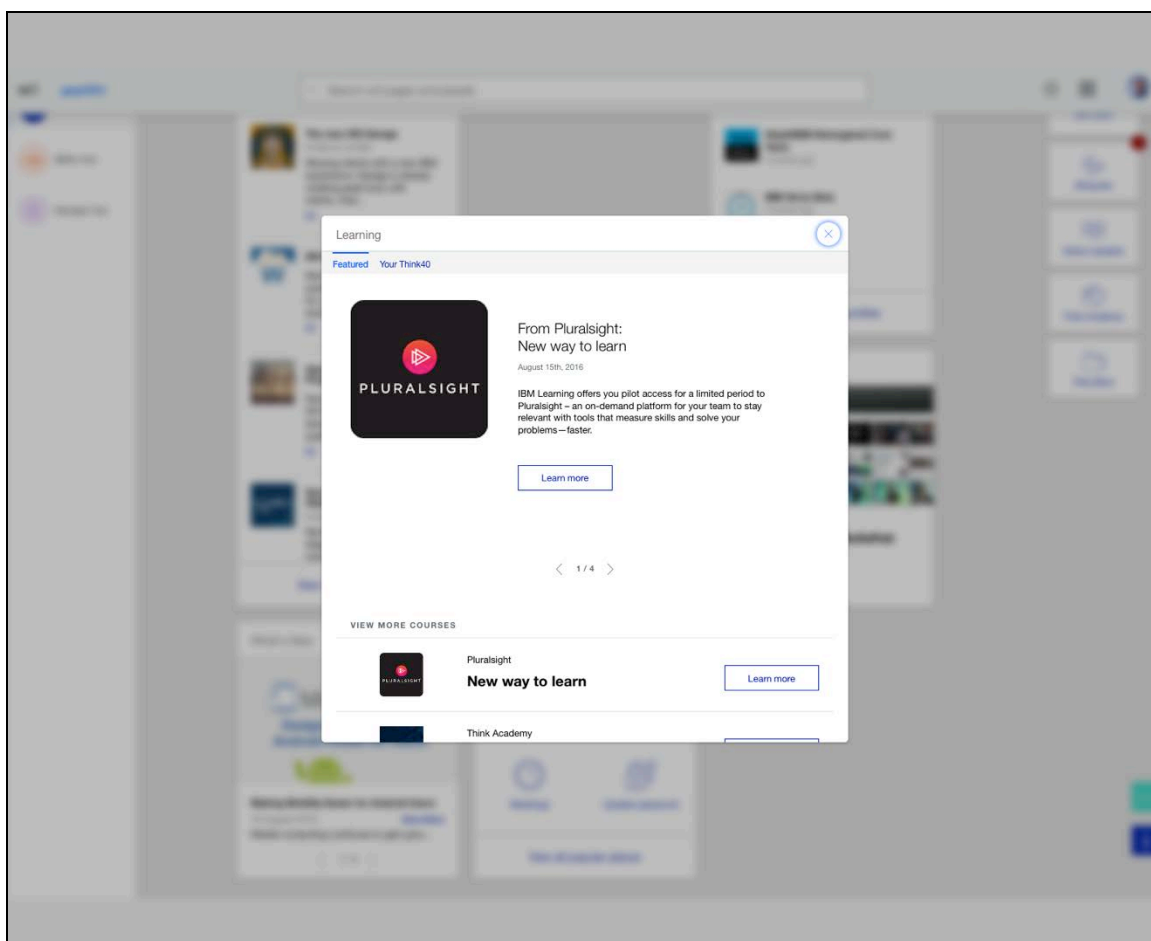
A Unique Approach to Usability Testing

The IBM team adopted a unique approach to usability testing, which has been an integral part of its design and development efforts. The team has a dedicated user research scrum team that has a backlog of user research activities. New user research activities are conducted in three- to four-week sprints, with users pulled randomly from a database of more than 2,200 usability test volunteers from across the globe. Each round of user testing includes one-on-one testing with participants and parallel survey-based activities. The user research team includes five experienced usability professionals from India, China, and the US.

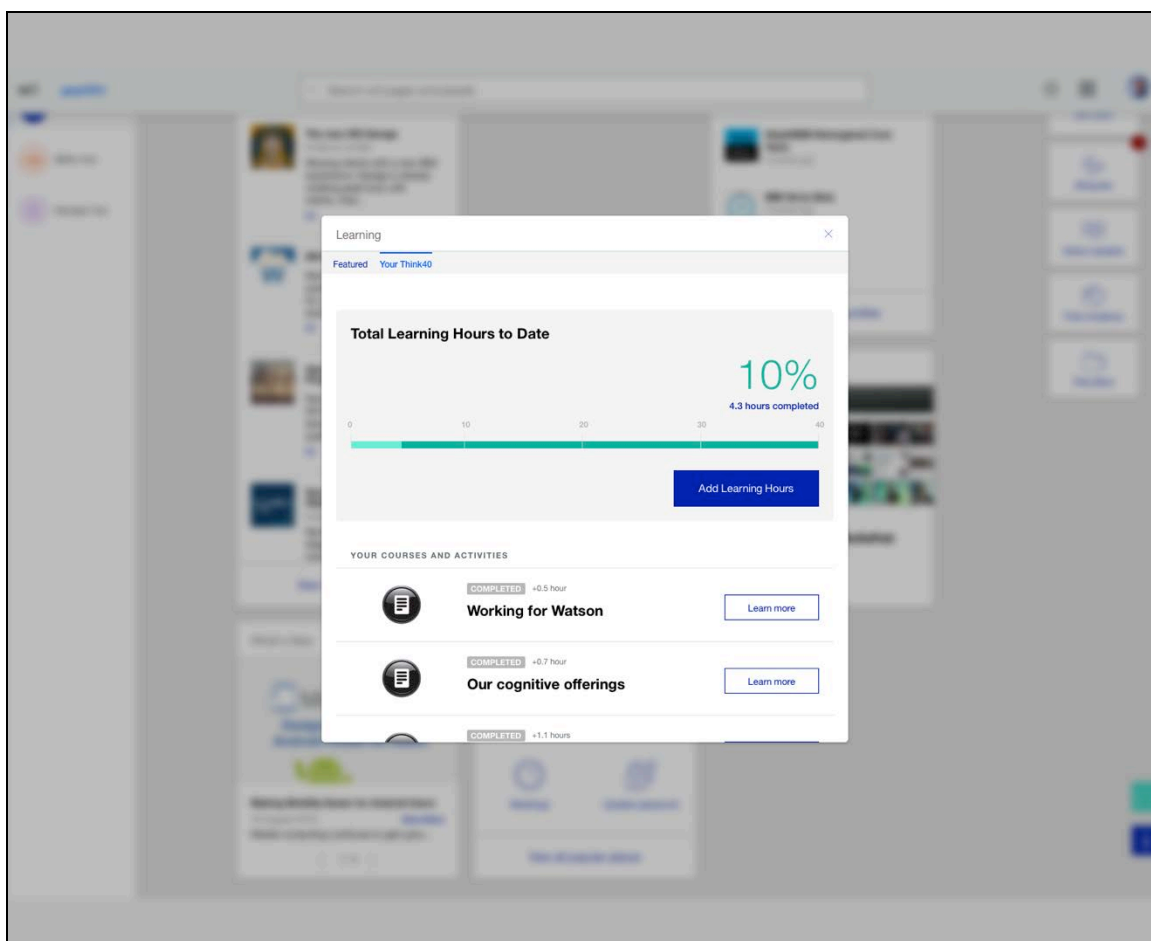
Adoption and Buy-In

Adoption of the new systems has been very successful. The yourIBM homepage is now the only homepage used by employees. It has been very well received as an entry point for the IBM intranet — both via search and browsing techniques — and is becoming a place where users can complete tasks, such as logging completed learning activities, without having to access a unique page or tool.

³ In Agile terminology, **spike** is an “an activity intended to gather information necessary to reduce the risk of a technical approach, better understand a requirement, or increase the reliability of a story estimate.” Source: <http://agiledictionary.com/209/spike/>



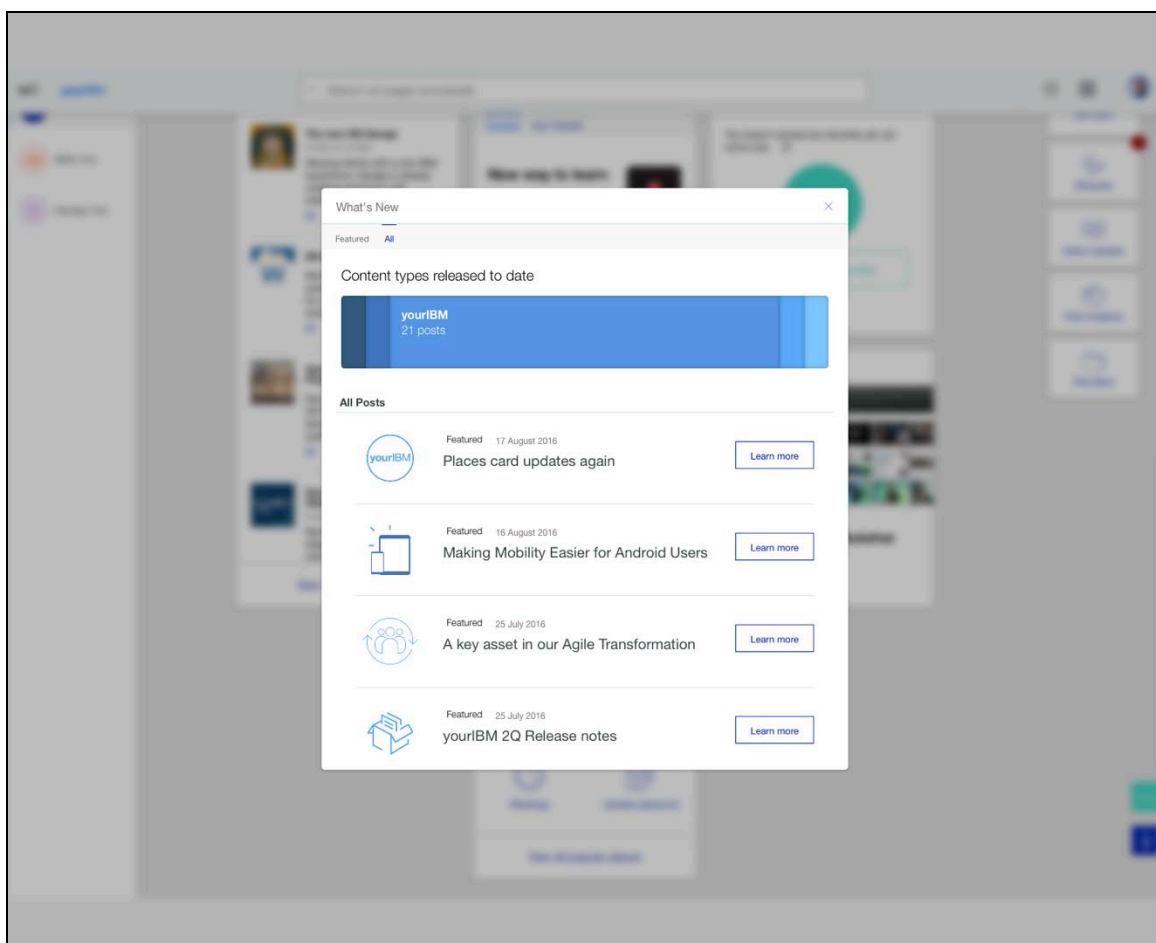
Pictured: IBM Intranet *Learning Card*. Users can open the *Learning* card to explore new learning options. *IBM_14_Learning_expanded.png*



Pictured: IBM Intranet *Learning Goals Progress*. Within the expanded *Learning* card, users can click *Your Think40* to review their progress against their annual learning goals. *IBM_15_Learning_Hours.png*

BluePages has also been successfully adopted. Even though the prior version continues to be available until all remaining profile data is migrated to the new system, most users choose to use the new BluePages. Reasons for this adoption include its significantly improved search performance and results quality, as well as improvements to the overall UX — in terms of both visual design and usability.

Despite the enthusiastic adoption of yourIBM and BluePages, the team noted that the rapid rate of significant updates left some users unaware of new features. To address this, the team added a *What's New* card on yourIBM. This prominent card highlights updates to these and other internal IBM systems, and offers links to lengthier blog posts or news article for users wanting a more detailed description of new features.



Pictured: IBM Intranet *What's New* Card. Users can open the *What's New* card to learn about the latest changes to yourIBM as well as changes to other tools and resources for IBMers. *IBM_16_What's_New_Expanded_Archive.png*

WORKING WITH OUTSIDE AGENCIES	
Agency	Project Role
VSA Partners, Inc. Consultancy providing interconnected, cross-channel branding and communications solutions	VSA supported IBM in the design and development of the yourIBM Intranet experience. In partnership with the IBM team, VSA provided graphic and UX design, branding, writing, technology, communications, digital, and other services and deliverables.

GOVERNANCE

The Workplace as a Service domain (a department within the CIO) owns intranet strategy and experience, and partners with organizations across the company (such as Corporate Communications and Learning) to create a holistic and meaningful experience for IBMers. The team recognizes that no single group can be responsible for, or successful at, creating a comprehensive, highly usable and useful global intranet experience — especially for a company as large and varied as IBM.

It is crucial that the Workplace as a Service owners be tightly integrated with the company's internal strategic partnerships, external vendor partnership with VSA, and user feedback as it envisions and delivers a great intranet experience. Collaborating equally and effectively across the varied (and sometimes competing) strategies and objectives of the business is not without challenges. The team therefore united around the ideal that a successful intranet experience should:

1. Succeed at supporting the needs and wants of IBMers today
2. Have a clearly defined roadmap for tomorrow
3. Build on a framework — both literally and figuratively — that enables agility, encourages course correction, and increasingly provides partners with ways to play more active, integrated roles in crafting the experience

Although having as many contributors to the intranet as IBM does has many positive aspects, it can sometimes lead to debate and strategic conflict. For example, one party might aim to give users what they need, while another focuses on executive messaging. To help manage these challenges, the intranet team depends on user reviews, metrics monitoring, and its Agile approach.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Workplace as a Service (WaaS) CIO team	<ul style="list-style-type: none"> • Provide UX design and evaluation, front- and back-end development, architecture, Organizational Change Management (OCM), hosting and deployment, governance, and manager and stakeholder support • Manage the UX, technology, and deployment; content is fed through APIs and JavaScript Object Notation (JSON) files from numerous sites across the intranet
Communications Team	<ul style="list-style-type: none"> • Create content displayed through channels on yourIBM and partner with the yourIBM CIO team on all announcements and communications showcasing IT-related information for all IBMers, from simple banners to company-wide "Signature Moments"
Intranet Site and Content Owners	<ul style="list-style-type: none"> • Provide access and APIs to site information that can be displayed on yourIBM

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	w3.ibm.com (desktop and mobile)
Default Status	<p>IBMers can set any page they wish as their homepage, but yourIBM is the one-and-only IBM intranet homepage, replacing all previous homepages. The one exception is for Quebec employees; because they require French Canadian translation, they are currently directed to the previous homepage. (Although yourIBM is itself translated, the content displayed within it is pulled from across the intranet, and the yourIBM team cannot yet guarantee that source content is appropriately translated.)</p> <p>IBM does not override browser settings, or push or bookmark any sites. Instead, the company supports users' choices of OS and browser. Only when IBMers actively access the IBM intranet will they land on yourIBM. (New laptops' browsers are typically set with w3.ibm.com as the homepage, however.)</p>
Remote Access	IBMers can access yourIBM — or any intranet page — only from the corporate VPN (desktop) or a BYO device or corporate managed phone with the appropriate Mobile Device Management (MDM) access.

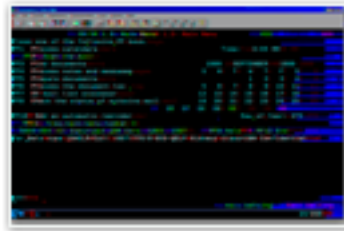
TIMELINE

PROJECT MILESTONES: YOUR IBM	
Milestone Date	Milestone Description
Pre-2000	Early days: The intranet evolved from a list of corporate-wide links and news items to a page featuring news items matching IBMers' unique profiles, along with an employee directory (BluePages). The team also introduced some standard design and navigation elements that were common at the time.
2000–2002	w3 Home, versions 5–7 added: <ul style="list-style-type: none"> • User profiles • Dynamic content • Enterprise taxonomy • Integrated search
2005–2006	On-Demand Workplace added: <ul style="list-style-type: none"> • Business portals • Enhanced personalization • Role enablement (content directed towards IBMers filling specific job roles)
2011	IBM Workplace <ul style="list-style-type: none"> • Primarily a theme and technology update
August 2013	Lightweight homepage <ul style="list-style-type: none"> • A simple, stripped down version of the homepage focused on a few primary tasks, with fast response and no downtime • News and links • Some personalization • Productivity and support widgets in masthead
March–October 2015	yourIBM (current release) added: <ul style="list-style-type: none"> • Richer content and an updated UX • Cards-based design offering different user views into content, depending on the user's needs • A technology framework that other IBM teams can leverage

PROJECT MILESTONES: BLUEPAGES	
Milestone Date	Milestone Description
Pre–1996	<ul style="list-style-type: none"> • The Dark Ages: IBM used a command line VM employee directory
1996	<ul style="list-style-type: none"> • The original BluePages deployed as a relatively basic web-based employee directory
2003	<ul style="list-style-type: none"> • A significant BluePages redesign, which created a more expansive employee profile
December 2014	<ul style="list-style-type: none"> • A new iOS BluePages mobile app deployed
January 2015	<ul style="list-style-type: none"> • A new Android BluePages mobile app deployed, followed by numerous updates for both iOS and Android throughout the year
May 2015	<ul style="list-style-type: none"> • Tablet version of BluePages mobile app deployed
October 2015	<ul style="list-style-type: none"> • The first major update to the BluePages website in more than a decade is officially deployed
2016	<ul style="list-style-type: none"> • Several releases throughout the year, adding additional functionality, profile data, and design enhancements

version 1.0

Launch of
w3.ibm.com
Corporate news
and links



version 2.0

Standard design
and navigation



Versions 3 & 4

Bluepages,
MyNews, Web
tools, Info
Central



Versions 5 & 6

Profile, Dynamic
Content,
Taxonomy,
Integrated Search



Pictured: IBM Intranet Evolution. The IBM intranet's evolution over time, from the green screen era (VM) to dynamic content and integrated search. Images of this evolution timeline continue below. *IBM_17_Homepage_timeline-part-1.png*

ODW R1, R2

Business Portals,
Personalization
Role Enablement

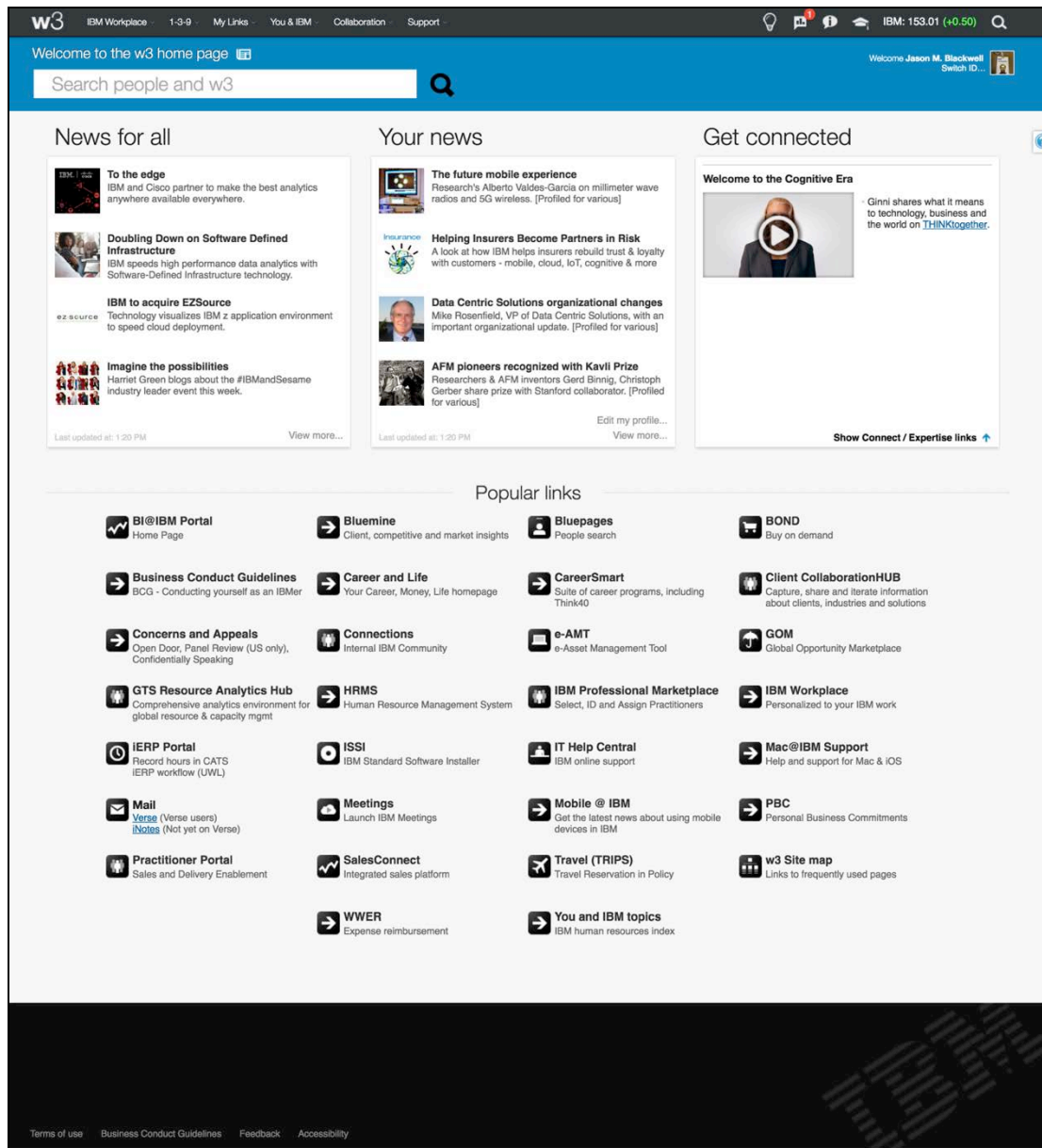


IBM Workplace

Business
Portals,
Personalization
Role
Enablement



Pictured: IBM Intranet Evolution. The IBM intranet's evolution over time, from On-Demand Workplace to the IBM Workplace upgrades, both of which emphasized business portals and personalization. *IBM_18_Homepage_timeline-part_2.png*



Pictured: IBM Intranet Old Homepage (Lightweight Version). This lightweight homepage is the most recent previous version of the IBM intranet, released in August 2013. *IBM_19_previous-version.png*

CONTENT AND CONTENT CONTRIBUTORS

The IBM intranet (w3) has many types of content, including

- Corporate communications
- Enterprise content
- Private content
- Social content

The following outlines how each type of content is managed.

Corporate Communications

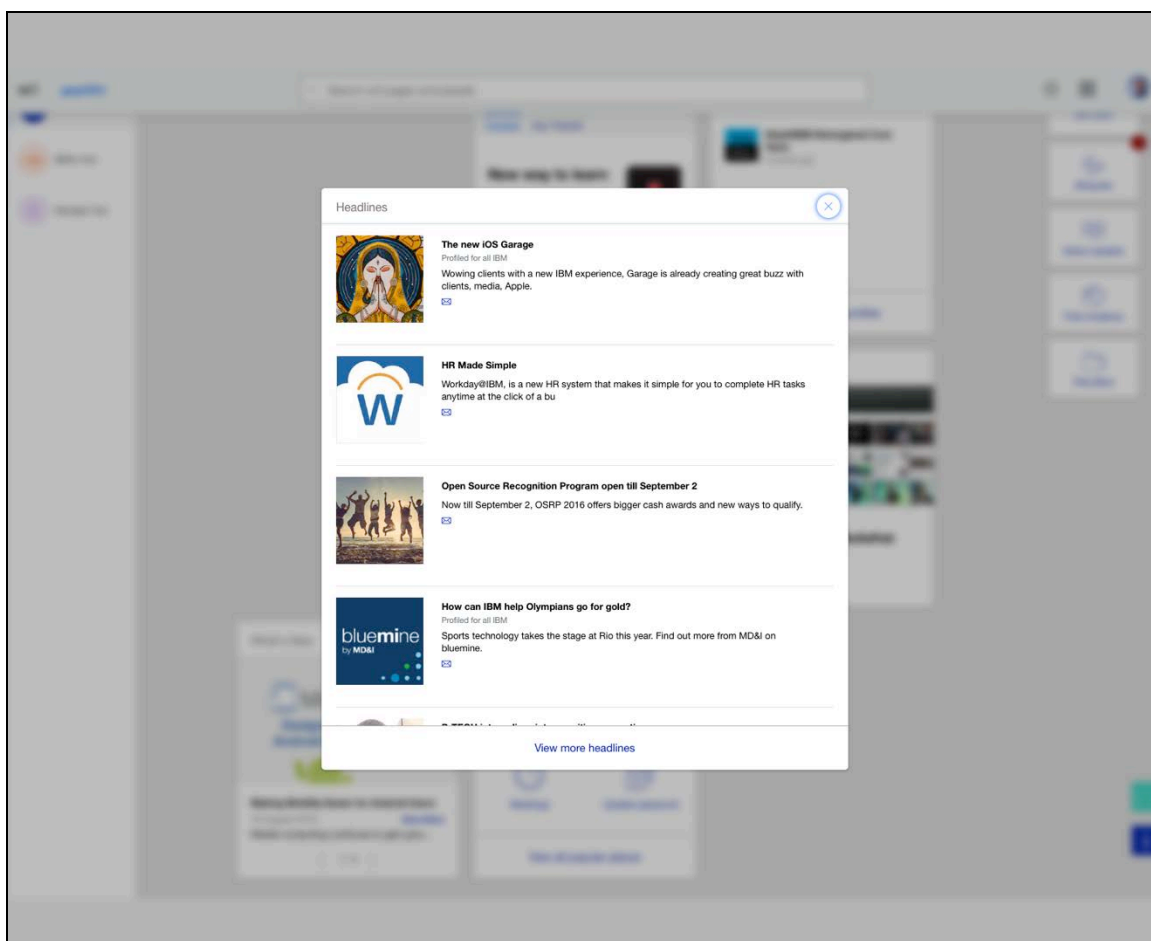
yourIBM provides several touch points for communicating content to IBMers. IBM Communications controls the intranet news feed, so the news can have the most impact with IBMers. Wherever possible, stories are scheduled on a calendar — profiled by industry, job role, location, and interest — and reviewed to prioritize importance.

The yourIBM site supports several communications channels. Up front, there are cards for news headlines, media, and “What’s New.” Headlines also appear on IBMer Hub (employee-specific news) and Manager Hub (manager-specific news). Because yourIBM knows who visitors are, content is profiled to match users and their registered interests.

The *Headlines* card is fed traditional IBM news articles, as curated by the corporate communications organization. The *Media* card does the same, for non-article communications, such as videos. The *What’s New* card started off speaking to IBMers only about how the yourIBM site itself was growing and changing, but has become a useful channel to speak about changes in the wider IT toolset and offerings.

Like a newspaper front page, the constraint of a limited set of yourIBM cards helps the Communications team on both ends in two key ways:

- **It consolidates value** in a known area, so users can scan and consume valuable messages in a single location.
- **It provides a brake** against a tidal wave of messages that might come from the hundreds of tool and process owners, each of whom wants his or her message sent to all of IBM. The Communications team can and does say no to lower-priority messages, but these can be shared in Connections communities, blogs, newsletters, and other targeted channels.



Pictured: IBM Intranet *Headlines Card*. Users can open the *Headlines* card to view all recent news on the IBM intranet. *IBM_20_Headlines_Expanded.png*

Enterprise Content

IBM is a multinational corporation with many business units, scores of companies around the globe, and hundreds of thousands of employees — not to mention vendors and contractors. As such, it has hundreds of content owners. Formal policies and programs have official owners with auditable content trails, while a large body of less formal content is typically shared more socially in Connections communities, wikis, and so on.

Culling Enterprise Content

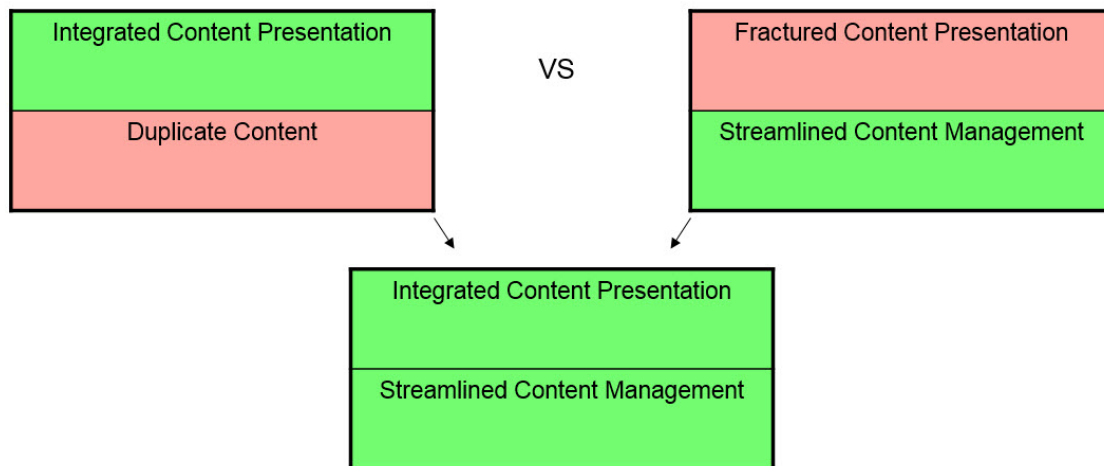
A good example of how enterprise content is culled is to look at how IBM manages HR content. When the team first started reducing HR content, it had more than 169,000 HR pages; once it finished pruning the duplicate, defunct, and unnecessary content, there were fewer than 25,000 HR pages left. On the face of it, such numbers make it seem like the effort was a huge win for the organization and for the intranet. However, if you scratch the surface, the cracks begin to show.

With IBM employees located across the globe, some HR content was global, some regional, and some local. When team members tried to create a single, integrated

site for each employee population, they unintentionally created a massive duplication of global and regional content, which then fell out of sync and required considerable effort to correct and maintain.

When they segregated content by area, however, they left employees with a very fractured experience. To find applicable policies and programs, an IBMer in the Czech Republic might have to go to several sites: the Czech HR site, the Central European HR site, the main European HR site, and the Global HR site. The team then sought to fix this through user profiling.

“We cut the Gordian Knot and created a content integration system that would allow us to manage the content in segregated sections, but integrate them into a single HR site based on user profiling,” says Colin Crehan, Strategy and Design Lead, yourIBM.



This diagram illustrates how the IBM team took a layered approach to content integration, so that content was aggregated, yet accessible, based on user profiling.

Content must be managed on several layers that are largely independent, but related. By focusing on the problems in each layer, the team was able to make tremendous progress. The UX team owns layers five (Content Organization and Navigation) and six (Content Presentation and Consistency), but works with other layer owners to address user and usability issues.



This diagram outlines the content layers behind the IBM intranet.

“We have been experimenting with less formal content creation,” says Crehan, “where a single person can be owner, author, and content publisher. This works for many kinds of content, but appears to lead to problems of accuracy, auditability, and content proliferation. As such, we have avoided this model for our core, formal enterprise content in many instances.”

Enterprise Content Governance

IBM had a culture in which creating content was easy, but removing content was difficult. The company’s shift in culture allowed it to reverse this trend by applying the following mechanisms:

- **Governance Board.** This small board is headed by a representative of the global process owners, but includes usability experts and webmasters. The board strives to keep content focused, effective, and efficient. Integration and personalization are key goals that it stresses to teams that come to it seeking to have content added to a site. When content is added, the board asks which existing content should be sunset.

- **Process owners.** Process owners are encouraged to edit and reduce their content areas. Global and local process owners conduct annual reviews, both to ensure that the ownership is correct and clear and to remove stale content.
- **Content jail.** Content of uncertain value goes to "content jail," where it is out of the main navigation structure, but still searchable. Content that continues to have no owner and no users is archived and removed from the IBM intranet.

Private Personnel Content

The yourIBM system knows who you are and can show you private personnel information about yourself (and your team, if you are a manager). All private data is stored by trusted sources in their back-end system of record. Data services provide private data to authenticated users (via single sign-on). Data masking ensures that managers can see only the data of employees on their team, and only then if the employee lives in a country whose privacy laws allow it.

Social Content

The yourIBM system can also highlight social content, which is managed on IBM Connections, and allows IBMers to follow streams or be tagged in discussions in Connections forums, wikis, activities, files, and other Connections spaces that support conversation. There is no formal governance of the social content space, though each user can throttle notifications via subscription preferences.

TECHNOLOGY

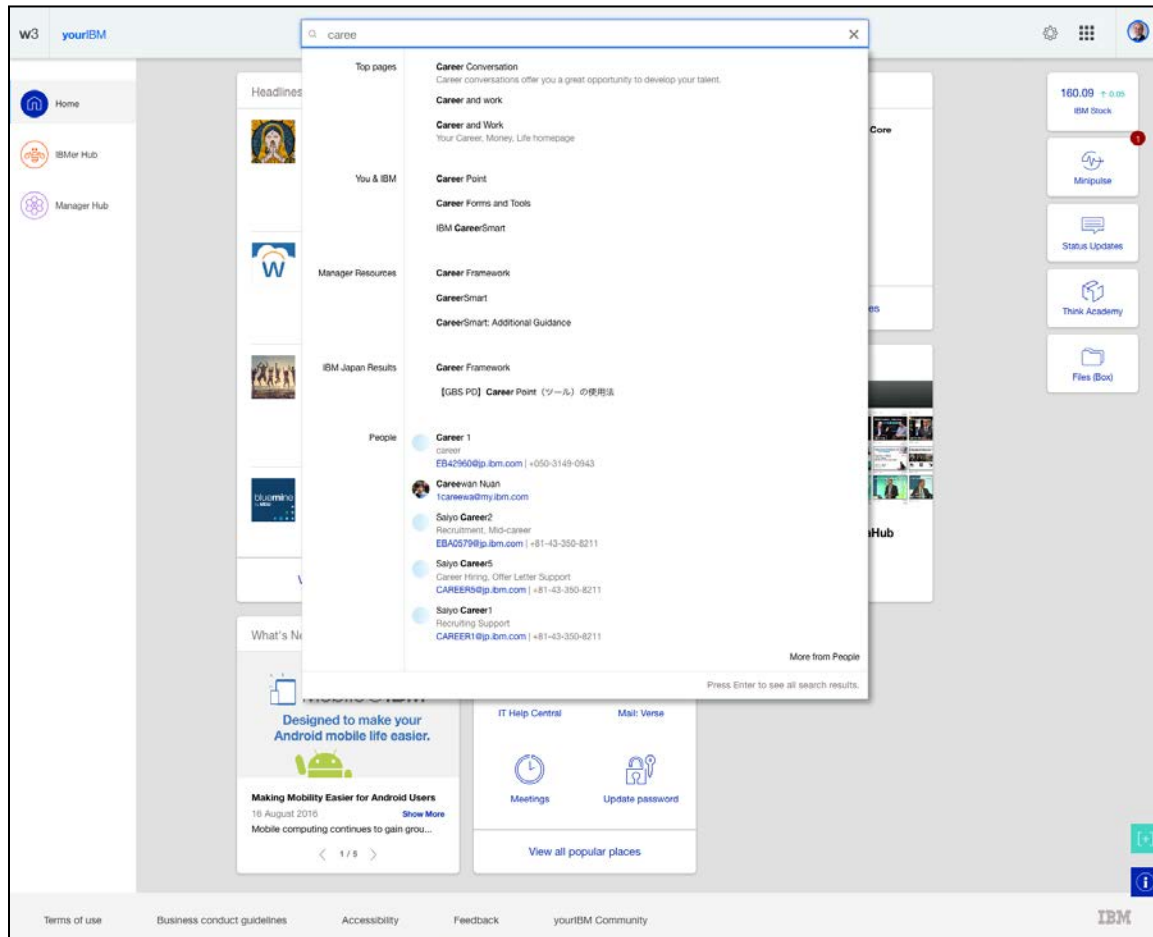
TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none"> Linux servers: three-node IHS cluster with load balancer for web content, hosted on IBM Events Infrastructure Two-node WAS Liberty cluster with load balancer for services, hosted on IBM SoftLayer
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> JIRA Custom monitoring agents to confirm availability JsUnit LoadRunner
Design Tools	<ul style="list-style-type: none"> Sketch Adobe Illustrator Adobe Premier Pro Zeplin
Site Building Tools	<ul style="list-style-type: none"> AWF: a custom-built framework JavaScript libraries including lodash, jQuery, and Backbone Automation tools including Grunt, Jenkins, and UrbanCode Deploy GitHub Enterprise
Content Management Tools	<ul style="list-style-type: none"> Enterprise Content Management JSON files Custom-built CMS
Search	<ul style="list-style-type: none"> Custom-built rapid results system (now a part of AWF) Moving to Watson Explorer for full search

Technology Evaluation

The team's primary focus with technology was performance and flexibility. The IBM Events Infrastructure was initially built to provide an extremely stable, high-availability environment for key external events. The company opted to provide that same level of performance to its own employees. It also had the person-power to make custom enhancements (such as the AWF framework and custom search features), which somewhat reduced the evaluation of other solutions. Ultimately, the

team created its vision first, then evaluated solutions based on their ability to deliver on that vision and built them as necessary.

The IBM team is very open to trying new tools, both its own and third-party. Team members follow Agile practices, so they often use retrospectives (the Agile term for a meeting held at the end of an iteration) to collect feedback from the team as to a tool's efficacy.



Pictured: IBM Intranet Rapid Results Search. The site provides character-by-character suggestions; here it shows results as a user types "career." Several categories are profiled, including *You & IBM*, providing results specific to the user's country, and *Manager resources*, which appears only to managers. *IBM_21_Search_Rapid_Results.png*

ROI

The yourIBM site is an optional front door to the company's larger w3 intranet, and is meant to increase IBMers' productivity and ability to find their way around the intranet. As such, the basic measures of its success remain adoption (usage) and satisfaction. Individual interactions are studied separately, but following is an overall view:

- IBM has **hundreds of thousands of potential users**, though many are at customer sites and do not have ready access to IBM's intranet at all times.
- The yourIBM site receives more than **14 million visits per month**. There are regularly more than **350,000 visits per day** and more than **2.5 million per week**.
- Although logging in to yourIBM unlocks many valuable features, users are not required to log in at this time. Soon, the team will make logging in both easy and mandatory. In this way, it will provide more powerful features to a wider audience — and considerably improve its ability to track metrics.
- Measured on a five-point scale, overall satisfaction is **74%** (interestingly, on a seven-point scale, it measures at **79%**).

Definition of Terms

- **Visitors:** Measures individual users.
- **Adopter penetration:** Measures total unique visitors out of the total population of users (for example, 350,000 visitors out of 500,000 total users = 70% adoption for that day).
- **Visits:** Measures distinct times that a user enters a site.
- **Views:** Measures the number of page loads.
- **Interactions:** Measures views in which users went beyond looking and started clicking.
- **Overall satisfaction:** Measured through a globally sampled survey.

LESSONS LEARNED AND BEST PRACTICES

Lessons Learned

Because the IBM team uses its Agile retrospectives as opportunities to capture incremental lessons learned, such learning is built into its process. However, in terms of big picture lessons learned — or, as Blackwell candidly acknowledges, *relearned* in some cases — the team offers the following from the most recent redesign:

- **Business owners love big bang changes; users, less so.** “Again, this is more of a relearned lesson. When we did our redesign, we wanted to announce it with some fanfare. For the most part, this worked out well, however, there was a vocal minority who resented the fact that their corporate intranet homepage had changed at all. These users only employed a few basic functions, and resented any sort of change (such as: the link they click all the time is in a new spot). A more modern approach is to introduce changes slowly over time, so users don’t experience a sudden major change and you are less likely to hit a favorite function of certain users. Since our release, we’ve made many changes — some fairly significant — and never got the same type of push back as when we released a ‘major change.’”
- **It’s easy to not invest enough in stakeholder engagement — it is also easy to invest too much.** “Bluntly, with a company the size of IBM (and with an intranet the size of IBM’s), were one to interlock with every party who feels they should have veto power on a new intranet solution, one would never release a new design. Furthermore, we ultimately wanted the focus to be on user needs. That said, stakeholders often have a deeper understanding of their users, needs, and business goals than a single central team can ever have. The net-net is that we likely involved some groups more than we should, and neglected others. Further, I wouldn’t say we’ve necessarily solved this problem — it is an ever-evolving one. Ultimately, however, when in doubt, let your end users break the tie.”
- **Integrators need education.** “Related to the above, another lesson we constantly relearn is that not all integrators have the same level of design knowledge or goals that you do. One problem we encounter regularly is those who are seeking a ‘prominent presence’ or those who view the homepage as a promotional play. The challenge comes in when they don’t measure themselves in a way that you’d expect. For example, some stakeholders aren’t necessarily driven by traffic to their pages — they may instead feel that they can show progress to their executives if they can show their content has a prominent space. Likewise, it can be a challenge for stakeholders to see the ‘big picture’ when they are focused on such a narrow aspect of the intranet.”

- **Agile development is a culture, a process, and a practice change.** “Early on, we would have claimed to be ‘Agile.’ And, indeed, we followed the practices. However, it takes a while for concepts like ‘fail quickly,’ ‘what is an MVP,’ and the like to truly sink in. We are not done with our Agile maturation, but for those interested in becoming more Agile, the best we can recommend is to simply get started. Our lesson is that some aspects can only be mastered in practicing.”

Best Practices

Blackwell also shares a few best practices that other teams can apply to their own intranet projects:

- **Large-scale projects need constant communication.** “When you have a lot of people working, make sure the lines of communication are wide open. We tend to document less now, so the key to avoiding creating something that doesn’t look like it fits together is to have open communication.”
- **Focus on fundamentals: search, performance, and reliability.** “At times, to create something innovative, we can neglect the basics. Your awesome new collaboration feature won’t mean much if your page doesn’t load or it takes so long to load that the users give up or will hate whatever they get after the wait. If your page isn’t reliable and reasonably fast, you are starting your redesign in a hole. For large intranets, search is the key function that all users will want and want to work well — and fast.”
- **Know your user’s pain points, and involve them throughout the process.** “Sort of Usability 101, but when you are aiming for innovation and business needs, users can get lost. Everyone on your project should know who your users are (at least in the broad sense), and they should know the pain point for the solution they are currently coding.”

Kerry Group plc (2017)

OVERVIEW

COMPANY

Kerry Group provides the largest, most innovative portfolio of Taste & Nutrition technologies and systems, and functional ingredients & actives for the global food, beverage, and pharmaceutical industries. The consumer foods division, Kerry Foods, is also a leading consumer foods processor and supplier in select EU markets.

Headquarters: Tralee, County Kerry, Ireland

Company locations: Worldwide

Locations where people use the intranet:

Employees at all Kerry Group sites, offices, factories, and locations use mykerry,

Annual revenue: 2015 Group revenue was €6.1 billion (euros)

THE INTRANET

Users: Approximately 13,000 users at 163 sites in nearly 50 different countries across five continents

Mobile approach: Responsive web design

Technology platform: SharePoint 2013

TEAM

Executive sponsorship: Gerry Behan, President & CEO Kerry; Flor Healy, CEO Kerry Foods; Michael O'Neill, President & CEO North America; Brian Mehigan, CFO; Frank Hayes, Director of Corporate Affairs, Kerry Group; Iain Witherington, Senior Vice-President Group HR

Executive leadership: Noelle Watts, VP of ICT & Digital Lead; Jim Egan, Director, Employee Communications & Engagement Kerry; Tony Bergin, Group Internal Communications Manager; Sue Lamon Diver, Marketing Communications Director—EMEA; Sharon Whitehead, VP of Global HR; Noranne Courtney, Regional Business Engagement Manager; Dillan Shikotra, Internal Communications, Kerry Foods

Functional Leadership: Andy Royston, Chief Marketing Officer Kerry; Khaled Zitoun, Global CTO; Tom Murphy, Chief Procurement Officer; Pat Casey, CIO—Retired; Brenda L'Estrange, Chief Information and Process Officer

CORE TEAM

Design/Analyst Team: Gillian O'Halloran, mykerry Team Lead; Paul MacDonald, Analyst; Robert McWhinney, Analyst

External: Randall Snare, Head of Content Strategy; Owen Derby, Creative Director; Sheena Bouchier, UX Designer; Lynsey Duncan, UX Designer; Tom Cunningham, Graphic Designer; Charles Fenoughty, Digital Strategist; Emily Atkins, UX Designer

Technical Team: Adnan Ahmed, SharePoint Architect; Liam McCambridge, Senior Developer; Nicole Hesser, SharePoint Administrator

External: Sridhar Bommana, Technical Lead; Krishna Vungarala, Technical Lead; Saurabh Tripathi, Technical Lead; Akash Rawat, SharePoint Developer; Adrian Heaney, UX Developer; Conor Luddy, UX Developer; Rod Farry, UX Developer; Ingars Paeglitis, Senior SharePoint Developer; Joao Lopez, Senior SharePoint Developer

Communications: Gemma Loughheed, Communications Assistant; Michele Caldwell, Communications and Community Relations Representative

Training: Noel McDermott, Global Learning Manager; Romeo Damian, Global Learning Specialist

INTRANET TEAM



Team members shown here (top row, left to right): Gillian O'Halloran, Paul MacDonald, Robert McWhinney, Adnan Ahmed, Liam McCambridge, and Nicole Hesser; (bottom row, left to right): Noelle Watts, Tony Bergin, Jim Egan, Michele Caldwell, Noel McDermott, and Gemma Loughheed.

HIGHLIGHTS ABOUT THIS WINNER

The Kerry Group intranet, mykerry, supports 13,000 of Kerry Group's employees, across five continents and 163 locations in 50 countries. The new site was designed with collaboration and knowledge sharing in mind, to help employees find information and connect with one another. The team integrated social tools for the first time, added video, and created personalized experiences for employees around the world.

- **Regional content.** The new site includes personalized content based on the employee's region. News is now targeted to specific geographic areas, helping to ensure content is useful and relevant to local audiences. When the communications team adds a news story to the site, they can send it to the global organization or tag it by specific region or functional department to target it to specific people.
- **Introducing social tools.** To help meet the goal of fostering a global culture of knowledge sharing and collaboration, the team introduced social tools, enabling two-way communication on the intranet for the first time. The team encourages participation with the new tools by using an informal tone and getting leadership involved in creating and reacting to content. The team also launched a "Let's Get Social" campaign with posters and signage, and started a leaderboard competition. The campaign aimed to increase awareness and use. It included information about how to use social elements, such as hashtags (#), how to label content, and how to use the @ symbol to refer to other employees or groups in posts.

- **Single platform.** The site provides a single entry point for information and productivity applications across the entire worldwide organization. One goal of the site is to help employees find the information and people they need to help bring the most value to customers. The intranet also acts to unite an organization that is constantly growing. As Kerry Group acquires businesses around the world, the new site helps integrate these new businesses and employees, enabling them to easily connect with their new colleagues.
- **Quick delivery.** The team had a nine-month timeline, including design, sign off, testing, and implementation. This was a very tight schedule, so it was vital that the project was scoped appropriately. Decisions had to be made to identify the functionality that would bring the most benefit, and these elements were prioritized over less critical functionality, which was scheduled for future releases. This process gave the organization a pipeline for future development and ongoing improvement, while the appropriately scoped project was delivered on time and within budget.

BACKGROUND

Kerry Group's intranet, mykerry, is a collaboration and knowledge space developed to significantly enhance information availability and UX for Kerry Group employees. It includes information on people, strategies, policies, locations, technologies, products, brands, and customers and is built to connect the company's employees across the globe and help them do their jobs more easily.

The main reason for the most recent intranet redesign was to replace an existing legacy intranet solution, which was outdated and no longer met the organization's needs. Kerry Group had grown significantly since the original solution was deployed and has become a truly global organization, with employees dispersed across the world and often on the move.

To support this growth and the information needs of its employees, the company needed an up-to-date intranet solution with a whole host of new functionality, including regionally customized news, video, social, content management, access security, mobile availability, and integration with a variety of other systems.

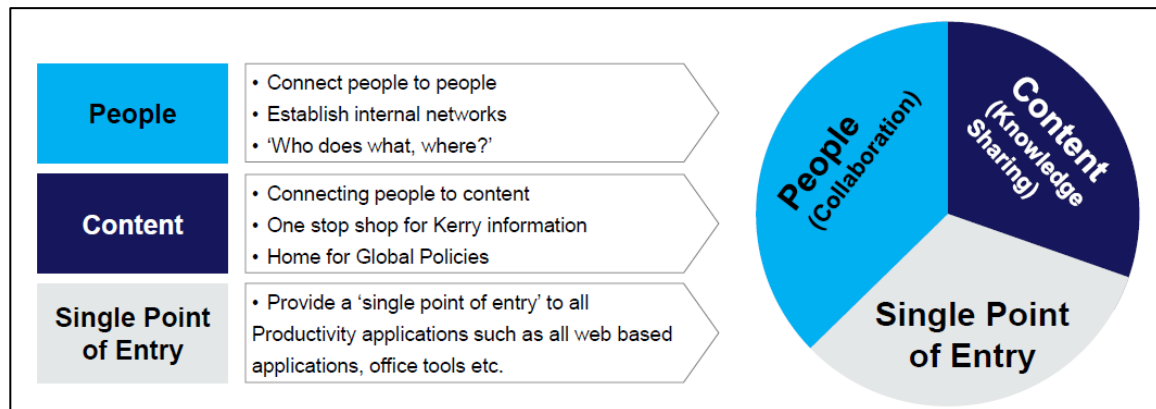
In addition, the organization needed a new, scalable technical solution that could meet its needs as the business evolved. It chose SharePoint to meet this requirement.

Goals

The project's overall goal was to foster a global culture of knowledge sharing, knowledge transfer, and collaboration. The redesign's high-level goals were to better connect

- **People to people:** Support collaboration by establishing a comprehensive employee profile database and various internal networks across subject matter and locations.
- **People to content:** Provide easy access to and rules for content and information storage, supported by integrated search.

- **Single point of entry:** Provide one access point to all productivity applications.



This chart illustrates the company's high level goals as they embarked on an intranet redesign project.

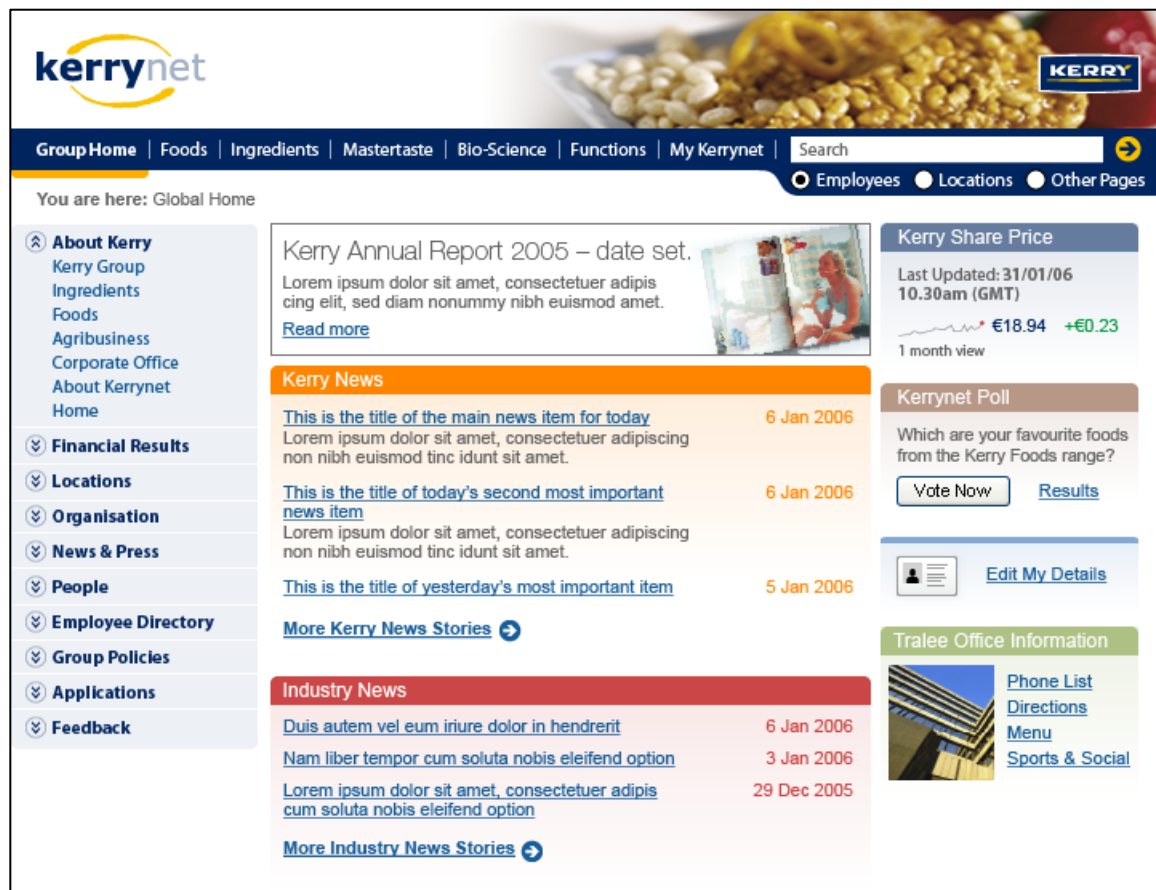
Specific goals included the following:

- Support global business growth strategies
- Drive business efficiency for all future acquisitions
- Accelerate the on-boarding process for employees taking on new roles and responsibilities
- Encourage employee growth by facilitating strong working relationships
- Promote continuous improvement and consistent ways of working across all global functions, technologies, and end-use markets
- Value, recognize, and reward employee expertise, knowledge, and engagement
- Provide a single, user-friendly, and intuitive virtual global platform that would
 - Enable and sustain knowledge management success through global governance
 - Provide a continuous stream of meaningful, interesting, and fresh content
 - Provide a single point of entry for all knowledge, applications, and contacts employees require to maximize their performance
 - Integrate with communication technologies including mobile devices, applications, videos, and social media

In addition to these broad goals, the organization wanted the new intranet to accomplish some tactical wins by adding new functionality to support news, video, and social components. It also wanted to spruce up the homepage's look and feel to better reflect the branding and modernity of the organization.

Challenges

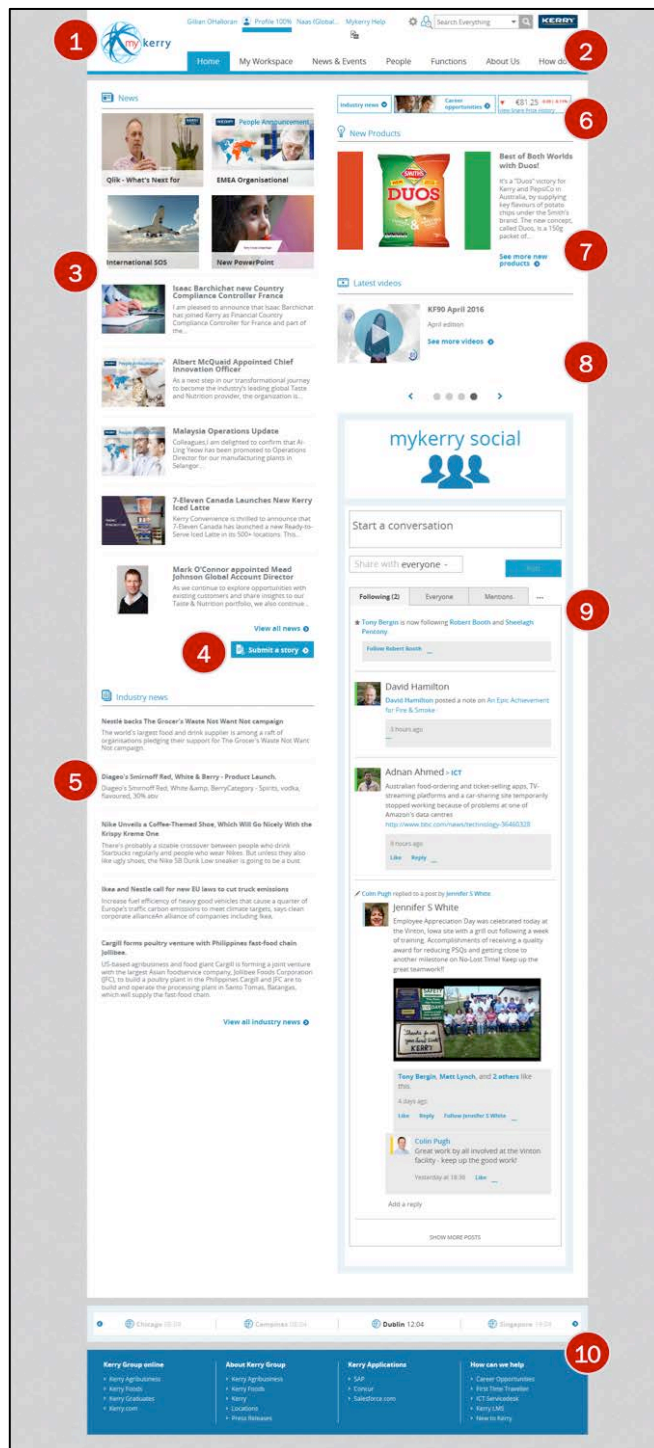
- **Timeline.** The timeline was the most significant project challenge. The team had only nine months to get the new intranet designed, approved, signed-off, tested, and implemented. Some elements of the original design had to be pushed into a future release because they required more time for technical work (the presence indicators on social, for example) or because the content was not ready.
- **User feedback.** Getting comprehensive user feedback from a global organization was also a challenge in the short timeframe. To accomplish this, the team formed super user and focus groups so it could gather as much input as possible. After go-live, the team continued to conduct focus groups, with the resulting feedback leading to some rework. Keeping the focus groups going has proven very valuable; the team has gained excellent insights from people using the new intranet in their day-to-day jobs.



Pictured: Kerry Group Intranet Old Homepage. The old homepage, as it looked prior to the redesign. *Kerry Group_01_home_version1.png*

DESIGN REVIEW

Homepage



Pictured: Kerry Group Intranet New Homepage.
Kerry Group_02_home_live.png

Homepage Highlights

1. **Modern design.** The new design reflects the organization's branding, using the corporate color of blue balanced with sufficient white space.
2. **Navigation.** The currently selected navigational section is indicated in a blue tab; the other section tabs appear as gray text on a white background.
3. **News.** The homepage prominently features news: the top four items are images with brief headlines. If users move the mouse over a news item, more information is revealed. Additional news items are listed below, with an image accompanied by a headline and the first few lines of text from the story. News is personalized based on the employee's division, location and department.
4. **Submit news.** Employees can submit ideas for news stories. A large, clear call to action — the blue button with a page icon and a link to *Submit a story* — appears directly beneath the list of news items. Any employee can submit a news story. The story goes through an approval process and can be published for a specific group or "upgraded" to the entire organization.
5. **Industry news.** At the bottom left side of the page, the *Industry news* section gives users access to information about taste, nutrition, and international consumer foods that is relevant to the organization's day-to-day work. The information is pulled into the site via an RSS feed.
6. **Quick links and information.** The homepage's upper right section includes a link to *Industry news*, which helps visitors navigate to the headlines further down the page; a link to *Career Opportunities*; and the company's share price, together with a link to the share price history. The *Career Opportunities* link was added to the homepage in response to user feedback and requests after the initial launch. Eighteen months after go-live, the team revamped and improved the homepage based on this and other user feedback.
7. **New Products.** Information about products from around the world appears in the upper right area, with a picture of the product and a brief description. Visitors can click through to see more new products as well. This informs and educates employees on products and also encourages new product concepts and ideas in other regions. In addition, it helps keep employees connected with both their end products and their customers.
8. **Video.** The homepage also features a carousel of the company's *Latest videos*. People can play a video from the page, navigate through the video carousel via the forward or back icons, or click a link to see more videos.
9. **Social.** *mykerry social* is featured prominently on the lower half of the homepage. Here, visitors are encouraged to *Start a conversation* via a large text field, select who will see the posted information, and then push a button to post the content. The prominence of the prompt in the design shows the importance of social sharing to the organization. The posting section is followed by three tabs that let people quickly see: posts from people they are following, posts from everyone at Kerry Group, and posts that mention them. Employees can like or reply to any post in mykerry social.
10. **Footer.** Each page's footer includes world clocks from key geographic locations: Chicago, Campinas (Brazil), Tralee (Ireland), Singapore, and

Shanghai. It also provides links to external sites and Kerry Group corporate information, key applications, and support information (such as travel support and the ICT Servicedesk).

Employee Directory

The screenshot displays the Kerry Group Intranet Employee Profiles Page. The page is divided into several sections, each highlighted with a red circle and a number:

- 1**: Profile header area containing the employee's name, title, and a brief bio.
- 2**: Contact information section including email, phone, and mobile numbers.
- 3**: Roles & Responsibilities section.
- 4**: Social media links section.
- 5**: Recent activity feed showing posts and updates.
- 6**: Core Details section, which includes a table of key information:

Category	Value
Division	Beverage
Region	President of Beverages & LTS
Sub-Region	Line Manager
Line Manager	John O'Connell
Functional Manager	John O'Connell
Role Manager	John O'Connell
Cost Center	10010000
Additional Responsibilities	

- 7**: Organization chart showing the reporting structure.
- 8**: People section showing a list of colleagues.
- 9**: Navigation bar at the top of the page.

Below the Core Details section, there is a Business Profile section with various tabs and content, including a list of products and services.

Pictured: Kerry Group Intranet Employee Profiles Page. *Kerry Group_03_Profiles_live.png*

Employee Directory Highlights

1. **Robust profiles.** The company aims to provide comprehensive employee profiles to enable connections between employees and across SMEs and locations. With more information in each profile, people can learn more about each other; the site can also use the information to help connect people via search. The additional information makes the site's search capabilities stronger, as the site has more information about each individual's expertise.
2. **Expertise.** The profile starts with information about expertise, rather than contact information. A hierarchical listing of the employee's department, starting at Kerry and going down to the user's specific group, follows the employee's picture. The next column includes areas of expertise, which employees add to their own profiles. For example, an employee working on a new ice cream coating can add "coating" as something they know about.
3. **Follow.** Employees can follow one another, and track each other's activity on mykerry.
4. **Contact information.** Key contact information includes the employee's email, global extension, phone number, and mobile number.
5. **Recent activity.** The profile includes a snapshot of the user's most recent social activity on the site.
6. **Overview.** The bottom of the page contains a more detailed view of information about the employee. This includes a statement about what the employee is currently working on in the *Current Position* area, and detailed information about expertise and markets in the *Business Profile* section. People can expand and collapse the profile section as needed. Sections include *Core Details*, *Current Position*, *Skills*, *Significant Projects/Achievements*, *Professional/Industry Associations*, *Kerry Career History*, *Previous Employers*, *Personal Details*, and *Location*.
7. **Organizational chart.** The right side of the page includes a view of where the user falls within the organizational structure, showing who the employee reports to as well as who reports to the employee.
8. **Relationships.** The *People* and *In-Common* areas work to foster relationships across the organization. The *People* area shows who the employee is following as well as who is following that employee. The *In Common* area shows employees their shared connections in the organization. In this case, the employees share a common manager and six colleagues that they are both following.
9. **Updated information.** People are encouraged to complete all sections of the employee profile. A person's profile status is shown at the top of each intranet page as a reminder to people who may not have completed their full profile. If the profile is not 100% complete, both the employee and the employee's manager receive periodic and personalized email reminders about what needs to be added and why the person should fill in the information.

The site provides a quick reference sheet for employees so they understand what needs to be completed to achieve the 100% profile rating. To help with

profile completion, the team opened the profile pages to employees about a month before the new site's launch so people could add information early. It also ran a campaign around filling in profiles to further encourage their completion. To get employees' profiles started, the site pulled existing information from a variety of sources.

Video

The screenshot displays the Kerry Group Intranet Video Page. At the top, the navigation bar includes the 'my kerry' logo, user profile information (Gillian O'Halloran, Profile 100%, Naas (Global...), Mykerry Help), a search bar, and a 'KERRY' logo. The main navigation menu features links for Home, My Workspace, News & Events, People, Functions, About Us, and How do I... A breadcrumb trail below the menu shows the path: Home > News and Events > mykerry Videos (annotated with a red circle 1).

The central content area features a 'Featured' video titled 'Malcolm Sheil Announcement_ES.mp4' (annotated with a red circle 2). The video player shows a man speaking with Spanish subtitles: 'Si miramos a esos 23 años bajo otra perspectiva, corresponde a una vida,'. Below the video is a 'Like this video' button (annotated with a red circle 3) and a 'Start a conversation' text box. A 'Post' button is located to the right of the text box.

Below the video player is a list of comments (annotated with a red circle 4) from various users, including Alicia Mendez, Tom Stack, Carlos Duarte, Guadalupe Jimenez, and Diana Arredondo. To the right of the video player is a 'Related videos' section (annotated with a red circle 5) listing several other videos, including 'Unilever Journey by Marc Bechet', 'Unlocking Value from Technology (McKinsey)', 'The Digital Industrial Revolution by Mark Raskino (Gartner)', 'Digital The Front Office by Bob Barr (Accenture)', 'KF90 May 2016 subtitled HD', 'Malcolm Sheil Announcement_Portuguese.m', and 'Kerry Foods An introduction to Qlik Part Two'.

At the bottom of the page, there is a footer section with four columns of links: 'Kerry Group online', 'About Kerry Group', 'Kerry Applications', and 'How can we help'. The footer also includes a row of location-specific links for Chicago, Campinas, Dublin, and Singapore.

Pictured: Kerry Group Intranet Video Page. *Kerry Group_04_Video Functionality_live.png*

Video Highlights

1. **Video.** Video is a new addition to the site. Videos are featured in the site's *mykerry Videos* section, which appears within *News & Events*. Videos are also featured throughout the site and on the homepage, where a carousel of recent content appears.
2. **Details.** Each video page includes the date the content was posted along with the file name. The video's length is displayed below the image, where the time completed and time remaining are also shown. Videos play within the body of the page, rather than in a separate window.
3. **Likes and comments.** A clear and prominent *Like* button appears with each video, along with a heart icon and a number indicating how many likes the video has received. A large text field with the prompt text *Start a conversation* appears below, with a button to post a comment. This phrase is used throughout the site to invite people to add comments or post information.
4. **Latest comments.** Next, the latest comments about the video are shown. The contributor's picture and name are included, together with the date and time the comment was posted. Visitors can page through comments via the *Previous* and *Next* buttons at the bottom of the last comment.
5. **Recommended content.** The site's right column includes a list of related videos. This content is presented based on metadata and pulls content similar to the video being viewed. Following this is a section called *People who viewed this also viewed*. This list of recommended viewing is based on other visitors' behavior on the site. This is a good use of data about user activities to help people find information of interest.

Functions Hub

The screenshot displays the Kerry Group Intranet Department Homepage for the QHSE (Quality, Health, Safety, and Environment) department. The interface is branded with the 'mykerry' logo and includes a top navigation bar with links to Home, My Workspace, News & Events, People, Functions, About Us, and How do I... A search bar is located in the top right corner. The main content area is titled 'QHSE' and features a welcome message from Marie Tanner, Chief Food Safety and QHSE Officer-Kerry. A sidebar on the left contains a 'QHSE' menu with links to About, Community, Documents & Links, News & Social, Events & Scheduling, Global Functions, and Kerry Functions. The main content area includes a 'Search QHSE' bar, a 'Our people & structure' section with a 'You have members access' notification, and a 'What we do' section with a 'Purpose & Mission Statement' box. The footer contains links to Kerry Group online, About Kerry Group, Kerry Applications, and How can we help.

Numbered callouts (1-7) highlight specific features:

- 1: QHSE menu in the sidebar
- 2: Welcome message from Marie Tanner
- 3: QHSE menu in the sidebar
- 4: 'You have members access' notification
- 5: Kerry QHSE Leadership Team section
- 6: Purpose & Mission Statement box
- 7: Search QHSE bar

Pictured: Kerry Group Intranet Department Homepage. *Kerry Group_05_Function Hubs_live.png*

Functions Hub Highlights

1. **Functions hub.** In this portal area, different functions explain their role in the organization and share specific functional content and news with colleagues or the whole company. The portal lets members of various hubs communicate with each other and share information.
2. **Quote.** Each function page includes the function's name, a picture of a leader, and a quote, together with a link to that leader's profile.
3. **Secondary navigation.** The pages include navigation along the left side that lets visitors explore the hub. Key areas are also highlighted in boxes across the top of the page.
4. **Members.** Function members have extended access to the site. A lock in the corner indicates whether a user has member access or not. Members can access private areas that are open only to people within the function; these areas include discussion forums for sharing knowledge and posting to fellow employees.
5. **People and structure.** This section highlights the function's leadership team in a carousel that users can rotate via arrows on either side of the employee images. A toggle in the upper right lets users change the view from *People* to *Structure*. Under the images of the leaders is a blue search box that offers a quick way to search people within the team.
6. **Basic information.** This area contains information about the function's *Purpose & Mission Statement*, *Guiding Principles*, *Objectives*, and *KPIs* in an accordion structure, which is opened and closed via *Show* and *Hide* links.
7. **Local search.** A search specific to the group is included at the top of the page's content area to distinguish it from the site-wide search available at the top of each page. Filler text helps distinguish this search as well; here, it specifies the functional area — *Search QHSE* — in contrast to the *Search Everything* or *Search People* text in the page's other available search boxes.

DESIGN PROCESS AND USABILITY WORK

Design Approach

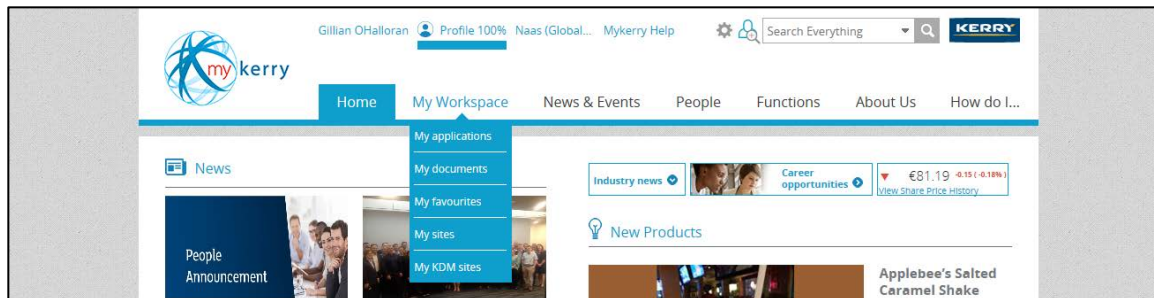
Various activities informed the design choices for the new intranet, including the following:

- **Selecting a design partner.** The first step on the design journey was to identify an external design partner with relevant expertise. The project steering team assessed several organizations, choosing a partner that had appropriate experience and skills, and was a good fit for Kerry Group.
- **Assembling a design team.** A multifunctional team was assembled to work with the design partner. This team included representation from senior executives; key functions such as HR, ICT, and Marketing; internal designers; and internal communications.
- **Conducting peer-company analysis.** The team began its research by looking at other companies' intranet designs and took cues from designs that seemed to work particularly well.
- **Determining critical requirements.** The team mapped out the new intranet's critical objectives and identified its required functionality; this was a key driver in the design process.
- **Holding persona workshops.** The team conducted workshops to identify the personas of potential users. To create a design that would reflect various user viewpoints, the team sought to determine what various users wanted to see and would find engaging, as well as to identify their needs, and so on.
- **Prioritizing content.** The team prioritized page content through activities such as card sorting. They enlisted employees from different functions and regions to help them define the IA.
- **Holding sketch sessions.** The design team took an iterative approach to page design and wireframing, holding sketch sessions where team members sketched out different approaches, then reviewed them with representative users.
- **Ensuring company branding.** Color schemes, logos, and the overall look and feel were critically assessed to ensure that they aligned with Kerry branding, both internally and externally.
- **Using interactive HTML.** As the design advanced, the team prepared a clickable prototype to show how a typical user could journey across the website. This was a particularly valuable demonstration tool.
- **Courting user acceptance and input.** Wireframes and prototypes were shown to user focus groups across the company's regions, to help the team hone, improve, and finalize the design.

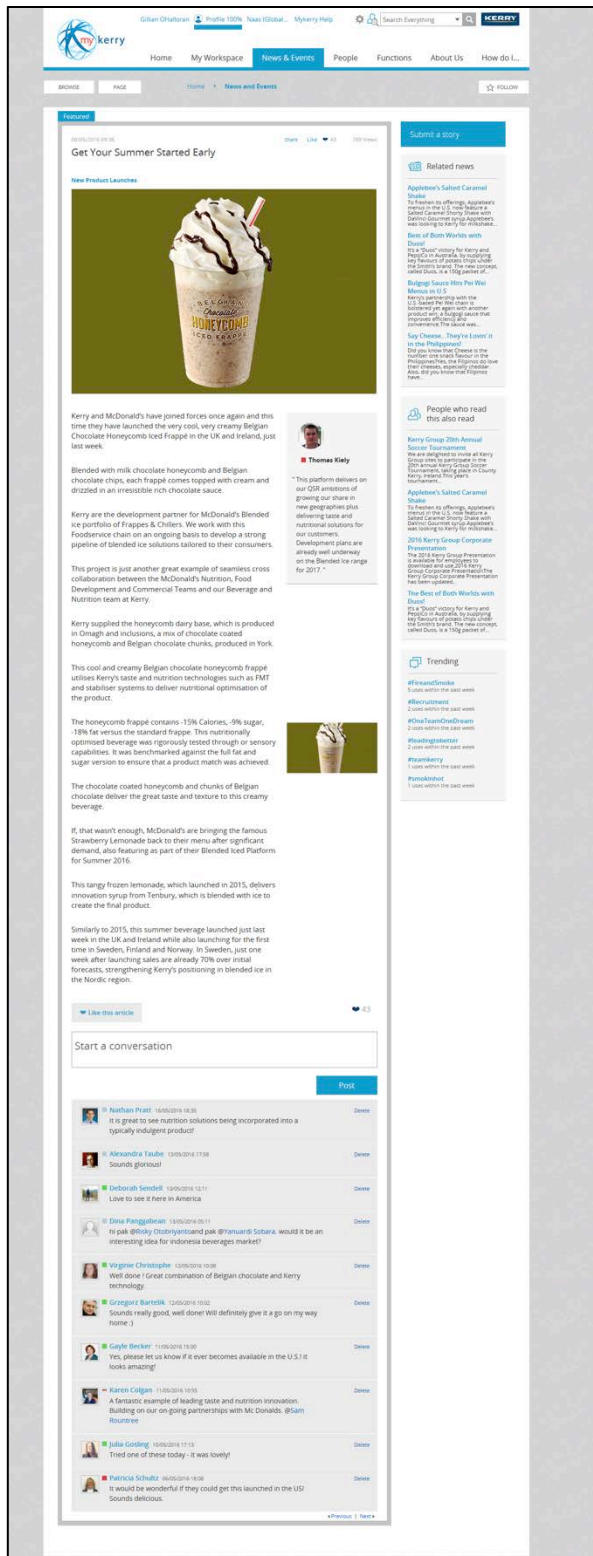
IA Approach

The team focused strongly on getting the IA right. Because the company had large divisions and subdivisions, it was important to have a cohesive intranet that also incorporated the requirements of its many entities. The final design used several navigation mechanisms:

- **Meta navigation.** A small menu on the top, in blue text, that is secondary to the primary navigation. This meta navigation provides quick links to the employee's profile, location page, and help material. It also shows the percentage of the profile that is completed.
- **Megamenu.** On the previous intranet, this menu showed all the main navigation at once. However, the design team's research found that user reactions were very mixed toward the megamenu, so the team removed the megamenu when it did the redesign.
- **Side navigation.** This shows two layers of subnavigation beneath the main navigation.
- **Breadcrumbs.** This lets people easily navigate back up, as well as quickly understand the context of their location in the intranet.
- **Footer.** The footer provides quick links to frequently used applications and information.



Pictured: Kerry Group Intranet Meta Navigation. At the top, in blue, the secondary navigation provides quick links to an employee's profile, location page, and help materials. It also shows the percentage of the profile that is completed. *Kerry Group_06_Navigation Header_live.png*



Pictured: Kerry Group Intranet News Story. This shows a typical news story, which employees can like, share, or comment on. *Kerry Group_07_News Story Social Feature_live.png*

Adoption and Buy-in

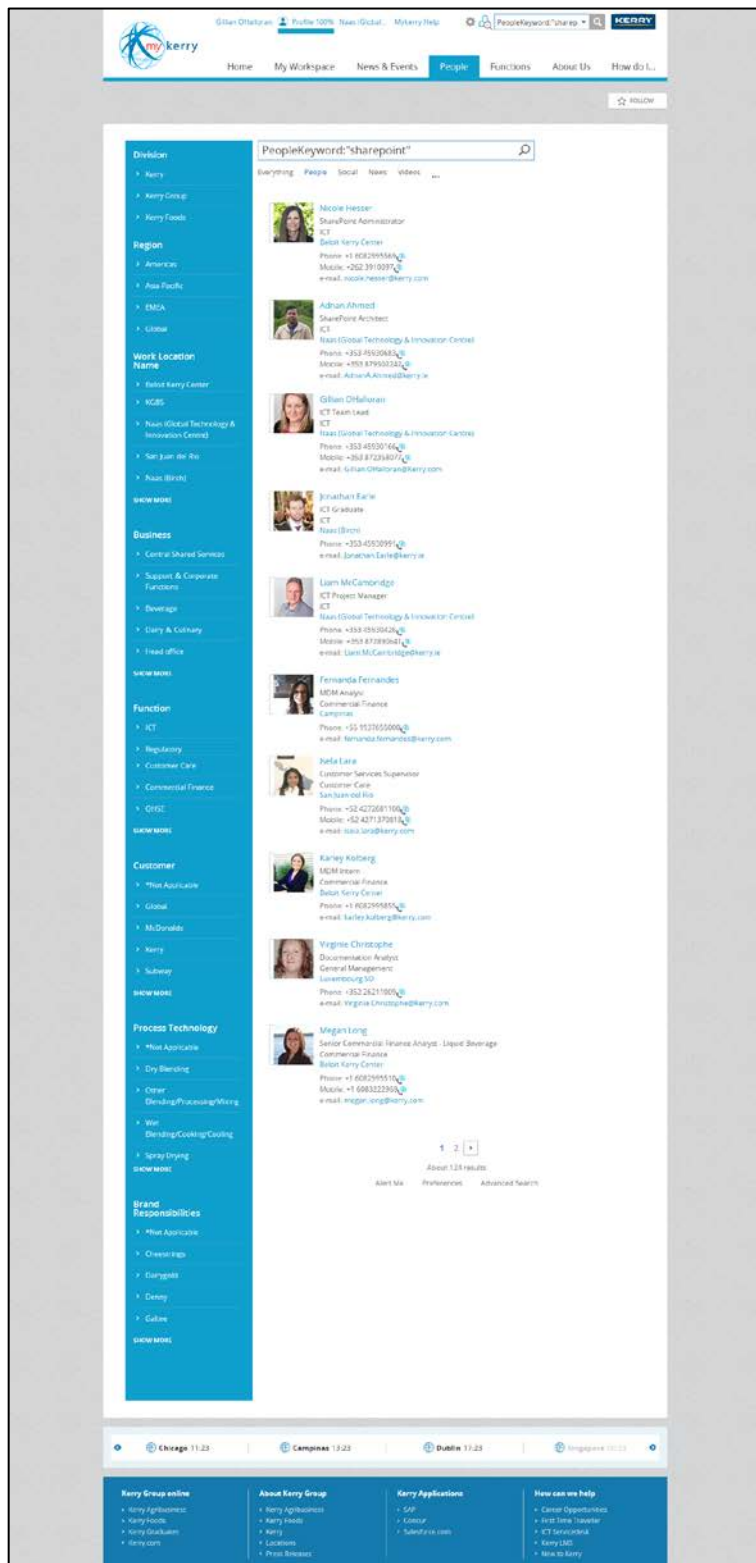
The Kerry Group team treated adoption as a serious issue to be planned for and accommodated throughout the rollout. Following are some of the approaches the team used to ensure the intranet was ultimately used and appreciated:

- **Get leaders on board.** The team had full buy-in from the company's senior leadership team and from the heads of key functions such as HR and ICT. One of the company's senior business leaders took an active role in the project's implementation, which was a major factor in its success. Further, most senior executives completed their employee profiles before the system went live to encourage others to do the same.
- **Try different approaches to entice people.** Moving from a custom Lotus Notes-based system to an up-to-date SharePoint solution was a big change for all of Kerry Group's users. Some embraced it quickly, while others took a little longer to acclimate.

The intranet team tried many things to get people on board; the following approaches were most effective:

- Create an animation introducing mykerry
 - Explain what the new intranet could do through roadshow presentations and town hall meetings across regions
 - Nominate mykerry super users and champions on key sites, giving mykerry an all-important local face to answer questions, resolve problems, and promote the new platform
 - Provide branded merchandise to help build mykerry's brand recognition
 - Make the intranet the default homepage for all employees — a small but crucial step toward adoption.
- **Train people.** Recorded training sessions were set up after go-live to help people get the most out of the new intranet. The training program also included a suite of training materials, including user guides, quick reference guides, and tips and tricks. Despite the availability of all these tools, many people tried to figure out the intranet on their own by simply exploring it. These explorations led to queries and helped identify additional training needs. This, in turn, helped the team realize that the training program and materials needed to evolve over time.
- **Customize when needed.** Out-of-the-box is not always the best solution to encourage technology use; the Kerry Group team learned that sometimes you need to spend a little more and customize the UI design of critical functionality to make it more usable. For example, completing people profiles was an initial key requirement of employees, yet the interface to do it was clunky and unfamiliar to many people. This led to some initial frustrations. To address them, the team had to make the software easier to use.

- **The adoption program never ends.** The adoption program must continue indefinitely, as people's intranet needs evolve and new people join the organization. This is important to bear in mind: don't plan for a one-off training program at launch. Rather, plan for continuous training and awareness-raising year in and year out.



Pictured: Kerry Group Intranet Search Results. This shows the main results screen that users see after searching for a particular person in the company directory. This page lets users IM the person directly from the listing. It also offers an email link, along with personal and professional information. *Kerry_Group_08_Search_Results_live.png*

WORKING WITH OUTSIDE AGENCIES	
Agency	Project Role
iQ Content (now: Each & Other) A UX design and research consultancy	Initial Launch of mykerry: <ul style="list-style-type: none"> Designed the IA, conducted card sorts with relevant user groups, and so on Designed wireframes and graphics Implemented HTML page design
Storm	<ul style="list-style-type: none"> Developed SharePoint solutions
Sequel	Homepage resign phase: <ul style="list-style-type: none"> Designed wireframes and graphics Implemented HTML page design
Avanade (Accenture)	<ul style="list-style-type: none"> Developed SharePoint solutions

GOVERNANCE

The ultimate owners of the mykerry intranet are the Kerry Group businesses. This is demonstrated by the fact that the intranet sponsors are the organization's most senior executives. Communications, HR, and ICT jointly own the intranet's ongoing development and administration.

Having business representatives and multiple functions involved in intranet ownership has been very positive. With so many opinions and ideas, the team feels that the end result is a very well-rounded intranet. This model has also forced the organization to have a clear governance structure so that all requests and requirements are reviewed appropriately and scheduled for delivery depending on priority assigned by the group, resulting (hopefully) in no angry customers around delivery time. The involvement of such high-level stakeholders also means that the intranet team has support from people on the ground in every region who are advocating for mykerry and driving it forward all the time.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Executive Sponsorship	<ul style="list-style-type: none"> Account for the success of mykerry Actively advocate for and visibly sponsor mykerry Nominate executive leads Oversee nomination of function leadership Represent senior executive and business and functional leads
Executive Leadership	<ul style="list-style-type: none"> Advocate for and sponsor mykerry at meetings Ensure appropriate support structures are in place for the success of mykerry Determine governance priorities: affirm the message, time, resources, and support, and engage with the strategy
Function Leadership	<ul style="list-style-type: none"> Advocate for and promote mykerry Ensure the implementation and success of mykerry in their business area Remove obstacles to mykerry adoption Provide regular updates on adoption progress and encourage feedback Apply standards, promote best practice, and escalate issues to executive leads Work with the core team to deliver implementation and enhancements
Core Team	<ul style="list-style-type: none"> Provide governance, program management, coaching, support, and evaluation of mykerry Ensure that content and features are available on the group intranet level
Super Users	<ul style="list-style-type: none"> Work with the intranet core team to prioritize changes and enhancements and test new functionality Promote and drive adoption in their region Encourage employees in their region to complete their profiles Support the Site Champions, who provide

	<p>the first line of support to employees</p> <ul style="list-style-type: none"> • Act as a go-to person for Champions: answer any questions about the intranet in their region • Train and support content owners
Site Champions	<ul style="list-style-type: none"> • Ensure that location pages are up-to-date and consistent • Act as the first port of call for all employee queries at their location • Educate and train employees on how to navigate and use the intranet; communicate new changes and updates • Collate feedback and suggestions from their location back into the core team
Content Owners	<ul style="list-style-type: none"> • Update their sections and ensure consistency • Delegate some updates and changes to other members of their team or department

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"> • http://mykerry/Pages/default.aspx • Mobile URL: https://mykerry.kerry.com/Pages/default.aspx
Default Status	<ul style="list-style-type: none"> • mykerry is set as each employee's homepage; this is a global policy, and the homepage cannot be changed. • The mobile URL is pushed down as a bookmarked icon to employee's home screens on all company phones and tablets. • People can also bookmark the URL on their personal phones.
Remote Access	<ul style="list-style-type: none"> • People can use the mobile URL to access the intranet remotely, without being connected to the Kerry network. This is especially useful for sales and marketing teams, who are often out visiting customers and exhibiting at trade shows. This easy intranet access lets them stay connected with what's going on internally and also easily collaborate and access documentation while on the move.
Shared Workstations or Kiosks	<ul style="list-style-type: none"> • Factory-based employees access mykerry via shared workstations (where available). • All of the manufacturing locations' processes and procedures are stored on the intranet, and this documentation is regularly accessed and referenced throughout the day. (Access to this documentation is particularly important when auditors visit.) • The intranet also stores key regulatory documentation, such as product specifications and safety data sheets. • Factory employees also use the intranet to find people through the site's extensive search functionality and to stay up-to-date on all company news and events.

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
2000	First company intranet built on Lotus Notes technology
2004	SharePoint 2007 was leveraged across Kerry Group for project teams document and information repositories
2007	Lotus Notes intranet design and functionality upgraded
2012	Collaboration and team sites launched in SharePoint 2010 as a first pilot of collaboration functionality
February 2013–October 2013	Launch of new intranet on SharePoint 2013 platform complete with enterprise collaboration suite
September–October 2015	Launch of new homepage redesign

CONTENT AND CONTENT CONTRIBUTORS

Contributors

Kerry Group has a team dedicated to communications in every business region — Europe, the Middle East and Africa (EMEA); LATAM; Asia Pacific (APAC); North America; and Foods & Global. Members of this team play a big part in sourcing content for their region, especially news content. In addition to these contributors, any employee, function, project, or team can submit news stories to the intranet. The relevant regional Communications Team member has publishing rights and must approve all content. Should a regional news story be deemed interesting for the whole of Kerry Group, the Group Communications Team can upgrade it accordingly.

The Group Communications Team meets regularly to discuss intranet issues and mykerry content specifically. Promoting mykerry and mykerry content is a significant part of team members' job function, so they have the final say on if, and when, content is published. This workflow ensures a certain level of control and oversight over all news content published on mykerry. A Group-wide editorial calendar helps the team manage content planning and avoid duplication; news is targeted to employees, depending on their job roles and where they are based.

For other, non-news content, various people own pages. For example, the Group Sustainability Manager owns mykerry's *Sustainability* section and is the only person who has editing rights for those pages; any changes must go through that manager.

Contribution

The intranet team seeks out contributors, but it also tries to encourage employees to submit content themselves. This effort is aimed at creating a culture of ownership. Team members want various contributors to feel that they own and are responsible for content, and that they can have influence as a result. Contributors who feel this sense of ownership are far more likely to take their accountability seriously.

The team also engages with SMEs on various topics, checking in with them regularly and encouraging them to submit content. Whenever possible, the intranet team calls on contributors to provide regular updates to the site. For example, the company's Learning Academy sends information on upcoming trainings to post as mykerry content. The Marketing Team also contributes stories. Each week, a member of that team submits a story about a new product, and this regular contribution is factored into the site's editorial calendar. Such a relationship not only serves the intranet — by having a regular schedule of predefined content — it has also helped intranet team members forge strong relationships with Marketing staff members, who now approach them with new, unsolicited content.

The team also runs regular mini-campaigns — on mykerry and through newsletters, emails, and word of mouth — that encourage employees to submit content.

Training

Training for mykerry is something the team takes very seriously. The training methods and tools for mykerry are owned and administered by the Kerry Group Learning Academy, in close conjunction with the mykerry Steering Committee and the Communications Team. Because different employees have different proficiency with mykerry, team members have committed to constantly finding ways to help company employees use different functionalities on the site. They also reach out to people in other ways, including the following:

- **New hires.** The intranet team has prepared training materials for new hires so that they can get the most out of the intranet from their very first day.
- **News items.** The team makes an effort to ensure that the process for submitting a news item is as simple as possible; it also created a one-page quick guide on how to do it.
- **Help.** At the top of the homepage is a quick link to *mykerry help*, where visitors can find information on how to use all the elements of the intranet. Available training materials include how-to videos, slides, recordings, and Quick Reference Guides. People can also filter results based on whether they consider themselves a beginning, intermediate, or advanced user.

Management

The Communications Team ultimately manages all content, but content in each region is owned by the Communications Team in that region. As communication professionals, team members work alongside contributors to make sure all content is accurate, appropriate, well edited, and up-to-date.

For Kerry Group-wide content, page owners are responsible for doing the same, and can enlist the help of the Group Communications Team as needed. For example, mykerry's section on the Bike to Work program is owned by the HR Team, but that team works with the Communications Team to decide what content is most appropriate and how to best present it; the HR Team also got help initially to learn how to upload content.

Quality

Ensuring high-level usability and efficiency is something team members think about a lot, because they want users to keep coming back every day and for mykerry to be the go-to place for information.

"It has taken a lot of effort and enthusiasm from the mykerry Communications Team to make sure that quality is maintained," says Communications Executive Gemma Loughheed. "One effective way we have found is to safeguard strong sponsorship and participation from senior leadership. If content is regularly read and endorsed by senior leadership, then content owners are far more likely to instinctively want their content to be of a high quality."

The way team members engage with SMEs is related to how they deal with other groups of content contributors. The SMEs have expert knowledge of their subject area, and they sometimes have a particularly technical angle or way of approaching the topic. In such cases, Communications Team members can work with them to distill the information and translate it into nontechnical language. "Where possible," Loughheed says, "we give authors plenty of time and resources to meet their obligations."

The Communications Team promotes the use of plain, easily understood and digestible English. It wants web writing to be high quality, so it endorses short, snappy article headlines, clear paragraphs, and interesting quotes from people.

Another simple quality control measure is to always ask simple questions about proposed content, such as: *Is this interesting for our users? Why do they need to know this? What is the benefit for the business?*

"Answering questions like these helps us to focus on improving content," says Loughheed, "rather than producing content for the sake of it."



TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none"> Four web and four application servers, and two SQL database servers (both SQL clustered) Intel Xeon CPU E5-2620 v2 @ 2.10GHz, 8 cores, 64 GB RAM Windows Server 2008 R2 Enterprise
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> Visual Studio Online, IE Developer Toolbar, Fiddler, SharePoint Code Analysis Framework, Avanade Code Analysis Tool, SPDispose Check
Design Tools	<ul style="list-style-type: none"> Visual Studio IDE, Photoshop, SharePoint Designer
Site Building Tools	<ul style="list-style-type: none"> SharePoint 2013, Visual Studio, SharePoint Designer, HTML Editor, Gulp, Sprite, Node.js, JavaScript minifier, FxCop, Content Delivery Network (CDN)
Content Management Tools	<ul style="list-style-type: none"> AvePoint Migrator, PowerShell, SharePoint CMS
Search	<ul style="list-style-type: none"> SharePoint 2013 Search
Other Functions	<ul style="list-style-type: none"> Azure Application Insights for site tracking, Azure CDN for static content, Azure Media Services for global video hosting solution, Factiva Integration to integrate industry news with the intranet, share price Integration, ICIMS Integration to show career opportunities, and so on

ROI

Tracking Metrics

The Kerry Group team tracks many aspects of its intranet usage to keep an eye on trends. These measurements include the following:

- **Total population:** The number of unique users per month as a percentage of the total employee population and, out of this, the number of social users (providing likes, comments, posts, etc.) and mobile users.
- **Users by country:** The number of unique users by country.

- **Social:** Total contributions, broken down by comments, likes, shares, and the number of mobile users.
- **News:** The number of likes, comments, views, and shares, both as a total number and segmented by news category type.
- **Video:** Total number of likes, comments, views, and shares.
- **Device usage:** Tracks intranet users by access device (desktop, tablet, or smartphone).
- **Terms acceptance:** The number of people who have accepted the site's *Terms & Conditions*.
- **Search:** Total number of searches, broken down by categories (people, news, etc.); top-searched terms; and search results that return no matches. The team also runs system reports that cover search activities in detail, using the following qualifiers:
 - Number of queries performed
 - Top queries by day
 - Abandoned queries by day
 - Abandoned queries by month
 - No-result queries by day
 - No-result queries by month
 - Query rule usage by day
 - Query rule usage by month
- **Additional metrics:** Homepage hits, top five pages visited, average time spent on site per user, average pages per user per visit.

Softer Measures

The intranet team also tracks softer measures to keep a pulse on how the site is being received. These measures include the following:

- **User satisfaction.** The team puts a premium on user satisfaction as tracked by word of mouth. Also, because leaders at the highest level are tightly involved in the intranet, team members can simply ask them what they think of mykerry and various enhancements the team has carried out.
- **Pulse gauging.** From time to time, team members engage in “pulse gauging” activities. These are typically surveys (conducted via Survey Monkey) that the team uses to get feedback on specific enhancements. Another softer measure they track is the star-ratings earned on intranet pages. Here, users can rate their overall approval of pages; this gives the team an informal way to gauge employees’ approval of page content and design throughout the site.

- **Annual survey.** A more formal measure of intranet satisfaction is the annual ICT survey, which asks all computer users in the organization for feedback on their ICT experience. The survey allocates an entire section solely to questions about mykerry. This means that, each year, the company asks all PC users 6–10 questions specifically about the intranet, which gives the intranet team key feedback data it can track year over year. The questions cover topics such as satisfaction with performance, functionality, and design; identification of user issues; and suggestions for improvements. This annual ICT survey is a well-established and respected tool, so team members feel they can strongly rely on the responses they receive from it.

LESSONS LEARNED

Lessons Learned

Tony Bergin, Group Internal Communications Manager, describes some of the key lessons the team learned through their redesign efforts:

- **Study other company's intranets.** "Carrying out a good due diligence of other organization's intranets was a key learning point in the whole process, as was seeking advice from design teams who had experience of what works well and what doesn't."
- **Choose a designer who is willing to listen.** "Having a designer who listens to user requirements and really understands the organization's needs was essential."
- **Take time to involve people prior to launch.** "In order to hit your go-live deadline, you are likely to be limited in the amount of user feedback and input you can solicit before an intranet goes live. Take as much time to garner feedback as possible. It irons out the kinks that can really annoy users."
- **It's never too late to involve people.** "We viewed our new intranet design as an interactive approach that potentially would require tweaking even after go-live. We therefore engaged independent focus groups from across the business to give feedback. We took this feedback and applied updates to some elements of the homepage design that proved universally positive to the intranet audience."

Best Practices

The team also has some best practice advice that other teams can apply to their own intranet projects:

- **Communicate early and often.** "The main piece of advice we would give to others starting out on a redesign project is to continuously talk to others who have experience. Ask them what works well and what doesn't. Think about what the needs of your organization are and liaise regularly other key departments."

- **Continue to develop and improve.** "Something to always bear in mind is that a good intranet will constantly need to be tweaked and updated in order to improve. Therefore, think about what is most important for your go-live and, consequently, what could wait to be improved on at a later date. With this in mind, have your plan in place, but also schedule time for unforeseen mishaps."
- **Involve leaders from day one.** "Our intranet redesign project would not have worked if we had not kept senior leaders briefed, so that they knew what to expect and were on board from day one."
- **Get buy-in from above.** "Having the buy-in and proactive involvement and support of senior executives, both from the business and key functions such as HR and ICT, was a huge benefit to the project. This enabled critical decisions to be made more easily, ensured adequate resources were available, and meant we had some high-level champions when mykerry went live."
- **Appoint a project manager.** "Having a designated, independent project manager helped keep everything on track and kept everyone on the team honest on their deliverables. Aligned to that is the importance of a dedicated, internal multidisciplinary project team: vital so that everyone works towards the same goals."
- **Engage with people.** "Constantly engaging with users was also imperative, to have them at the forefront of what we were doing all the time in order to keep mykerry as user friendly as possible."

About the Authors

In addition to those listed below, we thank co-author Mathew Schwartz (penandcamera.com) (2004-2007 Intranet Design Annuals) for his essential work.

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Amy Schade is a Director at Nielsen Norman Group with more than 20 years of experience in usability, user research, and website design and development. She has led research, authored reports, and taught courses on the usability of intranets, mobile websites and applications, responsive design, emerging design patterns, email newsletters, and ecommerce. She co-authored the Intranet Information Architecture report and has co-authored the Intranet Design Annual since 2010.

Schade works with clients large and small in industries including telecommunications, ecommerce, nonprofits, government, education, and publishing, 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 US, Canada, Europe, Asia, and Australia.

Before joining NN/g, Schade worked as an information architect. 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 an 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)*.

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Dr. Jakob Nielsen is a principal of Nielsen Norman Group. He is the founder of the "discount usability engineering" movement, which emphasizes fast and efficient methods for improving the quality of user interfaces. Nielsen, noted as "the world's leading expert on Web usability" by *U.S. News and World Report* and "the next best thing to a true time machine" by *USA Today*, is the author of the bestselling book *Designing Web Usability: The Practice of Simplicity* (2000), which has sold more than a quarter of a million copies in 22 languages. His other books include *Hypertext and Hypermedia* (1990), *Usability Engineering* (1993), *Usability Inspection Methods* (1994), *International User Interfaces* (1996), *Homepage Usability: 50 Websites Deconstructed* (2001), *Prioritizing Web Usability* (2006), *Eyetracking Web Usability* (2009), and *Mobile Usability* (2012). In 2013, Nielsen received the SIGCHI Lifetime Achievement Award for Human-Computer Interaction Practice. Nielsen's Alertbox column on web usability has been published on the internet since 1995 and currently has about 200,000 readers. From 1994 to 1998, Nielsen was a Sun Microsystems Distinguished Engineer. His previous affiliations include Bell Communications Research, the Technical University of Denmark, and the IBM User Interface Institute. He holds 79 US patents, mainly on ways of making the internet easier to use.

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