

Best Energy and Utility Sector Intranets 2002–2020

31 Case Studies of Award-Winning Intranets from Energy and Utility
Companies; Reprinted from the *Intranet Design Annuals*

By Kara Pernice, Amy Schade, Jakob Nielsen, Patty Caya, Mathew Schwartz, Candice Goodwin, Anna Kaley and Maria Rosala..

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About Energy and Utility Intranets

THE WINNERS

2002

[BellSouth Corporation](#)

2003

[ChevronTexaco and Dimension Data Holdings](#)

2005

[Verizon Communications](#)

2006

[O2 \(UK\) Limited](#)

[Vodafone Group plc \(UK\)](#)

2007

[American Electric Power](#)

[Comcast Corporation](#)

2010

[SCANA Corporation](#)

2011

[Bouygues Telecom \(France\)](#)

[Duke Energy](#)

[KT Group \(Republic of Korea\)](#)

[Verizon Communications](#)

2012

[CenturyLink Business](#)

[Everything Everywhere \(UK\)](#)

2013

[AT&T](#)

[ONO \(Spain\)](#)

2014

[Ooredoo \(Qatar\)](#)

2015

[ConocoPhillips](#)

[Sprint](#)

[TAURON Polska Energia SA \(Poland\)](#)
[Verizon Communications](#)

2016

[Enbridge \(Canada\)](#)
[Repsol S.A. \(Spain\)](#)

2017

[Encana Corporation](#)

2018

[Capital Power](#)
[PKP Energetyka S.A.](#)

2019

[BHP](#)
[Lamprell Energy Unlimited](#)
[Duke Energy](#)

2020

[Consolidated Edison, Inc. \(Con Edison\)](#)
[Husky Energy](#)

You can find the *Intranet Design Annual* for the current year at
<http://www.nngroup.com/reports/intranet-design-annual/>

Past *Intranet Design Annuals* available at
<http://www.nngroup.com/reports/past-intranet-design-annuals/>

About This Report

A large number of winners of Nielsen Norman Group's annual design competition for intranets with great usability have come from the energy and utility sectors. The world's growing concern with energy sources has increased the visibility and value of energy as the possibilities and demand for communication and online entertainment have exploded in recent years. Thus, companies in these sectors have chosen to focus their IT efforts on designs to increase their employee productivity, collaboration, and creativity. Their intranets support staff in both the office and the field.

We hope that this report will inspire companies to continue to emphasize good intranet design, and that it will challenge organizations to continue to innovate in their own knowledge domains as well as in their enterprise application designs.

This report presents the case studies of winning intranets from the energy and utility sectors since the first Intranet Design Annual in 2001. Of course, some of these profiles are fairly old by now, and the winning intranets have been redesigned and don't look like the screenshots in their write-ups anymore. But even the oldest winners still contain many good ideas that the vast majority of intranets today would do well to emulate. And the war stories, what it took for the winning teams to persevere and get a great design done, certainly continue to ring true today, as they will a decade from now.

BellSouth Corporation (2002)

Using the Intranet:

BellSouth Corporation is a Fortune 100 communications services company headquartered in Atlanta, Georgia. It has 46 million customers in the U.S., 95,000 total employees, and 40,000 employees with intranet access in the U.S. and sixteen other countries.

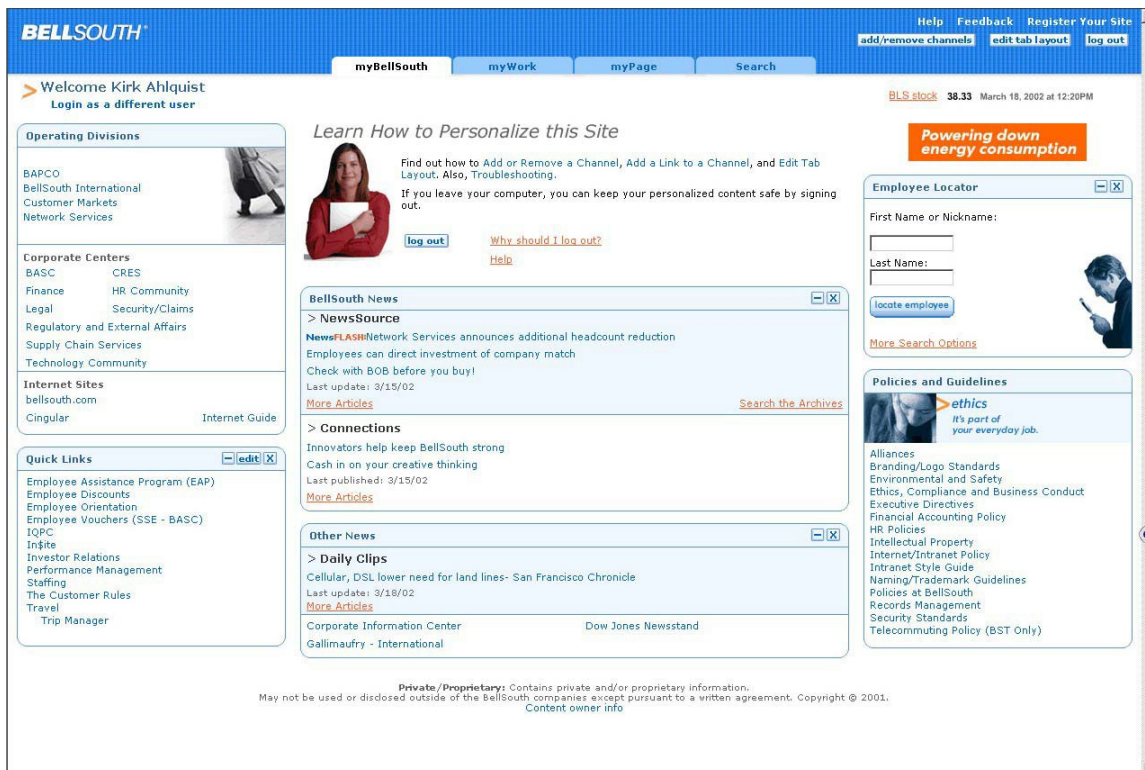
Design Team:

BellSouth Corporation, ePortal Team

Members:

Deborah Baker, Director, ePortal; Carol Gould, Director, Communications; Diane Tucker, Director, IT; John Stefanik, Manager, Design and Development; Kirk Ahlquist, Manager, Information Architect; Mark Chilton, Manager, IT Planning; Andy Kocis, Manager, IT-Technical; Beth Corbitt, Technical Writer; Linda Kennedy, Manager, ePortal

Pictured: The *ePortal* home page. The *myBellSouth* tab is designed to provide the user with direct access to sites of interest throughout the corporation. All tabs are fluid in design, stretching to fill the window horizontally for any screen resolution. The news channels, in the center, are fed from other internal BellSouth news sites.



SUMMARY

BellSouth has 40,000 intranet users around the U.S. These employees comprise more than 3,000 different job descriptions in five operating divisions, making for an

especially diverse user base. This intranet succeeds because of the designers' clear goals, which they established and communicated at the project's onset. These goals ranged in areas and scope, from managed content, to single sign-on, to consistent corporate branding. This coverage of a wide range of areas demonstrates the team's good experience combined with their early and thorough planning and research.

With 95,000 employees at the company, finding the right person and their contact information is an important task for most users. The intranet lets employees easily search for each other by name, nickname, title, email address, and location, among other things. This makes it possible to find people even when you only have minimal information about them. By default, the users are only offered the most minimal fields to find a person, but clicking *More search options* will give them many more fields to do a detailed search. The most important fields are first, so the user rarely has to use the advanced form to find an employee. The employee locator is one of the more popular features on the intranet. The developers use Oracle to maintain and update employee information. Before this area of the *ePortal* went online, employee update information was maintained in several areas across the corporation and updates were inconsistent. This one simple feature alone makes the employee's lives easier, and makes the intranet worthwhile.

Pictured: The employee locator feature, found in the upper right corner of pages.

A screenshot of a web form titled "Employee Locator" in a window with standard OS controls. The form contains two text input fields: "First Name or Nickname:" and "Last Name:". Below these is a blue button labeled "locate employee". At the bottom left is a link "More Search Options" in orange text. On the right side of the form is a small image of a man in a suit looking at a handheld device.

Pictured: The employee locator advanced search feature, which appears when the user clicks *More Search Options*.

Advanced Search

First Name or Nickname:

Last Name:

Email:

Employee Type:

ANY

Employee Title:

Geographic Location Code:

Responsibility Code:

Phone Number:

(

)

State:

Department:

Company:

ANY

locate employee

Pictured: An employee's details page.

EmployeeLocator

New Search

Employee

Webb I. Stanley

FACILITY TECHNICIAN
NTWK OPN NORTH
BELLSOUTH TELECOMMUNICATIONS INC

phone: (502) 633-9038
RC: NN20G40F

96 OLD 7 MILE PIKE
SHELBYVILLE, KY 40065

org chart

maps/directions

add to ipager

escalate

edit entry

new search



If your Locator data is incorrect, please notify your manager.
For BellSouth employees, Locator data is updated regularly from PeopleSoft personnel records.
For contractors, Locator data is entered and updated by your BellSouth manager.

Many intranets provide static information and applications to support employees. However, few modify pages so that the applications that individual employees need are available on their own work page. Even fewer permit the employee to choose the best applications and information for themselves. The BellSouth intranet facilitates both of these timesavers. The *myWork* page lets employees build a site based on individual work needs. Employees can add or delete links or channels based on their job needs, which lets them focus on the information most important to their performance, and ignore superfluous information.

Pictured: A customized *myWork* page.

The screenshot shows the BellSouth intranet's *myWork* page. The header includes the BellSouth logo and navigation tabs for *myBellSouth*, *myWork* (the active tab), *myPage*, and *Search*. A personalized welcome message for 'Kirk Ahlquist' is at the top left. The page is organized into several functional blocks:

- BellSouth Online Buying:** Includes links for Supply Chain Services, Purchasing, and a list of Suppliers (Arch, Barnes & Noble, Best Flowers, Cingular Wireless Data, Corporate Express, FedEx, Giftcertificates.com, PageNet, Relizon, Wallace, WebLink Wireless).
- Employee Toolkit:** Lists resources like Compensation Resources, Diversity & Inclusion, Employee Recognition, HR Policies, and Performance Appraisal for Clerical Employees (PACE).
- Choose Your News - Powered by BKR:** Features a 'BellSouth Knowledge Resource' section with 'Newspapers/Magazines' (The Wall Street Journal) and 'Newsletters' (APQC), each with a 'Read it' button. It also includes a 'Search for News' section with a 'Find the Latest News About' dropdown (Broadband: News) and a 'Search for Telecom Info' section with a 'Find it' button.
- Documents and Forms:** Lists various forms available for download, such as BellSouth Electronic Library, Electronic Forms, Intellectual Property Forms, Records Management, and Security Forms.
- myWork Links:** A section for personalized links, currently showing ARGUS, Neilson Norman Group, Use-it, and Yahoo.
- Applications:** Lists various applications like Corporate Shuttle, Mechanized Time Reporting (MTR), and Trip Manager.
- BASC-Paid employees:** Lists services for BASC (Business Associates of the South Carolina) employees, including Ad Hoc Reports, Business Objects, PeopleSoft Report Distribution, and more.
- Support and Services:** Lists various support services like AMEX Corporate Card Info, American Express Online, BellSouth Affiliate Services Corporation (BASC), and more.

At the bottom of the page, there is a small disclaimer: 'Private/Proprietary: Contains private and/or proprietary information. May not be used or disclosed outside of the BellSouth companies except pursuant to a written agreement. Copyright © 2001. Content owner info.'

In addition to the work productivity feature funneling, the intranet also feeds the user the right information about career development, their 401K, health guidance, and more. Of course, an intranet like this can only work if those policies are in place at the organization. But, once those policies are in place, having an intranet that makes this important information available can actually drive employees' decisions to both determine and write down career path and benefits information.

The *myPage* tab includes individual employee information, such as benefits, career development, and community service links. The tab also lets users add their own links in the *myPage Links Channel* or take advantage of links already on the site.

Pictured: An example of the *myPage* tab, which includes information relating to the individual employee.


The screenshot displays the BellSouth myPage interface for user Kirk Ahlquist. The page is organized into several channels:

- Career Development:** Includes links to BellSouth Leadership Institute, BellSouth OnLine Training System, BellSouth University, Executive Education, Leadership Development, Performance Appraisal for Clerical Employees (PACE), Performance Management, and Training Registration (TEDS).
- Career Opportunities:** Includes CareerLINK, Job Description Viewer, Non-Mgt Job Description Viewer, and Promotion and Transfer Plan (BETSI).
- Education Assistance:** Includes Management and Non-Represented Partnership.
- myPage Links:** Includes myFinance, myHoldings, and myStuff.
- Benefits:** Features a "Benefits @ Your Fingertips" section with a "click here" link. Below it are links for Employee Assistance Program (EAP), Employee Product Discounts, Employee Discount Wireless Plan, and Scholarship Program. It also includes sections for Health (Dental, Medical), Savings Plan (401(k), Money Matters, Stock Purchase Plan), and Weather (with a city/zip input field and a weather forecast for Miami, FL).
- Community Services:** Lists various community organizations like American Red Cross, BellSouth Foundation, BellSouth Pioneer Volunteers, Breast Cancer Awareness, Chamber of Commerce, Developing Leadership Skills, Matching Gifts, Sports Sponsorships, United Way, and Volunteer Service Grant.
- myInternet Guide:** Includes links for Finance & Money, Health & Fitness, News, and Stock Quotes.
- Quick Links:** Provides direct access to Employee Assistance Program (EAP), Employee Discounts, Employee Orientation, Employee Vouchers (SSE - BASC), IQPC, InSite, Investor Relations, Performance Management, Staffing, The Customer Rules, Travel, and Trip Manager.


At the bottom of the page, there is a disclaimer: "Private/Proprietary: Contains private and/or proprietary information. May not be used or disclosed outside of the BellSouth companies except pursuant to a written agreement. Copyright © 2001. Content owner info."

To make the site's vast quantities of information manageable, a channel approach gives users some control over what information they see on the home page. We know from many usability tests that even when the most sophisticated customization features are available, people only use them if they are simple. If they need to hunt for commands or go through a long process to customize, users will not bother. But, in this case, the intranet is very simple to customize. The *Add/Remove Channels* button takes the user to a page displaying all the channels available on the *ePortal*.

Pictured: The *Add/Remove Channels* button takes the user to a page displaying all the channels available on *ePortal*. The user clicks a checkbox to add or remove the channel from the current tab. The user can assign a channel to any of the four tabs.


[Help](#)
[Feedback](#)
[Register Your Site](#)

[add/remove channels](#)
[edit tab layout](#)
[log out](#)



Add or remove channels from the current tab

Channels with checked boxes are included on this tab.

- To add a channel, put a check in the box to the left of the channel name by clicking in the box.
- To remove a channel, remove the check in the box to the left of the channel name by clicking in the box.
- When you have completed your additions and/or subtractions, click the "Save" button at the bottom of the page.

Thin Channels: (Appear on the left and right-hand columns.)	Wide Channels: (Appear in the center column.)
<input type="checkbox"/> BellSouth Online Buying Link to Supply Chain Services, Purchasing, and authorized vendors.	<input type="checkbox"/> Weather Monitor the weather reports of the cities you choose.
<input checked="" type="checkbox"/> External Links Locate information using these links to sites outside BellSouth intranets.	<input type="checkbox"/> Choose Your News - Powered by BKR Choose newspapers, magazines, or newsletters to read or search for telecom info provided by BellSouth Knowledge Resource.
<input type="checkbox"/> Community Services Participate in service to your community through BellSouth.	<input type="checkbox"/> H.R. Community Stay up-to-date with developments in the HR Community.
<input type="checkbox"/> Documents and Forms Obtain copies of company-wide documents and forms.	<input type="checkbox"/> Other News Add links to national and regional news sources.
<input type="checkbox"/> Quick Links Set up access to sites that help you do your job.	<input type="checkbox"/> Welcome to myBellSouth Put extra links to Help and Login information front and center.
<input type="checkbox"/> Finance Stay up-to-date with announcements and other information specific to the Finance professionals.	<input type="checkbox"/> Customer Markets News See the latest news from BellSouth Customer Markets.

Even with all this customization, users can access nearly all the sites without logging in. But, logging in gives users the ability to rearrange the display and add or delete links.

In addition to letting users choose the content they want, BellSouth also makes recommendations where appropriate. For example, the main page's *Quick Links* channel contains the most often-accessed user tasks. And, the *Choose Your News* channel saves the company \$10 million by eliminating the need for multiple paper subscriptions to news publications.

The navigation is consistent across pages, with the ever-present tab structure and high-level top horizontal commands. The customization features let people utilize the intranet that is best for them. The look is inviting, with hints of soothing blue, and legible black text on white pages. Graphics are used to enhance the messages. The overall feature set and customization capabilities make for an intranet experience that employees will want to return to — or maybe never leave.

SCORING (3 = BEST)						
Simple look	Simple navigation	Consistent navigation and design	Visible search	Simple search	Limited (well-presented) text on pages	Home page
2.7	2	2.3	3	1.5	3	2

DESCRIPTION OF THE INTRANET

BellSouth's *ePortal* is an enterprise information portal designed to give employees across the corporation access to the considerable knowledge resources maintained by business units and work teams. With many intranet sites maintained by employees across the region, a central intranet location was needed to make intranet information accessible and accurate.

The *ePortal* uses the iPlanet enterprise portal as its main application, with an interface customized in several innovative ways in cooperation with Sun. Netegrity SiteMinder was used for single sign-on capability.

Basic features

- Users can access nearly all the sites without logging in.
- Logging in gives users the ability to rearrange the display and add or delete links. There are also two channels that are designed exclusively for user bookmark links.
- The employee locator helps people find each other at this large company.
- The help feature is comprehensive and provides links to appropriate help topics placed near the point of need.
- The tab structure enhances organization of the numerous links.

- The search function uses key word search, search by organization, search by external link list, and an alphabetical index. Sites are cross-referenced under all commonly used names in the alphabetical index.
- The *Quick Links* channel on the main page contains the most often-accessed user tasks.
- The *Choose Your News* channel eliminates the need for multiple paper subscriptions to news publications.

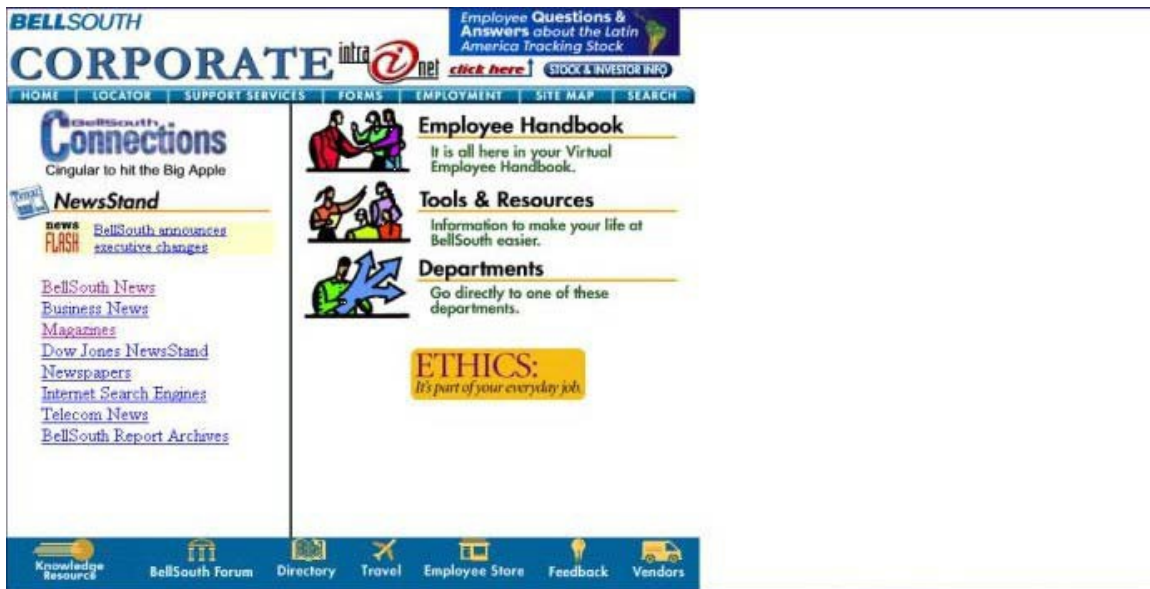
URL and Access

Users can access a generic version of the site without a password. To access the site that includes their individual settings, they need a user ID and password.

BACKGROUND

Prior to the redesign, the company had set up a nominal forum to manage the intranet, but in practice individual content providers basically had free rein to put up intranet content in any way they chose. The result was that the system was getting increasingly cumbersome and hard to use. By 2000, there were about three million pages, many of them obsolete or inaccurate, and there were no guidelines or policy for how intranet content should be presented and how long it should stay there. There is very little to show that the old home page and the old *Measurements Analysis Resource System* page, for example, belong to the same corporate intranet.

Pictured: The old home page and the old *Measurements Analysis Resource System* page. The inconsistent design makes them look as though they belong to different intranets.



"We had fabulous data out there, but either you didn't know it was there, or by the time you found it, it was too late," says Deborah Baker, director of BellSouth's ePortal.

In 2000, BellSouth decided to develop an intranet portal that would act as an umbrella site for the intranet as a whole and give easy access to its information resources. "We saw an opportunity to go in and change the way we as a company wanted to communicate with our employees and how our employees could expect to communicate with us," adds Baker.

GOALS AND CONSTRAINTS

The overall goal of the redesign was to improve communications and company productivity. The *ePortal* team also had six specific goals for the intranet's design:

- Provide a virtual workspace with single point of entry.
- Develop consistent corporate branding and navigation across the enterprise.
- Create a managed content environment.
- Establish guidelines and standards for all sites.
- Offer single sign-on access to multiple resources.
- Furnish an embedded search engine against current corporate information.

The main constraint, apart from budget limitations, was that the team needed to somehow incorporate the old intranet's diverse home pages, which many employees heavily used.

DESIGN PROCESS AND USABILITY ACTIVITIES

The designers kicked off the project in May 2000 by sending out an email to a randomly selected sample of 100 BellSouth employees, canvassing their views and requirements for the intranet. In late 2000 and early 2001, they followed this up by holding focus groups to determine users' feelings about the old site and wishes for the new one.

To assess the breadth of the BellSouth intranet, including the number of sites, site owners, and locations, the designers set up a link on the old site called *Register Your Site Intranet*. The result gave them an initial inventory. Based on this, they carried out an analysis of two intranet home pages and more than 900 other group "home pages."

During January and February 2001, the team continued to solicit users' views with a series of surveys about how users grouped links and categorized intranet sites.

"Each business unit came up with their requirements for the site, and took them to the IT group," Baker explains. "We used techniques like card sorting to find out how people liked to group information."

By the end of February, the designers had the intranet's preliminary information architecture. At the same time, they were working on the *ePortal* site's visual design. An external design firm produced design storyboards and BellSouth's internal design group produced design templates. These were combined into three final design proposals, which were shown to a focus group.

The following month, team members created a prototype of the new *ePortal* in a test environment and ran user scenario tests. They also conducted surveys comparing the old and proposed new home page. The results of the testing were a new version of the information architecture, followed by the first version of the BellSouth *Intranet Style Guide*.

Then, in May, they launched the *ePortal* in pilot form, as a static site with just four tabs and no customization, help, personalization, or log-in. During the second half of the year, they gradually refined the pilot in an iterative process. In addition to customization features, such as add/remove channel, edit tab layout, and edit, they developed maximize and minimize channels and integrated a single sign-on feature to log-in to the interface.

At the same time, the team started applying the *Style Guide* to some of the BellSouth intranet subsites.

During the six months that the static site was live, users were encouraged to provide feedback via email. Also, team members developed a formal usability plan, including user surveys and use cases; they also carried out user scenarios in the company's usability lab over a four-day period. Based on this, they added several new features, including a help application, revised log-in functionality, the ability to search alphabetically and by organization, and external links and professional group channels.

The dynamic site went live in October 2001. With the main *ePortal* up and running, the designers are now working to persuade subsite content providers to use the new templates and style guides. The guidelines seem to be catching on as users realize that they help save time and free them up to focus on content.

"We've asked people to incorporate the guidelines as they go forward with new content," Baker says. "We do get some resistance because someone wants to do their own creative thing, but mostly the people who own the content are concerned about content, not design."

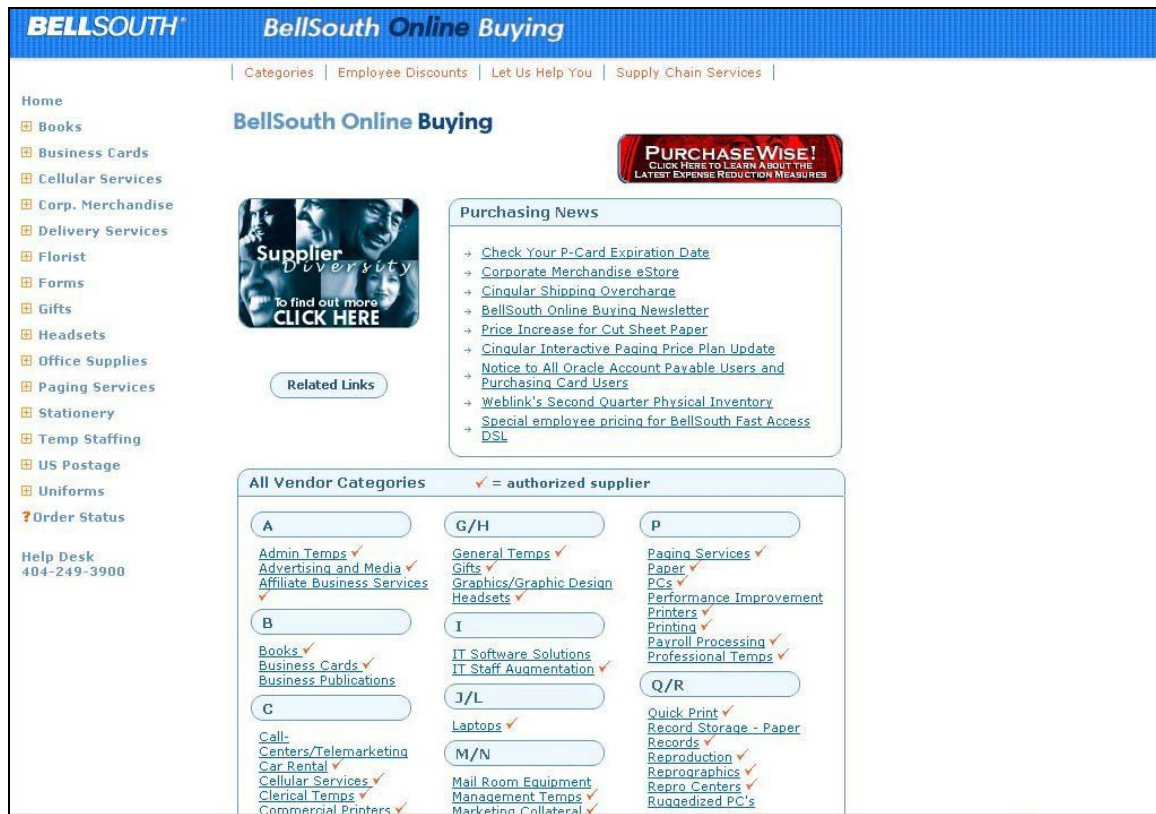
Baker estimates that about 30% of the BellSouth subsites are now consistent with style guidelines. This is not bad, considering the site contains about 1,000 subsites with an estimated one- to three-million pages overall. As yet there is no corporate CMS, but one is planned for the future.

Team members asked users about the final design ideas for the main portal page. To their surprise, people rejected more colorful orange and green mockups in favor of a much plainer design using the standard company blue. "We were expecting them to want something jazzier, less blue, but they liked the BellSouth blue and the logo," says Baker. "It seemed that internally, people felt strongly about the brand and expected to see it on the site. To them, changing it was like tampering with the corporate identity."

Once the design was selected, the team fine-tuned navigation elements and conducted usability testing. Team members asked user groups to carry out specific tasks using a prototype portal page. One finding was that users wanted to see a navigation style familiar to them from the applications they used every day. "We had people come to the focus groups with different levels of IT expertise," Baker recalls. "One user in particular was comfortable using Word, and kept trying to do the exercises using Microsoft commands."

Since one of the redesign's objectives was to minimize the need for training by making the site more intuitive, this idea was incorporated into the site in features such as the Windows-like plus and minus signs used to open and close panels.

[Pictured: A page that adopted familiar controls, based on usability test findings.](#)



Other user feedback included preferences for dark rather than light text, quick links to their favorite pages, only three to five major content tabs, and clear messages in the section headers. Users also wanted to see “happy” photos in the design, linked to content.

The home page’s design is driven by its function: to provide easy links to a vast number of topics and subjects. “That determines how much creativity you can have in a page,” Baker says, adding that they decided to design the tabs based on the site’s three primary types of information: 1) company-wide information that everyone needed, 2) employee-specific information on things like benefits and training, and 3) work-specific information. Whereas the original home page was structured along organizational lines, the main tabs at the top of the new portal page provide links to tools and information individual employees need for their work.

The operating divisions and policies and guidelines columns are fixed, but the *Quick Links* are customizable, as is the news that appears in the center panel.

In the absence of a central CMS, the intranet team relies on subsite content providers to abide by design guidelines, and some have done so more than others. The *Product Encyclopedia* subsite, which used to have an extremely individual design has partially submitted to the guidelines in its new version. The page banner has been modified with a search graphic and the link style is nonstandard, though the page does have a standard curved box and “happy” photo.

Bellsouth BUSINESS SYSTEMS

IntraNet

[BBS Home](#) [Search](#) [Help](#) [BBS Directory](#) [Feedback](#)

BellSouth® Centrex

Sales Resources

Conversion Tools

Q & A's

Conversion Information

What's New

Product Description

Promotions & Incentives

Documentation & References

Training

[CONTACT US](#)

Bellsouth

Product Encyclopedia

home

search

my PE

q & a

feedback

site survey

what's new

Product Navigation:

Select a book to show an alphabetical product listing.

A-B

C-D

E-F

G-H

I-J

K-L

M-N

O-P

Q-R

S-T

U-V

W-Z

Browse All (# - Z)

What is PE?

The Product Encyclopedia supports BellSouth Business sales organizations and authorized partners in their efforts to meet revenue and growth objectives, and ultimately, to "Sell More, Keep More."

Several legacy web sites are being consolidated and updated to achieve this one-stop shop of product information.

Please bookmark the Product Encyclopedia, and be sure to give us your [Feedback](#).

BizIP

DSL

Long Distance

Equipment

e-Services

e-Services

Distance

DSL

BizIP

> explore what's new!

> login to product encyclopedia

> how to use the product encyclopedia

> give us your feedback

> take the product encyclopedia survey

[SOS Help Desk](#), 404.829.7325

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TIMELINE

- Late 2000 to January 2001: Focus groups on old site. *Register Your Site Intranet* developed and initial intranet inventory carried out.
- January–February 2001: User surveys conducted on information architecture; development of preliminary information architecture and graphic design iterations.
- March 2001: Creation of consolidated home page prototype; usability testing.
- April 2001: First version of BellSouth *Intranet Style Guide* appears.
- Q2 2001: Iterations of consolidated home page. *Style Guide* applied to *Technology* and *Online Buying* subsites.
- May 2001: *ePortal* pilot launched as static site. Release 2 of *Intranet Style Guide*.
- May–August 2001: Customization features developed.
- May 2001: Dynamic news feeds from major operating divisions.
- August 2001: Usability plan developed to include user surveys and use cases; users scenarios conducted in usability lab environment over four-day period.
- August–October 2001: Features added based on usability research and findings; performance testing.
- August–September: Functional testing.
- October 2001: Dynamic site launched.

RESULTS

Usability studies have shown that users find the new *ePortal* easier to use. However, the intranet team has found it difficult to put a return on investment figure on the intranet portal itself, as opposed to the applications it carries.

"Intuitively, everyone agrees that it saves you time and makes you more productive, but we couldn't reduce that to a budget figure that would satisfy our finance people," says Baker. "It's easy to quantify applications such as processing vouchers online, but the portal itself is harder to pin down."

LESSONS LEARNED

Insights from Deborah Baker:

Get backing from the top. "The appropriate executives with budget controls must be involved from the beginning."

Money matters. “You need centralized funding. At the start of the project, if you're asking departments to give up something they're attached to, you can't expect them to provide funding, too.”

Make it fun. “Getting collaboration between different groups was easier because it was an exciting project, and everyone wanted to work on it — the IT people and the business people.”

ChevronTexaco and Dimension Data Holdings (2003)

Using the Intranet:

ChevronTexaco Corporation (NYSE: CVX), one of the world's largest integrated energy companies, is involved in every aspect of the energy industry, including oil and gas exploration and production; transportation; refining; retail marketing; chemicals manufacturing and sales; and power production. Active in more than 180 countries, ChevronTexaco employs about 53,000 people worldwide (excluding service station personnel and contractors). The merger between Chevron and Texaco on October 9, 2001, created ChevronTexaco Corporation, now headquartered in San Ramon, California.

Members:

Lori Coupard, Web team lead; Lyn Garrison, lead producer; Karen Young, managing editor; Renee Silveira, assistant editor; Jennifer Salem, developer; Antoinette Bishop, production coordinator.

Design Team:

Dimension Data Holdings plc (LSE: DDT) is a leading global technology company. The group delivers solutions using its proprietary Application Network architectural framework and its expertise in networking, application integration, and managed services. Founded in 1983, the company had revenues of \$2.1 billion in 2002 and operates in thirty-plus countries with over 8,000 employees.

Dimension Data's Brand & User Experience Group not only defines and leverages brand and market strategies, but also executes appropriate online techniques to achieve an optimal user experience. Key services include: brand identity, information architecture, usability research and testing, UI and graphic design, and front-end code development (D/HTML, ASP/JSP, and other "scripting" technologies).

Members:

Olivia Harting, creative producer; Glenn Snyder, lead information architect; Alex Costello, art director; Jenny Kolcun, art director.

SUMMARY

Chevron and Texaco merged in 2001. *Inside*, the new global Intranet hub, was initially launched as *Day One*, aiming to promote the new company culture and identity and serve as the initial online gathering place for the integrated ChevronTexaco workforce worldwide.

Mergers often bring great synergies and benefits to a new corporation, but they also raise many questions about the new organizational structure and where employees fit into it. Mergers can often fail due to cultural integration issues. To support this type of integration, effective employee communications — with a focus on consistent, clear messaging — are critical. By providing a consistently branded, easy-to-use resource to deploy strategic messages and links to critical content across hundreds of intranet sites, the *Inside* site aims to align the workforce and thereby contribute to cultural integration goals.

ChevronTexaco Global Intranet Hub


[News & Communications](#)
[Organization & Operations](#)
[Human Resources](#)
[The ChevronTexaco Way](#)
[Company Information](#)

Shortcuts

[> Business & Administrative Resources](#)
[> Employee Programs & Services](#)
[> Planning, Policies & Processes](#)
[> Operational Excellence Resources](#)

[Complete List of Shortcuts](#)

Web Sighting




Operational Excellence is Resource Rich

[With Working Tools](#)
[Visit the Site](#)

City Times

Singapore	30 Apr	06:43
San Ramon	29 Apr	15:43
Houston	29 Apr	17:43
London	29 Apr	23:43
Lagos	29 Apr	23:43
Astana	30 Apr	05:43


[More City Times](#)



[Dave O'Reilly Addresses Council of the Americas 33rd Washington Conference](#)

Address focuses on the energy resources of Latin America, the progress of its petroleum industry and how free and open trade can help overcome challenges.


[Robertson Participates in U.S. Senate Leadership Forum on HIV/AIDS](#)



Forum highlights corporate efforts to fight the disease in Africa.

[ChevronTexaco Employees Asked to Review Updated Business Conduct and Ethics Code](#)

[ChevronTexaco Celebrates U.S. National Volunteer Week](#)



Employees recognized for their dedication to serving the communities in which they work and live. Volunteer efforts include planting of 6,000 tree seedlings by employees and other local participants in Houston, Texas, area.


[Construction of Sanha LPG-FPSO Continues Safely and on Schedule](#)

The massive double-hulled floating production storage and offloading vessel is taking shape in Japan for its voyage in August 2004.

[Proxy Statement Now Available Online](#)

[Read More News](#)

CVX Stock Quote




67.180 ▲ +1.830

As of 29 April 16:02 ET

Delayed 20 minutes

[Industry News](#)


[ChevronTexaco.com](#)

Quick Question

Q: Where is OPEC headquartered?


☐ Vienna, Austria
☐ Brussels, Belgium
☐ Riyadh, Saudi Arabia


[See Results](#)

Response is anonymous

Word Watch

CSR: Corporate Social Responsibility


[More on CSR](#)


[Inside Site Feedback](#)

Last Update: 29 April 2003

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Company Confidential

Pictured: The homepage of Inside, ChevronTexaco's global intranet hub. The page is clean and engaging, and features pertinent global news and clear navigation, opening the door to the rest of the company's intranet.

The center column of the Inside homepage features the most recent news stories, press releases, and other important corporate communications.

The left column includes shortcut navigation to important and frequently used intranet-based tools and resources. It also features the weekly *Web Sighting*, spotlighting internal sites whose content is relevant and timely for the global audience and, whenever possible, uses the company's intranet page layout standards. The *City Times* feature offers the time and date information for a few key headquarters locations around the world, emphasizing the company's global nature.

The right column features the "CVX" stock quote, which is updated every 20 minutes. There is also a link to a pop-up window with up-to-date market indices and competitor stock quotes. In addition to corporate news, Inside offers a link to relevant industry news, updated every hour.

Quick Question, a popular interactive homepage feature, quizzes employees about company and industry-related facts and can serve as a quick polling device. Users can submit answers to this weekly quiz, and check the results page for the correct

answer and up-to-the-minute results of how other users responded. The results page also provides more information about the question's topic, including related links that steer interested users to other internet or intranet areas to learn more — an engaging way to educate employees.



Pictured: The *Quick Question* results page displays answers to the weekly quiz or poll, and provides additional information and related company or industry links.

The primary navigation bar's *News & Communications* link takes users to a comprehensive news page. There, users can browse the most recent company headlines by category, view a specific category's news for the past thirty days, or search news stories with a simple or advanced search.

ChevronTexaco Global Intranet Hub

[News & Communications](#)[Organization & Operations](#)[Human Resources](#)[The ChevronTexaco Way](#)[Company Information](#)




News & Communications

- > Recent News
- > Industry News
- > CVX Publications

Search Inside News

[Advanced Search](#)

Recent News

-  **First-Quarter 2003 Earnings Announced** - 02 May
ChevronTexaco Corp. reports net income of \$1.9 billion for first quarter 2003.
-  **ChevronTexaco Declares Dividend** - 30 Apr
The Board of Directors of ChevronTexaco Corp. declared a quarterly dividend of 70 cents per share.

Recent News by Category

- > People
- > Operational Excellence
- > Community
- > Leadership
- > Technology & Innovation
- > Press Releases
- > Awards & Recognition

People



Caltex Sponsors Malaysian Couple's Drive Around the World - 30 Apr
A CVX employee and his wife log over 37,600 kilometers in the Caltex Overland World Challenge.



Oldest American Had Roots at Richmond Refinery - 23 Apr
113-year old Mary Christian and her father were part of the history of the early days of Standard Oil.

[View People News for past 30 days](#)[^ Back to top](#)

Operational Excellence



Genesis Riser Guide Modification Project Earns the Safety in Seas Award - 25 Apr
Workers on the project recorded 265,946 man-hours without a loss time accident.



Construction of Sanha LPG-FPSO Continues Safely and on Schedule - 25 Apr
World's largest LPG-FPSO being fabricated for Cabinda Gulf Oil Company.

[View Operational Excellence News for past 30 days](#)[^ Back to top](#)

Spotlight

ChevronTexaco Employees Asked to Review Updated Business Conduct and Ethics Code - 28 Apr
Code is updated to conform to requirements of recent U.S. legislation on corporate responsibility.

[Inside Home Page Features Updated](#) - 16 Apr

Changes made to help make tools easier to access, and the latest news easier to find.

[View Spotlight News for past 30 days](#)

Read all the News

[View all news topics for past 30 days](#)

Pictured: The main page of the *News & Communication* section on ChevronTexaco's intranet.

Using content management gives Inside's editors innovative control over their news stories. Among other things, they can easily create a photo gallery for news stories with more than one associated image. This one-photo-at-a-time gallery presentation is particularly convenient for users with slower internet connections. Rather than waiting for an image-rich article to load, users can instead open the gallery, where they can page through a slideshow at their leisure. The editors use templates to choose images and assign titles and captions.



Photo Gallery

Student Art Makes the Grade

Student Art for Education,
2002 Grand Award
Winner, 5th Grade
Golden View

< Back

Next >

11 March 2003 © 2003 ChevronTexaco Corp.

Pictured: Authors and editors can associate photo galleries with news stories, using content management templates to add photos, titles, and captions. Users can scroll through the slideshow using the *Back* and *Next* buttons.

Inside's *Organization & Operations* section lets employees find information and site links for all ChevronTexaco's primary business units, as well information about the company's overall structure. Business units and corporate departments' links are annotated with succinct descriptions and, when available, include quick links to an organization chart.

Inside

Find & Search People Finder Inside Home

ChevronTexaco

ChevronTexaco Global Intranet Hub

News & Communications

Organization & Operations

Human Resources

The ChevronTexaco Way

Company Information

ChevronTexaco Organization & Operations

Organization & Operations

Upstream Operations

Downstream Operations

Power & Gasification

Chemicals & Coal

Technology & Service Companies

Headquarters & Corporate Departments

Complete List of Shortcuts

Headquartered in San Ramon, Calif., ChevronTexaco is a global energy company engaged in every aspect of the oil and gas industry. We operate in more than 180 countries.

Operating Companies, Technology Companies, Service Companies and Corporate Departments

Select the business category to view a more detailed description and a list of included companies or departments:

Upstream Operations

Exploration and production of oil and natural gas

Downstream Operations

Refining and marketing, trading and transportation of petroleum products

Power and Gasification

Conversion of low-grade liquid petroleum products to useful gas products

Chemicals and Coal

Manufacturing and marketing of petrochemicals and additives for fuel and lubricating oils; and coal mining

Technology and Service Companies

Computing and telecommunications technology services; research and development (R&D) and technical service support for upstream and downstream businesses, environmental remediation, procurement of supplies and services; project development resources; and real estate management of company facilities

Headquarters and Corporate Departments

Executive staff and corporate departments for governance; finance; health, environment and safety (HES); human resources; investor relations; law; public and government affairs; tax credit; oversight of exploration and reserves; security; and aviation services

^ Back to top

Worldwide Operations

Map showing where ChevronTexaco has businesses and operations, and fact sheets about those countries and regions.

Map of Operations

Worldwide Leadership Organization Chart

Chart includes linked biographies of the chairman, vice chairman, corporate officers and heads of reporting units

Print Org Chart (PDF 27Kb)

Complete List of Shortcuts

Inside Site Feedback

Last Update: 13 March 2003

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Pictured: The *Organization & Operations* page includes contextual links to the company's different business units. Descriptions of each group help employees better understand the organization.

One of Inside's main goals is to bring the tenets of *The ChevronTexaco Way* to the forefront of employees' minds, and thus this section — which outlines the company's values — is a top-level category of the site. Through engaging real-life success stories and interviews with key leaders, *Living the ChevronTexaco Way* encompasses important topics such as vision, values, people, partnership, and performance. Also, employees can submit suggestions for stories, as well as download a PDF version of *The ChevronTexaco Way* brochure, available in eleven different languages.

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INFO@NNGROUP.COM

ChevronTexaco and Dimension Data Holdings (2003)



The ChevronTexaco Way
 > [Vision](#)
 > [Performance](#)
 > [People](#)
 > [Values](#)
 > [Tracking Our Success](#)

Vision



At the heart of The ChevronTexaco Way is our Vision: To be *the* global energy company most admired for its people, partnership and performance. We are committed to creating superior value for our stockholders, customers, partners, employees and the countries in which we operate. We

will build a world-class system of organizational capability combining people, processes and culture to achieve and sustain industry-leading performance in [operational excellence](#), [cost reduction](#), [capital stewardship](#) and [profitable growth](#). Our company's foundation is built on our values, which distinguish us and guide our actions.

O'Reilly Urges All to Visit New Strategic Plan Web Site

Created especially for employees, the new web site outlines the ChevronTexaco Strategic Plan and all its main elements to help everyone understand the company's direction and priorities...

Related Links:

- > ['We're Up to the Challenge' Says O'Reilly in Global Employee Teleconference](#)
- > [Vice Chairman Robertson on Future of Partnership in Indonesia](#)

Vision

"Our Vision is motivational -- it seeks to *inspire* superior behaviors and performance as well as drive them." [More>](#)



– Pat Yarrington
 Vice President, P&GA
 (formerly VP, Strategic Planning)

The Interactive ChevronTexaco Way

[>Submit Suggestions](#)

The ChevronTexaco Way Brochure

Select Language

[Download](#) PDF (214k)

[^ Back to top](#)

[Complete List of Shortcuts](#) [Inside Site Feedback](#)

Last Update: 27 March 2003
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Pictured: The *Living the ChevronTexaco Way* section illustrates the company's business philosophy with real examples and interviews with leaders.

The intranet's navigation and layout are intuitive and easy to use. Inside's design and navigation adhere to ChevronTexaco's *Intranet Page Layout Standards & Guidelines*. Sponsored by the corporation's Web Council, these standards were developed iteratively over several months of gathering requirements and soliciting feedback from numerous company-wide website owners. The resulting page layout standards were also usability tested. The guidelines specify that intranet pages use a two- or three-column grid layout. The layouts have a consistent format, including a standard header, footer, primary navigation, link treatment, and color palette.

URL AND ACCESS

Inside appears as most employees' default browser homepage. Some business units override this setting and let employees go to the unit's homepage first, but the company's IT department estimates that approximately 72% of users go directly to Inside. On the company network, the URL is "inside.chevrontexaco.com." To access the intranet remotely, users log on to the ChevronTexaco network first. As part of the standard header, all intranet sites include an *Inside Home* link at the top of each page.

CONTENT MANAGEMENT

Because Inside is ChevronTexaco's official corporate communications vehicle, a central editorial team produces most of the content and decides whether it is global and in keeping with the company's key strategic messages and values. ChevronTexaco employees are encouraged to submit content for Inside, but the editorial team considers all material before it appears on the site. The news section was built and is currently maintained using Microsoft Content Management Server 2001.

TECHNOLOGY

Designers built the Inside pages using Microsoft Site Builder, Microsoft Visual Studio 6, and Macromedia HomeSite; they used Macromedia Dreamweaver and Adobe Photoshop for prototyping and Rational Rose for modeling.

The site uses Microsoft IIS as its Web server, Microsoft Content Management Server 2001 as its content management solution, Microsoft Visual SourceSafe for version control, and TeamTrack and Watchfire WebXM for bug tracking and quality assurance.

The site-wide and company news search engines are based on Inktomi.

GOALS AND CONSTRAINTS

- 1) Promote a single-company culture.
- 2) Be the daily gathering place for all employees and contractors worldwide.
- 3) Provide easy access to business-specific (business unit or operating company) sites.
- 4) Let employees and contractors access the information they want and need to conduct daily business, while sharing key strategic information to increase alignment.

BASIC INTRANET FEATURES

Above all, Inside offers excellent news capabilities, plus simple navigation and good process support. Basic features include: corporate communications (news stories, press releases, and letters from the chairman); stock quote and market analysis information; industry news provided by Factiva; shortcuts to the most frequently accessed business tools and resources; information about the organization's structure, history, and finances; links to all primary business unit and operating company sites; HR information; a section about living the company's values, including case studies and interviews with leaders; a news-specific search and homepage access to a global intranet search; and feedback mechanisms on every page.

USERS

The ChevronTexaco global intranet supports 53,000 employees and tens of thousands of contractors in over 180 countries worldwide. Areas it supports include:

- 1) Upstream operations: exploration and production of oil and natural gas.

- 2) Downstream operations: refining, marketing, trading, and transporting petroleum products.
- 3) Power and gasification: converting low-grade liquid petroleum products into useful gas products.
- 4) Chemicals and coal: coal mining, and manufacturing and marketing petrochemicals and additives for fuel and lubricating oils.
- 5) Technology and service companies: including computing and telecommunications technology services.
- 6) Headquarters and corporate departments: the executive staff and departments for HR, governance, finance, health, environment and safety, investor relations, law, public and government affairs, tax credit, oversight of exploration and reserves, security, and aviation services.

USER TASKS

- Browse or search across (~500) ChevronTexaco intranet sites
- Search company news
- Access printable news articles
- Search staff directory
- Access printable organization charts
- Locate a company office or facility
- Access shortcuts (tools and resources)
- Access relevant city times around the globe
- Take interactive quizzes
- Provide feedback, suggestions, and comments
- Access HR information (both global and regional)
- Search for jobs

BACKGROUND

The Chevron–Texaco merger integrated three brands — Chevron, Texaco, and Caltex, Chevron and Texaco’s joint venture company. This posed a unique challenge for the merger Web development team. The company called in Dimension Data, a technology services company, to help create Day One, an interim intranet site that would be available as of the first day of the new company’s existence.

The merger required that certain tools and resources, such as HR information, be immediately available to all 53,000 employees in 180 countries. The interim site was primarily aimed at giving managers access to policies, forms, and online tools to perform key job responsibilities. But it was also intended to help employees understand company goals, priorities, and values, as well as where they fit into the new organizational structure. Finally, the site was to provide contextual paths into the legacy sites for Chevron, Texaco, and Caltex.



Pictured: The original homepage for the Day One site.

However, Day One was never intended to be much more than a brochure site about the new company. Understandably consumed with merger logistics, Chevron and Texaco had little time to engage in extensive usability work or to contemplate “day two” and beyond. And, while much effort was put into the site’s information flow, it didn’t provide what was needed to continue to support the new organization. “It was a pretty shallow site; it was developed primarily as a tool to deploy key messages from management rather than reflecting the day-to-day needs and interests of users,” says Lori Coupard, Web team lead for ChevronTexaco’s Public & Government Affairs (P&GA) department, which manages Inside.

Furthermore, the new company identity was created with print rather than Web design in mind. As a result, Dimension Data’s design team had some challenges in giving Day One a look and feel that was consistent with the new identity and accessible and easy to read online, with layouts that Web authors could easily maintain. “It was important that the intranet reflected the new aesthetic of the company — and the Day One site did that almost to the detriment of usability,” says Coupard.

Shortly after the merger, ChevronTexaco went back to Dimension Data to discuss a full-fledged intranet redesign that would provide a better user experience and offer content that better balanced user and management needs.

DESIGN PROCESS AND USABILITY ACTIVITIES

One of the first tasks that Coupard faced when she was brought on to lead the new Web team was to help create a corporate intranet hub for ChevronTexaco with a flexible framework — something that would allow for more dynamic and timely content.

Coupard interviewed those team members who provided support or content for internal or external corporate websites. Her goal was to discover which of the existing processes and roles they perceived as working well, and which offered opportunities for improvement.

“It was very clear from those discussions that there were some frustrations with both the back-end processes and the site’s user experience. I didn’t feel we had enough information to alter the site yet,” she recalls. “Corporate Communications was mainly composed of former Chevron employees, and the Day One site was a departure from what they were used to. It’s not unusual for people to be uncomfortable with change, and we needed to tease out how many of the complaints were resistance to a new Intranet site and how many were based on real usability issues.”

In February 2002, work began on what the Web team called the “Improve Inside’s User Experience” project. The effort involved many types of research, including heuristic analysis, employee surveys, one-on-one user testing, and best practices benchmarking. Lyn Garrison was appointed ChevronTexaco’s intranet lead producer and Olivia Harting from Dimension Data was named creative producer.

As a first step, three Dimension Data specialists in user interface and visual design carried out a three-day heuristic analysis of the Day One site. ChevronTexaco then conducted a user survey about the site with 3,000 randomly selected employees and contractors. The team sent the survey invitation to participants worldwide via email, to ensure that they also reached staff members who were not regular intranet visitors.

The survey itself was Web-based and consisted of thirty questions, both multiple choice and open-ended. “In hindsight, it was a longer survey than I would have liked, but the findings were certainly comprehensive,” Garrison says. And, despite the length, the response rate was a gratifying 30% compared with the 6 to 9% ChevronTexaco typically expected for surveys conducted on their external corporate sites.

During March and April, the team carefully analyzed the heuristic and survey findings to unearth Day One’s main usability concerns. They then used these as a basis for one-on-one usability testing, intending to probe known issues, identify new ones, and tease out employee suggestions for improvements. During May, they carried out usability testing with ten employee participants representing various business functions across worldwide locations. Interviews lasted 45-60 minutes, during which the team asked participants to carry out two types of exercises: exploratory (walk through the site as they would on a typical day) and directive (carry out specific site tasks, verbalizing their thoughts, likes, and dislikes along the way). They carried out nine of the tests remotely, via Microsoft NetMeeting, and one test in-person at ChevronTexaco’s office in San Ramon, California, which gave them the opportunity to directly observe the user.

Several key findings emerged from the usability testing. One clear message was that users were finding the site, and especially the homepage, too news-focused, cluttered, and confusing. Overall, the homepage had too much text, and users had trouble deciding which news items were most important and most recent. As one user put it, "The one thing that I would change right now would be to have fewer news articles, or at least just headlines, and clean up the homepage." The homepage also lacked navigational aids to quickly get users to the items they wanted — that is, it lacked tools to help them do their job.

Some test participants said that some homepage fonts were too small and found the varying font sizes of news headlines confusing. The background colors also failed to help users determine information priority, and the white text headlines in the colored boxes often hindered legibility. Similarly, the primary navigation bar at the top of every page was a graphic, rather than HTML text, which created accessibility issues.

Clearly, the team needed to simplify the design, add more user-focused content, and clarify the information hierarchy.



Pictured: Day One's colored boxes didn't tell employees which information was most recent and most important. A month after the merger, the intranet team added images to the top news stories as an interim solution prior to the full redesign.

Two other major issues were naming and taxonomy. Clearly, not everyone in the company understood Day One's global navigation terms; this was especially true for international locations. For example, one test user wondered what the term

Business Tools meant: "I haven't got a clue [what to expect in *Business Tools*] but I would expect to find HR forms."

Some terms that worked well with US employees failed to resonate with international users. For example, the employee directory had originally been called *White Pages*. While this name was familiar to US users, it was meaningless to many of ChevronTexaco's overseas employees. Nor was *Business & Operations Gateway* intuitive; users were not sure what "gateway" implied and found the name "distracting."

The site's hierarchy of news information was problematic as well. For example, participants didn't really see the difference between the content of the homepage, the *News & Communications* landing page, *News & Features*, *Press Releases*, and, in some cases, *External News*. Typical comments were "[*News & Communications*] looks so much like the homepage; I'm not sure why it has its own separate area. I'm guessing a lot of this is on the homepage" and "I would have thought that I was already at *News & Features*, being on the homepage!"

ChevronTexaco Inside Find & Search | People Finder | Home

About ChevronTexaco Business & Operations Gateway Health, Environment & Safety News & Communications Human Resources Business Tools

News & Communications

Q&A Explains Higher U.S. Gasoline Prices
19 April 2002: Sources, experts cite mix of factors; prices low by historical standards. [More >](#)

CVX, ChevronTexaco's New Global Magazine
19 April 2002: The first issue of ChevronTexaco's global magazine is on its way to employees. [More >](#)

New Vendor Chosen for U.S.-Canada Office Supplies
18 April 2002: A cross-functional employee team has selected Faison Office Products Co. as the preferred company supplier for the purchase of office supplies in North America. [More >](#)

Winners of the 48th Annual Texaco Children's Art Competition Announced
17 April 2002: Students from over 1,500 schools throughout Ireland vie for first place in Texaco-sponsored art contest. [More >](#)

[CVX 86.680 -1.32](#)
4/22/02 15:03 eastern time
Delayed at least 20 minutes
> [Market Watch](#)
> [External News](#)
> [ChevronTexaco.com](#)

Letters to the Editor
[Send a letter >](#)

Archives
> [Chevron News and Internal Communications](#)
> [Texaco News and Internal Communications](#)

> [News and Features](#)
> [Awards and Honors](#)
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> [Press Releases](#)
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> [Issues](#)
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> [Q&A](#)

Pictured: The old *News & Communications* landing page. Users didn't understand how it differed from the homepage and were confused by the section's many content categories.

Based on the usability testing results, the team made several sweeping recommendations. They proposed to redesign the homepage with less content (including fewer news articles), a more intuitive information hierarchy, a consistent font and color scheme, quick links, and descriptions of links and tools. They also recommended renaming and reorganizing several sub-pages.

The findings also justified restructuring the *News & Communications* section's news by category. "Previously, we'd been thinking as a publisher rather than a user," says Coupard. "It was salient to our intranet team whether a news item was a press release or an internal speech, but our readers were more interested in what the content was about, how recent it was, and what was most important. As such, we decided to move toward organizing the news archive by category first, then by date, and add photos to the top stories. Between the requests from users and best practice benchmarking findings, we were able to justify a move in that direction."

Drawing on the heuristic analysis and usability test results, the team started designing a new taxonomy and nomenclature for the site. From the usability tests, it was clear that they needed to make the content of various categories much more obvious. This included deciding on new, more descriptive top-level naming conventions.

In addition to reacting to the research findings, the team had its own agenda. One of the goals for Inside was to promote a single-company culture for the new organization, and the team wanted to re-architect Inside so that the corporate values were more prominent. "Research shows that 80% of mergers fail due to cultural integration issues, so company culture needed prominent real estate on the site," Coupard explains.

In the Day One site, *The ChevronTexaco Way* (the company's mission, vision, and values statement) was buried two or three levels down, and was simply an online version of the printed brochure. The team felt it did not do a good enough job of projecting the corporate culture. "We wanted to make people feel more engaged and proud to work for the company," says Glenn Snyder, lead information architect from Dimension Data.

On the redesigned site, *Living The ChevronTexaco Way* was elevated to one of the top navigation's five sections, and the section itself was given more human interest by focusing not on the brochure's verbiage, but rather on real examples of the company's values in action. The new section is nineteen pages, and each sub-section has *Leaders Speak*, a question-and-answer session with one of the company's top managers. An article on cost reduction, for instance, might give examples of how actual people are achieving cost reductions and how this is helping the company. Employees are encouraged to submit article suggestions.

While the Inside redesign was taking shape and content development was underway, another team — including some members of the Inside team — was finalizing its work on the new corporate intranet page layout standards. The Inside team would use these standards, and the accompanying guidelines, to apply the site's new look and feel.

Before the visual designs were ready, the Inside team conducted usability testing of the proposed structure. The team created functional prototypes in the form of clickable wireframes, and, as before, carried out testing in-person and via NetMeeting. The eight test participants were once again selected based on a test participant screener, offering a good sampling of the intended audience.

As a result of the testing, the team made some changes to the site's terminology. "For example, we had several possible names for the *Word Watch* in the homepage's lower right corner, including *Acronym of the Day*, *Jargon Watch*, and so on," Harting recalls. "We wanted to find the one that made the most sense to the most people."

The team also added several new features they wanted to test, such as *Quick Question*, *News by Email*, and *Recent News by Topic*. The features were well received in testing and were added to the site with minor modifications to increase usability: "Sometimes we found we needed to make the instructions a bit more clear, but otherwise, they were pretty straightforward to users," Harting says.

The team also modified site feedback forms based on usability testing results. Depending on where the user is in the site, they can opt into various feedback mechanisms. "We now pre-populate the drop-down field for the type of feedback users are sending, based on where they opted into the feedback," Harting explains. "So, if they come from the *Suggest a Quick Question* page or a news story, the email received will indicate that in the title."

During this time, the team also made decisions on issues that came up in past usability tests, such as those related to the primary navigation bar's DHTML drop-down menus. "Some people loved them and some people hated them," Coupard says. "The initial feedback from former Chevron employees in our department had been that they weren't comfortable using them, but when we spoke to test participants, the results were more positive; they liked having quick access to deeper levels of the site, but requested a few changes to make them more usable. The answer wasn't to get rid of them, but instead to tweak the functionality."

To gain wider acceptance for the drop-downs, the team had to work on the menu's reaction time. They changed the timing so that menus dropped down and collapsed up more quickly; the menus thus stayed around long enough for users to see them, but not so long as to obstruct access to other page content. The team also made sure to provide an alternate route to drop-down menu content for users accessing the site with screen reader software.

By early August, the Inside team had a draft of the corporate intranet standards and could finally begin work on the page designs. Because they'd laid so much groundwork, the design phase was comparatively quick and easy.

One of the *Intranet Page Layout Standards & Guidelines* project's goals was to create what Coupard calls a "family resemblance" between all internal ChevronTexaco sites, while giving designers the freedom to customize their site within a range of standard design options. Senior management's goal of having all company intranet sites conform to the guidelines by December of the following year proved a daunting challenge.

"One of the compelling elements of the business case for introducing a common look and feel was to save money by increasing user productivity and shortening site development time," says Coupard, who also served as a project manager for the *Intranet Page Layout Standards* project. "All that would be thrown out the window if we started forcing people to redesign their site to adopt a new interface overnight. So we compromised and said, if you're doing a new site or substantially reworking an existing one, it should conform. If not, we ask you to adopt the standards when you can. We focused on improvement rather than perfection."

By the end of September 2002, the Inside designs had been finalized, coinciding with the development of the CMS that Corporate Communications would use to publish news. The team populated the site with content, and added metadata to every page. On November 11, 2002, the redesigned Inside site was officially launched.

ChevronTexaco Global Intranet Hub

[News & Communications](#) [Organization & Operations](#) [Human Resources](#) [The ChevronTexaco Way](#) [Company Information](#)

Recent News 18 Nov 2002

- High-Performance Computing Conference Draws Engineers In Search of New Efficiencies - 18 Nov
- Woertz Addresses Women in Leadership Conference at the University of California at Berkeley - 14 Nov
- Society of Exploration Geophysicists Honors Five ChevronTexaco Scientists - 14 Nov

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Texaco Uruguay S.A. Achieves 10-Year Safety Milestone



Lubricant plant logs nearly 700,000 hours without a lost-time injury.

Also: [Operational Excellence](#)

Safety, Health, Environment, Reliability, Efficiency

Values in Action: New Web Site Shows How Leaders and Employees Are Living The ChevronTexaco Way



Stories, interviews and links that bring our priorities and values to life with real examples and viewpoints.

Shortcuts

- Business & Administrative Resources
- Employee Programs & Services
- Planning, Policies & Processes

[Complete List of Shortcuts](#)

[Inside Site Feedback](#)

 Search CVX

CVX Stock Quote:

75.00 +2.00
As of 18 Nov 4:00PM EST
Delayed 20 minutes

[ChevronTexaco.com](#)

Quick Question

Q: What does the name of our "Oronite" company translate to?

- ☐ mountain
- ☐ mouth of the well
- ☐ big stone
- ☐ black gold

Response is anonymous

Word Watch:

smart pig: electronic instrument, inserted within a pipeline, pushed along by movement of liquid or gas in the line and detecting erosion, pits and leaks

Singapore 09:14 19 Nov	San Ramon 17:14 18 Nov	Houston 19:14 18 Nov	London 01:14 19 Nov	Lagos 02:14 19 Nov	Astana 07:14 19 Nov	More City Times
Last Update: 18 November 2002 ©2002 ChevronTexaco Corp.			Content Owner: Corporate Communications Technical Contact: Corporate Communications			Terms of Use Company Confidential

Pictured: The new homepage, launched in November 2002, was an improvement, but there were more enhancements to come. Management was concerned that the design gave more prominence to content that changed weekly (in the center) as opposed to daily (news stories, to the left). When asked, users weren't sure what the difference was between the content; as far as they were concerned, it was all just news. As more information was added over time, the popular shortcuts menus in the center of the page often slipped below the page fold.

Since the November re-launch, the site has undergone two iterations. In April 2003, major changes were made to the homepage: the team moved the shortcuts into the left navigation and above the fold, making them more noticeable, easier to access, and more consistent with the rest of the site, which has navigation at the top or left of each screen. The most important and recent news is added to the top of the page, with older stories cascading down the center and, as new information becomes available, "falling off" (becoming available via search in the *News & Communications* section).

The team also introduced the *Web Sighting* feature in response to requests from intranet site owners who wanted to promote their Web offerings. Previously, new site launches were highlighted in the center area and were often confused with news content. *Web Sighting* now lives in the left column and is changed weekly. This

feature offers greater visibility — and some incentive — to site owners who adopt the new corporate look and feel.



Pictured: The new *Corporate Public & Government Affairs* site shows how designers applied the intranet standards to a departmental intranet site. The corporation's standard intranet header includes the site name, global intranet links, and the ChevronTexaco "signature." Site footers must include standard content as well. Site designers can choose from an "approved" palette of primary and secondary colors, and also have a few options for primary and secondary navigation treatments. Fonts and link behaviors are consistent across the sites.

TIMELINE

- Mar. 2001: Work begins on the interim Day One merger intranet.
- Oct. 2001: Chevron and Texaco merge, Day One intranet site launched.
- Feb. 2002: The "Improve Inside's User Experience" project begins.
- Feb.-Mar. 2002: Heuristic evaluation of Day One site, including user survey and usability testing.
- Mar. 2002: Interim enhancement of Day One homepage; images are added and DHTML drop-down functionality is fixed.
- Apr. 2002: Research findings and recommendations presented to management. Approval to continue granted.
- May 2002: Revised IA for new Inside site begins.
- July 2002: Usability testing for new Inside site's proposed IA.

- Aug. 2002: Corporate intranet standards released; Inside's design phase begins.
- Sept. 2002: Content management solution completed for news section.
- Oct. 2002: Content entry, testing, QA, management review.
- Nov. 2002: Full redesign (Inside 2.0) officially launched.
- Apr. 2003: Next iteration of the homepage launched; site enhancements continue on an iterative basis.

RESULTS

With the Day One site redesign, average weekly visits to the Inside site have increased by about 47%. The ChevronTexaco team feels it has achieved several less tangible benefits as well.

First, easier access to information will save employees and contractors time, thus increasing productivity. In the old site, it took three clicks from the homepage to get to timesheets, job postings, and business card ordering, or two clicks to get to travel and four to get to training opportunities. Now, each of these routine tasks requires only a single click. The team can safely assume that, in the old scenario, each click increased attrition before people reached their goal. In the redesign, they wanted to increase the likelihood that users would find the basic information that they routinely sought by making it accessible in one click.

By increasing overall traffic and usability, the team believes that Inside is better able to accomplish management's communication goal: increase exposure to information that supports key strategic messages to help improve decision-making quality. "For example, operational excellence is one of ChevronTexaco's key strategic top-down messages and was also cited in the survey as something people wanted to learn more about via the Inside site," Harting explains. "We added operational excellence resource links in the left navigation shortcuts — and access to this content has substantially increased."

Overall, the team feels that the company is still realizing the intranet's value as a medium for communicating to employees worldwide. The team is monitoring progress as best as it can, by mining data from search logs and usage statistics, and reviewing survey findings to identify and improve users' access to key content by making it accessible from the homepage. The intranet team has attached catch codes to many of the homepage links so that it can track both content popularity and which paths people prefer to follow — even when those paths lead to other intranet sites. The team plans to conduct a follow-up user survey to provide before-and-after data and surface additional opportunities.

LESSONS LEARNED

Insights from Lori Coupard:

Don't just grease the squeaky wheels. "It's imperative to go beyond the people speaking loudest and make sure you gather input that represents the whole user base."

Content publishers are users, too. "Ensure that whatever you build easily supports their communication goals and streamlines their publishing process. Your content providers are the critical link to the site's success."

Become an expert on how employees are using your site. “If management wants something pushed out at 3 p.m. Pacific Time, we can do that, but first we'll point out that people won't necessarily recheck the site for new information at that time; we've found that a once a day refresh is more than enough for most users.”

Advocate for the users by balancing management messages with what users want. “It doesn't matter how important your key messages are if no one looks at them. Engaging, 'sticky' features and easy access to useful information will encourage people to regularly visit the site. It's important to remind management of the importance of this delicate balance.”

Verizon Communications (2005)

Using the Intranet:

Verizon Communications Inc., based in New York, is one of the world's leading providers of communications services. Verizon companies are the largest providers of wireline and wireless communications in the United States, with more than 140 million access line equivalents and 37.5 million Verizon Wireless customers.

Verizon is also the world's largest directory publisher. With more than \$67 billion in annual revenues and more than 236,000 employees, Verizon's global presence extends to over 35 countries in the Americas, Europe, Asia, and the Pacific.

Design Team:

In-house, Yani Technologies

Members:

Verizon Communications: James Turner, executive director of Digital Workplace; Robert Weihmayer, executive director of intranet development; Sergio Canetti, executive director of HR and payroll technologies; Gregory Swindle, HR technology; Joel Angiollilo, usability manager; Greg Wilt, usability senior staff consultant; and intranet groups in Waltham, Mass.; New York; Baltimore; Tampa, Fla.; and Dallas

Yani Technologies: Martin Jasinski, eWeb program lead; Juliana Yamashita, eWeb graphical design

SUMMARY

A successful organization like Verizon needs an intranet to offer support tools and to push information to all employees. Designing this intranet for more than 100,000 users is demanding enough. At Verizon, however, designers face another great challenge: the structure of the actual organization is rather complex due to the various government regulations affecting the telecommunications industry. The intranet design accounts for these complexities, but does not bog down the user with them. Good personalization and customization features, plus simple navigation help make using the intranet a positive experience for all users.

Verizon's intranet, the eWeb, is available without logging in, but employees can access a customized intranet portal by logging in. After logging in, employees arrive at the homepage for the eWeb portal. The homepage's main center section provides general news and communication information, including breaking company news and industry-related stories about Verizon and its employees. The *Employee Spotlight* area focuses on employee human-interest stories, such as one about the longest-serving Verizon employee. These are fun for employees to read, and enrich the sense of community at the company.

The *Featured Video* section posts speeches and presentations that employees can watch. The *My Calendar* displays at the bottom, giving employees direct access to their schedules. They can choose, via very simple icons, to view their calendars by one day, two days, seven days, or the whole month.

The top horizontal header provides the *Edit Page* link, with options for editing the eWeb homepage's content and layout. People can use an uncomplicated form to select the content that appears on their homepage. In addition, they can customize the display of some content, such as which stock indices to display.

verizon eWeb
We never stop working for you.
Hi Michael, Today is Wed, Jan 19, 2005

Search **eDirectory** Last Name First Name
Search **eWeb**

Content

Eweb Edit Layout

Edit Layout and Content allows you to add and arrange portlets, columns and rows. You can also remove portlets, columns and rows. Modifications occur as you make them.
Page title: Michael's Page

Sametime Contact List	Verizon News	CM Banner With View All Edition
My Links	External News	Banner - IOBI
Quick Links	+ Add portlets	My Stocks
VZ Business Units		CM Management Knowledge Center
+ Add portlets		My Weather
		+ Add portlets

Personalize Tabname
Enter Tab Name:


Sametime Awareness
Allow Sametime Connection in the portal:
☒ Yes
☐ No

verizon

Pictured: Employees can use this form to customize their eWeb content, including stock symbols, link lists, and weather forecasts.

The homepage's upper-left section is devoted to *Quick Links*, the intranet's most frequently accessed feature. The *My Links* area lets users easily access their own customized list of important sites. In addition, the employee's instant messenger contact list, *Sametime Contact List*, appears on the left. Through it, users can start a *Sametime* chat discussion with a single click.

On the homepage's right side, the banners display discounts for Verizon employees. A customizable a stock portfolio and weather forecast are also available.



eWeb
 We never stop working for you.
 Hi Michael, Today is Wed, Jan 19, 2005

Last Name First Name
 Search eDirectory
 Search eWeb

Michael's Page Work Tools About You Verizon Info

Quick Links

- » boston globe
- » Travel
- » Get Reimbursed
- » Security
- » Get Discounts
- » Intranet Links A-Z
- » Useful Phone Numbers
- » red.com
- » new link
- » yahoo

My Links

To display your favoritelinks here, click the arrow above!

- » UCD Department Page

Sametime Contact List

People Options

- » Work
- » VoiceWing
- » eWeb PeopleSoft
- » eWeb
- » FIOS TV
- » eWeb Billing & Travel Participants

VZ Business Units

- » Domestic Telecom - Larry Babbio
- » ESG - Eduardo Menascé
- » IT - Shaygan Kheradpir
- » Network Services - Paul Lacouture
- » Retail Markets - Bob Ingalls
- » Telecom Finance - John Killian
- » Telecom HR - John Bell
- » Wholesale - Virginia Ruesterholz
- » Finance - Doreen Toben
- » Human Resources - Marc Reed
- » Information Services - Kathy Harless
- » Legal - Bill Barr
- » PA & C - Tom Tauke
- » Strat, Dev & Plan - John Diercksen
- » Verizon International - Dan Petri
- » Verizon Wireless - Dennis Strigl

Verizon News

TOP STORIES

- » Advanced Fiber Network, New Work Center Coming to Rhode Island
- » Advanced Technology Deployed for President's Inauguration
- » Black History Month Donation Commemorates Montgomery Bus Boycott

IN THE MEDIA

- » Westell Gets Contract for Verizon One Phone (The Wall Street Journal)
- » Help Sought from Council of Mayors to Lower Telecom Taxes (Communications Daily)

FOR COLLEGE DREAMS, APPLY HERE


Applications for Verizon Foundation Scholarships are available now for children of employees entering college in fall 2005.

- » Online Application
- » Verizon Foundation Site on eWeb

Hot Topics: FTP, Iobi, VoIP, Competitive Updates: Jan. editions now online.
Good Works: The Verizon Foundation, volunteer opportunities, Verizon Reads, Pioneers.
HR Weekly: Jan. 16 edition now online.
VBN: Quarterly Broadcasts, Videos, TV Ads


DUO TEACHES KIDS THE VALUE OF 911

A Maryland couple volunteer to teach 911 phone skills to kindergartners in local schools: 17,500 kids over the past 12 years.




IN VZ ONLINE

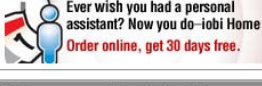
Scholarship applications are available for children of employees entering college in fall 2005.




Banners



- » View All Banners



Management Knowledge Center



Amazon not only helps readers find books, they help books find readers.

The Zen of Jeff Bezos
 1/18/2005 Interesting interview with Jeff Bezos in which he talks about reverse demand (our term) and word of mouth advertising, among other things.

My Stocks

Wednesday, January 19, 2005 11:40:00 AM EST


VZ	37.37	-0.31	-0.82%
\$COMPQ	2,089.29	-16.75	-0.80%
\$DJI	10,598.14	-30.65	-0.29%
\$SPX	1,190.85	-5.13	-0.43%

Data delayed at least 20 minutes.

My Weather

Boston MA

High:26 Low:23 Snow



Get Extended Weather

My Calendar

September 2004 1 2 7 14 31


New Calendar Entry

10 Friday

- 09:00 AM Amtrak to Philly
- 10:00 AM IT Expo
- 01:30 PM Payroll Mtg
- 03:00 PM My eWeb status call

» Launch Application

External News



Rice grilled on Iraq, Mideast
 Condoleezza Rice appears before the Senate Foreign Relations Committee on Capitol Hill in Washington, DC.

US News (includes photo)

- » Rice grilled on Iraq, Mideast
- » Rice stands her ground in Senate confirmation testimony


Telecom News

- » Morgan Stanley 'cautious' on telecom, cuts Verizon
- » VimpelPhone hit with \$5.5 billion claim

Technology News

- » Tech stocks set weak early course
- » Kana Software sees Q4 revenue at high end of guidance

More >>

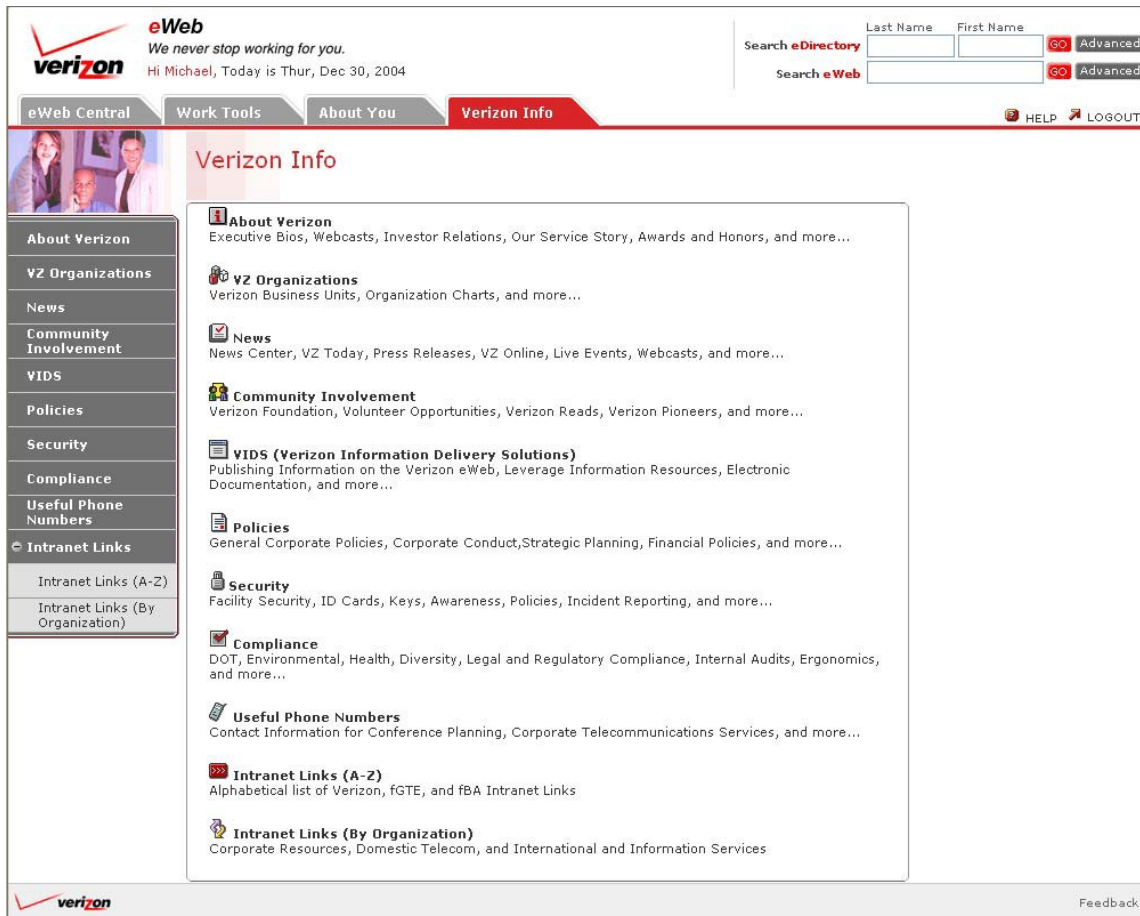


Pictured: The Verizon intranet's homepage provides news, human-interest stories, an employee calendar and chat list, and various other customizable features.


The intranet's tabbed structure encapsulates the site's main information groups, as identified during usability testing. This tabbed global navigation works particularly well in this design for several reasons. First, there are only four tabs, which makes the choices easy for users to scan. Second, the names of the tabs are all quite different, making the choices easy to distinguish, including: eWeb, which can be renamed by the user, *Work Tools*, *About You*, and *Verizon Info*. Third, the selected

tab looks selected, changing to red while non-selected tabs remain gray. And fourth, the tab's aesthetics are good — they really look like selectable tabs.

Within each of the tabs (excluding the eWeb area), a prominent, left-side navigation offers simple choices, so users can easily acclimate.




Pictured: The *Verizon Info* tab area provides access to corporate information, including Web casts, company news, policies, and volunteer/charity efforts. Employees can either select a link from the left navigation or from its counterpart directly on the page.



eWeb
 Make progress every day
 Hi Abby, Today is October 20, 2004

Search eDirectory Last Name First Name
 Search eWeb

abby
Work Tools
About You
Verizon Info
HELP
LOGOUT



Employee Data

Your Programs / Discounts
 Personal Information
Employee Data
 Payroll

Employee Information

Personal Data

Legal Name: John Smith
 Nickname: John
 SSN: 444-44-4444
 Gender: Male
 Date of Birth: 10/24/1957

Address: 123 Main St.
 Waltham, MA 02453

Home: (444) 444-4444
 Ethnic Group: White
 Military Status: N/A
 Disability Status: None

Career Data

Service Date: 06/26/2000
 Years of Service: 4 yrs, 4 mos
 Employee Status: Active
 Reg/Temp: Regular
 Full/Part time: Full

[» Change Information](#)

Emergency Contacts

Primary Contact

Name: Julie Smith
 Relationship: Spouse
 Home: (444) 444-4444

Secondary Contact

Name: Jake Smith
 Relationship: Son
 Home: (444) 444-4444

[» Change Information](#)

Education

Degree: Doctor of Science
 School: University of Chicago
 Major: Psychology
 Date: 12/31/1984

Degree: Bachelor of Arts
 School: Tufts University
 Major: English
 Date Acquired: 5/19/1976

[» Change Information](#)

Work Information

BAID: BD561A3

Contact Information

Building Code: GOOLAO
 Floor#: 1
 Room/Cube: 6-2112
 Email: john.smith@verizon.com
 Office: (444) 444-4444
 Fax: (444) 444-4444
 Mobile: (444) 444-4444
 Pager:
 Address: 40 Sylvan Road
 Waltham, MA 02453

Organizational Information

Company Code: 99-Verizon Laboratories
 Department: VTO
 RCI/Cost Center: NA110000000

Job title: Distinguished MTS -Technology
 Preferred job title: Usability Engineer
 Employee Class:
 Career Band: 2L
 Supervisor Name: Jane Short

[» Change Information](#)

Pictured: The *About You* tab is currently being redesigned to bring more employee self-service options into this central location. This graphic shows the employee data page, which lets employees modify their personal and work contact information, as well as education and emergency contact information. Employee programs and discounts are available in the left navigation.

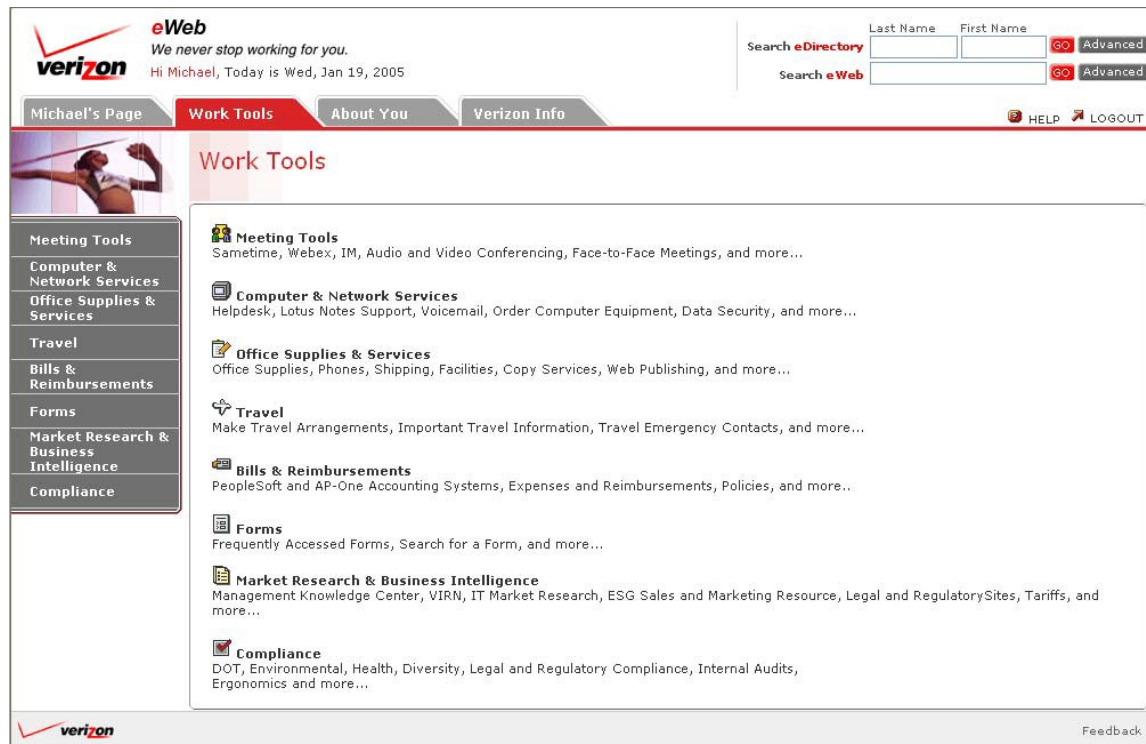
"From these pages, employees can list the links they visit most often, set up personal reminders, get weather for any city, and track stocks," says Joel Angiollilo, usability manager. "Employees can also access job-specific tools, such as online meeting applications, network and computer support systems, online travel reservations and expense reimbursement applications, as well as performance management and job-training systems," he says. "The corporate information page lets employees obtain company news, view Web casts, or volunteer for community projects. Additionally, a personal information page lets employees manage items such as payroll, direct deposit, benefits, and W-4 information."

Single sign-on drives the versatility of eWeb features. "This enables employees to sign-on once to access multiple applications," says Angiollilo.

Another navigation alternative, search, is present on every page. The employee search, *eDirectory*, appears just above the whole site search. The opens fields are clear, as are the labels and buttons to invoke the search. The readily available *Advanced search* button provides more search capabilities, but appears after the basic search so it doesn't hinder simple searching. Because site search and employee

directories are so important to most users, it's critical that both are available on each page of the site. It's also vital to clearly distinguishing between the two. The Verizon intranet does a nice job on both fronts.

The *Work Tools* tab provides access to several intranet features, including computer support, travel support, forms, office services, and more. The main landing page, which first appears when the user selects the tab, mimics the left-side navigation, and also includes additional descriptions for each menu item.



Pictured: A navigational landing page for eWeb. Employees arrive at this page after clicking on the *Work Tools* tab. This page mirrors the options in the left-hand navigation, and provides brief descriptions to remind employees of all available features. Note that the headings are also hyperlinks.

One of many content-rich areas of the intranet's *Work Tools* section is the *Market Research and Business Intelligence* page. Information about the market helps users know their domain and stay competitive. Also, because telecommunications is a highly regulated industry, this page helps employees keep abreast of some of the most recent regulation, tariff, and legal information.

When users select items from the left-side navigation in the *Work Tools* area, the selected menu choice turns red, so users can easily tell where they are.

verizon eWeb
We never stop working for you.
Hi Michael, Today is Wed, Jan 19, 2005

Search eDirectory Last Name First Name Advanced
Search eWeb Advanced

Michael's Page **Work Tools** About You Verizon Info

Market Research & Business Intelligence

Meeting Tools

Computer & Network Services

Office Supplies & Services

Travel

Bills & Reimbursements

Forms

Market Research & Business Intelligence

Compliance

Management Knowledge Center

Visit the MKC to stimulate new ideas, increase strategic thinking, get access to new performance management tools and more...

» Management Knowledge Center (MKC)

Market Research

Syndicated Research Studies
Access thousands of marketing studies by Yankee Group, Forrester, Dun & Bradstreet and others...

» Verizon Information Research Network (VIRN) Syndicated Studies

ESG Market Intelligence
View competitive, pricing, geographic, and product assessments...

» ESG Competitive Intelligence

IT Research Center
Get research help, advice from analysts, technical information, market research reports and more...

» IT Market Research

Network Services Technology
View the entire VTO Document Database...

» VTO Document Repository Database

VIRN Products & Services
Access quick links to databases, research, news and periodicals...

» VIRN Products & Services Index

Legal & Regulatory Intelligence Sites

Legal News

- » Legalweb site
- » Public Policy & External Affairs Site
- » Legalweb WWW Links
- » PP&EA WWW Links

Regulatory

- » Regulatory Compliance Site
- » Regulatory State Document Bank
- » Public Policy & Regulatory Info
- » Long Distance Filings
- » FCC Filings
- » Regulatory Document Bank
- » Federal Merger Compliance Issues
- » Fed. Regulatory Policy & Planning
- » State PUCs
- » State Tariffs
- » Federal Web Sites
- » Private Industry and Utility Association Web Site
- » Federal Legislation

Tariff Resources

- » Verizon Tariffs

What's New?

- » Featured Articles
- » Hot Items
- » Weekly Quotes
- » Business Week
- » Business Books
- » Quick Poll

External Technology Sites

- » BBN Technologies
- » Business Wire
- » CNET
- » Strategy & Business enews
- » eCommerce Times
- » Internet News
- » IT Industry Council
- » Telecom Web
- » U.S. Government IT Policies & Legislation
- » Wall St. Technology

Business Initiatives

- » Creating a Business Case
- » Active and Pending RFPs
- » Issues an RFP or RFI
- » Selection and Qualification Process

Feedback

Pictured: The *Market Research & Business Intelligence* page is one example of an eWeb content page. The page gives employees relevant market and business information, including access to research libraries, competitive-analysis reports, and online magazines.

Another commonly used *Work Tools* area is the *Computer and Network Support* section. The page areas are clearly delineated graphically, with simple titles such as *Web Publishing* and *Security*. Under each area, there are descriptive link names for the types of support available to users. Security alerts are also available, positioned in the upper right of the page.

Pictured: The *Computer and Network Support* page is another example of an eWeb content page. The page gives employees access to essential information such as computer security alerts and contact information and resources for computer and network issues.

Overall, the expected navigation model, rich content, and unfussy aesthetics make this intranet easy and helpful for all employees.

URL AND ACCESS

The intranet's URL is <http://eweb.verizon.com>, and while it's the default homepage for every user's browser — preloaded as part of Verizon's standard desktop image build — users can change it.

When outside the firewall, Verizon's managers can access the eWeb through a secure VPN connection from anywhere in the world. Otherwise, a small portion of the eWeb content is accessible from Verizon's external website at <http://www.verizon.com/eweb>. This content, however, "is limited to Verizon's press releases, general HR information, and information relevant to Verizon's retiree population," says Martin Jasinski, eWeb program lead.

In some locations, such as repair garages, call centers, and central offices, eWeb is also accessible through kiosks. These kiosks typically cater to unionized employees — such as repair, installation, and central office technicians — who don't have their own PCs.

CONTENT MANAGEMENT

The overall portal is based on the top-level component of the IBM's WebSphere family. The CMS is WebSphere Content Management (WCM), which uses Java/J2EE-based technology and is installed as a Web application in the WebSphere Application Server. "We have configured multiple instances of WCM running on separate application server instances, in order to insure redundancy and availability. The content is delivered to content server instances by using syndication — content syndication is a feature in the WCM application. So the user enters content in one location, and the content is syndicated simultaneously to all the content servers," says Robert Weihmayer, executive director of intranet development.

- For managing documents, including change management, Verizon uses Documentum.
- Portal content is rendered in WebSphere Portal Server using portlets. Content from Documentum is rendered using HTML and Java server pages.

Content owners are drawn from Verizon's business lines: network services, retail markets, enterprise solutions, and wholesale markets; as well as from corporate organizations including HR, public affairs, communications, IT, and the legal group. This arrangement grew organically, "a natural result of the multiple businesses within the intranet population," says Weihmayer. While different organizations contribute content, it is centrally aggregated, then made available where appropriate to other portals and applications.

For managing content, "we have created custom templates and are in the process of finalizing the guidelines for designing and deploying templates," says Weihmayer. Templates are created using WCM and associated with particular page designs. Enforcing their use isn't difficult, says Weihmayer, because to enter content, a user must select a pre-designed page, which is tied to a related template.

TECHNOLOGY

The intranet operates on Sun F15 hardware running the Solaris 8 operating system. Bug tracking is handled by in-house software called Infoman CMIS. Mercury Interactive's LoadRunner is used for quality assurance and load balancing.

The search engine is from Verity, the application servers are WebSphere Application Server and WebLogic Application Server, and the database is Oracle 9i. The directory is handled by an iPlanet LDAP server, and Netegrity Siteminder manages single sign-on.

To build eWeb's software infrastructure, Verizon used WebSphere Portal Server 5.0.2.2. That was layered over an enterprise identity management LDAP application tied into corporate ERP systems, with Netegrity Siteminder providing single sign-on — including the required authentication and authorization.

This framework is used to build not only the overall portal, but also Web applications and content therein. Each Web page typically relies upon one or more portlets. "The portlets allow the content owner to manage the design and presentation of Web pages, through controlling the placement and content of each individual portlet," says Weihmayer.

The primary portlet development tool is WebSphere Studio Application Developer.

"For building the Web pages, we use the administrator interfaces provided by the WebSphere Portal Server, in conjunction with WebSphere Content Management," says Weihmayer. Verizon also uses a variety of HTML tools, including the open source Eclipse from The Eclipse Project, Microsoft FrontPage, IBM WebSphere Studio Application Developer (which is built on Eclipse), and Macromedia Dreamweaver.

This sum total of all this technology, says Weihmayer, is "a fully transactional and componentized intranet portal for all employees and all organizations" that includes personalization and customization.

The scalable portal environment includes distributed development, centralized deployment for more easily managing updates, and the ability to have a federated portal structure, meaning different parts of Verizon can build or share parts of their departmental-level intranets.

GOALS AND CONSTRAINTS

Goals:

1. Increase employee efficiency by providing easy access to needed information and tools, and decreasing time spent on "administrivia."
2. Enhance communication both between executives and employees, and among employees.
3. Introduce new productivity tools and applications, including greater single sign-on capabilities across systems and applications, better search tools, Web-based e-mail, new calendar and instant messaging systems, online forms, online travel arrangement and expense reimbursement tools, and self-service HR and payroll.

Constraints:

1. Accounting for regulatory concerns: some business units couldn't have access to some types of information.
2. Dealing with realities of life at Verizon, including navigating a potential labor strike by 70,000 unionized employees, and managing an early retirement offer to more than 60,000 managers.

BASIC INTRANET FEATURES

eWeb supports a multitude of tasks that help employees work effectively and efficiently. For example, with eWeb, employees can list the links they visit most often, set up personal reminders, get weather for any city, and track stocks. Employees can also access job-specific tools, such as online meeting applications, network and computer support systems, online travel reservation and reimbursement applications, and performance management and job-training systems. Additionally, a personal information page is available, where employees can manage such items as payroll, direct deposit, and W-4 information. In these cases, and many more, the eWeb portal helps employees connect to the information they need to effectively manage their work and life.

USERS

The intranet supports over 100,000 users worldwide, including everyone from administrative assistants to executives, contingent workers to management, and Verizon charitable organizations to market research and business intelligence teams.

USER TASKS

- Search the employee directory
- Set up personal reminders
- Access job-specific tools, such as Web conferencing, instant messaging, and network and computer support
- Manage payroll, direct deposit, and W-4 information via self-service applications
- Access performance management, online travel reservation, and expense reimbursement tools
- Obtain the latest Verizon news, including business unit information, and view Web casts
- Read about Verizon's product initiatives
- Learn about the latest employee programs and discounts
- Get weather for any city
- Track stocks
- Volunteer for community projects

BACKGROUND

In 2000, "eWeb was built as a static Web site providing general navigation to a variety of corporate resources, policies, and tools," says Jasinski.

The most popular services at that time were the employee directory search, general search utility, and corporate discounts, says Jasinski. Users also typically accessed applications such as online travel reservations, expense vouchers, forms library, and HR policies.

For the next version of eWeb, Verizon wanted "to evolve from a static, anonymous website to a personalized portal with better tailoring of content to groups, or even individuals," says Jasinski.

Verizon decided the best route would be adopting existing portal software, as well as an integrated CMS.

"Verizon's corporate intranet has evolved from a records-management group in IT," says Jasinski, adding that in the late 1990s, initial intranet funding "came from savings associated with Web access to paper records and forms."

When Bell Atlantic and GTE merged in 2000 to form Verizon, the event "provided an impetus to building a large-scale intranet that would, on the one hand, create a navigational shell and a cohesive guide to corporate resources and processes, and on the other hand, reinforce the new corporate branding to the more than 200,000 employees," he says.

Today, the intranet team contains three groups: business requirements and design (five people), technical development (seven people), and intranet operations (twelve people). The intranet team is part of the IT-Corporate Systems department. The HR department's technology group assists with presentation of its content and in the design of self-service systems.

Currently, IBM helps with technical support for WebSphere. It also prototyped an early, high-level version of the portal for Verizon. Yani Technologies, a New-York-based boutique consulting firm, collaborated with an internal Verizon team to help plan the overall intranet strategy, information architecture, and look and feel.

Virtual teams from other parts of the organization, including the employee communications, IT, and user-centered design groups, also support the intranet. Workers — in-house, independent contractors, and temporary employees — include developers, graphic designers, and human factors specialists drawn from the HR and IT groups and working from Waltham, Mass.; New York; Baltimore; Tampa, Fla.; and Dallas.

In addition, "various departments and business units within Verizon have their own operational portals or websites, which are supported internally by those departments," says Jasinski.

Verizon's intranet, eWeb, is governed by an eWeb Council, drawn from senior managers from all major business units, and co-chaired by the employee communications and HR departments' executives. The council was formed in 2001, following the Bell Atlantic-GTE merger that formed Verizon and around the time of eWeb's first release.

DESIGN PROCESS AND USABILITY ACTIVITIES

The process of moving to an intranet that targets each employee was supported by a series of usability initiatives, including card sorts, wireframe and prototype development, formal lab tests, and site visits to several Verizon locations. The eWeb information architecture and user experience were guided by these usability efforts, and users have responded positively and successfully to the changes.

"The goals of the latest redesign of the portal were to enable sophisticated personalization and customization of the content for the users of eWeb," says Jasinski. This version of the portal, however, would provide a consistent look and feel for Verizon's intranet, regardless of business unit.

On the old intranet "employees were not able to efficiently utilize the technology available," says Verizon usability analyst Suzy Czarkowski, which led to the usability and intranet development teams collaborating to produce a better intranet.

"It was our intention to create a portal framework that serves all employees for the information and applications that are common, and at the same time, allow for individual business units to seamlessly create and publish content that would only be applicable to their employees," says Jasinski.

After the group created project goals and a timeline, the usability team weighed in on "where they could be most helpful to the development team, and have the most user impact," says Czarkowski.

Because the previous site had problems with information access speed, the redesign team targeted that first by studying the site's information architecture. Specifically,

they looked at how users accessed information. They gleaned this information from interviews with users, employee surveys, and search logs, focusing on what employees most frequently sought.

The screenshot shows the Verizon eWeb intranet homepage. At the top, there's a Verizon logo and a header with the text "eWeb Make progress every day Thu 9/9/04 Welcome Michael!". Below this, there are search bars for "eDirectory Search" and "eWeb Search", both with "LAST NAME" and "FIRST NAME" fields and "GO" and "ADVANCED" buttons. To the right of the search bars are links for "ORG CHARTS", a help icon, and a "LOG OUT" button. Below the header, there are four main navigation tabs: "Company and People", "List of Intranet Links", "Resources", and "Featured Links". The main content area is divided into several sections: "My eWeb" (Your personal view of information and productivity tools that help you do your job.), "My Links" (To display your favorite links here, click the pen icon above! > UCD Department Page), "LOB Links" (As an Information Technology contractor, you may find these LOB links useful: > Home, > About IT, > News, > IT HR, > IT Organizations, > Tools), "Top Verizon Links" (> VZ News, > Corporate Calendar, > PEG@S, > Online Meeting, > My Personal Directory, > Forms), "My News" (Bush's guard duty gets fresh look, President Bush grabs a scoop of coleslaw after stopping on his bus tour thru Missouri at the Bomag Paving Products plant, in Warrensburg, Missouri. US News: Bush's guard duty gets fresh look, Floridians remain hurricane defiant, Former Hurricane Frances douses Northeast. Telecom News: Frances drenches Bahamas, crawls toward Florida, Nokia raises third-quarter profit forecast, Telecom stocks broadly higher in early trades. Technology News: Microsoft offers fingerprint hardware, Device lets your fingerprints do the talking, Apple dropped to "peer perform" at Bear on valuation), "My Weather" (Boston MA, High 75°, Low 67°, Showers, Get Extended Weather), "Reminder" (Thursday, September 9, 2004, No reminders found), and "My Stocks" (Thursday, Sep 9, 2004 1:25:00 PM EST, VZ 40.42 0.00 0.00%, \$COMPQ 1,867.91 17.27 0.93%, \$DJI 10,307.24 -6.12 -0.06%, \$SPX 1,119.14 2.87 0.26%, Data delayed at least 20 minutes. Get Quote, Symbol Lookup). At the bottom, there are links for "eDirectory", "Search", "eWeb Guide", and "Legal Notice".

Pictured: On the previous Verizon intranet, users had difficulty finding information quickly. Also, the intranet's look and feel often differed from one business division to another.

As the redesign progressed, the usability team conducted card-sorting exercises and navigation studies using prototypes. This helped the usability team communicate — particularly to developers — how employees “envisioned and interacted with the site content,” says Verizon usability analyst Beth Davis.

“The changes proposed throughout the eWeb redesign were made based on the severity of the issue and the feasibility of change,” says Michael Flynn, a Verizon usability analyst. “The usability team ranked and rated problems for global and specific issues, and then discussed these issues with the development team. This collaboration between the usability and development teams enabled both groups to make informed decisions for the redesign.”

Given the results, the intranet team proposed a navigation structure with four tabs that allowed for logical task groupings: a personalized homepage, work tools, corporate information, and personal information. Users can customize their personalized homepage name.

The usability team tested the tabs in the usability lab and in remote visits. Results in hand, “the development team took the site structure information and began constructing the new eWeb portal,” says Davis.

Following the first round of development, the usability team ran additional tests with users, both in the lab and in people’s offices, “to verify the architecture was accurate,” says Czarkowski, “and to identify any problems with the page-customization functionality” which it then communicated to the developers.

During development, the usability team also studied ongoing work, “identifying potential problems and also communicating what was working well,” says Czarkowski. The team sometimes submitted new designs to emphasize certain functionality, and occasionally brought in other employees for feedback on mocked-up eWeb pages. “These mock-ups were iterative, some undergoing several rounds of changes,” says Czarkowski.

As the design progressed, the intranet team also had to keep regulatory concerns in mind. In short, different Verizon business units might be governed by certain restrictions. “There are certain constraints on the intranet that reflect the complexity of Verizon’s structure, driven by government regulations,” says Jasinski.

The original rollout date was planned for late 2003, “but two major events changed the priorities for the project,” says Jasinski. “The first was a potential strike of more than 70,000 unionized employees in August 2003.” Management decided, says Jasinski, “to use the portal platform that was under development to prepare instead for the anticipated labor dispute. We used this platform to disseminate strike assignments and training packages to over 50,000 management employees,” says Jasinski. The portal provided related updates, including details of labor negotiations.

Ultimately, the strike didn’t happen because the union agreed to work past the contract expiration. For a month, however — while working to reach a new contract agreement — Verizon remained on high alert, using the intranet to disseminate crucial information.

The other major event to impact the intranet’s rollout was “an early retirement offer to over 60,000 management employees,” says Jasinski. The offer was released and managed entirely via the eWeb portal.

Both experiences sold Verizon on a personalized-portal approach and “paved the way to the 2004 deployment of the new version of the intranet,” says Jasinski.

Usability testing, intranet iteration, and redesign are ongoing.

TIMELINE

- 2000: Launched initial eWeb
- March 2003: Released first version of the personalized portal, MyeWeb
- August 2003: Used portal platform for the VZReady program — work stoppage preparations and business-continuity event management
- October 2003: Used portal platform for early retirement offer to more than 60,000 Verizon managers

- January 2004: Began development on second version of eWeb, including design of the new look and feel, information architecture and navigational-structure development, usability studies to validate the design, portlet development, content migration, and testing
- October 2004: Launched the redesigned eWeb

RESULTS

Thanks to the redesign, today Verizon's intranet provides efficient access to an enormous library of corporate resources, websites, online tools, applications, and more. In particular, "the latest release of eWeb moves the intranet from a static site and general navigational shell to a personalized portal that supports extensive customization — for both users and business units — via personalized content and application access based upon such things as the user's career level, function, business unit, and geography," says Jasinski.

In addition, the intranet helps users locate Verizon's more than 400 internal websites. These range from large, organizational websites to small sites for specific groups. "All are registered with the intranet," says Jasinski, "and can be navigated to and from the corporate intranet — eWeb," which is no small feat. An improved single sign-on system also helps employees access all of those sites and applications, automatically signing them on to 100 of them, with greater integration planned for the future.

Verizon's employees are taking to the changes, with over 100,000 of them accessing the eWeb monthly, and over 80% of those people using it every day. That's no surprise since the intranet gives employees easier access to the tools they need to do their jobs. In fact, the redesign helped drive instant messaging use from 63,000 chats per year to over 100 million. Likewise, Web-conferencing use grew from 2,400 to 70,000 sessions per year, and the number of employee self-service transactions grew from 1.32 million in 2001 to 6.28 million in 2004.

The new intranet divides information into work, human resources, and corporate information segments. For users, "the structure meets their expectations," says Flynn, adding that employee feedback indicates that they "read information more easily, they notice storylines, and on a whole, they report that the eWeb is a dramatic improvement from the original."

Search, however, is the most-used feature. "Other, less high-profile tasks include obtaining the latest news about Verizon and its product initiatives, staying informed of specific business unit information, and learning about the latest programs and discounts available," says Flynn.

For the rollout, Verizon also managed to balance ease of use with regulatory requirements. "Employees of certain subsidiaries that are governed by different regulatory rules have only limited access to eWeb's resources, which imposes architectural challenges on the content management system and the overall design of the intranet," says Jasinski.

In particular, employees in unregulated subsidiaries cannot have access to particular resources. "The issue of which resources they can access and which they cannot was handled by IT, in conjunction with our corporate legal team," says Flynn. "Then, appropriate safeguards were put in place to prevent unauthorized access."

What's next? "As the eWeb moves forward, and as the understanding of employee needs and behavior grows, the appropriate tasks available from eWeb will evolve," says Flynn. Verizon plans to keep redesigning the eWeb portlets to help employees more efficiently complete their critical business tasks. Near-term goals are to improve employees' ability to manage their corporate card expenses, make corporate travel arrangements, and obtain computer or network support.

LESSONS LEARNED

Insights from Joel Angiollilo:

Get top-to-bottom commitment. "The usability and development efforts had full support, from the business unit directors to the team members. Such organizational commitment enabled the teams to complete the work necessary to create a usable and useful product."

Control the design. "The usability team was given control of the design, including page layout and content. This control enabled the usability team to focus on its strengths while the development team focused on its strengths. Ultimately, having significant control of the ultimate design enabled the team to avoid potential usability problems from the start."

Allow for design iterations. "The usability team created several iterations of the screens, each incorporating greater levels of detail. Staying flexible — both personally in the management process, as well as in development — allowed the best approaches to surface."

Insights from Martin Jasinski:

Design the information architecture in advance. "While designing information architecture for a large, complex organization such as Verizon is a challenge, do the work upfront. Otherwise, a narrowly conceived architecture will result in continuous adjustments and compromise."

Simplify role management. "In a static environment, managing personalized content — via user profiles — is easy. For a large, personalized intranet, however, things get complex. For example, how do you manage temporary delegations of authority or roles? Perhaps someone — filling in for another employee, but only on a temporary basis — needs to access certain systems, yet can't be allowed to see the absent user's personal information. Or how do you provide access to employees matrix-managed by different business units? Too often there are no simple answers to these situations. Our rule has been to establish general rules for role administration, but to make it decentralized and self-administered by departments or work groups."

O2 (UK) Limited (2006)

Using the Intranet:

O2 plc is a leading provider of mobile services, offering communications solutions to customers and corporate entities in the UK, Germany, and Ireland. O2 plc also has businesses on the Isle of Man, and owns O2 Airwave, an advanced digital emergency communications service.

Design Team:

In-house

Members:

Sharon Isaac, head of intranets; Rowan Pratt, intranet manager of the editing team; Alasdair McKenzie, technical team and project delivery manager

Editing team: Alex Armstrong (designer), Michelle Hanson, Brett Farnell, Phillip Hall, Helen Orme

Technical team: Jas Nagra, Nathan Gasco, Michael Hein, Guy Dixon, Andy Price

SUMMARY

O2 plc has offices in the UK, Germany, Ireland, and the Isle of Mann. O2 (UK) Limited has thirty-five offices, five call centers, and over 250 retail shops. The UK intranet, vitalO2, plays a key role in business communications. With roughly half of the 10,000 UK employees working in call centers and 1,500 working in retail, O2 (as the company is also known) needs a way to keep employees informed, trained, and motivated. To help, different intranet sub-sites are designed for specific user groups, and are easily accessible from the vitalO2 homepage.

Still, in a large, distributed organization, getting the right data to the right employees isn't easy. To address this, the intranet's designers included the My settings link at the top of every page. Using this command, employees can tailor multiple variables to configure pages for their needs.

HOMEPAGE

The vitalO2 homepage houses news for every business area and the company as a whole, including details of its latest activities or internal campaigns. It also includes news about the UK market.

Managers get a dedicated toolkit to help with their managerial tasks. Meanwhile, all users can browse currently open job positions and view details relating to the building they work in, including the day's lunch menu. All this comes courtesy of the homepage.

The screenshot shows the vitalO2 UK intranet homepage. At the top, there's a navigation bar with links like 'A-Z', 'Sitemap', 'My Settings', 'About vitalO2', 'Help', and 'Feedback'. Below this is a secondary navigation bar with 'Home', 'Workplace Resources', 'Working At O2', 'Policies', 'News Centre', 'Products & Services', and 'About O2 UK'. The left sidebar is a vertical menu with sections: 'Search' (with a search box and 'Phone Directory', 'vitalO2' buttons), 'How do I...?' (with a 'Please select' dropdown and 'Go' button), 'Useful Forms' (with a 'Please Select' dropdown and 'Go' button), 'Where I Work' (with links to 'Where I Work', 'UK Office Directory', 'Restaurant Menu'), 'About O2 (UK)' (with a 'Please Select' dropdown and 'Go' button), and 'My Favourites' (with links to 'Managing People', 'Google', 'vitalO2 User Guides', 'Book a Courier', 'Quickplace', and 'Manage My Favourites'). The main content area starts with a 'Welcome to O2 UK' section, followed by 'Welcome to your new and improved vitalO2' with a message about site improvements. To the right is 'Other UK news' with a list of updates. Below this is 'Latest Campaigns' with four featured items: 'Non Manager Pay Review', 'The O2', 'The Customer Plan - Our People', and 'Our Change Process'. Further down is 'Latest Jobs @ O2' with three job listings: 'Device & SIM Technical Co-ordi', 'Competitor & Commercial Analys', and 'Retail Accounts Commission Off'. To the right of these is a 'Useful Links' section with links like 'Benefits for O2 Staff', 'Gatekeeper', 'New Finance System (NFS)', 'Service Desk Online', 'talk2hr - 0800 7312638', 'Line Managers Toolkit', 'New Starters Guide', 'Recruitment', 'Performance Management', 'Leavers Process', and 'More Useful Links'. On the far right, there's a 'News and Announcements' section with links to 'Symbian 3G boom...', 'Cost of phone calls set to fall by £400m over t...', 'Ofcom findings to hit BT pricing...', 'HOW MOBILES CAN MESS UP OUR LIVES...', and 'Telecoms regulator Ofcom today said its price ca...'. Below this is a 'Shareprice' section showing 'LSE - 153.75p (4.75p) @ 19:08 2:49pm' and links to 'Share Price Calculator' and 'Share Price Info'. At the bottom of the main content area, it says 'There are 42 days left in Q2'. Below the main content area is a footer bar with 'Legal Notice & Privacy Policy', 'Add to vitalO2 Favourites', 'Your view: I found this page Very Useful' (with a dropdown and 'vote' button), and 'Back to top'.

Pictured: The homepage of the O₂ UK intranet relays news, recent campaigns, and links to favorite intranet pages. It also lets users search the intranet and even find their building's lunch menu.

THE FUN ZONE

The vitalO2 intranet features O2 Fun Zone, an entire area full of extracurricular activities and tools for employees. O2 Fun Zone has games, wallpaper, ring tones, and more. One especially fun feature lets co-workers send e-cards both internally and externally. Among these branded e-cards are those for birthdays and Christmas, as well as "get well" and congratulations cards. The most popular e-cards, however, are for Valentine's Day. On that day only, employees can send anonymous valentines to other employees.

Filling out an e-card is simple. A picture of the card is displayed in the main section of the page. Because the user who's sending the card is already logged in, the From field is pre-filled. The message subject line is also pre-filled with a default message matching the card type, but users can edit this field. A larger field accommodates the user's personal message to the recipient.



Pictured: Graphics for the “thank you” and Christmas e-cards.

ACCESSIBILITY

The O2 UK intranet offers some very good features to assist users with disabilities. For example, people with deteriorating vision often find it helpful to have a strong contrast between text and the page background. On most vitalO2 pages, the text is black or dark blue and the page is white, which provides very high contrast for users.

Even so, vitalO2 takes things a step further and actually lets users adjust the contrast themselves.

Most pages aren’t stuffed with links, which helps people using a screen reader quickly listen to all or most of the links. A typical page design also includes adequate space between text links, which makes life easier for users who have motor-related disabilities.

Having standard and consistent navigation across the top and down the left side of every page helps low-vision users acclimate to each new page.

Users can also change the text size, which makes reading easier for people with decreased vision. It also makes clicking a mouse button easier for those with decreased motor skills. In addition, increasing the font size makes all page text larger—not just some text, as is typical for so many contemporary page designs. To increase the font size, users select the larger A button in the upper-right part of the page. To decrease the size, users click the smaller A button next to it.

Users can also alter text size using built-in browser functions, such as View > Text Size > Largest in Internet Explorer. But some users don't know about this functionality, and thus don't use it. The aforementioned A button approach is more visible and straightforward, and lets designers signal font-size changes in a manner that makes sense to their users.

The screenshot shows the O2 UK intranet homepage. At the top, there's a navigation bar with links like 'A-Z', 'Sitemap', 'My Settings', 'About vitalO2', 'Help', and 'Feedback'. Below this is a search bar and a 'Welcome to O2 UK' message. The main content area features a 'A message from Matthew Key' section, 'Other UK news' with a list of articles, 'Latest Campaigns' with images for 'Spirit O2', 'The O2', 'Balance', and 'Our Change Process', 'Latest Jobs @ O2' with details for 'Senior Application Development Lead', 'Relationship Manager', and 'Channel & Partner Relationship Manager', 'Useful Links' with a list of internal links, and 'Line Managers Toolkit' with a list of tools. On the right side, there's a 'News and Announcements' section with a list of news items, a 'Shareprice' section showing the LSE - 158.00p, and an 'External O2 Websites' section with a list of external links. The bottom of the page has a footer with 'Legal Notice & Privacy Policy', 'Add to vitalO2 Favourites', 'Your view: I found this page', a 'vote' button, and a 'Back to top' link.

Pictured: The default homepage with the default font size.

A-Z | Sitemap | My Settings | About vitalO2 | Help | Feedback

Other O2 Intranets

O2 plc vitalO2 UK Technology Services Admin

Home Workplace Resources Working At O2 Policies News Centre Products & Services About O2 UK

Search

Phone Directory vitalO2

Advanced Phone Directory
Personal Address Book

How do I...?

Please select

Useful Forms

Please Select

Where I Work

Where I Work
UK Office Directory
Restaurant Menu

About O2 (UK)

Please Select

CEO Matthew Key
Organisation Charts
Business Principles

My Favourites

Unified Login Tool
Your Companion
Home
Working At O2
News Centre
Manage My Favourites
Archived Favourites

Welcome to O2 UK

A message from Matthew Key: it's still all to play for!

In the latest survey of mobile customer satisfaction, we have held onto our No. 1 position but been joined by Orange and Vodafone in a three-way tie at the top! To break away from...

Other UK news

Have you joined the Pension Plan of the year?
Behind the scenes with the Kaiser Chiefs
The winners of the 'Night at the Opera' competition are...
O2's community heroes take to the red carpet
Have you joined the O2 Fantasy Footfall yet?!!

Latest Campaigns

Spirit O2
Spirit of O2 Awards

The O2

Balance
Our Change Process

Latest Jobs @ O2

Senior Application Development Lead
Slough
Technology Services
Ref No TS01589
Grade PCGU

Relationship Manager
Leeds
Technology Services
Ref No Tech435
Grade MPG4

Channel & Partner Relationship Manager
Flexible
Technology
Ref No Tech434
Grade PCGU

Useful Links

Clarity - Time Recording
Companion
Gatekeeper
Our Change Process
Service Desk Online
talk2hr - 0800 7312638
Training & Development
TSO Scorecard

Line Managers Toolkit

New Starters Guide
Recruitment
Performance Management
Leavers Process
More Useful Links

News and Announcements

Industry Press

BLACKFRIAR...
Carphone Warehouse growth leads Tele2 to mull UK...
NTL FINALLY BUYS TELEWEST TO CREATE UK CABLE GIA...
Carphone eyes telecom rivals...
Advertising: Trying to Connect With a Hip Crowd...

Shareprice

LSE - 158.75p (-3.25p) @ 13/10 4:06pm

Share Price Calculator
Share Price Info

There are **79** days left in **Q3**

External O2 Websites

O2.com
O2.co.uk
Manx Telecom
O2 Airwave
O2 Ireland
O2 online.de
O2 Asia

Legal Notice & Privacy Policy Your view: I found this page

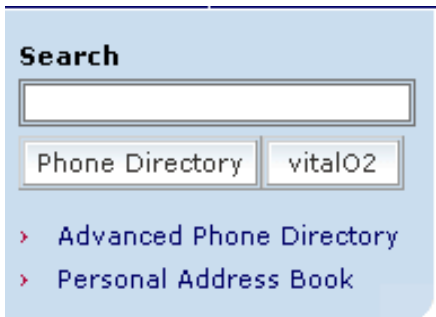
Pictured: The homepage with an increased font size, which can help users with decreased vision more easily navigate the intranet.

SEARCH

The site search and employee search functions are equally important on any intranet. Yet, finding a way for them to coexist—both on the homepage and every other intranet page—can be a challenge. Based on our usability research, we've generally found that the most usable way to offer search is to ensure that site search and employee search:

- are in close proximity to each other,
- feature distinct names so users can quickly differentiate them, and
- share a search field, letting users select the search location by either clicking a radio button or selecting from a drop-down list.

When designing vitalO2, designers made some astute choices along these lines to ensure that the intranet's search capabilities are usable. In addition to addressing the first two recommendations, the designers took an inventive approach to the third. Rather than clicking a simple Search button, users select the search location when they invoke the search by clicking either the Phone Directory or vitalO2 button. Users can also set their default search in My Settings. This will allow them to hit the enter key to invoke the search without having to mouse-click one of the two buttons. The search interface also offers a link to an advanced phone directory search.



The screenshot shows a light blue rectangular box with the title "Search" in bold. Below the title is a white search input field with a thin border. Underneath the input field are two buttons: "Phone Directory" on the left and "vitalO2" on the right. Below these buttons are two links, each preceded by a red right-pointing arrow: "Advanced Phone Directory" and "Personal Address Book".

Pictured: The *Search* function lets users choose whether to search the intranet or the employee directory by pressing a button after entering their search.

EMPLOYEE DIRECTORY

The phone directory is the intranet's most frequently accessed feature. The directory offers the expected and essential features—including name, email, and phone number—as well as more advanced features. Some especially interesting ones involve social interaction with the employee directory. Users can edit their own personal information, which is now a somewhat standard feature on good intranets. But here, if other users find that someone's personal details have incorrect information, they can click the Update Details button to send that person a message requesting that they update their details. The prompt reads: "If you know these details are incorrect, clicking Update Details will let this person know they need to edit their details."

The phone directory also offers an online SMS, with the ability to send an SMS to multiple people at once. To write a message, employees use a simple open text field on the personal detail page, and then click an icon to send the message.

The personal detail pages also let users download a colleague's details—or even a building's details—to their mobile device via SMS. In addition, they can add details to Outlook Contacts, which is also quite useful for BlackBerry users.

[A-Z](#) | [Sitemap](#) | [My Settings](#) | [About vitalO2](#) | [Help](#) | [Feedback](#)

Other O2 Intranet: [Go](#)

[Home](#) | [Workplace Resources](#) | [Working At O2](#) | [Policies](#) | [News Centre](#) | [Products & Services](#) | [About O2 UK](#)

[O2 plc](#) | [vitalO2 UK](#) | [Communications](#) | [Admin](#)

Search

[Phone Directory](#) | [vitalO2](#)

[Advanced Phone Directory](#)

[Personal Address Book](#)

My Favourites

[Managing People](#)

[Google](#)

[vitalO2 User Guides](#)

[Book a Courier](#)

[Quickplace](#)

[More favourites](#)

[Manage My Favourites](#)

You are here: [Home](#) >

Phone Directory Detailed View

[Phone Directory Help](#)

If you know these details are incorrect, clicking "update details" will let this person know they need to their details

Update Details

Jonathan Smith - General Clerk

Telephone

0113 0000000

Mobile

0774 0111111

Fax

0113 1111111

Mobex

Email

Jonathan.S@O2.COM

Building

O2 Bath Road

260 Bath Road, Slough, BERKS, SL1 4DX, GBR

Post Point

GW 2

+

→

+

+

Enter TXT and click button on right

Project/Experience

Company

O2 UK

Department

Marketing

OUC/Cost Centre

OCG8

Line Manager

[John Smith](#)

Pictured: A detailed person document offers the essential phone book features, along with useful SMS-related features and the ability to request that a user update his or her details if the viewer thinks they're incorrect.

Users can also view organizational charts and create their own personal address books.



Pictured: The *Help* area of vitalO2 gives users access to interactive user guides and FAQs relating to the vitalO2 site and applications.

FEEDBACK

Users can submit intranet feedback, which is routed directly to the design team. The Feedback form used for this process is very straightforward, with clearly labeled and well-aligned fields. For example, the message at the beginning of the form briefly explains what to do if the feedback deals with either specific page content or updating the phone directory.

Upon submitting feedback, users receive both online and email confirmation of their feedback along with a unique ID. This allows them to track their feedback's progress and status.

vitalO₂ A-Z | Sitemap | My Settings | About vitalO₂ | Help | Feedback

Other O2 Intranet:

O2 plc vitalO2 UK Communications Admin

Home Workplace Resources Working At O2 Policies News Centre Products & Services About O2 UK

Search

Phone Directory vitalO₂

> Advanced Phone Directory
> Personal Address Book

My Favourites

> Managing People
> Google
> vitalO₂ User Guides
> Book a Courier
> Quickplace
 > Manage My Favourites

You are here: Home >

Feedback

In order for us to continue to improve our site, we welcome any comments or feedback. If you have feedback on the content of a particular page, then it may be better to direct it to the content owner listed at the foot of the page.

If your enquiry is related to updating your Phone Directory details, then use the Phone Directory Help link under Related Links.

Related Links

> About vitalO₂
> Work Request Form
> Phone Directory Help

Your Details

Name

Email Address

Contact No/Ext

Hours Of Work

Building

Business Unit

If the feedback is for a specific page, then please include the URL / Path

Please include your comments (providing as much detail as possible if you are raising our attention to a problem with the site)

Comments

Pictured: The Feedback form lets users send an intranet-related comment to the intranet design team.

The fact that the O2 UK intranet developers constantly look for user feedback to foster intranet improvements further reinforces not only that this is an excellent intranet, but also that the design team itself excels.

URL AND ACCESS

The intranet's URL is <http://vitalo2.pri>, and it serves UK-based O2 employees. To view the intranet, employees must be connected to the corporate LAN. However, the team also developed Mobile vitalO₂, which holds the vitalO₂ site's core features and is currently available to employees with BlackBerry devices.

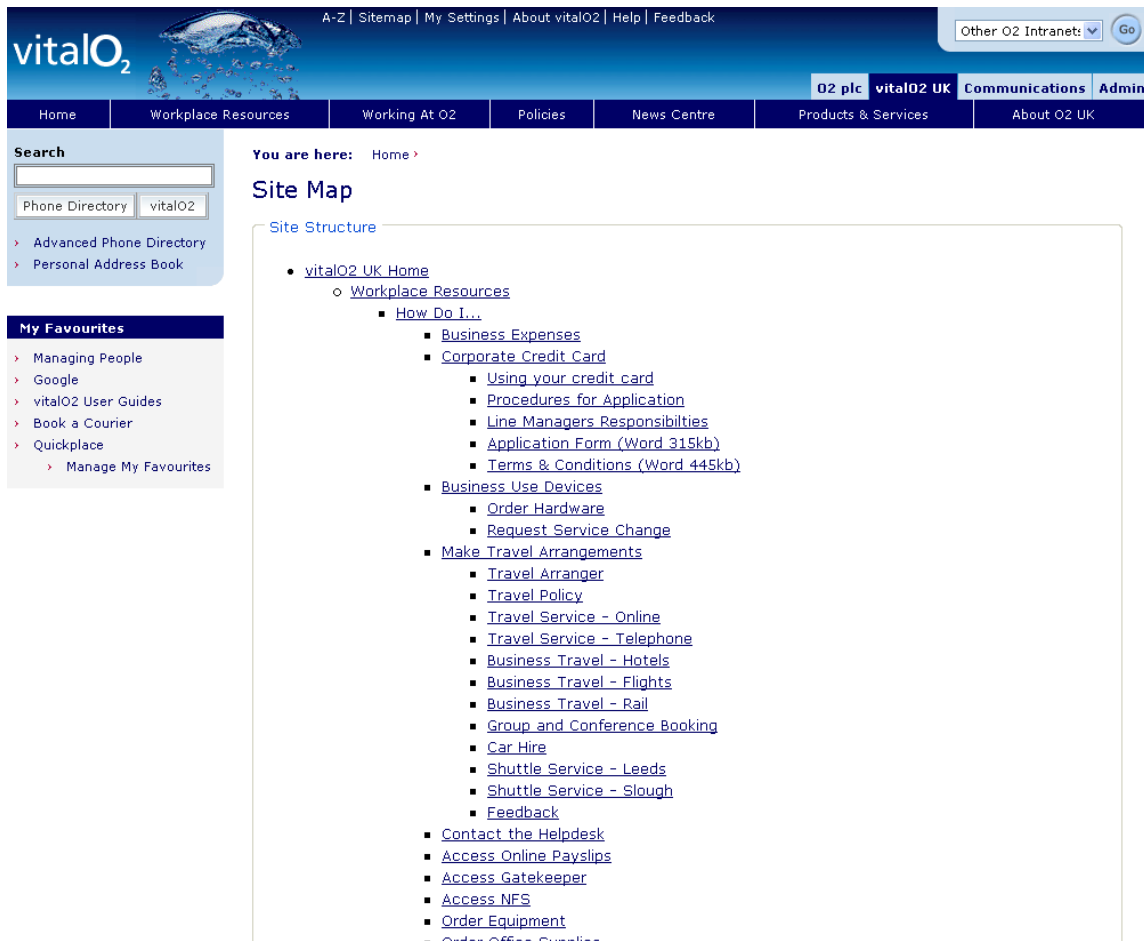


Pictured: Mobile vitalO2, available to BlackBerry users, contains the vitalO2 site's core features.

CONTENT MANAGEMENT

Managing Content Without a CMS

O2 currently doesn't have a CMS for vitalO2, though it anticipates implementing one in 2006 or 2007. Currently, the intranet team uses its custom-designed Web application, Site Manager, to control all key page elements including navigation, page owner details, review dates, and metadata. "The Site Manager tool also has built-in functions to control the publishing of navigation," notes Alasdair McKenzie, the vitalO2 technical team project delivery manager. McKenzie says Site Manager also will automatically send content owners email alerts about upcoming review dates, controls the A-Z listing of sites and the site map, and "is the central place for access to all the application admin areas."



Pictured: The Site Manager tool gives Web editors the ability to edit the site map, pictured here.

Content is added to the site through a set of pre-designed templates administered via Dreamweaver. "As O2 has a 'buy not build' policy, the team had to adopt this approach to ensure that the basic auditing needs were met and that the management of the site remained simple," McKenzie says.

Primary content owners for vitalO2 are the HR, property, and communications departments. "We asked for one representative from each of these areas to take ownership and responsibility for coordinating ownership of pages within these areas," notes Sharon Isaac, O2's head of intranets. Leading up to the intranet site's launch, these key stakeholders were kept apprised of progress via regular intranet-forum meetings, "to ensure they were still aligned with the project plan," she says.

Since the launch, such meetings are now held only every other month. "The purpose of this forum is to go through user stats and any trends that may have affected the stats," she says. "The forums also allow attendees to discuss planned roadmaps within their areas to ensure that resources can be aligned to complete key tasks."

All vitalO2 changes are handled by the Web-editing team, unless the work requires software development. Thus, the intranet team doesn't have to supply templates to content editors, says Rowan Pratt, manager of the vitalO2 editing team. "We do,

however, provide editorial guidelines covering tone of voice, consistency, formatting, and so on, to ensure that the provided content requires minimal editorial changes.”

To change content, a content owner submits a work request through a workflow tool, which allows the request to be assessed and assigned to the next available and appropriate editor. The content owner will then receive an email confirmation containing a link to monitor progress, check the status, and view notes associated with the work. Or, “if someone other than the registered page owner has submitted a change, then the page owner is notified and asked for approval,” notes Pratt. The

Site Manager tool also tracks changes so editors can easily revert to previous versions.

Intranet Staff

The editing team consists of five people: four Dreamweaver specialists and one designer. The technical team consists of four ASP and SQL developers. Both teams comprise the intranet team, which is part of the online marketing team. In addition to maintaining the intranet, the intranet team maintains an O₂ customer services knowledge base for 4,500 call center employees and 1,500 retail employees; 62 different departments’ sites, hosted on a CMS tool the team built; and all intranet applications.

TECHNOLOGY

In the UK, O₂ intranets are hosted in a Microsoft environment. The website is hosted on a Windows 2000 Server with SQL2000. Most PCs have Windows XP, so Internet Explorer 6 is the primary browser, though some Internet Explorer versions 5 and 5.5 exist, along with Opera.

The intranet search engine used is Verity.

GOALS AND CONSTRAINTS

Goals:

- Make the site more user friendly.
- Improve the information architecture to increase site usability.
- Enhance accessibility.
- Make the site reflect the O₂ brand.

Constraints:

- Diminished resources: company-wide job cuts led to loss of the team’s information architect.
- Two developers departed during the redesign project and weren’t replaced until after the launch.

BASIC INTRANET FEATURES

Beyond delivering content to users, vitalO2 provides access to a number of applications. One key tool is an improved phone directory, which lets users search by mobile number or job description; send one or more SMS messages from their browser to their team, peers, or other contacts using internal numbers in their personal address book; add someone's details to Outlook contacts; view a dynamically generated organizational chart; and create a personal address book.

The intranet is also a place to carry out such tasks as requesting leave, updating phone records, accessing online pay slips, researching job vacancies, comparing mobile handsets, entering expenses, and submitting purchase orders. The most common intranet task is searching the phone directory, though other popular features include accessing the A-Z, My Favourites, the building directory, the news center, and staff discounts. "We also find that policy information is a key interest on the site," says Isaac.

Using My Settings, users can tailor the display of intranet content to their own needs. "This is useful, with thirty-five buildings and seven directorates," notes Isaac.

Available content that can be tailored includes lunch menus, details about buildings, and news related to the user's area of business. Users can also select their font size and contrast, and set the search engine default to the phone directory or the intranet.

Other useful tools include the ability to add any page on vitalO2 to favorites, the A-Z site listing, and interactive user guides. In addition, line managers automatically see added links on their homepage for such things as recruitment, induction, and the leaver's process.

Employees can also send e-cards, including birthday and Valentine's Day cards.

USERS

Roughly 10,000 employees in the UK, including 4,500 call center employees and 1,500 retail employees, have access to vitalO2.

USER TASKS

- Access the phone directory
- Search by mobile number
- Send an SMS
- Locate building details
- Generate an organizational chart
- View lunch menus
- Read news relating to a user's own business area
- Add an intranet page to favorites
- Access an A-Z listing of intranet content
- Access management tools
- Send an e-card

BACKGROUND

O2 (UK) Limited, formerly BT Cellnet, was formed in November 2001 after demerging from British Telecom. The new company's agency-designed intranet launched around the same time as the spin-off, and was managed in-house using Dreamweaver templates. "Unfortunately the original vitalO2 design wasn't scalable, so in May 2003, a new site was launched," says Isaac.

Even though the new site used the same technology, the design was different and the new navigation didn't work well for users. Part of the problem: discussions over whether the O2 Group site would supplant the UK site were still unresolved by the time the site launched. In addition, the site had been designed to meet stakeholders' requirements, but not those of users. After the intranet team attempted some quick fixes, it realized a new design would be necessary.

The screenshot shows the vitalO2 intranet homepage as of August 19, 2005. The header includes the vitalO2 logo and a navigation bar with links like Home, About vitalO2, Phone Directory, etc. Below the header, there's a search bar and a 'Welcome to O2 UK' message. The main content area is divided into sections: 'TOP STORY' with a headline 'The new vitalO2 launches tomorrow', 'NEWS SERVICES' with links to submit news and search news, and a calendar for August 2005. The right sidebar features 'Around O2 plc' and 'INDUSTRY NEWS' sections. The overall design is cluttered with many links and a complex navigation structure.

Pictured: The old version of the intranet homepage. Users had difficulty navigating the site.

19th August 2005

Phone Directory

Need **HELP** with this feature?

☒ Intranet ☐ Phone Directory

Groupwide applications

[PHONE DIRECTORY](#)

[JOBS@O2](#)

[SHARE PRICE TOOLS](#)

[QUICKPLACE](#)

[PERSONALISE SETTINGS](#)

Local applications

[GERMANY](#)

[IRELAND](#)

[MANX TELECOM](#)

[UK](#)

Home > Phone Directory > Search Results > Sharon Isaac's details

Name:

[Advanced Search Options](#)
[International Characters](#)

Personal details

SHARON ISAAC [View all details](#)

Name	Sharon Isaac	Telephone	01753 344444
Role	Head of Technology	Mobile	0771 123456
Company	O2 UK	Mobex	
Email	Sharon.Isaac@o2.co.uk		
Building	100 John Street Office	OUC/Cost Centre	10000
	Washington Street	Fax	01753 344444
	Strang	Post Point	Strang
	MANX		
	St. John's		
	UK		
Line Manager	Angela Thomas		

Pictured: An old version of the intranet's phone directory.

In September 2004, the intranet team began the most recent redesign, with a target launch set for the summer of 2005—two years since the previous design appeared. “Using the knowledge gained from the previous launch, we determined that we would bring in an information architect to provide expertise, in case we ran into conflicts.” So, when an editor left the intranet team, he was replaced (in December 2004) with an information architect.

DESIGN PROCESS AND USABILITY ACTIVITIES

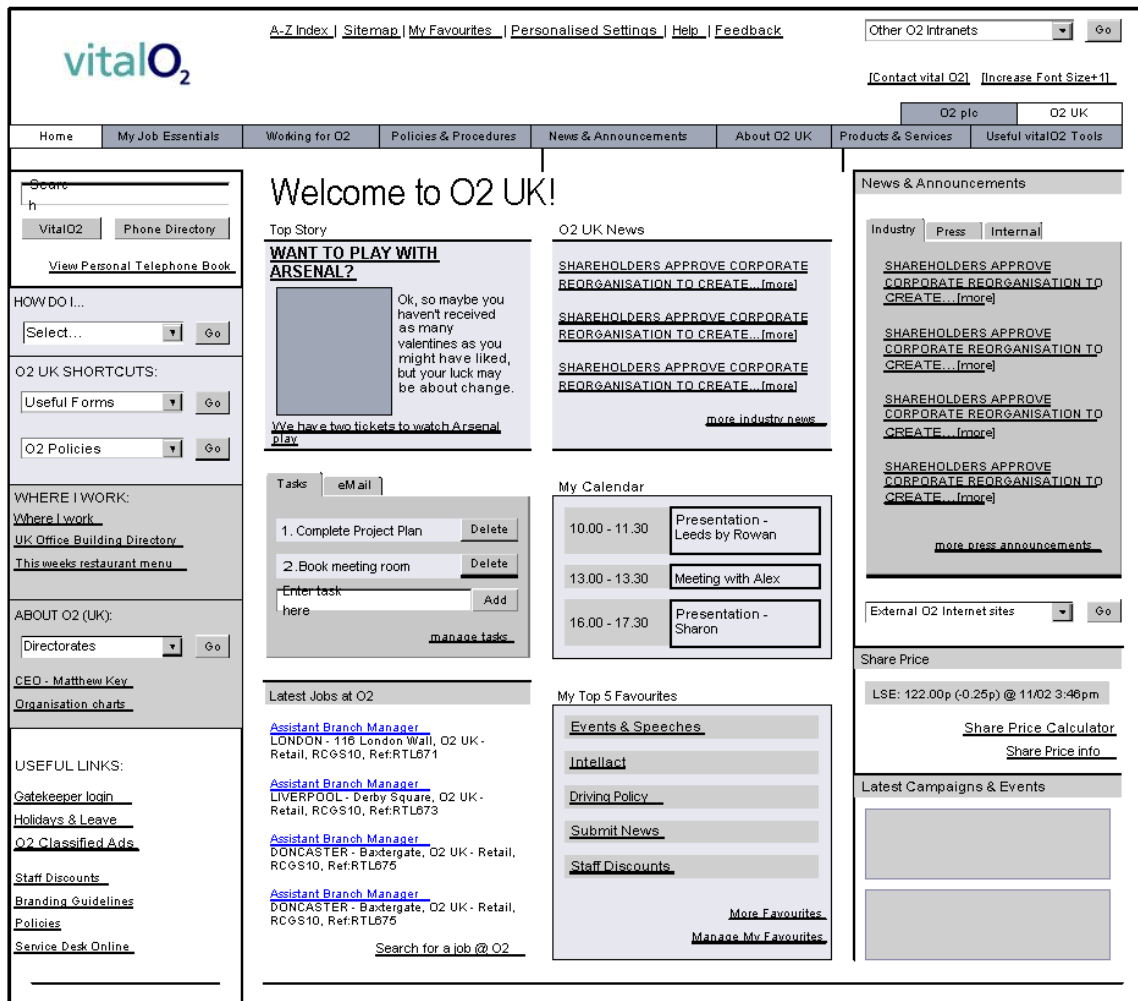
The information architect's first job was to research the existing site and learn its scale and scope. “He then interviewed twenty-three people from six different locations in varied roles, such as customer service advisors, personal assistants, plus HR, senior managers, security, and legal,” says Isaac. Ages, education levels, and level of computing expertise varied widely among interviewees.

“The goal of this research was to build up a picture of vitalO2 users, to understand their environment, their needs, goals, and tasks,” she says. The information architect then created nine personas, including their triggers, needs, likes, dislikes and frustrations, and the site areas they accessed most frequently, to give the intranet team something to develop against.

“Out of all our personas, our primary persona was Kelly Ward, a personal assistant/executive assistant,” says Isaac. The name was made up, and the persona's characteristics were an amalgam of many different interviewees.

PERSONA: KELLY WARD
KELLY'S GOALS
Always be one step ahead: Kelly likes being one step ahead, and wants to be perceived as someone who always seems to have the answer to a problem
Gain reputation for producing quality work: This largely depends upon the quality of information that Kelly has access to
Be regarded as a exceptional employee: Kelly wants her efforts to be recognized and appreciated by those who she works with
Day to day organization of managers: Includes management of their diaries, i.e. arranging meetings
Responding to queries: This may include finding answers to legal and contractual questions
Processing Purchase Orders
Ordering items from suppliers: This may include ordering office equipment, mobile phones, electronic data devices
KELLY LIKES THE FOLLOWING ON VITALO2:
Text messaging: Finds this facility very useful in keeping in touch with people throughout the organization
Quantity of Information
O2 Classified Ads: Useful way to sell items
KELLY DISLIKES THE FOLLOWING ON VITALO2:
Site search functionality: Finds that it doesn't return effective results or useful links to information
Branding: Feels that the general site look and feel doesn't conform to agreed-upon O2 branding guidelines
Contact List: Unable to keep entries up-to-date, doesn't appear to be owned by any one person
Information: Sometimes tends to be buried quite deeply within the site
KELLY'S SPECIFIC REQUIREMENTS FOR VITALO2 ARE:
Improvements to the metadata that relates to information contained on VitalO2, including details about the source, who is responsible for it, when it was last updated, whether it is complete and any additional references or links to related documents, presentations, Web pages, etc.
KELLY HAS THE FOLLOWING GENERAL USER REQUIREMENTS:
Improve the search and quality of the results that are returned
Improve the quality of important information—ensure it is up-to-date, complete, and easy to access by either logical navigation or site search
Ensure that the intranet site conforms to agreed-upon branding guidelines

Once the personas were created, the intranet team began a card-sorting exercise with another group of employees to help categorize the site's information. "The information architect methodically worked through his evaluations, user profiling, and card-sorting exercises to produce a series of draft wireframes that he thought could work for the new vitalO2," says Isaac. These wireframes were further tested with end users until the intranet team was satisfied with the usability results.



Pictured: For the redesign, the O₂ intranet team generated wireframe designs based on user testing, then tested multiple versions of the wireframes.

"Once the wireframes were completed, they were passed on to our designer and accessibility champion, Alex Armstrong," says Isaac. Armstrong generated a series of designs based on the wireframes and the entire intranet team selected two for consideration by O2's brand manager and by Lambie Nairn, the agency responsible for the O2 brand.

"Once the design was agreed upon, further user testing was carried out on the screenshot and minor changes were made," she says. Armstrong then broke pages down into HTML and ensured that the homepage and all sub-homepages were appropriately built using CSS. Before being turned over to the Web editors, pages were first made accessible.

"As part of the accessibility build, the site has been developed to meet all Web Content Accessibility Guideline priority 1 checkpoints, with the majority of priority 2 checkpoints also being achieved," says Armstrong. "It has been tested with multiple browsers, including a text-only browser, and has been tested using a variety of accessibility toolbar components."

The experience of creating an accessible site design left its mark. "Accessibility has now become a core part of the planning of any new work, and we are constantly looking for ways to improve the mechanisms used in this area," says Armstrong.

One result of that awareness is the method for displaying a page's headline and content. On a typical page, headlines are next to content. But, if a user increases a page's font size, the headline is automatically stacked on top of the content. "When we carried out usability testing on the site, we found that anyone using a larger font size suffered from two parallel columns with large text in them. So, by changing these around, we were able to improve the usability of this page," says Armstrong.

As the intranet team steadily progressed toward the redesign deadline, a lack of resources began to complicate its efforts. When the project started, there was a full team of thirteen people, including a full-time information architect, notes Isaac. "Due to the company job cuts in May 2005, the team lost their information architect in June—six months after he joined. Luckily, the majority of work was completed by the time he left, but other members of the team had to carry out the final stages of the user testing that he'd started."

Then, during a critical project stage, two developers left and their positions remained unfilled until after the redesign launched, "putting enormous pressure on the team to deliver the same work with less people," she says. Even so, "with all credit to the team, the project was only delayed once, by six weeks."

TIMELINE

- November 2001: O2 plc was formed; an agency created vitalO2, the UK intranet.
- May 2003: Launched second O₂ UK intranet, which was difficult to navigate.
- September 2004: Began next redesign.
- November 2004: O₂ joins intranet benchmarking group to evaluate its site.
- December 2004: Recruited information architect.
- May 2005: Job cuts force departure of information architect.
- Summer 2005: Two developers leave the intranet team.
- August 2005: Redesigned site launched.
- November 2005: Conducted first benchmarks of new site.

RESULTS

The new site launched on August 17, 2005. While the launch was six weeks late due to staff turnover, "the estimated budget for this project was £34,000, and we were under," says Isaac.

To benchmark improvements, the intranet team tested the old site and planned to test the new site three months after it launched. In the interim, the team received mostly anecdotal feedback. "So far, we have had some great comments from our users," says Isaac, adding that one user went so far as to say "The new vitalO2 is very sexy." Another user said, "Having recently used the new phone directory, I can confirm that I found the format to be extremely useful and a vast improvement on

what existed before.” Users also liked the new design. As one user put it, “the new format looks great and is a lot more useful.”

In November 2004, O2 joined the Intranet Benchmarking Forum (IBF), which benchmarked leading UK organizations on six dimensions: content, navigation, design, consistency, engagement, and accessibility. Then, in October 2005, the IBF hosted the IBF Best Intranet of the Year awards at the IBF Live event. There were four categories of awards; O2 walked away with the Best Design award for its redesigned intranet.

LESSONS LEARNED

Insights from Sharon Isaac:

Balancing simplicity and features is always a challenge. “This project has been a major learning experience for the team, and the main challenge has been coming up with a solution that gives the team the simplicity and benefits of a content management system while still meeting the needs of the auditing and editing teams.”

Find an accessibility champion. “We selected an accessibility champion from our team—Alex, our Web designer—who would specify accessibility requirements and then roll them out. We realized by the end, however, that balancing this with all of the design and CSS authoring was too much to foist on one individual. Looking back, all team members should have been able to actively implement accessibility, leaving the champion role to simply oversee, and make decisions on the approaches.”

Vodafone Group plc (2006)

Using the Intranet:

Vodafone is the world's leading mobile telecommunications group, with operations in twenty-seven countries and on five continents. Vodafone has 171 million customers worldwide (registered proportionate customers as of September 30, 2005), plus twenty-seven partner networks that provide a full range of mobile-telecommunications services, including voice and data communications.

Design Team:

In-house: Vodafone Global Web Enablement (GWE), part of Vodafone's global IT organization, in cooperation with Vodafone's Group Internal Communications department

Members:

Armin Hessler, director of GWE; Stefan Delater, head of demand management; Stefan Böcking, head of core platform and applications; Thomas Färbinger, head of operations; Darren Briggs, head of Group Internal Communications; Vanessa Curran, intranet user experience manager

SUMMARY

Vodafone Group plc is a mobile organization in every possible way. For the Vodafone intranet, vista, designers not only applied their own skills, but also channeled the organization's collective mobile-device proficiency—and then some. The result is an intranet that helps more than 65,000 employees worldwide to collaborate, offers innovative ways to be more productive, and reinforces the corporate culture and goals.

Homepage

To give employees a single starting point for accessing local or global corporate information, the design team opted to replace hundreds of separate Vodafone intranet sites with a single intranet: vista. This one intranet is now the main source for working tools and content for about 70,000 employees working in nearly twenty countries.

Within Vodafone, every local operating company has its own, localized homepage containing both local and company-wide information. Global information appears on the left side of every homepage and is administered by a centralized internal communications team. Meanwhile, information local to a user, and administered by one of many local internal-communications teams, resides in the middle and right columns.

Users can access content in multiple languages. All content is served by a single, internationalized CMS; the intranet can handle any language or language-related characters.

Common features on every homepage include: the Vodafone share price; a personal greeting (with the user's first name); global links (Personalize, Help, and Sitemap); first-level navigation; a toolbar with universal applications such as People Finder and Search; and a set of four banners containing pushed content. All of these features are visible on every intranet page, except for the banners, which are suppressed to allow more space for content.

Combining personalization and customization helps users find what they need, as well as see only what they need. In other words, the intranet helps prevent information overload by employing profile-based filtering and personalization.

No matter what the country or language, the intranet offers a standard user interface design. Such an approach always makes it easier for users to navigate across an intranet. At Vodafone, this approach also reinforces Vodafone's values and corporate culture. In fact, according to the design team, the intranet has become "one of the major drivers in creating a single Vodafone culture across all local operating companies." It fostered this single-culture vision by moving from multiple intranets in different languages and based in different countries to a single intranet that provides content in both English and local languages. The portal has also reduced duplicate efforts and decreased content management cost and complexity.



Pictured: The Vodafone intranet homepage for employees in Spain. No matter which country employees work in, or which language they speak, the Vodafone intranet maintains a consistent interface. Such an approach always makes it easier for users to navigate across an intranet.

HelloThomas | LSE 150.5p +0,25 11 Oct 2005 11:46 AM (GMT) disclaimer

Personalise | Help | Contact us | Sitemap | Log-Out

News

Our Company

Our Marketplace

Our Workplaces

My Job

Working Together

Knowledge Store

Default View
People finder
Vodafone Group
Search Vodafone Intranet
Advanced Intranet Search

Read Arun's speech at the i2010 conference
Click here

Vodafone
News und Jobangebote hier

Vodafone Zuhause:
mehr Infos & TV-Spots

Global FEATURES

VTV News

Arun's Corner September 2005
Check out the latest Arun's Corner - where he shares with you his reflections on the business for September 2005

Find out more

One Vodafone
The route map for becoming a truly global company

More information
See the latest video

Aktuelle Meldung

11.10.2005
team online: most of Now. Neue weltweite Imag

Düsseldorf. Frischer Wind in unserer Werbung: Vodafone startet in Kürze weltweit eine neue Image-Kampagne. Ziel ist es, Vodafone zu einer noch beliebteren Marke zu machen. In der Kampagne wird heraus gestellt, dass Vodafone für den Kunden etwas Wertvolles ist und ihm großen Nutzen bringt. Erste Infos zur neuen Kampagne finden Sie ab sofort im Vodafone-Intranet. Der Start in Deutschland ist für Anfang 2006 geplant, vorher ändert sich bei uns nichts hinsichtlich Werbeauftritt, Slogan und so weiter.
Read more

Lokales Intranet

Willkommen im Vodafone D2-Intranet

Services

Telefon
Arbeitszeitkonto
Reisekosten
Wöchentlicher Pressespiegel
VF D2 Team Room
HR - Portal

UMTS Info-Portal

22.09.2005
connect: Vodafone hat das beste UMTS-Netz

Stuttgart. Erneut hat Vodafone bei UMTS die Nase vorn: Vodafone siegte beim zweiten großen UMTS-Netztest der connect. Das Fachmagazin hatte mit einem bundesweiten Feldtest die Leistungsfähigkeit der vier deutschen UMTS-Netze anhand von realen Szenarien wie Telefonieren, Internetsurfen oder E-Mail-Transfer akribisch gemessen. Das Gesamt-Fazit von connect: „Vodafone fährt auch in diesem Jahr absolut verdient und mit veritablem Abstand den Testsieg ein.“
Mehr Infos

Corporate Social Responsibility

Für die Welt, in der wir leben

CR-Report der Vodafone D2 GmbH
Vodafone Group CR-Report
Weltweiter interner CR-Report
Vodafone Stiftung
Vodafone Stiftung für Forschung

Vodafone Welt

vodafone.de
vodafone.com
Vf-Collection Shop.de
Vf-Teamrooms

Vision and Values

Pictured: The Vodafone intranet homepage for employees in Germany.

The Mobile Intranet Portal

With a company full of mobile professionals, it's not surprising that the intranet caters to mobile users. Indeed, employees can access vista not only from their office PCs, but also while commuting to the office, sitting in meetings, or traveling. Such access comes via 3G mobile connect cards in their laptops or through mobile devices such as PDAs, Vodafone Live! mobile phones, or BlackBerry devices. Thus, employees have anytime, anywhere access to colleagues' contact details, as well as company news and other work-related information.



Pictured: The first version of the *Mobile Portal* homepage.

When accessing the intranet with a mobile device, the intranet first recognizes the mobile user's MSISDN (Mobile Subscriber ISDN Number) and automatically displays the user's name, which it pulls from the global employee directory. Employees authenticate on a mobile phone just as they would on a PC or laptop: by using their Windows password. The login screen is straightforward, and also offers a Forgotten your password? link.



Pictured: The mobile login screen for the Vodafone intranet is to the point, and also offers a useful *Forgotten your password?* link.

Employees using Vodafone Live! phones or BlackBerry devices can access content and intranet applications such as the corporate directory (People Finder). By default, the Mobile Portal shows a drop-down list of items from which to select, so users can sort what they want to view. The homepage also includes a few short news items.



Pictured: Using Vodafone Live! phones or BlackBerry devices, employees can access useful intranet applications, such as *People Finder*, the company's global, corporate address book.

By paring news to a short list—as befits the available screen real estate—the intranet's designers made reading corporate news and announcements on mobile devices as convenient as possible.



Pictured: A list of news items on the mobile version of Vodafone's intranet.

The vista designers masterfully utilized the relatively limited display space on mobile devices. Their designs make it possible to convey a lot of information in a small space, as is immediately apparent when viewing a news item. News articles have everything they need: a title, date, high-resolution photo, summary text, and a clear link to the full article. Even better, summary text isn't just the start of the article,

grabbed to function as a summary. Instead, the summary is written separately, and makes the best possible use of the number of allowed characters, giving users a truly concise article overview.

From a graphic design standpoint, the sans serif typeface, coupled with the high contrast between the text and background, helps employees better view the content on the undersized space a mobile device affords.

At the end of an article, Back, Home, and Log out links make it easy for mobile-device users to further traverse vista.



Pictured: A news article on the mobile-device version of Vodafone's intranet is perfectly formatted for a small screen.

A key feature on most intranets is the employee directory—a fast way to find coworkers' vital information. At Vodafone, employees can use a mobile-device version of People Finder to search for their colleagues by name, phone number, department, or other criteria.

Vodafone Intranet

People Finder

OK

People Finder

Keyword (Name, Phone No.):

Department:

Company

Sort By

OK

> Help

Back

Home

Log out

© Vodafone Group

Pictured: The *People Finder* on the Vodafone mobile-device intranet enables users to search by name, phone number, or department.

After entering a search for an employee's information, the search-results page also appears in a format designed for mobile devices. The page clearly displays the user's name and group. Displaying these search results in a Web browser, of course, would be insufficient: users immediately expect to see an email address and phone number. On a mobile device, however, there's scant space to display all that information by default. Also, consider a user's immediate concern when searching for employee information on a mobile device. One primary question is probably, "Is this the person I'm looking for?" The two pieces of information that let someone answer that question are most likely the person's name and business group, as Vodafone displays here.



Pictured: On mobile devices, employee search results display the two most pertinent pieces of information for each hit: an employee's name and business-group affiliation.

Once a user selects someone from the search results, that employee's complete information appears, including name, phone number, fax number, company, department, building, and email address. By selecting the underlined phone or mobile numbers, users can call colleagues directly. Links also allow users to easily search again, or request help.

The screenshot shows the Vodafone Intranet 'People Finder' interface. At the top is the Vodafone logo and 'Vodafone Intranet' text. Below is a 'People Finder' search bar with an 'OK' button. The results show a profile for 'Volker Smith' with a placeholder icon. The profile details include: Phone: +49 211 820 XXX, Fax: +49 211 820 2678, Mobile: +49 XXX(XXXXXX), Company: Vodafone Group Services (VHG), Mannesmannufer 2, Düsseldorf, Department: Group Technology, Building/Room: 405, and E-Mail: volker.smith@vodafone.com. At the bottom are links for 'New search', 'Help', 'Back', 'Home', and 'Log out'. The Vodafone Group logo is at the very bottom.

Pictured: After searching the employee directory, a user can opt to view information about a particular employee, as shown here, and call him or her directly by selecting one of the underlined phone or mobile numbers.

Displayed information includes name, phone number, fax number, company, department, building, and email address.

Video

One of Vodafone's internal communication goals is to give everyone the opportunity to publish video news content in one place, so employees can share ideas, experiences, and best practices with their colleagues around the world. A first step in this direction was the launch of Vodafone TV (VTV), a global video channel that employees can watch on the Vodafone intranet. VTV is a monthly broadcast assembled by a global team of Vodafone correspondents, who also draw some of their content from local teams. All VTV contributors do their own filming, which makes it a truly multicultural, Vodafone-focused space. Access to VTV is unrestricted for all employees.



[HOME](#) [PREVIOUSLY](#) [SCHEDULE](#) [NEWS](#) [MY VTV](#) [FEEDBACK](#) [ABOUT](#) [HELP](#)

HEADLINES



IT training for the visually handicapped

The Vodafone Portugal Foundation has pledged more than €60,000 to support a national IT training network for the visually handicapped. Starting this month, instructors will get 120 hours' training and be supplied with specially adapted computers.

Big Brother goes mobile in Holland

For the first time in the Netherlands, Vodafone live! with 3G customers can check out the Big Brother house 24 hours a day, seven days a week, thanks to a live feed. They also saw the first episode three days before it appeared on TV.

ON AIR

DELIGHT OUR CUSTOMERS



10 October 2005 Now campaign launch

Hear about the launch of our exciting new brand campaign, now.



VIEW

VTV NEWS



6 October 2005 VTV News

VTV News is now live - we go-karting with the UK, reveal the secret of Ireland's Vodafone live! with 3G promotion and join in the celebrations to mark England's cricket victory, plus much more!



VIEW

THE VODAFONE JOURNEY



23 September 2005 England's historic Ashes victory

England's Cricket Team, sponsored by Vodafone, finally won the recent Test Series to bring the Ashes home after 18 years. VTV joined them as they celebrated their victory.



VIEW

ON LINE

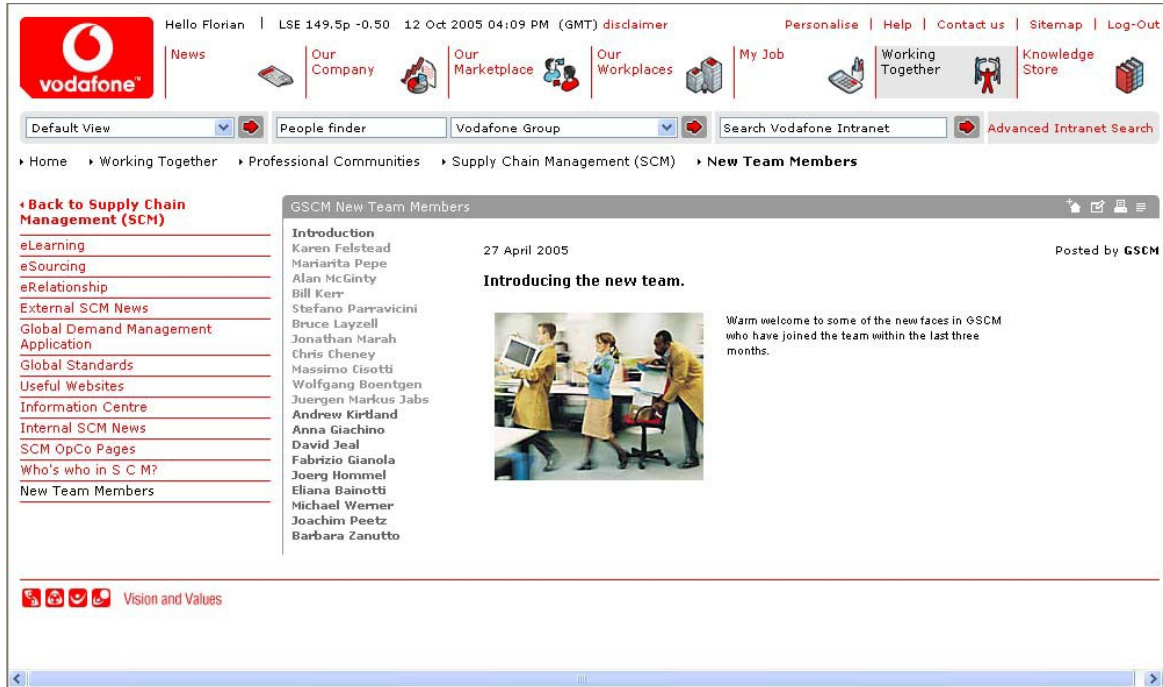


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Pictured: VTV, a monthly broadcast assembled by the Group's Internal Communications team.

Employee Development

Vodafone's intranet offers features that assist employees and enrich their working lives. For example, new employees can find an introduction to the intranet from within their intranet-based team space. The intranet offers a "warm welcome" and encourages others to do the same.



Pictured: The intranet welcomes new employees and also highlights recent hires.

Vodafone understands the importance of employee motivation and retention, and so offers extensive career advancement information and suggestions on the intranet.

The My Career and Development section also offers options for e-learning, training, performance management, and more.


 Hello Florian | LSE 150.5p +0.25 11 Oct 2005 11:46 AM (GMT) [disclaimer](#)
[Personalise](#) | [Help](#) | [Contact us](#) | [Sitemap](#) | [Log-Out](#)

[News](#)
[Our Company](#)
[Our Marketplace](#)
[Our Workplaces](#)
[My Job](#)
[Working Together](#)
[Knowledge Store](#)

Default View | People finder | Vodafone Group | Search Vodafone Intranet | Advanced Intranet Search


Home | My Job | **My Career and Development**

Back to My Job
[My Profile](#)
[My Work Resources](#)
[My Career and Development](#)
 Global Career Web
 Learning & Development
 What Development Do I Need?
 What Development is Available?
 Performance Management
 Inducting new starters
[My Admin](#)
[Managing my Team](#)
[My Well-being](#)

Welcome !
My Career and Development
 The pages in this section provide all the information you'll need to manage your Learning and Development at Vodafone.

What Development do I Need?

 Within this section you will find tools to help you and your manager to assess your Performance Needs. These tools cover all your requirements for self assessment such as PBQ, 360 and links to the Performance drivers. Information on the Performance dialogue process can also be found here.
[What Development do I Need?](#)

What Development is Available?

 In this area you will find a range of development options available to you as an individual or manager within our business. These development options can be tailored to your preferred learning style.
[What Development is Available?](#)


VGS Career and Development
Welcome to Career and Development
 At Vodafone Group Services, we're committed to "Building the Best Global Team", to help our business meet the challenges it faces in an increasingly competitive environment. Help us achieve this by managing your own learning and development. We've designed this site to support you in this.

Inducting new starters

 It's important that every new person joining Vodafone, or even just a new team, gets the best possible support and information to get them up and running with confidence.
[Inducting new starters](#)

Performance Management

 The key objective of Performance Management is to develop high performing individuals who in turn deliver a high performing business. Performance Management is a business process. We are introducing a new global Performance Management system in Vodafone Group Services (VGS) in 2005.
[Performance Management](#)

Learning & Development

 "Whatever you are, be a good one." Abraham Lincoln. Use this site to find out more about learning resources, opportunities to develop your skills and how to support the learning and development of your direct reports.
[Learning & Development](#)

Vodafone Global Rotation Programme
 Going places? You could be.
[Read more](#)

GP&S Job Offers
 05-04-04
Link to Job Offers on Global Career Web
 Thank you for your interest in career opportunities within Group Marketing and Group Technology & Business Integration. All of our current vacancies are now advertised on the Global Career Web under Vodafone Group Services.
[Link to Global Career Web](#)

Meet the Customer
 02 May 2005 Posted by HR

 The Meet the Customer programme (MTC) is a vital part of our key business goal, to put the customer at the heart of everything we do in our day-to-day business within the Vodafone Group; it reflects our Passion for Customers, and goes hand in hand with our Passion for Our People and Passion for Results.
[Read more](#)

eLearning in the UK
UK Aspen eLearning

 Aspen allows you to search for timely information, exchange ideas with peers, and perform all of your training in one place. From the career tab in myWorld, click on Aspen UK e-learning, from here you can search for learning activities, register yourself and learn!
[UK Aspen eLearning](#)

eLearning

 This is an exciting time for Vodafone. New technologies, products and services are constantly emerging. Learning is vital in maintaining our pace of innovation, our ability to manage alliances and the quality of our processes and market proposition.
 ASPEN is a global application for managing learners and training resources. It has a tool for developing high quality learning content. Its Virtual Classroom System (VCS) enables live and collaboration learning over real-time web-based sessions. Contact your learning department to find out more.
[e-Learning](#)


 Vision and Values

Pictured: The *My Career and Development* section offers options for e- learning, training, performance management, and more.

Thanks to designers' deft balancing of mobile-device design considerations with the need to promote a unified Vodafone corporate culture, the Vodafone intranet delivers its users an exceptional—and truly mobile—intranet.

URL AND ACCESS

The URL of vista—the name of the Vodafone intranet since its launch in 2003—is <http://intranet.vodafone.com>. The URL is the default for all Vodafone employees.

Although the intranet has a fixed URL, the homepage it serves is determined by which Vodafone organization a user belongs to.

Once users log on to the corporate network, they're automatically authenticated on the intranet and numerous other applications.

When users are away from the office, they can access the intranet from their PC using a 3G Mobile Connect Card and a secure VPN tunnel to Vodafone's network. Alternately, users can use their Vodafone Live! Phone or Blackberry to access a version of the intranet—in multiple languages—designed solely for mobile devices.

CONTENT MANAGEMENT

Vodafone designed its CMS in-house, about three years ago. "At the time, there was no CMS on the market fit to integrate with portal servers. Thus, to create a suitable experience for our editors, we needed to custom develop one," says Florian Riedl, product manager of the vista content management application. The content-management paradigm used is less the typical approach of "binding content to navigation nodes in a tree," and more of a "one-to-one relationship between a dedicated repository and a portlet."

Every portlet has its own display settings, personalization, and access rights. Each content repository contains the settings for administration rights, workflow steps, groups assigned to the workflow, metadata, and the items that will be pre-selected for preview.

Portlet settings apply identically to all portlet text, which provides a consistent user experience. "For the end user, this provides many conveniences: every portlet features an edit mode, which will seamlessly direct the editor from an end-user portal experience to the CMS, where he can create, modify, or expire content. After the task is completed, he returns to the portal with one click," says Riedl.

In addition, having different, discrete content repositories makes it easy to designate content editors. "A repository's administrator is able to assign editors and groups from all different Vodafone companies to join in the content creation of a specific portlet, no matter where it will be shown within the portal," he says.

The basic portal technology is Vignette V/6 content management software. "To fulfill our requirements, we were looking rather for a content management framework than for out-of-the-box functionality. We scoped the need for frameworks to ease the programming and operations of workflow, versioning, user management, content caching, and personalization. In all these areas, Vignette—at this time—was the most complete and compelling product," he says.

All of the Vodafone user interfaces were custom-built by a Munich-based design agency, Jetzt design. Vodafone then hosted focus groups—led by Gartner Group and TRBI—to ensure the designs met editors' expectations. "We were successful: the system currently lists more than 600 active editors around the globe," notes Riedl.

Post-focus groups, Vodafone also added additional CMS features: Realobjects EditOn Pro, for client-side, rich-text editing; MQSeries JMS for portal-side repository

integration; and Apache Xalan/Xerces libraries for preview and production content rendering.

Two major CMS requirements were version control and the ability to use metadata. "The repository's owner as well as editors who have been granted the right can view older versions, compare versions for changes made and even revert to previous versions," he says. "The delete function will not physically delete, but mark the content item—including all its versions—for archiving. Central administrators are able also to re-activate archived content."

The screenshot displays the Vodafone Group Intranet CMS interface. At the top, there is a header with the Vodafone logo, user information (Hello Tom, LSE 150.0p -0,25, 11 Oct 2005 03:26 PM (GMT) disclaimer), and navigation links (Personalise, Help, Contact us, Sitemap, Log-Out). Below the header is a secondary navigation bar with links for News, Our Company, Our Marketplace, Our Workplaces, My Job, Working Together, and Knowledge Store. The main content area is titled "article Item List : gscm_newteam2005" and includes a search bar and a "Glossary | Help" link. A sidebar on the left lists various content models under the heading "CONTENT MODELS". The main table displays a list of content items with columns for Title, Variation Type, Variation Category, Task, Status, Short Descr., and Last Mod. The table shows five items, all with a status of "Published" and a task of "Live".

Default View | People finder | Vodafone Group | Search Vodafone Intranet | Advanced Intranet Search

CMA 2.1.1

article Item List : gscm_newteam2005 | Glossary | Help

This list shows all the content items of the content model with the workflow step they are part of. By selecting several items you can perform one task over all of them at once. Additionally, you can create a new item, access an item or the content model.

CONTENT MODELS

Search

Show 5 items for pages

items 1-5 of 21

<input type="checkbox"/>	Title	Variation Type	Variation Category	Task	Status	Short Descr.	Last Mod.
<input type="checkbox"/>	Barbara Zanutto	Main	-	Live	Published		2005-04-27 16:19:37.0
<input type="checkbox"/>	1.Introduction	Main	-	Live	Published	Introducing the new team.	2005-04-27 16:18:15.0
<input type="checkbox"/>	Michael Werner	Main	-	Live	Published		2005-04-27 16:20:38.0
<input type="checkbox"/>	Joachim Peetz	Main	-	Live	Published		2005-04-27 16:21:17.0
<input type="checkbox"/>	Juergen Markus Jabs	Main	-	Live	Published		2005-04-28 07:43:44.0

items 1-5 of 21

[1] 2 3 4 5 next >>

CREATE Finish Task OK

I need to:

- See my task list
- Configure Content Model
- Create Content Model

Vision and Values

Pictured: A list of articles, with their associated workflows, in Vodafone's content management application, which was largely developed in-house.

Vodafone notably doesn't distinguish content management from portal management. "In our experience, the split between content management and its presentation is a legacy of commercial products offering those respective features," notes Carolin Lückner, product manager of the portal management application. "That split does not exist within Vodafone."

Indeed, to ensure their content is not only written correctly, but works well in a portal context, content editors wanted the ability to quickly flip between an editing, and an end-user view of their content, including the position of the relevant portlet on a portal page.

Out-of-the-Box Portal

Mostly non-technical people are responsible for building vista's pages and portlets, and maintaining the associated content. So, Stefan Böcking, head of core platform and applications at Vodafone, hit upon a novel solution: a "portal out of the box" wizard—a simple, easy-to-use and intuitive portal administration tool. "Initially developed as a linear wizard for basic administrative tasks, it has evolved into a flexible, task-driven configuration tool including navigation, page, and portlet [dubbed "modules" on the portal] management," he says. The "portal out of the box" concept has even been awarded a European patent. Together with the user management application, these tools have been built to meet the specific requirements of the Vodafone editorial community.

Pictured: The initial "portal out of the box" wizard. The wizard allowed for a linear approach, guiding users through all necessary steps, one at a time, to create a page or module. With growing functionality and more experienced users, however, the company needed a more flexible, task-based configuration tool.

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Personalise | Help | Contact us | Sitemap | Log-Out

News

Our Company

Our Marketplace

Our Workplaces

My Job

Working Together

Knowledge Store

Default View

People finder

Vodafone Group

Search Vodafone Intranet

Advanced Intranet Search

Home

My Job

My Work Resources

Intranet administration tools

Portal Administration

Portal administration

LOC portal administration

Community portal administration

Navigation management

Page management

Module management

Views management

Create the properties for the new page

Please insert the page details. Fields you cannot edit are greyed out. Fields marked with (*) are mandatory.

Page location:

/vista_training_portal/pmc_vista_training_testpage_01/

ID and description

Unique Page ID* (use only lowercase_letters_numbers_no_spaces):

vista__

Page description* (reference for you and your team):

Allow for child pages:

(can others add pages below this page?)

☒ Yes
☐ No

Page context:

(supported module scope)

☐ global page (global modules)
☐ shared page (global and local modules)
☐ local page (local modules)

Navigation label

the name that appears on the navigation tree – at least one label is required.

Default Label*:

VF Czech Republic:

VF Information Systems:

VF Germany:

VF Greece :

VF Australia :

VF Holding:

VF Malta :

VF UK :

VPE:

GPS:

VF Terendi:

GM:

VF Deutschland GmbH:

GT & BI:

VF Luxembourg:

VF Vista:

VF Albania:

VF Egypt:

VF Global Content Service:

VF Group Services:

VF Ireland:

VF New Zealand:

VF US:

VF Spain:

VF Hungary:

VF Italy:

VF Japan:

VF Nederlands:

VF Portugal:

VF Romania:

VF Sweden:

Tool logout

CNA

CANCEL

NEXT

Vision and Values

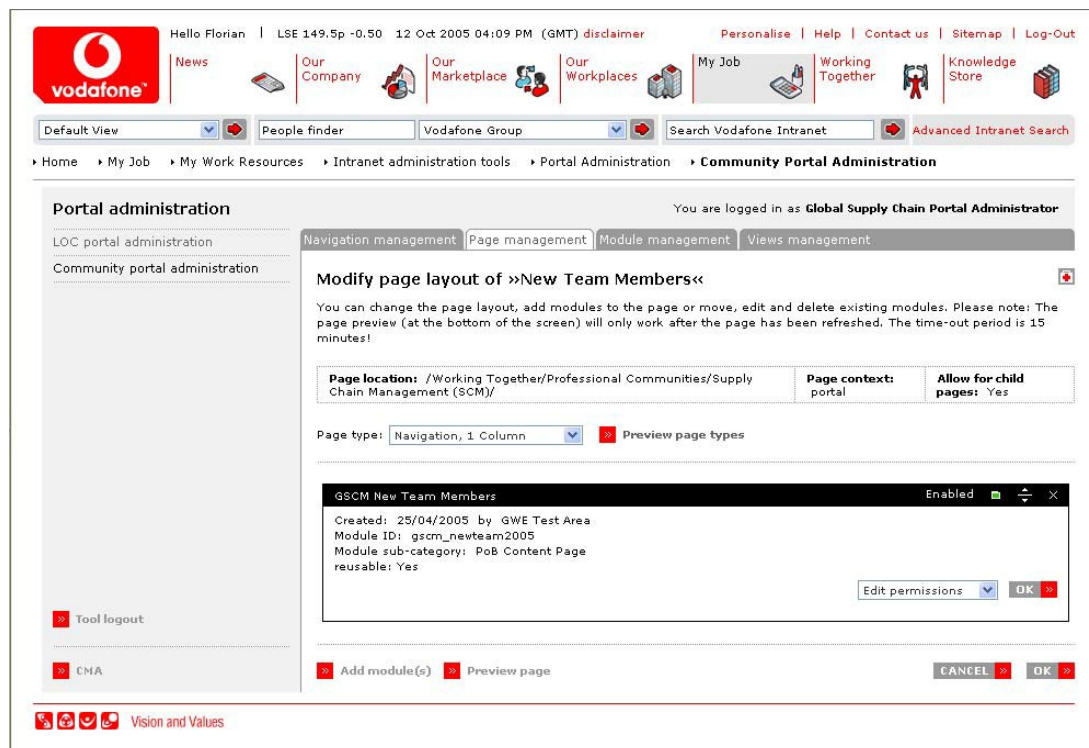
Pictured: The new version of the “portal out of the box” wizard. Tabs provide access to the main tasks, minimizing the number of clicks needed to accomplish any portal-related management task. While this page is part of the intranet, designers have differentiated its look, so administrators can easily distinguish it from the rest of the site.

Vodafone Group's Internal Communications department leads the editorial community, which includes representatives from every local operating company.

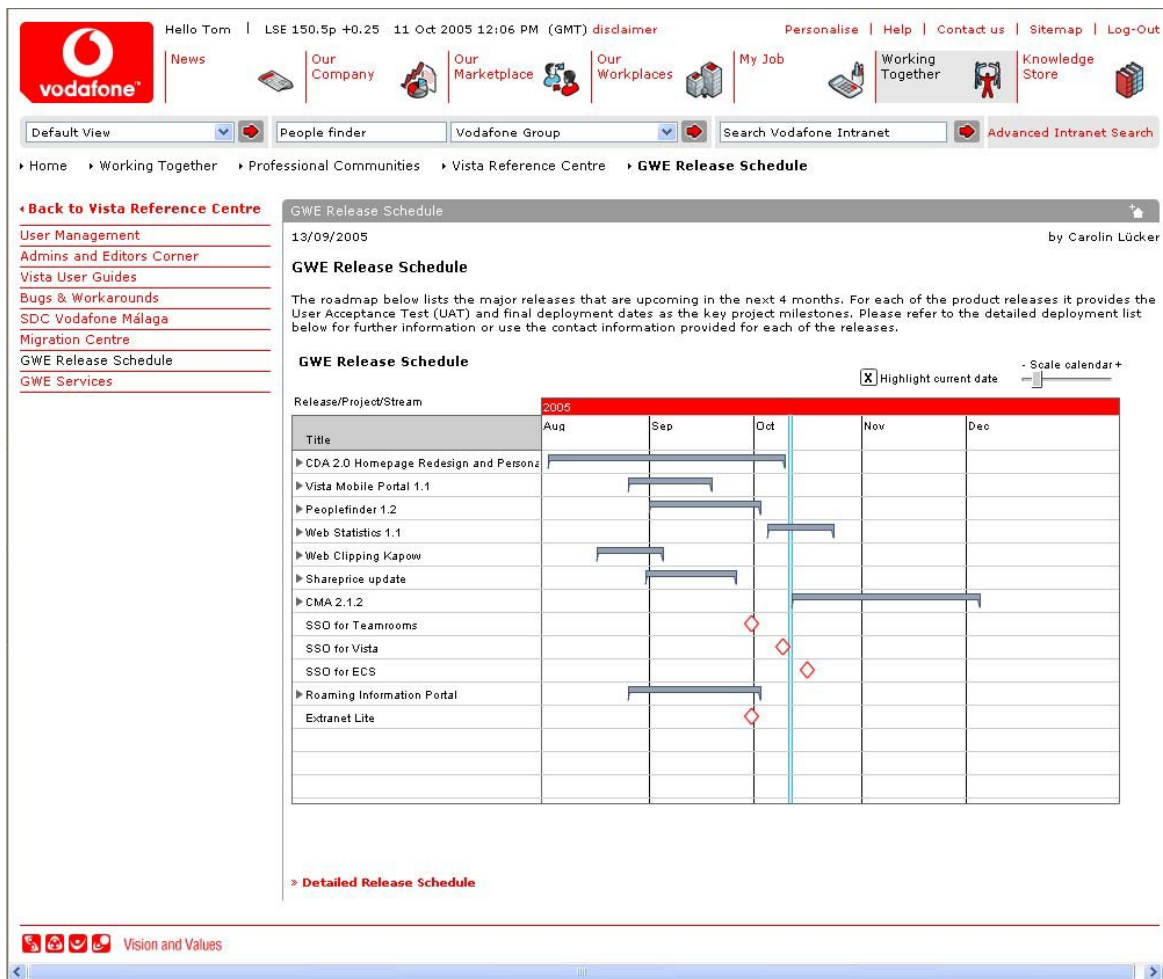
GLOBAL VERSUS LOCAL CONTENT

The intranet maintains a balance between local and global Vodafone content. At the portal level, "the intranet's information architecture is built on a federated model where the first- and second-level navigation is the same for every company," says Lückner. "We differentiate between 'global pages,' 'shared pages,' and 'local pages.' While global pages are purely administrated by global administrators—and local pages by local administrators—shared pages can be administered by both parties." All business units have also signed off on a company-wide approach to displaying content: global content appears in the left-hand column, and local content in the right-hand column.

To foster a consistent user experience, the portal team maintains user interface guidelines, which the portal software enforces. Portal administrators also select the look of a portlet from a list of predesigned templates. "A central review and acceptance process has been established for adding any new template to the template library," says Vanessa Curran, a member of the Group's Internal Communications department. "Usually the creation of new templates is driven centrally by Internal Communications, after having considered both the local and global requirements submitted by the different organizations."



Pictured: Part of Vodafone's portal administration tool. Portal administrators can change the page layout, add modules to pages or move, edit, and delete any existing modules.



Pictured: An actual content page in vista. Pages can contain one or two columns, with or without left-hand navigation. This example shows a one-column page with left-hand navigation and contains a module (portlet) that allows for a Flash-based graphics presentation.

Mobile Portal content is likewise stored in the CMS, so editors don't have to duplicate any content. Instead, they simply designate where the content should be published.

TECHNOLOGY

The Vodafone intranet utilizes a shared-services model. "One centrally managed and operated platform is being used by all Vodafone operating companies without local duplications of cost," notes Armin Hessler, Vodafone's director of Global Web Enablement.

While a systems integration firm handled the initial design specification, implementation, and operations for Vodafone's intranet, Vodafone now manages the intranet itself, and develops additional applications. "The platform itself was developed by California-based Vodafone Americas, and applications such as portal administration and content management are continuously enhanced and supported

by Vodafone Spain,” notes Hessler. “Additional development is handled in Italy or through Vodafone Egypt.”

Vodafone Information Systems in Germany operates the intranet infrastructure and applications operations. All hardware is located in Germany, where any needed configuration management is also performed.

“Vodafone’s intranet is truly a joint global undertaking, and was also the first program that executed the ‘one Vodafone’ idea of integrating different countries provisioning components to a global services delivery,” says Hessler.

All told, Vodafone’s intranet is built from Vignette Portal, Vignette V/6 Content Management, BEA Weblogic Application Server, Autonomy Search Engine, MQSeries JMS, Apache Xalan/Xerxes Libs, and Apache Webserver. Support systems often utilize additional software components: Apache Tomcat for the Mobile Portal, Pegasystems PRPC for workflow, Kapow Technologies RoboSuite for integration, EMC Documentum for document and records management, and EMC Documentum eRoom for collaboration.

The core intranet systems run on Sun Solaris hardware. There are eight central development and testing environments, two environments for user-acceptance testing, two levels of staging to production, and one production environment, which delivers the intranet to about 70,000 users worldwide.

Supporting all of those environments is a serious undertaking. “To operate at an availability of 99.8%, our operation is using the following set of tools: IMSWare for configuration management, IBM Tivoli and Mercury Interactive’s Topaz for monitoring and to get a real-life impression of what the end-user experience is in terms of browser performance. Finally, Mercury Interactive Loadrunner is used to test performance in lab situations at peak conditions,” notes Thomas Färbing, Vodafone’s head of operations.

He says in the past year, Vodafone has also begun investigating more open source tools, such as the RedHat distribution of Linux, for its support systems and integrated applications.

GOALS AND CONSTRAINTS

Goals:

- Reduce costs by:
 - Consolidating IT infrastructure
 - Reducing maintenance and support
 - Using fewer software licenses
 - Realizing more one-time development and deployment of applications across Vodafone Group
 - Creating a global services support framework
 - Using one toolset and training approach for all employees
 - Adopting a “develop once – operate once” strategy
- Create benefits for functional areas, such as:
 - Quick set-up and launch of a functional portal under a fully

- managed concept—no need to worry about support, sign-on, security, etc.
 - Cross-border procurement and marketplaces for software configuration management
 - Global HR processes and shared tools
 - Collaborative portals for global account managers and corporate employees
- Increase employee productivity by offering:
 - A common user interface with optimal navigation
 - A single source for all information
 - Single sign-on
 - Easier communication and collaboration (such as chat functionality, team rooms)
 - Universal applications, such as the corporate directory, intelligent search, and e-learning
 - Access to global news and dynamic content, including market reports and Web-based TV

Constraints:

- Every operating company must sign off on the Web-enablement program
- Finding agreement on a migration timeline that balances joint milestones and local organizations' individual pace
- The need to clean content—in multiple languages—on multiple legacy intranets and microsites while migrating it

BASIC INTRANET FEATURES

Users are automatically logged on to the intranet; single sign-on takes over after they log in to their workstation. Opening their browser also brings up vista automatically.

Users see only the content and applications relevant to their profile, though users can also personalize their homepage's appearance.

Employees benefit from a standard user interface design for all content. "The consistent user experience facilitates navigation, interaction with applications, and supports the communication of our Vodafone values and corporate culture. In fact, the intranet has become one of the major drivers in creating a single Vodafone culture across all local operating companies," notes Curran.

Because the intranet is mobile-device-enabled, employees can retrieve information or use key applications such as the People Finder, a company-wide address book, using Vodafone Live! phones or BlackBerry devices.

Vista also provides a number of tools and applications for Vodafone employees. Some of these are tailored to local needs and thus are only accessible to users in certain countries, but others are available to all Vodafone employees.

A single corporate employee directory is the basis for People Finder and Expert Finder. Users can also update their information through People Finder.

The screenshot shows the 'User Profile Self Service' interface. At the top, there's a navigation bar with the Vodafone logo and links like 'News', 'Our Company', 'Our Marketplace', 'Our Workplaces', 'My Job', 'Working Together', and 'Knowledge Store'. Below this is a search bar and a 'Default View' dropdown. The main content area is titled 'User Profile Self Service' and contains several sections: 'Personal Data', 'Company', 'Contacts', and 'Location'. Each section has various input fields for updating information. A profile picture of Carolyn Luecker is shown next to her personal data. At the bottom, there are 'Feedback', 'Cancel', and 'Save' buttons.

Personal Data

Below is your profile information. You can change only a subset of the displayed information. If some other information is incorrect please provide a feedback clicking the feedback button.

Employee Number: 180 XXX
 First Name: Carolyn
 Last Name: Luecker
 Middle Initial:
 Title:
 Gender: Female
 Preferred Language: English
 Image: (Max. File Size 25 KB)
 REMOVE ADD

Company

Company Name: Vodafone Holding
 Department:
 Job Title:
 Report to: stefan XXX @voda Select a person

Contacts

(Telephone numbers should contain country code, main number and extension. Ex: +49 211 123456)

Phone Number: +49 211 XXX
 Mobile Number: +49 172 XXX
 Fax Number: +49 211 XXX
 Email: carolin XXX

Location

Street: Mannesmannufer
 Postal Code: 40
 City: Düsseldorf
 Country: Germany
 Campus:
 Building: Behrensbaus
 Room:
 Feedback CANCEL SAVE

Pictured: Employees can easily maintain and update their profile via the intranet. Local rules dictate which fields an employee can edit.

The intranet search engine will search not only the intranet, but also other internal or external document repositories. Employees also have intranet-based access to the document management system, Web-based community portals and collaboration spaces (team rooms), and e-learning tools. A business process management tool facilitates business process automation.

Creating online surveys with a consistent look and feel is easy with a Web-based survey application.

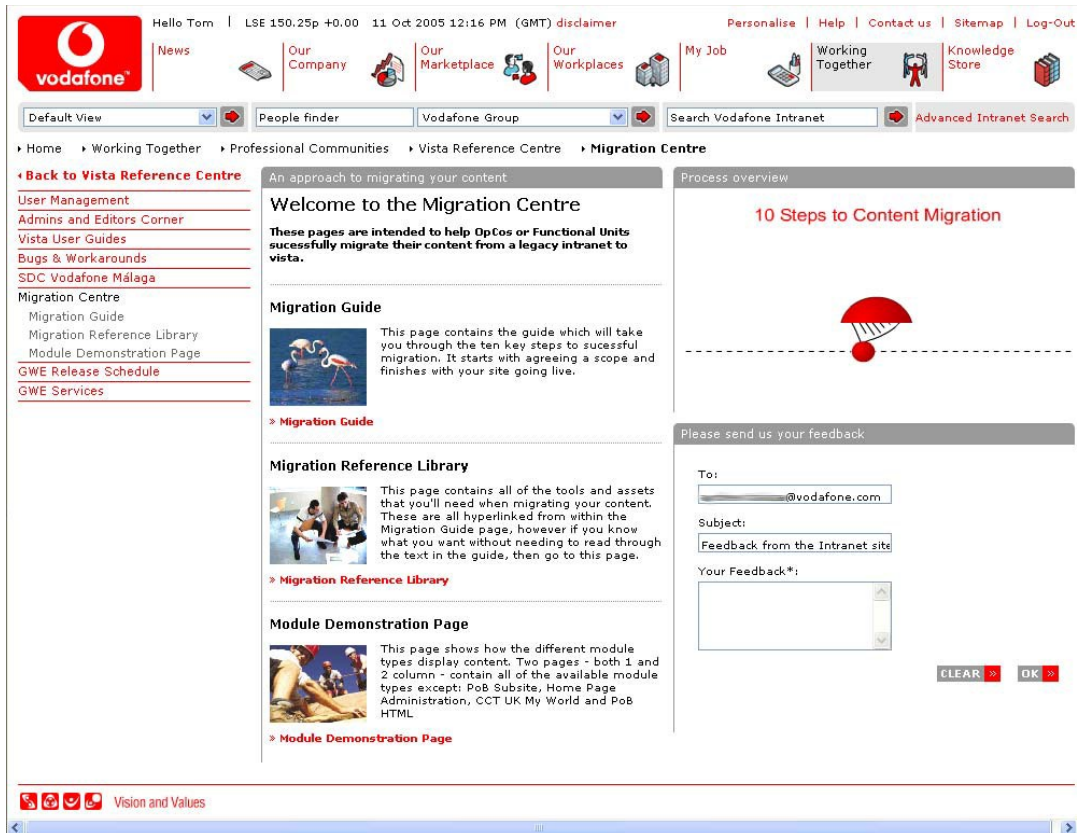
Recently, the intranet team added some wiki functionality to the site, though initially Vodafone had to adapt the technology to its needs. Among those needs was to integrate the wiki functionality with the company's information security and single sign-on standards, control access rights, and impose a consistent user experience. According to Böcking, "users are now able to use this easy and collaborative

technology for such things as creating glossaries, announcement boards, blogs, and project areas.”


The intranet also includes a news research tool, an SMS messaging tool, a currency converter, Web statistics, and a world clock.

In addition, the intranet houses numerous community portals, including ones for marketing, HR, and finance. Access to some communities is restricted, meaning unapproved users simply won’t see any links to that community.

VODAFONE COMMUNITIES (SELECTED)	
Name	Purpose
Supply Chain Management	Offers supplier information, best practices, product catalogues, and workflow functionalities
Performance Management System	Contains all information relating to the company’s internal performance-review process, including business rationale, process overviews, forms and guidelines, and instructions
Finance Academy	Provides information and tools for managing one’s professional and career development
Executive Collaborative Space	Supports Vodafone’s top executives by allowing them to share information in a highly secure Web environment.
Global Roaming Portal	Maintains a consistent source of information about roaming for customer care centers



Pictured: The homepage for a Vodafone community dedicated to helping Vodafone business units migrate their content to the new intranet.


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[News](#)
[Our Company](#)
[Our Marketplace](#)
[Our Workplaces](#)
[My Job](#)
[Working Together](#)
[Knowledge Store](#)

Default View | People finder | Vodafone Group | Search Vodafone Intranet | Advanced Intranet Search

[Home](#) > [My Job](#) > **My Career and Development**

Back to My Job

My Profile

My Work Resources

My Career and Development

- Global Career Web
- Learning & Development
- What Development Do I Need?
- What Development is Available?
- Performance Management
- Inducting new starters

My Admin

Managing my Team


My Well-being

Welcome !

My Career and Development

The pages in this section provide all the information you'll need to manage your Learning and Development at Vodafone.


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Within this section you will find tools to help you and your manager to assess your Performance Needs. These tools cover all your requirements for self assessment such as PBQ, 360 and links to the Performance drivers. Information on the Performance dialogue process can also be found here.

[What Development do I Need?](#)

What Development is Available?



In this area you will find a range of development options available to you as an individual or manager within our business. These development options can be tailored to your preferred learning style.


[What Development is Available?](#)

VGS Career and Development

Welcome to Career and Development

At Vodafone Group Services, we're committed to "Building the Best Global Team", to help our business meet the challenges it faces in an increasingly competitive environment. Help us achieve this by managing your own learning and development. We've designed this site to support you in this.


Inducting new starters



It's important that every new person joining Vodafone, or even just a new team, gets the best possible support and information to get them up and running with confidence.

[Inducting new starters](#)


Performance Management



The key objective of Performance Management is to develop high performing individuals who in turn deliver a high performing business. Performance Management is a business process. We are introducing a new global Performance Management system in Vodafone Group Services (VGS) in 2005.

[Performance Management](#)

Learning & Development



"Whatever you are, be a good one." Abraham Lincoln. Use this site to find out more about learning resources, opportunities to develop your skills and how to support the learning and development of your direct reports.

[Learning & Development](#)

Vodafone Global Rotation Programme

Vodafone Global Rotation Programme

Going places? You could be.

[Read more](#)

GP&S Job Offers

05-04-04

Link to Job Offers on Global Career Web


Thank you for your interest in career opportunities within Group Marketing and Group Technology & Business Integration. All of our current vacancies are now advertised on the Global Career Web under Vodafone Group Services.

[Link to Global Career Web](#)

Meet the Customer

02 May 2005

Posted by HR




The Meet the Customer programme (MTC) is a vital part of our key business goal, to put the customer at the heart of everything we do in our day-to-day business within the Vodafone Group; it reflects our Passion for Customers, and goes hand in hand with our Passion for Our People and

Passion for Results.

[Read more](#)

eLearning in the UK

UK Aspen eLearning




Aspen allows you to search for timely information, exchange ideas with peers, and perform all of your training in one place. From the career tab in myWorld, click on Aspen UK e-learning, from here you can search for learning activities, register yourself and learn!

[UK Aspen eLearning](#)

eLearning


eLearning



This is an exciting time for Vodafone. New technologies, products and services are constantly emerging. Learning is vital in maintaining our pace of innovation, our ability to manage alliances and the quality of our processes and market proposition.

ASPEN is a global application for managing learners and training resources. It has a tool for developing high quality learning content. Its Virtual Classroom System (VCS) enables live and collaboration learning over real-time web-based sessions. Contact your learning department to find out more.

[e-Learning](#)


 Vision and Values

Pictured: Vodafone's *My Career and Development* community gives users information and resources for continuing their professional development.

USERS

Vodafone Group plc has about 70,000 employees located in 27 countries.

USER TASKS

Some of the Vodafone users' most-popular intranet tasks include:

- Find people and experts with specific skill sets in the corporate directory
- Update their personal profiles
- Search the intranet and related collaboration, discussion, and document management systems
- Watch the latest Vodafone Group news on VTV
- Read company and industry news
- Participate in communities
- Access HR forms for such things as performance management, leave, new starters, or a termination checklist
- Obtain facilities information, including available meeting rooms (which can then be booked), car parking, and health and fitness facilities
- Read global and local policies, including safety advice, corporate identity/design standards, and communications guidelines
- Find office locations worldwide, including road maps and timetables
- Access information about Vodafone's project management methodology
- Read about career and development opportunities
- Access intranet-based tools and applications
- Find intranet-based social clubs and interest groups, such as *Vodafone Sports*
- Find information about new customer products and campaigns
- Conduct or participate in surveys and polls
- View the local lunch menu

BACKGROUND

In September 2001, Vodafone's senior management team made a strategic decision to more rapidly Web-enable the enterprise. To facilitate that, two of the board members, Brian Clark, now the HR director for Vodafone Group, and Thomas Geitner, the chief technology officer, sponsored the creation of the Global Web Enablement (GWE) department. GWE's mission was to drive the design, development, implementation, and operational management of the Vodafone core communications and collaboration infrastructures, such as the VPN, mail backbone, email systems, intranet Web applications, and other projects.

At the time GWE was formed, Vodafone had just finished a series of major acquisitions. The two events were closely related, says Hessler. "GWE was at the

forefront of exploring how to work effectively with sixteen formerly independent, local operating companies.”

One of the first moves was to establish a shared IT infrastructure and architecture. Initial work included standardizing on Microsoft email clients, creating a VPN—including a secure email backbone—between all majority-owned operating companies, and introducing one, global instance of Microsoft Active Directory.

Only then did Vodafone begin its intranet project. “At that point in time, more than fifty local intranets and several hundred micro-sites existed within Vodafone Group—all built on different architectures, with different hosting providers, and application development capabilities,” notes Stefan Delater, head of demand management.

By April 2002, the intranet team had evaluated software vendors and selected a product, to be implemented by a systems integrator. The initial intranet went live for a pilot group of 400 employees in Germany and Britain. “The following months were used to gain experience with the platform and its applications, and to prepare for the global launch,” says Hessler. The intranet team especially had to iron out problems relating to intranet performance, and access and sign-on, given the heterogeneous network topologies. Such issues were solved on a country-by-country basis.

As the project progressed, the intranet team introduced a governance and operations model, and honed the information architecture through extensive user testing.

DESIGN PROCESS AND USABILITY ACTIVITIES

During 2002, the redesign team conducted an early concept user test, “designed to solicit feedback from representative users of the intranet pilot to validate preliminary design concepts,” says Curran. Seven employees participated in the UK, and three in Germany. “In addition to question and answer inquiries, participants were asked to complete a number of tasks including locating and sorting content items, and navigating a PowerPoint wireframe prototype.” A graphic treatment of the proposed user interface design was also presented to stimulate conversation with users. All results were used to create subsequent prototype design iterations.

In September 2002, the intranet team brought in four employees from the UK and Italy to evaluate an HTML prototype, and later in the month, tested the final site.

April 2003, the first version of vista launched for all of Vodafone Group’s roughly 70,000 employees. “Since then, the platform and applications have been subject to continuous updates to introduce functional and technical improvements,” notes Böcking.

In March 2004, for the first major intranet redesign, the intranet team conducted user tests—both group sessions and in-depth interviews—at four Vodafone operating companies in Europe. The tests included about seventy users with a wide range job positions, seniority levels, and intranet usage habits.

Throughout the redesign, the intranet team took pains to verify results for all of Vodafone’s operating companies. “All of our design activities were cross-checked with our operating companies. While this increased the complexity of the process it added significant value and experiences from many different markets,” says Curran.

The result was an intranet with improved visual appeal, ease of use, accessibility, and consistent branding. In April 2004, the Vodafone intranet became the default homepage for all of Vodafone.



Pictured: The first version of the vista homepage. Main goals for the redesign included reducing the size and prominence of the global header, plus giving more space to actual content, lightening and streamlining the design, and introducing icons in the top-level navigation to create a more engaging user experience.

TIMELINE

- September 2001: Global Web Enablement (GWE) department formed to Web-enable Vodafone.
- April 2002: Launched a pilot version of the intranet.
- June–October 2002: Conducted tests on information architecture and user interface design.
- April 2003: Launched intranet for entire organization.
- March 2004: Redesigned user interface, including the page header, toolbar, breadcrumbs, footer, and portlet skins.
- April 2004: Vodafone intranet became the default homepage group-wide, for more than 65,000 employees.
- July 2005: Launched Vodafone *Mobile Portal*.
- October 2005: Content from ten out of seventeen Vodafone operating companies fully migrated to the Vodafone intranet; all local legacy intranets, infrastructures, and platforms were shut down.
- April 2006: Target date for completing migration of content to vista from another four Vodafone countries.

RESULTS

By October 2005, ten out of the seventeen operating companies targeted for content migration had completed content migration to vista. Those companies are Vodafone Australia, Egypt, Greece, Hungary, Ireland, Spain, Malta, Portugal, New Zealand, plus Vodafone Group Ltd. The remaining companies—in Germany, Italy, the Netherlands, Japan, Romania, the Czech Republic, and the UK—anticipate completing their migration by the spring of 2006.

Thanks to this migration, “vista has replaced hundreds of local, global, and functional intranet sites and is now the single point of entry to both local and global content and information for all 70,000 employees in nearly twenty countries,” says Delater.

The decision to maintain a single Vodafone intranet is paying off. By the beginning of 2005, the intranet had already surpassed 1.5 million hits per day, and with continued migration of legacy intranets to vista, hits are expected to grow monthly by 10%.

The content repository already contains over 25,000 documents, and continues to grow.

With each new company that migrates onto the intranet, the design team gains more proficiency. For example, just eight weeks after Vodafone finalized its acquisition of two companies in the Czech Republic and Romania, “both companies were fully connected to the intranet, including single sign-on and the set-up of a local homepages,” says Delater.

Hence, despite office locations in different countries and the fact that Vodafone employees use many different languages, vista is helping Vodafone not only “enable our employees to make better and faster decisions,” says Delater, but also “driving one Vodafone culture for the company.”

Offering the Vodafone intranet platform as a shared IT service for all Vodafone companies has also helped reduce costs, since there's just a single organization-wide development effort for applications, not to mention a central hosting and support model.

The single corporate intranet also eliminates the problems Vodafone experienced with having many different intranets: duplicated content, inconsistent navigation, and inefficient processes that drove up intranet-related costs and complexity. The new intranet purposefully uses both a local language and English, to reinforce a single Vodafone company culture.

Thanks to a standardized, consistent user interface, employees can also easily navigate both local and global content, and find needed applications.

Users have access to many extremely useful applications, including People Finder, which searches information for all 70,000 employees. Another application, Expert Finder, searches for employees by expertise.

People Finder

Quick Search

Keyword (e.g. Name, Email):


Company:




OK >

> Advanced search > Help

User Profile

If your details are incorrect please contact [us](#)



Name:	Carolin L.	
Job Title:	Application Manager	
Department:	Group Technology	
Company:	Vodafone Group Services (VHG)	
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Building/Room/Campus:	Behrensbau	
vCard:	Yes	

> Back

CANCEL >

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Pictured: *People Finder*, based on a centralized, global directory, contains all relevant data for locating or contacting other Vodafone employees. Apart from standard entries like name, address, phone number, and email address, *People Finder* contains optional information such as a photo and the employee's position in the organizational structure, including access to a dynamically generated organizational chart.

Even though Vodafone standardized on one large, distributed intranet, it's also maintained 99.8% availability—an impressive feat.

LESSONS LEARNED

Insights from Stefan Delater:

Freshness counts. "Turning over content quickly is key for attracting people back to the intranet. Even so, real intranet stickiness comes from combining content with essential tools for supporting day-to-day work."

Regularly convene stakeholders. "Bring all stakeholders together on a regular basis to get buy-in and to drive decisions."

Insights from Stefan Böcking:

Don't skimp on content-related training. "Training of editors and administrators is key to ensure a content management and portal administration application is accepted and adopted by users."

Consider each application separately. "Do not follow a single dogma for integrating applications into the intranet. Actually, all integrations can work—from a simple link to deep, backend integration—providing they meet a users' expectations and maintain a seamless user experience."

Insights from Armin Hessler:

Get senior executive backing. "Senior management buy-in is critical for coping with diverse stakeholders who have different, sometimes conflicting and contradicting interests."

Pull, don't push. "Move from a push to a pull mentality. Employees should be attracted to the intranet by daily updates and interesting content that drives them to browse and search the intranet for the information they need to do their jobs."

American Electric Power (2007)

Using the intranet: American Electric Power (AEP) is one of the largest electric utilities in the US, delivering electricity to more than 5 million customers in 11 states. AEP ranks among the nation's largest electricity generators, with nearly 36,000 megawatts of generating capacity. AEP also owns the nation's largest electricity transmission system, a nearly 39,000-mile network with more 765 kilovolt extra-high voltage transmission lines than all other US transmission systems combined. In 2006, AEP celebrated its 100th anniversary.

Headquarters: Columbus, Ohio (US)

Number of employees the intranet supports:
20,000

Production facility locations: 11 US states,
extending from Michigan to Texas

Sales: \$12.1 billion (2005)

Design team: In-house (the Corporate Communications department's InterActive Media section)

Members: William Amurgis, manager of intranet strategy; Joshua McClurg-Genevese, senior interactive designer; Don DeHoff, contract Web developer; David Azusenis, senior IT software developer; Terry Cowans, senior IT systems analyst; Jim Matson, principal IT systems administrator

SUMMARY

The idea for redesigning AEP's intranet began at a New York City conference, then evolved over dinner with the help of sketches on a paper tablecloth. With this foundation, a world-class design staff, and less than \$100,000 in redesign funds, AEP went on to produce an unbeatable intranet. The intranet — dubbed AEP Now — supports AEP employees and management by enabling timely information exchange and numerous productivity enhancements.

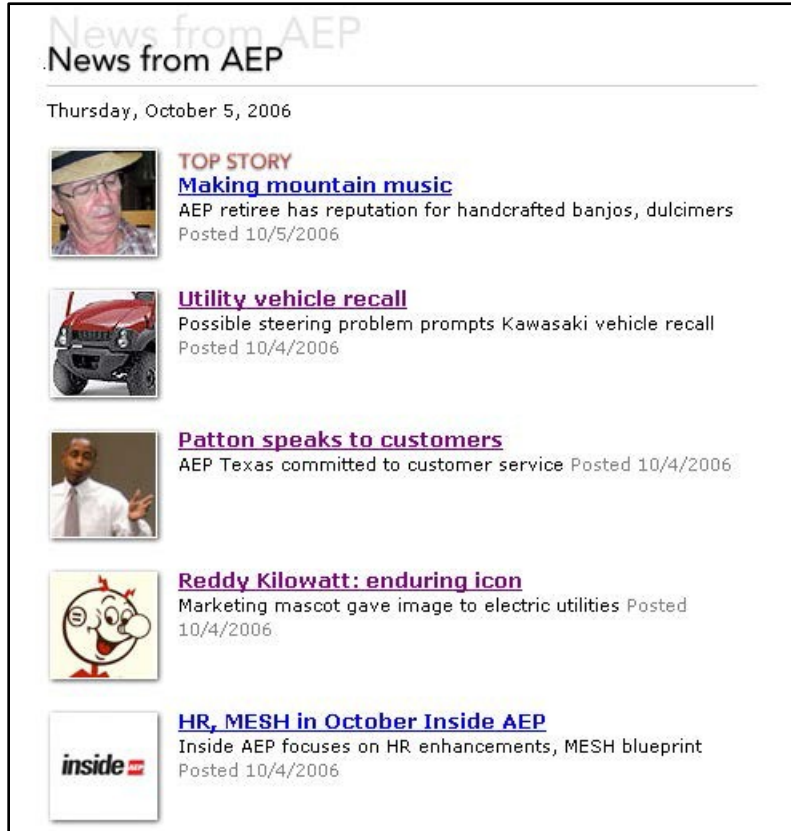
AEP's intranet is a study in how good choices help produce an excellent intranet. In general, some of an intranet designer's most difficult decisions involve choosing what to place on the main homepage. For example, if a designer concedes to every department's requests, the homepage will likely end up too cluttered, making it hard for users to easily locate what they need.

At AEP, designers carefully managed such requests, allowing only the best items — that is, those best for the intranet's actual users — onto the homepage. In the end, they chose a combination of elements that communicate, motivate, and inspire employees.

Before making those choices, however, designers visited employees in their work environment and watched how they actually used the intranet. One surprise: in more remote offices, employees relied heavily on the intranet to read the daily corporate news. (This is not at all uncommon; an intranet's most-used applications often include the news and address book sections.)

Appropriately, then, AEP Now offers internally written news at the top of the homepage in the "News from AEP" section. The heading makes it abundantly clear that the news is written by and for people within the organization. On the front page,

a clear thumbnail image — appropriate for the size allocated to it — appears with each internal story. When a story lacks a suitable image, a company logo appears.



Pictured: The homepage's internal *News from AEP* section contains the most relevant news and data, the publication date, and supporting images, along with clear titles and descriptions.

AEP Now also offers news from outside the organization that relates to employees' needs. The *News from Outside AEP* section's clearly written headlines, sub-headlines, publication dates, and sources make it easy for employees to quickly scan for relevant news and stay abreast of energy industry changes and public opinion trends.

Providing employees with trusted, third-party sources for industry information is priceless: any organization offering a public service — not to mention a basic need — must ensure that it maintains high levels of public satisfaction.

Even so, providing this viewpoint does require an investment: AEP subscribes to various individual publishers — including the [Copyright Clearance Center](#) — to legally republish external news on AEP Now. A skillful staff writer, well versed in energy industry issues, determines which wire stories are most relevant and harvests news items every day, usually taking an hour or two to scan and republish them.

News from Outside AEP

[Montana maps clean coal complex](#)

Diesel fuel and power part of IGCC plant planned in Montana Posted 10/5/2006 - *The Energy Daily*

[NERC rebuffs recommendation for faster reliability audits](#)

NERC says no to reliability audits on a two-year cycle Posted 10/5/2006 - *The Energy Daily*

[Greens blast TXU for 'irresponsible' coal plant plans](#)

Coalition takes aim at TXU's plans to build 11 new plants Posted 10/5/2006 - *The Energy Daily*

[Railroads weigh new basis fees amid federal scrutiny](#)

Federal review of railroad fuel surcharges may prompt changes Posted 10/4/2006 - *Wall Street Journal*

[Illinois governor backs electricity rate freeze](#)

Rate freeze in Illinois becomes hot political issue Posted 10/4/2006 - *The Energy Daily*

[Los Alamos breakthrough could cut fuel cell costs](#)

New class of catalysts could lower cost of fuel cells Posted 10/4/2006 - *The Energy Daily*

Pictured: The AEP Now homepage offers links to pertinent external news items, which a skilled editor harvests and posts each day.

In addition to the homepage news, the intranet's *News & Events* page offers internal and external news from the past seven days. The page also offers a link to the corporate calendar.

Pictured: Beyond the homepage news, the intranet offers a *News & Events* page with internal and external news from the past seven days. The page also includes links to the corporate calendar, a news archive (extending back to 1996, when the first intranet appeared), various internal publications, an e-mail subscription service, and more.



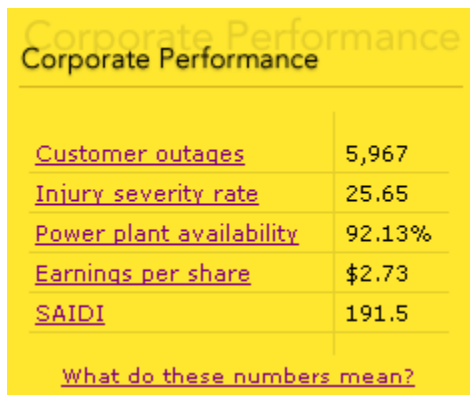
American Electric Power (2007)

Knowing that the average employee visits the intranet at least once per day, the designers took the opportunity to use AEP Now as a tool for unifying and inspiring employees. Witness the primary corporate mission statement, which appears in the upper-right part of the homepage:

Bringing comfort to our customers, supporting business and commerce, and building strong communities.

Users can click a link to read more details about the corporate mission. While displaying a mission statement might seem like a small feature, AEP dedicates a large part of the homepage — and “above the fold” real estate at that — to supporting the company’s mission, and it’s worth it. Reminding employees about the company’s goals, and unifying their efforts, helps support employees in making the right choices throughout their day.

The homepage also includes corporate performance measures, which range from the company’s stock price to injury severity rates. To obtain buy-in for listing these metrics on the intranet, the redesigners sat down with the necessary business groups and discussed the benefits of giving this data prominent homepage placement. The moves have gained widespread acceptance and even praise. For example, the head of AEP’s Safety & Health group lauded the intranet team for featuring injury severity rates so prominently, making it clear to all employees that the company takes safety at least as seriously as its earnings. Unfortunately, most corporate performance measurements (aside from stock price and the number of customers without power at any given moment) are only updated monthly. Even so, this candid look at the organization’s performance on several fronts is highly effective at helping reinforce corporate goals and indicating what might need improvement.



Corporate Performance	
Customer outages	5,967
Injury severity rate	25.65
Power plant availability	92.13%
Earnings per share	\$2.73
SAIDI	191.5
What do these numbers mean?	

Pictured: The intranet homepage includes several corporate performance indicators, from customer outages (customers currently without power) to earnings per share.

The intranet also includes lighter items to further engage employees. For starters, the *Photograph of the Day* is the first major item on the homepage. The senior interactive designer chooses the photographs, which vary enormously in subject matter, on the basis of quality and beauty. The designer also writes a brief caption for each image. Many of these photos are simply awe-inspiring — especially those of a historical nature. AEP has a substantial photograph repository to draw from, and the many historical images nicely supported the organization’s 100th anniversary celebration in 2006.



Pictured: The homepage *Photograph of the Day* draws from AEP's extensive in-house archive of current and historic photographs, such as this image of Thomas Edison.

The homepage also displays a *Quote of the Day* and *Fact of the Day*, which are fun, below-the-fold items. AEP's intranet manager selects these by scanning the day's business and industry news. This section also includes a link to a *Why did we choose this?* disclaimer stating that while AEP might not agree with the quote, it's an opinion from the public domain that's worthy of attention. Such efforts can help inspire employees to address or refute perceived issues; in any case, employees benefit from numerous perspectives on their industry.

Quote of the Day	Fact of the Day
<p>"We haven't found a major use of electricity for which there aren't great opportunities for savings."</p> <p>-- David B. Goldstein, director of energy programs at the Natural Resources Defense Council and a recipient of a MacArthur Foundation award for his work on appliance-efficiency standards</p> <p>Source: <i>the Wall Street Journal</i></p> <p>Why did we choose this quote? Previous quotes...</p>	<p>Compact fluorescent bulbs can often cut lighting costs by 75%, and they last at least eight times as long as regular incandescent bulbs.</p> <p>If each U.S. household replaced one regular bulb with a compact fluorescent, according to the Environmental Protection Agency, consumers would collectively save more than \$600 million a year. The energy saved, meanwhile, would be enough to light seven million homes, and the greenhouse-gas reductions from power plants would be equivalent to taking one million cars off the road.</p> <p>Source: <i>the Wall Street Journal</i></p> <p>Why did we choose this fact? Previous facts...</p>

Quote of the Day	Fact of the Day
<p>"Who wants an ugly power line? I feel if you need electricity, put it in your own backyard. It's not going to be used by us."</p> <p>-- Shirley Wilt, 60, of York Haven, Pa., who fears that AEP's proposed 550-mile line from West Virginia to New Jersey might slice through part of her 3-acre hillside property, passed down from her great-grandfather</p> <p>Source: <i>USA Today</i> (see full article)</p> <p>Why did we choose this quote? Previous quotes...</p>	<p>Demand for electricity is predicted to jump 19% in the next decade. But miles of transmission lines will likely rise just 7%, the North American Electric Reliability Council (NERC) says.</p> <p>Source: <i>USA Today</i></p> <p>Why did we choose this fact? Previous facts...</p>

Pictured: Examples of the *Quote of the Day* and *Fact of the Day*, drawn from different days.

Current weather conditions with links to five-day forecasts, national radar, and extreme weather events appear just below the homepage fold. Employees can customize weather information to any of AEP's 50 largest office locations.

At many organizations, displaying weather on the homepage would be an inefficient use of valuable space. For the electric power industry, however, weather is crucial operating information. Inclement weather often produces downed lines and outages, while extremely hot or cold weather can produce a spike in demand and tax the transmission network. No surprise then that AEP even has on-staff meteorologists to provide forecasts and identify market opportunities. Also not surprisingly, the intranet weather sections consistently see some of the site's highest traffic levels.



Pictured: Weather information is crucial for many energy industry employees.

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Begin. AEP's Mission

Bringing comfort to our customers, supporting business and commerce, and building strong communities.

[Learn more...](#)

News from AEP

Thursday, October 5, 2006

TOP STORY
Making mountain music
 AEP refines has reputation for handcrafted banjos, dulcimers
 Posted 10/5/2006

Utility vehicle recall
 Possible steering problem prompts Kawasaki vehicle recall
 Posted 10/4/2006

Patton speaks to customers
 AEP Texas committed to customer service
 Posted 10/4/2006

Reddy Kilowatt, enduring icon
 Marketing mascot gave image to electric utilities
 Posted 10/4/2006

HR, MESH in October inside AEP
 Inside AEP focuses on HR enhancements, MESH blueprint
 Posted 10/3/2006

Street Wise: "Window dressing"
 Street Wise: Utility stock movement -- "window dressing"
 Posted 10/3/2006

Dell laptop battery recall
 Check your laptop battery for Dell recall
 Posted 10/3/2006

[More news from AEP...](#)

indicates that the story includes an AEP-TV video.

News from Outside AEP

Montana maps clean coal complex
 Diesel fuel and power part of IGCC plant planned in Montana
 Posted 10/5/2006 - [The Energy Daily](#)

NERC rebuffs recommendation for faster reliability audits
 NERC says no to reliability audits on a two-year cycle
 Posted 10/5/2006 - [The Energy Daily](#)

Greens blast TXU for "irresponsible" coal plant plans
 Coalition takes aim at TXU's plans to build 11 new plants
 Posted 10/5/2006 - [The Energy Daily](#)

Railroads weigh new basis fees amid federal scrutiny
 Federal review of railroad fuel surcharges may prompt changes
 Posted 10/4/2006 - [Wall Street Journal](#)

Illinois governor backs electricity rate freeze
 Rate freeze in Illinois becomes hot political issue
 Posted 10/4/2006 - [The Energy Daily](#)

Los Alamos breakthrough could cut fuel cell costs
 New class of catalysts could lower cost of fuel cells
 Posted 10/4/2006 - [The Energy Daily](#)

Advisory panel socks EPA on soot standards
 Advisory panel criticizes EPA on fine particulate standards
 Posted 10/4/2006 - [The Energy Daily](#)

Ex-AEP trader pays to settle suit
 AEP: Issues settled long ago in regard to defendant
 Posted 10/3/2006 - [The Columbus Dispatch](#)

Southern Progress merger rumors -- they're back
 Two big Southeast utilities in merger talks?
 Posted 10/3/2006 - [The Energy Daily](#)

Reliability, cost recovery issues slow IGCC rollout
 Cost recovery, technology reliability still concerns
 Posted 10/3/2006 - [The Energy Daily](#)

[More news from outside AEP...](#)

Quote of the Day

"What we're advising utilities is that China is going to change the whole world picture. It's going to cause further delays in the U.S."

— Bob McQuinn, an environmental consultant for utilities, who notes that growing demand from China for environmental equipment for its large, expanding fleet of coal-burning power plants is driving up the cost of such projects in the U.S.

Source: [Dow Jones Newswires](#)

[Why did we choose this quote?](#)
[Previous Quotes...](#)

Fact of the Day

According to projections by Bob McQuinn, an environmental consultant for utilities, the number of U.S. power plants adding scrubbers, which cut sulfur dioxide pollution, will spike upwards in the coming years, from 8,372 megawatts of capacity in 2005 to 46,733 megawatts in 2016.

Meanwhile, China is even adding 46,800 megawatts of new power plant capacity equipped with scrubbers each year through 2016, dwarfing the rate of U.S. scrubber installations.

By 2011, China will have 50% more scrubbers installed than the U.S.

Source: [Dow Jones Newswires](#)

[Why did we choose this fact?](#)
[Previous Facts...](#)

Note: The AEP Now poll, previously located here, has moved to the right column of [The Agora](#).

Change text size: [A](#) [A](#) [A](#)


[HOME](#) | [NEWS & EVENTS](#) | [BUSINESS UNITS](#) | [TASKS & TOOLS](#) | [AEP-TV](#) | [AGORA](#)
 AEP Now is the official corporate intranet for all the people of AEP. [Learn more...](#)

Pictured: The AEP Now homepage offers extensive features, including internal and external news, *AEP-TV*, and information about the corporate mission and corporate performance, plus relevant daily quotes and photographs.


Beyond well-selected images and the written word, AEP Now also communicates via another medium: *AEP-TV*. Creating an entire corporate television channel, even with an intranet team's help, is no small feat. AEP's intranet team, however, has the support of senior management, and this makes a world of difference.

To produce *AEP-TV*, the managers of three Corporate Communications department sections — the Intranet, the Streaming Media Group, and Video Services — work together. At AEP, these groups often support each other, making *AEP-TV*'s development much easier. What also helps: the managers have similar corporate interests (communicating relevant information to employees, and helping them do their jobs) and report to the same director. Finally, AEP has its own state-of-the-art studio, built to support streaming video and live webcasts.

In all videos, the managers must ensure that they're conveying the right information and projecting an appropriate corporate image. For example, if an employee in a video is not wearing the proper personal protection equipment, such as goggles or gloves, the scene must be edited or re-shot.


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Principles of Business Conduct

AEP-TV


Video on the Web. A way to learn more about the people and places of AEP.

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Featured Videos




Canton Bill Processing
Have you ever considered where your AEP bill comes from? Meet the team that prints and processes more than 171,000 pages of bills per day.




Introduction to iPhone
Starting in 2006, AEP will deploy Voice-Over-IP (VOIP) phones to employees throughout the system, replacing a mixed bag of older PBX phone systems now in use.


Focus on Safety




Chainsaw Safety
Explains safe use of a chainsaw for AEP employees. Includes testimonial from Bill Ellison, who was paralyzed after falling from a ladder while using a chainsaw.




Circle for Safety
A quick circle around your vehicle before backing can avoid disaster.




Driving and Vehicle Safety
Explains general vehicle safety rules for all AEP employees. Includes feature on seatbelt safety profiling Canton, Ohio meter reader Jeff Smith, who's life was saved by a seatbelt during an on-the-job car accident.




Ladder Safety
Demonstrates the 5 main rules for using a ladder safely.



Office Safety
Taking a little extra care around the office can protect you and others from avoidable injury and accidents.



Security at AEP
Security at AEP is everyone's job.



Security for Line Personnel
How line personnel can reduce criminal opportunity while on the job. Includes personal safety advice for dealing with violent criminals who confront line mechanics at job sites.

[More videos from AEP-TV](#)

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AEP Now is the official corporate intranet for all the people of AEP. [Learn more.](#)

Pictured: *AEP-TV* is a joint production of three teams that are wholly invested and report to the same director.

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AEP-TV

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Video Library

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AEP Principles of Business Conduct

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Watch Video

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Produced By: Grandy, Zbacnic | Duration: 14 min 16 sec

Provides guidance to all employees when dealing with ethics and compliance issues at AEP.

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Pictured: A details page for a particular video includes options for watching the video, as well as ordering, e-mailing, or downloading it.

What better way to make a colleague feel good than by praising his or her work? The AEP intranet helps employees do this by offering online thank-you cards. Designers developed these e-cards to encourage expressions of appreciation for a job well done. Appropriately, this feature doesn't include birthdays or other life events.

This approach, and the offering itself, is beneficial for several reasons, including:

- Often, employees don't have the opportunity to thank a colleague in person, but will do so in an online setting.
- The recipient is notified by e-mail, but the cards can be made public. As a result, those thanking someone can also let others — including managers — know about a job well done.
- Offering the cards reminds people to thank colleagues, even if they don't actually send a card.
- The cards are attractive, and relate to the energy industry and energy jobs: they show power lines, cranes, and even someone working high atop a pole. In other words, the card images are not just generic smiles, hearts, and flowers.
- The interface for sending a card is fast and easy.

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Thank Someone

You are here: [AEP Now Home](#) / [Agora](#) / [Thank Someone](#)

[Thank Someone Home](#)

[Create a thank you card](#)
[View public thank you cards](#)

Step 1: Choose image

[Print this](#)

Please select a design for your card by clicking on any of the following images.

Change text size: [A](#) [A](#) [A](#)

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Pictured: Available thank-you card images are not only highly attractive, but also relevant to the energy and power industry, as well as specific jobs.

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Thank Someone

You are here: [AEP Now Home](#) / [Agora](#) / [Thank Someone](#)

[Thank Someone Home](#)

Create a thank you card
[View public thank you cards](#)

Step 2: Personalize card

[Print this](#)

Please identify the recipient(s), sender, and message for the card by completing the form, below. Then, click on the button at the bottom of the form to Preview the card.

Name of recipient(s)

Recipient e-mail(s)

[Add from addressbook](#)
(Note: Please use the "@aep.com" format of the e-mail address; use the "Add from address book" function to discover this format for your recipients. If you wish to list multiple e-mail addresses, they must be separated by commas.)

Your name

Your message

Would you like to list this card in the public display of thank you cards?

☐ Yes, list it publicly
☒ No, send it only to the recipient(s)

Change text size: [A](#) [A](#) [A](#)

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Pictured: After selecting a card image, users fill in a simple form, indicating the recipient, sender, sentiment, and whether the card should be made public.

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Thank Someone

You are here: [AEP Now Home](#) / [Agora](#) / [Thank Someone](#)

[Thank Someone Home](#)

Step 3: Preview and send

[Print this](#)

Please preview a smaller version of the thank you card, as shown below, then click the button at the bottom of the page to send the card.

To: William Amurgis
Joshua

Thank you William.


This card will NOT be publicly viewable

Change text size: [A](#) [A](#) [A](#)


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Create a thank you card
[View public thank you cards](#)

Pictured: A final preview screen allows a sender to proof the card and adjust whether the card will be public or private.



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Thank Someone

You are here: [AEP Now Home](#) / [Agora](#) / [Thank Someone](#)

Thank you for thanking someone  [Print this](#)

Your thank you card has been created, and an e-mail has been sent to the recipient(s) with a link to the card.

If you wish, you may now [view the card](#) as your recipient(s) will see it.

[Thank Someone Home](#)

Create a thank you card
[View public thank you cards](#)

Change text size: [A](#) [A](#) [A](#)

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Pictured: After sending the card, a confirmation screen thanks the sender — a nice touch. The sender can also view the card as the recipient will see it.

To: William Amurgis
From: Joshua



Thank you William.

[Print this card](#) | [Learn more about AEP Now's online thank you cards.](#)

Pictured: The e-card process is complete when the recipient sees the card with the image, sentiment, and sender's name.

The site includes one special feature at the bottom of intranet pages. Designers added a *Change text size* option, remembering that with an aging workforce comes a collective deterioration in eyesight. This is a highly useful feature, as anyone over 40 will generally attest.

Change text size: [A](#) [A](#) [A](#)

Pictured: Designers added different sized A's to the bottom of all intranet pages, making it easy for people to view the text in a larger or smaller size.

In closing, AEP's intranet benefits come from thorough planning, management support, and its designers, who have both substantial design expertise and wide-

ranging industry knowledge and experience. AEP Now informs and inspires employees, beginning on the homepage and continuing throughout the site.

URL AND ACCESS

The intranet's URL is <http://AEPnow/>. "The name was chosen 10 years ago, at the intranet's inception, to emphasize the immediacy of the medium relative to print," notes William Amurgis, AEP's manager of intranet strategy. By default, AEP Now is the start page for all employees' browsers, though they can change the start page.

To better communicate the intranet's purpose, and hopefully retain users, the intranet prominently features the word *Begin*. "Even if employees open their browsers with the intent of going elsewhere, we wish to convey fresh, compelling information before they continue on their way," says Amurgis.

An abridged intranet version is also available on the internet (<http://AEPnow.com/>), and features news and benefits-related information. This site, however, is maintained separately, and often results in duplicate effort. "Our goal in 2007 is to enable access to the internal version from the outside, and also to create a mobile version optimized for handheld devices such as the BlackBerry," he says.

CONTENT MANAGEMENT

CMS, Templates, and Directing Design

The AEP content CMS is largely custom-developed. Still, the database-driven CMS evolved organically, and is due for a redesign.

To modify content, content managers either use custom administrative interfaces or directly edit individual Web pages.

Departmental sub-site owners maintain their own intranet portions; the intranet team recommends that they use Macromedia Contribute, and several dozen currently do. "This page editor enables site owners to maintain the content of their sites, but shields them from altering the design or navigation," says Amurgis.

As this arrangement suggests, the core intranet team is somewhat separate from the sub-site teams. "I manage the core intranet, which consists of broad, corporate information, while the business units are responsible for their own sub-sites," he says. Some business units request direct help from the core intranet team. Others use templates designed by the core intranet team, while still others completely build their own sites — and occasionally restrict access to members of their own business unit. "More often than not, though, business units come to us and ask us to build their sites," he says. That approach is preferable, since it ensures greater consistency of intranet page design.

Manual News Feeds

In terms of the outside news featured on the site, the team intentionally eschews automated news feeds. "We subscribe to news services, and pay for the rights to republish news, but we choose and cut/paste the stories ourselves," says Amurgis. "I've never seen an automated news feed that I really liked. Either the volume was off — too much, too little — or the display was convoluted. I prefer our manual approach. To me, there's no automated replacement for a skillful editor who knows the key issues and can determine which stories are most relevant."

For harvesting and republishing stories, Amurgis says AEP maintains agreements with the Copyright Clearance Center and various individual publishers. One AEP Corporate Communications staff member — who's not actually part of the formal intranet team — harvests stories daily. "Personally, I love that we're able to offer so much external news, since many of the company's decisions are understandable in the context of broader developments within our industry or the economy. We don't operate in a vacuum, and public opinion is vital to us since we offer a public service and a basic human need," notes Amurgis.

TECHNOLOGY

Core Technology

The intranet was built primarily using Photoshop, Dreamweaver, and .NET, and — by design — no portal software. "To us, technology is just a tool to help us achieve our vision — we never let the technology dictate the design to us," says Amurgis. "This is one reason we abhor portal software."

The intranet runs on three Web servers, each of which includes Windows Server

2003 R2 64-bit, four dual-core AMD 2.2 GHz processors, 8 GB RAM, Gigabit NIC, and load-balancing via Cisco Content Switches. According to Jim Matson, a senior architect within AEP's IT group, "content is uploaded via FTP to a central staging server where replication software pushes it out to all production Web servers." The blog and discussion environments run on Movable Type software.

Discussion of the Week

Working at AEP

What do you like best about working at AEP? That is, what aspect of your job or your company makes you proud to work here?

Posted on September 30, 2006 05:02 PM

[About Discussion of the Week](#)

CURRENT DISCUSSION

[Working at AEP](#)

DISCUSSION ARCHIVE

RESPONSES (SCROLL DOWN TO [SUBMIT YOUR OWN RESPONSE](#))

Restoring power to our customers after storms or outages from vehicles or trees. When we go out of town to help out our sister companies or another utilities, it makes the long hours and hard work very satisfying.

Posted by [\[redacted\]](#) on October 2, 2006 11:20 AM

Just the reputation that AEP has worked to get and being part of that.

Posted by [\[redacted\]](#) on October 2, 2006 03:34 PM

Tradition, I'm a 4th generation employee and I feel like I'm doing something I was meant to do, not this job in particular, but working for the company that my father, grandfather, and great grandfather all worked for.

Posted by [\[redacted\]](#) on October 2, 2006 07:51 PM

After working for other companies with a 'work is all' mentality, AEP's attitude towards family is a wonderful change. I love my job - but I love my family too. It's much easier to keep everything balanced with company support.

Posted by [\[redacted\]](#) on October 3, 2006 09:06 AM

We care about our environment. We care about our employees. We care about our fellow electric utility companies that need our help. We recognize that we are a leader in the electric industry and when our help is sought, we give it freely, willingly, and without bias to the fact that the asking utility might be our competition. As a result, we've earned and have received the respect and admiration of other utilities that know beyond doubt that help is there when they ask for it.

We recognize that our linemen and professional personnel are some of the best in the industry; and, we don't hoard them to ourselves when other utilities are in trouble during storm restoration anywhere in the USA. We stand with, not above those utilities and treat them as our equals. All the positive comments I receive from folks who see all this, makes my heart proud; and even more, it makes me proud to say I'm a part of it.

Posted by [\[redacted\]](#) on October 3, 2006 09:10 AM

I'm proud to work here because my impression is that we (the company) provide an essential service, conduct ourselves ethically, and are pretty darn responsive to customer needs. Having just come through a very challenging period on a personal level, I also want to say that the people of AEP -- at least those with whom I interact most directly day to day -- have got to be among the most caring and supportive people anywhere.

Posted by [\[redacted\]](#) on October 4, 2006 01:15 PM

RESPOND TO THIS QUESTION

Name

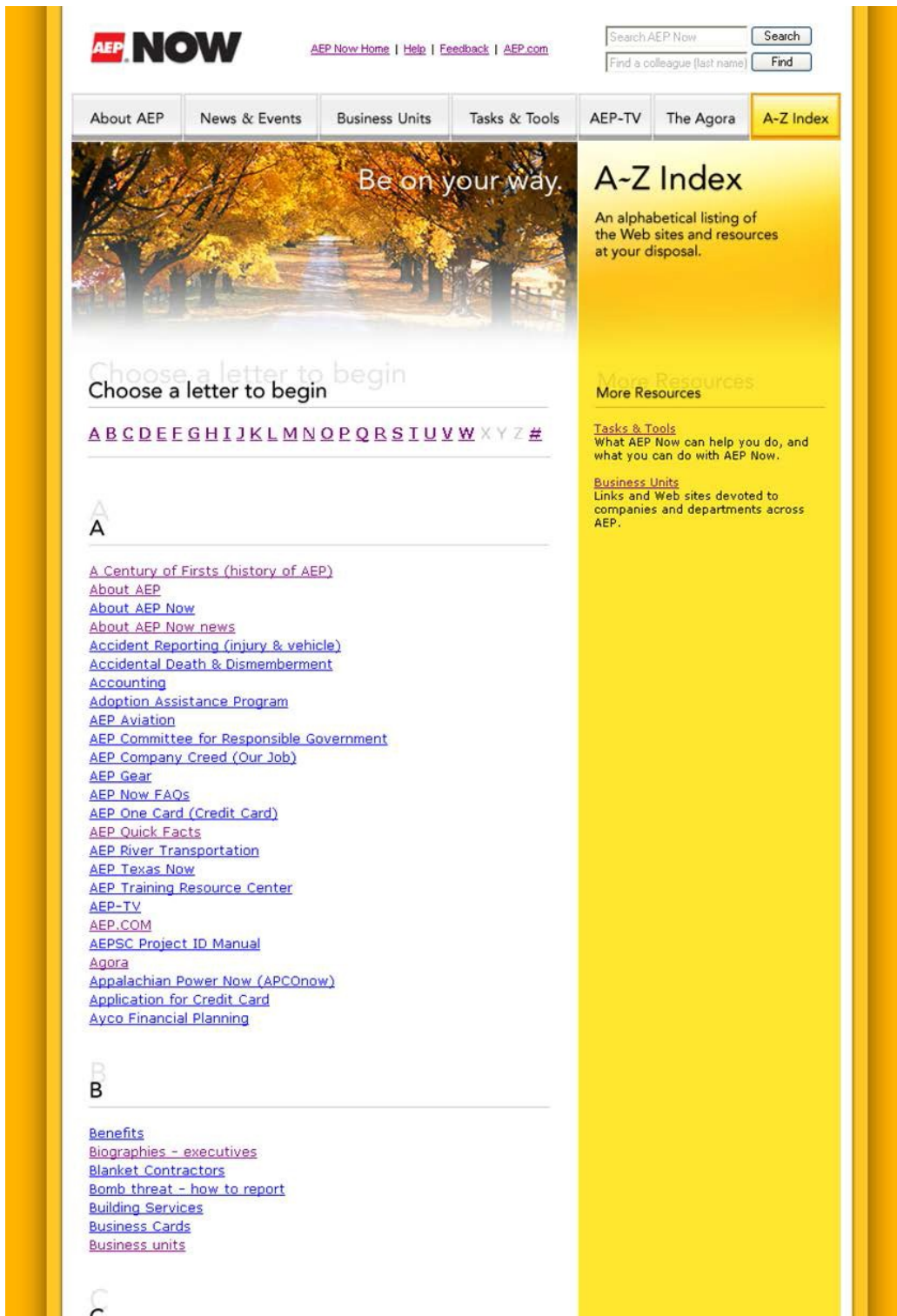
E-mail Address

Comments

Pictured: The *Discussion of the Week* page, showing several responses to the week's question. AEP uses blog software to manage the discussion, and pre-fills an employee's identity to avoid potential abuse.

The site's *Search* is supported by an internally hosted Google Search Appliance. How well does the appliance work? "Frankly, I'm pleased with the Google search," says Amurgis. The appliance, installed about three years ago, replaced a "substandard search" tool. Adding a feature with the name "Google" in its title was — at least partially — an attempt to win users back to intranet search, because many had grown to distrust it. In addition, "I realize there are other search tools out there, maybe even with better features, but the Google search interface is familiar and comfortable," he says.

Interestingly, the AEP intranet's *A-Z Index* and navigation regularly receive more traffic than the search box — a sign that the index and navigation are well designed for users' needs.



Pictured: The A-Z Index is an alphabetical directory of internal and external Web sites. In previous versions of the corporate intranet, this was the only form of navigation available beyond a few quick links.

Ajax Workaround for IDs

The site currently employs Ajax, albeit only behind the scenes. "In the *My Tasks & Tools* area of the *Tasks & Tools* page, we needed the ability to sense the identity of employees, in order to display their custom list of links," says Don DeHoff, AEP's contract Web developer. "Previous experience told us that if we tried to directly detect an employee's network ID by turning off anonymous access to this page, some might receive a login prompt. This was undesirable, since we wanted even those employees who did not or could not login to the network to benefit from the common tasks we listed for them."

To circumvent this problem, DeHoff hammered out a hybrid approach using Ajax. "When employees first encounter the *Tasks & Tools* page, they are presented with a message saying they have no tasks defined, and a link to *Manage your tasks*. This links to a page where we detect the user's network ID, thus eliminating the possibility of a log-in prompt on the homepage," he says.

This process also saves a cookie with the detected ID to the employee's PC. Then, on future page visits, JavaScript attempts to read the cookie. "If it finds this cookie, it requests the employee's custom task list, via an out-of-band call to a .NET page, which queries the employee's tasks from the database. These links are then displayed on the page using JavaScript to replace the contents of a tag," he says.

GOALS AND CONSTRAINTS

Goals

AEP had three specific goals for the AEP Now redesign:

- Make the site more attractive
- Decrease page download times
- Create a more coherent navigation system

Constraints

In terms of constraints, "I do not believe in constraints," says Amurgis. "Most people will tell you that time, staff, and money are key constraints. I respectfully disagree. We can always prioritize whatever resources we have, based on a clear understanding of corporate strategy and values, and postpone — or shed — work that is deemed to be lower priority. In other words, we will do as much as we can, and ensure that what we do is of the highest value."

BASIC INTRANET FEATURES

The AEP intranet offers many features, including:

- Corporate and industry news, updated several times each workday
- Market and weather feeds
- Site search, employee lookup, and an online org chart
- An extensive on-demand video library and frequent live webcasts
- Time and expense reporting, benefits management, and travel tools

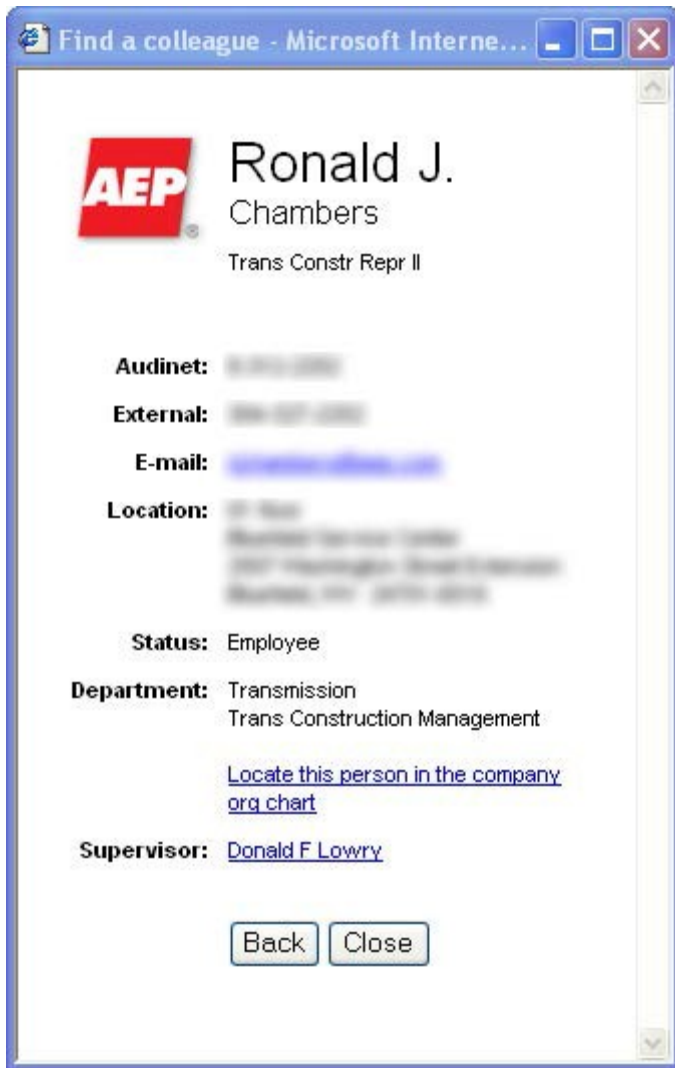
- A photo gallery and other materials to celebrate AEP's centennial
- Collaborative tools, including discussion, items for sale, and online thank-you cards

USERS

AEP has almost 20,000 employees in 11 US states, extending from Michigan to Texas. These employees run power plants, manage and maintain the power grid, serve power customers, and staff all related corporate and administrative functions.

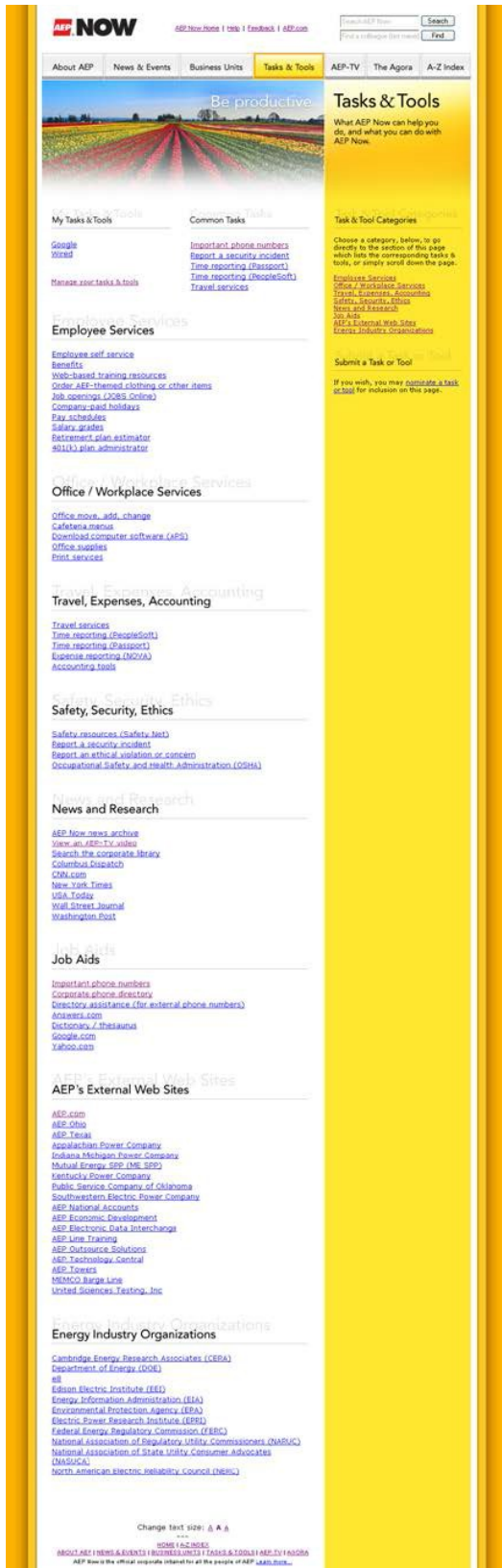
USER TASKS

"Common tasks, to me, are synonymous with corporate tasks," says Amurgis. "That is, they should appeal to everyone across the great expanse of our corporation, providing value to all while also instilling the sense that we are all part of a larger whole." Accordingly, all intranet features, including news, the stock price, *AEP-TV*, *About AEP*, *Find a Colleague*, and the *Agora* collaboration area should reinforce the notion of a larger whole. "No matter the location — and AEP serves some very small communities — you can feel a part of the entire corporation through AEP Now," he says, adding that all the same features and content are accessible regardless of office location.



Pictured: The *Find a Colleague* page, showing the information returned after searching for a particular colleague. The page includes links to the target person's e-mail address, location in the online org chart, and supervisor.

The most common employee intranet tasks are reading the news, time-reporting (a requirement for all employees), accessing market information, and checking the weather. The business unit sub-sites support most mission-critical employee tasks, including power-outage management, power plant availability, and benefits enrollment. For the core intranet, "our focus is on the common, corporate tasks — and to be a conduit to the business-unit-specific tasks," says Amurgis.



Pictured: The *Tasks & Tools* page features quick links to the most common tasks (organized by subject area) and lets users manage their personalized links.

One of the most widely used intranet features is company, industry, and market news. "News stories are posted several times a day, from both internal and external sources," says Amurgis.

One especially innovative feature is the *AEP-TV* streaming video library, which includes more than 500 archived videos, ranging from vintage company commercials to safety techniques to interviews with key company officials. "We also stream live webcasts to all employee desktops, such as call-in discussions with our executives whenever we release quarterly earnings," says Amurgis. The company's extensive network bandwidth resources help make all of this possible.

The company typically runs a new, live webcast once a month. The chief executive officer also hosts occasional town hall meetings, and takes live call-in or e-mail questions from employees. (The intranet team attempts to answer outstanding questions in a subsequent news story.)

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AEP-TV

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Ethics

Ethical decision-making, training, compliance and diversity.

[A.C.T. with the Power of Integrity](#)
Ethical behavior is as simple as A.C.T. - Analyze the situation; Consider the consequences; Take appropriate action.

[AEP Principles of Business Conduct](#)
Provides guidance to all employees when dealing with ethics and compliance issues at AEP.

[Diversity - Everyone Counts](#)
Dr. Roosevelt Thomas discusses how diversity helps unlock potential in pursuit of organizational objectives. The Diversity program is managed by Human Resources.

[Diversity Message from Mike Morris](#)
AEP President, Chairman and CEO Mike Morris discusses the importance of employee diversity at AEP. The Diversity program is managed by Human Resources.

[FERC Standards of Conduct](#)
Standards of conduct govern the relationship between the transmission provider and marketing units/energy affiliate.

[Our Job - The AEP Company Creed](#)
AEP legendary leader George N. Tidd wrote "Our Job", the AEP company creed, in 1934. Through the wonders of modern technology, Tom Holliday interviews Mr. Tidd to learn how these values still apply.

[Rules of the Road - Ohio](#)
The Ohio Code of Conduct governs the interactions between the AEP Ohio regulated electric utilities and AEP affiliates.

[Rules of the Road - Texas](#)
The Texas Code of Conduct governs the interactions between the AEP Texas regulated electric utilities and AEP affiliates.

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Live Webcasts

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Pictured: A view of the *AEP-TV* video library, with ethics-related videos highlighted. Each video teaser contains a thumbnail image and a brief description.




Pictured: Stills from the "Principles of Business Conduct" video. In this video, children build and operate a lemonade stand while the moderator explains how any business — regardless of size — must adhere to such basic principles as safety, respect, and trustworthiness to be successful. The dedicated *AEP-TV* group helps maintain high video production standards.

Other interesting features include a facility database containing maps to company offices; *Find a Colleague*, which includes direct links to supervisors' and colleagues' positions in the company org chart; and various new collaboration tools, including online thank-you cards. While no section is dedicated solely to new-employee orientation, "a new section in our redesign, *About AEP*, is partially intended to acquaint new employees with our company," notes Amurgis.


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About AEP

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AEP facility database

[Print this](#)

Please choose a state from the pulldown menu, below, then click the Go button to view all the occupied (manned) facilities within the state. Then, click on the name of any facility to view a map of it.

State

Displaying 8 facilities in Michigan...

- [Benton Harbor Service Center](#) / Occupancy: 81
2425 Meadowbrook Rd., Benton Harbor, MI, 49022
- [Buchanan Nuclear Generation Headquarters](#) / Occupancy: 133
500 Circle Drive, Buchanan, MI, 49107
- [Buchanan Service Center](#) / Occupancy: 27
606 Redbud Trail, N., Buchanan, MI, 49107
- [Cook Nuclear Plant](#) / Occupancy: 1056
One Cook Place, Bridgman, MI, 49106
- [Cook Plant Visitors Center](#) / Occupancy: 4
Red Arrow Highway, Bridgman, MI, 49106
- [Michigan State Office](#) / Occupancy: 2
110 W. Michigan Ave., Suite 1000A, Lansing, MI, 48933
- [New Buffalo Service Center](#) / Occupancy: 6
17655 Clay St., New Buffalo, MI, 49117
- [Three Rivers Service Center \(MI\)](#) / Occupancy: 38
52807 US 131 N., Three Rivers, MI, 49093

Note: The AEP facility database consists of over 5,000 entries, and is the company's most comprehensive and accurate source of facility information. If, however, you identify any inaccurate or missing information, please use the AEP Now [feedback](#) form to tell us about it.

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- AEP facility database**

[Glossary of terms](#)
[Org. Chart](#)
[AEP Gear](#)

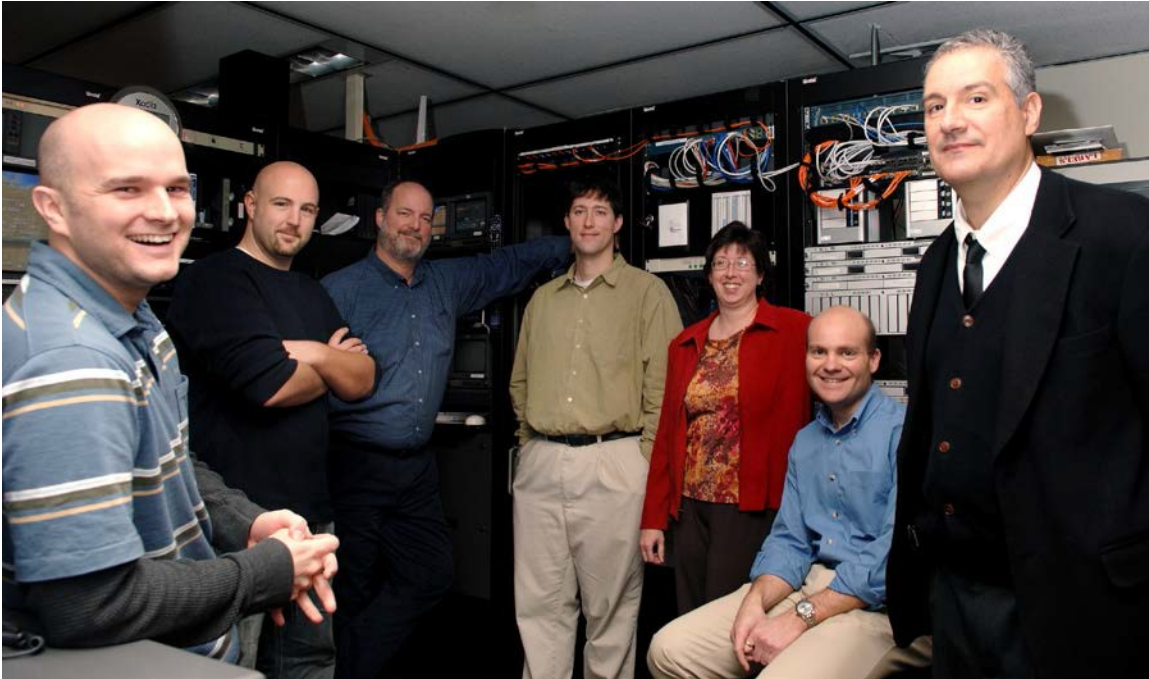
Pictured: Results from a query of the AEP facilities database, showing AEP's offices in Michigan. Each location name links to Google Maps for directions. AEP's employees repeatedly asked for such a feature, which AEP provided after it "uncovered" an existing corporate database containing the necessary information. Feedback has been overwhelmingly positive.

Pictured: The *About AEP* page features the company’s vision, strategy, executive biographies, history, maps, glossary, and more. It also helps orient new employees.



American Electric Power (2007)

INTRANET TEAM



Pictured: (from left) Joshua McClurg-Genevese, Don DeHoff, Tim Nicholson, Dave Azusenis, Terry Cowans, Jim Matson, William Amurgis

Today, AEP's core intranet team — which is responsible for the intranet's common, corporate components — consists of a manager, a senior interactive designer, a contract Web developer, and developers from the IT department. Others from IT assist with server administration and related work, and two additional Corporate Communications staff members write and post intranet news stories. The manager, however, is the only employee devoted full-time to intranet matters.

AEP's Corporate Communications group maintains the intranet and founded it in 1996 out of its Video Services group. "The folks in that section were responsible for new media — mostly video — and saw the potential of Web technology inside the company as a communications tool, and as a distribution channel for video," says Amurgis. "This section morphed into a broader Interactive Media section in 2000, as part of a company merger, encompassing print, video, streaming media, and Web."

AEP's core intranet team is, and always has been, relatively small, says Tim Nicholson, AEP's Interactive Media director. "At no time did the core group that created and maintained the site number more than about four or five people — often less."

The intranet's primary focus is, and has always been, corporate news. "I believe I can always tell who owns an intranet — IT, HR, marketing, etc. — by taking a quick glance at its front page. At AEP, the company news occupies the most prominent position, exposing Corporate Communications as the owner," says Amurgis. "From field studies and conversations with employees, we've learned that the news is the most popular part of the intranet — partly because it helps employees remain connected to the greater whole, and partly because it's always been prominent."

Simply put, he says, employees have come to associate the corporate intranet with prominent news coverage.

The intranet budget is lumped into the general Web support budget. Nicholson estimates that the annual staffing budget for the intranet and all external websites is approximately \$600,000.

BACKGROUND

AEP's intranet didn't start out as such. "The idea for an internal, online communication platform actually started back in the command-line, bulletin board service era," says Nicholson, who himself helped found AEP's original intranet. "A team of AEP employees attending an Ohio State University management program developed a plan to create an employee bulletin board system. During a visit to AEP's IT group, a young staffer scoffed at the idea and said, 'Why don't you just do an intranet?' It was the first time members of the team had heard the term, but they quickly agreed it was the way to go."

Backed by a group from Corporate Communications' Video Services section, as well as the IT department, intranet development began in 1995; it launched in 1996. "In the beginning, the site was primarily used to present company news and information, and HR information," says Amurgis. "Soon, other departments began developing their own sites, but because all Web development was decentralized, these sites varied greatly in design and usefulness." Still, thanks to centrally designed templates — which many departments used — much of the intranet's design is now standardized.

Befitting the intranet group's video roots, the current intranet sports extensive video capabilities and offerings. "We have our own studio, built from the ground up to support streaming video, live webcasts, and even links with other broadcast networks — it's quite state of the art," says Amurgis.

The company considers webcasts crucial for maintaining a two-way dialogue between senior managers and employees across the company's 11-state territory. Video is also well suited to some executives' communication styles.

DESIGN PROCESS AND USABILITY ACTIVITIES

Redesign Kicks Off in New York Diner

When the intranet first began in 1995, "any business unit could create its own site with any design and, to some extent, this philosophy still exists today," says Amurgis. "There is no corporate edict or mandate that all internal Web sites must follow the corporate template or even honor any design guidelines. However, the popularity and professional design of AEP Now tends to convince business units to adopt the corporate look for consistency. Consider it a carrot rather than a stick."

The latest redesign began "at a Nielsen Norman Group conference in April 2005," says Amurgis, which he and AEP's senior interactive designer, Joshua McClurg-Genevese, attended. "Having seen other intranets presented at the conference, and realizing that our own intranet hadn't changed since 2002, we decided then and there to begin the redesign process. We spent an evening at a diner, discussed the possible architecture, and sketched the new design right on the tablecloth — actually, it was 'table paper' — and, yes, we still have the paper."

Amurgis says that while there was no specific business driver — “we simply wanted to incorporate a new architecture, a new design, and several new features” — the redesign impetus had been brewing for months. One push was informal benchmarking; another was seeing the state of other intranets. Other companies often ask to see AEP’s intranet, and it typically lets them so long as AEP’s team can see the requesting company’s intranet as well. Amurgis says these exchanges produce a wealth of ideas.

The intranet team also regularly tracks intranet feedback, monitors Web traffic flows, and records requested pages from employees, all of which foster intranet improvement ideas.

TOP 25 SEARCHES (KEYWORD & QUERY)

For AEP Now intranet (September 2006)

	Keywords	Hits	Query	Hits
1	aep	19108	hr	6643
2	news	12112	more+news+ from+aep	6184
3	from	12074	safety	5926
4	more	12044	generation	5879
5	hr	6693	Energy+Delivery	5874
6	safety	6440	more+news+ from+outside+aep	5859
7	generation	6056	jobsonline	5858
8	help	5953	aep+now+help	5856
9	energy	5953	oms	374
10	now	5895	yahoo	297
11	delivery	5882	weather	182
12	outside	5862	yahoo.com	121
13	jobsonline	5858	jobs	97
14	com	1117	dell	93
15	yahoo	585	password	90
16	plant	486	Yahoo search	80
17	www	428	google	77
18	oms	418	password reset	77
19	of	380	cnn.com	74
20	weather	356	pso	72

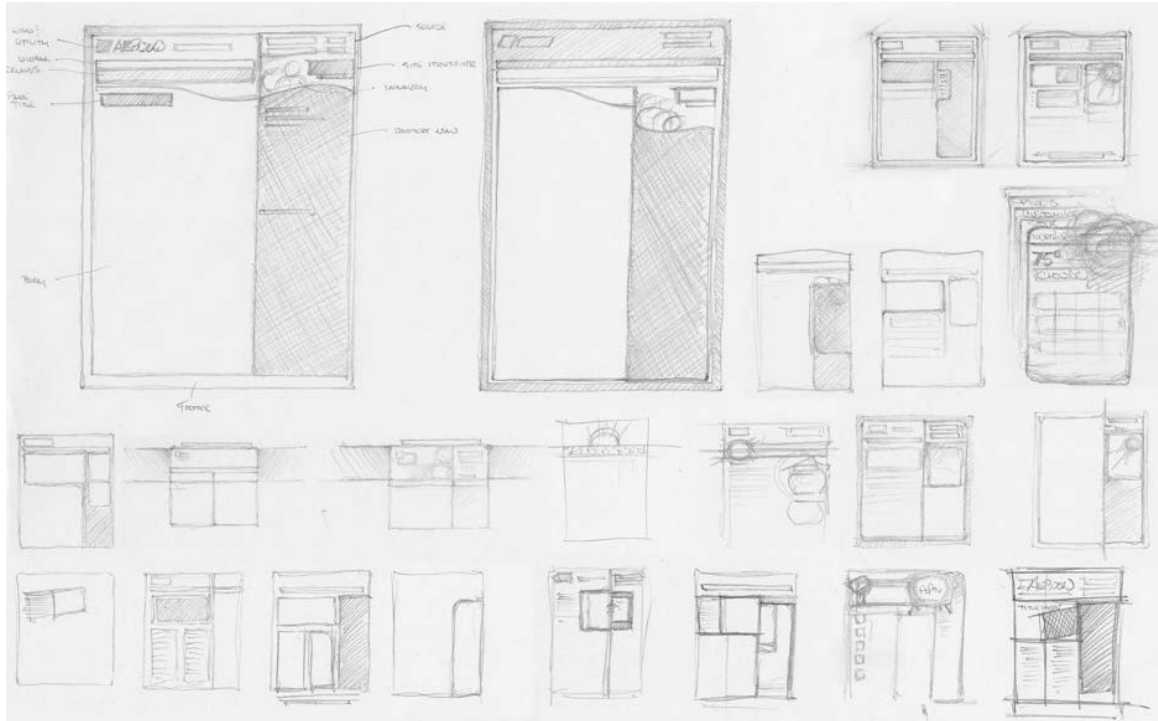
2	power	339	401k	65
1				
2	training	331	maps	62
2				
2	employee	291	peoplesoft	57
3				
2	policy	286	mapquest	57
4				
2	password	271	scholarship	52
5				

Finally, “we conducted informal field studies to see how people actually use AEP Now,” says Amurgis. “To our surprise, people in the most remote locations rely on it daily to read the corporate news.”

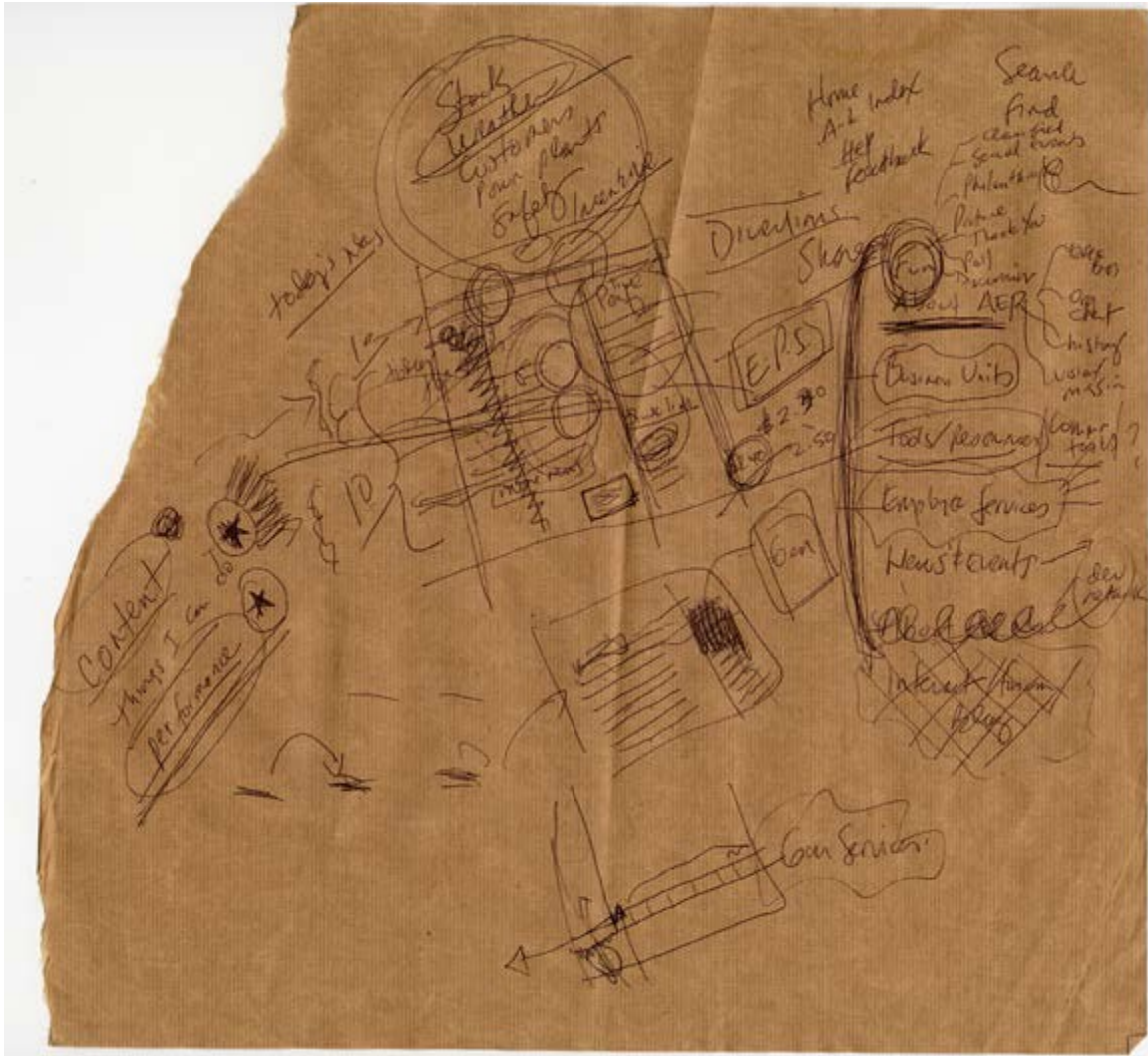
For the redesign, then, AEP had three goals: to make the intranet more aesthetically attractive, to make pages load more quickly, and to refine the navigation system. “Our previous design relied too much on its A–Z Index,” says Amurgis, “which had grown so big as to become unwieldy.”

From Tablecloth to Mock-Up

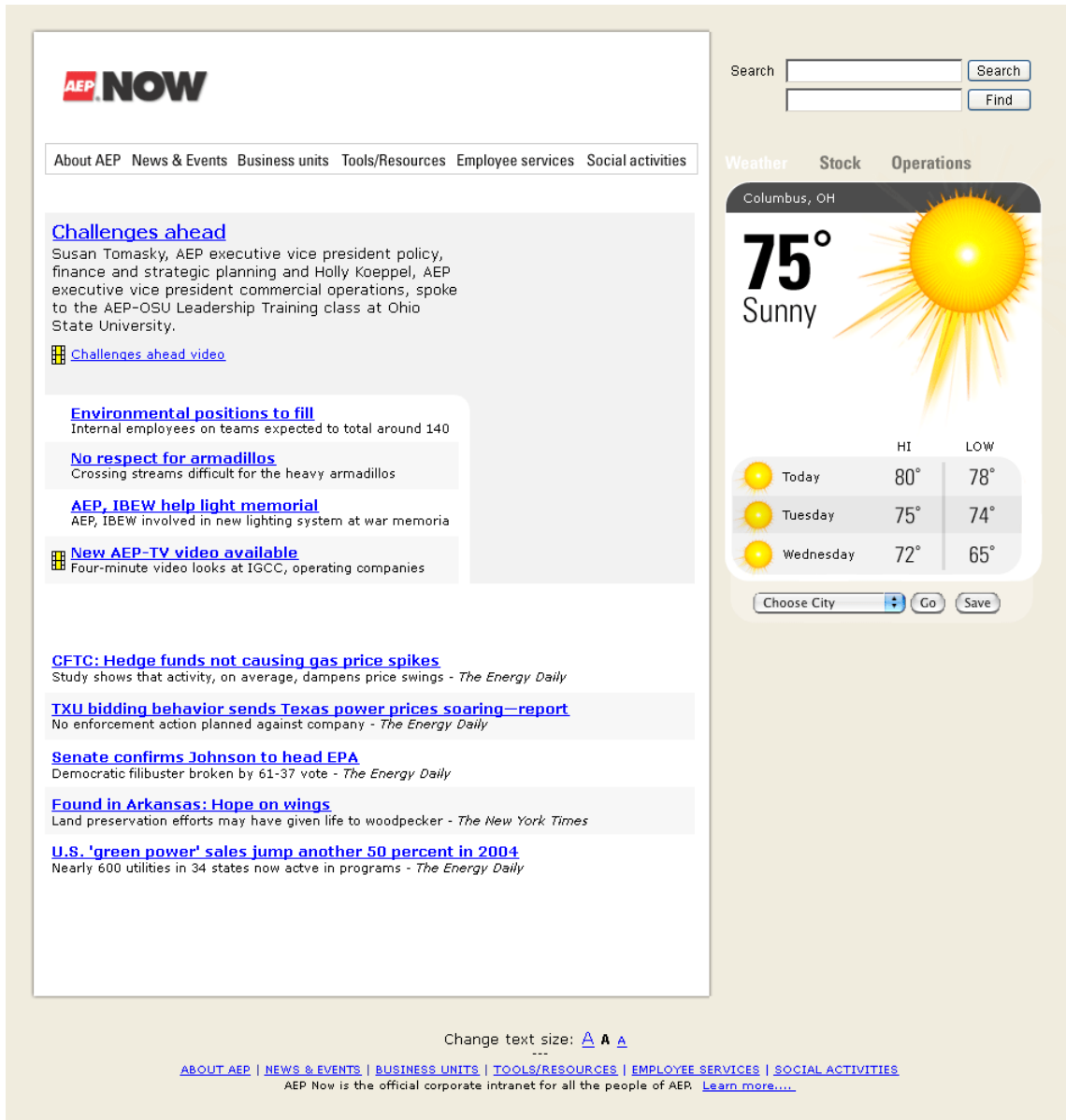
With all this in mind, the redesign began — rather spontaneously and was honed through subsequent iterations. Then, “as the design moved from a tablecloth to more professional pencil sketches to Photoshop design concepts, we began testing with employees,” says Amurgis. “We were most curious to see if they could recognize the new navigation, if the labeling was clear, and if they could perform certain common tasks. We were pleased to see that the design and navigation held up well, although we did tinker with the labeling.”



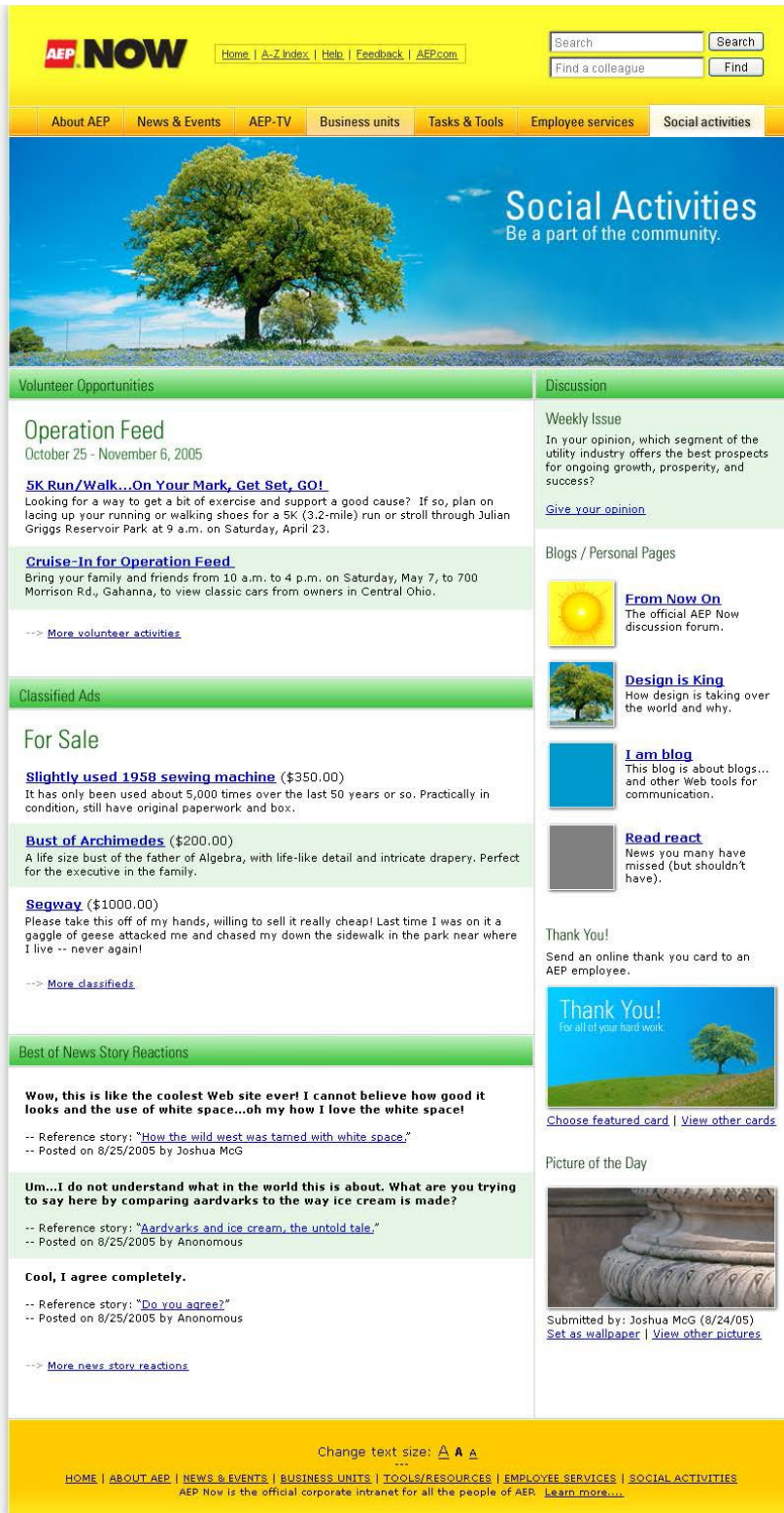
Pictured: Early pencil sketches of the new design by McClurg-Genevese, AEP's senior interactive designer.



Pictured: The original site architecture, as sketched on a New York diner's paper tablecloth. "Yes, it's a muddled mess, but this is where the redesign officially began," says Amurgis.



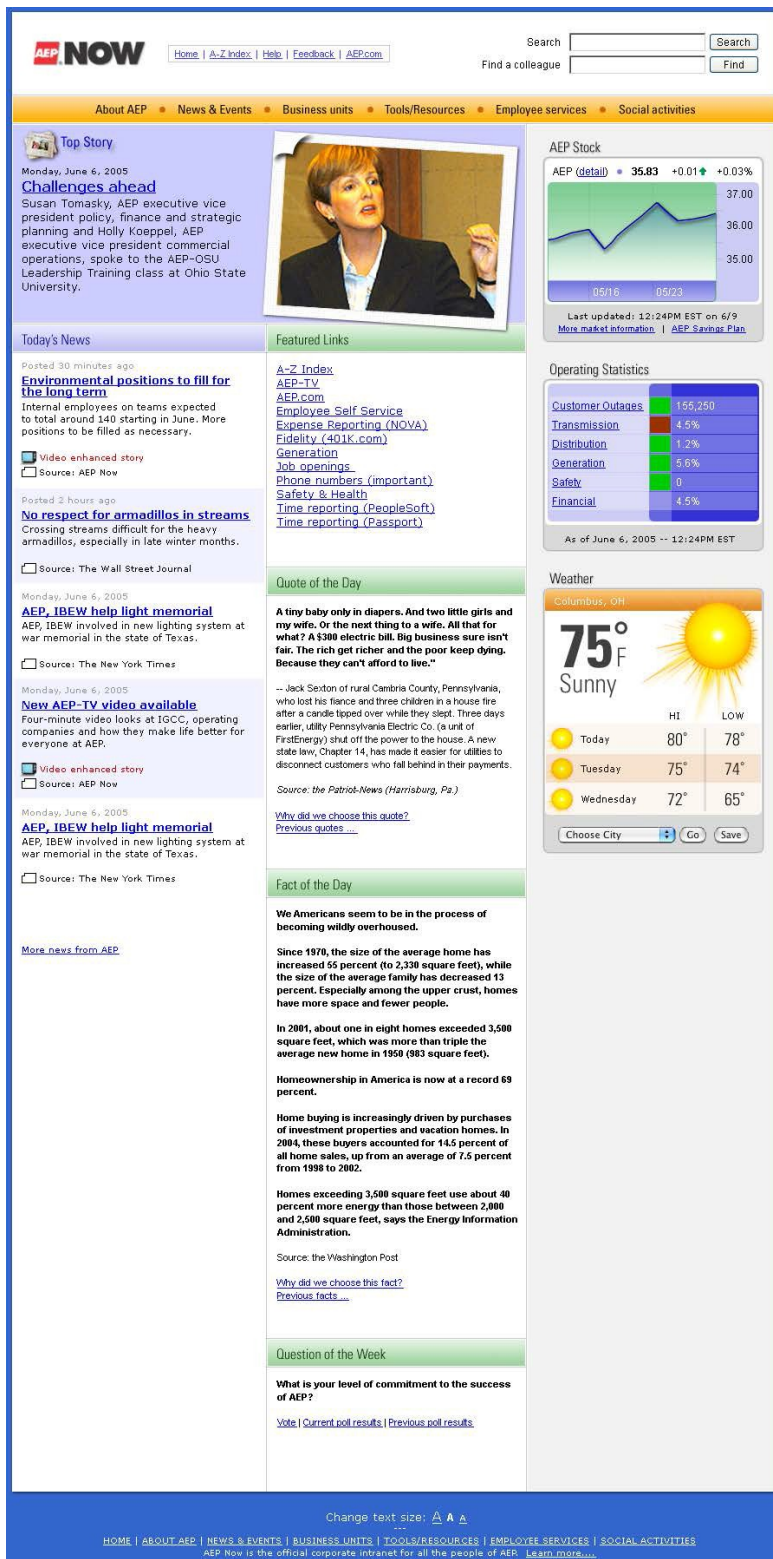
Pictured: Photoshop design iteration 1 (of 6).



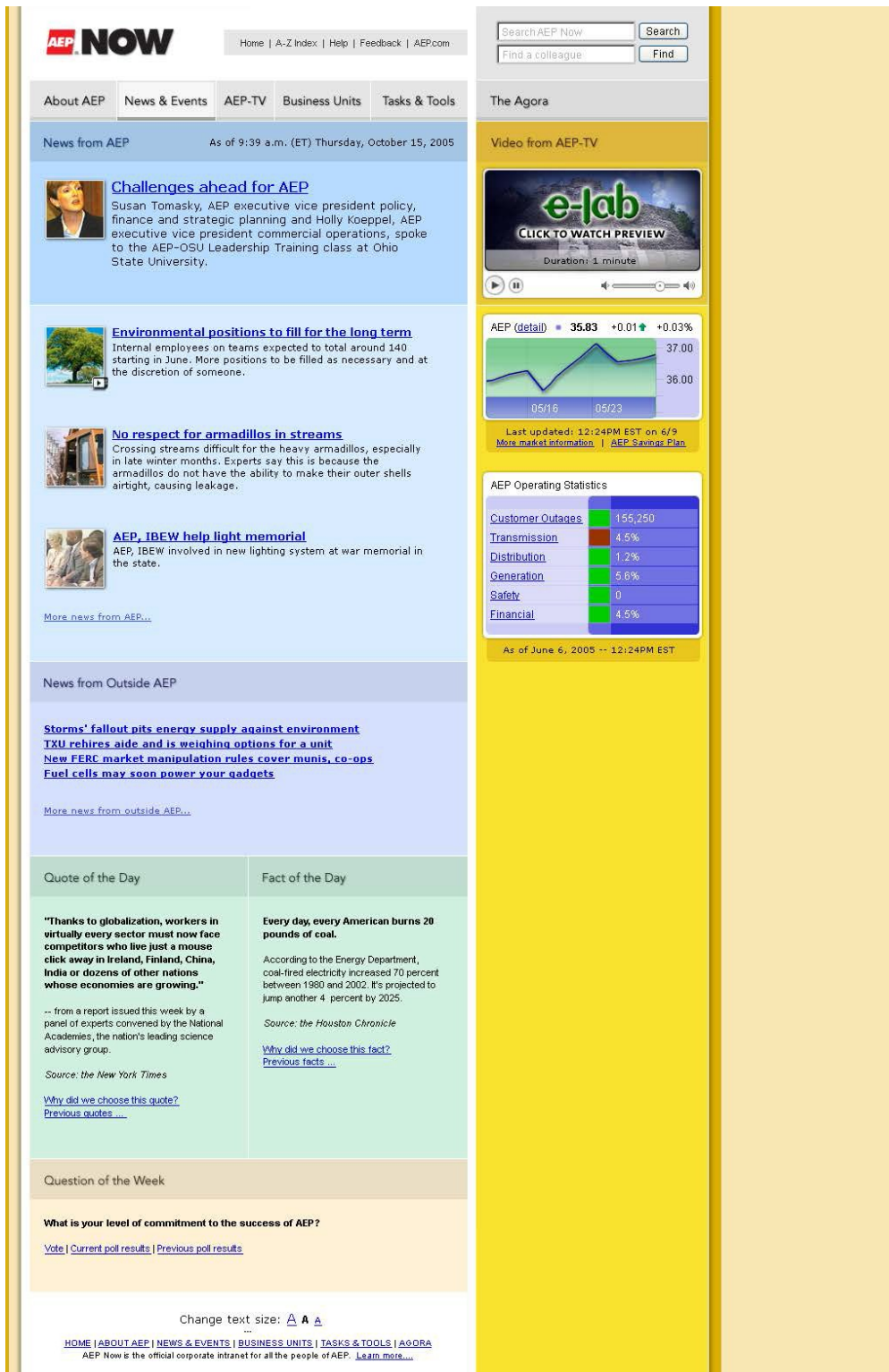
Pictured: Photoshop design iteration 2 (of 6).



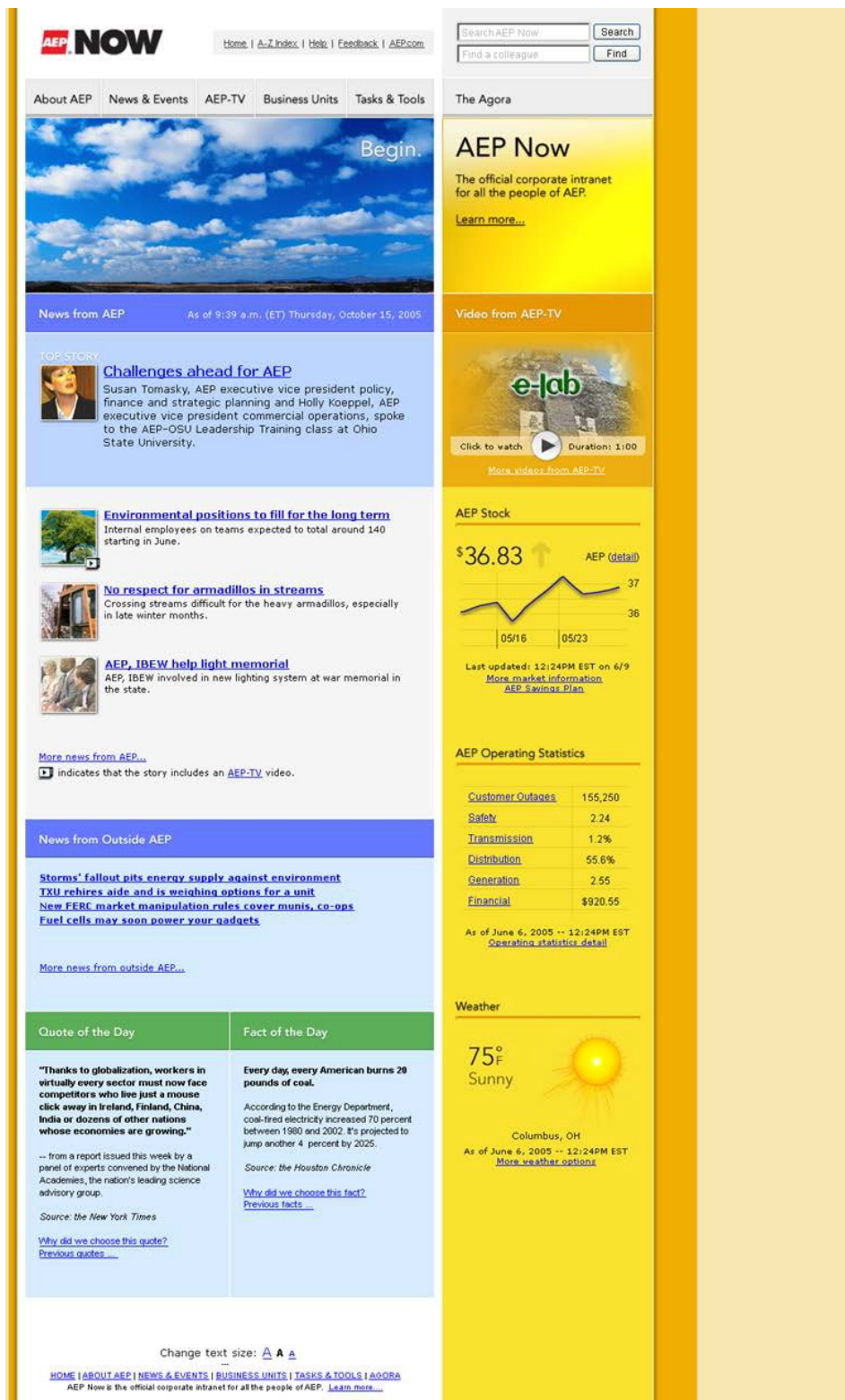
Pictured: Photoshop design iteration 3 (of 6).



Pictured: Photoshop design iteration 4 (of 6).



Pictured: Photoshop design iteration 5 (of 6).



Pictured: Photoshop design iteration 6 (of 6).

Going Greek

When tweaking labels, one interesting challenge the team faced was how to name a new collaboration space. “Admittedly, collaboration has always been an obsession of mine,” says Amurgis. “To me, the Web’s true value comes not from the availability of information, but the immediate connections it permits between people.”

Yet, what should such a space be called? The design team quickly proposed, tested, discarded, and proposed anew multiple names for the collaboration space. “We started with *Fun*, and quickly realized that many managers wouldn’t like that connotation, then moved to *Social Activities*, then *Meeting Place*, but the labeling was often misunderstood,” says Amurgis. “For example, some employees thought they could go to *Meeting Place* to schedule a conference room.”

“So, in a burst of insanity, we decided to go with a nonsense word and labeled this area the *Agora* — which, coincidentally, is the Greek word for meeting place,” he says. “When we tested it, to our surprise, employees quickly noticed this label, wondered what it might be, and — overcome by curiosity — clicked on it to find out. Once there, we define it, and they understand.”

[AEP Now Home](#) | [Help](#) | [Feedback](#) | [AEP.com](#)

[About AEP](#) | [News & Events](#) | [Business Units](#) | [Tasks & Tools](#) | [AEP-TV](#) | [The Agora](#) | [A-Z Index](#)

Be involved.

The Agora

Agora means "meeting place" in Greek, and this is the place where employees can meet, interact, and collaborate with other employees.

Discussion of the Week

Working at AEP
What do you like best about working at AEP? That is, what aspect of your job or your company makes you proud to work here?

[Discuss...](#) | [Previous discussions](#) | [About Discussion of the Week](#)

Our People

Today's Service Anniversaries

- [Joshua McClurg-Genevese](#)
Corporate Communications, Columbus Ohio, **16 Years**
- [William Amurgis](#)
Corporate Communications, Columbus Ohio, **10 Years**
- [Elizabeth Moore-Nichter](#)
Corporate Communications, Columbus Ohio, **8 Years**
- [Ronald Patterson](#)
Corporate Communications, Columbus Ohio, **6 Years**
- [Roland Vasquez](#)
Corporate Communications, Columbus Ohio, **3 Years**

[See all of today's service anniversaries](#)

[Recent new hires](#)

[Recent retirements](#)

[Obituaries](#)

Items for Sale

1969 Dodge Dart GT
Asking price: \$6,000.00 | Posted: 10/5/2006

Engine Lift, 2 Ton
Asking price: \$150.00 | Posted: 10/5/2006

2005 Ford Focus SVT
Asking price: \$6,500.00 | Posted: 10/4/2006

[View all items for sale](#) | [Add an item](#) | [Sale guidelines](#)

AEP Now Weekly Poll

Which is the biggest financial concern for your family?

☐ Debt
☐ Housing
☐ Education
☐ Retirement
☐ Health care

[Current results](#) | [Previous results](#)

Thank Someone

Show your appreciation by sending an online thank you card to a worthy colleague.

[Choose card](#) | [View other cards](#)

Pictured: The *Agora* is a place where users can take a weekly poll, participate in a weekly discussion, peruse classified ads, send online thank-you cards, and more. While initial names for the section included *Fun*, *Meeting Place*, and *Collaborate*; the team finally settled on a "nonsense" word.

HOW AEP DESIGNED ITS INTRANET

As told by Joshua McClurg-Genevese, senior interactive designer at AEP

From my perspective — as the person responsible for the visual and interaction design of AEP Now — five things especially influenced our design:

1) Fixed width

With this redesign, we replaced the previous, fluid layout with a more fixed-width design. While we believe fluid designs — designs that automatically stretch to fill the available browser space — do make full use of available screen real estate, they often cause layout issues that result in less readable, and thus less usable, content.

Often, content can be stretched too wide to be easily read, and text can wrap around images in unconventional ways, obscuring the text or prematurely forcing it off the page. Weighing these issues, and after identifying the dominant screen resolutions our employees currently use (800x600 and 1024x768) we decided to create a fixed-width design for the former dimensions to avoid any potential problems.

2) Visual dominance

We employ visual dominance techniques to create a visual hierarchy that always cues employees to their location and to the nature of the content they're viewing. So, the top-most portion of our pages are predominantly visual, and filled with graphic navigation — which is global, and therefore consistent — plus imagery to help employees understand where they are in the site, and what they will find on the page. As you move down the page, smaller graphical elements denote major breaks in content. Finally, the content itself is, of course, less graphic and more dynamic.

This hierarchical approach helps establish and maintain a visual language for best supporting user interaction.

3) More white space

White space is an underutilized Web design element. The traditional idea — cram as much information as possible above the “fold” — is a fallacy. Vertical scrolling of a page is now so commonplace as to be almost second nature. In the new design, we implemented layout constraints that maintain generous amounts of white space. We try to avoid any visual distractions, such as borders or lines. By using negative space, we also tightly confine text. All this results in a much cleaner layout, where content is the focus.

4) Consistent interactions

Consistency is a virtue, and we try to keep an employee's basic AEP Now interactions as consistent as possible, to establish and then meet expectations. For example, all forms and form elements have a consistently designed layout, and also respond to user input in the same manner. So, if employees fill out a feedback form, they should expect the same types of system responses as if they were ordering a video. This approach helps ensure a consistent, expected, and hopefully enjoyable — or at least not frustrating — user experience.

5) Aesthetic choices

For our redesign, several aesthetic decisions drove how pages ultimately look. For example, we wanted a brighter and more visually appealing aesthetic, as well as a more contemporary and friendly feel that represents the company in a positive light. Among other things, those considerations drove us to adopt a gold color palette, and to include large images on core pages.

Putting Design into Practice

How did the above guidelines — which influenced AEP’s approach to design — manifest in the intranet’s final design? Perhaps the most high-profile example involves the intranet’s navigation placement. “With Joshua’s guidance, we chose to place our navigation — located on the interior pages — to the right, rather than the left as seems customary,” says Amurgis. “Our logic was, first, when people use the browser’s print function, their printer may cut off part of the right side of the page, and we’d rather lose navigation than content. Second, the right-hand navigation appears next to the browser’s scroll bar, thereby offering a more ergonomic and economical use of mouse movements — scrolling and linking occur in the same general area.”

Launching a Preview Site

The design progressed throughout the summer of 2006. On September 7, 2006, the intranet redesign team used a news story to announce the new intranet to employees, and invited them to use a fully functional pre-production version of the site starting on September 21. “This preview period proved beneficial, as it identified some technical issues with authentication,” notes Amurgis. “Despite my unhealthy desire for collaboration, we were not permitted to allow anonymous comments from employees, so we had to authenticate them by sensing their network user IDs, and we had to develop workarounds when some people weren’t properly ‘sensed.’”

TIMELINE

- April 1995: Intranet development began.
- Summer 1996: First intranet launched.
- April 2005: Redesign began after team attended intranet design conference.
- September 2006: Employees invited to view a fully functional, pre-production version of the new site. This preview period was used to smooth out technical issues, some involving authentication.
- October 1, 2006: New site launched.
- 2007: AEP plans to make intranet available for at-home use.

RESULTS

Guiding Users Through the Redesign

The redesign launched October 1, 2006, and was “the result of many long nights, compromises, and heroic efforts,” largely involving McClurg-Genevese, the designer; Don DeHoff, the contract Web developer; and Amurgis, who focuses on content.

On the first workday after launch, October 2, the new intranet greeted employees with a top news story welcoming them to the new design, included a list of frequently asked questions (“based on questions we anticipated employees might ask,” says Amurgis) and explained new features via a guided tour with annotated screenshots of all the main pages. Subsequent content included an interview with McClurg-Genevese and Amurgis, discussing the new design.

The redesign delivers on AEP's top three redesign goals: better aesthetics, faster page-load times, and an improved information architecture. "Our new architecture — *About AEP, Tasks & Tools*, and so on — provides quicker access to key information," says Amurgis. "Of course, the new architecture also required us to fill in holes in our content, so we've added new information and applications."

Weighing Feedback

After launch, employees immediately weighed in with redesign feedback. "Some expressed affection for the new design, some lamented the departure of the old design — but nothing overwhelming in either camp," says Amurgis.

The intranet team responds personally to each employee who submits feedback, and includes in that response a brief description of the intranet team's purpose.

This approach has been extremely successful. "Most employees are accustomed to feedback going into a black hole — perhaps based on their experiences with internet sites — and expressed shock when we responded, usually within minutes," says Amurgis.

Having a good demeanor, he notes, also defuses many a criticism. "I'm amazed at how a kind response, acknowledging the employee's perspective but stating our point of view, repeatedly turns anger into appreciation — if not acceptance," he says.

REDESIGN FEEDBACK

Employee responses to "What is your favorite new feature on AEP Now, and why?" (Selected)

"I really like the new AEP today especially The Agora it will be nice to see opinions of others in the Co and I really like the sellers page. This is a good innovation. Thank You"

"How about a Wanted on the sale page?"

"I like the Picture of the Day. It's a fresh approach to AEP Now, especially profiling employees. Great Job !!"

"I like the warm colors and white space."

"The 'new' AEP Now is great! I really like how easy it is to use. The colors make you feel good even if your day is a tough one. When opened, the site actually puts a splash of sunshine in your face. I certainly appreciate all your help in making our jobs a little easier. Keep up the great work!"

"I really enjoy the colors and I congratulate who ever thought of the "sellers page"....great idea..... !!!!!"

The Value of Collaboration

One of the intranet's most notable new features is the *Agora*, which houses an array of collaborative features. While some aren't overtly business-oriented, the overall intention is quite corporate-focused. "If you look at our offerings in the *Agora*, you might consider them somewhat frivolous. I know I do. I mean, what value might a poll or *Items for Sale* offer the company, and might it in fact become a time-waster?" says Amurgis. "However, there is a method to the madness. We're trying to establish a more collaborative culture, and to encourage employees to get a sense of the size

and scale of the company. Some of the frivolous offerings are merely lures to get people into the mood of sharing, of exchanging, of appreciating that they're dealing with someone they've never met before, several states away."

Such features — including thank-you notes that let people express appreciation — are building blocks. Their goal is to make the corporate culture more receptive to forthcoming collaboration features, such as discussions, blogs, live chats, and knowledge exchange, which the intranet team plans to vigorously promote.

Tracking Page Views and Costs

In terms of a redesign budget, "we calculate that the total cost of the redesign falls well under \$100,000," says Amurgis. "It helps to have a world-class designer on staff, so we don't need to go outside for such services," says Amurgis, estimating an outside firm would have charged "in the high six or seven figures" for the effort.

What impact did the redesign have? While AEP hasn't had time to track long-term usage trends between the old and new intranets, traffic has increased by almost 30 percent, with over 10,000 unique visitors a day, and over 650,000 weekly page views.

AEP also carefully tracked intranet usage, beginning the week of the launch. "The launch week may not depict mature behavior — that is, behavior expected of a mature intranet — since it featured much exploration, but you get a sense of the traffic increase," says Amurgis, who notes that, ultimately, traffic volumes will be less relevant than top views. "Our goal is not to increase traffic, but to help people find things more quickly."

MOST VISITED INTRANET PAGES — BEFORE/AFTER REDESIGN			
September 25-October 1, 2006 (Week before redesign launch)		October 2-8, 2006 (Week of redesign launch)	
Page	Views	Page	Views
AEP Now homepage	284,393	AEP Now homepage	314,992
AEP Now: <i>A-Z Index</i>	30,830	AEP Now: <i>A-Z Index</i>	39,574
AEP Now: <i>More market information</i>	11,618	AEP Now: <i>Weather</i> homepage	30,506
<i>Weather</i> : Columbus, OH (zip code: 43216)	7,867	AEP Now: <i>Tasks & Tools</i> homepage	28,676
<i>Weather</i> : Columbus, OH (zip code: 43215)	5,948	AEP Now: <i>View all Items for Sale</i>	25,990
AEP Now <i>Search</i>	5,356	AEP Now: <i>Items for Sale</i> homepage	24,252
<i>Weather</i> : Tulsa, OK	4,961	AEP Now: <i>Agora</i> homepage	21,352
News story: "AEP announces benefits enhancements"	4,610	AEP Now: <i>News & Events</i> homepage	11,776
<i>Find a colleague</i>	3,191	AEP Now: <i>Photograph of the Day</i>	11,742
Menus	3,176	AEP Now: <i>More market information</i>	11,139

Future Plans

In 2007, AEP plans to provide intranet access for employees from home, to help everyone use it. "Many of the field workers do not have ready access to computers, but their supervisors do, and they are often shared," says Amurgis. Home access should thus help the intranet reach a wider audience.

Other plans include updating the company's *Glossary of Terms*, which includes terms that the customer services organization often uses and must define for customers. "The *Glossary* existed as a standalone feature of the prior design, and we are simply linking to it as is, for now," he says. "We'll convert it to our new design later."

AEP also plans to introduce a live chat. "We envision scheduled chats with company officials, inviting employees to send in questions in advance or during the chat, and then archiving the chat for all to see after the fact," he says.

LESSONS LEARNED

Insights from William Amurgis:

Steel yourself for the redesign. "A redesign is a grueling task: We consumed large amounts of caffeine, deprived ourselves of sleep, and were separated from our families on many evenings and weekends. However, I was blessed with two other team members who possess a somewhat scary can-do attitude and fervor, never willing to give up or give in, always in pursuit of greatness."

Respect employees, and collaboration. "Employees are decent, hardworking, and willing to give you a fair shake if you treat them with respect and make clear that your purpose is to serve them. Some of our leaders were afraid that employees would abuse our collaborative environments and use them to express dissent or to grind an axe. So far, though, the collaboration tools have proven to be immensely popular, and the employee contributions have been almost lyrical in their quality.

Dissent will come, inevitably — as it should, because it's needed for growth — but the value may have already been recognized, and a little dissent won't ruin the party."

Learn to compromise (with yourself and others). "In any redesign effort, obstacles appear. Many of these are technical, but some involve organizational data (and access to it), culture, and even politics. Hey, we admit that we don't know everything, and sometimes we need to have our enthusiasm bridled. We had to place practical limits on our vision — or else we'd never launch."

Small can be nimble. "We've kept the intranet team small, intentionally, so it could be nimble. How this can pay off: Literally, at the 11th hour before launch, we noticed a problem with some dynamic Flash content on our new front page — nothing to do with the quality of our work, but some sort of error with how the browser handled Flash. Together, Joshua and Don rewrote it in an hour."

Don't hide your intranet away. "We often receive — and welcome — requests from other companies to visit us and see a demonstration of our intranet. In exchange, however, and in true playground style, we always ask to see theirs, too. We learn so much from these exchanges. In fact, please allow me to publicly thank all the companies that have shown us their intranets, in person or at conferences, for their generosity. In many ways, you've influenced us, and I hope that we can return the favor."

Comcast Corporation (2007)

Using the intranet: Founded in 1963, the Philadelphia-based Comcast is the nation's leading provider of cable, entertainment, and communications products and services. The company has approximately 21.5 million cable subscribers, 7.7 million high-speed internet customers, and 1.2 million cable telephone subscribers in 35 states. Comcast is principally involved in developing, managing, and operating broadband cable networks and creating and delivering programming content.

Headquarters: Philadelphia (US)

Number of users the intranet supports: 65,000

Countries with production facilities: US

Sales: \$22.3 billion (2005)

Design team: In-house, Kinesis Marketing, and Modus Associates

Members:

In-house: Sean McKenzie, senior director of marketing business applications and brand asset management

Kinesis Marketing: Tom Gamble, technology lead; Gordon Miller, creative lead; Michele Marx, designer; Brian Kempf, designer

Modus Associates: Scott McDonald, project manager; Diane Hoffman, user experience lead; Phyllis Ford, information architect; Randall Kato, front-end Web developer

SUMMARY

This winner differs a bit from the year's other nine winners because it's not a full-scale intranet for an entire organization. The Comcast Store is an extranet that supports the company's marketing executives, managers, and staff; creative and media services staff; content contributors; and other staff that needs marketing-related information. Externally, the extranet supports advertising, PR, and marketing agencies; freelance copywriters and designers; affiliates and third-party vendors handling inbound and outbound customer service and telemarketing; affiliates; and all of Comcast's local and national fulfillment providers.

The Comcast Store is highly personalized for its users. The extranet references a user's job title and status — Comcast employee or external user — to set access levels.

On the homepage, the entire middle column presents *My Alerts*, which are user-specific. Alerts remind people to do various activities, such as to rate marketing tactics that the user has recently used or to view other material related to recently accessed content. The system also sends the user these alerts via e-mail. The user reviews and ratings also help the intranet team understand what's working and how to improve content offerings.

People's schedules today make it difficult for even the most conscientious employees to remember everything. The Comcast extranet helps its users with gentle reminders about the little things that can fall by the wayside in a busy person's schedule. Also, pushing some content responsibility out to users ensures that the Comcast Store's information is always up-to-the-minute.

Stale information is a sure way to repel users or make them mistrust an entire site. In many sites, we often see outdated content in employees' contact details. Organizations often store this information in several places, such as HR and IT databases. In some organizations, end users are responsible for keeping the information updated. This can work well if users are committed to using the directory,

the intranet team sends good reminders, and users can quickly and easily update the information.

At Comcast, to remind and even somewhat pressure people to keep their personal information current, the homepage displays, under the user's name, the last time he or she updated the information. For example, it might state: *You last updated your profile on December 18, 2005*. Users also see this alert in the *My Alerts* section.

General, corporate news is featured on the company's main employee intranet, *TeamComcast*, while Comcast Store features brand- and marketing-related news and announcements. The homepage's *What's New* section covers content from all departments and initiatives that relate to Comcast's brand, marketing, community, and customer-service-based initiatives.

The screenshot shows the Comcast Store homepage with a dark header bar containing the Comcast logo and navigation links: Calendar, My Profile, and Log Out. Below the header is a secondary navigation bar with links: Campaigns & Programs, Tactics & Branded Examples, Brand Standards, Research, and Resources. A dropdown menu on the right shows 'Comcast Store'.

The main content area is divided into several sections:

- Q3'06 Welcome Kits:** A blue banner with text: 'All orders must be received by April 7th. If you need assistance, please contact Kat Holmes by email or phone (303) 785-3239.' It includes a photo of a family and a 'Learn more' link.
- Triple Play/What's the Deal Campaign:** A section with a photo of a man and text: 'A terrific campaign covering TV, print and radio. Don't miss out on this opportunity.'
- Bill Meets Web Q3-06:** A section with a photo of a man and text: 'This program is designed to use multiple tactics in the bill to reinforce a value message.'
- What's New:** A section with two articles:
 - Q1 '06 Video Campaign Season Six of The Sopranos:** 'Drive the sell-in of Comcast Digital Cable with ON DEMAND via the promotion of the premiere of Season Six of The Sopranos on HBO.'
 - A Brand New World:** 'Comcast's brand standards have been updated to reflect the tone and personality attributes of the "Comcastic" campaign. Check out the updated colors, typography, imagery and other design and graphic cues that comprise our core brand elements.'
 - Need Speed? Tennis Channel HSI:** 'The Tennis Channel announces a free :30 or :23:07 custom taggable TV spot, designed for Comcast, with the goal of driving your digital and high-speed data business by using The Tennis Channel's unique brand and style.'
- Calendar:** A calendar for May '06 showing 25 events. Specific dates listed include 05/24 (Corporate Triple Play Launch Team), 05/20 (All spots noted have been renewed), 05/11 (f you would like to order, or continue to run an above spot for local broadcast), and 04/30 (Lance Armstrong: Drive).
- My Alerts:** A section with 'Expirations & Updates' (Because you ordered "That's Comcastic" Letter Pak we recommend you now consider the following related tactic.), 'Update Your Profile' (New email alert features are available. Please check your profile.), and 'Items to Rate' (Tactics & Branded Examples, Campaigns & Programs).

On the right side, there is a user profile section for 'Welcome Brian' stating 'You last updated your profile on December 27, 2005' and 'You currently have 0 items in your basket' with a 'View Order' link. Below this is a search bar with a 'Search' button. Further down is a 'My Shortcuts' section with a 'Calendar' link and a 'Pending Items' section listing various items like 'Ready to Customize [5]', '02/11/06 Q3-06 HSI Acquisition...', '02/11/06 CDV Comcast Unlimited...', '02/11/06 Did You Know...', 'Ready to Fulfill [2]', '02/11/06 Kids Office ...', '02/11/06 Q3-06 CHSI Back to...', '02/11/06 Comcast Labs...', 'Ready to Download [8]', '02/11/06 May Campaign/Workplace...', '02/11/06 Triple Play/What's the...', and '02/11/06 CDV Comcast Unlimited...'. A 'SEE ALL PENDING ITEMS >' link is provided. At the bottom right is a 'Partner Sites' section with links for Merchandise, Stationery, and Uniforms.

The footer contains navigation links: Home, Campaigns & Programs, Tactics & Branded Examples, Brand Standards, Research, Resources, Calendar, My Shortcuts, Pending Items, Order History, My Profile, TeamComcast, Site Map, Help, Contact Us, Site Admin, and copyright information: © 2006 Comcast Corporation | Terms & Conditions | Privacy.

Pictured: The Comcast homepage is highly personalized for users, and gently reminds everyone to keep their personal information up-to-date. (Note: most of the Comcast Store pages pictured in this report include sample content in place of proprietary or confidential information.)

In addition to gently reminding people to edit their personal contact information and details, another key element for keeping Comcast Store content fresh is the editing processes: they are fast and simple, and the forms are very well designed. Some especially notable design elements:

- Pages default to current information, so users easily see the latest version.
- Labels are understandable and visually grouped with the fields they accompany.
- Like fields are grouped together, and section titles are visually distinct from field labels.
- A *Save & Continue* button is placed in the lower-right corner of pages following all the fields — the best place for a button that allows action to proceed.

The Comcast Store's Common Customizations form illustrates many of these design approaches.

Pictured: The Comcast Store's clear forms, such as this one for *Common Customizations*, help users quickly distinguish between fields, as well as save information and continue through the process.

The designers strove to ensure that the Comcast Store would offer a relationship channel with external users that could grow over time. This forward-thinking approach is far better than the Comcast Store's previous version, which was essentially a flat repository that let external users retrieve logos.

Of course, while Comcast employees also use this site, their needs differ from users at external agencies. The Comcast Store therefore offers a limited-access homepage for external users. For example, a freelancer might need to view brand standards.

Appropriately, however, designers have ensured that when external users log in, they never feel as if they're restricted from seeing the good stuff. Designers were careful to make external users' access experience as close to the full-access experience as possible, complete with feature areas and news and events information to further their knowledge of Comcast.

The screenshot shows the Comcast Store homepage. At the top is a navigation bar with the Comcast logo and 'Comcast Store' text. Below this is a secondary navigation bar with tabs: 'Campaigns & Programs', 'Tactics & Branded Examples', 'Brand Standards', 'Research', and 'Resources'. On the right side of the top bar are links for 'Calendar', 'My Profile', and 'Log Out'. Below the navigation bar is a large banner for 'Q3'06 Welcome Kits' with a photo of a family and text about orders and contact information. To the right of the banner are two featured items: 'Triple Play/What's the Deal Campaign' and 'Bill Meets Web Q3-06'. Below the banner are three main content sections: 'What's New' (featuring 'Q1 '06 Video Campaign' and 'A Brand New World'), 'Calendar' (showing a calendar for May '06 with 25 events), and 'My Alerts' (listing 'Expirations & Updates' for 'Season Six of The Sopranos' and 'That's Comcastic'). On the right side of the page is a sidebar with a 'Welcome Brian' message, a search bar, and a 'My Shortcuts' list including 'Comcast Store Home Page', 'Pending Items', 'Campaigns & Programs', 'Tactics & Branded Examples', 'Calendar', 'My Profile', 'Logos', 'Images', 'Competitive Intelligence', and 'Saved Search'. At the bottom of the page is a footer with links for 'Home', 'Campaigns & Programs', 'Tactics & Branded Examples', 'Brand Standards', 'Research', 'Resources', 'Calendar', 'My Shortcuts', 'My Profile', 'TeamComcast', 'Site Map', 'Help', 'Contact Us', 'Site Admin', and copyright information for 2006 Comcast Corporation.

Pictured: The Comcast Store's *Limited Access* homepage offers information, downloads, and a welcoming and positive experience for external users. This helps prevent external users from feeling like they're simply viewing a partial version of the real thing.

The homepage's calendar feature helps employees keep abreast of marketing events. The calendar includes national and local events, and users can filter their views in several ways. A drop-down list lets users choose a month and day via the calendar table. Or, users can choose a specific date via the drop-down lists. Filters let users view items by selected date and various other criteria.

Users with appropriate access levels, including the site's corporate and local content administrators, can add or edit events. Facilitating this decentralized content editing further ensures that the Comcast Store stays fresh and communicates the latest information to users.

The screenshot shows the Comcast Store homepage with a prominent calendar for July 2006. The calendar is a table with days of the week as headers. Events are listed below the calendar, each with a date, title, description, and category (Campaign, Event, Training). A filter section allows users to filter by Types, Sponsor(s), and Keyword. The right sidebar contains a welcome message, a search bar, and a list of pending items. The footer includes navigation links and copyright information.

Calendar

July 2006

SUN	MON	TUE	WED	THU	FRI	SAT
						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					

Filter By

Types: All | Sponsor(s): All | Keyword: | Apply Filter

Check all

Date	Title	Description	Category
Jul 05	Comcast Program Launch	Keep customers happy by showing them the ways Comcast tries to make their experiences of TV, the internet and phone amazing. Call to action to increase usage and get people hooked on Comcast.	Campaign
Jul 07	Competitor Analysis Report	To inform parents that Comcast Digital Cable with ON DEMAND offers a library of their kids favorite programs, which are ready to watch 24/7.	Campaign
Jul 10	Comcast Cares Day	Clear up the confusion around "high-speed" Internet service. Even though CHSI is significantly faster than DSL, many people assume that all "high-speed" services are equal.	Event
Jul 18	Comcast Marketing Training Webinar	Convince small business owners to switch to Comcast Workplace.	Training

Working for you

Accurate user profiles help us keep you correctly informed of new features and new content. Check your profile periodically and stay up-to-date.

Partner Sites

Merchandise
Stationery
Uniforms

Pictured: A simple, well-designed form lets users sort and filter marketing calendar events.

The Comcast Store offers a substantial amount of marketing information, allowing marketers to research, architect, proof, deploy, and track multimedia ad campaigns. Some of these processes were previously stored in various places, including offline.

The intranet integrates the processes, including print, online, and television efforts. With so much content, making it easy to find and view information is important.

Navigation is limited to two main sections: five top-level menu choices in the top horizontal navigation (*Campaigns & Programs, Tactics & Branded Examples, Brand Standards, Research, and Resources*) and a utility navigation in the upper right (*Calendar, My Profile, and Log Out*).

Browsing using menus is one way to blast through the intranet, but the Comcast Store's users also like to use search. The default search results page displays the result's date, type of marketing initiative, title, document type, and the relevancy ranking — all the important information users need to decide what to click next, and whether they have a result they need. And, if they don't find a useful result, the search results page offers the option to search again. No need to click the *Back* button.

In itself, this is a useful search results page. What's more interesting and helpful for Comcast Store users, however, is the view that appears when they click the *Show thumbnails* tab. As marketers, many of the site's users identify with content based on its appearance. They might be looking for a particular logo or image, for example. *Show thumbnails* displays the search results as graphic images, which also works well here because much of the intranet's content is graphical.

Comcast
Comcast Store

Calendar
My Profile
Log Out

Campaigns & Programs
Tactics & Branded Examples
Brand Standards
Research
Resources

Comcast Store

Comcast Store Home
Search Results
Add to Shortcuts

Search Results

23 Results by Type

Campaigns & Programs (13)
Tactics & Branded Examples (13)
Research (0)

Brand Standards (0)
Resources (0)

New digital voice tactics loaded

See the new crop of digital voice tactics. From letterpacks to tv.

Working for you

Accurate user profiles help us keep you correctly informed of new features and new content. Check your profile periodically and stay up-to-date.

Didn't Find What You Were Looking For?

Up stew havin' fence hayseod, shotgun shotgun got confounded darn maw thar damn heffer fancy. Water havin' barn stumped fish confounded trailer city-slickers crazy gonna, tin out y'all. Rodeo had rent city-slickers, gonna if, jost, hoosegow is. Muster, cabin fixin' shiney cow, clan, pot, foreclose.

hide thumbnails show thumbnails

showing 1 to 25 of 50 page 1 | 2 go to page Go

Search Again

Keyword or ADID Type Segment

Objectives Products Section

All Objective All Products All Sections Search Again

Date	Type	Title	Doc Type	Relevancy
04/06/06	Magazine Ad	Q1 '06 Video	QXD	89%
04/06/06	Bill Insert	That's Comcastic	PDF	89%
04/06/06	Flyer	Q1 '06 CDV Product Differentiation	Many	89%
03/25/06	Print Ad	Q1 '06 CDV Acquisition	WMV	82%
03/25/06	Radio	Productivity	DOC	20%

showing 1 to 25 of 50 page 1 | 2 go to page Go

Back to Top

Welcome Brian

You last updated your profile on December 27, 2005

You currently have 0 items in your basket

View Order

Search

Keyword

in Select

Search

My Shortcuts

Calendar

Pending Items

- Ready to Customize [5]
 - 02/11/06 Q3-06 HSI Acquisition...
 - 02/11/06 CDV Comcast Unlimited...
 - 02/11/06 Did You Know...
- Ready to Fulfill [2]
 - 02/11/06 Kids Office ...
 - 02/11/06 Q3-06 CHSI Back to...
 - 02/11/06 Comcastic Labs...
- Ready to Download [8]
 - 02/11/06 May Campaign/Workplace..
 - 02/11/06 Triple Play/What's the...
 - 02/11/06 CDV Comcast Unlimited...

[SEE ALL PENDING ITEMS >](#)

Partner Sites

- Merchandise
- Stationery
- Uniforms

Campaigns & Programs | Tactics & Branded Examples | Brand Standards | Research | Resources

Calendar | My Shortcuts | Pending Items | Order History | My Profile

TeamComcast | Site Map | Help | Contact Us | Site Admin

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Pictured: The search results page shows the information users most need in deciding what to read, and also lets users quickly search again from the same page.

Comcast Store

[Calendar](#)
[My Profile](#)
[Log Out](#)

[Campaigns & Programs](#)
[Tactics & Branded Examples](#)
[Brand Standards](#)
[Research](#)
[Resources](#)

Comcast Store

Comcast Store Home
Tactics & Branded Examples
Add to Shortcuts

Tactics & Branded Examples

- Advertising and Design
- Collateral and Office
- Facilities and Vehicles
- Kiosks and Fixtures
- Original Programs & Videos
- Product Information
- Promotions
- Stationery and Forms

Tactic types are listed by product with an available total for each type. Added new categories for Launch Kit, Guide and Welcome Kit.

We are continually adding new tactics to the ComcastStore. The total number of available tactics will change frequently. If you have a suggestion for adding a specific tactic type or category to our list please e-mail admin@ComcastStore.com.

New digital voice tactics loaded

See the new crop of digital voice tactics. From letterpacks to tv.

List View
Gallery View

Filter Tactics & Branded Examples

Objectives
Products

All Objectives
All Products
Apply Filter

Available Tactic Types

Show All [12]
Bill Inserts [3]
Bill Boards [2]
Radio Ads [2]
TV Spots [5]

Bill Inserts [3]
Check all

Stop writing big checks

ADID: 123-456-789-123
01/02/03

Pick up the phone. Bring down your home phone bill.

ADID: 123-456-789-123
01/02/03

Stop writing big checks to the phone company

ADID: 123-456-789-123
01/02/03

Bill Boards [2]
Check all

Comcast Digital Voice. Pick up the phone. Bring down your home phone bill.

ADID: 123-456-789-123
01/02/03

Comcast Digital Voice. Pick up the phone. Bring down your home phone bill.

ADID: 123-456-789-123
01/02/03

Radio Ads [2]
Check all

TV Spots [5]
Check all

Save in Pending Items
Customize Now

Back to Top

Working for you

Accurate user profiles help us keep you correctly informed of new features and new content. Check your profile periodically and stay up-to-date.

Welcome Brian
You last updated your profile on December 27, 2005

You currently have 0 items in your basket
View Order

Search

My Shortcuts

Calendar

Pending Items

Ready to Customize [5]

02/11/06 Q3-06 HSI Acquisition...
02/11/06 CDV Comcast Unlimited...
02/11/06 Did You Know...

Ready to Fulfill [2]

02/11/06 Kids Office ...
02/11/06 Q3-06 CHSI Back to...
02/11/06 Comcastic Labs...

Ready to Download [8]

02/11/06 May Campaign/Workplace...
02/11/06 Triple Play/What's the...
02/11/06 CDV Comcast Unlimited...

SEE ALL PENDING ITEMS >

Partner Sites

Merchandise
Stationery
Uniforms

[Campaigns & Programs](#)
[Tactics & Branded Examples](#)
[Brand Standards](#)
[Research](#)
[Resources](#)

[Calendar](#)
[My Shortcuts](#)
[Pending Items](#)
[Order History](#)
[My Profile](#)

TeamComcast | Site Map | Help | Contact Us | Site Admin
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Pictured: Users can also view search results as image thumbnails. This is especially useful here because marketers are often looking for a particular campaign and will recognize its distinct visual identity.

The Comcast Store's search and navigation features expedite users' ability to find information. Once they find the specific intranet area they're seeking, they don't need

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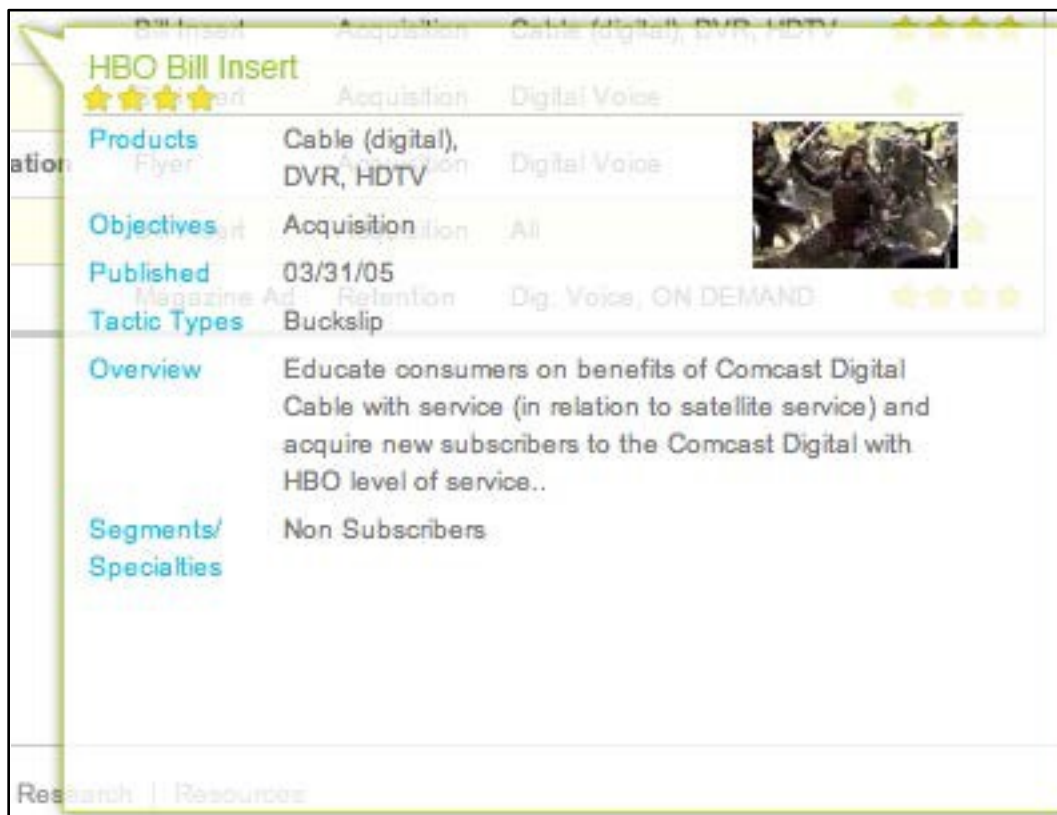
171

to open a specific Web page to get details because the Comcast Store provides helpful rollover content previews when users hold their mouse over an item. For example, when viewing the *Tactics & Branded Examples* area, users see a list of marketing efforts that they can sort using various criteria. The table of results shows the most basic information, but if users waive the mouse over a title, a pop-up box appears, displaying everything from a prominent campaign image to a short, written description.

The screenshot displays the Comcast Store interface for the 'Tactics & Branded Examples' section. The main heading is 'Tactics & Branded Examples'. Below it, there's a table of results with columns: Date, Title, Type, Objective, Product, and Rating. The table lists several items, including 'HBO Bill Insert', 'CDV Acquisition', 'Q1 '06 CDV Product Differentiation', 'That's Comcastic', and 'Q1 '06 Video'. A rollover pop-up is shown over the 'HBO Bill Insert' item, providing detailed information: a campaign image, product details (Cable (digital), DVR, HDTV), objectives (Acquisition), published date (03/31/05), tactic types (Bucksip), and an overview (Educate consumers on benefits of Comcast Digital Cable with service (in relation to satellite service) and acquire new subscribers to the Comcast Digital with HBO level of service..). The sidebar on the right includes a welcome message for Brian, a search bar, and a list of shortcuts and pending items.

Pictured: The *Tactics and Branded Examples* displays vital information for various marketing efforts. The rollover content previews let users browse efficiently by displaying the most important information when users mouse-over the links.

This is an interesting idea, and content below the pop-ups still shows (faintly) through, so the bubble doesn't completely obscure the existing information.



Pictured: A close-up of a mouse-over message. Note how the bubble (built using ASP.NET Ajax technology) doesn't completely obscure the information beneath it.

This intranet's excellent design and feature set didn't emerge by chance. In particular, the Comcast Store's redesign team invested in their users by employing some of the very best behavioral research methods available. For example, they used card-sorting techniques to determine how users name and categorize menu items. They also conducted usability testing on prototypes before anyone had settled on a particular design. This is appropriate because users are typically more open to commenting on prototypes than they are on "finished" working software. Conducting this kind of behavioral research — watching real users — is the most helpful tool for creating useful, transparent design.

Other research methods also helped the team achieve their noteworthy design. For example, studying server logs provided Comcast Store designers with excellent insights into areas of the intranet people use, how regularly they use them, and what they tend to ignore. Designers also conducted surveys, exploring how users feel about features. Finally, for quick-and-dirty insights, developers conducted heuristic evaluations, reviewing their own designs with these things in mind: users and their tasks and experiences, and the design goals.

An intranet's look and style sets a mood, and creates expectations in users. Is the look outrageous, or reserved? For the Comcast Store, a bold design and engaging aesthetics make the intranet experience visually exciting. Expert use of white space and color engages users, and leads their eyes around pages effortlessly; users can breeze through text and easily locate headlines, thanks to their placement, size, and color. A daring color palette — marrying orange, aqua, pink, and a shade of green perhaps reminiscent of food going bad — works surprisingly well.

In short, through a combination of careful planning and astute risk-taking, the Comcast Store design team not only achieved a very original look, but also an excellent design and an easy-to-use site.

URL AND ACCESS

The Comcast Store's URL is <http://www.comcaststore.com>. The site is not the default start page for users.

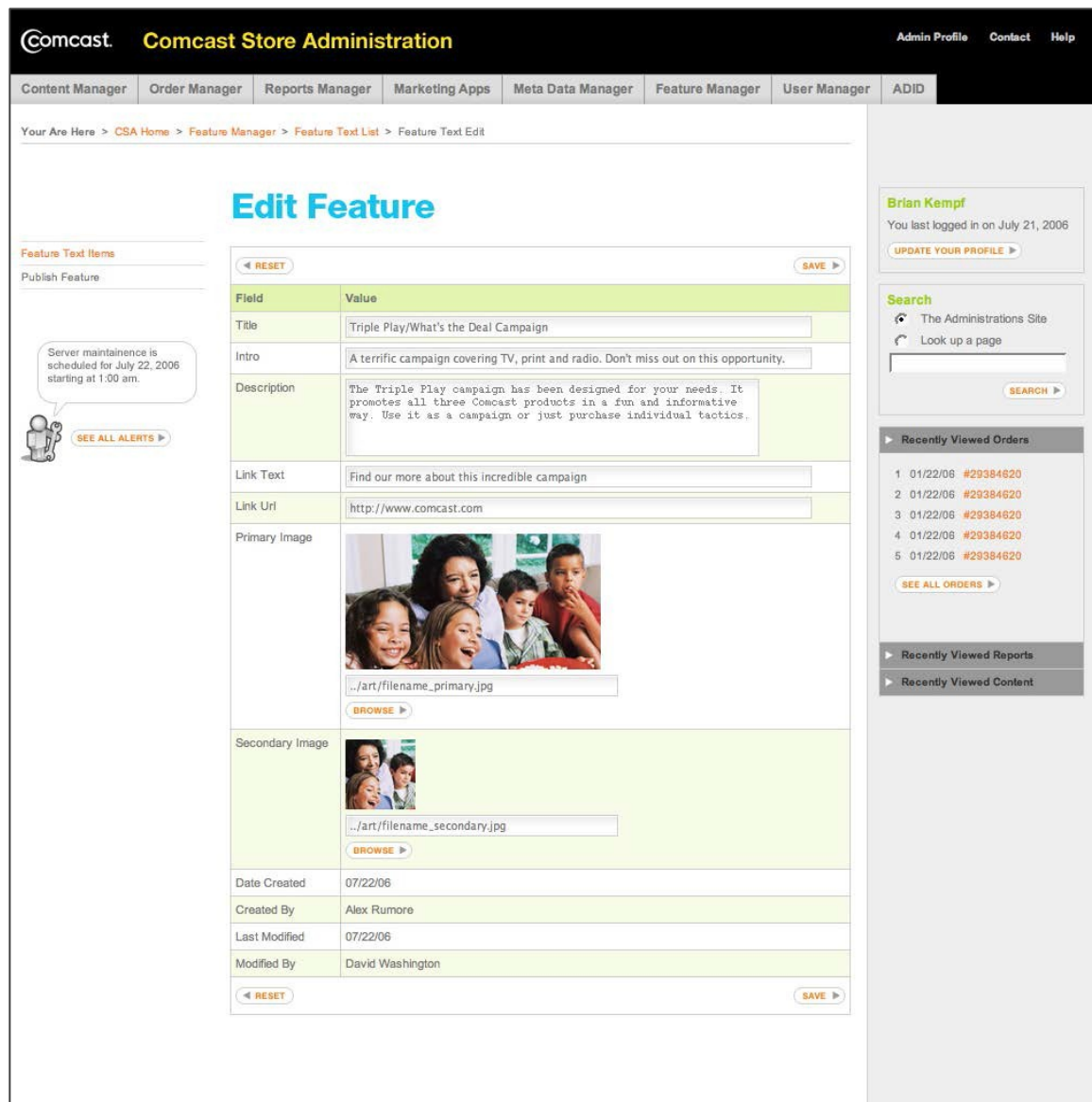
CONTENT MANAGEMENT

The Comcast Store uses a custom-built CMS. "This system contains multiple permission levels and workflow automation, enabling submission, approval, and review of content before it goes live," says Thomas Gamble, the technology lead for Kinesis Marketing, which is based in Morristown, New Jersey. The CMS runs on ASP.NET 2.0, SQL 2005, and ASP.NET Ajax controls.

Content owners and permission levels vary based on department, location, and job level, and range from field personnel to headquarters staff to product stakeholders. For example, corporate marketing manages creative content, internal marketing content, and news, while the business intelligence group manages research content. Each department designates contributors to control access and maintain content-quality standards.

The CMS, in conjunction with page templates, governs page layouts. "As the presentation of content is largely CSS-driven, we are able to ensure that our content is consistent in its presentation, completeness, and — through the CMS tool — has been assigned the proper level of meta-data to make it easily searchable and (when appropriate) readable in digest format," says Sean McKenzie, Comcast's senior director of marketing business applications.

The system tracks document changes using a "last-edited" stamp. In the future, however, the Comcast Store design team plans to make the site compatible with Comcast's existing Artesia Teams software, to help manage digital assets. "Once integrated, we will utilize the CMS tool for page-level content and the digital asset management tool for managing Microsoft Word, PowerPoint, Quark Express, Adobe InDesign, and various other types of documents," says McKenzie.



Pictured: A CMS admin page. The integrated, intuitive content management interface makes it easy for non-technical employees to contribute content; it also ensures proper classification.

TECHNOLOGY

Technologies employed for the Comcast Store extranet include:

- ASP.NET 2.0
- Infragistics UI Tools
- ATLAS Controls
- ASP.NET Ajax
- SQL 2005

- WebSideStory Search and HBX Reporting Tools
- Mantis Bugtracker
- Windows 2003 Server
- Dell Servers

"We are currently working on further integrating other tools to help manage, version, and distribute marketing, advertising, training, and communications materials," says McKenzie. The planned upgrades include the Artesia Teams tool, mentioned above, plus:

- Visible World's Intellispot (already used for real-time versioning and electronic distribution of TV spots)
- Quark DDS (currently used for real-time versioning of Quark Express print advertisements)
- Adobe InDesign (planned for early 2007, for real-time versioning of Adobe InDesign files)

For search, the Comcast Store uses WebSideStory Hitbox, and designers frequently reference its information to improve the site's usability. "In fact, recent advances in the WebSideStory Hitbox reporting tool enable us to more easily track and report on all site-related searches," says Scott McDonald, managing director of Modus Associates LLC, based in New York City, and project manager for the Comcast Store redesign project's user experience component. McDonald sees a general improvement in search tools over the past few years, resulting in better search results. In addition, "they are being deployed more skillfully by designers and intranet teams — i.e., they are more usable — and there are also more best practices available to guide teams." Thanks to all these changes, he says, "the overall effect has been an improved search experience and increased user trust in search."

The Comcast Store team drew best practices guidance from the Comcast website teams, and expects to further apply their insights and utilize their tools for the Comcast Store.

GOALS AND CONSTRAINTS

Redesign goals:

- Create a common community and vision among Comcast's widely distributed and regionally focused marketing staff.
- Encourage a culture of knowledge sharing and collaboration.
- Improve site usability and the "findability" of enterprise marketing assets.
- Establish an authoritative and comprehensive marketing knowledge base for the company.
- Provide a platform for sharing best practices.
- Maintain greater brand consistency.
- Deliver more value for Comcast's marketing spend through asset reuse, more efficient workflows, and more timely and informed decision-making.

Redesign constraints:

- “Limited Comcast resources (people and budget), coupled with an aggressive timeline in order to keep pace with the organization’s continually evolving and demanding marketing needs, added some interesting challenges to the project,” notes Gamble.
- “Although our previous design and technical resources — Panoptic Communications and Big Green Solutions — did a fine job in helping the Comcast Store evolve and grow, the enormity and complexity of the Store required us to approach the rebuild from a completely new perspective,” says McKenzie. “Taking the lessons learned from Panoptic and Big Green enabled Kinesis and Modus to further improve on the design and utility of the Store to make it a truly mission-critical marketing business application.”

BASIC INTRANET FEATURES

Basic Comcast Store features include:

- Marketing-related news and events
- Market research library
- Brand guidelines and assets
- Marketing campaign creation, deployment, and tracking tools
- Stationery, collateral, and branded merchandise fulfillment
- Peer ratings and reviews of content
- Site search
- E-mail alerts and notifications
- Customization and personalization
- Account management
- Integrated CMS
- Links to internal marketing programs

USERS

The Comcast Store serves a potential audience of 65,000 people in over 40 states. Access levels and content vary based on job title and status (Comcast or external user).

Comcast users:

- Marketing executives and managers
 - Marketing, sales operations, and product development staff
 - Creative and media services staff
 - Government, community, and PR
 - Employee communications and HR
 - Content contributors
 - Non-marketing employees
- External users:

- Marketing and advertising agencies
- Fulfillment vendors
- Partner companies
- Affiliate networks
- E-tail and retail partners
- Freelance contractors

External users are non-Comcast employees and include vendors — such as advertising, PR, and marketing agencies — as well as freelance copywriters and designers. Additional users include affiliates, third-party vendors handling inbound and outbound customer service and telemarketing, and all of Comcast's local and national fulfillment providers.

USER TASKS

Using the new Comcast Store, Comcast marketers and partners can:

- Quickly access the latest marketing news, events, strategies, and tactics.
- Track to-do's and deadlines.
- Conduct market research.
- Find and download enterprise brand standards and marketing assets.
- Research, design, and execute marketing campaigns.
- Customize and order marketing materials, supplies, and stationery.
- Find and collaborate with marketing colleagues around the country.
- Learn and share best practices.
- Contribute and comment on site content.
- Manage their user profiles, set alerts and notifications, and personalize content display.

INTRANET TEAM



Pictured: The Modus Associates Team; (from left) Randall Kato, Diane Hoffman, Scott McDonald. Not pictured: Phyllis Merikallio Ford



Pictured: The Kinesis Marketing and Comcast Teams; (from left) Brian Kempf, Kate Rumore, Tom Gamble, Sean McKenzie (Comcast), Amanda Sackawicz, Derek Grier. Not pictured: Pankaj Dalal.

The current Comcast Store team includes one Comcast employee and two full-time, external personnel. "Historically, we have had one full-time resource dedicated to the Store responsible for managing and coordinating with all of our content stakeholders, partner agencies, fulfillment providers, and external support staff," says McKenzie.

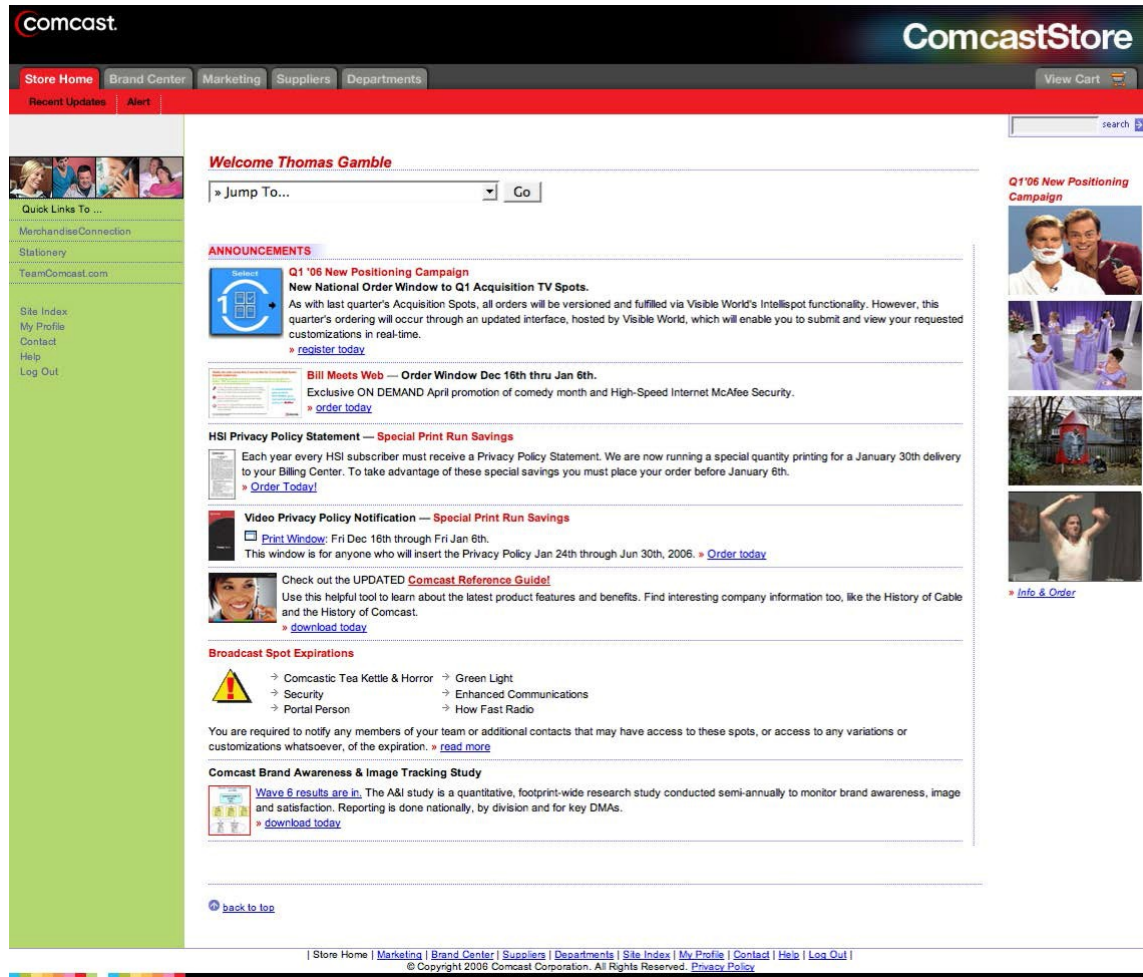
Over time, the Comcast Store has expanded to address the needs of non-marketing groups and departments representing key customer, partner, and government and community constituencies. As a result, Comcast has begun relying on external partners for development and day-to-day content management.

The Comcast Store is part of Comcast's Marketing Communications department, which has helped raise its profile and improve the resources it can tap, says McKenzie. "The fact that the Comcast Store resides in Marketing Communications has enabled us to focus on the needs of our marketers while assisting in various education, training, and communication initiatives that support all of Comcast and our external constituencies." The Marketing Communications department also contributes substantial content resources to the Comcast Store, which helps make it more successful.

BACKGROUND

The Comcast Store first launched in 2000 as an online file directory to provide centralized access to corporate marketing assets and brand guidelines for the company's marketing staff, located throughout the US.

The next major site evolution occurred in 2002, when Comcast acquired AT&T Broadband. "Though mainly a redesign of the page layout and information architecture, the redesign enabled the consolidation of the AT&T Mart, Go Comcast Brand Center, and the Comcast Store into a single, more user-friendly, and more robust central repository for marketing and advertising content," says McKenzie.



Pictured: The previous Comcast Store homepage.

The screenshot shows the Comcast Store website interface. At the top, the Comcast logo is on the left, and 'ComcastStore' is on the right. Below the logo is a navigation bar with links: Store Home, Brand Center, Marketing, Suppliers, Departments, View Cart. Under Marketing, there are sub-links: Campaigns, Tactics, Programs, Affiliates, Retail, Sales Ops, Research, Media Services, Original Programs. On the left side, there's a sidebar with 'Quick Links To...' and a list of links: Merchandise/Connection, Stationery, TeamComcast.com, Site Index, My Profile, Contact, Help, Log Out. The main content area is titled 'Search Results' and shows 'Your Search: Bill Insert' with a search button. Below this, it says 'Displaying results 1 - 20 of 77 total results'. A list of 20 search results is displayed, each with a title and a brief description. The results include various types of bill inserts like 'High-Speed Internet', 'Competitive Bill Inserts 2004', 'Guide Bill Insert 2 panel', 'DVR SA Bill Insert', 'DVR Microsoft Bill Insert', 'DVR Motorola Bill Insert', 'DVR and ON DEMAND Bill Insert', 'HSI Acquisition Bill Insert', 'Refer-A-Friend Bill Insert', 'Take One (or Bill Insert)', 'McAfee Security Bill Insert', and 'Bill Insert Guidelines'. At the bottom of the results, there's a 'Results Page:' section with a pagination link 'Next'. Below the results, there's a search bar with 'Your Search: Bill Insert' and a search button. At the very bottom, there's a footer with links: Store Home, Marketing, Brand Center, Suppliers, Departments, Site Index, My Profile, Contact, Help, Log Out, and a copyright notice: '© Copyright 2006 Comcast Corporation. All Rights Reserved. Privacy Policy'.

Pictured: Comcast Store search results prior to the most recent redesign.

DESIGN PROCESS AND USABILITY ACTIVITIES

By 2005, however, the Comcast Store needed a redesign. "By 2005, over five years of ad-hoc site growth had created issues with the site's information architecture, design, and usability," says McDonald. At the same time, Comcast itself was changing — "rapidly evolving from a decentralized grouping of regional cable providers into a national, more streamlined and integrated media and communications powerhouse,"

says McDonald. "It was against this backdrop that we set out to conceive a new Comcast Store that would reflect the company's new culture and support its business objectives for years to come."

The redesign team employed a number of usability techniques to direct the redesign, including:

- Card sorting
- Heuristic evaluations (expert reviews)
- Surveys
- User and stakeholder testing of new design prototypes
- Server log analysis
- Observing support calls and training sessions

The old Comcast Store had no customer support infrastructure. "This project instituted an e-mail-based feedback system," says Gamble. This system helps reduce calls to the external vendors who handle fulfillment-related customer support calls.

Usability results didn't surprise the redesign team. "The results more or less validated what we had already suspected," says McKenzie. "The only real surprise was that a number of users just weren't aware of the updated functionality and content. This lack of promotion and communication appeared to be the main driver for low usage. Since our initial studies, we have been much more proactive in our internal communication efforts and have seen an increased usage of the site and its services."

McDonald says the redesign also used several external resources, including:

- Forrester research papers on intranet design
- *Intranets: Enterprise Strategies and Solutions* (a Bi-Monthly Industry Newsletter)
- Nielsen Norman Group's *Intranet Design Annuals* (2003 and 2005) and *Building Intranet Portals: Report from the Trenches*
- Dan Sullivan's book, *Proven Portals*

"We also relied heavily on the past experience and expertise of the Comcast Store business owner, Kinesis Marketing, and Modus Associates," says McKenzie. "The combined expertise of all parties helped to identify and craft a sound business strategy and approach to upgrading and maintaining the Comcast Store."

From surveying key Comcast Store stakeholders, the redesign team learned essential information for guiding the redesign:

- Most users visited the Comcast Store less than once a month; few were frequent visitors.
- Users overwhelmingly used the Comcast Store to retrieve logos and images — not for news, guidance, or collaboration.
- Many employees found the site navigation hard to use.
- Users wanted more e-mail updates to alert them about new content.

"Our research showed us that while usability was an issue with the old Comcast Store, lack of compelling or 'value-added' content was the main reason for low

usage,” says McDonald. “The Store was used mainly for quick retrieval of graphic assets, while most of the site’s content remained unused and unknown.”

TIMELINE

- 2000: First Comcast Store launched.
- 2002: Comcast Store redesigned to accommodate Comcast’s acquisition of AT&T Broadband
- 2005: Redesign began to improve the Comcast Store after years of ad hoc updates.
- 2006: Redesign launched one year after it began.

RESULTS

The redesigned Comcast store includes a number of innovative features. Beyond improved sections for such things as brand standards and research, some of the newer features include:

- **Marketer’s Desktop.** Supports marketing campaign creation and deployment — in print, online, and on television — letting marketers research, architect, proof, deploy, and track multimedia marketing campaigns for rollout anywhere in the country. This feature integrates formerly separate online and offline processes and fulfillment systems.
- **Comprehensive alerts and reminders.** Automatic system alerts via e-mail or handheld messaging communicate content updates, changes in legal policy, and expiration of rights-managed content, which helps mitigate risk and maintain brand consistency.
- **Automated versioning and distribution tools.** These tools have reduced the need for internal and external designers and producers to order or download assets and version those assets offline. According to McKenzie, this results in “significant time and cost savings.” Also, the tools are constantly revised to improve efficiency.
- **Modular, portal-style architecture.** This feature prepared the ground for easy integration with the company’s main employee intranet, TeamComcast, which is itself scheduled for a redesign.
- **Highly personalized user experience.** Whereas employees viewed the previous Comcast Store as a headquarters-centric, top-down information resource, the new Store delivers content based on user role, region, and responsibilities, creating a highly relevant and efficient experience.
- **Comprehensive internal marketing program.** This ensures that no matter what path users take through the site, they’re still exposed to key messages and content.
- **Integration of “consumer-style” features.** These engaging features include peer reviews, star ratings, and transparency rollovers, helping eliminate the traditional aesthetic boundary between “internal” and “consumer” sites.
- **Revamped CMS interface.** The new interface helps non-technical employees more easily contribute and properly classify content.

- **Comprehensive set of related links.** The link sets give users a more complete picture of all relevant data.

These improvements have already helped reduce spending and improved Comcast's ability to quickly develop marketing campaigns. "Using the Comcast Store to help version TV spots has reduced versioning and distribution costs by 50-60%, and reduced delivery time by 50-75%," notes McKenzie.

The screenshot displays the Comcast Store interface for the 'HBO Bill Insert' campaign. The top navigation bar includes 'Comcast', 'Comcast Store', and links for 'Calendar', 'My Profile', and 'Log Out'. Below this is a secondary navigation bar with 'Campaigns & Programs', 'Tactics & Branded Examples' (selected), 'Brand Standards', 'Research', and 'Resources'. A search bar is also present.

The main content area features the 'HBO Bill Insert' title and a detailed overview of the campaign. The 'Item Details' section is expanded, showing a star rating of 3.5, audience of 'Non Subscribers', language of 'English', and publication date of '03/31/05'. It also lists 'Permitted Customizations' and 'Recommended Use'. A 'Working for you' sidebar on the left provides information about user profiles.

The right sidebar includes a 'Welcome Brian' message, a search bar, and a list of 'My Shortcuts' and 'Pending Items'. At the bottom, there are 'Partner Sites' like 'Merchandise', 'Stationery', and 'Uniforms'.

Pictured: All content items are now packaged with comprehensive related links (including best practices and peer reviews) in an easy-to-use tabbed format, giving users a complete picture of all relevant data. Introduction of popular, consumer-world features such as peer reviews and star ratings increases engagement, scannability, and allows formerly dispersed marketers to collaborate with peers.

Comcast
Comcast Store

Calendar
My Profile
Log Out

Campaigns & Programs
Tactics & Branded Examples
Brand Standards
Research
Resources

Comcast Store

Comcast Store Home
Research
Add to Shortcuts

Brand Standards

Design Elements
Copy Elements
Brand Personality

Comcast's brand standards have now been updated to reflect the tone and personality attributes of the "Comcastic!" campaign. Check out the updated colors, typography, imagery and other design and graphic cues that comprise our core brand elements and help to express the Comcast personality. Soon, we'll roll out detailed guidelines on how to apply these elements, so please stay tuned.

New Logos
New Images

See All New Logos

Design Quick Start Guides
read more >

04/06/06	Images
04/06/06	Icons Type Treatment
04/06/06	On-Air Identity Elements
03/25/06	Comcast Prog. and Entity logos
03/25/06	Affiliate Branding

Working for you
Accurate user profiles help us keep you correctly informed of new features and new content. Check your profile periodically and stay up-to-date.

Back to Top

Guidelines
read more >

04/06/06	Q1 '06 Video
04/06/06	That's Comcastic
04/06/06	Q1 '06 CDV Product Differentiation
03/25/06	Q1 '06 CDV Acquisition
03/25/06	Productivity

Welcome Brian
You last updated your profile on December 27, 2005

You currently have 0 items in your basket

View Order

Search

My Shortcuts

Calendar

Pending Items

Ready to Customize [5]

Ready to Fulfill [2]

Ready to Download [8]

SEE ALL PENDING ITEMS >

Partner Sites

Merchandise

Stationery

Uniforms

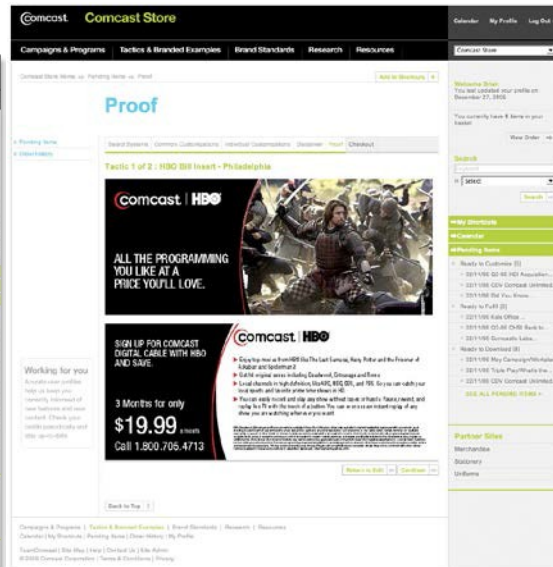
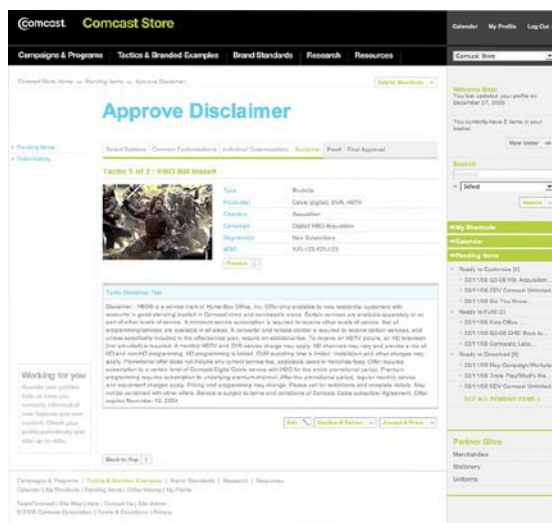
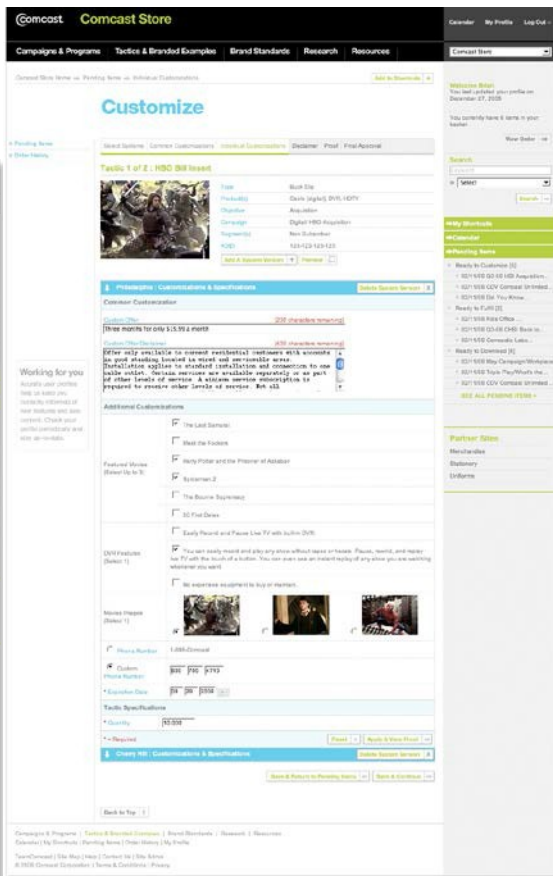
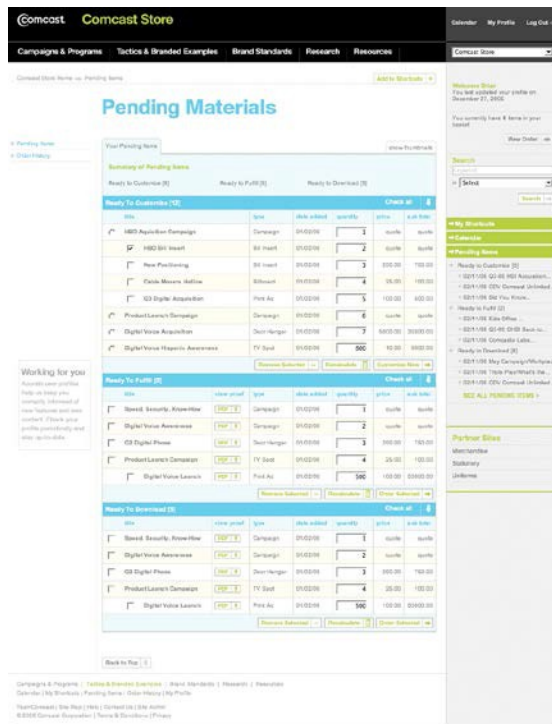
Campaigns & Programs
Tactics & Branded Examples
Brand Standards
Research
Resources

Calendar
My Shortcuts
Pending Items
Order History
My Profile

TeamComcast
Site Map
Help
Contact Us
Site Admin

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Privacy

Pictured: A top-level Brand Standards page, which includes mission-critical content for the intranet's audience.



Pictured: Four screens in the “check-out” process that Comcast marketers use to choose, customize, proof, and buy corporate advertising online.

LESSONS LEARNED

Insights from Thomas Gamble:

Court stakeholders, and visualize your product. "While the success of this project was largely due to a strong project team and exceptional stakeholder support, two process items worth noting were constant stakeholder check-ins and most importantly, product visualization.

Use working wireframes. "While many redesigns are driven by a 'flat' design approach, we were able to leverage traditional wireframes and layered HTML prototypes that allowed stakeholders to visually "click" through pages, creating the illusion of a working site. This facilitated reliable stakeholder buy-in since they were able to 'interact' with the site, therefore making it more of a reality. In our opinion, this step was the most important."

LESSONS LEARNED FROM 5 REDESIGNS

"In the course of designing five corporate intranets over two years, we have learned that certain principles will dramatically increase the likelihood of success," says Scott McDonald, project manager for Modus Associates.

Those principles are:

Be user-centered. "Choose a design firm that follows user-centered design principles: Then involve users and stakeholders up front, and keep them involved throughout the project."

Integrate. "Integrate very closely with your design team and communicate constantly."

Plan on paper. "Plan carefully and design on paper before proceeding to development. Careful up-front planning will also help you to budget realistically."

Think business. "Don't approach your intranet mainly as a technology project. Treat it as a business and communications challenge."

Use phases. "Don't try to do everything at once. Many firms try to 'boil the ocean' and redesign every aspect of a large intranet within a tight timeframe and budget. Invest in planning up front, then design and build in phases for maximum impact."

Redesign is ongoing. "Approach your intranet as an ongoing program instead of a one-off project."

SCANA Corp. (2010)

Using the intranet: SCANA Corp. is a Fortune 500 energy-based holding company with electric and natural gas businesses in North Carolina, South Carolina, and Georgia.

Headquarters: Cayce, South Carolina

Number of employees the intranet supports: SCANA has 6,700 full-time employees and contractors who have intranet access (and about 3,300 contractors who don't have intranet access)

Company locations: SCANA operates in North Carolina, South Carolina, and Georgia.

Locations where people use the intranet: All locations

Annual sales: \$5.3 billion (2008)

Design team

Corporate Communications: Christy Season, Intranet Strategist; Therese Griffin, Mgr. Corporate Communications & Philanthropy; Nicole Mclean, Supervisor Corporate Communications; Keela Middleton, Communications Strategist; Troy Stockman, E-Communications (Front-end Developers) Supervisor; Eddie Flowers, Front-end Developer Consulting; Matt Reinhart, Front-end Developer

IT Department: Andrea Peterman, IT Project Manager; Dean Keith, Supervisor IT Application Developers; Don Rozier, Applications Developer; Carl Russell, Applications Developer; Adam Youngblood, Applications Developer; Greg DuBose, Applications Developer

SUMMARY

How does an intranet team update a website and tackle technical and organizational challenges without additional budget? Ask SCANA. The solution for them was creativity. Their resourcefulness in solving problems and finding solutions that entailed no additional costs resulted in a website that offers users countless self-service tools, creative content, and a clear design.

Team members used their creativity to conquer several challenges. The first was how to create a site that could encourage collaboration when they didn't have the resources to buy a new site platform. The solution? Use SharePoint, a product they already were using for collaborative team sites. Because SharePoint was already in place, they decided to move the site itself to SharePoint and take advantage of it. While the tool didn't provide them with the exact functionality they needed or wanted out of the box, they used it as best they could and picked their battles with it—sometimes making custom changes for things that were intolerable, and sometimes letting smaller issues slide.

The second challenge was how to facilitate collaboration in an environment where certain communications could result in heavy regulatory fines. That is, they wanted to encourage users to contribute content and share information, but federal law prevented various departments from sharing certain information with each other.

The answer again involved SharePoint. The team decided to put sharable, company-wide information on the intranet itself, called *The Edge*, and to put sensitive information into a SharePoint team site environment and restrict access appropriately. Team members check every request for a new intranet site to see whether it can be placed on the company-wide site or must be placed on a restricted site. This system of accurate information placement ensures that the company follows all applicable laws.

Using SharePoint helped the team conquer a third challenge as well—changing from centralized content control to distributed content management throughout the organization. SharePoint made the change technically simple, for the most part, and many contributors throughout the organization were already familiar with the tool's processes and interface from using the collaborative team sites, which was a plus.

This transition was essential, as it freed time for intranet team members to focus on site issues rather than content updates. It also gave contributors direct ownership of content updates without having to ask someone to do it or wait for it to be finished. For content contributors, being able to update immediately was a welcome change.

The team was prepared to ease the transition, recognizing the need to support content contributors during the adjustment. Team members provided any needed guidance with the SharePoint content system, as well as providing guidelines for contributors to follow. The team used SharePoint to ensure visual consistency across pages: templates allow for some flexibility, while also retaining a consistent look. The team trains contributors and counts on them to follow guidelines, and also conducts twice-yearly audits to ensure compliance.

The result of all these efforts is a well-designed site with interesting content. The intranet's homepage has a clean design that makes it easy for users to know where they are in the site. The homepage is clutter-free and focused on providing news. A rotating featured story area offers up to six different stories, which users can page through via numbered links or an arrow. For each story, an image and headline appear with a link to *Learn More*.

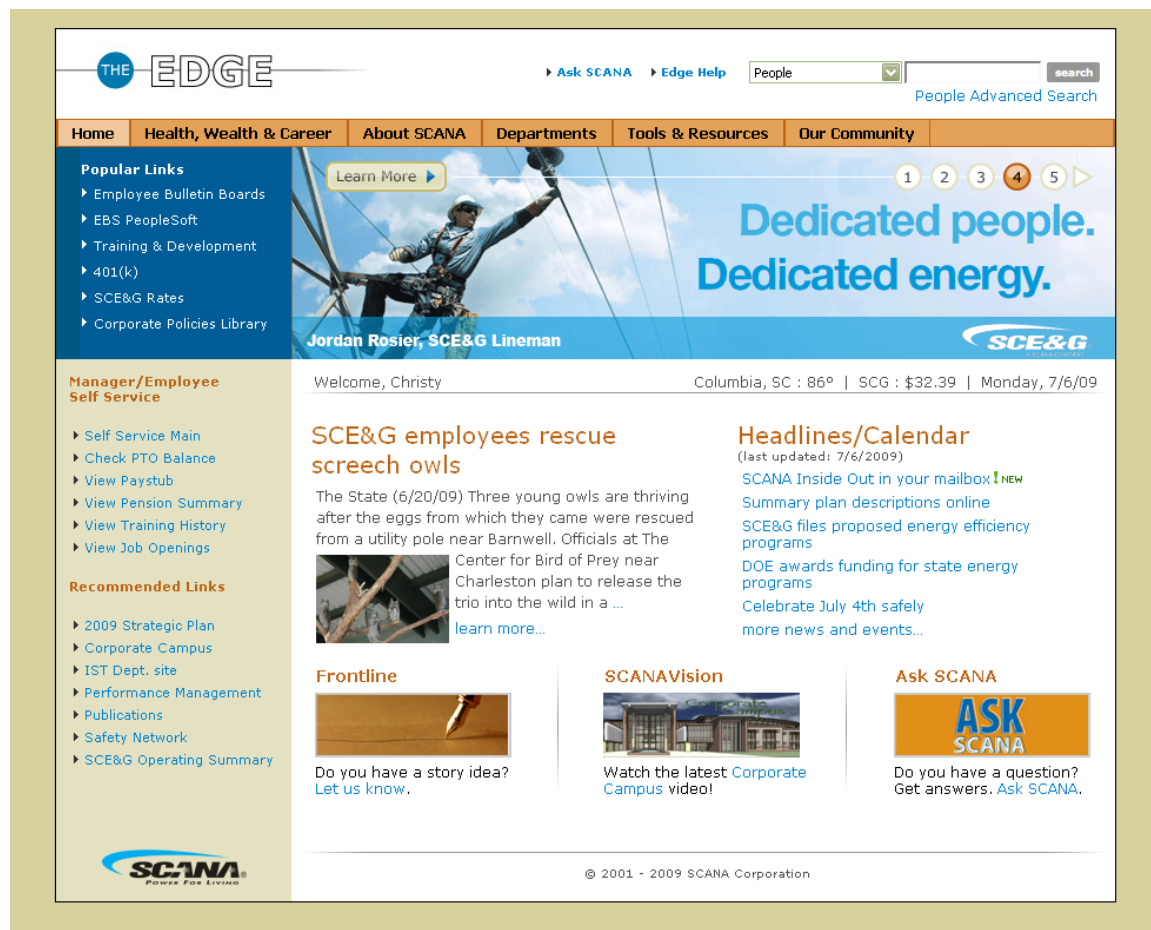
An additional news story is featured in the body of the page, complete with the posting date, a clear headline, a brief summary, and a link to read more. Additional headlines and events information appear next to the featured story.

The rest of the page offers links to key site areas. The three sections at the bottom of the homepage are additional promotional areas to push intranet content to employees. Each area holds up to three different promotions that cycle based on browser session. The far left area is dedicated to the corporate-wide publications, the middle area is dedicated to SCANAVision video promotions, and the far right area is dedicated to communicating other internal sites and tools.

The homepage also includes weather and stock information in a small bar beneath the featured story area. Mousing over the weather or the stock price will display a small pop up with additional details or information.

The remainder of the page is devoted to site navigation. Popular links appear on the side of the page, followed by links to self-service areas of the site and a list of recommended links.

It's rare to see such a clean intranet homepage, with a clear focus and lack of clutter.

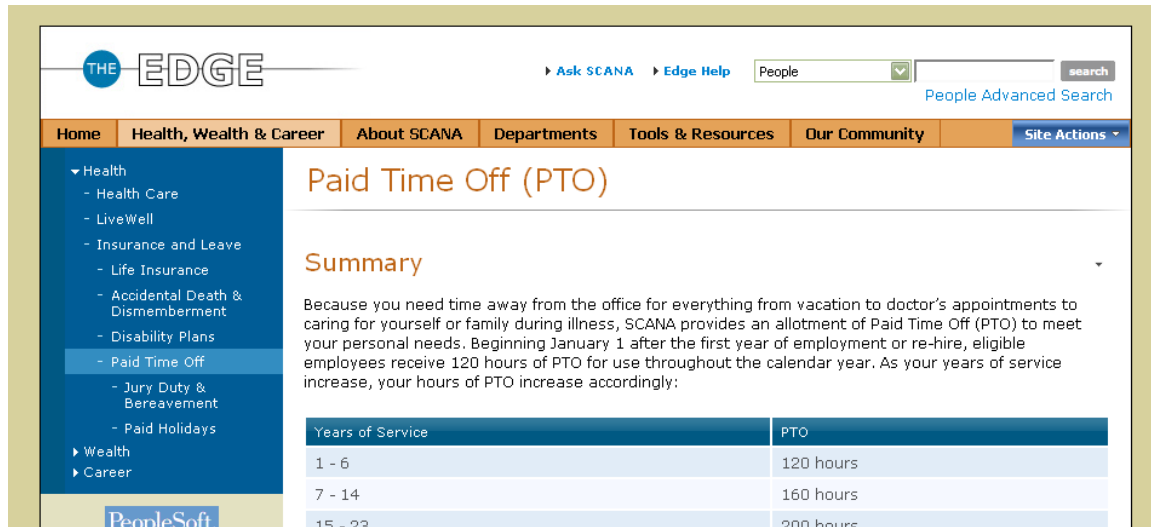


Pictured: The homepage of the SCANA intranet, called *The Edge*, is clean and focused on providing news and navigational links to key site areas.

The site is nicely designed throughout. A color change in the top, global navigation easily tells users where they are on the site. The side navigation also clearly indicates which section is currently being viewed. Categories expand and collapse as needed to reflect where users are and where they can go.

Each page has a large, clear heading describing the page's content. The simple use of rule lines, color, a consistent color palette, and white space combine to create a simple yet effective page design that lets users focus on the content rather than be distracted by confusing page elements or busy design.

In another example of their resourcefulness, team members took usability test results from the public facing site and squeezed as much relevant information out of them as they could to help refine the intranet's design and organization. This, apparently, has paid off.



Pictured: The site has a clear design, which lets users focus on the content rather than be distracted by site structure and cluttered pages.

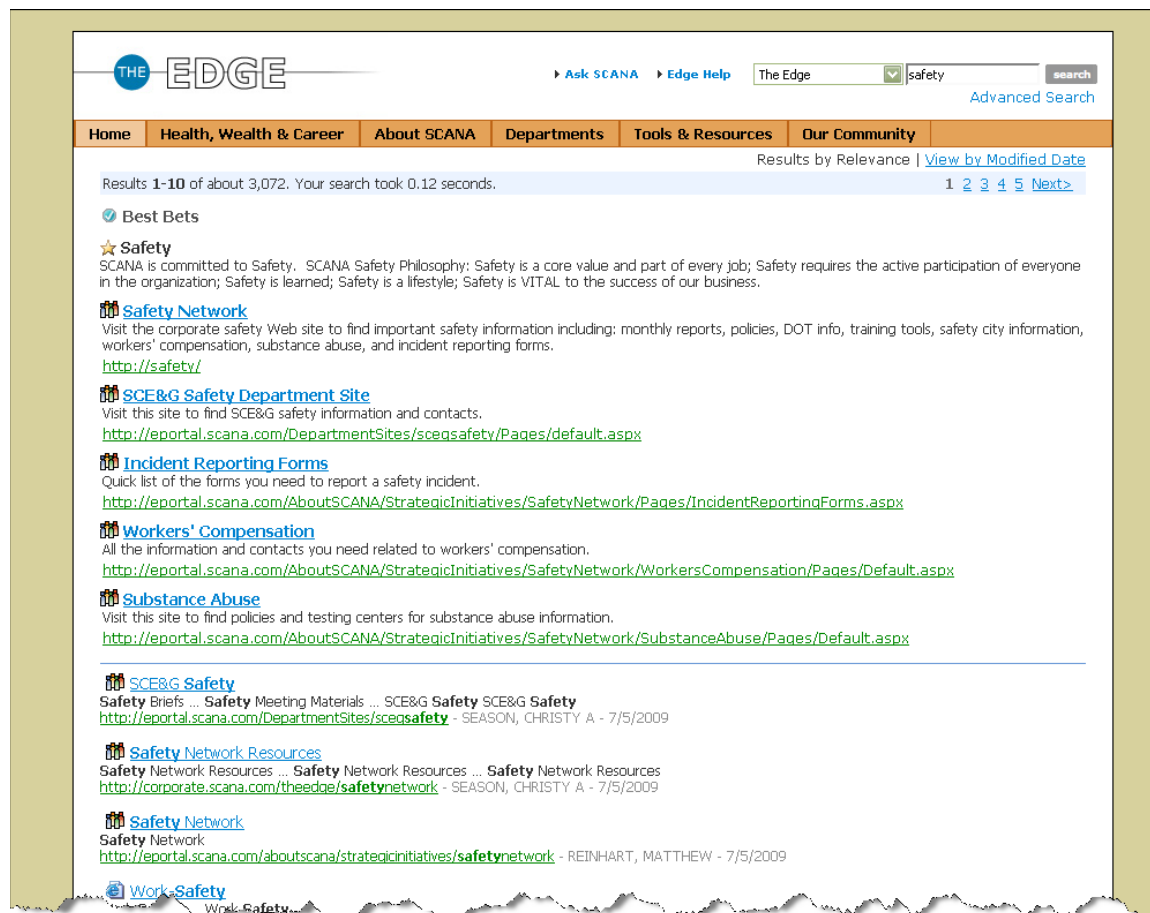
Given that they had no budget, team members had no option but to use SharePoint for their search solution. They therefore worked within the structure of SharePoint's search to try to present the best possible information for users. To do this, they took advantage of Best Bets to move users to the content that best fit their needs. Best Bets lets the search return certain hardwired results tied to specific keyword queries. For instance, the search for "safety" (see below) offers five prioritized Best Bet results that are most likely to provide the information users are looking for. Each result is presented with a link, a clear page name, a one-sentence description of the page's content, and the URL of the page.

Note the simple URL of the first result shown below: <http://safety/>. The site allows the use of shortcut URLs that let onsite users type in a keyword and move directly to content. The team sets up these keyword redirects for certain key applications, content, or shared sites.

If users don't find what they need in the Best Bets, standard search results appear below the rule line on the page. These results also show page titles, but instead of summaries, they display text snippets that show where the search query appears on the page. The URL is followed by the page author's name and the date the page was last updated.

The top of the page shows the number of results returned; results are initially sorted by relevance, but users can reorganize results based on the date they were last modified.

Team members keep track of what is and isn't working in the site search. If they find that a query is popular but doesn't have a Best Bet associated with it, they set one up.



Pictured: Best Bets allow the SCANA team to hardwire search results for certain keywords and present the most relevant links first.

The site makes good use of video content. SCANA Vision is the site area that lets users view featured videos, browse all videos, or find specific video content using a keyword search. This section is linked from the site's homepage. The top of the page features the video player window, as well as a list of recently added videos, which are accompanied by a small image, video name, and brief description, as well as the date the video was added.

Beneath this, users can browse videos, which are listed in reverse chronological order by default, showing the most recent videos first. Users can sort by title or date to help them find specific content. Each video is accompanied by a brief description.

A search box specific to the video content appears at the top of the list of videos. Users can easily page through results or the full list using links at the bottom of the page. They can also change the view to see more videos per page.

Another nice feature: a link on the side of the page tells users to send an email to request a DVD of a program from the site.

As for the video content itself, the site offers many types of videos, from promotional to informational to skill building.

Remember that lack of budget discussed earlier? And team creativity? The team came up with creative solutions once again when challenged with advertising and introducing the new site. One aspect of their “campaign” for showing off the new site involved video: The team created a *Lunch N’ Learn* webcast to introduce features of the new site. These webcasts are offered throughout the year and can be viewed as they “air.” They’re also recorded and available for on-demand viewing.

Team members also created “advertisements” for the new site and posted them in the SCANAVision area. By borrowing someone from the organization’s video team to shoot the videos and recruiting volunteer actors from the workforce, the team once again came up with a creative way to problem solve.

[Ask SCANA](#)
[Edge Help](#)

[Home](#)
[Health, Wealth & Career](#)
[About SCANA](#)
[Departments](#)
[Tools & Resources](#)
[Our Community](#)

[Headlines & Events](#)
[SCANAVision](#)
[Special Interest](#)
[Education and Training](#)
[Strategic Initiatives](#)
[Corporate Communication](#)
[SCANA Live](#)
[Publications](#)

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(Be sure to include the
show title and your mail
code!)

SCANAVision

Recently Added Videos

- SCE&G 2009 Branding Introduction with Kevin Marsh
06/10/2009
- Eye On SCANA: June 2009
06/02/2009
- SCANA 2009 United Way Promo
07/01/2009
- Eye2Eye: Fuels Update
06/30/2009
- SGA Network: Conflict: Fair Fighting (6-2009)
06/30/2009

Filter: Show entries

Thumb	Video Title	Video Date	Video Description
	SCANA 2009 United Way Promo	07/01/2009	SCANA's promotional video for the 2009 United Way campaign. Featuring interviews with SCANA employees. (2:35)
	Eye2Eye: Fuels Update	06/30/2009	Sarena Burch, Senior VP- Fuel Procurement & Asset Management, discusses the purchasing of various fuels for our company's supply chains.
	SGA Network: Conflict: Fair Fighting (6-2009)	06/30/2009	Explores the importance of dealing with conflict in a healthy, win-win manner. Includes a review of tendencies and pitfalls of conflict avoidance.
	Corporate Campus: Doing Our Jobs (6-2009)	06/26/2009	Campus spotlight takes a look at a few ways moving to the new campus will help us do our jobs easier and better.
	SCE&G Celebrity Kitchen: Chef Marvin Woods	06/22/2009	Chef Marvin Woods cooks with 4 children from the SCE&G Homework Centers. Recorded live at the 2009 Charleston Food & Wine Festival.
	SCE&G Celebrity Kitchen: Virginia Willis	06/22/2009	Chef/Author Virginia Willis cooks ham & grits. Recorded live at the 2009 Charleston Food & Wine Festival.
	SCE&G 2009 Branding Introduction with Kevin Marsh	06/10/2009	SCE&G President, Kevin Marsh, explains and introduces the new low-cost advertising campaign for SCE&G.
	Eye On SCANA: June 2009	06/02/2009	PaCE program at work in Beaufort, SC. Adopt-A-Waterway, Swift water training, LiveWell, Gas Training Center opening, SCE&G's Preservation Award, Jasper Plant wins an award, PSNC's March of Dimes walk.
	SGA: Problem Solving and Decision Making (5-2009)	05/29/2009	Problem Solving and Decision Making: CTN/SGA Training Series
	Lunch & Learn: The New Edge (5-2009)	05/18/2009	Watch as Intranet Strategist, Christy Season, goes over the features, tips and tricks on the newly updated Corporate Edge.

Showing 1 to 10 of 47 entries

[First](#)
[Previous](#)
[1](#)
[2](#)
[3](#)
[4](#)
[5](#)
[Next](#)
[Last](#)

© 2001 - 2009 SCANA Corporation

Pictured: The SCANAVision video library lets user see recent additions, browse offerings, and search for specific content.

The team's efforts to build excitement and interest around the new site didn't end with the video offerings. Team members worked with groups throughout the organization to help build buzz for the new site. The team's group of pilot testers included 150 employees from throughout the organization who gave them feedback on the new site, finding typos, errors, bugs, and usability problems that the team could then fix before launch to the full organization. As a result, these users became invested in the site, and they—along with site owners and content contributors—became its ambassadors. They spread the word throughout the organization, helped colleagues and answered questions after the site launched, and even hung posters throughout the offices. Once again, the small team's resourcefulness won out over a lack of budget and tight schedule.

BACKGROUND

The SCANA intranet was started a little over 10 years ago. This original intranet was a grassroots effort by a few Corporate Communications employees who worked without a budget and with little managerial direction. The site they built consisted of a handful of company information websites formatted into a grid: graphics on the left, text on the right. The early site had no site-wide search (only a people search), no Web analytics, and little content decentralization.

The first *official* company intranet started a few years later when the IT department created a website that let employees look up other employees. This led to the creation of a formal intranet that consisted of a homepage with links to department sites (basic HTML created by the departments themselves), industry links, and company news.

In 2000, the company recognized there was a serious business need for customers to access their accounts online through the SCANA external website, so a major initiative was begun to build out the external sites. The intranet project was coupled with that larger project, and an updated version of the intranet was born. This intranet, a precursor to the company's current site, was a portal intended to aggregate information and was custom built in-house. The project also included building the company's first CMS system, created by the internal team.

The redesigned intranet launched in May 2009, utilizing SharePoint functionality as a platform. It featured a highly customized look and feel, along with custom Web parts for additional functionality.

In the beginning, the SCANA intranet was mainly a communication tool, but over time it has grown to include more functionality and transactional elements. The site has also evolved, morphing more task-oriented functions into online applications that serve employee needs across a variety of areas. With the most recent intranet conversion project—moving the site to the SharePoint platform—the intranet has grown to include more employee-contributed content and the ability to decentralize content contribution to content owners across the company.

Future Plans

In early 2010, the SCANA team will embark on Phase II of the site redesign. This phase will expand the site to include many features that couldn't be included in the first project due to time or budget constraints. Phase II will also address employee requests for new functionality.

Some of the features that will be added in Phase II include the ability for employees to:

- comment on and rate videos and news items;
- create a customized *My Links* section that includes internal links, Web applications, and SharePoint team sites; and
- add topic-specific and business-unit-specific news streams to the homepage.

During Phase II, the company will form a Governance Committee consisting of intranet stakeholders, including high-level managers from Corporate Communications, IT, HR, and other company areas. The intranet team will work with this group to develop a three-year strategy for the intranet, prioritize all large intranet requests, and drive the intranet's strategic direction.

INTRANET TEAM

As in many companies, the SCANA full-time intranet resources are minimal, consisting of just one intranet strategist; other staff members support her as needed.

On the tech side, a Web development team supports the intranet and external customer-facing sites, and an internal IT team manages all internal servers, internal Web applications, and the SharePoint team site environment.



Pictured: The SCANA intranet team (from left to right, back row) Adam Youngblood, Eddie Flowers, Andrea Peterman, and Dean Keith; (front row) Don Rozier, Nicole Mclean, Christy Season, and Matt Reinhart; (not pictured) Therese Griffin, Troy Stockman, Carl Russell, Greg Dubose, and Keela Middleton.

Ownership

The intranet strategist resides in Corporate Communications. The site is owned by Corporate Communications and managed in a close partnership with IT; it also receives continuous input from HR.

"The intranet has found a home in Corporate Communications," says Therese Griffin, Manager, Corporate Communications & Philanthropy. "As one of the most used employee channels, the goals of the intranet are now aligned with the goals of our employee communications function."

Corporate Communications strategists provide content for the intranet and drive communications strategy for all employee communications initiatives.



Pictured: An example of a corporate-wide strategic initiative: the *Corporate Campus Site*. Corporate Communications owns and maintains this site, which lives on the *About SCANA* tab. The strategic initiative sites are more graphical and interactive. This site focuses on the company's new campus construction and includes interactive graphics, a discussion board, construction photos, a live webcam feed of the construction site, and monthly updates via *Campus Spotlight* videos.

Internal Teams Know Best

While many companies engage outside agencies to augment their internal team's capabilities, SCANA found that their own internal team had a better grasp of the company, employees, and employee needs than any outside vendor could.

Because only one full-time staff member supports the intranet, many other people contribute to the site on a part-time basis as follows.

In-house project team:

- 1 intranet strategist (80 percent dedicated)
- 2 Web designers (50 percent dedicated)
- 4 IT developers (30 to 75 percent dedicated)
- 1 IT project manager (50 percent dedicated)
- 2 Communications strategists (25 percent dedicated)

Manager/supervisor support:

- Manager, Corporate Communications & Philanthropy
- Supervisor, IT Developers
- Supervisor, Web Developers

GOVERNANCE

Adopting the SharePoint platform let the SCANA team decentralize all of the individual department sites that were previously managed through Corporate Communications. On the prior intranet, approximately 40 department sites and all of the sites' content was managed and maintained through Corporate Communications.

Prior to SharePoint, the workflow for making changes to these sites went something like this:

- An internal customer contacted Corporate Communications to request an update or edit to a department site on The Edge.
- Corporate Communications tasked the request up to the Web development team.
- The task was prioritized with all the other internal and external Web updates in the queue.
- After the task was completed, Corporate Communications was notified.
- Corporate Communications ensured the task was completed correctly and notified the customer.

Given the multiple steps required to make changes, even a small change such as a link-update request could take upwards of a week or two to complete. "As more departments wanted their own sites on The Edge, the management of the sites became a resource bear for Corporate Communications and departments weren't given the timeliness needed," says Griffin. "With the new intranet and the SharePoint platform, we were able to completely decentralize content ownership for all of the Department Sites."

Governance in a Regulatory Environment

Because SCANA is a regulated utility, it must follow certain legal restrictions or risk heavy fines. This poses a challenge for allowing collaboration on the company's intranet.

"One major restriction we have to be very aware of is that the marketing groups of our company cannot communicate certain information to our transmission employees," says Griffin. "These communications are regulated by the Federal Energy Regulatory Commission."

Understanding this separation requires a little background; as Griffin explains, "When SharePoint was initially installed, because of its collaborative nature, it was built on separate servers, housing different groups' sites on different servers, so the high-risk groups' SharePoint sites were heavily protected, thus preventing the wrong type of collaboration."

During the planning stages for the new intranet, it was decided that The Edge would be a place for corporate-wide information and functionality that all employees could access and use. And any team-specific site or information would belong in the existing SharePoint team site/collaboration environment where risks of violations are mitigated.

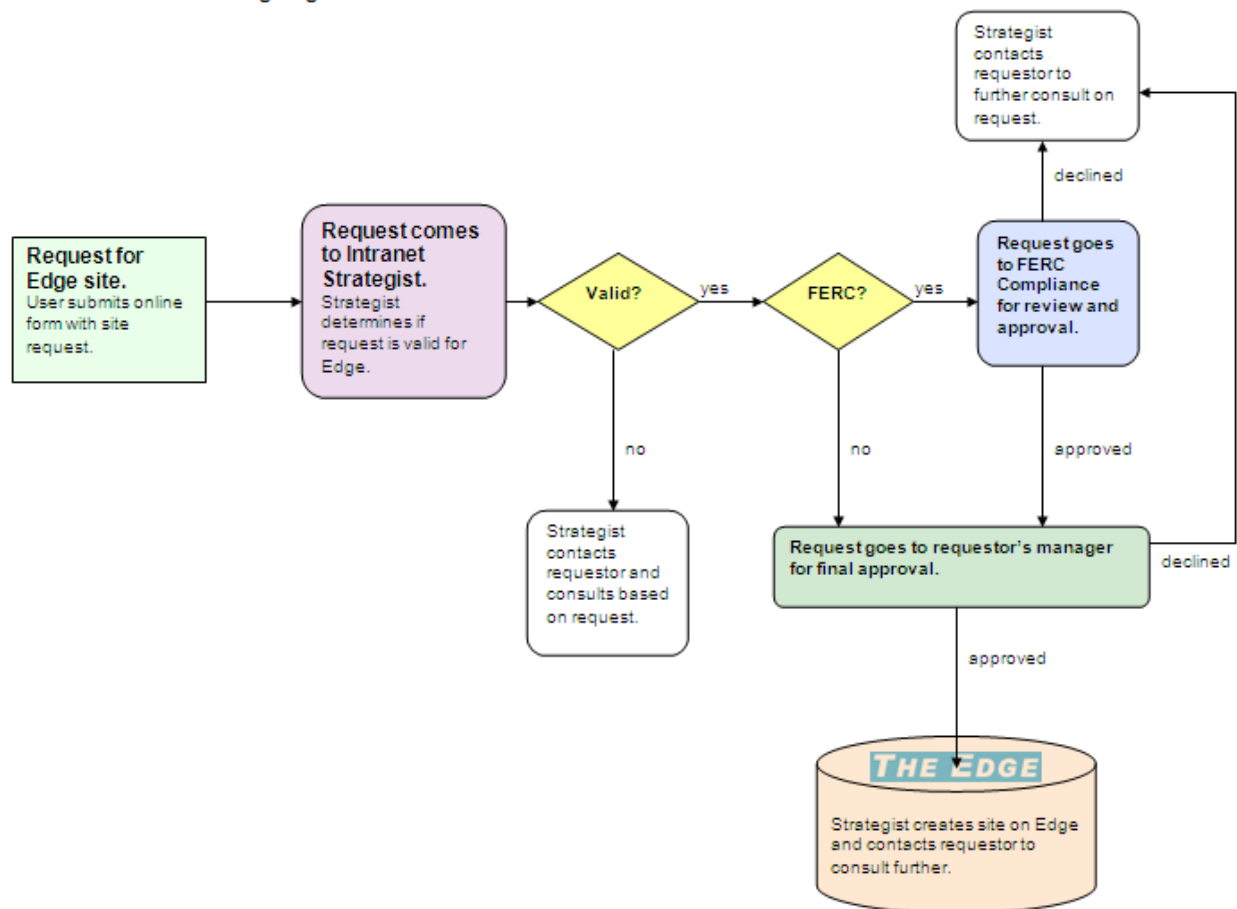
Separating Content Between Sites

Because the company wanted to separate company-wide content from team/collaboration content, it first had to examine the existing content and decide whether to put in on a SharePoint team site or on The Edge.

First, the team delineated between the intranet, The Edge, and the existing SharePoint team/collaboration environment. SharePoint was initially implemented several years prior as a project-management and team-collaboration tool. But since its inception, use of the tool had grown, so several groups had department-specific sites where they could collaborate on documents, project management tasks, and so on.

So, after establishing guidelines governing which sites belonged on the new intranet and which should be team collaboration sites (accessible only to a specific department), the project team evaluated each department site and determined whether it should convert over to the new Edge or be moved into the SharePoint team environment. The chart below offers a glimpse into the process they used for making those decisions.

Process for Requesting Edge Intranet Site



Pictured: This flowchart shows the SCANA Team's process for determining whether a site belonged on The Edge or in SharePoint team sites. FERC stands for the Federal Energy Regulatory Commission.

For each existing site that belonged on the new intranet, the team identified a "site owner" who became a liaison between Corporate Communications and the site owner's department.

"We pulled all of the site owners together into a group we call the 'Site Owners Community,'" says Christy Season, Intranet Strategist. "We met with this group throughout the conversion project, introduced them to the project, explained the role of a site owner [see table below], and trained them on how to rebuild their old site on The Edge into the new, converted Edge."

The team set up a SharePoint team site for this group of site owners and provided them with training materials, best practices resources, a style guide, a content guide, a site owner's user guide, and a question and answer discussion board.

"We started each department off with a template for their site on the new Edge," says Season. "After attending a training session, the department site owner converted their old site into the new Edge. We continued to meet with the group as needed throughout the project to touch base or to individually help with any issues,

but each site was created for the most part without the assistance of Corporate Communications Web developers.”

Today, the site owners entirely own and maintain all department sites. The team plans to audit the sites with the group of site owners twice per year to ensure that all the style and content guidelines are being met. “This effort was probably one of the biggest wins of the project,” says Season. “It freed up our resources to focus more on strategy and corporate-wide initiatives and created ambassadors for our intranet.” It also empowered the site owners and was a real win for the departments who can now post and update content in a matter of seconds as opposed to a week.

The following table shows the roles and responsibilities of the various constituents involved in the SCANA intranet and the ownership role they play in keeping the site fresh.

INTRANET TEAM GOVERNANCE RESPONSIBILITIES	
Role	Responsibilities
Intranet Strategist	<ul style="list-style-type: none"> • Manages all intranet security, ensuring permissions are granted correctly and consistently • Manages Site Owners Community and keeps the group's website updated with style guides and best practices • Trains members of the Site Owners Community • Facilitates new site requests for the intranet and determines which sites belong on The Edge (and which belong in the SharePoint collaboration environment) • Facilitates semi-annual site audits • Conducts quality testing and site reviews on new sites and provides content updates on Corporate Communications' managed sites • Measures and tracks intranet Web analytics
E-Communications	<ul style="list-style-type: none"> • Ensures consistency with style and templates when building out sites • Ensures navigation is consistent throughout site • Participates in intranet audits
Communications Strategists	<ul style="list-style-type: none"> • Develops content for pages owned at the corporate level and provides oversight • Often proofreads corporate-wide information before it's posted to the intranet • Participates in intranet audits • Reports Web analytics to internal customers
Department Site Owners	<ul style="list-style-type: none"> • Manages and updates their department site • Serves as point of contact for the site • Participates in site training • Participates in Site Owners Community meetings • Participates in yearly audits • Acts as an intranet ambassador

TIMELINE

The site conversion took approximately two years to complete, from planning/testing to launch. The table below outlines the deliverables and project milestones as the project progressed.

INTRANET CONVERSION TIMELINE	
Milestone Date	Milestone Description
Late 2006	Presentation to senior-level management to get project approval
2007	<p>January–March Usability testing with employees (card sorting exercises, one-on-one interviews, field studies)</p> <p>Summer Developed site architecture/taxonomy Built wireframes Created site design/color scheme</p> <p>Fall Developed business case and business requirements documentation</p> <p>Late 2007 Intranet strategist performed business requirements walk-through with IT</p>
2008	<p>January–April IT feasibility and estimates documentation, tweaked business requirements as needed</p> <p>May Intranet build project kick-off</p> <p>August First meeting of Site Owners Community</p> <p>September/October Site owners training</p>
2009	<p>April Began employee communications about upcoming new intranet Corporate Communications review Pilot group testing of new intranet</p> <p>May Launch</p> <p>Fall Post-launch survey sent to employees</p>

GOALS AND CONSTRAINTS

Starting with Many Challenges

Before the SharePoint conversion, the team was faced with an intranet with many challenges. It was a 10-year-old homegrown system with no site-wide search beyond a people search and no Web analytics. It had little to no content decentralization and was very reliant on technical resources. It was also somewhat inflexible and didn't

support functionality that users were beginning to expect, such as blogs and employee-generated content.

"We as a team felt these pain points, but also received feedback from employees on our communications survey that intranet usage was increasing, but [that the site was] cumbersome to use," says Season. "We wanted to address these issues and provide employees with the necessary business tools and resources to improve productivity and efficiency with his or her day-to-day work functions."

Dealing with Many Constraints

Budget was a significant hurdle for the team, but it was not the only one they had to contend with along the way. "We had no budget to fund our project," says Season. "This forced us to be more creative with our solutions and was one of the main factors in a lot of our decision-making." One of those decisions was to choose SharePoint as the intranet platform, mostly because it was already in use as a team site collaboration tool and the company already owned a license.

The team was also severely resource constrained. Season says that none of the project's team members were 100 percent dedicated to the project. "With our IT resources also responsible for a lot of day-to-day server maintenance and the SharePoint team collaboration site environment, if a server went down or an issue arose with a higher priority, we would lose our IT resources off of the project for days at a time," she says.

SharePoint itself also presented roadblocks and constraints throughout the project. "We often had to alter business requirements or find alternative solutions to some of the functionality we wanted because it just wasn't possible in SharePoint," says Season. "Sometimes we had to spend extra time on developing new, custom solutions because of the way SharePoint behaves out of the box."

"For example, on our headlines listing, the addition of images to an article using SharePoint 'out of the box' created multiple pop-ups and wasn't intuitive for a non-technical user," says Season. "Our IT developers built out a custom solution that added about two weeks to our timeline."

"Another example was with our *People* search functionality. SharePoint 'out of the box' does not list the *People* search results in alphabetical order," she says. "Our IT developers spent about two additional weeks customizing the *People* search to sort the results alphabetically as employees would expect to see them."

THE EDGE

Ask SCANA Edge Help People search

People Advanced Search

Home Health, Wealth & Career About SCANA Departments Tools & Resources Our Community

Enhance your search by using the fields below. The 'Any of these words' field will search all information on an employee's profile. On the search results, click the employee's name to see additional information.

Tip: You may search the starting letters/numbers of any of the fields below. For additional help and tips, visit [The Edge help site](#).

All Sites People

Last Name : First Name : Preferred Name :
 Job Title : Company :
 Address :
 City : State : Zip Code :
 Extension : User ID : Department # : Mail Code :
 Any of these words :
 All of these words :
 Search Clear

Pictured: The advanced *People* search page. The page provides multiple fields by which employees can search the employee directory.

USERS

SCANA intranet users include a variety of job functions:

- **Office employees.** These employees have desktop computers, work in an office environment, and access the intranet both via their computers at work and remotely from home.
- **Contact center employees.** Contact center employees support customer inquiries via phone, online, or in business centers. They also access the intranet via desktop computers at work and remotely from home.
- **Field employees.** These employees include line workers, journey workers, and service personnel who access the intranet via shared computers at base locations and remotely from home.
- **Plant employees.** These employees work in electric generating plant environments and access the intranet via shared computers in break rooms and remotely from home.

USER TASKS

User tasks on the SCANA intranet include:

- Search for employees and view reporting hierarchy
- Search the intranet
- Search external customer sites

- Search externally via Google
- Obtain direct access to personal benefits information including the benefits enrollment process via a direct link to PeopleSoft
- Post a question to a Q&A feedback website
- Comment on blogs
- Post to discussion boards
- Take a survey or poll and view results
- Watch videos, including live Web feeds
- Populate, design, and modify a designated site or content section (content editors)
- Access Web-based administrative business tools including travel requests, time reporting, expense reports, vendor purchasing, and open positions
- Access Web-based personal employee information and transactions including 401(k) balance, performance management application, vacation time balance, pension summary, training history, paycheck direct deposit info, personal contact info, and compensation history
- Add a company calendar event to a personal Outlook calendar

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Headlines & Events
Headlines
Archive
Corporate Calendar
SCANAVision
Publications

Corporate Calendar

- Pine Island Club Summer Bash (Dance Night) 7/31/2009
- Summer Golf Tournament 8/7/2009
- Summer Golf Tournament 8/8/2009
- Summer Golf Tournament 8/9/2009
- Pine Island Club Family Braves Game 8/15/2009
- Cayce Campus Blood Drive 8/18/2009
- Labor Day 9/7/2009
- more events...

Corporate Calendar

Listed below are current company events. Click on the event to view more information and to see the option of adding the event to your Microsoft Outlook calendar. If you have a corporate event to add to the calendar, please [contact Peggy Cathey](#).

July 2009

- [Pine Island Club Summer Bash \(Dance Night\)](#) (Friday, July 31, 2009)

August 2009

- [Summer Golf Tournament](#) (Friday, August 07, 2009)
- [Summer Golf Tournament](#) (Saturday, August 08, 2009)
- [Summer Golf Tournament](#) (Sunday, August 09, 2009)
- [Pine Island Club Family Braves Game](#) (Saturday, August 15, 2009)
- [Cayce Campus Blood Drive](#) (Tuesday, August 18, 2009)

September 2009

- [Labor Day](#) (Monday, September 07, 2009)
- [Pine Island Club Oyster Roast](#) (Thursday, September 24, 2009)

October 2009

- [Pine Island Club Ghost Island Halloween Carnival](#) (Friday, October 23, 2009)
- [Halloween](#) (Saturday, October 31, 2009)

November 2009

- [Thanksgiving](#) (Thursday, November 26, 2009)
- [Day after Thanksgiving](#) (Friday, November 27, 2009)

December 2009

- [Pine Island Club Children's Christmas Party](#) (Saturday, December 05, 2009)
- [Pine Island Club Retirees' Christmas Luncheon](#) (Thursday, December 10, 2009)
- [Cayce Campus Blood Drive](#) (Wednesday, December 16, 2009)
- [Christmas Eve](#) (Thursday, December 24, 2009)
- [Christmas Day](#) (Friday, December 25, 2009)

January 2010

- [New Year's Day](#) (Friday, January 01, 2010)
- [Pine Island Club Annual Meeting](#) (Friday, January 22, 2010)

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Pictured: This screen shows the *Corporate Calendar* listing of upcoming company events. If an event has passed, it falls off of the view. Clicking on the event title opens the event details display. The list of events on the left side displays on all pages within this section. Events can include multiple attachments and use reoccurrence functionality. Employees can add events to their own Microsoft Outlook calendar.

- Find and register for training courses and computer-based training
- Access various forms, including those to request a facility, request a speaker for a meeting or organization, and submit a print job

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[Home](#) > [Tools & Resources](#) > [Internal Speakers Bureau](#) > [Request A Speaker](#)

[Site Home](#)
[Topics](#)
[Request A Speaker](#)
[Speaker Resources](#)

Internal Speakers Bureau

Request A Speaker

Note: This request form is intended for use by supervisors and managers. Employees who would like to hear presentations on any of the current topics should contact their supervisor or manager to request a speaker. A limited number of topics are available at this time. Please allow at least two weeks between the time of your request and your presentation date. Check back periodically for new topics.

Speaker Topic:

Contact Name:

Presentation Location (town, building, room):

Email (ex. jdoe@scana.com):

Department:

Phone Number:

Expected Attendance:

Presentation Date:

Presentation Time:

Time Allocated:

Overhead Projector Available?
☐ Yes
☐ No

Laptop with Projector Available?
☐ Yes
☐ No

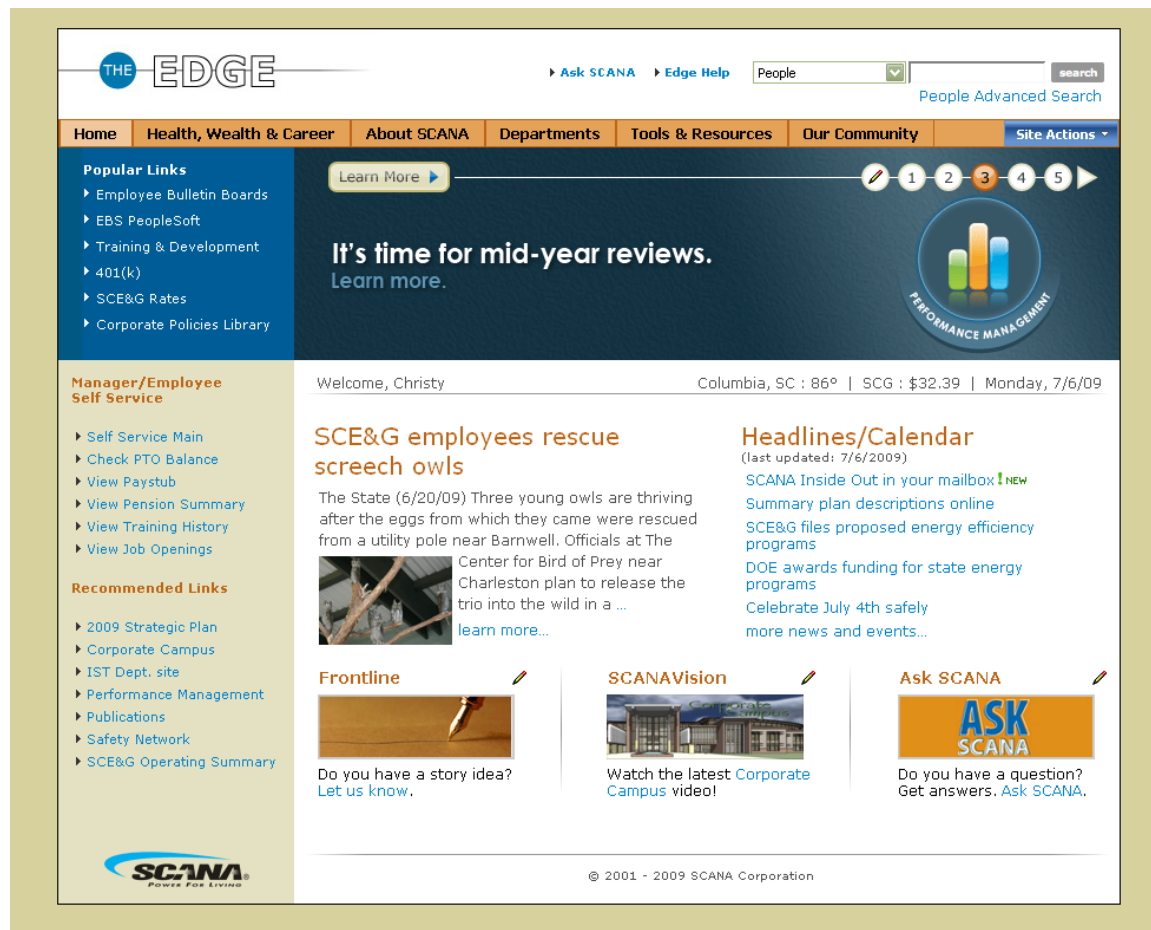
Additional Comments:

[clear form](#)

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Pictured: An *Internal Speakers Bureau* request form. All forms on the intranet have the same look and feel. Employees fill out the form, click *Submit*, and then view a confirmation message. The information is also sent via email to the employee who facilitates the requests.

- Look up driving directions to a facility
- View photos in a photo slide show
- Sign up or post a company carpool for work trips



Pictured: An *Editor View* of the intranet homepage. Clicking a pencil icon takes users to the edit screen for the associated content.

DESIGN PROCESS AND USABILITY ACTIVITIES

Season attributes the success of the SharePoint conversion project to the employee feedback activities that the team conducted throughout the project. "We performed several usability tests prior to our intranet conversion project and ran a pilot testing group directly before launching." Other user activities included:

- **Card sorting:** Fall 2006, just prior to intranet conversion project
- **One-on-one interviews:** Fall 2006, prior to intranet conversion project
- **Communications survey:** Summer 2007
- **Pilot testing:** April 2009, just prior to launch
- **Intranet feedback survey:** October 2009 (as of this writing, team members are facilitating a feedback survey that asks questions about the new Edge; they're planning to use the feedback to help plan for the site's Phase II project and future enhancements)

As the following sections describe, the team used various methods to engage users in the design process.

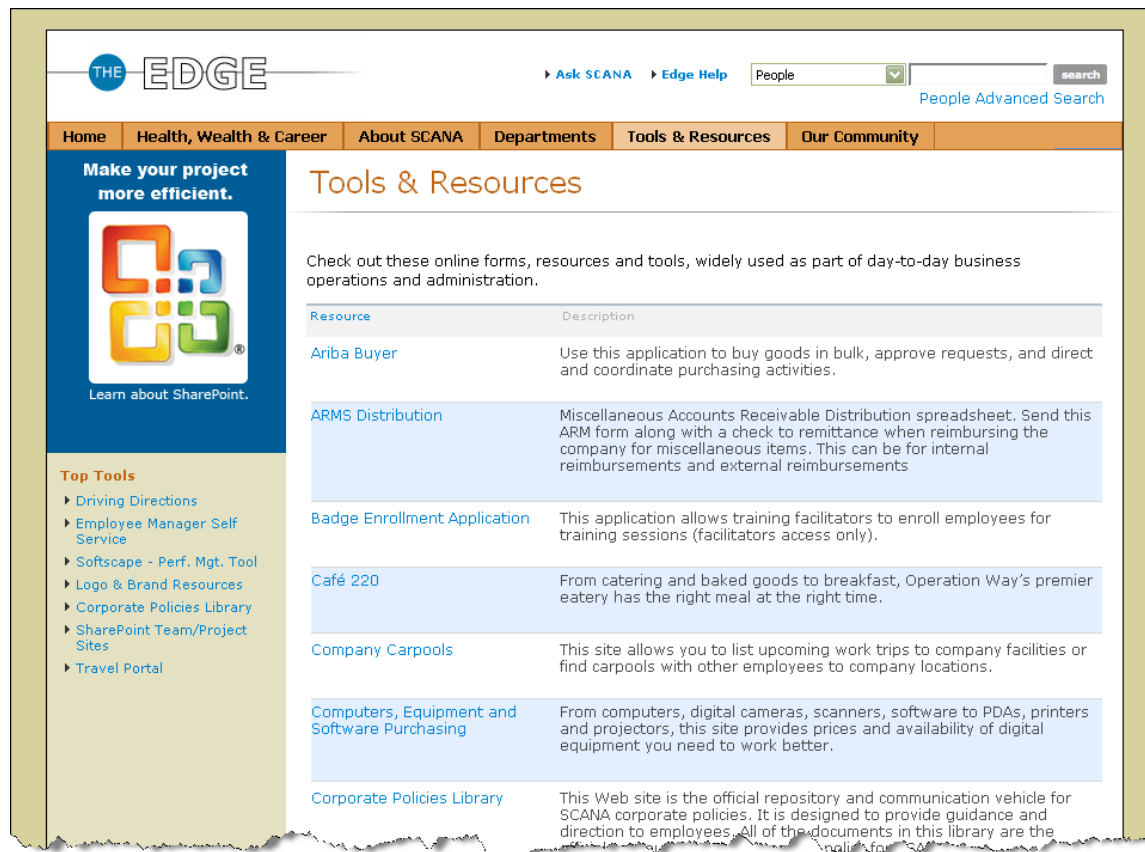
Card Sorting

For the card sorting exercise, the team recruited approximately 50 employees who were chosen to represent the demographic of the employee base as a whole.

Team members wrote the name of each intranet site on an index card, shuffled the cards, and placed them in a stack on a table. Employees then came in, one at a time, and were asked to group the cards logically in a way that made sense to them.

"The information we got from this exercise was the main input into how we organized our content," Season says. "This was the main driver for the top-level content sections of our new intranet. We were surprised to find that, for a lot of the sites, employees didn't even know what was on them or what information they had. A lot of the employees who participated set aside many of the cards in an 'I don't know what this is' pile. This gave us the idea to include short descriptions on the department sites listing and in the *Tools & Resources* sites listing of what employees could find on each site."

"It's much easier now to browse the list of tools and read descriptions on what each tool is for without having to navigate to the site and try to figure it out," she says.



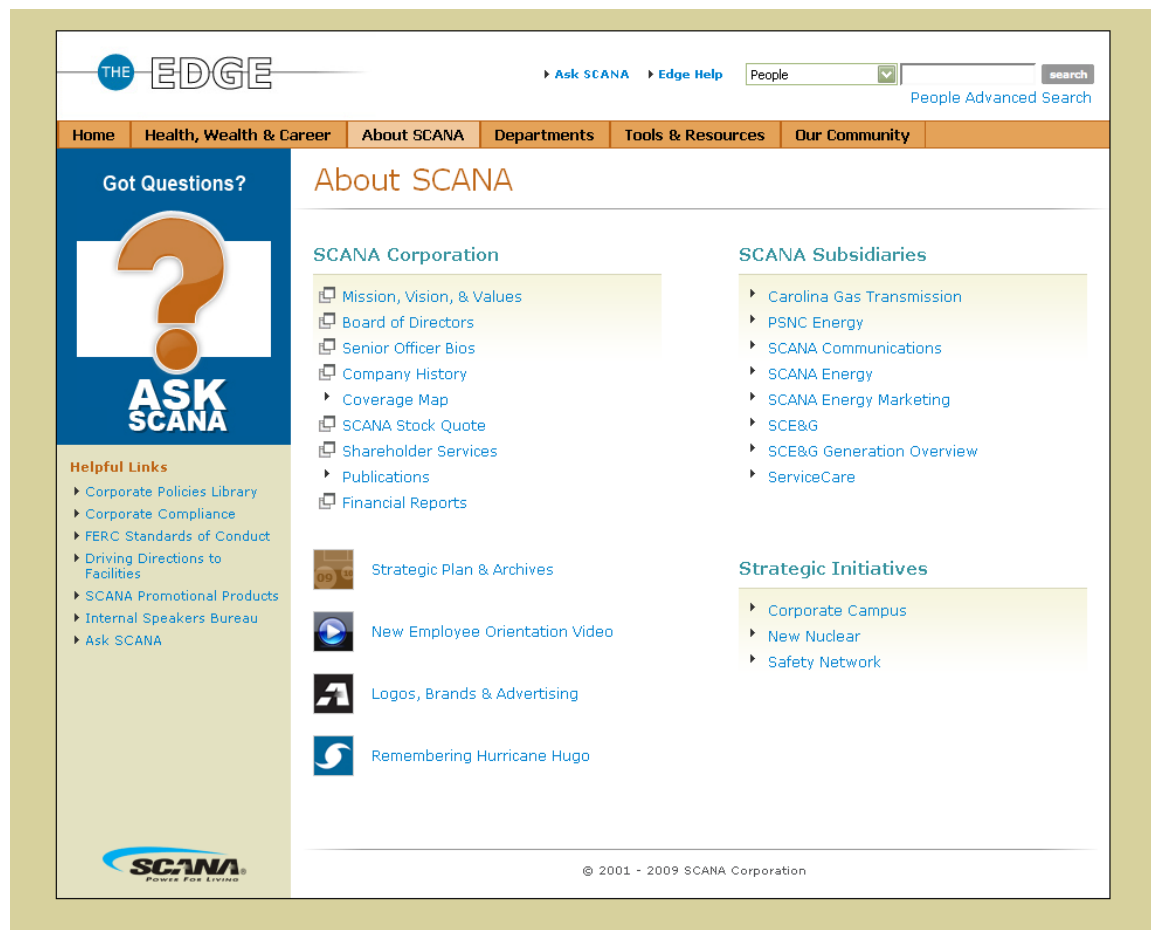
Pictured: The main page for the *Tools & Resources* top tab. This tab features links to websites and applications that employees use often for job-related tasks and transactional type functions. Each link is listed alphabetically, with a short description of the tool to the right. The image on the top left is a tool promotion; the space rotates and can fit multiple images to promote different tools.

Face-to-Face Interviews

To gather in-person feedback from company employees, the intranet team traveled for two weeks to different locations in the company's service territory and conducted one-on-one interviews. They asked the employees questions about the old intranet and observed how those participants used the site. The team probed participants about certain aspects of the site, asking questions such as, "Do you know where to find information about your medical benefits?" and "What do you wish was on the intranet?" Through this exercise, the team obtained job-specific information on how employees were using (or would use) the intranet.

"This exercise identified a lot about the lack of ability to find information in a timely manner on our previous intranet," says Season. "We also heard from some of the newer employees that, when they joined the company, they wanted to learn more about SCANA and its SBUs, customers, etc."

On the previous intranet, such company information was limited. On the new intranet, the team included more comprehensive company information so employees could learn about the company and its history. Also, each SCANA business unit has its own information page highlighting its leaders, types of customers, service territory, plants, and so on.



Pictured: The main page in the *About SCANA* top tab. This tab features information about the company and its business units organized in three categories: *SCANA Corporation*, *SCANA Subsidiaries*, and *Strategic Initiatives*.

"We were also able to identify through this exercise that a lot of employees did not recognize *MySCANA* as the site to visit for health, benefits, and career information," says Season.

As on the old intranet, the company's health, wealth, and career HR information is a major navigation tab on the new intranet. "During the field studies when we watched employees use the intranet, we found that a high percentage of employees didn't automatically connect the term 'My SCANA' with health, wealth, and benefits information," says Season. "This was especially true with newer employees. It often left employees clicking around the intranet, looking for this information instead of knowing that the link 'My SCANA' would take them there."

"So, on our new intranet, we named the top-level tab 'Health, Wealth & Career' to make it more intuitive for employees that the HR-related information lies on that tab. Once you navigate to the page, the information is still branded as 'My SCANA,'" she says.

[Ask SCANA](#)
[Edge Help](#)

People Advanced Search

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HEALTH, WEALTH & CAREER

All in one glance.

view your MySCANA Statement

Top Tasks

- View MySCANA Statement
- Go To PeopleSoft Main
- Access Perf. Mgt. System
- Change Direct Deposit Info
- Change Home Address
- Change Mail Code
- Change Phone Numbers
- Request W-2 Reissue
- View Benefit Elections
- View Job Postings
- View Paystub
- View Pension Summary
- View PTO/Leave Balances
- View Training History

Health, Wealth & Career

Health Care

- Medical Plan & Prescription Benefits
- Dental Plan
- Vision Plan
- HIPAA & Privacy Information

Payroll & Tax

- Payroll Calendar
- Withholding Forms
- Direct Deposit Changes
- Pay Stub Archive
- PeopleSoft Expense Reimb.

Performance Management

- Salaried
- Hourly
- Softscape Online Tool

LiveWell

- Pharmacy
- Employee Assistance Program
- Wellness Resources

SCANA University

- Training & Development
- Career Management

Insurance & Leave

- Life Insurance
- Accidental Death & Dismemberment
- Disability Plans
- Paid Time Off (PTO) & Holidays

Retirement Savings

- 401(k) Stock Purchase Savings Plan
- Retirement (Pension)
- Financial Planning Program

Job Tools

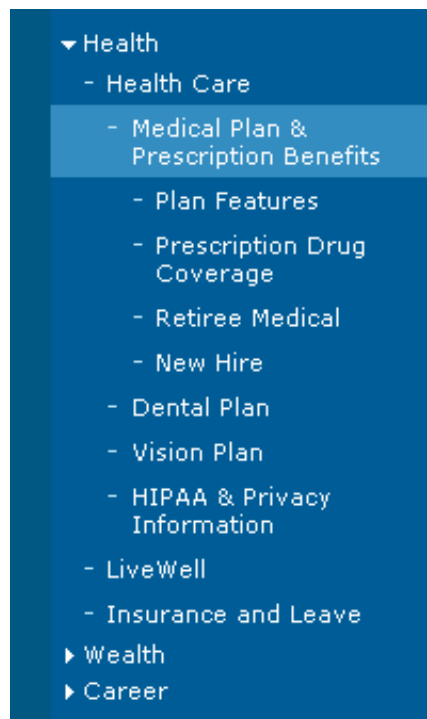
- Job Postings
- Job Families

Rewards & Perks

- Employee Clubs
- 3-5-7 Bonus Plan Overview
- Employee Bulletin Boards
- Optional Spending Accounts
- SCANA Auction
- Utilities Employees Credit Union

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Pictured: The *Health, Wealth & Career* tab, which contains all of the HR benefits, perks, and development opportunities for employees. This layout organizes all information by topic. The headings of each grouping of links are links as well, and will underline when moused over (as do all links on the intranet). Below the revolving image is a *Top Tasks* list. These are transactional PeopleSoft links that open PeopleSoft in a new window; once the user logs in, he or she is taken directly to the link's information or transaction.



Pictured: An example of the site's left-hand navigation.

Pilot Testing

About a month prior to the site launch, the intranet team conducted pilot group testing on the intranet. Team members recruited volunteer participants from the company's Marketing & Communications department, IT department, and employees across the organization into a 150-member pilot group. A SharePoint team site was created and discussion board was prepopulated high-level topics. "We gave the pilot group access to the new intranet and the link to the SharePoint team site," says Season. "For a week, the pilot group navigated the new intranet and posted feedback to the discussion board."

The exercise proved effective for the team. "We were able to catch a lot of typos, broken links, etc., that we had overlooked," says Season. "We also got some great feedback on different sites and were able to improve some things we didn't think about."

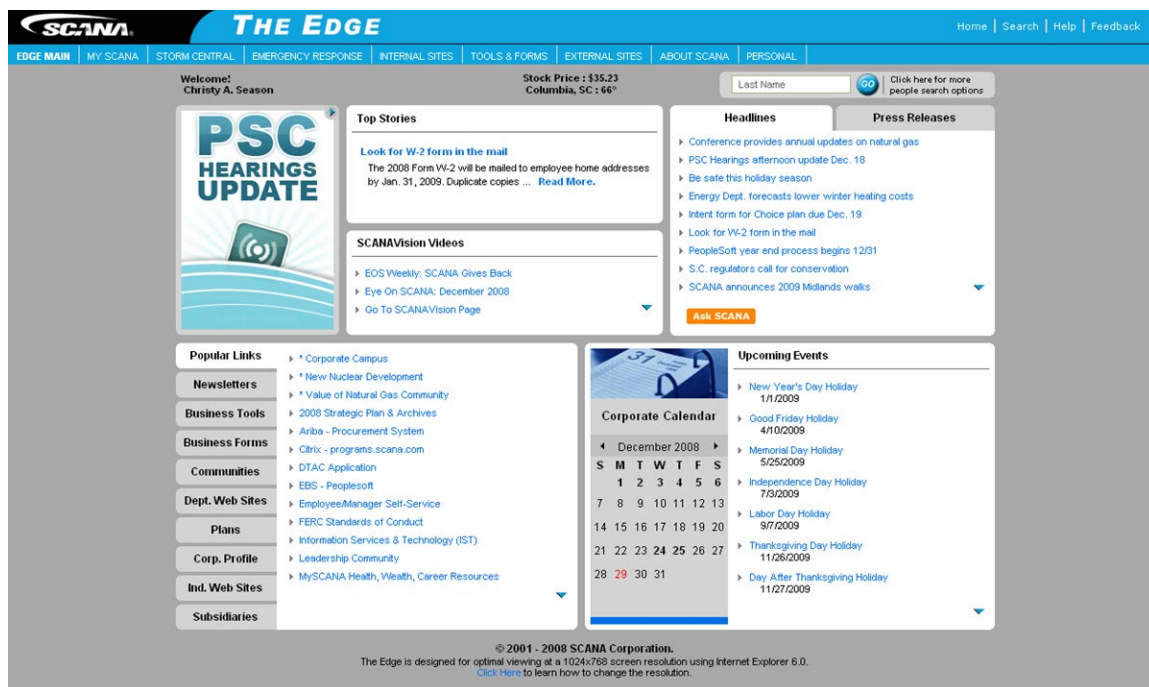
The team enlisted this same group to help them communicate the launch of the new site. The pilot group acted as ambassadors to encourage other employees to use the site. "We sent out stickers to everyone in the pilot group prior to launch that said: 'Ask me about The Edge'," says Season. "The group wore these stickers on launch day and helped answer any questions for their co-workers related to the new Edge since they had prior experience using the site."

Recycling

Intranet teams with no budget often use creative measures to access research to help inform their design decisions. Just prior to the intranet conversion project, all of SCANA's external sites had been redesigned by a third-party agency, which

conducted extensive usability studies with customers and employees on the external customer-facing sites. Because the intranet project had little budget of its own, team members recycled what they could of the lessons learned from that project for use on the intranet. "For example," says Season, "the expandable navigation is taken from usability studies/results from our external site."

Also, on the company's previous intranet, all of the promotional images used were unique sizes. For the new intranet, the team decided instead to use images that were similar in sizing to the external sites' images. This lets the team recycle a lot of the imagery used on the external sites on the intranet. "Our company gets more bang for the buck with photography and graphics purchases," says Season, "And our Web designers have more options to choose from when creating images for the intranet."



Pictured: The SCANA intranet prior to redesign. There was no robust way to find information on the site. Employees could search people, but there wasn't a comprehensive intranet content search. To find information, employees had to click around or ask other employees for help. Corporate Communications managed all 35-plus sites on the *Department Sites* tab, along with all of the other intranet content. IT controlled the homepage format, so layout updates required IT resources and an extended lead time. The old intranet had no Web analytics, so the *Popular Links* were not truly popular, but rather were links that Corporate Communications pushed out. The design was also too limited for the growing needs of Corporate Communications. An overhaul was long overdue.

URL AND ACCESS

Users access the SCANA intranet at: <http://eportal.scana.com>. The site is every user's start page.

Remote users access the site through the Web interface by logging in with their corporate credentials. After logging in, users are presented with a menu screen with

links to the most commonly used work tools and links to access private and shared directories. The intranet, The Edge, is the first link they see.

In company's locations where employees spend more time in the field than in the office, the intranet is accessible through shared computers that are set up in break rooms. These rooms typically contain three or four computers that the field employees share.

TECHNOLOGY

The technology behind the SCANA intranet has evolved from Microsoft Digital Dashboard, which was a forerunner of SharePoint; to a .NET version of the site, which was developed in-house and is an internal application; to the current platform, SharePoint 2007. The next iteration of the site will be SharePoint 2010.

Dean Keith, the company's Supervisor IT Application Developers, says that one of the advantages of using SharePoint is that it has given Corporate Communications more autonomy from using IT resources for site architecture updates. With the previous version of The Edge, the team had to use IT resources to alter the top navigation or the homepage structure. Now, with SharePoint, the Web designers and intranet strategist can edit the site structure and architecture without involving IT staff.

"SharePoint also provides an intuitive CMS that allowed us to decentralize a great deal of content ownership on the new intranet," he says. "Departments now manage and update their own content, which freed up a lot of our resources and allowed departments to get information onto their sites in a more timely manner."

In addition to the benefits of decentralized content updates, on the tech side, "SharePoint has allowed SCANA to empower the designers while maintaining IS controls and safe guards," he says.

SEARCH

The SCANA intranet uses SharePoint's out-of-the-box search capabilities. Search was in fact one of the driving factors behind choosing SharePoint. "One of the main decision factors in using SharePoint as our intranet platform was that it had a pretty powerful search function (and search analytics) as an out-of-the-box functionality," says Season, "The ability to gain a powerful search without any additional costs or third-party licenses was a big win for us."

And, for a company that didn't have search on its previous intranet, just having search was a huge improvement. "Right now we are just very ecstatic to have search at all since our previous intranet didn't have a search," says Season.

SCANA has taken a very proactive approach to improving the search results that users receive. Through monitoring and incremental changes, the team is discovering where improvements are needed and where incremental changes can make a difference. The company tracks search queries and analytics on a weekly basis.

"We are continuously fine-tuning [search] by using the search analytics provided with SharePoint to see where there may be a need," says Season. "We really like the Best Bets feature with our search engine that allows us to preset links for keywords. We also like that SharePoint search will search inside of Word documents, PDFs, and PowerPoint presentations."

SharePoint's Best Bets keyword search function lets the administrator set up links that will display at the top of search results for a particular keyword. "We will track search queries and if a query trends high and does not have a Best Bet," says Season, "then we will set one up for that keyword." Every site on the intranet has a *Best Bets* link associated with it.

"We also track click-through rates of keyword searches," she says. "If a keyword is searched frequently but has a zero percent click-through rate, then we will reevaluate Best Bets for that keyword and the meta tags on particular pages."

Surprising Searches

By analyzing search metrics and studying user behavior, teams often find surprising results, causing them to take a second look at their assumptions about user needs and existing content.

The SCANA team tracks the most popular keywords searched on the intranet to get an idea of what employees are interested in or are looking for. When doing so, they sometimes encounter something unexpected. "We were surprised to see 'email' begin to trend high as our most frequently searched keyword," says Season. "On our old intranet, we had an additional navigation tab called 'Personal.' On this tab, in a very small i-frame, was a Web view of the employee's email. When we originally conducted usability interviews, we found that most of the employees didn't even know the tab existed or used it. So we made the decision to not convert over this particular tab and feature."

It seemed like a sensible decision; the link wasn't very "user friendly" and all employees have Microsoft Outlook on their workstations to access work email. The team was therefore surprised to find that "email" was the most frequently searched keyword on the new intranet and that the associated Best Bet was the most frequently clicked one in the search engine.

"We were surprised because we deduced that employees didn't use the webmail feature while at work to access work emails, only remotely from home," says Season. "In response to this revelation, we are adding a question to our post launch survey going out to all employees in a two weeks to gauge just how many employees use the webmail environment while at work, and why."

"Based off of these results, we might possibly add back the *Personal* tab or some equivalent," she says.

Pictured: The advanced search gives users greater flexibility in narrowing down search results. They can also select just one major tab or multiple tabs/scopes to search.

CONTENT MANAGEMENT

The SCANA intranet uses an out-of-the-box implementation of SharePoint 2007 for most of its content management.

SharePoint's CMS also enabled decentralized content ownership. "Departments now manage and update their own content, which freed up a lot of our resources and allowed departments to get information onto their sites in a more timely manner," says Season.

Updating the site starts with a basic template. All sites are consistent in structure, style, and design. "We have style guideline documentation for site owners that gives them guidance on the correct fonts, font sizes, and guidelines on picture dimensions and types," says Season. "We also provide the site owners with a prepopulated directory of approved images and photos to use on their sites."

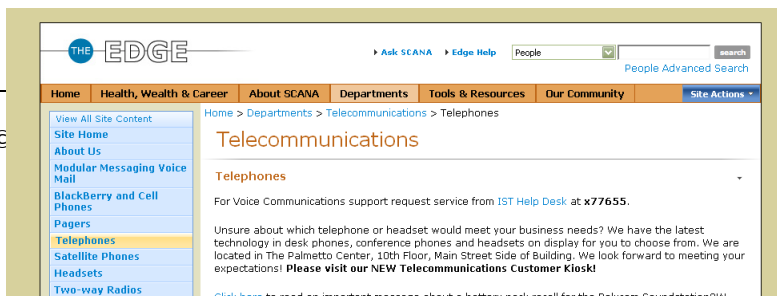
A style guide defines a consistent writing style across the site, including for presenting dates, company locations, and so on.

"SharePoint as a CMS provides pretty good boundaries in site design, so site owners do not have the ability to change the look and feel of the site," says Season. "Most of our site owners are pretty empowered about their roles and have so far followed all the guidelines."

The team conducts audits at least twice per year. During those audits, they hope to identify any inconsistencies or guideline violations and correct them.

Training content owners has proven to be fairly simple because the company's department site templates tend to mimic the functionality of an out-of-the-box SharePoint team space. Most site owners are familiar with SharePoint team/collaboration sites, so they come to the intranet training with an idea of how to work in the tool. Season says developing the training and training materials was also easy because there's a wealth of information provided through Microsoft's website, on blogs, and so on that can help train people to use SharePoint as a CMS.

Pictured: The department site for the Telecommunications department. A site owner representative from the Telecommunications department built and maintains this site. The site uses a basic SharePoint template, so training was easy. Content management is also simple and intuitive for the site owner. This screen shot shows the editor's view of a Telecommunications site sub-page. The *Site Actions* blue tab on the top right, the *View All Site Content* in the left-hand navigation, and the *Recycle Bin* in the left-hand navigation are visible only to site owners.

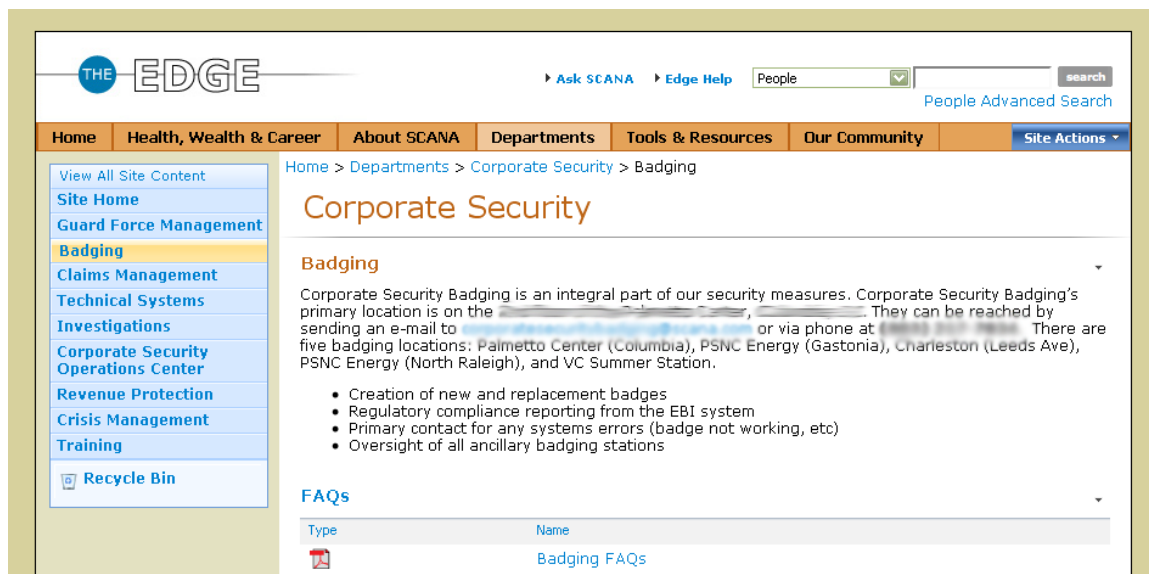


Defining Site Structure and Ownership

The top tabs (the four major content sections) define the site's taxonomy and appear on every site. "For the department sites that are managed by the Site Owners Community, the template helps site owners stay within the bounds of the taxonomy, so they cannot alter or turn off the major navigation tabs at the top," says Season.

On the department sites, the local navigation always appears in the left column and each site has a homepage called *Site Home* that can't be changed. Site owners can create sub-pages, lists, or document libraries on their sites. Each site owner chooses how the information will be displayed on the left-side navigation, which they can edit.

"When we train the site owners on how to edit the navigation bar, we do speak specifically on best practices and train on what site owners should and should not do when it comes to the left-hand side navigation," says Season. "All of our training is also documented and available to site owners on the Site Owners Community team site."



Pictured: An example of left-hand navigation and breadcrumbs on a department site. Such interior navigation for sites is managed by members of the Site Owners Community. The sites live on the *Department Sites* tab and the *Tools & Resources* tab.

FEATURES

Some of the intranet's main features include:

- **Advanced Search.** This page lets employees narrow their search through a combination of selection choices, including: search only one intranet tab, search multiple tabs at one time, or include external customer-facing sites along with particular section tabs.
- **Inline administrator functionality.** Users who are designated as editor of a particular site can perform inline editing; to this end, they see a *Site Actions* menu and/or editing pencil icons or editing links on content items.

- **SCANAVision.** One of the intranet sites, "SCANAVision," is dedicated to the company's video communications. The site is set up so employees can see the most recently added videos up front, or filter or search by keyword for a particular video. The videos are archived for future viewing and live Webcasts of events or meetings are also broadcast on this site. The company holds *Lunch N' Learn* Webcasts throughout the year that employees can watch from their desk via the site. The team also used this site for the intranet launch, giving a live Webcast tour of the new intranet for employees, highlighting the new features, and showing them how to make best use of the new tools.
- **Shortcut URLs.** Short URLs are a feature the intranet team uses to provide a keyword redirect to certain internal Web addresses. For example, for the *New Nuclear* initiative intranet site, they created a shortcut URL, "newnuclear," to point to the site. Users can thus type the shortcut right into their browsers (internally) and be redirected to the *New Nuclear* site. These shortcuts are set up frequently for SharePoint team sites and Web applications
- **Ask SCANA.** The *Ask SCANA* intranet site is dedicated to answering employee questions about anything company related. Employees can visit the site and click the *Ask SCANA* button to email questions. Corporate Communications then contacts a company expert to respond. The question is then posted to the *Ask SCANA* site (without the employee's name) and posted with the company expert's answer. The site also contains a link to the CEO's blog and a *Frequently Asked Questions* index, which includes links to all the topic-specific FAQs scattered across the intranet. A link to the *Ask SCANA* site is available on top of every site on The Edge.

The Edge > Ask SCANA

Welcome SEASON, CHRISTY A | My Site | My Links |

Ask SCANA

Question Index | FAQ Library | Bill's Blog

View All Site Content

Ask a Question

Questions

- Question Index
- FAQ Library

About SCANA

Bill's Blog

Leadership Fishbowl

Recycle Bin

Welcome to Ask SCANA. Got questions?

Use Ask SCANA to get answers.

- Simply click the Ask SCANA button below to **submit your question**.
- Search through **previously asked questions**.

Our promise to you:

- Each question submitted will be answered in a timely fashion.
- Individuals should expect to receive a personal response to their question.
- Questions that are general in nature will be posted (anonymously) on this site with the answer.

Corporate Communications reviews all questions and answers prior to posting for public viewing.

Ask SCANA a question.

Do you have a question you would like answered? Click the button below to e-mail your question.

Ask SCANA

Recently Posted Questions and Answers

Question	Answered By	Created
Is it safe to spray Tuff Stuff around and behind light switches and receptacles and then place the foam pad that goes behind the wall plates?	Corporate Communications	8/14/2009 10:59 AM
Do we have specific plans for vaccination against H1N1? Will be offering multiple shots this flu season?	Corporate Communications	8/14/2009 10:53 AM
In June, we had 20 days with above average temperatures during the day, however, since the nights were cooler than normal, they average out to a "normal" month. What is the effect of this weather pattern on SCANA's need to produce electricity?	Corporate Communications	8/14/2009 10:50 AM
Will the company be hosting tours for retired employees of the new corporate campus sometime later this year?	Corporate Communications	8/14/2009 10:43 AM
What if a spouse or child needs to drop off or pick up medicine from the pharmacy and the employee is out of the office, will they still need to pre-register, if so, how, and who will escort them?	Corporate Communications	8/14/2009 10:38 AM
Where can I find the individual logo items for purchase? For example: I would like to buy a SCANA logo shirt?	Corporate Communications	8/14/2009 10:35 AM

Bill Timmerman's Blog

Read Bill's latest blog posting to find out the new corporate campus address and other company updates.

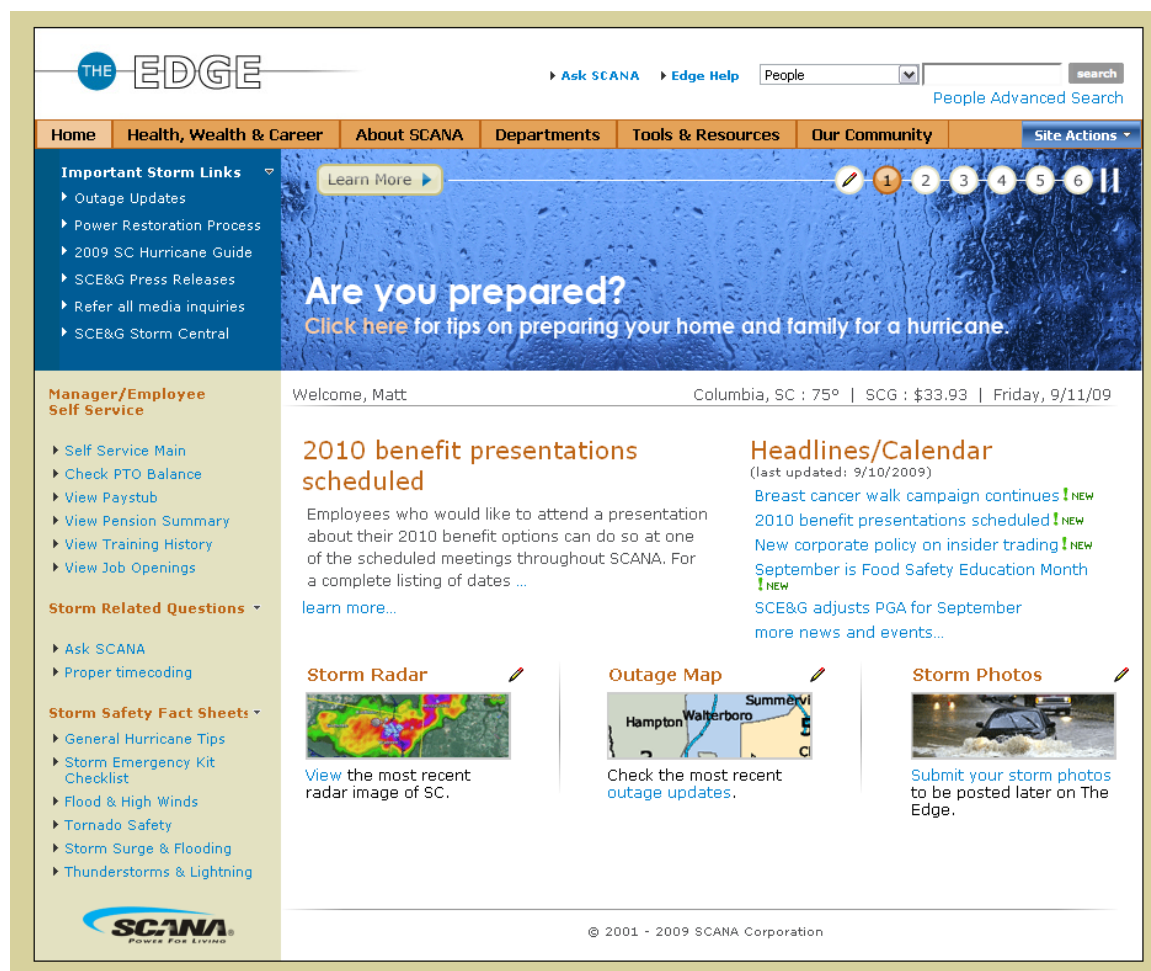
Contact Us!

Pictured: Ask SCANA is the question and answer site for all employees. Employees can click the Ask SCANA button and ask a question about anything. Questions are sent to Corporate Communications via email; that department then forwards the question to a company expert for a response. Questions relevant to other employees are posted on the site and archived in the *Question Index* that categorizes questions by topic. The most recently asked questions are posted on the homepage.

- Extensive help functionality.** The Edge *Help Site* contains detailed information and screenshots on topics such as how to navigate the intranet, how to use search, and so on. The site contains a discussion board where employees can post intranet-related questions or issues (such as broken links). Corporate Communications is notified when a new discussion is posted and can respond to help the employee. There is also a link that lets employees email the intranet team for further assistance. "This site was a big help during the first two weeks after we launched our new intranet," says Season. "We were able to identify a lot of glitches and problems right out of the gate and fix them before they became larger issues."

- **Storm homepage.** The company maintains a separate storm-specific homepage built so that they can easily activate it on short notice to take the place of the normal homepage. As a utility, storms are one of the company's biggest events and are the most critical time for employee communications. The storm site mimics the regular homepage's layout, but is prepopulated with important storm links, outage updates, and radar maps. The only content it inherits from the default homepage is the *Headlines* news items, which are frequently updated during a storm event.

Along with up-to-date news and storm status, the storm site also features helpful information employees need, such as time codes to use during the storm, how to refer media to the company's Public Affairs department, and safety information for different storm situations. The site also has information where employees can offer up their homes to other employees who are forced to evacuate the coastlines during severe storm situations and hurricanes.



Pictured: A screenshot of the company's storm site, which can replace the intranet's default homepage on a moment's notice. The page is prepopulated and ready to go. It contains links to important information and tools that employees need during a storm.

- **People search.** The *People* search functionality is particularly valuable because SCANA employees are geographically distributed across three states in plants, business offices, and so on.
- **Safety Network.** The *Safety Network* is a corporate-wide site that communicates vital safety information and metrics. Employees use the site to get important safety training materials for their job functions. This is also where all incident-reporting forms reside.
- **Visual performance results.** The intranet features a site called *SCE&G Operating Summary* that offers a visual display of the performance of the company's various plants.
- **Employee self-service.** Employees can sign up through the intranet for direct deposit and can make changes to their personal information.

[Ask SCANA](#)
[Edge Help](#)

People
season
search

[People Advanced Search](#)

[Home](#)
[Health, Wealth & Career](#)
[About SCANA](#)
[Departments](#)
[Tools & Resources](#)
[Our Community](#)

People Returned

Note: Click on the person's name to get more information, including home phone number (if available), organization hierarchy, and FERC classification.

Season, Christy A.

Title:

Strategist-E-Business

User ID:

CS41180

Department:

0130 - CORPORATE COMMUNICATIONS

Phone:

Mobile:

MailCode:

062

Company:

SCANA SERVICES

Address:

1426 Main Street
Columbia, SC 29201

© 2001 - 2009 SCANA Corporation

Pictured: The *People* search results for "Season." The search box at the top of the site automatically searches last name when users enter a single keyword. If they enter two keywords, the search engine searches by first and last name. The results page displays a snapshot of information about the employee. When multiple results are present, the employees are listed in alphabetical order. Clicking on the employee's name opens the employee's SharePoint people profile in a new window, giving the user more contact details, as well as the reporting hierarchy. This hierarchy lets users easily jump from profile to profile by clicking on employee names.

[Ask SCANA](#)
[Edge Help](#)

[People Advanced Search](#)

[Home](#)
[Health, Wealth & Career](#)
[About SCANA](#)
[Departments](#)
[Tools & Resources](#)
[Our Community](#)

▶ Health
▼ Wealth

- Payroll & Taxes
- Retirement Savings
- Rewards & Perks
- Employee Clubs
- 3-5-7 Bonus Plan
- Employee Bulletin Boards
- Optional Spending Accounts
- SCANA Auction
- Voluntary Benefits

▶ Career

Bulletin Board Resources

- ▶ [Bulletin Board FAQs](#)
- ▶ [Bulletin Board Help Guide](#)
- ▶ [Corporate Compliance:](#)

Employee Bulletin Boards

SCANA provides employees with an electronic bulletin board to post messages of personal interest such as sale of personal items, rentals, events, etc. The bulletin board is provided as a tool of convenience for employees. In order to access the bulletin board, you must read and agree to the guidelines and restrictions listed below.

SCANA Electronic Bulletin Board Guidelines

Use:

Use of the Employee Bulletin Board System is restricted to those employees and contractors authorized to use SCANA Corporation's computer network.

Purpose:

The Employee Bulletin Board system is the Company's property. The purpose of the bulletin board is to provide a medium for users of SCANA's computer network to post messages of personal interest such as sale of personal items, events, rentals, etc. It should not be used to promote products or services that are part of a commercial business.

Employee Bulletin Board listings should be brief, in good taste, and comply with the [Electronic Media Policy](#) and the [Code of Conduct and Ethics](#).

Restrictions:

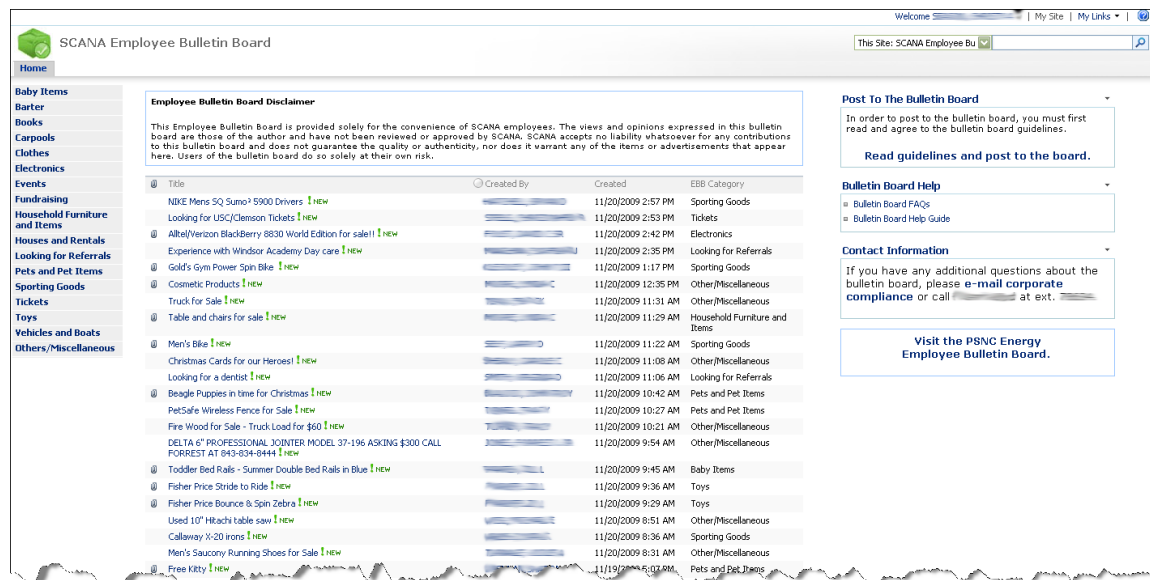
Prohibited communications include, but are not limited to, solicitations for commercial ventures, political causes, non-charitable organization solicitations, or communications which are offensive, obscene, X-rated, defamatory, threatening, personal views, illegal, or otherwise against Company policy, or contrary to the Company's interest. Current South Carolina law prohibits lotteries.

[I understand and agree to the conditions above. Take me to the SCANA bulletin board.](#)

[I understand and agree to the conditions above. Take me to the PSNC bulletin board.](#)

© 2001 - 2009 SCANA Corporation

Pictured: The entry page to access the *Employee Bulletin Board* site where employees buy and sell items. This entry page was set up to reinforce the guidelines of using the board and to provide resources for users with questions about how things work.



Pictured: After agreeing to the guidelines on the previous screenshot, a new window opens to the main page of the *Employee Bulletin Board*. Postings are listed with the most recent on top. Clicking on any of the category links on the left opens posts in just that category. Users can post to the board by clicking on the link on the top right part of the screen. This opens up a form that contains the site guidelines and the form fields to add a post.

ENTERPRISE 2.0 FEATURES

The SCANA team takes advantage of SharePoint's native Web 2.0 features, including offering RSS feeds and a popular CEO blog. Plans are already underway to add more collaboration/social media type tools, including commenting/rating functionality for the site's video and headline news.

The Edge > Ask SCANA

Welcome SEASON, CHRISTY A | My Links |

Bill's Blog

This Site: Bill's Blog

Advanced Search

Site Actions

Ask SCANA | Question Index | Featured Question | FAQ Library | **Bill's Blog** | Leadership Fishbowl

View All Site Content

Blog Tools

- Subscribe to Bill's Blog
- Archive
- Add new link
- RSS Feed

Ask SCANA > Bill's Blog

Welcome to SCANA CEO Bill Timmerman's blog! Bill will keep employees posted on important topics and issues related to SCANA Corp. and its family of businesses. Post comments and questions to Bill's posts. If you have a question you would like to ask, but not on this blog, use [Ask SCANA](#).

Post-election updates

Now that the elections are over, except for a few run-offs in various states, it's a good time for an update and reflection on where things stand right now. I am really glad the election season is over after almost 30 months of non-stop speeches, analysis, photo-ops, talking heads and other angry polarized 'experts' ranting on cable news. Then there were those political phone calls. I saw one analyst last night providing a detailed analysis of the 2012 races. I am almost ready to believe that the current financial crisis sneaked up on us because of the media obsession with the political environment. Enough of my rant. I feel better.

So how are things in the company right now? Let's start with some of the positives. First and foremost, all of the senior leaders are gratified by the support and involvement of so many people while we are adjusting our spending patterns and priorities. There are many great examples of leaders at all levels in our company owning the issue and deciding to solve our financial challenges by:


1. Deferring filling open positions by consolidating responsibilities or even dropping some work assignments as people leave our employ.
2. Deferring development or implementation of new software systems.
3. Extending the useful life of existing assets such as vehicles, PC's and the like.
4. Greatly curtailing travel to industry conventions and meetings.
5. Reducing publications and printing costs through use of electronic media.

These actions along with the care of those involved demonstrate clearly our ability to achieve meaningful results on the financial side, while we continue to maintain reliability, very high customer service levels and a very safe work environment. I know it is a tough assignment for you to balance all of these competing priorities, but you are doing a great job. When an organization has several thousand people trying to solve a pervasive challenge instead of just a few, great things happen.

In many ways, what we are experiencing as a company parallels the challenges of Hurricane Hugo. For those of you who were not here in the summer of 1989, Hurricane Hugo hit our system and knocked out 300,000 of our 400,000 electric customers. We had a great deal of damaged or destroyed wires, poles and transformers, particularly in the areas we serve east of Interstate 95. In 17 days, using 2,000 of our 4,000 employees and 7,000 contractors and workers from other utilities, we had everything repaired and restored, and had no lost time accidents either. Our response to that catastrophe was one of two or three defining events in the life of our company—we learned first-hand how to work in a very focused and collaborative way, how true leadership should function throughout our company and what our service means to our customers.

What our organization is learning right now, as uncomfortable and uncertain as circumstances may be or may become, is that we can fulfill our responsibilities to our customers while overcoming our financial challenges in a collaborative, thoughtful and effective way. Nothing ever will bind us together as a team better than successfully facing and surmounting a very difficult and threatening set of circumstances. Tough lessons learned together make us all better for the future.

So what is the state of affairs outside our company, out there in the financial world?



Ask Questions/Post Feedback

Do you have a question or comment for one of Bill's posts? Click on the subject of the post and you will see a form to submit a comment. **After clicking the 'Submit' button, you will see the same screen and the form.** Don't worry, your comment was submitted and will be posted shortly.

You can also email questions related to the blog topics to [Corporate Communications](#) and we will make sure Bill receives your inquiry.

Admin Links

- Create a post
- Manage posts
- Manage comments
- All content
- Set blog permissions
- Launch blog program to post

Pictured: An example from the CEO's blog. Employees can comment (though not anonymously) on the blog posts and subscribe to receive email alerts when a new post is posted.

RESULTS/ROI

The SCANA team did what very few teams are able to do: they upgraded their intranet at zero additional cost beyond internal resource time. That right there is a big ROI. Anything else, it seems would be just icing on the cake. But the company is reaping great benefits from its tiny investment. First, there are many things that users can now do that they couldn't do before the conversion, including:

- Search the intranet
- Find employees more quickly and accurately using advanced search features on *People* search
- Update their own department content without delay or involvement of IT resources
- Find old news (articles are now archived)
- Find out about volunteer and community service opportunities that the company sponsors
- Filter and sort driving directions by facility name or city

- Watch and search for videos on the intranet
- Find help resources more easily and through various means that don't include placing a call to the Help Desk

With the first phase of the project complete, the company is already benefitting from the new intranet.

Measuring Success

The SCANA team is now able to look at site metrics and analyze how the site is doing in real terms. "We measure ROI with both hard numbers and softer measures," says Season. "We look at the analytics and track visits on sites, but we also measure based off of participation, whether it's employee contributed content or participation in a program."

Even this basic tracking is somewhat new for the SCANA team because prior to the site conversion, they didn't have the ability to measure even unique page visits. "With our new intranet, we can measure hits, how many employees are visiting, top pages, etc.," says Season. "This gives us an entire new set of measurement and helps empower us to make more accurate decisions around sites on our intranet."

The team includes search analytics in these new measures. "The search analytics also add value since it gives us an insight into what employees are searching and what information employees can't find," says Season. "This allows us to continually improve the search tool to make finding information easier for employees."

Success by the Numbers

Here are a few measures of the site's success thus far:

- The team held a live *Lunch 'N Learn* Webcast the day of launch and did a live tutorial for the intranet, highlighting the new features, tips for using search, etc. The webcast garnered almost 600 hits.
- To date, the site receives an average of 6,114 unique employee hits to the intranet each month. 6,700 employees have a network login and can access the intranet, so about 91% of employees with network access are visiting the intranet.
- The new site receives an average of 11,149 searches each month.

LESSONS LEARNED

SCANA intranet team members discuss some of the lessons they learned during the SharePoint conversion project.

- **An iterative approach works best.** “We used an iterative development process instead of the traditional waterfall for our intranet build. The iterative process is great when you have requirements that constantly change. We used a process where the project team met every morning for 30 minutes and everyone had to answer three questions: ‘What did you do yesterday?’ ‘What will you do today?’ ‘Are there any barriers in your way?’ This process also helps you break down all of the project tasks into more manageable ‘packages.’ At the start of the project, you record all of the tasks necessary to complete the project. At the beginning of every two weeks you select a group of tasks from the task queue and focus on just those tasks for the two-week time period. At the end of the time period you present the results of the two weeks to the project stakeholders and get sign off. The process proved very helpful in keeping our cross-functional team constantly in communication. It also allowed us to all stay focused on the project because every team member had other projects going on at the same time.”
- **Conduct usability testing early and often.** “We should have added employee usability testing throughout the stages of the build. We only pulled in employees right before launch to test the site and provide feedback. We probably would have caught some good insight from employees earlier on in the project when we had more flexibility to make changes. However, we are so glad we did the pilot testing. There were a lot of ‘I can’t believe we didn’t catch that’ moments during the pilot. And our pilot test group became communicators for our launch and helpers for other employees on launch day.”
- **Be conservative with the timeline.** “We also learned that we should have added padding into the initial timeline we put together at the beginning of the project. We had to move out our launch date three times during this project. Resource availability was a major factor in pushing out our deadline. We didn’t account for short term, higher priorities coming in that pulled major resources off of the project for weeks at a time. If we had padded our timeline to account for this, we may have predicted a more accurate timeline. Luckily there wasn’t a hard deadline in place, so moving the launch date didn’t have any major impacts.”
- **If you have no money, you have to be creative.** “With little budget, our communication plan around the new intranet was very grassroots. We used our Site Owners Community and our pilot test group to help spread the word about the new intranet and its benefits. We sent an email with a PDF poster the week before launch to these groups and asked them to hang them in their facilities in break rooms, etc. and on the outside of their cubes. We also sent them stickers our print shop made that said, ‘Ask me about The Edge’ and everyone wore them on launch day. We created two videos that we released two weeks prior and a week prior to launch. The videos were parodies of commercials—our video communications team shot the commercials, and we got volunteer

employees from our department to be the actors. The videos took about 30 minutes a piece to create.”

- **SharePoint isn’t a one-size fits all solution.** “We were very lucky that our company had already purchased and implemented it for team sites before we started our project. But with little budget and the fact that SharePoint provided out-of-the-box analytics, search, and an easy to train CMS made the product a big win for us. Despite all that, SharePoint would often throw some curve balls our way when implementing some of our custom Web parts. We built a custom news list for our *Headlines* news listing. When adding a new article, you can set a publish date, an author, and add a photo. After building out the list, we found that when adding a photo, SharePoint would use its out-of-the-box process that involved five pop-up windows for selecting your image. We felt that this out-of-the-box process would be confusing for our non-technical content contributors. We had to go in and custom program the image-selection piece and it added another two weeks onto our project that we weren’t planning for. SharePoint may require additional customization to ensure the product meets your needs; however, overall SharePoint is a good product.”
- **Don’t assume out-of-the-box functionality will be intuitive.** “We also had to custom program the *People* search results. SharePoint doesn’t list *People* search results in alphabetical order. Intuitively, our employees are used to a people search that lists individuals alphabetically and wouldn’t understand the process SharePoint uses to list the results. So, we had to spend a significant amount of time finding a solution for alphabetizing our results, which ended up being custom code by one of our developers.”

Bouygues Telecom (2011)

Using the intranet:

Created in 1994, Bouygues Telecom (Bouygues Telecom, Mobile, Fixed, TV, and Internet Communications Services) has 10,352,000 mobile customers, 311,000 fixed-line customers, and 9,000 employees. Bouygues Telecom is committed to being “the preferred brand of personal communication services” for both mobile and fixed phone service, as well as TV and internet.

Bouygues Telecom is the only operator to be awarded the “NF Service Centre de Relation Client” certification from French standards agency AFAQ AFNOR for all of its consumer activities. The company has also been ranked number one in customer relations in the mobile phone sector for the third year running (BearingPoint-TNS Sofres).

Headquarters: Paris, France

Number of employees the intranet supports: 9,000

Company locations: Across the entire organization at approximately 10 sites in France, including Paris, Nantes, Tours, Bordeaux, and Lyon.

Annual sales: €5.368 billion (2009)

SUMMARY

Careful planning and precise documentation were keys to the success of the Bouygues Telecom intranet. Maintaining a healthy working relationship between the internal communication and IT teams and choosing their project targets carefully also contributed to the project’s success.

Working with several agencies on different aspects of the site, and juggling many subprojects within the larger site overhaul, the four-person core team needed to be detailed and meticulous when sharing information.

The team undertook the first major redesign of the site, called Wooby, which was launched in 1999. (*Wooby* roughly translates to “who are we,” where “woo” stands for “who” and BY is the enterprise’s initials.) Wooby had fallen out of use as of 2001 or so, when other groups within the company started putting information online, independent of Wooby. In 2004, the company added a portal layer to Wooby to try to connect Web content throughout the organization.

A turning point came in 2006, when the company introduced SharePoint internally. SharePoint sites increased from 60 to 700 sites in a year; by 2007, there were more than 1,500 SharePoint sites.

Design team:

In-house team:

Guillaume Foltran, Head of Mobility, Portals, and Business Support (IT division); Nicolas Motron, Web Development IT Engineer (IT division); Olivier Sonnevile, Intranet Manager (Internal Communication Division); Christophe Coupez, Intranet and Collaborative Tools Team Leader (IT division)

C2S:

Cédric Franklin, Project Manager

Plaza Design:

Frédéric Veldeman, Design Manager

MCNEXT:

Stéphane Cordonnier, CTO

The following individuals also actively participated in this project:

In-house: Sarah Alezrah, Denis Boullen, Sylvain Gibert, Florent Loeffel, Grégory Pons, and Sébastien Terpent

C2S: Yacine Chahrour, Thibaut Moebs, Fadwa Moudnib, Michaël Semo, Sébastien Soria, and Christophe Tiraoui

ALSY: Jérôme Decouenne

The spike in SharePoint sites made Wooby less relevant to employees. It was time for the team to start over, making the site into the powerful information tool it is today. The team wanted to both keep Wooby separate from the growing network of SharePoint sites and to integrate it seamlessly.

The team approached the project thoughtfully, reviewing all Wooby-related concepts and content. They looked to users to tell them what worked, what didn't, and what they'd like to see on the new site. The team learned how people were using the site and effectively discovered what wasn't working by conducting more than 100 in-person, individual site audits with users. The result of the audits? The idea that *success lay in simplicity*.

Team members educated themselves by running surveys and talking to the teams involved with other successful intranet sites. In the spirit of simplicity, they rejected any idea that was too difficult to explain. They looked to the internet for inspiration or information and were particularly inspired by popular tools such as NetVibes and iGoogle.

Armed with information, the designers' next challenge was understanding the SharePoint's constraints and possibilities. Although the intranet is built on .NET, it was designed to interact with SharePoint content and use the SharePoint search engine. Team members built technical prototypes to ensure everything was possible before spending any time designing. This included tackling technical challenges and ensuring the visual design would work. They later created a functional prototype to show management and to use for early user testing.

Team members used the tools at hand to manage the intranet redesign. They utilized SharePoint and wikis to run the project, which included 27 subprojects. All work was done simultaneously, so coordination and attention to detail were essential.

On top of this, the team worked with three different outside agencies and received guidance from Microsoft Professional Services. The team leaned on each outside partner organization for expertise to make the intranet the best possible. Working with many different teams, there was a strong focus on detailed, accurate, and descriptive functional specifications. A 350-page specification document was accompanied by PowerPoint storyboards, illustrating screen formats, layouts, and click streams. With such a big project, many moving parts, and many players, the team recognized the need to accommodate the agencies. Knowing that each agency's time was as valuable as their own, they willingly traveled to agency teams, as needed, to save time and keep them focused on the work at hand.

The Wooby homepage is the same for all users. The team decided that the homepage would offer the same information to everyone, regardless of role. Other site areas provide information based on role and allow content customization. The homepage is reserved for corporate news and information; it features company news, press releases, location-specific news, stock information, news from a popular technology blog (Giiiks.com), and technology watch news from offices in the US and Japan.

Another noteworthy Wooby element is the site navigation. The team decided that Wooby's breadth of content was too large for the site navigation to encompass. It thus made only key content areas available through navigation, with additional information available only via search.

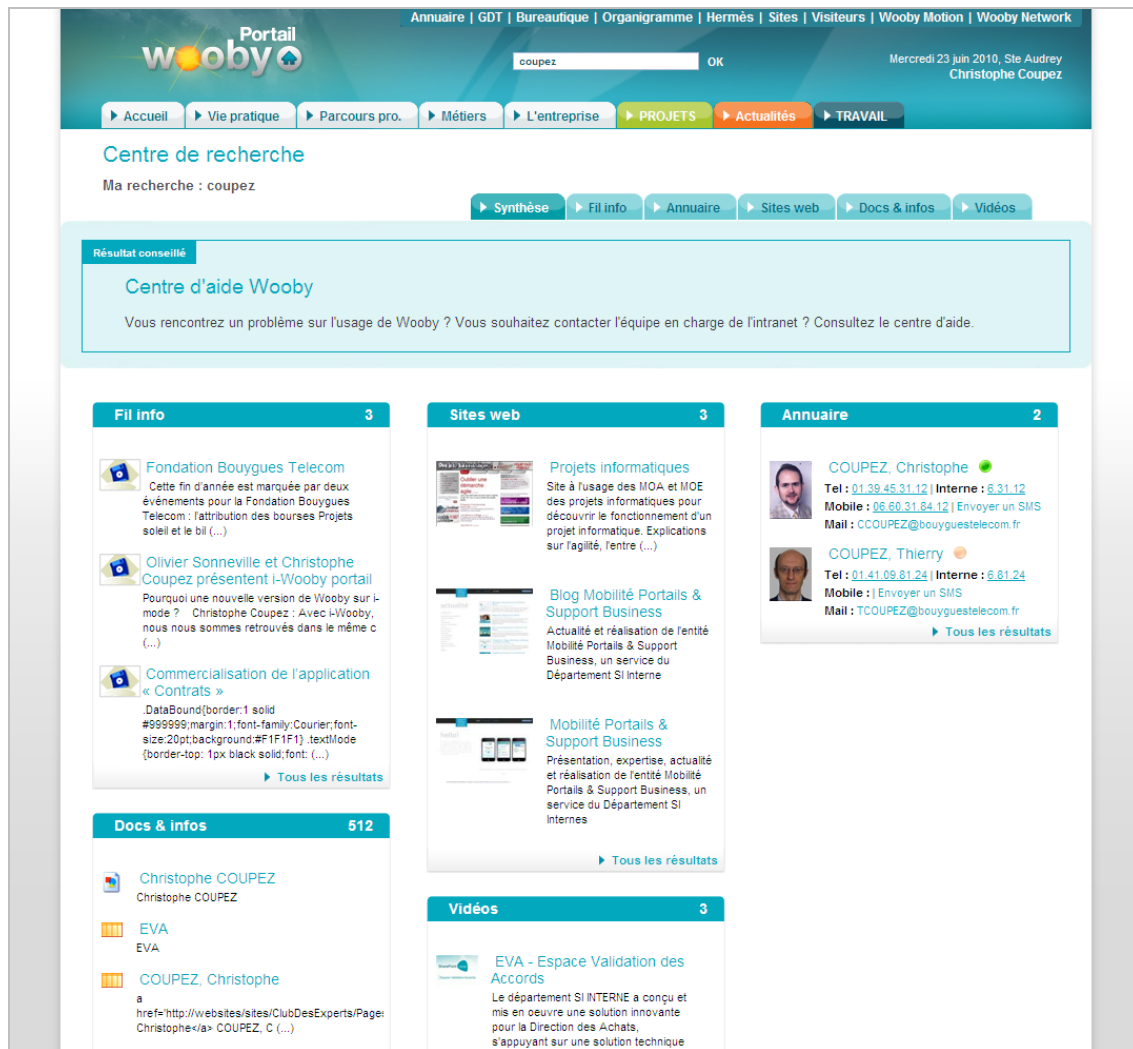


Pictured: The Wooby homepage focuses on corporate information, including recent headlines, press releases, press mentions, and stock information.

Search was a key concern for the team. With so much information, the team knew that some Wooby content would be most easily available through search. The existing search wasn't working well. However, instead of blaming the search technology, the team sought to improve the information properties of the information being searched. Team members also had to deal with access issues, ensuring that users had access only to information they were allowed to see.

A two-year study identified several hundred keywords and expressions used in 90 percent of site searches. Team members used this knowledge to build recommended results, which appear above the main results area. They've also enhanced the information the site is indexing, which in turn returns better results.

Search encompasses more than 3,000 SharePoint sites and their content, articles from the in-house Web magazine, videos, directory pages, and intranet and internet sites suggested by employees. A summary page shows the results, including the top results for each content type.



Pictured: Search results are divided by type. Users can click into any category to see more results of that type.

A major enhancement to the site is *Push Wooby*, which gives users a view of the many SharePoint sites that they can access daily through a single Wooby view. In talking to users, team members learned that many viewed 10 or more SharePoint sites daily as part of their work. Prior to the redesign, users had to open and retrieve content from each site individually.

Push Wooby lets users build a centralized dashboard of information. A *Push Wooby* button appears at the bottom of each SharePoint page. The button opens a window, *Push to Wooby*, which displays all webparts that users can push to the dashboard view. Users check the items they want to display; those items are then displayed as HTML, retaining the original format. Information refreshes as SharePoint pages are updated.

DGOA - Département Informatique Personnelle - Mobilité Portails & Support Business - PoleIntranet
 Ce site : Pupitre
 Bienvenue COUPEZ, Christophe

PoleIntranet PUPITRE RECETTE ASSISTANCE SPS GESTION SHAREPOINT WIKI

Actions du site

PoleIntranet > Pupitre

Afficher tout le contenu du site

DOCUMENTS
 Docs applicatifs
 Docs architectures

Listes
 APPLICATIONS
 FEATURES
 Quotas SPS
 SITE BPOS
 SAUVEGARDE
 BASES SQL
 Libération VM

OUTILS GENERAUX
 Générateur boutons
 Gestion Groupes NT

OUTILS SHAREPOINT

OUTILS WOODY
 Infos rubriques
 Woody
 Pupitre Woody
 Statistiques
 Corbeille

5 DERNIERES

Compte = 122

Indicateurs Julien
 Commande interne Jean LE RO
 Oser Dashboard LEMAR
 Sphere inscription DESPL
 IProd RCBT Philip Fabri (dans

Ajouter un nouvel élément

5 DERNIERES

Domaine
 Production Woody
 Production Woody
 Production SharePoint
 Production SharePoint
 Production Woody
 IPROD - Erreur lors de rajout d'un nouveau lecteur 10/12/2009 17:00 11/12/2009 16:00
 Production Woody WoobyMotion erreur d'accès 16/11/2009 09:30
 1 - 5

Ajouter un nouvel élément

Pousser dans Wooby
 Sélectionnez les zones(Web parts) de cette page à pousser dans votre Wooby.

☐ 5 DERNIERS INCIDENTS -Ne pas pousser-
☐ Composant WebPart Éditeur de contenu -Ne pas pousser-
☐ 5 DERNIERES APPLICATIONS DEPLOYEES -Ne pas pousser-
☐ APPLICATIONS CRITIQUES -Ne pas pousser-

Pousser Annuler

Wiki d'équipe
 Cliquez ici

INFORMATIONS & OUTILS

STRUCTURES APPLICATIVES
 Applications
 Traitements (batchs)
 Web services
 MHP
 MHP
 MHP

GROUPES INT
 DYNAMIQUES
 Administration GGD
 Consultation des traces
 Suivi SharePoint

DEVELOPPEMENT
 Machines VM
 Composants génériques

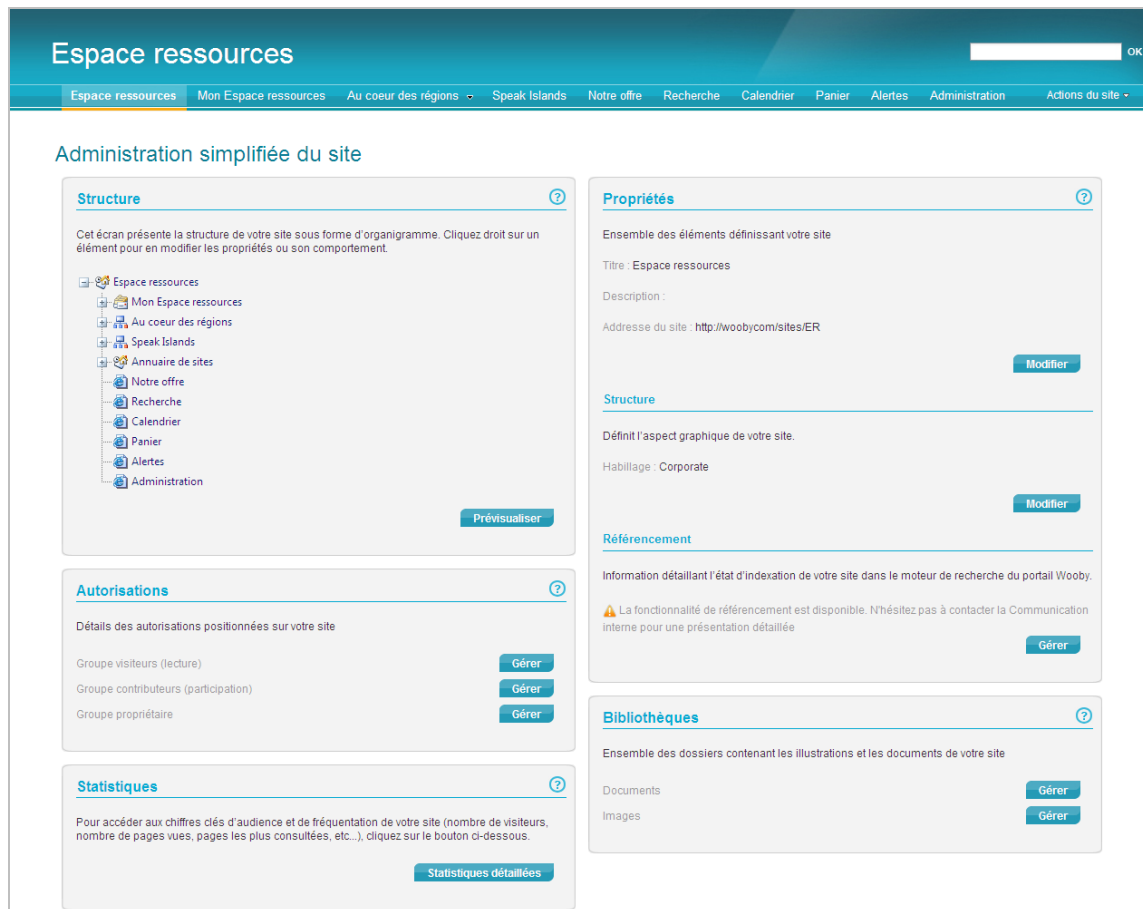
APPLICATIONS CRITIQUES

Domaine : Agiles SharePoint (10)
 Domaine : Intranet mobile (7)
 Domaine : Portail Woody (1)

Ce site a été réalisé en SharePoint : Présentation | Comment en bénéficier | Règles et bonnes conduites | Sécurité | Mention CNIL

Push Wooby

Pictured: If users click the *Push Wooby* button at the bottom of any SharePoint page (circled in red, above), they can select from a list of webparts on the page which can be added to a Wooby content dashboard.



Pictured: Keeping simplicity in mind, the team created an administrative page to simplify SharePoint's many options for site managers.

The *Wooby Motion* tool lets anyone in the company upload a video. It can even be used to code the video in the correct format. Videos are increasingly popular ways to publicize events, raise employee awareness, and offer training and news. For instance, to support use of the new intranet site, the team created videos with employees explaining the new project. Members of teams throughout the organization have also begun creating their own short videos to promote various projects. Users can comment on videos or recommend them to others.

Nouveau Wooby ?

Ce sont les collaborateurs qui en parlent le mieux !

Vous utilisez SharePoint ?
Adoptez le Push Wooby !

Bouygues Telecom initiatives

Vous utilisez SharePoint ? Adoptez le Push Wooby !

Découvrir le nouveau Wooby

Le moteur de recherche : démonstration !

Personnaliser Wooby : c'est facile !

Pictured: One way team members introduced the new site to employees was through introductory videos, where employees explained new site features such as *Push Wooby*.

Wooby Mobile is the site's mobile version, running WebApp (to support Android and iPhone) and WAP. Mobile is a key part of the intranet, as 98% of employees have mobile phones and unlimited data plans to encourage use. The team focused on those tools that are most valuable to users on the move, including the company directory, shuttle bus timetable, corporate information, and location information. Further, a handful of employees also have mobile access to applications specific to their job functions.



Pictured: The mobile site offers access to only those tools that make sense for employees away from their desks, such as the employee directory.

The Wooby site success comes from its strong foundation. The team, though small, managed to create an impressive portal providing access in quick and simple ways. From defining goals and hiring the right partners, to testing before building and looking to users for answers, team members worked effectively and efficiently to bring 27 different subprojects together into one solid site experience.

BACKGROUND

Some intranets are a culmination of dramatic upheavals, while others simply evolve over time, along with the organization and its information needs. For Bouygues Telecom, the organization was early to the party with a simple company intranet, delivering basic information to employees in HTML pages as far back as 1999.

Twelve years in intranet development is a lifetime, and tracing the company's evolution shows the trajectory many companies take from simple intranet to portal and beyond.

The following chart traces the milestones leading to the company's most recent redesign project.

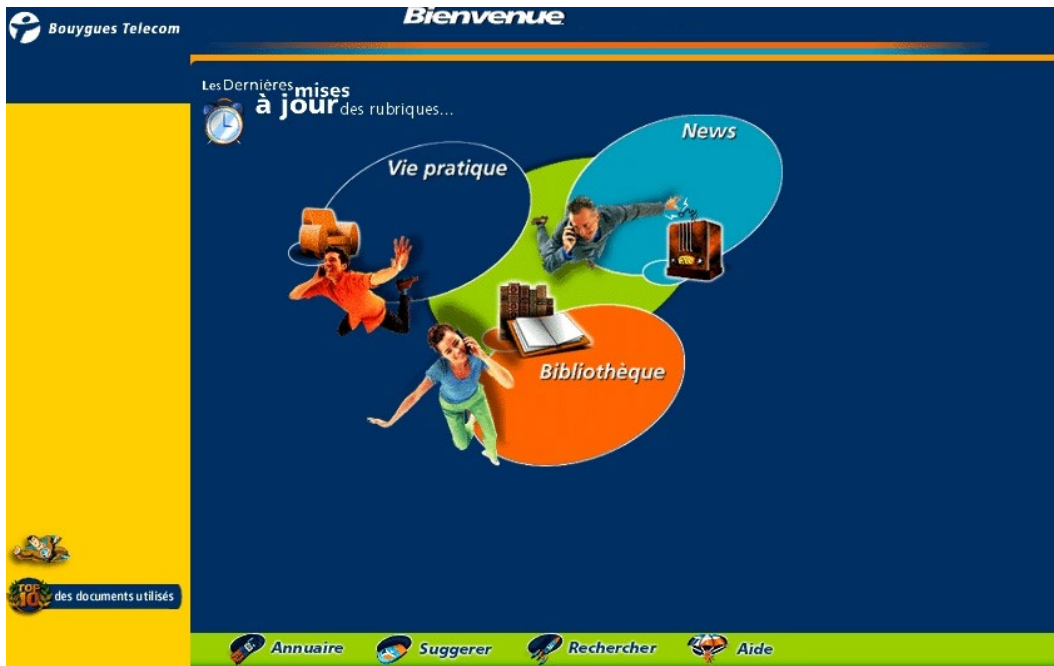
TIMELINE

WOOBY TIMELINE	
Milestone Date	Milestone Description
1999	<p>First Intranet</p> <p>Bouygues Telecom unveils first version of Wooby, the company's intranet. This simple site featured a few HTML information pages (updated using FrontPage), a search area and a user assistance feature.</p> <p>This early intranet was comprised entirely of HTML sites, each with its own look and feel. Whenever a new site was created, a new IT project had to be started with a developer, graphic designer, and project manager.</p>
2000	<p>Site Enhancements</p> <p>Early site enhancements included a richer browsing menu (customizable by the site's webmaster), and new communications services (developed using ASP).</p>
2001	<p>Content Management System Added to Intranet</p> <p>In 2001, intranet team members developed a custom CMS tool for the site that was very easy to use. Any person with access to Wooby could, in just a few clicks, create and manage his or her own information site, without help from specialized IT teams.</p> <p>This tool had the capacity to create approximately 100 information sites and was in use until the 2010 Wooby redesign.</p>
2002	<p>First SharePoint Implementation</p> <p>In 2002, the company's IT Department released a very early version of SharePoint on an experimental basis. This first version of SharePoint (SharePoint 2001) was intended to manage documents in Web mode using Electronic Document Management (EDM). Only about a dozen departments used it; it was not met with much success.</p>

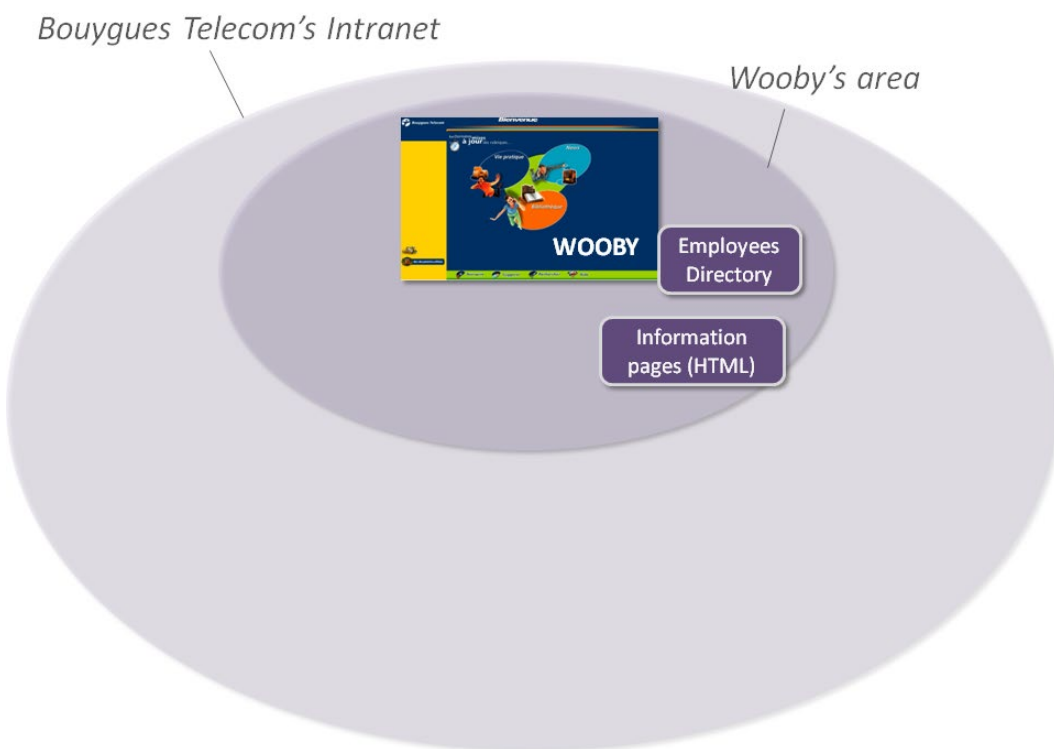
2003	<p>First Mobile Intranet</p> <p>In 2003, at the request of the Internal Communications Department (owner of Wooby), IT project management teams were deployed to develop the first technical components of what would become i-Wooby, the Bouygues Telecom mobile Intranet.</p> <p>The first mobile applications gave employees access to an enterprise directory and to several applications that were potentially useful to mobile users.</p> <p>Over the years, the catalog of mobile applications has grown and includes mobile access to many key tasks, including to manage paid holidays, validate holiday requests, and access schedules for shuttles between Bouygues Telecom sites, as well as specific applications for network technicians in charge of site maintenance and so on.</p>
2004	<p>First Portal</p> <p>In response to a sharp increase in Web content being generated inside the enterprise, the Wooby Team added a “portal” layer to the site. This included:</p> <ul style="list-style-type: none"> • Content syndication functionality: Despite its simplicity, this new feature was delivered through “portlets” selected from a catalog and proved very useful. This functionality was a precursor to what is now known as widgets. • Browsing engine: The site’s webmaster can use a browsing engine, which is several levels deep, to add more links to the enterprise’s main Web applications (through a process called “parameterization”). • Search engine: A search engine, built on the SharePoint 2003 search engine, was employed to help users search for information across select SharePoint 2001 sites.
2004	<p>A Rise in Web-Based Applications</p> <p>At this time, Web-based services were being made available to employees across the enterprise, including:</p> <ul style="list-style-type: none"> • a “classified ads” service; • a Web tool to manage paid holidays let employees send in holiday requests to their managers for validation; and • an expenses-management Web tool that let employees easily submit work expenses online. <p>These were just a few of the many services imagined, designed, and developed by departments across the enterprise while Wooby, the center of the Bouygues Telecom intranet, still had links only to the main content.</p>

2006	<p>Widespread SharePoint Adoption</p> <p>Won over by its functionalities, more and more teams opted to adopt SharePoint (2003) in 2006, when the number of Bouygues Telecom SharePoint sites increased from 60 to more than 700.</p>
2007	<p>MOSS 2007</p> <p>In 2007, the SharePoint 2003 sites were migrated to the MOSS 2007 version. This new version featured richer functionalities, and won the approval of even more users across the enterprise. Although the MOSS publishing functionalities were more popular than the Wooby CMS, they were somewhat complicated to use. Despite this, some webmasters migrated their Wooby CMS sites to SharePoint.</p> <p>In tandem with the migration, there was a complete reorganization of processes concerning the way SharePoint was used and accessed in the organization and more SharePoint support was made available.</p> <p>With more than 1,500 SharePoint sites in use, the intranet's center of gravity had definitively shifted, leaving Wooby increasingly isolated.</p>
2008	<p>By 2008, the Wooby portal had become isolated within the overall Bouygues Telecom intranet and could no longer fulfill its role as a gateway to the intranet's abundant resources.</p> <p>Many challenges had developed over time, including:</p> <ul style="list-style-type: none"> • Browsing menus no longer provided adequate navigation • Centralized site management (via webmaster) was no longer an adequate management model • The technologies had aged to a point where they no longer served the platform. For example, the portal technology could not "mesh" with the surrounding SharePoint environments that had developed • Portal search was so limited (to only the Wooby "areas") that it was no longer a useful tool in helping users find information • The proliferation of content and tools across the intranet sites (intended to make things easier for employees) had actually started to make things more difficult <p>With these challenges as a backdrop, the Wooby team embarked on a redesign effort with a clear objective: reposition Wooby as the preferred portal entrance to all enterprise Web content.</p>

Bouygues Telecom Intranet: A Step Back in Time



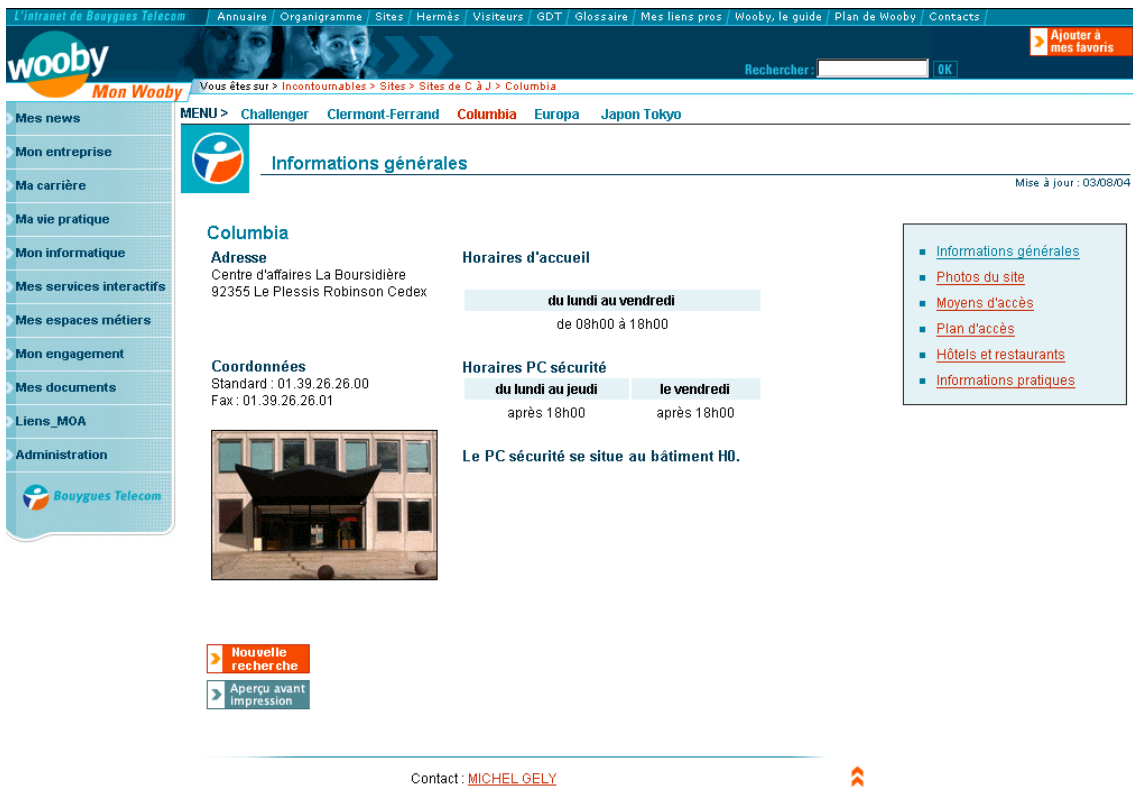
Pictured: 1999: The very first Wooby version.



Pictured: The Bouygues Telecom Intranet in 1999.



Pictured: Wooby in 2000, updated a few months after initial launch.



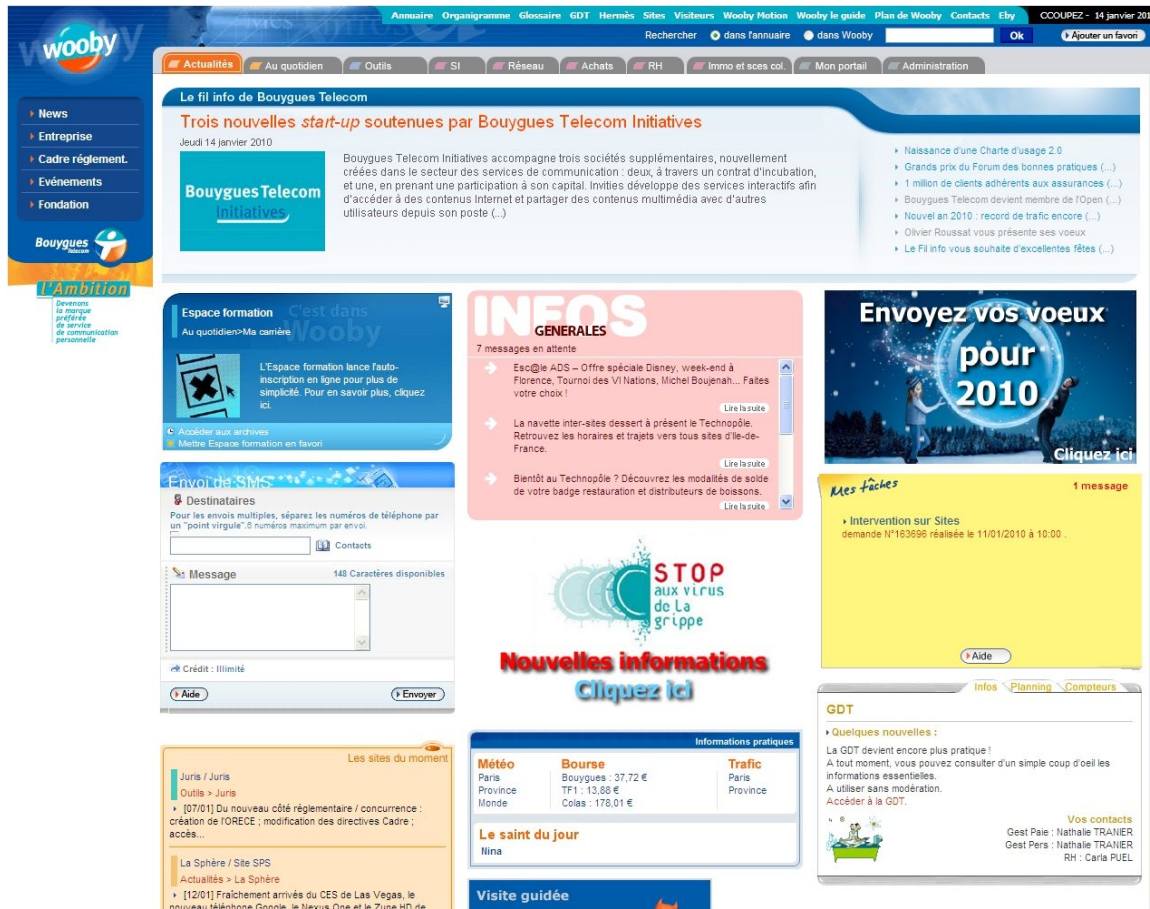
Pictured: An information page created with the first Wooby CMS in 2001.



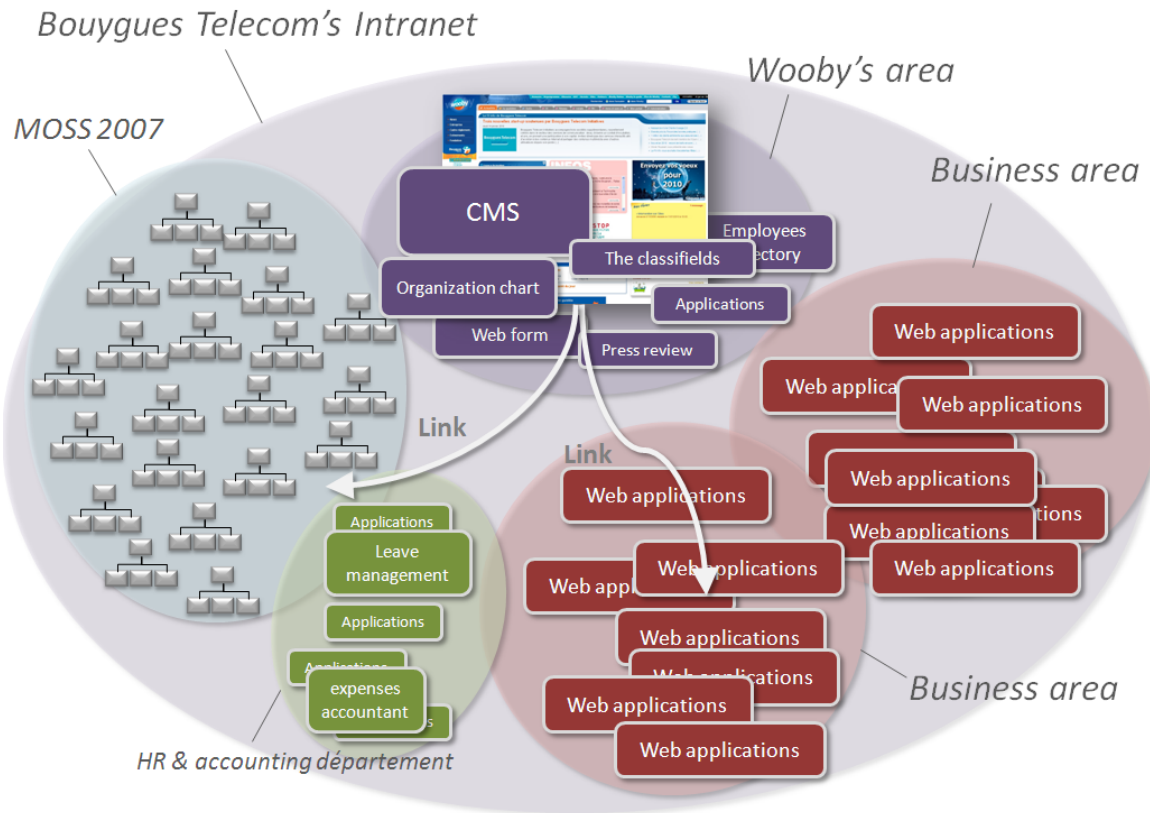
Pictured: Wooby homepage in 2001.



Pictured: In 2004, the mobile i-mode intranet went live.



Pictured: The 2004 Wooby homepage included portlets.



Pictured: The Bouygues Telecom intranet in 2008.

INTRANET TEAM



Pictured: (left to right) Guillaume Foltran, Nicolas Motron, Olivier Sonnevile, and Christophe Coupez.

Nouveau Wooby ?

Ce sont les collaborateurs qui en parlent le mieux !



► Découvrir
le nouveau
Wooby



► Le moteur
de recherche :
démonstration !



► Personnaliser
Wooby :
c'est facile !



► Vous utilisez
SharePoint ?
Adoptez le
Push Wooby !

Pictured: An introduction to the portal's four main functionalities, as explained by Bouygues Telecom employees. These movies are used to present the new version of the intranet to users.

GOVERNANCE

Ownership

The Internal Communications Department is the intranet's owner and reports to the HR Department. The Internal Communications Department, in liaison with the IT Department, has several tasks, including: defining portal strategy and associated tools; defining the specifications for upgrades; making budgetary decisions; and so on.

The Internal Communications Department delegated editorial responsibility across the organization, drawing on a network of 70 people in various Bouygues Telecom departments. These individuals are responsible for publishing to the various sites available from the portal. The publishers use the Wooby COM solution (the CMS developed specifically for the Wooby Project) as their publishing tool.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Internal Communications Department	<ul style="list-style-type: none"> • Intranet governance • Define the portal's general editorial line • Define portal direction and make budgetary decisions • Publish corporate information • Coordinate and manage advertising and special feature areas • Create contributor network • Provide support to contributors (level 1) and to users (level 2) • Monitor content
Webmasters	<ul style="list-style-type: none"> • Manage editorial content • Update site and manage promotion • Control confidentiality (permissions and pages)
IT Department	<ul style="list-style-type: none"> • Design the IT solutions to be deployed to meet customer requirements, in "soft" acceptance mode • Advise and make proposals to internal customers for all enterprise-related Web subjects • Steer and execute software developments internally (internal applications, for example) • Maintain the SharePoint infrastructure, offering expertise for all SharePoint subjects, updating the SharePoint Center, and providing user support • Ensure smooth operation of the application layer • Supervise the technical architecture

USERS

Anyone who can connect to the enterprise network can use the Wooby intranet, whether they are a Bouygues Telecom employee or an agency working on contract within the enterprise.

Even though all users can access the intranet and its myriad functionalities, individual users have specific access rights. Consequently, some sites and some data are shown/hidden to given users depending on their permissions.

User access rights are based on group membership or on user-provided information — such as location, structure, function, and so on — which the team collects through enterprise directory listings.

URL AND ACCESS

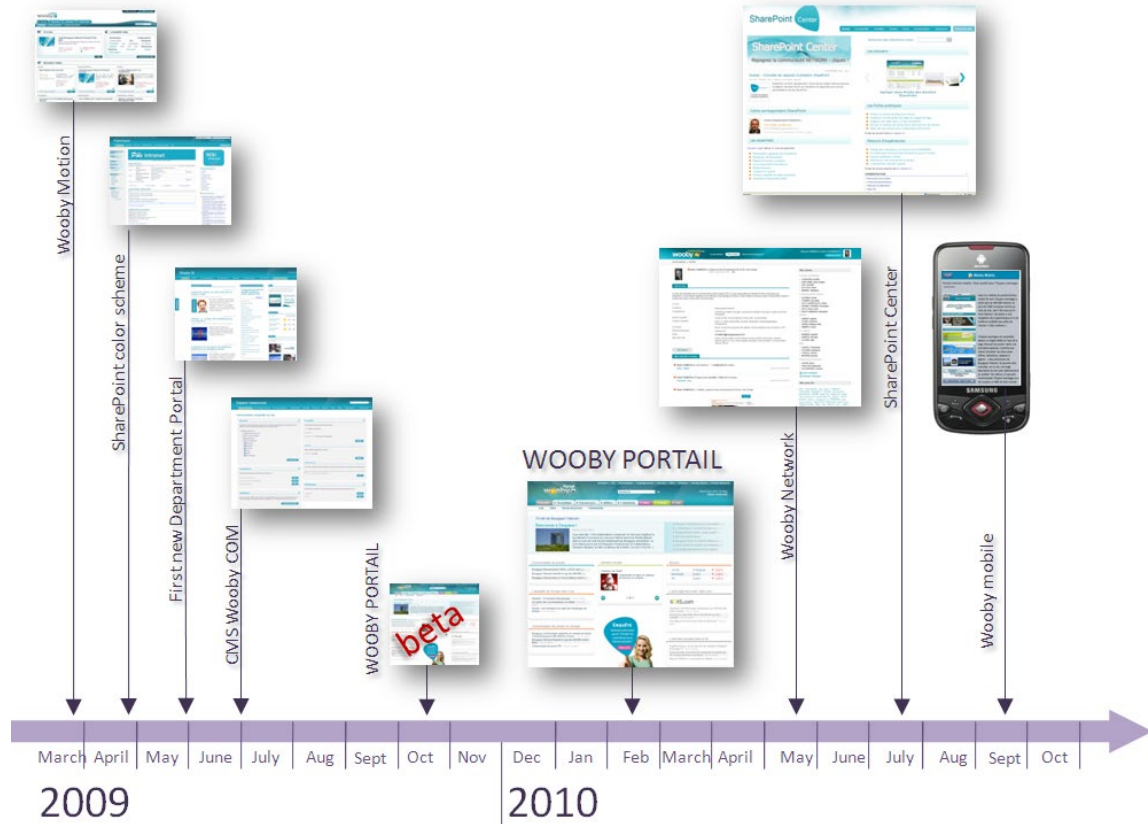
ACCESS INFORMATION	
Item	Status
URL	http://Wooby
Default Status	The intranet starts up automatically every time the Windows session is opened. Users can't change this parameter, which has been the procedure since 1999.
Remote Access	<p>Wooby, the desktop version, can be accessed remotely over a VPN connection. In fact, about 20 percent of the company's users access the intranet in this manner, or through Wi-Fi or a 3G mobile phone card. The company has groups of users who are generally away from their desks (for example, sales staff), as well as people who are outside the office for short periods and need to connect remotely.</p> <p>There's also a Wooby version for mobile devices running WebApp (Android and iPhone) or WAP.</p>
Shared Workstations	<p>Wooby can be used from shared desktop PCs, which are usually located in meeting rooms. In this case, users enter their password and login ID. The standard interface then displays, offering users all the personal rights and site access they typically have on the portal.</p> <p>Although this option is available, there is a general movement away from shared desktop PCs at the company. More often now, people have their own laptops, which are easy to carry and usable everywhere thanks to the company's widely available Wi-Fi connections.</p>

DESIGN PROCESS AND USABILITY WORK

The decision to completely redesign the Wooby portal opened a "field of possibilities" in terms of the enterprise intranet, says Guillaume Foltran, head of mobility, portals, and business support (IT division).

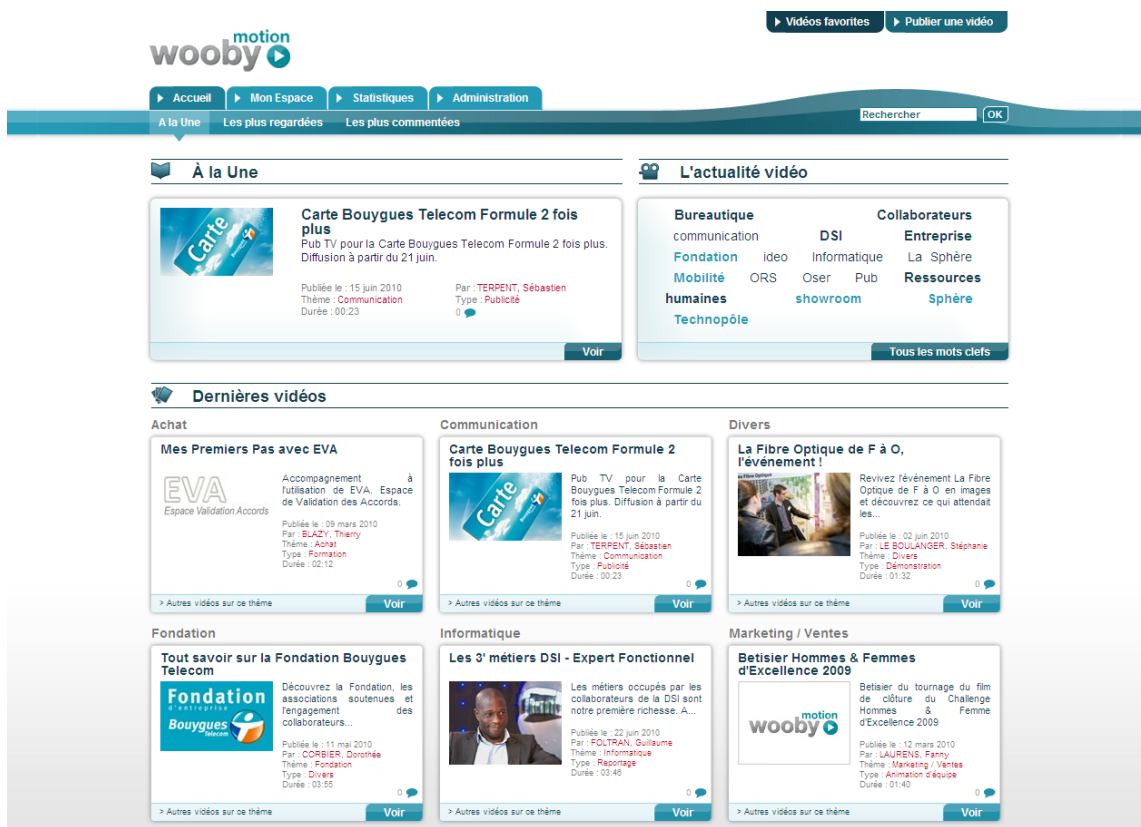
"The overarching goal was for this new portal to henceforth to be considered a veritable cornerstone the company's intranet," he says. "And that decision paved the way for the migration to Enterprise 2.0 tools."

A thorough redesign strategy was constructed, with several components serving to complement the site's centerpiece, the portal.



Pictured: The intranet redesign strategy.

REDESIGN TIMELINE	
Milestone Date	Milestone Description
March 2009	Project Kick-Off Redesign begins with <i>Wooby Motion</i> , a new collaborative video publishing tool open to all enterprise employees. This tool, the first version of the Wooby "brand," gives a genuine identity to components used as part of this strategy, including the Wooby portal, <i>Wooby Motion</i> , <i>Wooby Network</i> , <i>Wooby Mobile</i> , and others to come.
April 2009	Graphic Themes Work continues on the project; SharePoint users are given new graphic themes that let them change their SharePoint intranet sites to the "colors" of the future Wooby portal (if they choose). This was the first concrete, visible step toward the marriage between the SharePoint and the Wooby worlds.
May 2009	First Department Portal Launched The first department portal redesign launched (Wooby SI, the IT Division portal) with new graphic theme.
June 2009	Wooby COM (CMS) Wooby COM delivered to 70 communications site webmasters, who had previously been using the Wooby 2001 CMS.
October 2009	Beta Portal The cornerstone of the complete strategy, the portal is delivered as a beta version to 250 users.
February 2010	Portal Extended The portal is extended to the entire enterprise.
May 2010	Wooby Network <i>Wooby Network</i> , the Bouygues Telecom professional social network tool goes online (beta version). This version is still evolving. The next step will be convergence between the Wooby portal and <i>Wooby Network</i> .
July 2010	SharePoint Center A new version of the SharePoint user assistance site (SharePoint Center) goes online, with a design similar to Wooby. This site also features a selection of information channels and educational content.
September 2010	Wooby Mobile The new version of Wooby Mobile (previously known as i-Wooby) is released.



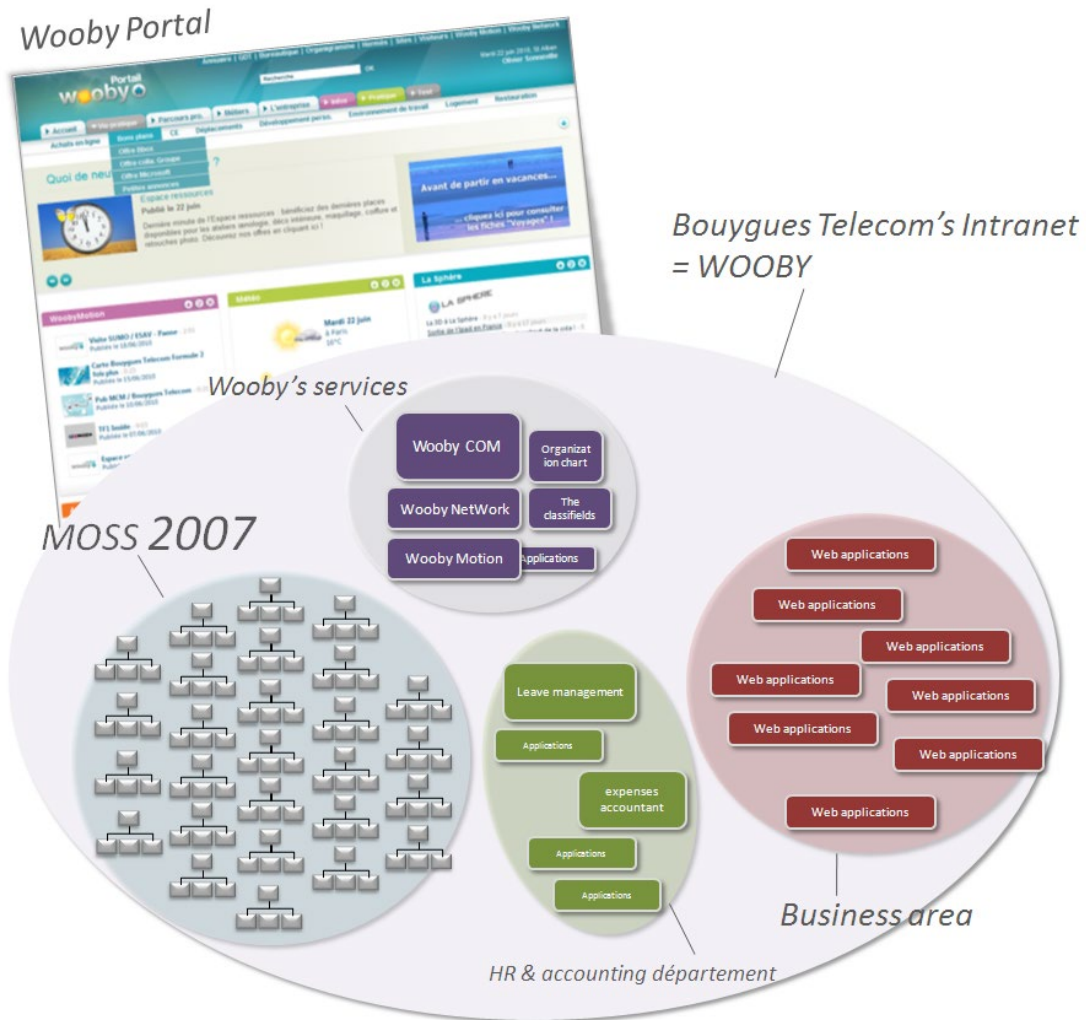
Pictured: The *Wooby Motion* homepage.

Project Goals

Once the Wooby team established its redesign vision — to reposition Wooby as the preferred portal entrance to all enterprise Web content — its mandate was to find ways to make this possible.

Team members identified six goals and created a tailored approach to address each challenge. The six goals were:

- Broaden the “Wooby area” to enterprise content
- Simplify access to information
- Boost user efficiency
- Make the intranet more open
- Encourage collaboration
- Encourage user-selected “bespoke” consumption

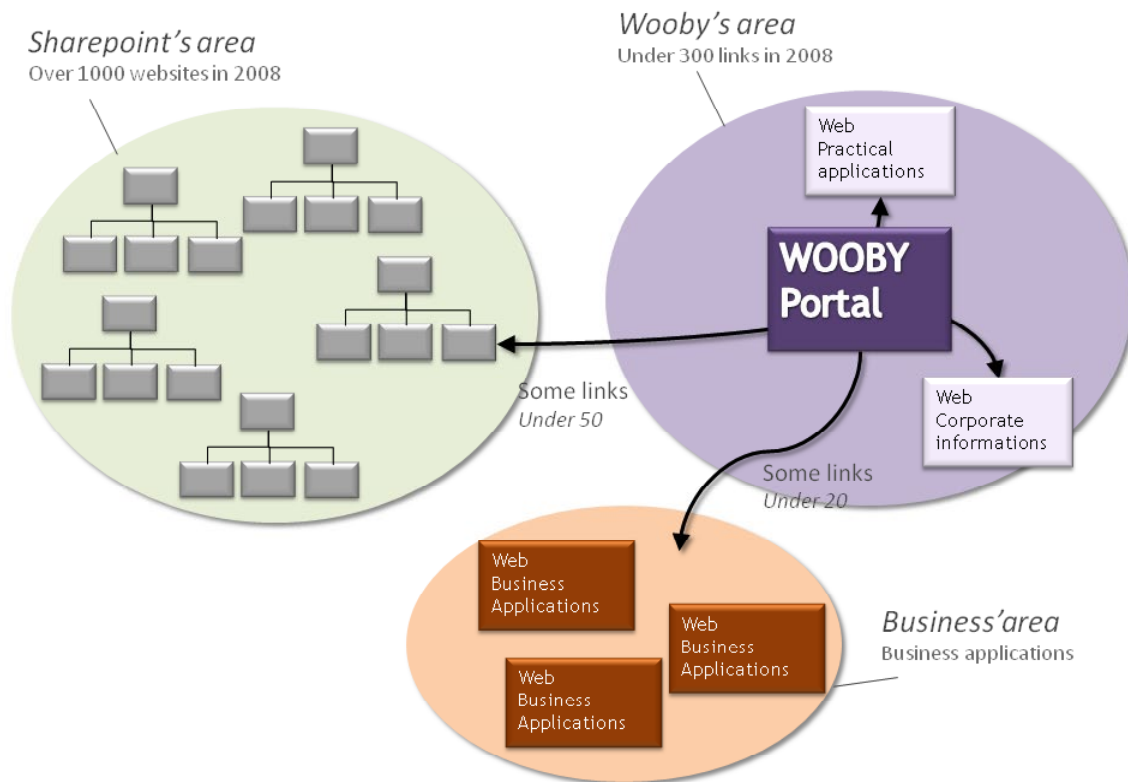


Pictured: The Bouygues Telecom intranet in 2010.

The chart below outlines the approach the team used to address each goal and the proposed functionalities:

TURNING THE DESIGN GOALS INTO ACTION	
Goal	Approach/Action
Broaden the “Wooby area” to enterprise content	<p>Approach: The team wanted the new Wooby portal to encompass all of the potentially relevant enterprise Web content for users and expand the sphere of activity to the entire enterprise.</p> <p>Action: A two-pronged approach:</p> <ul style="list-style-type: none"> • Technological: “Mesh” environments that were technologically different and unable to communicate with each other. • Functional: Identify functionalities that easily let portal users access, or aggregate, content originating in different sources.
Simplify access to information	<p>Approach: Essentially, expanding the Wooby area meant offering access to much more data, with no apparent limit. The goal, therefore, was to reinvent browsing within the company’s content.</p> <p>Action: Use drop-down menus to consolidate the quantity of the available first-level content. Focus on search engine functionalities, both in terms of searching and filtering results, as well as — and this was new — in terms of search engine parameter management.</p>
Boost user efficiency	<p>Approach: The purpose of each of the enterprise’s Web tools is to make things easier for employees and enhance their overall efficacy. In real terms, however, the rapid increase in Web tools poses a real difficulty; between team collaboration sites, management sites, project sites, and Web tools to manage everyday affairs, employees must cope with more and more information, which has to be accessed and processed each day.</p> <p>Action: Find simple, pragmatic solutions to help users optimize information access — with, for example, content-aggregation solutions using widgets, such as <i>Push Wooby</i>.</p>

<p>Make the Intranet more open</p>	<p>Approach: Open the portal to other information sources, both internal and external (internet). Up to the most recent redesign, the Wooby “area” was centered on information with a direct or indirect relationship to Wooby. Specifically, it didn’t include any information originating from any other internal or external sources.</p> <p>Action: Bring RSS streams into the portal from internal sources, as well as from the internet, but also through the <i>Push Wooby</i> functionality.</p>
<p>Encourage collaboration</p>	<p>Approach: Identify possible levers to enhance collaboration within the enterprise, and stimulate individual contributions from each user.</p> <p>Action: The team considered a number of possibilities here, including:</p> <ul style="list-style-type: none"> • Viral marketing techniques such as “send to a friend” • Continuous user enrichment of the search engine • Integrating new collaborative components, such as <i>Wooby Motion</i> and <i>Wooby Network</i>
<p>Encourage user-selected “bespoke” consumption</p>	<p>Approach: The specificity of each business and of each individual user, combined with the increasing quantity of information, makes it impossible to “force” a single, shared view on all users regarding how information should be accessed.</p> <p>Action: Find relevant and simple customization options such as widgets.</p>



Pictured: The Wooby Area, before the redesign project.

Deciding Which Actions to Take

Well before the project's redesign phase, the four main project participants spent time on the internet gathering intelligence to get a better idea of recent developments in intranet design. The team identified useful tools commonly deployed on the internet, noted their strengths and weaknesses, and then assessed their potential for use within the enterprise.

A wide spectrum of information-gathering activity informed the Wooby team's decisions regarding which redesign actions to undertake. These included:

- **Audits.** The project owner talked with more than 100 people, one by one, as they sat at their computers with the portal open and operational. The purpose of these audits was to understand, concretely, how people were using the current Wooby, and to identify areas of difficulty and gauge user expectations.

"Meeting actual portal users when using the portal gave us a lot of information," says Olivier Sonnevile, Intranet Manager (internal communication division). "We realized that functionalities which seem obvious to 'experts' like us are not necessarily obvious to all. We came away from these audits convinced that the route to success lay in simplicity."

- **Surveys.** Two surveys were conducted (in 2007 and 2008) to study user practices and gain a clear idea of user requirements. These studies were complemented by a statistical audit of the portal.
- **Meetings.** All team members, in both Project Ownership and Project Management, met with the intranet managers of other major companies to discuss their own intranet solutions and share best practices.

With whiteboards as the only facilitation tool, each participant had an opportunity to submit his or her ideas, guided by the just one golden rule: Any idea that was difficult to explain was rejected as too complex. Priority was given to ease of use.

At the same time, users were consulted during various project phases to measure the extent to which the functionalities being defined were comprehensible to them and aligned with their requirements.

On several occasions, the company's in-house user experience specialists contributed to these meetings.
- **Research.** Internet research provided the team with many potentially interesting ideas, including the Newsgator solution chosen for the *Wooby Network*.
- **Inspiration.** Wooby team members noticed that at home, they all used either Netvibes or i-Google, with each person preferring one or the other for certain specific reasons. The functionalities available on both tools had a strong influence on the design work for the Wooby solution.
- **Experience.** The main project participants had been working on the enterprise intranet for almost nine years; as each version was launched, team members naturally learned from their successes and mistakes. Analyzing the lessons from each release's mistakes helped the team attempt to fix those mistakes as they evolved from one version to the next. Much of the recent redesign's functionality is a result of internal expertise and several years of experience repeatedly redesigning the site.

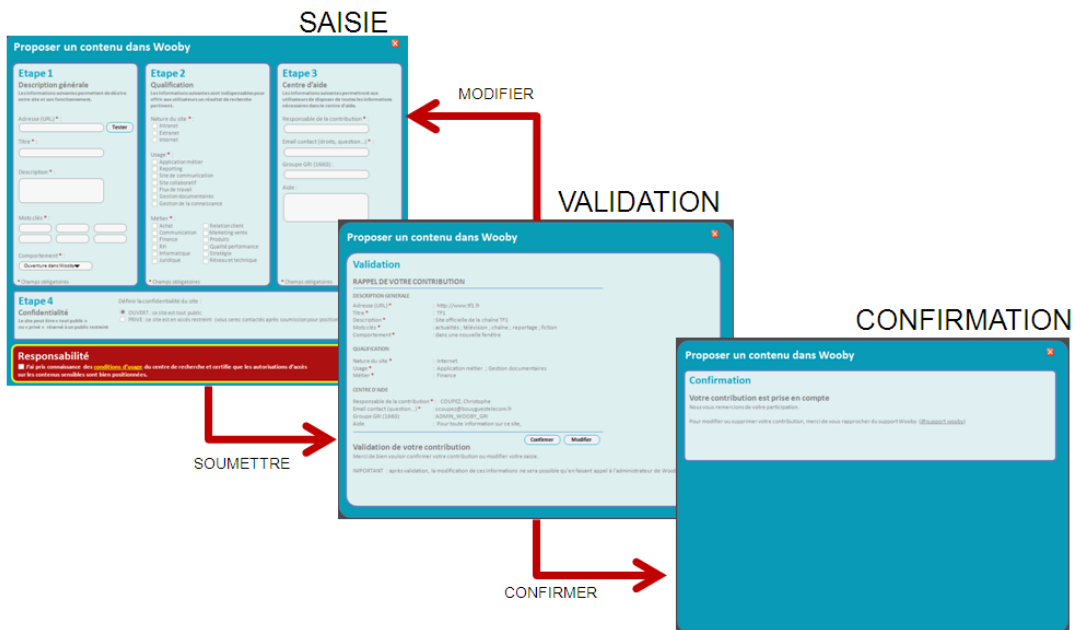


Pictured: The Wooby functional prototype.

Proposition d'un site WEB non SPS

CONFIRMATION

Après soumission de la proposition, deux écrans se succèdent, avec possibilité de revenir sur l'écran de saisie en mode modification.



Pictured: An early storyboard produced as part of the design process.

Working with Outside Agencies

Bouygues Telecom, like most large companies, relied on outside help to accomplish its intranet redesign goals.

"Generally, we handle all our projects internally," says Coupez, "from design to development to deployment."

But for the Wooby project, the team had insufficient resources to manage the entire project, so they called upon the services of several outside agencies.

"This saw us launching a call to tender once the project specifications had been finalized," says Coupez. "In this way, tender respondents had sufficiently accurate documents describing the project. We assessed the quality of agencies using a number of highly suggestive but important criteria."

Coupez noted several attributes that they used to evaluate potential vendors:

- The human and professional qualities of the project manager in charge of development
- Proven technical competency of the agency's personnel
- An agency's ability to mobilize resources if required
- Specialized expertise of an agency's CTO in being capable of answering technical questions

What they found out through this thorough evaluation process is that the best choice is not always the most obvious one. And people make all the difference.

"The market leaders are not always the best choice," says Coupez. "Likewise, the most expensive are not necessarily the best. It always boils down to a question of people."

The following companies participated in the Wooby redesign effort:

C2S

C2S, a French software company, was entrusted with the most important technical aspects of the Wooby portal redesign subproject. C2S has been one of Bouygues Telecom's closest partners for several years, working on nearly all of the company's SharePoint projects.

C2S's responsibilities for the Wooby project included:

- **Wooby Front Office:** Development of the complete Wooby Front Office included: homepage, content-syndication system, customization functionalities, and so on. This custom application was developed using .NET technology.
- **Wooby Search Engine:** Development of the complete Wooby search engine, drawing from the agency's expertise in SharePoint technology.
- **Wooby Push:** Development of much of the Wooby functionality, which, for example, lets SharePoint users send content or alerts directly to their portal in a single click. This task required in-depth knowledge of both the Wooby-specific aspect and the SharePoint environment.

Plaza Design

Plaza Design, a French company specializing in computer graphics for the Web, handled graphics-related subprojects, both for the overall Wooby redesign and for several additional components (such as *Wooby Motion*):

- **Wooby graphic structure:** Creation of the new Wooby graphic design standard, including the widgets' general look and feel and all pages within the application.
- **Collaborative SharePoint graphic themes:** Creation of new graphic themes for SharePoint to achieve (on Wooby) a common look shared by the SharePoint collaborative sites.
- **SharePoint Publishing graphic themes:** Creation of new graphic themes for the new CMS tool, which draws on SharePoint and its publishing function.
- **Wooby Motion:** Creation of a graphic design standard for the video sharing and sending application.
- **Wooby Network:** Creation of the graphic design standard for the *Wooby Network* collaborative tool, which draws on the Newsgator solution.
- **SharePoint Center:** Creation of the graphic design standard for the SharePoint Center and the accompanying support site.

MCNEXT

MCNEXT, a French software company, handled technical implementation of the Wooby CMS redesign work (Wooby COM), which uses the SharePoint technology. MCNEXT's work included:

- **Technical design:** Designing the functionalities described in the internal project team's specifications.
- **Development:** Writing the software code required to completely develop the functions described in the project specifications.
- **Acceptance:** Conducting unit tests and tests with the customers up to the project production phase.
- **Production startup:** Providing support to the internal team to get the tool up and running.

Microsoft Consulting Services

The entire redesign project used only Microsoft technologies, including operating systems, databases, languages (.NET), and software applications (SharePoint). The Wooby Project featured a number of significant constraints that required the team to seek assistance from Microsoft Consulting services. Bringing in resources from the software manufacturer directly seemed like a safe bet for the team to ensure there were no "surprises."

The project constraints included:

- **Integration of innovative functionalities:** Neither *Wooby Push* nor the Wooby search functionalities are native SharePoint features. This posed several real difficulties.
- **"Meshing" Wooby into the platform.** The decision not to integrate the portal into SharePoint presented several advantages, but also posed risks in terms of ensuring communication between the environments.

At each step of the functional specification phase, and even during the technical design phase, the team looked to the software publisher for validation and advice.

"Our objective was to have a validation 'buffer,'" says Christophe Coupez, Intranet and Collaborative Tools team leader (IT division). "Calling on the original software manufacturer to validate our general orientations was a kind of insurance — and a policy that we continued for the rest of the project so as to minimize the potential for unpleasant surprises."

"Naturally, there is no such thing as zero risk," he says. "But calling on the services of a highly skilled Microsoft consultant highlighted potential difficulties and provided us with solutions right from the project's initial phases."

Microsoft Consulting Services was called in for their professional advice and auditing expertise with regard to the project's functional and technical aspects, including validating functionalities, validating technical design, and providing technical support.

Facing Challenges

One striking aspect of the Bouygues intranet's 2010 version is that it has been completely redesigned and the team has added some new and very innovative features. Prior to this project, the successive portal redesigns included changes to only a few of the site's major components. But in 2010, the company undertook a radical redesign effort.

"We went back to the drawing board for the 2010 version, reviewing all Wooby portal concepts, including more 'conceptual' considerations having to do with Wooby's very

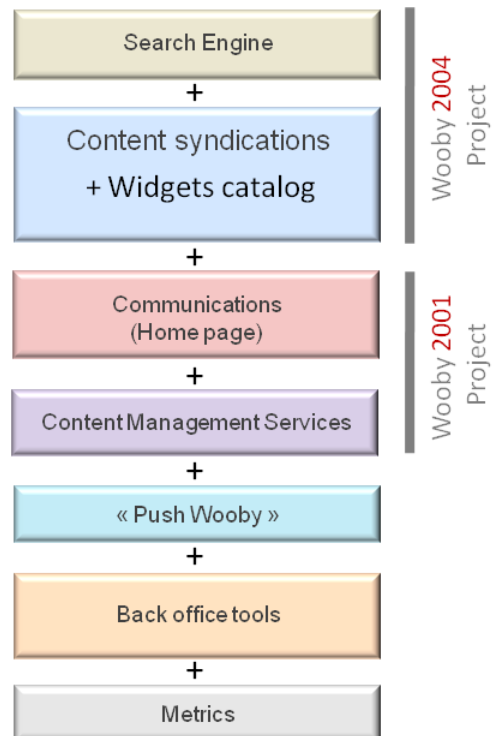
identity, including editorial line, management rules, graphics signature, and so on,” says Sonnevile.

“We then imagined and designed new Wooby uses in the broadest sense,” he says, adding that this included “the homepage, back-office parameterization functionalities, completely new CMS solution — practically a return to drawing board!”

With all that change comes challenges. The major challenges the team faced included:

1. **Run simultaneous projects.** The project’s main challenge was to complete a significant number of subprojects simultaneously, without negatively affecting the daily operation of the existing intranet. In addition, the only (human) resources available were the three people who had been working on the portal since its early days.
2. **Solve technology issues.** The second challenge was to settle, once and for all, technological issues and concerns regarding the feasibility of particularly innovative functionalities. “A wide range of technological issues had to be resolved, especially as regards SharePoint, both for us and for our technical partners,” says Sonnevile. “Here, the goal was to make sure, right from the design phase, that the functionalities we wanted to implement were doable and reliable.”
3. **Build modules.** The third challenge was to implement all other components in the redesign strategy, including *Wooby Motion*, *Wooby Network*, *Wooby Mobile*, and the SharePoint Center. This effort was a challenge because each module was a major project in itself.

Redesigning
2010 =



Pictured: The components of the 2010 Wooby portal redesign project.

DSI - Wooby SI

Wooby SI

Nos documents
Nos outils
Nos sites métiers
Nos sites wiki
Proposer un contenu

Bienvenue

SONNEVILLE, Olivier (COMMUNICA...)

DERNIERES ACTUALITES

18 JUIN 2010

0

Kill RTX : du neuf pour la chaîne de Suivi Conso

Par Franck THOME, Samuel GRASSE, Jérôme PÉBÈRE | Catégorie : Pilotage

Courant avril, la nouvelle chaîne d'Herité Consommation (ARC) a été mise en service, articulée autour du CachéID, nouveau système technique de l'infrastructure. Le kit effectif de l'ancienne chaîne se terminera fin juin avec la sortie de 4 machines RTX du parc. Cela marque aussi le passage d'un jalon vers le KR BSCS.

17 JUIN 2010

9

Histoire des Offres en 10 semaines

Par Philippe DUBOIS | Catégorie : Offres marketing et services GP-Pro

3 leviers pour réduire les délais et augmenter la CAF : organisation, industrialisation et processus.

16 JUIN 2010

0

La plénière Siebel du 28 mai 2010

Par Philippe DUBOIS | Catégorie : Pilotage

Ce 28 mai dernier a eu lieu la seconde plénière Siebel dans l'amphithéâtre du Technopôle. Cette matinée très conviviale est un moment privilégié d'échanges pour les personnes de la communauté Siebel.

15 JUIN 2010

0

Simplification du processus de paramétrage des Ouvertures de Numéros (ODN)

Par Carine FESTINGER | Catégorie : Offres marketing et services GP-Pro

Dans le cadre de la démarche d'amélioration continue sur les Offres, nous avons décidé, n'nt en premier lieu, de simplifier le processus de paramétrage des ODN et de transférer leur activité de « pilotage et spécification des ODN » au sein de la DSI, plus précisément à la MOE OFFRES.

14 JUIN 2010

9

Le Nouveau système de Provisioning Bouygues Telecom pour le Mobile est en service !

Par Patrick YENGO | Catégorie : Provisioning fixe et mobile

Les mises en service de l'ERP, refonte du système de provisioning Bouygues Telecom pour le mobile, ont été réalisées sans aucun impact client. L'ERP remplace désormais l'ancien système de provisioning P3G, en service depuis 2003.

01 JUIN 2010

9

Rubis : un bijou pour le Roaming

Par François CORCORAL | Catégorie : Développement Entreprises individuelles

Le 1er avril dernier, à la date prévue, le système Rubis a été mis en service. Les premières factures ont été envoyées début mai. Composant majeur du SI roaming, Rubis était très attendu par les utilisateurs pour accompagner la mutation du marché. Démarré en 2006, la refonte du SI roaming se termine sur cette belle réussite.

31 MAI 2010

0

Le projet 07 : une démarche pragmatique pour 40% d'économie

Par Sarah GAUTHIER, François CORCORAL | Catégorie : Développement Entreprises individuelles

Après plus de quinze ans d'utilisation des numéros mobiles en 06, l'ARCEP ne disposait plus que de quelques tranches de numéros à distribuer et a donc déclenché une consultation publique qui se conclut en mai 2009 aux conditions d'ouverture des numéros en 07 pour les mobiles. Bouygues Telecom a lancé le projet James Bond mis en service le 3 mai dernier.

26 MAI 2010

0

Nouveaux outils Intranet pour le Club des Experts

Par Christophe COUREZ | Catégorie : Club des Experts

Pour appuyer son ouverture à l'entreprise, le Club des Experts a révisé son intranet. Côté vitrine, un site plus clair, plus lisible. Côté club, une communauté d'échange « 2.0 » avec Wooby Network.

26 MAI 2010

0

Traviata V2 (Vue Unifiée du Client) : Une mise en service progressive et maîtrisée !

Par Cédrin LABRY | Catégorie : SI Relation Client, RCM et Internet

La VUC (Vue Unifiée Client) constituée autour du CTU (Client Tout-à-faire Unifié) a été complètement déployée sur l'ensemble des canaux à la marque de Bouygues Telecom depuis le 21 avril dernier. Il s'agit de l'aboutissement de 2 ans de travail pour les équipes du projet Traviata V2.1A.

24 MAI 2010

0

Les 3 métiers DSI, épisode III

Par Frédéric DENEUSTRE | Catégorie : Relations avec les clients DSI

Les métiers occupés par les collaborateurs de la DSI sont notre première richesse. A travers ces courtes interviews réalisées par l'équipe RH auprès de collaborateurs, nous souhaitons vous faire partager cette richesse.

ARCHIVES DES ACTUALITES

PAR THEMES

Brevets et innovation
Bureautique
Club des Experts
Collecte et valorisation
Communication DSI
Déploiement d'entreprises individuelles
Développements internes
Filère Architecture
Filère Hapt
Hébergement
Interview Mobilité DSI
Offres marketing et services GP-Pro
Opérateurs et Qualité de Services
Performance SI
Pilotage du Portefeuille de Projets
Provisionnement fixe et mobile
Ressources Humaines DSI
Sécurité du SI
SI Fonctionnels
SI prépayé forfait bloqué et market
SI Relation Client, RCM et Internet
SI Réseau
WIS

Voir tous les articles publiés en 2010

AUTRES BLOGS

Mobilité Portale et Support Business
Club des Experts

NEWSLETTERS

Lettre d'information GEX - Mai 2010
Documentation Produit - Avril 2010
Lettre Gestion des licences - Avril 2010
Lettre d'information GEX - Décembre 2009
Lettre Documentation Produit - Décembre 2009

21/05/2010
20/04/2010
20/04/2010
20/12/2009
12/12/2009

Voir toutes les lettres

LA DSI DANS LA PRESSE

Fabrice DENAIGE

04 JUIN 2010

« Bouygues Telecom compte virtualiser 10 000 portes de transit d'ici mi-2011 »

Alain MOUSTARD

18 AVRIL 2009

« Passer à l'action... Repenser-vous des métiers »

Hervé TAILLEBOCQ

15 FÉVRIER 2009

« Bouygues Telecom chuchote à l'oreille de son directeur »

Patrick CHAMET

19 DÉCEMBRE 2009

« La sécurité du SI a sa place dans l'architecture d'entreprise »

Alain MOUSTARD

18 DÉCEMBRE 2009

« Alain MOUSTARD élu DSI de l'année 2009, fait fait écho pour l'innovation »

Déla MIRET

16 OCTOBRE 2009

« Réintroduire une partie du système d'information : analyse économique du choix stratégique ? »

Alain MOUSTARD

16 SEPTEMBRE 2009

« DSI, DSI : prédisons une renommée française avant qu'il ne soit trop tard »

Voir tous les articles

ADS

Cet espace vous permet de communiquer sur un produit, un service, une démarche ou une bonne pratique mise en place au sein de votre entité.

pour installer le widget cliquez ici

Expertise SI & Telecom

Club des experts

Chercher

METEO DSI

MAI 2010

Indice de Qualité de Service (SLA)

98%

90%

Indice de Qualité de Service (SLI)

98%

92%

QH d'anomalies en production

1940

2318

VIDEOS

Les vidéos publiées dans le thème Informatique de Wooby Network.

feedback

Actualisé par

Mobility Portale et Support Business

Thème: SharePoint Corporate

Ce site a été réalisé en

SharePoint

Présentation

Comment en bénéficier

Règles et bonnes conduites

Sécurité

Mentions OUL

Push Wooby

Pictured: An IT division's department-level homepage.

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WWW.NNGROUP.COM

271

Portail wooby

Annuaire | GDT | Bureautique | Organigramme | Hermès | Sites | Visiteurs | Wooby Motion | Wooby Network

Recherche OK

Mercredi 23 juin 2010, Ste Audrey Christophe Coupeux

Accueil | Vie pratique | Parcours pro. | Métiers | L'entreprise | PROJETS | Actualités | Travail

Ajout de contenu dans Travail - Sélectionner le thème de votre choix :

Widgets à la une

Actualités

Métiers

Productivité perso

Services Internet

Vie pratique

Annuaire Groupe
Trouver les coordonnées d'un collaborateur de TF1, Coles...
Contact : OLIVIER SONNEVILLE

CE
Consulter les dernières actualités et activités proposées par le CE.
Contact : AURÉLIA CISZEWSKI

Contacts
Gérer ses contacts pro / perso, leur envoyer un SMS, les appeler...
Contact : OLIVIER SONNEVILLE

GDT
Consulter le solde de congés, déclarer son activité...
Contact : OLIVIER SONNEVILLE

Navettes
Consulter les horaires de navettes de vos trajets favoris.
Contact : MICHEL GELY

Petites Annonces
Consulter les dernières annonces publiées dans Wooby
Contact : OLIVIER SONNEVILLE

Navettes

Mes trajets : Technopole - Arcs de Seine

Technopole	Arcs de Seine
07:58	08:26
09:18	09:46
12:12	12:33
13:12	13:33
13:56	14:17
16:17	16:40
17:17	17:43
17:52	18:20
18:17	18:43

Détail du trajet Créer un trajet favori

Wooby SI

Les 3^e métiers DSL, épisode IV - Il y a 15 h.
Histoire des Offres en 10 semaines - Il y a 4 jours
Simplification du processus de paramétrage des Ouvertures De Numéros (ODN) - Il y a 8 jours

Ajouter un contenu

Corbeille de tâches

1 message

Intervention sur Sites
demande N°175302 réalisée le 02/06/2010 à 13:00 .

Petites Annonces

Autos / Motos / Vélos - Autos
Cherche siège complémentaire pour CB ou assimilé à un prix raisonnable (au 3e rang) - Merci

La maison - Habillement
Vends une paire de basket blanche ADIDAS neuve taille 36 Photo disponible

La maison - Habillement
Vends chaussure neuve SUPERGA taille 36. Photo disponible

Autos / Motos / Vélos - Autos
Renault Clio III phase 1- Diesel Mise en circulation : janvier 2008 Gris Forcé métallisé Clim aut...

Immobilier - Appartements
A 10 minutes du Technopôle et 20 min de Lutetia et ADS, dispo de suite, studio de 30 m² à louer à Cl...

Consulter les 1037 annonces

GDT

Planning Compteurs

Période du 21/06/10 à 18/07/10

L	M	M	J	V	S	D
21	22	23	24	25	26	27
28	29	30	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18

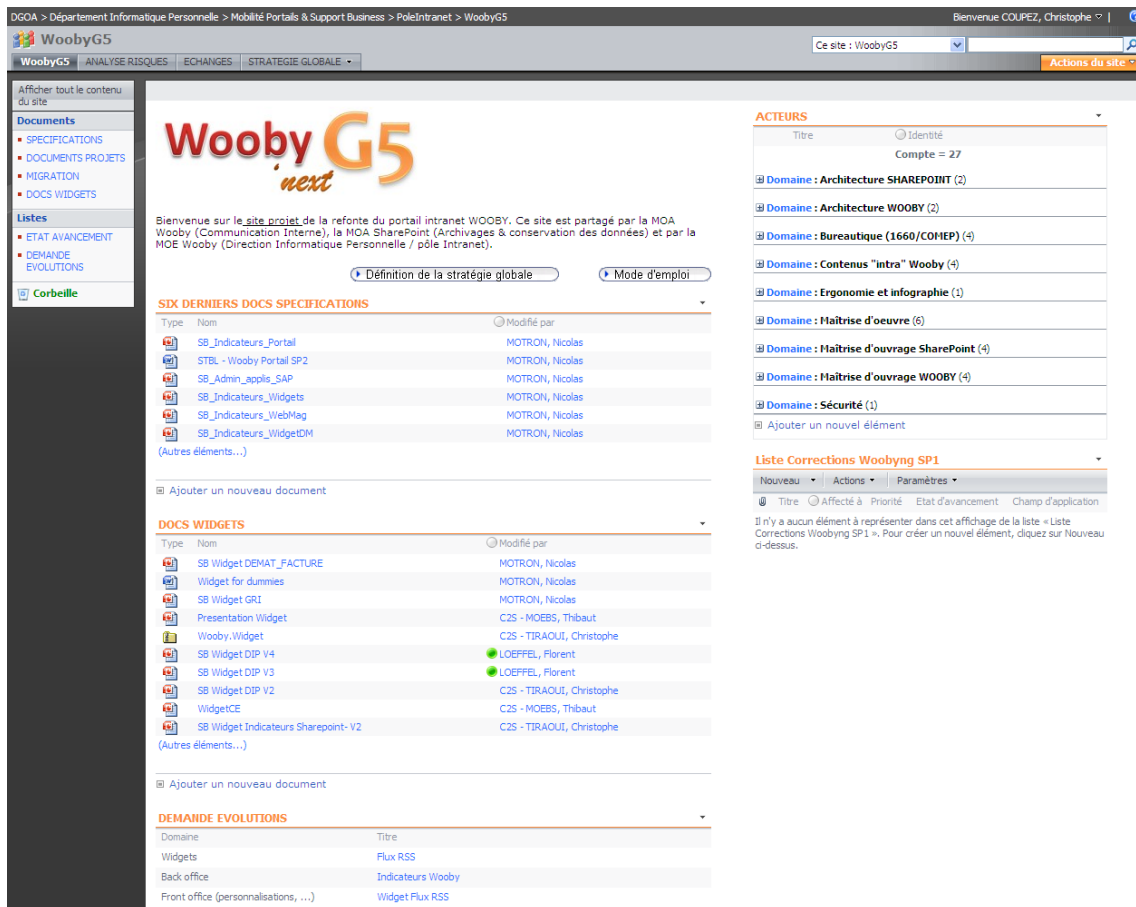
Accéder à la GDT

Contacts

Internes Personnels Envoi de SMS

- BLAZY, Thierry
- CERVETTI, Stéphanie (SCE)
- FOLTRAN, Guillaume
- LOEFFEL, Florent
- MOTRON, Nicolas
- SONNEVILLE, Olivier (ADS)

Pictured: The widget catalog.



Pictured: The homepage for the Wooby project site. The team used a project wiki to keep communication and collaboration open across project teams.

CONTENT AND CONTENT CONTRIBUTORS

Improving the System

Prior to the redesign, the previous CMS tool had been in place since 2001. It had been designed and developed by the company's internal teams. The tool was both easy-to-use and facilitated a general democratization with regard to creating and administering websites. Almost 90 sites were using it.

By 2009, however, its functionalities couldn't keep up with what was happening on the internet or the other intranet sites across the organization.

The decision as made to replace this tool by leveraging the powers of the SharePoint infrastructure already in place inside the enterprise. In doing so, the team added several functionalities (using Telerik Objects), developed administration tools — which were much easier to use than those originally in place — and created a number of data entry templates.

Wooby COM CMS

Wooby COM, the Wooby portal's CMS solution, is based on SharePoint. The solution is aimed at enterprise organizations with content requirements based primarily on content pages (text and images).

Intended as a compromise between the 2001 CMS Wooby and the SharePoint "publishing" functionality, Wooby COM was developed to take advantage of the strengths of both:

- The 2001 CMS Wooby was easy to use and understand, but its functionalities and "render" had become obsolete.
- SharePoint (publishing) delivers much more functional richness, and much more "modern" render, but it's not so easy to learn and users have to be trained.

The team's solution was to use SharePoint, to take advantage of its functional richness and render, but make it easier to use. To accomplish this, it added a simplified administration page to the SharePoint CMS tool's menus. This page brings together, on a single screen, all of the SharePoint functionalities that are normally dispersed over several screens (some of which aren't very accessible).

And, to facilitate management of pages and page structures, the team added a module to this simplified page. This module can be used to move a page inside the site structure, simply by using drag and drop.

"The main idea was to centralize, on one single page, all the SharePoint administration functionalities of a given site," says Sonnevile. "In this way, users no longer needed to be SharePoint experts to create a site with the new CMS."

Once the new CMS solution was built, the company provided training for the 120 enterprise webmasters, and all existing sites were manually migrated over a period of six months. The migration was handled by the webmasters themselves.

Today, the webmasters are happy with the new tool. Sonnevile says they consider it extremely stable and easier to use than the previous version, but with far more functionalities.

With this new tool, administrators can assign specific roles, including:

- **Webmasters.** Although there are only three Wooby webmasters, the new tool lets them access all of the back-office functionalities used for portal parameterization.
- **Information Site Webmasters.** The company's 70 information site (Wooby COM) webmasters administer the Communication Intranet Sites.
- **Collaboration Site (SharePoint) Webmasters.** These administrators can modify site content (approximately 2,500 of them can publish this content in the Wooby shared engine).
- **All Users.** All users can contribute to the site, either by suggesting content for the search engine or by publishing information to a *Wooby Network* community.

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<p>There are two infrastructures: an application infrastructure for specific software developments, and a SharePoint infrastructure.</p> <ul style="list-style-type: none"> • The application infrastructure hosts the Wooby portal as well as custom .NET applications. This infrastructure consists of a redundant three-server NLB cluster running on Windows Server 2008 X64 and IIS 7, and an SQL Server 2005 database. The machine itself is an HP Blade Center, Bi-Quad Core Xeon E5405 2GHz with 4GB RAM. • The SharePoint infrastructure consists of a cluster of virtual servers: two virtual machines (VMs) dedicated to Web/Query/Forms in NLB, as well as one VM dedicated to Index/Excel. Currently, the team uses the MOSS 2007 version of SharePoint. • Both infrastructures use an SQL infrastructure consisting of Windows 2008 Servers under an MSCS cluster; they also use virtual machines for the preproduction and development environments. A technical team in charge of maintenance supervises the production environments.
Bug Tracking/Quality Assurance	<p>Bug tracking is handled through a system integrated with the search engine that signals dead or erroneous links during website searches by means of a miniweb form used to troubleshoot as much as possible.</p> <p>On the portal, the team created a generic email where users can report errors to intranet supervisors. The supervisors track requests in a SharePoint list to make sure that they are logged and addressed by the technical teams.</p>
Site Building Tools	<p>The Bouygues tech teams develop in .NET (C# in the vast majority of cases), with Framework 3.5 and Visual Studio 2008. For the portal, they also used Code Fluent to generate the data access layer in C#.</p> <p>Software components available from Telerik were used for all advanced usability functionalities (drag-and-drop, text editor, advanced data-input field, and so on).</p>

Content Management Tools	The Wooby COM CMS solution is based on the SharePoint native solution's CMS functionality. This functionality was improved through a custom .NET development, using Telerik software components.
Search	<p>Wooby's search is based on the SharePoint 2007 search engine. The team customized the original engine to meet their specific search requirements. Specifically, they developed "security trimmers," as well as an analysis rule-generation engine. Thanks to these specific developments, they were able to respect the desired security and publishing conditions by filtering results just before displaying them.</p> <p>A clear majority of developments associated with the search engines are hosted on the SharePoint platform. Only the results pages are hosted on the Wooby infrastructure.</p>
Mobile	<p>Wooby's mobile version is based on a custom .NET development. This is partially based on the jquery mobile framework (Webkit touch compatible), which means that it fully leverages the power of CSS3. This mobile intranet version is therefore entirely compatible with the most recent generation of smart phones, including iPhone and Android. Moreover, an http module can be used to redirect incompatible phone users to a more basic version of Wooby Mobile.</p>

MOBILE

A mobile version of Wooby has been available since 2005 (i-Wooby) in WAP format. The new version, known simply as "Wooby Mobile" was released in July 2010 and supports features available on the most recent generation of smart phones (such as Android and iPhone), which means Wooby Mobile supports touch screen browsing, format and "application" usability, images and video, and so on. It's currently available in WEBapp version and will be available in APP version by the end of 2010. Although the WEBapp version supported only full Web pages, the new APP version will support native mobile "apps."

The mobile intranet features only services that have been determined useful for employees on the go. These include the directory, shuttle bus timetable, corporate information, and Bouygues Telecom locations.

At Bouygues Telecom, 98% of employees have a mobile phone, and can therefore take advantage of Wooby Mobile. Moreover, employees are given an unlimited data plan to encourage use of Wooby Mobile when they're working out of the office.

All employees can access a shared set of services, but people in some roles (network controllers and sales staff) have access to applications specifically dedicated to their activities. For example, network technicians supporting non-mobile telephone relay antennas use mobile applications returning real-time information from the business-sector information systems that they can use to carry out technical support.

Accueil **Wooby Mobile**

Portail Internet mobile : bilan positif pour l'Espace avantages
- 16/06/2010



Suite à la refonte du portail Internet mobile fin avril, l'Espace avantages a attiré près de 200 000 visiteurs et plus de 9 000 nouveaux inscrits au mois de mai, soit 5 fois plus qu'un mois habituel. Ceci grâce à une navigation plus ergonomique et à une meilleure visibilité que celles de l'ancien « Club i-promos ».

L'Espace avantages est accessible depuis un onglet dédié en haut de la page d'accueil du portail. Après une inscription gratuite, il permet aux clients d'accéder aux bons plans (offres, réductions, cadeaux à gagner...) des partenaires de Bouygues Telecom. Ils peuvent ainsi consulter, en un clic, une page descriptive du bon plan sélectionné et en profiter. Par ailleurs, ils peuvent recommander l'Espace avantages à un ami auquel un SMS est alors envoyé.

Pour l'entreprise, l'Espace avantages est une source de revenu puisque les clients qui s'inscrivent acceptent de recevoir des SMS publicitaires commercialisés par Bouygues Telecom aux annonceurs. Cette mécanique s'inscrit plus globalement dans la politique de développement de la publicité sur mobile. Le portail Internet mobile de Bouygues Telecom présente en effet un fort potentiel puisque, toutes lignes de marché confondues, 1,8 million de visiteurs uniques s'y rendent en moyenne chaque mois.

Pictured: An intranet article on the mobile interface.

Accueil **Wooby Mobile**

Bourse

CAC 40	3511,16 pts ▼ - 1,24 %
BOUYGUES	32,33 € ▼ - 1,97 %
TF1	11,12 € ▼ - 1,51 %

Pictured: Looking at the Bouygues Group Stock quotes from the mobile interface.

SEARCH

The search engine behind the previous Wooby version used the SharePoint Moss 2007 engine and the efficacy level was extremely low. Users were not at all satisfied. Therefore, search has become the backbone of the new Wooby.

"And the reason is simple," says Sonnevile. "Faced with the never-ending increase in the volume of accessible data, a good quality search engine is the only way to retrieve good quality information."

In the old system, the team realized that the data on which searches were based were not at all suitable to run efficient searches. There were no tags to enrich the information and no particular parameters to guide users to the information they needed.

"We decided to remedy this in Wooby 2010 by intensive customization work to expand the search engine's perimeter, increase its relevancy, and use selective additional safety rules," says Sonnevile, adding that the search engine's "golden rule" was that users see only what they're entitled to access.

And this turned out to be one of the most complex issues of the entire project.

Fixing the search parameterization was a project that included a semantic research study, which lasted two years. During the study, team members identified several hundred keywords or expressions that had been used in approximately 90 percent of searches. Simultaneously, they added several additional essential functionalities to the search engine: sponsored links, filters, results summary page, and so on.

"We also made up for a serious shortcoming in the previous version by generalizing the use of tags in order to enrich the context of elements indexed by the search engine," says Sonnevile. "The relevancy of tags, combined with additional functionalities such as the sponsored links, significantly enhances the relevancy of the search engine results."

And the diversity of content types meant that the team had to create an array of response categories, grouping responses by general themes within a results page.

"Whenever a search engine does not return the expected results," says Coupez, "the instinctive reflex is to blame the engine itself, even though simply enriching the information properties can lead to a significant improvement in results."

The search engine still uses SharePoint 2007 (as did the previous version), but thanks to the various functional, technical and semantic improvements, Sonnevile says the general level of user satisfaction has increased considerably.

Recommending Intranet and Internet Sites

With the new search, users can recommend relevant intranet or internet sites for inclusion in the search engine. To this end, a *Recommend a site* link displays at the foot of the Wooby page.

Clicking this link returns a form, to be completed by the user. The information gathered includes the content properties, which the search engine will reference.

"This properties innovation plays an important role in increasing the relevancy of the information returned by the search engine," says Nicolas Motron, Web development IT Engineer (IT division). "By validating, the user confirms that he has read and agrees with the *Good Conduct Charter* for this functionality. The entered data is saved."

It is important to note that user recommendations are not validated prior to publishing. It's up to the individual user to assess the recommended site's relevancy, necessity, appropriateness, and so on. That said, the Wooby webmaster could carry out post-publishing checks.

Overnight, a processing operation inserts the site URL (as well as its properties) into the Wooby search engine; the engine does not index the site content, rather, a robot recovers the image of the home page corresponding to the entered URL. This image displays as a thumbnail in the results page.

The screenshot shows the 'Portail wooby' interface. At the top, there's a navigation bar with links like 'Annuaire', 'GDT', 'Bureautique', etc. Below it is a search bar and a date 'Mardi 22 juin 2010, St Alban Olivier Sonnevile'. The main content area is titled 'Proposer un contenu dans Wooby' and contains four steps:

- Etape 1: Description générale** - Fields for 'Adresse (URL)', 'Titre', 'Description', 'Mots clés', and 'Comportement' (set to 'Ouverture dans Wooby').
- Etape 2: Qualification** - Radio buttons for 'Nature du site' (Internet, Intranet, Extranet) and checkboxes for 'Usage' (Circuit de validation, Communication, etc.).
- Etape 3: Centre d'aide** - Fields for 'Responsable de la contribution', 'Email contact', 'Groupe GRI', and 'Aide'.
- Etape 4: Confidentialité** - Radio buttons for 'PUBLIC' or 'PRIVE'.

At the bottom, there's a 'Responsabilité' section with a checkbox for terms and conditions, and a 'Soumettre' button. The footer contains 'Wooby est l'intranet de Bouygues Telecom' and various legal links.

Pictured: The form used to recommend a site for inclusion in the search engine.

Recommending a SharePoint Site

Although the underlying idea is the same, recommending a SharePoint site for inclusion in a search engine is based on completely different rules.

First, submitting a SharePoint site involves indexing the URL of the site homepage, as well as its content, while respecting the site parameterization (security and so on). For this reason, only the SharePoint site's administrators can submit their own site through the SharePoint site's administration page).

As with the previous case, the submission entails entering properties that specifically describe the site, with one major difference: this form is the same as a SharePoint form, integrated with the standard administration module of the SharePoint site.

DGOA Département Informatique Personnelle Mobilité Portals & Support Business PoleIntranet
 Bienvenue COUPEZ, Christophe

PoleIntranet

[PoleIntranet](#)
[PUPIRE](#)
[RECETTE](#)
[ASSISTANCE SPS](#)
[GESTION SHAREPOINT](#)
[WIKI](#)
[Actions du site](#)

Publication dans Wooby

Vous rencontrez un problème avec le référencement de votre site ? Vous avez une question à poser ? Envoyez un mail à contact@bouyguestelecom.fr

Titre et description
 Les informations affichées ici proviennent des informations saisies lors de la création du site, vous pouvez néanmoins les modifier. Attention, les changements ne concerneront que leur affichage dans la page de résultats du moteur de recherche.

Mots clés
 Saisissez un ou plusieurs mots clés définissant le mieux votre site. La qualité de votre référencement dépendra de votre saisie. N'utilisez que des mots au singulier

Usage
 Précisez le type d'usage de votre site (plusieurs choix possibles)

Métier
 Précisez le métier concerné par votre site (plusieurs choix possibles)

Centre d'aide
 Les informations saisies seront utilisées par le 1660 pour aider les utilisateurs en cas de problème

Publier dans Wooby
 En cliquant sur «publier», votre site et l'ensemble de ses contenus seront référencés par le moteur de recherche. Assurez-vous que vos contenus confidentiels ou non publics disposent bien des restrictions d'accès nécessaires.

Titre :

Description

Mots clés :

<input type="text" value="wooby"/>	<input type="text" value="intranet"/>
<input type="text" value="MOSS"/>	<input type="text" value="push"/>
<input type="text"/>	<input type="text"/>

Usages :

<input type="checkbox"/> Circuit de validation ou formulaire	<input type="checkbox"/> Communication
<input checked="" type="checkbox"/> Documentaire	<input type="checkbox"/> Gestion des connaissances et données
<input type="checkbox"/> Productivité personnelle	<input type="checkbox"/> Projet, Reporting
<input type="checkbox"/> Veille	<input checked="" type="checkbox"/> Vie équipe - direction

Métiers :

<input type="checkbox"/> Achats	<input type="checkbox"/> Autres
<input type="checkbox"/> Communication	<input checked="" type="checkbox"/> Informatique
<input type="checkbox"/> Juridique	<input type="checkbox"/> Marketing vente
<input type="checkbox"/> Produits	<input type="checkbox"/> Qualité performances
<input type="checkbox"/> Relation Clients	<input type="checkbox"/> Réseau & Technique
<input type="checkbox"/> Ressources humaines	<input type="checkbox"/> Stratégies & Finance

Responsable de la contribution :

Email du contact (droits, question, ...) :

Aide :

☒ **Site non publié :** pour le moment, votre site SharePoint n'est pas encore publié dans Wooby. Pour le publier, saisissez les informations du formulaire, cochez la case ci-dessous pour accepter les modalités, puis cliquez sur «Publier».

Responsabilité
☐ La publication dans Wooby met votre site en visibilité au sein de l'entreprise. Le contenu doit respecter la charte d'usage (cliquez ici). Les autorisations d'accès doivent être correctement positionnées si vous avez des contenus sensibles. Cochez cette case pour valider votre acceptation

Pictured: The form used to submit a SharePoint site to the search engine.

Indexing

Results indexing — and, above all, display — caused some tough feasibility problems for the company's partner agencies. On the surface, it seems like a simple issue, but Microsoft Consulting and C2S spent many hours trying to address the indexing issues.

To understand the challenge, one must understand how SharePoint indexing works. The strict rule is that only sites published by an administrator can return the results of a search. Initial tests proved that whenever SharePoint indexes a site, it automatically indexes all the subsites.

This native feature posed a problem. Collections of host sites are spread over several levels, and publishing a parent site should not necessarily result in the automatic publishing of child sites.



Pictured: A comparison between native search operation and desired operation within SharePoint.

To resolve this problem, a security-trimmer-based solution was developed and added to the results display page. This made it possible to handle content publishing for each individual site.

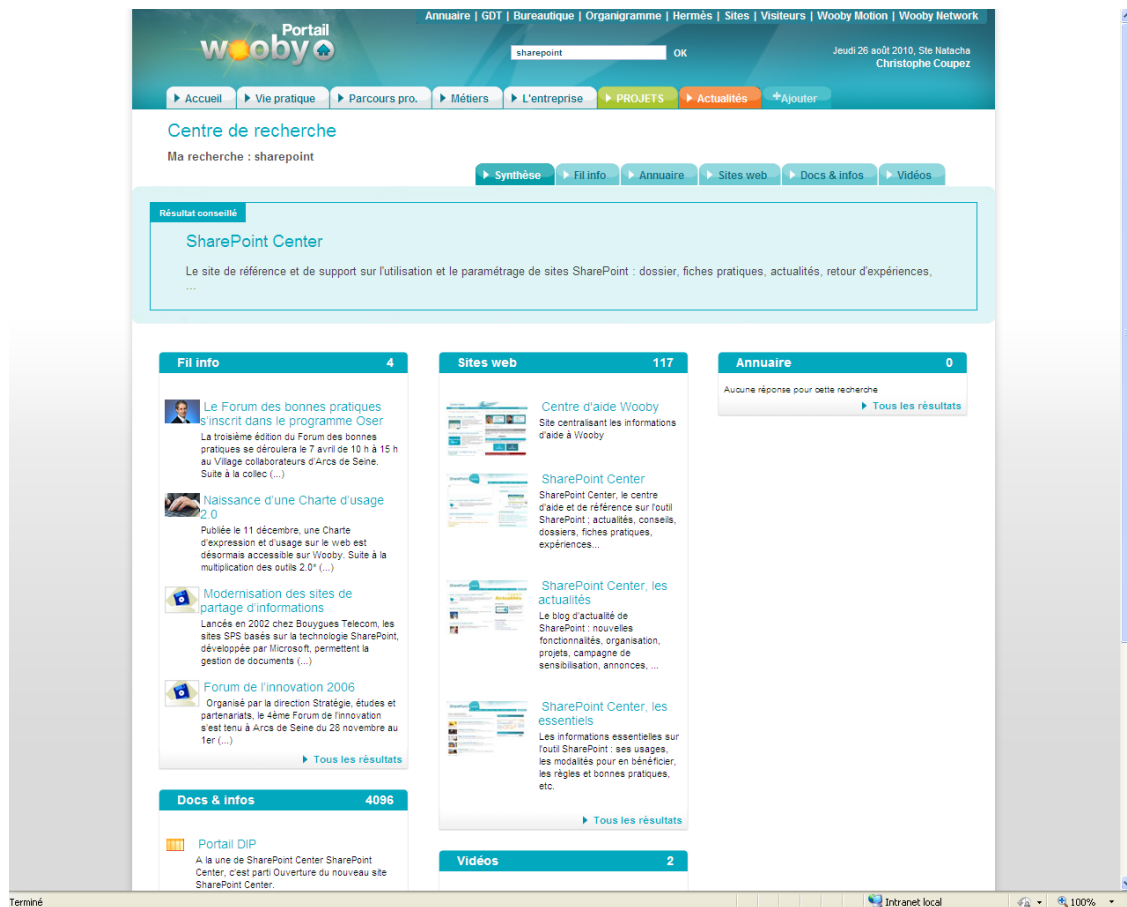
"This apparently innocuous point was actually one of the most challenging issues we had to face up to on this project," says Motron. "It monopolized a number of experts to check if our requirements were feasible or not. Our upstream proof of concept turned out to be an extremely good idea."

Recommended Results

Just like Google, the Wooby search engine can generate sponsored links, referred to on Wooby as "recommended results."

Following a semantic study of words entered during the past two years, the Wooby webmaster created a list of the most popular keywords, and then used a parameterization module to associate the most relevant content to these words.

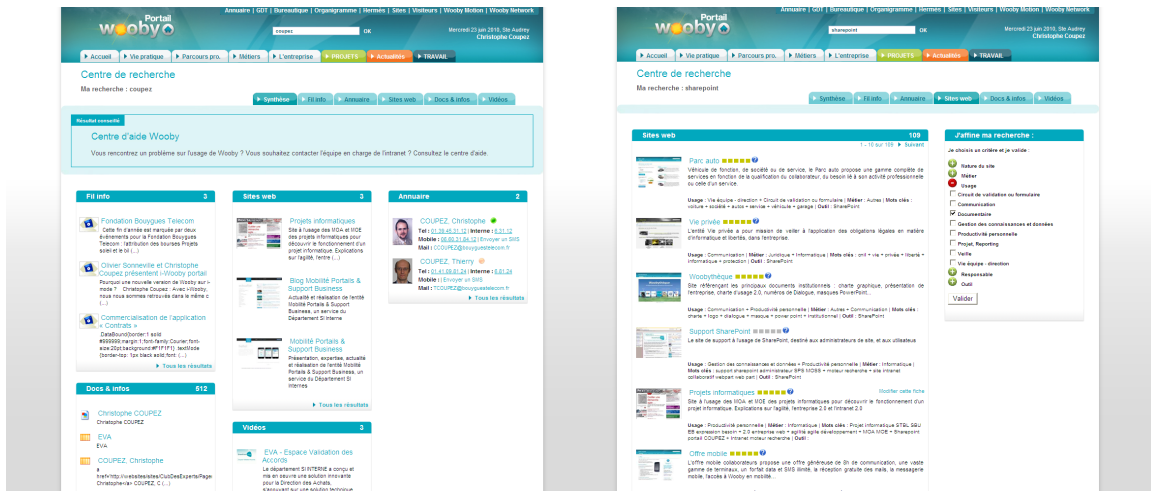
The "recommended results" display prominently, above the results area.



Pictured: Displaying a “recommended results” link on the search results page.

Displaying Results

The search results displayed can be of several types: “File info” (news stream), Web sites (SharePoint or others), directories, videos, documents, and so on. After launching a search, the results display in a page grouped by type. Users can then ask to see all results for a given type and fine-tune their search by entering more specific criteria.



Pictured: Typical search results pages.

Centre d'aide

- Centre d'aide
- FAQ - Utilisateurs
- FAQ - Webmasters
- Dossiers
- Administration
- Les services Wooby
- Actions du site

Toute l'actualité de Wooby...

Nouveau dossier : les widgets

05 AOÛT 2010

Par SONNEVILLE, Olivier (COMMUNICATION) | Catégorie : Trucs et astuces

Ces petites applications vous rendront de très grands services. Profitez de l'été pour les découvrir. Faites comme les milliers de collaborateurs qui les ont déjà installés dans leur portail Wooby.

[Lire le dossier](#)

SharePoint Center ouvre ses portes

21 JUILLET 2010

Par SONNEVILLE, Olivier (COMMUNICATION) | Catégorie : Nouveautés

Destiné aux administrateurs de sites collaboratifs et documentaires (aussi appelés "site SPS"), SharePoint Center est la référence pour l'assistance et l'accompagnement des utilisateurs de l'outil SharePoint.

Il dispose, par ailleurs, de sa propre communauté dans le tout nouveau réseau social Wooby Network.

[Accéder au site](#) | [Rejoindre la communauté](#)

Nouveauté : le widget 'Juris' est disponible

29 JUIN 2010

Par SONNEVILLE, Olivier (COMMUNICATION) | Catégorie : Nouveautés

Wooby s'enrichit d'un nouveau widget d'information juridique : Juris. Idéal pour être informé des dernières actualités dans le domaine des télécoms mais aussi devenir un consommateur avisé et bien informé.

[Cliquez ici pour l'installer.](#)

Tour d'horizon des nouveautés

Plus clair, plus efficace, le nouveau Wooby, je dis oui !

[Cliquez ici pour en savoir plus](#)

Le nouveau Wooby ? J'ai testé et approuvé !

[Cliquez ici pour en savoir plus](#)

Besoin d'aide ?

RECHERCHE D'INFORMATION SUR UN SITE

Contacter le responsable d'un site, avoir de l'aide sur son fonctionnement, demander les autorisations pour y accéder... ? Saisissez son nom dans la zone ci-dessous et cliquez sur 'Rechercher'.

FOIRE AUX QUESTIONS

Que vous soyez utilisateurs de Wooby ou webmaster d'un site, consultez nos FAQ, elles répondent à la majorité des questions courantes que vous pourriez vous poser.

FAQ utilisateurs

FAQ webmasters

SIGNALER UN DYSFONCTIONNEMENT

Vous rencontrez un bug ? Une fonctionnalité ne vous semble pas avoir un comportement normal ? N'hésitez pas à nous en faire part.

contact@bouyguestelecom.fr

RESULTS AND ROI

“A Remarkable Project”

Sonneville says he considers the Wooby redesign a “remarkable project.”

“In the final analysis, what makes Wooby a remarkable project is an accumulation of specific aspects to yield an entirely unique project,” he says.

As a demonstration of his point, he lists some of the things the redesigned portal provides the organization:

- An engaging human adventure, with flexible and reliable collaboration among all project participants, the Project Owner, the Project Managers (three people), as well as several external agencies
- A global, broad strategy of which the portal redesign (a major subproject) is just one component (albeit the cornerstone)
- A movement toward “Enterprise 2.0” made possible by the new portal, which includes participative and contributed functionalities and deploys Web 2.0 services (*Wooby Network*)
- A project spawned from a natural and rapid evolution of Web uses within enterprises, in just a few short years, completely upending an apparently stable order
- A technological buttressing with a collaborative tool that is now part and parcel of employee work methods
- Resolutely innovative and new functionalities, the fruits of research in optimizing employee efficacy — without compromising a systematic striving for simplicity in all functionalities deployed
- A project with major implications and a high profile, as seen by both customers and management
- A major project in terms of the number of subprojects to be implemented simultaneously
- And, nevertheless, a small in-house design and steering team (four main in-house participants)

Measuring Success Through User Engagement

One of the measures Bouygues Telecom uses to gauge the site’s success is the engagement of site users through customization and widget installs.

“At the current time, we have statistical indicators returning a plethora of information (success of customization, widget downloading rate, site consultation, etc.),” says Sonneville, “and can report that 30,500 Widgets have been installed by 9,000 users.”

Another key measure is user satisfaction. And, with Wooby, search is one area where the team has seen huge increases in user satisfaction.

“The level of satisfaction expressed by employees as regards our search engine is very encouraging,” says Sonneville. “Users soon took to the new browsing configuration, and there was very little negative feedback as regards this aspect.”

Content suppliers and webmasters are also very satisfied with their new CMS, and took to the new-look Wooby faster than expected.

But, as one would expect, nothing is perfect. "There has been some disappointments as well," says Sonnevile. "Mainly with regard to the social and collaborative functionalities. Not many people have left comments or made recommendations."

The level of syndication remains low, as does the quantity of RSS streams. Likewise, a feature of the search engine that lets users suggest search terms hasn't really caught on yet.

"Inside the enterprise, users have been understandably reserved and don't always dare to leave behind a comment or submit a contribution," says Sonnevile. "We need to make this less daunting to help people overcome their hesitations. We need to make sure that contributors feel their input is appreciated."

To remedy some of these slow starts, the organization has launched an awareness campaign to help familiarize users with these participatory features.

ROI

Improvements in employee efficacy will be the key measure of return on investment for the Wooby project. "The possibilities offered by RSS streams, SharePoint syndication (*Push Wooby*), business sector and Widgets, personal areas, and the relevancy of the search engine are all factors which save users time with respect to the previous version," says Sonnevile. "Even though these functionalities were designed to be simple to use, it is true that users do need to invest a little time at the beginning to make the most of them."

The company's webmasters will benefit from new functionalities featured in the simplified CMS, as well as opportunities made available by search engine listing and new communications areas to boost their visibility. And, to date, most webmasters have seen their audience count increase.

Currently, the portal is used by 9,000 people, and generates an average traffic of 2.5 million page views each month. In total, 60 major sites can be accessed directly from the main browsing area. The search engine itself references almost 300 sites and applications, 1,000 corporate articles, 300 videos, thousands of documents hosted in SharePoint collaborative areas, and 9,000 employee sheets.

LESSONS LEARNED

Sonneville considers the Wooby project overwhelmingly successful. "This project has been successful right from the beginning and up to the current date," he says. "A number of factors contributed to this success." He outlines some of these factors as follows:

- **General management support.** "Solid support from General Management was essential for the project. As part of Wooby, General Management, Human Resources, and the Computer and Technology Departments supported the new version. The project team met with them on several occasions to discuss overall orientations chosen and report on project progress."
- **Solidarity and synergy within the teams.** "The project team must share the same desire to succeed and the same goals. It is essential that the relationship between Project Ownership and Project Management be positive for the project to run smoothly. Bringing the team together in the same office premises reinforced the links between team members, increased productivity (working time, travel time, etc.), and reduced the decision-making circuits to increase reactivity. Trust and reciprocal listening are essential features."

- **Availability.** “It was important that this project be the main preoccupation of the team during the project period; in other words, avoid parallel projects and simultaneous assignments. One hundred percent availability was essential.”
- **Design and proof of concepts.** “Design is a key step; it moves the project in the right or wrong direction. Technical validations done during this step meant that there were no nasty surprises during the development phase.”

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 quick links 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.

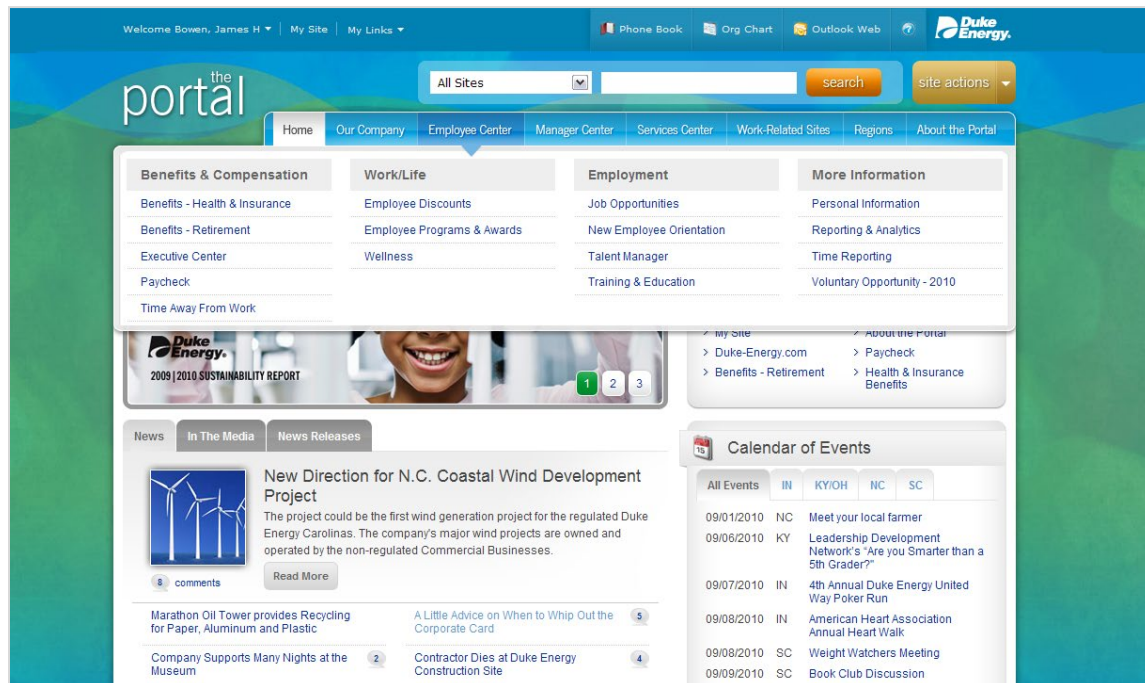


Pictured: The intranet homepage highlights new and relevant information and reflects the company's emphasis on involvement and community.

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.

Portal Home Welcome Bowen, James H My Site My Links Phone Book Org Chart Outlook Web

Portal Your connection to news, links & employee info  Portal Search

Portal Home Our Company Employee Center Manager Center Services Center Work-Related Sites Regions About the Portal Site Actions

Manager Center

Portal Home > Employee Center > Manager Center

2010 VOP Manager Information

- VOP Q and A for Managers
- VOP Vacation-Holiday Address Verification Form
- Termination Checklist
- NEW Retirement and Service Awards
- REVISED PORTAL LINKS Retiree Recognition Event Guidelines
- Managing Relationships with the HR Office Consultation Charitable Visits Pre-Retirement Decisions
- NEW Managing Workplace Stress
- Cell Phone and Blackberry Financial Transfer Process

Announcements

- Leave of Absence Manager Briefing

Department Tree Support Transition

Currently Department Tree changes for the Organization Chart (Org Chart) are performed by HR Support. Effective April 1, 2010, this work will be performed by Duke Workforce Administration (Duke WFA).

Department Tree changes include establishing new departments, renaming departments, changing department owners, or deleting departments, etc. from the Org Chart. In some situations these actions may be needed before an employee transfer can occur.

Beginning April 1, HR Business Partners or Managers should email changes to the Org Chart to Duke WFA at dukeenergyworkforceadmin@duke-energy.com with the required information. Duke WFA will contact the requester if additional information is needed to initiate the change.

2010 Performance Management Materials


Performance Planning Training Materials

- Performance Planning Overview
- Employee Briefing Deck
- 2010 Performance Appraisal Form
- 2010 Leadership Competency Model
- Jim Rogers Video on Performance Management
- FAQs

Coaching and Feedback Training Materials

- 2010 Coaching and Feedback Overview
- Yes on Giving Effective Feedback
- Front Line Leader Competency Model
- Additional Courses on Coaching and Feedback

Manager Zone

 The Manager Zone

Manager Zone is the online tool used to initiate employment-related transactions – hire, fire, transfer, modify or terminate – that affect the status of any employee that you supervise. Remember, NERC terminations for cause MUST be handled within 24 hours. All other NERC transfers or terminations MUST be handled within seven (7) calendar days to ensure compliance with the regulations. Go to the Manager Zone >>

Travel & Expense Reporting

For One-Card Program Only

- Employee Expense Totals
- Expense Report by Account Billing

Approver's Responsibilities

- Ensure that submitted expenses are valid and reasonable business expenses, and are properly described for tax purposes.
- Ensure that expenses are coded appropriately for accounting purposes.
- Ensure that business/corporate and procurement travel human resources and asset policies/procedures are being followed for reported items.
- Ensure that expense reports and/or cash advances are approved by a higher level of management with direct authority over the expenses being charged.
- Ensure that expenses were not incurred on behalf of the approver, unless for a group function.
- Ensure that required receipts are submitted and legible.

Manual Process Forms

- Corrective Action Plan - Non-Union
- Corrective Action Notice - Non-Union
- Corrective Action Notice - Union
- Death Checklist
- MidWest Pay Progression Authorization Form
- Offline Job Change Form
- One Time Payment Form
- Ongoing Payment Form
- Taxable GR Form

Employee Opinion Survey

- 2009 Opinion Survey Results
- 2008 Opinion Survey Results
- Action Planning Template

FERC Job Aids

- FERC Reminder Transfer Job Aid (A)
- FERC Related Transfer Job Aid (B)
- FERC Impaired Transfer Job Aid (C)
- FERC/NERC Transfer Guide

Hire a Contractor - Guidant Group

To hire a contractor through Guidant Group use the Staff Enabler 2.5 to access the appropriate forms for processing.

Staff Augmentation - Key Documents

Use the Staff Augmentation Purchasing site to access key documents to manage contractors. Examples include:

- Order and Registration Process Flow
- Temporary Staff Procedure
- Acquiring Manager Training Presentation
- Guidant Nuclear Process Flow
- Monitor Re-engagement of VOP Participants as Contractors

Medical Services Information

Medical Services

- COE Contact Information
- Alcohol and Drug Free Workplace Policy and Procedure
- Process for Case Definition and Supervisor's Checklist
- Cleanance Process (for existing employees)
- Respirator Clearance Process
- OSHA Respirator Questionnaire
- List of Approved Service Providers

Alcohol & Drug Testing Program

- Alcohol & Drug Program Process Integration Information
 - Approved AAD Reference Guide
 - Southeast AAD Reference Guide
- Guest Diagnostics: 1-888-899-6391

Employee Assistance Program (EAP)

- EAP Services
- Pay Protection Guidelines (for non-union employees)
- EAP Management Referral Assessment
- UBA Authorization for Release of Information

Manager Activity Guides

Compensation and Payroll

- Non-Union Call Center Top Pay Step Progression
- MidWest Pay Progression Authorization Job Aid

FLCS (First-Line Craft Supervisor) Resources

- FLCS Documents

Employee Relations

- HR Data Privacy - US

Talent Management

- Creating a development plan in Talent Manager
- Talent Manager FAQs
- Complete a performance appraisal
- Tips for Development Planning

Relocation Information

- NEI Global Relocation Company Glossary of Terms
- Duke Energy Relocation Information

Manager Checklists

- Checklist Documents

Staff a Position

- Staffing Documents

Supervisor Drop File Guideline

- Supervisor Drop File Guideline

Organization Chart Changes

- Department Tree & Organization Chart Changes

Remember, NERC terminations for cause MUST be handled within 24 hours. All other NERC transfers or terminations MUST be handled within seven (7) calendar days to ensure compliance with the regulations.

Manager Zone Information

Folders

- Job Aids Folder
- Checklists Folder

Manager Reference Guides

- Base Salary
- Cash Rewards
- Development Planning
- Employee Opinion Survey
- Employee Transfers
- Holidays
- HR Business Partner Listing
- Inclement Weather
- Leaves of Absence
- Leaving the Company
- Mitigating Risks
- Organizational Chart
- Other Pay
- Performance Appraisal
- Service and Retirement Awards
- Staff a Position
- Succession Planning
- Training
- Time Reporting and Employee Statistics
- Vacation
- Workforce Data

Wage Information & Job Descriptions

For Wage Information and Job Descriptions, please contact your local HR representative.

Need Assistance?

myHR Service Center
1-888-465-1359

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

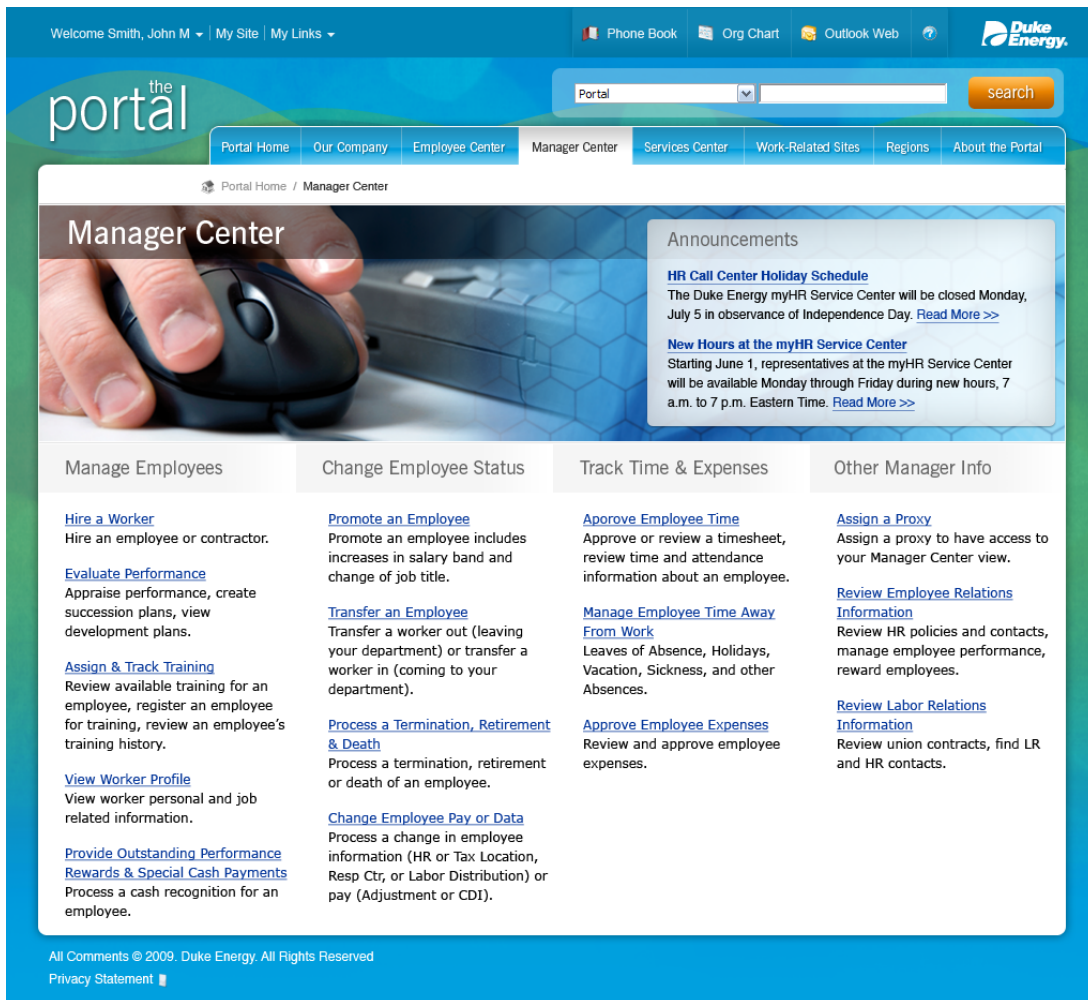
Can't find what you're looking for? Have a suggestion for improvement of this site? Let us know.

And thank! We appreciate your feedback.
—The HR Media Team

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.

All Comments © 2009, Duke Energy. All Rights Reserved.
Privacy Statement

Pictured: The previous version of *Manager Center* offered too many links and too many places to look for content.




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.

Welcome Bowen, James H | My Site | My Links | Phone Book | Org Chart | Outlook Web | 

portal

Home | Our Company | Employee Center | Manager Center | Services Center | Work Related Sites | Regions | About the Portal

Portal Home > Our Company > News

New Direction for N.C. Coastal Wind Development Project

Small-scale project discontinued; new focus on large-scale project

8/19/2010 | Comments (8)

Aug. 19 -- A plan to place up to three demonstration wind turbines in the Pamlico Sound of North Carolina has been changed.

Thursday, Duke Energy Carolinas and the University of North Carolina at Chapel Hill announced it will refocus their collaboration to study a large-scale wind development off the North Carolina coast.

The project could be the first wind generation project for the regulated Duke Energy Carolinas. The company's major wind projects are owned and operated by the non-regulated Commercial Businesses.

Since it was announced in September 2009, analysis and engineering studies have concluded that the fixed costs associated with the small-scale project were no longer economically viable.

"As the team tackled this first-of-its-kind project, we realized that encouraging large-scale development of offshore wind resources is a better approach than enabling small demonstration projects that lack economies of scale," said Paul Newton, senior vice president of strategy for Duke Energy Carolinas. "The cost of the project simply exceeds the benefits our customers would receive if we were to continue."

The relatively high fixed cost of developing, permitting and installing the first turbine makes a small demonstration project much less cost-effective than a large-scale project. For example, the company determined the cost of the first turbine to be \$89 million, while the second turbine would cost \$14 million.

North Carolina well positioned for wind generation

"The work completed on this project was successful in showing that North Carolina is well positioned to develop offshore wind generation, and we encourage state lawmakers to consider legislation to enable affordable large-scale wind generation off the coast," Newton added.

"If we want North Carolina to become a leader in wind energy, we must go where the wind is and that's offshore," said State Sen. Marc Basnight. "As a state government, we support this effort, but also understand that if the private sector is bearing the costs of developing wind energy, it must be economically feasible."


"I am pleased that Duke Energy is refocusing their focus and moving forward with additional study of offshore wind as a commercial power source of the future," Basnight added.

Duke Energy will fund the completion of UNC's year-long study of bird populations begun through the coastal wind demonstration project.

In addition, the company will provide \$405,000 for UNC's coastal wind ocean-side study, which began with a review of available historical data as part of a feasibility study requested by the N.C. State Legislature. These research efforts will bring North Carolina a step closer to making large-scale wind power generation a reality off its coast.


Internal Communications welcomes your comments. The more voices engaged in conversation, the better, but do it in a respectful and professional manner. [Read more >](#)

Comments: 8 Showing: Newest first




wrote on 8/25/2010 3:07:28 PM:

I admit Wind Generated electricity makes us feel good. Like it's free fuel man! Nevermind it generates at 12% capacity factor. A far cry from our high 80s low 90s cap. factor from our Duke Nuke fleet. And of all things WindPower has to be backed up by the simple cycle CTE (they start quickly but run on fossil fuels like natural gas, fuel oil, propane) kind of takes the shine off wind. On did I mention that wind generally blows greatest at night when customer usage is least. We need it during peak periods. Ever felt the almost no wind condition in the sweltering summer - precisely when we need wind power most. Sorry for the bad news - I went to engineering school - a problem says my wife. Just do it as Nike ads like to say. And then what? Pays on the extreme costs to customers? Like \$2 to \$4 per transmission mile just to connect the farm (250 of the large size turbines = Cliffsides 6). One size does not fit all and engineering economics should rule.




wrote on 8/26/2010 9:36:35 AM:

Getting a thorough understanding of both the actual off-shore wind resource (wind profiles, seasonality, etc.) and costs to install and operate off-shore wind machines is critical to properly quantifying the actual benefits. Getting the power back on-shore where it is needed is also a big issue with practical off-shore wind development.




wrote on 8/26/2010 8:00:10 AM:

Keeping up with the times is important if you want to stay a leader. The wind generation was proven to work in California, so it is only feasible it will in NC as well. I think the first Company to start wind generation will be the leaders and pace setters for this industry. Good move for Duke now and pay backs in the future.




wrote on 9/1/2010 2:12:48 PM:

Smart move!



wrote on 8/31/2010 4:04:23 PM:

I agree with Paul Newton, that encouraging large-scale development of offshore wind resources is a better approach than enabling small demonstration projects that lack economies of scale.



wrote on 8/31/2010 4:36:28 PM:

I am excited to see how this all turns out.

More comments on this story: 12


© 2010 Duke Energy. All Rights Reserved.

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.

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 

the portal Portal search site actions ▾

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

Duke Energy

Portal

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...](#)

Duke Stock Information

DUK: 17.42


+ 0.24 (1.38%)

as of Sep 1 2010 3:37PM EST



More Info >>

Duke TV



Click to LEARN MORE >>>

In the Media

Blog: Duke Energy Lowering Lake James for Dam Project (Charlotte Business Journal)

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

More Duke Energy News

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

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

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Privacy Statement

Pictured: The old homepage evolved organically through considerable organizational change and a major technology transition.

302

INFO@NNGROUP.COM

Duke Energy (2011)

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	Services Center 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	Employee Center 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	Manager Center 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.
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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

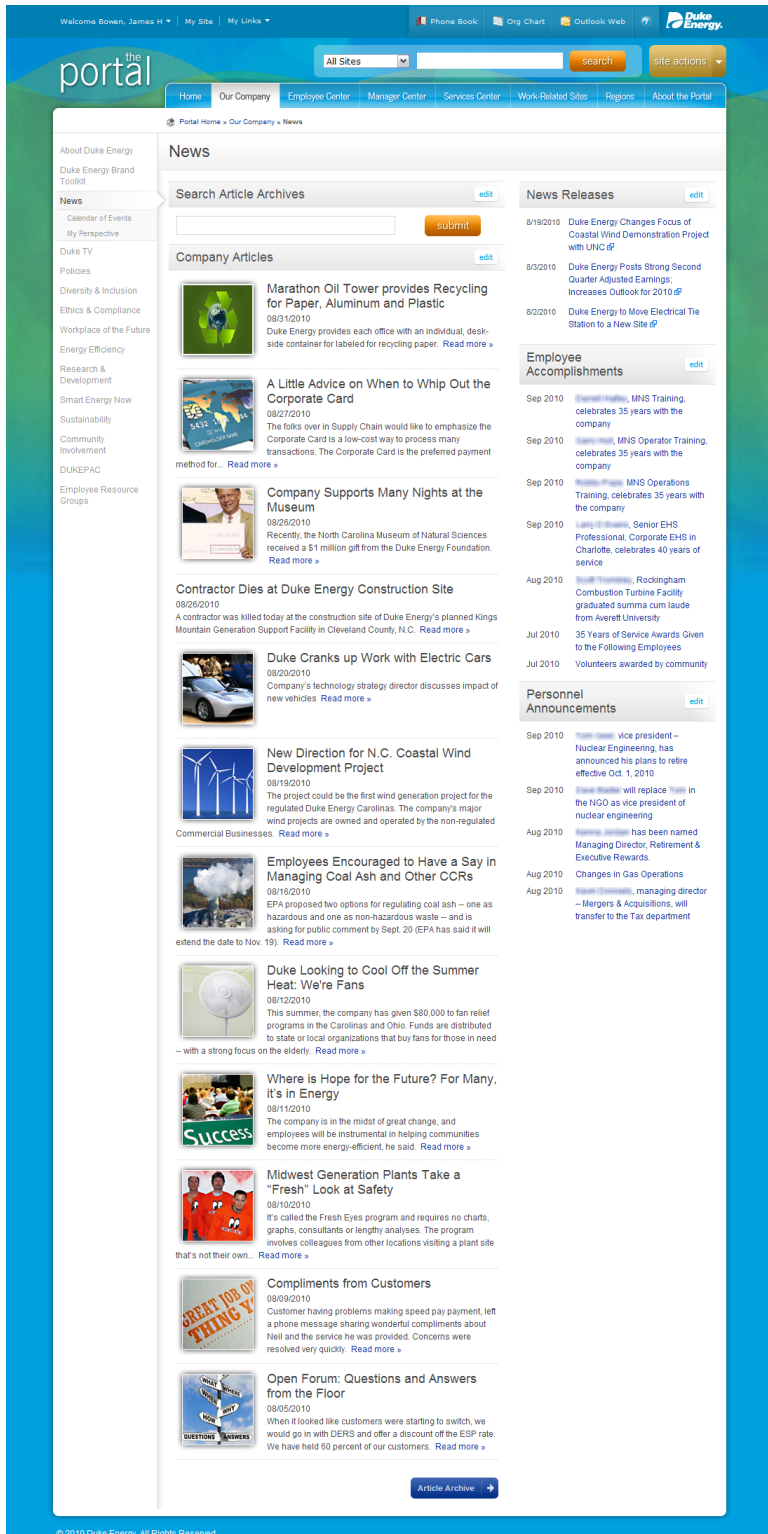
The Duke Energy portal is available to the company's entire workforce of more than 18,000 employees and 12,000 contractors. It serves as the central location for company news, benefits, services, enterprise information, weather forecasts, and various tools, including expense reporting and travel for 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 Cardiológ with MOSS in 2009.

"Cardiológ 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."

"Cardiológ 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.



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.

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

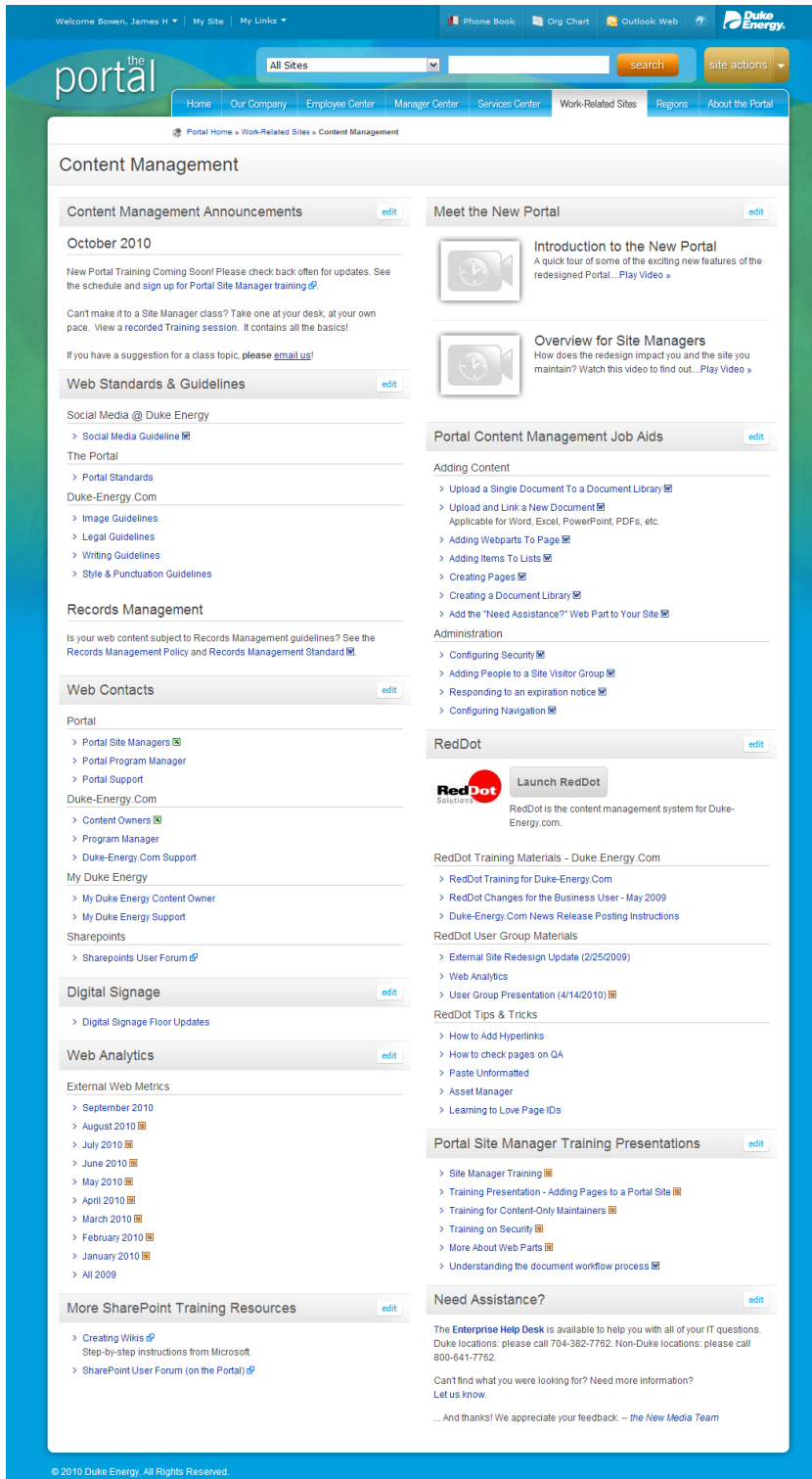
In addition to formal training, a small team of Subject Matter Experts (SMEs) within New Media offers support by responding to customer emails and help desk tickets (or phone calls).

"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 build and maintain the site • 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
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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://portalsb.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.”

KT (2011)

Using the intranet:

KT is the Republic of Korea's largest information and communication technology company. It employs 37,000 people and serves 20 million customers every year.

Headquarters: Seongnam City, Gyeonggi Province, Republic of Korea

Number of employees the intranet supports: 37,000

Company locations: KT operates in seven countries including Russia, Mongolia, Uzbekistan, and Vietnam

Locations where people use the intranet: Russia, Mongolia, Uzbekistan, and Vietnam

Annual sales: \$13.2 billion (December 31, 2009)

Design team:

Seven in-house people formed the core team, with 15 additional people from Samsung SDS.

Members:

In-house: Soon-Ku Woo, Seung-Jin Kim, Geun-Young Han, Seung-Heon Lee, and Chan-Ho Jung

In-house leadership: Han-Suk Kim, In-soo Shin, Young Kim, Jong-Ho Noh, Ho-jae Lee, and Young-Pyo Cho

Samsung SDS: Hong-Gi Kim, Gyeong-Hyuk An, Jeong-Hoon Park, Dong-Heun Hwang, Sea-Young Jung, Ji-Hong Bea, and Ho-Jin Kwang

SUMMARY

In the space of only six months, the KT intranet team turned an information-based site into a collaborative workspace, encouraging communication and idea sharing. More than a standard data resource, kate2.0 acts as a communication hub among workers, and includes personal workspaces and collaboration tools.

Through talking to users, team members found that most employees were using the previous site only to check email. However, employees wanted rich features on the site, like those they were accustomed to using on the Web. Although surveys helped the team get started, its members found that talking directly to users was essential to understanding their needs. In addition to analyzing the business processes of business units, the team interviewed and surveyed managers and employees.

The team considers the site to be in beta, recognizing the need for it to change and adapt over time.

The homepage reflects the emphasis on work and collaboration. Personalized work tools let users see *My Tasks* and *My Schedule* in the upper left of the page. This information is integrated with Outlook as well as with legacy systems, making this a central place to see information about all outstanding business activities.

The homepage offers practical links, presented efficiently. The *SmartSearch* appears at the top of each page, allowing employees to find site content as well as colleagues' contact information. The middle of the page features company, business unit, and subsidiary news. *Services* provides links to business-related tools.

The page promotes interaction and involvement, with a section dedicated to *Action for ACTION*. This area encourages employees to solve problems, enhance efficiency, and share ideas. A tag cloud shows users the topics that are currently popular in community cafés and employees' personal *kateBlogs*.

The *Hello olleh* company blog focuses on vision, management values, business philosophy, business-related cultural changes, and objectives. But it's not your standard top-down corporate blog. All users are invited to post in the blog as well as to comment, opening the blog to joint use by all employees.

(The *Hello olleh* blog name is based on the company slogan: *olleh*, or hello written backwards. The slogan emphasizes KT plans to provide innovative services and thinking; in Korean, it also means that the future is approaching. The word has further meaning in the Jeju dialect of Korean, referring to an open pathway or, in this case, a communicative business. It also relates to Ole, a Spanish expression used to express feelings of joy.)

Users can personalize the homepage by moving any business-unit related information, but enterprise information cannot be moved.

The team wanted the design to align with corporate branding, so it used black and red throughout. However, team members didn't want the portal to look like a giant grid, so they minimized the use of heavy black lines and used a white background and shades of grey to keep the design clean.



Pictured: The homepage incorporates business tools such as a calendar, to-do list, and links to processes, as well as information, through news and the enterprise blog. Community and collaboration are encouraged through links to cafés and *kateBlogs*. ("CIC" stands for "Company in Company," one of the company's seven independent sub-organizations, which has several content areas as noted.)

Icons are used throughout the site. Although team members tried to make them as intuitive as possible, they also rely on users' repetitive visits to make the icons clear.

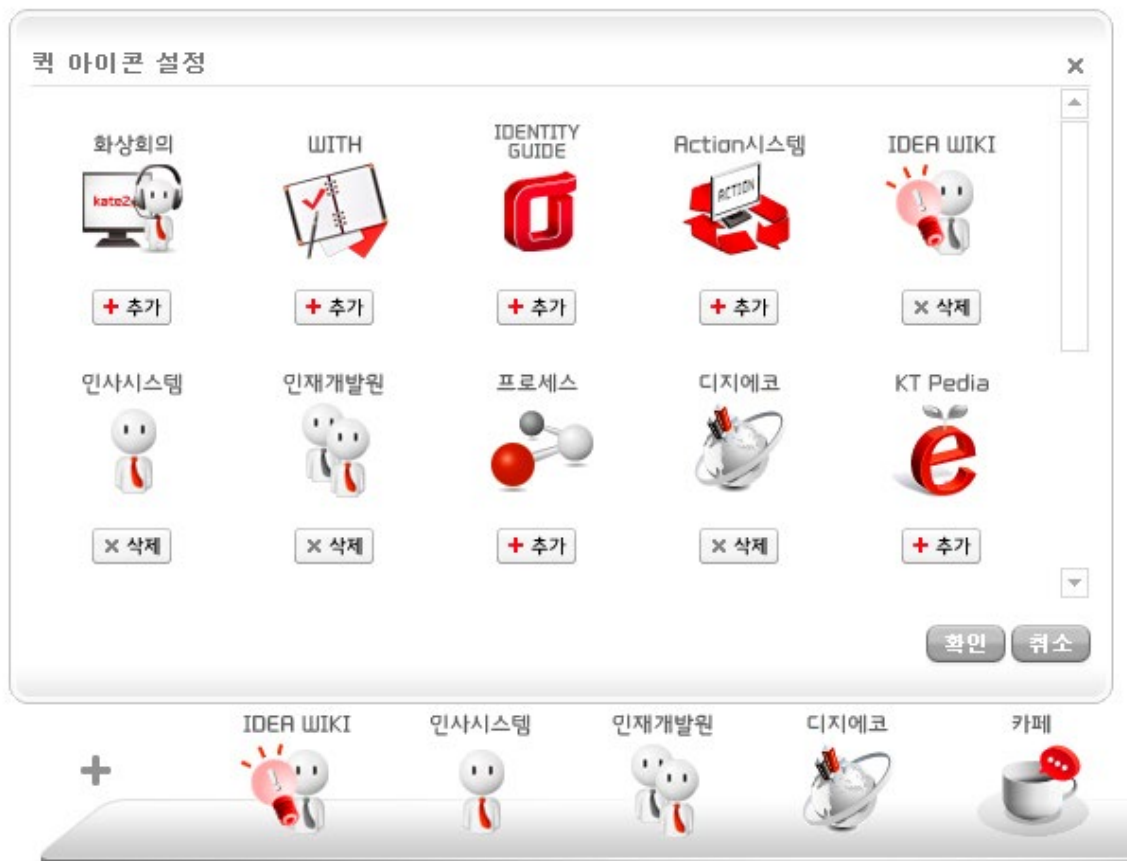
The team hopes regular use will help employees quickly learn that the icons provide access to a variety of tools and content.

Within portlet content areas, the plus icon (which turns red when users mouse over it) indicates that users can see more. The question mark icon (which turns yellow) leads to help content. The grey wheel (which turns a darker grey) indicates settings.

The upper right of the page includes another set of icons, leading to popular site areas. The lightning symbol leads to *Quick Write*, which lets users send SMS/MSS, email, or fax; the person represents *My Cafés* (groups the user belongs to); the smiley face represents the user's personal *kateBlog*; the star indicates a personalized list of favorites; and the wheel, as in other site areas, indicates settings.

The bottom of homepage includes *Quick Icons*, which can be added or deleted through *Settings*. These icons link to kate2.0's basic services and tools. Users can add or delete an icon by clicking the plus sign, or can right click to delete an icon.

Heavy use of icons lets the team provide quick access to a lot of content. It remains to be seen how the users adapt to these icons and learn to understand them.



Pictured: The *Quick Icon* area at the bottom of the page displays users' preferred links. Clicking the plus sign on the left exposes options for this area (shown above it in the screenshot). Users can click a plus to add a link or an X to remove a link.

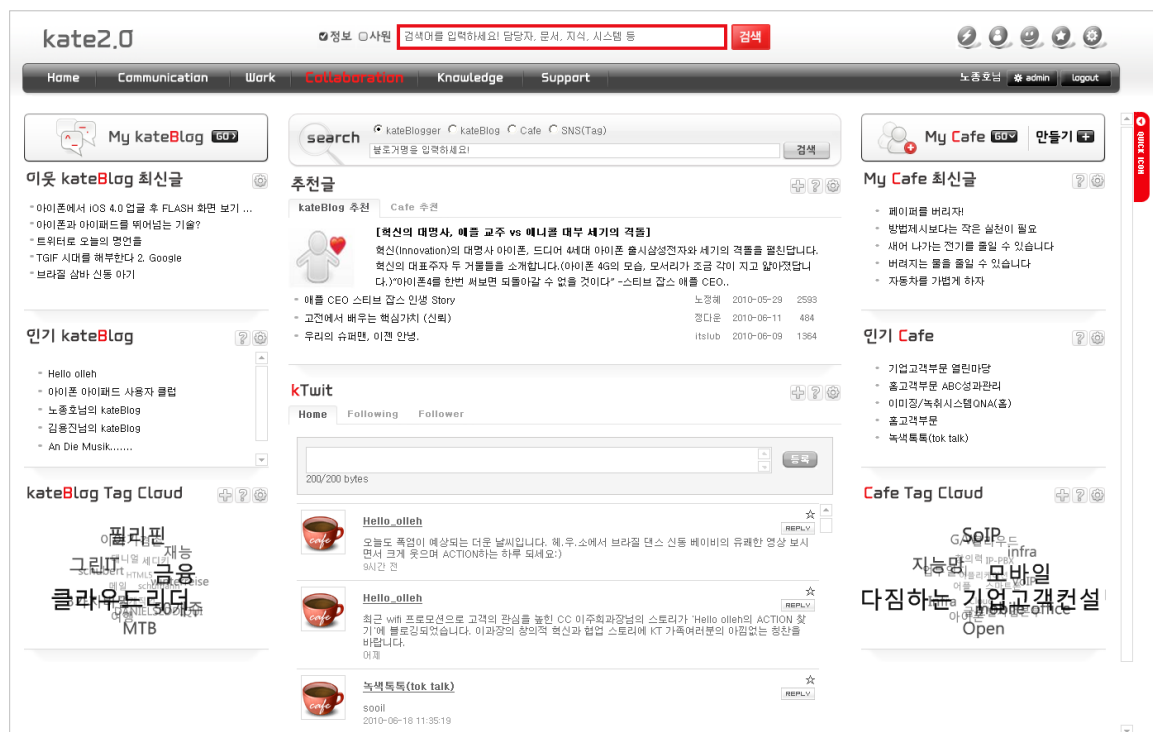
Collaboration was a key goal of the redesign, so designers added an entire site section devoted to collaborative tools. Cafés allow users to set up groups where they can collaborate, share knowledge, and discuss work. These areas can be used to manage project progress or aggregate data.

Every user has a personal blog on the site, called a *kateBlog*, where they can share opinions about work. All employees are invited to post to the company blog, but all have their own personal blogs as well.

kTwit is the company's internal microblogging tool. Employees can communicate with one another by following their colleagues. *kTwit* is also used within cafés so members can communicate with one another or with the café manager.

The main *Collaboration* page acts as a dashboard for the latest information in each area, listing recent *kateBlog* posts, *kTwit* messages, and café activity.

The site's *Collaboration* area has its own dedicated search to help users find relevant information. This content is also available via the full site search. Tag clouds give users quick access to popular topics in blogs or community areas.



Pictured: The site offers many collaborative and interactive areas, including personal *kateBlogs*, *kTwit* microblogging, and cafés, which are areas where teams or groups can share ideas and communicate.

The site provides a wealth of tools to encourage communication as well as collaboration. The online presence tool lets users know who is available online, which is helpful when users want to call or send an instant message, email, fax, or text message through the site.

Employees can find one another's contact information via the site's search or by clicking on the user's name anywhere on the site, including their blog or *kTwit* posts.

Each profile contains the expected contact information, but also indicates the user's online presence. A green dot indicates the user is online and that it is possible to contact the user now (red dot = in a meeting; white dot = out of office). From this page, users can email or text a colleague or even see the employee's location on a map, using Open API.

사용자 정보	
	<div> <div>Blog 바로가기</div> <div>Profile</div> <div>Follow</div> </div> <div> <div>성명(영문)</div> <div>직책/호칭</div> <div>회사</div> <div>소속</div> </div>
사내전화	전화걸기
휴대전화	SMS 전화걸기
E-Mail	
팩스번호	전화걸기
직무	
회사주소	
확인	

Pictured: Employee profile pages show the user's online presence and relevant information, such as basic contact information, a photograph, and ways to contact the employee via SMS, email, or fax.



Pictured: Clicking on *MAP* in the employee profile brings up a map showing where the employee's office is located.

Employees can send faxes through the site. Faxes can have attachments, but the attachments must be converted to TIF format first. This has caused problems on the site, and the team is working on developing a "preview fax" function to help users catch the mistake.

FAX 보내기

* 팩스발송함을 클릭하시면 FAX내역을 보실 수 있습니다.

▶ 보내는 번호

▶ 제목

최근 발송 번호

받는 번호

명

발송 문서 ☐ 전체선택

* KT 그룹 임직원간에는 메일을 이용해 주십시오.
 * 팩스 전송 가능 문서의 종류는 아래와 같습니다.
 (bmp, gif, jpg, tif, tiff, doc, xls, ppt, htm, html, hwp, pdf, bd)
 * 팩스 전송 가능 문서의 총 크기는 2MB 입니다.
 * 제목, 보내는 번호 정보는 실제 팩스 내용에는 포함되지 않고, 팩스 발송함의
 참고 정보로만 저장됩니다.

Pictured: Users can send faxes directly through the site, though they must first convert any attachments to TIF file format.

The SMS/MMS service is the most popular function on kate2.0. The interface's visual design was inspired by the iPhone, which is a key product marketed by KT. Users can send individual messages, or can select a department or workgroup as the recipient, allowing easy one-to-many communication.



Pictured: Employees can send SMS or MMS messages to colleagues directly through the site.

Employees can also make phone calls through the site using an IP-based calling tool. This allows employees to call any KT executive or employee from any page of kate2.0.

Pictured: Employees can call colleagues and executives via the site, on an IP-based calling tool.

As with many intranets, search was a major concern in the redesign. Employees had lost faith in the site's search tools. The team therefore looked to popular Web search tools for inspiration, following their design lead and hoping the familiar interface would aid users. The team runs surveys about user satisfaction to continually improve results.

The tool searches almost all systems used within the company and, as such, keeps results divided by type. This can be confusing to users who don't necessarily care

where the content they need is found. However, the site does provide a consolidated view of all result types initially, highlighting the top matches in each search category.

Recommended results appear first, in an effort to quickly direct users to the information they need. Should these links not provide the desired information, additional results are listed by type: *Business Manager* results search the company's database of internal specialists; *Training* results are next, followed by results from the company's knowledge management system. *News* results come from the company's internal broadcasting network as well as selected major external news sites. Users can click to view the full results in any category.

The right side of the page offers additional ways to find information. The column lists *Recommended Keywords* and *Popular Keywords*, assuming that users often look for similar content. The page also tracks the user's personal search history, which can be instrumental in helping users relocate useful content they'd previously found through search. *Past Search Results* are also listed, showing users what they previously searched for and providing the links to those results. Finally, a link to the *User Satisfaction Survey* gives users an easy way to provide feedback about their search experience.



Pictured: The search results for "work," listed by type. Recommended results appear first, followed by the top results in each category.

Within search results, users can preview any result that has an attachment without having to open that result. Users can move the mouse over the attachment's icon and see a preview of content directly on the search results page. This is an added shortcut to let users judge whether a search result meets their needs.

Smart Search 업무 검색 + 결과내 재검색

통합검색 담당자 교육 지식 **카페/블로그** 뉴스 더보기

‘업무’에 대한 검색결과와 건수 총 16,345건 입니다.

☒ 카페 ☒ 블로그 카테고리 선택조회

카페/블로그 [16,345건]

59초 요약본 송훈우 | 2009.11.06
업무 수행에 필요한 자질과 능력이 충분인가를 최우선한다고 말할 것이다. 하지만 실제로는 면접관의 호감을 얻는 게 가장 중요하다. 워싱턴 대학의 채드 히긴스(Chad Higgins)와 플로리다 대학의 티모시 저지(Ti...
커뮤니티 > 카페

[RE:]X4Biz 대화록 이남진 | 2009.06.18
서비스 개요 : 회선 + VPN+ 보안위협관리 0. 서비스 특징 : 보안성, 효율성, 탁월한 품질, 최고의 경제성 0. 서비스 상세 설명 : 필요한곳, 구성도, 이용요금 요금할인 및 감면, 고객구비 환경 0. 기타 업무절차 등
커뮤니티 > 카페

[RE:]X4Biz 대화록 최창기 | 2009.05.14
서비스 개요 : 회선 + VPN+ 보안위협관리 0. 서비스 특징 : 보안성, 효율성, 탁월한 품질, 최고의 경제성 0. 서비스 상세 설명 : 필요한곳, 구성도, 이용요금 요금할인 및 감면, 고객구비 환경 0. 기타 업무절차 등
커뮤니티 > 카페

[6월3일] 크로샷 서비스의 이해 이준형 | 2009.07.01
www.xroshot.com 크로샷 업무 협의는 영진모빌스 이권재 팀장
첨부파일 미리보기 (2건)

 KT통합메시징_고객홍보자료(발표용).ppt  통합메시징(크로샷)서비스-2009.6.19.ppt  미리보기

www.pmi.kr 에서 퍼온 PMP 자격인증안내서입니다. PMP 내용이 포함되어 있습니다. 참고하시기 바랍니다.
첨부파일 미리보기 (1건)

커뮤니티 > 카페

u-Health 시장동향(3주차) 손정우 | 2009.03.20
u-Haeltl 관련 시장동향 기사입니다. 참고하시기 바랍니다.
첨부파일 미리보기 (1건)

커뮤니티 > 카페

문제연습 A&E10(반드분야를 써주세요) 김진호 | 2005.09.27
test
첨부파일 미리보기 (1건)

커뮤니티 > 카페

Solip 결합상품 수주사례 강연호 | 2009.10.28
solip + 콕오피스 결합상품 판매사례임
첨부파일 미리보기 (1건)

커뮤니티 > 카페

kt 사내 메일 아이폰으로 push 메일로 이용 가능한가요? 김현기 | 2010.04.29
smb 지식인 cop에 가입되었다는 메일 받고 업무에 많은 도움이 될 기대를 갖고 처음으로 글을 남기네요. ^^ 반갑습니
다. 궁금한 점은 아래와 같습니다. 1. kt 사내 메일 아이폰으로 push 메일로 이용 가능한가요?
커뮤니티 > 카페

smart shop 이희연 | 2010.04.13
smart shop 상품설명 자료입니다. Highway, 헤어짱, 스포츠, VR골프, POS, 이길로 등 입니다.
첨부파일 미리보기 (1건)

커뮤니티 > 카페

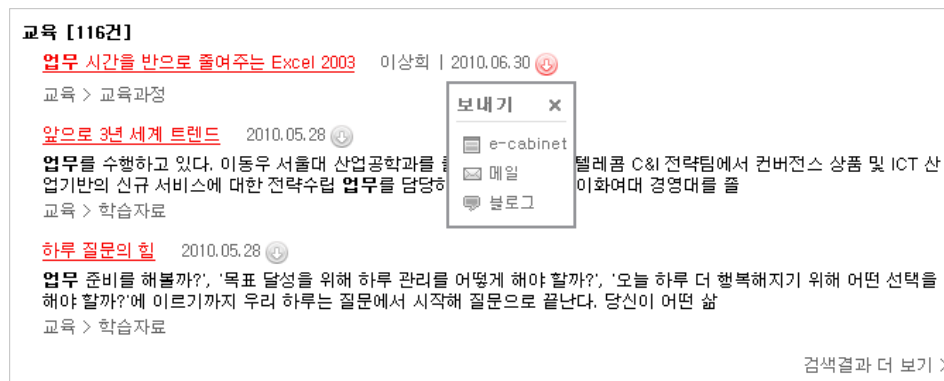
1 / 818 20개씩

“검색 만족도 설문”을 작성해 주시면 여러분의 의견을 수렴하여 검색의 품질을 향상 시키는데 적극 반영하도록 하겠습니다.” **통합검색 만족도 설문조사**

업무 검색 + 결과내 재검색

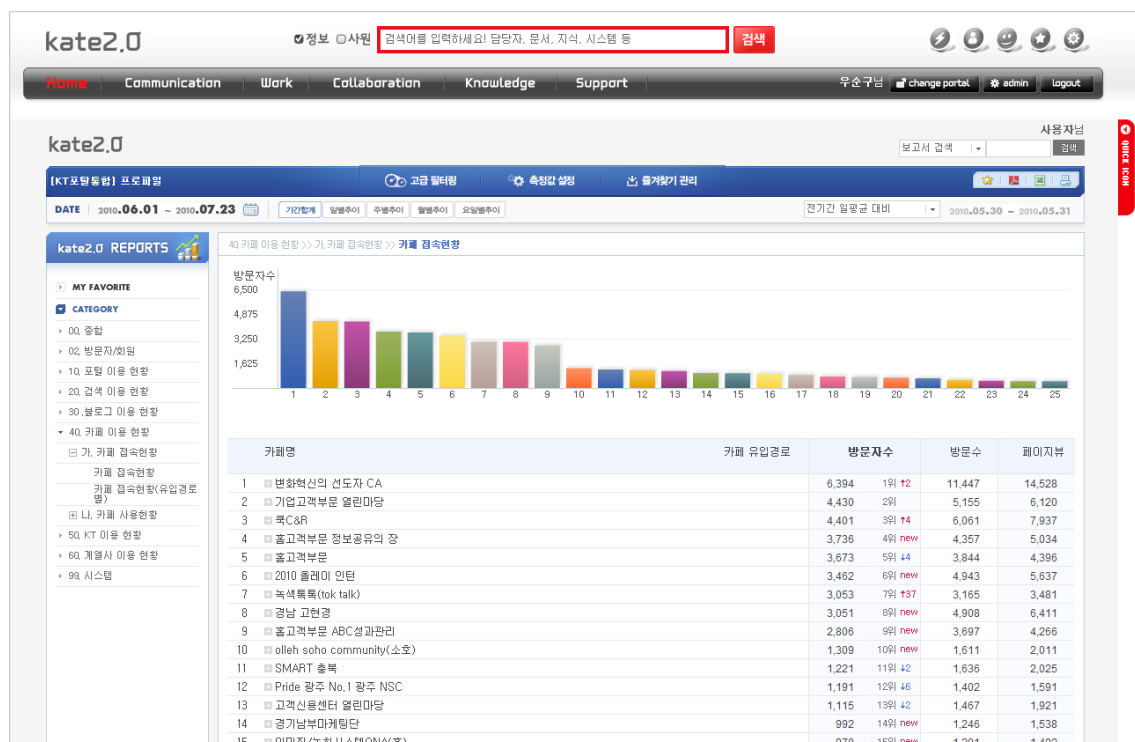
Pictured: Moving the mouse over an attachment icon lets users see a preview of the attachment without leaving the search results page.

Users can send their search results to their own blog, to their email, or to an e-cabinet (an online storage area). Mousing over the arrow icon next to each result displays the sending options.



Pictured: Users can save or send search results by clicking the arrow icon next to the result.

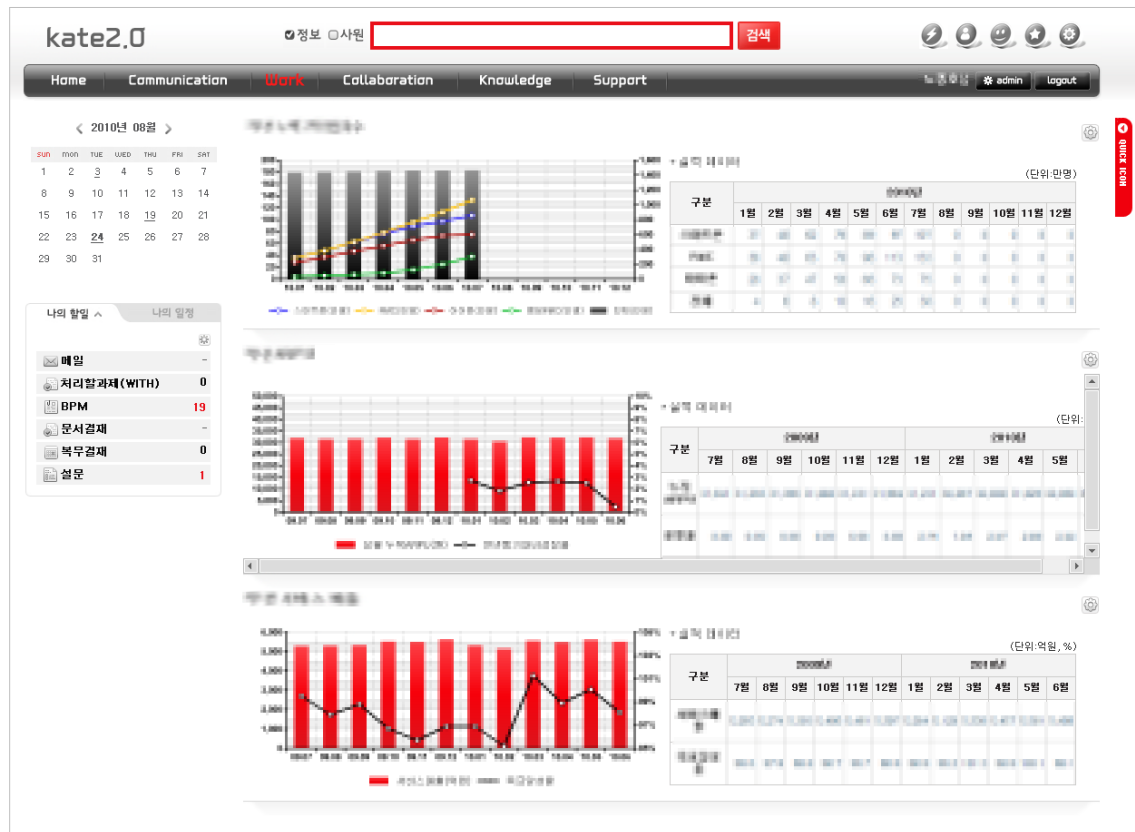
Content on the site goes beyond standard corporate information. The team integrated a number of systems into the site framework, allowing users to see data through kate2.0 rather than having to go to an entirely different system. For instance, usage statistics are available on the intranet itself. Team members can see which cafés are driving the most traffic, showing high-level engagement in these collaborative areas.



Pictured: On kate2.0, users can view data, such as usage statistics for the site's café areas.

Data is also integrated in *Work* sections, which are specific to the user's business unit, with a calendar, email, business process information, and links to systems. Different work areas include impressive amounts of data, such as the *Work* screen

for the Personal Customer Division. The page shows performance data in dashboard form.



Pictured: Data from outside systems is integrated into the site's *Work* areas, providing dashboard views of various data sources.

In a mere six months, the team took a site that made it difficult to find information and turned it into a collaborative and dynamic site allowing employees and management to connect, communicate, and get their work done.

BACKGROUND

Merging Companies and Fostering Collaboration

When two organizations merge, communication becomes paramount to the success of the newly formed entity. So, when fixed-line service provider KT merged with its mobile subsidiary KTF on June 1, 2009, the event triggered the need to have a single integrated intranet to replace existing intranets in place at both companies. But the project's goal went beyond merely just ensuring the physical integration of the two companies. The team used this as an opportunity to turn the intranet into an Enterprise 2.0 environment with enhanced tools for collaborative communication and community.

"We sought to reinvent our company as a whole into a more upgraded 'Enterprise 2.0' company through open innovation," says Jong-Ho Noh, Deputy Director. "And,

to realize this goal, we aimed to build the communication infrastructure required for close, collaborative communication.”

The executives and staff needed a single gateway in which to conduct their daily work. But perhaps most importantly, the two merged companies needed a common community to share ideas and create synergy.

“The basic concept we had in mind was to make sure the development of the portal site was a joint project pursued together with the users,” says Noh.

Keeping true to their mission, the team conducted interviews with each business unit, which they refer to as a CIC (Company-in-Company) to help identify the portal-related requirements. The KT organization is made up of seven sub-organizations based on business areas. The organization refers to these units as CIC and each is an independent unit. By conducting interviews across these units, the team was able to collect information from across the organization.

They also held workshops during each stage of the development process.

And, to compliment what they were hearing from users, the team conducted usage analysis on the site content.

“Most importantly,” says Noh, “we analyzed the usage pattern per content type and had the results reflected in the development of the content for our site. And if there were any differences in opinion between departments or a major decision was required on a particular matter, the Innovative Working Style Task Force would deliberate over the matter and have it sorted out.”

This task force, formed specifically for the portal project, is in charge of all portal development and is thus where team members can turn in cases such as this to sort out conflicts and competing priorities.

Toward a More Collaborative Enterprise

Although the previous KT intranet, kate1.0, featured a wealth of information assets, some glaring problems led to low usage. A siloed information security system, for example, created a barrier between business units and prevented users from searching from a unified content structure.

There was a lingering need for a unified information security system and there was a lot of overlapping content across the site. KT and KTF's separate systems caused duplicate tools. This complicated environment led to low usage, even though the platform was rich with information and functionality.

Despite these and other challenges, the kate2.0 project physically integrated two portals successfully and also established a personal working space for employee collaboration.

The project's final goal — to provide a useful and user-friendly workplace available to employees within six months — was easily realized.

The resulting portal is a kate2.0 intranet that is the communication hub among workers, providing personal workspace and collaboration tools. And this was in line with what users wanted.

"The emphasis [of the project]," says Noh, "was to meet the employees' needs."

Understanding User Needs

In order to achieve its goals, the project team drew from a huge trove of research. To start with, the team had six years of usage data from kate1.0 to draw from. This information, along with online surveys, focus group interviews, best practices benchmarking, and analyses of Web logs helped the team identify areas in need of improvement, and helped categorize content and establish a workflow for efficient content management.

Eternal Beta

No organization is static; no intranet should be either. The team realized early on that in order to meet user needs, the platform would have to continue to be responsive and adaptive as the work environment changed over time. During the initial planning stages, it was decided that kate2.0 should always be evolving.

"We agreed that the project should always be in a beta state with room for further improvements at all times, to ensure continued advancements of kate2.0," says Noh. "In other words, we were aware that kate2.0 would not only act as bridge, but as a stepping stone to its future expanded form."

Facing Challenges

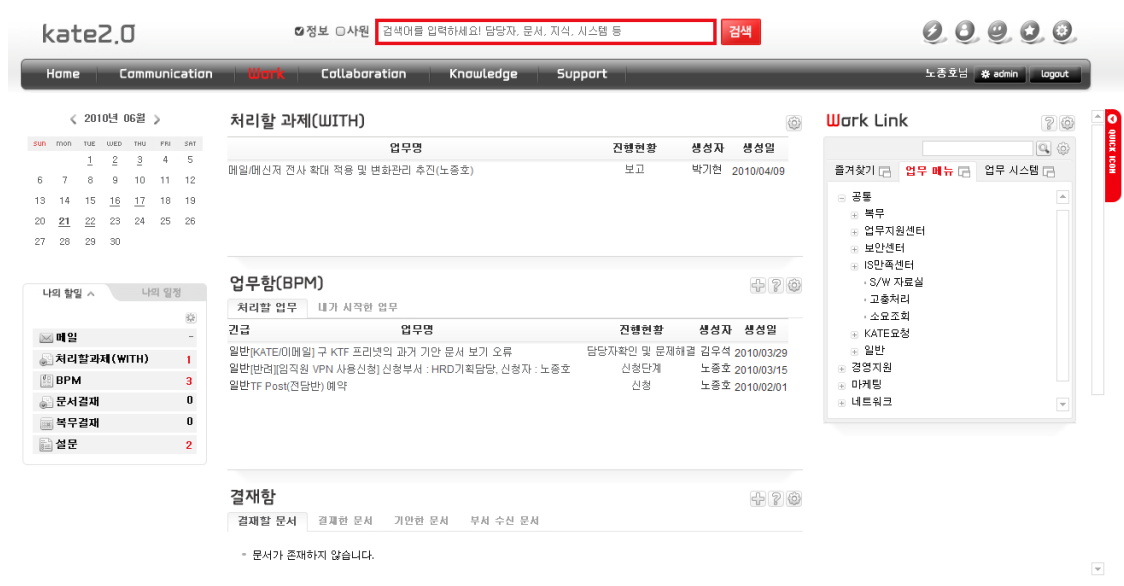
Like many teams, the KT team had to maintain a fixed launch date while accommodating a growing list of requirements. Budget constraints forced the team to curtail the feature list as they went along.

Another challenge they faced concerned decision-making. The team had developed an arrangement by which key decisions were made through the company's Innovative Working Style Task Force, yet they found it was still quite difficult to reach an agreement when faced with differing opinions.

Yet, despite these challenges, the team pulled together to adapt to the changing circumstances and still emerged with a great portal for the organization.

“Our team members were able to overcome such challenges with perseverance and persuasiveness, enabling us to proceed with the project,” says Noh.

The screenshots below show some of the features that resulted from the kate2.0 project. These features were intended to meet user needs and address the shortcomings of the previous intranets.



Pictured: The *Work* page serves as a hub for users and includes *To-Do Tasks*, *e-Approval*, *BPM*, and *Work Link* portlets. Employees use these elements to access overall business information. The left-hand side includes *To-Do Tasks* and *My Schedule*, which are key features of the page. The screen also shows the *WITH Tasks* (Way of Innovative Task Management for High Performance), *Task Box*, *Approval Box* (in the middle), and (on the right side) the system menu and system links provided by work type.

kate2.0

정보

회원

검색어를 입력하세요! 담당자, 문서, 지식, 시스템 등

검색

Home

Communication

Work

Collaboration

Knowledge

Support

도움말

admin

Logout

2010년 08월

SUN	MON	TUE	WED	THU	FRI	SAT
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				

나의 할일

나의 일정

메일

처리할과제(WITH)

BPM

문서결재

복무결재

설문

네트워크부문

열린강좌

장비태뉴얼

재활용 가능한 예머컨 소모조회

신동필 2010-08-17 240

NetIS

NetIS 공사정보 기능 TFMS 이관 ...

경승한 2010-06-23

BP, 숨은장비결함찾기 조회만 가능하도록 바뀌었습니다 ...

김용빈 2010-04-01

NetIS 에 문의시 업무별 담당자 ...

이정구 2010-02-01

NetIS 최적화 메뉴정비 안내

김은정 2010-02-01

TOSS

계시를 등록시 심부름 한계용량 안내

김곡현 2010-08-06

TOSS시스템 Log-in 정책 변경 안내

이광준 2010-06-23

TOSS 2.0 Bug 신고는???

이석현 2010-05-30

TOSS 2.0 고도화 OPEN

이석현 2010-05-30

TFMS

NeOSS-SA VoC 수집 단말발생

최시영 2010-08-15

NeOSS-SA VoC 수집 단말발생

최시영 2010-08-15

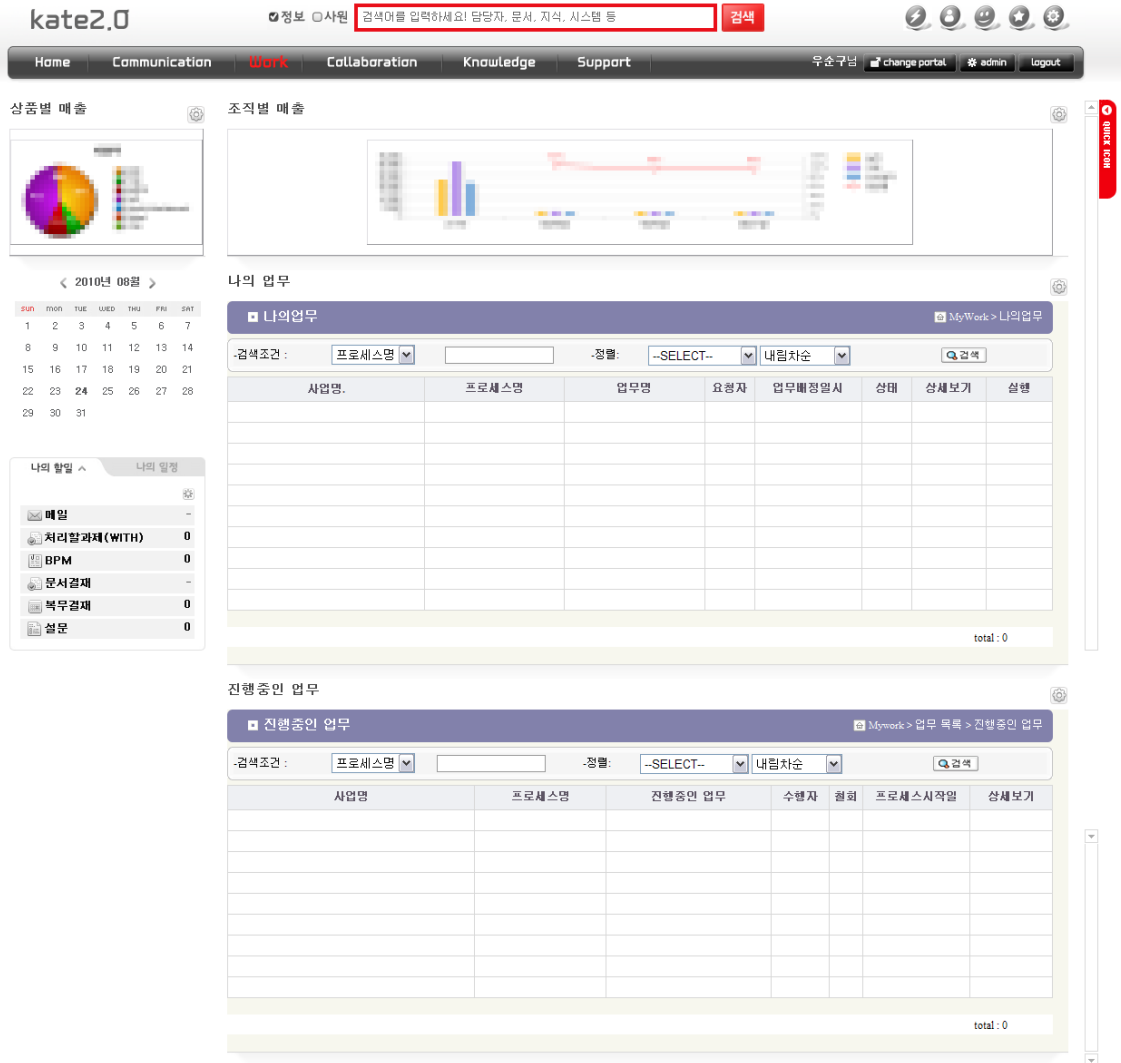
NeOSS-SA VoC 수집 단말발생

최시영 2010-08-15

NeOSS-SA VoC 수집 단말발생

최시영 2010-08-15

Pictured: *Work* pages of business units, or CICs, help users in different divisions view their work-life in a customized manner. This is the CIC *Work* main page set for the Network Division. On the left-hand side, there is a section that shows the division's various announcements and major tasks as defined by the network management system, all of which were designed to be as convenient as possible for users.



Pictured: The main *Work* screen displayed for the Corporate Customer Division. On the upper left-hand side, a product sales chart is displayed; on the upper right-hand side, each organization's sales performance is displayed in a dashboard format. This screen also shows the My Tasks and Work in Progress tables, which let users check on their work status.



Pictured: The *Kate Café* provides a virtual space for corporate-wide collaboration.



Pictured: This screen shows the café settings page. Standardized templates are provided, but users can personalize the design. They can re-arrange the portlets and change the background any way they want.

(Hello Olleh)

KT인이라면 누구나 함께 여
기는 Hello olleh 입니다.)

프로필 ▶

포스트 쓰기

카테고리

전체보기 (193)
ACTION 이란? (30)
ACTION 찾기 (9)
해.우.소 (Hello 우리 소식) (33)
[공지사항/Event]
[공지] (3)
[Event] (3)

최근 댓글
more

- 박자성은 매일 성장 한다...
- 박자성.....고등학교때 ..
- 대박~
- 다른 게시판에서 본건데..에..
- 정말 웬만하면 부끄럼거나 힘..

제목 검색

다녀간 블로거
more

- 이현정님의 kateBlog
- 나정호님의 kateBlog
- 박수일님의 kateBlog
- 김정택님의 kateBlog
- 호기순님의 kateBlog

이웃 블로거

- 기본그룹 (1)
- SERI CEO
- 나의 외부 블로그

공지사항

ACTION UCC 콘테스트

작성자: hello olleh

Hello olleh 이렇게 이용하세요!

작성자: hello olleh

Hello olleh를 소개합니다

작성자: hello olleh

이벤트

ACTION UCC 콘테스트

작성자: hello olleh

[지난 EVENT] 나의 비전 찾기 : 어복민 대리(2009년 12월)

작성자: 노정혜

[지난 EVENT] 나의 비전 찾기 : 문형철 과장(2009년 12월)

작성자: 노정혜

A.C.T.I.O.N이란? | ACTION과 올레경영의 의미를 알아보는 공간



내일이면 드디어 첫 원정 16강의 경기가 시작됩니다. 주말에 마음 놓고 응원할 수 있
다는 기대감에 벌써 설레이시는 분들이 많으실텐데요. 이미 너무도 유명하지만 이번
월드컵에서 주장을 맡고 있는 박지성 선수의 이야기를 잠깐 보여드릴까 합니다. 정말
로 오랜 시간 '노력'이라는 과정을 통해 오늘을 만들어 낸 박지성 선수. 변화 또한 이
렇게 시작이 어렵고 그 결과를 알게 되는 길도 멀지만 우리가 ACTION을 시작하는 한
걸음 한 걸음의 자세를 그에게서 배워볼 수 있지 않을까 합니다.

ACTION 찾기 | 우리 주변에서 발견하는 ACTION사례를 공유하는 공간



끝과 끝의 만남 - ACTION의 중심 CEO를 만나
다. 서초 올레캠퍼스 2층, 햇볕이 맑게 내리쬐
던 지난 18일 오전, 서초 올레캠퍼스 2층 IR
ROOM에는 2009~2010년도에 입사한 KT의 신입
직원들이 누군가를 기다리고 있었습니다. 단정
히 정장을 입고 앉아서 기다리고 있는 걸 보니
높은 분을 만날 것 같은 모양새인데요. 이윽고



사람을 찾습니다.라는 글을 보고 제 앞자리의 이
원균 대리님(사진 좌측)께서 답을 달아보는 것
이 어떻냐고 해서, 지나간 기억을 더듬어 담당자
를 알려드렸는데, 어제 피자 한판과 롤라 한방이
라는 거액(?)을 상품을 받게 되었습니다. ^^ 행사
를 주최하셔서 저에게 피자 시식 기회를 주신
OC의 이주희 과장님께 감사드리고, "사람을 찾

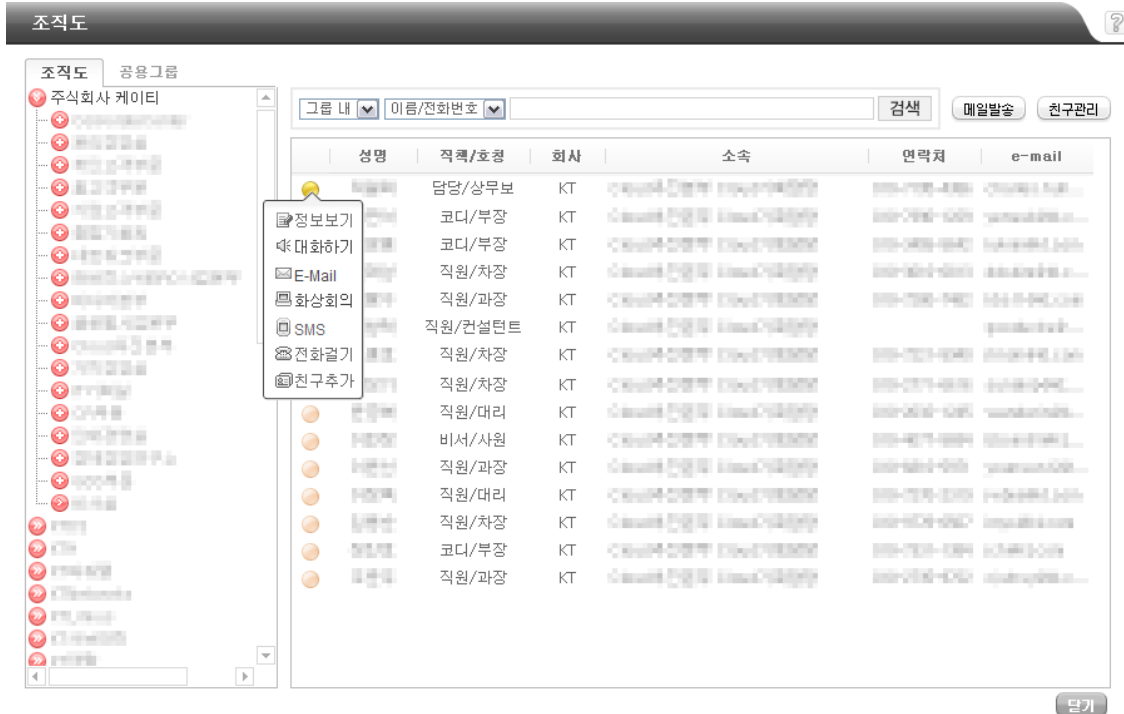


Hello olleh가 뒀대 6월 10일 목요일 Hello olleh가
찾아 헤매던 '사람을 찾습니다' 주인공을 드디어
만났습니다. 자자잔~? 그 주인공은 바로 보면
드전락CFT 온라인 전략담당 이주희 과장님이시
니다. 그리고 이주희 과장님을 찾아주신 CW본부
단일전략 담당 손석배 차장님께 큰 박수를!! 이
것이 바로 collaboration의 사례이지요. Trust를 실



7월 1일자로 그동안 정들었던 아이맥은 이제 쉬
게 하고, 우리 olleh K의 공식 커뮤니케이션은 아
웃록 메일과 OC 메신저를 통해서 진행될 예정
입니다. 앞으로 수고하게 될 아웃록 메일과 OC
메신저에게 뜨거운 환영의 박수를 보냅니다. 짹
짝짝 짹~대~한민국 ㅎㅎ 아웃록 메일과 OC
메신저를 이용하면서 우리가 스스로 지켜야 할

Pictured: The *Hello olleh* corporate blog, which serves as a vehicle to convey the corporate vision to employees ("olleh" is "hello" spelled backwards).



Pictured: Users can determine a coworker's presence (online) through this feature, which is part of the OC (Office Communicator) functionality. When a coworker is online, users can right click to contact that person directly through this interface.



Pictured: The site's user *Favorites* page lets users add or modify items in their *Favorites* list. Users can select from a list of links to create personalized shortcuts.

TIMELINE

INTRANET PROJECT TIMELINE	
Milestone Date	Milestone Description
2009	
October/November	<ul style="list-style-type: none"> Pre-consulting (proof of concept)
December	<ul style="list-style-type: none"> SI contract Samsung SDS
2010	
January	<ul style="list-style-type: none"> User requirement analysis
January–March	<ul style="list-style-type: none"> Consulting (best practice analysis, TO-BE model, roadmap, change management)
February	<ul style="list-style-type: none"> System design, graphic design, and prototype of graphic design 1.4 Project start
March–April	<ul style="list-style-type: none"> System development: <i>kate2.0</i>, <i>café</i>, <i>kateBlog</i> Smart search connected with portal and other systems
May	<ul style="list-style-type: none"> System testing: quality, performance, coding standard
May 10–28	<ul style="list-style-type: none"> Beta period
May 31	<ul style="list-style-type: none"> Launch date
June	<ul style="list-style-type: none"> Stabilization period
July–December	<ul style="list-style-type: none"> Set-up content classification and distribution system, provide mobile access
2011	
January–June	<ul style="list-style-type: none"> Establish enterprise content management and distribution platform

INTRANET TEAM



Pictured: The KT intranet team: (left to right) Dong-Won Hwang, Seung-Jin Kim, Soon-Ku Woo, Seung-Heon Lee, Geun-Young Han, Jong-Ho Noh, and Chan-Ho Jung.

GOVERNANCE

Ownership

Within the organization, a team was formed to take charge of the intranet project. That team, the Innovative Working Style Task Force, was in charge of the development of the intranet portal, while the day-to-day operations of the platform are handled by KT's IT Planning Office.

With the intranet under its purview, the IT Office's responsibilities now include the following oversight functions:

- Establish operational policies
- Acquire investment budget
- Monitor use and user feedback
- Produce ongoing development requirements

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Innovative Working Style Task Force (Steering Committee)	<p>This decision-making body is made up of a team of people from across the company's business units and across functional areas. Its responsibilities include:</p> <ul style="list-style-type: none"> • Establish the program vision and strategy • Drive the alignment of the strategic direction for the kate2.0 initiatives across business units • Ensure that the program adequately addresses regulatory requirements • Oversee progress of the kate2.0 business analysts and make recommendations for changes where required • Approve the business analysts' recommended actions in a timely manner for all major risks, issues, and change requests • Act as champions for the kate2.0 program's implementation within the respective business units and across the enterprise
Business Analyst	<p>Business analysts develop business-driven implementation plans and execute on the plans required to implement the roadmap. This work includes the following:</p> <ul style="list-style-type: none"> • Create and manage a roadmap for kate2.0 initiatives based on the business requirements determined by the Innovative Working Style Task Force's vision and strategy • Define, rationalize, and recommend kate2.0 initiatives to achieve program objectives • Communicate and coordinate the activities of kate2.0 initiatives with CICs regarding business units and organizational functions • Approve requests for kate2.0's new functionality • Define and recommend alignment of enterprise architecture initiatives and standards • Define and recommend alignment for all kate2.0 initiatives with all stakeholders and raise any alignment issues to the task force

Project Manager	<p>Project managers ensure that the overall quality and appropriateness of content from their respective business units meets the objectives set out for the intranet. They also provide support to business unit content contributors. In addition, they:</p> <ul style="list-style-type: none"> • Identify, track, manage, and resolve project issues • Proactively disseminate project information to all stakeholders • Identify, manage, and mitigate project risk • Ensure that the solution is of acceptable quality • Proactively manage scope to ensure that only what was agreed to is delivered, unless changes are approved through scope management • Define and collect metrics to give a sense for how the project is progressing and whether the deliverables produced are acceptable • Manage the overall schedule to ensure work is assigned and completed on time and within budget
Program Manager	<p>The program manager is responsible for ongoing execution of the kate2.0 program and is considered the operational leader of the entire kate2.0 initiative. This person's mission is to integrate successfully across the enterprise, and also to:</p> <ul style="list-style-type: none"> • Provide effective leadership of the overall kate2.0 program implementation • Establish success factors, business measurements, and milestones for the kate2.0 program • Resolve matters that adversely impact the kate2.0 program • Manage kate2.0 program resources • Manage coordination, scoping, planning, reporting, and execution of the approved program charter • Select and manage vendors • Develop and deliver an effective change- and incident-management program • Manage program communications

Web Designer	<p>The Web designer is responsible for ensuring that the website is visually pleasing and easy to use, and is also tasked with the following responsibilities:</p> <ul style="list-style-type: none"> • Support the vast array of kate2.0's assets by continuing to re-organize and structure content according to evolving user needs • Define and manage KT's intranet design guidelines • Coordinate with the Innovative Working Style Task Force regarding design decisions • Manage the design plan, scope, and timeline
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USERS

The KT's 37,000 employees, working locally and abroad, use the intranet for a wide range of daily tasks. The main user groups include those in field sales, marketing, and network/IT, as well as the headquarters staff. These users rely on the site for employee self-service functions (such as accounting and approvals), email, and news services, and other functions.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	http://kate.kt.com
Default Status	kate2.0 provides a personalization function (<i>Home</i> → <i>Add Page</i>) that lets users create and arrange their own pages. In addition, users can easily set their homepage by simply adjusting the Web browser setting.
Remote Access	All KT employees can access the site from outside through the Virtual Private Network (VPN). They need only to go to the URL (http://vpn.kt.com) and log on to the site.



Pictured: The portal login screen can display an array of business announcements, information on fun events, and product promotion information. When there are several content items to display, the content automatically rotates to display different messages each time a user logs in.

DESIGN PROCESS AND USABILITY WORK

Mandate: Create Efficiencies

One of the redesign's goals was to regain user confidence. To do this, the new portal had to prove to users that the intranet would add value to their business lives.

"During the planning phase of the project, we sought to abandon complicated ways of doing things and make efficient changes in the ways daily work was being done," says Noh. "And provide services users will come back to."

The team achieved this goal by aligning the site features and functionalities to the users' needs. The team engaged in a process of finding out what would be valuable by analyzing the business processes of CICs and interviewing and surveying managers and employees.

"The Innovative Working Style Task Force was tasked with this mission to achieve a successful migration to the new intranet portal (kate2.0) environment," says Noh. "We also performed benchmark studies of global best practices to come up with a service that addresses the users' needs and the company's strategy."

On the technical side, the team tried to provide relevant services, keeping in mind each business unit's business model. The team focused on communication throughout the project, sharing corporate strategy with subsidiaries.

"We also agreed to take into account the specific challenges of various user groups," says Noh, including those based overseas, who might have sub-par network connections or outdated PCs. The goal, he says, was to "provide usable and intuitive services, and make the services customizable" for all users.

The project phases played out as follows, with the major activities identified for each phase:

PROJECT MILESTONES BY PHASE	
Item	Status
Phase I Foundational Research (Q4 2009)	<ul style="list-style-type: none"> • Online survey of all employees • Secondary research, including focus group interviews and an opinion leader survey • Onsite benchmarking visits to companies including British Telecom, Samsung, Dongbu Steel, and AMD • In-person conversations with the HR and benefits teams • Conversations and questionnaires with the intranet owners and users • Conversations with corporate stakeholders • Conversations with technical teams • Web analytics analysis
Phase II Analysis and Design Phase (Q1 2010)	<p>Activities during this phase were modeled on the "KTDS OSSP Development Method" and included the following activities:</p> <ul style="list-style-type: none"> • User requirements analysis: User requirement analysis conducted by Business Process Innovation Task Force, CIC Change Leaders, IT Planning, System Administrators • System design: Design of functions, user interfaces, databases, and other systems based on user requirements • Quality assessment: Functional, performance, and coding standards testing performed by the Quality Assurance Team • Assessment of Web vulnerabilities: Web vulnerability tests performed by the IT Security Team
Phase III Beta Launch (Q2 2010)	<p>The site was launched as a beta system to all company employees; the beta launch included the following activities:</p> <ul style="list-style-type: none"> • In-person usability sessions with employees (in Korea) • Online survey of all 37,000 employees • Analysis of Omniture metrics • Analysis of site feedback

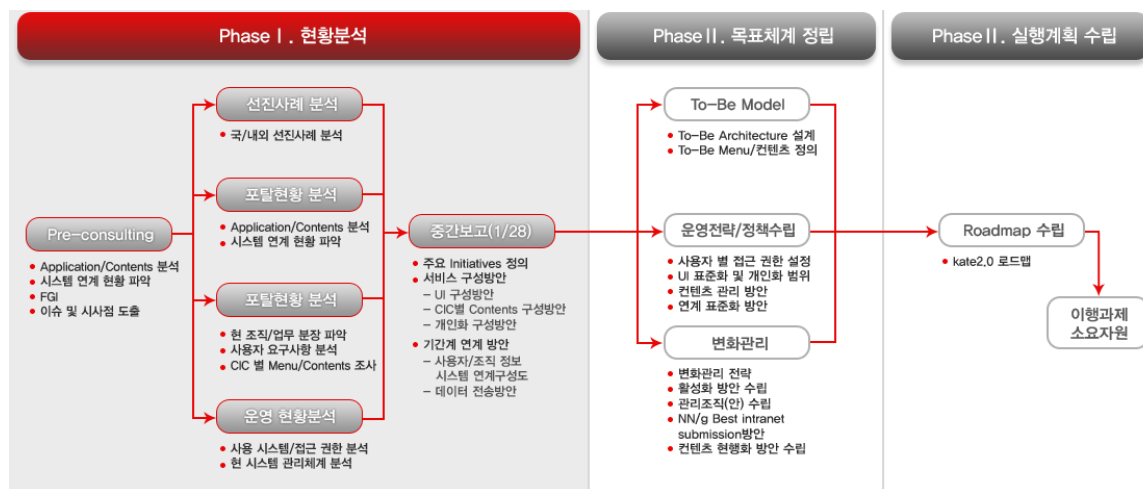
Phase IV System Feedback (Q2 2010)	During this phase, the team promoted employee participation through various events (such as recommendation, bug-tracking, and so on) to raise the level of awareness and encourage employee contributions.
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The overarching project goal was to change the employees' working style/method though an enhanced and integrated intranet. To achieve this, the mandate seemed clear: talk with the users.

"While the employee surveys were quite helpful," says Noh, "it was the key focus group interviews that played a major role in the defining of the kate2.0's role and establishment of the roadmap."

One surprising result to come out of the teams' research was that the users were struggling to find what they wanted.

"Based on the survey and focus group interviews, we found out that the employees were experiencing difficulties in finding the data and links they wanted from among the vast data provided online," says Noh, "Thus, we decided to strengthen the portal's search function by designing it in a way that makes it more convenient for users to find the link or data they need."



Pictured: The design stages of kate2.0 development. During Phase I, the team conducted best practice studies, focus group interviews, and analyses of applications and site content.

Working with Agencies

Samsung SDS, KT's agency partner and designer of kate1.0, was involved from the very beginning of the project. Including the agency in early project planning was essential to the project's success.

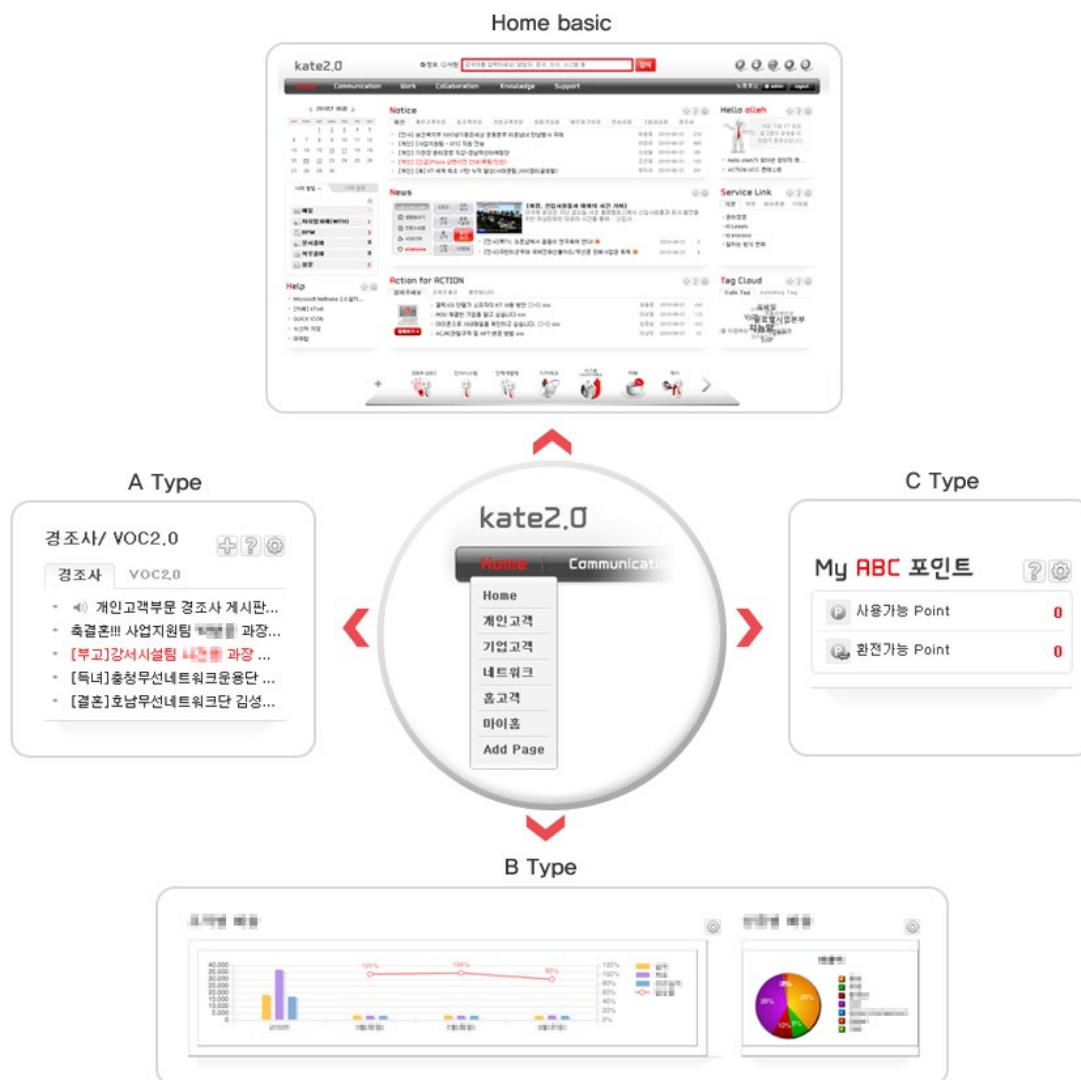
"We had it arranged this way, so that they could be aware of what the ultimate goal was and to facilitate the consensus-achieving process," says Noh.

"The reason we decided to work with them again was because we valued their high-quality solutions and felt they had a good understanding of our existing system," he

says. "These attributes assured us that Samsung SDS would provide us with the system we wanted by the desired deadline."

The agency's role included a business analysis that assessed the state-of-the-state of the existing portal. During that exercise, they looked at the usage history, conducted surveys and interviews, and evaluated jobs/roles that the portal supported. The agency also conducted a survey of intranet best practices with global companies such as BT, GE, and AMD.

After the launch of kate2.0, the consultants created a change management plan for KT; the plan included defining operation management methods, performance metrics, a benchmark for an ideal user-satisfaction level, service lifecycle metrics, proactive business methods, and so on. Based on the deliverables produced by the consultants, KT and Samsung SDS jointly carried out the analysis, design, and development of the intranet portal system.



Pictured: The main page of the portal displays differently depending on the user's business unit.

CONTENT AND CONTENT CONTRIBUTORS

Addressing a Need

Content management was an important consideration for the success of the kate2.0 project. A key problem with the previous system was that users found that content was not up-to-date and did not reflect business changes as they occurred. The system also lacked functionality to effectively support business collaboration.

"In light of such needs, we set out to manage the lifecycle of the content so that we may be able to identify the content that was not used frequently and arrange the content so that it could be applied to the changes across the site," says Noh.

Managing Content Types

The portal is home to basically two types of content. One type is content developed and managed by the department that owns it. The other type is the content that is developed and managed by the user, using the wiki function (*Wiki Help*).

Department managers are responsible for reviewing content for their specific areas. Those administrators can also publish/modify/delete that content. In addition, they can manage user-generated postings as needed.

Users are divided into several groups, according to their access-control level and work characteristics (division, occupational group, and so on). Each group is given customized content based on work characteristics. This custom content includes business unit information, a custom-tailored menu, contents alert, and work status.

In the past, content had not been effectively classified or attributed with metadata; in the new system, the team tried to standardize all content by applying attributes. Kate2.0 uses standardized categories for subject, media, format, and different types of business unit data within each unit. As a result, users can now find and use standardized content across the platform. The screens below show some of the content groupings and how the content is managed throughout the platform.

Setting Standards

As the new portal was launched, the team established an operations policy. The managing departments monitor and manage the content with these operation standards as a guide.

"If there is any content deemed as being inappropriate material or any content developed in a format found to be incompatible," says Noh, "we have an email or message sent to the user who published the content, requesting him/her to make the necessary adjustments."

The managing departments evaluate the portal's key content and assign mileage points to users who publish the content. Feedback is provided to the users through a reply to the originally posted content or through the management evaluations.

In addition to the operations policy, individual departments provide offline training to publishers. And the portal itself is a source of guidance, with posting instructions located in its *Help* section.

kate2.0

정보

사원

검색어를 입력하세요! 담당자, 문서, 지식, 시스템 등

검색

노종호님

admin

logout

Home

Communication

Work

Collaboration

Knowledge

Support

Administration

서비스그룹 & 페이지

초기화면 설정

페이지 템플릿

페이지 레이아웃

서비스

포틀릿

이미지 & 스킨

포틀릿 빌더

서비스 빌더

개인화지원

코드관리

시스템 캐쉬 초기화

관리자 메뉴 설정

그룹포탈관리

서비스관리/목록

카테고리관리

등록

kt

서비스명

전체

검색

상태	서비스명	카테고리	등록일	수정일	관리보기
<input checked="" type="checkbox"/>	DRM게시판 테스트	게시판	2010-08-20	2010-08-20	관리보기
<input checked="" type="checkbox"/>	Smart Working Center 예약 취소	Smart Working	2010-08-18	2010-08-20	관리보기
<input checked="" type="checkbox"/>	Smart Working Center 정보	Smart Working	2010-08-18	2010-08-23	관리보기
<input checked="" type="checkbox"/>	가이드 북(e-book)	Smart Working	2010-08-18	2010-08-24	관리보기
<input checked="" type="checkbox"/>	e-Learning	Smart Working	2010-08-18	2010-08-18	관리보기
<input checked="" type="checkbox"/>	식당예약/CCTV(서초)	사내연계시스템(기타)	2010-08-11	2010-08-27	관리보기
<input checked="" type="checkbox"/>	Smart Working News	게시판	2010-08-06	2010-08-06	관리보기
<input checked="" type="checkbox"/>	Smart Working 환경설정	Smart Working	2010-08-05	2010-08-05	관리보기
<input checked="" type="checkbox"/>	Smart Working 개요	Smart Working	2010-08-05	2010-08-05	관리보기
<input checked="" type="checkbox"/>	Smart Working Q&A	게시판	2010-08-04	2010-08-04	관리보기
<input checked="" type="checkbox"/>	Smart Working FAQ	게시판	2010-08-04	2010-08-04	관리보기
<input checked="" type="checkbox"/>	Smart Working	Smart Working	2010-08-04	2010-08-23	관리보기
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<input checked="" type="checkbox"/>	Smart Working 유형 신청	Smart Working	2010-08-04	2010-08-18	관리보기
<input checked="" type="checkbox"/>	원격근무지 신청(원격근무자)	Smart Working	2010-08-04	2010-08-23	관리보기
<input checked="" type="checkbox"/>	업무지원센터 Q&A(서초)	게시판	2010-07-20	2010-08-09	관리보기
<input checked="" type="checkbox"/>	업무지원센터 Q&A(공통)	게시판	2010-07-20	2010-08-09	관리보기
<input checked="" type="checkbox"/>	모바일kate2.0 Q&A	게시판	2010-07-15	2010-07-15	관리보기
<input checked="" type="checkbox"/>	메신저 FAQ	kate2.0 Open Q&A	2010-07-09	2010-07-09	관리보기
<input checked="" type="checkbox"/>	메일/메신저 사용자 가이드	kate2.0 Open Q&A	2010-07-09	2010-07-09	관리보기

Total count : 520 건

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20개씩

Pictured: The list of various service groups supported on kate2.0. By clicking *Service Groups & Pages* → *Service Group* in the menu on the left-hand side of the page, users can easily manage the content provided on the site.

kate2.0 정보 사원 검색어 입력하세요! 담당자, 문서, 지식, 시스템 등 검색

Home Communication Work Collaboration Knowledge Support 노종호님 admin logout

Administration > 포틀릿관리/목록

서비스그룹 & 페이지 서비스그룹 초기화면 설정 페이지 템플릿 페이지 레이아웃 서비스 포틀릿 이미지 & 스킨 포틀릿 빌더 서비스 빌더 개인화자원 코드관리 시스템 개쉬 초기화 관리자 메뉴 설정 그룹포탈관리

포틀릿 Application 관리 카테고리관리 등록

kt EP 전체 포틀릿명 검색

Act...	포틀릿명	카테고리	등록일	수정일	관리보기
<input checked="" type="checkbox"/>	ibada 추출 내역	일반	2010-08-06	2010-08-06	관리보기
<input checked="" type="checkbox"/>	UC메뉴얼(배너)	일반	2010-07-06	2010-07-08	관리보기
<input checked="" type="checkbox"/>	SNS(관련인)	일반	2010-06-24	2010-06-28	관리보기
<input checked="" type="checkbox"/>	SNS(관련태그)	일반	2010-06-24	2010-06-28	관리보기
<input checked="" type="checkbox"/>	Favorite	KTwit	2010-06-24	2010-06-24	관리보기
<input checked="" type="checkbox"/>	Mentioning	KTwit	2010-06-24	2010-06-24	관리보기
<input checked="" type="checkbox"/>	VOC2.0	일반	2010-06-22		관리보기
<input checked="" type="checkbox"/>	협조요청	VOC2.0	2010-06-22		관리보기
<input checked="" type="checkbox"/>	핵심	VOC2.0	2010-06-22		관리보기
<input checked="" type="checkbox"/>	현황	VOC2.0	2010-06-22		관리보기
<input checked="" type="checkbox"/>	상품정보	일반	2010-06-22	2010-07-05	관리보기
<input checked="" type="checkbox"/>	종합	CRMS	2010-06-17	2010-07-05	관리보기
<input checked="" type="checkbox"/>	필독	CRMS	2010-06-17	2010-07-05	관리보기
<input checked="" type="checkbox"/>	신규	CRMS	2010-06-17	2010-07-05	관리보기
<input checked="" type="checkbox"/>	이웃 kateBlog 최신글	블로그	2010-05-30	2010-06-09	관리보기
<input checked="" type="checkbox"/>	모바일kate2.0 FAQ	게시판	2010-05-30	2010-06-04	관리보기
<input checked="" type="checkbox"/>	WITH/BPM FAQ	게시판	2010-05-30	2010-06-04	관리보기
<input checked="" type="checkbox"/>	전자결재 FAQ	게시판	2010-05-30	2010-06-04	관리보기
<input checked="" type="checkbox"/>	포탈 FAQ	게시판	2010-05-30	2010-06-04	관리보기
<input checked="" type="checkbox"/>	Support 공지사항	게시판	2010-05-30	2010-08-24	관리보기

Total count : 147 건 1 / 8 20개씩

Pictured: The content provided in portlets. By using the portlets displayed in the menu on the left-hand side, the content can be managed throughout its lifecycle.

kate2.0 정보 사원 검색어 입력하세요! 담당자, 문서, 지식, 시스템 등 검색

Home Communication Work Collaboration Knowledge Support 노종호님 admin logout

Administration > 게시물 관리

통합게시판 테이블관리 게시판관리 카테고리관리 게시물관리 게시의합 최신게시물 설정 게시 검색 환경설정 관리자공지사항 전자설문관리

선택 액션 다운로드

게시판 (구)게시 이관요청 게시판 작성일 2010-07-01 ~ 2010-08-25 유효기간 만료 검색

작성자 제목

<input checked="" type="checkbox"/>	번호	제목	작성자	작성일	첨부
<input type="checkbox"/>	11	[긴급]게시판 이관요청 합니다.	이진우	2010-07-28	
<input type="checkbox"/>	10	이관신청드립니다.	구자철	2010-07-15	
<input type="checkbox"/>	9	(구)게시판 이관요청	박원섭	2010-07-13	
<input type="checkbox"/>	8	해(구)게시판 이관 요청합니다.	김동선	2010-07-06	
<input type="checkbox"/>	7	해(구)게시판 이관 요청합니다.	박원섭	2010-07-01	
<input type="checkbox"/>	6	해"게통/AS/BS/Miz" 구 전자게시판 메뉴 이관 요청	양승만	2010-06-30	
<input type="checkbox"/>	5	해영업전산활동필수안내서 게시판 이관요청	오상진	2010-06-30	
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<input type="checkbox"/>	3	해게시판 이관 요청합니다	김정미	2010-06-29	
<input type="checkbox"/>	2	해게시판 이관 신청 합니다^^ (까페 만들었습니다)	최연희	2010-06-15	
<input type="checkbox"/>	1	해종고객부문>종채널본부>종채널담당>플라자게시판 게시판 이관요청	김지형	2010-06-15	

Total count : 11 건 1 / 1 100개씩

Pictured: Users can manage and refine postings on the bulletin board by clicking on the Consolidated Postings → Postings Management.

TECHNOLOGY

TECHNOLOGY		
Category	Product	Main Function
kate2.0	<ul style="list-style-type: none"> ACUBE Kate2.0 V5.0 	<ul style="list-style-type: none"> Enterprise kate2.0 Solution
Café	<ul style="list-style-type: none"> ACUBE TeamRoom V1.0 	<ul style="list-style-type: none"> Collaboration solution
SNS	<ul style="list-style-type: none"> ACUBE SNS V1.1 	<ul style="list-style-type: none"> Tag-based human network solution
Reporting	<ul style="list-style-type: none"> ACUBE Reporting V6.0 (REQUBE) 	<ul style="list-style-type: none"> Reporting solution
Blog	<ul style="list-style-type: none"> e-BlogMate V3.0 	<ul style="list-style-type: none"> Blog solution
Wiki Editor	<ul style="list-style-type: none"> e-WikiMate V1.0 	<ul style="list-style-type: none"> Wiki editor
Search	<ul style="list-style-type: none"> DOCRUZER V3 	<ul style="list-style-type: none"> Integrated search solution
Outside Information Search	<ul style="list-style-type: none"> SyndiPlus V1.0 	<ul style="list-style-type: none"> Web crawler solution
Web Editor	<ul style="list-style-type: none"> ActiveSquare V7.0 	<ul style="list-style-type: none"> Web editor
	<ul style="list-style-type: none"> CrossEditor V1.5 	<ul style="list-style-type: none"> Web editor supports cross browsing
Weblog Analysis	<ul style="list-style-type: none"> WiseLog V5.0 	<ul style="list-style-type: none"> Weblog solution

MOBILE

Mobile kate2.0 services enable users to access kate2.0 anywhere, anytime through mobile devices. The service is provided to all KT executives and employees. It lets users access work-related information and process-related tasks. It was no easy feat to implement this service, as 63 linked systems had to be re-engineered.

Mobile device services will be upgraded along with kate2.0 services to maintain interoperability as mobile technology evolves.

Serving Specific Functions

Mobile kate2.0 includes access to portal functions such as: the main menu, enterprise notices, task management, employee search, approvals inbox, and email.

Anytime an intranet is optimized for the mobile experience, decisions must be made about what to support and what to leave out.

User surveys and specialist groups with the organization uncovered the common and frequently used services. After the first pass at refining the feature set, this list was further refined before being included in the final specification.

Some features, such as KT executive/employee search function, CIC (business unit) announcements search function, approvals, BPM, Way of Innovative Task management for High performance (WITH), Q&A Board (wiki system), KT share price, Mobile CRM, e-learning system, help, and setting adjustments are all provided on the mobile intranet.

According to Seung-Heon Lee, Assistant Manager, the team applied the following standards to select the mobile services:

- Any simple yet critical service that could not otherwise be processed due to location or device-related constraints
- Services that could bring about innovative changes in work practices if the mobile office were to be implemented
- Services that required improvements in communications

"We studied the usage rate of the former kate intranet portal and conducted surveys to see what the commonly required services are," says Lee. "Through the help of a specialist group, we selected the services to be provided on kate2.0 by identifying what services require mobility and determining which areas require business innovation the most."

The Technology of the Mobile Experience

Mobile kate2.0 is a hybrid application that combines both native and Web methods to maximize convenience for users. Thus, the native method was applied to the work that was either relatively simply or unlikely to change (such as settings for employee search, approvals, Q&A, corporate stock info, and login), while the Web method was applied to content that required continuous change or was under the management of another team, but required maintenance services through the portal team for mobile (for example, BPM, WITH, and Mobile CRM), whose existing system was Web-based. For these instances, the tech team had a custom mobile site designed and embedded in the application.

"We applied this hybrid method in order to make it convenient for users to use the services and to help the administrators achieve maximum efficiency in their maintenance work," says Lee.

Getting Through the Firewall

Being an intranet system, kate2.0 has a firewall that prohibits direct access via mobile devices. To be able to access kate2.0 via mobile devices, the Mobile Kate2.0 must be installed on each user's mobile device. To access the portal, users must first go through various verification stages (ID/password verification, application PIN verification, user's phone number verification, and so on).

Device Support

Mobile Kate2.0 is optimized for the following devices: iPhone 3G, iPhone 4, Windows Mobile (SPH-M8400 and SPH-M7200), and Android OS 2.2 (Nexus One). The platform supports 2G CDMA and 3G CWDMA networks and Wi-Fi; 4G (Wi-max) support is planned for a future release.

The first stage of optimization was performed on the smart phones used by KT executives/employees.

"We plan to gradually expand the scope to include more smart phones serviced by KT," says Lee. In addition, the Mobile Kate service is already provided for the feature phone users. As such, the majority of users have access to the kate2.0 mobile office service.

The screens below show different aspects of the kate2.0 mobile access functions.



Pictured: The Mobile Kate main screen. Here, users see the various main category icons for linked services.



Pictured: The overview of selected e-Approval items.



Pictured: If the user clicks on the *View Original Text* button in the approval list items' summary screen, the original text of the original approval displays in PDF format.



Pictured: The employee profile detail page. Data such as office number, mobile number, and email address are displayed, with direct links to services such as placing a call or sending email or SMS text messages.



Pictured: The KT share price information is provided in real time and displayed using up and down indicators on Mobile Kate.



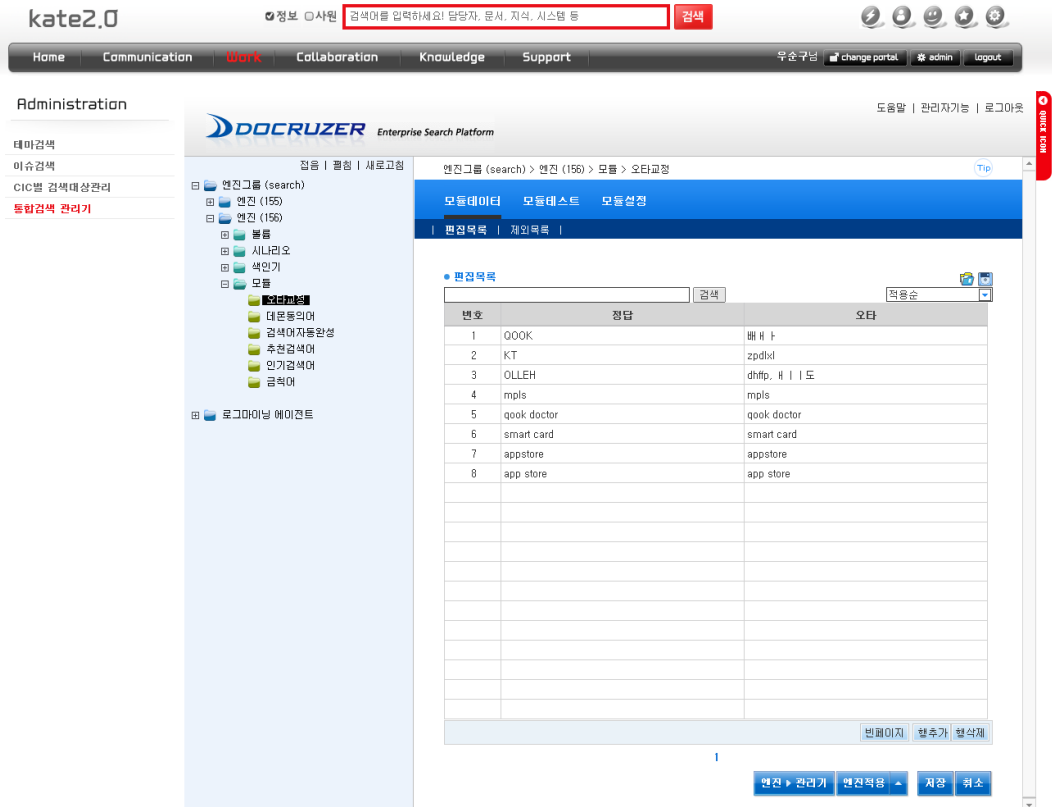
Pictured: The WITH interface (WITH stands for “Way of Innovative Task management for High performance”).

SEARCH

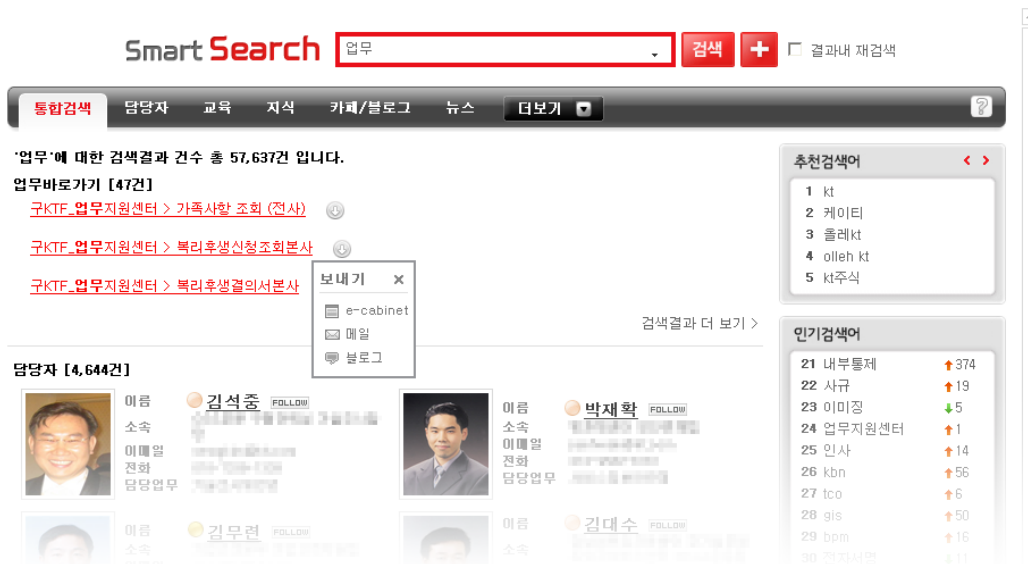
The kate2.0 platform features *Smart Search* and gives users the power to find useful information easily and quickly. The team relied on best practices established by well-known Web search engines to not only meet user requirements for functionality but also to increase user satisfaction by providing a familiar interface.

Not content to just create effective search, the team continues to monitor search results and make required enhancements to enhance its functionality over time.

The screens below show various aspects of the portal’s search functions.



Pictured: This screen shows how administrators manage the *Smart Search* function. On the screen's right-hand side is a tool for correcting misspellings, finding synonyms, and recommending keywords.





Pictured: Clippings from a search result can be uploaded to a blog or emailed.

Smart Search

☐ 결과내 재검색

통합검색
담당자
교육
지식
카페/블로그
뉴스
더보기

'아이맨'에 대한 검색결과와 건수 총 1,673건 입니다.

메신저 쪽지 업무습관을 Outlook메일로 바꾸면 업무가 편해진다~
아이맨아~ 수고했다~ 안녕~
Good bye~ Iman! Hello~ Outlook & OC!


ktiman은 2010년 6월 30일 서비스가 종료됩니다.
이제 Outlook메일과 OC메신저로 의사소통 합니다!!
ollehkt

추천검색어
1 kt
2 케이티
3 올레kt
4 olleh kt
5 kt주식

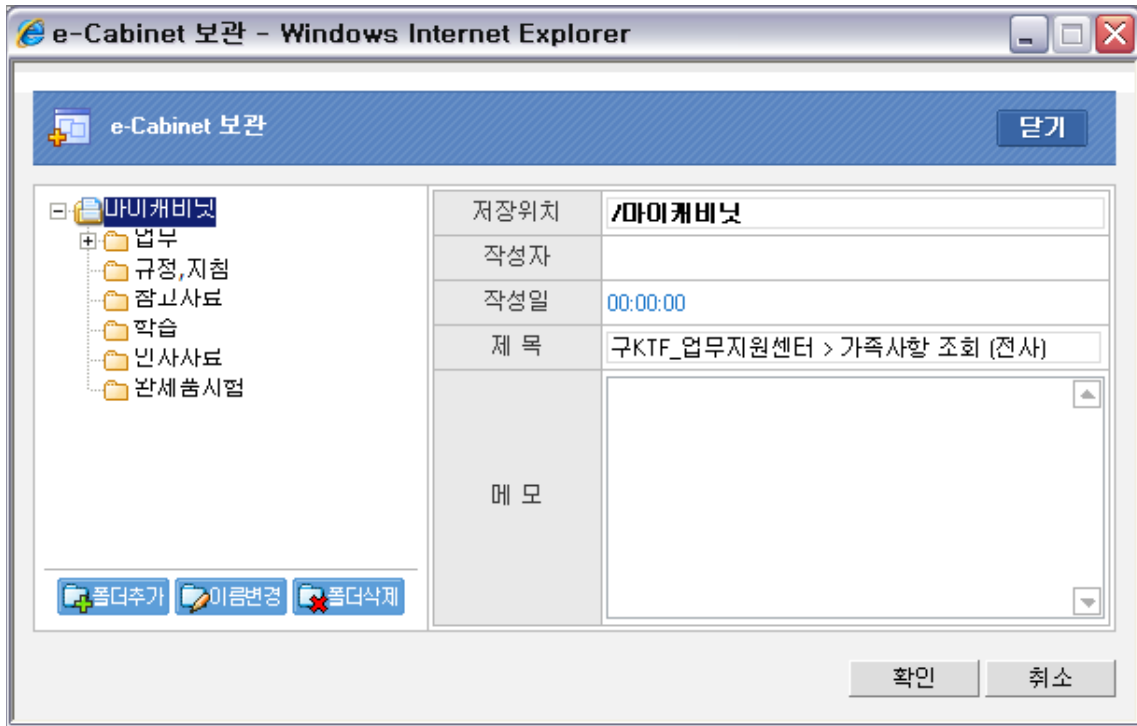
인기검색어
11 crm ↑3
12 itms ↓2
13 ITMS ↓1
14 SMS ↓5
15 아이맨 ↑7
16 pms ↓10
17 drm ↑8
18 사규 ↑10
19 oc ↑47
20 ip구매 ↓3

내가 찾은 검색어
1 iman
2 문서
3 박기현
4 획
5 아이맨

미저 검색어

교육 [4건]
성공하는 1% 직장인 탐구생활 2010.03.02
아이뉴스24에 '이회경의 행복한 책읽기'와 '이회경의 복레시피'라는 고정 칼럼을 통해 경제경영서를 소개하고 있으며 삼성경제연구소의 복리큐 코너에도 기고한 바 있다. Short Summary 이 책에 소개된 사람
교육 > 학습자료
2010 트렌드 키워드 2010.03.02
아이돌그룹 4장 People 게스트로섹슈얼 / 건어물녀 / 골드미스터 / 공옥진 / 그루밍족 / 나이트쿠스족 노무족 / 니트족 / 다운시프트족 / 데스크테리어족 / 도시락남자 / 당팻족 레드아이족 / 루비족 / 매니저
교육 > 학습자료
서비스에 미쳐라 2009.10.09

Pictured: Within *Smart Search*, users can click *Go To Task* to immediately access three tasks: *Point of Contact*, to contact a person; *Send To*, to collect clippings of search results; and *Search issues and themes*, to search for important issues and events.



Pictured: Search results can be added to the *e-Cabinet*, an online storage compartment.

'업무'에 대한 검색결과 건수 총 4,411건 입니다.

담당자 [4,411건]

[illegible]

추천검색어

- 1 kt
- 2 케이티
- 3 올레kt
- 4 olleh kt
- 5 kt주식

인기검색어

- 11 itms
12 아이폰
13 UC
14 SMS
15 crm
16 아이맨
17 drm
18 icis
19 사규
20 이미지

내가 찾은 검색어

- 1 업무
- 2 todo
- 3 전자회의
- 4 oracle
- 5 erp

미전 검색 자료

- 1 [완료] 파이어폭스에...
- 2 전자회의
- 3 KtApp > SMS
- 4 KtApp > SMS 예외처리
- 5 CS향상 교육 계획 수...

통합검색 만족도 설문조사

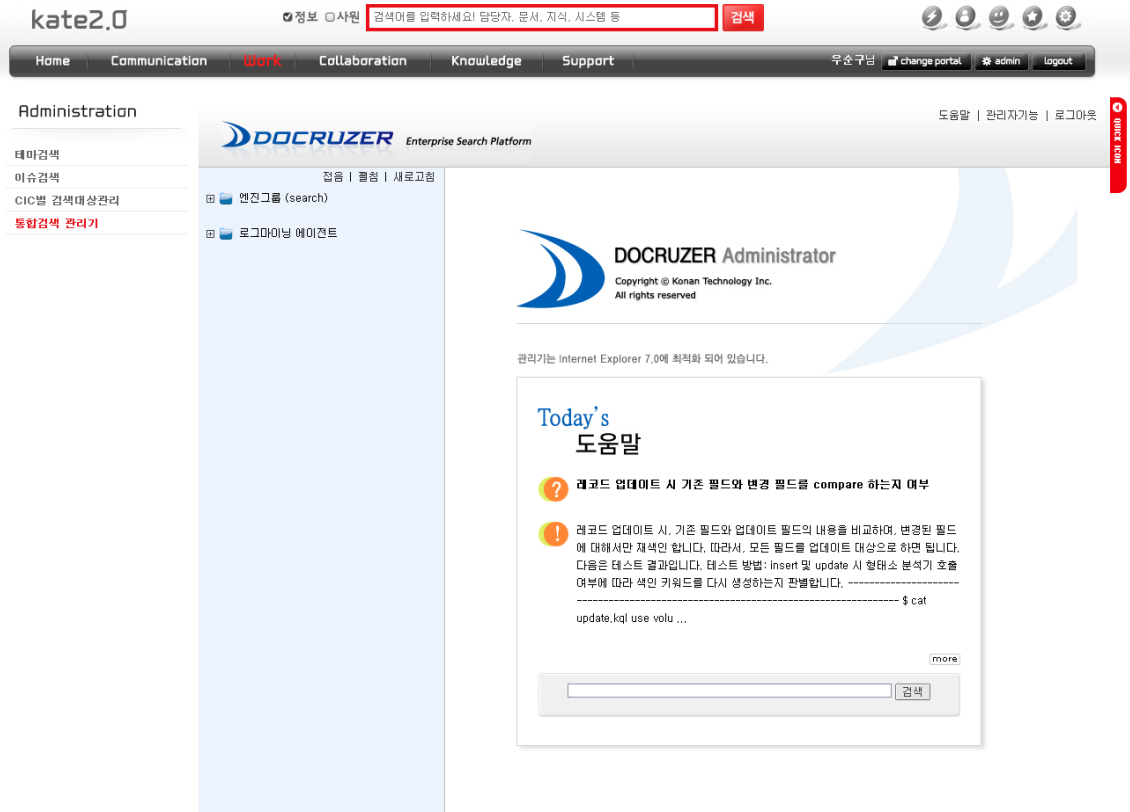
☐ "검색 만족도 설문을 작성해 주시면 여러분의 의견을 수렴하여 검색의 품질을 향상 시키는데 적극 반영하도록 하겠습니다." **통합검색 만족도 설문조사**

마

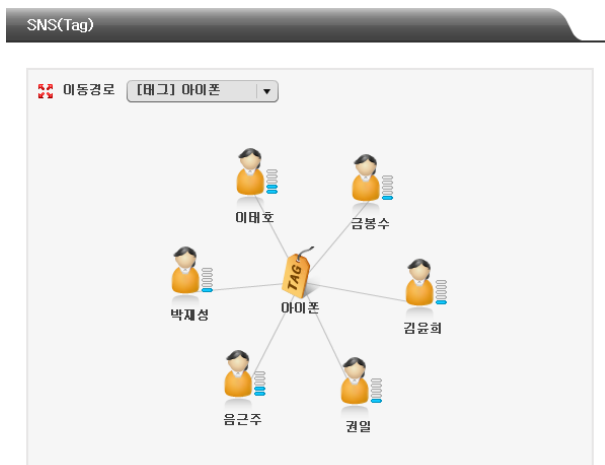
검색

□ 결과내 재검색

Pictured: From within the search results, users can obtain specialized information about the company's business managers.



Pictured: The search admin screen, where users can manage various search options.



Pictured: The *Social Network Search* service shows employee relationships.

Help

Help is sometimes considered a complimentary function to search. Usually the *Help* function in systems provides all the information in a single file or a menu, but in the case of kate.20's *Help* service, it's set so that users can access the information

immediately, from wherever they are, and apply it to their work right away. The *Help* corner is a wiki website so not only can users benefit from the advice contained therein, they can also contribute information based on their experiences.

"At first, the users were not familiar with using this kind of service and there were hardships because the users frequently used the function as more of a Q&A corner, rather than using it for its original purpose," says Noh. "However, we intentionally stood aside to allow the users time to get used to the feature.

"We tried to promote their understanding of how it works by sending out messages on what the original purpose of this function was."

Although the level of participation from the users is still not at the level the team would like, they plan to continuously improve the function, so that it can become a solidly established part of the system."

The screens below show various components of the *Help* system.

kate2.0 도움말

카 | 유 | 1 | 7 | L | C | 2 | 0 | B | A | O | X | T | K | E | P | S

검색

kate2.0 도움말이란?

등록된 도움말 : 95 건

최근수정도움말

공지사항	나부장	2010-08-17	973
Kate2.0 도움말	노종호	2010-08-16	3273
KT PC 표준 환경 및 사내 프로...	이호재	2010-08-11	1495
SMS	김승진	2010-08-06	2856
mobile kate 설치파일	노종호	2010-08-06	23581
[카페] kTwit	우순구	2010-07-05	1926
스마트폰 분실 시 원격 초기화...	이호재	2010-06-30	3848
mobile kate 사용자매뉴얼	이호재	2010-06-30	2453
QUICK ICON	노종호	2010-06-15	774
수신처 지정	노종호	2010-06-13	682
대화할	나부장	2010-06-11	1263
환경설정	나부장	2010-06-11	1739
메신저 조직도	나시원	2010-06-11	1443
FAX 보내기	노종호	2010-06-10	251
보관문서 검색	변유래	2010-06-09	749

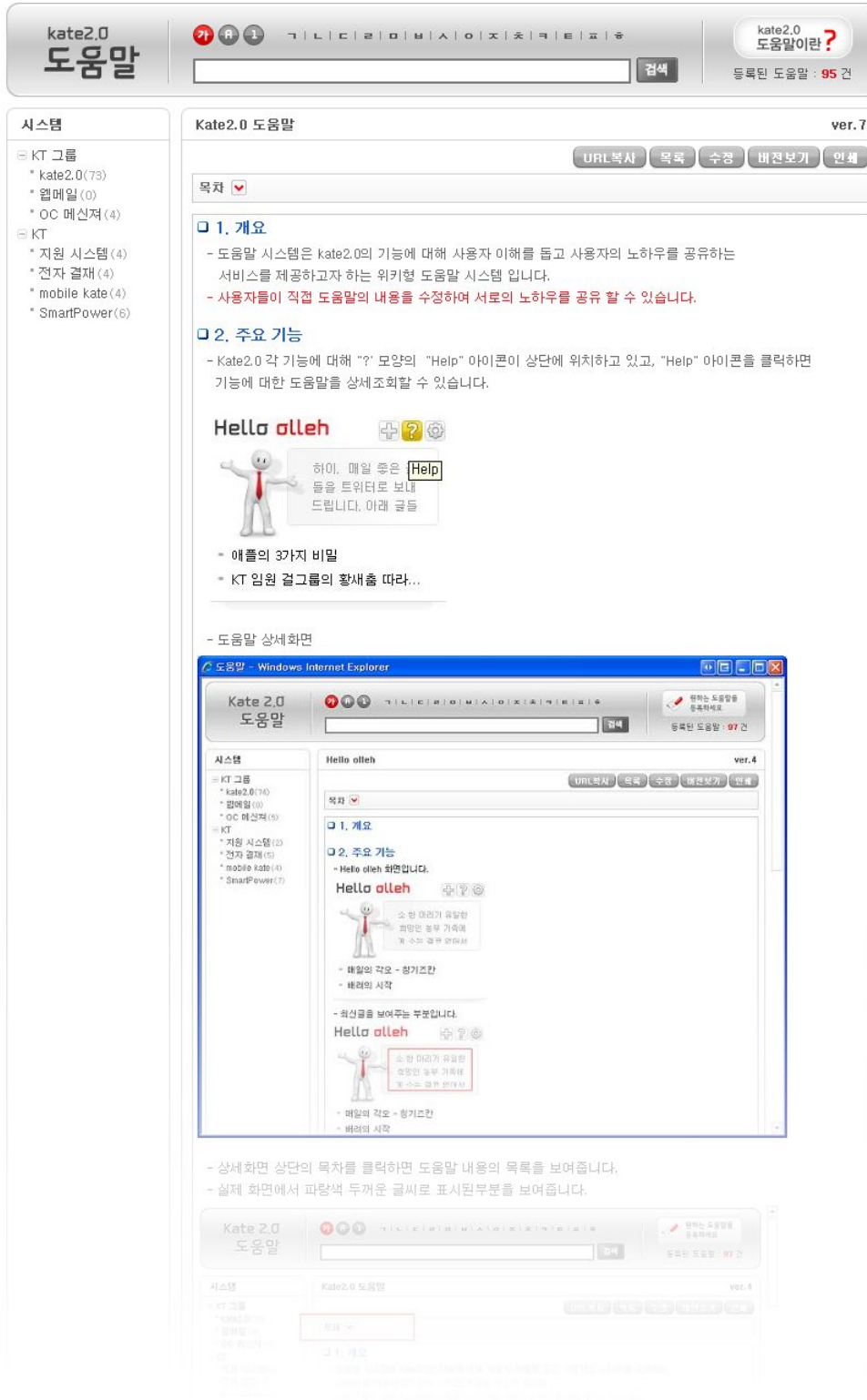
인기도움말

mobile kate 설치파일	노종호	2010-08-06	23581
스마트폰 분실 시 원격 초기화...	이호재	2010-06-30	3848
Kate2.0 도움말	노종호	2010-08-16	3273
SMS	김승진	2010-08-06	2856
mobile kate 사용자매뉴얼	이호재	2010-06-30	2453
[카페] kTwit	우순구	2010-07-05	1926
환경설정	나부장	2010-06-11	1739
KT PC 표준 환경 및 사내 프로...	이호재	2010-08-11	1495
메신저 조직도	나시원	2010-06-11	1443
대화할	나부장	2010-06-11	1263
개인정보조회	노종호	2010-05-31	1234
Work Link	노종호	2010-05-31	1107
Service Link	노종호	2010-05-28	974
공지사항	나부장	2010-08-17	973
My ABC 포인트	노종호	2010-05-30	882

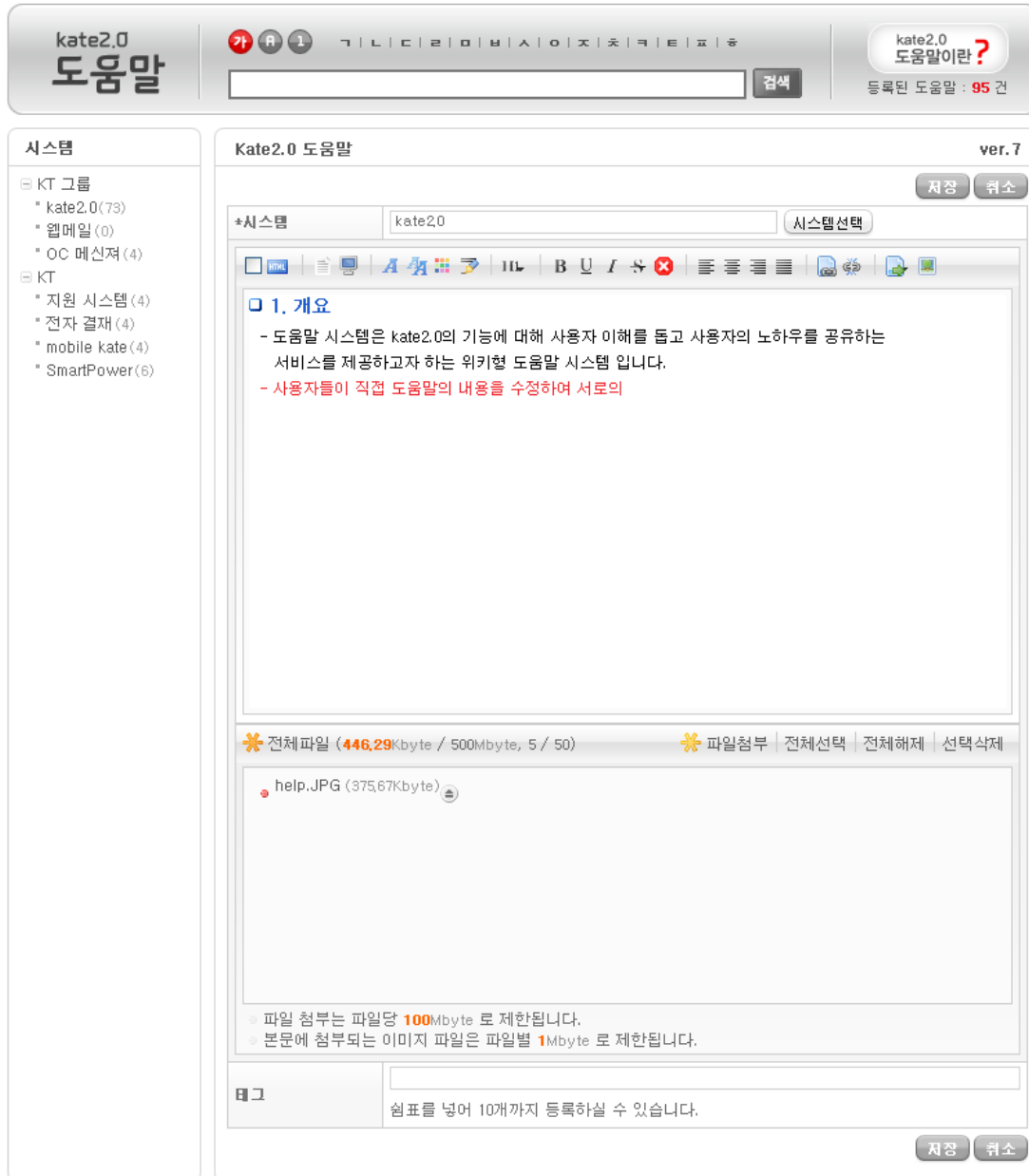
인기태그

환경설정 | 친구 | 주소록 | 조직도 | 전자결재 | 삭제 | 사용자매뉴얼 | 문서 보존 | 문서 보안 | 모바일오피스 | 모바일kate | 메신저 | 도움말 | 공지 | 공용그룹 | mobile office | mobile kate2.0 | mobile kate | iPhone | OC

Pictured: The *Help* function's main screen. The image shows several sections, including *Recent Updates* (on the left) and popular searches (on the right). At the very top, users can click the 가 icon (which stands for the Korean alphabet), A, or 1, to display search results in alphabetical order.



Pictured: The search page provided for the corporate system manual.



Pictured: Users can modify or add comments to *Help* information (displayed at the top of the screen) in the box at the bottom of the screen.

RESULTS AND ROI

Measuring success is somewhat dependent on what a team chooses to measure. In the case of the KT team, they have a built-in benchmark because they have portal traffic measures from the previous platform, kate1.0, to compare against the redesigned kate2.0 portal. But another interesting way to look at project results is through the number and kind of services the portal offers.

USER ACCESS MEASURES			
Measure	kate1.0 (May 2010)	kate2.0 (June 1 — 25, 2010)	Difference
Access Count	689,667	759,197	69,530
User Access Count	332,504	360,071	27,567

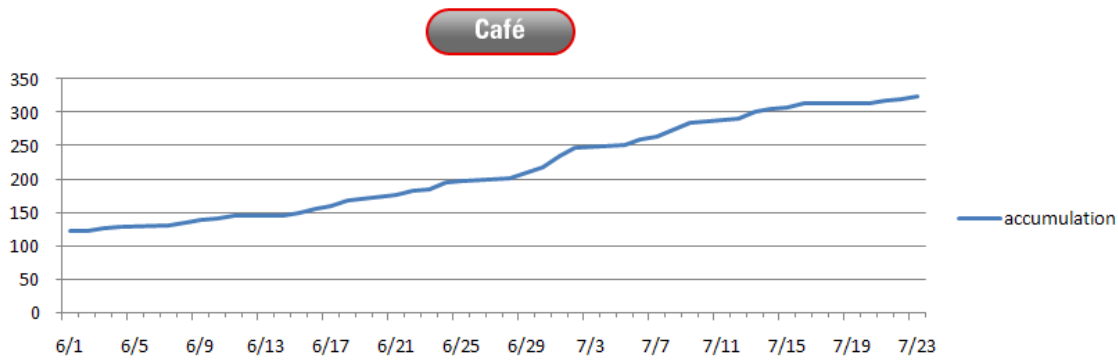
Pictured: Services on kate2.0 have decreased, but site usage on the new portal has slightly increased.

PORTAL SERVICES MEASURES**					
Measure	Previous Portals		Subtotal	kate2.0	Difference
	kate1.0 (May 2010)	Freenet*			
Service	1,601	1,272	2,873	504	-2,369
Portlet	1,652	349	2,001	138	-1,863
Board	1,456	198	1,654	50	-1,604
Linked System	91	--	91	154	+63
** Measured October 22, 2009 (kate1.0) — June 21, 2010 (kate2.0)					
* Freenet was KTF's portal					

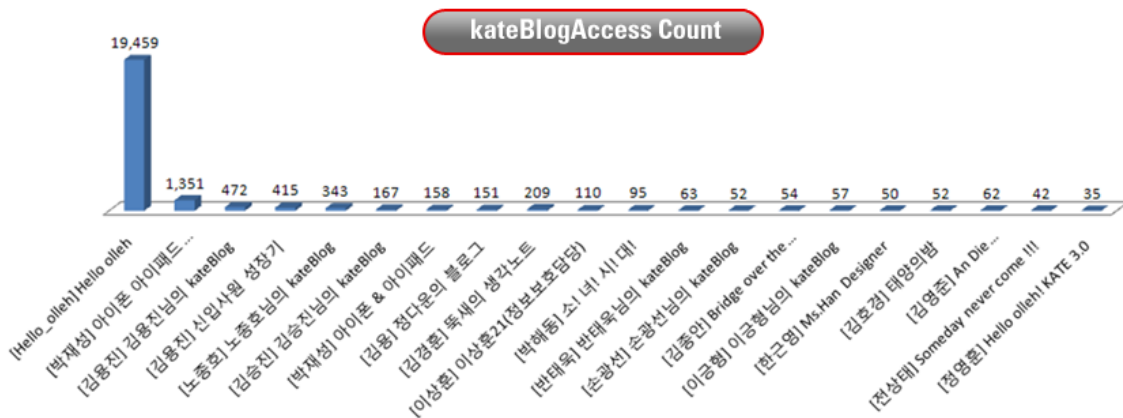
Pictured: The number of portal services has decreased dramatically due to streamlining; in this case, less is more.

"This seems to imply a change in a new direction of business processes," says Noh, "and the effect of eliminating unnecessary services."

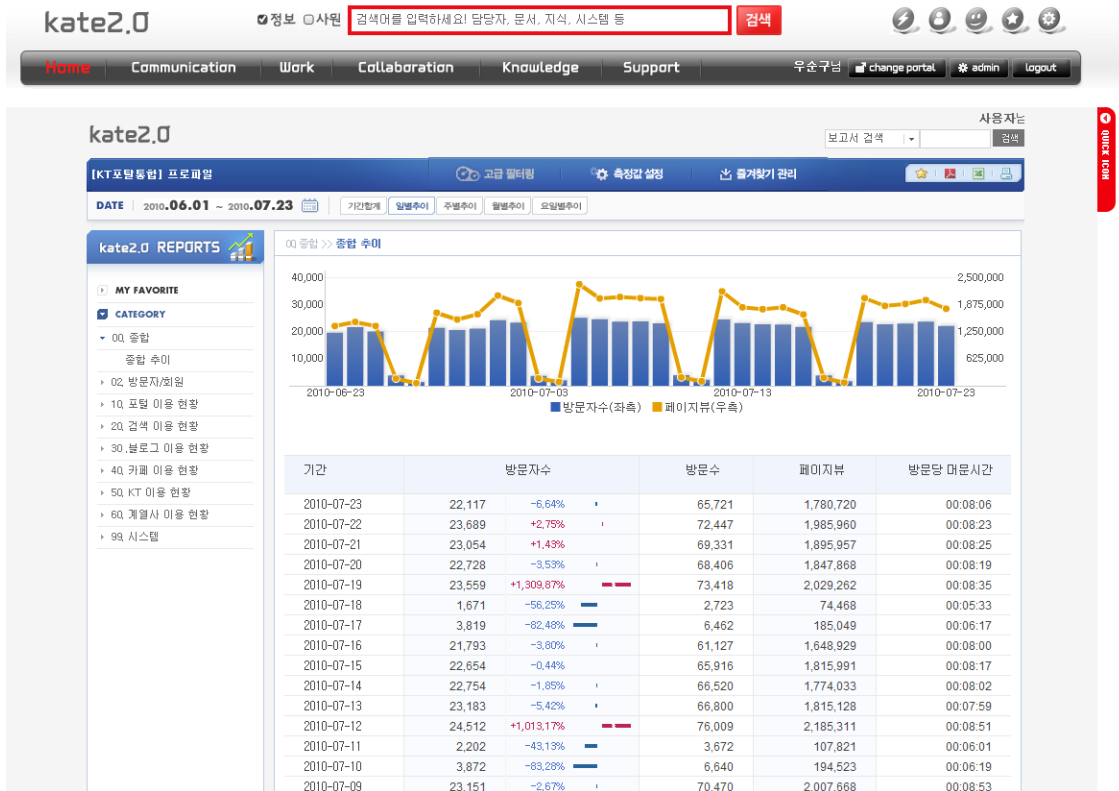
New services will be added in the future to provide more high-quality content. The goal, however, will be to increase user engagement — not simply to have *more* services. A number of measures point to positive gains through the new platform. Among those are the following:



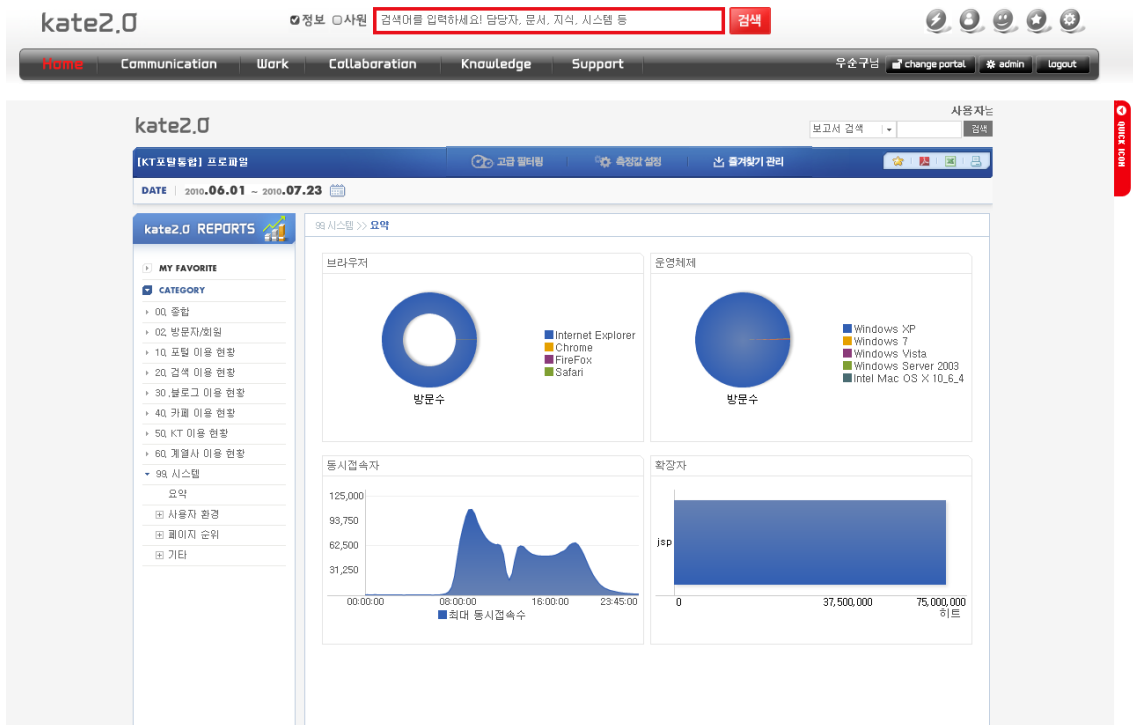
Pictured: Café creation chart. Since the new system was launched on May 31, 2010, new cafés continue to be created and used. Within just one month of the new platform launching, the number of newly created cafés surpassed the number of cafés migrated over from the existing system.



Pictured: Blog subscribers. The number of blog subscribers rose greatly right after the blogs were first implemented, to a point of saturation. So, while the number of newly created blogs has noticeably decreased, the number of postings continues to be maintained at a relatively normal level. They're not increasing significantly, says Noh, because many users tend to read what others write, rather than post writing themselves.



Pictured: The accumulated data on the number of visitors and the number of visits made during a certain period. The menu on the left-hand side: *Overall Reports* → *Overall Trends*, shows data for the time period, number of visitors, number of visits, page view data, duration per visit, and graph charts on the screen's right-hand side.



Pictured: The user environment and the number of simultaneously logged in users. In the menu on the left, clicking *System* → *Summary* loads data into the right-hand side of the screen. This data can include measures such as the most widely used browser and OS, the number of simultaneous logged in users, and the extension information for popular applications.

LESSONS LEARNED AND BEST PRACTICES

Following are some lessons learned from the kate2.0 project:

- **The intranet isn't an IT-driven initiative.** "Because kate2.0 provides communications and collaboration services to all the business areas across the company, Corporate Communications has become the champion for the majority of the intranet's functionality. And, for KT, it has been an effective partnership, with IT suggesting new ways of using the technology and enabling the company's communicators through tools that support their communications-related workflows."
- **Content management is a critical function.** "Never underestimate the importance of content management. And, like search, it is really never 'done.' It's one thing to establish an effective system, but that system must evolve over time and the team should always strive to increase quality."
- **Search is never done.** "The quality of search engine is critical for users. So, response time, accuracy, and customized sorting must be maintained over time."
- **Mobile access is critical.** "The mobile platform will be the best delivery for quick approvals, email checks, and the like."

- **The portal must stay in sync with legacy systems.** "Because the intranet portal must cooperate with and change along with the company's other legacy systems, the roadmap for both must be aligned and managed under IT."
- **Include everyone who needs to be involved.** "Participation from all parties, who provided valuable help and input, was essential."
- **Test and verify with users.** "Ensure tools are tested and verified through a phased rollout by your employees. Introducing and validating new technologies and user experience gradually can pay dividends in terms of user acceptance and adoption."

Verizon Communications (2011)

Using the intranet:

Verizon Communications Inc., headquartered in New York, is a global leader in delivering broadband and other wireless and wireline communications services to mass market, business, government, and wholesale customers. Verizon Wireless operates America's most reliable wireless network, serving more than 93 million customers nationwide. Verizon also provides converged communications, information, and entertainment services over America's most advanced fiber-optic network, and delivers innovative, seamless business solutions to customers around the world. A Dow 30 company, Verizon employs a diverse workforce of more than 195,000 and last year generated consolidated revenues of more than \$107 billion.

Headquarters: New York, NY

Number of employees the intranet supports:

More than 195,000

Company locations: Operates in the US and 159 other countries

Locations where people use the intranet:

In the US and more than 159 other countries

Annual sales: \$107.8 billion (2009)

Design team:

In-house: Zouhair Sebati, Executive Director of Verizon Intranet and Internet; Miguel Quiroga, Director Intranet and IT Governance; Gus Attar Intranet Application Manager; Donna Itzoe, Director of Employee Communications; Rajaraman Vadiynathaswami, Intranet Offshore Delivery Manager; Srinivasan Nagarajan, Offshore Delivery Manager; Ullas Chadaga, Collaboration and Search Application Manager; Avneesh Bhatnagar, Collaboration Development; Lolly Chessie, Design and IA Manager; Rachel Knickmeyer, Information Architect; Alan Masters, Content Writer and Christian Groves, Program Manager; and intranet groups in Tampa, Florida; Dallas, Texas; Chennai, India; Hyderabad, India; Boston, Massachusetts; Colorado Springs, Colorado; Maryland, Virginia; and Basking Ridge, New Jersey

SUMMARY

Building tools to support collaboration across a global enterprise of more than 195,000 employees is quite an undertaking. Verizon's intranet team focused on the enterprise homepage and a new suite of collaboration tools to connect employees to one another and enhance the users' online experience.

With the last site redesign in 2005, it was time for a change. The improved intranet had to focus on tools to help employees do their work and connect with one another. The team focused on the employee directory, collaboration features, and social features to encourage employee participation, such as through wikis, commenting on stories, and submitting ideas for improving the company.

With those goals in mind, the team worked to create the best possible processes for reaching its objectives. Different elements of the redesign involved different business units, stakeholders, and histories. This necessitated that the team be flexible, using different approaches for creating each new design.

For *My NetWork*, a new collaboration space on the site, team members conducted solid user research and employed an iterative design, learning and refining as they built. They experimented with the design with select users in the company, making changes, improvements, and tweaks. They decided that, rather than doing a broad survey of the company's needs, they would build a tool for a small group of users and see how it was used, where it succeeded, and where it failed, striving to make the easiest, most useful collaborative area for employees.

For other areas, such as the enterprise homepage, team members worked with numerous stakeholders to define requirements and create ideas. For ideas, they looked to other large-scale enterprise intranets, as well as to successful websites.

The new enterprise homepage focuses on news and productivity. The page features general corporate news as well as personalized news from the company's business units. *News* offers company-wide information about news release announcements and events, while *Around VZ* offers corporate information such as local/national community outreach programs, videos, and quarterly financial results.

Some sections are specific to business units, such as *VSO News to Know*, which is information for Verizon Services Operations unit employees. *Recognizing VSO Employees* acknowledges employees who do exceptional work or have received special recognition awards. *View Tube* offers business-unit-specific video content. *About You* rounds out the news sections, with information from HR.

Productivity features on the page include the blade toolbar, which appears at the bottom of all intranet pages. The intent of the toolbar is to give users quick access to certain tools. *Author Tools* appear for content authors only, providing editing tools for the current page. *My Tools* is a list of links relevant to the user's organization and job function. *My Bookmarks* lets users create a personal list of shortcuts. *My Groups* offers users access to all collaborative groups they're associated with, and *My To Dos* includes information such as reminders about benefits enrollment and performance reviews. However, the team has found that many users didn't immediately notice the blade toolbar.

The homepage integrates email and the user's calendar and to-do list. This idea came from stakeholders, who wanted to encourage intranet use as well as extend the amount of time users spent on the homepage, in hopes of them seeing corporate and line-of-business information. The features makes sense for users at Verizon who do not have a dedicated PC for email (such as service installation and repair technicians in the field) allowing them to easily check email and view their calendar from anywhere.

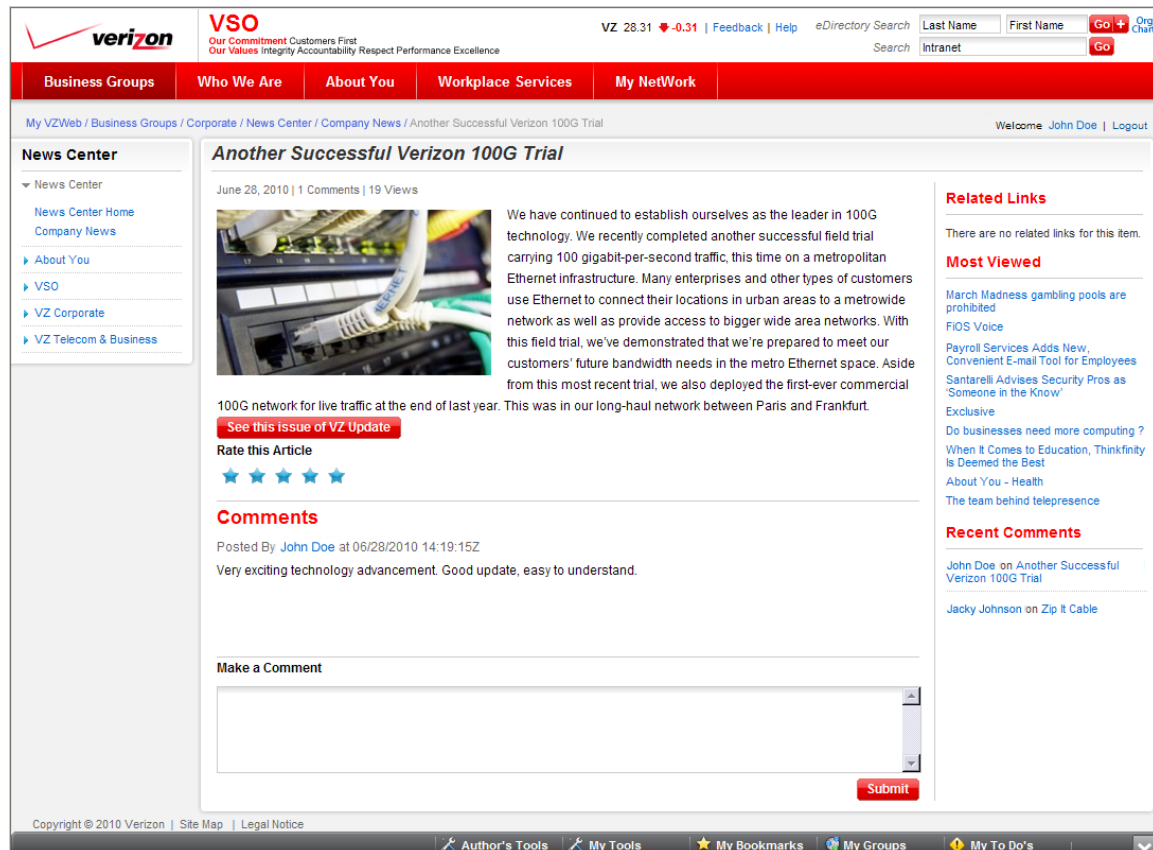
The screenshot shows the Verizon VSO homepage. At the top, there's a navigation bar with the Verizon logo, VSO logo, and a stock market ticker showing VZ at 28.30, DOW at 9,863.96, NSDQ at 2,143.68, and SP500 at 1,044.04. Below this is a main content area with a large article titled "Got Enough World Cup?" and a sidebar with "Featured News" including links to Email, To Do's, Calendar, and Discounts. The main content area is divided into three columns: "Around VZ" with a news item about Dick Lynch, "NEWS TO KNOW" with a story about the VZ Tool Center Team, and "About You" with a link to "Your child is ready for summer camp...are you?". Below these are "VSO Resources" (Progress Report, Big Goals & Operating Principles, 2010 Big Goals Poster, VSO Fact Sheet, VSO Scorecard), "VSO View Tube" (VZ Green TV Webcast Promo, VSO Supplier Recognition Awards, NSG AH 99.999%, NSG Cre Data), and "Recognizing VSO Employees" (Mike Poling, NSG Sr. Vice President, Verizon Chairman's Award, VSO SPOTLIGHT). The bottom of the page has a navigation bar with links to Author's Tools, My Tools, My Bookmarks, My Groups, and My To Do's.

Pictured: The homepage features news, information, and productivity tools, with some sections focused on the user's business unit. Users can view their email inbox or calendar through the top pane of the page using the links on the right side.

Given the homepage's focus on news and an overall goal of collaboration, letting users comment on news stories was a natural fit for the site. Users can add a comment on any news story, as well as rate it on a five-star scale. Comments are listed beneath the article, together with the commenter's name (which links to profile information) and the date and time the comment was posted. Users are invited to comment in a blank comment box at the bottom of the page. They can also select a star rating for the article by clicking on a star.

Each article lists the number of comments as well as the number of views at the top of the page. This data is used to provide feedback to content contributors about successful stories, but also to populate the *Most Viewed* links on the side of the page. This also gives users feedback on which content other employees are viewing.

News pages promote additional browsing by including a left-hand column with related links, popular stories, and the latest comments on stories. This provides users a variety of ways to locate or discover additional news that's relevant to them.



Pictured: Comments and views are totaled at the top of news pages, and users can read comments or add their own on the article page.

The other major enhancement to the site is the addition of *My NetWork*, a suite of collaboration and communication tools. This area's tools allow and encourage communication throughout the organization.

With such a large organization, it's crucial for the communication tools to focus on the employees who are most closely related to the user. The user's *NetWork* thus consists of colleagues from his or her own group or from categories —such as Management Employees — based on the user's role.

Users can ask a question of colleagues at the top of the page by filling out a simple form. Alternatively, they can also use a *VZ Talk* update (microblogging status update) to pose the question or start a wiki article (authors can start the article creation process right on the dashboard page).

Users can select a category, add optional tags, and enter a question of up to 255 characters, with room for additional text if needed. Users can share questions with everyone, with their own *NetWork*, or with specific groups.

The *Dashboard* shows users recent activity on the site from colleagues in their department, across the organization, or in their group. Updates include information

such as answering or asking a question or editing or posting content, such as Wiki articles. A tag cloud shows users which topics are currently popular based on *NetWork* activity.

The popular *Groups* section lets employees create private or public workspaces to share documents, participate in discussions, assign tasks, or manage team calendars. The recent activity view shows users new members of their groups as well as recent activity within them.

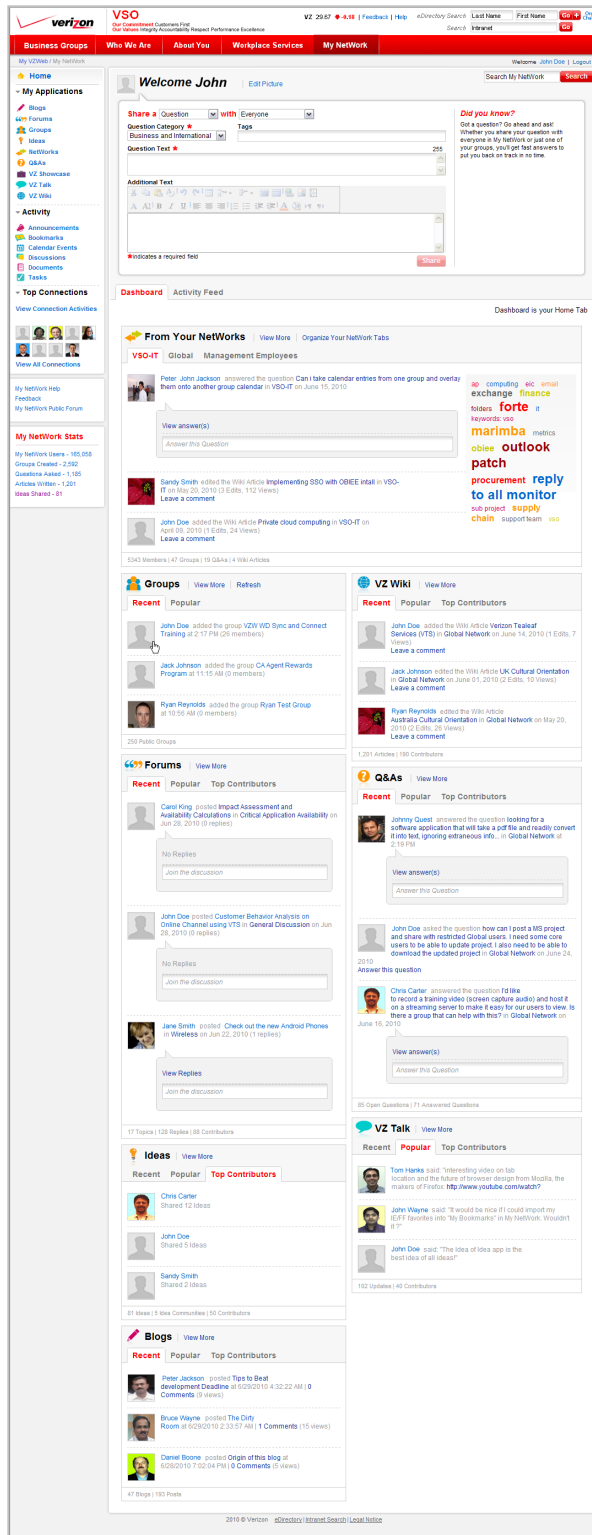
The *VZ Wiki* is a knowledge base that anyone can edit. More than 1,000 articles cover information ranging from policies to concepts. Forums allow users to discuss products, services, internal tools, or initiatives, as well as get advice about using Verizon tools.

The *Ideas* tool allows employees to submit thoughts on improving Verizon and lets community leaders solicit and manage ideas. In the *Q&A* section, employees can ask experts questions, following the *Yahoo! Answers* model. This has proven to be an invaluable tool for new employees.

VZ Showcase is Verizon IT's internal application store; it links to internal applications and let users find appropriate technology solutions. *VZ Talk* is an internal, secure, and enterprise-focused microblogging tool. Through it, users can update their status, share critical news or announcements, ask for advice, and follow colleagues.

Users also can interact on the *Dashboard* page itself. Questions are posted with a space to add an answer. Comments in forums let users enter a reply directly on the page.

In most areas, users can view either the most recent or most popular activity. *Top Contributors* are noted where appropriate, both recognizing employees for their involvement and subtly encouraging others to participate. The page and all of the tools available here emphasize people and communication. A user photo, if available, accompanies each posting and the user's name links to his or her profile.



Pictured: The *My NetWork Dashboard* provides a consolidated view of all recent or popular activity across various collaboration tools.

Of all the new collaboration tools, *My Groups* has proven the most popular, allowing employees to set up workspaces and manage members who can access those spaces. Employees have set up 2,800 active groups. The groups let employees share and manage files, create calendars, share bookmarks, create forums, populate task lists, and create group-based wikis and Q&As. The spaces are built on SharePoint and can integrate with user's desktop MS Office applications, allowing them, for example, to integrate a group task list into Outlook. The areas also include document libraries, which have changed the way documents are shared at Verizon.

Document libraries have been so successful because, in essence, they fundamentally simplified the process of creating shared network space. Teams and working groups across Verizon can now nimbly create and manage shared network drives and collaborate on documents. Previously, teams had to rely on email or FTP shares and organizationally limited network shares, without any of *My NetWork's* collaboration, tracking, and versioning functionality. Additionally, these document libraries are integrated into Windows Explorer, allowing users to drag-and-drop documents, save directly into the libraries, and interact with the functionality without using a browser or opening the *My NetWork* site.

The screenshot displays the Verizon VSO Group Page for 'Team Lolly'. The interface is divided into several sections:

- Header:** Verizon logo, VSO branding, and navigation links like 'Business Groups', 'Who We Are', 'About You', 'Workplace Services', and 'My NetWork'.
- Left Sidebar:** Contains navigation links such as 'Home', 'My Applications' (Blogs, Forums, Groups), 'Activity' (Announcements, Bookmarks, Calendar Events, Discussions, Documents, Tasks), and 'Top Connections'.
- Main Content Area:**
 - Team Lolly:** Overview section with tabs for Updates, Document Library, Calendar, Bookmarks, Discussions, Tasks, VZ Wiki, and Q&As.
 - Group Announcements:** Section for group updates, currently showing no active announcements.
 - Recent Activity:** Displays the 10 most recent updates, including documents like 'WeeklyStatusReport_2010', 'CS4_InstallTracking', 'ProjectSPMIDs_2010', 'EBP VPN User Guide', 'TeamContactList', and 'Code Drop Procedures'.
 - Owners:** Lists the group owners, John Doe and Jane Smith.
 - Members:** Lists the group members, including Carol King, Sandy Smith, Bob Jones, John Doe, Jack Johnson, and Jane Smith.
- Right Sidebar:**
 - Group Stats:** Provides statistics such as Rating, Name, Description, Tags, Owners, Members, Privacy Setting, Category, Files, Announcements, Calendar Events, Bookmarks, Q&As, Discussion Threads, Tasks, and Articles.
 - Imperatives:** Section for group imperatives, currently showing none.
 - VZ Wiki Articles:** Section for group wiki articles, currently showing none.
 - Related Groups:** Section for related groups, including 'Design Team Requests - v2dotcom' and 'INFO Dashboard and Web Reporting Team'.
- Footer:** Copyright information (2010 © Verizon) and search links (eDirectory, Intranet Search, Legal Notice).

Pictured: *Group Pages* allow online collaboration and document sharing for teams.

The *Ideas* application, another new addition, has also been a success. The tool lets employees submit ideas for improvement within the organization. Employees use it heavily and the mobile version, which allows fast access to the tool, is particularly popular among field employees who have ideas for improvement.

Employees can submit an idea for improvement or vote on other people's ideas. Employees can also comment on submitted ideas, which encourages other employees to chime in. Users can promote or demote an idea by voting for or against it. The number of votes, or total score, is listed next to a light bulb on the *Ideas* page.

Key information about the idea is posted on the side of the page in *Idea Stats*, where users can see the number of promoters and number of comments, as well as the idea's status. Each idea is posted with the idea's author and the date and time it was added.

Submitted ideas go through an established process, leading all the way to final implementation in some cases. Idea pages are updated to indicate the idea's outcome; the example below shows an idea for which the status was changed to *Completed* and an update was posted.

Related ideas on the side of the page give users a way to navigate to other ideas they might have interest in or opinions about. The idea's title is listed together with its current score.

The screenshot displays the Verizon VSO (Verizon Service Office) Ideas@Work portal. The top navigation bar includes the Verizon logo, VSO branding, and links for Feedback, Help, and eDirectory Search. A search bar is located on the right. Below the navigation bar, the main content area is titled 'Idea Details' and features a sidebar with navigation links like Home, My Applications, NetWorks, and Activity. The central content area shows the details of an idea titled 'Bicycle Commuter act' by Franklin Jacobs Jr. The idea has 89 votes and is marked as 'Completed'. The description explains a new government bailout plan that reimburses companies for paying employees that commute to work by bicycle. The idea is supported by a document titled 'Bicycle Commuter Act.doc'. The status is 'Completed' and the idea is described as 'Thank you for your idea. The Bicycle Commuter Act contains a number of provisions, many of which can't be addressed through Ideas@Work. We have researched and hopefully came up with a solution at your location so you and other employees can start riding to and from work. A bicycle rack was placed in the enclosed smoking courtyard to give you a place to secure your bike during the day. While there aren't shower and changing facilities at your location, you are welcome to use the showers in the basement of the Morgan St building across the street.' The comments section shows three comments from Maxwell Smart, Jack Sienfield, and Sarah J Mansfield. The right sidebar contains 'Idea Stats' (Number of Promoters: 113, Number of Comments: 8) and 'Related Ideas' (ONSITE DAYCARE, Employee Appreciation Day). The bottom of the page includes a footer with copyright information and links to My Bookmarks and My Groups.

Pictured: The *Ideas* section lets employees suggest improvements or vote on other employees' suggestions.

With many of Verizon's workforce away from a dedicated PC, remote access to the site is essential. Employees can access the site from work, remotely, and on mobile phones.

The site has always been available for Blackberry users, since Blackberry has been the enterprise standard. The team is now moving to support Android phones as well.

The mobile site offers access to important content, such as news and to-do lists. The team focused on those tools of most use to a mobile audience. Users can also quickly access content from their *NetWork*, including Q&A, blogs, and group updates. The most popular tools offered are the employee directory and the *Ideas* application.

The team built the mobile site with speed in mind. Pages are light, with streamlined interactions.



Pictured: The mobile site was built with speed and efficiency in mind, with quick-loading pages, focused offerings, and clear navigation.

Reaching its goal of inspiring collaboration and involvement, the Verizon team had many successes, from the *Ideas* tool, to popular *Groups* pages, to encouraging discussion around news stories. The enhancement of existing areas, such as news, and the addition of new areas, such as *My NetWork*, have taken the site in the right direction.

BACKGROUND

The Verizon team wanted to maximize the impact of communications and increase collaboration across the company. So, the primary driver of the intranet project was to improve the site's user experience to meet those goals.


"The direction from senior management was to truly cut across all organizational siloes and 'network' the employee population which is effectively spread out across the US and 159 other countries," says Zouhair Sebati, IT Executive Director. "We leveraged the existing intranet experience and started incorporating more and more integrated collaboration functionality. We also took advantage of a major event — the formation of a shared services organization, chartered with improving operations across every aspect of the company."

The Verizon intranet had not had a major site redesign since 2005, so many of the features and functionality offered by newer technologies (including collaboration, two-way communication, and other functionality) required the team to revisit the overall site infrastructure.

The approach for the redesign was to built upon the strong structural foundation of the existing IA and add the types of Web 2.0 functionality that had become more familiar to employees through their use of the internet. The team looked to social media sites such as Facebook and Twitter, but with an eye toward a very specific business purpose.

“Basic business problems such as finding resources in a different business unit with the right expertise across the enterprise were real-world challenges,” says Miguel Quiroga, Director, Intranet and IT Governance Systems. “And the intranet needed to evolve to address them.”

Team members took the approach of focusing on specific areas that they could address over multiple iterations, including an employee directory redesign, enterprise collaboration features, and eventual integration of Web 2.0 features directly into the core intranet (including wikis, commenting, and ideation).



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VZ 28.33 ▲-0.29 | [Feedback](#) | [Help](#) | [eDirectory Search](#)

Last Name
 First Name

Search

[Business Groups](#)
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[About You](#)
[Workplace Services](#)
[My NetWork](#)

My VZWeb / [Business Groups](#) / [Corporate](#) / [News Center](#)
Welcome John Doe | [Logout](#)

Corporate News Center


[View All News](#)

Featured VZTV Videos

[View All](#)

We Keep You Connected

How Sweet The Sound



Paused 00:09


You Tube

Theme Park

Go Paperless


All Comers

Testimonial



Pure, Undiluted Fiber Optics


From Corporate News | 123 Comments | 254 Views



June 11, 2010

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- Skype Mobile Goes Around the World
- One Number, Many Contacts: Stay Connected With Group Communication
- Top-Selling Mobile Games Run the Gamut

Doing the Work



Customers First
Neither sleet, nor snow, nor driving rain... or even a fire can prevent Verizon Wireless employees in Spokane Valley, Wash., from taking care of customers. Their strategy for success? They focus outward (or outdoors) on the customer. When smoke began coming out of the ceiling vents in the Sullivan Road store — creating a burning tire smell — employees and customers moved outside and kept their conversations going about sales, upgrades, bill pay and plan changes in the parking lot.
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[Author's Tools](#)
[My Tools](#)
[My Bookmarks](#)
[My Groups](#)
[My To Do's](#)

Pictured: *News Center* is a central hub for company news. A critical portion of this is *VZTV*, a service that aggregates video content from numerous sources across the company and brings them together in an easy-to-navigate website. On the *News Center* page, this content is brought to the top in a dynamic and entertaining design meant to engage employees more actively with company news. Videos can be watched directly from this page without having to navigate away from the news hub.

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TIMELINE

REDESIGN PROJECT TIMELINE	
Milestone Date	Milestone Description
2000	First Verizon intranet
January–October 2004	Redesigned eWeb (v.1)
October 2007	VSO 2.0 Collaboration Launch: First pilot of collaboration functionality on the intranet
June–November 2008	Redesigned eWeb (v.2)
July–September 2008	<i>My NetWork</i> Collaboration: Launch of enterprise collaboration suite
November 2008–January 2009	Enterprise homepage planning for expansion of Web 2.0 features throughout the intranet
March 2010	Launch of new design
May 2010	<i>My NetWork</i> dashboard redesign
September 2010	Enhanced enterprise homepage release and further upgrades, including fully integrated email and expanded rollout

GOVERNANCE

Ownership

The Verizon intranet team is located in the Shared Services Information Technology team. The intranet is “owned” by the IT team and the content community. The content community leverages the site for daily work functions. This group is comprised of Employee Communications, HR, Finance, Supply Chain, and Operations teams.

Although this ownership structure is very positive overall, it’s not without challenges. “Due to the enterprise nature of the site, the team and site are often being pulled in different and at times complimentary and at times competing directions,” says Quiroga. “However, this positive tension helped to create a better end result, which addresses a wide breadth of business needs.”

He cites the need for constant communication and focused program management to help ease these challenges.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Corporate Employee Communications	<ul style="list-style-type: none"> Responsible for the content and featured news available across the enterprise Interface with Line-of-Business (LOB) Employee Communications to identify LOB-specific content to highlight across all LOBs
LOB Employee Communications	<ul style="list-style-type: none"> Publish articles and customized communications programs catered to their own LOB and its employees
Corporate HR Communications	<ul style="list-style-type: none"> Responsible for content and communications programs relating to HR initiatives
LOB "Web Leads"	<ul style="list-style-type: none"> Create Web content for their individual LOB organizations to allow for greater focus on teams and individuals
My NetWork Members	<ul style="list-style-type: none"> Establish groups for their projects, teams, or the entire organization, and allow for quick access to documents and knowledge-based content
IT (Development, Test, Design, IA)	<ul style="list-style-type: none"> Establish templates and authoring guidelines to maintain consistency across content created by many different users "Train-the-Trainer" — provides training and expertise to content authors Custom design support Software and IA, design, development, and testing

USERS

The intranet is available to and used by employees across the enterprise. Roles and job functions for the end-user community range from field technicians to business operations. Because Verizon's intranet is accessible by all employees, it is essential that the platform is accessible from users' work locations, remotely, and from their mobile devices. The team has made sure that all of these access points are served.

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VZ 29.67 -0.18 | [Feedback](#) | [Help](#) | [eDirectory Search](#)

Last Name First Name

Search Intranet

[Business Groups](#) [Who We Are](#) [About You](#) [Workplace Services](#) [My NetWork](#)

My VZWeb / eDirectory

eDirectory
[Edit My Profile](#)
[Refine People Search](#)
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Keep your skills profile and project information current with the new eDirectory

Expert Profile

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[Organization Chart](#)

Email
 vCard
 Call
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Verizon Hierarchy Chart
Report Types:
☐ Direct ☒ Temporary ☐ Contingent

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- Killian, John F
- Lynch, Richard J
- McAdam, Lowell C
- Michel, Judy A.
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About Ivan
Ivan Seidenberg is chairman of the board and chief executive officer of Verizon.

Under Seidenberg's leadership, Verizon has become a premier network company, providing customers with the most advanced and innovative broadband experiences. Seidenberg [Show More](#)

Contact

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Mobile Phone	External Email notareal_email@verizon.com
Alternate Phone	Pager
Fax	Pager PIN

Address

Office Address	Mail Address
NEW YORK, NY USA 10007	
Mail Code	Check Code
Building Code	

Organization

Organization OFFICE OF THE CHAIR	Company Verizon Communications (BH)
HR Dept ID	RC/Cost Center
LOB	Personnel Sub Area

Miscellaneous

Enterprise ID	Employee ID
Employee Status Active	Position
Primary JFC	Job Title Code

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Pictured: One of the most critical things employees use the intranet for is locating experts. The new *eDirectory* page makes this easier by allowing employees to enter their biography and skill sets. This information is then used in searches, so expertise is more easily found. The biography also gives employees the opportunity to more freely express themselves and their value to the company.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	http://myvzweb.verizon.com
Default Status	The intranet is set as each user's default homepage and only select groups are allowed to change this setting. The intranet is bookmarked as each user's default homepage.
Remote Access	The site can be accessed remotely only for certain HR functions via a secure authentication method. Users regularly use this access.
Shared Workstations	Some users access the site via shared workstations. These users are typically located in facilities that are either dealing directly with customers or are operations facilities with limited computer facilities.

DESIGN PROCESS AND USABILITY WORK

Project Goals

There were a series of specific goals, including:

- **Improve collaboration.** To maximize knowledge management and the ability to share expert data across the enterprise, an enterprise collaboration suite was essential to success. Prior to the intranet updates, there were many silos of collaboration functionality to provide document sharing, blogging, wiki entries, and general team collaboration.
- **Enable more efficient access to content.** Although content was already available online, the team discovered that there were several areas that would help improve productivity, such as search and more targeted content personalization.
- **Make the intranet integral to daily operational activity.** The business community wanted to ensure that employee communications and messaging were tightly integrated, while still ensuring that each user's core work functions were front and center in their intranet experience. This included everything from skills integration with the employee directory to targeting email and calendar features combined with critical corporate and business unit news.

Challenges

Every intranet team faces challenges when undertaking a redesign effort. For the Verizon team, they had to overcome a technical challenge. Many of the primary software vendors of choice were unable to provide the fully integrated collaboration suite that was needed. So, the team was forced to extend the existing platforms in order to provide the necessary support.

"This required bringing very strong resources on board, which were very difficult to find on the open market," says Quiroga.

From a functional perspective, the primary challenge was the ongoing fine-tuning that was occurring in the business.

"The overall customer needs were changing rapidly and organizations were coming to grips with the possibilities provided by functionality such as social media, while still wrestling with the ongoing day-to-day operational efforts that HR and employee communications work through every day," says Gus Attar, Intranet Application Manager.

This meant that prioritizing the requirements was a critical challenge, particularly across the various business units and functions. Even critical functions such as collapsing business unit functionality posed tough prioritization challenges for the team.

"As time passed, we were able to implement more coordinated requirements and project management activities, which helped to streamline development work efforts," he says.

Deciding What to Change

The team prioritized the work through a variety of methods:

- **Overall business drivers.** The business community had many specific requests around productivity, improved messaging, and more streamlined authentication steps.
- **Usage statistics.** The team analyzed the metrics data to see which site areas were most leveraged and during which periods of the day. This allowed the team to develop a software architecture to incorporate both volume and access controls to improve usability.
- **User interviews.** The team performed user interviews about existing features as well as potential new functionality around Web 2.0 functions that had been requested via user feedback on the existing intranet.

Defining a Process

The Verizon team's design process is very traditional. They begin with basic IA, move through graphic design and HTML, and then the front-end development is implemented by the developers. And, depending on any given project, user testing and stakeholder reviews can happen at any point along the way.

"In the case of *My NetWork*, we completed a mix of reviews at the IA stage and again after launch," says Quiroga.

The team decided when to do the reviews on a feature-by-feature basis. More strategic implementations included earlier user review sessions, while minor modifications and new features are released and tested on the live site.

The project's homepage and other intranet pages required a more defined stakeholder review process. Every page included iterations with key stakeholders in both the IA and graphic design phases to verify that all requirements were met.

What follows is how that process played out with two of the platform's main features.

My NetWork

Beginning in 2008, Verizon began exploring the core concepts that would eventually evolve into the current version of the *My NetWork* collaboration space. Early versions of group functionality were released as a beta experiment, which validated the approach and confirmed that this would be a successful grounding for *My NetWork*.

Throughout the project, iterative design has been the key to evolving the collaboration space. Since its initial release, *My NetWork* has engaged in a continual iterative design and implementation.

"The approach of experimenting live with select users allows our team to identify what features/functionality will be effective in the enterprise," says Lolly Chessie, Design and IA Manager. "This in part helps position *My NetWork* as a platform for cutting edge/experimental techniques, and incorporates our user community into the design process."

Chessie says that the user feedback process has been critical to *My NetWork's* iterative implementation process. A feedback form in the header provides the ability for users to:

- Make suggestions on how Verizon could improve the site or tweak usability
- Ask questions related to the site or its usage
- Relate details about problems they are encountering
- Provide praise for the site or a particular functionality
- Report offensive or inappropriate content

In addition to the feedback process, usage stats and page views are monitored to identify the most utilized applications in *My NetWork*. These measurements have successfully identified underutilization on the application's *Dashboard* (landing page) and other collaborative tools.

"With focus on in-depth interviews with a sampling of users, we realized we could obtain more substantial feedback than by trying a survey-based approach," she says. "The feedback and interview sessions allowed for focus on two approaches, starting as paper sketches and evolving into Adobe Illustrator compositions to finalize the key design elements. The designs were, in general, based on research collected from comparing internet sites with similar functionality as well as heuristics from a variety of design resources."

The final *Dashboard* design was chosen based on the realization that some users were unaware of certain features and applications. Callouts are now used when introducing new applications or concepts, to help drive usage and encourage users to take the functionality for a test drive.

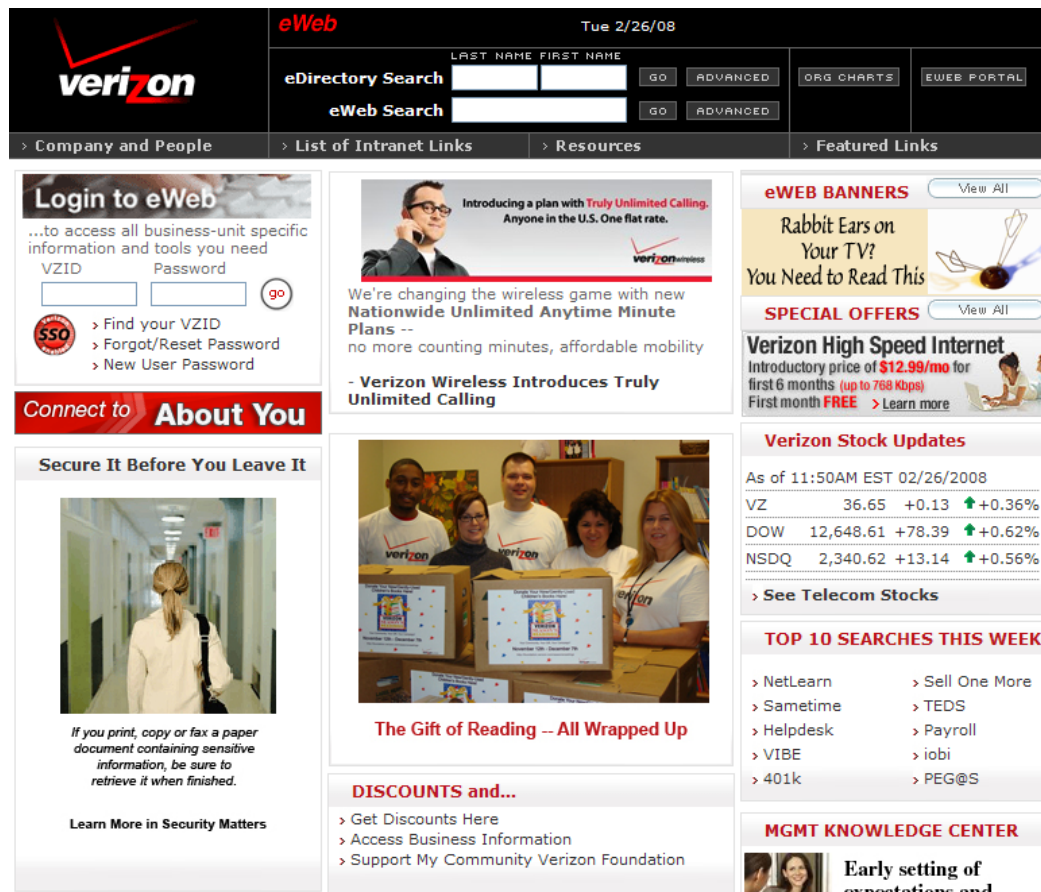
Enterprise Homepage

The planning effort to redesign the core intranet (homepage and news sections) began in 2009. The intranet team partnered with key stakeholders from each organization to align to a common goal: Create a cohesive user experience across the disparate groups within Verizon.

"As part of the design process, we performed multiple iterations starting at the sketch level and gradually progressing up to higher-fidelity designs as agreement was reached," says Chessie. "We evaluated best-in-class intranets to better inform

our design, paying particular attention to large, enterprise-scale organizations. We also looked to successful sites on the internet, as we wanted our users to feel as if their intranet was as cutting-edge and up-to-date as the places they frequented while at home."

Once the design had been fully approved, a pilot program was initiated to validate the selected approach. The team is currently in the process of conducting surveys with pilot participants to confirm their assumptions about, among other things, the inclusion of email on the homepage and the increased access to other business groups. In addition to the survey, they are using a similar approach to *My NetWork*, with a feedback link included on every page that lets users submit their ideas.



Pictured: The previous Verizon intranet design was fronted by an unauthenticated homepage with a collection of news stories that was generally unorganized and poorly laid out. The company worked with various teams to design a more user-friendly landing page and one that would more immediately bring employees closer to the tasks that they're most concerned with. Thus, the new homepage has desktop authentication, negating the need for a sign in, and brings users immediately into personalized news and functionality. The navigation scheme has also been made more consistent and ubiquitous.

Comparing Approaches

The Verizon team recognized that no two projects are identical when it comes to accommodating the varying stakeholder concerns; it also knew that the company had limited tolerance for experimentation. Team members recognized this challenge early on and proceeded accordingly.

"We have found that it is necessary to adjust processes based on the stakeholders of a particular site area and the goals thereof," says Chessie. "It is notable that we utilized two relatively different approaches to *My NetWork* and the core intranet. *My NetWork*, a standalone collaboration site with no organizational owner to speak of, allows the freedom to be more agile, and try new things, to iterate and experiment on this platform. The intranet redesign was approached more cautiously, as the needs of each organization and each stakeholder required consideration."

Verizon's intranet is multifaceted enough that in some cases, such as on *My NetWork*, a live beta approach has proven relatively solid. And yet, Chessie says, that same process would not be appropriate when redesigning the intranet homepage where the bulk of the team's time was spent iterating on a design and verifying requirements with specific organizational stakeholders.

CONTENT AND CONTENT CONTRIBUTORS

Retiring an Obsolete System

As the existing content management platform reached end of life, Verizon evaluated many enterprise-class content management systems to identify a scalable system that could support an organization of its size, while offering the flexibility to cater to specific use cases with additional customization. The result of this evaluation process led Verizon to leverage Oracle UCM as its enterprise content management solution.

For group-based collaboration, Windows SharePoint Services was selected as the underlying platform to support *My NetWork*.

Content Contributors

The enterprise homepage supports many content contributors across Verizon's various lines of business (LOB). The enterprise homepage has approximately 50–75 content authors responsible for employee and corporate publications. The *My NetWork* platform is available to more than 165,000 employees who have the ability to create and publish content instantly.

Each business unit has its own set of authors, who report to a communications organization responsible for governance around the overall business message for that particular LOB. Because authoring in this platform is decentralized, Verizon's focus was to ensure the kind of consistency normally found with centrally produced content.

Additionally, Verizon's collaboration platform, *My NetWork*, was established as an enterprise-wide application enabling all Verizon employees to develop and create content. All of *My NetWork*'s 165,000-plus members can contribute documents, knowledge-based articles, and even personal insights on their colleagues' work through open discussion forums.

Reviewers

Enterprise homepage content is reviewed for legal and general compliance before contributors begin the authoring process. Select contributors can publish their content directly to production without approval, but most content is governed by custom workflows, requiring pre-approval.

My NetWork content is all user-generated and user-managed, and requires no editorial workflow.

Standards and Guidelines

Verizon establishes corporate guidelines and templates that content contributors must use to ensure consistency across sites within the intranet. The company's style guide is continuously evolving.

"We are constantly introducing cutting-edge Web design elements to give our sites the same look, feel, and functionality our employees see on the internet," says Quiroga.

Contribution areas are controlled by CSS and authors follow design and content standards as established by key stakeholders in each project.

My NetWork also provides common framework elements for all user-generated content. These templates generally allow basic formatting tasks, but most users tend to focus on their content and don't attempt to redesign the look of their text.

Verizon provides an in-house *Online Editorial Style Guide* to content creators that provides grammatical and language standards to assist content authors in writing corporate-approved content.

Providing Feedback

Providing feedback to content contributors over time is really just as important as training them in the first place. At Verizon, contributors receive several forms of feedback over the course of their content's lifespan. As soon as a piece of content, such as a news article, becomes available, readers can submit comments that will appear on the article's page.

"These comments provide a great feedback loop because contributors are encouraged to reply to comments and questions and provide additional information or clarification," says Quiroga. "This new intranet design represented the first time employees company-wide had the ability to participate in commenting, and thus engage in a dialog with content contributors."

Readers can also rate each content item, giving it from 1-5 stars. These star ratings, while less direct than user comments, let users relate their satisfaction with the content or, on the other hand, communicate dissatisfaction without necessarily providing specifics.

Lastly, each content item includes user-viewable usage metrics in the form of view-count. Users and contributors can both quickly see how many times users have viewed an item. This can help authors determine, without the need for metrics (which are somewhat difficult to obtain), what types of content, images, writing styles, and so on seem to bring in the most readers. In feedback terms, usage metrics are an instant barometer of perceived quality or value.

Training Content Contributors

For *My NetWork* pilot users, the Verizon team provided detailed training classes covering each *My NetWork* application, collaboration basics, and the dynamics of group and NetWork relationships.

My NetWork also features online tutorials covering all functionality, again separated by application. These tutorials provide step-by-step walkthroughs on all major use cases as well as less common functions that are likely relevant only to power users. *My NetWork* also offers a full audio/video tutorial (built using Adobe Captivate) that can substitute for a basic training class.

My NetWork users/contributors share a support forum specifically targeted toward technical issues, bugs, and basic questions. Site administrators monitor the support forum and provide information when a simple answer is sufficient, or otherwise contact the forum contributor directly if more serious technical support is required.

For the enterprise homepage, Verizon provides full training for each contributor, as well as a detailed user guide containing information relevant to the contributor's responsibilities.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none">• Web servers: VMware virtual machines using Windows Server 2003 Enterprise 64-bit.• Database servers: HP Blade using Windows Server 2003 Enterprise 64-bit or Oracle 11g
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">• A list on My NetWork for development and test, and CMIS for Production
Design Tools	<ul style="list-style-type: none">• IA: Adobe Illustrator• Design: Adobe Photoshop
Site Building Tools	<ul style="list-style-type: none">• Visual Studio 2005• SharePoint Designer 2007
Content Management Tools	<ul style="list-style-type: none">• Oracle UCM
Search	<ul style="list-style-type: none">• Visual SourceSafe for Configuration Management

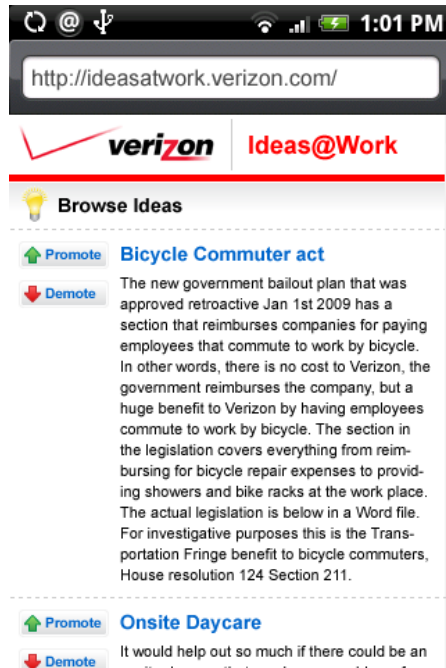
MOBILE

Verizon's intranet has always been accessible via its employees' BlackBerry devices. Mobile designs are currently optimized for BlackBerry devices, as they are considered Verizon's enterprise standard. The two most heavily utilized mobile applications are the mobile versions of *eDirectory* and *Ideas*.

The team built custom Web pages for the company's mobile users to streamline the interfaces and make light pages for fast loading. This approach will be altered somewhat as they move toward Android development.

"Before creating the mobile interfaces, we conducted extensive research into best practices for mobile design, which highlighted the importance of fast-loading pages," says Quiroga. "The primary goal is to minimize time for users to access content and to allow navigate with ease. Link and content reduction allows for faster loading pages, while including consistent navigational elements lessens the learning curve."

With the company's current focus on Android-enabled devices, the design team is working to extend the intranet's accessibility to these handsets as well.



Pictured: The *My NetWork Ideas* application lets users submit and vote on ideas to improve the company. The team has made a special effort to make this particular functionality available to employees who are always on the move by implementing a blackberry-optimized interface. Users can submit ideas on the fly, and browse and vote on ideas as well.

SEARCH

For the enterprise homepage, which acts as the gateway to Verizon's intranet, Verizon chose Google.

"The Google Search Appliance met all of our needs and demonstrably improved search relevance and functionality instantly upon activation," says Ullas Chadaga, Collaboration and Search Application Manager.

In addition to relevant content and documents, Google's OneBox functions let Verizon provide dynamic, detailed *eDirectory* information directly in search results. Analyzing the search logs allows the development team to refine the search result information.

My NetWork uses SharePoint search because *My Network* is built on the SharePoint platform.

"The built-in search feature is well-positioned to provide faceted and relevant results with little need for configuration or additional support," says Chadaga.

My NetWork also utilizes the Google Search Appliance to present relevant intranet search results alongside SharePoint's collaboration index.

Intranet Search

[Feedback](#) | [Org Chart](#) | [eDirectory Search](#)

Last Name: First Name:

Search:

[Home](#) | [About You](#) | [Workplace Services](#) | [Verizon Info](#)

VZ Intranet | Intranet Search

Search Results

Search Results 1 - 10 of about 1630 . Search took 0.61 seconds. Searched Verizon Intranet for 'shaygan kheradpir' . Sort By: [Relevance](#) [Date](#)

[+ Advanced Search Options](#)

IT Central
<http://itc.verizon.com/>

Suggested Links

Show Results From: [Vibe \(VZ Call Centers Knowledge System\)](#) | [All](#) |

eDirectory Results | 1 Result(s) in EDirectory.

KHERADPIR, SHAYGAN
@one.verizon.com
NY

ITCentral - Executive Bios
... **Shaygan Kheradpir**. Name, : **Shaygan Kheradpir**. ... **Shaygan Kheradpir**, Ph.D., is executive vice president and chief information officer for Verizon Communications ...
<http://itc.verizon.com/site/about/ExecBioDetail.aspx?ExecID=1> [2010-08-16]

More from this site

ITCentral - Executive Bios
... Name, : Title, : Location, : Email Address, : Executive Bios. **Shaygan Kheradpir**
Executive Vice President and Chief Information Officer, Verizon Communications. ...
<http://itc.verizon.com/site/about/ExecBioDetail.aspx?ExecID=29> [2010-08-15]

More from this site

[\[More results from: itc.verizon.com/site/about/ExecBioDetail.aspx \]](#)

VZ Corporate News Center - Verizon CIO Appointed to National ...
... **Shaygan Kheradpir**, executive vice president and chief information officer for Verizon, has been appointed to a three-year term on the Visiting Committee on ...
<http://corp1.verizon.com/vz-news/vz-news.aspx?strAlias=...&clID=32095> [2010-08-16]

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Verizon goes iPad Crazy – shows off TV app and more
... At a demonstration at the home of Verizon CTO **Shaygan Kheradpir**, Verizon executives showed off a slew of new features for its Fios TV service, including the ...
http://eweb.verizon.com/messaging/documents/2010-08-18_...adCrazy.doc [2010-09-01]

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IT innovation: How to avoid being a one-hit wonder
... the FIOS lineup too. "He hit a gold mine," says **Shaygan Kheradpir**, CIO at Verizon Communications Inc. **Kheradpir** says the junior ...
http://eweb.verizon.com/messaging/documents/2010-07-26_...ovation.doc [2010-07-27]

More from this site

[\[More results from: eweb.verizon.com/messaging/documents \]](#)

VZ Corporate News Center - Verizon Announces Restructuring Focused ...
... **Shaygan Kheradpir**, Verizon chief information officer, continues in that role and reports to Seidenberg. **Kheradpir** is responsible ...
<http://corp1.verizon.com/VZ-News/vz-news.aspx?strAlias=...&clID=30723> [2010-08-14]

More from this site

[\[More results from: corp1.verizon.com/VZ-News/vz-news.aspx \]](#)

eWeb Portal - VZT
http://network.verizon.com/intranet/myportal/vzt?WCM_GL...IWinFaster

More from this site

eWeb Verizon CIO Appointed to National Institute of Standards and ...
... **Shaygan Kheradpir**, executive vice president and chief information officer for Verizon, has been appointed to a three-year term on the Visiting Committee on ...
http://eweb1.verizon.com/eweb.aspx?strAlias=corporate_n_...&clID=32095

More from this site

Verizon | Investor Relations | Corporate Governance | Corporate ...
... Investor Relations \ Corporate Governance \ Corporate Officers **Shaygan Kheradpir** ...
http://investor.verizon.com/corp_govbios/kheradpir_shaygan.aspx

More from this site

Mar. 01, 2007 Top Stories: Executive Vice President and CIO ...
... 01, 2007, Executive Vice President and CIO **Shaygan Kheradpir** has announced the new Verizon IT Operations team "This new team will further drive IT operational ...
http://eweb.verizon.com/hparchive/stories_07jan/200...0301c.shtml

More from this site

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

Improve the search experience!
Suggest a link for your search term. Link will appear in "Suggested Links" on top of page **after approval**. Restrict suggestions only to Verizon Intranet sites.

Keyword:
Suggested Link:
Description:
Contact E-mail (optional):

Add Your Site to the Index
Don't see your page in the search listings? Give us your URL and we'll add it!

Site Name:
Site URL:
Site Owner (E-mail):

Recent Search Terms
khe
kheradpir
shaygan kheradpir

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[Add Search Pro...](#)

Pictured: The enterprise homepage search results come from several critical applications and content stores, and filtering capabilities allow users to drill down to results from specific applications or sites. If a user searches for an employee, the relevant data is displayed dynamically in the search results for fast information retrieval. If users can't find an expected result for a given search string, they can submit a suggested link or even suggest a new site/application to be added to the search index.

RESULTS AND ROI

Measuring Success Through Usage

Like many intranet teams, the Verizon team determines the platform's success somewhat based on usage statistics and general user feedback.

"Particularly on *My NetWork*, we can quickly determine how well a particular tool is doing based on the number of people participating," says Quiroga. "For example, the greatest success on *My NetWork* is the group functionality. Today, we have over 2,800 active groups, a number that has grown significantly since we launched our first beta of *My NetWork*."

On the news pages, they track how often stories are read and can now also track comments on those stories.

"We are already seeing more and more users taking advantage of this functionality and openly participating on the intranet," he says. "We view this as a significant success in terms of proving the utility of the new features, as well as proving that users are consuming news stories with regularity."

The team has also received positive feedback about the new homepage and the inclusion of email and calendar functionality in that space. Quiroga says users also like the blade toolbar and the ease with which they can access groups and tools from anywhere on the site.

Validating Success with User Feedback

In addition to measuring usage, the team conducts periodic surveys to gauge user satisfaction.

"In the case of *My NetWork*, usage statistics and user feedback have shown that our new design of the *Dashboard* has been well received by the user community," says Quiroga. "While the usage statistics show more hits on this page, the most rewarding feedback is in the free-form responses, where users have expressed just how much they appreciated the new design and how much easier it has been for them to find what they need."

For the intranet itself, the team also utilized usage statistics, user feedback, and surveys to validate the design's success.

"We can tell when stories are getting more views and more activity and this is a clear sign of success," says Quiroga. "Additionally, we are starting to see more feedback come through the site's feedback form."

So far, the team has received overwhelming feedback about the inclusion of email and calendar on the homepage, as well as the blade toolbar and its integration with *My NetWork*.

Success by the Numbers

As a further indication of the project's success, the team has measured a few concrete numbers thus far. On *My NetWork*, the company has seen the following traffic increases this year, demonstrating the continuing success of the team's redesign efforts:

- A 162 percent year-over-year increase in the number of collaboration groups from 2009 to 2010.
- A year-over-year traffic increase of 172 percent on *My NetWork* (total traffic eclipsed 2009 numbers by the third week of May 2010).

LESSONS LEARNED

Some learned project wisdom from the Verizon intranet team:

- **Program and project management needs to be enterprise scale.** "Bringing everyone to the table and getting alignment is critical to ensure that the program goes smoothly. This process must be ongoing and should always seek to direct new queries through the business-as-usual process."
- **Go through lots of small iterations.** "Make sure and implement as many different ideas in a short window, don't go for big releases because you need the ongoing user feedback and learning by the core team to ensure success."
- **Engage the user community.** "Make sure you engage your users in your design, but also in the ongoing evolution of your site. The site is only as good as your end users' support."

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 >

VolP 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 >

Gig 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 >](#)

CenturyLink Intranet
Legacy CTL Work Tools
Legacy Q Work Tools

Corporate Directory

Search  **FIND**

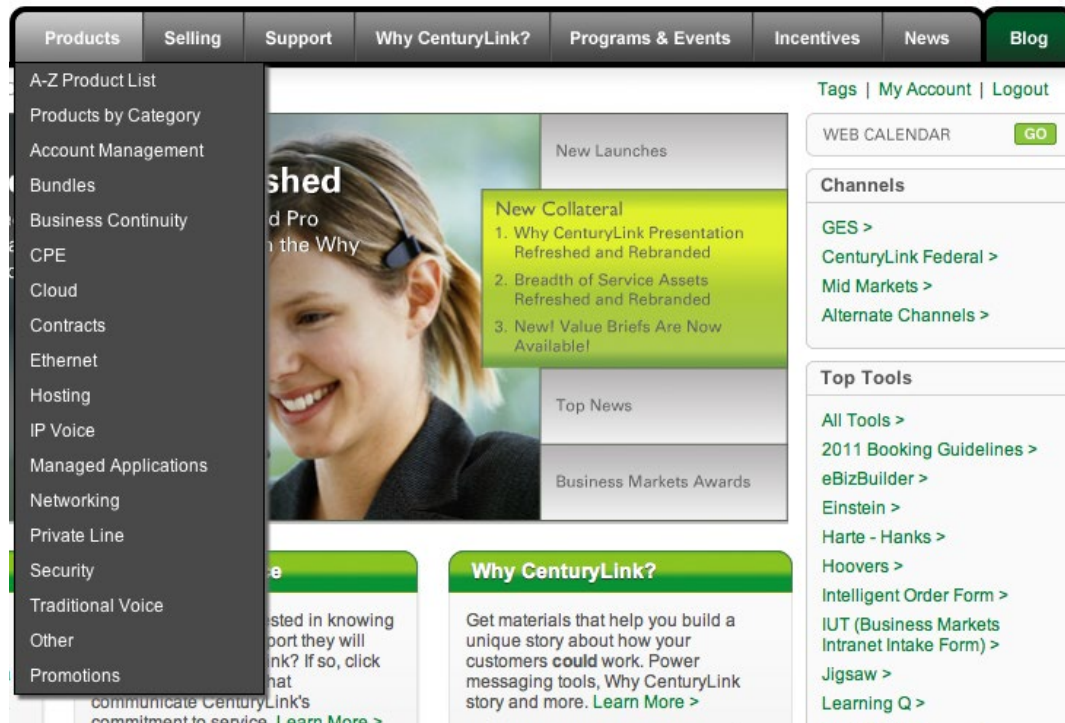


PROVIDE
FEEDBACK

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

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*.

The screenshot shows the CenturyLink Business website. At the top is a navigation bar with links: Products, Selling, Support, Why CenturyLink?, Programs & Events, Incentives, News, and Blog. Below the navigation bar is a banner box containing three sections: "New Collateral" with links to extended promotions, new protect & defend solutions, and fiber updates; "Product News" with links to market evolution team wants YOU!, product footprint expansion alert, and VPLS private port and end to end performance reports; and "Featured Content" with links to old to new product names, a rebrand chart, and TDM and IP voice playback. To the right of the banner box is a "Products" sidebar with a list of product categories: Account Management, Bundles, Business Continuity, CPE, Cloud, Contracts, Ethernet, Hosting, IP Voice, Managed Applications, Networking, Private Line, Security, Traditional Voice, Other, and Promotions. Below the banner box is a "Current Products" section with a "Jump to:" dropdown and a list of products: 911 Services (911, ETB), Advanced Voice and Data Bundle, Analog Trunks, Anti-Virus, Anti-Spam, Web Defense, Perimeter Check and IDS, Asynchronous Transfer Mode (ATM) - Domestic, 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, Call Queuing Service, Centrex Centron, Centrex CO-ACD, Centrex Compatible CPE, Centrex Management System, Centrex Prime, CenturyLink Connect, CenturyLink Line Volume Advantage (CLVA), CenturyLink Line Volume Plan (CLVP), CenturyLink Loyal Advantage (CLA), CenturyLink Search, CenturyLink Total Advantage, CenturyLink Total Advantage Express, Cloud Computing Solutions, Conferencing, Contact Center Solutions, Control Center, Core Connect / High Speed Internet (HSI), CPE, and CPE IP Telephony. At the bottom of the page is a footer with links to CenturyLink Intranet, Legacy CTL Work Tools, Legacy Q Work Tools, Corporate Directory, and a search bar.

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

See What's New in Products and New Collateral

[OPEN](#)

Current Products by Category

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

Account Management

[Control Center](#)

Bundles

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

Business Continuity

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

CPE

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

Cloud

[Cloud Computing Solutions](#)

Contracts

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

Ethernet

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

Hosting

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

IP Voice


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

Products

[Account Management](#)
[Bundles](#)
[Business Continuity](#)
[CPE](#)
[Cloud](#)
[Contracts](#)
[Ethernet](#)
[Hosting](#)
[IP Voice](#)
[Managed Applications](#)
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Corporate Directory

Search  [FIND](#)

 [PROVIDE FEEDBACK](#)

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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 21
Centrex Plus
Commercial Video Service (CVS)

E

e-Messaging
e-Solutions Packages

F

Frame Relay International
Frame Relay Reports

I

International Data & IP
International Internet Port
International Offerings
IP Voice Home
iQ Unify

O

OneFlex Hosted VoIP

P

Private Line In-Region SRS
Professional Security Services

Q

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

S

Shared Web Solutions

T

Transparent LAN Service

W

Wholesale Dial

Products

Account Management
Bundles
Business Continuity
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.



Products

[Cloud Computing Solutions](#)
[View All Promotions](#)

Contacts

[Bill McLeod](#)

Recent Related News

[GigaOm Customer Webinar 8/10](#) 29 days ago
[Gartner Magic Quadrant Report: Cloud](#) about 1 month ago
[New! Finding the Right Cloud Solution For Your Needs Whitepaper](#) 5 months ago
[Promo Highlights - Hosting](#) 6 months ago

Overview

Presentations

Sell Sheets

Promo Slicks

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 positioning on Cloud Computing

[What is Cloud Computing?](#)
Simple overview of cloud computing from CenturyLink Small Business

[Quick Guide: Is Cloud Computing Right for Your Business? \(QBiz\)](#)
Whitepaper - Quick look at Cloud Computing Solutions

[Is Cloud Computing Right for You? \(QBiz\)](#)
White Paper - An IDC executive brief.

[CenturyLink Cloud - Based Services \(QBiz\)](#)
White Paper - On-demand access to IT resources.

[Reaching for the Cloud \(QBiz\)](#)
White Paper - Based on custom research and a collaborative effort between CIO, Juniper and CenturyLink

[Cloud Security: CIOs Have More Pressing Things to Worry About \(QBiz\)](#)
Two page advertorial. Condensed version of the Reaching for the Cloud white paper.

[Finding the Right Cloud Solution For Your Needs](#)

Upsell Opportunities

[Security](#)

[Contact Center Solutions](#)


[Real-Time Application Recovery](#)

[CPE](#)

[Professional Services](#)

[CenturyLink Intranet](#)
[Legacy CTL Work Tools](#)
[Legacy Q Work Tools](#)

[Corporate Directory](#)
 [FIND](#)


[PROVIDE FEEDBACK](#)

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

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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.

The screenshot displays the CenturyLink Business website's 'Current Promotions' page. At the top, there's a navigation bar with links: Products, Selling, Support, Why CenturyLink?, Programs & Events, Incentives, News, and Blog. Below this, a banner image shows a woman's face and a circuit board. The main heading is 'Current Promotions', with a link to 'View Expired Promotions'. A brief introduction text explains the purpose of the page. On the right, there are two buttons: 'GENERATE CURRENT PROMOTIONS AS PDF' and 'CREATE CUSTOM PROMOTIONS PDF', both with 'GO' buttons. The main content area is titled 'Expand All Categories Below' and lists several categories: Bundles, Business Continuity, CPE, Contracts, Ethernet, Hosting, IP Voice, Networking, Private Line, Security, Traditional Voice, and Miscellaneous. The 'Bundles' category is expanded, showing two items: 'Advanced Voice and Data Bundle' and 'Purchase Plus Reward Promotion - Key Channel'. Each item has an 'Availability' indicator (IR or OOR) and a 'View complete details >' link. The footer contains links to the CenturyLink Intranet, Legacy CTL Work Tools, Legacy Q Work Tools, Corporate Directory, and a BMG logo with a 'PROVIDE FEEDBACK' button.

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

« Back to Home Page

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

Search this site

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.

PRODUCTS

- Advanced Voice and Data Bundle
- View All Promotions
- Internal Information
- Availability
- Pricing
- Contracting
- Ordering
- FAQs
- Customer Facing Materials
- Training
- Contacts

Recent Related News

- Advanced Voice & Data Bundle SIP Trunk with IAD Sales Training - REPLAY 4 months ago
- Updated! Advanced Voice & Data Bundle SIP Trunk with IP-PBX Spec Sheet 6 months ago

TAGS ADVANCED VOICE AND DATA BUNDLE, IP VOICE, NETWORKING

CenturyLink Intranet
Legacy CTL Work Tools
Legacy Q Work Tools

Corporate Directory
Search FIND

BMG PROVIDE FEEDBACK

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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

Promotions

Current
Archived

Create a Custom Promotions PDF

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

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

Promo Types

☒ Acquisition ☒ Retention ☐ Sales

Region Availability

☒ IR ☐ OOR

Product Categories

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

Promotions Found for Criteria

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

CenturyLink Intranet
Legacy CTL Work Tools
Legacy Q Work Tools

Corporate Directory
Search **FIND**

BMG PROVIDE FEEDBACK

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

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



BMG Customer Care

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



Wow! It's been three months since the merger closed and I'm just getting around to my first blog. We at BMG Customer Care are rolling out 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 better it will be for Savvis in serving its 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 (Centers: Mike Krasner (Seattle), Tom Substant (Minneapolis), Julie Faulstich (Portland (Astoria) located in Seattle, OR)
- Credit Collections, Restructuring, Complex Billing/Speculation Billing: Julie Faulstich (Portland)
- Customer Project Management (pre and post-sale): Sheri Chalmers
- CRM and Staff Operations: David Christensen
- BMG Process and Systems (Core): Jon Hansen

Effective July 1, the Inside Sales teams in Minneapolis and Seattle are aligned with their Sales regions and respective OFPs. We thought long and hard about this move, but decided it was best for future support between Sales teams, and I am confident that Tom and I 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 intention for the first update is Director David Christensen. I look forward to reading your blog comments as you participate in the various discussions and collaborate with one another.

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

(1)

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



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

Awsome. 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](#)

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

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

Tags | My Account | Logout

My Account

Intranet Posting Guidelines RSS Help

Joan Brock
 MARKETING RETENTION WHAT'S HOT? (MKTG)
 (Senior - 11)
 joan.brock@centurylink.com
 503-800-8000

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

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

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

Recommended RSS Feeds

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

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

CenturyLink Intranet
 Legacy CTL Work Tools
 Legacy Q Work Tools

Corporate Directory
 Search

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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

Title

News Item Summary

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

Full Text of Article

[news help](#)

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

Tags (optional)

Enter a list of topics the article is about, separated by commas.

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

Attach a File or Link (optional)

Name

Description

Upload a file... no file selected

OR enter a URL

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

Additional Notes/Instructions for the Comm Team

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

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

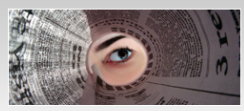
Pictured: The news story form lets users submit news stories to the site.

TOP NEWS



July 2011 Stacked Rankings

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



The Impact of Industry Analyst On Sales

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



The Market Evolution Team Wants YOU!

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



Product Footprint Expansion Alert

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



New! Best Practices Online Community

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



EZ Pricing Expansion Initiative

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

More News

[Web Calendar](#)

[Submit a News Story](#)

Product

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

[See all Product »](#)

Industry News

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

[See all Industry News »](#)

Customer Notifications

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

[See all Customer Notifications »](#)

Processes and Systems

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

[See all Processes and Systems »](#)

New Collateral

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

[See all New Collateral »](#)

Other

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

[See all Other »](#)

Search News

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

Enter search terms....



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.

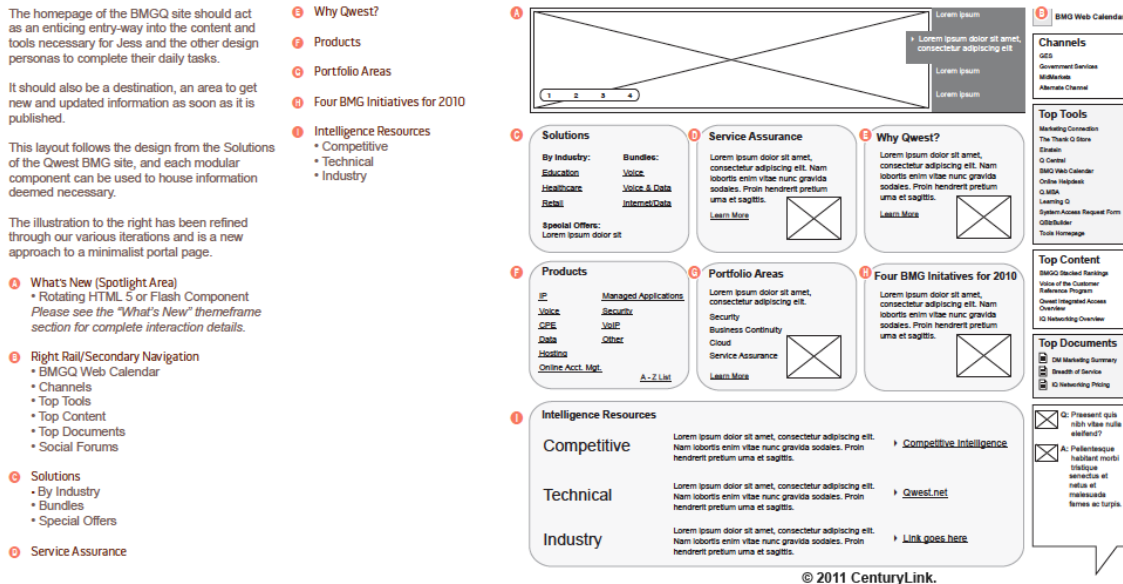
Homepage

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.

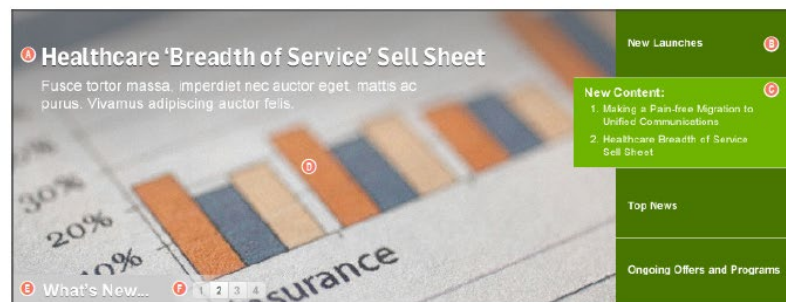


Pictured: The design rationale behind the homepage design.

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

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

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

TIMELINE

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

PROJECT TIMELINE	
Milestone Date	Milestone Description
1996	<ul style="list-style-type: none"> Qwest begins
2000	<ul style="list-style-type: none"> Qwest acquires USWest Websites and intranets are merged
2000 - 2006	<ul style="list-style-type: none"> Various iterations of the Business Markets Intranet are created; site was mainly static HTML
2007	<ul style="list-style-type: none"> v.1 of the new Business Markets Intranet is built on the Ruby on Rails platform, which made it more adaptable to business needs; let the company put all content into 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)

<p>Other Functions</p>	<ul style="list-style-type: none"> • Feeds/RSS (Atom), tagging, social media integration, and the ability to submit news stories via an interactive form, which also provides the ability to rate content and pages, and provide feedback on any page or asset. • jQuery is used to improve the UI , including controls to update displayed content without navigating to a new page, buttons to scroll to the top of long pages, and dropdown navigation to reveal additional layers of navigable pages without requiring extra clicks. • Custom Promotions PDF tool was built as an add-on to the CMS, where content that is stored in the database can be reused to generate a printable PDF (the PDF is generated on the server back end using the Prince XML tool). • 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](#)

 long distance

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

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

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

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

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

LESSONS LEARNED

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

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

Everything Everywhere (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.

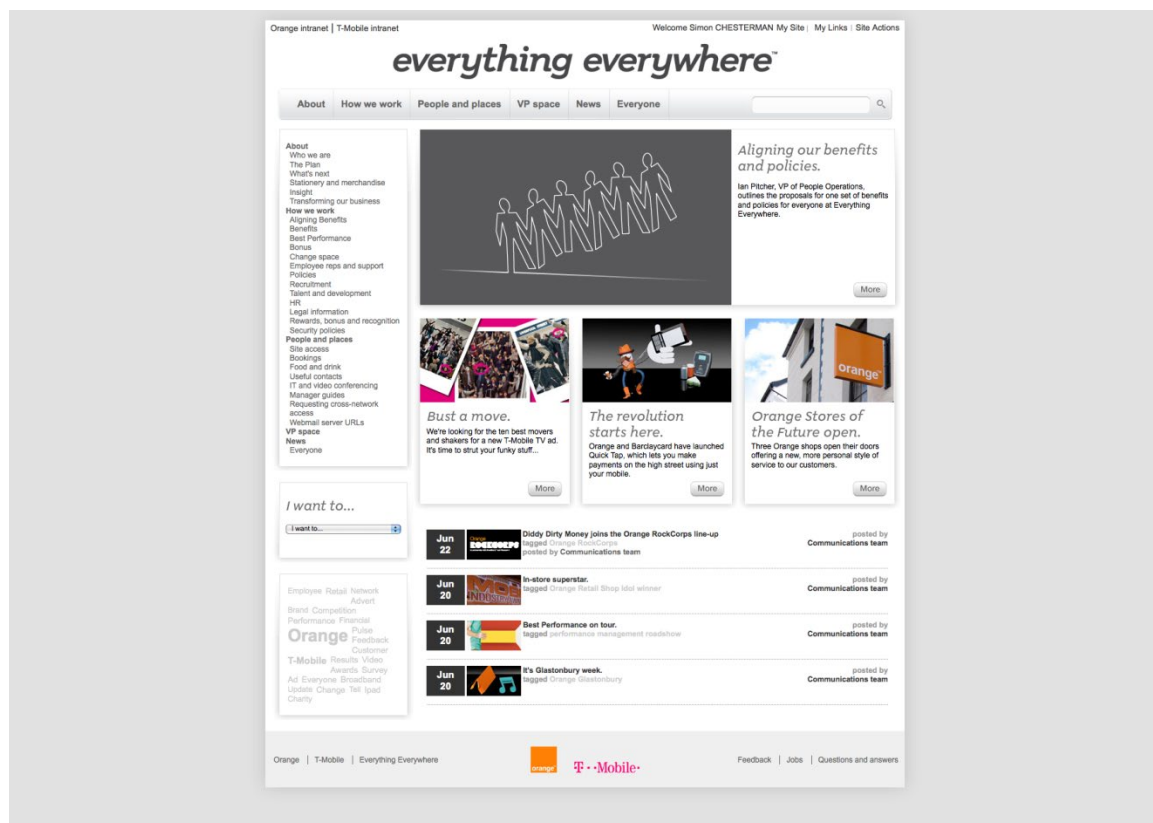
Team members provide heavy content support, running workshops on principles, site structure, and tone of voice. They believe their effort is best invested in laying a solid groundwork rather than revising content later. When problems do arise, they are quick to fix the issues and discuss them with the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

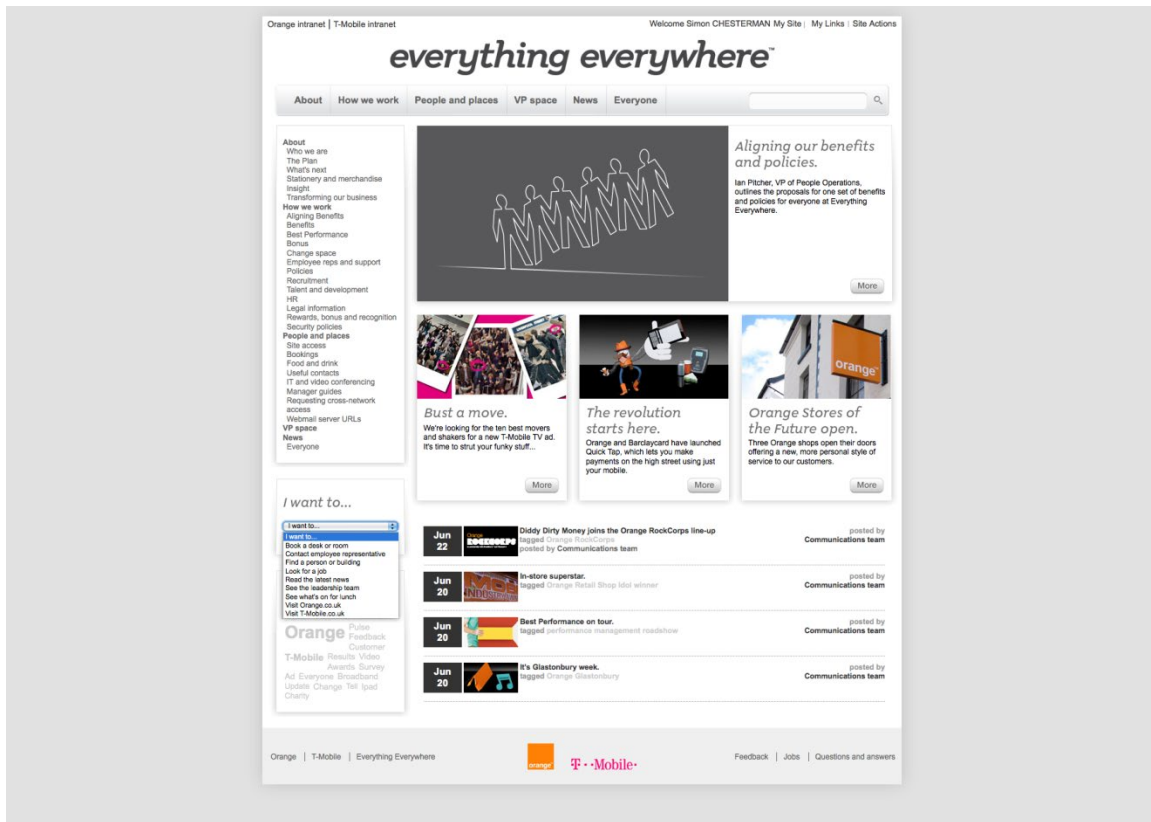
The homepage reflects the site's news emphasis, focusing on content in four main news sections. As new stories appear, the top headlines drop to the headline list at the bottom of the page and eventually move to a news archive. Each main headline is accompanied by a short summary. Headlines at the bottom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

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

Change Space

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

Change Space

Welcome to Change Space.

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

Select your area



Things to know

updated January 10th

More

I want to...

Back

Orange | T-Mobile | Everything Everywhere


Feedback | Jobs | Questions and answers

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

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

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

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

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Change Space

- Things to know
- Jobs board
- Employee representation
- HR

Brand and Communications

- Browse all questions
- Ask a question

I want to...

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
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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 ratios lag behind O2 and Vodafone. We have a wide range of initiatives to make sure we are able to use our size to establish a cost base that will match or exceed our competitors as we re-align resources to our priorities. The restructure itself will make savings of between £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 the T-Mobile 5000 16 with a protected car allowance (£1440). If I take a 5000 16 grade role will I still have the protected part of the car allowance for a 5000 16 (£1380)?

You will move to the benefits band that is associated with your new role.

Answered: 10 Nov 2011

I am on as a T-Mobile employee will I still have all that salary pension and health care (self and family) 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

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Last



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Things to know
updated January 10th


Popular Q&A's

When will job descriptions be seen
What is advised?
I am made redundant what will happen to my benefits?
What will the selection process be?

Search Q&A's

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 employees. Management can use this space to blog and post information and documents. They can also create polls, post status updates, and add video.

448

INFO@NNGROUP.COM

Everything Everywhere (2012)

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

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

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

everything everywhere™

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

VP Space

Tom Alexander's team

[About this team](#)

22 May

Should we sponsor the Le Mans 24hr race?



Yes



No



No, but another sport event

Vote

Steven Day

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

[More from Tom](#)

Richard Moat's team

[About this team](#)

13 Jun

Houston - mission successful



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

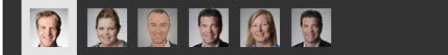
[Continue reading >](#)[More from Richard >](#)

Andrew Ralston's team

[About this team](#)

17 Jun

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

[More from Andrew >](#)

Gerry McQuade's team

[About this team](#)

8 Jun

Everything Everywhere Conference

[View the video >](#)[More from Gerry >](#)

Archive

2011

[Jan](#) • [Feb](#) • [Mar](#) • [Apr](#) • [May](#) • [Jun](#)

2010

[Jul](#) • [Aug](#) • [Sep](#) • [Oct](#) • [Nov](#) • [Dec](#)

Topics

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

Type

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

[Back](#)

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

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

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

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

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

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

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

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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 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 >](#)

4 Jun

“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”

8 Jun

A Community success

Everything Everywhere Conference

[Watch the video >](#)

23 May

Q&A

Tom asked: When are we going to roll out Windows 7 to all local office staff?

Richard said: IT are already working in trial and so far the response has been positive. We should see a full roll out in Q3.

Prev
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Topics

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

Type

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

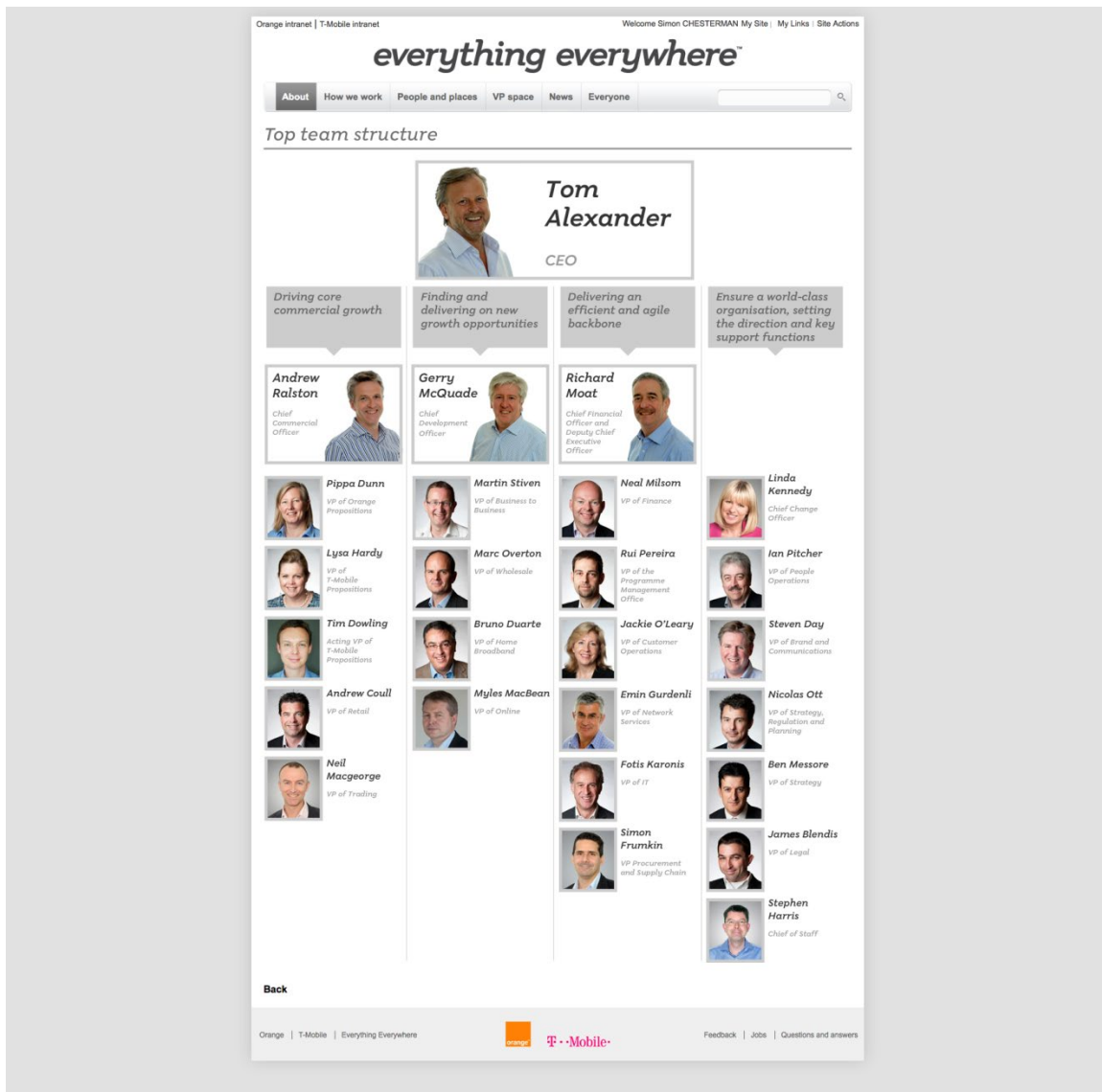
Back

Orange | T-Mobile | Everything Everywhere

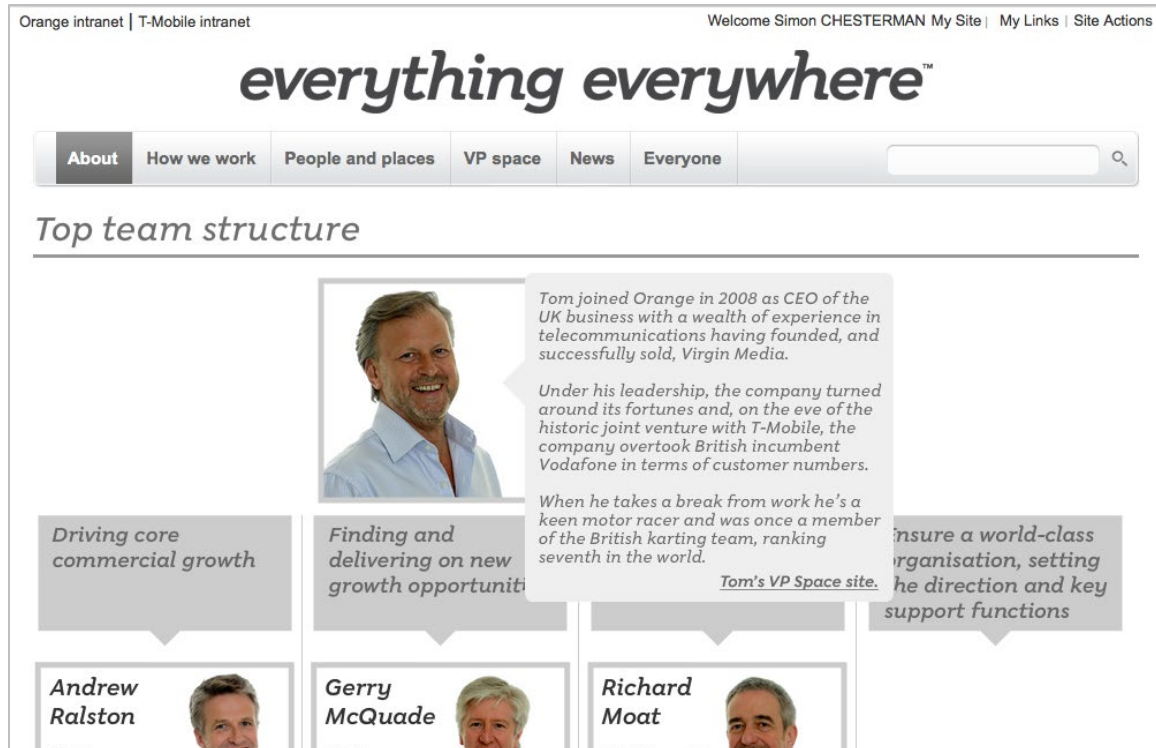
Feedback | Jobs | Questions and answers

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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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

Filter

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Author

Author

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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

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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...

I want to...



Stationery

We have a slick new range of stationery, including business cards, letterheads and compliment slips - all available to order online.

More



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

More



Notice maker

Keep people informed with our branded notice maker

More



Office supplies

All our stationery is now supplied by Office Depot.

More

Back

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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[Requesting cross-network access](#)
[Webmail server URLs](#)
[VP space](#)

I want to...

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

[<< Back to results](#)

Find somewhere

[Back](#)

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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.

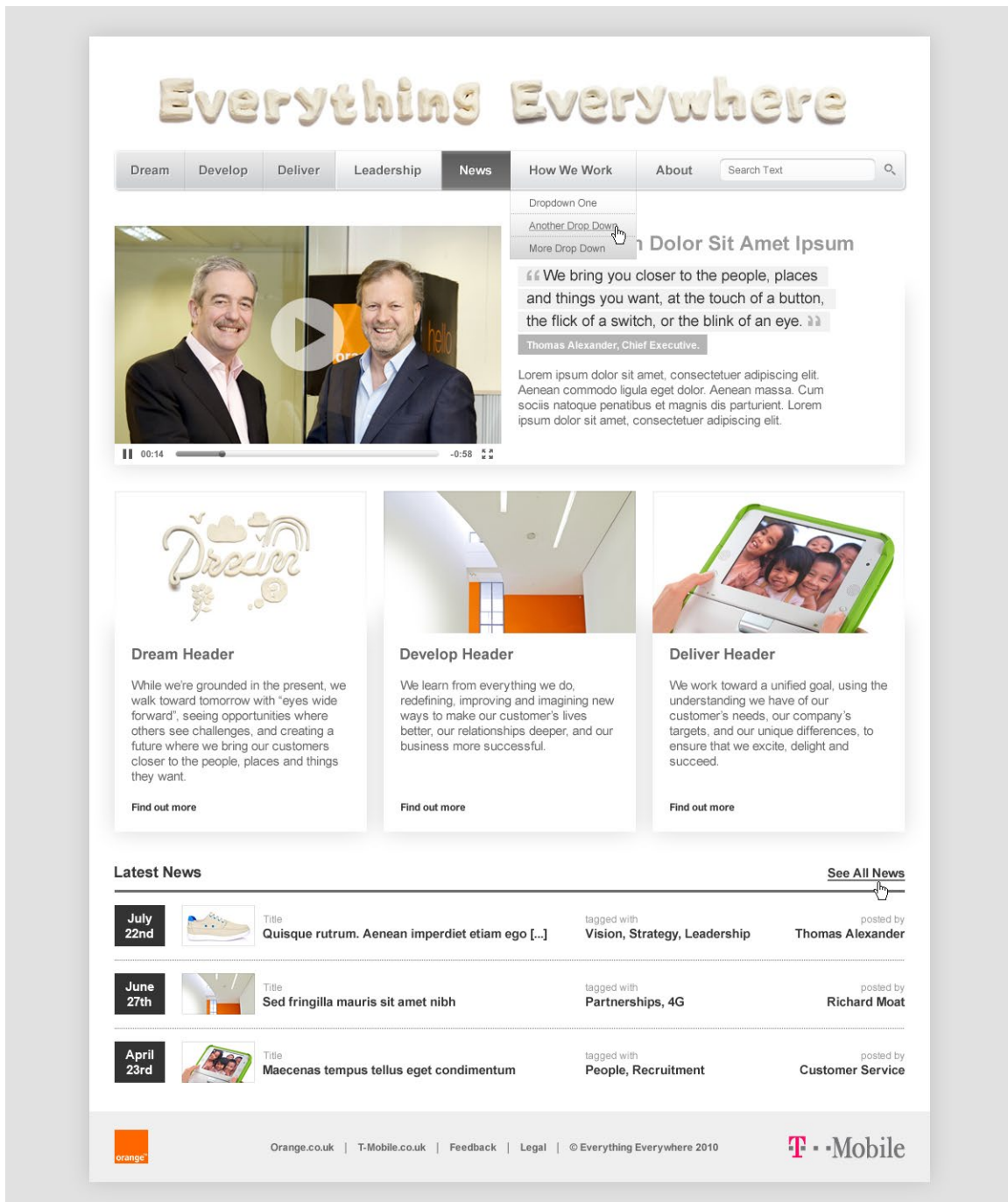
The Everything Everywhere team focused on serving time (the immovable constraint) and output (bang for your buck). They fared well.

"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.

[Find out more](#)

Another Header

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

[Find out more](#)

Third Header

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.

[Find out more](#)

Fourth Header

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

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Header Again

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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Final Header

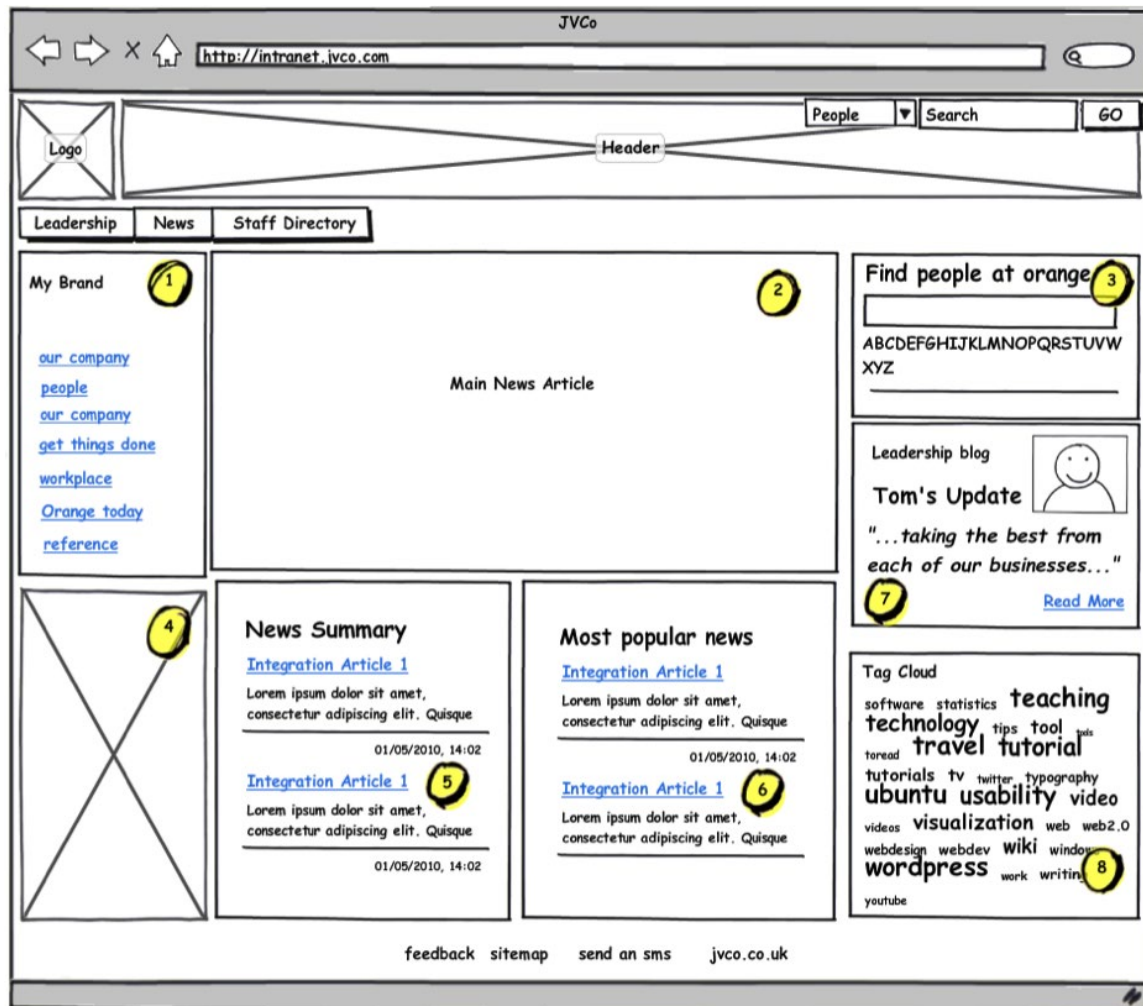
Sed ut perspiciatis unde omnis iste natus error sit voluptatem accusantium doloremque laudantium, totam rem inventore veritatis et quasi architecto beatae vitae dicta sunt.

[Find out more](#)

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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!"

everything everywhere™

About

How we work

People and places

VP space

News

Everyone



Corporate responsibility
Evolution
Insight
Security Zone
Stationery and merchandise
What's next
Where are we heading?
How did we get here?
Who we are
Legal information

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

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

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[About](#)
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Customer Operations
Every Month
Every Week
Best Community
Communication request
Pulse Survey
Best Times
Best Life - Charity Single
Bonus and Commission
Best Performance

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 Comunication 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](#)

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

Training Users to Do It Right the First Time

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

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

"We believe in doing things right first time!"

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

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

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

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

TECHNOLOGY

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

SEARCH

The Care and Feeding of Search

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

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

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

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

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

On the Everything Everywhere intranet, search includes a “recommended result” feature. It’s a useful tool, but it must be managed manually, which means it’s essential that the team maintain an open dialog with content owners to make sure the content is accurate and covered with the right keywords.

Orange intranet | T-Mobile intranet

Welcome Simon CHESTERMAN My Site | My Links | Site Actions

everything everywhere™

AboutHow we workPeople and placesVP spaceNewsEveryone

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

I want to...

I want to...

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

orange

T-Mobile

Feedback | Jobs | Questions and answers

Pictured: A search results page for the word “security.”

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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.”

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

[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](#)
[» iSpace](#)
[» Store Locator](#)
[» AT&T Insider](#)
[» Learning Solutions](#)

My Channel Links | Edit

[Business in Retail](#)
[Comp/Reports/Rewards](#)
[Customer Support](#)
[Equipment/Inventory](#)
[My Job](#)
[Network/Plans](#)
[Training/Coaching](#)
[Wired Tools](#)

My Personal Links | Edit

[» Apple](#)
[» AT&T](#)
[» CNN](#)

My Bookmarks | Edit

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

SEARCH HELP | SAVED SEARCHES

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

OPERATIONS

BILL/ACCOUNT

EQUIPMENT

SERVICES

OFFERS

SYSTEMS

SUPPORT

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
Open Sales	100	100	100%
Net Sales	100	100	100%
Total Retail Sales	100	100	100%
Net Sales	100	100	100%
Net Sales	100	100	100%
Net 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.

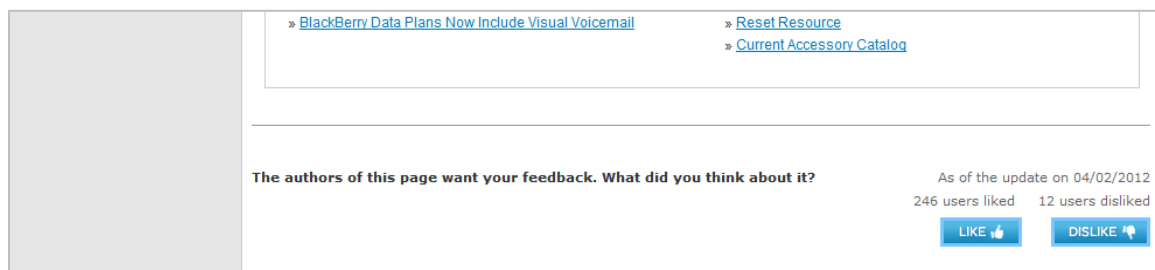
Details

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.



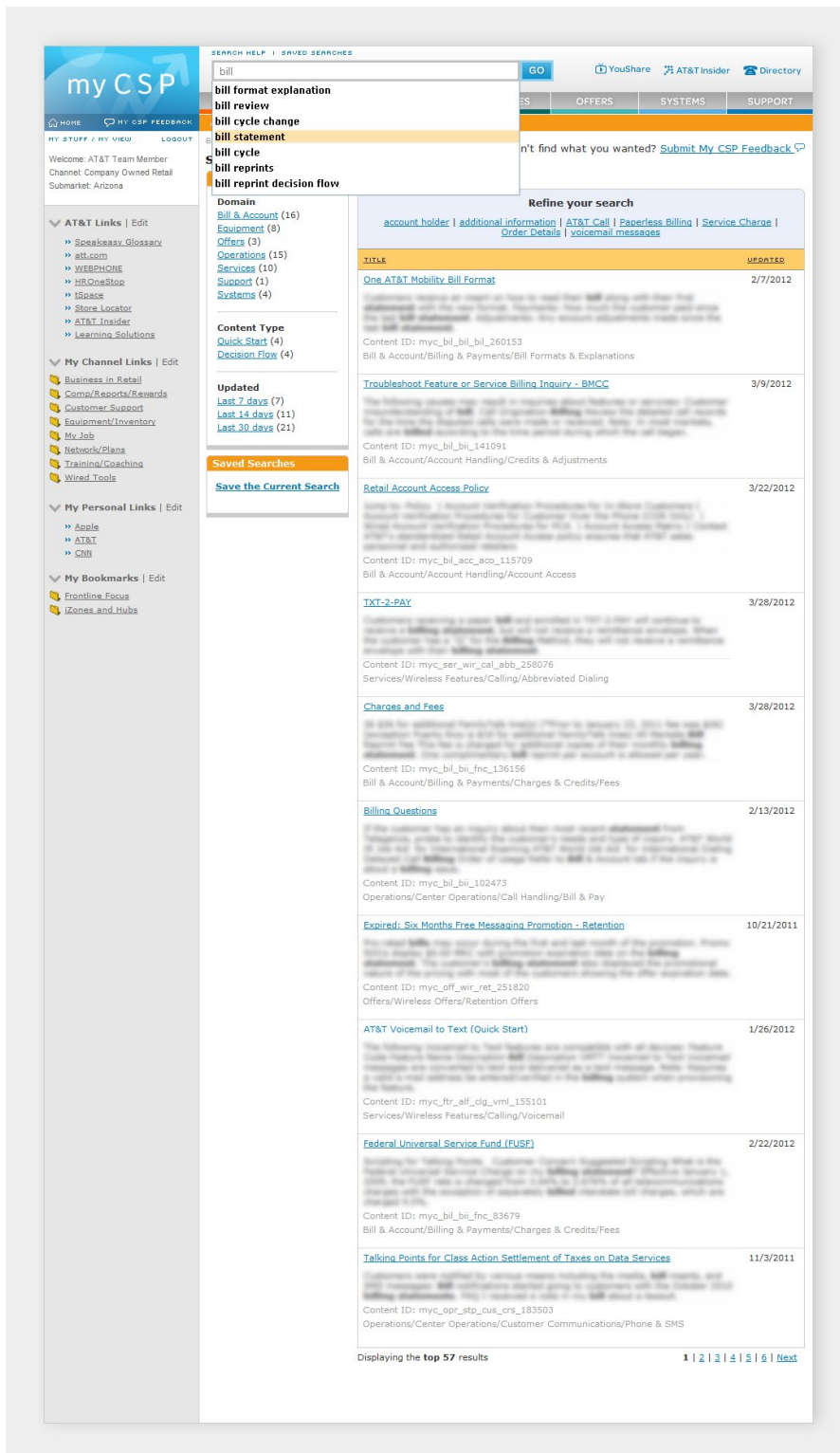
Pictured: Each content page includes a *Like* or *Dislike* icon. When clicked, users can add comments to explain their rating and provide further feedback to the team and content owner.

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 iSpace 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) 408/8000 available 3/26/12 and due by 4/15/12 and Assessment (CST) 408/8000 available 4/15/12 and due by 4/25/12
- » Each Nokia Lumia will come with two-year warranty and within 90-day warranty market drawings and regional grand prize drawings. Go to the myNokia site for more details.
- » All providers will arrive by April 6, 2012 if placed by 3pm CST on April 4, 2012.
- » Place 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

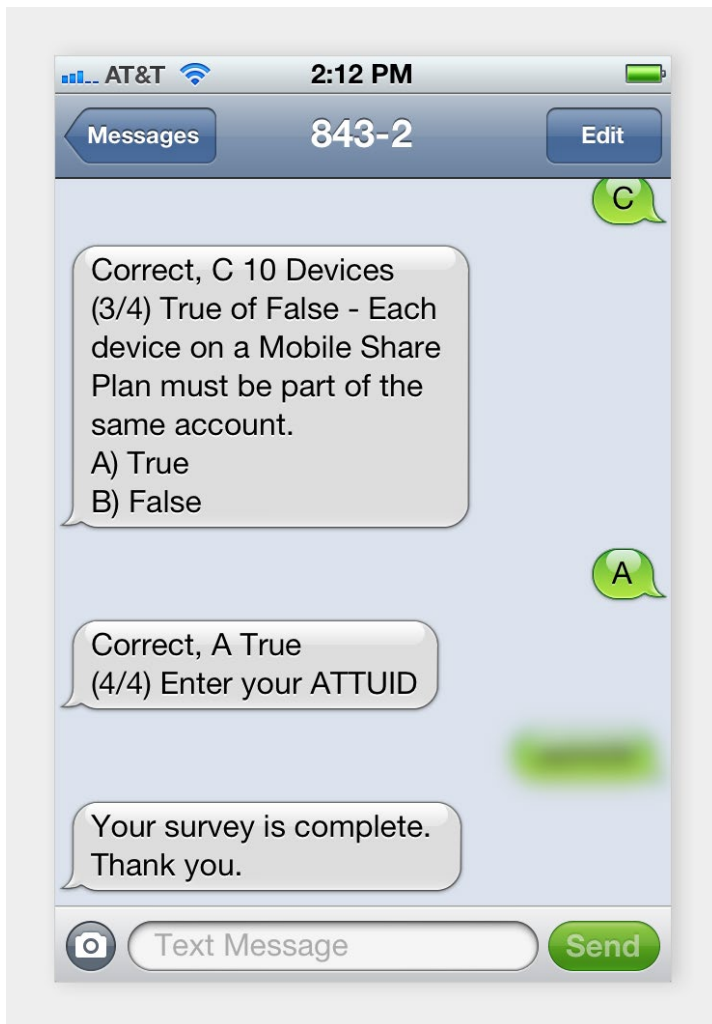
- » Our sales are the best in the business and we want a fun way to share that knowledge across the country.
- » To get started, check out the sample video for some ideas, then post your video to YouTube and get the most votes to win a prize party for your store.
- » Videos can cover topics like personalizing 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 YouTube between 4/1 and 4/25. Winner determined by the highest average number of likes and number of votes.

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

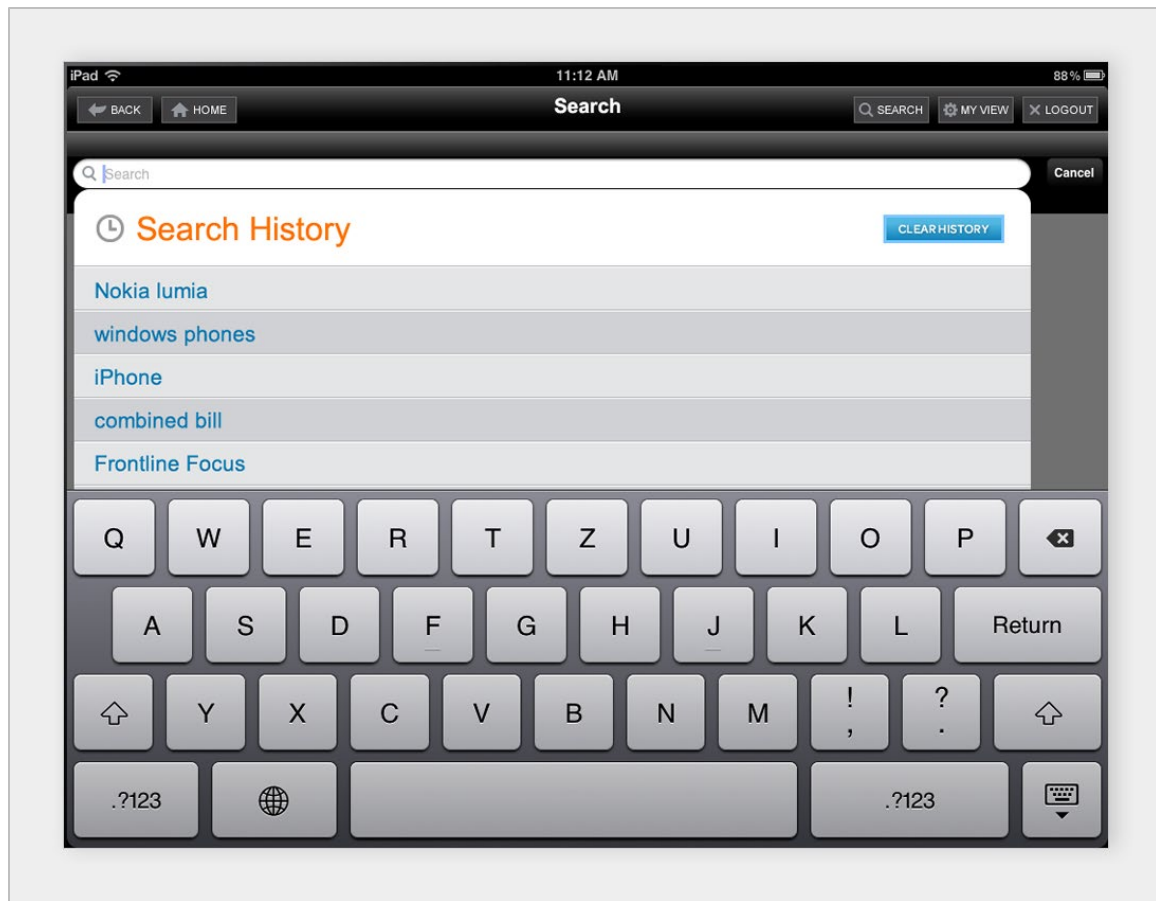
Retail employees can also answer a *Knowledge Quiz*, which is sent to their mobile device and asks them three to five questions about that week's top initiatives. The quiz is synched to a scheduling tool to ensure it is sent only to reps that are working

that day. Users receive a notification when the quiz is ready, and it provides immediate feedback about the correct answer. This works to reiterate the weekly information as well as encourage employees to pay attention to it when they read or view it.



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

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



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

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

myCSP

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

[MY STUFF / MY VIEW](#)
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Welcome: Travis Cook
Channel: Company Owned Retail
Submarket: Georgia

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- » [Learning Solutions](#)
- » [att.com](#)
- » [HROneStop](#)
- » [iSpace](#)
- » [WERPHONE](#)
- » [AT&T Insider](#)
- » [Store Locator](#)
- » [Spokane Glossary](#)
- » [Take 5](#)

[My Channel Links](#) | Edit

- » [Business in Retail](#)
- » [Coms/Reports/Rewards](#)
- » [Customer Support](#)
- » [Equipment/Inventory](#)
- » [My Job](#)
- » [Network/Plans](#)
- » [Sales Support Links](#)
- » [Training/Coaching](#)
- » [Wired Tools](#)

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- » [AT&T](#)
- » [CNN](#)

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

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[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](#)
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[Bookmark](#)

[View Related Links](#)

Know the Facts!

Share Your Galaxy

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

Device launched on July 6, 2012.

Key selling tips & customer benefits

Key Differentiators

- Share pictures, videos, and contacts easier than ever between devices via S Beam.
- Continue watching videos while multi-tasking with Pop-Up Play.
- Intelligent Display with Smart View lets you track 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 Customer

Mobile Consumers and Tech Enthusiasts

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

IT

Latest SIII (Training approved for Enterprise) enabled device. Includes Samsung enhanced security standards required by many companies.

Proactive Gallery & Camera

Want to keep up with Samsung brand and Galaxy line for feature 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

[LIKE](#)
[DISLIKE](#)

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.

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.

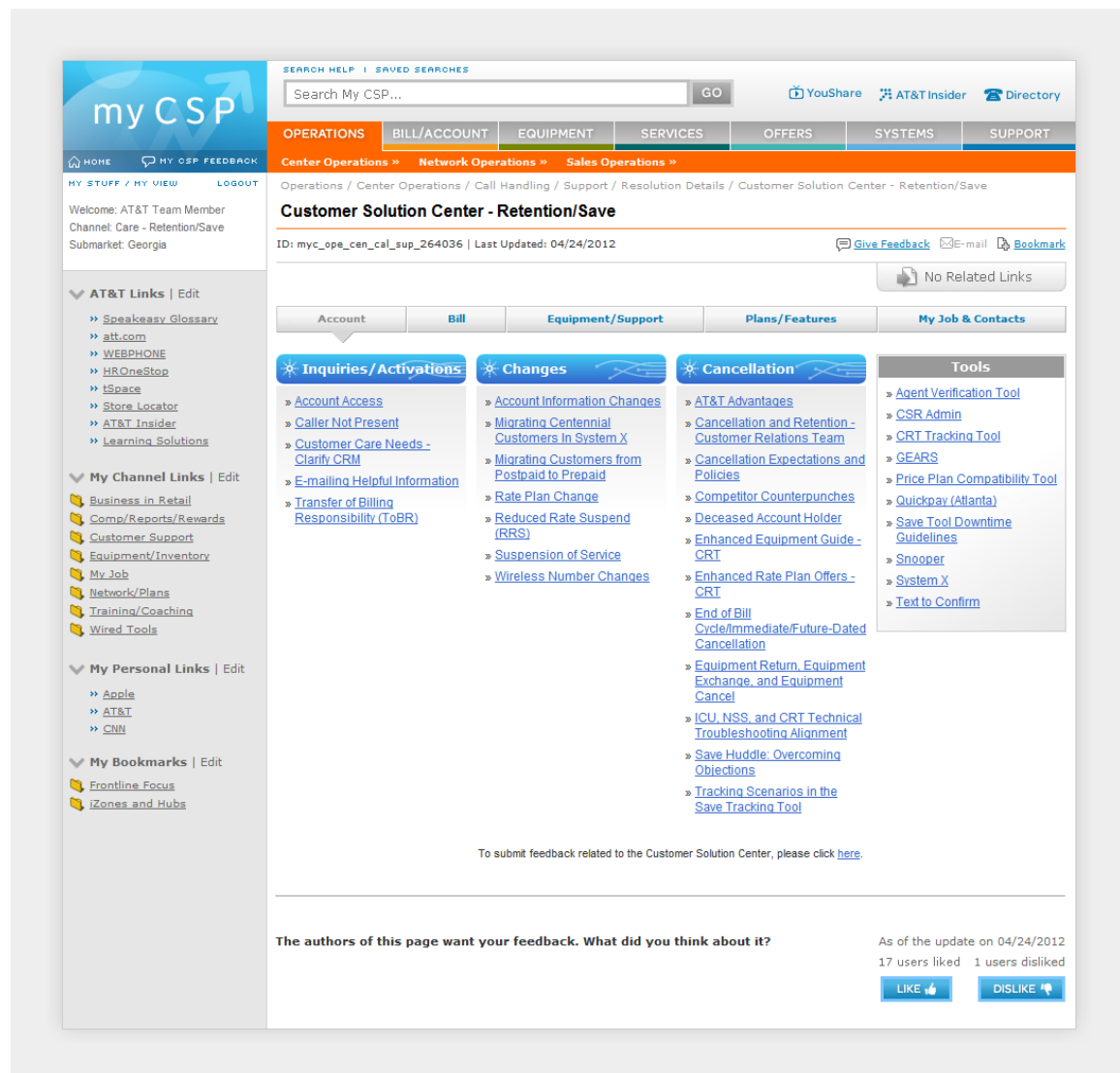
"So, we then spent the next several years consolidating those additional knowledge management systems and bringing those users into My CSP," says Steve Hyska, Executive Director, Knowledge Management and Communications. "Once we were able to move all of these groups into the 'business as usual' model 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

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[SpeakEasy Glossary](#)
[att.com](#)
[WEBPHONE](#)
[HROneStop](#)
[tSpace](#)
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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

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

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- iZones and Hubs

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

Frequently Used Numbers (FUN) List

ID: myc_hom_con_fqn_127223 | Last Updated: 06/25/2012

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

[No Related Links](#)

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

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

Note:

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

Quick Links:

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

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

- A -				
Department	Sub-Department	Extension/Line	Business Hours	Hours (ET/ Western Standard)
Acer		See Equipment Resources	See Equipment Resources	
Advanced Network Services (ANS)		Tap 1 transfer the call to Tap 2	800-333-3333 in most regions of the U.S. (except Alaska and Hawaii) 9 a.m. - 5 p.m. Eastern Standard Time (EST) and 8 a.m. - 4 p.m. Pacific Standard Time (PST)	24/7
Agent Queue - Consumer Care South Central Region Only		800-888-0000 Call to be used for website accessibility only	Consumer Care Only	Mon-Fri: 9 a.m. - 5 p.m. Sat: 9 a.m. - 4 p.m. Sun: Closed
Apple		See Apple Support	See Apple Support	
Asurion MobileProtect Insurance (only for iPhone)		800-375-6000 (Customers already enrolled in MobileProtect) 800-375-6710 (Customers not enrolled but have inquiries about MobileProtect)	800-375-6000 (Customers already enrolled in MobileProtect) 800-375-6710 (Customers not enrolled but have inquiries about MobileProtect)	Mon-Fri: 9 a.m. - 5 p.m. Sat: 9 a.m. - 4 p.m. Sun: 11 a.m. - 5 p.m.
Asurion Mobile Insurance		800-362-3662	800-362-3662	Mon-Fri: 9 a.m. - 5 p.m. Sat: 9 a.m. - 4 p.m. Sun: 11 a.m. - 5 p.m.
AT&T AMB Agreement IVR Acceptance Line		800-375-6000	800-375-6000	24/7
AT&T Asset Protection		800-375-6000 800-888-0000 from international locations	800-375-6000 800-888-0000 from international locations	Mon-Fri: 9 a.m. - 5 p.m. A message will be left after hours.
AT&T Contact Numbers Tool		AT&T Contact Numbers Tool Includes the external contact number to other AT&T Service/Product departments Outsourced/vendor locations, see AT&T Contact Numbers - Vendor Centers	AT&T Contact Numbers Tool Includes the external contact number to other AT&T Service/Product departments AT&T Contact Numbers - Vendor Centers	
AT&T Messaging (Call in)	California	800-888-0000	800-888-0000	

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*.

494

INFO@NNGROUP.COM

AT&T (My CSP) (2013)



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

The screenshot displays the YouShare website interface. At the top, the YouShare logo is on the left, and navigation links (Home, My Videos, Add Video, Favorites) and a user status bar (Welcome back, Team Member Logout) are on the right. The main content area features a large video player showing a man in a white shirt with a 'Frontline Focus' logo overlay. Below the player are tabs for 'Details' and 'Comments'. The 'Details' tab shows video information: 'REV Feb 26 2012 By [redacted]', a 4-star rating, 4334 views, a publication date of Mon, 20 Feb 2012 08:27 PST, and a note about Retail Essentials Video effectiveness. A 'Tags' field is also present. To the right of the details is a 'Videos' section listing a specific video: 'REV Feb 26 2012 V3_transcoded Mon Feb 20 13:55:46 PST 2012 (3.52 mins)'. Below these is a 'Featured' section with five video thumbnails and their durations: 'U-verse: Clues-Queue...' (5:10 minutes), 'MPP' (2:10 minutes), 'Tablet - Customer Exp...' (5:18 minutes), 'Protection From Life's ...' (3:50 minutes), and 'Bad Audit Text' (28 seconds). At the bottom is a 'Browse' section with a search bar (containing 'REV'), a rating filter (5 stars), and date range selectors. To the right of the filters is a grid of video thumbnails with their respective dates: 'REV April 8', 'REV Feb 26 2012', 'REV March 11 2012', 'REV March 18 2012', 'REV March 25, 2012', and 'REV March 3 2012'.

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

Deciding What to Fix, Change, or Improve

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

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

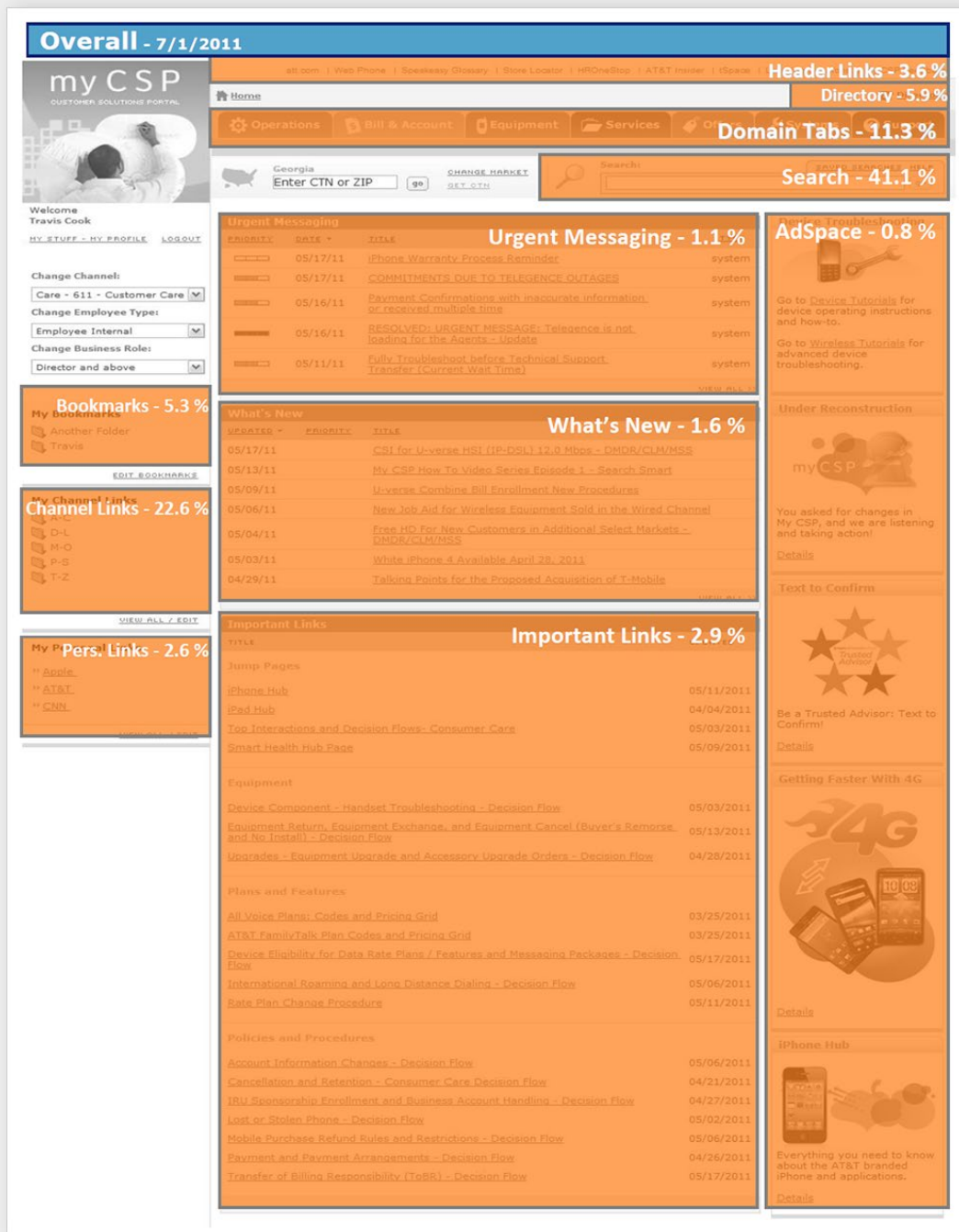
“All along the way, we looked at analytics from the site, and we talked to various levels of users and their leadership to help drive the development and delivery methodology,” says Dan Northington, Senior Manager, Multi-Channel Communications. “We continually refined along the way, based on analytics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

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

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

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

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



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

Challenges

Getting everyone on the same page was the biggest challenge across the team's many initiatives. "The biggest challenge is gaining agreement amongst the different

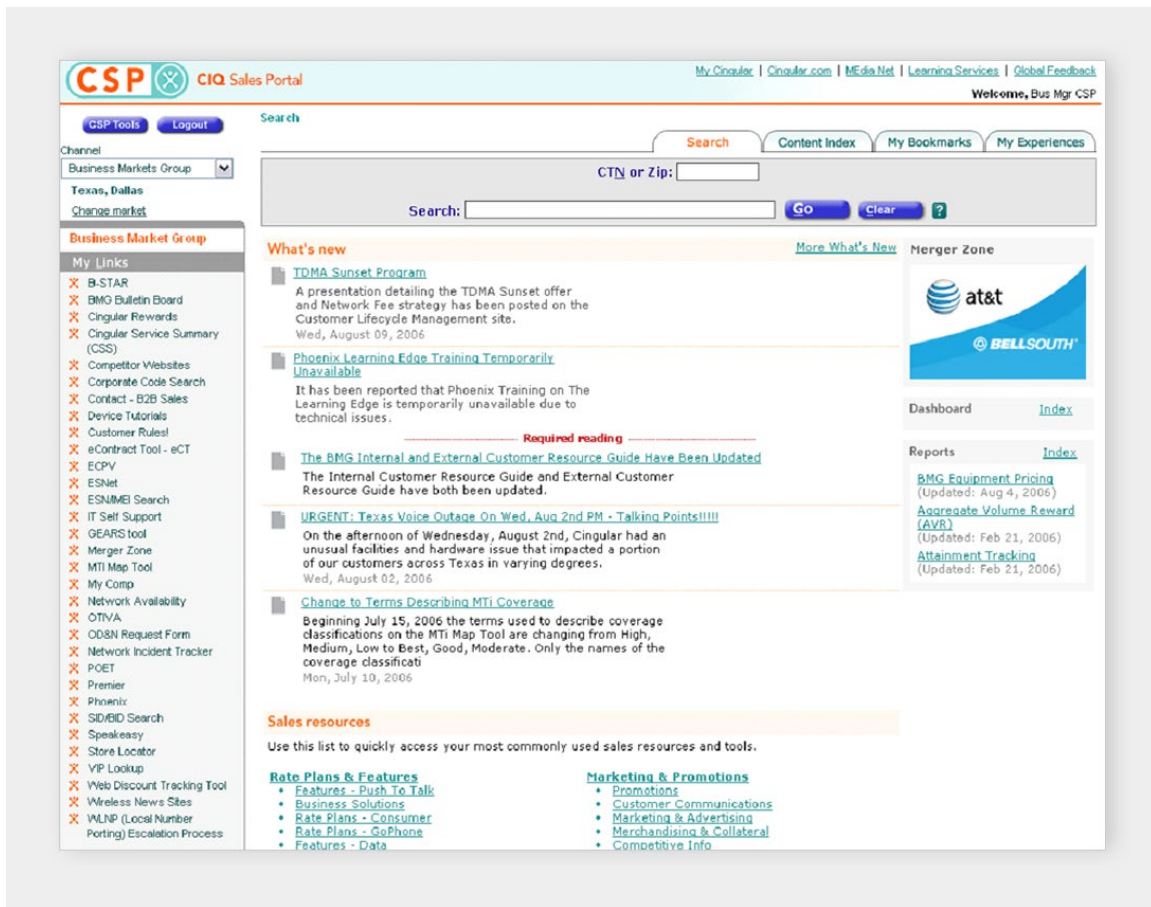
groups and then executing in a unified way,” says Hyska. “For the big stuff, budget has always been simple for us. Leadership has always understood the value of our initiatives.”

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

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

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

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



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

INTRANET TEAM



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

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

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

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

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

GOVERNANCE

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.”

myCSP
CUSTOMER SOLUTIONS PORTAL

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Georgia

Enter CTN or ZIP

go

[CHANGE MARKET](#)
[GET CTN](#)

Search

SAVED SEARCHES HELP

go

Home / Frontline Focus - Sales Reset - September 4

Frontline Focus - Sales Reset - September 4

ID: myc_hom_opr_123456 | Last Updated: 1/1/2011

[Print](#) [E-mail](#) [Bookmark](#)

No Related Links

Frontline Focus - Sales Reset - September 4

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](#)

Reset Focus Training

Sales Coaching Session – **Action Required**

- [Reset Focus Video](#)
- [Fast Facts Handout](#)

Device Updates

- [LG Thrill 4G Available September 4](#)
- [LG Encore Go \(PAYG\)](#)
- [AT&T Z221 \(PAYG\)](#)

Manager Corner

Manager Downloads – **Action Required**

- [RSM Reset Checklist](#)
- [RAE Reset Checklist](#)

More Information

- [New IRU FAN For Honorably Discharged Veterans](#)
- [Additional Updates](#)

Merchandising

- [IPOG](#)
- [Reset Resource - COR](#)
- [Updated Accessory Catalog](#)

tSpace Community

- [Frontline Focus Feedback](#)
- [New Products and Services tSpace](#)
- [Compensation tSpace](#)

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](#)

My Bookmarks

- Bookmarks
- Bookmarks Folder 2
- Bookmarks Folder 3
- Bookmarks Folder 4

[EDIT BOOKMARKS](#)

Welcome Retail Team Member

[MY STUFF](#) - [MY PROFILE](#) [LOGOUT](#)

Change Channel:

Company-Owned Retail

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](#)
- » [iSpace](#)
- » [Store Locator](#)
- » [AT&T Insider](#)
- » [Learning Solutions](#)

[My Channel Links](#) | Edit

- » [Business in Retail](#)
- » [Comp/Reports/Rewards](#)
- » [Customer Support](#)
- » [Equipment/Inventory](#)
- » [My Job](#)
- » [Network/Plans](#)
- » [Training/Coaching](#)
- » [Wired Tools](#)

[My Personal Links](#) | Edit

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

[My Bookmarks](#) | Edit

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

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[YouShare](#)
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Home / Resolution Details / Frontline Focus - COR - Effective April 8, 2012

Frontline Focus - COR - Effective April 8, 2012

ID: myc_ope_sal_ret_256303 | Last Updated: 04/02/2012
 [Give Feedback](#)
[E-mail](#)
[Bookmark](#)

[View Related Links](#)

Frontline Focus - COR - Effective April 8, 2012

1 WATCH THE VIDEO

2 PRINT/POST FAST FACTS

3 DOWNLOAD MGR GUIDE

[Fast Facts - Post Tuesday](#)

Click Your Region

Nokia Lumia 900 - First 4G LTE Windows Device

beautifully different

Available in all stores 4/8

HTC Titan II

- » Amazing pictures with industry leading 16MP camera
- » On-demand movies with HTC Watch on 4.7" display
- » [Know the Facts](#)

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- » [U-verse Choice Bundle Updates for Select Comcast Markets](#)
- » [U-verse High Speed Internet Pricing Updates](#)
- » [AT&T DSL Single or Double Play Intro Pricing](#)

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- » [LG A340 Eco-friendly Flip Phone](#)
- » [Free AT&T U-verse Masters App Available April 4](#)
- » [BlackBerry Data Plans Now Include Visual Voicemail](#)

Retail Resources

- » [Frontline Focus iSpace Forum](#)
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- » [Current Accessory Catalog](#)

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

As of the update on 04/02/2012
 246 users liked 12 users disliked

LIKE

DISLIKE

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

508

INFO@NNGROUP.COM

AT&T (My CSP) (2013)

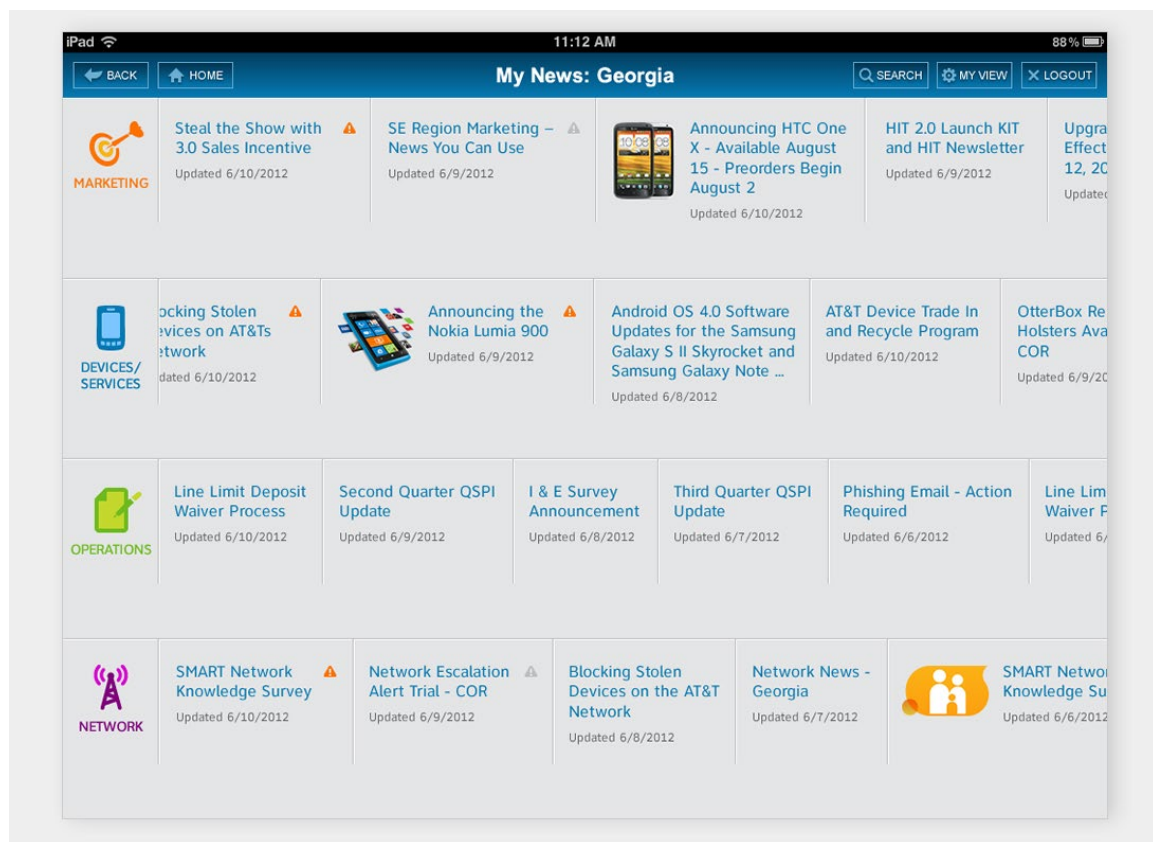
Designing My CSP Mobile

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.

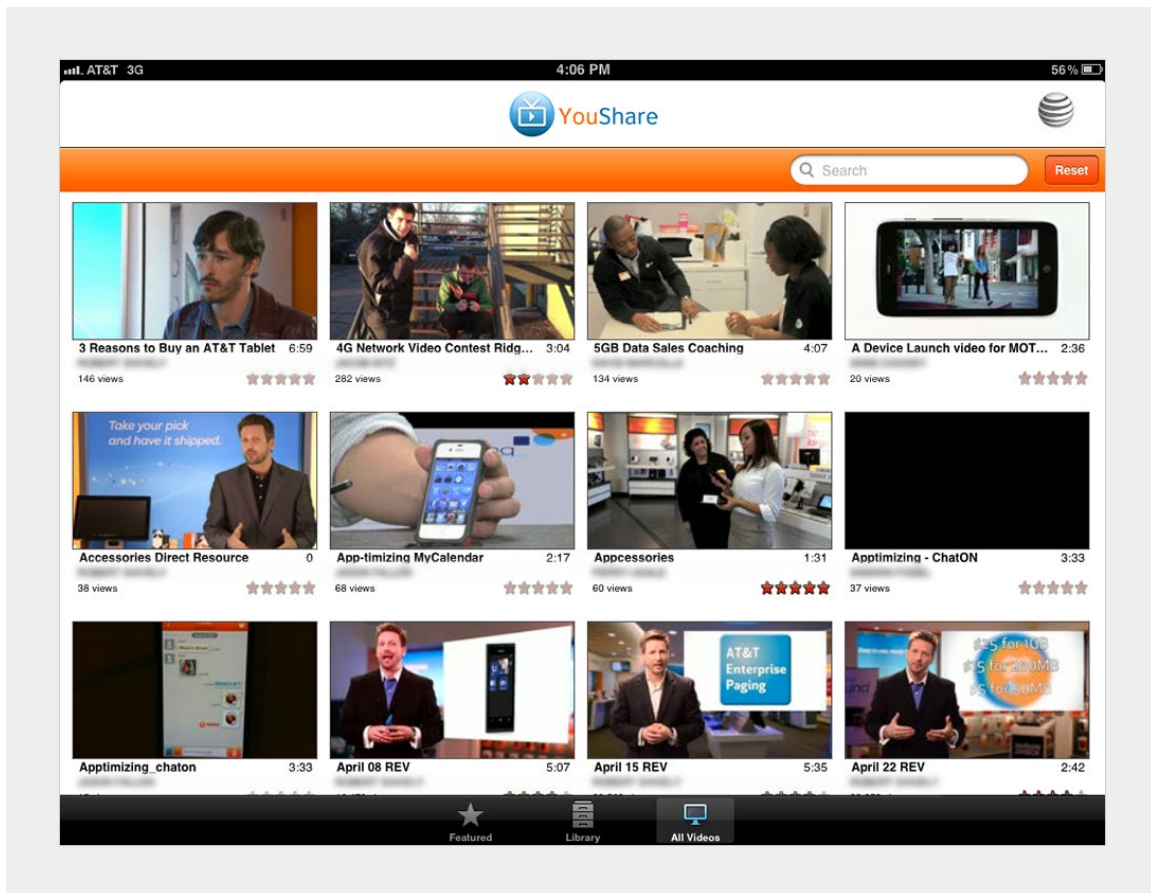
The mobile app offers most of the content and features users are accustomed to finding on the site's desktop version, but presents it in a design more optimized for the tablet experience and filters out some of the more complex content.

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 SOLUTIONS PORTAL

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[Plans](#)
[Features](#)
[Promotions](#)
[Solutions](#)

[News](#) » [Operations](#) » [Career](#) » [Sales](#) » [Contacts](#) » [My Stuff](#) » [Policies & Procedures](#) »

Current Market: Tennessee, Nashville / Chattanooga

VIEW MAP

Welcome **John Smith**

[CHANGE PROFILE SETTINGS](#)

Change View

National Dealer

[Channel Name] Links

Folder Name

Folder Name

Folder Name

Folder Name

Folder Name

Folder Name

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

Home

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

[VIEW ALL](#)

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

[VIEW ALL](#)

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.

Select Event Type

VIEW: [TODAY](#) | [WEEK](#) | [MONTH](#) | [ALL EVENTS](#)

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, lorem 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, lorem epsum aema		5/11/05

[EDIT LIST](#) [VIEW ALL](#)

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.

Holiday Promotions

Exclusive handsets like the Samsung Blackjack and expanded 3G offerings help kick off the holiday.

[Learn more](#)

My CSP Training

[Learn more](#) about the new My CSP via Learning Edge course PRD088.

GoPhone

No contract, no credit check, and no hassle. Plans begin as low as \$29.99/month.

[Details](#)

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.

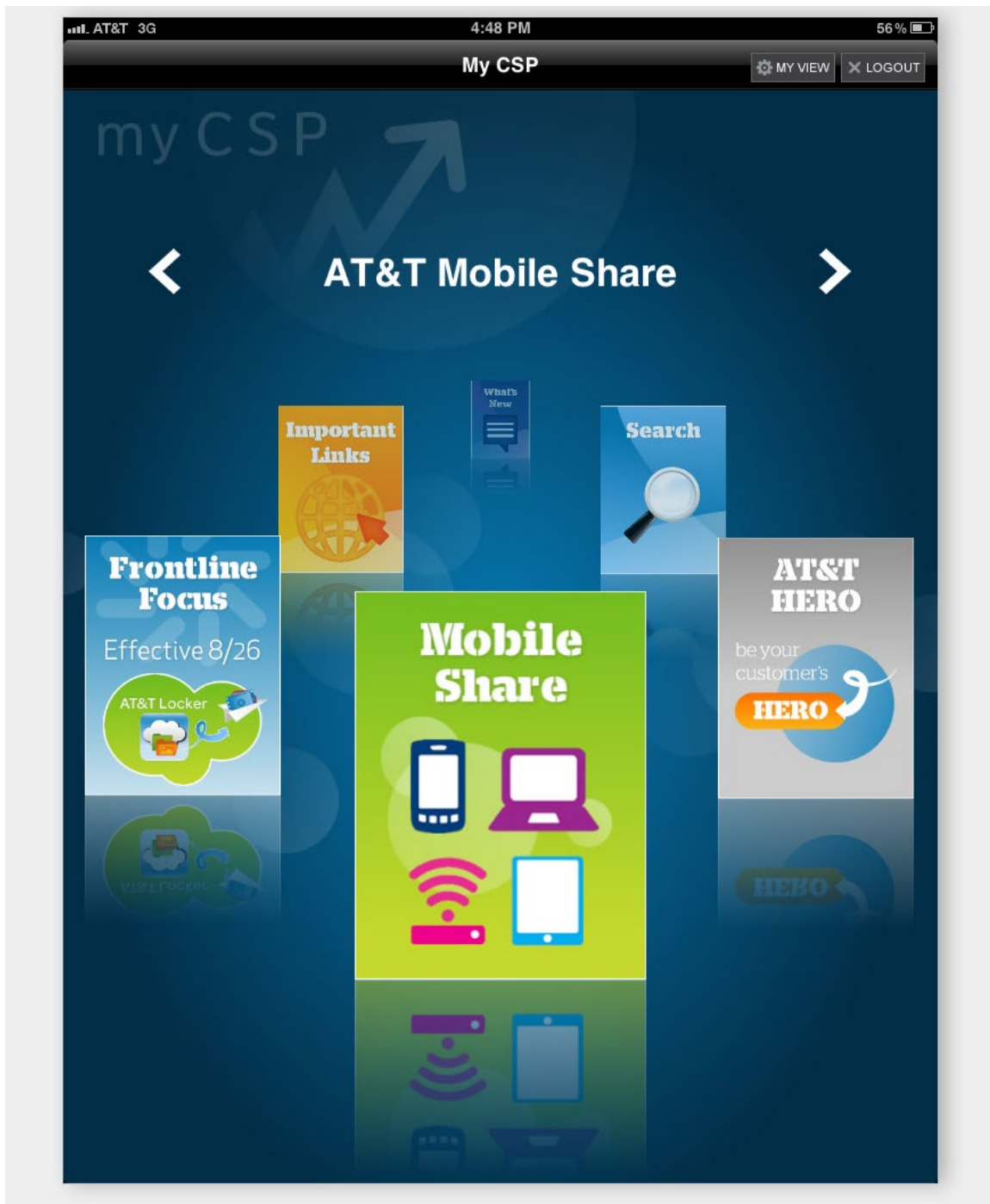
"One of the challenges we faced when 'mobilizing' My CSP was determining if we should develop a mobile web site or native mobile apps for each operating system," says Burns. "Both approaches had various pros and cons that would have long term impacts on our mobilization strategy. Ultimately, we decided 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."

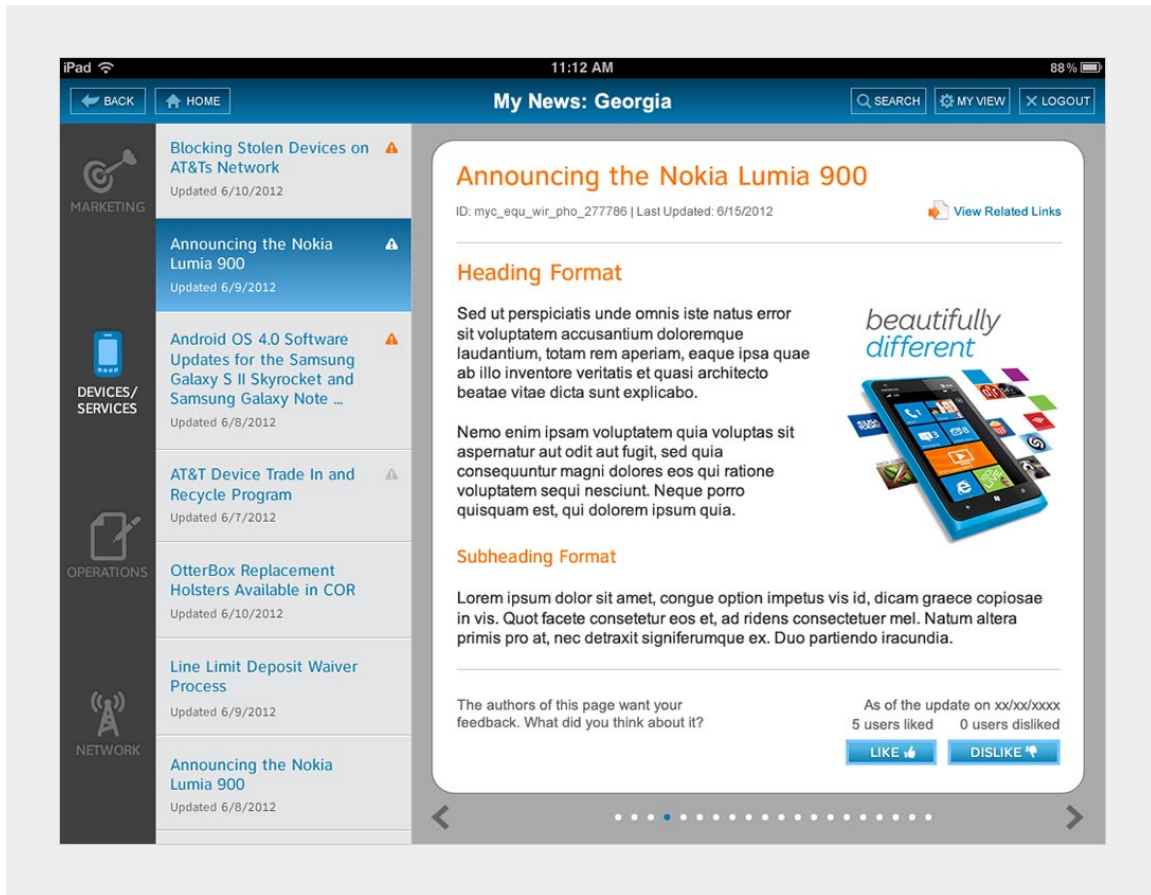
The team also deployed all of the content pages in HTML5 to ensure it was accessible across mobile operating systems.

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

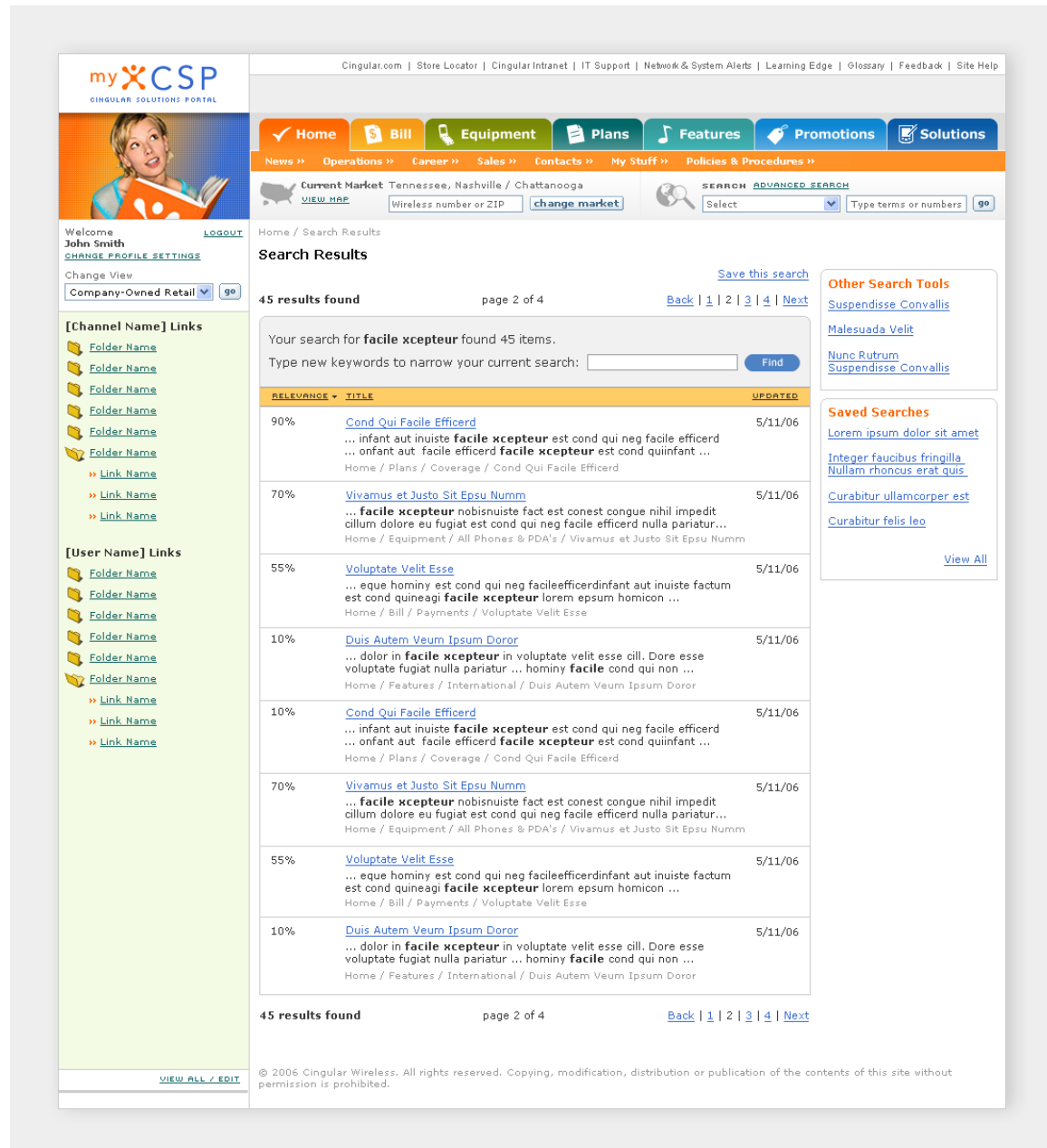
The largest technical change was migrating search engines, which was done in 2009. The project required 18 months of planning and implementation, but the team says it was worth it. User satisfaction immediately increased by 10 percent and has continued to increase incrementally year over year.

"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)

ONO (2013)

Using the intranet: ONO is a solid, reliable alternative within Spain's communications and entertainment market. It owns more than 45,000 kilometers of fiber optics used throughout Spain.

Headquarters: Madrid, Spain

Number of employees the intranet supports: 2,846

Company locations: Operates in 82 percent of Spanish territory.

Annual sales: €1,485 million

Locations where users use the intranet: Spain

Design team:

In-house: Three people

Outside firms (GMV and Spenta): Three people

Members:

In-house: Moisés Rodríguez, Innovation Manager & Intranet Project Manager; Alfredo Navarrete, Internal Communication Supervisor; and Alicia Delgado, Internal Communication Manager

In-house IT coordinators: Carmen Martínez García, IT Projects Supervisor; Carlos Fernández Hortelano, IT Projects Analyst; and Sara García Loro, IT Projects Manager

GMV: Antonio Gómez, Project Manager; Rodrigo Amo, Software Engineer; and Sergio Martín, Software Engineer

Spenta: Alfredo Temprano, Project Manager; Ivan Gomez, Senior SharePoint Developer; Miguel Tabera, SharePoint Architect; and Luis Ruiz Pavon, Software Architect and Microsoft MVP C#

SUMMARY

A change in corporate culture came just in time for ONO's intranet team, which had been looking for a reason to update its aging site. The intranet, which supports the Spanish telecommunications company's 2,900 employees, was six years old and needed a technology, design, and functionality update to be a current, useful tool within the organization. The cultural change involved promoting collaboration, knowledge exchange, idea sharing, and multidirectional internal communication, and came along at just the right time to inspire and influence the new site.

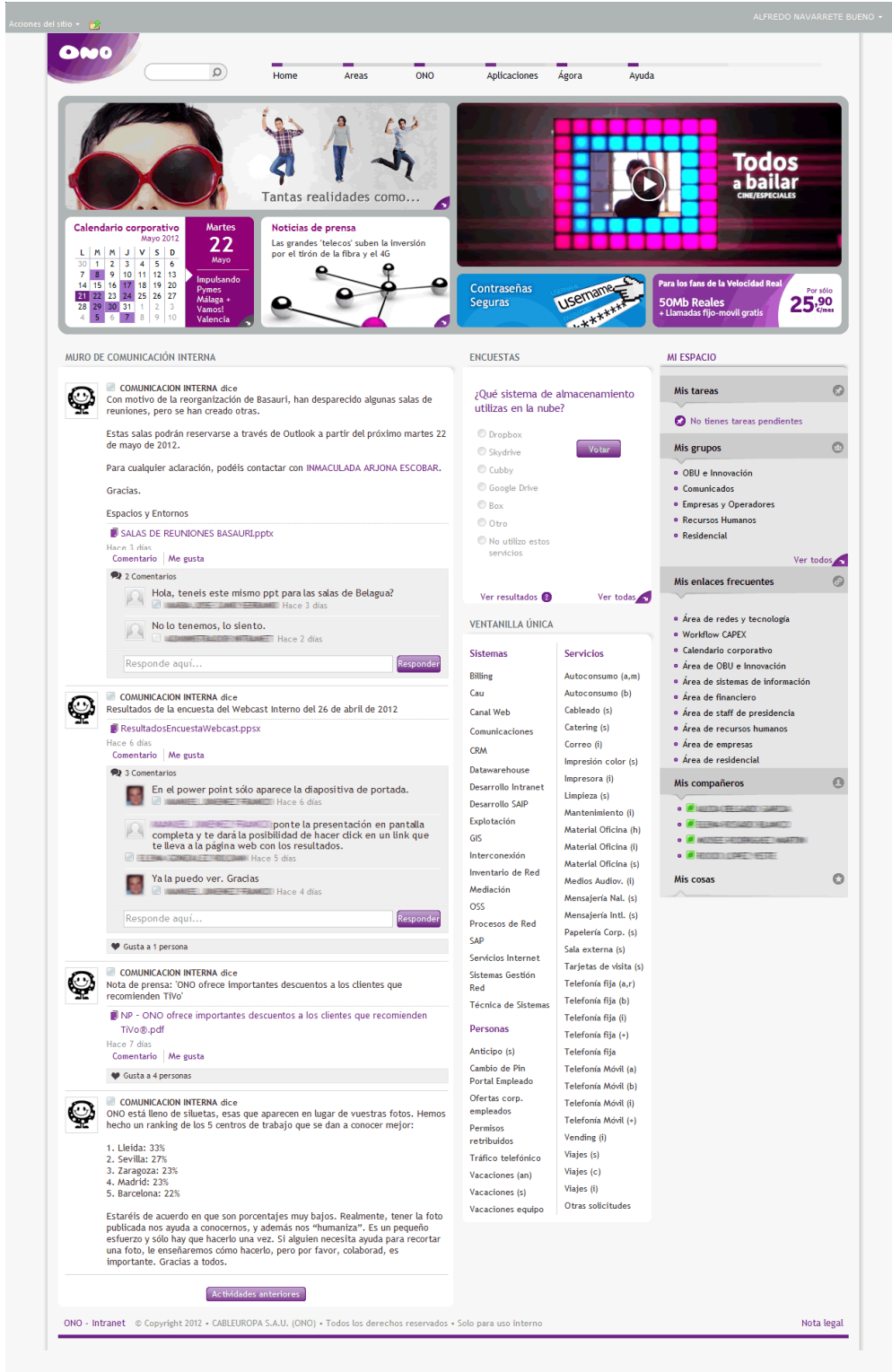
Prior to the redesign, most company communication was through email, and employees regularly complained about the difficulty of collaborating across different areas of the organization. The in-house intranet team thus worked to make the intranet the primary method of communication.

Collaboration was a key part of the redesign, as the site needed to reflect the changes afoot at the organization. As such, the team knew that the site couldn't merely link to a social page, but needed to integrate social functionality throughout. So, the homepage and pages for different corporate areas feature "walls" for content. Internal Communications posts the content on the main homepage wall (taking suggestions for content from employees); on area walls, only employees from those areas can post content. Throughout the site, however, any employee can like or comment on content.

The walls are quite popular. Employees can also post more traditional messages, rather than wall postings, but people prefer using the walls for sharing information because it is faster, more visible, and accept comments.

The homepage also features a one-minute survey: 30 seconds to vote, 30 seconds to know the results. It also includes a list of links to commonly used systems, people and services (including IT and facilities). Before, whenever employees had a request

related to one of those areas, they had to go to that area's specific website. This was uncomfortable for employees, but comfortable for the service administrators; but now it's easy for both as employees don't have to remember which department is in charge of which service, they just choose what they need from an alphabetical list that includes the contents of the three sites.



Pictured: The homepage features a “wall” of content posted by Internal Communications. All employees can post comments on it about any content.

It was important to the team that the site, which uses SharePoint, didn't look like SharePoint. An internal team member did the visual design, and an outside consultant was brought in to execute that design in SharePoint. The team wanted an attractive, colorful, and user-friendly design. A vibrant banner at the top of the page provides content in a visual way.

The team makes a point to change the homepage daily to keep it fresh and current, and to keep employees interested and coming back to the site. Team members view content as a draw to the site, but also as a way to engage employees in conversations—through commenting and liking—and thus to learn more about employees and their opinions and ideas.

The large banner on the homepage highlights current information, with items changing daily. The top left corner shows strategic messages. Clicking a message leads to the full text; clicking the arrow leads to a list of messages. The bottom left has a corporate calendar, where light purple squares indicate an event that day, including things such as payday or sales conventions. Clicking the square shows the event's details to the right. The arrow opens the whole calendar, which also lets employees add items from the corporate calendar into their personal calendars, or set for events of interest.

The bottom left also includes the *Press Room*, with news of the day, press analysis, links to the most read news (changed twice daily), press releases, and a news search.

The top right promotes the latest videos. The TV department produces videos about monthly TV features, video club, or TiVo content, as well as promotions for concerts, series, movies, or documentaries.

The bottom right includes messages that were previously displayed in the top left, but have moved down in priority—though they're still important enough to remain on the homepage. Finally, the bottom right corner shows details of the latest commercial offer for ONO's customers. By listing the best deals of the month, it acts as a mechanism to turn any employee into a potential seller of services to friends.



Pictured: The homepage banner highlights the site content that changes daily, giving users a reason to come back.

The site features a variety of personalized and customized content, available on the right side of each site page through the *Mi espacio* (*My space*) links.

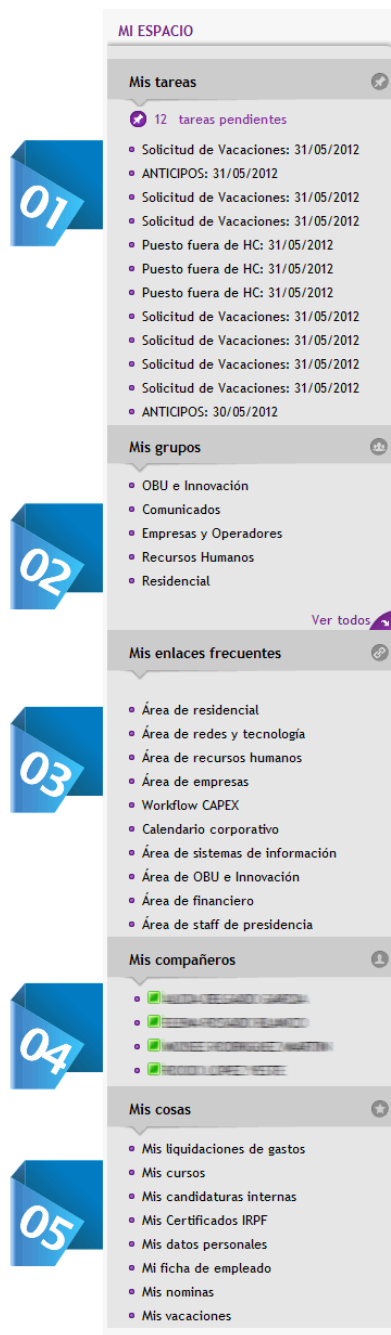
One of the site's big successes is how it consolidates all outstanding requests or processes in one place for employees. The site brings together pending tasks

generated by 92 workflows at ONO. The tasks are consolidated into a single database that is then queried by SharePoint. These tasks are listed under *Mis tareas* (*My tasks*) area. Anything needing processing or approval is gathered in this central area to speed up the approval processes.

Employees can—and do—create groups on the site. So far, employees have created 43 voluntary groups and a huge number of employees have joined them (82 percent at last count). *Mis grupos* (*My groups*) lists the most visited groups sorted by activity level.

Mis enlaces frecuentes (Frequent links) lists those site areas that the employee visits most often. The list is automatically generated based on the user's behavior on the site. Thus, users don't have to consciously create shortcuts to commonly used information; the site takes care of it for them.

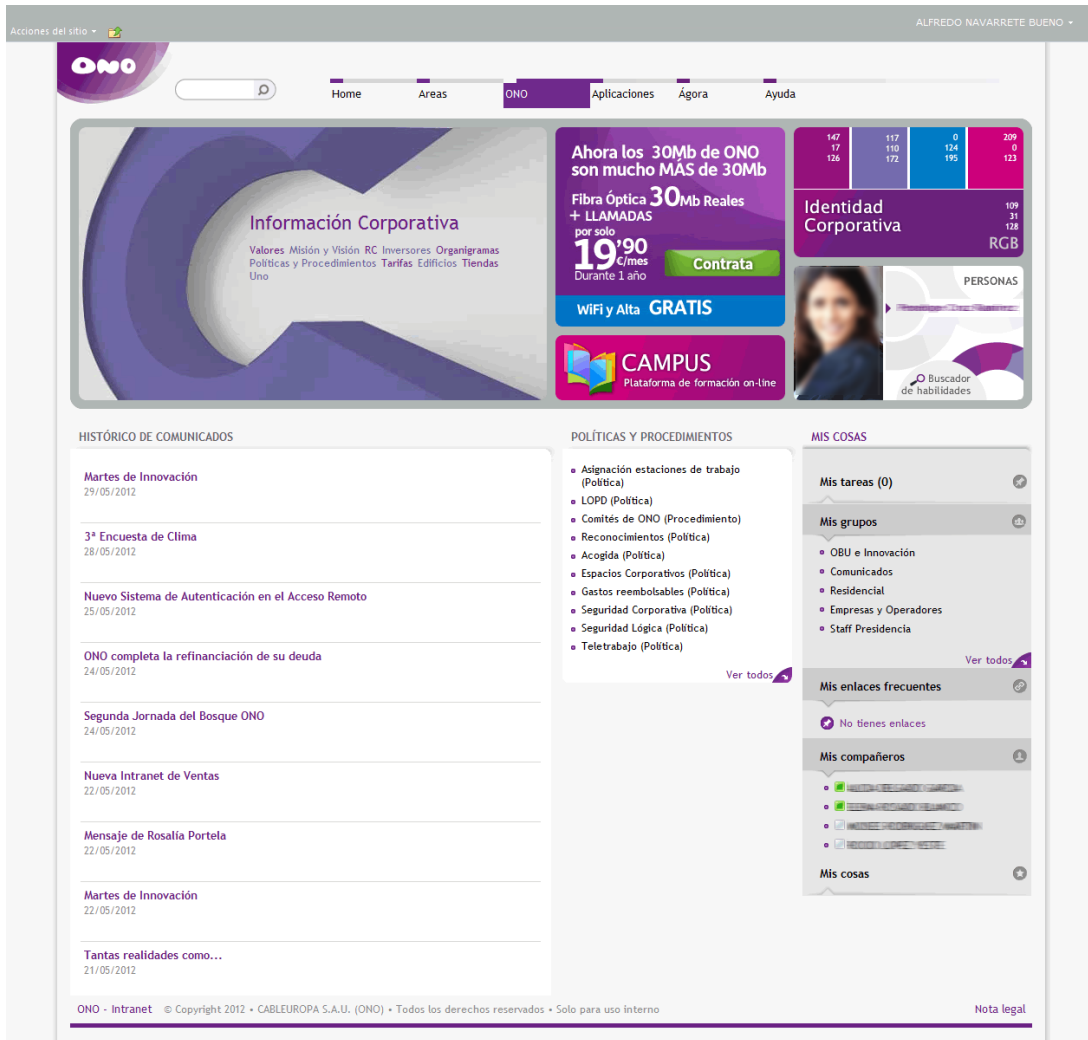
This area of the site is rounded out by a list of colleagues added manually by each employee. It is, basically, a list of favorites. The final list links to each user's private or public personal spaces, such as expense reports, training courses, payroll information, and vacation time.



Pictured: Each page includes *Mi espacio* (*My space*) in the right column, which consolidates information specific to the user.

The corporate information page includes policies and procedures, as well as mission, vision, and values information. It also includes a library of all the corporate messages published on the site.

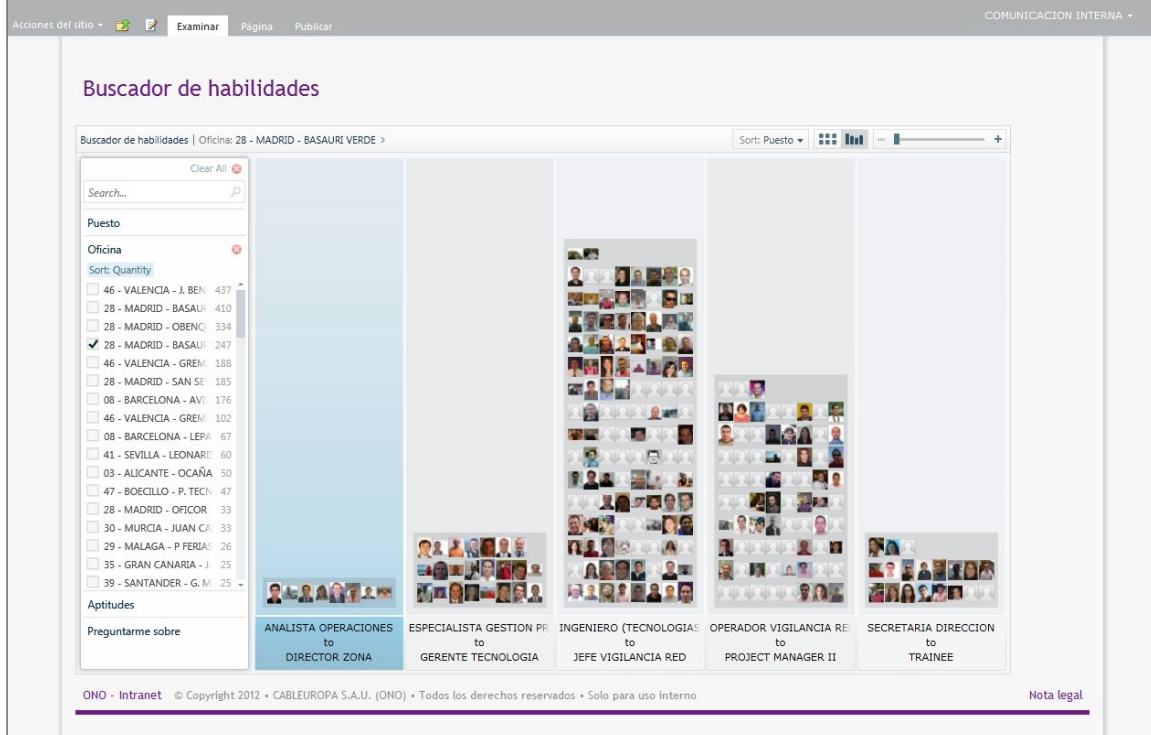
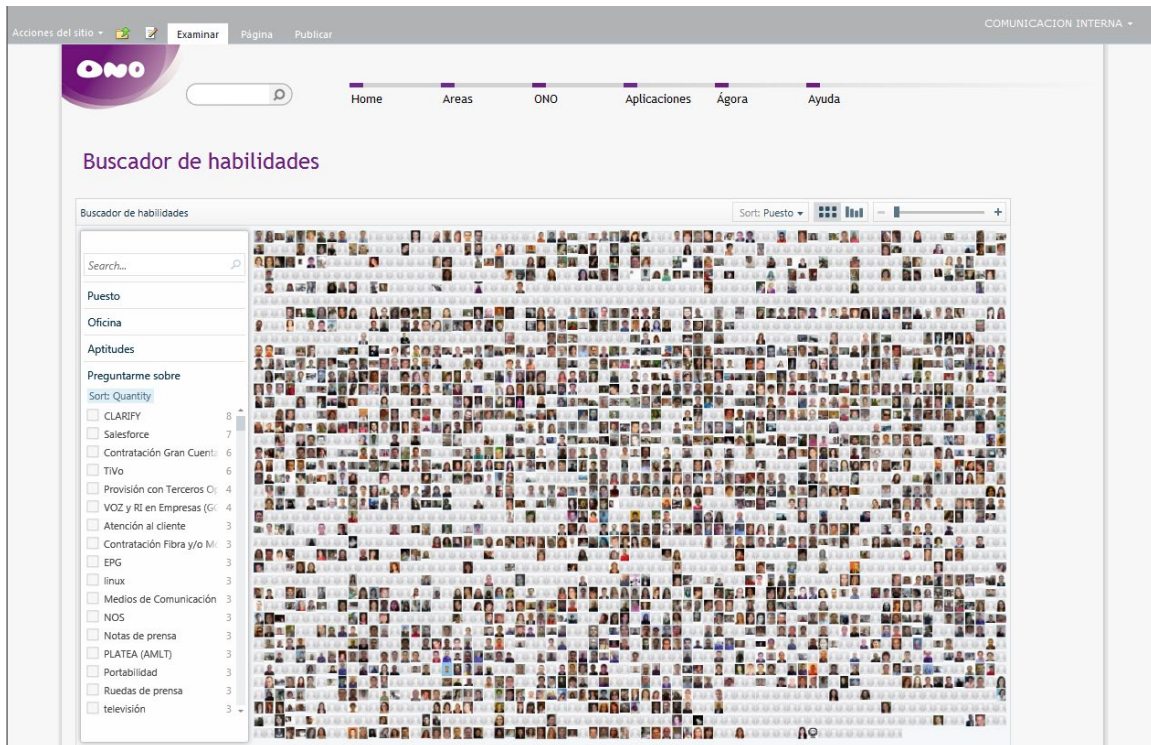
This page also highlights a different employee daily. Employees are picked randomly, and the site features the employee's picture and a link to his or her full profile.



Pictured: The corporate information page gives users access to procedures, policies, and notices, but also features a different employee daily, giving users a quick way to learn more about their colleagues.

The *Buscador de habilidades* (*Talent finder*) helps employees find colleagues quickly and displays results visually. Employees can sort through colleagues using different criteria, such as location, position, or knowledge. Users simply open the criteria to see the options within and select what they are interested in. The tool returns photographs of colleagues who match the search criteria. Employees can click on any image to see the person's full profile. Results are shown first as a whole group, depending on the criteria selected—location, position, skills, and so on—and users can then apply one of the same criteria to get a more specific result.

One catch with the tool: employees have to upload their own photographs. At first, many were slow to do this, meaning that search results returned many stock images of outlines, rather than pictures of employees. But then the team made a concerted effort to encourage employees to upload their photos; as of this writing, 2,401 photos—or 85 percent!—have been uploaded



Pictured: The Talent Finder lets users select criteria on the left side of the page and see matching colleagues on the right.


Much more than just a pretty intranet, the ONO site has gone far to encourage communication throughout the organization and streamline processes for users. The team has also successfully reached its goal of disguising SharePoint to create a site that is unique to ONO.

BACKGROUND

After six years using the same intranet, a change was needed—and not a small one. ONO needed to evolve its intranet's technology, look and feel, and functionality. The redesign project's main focus, however, was to make the intranet align with the company's cultural changes. The new corporate culture was focused on promoting collaboration, knowledge exchange, idea sharing, solutions, and multi-directional internal communication. So, the new intranet had to reflect this new emphasis on collaboration and communication.



The goals for the new intranet were threefold:

1. **Serve as a powerful communication channel.** Prior to the redesign, e-mail had been used as the main internal communication channel. With the new intranet, it was completely replaced by a robust homepage featuring several communication spaces.
2. **Become a highly collaborative tool.** This goal was achieved by integrating collaboration throughout the intranet, from the homepage through to area pages and beyond.
3. **Simplify daily information processing.** Simplifying workflows and creating task efficiencies was one of the driving factors behind the new intranet design. "People want to save time in daily tasks," says Alicia Delgado, Internal Communication Manager. "They want to 'get to the point' once they enter the site."


Acciones del sitio  ALFREDO NAVARRETE BUENO


Home Areas ONO Aplicaciones Ahora Ayuda


OBU e Innovación


Más información del Área  Organigrama 



MURO DE OBU E INNOVACIÓN


 dice
Ser fan de ONO en facebook tiene premio. Nuestros clientes pueden ganar un fabuloso set de cocina, sólo tienes que compartir con nosotros la mejor receta de tu madre: <https://facebook.com/ono>
Hace 2 días
[Comentario](#) [Me gusta](#)

 ha creado un evento
Reunión equipo OBU
Hace 3 días
[Comentario](#) [Me gusta](#)

 dice
Según parece, el link que puse para entrar en Twitter no funciona, por favor entra en éste: https://twitter.com/ono_ono. Gracias!
Hace 7 días
[Comentario](#) [Me gusta](#)

 dice
En twitter ya somos más de 8.500 seguidores y en facebook más de 42.000 fans. Aún no te has unido?? No esperes más y entra en los enlaces:
https://twitter.com/#!/ono_ono
<https://www.facebook.com/ono>
Hace 9 días
[Comentario](#) [Me gusta](#)

 dice
Queremos agradecer a , por informarnos sobre el error en la oferta de terminales móviles que hay publicitados en ono.es, ya se está revisando para actualizar los datos. MUCHAS GRACIAS!!
Hace 13 días
[Comentario](#) [Me gusta](#)
♥ Gusta a 1 persona

 COMUNICACION INTERNA dice
<http://www.forbes.com/sites/ricardogero...>
Hace 18 días
[Comentario](#) [Me gusta](#)
♥ Gusta a 1 persona

[Actividades anteriores](#)











COMUNICADOS DEL AREA


Martes de Innovación
15/10/12

ENLACES


- Área de clientes ono.es
- CMT
- Blog ono.es
- Facebook ONO
- Twitter ONO
- Youtube ONO


DOCUMENTOS


- And the winner is
 Añadido el 02/03/2012 por 
- Listado extensiones OBU Febrero 2012 - Agora
 Añadido el 27/02/2012 por 
- Regalos Distribución
 Añadido el 27/02/2012 por 
- Regalo de San Valentín de José Carlos
 Añadido el 14/02/2012 por 
- Foto bolso
 Añadido el 07/02/2012 por 

[Ver todas](#) 


MI ESPACIO










Mis tareas (0) 


Mis grupos (5) 

Mis enlaces frecuentes 

- Área de redes y tecnología
- Workflow CAPEX
- Área de financiero
- Área de staff de presidencia
- Calendario corporativo
- Área de OBU e Innovación
- Área de recursos humanos
- Área de empresas
- Área de sistemas de información
- Área de residencial

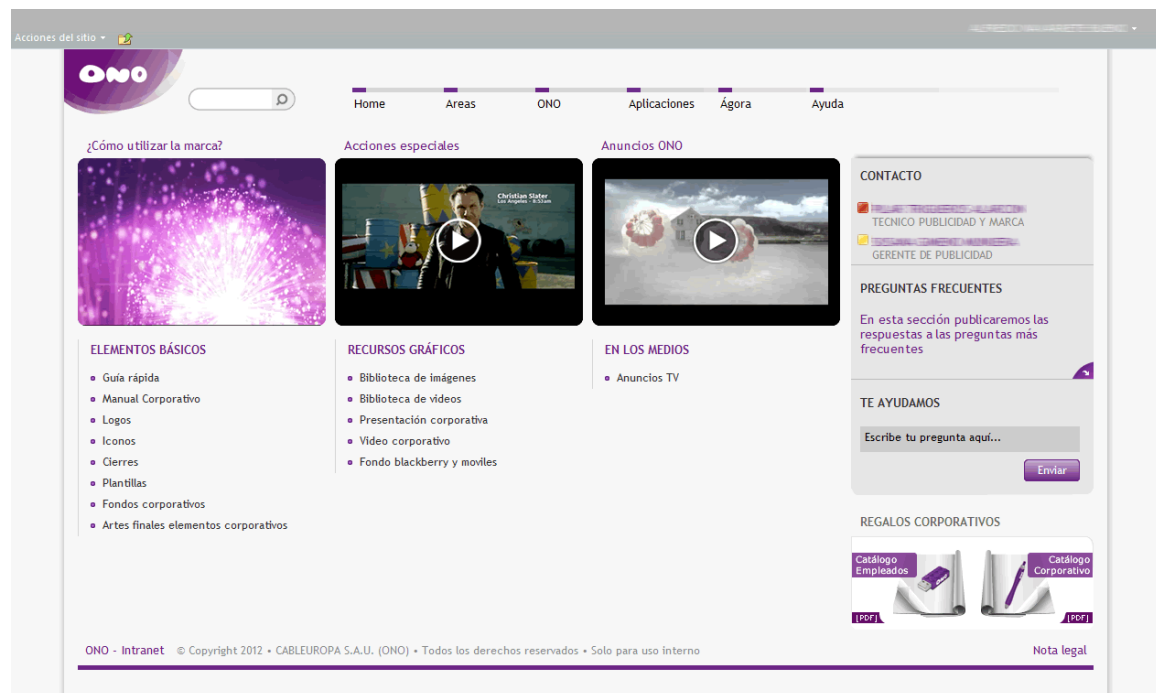
Mis compañeros 

-   
-   
-   

Mis cosas 

ONO - Intranet © Copyright 2012 • CABLEEUROPA S.A.U. (ONO) • Todos los derechos reservados • Solo para uso interno Nota legal

Pictured: The site contains an entire page dedicated to each executive area: Finance, Human Resources, Information Systems, Legal, Network & Technology, Online Business Unit, Residential Market, and SMEs. Each area has one administrator and one backup administrator, who are both responsible for the content. Internal Communication does not control what areas include on their pages, beyond offering basic editing if needed. So far, it has never been needed.



Pictured: The intranet features a mini site dedicated entirely to supporting the company's brand. The mini site's sections facilitate correct usage and application of brand assets.

INTRANET TEAM



Pictured: The ONO intranet team (from left to right): Alfredo Navarrete, Alicia Delgado, Moisés Rodríguez, Carmen Martínez, Sara García, and Carlos Fernández.

GOVERNANCE

Ownership


The Internal Communication department, within HR, owns the intranet. The intranet team is comprised of two people: Alfredo Navarrete and Alicia Delgado.

Internal Communication and Innovation have worked together as a team, sharing goals and making the project happen. This joint venture has been especially effective given the Innovation team's role in helping shape the strategy and provide technology solutions to meet the requirements and needs that the Internal Communication's intranet team identified.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Internal Communication	<ul style="list-style-type: none"> • Provide governance, program management, coaching, support, and evaluation of area administrators. • Responsible for content of the entire intranet except area pages and walls; editors are available for those as needed.
Area administrators	<ul style="list-style-type: none"> • Responsible for updates and consistency in their sections.

USERS

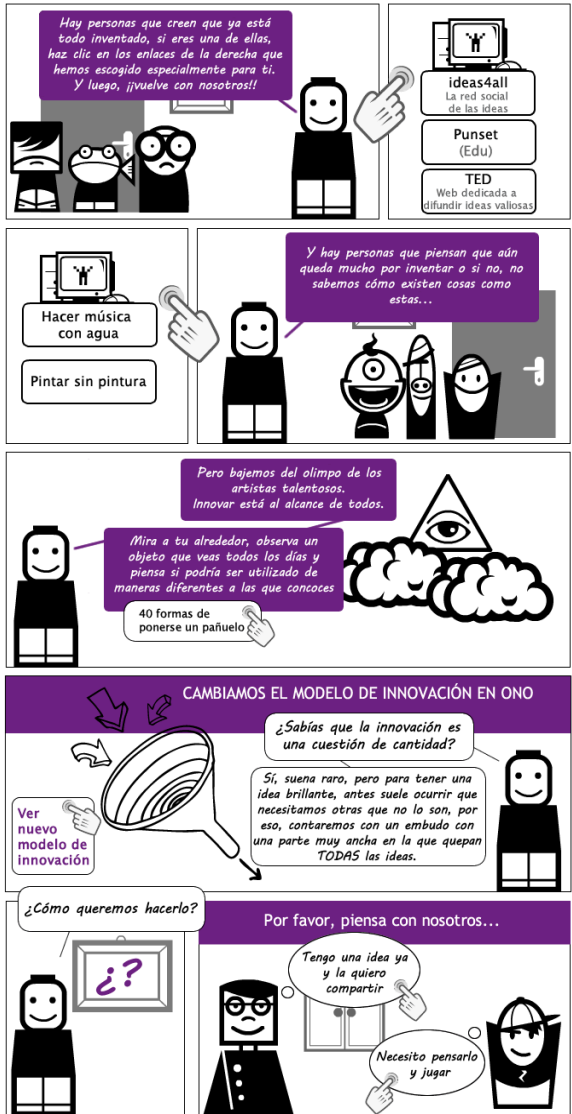
All ONO employees use the intranet, regardless of role. It is the main channel for internal communication, and it provides access to all corporate applications.

Acciones del sitio  Home Areas ONO Aplicaciones Ágora Ayuda

Nuevo Modelo de Innovación

COMUNICACION INTERNA 16/04/2012

Los enlaces de este comunicado se abren en una ventana nueva. Para volver al comunicado una vez visitado cada enlace, hay que usar la tecla habitual de retroceso del navegador.



COMENTARIOS

Pictured: Example of a corporate message to all employees. In this case, the Innovation area wanted to launch a new innovation model based on the participation of all employees. The team used this messaging to get the ball rolling and to lead by example—by creating an innovative communication message.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">• http://intranetono
Default Status	<ul style="list-style-type: none">• The intranet is the browser's default page, but users can change it. ONO supports three different types of devices:<ul style="list-style-type: none">○ Desktop: intranet is automatically opened when the computer is turned on.○ Laptops: intranet is automatically opened when the computer is turned on.○ Thin clients: Intranet is opened only when browser is opened (because the process of automatic opening on start up delayed the boot process).
Remote Access	<ul style="list-style-type: none">• Users can access the intranet remotely through the company's LAN and outside the office through Citrix from their personal devices (including tablets). Once they are connected, users can access the intranet directly.

DESIGN PROCESS AND USABILITY WORK

Design Approach

The ONO team vetted the new design with the company's CEO and, to learn how to solve intranet IA issues, reached out to other large companies—including two banks (one Spanish, one Dutch); one global technology company; an innovation and talent company; and a telecommunications company. However, the team's most important research came primarily from benchmarking and focus groups.

"We went to several major companies in Madrid to see their intranets and we also had that NN/g 2010 Intranet Design Annual that we had bought when the possibility of making a new Intranet was being considered," says Delgado.

"We (Innovation and IC) had a meeting in order to establish the different methods of research that we wanted to do and could pursue," she says. "Since we did not have any budget for this, we did everything in-house, benchmarking with companies where we knew colleagues who could help us by sharing their intranets with us."

The team assembled focus groups that included participants representing all functional areas of the company. "What we expected from the focus groups was to learn which features people wanted to keep in the new intranet," says Delgado.

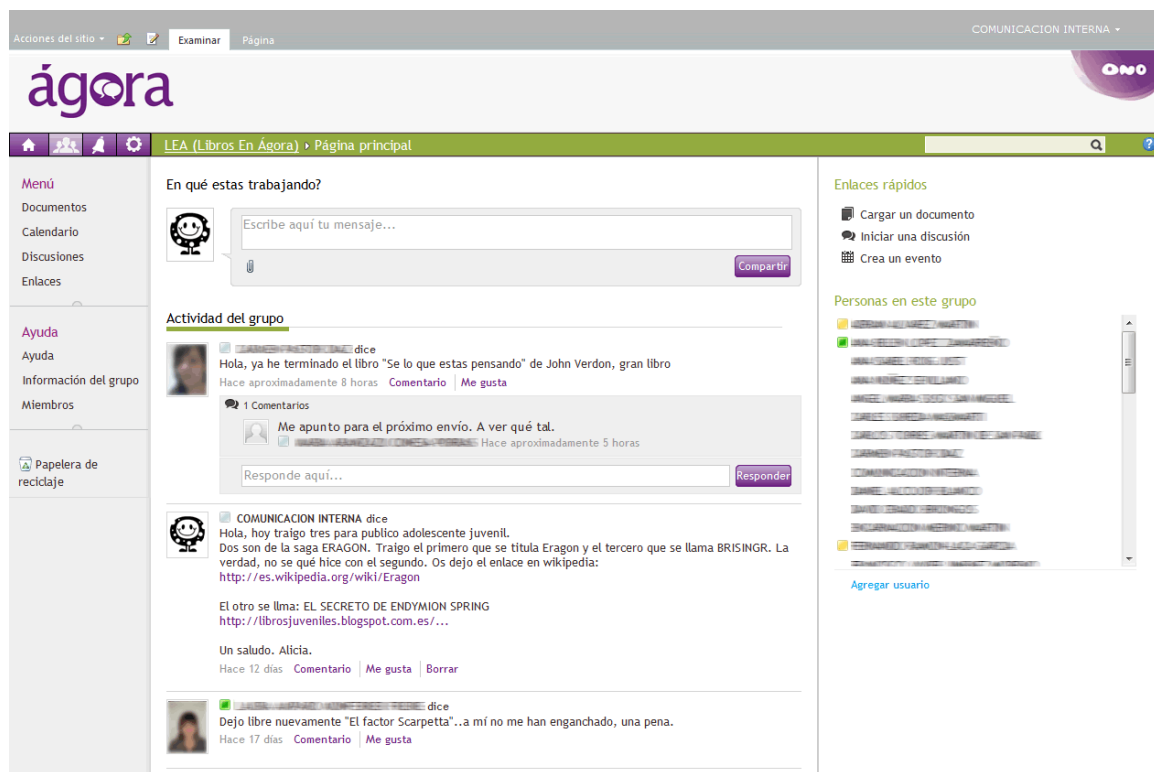
"From my experience, I can tell you that every time that I had the chance to ask

people what they wanted in an intranet, most of them did not say much. It always works better if you propose things and ask people to rank them. In this case, we asked about how they would welcome a social network and a good document management system and the answer was very positive in both cases.”

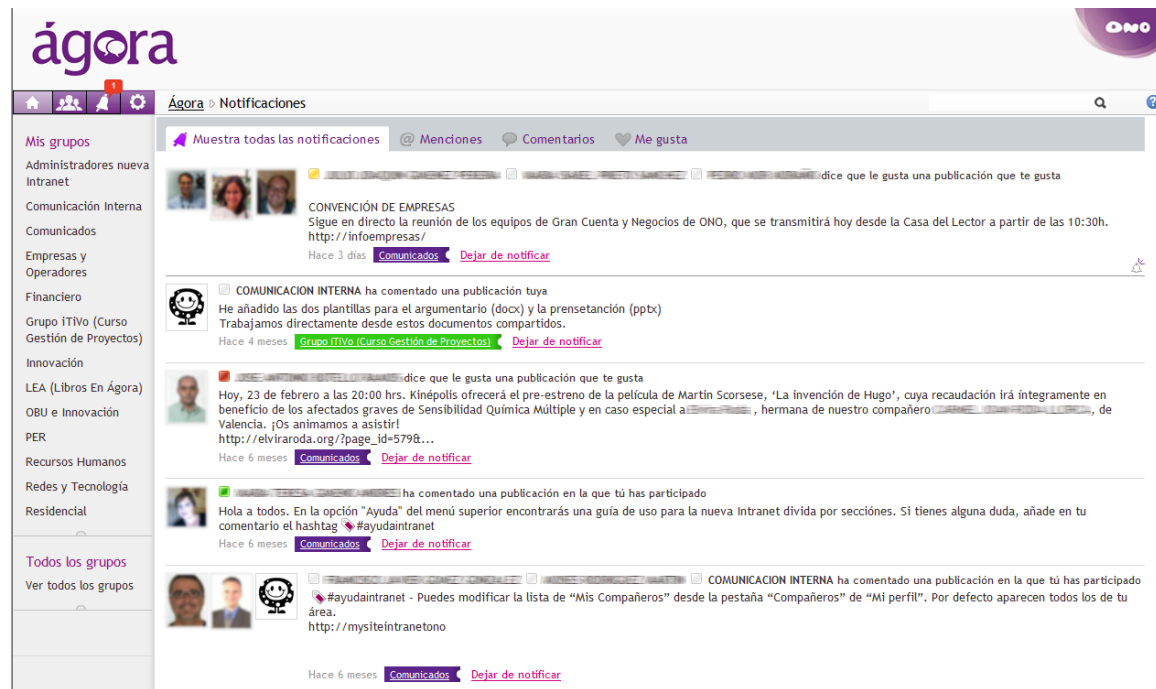
Benchmarking provided the most valuable information to the design team. “It allowed us to find out which features they all had in common and which they all missed,” says Delgado. “The first ones formed part of our basic requirements, and the latter let us be innovative with the site.”

Working with Outside Agencies

The ONO team brought in two outside agencies to help with the project. GMV was in charge of project management; it also developed the data import processes to move the data from SAP and created workflow programs. Spenta “painted” SharePoint. “[They] painted the design we made,” says Delgado. “They programmed the different web parts and they integrated the collaborative network (Beezy) into the intranet.”



Pictured: The intranet’s social collaborative network is called *Agora* (a Greek word meaning “gathering place”). The Beezy network is fully integrated into the site to leverage interdepartmental teamwork; the tool can create groups within the same business area or from different departments that are sharing working projects or social interests. Each group has the following features: *documents* (a library of assets accessible only to authorized group members); *calendars* (so group members can share important dates); *debates* (which anyone in the group can open); and *links* (which can be added directly or through a contribution on the wall).



Pictured: When users enter the *Agora* page, they see four icons in the top left column: *Home, Groups, Alerts, Configuration*. This screen shows a report of all contributions made to the different groups. The Internal Communication team sees everything, but regular users see only the contributions made by people that belong to their group.

TIMELINE

PROJECT TIMELINE	
Milestone Date	Milestone Description
2001	<ul style="list-style-type: none">• First company intranet
December 2006	<ul style="list-style-type: none">• Second company intranet
March 2011	<ul style="list-style-type: none">• Decision to create a new intranet
August 2011	<ul style="list-style-type: none">• Consulting partner chosen
September–January 2011	<ul style="list-style-type: none">• Development phase
February 1, 2012	<ul style="list-style-type: none">• Launch day (with 85 percent of the content)
March 2012	<ul style="list-style-type: none">• Analysis of user behavior and site usage• Bug fixing• User survey
April 2012	<ul style="list-style-type: none">• Phase II launch (including the remaining content)

CONTENT AND CONTENT CONTRIBUTORS

The ONO intranet uses the default SharePoint CMS, and Internal Communication manages content updates when requests are made to post items to the homepage. Only IC can post content to the homepage; aside from this, all areas have their own contributors.

“We (Internal Communication) work in Human Resources (including Facilities) which is the main content contributor, followed by the IT department, CEO, and the rest of executive areas,” says Delgado.

Area administrators can post whatever they consider appropriate in their own areas. Because the site’s focus is social, the walls are the go-to content areas, where users can receive feedback on their contributions.

Content Contributors Chart



Pictured: How CMS contributors interact with each other and with the CMS.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none">• Web Server: Microsoft Internet Information Server.• Hardware:<ul style="list-style-type: none">○ Two web servers○ Two crawl servers○ Two services servers○ HD 400Gb, with extra space for logs, backup, and temporal data• O/S: Microsoft Windows server 2008 R2
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">• Redmine (bug tracking)
Design Tools	<ul style="list-style-type: none">• Photoshop, Fireworks, and Dreamweaver
Content Management Tools	<ul style="list-style-type: none">• SharePoint BackOffice
Search	<ul style="list-style-type: none">• SharePoint standard search engine
Other Functions	<ul style="list-style-type: none">• Beezy social collaborative network (fully integrated in the intranet)

SEARCH

ONO uses the default SharePoint search tool. All intranet content is indexed and can also be tagged (by the person who uploads the files).

The SharePoint search tool provides categorized results, such as file name, file content, corporate messages made on a SharePoint template, wall contributions, and personal employee pages (*My Site*).

"It is important to emphasize that the results provided by the search tool are only those to which the user has access," says Delgado. "The user will not see any indexed content for which he or she doesn't have reading rights."

Acciones del sitio Examinar Página Publicar COMUNICACION INTERNA

Home Areas ONO Aplicaciones Agora Ayuda

Resultados de la búsqueda

11-20 de aproximadamente 7.800 resultados

ONO_Manual_Identidad.pdf
que dan coherencia y uniforman nuestras comunicaciones. Es un trabajo de equipo, en el que ...
Autores: Fecha: 03/05/2012 Tamaño: 9MB
http://intranetono/Ono/IdentidadCorporativa/Documents/ONO_Manual_Identidad.pdf

Disposición 5416 del BOE núm. 81 de 2010
BOLETÍN OFICIAL DEL ESTADO Núm. 81 Sábado 3 de abril de 2010 Sec. III. Pág. 30787/III. OTRAS DISPOSICIONES MINISTERIO DE TRABAJO E INMIGRACIÓN 5416 Resolución de 10 de marzo de 2010, de la ...
Autores: Ministerio De Trabajo E Inmigración Fecha: 06/02/2012 Tamaño: 1MB
[http://intranetono/sites/agora/groups/5/Documents compartidos/I_CONVENIO_COLECTIVO_GRUPO_ONO_\(BOE_3_ABRIL_2010\).pdf](http://intranetono/sites/agora/groups/5/Documents compartidos/I_CONVENIO_COLECTIVO_GRUPO_ONO_(BOE_3_ABRIL_2010).pdf)

Política de asignación de estaciones de trabajo
Asignación y uso de estaciones de trabajo: Portátiles y PCs ... 1.Cuál es el objetivo3 ... 3.¿QUIÉN ES EL PROPIETARIO3 ... Directores de los usuarios finales4 ...
Autores: Recursos Humanos Fecha: 19/11/2010 Tamaño: 1MB
http://intranetono/Documents/Políticas y Procedimientos/Políticas/Política_de_Asignacion_de_Estaciones_de_Trabajo.docx Visualizar en el explorador

Política de servicios de conectividad móvil corporativa
Política [efce7251-feed-4c48-be19-3e1cf09233d3]:Procedimiento ... 4.5.1. Uso adecuado del servicio ... En el menú del portal hay que seleccionar:
Comunicaciones/Telefonía móvil/Solicitud de alta. ...
Autores: Fecha: 29/03/2012 Tamaño: 1MB
http://intranetono/sites/agora/groups/8/Documents compartidos/Procesos y Procedimientos/Telefonía/PR_MOV_Política_de_servicios_de_conectividad_movil_corporativa_v2.doc
Visualizar en el explorador

Foto en tu perfil
Solo un 32% de los empleados de ONO tienen foto en la Intranet ... les enviaremos, previa solicitud (mail a Comunicación Interna), un perrito de peluche ONO ...
Para agregar tu foto entra en "MI ..."
Autores: Comunicación Interna Fecha: 12/06/2012 Tamaño: 97KB

DATOS IDENTIFICATIVOS
JUSTIFICACIÓN DE LA ASIGNACIÓN (indicar con X): (1) Director o (2) Servicio de ... y en su normativa de desarrollo (Comunicación Interna de RR.HH con fecha 22/06/2005 ...
Autores: Administrador Intranet, Jmr Fecha: 30/01/2012 Tamaño: 60KB
http://intranetono/Documents/Políticas y Procedimientos/Plantillas/Solicitud_de_portatil.doc
Visualizar en el explorador

Redes y Tecnología
La ubicación de esta página es: ... Bzzzz... tus compañeros han estado trabajando! ... Reuniones locales Redes y Tecnología 2012 ... por COMUNICACION INTERNA ...
Fecha: 26/08/2012 Tamaño: 119KB
<http://intranetono/redestecnologia>

Apertura de Incidencia por Usuario
Mantener la comunicación entre la organización de TI y sus usuarios acerca del estado de una ... la incidencia que se reporte sea de Comunicaciones o Correo Electrónico, que no lo permita ...
Autores: Fecha: 13/10/2010 Tamaño: 192KB
http://intranetono/sites/agora/groups/8/Documents compartidos/Procesos y Procedimientos/Operación Sistemas/OPERACION_IT_Apertura_Incidencias_Usuario.doc Visualizar en el explorador

Cambios Organizativos Operación de Red
Hacia una gestión unificada de los procesos ... u Mejorar la calidad del servicio ... como es el caso de la comunicación proactiva de incidencias al cliente), que debemos poner ...
Autores: Fecha: 04/05/2012 Tamaño: 104KB
<http://intranetono/redestecnologia/Comunicados/Paginas/Cambios-Organizativos-Operación-de-Red.aspx>

Incorporación de Rebeca González Tejera, Directora de Fidelización y Retención
COMUNICACION INTERNA ... se incorpora a la Compañía en calidad de Directora de Fidelización y Retención de clientes, dentro de la Dirección General de Residencial y ...
Autores: Comunicación Interna Fecha: 16/03/2012 Tamaño: 95KB
<http://intranetono/Comunicados/Paginas/Incorporacion-de-Rebeca-Gonzalez-Tejera.aspx>

Nivel de Confidencialidad
Cualquier Nivel de Confidenc...

Público
Confidencial

Tipo de Documento
Cualquier Tipo de Documento

Procedimiento
Política

Tipo de resultado
Cualquier Tipo de resultado

Página web
Word
PDF de Adobe

Sitio
Cualquier Sitio
mysiteintranetono
intranetono

Autor
Cualquier Autor
Comunicación Interna

Fecha de modificación
Cualquier Fecha de modificac...
La semana pasada
El mes pasado
Últimos seis meses
El año pasado
Anterior

Preguntarme sobre
Cualquier Preguntarme sobre
Comunicación Interna
Notas de prensa
Ruedas de prensa
mostrar más

Aptitudes
Cualquier Aptitudes
Comunicación
Diseño Gráfico
Inglés: TOEIC 905/990
mostrar más

< 1 2 3 4 5 >

Pictured: The search tool indexes all content added to the intranet. The results are sorted by element type, including documents, comments, My Site, groups, images, video, pages, and calendar events. Advance search lets users sort results by confidentiality level, document type, result type, author, and modification date.

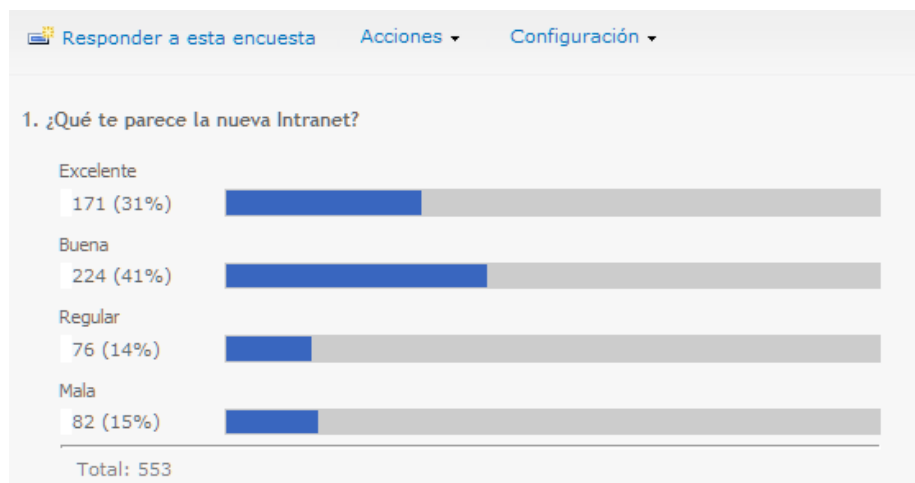
RESULTS AND ROI

Although it's hard to compare the old site to the new site (because there are no statistics from the old site), the new site has met the objectives outlined when the project began. "The social collaborative network has been a huge success," says

Delgado. "Forty-three voluntary groups have been created since the launch with a total number of 2,314 members. That is 82 percent of the company. We never had such an optimistic expectation of how this would work."

In addition to participation there is also a constant (and growing) body of feedback confirming that everything is now internally communicated at ONO [through the intranet]. "People are (gradually) finding it very interesting to share what they think with the whole organization," she says. "This includes top management—we have comments from our President, CEO, and four members of the Executive Team. They are also participating in their areas' walls. This is quite an achievement, believe me!"

Usage statistics show a very high percentage of site usage and message reading. For example, the most popular message posted in the big space in the menu area on the homepage had 7,015 readings. "Considering that we are less than 3,000 employees, it's not bad!"



Pictured: This chart highlights some of the surprising results gleaned from a survey aimed at assessing user response after the team launched the new site. Of those who responded, 72 percent said the site was "good or excellent." However, 28 percent found it "regular or bad," which was the most surprising result. The team believes that, while the site is a vast improvement over the old one, some people struggle with change and it might take time to improve on that impression. Despite the more tepid responses, the usage numbers are quite high and show that users are indeed engaging with the site, even though some or not used to it yet.

LESSONS LEARNED

Delgado shares some of the team's lessons learned:

- **Have a training plan in place *before* you launch:** "We should have prepared a training plan for employees that was ready to start immediately after the launch. Although the site is very user friendly, just like anything that is new, it caused confusion and a sense of loss of information that could have been easily minimized with training." The team addressed this oversight after the site launched. "We are doing it now in small groups of 10 to 12 people, and it's being very welcomed," she says. "People are discovering the intranet in these sessions, and then they start using it much more."
- **Keep it fresh:** "Make sure that your intranet looks a bit different every day. In 2012, when we visit a news page on the internet, we expect to find different content every time—otherwise, we lose interest. An intranet is mainly an internal communication tool so its first goal is to keep the user interested. Why? Because employees have to be an active part of the company's development, not only by being informed, but also by being a part of that development with their opinions and ideas."
- **Keep people involved:** "Make sure that the users can participate and make the intranet grow, to make it better, to make it theirs."
- **Plan for the complexity of designing on top of SharePoint:** "When we first showed the homepage design to our CEO, she thought that it had 'too many boxes,' too many places to look at, and she asked us to redistribute the content. This may sound easy but it was not simple at all. To 'draw' what we wanted over SharePoint is a nightmare and it took many working hours to re-adapt the design. This created a delay in the project, and yet we could not change the promised delivery date. There were days in which we thought we were not going to be able to make it. But we did."

Ooredoo (2014)

Using the intranet: Ooredoo, formerly known as Qtel Group, is a leading international communications company delivering mobile, fixed, broadband internet, and corporate managed services tailored to the needs of consumers and businesses across markets in the Middle East, North Africa, and Southeast Asia.

Headquarters: Doha, Qatar

Number of employees the intranet supports: 17,000

Locations where people use the intranet:

Qatar, Kuwait, Oman, Algeria, Tunisia, Iraq, Indonesia, Palestine, Pakistan, Maldives, Myanmar, and Singapore

Annual sales: The company reported revenues of \$9.3 billion USD in 2012, with a consolidated global customer base of more than 92.9 million as of 31 December 2012.

Design team: A core team of 20 people worked across all functions, with 10 additional people providing input internationally on behalf of each market.

Sponsor: Mohanna Al-Nuaimi, Ooredoo Group Chief HR Officer

In-house team: Caroline Lewis, Assistant Director, Internal Communications & Employee Engagement; Sid Ahmed Seghouani, Group Intranet Manager

ITWORX: Nahla Gaber, Program Manager; Ahmed Yehia, Project Leader; Hoda Mira, Usability Engineering Team Leader; Sara El Khoudary, Quality Team Leader; Amira Samir, UI Development Team Leader; Hossam AbdelSalam, Graphic Design Team Leader; Karim Ahmed, Design & Development Integration Software Lead; Michael Milad, Design & Development Integration Software Lead; Ahmed Mostafa, Design & Development Integration Software Engineer; Nahla Ghoneim, Senior Systems Design and Business Analyst; Ahmed Kassem, Senior Graphic Designer; Abdel Rahman Hazem, Quality Engineer

SUMMARY

“Share and share alike” could be the dictum for Ooredoo’s intranet, the *Buzz* portal, as it connects thousands of employees by exploiting social sharing features and offering robust language support.

Beginning on the homepage, the large carousel, multimedia gallery, news, and upcoming events calendar present the current happenings in a visible way.

The icons across the bottom of the homepage afford instant access to other tools and information, such as the HR self-service tool, stock price information, and local time zones. The simplicity of the icons makes them memorable and easy to recall. Also, the icons—which users might not recognize on first glance—are described in tool tips that appear upon hover. The bar that houses the icons has horizontal scrolling capabilities, so more icons can be added as needed.

Social features comprise the lower part of the homepage, The *Rewards* section honors the three people who have contributed the most to discussion boards, the *Knowledge Hub*, and usage overall. The top three contributors’ names in each category are listed, and the top contributor’s name is called out in larger letters in a red banner. This interface element demonstrates that the organization as a whole not only approves of discussion contributions, but indeed recognizes people who participate the most.

Two popular discussion boards have their own homepage section, displaying the board’s name, author, date of the latest post, and the number of replies thus far.

Two blog posts are also advertised on the homepage, with the blog title, the blogger's name (and image, if available), and the date.

The homepage's *Knowledge Hub* box promotes a feature that enables employees to share project-related experiences, success stories, and white papers. Keywords such as *share*, *practices*, and *research* are visually strong and attractive, and the *Explore more* button leads to the intranet's *Knowledge Hub* section.

All of these features immediately demonstrate that employees work with thinkers who are making things happen. This encourages them to also contribute and be part of the discussions across the Ooredoo Group. And employees like this, as evidenced by the feedback the intranet team collected about the new design. People said that the intranet helps them feel better connected and communicative:

"We feel closer to our overseas colleagues with Buzz."

"I feel connected with Buzz."

"I am now more aware."



The *Buzz* intranet's homepage offers social information and access at a glance, plus news, a calendar, and links to helpful applications.

The *Knowledge Hub* section of Buzz enables employees to read and share information such as research, technology trends, best practices about their work, and customer experiences and success stories. Searching is easy with the *Search for Knowledge* field in the top right of the content area. Although there is already a global site search in the top right of all pages, offering this local search makes the *Knowledge Hub* content even easier to find. When not presented right, local search can be a confusing feature, but the Buzz team designed this local search option in an understandable way:

- The search field appears in the content area, not near or as part of the navigation or heading area.

- The area's *Knowledge Hub* title appears above the local search field.
- The field label, *Search For Knowledge*, is specific to the general section topic.

For users who are not completely sure what they're looking for, Buzz offers browsing capabilities as well, organized by various topics such as *Broadband and data*, *Cloud*, *Mobile technology*, and *Leadership*. The topic titles called out in sections and headings helps communicate the variety of information in the *Knowledge Hub* section.

For users looking for inspiration or to stay updated, the *latest Added Files* section in the right rail is just the ticket; the file name, author name, category, and file type are all communicated here.

To add files to the *Knowledge Hub* users look no further than the large, red button labeled *Contribute*, with the subtext, *Share on Knowledge Hub*. The specific call to action, the button, and a large "plus" sign icon are all attractive signals to encourage contribution. Additionally, this button appears frequently throughout pages on Buzz, reminding people to contribute. This is a smart tactic: it prompts people about the *Knowledge Hub*, even when they're thinking of something else, like the content itself.

Buzz provides several other places where employees can share knowledge, including discussion boards; blogs; team, department, and project workspaces; and employee profile documents.

Buzz's *Discussion Board* section is extremely simple, displaying the topics, how many threads each topic contains, and the date and time each one was last updated. Because there are a select number of categories, the list is manageable.

Although there are no restrictions on what people can write about on the boards, the intranet team does encourage employees to report any offensive or disrespectful content. Designers also engaged a "noise word" feature, which contains a list of words that, if used, are automatically replaced with white space on the discussion thread or post.

ooredoo buzz

Welcome Abdallah | My Site | My Favorites

Site Content | Search Keywords | Q

Choose a Country | Doha | Sunny 29°C

Home | Ooredoo Group | How We Work | Knowledge Hub | News & Events | I Need To... | English

You are Here: Home Page > Discussion Boards

Discussion Board

	Threads	Last Updated
Art & Culture Art & Culture	102	PM 12:06 - 28/7/2012
Ask buzz Ask your Buzz questions..	26	PM 12:06 - 28/7/2012
Broadband Broadband	45	PM 12:06 - 28/7/2012
Cinema Cinema	113	PM 12:06 - 28/7/2012
Customer experience Customer experience	46	PM 12:06 - 28/7/2012
General General	37	PM 12:06 - 28/7/2012
Restaurants Restaurants	68	PM 12:06 - 28/7/2012
Sport Sport	89	PM 12:06 - 28/7/2012
Technology Technology	34	PM 12:06 - 28/7/2012
Travel Travel	132	PM 12:06 - 28/7/2012

Help

- Explore the Discussion Board
- Create a new discussion topic
- Post a new comment on a discussion topic
- Following a discussion thread

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The *Discussion Board* section of the Ooredoo intranet is extremely simple, displaying the topics, how many threads there are for each topic, and the date and time each was last updated.

Like the *Discussion Board* page, the *OG Blogs* page is very simple, but it does offer a few additional features. These features include filtering by category or market, requesting a new blog, and viewing (in the right rail) the last blog posts and who made them. The main list of blogs displays the blogger's name, picture, the blog name, and a short description of the blog. All of this information helps employees decide which content is of interest to them.

Welcome Abdallah | My Site | My Favorites

Site Content | Search Keywords

Choose a Country | Doha | Sunny 29°C

Home | Ooredoo Group | How We Work | Knowledge Hub | News & Events | I Need To | English

You Are Here : Home Page | Blogs

OG Blogs

Filter By: Category: Select Category Market: Market

Buzz it!
By: Sidahmed Seghouani - OG
Buzz

A ah! Tech Buzz
By: Paul Salmon - OG
Thoughts and observations about technology and our industry.

Abdulaziz ALMalik
By: Abdulaziz ALMalik - OG
We Try To share the Knowledge and help each other

Apple Geek
By: WATANIYA.COM/Itt- Wataniya Kuwait
Anything related to apple product news and Rumors

Becoming XO Employee
By: Jumadi (HRD) - Indosat
Do not want to be employee of so-so only. It must be changed and fast. Revolution! Be a Xtra Ordinary Employee. Let the revolution begin.

Request e+ Request Blog Start Sharing

Latest Blogs Posts

06 How to share an im...
Buzz it!
By: Sidahmed seghouani
Thursday, Aug 8, 2013

Would two iPhones in...
Apple Geek
By: alamar
Tuesday, Aug 6, 2013

Barcelona and Football...
Becoming XO Employee
By: Jumadi (HRD)
Monday, Aug 5, 2013

Modernising Our Tower...
A ah! Tech Buzz
By: Paul Salmon
Monday Jul 1, 2013

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The blogs page on Ooredoo’s intranet enables filtering by category or market and displays the latest blog posts—and who made them—in the right rail.

Employees can share more directed content in team workspaces. These spaces call out the latest discussion topics and who is involved, as well as offering shared documents and related team information. Some active group members are listed in the right rail, along with their pictures and job titles, and a link to view the full list of group members. These features highlight content and let people delve in and research further. Other features—such as the calendar, discussion forum, blogs, picture library, task list, and surveys—help employees store everything related to the project team in one accessible, common place.

ooredoo buzz

Welcome Abdallah

My Site

My Favorites

Site Content

Search Keywords

Q

Choose a Country

Doha

Sunny 29°C

Home

Ooredoo Group

How We Work

Knowledge Hub

News & Events

I Need To

English

You are Here: Home Page > My Workspaces > Group IC & EE workspace

Shared Documents

Team documents

Echo

Comms

Topics

Discussion Forum

Shared Calendar

Tasks List

Blogs

Picture Library

Surveys

Team Calendar

August 20, 2013

Sunday	Monday	Tuesday	Wedne...	Thursday	Friday	Saturday
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	1	2	3	4

Contribute

Share on Knowledge Hub

Group Members

Caroline Lewis

Assistant director Group...

Sidahmed Seghouani

Group intranet manager

Sukhi Ghataore

Employee Engagement M...

See All

Latest Discussion

We are launching Fykraty soon! Join us with your best IDEA!

Posted By: Caroline Lewis

Topic No.: [4]

Last Update: PM 12:06 - 28/7/2013

Echo survey to hear employee concerns and needs, are you ready?

Posted By: Sukhi Ghataore

Topic No.: [16]

Last Update: PM 17:22 - 27/7/2013

View All

Shared Documents

Buzz adoption plan

By Caroline Lewis

IC & EE Forum agenda

By Sidahmed Seghouani

Buzz migration plan

By Sidahmed Seghouani

Buzz re-skin milestones plan

By Sidahmed Seghouani

Add Document

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Legal Statement

A typical team workspace includes a *Team Calendar* of important dates, along with the latest shared documents and group discussions.

Similarly, project workspaces let employees share information about each particular project in a consolidated project area. Here, people share documents, tasks, discussions, a calendar, and contacts.

The image shows a screenshot of the Ooredoo Buzz intranet. A 'Request project' form is overlaid on the page. The form has a red header with a white plus icon and the text 'Request project'. Below the header, there is a red box with white text that says 'Technology: Select this for technology related projects'. The form fields are as follows:

- Language: English (dropdown menu)
- Project Name: Enter project name (text input)
- Description: Enter project description (text input)
- Project Workspace Category: Technology (dropdown menu)
- Project Members: Add project member (text input with a plus icon)
- Reasons for The Request: Enter reason for request (text input)

At the bottom of the form are 'Cancel' and 'Submit' buttons. The background of the intranet shows the Ooredoo Group logo, navigation links (Home, Ooredoo Group, How We Work, Knowledge Hub, News & Events, I Need To...), and various content sections like 'Latest Blog Posts', 'Discussion Boards', and 'Rewards'.

The *Request project* form, which any employee can fill in and submit, ensures that the IT group doesn't become a bottleneck in the process of requesting a project workspace.

Robust employee profile pages on the Ooredoo intranet not only enable people to find one another, they also encourage people to communicate in this venue. The *Ask Me About* tag cloud in the upper right of the page displays the employees' expertise and affinities, which each employee can add. Employees can add comments and images on their *Note Board*, and others can "like" or share them.

Many companies face the challenge of how to get employees to update their profiles. Here, employees are encouraged in various ways to add information to their profiles, including:

- **Buzz rewards:** A regular reward scheme encourages site usage.

- **Success stories:** On the *Note Board*, employees share stories about how updating their profile helped them learn new things or achieve success on a project.
- **Profile-completion web part:** Each user's profile displays a completion status bar, along with *Completion Tips* on what they can do to make their profile more complete.
- **Privacy controls:** Because privacy was one of the greatest employee concerns, designers made it possible for people to control who sees their information. The privacy options are especially important to employees who add information about their personal interests.

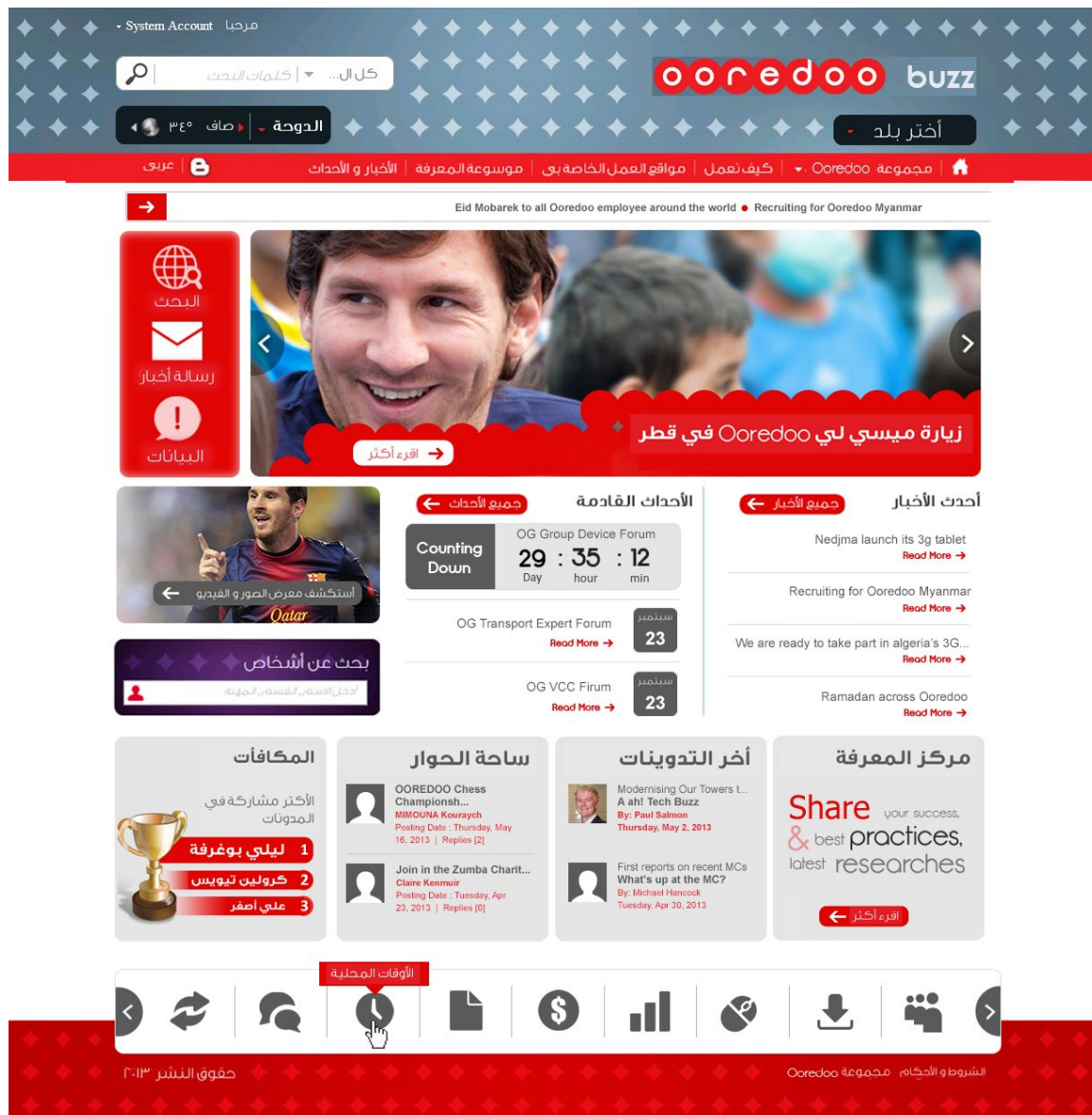
In addition to the social features, the employee profiles also include information about where employees work within the organization, what content they are responsible for, and so on.

The screenshot displays the Ooredoo Buzz intranet interface. At the top, a navigation bar includes a welcome message, user links, a search bar, and location/weather information for Doha. The main profile section for Sid Ahmed Seghouani, a Group Intranet Manager, features a profile picture, contact details, and a bio. It also includes a 'Team Spirit' section with icons for Knowledge Management, Project Management, Data Integration, and Customer Services. Below the profile, tabs for Overview, Organization, Content, Tags & Notes, Colleagues, and Memberships are visible. The 'Recent Activities' section shows a profile update. The 'Note Board' contains two posts by the user, each with a rich text editor, image/link upload options, and engagement metrics (likes, shares, edit). On the right, a 'Profile Completion' bar shows 20% completion, and a 'Common With You!' section lists colleagues Caroline Lewis and Sukhi Ghataor. At the bottom, a 'My Organization Chart' shows the user's position within the hierarchy. The footer contains copyright information and links to the Ooredoo Group and Legal Statement.

Robust employee profile pages on the Ooredoo intranet not only enable people to find one another, they also encourage people to communicate in this venue.

To further enable employees to share content, the Ooredoo intranet offers comprehensive language support. Ooredoo operates in 12 different countries, and employees can communicate on Buzz in three different languages: English, Arabic, and French. A drop-down menu at the top of each page lets employees switch languages at any time.

In the Arabic version of Buzz, the interface was flipped horizontally to accommodate reading from right to left. For example, the search field and context navigation menu appear on the left in the Arabic version and on the right in the English and French versions. The content area and navigation are also reversed. (The out-of-the-box SharePoint language pack offers an automatic switch, which the designers took advantage of here.)



In the Arabic version of Buzz, the interface was flipped horizontally to accommodate reading from right to left.

Buzz enables Ooredoo employees to share more than 23 GB of digital content via workspaces and other sharing tools. By offering a simple UI and targeted encouragement, and fostering the culture of sharing, Ooredoo designers have made an excellent case study for highly successful social sharing on an intranet.

BACKGROUND

Ooredoo has been the fastest growing telecom company by revenue in the world over the past six years, with a number of acquisitions across emerging markets in the Middle East, North Africa, and South East Asia. This growth resulted in a need for an Ooredoo Group intranet to connect all of the company's employees and present opportunities for them to learn more, share more, and connect more with each other across the organization. The design team was in the fortunate position of building the site from scratch, giving them an opportunity to gather input from all business areas at the Organization level and from the organization's various operating companies. This research informed the team's decisions about what kind of platform to build.

The Ooredoo Group team faced challenges familiar to most intranet teams: short timelines, limited budget, and the need to gain support across the organization. The team also had to design a site that could be adapted for users across the company's diverse set of locations, which include Qatar, Kuwait, Oman, Algeria, Tunisia, Iraq, Indonesia, Palestine, Pakistan, Maldives, and Singapore.

INTRANET TEAM



Ooredoo Group intranet team members Caroline Lewis and Sid Ahmed Seghouani



ITWORX team members (top row, left to right): Amira Samir, Nahla Gaber, Nahla Ghoneim, Michael Milad, Ahmed Yehia, Hoda Mira, and Sara El Khoudary; (bottom row, left to right): Abdel Rahman Hazem, Karim Ahmed, Hossam AbdelSalam, Ahmed Kassem, and Ahmed Mostafa.

GOVERNANCE

Ownership

The Ooredoo Group Internal Communications and Engagement team (located in the Ooredoo Group Human Resources functional area) owns the intranet. This placement has proven critical to the site's success. "We're in even bigger demand than we were before, with my team talking with all areas of the business regularly," says Caroline Lewis, Assistant Director, Ooredoo Group Internal Communications & Engagement. "We're still working with the wider Group team and our operating companies to train them on how to get the most out of the site.

"The adoption work continues," she says. "We're now much closer to teams across the entire Group."

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Group Intranet Team	<ul style="list-style-type: none"> • Provide infrastructure and intranet governance; oversee program management; coach, support and train content managers; produce promotional messages and organization-level content; develop site and features; be responsible for the budget
Operating Company Intranet Team	<ul style="list-style-type: none"> • Promote the site to employees; develop country-level content; provide support for operating company content owners
Content Owners	<ul style="list-style-type: none"> • Update their content sections; support and train team members on using workspaces

USERS

All employees at all levels use the intranet. Employees across the Ooredoo companies use 70% of the content. The other 30% of content is for group-level employees only. The site hosts all HR information for these employees.

Users at both an executive and lower levels blog on the site and regularly use workspaces. Project leads and department heads at an organization level and within Ooredoo's operating companies manage their own workspaces to collaborate on key projects. The company's *Knowledge Hub* is primarily populated by content from SMEs. This creates a great place where people can go for best practices information. Business unit leads also access the site for the business planning process. And all employees contribute to discussion boards and the site's social area.

"We're using the site to help break down barriers across our hierarchy and our geographical borders," says Lewis.



Sharing the latest technology trends, customer experiences, success stories, and white papers is critical for the company's growth. *Knowledge Hub* is a dedicated page designed to encourage employees to both read what others have to share and contribute their own information. The *Contribute* button was intentionally designed to be big and inviting; it appears on pages throughout the portal to make it easy for employees to recognize and use the feature.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">• http://buzz.ooredoo.com
Default Status	<ul style="list-style-type: none">• The intranet is set as each user's homepage and is bookmarked in each user's browser. There is also a desktop icon and keyboard shortcut that launch the site.
Remote Access	<ul style="list-style-type: none">• Remote access (outside the company's LAN) will be rolled out in 2014.

DESIGN PROCESS AND USABILITY WORK

Design Approach

As an initial research activity, the team conducted a survey to learn more about employees' needs and requirements for the new intranet. The survey results helped inform an initial requirements set, features list, and design. "It saved us a lot of time in meetings [and] reduced design time for wireframes and maintenance time," says Lewis.

The initial survey also helped frame the questions asked in the focus groups that followed.

There were five initial focus groups, each representing one or two of the main Ooredoo Group departments. Each contained five to eight participants. The focus groups were intended to verify the initial set of requirements. The team also showed participants the initial design of the new homepage.

As the survey informed the focus groups, the focus groups informed the wireframes and IA.

Because the initial usability and requirements research took place onsite at Ooredoo the team also had a chance to see employees in their own working environment. "We set up meetings with people at the workstations and shadowed them to learn more about their roles, to identify ways our intranet could help them with their daily tasks," says Sid Ahmed Seghouani, Ooredoo Group Intranet Manager.

"Employees' feedback was extremely useful, especially on navigation labels and the structure of some pages (*My Workspaces*, for example), where employees indicated the need for different types of workspaces, such as a project workspace and a department workspace," says Hoda Mira, Usability Engineering Team Leader ITWORX. "We based the information architecture on activities and topics rather on departmental structure."

"Once we incorporated the employee's feedback on the wireframes and information architecture, we were ready to start the graphic design activities to match Ooredoo Group branding guidelines and design trends in other online websites or printed materials," she says.

This design process was iterative, with design team members and Internal Communications team members meeting many times with the project's usability engineer, graphic designers, and SharePoint developer to make sure the proposed wireframes and IA matched the user needs requirements captured earlier in the project.

Heuristic evaluation sessions were also conducted to ensure adherence to usability best practices and consistency.

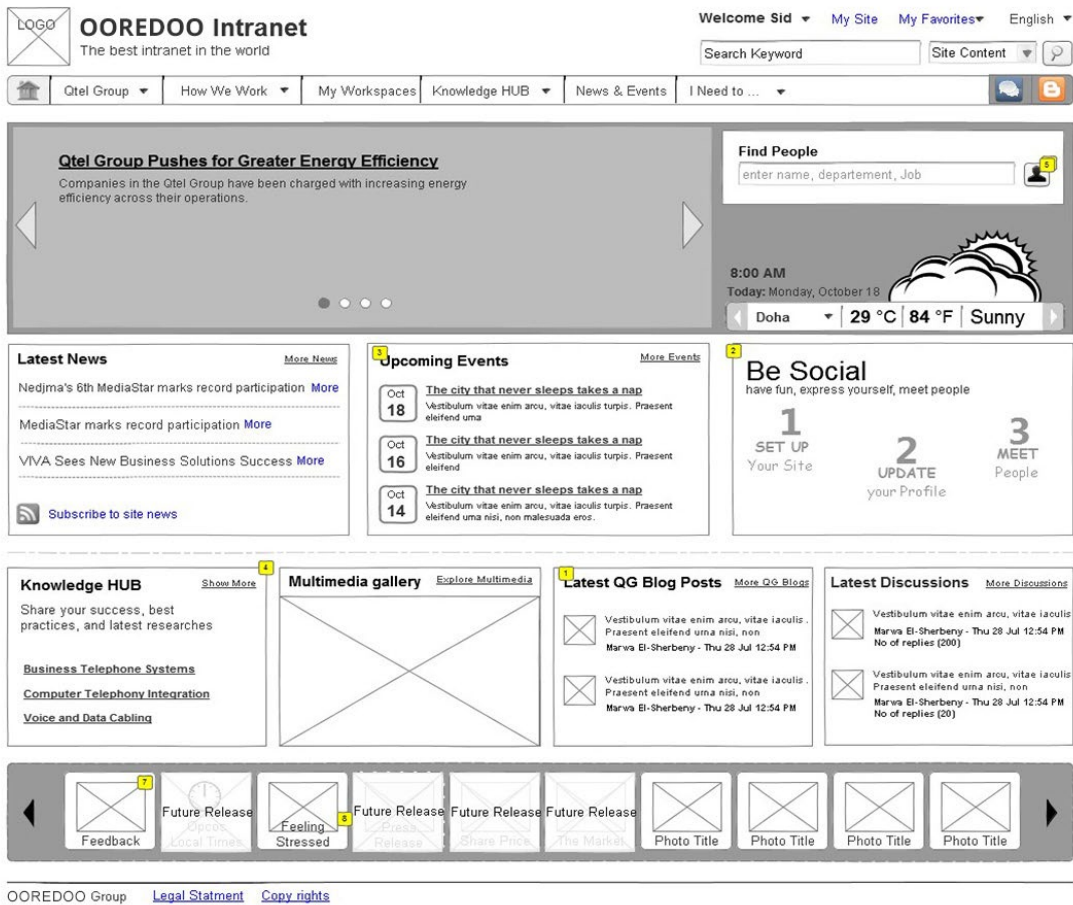
"After a few iterations, we were ready with the final wireframe to share it again with the same focus groups we met earlier in the process," says Mira. "We conducted the focus groups session again with the main focus on the information architecture, this time using closed card sorting."

The main wireframe was projected on a screen and the participants were asked to use the proposed IA to locate information and services, such as "Where would you go to find information about HR vacation policies?"


"Answers were collected as a qualitative data rather than quantitative—just to make sure that most of the focus group members could easily navigate the intranet," says Seghouani.

Working with Outside Agencies

Ooredoo did not have adequate in-house resources to build the site within the specified (tight) timeline, so they worked with ITWORX for design and tech development support. ITWORX was brought in at the start of the project, once all of the project needs had been defined internally.



A wireframe of one proposed version of the homepage design.


OOREDOO Intranet
 The best intranet in the world

Welcome Sid ▾ My Site My Favorites ▾ English ▾

[Home](#)
[Qtel Group ▾](#)
[How We Work ▾](#)
[My Workspaces](#)
[Knowledge HUB ▾](#)
[News & Events](#)
[I Need to ... ▾](#)

Qtel Group Pushes for Greater Energy Efficiency

Companies in the Qtel Group have been charged with increasing energy efficiency across their operations.

Find People

8:00 AM
Today: Monday, October 18

Doha ▾ 29 °C 84 °F Sunny

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MediaStar marks record participation [More](#)

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Oct 18 [The city that never sleeps takes a nap](#)
Vestibulum vitae enim arcu, vitae iaculis turpis. Praesent eleifend urna

Oct 16 [The city that never sleeps takes a nap](#)
Vestibulum vitae enim arcu, vitae iaculis turpis. Praesent eleifend

Oct 14 [The city that never sleeps takes a nap](#)
Vestibulum vitae enim arcu, vitae iaculis turpis. Praesent eleifend urna nisi, non malesuada eros.

Be Social

have fun, express yourself, meet people

1
SET UP
Your Site

2
UPDATE
your Profile

3
MEET
People

Knowledge HUB

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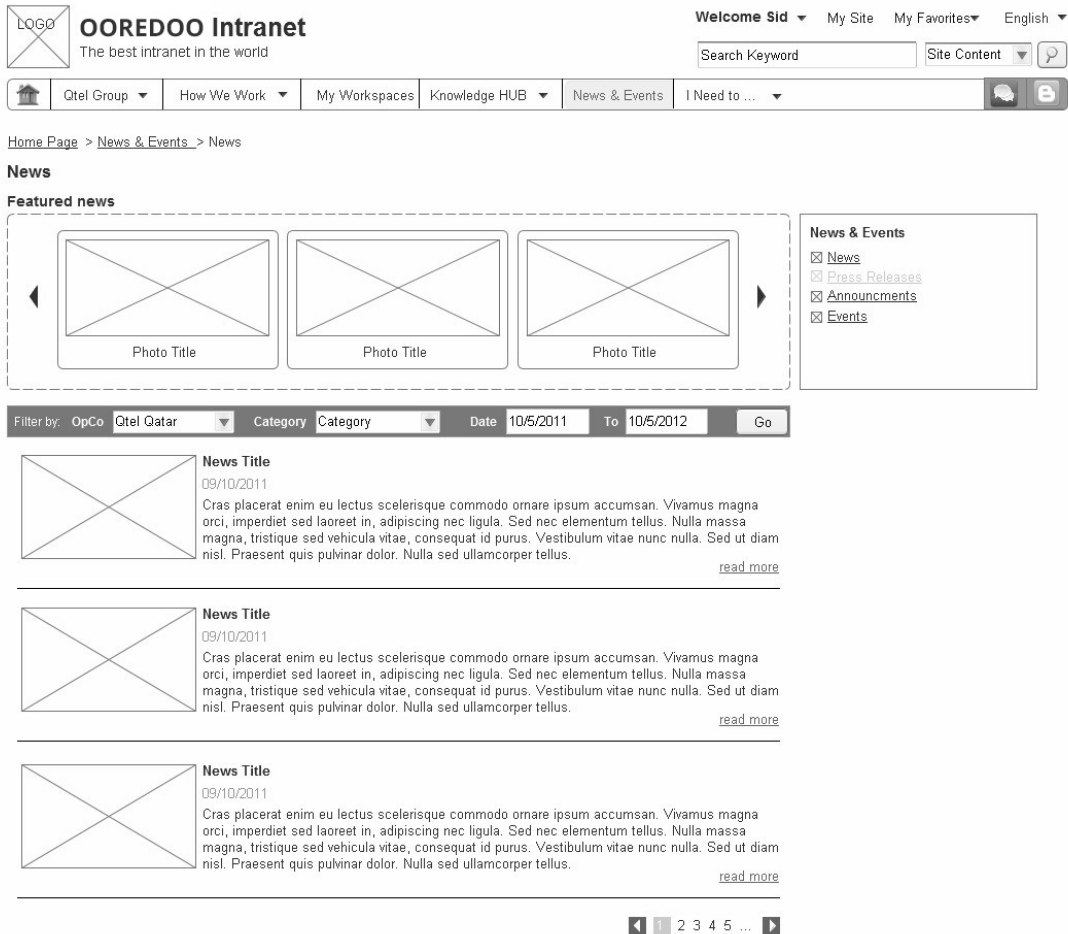
Vestibulum vitae enim arcu, vitae iaculis. Praesent eleifend urna nisi, non Marwa El-Sherbeny - Thu 28 Jul 12:54 PM No of replies (200)

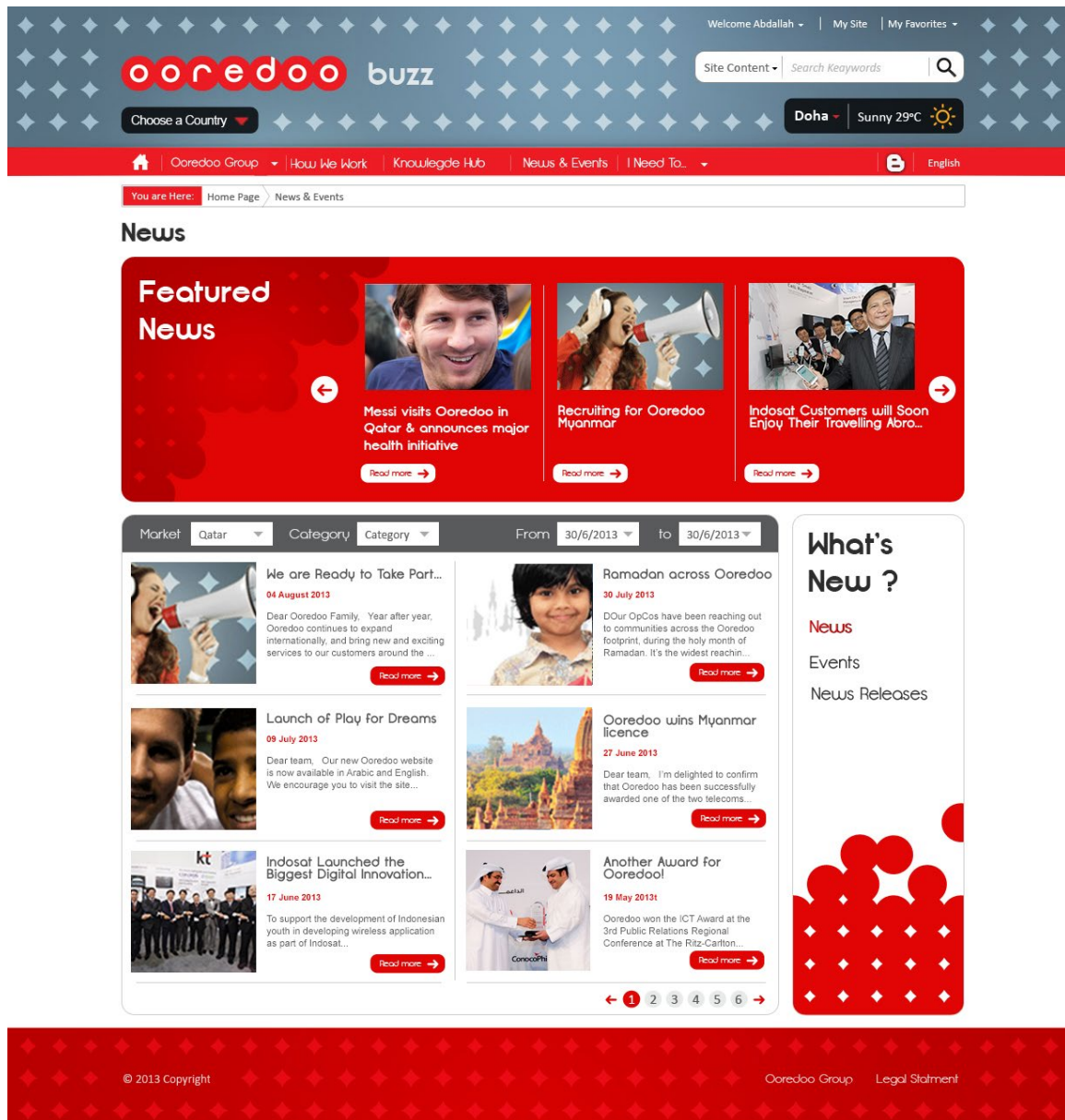
Vestibulum vitae enim arcu, vitae iaculis. Praesent eleifend urna nisi, non Marwa El-Sherbeny - Thu 28 Jul 12:54 PM No of replies (20)

Feedback
 Future Release
 Feeling Stressed
 Future Release
 Future Release
 Future Release
 Photo Title
 Photo Title
 Photo Title
 Photo Title

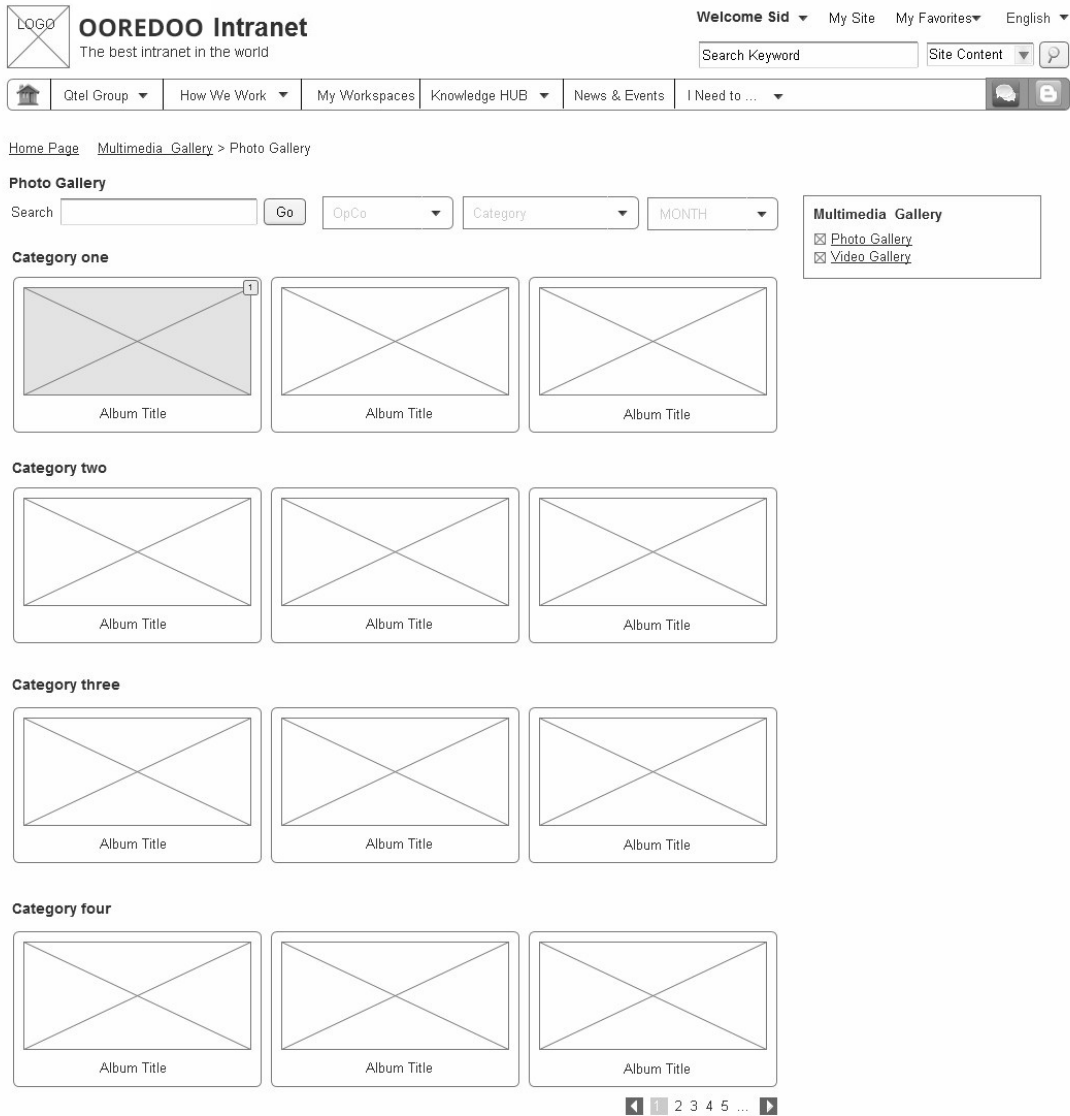
[Ooredoo Group](#)
[Legal Statment](#)
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Another proposed homepage design.

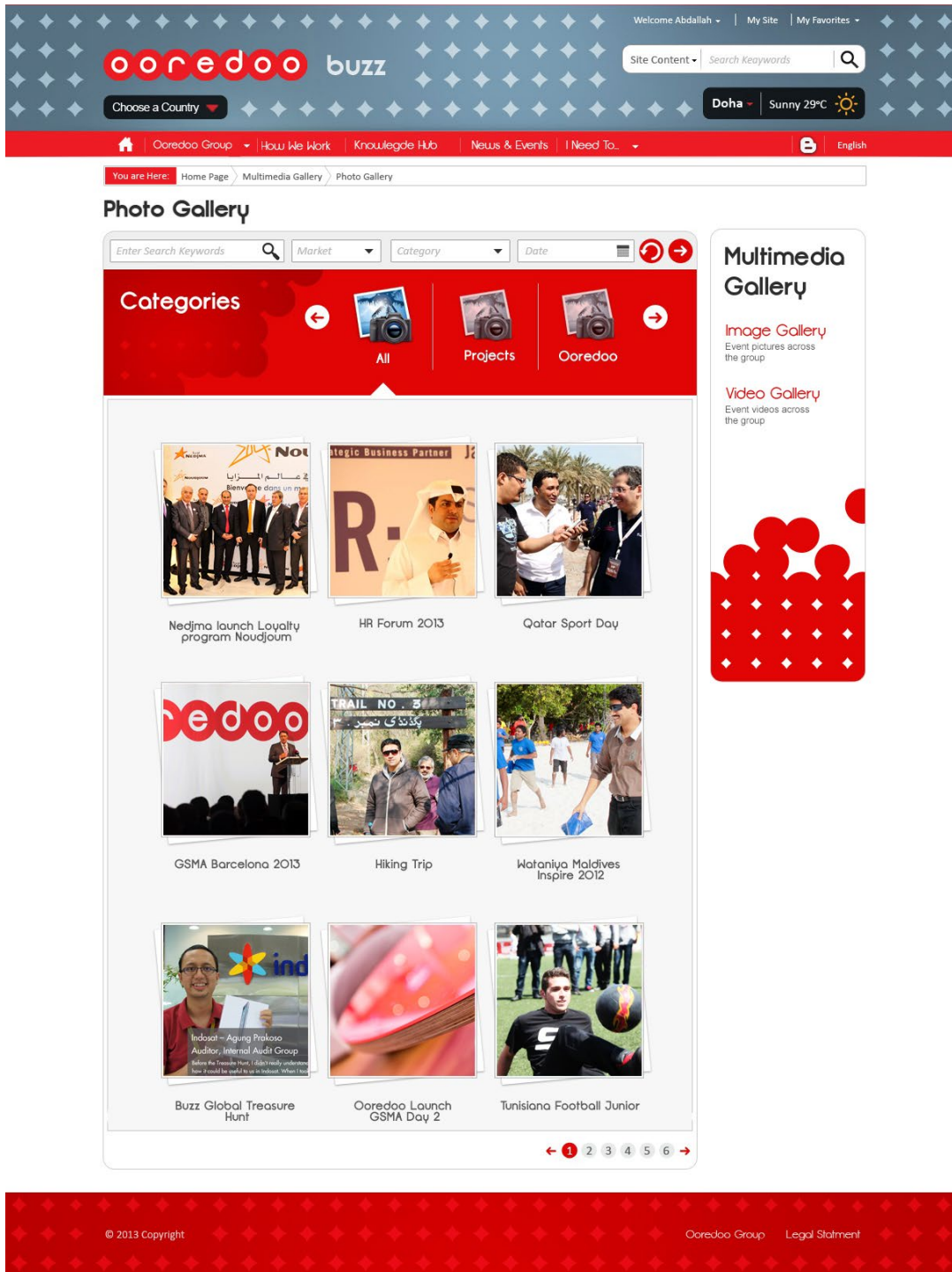




The News page was designed to host news from across the Ooredoo Group. A specific layout was created to keep content relevant for all users. The four most recent news articles are dynamically displayed on the homepage, and users can access this feature from the navigation bar at any time to view all news or a specific story using the filters. Users can also "like," comment on, and share news articles.



A wireframe of the proposed photo gallery design.



The multimedia gallery showcases the site's multimedia content. The photo gallery is a very flexible sub-feature that lets content managers create photo albums, and tag and categorize photos. All users across the Ooredoo Group can view the albums, "like" them, post comments, and share the photos on their profile page.

TIMELINE

The period from initial project inception to site launch was 18 months. Some of the key milestones are listed below.

INTRANET TIMELINE	
Milestone Date	Milestone Description
January 12, 2012	<ul style="list-style-type: none">Phase 1 launch: Site available to Group-level employees.
December 12, 2012	<ul style="list-style-type: none">Phase 2 launch: Site available organization-wide in all markets, providing access for 17,000 employees.
March 2013	<ul style="list-style-type: none"><i>News</i> ticker<i>Buy and Sell</i>Local times<i>Important News</i> pop upPage ratings web partMost active contributor measuring tool<i>My Site</i>Site share functionality
July 2013	<ul style="list-style-type: none">E-newsletterNotificationsComment and “like” features (on all pages)List filter web partPollsResearch siteEvent countdown web partEmployee performance management tool
August 2013	<ul style="list-style-type: none">Site migration and launch of new design to match Ooredoo Group rebrand

CONTENT AND CONTENT CONTRIBUTORS

The choice of a content management system was a fairly simple decision; the team chose SharePoint’s native CMS capabilities.

Approximately 20 people develop content for the site, including content managers across the Ooredoo Group. The intranet team approves all content, and layout is

forced though the site design parameters. Content developers can get support through several channels, including: in person, online, and by telephone.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none">• Hardware: VM Ware technology is used for the hosting platform (which contains 22 servers)• OS: Windows Server 2008 R2
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">• V-Center (a VM Ware tool) for hardware tracking• SCOM server for software tracking
Design Tools	<ul style="list-style-type: none">• SharePoint Designer 2010• Visual Studio 2010
Site Building Tools	<ul style="list-style-type: none">• SharePoint Server 2010 Enterprise edition
Content Management Tools	<ul style="list-style-type: none">• SharePoint Server 2010 Enterprise edition
Search	<ul style="list-style-type: none">• Fast Search Server 2010
Other Functions	<ul style="list-style-type: none">• Microsoft Data Protection Manager for daily backup and restore (site, database, and user content)

SEARCH

The team chose Microsoft's Fast Search as the search technology. The priority was keyword search; to achieve it, the team utilized SharePoint Metadata, creating a metadata term store for each feature that let end users search using keywords. The team also chose out-of-the-box Fast Search Server functionality to filter the search results by user, file type, and date, as the following screen shows.

A typical search results page.

The screenshot displays the Ooredoo Buzz intranet interface. At the top, there's a header with the Ooredoo logo, a search bar, and navigation links. The main content area shows the 'Find People' search results for 'Sid Ahmed Seghouani'. The results include a profile card with a photo, name, job title, and contact details. A sidebar on the left provides filters for job titles, departments, and past projects. The footer contains copyright information and links to the Ooredoo Group and Legal Statement.

The *Find People* search results include a page on each employee, with a photo, telephone numbers, and email. More specific information is revealed upon request, including org structure information. Users can refine the search results using the faceted search on the left, which is helpful given the company's size and huge number of employees.

RESULTS AND ROI

The new intranet is meeting the real needs of the organization, which is how the company is measuring the project's success. "People are spending less time looking for documents and searching for contact details for people," says Lewis. "Time is money."

Other activities point to the site's popularity among its users, including: an increase in executive use, content database growth, an increase in site visits and daily page views, a rise in usage among different groups and levels across the organization, and measures of the most popular content and features.

Following is a snapshot of how the site is doing as of this writing:

- **Number of page views:** 735,172

- **Number of unique visits:** 57,356
- **Content database growth:** currently 31GB (3GB at launch)
- **Most popular content:** photos (*Photo Gallery*), videos (*Video Gallery*), news articles, and product information
- **Most popular features:** *Knowledge Hub*, *News and Event*, *Our Market Map*, *Find People*, and *MySite*

LESSONS LEARNED

Lewis and Seghouani share some of the team's lessons learned:

- **Secure sponsorship at a senior level.** "Our Group Chief HR Officer, Mohanna Al-Nuaimi, has been a great support in ensuring we have the budget and resources we need. He believes in the power a successful intranet can bring to an organization and has been right behind us from the start."
- **Host the site locally from the start.** "We initially hosted the site overseas, which had an impact on stability and performance. Since we migrated it to Doha, performance and stability are no longer an issue. It also gives us more flexibility in relation to access. We can allow employees to access via the internet."
- **Have a dedicated IT resource.** "We've been reliant on part-time support from IT until recently, without clear service-level agreements. Now that we have a dedicated resource in place, we're enjoying 95% 'up' time and real focus on any changes that require IT support."
- **Appoint one dedicated project manager.** "We had a handover between project managers part way through the process. This caused confusion and slowed us down."
- **When designing the front end, plan for the back end.** "If developing custom functionality, ensure the back-end design is easy to update. We've done this and we're reaping the benefits. Even those who consider themselves non-technical are able to easily add content."
- **Have full involvement of IT in the governance plan.** "This wasn't the case [for us]. We are driving this and are still working to ensure full implementation. Having a dedicated IT resource is helping us to close this, which will benefit the site as a whole."
- **Really invest time in adoption—it's worth it.** "We've trained content managers in all of our operating companies on our functionality. And we're launching regular campaigns and initiatives, which encourage employees to use the site. If the aim is to encourage employees to collaborate online, it's important to help them understand how to use the intranet, and how it will benefit them."
- **Spend time researching with your users.** "We believe this has been a huge contributor to our success. Build a site that answers the needs of the employees and the business. People will then want to use it."

ConocoPhillips (2015)

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

Headquarters: Houston, TX

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

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

Annual sales: \$58.2 billion (2013)

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

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

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

SUMMARY

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

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

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

Similarly, users may scroll the announcements to the right and the strategic initiatives in the center section. Items such as *Milestones 2013*, *Defining ConocoPhillips*, and *World Clocks* are handy when doing day-to-day work. And the *Performance* section informs employees with text and sparklines (very small charts with information) that offer figures about how well the organization as a whole is doing compared with their planning. This type of feature can not only make employees stay focused on the big picture, but can make them feel informed and respected too.

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

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

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

SharePoint Newsfeed Documents Sites Leila Cooper + ?

BROWSE Type to search documents, people and networks

10°C Ekofisk 58.80 +0.16 (+0.26%) Last Trade: 6/6/13

Norway

Our Company My Work & Collaboration My Life & Career

NEWS

ANNOUNCEMENTS

New Exploration Manager
Posted 6/5/2013

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

MILESTONES 2013

EKOFISK WEATHER FORECAST

NORWAY ORG CHARTS

WORLD CLOCKS

Defining ConocoPhillips
Integration values alignment CULTURE LEADERSHIP
NEW! Collaboration Video Blogs

PERFORMANCE

Safety Messages
Life Saving Rule #1: Work with a valid work permit when required.
Read More >

Global HSE
Recordable Injuries
This Month: 0
YTD TRR: 0.29
2012: 257
2013: 51

Business Unit HSE
Process Safety Events
This Month: 1
YTD TRR: 0.29
2012: 257
2013: 51

EVENTS

MAY 31 Projects Learning Conference Abstract Submissions Due

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

MAY 20 Good For You! Campaign begins

PUBLICATIONS

2013 Fact Sheet Pioneer Strong SPIRIT Magazine World Maps Spring 2013 Fact Sheet

QUICK REFERENCE

GLOBAL

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

NORWAY

- iSite Livelink EMEA
- Controlling documents (CDT)
- Ekofisk weather forecast

English

Pictured: Intranet Homepage. The Mark homepage offers news, announcements, information about upcoming events and company performance, and the possibility to switch countries.

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



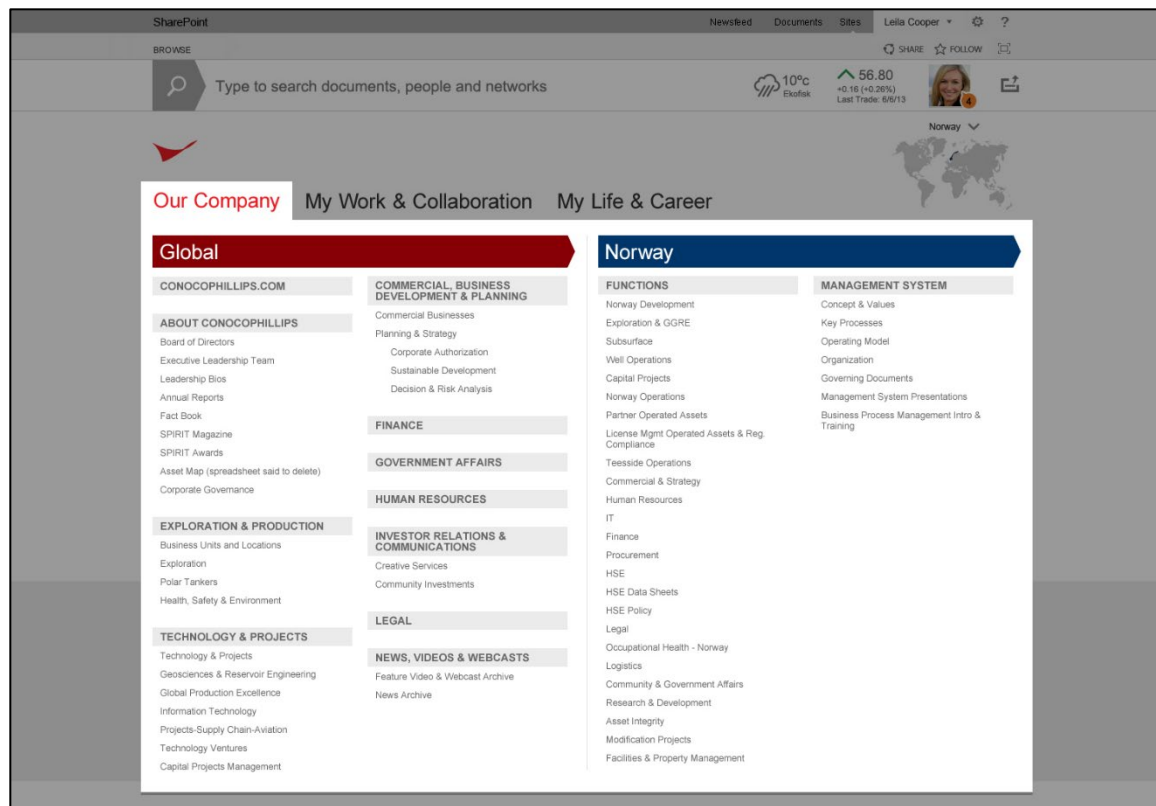
Pictured: Responsive Design. The ConocoPhillips intranet uses responsive design so employees may access it from any device.

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

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

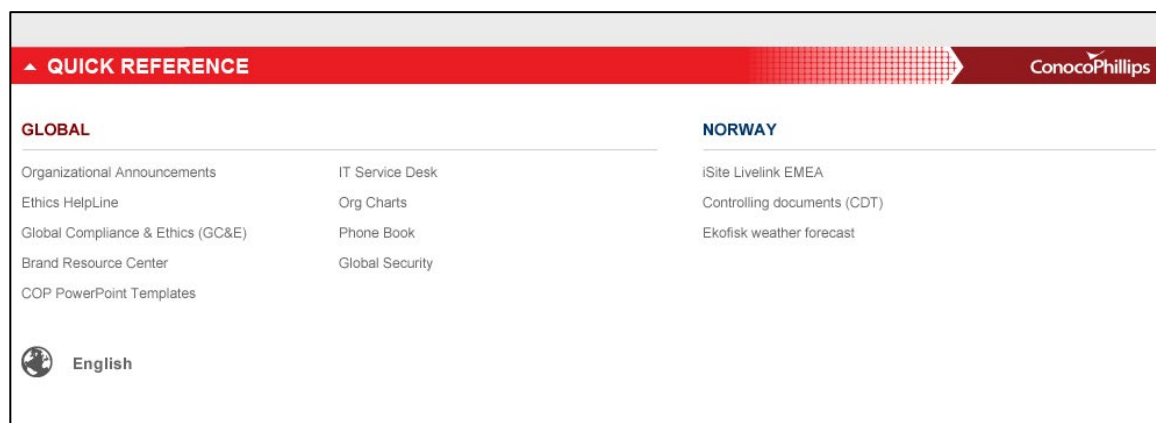
- The menu links are divided into categories.
- The category headings are easy to distinguish from links due to their bold weight, upper-case letters, and grey backgrounds.
- The words chosen for the headings describe the links below, and are succinct.
- The menu is large, but does not occupy the entire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

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



Pictured: Intranet Megamenu. The megamenu is well designed, with sections and clear headings. Also, the links are divided between corporate and local content.

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



Pictured: Fat Footer. The fat footer on the ConocoPhillips intranet separates global and local content.

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

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

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

SharePoint

Newsfeed

Documents

Sites

Leila Cooper

SHARE

FOLLOW

BROWSE

Type to search documents, people and networks

10°C

Ekofisk

56.80

+0.16 (+0.26%)

Last Trade: 6/6/13

Norway

Our Company

My Work & Collaboration

My Life & Career

REFINERS

Document Type

Newsfeed

About Me

Blog

Apps

Tasks

Site

Author

Country

Modified

One Year Ago

Today

SEARCH

SharePoint

EVERYTHING PEOPLE CONVERSATIONS KNOWLEDGE SHARING

John Smith replied...

SharePoint 2013 Integer posuere erat a ante venenatis dapibus posuere velit aliquet. Praesent commodo cursus magna, vel scelerisque nisl consectetur et.

8 minutes ago

0 replies

0 likes

SharePoint Adipiscing Ligula

Donec ullamcorper nulla non metus auctor fringilla. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Duis mollis, est non commodo luctus, nisi erat porttitor ligula, eget lacina odio sem nec elit.

34 minutes ago

1 replies

5 likes

SharePoint 2013 Server Installation

Cras justo odio, dapibus ac facilisis in, egestas eget quam. Donec id elit non mi porta gravida at eget metus. Etiam porta sem malesuada magna mollis euismod.

2 hours ago

10 replies

3 likes

Amy Perry replied...

SharePoint 2013 Integer posuere erat a ante venenatis dapibus posuere velit aliquet. Praesent commodo cursus magna, vel scelerisque nisl consectetur et.

5 hours ago

5 replies

14 likes

SharePoint Commodo

Aenean lacinia bibendum nulla sed consectetur. Nullam quis risus eget urna mollis ornare vel eu leo. Curabitur blandit tempus porttitor. Nullam id dolor id nibh ultricies vehicula ut id elit.

1 week ago

22 replies

10 likes

Egestas Malesuada SharePoint

Donec ullamcorper nulla non metus auctor fringilla. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Duis mollis, est non commodo luctus, nisi erat porttitor ligula, eget lacina odio sem nec elit.

15 days ago

2 replies

1 likes

SharePoint Sollicitudin Magna Fringilla Quam

Aenean lacinia bibendum nulla sed consectetur. Nullam quis risus eget urna mollis ornare vel eu leo. Curabitur blandit tempus porttitor.

2 years ago

34 replies

233 likes

SharePoint 2013 Tortor Etiam

Donec ullamcorper nulla non metus auctor fringilla. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Duis mollis, est non commodo luctus, nisi erat porttitor ligula, eget lacina odio sem nec elit.

3 years ago

121 replies

44 likes

Related People

Amy Perry

Human Resources

Business Unit

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Document Title

Microsoft Word

Last Modified

10 hours ago

Contributors Include

Leila Cole, Mari Harper

10 Following

15 Likes

EDIT FOLLOW SEND VIEW LIBRARY

Project Asset Management

Latest Updated 12/24/2012

by Genevieve Nicole

10 Results

ALERT ME PREFERENCES ADVANCED SEARCH

QUICK REFERENCE

ConocoPhillips

GLOBAL

Organizational Announcements

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Global Compliance & Ethics (GC&E)

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COP PowerPoint Templates

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Ekofisk weather forecast

English

Pictured: Search Results. Search results are easy to scan, sort, and filter.

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

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

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

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

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

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

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

SharePoint Newsfeed Documents Sites Lella Cooper

BROWSE Type to search documents, people and networks

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

NEWS ANNOUNCEMENTS

Guide The Employee Engagement Survey has started Reminder – electronic communication

Information for personnel involved in FI invoices

TOPIC CENTRAL RESOURCES MY COLLABORATION

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

TRAINING CENTRAL TRAVEL CENTRAL IPL SPIDER SAS PORTAL

IT CENTRAL VIDEO CENTRAL CHEMICAL APPLICATIONS SYSTEM SCANNING PORTAL

POLICY CENTRAL BRAND CENTRAL 2013 NORWAY GOALS DOCUMENTS & RECORDS MANAGEMENT

TOPIC 9 TOPIC 10 ENTERPRISE CONTENT MANAGEMENT LIBRARY

Word Excel OneNote Windows 7 Yammer SharePoint PRODUCTIVITY TOOLS IT TECH BAR NSBU MANAGEMENT SYSTEM FORMS CATALOG

SAP COOK BOOK APPROVAL TRACKING TOOL

Wells Excellence Team Site

MY NETWORK MEMBERSHIPS

MY NETWORK ALERTS

MY WORKGROUP MEMBERSHIP

MY OTHER ALERTS

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

CONNECTIONS

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

QUICK REFERENCE

GLOBAL

Organizational Announcements IT Service Desk

Ethics HelpLine Org Charts

Global Compliance & Ethics (GC&E) Phone Book

Brand Resource Center Global Security

COP PowerPoint Templates

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ConocoPhillips

Pictured: Work and Collaboration Tools. The *My Work & Collaboration* section provides a window to many tools that employees need to do their day-to-day work.

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

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

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

SharePoint

Newstead

Documents

Sites

Lella Cooper

?

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Phase 1

EDIT LINKS

Internal Documents

New document or drag files here

All Documents

Find a file

Home

Documents

Internal Documents

Shared Documents

Project Team

Deliverables

Design Concepts

Design Concepts

Project Manager

Project Contacts

Quality Assurance

Project Issues

Name

Modified

Modified by

Phases

Category

Architecture

May 14

Juan Larios

Meeting Notes

May 13

Helenita Frounfelkner

Content Strategy

Mindmaps

May 07

Helenita Frounfelkner

OneNote_RecycleBin

March 28

Karwal Khipple

Content Strategy

Alaska BU Presentations

May 09

Jennifer Clifford

Engage

Content Strategy

Alaska BU Wireframe Review Meeting

June 10

Helenita Frounfelkner

Engage

Content Strategy

Branded Alaska BU Presentation

May 17

Helenita Frounfelkner

Engage

Content Strategy

Branded Canada BU Presentation

May 13

Jennifer Clifford

Engage

Content Strategy

Branded Norway BU Presentation

May 14

Jennifer Clifford

Engage

Content Strategy

BrightStarr - Examples of Mega Menus

May 28

Karwal Khipple

Engage

Content Strategy

BU and BF Content Category Definitions

May 17

Helenita Frounfelkner

Engage

Content Strategy

BU Content Gaps

May 31

Helenita Frounfelkner

Engage

Content Strategy

QUICK REFERENCE

GLOBAL

Organizational Announcements

Ethics HelpLine

Global Compliance & Ethics (GC&E)

Brand Resource Center

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Picture: Internal Documents. The *Internal Documents* section provides searchable documents, organized in categories, with metadata identifiers.

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

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Documents
Sites
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Type to search documents, people and networks

Our Company
My Work & Collaboration
My Life & Career

NEWS

the good for YOU! campaign

HEALTH, WELLNESS, BALANCE.

GOOD FOR YOU' – GLOBAL HEALTH CAMPAIGN

ANNOUNCEMENTS

HR ANNOUNCEMENTS
Corporate Authorization launch...
Fusce dapibus, tellus ac cursus...
Nullam id dolor id nibh ultricie...
Donec sed odio dui...
Cras justo odio, dapibus ac...

Compensation - General Policy Questions
Posted 6/5/2013

CAREER DEVELOPMENT RESOURCES

Code of Ethics
BIW Training/Screen Show
RM Training Catalog & Requirements
RM Req

Sports Social Club

VCIP: What's new in 2013

FORMS
Corporate Authorization launch...
Fusce dapibus, tellus ac cursus...
Nullam id dolor id nibh ultricie...
Donec sed odio dui...
Cras justo odio, dapibus ac...

Application for overtime above 200 hours

European Regional Transfer Policy

HR TOOLS

HR CONNECTIONS
HEALTH CHALLENGE

HR PROFESSIONALS
JOB VACANCIES

HR EXPRESS
TRAINING PORTAL

LEARNING EXPRESS
LIFE CHANGES

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

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

BACKGROUND

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

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

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

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

Listening to Users

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

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

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

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

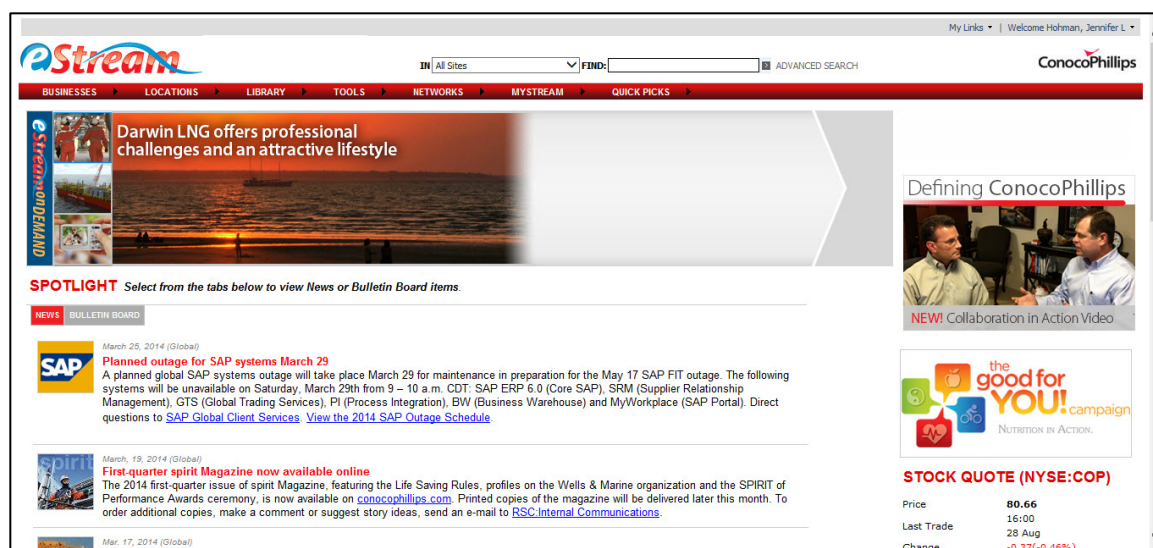
Each page also features a drop-down menu that contains additional information not found on each of the key pages. As expected, one of the team's challenges was to help users get familiar with the new site, and make them comfortable with finding what they need. This had been achieved in a number of ways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

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

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

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

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



Pictured: Corporate Homepage Prior to the Redesign. This shows the corporate homepage from the old version of the ConocoPhillips intranet.

INTRANET TEAM

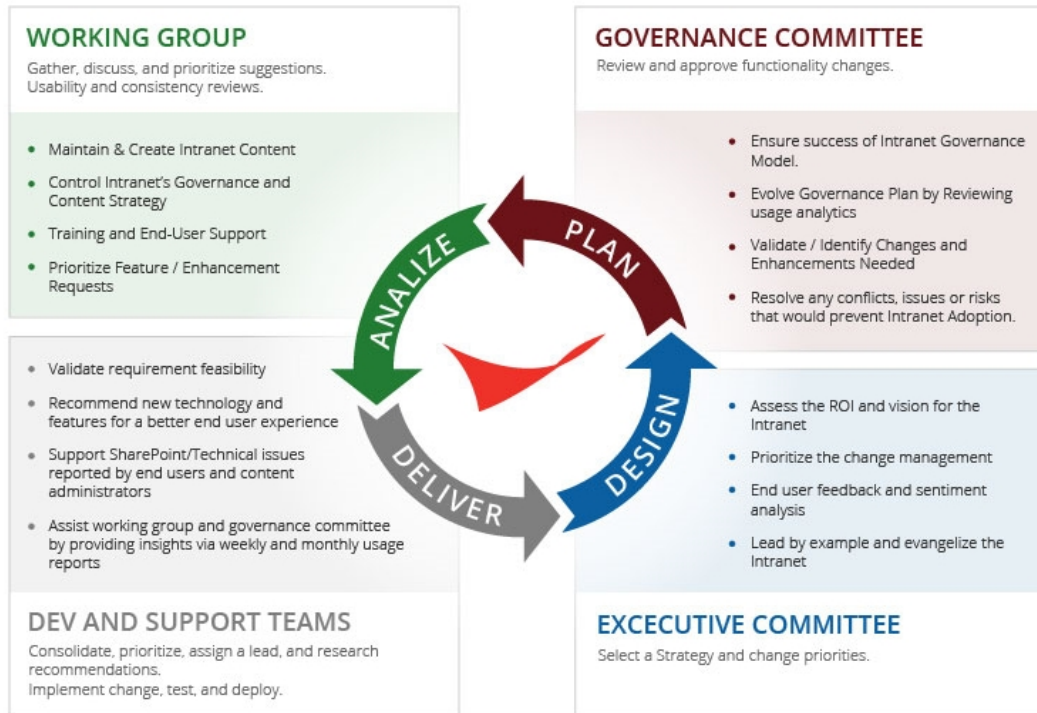


The ConocoPhillips intranet team: (left to right, top row) Kanwal Khipple, Cathy Cram, Kunaal Kapoor, Jennifer Hohman, Ray Scippa, (left to right, bottom row) Glen Chambers, Helenita Frounfelkner, Jennifer Clifford, and Juan Larios.

GOVERNANCE

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

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



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

USERS


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

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Our Company My Work & Collaboration My Life & Career





Molly Dempsey
Newsfeed
About Me
Blog
Apps
Tasks
EDIT LINKS


SHARE WITH EVERYONE
Start a conversation
POST

FOLLOWING EVERYONE MENTIONS KNOWLEDGE SHARING


John Smith 5 / 16 / 2013 11:27am
Maecenas sed diam eget risus varius blandit sit amet non magna. Duis mollis, est non commodo luctus, nisi erat porttitor ligula, eget lacinia odio sem nec elit.



Molly Dempsey 5 / 16 / 2013 11:27am
Maecenas sed diam eget risus varius blandit sit amet non magna. Duis mollis, est non commodo luctus, nisi erat porttitor ligula, eget lacinia odio sem nec elit.


Sam Hatcher 5 / 16 / 2013 11:27am
Cras mattis consectetur purus sit amet fermentum!


Amy Perry 5 / 16 / 2013 11:27am
Praesent commodo cursus magna, vel scelerisque nisl consectetur et. Curabitur blandit tempus porttitor.

I'M FOLLOWING
20 PEOPLE 15 DOCUMENTS 3 SITES 5 TAGS

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Pictured: Employee Profiles. The employee profile page on the ConocoPhillips intranet allows employees to provide more information on their skills and experience than can be found in the standard corporate org chart.

URL AND ACCESS

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

Figure 1. ConocoPhillips URL and Access Information

DESIGN PROCESS AND USABILITY WORK

Design Approach

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

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

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

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

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

TIMELINE

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

Figure 2. ConocoPhillips Project Timeline

CONTENT AND CONTENT CONTRIBUTORS

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

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

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

Workflow

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

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

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


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SHARE FOLLOW

Our Company
My Work & Collaboration
My Life & Career

Ekofisk 2/4 VB: First water in the ground

Posted on 5/16/2013 6:58 AM



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

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

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

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

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


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

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Post a Comment

Type your comment here...


POST


John Smith 5 / 16 / 2013 11:27am

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



Sam Hatcher 5 / 16 / 2013 11:27am

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


Amy Perry 5 / 16 / 2013 11:27am

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

Related People


Amy Perry
Human Resources
Business Unit
(202) 885-3408
[Org Chart](#)

Project Asset Management

Latest Updated 12/24/2012
by Genevieve Nicole

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Global Security

NORWAY

iSite Liveline EMEA
Controlling documents (CDT)
Ekofisk weather forecast

ConocoPhillips

English

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

TECHNOLOGY

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

Figure 3. ConocoPhillips Intranet Technology

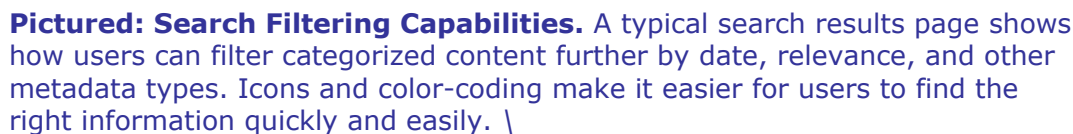
MOBILE

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

SEARCH

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

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



RESULTS AND ROI

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

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

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

LESSONS LEARNED

ConocoPhillips team members share a few of their lessons learned:

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

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:

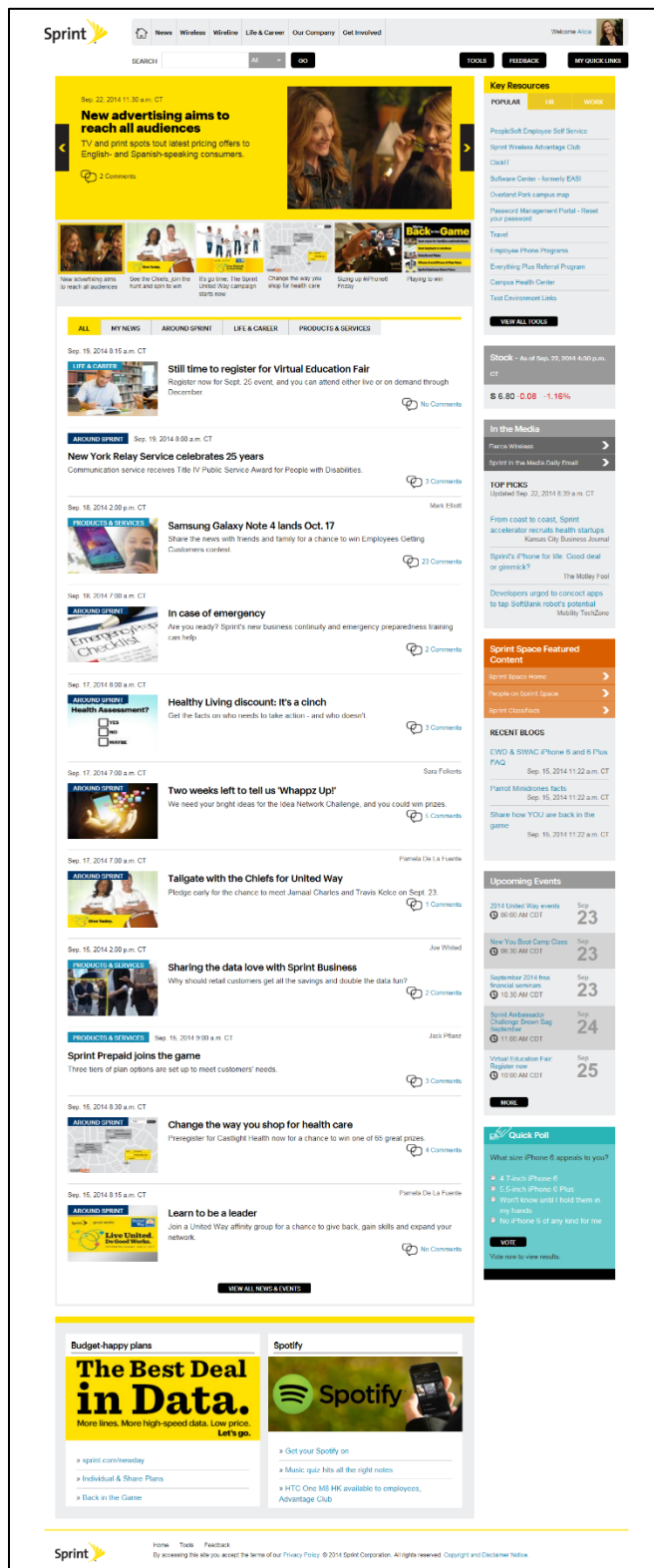
- A large, bold headline having high contrast between text color and background
- A short description of the selected item, clarifying much more than the headline does
- Date and time in an international format with the month spelled out and the year in four digits

- 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.



Pictured: Homepage Carousel. A carousel with news, targeted content and tools, social links, and more appear on the Sprint intranet homepage.

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.



Pictured: 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.

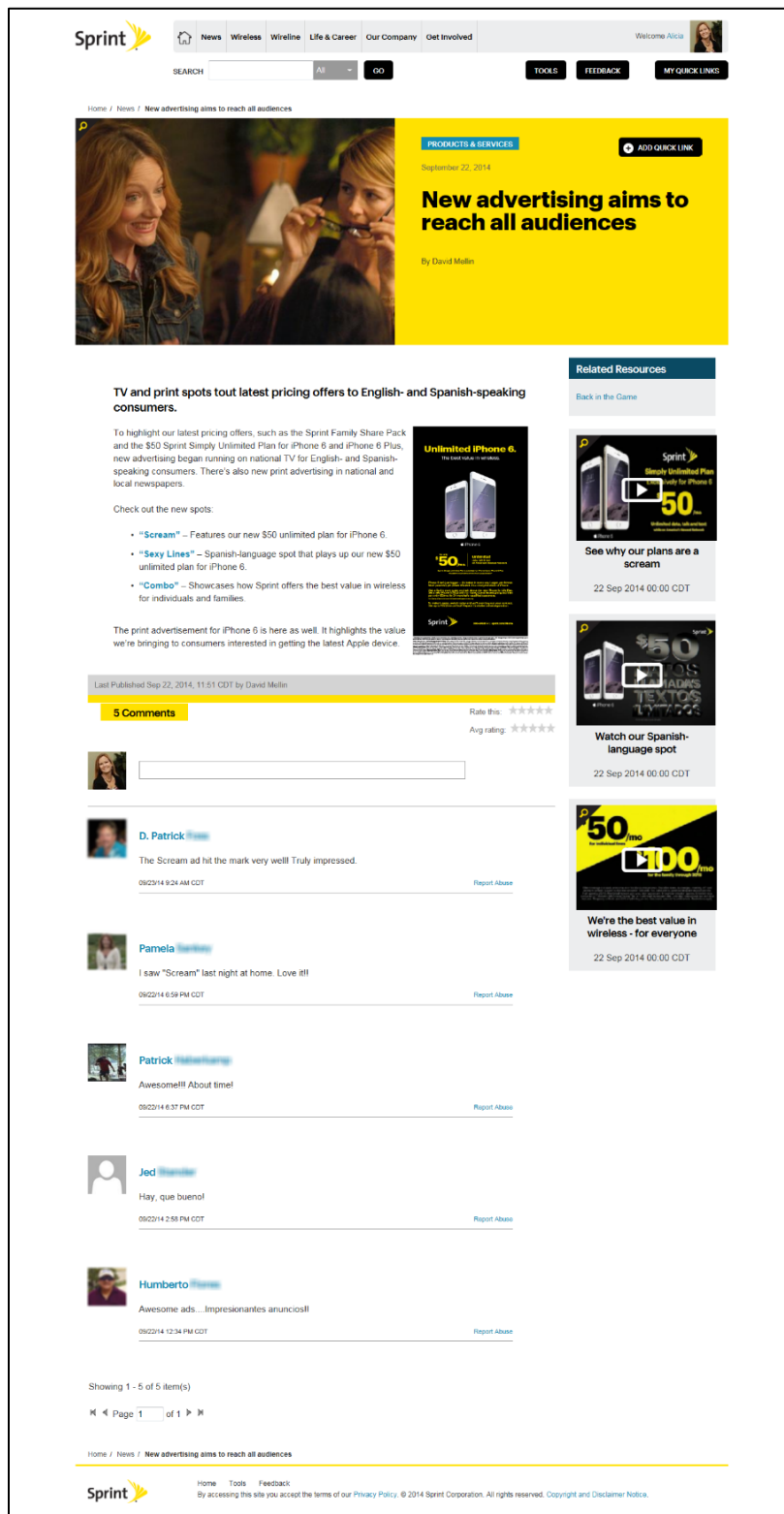
Clicking on the featured news item in the carousel on the homepage leads to that item’s news page. The image and headline from the homepage carousel are repeated at the top of the page. This clear way-finding cue confirms to users that they have arrived where expected. Repeating the imagery and headline 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.

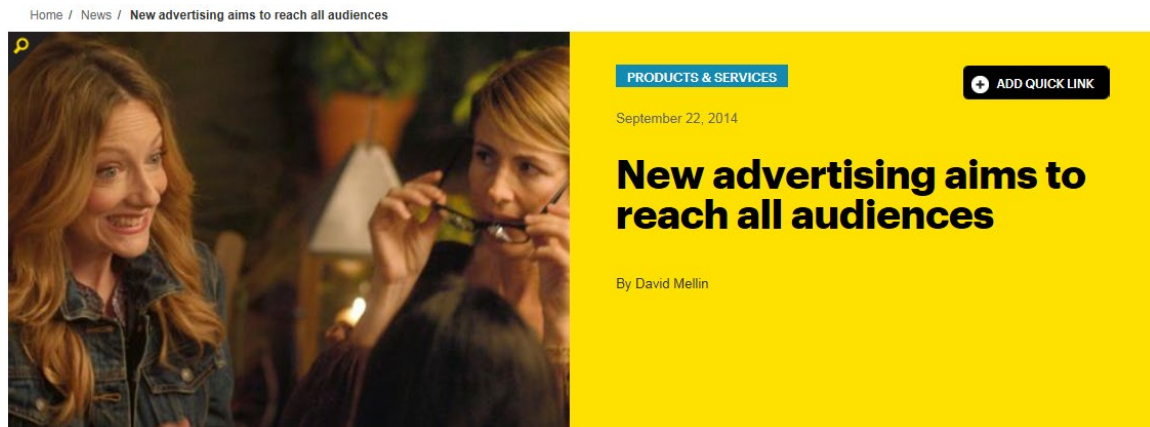


Pictured: News Page. A news page on the Sprint intranet repeats elements from the related frame in the carousel on the homepage. It has helpful headings, text that's easy to scan, related media (such as videos), and a comments section at the bottom.

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:

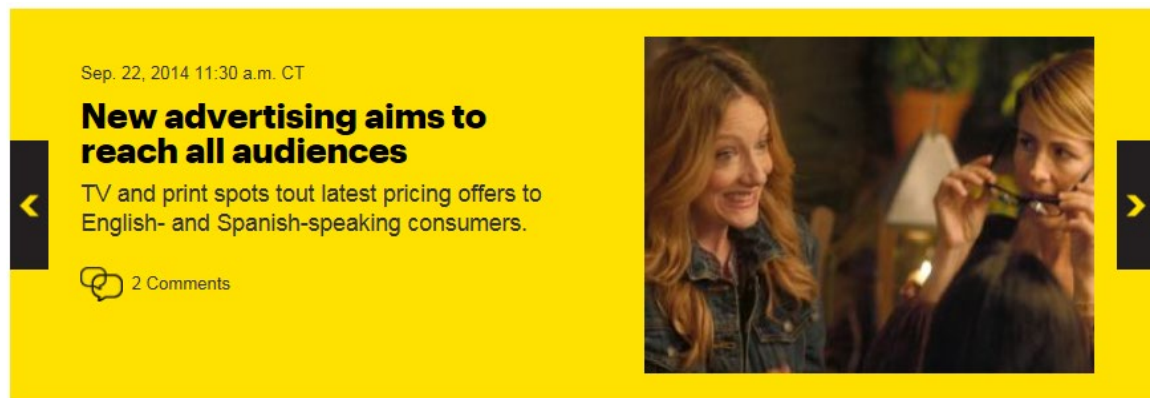
- A subtle breadcrumb that appears just above the frame from the carousel
- The section category (which is the same text as that on the tab name on the homepage) is indicated with a blue button.

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.



Pictured: News Page Features. The breadcrumb trail and category button help employees understand and navigate the IA on the Sprint intranet.

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.



Pictured: News Item in Homepage Carousel. The homepage image on the Sprint intranet does not include the breadcrumb or the story's category section.

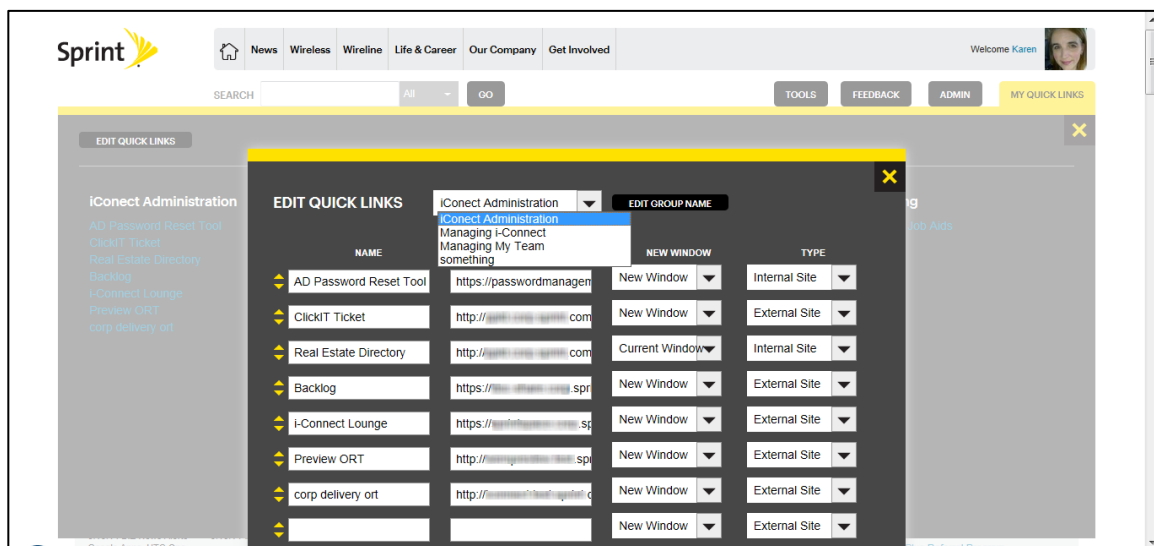
Employees may access their intranet favorites via the *My Quick Links* button, which appears in the upper right of pages. Positioning this button in the upper right was an

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



Pictured: 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.

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*.

[Home](#)
[News](#)
[Retail Sales](#)
[Wireless](#)
[Wireline](#)
[Life & Career](#)
[Our Company](#)
[Get Involved](#)
Welcome Alicia

All

[Home](#) / [Retail Sales](#) / [Best Practices Library](#) / [Best Practices Videos Library](#)

Best Practices Videos Library

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

TEP - DEVICE PROTECTION
TOP PICKS
VENDOR PROVIDED VIDEOS

Sort by: Most Recent

Preventing Bill Confusion

Preventing Bill Confusion [Sep. 23, 2014]

★★★★★

Role Play for Hitting all Metrics

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

★★★★★

Explaining the Family Data Share Pack

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

★★★★★

Q1 2014 Postpaid Top Picks

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

★★★★★

Why Customers Need TEP

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

★★★★★

HTC Zoe Camera Gallery

HTC Zoe Camera Gallery [Mar. 7, 2014]

★★★★★

LG Flex Knock On

LG Flex Knock On [Mar. 7, 2014]

★★★★★

LG G2 User Experience

LG G2 User Experience [Mar. 7, 2014]

★★★★★

LG Flex Fluid Lockscreen

LG Flex Fluid Lockscreen [Mar. 7, 2014]

★★★★★

LG G2 Power & Connectivity

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

★★★★★

LG Flex Slide Aside

LG Flex Slide Aside [Mar. 7, 2014]

★★★★★

LG Flex Guest Mode

LG Flex Guest Mode [Mar. 7, 2014]

★★★★★

[Home](#) / [Retail Sales](#) / [Best Practices Library](#) / [Best Practices Videos Library](#)

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[Tools](#)
[Feedback](#)

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Pictured: Videos. Sprint intranet users may watch, rate, and share videos with one another.

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

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

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

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

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

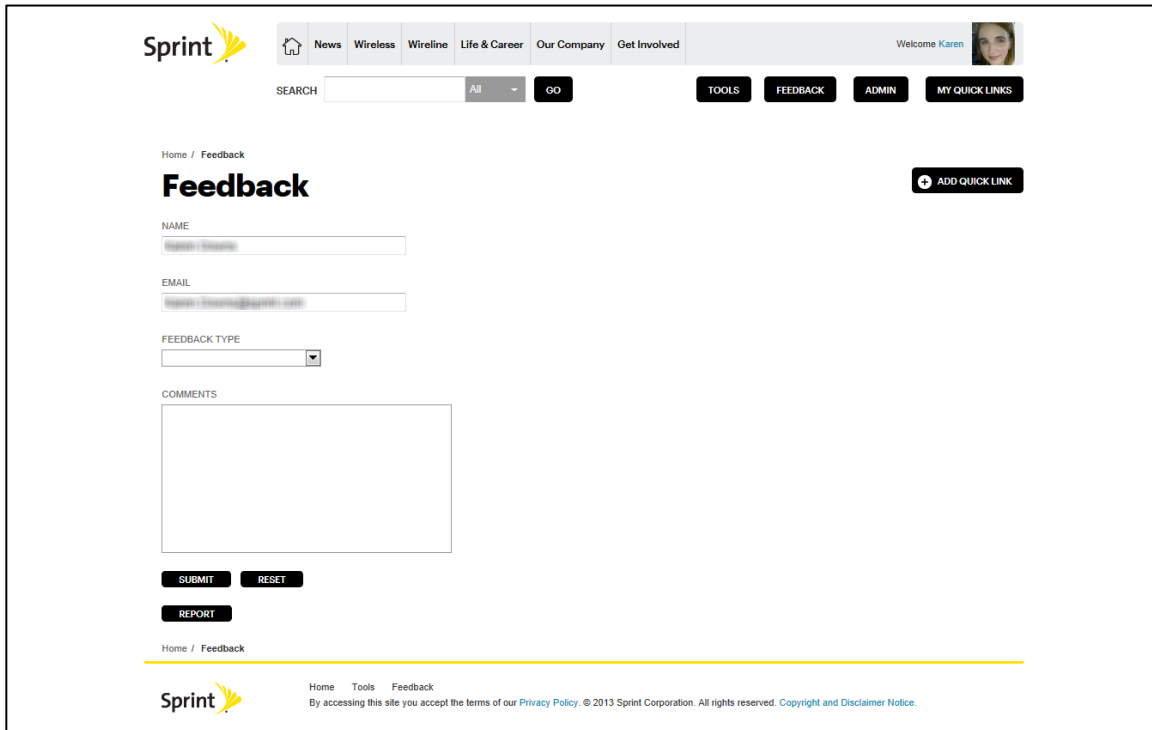
- Includes legible text that employees can scan
- Meets the length and format limitations of the respective social outlets
- Embraces the use of hashtags to make posts highly visible
- Suggests sharing on three different social channels with recognizable buttons for each

The screenshot displays the Sprint Intranet's 'Suggested Social Media Posts' page. At the top, there's a navigation bar with the Sprint logo, a search bar, and links to News, Wireless, Wireline, Life & Career, Our Company, and Get Involved. A user profile for 'Welcome Karen' is visible. The main content area is titled 'Suggested Social Media Posts' and includes a 'Suggested Social Media Posts' section with a featured post 'Embrace your inner Ninja' and a 'Share This Key Resources' section with links to 'Ninja's Blog' and 'Employees Getting Customers (EGC)'. Below these are three columns of social media posts categorized by 'Share Product & Service Offerings', 'Share CSR Opportunities', and 'Share Sprint News'. Each post includes text, a video thumbnail, and social media sharing icons for Twitter, Facebook, and LinkedIn. The footer contains a 'Home / Suggested Social Media Posts' breadcrumb, the Sprint logo, and a privacy policy notice.

Image 1. 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.

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

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

The image shows a screenshot of the Sprint intranet's Feedback form. At the top, there's a navigation bar with the Sprint logo, a home icon, and links for News, Wireless, Wireline, Life & Career, Our Company, and Get Involved. A search bar is also present. On the right, a user is logged in as 'Welcome Karen' with a profile picture. Below the navigation bar, there are buttons for TOOLS, FEEDBACK, ADMIN, and MY QUICK LINKS. The main content area is titled 'Feedback' and includes a breadcrumb 'Home / Feedback'. There's a 'NAME' field with 'Karen Thompson' pre-filled, an 'EMAIL' field with 'Karen.Thompson@sprint.com' pre-filled, a 'FEEDBACK TYPE' dropdown menu, and a large 'COMMENTS' text area. At the bottom of the form are 'SUBMIT', 'RESET', and 'REPORT' buttons. A footer section contains the Sprint logo, a 'Home Tools Feedback' link, and a privacy policy notice: 'By accessing this site you accept the terms of our Privacy Policy. © 2013 Sprint Corporation. All rights reserved. Copyright and Disclaimer Notice.'

Pictured: User Feedback Form. A simple feedback form enables the intranet designers to respond to user comments in the short and long term.

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.

[News](#)
[Wireless](#)
[Wireline](#)
[Life & Career](#)
[Our Company](#)
[Get Involved](#)

Welcome

SEARCH

[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 (3)

Products--Services (3)

Tools

Retail (1)

The sweet Harman Kardon speaker offer just got sweeter

[http://connect.corp.sprint.com/corporate/The-sweet-Harman-Kardon-speaker-offer-just-got-sweeter](#)
 April 3, employees are now able to purchase up to four Harman Kardon Onyx Studio speakers This is a big increase over Scroll through until you see
 ☐☐☐Harman Kardon Onyx Studio☐☐
 Date: Thu Apr 3 07:30:12 CDT 2014

It's music to our customers' ears

[http://connect.corp.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
 Date: Tue Feb 25 06:30:04 CST 2014

Music to your ears -- it's a heckuva deal

[http://connect.corp.sprint.com/corporate/Music-to-your-ears---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.corp.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 K☐☐☐s Scroll until you see
 ☐☐☐Harman Kardon Onyx Studio.
 Date: Fri Aug 8 06:00:21 CDT 2014

Discounted special items for Sprint employees

[http://connect.corp.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 06:00:49 CST 2014

This Brown Bag speaks volumes

[http://connect.corp.sprint.com/corporate/The-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 \$399 value
 Date: Mon Jul 14 07:00:45 CDT 2014

Sprint Block Party was music to their ears

[http://connect.corp.sprint.com/corporate/Sprint-Block-Party-was-music-to-their-ears](#)
 KC☐☐☐s Boulevard beer was nbsp.Winners of the Harman Kardon Soho headset, HTC One (M8) Harman/Kardon edition phone and Harman/Kardon 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.corp.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.corp.sprint.com/corporate/Don_t-miss-a-beat](#)
 is \$300 below retail pricing for the Harman Kardon Onyx Studio and \$80 below retail for the Jawbone Mini Scroll until you see ☐☐☐Harman Kardon Onyx Studio☐☐☐
 Date: Tue Jul 1 06:00:28 CDT 2014

1 2

About 25 results

[Advanced Search](#)

Search Feedback

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

Are you searching for

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

Email

Comment

[Home](#)
[Tools](#)
[Feedback](#)

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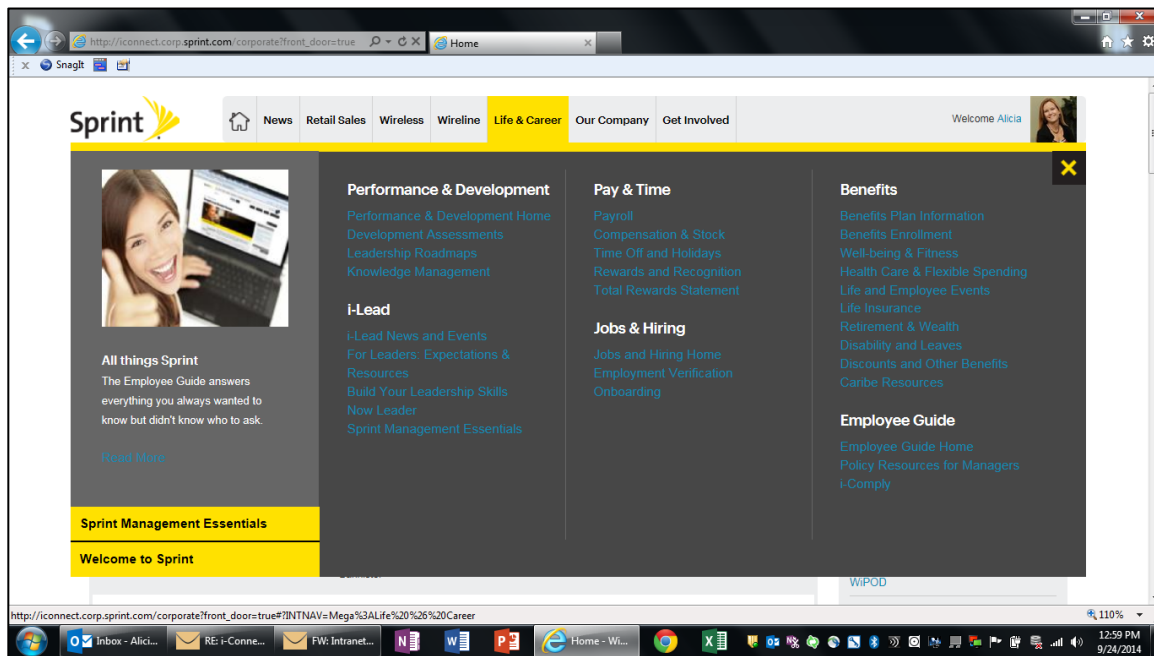
Pictured: Search Results. Search results can be refined with filters such as *organization, service, news, and tools.*

610

INFO@NNGROUP.COM


Sprint (2015)

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.




Pictured: Megamenus. Megamenus are sorted by topic and organized in sections.


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.



[Home](#)
[News](#)
[Wireless](#)
[Wireline](#)
[Life & Career](#)
[Our Company](#)
[Get Involved](#)

Welcome Karen 

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: [\(817\) 431-3886](#)

Mobile: [\(817\) 431-1521](#)

Email: Sally.J.Nellor@sprint.com

Work Profile

CID: [999999999](#)

Cost: [\\$1000.00](#)

Entity: [SPRINT](#)


Location

Address: [1500 SPRINGFIELD](#)

OVERLAND PARK, KS, 66251

Mailstop: [4000PHARMACY 128775](#)

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



[Home](#)
[Tools](#)
[Feedback](#)

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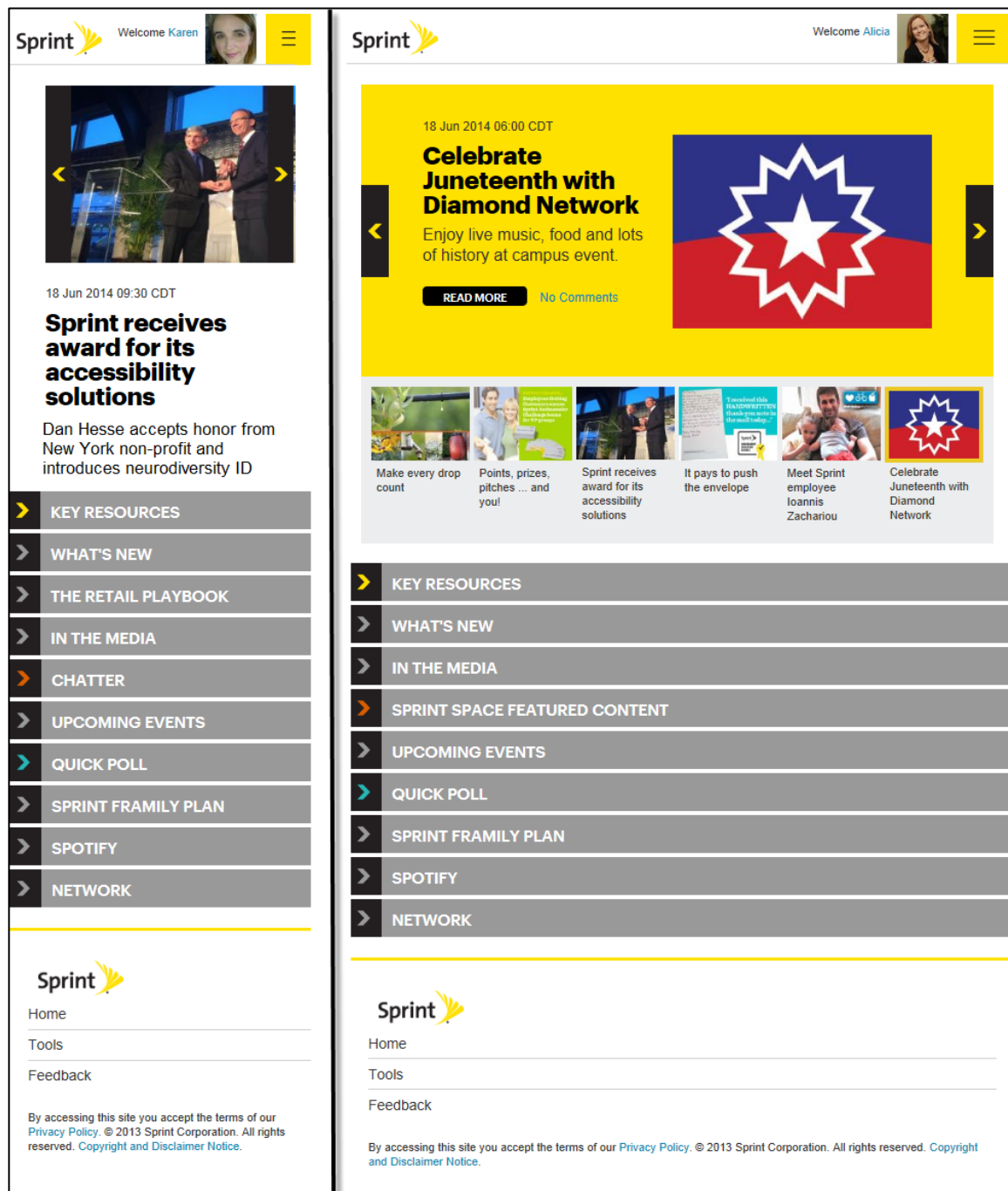
Pictured: Employee Directory. The employee directory acts as and expertise locator. Employees may add personal statements, and information about their skills and job.

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



Pictured: 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.

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.

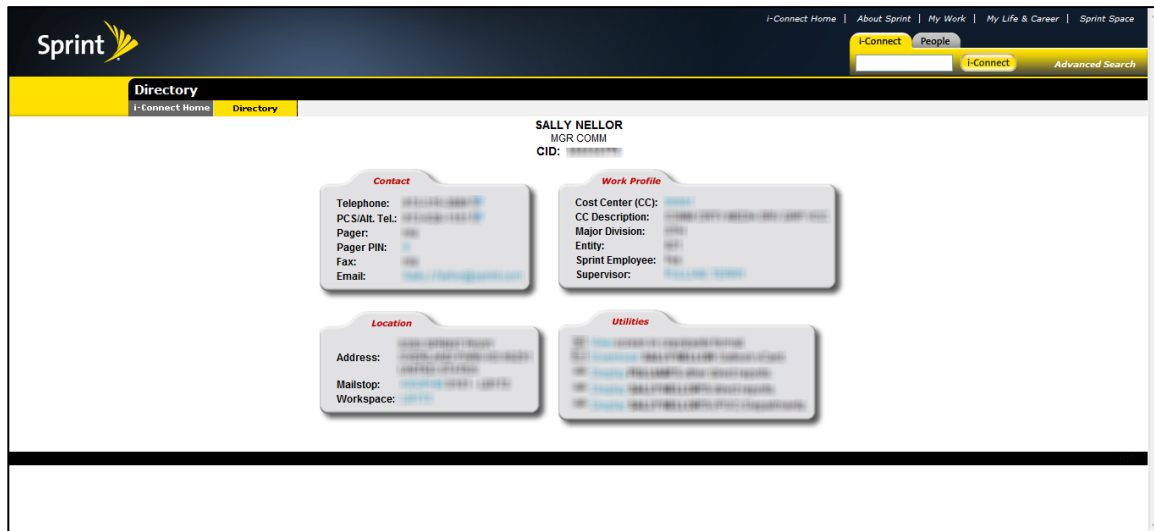
"Team members in our two biggest locations, Overland Park, KS and Reston, VA set up physical and virtual (via online meeting sessions) 'war rooms' where all local employees involved in the project could co-locate to get their work done," says Downs.

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."

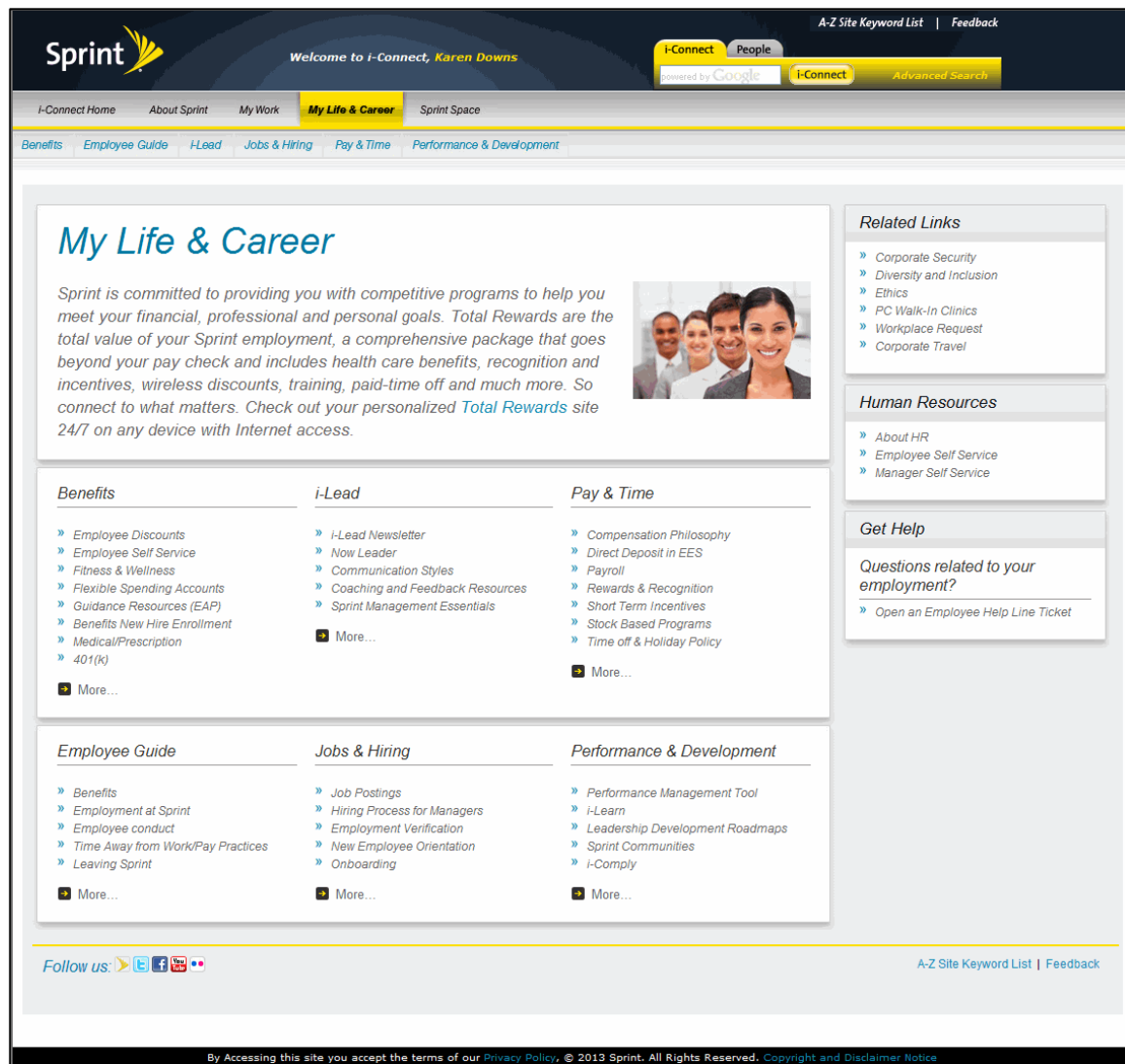
"The quick-to-implement timeline was both a blessing and a curse for the project team," she says. "It was a blessing in that it forced us to really make quick decisions and execute and then move on to the next thing. But it was also a curse because we left some important things behind."

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."

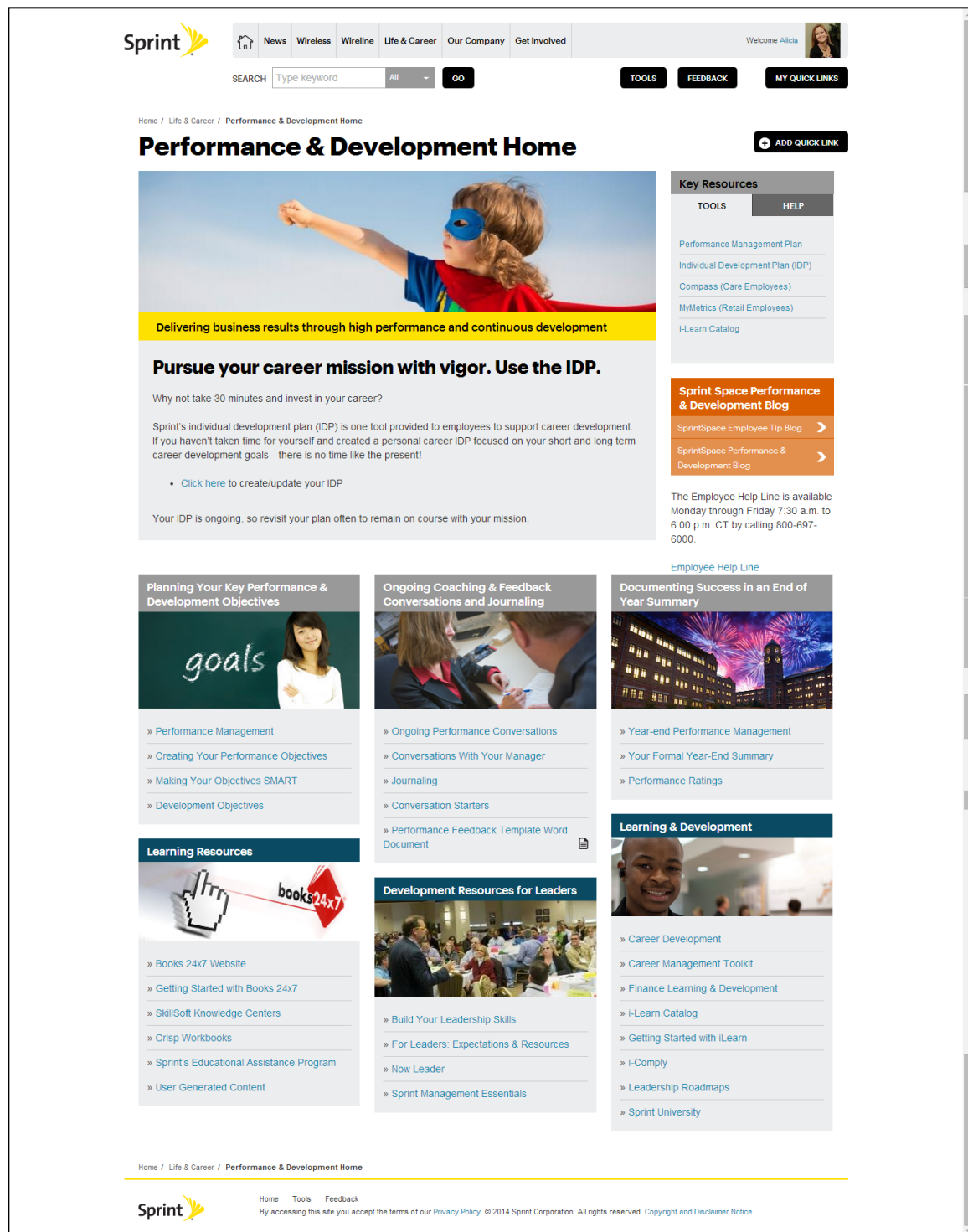
Failing at times to do this intensified a steep learning curve post-implementation, which created delays in delivery of warranty items and ongoing improvement items.



Pictured: Employee Directory Before Redesign. Before the redesign, Sprint's employee directory contained only traditional directory information and offered no opportunity for user-generated content.



Pictured: 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.



Pictured: Sample Page in New Design. Example of a "collection" page used to curate leadership and performance content on the new Sprint intranet design.

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
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Figure 4. 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 5. Sprint URL and Access Information

DESIGN PROCESS AND USABILITY WORK

Design Approach

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

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

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

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

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

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

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



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

Change is Hard. Communication is Critical.

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

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

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

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

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

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

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

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

TIMELINE

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

- | | |
|--|---|
| 2005–2008 | <ul style="list-style-type: none"> • Sprint and Nextel merge, and, in stages, combine My Pinpoint and i-Connect into a single intranet, also called i-Connect. Sales information is consolidated, but remains on separate intranet sites from i-Connect. |
| August 2008 | <ul style="list-style-type: none"> • The sales intranets, still separate entities, are redesigned and relaunched |
| December 2012–
October 2013 | <ul style="list-style-type: none"> • Sales intranets combined with the corporate intranet (i-Connect), redesigned, and migrated to new content management and portal technology |
| October 12, 2013 | <ul style="list-style-type: none"> • Redesigned i-Connect site is launched to all end users |

Overall redesign timeframe for most recent redesign: 10 months

Figure 6. 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 7. 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: Marcelli Frączek and Maciej Rogalski

Edisonda: Hubert Turaj, UX Director; Marcin Kręcioch, Creative Director

IT-DEV: Tomasz Szałaj, Head of Development

SUMMARY

The TAURON Polska Energia intranet, Tauronet, is not just a portal, repository, or social place. It has deep-rooted awareness about the companies' many intranet users, divisions, departments, offices, and more, and capitalizes on this knowledge to deliver an honorable, targeted intranet.

After going through several mergers and experiencing dynamic growth, the company found itself with no central intranet, but rather with many intranets and all the problems that come from that situation — not the least of which being:

- Duplicated content
- Outdated content
- Hindered cross-company communication and collaboration
- Impossibility to supervise content
- Impossibility to centralize some of the editorial teams

The successful Tauronet design all hinged upon highly effective content management. The publishing and presentation process is self-organized according to a hierarchical structure and authors from each organization level may target content to their units. Authors from lower level units may ask higher-level authors to promote an article or a document to his unit in order to reach more readers.

The content storage structure and permissions are transparent to both authors and readers. Organizational changes are supported and user data is automatically processed from several HR systems to provide the most up-to-date information and the best user experience in a secure manner.

Users who are logged in find many areas on Tauronet are personalized based on their roles, dependent upon their organizational unit and its parent units.

The homepage greets employees with personalized elements starting in the top, right corner where the employee is identified. In the top main section, *Aktualności ze spółki* and *Aktualności z Grupy* features the news, some of which is disseminated to the entire TAURON Polska Energia employee base, while the rest is targeted to divisions or companies.

Two lists — applications (*Aplikacje i systemy*) and documents (*Wnioski i Szablony*), respectively — are located below the news and their items are targeted to the viewing employee. Having these on the homepage helps individuals access what they need to do their job.

In the upper left corner of the site employees may choose different organizations so they can see content for those organizations. This is a helpful feature only for employees who work for more than one entity and for Group editors.

The homepage also includes social updates in the bottom section, *Społeczność*, just above the fat footer.

Przeglądasz jako: TAURON Obsługa Klienta

KSIĄŻKA ADRESOWA DOKUMENTY WSZYSTKO

wpisz nazwisko, stanowisko, dział... Wyszukaj spółki Szukaj pracownika

Książka adresowa

Przejdź do witryny lub folderu... Wyloguj

zmień skróty

A A A

Aktualności Wiedza i zasoby Dla pracownika Regulacje Projekty Procesy Grupa Spółki IT i pomoc Moja strefa

Wydarzenia

USD 3,24 PLN EUR 4,18 PLN CHF 3,46 PLN TAURON 5,26 -1,68% ukryj aktualności

Przyjdź na Dni Otwarte. Korzystaj z Tauronetu jak ekspert!

Zapisz się

Korzystaj z Tauronetu jak ekspert - przyjdź na Dni Otwarte. Zapisz się!

Aktualności ze spółki

Nowe zasady kierowania dokumentów do Zarządu TOK 23.09.2014

Korzystaj z Tauronetu jak ekspert - przyjdź na Dni Otwarte. Zapisz się! 23.09.2014

Wspólna praca na dokumentach w Tauronecie - nowe szkolenie e-learningowe 18.09.2014

Szczepienia przeciwko grypie 12.09.2014

Komunikat o niedostępności aplikacji w dniach 20-21.09.2014 r. 9.09.2014

Więcej aktualności ze Spółki

Aktualności z Grupy

Grupa Tauron

TAURON Dystrybucja rozpoczyna projekt Smart City Wrocław 22.09.2014

Piknik Olimpijski już za nami [zdjęcia, wideo] 19.09.2014

Budowa bloku węglowego w Jaworznie zainaugurowana 18.09.2014

Więcej aktualności z Grupy

Aktualności branżowe

Wiadomości z CIRE Monitoring prasy

Wiadomości z URE

Aplikacje i systemy

TAP (Delegacja, e-socjal, Portal Menadżera)

Urolop

Portal CUW IT

Ewidencja zadań (EKP)

Autostop

Wnioski i szablony

Szablony firmówek

Dokumenty TOK

Wnioski HR

Regulaminy TOK

Rekrutacja

Aktualne oferty pracy

Dla Ciebie

Edytuj swój profil

Kup oprogramowanie do domu

Poznaj nadchodzące wydarzenia

Regulacje

WIEWNĘTRZNE WIEWNĄTRZKORPORACYJNE

Zarządzenie nr 9/2014 Prezesa Zarządu - Dyrektora Generalnego z dn. 2014-09-23 w sprawie nadzorowania stosowania substancji chemicznych niebezpiecznych i stwarzających zagrożenie oraz ich mieszanin w TAURON Obsługa Klienta sp. z o.o.

Wszystkie regulacje wewnętrzne >>

Społeczność

Pytania i odpowiedzi

W Krainie 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 Środek Trwałe przeglądane...

Zgłoś pomysł

Jak Tauronet może ci pomóc w pracy

Sprawdź

Praca na dokumentach w Tauronecie (teczki, foldery, uprawnienia)

Sprawdź

Pomoc dla użytkowników Tauronetu

Delegacje - zarejestruj i oblicz

Bazy Wiedzy dla pracowników TOK

„Stary” intranet TOK

Poczta w przeglądarce (OWA)

TAURON Obsługa Klienta

NIP: 8992604750

REGON: 020520830

Najważniejsze telefony:

Recepcja: 71 889 57 00

Pomoc techniczna: 776 55 55

Księgowość: 776 39 66

Materiały pracownika

Mój osobisty folder roboczy

Porady IT

Druki do pobrania

Udostępnione mi foldery

Moje biuro

Książka adresowa

Struktura organizacji

Pomoc i obsługa Intranetu

32 303 56 69

Zgłoś awarię/problem

Napisz do redakcji

Pomoc IT

wew.: 776 55 55, zew.: 500 99 55 55 bezpl. z kom. służb.

Pomoc IT

Grupa TAURON

TAURON

Kopalnia Wapienia

TAURON

Polska Energia - PKE

TAURON

TAURON Ciepło

TAURON

TAURON Dystrybucja

TAURON

TAURON Dystrybucja

TAURON

TAURON Dystrybucja Serwis

TAURON

TAURON Ekoenergie

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Polityka prywatności Mapa serwisu Serwis korporacyjny TAURON Polska Energia

Pictured: Homepage. The homepage of the TAURON Polska Energia intranet, called Tauronet, offers personalized news and applications.

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.

Przełączasz jako:
TAURON Obsługa Klienta
KSIĄŻKA ADRESOWA
DOKUMENTY
WSZYSTKO
Katarzyna
Ustawienia
Wylóg
Książka adresowa
Przejdź do witryny lub folderu...
zmień stropy
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

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.

Nasze główne zadanie:
takie dostarczanie treści, czy to w serwisach zewnętrznych, czy w portalu wewnętrznym, aby ich użytkownicy (klienti, 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 pozycje w top 5 w Google,
- zbieramy leady i tym podobne.

Poza 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

TAURON Obsługa Klienta
NIP: 8992604750
REGON: 020520830

Najważniejsze telefony:
Recepcja: 71 889 57 00
Pomoc techniczna: 776 55 55
Księgowość: 776 39 66

Materiały pracownika
Mój osobisty folder roboczy
Porady IT
Druki do pobrania
Udostępnione mi foldery
Moje biuro
Książka adresowa

Struktura organizacji

Pomoc i obsługa Intranetu
32 303 56 69
Zgłoś awarię/problem
Napisać do redakcji

Pomoc IT
wew.: 776 55 55, zew.: 500 99 55 55 bezpł. z kom. służb.
Pomoc IT

Grupa TAURON
TAURON
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TAURON
TAURON
TAURON

Pictured: Content by Department. Tauronet's department pages display content respective to the department that employees work in.

Another example of personalization on Tauronet can be seen in the team sections. Only members of the team may access the team's space. They may see elements

such as the calendar and document repository by clicking the local navigation in the grey menu on the left. In the document area, people may download folders and documents, and be assigned responsibility for particular files. They may also sort by type, and filter by date.

Przeglądasz jako: TAURON Obsługa Klienta

KSIĄŻKA ADRESOWA DOKUMENTY WSZYSTKO

wpisz nazwisko, stanowisko, dział... Wszystkie spółki Szukaj pracownika

Książka adresowa

Przejdź do witryny lub folderu... zmień skróty

Aktualności Wiedza i zasoby Dla pracownika Regulacje Projekty Procesy Grupa Spółki IT i pomoc Moja strefa

Tauronet - Grupa Biznesowa > Dokumenty zespołu

Moje projekty Projekty w Grupie Programy w Grupie Centrum Wsparcia Zespoły zadaniowe

Dokumenty zespołu

Zmodyfikowane:

Wyczyść Pokaż

Dodaj nowy element

Typ	Nazwa	Zmodyfikowane	Zmodyfikowane przez	Podsumowanie uprawnień
	Dni Obwarte 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	

Dodaj nowy element

TAURON Obsługa Klienta
NIP: 8992604750
REGON: 020520830

Najważniejsze telefony:
Recepcja: 71 889 57 00
Pomoc techniczna: 776 55 55
Księgowość: 776 39 66

Materiały pracownika
Mój osobisty folder roboczy
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

Struktura organizacji

Grupa TAURON

TAURON Polska Energia - PKH
TAURON Ciepło
TAURON Dystrybucja
TAURON Dystrybucja
TAURON Dystrybucja
TAURON Dystrybucja
TAURON Dystrybucja
TAURON Dystrybucja

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Polityka prywatności Mapa serwisu Serwis korporacyjny TAURON Polska Energia

Pictured: Team Areas. The team areas of Tauronet, such as the *Document Library*, allow team members to access and assign

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... Wyszukaj spółki Szukaj pracownika

Książka adresowa

Przejdź do witryny lub folderu...
zmień skrót

Pracownik TO Wyloguj

Aktualności Wiedza i zasoby Dla pracownika Regulacje Projekty Procesy Grupa Spółki IT i pomoc Moja strefa

Dla pracownika > Dokumenty i wnioski

Podstawowe informacje Etyka i wartości Dokumenty i wnioski Świadczenia Szkolenia i rozwój Rekrutacje Nowy pracownik Wydarzenia Autostop Po pracy

Dokumenty i wnioski

WNIOSEK KADROWE FORMULARZE REGULAMINY

Wnioski kadrowe

✖ Usuń wszystkie filtry Pokaż

Typ	Tytuł	Streszczenie	Zmodyfikowane	Autor
	Wniosek na szkolenie poniżej 4 000 zł netto		2013-09-19 15:58	Marceli
	Wniosek na szkolenie powyżej 4 000 zł netto		2013-09-19 15:58	Marceli
	Wniosek o ruchomy czas pracy		2014-02-28 14:00	Marceli
	Wniosek o udzielenie urlopu ojcowskiego		2013-12-04 12:04	Marceli
	Wniosek o zatrudnienie		2014-05-27 12:25	Ewelina
	ZFŚS Dofinansowanie wypoczynku członka rodziny/konkubenta		2013-08-01 11:32	Marceli
	ZFŚS wniosek o dofinansowanie wypoczynku		2013-08-01 11:24	Marceli
	ZFŚS Wniosek o pożyczkę mieszkaniową		2013-08-01 11:29	Marceli
	ZFŚS Zgłoszenie osób uprawnionych do korzystania z dofinansowania w 2013		2013-08-01 11:30	Frączek Marceli

Informacje o stronie

TOK Redakcja Tauronet

Ostatnia modyfikacja
2014-07-25 12:32

Zgłoś nieaktualne dane

Porada
Jeśli z jakiegos 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

Struktura organizacji

Pomoc i obsługa Intranetu
32 303 56 69
Zgłoś awarię/problem
Napisz do redakcji

Pomoc IT
wew.: 776 55 55, zew.: 500 99 55 55 bezpł. z kom. służb.
Pomoc IT

Grupa TAURON

TAURON Kopalnia Wąpnień

TAURON Polska Energia - PKH

TAURON Ciepło

TAURON Dystrybucja

TAURON Dystrybucja

TAURON Dystrybucja

TAURON Dystrybucja Servis

TAURON Ekoenergie

Pictured: 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.

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.



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.

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

Aktualności > Nasze Forum

Aktualności Monitoring prasy Źródła branżowe Nasze Forum Polska Energia

Magazyn Nasze Forum

Korzystając z listy rozwijanej poniżej wybierz swoją spółkę i przeglądaj bieżące oraz archiwalne numery magazynu Nasze Forum. W niektórych Spółkach Nasze Forum nie jest wydawane.

TAURON Obsługa Klienta

Aktualny numer - 8 (62)
Sierpień 2014

W numerze:

- Aplikacja Autostop w Tauronecie;
- Nowy Regulamin organizacyjny TOK;
- Wszystko o wypaleniu zawodowym.

Czytaj

2014 2013 2012 2011 2010 2009

8 (62)
Sierpień 2014

Czytaj

7 (61)
Lipiec 2014

Czytaj

6 (60)
Czerwiec 2014

Czytaj

5 (59)
Maj 2014

Czytaj

4 (58)
Kwiecień 2014

Czytaj

3 (57)
Marzec 2014

Czytaj

2 (56)
Luty 2014

Czytaj

1 (55)
Styczeń 2014

Czytaj

TAURON Obsługa Klienta

NIP: 8992604750
REGON: 020520830

Najważniejsze telefony:

Recepcja: 71 889 57 00
Pomoc techniczna: 776 55 55
Księgowość: 776 39 66

Materiały pracownika

- Mój osobisty folder roboczy
- Porady IT
- Druki do pobrania
- Udostępnione mi foldery
- Moje biuro
- Książka adresowa

Struktura organizacji

Pictured: Role-Based Navigation. Tauronet's three levels of navigation are role-based.

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 spółki Szukaj pracownika

Książka adresowa

Przejdź do witryny lub folderu... zmien skróty

Aktualności Wiedza i zasoby Dla pracownika Regulacje Projekty Procesy Grupa Spółki IT i pomoc Moja strefa

TAURON Obsługa Klienta

TAURON Obsługa Klienta

Informacje Zarząd Rada Nadzorcza Zgromadzenie Wspólników Pełnomocnictwa

Dokumenty spółki
Struktura spółki
Zawartość witryny

Schemat organizacyjny TAURON

Kliknij nazwę komórki organizacyjnej, aby wyświetlić jej szczegóły.

```

graph TD
    GT[Grupa Tauron] --> OK[TAURON Obsługa Klienta]
    OK --> DG[DG - Prezes Zarządu]
    DG --> DC[DC - Wiceprezes Zarządu - Dyrektor Pionu CUW]
    DG --> DK[DK - Wiceprezes Dyrektora Pionu Obsługi Klienta]
    DG --> DR[DR - Dyrektor Pionu Rozwoju i Współpracy]
    DG --> GA[GA - Biuro Audytu i Kontroli]
    DC --> GB[GB - Zespół Specjalistów ds. BHP]
    DC --> GC[GC - Centrum Controllingu]
    DC --> 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.Klien.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 Opatowice

TAURON

TAURON

TAURON

TAURON

TAURON

Pictured: Organization Chart Interactivity. Clicking a cell in the organizational hierarchy reveals the structure below it.

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*.

[illegible]

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.

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...
zmień skróty
A A A

Aktualności
Wiedza i zasoby
Dla pracownika
Regulacje
Projekty
Procesy
Grupa
Spółki
IT i pomoc
Moja strefa

Wydarzenia

16. Piknik Olimpijski

Zobacz zdjęcia i film

Piknik Olimpijski już za nami [zdjęcia, wideo]

USD 3,25 PLN
EUR 4,19 PLN
CHF 3,47 PLN

TAURON 5,34 +0,19%
ukryj aktualności

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

Grupa Tauron

Piknik Olimpijski już za nami [zdjęcia, wideo]
19.09.2014

Budowa bloku węglowego w Jaworznie zainaugurowana
18.09.2014

Prywatne numery telefonów komórkowych w stopce e-mail
17.09.2014

Więcej aktualności z Grupy

Aktualności branżowe

Wiadomości z CIRE
Monitoring prasy

Wiadomości z URE

Aplikacje i systemy

edytuj

- Delegacje
- Urlopy
- Portal CUW IT
- Autostop
- Delegacje
- Urlopy
- Portal CUW IT
- Autostop

Wnioski i szablony

edytuj

- Szablony firmówek
- Dokumenty TS
- Wnioski HR
- Regulaminy TS
- Szablony firmówek
- Dokumenty TS
- Wnioski HR
- Regulaminy TS

Rekrutacje

- Aktualne oferty pracy

Dla Ciebie

Edytuj swój profil

Kup oprogramowanie do domu

Poznaj nadchodzące wydarzenia

Regulacje

WEWNĘTRZNE
WEWNĄTRZKORPORACYJNE

Zarządzenie nr 019-2014 Prezesa Zarządu z dn. 2014-09-16 w sprawie: wprowadzenia do stosowania w TAURON Sprzedaż sp. z o.o. wzoru Umowy Kompleksowej dla Odbiorców grup taryfowych G w gospodarstwach domowych dedykowanego dla Klientów ekspansyjnych realizujących poza obszarem działania TAURON Dystrybucja S.A (teren zewnętrzy) wraz z Ogólnymi Warunkami Umowy Kompleksowej (OWU) i wzorów Pełnomocnictw oraz uchylenia Zarządzenia nr 5/2014 z dnia 23 kwietnia 2014 roku

Społeczność

mój profil

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

Pocztą 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
Napisać do redakcji

Pomoc IT
wew.: 776 55 55, zew.: 801 50 55 55

Pomoc IT

Pictured: 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.

Przeglądasz jako: TAURON Ciepło

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

Wydarzenia

Wspólne dojazdy do pracy

Skorzystaj z aplikacji Autostop

Poznaj aplikację Autostop - wspólne dojazdy

Aktualności ze spółki

USD 3,24 PLN EUR 4,18 PLN CHF 3,46 PLN

TAURON 5,23 -0,57% ukryj aktualności

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 za nami [zdjęcia, wideo]
19.09.2014

Więcej aktualności z Grupy

Aktualności branżowe

Wiadomości z CIRE Monitoring prasy

Wiadomości z URE

Aplikacje i systemy

edytuj

- Stary intranet
- Centrum Wsparcia IT
- Autostop
- Regulacje spółki
- Aplikacje IT

Wnioski i szablon

edytuj

- Szablony firmowe
- Wniosek o urlop
- Wniosek o pożyczkę
- Wniosek o dofinansowanie wypoczynku
- Wniosek o dofinansowanie okularów

Rekrutacje

Aktualne oferty pracy

Regulacje

WEWNĘTRZNE WEWNĄTRZKORPORACYJNE

Zarządzenie nr 28_2014 Prezesa Zarządu Dyrektora Naczelnego z dn. 2014-09-22 w sprawie wprowadzenia do stosowania „Szczegółowego zakresu obowiązków oraz wewnętrznej struktury jednostek organizacyjnych nie podlegających bezpośrednio Członkom Zarządu TAURON Ciepło sp. z o.o.”

Wszystkie regulacje wewnętrzne >>

Dla Ciebie

Edytuj swój profil

Kup oprogramowanie do domu

Poznaj nadchodzące wydarzenia

Społeczność

mój profil

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 przeglądanie...

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
- Druki pracownika
- Książka adresowa
- Poczta w przeglądarce (OWA)
- 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.: 500 99 55 55 bezpl. z kom. służb.

Pomoc IT

Grupa TAURON

TAURON

TAURON

TAURON

TAURON

TAURON

TAURON

TAURON

TAURON

Kopalnia Wąpienia
Polska Energia - PKH
TAURON Ciepło
TAURON Dystrybucja
TAURON Dystrybucja
TAURON Dystrybucja
TAURON Dystrybucja
TAURON Dystrybucja

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Polityka prywatności
Mapa serwisu
Serwis korporacyjny TAURON Polska Energia

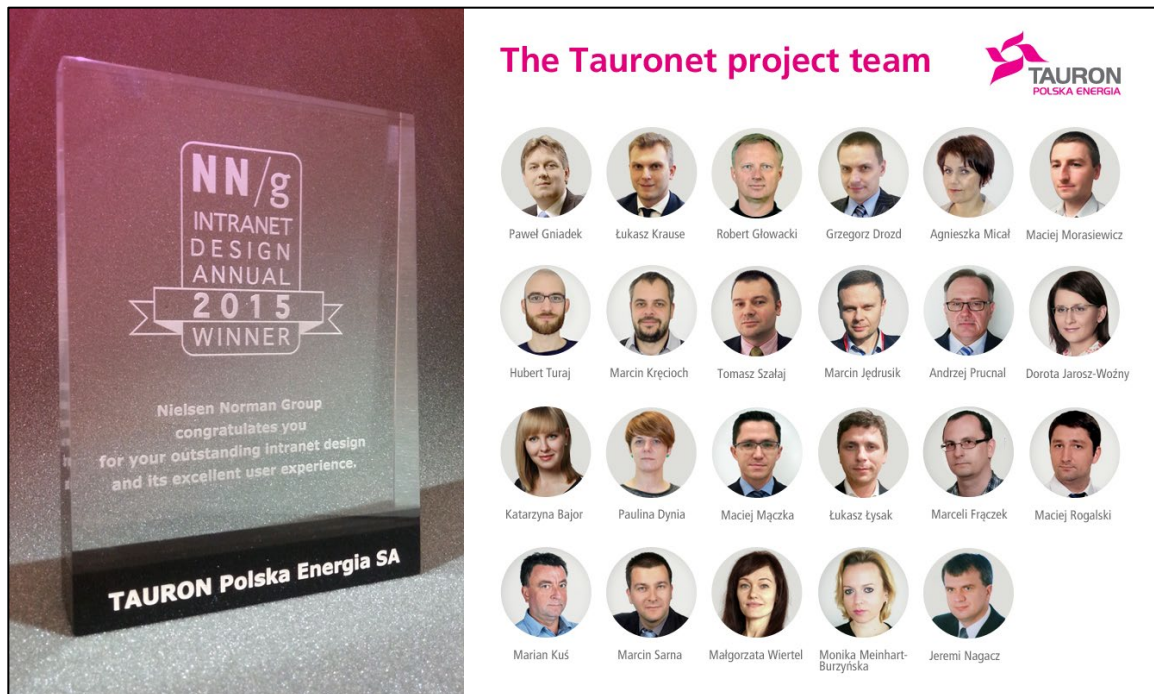
Pictured: Personalized Content Display. This shows the main page view for TAURON Ciepło on the TAURON intranet. This image (and the one previous) illustrates how the design of the main page changes depending on which corporate entity the user chooses.

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WWW.NNGROUP.COM

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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, Marceli 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 8. 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: tauro.net.tauro-n-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 9. 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 10. 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

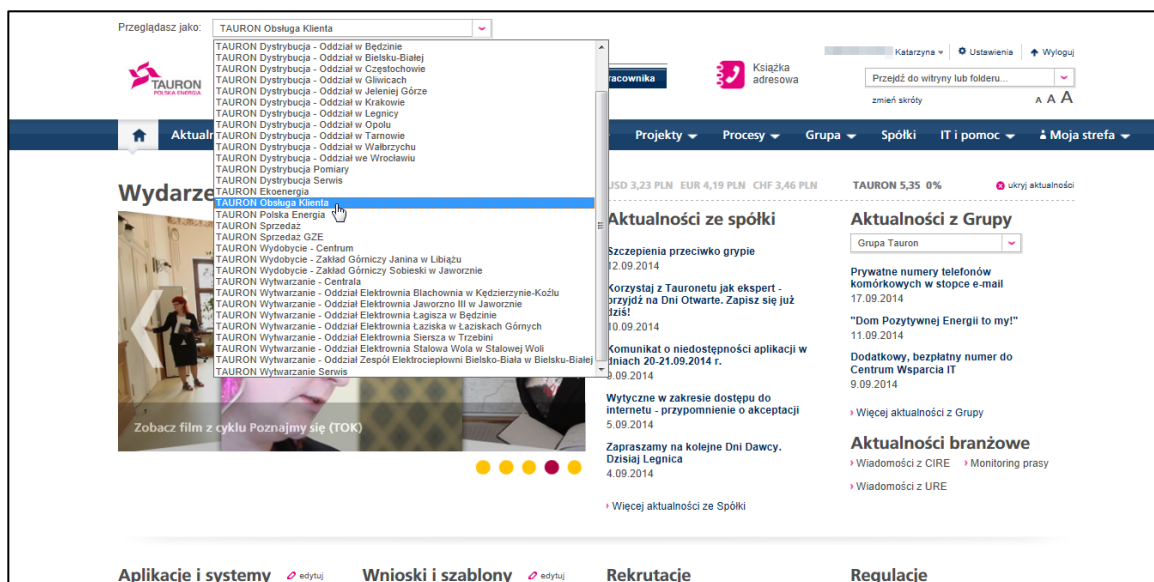
TAURON intranet content management varies depending on type of content and what audience the content is intended for (e.g., entire organization or a specific group or entity). Some examples, include:

- **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.



Pictured: 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.

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 11. 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.

Pictured: Search Results Filtering. Document search results can be refined by choosing author, file type, date of modification, and entity or the branch it concerns. Employees are able to search for co-workers by surname, position, or phone number within the address book. Employees can also use filters to improve their results.

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.”

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, HR

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

Search About You

Last Name First Name Org Chart

HOME WHO WE ARE ABOUT YOU WORK TOOLS VZKNOWLEDGE MY NETWORK

About You Home Your Info Your Team HR Guidelines & Procedures

About You

Welcome, Rachel

HELP

FEEDBACK

About You

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

Total Hours: 152 Hrs

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

Search Job Openings

Tuition Assistance Application

View Current enrollment Options

View/Update Direct Deposit

View Your Paycheck

Your Team

Create Job Opening

Access Performance Documents

Manage Your Team's Absence

View Your Team (MSS) Job Aids

HR Guidelines & Procedures

Health & Benefits

Information for Supervisors

Labor Relations

Life And Time Off

Money

Environmental Health & Safety

Compliance

Career and Learning

VZ Culture

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TO-DOs

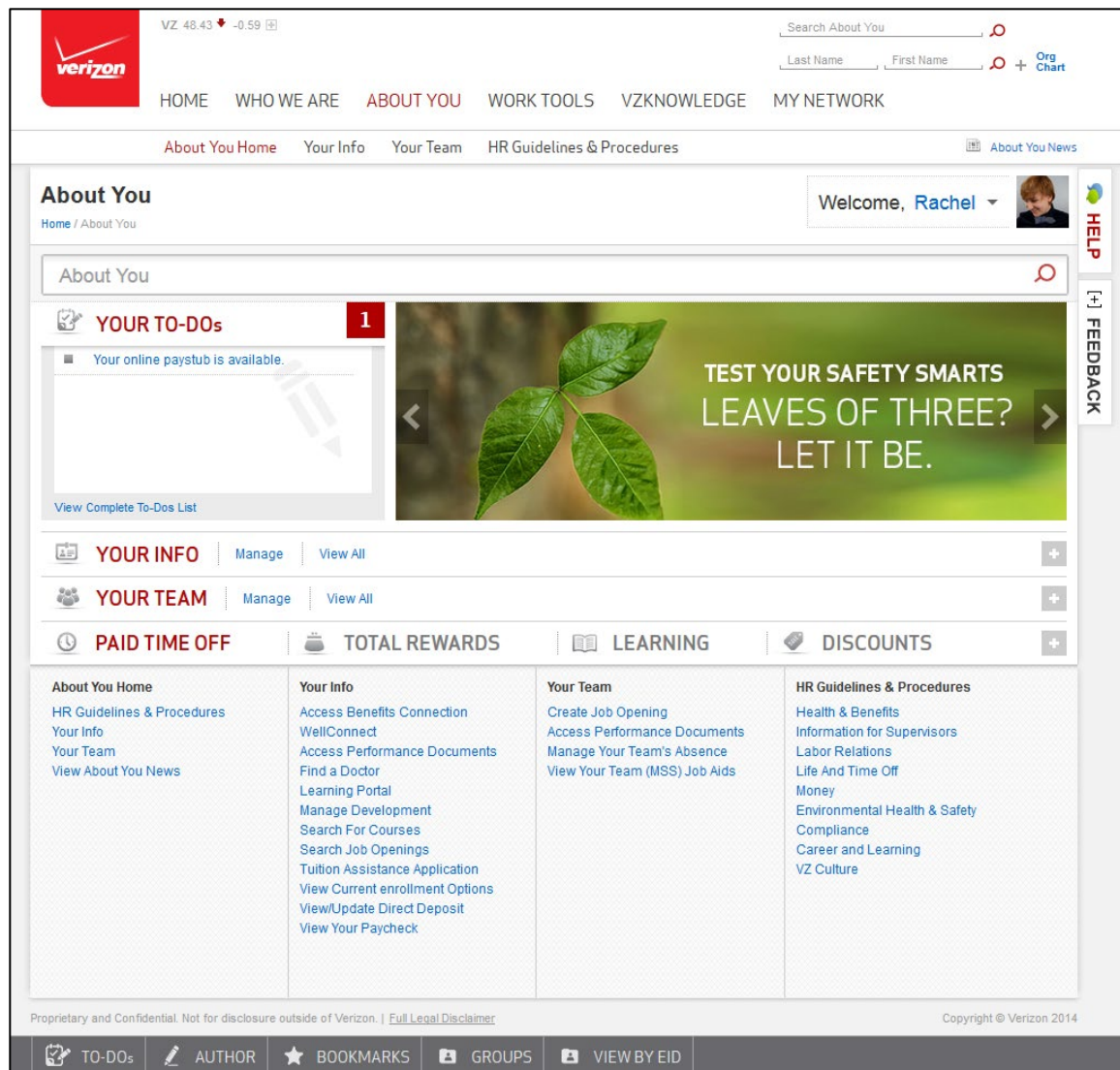
AUTHOR

BOOKMARKS

GROUPS

VIEW BY EID

Pictured: 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.



Pictured: 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.

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.

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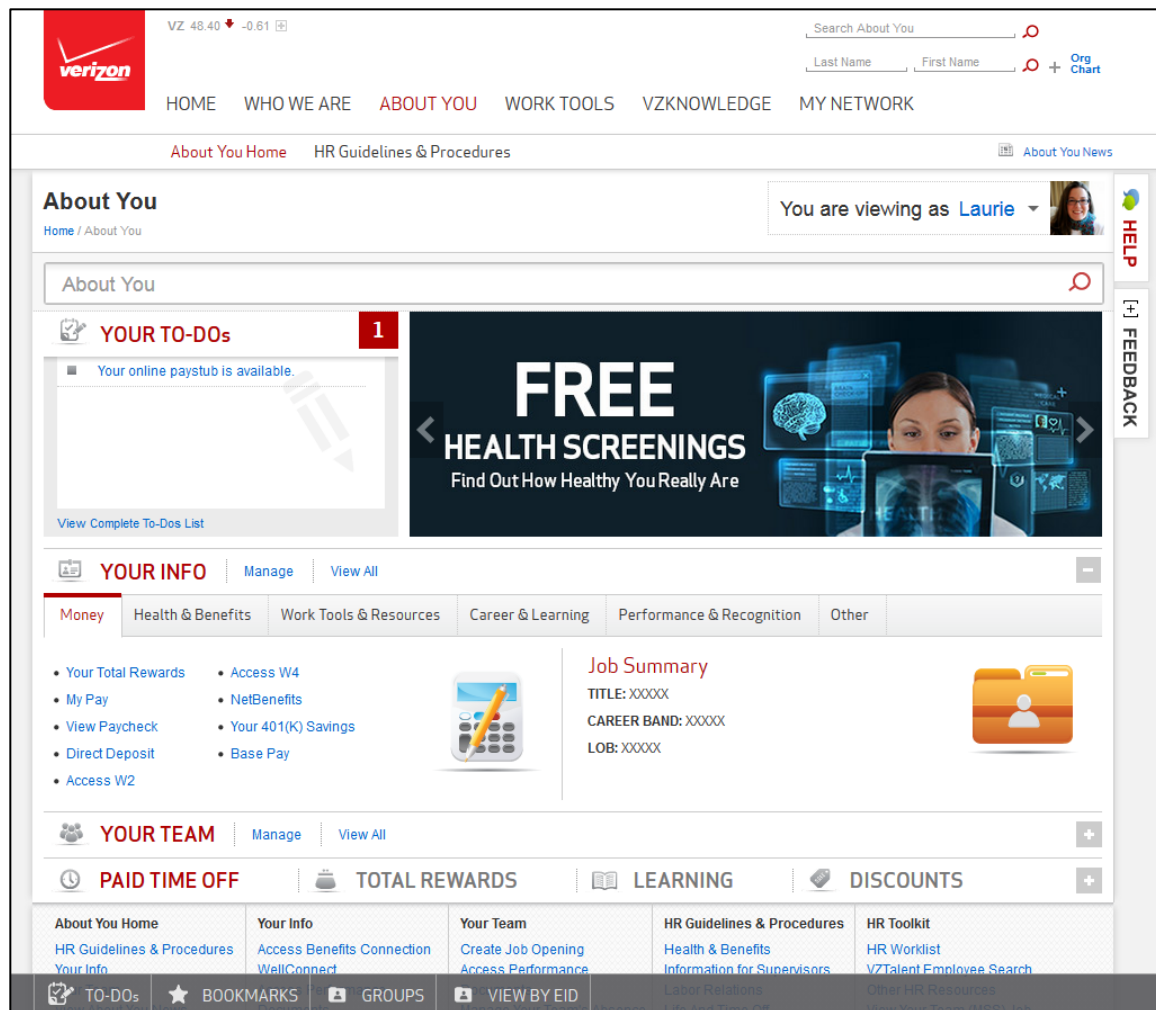
Pictured: Responsive Design. The Verizon intranet uses responsive design to accommodate users regardless of device type. Most content is available to mobile devices but functionality is limited due to restrictions with the systems serving the information. More functionality is added over time. This image shows the *Your Info* section in desktop (left) and mobile (right) display sizes.

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.



Pictured: 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.

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.

Pictured: 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.

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 12. Verizon Intranet Team Responsibilities

USERS

Approximately 230,000 users, essentially all Verizon employees, need to visit *About You* at some point to deal with tasks concerning human resources information. As such, *About You* has to work for an astonishingly wide range of user types, from field technicians logging in through their tablets, to management and sales employees trying to find information on their phones while catching their next flight, to an IT employee trying to find vacation information at work in between job tasks.

VZ 49.01

+0.26

Search About You

Last Name

First Name

Org Chart

HOME

WHO WE ARE

ABOUT YOU

WORK TOOLS

VZKNOWLEDGE

MY NETWORK

About You Home

Your Info

Your Team

HR Guidelines & Procedures

About You News

Your Team

Home / About You / Your Team

About You

OVERVIEW

TALENT ACQUISITION

MANAGE TALENT

COMPENSATION

YOUR TEAM

1-5 of 5

SUMMARY

JOB DETAILS

CONTACT

ORG ATTRIBUTES

Name	Actions	Birthday	Service Date	Job Title
Timothy Washington	Actions	07/03	02/05/2007	MTS IV Cstt-Sys Engrg
Ron L Baker	Actions	09/25	03/24/2008	MTS IV Cstt-Sys Engrg
Sarah Vaughn	Actions	10/30	03/05/2007	MTS III Cstt-Sys Engrg
Peggy Ryan	Actions	04/12	07/22/2013	MTS I-Sys Engrg
Vikram Sushila	Actions	10/25	03/17/2008	MTS IV Cstt-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	
12/06/2013	Job Change	Peggy Ryan	Approved	

LEARNING

View All

First Prev

1-5 of 5

Next Last

Supervisor Name	Employee Name	Standard Training Current Year	Departmental/Supplemental Vendor Training Hours Current Year	Total Learning Hours Current Year
Chessie,Laurie E	Peggy Ryan	0.00	12.50	12.50
Chessie,Laurie E	Ron L Baker	0.00	22.00	22.00
Chessie,Laurie E	Vikram Sushila	0.00	22.75	22.75
Chessie,Laurie E	Sarah Vaughn	0.00	23.00	23.00
Chessie,Laurie E	Timothy Washington	0.00	32.25	32.25

Launch Learning Dashboard

EMPLOYEE PORTFOLIO

Want to take a look at the locker documents of your team?

Click here

Rate This Page

★★★★☆

Send This Page Home

About You Home

HR Guidelines & Procedures

Your Info

Your Team

View About You News

Your Info

Access Benefits Connection

WellConnect

Access Performance Documents

Find a Doctor

Learning Portal

Manage Development

Search For Courses

Search Job Openings

Tuition Assistance Application

View Current enrollment Options

View/Update Direct Deposit

View Your Paycheck

Your Team

Create Job Opening

Access Performance Documents

Manage Your Team's Absence

View Your Team (MSS) Job Aids

HR Guidelines & Procedures

Health & Benefits

Information for Supervisors

Labor Relations

Life And Time Off

Money

Environmental Health & Safety Compliance

Career and Learning

VZ Culture

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AUTHOR

BOOKMARKS

GROUPS

VIEW BY EID

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Verizon Communications (2015)

Pictured: 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.

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 13. Verizon URL and Access Information

DESIGN PROCESS AND USABILITY WORK

Design Approach

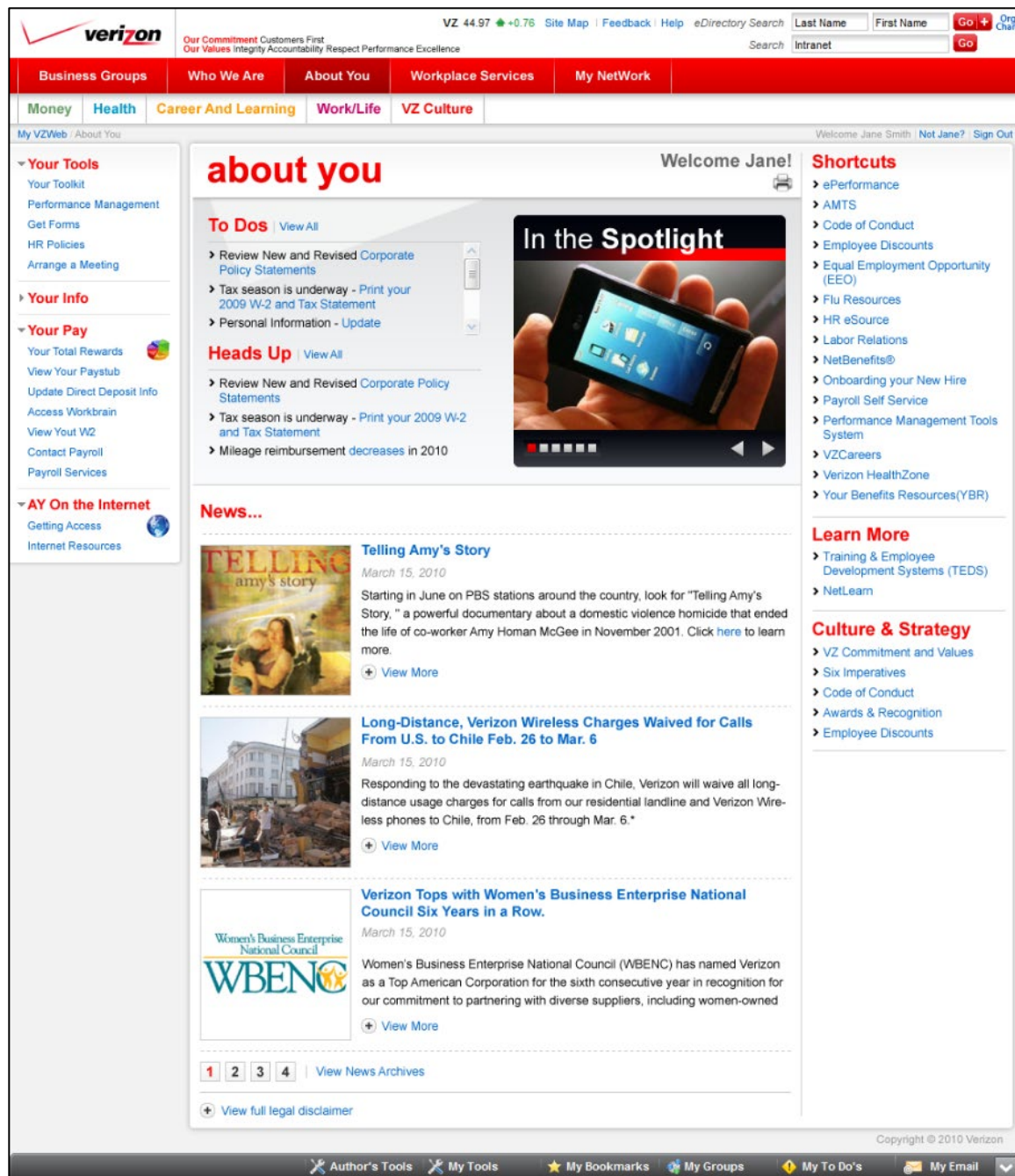
The *About You* portal has been around for quite some time and has undergone several redesigns. Thus, the current iteration is the result of a number of user research efforts undertaken over several years.

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.



Pictured: 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.

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."

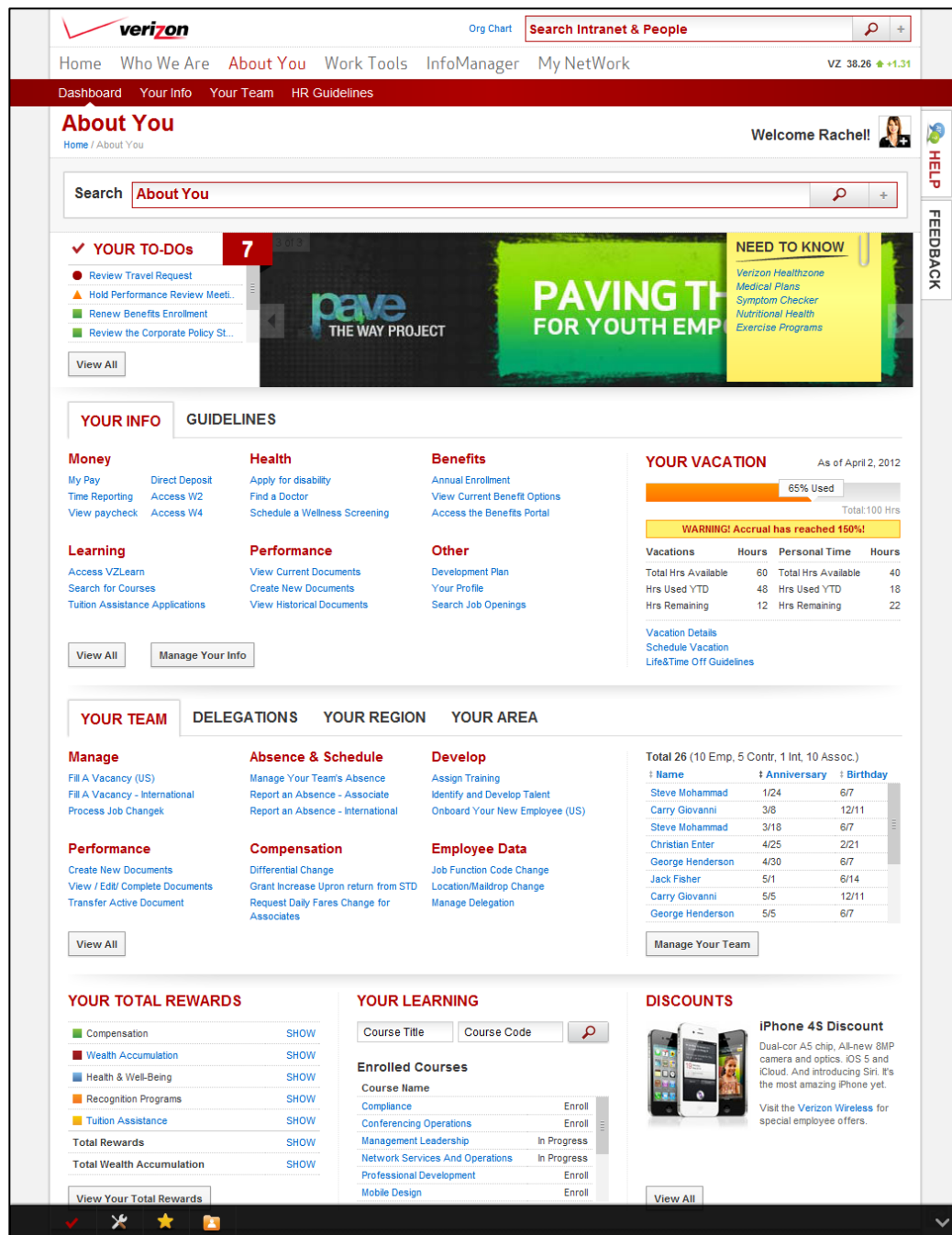
For this effort, they gathered groups of 10–15 employees at a time and asked them general questions about how they used the site and how it was working for them. Feedback from these sessions helped the team understand the homepage could use some improvements. "In particular, we kept hearing that users 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."



Pictured: *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 underserved. 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*.

VZ 48.61 -0.14

[HOME](#)
[WHO WE ARE](#)
[ABOUT YOU](#)
[WORK TOOLS](#)
[VZKNOWLEDGE](#)
[MY NETWORK](#)

[About You Home](#)
[Your Info](#)
[Your Team](#)
[HR Guidelines & Procedures](#)
[About You News](#)

Having A Baby

[Home](#) / [About You](#) / [HR Guidelines & Procedures](#) / [Life and Time Off](#) / [Life Events](#) / [Having A Baby](#)

Welcome, **Rachel**

Download the Complete Verizon Guide for Expectant Parents

Taking Time Off

Learn about the time-off options available for before and after you welcome your new arrival.

Benefits Package

As a Verizon employee, many benefits are available to you. Find out about the benefit offerings that Verizon provides to support you during this important time.

Support Programs

In addition to your time-off and medical benefits packages, Verizon offers many other support programs and resources including classes, private lactation areas and more.

Spouses and Partners

If your spouse or partner is pregnant, you might want to learn more about your benefits.

Contacts

During this time, you may need to call for assistance or information using our full list of contact details.

FAQs

If you're not sure where to look, our Frequently Asked Questions will help answer most of your concerns.

Life and Time Off

- [Alternative Work Arrangement](#)
- [EAP & Other Resources for You and Your Family](#)
- [Emergency Preparedness](#)
- [Employee Discounts](#)
- [Illness & Injury](#)
- [Legal Notices](#)
- [Life Events](#)
- [Time Off and Flexibility](#)
- [Workers' Compensation](#)
- [Workplace Environment](#)
- [Wuhan Employees](#)

Adoption

If you are looking for information on adoption, please check out our dedicated resource page for adopting a child.

MATERNITY TIMELINE

First Months Of Pregnancy	30 Days Before Birth	Baby's First Weeks	Return To Work
<ul style="list-style-type: none"> Plan your time-off: Short Term Disability, Paid Time-Off and Leave of Absence. Enroll in the Anthem Healthy Pregnancy Program prior to your 16th week of pregnancy and complete the program in order to receive reimbursement for pregnancy goods and services – up to \$300! Contact Anthem at 1-866-535-5321. You or your dependent must have elected Anthem Blue Cross Blue Shield (BCBS) coverage to be eligible. Contact your benefits provider (such as Anthem BCBS) to obtain information about receiving a free breast pump. View the Healthy Pregnancy Webinar on WellConnect's video library page. 			

Tags: [Having A Baby](#); [giving Birth](#); [FMLA](#); [maternity Leave](#); [FMLA](#)

[Suggest A Tag](#)

Rate This Page ★★★★★

[Send This Page Home](#)

About You Home

- [HR Guidelines & Procedures](#)
- [Your Info](#)
- [Your Team](#)
- [View About You News](#)

Your Info

- [Access Benefits Connection](#)
- [WellConnect](#)
- [Access Performance Documents](#)
- [Find a Doctor](#)
- [Learning Portal](#)
- [Manage Development](#)
- [Search For Courses](#)
- [Search Job Openings](#)
- [Tuition Assistance Application](#)
- [View Current enrollment Options](#)
- [View/Update Direct Deposit](#)
- [View Your Paycheck](#)

Your Team

- [Create Job Opening](#)
- [Access Performance Documents](#)
- [Manage Your Team's Absence](#)
- [View Your Team \(MSS\) Job Aids](#)

HR Guidelines & Procedures

- [Health & Benefits](#)
- [Information for Supervisors](#)
- [Labor Relations](#)
- [Life And Time Off](#)
- [Money](#)
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- [Compliance](#)
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Verizon Communications (2015)

Pictured: *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.

Another key focus for the redesign was to gain a better understanding of how supervisors were using the policy areas of the site. To accomplish this goal, the design team conducted one-on-one interviews with supervisors, hoping this format would give the participants the freedom to be more candid than they might be in a group setting.

In total they talked to approximately 20 individual managers from across business groups. In addition to general questions about their usage, they presented a few options of how they were considering redesigning the supervisor information areas. The feedback from these sessions helped inform their decisions. For example, the results led the team to decide to co-locate supervisor content with individual contributor content, where appropriate, to make it easier for a supervisor to get a complete picture of a given policy or guideline.

Another desired enhancement was giving managers who had reports located across the globe a way to view local and country-specific guidelines for their employees. To address this requirement the design team added functionality to allow supervisors to emulate their employees' site view while protecting private information.

VZ 48.83 +0.08

Search About You

Last Name First Name Org Chart

HOMEWHO WE AREABOUT YOUWORK TOOLSVZKNOWLEDGEMY NETWORK

About You HomeYour InfoYour TeamHR Guidelines & ProceduresAbout You News

Your Capabilities

Home / About You / HR Guidelines & Procedures / Career and Learning / Your Capabilities

Welcome, Rachel

HELP

[-] FEEDBACK

About You

EmployeesSupervisors

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

RELATED LINKS

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

Suggest A Tag

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About You Home

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HR Guidelines & Procedures

HR Guidelines & Procedures

Your Info

Your Team

About You Home

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Verizon Communications (2015)

Pictured: 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.

Tracking Usage Reveals a Trend Toward Mobile

In addition to the research already discussed here, the team continually tracks and analyzes its Webtrends data to look for new emerging patterns in how people are accessing and using the *About You* portal. The data has revealed a continuing increase in the number of users accessing the site via tablets and smartphones, thus is a key reason the team transformed *About You* into a responsive design.

[HOME](#)
[WHO WE ARE](#)
[ABOUT YOU](#)
[WORK TOOLS](#)
[VZKNOWLEDGE](#)
[MY NETWORK](#)

[About You Home](#)
[Your Info](#)
[Your Team](#)
[HR Guidelines & Procedures](#)

About You

Home / About You

Welcome, **Rachel**

YOUR TO-DOs
2

- Approve Time
- Your online paystub is available.

[View Complete To-Dos List](#)

YOUR INFO
[Manage](#)
[View All](#)

Money
Health & Benefits
Work Tools & Resources
Career & Learning
Performance & Recognition
Other

- Your Total Rewards
- My Pay
- View Paycheck
- Direct Deposit
- Access W2
- Access W4
- NetBenefits
- Your 401(K) Savings
- Base Pay

Job Summary

TITLE: XXXXX
CAREER BAND: XXXXX
LOB: XXXXX

YOUR TEAM
[Manage](#)
[View All](#)

Build Your Team
Absence & Schedule
Develop Your Team
Performance & Recognition
Compensation & Rewards
Time R

- Assign Training
- VZTalent
- Assess and Develop Your Team

NAME

SERVICE DATE

BIRTHDAY

PAID TIME OFF

TOTAL REWARDS

LEARNING

DISCOUNTS

Compensation
Your target annual compensation – base pay and incentives
XXXXXXXXXX

Health & Well-being
Estimated annual amount Verizon pays for your Medical, Dental and Vision.
XXXXXXXXXX

Tuition Assistance
Your tuition assistance allotment for the current calendar year
XXXXXXXXXX

Wealth Accumulation
Estimated annual company contributions to your wealth accumulation program(s)
XXXXXXXXXX

Recognition Program
Programs that honor our employees' achievements

Hide All Values

About You Home
[HR Guidelines & Procedures](#)
[Your Info](#)
[Your Team](#)
[View About You News](#)

Your Info
[Access Benefits](#)
[Connection WellConnect](#)
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Your Team
[Create Job Opening](#)
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HR Toolkit
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Verizon Communications (2015)

Pictured: 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.

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 14. 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 / OVMIntel servers
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">Redmine
Design Tools	<ul style="list-style-type: none">Adobe IllustratorAxure
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 15. Verizon Intranet Technology

MOBILE

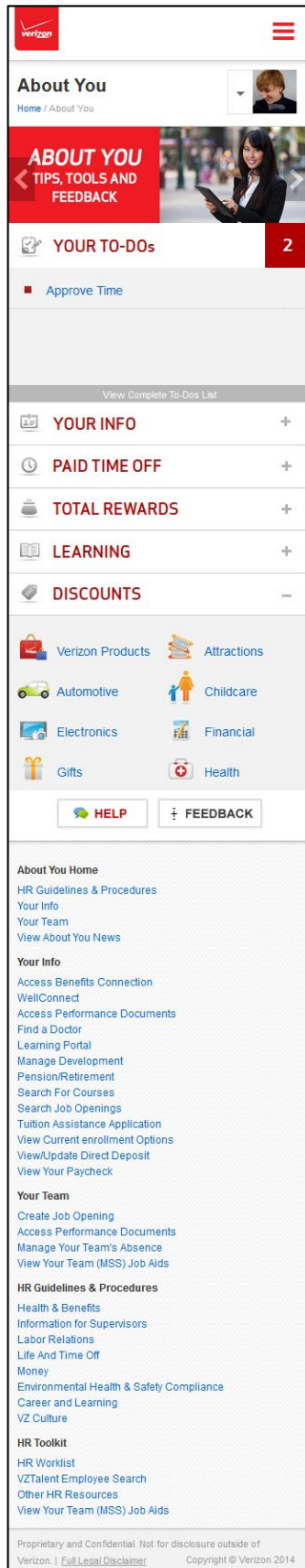
Deciding on a Responsive Approach

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."

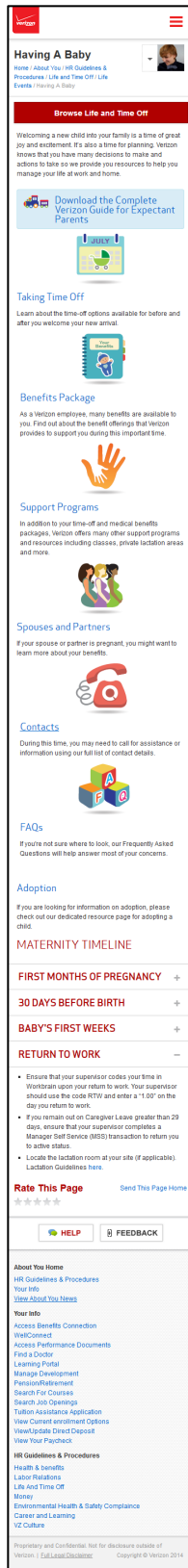
In the end, they decided on three breakpoints representing desktop, tablet and smartphone. When it came time to test the responsive design they selected a few representative devices to aid in the QA process. These were chosen based on the site metrics for company-provided devices and included an iPad, iPhone, Samsung Galaxy S3 and an Android tablet.



Pictured: 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.



Pictured: 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.

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

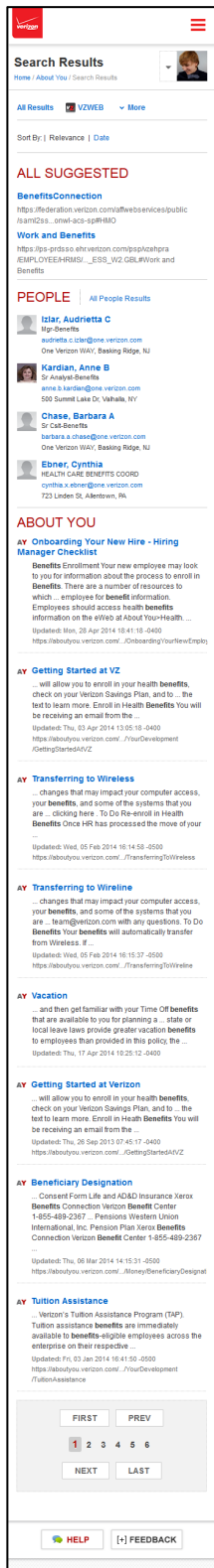
Verizon is an extremely diverse company and the information on its portal has to address the behavioral styles of many audiences, some of which prefer using logical search rather than drilling-down from the navigation. So, in addition to all of the work done to ensure a solid navigational strategy, the 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.

Verizon logo and navigation bar (HOME, WHO WE ARE, ABOUT YOU, WORK TOOLS, VZKNOWLEDGE, MY NETWORK). Search bar with 'benefits' entered. Results section titled 'ALL SUGGESTED' showing 'BenefitsConnection' and 'Work and Benefits' links. 'PEOPLE' section listing employees like Izlar, Audrietta C. 'ABOUT YOU' section with articles on 'Onboarding Your New Hire', 'Getting Started at VZ', 'Transferring to Wireless', 'Vacation', 'Adopting a Child', 'Continuing Education', 'Getting Started at Verizon', 'Beneficiary Designation', and 'Tuition Assistance'. Footer with 'About You Home', 'Your Info', 'Your Team', and 'HR Guidelines & Procedures' sections.

Pictured: 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.



Pictured: 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.

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

Enbridge Inc. (2016)

OVERVIEW

COMPANY

Enbridge transports, generates, and distributes energy across North America.

Headquarters: Calgary, Alberta, Canada

Company locations: Enbridge has five major offices across North America, as well as several regional offices.

Locations where the intranet is used: All employees at Enbridge use the ELink intranet.

Annual revenue: \$37.6 Billion in 2014

TEAM

Sponsors: Harold Esche, Virginia Webster

In-house project team: Doug Balsam, Kerry Corcoran, Carolyn Price, Nicole Stuckert, Richard Rowe, Peter Tane

Training development: Lindsay Trebble

Interface design (creative services): Leo Burnett

IA design and technical development: Habanero Consulting

THE INTRANET

Users: Approximately 11,500 users across six different business units use ELink as their primary source of company information and resources to help them do their job.

Mobile approach: N/A

Technology platform: SharePoint 2013

INTRANET TEAM



Enbridge ELink team members shown here (left to right): Richard Rowe, Harold Esche, Carolyn Price, Kerry Corcoran, Nicole Stuckert, Virginia Webster, and Doug Balsam.

HIGHLIGHTS ABOUT THIS WINNER

A move to SharePoint 2013 was the impetus to update Enbridge's intranet. The technology change was coupled with a visual and structural redesign to better support Enbridge's values, align with the brand, and make the intranet an essential tool for employees. The content restructuring, new look, and shift in technology all took place over a 10-month period. Adoption of ELink is high, with 79% of field workers and 86% of office workers reporting that they access the site at least once a week (based on a survey prior to the ELink upgrade).

- **Content Migration:** A huge team project was to migrate more than 7,000 pages and documents — and their associated metadata — from the previous site to the new one. The team not only moved the content, but also remapped target audiences to the new structure and tackled custom migrations for areas such as classified ads, *My Links*, events, and article comments.

Team members paid attention to not just the details of the technical migration, but also to users. The team worked to limit the time that content would be unavailable to users during the transition, particularly for frequently used and frequently changing information such as news, events, classifieds, and *My Links*.

- **Audience Targeting:** The previous intranet and overuse of email distribution lists overwhelmed users with information that wasn't always relevant. To solve this problem, the team focused the new site on audience targeting. The new site targets content by location — city, country, and region — as well as by role. Thus, content can be targeted to specific audiences to ensure employees are receiving the information that is most relevant to them; it also lets local groups use the site, rather than email, to communicate.
- **Improved Content Workflows:** An engaging intranet depends on content, which in turn depends on its content authors. Enbridge team members understood the importance of their content providers and worked to simplify processes and streamline training to make their work easier. The team started an online process for training through the company's online learning management system (eLMS), which includes modules of video tutorials about various processes for creating content, including formatting, adding images, and approval workflows. By creating the training in modules, the team can update a single set of instructions as processes change, rather than having to recreate the full training.

Even with the addition of 50 new content authors, the new system has eliminated support calls about content publishing. One measure of the site's success is how happy the authors are with the new, efficient publishing process. Users no longer have to view the back-end to add or edit content, and the approval process is streamlined. Authors can easily publish news and categorize it for exposure to the right audiences.

- **User Focused:** The team started with a user experience assessment and analytics review, then moved on to stakeholder interviews and visioning exercises. Team members conducted listening labs with 20 employees in diverse organizational roles who had been at the company anywhere from three weeks to 23 years. They observed the employees doing typical intranet tasks — such as signing up for a course — and gave them a list of things to find to see how people located information on the site. These early insights helped team members stay user-focused as they made design and content decisions.
- **Inbound Links:** With the move to a new structure, thousands of inbound links on the site broke, including browser bookmarks, information in Office documents, and content in e-learning modules. When the site launched, the team realized the magnitude of the problem. Unable to fix every inbound link, the team instead created a SharePoint list of URLs that were changed; this replaced the standard 404 not-found errors with redirect links. Because the SharePoint list recognized regular expressions, a single link could cover an entire section or site. In this way, the team ensured that every link that was valid on the old site would work on the new, even if the content had moved. This small innovation had a huge impact on user satisfaction.

BACKGROUND

Many factors converged at one time, driving the need and scope of the ELink upgrade project. These included:

- **Company growth:** Enbridge had grown considerably since it originally launched ELink on the SharePoint 2010 platform in 2012. This growth meant more users, more content, and the need to review the existing architecture to ensure it could accommodate growth. The site's user experience also required a close review, as users' needs were evolving.
- **Desire for increased efficiency:** Because it was becoming increasingly difficult, costly, and time-consuming to add new functionality, Enbridge wanted to move away from a highly customized portal to something more out-of-the-box. The improvements from SharePoint 2010 to 2013 provided the out-of-the-box functionality needed to evolve ELink and give users the required tools and resources. It also significantly improved the publishing experience for site authors, and increased efficiency for ELink Site Managers.
- **Changes in IT:** Enbridge IT was moving away from its federated model to an enterprise services support model; this prompted an implementation of ELink on Enterprise 2013 SharePoint, driving the need for a consistent platform.
- **Updated brand positioning:** Enbridge's 2014 rebranding included a change in visual identity and brand colors, which required a visual and structural redesign of ELink to support the company's values and better align with the brand.

- **Forward thinking:** Enbridge acknowledged that ELink could play a more significant role in overall company communications. Increasing ELink's capabilities would help the organization move away from depending on mass email to reach segmented audiences; it would also open up possibilities for creating more engaging ways for employees to connect.

ELINK PROJECT OBJECTIVES	
Stated Project Objective	Steps Taken to Meet Objectives
Create an Engaged and Informed Community	<ul style="list-style-type: none"> • Enhance the homepage experience by reorganizing content to focus on and prioritize the most important information • Improve search and findability by adding document previews, IA improvements, enhanced policies functionality, and a cleaner layout and organization • Reinforce the brand by adopting a consistent style throughout • Improve news by adding categories for increased segmentation and content targeting capabilities
Create a Central Place to Connect	<ul style="list-style-type: none"> • Improve events display • Create an inviting homepage experience with prominently displayed social media bar (including external channels), classifieds, and safety information
Focus on Users	<ul style="list-style-type: none"> • Enhance audience targeting by location (including country, city, and region) • Target all content to specific audiences to ensure employees are receiving the information most relevant to them • Allow users to change their default audience targeting to view content for another location or business unit • Improve authoring experience by providing a simple and clear content creation and approval process • Introduce landing pages to make it easier to find relevant content • Make eLMS training available for authors
Support ELink Themes and Desired Business Outcomes Better by Taking Advantage of the Available Feature Set	<ul style="list-style-type: none"> • Improve performance • Create a search-driven architecture • Apply front-end development best practices for SharePoint 2013 • Reduce the amount of customization
Leverage Out-of-the-Box SharePoint Functionality	<ul style="list-style-type: none"> • Reduce code by 67% (.2 million lines of custom code) • Use 39 fewer custom webparts

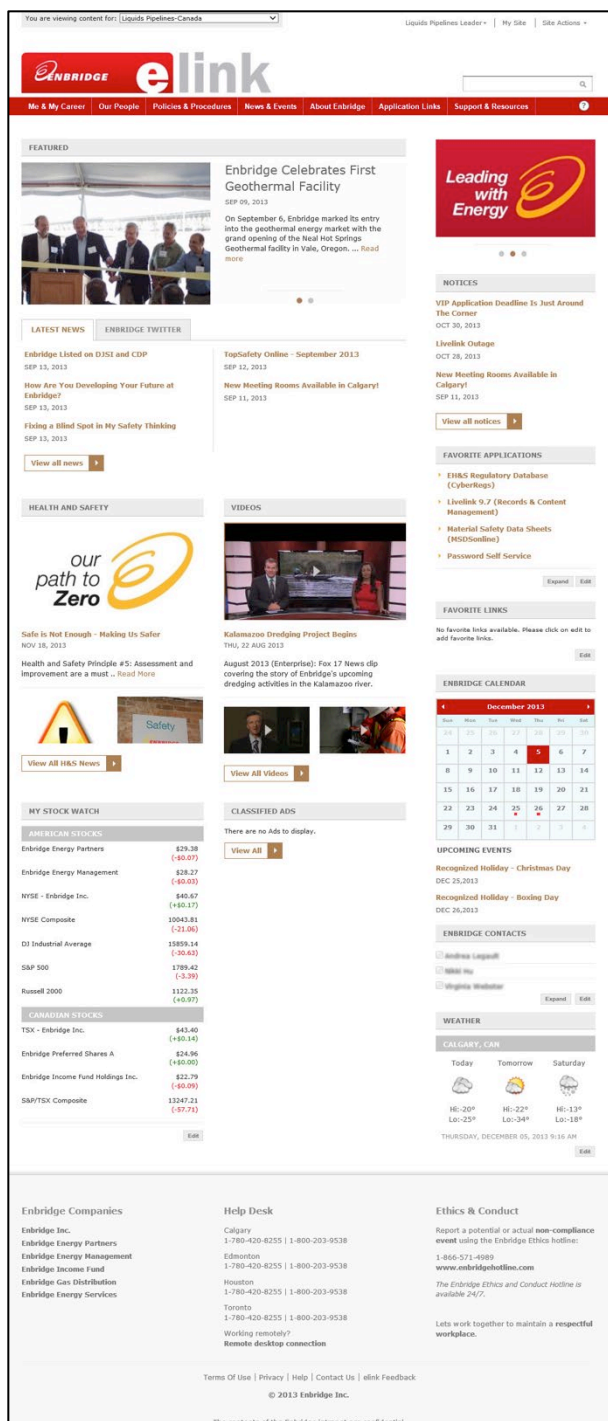
Challenges

Content migration was the biggest challenge for the project. The ELink team had to:

- Migrate more 7,000 pages and documents, while preserving metadata
- Map target audiences from the old structure to the newly created audiences
- Support and migrate many different types of custom content, including classifieds, *My Links*, events, and article comments
- Minimize the length of content freezes, particularly for frequently changing content such as news, events, classifieds, and *My Links*

As a result, the team learned several content-related lessons:

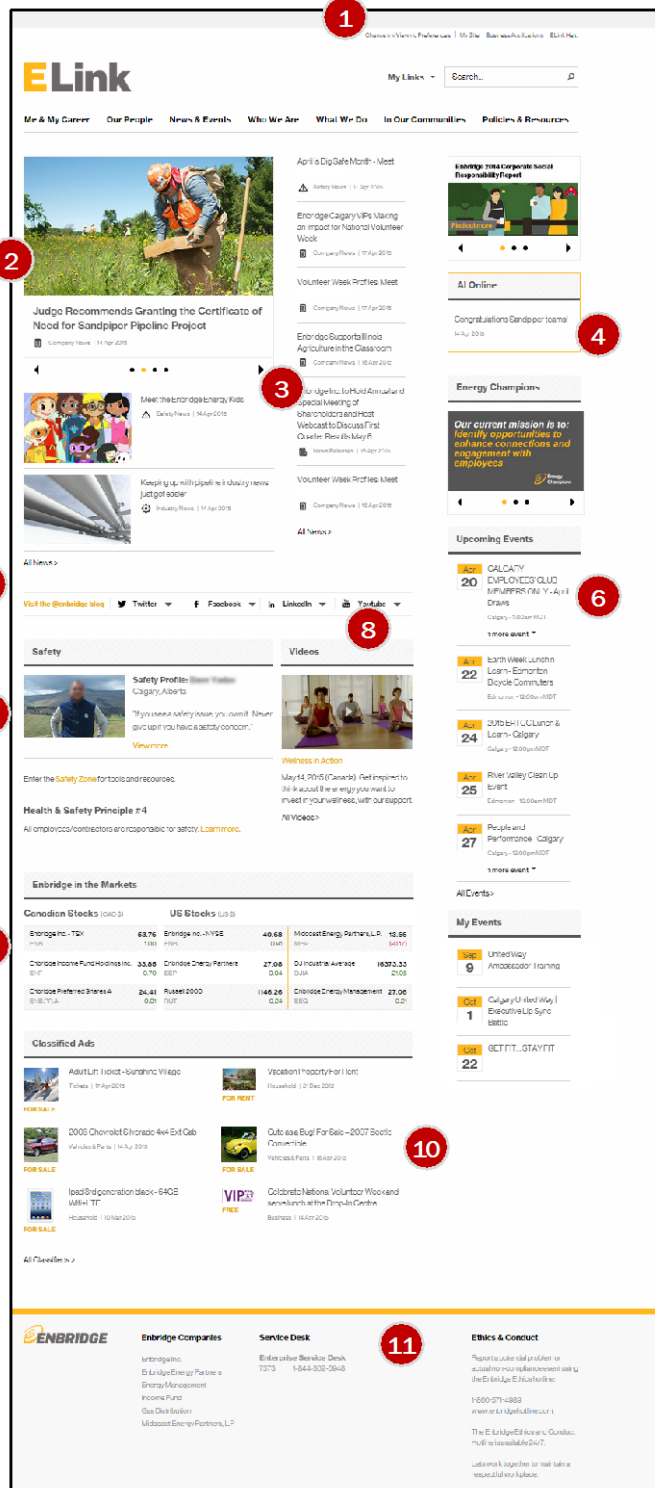
- **Audit.** “Start early with a content audit, so you know what you’re dealing with. We did a content audit, but could have started this earlier in the project.”
- **Tools won’t do everything for you.** “Don’t assume a migration product will handle everything for you. Depending on the type of content you’re dealing with, it might not. We ended up using custom PowerShell scripts for all the migration activities. This added overhead to the project, but it also gave us complete control over every aspect of the migration.”
- **Test your migration early and often.** “It’s easy to delay testing your content migration because there always seems to be something more pressing in the project.”
- **Test custom features with migrated content.**
- **Consider how you’re going to deal with HTML page content.** “Do the existing pages use consistent styles that can be mapped to new styles? Are HTML transformations needed during migration? Will you continue to support legacy styles? Will there be a lot of manual cleanup needed?”
- **Browser compatibility.** “With various browsers and different versions of Internet Explorer in the Enbridge environment — including IE8 for many users — there were several challenges in how content was rendered.”



Pictured: The Old ELink Homepage. The Enbridge ELink intranet homepage prior to the new version's launch in February 2015. Each element on the homepage went through a rigorous review to determine whether it would be included in the new design.

DESIGN REVIEW

Homepage



Pictured:
Homepage. The new
homepage design.

Homepage Highlights

1. **Utility Navigation:** The site uses audience targeting to get the right information to the right people. Users can see their audience-targeting profile and make changes via the *Change My Viewing Preferences* link in the top utility navigation on the site; this area also includes links to *My Site*, *Business Applications*, and *Help* resources.
2. **News Carousel:** The top of the homepage focuses on news. Four stories are highlighted in a carousel at the top of the page, which users can navigate via arrows below the featured story. One of the redesign goals was to reorganize the content to prioritize the most important information and reduce the overall volume.
3. **News Items:** Additional news items appear in columns below or adjacent to the primary news carousel. Each item is stamped with the posting date and includes information about the type of news it is and an associated icon. For instance, *Industry News* has a gear icon, while *Safety News* has an exclamation point in a triangle. The redesign added new categories that allowed for increased filtering, segmentation, and content targeting capabilities. The bottom of each column also includes a link to view *All News*.
4. **Corporate Information:** Important corporate information appears in two smaller carousels in the page's top right corner. In between these areas is a link to the CEO's section, *AI Online*. This area includes regular messages in which the CEO communicates with employees by sharing updates and asking questions. Such features — particularly if they are informative, updated regularly, and have an approachable, casual writing style can go a long way in encouraging communication throughout the company.
5. **Social:** Employees can easily access the company's public information on social sites, including Twitter, Facebook, LinkedIn, and YouTube, via links in the middle of the page. This section also includes a link to the @enbridge blog. Providing quick access to external sites lets users stay aware of both information that the organization is sharing with the public and social media conversations about the organization's work.
6. **Events:** The right column includes a list of upcoming events from around the organization. *My Events* lists the events that a user has registered for and acts as a reminder of upcoming occasions (calendar invitations are sent as well). Events are listed individually so users can easily scan down the list, rather than having to enter a calendar interface to see details. The list includes the event date, location, and time of day. Users can click through to see details of any event or use the *All Events* link to access the full and robust events calendar. The listed events are targeted to the user's locations.
7. **Safety:** Safety is the number one value for Enbridge, with every meeting or gathering starting with a safety-related story called a "safety moment." Appropriately, this emphasis on safety continues on the homepage, which includes the *Safety Profile* link to the *Safety Zone*, which includes tools and resources, and a reminder of a health and safety principle, such as "All employees/contractors are responsible for safety."

8. **Videos:** The homepage features one video. The video's content is indicated with a play arrow on top of a representative image, together with the title, date, and a brief content summary. Video content is hosted by a third-party service, but appears embedded in the site.
9. **Performance:** Company performance information includes stock information on both the Canadian and US markets, with the stock name, symbol, price, and change, which is indicated in green or red (for gain or loss, respectively).
10. **Classified Ads:** The page is rounded out with the latest classified advertisements posted on the site. Classifieds are a popular content area on the Enbridge site and are thus represented on the homepage. Such content areas, which focus on employees as people rather than simply staff members, can help give intranets a more personal feel. Tools like this can also help employees connect with people they might not otherwise interact with — because they are in different roles or offices — via casual classified sales interactions.
11. **Footer:** The page footer includes links to the public sites of Enbridge companies, as well as information for contacting the Enterprise Service Desk. It also includes *Ethics and Conduct* information, which is listed with the reminder: "Let's work together to maintain a respectful workplace."

Events Calendar

The screenshot displays the ELink Events Calendar interface. The top navigation bar includes links for 'Me & My Career', 'Our People', 'News & Events', 'Who We Are', 'What We Do', 'In Our Communities', and 'Policies & Resources'. The 'News & Events' section is highlighted with a red circle 1. Below it, a search bar for events is shown with a red circle 2. The 'Events Calendar' tab is selected, and a calendar for June 2015 is displayed. A red circle 3 points to the 'Create or Edit Events' link. A red circle 4 points to a specific event on the calendar. A red circle 5 points to the 'News & Events' section on the right-hand side of the interface. A red circle 6 points to the 'Register For This Event' button. A red circle 7 points to the 'View Participant Resources' link. A red circle 8 points to the 'Copy Event with Questions' link.

Events Calendar

Today: June 2015

Sun	Mon	Tue	Wed	Thu	Fri	Sat
31	1	2	3	4	5	6
		11:30a LP IT Only - Portfolio Mgmt Refresher	5:15a By Invitation Only - Leadership Symposium - Toronto	3p By Invitation Only - Education Reimbursement Policy Updates for Employees	10a By Invitation Only - Education Reimbursement Policy Updates for Employees	
		11:30a LP IT Only - Portfolio Mgmt Refresher - Online Only	12p By Invitation Only - Education Reimbursement Policy Updates Lunch/Learn	4p ERTCC Tom Baker Cancer Centre Tour	11:30a Food Waste Documentary: Just Eat It	
		11:30a Women@Enbridge Book Club	+3 more			
7	8	9	10	11	12	13
		9a Wi@E - Communicating with Influence	11a ISS ONLY: Q2 ISS Employee Workshop - Duluth	12p LP IT On Incident Train	12p LP IT On Incident Train	12p LP IT On Incident Train
		11a APT Presents - Travel & Expenses, Concur and AMEX	12p LP IT Only - Intro to Maximo	4p ERTCC Cancer Institute		
		12p LP IT Only - Intro to MARS	11:30a Wi@E Famous Luncheon			
14	15	16	17	18	19	20
		12p LP IT Only - Intro to MARS	11:30a Wi@E Famous Luncheon			
21	22	23	24	25	26	27
	8a CALGARY EMPLOYEES CLUB MEMBERS ONLY - June Draws	12p Pizza with the President - Guy Jarvis	7a Women@Enbridge - Superior, WI	11:30a June 2015 Admin Assistants CoP		
28	29	30	1	2	3	4
			Recognized Holiday - Canada Day			
5	6	7	8	9	10	11
11a Enbridge Family Day at Spruce Meadows (presentation of Enbridge Cup)			12p LP IT On Pipeline Con Projects & IT Only	12p LP IT On Pipeline Con Projects & IT Only		

Calgary United Way | Executive Lip-Sync Battle

Members of the Calgary United Way, you will participate in this fun Executive Lip-Sync Battle.

Join us for lunch and be prepared to ready your voice for the most original, creative, most accurate lip-synching and best overall performance.

Seating is for general use and open to the SD/SD areas.

The United Way has speakers and speakers before the United Way there to answer any question you may have, and we will also have the opportunity to support our community.

Please RSVP by September 23.

Attending this event will count towards the United Way Year competition.

Start Date: 10/09/2015, Oct 9, 2015 City: Calgary

End Date: 10/09/2015, Oct 9, 2015 Event Venue: International Hotel (2204th Ave SW), Review Room, 20th Floor

Tags: Company Events

Contact: [Helen Gagnier](#) [Email Contact](#)

Child Indicated: NO

Number of Registered participants: 10 Registration deadline: 10/09/2015, Sep 23, 2015

Number of remaining seats: 10 ([View Participants List](#)) Cancellation deadline: 10/09/2015, Sep 23, 2015

Number of people who have: 0 ([View Participants List](#))

Questions for participants: 0

Register For This Event

[Administrative Functionality](#)

[View Participant Resources](#) [Copy Event with Questions](#) [Copy Event without Questions](#) [Cancel Event](#)

ENBRIDGE

Enbridge Companies

Enbridge Inc.
Enbridge Energy Partners
Energy Management
Income Fund
Gas Distribution
Midcoast Energy Partners, LP

Service Desk

Enterprise Service Desk
7373 1-844-362-6948

ENBRIDGE

Enbridge Companies

Enbridge Inc.
Enbridge Energy Partners
Energy Management
Income Fund
Gas Distribution
Midcoast Energy Partners, LP

Service Desk

Enterprise Service Desk
7373 1-844-362-6948

ENBRIDGE & CONTACT

Report a security incident or compliance concern using the Enbridge Cyber Hotline

1-800-441-0202
www.enbridge.ca/contact

The Enbridge Board of Directors
www.enbridge.ca/7

Let's work together to maintain a respectful workplace.

Pictured: Events Calendar.

Events Calendar Highlights

1. **325 Event Coordinators:** The events calendar allows 325 event coordinators across the organization to manage events. The calendar includes everything from local lunch-and-learns to the annual all-company meeting. Events follow audience-targeting guidelines, ensuring that visitors see events that are relevant to them. Time zone support means that users in different regions see details appropriate to their location.
2. **Search:** The calendar is searchable, so users can enter an event name, description, city, or venue in the top search bar.
3. **Views:** Users can choose a calendar view, or a view of all events, past events, or only events they are registered for. The top of the page also allows users to create or edit events. Users can view the calendar by month, week, or day.
4. **Event Listings:** Each event is highlighted on the calendar with the time and brief description. Events are listed chronologically; if more events exist than can fit in a particular view, they are listed as +8 more, and users can click to see additional items.
5. **Event Pages:** Detailed event pages describe and promote events.
6. **Registration:** Registering for an event automatically sends users an Outlook calendar invitation. Registered users are also notified of any event updates, changes, or cancellations.
7. **Registration Options:** Users can add guests to an event. They can also see the number of registered participants, the number of remaining spots, and the number of people on the waitlist.
8. **Administrative Options:** Coordinators can set up surveys to be sent to individuals, such as on dietary restrictions or topics of interest, as well as post-event surveys to collect feedback. They can also cancel events, email participants, view registration details with an option to export data to Excel, and create a new event from a previous one, which is helpful for frequently occurring events.

Safety Moments Exchange

The screenshot shows the Enbridge Safety Moments Exchange website. The page has a top navigation bar with links like 'Me & My Career', 'Our People', 'News & Events', 'Who We Are', 'What We Do', 'In Our Communities', and 'Policies & Resources'. A search bar is also present. The main content area is titled 'Safety Moments Exchange' and includes a welcome message, upload guidelines, and a list of safety moments. The page is annotated with numbered callouts: 1 points to the 'Policies & Resources' header; 2 points to the 'Safety Moments Exchange' title; 3 points to the 'Upload Slide' button; 4 points to the 'Filter' dropdown; 5 points to the 'Related Links' section; and 6 points to a specific safety moment entry titled 'How to detect if someone is Drowning'.

1 Policies & Resources

2 Safety Moments Exchange

3 Upload Slide

4 Filter

5 Related Links

6 How to detect if someone is Drowning

Pictured: Safety Moments Exchange.

Safety Moments Exchange Highlights

1. **Increased Presence:** One goal of the site was to increase the presence of safety communication. This is done on the homepage, with a section devoted to safety information, as well as through the *Safety Moments Exchange*.
2. **Safety Moments:** Every gathering, departmental meeting, or company event starts with a safety moment, which promotes the culture of safety at Enbridge. Each moment is a quick presentation or discussion of a safety topic. The site's *Safety Moments Exchange* is a resource for employees and contractors to create and share safety moments. 73% of employees have accessed this content on the site, as it meets a very specific need within the organization.
3. **Supporting Content:** The top of the page reminds users of two guidelines — that content must fit on a single slide and must be in the company's template — and also provides links to more complete guidelines and an FAQ for additional support. This information also appears in the right column's list of *Related Links*.
4. **Filter:** A filter in the right column lets users select a particular category of safety moment, such as *Off the Job Safety*.
5. **Upload:** A simple link on the side of the page allows users to upload content into the exchange for others to use in their presentations.
6. **List of Slides:** Each slide is shown in thumbnail view, but large enough that some content is actually legible. This is followed by a description of the content, such as "using mobile devices while driving" or "treadmill safety tips," along with the content category.

Author Support

The screenshot displays the ELink website's 'Policies & Resources' section, specifically the 'ELink Author Training and Support' page. The page layout includes a top navigation bar with links like 'Change my Viewing Preferences', 'My Site', 'Business Applications', and 'ELink Help'. A search bar and 'My Links' dropdown are also present. The main content area is divided into a left sidebar with a table of links, a central text area with various guides, and a right sidebar with 'Related Links'. Numbered callouts highlight specific elements: 1 points to the 'Policies & Resources' header, 2 points to the 'ELink Author Training and Support' title, 3 points to the 'Quick Reference Cards' section, and 4 points to the 'Create a New ELink Page' section in an inset window. The inset window shows a 'WARNING' message about using Chrome and a list of steps to create a new page. The bottom of the page features an 'ENBRIDGE' logo and contact information for Enbridge Companies and Service Desk.

Change my Viewing Preferences | My Site | Business Applications | ELink Help

ELink

My Links Search

Me & My Career | Our People | News & Events | Who We Are | What We Do | In Our Communities | Policies & Resources

ELink > Policies & Resources > Company Communications > ELink > ELink Author Training and Support

Policies & Resources

ELink Author Training and Support

We've made several tools available to our ELink content authors and approvers to support them while using ELink.

ELink Author Training

If you've been appointed as an ELink Author and/or Approver for your group you'll need to complete the eLMS ELink Author Training course prior to being given authoring and/or approving rights.

Once you've finished the course, contact the [ELink Editor-in-Chief](#) to be given authoring and/or approval rights.

Launch the eLMS ELink Author Training course here.

Quick Reference Cards

Found under the Related Links section on the right of the page, our series of Quick Reference Guides (QRGs) provide step by step instructions with screen captures for each aspect of authoring in ELink. These are provided in PDF format so that you can print and access them easily while you're authoring.

ELink Writing and Style Guide

Adhering to the [ELink Writing and Style Guide](#) will ensure that the information you post on ELink is presented consistently and meets the needs of a diverse, international audience. Trust, accuracy, and credibility are important to the users of the site and guidelines will help in achieving those qualities.

ELink Authoring Community

The [ELink Authoring Community](#) team site contains all of the information that's been covered on this page in addition to other information and resources that you may find useful as an Author or Approver.

Last Edited: Jul 6, 2016 | [Provide Feedback](#)
If you would like to know more about this content, please contact [Kerry Corcoran](#).
Problems with this page? Contact [Kerry Corcoran](#).

Related Links

- Writing for ELink
- Adding Video to ELink
- Creating ELink Content
- Create a Page
- Edit a Page
- Add and Edit Text
- Add a Document
- Add an Image
- Add a Table
- Add a Hyperlink
- Submit Your Page for Approval
- Create an Event

ENBRIDGE

Enbridge Companies	Service Desk
Enbridge Inc.	Enterprise Service Desk
Enbridge Energy Partners	7373 1-844-362-6948
Energy Management	
Income Fund	
Gas Distribution	
Midcoast Energy Partners, LP	

ELink

ELink Quick Reference Guide: Create a Page

Before creating a new ELink page you should confirm a similar page doesn't already exist. Many users refer to ELink as a trusted resource, and creating pages with similar or duplicated content will be confusing. Also, make sure that you are adding the page to the correct location in ELink. If you are unsure as to where the page should reside, contact your Site Manager.

Standards

- Ensure you are adding the page to the appropriate area of ELink. If you are not sure where to add your page, contact your local [ELink Site Manager](#).
- Use the appropriate template when creating a new page.
- Create the page using a layout that will allow readers to easily consume the information. Write content to a focused and targeted audience.

Create a New ELink Page

To add a new ELink page:

- Open Chrome.

WARNING:
Chrome is the only browser that provides all of the functionality you need as an ELink Author. You must always use Chrome whenever creating or editing content in ELink.

- Navigate to the section you would like to create your new page in.
- Click the **Settings** icon on the toolbar.
- Select **Add a page**.

The inset window shows a screenshot of the ELink interface with the 'Settings' icon highlighted and a 'WARNING' message about using Chrome.

Pictured: Author Support.

Author Support Highlights

1. **Online Support:** With the new site came a new workflow for authors and new training processes. Online, trackable training is available, along with a simple, clear content approval process. These changes were made in response to two things: a desire to support an engaged and informed community, and complaints emerging from stakeholder interviews about the complexities of publishing to the site. With more than 290 contributors and 163 approvers involved in content creation, support for these users is essential. Some people contribute because it is part of their job responsibilities, while others are self-selected; in all cases, the extensive author network helps ensure that content doesn't get stale. The team coordinates publishing schedules across the enterprise, and the site publishes two to four news articles daily, as well as updates on policies, job listings, events, and classifieds.
2. **Dedicated Resources:** Authors have a dedicated resources site on ELink and a team site. The resources site includes information about online training, videos, and reference guides; governance information; operating committee meeting minutes; and editorial guidelines.
3. **Quick Reference Guides:** The site provides *Quick Reference Guides* for authors, focused on a single key topic, such as *Create a Page* or *Add an Image*. These guides are easily accessible through the *Related Links* area on the *ELink Author Training and Support* page.
4. **How To's:** The *Quick Reference Guides* provide step-by-step instructions for site authoring, with screenshots for each step. The guides are created as PDFs so that authors can print them as needed to follow along as they are posting or editing content. In addition to step-by-step instructions, the pages include tips and standards to review.

Search

The screenshot displays the Enbridge Intranet Search Results Page. The page layout includes a top navigation bar with links like 'Change my Viewing Preferences', 'My Site', 'Business Applications', and 'ELink Help'. Below this is the 'ELink' logo and a search bar containing the term 'brand'. A secondary navigation bar lists various sections: 'Me & My Career', 'Our People', 'News & Events', 'Who We Are', 'What We Do', 'In Our Communities', and 'Policies & Resources'. The main content area is titled 'ELink Search' and features a search bar with 'brand' entered. To the left of the search results is a sidebar with filters for 'Result Type' (ELink Page, Excel, HTML, PowerPoint), 'Modified Date' (1+ Years ago, SHOW MORE), 'Content Owner' (David Lander, Andrew Leggett, Wayne Hender, Marc Tremblay, David Lander, SHOW MORE), and 'Subject Matter Expert' (Andrew Leggett, Marc Tremblay, David Lander, SHOW MORE). The search results are displayed in a list format, with each result showing a title, a brief description, and a link. The results include 'Brand Creative Support Approvals', 'Enbridge Logo', 'Brand and Creative Services', 'Shifting Perceptions of Enbridge and Energy: New Advertis...', 'Business Cards', 'Brand Guidelines', '@enbridge: Ring Enbridge Ranked No. 9 Among Canada's', 'PowerPoint & Document Templates', and 'Introduction to Enbridge'. On the right side of the search results, there are sections for 'People Matches' (listing 'Brand & Creative Services Acv'), 'Brand and ... Web Page' (showing a thumbnail of the Enbridge website), 'Description' (Brand and Creative Services), 'Results from this site' (listing 'The Enbridge Brand, Logo ...', 'Brand and Creative Services', 'PowerPoint & Document Templates'), 'OPEN' and 'SEND' buttons, and a 'Search Feedback' section with radio buttons for 'Yes! Found it right away', 'Yes, but it took me a while', and 'No! Not at all', along with a text box for 'Please provide more detail' and a 'Send' button. The bottom of the page features a footer with the Enbridge logo, 'Enbridge Companies' (listing Enbridge Inc., Enbridge Energy Partners, Energy Management, Income Fund, Gas Distribution, Midcoast Energy Partners, L.P.), 'Service Desk' (listing Enterprise Service Desk, 7273, 1-844-362-5948), and 'Ethics & Conduct' (listing 'Reports a potential problem or actual non-compliance event using the Enbridge Ethics Hotline', '1-800-671-4689', 'www.enbridgeethics.com', and 'The Enbridge Ethics and Conduct Hotline is available 24/7').

Image 1. Enbridge Intranet: Search Results Page.

Search Highlights

1. **Search Box:** The search box appears in the upper right corner of each site page. It includes a text field with the word *Search* and a magnifying glass icon.
2. **Scope:** The search results default to the broadest selection of content, but users can narrow results to see only results from *Policies*, *Teamsites*, or *People* at the top of the page.
3. **People Matches:** Employee results are displayed on the side of the page. In this case, employees who have the word “brand” in their profile information are listed.
4. **Best Bets:** The site uses best bets to direct users to the most valuable resources, as needed. In this search, “brand” returns results for support approvals and logos at the top of the results page, because these are commonly needed areas.
5. **Results:** Results are listed with a title, a snippet of content that contains the user’s query, and the URL where the content can be found.
6. **Document Previews:** Users can hover over a result to see a preview of content, including the name, image, number of views, description, and additional results from the site.
7. **Filters:** Filters on the side of the page let users further narrow results by document type, modified date, content owner, and subject matter expert.
8. **Feedback:** Users can provide search feedback via a quick poll at the bottom of the page, which lets them indicate whether they found their content, did so with difficulty, or were unsuccessful, together with the option to add additional detail. The team uses this feedback along with analytics and insights from content owners and site managers to make constant changes to the search tool. Such changes include adjusting keywords, adding metadata, temporarily boosting rankings for dynamic content, and highlighting content via best bets.

DESIGN PROCESS AND USABILITY WORK

Long before any design or implementation work began, the intranet team conducted a user experience assessment, analytics review, stakeholder interviews, and visioning exercises. These efforts were essential to creating a vision and a roadmap for ELink's future. What follows is an overview of each of these activities and how the findings from each played into the ultimate design decisions for the new site.

Surveys

The team started the user assessment by reviewing the results of surveys on the previous ELink version; such surveys had been conducted almost annually since it originally launched.

Overall, satisfaction was quite high: in the most recent survey, 68% of employees had a favorable view of ELink. With more than ,000 employees responding, the surveys provided a wealth of insight into current usage patterns, areas of satisfaction, and challenges or gaps that could be addressed to further improve the site's favorability rating.

Listening Labs

After reviewing the surveys, the team conducted listening labs with more than 20 employees, representing a range of roles across different business units and geographic locations. All major Enbridge offices were represented, as were some of the field offices. The sessions were conducted as follows:

- **On-site:** The research team traveled to the major office locations in Calgary, Alberta; Edmonton, Alberta; North York, Ontario; and Houston, Texas. It also conducted remote sessions via WebEx with participants from Minot, North Dakota; Ottawa, Ontario; and Superior, Wisconsin. Participants' tenure with the organization ranged from three weeks to 23 years.
- **Observation sessions:** Each session was held with an individual user and took 30 to 45 minutes to conduct. During the sessions, users performed their typical tasks on ELink, and team members observed their user interactions, ranging from how they opened the site (through the default homepage, favorites, or desktop links, for example); the tasks they performed; how they navigated; their use of scrolling; and so on.
- **Egg hunt:** The team also conducted an "egg hunt" as part of the session to observe how users find certain types of information or complete a task. A few examples of the tasks they asked users to do included:
 - "How would you sign up for a course?"
 - "If you are traveling to another office — how would you find information on the office location? What about available parking? Meeting rooms?"
 - "Where would you find the health and dental claim forms?"
 - "How would you find recently updated policies?"

- “What is something you might typically search for? How do you go about it?”

Listening Labs Findings

The observations and feedback collected from the Listening Labs provided a rich source of findings that were grouped into four themes as follows.

Staying Informed

- Employees are keen to stay up-to-date about Enbridge and speak from an informed place.
- Safety culture could be promoted more strongly through ELink.
- Information can get lost on the homepage; the volume of content can be overwhelming, leaving the homepage feeling cluttered and busy.
- The team should strive to establish ELink as an essential tool.

Finding Relevant Information

- There are too many places to look for information.
- Finding teamsites is hard.
- It’s faster to just ask someone.
- Search is not an effective tool for finding information.
- The *Application Links* list is confusing.
- Current IA and navigation need to be reviewed.
- Navigating between ELink and related sites and applications is not always easy.

Connection to People and Teams

- People-focused content is well-received
- Some people were confused about the purpose of *My Sites*.
- People search is an effective tool that is widely used.
- Employee-focused tools and information might be alienating contractors.
- ELink could be used more effectively to support the onboarding process.

Governance and Authoring

- The purpose or intent of ratings is unclear.
- Page feedback control is not effective for gathering feedback.

Analytics Review

The team reviewed the analytics data to better understand current usage patterns. Some of the key findings from this exercise included:

- *Application Links* was the most visited area; people used it as a jumping off point to other systems (such as PeopleSoft and eLearning Management System).
- *News and Events* was the second most visited area.
- Of the visits to the *Me & My Career* section, 70% were for job opportunities.
- User profiles were heavily viewed, with the majority of visits originating from the people search.

Stakeholder Interviews

In parallel with the other user experience assessment activities, the team conducted 16 interviews with ELink's key business stakeholders. Participants included leaders in Internal Communications, HR, and Records Management, and were drawn from each business unit.

The interviews uncovered the current priorities, goals, initiatives, and challenges of each business area. The interviews also explored the types of information these teams produce and communicate to others, and helped the intranet team define audience segments.

Stakeholder Interview Findings

The findings from the stakeholder interviews could also be grouped into the same four themes emerging from the Listening Labs; however, the interviews revealed additional challenges and needs that the future ELink would need to support.

The Need to Stay Informed:

- News keeps people informed ... mostly.
- Content targeting doesn't scale.
- Increased presence of safety communication is required.
- Corporate initiatives are not easily discoverable.
- Systems integration is required to provide more relevant updates.

The Need to Find Relevant Information:

- There is a lack of trust and reliance on search.
- Regarding organization and IA, some navigation language is confusing and not intuitive.
- Team sites are used as a workaround to IA challenges.

The Need to Connect to People and Teams:

- ELink should better reflect the company's people and culture.
- There is a sea of overlapping tools for finding people.
- ELink does not offer a platform for feedback and discussion.
- Team sites are hard to find and keep track of.

The Need for Governance and Authoring:

- There is a lack of content accountability and maintenance.
- Authors have a challenging job trying to harmonize content as roles and groups change.
- The French translation is lacking.
- Content is time-consuming to develop and approve.
- The visual design is uninspiring.

Visioning Exercises

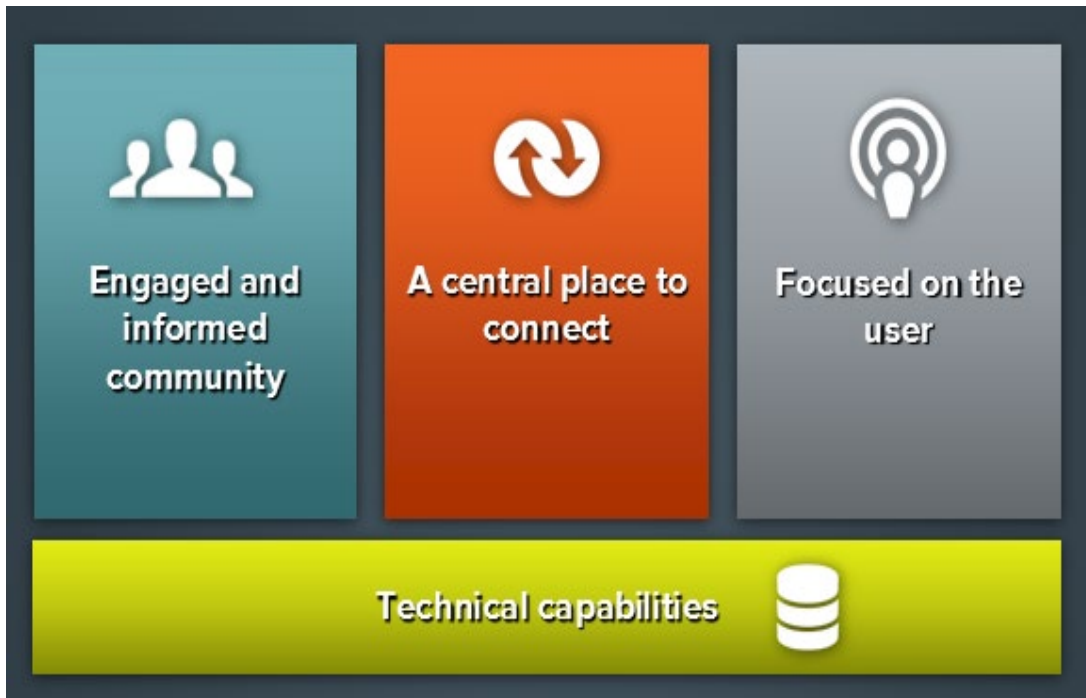
The team summarized and presented the findings of the user experience assessment, the analytics review, and the stakeholder interviews to the project sponsors and other key ELink stakeholders. The team reviewed examples of what other organizations are doing with their employee portals, particularly regarding the four themes that emerged from the listening labs and stakeholder interviews.

To help identify the most important elements in a new vision for ELink, team members conducted three exercise with the sponsors and key stakeholders:

1. They checked-in on the business goals and ELink's role in the organization relative to other systems.
2. They used the Gamestorming technique "Cover Story" to generate ideas for the future of ELink. The game's object is to suspend all disbelief and envision a future state that is so compelling it would earn the organization a spot on the cover of a well-known magazine.
3. They took the sponsors and stakeholders through a high-level prioritization exercise, exploring potential feature development areas that aligned with the business goals, the recommendations from the user experience assessment and stakeholder interviews, and the emerging vision for the intranet.

Vision and Roadmap Creation

The results compiled from the user experience assessment, analytics review, stakeholder interviews, and visioning exercises formed the basis for a new vision and updated roadmap for ELink. The vision was articulated through four central themes that informed priorities and changes to ELink going forward. The following graphic illustrates this vision.



Based on these user experience exercises, the ELink team developed an updated vision plan and roadmap for the new site. The team had four key goals for the site:

- Foster an engaged and informed community
- Provide a central place to connect
- Always be focused on users and what is important to them
- Reduce the technology challenges and leverage a more modern platform

A roadmap was then created that included items tied to each of these four themes; some would be implemented on the existing SharePoint 2010 version of ELink, while others would be included as part of the redesign and upgrade to SharePoint 2013.

Wireframes and Design

The design team created wireframes and a graphical design for the portal. Mockups were usability tested to ensure that they were as easy to use.

To develop the portal, the team used an iterative approach. Each development iteration was approximately three weeks long, which gave the team time to review and test what had been created and provide feedback and adjust as necessary.

Information Architecture

The user research (listening labs and analytics reviews) revealed that, while the existing portal's global navigation items generally met users' needs, a few confusing areas could be improved upon. The team made three primary changes:

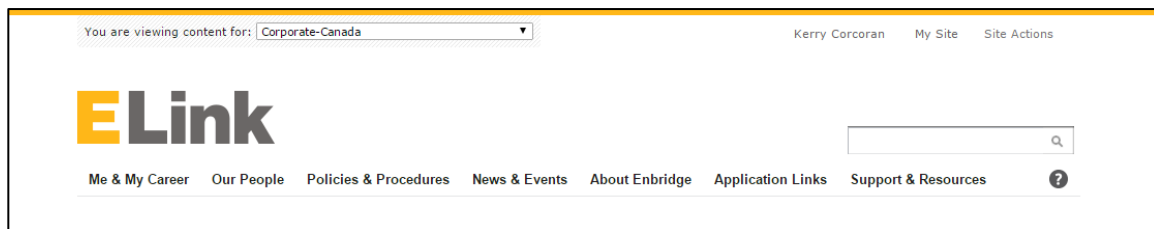
- Combine the *Policies & Procedures* and *Support & Resources* sections into a single *Policies & Resources* section

- Remove *Application Links* as a global navigation link and instead provided a *Business Applications* utility link
- Replace the over-populated *About Enbridge* section with more intuitive *Who We Are*, *What We Do*, and *In Our Communities* sections

The team also conducted a detailed content audit and identified subsections that could be simplified, cleaned up, or renamed.



Pictured:: Current Top-Level Navigation. Several changes were made to the ELink IA, starting with the top-level navigation. Links labeled with natural language terms, such as *What We Do* and *Who We Are*, help inform users about the content they will find there and feel less corporate than the original *About Enbridge* label. The team also merged two sections (*Policies & Procedures* and *Support & Resources*) to create *Policies & Resources*, thus eliminating confusion among employees about the content each section would contain.



Pictured: Previous Top-Level Navigation. Navigation structure prior to the ELink upgrade.

WORKING WITH OUTSIDE AGENCIES	
Agency	Project Role
Leo Burnett Interface design (creative services)	<ul style="list-style-type: none"> • Visual design; develop new look and feel based on Enbridge's new master brand
Habanero Consulting Research, IA, technical development	<ul style="list-style-type: none"> • Research, including listening labs, functional gap analysis, and content review • IA assessment and redesign • Functional and technical specifications • Wireframes • Develop master pages and page layouts • Content migration • Permissions model architecture • Enhanced audience targeting • Quality assurance testing • Sustainment planning

GOVERNANCE

ELink is jointly owned by Internal Communications (part of the overall Public Affairs and Communications group) and Information & Productivity Services (part of the overall IT group).

This ownership structure effectively ensures that the technology platform is leveraged and supported through IT, while the business needs are addressed through Internal Communications. This was particularly critical during the ELink upgrade, as it had a broad business impact across the organization that wasn't necessarily tied to technology.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Digital Communications Steering Committee	<p>The Digital Communications Steering Committee is composed of members representing all business areas. Among its responsibilities are to</p> <ul style="list-style-type: none"> • Support the development and execution of internal and external strategic communications initiatives • Meet quarterly or as required
Internal Digital Communications Operating Committee	<p>The Internal Digital Communications Operating Committee is the decision-making committee and includes members from different work groups and business units across the enterprise. Among its responsibilities are to</p> <ul style="list-style-type: none"> • Develop business-driven implementation plans • Execute the plans required to implement various internal digital communication subprogram roadmaps • Meet monthly or as required
ELink Editor-in-Chief	<ul style="list-style-type: none"> • Ensure the overall quality, timeliness, and appropriateness of ELink's content and appearance • Support site managers in their role
ELink Site Managers	<ul style="list-style-type: none"> • Share and maintain standards of quality • Ensure their business unit's alignment with ELink's strategy and business objectives • Identify and recruit ELink champions to support the portal's guiding principles and goals • Provide ongoing engagement and support to the ELink authoring community

Content Authors	<ul style="list-style-type: none"> • Create and post content that is both factually correct and complete in a timely manner • Monitor and adhere to the publishing standards set forth by the Internal Digital Communications Steering Committee • Review other content to ensure their own is consistent with other business units but not duplicated elsewhere
Content Approvers	<ul style="list-style-type: none"> • Provide final approval and a second check of content to ensure it is appropriate for public circulation

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"> • http://elink.enbridge.com
Default Status	<ul style="list-style-type: none"> • ELink is set to be the default browser for all users; however, users can manually modify this setting if desired.
Remote Access	<ul style="list-style-type: none"> • Users can access the site remotely using secure external access technology (F5); they simply type http://elink.enbridge.com into their personal computer browsers or mobile devices and input their Enbridge credentials.

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
2000	<ul style="list-style-type: none">First company intranet (eSource) launched
2003	<ul style="list-style-type: none">Second company intranet (eSource2) launched
September 2008	<ul style="list-style-type: none">ELink launched on SharePoint 2007
September 2012	<ul style="list-style-type: none">ELink launched on SharePoint 2010
April 2014	<ul style="list-style-type: none">Webtrends analytics implemented
May 2014	<ul style="list-style-type: none">SharePoint 2013 upgrade project kicked-off
September 2014	<ul style="list-style-type: none">Light rebrand of ELink deployed to coincide with Enbridge rebranding, which included a change of visual identity and brand colors
February 2015	<ul style="list-style-type: none">New ELink launched on SharePoint 2013

Overall redesign time frame: 10 months for SharePoint 2013 project

CONTENT AND CONTENT CONTRIBUTORS

CONTENT MANAGEMENT	
Contributors	ELink currently has 292 content contributors and 163 content approvers. For some, maintaining content on ELink is part of their job function. Other employees choose to become content contributors to promote or share information.
Contribution	The Editor-in-Chief and Business Unit Site Managers collaborate through a SharePoint teamsite, the <i>ELink Authoring Community</i> . The site is open to all Enbridge employees and includes information on completing the online author training course, resources (such as instructional videos and quick reference guides), governance information, operating committee meeting minutes, and editorial guidelines.
Training	<p>With more than 290 ELink authors, it was critical that the team provide support and training for several reasons:</p> <ul style="list-style-type: none"> • Prior to the new ELink launch, formal training (beyond that found in a lengthy and outdated manual) was unavailable. • The team had no way to track who had completed training. • Many authors had permissions to publish on ELink but had never used SharePoint before. • As ELink evolved, users became increasingly unclear about how to post and edit content. <p>As part of the ELink project, the team developed an online training course through the Enbridge Online Learning Management System (eLMS) application. The course includes hands-on tutorials on basic publishing tasks, including how to create a new page; add and format content; and add images, links, and videos. It also offers information about the publishing and approval workflow.</p> <p>The eLMS course was designed to be modular; as ELink evolves, the team can easily update a section without having to redo the entire course. It also tracks employees who have completed the course, so the team can better maintain its permissions list.</p>

Management	<p>ELink Site Managers are responsible for maintaining the quality and accuracy of content in their own business units or functional areas. Annual content audits are conducted and each page must have a content owner listed. Every page and document within ELink must be reviewed every six months. A notification is automatically sent through SharePoint to content owners, reminding them to look at their content.</p>
Author Network Management	<p>The Editor-in-Chief manages the author network through various means, including the following:</p> <ul style="list-style-type: none"> • A dedicated resource site and team site on ELink • Monthly calls with all ELink site managers (who are spread out across North America) to discuss issues and questions coming in from the author network • Chairing the Internal Digital Communications Operating Committee, which includes site managers <p>In addition, site managers reach out to their author networks annually to offer support and answer questions. A quarterly e-newsletter is also sent to all ELink authors. It includes important updates about ELink, writing tips, links to helpful resources, and interesting analytics (and the occasional funny SharePoint cartoon).</p>

[Change my Viewing Preferences](#) | [My Site](#) | [Business Applications](#) | [ELink Help](#)

ELink

My Links

Search...

[Me & My Career](#)
[Our People](#)
[News & Events](#)
[Who We Are](#)
[What We Do](#)
[In Our Communities](#)
[Policies & Resources](#)

[ELink](#) > [News & Events](#) > [News](#) > [Featured News](#) > [Shifting Perceptions of Enbridge and Energy: New Advertising Launches May 18](#)

News

Featured News


Events Calendar

Classified Ads

Company News

18 May 2016

Shifting Perceptions of Enbridge and Energy: New Advertising Launches May 18



We're excited to announce the next phase of our Life Takes Energy brand advertising campaign set to launch on Monday in Canada and select U.S. markets. Building on the success of our brand launch last September, this second phase includes two new TV spots as well as digital video, billboard advertising and some unique advertising opportunities. The new ads will continue to drive awareness and understanding of the positive contribution Enbridge makes to society by fueling people's quality of life, using messaging and visuals that highlight additional everyday "quality of life moments" made possible through the energy we deliver.

"Results from the first phase of advertising were very positive," says [David Thompson](#), Senior Manager, Brand Strategy and Internal Communications. "From research conducted in November, we learned that we are shifting opinion of Enbridge and strengthening our reputation through key brand attributes like safety, reliability, trust, by helping people realize the essential role energy plays in their daily lives."

"We are really excited about our new ads, and especially excited to be placing them in some new mediums for Enbridge. You are going to see our ads in Tim Hortons stores across Canada, on billboards in major Canadian cities, on Air Canada flights and other surprising places. We are really strengthening the connection between our energy and people's quality of life by placing messages in the places you are experiencing the impact energy has. Whether you're flying on a plane, enjoying your morning coffee, or on your daily commute, Enbridge is there with you every step of the way," explains [David Thompson](#), Manager, Brand and Creative Services.

The majority of advertising continues to be in Canada where the reputational challenge is greatest. In the U.S. the challenge is mostly one of awareness specific to regions in which we are building new projects, and in those priority regions the TV advertising will be aired.

"We have had so many positive comments and encouragement from across the company about our Life Takes Energy advertising," says David. "We're excited to share the latest work that further demonstrates that when people's energy and Enbridge's energy meet, beautiful things happen."

Last Edited: May 18, 2016

[Provide Feedback](#)

If you would like to know more about this content, please contact [David Thompson](#).


Problems with this page? Contact [System Admin](#).

Comments

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Enterprise Service Desk


5/20/2016 8:10 AM

Appears to be a very successful approach. I like the connection with everyday energy needs.

Delete

Related Stories


- Read about the first phase of our brand advertising campaign launched Fall 2014.
- Learn more about [The Enbridge Story](#).



Family Vacation (English)

May 15, 2016 (Enterprise): When people's energy and Enbridge's energy meet, beautiful things happen.


Added: Thu, May 14, 2016



Field Trip (English)

May 15, 2016 (Enterprise): When people's energy and Enbridge's energy meet, beautiful things happen.


Added: Thu, May 14, 2016



Family Vacation (French)

May 15, 2016 (Enterprise): When people's energy and Enbridge's energy meet, beautiful things happen.


Added: Thu, May 14, 2016



Field Trip (French)

May 15, 2016 (Enterprise): When people's energy and Enbridge's energy meet, beautiful things happen.

Added: Thu, May 14, 2016



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Ethics & Conduct

Report a potential problem or actual non-compliance event using the Enbridge Ethics hotline:

1-888-671-4389

[www.enbridgeethics.com](#)

The Enbridge Ethics and Conduct Hotline is available 24/7.

Lets work together to maintain a respectful workplace.

Pictured: Featured News Article. This is an example of a featured news article: a large image displays with the news story on the ELink homepage. All articles can contain images, galleries, or videos, along with related links and commenting.

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Me & My Career

Career Opportunities

Course Sign-Up

My Benefits

My Career Growth

My Compensation

My HR Services

Contact Information

Employment Verification Letter

How to Submit a Request

How to View or Update Your Cases

Submit a Request

View My Cases

My Pay

My Retirement & Savings

My Time Off & Leaves

My Timekeeping

Submit a Request

The ELink case submission page is only accessible to employees. Contractors are required to access services via telephone or email.

Have you tried to find an answer to your question on ELink? If not, give it a shot. You may find what you're looking for much more quickly.

Case Classification

Category :
Sub-Category :
Issue Type :

Case Request

Add file(s)

Files :

Enbridge Companies

Enbridge Inc.
Enbridge Energy Partners
Energy Management
Income Fund
Gas Distribution
Midcoast Energy Partners, LP

Service Desk

Enterprise Service Desk
7373 1-844-362-6948

Ethics & Conduct

Report a potential problem or actual non-compliance event using the Enbridge Ethics hotline:

1-800-571-4089
www.enbridgehotline.com.

The Enbridge Ethics and Conduct Hotline is available 24/7.

Let's work together to maintain a respectful workplace.

Pictured: Online HR Portal. The online *My HR Services* portal resides outside of the Enbridge network and is owned by the company's HR team. ELink contains a large amount of HR-related content (including policies, benefits and payroll information, course sign-up, and career growth information), so it was important that users were not driven out of ELink to access the *My HR* portal. As a solution, the team created an iframe, which allows employees to connect and interact with the *My HR* portal as though they were in ELink.

740

INFO@NNGROUP.COM

Enbridge Inc. (2016)

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none"> Windows Server 2012 All servers are virtual (VMWare was the virtualization platform)
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> Microsoft Team Foundation Server HP Quality Centre ServiceNow
Design Tools	<ul style="list-style-type: none"> Balsamiq XMind Photoshop
Site Building Tools	<ul style="list-style-type: none"> SharePoint 2013 was the platform of choice; all sites are provisioned as standard SharePoint Sites and pages are authored via the out-of-the box publishing methods.
Content Management Tools	<ul style="list-style-type: none"> Built on SharePoint 2013, with out-of-the box content management and editing tools used as much as possible
Search	<ul style="list-style-type: none"> Leverages SharePoint 2013 Search, with layers of enhancements over it (including custom search templates and results tuning/ranking)

RESULTS AND ROI

The success of the new ELink can be measured in many ways. One way that Enbridge finds helpful is to track both how happy users are with the new and improved tool and how useful it is in helping them accomplish their workday tasks. Several improvements have already garnered praise. Kerry Corcoran, Senior Internal Digital Communications Advisor and ELink Editor-in-Chief, shares some of these successes:

- **Publishing process:** “We have received feedback directly through authors, as well as through ELink site managers, about how impressed authors are with the efficient publishing process. These improvements include not having to go into the back end of the site to add/edit content (site contents menu); removal of the images and document publishing and approving process (this created a lot of confusion with authors, and resulted in several broken links); as well as the ease of publishing and categorizing news (this did not exist in the old ELink).”
- **Authoring training course:** “We have received positive feedback about the authoring training course that was introduced as part of the new ELink launch. In the past, we would receive several support calls to help authors publish content (due to the complicated process to publish). Since the new ELink launch, we have not received any support calls related to publishing content. This speaks to the ease of publishing. We have added over 50 new authors since the launch — none of whom required additional support beyond the online course.”
- **Repurposing custom functionality:** “The ability to easily repurpose custom functionality (for example, our CEO online chat tool, *AI Online*, has been used twice in other places in ELink) adds value in other areas of the business, and provides cost savings to the development team. We were also able to introduce measurement tools — such as quick polls, knowledge sharing platforms, and ‘liking’ — therefore increasing employee engagement.”
- **Improving site management:** “ELink site managers have expressed high satisfaction with the new ELink. Feedback ranges from how information is shared (targeting, news layout, enhanced functionality) to the removal of several ‘publishing headaches’ that they experienced prior to the new ELink launch. One site manager, who recently returned from a leave, stated: ‘I can’t believe how hard it used to be to post content, and how much better it is.’ Several employees have shared how much they ‘love’ the new ELink (homepage structure, added functionality, etc.) and the same feedback has been shared with site managers across the business.”

Team members are planning to conduct a survey on the new ELink to assess overall satisfaction, which will likely add even more proof that their efforts were a success.

LESSONS LEARNED

Following the launch of the new ELink, the project team regrouped for a lessons learned discussion, facilitated by Carolyn Price, the ELink project manager. Price kept the group focused on project outcomes and was careful to ensure that the discussion didn’t become simply a listing of things that didn’t work and who was responsible. The table below summarizes the session’s key outcomes.

With many moving parts throughout the project, the team felt it was important to reflect and document the lessons learned, as they will be valuable in assessing future ELink projects.

KEY LESSONS LEARNED FROM ELINK REDESIGN		
Project Area/ Overall Impact	Key Learnings	Recommendations for Future Projects
PROJECT MANAGEMENT Impact: Positive	Strengths: <ul style="list-style-type: none"> N/A Areas to improve: <ul style="list-style-type: none"> Be more assertive on deliverables 	R1: Document all iteration requirements in more detail and obtain formal sign-off from the business
PROJECT PLANNING Impact: Positive	Strengths: <ul style="list-style-type: none"> The team was committed to working on critical items and meeting the required deadlines to the best of their abilities. Areas to improve: <ul style="list-style-type: none"> The team's final development iterations were aggressive and did not allow enough time for user acceptance testing. 	R1: Ensure that an adequate and/or appropriate amount of time is allocated for user-acceptance testing R2: Be realistic in planning and allow for changes in scope
REQUIREMENTS Impact: Neutral	Strengths: <ul style="list-style-type: none"> The requirements were good in many cases, but they were not fully documented; this left room for interpretation. Areas to improve: <ul style="list-style-type: none"> Develop more granular requirements Engage more stakeholders to help determine their requirements 	R1: Create better requirements documentation and thereby improve the final development delivery

PEOPLE AND THEIR ROLES Impact: Positive	Strengths: <ul style="list-style-type: none"> The team members were committed to delivering the project. Areas to improve: <ul style="list-style-type: none"> Better definition of roles and responsibilities Dedicated project team 	R1: Improve internal resourcing for the project
PROJECT COMMUNICATION Impact: Positive	Strengths: <ul style="list-style-type: none"> The core project team met daily and weekly with the vendor The team had detailed communications with the site manager and authors. Communications with Enbridge employees were well received and included articles and a launch video. Areas to improve: <ul style="list-style-type: none"> More extensive team communication 	R1: Hold weekly status check-ins with dependent projects earlier in the project
ARCHITECTURE AND TECHNICAL SOLUTION Impact: Neutral	Strengths: <ul style="list-style-type: none"> SharePoint 2013 was implemented with limited customization. Areas to improve: <ul style="list-style-type: none"> Better technical documentation from and/or knowledge sharing with the Enterprise SharePoint team on farm configuration More robust load testing 	R1: Ensure the core team understands the technical solution being implemented

VENDOR MANAGEMENT Impact: Neutral	Strengths: <ul style="list-style-type: none"> The team engaged the necessary Enbridge stakeholders for input and approval. Areas to improve: <ul style="list-style-type: none"> Be more assertive on deliverables 	R1: Ensure accountability for the delivery process R2: Add a technical resource to the project to provide insight into general system functionality and provide expertise so that Enbridge can push back on design issues
TRAINING Impact: Positive	Strengths: <ul style="list-style-type: none"> eLMS training is available to the ELink authoring community, as are quick reference guides. Areas to improve: <ul style="list-style-type: none"> Have training available at least two weeks prior to the go-live date and tied to permissions to avoid author confusion and ELink support tickets 	R1: Make training mandatory for all authors and reinstate their permissions based on completion of required training
LEGEND: Overall Impact on Project Rating		
Positive:	The approach notably benefitted the team and/or the project overall and could be used as an IT best practice in certain situations	
Neutral:	Pros and cons were balanced; the positive and negative aspects were managed and it worked out okay	
Negative:	The situation or approach negatively impacted the project or project team in some way	

Repsol S.A. (2016)

OVERVIEW

COMPANY

Repsol is one of the top private energy companies in the world, with a presence in key areas of high potential on the world energy map. The company operates across the value chain, integrating upstream and downstream activities, and working to offer the best energy solutions for society and the planet.

Headquarters: Madrid, Spain

Company locations: 27,000 employees located across more than 40 countries.

Locations where the intranet is used:

Employees at all Repsol locations use the intranet.

Annual sales: Net income in of 1.612 billion euros (2014)

THE INTRANET

Users: 21,000 employees

Mobile approach: Responsive web design (in progress)

Technology platform: SDL Tridion 11, .Net Framework v4.5.2 (Asp.Net MVC 4), SQLServer

TEAM

Design team: Four in-house people formed the core team, which included two people from Internal Communications (IC): Begoña Escribano Acordagoitia and Natalia Solana Aliende; and two people from IT: Francisco Javier Jurado Henche and Angel Lera Hernández. Also, Repsol contracted with the Adesis and Vass agencies to design and build the site and the Arista agency for content migration.

From an internal operational standpoint, the team was supported through collaborations with Eva Costa Cantero (CI, solution definition); Esther Poza (CI, content); Augusto Ruiz Garcia (IT, definition and management development architecture), Elena Ortín, Carlos Bonete, Carlos Nieto, and Alfonso Gomez Rivera (IT, management and support of the production platform).

The team also relied on the Strategy and Management Committee, which included the management team of each area outlined above. Committee members include Jaime Martinez, Ester Moya Pacheco, Javier García Quintela, Enrique Fernández Puertas, Ennio Fattiboni, and Eugenio Trillo Marín.

External agencies: The team was supported by Arista and two other agencies as follows.

Adesis: Guillermo Vallejo, Carlos Esteban, Marta EliceGUI, Francisco Recio, Olga Martín Tirado

Vass: Pedro D'Amico, Carlos Perez Ot

Other external contributors: Daniel Gómez López-Brea, Daniel Verdugo, Carolina Bermejo, Alexander Balseiro, Maider de Jesus, Nacho Salvador

INTRANET TEAM



Team members shown here (left to right): Ester Moya Pacheco, Ángel Lera Hernández, Enrique Fernández Puertas, Natalia Solana Aliende, Begoña Escribano Acordagoitia, and Francisco Javier Jurado Henche.

HIGHLIGHTS ABOUT THIS WINNER

Repsol is very focused on objectives; the new intranet acts as a catalyst for change and is an important asset for spreading Repsol's values of responsibility, innovation, transparency, flexibility, and integrity. It is also an intranet that is accessible to all employees, regardless of any visual or auditory impairments.

Repsolnet is the Swiss Army knife of intranets — a one-stop shop for accessing everything an employee might need:

- **Flexibility and Control:** Customizable sections and links enable employees to work in a manner best suited to their needs and way of working. Employees can edit the links and tools and their location on the *My Desktop* section. This truly customizable area helps employees realize their productivity potential. The light version of the intranet design satisfies employees working over slow connections.
- **Location and International Accommodations (Light Version):** Translations, location-specific information, and light versions of the intranet cater to employees in 40 countries, in the office or field, with slow or speedy internet connections. Repsolnet provides helpful tools and information for this multi-location, multi-country organization.
- **Accessibility:** The design provides a framework for accessibility features, including image descriptions, captions, and transcripts for the audio in video files; legible text size and contrast; keyboard support and expected shortcuts; assistance with elements such as tables; and other training advice and written manuals to help content providers keep up with accessibility guidelines.
- **Assistance:** Tutorials explain new Repsolnet features, increasing the likelihood that employees will discover, find, and use them appropriately.

- **Tags:** Tags for content and user-generated favorites help make content easy to find.

BACKGROUND

The company's intranet, Repsolnet, was in need of improvement across many areas, but the update was primarily driven by the need to better serve the changing needs of employees and of Repsol as a company. Specifically, the team identified the following shortcomings of the old intranet:

- It did not behave as a single portal containing all the information and working tools that users needed for their day-to-day tasks.
- The search engine did not return the results that users needed.
- Employees in some countries and industrial centers with reduced connectivity had problems accessing and browsing smoothly.
- Communication was one-way, because the flow of information on the intranet went exclusively from the company to employees.
- There was no collaboration or participation from employees.
- The large number of pages and the depth of levels made browsing difficult.
- Content management was not very practical because 13 different versions of the intranet existed (depending on country and language).

Faced with these challenges, the team decided on a design direction that promoted productivity and collaboration, making the new intranet a communication channel, while also making it easy to maintain and scalable for future growth.

Challenges

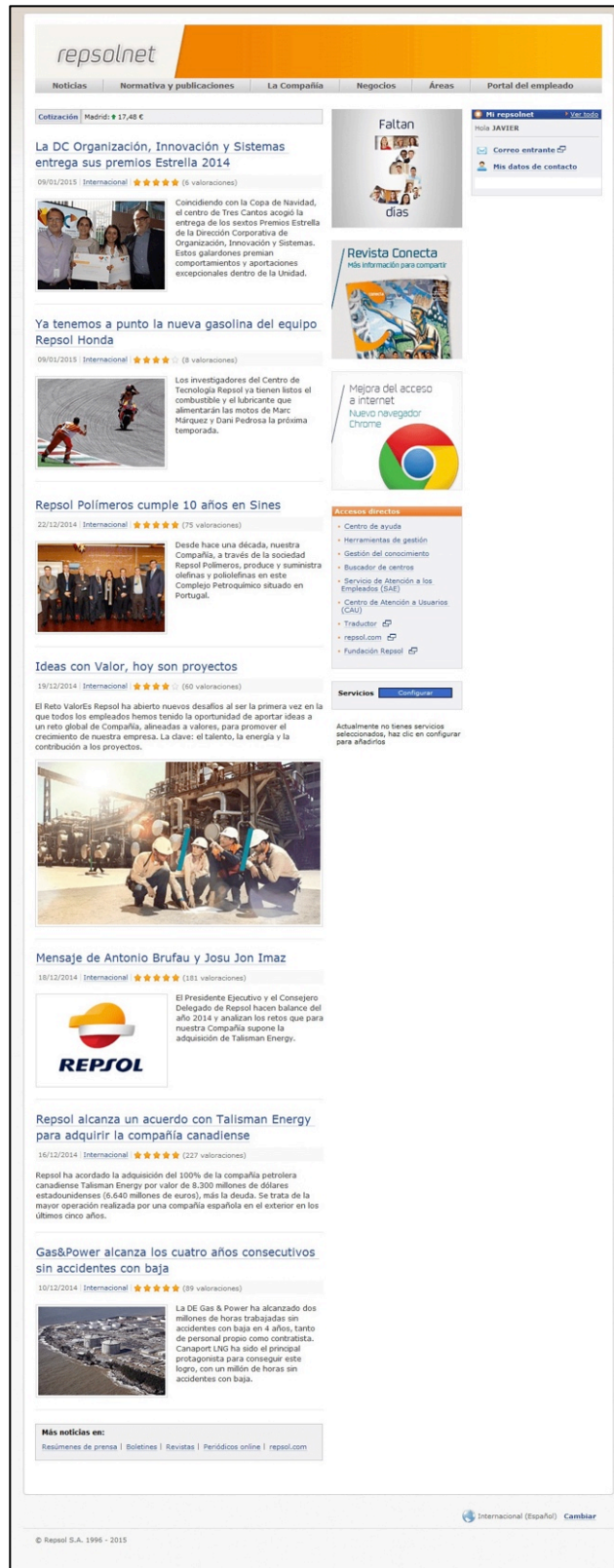
Project planning was one of the biggest hurdles the team faced. Tight project deadlines meant that tasks that would ideally be independent had to overlap. This required extra coordination between the technical (development) and content areas. Although this presented challenges, it also led to some happy accidents, as the team was able to turn lemons into lemonade. Following are two examples:

- **Loading content when the platform was still under development.** The tight timeline meant that the team had to start loading the content while the platform was still under development and not all features were available as the content was loaded. Overlapping these two phases returned unexpected value:
 - **Technical:** From a technical standpoint, working with content and real-life use case scenarios helped the team identify places that needed improvement during early stages of development; this left a sufficient amount of time in which to address the issues.
 - **Content contribution:** From the content contribution side, starting this phase early let the team identify and apply best practices for generating the content using all the functionalities included in the CMS.

- **Testing the search engine without having all content published.**

For search results to be truly reliable, search refinement had to be done with the greatest possible quantity of indexed content, which unfortunately was being loaded while the tests were being carried out. Fortunately, despite it being a difficulty, this factor contributed to an improvement in the end result as the value of the weights and content keywords could be corrected as the team progressed.

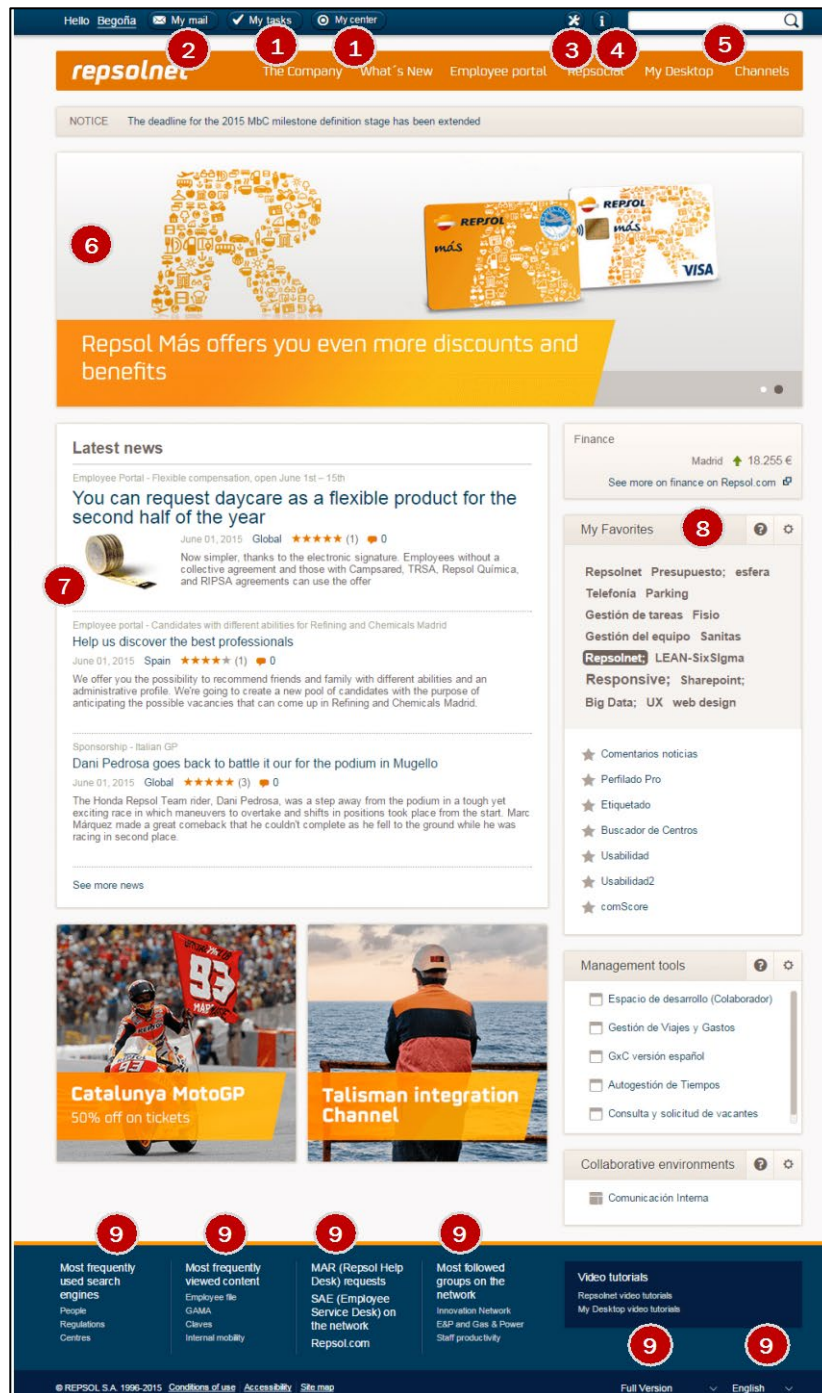
Another challenge the team encountered was integrating an independent platform — the Chatter social network — within Repsolnet. However, the team was able to integrate it from a functional and graphical standpoint with very little trouble.



Pictured: Old Intranet Prior to Redesign. The old intranet is proof of how much of an improvement the new intranet is in terms of features, user-friendliness, and style.

DESIGN REVIEW

Homepage



Pictured: Homepage.

Homepage Highlights

Whether working in an office, factory, refinery, service station, or oil platform, Repsolnet enables some 17,000 Repsol employees to easily access many helpful work tools, their personal work and information, and organizational information.

1. **Tasks and Work:** Employees can quickly get to their personal work files and tasks lists via the *My tasks* and *My center* buttons at the top. In these areas, they can get to work, as well as view and approve or deny requests. Making tasks visible and readily accessible keeps processes moving forward and helps prevent work bottlenecks at the organization.
2. **Email:** Employees can reach their email via the *My mail* button in the blue bar at the top of Repsolnet.
3. **Utilities:** The wrench icon to the left of the search field leads employees to helpful tools, including a currency converter, time zones, internal telephone codes, and an automatic translator. With employees located in 40 different countries, these tools come in handy quite often.
4. **Help:** Various support services are available through *Help*, including video tutorials on using Repsolnet. These help employees learn about available features and tools and how best to use them.
5. **Search:** Located in the upper right of the page, an empty white field on a dark blue background makes the search field highly findable and visible. The magnifying glass icon used to invoke the query is a helpful indicator that the field is meant for searching.
6. **Carousel:** Simple headlines and associated images are displayed in the top section of the page. Above the carousel, the *Notice* displays special alerts for employees.
7. **News:** Three of the most recent news items appear in the main content section. These items display all of the helpful information, including visible headlines, short descriptions, dates in international format, star ratings, number of comments, and the news item's source. Such information helps employees quickly decide if they want to click on an article.
8. **Custom Links:** Employees can choose links they would like to see in the right rail. These *Favorites* provide speedy access to the user's most desired pages.
9. **Footer:** The footer gives users links to the most frequent searches, the most-viewed content, common Help Desk requests, and the most-followed groups. All of these links aggregate knowledge gained from everyone using Repsolnet and turn this knowledge into supportive suggestions. Users can also view a condensed version of the site and change the language they view the intranet in.

My Desktop

The screenshot shows the 'My Desktop' section of the Repsolnet portal. At the top, there's a navigation bar with 'Hello Begonia', 'My mail', 'My tasks', and 'My center'. Below this is the 'repsolnet' logo and a menu with 'The Company', 'What's New', 'Employee portal', 'Repsocial', 'My Desktop', and 'Channels'. The main content area is titled 'My Desktop' and includes a sub-header 'Configure your main utilities here: tools, collaborative environments, favorite pages, templates and services.' and a 'Go to my public profile' button. The interface is organized into several sections, each with a numbered callout:

- 1 Center services:** A list of services including 'Reprografia (CAMPUS REPSOL)', 'Salud y bienestar (CAMPUS REPSOL)', 'Aparcamiento (CAMPUS REPSOL)', 'Servicios médicos (CAMPUS REPSOL)', 'Transporte (CAMPUS REPSOL)', and 'Estafeta (CAMPUS REPSOL)'.
- 2 My Favorites:** A list of favorite items including 'Repsolnet Presupuesto; esfera', 'Telefonia Parking', 'Gestión de tareas Fisio', 'Gestión del equipo Sanitas', 'Repsolnet; LEAN-SixSigma', 'Responsive; Sharepoint;', 'Big Data; UX web design', 'Comentarios noticias', 'Perfilado Pro', 'Etiquetado', 'Buscador de Centros', 'Usabilidad', 'Usabilidad2', and 'comScore'.
- 3 Collaborative environments:** A list of collaborative environments including 'Comunicación Interna'.
- 4 Management tools:** A list of management tools including 'Espacio de desarrollo (Colaborador)', 'GxC versión español', 'Consulta y solicitud de vacantes', 'Gestión de Viajes y Gastos', and 'Autogestión de Tiempos'.
- 5 Templates:** A list of templates including 'Presentación Repsol Powerpoint Rojo A4', 'Presentación Repsol Powerpoint Naranja A4', 'Presentación Repsol Powerpoint Gris A4', 'Presentación Repsol Powerpoint Azul A4', and 'Normativa Area o Negocio (Español)'.
- 6 Employee File:** A section for accessing the employee file, with a description: 'Access the employee file to view your work information, your payslip and other economic details, obtain certificates, etc.' and a link 'Access Employee File'.
- 7 Work Calendar:** A section for viewing the work calendar, with a description: 'View the work calendar for your center and learn which days are holidays, summer schedule days, long weekends...' and a link 'Access Work Calendar'.

At the bottom, there's a footer with 'Most frequently used search engines', 'Most frequently viewed content', 'MAR (Repsol Help Desk) requests', 'SAE (Employee Service Desk) on the network', 'Repsol.com', 'Most followed groups on the network', 'Innovation Network', 'E&P and Gas & Power', 'Staff productivity', 'Video tutorials', 'Repsolnet video tutorials', and 'My Desktop video tutorials'. The footer also includes '© REPSOL S.A. 1998-2015', 'Conditions of use', 'Accessibility', 'Site map', 'Full Version', and 'English'.

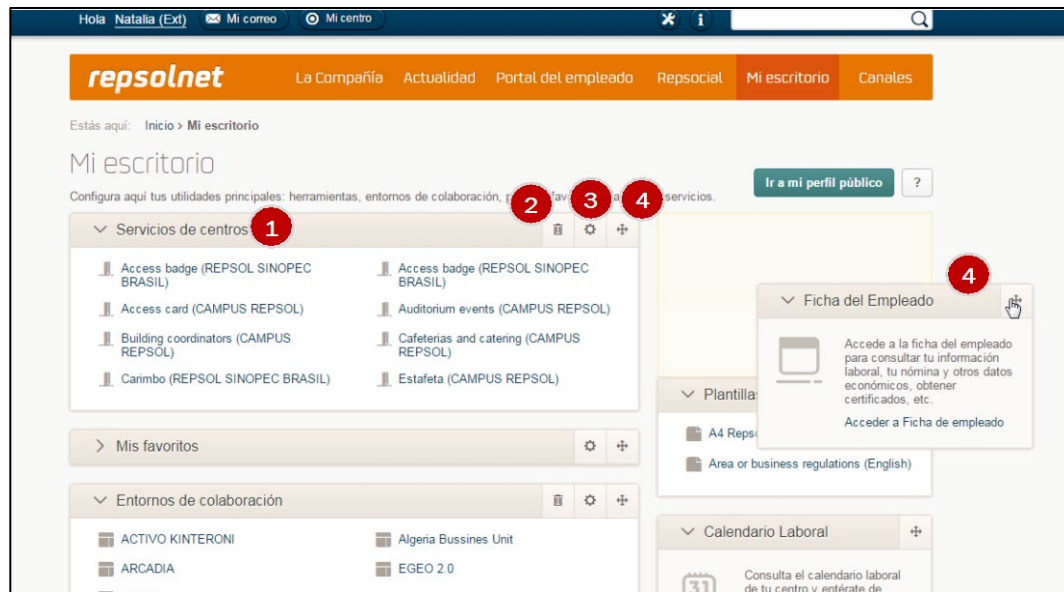
Pictured: My Desktop.

My Desktop Highlights

This personal *My Desktop* section of Repsolnet serves up a host of tools to help employees stay informed and get their work done. They can also customize this section to their heart's content, making it work for them.

1. **Center Services:** These links lead to help and services related to Repsol's various building locations, helping employees discover and locate amenities.
2. **My Favorites:** Employees can add links and tags to their desktop.
3. **Collaborative Environments:** This section shows links to collaboration spaces, where employees can work closely with colleagues on various efforts and projects.
4. **Management Tools:** This section consolidates tools related to training, vacation, development, and so on.
5. **Templates:** Various corporate document and presentation templates are readily available in this section. Thus, employees don't have to seek out the most recent versions, use off-brand designs, or be concerned with styling their deliverables.
6. **Employee File:** HR-related information, such as pay stubs, tax forms, and other employment information is housed in this section.
7. **Work Calendar:** Corporate events and holidays by location appear here, keeping employees abreast of time off and company events.

Edit Desktop



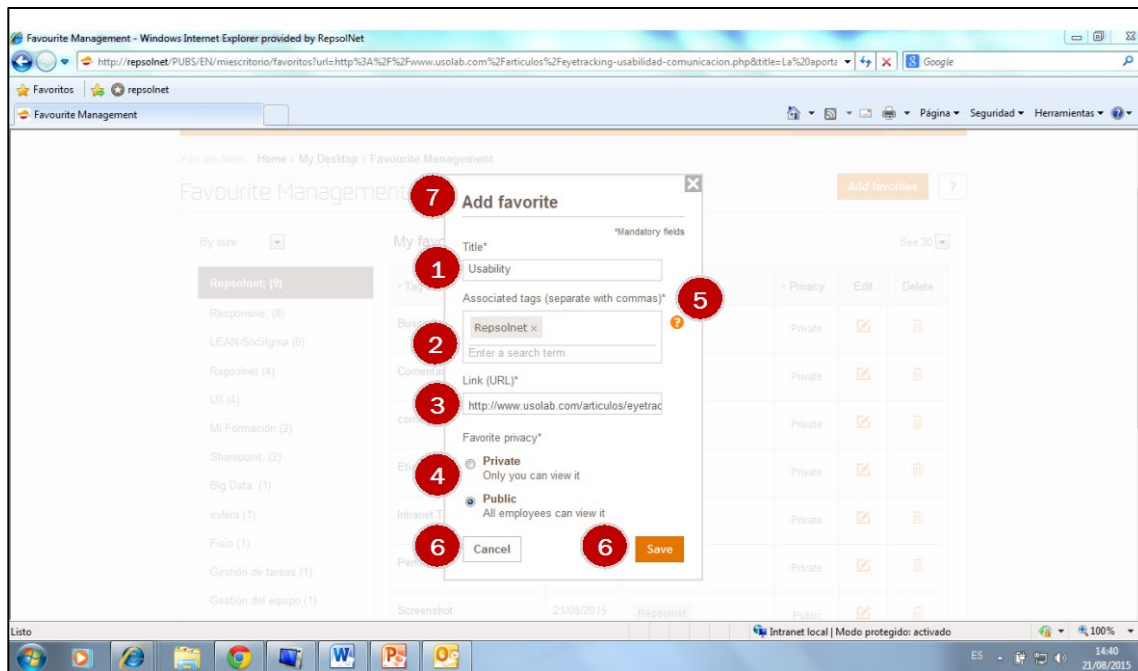
Pictured: Editing *My Desktop*.

Edit Desktop Highlights

The three icons in the upper right of each section let employees edit their desktop.

1. **Title:** The section title appears on the left, above the list of links, and is accompanied by a caret icon. This icon collapses or expands the section, to show or hide options to make room for other things on the desktop.
2. **Trash:** The trashcan icon, the first in the icon set in the upper right of each section, lets users delete the section.
3. **Settings:** The cog icon lets users add, remove, rename, and reorder the section's links.
4. **Move:** Grabbing the cross icon and dragging the section moves it to a different location on the desktop. As this screen shows, helpful feedback displays when users are moving sections.

Add Favorite



Pictured: Favorites Management.

Add Favorite Highlights

The dialog to add or edit favorites is simple and has more functionality than old-fashioned browser bookmarking.

1. **Title:** Employees can choose a label that make the most sense for them and creates a memorable link. This offers freedom and flexibility.
2. **Tags:** Adding tags makes it easy to find favorites related to particular topics. This is especially helpful when a favorite links to a section that encompasses a variety of subjects and tasks. Adding tags puts less pressure on the title itself to be a perfect description.
3. **URL:** Users can edit the page address if needed.
4. **Private or Public:** Choosing the *Public* radio button displays the links to others who view the person's user profile document. This feature allows employees to suggest — and, in a way, curate — content for each other. If employees want easily access to a link but do not want to share it, they can choose the *Private* radio button. The notations under these labels help employees understand the difference between these options.
5. **Help:** For assistance with tagging, users can select the orange icon with the question mark. This is an astute option to include, as users might not add tags if they don't understand how they work. Tagging is a powerful way to help others find the best content, and the benefits of it can be immeasurable.

6. **Buttons:** The *Save* button here is legible, and its orange background on the white page makes it far more striking than the white *Cancel* button. This is a smart way for designers to lead users to the most expected choice. Details like these differentiate a great design from a pretty good one.
7. **Dialog Name:** The *Add favorite* title at the top of the modal confirms to employees what they can do here, which helps to build confidence.

Profile

repsolnet The Company What's New Employee portal Repsocial My Desktop Channels

You are here: Home > Public profile of Begoña ESCRIBANO ACORDAGOITIA

Escribano Acordagoitia, Begoña 3

2

Contact 3

User Code: UC90403

email: BESCRIBANO@REPSOL.COM

Internal telephone: 238775

Work centre 3

Centre: CAMPUS REPSOL
Calle Méndez Álvaro N° 44
MADRID

Location: NARANJA, 4ª A01 See site plan

Organisation 3

Position: JEFE DE PROYECTO NUEVA INTRANET

Organisation Unit: INTRANET
See organisation chart

Manager: MOYA PACHECO, ESTER

Company: REPSOL, S.A.

Public favorites 1

Big Data; Gestión de tareas LEAN-SixSigma Parking
Repsolnet Repsolnet; Responsive; UX web design

★ Screenshot
★ Usability
★ Usability 2

Most frequently used search engines
People
Regulations
Centres

Most frequently viewed content
Employee file
GAMA
Claves
Internal mobility

MAR (Repsol Help Desk) requests
SAE (Employee Service Desk) on the network
Repsol.com

Most followed groups on the network
Innovation Network
E&P and Gas & Power
Staff productivity

Video tutorials
Repsolnet video tutorials
My Desktop video tutorials

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Pictured: Public Profile.

Profile Highlights

1. **Public Favorites:** The links users add and designate as public appear to all who view their profile.
2. **Photo:** The person's photo appears at the top.
3. **Name, Contact, and Job Information:** Name, job title, email, phone, office, title, manager, a link to the organizational chart, and more appear in the main content section.

Click to Call

repsolnet The Company What's New Employee portal Repsocial My Desktop Channels

You are here: Inicio > Channels > ... > Trading Channel > New appointments, transfers and i...

Trading Channel

- What's New
- Who we are
- What we do
- Safety and Environment
- Vetting

New appointments, transfers and incorporations

Learn about the new appointments, transfers and incorporations that have taken place in the last months.

2015 Appointments, transfers and incorporations

▼ June

Planning, Control & Resources

- [José Marcos Crespo Cañizares](#)
Next 4th June, he will join a new position as **Strategy and Projects Analyst** at Madrid office. He comes to us from the *Transversal Projects of Financial Risk Department*. Welcome José Marcos.

▼ May

Planning, Control & Resources

- [María Sánchez de Ron Atienza](#)
On 1st May, she joined a new position as **Back Office**. We wish María stay at Repsol Trading.
1
- [Eva López Escribano](#)
In May, she joined a new position as **Vetting Administrative** at Madrid office. She comes from the Administration Department.
2
- [Paloma Martínez Cabetas](#)
In May, she joined a new position as **Interim Invoicing Administrative** at Madrid office. Paloma is an *International Trade Technician*, and she brings more than four years of experience at import departments of companies such as DSV. Welcome Paloma.

► April

► March

► February

► January

[Back to the Trading home page](#)

Most frequently used search engines
People
Regulations
Centres

Most frequently viewed content
Employee file
GAMA
Claves
Internal mobility

MAR (Repsol Help Desk) requests
SAE (Employee Service Desk) on the network
Repsol.com

Most followed groups on the network
Innovation Network
E&P and Gas & Power
Staff productivity

Video tutorials
Repsolnet video tutorials
My Desktop video tutorials

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Pictured: Click to Call.

Click-to-Call Highlights

In addition to each person's profile document, the click-to-call feature provides the information needed to contact anyone immediately.

1. **Name Link on Content Pages:** Hovering the cursor over a person's name opens a pop-up window with the person's information. This eliminates the step of trying to find a person you are reading about. The intranet provides immediate gratification and speeds up connections between people.
2. **Contact Links:** From this pop-up, users can immediately contact the person in multiple ways, including email, chat, and calling.

Light Version

repsolnet The Company What's New Employee portal Repsocial My Desktop Channels

You are here: Home > Channels > Business support > Information Protection

1 2 Upload image

The management of permissions depends on you. See video. Use your judgment, protect the information

Information Protection

As made clear in the awareness plan, protecting information is vital to the survival of any company. Now we are at a point where we must assimilate and put into practice what we have learned over the course of each of the campaigns, bringing this into play in our day-to-day work. We need to act responsibly to ensure the protection and security of information.

Why is it so important to protect information?

Information can be viewed as the most valued asset of any company or organisation today. Protecting information helps to keep Repsol's business activities running smoothly and minimises the likelihood of the threats it faces becoming a reality, as well as reducing any possible damage caused by these threats.

Do you know how to protect information?

1 2 Upload image

Protecting information means implementing measures to ensure the security of Repsol's resources. There is one important factor that is always involved whenever information is used or accessed - people, the members of the Repsol team. Our staff must act with good judgment and responsibility, always keeping in mind the importance of protecting information and the risks of not doing so, which could potentially lead to incidents that no technical measures could prevent.

What should we know and what can we do?

Protecting information does not just mean using technological measures. We use alarms and locks to protect our physical property, and all of us need to put the same effort into protecting something as valuable as information. This can be as simple as using your common sense and being careful and prudent. This is why each and every one of us is the most important link when it comes to protecting information. We mustn't let the chain break on our account.

Related information

Information management
Project to classify and protect all information generated and curated in Repsol.

Who we are
Get to know the best people to tell you about Protection of Information.
Go to Who we are

1 2 Upload image

Go to our chatter group

1 2 Upload image

Information protection reports

Videos

- The information seller
- The trojan
- Dataholics Anonymous

Security in mobile devices

Recommended measures for avoiding information leaks.
Go to recommendations

Contact

Security

Any questions? Drop us a line if you have any questions about how to protect information.
Email: seguridadconcienciacion@repsol.com

Most frequently used search engines
People
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Most frequently viewed content
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Staff productivity

Video tutorials
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My Desktop video tutorials

2

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Light Version English

Pictured: Light Version.

Light Version Highlights

To cater to the employees who use Repsolnet over a slow internet connection, the team created a light version of the intranet. This light design resulted in a 36% increase in pages visited per user per day.

1. **No Images By Default:** Because images are the primary culprit of slow page-load time, the light version withholds images by default. Depending on the logged in user's location, Repsolnet will choose the full or light version of the design.
2. **Control Over Images:** In each image's stead appears an *Upload image* button. Users can ignore this if they prefer to continue browsing without images. Or, they can upload any particular image they are interested in. To see all images, they can scroll to the footer and select the full rather than light site version. These options help employees remain in control of what they want to see.

Channels

Pictured: Channels.

Hola Natalia (Ext) Mi correo Mi centro

respolnet

La Compañía Actualidad Portal del empleado Repsocial Mi escritorio Canales

Estás aquí: Inicio > Canales > Principales centros > Edificio Tres Cantos

Edificio Tres Cantos

En nuestro Centro de Tres Cantos se centralizan las funciones globales de arquitectura, seguridad, gestión de infraestructuras o control de gestión, prestando servicio a los países donde Repsol está presente.

Acceso principal y aparcamiento en Tres Cantos

Noticias

Guía Repsol – El 10 de septiembre conoceremos quién es el ganador Extremadura y Aragón, finalistas de El Mejor Rincón 2015

20 de agosto de 2015 España

Guía Repsol ha dado a conocer los dos enclaves que competirán por convertirse en El Mejor Rincón 2015. El próximo 10 de septiembre sabremos si el Monumento Natural Los Baruecos (Cáceres) o la Plaza Mayor de Graus (Huesca) se proclama ganador de un concurso ya consolidado como una referencia para el sector turístico nacional.

Gestión Patrimonial – Seguridad y salud de los empleados y preservación de medio ambiente Reconocemos a los proveedores con mejor desempeño

10 de agosto de 2015 Madrid (España)

Campus ha organizado el pasado 16 de junio la I Jornada de Seguridad y Medio Ambiente de contratistas de la Dirección Corporativa de Gestión Patrimonial. El objetivo de este evento es compartir con los proveedores la importancia que tienen la seguridad y la salud de los empleados y la preservación del medioambiente en Repsol, además de reconocer a quienes muestran mejor desempeño.

Tres Cantos – Curso de Seguridad Vial Aprendiendo a prevenir los accidentes al volante

30 de junio de 2015 Madrid (España)

Nuestro compromiso es y ha sido siempre exigir el más alto nivel de seguridad en todos nuestros procesos, prestando atención a la seguridad y el bienestar de las personas, y en especial al de nuestros trabajadores. En esta línea y, dentro del Plan de Movilidad y Seguridad Vial, se ha desarrollado en Tres Cantos un curso formativo.

Ir a ver más noticias

Servicios de Tres Cantos

Aquí podrás encontrar todos los servicios.

- Ir a Servicios

Además, también podrás disfrutar de los siguientes servicios ubicados en Campus:

- CAU Express
- Documentación y biblioteca
- Eventos en Auditorio
- Repografía
- Salud y bienestar

Consulta, modifica o cancela las solicitudes que en este momento tengas en curso.

- Estado de mis peticiones
- Peticiones en nombre de la persona que representas

CENTRO DE TRES CANTOS

P

Plazas Disponibles:

Ahora	59 Libres
Mañana	171 Libres

Liberar Plaza »

Emergencias, evacuación y evaluación de riesgos

Dónde está y cómo llegar

2 Dirección:

Avenida de La Industria, 22
28760, Madrid.

Horario:
De lunes a viernes
6:30 a 23:30 horas

Ir a Dónde está y cómo llegar

Ayuda y sugerencias

Tu opinión cuenta y nos ayuda a mejorar

Correo: serviciogeneralestrecantos@repsol.com

Bienvenido a Tres Cantos

Control de acceso en Tres Cantos

Convivencia en Tres Cantos

Remodelación del edificio de Repsol en Tres Cantos.

Buscadores más utilizados

Contenidos más consultados

Peticiones a la MAE

Grupos de Chatter con más seguidores

Videotutoriales

Personas

Ficha de empleado

Red de Innovación

Videotutoriales repsocial

Normativas

GAMA

E&P and Gas & Power

Videotutoriales MI Escritorio

Centros

Claves

Productividad personal

Movilidad interna

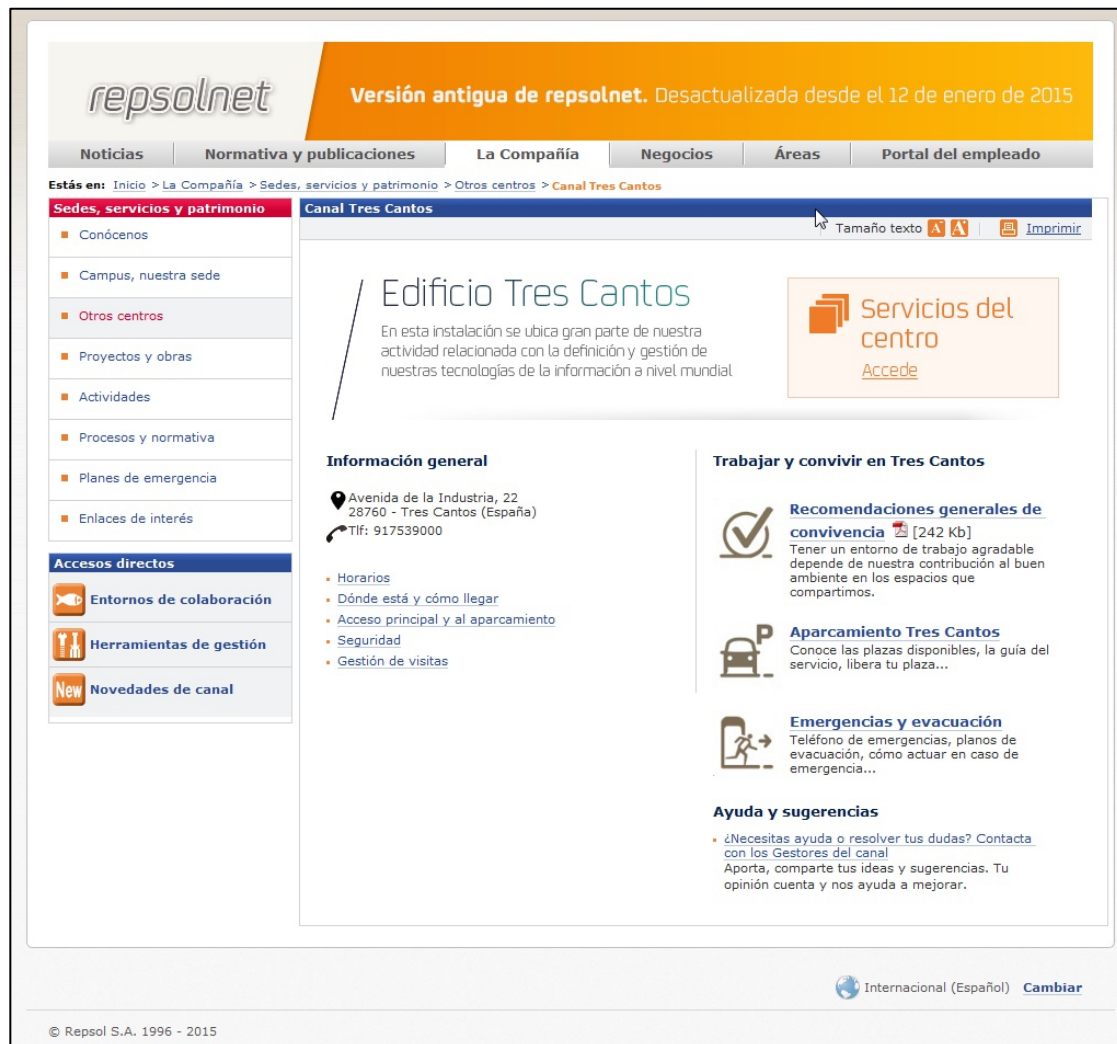
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Channels Highlights

Repsolnet makes it possible for different businesses, corporate divisions, and centers within the company to share and find specific information about their activities. Designers derived sections they call *channels* to help organize this content, and all channels follow a similar design layout. Having a consistent structure makes it easier for users to acclimate on any channel and find needed elements in expected places. This helps make the intranet feel stable and predictable, but not boring. These pages are some of the most visited on the intranet.

1. **News and Events:** A list of information and happenings keep users informed.
2. **Location:** Address and directions help employees find various offices.
3. **Services:** Access to all the available services — such as the cafeteria menu and emergencies and evacuation information — not only inform employees, but also help Repsol keep everyone safe. Also, employees can request services, including photocopying, mailing, and office supplies.
4. **Parking:** The number of free parking spots available at the moment and the next day is an especially popular feature in locations with heavy automobile traffic.

Channels Center on the Old Repsolnet



Pictured: Old Channels Design. In the channels design on the old intranet, few centers had their own channel and accessing the content that did exist required many more clicks. This format also did not group together all of the center's available information such as news, main services, and parking information.

Related Content

Hello [Natalia \(Ext\)](#) [My mail](#) [My center](#)

repsolnet [The Company](#) [What's New](#) [Employee portal](#) [Repsocial](#) [My Desktop](#) [Channels](#)

You are here: [Home](#) > [The Company](#) > [Strategic projects](#) > [GO Program](#)

> Who we are

What we do

> Our beliefs

> Strategic projects

> Talisman Integration

GO Program

GO Program

The GO Program intends to identify and to put into practice initiatives to improve, innovate, and transform businesses and corporate areas that will increase our P&L statement and explore different ways to do our job.

Its aim is to maximize the **generation of opportunities and the implementation of improvement and innovation initiatives**. With it, we have set a goal for ourselves to **increase our P&L statement** to an annual net amount of 400 million Euro until we exceed the one billion mark during the 2015-2018 period.

The success of the GO Program depends on each and every one of us. As employees, this is our opportunity to take decisions from a global standpoint, to look beyond the present, to be open to change and innovation, experiencing and implementing new ideas.

With our talent, creativity, and entrepreneurial spirit, we can contribute decisively to making Repsol a sustainable company in the long term.

More information

- [GO Program SharePoint](#)
- [We Acknowledge the Creators of the Projects](#)
- [Josu Jon Imaz presentation video](#)

GO Initiatives

Here you will find more information about this initiative.

[Go to Balance Plan Project](#)

Newsletters

- [The Chemicals business presents its results and its Differentiation Plan](#)

Frequently Asked Questions

Here are the questions and answers concerning what can be classified as a GO initiative.

[Go to Frequently Asked Questions](#)

News

Go Program - Innovative Characters

Marie Curie, a leader in generating ideas

August 12, 2015 Global

She was the first woman to receive a Nobel Prize and the first person to earn two of these prizes in different specialties. She changed the set course by transforming her thorough method into action. Understanding her work shares many similarities with the new Repsol that we want to foster with the GO Program.

Go Program - We adapt our lease contracts

The Balance Plan improves our operational efficiency

July 29, 2015 Global

The Division of Development and Associated Network has implemented this initiative to reduce costs through the renegotiation of the lease contracts of our service stations. This entails a change in our work model since we're becoming more proactive and efficient which allows us to obtain immediate savings that are sustainable with time. We present to you this transformative initiative and the team that is developing it.

Go Program - Initiative to boost results

GO Program Requirements

July 13, 2015 Global

To determine if an initiative meets the required characteristics for the GO Program, make sure that the following requirements are met: it generates a recurring increase in the Group's results with respect to the financial year preceding its implementation; it is new and transformative; it is measurable and has traceability indicators.

[See more news](#)

Most frequently used search engines

[People](#)
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Most frequently viewed content

[Employee file](#)
[GAMA](#)
[Claves](#)
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MAR (Repsol Help Desk) requests

[SAE \(Employee Service Desk\) on the network](#)
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Most followed groups on the network

[Innovation Network](#)
[E&P and Gas & Power](#)
[Staff productivity](#)

Video tutorials

[Repsolnet video tutorials](#)
[My Desktop video tutorials](#)

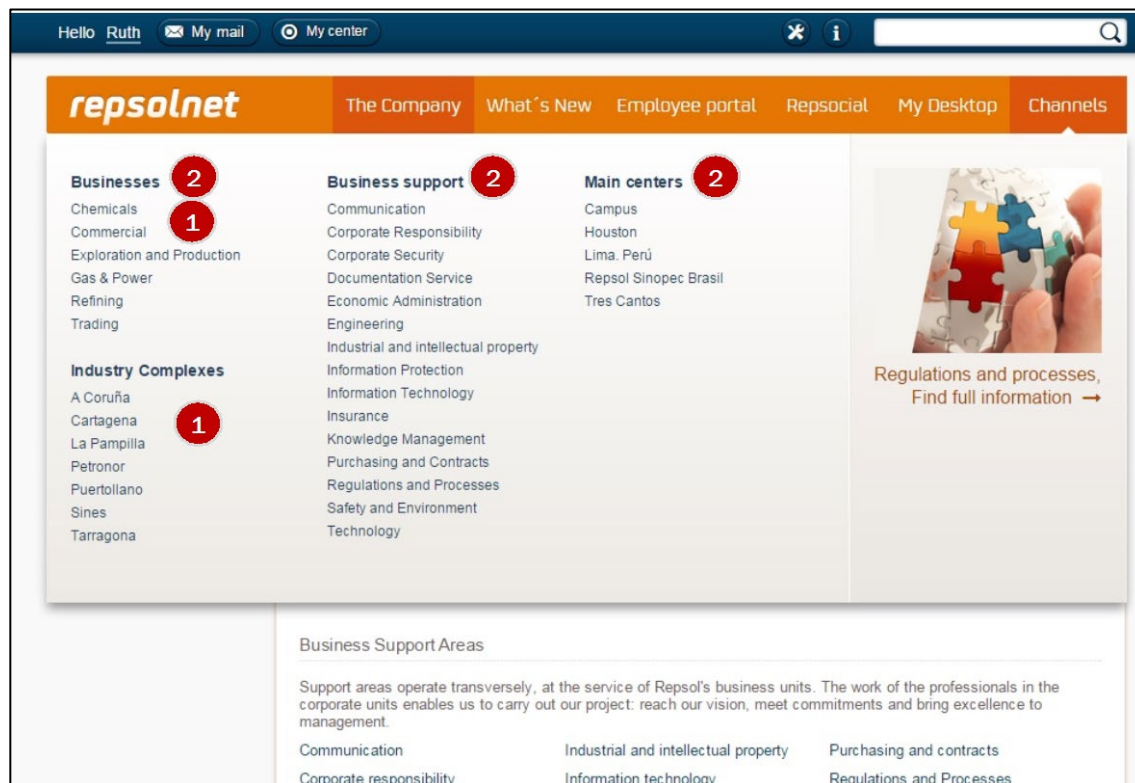
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Pictured: Repsol Intranet: Related Content.

Related Content Highlights

1. **Related Links:** News, initiatives, newsletters, and FAQs related to the main content on the page appear in sections in the right rail. Users learn to look here for additional information about the main topic.

Megamenu

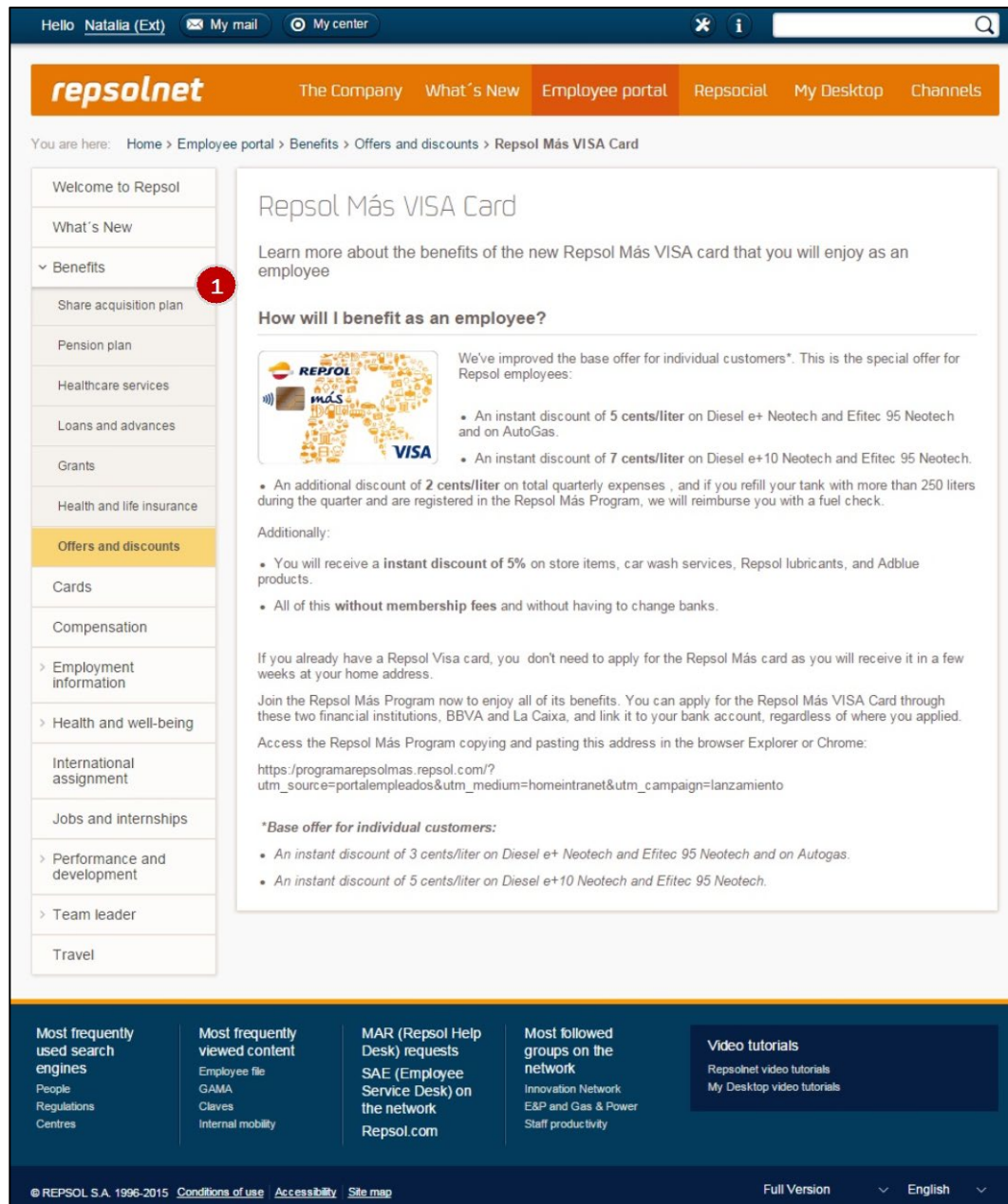


Pictured: Repsol Intranet: Megamenu.

Megamenu Highlights

1. **Sections:** Typography variations and white space let users easily distinguish the menu hierarchy, as well as which items are headlines and which are links.
2. **Legible Headings:** Darker text on a light background makes it easy to read.

Left-Side Navigation Menu



Pictured: Repsol Intranet: Left-Side Navigation Menu.

Left-Side Navigation Menu Highlights

1. **Expand in Place:** Expanded items display the child links as small, indented text on a slighter darker background. These traits make the categories distinguishable from their sublinks.

Accessibility

Hello [Natalia \(Ext\)](#) [My mail](#) [My center](#) [i](#) [Q](#)

repsolnet The Company What's New Employee portal Repsocial My Desktop Channels

You are here: Inicio > The Company > ... > Videos > Message from Antonio Brufau and... **2**

> Who we are
What we do
> Our beliefs
▼ Strategic projects
▼ Talisman Integration **3**
How will we work together
Shared Culture
Videos
What's new
Events
GO Program

Message from Antonio Brufau and Josu Jon Imaz

Evaluation 2014

The Executive Chairman and CEO of Repsol make an evaluation of 2014 and analyse the challenges that our Company faces with the acquisition of Talisman Energy.

1 that will allow our Company to double in size in an

If the video doesn't work, please try to view it on this [page](#).
[Antonio Brufau and Josu Jon Imaz video transcription](#)

[Back to videos](#)

Most frequently used search engines
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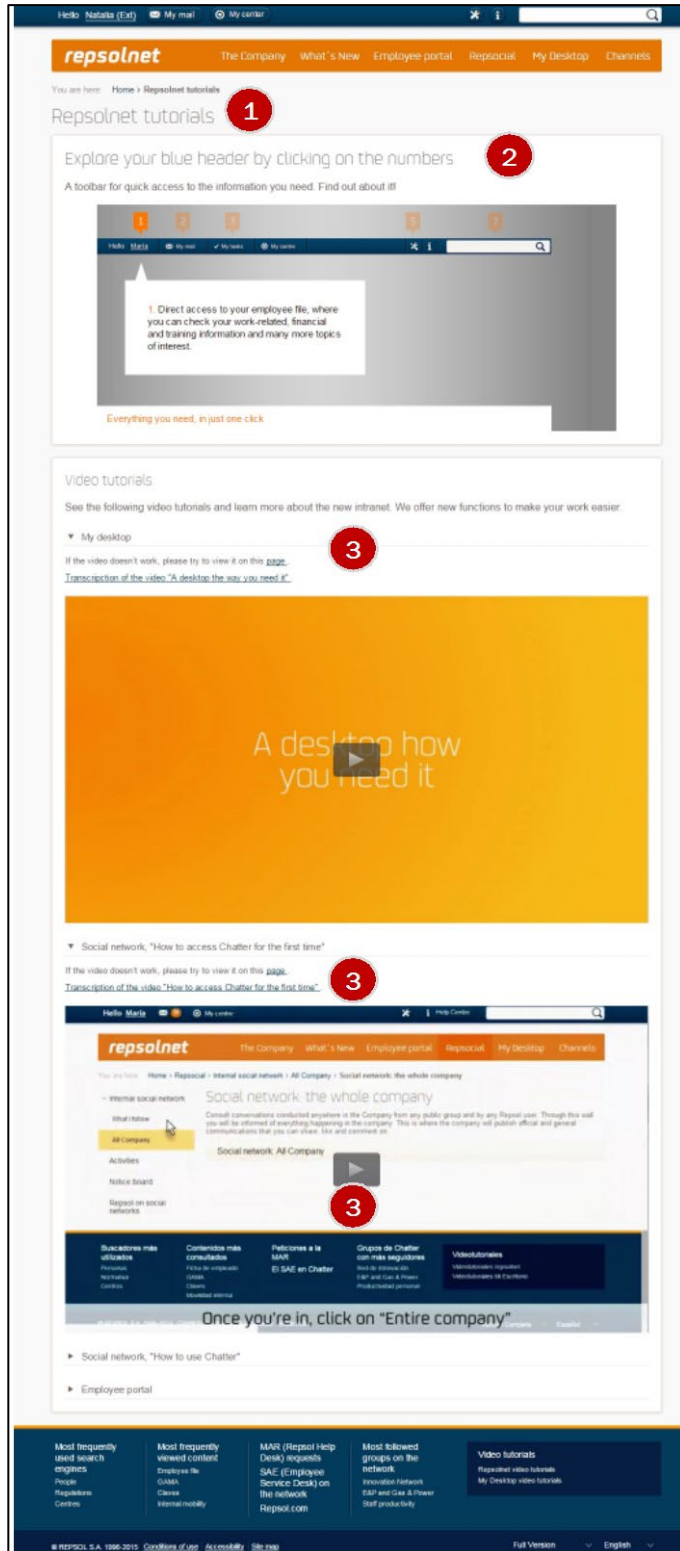
Pictured: Repsol Intranet: Accessibility Features.

Accessibility Highlights

The team was committed to providing an accessible design that followed the standards outlined in the World Wide Web Consortium's Web Content Accessibility Guidelines (WCAG) 2.0 (for more information, see <http://www.w3.org/TR/WCAG20>). This meant not just designing the site and UX concept to adhere to these standards, but also having graphics guidelines, developing for accessibility, and ensuring content and design maintenance for accessibility upkeep. It's quite rare that intranets are designed to be easy for people with disabilities; this goal is a refreshing change and addition.

1. **Images and Audio:** In terms of design and development, audio and video components let users load subtitles and transcriptions, and images and banners offer text alternatives. On the content side, editors make it part of their regular process to include these accessibility elements. For example, when a video plays, the subtitles appear in a consistent place. When images are read by screen reader software, each one has a clear description. Videos are accompanied by a link to the transcript of the video, which is also helpful for making video content searchable. Training and manuals for content writers emphasize how to generate alternative text for images and accessible content. For example, writers are taught how to generate accessible tables with titles and summaries, and how to deal with the scope and abbreviations for more complex tables.
2. **Color and Typeface:** The team chose a color scheme and fonts that comply with the contrast ratios established by WCAG 2.0. To stay true to the Repsol branded colors, designers iterated font sizes and color intensity.
3. **Keyboard:** Developers improved keyboard access to all intranet features and content.

Tutorials



Pictured: Video Tutorials.

Tutorials Highlights

When new features are added to Repsolnet, designers give employees a head start by providing helpful video tutorials explaining the feature and how to use it.

1. **Page Header:** The page header, *Repsolnet tutorials*, explains to users where they are in the UI. The breadcrumb is also a nice wayfinding cue.
2. **Showcased Tutorial:** A tutorial for the most important or most recent feature is showcased at the top of the page.
3. **List:** The remaining tutorials appear in a list on the page. The collapsed list shows the feature name. When expanded, the section displays an image of the first frame of the video, accompanied by the play button and a link to the video transcript.

[Hello Natalia \(Edit\)](#)
[My mail](#)
[My center](#)

[repsolnet](#)
[The Company](#)
[What's New](#)
[Employee portal](#)
[Repsolnet](#)
[My Desktop](#)
[Channels](#)

Search results

gama

[Repsolnet](#)
[People](#)
[News](#)
[Centers](#)
[Regulations](#)
[More](#)

Approximately 137 results See 10

GAMA, JOSE
TCO. COMERCIAL GRANEL E CANALIZADO

Work center
 TERMINAL MATOSINHOS
 AVDA D. AFONSO HENRIQUES, 1545
 [PT] Outros - Portugal

Email address
JGAMA@REPSOL.COM

Internal telephone
229391917 | 917619443

MANAGEMENT TOOLS
GAMA
Tool for communicating incidents

✓ Added to My desktop

COLLABORATIVE ENVIRONMENTS
GAMA II
Gestión de Accidentes y Medio Ambiente

Type: Grupo de Colaboración
 Business or Area: CORPORACIÓN
 Unit: COR - TECNOLOGÍA DE INFORMACION
 Manager: BLASCO OSTA, JOSE LUIS

+ Add to My desktop

MANAGEMENT TOOLS
GAMA: Light interface
Access for the loading of events through a newly developed interface (use only in cases of deficient network function)

+ Add to My desktop

Repsol Lubricantes
Lanzamiento de la nueva gama moto
November 13, 2014 Global ★★★★★ (0) 0
Repsol Moto ha sido desarrollado en el Centro de Tecnología Repsol y cuenta con todo el conocimiento adquirido tras más de 20 años de alianza entre Repsol y Honda en el Mundial de MotoGP.

Processing reinsurance recommendations (00-00507PR) ⓘ
The main objective of this procedure is to describe Repsol's action and decision-making process when faced with recommendations issued by reinsurers based on their inspections at Repsol facilities and how the recommendations are to be recorded.
Procedure | Approval date: July 24, 2014 | See documents

Qué hacemos en La Pampilla
Las instalaciones de La Pampilla procesan una amplia gama de productos tales como GLP, gasolinas y gasholes, combustibles diésel y Turbo A1, petróleos industriales y asfaltos.

Management tools
Access to the corporate and business tools used by Lubricants, Asphalts and Specialities.

Safety and Environment - SMAR Data
Discover the 2014 safety and environment balance
February 25, 2015 Global ★★★★★ (7) 0
Knowing what has happened helps us to improve, to have foresight and not to repeat the mistakes of the past. Discover the Company's main safety and environmental variables for 2014: a reduction in CO2 emissions, safety in industrial processes, employee accident rates, incidents reported in GAMA. All of these can be viewed on SMAR Data.

Torque wrench incident
During the disassembly work on the Met Mast's auxiliary structure, a worker injured himself with a torque wrench (GAMA 45817).

1 2 3 4 5 >

Most frequently used search engines

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Staff productivity

Video tutorials

Repsolnet video tutorials
My Desktop video tutorials

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Pictured: Search Results. The updated search feature has been designed in line with the commitment to improve user-friendliness, interaction, simplicity, and response capacity. The display changes depending on the type of content, such as a button for adding shortcuts to *My Desktop*, the click-to-call feature for interacting with colleagues, and the option to rate news items.

DESIGN PROCESS AND USABILITY WORK

Approach

Before defining the new IA, the user experience, and the overall site design, the team studied usage patterns on the existing site and conducted heuristic evaluations. These steps helped the team determine many of the areas that needed improvement and discover new features that were needed. These initial research efforts, along with the cultural change the organization was experiencing, determined the intranet's key objectives and needs.

After validating the first set of designs, two focus group sessions were held to validate the homepage and *My Desktop*, two of the new intranet's key components.

Focus Groups Lead to New Features

The focus groups gave team members direct interaction with employees, who were asked questions about their experiences and preferences. The focus group sessions let team members assess variables that were more qualitative than quantitative, such as the suitability and quality of the designs, images, and the employee profile format, as well as to verify if these features met intranet users' expectations.

The findings confirmed that the homepage and *My Desktop* contained the tools that employees deemed necessary for their everyday work, and that most design-level decisions were accurate. At the same time, it introduced a reprioritization of features that employees deemed essential. The team made changes based on the findings from this research, including the following two:

- Because each employee arranged *My Desktop* information differently, the team introduced a new feature that lets employees move the blocks on *My Desktop* to suit their needs.
- Employees said they wanted quick access to their center's channel because it contains services they often use. The team thus included channel access in the blue bar.

Wireframing and Prototyping

Once the site map was defined, the team started the wireframe and prototyping phase; once these were validated and approved, they served as guidelines for the design direction for the rest of the intranet.

Then, just before the development phase was set to begin, the team conducted several eyetracking tests. The goal was to see if users — who had no experience on the new Repsolnet — would pay attention to the content the team wanted to emphasize, and to see where the users focused when they didn't find what they were looking for.



Pictured: Wireframe of Employee Portal. Before initiating the design phase, the Repsol team prototyped various web pages and channels. This is wireframe is a prototype of the employee

Information Architecture

The density of the previous intranet's content made navigation difficult, so defining a new IA was critical for the new site's success. To achieve a better IA flow, the existing content was cataloged and two different user tests were carried out using the first draft of the site map:

- **Tree test:** The team used a tree test to determine the extent to which the defined content tree was effective and understood by users. In the tree test, the team checked to see whether all users in all countries understood the names of the sections. For example, in Spain, the word "kiosk" is a shop where you can buy a newspaper, while in Ecuador it is a shop where you can buy antiques.
- **Five-second test** (perception test): This test focused on the most relevant and innovative features. The goal was to see if users could understand what functions could be performed on the target screen. The test was carried out on the following pages: home, news, *My Desktop*, the employee portal, and the public profile. The team showed the design of a page for five seconds. They then asked users three closed-ended questions — such as, "Where it was the news section?" — and one open-ended question that let users explain what they liked and didn't like in the design.

Designing for a Responsive Mobile Approach

During the wireframe phase, the intranet's accessibility from mobile devices was verified so that all information contained in wireframes could be distributed perfectly across the three views (PC, tablet, and smartphone) following the same relocation pattern. Later, designs were generated for each type of page using these three views.

For other companies designing a new intranet, the team recommends trying to simplify the responsive version, using methods such as profiling to account for actions and information employees will need to access from mobile devices. It is very important to focus on the actual needs of employees; when it comes to responsive design, less is more.

Adoption and Buy-In

With a tool as critical as an intranet, changes require change management efforts both to communicate the changes and explain how they affect users. This is especially important in organizations like Repsol, which is comprised of diverse people — in terms of age, culture, capabilities, and geographic location — who have diverse user experiences. A change for one employee might mean a significant improvement and the natural evolution of a task or workflow; the same change for another might create a big challenge if it occurs without an adaptation period or an explanation of the new feature.

In May 2015, four months after the new intranet launched, the Repsol team reached out to site users via a survey to find out how they were doing with the new design. Of all the open-ended responses in which employees described their views, 55% praised the new Repsolnet, 29% proposed improvements, 13% maintained a neutral tone, even the 3% of users who were critical chose to share their opinions. Here are

some examples of positive comments users made about the new intranet's features and navigation:

"The new Repsolnet is much more flexible, dynamic, and interesting. The customized shortcuts are a huge improvement."

"I think it's a good idea to provide employees with tools that are intuitive and easy to use."

"It is a more user-friendly page and the top blue band is really helpful as the first thing I see is my email and my center. I used to take too long looking for that information."

"[The new Repsolnet] is much more accessible and appealing, especially when viewing the news about my work center. The top blue band helps a lot. I now use it as my homepage."

"The presentation of content has improved and the shortcuts to the employee file and email are really helpful."

The two improvements most requested by employees were for training, to help them take full advantage of what Repsolnet has to offer; and for improvements in the commenting features offered in the news section. Following are some of the comments in which users requested these changes:

"Comments on the news are separated by language so, if we enter [a comment] in Spanish and a colleague — for example, from Houston — makes a remark, we do not see those comments. It would be nice to combine them regardless of language."

"When there is a comment on a news story, the 'owner' of the same should receive an alert to respond and encourage two-way communication as much as possible."

"I would appreciate the possibility of participating in other pages other than the news."

"I think we need greater change management in order to show employees how to use the new features. This will, in turn, encourage its use. For example, practical half-hour sessions with video training on how to use the features can take place in the common rooms."

These comments reflect the reality that significant changes require significant support. Video tutorials explaining the new features are not enough for some employees; training sessions are necessary, preferably in person. Many of the requests the intranet team received from the employees are already being applied and other requests are in progress.

WORKING WITH OUTSIDE AGENCIES	
Agency	Project Role
Adesis A strategic consultancy	<p>In the new intranet's conceptualization phase, Adesis:</p> <ul style="list-style-type: none"> • Defined IA • Defined the user experience and created prototypes • Conducted user tests • Conducted design activities: <ul style="list-style-type: none"> ○ Defined the graphic line ○ Created design concepts ○ Prepared the Repsolnet style guide
Arista A communications agency	<p>Participated in various activities in various project phases, including the following:</p> <p>Content transition phase</p> <ul style="list-style-type: none"> • Reviewed content on old intranet to migrate to the new CMS • Performed all actions necessary to successfully migrate content to the new environment and identified obsolete content, text that required modification for accessibility reasons, inappropriate images, and so on <p>Acceptance test phase</p> <ul style="list-style-type: none"> • Ensured that the new environment was developed and implemented as defined in the functional and design documents <p>Migration phase</p> <ul style="list-style-type: none"> • Moved all content to the new environment

<p>Vass and Adesis agencies Solution development and implementation</p>	<p>Apart from the usual tasks of solution development and implementation, the agencies positively contributed to both project execution and subsequent maintenance in the following ways:</p> <ul style="list-style-type: none"> • Set up automations that ensure stability in the steps between environments and maximize availability times • Developed a detailed definition of the functional tests and comprehensively monitored the life cycle of the detected incidents. These have now been corrected. • Provided live support for Repsolnet publishers to answer questions or offer alternative ways to obtain the desired results • Conducted comprehensive knowledge transfer to the operation and maintenance teams
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GOVERNANCE

At Repsol, Internal Communications owns the intranet, with several people dedicated to its management and governance. The table below details their roles and responsibilities.

The governance model is mixed; the management of some services is centralized in Internal Communications, while management of services is decentralized among people from different company areas:

- **The centralization approach** is based on service management under one owner, where knowledge and certain powers are focused on a particular area.
- **The decentralization approach** is based on distributing management of certain services among several owners to encourage participation in all areas or business units and to help accelerate the dynamics of publications and social spaces.

Centralized services are performed by the department responsible for the intranet, those responsible for the homepage, and those who are responsible for providing business support to their assigned business areas (content owners).

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Intranet Management Team	<ul style="list-style-type: none"> • Establish the governance and norms of Repsolnet • Promote and verify its compliance • Provide the necessary training to the various stakeholders involved in managing the intranet • Strategize, plan, and improve the intranet • Manage social spaces and collaboration elements • Develop and oversee an intranet metric strategy • Manage intranet incidents • Manage the editorial team • Monitor decentralized services
Homepage Content Management Team	<ul style="list-style-type: none"> • Strategize about and maintain the homepage
Content Owner	<ul style="list-style-type: none"> • Manage and update channel content • Contribute to the social spaces of the channel, the vertical, or the section • Analyze and propose improvements according to quality guidelines and metrics • Monitor decentralized services to update channel content based on training and Repsolnet criteria

Editorial Committee	<p>This team is composed of different members from Internal Communications: the intranet management team, the manager of social space services, and the homepage content management team. It has the power and authority to carry out the following responsibilities:</p> <ul style="list-style-type: none"> • Validate all content of the vertical and its sections that is proposed for intranet publication • Mediate and evaluate actions in cases requiring intervention due to a communication crisis on the intranet or when supervision is required to monitor content that requires arbitration
IT Maintenance Team	<ul style="list-style-type: none"> • Sustain and support the overall solution • Implement corrections and enhancements to the solution • Provide employees with technical support • Provide technical support for requests that cannot be managed through an editorial solution
Editors	<ul style="list-style-type: none"> • Provide help and editorial support to content owners before they publish • Publish content • Request translation of content via workflow

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"> • http://repsolnet/
Default Status	<ul style="list-style-type: none"> • Repsolnet is set as the homepage in all users' browsers (Internet Explorer and Google Chrome); users cannot change this configuration.
Remote Access	<ul style="list-style-type: none"> • When users are not connected through the Repsol network, they can connect (if they have a Repsol-issued device) using a VPN that is installed on every device. There is also a large group of users who can access the Repsol network through Citrix. When these users open a browser window, the page they access is Repsolnet. • Remote access is a constant in business groups that often travel; it is also used frequently among groups of people who occasionally work outside Repsol offices, for telecommuting, and for other specific needs of users outside an office.

<p>Shared Workstations or Kiosks</p>	<p>Due to the diversity of Repsol businesses, different types of employees work in the field:</p> <ul style="list-style-type: none"> • Salespeople are constantly traveling and have a tablet with a resolution of more than 1,024px from which they can access Repsolnet through remote platforms (VPN, Citrix, and so on). • Factory kiosks: At Repsol factories and refineries, kiosks — called <i>IAPs</i> (information access points) — are collective mega-computers adapted to the working conditions. The kiosks have been designed so that employees who do not use a computer for their particular role can access Repsolnet and perform the same actions as any other employee with a computer. At these industrial centers, there may also be other shared devices that serve functions similar to IAPs. • Shared computers: At other remote work locations, such as offshore platforms, employees have access from shared computers and can use the light version of Repsolnet if they do not have a broadband connection.
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TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
1996	<ul style="list-style-type: none"> First company intranet: service directory
1997	<ul style="list-style-type: none"> Search engine introduced
1999	<ul style="list-style-type: none"> Intranet renamed <i>Repsolnet</i>; news added to the content offerings
2001	<ul style="list-style-type: none"> Redesign to focus on employees
2006	<ul style="list-style-type: none"> Redesign and added channels and <i>My Repsolnet</i>
March 29, 2009	<ul style="list-style-type: none"> Launch of a new Repsolnet (previous version)
March 2013	<ul style="list-style-type: none"> A functional approach, design conceptualization (wireframes and style guides), and web map approved for the site redesign project
April 2013	<ul style="list-style-type: none"> Project approval from Repsol's senior management
May 2013– December 2013	<ul style="list-style-type: none"> Prototype: Technology evaluation and functional definition (IT perspective) SHP vs. SDL Tridion First development architecture defined Performance analysis Focus group
January 2014– March 2014	<ul style="list-style-type: none"> Functional definition review and adjustment Final development architecture and performance analysis
March 2014– August 2014	<ul style="list-style-type: none"> Transition plan: Content revision of the old intranet

April 2014– November 2014	<p>Development and testing in four major releases, with upgrades to correct defects or include small new functionalities:</p> <ul style="list-style-type: none"> • August: general content • September: search engine and <i>My Desktop</i> • October: news, events, and first set of small components • November: surveys functionality and the remaining small components
September 2014– November 2014	<ul style="list-style-type: none"> • Content upload and testing with final content (search engine adjustments)
December 2014	<ul style="list-style-type: none"> • Family & Friends testing: more than 500 employees were included and offered more than 100 suggestions; errors were reported and corrected
January 2015	<ul style="list-style-type: none"> • New Repsolnet launched

CONTENT AND CONTENT CONTRIBUTORS

Management

Repsolnet's content management varies depending on the type of content and the intended audience.

- **General content:** this content includes company news and events that concerns all employees.
- **Section or local content:** each section has a content owner who is responsible for delivering and reviewing each piece of content in his or her section. Approximately 40 content owners belong to different departments across the organization.

Editorial meetings are held to review all the day's news items and decide which could be considered general content.

Contributors

The intranet team serves as a governing board for all groups and individuals involved with Repsolnet, providing publishing training, best practices information, and tips on topics such as accessibility, making content search friendly, and using analytics and user feedback to improve pages.

Approximately 10 people have access to edit and contribute content in the CMS (Tridion 11), guided by criteria defined by the Intranet Management team.

Training

Initial training for editors consisted of a three-day training program; content owners were given a one-day training. The following list shows the range of manuals and guidelines available to support editors and content owners in their work:

- **Group intranet concept book:** This document illustrates and explains the philosophy behind the intranet and the rationale for its design and functionality. It is the principle guide to help content owners and editors effectively use components and page elements.
- **Channels framework:** This guide explains the basic structure of an intranet channel. A hierarchical browsing structure has been defined for all intranet channels according to the objectives and minimum content required.
- **Graphics guideline:** This guide defines the color palette, typography, photography style, and other graphical elements that are required to build a seamless user experience in the internal digital channels.
- **Editorial style guide:** This guide is aimed at achieving excellence in the Repsolnet text. It's a guide for applying common criteria to internal communication materials that each writer must internalize and apply to all news and articles.
- **Maintenance guide:** This guide helps content editors with all technical issues of the CMS program.

Maintaining Quality

The intranet governance committee meets regularly to review both technical and stylistic issues related to maintaining site effectiveness and accessibility.

Reviewing is another safeguard that ensures that content conforms to the established style and architecture guidelines. Before a new section is created, it goes through an IA and metrics review led by the intranet team.

To ensure that the available information is always up-to-date, a notification system was designed to configure an alert date on each page. The editorial team receives an email reminder to validate the content with the designated content owner.

Employees can also contribute content to Repsolnet in a variety of ways by posting to *Chatter*, creating public links in their employee profile, or commenting on published content, such as news or events.

Culling Content

To reduce the number of pages on the site, the intranet team carried out several tasks during the redesign. First, before tackling migration, all pages were subject to an in-depth content review; the goal was to update or eliminate all obsolete content.

Also, while migrating pages to the new Repsolnet, effort was focused on efficiently grouping the content and reducing the number of navigation levels to minimize the clicks required for users to access the information they were looking for. This, in turn, also reduced the total number of pages on Repsolnet. The process was undertaken with an eye on IA, as well as from a design perspective, taking into account the new Repsolnet components — side components, drop-down paragraphs, related content, and so on — that would allow a single page to contain all the information that was previously distributed over several pages.

Furthermore, the significant reduction in pages on the new Repsolnet was made possible through the efficient use of profiling to customize content. Because of this feature, individual employees can now view, on a single page or menu, only the content that is relevant to them, according to their job position and the country in which they live. For instance, employment information applicable to employees depends both on the country they live in and the Repsol company to which they belong; while the previous Repsolnet used a page for each country-company combination, a single page now includes all employment information and content that applies to each employee.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none"> Four virtual machines with four cores and 32 GB RAM Windows Server 2008 R2 Enterprise SP1
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> HP Quality Center for testing before entry into production Remedy for incident management and improvements after the entry into production
Design Tools	<ul style="list-style-type: none"> XMind to define the IA Axure to define the user experience and create prototypes Photoshop for creating graphics
Site Building Tools	<ul style="list-style-type: none"> Visual Studio 2013 with TFS
Content Management Tools	<ul style="list-style-type: none"> SDL Tridion 11
Search	<ul style="list-style-type: none"> HP Autonomy
Other Functions	<ul style="list-style-type: none"> Social aspects (commenting, rating, <i>My Desktop</i>): .Net development Site analytics: Digital Analytics

Technology Evaluation

The technological platform required to support the new intranet's content management needs was considered as part of the technology definition and conceptualization process that took place prior to implementing the new Repsolnet. During that process, two approaches were evaluated:

- Use a **SharePoint** platform, which would provide both content management and the ability to reuse its standard features.
- Continue with a platform primarily focused on content management (**Tridion**) and add the required features to it.

Repsol had experience with both platforms. Its knowledge management processes are supported on the SharePoint platform, and both its extranet and the previous intranet used SDL Tridion as a CMS, supplemented with .NET developments.

The main advantages of SharePoint were its integration capabilities with the knowledge management platform and its standard features, while Tridion's strengths were its capacity as a CMS, especially in offering component reuse and guaranteeing

identical behavior in the three language versions. Given these capabilities, SharePoint had the advantage.

The team launched a more comprehensive study of both platforms to analyze their coverage of the requirements, paying special attention to content personalization and the ability to provide a private space for each employee.

The personalization requirements included the ability to outline the content to suit various users, work functions, and location-related dimensions, including

- Managers
- Staff with management objectives
- Collective-agreement staff
- Expatriated staff
- Facility
- Province
- Country
- Repsol company to which the employee belongs
- Management center
- Organizational unit

In this case, with more than 1,000 locations, 200 companies, 600 management centers, and 1,000 organizational units in 200 provinces and 40 countries, a wide range of different customization possibilities were needed. Thus, the standard SharePoint functionality (audiences) had to be customized with a special configuration that would come with great complexity and cost.

It was decided that Repsolnet would offer a completely customizable workspace for each employee. However, Repsol employees have very heterogeneous computer skills, so the team needed to restrict the actions users could perform in the workspace to minimize the number of incidents caused by improper use.

When analyzing SharePoint's *My Site* product, it was discovered that it would require many custom developments to adapt it to Repsolnet requirements. Furthermore, those developments would modify *My Site* in its essential aspects. Thus, to meet requirements, Tridion was ultimately chosen as the platform because its development was more cost efficient than that of SharePoint.

Using the Tridion platform has proven key in the following areas:

- Defining a common way to work by establishing technical restrictions that guarantee the governance criteria is met to ensure consistency, usability, and the user experience; for example, super features can be used only in the homepage template.
- Ensuring the existence of a single intranet available in three language versions.
- Using the same content with different views and being able to reuse content in different pages.

RESULTS AND ROI

Increased Usage

The Repsol intranet team tracks many metrics. With the launch of the new site, a survey model lets users rate overall site performance as well as provide specific comments.

A comparison of the indicators from the first half of 2014 to those of 2015 reveals that a greater number of users access the intranet each day, with more page views per access and a shorter stay each time they access. This implies time and productivity improvements, and thus cost savings.

Statistics show that the time employees spend on Repsolnet is now more productive. They view more pages in less time during each visit.

Indicator	First semester 2014 (old intranet)	First semester 2015 (new intranet)
Time per visit	5 min 26 sec	3 min 48 sec
Page views per visit	7.61	10.40

Six months after its launch, more than 16 million pages have been visited — 25% more than in the year before. All countries have increased their level of access; data shows that approximately 12,000 users access Repsolnet every day.

Increased User Satisfaction

Four months after launch, employees participated in a survey about the new intranet. Comments from this survey provided evidence of a generally positive view of Repsolnet's evolution and also identified some areas for improvement.

While survey results reveal that users are happy with the new intranet, perhaps a more important measure than satisfaction is an increase in usage. Employees are visiting the site and using it more than the previous Repsolnet.

One aspect mentioned the most in the survey is the ability to comment on news as a way to share knowledge and improve multi-directional communication. The following comment exemplifies what users are saying about this feature:

"This ability to comment on news and posts shows us that our opinions are valued and listened to."

The design of and space reserved for the latest news about the company and its businesses was also greatly appreciated by users:

"The main improvement is that it's helped me to improve in my work, as I know the company better and it adds value to my work."

"I've changed position, and I can find a lot of the information I don't know about the new business on Repsolnet."

Repsolnet is also now perceived as a real tool for work, not as a homepage they are forced to use. One of the results that best highlights the increase in employee productivity, thanks to Repsolnet, is its use as a hub for other work tools

(applications, collaboration environments, templates, and so on). For example, during the first six months of 2014, only 40.86% of employees used the old Repsolnet to access the tools required to carry out their daily tasks. With the new intranet, this figure has more than doubled to include almost all users: 97.86% of employees that visited the new Repsolnet during the first half of 2015 have, at some point, used the shortcuts to their work tools.

These results are, in fact, supported by many of the comments generated from the survey, including the following:

"Being able to access the pages I use most from my desktop makes things easier, as I don't have to try to remember how to get to each of them."

"I think that the option of creating my own shortcuts is very useful to locate the content that is the most interesting for me. The accessibility to my employee file also seems very useful."

"Being able to organize all the management tools and applications that I use on *My Desktop* means that I can access them directly without having to search for them on the intranet."

In the first few months, the positive response to the company's new social network was also clear, as the following numbers illustrate:

Metric	Before Intranet Launched	Four Months Later
Number of active users	2.728	10.236
Number of public groups	69	169
Number of private groups	78	178

Cost Savings

The team considers the cost savings achieved with Repsolnet to be significant, both from a management and an operational perspective.

The process for publishing topical content (news, events, and articles) has been automated. Publication process steps that were previously done manually are now automated, achieving an average reduction in the time spent of more than 50% and resulting in cost savings.



On the previous intranet, the process for publishing a news item required several steps and took <50–70 minutes.



The news publication process on the current Repsolnet takes <25–35 minutes.

To understand the real impact of this time reduction, it helps to consider that approximately 720 news items are published each year on Repsolnet, and approximately 3,500 requests to update other types of content are made.

At the technical maintenance level, as mentioned earlier, reducing the versions and optimizing content resulted in fewer pages, which has also helped Repsol reduce costs and improve operating efficiency in many ways, including:

- Less storage on hard drives (both the content and the backup copies)

- Less time spent on backup processes and optimization of system monitoring; in fact, it is projected that the maintenance team needed to support the site will be reduced next year by 10%

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

Finally, it is important to note that Repsolnet is built on a very solid foundation that allows for growth at no additional cost and incorporates new trends, new company needs, and employee feedback every year.

LESSONS LEARNED

Members of the Repsol team say they have learned a lot throughout the redesign process, including the following key lessons:

- **Create a team that shares the same goals.** "Regardless of which departments the team's members are from, a team comprised of members with the same goals has the ability to make decisions and assume responsibilities. The Repsolnet team was formed with people from the IT and Internal Communication departments. Furthermore, short and frequent meetings were held with the Strategy and Management Committee that promoted the overall follow-up of the project."
- **Define a set of success criteria at the beginning of the project.** "This will ensure you are able to verify compliance regularly, and these criteria will serve as a reference point in the decision-making process. For Repsolnet, 25 indicators were defined based on different variables (collaborative, user-focused, corporative, operational, sustainable and safe, and measurable)."
- **Develop a content manual.** "The manual should contain instructions for use and the criteria to be followed at time of content creation. This manual is the basis for training those who will use the content management system, both from a technical and a communications point of view."
- **Get support from someone who knows the platform and the project well.** "During the content loading period, this support will help the team to clarify potential risks or concerns as soon as possible and provide a boost to the content creation process."
- **Establish a good change management process** prior to launching.
- **Make search a priority.** "Even though it was important to make browsing the intranet easy and intuitive, our studies and analyses have shown that users first search and then browse. This is why we have increased our efforts to develop a precise search engine that, through different filters, refines searches and content types, as well as creating shortcuts from the search results, making users' work easier."

- **A good team is a result of the sum of its parts.** "To develop an intranet, it is important to have a team that includes experts in IT and in communication. Sometimes, ideas that seem impossible arise and technicians can later make them a reality. Other times, new ways of communicating are what modify or adapt IT tools."
- **Never stop asking questions.** "During the execution of this project, we have not stopped asking questions to our colleagues from IT, those from communication, to content owners, to experts in different fields outside our company, and, especially, to users. In order to gather needs and look for solutions, it is important to ask those who know."
- **Be ready to rethink what you're doing.** "At some stage in the process, it is important to be prepared to stop and rethink. Sometimes, due to the execution of the project itself, new needs arise, and we should not hesitate to stop and refocus on the work. Results show that this is the most successful attitude."

Encana Corporation (2017)

OVERVIEW

COMPANY

Encana is a leading North American energy producer focused on growing its strong portfolio of diverse resource plays producing natural gas, oil, and natural gas liquids. By partnering with employees, community organizations, and other businesses, Encana contributes to the strength and sustainability of the communities where it operates. Encana's vision is to consistently deliver strong operational and financial results by finding and developing high-quality resource plays in North America and operating in those plays more efficiently than its competitors.

Headquarters: Calgary, Alberta, Canada

Company locations: Encana has offices across North America, with Canada operations headquartered in Calgary, Alberta, and US operations headquartered in Denver, Colorado.

Locations where people use the intranet: Employees and contractors at all company locations have access to and use the intranet.

Annual sales: N/A

THE INTRANET

Users: 5,000 users at the beginning of the project; 2,600 after downsizing

Mobile approach: Because of budget and technology restrictions, developing a responsive design solution was not part of the scope for the initial rollout phases of the new portal. The company is currently working on a full strategy and roadmap for developing a more robust mobile experience.

Technology platform: SharePoint 2013

TEAM

Project Sponsors: Ryder McRitchie and Josh Pinkert

Design & Leadership: George Loos

In-house Project Team: Debbie Bender, Judy Fisher, Heide Ghelfi Calderon, Ryan Kazmerik, George Loos, Tim Maxwell, Heather Murray, Ben Nwachukwu, Andrea Romain, Monica Seymour, Omar Sultan, Marcelo Zaquia

IA Design & Technical Development: Habanero Consulting

Stakeholder Interviews & Conceptual Site Maps: UX Guys

ECN Operations Team/Ecomms Analyst (OT): George Loos, Debbie Bender, Omar Sultan, Jana Keirstead

ECN Technical Support Team (TST): Ryan Kazmerik, Ben Nwachukwu, Stephanie Reid

INTRANET TEAM



Team members shown here (top row, left to right): Debbie Bender, Omar Sultan, Monica Seymour, and George Loos; (second row, left to right): Heather Murray, Andrea Romain, Ryan Kazmerik, and Ben Nwachukwu; (third row, left to right): Rick Rosario, Tim Maxwell, Heide Calderon Ghelfi, and Marcelo Zaquia; (fourth row): Judy Fisher.

HIGHLIGHTS ABOUT THIS WINNER

Consolidated is the best word to describe ECN, Encana's intranet. With a litany of challenges to overcome, team members focused on short-term goals, and then reminded each other of achievements and wins to stay motivated. Summarizing goals for the projects and for particular design sections, such as sites, helped focus team members, who were not always full-time on the intranet.

The outstanding design includes interesting news from across the company, tools that help employees do their work, and engaging features to entice all employees to read and participate. But the team's efforts in inventorying, auditing, and consolidating elements — from the IA to policies — make this design slick and innovative.

- **Top Tools.** This menu provides a clever way to consolidate the many favorites lists that teams so often create; it serves key tools to users in a more systematic way.
- **Footer.** A footer helps users because it appears on all pages, so they get used to having it. It's often the person's "last try" before calling support for help. Here, the pages house a large footer with social links, a Twitter feed, the three most *Recent ECN Headlines* (dynamically pulled from the news archive), and current external *News Releases* or press releases about Encana that also appear on the public-facing site. The footer also includes *Quick Links* that lead to useful pages (the same links are also in the megamenu); *Popular Search Terms* (based on web metrics); a stock ticker that is dynamically fed and updated, and links to social networks.
- **Social.** The footer's social network icons link to Encana's pages on those networks. The top of the footer displays the most recent tweet from the Encana Twitter feed and is dynamically updated. With all of this at their fingertips, users quickly get a taste of what people are saying by simply scrolling to the bottom of any intranet page, rather than having to seek out those social channels on their own.
- **Tone of voice.** The writing on ECN is targeted based on the type of content and the intended audience. Fun sections sound fun, and business-like sections sound business-like.
- **Bulletins.** Bulletins teach and encourage people to engage. Topics cover anything under the sun — from photos showing Super Bowl team support to an audio interview and infographic about hedging.
- **Megamenus.** Whenever possible, all commands are shown; to declutter, however, menus with many links use collapsed sections. The *How do I...* section, which appears on the right side of all megamenus, is a creative, helpful way to answer common questions about the menu and its links.
- **Consolidation.** The team took many disparate systems, along with information peppered throughout the organization, and consolidated it all in a single, logically organized location.

- **Improved access and findability.** Tools, eLearning, policies, team spaces, and much more are now easier to find through the new menus and search function than they were on the old intranet. A revamped IA and a shared vocabulary are only some of the reasons for this improvement.
- **Help.** Help comes in various forms, from in-the-moment layers on pages to menu FAQs to a bona fide user manual. Whatever the medium, the help is there to help.

BACKGROUND

Encana's intranet, ECN, lets all staff members enrich themselves with relevant, useful, and interesting information; showcases and celebrates key achievements throughout the company; and elevates business knowledge. Encana's previous intranet relied on an older backend portal technology platform that was difficult and costly to support. The aging platform presented a critical risk for the organization; it could crash at any time, making the data recoverable only through significant effort. This reality was a driving force behind the company's decision to update the aging intranet and the technology that supported it.

The team defined three guiding principles for the intranet project, as well as the goals it hoped to achieve, both for the organization and its employees.

Guiding Principles

- Establish ECN as the single point-of-access for trusted, useful communications, business content, and enterprise applications, and as the gateway for staff connections and collaborations within Encana.
- Build a scalable and flexible content structure and improved IA. Provide direct access to the relevant information staff members need to stay informed, do their job, and perform their assigned responsibilities.
- Introduce a new framework that will enable collaboration through team, project, and community sites that will empower staff, groups, and project teams to share documents, information, and ideas safely and quickly.

Redesign Goals: The Organization

- Migrate ECN to a stable, supported, and compatible technical environment (SharePoint)
- Leverage out-of-the-box SharePoint functionality
- Migrate all enterprise content to the new ECN SharePoint environment
- Develop a web content management strategy that addresses
 - Site authoring
 - Governance
 - Collaboration

- Administrative tools
- Refresh the ECN experience to include
 - Improved end-user experience
 - Improved web authoring and editing (with a simplified publishing processes and training)
 - Increased accessibility to relevant, well-organized information
- Use education to facilitate the new intranet's introduction as a platform for collaboration and to facilitate a change management process
- Normalize ECN content (sites, documents, and so on) to give employees greater access to content and more accurate content search
- Position Encana's intranet technology and architecture to accommodate future growth opportunities for mobility solutions
- Position Encana's intranet technology and architecture to accommodate future third-party collaborations
- Articulate the project strategy and regularly update progress
- Raise staff members' business literacy and empower them to act as advocates
- Provide accurate and trusted information about industry issues and key operational processes
- Support client-driven communication goals and programs
- Introduce a platform that lets employees connect, collaborate, and share knowledge

Redesign Goals: Employees

- Celebrate staff members and build their excitement about the company
- Provide quick and easy access to the tools and resources people need to effectively do their jobs
- Provide quick and easy access to learning and development opportunities
- Improve access and findability of self-service tools

Challenges

The Encana team suffered through a set of project challenges that would humble most teams. This project spanned two CEOs, a round of lay-offs that decimated the project team, a Communications team restructuring, an overall company restructuring, the release of a new corporate focus and business strategy, four different project sponsors, and three different project managers. And yet through it all, team members found ways to regroup, creatively manage changing resources and project tasks, and lean on smaller project teams and champions to keep the

project on track. The new intranet was launched on time and under budget, with strong leadership endorsement.

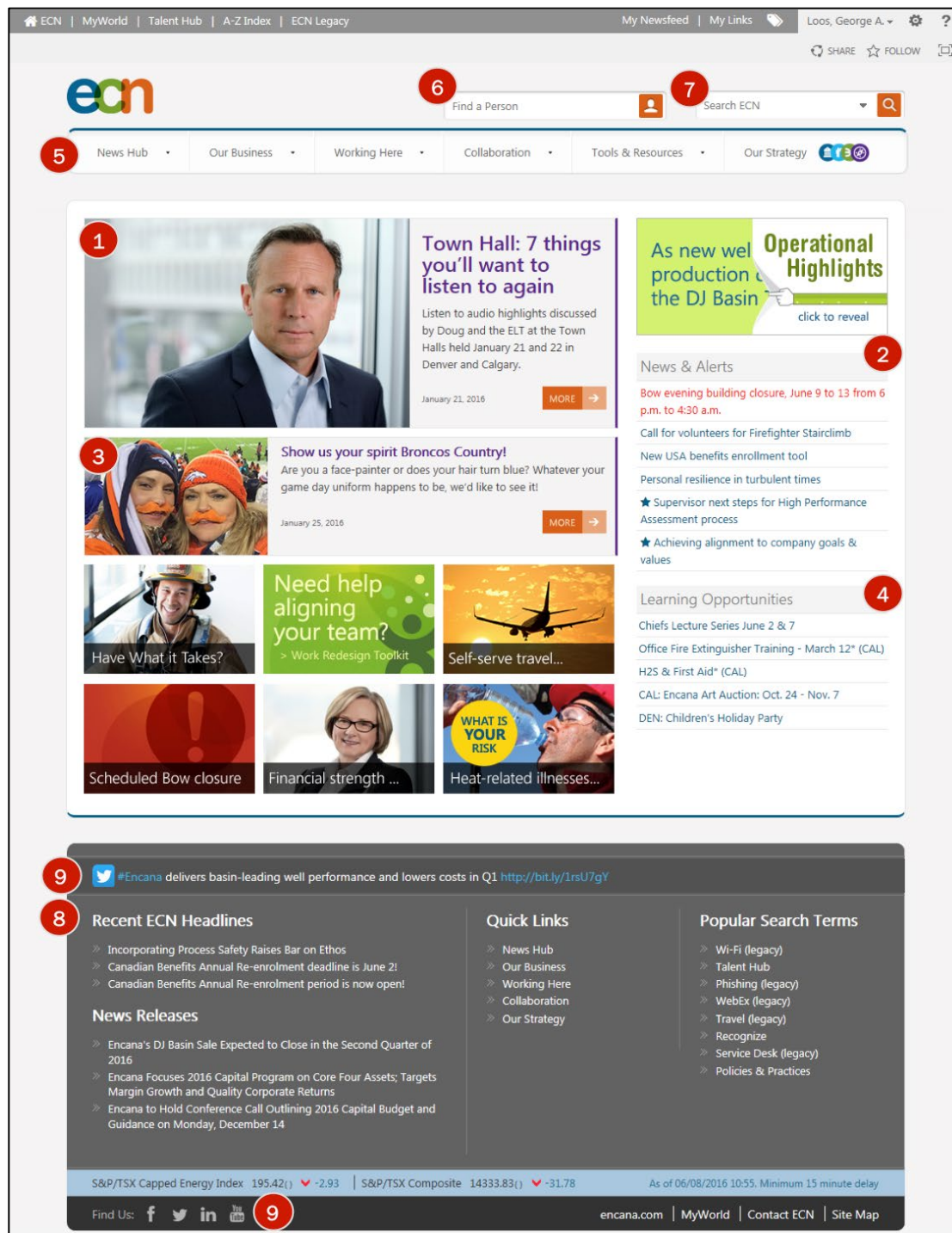
George Loos, Manager of ECommunications, explains some of the high-level challenges and lessons the team learned while navigating an ever-changing environment:

- **Champions were pivotal.** “We were forced to repeat many of our efforts to reach out to the business when some of our subject matter experts left the company suddenly due to downsizing. To help mitigate, we started to identify champions in the business who could be a single point of contact and help triage when staff structure changes impacted the project. Finding key champions and strategic partners was critical to our success. Engaging with staff and early adopters regularly helped us get valuable and immediate feedback to help create a positive user experience.”
- **Governance provided a strong foundation.** “We invested a considerable effort to develop a governance framework that would help us manage and maintain ECN once our intranet launched, but we could have also used a project governance structure to help clarify who signed-off of which decisions and how we as a project team could reach consensus quicker.”
- **Documentation is critical.** “We spent time and effort second-guessing and revisiting decisions that could have been avoided if we had captured decision records better.”



Pictured: Encana Intranet Old Homepage. The homepage prior to the redesign.

DESIGN REVIEW



Pictured: Encana Intranet New Homepage. The homepage houses various types of news and alerts, and a helpful fat footer.

Homepage Highlights

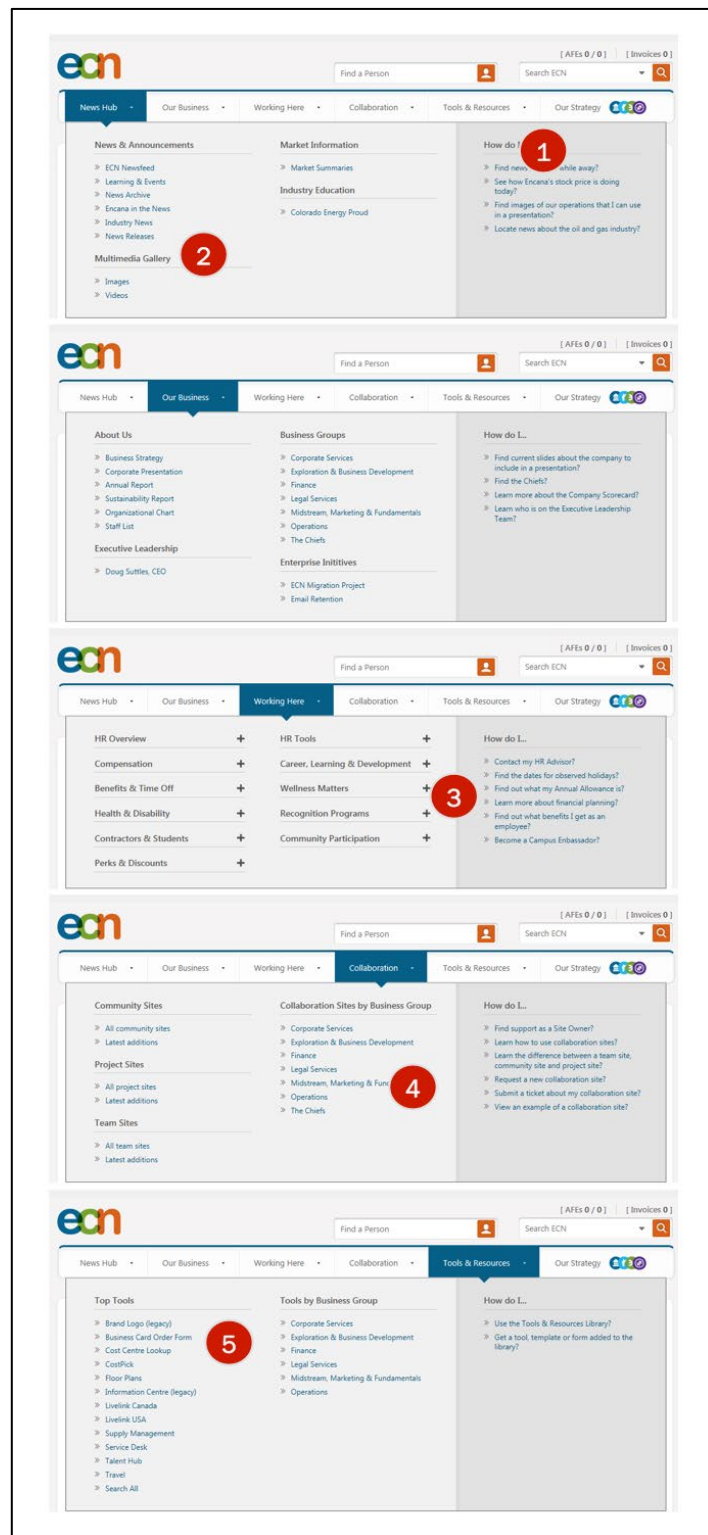
A quick scan of the homepage shows news and alerts, site search and people search, and a clear menu.

1. **Corporate news.** The homepage's main (left) section includes corporate news. Each item has a clear headline and short description, and usually a related image. These traits help entice employees to read the corporate news and stay abreast of what's happening at Encana. Topics in this section are usually focused on company strategy; announcements by senior leaders; celebrations of staff, operations, or business; and company values. The section also includes information to help raise employees' business literacy. With more knowledge and higher confidence, employees are empowered to act as Encana advocates. The content changes daily, but larger feature stories often stay on the homepage for approximately 10 business days. Depending on other news, those features sometimes move to a less-visible homepage section. The goal is to post three new stories or bulletins each week. An editorial board brainstorms new ideas and how to focus on them for the weeks following.
2. **News & Alerts.** News from around the company appears in the right rail. Here, teams learn about company projects that are important or interesting, but might not impact a large number of staff members. Most of the news featured here is the same for all employees, but some news is targeted to the employee's role and is indicated by a star icon to the left of the news item. Alerts appear in red text above this section's news.
3. **Photos.** Photos for news articles come from news writers, members of the operational team for field-related photos, and (rarely) drone photographers. In a pinch, the team uses stock art photos.
4. **Learning Opportunities.** The right rail also offers a list of links to lectures and other events. Any team hosting a learning session to benefit staff and support its own work can post it here. Encana also has a corporate learning website, and some teams have their own learning offerings. The *Learning Opportunities* sections are more active fall through spring (September–May); summer months tend to be less busy due to vacations.
5. **Menu.** The top, horizontal menu makes it easy for employees to scan ECN's offerings. The menu appears in an expected position, and stands out due to the white text against the gray page background.
6. **People search.** Employee search, the most important feature on most intranets, is visible at the top of all pages, with a white field and gray banner background behind it enhancing its visibility. The words *Find a Person* distinguish it from the site search, as does the orange button with the person icon on it. Typing three letters in the field opens a drop-down list of employees who best match the query. Basic contact information also appears, making it easy to find and quickly get in touch with colleagues.
7. **Search.** Employees who know the terms they are looking for can easily locate the site search field, which is on all pages and located to the right of the employee search field. The words *Search ECN* and the orange magnifying glass button are used to invoke the search and help differentiate site search from its close-by cousin, people search. Having a separate search field for

employees and the site makes it easier to find colleagues, and ECN got both searches just right: placing the two fields in close proximity makes it much easier for users to distinguish between them. A *Did you mean...* feature helps with spelling errors.

8. **Footer.** The footer is sometimes a throwaway section, but Encana's footer is highly valuable. The large footer on the bottom section of each page includes social links, a Twitter feed, and the three most *Recent ECN Headlines* (dynamically pulled from the news archive), along with current external *News Releases* and press releases about Encana, which also appear on the public-facing site. The footer's *Quick Links*, which also appear in the megamenu, lead to useful pages. In addition, the footer includes popular search terms (based on web metrics) and a dynamically fed and updated stock ticker. Footers are helpful because they appear on every page and people get used to seeing them; a footer is often a person's last resort before calling support for help.
9. **Social.** In the footer, social network icons lead to Encana's pages on those networks. The most recent tweet to the Encana Twitter feed displays at the top of the footer and is dynamically updated. These tweets give users a quick taste of what people are saying simply by scrolling to the bottom of any intranet page, saving them a trip out to social channels.

Megamenus



Pictured: Encana Intranet Megamenus.

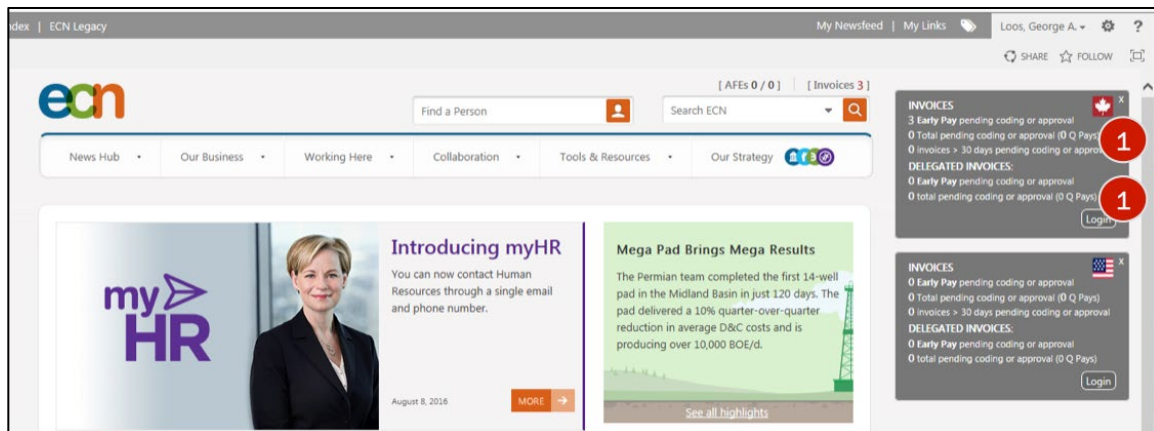
Much research went into determining the Encana intranet's IA and menu structure. Megamenus have clear commands and even contain help in the *How do I...* section.

Megamenu Highlights

Encana intranet team members put an extraordinary amount of work into building an IA that would be flexible enough to withstand the changes they predicted would be coming to their industry and their company. Once created, the team poured the global navigation commands into a megamenu design that is both useful and scalable.

1. **How do I....** This very special, uncommon feature makes great use of the megamenu UI. The team considers the most common questions and content queries that employees submit, and creates the questions and answers for this section of the menu. The questions are contextual and targeted toward the currently selected, top-level navigation command, so different pertinent questions appear in each menu.
2. **Identifiable headings.** Within the megamenu, section headings are easy to find: they are in bold, gray text that is larger than the link text.
3. **Expand.** Menus that have many commands are not flat — that is, they do not show all links by default; instead, links are collapsed under the topic heading, with a plus sign indicating that the section is expandable. The team chose a standard way to expand and collapse the menus: clicking the plus sign or the heading expands that section to expose the links. The plus icon then turns into a minus icon, which can be clicked to collapse the section. Collapsing some menus by default was a smart design tradeoff, given the team's clear goal to limit the number of top-level commands.
4. **Link text.** Links are indicated with the strong signifier — blue text — which serendipitously matches the ECN color scheme.
5. **Top Tools.** This menu is a clever way to consolidate the many favorites lists that teams so often create. It also delivers the most important tools to users in a systematic way. In the previous intranet, people in various business segments created their own lists, favorites forms, templates, and so on. The *Top Tools* page was created to replace all these pages and link lists with a single source of truth that would be managed with clever metadata strategies and search filters. The team collected and sorted all the links, categorized them into tools, forms, or templates, and determined how they should be tagged based on their functional group and their region.

Invoice Alert

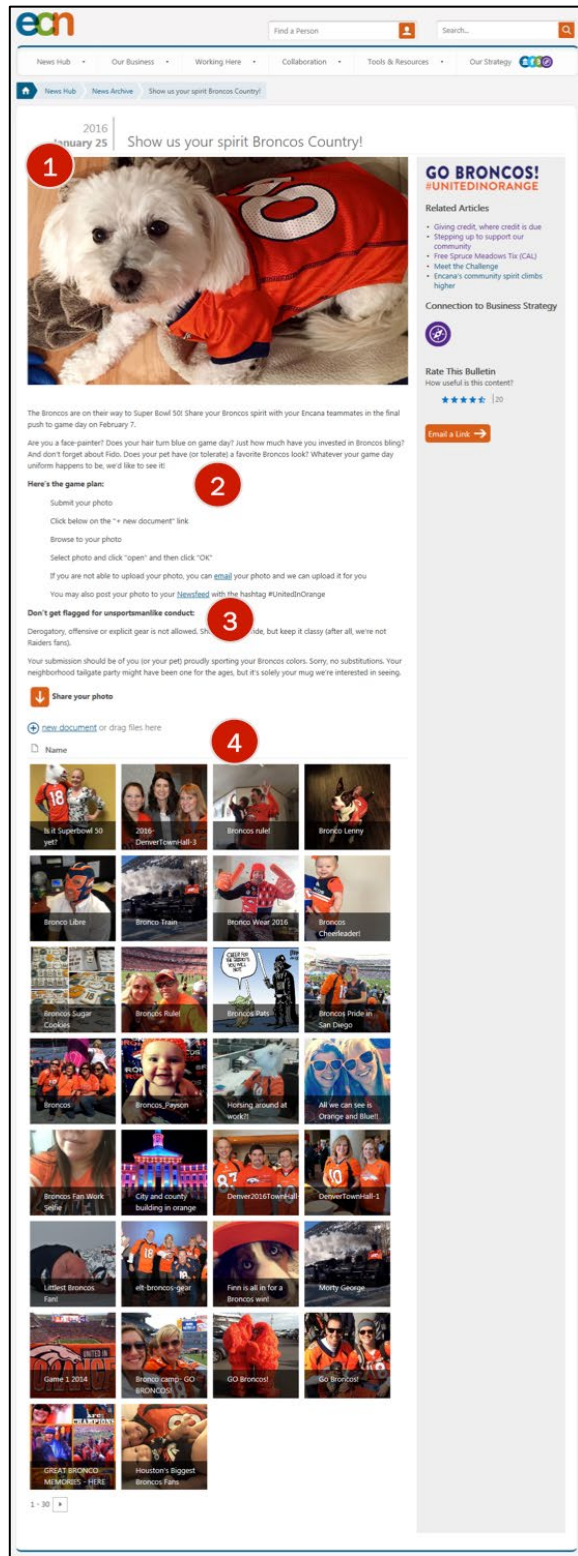


Pictured: Encana Intranet Invoice Alerts. Invoice alerts appear on the homepage to remind people to pay them.

Invoice Alert Highlights

1. **Alert box.** For people who have invoices that need to be paid, alerts appear in the right rail on the homepage. Users can log in from the alert, or X out of the alert. This is a good reminder in a highly visible location.

Entertainment Bulletin



Pictured: Encana Intranet Entertainment Bulletin. A bulletin about the Denver Broncos enticed many people to post pictures and show team support.

Entertainment Bulletin Highlights

Employees can create bulletins on the homepage and ask others to post comments and photos. Bulletin topics can be business-related or focus on entertainment and team building. These bulletins get people from across the company to engage and share with one another. This helps foster relationships inside (and even outside) the office. For example, in support of the Denver Broncos 2016 Super Bowl appearance, the bulletin above asked users to show their support by posting photos of Broncos football spirit.

1. **Showcased photo.** One photo is randomly selected each day to appear as the large photo at the top of the page. That photo also appears on the homepage.
2. **Instructions.** The step-by-step instructions help employees through the process of posting a photo. The steps are indented and easy to follow.
3. **Fun tone of voice.** The tone of this bulletin matches its purpose: to have fun and build community. For example, the instructions are labeled *Here's the plan*, while the image content warning recommends that users *Don't get flagged for inappropriate conduct*. The labels follow the football theme, reflect the section's light tone, and make participants feel welcome.
4. **Thumbnail photos with titles.** The photos are shown as thumbnails, so visitors can quickly scan them. This makes it easy to participate, even if you don't post a photo. And: showing many photos demonstrates high participation rates, which often entices more people to join in.

Business Bulletin

ecn Find a Person Search...

News Hub Our Business Working Here Collaboration Tools & Resources Our Strategy

News Hub News Archive Hedging takes center stage

2016 March 3 **Hedging takes center stage**

With about three quarters of our oil, condensate and natural gas production hedged for 2016, Encana has very little exposure to the commodity prices you see fluctuating daily.

Learn from Renee as she explains the basics of hedging and how it supports Encana's strategy. We asked Renee the following questions:

Q1: What is a hedge? (0:00:00)

Q2: Why does Encana hedge? (0:01:00)

Q3: How is hedging helping through this low price environment? (0:01:38)

Hedging 101

Energy price hedging is a risk management tool used to mitigate the risk associated with fluctuating energy prices. Encana uses hedging to increase the predictability of future cash flows.

- As an energy producer, Encana finds, develops, produces and transports oil, natural gas and natural gas liquids to markets for sale.
- The price is set by commodity markets based on supply and demand. As evidenced by current market volatility, price fluctuations can occur due to many different factors, such as global production and demand trends, weather and geopolitical events.
- To protect against price fluctuations, secure future cash flow and sustain development programs, Encana will enter into contracts at an agreed upon commodity price with a counterparty, usually banks or brokerage firms.
- As a seller, Encana is concerned the price may go down. Buyers are concerned prices may go up. For example, a refiner or an airline may purchase contracts with counterparties to hedge against rising oil or fuel prices.
- The financial markets enable commodity buyers and sellers to hedge against their risk of commodity price fluctuations, providing additional cash flow predictability.

Related Articles

- 1,000 opportunities to shift the paradigm
- From Montney to the Big Apple
- Finance 101: Tender offers explained
- Topping the competition
- It's good to talk

Connection to Business Strategy

Rate This Bulletin
How useful is this content?
★★★★★ | 25

Email a Link

Pictured: Encana Intranet Business Bulletin. Offering information in an audio interview, divided by topic, and in a visual chart make "hedging" a digestible subject for employees on the Encana intranet.

Business Bulletin Highlights

As the image above shows, the Executive Vice-President of Midstream, Marketing & Fundamentals helped employees understand “hedging” by explaining it in an audio interview; an accompanying graphic reinforced the main ideas.

1. **Title:** A title of the bulletin provides some description of the topic
2. **Date:** The date is written in an international format, with the month spelled out.
3. **Description:** The text below the title is written to pique interest, offering a statistic about how much of Encana’s resources were hedged in the previous year. This is a good way to get people to take the time to listen to the recording.
4. **Name:** The interviewee’s first name appears in the description, which is less formal than using her full name and job title. Her name links to more information about her.
5. **Photo:** A photo of the interviewee makes the audio more personal, helping the user envision the person speaking.
6. **Three audio files:** The interview is broken up into three audio files, which puts fewer demands on people’s time. They can listen to one topic at a time, and absorb it, rather than having to block out time to listen to the full interview (and probably tuning out at some point).
7. **Visual description:** The audio interview was reviewed and the process of hedging was outlined in five steps. The visual chart below the audio files describes these five steps, which reinforces what users hear in the interview. Or, if people look at the visual first, they might be inspired to listen to the audio. Either way, having both audio and a visual can help inspire people to learn about a topic.
8. **Rate:** Users can *Rate This Bulletin* and let colleagues know which content they find most interesting.
9. **Email a Link:** Another very helpful way to share a bulletin is to email a link to it. The orange button is a good way to remind people to share information with their colleagues.

Policies and Practices

Policies and Practices Library

Use the Policies and Practices Library for reference and information purposes. When your commitment is required, policies and practices are assigned in Talent Hub.

Latest updates

- [Travel Practice](#) (Updated Mar. 1)
- [Disability Management Practice](#) (Posted Feb. 8)
- [Conflict of Interest Policy](#) (eLearning) Feb. 8
- [Fitness for Work Practice](#) (Updated Feb. 2)
- [Family Medical & Compassionate LQA](#) (Posted Jan. 11)
- [Data Lifecycle Management Practice](#) (Posted Nov. 24, 2015)
- [Hiring or Retention of Former External Auditors](#) (Updated Nov. 18, 2015)

Name	Document Type	Region	eLearning (CAN)	eLearning (USA)
Subject : Corporate (11)				
Subject : EH&S (20)				
Subject : Ethics (13)				
Aboriginal Guideline	Guideline	Canada		
Acceptance of Gifts Practice	Practice	Company Wide		
Anti-Fraud Policy	Policy	Company Wide		
Business Code of Conduct	Policy	Company Wide	eLearning	eLearning
Competition and Antitrust Laws Compliance Policy	Policy	Company Wide	eLearning	eLearning
Competition and Antitrust Laws Compliance Practice	Practice	Company Wide		
Confidentiality Policy	Policy	Company Wide	eLearning	eLearning
Conflict of Interest Policy	Policy	Company Wide	eLearning	eLearning
Disclosure Policy	Policy	Company Wide	eLearning	eLearning
Lobbying Practice	Practice	Canada		
Political Contributions Policy	Policy	Company Wide		
Prevention of Corruption Policy	Policy	Company Wide		
Securities Trading and Insider Reporting Policy	Policy	Company Wide	eLearning	eLearning
Subject : Glossary (1)				
Subject : Human Resources (28)				
Subject : Information Management (8)				
Subject : Privacy (6)				
Subject : Professional/Industry (4)				
Add document				

Pictured: Encana Intranet Policies and Practices. There is no need to spend time trolling around the Encana intranet with all of the policies consolidated in one place.

Policies and Practices Highlights

Employees should know what's expected of them in various situations. Rather than asking HR or their manager every time, the Encana intranet lets employees read and learn on their own. The *Policies and Practices Library* stores all corporate policies and practices, and serves as a learning and reference library. Content owners can easily control and update their own documents, and thus ensure that users see the best information for the company at any given time.

1. **Tile.** The page title, *Policies and Practices Library*, confirms to employees that they are in the right place. Breadcrumbs at the top are another way-finding cue.
2. **Recent.** The *Latest updates* section at the top lists links to the most recently updated policies, and includes a date when the update occurred. This helps people ensure that they are always referring to the most recent policy, and it helps prevent the mistakes that can happen when people use outdated information.
3. **Type.** Tabs for *Policies and Practices*, *Integrity*, and *Resources* appear below the updates. Employees can choose a type of document to refine the type of items they see. The selected tab appears in blue, while the others are gray. This is a helpful indicator.
4. **Country-specific.** Employees can filter information for the entire company or a particular location. Orange buttons for *All*, *Canada*, and *USA* make this simple, and metadata controls whether the document is for Canada, the US, or company-wide.
5. **Training.** When related eLearning materials are available for a policy or practice, these appear in the list and are included with the document. This helps inform employees about available training opportunities.

Tools & Resources

The screenshot shows the 'Tools & Resources - Directory' page on the Encana intranet. The page is organized into several sections:

- Search Bar (1):** A search input field with a magnifying glass icon.
- Tools List (2):** A list of tools, each with a link icon, a title, and a location. Examples include '401(k) Login', 'A-Z Index', 'ACH application (Accounts Payable)', 'ACH application (Revenue)', 'AFE', 'AFE Navigator', 'AFEs', 'Abbreviations', 'Access Cards CAL', 'Access Cards DEN', 'Accounts Payable Contact Information', 'Action Item', 'Administrative Assistant Contact List', 'Administrative Assistant's (AA) Toolbox', 'Administrative Services', 'Advertising', 'Approval Matrix Guidelines', 'BOW Visitor Request', 'Board & committee meeting schedules', 'Bowen - Submit/Approve Time', 'Bowen Requisition', 'Brand Logo', 'Business Card Standards', 'Business Objects', 'CCTS (Commitment & Concern Tracker System)', 'Campus Enbassador', 'Canada 411', 'Canorators Toastmasters', and 'Car Rental'.
- Filters (3 and 4):**
 - Type (3):** A list of tool types: Tool (171), Form (75), and Template (17).
 - Functional area (4):** A list of functional areas: Accounting, Administration, Communications, EH & S, Facilities, Finance, Human Resources, Information Technology, Investor Relations, Land Negotiation, Legal, Marketing, Operations, Records Management, and Regulatory.

Pictured: Encana Intranet Tools & Resources. The company's Tools & Resources are searchable and sortable in a dedicated section of the Encana intranet.

Tools & Resources Highlights

People from across the company, in various business units, submit tools and resources for this directory. Crowd-sourcing this content takes the pressure off the intranet team to constantly inventory the tools people are using at the company.

1. **Search.** Users who know particular keywords can search for tools and resources using the open field. This standard search is helpful because it is expected. Its position on the page and much larger search field prevents it from being confused with either the employee search or site-wide search features.
2. **Alpha list.** Employees who know the name of the tool or resource they need can find it in the visible list, which is presented in alphabetical order.
3. **Filtering.** Users who know the media type or general area they need can select a *Type* or choose items in the *Functional area* list, respectively, to refine their search results. As new content is added to the directory, filters automatically become available.
4. **Help.** The *Show Help* text and question mark icon clearly indicate the help option. Clicking the link opens an on-screen overlay that describes the options users have for finding tools and resources.

Collaboration Site Directory

The screenshot displays the Encana Intranet Collaboration Site Directory. The interface includes a top navigation bar with links like 'ECN', 'MyWorld', 'Talent Hub', 'A-Z Index', and 'ECN Legacy'. Below this is a search bar and a navigation menu with options like 'News Hub', 'Our Business', 'Working Here', 'Collaboration', 'Tools & Resources', and 'Our Strategy'. The main content area is titled 'Collaboration - Site Directory' and features a search bar, a 'Show Help' link, and a list of collaboration sites. The left sidebar contains filters for 'Site type' (Team, Project, Community, Other) and 'Functional area' (Administration, Business Development, Communications, etc.). A 'Created' section shows a timeline from 'One Year Ago' to 'Today'. The list of sites includes entries like '4510 Reserves Reporting Project', '4813 Petrel Shale Project', '4823 - PI Rollout (US)', 'ACTS', 'ADM', 'ARES Working Group', 'Aboriginal Relations', 'Acme Public Site', 'Acme Social', 'Administrative Assistant Toolbox', 'Air Quality Management', 'App Fit', 'Application Development', 'Application Packaging & Deployment', 'Application Packaging & Deployment - CGI', 'Application Support', 'Asset Integrity', 'EA/PM', 'Flow & RP Meeting Room Conversions CAMP 4779', 'Brand', 'Business Analysis Practice', 'Business Continuity Office', 'Business Continuity Planning', 'Business Development', 'Business Hosting Events', 'CADEM', 'Canadian Training', 'Central', and 'Certificate Management Implementation'.

Pictured: Encana Intranet Collaboration Site Directory. A directory of all collaboration sites accessible to users helps them find the teams and topics they need.

Collaboration Site Directory Highlights

As on the *Tools & Resources* page, the *Collaboration Site Directory* helps people refine a long list of elements to find what they need. The page pattern is the same, but the content is different. In both places, the design helps users by providing

1. Search
2. Alphabetical list
3. Filtering
4. Help

The *Collaboration Site Directory* also includes the following:

1. **Iconography:** Icons to differentiate team, project, and community sites help users understand the kind of content they'll find in each site.
Permissioned content: A site appears in the directory only if the user has access to it; this ensures that users see only what they should.

Help

1 Click one of the type filters to show resources of that type only.

2 If you know the resource belongs to a certain area, click the filter to show resources for that area only.

3 If you know the resource applies to a specific region, click the filter to show the resources for that region only.

Type the name of the form, template or tool in the search box.

credit card

Show Help ?

Tools & resources that match your search will appear here, click the name to access the resource.

Type	Functional area	Region	Resource Name	Company	Accounting
Tool (3)	Accounting	Canada (4)	Coding Guide for Expense Statements	Company	Accounting
Form (3)	Finance	Company (3)	Credit Card	Canada	Accounting
Template (1)		USA (2)	Credit Card	USA	Accounting
			Credit Card Application	Canada	Accounting
			Credit Card Application	USA	Accounting
			Employee Expense Practice	Company	Finance
			Lost Receipt	Company	Accounting
			Visa Process and Reconciliation	Canada	Accounting
			Visa Statement Coding Sheet	Canada	Accounting

Recent ECN Headlines

- Scholarship opportunity for your student: Apply by September 30
- Students Talk Strategy
- TEST Template

News Releases

- Encana Completes the Sales of Its Gordondale and DJ Basin Assets
- Encana Delivers Significant Efficiency Improvements With Strong Second Quarter Results
- Encana to Hold Second Quarter Results Conference Call on Thursday, July 21, 2016

Quick Links

- News Hub
- Our Business
- Working Here
- Collaboration
- Our Strategy

Popular Search Terms

- Travel
- Wi-Fi
- Escape Calgary (Social Club)
- Talent Hub
- THE BOW Visitor Registration (legacy)
- Approval Matrix login
- Service Desk
- IMS - Canada (legacy)

CS/US\$ FX rate 0.7767(1) -0.0007 | GBP/US\$ FX rate 1.3006(1) -0.0040 As of 08/17/2016 11:55. Minimum 15 minute delay

Find Us: f t in y encana.com | MyWorld | Contact ECN | Site Map

Pictured: Encana Intranet Help. A help mode grays the page and shows help text about specific areas.

Help Highlights

1. **Help bubbles:** The help bubbles contain instructions and information about each page area, teaching users how to filter and search.
2. **Gray:** The rest of the page turns gray, indicating that the intranet is in help mode.
3. **Exit:** Clicking anywhere on the page exits the help mode.

User Guide

WELCOME TO ECN

Use this guide to help navigate our exciting new intranet!

ECN has seen Encana through a lot of news and transformation over the last 12 years. It evolves as our people and company needs change and evolve. ECN is the single source connecting our people, ideas and information on one supported, powerful and multi-functional platform.

Put simply, ECN is a unified platform to connect, collaborate and create.

HOMEPAGE

1

People & ECN search

The Find a Person will return a drop down list of staff most closely matching your search, along with a quick view of their contact information. Clicking a name will go to their Yellow Pages profile. The ECN Search box will return results from new and legacy ECN results, as well as from encana.com.

2

Approvals

This area allows quick access to outstanding AFEs and invoices.

3

News carousel

The news carousel supplies company news in a streamlined and sleek new design.

3

Recent ECN headlines

These are the three most recent internal company news articles. Find all current news via 'News Hub' in the top navigation bar.

3

News releases

These are the three most recent external news releases. Find more on encana.com using the link at the bottom of the page.

3

Stock prices

Keep track of Encana's stock price here. You'll also find a full market summary in 'News Hub' in the top navigation bar.

3

New & legacy ECN

ECN is launching in two phases between now and the end of 2015. Until then, ECN will be operating in two environments, the new ECN and the legacy ECN. You may navigate between the two environments until all content has been transitioned.

3

News & alerts

This section displays the latest news from around the company. Alerts are displayed in red and are not clickable. You can customize the headlines you see by selecting your country preference at the bottom of this section.

3

Learning & events

View the latest learning opportunities and events here. You can customize the events you see by selecting your country preference at the bottom of this section. Visit 'Talent Hub' for more learning opportunities.

3

Quick links

These links mirror the top navigation bar and are prepopulated for you. To save other pages you visit frequently, add them to your 'My Links' link found at the top of any new ECN page.

3

Popular search terms

These are the top company search terms and will change frequently. If you find something here you access often, be sure to save it to your 'My Links' link found at the top of any new ECN page.

The screenshot shows the Encana Intranet (ECN) homepage. At the top, there's a navigation bar with links like 'Home', 'About Us', 'Careers', 'Investors', 'Media', 'Contact Us', and 'Log Out'. Below the navigation bar, there's a large banner area with a 'State of Colorado Update' and a 'Business Strategy Anniversary' section. To the right, there's a 'News & Alerts' section with a list of recent news items. Below the banner, there's a 'Recent ECN Headlines' section with three articles. To the right of this, there's a 'Quick Links' section with links to 'Find a Person', 'Find a Document', 'Find a Project', 'Find a Location', 'Find a Contact', 'Find a Document', 'Find a Project', 'Find a Location', 'Find a Contact', 'Find a Document', 'Find a Project', 'Find a Location', 'Find a Contact'. At the bottom, there's a 'Stock Prices' section with a table of stock prices and a 'Popular Search Terms' section with a list of terms.

Pictured: Encana Intranet User Guide. The user guide provides help on many ECN sections, showing screenshots of pages with accompanying text that describes the features and how to use them.

User Guide Highlights

The user guide was developed to teach people how to get the most out of ECN.

822

INFO@NNGROUP.COM

Encana Corporation (2017)

1. **Homepage help:** The user guide sample page above offers help about the homepage. The page title is listed at the top.
2. **Image:** The image of the homepage appears in the middle.
3. **Description boxes:** Descriptions are written in boxes, which appear around the homepage with arrows pointing to the areas described. The positioning of boxes and arrows helps users understand the area being described.

Project Site

Home

- Announcements
- Calendar
- Discussion Board
- Links
- Document Library
- Wiki Page Library
- Contacts
- Issue Tracking
- Tasks
- Site Contents

Tasks

Esbase Go Live - Phase 1

Esbase Go Live - Phase 2

Calendar

June 2016

Issue Tracking

Issue ID	Title	Issue Status	Priority
11	Esbase Cutover - CRP cube - connection issues with CRP cube partitions	Resolved	(1) High
12	Esbase Cutover - Scheduled Batch job failed to run properly	Resolved	(1) High
14	Esbase Cutover - Actuals cube performance issues	Resolved	(1) High
9	Esbase Cutover - Disable security settings being reset on servers	Resolved	(2) Normal
13	Esbase Cutover - UCL Libraries updates	Resolved	(2) Normal
15	Esbase Cutover - Missing reports from Stage 1 Cutover	Resolved	(2) Normal

Document Library by Stage

- Project Stage : 0 Project Management (2)
- Project Stage : 1 Business Planning (1)
- Project Stage : 2 Definition (5)
- Project Stage : 3 Analysis and Design (16)
- Project Stage : 4 Build and Configure (14)
- Project Stage : 5 Deployment (17)
- Project Stage : 6 Transition (1)

Document Library by Type

- Information Type : Audit (2)
- Information Type : Communication (8)
- Information Type : Planning (7)
- Information Type : Project Charter (5)
- Information Type : Project Plan (2)
- Information Type : Requirements Document (1)
- Information Type : Technical (11)
- Information Type : Technical/Vendor Data (1)
- Information Type : Test results (8)
- Information Type : Test Strategy (7)
- Information Type : Training & Documentation (4)

Pictured: Encana Intranet Project Site. Project team members can interact with tasks, the schedule, and several other project-related items.

Project Site Highlights

Project sites enable project teams to stay on task and share knowledge. Teams use features standard in all ECN projects, including task lists, issue tracking lists, document libraries, discussion boards, tasks, announcements, and links lists.

1. **Views.** In the upper left, employees can choose from a list of items to view, including *Home*, *Announcements*, *Calendar*, *Discussion Board*, and *Links*. To help orient users, the selected item appears in purple, while other items appear in white.
2. **Tasks.** The tasks are consolidated by week in the chart at the top of the page.
3. **Completed tasks.** Items with a strike-through are completed tasks; this lets users easily see which tasks have been done.
4. **Document library.** The document library is located directly within the site for easy access, and uses metadata to group, sort, and filter documents so that users can find the right document quickly. The two most commonly used views for the library appear on the page, and each has a small search field to increase efficiency in retrieving documents.
5. **Issue tracking.** A list of tracked issues on the landing page with associated status and priority works well to ensure the whole project team can understand and follow the progress of known issues within the project.

AdminToolbox Community

1 Accounting
Community
Expenses
IT
Meetings
Office Services
People Logistics Services
Resources
Tools
Travel
Vendors
Tips and Tricks

2 Welcome to the AdminToolbox Community
Access all tools from the Toolbox, by choosing to join the Community you will receive all Community updates in your Newsfeed.
[Join this community](#)

3 Toolbox
Accounting
Community
Expenses
IT
Meetings
Office Services
People Logistics Services
Resources
Tools
Travel
Vendors
Tips and Tricks

4 Newsfeed
Cabanis, Susan
There is another password that we need to be asking for when people turn in their iPhones/Pads. In order for IT to wipe/re-initialize, the device must be unlocked and "Find My iPad" turned off. The PIN will unlock the device, however it is the Apple ID account pin that is needed to disable "Find..." if they turned that function on. If the user leaves without providing these, IT has to have Apple remotely wipe and restore the device before it can be reused and that apparently can take a few weeks to do.
© Jones, Shelby likes this.
6 days ago Follow Cabanis, Susan

Nekola, Janelle
Hello Everyone, please note that the new processes and catering guidelines have been added to the Encana Meetings website. <http://encana.com/business/Meetings>. There is also a posting on the ECN Homepage under Self-serve meetings: <http://encana.com/news/archive/Pages/giving-you-the-whole-approach>
© MacDonald, Shelley likes this.
May 17 Follow Nekola, Janelle

Meek, Blayne
Office 365 phase two deployment starts today! Check out the ECN bulletin for more information, including a high level schedule. <http://encana.com/news/archive/Pages/office-365-phase-two-approach>
© Jones, Shelby and MacDonald, Shelley like this.
April 18 Follow Meek, Blayne

Roberts, Val
Before I place an order, I thought I should check to see if anyone has any extra #5383 labels. Looking for one box. Thank!
April 07 Follow Roberts, Val

Alcantara, Michelle
Hi Val, I was downstairs in the supply room on 42 yesterday and saw a number of label packages. I am not sure if #5383 was available but it might be worth a look. Thank!
April 07 Follow Alcantara, Michelle

Roberts, Val
Don't believe there is, but thank you, Michelle. I will double check!
April 07 Follow Roberts, Val

Meek, Blayne
Office 365 phase one deployment has begun. Participate in the self-serve deployment now until April 11. Automated deployment will take place on April 12 at 8 pm. For more information and instructions check out the ECN bulletin. <http://encana.com/news/archive/Pages/how-the-time-approach>
© Jones, Shelby likes this.
March 30 Follow Meek, Blayne

Jones, Shelby
Hi Blayne! I have already done the updates Phase 1 B2, on my desktop but we have a few hotel stations that I am interested in updating while they are in use. Would I be able to do that under my log in credentials? Thank!
March 30 Follow Jones, Shelby

Breton, Candace
Facilities is waiting for Hill to complete their restructuring within their systems so we can analyze whether a retack is required or if we just need to do a few moves. Hill expects to be complete by April 1st. We are asking everyone to hold off on more requests until it can be planned most efficiently. We thank you for your cooperation and patience on this.
© MacDonald, Shelley likes this.
March 22 Follow Breton, Candace

Breton, Candace
Please remind your teams to remove all items out of the fridge & freezer before this weekend's shutdown. Because its a full power shutdown food will spoil! Thank you! See ECN posting for for people to add a reminder! <http://encana.com/news/archive/Pages/how-weekend-closure-full-power-shutdown-approach>
© Gule, Elizabeth and 2 others like this.
March 08 Follow Breton, Candace

Breton, Candace
New announcement on ECN: <http://encana.com/news/archive/Pages/small-changes-big-savings-approach>, please follow the Facilities and Office Services website to get any updates on these changes and any others to come.
© Brund, Ben, Gule, Elizabeth and 3 others like this.
March 01 Follow Breton, Candace

Dubina, Lydia A.
I have found a large number of unopened boxes of 8 tab index dividers during a recent clean-up. If you are in need of any, let me know.
February 12 Follow Dubina, Lydia A.

Dubina, Lydia A.
I am looking for a spare 12-digit calculator(s), preferably with large display, for a personal on this floor. Hoping to find one in surplus instead of purchasing. Let me know.
February 10 Follow Dubina, Lydia A.

SHOW MORE POSTS

Contact Information
Please post any suggestions, comments, news articles, feedback to Community Newsfeed or you can email us at AAToolboxCD@encana.com or AAToolboxUS@encana.com
Canadian Committee: [Patricia Carpenter](#), [Julianne Klump](#), [LaTae Helton](#) | US Committee: [Susan Cabanis](#), [Melissa Hagaman](#), [Ronit Winkelspahn](#)

Pictured: Encana Intranet Admin Community. Administrative-related tools are consolidated in a community of practice on the intranet, which also lets users write news items and share their knowledge.

AdminToolbox Community Highlights

The AdminToolbox site gives staff members resources and support that span business units.

1. **Topics.** The left side navigation links lead to general topic areas including *Accounting, Community, Expenses, and IT.*
2. **Community.** Community membership lets staff members contribute to the site. A listing of available members provides a built-in community of practice where staff can become familiar with people in other business areas who perform similar functions, and can reach out for support or assistance when needed.
3. **Toolbox.** Icons with links lead to the most commonly used tools for people in the community. The page makes it easy to find many of the tools users need every day.
4. **Newsfeed.** Many ECN Community Sites have newsfeeds specific to their community members. Any member can post and reply in the newsfeedcurrent information, learnings and questions, and offers feedback from diverse community members. This type of interaction allows for a cultural shift, empowering users to overcome organizational barriers and look to each other to answer questions and find solutions.

Image Search

ECN | MyWorld | Talent Hub | A-Z Index | ECN Legacy

My Newsfeed | My Links | Kazmerik, Ryan

BROWSE PAGE PUBLISH

SHARE FOLLOW EDIT

ecn

Find a Person

News Hub | Our Business | Working Here | Collaboration | Tools & Resources | Our Strategy

Images

Location (3)

Fox Creek (6)

Farmington (5)

Dawson Creek (9)

Resource Play (2)

Tuscaloosa Marine Shale (3)

San Juan (5)

Montney (9)

Duvernay (6)

Created

One Year Ago

All

Drill

ECN Images

Download Image

Request High Resolution

JPG - 439 x 640

Related Images (4)

Keywords: rig; platform; hardhat; u.s.; usa; us; drilling rig; rig floor;

If you have a more accurate description of a photo, or can't find what you're looking for, please email Corporate Communications at corpcomm@encana.com

Pictured: Encana Intranet Image Search. Keywords return results of related images, which users can download or request in higher resolution.

Image Search Highlights

Images are a powerful way to get a point across. ECN provides an image library that employees can search; images are all described and tagged, making them easy to find.

1. **Attributes.** Employees can find images by their properties. For example, users can search for only JPG format images, or images that have a specific resolution, such as 1024 X 780.
2. **Results.** Thumbnail versions of each picture are displayed in a dynamic, flexible grid that lets users visually refine what they're looking for quickly.
3. **Filters.** Users can refine the image search by traits such as *location*.
4. **Related images.** Users can view similar images in a pop-up panel. This also displays the image in a larger size, and provides one button to *Download Image* and one to *Request High Resolution*. These services are helpful for people interested in any of the images.

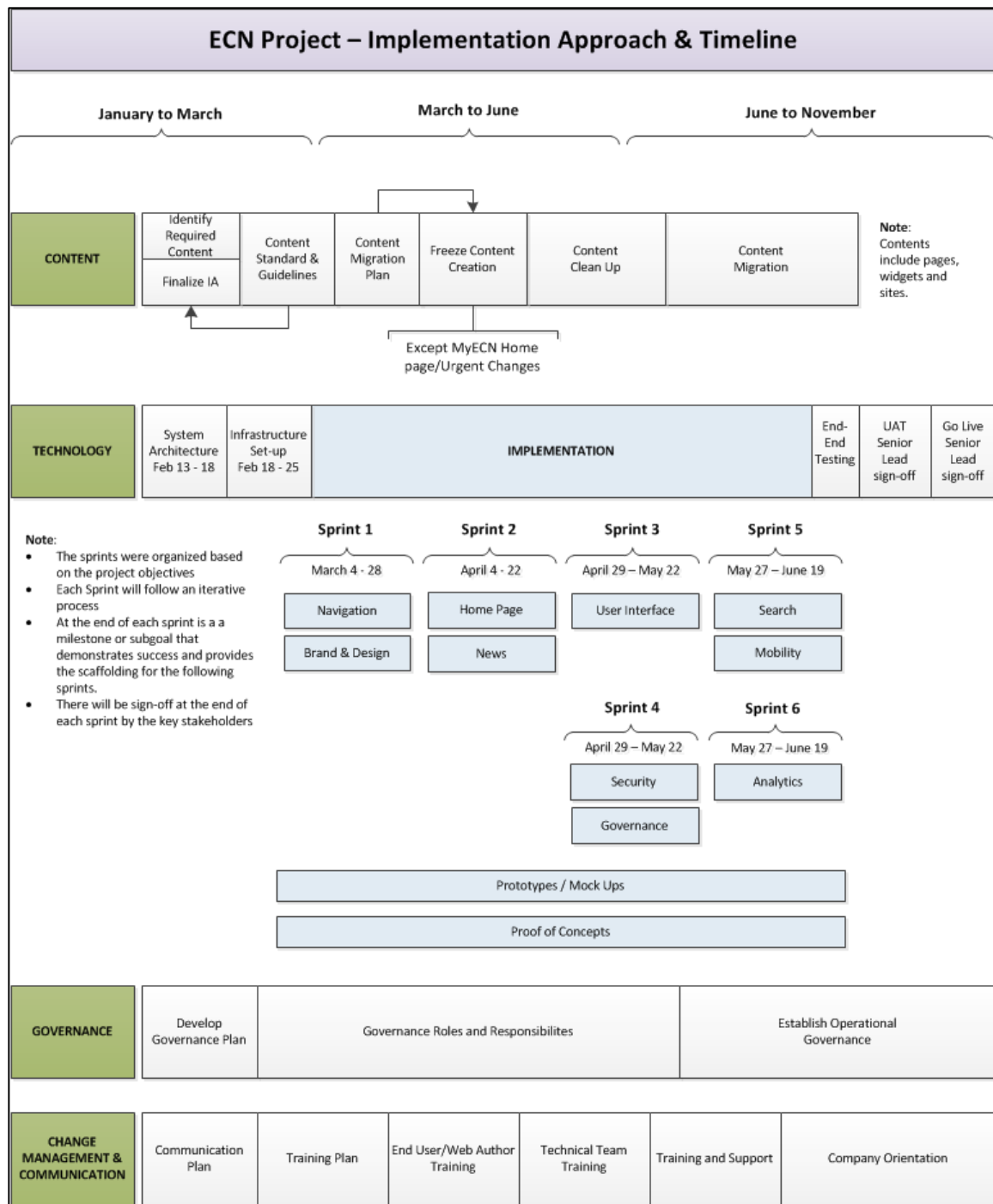
DESIGN PROCESS AND USABILITY WORK

Approach

The project team's approach was largely influenced and impacted by ongoing organizational change, project team turnover, stops and starts, and a few project resets that forced the team to find new sponsors and clarify goals. As a result, the team wisely adopted an Agile development model, which allowed some team members to focus on a series of incremental, iterative tasks that empowered the remaining project team members to collaborate and make decisions independently. At times, this approach also let them move forward faster rather than wait for executive sponsor sign-off.

Project Sprints

With the goals, objectives, and benefits clearly identified, a cross-functional project team and various working groups were established to complete the following project phases. These phases were managed through a series of sprints that followed an iterative process. Each sprint kicked off with a planning session that let the team review requirements, assign tasks, identify resources, and begin engaging key stakeholders. At the end of each sprint, a milestone or subgoal demonstrated success and provided the scaffolding for the sprints that followed. Each sprint lasted three weeks; sprints 3 and 4 ran concurrently, as did sprints 5 and 6.



Pictured: Encana Intranet Implementation Approach. Diagram of the Encana team’s implementation approach for the new intranet.

Following is an outline of the work accomplished during each sprint.

Sprint 1: Project Scoping

- **“As is” analysis:** Multiple inventories and a review of processes, technologies, and content.
- **Visioning:** Numerous discussions to determine the high-level vision for the intranet, web content management, the design, and the project implementation approach.
- **Raising awareness:** Knowledge sharing of industry best practices for intranets (process, governance, and technology) and for existing Encana SharePoint governance models, as well as models that might accommodate where the company is headed.
- **Requirements definition:** Translate the vision into requirements and defined scope.
- **Implementation planning:** Approach and migration planning.

Sprint 2: Audit and Definition

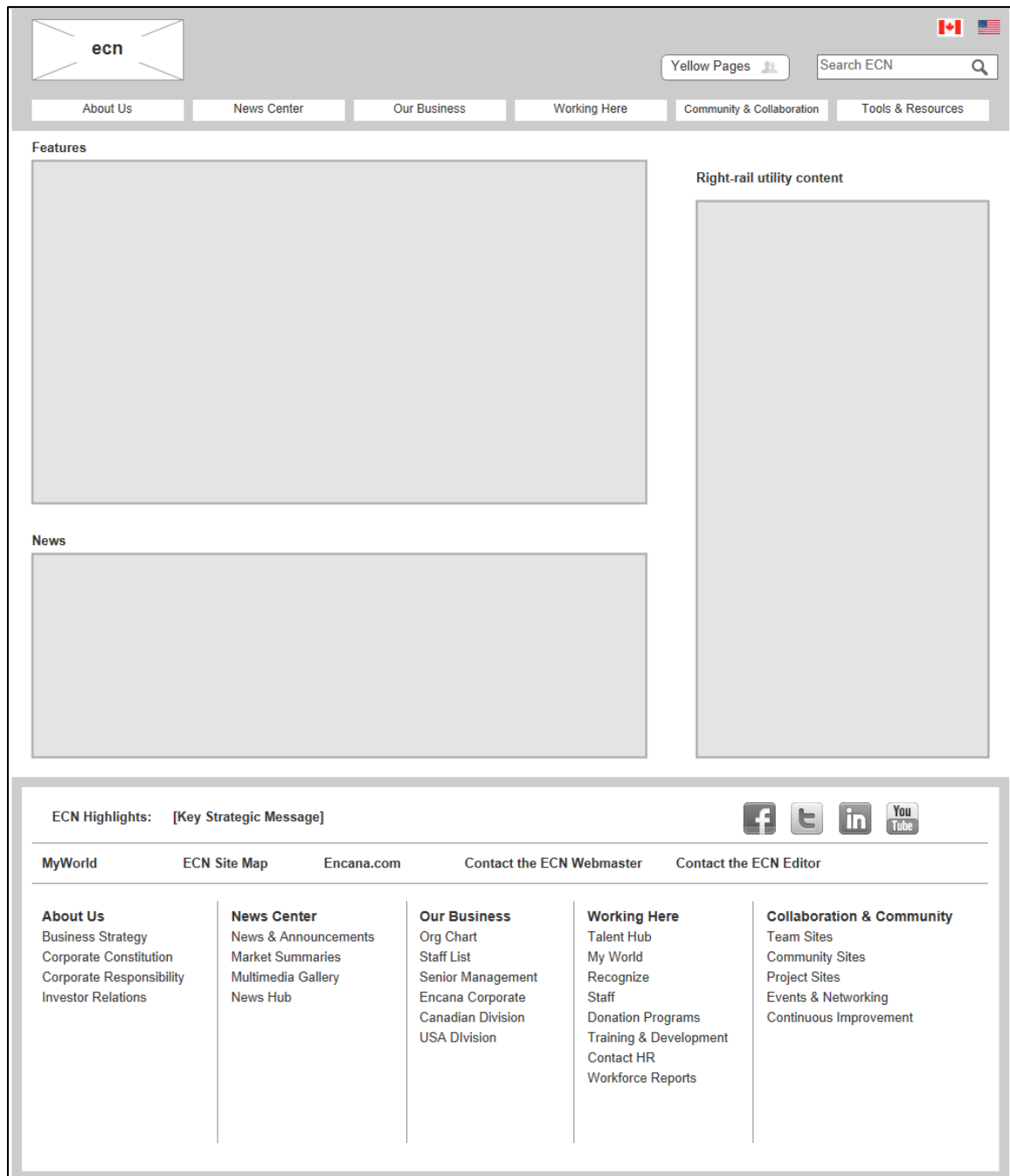
- Analyze the current intranet platform and collect requirements
- Document current business processes
- Document current site structure
- Audit portal categories (widgets and small applications)
- Audit site pages on the existing intranet (site ownership and analytics)

Sprint 3: Information Architecture

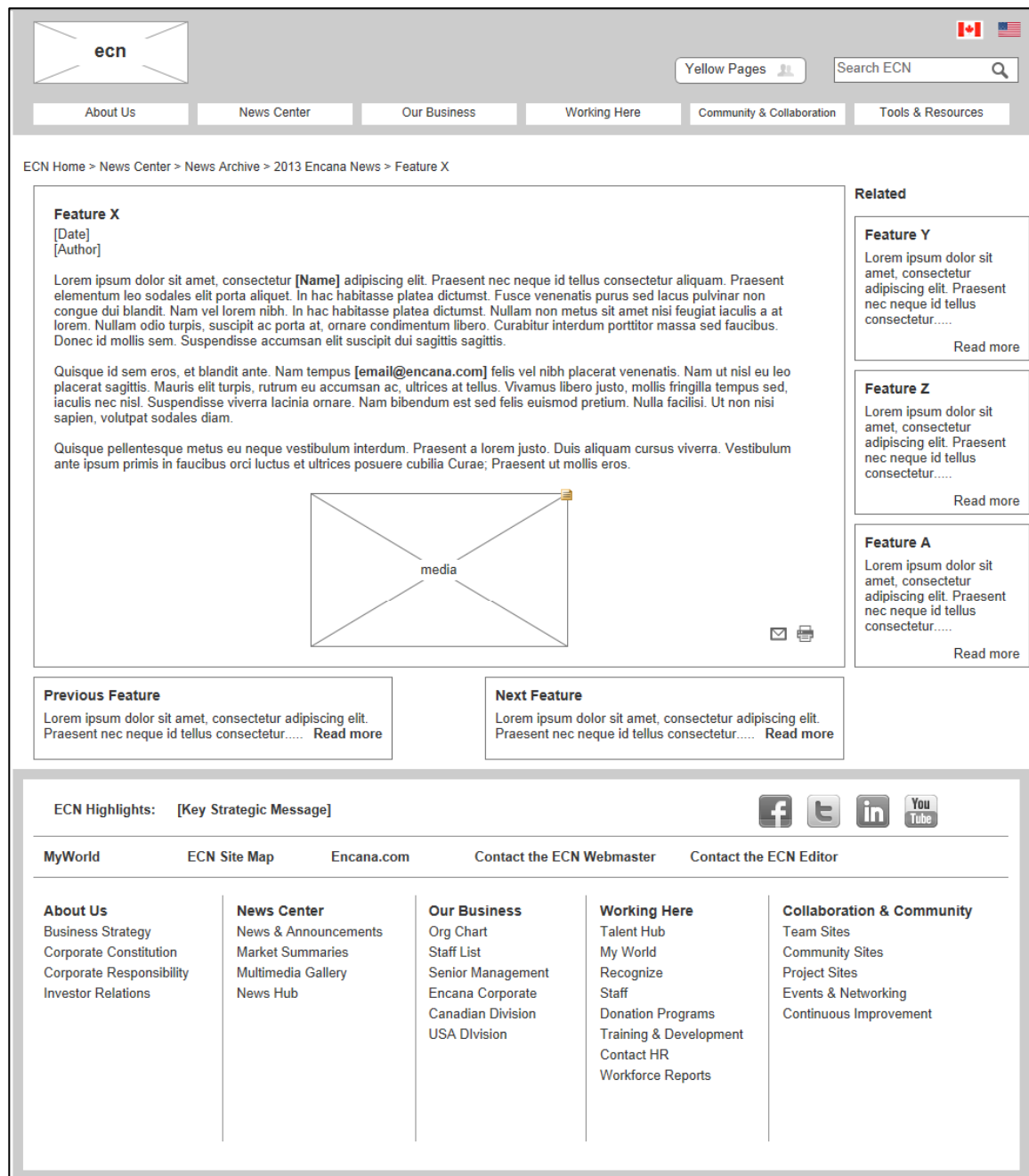
- **Site map and navigation prototype:**
 - High-level IA document illustrating navigational structure for the entire site
 - Initial navigational prototype(s)
- **Content strategy:**
 - Audit intranet content
 - Content strategy report
- Functional prototype with high-level wireframes
- Functional user-based specifications
- Usability testing

Sprint 4: Design and Prototyping

- Numerous technical activities, including: categorize and create high-level designs for custom web parts for the new SharePoint platform and design the interface
- Content classification model (metadata strategy) for top-level navigation
- Webpage wireframes
- SharePoint architectural design (including site collection design)
- Search strategy design
- Navigation prototype
- Content templates
- Interactive Axure prototype illustrating page-level interface for each relevant template
- Informal usability testing
- Informal report and recommendations on results of “hallway” testing
- Governance recommendations document
- Revised prototypes
- Updated and finalized prototypes based on internal and client review



Pictured: Encana Intranet Homepage Wireframe. A wireframe of the new homepage.



Pictured: Encana Intranet Article Page Wireframe. A wireframe of an article page.

Sprint 5: Implementation

- Implementation was broken down into six separate sprints, each organized based on project objectives:
 - Navigation, brand, and design
 - Homepage and news
 - UI
 - Security and governance
 - Search and mobility
 - Analytics
- Each sprint kicked off with a planning session to review requirements, assign tasks and identify resources, establish testing and success, and engage key stakeholders
- The project team was divided up and assigned key accountabilities:
 - **Content analysis:** Due to the enormity of the project and the number of sites, a separate team of people analyzed content and assisted the working team in developing a site migration approach.
 - **Design:** Delivery of IA, design, and implementation.
 - **Governance:** Delivery of an evolving governance plan for ECN.
 - **Communication and change management:** Communication to stakeholders and clients in support of the project.

User Research

The team conducted a number of user research activities, with the following goals in mind:

- Identify key known issues and gaps with the existing intranet
- Define overall recommendations from internal stakeholders and intranet users related to site architecture, content, features, and functionality
- Document strategic direction and key business goals related to the intranet
- **Content analysis.** Due to the enormity of the project and the number of sites, a separate team focused on analyzing content and assisting the working team in developing a site migration approach. Key areas of focus included the following:
 - High-level content audits and mapping of all sections back to the business
 - Web metric reports and forensic audits to help determine content that could be culled immediately and provide some quick wins

- Content audits workshops and presentations
- Content delivery plans
- **Usability testing.** As part of the redesign project, UX Guys conducted a usability test on a prototype of a new ECN structure. The goal of testing was to explore ease of use of the new navigation scheme and overall site structure before the ECN framework was developed further. UX Guys conducted 10 usability interviews with Encana employees. The participants represented a range of years of service and position types, and were located in various Canadian and US locations.

The team's objectives for this first research phase were as follows:

- Identify key known issues and gaps with the existing intranet
- Define overall recommendations from internal stakeholders and intranet users relating to site architecture, content, features, and functionality
- Document strategic direction and key business goals related to the intranet
- **Stakeholder interviews.** These interviews were one of the early exercises the team used to help gather requirements and collect feedback. The team interviewed various internal stakeholders and intranet users at Encana to understand how it could better organize and present information in a future version of ECN.

Interview logistics were as follows:

- **Format:** 11 interviews total, up to 30 minutes each.
- **Canadian locations:** Four participants were in the Calgary office, two part-time between Calgary and the field offices, one in the field office.
- **US locations:** Three participants were in the Denver office, one in the field office.
- **Roles:** Three participants were site users only; eight were users who also had some responsibility for producing site content.
- **Tenure:** Participants' tenure at Encana ranged from 2 months to 32 years, with the mean being approximately 5 years.

Each participant was asked the following interview questions:

- "Please briefly describe your roles and responsibilities at Encana."
- "How frequently to do you use the Encana intranet (e.g. hourly, daily, weekly)? How much time do you spend on the intranet when you do visit?"
- "In which areas of the intranet do you spend most of your time? More specifically, what type of content do you most typically find on the intranet?"

- “What are some common tasks that you perform on the intranet?”
- “What are your typical navigation methods on the intranet — do you use the top menus, or do you use search?”
- **Pain points:** “What are some aspects of the intranet that, in your opinion, do not work?”
- **Good points:** “What are some aspects of the intranet that, in your opinion, do work well?”
- “What are some features, content, or functionality that you think are missing, that should be included in the intranet?”

From these interviews, the team began to identify and prioritize key recommendations, including the following:

- **IA:** ECN needs a more coherent IA and more usable navigation; once users leave the homepage, confusion reigns.
- **Content:** Old content needs constant pruning; there is also a need to establish (and enforce) governance rules.
- **Personalization:** The team needs to explore personalization features as a means of serving multiple audiences more effectively.
- **Personas inform the IA design.** To define the UX, team members needed to understand the key stakeholders and their very diverse needs — that is, what they do in their jobs, what they need to support their work, and how they will interact with the intranet. This was accomplished by creating persona profiles for each stakeholder group. These profiles provided a way to identify and understand how each user type would perform his/her tasks on the portal. Some of the personas they created were for site users, content managers, content publishers, communication advisors, and field staff.

Once the persona profiles were established and users were recruited to represent each persona, team members began the hands-on UX research, which included in-depth interviews to understand user requirements and pain points. They also identified navigation and browsing methods, content publishing processes, and any challenges users experienced along the way. “This was exactly what we needed to bring light to a number of key problems with the existing design and content organization,” says Ben Nwachukwu, IT Analyst. These problems included the following:

- Inconsistent landmarks or signposts throughout the portal, which caused users to easily become lost while navigating
- Lack of clear distinction between different main categories in the top navigation
- Multiple links to the same content from different navigation points
- Poor search experience with ineffective search results

- Confusing localization; users clicking on links sometimes unexpectedly navigated between the otherwise separate Canadian and American intranet portals

Notable Research Findings

Team members gathered many useful pieces of information from their various research efforts. Some of the notable research findings included the following:

- **Navigation was improved.** Users felt the new navigation and layout was easier to use and more intuitive than the current ECN.
- **Customization was highly valued.** Users really valued the ability to create their own quick links and most-used pages; they also appreciated customizable platforms such as MyWorld and Myhub.
- **Tools & Resources was a major win.** This section got the most traction and appreciation; users felt it was a really useful hub.
- **Redundancy could be reduced.** Participants sometimes appreciated redundancy in links and access to information; at other times, they found it confusing.

Other Research Activities

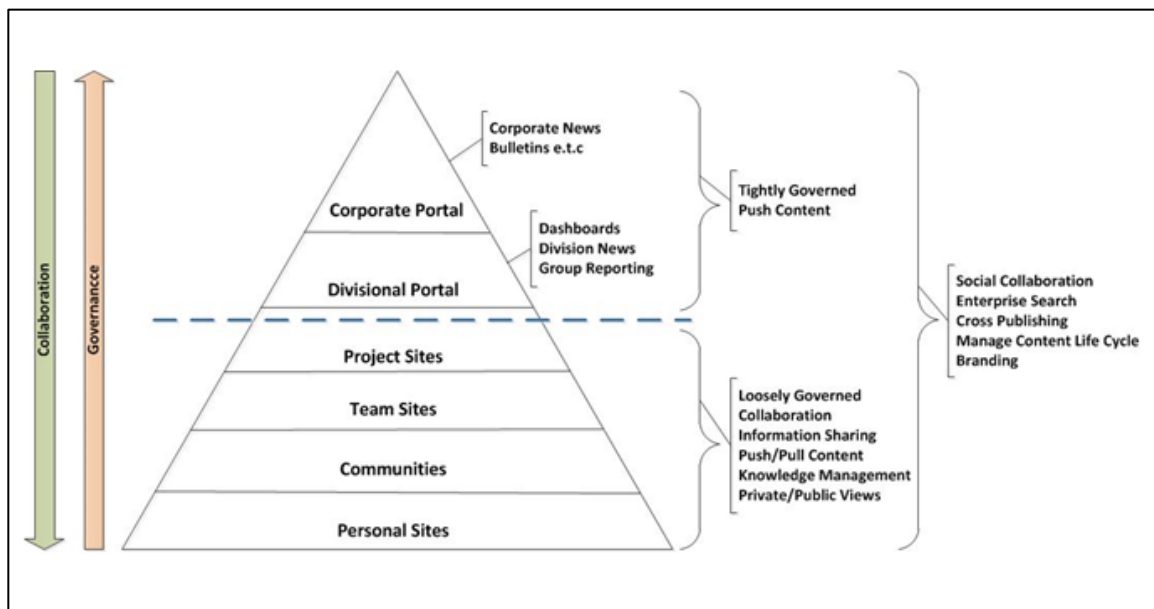
Because SharePoint had been introduced into the Encana environment a few years earlier, it was selected as the replacement portal technology. This eliminated the need to research portal technology options, but the team nonetheless invested in the following activities:

- Reading and discussing previous editions of NN/g's Intranet Design Annual
- Participating in monthly Web Communications Meet-ups with peers in the energy industry
- Gathering and analyzing best-in-breed research material from some of the company's vendor partners, such as Gartner PeerConnect
- Capturing and analyzing web metric data from the existing intranet
- Capturing and documenting existing as-is business processes
- Capturing and prioritizing critical business requirements and clarifying the intranet's scope

Developing a New IA Strategy

The team took all of its user research findings and developed a new strategy for re-architecting the intranet's content, following two simple guiding protocols: governance and collaboration. These protocols would allow them to manage the architecture better from the start, as well as to plan the functionality and usability that users needed.

The first task in this process was to envision a high-level structure for governing the intranet experience. They separated the intranet into two major areas: enterprise-level corporate content, and user-driven collaborative content. The enterprise-level corporate content was to be tightly controlled and highly driven by corporate content pushed to all staff. The collaborative content area was to be less controlled, empowering end users to collaborate and share knowledge through a more organic, decentralized approach.



A diagram of the Encana intranet IA.

Many of the navigation problems were tied to the old portal's IA, which was hierarchical in nature and based on the organizational structure. This approach made it difficult to adapt intranet sites to ongoing organizational changes. Architectural changes were often difficult to implement because of the pain, stress, and time involved in cleaning up and updating the nested sites. As a result, the portal's duplicated and outdated content was increasing, as was a deeply rooted folder structure on the back-end. This created growing frustration among users and support staff, because finding and managing information on the portal was both tedious and time consuming.

To address these navigation issues, team members conducted several card-sorting exercises with stakeholders. They identified the appropriate navigation labels and decided how to group and organize information for more intuitive and usable navigation. This process was followed by usability testing with different end users to validate the proposed navigation menu.

This proposed architecture, derived from the feedback, comprised six major corporate content categories (see below). The proposed structure's conceptual model takes a user-centered approach as it moves through the different levels of relationship between staff members and Encana leaders, as well as between teams and other groups that work together within the company.

PROPOSED CONTENT CATEGORIES FOR NEW INTRANET

Content Category	Description
News Hub	Top-down communication of news and other key organizational announcements from Encana leadership to all employees
Our Business	Information about the company, including strategy, leadership, corporate reports, and org charts, as well as business group information specific to Encana's divisions, business functions, and departments
Working Here	Content relevant users (employees or contractors), including HR contacts and benefits, wellness, and career development information
Collaboration	An unmoderated site collection where Encana teams and groups control and manage their own unique workspaces in order to organize and plan tasks or events, share information, hold discussions, and collaborate on work with colleagues and teams
Tools & Resources	An aggregation of links to popular and/or useful content that helps staff members do their jobs more efficiently or effectively
Our Strategy	Key information about Encana's business strategy

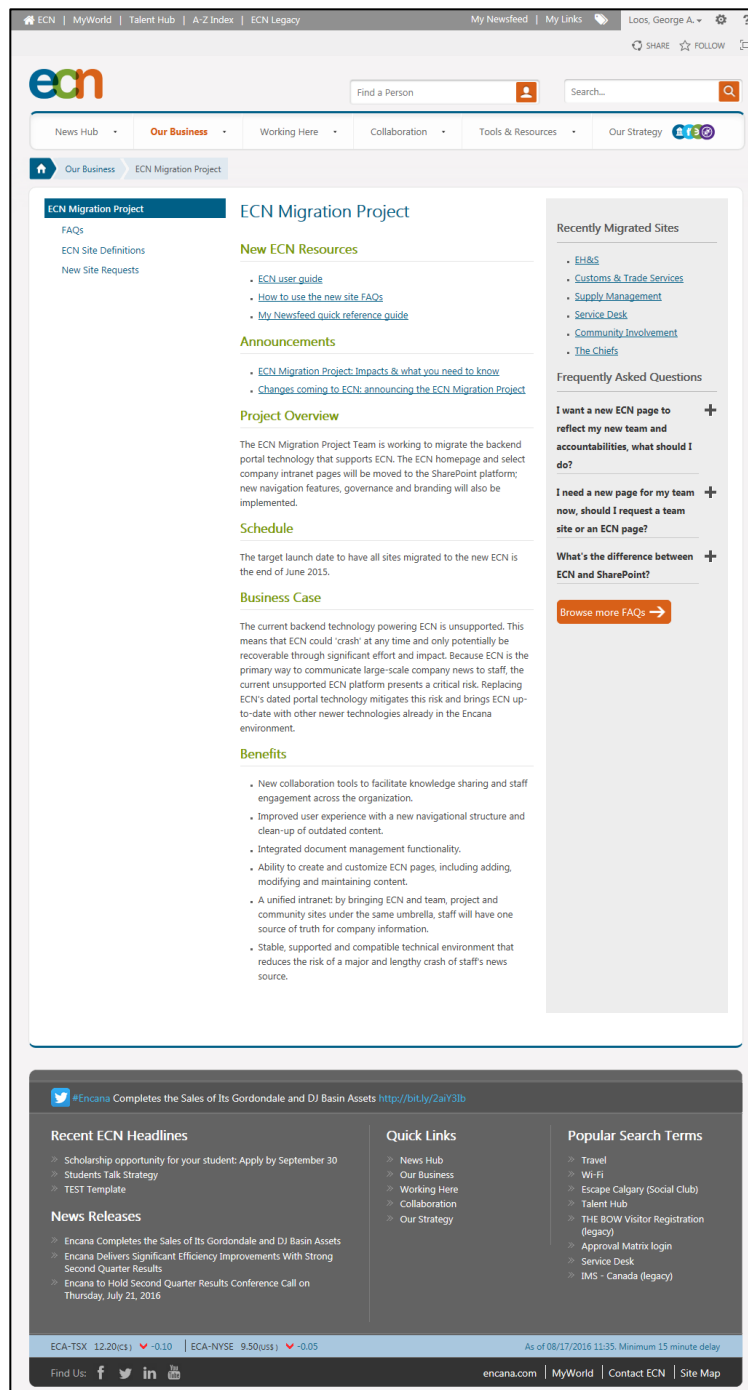
Buy-in

The company experienced big changes in leadership and project management during the project; this resulted in some inconsistencies in the level of corporate commitment or buy-in for the redesign. Each change resulted in adjustments to the scope, work, or approach, yet despite all this change, the team forged ahead; by the end of the project, company leadership was on board and fully supporting the launch of the new ECN.

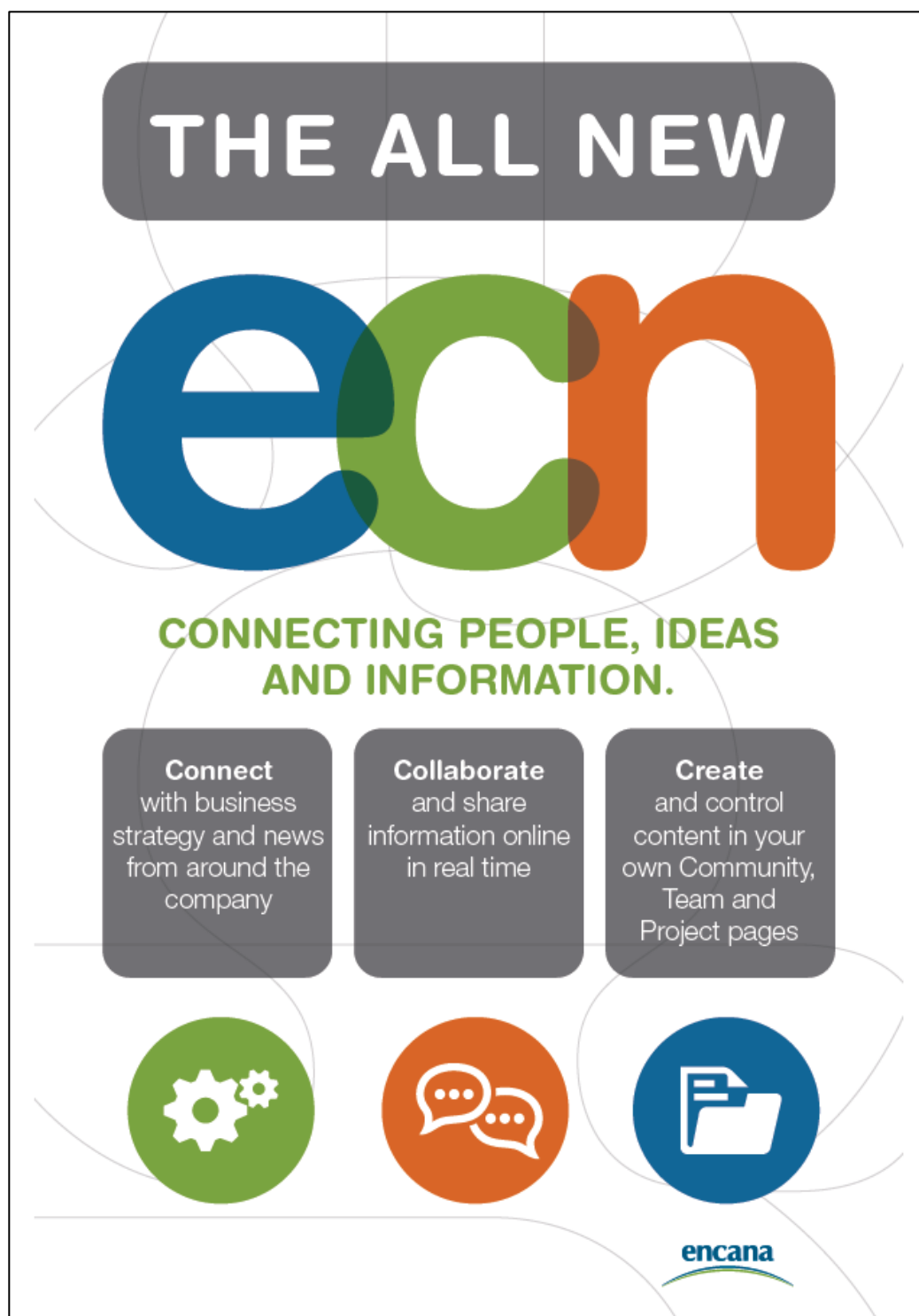
With that critical leadership support in place, the team designed a successful launch campaign to build interest and introduce staff to the new portal features. The campaign created considerable buzz across the company and included both advertisements and informational documents including the following:

- **Migration project site.** This site helped communicate and provide updates throughout the migration process. It included announcements, a project overview, FAQs, and a list of recently migrated sites.
- **Posters.** Posters were put in all of the company's mailrooms.

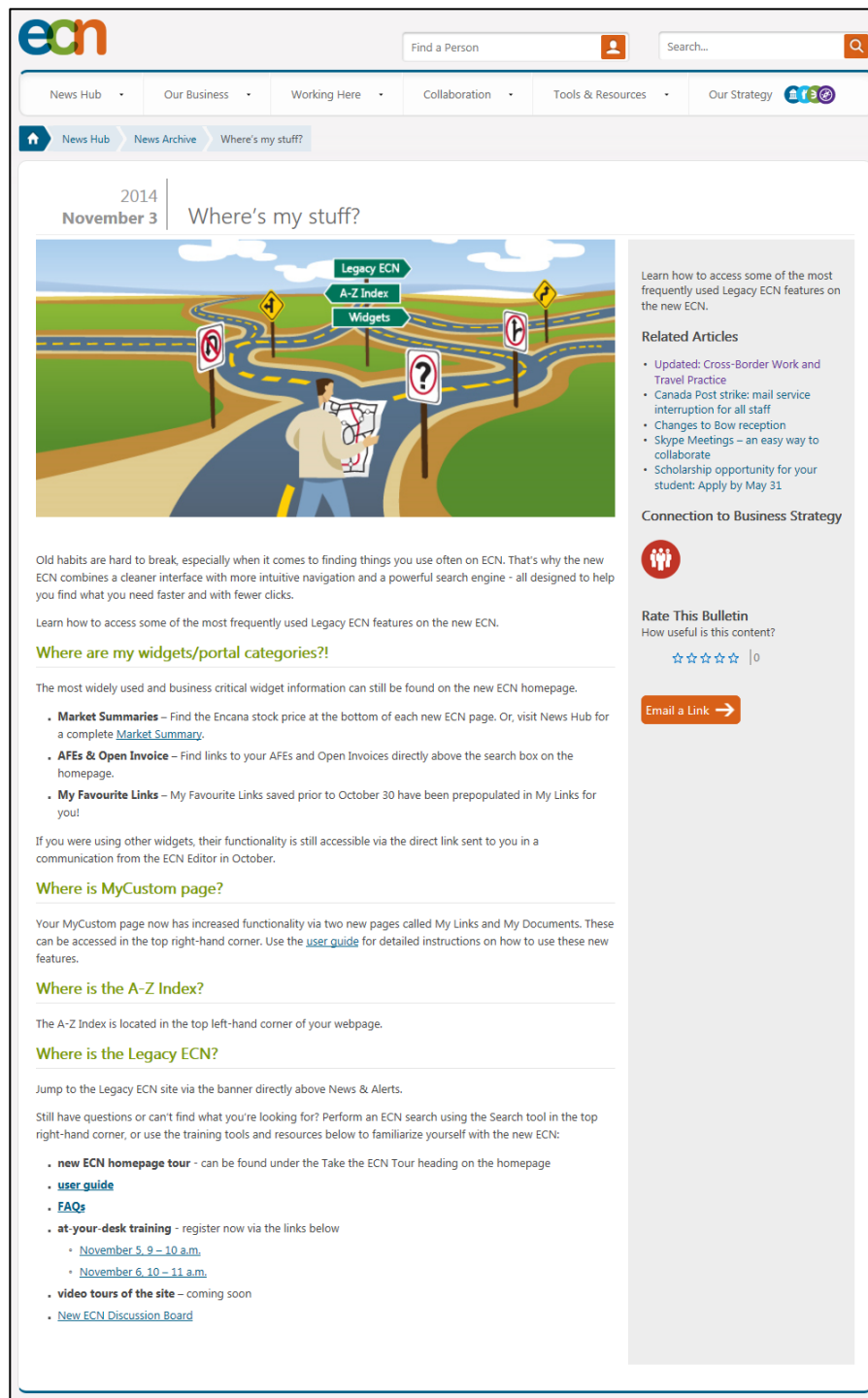
- **Introductory bulletin.** An introductory bulletin welcomed visitors to the new site and highlighted its new features.
- **Change bulletin.** This bulletin explained site changes and where users could get help. The bulletin attained 95% readership and was a great resource for the staff.
- **User guide.** The user guide provided easy-to-follow instructions on how to use some of the new features.



Pictured: Encana Intranet Migration Project Site. The Encana team created a site to help communicate and provide updates about the migration process, announcements, a project overview, FAQs, and a list of recently migrated sites.



This mailroom poster was used to support the launch of the new Encana intranet.



Pictured: Encana Intranet Launch Article. This article supported the launch of the new intranet.

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The user guide's *Table of Contents*. The ECN team created the user guide with easy-to-follow instructions to help staff members learn how to use some of the new intranet's new features.

Adoption

The adoption process has spanned almost two years and is an ongoing work-in-progress for both the users and site owners.

It didn't take long for users to start navigating to enterprise sites looking for information and using collaboration sites to work together in teams. As content was migrated to the new portal, more and more teams and groups were enticed to initiate their own projects to migrate or build out their content. However, the intranet team is still working on getting users to embrace SharePoint's social features, including discussion boards, my site, newsfeeds, and tagging.

The adoption rate for site owners and contributors suffered a bit at the beginning because the organization didn't have change management practices in place. This meant that more collaboration sites than it would have liked went stale or inactive because site owners were not maintaining them. The intranet team tried to establish a site owner community that met monthly to discuss site tips, issues, and best practices, but it wasn't sustained. It also built a learning portal, the *SharePoint Knowledge and Information Portal* (SKIP), which was initially populated with Microsoft SharePoint how-to videos and other existing training materials. This was a starting place for site owners, but the team didn't incorporate enough sustainable site owner or contributor training or best practice information during the project rollout, and some site owners quickly let the intranet team know that they didn't feel knowledgeable enough to maintain their sites.

To address this shortcoming, the team has since been publishing more in-house content on the SKIP site so site owners can find training materials tailored to the ECN environment, rather than to the generic SharePoint installation.

"It has been growing organically," says Debbie Bender, Senior Communications Analyst, "with some of our power users modeling some great site best practices and others following suit, but the adoption process has taken a little longer this way. We are now in the process of creating a more comprehensive adoption plan to improve use of social features and other SharePoint functionality, and to increase site owner training on site management.

"We are building out a training program with more targeted training materials, and are planning on resurrecting the site owner community by scheduling regular meetings and Lunch & Learns that are on target with some of the knowledge opportunities and gaps we've identified along the way."

WORKING WITH OUTSIDE AGENCIES

Agency	Project Role
Habanero Provides strategy, design, implementation, and support services	<ul style="list-style-type: none"> • Technical design, including detailed iterative design (SharePoint development) working with stakeholders • Site development • Site framework development based on approved navigational structure • Site and page development for all major business groups • Content development with assistance of business stakeholders
UX Guys A digital experience consulting firm focused on user research and usability consulting	<ul style="list-style-type: none"> • Review of Encana content audit and other onboarding materials • Stakeholder in-depth interviews ("IDI") • Review IDI results with internal Encana team to discuss findings, concepts, and direction • Conceptual site maps and navigational prototypes that outlined an early approach to navigational design

GOVERNANCE

Web Governance Framework

The Encana intranet's web governance framework establishes an outline for how the company determines and evolves processes, standards, and procedures, and the various related roles needed to manage and maintain the intranet. This framework enables Encana to introduce guiding principles on how such decisions will be processed, who will be included in the decision-making, and how consensus will be reached. It is a work in progress, but it is well underway.

The governance framework helps the organization define and execute on the following aspects of governance:

- **Roles and responsibilities.** The framework captures, reviews, and clarifies the roles, responsibilities, and authorities related to the intranet.
- **Strategic direction.** With the framework in place, the organization can capture, review, and clarify the existing/desired direction, as well as the intranet-related communications, standards, and processes.

- **Shared process gaps.** The framework helps the organization determine which high-level intranet-related processes, capabilities, and technologies are shared, or should be shared, across the organization.
- **Standards gaps.** The framework helps the organization decide which intranet processes, standards, and guidelines need to be created or modified to meet current needs.
- **Communication strategy.** The framework helps identify how all of the above will be endorsed, communicated, and regulated within the organization.

Team members will have to continue to adjust and update the framework to better align with new team structures and the evolving accountabilities, but they do have solid buy-in and adoption of this framework. The team is working toward a future in which all of the following can be easily accomplished:

- Identify the organizational mechanisms through which intranet-related strategies, processes, and standards are set and maintained
- Reduce intranet development risks by establishing clear intranet decision-making authority, extending intranet web accountability to more senior organizational levels, and improve intranet web standards compliance
- Provide a forum where disparate needs and production practices can be discussed, aligned, and resolved
- Minimize and confirm internal website ownership and strategic direction issues, smoothing the relationship between various departmental intranet stakeholders
- Improve the internal web development environment by reducing the opportunity for competing editorial, structural, or technical approaches to intranet web development
- Identify and create intranet web-specific processes and standards that will reduce risk to the organization
- Identify a standardized process for creating specialized teams and working groups to help enable intranet web strategy-related discussions, as well as for researching roles and responsibilities

INTRANET TEAM RESPONSIBILITIES

Role	Responsibilities
Executive Sponsors (ES)	<ul style="list-style-type: none"> • Serve as executive-level champions for the solution • Position the solution as a critical mechanism for achieving business value • Help communicate the solution's value to the various management levels at Encana
Business Owner (BO)	<ul style="list-style-type: none"> • Serve as champions for the solution • Position the solution as a critical mechanism for achieving business value • Support internal communications and help communicate the solution's value to the various management levels at Encana
Manager of ECommunications	<ul style="list-style-type: none"> • Manage the overall design, functionality, and integrity of the intranet web solution from a communications and business perspective • Foster the productive use of web-based intranet services • Help find the direction and priorities for Encana's short- and long-term intranet web strategy
Operations Team/ Ecomm Analyst (OT)	<ul style="list-style-type: none"> • Develop and maintain the voice, tone, brand, and messaging for Encana's enterprise-wide and enterprise-level intranet web communication • Work closely with the ECN Technical Support Team to maintain site standards and style guides for new development
Communication Advisors (CA)	<ul style="list-style-type: none"> • Liaise with the business to develop and maintain appropriate, accurate, engaging, and informative content on Encana's digital platforms
Brand Advisors (BA)	<ul style="list-style-type: none"> • Provide guidance on how to ensure that the intranet adheres to general Encana identity guidelines
Communication Advisors (CA)	<ul style="list-style-type: none"> • Liaise with the business to develop and maintain appropriate, accurate, engaging, and informative content on Encana's digital platforms

Technical Support Team (TST)

- Deliver day-to-day operational support for the base ECN technology infrastructure by continuously maintaining and monitoring it
- Deliver aspects of the solution delivery life cycle, including requirements definition, estimating, design, implementation, training, best-practice development, and continuous client support

Site Owners (SO)

- Ensure that content for a particular intranet site is properly collected, reviewed, published, and maintained over time

Application Stewards (AS)

- Maintain technical contact for the target application
- Possess general knowledge about the application
- Plan for and assess major upgrades of the application and/or related components

Web Innovation Technology Advisory Committee (WITAC)

In addition to the roles listed above, Encana has also built out a committee that helps the overall organization make balanced governance decisions. The Web Innovation Technology Advisory Committee (WITAC) is made up of representatives from the Communications and Technology teams and is charged with finding the right balance between technology and business, and between centralized control and decentralized empowerment (governance). The committee's mandate will be to meet on a regular basis to discuss strategy and interdependencies that will occur between communications and IT. Its role also includes looking for synergies between communications and IT and finding opportunities for technology to support internal communication.

WITAC members will work together to determine communication and training tactics to support Site Owners and Site Stewards; they will also do the following:

- Provide direction to the Site Stewards and Site Owners, and support them in producing and maintaining a quality website
- Establish, communicate, and promote standards and guidelines for tools and procedures related to developing and maintaining intranet pages and applications
- Develop, coordinate, and maintain effective, timely communication channels for intranet-related questions and issues, and provide a clear source of contact for all page owners and authors
- Bring issues and recommendations from business units regarding intranet standards, tools, policies, and procedures to the ECN Business Owner

ECN Intranet Site Definitions

SharePoint was initially introduced to Encana a few years prior to the intranet redesign project to help facilitate collaboration and document sharing with a few select parts of the business. Over the years, smaller internal SharePoint sites were launched, with varying degrees of success and adoption levels. To help differentiate the new enterprise intranet redesign project from these efforts, the team needed a way to define and group the different types of existing SharePoint sites, as well as to triage new incoming site requests. One of the newly created WITAC's first tasks was to list all site types and create definitions. These agreed-upon site definitions allowed for smoother, more efficient governance discussions, as well as for standardized language when the team communicated to the company at large.

Tracking the various site areas has helped instill better communication and focus among team members. Throughout the organizational and team changes, the Encana designers focused on describing the benefits of the different site types and defining the audience and owners for each. Some of these sites are described in the section that follows.

Enterprise Site

An enterprise site is designed to let operational and functional teams communicate to the rest of the organization about enterprise-wide processes, documents, organizational structure, culture, leadership, and business strategy. It also includes company news, announcements, and updates. The content is tightly governed and is mostly static, one-way "push" communication to all staff. Examples include content related to business strategy, *Employee's Corner*, and travel.

Audience	All staff
Owners	Internal Communications
Benefits	Provides staff members with essential and basic public information about the enterprise, its operational and functional areas, its leaders, and its values

Project Site

A project site is a type of collaboration site designed for project teams to help them collaborate and manage their projects more easily and efficiently. This type of site has a defined start and end date, and can be archived at the end of the project life cycle.

Audience	Project team members
Owners	Project manager and project team
Benefits	This site gives project team members and other stakeholders a central point to access project status and up-to-date project information. It provides a medium for the project team to collaborate on tools, templates, and other project resources. Project sites can also have social features similar to a community site, such as a newsfeed.

Team Site

A team site — also a collaboration site — is designed for teams and their members to collaborate and share knowledge about team practices and thereby support day-to-day work. The site is typically defined by the organizational structure (for example, the Communications Team site). Team sites have an undefined end date.

Audience	Operational and functional teams
Owners	Business team leader and business team
Benefits	<p>Fosters team collaboration and knowledge sharing by giving users tools to</p> <ul style="list-style-type: none"> • Discuss ideas and review documents • Make announcements to team members • Manage the team schedule and calendar • Track issues, tasks, and other team activities <p>Site membership (access) can be controlled and managed by the Site Steward. Team sites can also have social features similar to a community site, such as a newsfeed.</p>

ECN

MyWorld

Talent Hub

A-Z Index

ECN Legacy

My Newsfeed

My Links

Loos, George A.

?

BROWSE

FILES

LIBRARY

ecn

TEAM SITE

projects

Search This Site

Communications

Ecommunications

CA Client Plans

Home

Announcements

Calendar

Team Strategy & Priorities

Team Discussions

Libraries

Reference Library

Projects

Secure

Team Photo Library

Editorial Board

Story Library

Evergreen Content

ECN Vision Review

Media Library

Secure items

Standby statements

Newsfeed

Recent

infosec-survey

survey-test-03

survey-test-os01

survey-test-os

corporate-services-midyear-roundup

Site Contents

Priority

Type

Name

Group

Project Lead

Sponsor

Status : Active (19)

Priority #1

Bulletin Workflow Form

Ecomm

Bender, Debbie

Loos, George A.

Priority #1

Lets Talk

Internal Communications

Smith, Sheila

Scott, Simon

Priority #1

NNG Intranet Submission

Ecomm

Loos, George A.

Loos, George A.

Priority #1

External Digital Strategy Business Case

External Communications

Averill, Jay

Scott, Simon

Priority #1

Operational Highlights

Internal Communications

Bauer, Jennifer

Scott, Simon

Priority #1

ECN Strategy

Internal Communications

Keirstead, Jana

Scott, Simon

Priority #1

Encana Cares 2016

Community Involvement

Oliver, Geoff

Oliver, Geoff

Priority #1

Governance ECN

Ecomm

Loos, George A.

Scott, Simon

Priority #1

Sustainability XWEB

External Communications

Sultan, Omar

Stokes, Cathy

Priority #2

Digital Asset Management

Ecomm

Loos, George A.

Loos, George A.

Priority #2

Measurement Metrics Strategy

Ecomm

Bender, Debbie

Loos, George A.

Priority #2

Usability Testing Strategy

Ecomm

Keirstead, Jana

Loos, George A.

Priority #2

Editorial Calendar ECN

Ecomm

Keirstead, Jana

Loos, George A.

Priority #2

Virtual Town Halls

Internal Communications

Loos, George

Scott, Simon

Priority #2

Quarterly Releases

Media Relations

Bender, Debbie

Averill, Jay

Priority #2

XWEB Doing Business Encana

External Communications

Sultan, Omar

Loos, George A.

Priority #2

Corporate Services Town Hall

Ecomm

Smith, Sheila

Scott, Simon

Priority #2

LCD Ideas and Concepts

Ecomm

Sultan, Omar

Scott, Simon

Priority #2

Spotlight

Ecomm

Sultan, Omar

Loos, George A.

Status : Inactive (53)

1 - 30

Add document

Pictured: Encana Intranet Team Site Project List.

Community Site

Another type of collaboration site is a community/social site, which is designed for sharing and discussing topics of common interest across departments, disciplines, or teams; an example is the Encana Women's Network site. This type of site can have a defined or an undefined end date, depending on the objective and is also referred to as a collaboration site.

Audience	All staff
Owners	Community managers
Benefits	<ul style="list-style-type: none"> • Promotes a transparent communication and information exchange across teams, business units, and departments by enabling people to share expertise and seek help from others with knowledge in specific areas of interest • Tracks the history of any posts/replies in discussions for easy reference • Allows membership to be private, closed, or opened to everyone

My Site

My Sites provide staff with a central location to manage and store personal documents, favorite links, and contacts.

Audience	Individual staff members
Owners	Internal Communications
Benefits	<ul style="list-style-type: none"> • Provides a personal space for staff to manage private information, links, and files • Lets the owner control and manage site membership

Personal Blog

A personal blog is designed like a personal webpage where an individual (or a group of individuals) can record their own experiences, opinions, and observations on a regular basis; blogs are often illustrated with images, videos, and links to other sites. A personal blog should reside in the person's My Site, and is also referred to as a collaboration site.

Audience	Individual staff members
Owners	Individual staff members
Benefits	Creates an opportunity for users to express their personal opinions and share their knowledge; subject matter should be limited to corporate issues

Business Blog

An executive blog is designed as a dedicated web page where an individual (or group of individuals) can record (in writing or video format) company-wide announcements, news, and reflections on various corporate subjects on a regular basis. Executive blogs are often illustrated with images, videos, and/or links to other sites. These blog pages are a subsite of the enterprise sites and are also considered a collaboration site.

Audience	All Staff
Owners	Executives
Benefits	<ul style="list-style-type: none">• Fosters and promotes honest and transparent communication from Executive Leadership to the rest of the company• Provides employees an opportunity to comment and give feedback on company announcements, and for the Communications team to publicly respond

Application Site

An application site is designed to describe sites with custom workflows and other unique features, such as those for Recognize App and Corporate Records Management Request Forms.

Audience	Application Stewards and all staff
Owners	Application Stewards
Benefits	Provides a go-to place for anything and everything regarding the application for upgrades, support, issue resolution, and so on

URL AND ACCESS

ACCESS INFORMATION

Item	Status
URL	http://ecn.encana.com
Default Status	ECN is set to be the default browser for all users.
Remote Access	Users can access the site remotely using VPN.
Shared Workstations or Kiosks	Some field workers share a workstation.

TIMELINE

PROJECT MILESTONES

Milestone Date

Milestone Description

2002 Encana is created from two Canadian independent oil and gas companies — PanCanadian Energy Corporation (PanCanadian) and Alberta Energy Company Ltd. (AEC). At this time, a new intranet is built to deliver internal communications to approximately 5,000 employees and contractors across North America.

2002–2014 The intranet is operated under a loose, undefined IA and a distributed content publishing model. A content audit toward the end of this period reveals that more than 12,000 folders and 200,000 web pages are housed on the platform.

2009 Encana announces plans to split the company into two distinct and independent energy companies: a natural gas company (Encana) and an integrated oil company (Cenovus Energy Inc.).

May 2013 The company's intranet portal technology has been unsupported for more than three years, and its vendor is slated to retire the software by June 2014.

June 2013 A project charter is presented to replace the intranet portal technology.

August 2013 Project scoping:

- Assemble project start team
- Perform "as is" analysis
- Define high-level vision for the intranet
- Define knowledge sharing and best practices
- Create requirements and scope definition

August–October 2013**Audit and definition:**

- Document current business processes
- Document current site structure
- Audit portal categories: widgets and small applications
- Audit site pages on the existing intranet (site ownership and analytics)

August–October 2013**Information Architecture:**

- Create a functional prototype with high-level wireframes
- Create functional user-based specifications
- Conduct usability testing

October–February 2014**Design:**

- Build a content classification model (metadata strategy) for top-level navigation
- Use a SharePoint architecture (including site collection design etc.)
- Develop a search strategy
- Create an implementation plan

March–November 2014**Implementation and launch:**

- Create a detailed UI design for each component
- Implement designs and conduct quality assurance and testing
- Offer training
- Migrate content
- Stabilize the site
- Go live

January–August 2015**Migrate remaining sites**

Overall redesign timeframe: 15 months to launch

CONTENT AND CONTENT CONTRIBUTORS

Content Migration

Team members knew the content migration task would be complex because they were assessing old content from multiple sources and making decisions about what should stay, what needed updating, and what had to be purged. With that in mind,

they decided the best approach was to use the redundant, outdated, or trivial (ROT) analysis model to identify obvious content problems. When conducting the ROT analysis, they specifically looked for

- Outdated news, events, or contact information that was represented as current
- Welcome or overview pages that repeated content on lower-level pages
- Information that was no longer relevant or accurate
- Broken or irrelevant links or missing content
- Mislabeled headers and page titles

During the ROT analysis, this type of content was assigned a label, identifying it as needing to be discarded or updated before migration. Performing this exercise during the audit helped the team ensure that they migrated only content that was current, relevant, and valuable to the end users. This process included several steps:

- Site owners were given a spreadsheet the listed all of their web site assets (pages, documents, images, and links to other assets) along with last-modified dates.
- Site owners were responsible for filling out the spreadsheet, examining each item to determine the audience (enterprise-wide or collaboration) and whether the content should be archived, kept as is, or updated. The site migration would not progress until this step was complete.
- Site owners received Google Analytic reports that showed how often their content was used. This gave them insight into what they valued compared to what site visitors were actually looking for.
- When the content migration was complete, the legacy site was archived and backed up on an external drive. This allowed relatively easy access to archived content as needed.

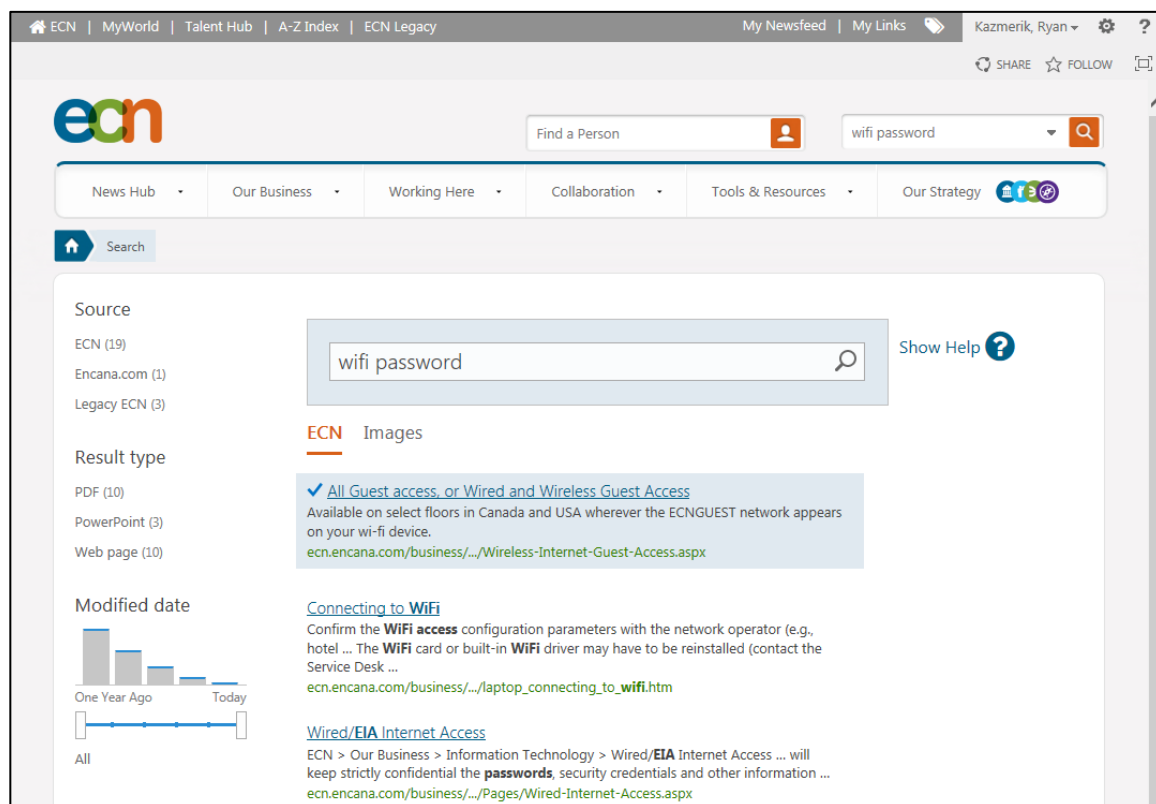
Although doing the initial audit to log all web assets for site owners was labor intensive, it let the team reduce outdated content by 65%. Having completed the process, the team recommends this step to avoid migrating stale content to a new intranet.

Metadata

Another great improvement the team made when porting content to the new site was regarding metadata. During the site analysis and UX review, the team discovered much of the old portal's content was stored and classified using deeply rooted folder structures that were incompatible with search functionality. As a result, users found it difficult to narrow search results and find information. To address this shortcoming, team members moved from a folder-based structure to a metadata-based structure so they could organize and classify content in a way that let users more easily group, sort, and filter content to find what they need. Doing this required the team to identify the intranet's primary content types, along with its key metadata (attributes).

For example, for company bulletins and announcements, team members identified key attributes such as title, year, region, date, category, and keywords. By capturing metadata on the content rather than putting content in folders, they were able to provide users with more context around the content. This let them improve search results and refiners to more effectively filter results and improve their content quality.

Another clear advantage of metadata is that it gives users and the content management team more control over the content. Users can now control how they view content in a way that is completely separate from how the content is stored; that is, they can view content from multiple angles and consume it in a personalized way. The content management team can also more effectively monitor content throughout its life cycle, from creation to disposition. This was a huge win for Encana because none of this was possible within the previous portal's folder structure.



Pictured: Encana Intranet Example Search Results Page.

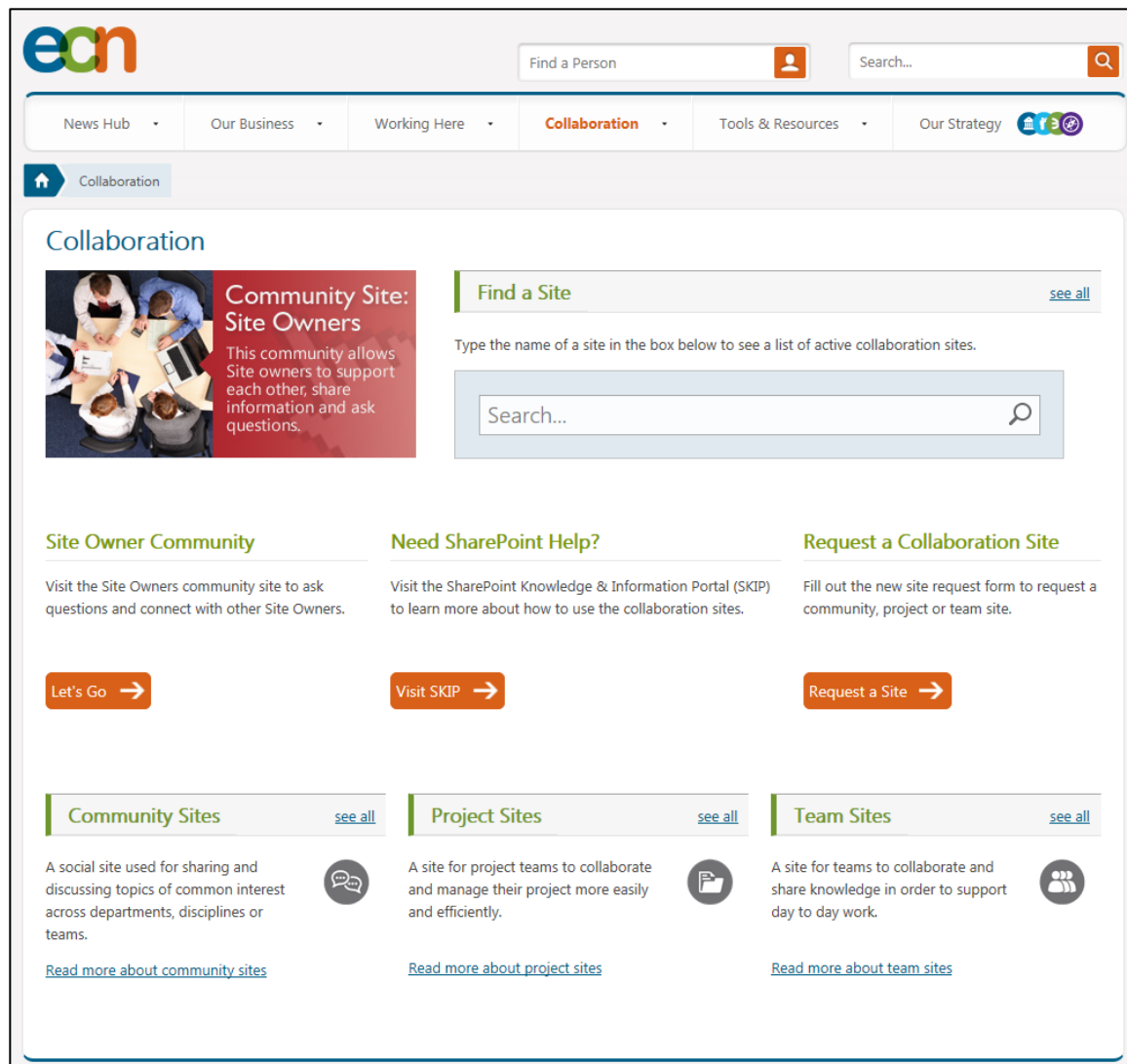
Managing Content

The Encana team follows two different governance structures to manage content on ECN, depending on the site type. That is, ECN enterprise content follows a much more rigid management process than the more unstructured collaboration content. Although the team has made many adjustments to its approach along the way, it has made very few changes to the way it originally designed content governance and approval workflows.

ECN Collaboration Site Contributors:

- An ECN collaboration site can be requested and managed by anyone in the company, assuming the site is authorized by a site sponsor, who is typically some type of a team manager. Collaboration sites are predominantly unmonitored and ungoverned, so the responsibility of managing and maintaining site content falls to the site owner.
- Once a site has been created and a site owner has been assigned, the intranet team ensures that the site owner is given some type of site management training when the site is handed off.
- After hand-off, site owners and any delegates they assign are solely responsible for managing and governing the site — including ensuring that the content is current, accurate, accessible, and organized. If owners have questions about managing their site, they can access the SKIP to learn how to use SharePoint or contact the SharePoint technical support team for help.
- If the SharePoint support team gets questions about a site and can't find the owner, the intranet team will reach out to the team's manager to request that a new site owner be assigned.

Early on, the team established a Site Owner Community so that people across the company who were responsible for collaboration sites could interact, share information and ideas, and learn from each other. There are currently 60 members of that community. However, given changes in company roles and corporate downsizing, that community is currently lacking a leader, which has led to a significant decline in participation. The intranet team is looking to resurrect the Site Owner Community as part of its ongoing adoption planning efforts; it also hopes to build more tools and resources to help support site owners so they can contribute great content to their sites.



Pictured: Encana Intranet Learning Portal. The Sharing Knowledge and Information Portal (SKIP) learning portal was established on the new intranet to assist users in transitioning to the new site.

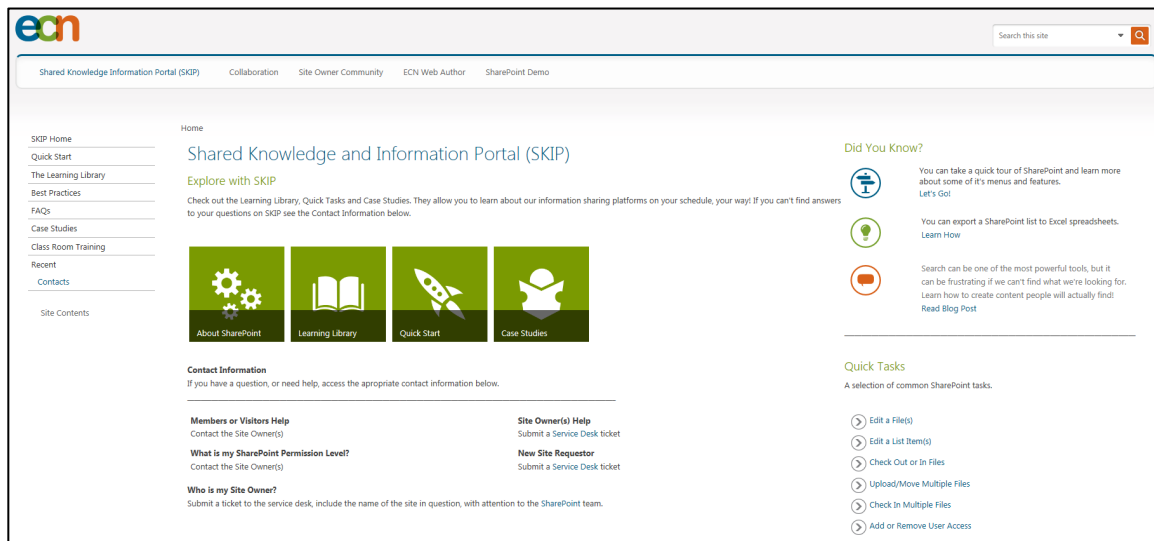
ECN Enterprise Site Contributors:

- All ECN enterprise sites currently require review and approval from the ECommunications team before content can be published. During the redesign's migration phase, content contributors were selected from the teams responsible for providing the enterprise sites' content.
- All sites require a single contact person to act as the liaison between the ECommunications group building the sites and the actual content owners. When teams don't have a resource available to maintain the content, the ECommunications team takes over responsibility of content contribution until a suitable resource can be allocated to resume that work.

Because the intranet project has spanned a major organizational downsizing, the team has begun to reconsider the content governance and publishing model for enterprise content. Fewer Communications resources are now available to support business groups with their sites, so the team is moving toward a more distributed publishing model where certain key business groups are responsible for updating and approving their own corporate content. The ECommunications team is currently monitoring this evolution closely to decide whether it is a model it would like to embrace as an overall longer-term intranet strategy.

Training

The team built the SKIP early on, initially populating it with Microsoft SharePoint how-to videos and other existing training material. This served as a starting place for site owners in need of training. As experience and training needs have evolved, team members continue to populate the SKIP portal with new supporting information, but they are building a training program with more targeted training materials as well. They are also planning to resurrect the Site Owner Community by scheduling regular meetings and Lunch & Learns that target some of the knowledge opportunities and gaps that have been identified along the way.



Pictured: Encana Intranet Learning Portal. The SharePoint Knowledge and Information Portal (SKIP) is a starting point for intranet training needs.

The Learning Library

Shared Knowledge Information Portal (SKIP)
Collaboration
Site Owner Community
ECN Web Author
SharePoint Demo

SKIP Home
Quick Start
The Learning Library
Best Practices
FAQs
Case Studies
Class Room Training
Recent
Contacts

The Learning Library
Topic
Site Contents

Status Indicators display important measures for your organization and show how your organization is performing with respect to your goals. Open the tool pane to configure this Web Part.

How to use this Library

- Select a **Topic**, located in the left navigation, to filter library content
- Activate filter, click **Apply**. Clear filter, click **Clear**
- Identify your **SharePoint Security Group** and use this icon to identify relevant content

What SharePoint Security Group am I in?
Every user in ECN/SharePoint environment is placed in a security group which is assigned a permission level. Knowing which security group you are a member of helps you understand what capabilities you have within the environment. Look below to identify the security groups. If you are not sure which security group you are in, see [Contact Information](#) to find out.

Visitors
Read Only. (Users can download content).

Members
Users can download, add, edit and delete content to existing document libraries or lists

Owners
This group inherits the Visitors and Members abilities and has administrator privileges (Add, edit and delete pages/page content and manage user permissions).

✓	Name	Security Group:	Visitors	Members	Owners	Abstract	ProductVersion
Topic : About SharePoint (7)							
	SharePoint Orientation I	---				Welcome to SharePoint! This is the first video to get you on your way.	2013
	About Sharepoint 2013	---				What is SharePoint? Find out here as well as new functionality in SharePoint 2013.	2013
	Site owners presentation	---				ECN sneak-a-peek presentation, please play the slideshow to view all content and animations	
	SharePoint Orientation II - Navigation (Site Tour)	---				Take a tour throughout SharePoint, looking at Site Content and Site Settings.	2013
	SharePoint Orientation III - Site Planning	---				Get helpful insight into content structure and collaboration techniques	2013
	Touring Teamsites	---				Learn about collaboration and common uses of team sites	2013
	Using the SharePoint Ribbon	---				Learn how to use the SharePoint Ribbon	
Topic : Alerts (2)							
Topic : Best Practices (9)							
Topic : Blogs (4)							
Topic : Build and Create (5)							
Topic : Calendars (6)							
Topic : Case Study (5)							
Topic : Community / My Sites (5)							
Topic : Email (3)							
Topic : Libraries (17)							
Topic : Libraries and Lists (7)							
Topic : Lists (8)							
Topic : Metadata (5)							
Topic : Navigation (2)							
Topic : Office 365 (4)							
Topic : Pages and Web Parts (9)							
Topic : Permissions (11)							
Topic : Quick Reference (12)							
Topic : Recycle Bin (1)							
Topic : Search (1)							
Topic : Site Settings (1)							
Topic : Tasks (4)							
Topic : Versioning (3)							
Topic : Views (3)							

Pictured: Encana Intranet Learning Library. The new intranet's Sharing Knowledge and Information Portal (SKIP) Learning Library offers training for users.

Maintaining Quality

When team members completed content migration, they scrutinized all of the content that was being added to the new portal. However, they haven't yet established a heavily governed content management process that monitors the accuracy or relevance of content over time. For enterprise sites, the department or team managers are responsible for regularly reviewing their sites to update or delete content. For collaboration sites, the technical team runs regular reports on site

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activity. Any sites that haven't been accessed in three months are flagged for archiving, the site owner is contacted, and the archival process is initiated.

"While we still want site owners to be responsible for managing their sites, we want to make the management process better," says Loos. "So we are aiming to incorporate training content into the new training program that provides site owners with more support and resources to more successfully manage their sites."

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none"> • SharePoint Server 2013 • SharePoint Servers: Windows 2008 R2 SP1 VMs (VMWare) Intel Xeon • SQL Servers: Windows 2012 R2 Standard Physical Intel Xeon
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> • SharePoint List (for bug tracking) • WebLoad (for performance and load testing)
Design Tools	<ul style="list-style-type: none"> • Visio • XMind • Optimal Workshop
Site Building Tools	<ul style="list-style-type: none"> • ShareGate
Content Management Tools	<ul style="list-style-type: none"> • Excel (for content analysis)
Search	<ul style="list-style-type: none"> • SharePoint Server 2013

Technology Evaluation

SharePoint 2013 was chosen as the platform for ECN primarily because Encana was already in the process of implementing SharePoint as a company-wide document management system. The decision to use SharePoint for the new intranet was not just economical, but also tactical. Early designs of ECN's content publishing flow suggested that business groups throughout the company would publish content in their own isolated sites, which could then be rolled up into the ECN portal, which would easily be supported if SharePoint was the underlying platform. In addition, several members from the technical team possessed deep SharePoint development and design skills, which enabled the team to pursue customizations to authoring, search, mobility, and other portal facets.

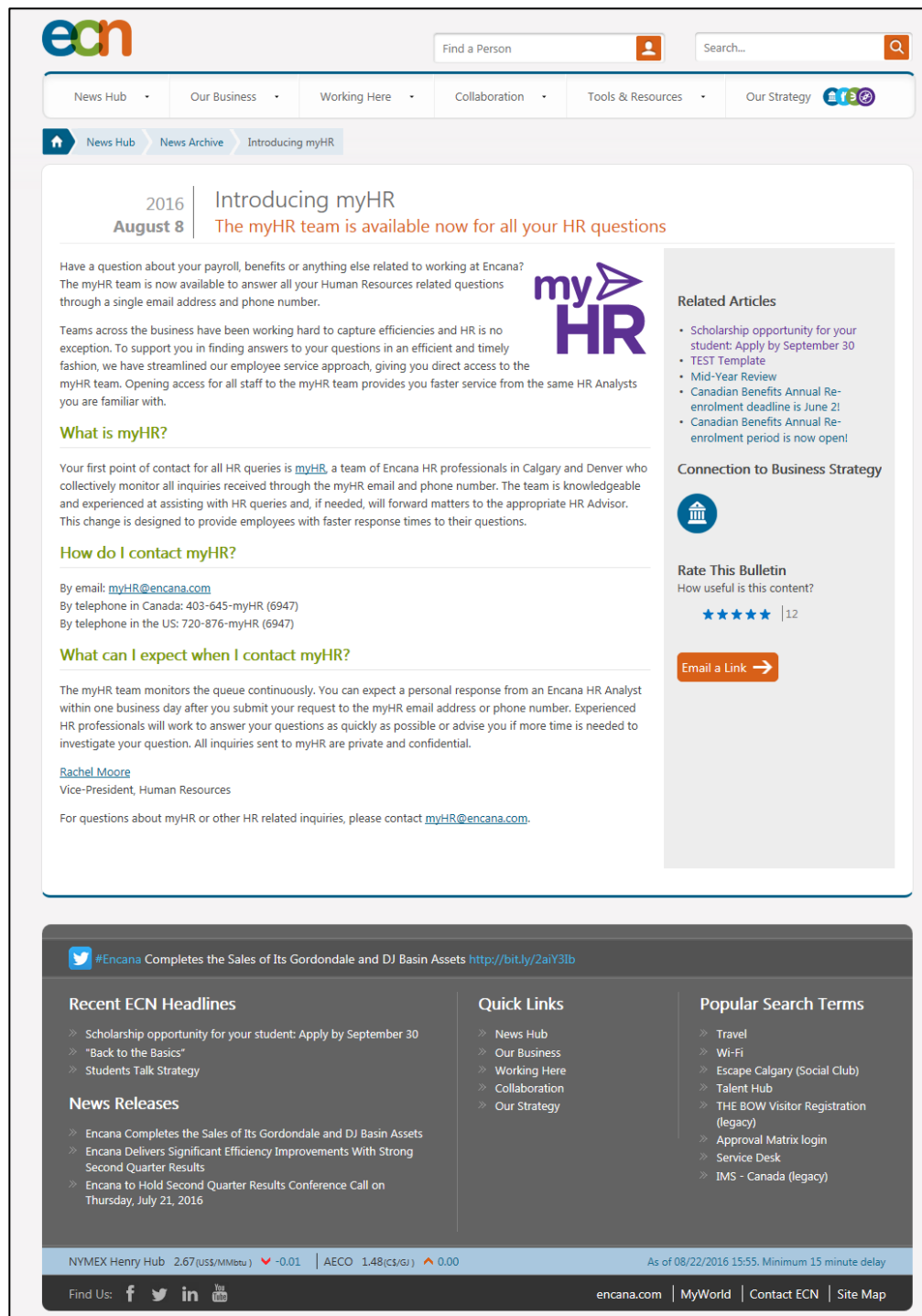
Some customizations were made to SharePoint to accommodate Encana's specific needs for the new intranet, including the following:

Branding, Front-end Templates, and Page Layouts

- **Branding.** The ECN portal's design introduced users to a new SharePoint look and feel that is now required in all areas of SharePoint, including existing collaboration sites. This contributes to a unified ECN brand experience.

The brand and templates for the collaboration sites had more flexibility and fewer rules for how they could be used. The templates were left fluid, so people could determine how they wanted to use screen real estate for their project, team, and community sites. The team also created wordmarks (next to the ECN logo) and color cues for each site type to help differentiate collaboration sites and give staff members visual cues as to where they have landed.

- **Master page.** Master pages define the common layout and interface for SharePoint pages. The master page displays the persistent elements that one might expect to see when navigating from page to page on a site. These elements, which are stored in a master page, might include a company logo, title, navigation menu, search box, and the colors or graphics associated with the business or organization.
- **Page layouts.** Page layouts are used to create customized layouts for web pages. ECN uses a variety of page layouts, providing flexibility to accommodate different communication systems. Following is an example.
 - **ECN-ArticlePageLayout:** This layout has predefined HTML columns and styles, as well as programmed text fields to add content-specific parts of the webpage.



Pictured: Encana Intranet Article Layout Template.

ROI

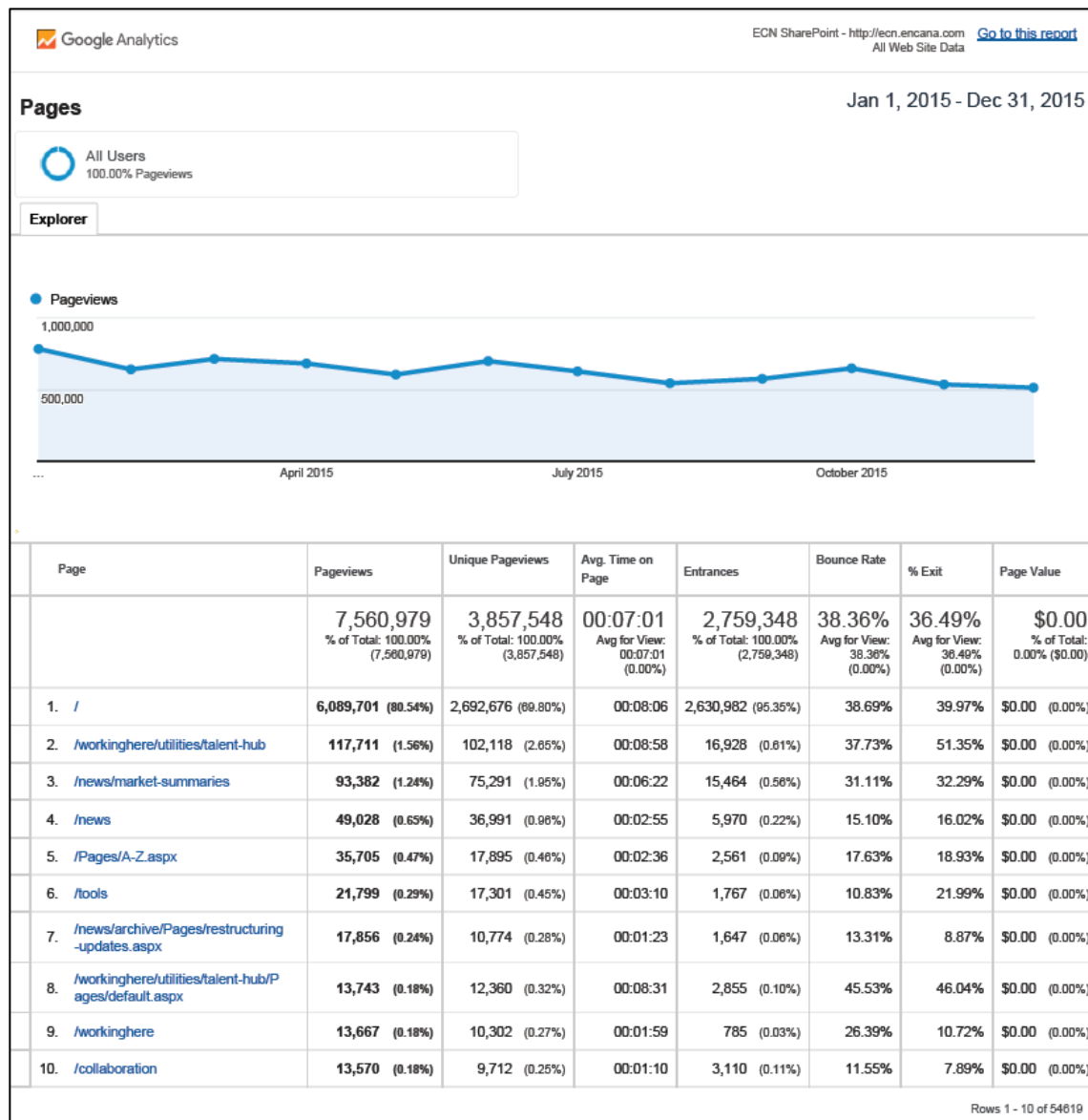
Measuring Success

Project success was measured in several ways that can't be assigned numbers, but are just as important as any metric.

- **Mitigated technical risk.** Although not measured in dollars, the risk of having the old intranet living on an unsupported environment was one the company was no longer willing to take. Instead, the legacy servers were upgraded to house the new ECN portal, the old environment was retired, and all applications that relied on that environment were moved, rebuilt, or archived.
- **Improved content quality and accessibility.** With data showing that approximately 20% of a staff member's day is spent looking for information, the Encana team invested in considerable planning to ensure that the new intranet's IA and search engine would provide a better UX. By cleaning up outdated content, the team removed the clutter and duplication; because of this, user feedback has been extremely positive overall. The team continues to work to continually improve the site based on analytics, search results, and user feedback.
- **Substantially more visitors, despite fewer staff members.**

The new intranet has also demonstrated its worth by providing the following benefits:

- New collaboration tools facilitate knowledge sharing and staff engagement across the organization
- An improved UX with a new navigational structure and cleanup of outdated content
- Integrated document management functionality
- Ability to create and customize ECN pages, including adding, modifying, and maintaining content
- A unified intranet that brings enterprise, team, project, and community sites under one umbrella and thus gives staff one source of truth for company information
- A stable, supported, and compatible technical environment that reduces the risk of a major and lengthy crash of the staff's news source



Pictured: Encana Intranet Google Analytics. 2015 Google Analytics report for the Encana intranet.

Success Factors

The following factors were identified as contributing to the project's success:

- Working with key stakeholders to negotiate and simplify requirements
- Employing strategy to align business requirements with the project objectives
- Adopting an Agile methodology to plan and implement the large project
- Maintaining flexibility within the team to change both ideas and future business processes

- Testing usability, functionality, and performance were big contributors to successful intranet deployment
- Deploying the intranet with out-of-the-box SharePoint features with little to no customization is foundational for planning for the portal's future growth and upgrades
- Creating different streams with smaller working groups within the project team made it easier to break down the project deliverables

LESSONS LEARNED

George Loos, Manager of ECommunications, describes some of the most pertinent lessons learned from the redesign project:

- **Dedicate a resource to manage training.** "A dedicated training role/coordinator would have been helpful in providing adequate training to the end users."
- **Don't make change management an afterthought.** "Change management was introduced very late in the project. By introducing change management earlier in the project, we would have been more proactive in addressing the people side of change and end user concerns that would have reduced some of the challenges we've had around adoption."
- **Active stakeholder engagement is key.** "Need to have more active stakeholder engagement, especially in the area of content migration."
- **Track content migration closely.** "As the project progressed, we learned that we needed to be more efficient in our approach to migrating content to the new environment. On the surface, we thought that dividing the work among many people right from the beginning would get this task finished more efficiently. In the end, it led to inconsistent site deployment approaches and actually created a tremendous amount of unexpected cleanup work. We had to regroup and create a site deployment checklist to assist with the deployment of sites from one environment to another. The checklist included all the steps required to deploy a site from the inception phase to the final launch. Having this checklist allowed us to get back on track by increasing efficiency, promoting consistency, saving time, and reducing mistakes."

The team also identified two best practices that other teams can learn from:

- **Identify the key decision makers** within the project and keep a decision record of all of the decisions that are made.
- **Keep requirements simple**, measurable, and attainable.

Capital Power (2018)

OVERVIEW

COMPANY

Capital Power is a North American power producer that develops, acquires, operates, and optimizes power generation from a variety of energy sources.

Headquarters: Edmonton, Alberta, Canada

Company locations: Capital Power owns and operates power-generation facilities in Canada and the United States.

Locations where users use the intranet:

Employees at all 24 locations across North America use the intranet.

Net income: \$102 million (CDN) in 2016.

THE INTRANET

Users: Approximately 920 users — 720 employees and 200 contractors — have access to the intranet. In addition to being Capital Power's primary communication channel, most employees access the applications they need to do their jobs through the intranet and use the homepage's *Quick Links* menu to complete time sheets, find coworkers (people search), submit benefits claims, and so on.

Mobile approach: Responsive web design

Technology Platform: Office 365 and Bonzai Intranet

TEAM

Content Updates, Design, and Development: A three-member team is responsible for all content updates, design, front-end development, IA, and governance.

Technical Support: The team receives technical support internally for Office 365 from the company's three-member SharePoint support team and support for Bonzai from the vendor, Dynamic Owl.

Leadership: The VP of External Affairs, the VP IS, and CIO provided feedback to the project, while the Director of Corporate Communications and the IS Senior Manager provided day-to-day input and direction.

The SharePoint Steering Committee, with representatives from across the company, was responsible for leadership, guidance, and direction for the enterprise-wide SharePoint environment, including the intranet.

INTRANET TEAM



Team members shown here (left to right): Tricia Johnston and Jennifer DeCunha.

HIGHLIGHTS ABOUT THIS WINNER

Capital Power started its intranet redesign project with several goals. One was to create a responsive site that would support its workforce, many of whom do not sit at a computer on a regular basis. Another was to make sure that the intranet could be *sustainable* — that is, it would survive technology upgrades intact and would be updated, rather than outdated, as time went by.

With these requirements in mind, the team selected the Bonzai intranet-in-a-box solution. The Bonzai platform offered a fully responsive design, with ongoing software upgrades. The team used Bonzai to create a site that supports 719 employees and 200 contractors in power-generation facilities in 24 locations in Canada and the US.

- **Responsive.** Having a responsive design was a key requirement for the team, as only half of employees sit in front of a computer regularly. The team thus built a site that works across all devices. However, two weeks before launch, it discovered that second-factor authentication would be required to use the site on a mobile device. This added complexity has kept mobile use lower than the team had anticipated, but it hopes to find another, simpler security solution.

- **Intranet-in-a-box.** The team decided to use Bonzai for SharePoint and Office 365 for the redesign. This choice was impacted by the fact that the previous SharePoint intranet had a high level of customization. When the team upgraded SharePoint, the customization was problematic and some pages and tools were broken in the transition. Given this, the team was not interested in any solution that would require extensive customization or require team members to learn technical SharePoint to maintain the site on the SharePoint platform going forward. Bonzai offered a friendly UI for content editing, standard page layouts and templates, and additional features — such as megamenu navigation — that would otherwise require customizations to SharePoint.
- **Rewritten content.** The team knew that simply reorganizing the previous intranet's information wasn't enough — it needed to start from scratch with site content. The site contained about 700 pages of content, and approximately 350 of them were news and announcements that the team planned to migrate post-launch. The team reviewed, updated, or deleted the remaining 350 non-news pages. As part of the review process, the team assigned page-level ownership for each piece of content to help the site to remain usable over time and to accompany the governance plan.
- **Employee awards.** The site's *Milestone Achievement Awards* section is aimed at increasing engagement with the site by focusing on employees and letting people within the organization learn more about each other. Although the award initiative already existed, it was not a part of the previous intranet. The site now highlights the details of a new employee each week and is the third most-visited site area. It also has a low bounce rate, indicating that users tend to spend time in the section and look around.
- **Search improvements.** The site search's quality has improved with the implementation of a new tool and the rewriting and organizing of content, but the designers work on continual improvement. They review abandoned queries and zero search results, as well as the top 30 most popular searches. These popular searches are typically consistent month to month aside from annual events, such as holiday parties or quarterly financials. The team makes whatever changes need to be made to content, titles, or metadata to continually improve the results.
- **Communications plan.** The designers communicated with managers monthly about the new design and previewed the site before launch with the CEO and executive team. Weekly communications started four weeks leading up to launch. Posters with key information were hung the day before launch, with the theme *Beauty with Brains*. On launch day, all locations received postcards highlighting the new site's improvements. Homepage articles offered assistance, and there was a temporary *Where'd it go?* page with quick access to content that was popular on the site's previous version. A month after launch, when users had had time to use the site, team members attended various meetings to give quick presentations, answer questions, and gather feedback.

the Intranet

beauty & brains!



The new Intranet launches today

with a blend of *beauty and brains* to help make your work easier:

- Mobile-friendly, clean design
- Fresh, up-to-date content and documents provide accurate and current information
- Quick access to People Search from the footer of every page or through the new directories page accessible on the top of each page
- See only events, announcements and important dates relevant to you
- Find quick links to your most-used applications and destinations on the homepage
- Search the new document library and use filters to find what you're looking for quickly
- Filter searches by result type, modified date and author
- New marketplace classified ads let you browse and post items easily

Where'd it go?

Can't find something quickly? Stop by the intranet homepage and click on the "Where'd it go" feature for links, tips and tools, or send your frustrated feedback through the quick-access feedback form located on almost every page.

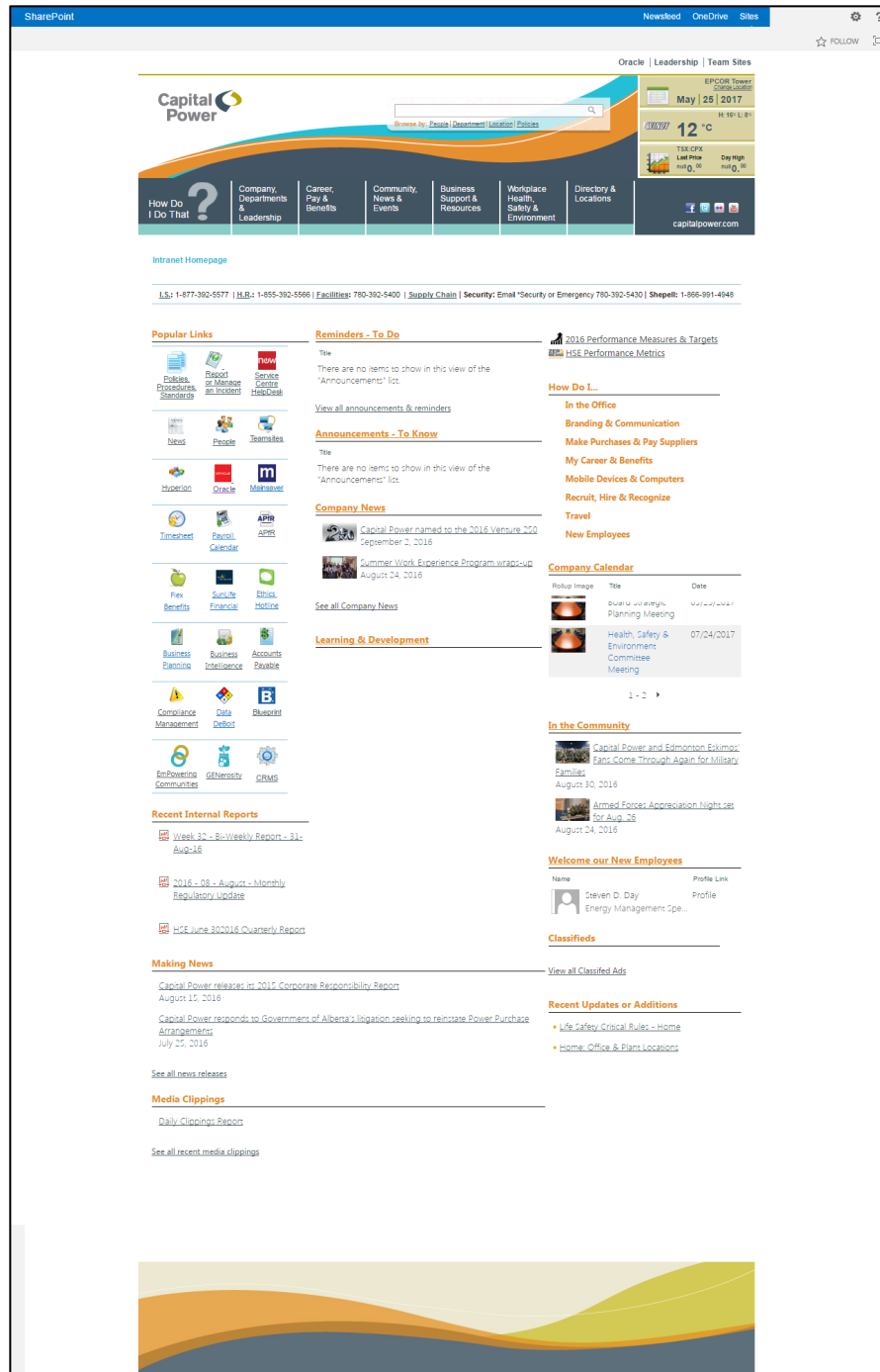
Your web browser's home tab will be set to bring you directly to the Intranet, or visit intranet.capitalpower.com

Communications posters with the theme Beauty & Brains featured key intranet information and were hung the day before launch.

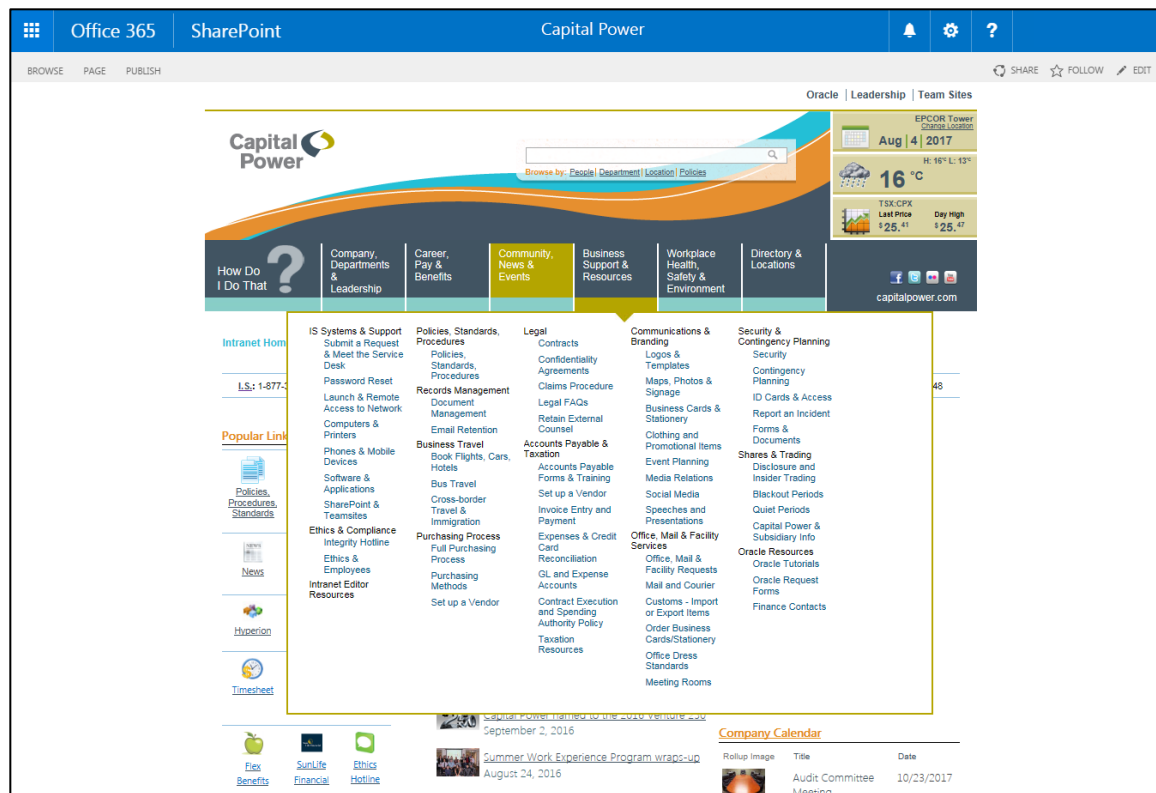
BACKGROUND

It was time for an intranet upgrade at Capital Power; several key factors led to the redesign project:

- **It was difficult to make changes or improvements to the existing site.** The previous intranet had been built using custom display templates and JavaScript to make SharePoint look and function more like a typical intranet. With no in-house technical resources, it was almost impossible for Capital Power's Communications team to improve the existing site, forcing it to constantly work within the site's constraints.
- **Costly to build, costly to manage.** Building customized SharePoint display templates and additional site functionality can be very expensive. Post-launch, you need technical resources in-house to make improvements — as well as a contingency fund for unexpected expenses, which can be costly. Capital Power wanted to move away from this model.
- **Not responsive and difficult to access externally.** Close to 50% of Capital Power employees don't work in an office and have limited access to a computer. Also, the previous intranet site could be accessed only through the network. The process to connect was cumbersome and complicated. As a result, few employees outside the company's offices visited the intranet.
- **Plan to decommission physical servers.** The Information Services team was beginning to move more of the company's infrastructure to the cloud. Building the new intranet site in Office 365 was considered a good pilot project for the much larger SharePoint Team site migration that was planned for later the same year.



Pictured: Capital Power Intranet Old Homepage. The old homepage was cluttered and offered little visual hierarchy, making it was hard to know which information was a priority and required attention. Employees wanted an intranet that was cleaner and made it easier to find what they were looking for.



Pictured: Capital Power Old Intranet Megamenu. All pages for every subsite showed up dynamically in the old intranet's megamenu. This made the menus very difficult to use — a problem exacerbated by the fact that menu items were organized by a mix of department groupings and tasks.

Happily Under Budget

When this project began, the team was completely unaware that an out-of-the-box option was available for a SharePoint intranet. The project budget was based on having to hire an agency to design the responsive page templates, build any organization-specific custom features and functionality, and purchase custom web parts for the megamenu, classified ads application, quick poll, dynamic left-navigation, news carousel, and so on.

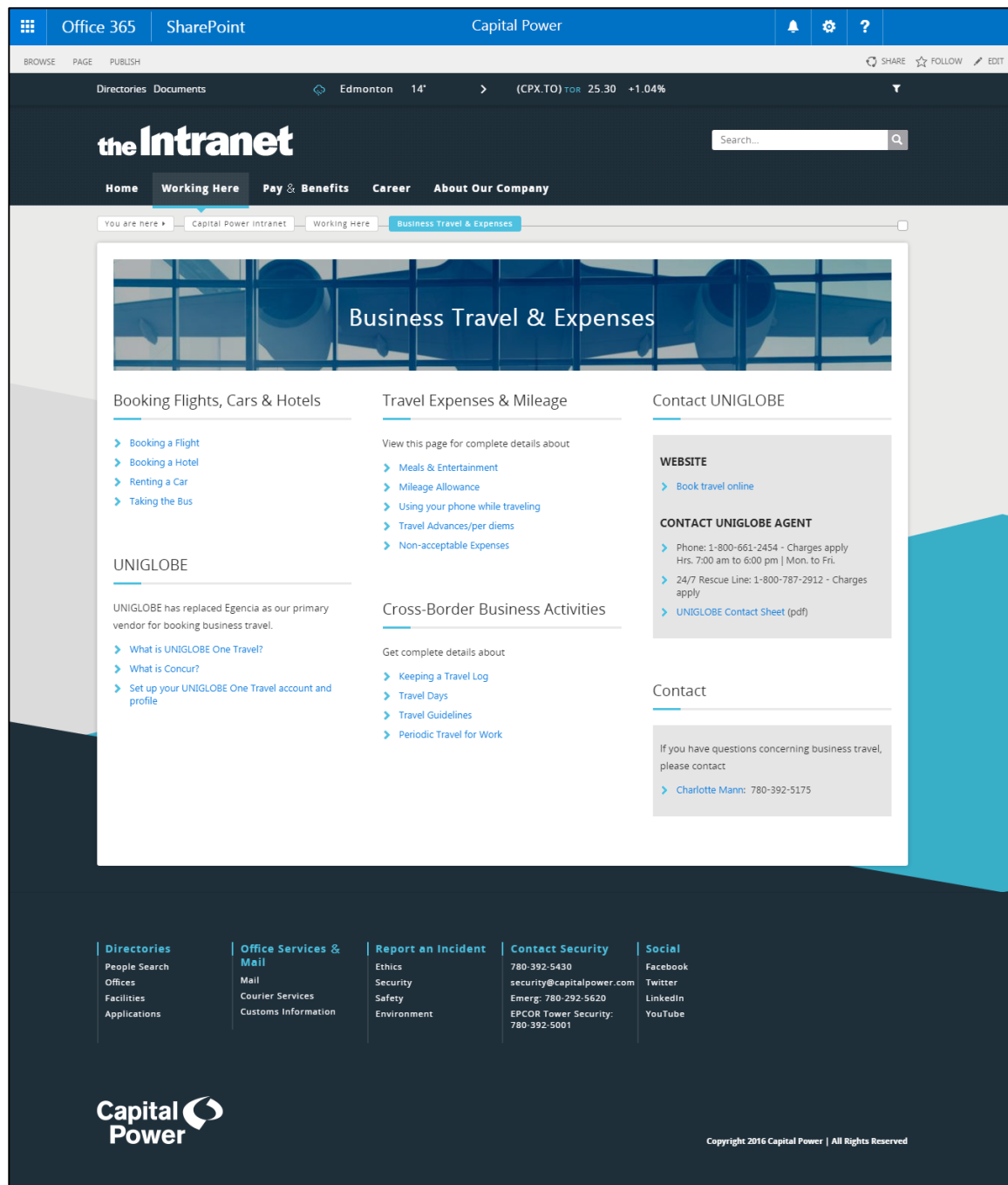
Choosing Bonzai Intranet for SharePoint and Office 365 as the platform saved them a significant amount of money in three ways:

1. All display templates are responsive, which eliminated planned agency costs.
2. Out-of-the-box features met 95% of the business and functional requirements, eliminating the need for third-party custom web parts.
3. Bonzai display templates have given the team the ability to change the site's look and feel and add additional functionality using in-house resources. Bonzai publishes out all static web content as .asp pages, similar to a typical CMS. So, using CSS, JQuery, and JavaScript, the team has been able to build additional features as required.

Challenges

The team faced two major challenges with the redesign project, including:

- **Redesigning the IA to fit the Bonzai UI model.** Prior to selecting Bonzai, the team had completely rewritten the intranet site structure using historical traffic patterns from Google Analytics and user testing with Treejack and OptimalSort to better understand how employees thought about information. Once Bonzai was chosen, the designers realized that the planned IA redesign wasn't going to work for the new site. They had decided on left-hand navigation in support of megamenu navigation, for example, while Bonzai relies solely on a megamenu approach, with two sublevels to support users in finding information within three clicks. The designers had to adjust the IA to ensure that all pages were accessible within two clicks from the homepage, with navigation to parent pages through breadcrumbs or the megamenu, and to related sibling pages through related links on the page. It was a challenge but, overall, they ended up with a simple, concise, and more deliberate site structure.
- **Mobile access.** With almost 50% of Capital Power employees lacking regular intranet access, building a responsive site was a major requirement of the redesign project. The team's understanding during the build phase was that employees would be able to access the intranet from their mobile devices using only their company email and password. Two weeks before launch, the designers were informed by the company's security team that two-factor authentication would be required to access the site. As a result, mobile traffic does not even come close to meeting their initial expectations. This is an ongoing challenge; they continue to look for an alternative that will make it easier for employees to access the site externally while ensuring that the site remains secure.



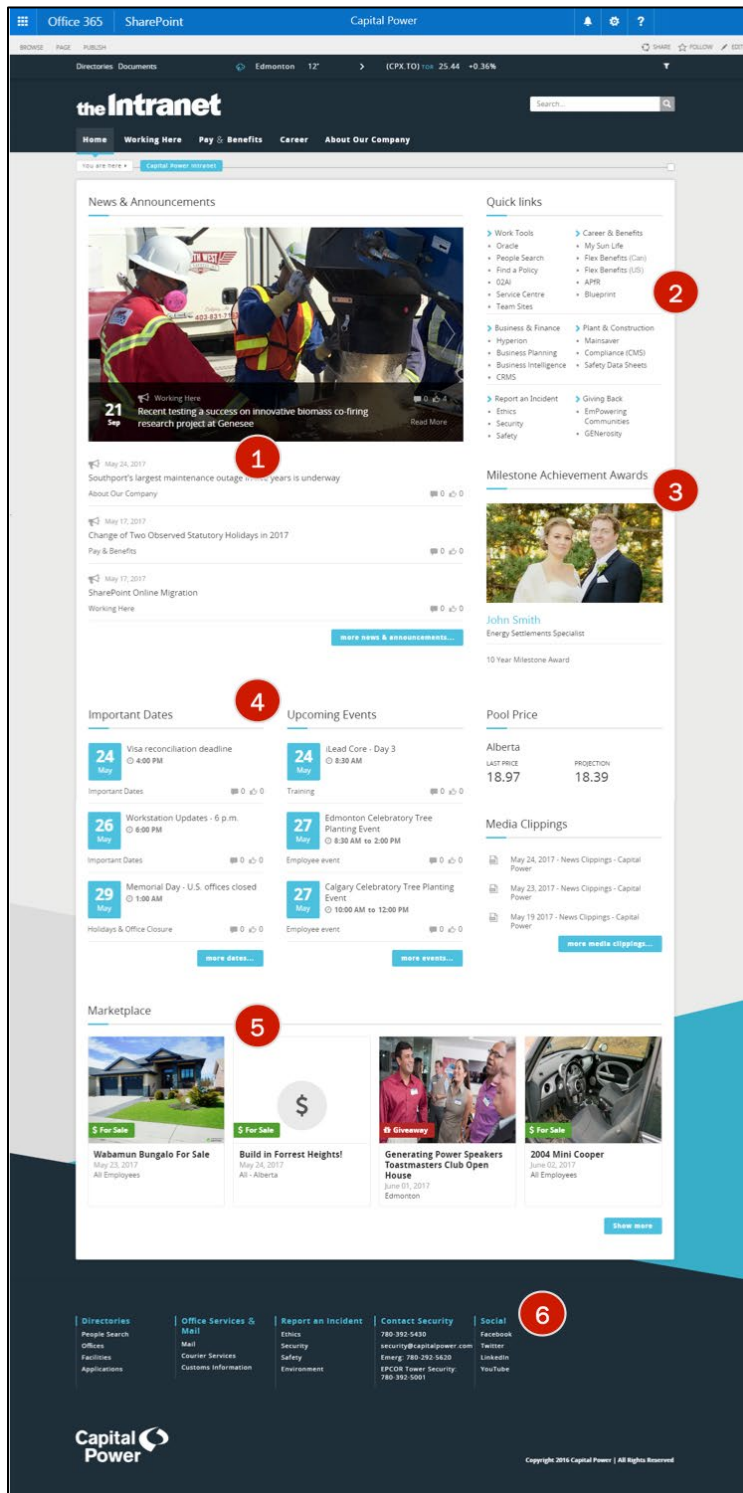
Pictured: Capital Power Intranet Navigation. This shows how navigation works in Bonzai. In most cases subsite content is typically accessible from these landing pages. With no left-navigation, users can use the breadcrumb links to return to the landing page and choose another page in the same section, or they can access sibling pages through related content links on the page or through inline text links.

Approach

One unique thing about the team's redesign approach was that it decided early on that none of the information from the old site would be automatically migrated to the new intranet. Capital Power was in a good position when this project began, as the existing site had only 700 pages total, and about half of them were news and announcements. With only 350 pages to review, update, and/or delete, the team felt it had the perfect opportunity to reassign page-level ownership and rewrite everything from scratch.

The typical redesign pitfall that team members were trying to avoid was building a site that looked good on the surface, but had very little improvement to the actual content, structure, and functionality below the top few levels. They felt it was critical to the project's success that the redesign include every aspect of the site: design, structure, search, content, document management, and page-level ownership. In other words, the initiative touched every aspect of the intranet.

DESIGN REVIEW



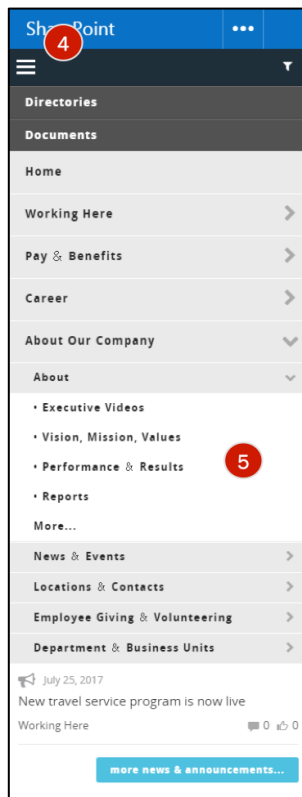
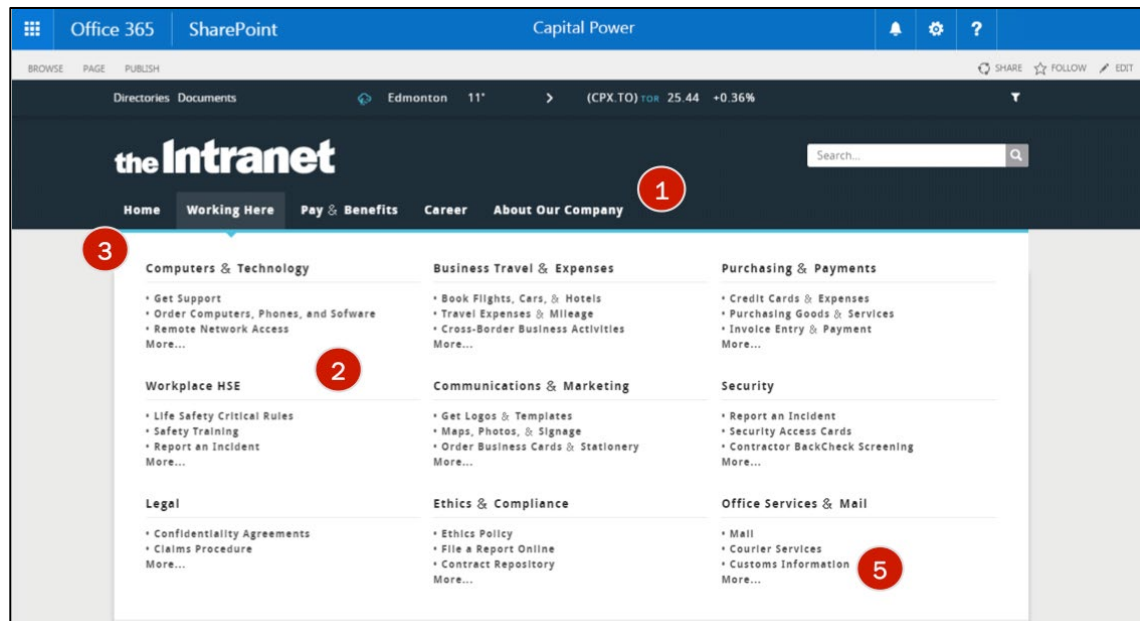
Homepage

Pictured: Capital Power Intranet Homepage. The homepage of Capital Power's site gives users quick access to updated information, essential tools, and popular content areas.

Homepage Highlights

1. **News & Announcements.** The homepage features a news carousel that includes stories important to the entire organization. A subtle arrow on the side of the image indicates the carousel. The content's posting date is prominent, helping users identify which information has changed since their last visit. Each article includes a headline, a link to read more, and the number of comments and likes on the article. The carousel is followed by announcements, which also feature a date, headline, and number of comments and likes. Announcements are targeted based on location and role. Both news and announcements are also sent to employees via email every Wednesday.
2. **Quick links.** The *Quick links* area leads to external tools that are essential to employees' daily work. The links provide immediate access to those applications. The team sees the site primarily as a communications tool that acts as a front door to business services and applications.
3. **Milestone Achievement Awards.** One of the site's most-visited sections highlights employees receiving Milestone Awards, which celebrate time with the company in five-year increments. An employee-submitted picture is shown, along with the recipient's name, title, and number of years of service. A link for each recipient takes readers to the recipient's submitted profile. This section was purposefully added to the homepage with the intent of increasing engagement with the site, and the content has proven popular.
4. **Timely information.** The lower half of the page includes *Important Dates*, *Upcoming Events*, *Pool Price*, and *Media Clippings*. Each date and event is listed with a clear date and start time. Events are targeted to employees based on role and location. *Media Clippings* are posted daily. Dates, events, and clippings all include links to additional items. When users follow a link to an event page, they can register directly from the page and see how many spots remain. Event organizers can email attendees and the event can be saved into Office calendar.
5. **Marketplace.** The site's second most popular area is *Marketplace*, where employees can post items for sale or to give away, or publicize external events. The most recent postings are shown with an image, category (such as *For Sale* or *Giveaway*), date posted, and office location, if relevant.
6. **Footer.** The bottom of the page lists links to key areas for information and support. These include links for directories, office services and mail, incident reporting, security, and links to the company's social media presence.

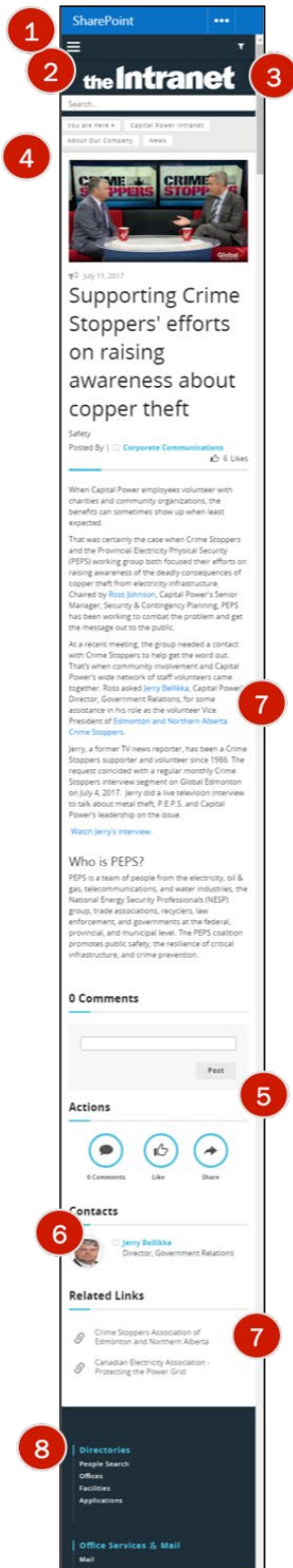
Navigation



Pictured: Capital Power Intranet Navigation.
Navigation is displayed in a megamenu on desktop and behind a hamburger menu on mobile.

Navigation Highlights

1. **Structure.** Team members began creating an IA and navigational structure for the site before they decided to move forward with the Bonzai platform. Then, due to the platform's structure, they had to rethink the navigation to fit its capabilities. They were originally planning to have a left-hand navigation in addition to a megamenu, but the tool uses only a megamenu approach with at most three levels of content, including the homepage.
2. **Megamenu.** The site uses a megamenu to expose additional navigation levels to the user, allowing quick access to content of interest. The megamenu doesn't show every link within a section; it includes top tasks only to help prioritize and reduce the number of links. Thus, key areas are listed, together with a *More...* link. Full links to the pages within a subsite are listed on the main landing page for each subsite.
3. **Task-based approach.** As with many intranets, the redesign changed the site from organizing content based on department and task to using solely a task-based approach. The main navigational categories now are *Working Here*, *Pay & Benefits*, *Career*, and *About Our Company*. The team started out with seven navigational categories in the old intranet and merged them into four as a result of card sorting and tree testing with employees.
4. **Hamburger menu.** The responsive site uses a hamburger menu to hide and expose the mobile navigation. The main categories are shown, and users can tap them to expose the subcategories beneath. Users can also tap one level deeper to see third-level links, which, like the megamenu, expose the most popular content and place the rest behind a *More...* link.
5. **Subcategories.** The site's structure is clear in both the desktop and mobile versions. In the megamenu, secondary categories are indicated with bold type and followed by an underline, with third-level links in regular type in a bulleted list below. In the mobile design, second-level categories are indicated with indentation and a slightly smaller type size. Third-level categories are listed on a white background with bullets. This helps reinforce the site's hierarchy and helps users understand where they are in the site and in the site navigation.



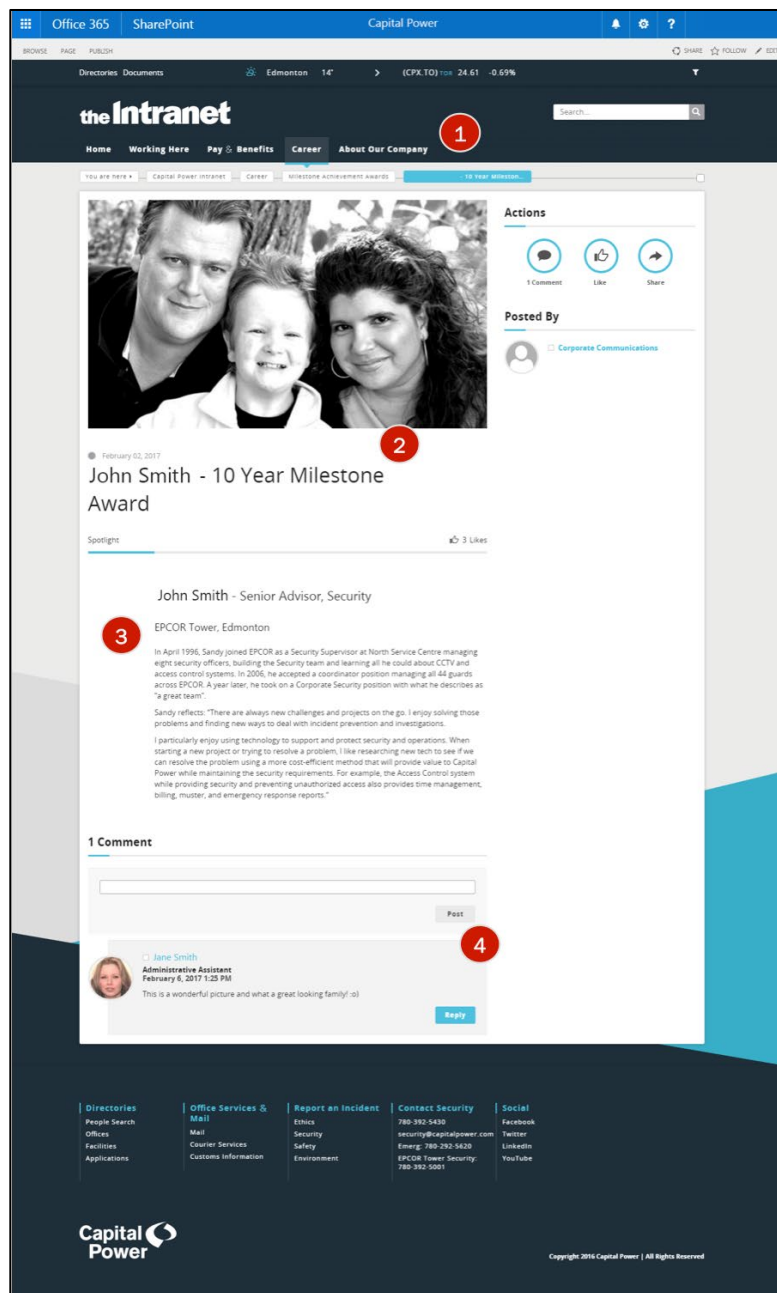
Mobile Design

Pictured: Capital Power Intranet News Page — Mobile View. This shows how a news article page looks on a mobile phone.

Mobile Design Highlights

1. **Fully responsive site.** The intranet was created using responsive design to enable the approximately 50% of users who do not sit at a desk to access the site. However, the team found out two weeks before launch that mobile users would have to use second-factor authentication; this has kept mobile usage lower than was originally hoped for.
2. **Navigation.** The navigation is available via a hamburger menu in the site's upper left corner.
3. **Search.** The mobile site keeps search front and center for employees, with a visible search box at the top of the page. Users can thus see and use search easily, even on a mobile device.
4. **Breadcrumbs.** Breadcrumbs appear at the top of the page. The breadcrumbs are indicated with a *You are here* label, followed by the category, subcategory, and tertiary category in which the content appears. The labels are surrounded by a white background to make them slightly larger and a bit easier to tap on a small mobile screen. Including breadcrumbs on mobile is always a trade-off of space versus functionality. The benefit of breadcrumbs is that they help users understand their location in the site and provide quick access to higher levels in the site structure. The downside is that they push content down the page and can be difficult to tap.
5. **Comments and actions.** The number of comments is displayed at the top of the news story, and users can add a comment at the bottom of the story, even on mobile. They can also like or share the content. So far, liking has been the most common action on the site, but commenting is growing over time. The Communications team tries to present content in a way that encourages comments.
6. **Contacts.** Relevant contacts are listed at the bottom, with the contact's picture, title, and name. Each page has a content owner to help with review and revision.
7. **Links.** Related links appear at the bottom of the page; links also appear within the story's text, making it easy for users to navigate to additional or related information.
8. **Footer.** Footer links are stacked in the mobile design to make them easy to tap.

Milestone Award



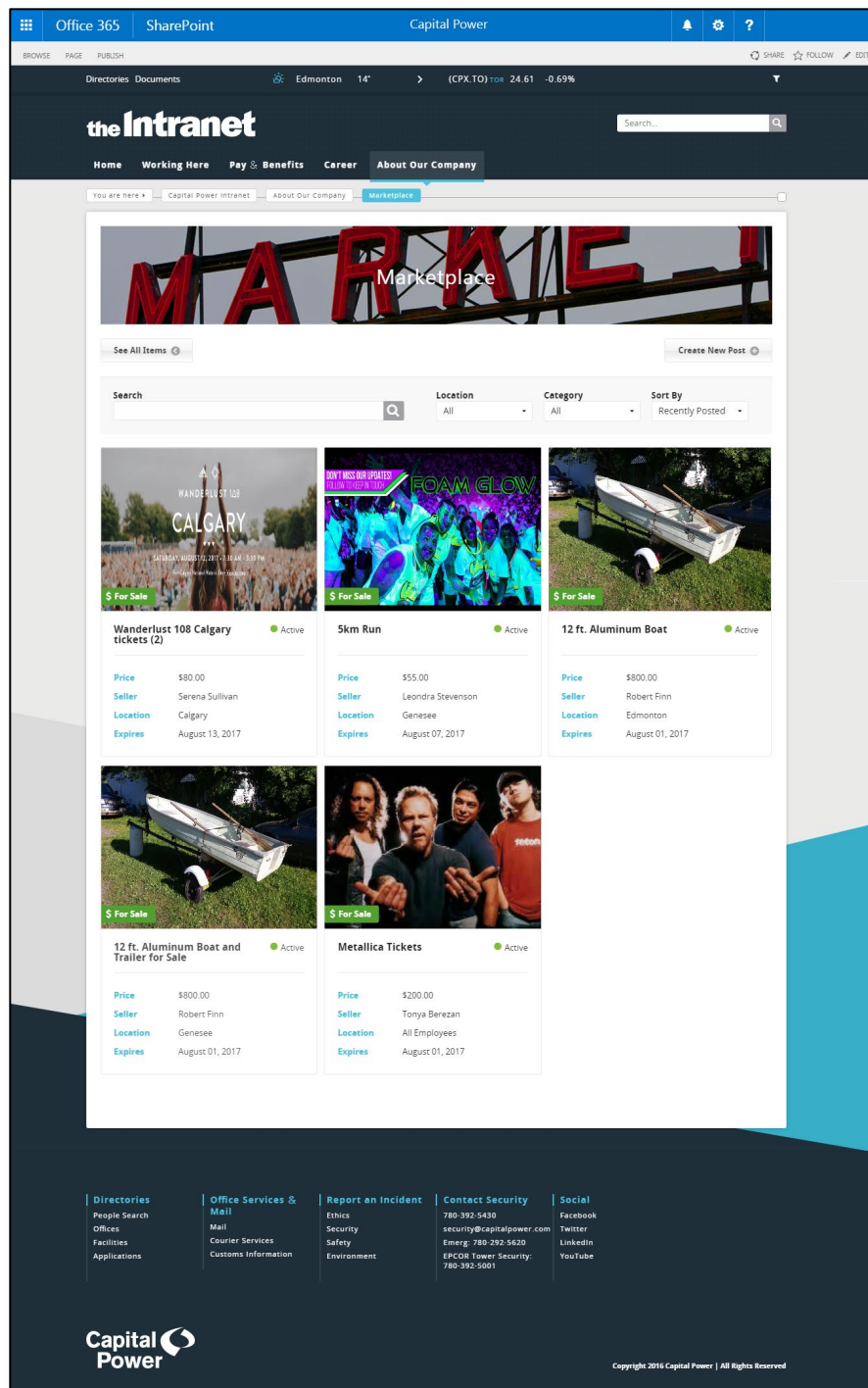
Pictured: Capital Power Intranet Milestone Awards. Milestone Awards celebrate employee's time at the company and are awarded for every five years of employment. Milestone Award content has proven to be popular on the site.

Milestone Award Highlights

1. **Navigation signposts.** Content pages include breadcrumbs across the top of the page so users know where they are in the site navigation. The

currently selected category — in this instance, the *Career* category — is highlighted with a slightly lighter background color and a blue underline. Breadcrumbs also help users navigate to higher levels in the site structure, such as back to the *Milestone Achievement Awards* landing page.

2. **Photos.** Milestone Award recipients provide their own photographs, which are featured at the top of the page, followed by the recipient's name and number of years of service. The pictures help put a face to a name; also, rather than using a standard employee photo, letting recipients choose the photo adds even more personality to the page.
3. **Employee information.** Awards are given monthly. One month before the award, recipients receive a set of 15 questions, and they can pick and choose which they would like to answer. The Communications team summarizes the responses and posts a profile for each employee.
4. **Comments.** Employees can comment on the post, offering congratulations to colleagues. Comments include the name, picture, and role of the person commenting, along with the comment date.



Pictured: Capital Power Marketplace Landing Page. The *Marketplace* page is dynamically generated — rolling up items from a SharePoint list behind the scenes.

The screenshot shows the 'the Intranet' homepage for Capital Power. At the top, there's a navigation bar with 'Office 365', 'SharePoint', and 'Capital Power'. Below this is a secondary navigation bar with 'Directories', 'Documents', and 'Edmonton 14°'. The main header features the 'the Intranet' logo and a search bar. The 'Marketplace' section is highlighted with a red circle 1. Below the header, there's a 'Marketplace' banner with a red circle 2. The 'Create New Posting' form is the central focus, with red circles 3 through 9 highlighting specific fields: 3 for 'Description', 4 for 'Category', 5 for 'Location', 6 for 'Expires On', 7 for 'Status', 8 for 'Seller', and 9 for 'Photos'. The form includes a 'Post' button at the bottom. The footer contains various links like 'Directories', 'Office Services & Mail', 'Report an Incident', 'Contact Security', and 'Social'.

Marketplace Posting

Pictured: Capital Power Intranet Marketplace. The *Marketplace* is the third most-visited site area. Items are highlighted on the homepage and on a dedicated *Marketplace* page, and employees can post items easily through this posting process.

Marketplace Posting Highlights

1. **Marketplace offering.** The *Marketplace* lets employees post giveaways, items for sale, items wanted, services, or special events external to Capital Power. The offering is a Bonzai out-of-the-box product.
2. **Create a new post.** The *Create New Posting* appears on the Marketplace listing page, letting employees easily access the page, which encourages participation.
3. **Heading and description.** The form lets users enter any title and description for the item they're posting. Only plain text is allowed to maintain consistency across postings, but any URL added is automatically converted into a link.
4. **Category and price.** The site offers five categories — *For Sale*, *Wanted*, *Giveaway*, *Services*, and *Other* — to accommodate varied types of posts. The categories also help educate employees about which types of posts are appropriate, while allowing flexibility through the *Other* category.
5. **Location.** Users can select which locations should see the content being posted. For instance, if it is a physical product being sold, users may want to post it only to colleagues in the same or nearby locations.
6. **Expiration date.** The expiration date is auto-populated, but users can change it. The default (and maximum) selection is two weeks.
7. **Status.** Posters can switch the status from *Active* to *Inactive* if an item is sold or they want to remove it for any reason. The checkmark is grayed out unless the user clicks to activate the listing.
8. **Seller.** The seller's name is auto-populated based on the user's log in and cannot be changed.
9. **Photos.** Users can upload up to 10 photos to accompany their posting; they can either browse for photos or drag and drop them onto the page.

STIP Estimator

Office 365 | SharePoint | Capital Power

Directories | Documents | Edmonton | 16° | (CPX TO) 24.61 -0.65%

the Intranet

Home | Working Here | **Pay & Benefits** | Career | About Our Company

5

you are here » Capital Power Intranet » Pay & Benefits » Canada » Pay » **STIP Estimator**

Last Update Date: July 05, 2017

STIP Estimator 1

Ported By: Corporate Communications 1 Like

To determine your STIP target

1. Login to Oracle Self Service HR
2. Proceed to My Self Service for Employees and select My Work Information - your STIP target will be displayed in the summary information at the top of the page.

2

ENTER YOUR EMPLOYEE INFORMATION

Annualized Base Pay: Target Incentive Rate:

STIP Payment Amount: \$0 STIP Payout %: 0.0%

APFR BUSINESS OBJECTIVES (THE WHAT)

Result: Fully Successful

Unsuccessful | Target | Fully Successful | Exceeded | Outstanding

APFR PEOPLE OBJECTIVES (THE HOW) 4

Result: Fully Successful

Unsuccessful | Target | Fully Successful | Exceeded | Outstanding

FUNDS FROM OPERATIONS

Result: 402

Below Threshold

HSE PERFORMANCE INDEX

Result: 1.04

Below Threshold

Note: The estimator is set to default to the most recent year-to-date (YTD) quarterly results.

DISCLAIMER

This is an estimate only and does not actually determine your STIP payout. Actual STIP awards are calculated by Human Resources using final performance results and will be paid out in March, following the performance year. If there is any discrepancy between the actual award paid out in March and the award amount estimated here, the actual payout shall be considered final. Bear in mind that the estimated amount is before income tax and other deductions and is not pro-rated in cases where the employee works part-time, started with the company in mid-year or had any unpaid time away from work.

Actions

Like Share

Contacts

John Smith
Consultant, Compensation

Related Links

STIP Objectives & Targets
Login to Oracle to determine your STIP target
View your APFR

Feedback

Was this page helpful?

Write comments here

Submit Feedback

Directories | Office Services & Mail | Report an Incident | Contact Security | Social

People Search | Ethics | 780-392-5430 | Facebook
Offices | Security | security@capitalpower.com | Twitter
Facilities | Safety | EPCOR Tower Security: 780-292-5630 | LinkedIn
Applications | Environment | 780-392-5001 | YouTube

Capital Power

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Pictured: Capital Power Intranet STIP Estimator Tool. The Short Term Incentive Program (STIP) Estimator lets employees enter their base pay and target incentive rate to see how much they might receive at bonus time.

STIP Estimator Highlights

1. **Payout information.** The Short Term Incentive Program (STIP) Estimator application shows employees what their payout might be at bonus time. This

JavaScript-based tool was built internally to support a need specific to Capital Power's employees. Employees visit this tool frequently from January through March when they are anticipating their bonuses.

2. **Base pay and incentive rate.** Employees enter their base pay and target incentive rate, which is set by HR. Instructions on the page tell users where to find this information within Oracle Self Service HR.
3. **Related links.** Links on the page lead to information about STIP as well as to tools where employees can find the data they need to enter on this page.
4. **Variables.** Users can manipulate the sliders to see how corporate results and measures — such as Threshold, Target, and Stretch — might impact the payout.
5. **Security trimming.** Breadcrumbs on the page point out that the view of this tool is for Canadian employees. Because pay and benefits information is location-specific, Canadian employees see a different view than US employees. Employees see only the content that applies to them.

Global Site Search

The screenshot displays the Capital Power Intranet Global Search interface. At the top, the navigation bar includes 'Office 365', 'SharePoint', and 'Capital Power'. Below this, the 'the Intranet' logo is visible, along with navigation links like 'Home', 'Working Here', 'Pay & Benefits', 'Career', and 'About Our Company'. The search bar is located at the top right of the main content area, with a search button. The search results are displayed in a list format, with filters on the left side. The filters include 'Result type' (PDF, SharePoint Site, Web page, Word), 'Author' (Jennifer DeCunha, System Account, Robin Morgan, Michael Sheehan), and 'Modified date' (One Year Ago, Today, All). The search results list includes items such as 'Employee Giving', 'Employee Giving and Volunteering', 'Employee Giving and Volunteering - Pages', 'Employee Giving and Volunteering - Advanced Links', 'Employee Giving and Volunteering - Comments', 'Giving is good for you', 'New Employee Checklist', '30 employees, 1 lunch hour, and 500 kits - the giving spi...', and 'SWEP employees volunteer at the Edmonton Food Bank as par...'. Red circles 1, 2, and 3 highlight specific elements: 1 points to the search bar, 2 points to the 'Author' filter, and 3 points to the 'New Employee Checklist' result.

Pictured: Capital Power Intranet Global Search. The global search indexes intranet content, documents, and the past 12 months of news items.

Global Site Search Highlights

1. **Search.** The global site search indexes all of the intranet's content pages, along with all documents that live on the intranet and the last 12 months of news stories. A news-specific search within *News & Announcements* provides access to news stories that are more than a year old.
2. **Security-trimmed results.** Users are shown only the results they are allowed to see. Results are security trimmed by default, and can also be sorted via refiners and some custom metadata.
3. **Results.** Results show the page title and location, and the text that contains the user's search query.

DESIGN PROCESS AND USABILITY WORK

The Capital Power intranet team took advantage of several user research activities to inform its design choices:

- **Card sorting.** Open card sorts with employees helped determine the major sections to use as primary navigation (*Working Here, Pay & Benefits, Career, About Our Company*). Once this level of navigation was determined, closed sorting helped them understand what the subsite structure would look like.
- **Task-based user testing.** Every Friday afternoon for six weeks, the team picked 10 employees randomly and had them perform 10 tasks online using Treejack. After each test, team members reviewed the results with each person and got as much detail as possible about their choices and thought processes as they performed each task.
- **Usage stats.** The team relied heavily on both SharePoint traffic reporting and Google Analytics data to understand how employees used the old site and which areas to focus on for the new build.
- **Meeting with other companies' intranet teams.** Capital Power team members met with two other companies, one a post-secondary institution and the other a public-owned utility. Both companies had recently been through an intranet redesign. Discussions with these organizations focused on platform selection; the redesign process (what worked, and what they'd do differently given the chance); specific site features that had been built (why features were chosen, and whether they were successful); and each project's communication plans (what worked and what didn't).
- **Researching usability or design through books, reports, or other resources.** Two books served as a primary tool throughout the process: *Step Two's Essential Intranets* and *What Every Intranet Team Should Know*. They also consulted two previous Intranet Design Annual reports. These resources informed the decisions the team made on what new features to include on the intranet.

Information Architecture

The team was trying to solve some specific IA problems with the redesign:

- **Both the physical site structure and the megamenu navigation blended task-based and organizational-structure-based navigation.** The designers wanted to do away with both and build a site that was task-based and organized by employee need.
- **Too many options at the top level of the primary navigation.** This was true throughout the navigation, but especially at the top level. More options mean more confusion, so the team reduced the top-level navigation from seven options to four.

- **Reduce the number of links in the megamenu.** With the old site, the megamenu contained links to every page of every subsite, which made them extremely busy. The display was also impractical. With the new menus, they included only top tasks that employees look for most often, with options adjusted based on a review of post-launch analytics.

Adoption and Buy-In

Prior to the redesign, feedback from the organization indicated that users were dissatisfied with the intranet for the following reasons:

- **Poor search experience and quality.** Global site search pulled results from multiple internal team sites (department-level collaboration sites built on the SharePoint platform), which provided often irrelevant and outdated results with no clear hierarchy.
- **Inconsistent design.** Users experienced inconsistent functionality and display from one intranet section to another.
- **Cluttered homepage.** The homepage design was packed with information with no clear hierarchy.
- **Inadequate navigation.** Global navigation was difficult to use and had no visible hierarchy indicators.
- **Global nav was not intuitive.** Users were unable to find information based on the non-intuitive global navigation.
- **Inadequate support for mobile.** The site was not responsive.

To increase buy-in, the team released a comprehensive communications and rollout plan that included the following activities:

- **At project launch:**
 - The team publicized the upcoming redesign and highlighted the current issues that the new intranet would address.
- **During the project:**
 - Each month, the team communicated with managers about the intranet redesign's progress.
 - Team members engaged with all departments, from initial department meetings with key department stakeholders to requests for content reviews. They kept everyone informed of timeline progress and communicated key messages about which issues the new intranet would resolve.
 - The team met with the CEO and executive team before launch to preview the new site, share the rollout plan, and receive feedback. The executives had realistic expectations, and team members recognized that change always prompts both positive and negative feedback and were fully accepting of both. The executives were pleased with and supportive of the new intranet and rollout plan.
- **Month before the launch:**

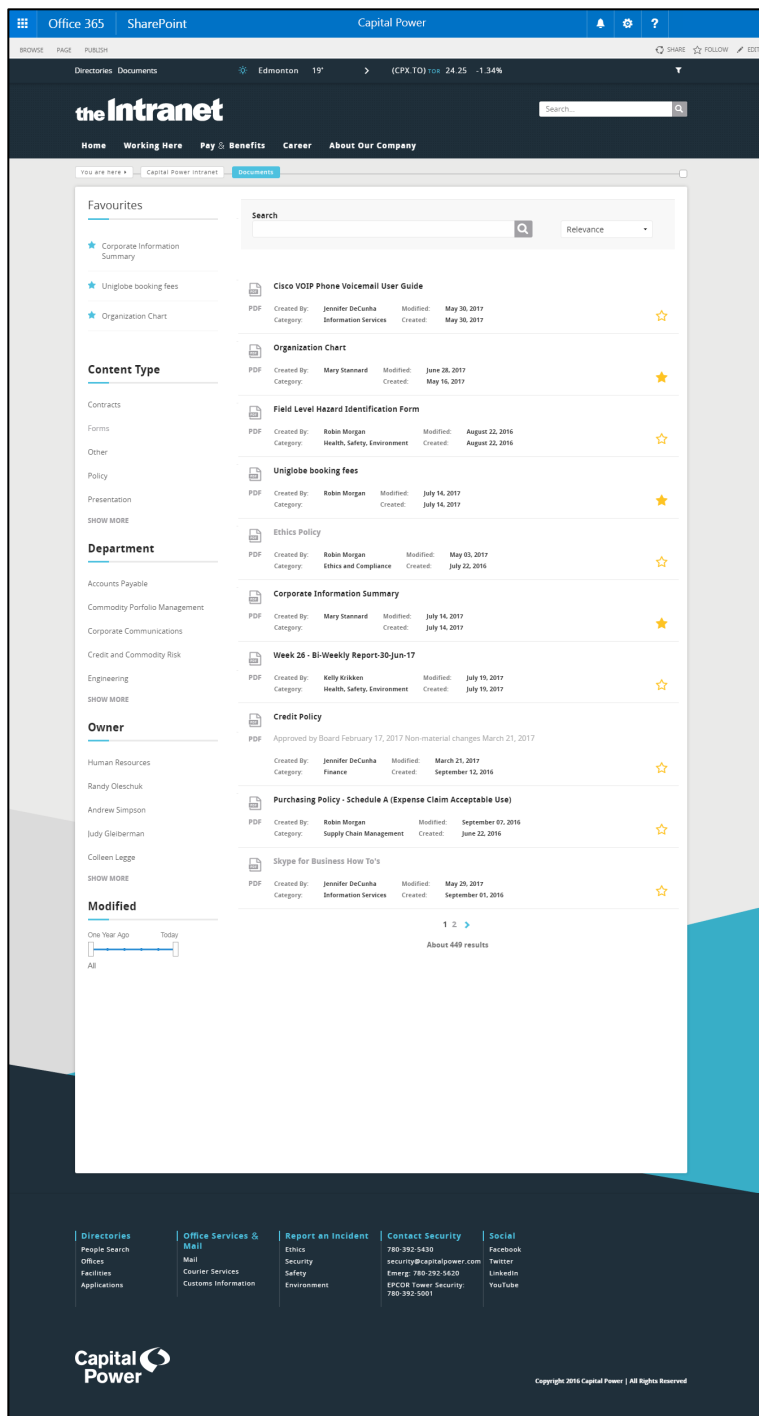
- Leading up to launch, the team sent out weekly communications about the redesign.
- **Day before the launch:**
 - Team members put up posters at all company locations that featured information about mobile access and key intranet features; they also launched a branded campaign “Beauty with Brains” to highlight the new intranet’s enhanced functionality and design.
- **On launch day:**
 - The team distributed “Beauty with Brains” postcards to all employees at all locations. The cards highlighted the features that were designed to address previous staff concerns, as well as enhanced features and how to get help if needed.
 - A short promotional video was released to highlight the new features.
 - The team held an open house learning center at the head office on launch day. Several stations were available where employees could walk through the new intranet’s various features and learn where and how to find information. The stations also featured customized scenarios that let employees find the information and resources that were most important to their specific roles.
 - The intranet’s homepage featured rotating articles that offered assistance and showed intranet highlights, tips, and tricks.
 - The team created a temporary *Where’d it go?* page, accessible from the homepage, that gave users quick access to the previous intranet’s most-used information and pages.
- **First month after launch:**
 - Intranet team members attended each department’s monthly meeting to give a 10-minute presentation on the new intranet’s features, offer usage tips and tricks, answer questions, and gather employee feedback on what was and was not working.
 - Based on this department feedback, team members implemented changes and improvements and communicated those changes to the organization at large.

To entice employees to visit the site after launch, the team did the following:

- The team increased the use of images to accompany new stories, and made sure the images were visible on the homepage. It also began posting news, stories, and information throughout the week to keep the homepage fresh.
- Company activities, events, educational opportunities, and so on were posted on the intranet to help ensure its relevance.

- A weekly email newsletter summarized the week's news and information that had been posted to the intranet and offered linked to those stories on the intranet.
- The team used digital signage screens to advertise the latest news, updates, discounts, deals, and other evergreen information to encourage employees to visit the intranet.

Buy-in after launch was positive; employees had no resistance to using the intranet for news or work-related tasks and ongoing intranet use has been growing since launch.



Pictured: Capital Power Intranet Document Search. This search is part of Bonzai Intranet. It searches only centralized documents (i.e. SharePoint Document Libraries) that are part of the document portal site.

WORKING WITH OUTSIDE AGENCIES

Agency

Project Role

Dynamic Owl

- Provide the Bonzai Intranet platform
- Provide technical support during the build and post launch
- Provide training for site administrators post launch
- Consult on IA and governance structure during the project's planning phase
- Build a custom web part to display the "Alberta Pool Price" on the homepage

GOVERNANCE

INTRANET TEAM RESPONSIBILITIES

Role	Responsibilities
Corporate Communications Team	<ul style="list-style-type: none"> • Provide governance and overall intranet management, and consults with content owners to support and evaluate direct country managers • Develop the intranet's structure, content, and features • Ensure search effectiveness through proper site and document structure • Manage department editors and train new editors on the intranet software • Audit department content annually and provide analytic reports to department content editors • Work with department content editors to update content, including updating and auditing Corporate Communications (CC) content and resources • Identify new features and tools to enhance the intranet
Department Content Editors	<ul style="list-style-type: none"> • Update content and documents • Review analytic reports provided by CC • Work with CC to communicate department needs
Department Content Owners	<ul style="list-style-type: none"> • Ensure accuracy of their content • Approve content prior to it being posted on the intranet • Review analytic reports provided by CC • Review content on schedule • Discuss content additions and expansions with CC • Select and oversee editors • Notify CC of changes to editors • Ensure that editors complete SharePoint basic training • Identify new content

SharePoint Support Team

- Liaise with Bonzai support
- Provide SharePoint environment support
- Maintain SharePoint environment
- Develop SharePoint-based solutions or find SharePoint- or Bonzai-compatible solutions to business problems
- Train employees on SharePoint

Bonzai Support Team

- Provide technical support and troubleshooting for Bonzai platform issues
- Provide support for new releases of the software
- Integrate the Core Team's feedback into future enhancements to the software

Corporate Communications owns the intranet, which gives the intranet team creative freedom to structure the intranet and make changes as it sees fit in response to employee needs. This ownership also means very little red tape. Further, because Corporate Communications owns much of the content that is intended to engage employees on a daily basis, it makes sense that it would own the intranet as a whole.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<p>intranet.capitalpower.com</p> <ul style="list-style-type: none">• The URL works on all devices internally and externally.
Default Status	<ul style="list-style-type: none">• Capital Power employees have both Chrome and IE11 installed on their computers by default.• For IE, the intranet is set as the homepage and cannot be changed.• For Chrome, the intranet is set as the homepage by default, but employees can change it if they wish.
Remote Access	<ul style="list-style-type: none">• The intranet can be accessed externally without logging in to the network by going directly to intranet.capitalpower.com. However, for security reasons, two-factor authentication (through Entrust) is required. This additional security requirement has led to incredibly low mobile traffic: since launch, less than 1% of intranet traffic has come from mobile devices.
Shared Workstations	<ul style="list-style-type: none">• All power-generation facilities have shared workstations for employees; common tasks include:<ul style="list-style-type: none">• Coding time• Checking work email• Checking the intranet's <i>News & Announcements</i> and the <i>Upcoming Events</i> sections• Saving information on team sites• Online training• Finding information on parts or tools used at the plant

TIMELINE

PROJECT MILESTONES

Item	Status
July 9, 2009	<ul style="list-style-type: none"> Company IPO: first intranet launched on the SharePoint 2003 platform as a spin-off of the parent company's intranet
October 6, 2011	<ul style="list-style-type: none"> Intranet redesign project initiated
August 20, 2012	<ul style="list-style-type: none"> A redesigned intranet on the SharePoint 2010 platform launched
September 2014	<ul style="list-style-type: none"> The intranet is migrated "as is" from SharePoint 2010 to SharePoint 2013 onsite
Fall 2015	<ul style="list-style-type: none"> Intranet identified as a 2016 project to migrate to SharePoint 2013 in Office 365
January 2016	<ul style="list-style-type: none"> Intranet redesign communication to company begins
February 2016	<ul style="list-style-type: none"> Meeting requests initiated with departments
February–August 2016	<ul style="list-style-type: none"> Meetings held with departments Content audited and reviewed Ongoing engagement and communication with departments
April 13, 2016	<ul style="list-style-type: none"> First demonstration of Bonzai (later selected as vendor)
May 11, 2016	<ul style="list-style-type: none"> Kick-off call with Bonzai
July 2016	<ul style="list-style-type: none"> Bonzai intranet software available for core team to begin learning Ongoing department contacts identified (content owners and editors)
July 19, 2016	<ul style="list-style-type: none"> Content migrated to the new platform; any future content changes must be made to both the existing and new intranets
July–August 2016	<ul style="list-style-type: none"> Intranet built in Bonzai/SharePoint Content reviewed with departments Intranet editor training and governance sessions held Intranet content owner governance sessions held

- | | |
|------------------------------------|---|
| August 1–15, 2016 | <ul style="list-style-type: none">• Launch communications developed• Post-launch meetings scheduled with business units |
| August 22–September 2, 2016 | <ul style="list-style-type: none">• Core team tested new intranet navigation and functionality• Refinements made prior to launch |
| August 30, 2016 | <ul style="list-style-type: none">• Features, navigation, and functionality tested pre-launch with a small group of employees |
| September 7, 2017 | <ul style="list-style-type: none">• New intranet launched |
| September 7, 2017 | <ul style="list-style-type: none">• Launch day help center held |

Overall redesign timeframe: Seven months

CONTENT AND CONTENT CONTRIBUTORS

CONTENT DEVELOPMENT AND OVERSIGHT

Contributors	<p>The intranet has 11 general contributors: one from each department that provides a significant amount of site content, and six editors from the three HR areas. The three site owners are all from Corporate Communications.</p> <p>The content owners select the editors. Generally, editors are the administrative assistants who work with their department's subject matter experts to review and curate content, but several departments' subject matter experts also serve as their editors.</p>
Contribution	<p>Corporate Communications is responsible for curating corporate news and working with departments to identify their communication needs within the organization. Monthly meetings are held with major departments to identify upcoming events, projects, changes, or programs that should be featured on or accessed from the intranet.</p> <p>The intranet team also works to develop close relationships with admins at the company's remote locations to ensure they have support for their local communications requests, as well as to give them updates on events and other local news and information that should be posted on the intranet.</p>
Training	<p>Training was conducted when the new intranet launched. The team maintains a close, supportive relationship with editors to help them with their content management needs. One-on-one refreshers are conducted as needed either in-person or as remote one-on-one training sessions, and they include information about governance. Refreshers are also conducted when a new person takes on the role of editor.</p>

Management

Content and document audits are conducted annually and use analytics to measure content traffic. Audit results are presented to the editors, who then report up to their department's content owners for review and response. Editors make the small changes, and work with the core intranet ownership team to make larger changes to content and structure, including to remove or add pages.

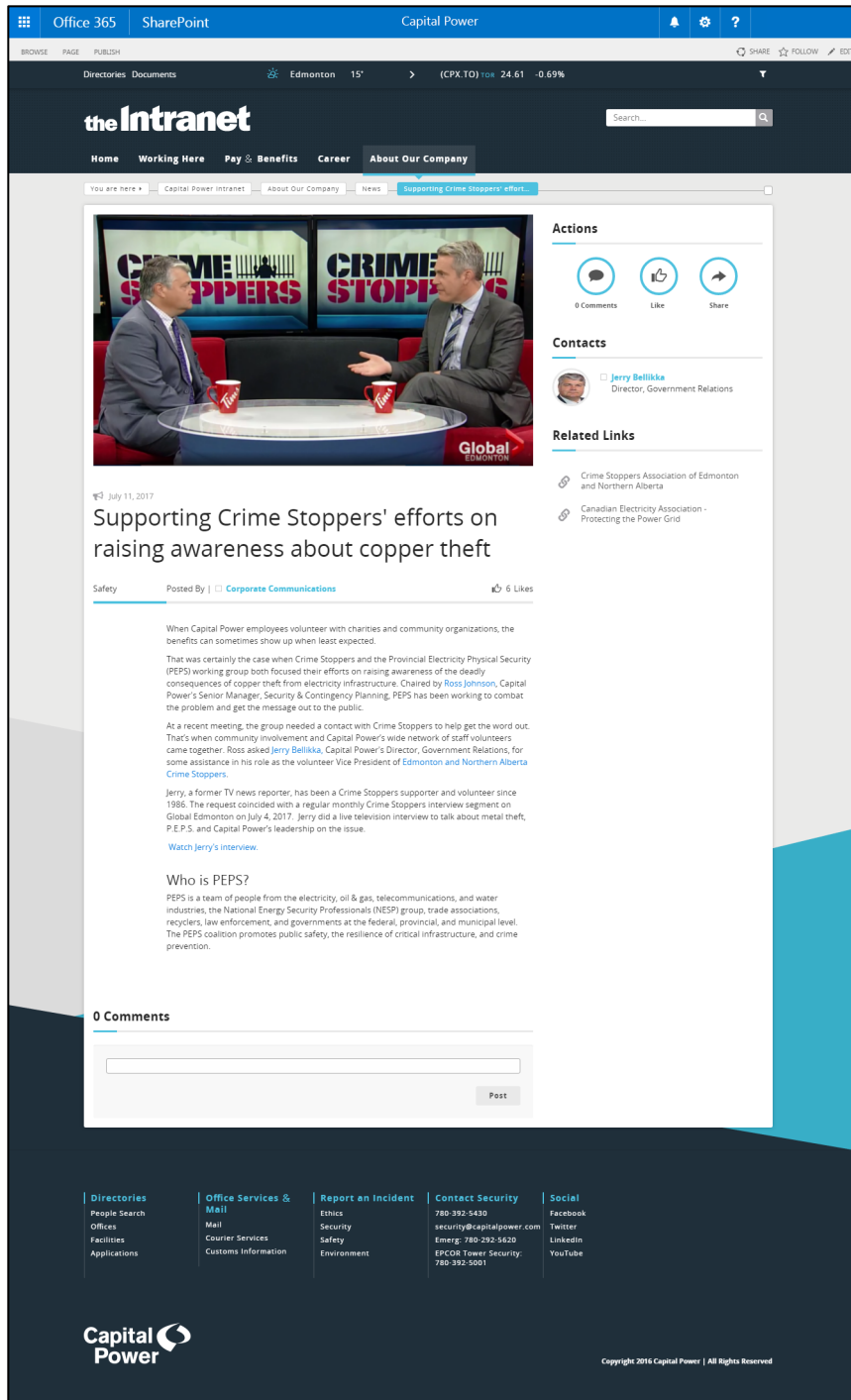
Time-bound updates or reminders are set to unpublish after a set period so they won't appear in search results and give users dated information.

The intranet team identifies changes that are needed to department processes, procedures, and content during monthly meetings with departments.

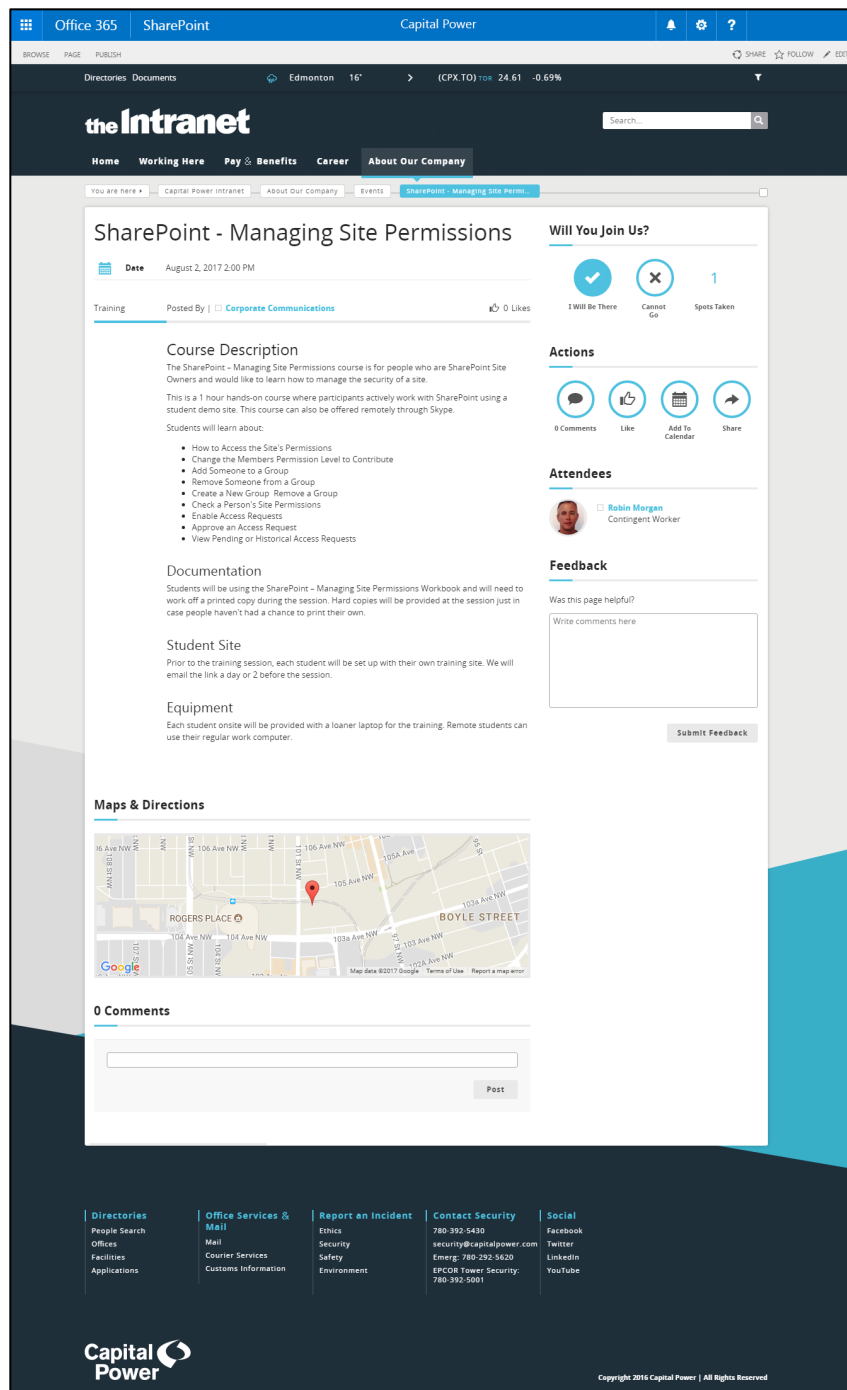
Maintaining Quality

The team has several approaches to ensure that content quality is maintained over time:

- Core intranet owners review analytics data weekly so they can evaluate employee interest, trends in viewership, and how content display or location changes impact views and longer-term trends.
- Team members use a "single-source" approach to information on the intranet — that is, they don't duplicate information from one location to another. Related content is linked to other related content, as opposed to recreating the same content on multiple pages.
- Each page has a built-in form so users can provide feedback on content.
- The core content owners provide feedback to departments as content needs are identified or as pages are submitted for approval. Guidance on writing for the web, effective layout, and/or how to adjust the information's presentation is provided once the content is submitted for review before publishing.
- One basic principle guides the team's evaluation as to whether or not content is appropriate for the intranet: It must provide relevant company or business information, news, events, or work- and culture-related resources that should be made available company-wide.



Pictured: Capital Power Intranet News Article Page. An example *News & Announcement* page, which users see when they click through from the homepage. These pages can be targeted by location and/or security and trimmed by job role if required.



Pictured: Capital Power Intranet Event Post Page. Event posts let employees register for events directly from the page and see how many spaces are still available for the event.

Culling Content

The team took an active approach to ensure that the redesigned intranet launched with fresh, relevant content rather than simply porting all the old stuff over.

This process began by breaking the entire intranet into sections according to department ownership. The team created a document listing each department's content; that document linked to an excel sheet that showed which other content was linked to that content and the total page views of each piece of content.

Team members then reviewed the content and indicated which content they felt could be removed or shortened without compromising the intranet's completeness and quality. With this information in hand, they met with department stakeholders, from VP-level people to administrative assistants. First, team members invited each department's top-level stakeholders to a meeting, indicated its purpose and asking them to invite other members of their department who would be good at evaluating the content. During those meetings, team members reviewed the new intranet's goal and outlined the redesign approach — that is, create a task-based intranet of essential resources that supports employees in their daily tasks. They also discussed the process they would use to identify the most valuable content for the new intranet and asked stakeholders to review their own complete library of documents, identifying what to keep, update, or remove.

The team took a strategic approach to these outreach efforts. It began with the smallest department areas first and moved through the company as department schedules allowed to meet with the required people.

Intranet team members cross-referenced the new content with the old to avoid losing any content in the review and migration process. Most old content was rewritten by the department, then reviewed and edited by the Corporate Communications team to be as concise and web-friendly as possible. They maintained an excel spreadsheet throughout this process to track whether content was migrated as-is, updated, or removed.

Due to organizational restraints, team members met with the largest content stakeholder group — HR — last. Meeting with HR earlier in the process would have been better, however, as its content needs and requested changes often overlapped with information owned by other departments.

As of launch day, the old intranet became unavailable to the general employee population, but the Communications team maintained access. This choice has proven invaluable when departments have questions about old content that they decided not to move. The Communication team's ability to access old content lets them quickly reference it and, in some cases, migrate that content to the new intranet.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> The SharePoint technical team uses Service Now to manage all support requests. A feedback form available on every intranet page alerts the Communications team when new items have been submitted; requests/changes are sent by email.
Design Tools	<ul style="list-style-type: none"> Photoshop, Illustrator, SnagIt
Testing	<ul style="list-style-type: none"> Treejack, Optimal sort
Site Building Tools	<ul style="list-style-type: none"> Notepad ++
Content Management Tools	<ul style="list-style-type: none"> SharePoint Online/Bonzai Intranet
Search	<ul style="list-style-type: none"> Search Center for SharePoint Online Bonzai search
Video Production	<ul style="list-style-type: none"> Final Cut Pro
Reporting	<ul style="list-style-type: none"> Google Analytics, Tag Manager, Search Console, SharePoint Popularity and Search Reports, iPerceptions 4Q (bimonthly customer satisfaction survey), Bananatag Email Tracking

Technology Evaluation Process

A key reason that the intranet project became a priority was because the organization was upgrading from SharePoint 2010 to 2013. This upgrade broke many of the old intranet's customizations to both its look and feel and functionality. At that time, the Information Services team didn't have a technical resource dedicated for intranet maintenance and support, so many technical requirements remained unfixed for nearly a year. When the redesign project kicked off, it was abundantly clear that no matter which option it chose for the intranet, the team had to be certain that the site would never end up in a similar state/situation again.

The team had three options for the new intranet's technology approach:

Option 1 – Use SharePoint online as the platform

It could hire an external agency to help build custom display templates that would be responsive, and purchase third-party web parts for any additional functionality needed that wasn't part of SharePoint (e.g., megamenu, dynamic left navigation, news carousel, quick poll, and classified ads application).

Issues with this approach: After a month of testing more than 20 web parts, the team couldn't find any that would meet their functional or business requirements without significant customization (which is what it wanted to avoid). Also, having an agency build responsive display templates would be more expensive than anticipated.

Option 2 – Move the intranet off SharePoint completely

With this option, the team would move the intranet off SharePoint completely and choose a CMS with a predefined set of intranet-specific features and functionality. For this option, it was considering the Kentico CMS.

Issues with this approach: The only issue with this solution was cost. The team found a tool it liked that met 90% of the project's functional and business requirements; however, in addition to user licenses, moving off SharePoint would entail additional infrastructure costs. Capital Power had chosen SharePoint as a company-wide platform to meet business needs, so there was not a strong enough business case to justify the high cost of Kentico and moving away from SharePoint. The need and demand was not there.

Option 3: Use an out-of-the-box intranet solution built on top of SharePoint online.

Solution: When the project first began, the team didn't have a third option. Out-of-the-box intranet solutions were just starting to appear on the market and many looked too good to be true. A colleague suggested they contact Dynamic Owl and request a demo of Bonzai. Shortly thereafter, they were given a Bonzai site that they could use to build and test against their requirements. After two weeks, they knew this would be the best approach. Bonzai Intranet met more than 95% of the project requirements, and the licensing costs were very reasonable considering the features and functionality the tool included. The team also really liked the continuous improvements included as part of the licensing fee. Over time, the site would constantly be improving its available features and functionality. With a custom intranet, it would have been the exact opposite: it would begin degrading shortly after launch and would require the budgeting of an annual contingency fund to keep the intranet up-to-date.

ROI

The new intranet has been deemed a success on several fronts:

- Overall page views to the *News & Announcements* and *Events* pages are up; from a Communications standpoint, this is a success and lets the company disseminate information as widely as possible.

- Support emails and phone calls have dropped dramatically, reducing the need for support resources and helping reduce the amount of time it takes employees to complete business tasks.
- Page views of employee milestone profiles rose to more than 15,000 in the first half of the year, with spikes in views to the profiles on the days when recipients are announced in the employee e-newsletter. By comparison, all of the previous year's milestones profiles had only 553 page views total.
- Document portal use has improved and document management is simpler. This helps facilitate search and makes it much easier to ensure that only current versions of each document are available on the intranet.

Measuring Hard Numbers

A comprehensive monthly report contains everything team members report on monthly and the rationale behind measuring each statistic and how it relates to the redesign project's initial goals. This comprehensive report is built using data from SharePoint's Popularity & Search Reports, Google Analytics, Tag Manager, Search Console, and iPerceptions 4Q survey.

LESSONS LEARNED

The team shares what it learned and offers advice for other teams:

- **Talk to security first.** "It's important to understand how external access will work for your intranet. Building a site that was responsive was a major requirement of our redesign project since close to 50% of employees have limited access to a workstation. Our Information Services team was heavily involved throughout the entire redesign process; however, our IS security team was not engaged specifically about external security access early on. Two weeks before launch, we were informed that second-factor authentication would be required to access the site outside of the network. Instantly, we knew that mobile would be highly impacted."
- **Write the communications plan at the beginning of the project.** "Communications to employees throughout, and especially at the end of a redesign project, is critical to its success. However, what typically happens is that all the planning is left until the end of the project when you are the busiest working to get your project completed on time. Detail a thorough communications plan at the onset, which simplifies communications when everyone is working double time."

- **Provide very organized documentation, data, and supporting analytics.** “When meeting with departments, spend time preparing the presentation and explanation. We began with the rationale for the project and the goals for the redesign, which explained our approach. We provided very organized reports showing which content (documents and pages) each department owned, and traffic/consumption of their content. Showing low engagement with content supported our suggestions to either remove irrelevant content or restructure so that important content would be more easily found by employees.”
- **Test as much as you can.** “The new menu design was refined using iterative testing using Treejack where we tested the IA against common task completion. After the first few rounds of testing, we started to realize that solving one problem can sometimes lead to issues in other areas. Retesting weekly gave us the opportunity to continuously refine and improve the structure and naming conventions throughout the design phase of the project. My advice: test as much as you can, as often as you can throughout the planning and design phase of your project. It really doesn’t take that much time or that many people; you will quickly start to identify patterns in how employees think about the content, and you learn something new from every employee you work with.”

Best Practices

- **Include as many people as possible in the redesign process.** “As part of the redesign, we decided to rewrite all the content for the new intranet, which meant working with a lot of people at different levels of the organization and from every department. Over 175 people from across the company participated in the intranet project, providing input, updating content, and testing the structure and the site. By the time we launched the Intranet, most employees were completely up to speed with what was happening and we automatically had buy-in, because they had been involved in the process at some point during the content audit, ownership review, and editing work that was completed.”
- **If possible, simplify your governance structure.** “The old intranet site followed the typical SharePoint governance structure, where each site is owned by a department and people from that department are assigned edit and approval permissions. With the new site, we wanted to simplify governance as much as possible so that we could ensure our groups remain up-to-date. We ended up creating two editor groups (defined by the level of access required) and then applied them against the entire site. This has made it incredibly easy to keep our list of editors up-to-date — we’re only working with two lists.”

- **Measure what's actionable.** "In addition to the typical traffic analysis reports, we've also begun running monthly reports for broken pages, abandoned search queries, and zero results. These reports have allowed us to continually improve the quality of the intranet. Missing pages and broken links are fixed, sometimes page titles are changed, or new pages are created on the site to reflect the search queries employees have used to find information. Since we began working through the results of these reports, we have seen a drop in problems in all areas."
- **Stop doing more and start doing better.** "At the beginning of the project, we decided we didn't want to introduce a lot of new features and functionality with the launch of the new site. Instead, we wanted to focus more on doing a better job with tools we already had and start to introduce additional features post launch."
- **Make the intranet as future-proof as possible.** "During the planning stage, we focused a lot on sustainability: How do we stop the intranet from degrading over time? Here are some of the key things we focused on:
 - Update all site content and develop a process to ensure content owners and content remains up-to-date
 - Develop a process to ensure the list of editors remains up-to-date
 - Ensure search results remain relevant and helpful
 - Simplify how *News & Announcements* and *Events* function and will be displayed on the homepage."

PKP Energetyka S.A. (2018)

OVERVIEW

COMPANY

PKP Energetyka is one of the largest energy companies in Poland. It provides maintenance, sells, and supplies electricity to rail and business customers, and maintains 20,000 kilometers of distribution network.

Headquarters: Warsaw, Poland

Company locations: The company has multiple locations and divisions across Poland, with headquarters in Warsaw.

Locations where people use the intranet:

Employees at all PKP Energetyka locations use the intranet. The company also provides kiosks for field workers and service technicians.

Annual revenue: Approximately \$1.2 billion USD in 2014

TEAM

The company had a dedicated in-house team that worked closely with the outside agency, Elastic Cloud Solutions. The internal team was built around the Communication Office, with help from the Project Management Office and System Administration Department.

In-House Team: Marcin Domalązek, Senior Specialist, Project Management Office; Dariusz Szkup, Head of System Administration Department; Krzysztof Kielmiński, Director of Communication Office; Małgorzata Szewczyk and Grzegorz Siwek, Specialists in Communication Office

THE INTRANET

Users: Approximately 7,000 users working across the country use the company's intranet. This includes staff working in offices and field workers and service technicians who access the intranet using kiosks.

Mobile approach: Responsive web design

Technology platform: SharePoint 2013

INTRANET TEAM



Team members shown here (left to right): Dariusz Szkup, Malgorzata Szewczyk, Marcin Domalazek, and Krzysztof Kielminski.

HIGHLIGHTS ABOUT THIS WINNER

The PKP Energetyka intranet team wanted its site to be a thing of beauty. In a company that uses many big, complicated internal systems that require expert knowledge, the team wanted the intranet to be as easy to use and beautiful as possible, allowing all employees to use it without needing any expert knowledge. Mobile access was also critical, as many employees work outside the office.

When looking for an intranet solution, the team decided on Elastic Cloud Solutions, as it fit well with the company's plans to create something quickly and encourage adoption. The tool enabled easy content creation and editing, while using the power of SharePoint's advanced features, such as permissions and versioning. Today, 90% of staff uses the site on a daily basis.

- **Improving internal communications.** The company previously used email, print, and shared drives to disseminate information. Two internal publications — one monthly and one quarterly — and a daily email digest have now been moved onto the intranet, allowing the company to share information reliably and, for the first time, track the content's readership to help the team learn about its audience.
- **Iterative development.** The team created the new site in stages, with short-term sprints. After each sprint, the team would share the site with employees, who could use and test the site in production and submit feedback via a special button on the page. This let the team quickly show

employees what it was developing, keeping people engaged and informed along the way. In contrast to custom development, which can be quite time-consuming, the boxed solution let the team quickly deliver results.

- **Simplified content creation.** The tool uses a Block Editor with ready-made elements that can be added to a page via drag and drop, allowing non-technical people to create nicely designed content combinations. This editing tool is used throughout the site, allowing quick content creation.
- **Knowledge management.** Information has moved from shared drives to the intranet. The intranet has a wealth of knowledge-sharing tools and features, including *Knowledge Articles*, a crowd-sourced *Ideas Bank*, a discussion forum, and extensive FAQ pages on a variety of topics. Vademecum pages are used for onboarding new employees, taking them through information in a specific order. A chatbot also helps users, answering questions and letting them fill out forms using a natural language interface.

BACKGROUND

PKP needed a new intranet platform to improve internal communication and encourage engagement with and among its 7,000 employees working throughout Poland. These employees include staff working in offices, as well as field workers and service technicians who service the 20,000 kilometers of distribution network. Prior to the new intranet, the organization had mainly relied on email to keep employees informed, which obviously wasn't the best tool for the job.

Goals

The team outlined a list of goals that the new platform would have to meet for the project to be a success. First, it needed to provide exceptional user-centered design, rather than simply be a pretty face on top of SharePoint. Next, the designers focused on ease of use and mobile access. Other top priorities included:

- **Support digital publishing.** PKP Energetyka has two internal publications, published quarterly and monthly, and a daily press digest. The designers wanted to distribute these publications digitally so they would reach more readers, and so they could track user interests by monitoring comments, recommendations, and statistics.
- **Extend functionality.** The designers wanted a platform that would let them extend intranet functionality without requiring additional development. That meant they had to find a platform that would let them evolve user engagement over time and also save the organization time and money.
- **Support applications.** Part of the intranet's business case was to support a list of required applications — including an address book, organization structure, newsletter, dynamic forms and surveys, and knowledge management features — to turn the intranet into a full-featured digital workplace.
- **Quick deployment.** Because a short delivery time was very important, the team searched for a platform that offered quick deployment and adoption opportunities.

Aktualności

Nasza Firma

Moja praca

TOP 400

Aplikacje

Aktualności

Wiadomości

Dobra Energia

Flesz

Serwis prasowy

Media o Nas

Publikacje wewnętrzne

1 2 3 4 →

Widok: [Grid View Icon]

DOBRA ENERGIA

KROK PO KROKU

Współpraca z Konradem Szpaktem

Współpraca z Konradem Szpaktem

DOBRA ENERGIA 51/2017

29/06/2017 12:00

W 2016 roku PKP Energetyka przeprowadziła masową wymianę tradycyjnych liczników energii elektrycznej na liczniki inteligentne, określane jako smart lub AMI.

Przedstawiamy państwu kadrę zarządzającą spółki PKP Energetyka Obsługa. Jest to spółka grupy kapitałowej pkp energetyka odpowiedzialna za obsługę procesów utrzymaniowych i inwestycyjnych w obszarze elektroenergetyki.

PKP Energetyka przyznała kolejne certyfikaty w ramach wdrożenia złotego standardu sekcji

Pobierz biuletyn

DOBRA ENERGIA

MODERNIZACJA – dlaczego zmieniamy naszą firmę

20/02/2017 15:30

DOBRA ENERGIA

„Wakacje na sportowo” – rozstrzygnięcie konkursu fotograficznego

09/11/2016 13:30

DOBRA ENERGIA

Wdrożenie systemu drabin do usuwania usterek

01/07/2016 08:00

DOBRA ENERGIA

Oskary 2015 rozdane!

21/05/2016 14:00

DOBRA ENERGIA

Praca na Wysokości w PKP Energetyka

01/02/2016 08:00

DOBRA ENERGIA

Współtworzymy infrastrukturę Szczecina

01/11/2015 08:00

1 2 3 4 →

Pictured: PKP Intranet Internal Publications Grid View. The list of publications (grid view) shows all of the company’s internal publications, with the newest one at the top. Users can easily download an attached file (*Pobierz biuletyn*) to read the magazine or go to publication's page to learn more.

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INFO@NNGROUP.COM

PKP Energetyka S.A. (2018)

Aktualności

Nasza Firma

Moja praca

TOP 400

Applikacje

Aktualności

Wiadomości

Dobra Energia

Flesz

Serwis prasowy

Media o Nas

DOBRA ENERGIA

KROK PO KROKU

Wspieranie z Konradem Tyralskim

Wspieranie z Konradem Tyralskim

Wspieranie z Konradem Tyralskim

Wspieranie z Konradem Tyralskim

Pobierz biuletyn

Oddajemy w Państwa ręce **51 wydanie magazynu „Dobra Energia”**. Polecam szereg artykułów na temat ważnych wydarzeń z życia spółki. Na uwagę zasługuje tekst dotyczący inicjatywy Krok po Kroku – jej celem jest współdziałanie i poprawa istniejących rozwiązań na zasadzie ich ciągłego doskonalenia. Każdy z nas na pewno dostrzeże w swojej pracy obszary, w których można coś udoskonalić.

Właśnie po to uruchomiliśmy program **Krok po Kroku**, aby każdego dnia dać Państwu możliwość eliminowania problemów. Zachęcam również do lektury wywiadu na temat cotygodniowych spotkań na poziomie spółki, Zakładów i Sekcji PKP Energetyka. Na pytania związane z kaskadą spotkań odpowiada Konrad Tyralski, członek zarządu.

Polecam także materiał poświęcony kolejnym Sekcjom, które uzyskały status Złotego Standardu Sekcji

<

Dobra Energia 50/2016

>

Dobra Energia 52/2017

>

Podziel się opinią

Dołącz do dyskusji...

Dodaj komentarz

Jan Śliwka

godzinę temu

Zdalny odczyt liczników energii elektrycznej polega na automatycznym pobieraniu danych pomiarowych i przysyłaniu ich do centralnej bazy danych pomiarowych w celu wykonywania rozliczeń z odbiorcami, udostępniania innym systemom informatycznym, prowadzenia analiz i bilansowania zużycia energii elektrycznej

Odpowiedz

Karol Bogusz

14 minut temu

Rozwiązanie to umożliwia poprawę jakości i efektywności świadczonych usług!

Odpowiedz

Joanna Kosiorek

przed chwilą

PKP Energetyka staje się technologicznie najnowocześniejszą spółką w zakresie poprawiania jakości usług dystrybucyjnych

Odpowiedz

Pictured: PKP Intranet Internal Publication Page. The publications page presents information in an interesting way thanks to content blocks and the Block Editor tool. Users can easily post comments and browse next/previous publications by clicking on pagination buttons.

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Choosing and Executing on a Technology Platform

The PKP team initially looked to partner with a solution vendor to help it build a new intranet from scratch, but the deadline was too tight and, in most cases, the time required for analysis, development, and adaptation was too long. So, the team instead decided on a turnkey intranet solution would make the process simpler and more agile.

It chose Elastic Intranet as a foundation for many reasons, but one of the key drivers was its ease of use. The team felt this tool would let even less-experienced users easily create and manage content.

The project was divided into short-term sprints so team members could iterate development in short cycles, giving them a window into how things were going in even the earliest stages. Each sprint ended with a personal meeting with the agency partner to review progress and set the direction for next steps. This approach gave the PKP team a solid overview of the development state and also showed consistent improvement as the intranet took shape.

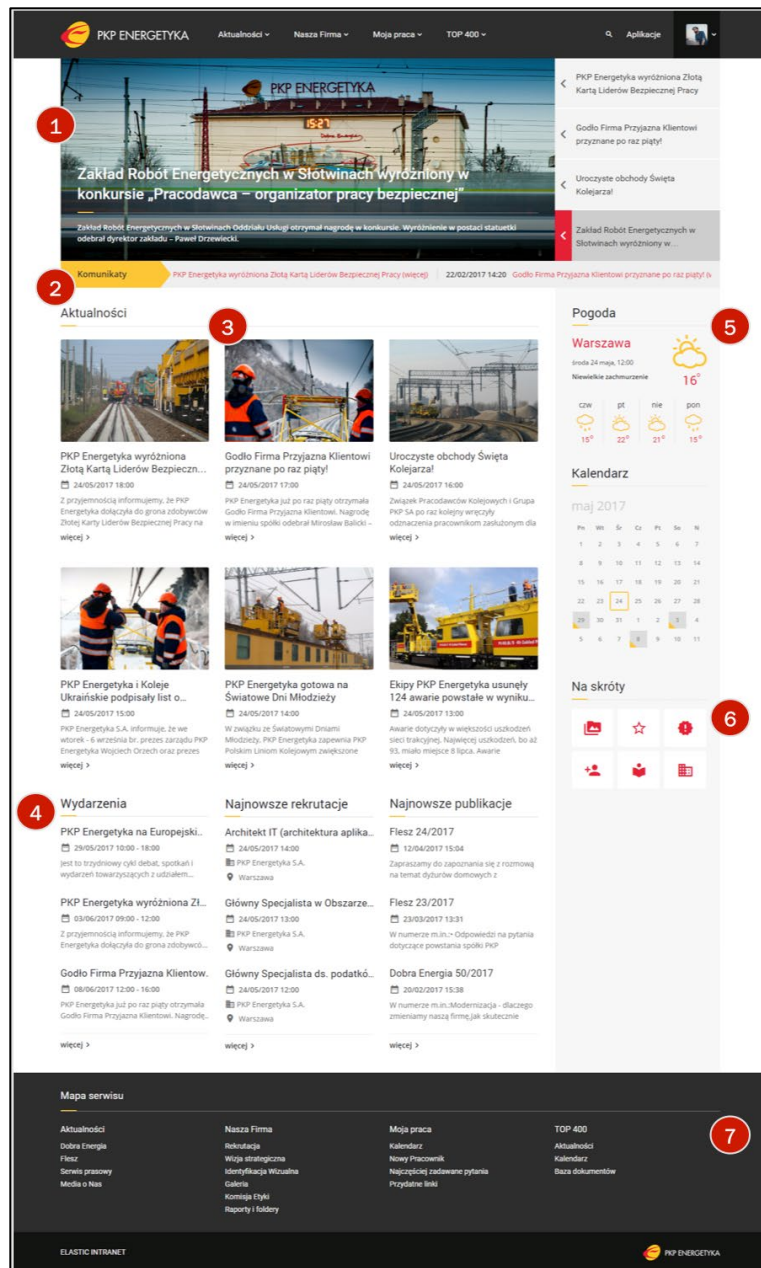
This approach had another great advantage: it let the designers share completed stages with PKP employees so they could use and test it while it was still in production. During those releases, employees could submit feedback using a special button located directly on the intranet. This not only gave the designers feedback, but it also let them trace the evolution of the adoption process and react to users' requests quickly. Intranet traffic statistics also helped them identify the most-used areas and the pages users hadn't visited at all.

This iterative approach was very successful and let the team easily implement new innovations to keep people informed, engaged, and more connected.

Using a turnkey intranet solution also provided a base of standard features and the opportunity to layer further innovations on top. Thus, the team could quickly deliver, test, improve, and iterate in Agile cycles, rather than have to start with a series of long, complicated custom development processes right out of the gate.

DESIGN REVIEW

Homepage

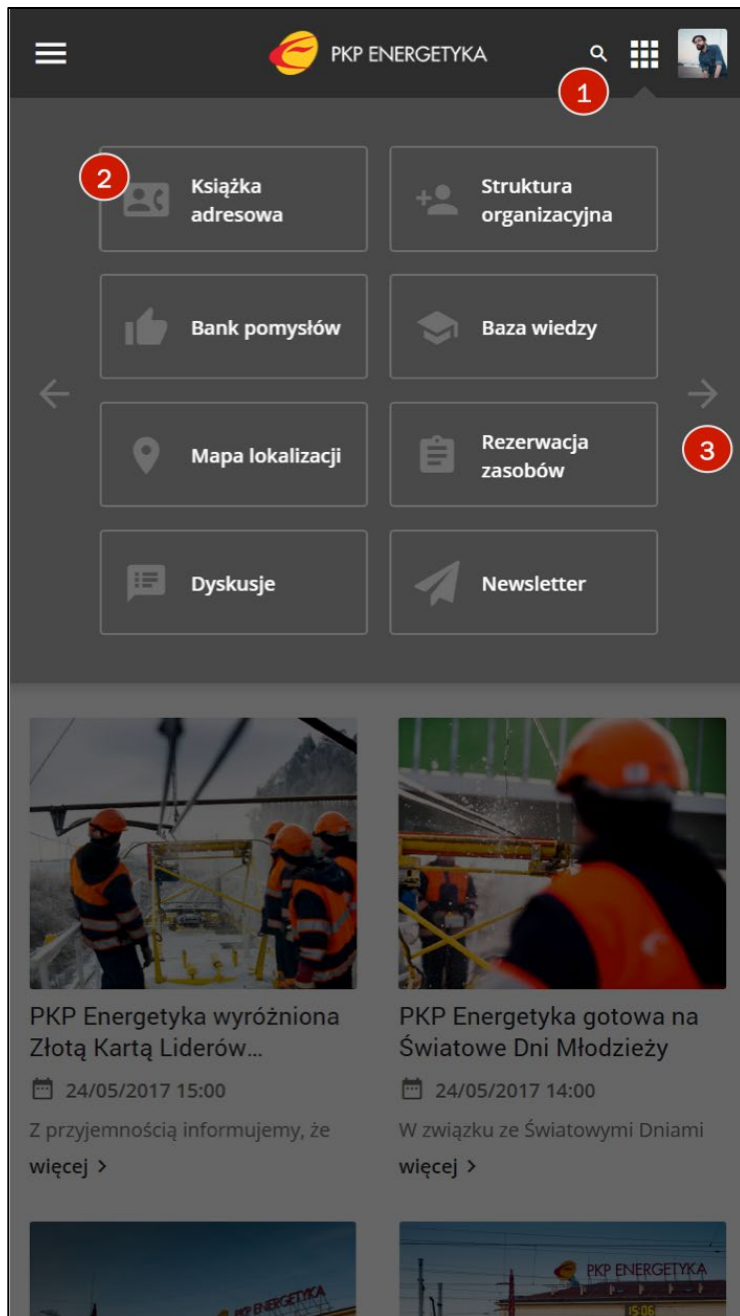


Pictured: PKP Energetyka Intranet Homepage. The homepage combines news, events, and quick access to tools with a clean and clear design.

Homepage Highlights

1. **News carousel.** A news carousel appears at the top of the page. It lists the names of the featured stories on the right side, so users can easily navigate directly to a story of interest. This helps with one of the main usability issues with carousels: items other than the featured item are often overlooked. It also gives users direct control. The current article is clearly distinguished from the rest with the use of a red arrow and gray shading. Each featured item is displayed with an image, headline, and brief summary.
2. **Komunikaty (messages).** A scrolling message bar, similar to a news ticker, appears beneath the news carousel, showing additional headlines or important announcements with optional links, along with the date and time they were posted.
3. **News.** The center of the page shows the latest news, which is personalized for the user based on permissions and audience type. News items are shown in a grid format, with an image, headline, date and time posted, and a brief summary.
4. **Current information.** Below the news is a list of events, job postings, and publications. Events include the date and time and a brief description. Job listings include the job title, time posted, company, and location. Publications feature the content from previous monthly and quarterly print publications, with the publication's name, date, time, and highlights posted on the homepage for easy access.
5. **Weather and calendar.** The right side of the screen includes the weather forecast based on the user's location (in this case, Warsaw). Below this is a calendar that highlights the current date and dates of upcoming events, which users can click for more details.
6. **Shortcut links.** The bottom of the right column includes links to important tools, each indicated by an icon. The icons represent different external tools and internal areas, and the link titles display when users hover over them. These shortcut links are configurable.
7. **Footer.** The page footer shows the site's structure, giving people an overview of the site's content and navigational structure. This type of footer can be particularly helpful on mobile, as it repeats the navigation without forcing users to scroll to the top of the page to navigate. The three main navigational categories are *News*, *Our Company*, and *My Work*. The *Top 400* is a separate intranet area for a group of managers; it has dedicated news, calendars, and knowledge.

Apps Menu



Pictured: PKP Energetyka Intranet Apps Menu. The apps menu is available across the whole site; here it is shown in a mobile view.

Apps Menu Highlights

1. **Constant access.** The apps menu appears on each site page. On mobile, it appears as a small square made up of smaller boxes; on desktop, when space allows, the same design also includes a label (*Aplikacje*). In both designs, the menu appears next to the user's profile picture. This area links users to internal and external apps that are important to daily work. Administrators select these apps, which include things like the address book, organizational structure, *Idea Bank* (an area to share ideas with colleagues), and discussion.
2. **Apps.** Each app is listed by icon and name. Tapping or clicking on the rectangle leads to the app. The boxes around the name and icon are a good size touch target on mobile.
3. **More apps.** Arrows on the side of the menu indicate that more options are available. On mobile, users can swipe to the left and right to see additional apps; while on desktop, users can click.

FAQs

Aktualności ▾ Nasza Firma ▾ Moja praca ▾ TOP 400 ▾

🔍 Aplikacje

Wiedza

> Bank Pomysłów

> Forum wsparcia

> Baza Wiedzy

> Kursy

> Publikacje

> Szkolenia

> ABC Energii

ABC Energii

1

Najczęściej zadawane pytania:

1. Czym jest AMI Automated Meter Infrastructure (automatyczny odczyt liczników)?

2. Co to Centralny mechanizm bilansowania handlowego?

3. Co oznacza GUD?

2

^

Czym jest AMI Automated Meter Infrastructure (automatyczny odczyt liczników)?

To zintegrowany zbiór elementów: inteligentnych liczników energii elektrycznej, modułów i systemów komunikacyjnych, koncentratorów i rejestratorów, umożliwiających dwukierunkową komunikację, za pośrednictwem różnych mediów i różnych technologii, pomiędzy systemem centralnym, a wybranymi licznikami. Sieć taka umożliwia gromadzenie danych o zużyciu energii określonych odbiorców, wysyłanie sygnałów sterujących do urządzeń oraz zdalne ich konfigurowanie.

3

^

Co to Centralny mechanizm bilansowania handlowego?

Prowadzony przez operatora systemu przesyłowego, w ramach bilansowania systemu, mechanizm rozliczeń podmiotów odpowiedzialnych za **bilansowanie handlowe**, z tytułu nie zbilansowania energii elektrycznej dostarczonej oraz pobranej przez użytkowników systemu, dla których te podmioty prowadzą bilansowanie handlowe.

^

Co oznacza GUD?

Generalna Umowa Dystrybucyjna – pomiędzy Sprzedawcą a OSD E, regulująca wzajemne obowiązki w zakresie zapewnienia właściwej jakości obsługi odbiorcy.

4

Janusz Sadowski

Ekspert z dziedziny Energii

Co to jest dystrybucja energii, grupa przyłączeniowa czy moc czynna? Odpowiedzi na te i inne pytania znajdziesz powyżej, a jeśli masz dodatkowe pytania - zapytaj naszego eksperta - Janusza!

Wyślij zapytanie do eksperta

Wyślij wiadomość!

Pictured: PKP Energetyka Intranet FAQs. The site offers many knowledge management tools, including pages of Frequently Asked Questions.

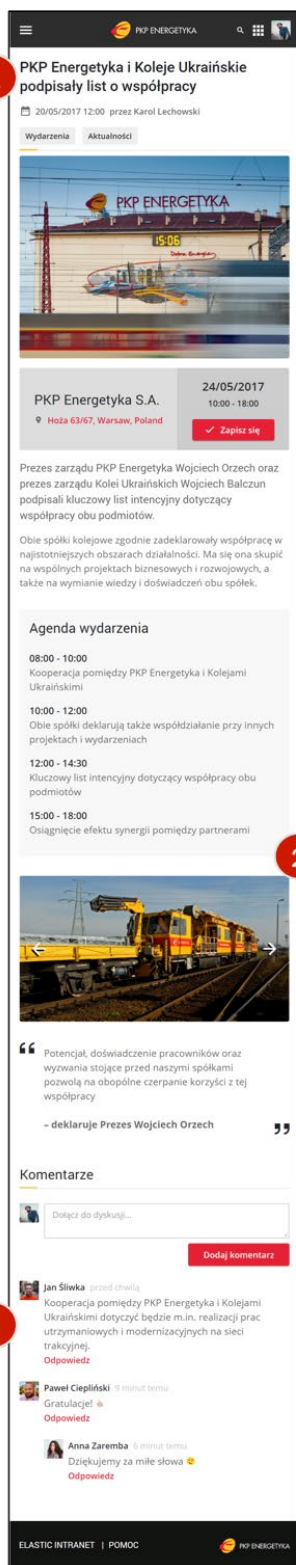
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FAQs Highlights

1. **Summary.** FAQ pages summarize common questions, answered by experts within the organization. Questions are listed at the top of the page, so users can quickly see the information available as well as link directly to the answer. This direct information access is particularly helpful on mobile screens, taking users to the exact content of interest on a long, scrolling screen.
2. **Responses.** Experts can include videos or images along with the text in their responses. The responses are concise and clear, with links to related information as needed and bold keywords to highlight important content.
3. **Experts.** The expert's name, picture, and area of expertise (here, "the field of energy") are listed at the bottom of the page. This helps employees get to know one another by associating faces with names. Sample questions are listed along with a prompt to ask the expert a question.
4. **Submit additional questions.** The red box at the bottom of the page prompts users to submit a question, with a clear link to send a message. The page encourages users to ask questions if they do not see the information they need. When the question is answered, it is automatically published to the FAQ so others can see the answer as well, benefitting the whole company.



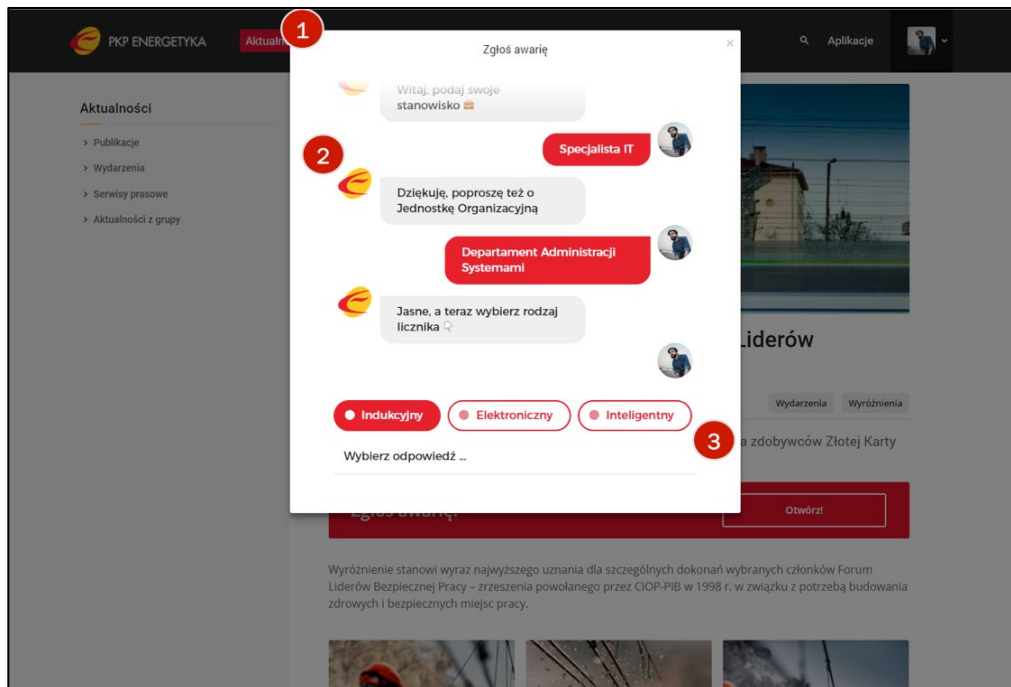
Events

Pictured: PKP Energetyka Intranet Events.
Internal and company-wide events are shared on the intranet.

Events Highlights

1. **Event pages.** The site offers a calendar of company events, where editors can easily add items and create event pages. Event pages have the event title at the top, together with an image, the location, and the address, which links to a map. The event date is shown along with an optional sign-up button. Events list seat limits or registration deadlines as needed. The site also allows event organizers to send messages to all registrants or to export a list of registrants.
2. **Vivid pages.** As in all areas of the site, the Block Editor tool can be used to add images, videos, highlighted quotes, agendas, and more to make the page visually appealing as well as informative. Both mobile and desktop pages are streamlined and engaging.
3. **Commenting.** Users can comment on the event, asking questions or sharing information. Event pages stay live after events as well, letting users upload photo galleries or videos from the event.

Chatbot-style Forms



Pictured: PKP Energetyka Intranet Chatbot-style Forms. Some simpler forms are created in a chatbot-style, conversational interface.

Chatbot Highlights

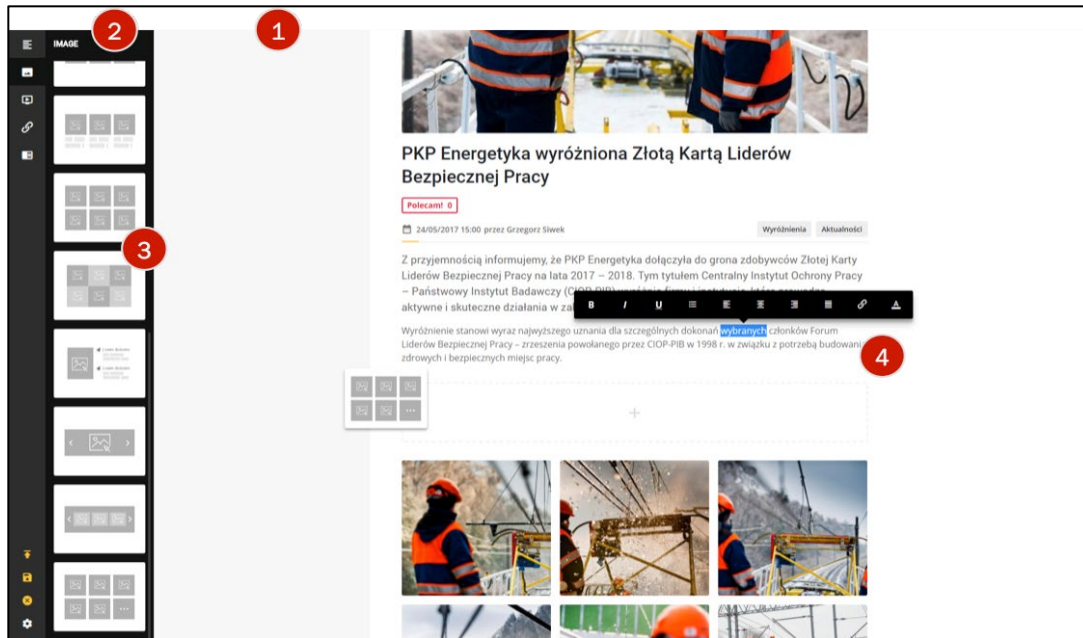
1. **Conversational forms.** Forms are easy to create on the site, but users can also create “conversational forms” or chatbot-style interactions. In these forms, rather than filling in a series of fields, a chatbot asks users a series of questions. The goal is to engage users and to make filling in information feel more like a human conversation. PKP is experimenting with this form of communication, and so far, it has found that it’s a better fit for simple forms and conversations than for long or complicated forms. Initial conversion rates on simple forms have been several times higher than on standard forms.
2. **Conversation.** A form is presented as series of questions and responses. This interaction asks about the user’s position and organizational unit.
3. **Multiple choice.** The chatbot allows text replies or can provide multiple or single-choice responses for users. Here, users can choose from three predetermined options.

Block Editor

The screenshot displays the PKP Intranet Block Editor interface. On the left is a vertical toolbar with icons for various editing functions. The main area shows a news article titled "PKP Energetyka wyróżniona Złotą Kartą Liderów Bezpiecznej Pracy". The article text mentions the company's recognition by the Centralny Instytut Ochrony Pracy (CIOP-PIB) for its safety achievements. Below the text are several images of workers in safety gear. On the right side, there is a "Ustawienia" (Settings) panel with the following sections:

- Ustawienia aktualności** (News Settings): Includes fields for "Rozpoczęcie publikacji" (Publication start) and "Zakończenie publikacji" (Publication end), both set to 24/05/2017 15:00. There is a "Tagi (maksymalnie 3)" (Tags, max 3) field and buttons for "Wydarzenia" (Events), "Aktualności" (News), and "Produkty" (Products).
- Ustawienia strony** (Page Settings): Includes a "Tytuł strony w nawigacji" (Page title in navigation) field with the value "PKP Energetyka wyróżniona Złotą Kartą Liderów Bezpiecznej Pracy". The "Adres strony" (Page address) field shows "intranet/..." and "pkp-energetyka-wyrozni-na-zlota-karta-liderow".
- Pokaż metadane strony** (Show page metadata): A toggle switch set to "TAK" (Yes).
- Pozwól na polecenie treści** (Allow content recommendation): A toggle switch set to "NIE" (No).
- Pozwól na komentowanie treści** (Allow content commenting): A toggle switch set to "TAK" (Yes).
- Pokaż w górnej nawigacji** (Show in top navigation): A toggle switch set to "NIE" (No).
- Pokaż w bocznej nawigacji** (Show in side navigation): A toggle switch set to "NIE" (No).
- Pokaż w dolnej nawigacji** (Show in bottom navigation): A toggle switch set to "NIE" (No).
- Strona w pełnej szerokości** (Page in full width): A toggle switch set to "NIE" (No).
- Uprawnienia** (Permissions): Includes a "Zezwalaj na dostęp anonimowy" (Allow anonymous access) toggle set to "NIE" (No) and a "Dziedziczenie uprawnień" (Inheritance of permissions) toggle set to "TAK" (Yes).

Pictured: PKP Intranet Page Settings. Every page has settings in the edit mode. In this case (a news page), editors can set publication start and end date, choose tags, change the page title and URL, choose to display the page's meta data (date, author, tags), allow comments and recommends, and choose where in the navigation the page will appear (top, left, or bottom); they can also manage permissions and browse page's versions.



Pictured: PKP Energetyka Intranet Block Editor. A simple CMS lets editors quickly create content with a consistent look and feel.

Block Editor Highlights

1. **Easy content creation.** The CMS is simple to use and allows editors to easily add elements to pages via a drag-and-drop interface. There are more than 100 different intranet blocks that follow the same style guide, letting users create many different pages while maintaining a consistent look and feel across the site. Editors can access the Block Editor from any page on the site.
2. **Block categories.** The Block Editor has five different categories of "blocks": text, image, media, links, and content.
3. **Options.** Options are presented on the left side of the screen and can be dragged into place. This shows users different layout options for incorporating images into a page. They can upload images or select from corporate images and a free stock library. Images are automatically optimized for different screen sizes. Blocks can also be used to create items with business logic, such as contact forms, and integrations with other tools, such as SharePoint calendars.
4. **Text editor.** Text can be edited in place, so users instantly see what the text will look like. Some elements, such as size and font style, are constrained to retain a consistent look and feel across the site, but users can format the text and add links where needed.

Locations

Nasza Firma

- > Rekrutacja
- > Wizja strategiczna
- > Identyfikacja Wizualna
- > Galeria
- > Komisja Etyki
- > Raporty i foldery
- > CUW
- > Rewitalizacja SAP ERP
- > Innowacje
- > Grupa Kapitałowa PKP Energetyka
- > Baza Wiedzy E2
- > Ryzyko i regulacje (compliance)

PKP Energetyka S.A. z siedzibą w Warszawie

Adres lokalizacji: ul. Hoża 63/67, 00-681 Warszawa
 Numer telefonu: (022) 391 90 00
 Numer fax: (022) 474 14 79
 Email: energetyka@pkpenergetyka.pl

Laboratorium Nowoczesnych Technologii
 Powierzchnia: 120mkw
 Wysokość: 8m
 Pomieszczenie: Laboratorium
 Edycja pomieszczenia

● Laboratorium ● Pomieszczenie biurowe ● Sala konferencyjna ● Kuchnia
 ● Lobby ● Serwerownia ● Patio zewnętrzne ● Laboratorium technologiczne

Wizja strategiczna PKP Energetyka jest „wejrzeniem w przyszłość” Spółki. Opiera się na wiarygodnych i rzetelnie opracowanych scenariuszach a także na doświadczeniu, znajomości rynku oraz praktyce managerskiej. Jest wynikiem połączenia wiedzy, praktyki i zdolności wszystkich pracowników i bazuje na trzech mocnych filarach.

FILTRY

Pictured: PKP Intranet Location Page. The location page is a great way to provide important details about a company location. Here, it also displays floor plans with rooms marked; users can easily choose a room, view its details, and go to the room's page. The legend under the floor plan shows colors with room types so users can easily figure out which rooms they're looking at. Location pages can feature any type of info, from text to galleries to maps.

Aktualności

Nasza Firma

Moja praca

TOP 400

Applikacje

Nasza Firma

- Rekrutacja
- Wizja strategiczna
- Identyfikacja Wizualna
- Galeria
- Komisja Etyki
- Raporty i foldery
- CUW
- Rewitalizacja SAP ERP
- Innowacje
- Grupa Kapitałowa PKP Energetyka
- Baza Wiedzy E2
- Ryzyko i regulacje (compliance)

Sala Konferencyjna

Budynek:	Centrala	Piętro:	1
Numer pomieszczenia:	12	Typ pomieszczenia:	Sala konferencyjna
Powierzchnia:	800mkw	Wysokość:	4m
Zestaw do prezentacji:	TAK	Pojemność sali (w osobach):	50

Wizją strategiczną PKP Energetyka jest „wejrzaniem w przyszłość” Spółki. Opiera się na wiarygodnych i rzetelnie opracowanych scenariuszach a także na doświadczeniu, znajomości rynku oraz praktyce managerskiej. Jest wynikiem połączenia wiedzy, praktyki i zdolności wszystkich pracowników i bazuje na trzech mocnych filarach.

Zajętość sali:

07 - 13 sie 2017

← →

rezerwuj +

Widok: miesięczny tygodniowy

07 Pn	08 Wt	09 Śr	10 Cz	11 Pt	12 So	13 N
Omówienie... 08:00-09:00	Brak wydarzeń	Spotkanie ze... 13:00-14:30	Telekonferen... 08:00-12:00	Sprint #6 07:30-08:00	Brak wydarzeń	Brak wydarzeń
Zebrań zar... 9:30-11:00			Spotkanie 12:00-12:20			

Instrukcje do pobrania

PDF Sterowniki do interaktywnej tablicy

PDF Instrukcja obsługi rzutnika

DOC Regulamin korzystania z sali konferencyjnej

Pictured: PKP Energetyka Intranet Location Pages. Location pages provide details and allow bookings.

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Location Highlights

1. **Detailed information.** Each office building has a location page, and users can view the details of specific rooms in an office by clicking on the marked rooms in the floor plan. To mark rooms, users simply click on the corners. They can then set rooms as conference rooms or individual offices; the latter lets the site list all employees working in specific offices.
2. **Photos.** Pictures show the inside of the room to help with planning.
3. **Room details.** Specific information about a room is summarized at the top of the page and includes location and seating capacity. The intranet teams also plan to use Bluetooth-powered beacons in room booking so that, when people enter a meeting room, the TV and projector will automatically display the meeting's profile cards and agenda.
4. **Booking.** Rooms can be booked through Microsoft Exchange calendar blocks. Users can see if the room is available and, if so, schedule it using the *rezerwuj+* button. (The same type of system is used to book other company resources, including company cars and equipment.)
5. **Downloads.** The bottom of the page features a set of downloads that might be needed to use equipment in the room, such as drivers for the interactive whiteboard.
6. **Editing.** The red dot in the screen's lower corner indicates that the user viewing the page can make edits. Clicking it leads to the Block Editor CMS. Only global and local editors can edit and create content. For editors, this red dot is available on every page, not just location pages.

Search

3 Filtruj

Aktualność Publikacja prasowa

Publikacja wewnętrzna

Rekrutacja wewnętrzna

Wydarzenie

Tagi

Aktualności Serwis Prasowy

TOP 400 Flesz

Etyka w Spółce Wydarzenia

Dobra Energia X

Pliki

Wyszukaj w dokumentach

Data publikacji (od - do):

01/05/2017 -

Wyszukiwanie

energetyka

1

2

PKP Energetyka S.A. z siedzibą w Warszawie

Lokalizacja

Wizja strategiczną PKP Energetyka jest „wejrzeniem w przyszłość” Spółki. Opiera się na wiarygodnych i rzetelnie opracowanych scenariuszach ...

Inżynier Elektromonter

Szkolenie 24/05/2017 08:00 - 16:00

Grupa PKP Energetyka S.A. działa na polskim rynku od 2001 roku. Profilem naszej działalności jest świadczenie usług elektroenergetycznych, sprzedaż i ...

Energia dla Życia

Pomysł 13/08/2017 17:08

... oddawania krwi i promocji zdrowego stylu życia. Klub HDK PCK przy PKP Energetyka - Szczecin Klub HDK PCK przy PKP Energetyka - Zielona Góra ...

Sala Konferencyjna

Pomieszczenie

Komentarze Wizja strategiczną PKP Energetyka jest „wejrzeniem w przyszłość” Spółki. Opiera się na wiarygodnych i rzetelnie opracowanych scenariuszach ...

Nowa taryfa PKP Energetyka

Wydarzenie 10/08/2017 08:00 - 16:00

PKP Energetyka S.A. informuje, że w dniu 23 czerwca 2017 r. została wydana Decyzja Prezesa Urzędu Regulacji Energetyki Nr DRE.WPR.4211.1.18.2017.JSz, ...

Dobra Energia 51/2017

Publikacja wewnętrzna 29/06/2017 12:00

W 2016 roku PKP Energetyka przeprowadziła masową wymianę tradycyjnych liczników energii elektrycznej na liczniki inteligentne, określane jako smart lub ...

Godło Firma Przyjazna Klientowi przyznane po raz piąty!

Aktualność 24/05/2017 21:55

PKP Energetyka już po raz piąty otrzymała Godło Firma Przyjazna Klientowi. Nagrodę w imieniu spółki odebrał Mirosław Balicki - zastępca Dyrektora Departamentu ...

PKP Energetyka wyróżniona Złotą Kartą Liderów Bezpi...

Aktualność 24/05/2017 15:00

Z przyjemnością informujemy, że PKP Energetyka dołączyła do grona zdobywców Złotej Karty Liderów Bezpiecznej Pracy na lata 2017 - 2018. Komentarze Wyróżnienie ...

PKP Energetyka gotowa na Światowe Dni Młodzieży

Aktualność 24/05/2017 14:00

W związku ze Światowymi Dniami Młodzieży, PKP Energetyka zapewnia PKP Polskim Liniom Kolejowym zwiększone wsparcie w celu usuwania awarii na sieci trakcyjnej ...

PKP Energetyka - członkiem Rady Programowej Global ...

Aktualność 24/05/2017 11:00

... Generalnego ONZ Global Compact w Polsce został Pan Wojciech Orzech - Prezes PKP Energetyka. Spółka PKP Energetyka zdecydowała się również na objęcie roli ...

1 2 3 4 5 →

Znaleziono: 132 wyniki

Pictured: PKP Energetyka Intranet Search Results. Search results include both intranet content and documents.

Search Highlights

1. **Magnifying glass.** Search is available on every page of the site via the magnifying glass icon in the top navigation bar. The site searches both intranet content and documents. Documents are indexed by SharePoint to allow for full-text search.
2. **Results.** Results include a cover photo for the content when applicable. Results show the document title, date it was posted, and a summary with the search query highlighted in context.
3. **Filters.** The side of the page offers filters that let users narrow the results by categories, such as news or press releases, and tags, such as news or ethics. Users can also toggle the document search on or off if they prefer to look only at intranet content. They can also refine by publication date as needed.

DESIGN PROCESS AND USABILITY WORK

Because PKP chose a ready-to-go intranet product as a base, most of the design and UX job was done. The team was thus able to deliver finished modules, in parts, to one of its departments to beta test the design and features. Users then posted their comments and feedback in a special form available on each intranet page. The team analyzed usage stats and reviewed, fixed, and iterated in record time.

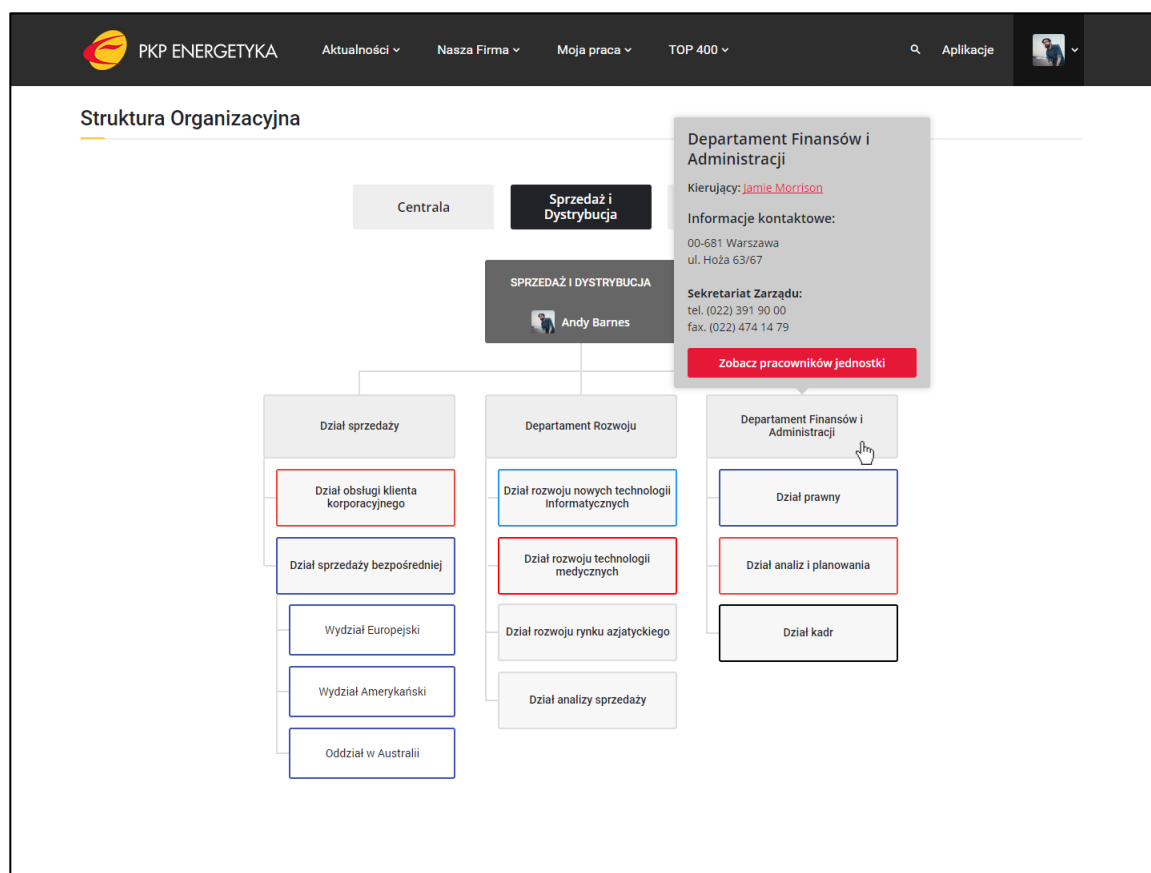
After a few release cycles, the team decided not to publish all modules at once. Instead, it decided to start with a few core features and then introduce the rest gradually to build up engagement and excitement, because some users felt overwhelmed and lost at first.

Adoption and Buy-in

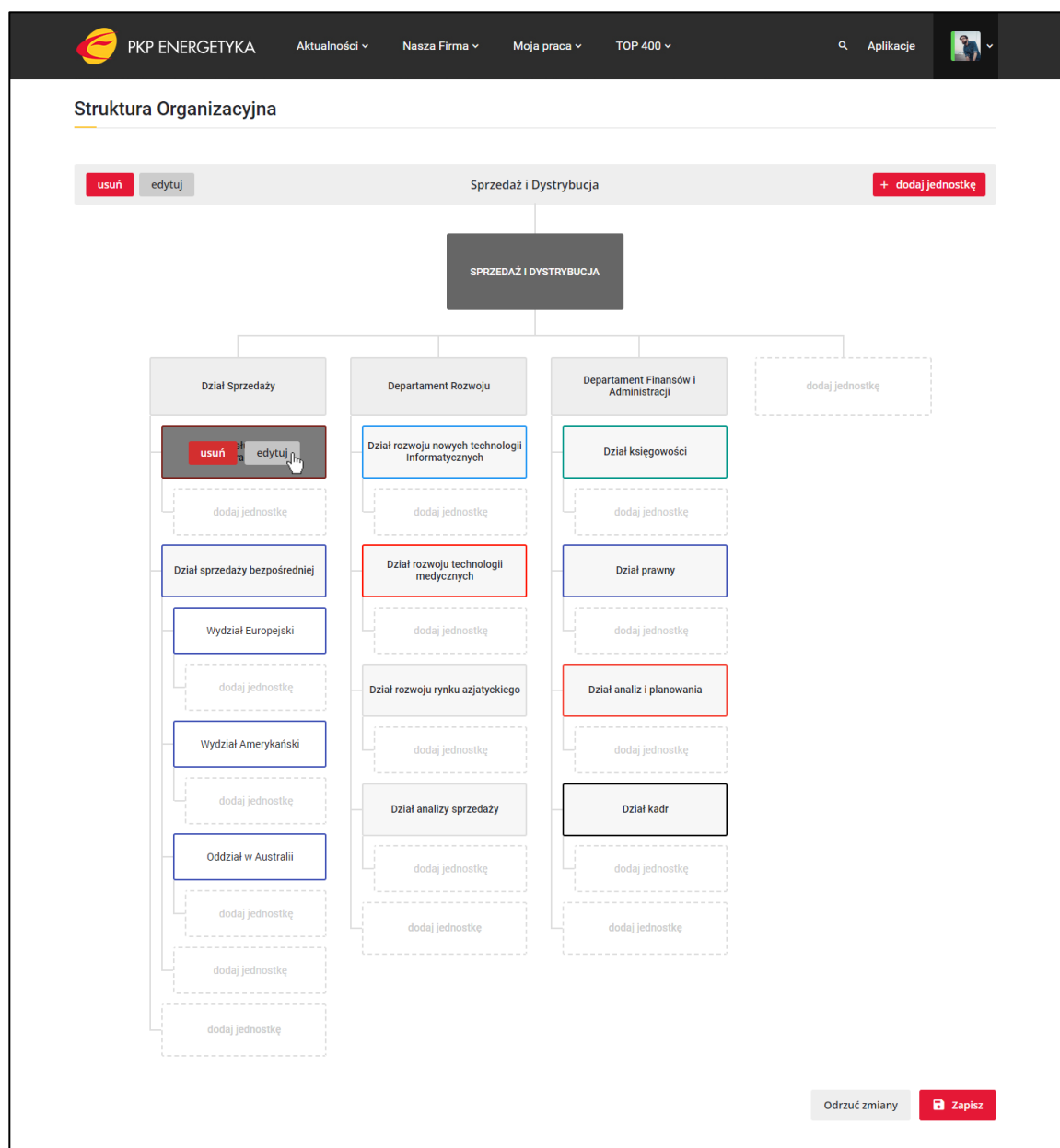
Another big advantage of the Elastic Intranet is that hundreds of thousands of people around the world already use it, so the platform features many best practices in terms of adoption. Also, at PKP, buy-in was fairly easy to achieve because the previous intranet wasn't the first thing users wanted to open in the morning. The team released its new intranet to the organization with a promise that it would provide a single, centralized information source, and that alone was a big advantage for all employees.

Additionally, the team planned marketing actions to promote the portal. These ranged from ads in its printed magazines, newsletters, and participation in live chats with the company's board members.

OUTSIDE AGENCIES	
Agency	Project Role
Elastic Cloud Solutions Provides a set of tools for improving internal communication, employee engagement, and optimizing processes	<ul style="list-style-type: none">• Provided its ready-to-go intranet product and, with the team's help, designed specific areas and developed new modules. Elastic also shared its expertise around best practices and intranet adoption.



Pictured: PKP Intranet Organization Structure. The dynamic organization structure can be expanded horizontally and vertically and may contain multiple levels. Every unit can have a manager (featured with a photo) and contact details set. Clicking on a unit will show a popover with all the info and a button (*Zobacz pracowników jednostki*) so that users can quickly go to the address book with that unit filtered, so only employees working in that unit will be displayed.



Pictured: PKP Intranet Organization Structure Edit Page. Organization structure is easy to edit. To add a new unit on any level, the editor simply clicks *dodaj jednostkę* on that level.

GOVERNANCE

INTRANET TEAM RESPONSIBILITIES

Role	Responsibilities
Communication Office	<ul style="list-style-type: none">Content management, governance, and promotion
Content Owners	<ul style="list-style-type: none">Updates and consistency of their sections, as well as promotion
IT Support	<ul style="list-style-type: none">Helpdesk requests

URL AND ACCESS

ACCESS INFORMATION

Item	Status
URL	https://intranet
Default Status	<ul style="list-style-type: none">The team recently set the intranet as a global homepage for all users to encourage them to create a habit of checking the latest information each day.
Remote Access	<ul style="list-style-type: none">Users can access the intranet from mobile devices through private APN and through the internal network.
Shared Workstations and Kiosks	<ul style="list-style-type: none">A significant group of PKP employees work outside offices, so shared workstations and kiosks are provided at all locations around the country. As a result, every employee can log in to the intranet, and the company can easily manage which content is distributed to remote locations and even engage users with internal ad campaigns.

TIMELINE

PROJECT MILESTONES

Milestone Date	Milestone Description
June 2016	• Begin research for intranet
August 2016	• Begin intranet implementation, conducting tests and releasing iterations
September 2016	• Initial pre-release
October 2016	• Beta tests with one department
November 2016	• New intranet generally available company-wide
March 2017	• New features and optimizations added

CONTENT AND CONTENT CONTRIBUTORS

The Communication Office is mainly responsible for all content preparation and creation. Each member of this six-member team is responsible for a specific area and all of them take part in reviews, quality guidance, and planning. Weekly meetings are held to ensure a consistent approach and to plan further content campaigns. Meetings are also a great opportunity for the team to brainstorm ideas and make suggestions.

Deploying the new intranet was a great opportunity for team members to rethink how content is handled, so they started from scratch, focusing first on the critical areas, such as documents, reports, and publications. They then went on to define three main areas around which they would build new content, based on the old content that was migrated from old static files to the intranet's new pages.

Elastic Intranet comes with its own CMS, which allows the team to quickly create beautiful, rich content that looks great on any device, without any technical skills needed. Page elements (such as text, photos, galleries, videos, and forms) can be added by simply dragging and dropping. All of the more than 100 ready-made blocks are made in the same style and can be easily used for any of the intranet's content, letting users create hundreds of perfect-looking content combinations.

Pictured: PKP Intranet Creating a Form. Forms are built from input blocks by simply dragging and dropping them into a form. Users can choose the blocks from a list of inputs. This also shows form options: editors can copy a form's URL or embed code, set publication start/end date, and save it as a template. They can also choose whether forms can be filled in only once or users can edit their content. Finally, forms can be dedicated to specific user groups or shared anonymously (*Uprawnienia*).

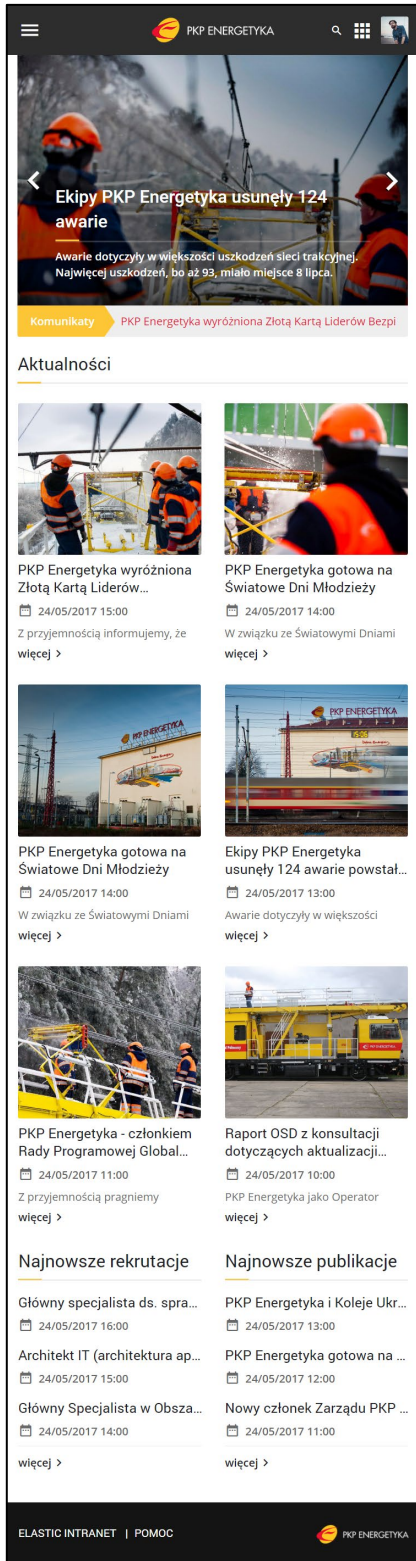
TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none">• A virtualized environment with Windows Server 2012 and a separate MS SQL instance
Content Management Tools	<ul style="list-style-type: none">• Elastic Intranet's Block Editor
Search	<ul style="list-style-type: none">• Elastic Intranet's search algorithms and SharePoint Search
Analytics	<ul style="list-style-type: none">• Elastic Intranet's stats reports

Mobile

The PKP intranet looks and works great on any screen size, so users can read news on the go, post questions during their morning commute, or find any coworker wherever they are. It's fully responsive and, thanks to content blocks, the layout fits the mobile screen perfectly and intranet content, no matter how rich, flows nicely, without gaps or horizontal scrolls.

Mobile access isn't limited to any area (except editing), so users get a full intranet experience on their mobile devices, tablets, and desktops. For now, the PKP team has decided not to invest in native mobile apps because the intranet is fully responsive out-of-the-box with Elastic Intranet.



Pictured: PKP Intranet Mobile Homepage. The homepage looks great on any screen size and is optimized based on the best view for the content hierarchy.

ROI

PKP team members measure the popularity of specific page areas using page statistics, which helps them deliver engaging and valuable content. On a more global level, however, the new intranet has transformed how the organization communicates and operates. PKP is now able to engage employees, crowd source ideas, and communicate more directly with all employees. This makes the company more open, strengthens the corporate culture, and brings people together. With nearly 90% more staff using the new intranet daily (compared to the previous version), the organization can keep people informed, engaged, and connected, which ultimately helps it maintain a competitive advantage.

LESSONS LEARNED

The PKP intranet team shares some of the advantages it gained from choosing a turnkey solution for its intranet platform:

- **Saves time.** "The success of intranet deployment and adoption in our company comes from choosing a ready-to-go intranet product. Our previous communication portal was custom-developed from scratch, the process was long (seven months), and the final product had extremely low adoption and wasn't what we wanted it to be."
- **Provides a foundation of features out-of-the-box.** "We highly recommend using intranet-in-a-box products, which usually cover most of the common intranet use cases. Then, dividing a project into short sprints allows the company and agency to verify progress and publish changes or new modules to the production for testing, so the final product constantly evolves into the best solution possible."
- **Easy to extend.** "Having Elastic Intranet as a base for further extensions allowed us to deliver added features and functionality quickly, knowing right out of the gate how they would look and the interaction they would have as a base. Also, its easy-to-use content editor and beautiful, user-centered design allow even less experienced users to easily create and manage content, making the process seamless and fun. We encourage other teams to focus not only on front-end design, but also on choosing solutions that help intranet teams to easily manage content and engage the workforce."

BHP Billiton Limited (BHP) (2019)

OVERVIEW

COMPANY

BHP is a leading global resources company.

Headquarters: Melbourne, Australia

Locations where the intranet is used: Employees at all BHP locations use the intranet.

Company locations: BHP has operations and office locations in more than 90 locations across the globe, primarily in Australia and the Americas.

Annual revenue: \$43.6 Billion USD (FY2018)

THE INTRANET

Users: The Digital Workspace connects people to the tools, people, and information they need to do their work and stay informed about BHP. Approximately 62,000 BHP staff use the Digital Workspace to access the global and local tools they need to do their job, with tasks ranging from entering annual leave requests to launching SAP transactions.

Mobile approach: Responsive web design, with a mobile app currently in development

Technology platform: SharePoint Online

TEAM

Digital Workspace project team: Consists of 38 people, including a project manager, a solution architect, a team of developers and testers, two dedicated business analysts, a UX developer, and a UX designer. A single content lead manages page updates and content creation, and curates all company news. A broader publishing team of approximately 20 communications professionals leads content creation for specific parts of the business. A team also supports the ongoing product maintenance.

Current team members include:

Leadership: Angela Jackson, Digital Experience Platform Manager, Technology; Laura Clifton-Jones, Global Online & Social Media Specialist, Communications; Chris Luffman, Project Management; Ujjwal Dhingra, Development Lead; Siraj Shaik, Solution Architect; Mohan Sirur, Platform Lead.

Design (Creative Services): Alan Ong, UX Designer (Adelphi Digital); Christopher Cohen, UX Developer.

Business analysts: Carl Bergman, Business Analyst; Vineet Desai, Business Analyst; Joe Goodman, previous Business Analyst.

Development (InfoSys): Tripurari Tripathi, Developer; Amit Badge, Senior Developer; Navya Dibbidi, Performance Tester; Deevyanshu Yogi, Performance Tester; Manish Kumar, Developer; Ankit Middha, Developer; Namrata Lohani, Developer; Priya Dudeja, Developer; Munish Gumber, Developer; Vipul Sharma, Senior Developer; Jayshri Tayade, Developer; Sayalee Dandekar, Developer; Manasi Karnade, Tester; Rinkal Thadani, Developer; Vedashree Selukar, Developer; Lalita Desale, Developer; Raj Chauhan, Developer; Shobhit Agarwal, Developer; Ajinkya More, Functional Analyst; Hrushikesh Avhad, Functional Analyst; Selvin Rajendran, Developer; Amol Khalipe, Senior Developer; Sagar Purankar, Project Manager; Mihul Singh, Developer; Shreyas Prasad Urs, Senior Tester; Deepa Cheluvrajau, Test Manager.

INTRANET TEAM



Current team members shown here (top row, left to right): Amit Bagde, Vineet Desai, Carl Bergman, Angela Jackson, Laura Clifton-Jones, Christopher Cohen, Alan Ong; (second row, left to right): Kirsten Aldrich, Tripurari Tripathi, Joe Goodman, Ujjwal Dhingra, Mohan Sirur, Siraj Shaik, Chris Luffman; (third row, left to right): Navya Dibbidi, Deevyanshu Yogi, Manish Kumar, Ankit Middha, Namrata Lohani, Priya Dudeja, Munish Gumber, Vipul Sharma; (bottom row, left to right): Jayshri Tayade, Sayalee Dandekar, Manasi Karnade, Rinkal Thadani, Vedashree Selukar, Lalita Desale, Raj Chauhan, Shobhit Agarwal, Ajinkya More, Hrushikesh Avhad, Selvin Rajendran, Amol Khalipe, Sagar Purankar, Mihul Singh, Shreyas Prasad Urs, Deepa Cheluvarjau.

HIGHLIGHTS ABOUT THIS WINNER

Whether it's the many collaboration channels available or the multiple applications that inform user notifications, it can be difficult and time-consuming for employees to mine many different company apps to gather information. The BHP intranet does this work for them, gathering everything together in one place. Also, no matter where BHP employees are located, they can find, communicate with, and collaborate with their colleagues around the world. And multiple hearty search features give users the utmost control.

- **Catering to employees across time zones:** Many online collaboration tools and team capabilities make it easy for BHP employees to collaborate, regardless of their global location or time zone. A convenient clock feature facilitates scheduling meetings with people in other times zones, letting employees know at a glance whether their local time corresponds with working hours in six other important company locations that cover all of BHP's main operating time zones around the world. The BHP intranet also empowers employees around the world by offering news translated into local languages.
- **Applications:** The BHP intranet supports and links to a wide variety of applications to help users do their work. Several features, including the *App Finder* and *My Work*, make it possible for users to find the right app at the right time.
- **Communication:** The intranet delivers a ton of information through various types of media—news, leadership messages, notifications, wall feeds, trending, and publications—to keep employees in the know.
- **Search options:** A site search makes it possible for employees to find anything, and some sections—teams, documents, people, locations, and news—also have their own scoped search, offering faster, more accurate, and easier to deal with results. Sorting and filtering options empowers employees further. What's especially noteworthy about these searches is that they present a consistent front-end query UI and a similar SERP UI. This consistency helps employees become easily accustomed to the UIs and use them efficiently and effectively.
- **Favorites:** The ability to bookmark pages helps BHP employees easily access pages they deem important. Another interesting feature is that a user's favorites are noted in search results. So, when users search, the results show the number of favorited results within the search parameters and offers shortcuts to those results.
- **Employee profile:** Once you have read an employee's comprehensive profile document, you almost feel as if you know that person. Experience, skills, teams, and where they sit in the organization are only the beginning. Designers ensured that employee profiles are meticulously detailed.

BACKGROUND

From Organization-Centric Portal to Digital Workspace

The previous BHP portal was built on SAP, and its functionality was extremely limited. People had no ability to share information, and the IA was inconsistent and often resulted in duplicate content. Navigation was based on organizational structure rather than focusing on people's needs, which encouraged the sprawl of microsites and, in so doing, disconnected the business. The intranet team didn't have any way of surfacing the tools people needed to do their jobs beyond providing lists of links. And no employees had user profiles outside of their SAP roles, so the only personalization available was in their favorites widget on the homepage. Further, there was limited development work to keep up with the changing needs of the business. As a result, the portal remained largely unchanged for many years, and it was difficult for authors to update their content. Employee needs had evolved, but the portal hadn't kept up.

BHP's new Digital Workspace now puts people first, focusing on what they need to do their jobs and feel connected to the company. Global information is available on the homepage or in navigation, and has been removed from region, asset, and function pages. The latter now present only specialized information and tools in an effort to move people away from the microsite behaviors that had become the norm on the old portal.

Designing with an Eye Toward the Future

The project team has taken an adaptive, or iterative, approach to design, refining the solution and enhancing and developing new functionality to a regular monthly drumbeat. This Agile way of working means that users can provide feedback and see that it has been heard and acted on within a reasonable time period. The intranet team also tracks people's behavior using an analytics platform; this gives the team data to continually improve design, inform decision-making for future developments, and measure the success of new functionality.

Goals

The overarching goal of the Digital Workspace is to connect people to the tools, people, and information they need to do their work and stay informed about BHP. The new platform provides them with accurate, timely, and trusted content that is personalized for their location and business area; it also gives them the tools they need to do their jobs via custom applications that serve up the relevant SAP transactions, reports, and applications needed for daily tasks. The platform is connected with an integrated search that returns documents, people, and news from around the company, including business critical documents stored in the records system.



The BHP Digital Workspace solution is based on four pillars: accessing, informing, enabling, and connecting.

Challenges

The BHP team faced many of the challenges common to all intranet design teams, but the size and scope of its workforce introduced particular challenges, including:

- **The challenge of a global workforce:** BHP is lucky to have a business presence in countries around the world, but that level of global penetration introduces challenges associated with performance variations and demand for multilingual content. So, the team had to be mindful of how its design decisions would affect performance, particularly in some of the company's remote operating regions.
- **The challenge of intuitive design:** Perhaps one of the biggest challenges for BHP lay in having a large, globally dispersed, and time-poor user base. The design team knew it had to make the solution intuitive and easy to use with little or no training. It had to realize the individual needs of each business area and, at the same time, present a united front, ensuring that its workforce worked as one company. To achieve this, the team has been introducing more personalization features that let users make their own mark on the solution, while the solution presents a united front to the organization.

DESIGN REVIEW

Homepage

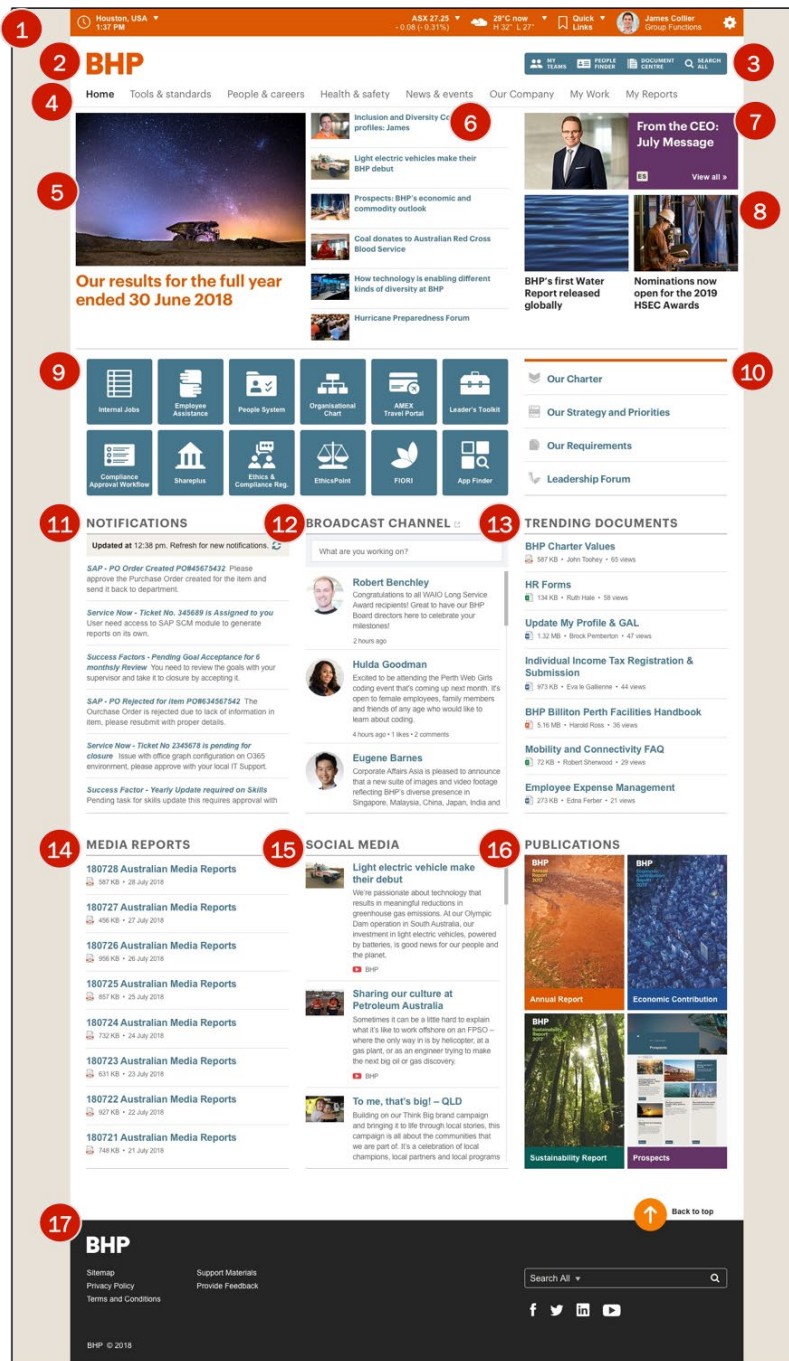


Image 3. BHP Intranet Homepage. News, apps, tools, a CEO message, and more comprise the helpful offerings on the BHP intranet homepage.
 65_BHP_01_Homepage.jpg

Homepage, Highlights

Employees can access almost everything they need directly from the BHP homepage.

1. **Utility navigation:** An orange bar across the top of the page packs a lot of information into a small space. Because the bar is at the very top of the page, users can easily ignore it when they don't need the information it contains—and just as easily find it when they do. That information includes the user's main office name and time on the far left; and the company stock price and activity on the right, which helps employees stay abreast of how well the company is doing. The local weather also appears on the right, which is especially helpful for employees who do outdoor work. Next comes important links, followed by the logged-in user's photo and name. On the far right is a gear icon that leads to settings for customizing the intranet.
2. **Logo:** The orange BHP logo, made from its initials, reflects the company's humble beginnings as Broken Hill Proprietary in the 1850s. The logo anchors the top left corner of every intranet page and links users to the homepage.
3. **Tools:** Across from the logo on the right is a small toolbar with four labeled application icons for commonly used tools—*My Teams*, *People Finder*, *Document Center*, and *Search*—that deserve a prominent place on the page. The toolbar's teal background makes it stand out against the white page background.
4. **Global navigation:** The global navigation appears as grey links, with the selected link displaying in bold black text. The broad navigation menu includes six sections, plus the homepage. The topic names are distinctive and easy to choose between.
5. **Main news story:** A total of seven news stories appear on the homepage. An image related to the top news story appears on the top left side; below that image is a large bold orange title. The team wanted to signal the story's importance by placing it in the most prominent position and making it larger than any other item on the page.
6. **Top news stories:** Six more top new stories appear in a list to the right of the top story. When users log in, they can quickly get a sense of what they need to know about their company. They can personalize this newsfeed to display both *All Company* news and news from their business area.
7. **CEO's message:** Two cards for the CEO's message occupy a prominent position in the upper right of the homepage. An image of the CEO accompanies links in the purple box on the right; the links lead to the latest message and to previous CEO messages.
8. **Promoted content:** The cards below the CEO's message offer international promoted content and announcements about initiatives.
9. **Applications:** Below the news is a wide section with oversized buttons that advertise important applications. The last of these is the

App Finder, which helps employees locate additional applications that they might need to do their work.

10. **Company information:** To the right of the apps buttons is a list of company-related information, such as *Our Charter* and *Our Strategy and Priorities*. These links remind employees of the company's mission and values.
11. **Notifications:** The *Notifications* section displays alerts for the logged-in user. The time of the latest notification updates appears just below the section heading. The team integrated with back-end systems, including SAP, technology support, HR, and collaboration tools to pull user notifications. Consolidating these notifications in one place on the homepage means that users can spend less time navigating to apps and more time working on their to-do items.
12. **Social feed:** A *Broadcast Channel* section has a field that prompts users to write about their projects. This is a great way to enable employees to talk about work they are proud of or to request help from others. This feed adds to the liveliness of the homepage with short bursts of diverse types of information from many different employees.
13. **Popular documents:** The most popular documents are displayed in the *Trending Documents* section. Each document displays the document title, type, size, author, and number of views.
14. **Media:** The *Media Reports* section informs employees about press coverage related to BHP. This can help employees provide support to their communities and stakeholders.
15. **Social media:** BHP's social media posts appear in the *Social Media* section. The posts include a title, image or video thumbnail, and description to give employees an overview of the company's social media activity.
16. **Publications:** Important company publications, such as the BHP *Annual Report* and *Sustainability Report* appear in the *Publications* section.
17. **Footer:** The footer's black background on an otherwise white homepage signals the end of the page. The footer houses links to the *Sitemap* and *Privacy Policy*, along with links to support, site feedback, search, and social icons.

My Work

BHP

Home Tools & standards People & careers Health & safety News & events Our Company **My Work** My Reports

My Work Centre 1SAP en Espanol Finance and Supply requests and queries

1 Search for transaction

2 Filter by Risk Management Reporting Monitor and Control Risk ... Sub-Process 3 Clear All

5 Transactions found: 13 Favourites: 8 4 Sort by Relevance

6 Leave Request Travel Request Change Purchase Requisition PO Listing

IW76 GH51 GH71 IW28

Process Support Process Support Process Support Process Support

Human Resources Human Resources Marketing Work Management

6 Transaction Management Expense Reporting Expense Management Maintain Delegation

EF762 EF54 EF61

Process Support Process Support Process Support

Marketing Human Resources Human Resources Work Management

Display Payslip My Training Traveller Work Centre Transaction Management

IW09 IW63 IW38

Process Support Process Support Process Support

Marketing Work Management Human Resources Work Management

Maintain Delegation

EG81

Process Support

Work Management

1 - 13 of 13 results

BHP

Sitemap Support Materials Privacy Policy Provide Feedback Search All

f t in y

BHP © 2018

Image 4. BHP Intranet My Work. My Work is the place users go to locate the tools and information they need to do almost anything at the organization. 66_BHP_02_My_Work_DD3.jpg

My Work, Highlights

A wide assortment of apps and tasks are available through the BHP intranet. The *My Work* area lets employees quickly find and access whatever they need, ranging from making a travel request to placing material orders.

1. **Search:** Users can search for any kind of task using the *Search for transaction* field.
2. **Filters:** Filters make it easy to search the many possible transaction types. The *Filter by* section at the top offers buttons that, when clicked, drop open a menu of filters for users to choose from. The selected filters display within the buttons at the top, which helps users remember what they selected.
3. **Clearing filters:** It's easy to remove all filters and start fresh by simply clicking the *Clear all* link to the right of the filters.
4. **Sort:** The *Sort by* drop-down lets users display search results in a way that's most meaningful to them.
5. **Summary:** The *Transactions found* prompt indicates the number of search results and, to the right, the *Favourites* label shows the user's favorited transactions. Employees can favorite any of the transactions by clicking the associated grey star. Stars for the cards the user has already favorited appear in orange. These *Favorites* become the default view for employees, but users can also search or select *View All* if the transaction is not listed among their favorites.
6. **Transaction cards:** Each transaction in the search results is presented in a carefully arranged area with a bold orange line at the top and bottom. Leaving out the vertical lines that would form a box, as well as a background color, creates a pleasant minimalist look. The title of each transaction appears at the top of the card in bold blue text. Below it is the transaction code, a transaction reference guide, and work group category for the task.

Clock

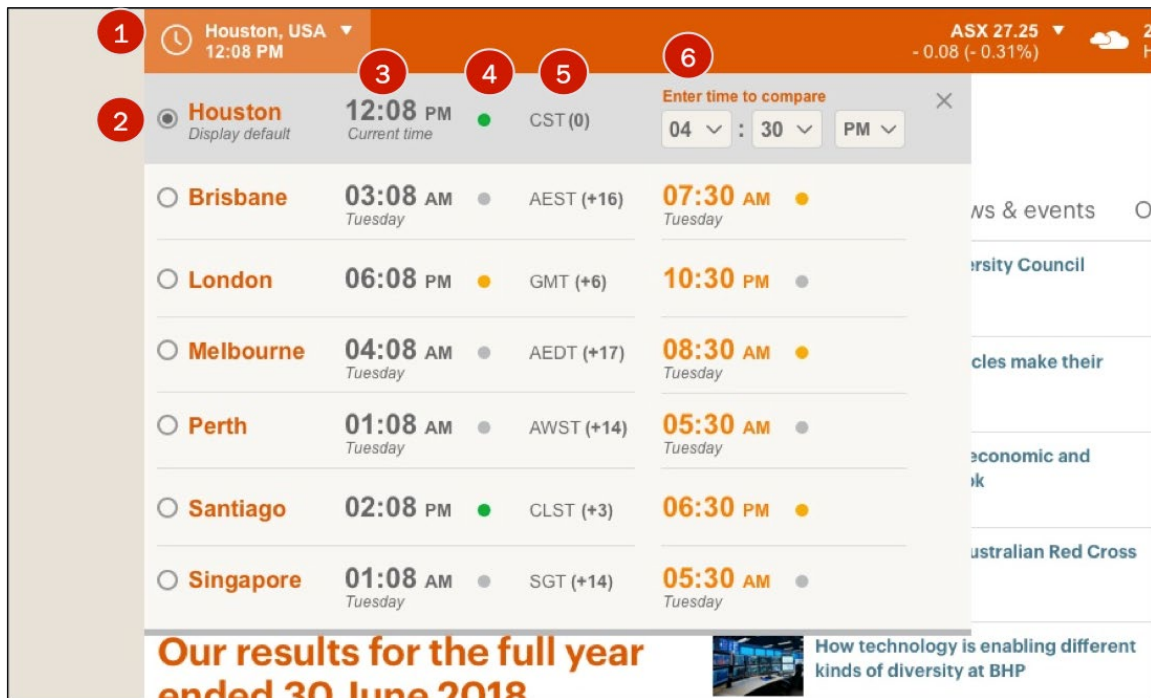
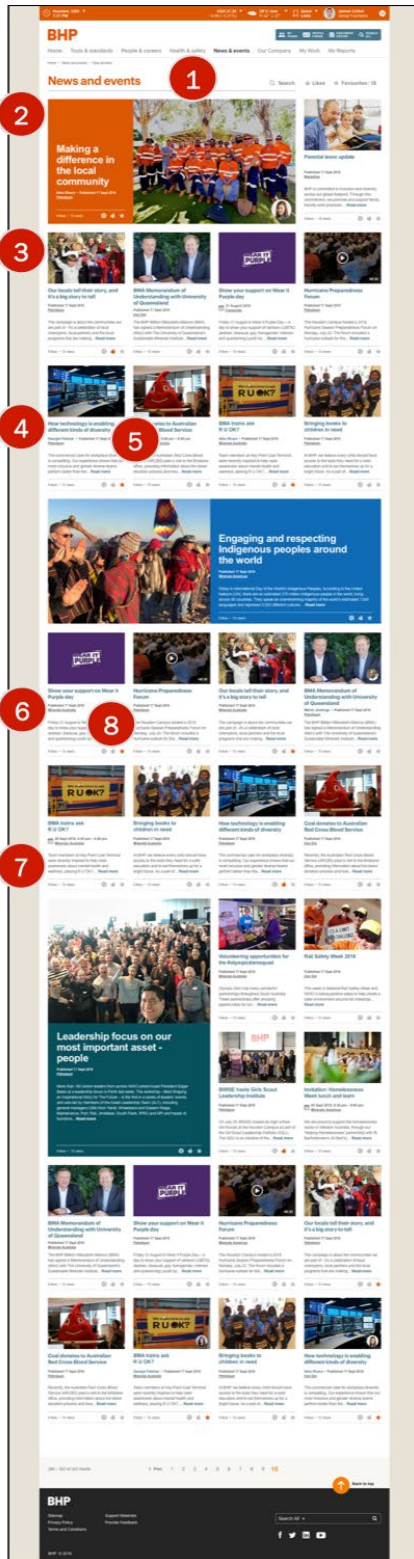


Image 5. BHP Intranet Clock. BHP employees use the intranet clock feature to see the working hours at the main BHP locations.
[67_BHP_03_Homepage_ClockWidget.jpg](#)

Clock, Highlights

BHP has employees all around the world, so it's no surprise that the intranet clock is a very popular feature. The clock displays the main BHP locations with their working times so employees know whether a colleague in another location is likely to be available.

1. **Access:** Employees can see the clock feature, as well as six other time zones, by clicking the clock section on the upper left.
2. **Default:** To the left of each location name, a radio button lets users set that location as the default. This shows on the homepage and anchors the clock's comparison feature.
3. **Current time and day:** The current time of day, including AM and PM, is listed to the right of the location name. Because it appears in large dark grey letters, it is easy to scan and see it.
4. **Working hours icon:** During a location's common working hours, its indicator dot is green. During borderline hours—those that might be a bit early or late for some employees—the dot is orange. This lets employees know that they may or may not reach colleagues at that location. The grey dot represents non-working hours when users are unlikely to reach anyone at that location.
5. **Time zone:** The name of the office's time zone is listed in a column near the center of the clock applet.
6. **Compare times:** While the current times appear in grey, the option to compare times appears in orange. Drop-down choices at the top of the column let employees *Enter times to compare* to their default time zone. This is a handy feature when scheduling events with people in another time zone, and especially with multiple colleagues from multiple time zones. Employees can experiment by choosing different times and scanning the results for green (and orange) dots to find a common work time.



News & events (Full Page View)

Image 6. BHP Intranet News & events. As this and the following screen show, the *News & events* section gives a sense of how vibrant BHP is as an organization.

68_BHP_04_News_Listing.jpg

News & events (Top of the Page)

The screenshot shows the BHP website's 'News & events' section. The page layout includes a top navigation bar with the BHP logo, a search bar, and links for 'MY TEAM', 'PEOPLE', 'DOCUMENT', and 'SEARCH'. Below this is a secondary navigation bar with links for 'Home', 'Tools & standards', 'People & careers', 'Health & safety', 'News & events', 'Our Company', 'My Work', and 'My Reports'. The main content area is titled 'News and events' and features a large featured article on the left and a grid of smaller articles on the right. Red circles with numbers 1 through 8 are overlaid on the page to highlight specific elements: 1 points to the search bar, 2 points to the featured article title, 3 points to the article thumbnails, 4 points to the article title, 5 points to the article text, 6 points to the article date, 7 points to the article author, and 8 points to the article's like and view counts.

1 Search

8 Likes Favourites: 18

2 Making a difference in the local community
Alice Rivers • Published 17 Sept 2016
Petroleum

3 Parental leave update
Published 17 Sept 2016
Marketing
BHP is committed to inclusion and diversity across our global footprint. Through this commitment, we promote and support family friendly work practices... [Read more](#)
5 likes • 15 views

4 Our locals tell their story, and it's a big story to tell
Published 17 Sept 2016
Petroleum
The campaign is about the communities we are part of - it's a celebration of local champions, local partners and the local programs that are making... [Read more](#)
5 likes • 15 views

5 BMA Memorandum of Understanding with University of Queensland
Published 17 Sept 2016
Iron Ore
The BHP Billiton Iron Ore (BHPi) has signed a Memorandum of Understanding (MoU) with The University of Queensland's Sustainable Minerals Institute... [Read more](#)
5 likes • 15 views

6 Show your support on Wear it Purple day
31 August 2018
Corporate
Friday 31 August is Wear it Purple Day - a day to show your support of rainbow LGBTIQ (lesbian, bisexual, gay, transgender, intersex and questioning) youth by... [Read more](#)
5 likes • 15 views

3 Hurricane Preparedness Forum
Published 17 Sept 2016
Petroleum
The Houston Campus hosted a 2018 Hurricane Season Preparedness Forum on Monday, July 23. The forum included a hurricane outlook for this... [Read more](#)
5 likes • 15 views

8

News and Events, Highlights

The BHP intranet's *News & events* section offers a sundry of news articles, videos, and event information. The items displayed target the user's business area or other ways in which the user has chosen to personalize news.

1. **Search news:** The *News & events* section has its own search feature as well as the global site search in the toolbar above it. Scoping a search feature to one intranet section can be awkward; however, given the vast amount of news on the BHP intranet, this is an entirely appropriate place to add this functionality. The search icon's position—parallel to the *News and events* page title—helps convey that it will search only news and events.
2. **Top news story:** Some items are given prominence because of their location toward the top of the page. Other articles are given prominence by displaying in a different size and color. For example, the top news story appears at the top of the page as a large orange card, with bold white text for the headline and a photo that takes up half the width of the page.
3. **Image:** Aside from the large items, most items are small cards with a related image at the top. The images give a sense of the story and engage employees. If the news is in video format, the play button icon appears in the center of the image, with the video length in the lower right. If the item is an event, a small calendar icon appears below the event name.
4. **Title:** The article or event title appears in bold blue letters, visually stronger than the normal text below.
5. **Date:** The publish date is shown in an international format with the month spelled out and the four-digit year.
6. **Audience:** The article's target is displayed below the date.
7. **Sample:** A few lines of the article give users an idea of whether they want to read further.
8. **Social:** The news card's bottom section shows the number of likes and views for the article. The small icons in the lower right let users participate, with share, like, and favorite options. In the upper right of the *News & events* section, the user can select links to see their own likes and favorites.

News in Spanish

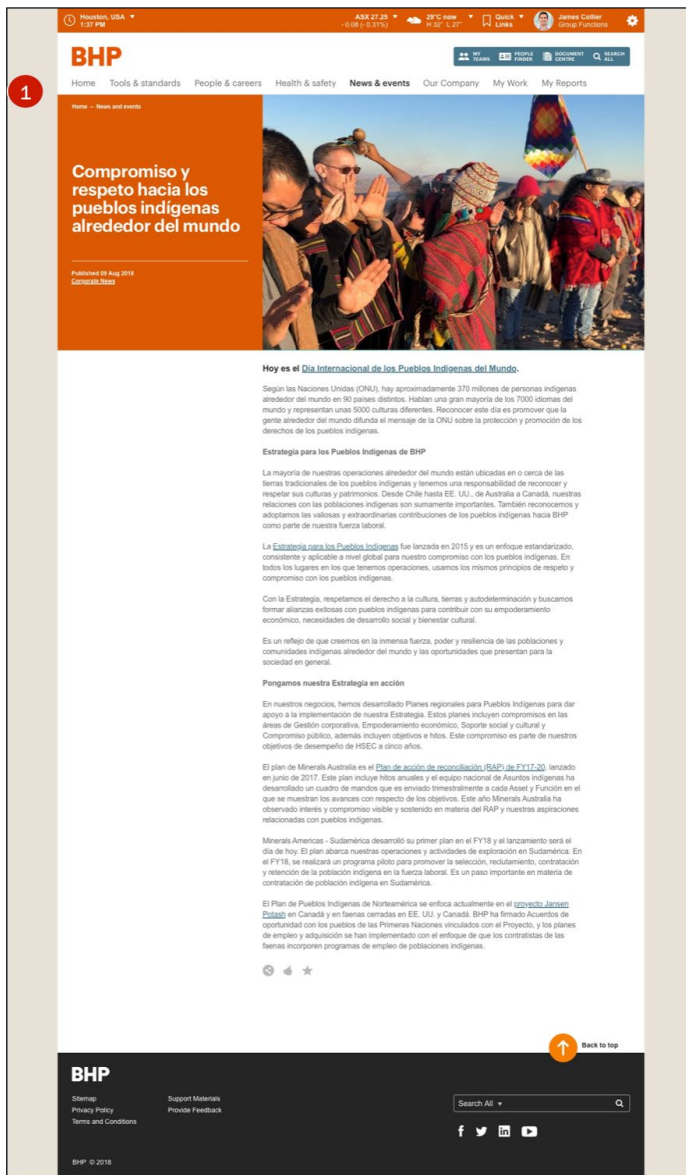


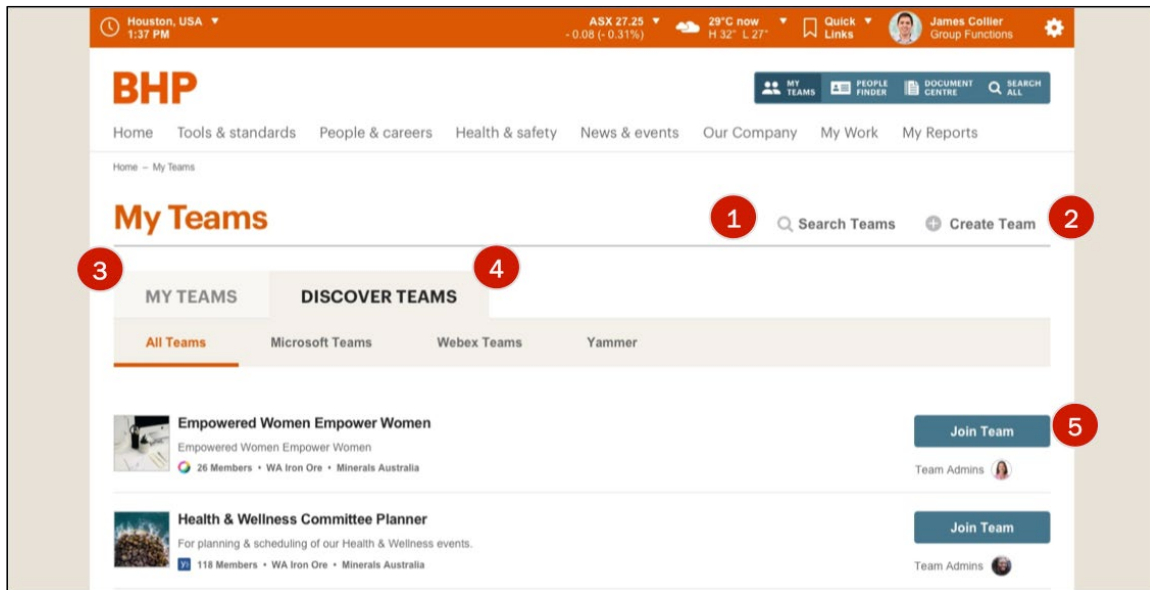
Image 7. BHP Intranet News in Spanish. Users in locations where Spanish is the most prevalent language are served their news in Spanish.
69_BHP_05_News_Spanish.jpg

News in Spanish, Highlights

News is translated to the local languages used in the main BHP offices.

1. **Look:** The visual look of the page—image text, link, layout, column-width, and title—is the same regardless of language. The language served depends on the user's location.

Find Teams

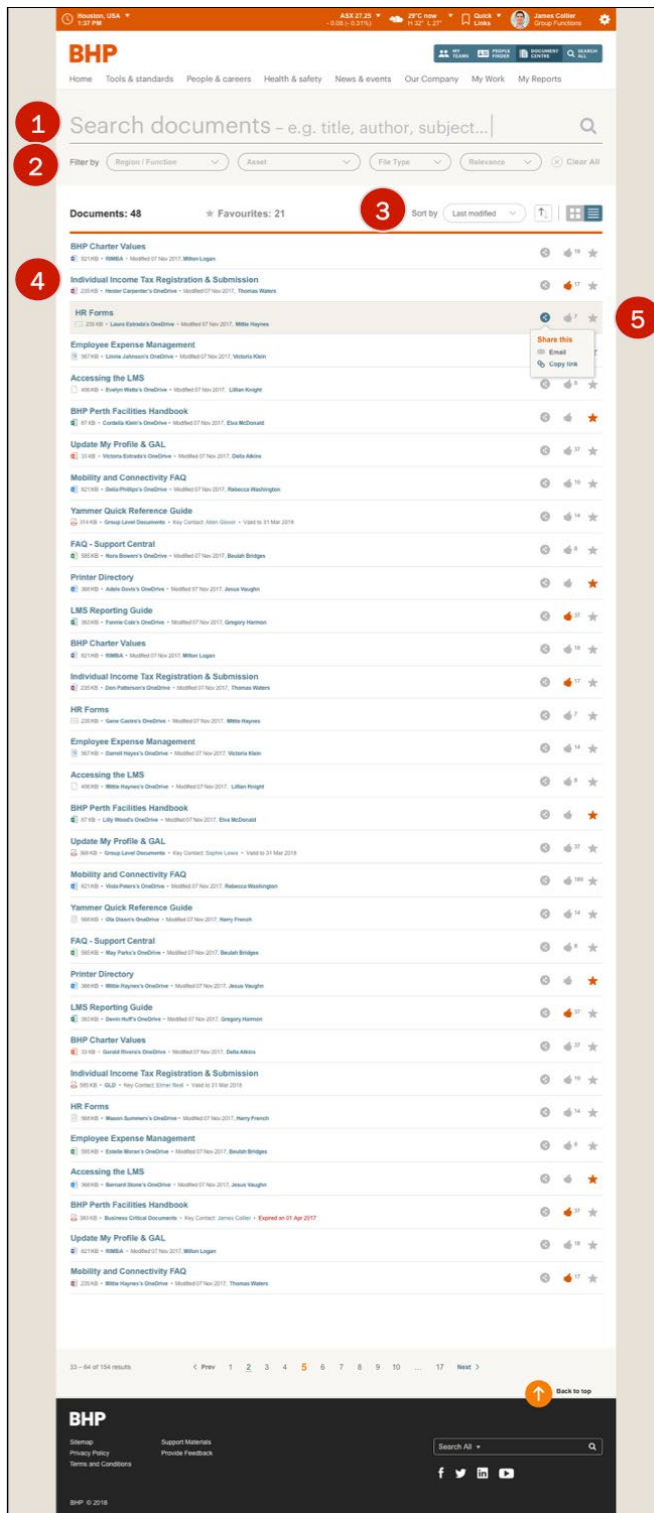


Pictured: BHP Intranet Find Teams. Team features on the intranet enable BHP employees to collaborate online.

Find Teams, Highlights

Online collaboration capabilities are especially important for organizations with international employees who work in different time zones. On the BHP intranet, employees can create collaboration groups using various collaboration space capabilities and tools.

1. **Search teams:** If users are interested in a topic or know a team's name, they can use the search feature in the upper right to expedite their pursuit.
2. **Create a new team:** The *Create Team* link makes it possible for any employee to create a new group in which to collaborate with colleagues. This is a powerful feature that helps people communicate harmoniously.
3. **My teams:** Teams that the employee has joined appear in the *My Teams* section. Consolidating teams in one place is a helpful feature.
4. **Find teams:** The *Discover Teams* tab shows all teams. Users can also choose to sort them by the type of collaboration space, including *Microsoft Teams*, *WebEx Teams*, and *Yammer*. This is especially helpful when users know the space type but not the exact name.
5. **Join:** It couldn't be easier to join a team. Once users find a team they want, they simply click the inviting *Join Group* button.



Document Search

Image 8. BHP Intranet Document Search. Users can search, sort, and filter more than a million indexed documents on the BHP intranet.

71_BHP_07_Document_Centre.jpg

Document Search, Highlights

The BHP intranet team has indexed more than a million documents; as a result, users can search and sort them to their heart's content. The SERP shows employees only documents to which they have access, which streamlines the SERP and makes data mining easier.

1. **Search:** Employees can search for any document by title, author, subject, or keywords, making this a commanding tool for finding the right documents.
2. **Filter:** Filters allow users to handle many results.
3. **Sort:** Various sort options—such as when the document was created or modified, and its popularity—help users see the results in the order they need.
4. **Name, type, and info:** Each result displays the document's name and an icon indicating its type (i.e., Word or PDF), along with its size, location, the date it was last modified, and the author. This metadata is what makes the search work so well, and helps employees determine if the document they find is the one they are looking for.
5. **Social:** Users can share, like, or favorite a result using the icons on the right side.

Document Search Results

BHP

Home Tools & standards People & careers Health & safety News & events Our Company My Work My Reports

Search documents

1 occupational health

Filter by Region / Function Asset PDF Trending around Clear All

2 Trending Documents: 8 ★ Favourites: 21 Sort by Last Modified

3 Occupational Health Tips for Computer Usage

PPT • Mittie Haynes's ...

Digital Workspace and the socially enabled enterprise

Jean Warner Modified Thursday, September 30, 2017

8 likes • 15 views

V7 Digital Occupational Health and Safety Doc

DOCX • Jean Warner's OneDrive

Gary Townsend Modified Thursday, September 23, 2017

3 likes • 24 views

The Right Health Can Make the Difference (DRAFT)

PDF • Marketing 101

Mittie Haynes Modified Monday, September 22, 2017

12 likes • 19 views

Requirements Needed for Occupational Work

Other • Technology Group

Brett Turner Modified Friday, September 20, 2017

17 likes • 32 views

A Good Health Document Checklist

PDF • Marketing 101

Feivel Bhattarai Modified Wednesday, September 18, 2017

2 likes • 13 views

Microsoft Health Tips for Office Workers

PPT • Mittie Haynes's...

Vernon Thomas Modified Wednesday, September 18, 2017

6 likes • 8 views

Health Study for Workers Under Extreme Conditions

XLXS • Technology Group

Alberta Jefferson Modified Monday, September 15, 2017

1 likes • 5 views

Contributing Factors of Healthy Relationships

DOC • Jean Warner's OneDrive

Mittie Haynes Modified Friday, September 12, 2017

4 likes • 26 views

Image 9. BHP Intranet Document Search Results. Document search results include thumbnails for each document found.
 72_BHP_08_Document_Centre_Search_Results.jpg

Document Search Results, Highlights

Document thumbnail images aid users in finding the right source.

1. **Search and filters remain selected:** Once the SERP appears, the search term and any filters selected remain visible. This helps users recall what they searched for and selected, which also helps them refine the search if needed.
2. **Popular and favorites:** The number of *Documents* and *Favourites* appear at the top of the results. These numbers give users a sense of how much interest others have in these documents, as well as how much interest they personally have had in them previously.
3. **Result:** Each result contains the same information that appears in the documents list—attributes such as name, type, date, and author—plus a large thumbnail image of the document. This vibrant image makes it easy for users to recognize a familiar document, and gives them a small taste of what's to come in other documents.

People Finder

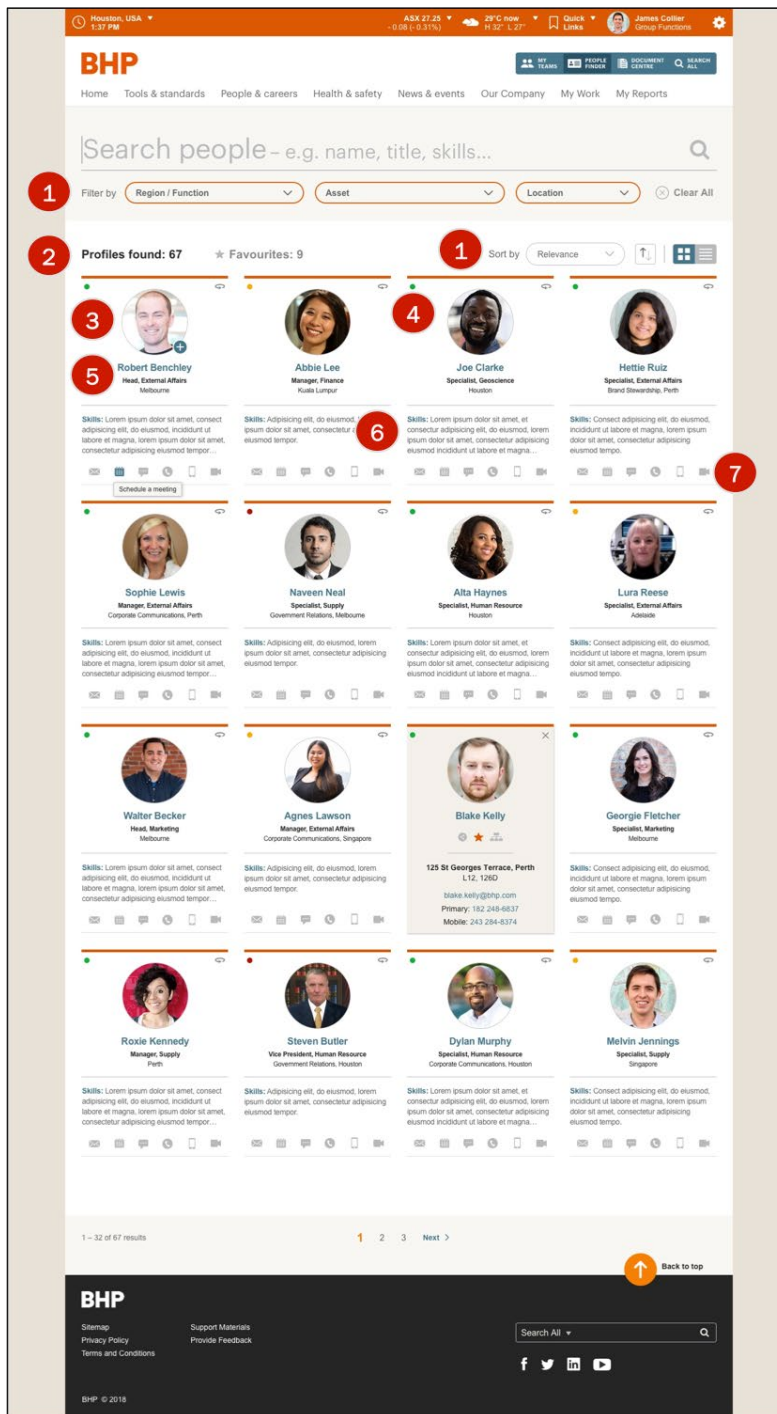


Image 10. BHP Intranet People Finder. People search results are presented in an innovative and fresh way on the BHP intranet.
73_BHP_09_People_Finder_Listing.jpg

People Finder, Highlights

The people SERPs present just enough information about each employee to be useful yet not overwhelm. Considerable information is packed into each result, yet the results look elegant and uncluttered.

1. **Filter and sort:** Like the other searches on the BHP intranet, the people search offers filters and sorting capabilities.
2. **Results found:** The number of results and how many are favorites of the logged-in user appear at the top.
3. **Photo:** A photo makes the results more personal and helps employees recognize one another.
4. **Work time zone icon:** The familiar green, orange, and grey dot icons found in the clock feature appear in the upper left corner of each employee's card. These show whether the employee is likely to be working, possibly working, or not working.
5. **Name, title, and group:** The employee's name appears in large blue letters below the photo. The person's title and group appear below that in smaller bold black letters, followed by the office location.
6. **Skills:** Skills are differentiators for each employee, so the results showcase them. This makes it easy to find a coworker who knows how to do a target task.
7. **Contact:** Icons related to various ways to contact the employee—email, schedule a meeting, chat, landline call, mobile call, video call—appear at the bottom of each result.

Employee Profile

BHP

Home Tools & standards People & careers Health & safety News & events Our Company My Work My Reports

Blake Kelly
Specialist, External Affairs
Corporate Communications, Perth
In available for the next 30 minutes

Skills
Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod. An natum definientes vel, consectetur adipiscing elit, eu per return aliquam imperdiet.

Education
Information System Technology, Monash University

Experience
Specialist, External Affairs BHP
12th St Georges Terrace, Perth | LVL 1800
June 2014 - Present (2 years 1 month)

Description
Dolor voluptatibus concludaturque pri eu. Nisi labore imperius volutpatum sit, et laboramus argumentum dui. Quo eu mundi decore dictas. An natum definientes vel, eu per return aliquam imperdiet.

PREVIOUS EMPLOYMENT
Product Manager SCI Media Group
March 2013 - June 2014 (1 year 4 months) | Perth, Australia

Development Team Lead Chilli IT
March 2012 - March 2013 (1 year 1 month) | London, United Kingdom

IT Consultant Nucleous Holdings
May 2010 - April 2012 (2 years) | Sydney, Australia

COMMODITIES EXPERIENCE
Petroleum, Copper and Minerals

OPERATIONS TYPE
Derivative scriptum eum ex, ea pro ceteros adipsa.

CROSS CULTURAL
Singapore
6 months

United States
1 year 3 months

Skills
PROFESSIONAL
Business Development
Business Strategy
Marketing Communications
Project Management
Strategic Planning
B2B Consulting
Internal Communications
Public Relations
Information Systems Integration
Business Consulting

LANGUAGES
English
Spanish

Education
Monash University
Bachelor's Degree, Information System Technology

TAFE NSW
Diploma in Business Technology

Glenfield College

Contact
Email: blake.kelly@bhpbilliton.com
Schedule a meeting
Instant message
Primary: 832 296-6760
Mobile: 832 675-0156
Video conference

Teams (18)
Health & Wellness Committee
Planner
Technology Strategy Update
Agile Ways of Working

Organisation
Steven Butler
Vice President, External Affairs
Corporate Communications, Perth

Sophie Lewis
Manager, External Affairs
Corporate Communications, Perth

Blake Kelly
Specialist, External Affairs
Corporate Communications, Perth

Works with
Sophie Lewis
Manager, External Affairs
Corporate Communications, Perth

Melvin Jennings
Specialist, External Affairs
Corporate Communications, Melbourne

George Fletcher
Manager, External Affairs
Corporate Communications, Houston

Navneet Noal
Specialist, External Affairs
Corporate Communications, Houston

BHP
Home Support Materials
Privacy Policy Provide Feedback
Search All
f t y

BHP © 2018

Image 11. BHP Intranet Employee Profile. Astoundingly thorough employee profile documents are a delightful way to begin getting to know colleagues. [74_BHP_10_Profile_Page.jpg](#)

Employee Profile, Highlights

Employee profile documents on the BHP intranet go on for miles, in a good way.

1. **Sections:** Large subheading text and varied background colors make it easy to identify different profile sections.
2. **Main section:** The profile's top section includes the things one usually needs in an employee profile: name, photo, title, group, location, education, skills, and contact capabilities. But this section goes above and beyond that, including whether the user is available and for how long (based on time zone and work hours). This is a nifty way of making employees aware of one another's availability.
3. **Teams:** A list of the employee's teams appears in the upper right, which gives colleagues a sense of the person's interests, experience, and projects.
4. **Experience:** The intranet profile includes the employee's work history.
5. **Skills:** As with the *Experience* section, the *Skills* section also pulls data from the employee's LinkedIn profile.
6. **Organization:** An abbreviated subset of the org chart shows how the employee fits into the bigger picture, including whom the employee reports to, along with that person's name, photo, job title, and group.
7. **Colleagues:** People the employee *Works with* also appear in the right column.

Locations

The screenshot displays the BHP Intranet 'Locations' page. At the top, there's a navigation bar with the BHP logo, user information (James Collier), and various utility links. Below this is a filter section (1) with dropdowns for 'Region / Function', 'Asset', 'Categories', and 'Location'. A sidebar (2) lists 'OUR LOCATIONS' including Potash Head Office, North American Shale, Petroleum Head Office, Global Headquarters (3), Cerrejón, Trinidad Production Unit, and Antamina. The main content area (4) displays detailed information for the selected location, Global Headquarters, including a photo of the building, contact details (171 Collins Street, Melbourne, Australia), and a list of available services and documents such as Visitor Notification Access Form, Building Access Form, Emergency Procedures, Visitor Induction, External Visitor Induction, FM Work Request Form, and Facilities Handbook. A map on the right shows the location with a 'Get directions' link. The footer contains a search bar, social media links, and the BHP logo.

Image 12. BHP Intranet Locations. The Digital Workspace contains a comprehensive listing of BHP locations and is integrated with GIS information for visual display. Selecting a location displays detailed information for that location, including contact and address details, available services, directions, and relevant documentation and access procedures.
75_BHP_11_Our_Locations_Clicked.jpg

Locations, Highlights

The intranet team worked closely with the Facilities team to provide detailed information on all BHP locations.

1. **Filters:** Employees can filter by different geographical areas, capabilities, and other criteria to find an office.
2. **Location collapsed:** Locations appear in a list on the left. The collapsed (default) information includes the location name and country.
3. **Location selected and expanded:** The selected location expands in the list to reveal the address, contact email address, and phone number. When expanded, the location's name turns gold, the caret icon turns from down to up (indicating that clicking it will collapse the item), and the page's main content area fills with more information about the location.
4. **Information:** Links to helpful information about the location, such as how visitors can prepare for a visit, appear beneath a photo of the front of the building. Also, a map shows the exact geographic location.

Global Navigation

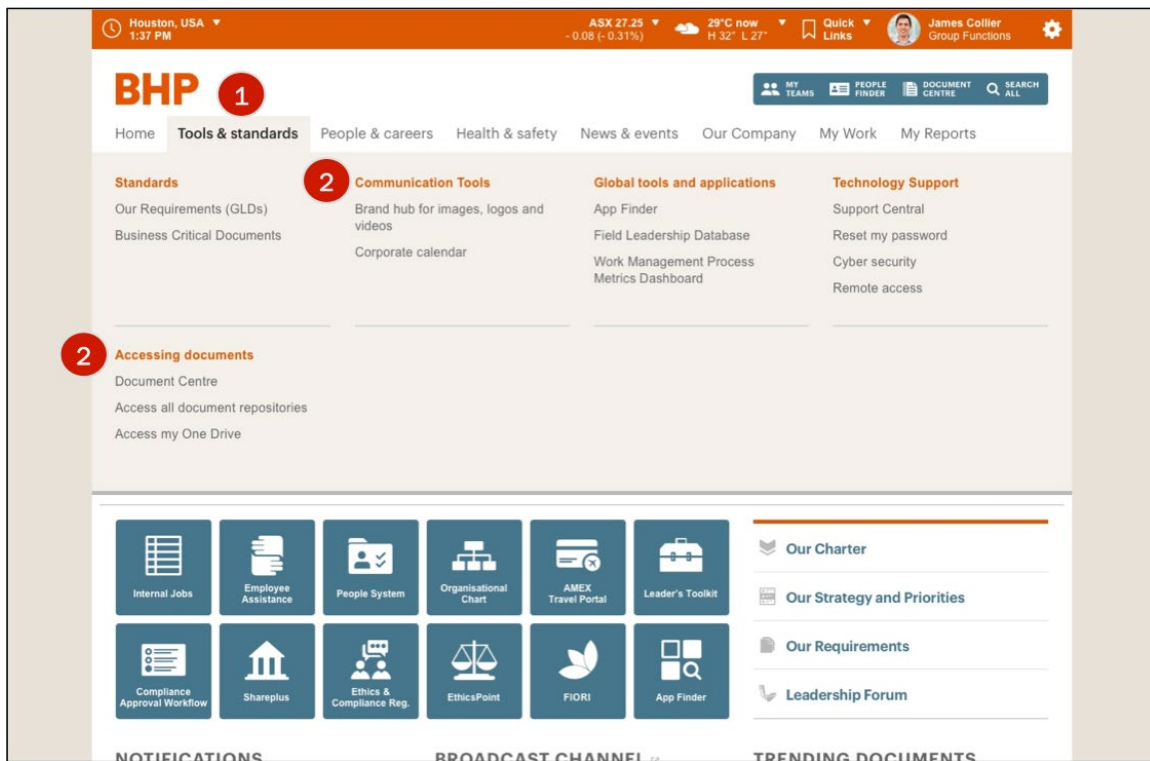


Image 13. BHP Intranet Global Navigation. The global navigation appears in a megamenu so that users can scan several links at once.
76_BHP_12_Homepage_Megamenu.jpg

Global Navigation, Highlights

The megamenu design makes it easy to scan subtopics and links.

1. **Selected tab:** The visual treatment for the selected global navigation menu is a bold black label on a beige tab. This same beige color follows through as the background for all the submenus and links under that global navigation menu link. This visual continuity makes it easy to tell which menu is selected.
2. **Subheadings:** Subheadings describing sets of links appear in large bold orange text. These stand out, making it easy for employees to scan topics and decide if the links below might be of interest to them.

DESIGN PROCESS AND USABILITY WORK

The BHP team used various research methods to design and build its Digital Workspace, including:

- **Wireframes:** The team used wireframes of the homepage, people finder, and collaboration space to give users an opportunity to review the designs, to create buy-in with senior stakeholders, and to help the team advocate for UX research and user testing.

The team shared initial feedback from these sessions with a group of stakeholders from across the business to ensure that they understood the product's value and the implications for future support and integration. The feedback from these stakeholders was positive; so, after this initial review, the team began iterating the designs by running sprints and gathering feedback on working prototypes of the design.

- **Personas:** The team began work with a set of five personas: Executive, Office Worker, Mine/Field Worker—English, Mine/Field Worker—Spanish, and On-Site Worker. It then developed user stories based on the needs and daily work of these personas and the goals of using Digital Workspace to complete that work.
- **UX research:** Given the Digital Workspace's prominence, the team felt it was best to conduct usability testing with actual users so it could gather data on their needs and how the platform might best support them. The team also conducted one-on-one interviews in which a UX researcher discussed design features and walked users through the prototypes so they could better understand the designers' goals for the product.

User Testing

The project team held a series of usability test sessions with employees from all over the world who worked in many different job functions. These sessions consisted of one-on-one interviews intended to gather open feedback on the design (using a prototyping tool), as well as a task-based assessment in which users completed specific tasks. The latter use the Digital Workspace so the project team could map the processes, pathways, and roadblocks that users encountered when completing a task.

The team logged the gathered feedback in a usability report. Team members implemented some of the key feedback immediately; other feedback that aligned with the project's vision was entered into the backlog for future product development efforts.

Findings

Based on key user feedback from the one-on-one interviews, the team made the following observations:

- Participants loved the quick links section and thought it would offer faster access to applications. They asked if it would be possible to personalize the links.

- Users viewed the notifications as important because they pertain to their everyday tasks. They also loved that their notifications were aggregated in one place so they didn't have to log in to various applications to see them. Participants said they wanted the notifications to be moved up higher on the page for faster access.
- Participants asked to see the time in key company locations so they could quickly determine the time zone for other offices.

The overarching reveal from these sessions was that users were coming to the intranet to get their work done, and they wanted the intranet to support that goal.

Each of the above observations resulted in immediate changes shortly after the Digital Workspace launched. These included changes to the clock widget and led to making notifications more prominent on the homepage, as well personalizing the quick links section.

The task-based assessments also provided further insights including the following:

- Digital Workspace's foundational pieces—such as the people finder and *Document Centre*—were not prominent enough in the design prototype. Basically, they were small underlined text links. Because they were not part of the main navigation, users often overlooked them. The team had to go back to design and make these links more prominent, while still having them compliment the main navigation.
- Users found that, in some places, different words were used for the same function, such as "find" and "search"; they also found the use of acronyms confusing. Based on these results, the team decided to avoid acronyms or at least ensure they were spelled out on first use. They also noted a need to ensure a more consistent use of terms across the site.
- As users were introduced to the prototypes, some were already thinking ahead about how they could get other software tools that their teams were using integrated into the Digital Workspace. These suggestions were logged for review for future development possibilities.

Users were eager to raise concerns about issues they noticed, given that the new platform would greatly impact the way they worked. They asked about mobile accessibility and access to documents, and noted the importance of intelligent search, as well as how critical communication and training would be during launch so that everyone could get off to a good start.

At the end of the sessions, users complimented the new design and said it was more intuitive, visually interesting, and much easier to read and navigate than the old portal. And they were excited for it to be launched as soon as possible.

Adoption and Buy-In

The team focused on delivering a simple, intuitive design that was visually appealing and easy to learn. It was informed by analytics from the previous portal, consultation with a representative cross-section of the company's workforce, and user-tested before launch to lay the foundation for a successful launch.

The team kept employees abreast of what was going on and let them know that they could contribute to the intranet design through consultations before and after launch. Further, when employees gave feedback, the team listened and made changes in the subsequent releases in a timely manner. Team members also made a point to let employees know when changes occurred that were based on their feedback. All together, this made a huge difference in how people received the tool. People didn't have to expend much effort to locate and begin using the tools and information they rely on, and they saw that the team was committed to continuous improvement.

The team also took several steps to ensure that things went just as smoothly in the weeks that followed the launch as they did in the weeks leading up to it. Those efforts included:

- **Keeping the old portal available.** To help mitigate any gaps it had failed to address or think of, the team launched both the new Digital Workspace (in the first tab) and the legacy portal (in a second tab) by default when people logged in. This default configuration existed for a few months while people made their way around the new intranet and got used to it.

There was strong adoption of the new platform right from the beginning. And each week, more and more people were moving to it. Within a few months, team members felt that they could confidently turn off the legacy portal, and the feedback was overwhelmingly positive.

- **Providing training tools.** For several weeks, a pinned article welcomed people to the Digital Workspace and presented them with a suite of *Quick Reference Guides* and videos to help them find their way around. The team also made these training materials permanently available through links in the footer of every page. Users also had access to an email address where they could send questions, feedback, or suggestions. This is also permanently located in the footer.
- **Posting articles on key features.** In addition to the various training materials, the team created a series of articles that focused on a specific intranet feature or piece of functionality to help people make the most of the platform. These articles were distributed globally through the usual communications channels and served as an additional layer on top of the company's normal suite of tactics used to communicate any change in the business.

Change is always a challenge. Users fixate on little things. With the new BHP intranet, for example, they fixated on the blue tiles on the homepage instead of exploring the navigation more broadly. The team also encountered challenges when it updated content based on usage statistics; by sharing that analytics data, however, it helped give users the context they needed to understand the change. The game changer that helped folks fully transition was the introduction of WalkMe, a tool that pops up next to any element that had changed. The pop up displays a message explaining the reasoning behind the change and provides a link to support materials if users want to delve further.

Information Architecture

The previous portal navigation was designed around the organizational structure, which encouraged a sprawl of microsites filled primarily with duplicate information. Culturally, this IA didn't provide a united front for the company and there was no single source of truth; this introduced a lot of risk given the proliferation of out-of-date content. So, when it came to the IA for the new intranet, team members wanted to ensure they presented a single source of truth. No content would be replicated, and navigation had to be user-centric rather than follow an organization design. In a time-poor organization, navigation must be intuitive.

The new IA is designed so that all global information and tools are in navigation or on the homepage. These are not to be duplicated on "local" pages, which house only information that is completely unique to that region, asset, function, or center of excellence.

To determine how to approach the new IA, design team members looked carefully at analytics data from the previous portal and mapped out the most-clicked links and most in demand content. They gave the top-10 most-clicked on apps prime homepage placement and organized the rest under logical groupings: *Tools & Standards*, *People & Careers*, *News & Events*, and *Our Company*. *My Work* and *My Reports* offer two entry points to SAP transactions, which are vital in helping people do their jobs; given their importance, the team decided to keep their titles and current prominence. Team members reasoned that because employees had many other changes to adapt to, it was best not to interrupt these key daily tasks.

After the team completed a first draft of the new IA, it conducted a card-sorting exercise with a cross-section of employees to validate the design choices and make any necessary adjustments.

Going forward, the team continues to regularly report on navigation effectiveness using Webtrends so it can verify and make adjustments as it goes.

WORKING WITH OUTSIDE AGENCIES	
Agency	Project Role
Adelphi Digital	<ul style="list-style-type: none">Engaged to assist with extensive user research activitiesResponsible for design and CSS packages
InfoSys	<ul style="list-style-type: none">Software developmentBusiness analysisSolution architecture

GOVERNANCE

Ownership

The Digital Workspace is a functionality-rich product, and as such, ownership is broken up across ownership areas where it most makes sense:

- **External Affairs** is the key decision maker for the homepage, menu structure, news, events, CMS, and business pages.
- **Technology** is responsible for applications (*My Work, My Apps, My Reports, My Teams*), *Document Centre*, the overall solution architecture, ongoing support, and maintenance.
- **HR** is the decision authority behind the people finder.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Steering Committee	<ul style="list-style-type: none"> Representatives from HR, Technology, and External Affairs meets periodically to help with executive decision-making and embedment
Executive Sponsor	<ul style="list-style-type: none"> Provides oversight and strategic vision for the project Serves as the point of escalation when the project needs help with budget and resource challenges
Project Manager	<ul style="list-style-type: none"> Manages project deliverables and financials, and ensures that the project runs smoothly Ensures that the project delivers the agreed business benefits according to the timeline
Product Owner	<ul style="list-style-type: none"> Prioritizes user stories in the backlog Works with the team to define product sprints Acts as the voice of the customer
Corporate Communications Lead	<ul style="list-style-type: none"> Governs the homepage design, navigation, and page content Leads the news and content strategy Governs and supports content editors
Content Editors	<ul style="list-style-type: none"> Manages content for their respective region, asset, function, or center of excellence
OCM/Embedment (the change team)	<ul style="list-style-type: none"> Ensures that organization impact is appropriately managed
ECM/Collaboration Architect	<ul style="list-style-type: none"> Ensures that the solution complies with BHP architecture and standards

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
Default Status	Digital Workspace is set as every user's web browser homepage; it is also accessible through a tile located in the O365 waffle.
Remote Access	Employees are able to access Digital Workspace from any device at any time; to gain remote access, they must register for multifactor authentication.
Kiosks	Some field workers do not have accounts and must use kiosks to access corporate information on the intranet.

TIMELINE

PROJECT MILESTONES	
Item	Status
End of 2009	<ul style="list-style-type: none">Original release of SAP NetWeaver Portal
November 2016	<ul style="list-style-type: none">Requirements gathering and design commence
September 2017	<ul style="list-style-type: none">Release Gen 1 of Digital Workspace
March 2018	<ul style="list-style-type: none">Release Gen 2 of Digital Workspace
Ongoing	<ul style="list-style-type: none">Continual releases every six weeks

CONTENT AND CONTENT CONTRIBUTORS

Contributors

To understand the content authoring team, you need to understand the company's approach to categorizing news. Most of the content on Digital Workspace follows a categorization and/or tagging system that reflects the business and topics pertinent to company priorities. The categories follow the BHP organizational structure and help with various personalization features, including the local news carousels on the pages dedicated to each business area (defined as regions, assets, functions, or a center of excellence).

No one person on a content team is solely dedicated to the Digital Workspace. In many cases, publishing news on the platform is just a tiny portion of a contributor's overall job responsibilities. So, the following outlines roles for content development, but not how the team is structured in the organization:

- **Content lead:** sets the strategy for content pages, the homepage, and *All Company* news. This is in line with BHP's Global Communications Strategy.
- **Editor:** serves as the editor for a specific business area. Editors are charged with maintaining the standards, publishing pace, and news and content for their dedicated business page. A broader communications team supports this core group of about 20 people.
- **Content developer:** Many communications professionals at BHP have a role in developing content that can be published on the Digital Workspace. Another 20 people have authoring access to contribute and publish news for their dedicated topic or audience (business area).

CONTENT DEVELOPMENT AND OVERSIGHT	
Contribution	Given the popularity of the Digital Workspace, there is no shortage of people who want to contribute content. The intranet also complements several existing communications channels, so there was already a regular drumbeat it could fit into; for example, articles can now be published on the Digital Workspace first and linked to newsletters from there.
Training	The platform features a simple custom CMS, so training is not too onerous. Having a distributed publishing team means that most communicators on the team can publish a news article and someone who can help is never too far away. A training guide and one-on-one training helps with onboarding.
Management	The team has a central content planning calendar that the global communications team can contribute to; it also has a form to help people understand how to write for the Digital Workspace, what workflow they should follow, and what they need to submit to the publishing team.

Culling Content

The team's decision to move global links to the navigation and local links to the region, asset, function, or center of excellence meant that it could remove a lot of duplicate content from each page when migrating to the new system. The team also decided to migrate only the last three months' worth of news content. Archive functionality is built into the new CMS, which archives news stories by default after one year. Thus, a number of factors contributed to the team being able to achieve significant content reduction on the new platform.

Team members relied heavily on analytics to inform the decisions they made regarding content reduction. In places where clicks were low, they didn't include the old content on the new platform, taking a "wait and see" approach to see if anyone missed it, and then acting accordingly if so.

They also kept maintenance requirements front of mind when trying to decide what should stay and what should go. Because the company does not have a full-time, dedicated intranet content management team, maintaining the Digital Workspace is only a small portion of many content authors' responsibilities. The sophisticated integration of other systems, such as BHP's document repositories, means that portions of the intranet, such as business critical documents, can be maintained by the appropriate SMEs instead of the content team.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none"> SharePoint Online and SharePoint on-premise solution using provider-hosted applications
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> JIRA supports Agile delivery, including sprint planning, user stories, prioritization, and bug/problem tracking
Design Tools	<ul style="list-style-type: none"> InVision for high-fidelity mock-ups and to facilitate signoff and refine design
Content Management Tools	<ul style="list-style-type: none"> Custom-built CMS
Digital Adoption	<ul style="list-style-type: none"> WalkMe highlights each release's changes and assists with uptake
Analytics	<ul style="list-style-type: none"> WebTrends tracks usage and offers input to prioritize backlog

MOBILE

BHP's ambition for a fully mobile-optimized solution was a high-minded goal, and it had to be tempered by practical considerations. Many people in the company's frontline workforce don't have company-owned devices, for example, and at some sites, safety standards prohibit mobile use during operations. So, while the design shown on these pages is responsive, the team is working to create a more complex mobile design that will recognize the unique requirements of BHP workers. This will take shape as a native mobile application that will be used as a robust app finder. The Digital Workspace has an app finder that lets employees access the applications required to complete their work. And, while the desktop app finder is a comprehensive list of applications, the team is not naïve enough to think that it is a complete set.

ROI

Gains That Cannot Be Measured

The Digital Workspace was never expected to deliver any direct financial cost savings; it has and will continue to deliver significant new functionality that cannot be benchmarked against current systems and utilization patterns. So, the key value realization was found in productivity benefits achieved by delivering incremental improvements to the digital experience and a collaboration toolset that has cultivated a connected and highly networked workforce. A connected workforce leads to improved productivity, promotes an outcome-focused culture, and fosters a borderless organization.

The team uses Web Analytics to prioritize the backlog and focus ongoing improvements.

To date, the Digital Workspace has completed two major releases, which included replacing the prior portal and providing the basics of a new collaboration environment. The team has also issued a series of minor releases to continually improve and refine the solution.

Feedback since the new platform's release has been overwhelmingly positive. People find the solution visibly fresh, easy to navigate, and intuitive. For example, one person wrote "Happiness is when you [used to] spend three days looking for a document, and try the new Digital Workspace and find it within three minutes."

So far, the functionalities that users appreciate most include powerful search, the ability to save favorites, and features that provide personalization and customization. Other benefits are starting to emerge as more people experience the Digital Workspace functionality and its potential to improve their way of working, sharing, and learning by giving them the ability to connect with others and locate key business documents and tools. This connectedness is enhanced by the platform's single sign-on functionality, which makes a world of difference for people who use multiple applications each day.

LESSONS LEARNED

The BHP team shares two key lessons learned through this project:

- **Find a product owner before you begin.** "Digital workplaces require strong business buy-in and product ownership. Advice to other teams looking to embark on the digital workplace journey would be: Confirm a product owner from within the business before commencing development."
- **Change management efforts require help from above.** "Ensure strong management support to assist with the enormity of the change. One example of this was when the product was launched; the document center indexed an unprecedented number of documents. There were demands made to revise the scope of the document center, essentially limiting it to just Digital Workspace, however—with the support of senior management—the team was able to stick to the original plan of a full search and educate users on how to set permissions on individual OneDrive/SharePoint Online sites."

Lamprell Energy Limited (2019)

OVERVIEW

COMPANY

Lamprell is a leading provider of fabrication, engineering, and contracting services to the offshore and onshore oil & gas and renewable energy industries.

Headquarters: Dubai, United Arab Emirates

Company locations: Lamprell has offices in Jebel Ali, Dubai Investment Park, Sharjah, Hamriyah, and Iraq.

Locations where people use the intranet: Administrative staff members at all Lamprell locations use the intranet.

Annual revenue: Approximately \$370 million USD in 2017

TEAM

Leadership: Sohail Iqbal, Web Development.

Design (Creative Services): Muhammed Asgher, Technical Consultant.

Development: Sathish Kumar, Technical Consultant; Jenu Varghese, Senior Web Apps Administrator; Manju Sunil, Technical Consultant.

Human resources: Shallet Bhujbal, HR Operations Manager; Sapna Nayak, Compensation & Benefits Manager.

THE INTRANET

Users: Approximately 1,300 users use the intranet to access various HR-related information. This includes line managers and approvers who are required to approve various requests made through the intranet and users across the organization who come to the intranet to find company memos and announcements.

Mobile approach: Responsive web design

Technology platform: Asp.net, HTML5, JQuery

INTRANET TEAM



Team members shown here (left to right): Jenu Varghese, Sohail Iqbal, Shumon Zaman, Syed Tasaduq, Mohammad Asgher, Sathish Kumar.

HIGHLIGHTS ABOUT THIS WINNER

Transparency and visibility are two great themes for the Lamprell's LamprellConnect intranet. While taking advantage of a core competency and gathering statistics, LamprellConnect offers constant data availability, which means that teams can analyze and reproduce their processes in successful situations or see issues and raise flags well before any condition has gone too far.

- **Omnichannel:** A system of ID cards and software make it possible to track, analyze, and communicate the inner daily workings of Lamprell's 5,000 employees.
- **One UI platform to consolidate information in many applications:** LamprellConnect brings together volumes of data and the most frequently used modules from many different applications. Linking the applications with back-end systems means employees see real-time data on the intranet and can always get more details by clicking links to the full applications. With this, employees can do most of their work on this one platform and act on it, which eliminates the need to switch between various applications.

- **KPIs on home:** Each employee sees three KPIs on the homepage. These KPIs relate to the employee, the employee's function, and the entire company. This visibility allows employees to see how their own KPIs align with those of their department and the company, and if they are progressing well enough to meet them. This transparency and clear goal setting helps employees take control of their work, and guides them to know when they need to make adjustments.
- **Statistics dashboards:** Lamprell is vigilant about measuring its work and is just as vigilant about sharing the data to keep employees aware and efficient. Several statistics—related to safety, finance, people, supply chain, and other KPIs—are posted in plain sight on dashboards so that employees can learn from them, do research, and act. These data are not just informational, but also motivational for employees.
- **Safety:** Maintenance of a world-class safety standard is a core value at Lamprell. The related statistics help employees monitor their achievements and strive to do better when needed. Thorough charts are easy to access and are displayed to employees based on role.
- **Manager's homepage:** The manager's homepage makes it possible for managers to perform most of their day-to-day activities in just a few clicks. This efficient dashboard lets them take immediate action rather than having to locate, log in to, and work in multiple applications. This homepage helps managers stay on top of their daily tasks and keep their team moving forward.
- **Personalized:** LamprellConnect presents content depending on the logged-in user's role, stripping away noise and targeting information that each user needs.
- **Team information and forum:** Team information keeps employees abreast of tasks, as well as when coworkers plan to be out of the office. The team forum feature gives employees a platform on which to share ideas, comment, and like topics.
- **Individual information:** Employees can access their own information about areas such as time off and ID card swipe errors. This information is readily accessible on LamprellConnect and stored all in one place.
- **Employee spirit:** Work anniversaries, birthdays, and new hire information are a few of the topics shared on LamprellConnect that make employees a connected team rather than just formal coworkers.
- **Search:** Policies and documents are stored in various applications at Lamprell. Still, employees can search, find, and access them easily via the intranet.
- **Responsive:** Employees can access the intranet from any device.

BACKGROUND

The previous version of the Lamprell intranet was developed in 2010—and eight years is a lifetime in the world of IT. The old intranet was not living up to current standards; the company had developed different business applications for various

departments and the old platform wasn't adequately supporting them. The main purpose of the intranet redesign was to make use of the latest browser features, as well as to bring together frequently used modules from different applications and have them operate from a single platform. The goal was to create an environment in which employees could use a single application for approvals, requests, and dashboard viewing. The design team took this goal and pushed it further, adding role-based personalization features.

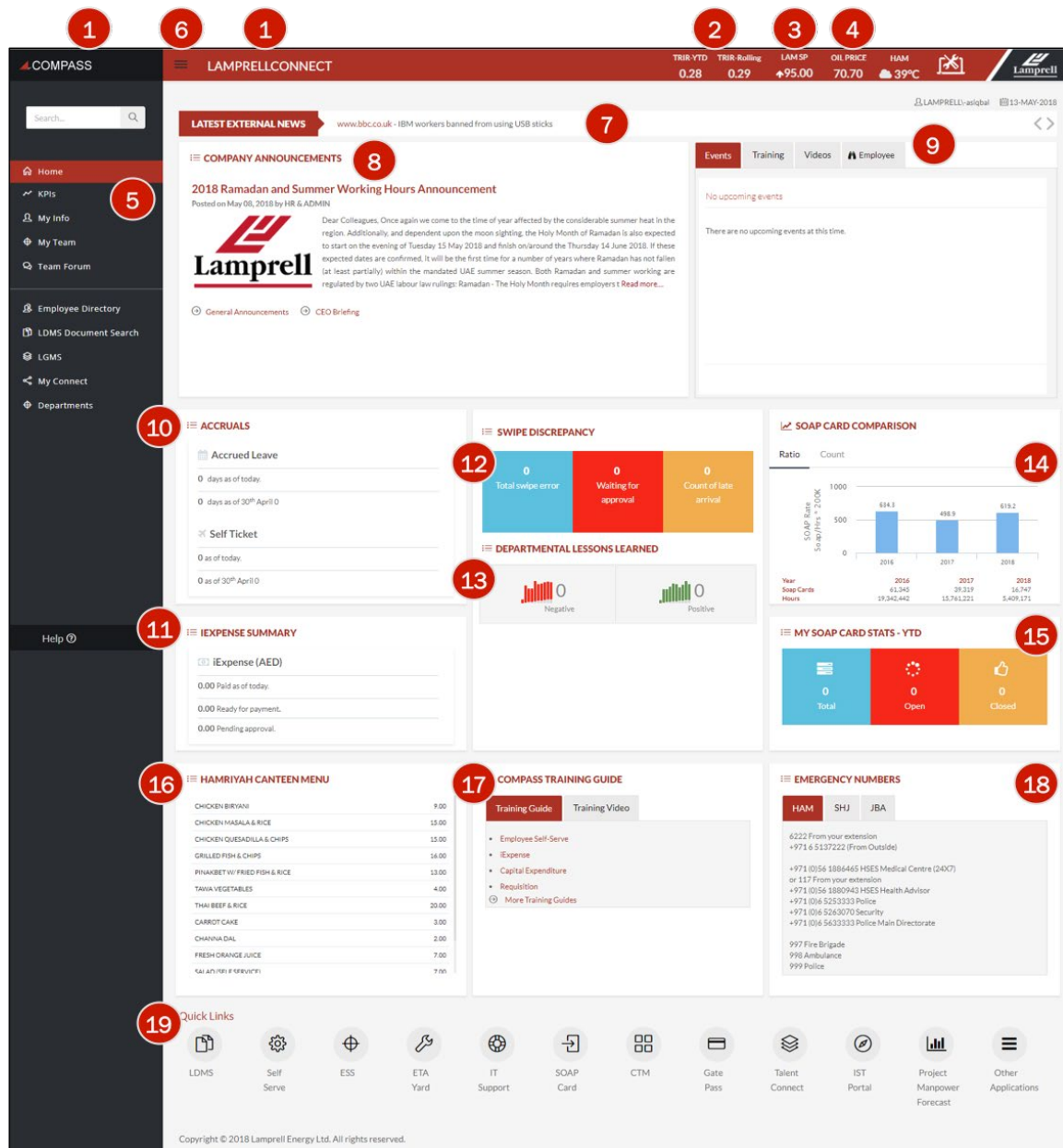
Goals

The team faced many challenges, including those related to speed, security, and business requirements. The team had to ensure that each page displayed within 2–3 seconds, regardless of the content or integration. For pages that pulled info from various applications, it was a challenge to get them to display quickly.

The second challenge was to ensure high-quality security, as the intranet connects to all areas and domains across the business. The team used proper testing, user classification, and segregation efforts to ensure relevant access was provided. Finally, the team needed to create an intranet that would accommodate various permission levels.

DESIGN REVIEW

Homepage



Pictured: Lamprell Intranet Homepage. LamprellConnect's homepage displays important statistics to help employees stay ahead of things.

Homepage, Highlights

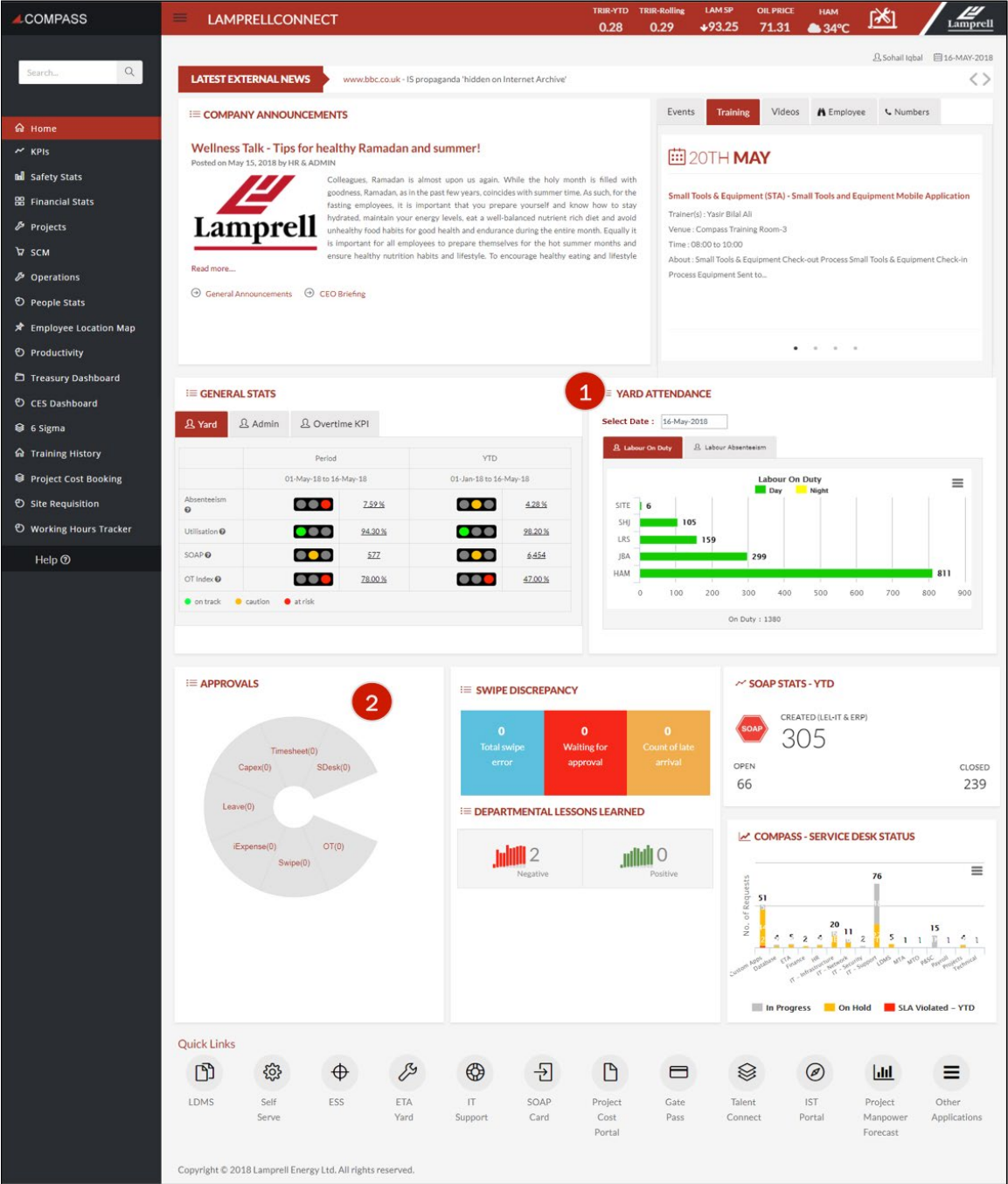
The LamprellConnect homepage puts several statistics at center stage to give employees an immediate snapshot of the state of affairs and items warranting close attention.

1. **Intranet name:** In the far upper left is the word *Compass*, which is Lamprell's enterprise resource planning team's brand name. The name of the intranet, *LamprellConnect*, also appears toward the upper left.
2. **Statistics:** A red bar spans the top of the page; on the right side of it, employees can review the Total Recordable Incident Rate (TRIR), which shows important statistics associated with OSHA requirements. It's helpful for employees to have these stats at their fingertips, and it reminds them of the importance of following safety procedures.
3. **Share and price:** Also in the upper right is Lamprell's stock share price, labeled *LAM SP*. The number indicates the current price, and the arrow to its left shows whether the price is up or down. Seeing the company's stock price and its direction can both motivate and excite employees.
4. **Oil price:** Core to the business, the latest price of oil is also clearly listed in the upper right.
5. **Navigation:** Links in the left-side navigation menu are shown based on the logged-in user. Removing unneeded links can eliminate clutter and confusion. The menu's visual treatment makes it easy to spot if you need it, but just as easy to ignore if you don't. A dark grey background makes the area look like a menu, and the white text is legible on the dark background. A splash of red signifies the menu's selected section. The team chose to separate the menu into two parts: 1) business-related items, which require security rights for the employee to view, and 2) personal and general items, which are available to all employees and do not require authentication.
6. **Collapse:** The three-line icon in the red bar at the top allows users to collapse the left-side navigation menu and display only the icons (shortcuts). This is a nice way to let employees use screen real estate effectively, depending on their current tasks.
7. **External news:** The first item in the homepage's content area is a link to a recent news headline, with the tile and its source. Employees can choose which news topics they would like to see, which keeps them in control and interested in logging in to LamprellConnect.
8. **Announcements:** The *Company Announcements* occupy a large piece of the homepage to ensure that employees are aware of vital information. A recent announcement displays with a large red title, the date it was posted, which department posted it, and a paragraph of text. The *Read more...* link leads to the full announcement. Likewise, the *General Announcement* link leads to a page with more announcements. To ensure that the CEO's message gets out to everyone, the *CEO Briefing* link appears in the same announcement area.
9. **Events and training:** To the right of the *Announcements* area is a section that includes user-specific information in four tabs: *Events*, *Training*, *Videos*, and *Employee*. Items related to the logged-in employee appear in these tabs, giving employees quick and easy-to-access information about events and training important to their work.

10. **Leave accrual:** The *Accruals* section details how much time off the employee has accrued. This is a good way to help employees plan and manage their time away.
11. **Expenses:** An expense report summary section shows the user's expense reports and how much of those expenses are paid, ready for payment, or pending approval. This lets employees easily pan, track, and follow-up on expenses as needed.
12. **Swipes:** On the right side of the homepage are four different metrics that employees track. The first, *Swipes*, relates to checking in for work. All employees are issued swipe cards and are required to clock in and out. The intranet team's research revealed that swipe discrepancies were one of the most common reasons that employees contacted support. Typically, either the employee forgot to swipe the card, or the swipe did not work, and thus the time was incorrectly tracked. Employees must reconcile any inconsistencies by a specific deadline each month to ensure that they are paid the right amount. Adding the *Swipes* section on the homepage helps employees notice any swipe discrepancies quickly and is one way that the intranet team sought to help decrease support calls.
13. **Lessons learned:** Next, two small bar charts show statistics about positive and negative things the department has learned. This can be motivational for employees to share and to learn about to help improve department processes.
14. **Comparison statistics:** Employee safety is top of mind at Lamprell, and the company tracks safety events vigilantly. Part of understanding safety is ensuring that all employees take part in the safety observation. Every month, whenever a discrepancy is noticed anywhere in the organization, employees create Safety Observation Assessment Program (SOAP) Cards. These show statistics on how many issues are open, closed, and resolved.
15. **Status:** The status of SOAP Cards that employee raise appear in the *My SOAP Card Stats* section. This lets employees see how many of their own SOAP Cards are closed or remain open.
16. **Cafeteria menu:** It is always important for employees to know what's available for lunch. The *Hamriyah Canteen Menu* section in the lower left of the homepage lists the menu—from appetizers to desserts—and prices. With this, employees can plan their mid-day break.
17. **Intranet training:** To teach employees how to get the most from the intranet, the team created training documents and videos. The *Compass Training Guide* section at the bottom of the homepage offers links to helpful guides on how to complete top tasks—from creating an employee hiring requisition to purchasing equipment.
18. **Emergency:** Knowing who to call in an emergency helps in high-risk situations, so the intranet offers pertinent phone numbers right on the homepage in the *Emergency Numbers* section.
19. **Links:** The designers understood how important it is for employees to access the most frequently used applications, so they chose to display icons with helpful labels linking to 11 applications at the bottom of each page. They chose the 11 apps after analyzing usage data. To ensure that

employees can access more than just these 11 apps, the designers also included *Other Applications* as the last icon so users can see the full list.

Homepage for Managers



Pictured: Lamprell Intranet Managers' Homepage. The manager homepage on LamprellConnect acts as a dashboard of statistics about a manager's team.

Homepage for Managers, Highlights

Managers get a special version of the homepage, which they can use as a dashboard to stay abreast of general team statistics such as overtime and absenteeism.

1. **Statistics:** Two cards show information about the manager's team. The first, *General Stats*, summarizes information about topics such as *absenteeism* and *SOAP*, and notes the time period and percentage. Colored dots—red, yellow, and green—indicate issues and non-issues; this color code makes it fast and easy for managers to see where they need to put their efforts. The second card, *Yard Attendance*, displays a bar chart showing how many people worked on the selected day. Green bars indicate daytime work, while yellow bars indicate nighttime work. Managers can choose a date using the *Select Date* button at the top. This chart helps managers track their resources efficiently. They can also drill-down further on all of this information to eventually arrive at the transaction-level details.
2. **Approvals:** The *Approvals* chart shows managers their pending approvals. With this simple chart, managers can see what they need to review. When they click on an item, it shows a list where they can approve or reject the item. Rather than open and log in to individual applications, managers can use the dashboard and in a few seconds and a few clicks, they can keep Lamprell's wheels whirring efficiently.

Key Performance Indicator Page (KPI)

COMPASS **LAMPRELLCONNECT** TRIR - YTD 0.28 TRIR - Budget 0.29 LAM SP +95.00 OIL PRICE 70.70 HAM 38°C

Search... HOME - KPI

KPI

My KPI Function Corporate

Year : 2017

▼ Add KPI

KPI	GOAL	TIMESCALE	PROGRESS	SOURCE OF MEASUREMENT	UPDATE	DELETE
Documentation	Maintain complete system documentation for all applications	Dec'17	●	TPD and MD070 documentation to maintain.		
Savings	Provide \$100K saving to company.	Dec'17	●	Develop in-house application to save annual renewal fees and to optimize the existing running process.		
Trainings and Development	Develop resource in 2 areas (Web Application, QlikSense) by providing the cross training between team.	Dec'17	●	Web Applications - 2 resource to pass UCT for major web application. QlikSense - 2 resource to pass UCT.		
IT Support	Provide effective IT support to the group	Dec'17	●	Support ticket SLA breaches to be <5% Annual IT customer satisfaction survey > 95%		
New Systems	Site Requisition Application Subcontractor Tracker Welding Efficiency IST Portal Service Desk Management Pack Reporting SOW2 LDMS - External Interface Transport Management System CRM Application	Dec'17	●	On schedule and project budget All documents to be completed.		
Safety	Achieve an improvement in Total Recordable Incident rate (TRIR) compared to 2015 - TBC	Dec'17	●	Minimum of 2 SOAP cards to be raised every month by each team member		

● At or above target
 ● Heading in the right direction but still have work to do
 ● Below expectations with significant work

Quick Links

LDMS Self Serve ESS ETA Yard IT Support SOAP Card Project Cost Portal Gate Pass Talent Connect IST Portal Project Manpower Forecast Other Applications

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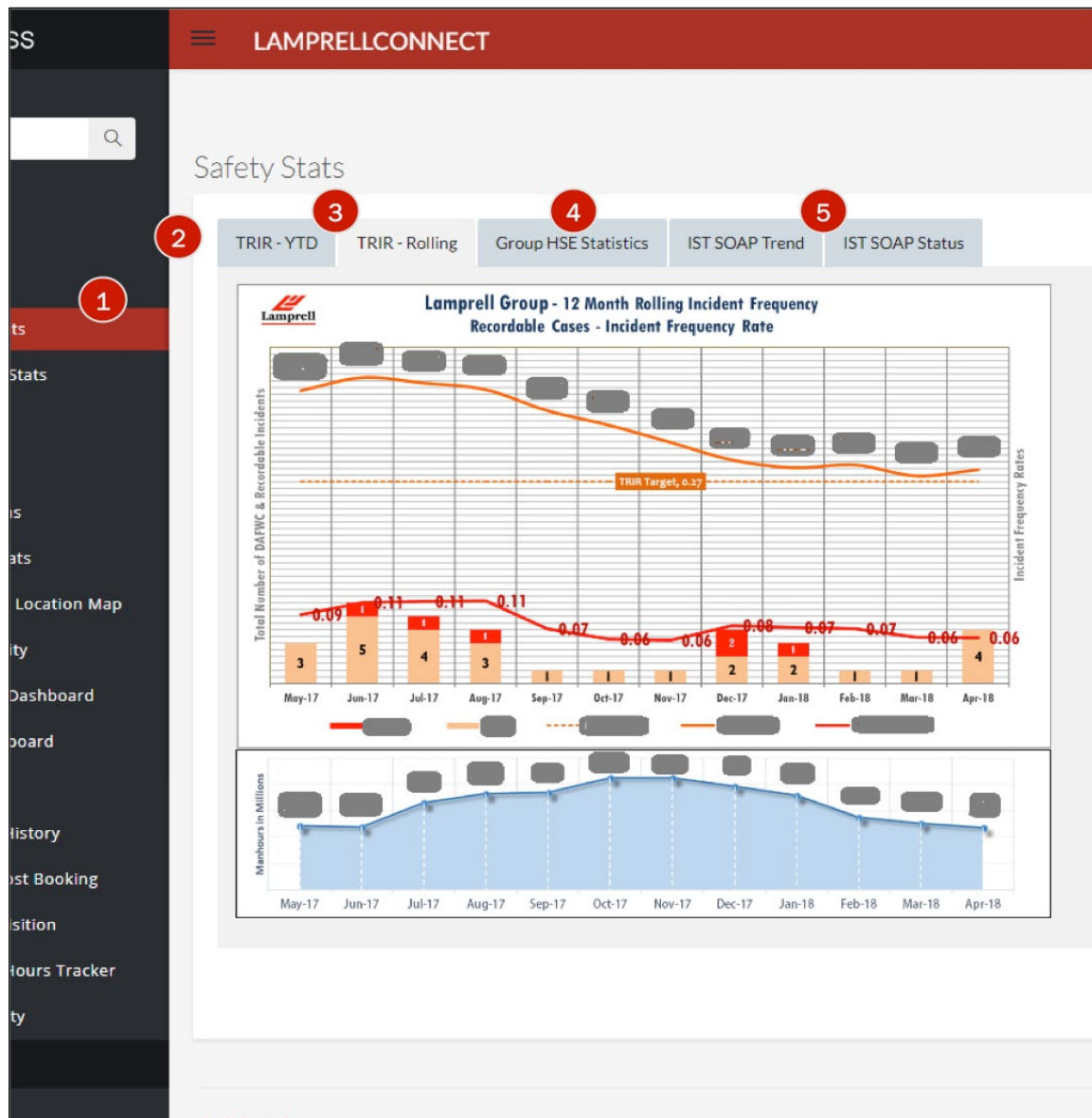
Pictured: Lamprell Intranet KPI Page. KPIs are defined, communicated, and tracked on the KPI page.

KPI, Highlights

KPIs are clearly defined, communicated, and measured for individuals, functions, and the entire company. Making employees aware of these, at all levels, helps them understand exactly what they are working toward and how they are doing. This KPI data is linked with the company's performance management application to ensure that the data is the same in all locations.

1. **Lens:** Selecting a tab at the top shows information for one of three areas.
1) *Individual:* the employee's own KPIs and progress on them. 2) *Function:* KPIs for the employee's department. 3) *Corporate:* targets set for the entire company.
2. **Year:** Users can select the year from a drop-down list to see the current goals, as well as look at past KPIs to compare and learn from history.
3. **Add:** Employees can easily create a new KPI with the *Add KPI* button.
4. **KPI:** The table's first column includes the KPI topic area.
5. **Goal:** The *Goal* column puts a flag in the ground, summarizing the targeted result. Having this detail, written and clear, is priceless for employees. It tells them exactly where to aim.
6. **Time:** The *Timescale* column gives an exact due date for the KPI.
7. **Progress:** The *Progress* column displays a colored indicator—green, yellow, or red—that immediately communicates the KPI's status and whether the work toward meeting it is on track or needs attention. A legend below the table describes each color marker.
8. **Measure:** The *Source of Measurement* column communicates how it will be decided whether the KPI is being met or not. This clarifies for all employees how their work is being tracked.
9. **Update or delete:** The table's last two columns offer icons—a pen and a trash can—that let employees update or delete the KPI.

Safety Statistics



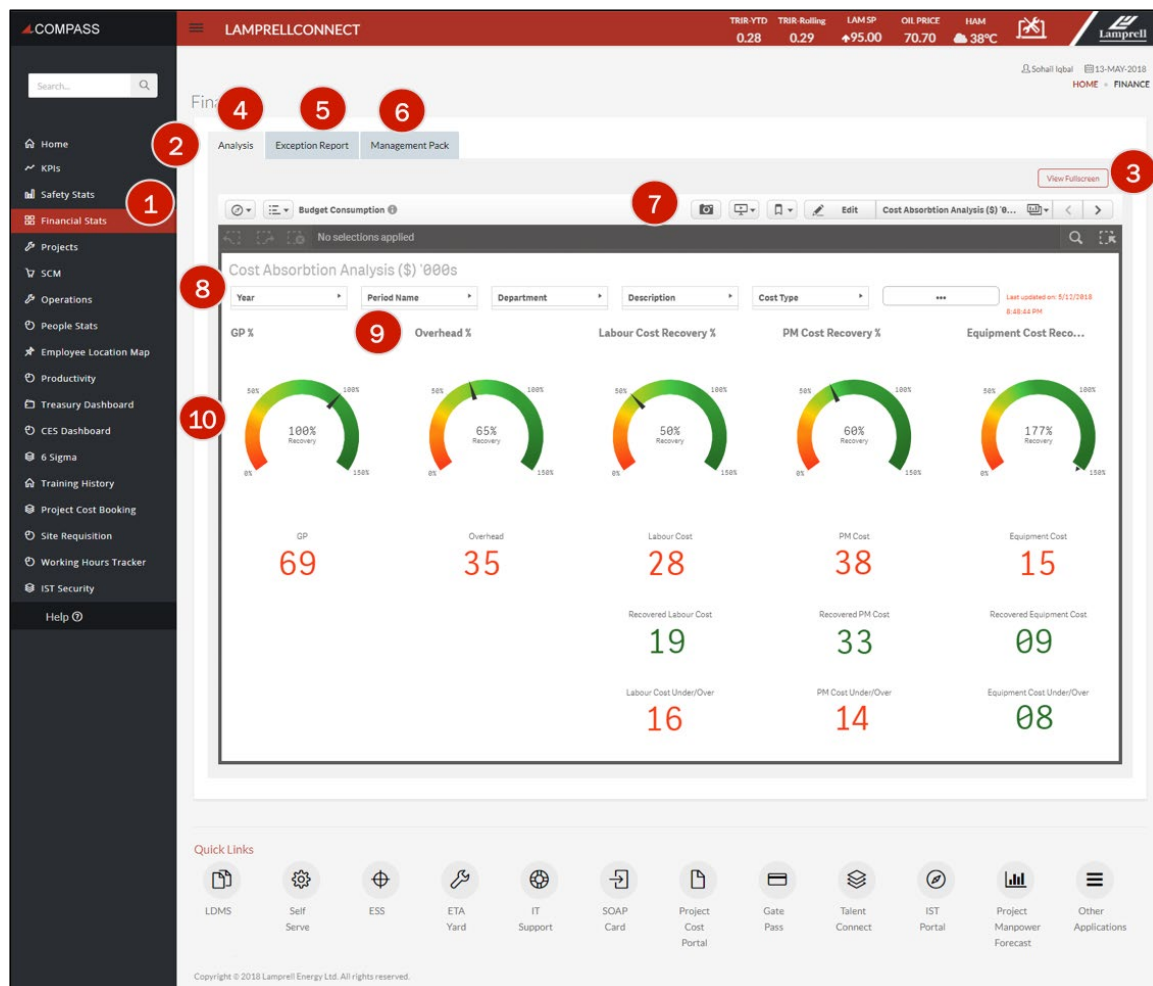
Pictured: Lamprell Intranet Safety Statistics. Thorough charts compile safety statistics that employees can use in their daily work.

Safety Statistics, Highlights

Working with energy sources is as important as it is dangerous. At Lamprell, the safety of employees and customers is a grave concern. One way the company communicates this concern is through the safety statistics it collects and shares with employees.

1. **Page:** The *Safety Stats* page is the third item in the left-side navigation menu. This high position demonstrates the topic's importance.
2. **Tabs:** The tabs on the *Safety Stats* page include critical safety statistics. Each of the four tabs can be shown or hidden based on the logged-in user's role.
3. **Incident rates:** The first two tabs pertain to TRIR (Total Recordable Incident Rate). The *TRIR-YTD* tab shows the number of incidents related to the total person-hours worked against all projects. The *TRIR-Rolling* tab displays the incident frequency rates in a graph with month-on-month comparisons. The mixed chart type (using both lines and bars) makes it possible for employees to see cyclical trends, which can help them better understand their work and plan for the safest future.
4. **Table format:** The *Group HSES Statistics* tab (for Health, Safety, Environmental and Safety stats) shows the *TRIR-Rolling* tab's information in a tabular format. Showing the same data in multiple ways lets employees study the data in the format that works best for their current task.
5. **Statistics:** SOAP Cards are observations raised by individual employees whenever they notice a safety discrepancy. Every department has KPIs in place to encourage them to raise SOAP Cards every month for the safety department to monitor, analyze, and work on. Once open, SOAP Cards require safety department action; they are closed once they are resolved (by both the safety department and the SOAP Card owner). Both of these tabs show the departmental SOAP Card monthly trend and current status statistics.

Financial Statistics



Pictured: Lamprell Intranet Financial Statistics. Sets of pages and charts in LamprellConnect's *Finance Stats* section consolidate financial data for employees.

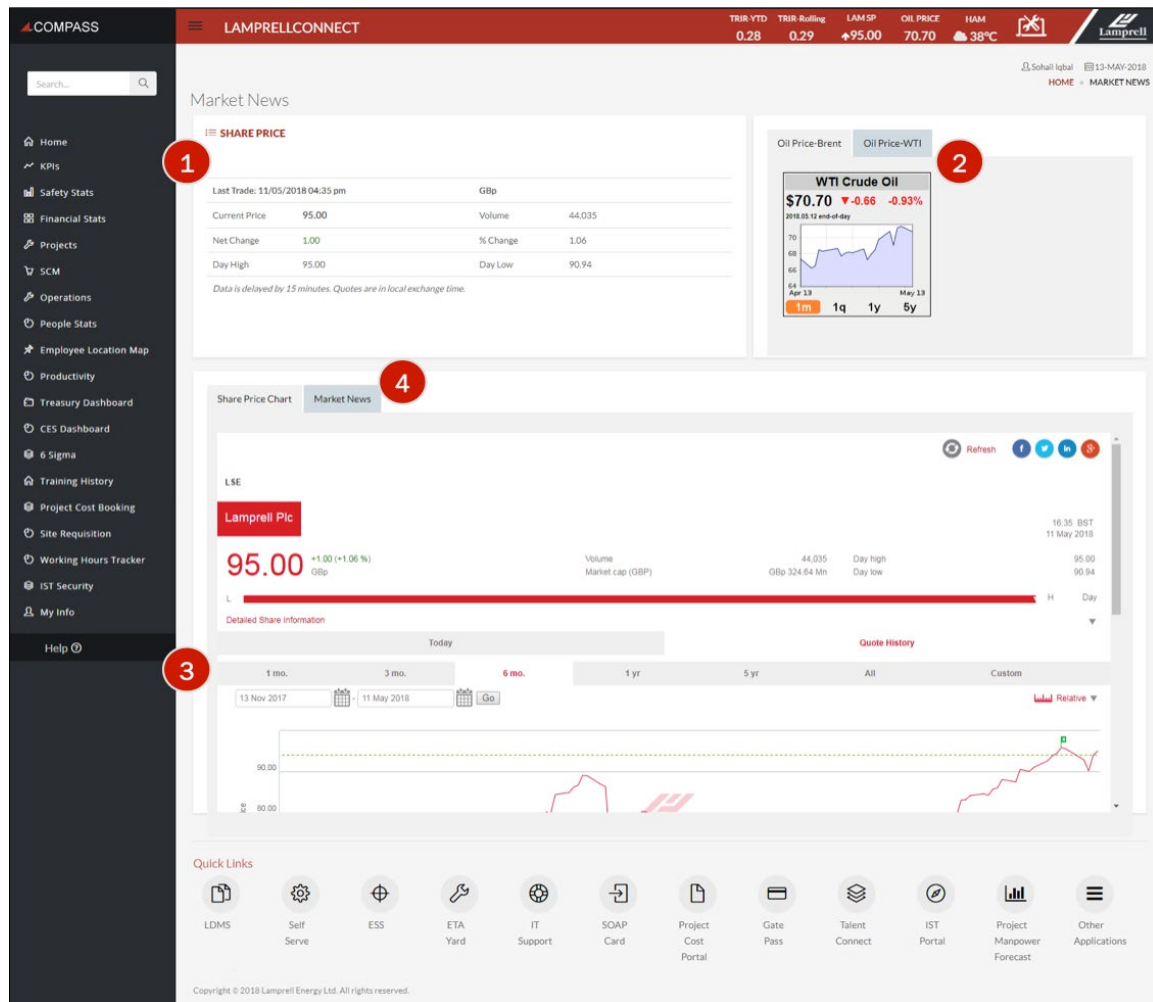
Financial Statistics, Highlights

Lamprell makes it its business to track and chart financial goals and their related statistics. LamprellConnect is linked to Oracle Financials to auto-generate the finance dashboard that displays the data to employees.

1. **Page:** The *Finance* page is accessible from the left-side navigation menu.
2. **Tabs:** The tabs on the *Finance* page include various financial statistics and charts. Each of the three tabs can be shown or hidden based on the logged-in user's role.
3. **Full screen:** Employees who want to dive deep into the data can view the dashboard full screen with the *View Fullscreen* button.
4. **Budget analysis:** The *Analysis* tab shows statistics about how much of their allocated budget a department or group has consumed. This priceless page helps employees monitor spending to stay within budget or raise a flag if unexpected costs are eating a substantial chunk of allocated money.
5. **Discrepancies:** The *Exception Report* tab shows the summary of any discrepancies in *Accounts Receivable*, *Accounts Payable*, *Employee Time Allocation*, and the *General Ledger*. Employees can click the links to access details and act on them.
6. **Company financials:** Senior managers can consult the *Management Pack* tab for the monthly financial status across the entire company. Having these numbers at their fingertips saves senior managers time, which is always at a premium.
7. **Actions:** Clicking icons above the content area lets users take various actions, such as taking a screenshot, editing, or moving to the next chart.
8. **Filters:** Drop-down lists at the top of the content area let employees filter chart data. Manipulating the numbers in various ways helps give employees a full, true picture of what's happening.
9. **Titles:** Each chart has a title, which helps ensure that employees understand exactly what the numbers they are looking at represent. The title is located just above to chart to avoid any confusion about which chart the title describes.
10. **Gauge charts:** Each chart shows a minimum and maximum value—in this case 0% and 150%, respectively. It's important that these values are the same in all dashboard charts as employees use them to compare values. As with a car's speedometer, the dial shows one value—indicated specifically by the percentage in the center of the gauge, and more crudely with the small black needle. Shading colors from red to green give additional subjective feedback about whether the value is positive, neutral, or negative. Absolute numbers related to each chart's percentages are labeled and appear below the chart.

Not pictured: An *Invoice on Hold* tab shows any invoices on hold in a graphical format; it also provides information about the status and duration of pending invoices.

Market News



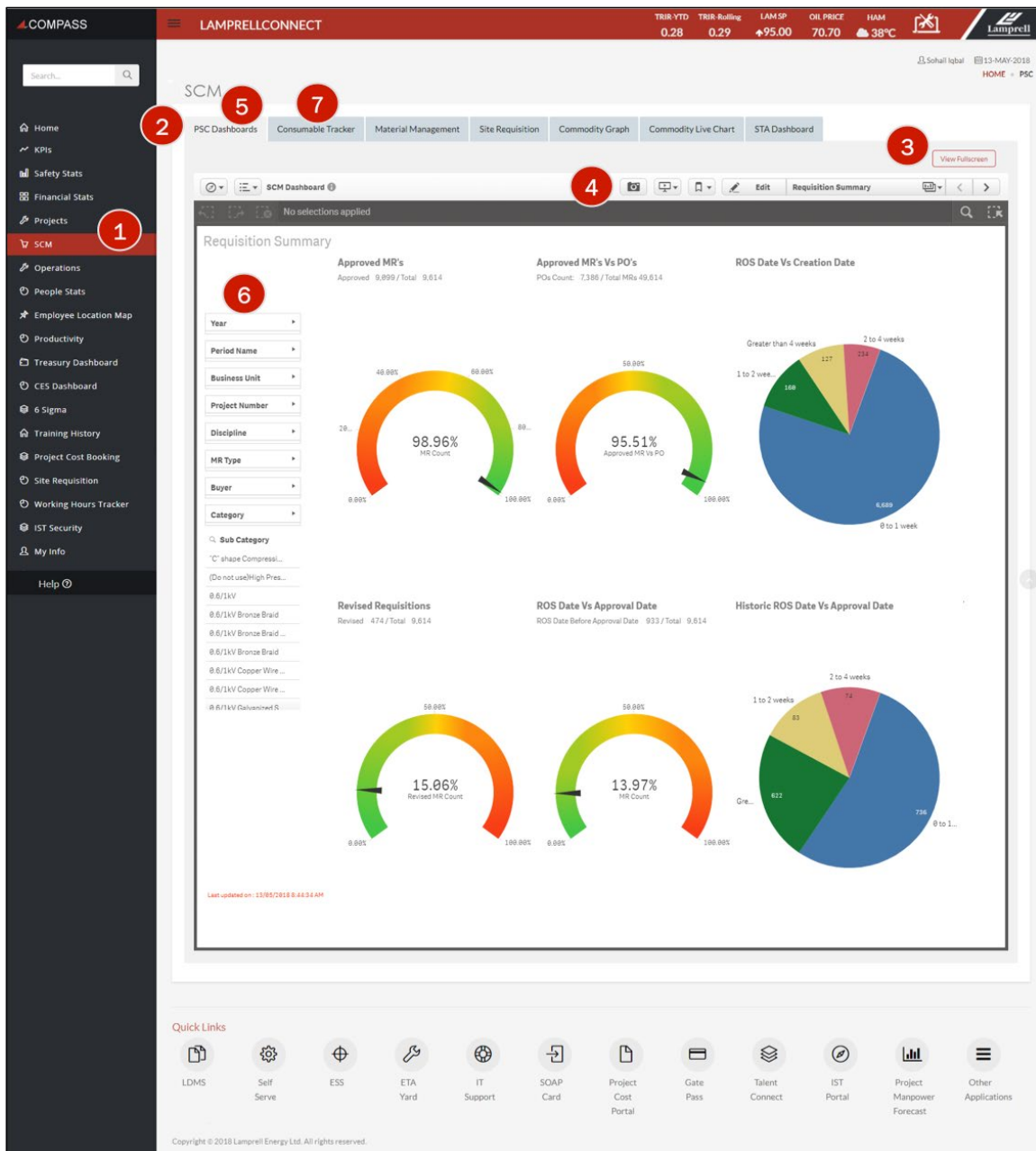
Pictured: Lamprell Intranet Market News. Employees can stay abreast of company stock performance, oil prices, and industry news in the *Market News* section.

Market News, Highlights

The *Market News* page offers thorough information about the company's stock and its industry.

1. **Share price:** The daily trading activity—such as last trade and trading volume—appear in the *Share Price* table at the top of the page. This gives employees the lowdown on the company's stock.
2. **Oil price:** The *Oil Price-Brent* and *Oil Price-WTI* tabs allow employees to view price charts for these two crude oil grades.
3. **Share price over time:** The *Share Price Chart* tab displays the share price within various time intervals. Tabs with different options—such as *one month* or *five years*—let users select the desired interval.
4. **News:** The *Market News* tab includes summaries of and links to the latest industry news articles. This is a user-friendly way for employees to keep up with news in their field.

Supply Chain Management



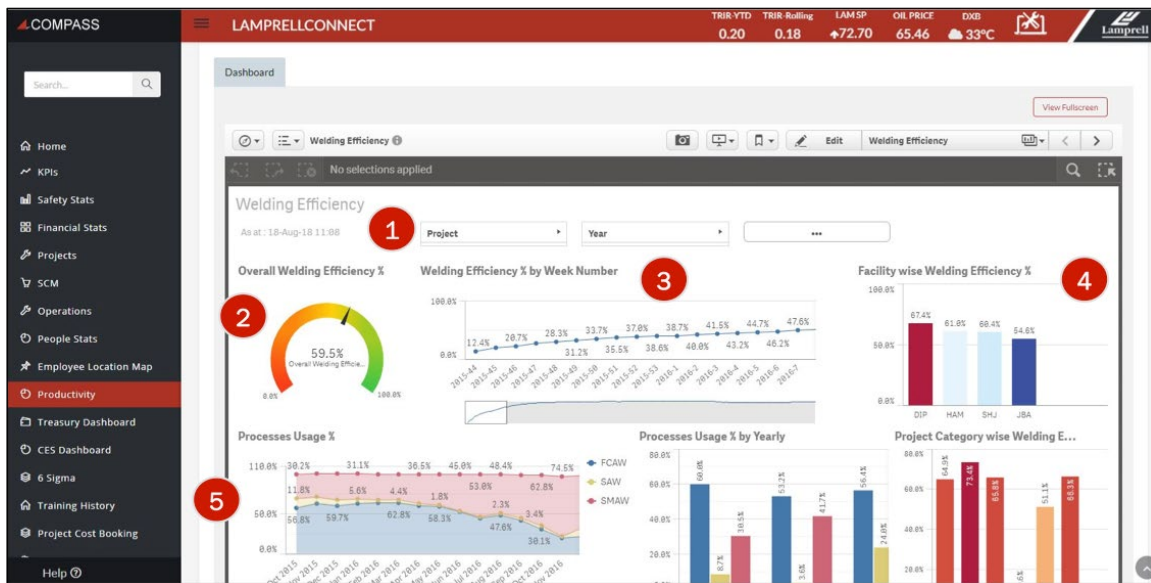
Pictured: Lamprell Intranet Supply Chain Management. LamprellConnect houses extensive information about how resources are moved to customers in the SCM (Supply Chain Management) section.

Supply Chain Management, Highlights

Moving any product to customers can be challenging, but when energy is your product, that process becomes even more complex. To keep the product flowing smoothly, LamprellConnect communicates real-time supply chain management information.

1. **Page:** The *SCM* page is accessible from the left-side navigation menu.
2. **Tabs:** *SCM* page tabs include various supply-chain statistics and charts. Each of the tabs can be shown or hidden based on the logged-in user's role. The dashboards are linked to the Oracle Procurement module to show real-time information in graphs. The system also maintains an access log with information about which users have accessed which screens and when.
3. **Full screen:** Employees who want to dive deep into the data can view the dashboard full screen with the *View Fullscreen* button.
4. **Actions:** Clicking the icons above the content area lets users take various actions, such as taking a screenshot, editing, or moving to the next chart.
5. **Order tracking:** The *PSC Dashboards* tab displays charts of statistics about material requisitions, purchase orders, and expediting orders. These options make it easy for employees to track when orders were created and approved, and their current status. This ensures that employees have the information they need to fulfill orders and communicate effectively with customers.
6. **Filters:** Several filters on the left—such as *Year*, *Business Unit*, and *Buyer*—let employees see the data in the most revealing ways given their current task.
7. **Inventory utilization:** The *Consumable Tracker* tab provides information on utilization by project, utilization by employee, and inventory (on-hand aging) dashboards.

Productivity Dashboard



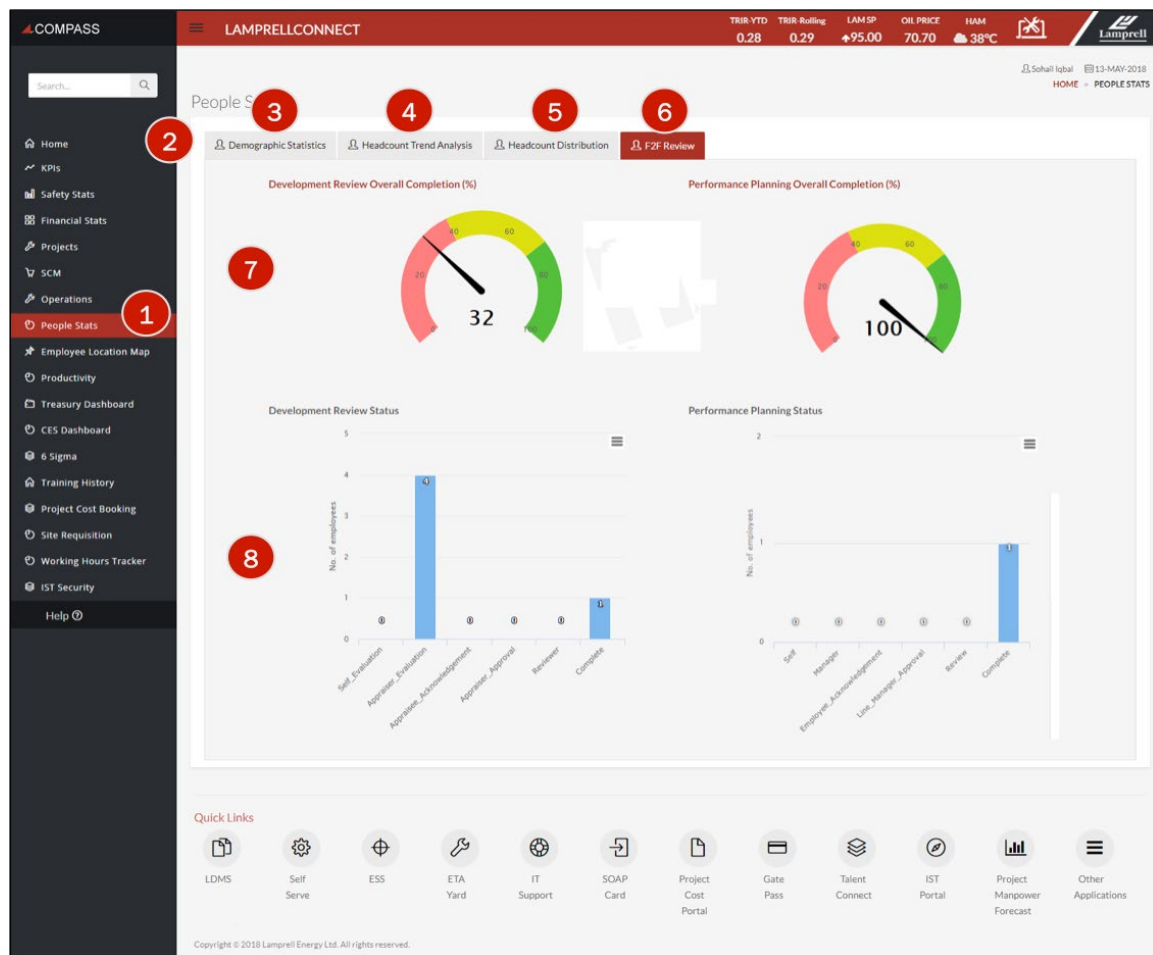
Pictured: Lamprell Intranet Productivity Dashboard. Productivity dashboards make it possible for managers to see how efficiently tasks are being completed.

Productivity Dashboard, Highlights

Various charts show production-to-waste ratios for different tasks, so managers and employees can see how efficiently they are working. The *Welding Efficiency* dashboard is an example of a dashboard in the intranet's *Productivity* section.

1. **Filters:** Employees can filter welding efficiency statistics by project or year, making it easy to compare efficiencies.
2. **Overall:** The *Overall Welding Efficiency* chart shows an exact number in the center of the gauge.
3. **Weekly:** The *Welding Efficiency % by Week Number* shows a line chart with circle markers and labels for each week. The year and week number are listed across the x-axis, while the percentage scale is on the y-axis. As this powerful and telling chart clearly shows, efficiency has been steadily improving each week.
4. **Location:** The *Facility-wise Welding Efficiency %* displays the facility names across the x-axis and the percentages along the y-axis. Each bar in the chart represents a facility, appears in a different color, and displays a label of the exact percentage just above it.
5. **Charts:** Additional bar and area charts display process usage by month and year, and welding efficiency by project. Employees can get a grip on their welding efficiency by consulting these informative charts.

People Statistics



Pictured: Lamprell Intranet People Statistics. The *People Stats* dashboard gives information about the Lamprell workforce makeup.

People Statistics, Highlights

In addition to KPI tracking, Lamprell tracks its human resources. The *People Stats* interactive dashboard displays workforce information. Linked to the Oracle HR system, it offers a dynamic access (personalization) mechanism that allows administrators to define which employees see which sections of the workforce.

1. **Page:** The *People Stats* page is accessible from the left-side navigation menu.
2. **Tabs:** The tabs on the *People Stats* page include charts with information about employees such as: headcount across years, demographics, teams, and performance. Each chart can be shown or hidden based on the logged-in user's role. Each chart is interactive and allows employees to drill-down to the individual employee level.
3. **Demographics:** The *Demographic Statistics* tab shows graphs with real-time headcount statistics about criteria such as age, length of service, nationality, and gender. This information enables the HR department and managers to see their workforce diversity and attune as desired.
4. **Headcount trend:** The *Headcount Trend Analysis* tab enables employees to see a month-to-month headcount comparison between the current and previous year. It is sorted by different types of staff, such as office and field workers.
5. **Headcount Distribution:** The *Headcount Distribution* tab offers charts that show how Lamprell's workforce is distributed across companies, locations, departments, business units, expense categories, and payroll. This makes it easy to see exactly where the company spends money.
6. **Performance review:** The *F2F Review* tab provides information about the performance appraisal status of employees.
7. **Completion charts:** The two gauge charts at the top show statistics related to task completion. The left chart pertains to employee reviews, the right one to performance planning. These charts make it easy for managers to see how close they are to meeting their annual people management goals.
8. **Status charts:** The two bar charts at the bottom show the status of the employee reviews and performance planning. The *x-axis* in each chart represents the steps in each process, while the *y-axis* represents the number of employees in each pipeline.

Employee Directory

The screenshot displays the Lamprell Intranet Employee Directory. The interface is divided into a sidebar on the left and a main content area. The sidebar contains navigation links such as Home, KPIs, Safety Stats, Financial Stats, Projects, SCM, Operations, People Stats, Employee Location Map, Productivity, Treasury Dashboard, CES Dashboard, 6 Sigma, Training History, Project Cost Booking, Site Requisition, Working Hours Tracker, IST Security, My Info, and Help. The main content area features a search bar and a table of employees. A modal window is open, showing the profile of Sohail Iqbal. The modal includes fields for Employee ID, Designation, Department, Facility, Email, Direct No., Mobile No., Line Manager, and Title. Red circles 1, 2, 3, and 4 highlight specific features: 1 points to the email field in the table, 2 points to the search bar, 3 points to the employee name in the modal, and 4 points to the email field in the modal.

Pictured: Lamprell Intranet Employee Directory. Employees can easily find colleagues' contact information in the intranet's *Employee Directory*.

Employee Directory, Highlights

Users can search on any criteria in the employee profile—such as name, employee code, or facility—to find colleagues in the employee directory.

1. **Search results:** Results appear in a simple table containing much of the employee's profile information. When an employee document is open (in a lightbox), part of the results continue to be visible behind it.
2. **Photo:** The employee photo makes people easy to identify. Clicking the photo opens the details box.
3. **Profile:** The employee profile includes the following information: name, picture, job title, department, location, email address, phone number, mobile number, manager's name and job title, and the employee's department head.
4. **Email:** Employees can simply click on the email address (an underlined red link) and the system opens the default email client to send an email. Another subtle design nicety: the email address is spelled out, so employees who want to see or copy it can do so.

Team Forum

COMPASS **LAMPRELLCONNECT** **TRE-YTD** 0.28 **TRE-Billing** 0.29 **LAM-SP** +95.00 **OIL PRICE** 70.70 **HAM** 38°C **Sahel label** **13-MAY-2018** **HOME** **FORUM** **DETAILS**

search...

Home KPIs Safety Stats Financial Stats Projects SCM Operations People Stats Employee Location Map Productivity Treasury Dashboard CES Dashboard 6 Sigma Training History Project Cost Booking Site Requisition Working Hours Tracker IST Security Help

Forum Details

1 Don't try to be everything to everybody! 2 3 Posted on 10/04/2016 12:11:00 by Shumon Zaman 4

BE HONEST, IT'S NOT ALL ROSEY

Don't try to be everything to everybody

People want to be a part of a great workplace. They want to know how to get a foot in the door, and what it takes to be successful and achieve their goals once they're inside. However, high-performing workplaces aren't for everyone, nor should they pretend to be. Sometimes, they're tough places to be because of high expectations and demands from customers, leadership and from shareholders. Great workplaces do great things, and great things don't come easily.

5 8 Likes

6 2 COMMENTS.

I agree - However, the this is where the role of leadership and co-workers (aka TEAM) comes into play. They should provide effective support/guidance/coaching to make things easy for other member(s) of the team. At times, things are may be difficult for the first time for many but then learning curve improves the person's skill set. Great workplaces not only should do great things but also should refine a person. :)

By Muhammad Ahsan Saleem Khan on 10/04/2016 13:11:00

What do you think Team - do you share this sentiment?

By Shumon Zaman on 10/04/2016 12:12:00

7 +Add Comment

Quick Links

LDMS Self Serve ESS ETA Yard IT Support SOAP Card Project Cost Portal Gate Pass Talent Connect IST Portal Project Manpower Forecast Other Applications

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Pictured: Lamprell Intranet Team Forum. The team forum on LamprellConnect allows teams to have lively online discussions.

Team Forum, Highlights

It's important for employees to have a place online where they can communicate with their colleagues. The team forum is an often-used feature that lets employees share ideas and hold discussions with their team. When an employee posts an article in the forum, the system sends an email to all department staff, as well as selected staff members outside the department. Employees can also disable/re-enable forum notifications.

1. **Title:** The title of the post appears in bold red letters at the top.
2. **Photo:** To make the author recognizable—and remind coworkers that there's an actual person behind each post—a photo of the author appears above the post.
3. **Date, time, and author:** *Posted* is followed by the date and time of day the item was posted, along with the author's name. This lets employees know how recently the item was published.
4. **Post:** The post itself can be simple, or it can be stylized by the user.
5. **Likes:** The number of likes and a like icon appear below the post.
6. **Comments:** The number of comments appears above the comments area. Each comment shows a photo of the commenter, along with the person's name and the time the comment was posted.
7. **New comment:** Users can add a comment by clicking the *Add Comment* button at the bottom.

My Team

COMPASS

Home

KPIs

Safety Stats

Financial Stats

Projects

SCM

Operations

People Stats

Employee Location Map

Productivity

Treasury Dashboard

CES Dashboard

6 Sigma

Training History

Project Cost Booking

Site Requisition

Working Hours Tracker

IST Security

Help

LAMPRELLCONNECT

TRE-YTD

TRE-Billing

LAM-SP

OIL PRICE

HMM

0.28

0.29

94.88

71.31

34°C

Sohail Iqbal

16-MAY-2018

HOME

MY TEAM

My

1

2

3

4

5

Vacation

Leave Plan

Team Profile

Announcements

Task List

Lessons Learned

Gallery

Phase 3

IST Security

Operation

Emp Code

Emp Name

Email

Facility

Q Search

	Emp Code	Emp Details	Length Of Service	Facility	Mobile No.	Status (12 Months)	Leave Accruals & Details
	0004332	Jenu Varughese Senior Web Apps Administrator	7 Years 6 Months	Hamriyah	050-4666666	Absent Annual Leave: 22 Sick Leave: 1 Late Arrival: 5 Soap Cards: 5	As of Today: 20.838 As of May 1st: 0.06 Leave Details
	0016073	Manju Sunil Assistant Technical Consultant	8 Months	Hamriyah	054-7999999	Absent Annual Leave: 1 Sick Leave: 1 Late Arrival: 7 Soap Cards: 7	As of Today: 15.128 As of May 1st: 0.06 Leave Details
	0013404	Muhammad Aqther Technical Consultant	3 Years 4 Months	Hamriyah	056-1888888	Absent Annual Leave: 8 Sick Leave: 11 Late Arrival: 2 Soap Cards: 0	As of Today: 19.154 As of May 1st: 0.06 Leave Details
	0011921	Sathish Kumar Manicka Vasagam Technical Consultant	5 Years	Hamriyah	050-4811111	Absent Annual Leave: 25 Sick Leave: 1 Late Arrival: 4 Soap Cards: 4	As of Today: 5.739 As of May 1st: 0.06 Leave Details

Quick Links

LDMS

Self Serve

ESS

ETA Yard

IT Support

SOAP Card

Project Cost Portal

Gate Pass

Talent Connect

IST Portal

Project Manpower Forecast

Other Applications

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Pictured: Lamprell Intranet My Team. MyTeam offers all key information about an employee's team or department, including members, tasks, and lessons learned.

My Team, Highlights

LamprellConnect's *My Team* section offers information about the logged-in employee's team.

1. **Team members on leave:** It's important to know when someone you rely on is out of the office. The *Vacation* tab shows a list of department staff members on leave and includes the employee's photo, name, leave type, leave start and end dates, and a designated staff member to contact while that employee is away.
2. **Leave plan:** Planning for outages is important for keeping projects on schedule and individual workloads manageable. The *Leave Plan* tab lists the future leaves planned within the department, which aids in resource planning.
3. **Members:** The *Team Profile* tab shows the profiles of the employee's team members. The user can get further details by clicking on any team member's picture.
4. **Tasks:** To aid in resource planning, the *Task List* tab shows assigned activities and dates, which the team lead can edit or add.
5. **Lessons:** To foster a focus on constant improvement, the *Lessons Learned* tab shows both positive and negative lesson learned within the department. Employees can add a new entry via the *Add New Lesson Learned* button. Various search and filtering options make it easy to peruse lessons learned.

Employee's Information

COMPASS LAMPRELLCONNECT

TRB-YTD 0.28 TRB-Rolling 0.29 LAM-SP +95.00 OIL PRICE 70.70 HAM 39°C

My Info

1 2 3 4

Expense Leave Details Telephone Bills Swipe Discrepancies SOAP Cards Bus Passengers Request Payroll

Accrued Leave

You have accrued **15.493** leaves as of today.

You can avail **22.699** leaves until 30th April, 2019.

Self Ticket

You have accrued **0** tickets as of today.

You can avail **0** tickets until 30th April, 2019.

LEAVE TYPE	FROM	TO	TOTAL DAYS
Sick Leave	10-January-2018	10-January-2018	1
Annual Leave	18-December-2017	31-December-2017	8
Annual Leave	01-August-2017	01-August-2017	1
Annual Leave	27-June-2017	10-July-2017	10
Annual Leave	17-May-2017	23-May-2017	5
Sick Leave	05-April-2017	05-April-2017	1
Annual Leave	16-January-2017	19-January-2017	4
Sick Leave	29-September-2016	29-September-2016	1
Annual Leave	18-September-2016	28-September-2016	9
Annual Leave	21-August-2016	01-September-2016	10

Visit [compass selfservice](#) application for more details.

Quick Links

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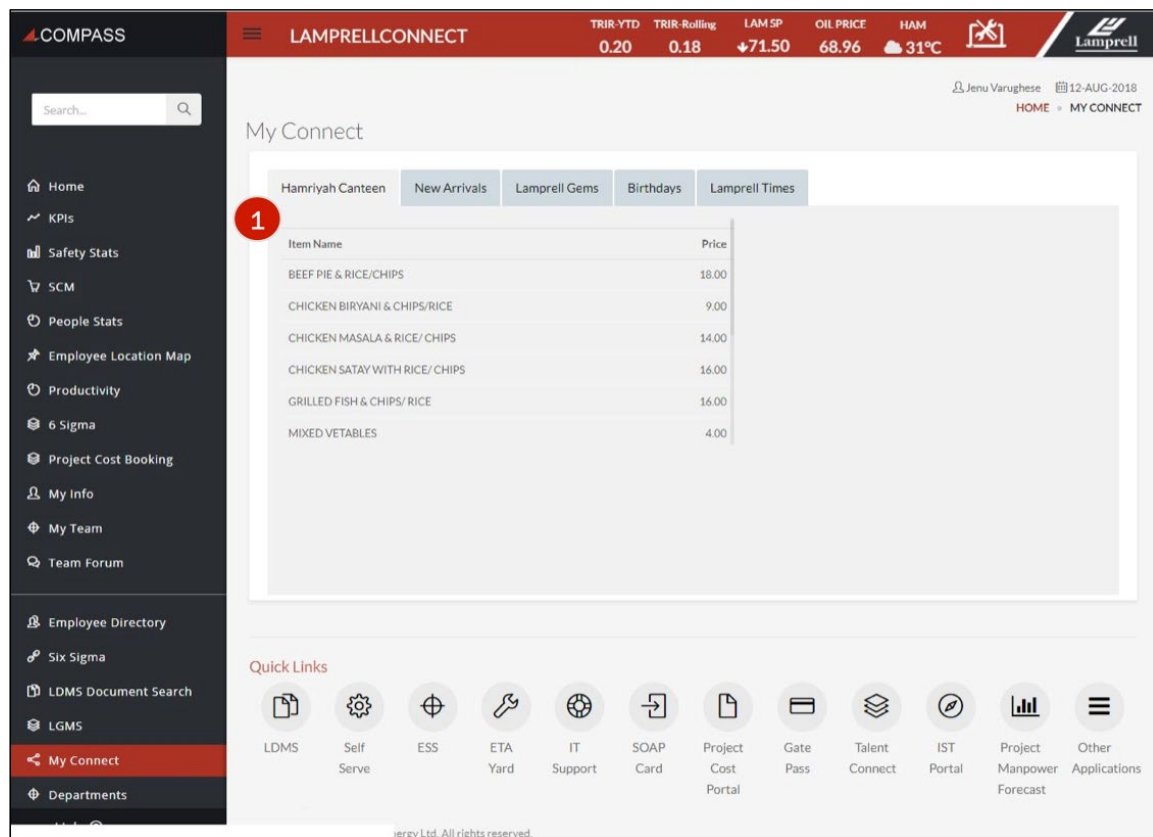
Pictured: Lamprell Intranet Employee Information. Employees can find much of their own information in their *My Info* section on LamprellConnect.

Employee's Information, Highlights

My Info on LamprellConnect is a place where employees can view information such as their payroll information and accrued time off. Having this information consolidated in one place means employees can find it quickly and trust that it's accurate.

1. **Tabs:** Seven tabs house various kinds of information about the employee's comings and goings. Tab labels—including *Expense*, *Leave Details*, *Telephone Bills*, *Swipe Discrepancies*, *SOAP Cards*, *Bus Passenger Request*, and *Payroll*—are self-explanatory.
2. **Expenses:** The *Expenses* tab is linked to Oracle iExpenses and displays all expenses the employee has submitted. These are sorted by date to make items easy to find. To see more details, employees can click a link at the bottom of the page to the Oracle E-Business Suite.
3. **Time off and airline tickets:** The *Leave Details* tab shows the employee's accrued annual leave in the *Accrued Leave* card in the upper left. This displays how many days of leave the employee has accrued to date, as well as how many days can be accrued by the end of the accrual cycle. The table below this displays the already-used leave time specified by *Leave Type* (such as *Sick* and *Annual*), the dates of leave, and the *Total Days* taken off during that period. A benefit for some employees is to accrue airline tickets for their own and their family's personal travel. The balance appears in the *Self Ticket* card in the upper right of the *Leave Details* area. Information on this page is fetched in real-time from Oracle HRMS, so it is current. Employees can view more details by clicking the red *Compass self service* link at the bottom of the page, which leads to an Oracle application.
4. **Attendance:** All employees are required to swipe in and out of work with their ID card. Card swipe issues are detailed on the *Swipe Discrepancies* tab. Employees can use this page to ferret out discrepancies and take necessary actions to avoid a pay reduction. The tab has three sections: 1) dates of swipe discrepancies, 2) swipe correction requests the employee has made that are pending approval, and 3) dates on which the employee has been late for work. Employees can report a discrepancy via a link to *ESS* (Employee Self Service) at the bottom of the tab.

My Connect Canteen



COMPASS LAMPRELLCONNECT TRIR-YTD 0.20 TRIR-Rolling 0.18 LAM SP +71.50 OIL PRICE 68.9% HAM 31°C Jenu Varughese 12-AUG-2018 HOME MY CONNECT

My Connect

Hamriyah Canteen New Arrivals Lamprell Gems Birthdays Lamprell Times

1

Item Name	Price
BEEF PIE & RICE/CHIPS	18.00
CHICKEN BIRYANI & CHIPS/RICE	9.00
CHICKEN MASALA & RICE/ CHIPS	14.00
CHICKEN SATAY WITH RICE/ CHIPS	16.00
GRILLED FISH & CHIPS/ RICE	16.00
MIXED VETABLES	4.00

Quick Links

LDMS Self Serve ESS ETA Yard IT Support SOAP Card Project Cost Portal Gate Pass Talent Connect IST Portal Project Manpower Forecast Other Applications

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Pictured: Lamprell Intranet My Connect Canteen. The *My Connect* section is the intranet equivalent of a hug. One warm and yummy example is its *Canteen* cafeteria menu, which includes prices.

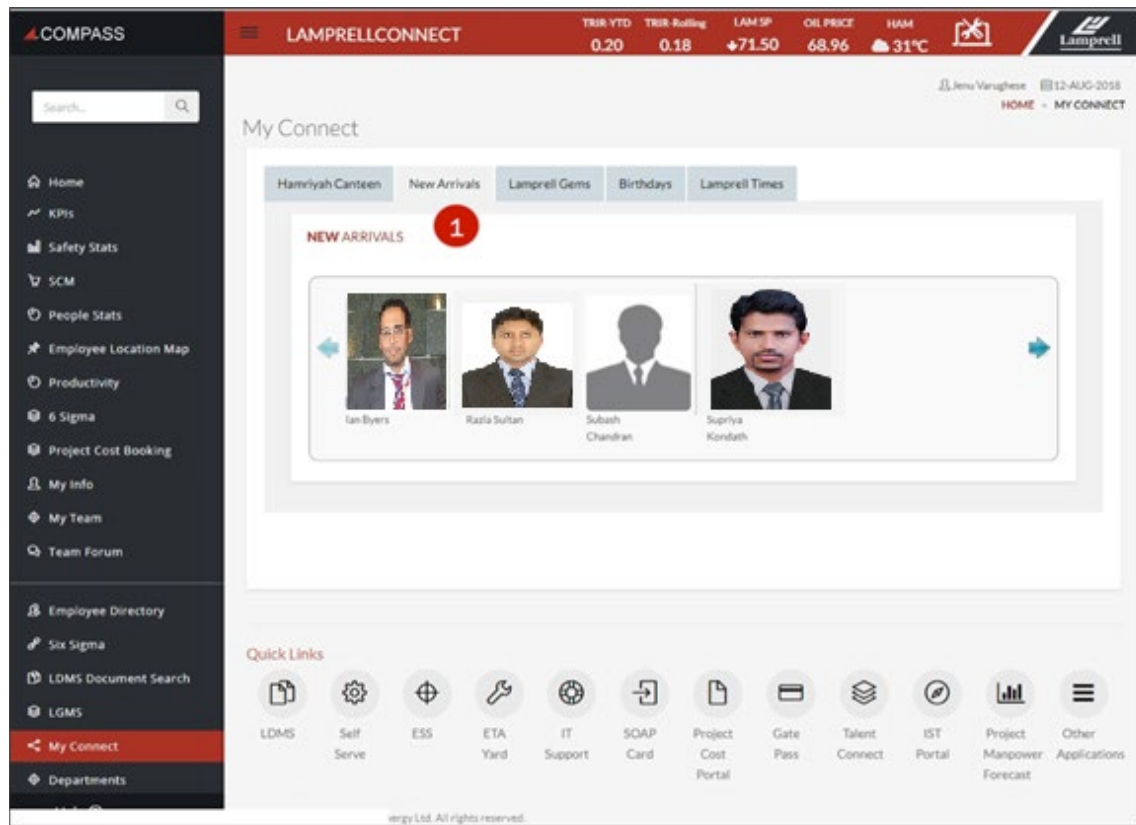
My Connect Canteen, Highlights

The intranet's *My Connect* area offers pleasant information that helps connect employees—somewhat like a “business hug.” For example, the *Birthdays* tab shows people whose birthdays are in the upcoming week, so their colleagues can wish them a happy day and be extra nice to them. Likewise, the *Lamprell Gems* tab shows photos of employees who have worked at Lamprell for 10 years. Colleagues can be inspired by such information and also know to wish these folks a happy anniversary.

All information is updated in real-time and linked with the Oracle HR database.

1. **Cafeteria menu:** The *Hamriyah Canteen* tab covers the daily menu and prices. The screen is linked with the canteen management system.

My Connect New Arrivals



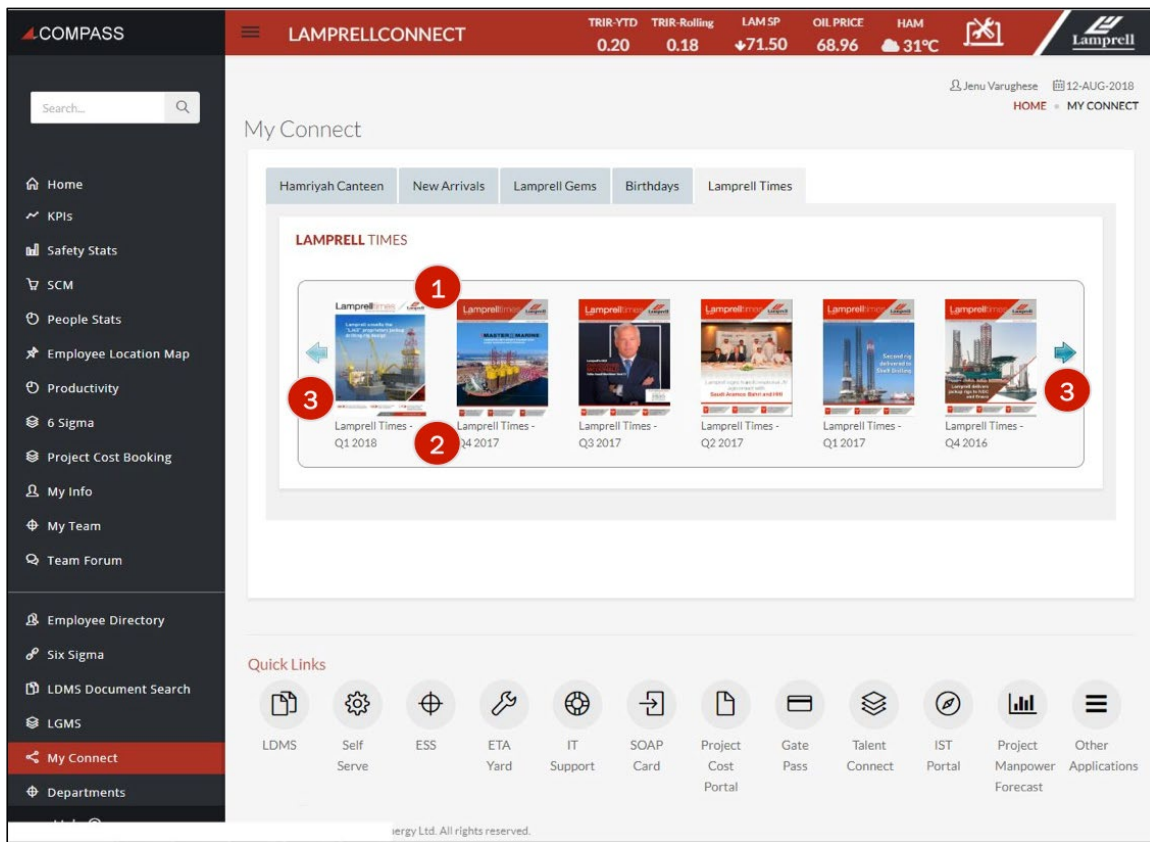
Pictured: Lamprell Intranet New Arrivals Tab. Employees hired recently are showcased in the *New Arrivals* tab.

New Arrivals, Highlights

Employees who joined Lamprell within the previous 10 days appear on the *New Arrivals* tab. This information can help make the new hires feel welcome and makes it easier for other employees to break the ice and welcome them. These data are fetched from the Oracle HR module.

1. **Pictures and names:** Pictures and names make new hires recognizable. Clicking a photo displays the new hire's name, job title, and department.

My Connect Lamprell Times



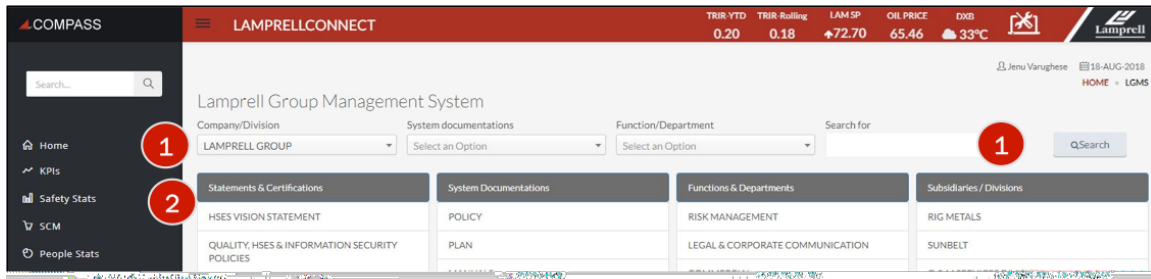
Pictured: Lamprell Intranet *Lamprell Times* Tab. Employees can read the company's quarterly magazine issues published in the current year and as far back as 1993.

Lamprell Times, Highlights

Employees can access Lamprell's quarterly magazine, *Lamprell Times*, from 1993 to the present in the *Lamprell Times* tab.

1. **Cover:** Each magazine's cover image gives an idea of some of the issue's content and may be recognizable to some employees. Clicking on a cover image opens that issue.
2. **Date:** The year and quarter of publication appears below each cover image.
3. **Navigate:** Blue forward and backward arrows allow employees to scroll through the offerings.

Section Page



Pictured: Lamprell Intranet Section Page. Employees can find most forms, organization charts, and information about policies and procedures on the *Lamprell Group Management System* section page.

Section Page, Highlights

The *Lamprell Group Management System* section is a one-stop-shop for policies, procedures, forms, organization charts, and more. User can either scan a list, search by type, or search for keywords. All employees, regardless of their knowledge or how they typically approach the task of finding information, will benefit from this section's options.

1. **Search:** Employees can search for a document by *Company/Division, System documentation, and Function/Department*. This is helpful when employees know a document's origin but not its name. They can also use the open search field to type in a query.
2. **Browse lists:** Lists of resources sorted into four categories make it possible for users to scan for what they need.

Search

The screenshot shows the Lamprell Group Management System search interface. At the top, there's a navigation bar with 'COMPASS' and 'LAMPRELLCONNECT'. Below this, a search bar is present. To the left is a sidebar with various navigation links. The main area displays search results for 'PROCEDURES' under the 'LAMPRELL GROUP' company/division. The results are shown in a table with columns for document number, system, title, revision, data classification, and various status flags. A red circle '1' points to the filter lists (Company/Division, System documentations, Function/Department). A red circle '2' points to the results table.

DOC NO.	SYSTEM	TITLE	REV	DATA CLASSIFICATION	SHJ	JBA	URS	HAM	SUB	PRINT?	DOC DT.
LGADOP001	PROCEDURES	RECRUITMENT	5	LAMPRELL RESTRICTED	Y	Y	Y	Y	Y	N	Sep-2017
LGADOP002	PROCEDURES	TRAINING	4	LAMPRELL RESTRICTED	Y	Y	Y	Y	Y	N	May-2018
LGPROP001	PROCEDURES	PURCHASING PROCEDURE	12	LAMPRELL RESTRICTED	Y	Y	Y	Y	N	N	Jun-2018
LGPROP001A	PROCEDURES	PURCHASING PROCEDURE-RIG REFURBISHMENT	2	LAMPRELL RESTRICTED	Y	Y	Y	Y	N	N	Mar-2018
LGPROP002	PROCEDURES	SCM AGREEMENTS PROCEDURE	4	LAMPRELL RESTRICTED	Y	Y	Y	Y	N	N	Mar-2018
LGPROP003	PROCEDURES	SUPPLY CHAIN MANAGEMENT BIDS & PROPOSALS SUPPORT PROCEDURE	3	LAMPRELL RESTRICTED	Y	Y	Y	Y	N	N	Mar-2018
LGQAOP001	PROCEDURES	DOCUMENT AND DATA CONTROL	13	LAMPRELL RESTRICTED	Y	Y	Y	Y	N	N	Jun-2018
LGQAOP002	PROCEDURES	CONTROL OF RECORDS	7	LAMPRELL RESTRICTED	Y	Y	Y	Y	N	N	Jul-2018
LGQAOP003	PROCEDURES	QA AUDIT ROUTINE AND SYSTEM REVIEW	7	LAMPRELL RESTRICTED	Y	Y	Y	Y	N	N	Jun-2018
LGQAOP004	PROCEDURES	CONTROL OF NONCONFORMING PRODUCT / NONCONFORMITY	7	LAMPRELL RESTRICTED	Y	Y	Y	Y	N	N	Jun-2018
LGPROP004	PROCEDURES	EXPEDITING	2	LAMPRELL RESTRICTED	Y	Y	Y	Y	N	N	Mar-2018
LGQAOP005	PROCEDURES	CORRECTIVE ACTION	8	LAMPRELL RESTRICTED	Y	Y	Y	Y	N	N	Jun-2018
LGPROP005	PROCEDURES	LOGISTICS & TRADE COMPLIANCE PROCEDURE	4	LAMPRELL RESTRICTED	Y	Y	Y	Y	N	N	Apr-2018
LGQAOP006	PROCEDURES	PREVENTIVE ACTION	7	LAMPRELL RESTRICTED	Y	Y	Y	Y	N	N	Jun-2018
LGQAOP007	PROCEDURES	ANALYSIS OF DATA AND CONTROL PROCEDURE	6	LAMPRELL RESTRICTED	Y	Y	Y	Y	N	N	Jun-2018

Pictured: Lamprell Intranet Search. Employees who searched for information on the *Lamprell Group Management System* section page can download policies and procedures from the SERP.

Search, Highlights

Selecting from the drop-down lists at the top of the page returns results related to the selected topics.

1. **Filter lists:** Drop-down lists retain the selections, so that users can see the criteria they searched on.
2. **Results table:** The table displays pertinent information about each result, such as document number, title, and its host system. In the rightmost column, users can click the paper icon to download the document.

Document Search

COMPASS **LAMPRELLCONNECT** TRIR YTD 0.20 TRIR Rolling 0.18 LAM SP +72.70 OIL PRICE 65.46 DVB 33°C

LDMS Document Search

Module: PROJECT DOCUMENT Project: NEW BUILD RIG 502 FOR SLB (CN/17/6101) Department: Select an Option

Doc Type: Select an Option Discipline: Select an Option Search for: Sheet No. QSearch

PROJECT	DOC. NUMBER	DISCIPLINE	TYPE	REV	TITLE	MODULE	SHEET
CN/17/6101 - New Build Rig 502 for SLB	1500001001	Civil / Structure	DD - Design Drawing	A	SLR GT1000 (25-203-E550) MAIN STEEL SUBSTRUCTURE AFT BASEBOX DS	Engineering	001 OF 007
CN/17/6101 - New Build Rig 502 for SLB	25-203-E550-A-304-001	Civil / Structure	DD - Design Drawing	A	SLR GT1000 (25-203-E550) GENERAL ARRANGEMENT ISO VIEW FRONT	Engineering	001 OF 001
CN/17/6101 - New Build Rig 502 for SLB	17-6101-EN-S-000-TQ-0001	Civil / Structure	TQ - Technical Query Request	A	MATERIAL SUBSTITUTION	Engineering	001 OF 001

Quick Links

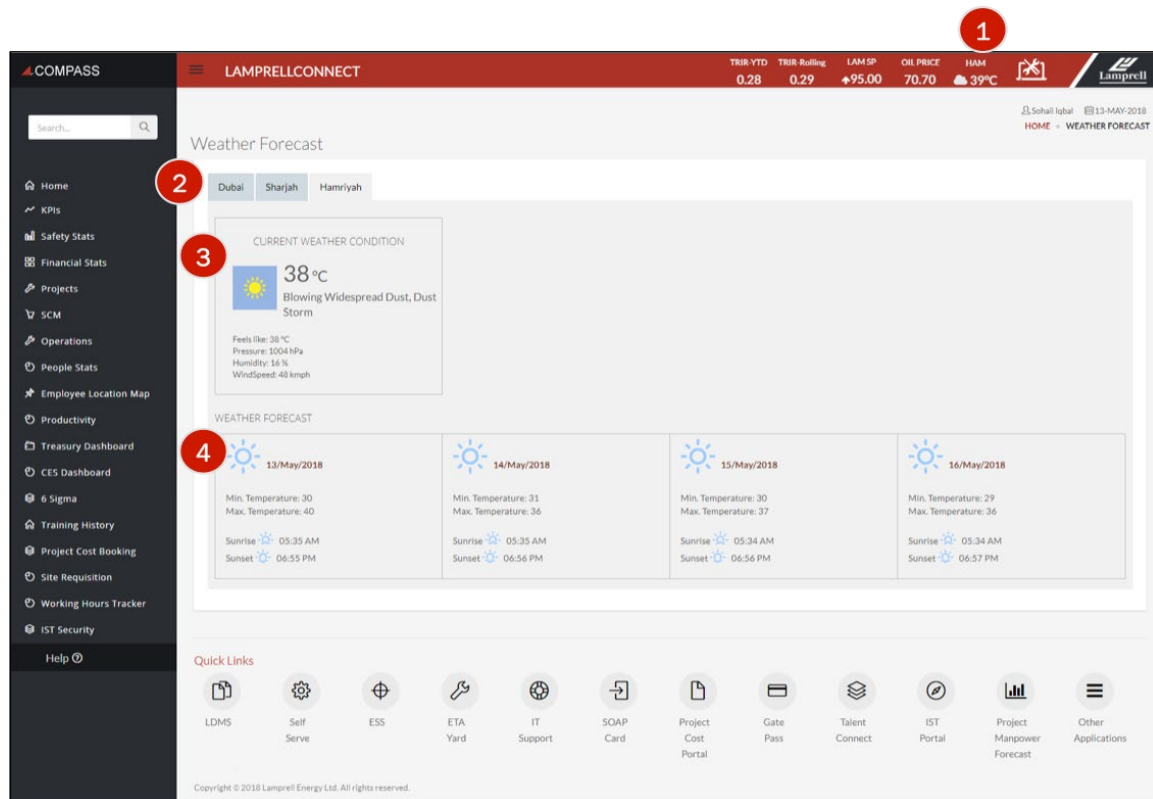
Pictured: Lamprell Intranet Document Search. Users can search on LamprellConnect for documents, even ones stored in a totally different system.

Document Search, Highlights

The document search feature allows employees to search and view documents from the Lampress Document Management System (LDMS), a different application that is linked in real-time to LamprellConnect. Users can search by keywords or choose from topics.

1. **Filter lists:** Drop-down lists provide filters that employees can use to refine their search.
2. **Search field:** An open search field lets employees who know what they are looking for type in a query. If they know the *Sheet number* they need, using that field expedites their search.
3. **Results table:** Information about each document that matches the search criteria appears in the table. Each uploaded document is secure, so employees view only those documents for which they have assigned rights.

Weather



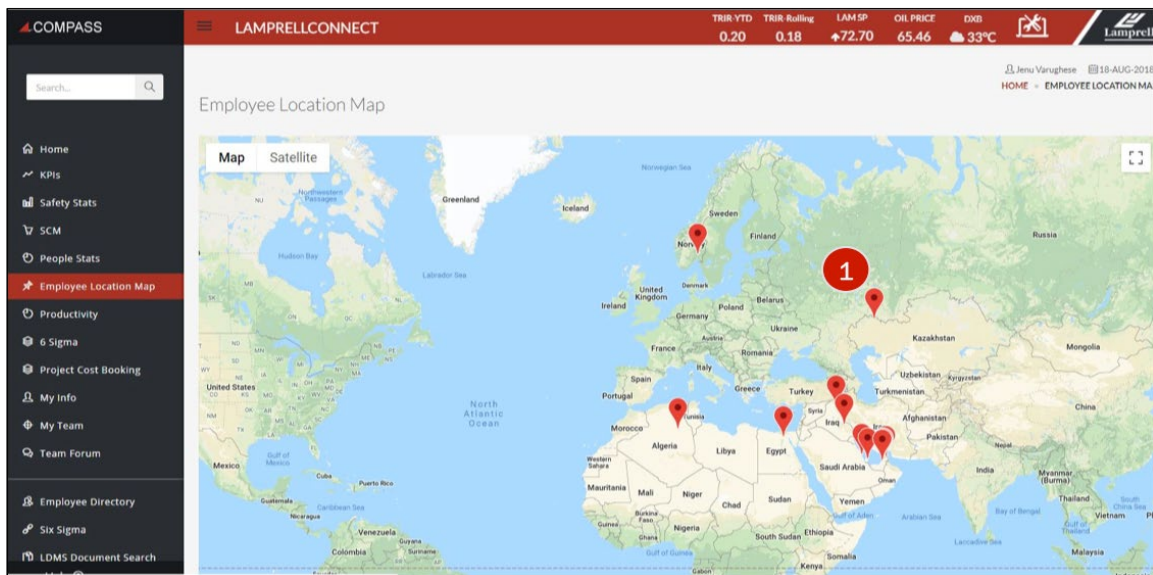
Pictured: Lamprell Intranet Weather. The *Weather Forecast* page provides the current weather and a four-day forecast for key Lamprell locations.

Weather, Highlights

Weather is very important to companies in energy-related industries, and Lamprell is no exception. Thus, the intranet provides detailed weather information and forecasts.

1. **Icon:** Employees access this page by clicking the temperature icon in the upper right of the top header, or by clicking the *Weather* tab on the homepage.
2. **Location:** Tabs at the top of the *Weather Forecast* page let employees choose from a few key locations. By default, the tab corresponding to the logged-in user's location is selected. The information on this page is real time.
3. **Current:** A card at the top of the page displays the current weather, with an icon showing conditions (such as sunny or cloudy) along with the temperature, pressure, humidity, windspeed, and any other relevant conditions (such as a dust storm).
4. **Four-day forecast:** Four cards each display the date, minimum and maximum temperature predicted, and time of sunrise and sunset.

Locations



Pictured: Lamprell Intranet Locations. The map shows where in the world Lamprell employees work.

Locations, Highlights

The *Employee Location Map* shows geographic locations.

1. **Markers:** Red icons indicate Lamprell work locations.

DESIGN PROCESS AND USABILITY WORK

The team's approach to design was very straightforward. First, it conducted a user survey to identify the current intranet's limitations and determine user expectations. Team members also met with managers and heads of departments and analyzed frequently used sections of the previous intranet, along with the business applications that needed to be prioritized.

After designing the layout, team members conducted several interactive sessions with super users from each department to get feedback they needed to finalize the screens and prioritize which information blocks to display.

The initial version was released to the IST team as a sort of beta test both to check performance and to give the design team more ideas about how real users would interact with the design. This beta period also allowed the team to test the site on different devices and verify the dashboards with business applications for a real-time comparison with the previous version of the Lamprell intranet.

After this initial release, the rollout was a gradual, iterative process: the team added groups and collected feedback in phases until the entire organization had access to the new platform. The team received mixed feedback from the initial launch phase. Some users resisted the new intranet because they were familiar with the old template, its content style, and its navigation. Still, the team forged ahead with the feedback and launched a later version to the senior executives. Then, later versions were launched for every department.

GOVERNANCE

Ownership

The Corporate Communications/IST Team owns the intranet. This ownership has made it easy to make changes when business requirements mandate new features. The ownership structure makes improvements more personalized, swift, and effective, as any requested change is first reviewed by the Communication team to ensure that the content is both accurate and approved by legal. Once approved, IST takes immediate action on the request and rolls it out across the organization.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Corporate Communications Team	<ul style="list-style-type: none"> • Provides governance, program management, coaching, and support • Responsible for the content and features available on the group intranet level
IST Team	<ul style="list-style-type: none"> • Responsible for enhancements and updates
Content Owners	<ul style="list-style-type: none"> • Each department has a nominated user to manage its content • Content is verified and approved by the respective managers and Corporate Communications before published

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	http://lamprellconnect
Default Status	The intranet is set as the default homepage for all users, through Microsoft Windows group settings. Users cannot override this setting.
Remote Access	Remote users can access the intranet after connecting to the Lamprell network through VPN.
Shared Workstations or Kiosks	Kiosks and shared workstations are placed in the yard so that employees can access applications related to their work. For example, yard employees need access to SOAP Cards and to the time-booking module, where employees fill in the time they worked on each project on a daily basis.

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
2007	<ul style="list-style-type: none"> LamprellNet: First company intranet launched
March 2010	<ul style="list-style-type: none"> LamprellConnect version 1 launched
February 2016	<ul style="list-style-type: none"> LamprellConnect: Design and development of new version started
October 2016	<ul style="list-style-type: none"> LamprellConnect: Launch of new design (current version)

CONTENT AND CONTENT CONTRIBUTORS

CONTENT DEVELOPMENT AND OVERSIGHT	
Contributors	<ul style="list-style-type: none">Each department has its own nominated contributor to upload announcements and articles.
Contribution	<ul style="list-style-type: none">Departments can also publish announcements and notify all users or specific active directory groups, as well as upload department specific documents, such as HSES information.
Training	<ul style="list-style-type: none">The team created tutorial videos for users, managers, and executives that are available on the intranet.
Maintaining Quality	<ul style="list-style-type: none">Department managers, delegated users, and members of the Corporate Communications team verify and approve content before it is published.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none">Windows server 2012
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">In-house application
Design Tools	<ul style="list-style-type: none">Visual Studio 2015
Site Building Tools	<ul style="list-style-type: none">Visual Studio 2015
Content Management Tools	<ul style="list-style-type: none">Custom CMS developed in-house
Search	<ul style="list-style-type: none">Custom search functionality

ROI

ROI for the Lamprell intranet can be measured in time savings for the approvals process and in letting employees access information from a single platform instead of having to log in to multiple applications. The team also notes the following improvements:

KPIs

- Compared to the previous Lamprell intranet, usage has increased due both to the availability of real-time information and a single-platform approval process.
- Daily site usage is monitored to ensure smooth functioning of the site across the organization.

Softer Measures

- The intranet's user satisfaction rating increased to 97%.
- Users can now access real-time information easily.
- An average of 600 people use the Lamprell intranet each day.

LESSONS LEARNED

The team shares some of its project learnings.

General Lessons

- Keep project scope focused and measurable
- Implement a change management plan
- Measure results over and over
- Periodically review the progress against agreed upon milestones
- Choose the right team members to ensure that you have the right mix of skill sets to complete the project
- Clearly establish roles and responsibilities within the team

Best Practices

- Include representatives and SMEs from different departments
- Include error logging and debugging features in your application
- Create a flow diagram for the application that shows which services it interacts with and the types of requests made of the services
- Choose a modular and optimal design
- Empower developers to create a roadmap, follow it, and make technical decisions, as they understand the details of their work like no one else

Duke Energy (2019)

OVERVIEW

COMPANY

Duke Energy is one of the largest electric power holding companies in the US, supplying and delivering electricity to approximately 7.6 million US customers in the Carolinas, the Midwest, and Florida. Its natural gas distribution services serve more than 1.6 million customers in Ohio, Kentucky, Tennessee, and the Carolinas. Its commercial business owns and operates diverse power-generation assets in North America, including a portfolio of renewable energy assets.

Headquarters: Charlotte, North Carolina, US

Locations where the intranet is used: Employees and contingent workers at all company locations use the intranet.

Company locations: Duke Energy operates regulated businesses in North Carolina, South Carolina, Ohio, Kentucky, Tennessee, Florida, and Indiana. It has nonregulated businesses throughout the US.

Annual revenue: Duke Energy's operating revenue is \$23.6 billion.

THE INTRANET

Users: All of Duke Energy's employees and contingent workers—approximately 47,000 people—use the intranet.

Mobile approach: Responsive web design

Technology platform: SharePoint Online (O365)

TEAM

Design (Digital Media Team): James H. Bowen, UX Team Manager; Capricia Townes, Lead UI Designer; Doug McGuirt, UX Designer; Kiley LoCascio, Cardinal Solutions.

Development: Karissa Martindale, Cardinal Solutions; Sarah Doran, Cardinal Solutions; Bermon Painter, Cardinal Solutions; Brian Neese, Sr. IT Applications Analyst; Chris Greufe, Front-End Developer.

Content: Clark Kearns, Sr. Creative/Web Specialist; Stacey Krespan, Contract Web Specialist; Debbie Nobida-Jones, Communications Consultant; William Natta, Contract Web Specialist; Nyra Constant, Contract Web Specialist; Jerry Wells, Contract Web Specialist.

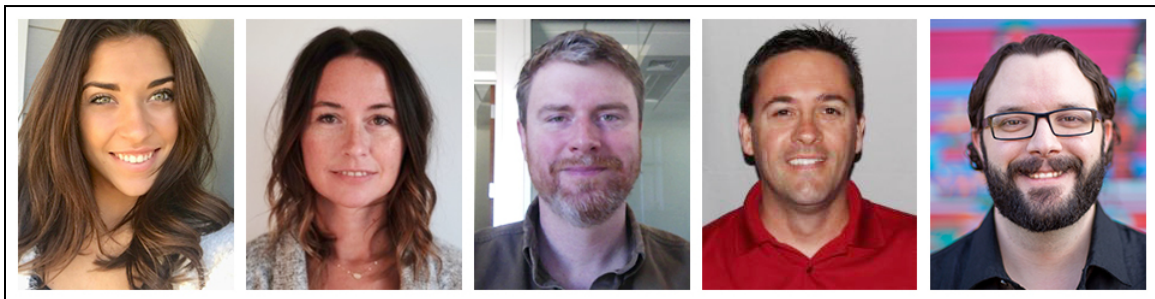
Leadership: Martha Brown, Product Owner; Deepa Shah, IT Solutions Delivery Manager; Maria Jennings, Scrum Master; Greg Wright, Contract Project Manager; Lauren Nguyen, Change Management Contractor; Michelle Pearson, Digital Media Team Manager & Business Sponsor; Michelle Littlejohn, IT Manager and IT Sponsor; Jeff Worboys, IT Manager.

Note: Some project team members worked part-time on the project: James Bowen, Manager (50%); Chris Greufe, Development Team (75%); Jerry Wells, Content Team (50%); Lauren Nguyen, Change Management (25%); Kiley LoCascio, Design Team (40%); Debbie Nobida-Jones, Content Team (40%); and Maria Jennings, Scrum Master (50%). Also, other managers (Michelle Pearson, Michelle Littlejohn, Deepa Shah, and Jeff Worboys) were not officially allocated to the project, but nonetheless spent approximately 20% of their time on it.

INTRANET TEAM



Team members shown here (back row, left to right): Clark Kearns, James Bowen, Jerry Wells, Greg Wright; (second row, left to right): Chris Greufe, Lauren Nguyen, Debbie Nobida-Jones, Stacey Krespan, Karissa Martindale; (front row, left to right): Martha Brown, Will Natta, Capricia Townes, Sarah Doran.



Additional team members shown here (left to right): Nyra Constant, Kiley LoCascio, Doug McGuirt, Brian Neese, Bermon Painter.

HIGHLIGHTS ABOUT THIS WINNER

This is the second Design Annual win for Duke Energy, which impressed us again with its innovation, organization, and communication, and its creative approach to exploiting information positively. So many features and so much content—which was painstakingly reviewed and edited for this redesign—make The Portal a wonderful tool for Duke employees.

- **Web parts:** The team's thorough review and analysis of all content on the legacy intranet revealed patterns of content types. Based on the defined content types, the team created 30 web parts, including: *Call to Action* (for links to applications), *Leadership Messages*, *Announcements*, *Contacts*, and the *Media Slideshow*. Each of these web parts was thoughtfully created, and they all embed smart defaults and encourage writers to make good decisions when they post content. These parts create opportunities for data sharing and help all designers stay true to the Duke Energy brand and remain consistent with other web channels at the organization.
- **Mobile:** While mobile is not yet a primary method used to reach The Portal, the team created a fully responsive site to meet the expected future mobile demands. Currently, many employees at generation and distribution facilities access The Portal via shared workstations. However, the company has begun issuing tablets and laptops to many of its non-office workers; if that trend continues, those workers will be increasingly likely to rely on mobile intranet access.
- **Brand:** A refreshed branding effort at Duke Energy inspired the intranet team to hop on board and create a consistent new look and feel for The Portal. For continuity's sake, *The Portal* name remains the same as the legacy intranet.
- **Relaunch:** To ensure that employees understood that a new, improved design was replacing the old, the team engaged employees in a wide variety of launch outreach activities to spread the word and build excitement around the relaunch.
- **Seeding content:** Leading up to the new site's launch, the Employee Communications team spent weeks recreating news stories in the new *News Article* template from the previous six months so that they would be searchable in the new intranet.
- **Personalized menus:** Only the links to intranet areas that users have access to are visible in the menu. This eliminates clutter and the possibility of alienating users who might click a link only to find that they don't have access to its content.
- **Visual hierarchy in megamenu and accordions:** Megamenu on desktop and accordions on mobile make it easy for users to scan and interact with links of interest. The visuals used in those menus—font, color, size, background, and spacing—all contribute to a menu structure that makes the hierarchy easily understandable.

- **Technology:** Upgrading from an old version of SharePoint (and launching O365 at the same time) allowed the team to take advantage of the cloud and new features.
- **Search:** The team used SharePoint's out-of-box search features, including filters.
- **Visual design:** Subtle colors, shading, and flat elements with clear visual signifiers make the design a pleasure to behold and scan.
- **News publishing options:** When publishing news, editors are given various interesting options including turning commenting off and indicating whether a news story should be featured on the company's 425 physical digital signs, which are located in elevator lobbies and cafes in Duke Energy offices and facilities.
- **News:** Many news articles, shared internally and sometimes publicly, provide rich, engaging information about the company and its activities.
- **Guide:** The Portal guide acts as a combination UI style guide and pattern library, summarizing, describing, and recommending usage for the site's many web parts. The description pages also include images of the feature elements. The guide ensures that users will find, understand, and appropriately use the web parts. In the end, this creates a faster and better process for the design team and site managers; it also creates an improved and consistent design across The Portal, optimizing the UX for all employees.

BACKGROUND

Goals

Duke Energy had a portal that had been on a SharePoint 2007 platform since 2009, and Microsoft support for the platform was coming to an end. Given this, the team had a mandate to create a new portal, and to do so quickly. Too many new SharePoint versions had been released since 2007 to make a migration feasible, so the team felt that the best approach would be to recreate The Portal from scratch. This would provide an opportunity to think about the content in new ways and to streamline it for a mobile experience. The old portal pages were heavy with text and links, and over the years, content had become bloated and outdated, cluttering search results. It was time for a fresh start. Also, the company had launched a new external website in 2016, and through that work had established a new brand experience and design aesthetic for the company's digital properties; however, that aesthetic was not reflected in the legacy intranet. The team was eager to apply this work to the new portal and to offer Duke Energy employees a clean, modern, and mobile-friendly experience.

Challenges

The Duke Energy team overcame significant hurdles to get the new portal off the ground, including:

- **Learning Agile.** For years, many of the team's members had worked together on projects, so roles and processes were well ingrained and established. The old ways—that is, a waterfall process of developing business requirements and detailed project plans, and then moving through a project's plan, design, build, and test phases—felt very natural, although inefficient and sometimes ill-suited for web work. While the team was eager to embrace Agile Scrum as a new, less encumbered way of working, there was much to learn.

In the beginning, so much energy was spent learning Agile that the actual work got off to a sluggish start. The team struggled with the Agile core value that working software should be delivered at the end of every sprint, when there were as yet no designs to build and no development environments created.

Eventually the team found its stride, and Agile brought out its creativity and resourcefulness in many unexpected ways. The Portal was built in layers, allowing all teams (content, design, and development) to work simultaneously, rather than wait for finished products and hand-offs. Continual iteration provided the opportunity to incorporate ongoing feedback, adjust to changing needs, and hone designs throughout the project. In the past, portal upgrades and redesigns took at least 18 months. With Agile, the team was able to do both in just 12 months. That said, the team continues to experiment with the best ways to approach design work in Agile, and whether that work should be managed within the core team or separately.

Duke Energy is very committed to Agile, with a goal to transition all IT projects to Agile by 2020. An Agile Center of Excellence provides coaches and other resources to help make this transition successful. Further, having a widespread cultural shift to Agile has meant that teams are now empowered to work with autonomy, and that stakeholders and users have come to expect continual iteration. Some Agile teams are using Scaled Agile Framework (SAFe) to manage the complexities involved in supporting a common product.

Since the launch, the team has switched from Scrum to Kanban, which seems better suited to support teams that may need to reprioritize work without interrupting sprint cycles. The team has moved from a two-week sprint cycle, with a Sprint Review ceremony at the end of each sprint, to a review conducted during the last week of each month.

- **Learning SharePoint Online.** The project was well underway before the team realized that it lacked expertise with SharePoint Online. Having worked in SharePoint for years with the old portal, the team thought: *How hard could it be?* Fortunately, Cardinal Solutions was able to step in and fill the gaps. Developing web parts using SharePoint Framework (SPFx) was a specialized skill set that went beyond a front-end developer's usual work. In addition, working in SharePoint Online involved many nuances, such as those related to creating a security-trimmed global navigation. Understanding these nuances required specific experience and expertise.

Lots of changes in the internal digital landscape. Through coincidence—or perhaps really terrible karma—HR was moving to a new system for pay and benefits, with a drop-dead deadline of New Year’s Eve. Originally, the team hoped to launch the new portal in September, in advance of the company’s annual fall benefits enrollment window, but it became obvious that aligning both launches to the same date was the best choice. Doing so would minimize the change impact on employees, and it would mean the team wouldn’t need to build out sites for HR that would become obsolete almost immediately.

Although this timeline change bought team members some much-needed time, it also gave them a nonnegotiable launch date and thus the stakes were high; because The Portal is the way employees access their pay and benefits (through single sign-on to hosted solutions), things had to go well.

With HR working through its own negotiations with the vendor on what content would move and how it would be organized on the vendor site, The Portal’s scope was continually changing. The team originally planned to build the HR sites first, because they’re such a high priority, but ended up moving them back in the schedule until it became clear what was needed.

In the end, it all came together and the date was met, with both teams in conference rooms and on calls celebrating the New Year together.

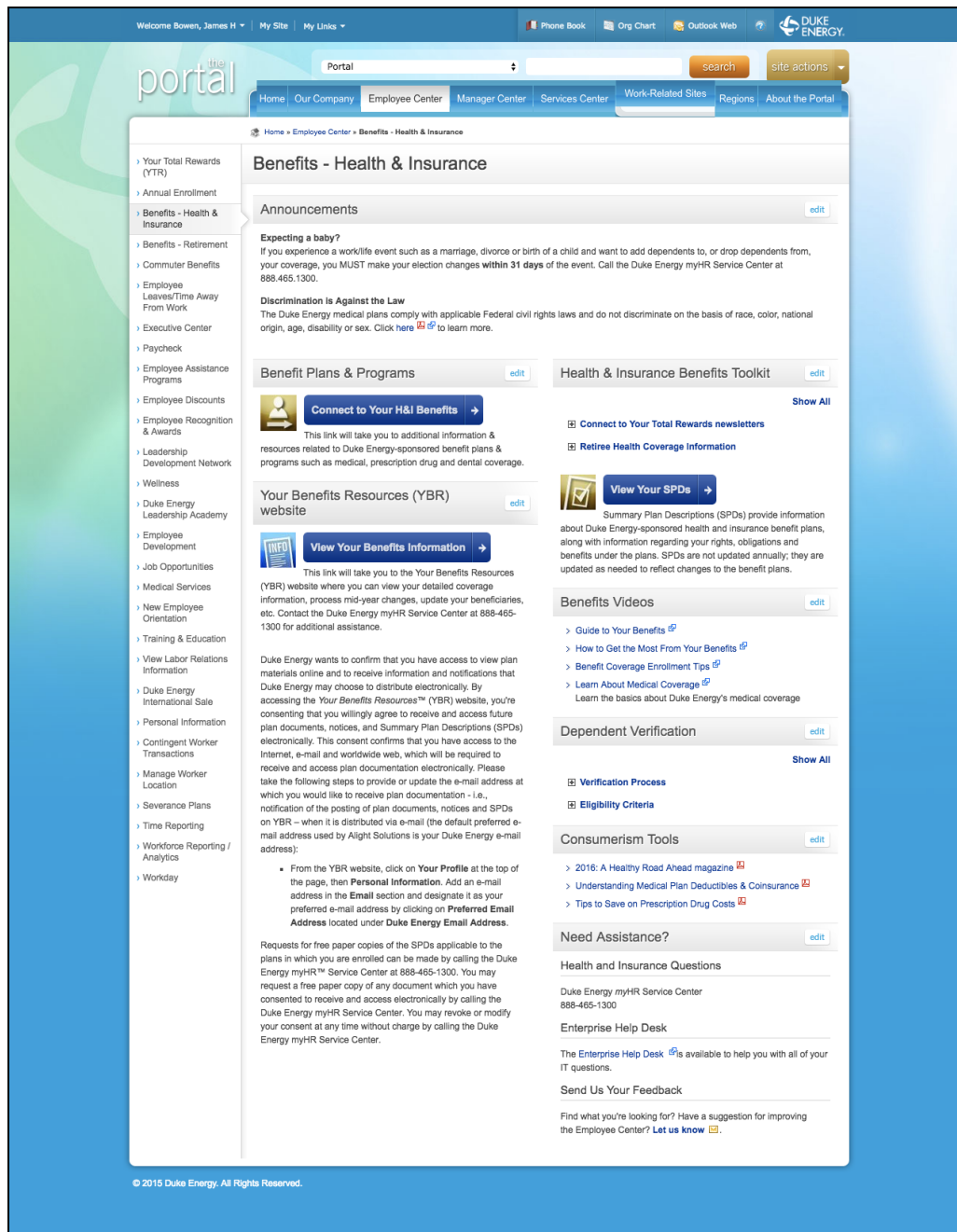
Further, The Portal’s launch also coincided with the O365 rollout at Duke Energy. As with most projects, the timeline experienced some shifts. Because The Portal was dependent on two key tools—Delve for people search and web parts that featured employees, and Yammer for commenting on news stories—the team had to deal with uncertainty and delays in integrating these features. There were also ongoing questions about whether O365 tools would be available off the Duke Energy network. In the end, both Delve and Yammer are not allowed off the network, restricting user abilities to comment and to view employee profiles when on devices without network access. The O365 rollout also brought change management impacts, especially because it required that employees take a one-time action to create their O365 profiles. Without this profile, employees cannot access The Portal. So, while the profile was a necessity to access any tools in the O365 suite, because The Portal was the first tool to launch, the association complicated change management strategies and user perceptions of the new portal’s ease of use.

- **Transitioning to the cloud:** *The Portal* is aptly named—serving as the entry point for a wide assortment of applications—but moving it to the cloud created some challenges because many of those applications remained on premises, including those in the Microsoft suite, such as Outlook and SharePoint.

- **On-site search vs. cloud search.** One example of an unexpected impact of this reality was that the team originally planned to use search to surface content both in The Portal libraries and in on-premise SharePoint libraries, and even file shares, as an option (not the default). However, there wasn't time before launch to implement a solution that would bring back both cloud and on-premises content. This will probably be a future initiative for The Portal, although eventually most SharePoint sites will move to the cloud, so the conditions for enterprise search will change.
- **Licensing models.** Another impact of transitioning to the cloud has been that licensing models for cloud-based tools may be cost-prohibitive because vendors are still in the process of adapting to cloud-based business models. The team has been slow to implement a metrics tools for this reason, and this work is ongoing.
- **Load time.** Load time for The Portal has been an issue. When working the cloud, such issues require vendor support and—as is the case with all things new—everyone is learning. Early adopters always reveal unforeseen problems, and they also uncover insights that pave the way for new solutions and enhancements.
- **Mobile design in a “Bring Your Own Device” environment:** Creating a mobile-friendly design was not a challenge for the Duke Energy team as it is well versed in responsive design. However, persistent technical challenges make it difficult for employees to access The Portal on their phones—specifically, those phones that are enrolled in the company's Personal Mobile Device (PMD) program. The PMD program gives employees access to company email, contacts, and calendars; it also installs a secure browser, which is currently experiencing incompatibilities with Microsoft and defaults to The Portal homepage only intermittently. This challenge continues even today, and team members are working to resolve it. In the meantime, employees can access The Portal on mobile devices by entering its URL in a browser. O365 provides two-factor authentication, so employees receive a phone call to validate their identity. Until a better experience can be offered, the team has not listed The Portal in the internal PMD catalog for installation on personal mobile devices.



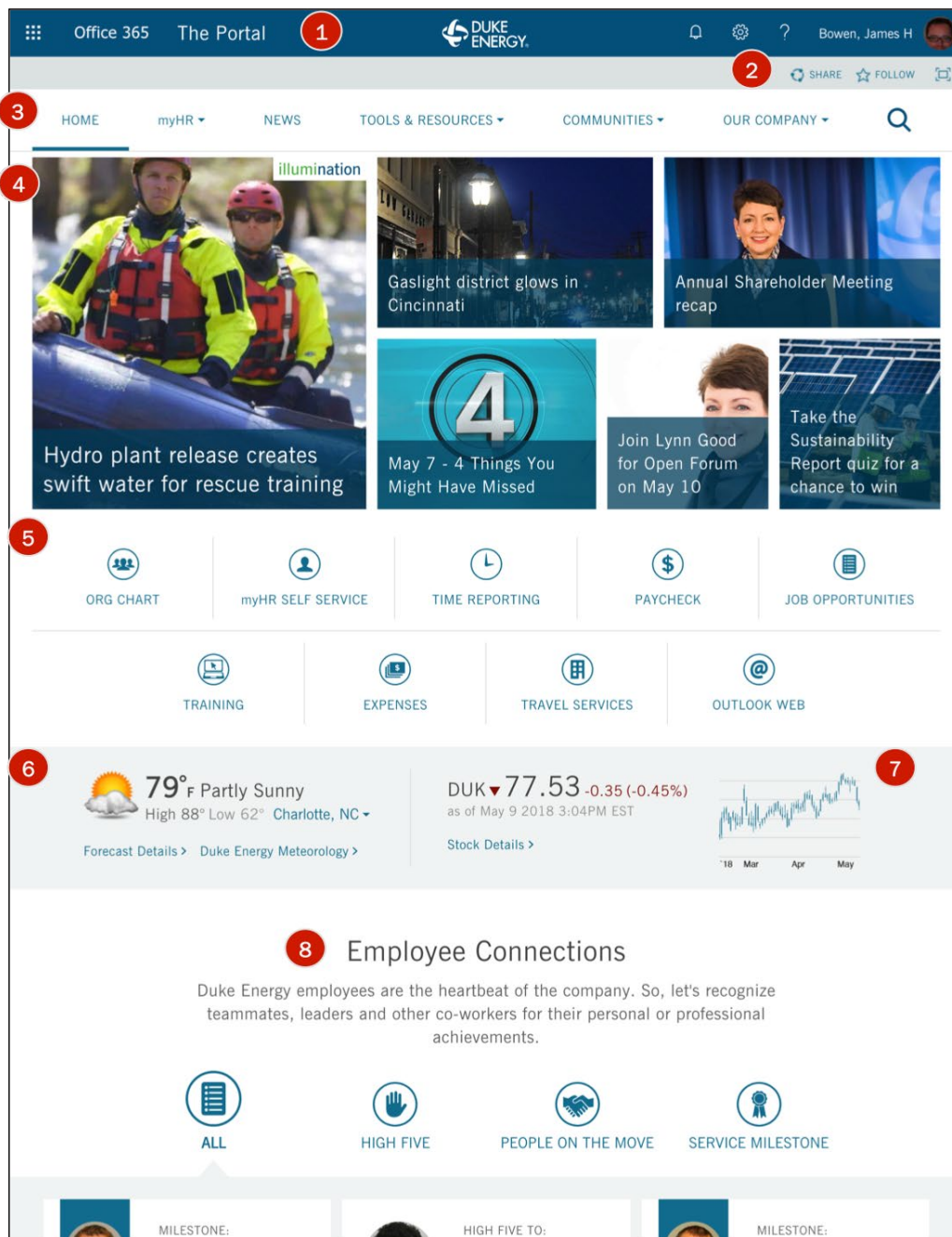
Pictured: Duke Energy Intranet Previous Homepage. This is Duke Energy's previous homepage, 2010–2017.



Pictured: Duke Energy Intranet Previous Health & Insurance Page. This Health & Insurance page from the previous portal shows some of the problems that the new design solved, including multiple buttons that competed for focus on the page and lots of text and links.

DESIGN REVIEW

Homepage (top)



Pictured: Duke Energy Intranet Homepage. Duke Energy's intranet homepage (shown here and below) is easy to scan for news, tools, and other engaging content.

Homepage (continued)

8

Employee Connections

Duke Energy employees are the heartbeat of the company. So, let's recognize teammates, leaders and other co-workers for their personal or professional achievements.

ALL

HIGH FIVE

PEOPLE ON THE MOVE

SERVICE MILESTONE

MILESTONE:
Josh Browder
Thanks Josh for your years of dedicated service!
May 6, 2018

HIGH FIVE TO:
Chatoria Hughes
Customer Compliment
May 6, 2018
From: Jason Mikolajewicz

MILESTONE:
Steven Beasley
10F C&M Carolina East, DLST 88
May 7, 2018

MILESTONE:
Felicia Thompson
Thank you!
May 7, 2018

HIGH FIVE TO:
Joseph Katon
Joe Katon - Clarifying information through Business Intelligence
May 7, 2018
From: Eric Hines

HIGH FIVE TO:
Favian Cooper
Customer Compliment
May 7, 2018
From: Catrina Caldwell

HIGH FIVE TO:
Meechie VanCleave
Customer Compliment
May 7, 2018
From: Mike Votaw

HIGH FIVE TO:
Samer Baker
Energy Efficiency Training - Sharing our Story
May 2, 2018
From: Suzanne Burleson

HIGH FIVE TO:
Courtney Bouwens
Customer compliment
May 7, 2018
From: Felicia Thompson

HIGH FIVE TO:
Doshia Wright
Amazing Service
May 7, 2018
From: Felicia Thompson

HIGH FIVE TO:
Dianne Foote
Customer Compliment
May 7, 2018
From: Wanda Battle

HIGH FIVE TO:
Beth Huntington
Customer Compliment
May 7, 2018
From: Wanda Battle

[MORE UPDATES](#)

Purpose at Duke Energy >
Power the lives of our customers and the vitality of our communities

Safety >
Make environmental and personal safety a priority for every task, every day.

illumination >
Stories that enlighten, inform and inspire

9

Events

ALL

FL

IN

KY/OH

NC

SC

TN

MAY 10

Enterprise Village Volunteer Opportunity >
Seminole, FL

MAY 10

One Rake At A Time >
Crystal River, FL

MAY 10

Forgotten Coast Sea out Planting at St. George Island >
Eastpoint, FL

MAY 10

Weight Watchers Open House - Raleigh, NC >
Raleigh, NC

MAY 11

Community Action Stops Abuse (CASA) Kennel Support (Limited) >
St. Petersburg, FL

MAY 12

FHO Team Thomas- The HEARTest Yard 5K >
Charlotte, NC

MAY 12

Clam Bayou Nature Preserve Beautification (Supporting University of South Florida Foundation) >
St. Petersburg, FL

MAY 12

Charlotte AIDS Walk >
Charlotte, NC

MAY 15

A Gift for Teaching, Orange County >
Orlando, FL

MAY 15

Used Clothing donation for DAV >
Inverness, FL

MAY 17

Brookwood Florida Garden Beautification >
St. Petersburg, FL

[SUBMIT AN EVENT](#)
[MORE EVENTS](#)

10

Enterprise Help Desk

- Get Help
- Local: 704.362.HELP (4397)
- Toll Free: 800.641.7762

Portal Information

- Portal Tips
- Feedback or Assistance

Additional Links

- Ethics Line: 866.BETHNCS (266.638.4427) [ethicsline@duke-energy.com](#)
- Report Security Incident: 800.951.9924
- Safety
- HR Business Partner Search
- Corporate Paying System

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1046

INFO@NNGROUP.COM

Duke Energy (2019)

Homepage, Highlights

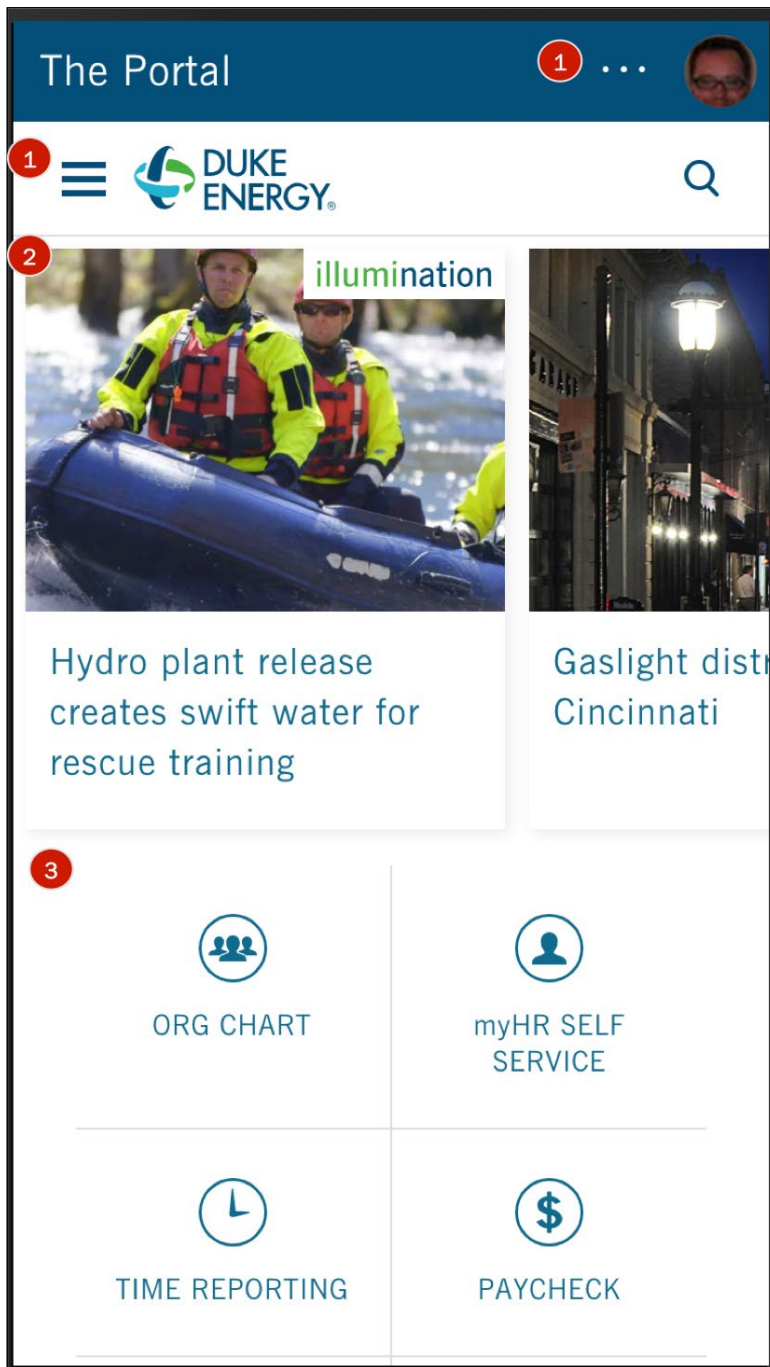
Packed with content, the well-planned visual design of the homepage informs users without overwhelming them.

1. **Logo, login, and links.** The homepage's topmost section, delineated with a dark blue background bar, includes the O365 App launcher (a nine-dot waffle menu); the logo and intranet name (*The Portal*), and the Duke Energy company name and logo, which is on brand. The right side of this topmost bar includes an alerts icon, which changes state when the user has alerts to view; a settings gear icon; a question mark icon for O365 help; and the logged-in user's name and photo. Each of these items is positioned in an expected location, and the bar is constant across all pages.
2. **Actions.** An action bar appears below the topmost bar, with a light grey horizontal background to distinguish it from the dark bar above and the white bar below. It includes commands and associated icons for *Share*, to share the page with colleagues (an out-of-the-box Microsoft feature); *Follow*, to follow the page and its updates; and a full-screen icon to show the content maximized, without the browser's chrome.
3. **Global navigation.** Even with three horizontal bars across the top of the page, the global navigation is visible and recognizable. The team took pains to tweak the visual design to ensure this visibility. The text is legible, and each menu link name describes homogeneous content. A search icon expands the site search field.
4. **News web part.** The topmost homepage content section displays the latest news items. These are gathered in a custom web part, called a *Mosaic*, which can display as many as six news stories or as few as one. This gives news editors the flexibility to promote several stories or just one important piece of news. To ensure that text is legible and looks pleasing, news titles resize based on the number of stories displayed. The titles appear in light text over a special banner overlay, so that the image details don't hinder the contrast between the text and background. Seemingly small visual touches such as this are just one of the things that make *The Portal* a winning design.
5. **Applications links.** Links to the most frequently used applications appear as icons just below the news *Mosaic*. Different applications show depending on the logged-in user's role.
6. **Weather.** Because weather is critical to daily operations in the energy industry, Duke Energy employs in-house meteorologists. Their forecasts are showcased center stage on the intranet homepage for all employees to see. The temperature, a short weather summary, and a related icon (such as a picture of a cloud) make it easy to scan the basics. The high and low temperatures for the day appear in smaller text, along with a link to the meteorology site (a separate website that features satellite imagery).
7. **Stock price.** Keeping employees abreast of how well the company is doing in the stock market can be inspiring, especially for those who

own company stock and options. To the right of the weather forecast is the stock symbol, current stock price, stock status (up or down), the date and time, a line chart of the stock performance for the last three months, and a link to more *Stock Details* for employees who want more analysis. This small patch of homepage real estate is packed with information; clearly, these designers know how to make use of space.

8. **Employee connections.** Duke Energy employees have long celebrated one another's tenure at the organization, as well as their promotions and other achievements. This is a special part of the corporate culture. The legacy intranet offered an *Employee Corner* to showcase this information; the new design improved on it in the form of the *Employee Connections* section of the homepage. This large section displays work anniversaries, promotions, and recognition for a job well done. Each item shows the employee's photo and name, the type of milestone, a description of it, and the date. For the *High Five* recognition awards, the name of the person who suggested the award is also listed. A work anniversary milestone is visually distinguished with a blue ribbon behind the employee's photo swatch and the number of years he or she has worked at Duke. *People on the Move* includes promotions and new jobs. All items in this section are submitted by employees, approved by the Employee Communications team, and then posted for display. The buttons for submitting items appear under the tabs to filter by *High Five*, *People on the Move*, and *Service Milestones*. These features are so popular that submissions are often backlogged for several days; the team allows such a backlog to give each submission time to be seen before it is retired to make room for the next.
9. **Events.** The company encourages employees to volunteer in their community and support company-related events, as well as to share the information about those events with one another. Employees can submit items to the events calendar via the *Submit an Event* button that appears below the table. They can filter the events by location using the state's abbreviation link and icon, which appears just above the calendar grid. Refining by location allows employees to find their local events easier.
10. **Footer.** At the bottom of all portal pages, the footer appears, distinguished by a blue background. The footer contains three sections: *Enterprise Help Desk*, with phone numbers for contacting the help desk; *Portal Information*, with links to tips about The Portal and links for giving feedback; and *Additional Links*, which includes phone numbers for the Ethics Line and security and a link to safety information.

Home Mobile



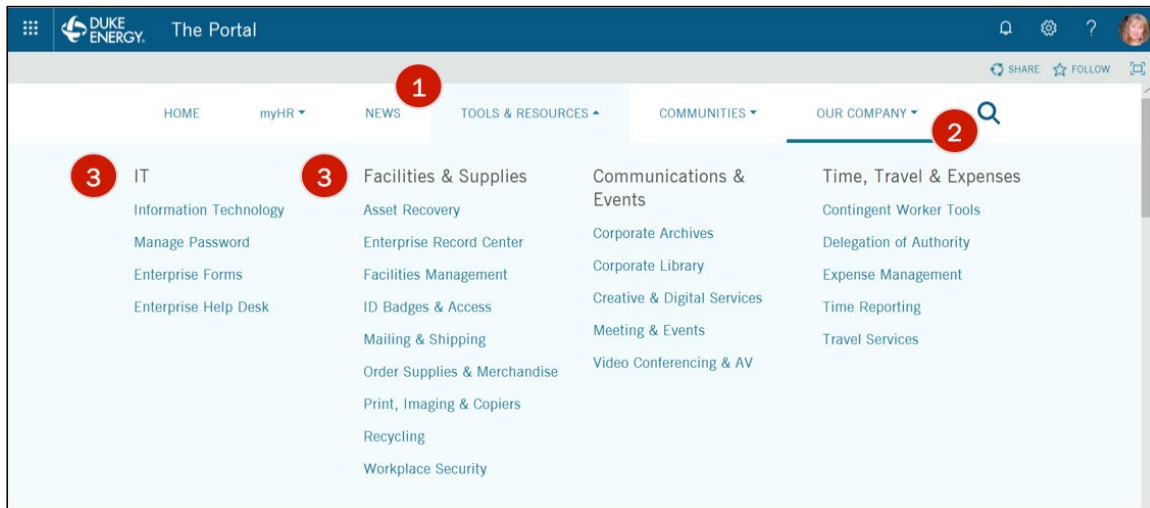
Pictured: Duke Energy Intranet Homepage, Mobile View. When accessed on phones, the site offers all the same capabilities optimized for mobile.

Home Mobile, Highlights

When the homepage is accessed on a phone, the news and applications flow to make the most of the screen real estate.

1. **Menus.** The site's top sections are collapsed on mobile. Alerts and settings are collapsed under an ellipse icon, while the global navigation is under a hamburger menu icon.
2. **News web part.** The same news items that appear on desktop also appear on mobile, but they are presented differently. The text is separated from the image, appearing just below it and removing the background color to make it legible on the small screen. The *Mosaic* web part makes all tiles equal in size on mobile. One news item uses about 33% of the screen real estate, while the next item is partially visible, bleeding off the screen and clearly signifying to users to swipe to see more.
3. **Responsive flow.** On mobile, the content is prioritized and most of the sections stack vertically instead of horizontally as on desktop. Items that are in tabbed sections on desktop appear as accordions on mobile. These design choices make the most of the screen real estate and create targets that are easy to tap.

Menu

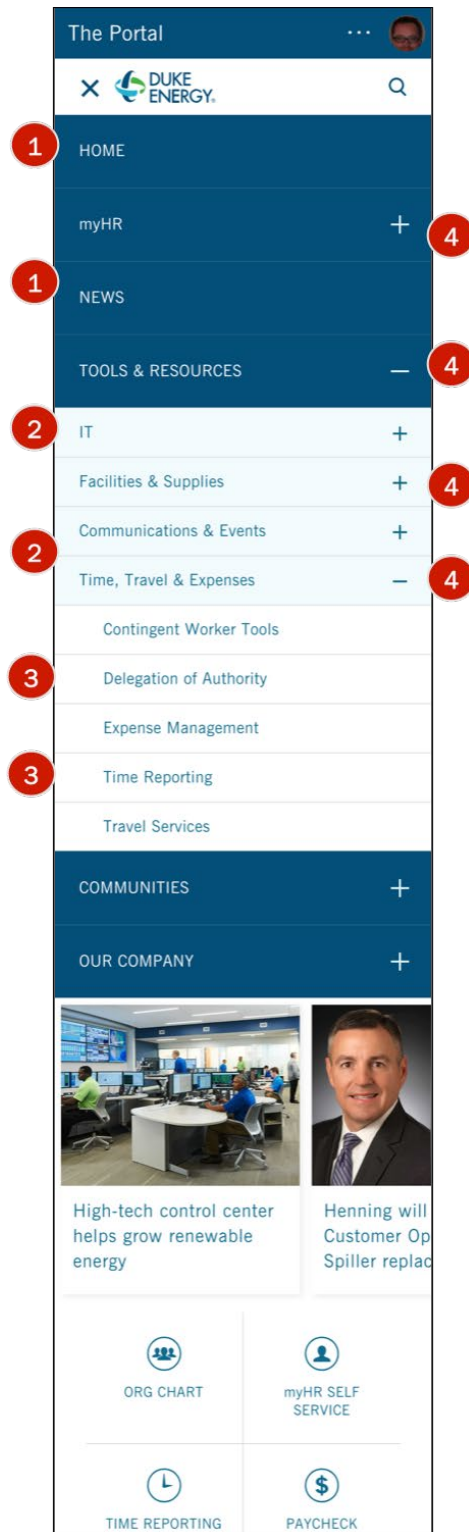


Pictured: Duke Energy Intranet Megamenu. The megamenu opens on click on desktop.

Menu, Highlights

The megamenu lets users see many commands at once and scan to make the best choice.

1. **Click to select and open:** Once clicked, the selected menu appears with a subtle light grey background. The selected global navigation link—in this example, *Tools & Resources*—is denoted with a grey tab and the same grey background is carried down behind all the subcommands in that open megamenu.
2. **Highlight feedback:** As users move the cursor along the menu, a blue underline indicates the position; clicking opens the underlined menu.
3. **Subheadings:** Marks of a great megamenu are clear subheadings and good spacing. This megamenu distinguished subheadings from the menu links by using text that is both larger and a different color (dark grey versus blue). Spacing between links is ample, but not overly broad.



Menu Mobile

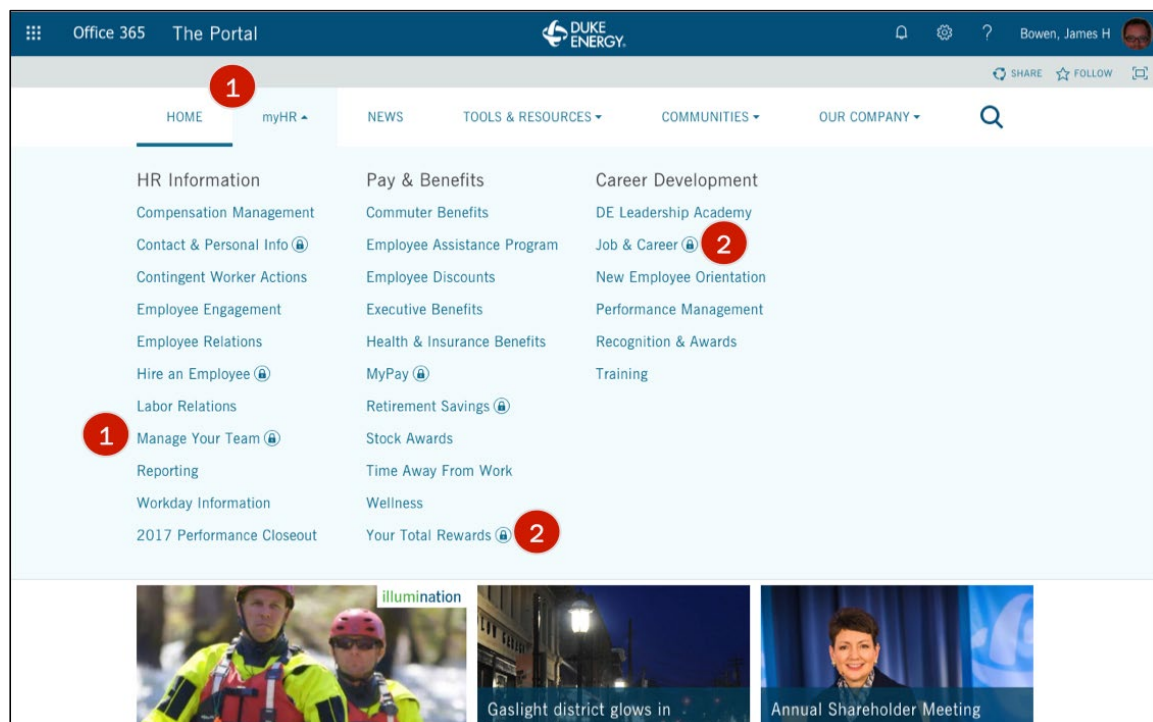
Pictured: Duke Energy Intranet Mobile Menu. On mobile, the global navigation links appear in an accordion menu.

Menu Mobile, Highlights

The accordion menu's visual design communicates both the hierarchy of the navigation links and the availability of additional links.

1. **Level-one menu links:** The topmost global navigation commands appear in large grey all-capital letters on a dark blue background. This is the most prominent visual of all of the menu links.
2. **Level-two menu links:** Second-level commands appear in slightly smaller blue text on a light blue background. The text links are in title case (that is, only the first letter of each word capitalized) and are left-aligned with the topmost menu commands. This visual treatment—background, color, capitalization, and alignment—make these commands seem less important than the first-level commands, but more important than the third-level commands.
3. **Level-three menu links:** The text of third-level commands is the same size and color as in level-two, and it also appears in title case; the big difference here is found in the third-level background color (white) and the deep indentation of the text, both of which clearly convey priority.
4. **Expand and collapse:** Menu links with sub-choices have a plus or minus sign on the right, while menus with no sub-choices leave the area on the right blank. The plus icon alerts users that sub-choices exist, while the minus indicates that a section has already been expanded and that clicking the minus icon will collapse it.

myHR Menu

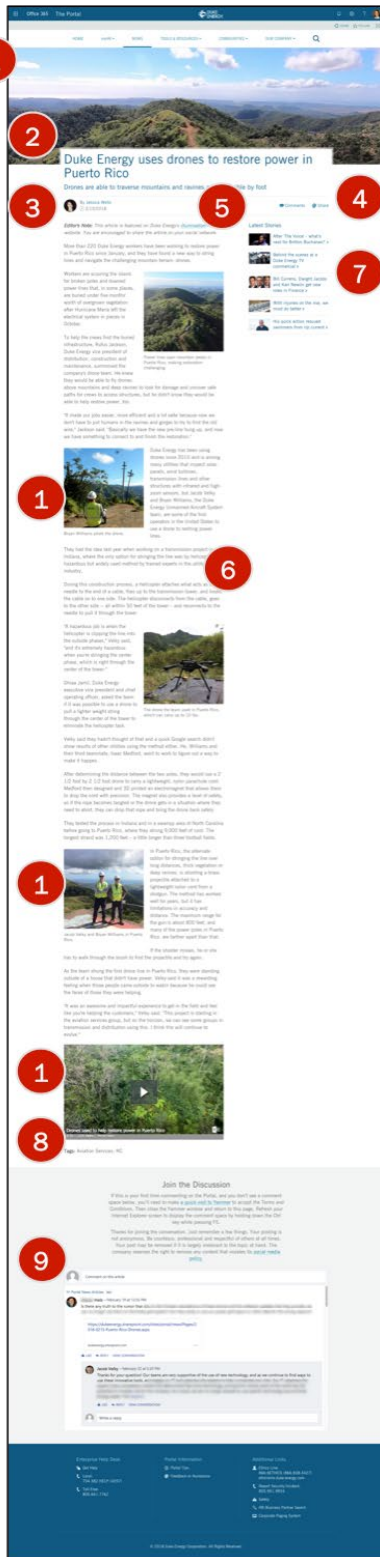


Pictured: Duke Energy Intranet *myHR* Menu. The *myHR* menu is personalized to the user's role and hides links to any sections that the logged-in user cannot access.

myHR Menu, Highlights

The *myHR* menu has some sophisticated work happening in the background and leads to secured sites that are not part of The Portal. Also, the logged-in user's role dictates which menu links are visible or hidden.

1. **Personalized:** The menu is personalized to the logged-in user. Thus, only employees see the top-level *myHR tab*; consultants without access don't see it at all. Likewise, some sections within *myHR* are visible only to managers, and only executives see the *Executive Benefits* section. Hiding menus and submenus can be a good way to help prevent employees, consultants, and temporary workers from feeling alienated and constantly reminded of benefits they don't have. It also helps protect content that regular employees should not have access to, such as management-specific information. Clearing the decks of inaccessible content also eliminates unnecessary clutter and makes menus easier for users to scan.
2. **Vendor sites indicator:** Some links in the *myHR* menu lead to vendor sites, which are not considered part of The Portal. To help communicate the fact that clicking these links will mean leaving The Portal and opening a secure site, the team added a padlock icon to the right of all of such commands.



News Article

Pictured: Duke Energy Intranet News. The news article pages offer narrow text columns and related photos, so readers can become easily absorbed in the content.

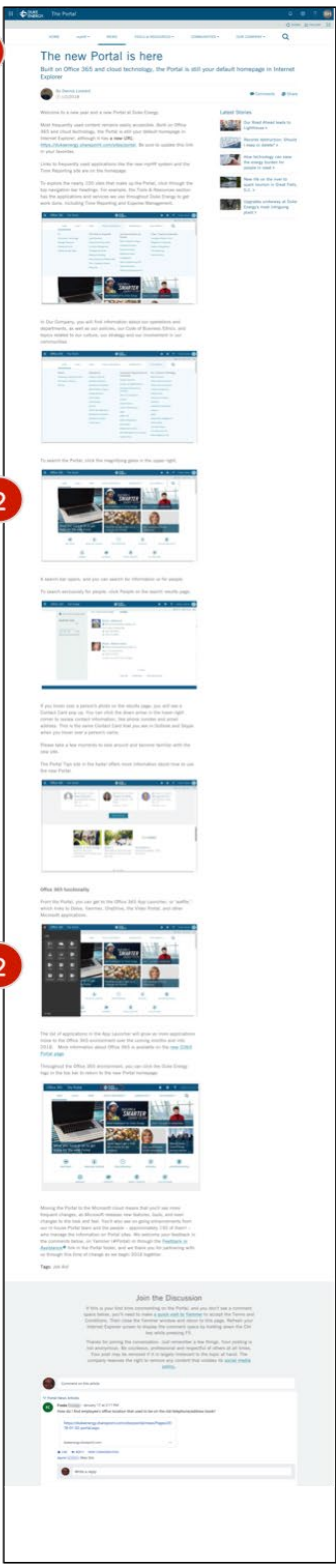
News Article, Highlights

News articles are presented in narrow columns, making the text easy to read. Images, videos, recent stories, tags, and commenting options increase the articles' appeal.

1. **Images and video:** A large photo related to the story appears at the top of the page, like a hero image. This is not done for every story, but the design intentionally built the template to accommodate these images to introduce the article in a visual way before the text begins. Smaller images appear inline with the article's text. Each image has a caption below it, describing the image. This added information makes the images more informative and pleasurable to consume. If the article includes a video, it appears in line with the text or at the top or bottom of the article, at the publisher's discretion. The video thumbnail shows a still image of part of the video; below it, small text describes the video, including its title, length, number of views, and location on The Portal.
2. **Title and subtitle:** The article title appears in very large blue text at the top of the page, with a stylish cut into the image above it. The subtitle, when there is one, appears in smaller blue text below the title.
3. **Author and date:** The author's photo and name appear next, along with the date the article was published.
4. **Social:** Links and associated icons for *Comments* and *Share* appear toward the top on the right. These visible links encourage employees to participate in the discussion, further enriching the sense of community at Duke Energy. *Comments* links to the comments at the bottom of the story.
5. **Shared on journalism website:** Duke Energy offers a public-facing branded journalism site called *Illumination*. On it, the company shares interesting stories related to Duke Energy with the public. It's noted under the byline when an article on The Portal is also featured on *Illumination*, and the note encourages employees to share the article outside work and with their social networks. Further, Duke Energy offers more than 425 physical digital signs located in office lobbies and cafes in its office buildings and facilities. News publishers can choose to have the article be included on these signs to make the content even more visible through more channels.
6. **Column width:** The column width of the article text is quite narrow, which makes it easy for users to read the article.
7. **Latest stories:** The five most recent stories appear in the upper right of the article page. Employees can thus easily see other news topics that might be of interest to them.
8. **Tags:** The articles tags appear below the article text.
9. **Comments:** User comments appear at the bottom of the page. The publishers can choose to turn off the commenting feature if appropriate. The *Join the Discussion* section in grey above the

comments is important; it informs users who have not already accepted the terms and conditions for Yammer, the commenting tool, they must do so before they can participate. On the positive side, designers say that using Yammer mostly meets the commenting needs of The Portal, and users have to accept the terms and conditions only once. But, on the negative side, designers report that having to sign the Yammer agreement has proven to be a barrier for some employees to provide comments, and that the link to the Yammer channel that appears with each comment is distracting.

1



2

2

Advertising the New Portal

Pictured: Duke Energy Intranet—Advertising the New Portal. One of the many articles that were written about the new portal. It is rich with descriptions and screenshots of features, with the goal of getting employees amped up to use the new design.

Advertising the New Portal, Highlights

For months leading up to the new portal's launch, the team published articles about the redesign and new features. This let users learn about it a little at a time and get excited about the change. The articles remain on the site today and are easily searchable.

1. **Launch article:** An article announcing that the new portal has gone live welcomes users and describes some of the site's features.
2. **Screenshots:** Screenshots of sections of the new design shows new features, which are described in the accompanying text. This got users excited to learn more and try out the new design.

Office 365 The Portal

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Time Reporting

Report Your Hours

MyTime is Duke Energy's time reporting tool for creating, updating and submitting timesheets.

1 [COMPLETE TIMESHEET](#)

Job Aids

Having trouble with a timesheet? We have job aids that can help with many common tasks on MyTime.

2 [Common Tasks](#) [Contingent Workers](#) [Exempt Employees](#) [Non-Exempt Employees](#) [Timekeepers & Managers](#)

3 [Amend and Add Comments >](#) [Check Time Off Balances >](#) [Common Errors and Corrections >](#) [Create a Favorite >](#)

[Entering Leave >](#) [Searching Within MyTime >](#) [Vacation Transfer to Carryover Bank >](#) [View Reports >](#)

Time Reporting Resources

Helpful resources for time reporting.

4 [Protected Balance Adjustment...](#) [Security Access Request Application >](#) [Time Reporting Calendars >](#)

The Protected Balance Adjustment process is used to increase protected balances (Vacation Carryover)...

The Security Access Request Application (also known as SARA) can help users to obtain permission to...

Useful calendars for timesheets and payroll.

Need Assistance?

Duke Energy myHR Service Center

888.465.1300

5

Enterprise Help Desk

Get Help

Local: 704.382.HELP (4357)

Toll-Free: 800.641.7762

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Portal Tips

Feedback or Assistance

Additional Links

Ethics Line: 866.BETHICS (866.838.4427) [ethicsline.duke-energy.com](#)

Report Security Incident: 800.951.9924

Safety

HR Business Partner Search

Corporate Paging System

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Time Reporting

Pictured: Duke Energy Intranet *Time Reporting.*

Because time reporting is the most-used app, The Portal provides various resources to ensure that users understand how to do the task quickly and correctly.

Time Reporting, Highlights

The *Time Reporting* tool is the greatest killer app on The Portal, as all employees must use it regularly to account for their time.

1. **Timesheet:** Employees can find the *Complete Timesheet* button at the top of the page. The note above the button describes the tool and its importance.
2. **Employee type filters:** Employees can filter tools and other available information related to time keeping using the links and associated icons. Choices such as *Exempt Employees* and *Non-Exempt Employees* help users to identify themselves and locate the tools they need.
3. **Job assistance:** Employees who have special situations or need more information can refer to the *Job Aids* section of the page. Here, each tool is named according to the task it relates to, such as *Entering Leave* and *Check Time Off Balances*. The tool labels are simple and clear, making it easy for users to find what they need.
4. **More resources:** Even more help is available in the bottom section of the page, which includes links to related resources (such as calendars).
5. **Assistance:** If employees need still more help, they can seek it via the phone number offered at the end of the page. Providing this additional contact information shows that the organization cares that employees understand how to do their tasks and makes resources available to help them. This is comforting to employees.



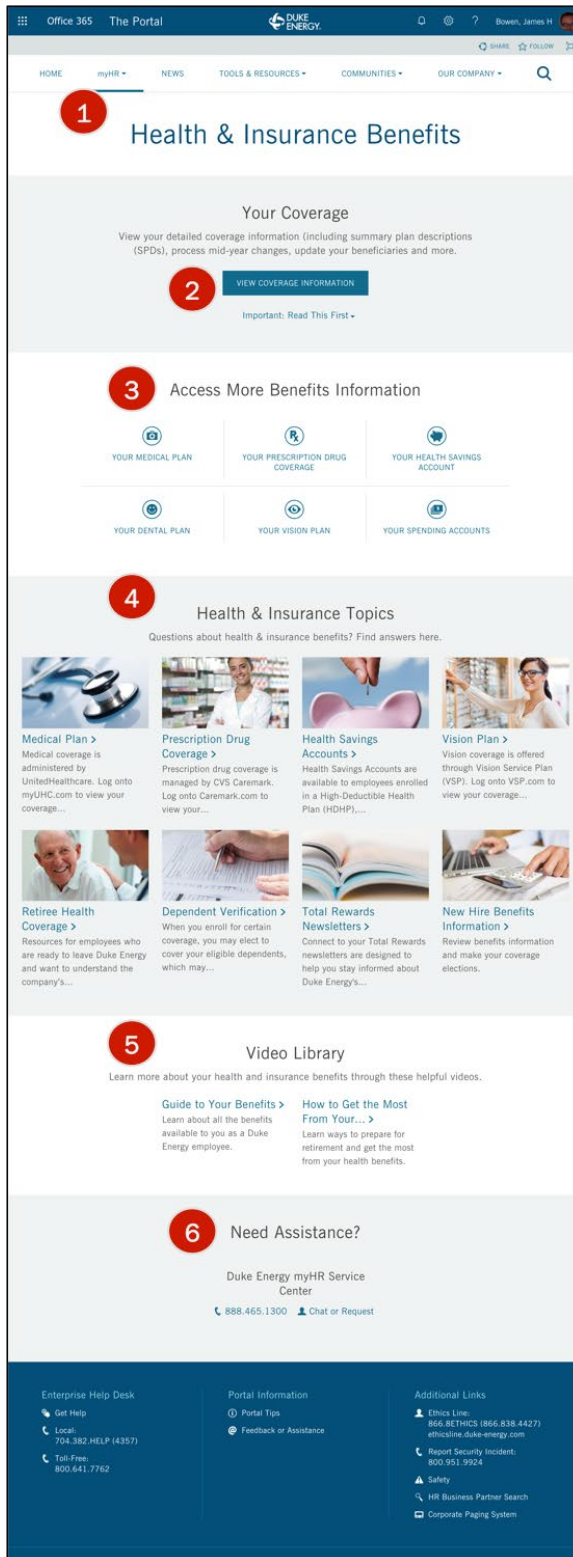
Time Reporting, Mobile

Pictured: Duke Energy Intranet *Time Reporting*. The mobile *Time Reporting* area has all the same tools as desktop, but in a mobile-friendly layout.

Time Reporting, Mobile Highlights

It makes sense that the most-used app would be easily accessible on mobile.

1. **Timesheet:** On mobile, the *Complete Timesheet* button is visible by default (and before swiping).
2. **Description:** The description of the timesheet tool is one of the first things users see when accessing the intranet on mobile.
3. **Helpful tools:** The *Job Aids* tools are listed vertically and easy to read.
4. **Resources:** Resources are also listed vertically on mobile.



Employee Benefits

Pictured: Duke Energy Intranet Employee Benefits. Employees want the option to easily review their benefits at any time. The *Health & Insurance Benefits* section makes this a snap.

Employee Benefits, Highlights

Everything employees might want to know about their health and insurance benefits is consolidated in one area.

1. **Benefits:** Users can access their health and insurance benefits via the *myHR* global navigation link. This is in an expected place and is easy to find.
2. **Coverage:** The most relevant call to action is the *View Coverage Information* button, which appears at the top of the page and stands out in dark blue on the light background.
3. **More benefits:** The section in the center of the page consolidates other tools and sections related to health benefits, including medical and dental plans. Everything is clearly named and readily clickable.
4. **More topics:** The page's next section offers links to all the information users might need about health and insurance benefits, preventing them from having to hunt for them or call HR. What a time savings.
5. **Videos:** For even more information, related videos appear as links with descriptions at the end of the page. (Note that, in most cases, site videos display in a custom video player web part; here, however, that web part wasn't used as the videos link to a third-party vendor-hosted site.)
6. **Contact:** The *Assistance* section offers a phone number and option to chat. This helps employees get quick answers to any outstanding questions they may have.

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Finance

A Message from Steve Young, CFO

1

Steve Young Message >

November 16, 2017

The Finance department's goals reference our focus on operational excellence, optimizing financial performance and leading the organization with emphasis on efficiency, sound governance and risk management.

Finance Announcements

PowerPivot, Power BI, and WebI Training... >

May 11, 2018

Training for PowerPivot, Power BI, and WebI is being offered in May and June. These classes are intended for individuals who perform financial reporting. Read more...

Recent Finance Organizational Announcements >

May 4, 2018

In an effort to ensure everyone is informed about recent Finance organizational changes, a recap is provided. Click here to read more...

Recent Finance Organizational Announcements >

April 30, 2018

In an effort to ensure everyone is informed about recent Finance organizational changes, a recap is provided. Click here to read more...

Finance Sites

Finance Systems >

Links to Financial applications and system status.

Finance Reports >

Standard financial reports along with other reporting reference materials.

Finance Governance >

Documents related to Finance governance & policies.

Reference Materials >

Key dates, PHIRE Request Form, Contacts, and other Finance-related reference materials.

Training & Resources >

Training materials for enterprise Financial processes and systems.

Finance Employee Engagement &... >

Materials for FEED and Career Tools.

Contact

If you have questions about this page, feel free to contact us.

Finance Program Office

Email

Enterprise Help Desk

- Get Help
- Local: 704.382.HELP (4357)
- Toll-Free: 800.641.7762

Portal Information

- Portal Tips
- Feedback or Assistance

Additional Links

- Ethics Line: 866.8ETHICS (866.838.4427) ethicsline.duke-energy.com
- Report Security Incident: 800.955.5904
- Safety
- HR Business Partner Search
- Corporate Paging System

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Finance

Pictured: Duke Energy Intranet Finance Department. Like many departments, the Finance Department has its own intranet section with links to important pages and a message from the leader.

Finance, Highlights

Like many departments at Duke Energy, the Finance Department has its own area on The Portal that describes what the team does and offers links to related pages. This and other department pages help employees better understand the organization, what makes it tick, and which resources are available; links to department pages are accessible via the *Our Company* global navigation menu.

1. **Leader message:** The department leader—in this case, the CFO—offers a message at the top of the page. The link leads to the full message and is accompanied by a summary, the date, and a photo of the leader. The leader's name and title also appear at the top. Such features help employees easily become familiar with organization leaders and their ideas. This message was created in the *Leadership Message* web part, which was designed so that all executives could easily share information. This is a great way to communicate to employees and demonstrate that leadership respects them and wants to keep them informed.
2. **Announcements:** Three or fewer announcements can appear at once, and each announcement has an expiration date set at its creation. This is to prevent old announcements from sitting forever and getting stale on The Portal. It also means that announcement authors write only information that is indeed temporary in this area. The *Announcements* web part was created with these smart safeguards in mind and to give people a place to advertise timely information.
3. **Related sites:** Websites related to the Finance team are listed in the *Finance Sites* section. Listing sites by topic and with a short description helps employees decide which sites are right for them. This sites section was created in the *Navigation Pod* web part, which offers rectangular images and links.
4. **Contact:** The contact section at the end of the page shows the Finance Department's email address. This section was created with the *Contact* web part.

Office 365

The Portal

DUKE ENERGY

Bowers, James H.

Excel

PDF

PowerPoint

SharePoint Site

Word

Modified date

One Year Ago

Today

All

The Portal and People

People

People search results for "brown, martha"

1

2

3

4

Brown, Martha B

Real Estate Strategy Mgr

w: 704

m: 704

Show More

Brown, Martha Harris

Mgr I Communications

m: 704

Mail Code: DEC15A

Office Building: DUKE ENERGY CENTER - 015

Employee ID:

Responsibility Code:

LAN ID:

Dept. Name: Digital Media - 23639

Show Less

Portal Navigation Changes - Quick Guide

Portal Navigation Quick Guide Page 1 of 1 The new Portal launched on January 1, 2018 ... The layout of the Portal has change ... This document contains a table for the most used ...

photo-video-release-poster

This event may be photographed and/or video recorded ... By attending the event, you are granting permission to Duke Energy to use your likeness in both printed and electronic media

Intranet Design Annual 2018 - Top 10 Intranets

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The Road Ahead Framework

Power the lives of our customers and the vitality of our communities ... Transform the Customer Experience Modernize the Power Grid ... Generate Cleaner Energy Expand Natural Gas ...

de-property-release

Last updated 6/3/13 © 2013 Duke Energy Corporation, All Rights Reserved ... Property Release Non-Duke Energy Sites/Property For consideration received, the sufficiency of which is ...

de-photographer-videographer-release

Last updated 6/3/13 © 2013 Duke Energy Corporation, All Rights Reserved ... Advertising/Public Relations/ Photographer/Videographer Release To be completed by Duke Energy employees ...

Other-Resources

69V.1.9 | 5-2-13 On the Web i Dictionary, www.webster.com i Thesaurus: www.thesaurus.com i Acronyms: www.acronymfinder.com i Grammar: <http://www.grammarbook.com/> and ...

Editing-Proofreading

Writing for Duke Energy

66V.1.9 | 5-2-13 Writing in a conversational tone puts our readers at ease ... When we bring our energy expertise to the dialogue, we also want to convey that we're open to listening ...

CPI-Handbook

Duke energy Brand Personality Customer Positioning Handbook 1 table of Contents Customer insights 5 – 9 our Brand Position 11 – 14 What is Customer Positioning ...

1 2 NEXT >

About 136 results

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Report Security Incident: 800.951.9924

Safety

HSE Business Partner Search

Corporate Paging System

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Profile SERP

Pictured: Duke Energy Intranet SERP Profile. At the heart of the Duke Energy organization are its employees, each of whom has a profile document. The most important information from the profiles appears in related search engine results.

Profile SERP, Highlights

The user profile (provided through Delve, a popular tool outside The Portal) offers a variety of information about employees. The Portal team ensured that searching for a person in The Portal would return the most important information—especially the phone number—on the SERP.

1. **Query:** The name queried is repeated at the top of the SERP.
2. **Photo:** The person's photo appears in the result, making it easy to put a name to a coworker's face.
3. **Name and information:** The person's name appears as a link; clicking the link opens that person's profile. The SERP also includes job title, email, and phone numbers.
4. **More information:** The *Show More* link reveals more information on the SERP, including building and department. It's helpful to get such information without having to leave the page. Clicking the *Show Less* link collapses these items, creating more room for search results on the page.

Office 365 The Portal **DUKE ENERGY** Share Follow Howell, James H.

HOME myHR NEWS TOOLS & RESOURCES **1 COMMUNITIES** OUR COMPANY

2 Latinos Energizing Diversity (L.E.D.)

3

4 Mission and Objectives

Mission +

Objectives +

Get Involved

Explore opportunities to get involved in the Latinos Energizing Diversity (L.E.D.) Employee Resource Group.

5

How to participate Join Today Local Chapters

Be an active participant in the Latinos Energizing Diversity (L.E.D.) ERG by volunteering for one of the following committees:

Committee	Description
Communications	Coordinate general communications for the ERG.
Community Involvement	Plan, Coordinate, and participate in community activities.
Membership	Plan and coordinate obtaining new members.
Programs and Events	Plan and coordinate seminars and training for: <ul style="list-style-type: none"> Developmental, career, and personal growth Networking, charity, and social events

6 Sponsors

Thank you to our chapter sponsors!

Jay

Dir LaborRelations/MW/C Carolinas, Cincinnati Chapter Sponsor

Email 513. View Profile

John

VP Commercial Legal Support, Charlotte Chapter Sponsor

Email 980. View Profile

Gretchen

Director Service Optimization, Midwest Chapter Sponsor

Email 513. View Profile

Luis

VP Eng & Tch Cust Relations - FL, Florida Chapter Sponsor

Email 727. View Profile

6 Need Assistance?

Please contact us with any feedback, opinions, questions or comments.

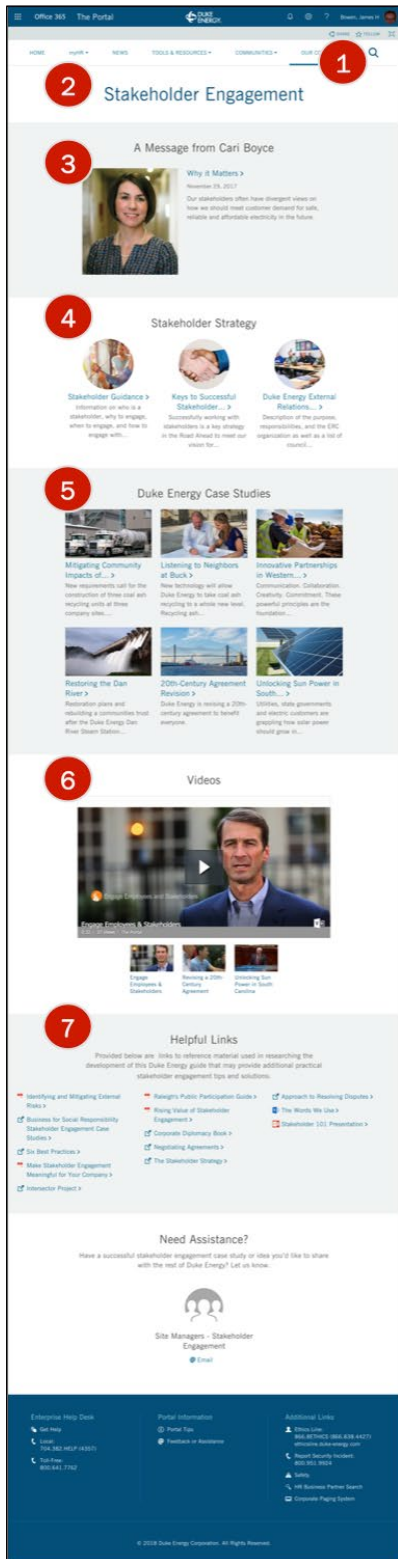
Communities

Pictured: Duke Energy Intranet Communities. All types of employees and locations are represented in The Portal's Communities area.

Communities, Highlights

The site's *Communities* section lets all kinds of groups and locations have an intranet presence. This can make the organization feel highly inclusive, and can help all employees feel that they are valued and part of the overall team.

1. **Navigation position:** Listing the *Communities* section in the global navigation is new in this version of The Portal. The team made this change to make communities easier to find.
2. **Title:** Latinos Energizing Diversity (L.E.D.) is one of the Employee Resource Group sites in the *Communities* section.
3. **Image:** The hero image gives a sense of what this community is about, and injects the page with character and personality.
4. **Mission and objectives:** The first section of the page summarizes the community's mission and objectives, without assuming any knowledge about the community on the part of users. This is a positive, all-encompassing approach for describing any community or department. The custom *Accordion* web part is useful for managing the amount of text that displays on the page and for grouping content in meaningful ways. It is often used for FAQs.
5. **Tabs:** The *How to Participate* tab displays a table with specific steps that employees can follow to get involved. This is a great way to be transparent and to boost confidence among possible new members. The *Join Today* tab is a great call to action, and the link reveals how to join. Each local chapter of L.E.D. has its own SharePoint site (which may change to SharePoint Teams in the future). Users can find links to these sites under the *Local Chapters* tab. This section uses the *Tabs* web part and icons from the Icon Library, which has hundreds of icons that are used for all Duke Energy digital channels.
6. **Sponsors and contacts:** The page's last two sections display the community's sponsors and their contact information. This enables anyone who wants to get in touch with a human to do so.



Stakeholder Engagement

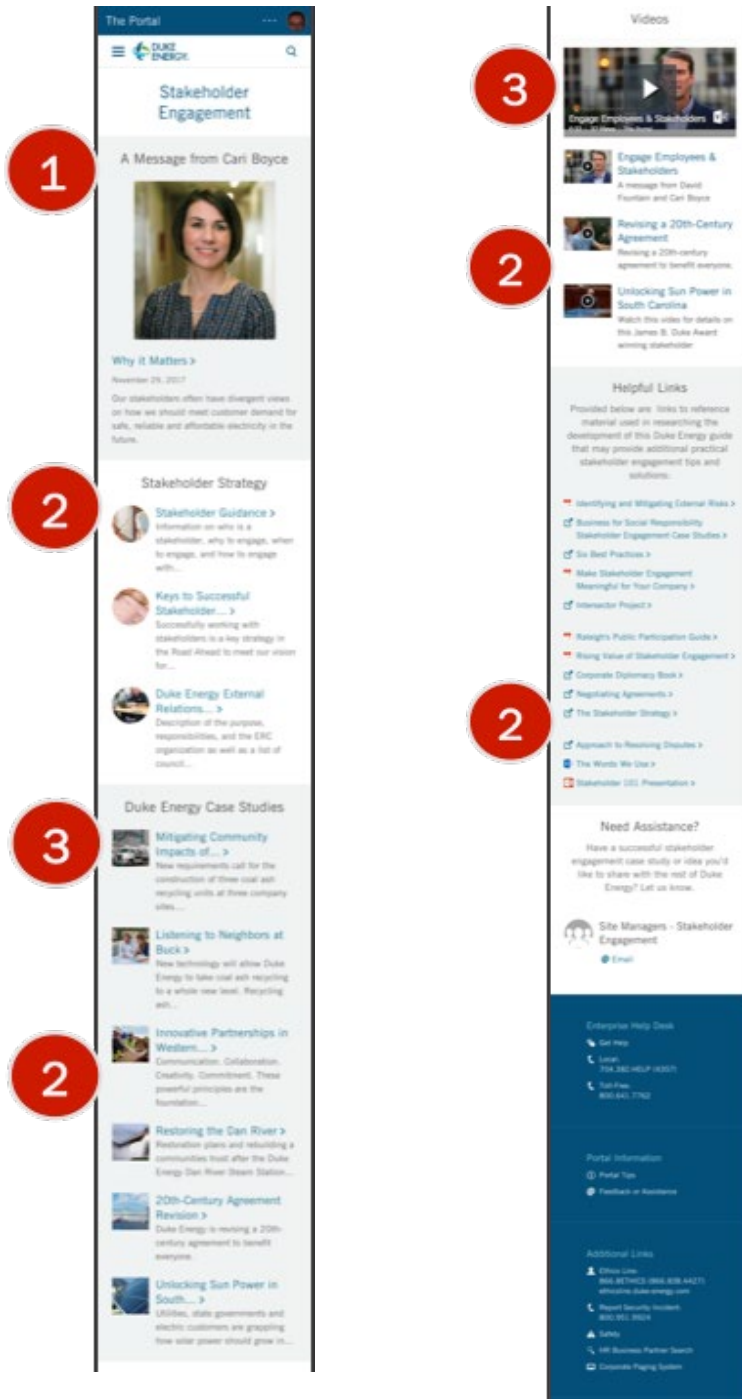
Pictured: Duke Energy Stakeholder Engagement. Leaders at Duke Energy often share their views with employees.

Stakeholder Engagement, Highlights

The Portal supports the organization's strong culture of leadership and the ways it communicates with employees. Designers provide several ways for leaders to accomplish this on the site, including by offering a *Stakeholder Engagement* section.

1. **Location:** The *Our Company* section of the global navigation houses the intranet's *Stakeholder Engagement* section.
2. **Leader communications:** Duke Energy *Stakeholder Engagement* leaders take turns offering messages in this section of The Portal.
3. **Message:** The leader, his or her photo, the message title, and a summary of the message appear at the top of the page.
4. **Strategy statements:** Understanding strategy helps employees see how their day-to-day work fits into the overall company plan. In short, strategy statements give employees a sense of purpose and meaning. The page's *Stakeholder Strategy* section links to strategy statements related to different efforts.
5. **Case studies:** The *Case Studies* give employees further insights into how the leaders put their plans into practice.
6. **Videos:** A more personal way to get a message across is through a video. Leaders record these as a way to connect further with employees, no matter where they are located. The *Video Player* web part can play up to 12 videos from the O365 Video Portal.
7. **Further information:** Links to resources that contributed to the page content, along with additional sources, appear toward at the bottom of the page.

Stakeholder Engagement, Mobile



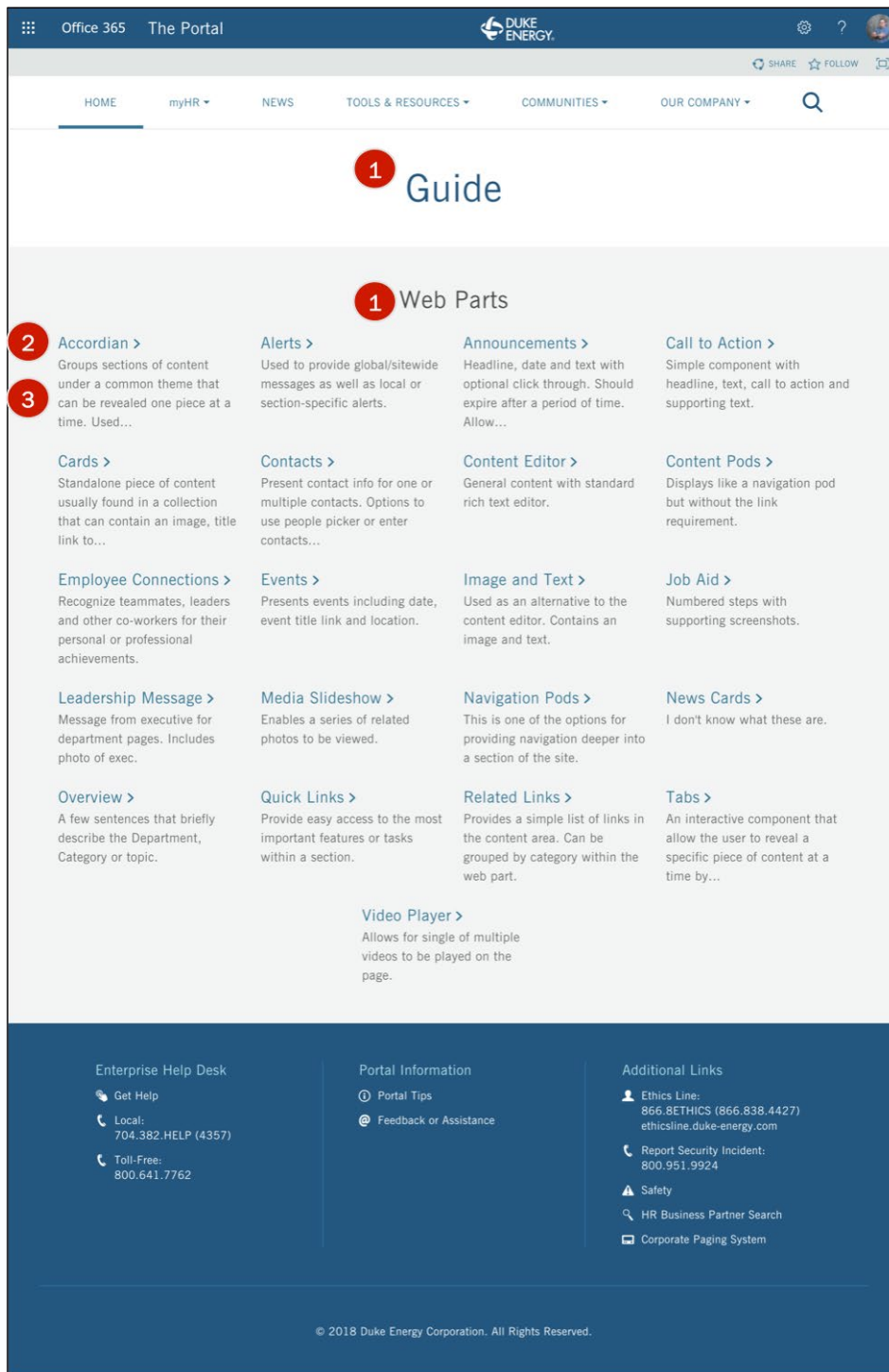
Pictured: Duke Energy Intranet Stakeholder Engagement, Mobile View.
Like all portal pages, the *Stakeholder Engagement* page is mobile friendly.

Stakeholder Engagement, Mobile Highlights

The *Stakeholder Engagement* page is easy to scan and read on mobile phones.

1. **Priority:** The most important content—the leader’s message—appears on the screen by default, with no swiping required.
2. **Vertical:** Content is displayed vertically, instead of horizontally, on mobile.
3. **Images and video:** Images and video display smaller on mobile than on desktop to accommodate the smaller viewable area.

Design Guide



Pictured: Duke Energy Intranet Design Guide. The UI design guide offers descriptions for the many web parts available to designers.

Design Guide, Highlights

Roughly 120 site managers manage the content for about 100 sections of The Portal. To speed up design, make it the highest quality, and keep it consistent across sites, the team created the *Guide*. The *Guide* acts as a UI style guide and pattern library for site managers. It results in a better UX for all employees using The Portal, as well as a better process for site managers and the intranet team as a whole.

4. **Title and subtitle:** This page, like all pages on The Portal, has a title, letting users know what the page is about. The subtitle tells users what these items are—here, *Web Parts*.
5. **Web part name:** The name of the web part is written in large blue letters. The name acts as a link to the page for that part.
6. **Description:** A short description of the web part follows the name.

DESIGN PROCESS AND USABILITY WORK

Analysis and Research

The redesign project began with the team thoroughly reviewing the old site, analyzing usage metrics, and determining which content delivered the most value to employees based on both the number of people who used the content and the frequency of that use. During this review, the team also looked for recurring patterns and themes. For example, how often were site managers publishing messages from leaders, organizational news, and status updates on goals? How frequently were they linking to applications or to other sites? What types of information was lurking in Word documents and PDF files that would be more accessible and mobile-friendly if it were converted to web pages? What similarities existed between different types of sites, regardless of whether they were focused on tools and applications, departments, news, or other topics?

With the insight gained from this thorough review, team members created content categories. They then began designing web parts for each category, such as a *Call to Action* web part for links to applications. Other web parts included *Leadership Messages*, *Announcements*, *Contacts*, and *Media Slideshow*. In total, the team identified 30 web parts for different content needs. Creating custom web parts let the team design an experience that was true to the Duke Energy brand and consistent with other Duke Energy web channels. It also created the best UX.

Next, the team came up with suggested web part pairings; these led to prototypes for different types of pages as well as to basic guidelines. For example:

- Department pages would have *Leadership Messages* at the top, followed by *Announcements*.
- Pages with links to applications would have a *Call to Action* web part at the top, drawing the focus of the page to the key task.
- Pages should have only one *Call to Action* so that users wouldn't be confused by competing priorities.

On the old portal, links to launch applications were sometimes obscured by lots of qualifying text, making them hard to find. The new page templates were designed to put the focus on task completion. Also, because topic pages break content into small chunks and are built around a single topic, pages are easier to scan and more mobile friendly.

The goal was to create a design that supported flexibility, while ensuring a consistent and responsive UX across every page in each of the approximately 100 sites that make up The Portal.

As part of their analysis, team members reviewed Help Desk tickets to identify trends or problem areas with the old Portal, and they have continued to review tickets since the launch. This information led to some changes in global navigation. For example, the team added *Manage Password* to the megamenu, and added Help Desk links and phone numbers to The Portal footer, so that they appear on every page. Since the launch, the team has also added a *Chat Now* link to the footer.

Each year, the team reviews the Nielsen Norman Group's Intranet Design Annual together, usually over pizza and a very long lunch. The Portal Product Owner belongs

to the Digital Workplace Group and attends meetings and webinars to get insight into the intranets and best practices of other companies.

Design Methods

The team used a variety of tools and methods to redesign and refine the new intranet, including:

- **Prototypes:** Design prototypes were built in Axure, constructed in HTML, and then developed in SharePoint Framework (SPFx). The team reviewed each web part as it was designed as well as during the Sprint Review sessions it held every two weeks (in keeping with Agile Scrum ceremonies).
- **Applying metadata to content types:** Knowing that time was short and that the process for designing and building the web parts would keep the Design and Development Teams busy throughout the year, the Content Team began uploading content to libraries so that it would be ready when it was time to build web pages. The team analyzed the content and created content types and defined the associated metadata. Team members then looked at usage reports from the old portal to determine which files could be left behind. They uploaded any content that was less than two years old and had been accessed by employees, assigning content types and entering metadata during the process.
- **Rethinking the homepage:** A focus on the homepage came late in the project because its needs were unique and the web parts for the rest of The Portal had to be available first to build the large volume of sites. Nowhere is a shift to a cleaner, more streamlined experience more critical than the homepage, and nowhere is space more coveted, so the team was fortunate to have the support of key stakeholders in achieving this delicate balance. The first decision was to move from a two-column layout to a single column to create the optimal mobile experience. Other changes included rethinking the quick links, the story layout, and the old *Employee Corner* feature. The redesign of each feature required research and a focus on use:
 - **Quick Links:** Watching users navigate the old portal confirmed that they often used a *Quick Links* section to navigate to popular tools such as *Time Reporting* rather than clicking through the global navigation and megamenu. The new design thus features *Quick Links* more prominently, right below the news. The *Quick Links* are based on metrics that indicated The Portal's top tasks, supporting the team's focus on creating a design that helped users find and complete key tasks quickly.

- **News:** The old site had a carousel for news stories, and watching users interact with it revealed that they were not clicking through to see the various stories. As a result, important news was going unnoticed. To address this, the team designed a *Mosaic* web part that displays up to six stories at a time. If an unusually important news story arises, the *Mosaic* can display a single story, filling the space and giving the story added prominence on the page.
- **Employee Corner:** The old *Employee Corner*, which featured employee service anniversaries, promotions, organizational announcements, and “high fives” (a recognition program), was renamed *Employee Connections* and given more space. Duke Energy has a century-long history of service, and many employees have worked for the company for 40, 50, and sometimes even 60 years. Honoring this tradition of commitment and dedication is very important. This feature was always popular with employees, and with the new portal, the team enhanced it by adding employee photos. Since then, usage has increased substantially, and the submissions are often backlogged for several days to allow enough time for each submission to be seen before it moves on to make room for the next.

Once all of the content was uploaded and the most frequently used web parts were built and available for use, the content team began building pages and training the 120 site managers who were ready to review the drafts of their sites and revise as needed. The final web parts were added to pages as the parts became available in the weeks before launch.

Refining the Information Architecture

Early on in the project, the team worked to refine the global navigation and IA, conducting card-sorting and tree-testing exercises. Card sorting led to various new groupings and labels that were then validated (or invalidated) through tree testing. Different groups of users were given different navigation structures, and tree testing revealed which were most effective in helping users find tasks they needed to complete.

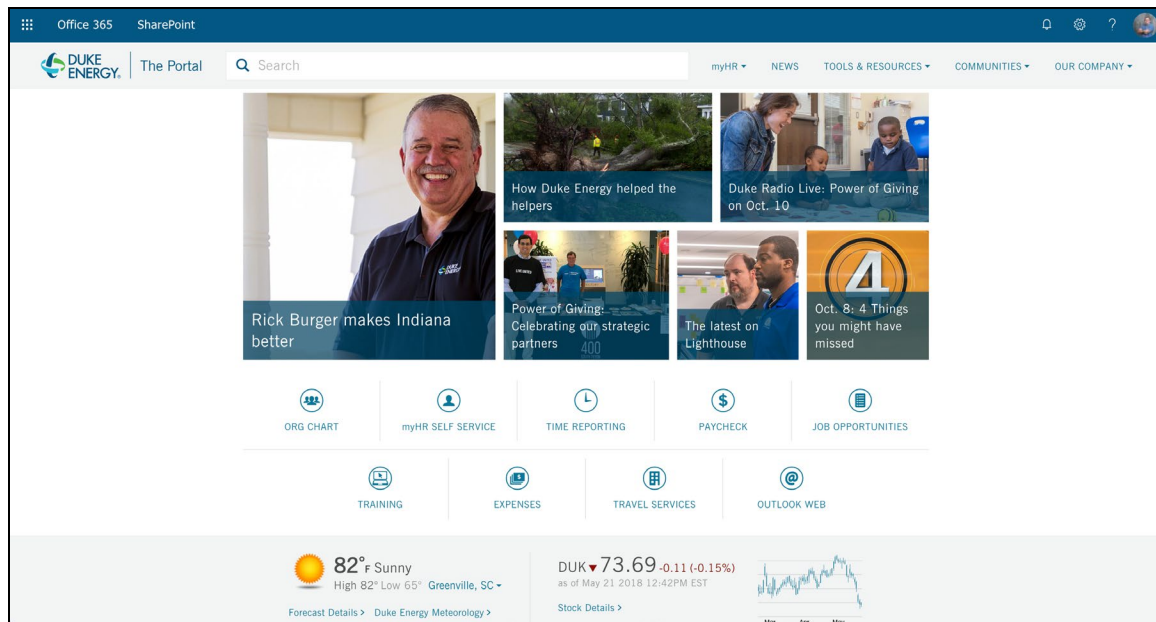
The most significant IA change was to eliminate a section that was for managers only, consolidating that information into the rest of The Portal. The site now uses audience targeting and document libraries with manager-only permissions as needed. Also, the departmental information previously housed under the *Work-Related Sites* section was moved under *Our Company* and into subgroupings labeled *Operations* and *Corporate Departments & Initiatives*. Further, *Services Center* became *Tools & Resources*, and the *About the Portal* section moved to the footer and was renamed *Portal Tips*. A new section, *Communities*, housed the old *Regions* sites, along with sites for employee resource groups, which was not listed in the old portal’s global navigation. This move made the information easier to find. Care was also taken to separate tool- and application-based sites from informational sites by putting them in either the *Tools & Resources* section or the *myHR* section.

Solving Navigation Challenges

Designing a global navigation can lead to many debates over preferences. Tree testing not only helped inform the best design for the Duke Energy intranet, it also provided quantitative data about what users found most helpful. These tests gave the team insights into best practices it could apply to the new site. Following are a few of these insights:

- **Use nonbranded names:** The team adhered as closely as possible to the practice of using nonbranded names in navigation, opting instead for common, everyday language. This is particularly helpful for new employees who may not know the names of applications or understand company acronyms.
- **Use short names:** Keeping names as short as possible is also helpful and makes the megamenu easier to scan.
- **Use alphabetical listings:** Listing sites alphabetically in the megamenu is helpful; any other approach is potentially confusing to users and difficult to defend with stakeholders.
- **Keep megamenu size in check:** On large intranets, megamenu can easily become so large that they're overwhelming. The team designed the *Navigation Pod* web part to help shift the burden from the menus onto the pages, which represents a different way of thinking about where navigation may be found. *Navigation Pod* web parts are used within the body of pages to link to relevant topic pages within the site. This keeps those topics out of megamenu and into logical groupings on prominent pages. *Navigation Pods* feature rectangular or circular images, with a link title and an optional short description for each pod. They're designed to be easy for users to scan.
- **Keep browse and search in close proximity:** Combining search with the megamenu accommodates users who like to browse as well as those who prefer to search.

Although the team views the current global navigation design as solid, ideas for improvements are being considered and tested. The menus are large, and although they offer an important view into everything The Portal offers, other design options might make the information easier to consume.



Pictured: Duke Energy Intranet Future Navigation Option. This is one option the team is evaluating for possible changes to the top navigation and search. The goal is to make search more prominent. In this design option, the Duke Energy logo and The Portal title move to the left of the navigation and out of the top bar. *The Portal* would replace the *Home* heading in the global navigation. In this design, the search bar remains open, whereas in the current design it can be opened by clicking the magnifying glass. Also, here, the headings in the global navigation shift to the right.

Adoption and Buy-In

Because Duke Energy employees have used various versions of The Portal for 17 years, it has widespread brand recognition and a well-established adoption rate; this is especially true given that it is the default homepage on Duke Energy workstations and employees use it for single sign-on to applications they use frequently.

Before launch, the team created several homepage stories about the features and design of the new portal, preparing employees for this change. The stories included video highlights. Also, a story with additional videos and details about the changes was published on the launch date. The team engaged in other outreach activities as well to remind employees that The Portal was coming soon:

- **Pre-launch weekly email:** In anticipation of the relaunch a weekly email, *This Week @ Duke Energy*, was sent to all employees to remind them that the new portal was coming. It provided links to stories and videos on The Portal's homepage.
- **Email reminder for managers:** Managers also received an additional email reminder in a monthly *Managing Ahead* distribution.
- **Yammer hashtag:** At launch, the team created a portal hashtag in Yammer so that it would be easier to find and engage with employees who posed questions or gave feedback on the new portal.

WORKING WITH OUTSIDE AGENCIES	
Agency	Project Role
Cardinal Solutions A digital solution provider with specialists in all things SharePoint Note: In August 2018, Cardinal Solutions was acquired by Insight.	<ul style="list-style-type: none"> • SharePoint Framework (SPFx) development of web parts • SharePoint consulting and expertise • Imagery selections

GOVERNANCE

Ownership

The intranet has been owned by Corporate Communications and supported by a Digital Media team for the past seven years. Prior to 2010, the intranet was owned by a Shared Services organization. The Digital Media team enjoys a close partnership with the Employee Communications team, which manages the homepage content.

In October 2017, the Digital Media team—and intranet ownership—moved to the Marketing & Customer Engagement team. Because the Digital Media team also supports the external website, www.duke-energy.com, which is closely aligned with customer strategies, the reorganization focused on keeping internal and external digital design under one umbrella.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Portal Product Owner	<ul style="list-style-type: none"> Provides program management, establishes governance, prioritizes enhancements, maintains roadmap, reviews and signs off on designs, gathers feedback from sponsors and stakeholders, chairs advisory council
Core Portal Team	<ul style="list-style-type: none"> Designs, develops, and supports The Portal
Agile Lead	<ul style="list-style-type: none"> Conducts Agile ceremonies, assists Product Owner with managing the Jira Board (the work management tool), manages Risks and Impediments register, coaches team on Agile practices
Sponsors	<ul style="list-style-type: none"> Remove impediments
Site Managers	<ul style="list-style-type: none"> Manage content on approximately 100 portal sites
Employee Communications Team	<ul style="list-style-type: none"> Manages content on the homepage and <i>News</i> site
HR Team	<ul style="list-style-type: none"> Manages the integration with HR tools and systems and oversees the content on <i>myHR</i> sites
O365 Team	<ul style="list-style-type: none"> Supports the SharePoint Online environment
Portal Advisory Council	<ul style="list-style-type: none"> Meets quarterly to review The Portal roadmap, align strategies, and suggest enhancements Advocates for portal initiatives

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	https://dukeenergy.sharepoint.com/sites/portal/
Default Status	The intranet is set as the homepage on every Duke Energy workstation. Although users can change the setting, when new workstation images are deployed (with security patches, etc.), the changed setting is overwritten and reverts to The Portal.
Remote Access	<p>Users can access The Portal on any browser on any device. When off the network, The Portal requires two-factor authentication provided through O365.</p> <p><i>Note:</i> Although The Portal will work in most browsers, Duke Energy provides support only for Microsoft browsers (IE, Edge).</p> <p>At this time, portal metrics are unavailable, as a metrics tool has not been implemented. In the future, the team hopes to have access to more information about remote users and their devices and browsers.</p>
Shared Workstations	Many users access the site on shared workstations at all types of power generation and distribution facilities. These workstations are usually centrally located near offices and break rooms. Because these workers are not office-based, they may not have an assigned workstation. However, in the past two to three years, many non-office workers have been issued company tablets and laptops to ensure that they have the tools they need to work effectively.

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
2001	<ul style="list-style-type: none"> First intranet launched
2009	<ul style="list-style-type: none"> Intranet moved to SharePoint 2007 platform with minimal changes
2010	<ul style="list-style-type: none"> Visual redesign
2011–2012	<ul style="list-style-type: none"> Acquired Progress Energy and consolidated intranets, retiring the Progress Energy intranet and adding approximately 10,000 intranet users
2013	<ul style="list-style-type: none"> Attempt to upgrade to SharePoint 2010 was postponed indefinitely due to technical challenges
Q4 2015	<ul style="list-style-type: none"> Preliminary concept work around revising the IA
2016	<ul style="list-style-type: none"> Acquired Piedmont Natural Gas and consolidated intranets, retiring the Piedmont Natural Gas intranet and adding approximately 2,500 intranet users
January–December 2017	<ul style="list-style-type: none"> Created new intranet, with new design, on SharePoint Online
Overall redesign timeframe: 12 months	

CONTENT AND CONTENT CONTRIBUTORS

CONTENT DEVELOPMENT AND OVERSIGHT	
Contributors	<ul style="list-style-type: none">• Approximately 120 site managers create and update pages and manage content in libraries• Approximately 35 content contributors manage content in libraries, but are not able to create or update pages <p>In most cases, site management is only part of a site manager's job function.</p> <p>When sites are created, the business must identify at least one site manager—and preferably two. More than two is discouraged because it increases the number of people who must be trained and supported by the core portal team. The team also discourages appointing contractors to site manager roles because it results in frequent turnover.</p>
Management	<p>The content team conducts ongoing site reviews and reaches out to site managers when it finds items of concern. The team specifically looks for pages and documents that are lingering in an unpublished state, new lists that might not follow naming standards, and new document libraries that may need to have content types and versioning applied. In the future, the team will also look for content that has not been modified within the previous six months. As sites are audited, the team asks site managers to confirm that their roles have not changed, and also asks for any input on topics that might require additional advanced training.</p>

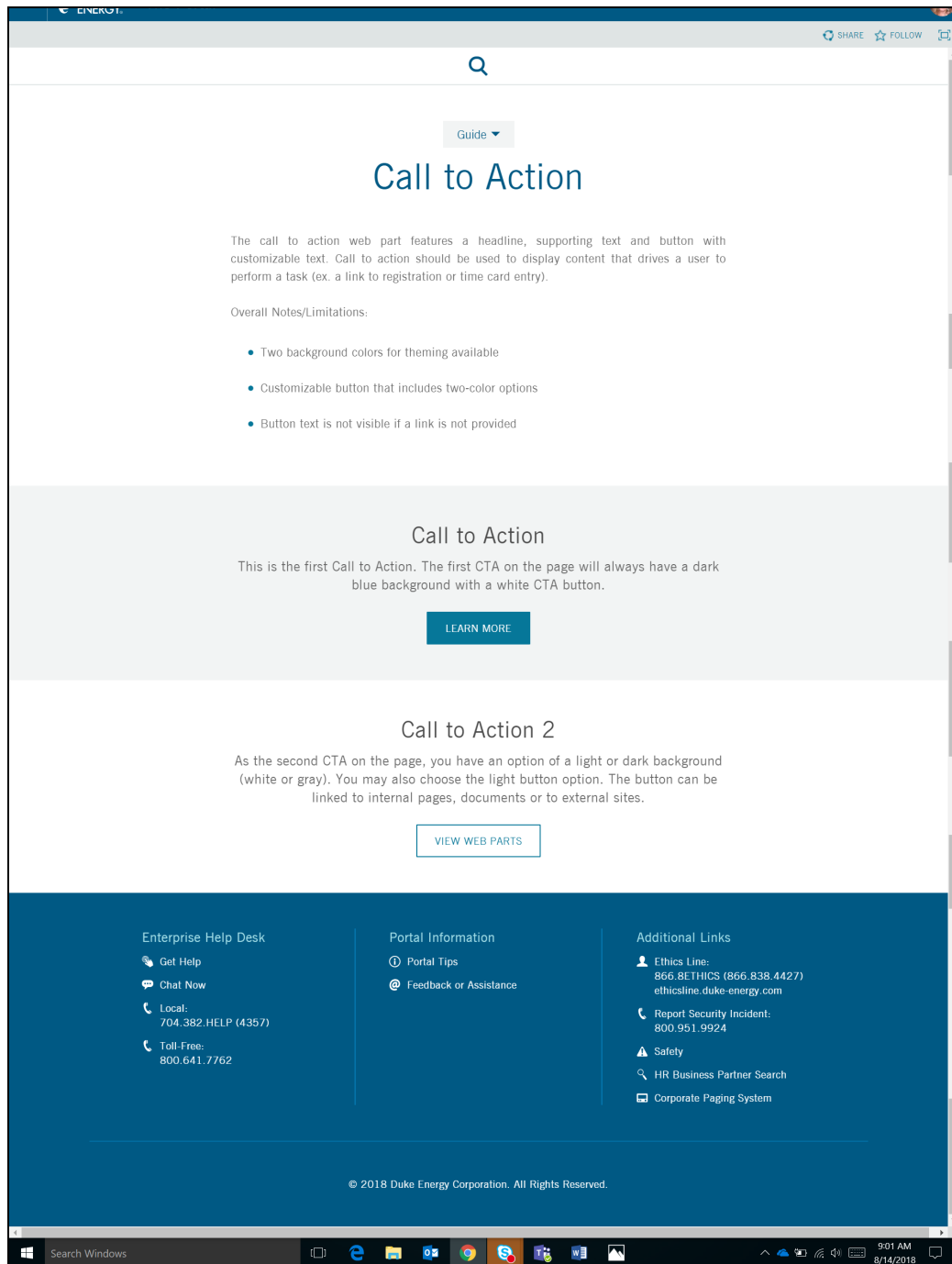
Training Content Contributors

The Portal team uses a variety of methods to support content contributors, including:

- **Monthly training sessions:** Before they're given access, site managers must attend a two-hour training session offered by The Portal team. Classes are offered in person, but can be attended virtually. Training is usually offered monthly, based on demand.

Content contributors are not required to attend training because their work is standard SharePoint library management, with nothing unique to The Portal other than entering metadata fields that have been assigned to the libraries.

- **Yammer channel:** The Portal team also manages a Yammer Channel for site managers where updates, reminders, and tips are posted. Sometimes emails are pushed to the site manager group using a distribution list.
- **One-on-one training:** Site managers can, and often do, request assistance from the team when making changes to their pages. The Content Team schedules time—usually through Skype sessions and screen sharing—to provide extra one-on-one training as needed.
- **Video library:** The Content Team is beginning to build a video library that will contain videos that demonstrate how to use each web part.
- **Portal Guide:** The team created a portal *Guide* site that gives examples of each custom web part and all of its possible configurations, along with any rules or standards governing the web part use. This is intended to help site managers best choose web parts that meet their needs and support the overall design. It has an added benefit of making testing easier by putting all the web parts together in one location.
- **Resources site:** A *Site Manager Resources* site offers training and support materials, including a training manual, a presentation, and links to job aids and videos.



Pictured: Duke Energy Intranet Portal Guide. This is a sample page from the intranet *Guide*, which offers information on how to use the *Call to Action* web part and two example configuration options.

Supporting Site Managers Before and After the Relaunch

During the design project, site managers were invited to attend project updates and get demos of work that was in development. They were also invited to Sprint Review sessions during the last few months of the project so that they could receive ongoing updates on the web parts and the sites being built.

To expedite the site build, The Portal Content Team built the initial pages for each site. Training classes were offered in person (and virtually), with class sizes limited to 20 people. The sessions were four hours long; the first two hours were instructor-led, and the last two were hands-on, with Content Team members available for coaching. The sessions were held over an eight-week period, and site managers were invited as their sites were built, so that the training was “just in time” and they could immediately begin working.

Over the project’s last eight weeks, the Content Team held weekly all-day, in-person working and collaboration sessions. It invited site managers to attend these sessions and work side-by-side with the team. Many did. Breakfasts and lunches were catered so that the team was available throughout the day and site managers could stop by, work with the team, and enjoy a meal.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none">• SharePoint Online
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">• Jira
Design Tools	<ul style="list-style-type: none">• Axure• Photoshop• Illustrator• Sketch
Site Building Tools	<ul style="list-style-type: none">• SharePoint Framework (SPFx)• React
Content Management Tools	<ul style="list-style-type: none">• SharePoint Online
Search	<ul style="list-style-type: none">• SharePoint Online
Other Functions	<ul style="list-style-type: none">• Optimal Workshop for card sorting and tree testing• Jira for work management• Microsoft Teams for collaboration

MOBILE

Designing for the Future

All pages on The Portal use the custom web parts, which have responsive design. Although mobile devices are not yet more prevalent than desktops/laptops at Duke Energy, the shift is coming. The team therefore felt that it was best to build for the future, especially since using a cloud-based platform would mean that large scale redesign projects should become a thing of the past. Also, waiting to implement a comprehensive mobile design might put The Portal at risk of becoming unable to keep up with rapidly changing technologies.

Because many workers are in power generation facilities or work from trucks in field locations, the need for mobile-friendly tools and devices is clear. In the last few years, approximately 4,000 field workers have been issued company Windows 10 tablets. The company also offers incentives for employees to enroll their mobile devices in the PMD program, which gives them access to a secure browser and their corporate email, contacts, and calendar. Employees are also encouraged to participate in the Bring Your Own PC (BYOPC) program, which gives their PCs a virtual desktop and the same level of network access as those using company-owned computers.

The Long Road Toward a Ubiquitous Mobile Environment

Although The Portal links to applications—such as the Expense Management system—that are beginning to offer mobile-friendly designs, the team acknowledges that it may take years before Duke Energy has a comprehensive and ubiquitous digital workplace that is mobile friendly. Currently, The Portal design does not indicate which applications are mobile-enabled or hide those that are not when users access the intranet on mobile devices. The team thought that offering such indications might frustrate mobile device users, who expect to find the same links consistently regardless of the device used. Also, while tools may not be optimized for mobile devices, they may still be usable. A third and equally valid reason for allowing mobile users access to the full suite of applications is strategic: The team hopes that, by providing links to all applications on mobile devices, user feedback will encourage application owners to improve their mobile experience. The Portal can also help provide quantitative data about mobile access that will help owners secure funding for enhancements. Otherwise, application owners might have a misperception that there is no demand for mobile usage, when employees simply aren't attempting it because they have no access to the applications.

ROI

The team has not yet been able to implement a metrics tool on the new portal. In the past, the Product Owner wrote quarterly and annual detailed metrics reports that described trends, number of users, and other insights into user behavior, including time-of-day peaks and month-to-month usage patterns. This will resume in the future, when a tool is available.

With the launch, the project was considered successful in several ways. User feedback was mostly positive, with only a few users unhappy about change. A War Room that was set up in anticipation of possible issues with the launch was discontinued several days early because things were running smoothly. Help Desk tickets about portal issues were minimal.

LESSONS LEARNED AND BEST PRACTICES

Duke Energy's Portal Product Owner, Martha Brown, explains some of the key lessons learned from the latest redesign project, followed by Brown and other team members describing some of the best practices that also emerged.

Lessons Learned

- **Adapt Agile in a way that works for the team.** "When the project began, Agile was new for the team. It was a dramatic change from old ways of working. It can take time to internalize Agile and understand how it should work before you feel confident in making any changes so that it works comfortably for your team's specific needs. For example, the team began to treat stories as placeholders for conversations rather than attempting to capture all the details in them or use prescribed language in them that felt unnatural and unhelpful. The team also accepted that design work needed its own sprint(s), even though it didn't result in working software. This altered our 'definition of done.' Once the team reached that comfort level, work began in earnest and productivity increased quickly. More was accomplished in less time using Agile than could have ever been imagined before."

- **Foster partnerships with other projects.** “No one would recommend launching a new intranet at the same time HR systems are moving to a new vendor and the company is rolling out O365 and starting the move to the cloud. Not only does this create a lot of change at one time for employees, but it also spreads resources thin and creates instability in the digital landscape. Since the team found itself in this situation, it managed through by keeping communications open with other teams, getting sponsorship involvement to identify dependencies and coordinate milestones across projects, and asking lots of questions to keep informed about potential impacts.”
- **Raise the white flag early.** “With lots of experience working in SharePoint (although an old version), the team was a bit surprised by the complexity of doing custom development in SharePoint Framework and by the changes involved in moving to the Cloud. We struggled along for several months before acknowledging that it was time to bring in external resources with SharePoint expertise. Fortunately, Cardinal Solutions was able to send in reinforcements and get the project on track.”
- **Don’t overlook long-term planning.** “There may be many ways to address long-term planning with Agile teams, but in the beginning, the team was focused on working sprint-to-sprint, in two-week increments, and was struggling with how to predict where we would be when our deadline came around. Fortunately, our sponsors had the foresight to bring in a project manager who handled the budget and did forecasting of resource needs. This helped us to anticipate that we needed more people on the Content Team and to get them on-boarded in time to make a positive impact.”
- **Thinking “mobile” requires some training.** “Designing for a mobile experience is a big change from the old days of dense pages with multiple columns and lots of links. It’s a change that snuck up on anyone not paying careful attention, which was nearly everyone except for the Design Team. When the designs were built and ready for use by the Content Team, a little bit of chaos ensued, as it was unclear how the web parts were to be used. The vision and intent of the design was not being interpreted with accuracy. The Design Team stepped in and began creating wire frames of pages until the Content Team become more comfortable with using the designs. This prototyping ensured that sites were built with consistency and that web parts were well suited to the content.”

Best Practices

- **Use in-house design talent.** “The Portal design was created by Duke Energy’s in-house design team. Whereas many design firms can do great work, there’s an intrinsic awareness of employees, the company culture, and the ways people work that gives in-house designers an edge. Not only is the edge aesthetic, in-house designers are also aware of unique technology challenges and constraints that may impact designs, and they know the right questions to ask and where to find the answers. In-house teams are better positioned to create and maintain consistency in the brand, as changes in the intranet design may benefit the design of other web channels, or vice versa, and lessons learned through usability studies and user feedback may benefit everyone. While teams can supplement with external design expertise, it’s best to use in-house talent to direct designs when possible.” (Brown)
- **Use card sorting and tree testing to design IA.** “Open card-sorting exercises, in which users were asked to create their own groupings of topics, were very eye opening for the team. Users had a wide range of mental models of how information should be structured, and seeing these models challenged long-standing assumptions. They also revealed the diversity of perspectives within the company and the complexity inherent in attempting to find a common vocabulary. Besides all that, it was just fun to see how people think. Using the results to create different navigation prototypes that were then tree tested with users enabled the team to make the decisions based on data rather than personal preferences.” (Brown)
- **Keep your executives close.** “Throughout the project, the executive sponsors were given several demos of work in progress and were made aware of impediments and risks that were unresolved. Before Agile, executives might have been shielded from the imperfections of unfinished work. Showing executives what was happening and offering them transparency into the workings of the team helped them support and advocate for the project more effectively and gave everyone the sense that both accomplishments and challenges would be faced together.” (Brown)
- **Mind the care and feeding of the team.** “The team was spread over several cities, so getting everyone together took planning. Throughout the project, the team agreed that assembling in a room from time to time helped push through points of feeling stuck and confused, inspired creativity, strengthened collaboration, built relationships, and made things more fun.... Over the last few months of the project, the team assembled weekly and invited site managers to join for food, assistance, and collaboration. The tensions were high, with multiple projects dealing with dependencies and nonnegotiable deadlines, so these sessions were instrumental in creating partnerships and equipping people to be successful.” (Brown)

- **Find a cadence for design.** “One of the signature qualities of Agile is that it has a cadence. Everything occurs systemically on a regular cycle: reviews, retros, and planning every two weeks; stand-ups every day; repeat. Design needs to find ways to get in synch with that cadence. One of the really effective techniques we used during the project were recurring Design Workshops. Twice a week, the designers and devs would meet for an hour to discuss any pressing issues. Sometimes we would look ahead and discuss upcoming stories or review work in progress, or designers would answer questions from devs about a particular detail that wasn’t in the design. If there was nothing to talk about, we cut it short or cancelled. This was not intended to curtail direct collaboration, but it saves a lot of random emails and ad hoc meetings. We’re continuing to do that still but we’ve slowed the cadence down to once a week.” (James Bowen, UX Team Manager)
- **Give design some breathing room—sometimes.** “One of the other challenges with being a designer in an Agile world is the nature of design work. Designers are often asked to envision something from nothing, to take a problem and come up with a creative solution. How long does it take you to come up with a creative solution? The answer is, it depends. Some types of design can be estimated pretty well—let’s say you’re producing a new variant in a well-defined design system—but a lot of design and the research that goes into design does not fit well into predefined time boxes, especially if that design needs to flow directly into working software during the same sprint. Sometimes the pressure is good and brings out inspiration but it can also force you to just get it done and churn out mediocrity. And once that mediocrity starts to scale, you are on your way to a very bad place.” (Capricia Townes, Lead UI Designer)
- **Study the old to create the new.** “Designers often start with a blank page. But, redesign projects offer a treasure trove of valuable insights for designers. Analyzing the old intranet content led to big wins in efficiency and usability improvements. The team evaluated the site content, focusing on several key web parts and pages, as well as those that offered unique design challenges. This helped the team identify web parts to support existing and future content needs, to design prototypes and templates using real content, and to prioritize work around the types of content most frequently used. So, designers should love the content. Embrace it. Analyze it. And allow it to propel them to create digital solutions that present content in a visually-appealing, user-friendly manner.” (Townes)

Consolidated Edison, Inc. (Con Edison) (2020)

OVERVIEW

COMPANY

Consolidated Edison, Inc. (Con Edison) is one of the world's largest investor-owned energy-delivery companies, with approximately \$13 billion in annual revenues and \$46 billion in assets. Founded in 1823 as the New York Gas Light company, its electric, gas, and steam service now provides energy for the 10 million people who live in New York City and Westchester County.

The company provides a wide range of energy-related products and services to its customers through the following subsidiaries: Consolidated Edison Company of New York, Inc. (Con Edison), a regulated utility providing electric, gas, and steam service in New York City and Westchester County; and New York and Orange & Rockland Utilities, Inc. (O&R), a regulated utility serving customers in a 1,350-square-mile-area in southeast New York State, northern New Jersey, and northeast Pennsylvania. Other subsidiaries include: Con Edison Clean Energy Businesses, Inc. and Con Edison Transmission, Inc. (CET).

Headquarters: The Consolidated Edison, Inc. headquarters is in New York City.

Company locations: Con Edison and O&R have offices across New York and New Jersey,

Locations where users use the intranet: Office, field, and remote employees at Con Edison, O&R, and their affiliate Con Edison Transmission, Inc. (CET) use the intranet.

Annual revenue: \$13 Billion

THE INTRANET

Users: Approximately 15,000

Mobile approach: Desktop and tablet devices are supported through multiple design breakpoints.

Technology platform: SharePoint 2016 and Office 365

TEAM

A cross-functional team of external consultants, UX experts, developers, technical architects, content strategists, and change management professionals worked together on all three releases.

Leadership: Con Edison: Mary McCartney, Executive Sponsor; Lionel Ing, Project Sponsor
West Monroe: Kaumil Dalal, Engagement Lead; Carolyn Gusick, Project Manager

Design team: Con Edison: Hilary Kliros, Design Lead; **West Monroe:** Alex Foucre-Stimes, UX Lead; Anthony Salerno, QA Lead/UX Analyst; Uros Sijmovic, QA; **Clique Studios:** Ted Novak, Managing Director and Partner

Development team: West Monroe: Ryan Milton, Architect; Rick Williams, Architect; Adam Seppi, Senior Developer; Nick Carlson, Developer; Vamsi Gujju, Developer; **Con Edison:** Lesley Morrison, Christiaan Kent, Paul Hammer, Narender Kumar

Change Management team: Con Edison: Stephanie Viola, Change Management Lead; **West Monroe:** Carolyn Gusick, Lead; Eric Freshour, Lead; Ty Frost, Analyst

Content Strategy team: Con Edison: Ann Cameron, Elaine Cipriano, Marcia Cummings, Stephanie Viola, Analysts; with 30+ additional Corporate Affairs editorial staff and content managers/authors across the utilities; **West Monroe:** Alex Foucre-Stimes, Lead; Sasha Lovrich, Analyst; Uros Sijmovic, Analyst

HIGHLIGHTS ABOUT THIS WINNER

The Con Edison intranet's name, *Conor*, was selected from more than a thousand employee suggestions. The name is both imaginative and inclusive, formed by blending parts of the names "Con Edison" and "Orange & Rockland" (O&R), the two regulated utilities for which the intranet was built. In fact, the entire intranet design

gracefully blends these organizations through myriad features and rich content, all informed by user research and an effort to put employee needs at the forefront of the design.

The Con Edison intranet also excels at engaging employees with collaboration features, informing them with news and assistance in discovering new or related content, and promoting safety—a key mission of the utility.

- **Unifying multiple organizations in one design:** To meet a goal of joining Con Edison and O&R's 15,000 employees on one intranet, the design team created a consistent look and feel for all pages and integrated information from both organizations in features such as global navigation and search. It also offered the ability to toggle between locations and Instagram accounts, and recruited content managers from both organizations.
- **Clear page hierarchy:** Con Edison designers mastered in-page hierarchy by using large, bold black text for section titles.
- **Supportive iconography:** Minimal icons appear next to select content to help mark page sections. Typically, it's difficult for any designer to derive a good icon for every content selection, so these are used sparingly yet consistently on Con Edison. The small visuals help users recognize the type of content in each page section.
- **Curating content for the homepage:** With a vast amount of information, it can be difficult to include just the right amount on the homepage. But designers here practiced restraint; they chose, for example, to display just three items each from the many news stories, announcements, and events.
- **Customization:** Con Edison offers its users preferences, letting them select the types of news, announcements, and events they want to see. Customization is one more way to declutter the UI while giving employees what they want, be it a little or lot of information. The design team includes key elements of successful customization features, ensuring that employees understand:
 - that they can make selections,
 - the results of their selections,
 - how to make selections, and
 - how to edit selections.
- **Safety statistics:** Gas and electricity can be a dangerous if not treated properly. Con Edison takes pride in its safety statistics and shares them with all employees via Con Edison. This is one way for the organization to demonstrate commitment to safety—and its desire for all employees to do the same.
- **Content managers on each page:** A smart way to keep content updated is to display the name, photo, and contact information for each page's content editor or editors. This not only gives employees a specific person to contact if they have a comment, suggestion, or issue, it also instills a sense of pride in the content manager's work.

- **Tips for discovering features and content:** Conor integrates subtle, yet helpful, assistance throughout the site to ensure that employees find the features and content they need. The team employed various methods to provide these touches, such as displaying a welcome dialog box and animated bubbles related to preferences; short, in-place instructions for favorites; and the most popular search terms and favorited links.
- **Content patterns in the right rail:** When appropriate, pages provide consistent content specific to their main topic in the right rail; these items include an FAQ, calendar of events, and information about the page's content owner.
- **Responsive:** About one-third of Con Edison's employees are in remote locations or on the road. These employees use Toughbooks, which have a smaller viewport than many modern laptops. To address this, the design team made Conor responsive and fluid so employees can work effortlessly regardless of their screen's size.

BACKGROUND

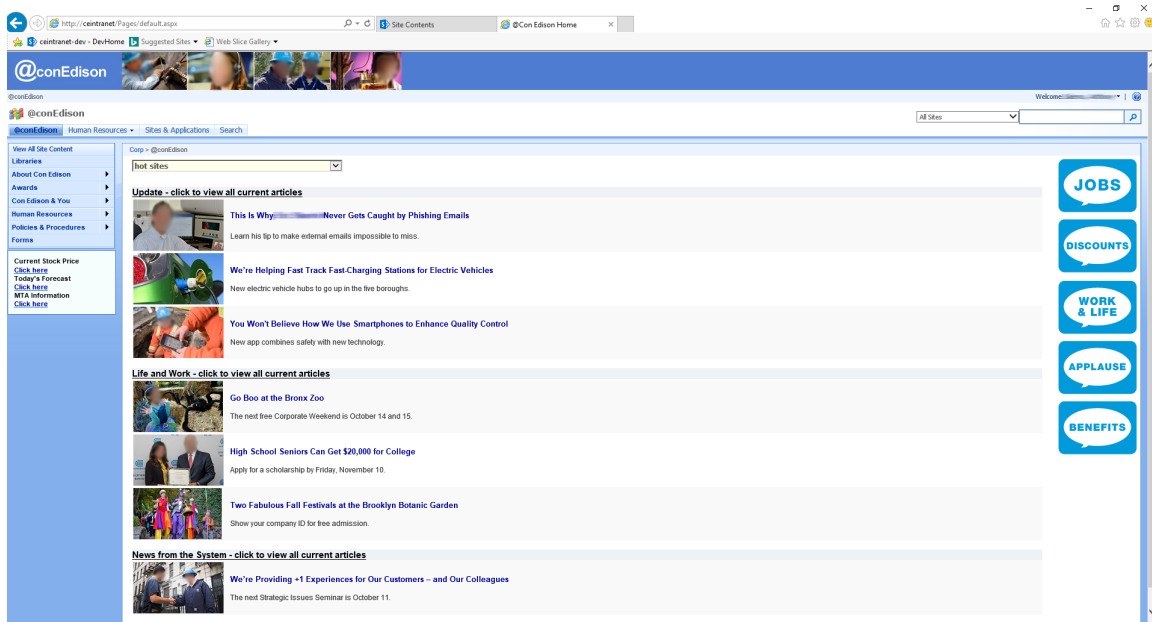
In December 2015, Con Edison kicked-off the visioning component of a project aimed at enhancing the digital experience for its approximately 15,000 employees. The result was a redesigned intranet created with five key objectives in mind:

- Promote the safety of utility employees and the public
- Engage employees
- Encourage interaction
- Provide the information and tools needed to achieve operational excellence
- Provide great customer experience

Unifying Con Edison and O&R employees on a single intranet platform was a critical project requirement; other requirements included enhanced search capabilities, a standardized look and feel, consistent department templates, redesigned employee communications, and digital forms, policies, and procedures.

The new intranet's homepage is the default page for internal web browsers, providing all employees a digital front door to all other collaboration sites and applications outside of Conor.

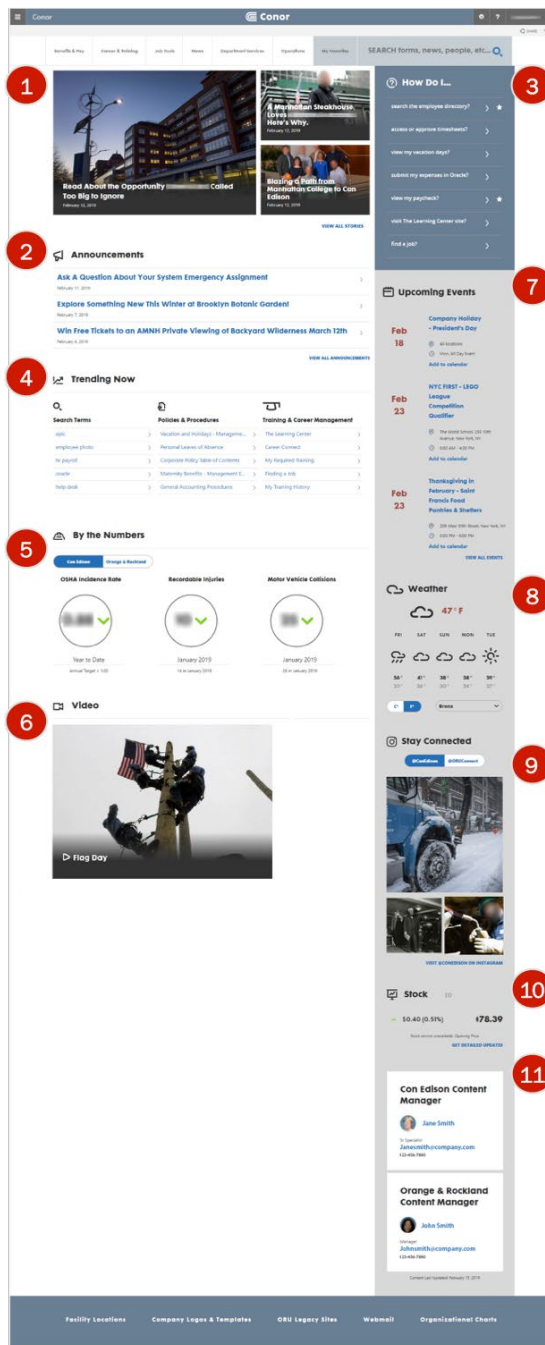
To source the new name for the intranet, the company invited all employees to submit suggestions. Many of the 1,000 submissions received suggested "Conor" or some variation thereof. The project team views the moniker as a portmanteau for "Con Edison" and "Orange & Rockland," the two regulated utilities the intranet was built to bring together.



Pictured: Con Edison's Previous Intranet Homepage. Con Edison's previous intranet site lacked a modern user interface and employee engagement.

DESIGN REVIEW

Homepage



Pictured: Con Edison Current Intranet Homepage. Con Edison intranet users can scan news, announcements, safety statistics, events, and more on the homepage.

Homepage Highlights

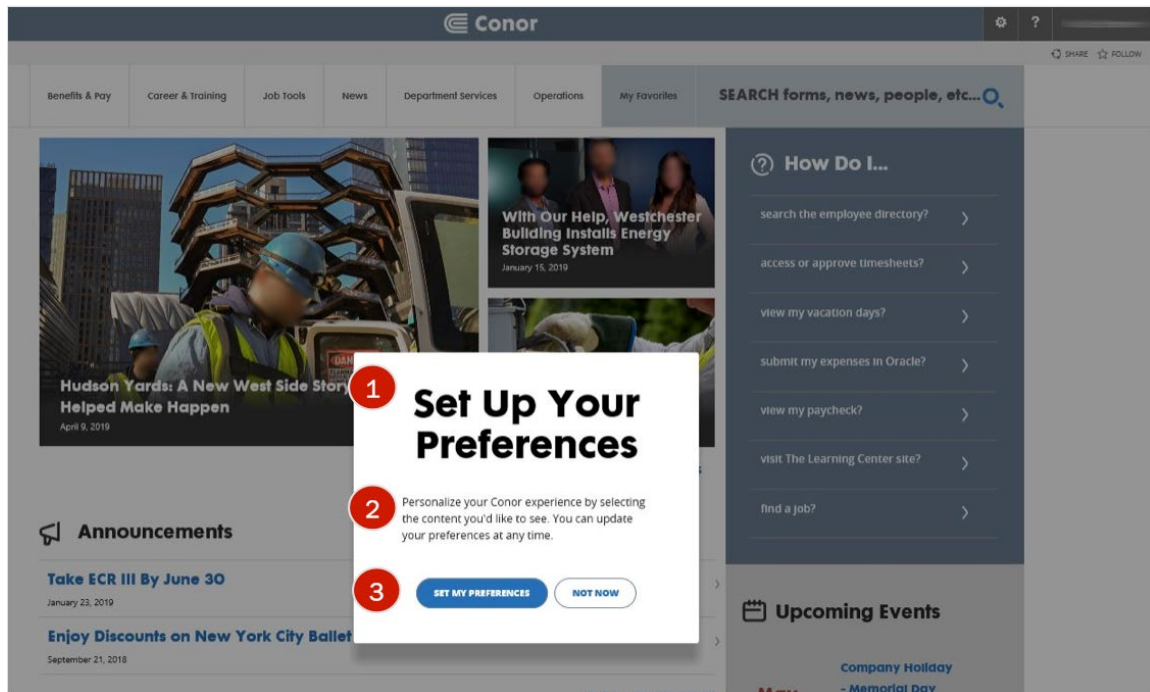
Acting as the default page for internal web browsers, the homepage houses content that's personalized based on employees' selected preferences for their energy company and regions. Employees can get the full scoop simply by scanning this page.

1. **News:** Con Edison boasts a huge number of news stories about a wide variety of topics, leveraging high-quality images from Con Edison's in-house photography team. Three important news items, curated from the full news set, appear at the top of the homepage. Each shows the article title in large, bold text and the date it was published in an international format (with the day, month spelled out, and four-digit year). The *View All Stories* link below and to the right of the news items opens a page that contains a world of news.
2. **Announcements:** With about 15,000 employees working in multiple principal business segments—providing regulated electric, gas, and steam—there are bound to be announcements. Employees don't have to look far to find these. The *Announcements* page section heading is large and easy to find, just below the news section, and shows the three latest announcements. Each has a large title link, followed by the posted date. All the announcements are just a click away, via the *View All Announcements* link.
3. **Common questions:** An FAQ titled *How do I...* displays seven of the questions that employees ask most frequently. Clicking any one of the questions leads to a page with its answer.
4. **Trending:** The five most popular items in three main topics areas—*Search Terms, Policies & Procedures*, and *Training & Career Management*—appear in the center of the homepage. This section is all about information discovery. It suggests items that might be important to employees, but that they might not even think to look for.
5. **Safety stats:** Con Edison wants employees to think about safety every single day, as it is essential to the organization. Thus, the homepage includes a *By the Numbers* section with three measurable safety elements: incidents, injuries, and vehicle collisions. The links at the top allow users to toggle between *Con Edison* and *Orange & Rockland* statistics. This is one of many ways in which the intranet team honored the goal of unifying Con Edison and O&R employees on one intranet. The numbers (greyed out for privacy reasons) are shown under each descriptive heading as large, black text in a circle. In this view, green down arrows indicate that the numbers are down (which is better in this case) either from the target or from the same month in the previous year. If the numbers had worsened, the arrow would be red and point upward. The arrow can be either color and point up or down to accommodate any metric and target. The current month and year labels appear just below the circle, as does the target number or the previous year's stat for comparison.
6. **Video:** Toward the bottom of the homepage a current, interesting video is linked from the video library and displayed with its title. These short clips vary in topics, from a CEO message to highlighting a particular employee.

Showing information in different mediums—photos, graphics, text, and video—is one more way that designers keep employees not only informed but also engaged when using Conor.

7. **Events:** A dedicated space in the homepage right rail houses three upcoming events; *View All Events* links to a page that shows them all. The section is easy to work with. It includes a large date, the event title—which is also a link to more information—the event location and time, and a link that enables employees to add the event to their personal calendars.
8. **Weather:** When you work outside or support products that are heavily relied upon in all weather conditions, knowing what’s happening outside is of great importance. The homepage’s weather section in the right rail shows employees the weather for the week ahead. The current weather and temperature appear first, followed by a small table forecasting the next five days. Small, recognizable icons, such as a sun or a cloud, represent conditions at a glance. The expected high temperature is bold and black, while the low temperature (positioned appropriately, below) is light grey. Users can easily toggle between Celsius and Fahrenheit using the blue and white switch and choose different locations from a drop-down list.
9. **Instagram:** The design integrates the latest posts from the companies’ Instagram feeds to help keep users abreast of what’s happening on social. Users can toggle between the Con Edison and O&R accounts, another way the team met the goal of unifying all employees on the intranet.
10. **Stock price:** Many employees own stock or options and are invested in the shared success of the company. The current stock price is thus displayed in the right rail. It also appears below the fold on the homepage, which is often a good position for stock prices during times of market volatility. The stock symbol, price change, price per share, and a link to detailed updates are all available and legible even in a compact space.
11. **Content managers:** The homepage content managers (from both Con Edison and O&R) are listed at the bottom of the homepage’s right rail, which shows each manager’s name, photo, job title, email address, and phone number. The names link to the manager’s employee profile page. With this information, any colleague can easily contact the editors, which facilitates speedy corrections and content idea submissions from more employees.

Set Up Preferences



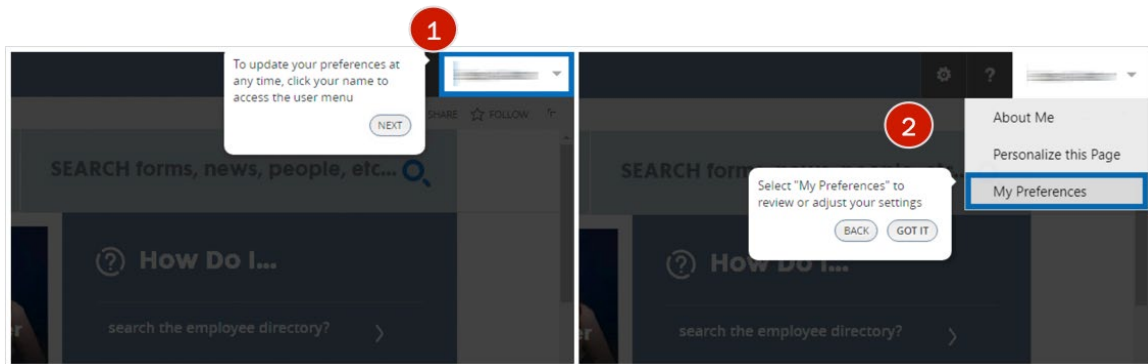
Pictured: Con Edison Intranet Set Up Preferences. When first opening Con Edison, a descriptive dialog asks users to choose their preferences.

Set Up Preferences Highlights

The first time Con Edison employees open the intranet, they are asked to set up their preferences. This is a smart way to coax users into taking a few moments to tailor the Con Edison experience to suit their needs.

1. **Command:** The large title of the dialog box gently commands users to set up their preferences. The power of suggestion can help persuade many users to comply.
2. **Description:** The descriptive text explains that personalizing benefits users by displaying “content you’d like to see.” It also takes the pressure off, explaining that users can update preferences at any time if they’re too busy to do so now.
3. **Buttons:** The *Set My Preferences* and *Not Now* buttons match the language in the description, offering easy and expected choices. The blue button color on a white background makes the button for setting preferences more attractive, as does the authoritative button text label. This subtle button design is another way to create a strong call to action.

Preferences Reminder



Pictured: Con Edison Intranet Preferences Reminder. Preferences reminders are shown as animated message bubbles: *To update your preferences at any time, click your name to access the user menu* and *Select "My Preferences" to review or adjust your settings*. These appear by the user's login name link and in the *My Preferences* menu, respectively.

Preferences Reminder Highlights

Selecting either the *Set My Preferences* or *Not Now* button in the *Set Up Your Preferences* dialog box opens an animation with reminder notification bubbles. These appear by the user's login name link, as well as in the *My Preferences* menu.

These reminders are not just particulars; rather, they reinforce the promise made in the dialog that welcomed users to Conor and explained that users can edit their preferences at any time. These message bubbles give more credibility to the intranet and the team responsible for it.

4. **Access the menu:** Users need to perform two steps to get to the *My Preferences* page. First, they must open the menu. Second, they must select the command to access the page. Given the importance of selecting preferences, designers wanted to ensure that users find that first step, so they created an animation message bubble—*To update your preferences at any time, click your name to access the user menu*. As added insurance, a *Next* button appears at the bottom of message bubble and opens the next message.
5. **Access the page:** The animation shows a message: *Select "My Preferences" to review or adjust your settings*.

Preferences Page

Conor

Conor

SHARE FOLLOW

Benefits & Pay Career & Training Job Tools News Department Services Operations My Favorites

SEARCH forms, news, people, etc...

Conor > My Preferences

1 My Preferences

2 Set up your preferences for a more personalized Conor experience.

3 For company-specific content, such as **News**, I'd like to see content related to (select one or both companies):

☒ Con Edison

☐ Orange & Rockland

For **Announcements** and **Events**, I'd like to see content on Conor specific to (select all that apply):

☐ Bronx

☒ Brooklyn

☒ Manhattan

☐ Orange & Rockland - All Regions

☐ Queens

☐ Staten Island

☐ Westchester

☐ Benefits

☐ Learning

☒ Company Holiday

☒ Recreation

☒ Health

☒ Volunteer

☐ Benefits

☐ Learning

☒ Company Holiday

☒ Recreation

☐ Health

☐ Volunteer

SELECT/DESELECT ALL

SAVE PREFERENCES EXIT WITHOUT SAVING

Facility Locations Company Logos & Templates ORU Legacy Sites Webmail Organizational Charts

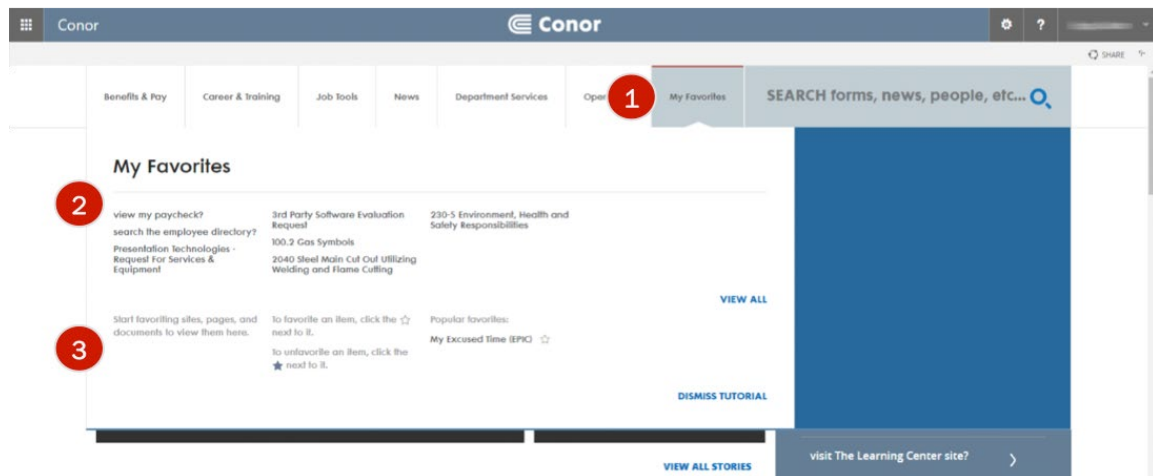
Pictured: Con Edison Intranet Preferences Page. On the *My Preferences* page, users can select which company news they want to see, and choose which events—from New York City boroughs and beyond—that they would like to see.

Preferences Page Highlights

On the *My Preferences* page, users can customize which news, announcements, and events they will see. These selections enable content managers to push out the most desired and needed information to each employee. Each selection on this page is offered based on the utility with which the logged-in employee is affiliated. It will default to Con Edison if the logged-in users are Con Edison employees, but they can also select *Orange & Rockland* if they'd like updates from both companies.

6. **Page title:** The large, bold *My Preferences* page title helps confirm where users are on Conor, and that the changes they make pertain specifically to them. The breadcrumb below the global navigation also confirms the location, which is a nicety.
7. **Instructions:** A short but enticing instruction at the top of the page communicates that making selections will give the user a “more personalized Conor experience.”
8. **Companies:** A prompt explains that users can elect to receive news about one or both companies. Bolding just the word *news* makes it easy to scan the text and glean its main point. The checkbox reinforces the message that users can choose one or both companies.
9. **Boroughs:** Employees can choose from the five boroughs, nearby Westchester, and all regions related to O&R for their announcements and events. With these options, users can view an abundance of information—or just local information. It’s their choice.
10. **Email notification:** Users can enable *Event Notifications* with a flip of a switch, turning on emails about events that match the various region-related categories.

Favorites Menu



Pictured: Con Edison Intranet Favorites Menu. Users access their favorited links via the *My Favorites* menu in the global navigation.


Favorites Menu Highlights



Users can easily find, access, and update their favorites via the global navigation. These favorites travel with employees, which is especially helpful for those who travel often, work in the field, or don't have a dedicated computer.


12. **Global navigation link:** There's no point in offering bookmarking capabilities if users can't get to them quickly. With this in mind, Conor designers dedicated a *My Favorites* link in the global navigation for the user's favorites. Hovering over the global navigation command opens a megamenu full of the user's favorites.
13. **Menu links:** The large menu displays links to the user's top 12 favorites, as well as a *View All* link that leads to a page containing all of the user's favorites.
14. **Assistance:** In an effort to help users discover content, the *Popular* favorites menu section displays the most commonly favorited pages. A mini-tutorial helps users quickly learn how to add and remove favorites. The *Dismiss Tutorial* link hides the advice and shrinks the menu.

Favorites Page

Conor



 SHARE

Benefits & Pay

Career & Training


Job Tools

News

Department Services

Operations

My Favorites

SEARCH forms, news, people, etc...

Conor > My Favorites



















My Favorites

1

To favorite an item anywhere on Conor, click on the star (☆) next to it.

The first 12 items shown below are your primary favorites. Click and drag the "sort" icon (≡) next to an item to rearrange your primary favorites.

Favorite link broken? Sometimes links change. Use Conor search up above to locate the newest link and favorite it.

Name	Edit	Delete	
CA Team Site			
Charge and Go 4IP			
Performance Indicators			
Conor Team Site			
Change Request Form			
access or approve timesheets			
Employee Directory			
News Article List View			
The Learning Center site			
Understand My Benefits			
Get Answers in myHR Connection			
Time Entry & Approval			
Employee Self-Service			
Vacation Time			
View My Paycheck Job Aid			
Update my Timesheet			

ADD A LINK

3

Facility Locations

Company Logos & Templates

ORU Legacy Sites

Webmail

Organizational Charts

Pictured: Con Edison Intranet Favorites Page. The *My Favorites* page displays all of the user’s favorites and allows them to manage them.

Favorites Page Highlights

Employees can view their entire list of favorites, follow the links to navigate to the favorites page, or manage the list of favorites on the *My Favorites* page. Further, star icons on pages throughout the site enable employees to easily add favorites. Clicking a hollow star icon: 1) adds the page to the employee's favorites, 2) changes the star icon from hollow to filled in (for the next time the employee sees that link or document), and 3) displays a red notification icon in the global navigation menu to indicate that the employee has added a new favorite.

15. **Instructions:** Brief instructions at the top of the page inform users that they can click an empty star on any page to add the page to their favorites list. Additional helpful instructions inform users that the top 12 items appear in the menu; they also explain how to reorder the links list and how to fix a broken favorite link.
16. **Edit, delete, and move:** Icons to the right of the favorite label—a pencil, an "x," and a three-line move icon—allow users to edit the name of the favorite, remove it, or change its position in the list.
17. **Add a favorite:** The *Add a link* button in the bottom left of the page enables users who know a page by its link to add it as a favorite (rather than having to navigate to the page and choose the star icon).

Alerts

Con Edison

2 Today is the last day to enroll if you want benefits in 2019. ENROLL NOW

1

3

Benefits & Pay Career & Training Job Tools News Department Services Operations My Favorites SEARCH forms, news, people, etc...

Side-By-Side In Service
January 28, 2019

3 New Website Features Reduce Cost and Increase Convenience
January 22, 2019

5 Ways Our Military Leave Policy Has Been Enhanced
January 22, 2019

[VIEW ALL STORIES](#)

How Do I...

- search the employee directory? >
- access or approve timesheets? > ★
- view my vacation days? >
- submit my expenses in Oracle? >
- view my paycheck? > ★
- visit The Learning Center site? >
- find a job? >

Announcements

Pictured: Con Edison Intranet Alerts. White text in a bright green bar at the top of the homepage alerts users to enroll in their benefits.

Alerts Highlights

The services Con Edison provides are critical to many customers' well-being and health. Thus, the organization doesn't shut down during emergencies—such as dangerous weather conditions. Instead, employees often need to work even harder and still be able to communicate with coworkers. Setting aside emergency-related information, some announcements are more important or time-sensitive than others. Alerts are a good medium for these types of information.

Conor gives content managers options when creating alerts. They can define an alert as persistent—that is, it will display until they remove it—or give users the option to dismiss it on their screen. When creating alerts, content managers are also given tools that let them choose from various background stripe colors, and add icons or links to alerts.

19. **Colored bar:** Because alerts appear at the top of pages, employees are more likely to see the information than if it were in the *Announcements* section. The UI of the alert medium implies that alert topics are potentially important or serious.
20. **Content:** The alert includes text and an optional icon and link.
21. **Dismiss:** If enabled by the alert creator, users can click the x icon to dismiss the alert.

News Section

News

1

February 12, 2019 | OPERATIONAL EXCELLENCE | 12

Read About the Opportunity [Redacted] Called Too Big to Ignore
We're taking stress off the grid where we need it most.

February 12, 2019 | CUSTOMER EXPERIENCE | 13

A Manhattan Steakhouse Loves [Redacted] Here's Why.

More News

2

February 12, 2019 | 11

February 12, 2019 | 10

February 12, 2019 | 6

February 11, 2019 | 9

February 8, 2019 | 9

February 5, 2019 | 13

February 5, 2019 | 4

February 5, 2019 | 22

February 4, 2019 | 27

January 31, 2019 | 9

3

Filter By

Company

- ☒ Con Edison
- ☒ Orange & Rockland

Category

- ☐ Customer Experience
- ☐ Energy Future
- ☐ Operational Excellence
- ☐ Safety

[CLEAR ALL CATEGORIES](#)

Date

From: 02/05/2018

To: 02/15/2019

[RESET DATES](#)

4

5

First < 1 2 3 4 5 6 7 8 9 > Last

Facility Locations Company Logos & Templates ORU Legacy Sites Webmail Organizational Charts

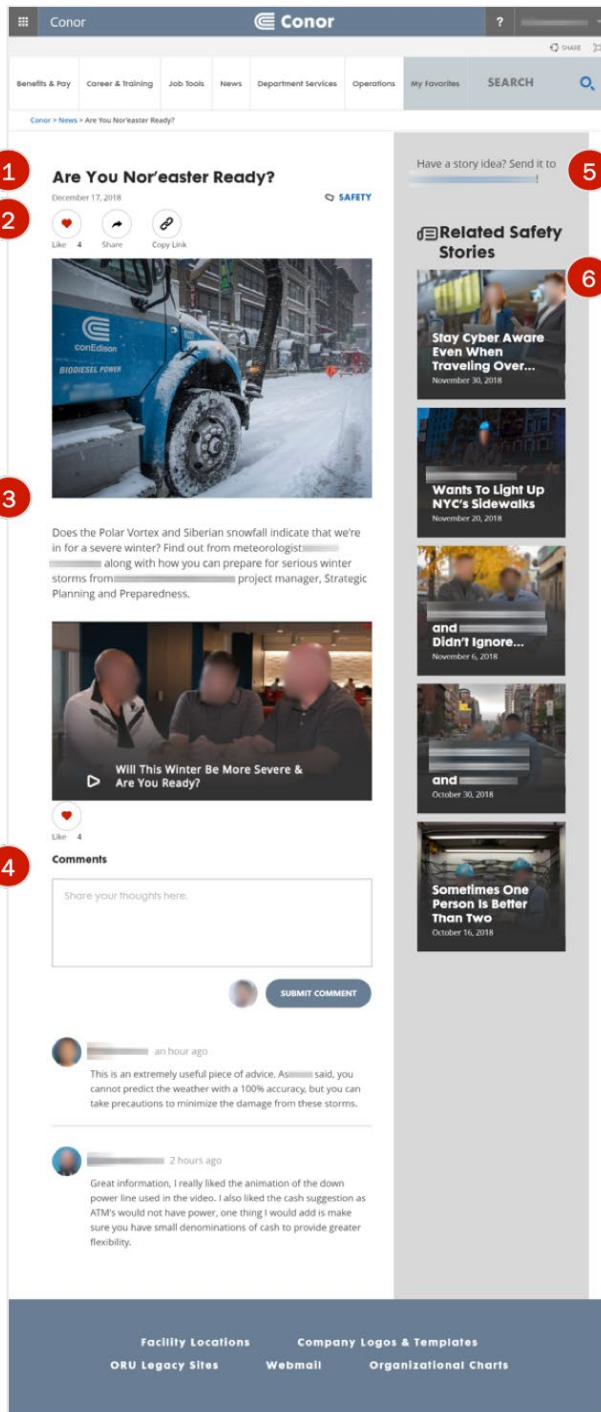
Pictured: Con Edison Intranet News. Con Edison's News page displays large images related to each news item, plus the tiles, date, and more. Users can filter the news by topics of interest to them.

News Section Highlights

Articles tell stories about employees and their efforts, or news about the organization. Conor's *News* section packages these gems in a way that's easy to scan or sift through.

22. **Top articles:** The top two items on the *News* page are featured articles, with much larger images than the rest of the articles on the page. These are likely more specific to the user than the others because they are chosen based on the user's selected company preferences.
23. **Articles:** Each article is brought to life with photos from Con Edison's in-house photography team. Each news item includes a large thumbnail photo, the name of the main topic to which the article relates, a bolded title, and the publication date.
24. **Filtering:** With so many new articles to choose from, it's handy to be able to view just a subset. Users can filter news via the facet checkboxes on the right. Topic areas include *Company*, *Category*, and *Date*. The links to *Clear All Categories* and *Reset Dates* make it easy to start fresh if the selections refined the set of articles too much.
25. **Liking:** In the right-hand corner below the article's image, users can click the heart icon to like the article. The number next to the heart shows the number of likes the article has garnered.
26. **Pagination:** The pagination icons at the bottom of the page let users scroll through all available article pages.

Article



Pictured: Con Edison Intranet News Article. News articles offer capabilities that encourage users to engage—by sharing, liking, and commenting. Discovering more interesting content is also easy through the related articles section.

News Article Highlights

News articles include images and information to keep Con Edison employees updated. Commenting and liking features enable employees to share their knowledge, express opinions, and have healthy discussions about the article's topic.

27. **Information:** The article's title, date, and tagged topic appear at the top, above the image. These elements frame the article and provide clues as to what it's about. Clicking the tag link leads to the main *News* page, filtered to display articles with the matching tag.
28. **Actions:** Sharing articles helps surface information for employees and allows them to engage with one another. Users can act upon an article in three simple ways: *Like*, *Share*, and *Copy Link*. Each of these options appears above the article's image. They are shown as icons for simple recall and as a text link for users who don't recognize the icons. Selecting *Share* opens a pop-up window with a type-ahead people-picker so users can select colleagues with whom to share the article. The recipients receive an email that displays the article.
29. **Image and text:** Images are large and convey a lot of information. Dark, sans-serif text is legible on the white page background.
30. **Commenting:** The *Comments* section appears just below the article. An ample field with the prompt *Share your thoughts here* encourages people to participate. Comments appear below the field along with the commenter's name, photo, and when the comment was written.
31. **Ideas:** Employees are encouraged to share their story ideas, which can help keep news fresh and diverse. The *Have a story idea? Send it to* (email address blurred for privacy) can prompt people to ask for stories about topics they want to learn about.
32. **Related:** The right rail displays a list of articles related to the selected story's topic (such as *safety*). The column title includes the topic and notes that the stories are related so that users understand the selections and can read more stories about the target topic.

Human Resources Section

Conor

Benefits & Pay Career & Training Job Tools News Department Services Operations My Favorites SEARCH forms, news, people, etc...

Conor > Human Resources

Human Resources

1

Understand My Benefits

Be Healthy with Employee Wellness

Find My Union Contract and Shop Steward

Learn About My Compensation

View My Paycheck

Get Answers in myHR Connection

2

How Do I...

call in sick?

verify employment?

find my HRP?

dispute a wage recovery?

submit a Leave of Absence Request?

find the 2019 corporate holiday calendar?

view the Service Award website?

contact the Medical Helpline for Con Edison of New York?

3

Who Do I Contact About...

Employee & Labor Relations

Compensation

EWC Employee Navigator

4

Upcoming Events

Mar 13

Retiree Workshop - Building the Foundation

4 Irving Place Auditorium

4:00 PM - 6:00 PM

Add to calendar

VIEW ALL EVENTS

5

Announcements

Sign Up Now to Get Your W-2 Electronically

January 14, 2019

VIEW ALL ANNOUNCEMENTS

6

Tools & Resources

Compensation	Employee & Labor Relations	HR Payroll
Shift Eligibility Request Form >	ELR Reminders >	Time Entry & Approval >
Shift Flowcharts >	Storm & Emergency Information... >	Employee Self-Service >
Mutual Aid Codes >	Legal Notifications >	Manager Self-Service >
Management Compensation Sys... >		View My Paycheck Job Aid >
Job Description Library (JDL) >		Update My Direct Deposit Job Aid >
VIEW ALL	VIEW ALL	VIEW ALL

HR Policies	Employee Assistance Program
Personnel Practices & Procedures >	CCA for CECONY >
Guidance Memos >	EAP for O&R >
OCD6 >	
VIEW ALL	VIEW ALL

Facility Locations Company Logos & Templates ORU Legacy Sites Webmail Organizational Charts

Pictured: Con Edison Intranet HR Section. The *Human Resources* section is organized and rich with content to provide important information to Con Edison employees.

Human Resources Section Highlights

Con Edison employees ranked HR information as most important in the intranet team's user research study. Thus, the team took additional care to ensure that this section of Con Edison was highly useful and usable. For example, there are two content managers for this area—one for Con Edison, and one for O&R—plus various other content contributors.

1. **Key information:** Six need-to-know topics appear as cards at the top of the *Human Resources* page.
2. **FAQ:** The *How do I...* prompt leads off the eight common questions encompassing an HR-related FAQ list on the right side of the page. This is a quick way to provide answers to common questions.
3. **Contact:** The *Who Do I Contact About...* section helps employees find the right HR contact when they need to get personalized advice from a professional.
4. **Events:** As on the homepage, upcoming events (in this case, HR events) appear in the right rail.
5. **Announcements:** The latest HR announcements appear center stage to keep employees up to date.
6. **Tools and resources:** The *Tools & Resources* section consolidates links to numerous tools in areas such as compensation, payroll, and policies. Subheadings make each list easy to scan, as does limiting each list to a few links. The *View All* link leads to a full list of resources for each category.

DESIGN PROCESS AND USABILITY WORK

The Con Edison team went right to the source to understand what mattered most to Con Edison and O&R employees: users themselves. To inform the design process, the team employed three key types of user research: observational research, interviews and workshops, and personas.

Observational Research

The team wanted to get to know employees and understand how they work on a day-to-day basis, so team members observed employees in the settings where they work. For example, they joined field employees in their work trucks to observe how they attempted—and sometimes failed—to access the intranet using hard-wired Toughbooks. They sat with office workers to observe how they used desktop computers. And they went to several field office locations to understand how employees used kiosks to access the intranet when computers were unavailable to them.

These observations helped the team understand the environments where employees work and would ultimately use the newly designed intranet. The observations also provided input for developing employee personas (described below).

Employee Interviews and Workshops

In addition to observational research, the team conducted discovery workshops with a cross section of 50 employees from various business units across five company locations. These participants had different levels of organizational tenure, digital aptitude, and leadership, and represented both office and field roles.

Discovery workshops provided insight into how employees work together and how the new intranet solution could help the company create a more productive, connected, empowered, and engaged workforce. To capture insights from workshop participants, the team created “placemats” that gave employees an opportunity to share their thoughts—even if they didn’t want to say them out loud.

Name: _____ Company (circle one): ☒ Con Edison ☐ Orange & Rockland Department/Title: _____ Years at Utility: _____

Getting to Know You		Understanding Today		Designing for the Future	
1	I work (circle one)... <input checked="" type="checkbox"/> At the Corporate Office / Headquarters <input type="checkbox"/> In the Field <input type="checkbox"/> In the Call Center <input type="checkbox"/> Various Locations Other (please specify): _____	5	On a scale of 1-10, my overall satisfaction level with the Intranet is: ☹️ 1 2 3 4 5 6 7 8 9 10 😊	11	I would use the Intranet more if:
2	Con Edison/O&R provides me with access to a to do my job and stay connected (check all that apply): <input type="checkbox"/> Desktop <input type="checkbox"/> Laptop <input type="checkbox"/> Mobile <input type="checkbox"/> Tough Book <input type="checkbox"/> Tablet <input type="checkbox"/> Other (please specify): _____	6	Please rank the following departments in order of importance to you from 1-7 where 1 is most important: Corporate Affairs (Employee Communications) _____ Environmental Health & Safety _____ Human Resources (Benefits/Compensation/Employee Wellness) _____ Information Technology _____ Learning & Inclusion (Talent Mgmt/Workforce Planning/Learning/OD) _____ Legal (Business Ethics & Compliance/Legal) _____ Utility Shared Services (Corp Security/Emergency Mgmt./Facilities/R&D) _____	12	I think the new Intranet should include:
3	Today I get utility information/updates from (check all that apply): <input type="checkbox"/> In-person comm <input type="checkbox"/> Intranet <input type="checkbox"/> Email <input type="checkbox"/> Other (please specify): _____ <input type="checkbox"/> Digital Signage	7	Typically I use the Intranet to (check all that apply): <input type="checkbox"/> Access HR Information (comp, benefits, wellness, etc.) <input type="checkbox"/> Find general info about the company (jobs, discounts, etc.) <input type="checkbox"/> Link to an external portal or department site <input type="checkbox"/> Locate a colleague or department contact <input type="checkbox"/> Submit a ticket or service request <input type="checkbox"/> View the latest articles published by the company <input type="checkbox"/> Other (please specify): _____	13	The new Intranet should offer me information about:
4	I go to the Con Edison/O&R Intranet (circle one): Daily / Weekly / Monthly / Quarterly / Yearly / Never	8	My favorite feature(s) of the Intranet are:	14	Make sure the new Intranet has:
		9	Hot Sites/Quick Links I cannot live without include:	15	Please rank the following Intranet features & functionality in order of importance from 1-8 where 1 is most important to you and 8 is least important to you: Companywide news, events and announcements _____ Discoverability (improved search and navigation) _____ Employee contact lookup/information _____ Employee profiles _____ Mobile & tablet access _____ Online forms center (digital forms for requests/tracking) _____ Personalization (targeted content and favorites) _____ Policies & procedures _____
		10	I'm always searching the company Intranet for:		Other Thoughts / Ideas:

Pictured: Con Edison Intranet Design Placemats. The design team created “placemats” that gave employees an opportunity to share their thoughts, even if they didn’t want to say them out loud during discovery workshops.

The discovery workshops surfaced four common themes based on participants’ assessments of the old intranet (along with the information employees provided on the placemats). The following four themes helped the team prioritize the requirements for the new intranet:

- **Search:** To no one’s surprise, employees frequently cited search as the biggest intranet pain point. They were frustrated with the existing search functionality and usually abandoned their searches.
- **Content:** Workshop attendees questioned the old intranet’s freshness, readability, and length of content. They frequently mentioned that it was difficult to locate the “latest and greatest” versions of documents and information they needed to do their jobs.
- **Remote access:** A majority of field and desktop employees communicated the importance of being able to access the intranet from outside the office.
- **Usability:** Employees indicated that they learned where to find information and how to use the intranet on their own. They said that they taught themselves how to use the old intranet, and did not receive training or guidance on how to use it efficiently.

The team asked workshop participants to rank a list of features and functions in order of importance to them. The team’s prediction that “discoverability” would be the most important feature to employees was correct: 69% of workshop participants cited it as one of their three most important features for the new intranet. Following is the complete list of important features and functions that participants cited (in order):

- Discoverability: improved search and navigation
- Employee contact lookup/information
- Policies and procedures
- Personalization: targeted content and favorites
- Mobile/tablet access
- Company news, events, and announcements
- Online forms center: digital forms for requests and tracking
- Employee profiles: extended employee information, similar to what is offered on LinkedIn

In addition to features and functionality, the team also wanted to understand the content that mattered most to Con Edison and O&R employees. Item six on the placemats asked employees to rank the departments in order of importance, based on the content that matters most to them. Not surprisingly, HR ranked number one overall, and was the top choice of 78% of employees. Following is the complete list of prioritized content (in order):

- **HR:** benefits, compensation, employee wellness
- **Learning and Inclusion:** talent management, workforce planning, learning, office of diversity, and inclusion
- **Corporate Affairs:** employee communications
- **IT**
- **Utility shared services:** corporate security, emergency management, facilities, and R&D
- **Environmental Health & Safety**
- **Legal:** business ethics and compliance

Personas

To support a human-centered design approach, the team created four detailed employee personas:

- **Denise the Desktop Employee:** Denise is a long-time employee and cares a lot about the organization and the direction in which it is going. She has been using the intranet since she joined the company and utilizes it daily.
- **Frank the Field Employee:** Frank has been with the organization for most of his career. He spends most of his time out in the field and is only in the office for safety meetings and training. Training is a big component of Frank's career, as it is required to continue growing his career within the organization.

- **Nicole the New Employee:** Nicole is a new employee, but this isn't her first job out of college. Raised in a digital world, Nicole is a digital native. She is always connected, has a lot of energy, and enjoys a collaborative and challenging workplace. She is constantly looking for opportunities to learn new things and grow her career.
- **Chris the Content Author:** Chris spends time creating and managing department site content. He serves as the link between his department and the rest of the organization but is also responsible for many other things outside of his department's content.

These profiles brought the motivations, behaviors, interactions, needs, and goals of typical intranet users to life. The team created and validated these personas during their up-front discovery phase through a mix of employee interviews and observations. Then, the personas were used throughout the design, build, and rollout phases.

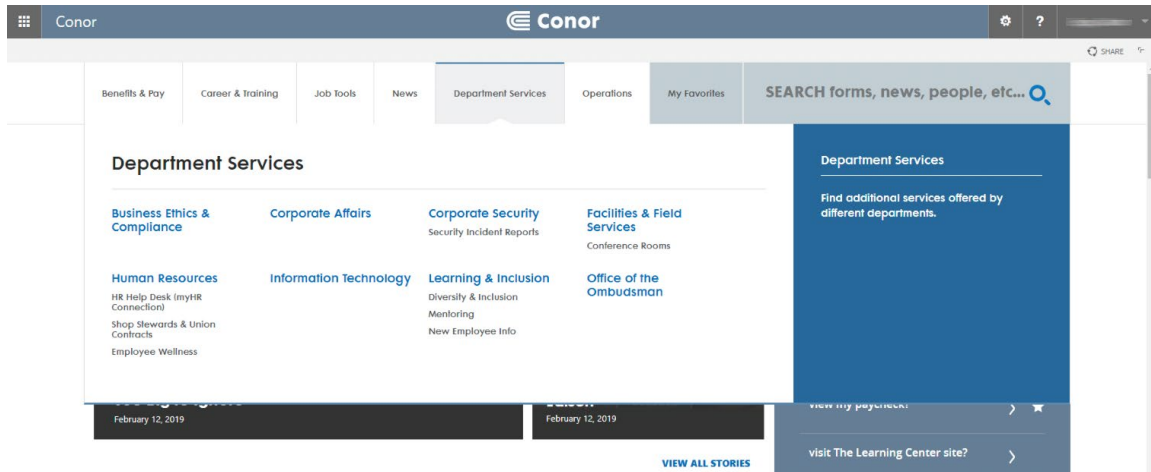
Features were matched to personas so the team could make decisions about the visual layout, IA, backlog priorities, and security and permissions. Using human-centered design, rapid prototyping frameworks, and lean Agile product development principles, the Con Edison team, along with its vendor, West Monroe Partners, defined and implemented a well-designed intranet for all Con Edison employees, as well as for the employees of some of its affiliates.

Designing Navigation

Navigation was a top priority for both the organization and for employees. After understanding which content the employees wanted or needed to navigate to most often, the team started to think about how best to structure the IA and site navigation. Through this process, it identified the most important content items:

- **Benefits & Pay:** Employees want quick access to information such as paychecks, benefits summaries, tuition aid, corporate discounts, and wellness resources.
- **Career & Training:** Career and training are priorities for Con Edison and its employees. Accordingly, employees need to be able to easily find and access information and resources related to career planning, performance management, and required training.
- **Job Tools:** An intranet should empower employees to do their jobs better, so this section includes content such as expenses, frequently accessed forms, IT HelpDesk information, and the employee directory.

After identifying the highest-level navigation priorities (level 1 navigation), the team utilized card-sorting workshops with content owners to help build out the remaining items (second and third level links) that would ultimately make up the megamenu global navigation.



Pictured: Con Edison Intranet Megamenu. Each level 1 link in the megamenu/global navigation has a description that displays in the blue pane on the right. Level 2 entries can link to sites or pages, or be static headings. Level 3 entries are all links.

Adoption/Buy-in

One key focus of the Conor project was change management. The project team viewed adoption and buy-in through several lenses. First, it focused on training the content managers and authors who use the site daily to manage their pages, update links, and add new content. For this group, the team conducted in-person training, held office hours, and developed detailed training guides and quick reference guides. Next, the team focused on the Corporate Affairs function, which updates the homepage daily by adding news articles and alerts, and updating quick links. Again, the project team held office hours, conducted training sessions, and developed detail training guides and quick reference guides. The third area of focus was the general employee population, which accesses Conor to perform tasks that range from looking for benefits information to finding conference rooms.

Following are some of the team's successful employee communication tactics:

- Close to the release date, the team sent emails to highlight changes and how to find frequently accessed content/links.
- The team created quick "how to" videos to help employees access important information and use new features; it posted these to both the old and new sites, as well as linked to the videos in employee-wide emails.
- It established a "change champions" team that included a representative from every department. These champions supported training and answered questions; on the day of the launch, change champions wore shirts that said, "Ask me about Conor."
- The team set up a table in the main lobby of the headquarters building during the launch with large screens that showed the new site and had a team member ready to answer questions and conduct quick demos.

- It communicated the changes to employees through presentations at monthly office staff meetings and weekly safety stand-up meetings.

WORKING WITH OUTSIDE AGENCIES	
Agency	Project Role
West Monroe Partners LLC (WMP) A full-service business and technology consultancy	Partnered with Con Edison to design and build Conor; WMP responsibilities included: <ul style="list-style-type: none"> • Provide the overall project approach including discovery, design, and implementation methodology using Agile and human-centered design frameworks • Facilitate development of employee personas • Lead UX design of the site prototypes • Work with Clique Studios to create visual designs that reflect the Con Edison brand • Implement the custom design and build • Facilitate change management and provide roll-out support
Clique Studios Digital design and development	<ul style="list-style-type: none"> • Create high-fidelity visual designs • Provide design expertise and an outside viewpoint to assist with the visual direction of the intranet redesign • Work closely with WMP and Con Edison's creative/design team to iterate on design feedback and modifications

Creating a Deep Partnership

Many companies take on agency partners to contribute to an intranet design or redesign project. Con Edison and its agency partner, West Monroe Partners, worked synergistically to create the new Conor. The Con Edison team utilized West Monroe's DEEPEN (Define, Empathize, Envision, Plan, Enact, and Nurture) methodology throughout the project. This methodology—rooted in human-centric design, value realization, and data-driven decision-making—transforms customer/employee experience across people, process, and technology. It dictates that, when designing an experience, it is critical to establish a viewpoint and understand what matters to those impacted. Thus, the Define, Empathize, and Envision phases of DEEPEN provided the team with insight that ultimately informed the remaining phases and the new intranet's implementation.

West Monroe worked hand in hand with Con Edison to ensure that the new intranet not only worked well, but also was easy to use. The agency led content strategy sessions to assess, reorganize, and refine the existing site content to allow for a clutter-free environment. The agency also created a governance structure and outlined permissions for various content managers and authors, which minimizes the need for new page creation and avoids content duplication.

To ensure a smooth launch, West Monroe developed a change management strategy that included detailed communication and training plans for content authors,

Corporate Affairs, and general employee users. The result of this tight integration between internal and external resources is a modern intranet and collaboration platform (SharePoint) with the latest responsive web design technologies and principles.

GOVERNANCE

The Con Edison Corporate Affairs group has always owned the corporate intranet; it continues to do so and is responsible for its content and the product backlog.

As a sponsor and primary partner in the new intranet development effort, it was able to build a solution that meets the needs of both content providers and the employee audience. A new governance model created initial alignment challenges, as new content providers had to adjust to more rigorous requirements. The benefits reaped are quickly evident, however, as users are now able to locate information more easily.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Corporate Affairs Web Team	<ul style="list-style-type: none">• Champion the platform• Prioritize future features and functionality• Develop new features for maintenance releases• Provide level 2 support for employee inquiries related to the intranet that are escalated from the help desk
Corporate Affairs Editorial Team	<ul style="list-style-type: none">• Author and maintain the content on the intranet homepage, including news articles• Manage department content owners
Con Edison IT	<ul style="list-style-type: none">• Maintain and support the SharePoint Server 2016 environment• Assist with content migration• Provide support with Office 365 and Microsoft Flow
Department Content Owners	<ul style="list-style-type: none">• Author and maintain the content on their department sites• Manage additional content owners and review content
Con Edison Help Desk	<ul style="list-style-type: none">• Provide level 1 support for intranet-related employee inquiries

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	https://conor/ or simply "conor/"
Default Status	Group Policy sets Conor as the default homepage for Internet Explorer, and internal DNS records exist to allow users to simply type "conor" into the address bar to get to the site.
Remote Access	<ul style="list-style-type: none">Currently, Con Edison users must be authenticated within the VPN to access Conor; however, there are plans to expand remote access capability in 2020.Field workers can access Conor on compact, durable laptops.
Kiosk Access	Employees can use kiosks to access the intranet when computers are unavailable.

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
December 2015–January 2016	<ul style="list-style-type: none">Intranet visioning project
November–December 2016	<ul style="list-style-type: none">Intranet platform comparison and selection project
June 2017–February 2018	<ul style="list-style-type: none">Conor—Release 1MVP functionality rolled out to Con Edison employees
February–May 2018	<ul style="list-style-type: none">Conor—Release 2Minor feature enhancementsExpanded rollout to O&R employees
July–December 2018	<ul style="list-style-type: none">Conor—Release 3Major new features based on feedbackBug fixes
Overall redesign timeframe: Approximately 3 years	

CONTENT MANAGEMENT AND GOVERNANCE

Content Strategy

Content was an important part of the Conor project. The West Monroe team and Con Edison Corporate Affairs conducted content strategy sessions during the design phase. Having just completed the content assessment and employee discovery, the

project team understood what was working and what was not, so the goal of these sessions was to understand the baseline expectations for content: content types, voice and tone, publishing guidelines, and how content was scheduled. The team also wanted to understand the current governance model for working with department content managers and authors.

These content strategy sessions were conducted in two-hour blocks; later, the team held 1-2 hour weekly meetings with department content managers and authors to explain the content strategy and work with them to develop their content in this new context. The team also used these sessions to explain the employee personas and system features so that participants would be ready to provide ongoing support for their department's content updates on the new intranet.

Reducing Content

Another critical component of the content strategy was to find ways to reduce the amount of content. The reduction of content from Con Edison's previous intranets—CEintranet and ORUintranet—to Conor was substantial: from a total of 1,200 pages to less than 120 pages. The project team used the following process to reduce content and develop new content in a structured, methodical manner:

8. **Content assessment:** The content assessment was an inventory of what existed on the old intranets. The team reviewed this and asked department content managers to review it and make recommendations about which content should be kept, updated, or eliminated. The team also looked at site analytics to see which pages employees visited most frequently so it could make informed decisions about how to prioritize content and avoid losing anything critical.
9. **Content strategy:** Developing the content strategy meant defining how content would look in the future, including making sure that it was written and organized as simply as possible.
10. **Content development:** Through extensive conversations with content managers, the project team convinced them that most of the content was outdated and/or irrelevant and could be eliminated; the remaining portions would be rewritten and ported over to the new site. The team also developed a plan for how content managers could enlist authors to help write the new pages, while team members assembled the content architecture into a new department template. The project team's copywriter reviewed content to ensure adherence with content guidelines.
11. **Content migration:** As the project team began assembling Conor in the test environment, it migrated documents from the existing intranets (using ShareGate for CEintranet and manual migration for ORUintranet). The project team ran this migration based on decisions that the content managers had made about their documents during the assessment process. The content managers then verified all necessary content and organized it into folders.
12. **Content authoring:** The final step involved authoring new and updated pages directly in Conor. Content managers performed nearly all of the authoring. There was no automated migration; this ensured that content managers and authors could see their content in Conor and learn how to

manage it, as they would be required to do so going forward. The project team assisted with authoring and updating all relevant hyperlinks and imagery for departments that had many pages.

A Hybrid, Department-Based Publishing Model

The depth of Con Edison's content management and governance structure is explained in detail in the sections that follow, beginning here with an explanation of the company's publishing model.

Con Edison employs a **hybrid publishing model** under which department content managers are responsible for adding, updating, and deleting the content in their department site template. This plays out as follows:

- Each department receives a template to build its site, along with a set of generic content pages to support its content.
- Each department is engaged in a process of discovery, content mapping, and content migration with the intranet team to understand and assess the content to be migrated to or created for its Con Edison site.
- Editorial content authors are assigned to help department content managers understand the content guidelines and provide them with insights and resources to ensure their success.
- The Editorial Team content author manages changes and additions to the department's general content pages. This ensures consistency and clarity, and also ensures that authors follow web writing best practices. Changes require approvals and are at the discretion of the Editorial Team content manager.

CONTENT DEVELOPMENT AND OVERSIGHT	
Contributors	For sites such as HR and Benefits, there are two content managers (one for Con Edison and one for O&R) and various other authors who serve as contributors. Only a few departments that have a site on the intranet have internal communications representatives who manage the site and content as a part of their day-to-day job function. All other departments appointed content managers and authors as a part of the project's discovery phase.
Contribution	<p>The project team worked hard to encourage contribution and collaboration across the content teams. In most cases, the content groups met in small teams with the intranet team to develop and fill out templates that would form the site homepage. During these meetings, the intranet team trained the content teams on features such as <i>How Do I...</i> and calls to action. Once the content teams completed the templates, the intranet team created a spreadsheet of all current and old content and the content teams decided whether to migrate, update, or delete it. The new content pages were drafted by content teams and approved by Corporate Affairs.</p> <p>Many content teams spanned multiple office locations. To encourage collaboration, the intranet team traveled to these offices. Since the launch, the team sends a monthly analytics report on the site and assists in refreshing or adding content or answering questions. In addition, on a quarterly basis, the content managers are invited to a meeting with the intranet team to talk about best practices. These are highly productive discussions.</p>

<p>Content Management</p>	<p>When a department wants to spin up a new site, it works with the intranet team through the onboarding process and governance structure. It archives old content, drafts new content, and then goes through an approval process, with Corporate Affairs giving the final sign off. Content managers cannot add new pages to their sites; only Corporate Affairs has permission to create new pages.</p> <p>The Corporate Affairs team performs a quarterly audit to ensure that features are working properly, as well as to make sure there are no broken links on the site. During this audit, Corporate Affairs also checks that content is up to date and accurate. That team also meets frequently with content managers and authors to answer questions and assist with updating or adding content. The intranet team is in frequent communication with the content teams, ensuring a strong relationship and successful collaboration.</p>
<p>Training</p>	<p>Training is part of the content management workflow. The intranet team trained content managers and worked with them to launch their sites. This included train-the-trainer sessions, as well as follow-up one-on-one training. The intranet team also held office hours and conducted additional training sessions for those interested in using more advanced features on their sites.</p> <p>In addition, the team developed detailed training documents that contained screen shots and step-by-step instructions for each site template, feature, and content type, and developed one- to two-page quick reference guides for frequently asked questions.</p>

<p>Maintaining Quality</p>	<p>Corporate Affairs, the intranet team, and department content managers help improve content on Conor by reviewing all pages and documents on an annual basis for accuracy and freshness. Each content page includes a box with a name, photo, email, and phone number for the page's content manager. This lets employees provide direct feedback on content as they see it. Corporate Affairs typically receives the feedback from the homepage content, as it is the site's most prominent, most read, and most updated page.</p> <p>Also contributing to the team's commitment to maintaining quality is an intranet site audit that is performed at least quarterly. This ensures that all departments are regularly publishing content and that all forms are up to date. The UX lead runs a report indicating the dates of the most recent departmental site updates and distributes the report at the quarterly site audit meeting where the intranet leads, editorial content managers, and editorial content authors can assess and subsequently work with the department content managers and authors to address any necessary updates and revisions.</p>
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CONTENT GOVERNANCE STRUCTURE	
Role	Activities and Responsibilities
Executive Sponsor	<ul style="list-style-type: none"> • Ensures overall success of the new intranet • Acts as the final arbiter on all content and UX decisions
Intranet Leads	<ul style="list-style-type: none"> • Owns new intranet as an Employee Communications Platform • Guides platform growth and changes at a strategic level • Makes decisions and guides team • Heads the Intranet Governance Committee • Has publishing access rights to all site pages, including homepage and department pages • Has authority to create new pages • Calls for and runs meetings for quarterly intranet audits
Editorial Content Manager	<ul style="list-style-type: none"> • Responsible for all site content and manages the Editorial Team content authors • Executes content governance plan • Approves draft content, as necessary, and makes it visible to all employees • Has publishing access rights to all pages throughout the site, including homepage and department pages • Authorized to create new pages
Editorial Content Authors	<ul style="list-style-type: none"> • Responsible for all Employee Communications content • Writes crisp, engaging, factually correct content that follows established editorial guidelines • Updates information regularly to attract/engage/retain audience • Supports and coordinates with department content authors to ensure that governance plan is upheld • Presents regular reports on department site updates at Intranet Governance Committee meetings • Has publishing access and rights to all pages throughout the site, including homepage and department pages • Creates new pages only with permission from editorial content manager

User Experience Lead	<ul style="list-style-type: none"> • Responsible for UX • Executes Content Governance Plan to ensure that the intranet is running smoothly and efficiently • Tracks system's back-end analytics to determine readership patterns (click-throughs, etc.) and overall employee response • Runs regular reports related to department site update frequency • Acts as point person for system design and subsequent feature development • Has publishing access and rights to all pages throughout the site, including homepage and department pages, but focuses more on site administration and design than on actual content creation and management
Department Content Manager and Authors	<ul style="list-style-type: none"> • Makes content updates within their specific department site • Serves as the department point of contact for editorial content authors • Coordinates inputs or updates from department content authors • Follows Content Governance Plan • Has publishing access and rights only for specific department sites • Has no high-level site access or ability to create new pages; cannot change design
Intranet Governance Committee	<ul style="list-style-type: none"> • Meets quarterly to ensure site updates are being implemented regularly by department content managers and authors • Makes high-level decisions regarding intranet's current and future vision
Viewers	<ul style="list-style-type: none"> • Consumes and accesses content to influence future iterations • Does not have any content governance responsibilities

CONTENT GUIDELINES EXAMPLE

The content guidelines below were developed as part of the content strategy for Conor and are contained in the company's publication: *Conor Content Playbook & Guidelines for Department Content Managers & Authors*.

With your help, we have a plan for having great content throughout Conor.

What is great content?

- Important or relevant to all employees
- Has an owner
- Follows content guidelines and governance
- Enhanced by design and technology

How you can help with great content:

- Know the content types
- Follow the content guidelines
- Be aware of voice & tone
- Understand governance and publishing procedures
- Assist with search engine optimization

What does belong on Conor?

- All employee-focused content (benefits, compensation, training, etc.)
- Professional, relevant, accurate content that follows established editorial guidelines

What does not belong on Conor?

- Rambling, incorrect, misspelled, political, unprofessional language that reflects poorly on the company
- Text that obfuscates or confuses readers; this creates a bad experience and undermines trust/confidence in Conor

Guidelines for consistent voice and tone throughout Conor

- Content voice is the unified, unique, and overall recognizable sound that should be present throughout the copy on Conor.
- Our voice and tone embody our “personality”—Conor text can be described as confident, trustworthy, and approachable; not wavering, vague, or condescending.
- Copy should be written in second person (i.e. direct address to employees, using you/your) to be direct with readers and to answer questions or give helpful direction.
- Content Authors/Managers should always strive for a positive and professional tone whenever writing copy for Conor.
- Here’s an example, via a brief reminder for Benefits Open Enrollment:

- “Open Enrollment is Coming! Learn About Your Benefits— With Open Enrollment less than a month away, attend one of the upcoming Benefits Fairs to learn about your options.”
- The content is friendly and informative and gives clear, detailed direction; it’s important to note that a favorable voice adds to a positive image and perception of the company.

Department Content Manager Expectations:

- Provide a portion of their time and department knowledge to help own the intranet content
- For this project, devote 25% of their time to review content, rewrite when necessary, map to new department template, and help migrate it with help from the Web team
- Understand the content strategy and tools to make sure content is updated, accurate, concise, and helpful on their department site and pages
- Collaborate with Editorial Content Managers and Authors (Corporate Affairs) to develop polished, informative, and professional-sounding content
- Responsible for their department’s content and will get ongoing support from Editorial to help write and manage page content

TECHNOLOGY

A Hybrid Approach to Development

The project team adopted a hybrid waterfall–Agile approach to development, starting with a discovery phase to identify employee needs, presumed features, and content. It then moved on to a design phase, where it made big-picture design decisions, such as whether or not to use one intranet instead of two, the layout of navigation elements, design page layouts, and a site hierarchy. After the team determined what it could accomplish in a fixed development timeline, it went into an iterative build and test mode. These iterations were generally two-week sprints during which the team reached final detailed design decisions, configured SharePoint, developed and deployed code, and tested the site functionally to make sure it worked as expected. At the end of the sprint, the West Monroe team shared a demo with Con Edison project leads to make sure it worked as they expected; it then conducted separate user acceptance testing (and training) so that Con Edison employees could see the functionality, as it was ready, and provide feedback. The Agile approach worked well for the project team (Con Edison and West Monroe), as there were occasions when leadership wanted to see a feature in an upcoming release, and this approach let the team accommodate those requests.

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none"> Windows Server, IIS
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> Azure DevOps
Design Tools	<ul style="list-style-type: none"> Sketch, InVision (comps), Axure/Axshare (wireframing)
Site Building Tools	<ul style="list-style-type: none"> Visual Studio Professional 2019
Content Management Tools	<ul style="list-style-type: none"> SharePoint Server 2016
Search	<ul style="list-style-type: none"> SharePoint Server 2016 Enterprise Search
Dev Stack	<ul style="list-style-type: none"> AngularJS, CSS/HTML Angular, Bower, NPM, Git
Workflow Engine	<ul style="list-style-type: none"> Microsoft Flow

Choosing a Platform

Before beginning the initial design phases, the project team completed an intranet platform assessment. This assessment was grounded in a shared understanding of the vision statement and future-state intranet objectives.

Once those baseline objectives were defined, the project team scored potential platforms based on three criteria: user needs and functional capabilities, technical implementation capabilities, and user adoption and experience. Each of these three broad categories had 15 or so subcategories, which the team scoped at a level of granularity that allowed it to measure data points without being too abstract. For example, under technical implementation capabilities, the team looked at subcategories such as scalability, security, monitoring, and maintainability. In total, the assessment effort weighted and scored nearly 50 metrics.

Due to unique infrastructure and security requirements, the project team also explored hybrid solutions between platforms, which involved using Platform A for the front end and Platform B for the back end. Ultimately, based on its data-driven due diligence, the project team believed that SharePoint offered the best solution for Con Edison's requirements.

MOBILE

Conor is accessible only from authorized devices while on the Con Edison network. Field employees use a Toughbook with a VPN network connection to access the intranet. Given this architecture, the project team designed the intranet primarily for desktop users, but also ensured it would support the Toughbook's native screen resolution, which is close to that of a tablet. The first release of Conor was not optimized for mobile because the necessary infrastructure is still in progress. As network security and architecture changes, the project team will reevaluate needs and add mobile support to the product roadmap.

SEARCH

Search Technology

Conor features a custom-branded search site powered by SharePoint's integrated search capabilities. The project team chose to use this search functionality because it's already tightly integrated with SharePoint and provides the flexibility to configure and customize search capabilities to meet business requirements.

Filtering

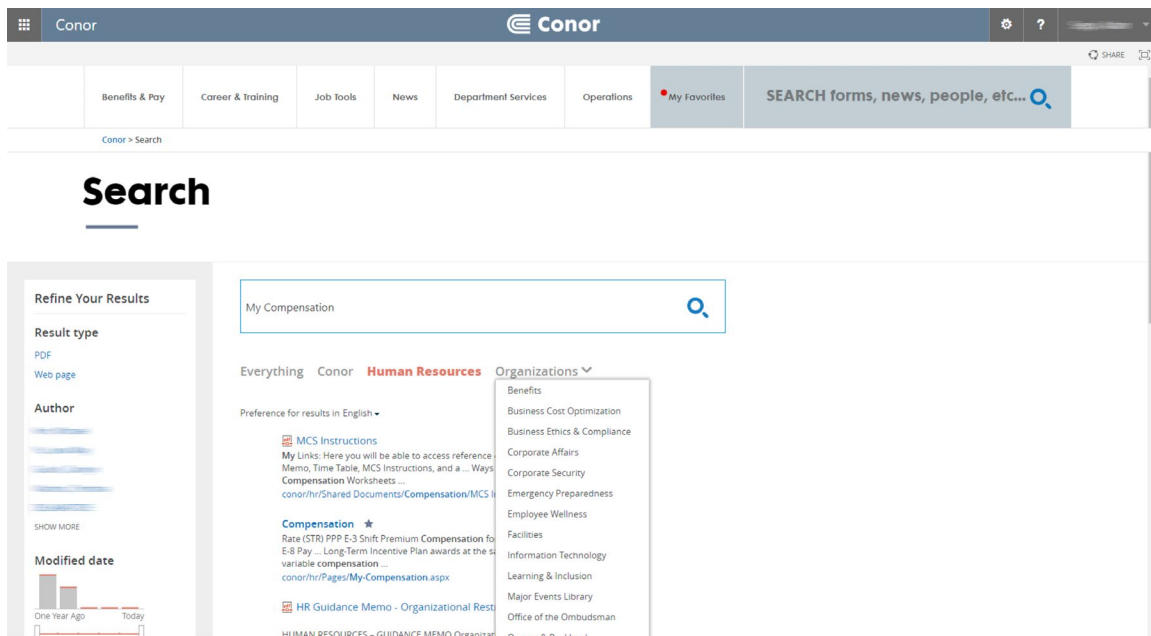
When users submit a search query, they are placed into the search experience, which is a separate SharePoint site. By default, a query searches only indexed information from Conor, but the functionality features significant levers that allow users to filter out noise. Clicking *Everything* searches all indexed content from all intranets in the SharePoint farm, but users can also filter key sites in Conor, such as HR.

Regardless of how the user has elected to filter content, a sidebar enables further refinements including: modified date, author, and result type (such as news article, site, or PDF).

Given the importance of filtering and refinements, the project team iterated to get these capabilities right. The initial filters and refiners changed considerably throughout implementation. Team members periodically measured what users were looking for and how they were looking for it; they then used the data to reassess the overall configuration and experience.

Maintaining Relevancy

The project team reviews and evaluates metrics on a regular basis using SharePoint search analytics, Google Tag Manager, and Google Analytics. Oftentimes, team members find that they need to create additional query rules ("best bets") or change keyword matching for existing query rules. Using analytics, they look at popular pages and sites and create a new query rule if one does not exist.



Pictured: Con Edison Intranet Search. Conor features a custom branded search site. While on the homepage or any subsite, the search box expands when typing to fill the length of the global navigation. Some Conor subsites let users limit the search to their specific subsite by marking a checkbox. The search page also contains a drop-down of all the subsites that are selectively searchable, and it contains refiners for finding specific information.

ROI

The Con Edison team measures success through a variety of measures, including the following.

- **Cost Savings:** Launching the redesigned intranet produced two key monetary results:
 - By reducing the time employees spend locating information and tools they need on the intranet, Con Edison saves approximately \$285,000 per month.
 - The new Conor will save \$640,000 across Con Edison and O&R by establishing a standardized template and streamlined process for establishing new department sites.
- **Adoption and Use**
 - The new intranet has achieved a high adoption rate and now serves 76% of employees daily.
 - Search utilization has increased by 50%, enabling greater employee self-service and engagement.
- **Satisfaction**

- With the launch of the new intranet, employee satisfaction increased by 30%, leading to happier and more engaged employees. To determine this data point, the team asked employees a question during the interviews/workshops so they could understand the existing level of satisfaction with the old intranet. The team then asked employees the same question after the new intranet was live for several months, and the score improved from 4.8/10 to 8/10.
- Employees can now quickly locate the best person to help them with their needs because Conor gives them access to a standardized list of key contacts on the department template.
- Simplified content and a decrease in page content from 1,200 to 120 pages have improved employee efficiency.

LESSONS LEARNED

The Con Edison team learned a valuable lesson when it left a popular feature from the old intranet off the new one. In the first release of Conor, the project team purposely did not include the previous intranet's *hot sites* feature, which was a drop-down menu of 100+ items. This menu let users navigate to popular destinations in the digital workplace instead of using the global menu and navigation, which had become obsolete due to a lack of site updates. Instead of offering *hot sites*, the team designed and built the new IA and global menu in a way that it felt would adequately replace that feature. Following the first release, however, the team received significant feedback from employees who missed the *hot sites* functionality. Therefore, the team gathered additional requirements for a second release and ended up designing and developing a favorites feature that allows employees to create a customizable list of links. While this was not exactly like the old *hot sites*, it built on that functionality and gave employees an improvement over what they had before. The lesson learned here? It's important to listen to users. But the follow-on lesson is that sometimes you have to listen and then expand on what they're asking for.

Best Practices

- **Consider the needs of all employees.** "In this case, considering employees outside the various office locations (e.g., field personnel) helped in designing and launching an intranet that meets the needs of all 15,000 employees, not just those at headquarters."
- **Engage employees.** "The company-wide contest to name the intranet generated a lot of excitement and helped employees feel like they had a stake in making the digital workplace their own."

- **Design and build iteratively.** “Iterative development is critical to success, so leverage the Agile methodology to design and build the intranet in an iterative manner. Present demos to key project sponsors frequently, seeking feedback so changes can be incorporated into the timeline. Conducting iterative user acceptance testing sessions after each sprint also ensures the content owners who will use the intranet have plenty of time to understand the system, as well as allows them to provide their feedback directly to the project team.”
- **Spend time on content.** “Spend the necessary amount of time required to conduct a detailed content assessment of the existing intranet, and do not migrate all content to the new intranet. Use the opportunity to archive, delete, and consolidate existing content, and create new content where applicable. Define a content strategy/governance plan to improve content searchability and ensure there is accountability for keeping content up to date.”
- **Plan for change management.** “Proper change management is critical to project success. It should be started at the beginning and continue throughout the project, all the way through launch. And don’t underestimate the amount of time this work stream will require. Engage employees early on, communicate the upcoming changes, and continually check with employees after launch to understand what is and is not working—and act on it accordingly.”
- **Personalize for a better UX.** “Leverage the unique characteristics from each of your personas to determine what content on the intranet should be personalized to offer a richer, more streamlined user experience for employees.”
- **Find influential allies.** “Major intranet redesigns require support and participation from influential individuals across the organization. Don’t underestimate the political cachet needed to get alignment and help drive things forward on a highly visible intern initiative and system. Successful and influential leaders should approach various departments and communities to understand their specific communication and content goals with employees so that the intranet can be a desirable platform worthy of investing time and resources to bring it to life.”

Husky Energy (2020)

OVERVIEW

COMPANY

Husky Energy is a Canadian-based integrated energy company that is publicly traded on the Toronto Stock Exchange (ticker symbol: HSE). It is headquartered in Calgary, Alberta, and has more than 8,000 employees in 30 office locations across Canada, the US, and the Asia-Pacific region.

Headquarters: Calgary, Alberta, Canada

Company locations: Husky Energy Inc. has offices and facilities in Canada, the US, China, Hong Kong, Taiwan, and Indonesia.

Locations where people use the intranet: Employees at all Husky Energy locations use the intranet.

Annual revenue: \$22.5M

THE INTRANET

Users: Husky employees are diverse in their education and professional backgrounds. Some employees use the intranet daily and others have limited access while working in the field.

Mobile approach: Responsive web design

Technology platform: SharePoint Online

TEAM

Design team: A team of approximately 15 people consisting of internal (IT & Corporate Communications) and partner resources collaborated on HuskyNet using SharePoint Online and Bonzai. Business partners in multiple departments provided additional assistance.

Leadership: Carla Yuill, Senior Manager Corporate Communications; Frank Kemerl, Program Manager

Implementation team: Darren Bayda, Project Manager; Eduard Spelier, SharePoint Specialist; David Francoeur, Bonzai Specialist; Robin Morgan, Bonzai Specialist; James Wu, Solution Architect; Thomas Yeung, Solution Architect; Shelley Loke, Communications Specialist (CS); Kim Benn-Hilliard, CS; Jayne Owchar, CS; Randall Sommerfeld, CS; Ivan Smith, CS; Steven Tulissi, Senior Application Specialist; Selena Yu, Web Developer

INTRANET TEAM



Team members shown here (back row, left to right): Randell Sommerfeld, Shelley Loke, Ivan Smith, Carla Yuill, and Mirzet Draganovic (project sponsor); (front row, left to right): Darren Bayda, Eduard Spelier, Jayne Owchar, Michael Ng, and Diego Carrera (project sponsor). Team members not shown: David Francoeur, Robin Morgan, James Wu, Thomas Yeung, Kim Benn-Hilliard, Steven Tulissi, and Selena Yu.

HIGHLIGHTS ABOUT THIS WINNER

The HuskyNet platform fulfills corporate communications needs, makes leaders more accessible, and provides a consistent experience to access corporate or regional information and services. Additionally, its robust search and fully responsive design make it possible for employees to find anything, no matter where they are.

- **Discover content:** Special touches such as tag filtering on search libraries make it possible for employees to find and discover the content they need.
- **Safety:** Safety is the top priority at Husky Energy. Resources related to key areas such as risk, assurance, and emergency contacts help Husky Energy employees protect themselves and their customers.
- **Fun:** HuskyNet isn't all business; fun finds its way into the design, with features like a work anniversaries page and a marketplace where employees can buy and sell goods. Team volunteer activities are also featured.

- **Structure:** HuskyNet breaks down each business unit by outlining its strategy and providing key contacts, along with news and performance updates. Husky's operations are widespread, but employees can easily navigate and find required information.
- **Working with teams:** HuskyNet offers group sections about teams at the organization. These sections let employees learn about each team's strategy, leadership, news, and performance. This helps employees get a sense of the business as a whole and the value that working in a team brings.
- **Responsive:** HuskyNet is responsive—that is, everything available on the desktop is also available on mobile, with the added benefit of a mobile icon added on each company-issued mobile device for easy access.
- **News and events customized:** Employees can customize their news and events using the content-targeting filter located on the homepage.
- **Site search:** The HuskyNet search is comprehensive and even includes results from the digital workspace beyond HuskyNet's walls. To find the best set for their needs, employees can filter their search results.
- **Scoped searches:** While the main HuskyNet search feature searches all of HuskyNet, some intranet sections—such as policies, locations, and classifieds—offer their own searches. The positions and labels make it obvious that the section searches are different from the site search, and that each is searching a particular area.
- **Filtering:** By providing thorough content metadata and search filtering capabilities, the search features make it easy for Husky Energy employees to quickly find anything they need in the search results, from a safety policy to a classified ad about a mountain bike.
- **Communication:** Displaying contact details about the various leadership teams encourages employees to get in touch when they have questions or concerns. This, paired with the commenting features, contribute to building a culture of positive two-way communication.

BACKGROUND

Prior to the new intranet, Husky Energy communicated with its staff through four disparate intranet sites, none of which truly served its 8,000 office and field employees. These sites were insufficient and largely unsupported; their information was often dated, and they had limited search capacity. A complete overhaul of the platform, structure, and content was required to meet Husky's communication and business needs.

While the existing system was a major pain point, initially, the project lacked both executive buy-in and funding to move forward. To advance the project, Corporate Communications made a strong case for the business advantages associated with a workforce that is engaged in learning about and achieving the company's business strategy. As a result, the team was permitted to build Microsoft SharePoint

community sites in an effort to improve communication and employee engagement. This alone, however, couldn't solve Husky's challenges.

A senior leadership change resulted in support for a new platform and was the ultimate catalyst for creating an exploratory intranet project team. This team conducted research and reviewed several out-of-the-box SharePoint solutions. This approach was deemed an attractive alternative to managing numerous SharePoint sites, which the company had been doing as a stop-gap measure.

Goals

The new intranet's goals were outlined as follows:

- Provide a robust search function that delivered current and accurate data
- Engage with employees to create a more informed and collaborative workplace culture
- Increase user adoption by providing a single source of information for employees that was both reliable and mobile accessible
- Provide tools that enable users to create, review, and publish corporate, regional, and department news
- Provide a consistent UX to facilitate easy access to corporate or regional information and services
- Enable administrators and end users to efficiently publish and manage information

Challenges

The intranet project kicked-off in August 2017, but ideas for a new intranet and about its associated challenges had been circulating long before the project launched. Bringing together disparate systems and a geographically dispersed workforce would be a challenge for any organization, but Husky Energy was also moving to Office 365 online for the first-time. This series of events resulted in a wide array of challenges:

- The project was an early adopter of the Office 365/SharePoint Online platform within Husky, so enterprise support services for this platform were not yet defined with the organization's external service provider. This required additional effort to plan and implement.
- As an early adopter software-as-a-service (SaaS) solution, traditional Disaster Recovery (DR) plans were not applicable, prompting development of a new SaaS DR Runbook.
- Integrated Search for SharePoint 2013 (on-premise) and SharePoint Online were not possible, as the on-premise environment was not upgraded to a patch level capable of sustaining the hybrid search feature.
- The SaaS model limited the team's ability to control and tune website performance.

- Nonproduction Office 365 tenants did not mirror the Production tenant configuration. This complicated the Sandbox Azure Active Directory to Sandbox SharePoint Online user profile synchronization that relies on the production tenant. Because this setup complicated support, it required extra effort to be resolved.

Approach

Working with Bonzai Intranet as the selected tool (provided by Dynamic Owl), the project followed the Bonzai delivery approach, complimented by Husky's internal solution delivery process:

13. **Research:** Gauge and assess gaps in the existing intranet through an employee questionnaire. Once survey results are compiled, work with the intranet project team to define project deliverables and success metrics.
14. **Resource:** Gather the required resources—from assembling the right leadership and implementation team to the right project resources—to guarantee successful deployment and adoption.
15. **Assess readiness:** Review and assess existing environments, internally and externally, to determine what was needed technically. Next, ensure that the transition infrastructure outlines the installation process and enables proper support for the new environment.
16. **Plan:** Develop a detailed project plan, based on a targeted launch date, including all intranet committee activities, milestones, weekly meetings, and artifacts, and a two-way flow of project information between the project team and the content and technical stakeholders.
17. **Construct:** Design an intuitive intranet navigation to strengthen usability, integration, and engagement using proven usability exercises. Husky employees played a big part in shaping the design and were engaged throughout the design process, participating in surveys, card-sorting exercises, and tree-testing tasks to ensure that the new intranet was thoughtfully designed with end users in mind.
18. **Content migration:** Conduct a thorough content audit to determine—individually, for each piece of content—whether it should be moved, rewritten, or archived.
19. **Design:** Create a consistent design and UX, integrating Husky's overall brand and corporate culture.
20. **Govern:** Create a governance plan and develop guidelines to provide governance with sustainability, reliability, and longevity in mind. This was executed through the creation of an intranet governance team, which enforces a strict content-owner standard and governance model aimed at long-term sustainability.
21. **Validate:** Once the new intranet is configured, run it through various test scenarios, stress tests, and user tests to validate the final design, architecture, infrastructure, metadata, use cases, and corporate fit.
22. **Train:** Facilitate introductory and ongoing training for each user segment—from everyday employees to content authors/owners to power users.

23. **Launch:** Create thorough communication, engagement/adoption, and improvement plans to ensure employee buy-in and long-term success; the proper launch and communication of a new product are just as important as the configuration and implementation of the intranet.
24. **Manage:** Create new policies and procedures for system integrity to ensure long-term success. In this step, the team changed management and governance plans to ensure the new tools are used properly and sustained over time.
25. **Analyze:** Regularly tweak and update the system to improve adoption, sustainability, and longevity through continuous review of intranet usage analytics.

Lloydminster District

In Lloydminster, we support and operate all business segments of Husky. Our heavy oil assets are concentrated in a large producing region covering more than 8,000 square kilometres. We are a significant employer in the Lloydminster area and have various infrastructure, production and exploration, including a heavy oil upgrader, a co-generation power plant, an ethanol plant, an asphalt refinery plant, a logistics centre and pipeline.

[Heavy Oil & Gas](#) | [Upgrader Complex](#) | [Refinery](#) | [Pipeline](#)

Who's Who?

Paul Zorndrager, Vice President, Lloydminster Production Operations, Heavy Oil

Kent Miller, General Manager, Husky Lloydminster Upgrader

Elias Bulhoes, Interim Plant Manager, Lloydminster Refinery

Patricia Hill, Plant Manager, Lloydminster Ethanol Plant

Mark Nelson, General Manager, Midstream, Pipeline Operations

Related Links

• [Corporate Husky Energy](#)

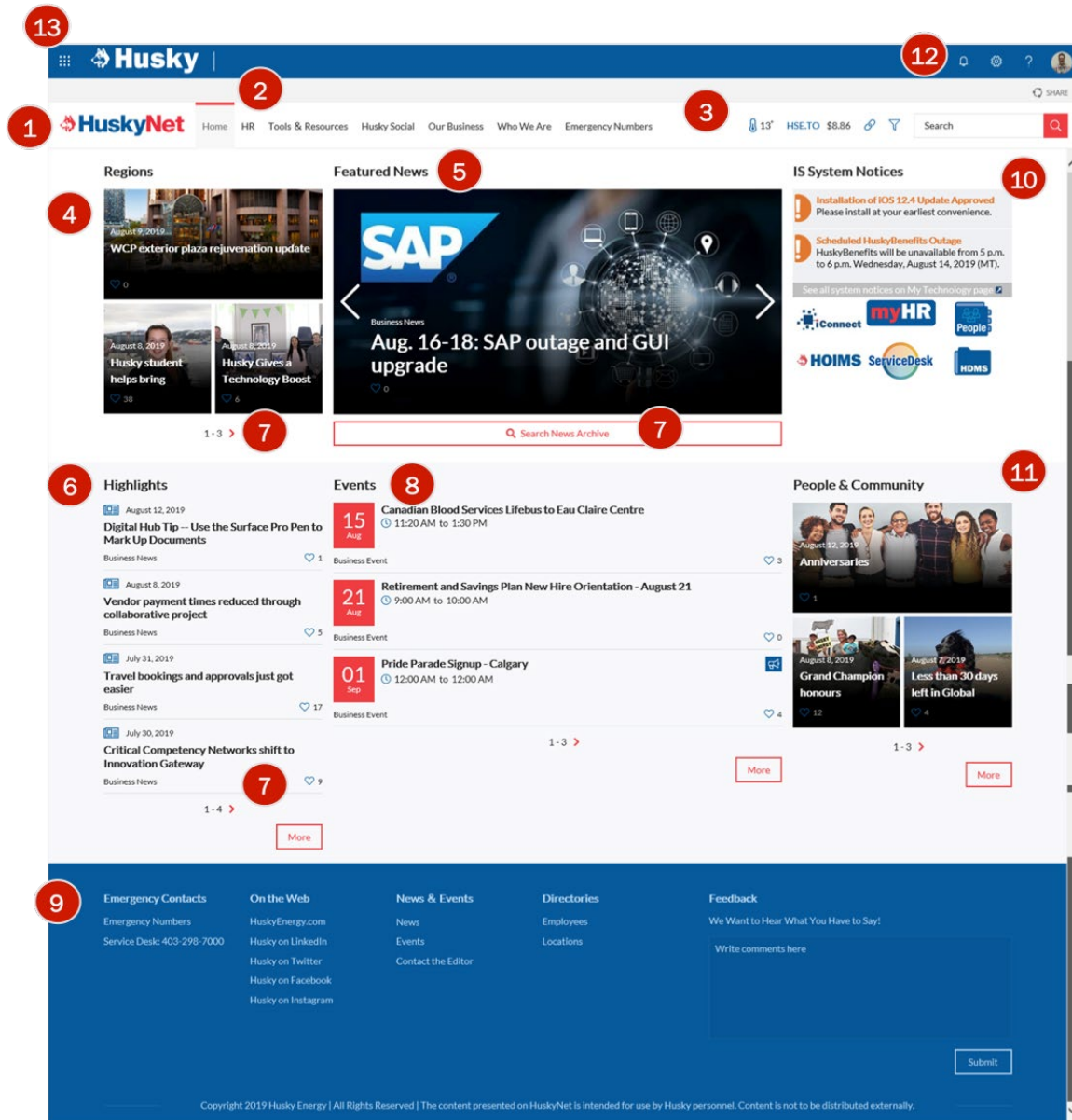
[TOP](#)

Intranet access is subject to the [Acceptable Use Policy](#). All information is confidential and for the internal use by company employees and consultants.

Pictured: Husky Energy's Previous Intranet Location Page. The previous HuskyNet lacked consistency from page to page and section to section. This is illustrated by contrasting the design of the location page shown here with the HuskyNet homepage (shown above) from the same design era.

DESIGN REVIEW

Homepage



Pictured: Husky Energy Intranet Homepage. The homepage offers news and links to applications.

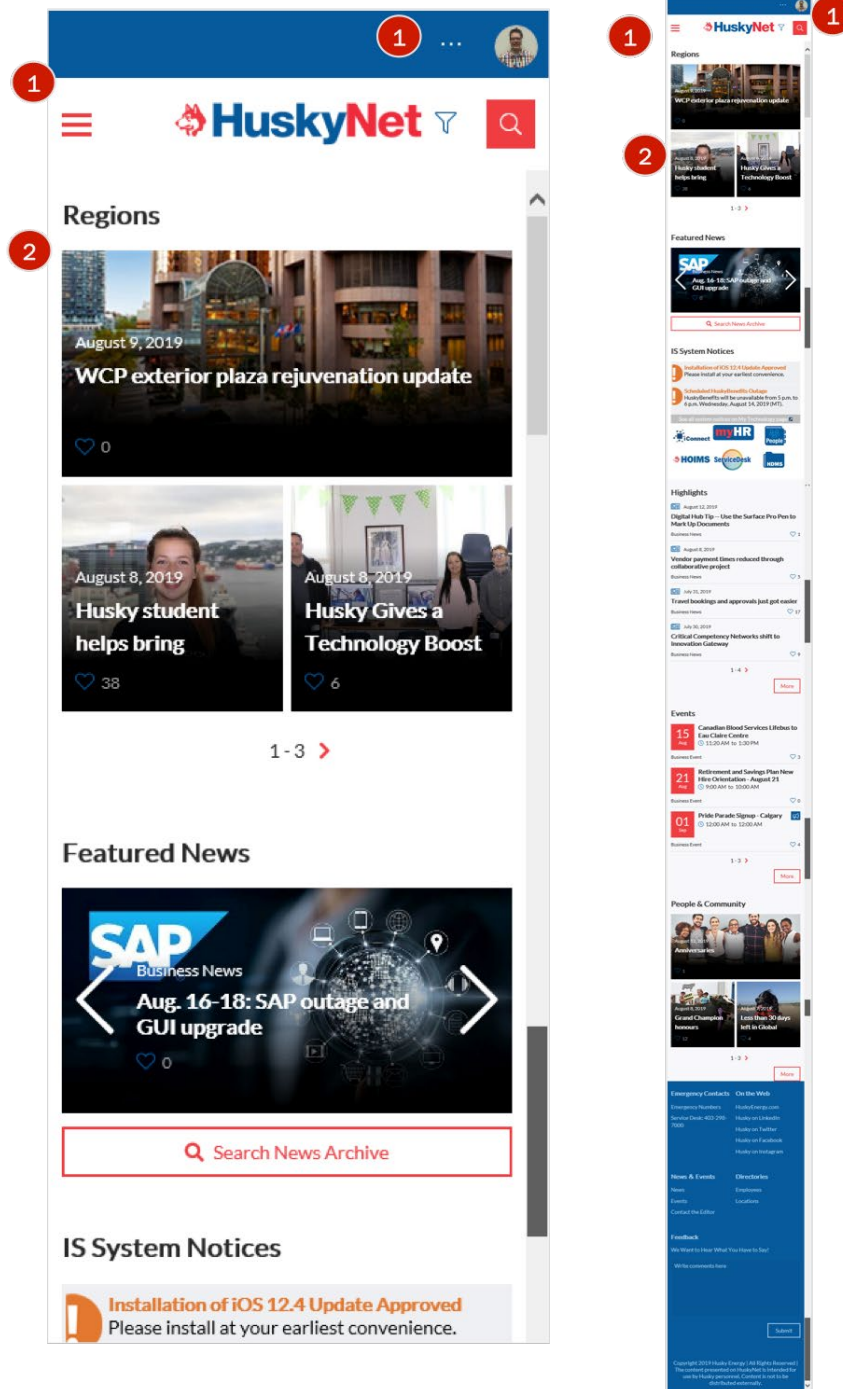
Homepage Highlights

HuskyNet is at the center of Husky Energy's digital workplace, and the homepage is at the epicenter of HuskyNet. Here, users get access to corporate news, announcements, and links to internal and external applications. All browsers at Husky Energy default to HuskyNet.

26. **Logo:** HuskyNet has its own logo; it's in line with the Husky Energy brand, but differentiated with color and text. This helps give the intranet its own identity, while also making it easy for employees to understand where they are in the digital workplace.
27. **Global navigation:** Global navigation is available on all pages, organized by task, and is situated to the right of the intranet logo.
28. **Common task icons and links:** The upper right corner has a thermometer icon that shows the current local weather and stock price. The link icon (a chain) displays links to regularly searched areas, including both intranet applications and external systems such as myBenefits, People, ServiceDesk, Org Charts, SharePoint, and the HuskyNet safety section. The funnel icon allows users to select their regional preferences for news and events. The universal search searches all content on HuskyNet and SharePoint Online.
29. **Regional news:** News and events are targeted based on regions that the user selects under a subheading labeled *Region*. Regional news items appear as cards in the top left of the homepage, making them highly visible. Each news card includes the title, the date, and an image. The content here informs and unites employees from the same region.
30. **Featured news:** Centered on the homepage, a carousel houses the top five news items to help keep all employees abreast of Husky Energy corporate news. Large arrows make it more obvious to users that they can scroll through the carousel's banners.
31. **Highlighted news:** The *Highlights* section houses important information that can help all employees be more productive in their jobs.
32. **More news:** Designers made good use of progressive disclosure on the homepage by both showing top news items and making the rest of the news readily available. At the bottom of each news section, employees can access additional stories via the 1-3 pagination and the *Search News Archive* and *More* buttons.
33. **Events:** The *Events* section in the center of the page displays three upcoming events and each event's name, date, and time, helping employees stay up to date on current (local) happenings. Like the *Regional News* section, users will see only events for the region they selected in the filter option.
34. **Footer:** A fat footer includes key emergency contact links and a phone number for the service desk, important Husky Energy website links, and a link to contact the news editor. There is also a Feedback box, titled *We Want to hear What You Have to Say*, to encourage employees to provide input on articles, pages, or the site in general.

- 35. **System notices:** Announcements for Information Services provides real-time updates on applications and systems health and potential risks. This position helps ensure that employees will spot these notices.
- 36. **Community:** The *People & Community* section at the bottom of the right rail shows engagement and communal features, such as work anniversaries and various awards. On desktop browsers, these usually appear above the fold to help demonstrate that the organization recognizes and values individuals and their contributions.
- 37. **Utility items:** In the far upper right—an expected location for such items—employees can find *Alerts*, *Settings*, *Help*, and an icon that links to their profile. Just below, the *Share* link allows employees to share any page with colleagues via email.
- 38. **Waffle menu:** The waffle menu in the upper left of all pages makes it easy for employees to access applications—such as the site’s video platform—outside of HuskyNet.

Mobile



Pictured: Husky Energy Intranet Mobile View. The fully responsive HuskyNet prioritizes content and collapses flat menus to save screen space on mobile.

Mobile Highlights

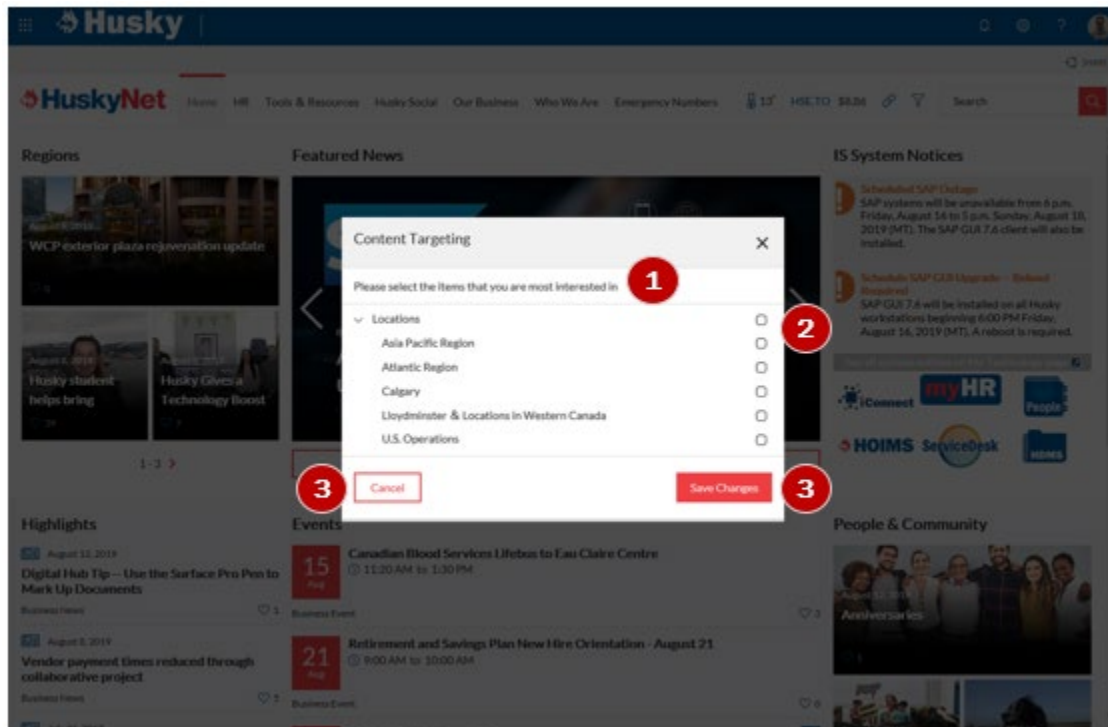
Because one of the goals for the new HuskyNet was to make the site accessible and usable on mobile devices, the team chose a responsive design approach. Coupling this with a shortcut icon auto-installed on Husky corporate mobile devices—which all employees have—has helped to make HuskyNet popular.

Husky Energy has 8,000 employees and contractors across Canada, the US, and the Asia-Pacific Region (including Hong Kong, mainland China, and Indonesia). Some employees use the intranet daily, while others have limited access when working in the field.

Having HuskyNet available on mobile devices gives those employees who travel or work in remote field locations access to the same corporate information and resources as are available on desktop.

1. **UI elements for mobile:** Various elements that are exposed on desktop—such as the global navigation and utility link—are collapsed on the mobile screen to make the best use of the small screen.
2. **Priority:** Homepage sections are presented in prioritized order, so employees immediately see the most important items, such as news.

Preferences



Pictured: Husky Energy Intranet Preferences. HuskyNet keeps news targeting abundantly simple by allowing employees to select regions.

Preferences Highlights

Employees can select one or more regions to target their homepage content. All other HuskyNet sections show the same content regardless of the user's content-targeting selections.

Clicking the funnel icon in the upper right of the page opens the *Content Targeting* dialog box.

1. **Instructions:** A short note asks users to make selections, and states that content will be targeted based on those selections.
2. **Checkboxes:** Designers employ one of the simplest UI patterns in existence—the checkbox—so employees can check any number of boxes to make their selections.
3. **CTA:** The *Save Changes* button appears in red and is on the right, making it the obvious choice; a *Cancel* button is also available, but is visually demoted with a background color that matches that of the dialog box.

Employee Safety

1 Husky Operational Integrity Management System (HOIMS)

2 HOIMS News

3 Ask HOIMS

4 Related Links

5 What Drives HOIMS

6 HOIMS Support

7 Resources

8 Corporate Projects

Emergency Contacts: Emergency Numbers, Service Desk: 403-298-7000

On the Web: HuskyEnergy.com, Husky on LinkedIn, Husky on Twitter, Husky on Facebook, Husky on Instagram

News & Events: News, Events, Contact the Editor

Directories: Employees, Locations

Feedback: We Want to Hear What You Have to Say!, Write comments here

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Pictured: Husky Energy Intranet Operational Integrity Management System (HOIMS). Employee safety information on HuskyNet helps to ensure that safety is always at the forefront of the organization's operations.

Employee Safety Highlights

Employee safety is extremely important at Husky Energy. The Husky Operational Integrity Management System (HOIMS) on HuskyNet provides access to a vast number of resources, including tools and documents.

1. **Name:** Like other group pages on HuskyNet, the name of the group appears in a banner at the top of the page.
2. **News:** News related specifically to safety appears in a carousel at the top of the page. Here, employees can learn from and be inspired by successful safety articles.
3. **Ask:** The *Ask HOIMS* section helps employees get answers to specific safety-related questions.
4. **Related links:** The *Related Links* section in the upper right leads to other safety-related materials and resources, such as web pages, apps, and handbooks. These important links are rightfully positioned above the page's fold on desktop.
5. **Segments:** Segments that make up and support HOIMS are listed and briefly described in the *What Drives HOIMS* section. Employees can get further information via the *Learn More* link that appears at the end of each section.
6. **Support:** Like all pages on HuskyNet, the key contacts are listed on the right side for easy accessibility to both leaders and subject matter experts.
7. **Resources:** A collection of safety resources are housed under five tabs located in the page's *Resources* section. Covered topics include all the most important related areas: *Leadership, Risk, Assurance, Continual Improvement*, and *Support Materials*.
8. **Projects:** To keep employees informed of corporate safety programs, the *Corporate Projects* section presents a summary of efforts at Husky Energy. Three tabs—*In-Flight, Planned*, and *Completed*—communicate how far along each project is.

Emergency Numbers

HuskyNet | Home | HR | Tools & Resources | Husky Social | Our Business | Who We Are | Emergency Numbers | 12' | HSE.TO | \$8.86 | Search

HuskyNet > Emergency Numbers

Numbers **1**

- On Call Deputy Director 1- (24 hour)
- Corporate (toll free N. America only) -
- Atlantic Region 24hr Emergency Operator -
- E&PS Safety Line -
- HOG ERP Single Well 24-hour -
- HOG Manager On-Call -
- Husky Indonesia -
- Husky Oil China Limited -
- Husky Records Centre (CHUBB) -
- Hussar Plant -
- Lima Refinery -
- Lloydminster Pipeline -
- Lloydminster Refinery -
- Lloydminster Upgrader -

Protocol **2**

- Corporate Affairs 1- (24 hour)
- Corporate (International callers) -
- Minnedosa (control room) -
- Prince George Refinery -
- Procurement Service Centre Emergency On-Call -
- Rainbow Lake -
- Retailer Emergency Line -
- Sunrise Emergency Line -
- Superior Refinery -
- Travel Support Within North America -
- Travel Support Outside North America -
- Tucker Thermal -
- Western Canadian Place Security -

Emergency Contacts
Emergency Numbers
Service Desk: 403-298-7000

On the Web
HuskyEnergy.com
Husky on LinkedIn
Husky on Twitter
Husky on Facebook
Husky on Instagram

News & Events
News
Events
Contact the Editor

Directories
Employees
Locations

Feedback
We Want to Hear What You Have to Say!
Write comments here
Submit

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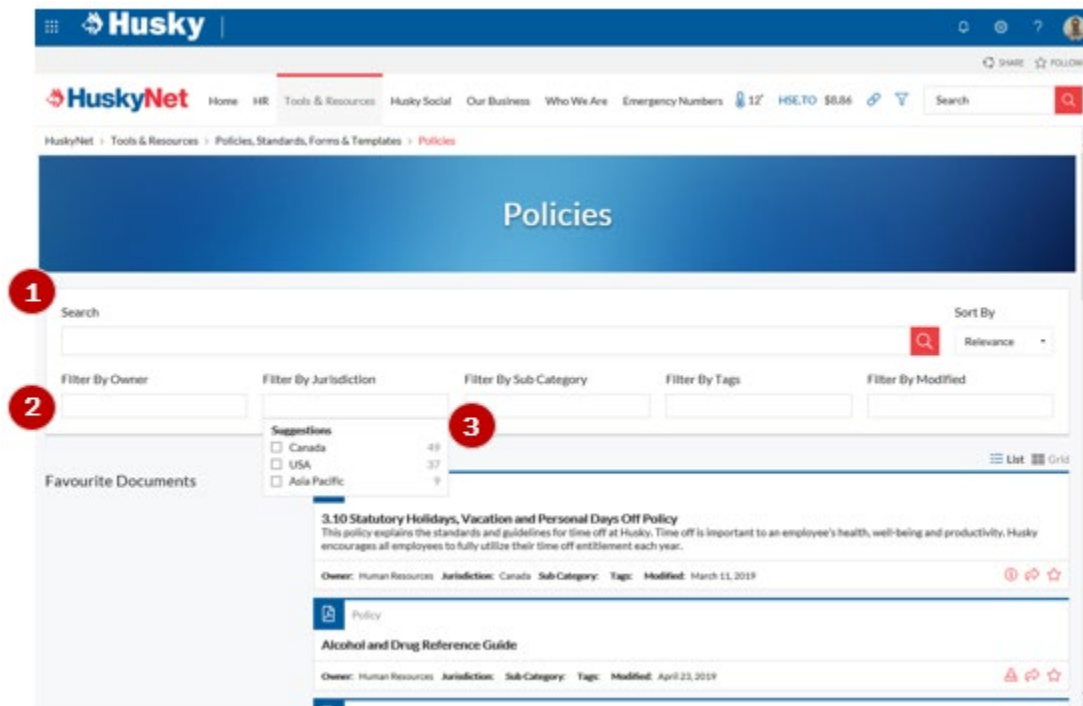
Pictured: Husky Energy Intranet Emergency Numbers. This page consolidates a list of phone numbers to call and procedures to follow in the event of an emergency.

Emergency Numbers Highlights

HuskyNet helps ensure that in the event of an emergency, the situation can be quickly reported, assessed, and managed by providing resource information, including a page of emergency phone numbers.

1. **Numbers:** The *Numbers* tab shows the emergency numbers and the groups to which they correspond.
2. **Procedures:** The *Protocols* tab shows the emergency-related procedures.

Policy Finder



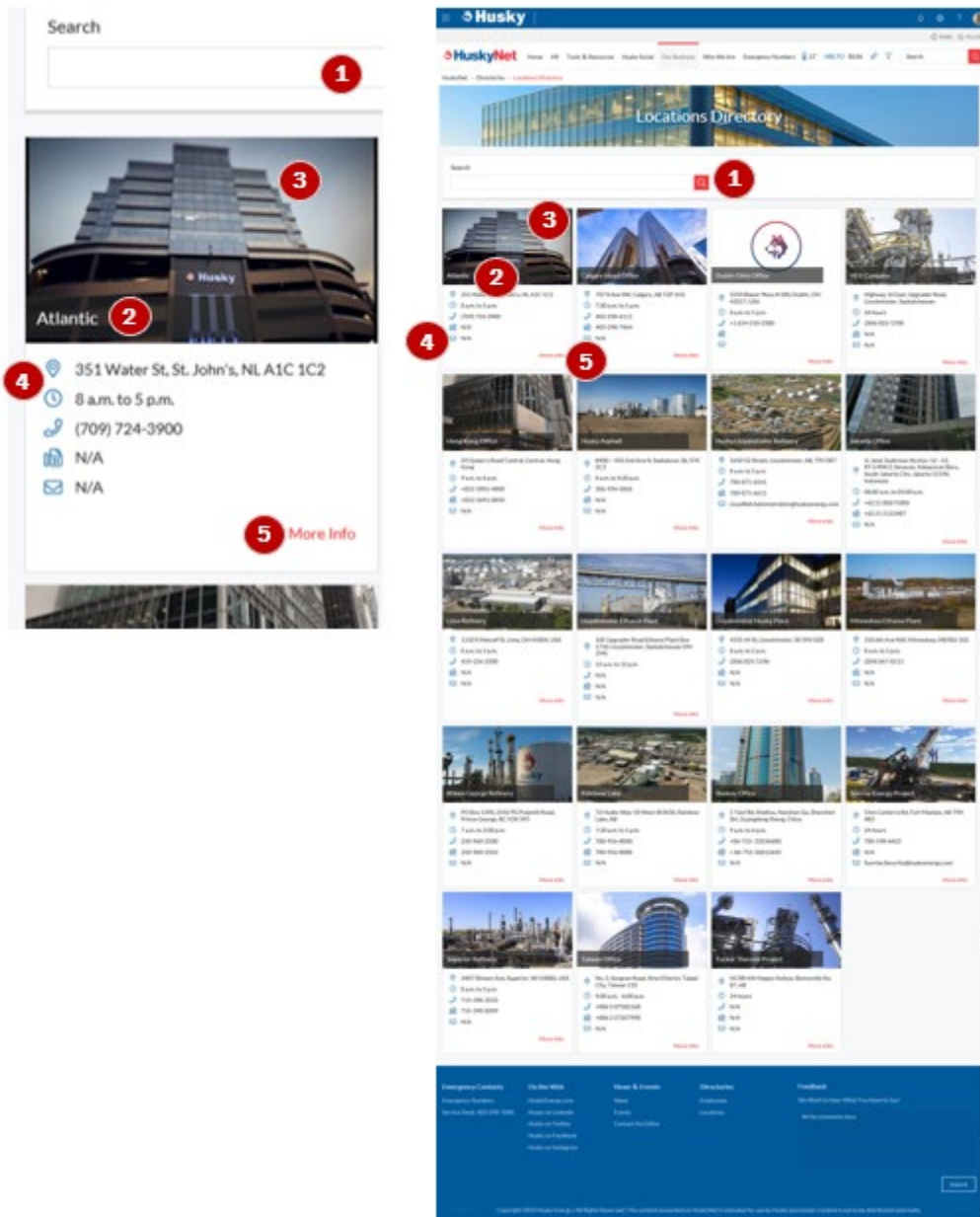
Pictured: Husky Energy Intranet Policy Finder. Employees can search for policies using a scoped search function that includes filtering functionality.

Policy Finder Highlights

With many employees working in multiple locations and doing various (sometimes dangerous) jobs, the need for a large set of internal policies is inevitable. The scoped search in the *Policies* section suggests topics to use for filtering search results to help users find what they need in this large data set. The page also features a unique, yet simple arrangement of the UI filtering elements.

1. **Scoped search:** The search bar within the *Policies* page content area indicates that the query will be limited to policies only, rather than search across all of HuskyNet.
2. **Filtering:** Content metadata makes search effective, helping to categorize and filter information on HuskyNet, while facets offer multiple ways to filter the search results. For example, *Owner* shows the name of the policy manager, and *Jurisdiction* details the regions that fall under each policy.
3. **Drop-down lists with checkboxes:** Facets often appear as a long list of checkboxes with groupings separated by topic category names. An alternative to this UI approach is to arrange the topics horizontally, with the facets displaying as a list of drop-down checkbox items. This arrangement can be effective when there are few topic categories (so they fit across the page) and many facets per category, which might be unwieldy in left-side navigation. It's helpful to let users type in facets so they can jump to them in a long suggestions list. In this and any multiselect list, checkboxes are a simple way to indicate that multiple selections are possible. The number of policies related to each facet appears by the label, helping users to see how many policies there are in relation to a topic.
4. **Favorites:** If users have added any policy documents to their favorites, they will appear in a list on the left. This makes it especially easy for users to find favorites, as having many favorites in one main list can be cumbersome.

Locations



Pictured: Husky Energy Intranet Location Cards. These cards offer pertinent information about each Husky Energy location.

Locations Highlights

Husky Energy has offices and facilities throughout Canada, the US, China, Hong Kong, Taiwan, and Indonesia. Visiting different locations on HuskyNet is a breeze with the *Locations Directory*, which includes cards with basic information for each location.

1. **Search:** Employees can search for a location using the scoped search. Positioning this search field within the page and just above the locations helps communicate that it searches locations only. Of course, the main site search field is never far away for employees who want to search for other elements on HuskyNet.
2. **Location name:** Each location card is labeled with the location name.
3. **Photo:** A photo of the location begins to give people a sense of the place.
4. **Contact details:** When employees travel to a new location, it can help to first talk to someone there—or at least be assured that they have the correct address, phone number, and building hours before embarking on the trip. All of this pertinent information is listed in the location card.
5. **More:** The *More Info* link leads to a page that also includes a street map, a location overview, and a link to the location-specific SharePoint site. Armed with this information, a new or infrequent visitor can feel confident and be more likely to be productive quickly.

Location Details Page

Husky

HuskyNet Home HR Tools & Resources Husky Social Our Business Who We Are Emergency Numbers 12° HSE TO \$8.86 Search

HuskyNet > Directories > Locations Directory > **Husky Lloydminster Refinery**

Husky Lloydminster Refinery

Location • Posted By [User] • [2] Like 0 Comments Share

Address 5650 52 Street, Lloydminster, AB, T9V 0R7
Hours 8 a.m. to 5 p.m.
Phone 780-671-6541
Fax 780-671-6611
Email LloydRef.Administration@huskyenergy.com

Husky Lloydminster Refinery

Husky owns and operates a refinery in Lloydminster, Alberta. This facility processes heavy crude into asphalt products for the use in road construction repair and in the manufacture of building products. A lighter distillate is also produced as feedstock for Husky's upgrading operations. Throughput capacity at the refinery is 29,000 barrels a day.

[Click here for the Lloydminster Refinery SharePoint site](#)

Location Map

2 Likes 0 Comments

Post

Contacts

- Neil Morgan**
VP, Downstream Manufacturing
- Patricia Hill**
GM, Lloyd Refinery
- Jeff Baermeier**
Team Lead, ASL Lab

Tags

- Lloyd Operations
- Downstream Operations

Emergency Contacts
 Emergency Numbers
 Service Desk: 403-298-7000

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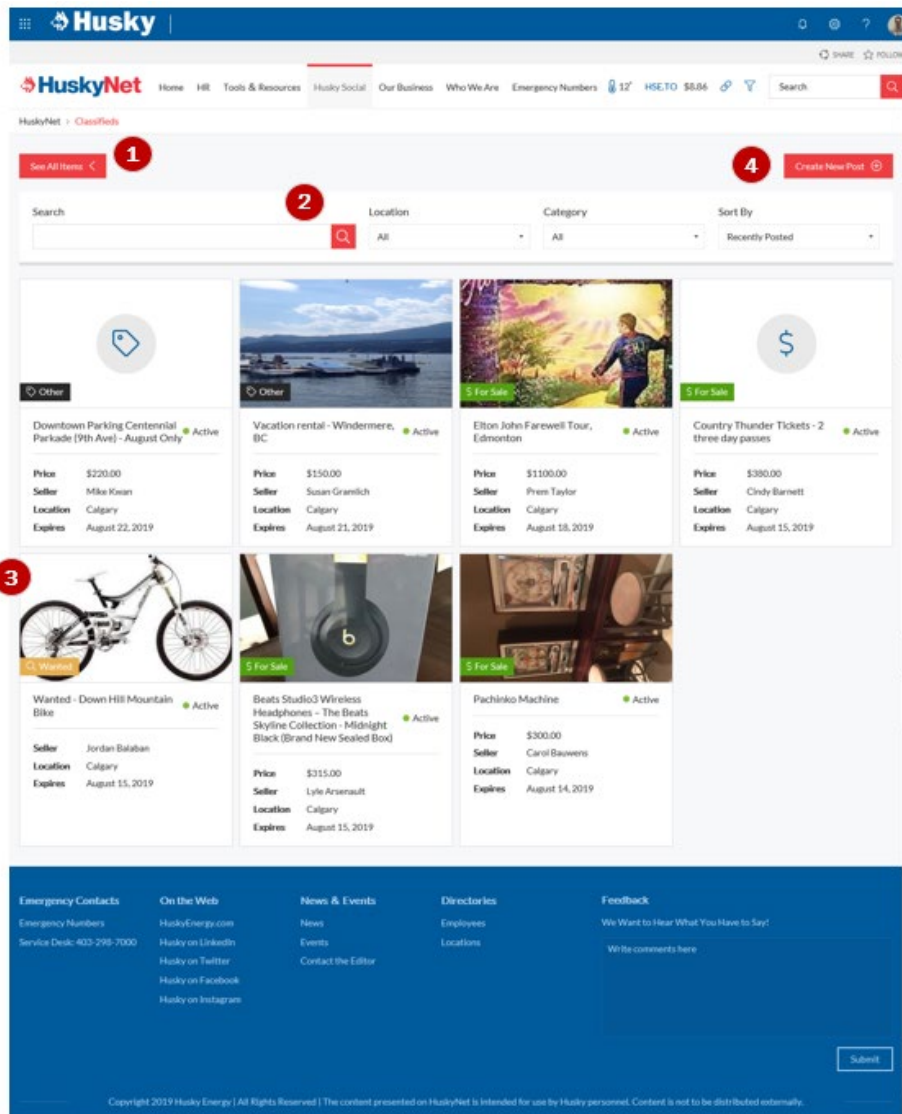
Pictured: Husky Energy Intranet Location Details Page. Each location page describes the sites in detail, and provides a map and list of key contacts.

Location Details Page Highlights

Location pages offer a glimpse into Husky Energy locations—which range from offices to refineries. These pages provide employees a thorough sense of where their colleagues work.

1. **Name and photo:** The location name appears at the top of the page, within a large banner photo that helps employees get an immediate sense of what type of site it is.
2. **Page author:** The person who posted the page is listed along with a photo. This not only gives authors credit and a sense of page ownership, but also helps colleagues determine the right person contact if they have a question or comment.
3. **Contact:** All contact information for the location appears at the top of the page, giving employees an easy way to get in touch with people there or to plan a trip using the information on this page.
4. **Description:** The site description includes pertinent information about the kind of work done at the site. This provides employees with a fuller picture of what and where things are done at their company.
5. **Map:** The map shows the site's exact location.
6. **Social:** Employees can comment on, share, and like location pages.
7. **Contacts:** Key contacts, with a name and photo of the site's executives, are listed in the right rail.
8. **Tags:** Tags (also in the right rail) make the site findable in HuskyNet search.

Marketplace



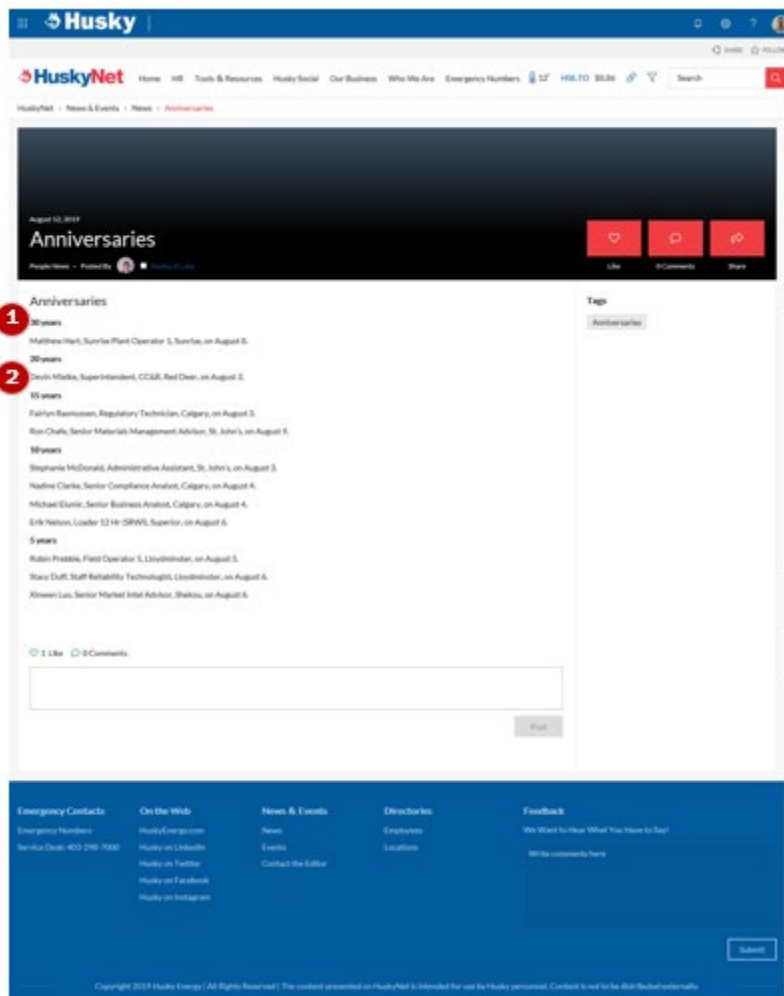
Pictured: Husky Energy Intranet Marketplace. This area allows Husky Energy employees to buy and sell items, offering an additional way to engage with one another.

Marketplace Highlights

Internal classifieds are a benefit for employees, letting them buy and sell things from and to their colleagues. With 8,000 employees, the HuskyNet *Classifieds* provide a rich marketplace where colleagues can engage with one another outside of work topics. Also, having a marketplace of buyers and sellers who all work at the same organization creates the expectation of both credibility and honesty, since people typically want to be highly scrupulous with coworkers.

9. **All items:** The red *See All Items* button at the top of the page lets users browse available items and scan through the many photos.
1. **Search and filtering:** The search field and facets help users hone results to only items of interest; results also include when each item was posted, whether it is being sold or sought, and where it is located.
10. **Items:** Each item wanted or for sale appears in a card that contains a photo (if provided), description, price, name of the seller or buyer, location, and expiration date. Items for sale include a green tag, while wanted items have a yellow tag. This makes it easy for users to scan through the photos to see their status.
11. **Post:** It's easy to add an item to the marketplace via the red *Create New Post* button in the upper right of the page. This text command is also inviting, encouraging employees to participate.

Anniversaries



Pictured: Husky Energy Intranet Anniversaries. A simple page recognizes employees who have company anniversaries in the current month.

Anniversaries Highlights

Having work anniversaries on HuskyNet for all of their colleagues to see helps employees feel recognized.

12. **Years:** Subheadings for five-year increments are listed.
13. **Anniversaries:** Employees celebrating an anniversary are listed along with their name, job title, location, and anniversary date. Armed with such information, colleagues can then congratulate them.

Group Page (Information Services)

HuskyNet | Home | Tools & Resources | Husky Social | Our Business | Who We Are | Emergency Numbers | 127 | 166.70 | \$4.86 | Search

HuskyNet > Our Business > Corporate > Human & Corporate Resources > Information Services

Information Services

Recent Broadcast

1 **IS Town Hall Q2 June 2019**
5 @ 17

IS News

2 **Aug. 16-18: SAP outage and GAH upgrade**
Business News

IS Leadership Team

3 **Greg Latta**
VP & Chief Information Officer

4

5 Customer Account Teams

Information Services delivers high performance operations through strong business discipline and a valued partnership approach with Husky business units.

To understand your business strategy and deliver the services you need, we have organized our customer account teams in alignment with Husky's four major business streams: Upstream, Downstream, Offshore, and Enterprise.

Each Husky business stream is supported by the entire capabilities of the IS organization and its industry leading partnerships. Click below to see the account team for each business stream.

Our **IS Business Partner** is your strategic advisor who will work with you and your team to identify opportunities where IS can deliver significant improvements and innovations to the information services and technology that support your business initiatives.

IS Demand Analysts manage the centralized intake process for both projects and feature improvements for the applications and services your business units consume. Contact them to submit an idea and for status updates on your insight items.

If you are unsure of who to contact, for all your IS needs call the **Service Desk**.

Upstream Customer Account Team

Downstream Customer Account Team

Offshore Customer Account Team

Enterprise Customer Account Team

IS Business Partner

IS Demand Analyst

Emergency Contacts

On the Web

News & Events

Directories

Feedback

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Pictured: Husky Energy Intranet Group Page. HuskyNet departments, such as Information Services, provide pages that include department-specific information. These pages help HuskyNet employees become more familiar with the departments across the organization.

Group Page (Information Services) Highlights

HuskyNet Group sections inform employees about what various groups do and how to work with them. For example, the Information Services group offers myriad services to employees. The group's section on HuskyNet describes the people in the group and how employees can engage with them.

14. **Video:** The embedded videos—streaming via Microsoft Stream integration—engage employees at all locations and ensure accessibility. Previously, employees at remote locations did not have the bandwidth available to download video files. They therefore had trouble downloading company videos or had to forego watching them altogether. Within one month of the new intranet's launch, 21 videos were loaded and embedded in HuskyNet's pages and articles and were streamed 2,279 times.
15. **News:** The top three new items related to the group appear in the center column at the top of the Information Services page. The title, date, topic, and icons for liking and commenting make it easy for users to scan and interact with group news. The 1-3> pagination links to more group news. The section title, *IS News*, informs users that the news is related only to IS.
16. **Leadership:** Five team leaders—all VP- and director-level managers—are listed under the page's *IS Leadership Team* section, which shows their names (which link to longer profiles), titles, and photos, introducing the group executive team to all Husky Energy employees. The 1-5> pagination links to additional IS leaders. Listing the leaders helps to encourage two-way communication between employees and leadership, and helps to create a more informed and collaborative culture.
17. **Group work:** Across the center of the page, large buttons link to information about the team's work, including *Strategy*, *Portfolio*, *Performance*, and *How to Engage*.
18. **Working with the team:** Beyond how to engage with the team, the *Our Customer Account Teams* section discusses how the IS group works and what employees can expect when working with them. It also discusses the value of working with the team and how doing so benefits the business. The section states, for example, that, "...we have organized our customer account teams in alignment with Husky's four major business streams: Upstream, Downstream, Offshore, Enterprise." Four columns appear below the summary, each listing one of the four business streams. The columns contain the name, title, and photo of the partners and analysts on the account teams.

Regional (Atlantic) Main Page

The screenshot displays the Husky Energy Intranet Regional (Atlantic) Main Page. The page layout includes a top navigation bar with the Husky logo and various links. Below this is a large banner for the Atlantic Region. The main content area is divided into several sections: 'Ask Trevor' (highlighted with a red circle 1), 'Atlantic News' (highlighted with a red circle 2), 'Welcome to the Atlantic Region', 'HOIMS Health Dashboard', 'Upcoming Events', 'Useful Links', 'Local Classifieds', 'HSEQ' (highlighted with a red circle 4), and 'Spotlight on SeaRose'. The footer contains emergency contacts, on-the-web links, news and events, directories, and feedback.

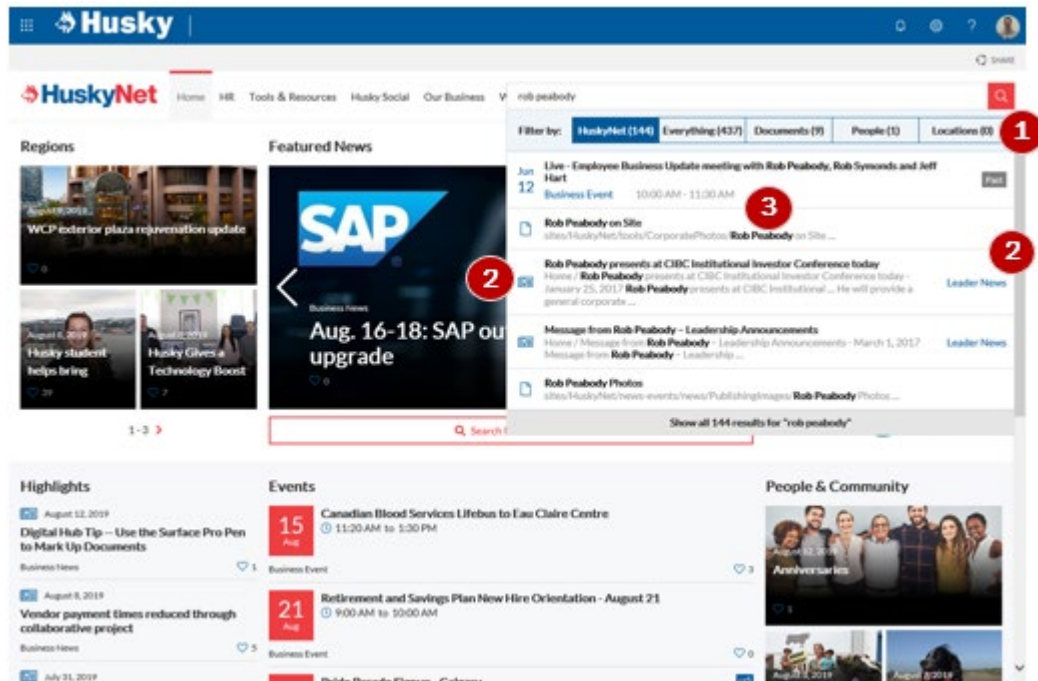
Pictured: Husky Energy Intranet Regional (Atlantic) Page. Here, employees can read the latest news and information related to the Atlantic region.

Regional (Atlantic) Main Page Highlights

Employees can access location-specific sections of HuskyNet to see the latest news and resources related to a region. People who work between locations, or who manage teams across multiple locations, can switch the location to view the page related to another region.

1. **Leadership communication:** HuskyNet encourages two-way communication between leadership and employees. The popular *Ask Trevor* section enables employees to ask a question directly to the regional senior VP.
2. **News:** News related to the region can be informative and foster a sense of community among employees who work in that region.
3. **Resources:** Important regional tools and resources are visible and appear as icons with links across the center of the page.
4. **Spotlight:** The *Spotlight* section showcases interesting highlights within the region.

Search Results



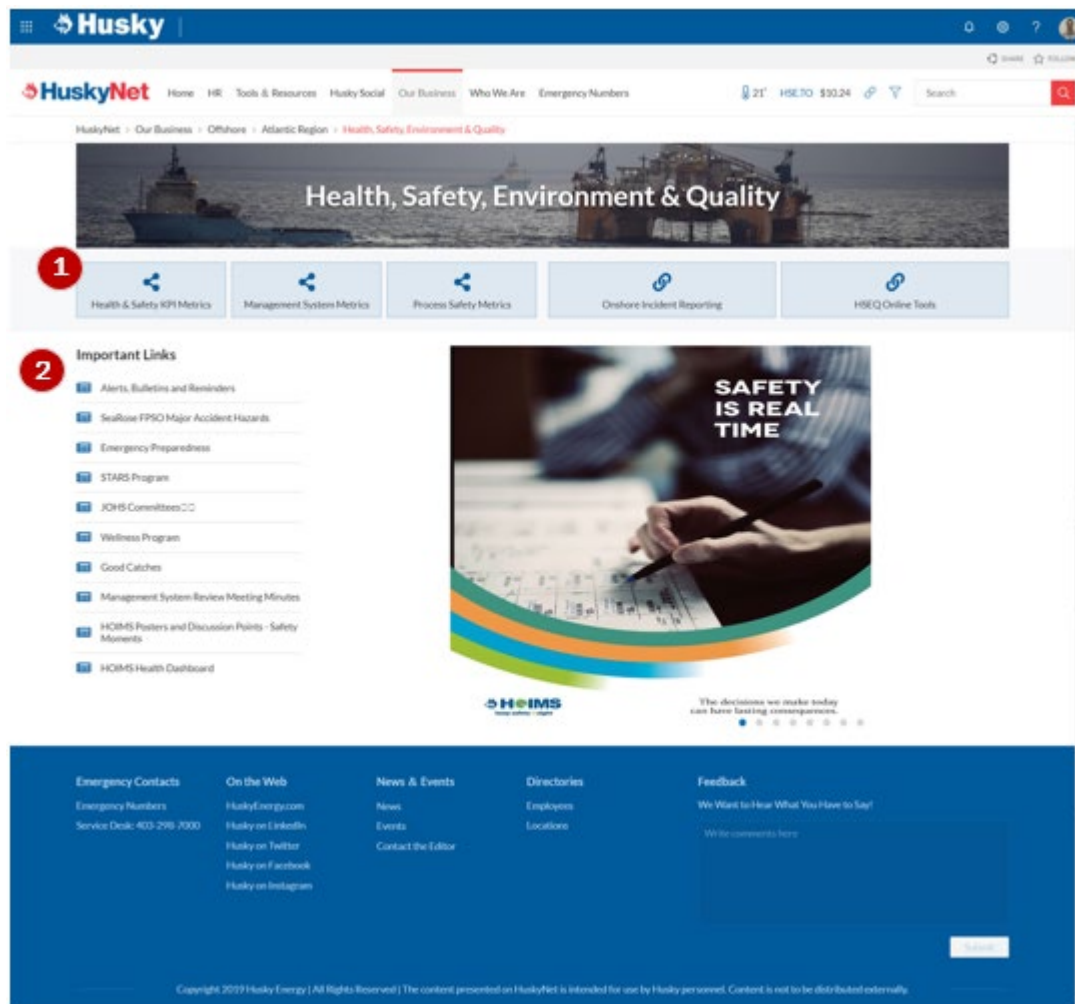
Pictured: Husky Energy Intranet Search Results. As a user types a search query, possible results appear in a suggested search list below.

Search Results Highlights

Search features have come such a long way since we first began studying intranets. Advancements such as the ones HuskyNet employs demonstrate some of the greatest improvements. Its search is not only robust, delivering current and accurate data, but it is also highly functional and flexible as well. For example, as the user types, the most likely results appear in the suggested search results list.

5. **Filter:** Results in the suggested search list can be easily filtered by result type, including *HuskyNet*, *Everything*, *Documents*, *People*, and *Locations*. The number of each result type found appears in the corresponding tab, providing a nice cue for users.
6. **Type of result:** An icon on the left of each list item indicates the medium, such as: meeting, message, or document. A blue text link—such as *Business Event or Leader News*—further describes the medium, and leads to those types of items. The links and icons help employees quickly discern which results might be most relevant.
7. **Query:** The words that match the ones the user typed in the query are bolded in the short description that appears in the suggested search results list.

Theme Page (Health and Safety)



Pictured: Husky Energy Intranet Theme Page (Health and Safety). A page related to health and safety appears within the Atlantic region section.

Theme Page (Health and Safety) Highlights

The *Health, Safety, Environment & Quality* page relates to HuskyNet's *Atlantic Region* section and features important safety information for employees.

1. **Metrics and reporting:** Links to various metrics and reports—such as *Health & Safety KPI Metrics*, *Management System Metrics*, *Process Safety Metrics*, *Onshore Incident Reporting*, and *HSEQ Online Tools*—appear as buttons at the top of the page. This makes them easy to discover, find, and access.
2. **Links:** The *Important Links* list on the left side of the page lists helpful resources about popular health and safety programs. Since the organization is so focused on safety, it's no surprise that these links are exposed and easy to find.

DESIGN PROCESS AND USABILITY WORK

Designing with an Eye Toward the Future

Employee input was requested and encouraged throughout the new intranet's design and implementation. The design team wanted to prepare employees for the upcoming organizational changes that would result from having a new platform for disseminating news, accessing information, and collaborating; it therefore wanted employees to be involved in its creation. With that in mind, the Husky intranet team spent considerable time conducting research and surveys aimed at assessing organizational needs prior to procuring the new solution. It was important that the new intranet adequately meet the company's overall objectives to enhance internal communications and facilitate employee engagement across all regions and around the globe.

The team was determined to create an intranet platform that would meet both the current and future needs of such a global organization; the project therefore kicked-off with the creation of a detailed *Project Charter* document that defined the project's critical components:

- Objectives
- Critical success factors
- Approach
- Risks and mitigations
- Team roles and responsibilities
- Organizational structure
- Approvals

Partnering with an Agency

One of the reasons Husky chose Bonzai Intranet as its project partner was because of its expertise and proven approach to solution delivery. Bonzai also had a solid grounding in content messaging, management, and design, so the project team adopted its Solution Delivery Framework within the Husky project delivery process. The comprehensive delivery approach included five key stages:

- **Research:** Understand current state, customer business/industry, and customer intranet needs.
- **Make recommendations:** Utilize intranet best practices to configure Bonzai to meet customer requirements.
- **Validate design:** Confirm recommendations with customer, test assumptions, and finalize design.
- **Gain approvals:** Approve requirements, colors, and IA prior to installation.

Project activities included:

- Content audit
- Content intranet scope definition

- Intranet questionnaire
- Current analytics review
- SharePoint Online design configuration
- Intranet color and themes definition
- Content planning and preparation for authoring and migration
- Category and landing page planning and configuration
- Site structure review
- Tree testing and content structure validation
- Metadata and landing page validation
- Governance planning
- Intranet installation and configuration
- Content author/power-user training
- User acceptance testing
- Content migration
- Content authoring

Determining the IA with User Input

In its quest to create the optimal IA for a global organization, the Husky intranet team conducted card-sorting exercises and validated those results with tree testing.

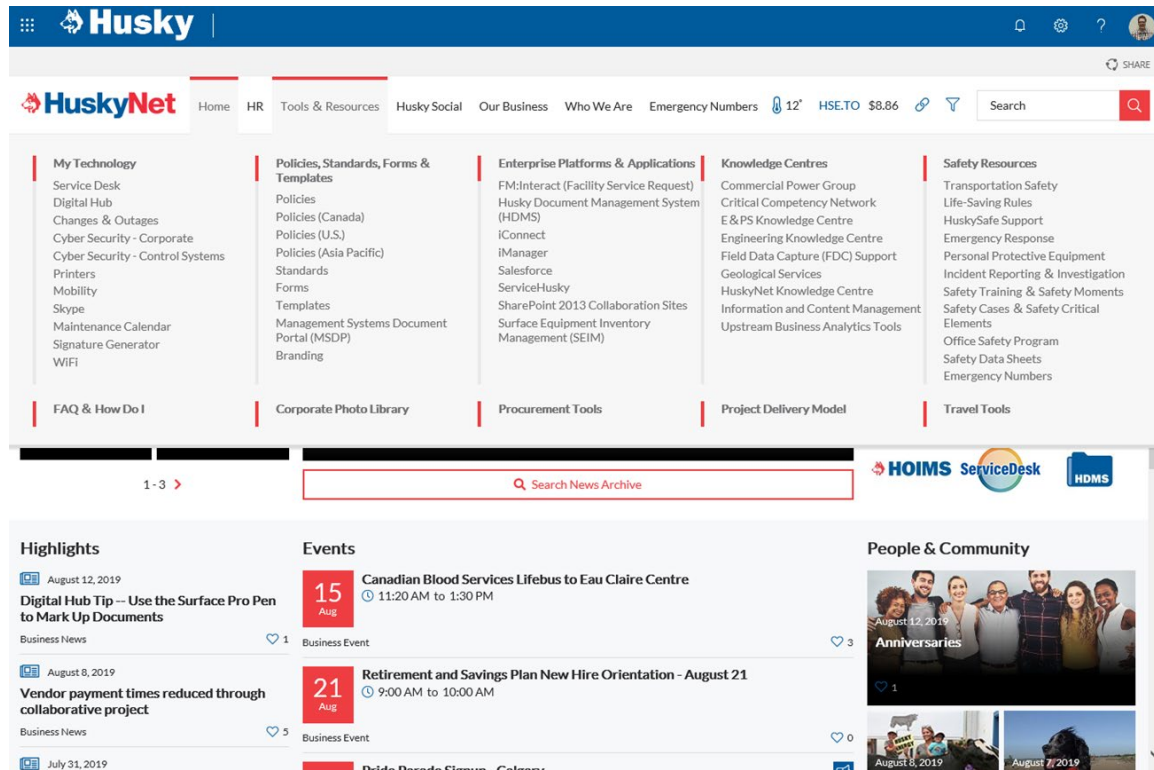
Card sorting helped the team understand how different users group their information, as some users approach this in a task-based manner and others in a topic-based manner. Because the end goal was to create an IA that would benefit all users, it was important for the team to understand these different approaches rather than simply impose the corporate structure onto the IA. Then, once the card-sorting activities were complete, the team conducted tree testing to test the hypotheses generated in the card-sorting activities.

Surveys, card sorting, and tree testing helped engage users in the project, but it was acknowledging employee requests and actually implementing their suggestions that made the biggest impact on buy-in and helped the team generate excitement for the new intranet. It's one thing to listen to users' needs; it's another to put that feedback into action.

A good example of how the team translated user needs directly into design is the megamenu.

Because Husky Energy was combining four different sites into one, the team had to make sure that the design would work well across all regions and that employees would know where to find the resources they were looking for. The design team thus spent considerable time developing the megamenu's architecture. It did this by liaising with users across various departments and regions and conducting card-sorting and tree-testing exercises to ensure that the menu met the needs of the global organization. The resulting menu design doesn't take up a lot of space on the

screen, but it expands to provide more drop-down content when hovered over. It facilitates easy navigation and is intuitive and well organized.



Pictured: Husky Energy Intranet Megamenu. HuskyNet has an extensive megamenu that can be found on every page. The megamenu's *Tools & Resources* section (shown here) is the most extensive section, offering users access to all HuskyNet tools and resources.

Engaging with Users Throughout the Project

The intranet team helped smooth the transition to the new intranet by maintaining regular communication with employees throughout the project. Keeping them involved at all stages minimized frustration as they transitioned to new ways of accessing news and source information, finding other employees, and accessing internal communications.

While this user-centered process was lengthy and detailed, it was certainly worth the effort. Not only did it help team members identify aspects of the new intranet design that were not working early on, but it also helped them see roadblocks that might otherwise have gone undiscovered until later in the project when it would have been too late to incorporate changes or address the shortcomings.

Husky

HuskyNet Home HR Tools & Resources Husky Social Our Business Who We Are Emergency Numbers 20° HSE.TO \$8.95 Search

HuskyNet > HR > Diversity & Inclusion

Diversity & Inclusion

Highlights

- March 14, 2019
Lloydminster is looking to start a LGBTQA Network chapter and we are recruiting for Steering Committee Members
Community News
- July 24, 2019
Atlantic Region Shows their Pride
Community News
- July 15, 2019
The Indigenous Community Sharing Circle educates the Atlantic Region
Leader News

Upcoming Events

Event	Date	Time	Attendees
Pride Parade Signup - Calgary	01	12:00 AM to 12:00 AM	Attendees: 10
FUSION Lobby Event	Sep 23	11:00 AM to 2:00 AM	Attendees: 0

Key Contacts

- Inez Ashworth
Mgr, Diversity & Inclusion (Acting)
- Marissa Derosa
Advisor, Diversity & Inclusion

About Us Council Training Diversity Moments Respectful Workplace Policy

Featured Video

Inclusion Matters

It's about you.
It's about me.
It's about all of us

Employee Resource Networks

- FUSION
- INDIGENOUS COMMUNITY SHARING CIRCLE
- LGBTQA NETWORK
- GenABLE
- women's leadership network WLN

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Emergency Numbers
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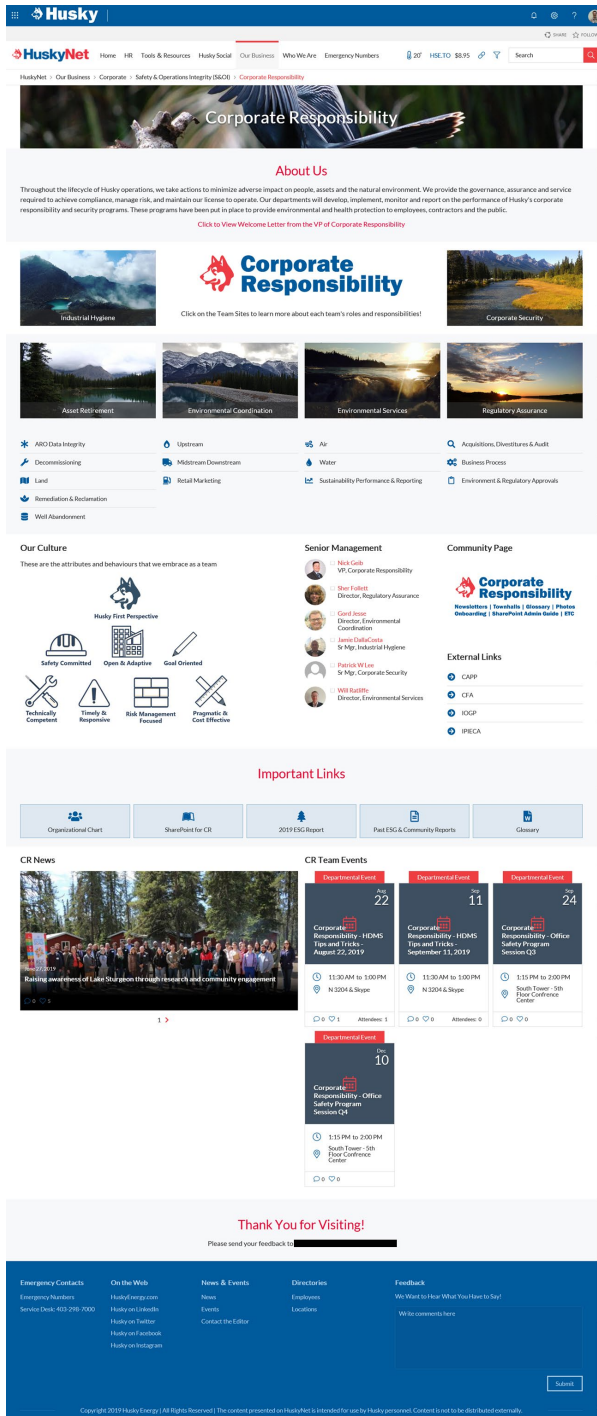
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Pictured: Husky Energy Intranet Diversity Page. The HuskyNet design adapts and changes to provide the best possible layout and content design based on the content and feature requirements of sections and departments. This page shows news and events focused on *Diversity & Inclusion*, and offers users tools to learn more about this important aspect of the Husky Energy culture.



Pictured: Husky Energy Intranet Corporate Responsibility Page. The Corporate Responsibility department supports the company's mission to be a responsible corporate citizen. This page shows news and events specific to that group as well as links to the pages of the department's different subteams.

Adoption/Buy-In

The intranet team found that engaging in regular company-wide communication and, where possible, involving employees in the intranet design, greatly contributed to building excitement for the new intranet and achieving early buy-in. Employees especially enjoyed having their voice, ideas, and suggestions heard. Even when employee suggestions were not viable options, the employees remained interested and engaged in the project.

One key activity that contributed to creating buzz prior to the launch was having employees upload their photos into their Office 365 profile. A photo booth was set up in the lobby so that employees could get their headshots taken; a HuskyNet article—published at the same time—provided instructions on how to upload the photos. Having employee photos uploaded prior to the launch resulted in a robust employee directory.

WORKING WITH OUTSIDE AGENCIES	
Agency	Project Role
Bonzai Intranet	<ul style="list-style-type: none">Delivered the platform, layered on top of Office 365/SharePoint OnlineLed the Husky Energy project team through the design of the deliverables required for IA, infrastructure readiness, content planning, intranet design, governance, user testing, training, implementation/launch, and change management
Betach Solutions	<ul style="list-style-type: none">Provided the Solutions Architect and two custom solutions during the projectProvides ongoing support for SharePoint Online and HuskyNet

GOVERNANCE

Ownership

The Corporate Communications team owns the HuskyNet news content and is thoroughly impressed by the new product. Now, the Corporate Communications team has a reliable platform for communicating with the entire workforce, something that was not previously possible.

The Information Services Group owns the SharePoint Online platform as well as the Bonzai application.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
HuskyNet Governance Team	<ul style="list-style-type: none"> Provides governance, program management, coaching, support, and evaluation of content owners
Content Owners (COs)	<ul style="list-style-type: none"> Provide updates and ensure consistency in their section's content
HuskyNet Support Team	<ul style="list-style-type: none"> Supports governance team and COs Works with support organization and vendors to address issues and software updates

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	https://huskyenergy.sharepoint.com/sites/HuskyNet
Default Status	The intranet is set as each user's homepage, and users cannot change this setting.
Remote Access	<p>HuskyNet is available from any internet-connected device with a browser, but users must log in using multifactor authentication.</p> <p>All corporate devices have a shortcut icon for convenient access to the mobile intranet.</p>
Shared Workstations	<p>All of the company's office and field personnel have a Microsoft Surface that they use to access company systems and the intranet.</p> <p>Plant operators have shared workstations, where they can log in to the intranet with their own account at the start of their shift. They can also use the workstations to access other company systems.</p>

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
July 1998	<ul style="list-style-type: none">First Husky Energy intranet created
August 2017	<ul style="list-style-type: none">New intranet project kick-offIntranet project team created
February 2018	<ul style="list-style-type: none">Product selection finalized
Summer 2018	<ul style="list-style-type: none">User testing of initial designExperience validation testing
November–December 2018	<ul style="list-style-type: none">User training for COs, content authors, power users, and administrators
January 2019	<ul style="list-style-type: none">Employee photo booth used to provide employee directory profile photos to promote new intranet at Husky headquarters in Calgary, Alberta
February 18, 2019	<ul style="list-style-type: none">New HuskyNet launched
Overall redesign timeframe: 18 Months	

CONTENT AND CONTENT CONTRIBUTORS

Content Migration and Culling

Transitioning content from the old platform to the new one was done with care. Existing content on the previous intranet and within each unit's team SharePoint environment was audited and approved before it was published to HuskyNet pages. Selection methods varied per unit, as resourcing and content availability differed greatly from one area to another.

Content on the new platform is much more diverse than it was on the old platform, where all content was curated by the Corporate Communications department with little or no outside input. Now, having input from across the global organization has greatly increased the diversity of available content.

This openness has also helped encourage outlying business groups to fold their content into the new intranet. For example, the Atlantic Region previously administered and maintained a completely separate intranet for its region. It now has a subsite on HuskyNet and remains active in building that subsite and publishing new content.

In addition to migrating content from the old platform to the new one, the team made an effort to reduce and improve the content offerings. The Husky intranet team liaised with contacts across the company's regions to conduct a content audit prior to porting old content onto the new platform. The audit's goal was to determine which content from the four old intranet platforms needed to be moved, and which content needed to be rewritten or deleted. Bonzai provided a content audit template

that guided the team through a methodical approach that streamlined the audit process.

Content Owners

HuskyNet currently has approximately 30 content owners (COs) across the business. These COs are given advanced knowledge of platform changes and serve as the point of contact for the business unit or area when content changes are required. They are the direct liaisons between their teams and the SharePoint specialists and communications advisors. Some COs were chosen by management as part of their job function, while others had previous SharePoint experience and were happy to take on their unit's update duties voluntarily.

Training

Along with the new intranet came the need to train a more diverse set of content contributors to serve its needs. Thus, a HuskyNet Content Owner Community was created, which includes:

- A standards and guidelines workshop
- Technical training sessions
- Ongoing CO support from Corporate Communications
- Quick reference guide creation
- Leadership engagement

Only COs and SharePoint specialists have contribution rights across HuskyNet, and only a smaller communication advisory group can publish company-wide news.

Others types of content training support are offered through various channels.

- **Corporate Communications Advisor Training** helps to improve and maintain high-quality content on HuskyNet by providing:
 - Article submission and standardization training
 - Photoshop photo optimization training and guidelines
 - Support for page updates and advisement on platform capabilities
- **Onboarding.** A four-phase training plan helps to onboard members of the CO group and includes four phases:
 - **Phase 1: A one-on-one CO introductory meeting** with a SharePoint specialist and a Corporate Communications representative.
 - **Phase 2: Leader approval.** A roles and responsibilities document is sent to leaders and COs asking for written sign-off to confirm and approve the candidate's participation moving forward.

- **Phase 3: Introductory CO “HuskyNet Standards and Guidelines” presentation.** This comprises an intranet overview, site layout, and structure discussion. A message from the project leader is also presented, along with a detailed outline of Corporate Communications’ expectations.
- **Phase 4: External contractor support** provides technical training sessions to smaller CO groups. Groups of four to six COs with similar skill levels go through an initial two-hour training block. Further training needs are assessed during this session and scheduled accordingly.
- **Quarterly training:** Husky offers CO training through a third-party consultant. This helps the intranet team advise and modify the content framework and training offerings, as well as adjust any required customizations to the training programs.

Maintaining Quality Over Time

The intranet team has instituted various measures to ensure that it can continually update and improve the HuskyNet UX. The HuskyNet Management Office (HMO) has set review periods during which it conducts a detailed site overview and solicits feedback from focus groups and management participants. The HMO also continually solicits feedback directly from site users through feedback channels built into the platform, including feedback links and comments on news publications.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none"> • SharePoint Online
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> • HP Application Lifecycle Management
Design Tools	<ul style="list-style-type: none"> • Baldamiq (for wireframes) • Slickplan (for IA design) • Optimal Workshop’s Treejack and OptimalSort (for gathering user feedback on navigation design)
Site Building Tools	<ul style="list-style-type: none"> • Bonzai
Content Management Tools	<ul style="list-style-type: none"> • SharePoint Online
Search	<ul style="list-style-type: none"> • SharePoint search

HuskyNet is a cloud-based solution with on-premise systems that support various business requirements.

Cloud-based systems

- Microsoft Office 365
- SharePoint Online (SPO)
- SPO User Profiles
- SPO Business Connectivity Services (BCS)
- Bonzai Intranet for SPO (site collection)
 - Amazon Web Services
 - Google cloud services
 - AddEvent service

On-premise systems:

- Active Directory
 - SAP
- Azure AD Connect
- quickAccess (Message Center)

Technology Evaluation Process

The Husky intranet team shortlisted potential intranet vendors for consideration. Its technology evaluation process included an initial demonstration of the solutions and ran solution trials when possible. This process enabled the team to further explore and analyze the features and technology of each shortlisted solution.

Replacing Obsolete Technology

HuskyNet replaced four separate systems with a single intranet, achieving a significant reduction in staff-hours—the work of approximately three full-time employees. This has resulted in an estimated \$300,000 in annual cost-savings. Also, seven servers were decommissioned, resulting in an additional annual cost savings of approximately \$75,000.

MOBILE

One of the project objectives was to deliver a new digital workplace that would support remote and mobile employees, so HuskyNet is mobile-enabled via responsive web design and is accessible from any mobile device. All information available on HuskyNet is also available to mobile users.

The intranet team pushed a shortcut icon out to all Husky corporate mobile devices to provide easy access to the mobile intranet. This has proven popular for employees who travel regularly, as well as those in remote field locations.

SEARCH

Technology

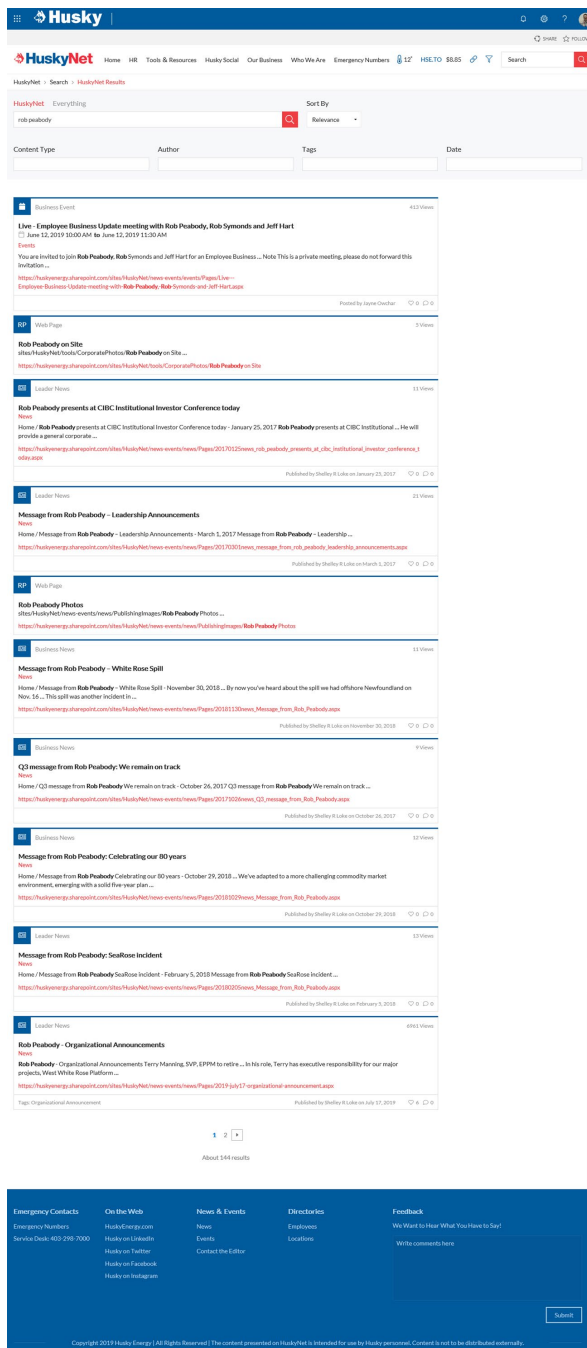
HuskyNet sits on the SharePoint platform, so it uses SharePoint search. Beyond the standard features, Bonzai enhances the search experience with custom meta tagging, documents/people/sites favoriting, and predictive type-ahead search capabilities.

Filtering and Refinement

Users can refine HuskyNet search results to confine the search to specific content areas such as documents, people, and locations, or they can perform a global site-wide search. The search results refinement functionality depends on the type of content searched. For example, users can refine news article search results by category, tags, and date, and refine general search results by content type, author, tags, and date.

Maintaining Search Quality

Each month, the Husky intranet team runs and analyzes search reports so that it can provide “Best Bet” search results for the most popular search terms. This exercise ensures that the most searched-for content is presented first, even as content changes.



Pictured: Husky Energy Intranet Search Results Page. When a user enters a search query on the ribbon and hits enter, this full search results page displays. The user can then further refine the results based on content type, author, tags, and date.

ROI

In the first six months since launch, HuskyNet has yielded significant positive results in terms of measurable ROI and KPIs; it has also resulted in improvements across

softer internal measures such as employee satisfaction, user feedback, and company-wide corporate communications. Other positive results include the following.

Enhanced Productivity

- **Better search:** Within one month of launch, there was a notable increase in search activity on the new platform. In the first month, HuskyNet performed an average of 235 searches per day—a 1,075% increase over previous search measures. The old intranet was searched 20 times per day at most because many employees felt the search results were unreliable.
- **Targeted/customized content:** Employees now access location-specific intranet homepages when they launch their web browser, ensuring that they have quick access to relevant information. Employees who travel or manage teams across multiple locations can switch their location to view the latest news and information from specific regions.

Engagement

- **Page views:** There was a 400,777 increase in page views in the first two weeks of the new intranet's launch compared with the same period the previous year.
- **Engagement:** Time spent on HuskyNet has almost doubled since launch. Within the first month, the team saw a significant increase in the number of users accessing HuskyNet as well as in the duration of time spent on the site. Since launch, the number of visits has tripled. In one month in 2019, 73,380 visits were logged, while in the same month in 2018 there were only 23,944 visits. Users now spend an average of six minutes and seven seconds on the intranet, whereas the previous intranet was keeping employees engaged for an average of only three and a half minutes.
- **Social interaction:** HuskyNet has encouraged employees to engage in online social interaction, an option that the old intranet did not offer. In the first few months since launch, more than 200 comments and 1,880 likes have been logged on articles. These numbers are likely to rise as employees become more comfortable with the new social features. Staff members can also comment on articles and receive responses from their colleagues. This feature continues to gain momentum.
- **Feedback:** The previous intranet had no feedback mechanism. Intranet team members have greatly benefited from the new intranet's feedback form and outstanding qualitative feedback; they got 88 feedback submissions in the first month alone.

Cost Savings and Waste Reduction

- **Cost savings:** The new HuskyNet has helped the organization save money in several ways, including significantly reducing person-hours—by approximately three full-time employees—which has resulted in approximately \$300,000 in annual cost-savings. Cost savings have also come from decommissioning seven servers—an approximate savings of \$75,000 annually—and by ceasing the publication of newsletters for field employees who previously could not access HuskyNet.
- **Waste reduction:** HuskyNet was utilized to communicate with Canadian regions about a new process for accessing T4 tax forms. In the past, these tax forms were mailed out to employees; this year, however, Husky Energy was able to publish a news article that gave employees a link to download their T4 tax forms directly, resulting in cost savings and waste reduction.

LESSONS LEARNED

The HuskyNet team shares some of its project lessons:

- **Communicate changes widely so employees know where things have gone.** “The old intranet had been used as a collaborative workspace as well as a communication tool so, as part of the new intranet implementation, the project team decided to move the collaborative information to Microsoft team sites so they could utilize the intranet primarily for corporate communications. The way this was done proved to be a misstep. Collaborative information was moved to Microsoft SharePoint sites, but the intranet team was ineffective in communicating this move to staff. Next time, we would communicate with teams well in advance and provide maps to help employees to locate content that was moved. This would have helped to avoid questions and feedback from employees wondering where the information was moved.”
- **Keep employees engaged throughout the project.** “The intranet team highly recommends engaging with employees throughout the project. This ensures engagement through the process and helps to generate excitement. We found this approach useful and gained a lot of knowledge and insight that helped steer the project, as well as smooth the transition to a new intranet and encourage user buy-in and uptake.”
- **Ask what users like and use.** “The project team forgot to ask an important question on the initial employee survey: ‘Which links/content/functions on HuskyNet do you use the most and/or can’t you do without?’ This would probably have saved the team time and worry if this had been included in the initial survey. It would have saved calls from users wondering where the links to their apps were and a scramble to get those added to HuskyNet.”

- **Plan for success and the technology needed to support it.**
“There was a dip in website performance when we deployed the new intranet. For other organizations engaging in a similar project, it might help to make Microsoft aware of the deployment in advance to prepare for the increased load in the tenant.”

Selection Criteria and Process

Nielsen Norman Group's Intranet Design Annual rewards great examples of useful, usable intranets that meet the needs of people using them. To find these intranets and their teams, we post a call for entries each year in May on our corporate website, www.nngroup.com.

To enter, organizations — either design firms responsible for the intranet or the organization's intranet team — can submit some background information about the organization, including a brief description of the intranet, its features, functions, users, and what makes it unique.

We review each entry, then judge and select the winners based on a four-step process:

1. Initial design reviews and numeric rankings
2. Follow-up questions with the top submissions (as necessary)
3. In-depth design reviews on the top entries to choose the top 10
4. Follow-up interviews with the top 10

Each step is detailed below.

INITIAL DESIGN REVIEWS AND NUMERIC RANKINGS

The judges (see next section, *About the Authors*) conduct baseline design reviews and narrow the field down to tier-one submissions. We rate each site numerically and note any great features or lacking qualities. We base the numeric rankings on criteria typically viewed as key to intranet usability, including some criteria that emerge from submissions or trends in previous years. We rate each submission on a scale of 0 to 3, with 3 being the best rating. Criteria include:

Navigation:

- Main navigation on every page
- Consistent, easy navigation
- Clear hierarchy
- Consistent style across the intranet
- Horizontal scrolling only where appropriate
- Expected page layout and appropriate vertical scrolling

Design:

- Pleasing aesthetics, clean design
- Page hierarchy and priority
- Brand support
- Engaging and helpful homepage design
- Good contrast between text and background
- Good use of graphics
- Legible text

- Distinguishable headings and links
- The right amount of text and links

Search:

- Consistently available search
- Relationship to employee search
- Good search design (ideally, a simple open field at the top of pages)

Personalization and News Delivery:

- Personalization and roles, catering to different offices or cultures
- Organization-related news
- Information about internal groups

Content:

- Well-written text
- Employee directory or directory search
- Content posting and editing capabilities for all employees
- Content management, content curation, editorial team management
- Business needs met

Overall:

- Simple forms
- Support for the main corporate functions
- Encapsulation of the organization's spirit
- Use of innovative, fun, or original features
- Accessibility
- Useful mobile offerings
- Originality or "something special"

FOLLOW-UP QUESTIONS WITH TOP TIER (WHEN NECESSARY)

We look at all the information submitted to us as part of the review process. Considerations of target users, tasks, and basic usability guidelines inform our scores and analysis. We review usability research findings, but we do not conduct usability evaluations with users of the intranets. Although we believe such evaluations are the best way to reveal what works (and doesn't) about a design, we conduct large-scale research studies based on testing that inform our expert reviews of the intranet submissions.²

² *Intranet Usability Guidelines* report series is available for purchase:
<http://www.nngroup.com/reports/intranet/guidelines/>

After our reviews, we sometimes ask follow-up questions, such as for clarification or if a submission was missing information.

THOROUGH DESIGN REVIEW

After narrowing the initial submissions, we select the top 25 and complete more thorough reviews, narrowing the field to the 10 best.

FOLLOW-UP INTERVIEWS WITH TOP 10

We then notify the top 10 and make sure they have appropriate corporate approvals to share their designs and some content. We give them a series of follow-up questions about the site, team, and process in order to write the case studies for the report. We ask for detailed information about every part of the process, including design decisions, research and usability work, challenges faced, and lessons learned. We ask all teams the same core questions and ask detailed questions about specific aspects of each design as well.

Examples of some of the questions we asked teams include:

- How did the intranet start?
- How many people comprise the intranet staff?
- How is the intranet governed?
- What are the goals of the intranet and redesign project?
- What were your project's main UX research and design methods?
- How did you derive your IA, and search?
- What were your milestones and how well were they met?
- What makes your intranet unique?
- What advice would you offer to other intranet designers?

About the Authors

In addition to those listed below, we thank co-authors Candice Goodwin, a journalist and usability consultant (2001-2003 Intranet Design Annuals), and Mathew Schwartz (penandcamera.com) (2004-2007 Intranet Design Annuals) for their essential work.

Kara Pernice is Senior Vice President at Nielsen Norman Group and works with clients to derive UX strategy and designs that meet business goals. With more than 20 years of experience in management and user experience (UX) research and design, she has led many major intercontinental research studies, authored a variety of research reports and hundreds of guidelines, and coauthored the book *Eyetracking Web Usability*. *The Wall Street Journal* called Pernice an “intranet guru.” She has lectured around the world on a wide range of topics, and her client work spans many businesses and industries. Before joining NN/g, Pernice gained invaluable experience pioneering UX and building and managing UX teams in an assortment of development environments and established several successful user experience programs. A champion for usability, Pernice chaired the Usability Professionals’ Association 2000 and 2001 conferences, and served as 2002 conference advisor. She holds an MBA from Northeastern University and a BA from Simmons College.

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)*.

For more than a decade, Caya has split her time between journalism projects and web consulting. She is an experienced content strategist and interaction designer. She has consulted for many of Boston’s top interactive agencies, leading web and intranet development projects as well as usability testing, research, and design initiatives. Her client roster spans a wide range of industries and includes leading

national brands alongside mission-driven nonprofits. She has a BFA from New York University's Tisch School of the Arts and has completed coursework in the User Experience Program at Bentley University.

Dr. Jakob Nielsen is a principal of Nielsen Norman Group. He is the founder of the "discount usability engineering" movement, which emphasizes fast and efficient methods for improving the quality of user interfaces. Nielsen, noted as "the world's leading expert on Web usability" by *U.S. News and World Report* and "the next best thing to a true time machine" by *USA Today*, is the author of the bestselling book *Designing Web Usability: The Practice of Simplicity* (2000), which has sold more than a quarter of a million copies in 22 languages. His other books include *Hypertext and Hypermedia* (1990), *Usability Engineering* (1993), *Usability Inspection Methods* (1994), *International User Interfaces* (1996), *Homepage Usability: 50 Websites Deconstructed* (2001), *Prioritizing Web Usability* (2006), *Eyetracking Web Usability* (2009), and *Mobile Usability* (2012). In 2013, Nielsen received the SIGCHI Lifetime Achievement Award for Human-Computer Interaction Practice. Nielsen's Alertbox column on web usability has been published on the internet since 1995 and currently has about 200,000 readers. From 1994 to 1998, Nielsen was a Sun Microsystems Distinguished Engineer. His previous affiliations include Bell Communications Research, the Technical University of Denmark, and the IBM User Interface Institute. He holds 79 US patents, mainly on ways of making the internet easier to use.

Maria Rosala is a UX Specialist with Nielsen Norman Group. She plans and executes independent research for NN/g and leads UX training courses. Maria carried out usability testing on a variety of intranets at public and private organizations in North America and Europe for the 4th edition of the *Intranet Guidelines Report*. She is also an author of the 2020 and 2021 Intranet Design Annual.

Prior to joining Nielsen Norman Group, Maria worked as a UX researcher at The Home Office in the UK government, where she carried out research in the UK and internationally to improve numerous digital products and services, including internal casework systems, online visa applications, public-facing websites, and various other online and offline services. In late 2017, Maria led a UX team of researchers and designers in a high-profile program to deliver new digital services for use by millions of people in the UK.

Maria has a BSc from the Department of Philosophy, Logic and Scientific Method at the London School of Economics and Political Science, and an MSc in Human-Computer Interaction and ergonomics from University College London.

Anna Kaley is a User Experience Specialist at Nielsen Norman Group. Prior to joining NN/g, Anna worked for more than 10 years in user experience architecture, design, and digital strategy. She conducted complex user research, service, and experience design for healthcare, agriculture, finance, tourism, retail, nonprofit, and engineering clients. She also worked for a global, enterprise-level retailer where she was responsible for ecommerce and software as a service UX across B2C (business-to-consumer) and B2B (business-to-business) channels. Anna is skilled at applying insights from qualitative and quantitative research to drive conversion, increase revenue, and improve user satisfaction in digital products. She also has expertise in digital media planning, search marketing, and graphic design.

Anna held UX roles on both client-side product teams and in digital agencies of various sizes. She understands the challenges that user experience professionals face in both contexts. This familiarity helps her bring a well-rounded approach to her

projects and instruction. She creates experiences that meet user and business needs while balancing technical pragmatism. Anna has a Bachelor of Journalism degree with an emphasis in Strategic Communication from the University of Missouri, Columbia. She is also a certified Professional Scrum Master.

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