

Best Transportation Sector Intranets 2003–2019

9 Case Studies of Award-Winning Intranets from Transportation
Companies; Reprinted from the Intranet Design Annuals

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

The research for this report was done in from 2003 to 2018, but the majority of the advice may still be applicable today, because people and principles of good design change much more slowly than computer technology does. We sometimes make older report editions available to our audience at no cost, because they still provide interesting insights. Even though these reports discuss older designs, it's still worth remembering the lessons from mistakes made in the past. If you don't remember history, you'll be doomed to repeat it.

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About Transportation Intranets

THE WINNERS

2003

[Amadeus Global](#)

2005

[NedTrain](#)

2008

[British Airways](#)

2014

[Air New Zealand Limited](#)

2016

[NAV CANADA](#)

2017

[JetBlue](#)

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2018

[Delta Airlines](#)

2019

[Flight Centre Travel Group](#)

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

About This Report

Moving people has many challenges. The whole world is watching these challenges with safety, speed, technological advances, the environment, and energy consumption. Transportation has become increasingly important, and organizations in that industry find they need to communicate and collaborate in more effective and efficient ways with their employees across the globe.

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 transportation sector since the Intranet Design Annual in 2003. 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.

Amadeus Global Travel Distribution (2003)

Using the Intranet:

Amadeus Global Travel Distribution, headquartered in Madrid, Spain, is the leading global distribution system (GDS) and technology provider, serving the marketing, sales, and distribution needs of the world's travel and tourism industries. The company operates in over 200 markets around the world and has more than 5,000 employees.

Intranet Team:

Amadeus Web Communication (WebCom) works in conjunction with Amadeus Group Internal Communication (Corporate Human Resources)

Members:

Huibert Evekink, Chase McCarthy, and Eddie Ross, Opera management team; Elena Velázquez, team leader, design; Amelia Martinez Hockley, team leader, consultants.

SUMMARY

With offices around the world, Amadeus Global Travel Distribution faces an increasingly common challenge: to provide an intranet that works well for a multitude of cultures and user tasks. Opera, the company's corporate intranet, overcomes this hurdle through excellent communication to employees, and simple, consistent navigation.

This intranet is content-rich, with an engaging homepage that's chock full of internal news items. Corporate Internal Communications manages the homepage content, and their objective is one we highly recommend: to distribute the most important company information from an internal point of view. Furthermore, they do this in a way that it doesn't inundate readers, keeps the corporate culture alive, and keeps employees abreast of the latest happenings. A small part of the homepage is even dedicated to the latest corporate press releases, so employees are well aware of the story being communicated to the public.

One huge problem we often see with intranets is that they lack information about the company's different offices, groups, and individuals. But Opera doesn't have this problem; in fact, it's a wonderful example of how to promote offices around the world.



Pictured: The Amadeus intranet homepage. Opera offers users up-to-date news and a good-looking design.

The navigation is traditional, with tabs and a left-side vertical row of links. The tabs are gray when they are not selected, and change to various colors, like orange and green, when they are selected. The obvious color change and simple aesthetics of these tabs make it easy for users to tell which section of the site they're in. Clicking a tab opens a folder page, which lists all the section's content and concise descriptions for each area.

THE AMADEUS INTRANET [newline] [workgroups] Search: documents go

opera

our company customers & business products & services for NMCs internal services useful info

You are here: Home >> Useful info

<< back

Useful info

Practical bits and pieces, plus important reference material and tools for your daily work.

- > **Accounting Information**
Amadeus Exchange rates, key financial contacts, reporting and procedures, and access to the Finance SAP System.
- > **Amadeus Locations**
Useful information when travelling to any Amadeus site, NMC or company.
- > **Calendar of Events**
Want to know what events are happening on any future day of the year?
- > **Digital Certificate**
Your electronic passport to secure information.
- > **Directory**
Contact information on everyone in Amadeus and our companies.
- > **Documents Library**
Proprietary documents such as Product Overviews, AO1/AO2s, User Guides, etc. You'll need a digital certificate to get in.
- > **Images & Logos for use**
Need a logo or looking for useful photos and images?
- > **Local Trust Officer**
The people who will help you apply for a digital certificate.
- > **Risk for Travellers**
Practical advice for business travellers, based on current situation in countries and cities around the world.
- > **Web Favourites**
Links to useful sites for our industry.

Other contact information

Name	Title	e-Mail	Phone
Name Surname	Manager, Web Communication	email@amadeus.net	+34 91 582 1309
Name Surname	Technology Manager, Web Communication	email@amadeus.net	+34 91 582 1289
Name Surname	Senior Manager, Group Internal Communication	email@amadeus.net	+34 91 582 3927

Contact the owner of this page: [Group Internal Communication](#) TOP^ WebCom

see also:

In Opera:

- > Amadeus Websites
- > Corporate HR
- > Customer support (glossary page)
- > e-Travel
- > Gifts
- > Marketing Materials
- > Presentation kit
- > Sales & Marketing Exchange

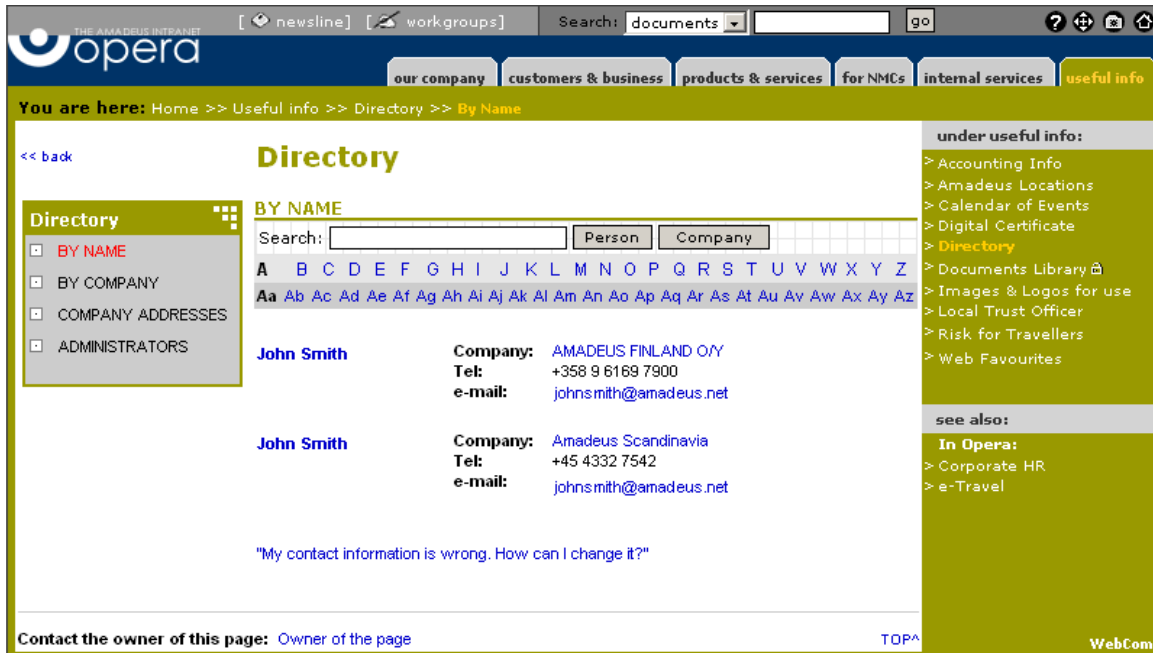
Amadeus Links:

- > checkmytrip.com
- > MeetingMaker
- > Motive
- > www.amadeus.com

Pictured: A folder page, which lists all the section's content and concise descriptions for each area.

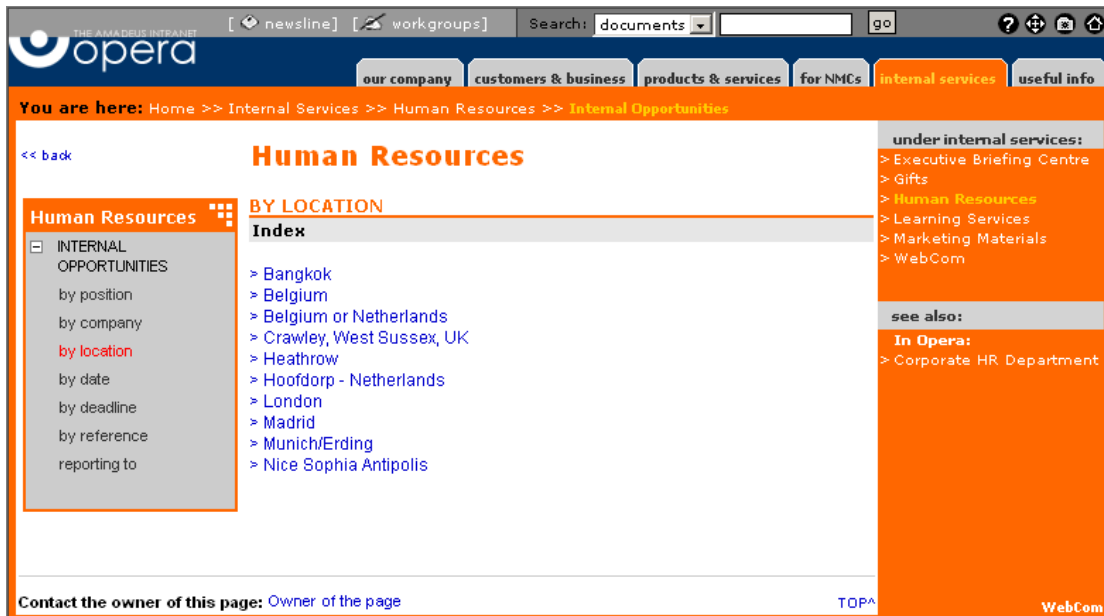
The employee directory, which designers anointed as Opera's killer app, gives contact information for all the company's offices and employees. The tool offers a traditional open field for searching; users can reach it via the search box on every page or the *Directory* link on the *Useful Info* page. The directory also offers enhanced features. For example, users can view name listings by the first letter or two. This can be a real time-saver when dealing with many possibilities.

With intranets, old or inaccurate listings are a common problem. Opera addresses this by letting users update their content through a clearly labeled link: *My contact information is wrong. How can I change it?*



Pictured: The Opera directory lets users search or browse alphabetical lists.

Amadeus realizes the importance of retaining employees, and uses the intranet to give them a first look at job openings. The company's job listings from around the world are posted in Opera's *Internal Services* section before being advertised outside the company. The navigation and organization make it easy for employees to search for jobs by relevant aspects such as location, position, and manager. Once they find their next dream job, employees can confidentially request information or even apply online.



Pictured: Opera gives employees a look at Amadeus job openings before they're advertised to the public.

URL AND ACCESS

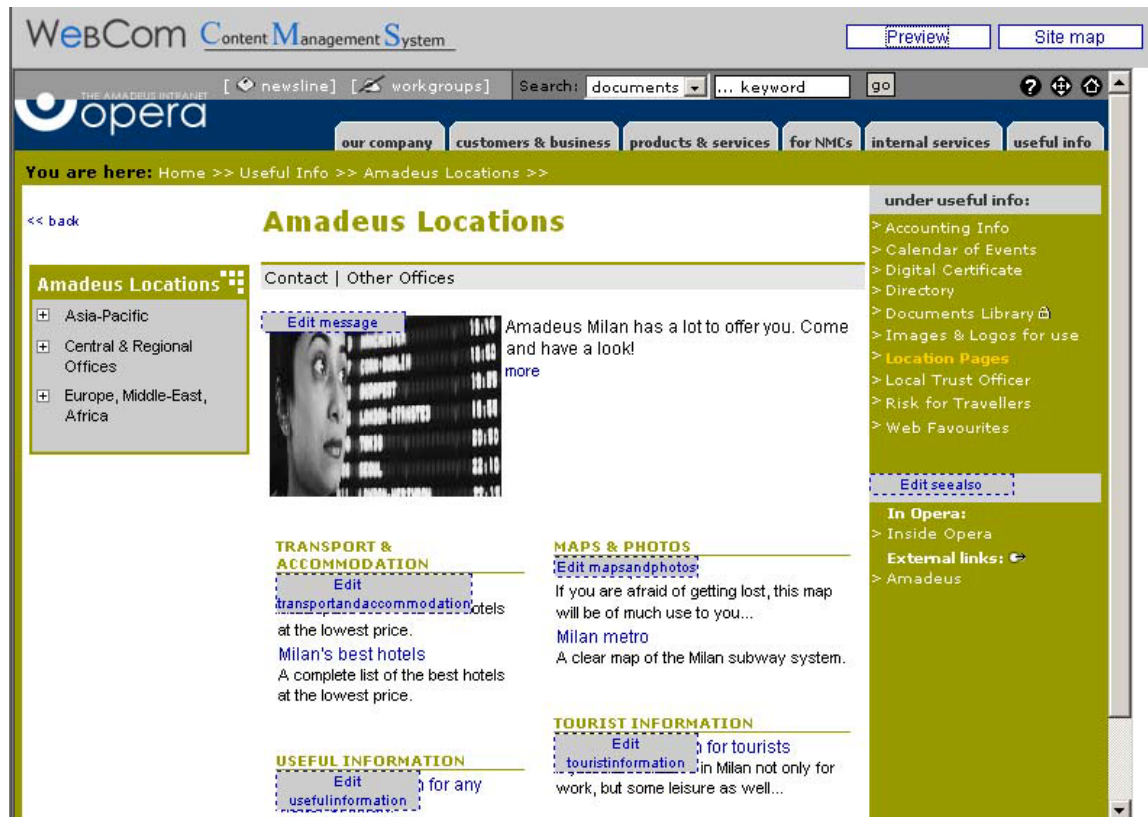
The URL for Opera is <https://opera.amadeus.com>. The site is bookmarked in the company's browsers, and users can also log on securely via the Internet. The team is working on adding a desktop link that would give users direct intranet access.

CONTENT MANAGEMENT

Amadeus developers built Opera's custom CMS in Java. It provides a fast and flexible interface for users in central offices, letting them publish content using several different in-house applications (chiefly Lotus Notes). Other offices also use the system through a Web interface.

"Communal" site areas, including the homepage and calendar, are owned by Corporate Internal Communication; section owners enter all other content.

Using Java and XML lets Amadeus consistently connect to any type of database that supports Java interfaces.



Pictured: Local offices can publish and amend Opera content through the CMS's Web interface.

WebCom
Content Management System

Preview
Site map

transportandaccommodation (Column)

Hide available content
Confirm changes

Title	Status	Origin	
1 Milan's best hotels	Pending for approval	Documents	Move Unpublish
2 Milan's best hotels	Published	Documents	Move Unpublish

Content type: Documents

Create new content

Views:

by Date

by Title

Previous

Next

02/12/2002	Useful information for any visitor of Milan.	Preview Edit Add
02/12/2002	Milan metro	Preview Edit Add
26/11/2002	Welcome to the Amadeus Milan!	Preview Edit Add
22/11/2002	Milan map	Preview Edit Add
22/11/2002	Milan's best hotels	Preview Edit Add
21/11/2002	Welcome part 2	Preview Edit Add

Pictured: Users can easily select content from one or more information sources.

The screenshot shows the 'WebCom Content Management System' interface. At the top, there's a header with the system name. Below it, the page title is 'transportandaccommodation (Column)'. There are three buttons: 'Save & Continue', 'Delete', and 'Cancel'. The form fields include:

- Title:** A text input field.
- Author:** Displayed as 'Elena Velazquez/MAD/AMADEUS'.
- Date:** Displayed as '05/08/2003 13:25'.
- Summary:** A text input field.
- Photo:** A section with 'Upload new image file:' and a 'Browse...' button.
- Attachments:** Two buttons: 'Upload document' and 'Multiple files'.
- Body:** A rich text editor with a toolbar containing icons for bold, italic, underline, list, link, unlink, and other formatting options. Below the toolbar is a large text area for the main content.

Pictured: This form helps users create their own content online.

GOALS AND CONSTRAINTS

1) Make available relevant, accurate, and up-to-date corporate and business information for quick and easy access, reducing email and information overload. 2) Bridge technology differences (SAP, Lotus Notes, and so on) between central offices and National Marketing Companies. 3) Become the portal to all Amadeus information, applications, and websites using consistent look-and-feel and navigation to achieve a unified user experience. 4) Support both the main central offices, and remote offices with low-bandwidth connections.

BASIC INTRANET FEATURES

The Opera intranet design has many strengths, not least of which is rich content about internal groups and happenings. Basic features include: top-level navigation that's always visible, color-coded tab system, Web-standard iconography, online help, site map, directory, search, highlighting for active pages, breadcrumbs, cross-linking, content owners for every page, and feedback forms.

USERS

Opera serves the central and regional offices of Amadeus, as well as its seventy National Marketing Companies around the world.

Opera users work in diverse areas, including product and software development, network support, business strategy, sales and marketing, and finance and administration.

The challenge with Opera is to make diverse content universally understandable for all users and make the technology behind it optimal for a global user community with different Web skills.

USER TASKS

- Find company information, news, and press releases
- Locate contact and organizational information (people and offices)
- Access product documentation
- Locate business and event information
- Access customer contacts
- Download images, logos, and Web design guidelines
- Find employee shares programs
- Exchange best practices
- Locate internal services:
 - a) Job applications
 - b) Training material
 - c) Marketing campaign development
 - d) Website development
 - e) Event organization
 - f) Gift purchasing
 - g) Team workspaces for online information exchange

BACKGROUND

During the 1990s, Amadeus was using Lotus Notes for publishing and sharing corporate information in its central site, and the plan was to roll it out to everyone in the organization. With the advent of Web technology, however, the company realized there was a better, more flexible way forward. In 1998, it launched the first version of its Opera intranet, partly as a way to publish information from its central Notes databases to people outside the Notes environment.



Pictured: The old Opera homepage design. Users saw the design as old-fashioned and found the intranet hard to use.

The name "Opera" was officially launched in 1999. "We had the idea that we would rather create a brand than a name like 'Amadeus Knowledge Space,' as we thought it would be easier for all the different second-language speakers around the world who would need to remember it," says Eddie Ross, manager, Group Internal Communication. "So we were looking for something short, snappy, and easy to say in any language. We drew up a shortlist, and did some informal telephone research with users — although in those days we hardly had any!"

Opera was originally designed around the company's structure, rather than employee tasks, and users often had trouble finding the information they needed.

Another issue was speed. In addition to main offices in cities such as Madrid, Munich, and Nice, Amadeus has branch offices in countries like Nigeria and Kazakhstan, where some users found the graphics-heavy pages slow to download.

Eventually, the Web team responsible for dealing with disgruntled intranet users went to senior management and presented the case for a redesign. "It wasn't a top-down decision — it came from the people whose daily job it was to look after the intranet," explains Huibert Evekink, Opera manager.

At the end of 2000, management gave the go ahead and the WebCom team was assembled, with representatives from Corporate Marketing Communication and Internal Information Systems. In early 2001, the New Opera project began.

DESIGN PROCESS AND USABILITY ACTIVITIES

The WebCom team's first action was to send out an email to the entire user base, linking to a Web-based questionnaire about their views on the existing Opera version. "People said they thought the content was useful, and the design was seen as okay," says Elena Velázquez, who led the design team.

Although the positive responses were taken as an endorsement of the intranet as a whole, the team didn't believe this reflected employees' true intranet use. They therefore decided to double-check the findings. They thus contracted an external Web consultancy, Icon Medialab, to carry out user testing.

"We didn't have much money to spend, but we decided to spend it on usability," recalls Evekink. "We felt it was important to use an outside supplier. We could have done a good job ourselves, but sometimes it's invaluable to have an outside opinion."

The team recruited twelve test participants, divided more or less equally between novices and experts. Most of them were from Amadeus's Madrid headquarters and surrounding local offices, but the team also enlisted some employees from other countries who were visiting the head office.

Team members gave the test users eight tasks: explore Opera, download a specific file, find their own contact details, change their contact information, get help, post a message, submit a job application, and view a product overview.

The usability test report was somewhat less positive than the survey. Users disliked the design, which they found old-fashioned, and they found the intranet hard to use. It concluded: "Opera is a labyrinth where information and the user get lost." The tests found that none of the users took the shortest route to information, but rather navigated by trial and error; no one could find product information, and users didn't understand the sections and content structure. Users were also indifferent to the design, and found the page colors unhelpful.

Having the usability report "made it much easier to explain to the rest of the organization that we had to start moving on redesigning the intranet," says Evekink. "We knew we had a problem, but having an external expert confirm it made it easier to defend our future actions."

Once they established the need to change the site structure, team members began working with groups of users to define Opera's new IA. In response to usability report comments, they made clarifying naming conventions the first area of work.

Each Opera section's owner helps decide the section's name, enters all section information via the CMS, and is ultimately responsible for what's published in their pages. Owners come from all Amadeus departments; they're appointed by their managers, and managing intranet content becomes part of their job objective. The team asked each owner to describe the information in his or her section. Team members then wrote these descriptions on cards, gave them to six users, and asked them to come up with names for each description. The results led to several changes to the existing naming conventions. "The owner always gave the section a name related to their department or project, but those weren't obvious to most users," Velázquez said. "People were saying, 'Oh, do you have this information on Opera? Where is it?'"

Using this test information, team members conducted another round of card sorting tests to help create a new content structure. They wrote new section names and descriptions on cards and gave them to six new users, asking them to arrange the cards in blocks of similar information and name those sections.

Ross became head of Internal Communications at Amadeus in September 2001. His goal was to make the intranet “the center of our internal communications strategy,” he says. “Almost the first thing I did was sit down with the WebCom team and talk about how we could achieve that.” Ross worked to drum up enthusiasm for the new intranet project among the various departments that would be contributing content.

Around that same time, team members were ready to begin Opera’s visual design. Based on the team’s research, certain design elements had already made the wish list: a tabs system, a more limited, but clearer color palette to help users identify where they were on the site, and a design that would be easy to develop and maintain.

Velázquez and her design team produced three design mockups using Photoshop, and asked Icon Medialab for an independent opinion. Icon came back with a range of feedback, including: change the links to a standard blue (or white against a dark background); make naming consistent; ensure cohesiveness in page iconography; eliminate the reuse of links as graphics; make key navigation more visible; and have a simple search as the first search option. The report also suggested a change of color scheme. “We had the homepage in yellow, and they suggested that it didn’t inspire confidence,” Velázquez recalls.

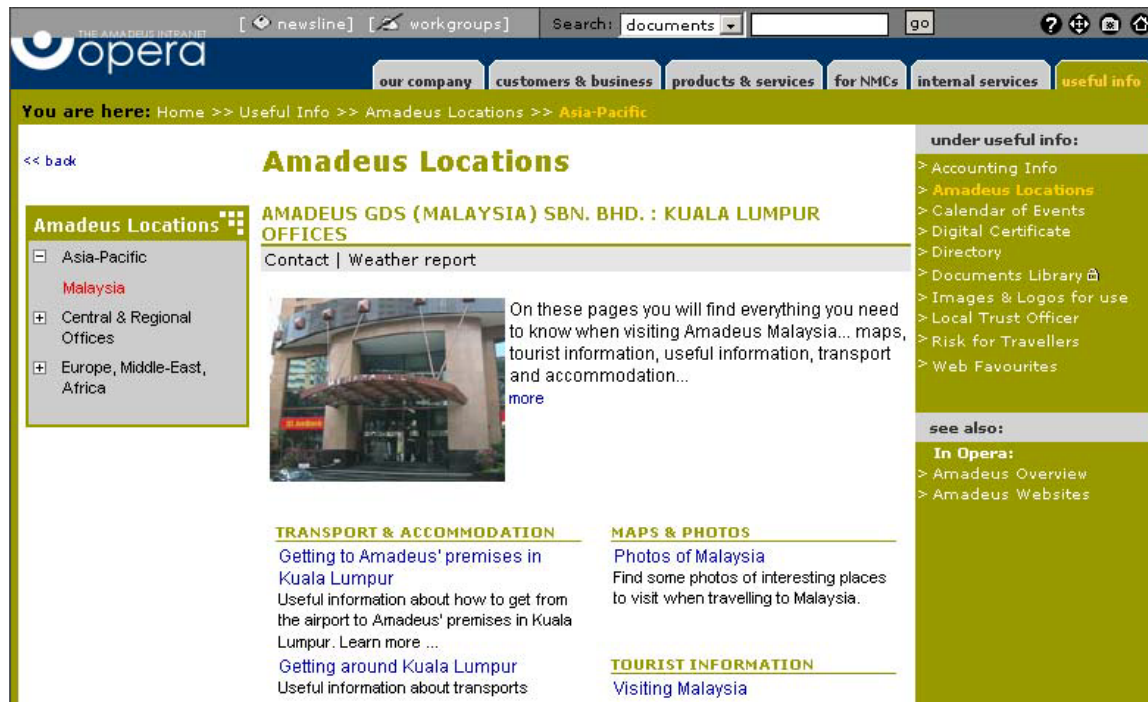


Pictured: Products page of the old Amadeus intranet. In usability tests, users had trouble finding product information.

Based on this feedback, the team made a series of new designs. After a few iterations, everyone was happy with the visuals. They then began to migrate content across. At this stage, team members tested some content categories with small user groups, both to check their usability and to counter the objections of page owners who were unconvinced that the new structure was the right one.

One result of this round of testing was the introduction of Opera's *Location* pages. "The idea of the *Location* pages is to create a little shop window for each location, with a snapshot of the key people, hints on things to watch out for, and so on," Ross explains.

The team then asked five users to imagine that they were preparing a business trip to another office, and needed to find out how to get there and what the weather would be like, and also get a map of the area. They all said that they would expect to find this under *Useful Info* rather than under the office's section.



Pictured: The *Amadeus Locations* page was introduced as a result of user testing toward the end of the project. It includes basic visitor information about Amadeus offices: maps, weather information, and so on.

The team conducted ad hoc user interviews to evaluate the last minute changes, and officially launched the intranet in December 2002.

The intranet's basic design has not changed since then, though content has been added and the team is constantly listening to user feedback. The team conducted a survey specifically to evaluate the site's speed and structure. It yielded very positive results.

In August 2003 (after this report went to press) the team planned to carry out a more extensive intranet survey, replicating a survey done in October 2002 when the old Opera was still running. The results will provide an interesting measure of how far Opera has come since then.

TIMELINE

- 1998: Pilot version of Opera launched, including a CMS prototype.
- 1999: Opera, version 1 is launched with minor design changes and much more content.
- Jan. 2001: Questionnaire sent out to users, followed by feedback and information gathering. Work starts on New Opera.
- Mar. 2001: Usability study on old intranet.
- July 2001: Labeling tests to determine user-friendly names for intranet sections.
- Aug. 2001: Card sorting to determine IA.
- Sept.-Oct. 2001: Design phase begins.
- Dec. 2001: Heuristic report.
- Feb. 2002: Final designs.
- June 2002: HTML templates and file structure definition.
- Jan.-July 2002: New technology definition, testing, and preparation.
- July-Nov. 2002: Migration.
- Nov.-Dec. 2002: Testing.
- Dec. 2002: New Opera goes live.

RESULTS

Amadeus has, says Ross, achieved “genuine savings” in producing physical materials alone. Glossy publications such as product news, which used to be printed and distributed monthly and quarterly, are now online, leading to significant savings in print costs. Similarly, the online news service has eliminated the cost of printing, faxing, and mailing local and global press releases for distribution to international company offices.

Opera has also made it possible to do things that couldn’t have been done before. For example, Opera facilitated the company’s new share ownership program, through which employees can buy Amadeus shares every three months. “It would have been much more difficult to achieve without the intranet,” Ross says.

Also, intranet-based tools that let staff members hold online meetings have saved on flight costs and made meetings more productive.

As another example, Opera’s workgroups — business tools that let departments store and manage their information — have also saved a lot of time. “We once worked out that account managers saved around an hour a day in time spent looking for information,” says Evekink. “Account managers are happier because they have more time to focus on sales and marketing. And we can see that the decisions they make are made faster and generally better, because they have access to a single source of information.”

LESSONS LEARNED

Insights from Huibert Evekink:

Plan the migration. "It's very important to plan a migration military-style, so you can cut over between the two systems without taking the intranet offline. We felt if we didn't do it right, the new Opera would start off with a bad taste in people's mouths."

Support the content providers. "We continuously try to train the owners to maintain high-quality content. We give them courses on writing for the Web, and explain how they should use and manipulate images."

Don't hype the project in advance. "We wanted to be able to show results first, so we would move from one win situation to another."

Insights from Elena Velázquez:

Tell designers that less is more. "It can be hard to explain to designers that they need to accept feedback, and that all design features need to have a usability justification. But eventually they'll learn to feel proud of taking things out!"

Insights from Eddie Ross:

Present a united front. "It's important that everyone involved in the intranet works together. When content owners come to us, we make a point of being a team."

NedTrain (2005)

Using the Intranet:

NedTrain, based in Utrecht, the Netherlands, is a subsidiary of the Dutch National Railway Company (Nederlandse Spoorwegen). NedTrain is an expert in train- and railway-maintenance and overhauling. Before any new parts or equipment are allowed on the Dutch Railway, NedTrain first assays them. Other domestic and foreign transport operators also rely upon NedTrain's services. NedTrain has thirty-nine locations throughout the Netherlands.

Design Team:

Macaw B.V.

Members:

NedTrain: Arienne de Vries, communications department manager; Belle Prinssen, webmaster

Macaw B.V.: Arie Duindam, project manager, architect and lead programmer; Marco Roling, System analyst, project manager; Jelger Groeneveld, developer; Antoni Dol, lead designer and art director; Elise van Looij, developer; Berry Vorstenbosch, senior developer for application services

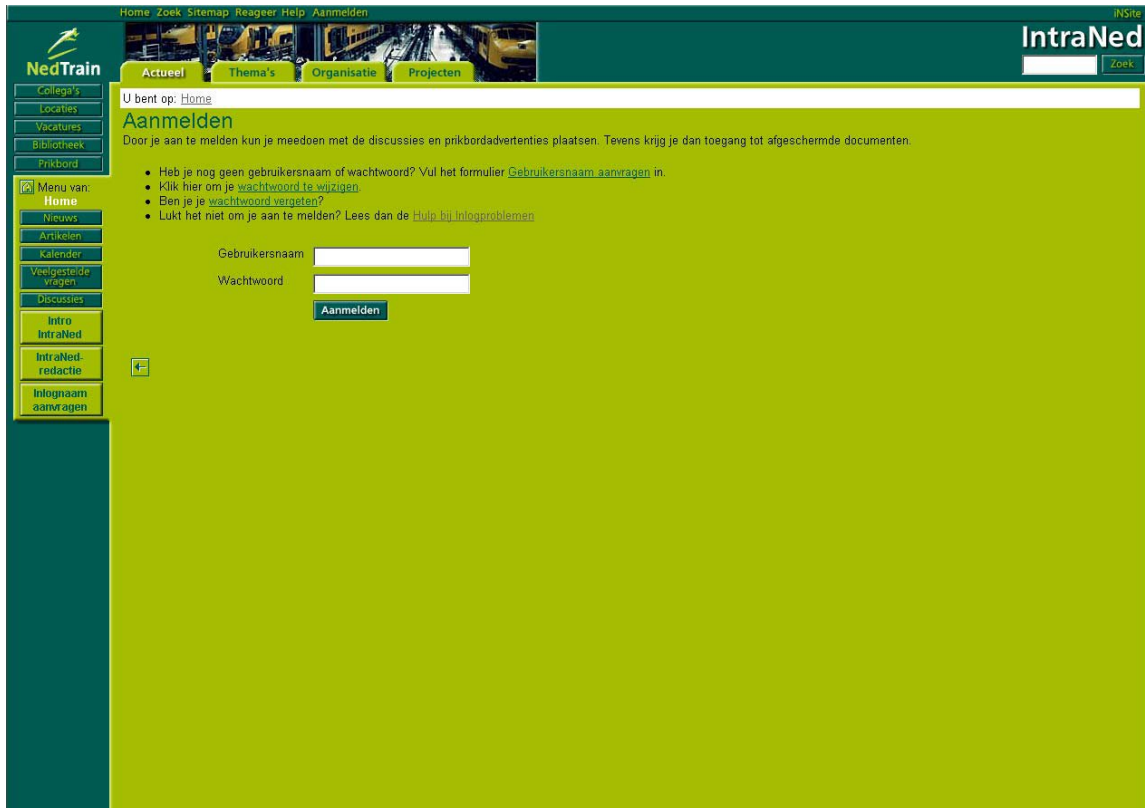
SUMMARY

One of NedTrain's main objectives for their IntraNed intranet is to make information available for all employees and improve communication between departments and locations. The intranet achieves this goal, beginning with the homepage, which features current news relevant to all NedTrain employees. Users also have access to articles, events, FAQs, and discussions. Employees use these areas extensively, along with more thematic pages, personal organizational pages, and project pages.

IntraNed's look and feel is business-like but not stuffy, and follows NedTrain's corporate guidelines: be efficient, and avoid excessive dynamic design and content elements.

Pictured: IntraNed's homepage features events, FAQs, discussions, job opportunities, a map of locations, a *who is who* listing, and search. The design follows NedTrain's corporate guidelines on intranet design efficiency.

Users enter the intranet through a very simple login page with open fields. This straightforward page also offers assistance for users who have password issues. Users who are not yet registered can request a login. The page also lets users change their passwords, and will e-mail current passwords to users who've forgotten them. If they have login problems, the help screens offer users questions with yes/no answers that ultimately lead to solutions.



Pictured: The login page makes it easy for users to log in quickly and offers help for people who need it, including the option to change or request passwords.

Once logged in, users are given permission to view specific content, such as particular projects or department information. When creating a document, the user can choose whether it can be viewed by all users, or only by those with proper permissions.

IntraNed has many different types of user groups. Employees in corporate departments hold jobs such as personnel officer, communications manager, payroll clerk, and administrative assistant. NedTrain's maintenance employees include assemblers, co-operating front-rank men, warehouse employees, mechanical/electrical servicemen, and shunters. Traditionally, people doing these jobs do not have access to desktop PCs at work. But at NedTrain, most of the workshops have kiosks with touch screens, keyboards, and trackballs. Employees use these kiosks to access IntraNed, as well as technical manuals.

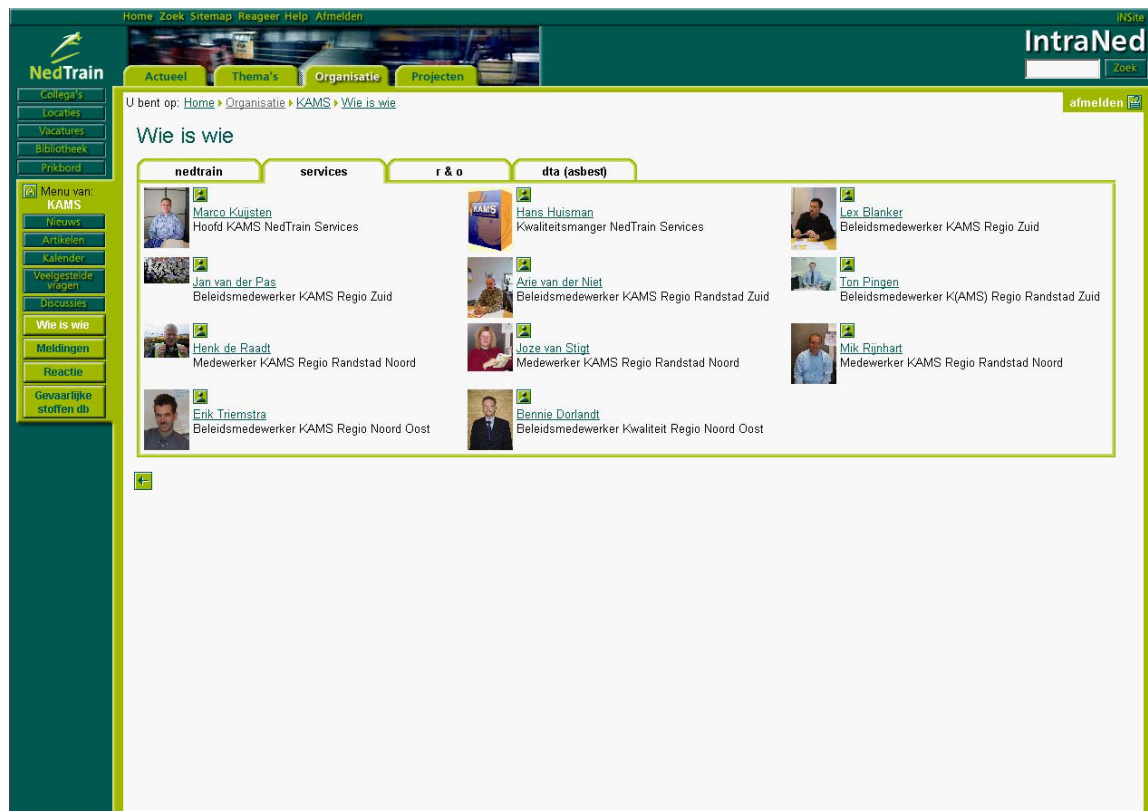


Pictured: NedTrain offers workshop-based kiosks in easily accessible locations.



Pictured: Two NedTrain employees use IntraNed at a kiosk in their workshop.

With 4,000 intranet users in more than thirty-nine locations in the Netherlands, the employee directory at NedTrain is an important feature. The colorful address book shows the employee's name, job title, and picture. By offering pictures with the list of employees, the application lets people easily find the names of employees they know only by face, or see the faces of people they know only by name. Because the pictures are not all taken in a studio, the shots also help show people's personalities. Clicking the person's name link leads to a document that includes the person's name, address, phone numbers, tasks, and holiday schedule.



Pictured: The colorful address book helps the 4,000 intranet users in more than thirty-nine locations find each other. A picture of each employee adds a personal touch, and helps colleagues learn each other's faces.

A simple open field for searching is available on the homepage and on every page of the intranet. Extensive search functions let users search the entire intranet, all public documents, or specific subcontexts or document types.

For users who prefer browsing to searching, a straightforward navigation scheme leads them to their content. Tabs across the top include *Theme*, *Organization*, and *Project* and are always available. This tabbed interface makes it easy for users to acclimate. The left-side navigation menu choices (in the lighter green area) change depending on which of the roughly 90 subsites is selected via one of the top-horizontal tabs. In some cases — such as on the *Organization* tab — there is no need for related navigation, so it doesn't appear.

At the top of the left side navigation area, blue-green buttons offer global level choices that are always available. The global choices include *Colleagues*, *Locations*, *Employment Opportunities*, *Library*, and *Bulletin Board*.



Pictured: The *Organization* tab shows the high-level company organization chart. The screenshot also shows the left-side global navigation, which is always available.

An interesting IntraNed feature is its locations map, which automatically regenerates, using latitude and longitude, whenever the page is changed. "Locations on the map do not change very much," says Antoni Dol, lead designer and art director, "but to allow NedTrain to not be dependent on a graphic designer in any way, we decided to build it this way." (He also concedes "it was an easy and fun thing to do" for Arie Duindam, Macaw's project manager, architect, and lead programmer, who has a passion for global-positioning systems and maps.)



Pictured: The map of locations is automatically regenerated, using latitude and longitude. Thus, NedTrain is not dependent on a graphic designer to make the changes.

NedTrain's corporate departments read and actively contribute content to IntraNed. Users need not be very technical to add content: they can submit information via a simple form. The text is legible and field labels are left-aligned for easy scanning. Users can tick off radio buttons and checkboxes, and type their content in fields.

Editors can set up a form to be sent to any e-mail address, and can compose and create the auto-reply text sent to users after they've submitted the form. Editors can then deal with form submissions in the content management application.

Beheer

IntraNed Home
DOCUMENTEN
- Nieuwsberichten
- Veelgestelde vragen
- Evenementen
- Artikelen
- Vervolgpagina's
- Wie is wie
- Vacatures
- Matchingformulier
- Externe HTML docs
- Locaties
STARTPAGINA'S
FORMULIEREN
- Invulformulieren
- Automatische antw.
- Respons
- Form. elementen
WORKFLOW
FORUMS
MATERIEEL
STATISTIEKEN
RECHTEN
STRUCTUUR
SITE BEHEER
OVERIGE

Bewerk Invulformulier 13071 (totaal aantal hits:)
IntraNed BeheerApplicatie

☐ Goed te keuren
☒ Goedgekeurd
☐ Afgekeurd

Titel (verplicht)
R5 Algemeen Reactieformulier

Geplaatst door
Pieter Wolters

Auteur

Subcontext (verplicht)
Project R5

Automatisch antwoord
- Kies een Automatisch antwoord -
Aanmelden IntraNed redactie cursus
Aanmelden voor 4 september CCD

Intro
Indien je een vraag, verbeter voorstel of een opmerking op R5 hebt kun je middels dit formulier deze naar de webbeheerder van de deelsite "Project R5" sturen. Dat is op dit moment Pieter Wolters, LBP.

email adres (verplicht)
p.wolters@services.nedtrain.nl

Formulier elementen

Volgorde	Verplicht veld?	Actie	Element naam
1	☒	☐	Aanvrager
2	☒	☐	Email
3	☒	☐	Onderwerp
4	☐	☐	Telefoon
5	☐	☐	Suggestie
6	☐	☐	Vraag
7	☐	☐	Opmerkingen

Element voorvertoning:

Beschikbare formulier elementen.

A: Aanvraag applicatie
Aanvraagkeuze
Achternaam
Adres
Advertentiefoto
Afdeling
Algemeen
B: Aanvraag inbelfvoorziening
Bedrijfsonderdeel
Beginidatum

Pictured: Users can easily add content to IntraNed via a very simple form.

Systems support personnel allocate rights — such as read, edit, and administrator — depending on a user's role within the company. For highest flexibility, user rights are allocated per subsite. So, a user can have admin rights in one IntraNed area and read-only rights in another. Systems support personnel can quickly assign rights using simple checkboxes in the form.

28

INFO@NNGROUP.COM

NedTrain (2005)

Beheer

IntraNed Home
DOCUMENTEN
- Nieuwsberichten
- Veelgestelde vragen
- Evenementen
- Artikelen
- Vervolgpagina's
- Wie is wie
- Vacatures
- Matchingformulier
- Externe HTML docs
- Locaties
STARTPAGINA'S
FORMULIEREN
WORKFLOW
FORMS
MATERIEEL
STATISTIEKEN
RECHTEN
- Users beheren
- Users importeren
- Beheer menu aanmaken of renamen
- Beheer menu vormgeven
- Beheer menu toekennen
STRUCTUUR
SITE BEHEER
OVERIGE

Rechten beheer

IntraNed BeheerApplicatie

Update

Hier kunnen de leesrechten op de private delen of redacteurschappen van subcontexten worden beheerd van: **007 James Bond**

	Lezer	Redacteur	Eindredacteur
Actueel			
Home	☐	☐	☐
	Lezer	Redacteur	Eindredacteur
Organisatie			
Business & Development	☒	☐	☐
Cargo Support	☐	☐	☐
Communicatie	☐	☐	☒
Componentenbedrijf	☐	☐	☐
Consulting	☐	☐	☒
Directie NedTrain	☐	☐	☐
Ematech b.v.	☐	☐	☐
Financiën	☐	☐	☐
Functioneel Beheer	☐	☐	☐
HRM	☐	☐	☐
Informatievoorziening	☐	☐	☐
Informatievoorziening/Serviceesk	☐	☐	☐
Inkoop & Logistiek	☐	☐	☐
Inkoop & Logistiek/Facilitaire Inkoop	☐	☐	☐
Instandhoudingsmanagement	☐	☐	☐
KAMS	☐	☐	☐
Kenniscentrum	☐	☐	☐
Landelijk Bureau Capaciteitsmanagement	☐	☐	☐
Landelijk Bureau Materieellogistiek	☐	☐	☐
Landelijk Bureau Productie	☐	☐	☐
LBP/Triton	☐	☐	☐
Medezeggenschap	☐	☐	☐
Netwerk Jonge Academics	☐	☒	☐
OB Rotterdam	☐	☐	☐

Pictured: Systems support personnel can quickly and easily allocate rights to users via a simple list of checkboxes.

Letting employees access the intranet, no matter where they work, and letting many of them add and edit content, make IntraNed a supportive, collaborative tool for NedTrain employees.

URL AND ACCESS

NedTrain's intranet URL is intra.nedtrain.nl; IntraNed is the start-up page for employees' Microsoft Internet Explorer 6 browsers.

For security reasons, when NedTrain employees are away from the LAN they can only access IntraNed by calling a special server, which then dials users back, and logs them onto the LAN.

All of NedTrain's larger workshops now have one or two IntraNed kiosks with touch screens, keyboards, and trackballs. IntraNed access from PDAs running Microsoft's Pocket-PC operating system is under development.

CONTENT MANAGEMENT

IntraNed's CMS is a customized version of Code-Rack, a CMS developed by Macaw. Both Code-Rack and IntraNed were built using Microsoft's ASPs technology; Code-Rack's development predates the introduction of Microsoft's .NET framework (although a version of Code-Rack now exists for .NET, it's not used for IntraNed).

Code-Rack is “actually more a framework for a CMS, to be customized and added to for each project,” says Dol. For the NedTrain project, the CMS was enhanced to include passive, or *theme*, pages. Here’s how they work: when uploading content, IntraNed editors can assign themes to it — designating it to be a certain type of company or industry news, for example. The CMS then automatically generates and maintains a number of pages filled with the most recent publications by theme. Theme pages also support project development. “People who have no idea they are working on the same subject will see each other’s work appear” on relevant theme pages, notes Dol.

Macaw also added division-level permissions to Code-Rack, so each division can maintain its own information and its own templates.

In NedTrain’s intranet, a user is assigned one of four roles: user (default), editor, chief editor, or webmaster. Editors can create and modify several types of documents using either HTML or a DHTML editor that resembles the Microsoft Word interface. They can then set public or private (restricted) permission for each document. As noted above, editors assign themes to pages and can also create forms, which are often used to let employees sign up for events and training. Editors can set the forms to automatically reply, via e-mail, to employees. Chief editors can create and edit all forms and documents they have access to, approve or reject documents, and publish approved documents online. The webmaster controls additional website functionality, via a Web-based interface.

Templates handle all content, ensuring NedTrain has a uniform look.

Content creators can also use pagelets (pre-made sections). Different pagelets — which are often used on division and project team homepages — contain such things as files, links to current news items, upcoming employee birthdays, and a list of recent events.

NedTrain’s communications department oversees IntraNed’s webmaster and the dedicated editors assigned to different business areas.

The webmaster functions as editor-in-chief, and various communication staff members are executive editors. NedTrain’s 200 editors are organized regionally. “This democratic set-up mirrors our organizational structure,” says Belle Prinssen, IntraNed’s webmaster. While editors typically answer end-user queries, the webmaster is the editors’ and users’ first point of contact.

TECHNOLOGY

IntraNed was developed using Microsoft Visual Studio, Microsoft Visio, Macromedia HomeSite, and Adobe Photoshop. While Macaw typically uses Visual Studio’s SourceSafe for source code management, “as a test we were using Rational’s ClearCase as an alternative, plus Rational’s ClearQuest as a bug-tracking tool,” says Dol. “Although my personal experience with the tools was not bad, Macaw discontinued using ClearCase, but we continued to use ClearQuest,” as well as Microsoft’s SourceSafe, and now the open source version control system Subversion.

The intranet runs on Microsoft’s Internet Information Server 5, Windows 2000 Advanced Server, and SQL Server 2000. A SQL database handles all content, and Citrix MetaFrame maintains authentication and access control.

The intranet infrastructure resides at NedTrain's headquarters in Utrecht. For supporting IntraNed's users, NedTrain's information and communications technology (ICT) department provides technical support. Two employees in Macaw's Application Services department maintain the back-office technology and live site. The Macaw employees access the NedTrain systems remotely by "connecting to an internal server that has a Microsoft Remote Access Server connection to the NedTrain server," says Dol. Macaw also runs its own development version of NedTrain locally.

GOALS AND CONSTRAINTS

Goals:

1. Enhance internal information distribution and communication between NedTrain's independently operated departments and locations, while reducing document-distribution costs.
2. Make information more quickly available and accessible to more employees.
3. Standardize on department-level intranet templates.
4. Maintain hassle-free navigation and an intranet consistent with NedTrain's corporate style.
5. Decrease overall operational costs and increase operating efficiency.

Constraints:

1. Having no dedicated project manager available for the redesign.

BASIC INTRANET FEATURES

Beyond search and regularly refreshed content (news, articles, event listings, and FAQs), NedTrain's has several other basic features:

- Extensive information about ongoing projects and subdivisions
- "Theme pages" that automatically centralize articles on the basis of attributes set by content creators; example pages include *Safety and quality* and *Materieelbeschikbaarheid* (indicating train wagon and locomotive part availability)
- The ability to create forms, such as a form that lets employees subscribe to a course
- A corporate library containing the company handbook and HR information
- A map of locations that is dynamically generated using site latitude and longitude, which eliminates the need for a graphic designer when location changes occur
- Ongoing discussions
- A poll (linked to discussions)
- A dynamically built site map with drop-down lists of navigational choices
- A job listing board for open NedTrain positions
- The ability to add pagelets — such as a birthday calendar or links to the latest news — to any page

- In addition to basic contact information, the corporate *who is who* directory lets employees display their current list of tasks where and when they're working, and their replacements for holidays or sick days
- A general-interest bulletin board, including an ongoing NedTrain garage sale

USERS

NedTrain has 4,000 employees, located in its Utrecht headquarters and thirty-eight maintenance and service locations throughout the Netherlands. Users range from corporate employees, with titles such as personnel officer, communications manager, payroll clerk, and administrative assistant; to maintenance staff, including assemblers, co-operating front-rank men, warehouse employees, mechanical and electrical servicemen, and shunters.

USER TASKS

- Read news at the organization, division, or project level
- Share documents
- Search the company directory, or find telephone numbers and e-mail addresses through the *who is who* feature
- Update personal information
- Locate an office or facility and find its address and contact information
- Access HR information
- Read manuals
- Browse internal job openings
- Enroll in activities
- Consult the calendar listings for such things as company meetings, corporate events, and trade shows
- Review site-usage statistics
- Post to discussion boards and the bulletin board
- Fill in forms

BACKGROUND

IntraNed started in 2001 "as an information source for every employee with a PC inside the company," says Dol.

"IntraNed was initiated by the communications department and developed in collaboration with our ICT department," says Prinssen. Before rollout, NedTrain appointed editors to manage different pieces of the intranet.

The initial intranet included basic information, such as departmental news, and a list of employees and locations. Later, Macaw developed the *who is who* application and the *Materieelbeschikbaarheid* indicator, a "real-time train part availability indicator, and the most important piece of information in the company," says Prinssen. "It

allows all staff to check if they've achieved their targets for maintaining train wagons and locomotives." Both features noticeably increased IntraNed use.

While early intranet iterations were separate projects, Macaw now maintains a more continuous IntraNed presence, both in running and developing the intranet. For example, "Macaw's Application Support department is now responsible for the stability, maintenance, and implementation of intranet additions," says Dol.

NedTrain's annual budget for intranet development is €60,000.

Planning for intranet redesigns and application changes starts with the webmaster, who collects all user feedback. "Small changes or additions can be performed by Macaw's application services department, on the basis of a maintenance contract," says Berry Vorstenbosch, senior developer for application services.

Any proposed change, however, must fit IntraNed's look and logic. Thanks to that consistency, Prinssen says that, "everything now looks as though it was part of the very first delivery of the IntraNed."

For this redesign, NedTrain wanted to improve information delivery to all employees — not just those with PCs — and improve inter-departmental communications and collaboration between employees. By improving the intranet, NedTrain also wanted to continue decreasing operating costs and increasing operating efficiency.

DESIGN PROCESS AND USABILITY ACTIVITIES

With no project manager available for the redesign, the project's architect/lead programmer covered the project-management tasks, and the system analyst identified the requirements and features needed for the design. Later, the analyst assumed more of the project management duties, including defect and change tracking, planning releases, and coordinating with the lead programmer. Shifting tasks between these two team members "worked because both were experienced professionals and saw the work that had to be done," says Dol. While he advocates this approach if there's no project manager and a near-term deadline, in general Dol recommends using a dedicated project manager.

For the original design, Macaw first conducted usability tests, testing working intranet versions with users. Tests took about 90 minutes. Tasks included finding specific information on the intranet, responding to site-feature questions, and evaluating the intranet's speed, aesthetics, and usefulness.

For finding specific information, sample questions included: "How many hours per week is the operational contract manager job advertised on the NedTrain intranet?" "What is the zip code of the Rotterdam Central Station?"

For evaluating site features, the browsers were turned off and users responded from memory to true or false statements. Examples include: "*Materieelbeschikbaarheid* can be reached via the project tab." "A project team's news item can appear on the homepage."

On a scale of 1 to 10, users were asked to rank the site's look and feel, speed, usability, and usefulness. Specific queries about intranet features included general questions about the site's appearance, missing features, and whether or not users would visit IntraNed on a daily basis.

The tests produced many findings, some related to design and others to technology problems. For example, users frequently searched, but occasionally documents that they knew should appear in the results didn't, creating "user irritation," says Dol. Macaw dealt with that problem via a code fix. Following the usability testing, the team also replaced one of the tab labels, "communities," with "organization," since Dutch users didn't understand the former word.

Macaw also found that few people used the site map. "The term 'site map' is still gibberish to a lot of Dutch users," Dol says, though he notes that "the people that did use the site map had no problems." Because the site map added needed insight into the information architecture, Macaw left the feature, but rewrote the names of some primary levels to better suggest the site map's purpose to users. "This site map is a nice piece of work, because it is dynamic," says Prinssen. "If we create a new project site, it is added to the site map automatically."

TIMELINE

- May 2001: Kicked off project with requirements workshop, followed by a final "vision for the design" document elaborating on the project's important requirements and the desired end result
- June 2001: Began construction on the intranet
- September 2001: Launched headquarters intranet
- 2002: Began subsite creation and related department editing (this is ongoing; each new project typically creates a subsite)
- October 2002: IntraNed on all PCs in all locations
- February 2003: IntraNed accessible via kiosks in the five largest workshops
- February 2003: Design team began incorporating more "fun" elements to draw people to the intranet, including a bulletin board and a pagelet for birthdays
- November 2003: Added another eight kiosks
- July 2004: NedTrain's board of directors decided the intranet should be the conduit for all future company information, and launched plan to discontinue use of network drives for information storage
- December 2004: Added another ten kiosks
- For 2005: Enable IntraNed access via handhelds and increase personalization

RESULTS

Since IntraNed first launched in 2001, the redesign team has been instituting modular changes — sometimes weekly.

Thanks to those ongoing improvements, and with the contribution of 200 editors, "IntraNed has grown to be the first and fastest medium employees turn to for news about the company," says Prinssen. "NedTrain has thirty-nine locations throughout the Netherlands. IntraNed makes it easier for everyone in these locations to find information or colleagues, and has also improved collaboration between employees."

Now the intranet has an array of must-read material, including manuals, procedures, mechanical instructions, a hazardous-materials database, and more. For example, “the defect codes of our trains are listed on IntraNed,” says Prinssen. “This means that if a train shows a defect code on its display, a mechanic can look up both the meaning of the code and how to fix the problem on IntraNed, saving time and effort.”

New pagelets also improve information delivery. The company-wide “materieelbeschikbaarheid” indicator, for example, is especially popular.

The improvements have helped drive increased intranet use, with fourth-quarter visits growing from over 860,000 in 2002, to 2 million in 2003, to 2.5 million by the end of 2004.

Based upon anecdotal feedback, “users are very happy” with the redesign, says Prinssen. For example, when users were queried about whether additional project information should be highlighted in its own, separate digital newsletter, “the overall response was that they preferred to read this information on IntraNed.”

Employees looking for a new job can submit their profiles to the IntraNed Matching System, which helps HR find the right person to fill job openings. “If a candidate matches a job profile, this is displayed on screen” to HR whenever a new job listing is created, says Prinssen.

Editors often use forms to let employees sign-up for events. The redesign added the ability for editors to view all results from a form online. “Editors already received the form data in an e-mail, but now they can also view this data online,” says Prinssen. This online view aggregates all of the information in one interface. Before, each response to the form generated a separate e-mail.

LESSONS LEARNED

Insights from Antoni Dol:

Manage expectations. “Expectation management is an important part of any project for a client, especially for retaining their full cooperation. With those two things, good project management, and the Rational Unified Process Methodology, we can build software on time, and on budget.”

Work without a project manager only in a pinch. “With no project manager available for our project, the architect and lead programmer ran such project management tasks as planning, budgeting, and organizing, while the system analyst researched redesign requirements and features. Later on, the analyst took on more project-manager responsibilities. This approach worked because both members of the team had extensive experience with such projects, and is something to consider if you lack project managers but must start immediately. Otherwise, however, I recommend a dedicated project manager.”

Insights from Belle Prinssen:

Keep it fresh. “Always have new, but useful, information on your intranet.”

Foster intranet champions. “It is very important to have one, or several, intranet champions to promote and campaign for the intranet. At NedTrain, that’s my role; my nickname is ‘Mrs. IntraNed’ — the one person any employee can ask any intranet-related question. Also, I personally trained all the editors, which means they

know how to find me for any follow-up questions. Especially for our large company, with 4,500 employees at thirty-nine locations, it's crucial to have a central person anyone can approach."

Make the intranet personal. "Make sure all departments are represented on the intranet. For NedTrain, this means having subsites for the communications, ICT, and HR departments. In fact, those subsites are the most-visited parts of the intranet."

Make the intranet a guide to the organization. "We put our organizational structure — with quite a lot of detail — onto the intranet, which has worked very well. Now employees can determine which department can best field a particular type of question. Conversely, because IntraNed follows the organizational structure, and because employees know their company, they also know their way on IntraNed. For example, if you have a question about your computer, you surf to the ICT department on IntraNed."

British Airways (2014)

Using the intranet:

British Airways (BA) operates one of the world's most extensive international, scheduled airline route networks, comprising some 147 destinations in 75 countries and carrying more than 33 million passengers worldwide (in the year ended March 2007).

Headquarters: London, UK

Number of employees the intranet supports:

45,000 current employees and approximately 40,000 retired staff

Sales: £8.4 billion (year ended March 31, 2007)

Design team:

In-house, by a core team of 20 people working across 15 departments worldwide

Members:

Allen Huish, Programme Manager Employee Self Service (ESS); Delia Steven, ESS Manager; Penny Quilty, Intranet Support; and Paul Cook, ESS Intranet Executive

SUMMARY

In the always highly regulated airline industry, massive changes—namely, heightened security and the need for tremendous cost cutting—have forced airlines to respond quickly and significantly if they're to survive. Working out a change strategy and ensuring that 45,000 employees get the message and get it right is a real challenge. At British Airways (BA), the intranet is the best channel for communicating this information. The airline uses its intranet to not only inform people, but to cut costs by putting tasks online that would otherwise cost a lot more money, paper, and staff time.

Users can access the BA homepage—as well as the entire intranet (my.baplc.com)—at home and work via a single sign-on. More than 70% of employees access the intranet from home. At BA locations, the intranet is part of the standard build of all computers, with the homepage set as the browser's homepage. Users can't change this, nor are they likely to want to, as the homepage links to so many of the activities user need and want to access. News, personal messages, and specific department news greet users when they log in. They can search the whole site or for colleagues anywhere within the organization. Links in the top and left-side navigation lead to many features that people need every day. And the light blue color palette is calming—like the sky itself.

ESS Home Share Price: 417.00 -3.00 15:28 29 Jun 2007 Welcome Allen | My Details | Logout

News Travel Our Airline Company Procedures Business Info BA and Me Off Duty

>Home

Shortcuts



- > ba.com
- > Blueprint
- > cBA talk back!
- > Clarity
- > Corporate Directory
- > EG300
- > ePay
- > ESS applications
- > Im intranet
- > My Reports
- > Safari IT books

Help desks

- > Im Service Centre
- > 85000 FM Online
- > BA2Buy Helpdesk UK
- > Pay & People
- > Service Centre Online
- > Hotline Helpdesk

Corporate instructions

- > BA Standing Instructions
- > Finance Standing Instructions
- > Self Audit Programme
- > Employees' Financial Approval Authorities

My messages

- > You have more than 9 unread messages in your ESS Mail Inbox
- > Changes to the ESS home page - more details

Breaking news



- > Additional pension sessions at Waterside
- > Services diverted and cancelled due to gas leak
- > Texas flights move to Heathrow
- > London Heathrow disruption
- > more...

In depth news



- > New smoking policy
British Airways is to introduce a revised smoking at work policy to comply with new UK smoking legislation
- > NAPS Pension Scheme
The deadline for returning NAPS changes forms has been extended to June 30 to give members more time to consider and select their choices

Your departmental news - Im

- > IT Operations online Newsletter - June edition (Wednesday, June 27, 2007)
- > The Im Technical Infrastructure Strategy for 2007 (Friday, June 22, 2007)

What's new

- > Competitor technology watch - June 2007 report
- > Latest Weekly Brief - 29 June 2007
- > Five fantastic holidays now among the many lots on the Fun Run Auction
- > Customer Satisfaction Results for May 2007
- > Intranet from home outage Mon July 2nd 1100-1400
- > more...

Search

☒ Intranet ☐ FAQs

Find a Person

Our Performance

7.1% > operating margin for 2006 -2007 - click here

Network Punctuality

% on time today
% yesterday
(Target %)
Last update: 15:52 Fri
> The World On Time

Bringing T5 alive

> T5 news and info



Help BA Internet Sites | Your Comments | Intranet help | Index | Legal | Accessibility

Pictured: Once logged in to BA's Employee Self Service intranet homepage, people can use it as a one-stop-shop to do all of their self-service tasks.

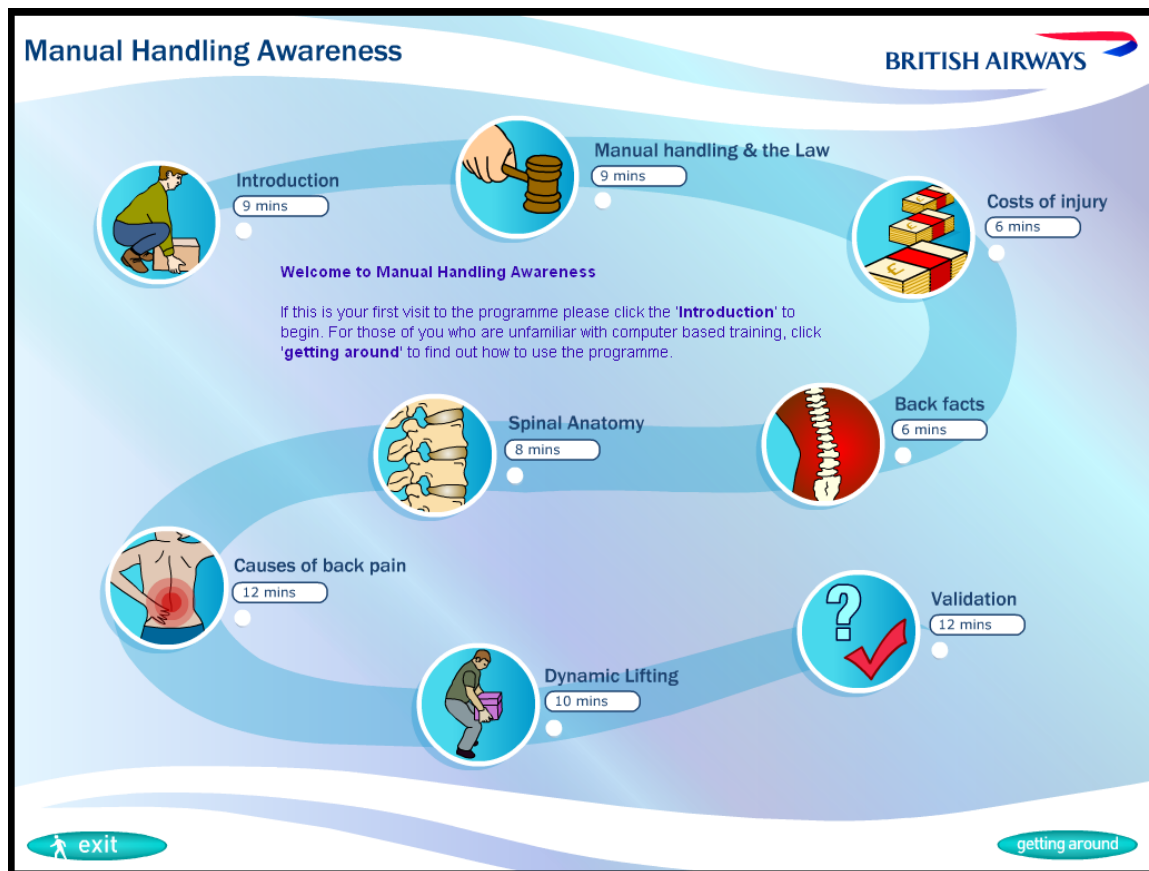
The look may be soft, but the BA intranet means business. Seeking to simplify processes, managers and the intranet designers came up with the Employee Self Service (ESS) Program, the company's intranet. Looking for more efficient work habits while thinking green, managers decided to strive for "No duplicated or paper processes." This targets each of BA's 15 Departments, requiring them to create their own local ESS plan for change, cutting out the endless paper trail and removing duplicate manual systems and processes. The program encourages that processes be automated via the intranet, and that processes align with business needs. In making so many tasks possible and simple on the intranet, and communicating to employees why using these methods to complete the tasks was so important, the intranet team assisted in creating a new way of doing things—a new culture even—where employees embrace self service. Some of the aggressive targets the team has for the ESS include:

- 75% increase in training days online
- 100% of staff travel booked online
- 100% of UK transactions procured online
- 80% of personal details updated online
- 99% of UK staff connected to ESS

The team is well on its way to achieving these goals, something that is possible only if the intranet is straightforward and easy to use.

One great ESS area is the online training. At this point, at least 40% of all BA training is completed online. Users can still enroll in some classroom courses, and some courses are a hybrid: part online and part classroom. But the online system allows employees to attend to courses when their busy schedules allow, rather than having to leave work to go to a class. This is especially convenient for taking mandatory classes. Having other courses online has made it convenient and even encouraging for staff to further enrich themselves and be better employees.

Most of the online training is delivered via *My Learning* (part of their Oracle HR system). Here, users can enroll in and take online courses. The classes cover many topics, from enrichment (such as negotiating) to IT training, management skills, and specific airline courses. And the online courses consist of far more than boring, flat text—they include a range of multimedia approaches, including audio, video, and animation.



Pictured: A screen from a BA online training course.

Just imagine the amount of knowledge embodied in the 14,000 cabin crew members, all the things they've learned throughout their travels. So much helpful information and tidbits could be lost if not communicated. But how can a large staff—who could be anywhere in the world, at any given time—get together and talk? Another good ESS solution is the online discussion forum for the cabin crew. While the designers

consider the design to be rather “vanilla,” they hesitate to change it because the feature is so widely used. Also, the current design is usable overall, displaying the most basic necessary information (such as topics) as links, and noting the threads and posts. And, to simplify the experience as much as possible, designers turned off some of the more advanced features (such as instant messaging and avatars) that come with the vbulletin technology.

BA Discussion Forums

The screenshot displays the British Airways Cabin Crew Forums interface. The header includes the BA logo and a navigation bar with links: Members List, ESSMail, New Posts, Search, Quick Links, and Log Out. A welcome message is shown for a user. The main content area features a table of sub-forums with columns for Forum, Last Post, Threads, and Posts. The sub-forums listed are: Welcome (Guide to the forum), From crew to crew, General topics, MORI Speak-up survey discussions, On-board - Eurofleet, On-board - Gatwick fleet, On-board - Worldwide, and Results of the talks (Formerly "What's been happening in the talks"). Below the table is a 'Library of closed forums' section. At the bottom, there is a 'Forum Jump' dropdown menu and a footer with contact information and version details.

Forum	Last Post	Threads	Posts
Welcome Guide to the forum	Welcome to the forum by [User] 25th April 2007 10:34	3	3
From crew to crew	Pensions by [User] Today 10:33	65	430
General topics	Fleets Online - Heathrow... by [User] Today 14:59	209	2,462
MORI Speak-up survey discussions	Face-to-Face Communication ... by [User] Today 11:26	10	653
On-board - Eurofleet	Cranberry Juice on EF7 Annie... by [User] Today 15:55	63	560
On-board - Gatwick fleet	whats happening at LGW by [User] Today 15:24	135	1,504
On-board - Worldwide	Avod by [User] Today 16:14	78	1,109
Results of the talks Formerly "What's been happening in the talks"	Hourly Rate..... by [User] 20th June 2007 09:04	14	376

Library of closed forums
Strike ballot issues library

Forum Jump
Cabin Crew Forums

All times are GMT. The time now is 16:20.

Contact Us - BA Forums - Archive - Top

Powered by vBulletin Version 3.6.0

Pictured: BA's 14,000 cabin crew members share ideas and answers via their intranet discussion forum.

While the intranet is available for people at home, some cabin crew members might not be at their base for a month or more. In 2006, the organization deployed more than 200 kiosks in places such as airport terminals, cabin crew lounges, engineering workshops, and cargo facilities. Employees can log in with their unique ID and password, making it possible for them to use the intranet even when traveling or when working in a location without offices or readily available PCs.



Pictured: One of the many airport-based computer kiosks where cabin crew members can use the intranet.

- Flying is the center of this organization. Whether scheduling a business flight or partaking in the airline's major employee perk—discounted or free flights—employees can use the *Staff travel* area to schedule their flights. This area lets them read information about mandatory travel procedures, look into carpooling, cargo rules, and travel possibilities, get their e-tickets, and more.

ESS Home Share Price: 417.00 -3.00 15:28 29 Jun 2007 My Details | Logout

News	Travel	Our airline	Company procedures	Business info	BA and me	Off duty
------	--------	-------------	--------------------	---------------	-----------	----------

>Home >Travel

Search

☒ Intranet ☐ FAQs

Find a Person

Travel

> **Travel latest updates**

> **Personal Travel**
including embargoes, seat availability and travel on other airlines

> **Hotline Travel**
Special low cost fares to hundreds of destinations

> **Duty Travel**
including approvals, travel on BA & other airlines, duty funding

> **Staff Travel eTicket and listing update**

> **Travel Essentials**
Information on hotels, check-in, health & safety, flight schedules and your destination.

> **Cargo**
Cargo concessions & FedEx interline agreement

> **UK Surface transport**
including car share

Online services

Book personal and duty travel

Book Hotline travel

Holiday Hotline

Add APIS and contact details

Check in online

Request Cargo Concession

Cosmic Radiation

Highlife Staff Shop

Reference material

Bookable seat availability report

Staff Travel Policy Guide

Staff Travel Information

LHR area shuttle buses

[Your comments](#) | [Intranet help](#) | [Index](#) | [Legal and disclaimer](#) | [Accessibility](#)

Pictured: The *Staff travel* area lets employees read about rules and travel possibilities, and book their personal tickets.

Gone are the days when BA employees had to queue at a travel office to schedule travel assignments. Today's selections are presented on the intranet in a simple table with listings and checkboxes to select the preferred flights. The flight locations, numbers, and departure and arrival times are clearly legible and easy to decipher, as are the number of seats available. The *previous day* and *next day* buttons help people to cruise around a time period they're interested in. And the buttons are well-placed at the bottom of the page, with *previous* on the left and *next* on the right. Knowing that people might need multiple flights or to just schedule a one-way blast, the *Choose another sector* and *Trip now complete* allow them the freedom to do so.

Flights

Itinerary

- Travel type: ID90 Standby > [How do I use this concession?](#)
- Passengers: Mr Allen Huish

Select flight

→ London to Paris on Friday 13-Jul-2007

- To see detailed commercial availability by cabin and further flight details, click on the flight number.
- The flight status column shows the flight availability to book or list as a staff passenger.
- The cabin columns show the current number of seats for sale. 9+ means 9 or more.

Select Flights	Flight	From	To	Depart	Arrive	First	Club	WTP	Tvlr	Flight status
☐	> BA0302	LHR	CDG	06:20	08:25	-	9+	-	9+	Standby listing
☐	> BA0304	LHR	CDG	07:25	09:40	-	9+	-	9+	Standby listing
☐	> BA0306	LHR	CDG	08:55	11:20	-	8	-	9+	Standby listing
☐	> BA0308	LHR	CDG	10:45	13:00	-	9+	-	9+	Standby listing
☐	> BA0312	LHR	CDG	12:05	14:20	-	5	-	9+	Standby listing
☐	> BA0314	LHR	CDG	14:05	16:20	-	9+	-	9+	Standby listing
☐	> BA0316	LHR	CDG	14:50	17:05	-	9+	-	9+	Standby listing
☐	> BA0318	LHR	CDG	16:15	18:30	-	9+	-	9+	Standby listing
☐	> BA0322	LHR	CDG	17:00	19:15	-	9+	-	9+	Standby listing
☐	> BA0324	LHR	CDG	19:00	21:15	-	9+	-	9+	Standby listing
☐	> BA0326	LHR	CDG	20:35	22:50	-	5	-	9+	Standby listing

[← previous day](#)[next day →](#)

[← Back](#)[Choose another sector ▶](#)[Trip now complete ▶](#)

[Staff Travel Policy](#) | [Cookies](#)

Pictured: Users can easily read and choose their flights in this simple table.

At most organizations, reporting IT issues via telephone networks is very costly. BA made a commitment to resolving such issues via the intranet instead. Thus, employees must report all non-urgent IT and phone issues online. The result has been an enormous cost savings from the call reduction.

In addition to putting features online to reduce costs, making design tradeoffs is another smart activity the BA intranet design team exercised. In this case, the team discussed and ultimately decided to use a vendor's out-of-the-box system because they couldn't justify tailoring it to the intranet's exact standards given strict cost constraints. The form could be better by, for example, using a word such as *issue* instead of *fault*, and using a lighter blue to match the rest of the pages. But, overall,

the form is relatively easy to use and looks surprisingly close to the intranet's overall style. The form notes the person's name and location, but offers a place to type a different location or phone number in case the person is traveling or reporting the issue for a colleague. A simple open field lets users type in any issues, and a *Submit* button at the bottom of the page sets the gears in motion.

Im Service Centre - Online User : GIUser

No unauthorised access permitted. You have now been authorised to use this system.

Home [Service Desk](#)

Create New Call [?] [X]

Service Desk

- Create Tickets
- Ticket Status
- Ticket History

Please fill in the requested information and click the submit button.

Contact and Location Details (from your Peopleonline entry)

Contact:
 First Name: Allen
 Last Name: [redacted]
 Email: [redacted]@ba.com
 Phone: +44 [redacted]

Station: LON - London
Building: Waterside
Room Floor:

Alternative Full Phone Number, if above is blank or incorrect
 Alternative Phone: [text input]

Exact Location - please provide full details
 Exact Location: Required Field [text input]

Affected Equipment e.g. a PC badge no, or no of faulty phone
 Badge no, or no of faulty phone: Required Field [text input]

The Application you are using e.g. Staff Travel
 Affected Application: [text input]

Fault Details - Please describe the fault in as much detail as possible

Description:
 Required Field [text area]

Please click the binoculars and select a category which best describes your fault or request

Category: Required Field [binocular icon] [dropdown]
Subcategory:
Product Type:

Pictured: The form for reporting all IT- and phone-related problems is relatively simple. Designers made the difficult decision to stick with the out-of-box vendor offering in order to save money.

The vast online offerings are available to employees at home or around the world at anytime, and are helping and pleasing BA employees. Likewise, the communication and cost savings are pleasing BA managers. What's the expression? *Give a man a fish and he will eat today. Teach a man to fish and he will eat for life.* The need for specific capabilities, combined with the simplicity and convenience of their design and presentation, make the BA intranet a successful one that justly helps employees help themselves. And the design team constructed all of this while keeping a keen eye on their own costs, as well as those of the entire organization.

URL AND ACCESS

The intranet's URL is: <http://my.baplc.com>. Office-based staff log in to the network and are automatically directed to the intranet when they start up a browser session. This single sign-on gives them access to most self-service applications without needing to re-authenticate.

One of the key factors of the intranet's success has been its availability away from the workplace. "We have found that access from home is an exceedingly high priority for our staff and this has been delivered for most intranet applications," says Allen Huish, BA's ESS Programme Manager. More users regularly access the intranet from the field or at home than at BA locations. Huish reports that 70% of BA staff connect

from home at least once a month. "When you're not based in an office, reliability, ease of use and accessibility are so critical for operational staff," says Stephanie Smith, BA's Inflight Service Change Programme Manager.

Over 200 ESS kiosks have been installed across the company to provide easy access for staff members who work outside of an office environment. Kiosk locations include airport terminals, flight and cabin crew locations, engineering workshops, and cargo facilities. By simply using their unique userID and secure password, location-based staff can access a range of self-service tools available to office-based staff.

"The intranet is an essential tool for cabin crew and effectively is their workstation/desk when they're away from base," notes Smith. "ESS is the only real way they stay connected to BA and what's going on both in support of their role and in keeping them up-to-date with news and information from across the company."

TECHNOLOGY

"The intranet is based on Lotus Domino using the Aptrix content management tool," says Delia Steven, ESS Manager. "We have a publication server, two load-balanced internal servers and one serving the home users. We have a number of additional Domino databases (e.g., for feedback and for simple forms). We use the Google search appliance."

CONTENT MANAGEMENT SYSTEM

CMS Technology

The Aptrix CMS was developed by an Australian company that's been taken over by IBM Lotus. "We are using the standard product, which separates Web publishing from the design of templates and approval workflows," says Steven, "making it easy to enforce use of the templates."

CMS Authors

The intranet is currently split into universal and departmental databases. The ESS team controls the universal site structure while departmental sites can create new pages at will (within an agreed-upon departmental taxonomy) and have control over their departmental homepage and news.

"We have over 300 authors and approvers looking after different parts of the site," notes Steven. "This distributed model is part of the self-service approach and publishers do not need technical Web skills. Some areas have chosen to have a dedicated team, and others have many more occasional publishers. We produce a design guide and all publishers attend an initial training course and have to pass an annual online refresher test. A downside of the distributed model is enforcing standards across a large group of people."

Steven notes the three biggest challenges for BA content management:

- Ensuring page titles are unique so they work with the search
- Getting people to write well for the Web
- Policing the "no decorative graphics" standard (illustrative graphics, such as maps, are encouraged)

INTRANET TEAM



Pictured (from left, back to front): The BA intranet team: Julia Bend, Penny Quilty, Richard Simpson, Nimmira Juma, Alan Porter, Madhu Manning, Tracey Wallin, Charlotte Glover, Pat Harrison, Delia Steven, Yinsan Pang, Baljit Rihal, Dave Howkins, Allen Huish, and Gary Clark.

The ESS team consists of 20 internal employees working across 15 departments worldwide. The intranet holds a strong position within the organization and is effectively “owned” by the IT department. Directors support and provide governance to ESS to help promote the intranet as a key driver of business change.

BACKGROUND

The intranet began as a channel aimed only at office-based staff, and is now central to all 45,000 BA employees worldwide. Launched in the mid-1990s with help from external IT consultants, the intranet first gained prominence during the move to the airline’s new corporate headquarters.

As a channel aimed at office-based staff, the first intranet sites were managed using MS Front Page and some Domino (Notes) databases. In 2001, with the site’s size and scope growing rapidly, it became apparent that a move to a single, company-wide CMS was needed. Since then, the technology used to keep the intranet up-to-date has not changed.

In a move toward adopting new ways of working and reducing the user of paper, the intranet was seen as an opportunity to promote business change. A key redesign initiative was to drive greater adoption of self-service culture across the company and to provide greater access away from work. Employees now actively use the

intranet from home and elsewhere to access up-to-date news, information, and business processes on a corporate and departmental level.

BA INTRANET—KEY MILESTONES		
Date	Milestone	# of employees logged in to ESS on Christmas Day
Late-1996	First intranet introduced	
2000	eWorking program (precursor to ESS)	
2001	Move to a CMS (Apatrix)	
2002	Intranet available from home	
early-2003	First major ESS applications (<i>ePay</i> , <i>Staff travel</i>) became available from home	
2003	ESS launches with new Portal	1,928
2004		2,420
2005	Staff travel booking becomes compulsory online	
2005	100% of employees log in to ESS	4,558
2006	Paper pay stubs eliminated	
2006	More than 200 ESS kiosks deployed in frontline areas for non-office-based staff	
2006	Intranet design aligned with company website (ba.com); Google-based search introduced	6,600
2007	Personalized ESS homepage launches	

Working with Agencies

BA worked with external consultants only to create the intranet's initial version. Since then, the site has been managed and maintained entirely in-house.

GOALS AND CONSTRAINTS

BA's ESS program is intended to radically simplify the airline's back office—to draw all the ESS applications into a single "front door." This effort supports changes underway in both the aviation industry as a whole and in BA's business in particular.

The ESS portal is intended to automate processes and provide BA employees with 100% connectivity and access—from work or home—giving everyone a choice as to how they manage their work style. Most important to BA, the ESS intranet would touch every employee across the organization, not just office workers.

"ESS is one of my favorite programs because it has delivered an enormous business transformational bang for a very small investment buck," says Paul Coby, BA's CIO. "It works because it contains vital services, is easily accessible, and, above all, is easy to use. So, guess what? People use it."

With the redesign, the organization also hoped to achieve a cost savings of £55 million (~\$111 million US).

Beyond cutting costs and achieving business efficiencies, the overarching goal of ESS is to encourage a pervasive self-service culture among BA staff that mirrors the self-service changes taking place for the airline's customers.

The ESS program links together a range of corporate initiatives and thus the company's management team has set the following transformational targets for the program:

- **80% of employee administration will be self service.** This refers to corporate online processes that affect everyone in the airline (such as HR functions, staff travel, and helpdesks).
- **No duplicated or paper processes.** Each of BA's 15 departments were challenged to create their own local ESS plan for change, cutting out the endless paper trail and removing duplicate manual systems and processes.
- **Never train offline if you can train online.** E-learning was already established within BA. The "never train offline" target is aimed at promoting some of the existing 450 online courses, as well as challenging future training to include at least one online component.
- **All information available 24/7 online.** This mandate combines the intranet and email for communication and a work stream that enables self-service reporting for key information across the airline.

In addition to the management team's transformational targets, the ESS Program Office developed a standard "dashboard" of key milestones, measures, and targets. These measures are updated and published on a monthly basis for the governance board. Behind these measures is the drive to demonstrate real change in ESS culture. Examples of these targets include:

- 75% increase in training days online
- 100% of staff travel booked online
- 100% of UK transactions procured online
- 80% of personal details updated online
- 99% of UK staff connected to ESS

With measurable targets in place, the team can monitor the ESS program's steady and significant achievements as it evolves. Such benefits are both measurable and noticeable. "ESS is delivering real benefits to the business, both to the bottom line and to the changes in the way everyone is working," says Heath Drewett, BA Group Financial Controller. "ESS is not just for head office. It's for everyone, and especially for those on the frontline in customer-facing roles and in our airport, cargo, and engineering communities. People right across the business are adopting self service."

USERS

The People's Intranet

Employee Self Service through the intranet is a fundamental part of work life for every employee across the entire BA organization. This includes 45,000 users worldwide.

"The thing I am most proud of is that ESS is not just an intranet for office workers," Paul Coby, BA CIO. "Lots of companies have those. ESS is the intranet for everyone—from baggage loaders, customer service agents at the airports, cabin crew down-route, pilots, IT people, and engineers, to BA staff overseas—and it has been from the start."

Coby also notes, "We have proved that if you provide easy access for staff—there are ESS Kiosk PCs in restrooms, access from crew hotels, as well as remote access from portables—you make it easy to use, and you [include] services and information that everyone needs to do their job, then, yes, pretty much everyone can and does use it. ESS is the BA people's intranet and we pay tremendous attention to what our colleagues say about usability and content."

EMPLOYEE GROUPS SERVED BY THE INTRANET (INDICATIVE NUMBERS)		
# of staff	Department	Description
9,000	Airports	Frontline customer service and aircraft apron operational staff at UK airports
2,000	Cargo	All cargo activities including manual handling
300	Commercial	UK sales and marketing
6,000	Engineering	Frontline and management engineers
1,000	HR & Finance	Office-based finance dept
3,500	Flight Operations	Pilots and supporting teams
1,500	Sales & Distribution	UK call centre teams
1,800	IT	
15,000	Inflight Service	Frontline cabin crew
4,500	Overseas	Staff based in cities worldwide

USER TASKS

BA staff members connect to the intranet to:

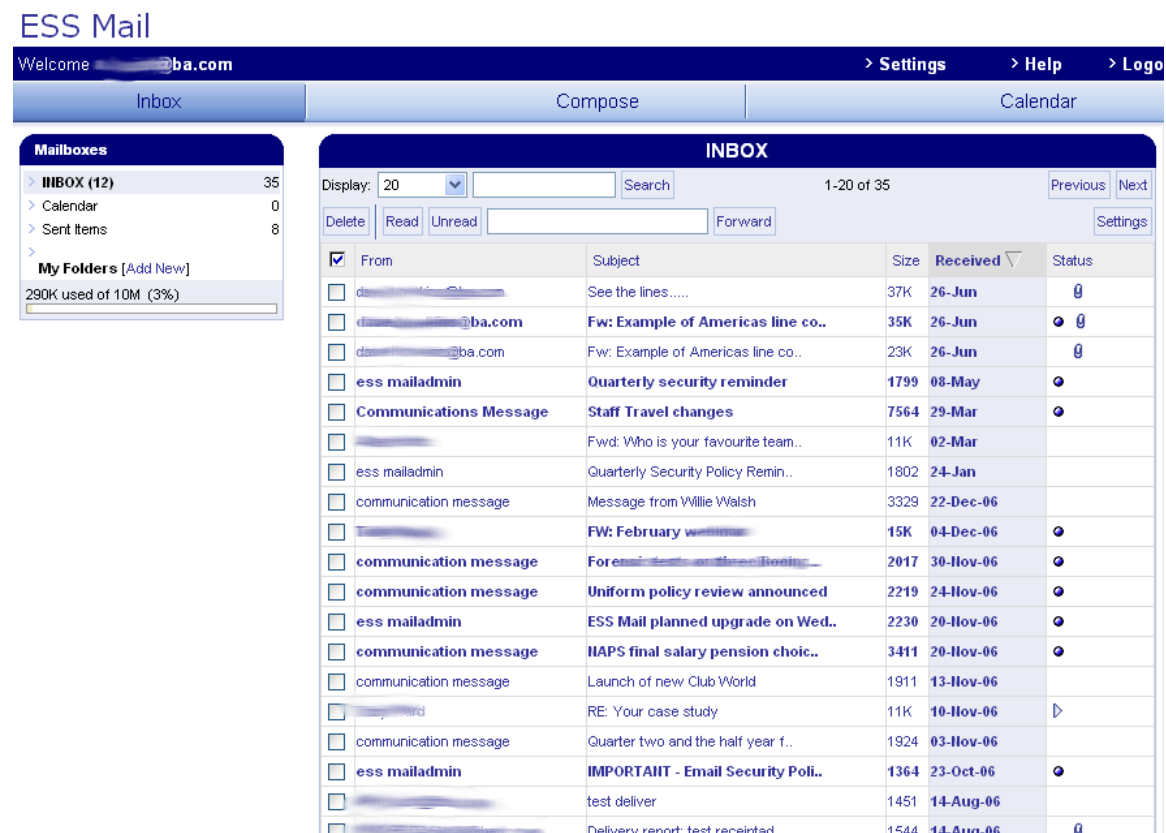
- Read their pay information online
- Book their leave
- Change their work schedule
- Read corporate information
- Update their personal details
- Help solve problems through online helpdesks and FAQs
- Book/manage travel
- Use email

"Individual's personal information is managed online, as well as checking pay, booking travel, or searching the corporate directory for contact details," says Kim

Pettigrew, BA's Head of Resourcing Systems, Policy & Services. "As a people business, we give a high priority to giving open access to all staff to valuable information about policies and processes."

Pettigrew adds, "Holding corporate, HR-related policies and guidelines online means employees can always get the most up-to-date information without having to rely on paper manuals or wait for helpdesk teams to be 'on duty.' This benefits everyone because the intranet is a reliable and consistent source of information."

For mobile staff (such as the cabin crew), ESS is the only way to access their company email service, which they can do from home or en route.



Pictured: A simple Web-based email system rolled out to all 31,000 frontline and operational staff during 2006. The key design principle was "simplicity." The application was based on the standard platform and the team spent most of their time doing user testing and removing many unused features that detracted from the overall experience. User adoption has been astonishing, with over 75% of frontline staff using the system every month.

BASIC INTRANET FEATURES

Job- and role-related self-service applications are unique features that give individuals access to the tools they need to do their jobs. This is achieved by integrating with the "system access" workflow, so that as soon as a person has been

given rights to use a particular application, that link will appear on his or her ESS page.

According to Huish, the most mission-critical intranet-based task for employees is knowing exactly when they are scheduled to work. Self-service schedule tools give operational employees the ability to manage every aspect of attendance.

In addition to job-related tasks, the intranet is often used to communicate updates to staff when there is a widespread operational issue such as the “liquids in carry-on baggage” security alert during the summer of 2006.

BA provides a limited amount of new-hire orientation through the site’s *What Everyone Should Know* section, and some areas have published specific departmental checklists and information. Additionally, employees make substantial use of the online training courses.

The following chart identifies the site’s main features and what each tool provides for the BA staff.

ESS TOOLKIT FEATURES	
Information pages online: 30,000 pages of information about every part of BA published by 300 publishers in one CMS	Low-cost email capability: 100% of frontline staff have email, including 31,000 staff who now have a corporate email account for the first time
Staff travel: Available from home or at work	BA2Buy: Online procurement
Webmail: Lotus Web browser email	EPay: Online pay information
Peopleonline: Oracle HR system with employee access	BANi: Interactive BA news
Online surveys: Confirmit: a tool enabling Web-based surveys with instant reporting	Corporate directory: A central directory for all employees
Learnonline: Web-based course booking and tracking service	Google Search: Simple intranet search
Crewlink online: Web-based portal for flight and cabin crew (including scheduling)	Computer-based training: Quest-based training for all employees
Crew Voice Response: Leave, schedule, and bidding	Self-service forms: Among the available forms are leave, feedback, expenses, absence notification, and many more
Single sign-on: One “BSAFE” password available from work and home for the whole system	my.baplc.com: Personal portal for employees from home
Online password change	Help online: Currently, FAQs are online across 40 helpdesks worldwide
EPensions: Online pension calculator	Emanuals: Online manuals on the intranet

Collaboration Tools

Collaboration tools are scattered in pockets throughout the intranet. Since 2006, frontline staff has had access to discussion forums for collaboration and knowledge management (office staff use Lotus Notes for collaboration). The forums were initiated with participation from flight crew and now encompass cabin crew, ground staff, and engineering. Forums are used for peer-to-peer knowledge sharing and problem solving, as well as to pose questions to managers.

Also, the IT department has a few wikis that are being trialed in specific technical areas of the organization. The site's FAQ database includes a feedback option, which employees often use to suggest new questions.

Non-work related community features include *Been Here, Do This*, where staff can share travel experiences and advice; a very popular classified ads section; and *Talking Point*, where staff can comment on a news topic of the week.

Search

The search technology used on ESS is the Google Search Appliance. This was selected in early 2006 to replace a basic Lotus Notes search. The team chose Google from among the field of enterprise search tools because of its well-known performance and brand-recognition attributes.

"It performed well in testing and the Google brand name gives people confidence in the search results," says Steven. "We track the top 100 searches every month, and make sure that they return sensible results, either by adjusting page titles or adding keymatches."

DESIGN PROCESS AND USABILITY ACTIVITIES

Redesign Priorities

Using the intranet to change the way people work meant that ESS had to be easy to use. In many cases, using the intranet to complete tasks became mandatory as BA gradually closed alternative channels, such as phone or helpdesks. "This means that there is considerable support at senior levels to invest in usability and design," says Huish.

Within BA, the intranet initiatives receive broad support from the management team at high levels "At director level, the group performs a strong and supportive governance role helping to drive business change," says Huish. The leadership team created "measurable and challenging business change targets," for ESS. "The latest redesign was driven by the desire to provide a single entry point to ESS and the intranet and to improve usability and access to personalized (e.g., work, role, location-based) content," he says.

In keeping with these goals, the following principles were agreed to across the organization:

- Make employee transactions compelling and cost effective
- Design and simplify online processes for everyone, turning off the alternatives
- ESS applications must be intuitive to use and easy to access
- The ESS portal is the secure, one-stop shop for self service

"The governance group said 'employee transactions had to be simplified, self-served, and online,'" says Huish. "They added that 'ESS must free up time for valuable face-to-face contact with our people.'"

Having clear consensus on the goals and performance targets helped team members clarify project objectives and prioritize their work. "Measuring usage each month provides a snapshot of what employees are doing online," he says. "Metrics have been invaluable in driving change by demonstrating to stakeholders what should be changed."

Despite the usability mandate, the team still had to ensure that they managed site changes efficiently because they faced ongoing cost constraints. One effort in this direction was to reuse BA.com's visual design, providing the intranet with a new look and feel that could be delivered quickly and at a reduced cost.

Creating a Single Entry Point

The most recent redesign effort was driven by the desire to provide a single entry point to ESS and the intranet, and to improve usability and access to personalized content based on the user's job, roles, location, and so on.

The team used a variety of usability methods during the redesign process:

- Card sorting (especially for the *BA and Me* HR site)
- Field studies
- Surveys (online and paper-based)
- User testing of new design prototypes
- User testing of the old intranet
- Studying the server logs

"We also used methodologies advocated by Jakob Nielsen and Steve Krug," says Huish.

According to Steven, team members used a variety of usability methods in the redesign process.

Card sorting:

Team members wrote one typical piece of content on each card—with 130 cards altogether—and then ask about 100 people from various parts of the company to sort the cards into groups as they saw fit. They then asked participants to make their own title for each group. The team ran the results through a cluster analysis tool. The HR team said that this process revealed much consistency in how users viewed some of their information; for example, there was nearly 100% agreement that "diversity" was a primary topic. However, some results surprised the HR team, including that participants grouped together "performance management" (setting objectives, and so on) with "managing poor performers."

Field studies and user testing of the old/new intranet:

Here, team members devised tasks—such as: "Find out what profit BA made last year"—and recorded the results. They used Camtasia, a tool that records mouse movement and sound, and asked participants to verbalize their thought processes as they worked on the task. This proved very useful when they played back the sessions for analysis.

Online and paper surveys:

The team's quarterly online satisfaction survey ends with a general question: "How could we improve ESS?" This sometimes yields suggestions for new intranet content.

Team members have used surveys to test different section headings. For example, they were initially going to call the *Company Procedures* section "Corporate Processes," but discovered via a survey that frontline staff took the word "Corporate" to mean "head office—and therefore nothing to do with me."

To test headings, the team gives participants a short list of headings and asks: "Where would you expect to find the following content on the intranet?"

Studying the server logs:

Here, team members examine the logs to see what's popular and what's not, and to help identify significant content. On the search and FAQ logs, they look for popular and failed searches—the latter of which might suggest missing content or the need for synonyms. "For example," says Steven, "a lot of HR content used the word 'spouse' and, based on searches, we have added synonyms—such as 'husband,' 'wife,' 'partner'—where appropriate."

TIMELINE

Reusing the visual design from ba.com for the intranet site meant the team could deliver the redesign in just six months. The following table outlines the time allocated to each of the major project components.

TIMELINE FOR INTRANET REDESIGN	
Proposal to governance and stakeholder buy-in	1 month
Business case and approvals	4 weeks
Usability	2 months
IT integration and development	3 months
Testing	1 month
Communication/transition	2 weeks

RESULTS

BA has seen many outstanding results from its ESS efforts, including increased site usage, employee satisfaction and participation in managing their work lives online, and overall cost savings to the organization by reducing the reliance on paper processes.

Key Successes

Key successes to date include:

- 45,000 employees—or 100% of all staff, worldwide—have connected to ESS
- 6.5 million page views per month on intranet pages
- Almost 29,000 staff logged in to the intranet on a single day (October 3, 2007)
- 80% of all employees have used online learning
- 100% of employees use an online payslip
- 100% of UK orders are placed online
- 100% of staff travel is now booked and paid for online

Achieving these kinds of results has not been solely from the ESS site redesign. The overall self-service program has benefited from broad organizational support. A business plan and a departmental plan to encourage self service was put in place. Corporate “directives” have helped wean employees from offline activities by turning off alternative channels of service and incentivizing online use.

“Usage of the intranet went even higher—for example, 98% of employees now regularly access ESS each month,” says Huish. “The effect was dramatic for users connecting away from work. Before the redesign, access away from BA was just over 40% month on month. Now, almost 75% are connecting either from home or down route.”

One result of the revamped site is that individuals have more immediate access to departmental news and shortcut links to department and job-specific tools and content. For example, visits to departmental news pages increased from 40% to 90% per month. Quarterly ESS Satisfaction Survey results also increased, from 67% to 74% of employees being “satisfied” or “very satisfied” with ESS.

“The appetite for self-service working has increased dramatically over time beyond our expectations,” says Huish. And the site changes have enabled the company to achieve their cost savings goal of £55 million (~\$111 million US) as of April 2007.

Gordon Penfold, BA’s head of IT-Commercial and Corporate, sees the benefits of individual employees being in control: “ESS has enabled us to put employees in direct control of their day-to-day relationship with the business, whilst at the same time increasing efficiency and reducing processing costs. It’s a real and compelling example of a ‘virtuous circle.’”

Introducing a more effective search engine has also provided easier and quicker access to information. Overall, the self-service model has made tasks much easier and more convenient.

A recent letter to the staff newspaper offers an example of how employees view self service and reflects how much easier it is now to manage their work/lifestyle online. On a recent trip, this individual had to change his travel plans at the last minute, at the airport. “In the old days, all staff travel tickets had to be booked and issued before leaving base, and could not be purchased down route,” says Steven. “Now, we have complete flexibility to change our travel plans at short notice and can buy rebate tickets for travel on BA online, even when stranded at a far-flung airport, miles away from the staff travel office.”

The successful results of the ESS effort have been recognized throughout the company and lauded at the highest levels of management. As Willie Walsh, BA's Chief Executive, said in 2006: "The computer has revolutionized the way everyone at British Airways works. One of the highlights is Employee Self Service, which is now used by 97% of our staff across the globe. It has helped us save an incredible £38 million in administration costs purely by cutting the old paper and telephone-based systems in our drive to simplify the business and cut our costs."

Surprises

The sign of a helpful application is often the users' hunger for more: more functionality, more integration with their existing systems, more access. At BA, this hunger is evident in employees' request for online capabilities to augment the many they now have access to.

"Experience from previous redesigns indicated that usage and satisfaction would increase after the change," says Huish. "After this last redesign, satisfaction levels increased more than expected and continue to remain high."

"Another surprising result was the extent to which frontline employees are embracing self service," he says. "Feedback tells us they now feel more involved because when they log in they get content targeted to them and their role specifically. Over the years, staff first questioned why information was being put online. Now, those same people want to know why the remaining paper-based information is not available online."

LESSONS LEARNED

Among the team's many lessons learned is that the migration to the new design took longer and needed more management than initially expected. Another key lesson is that more user involvement is better. "Even though 20 Intranet champions, 15 ESS Champions, and senior stakeholders were involved—along with company-wide workshops and road shows—the project needed more people involved," says Huish.

Lessons learned from Allen Huish:

Allow sufficient transition time. "In our case, we needed more time than expected to transition to the new design."

Emphasize standards. "Be tougher when design standards and when enforcing them."

Examine the total user context. "It's important to look at users' overall experience, especially when the majority of them are not office-based."

Check in with users. "Regularly measure user satisfaction with your intranet and get their feedback."

Eliminate offline options. "Are there alternatives to online channels? Switch them off. Adoption of self service increases when users have no other option."

Motivate your users. "Individuals quickly embrace and prefer 'life online' when you give them easy access and compelling reasons to connect."

Air New Zealand Limited (2014)

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

Headquarters: Auckland, New Zealand

Number of employees the intranet supports: 11,000

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

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

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

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

Content conversion team: Brock Ennion, Shane Burfield-Mills

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

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

SUMMARY

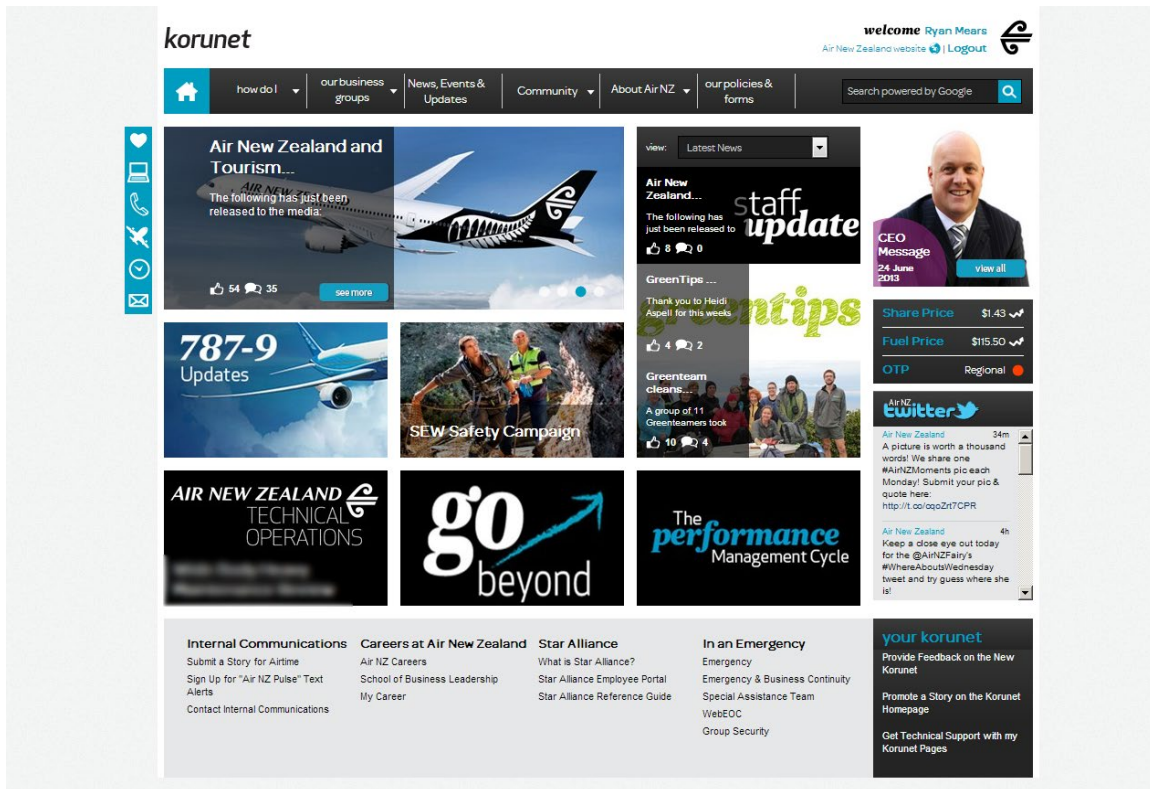
Focused on structuring, organizing, and updating information, the intranet team working on Air New Zealand's intranet, *Korunet*, wanted to create a dynamic space for content and employee interaction. The team set out to tackle the challenge of an intranet that was using an old IT system and was cluttered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

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

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

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

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



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

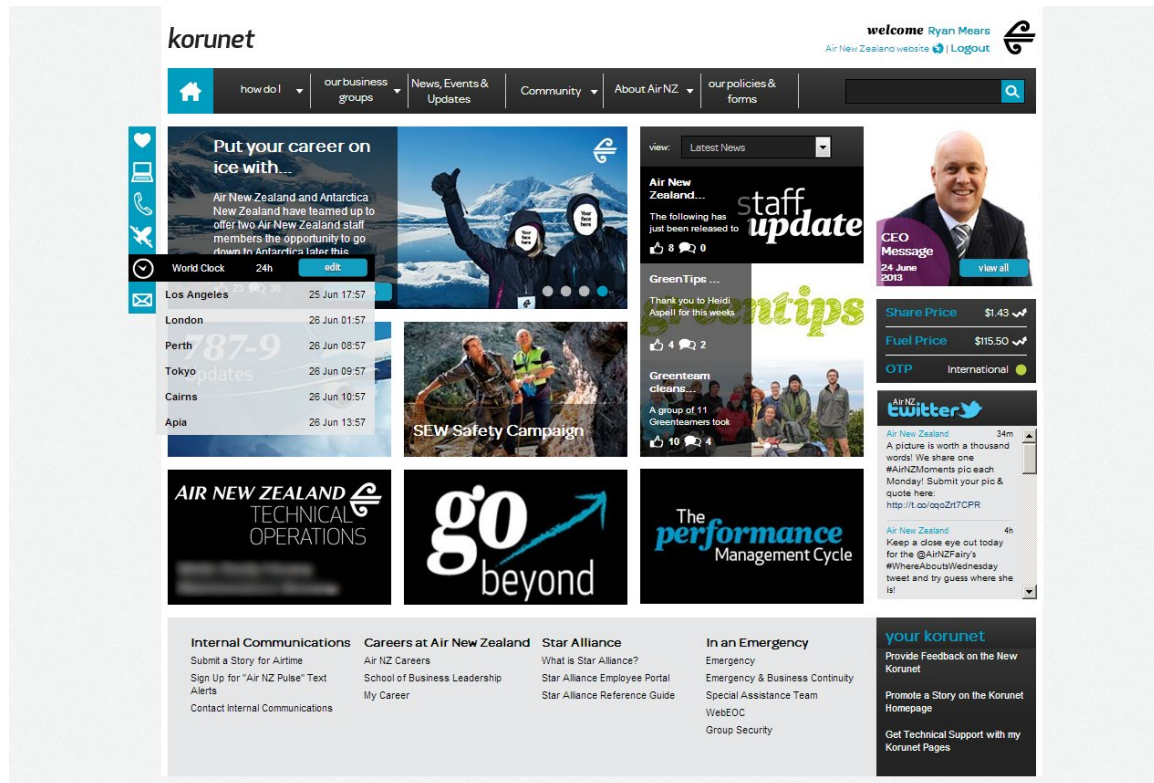
An activity bar is always available on the left-hand side of the page. This is intended to give users quick access to the site's most-used functions regardless of the user's location on the site. It can be modified to include different links if needed. The links are globally set for all users and are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

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

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

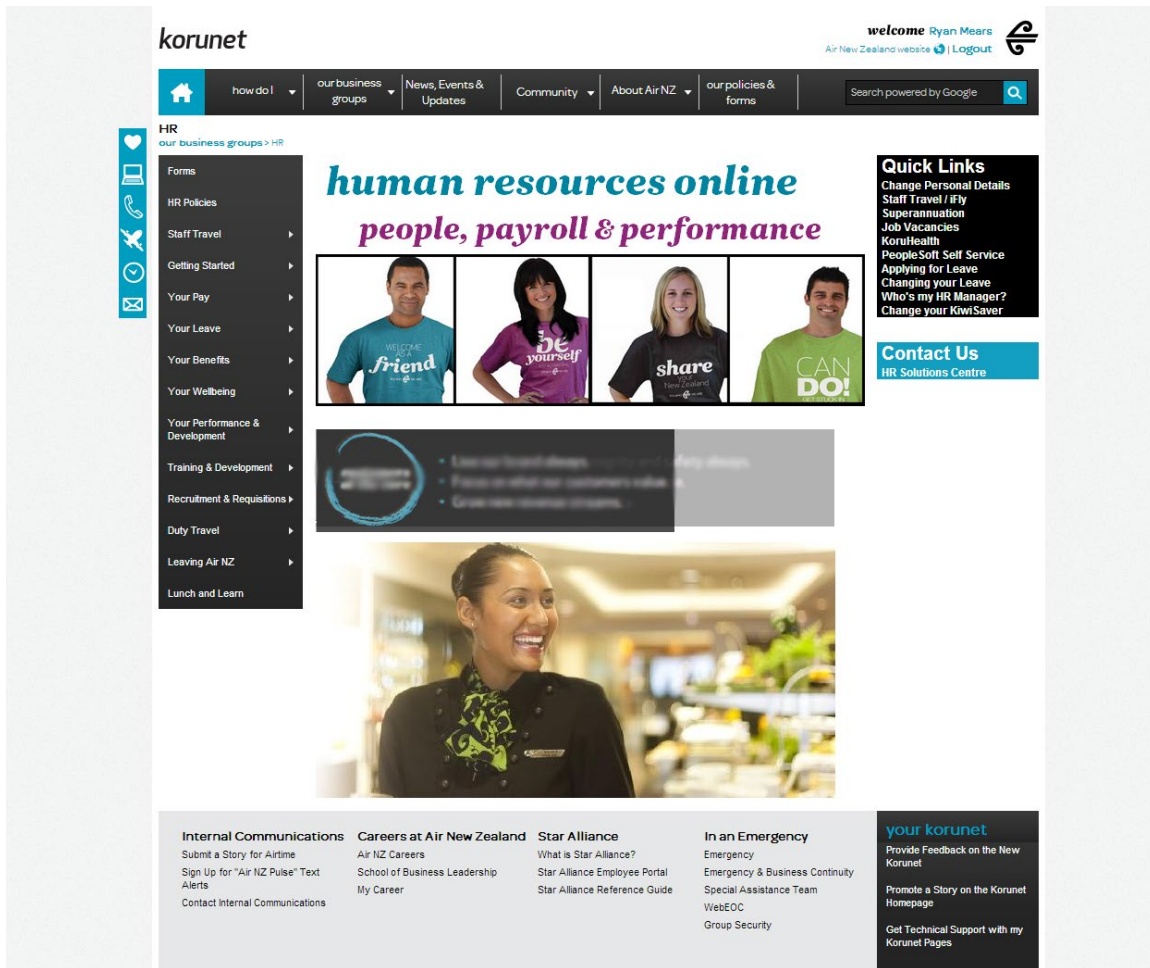
- **Favorites** (user configurable and available for internal or external sites)
- **Assist** (an issue tracking and resolution tool)
- **Employee directory**
- **ifly** (a link to the staff travel site for booking employee travel)
- **World clocks**
- **Web mail**

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



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

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



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

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

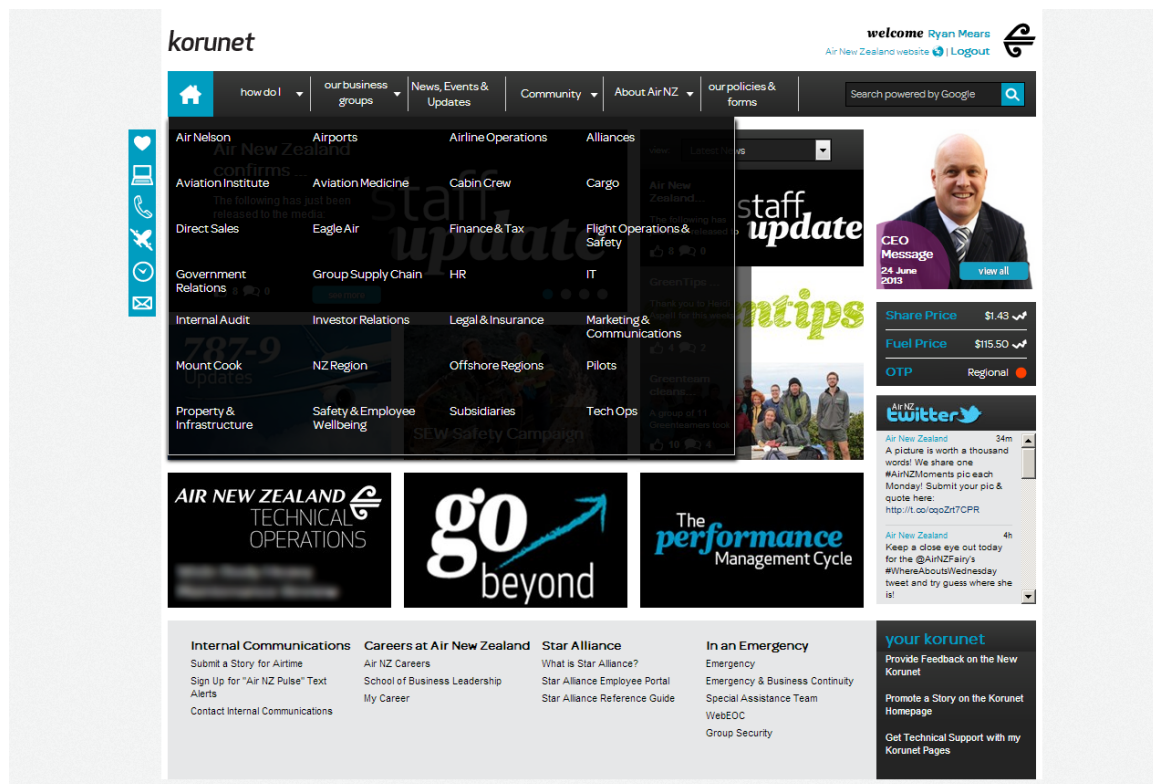
The team spent considerable time cataloging and organizing the site content. To collect user input about the site structure and see if they were moving in the right direction, the team used online card-sorting tools. With a workforce that often travels, as well as many task- and time-based employees,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

Card sorting started with the terms used on the previous site. It quickly became clear that some of these terms confused users. For example, people were confused

by the way the business units were structured, so the team had to ensure that the business group names were very clear.

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

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



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

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

The site's new forums let employees discuss issues of interest or ask one another questions. The forum postings and comments on news stories also give executives a sense of how employees feel about initiatives and projects. This allows executives to

respond to any concerns that arise. This is the first time the site has enabled such two-way conversations.

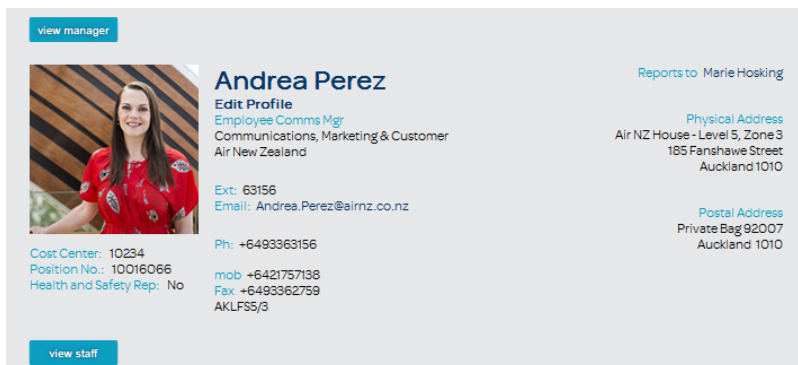
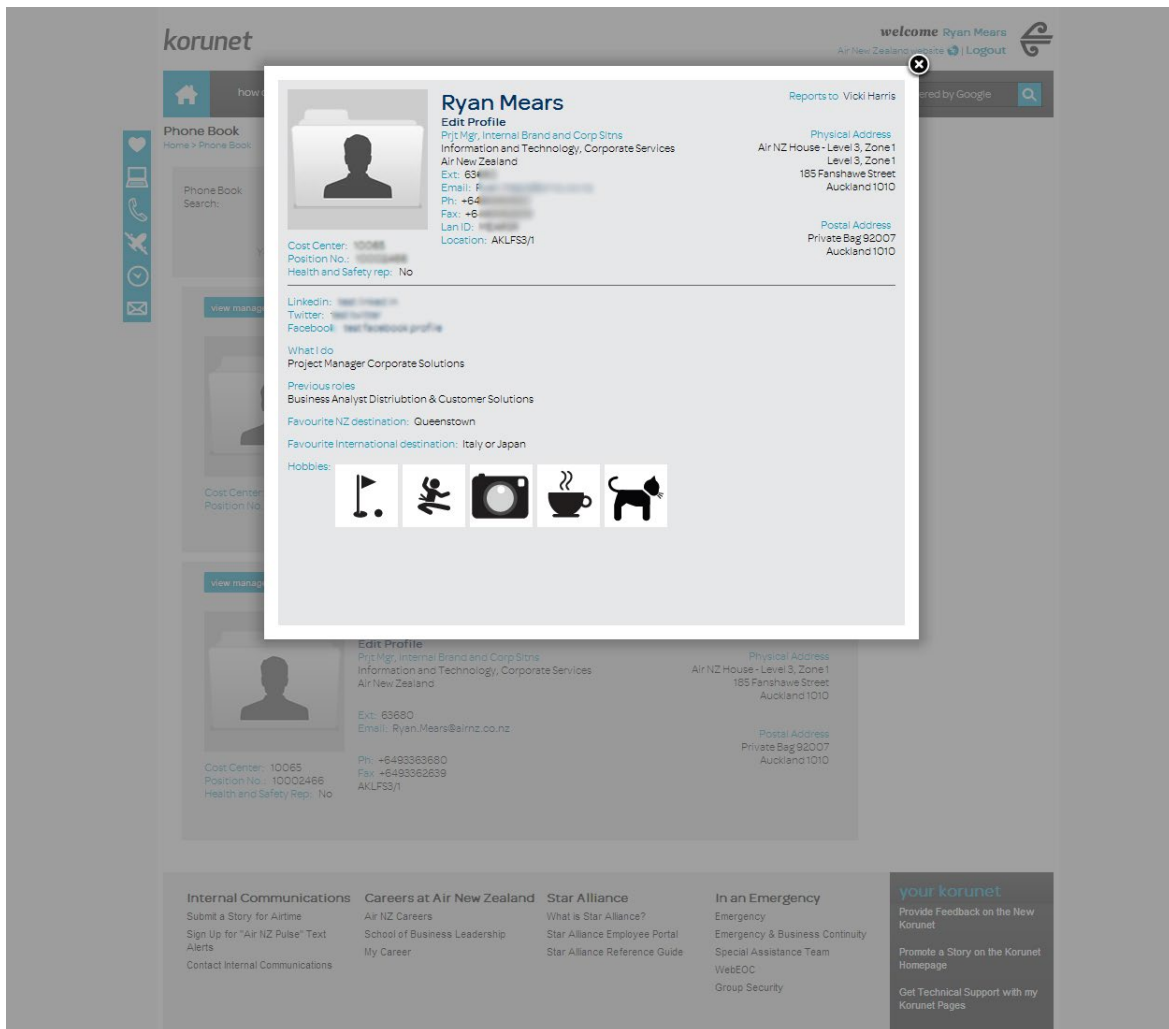
The *Ask an Air NZer* forum is quite popular, with employees asking—and answering—questions daily. Other forums include discussions on travel tips, “green” tips, ideas for company improvement, customer feedback stories, and health and sports. Users can start and respond to any forum topic they choose.

The screenshot shows the 'korunet' website's forums section. The navigation bar includes links for 'how do I', 'our business groups', 'News, Events & Updates', 'Community', 'About Air NZ', and 'our policies & forms'. A search bar is located on the right. The main heading is 'our forums'. Below it, there's a 'My Topics' section and a 'Discuss Air New Zealand' section. A table lists various forums with their topic and reply counts:

Forums	Topics	Replies	Last Post
Ask an Air New Zealander For all other questions that you have for your fellow Air New Zealanders	157	532	25 Jun 2013 12:00 pm
Top Travel Tips Share your best tips on travel destinations, accommodation, food and everything else	25	46	25 Jun 2013 12:25 pm
Classifieds Buy, sell, flats wanted, you name it list it here.	102	88	25 Jun 2013 12:00 pm
Going Green All things green, including the Greenteam, the environment, eco tips and local food sourcing.	10	37	25 Jun 2013 12:00 pm
Bright Ideas & Feedback Do you have a Bright Idea or feedback that you want to share?	7	13	25 Jun 2013 12:00 pm
Its who we are Share your great customer feedback stories, living the brand character	0	0	
Health & Wellbeing Post your tips and views on health, lifestyle and well being.	2	4	25 Jun 2013 12:00 pm
Sports and Social Sports, social, kapa haka, events & charity activities	9	27	25 Jun 2013 12:00 pm
Staff Travel Always a hot topic.	16	39	25 Jun 2013 12:00 pm

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

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



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

With cleaner content and a new site structure, the new site helps users find information quickly. The addition of social tools, such as commenting and employee

forums, turns the intranet into a two-way tool, allowing a workforce that includes world travelers to communicate and connect.

BACKGROUND

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

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



Goals

The team defined three main goals for the new site:

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

Challenges

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

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

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

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

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

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



how do I

our business groups

News, Events & Updates

Community

About Air NZ

our policies & forms

Search powered by Google



787-9

our news & events > 787-9

Facts from the Field

787-9 Updates

787-9 Fact sheet

787-9



The 787-9s are on their way!

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

Air New Zealand is the launch customer for the Boeing 787-9. We have 10 of these aircraft on order – they'll be replacements for the current 787 fleet as well as enable us to grow our business between the current aircraft types. The first is due to join our fleet next year and then they'll keep coming in regular succession after that through until 2017. As part of our 10th Anniversary celebrations, in the right months along with our focus on the Pacific fleet, these new aircraft will be focused on mid-haul destinations and importantly will allow us to offer a consistent customer service experience across our international fleet.

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

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

Check out the Facts from the Field blog by our team on the ground in Seattle. Go to our Customer Choice Portal, [here](#).

Take the time to explore this page, visit the updating video, fact sheets and photos on a regular basis.

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

air new zealand fleet



Check out the image gallery below



Internal Communications

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

Careers at Air New Zealand

Air NZ Careers
School of Business Leadership
My Career

Star Alliance

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

In an Emergency

Emergency
Emergency & Business Continuity
Special Assistance Team
WebEOC
Group Security

your korunet

Provide Feedback on the New Korunet
Promote a Story on the Korunet Homepage
Get Technical Support with my Korunet Pages

A typical content page on the site

INTRANET TEAM



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

GOVERNANCE

Ownership

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

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Internal Communications	• Manage all requests from the business units; own and manage content
IT team	• Manage all IT areas and content manager training
Business Unit Content Managers	• Responsible for all content for individual business unit
Design House (Internal Air NZ Design Department)	• Responsible for the site's overall aesthetic

USERS

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

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

- Finance and Tax
- HR
- Legal and Insurance
- Offshore Regions
- Subsidiaries
- Alliances
- Cargo
- Flight Operations and Safety
- IT
- Marketing and Communications
- Pilots
- Tech OPs

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	• Korunet.co.nz
Default Status	• The intranet is the default page in all browsers, and users cannot change it.
Remote Access	• A large portion of Air New Zealand employees regularly accesses the site externally, including on-duty pilots and crew members. Access is provided via standard https connection (with credentials). External access includes search; making the site as accessible as possible from any web platform was a requirement.
Shared Workstations	• Some engineers and other airport workers who don't require a PC for their work use the site from shared workstations.

DESIGN PROCESS AND USABILITY WORK

Design Approach

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

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

Mears outlines how the tests were conducted:

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

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

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

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

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
1999	First company intranet (a simple collection of pages)
April 2007–June 2008	Company intranet redesigned and redeployed
2010	Redesign of site navigation
August 2012	Launch of major intranet redesign project (discussed here)
January 2013	Launch of new design
March 2013	Post-launch enhancements include addition of company phone book

CONTENT AND CONTENT CONTRIBUTORS

Approximately 200 authors add content to the site. Corporate content is developed and released by the Internal Communications team. Content for each subsite or group is developed by the group itself. Content contributors are encouraged to remove outdated content and provide business-relevant information for employees to access.

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

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

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

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

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	Virtual machine with Windows Server 2008R2
Bug Tracking/Quality Assurance	JIRA
Design Tools	Microsoft .NET
Site Building Tools	Microsoft .NET
Content Management Tools	Microsoft .NET
Search	Google Search appliance
Other Functions	SQL Server back end database

SEARCH

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

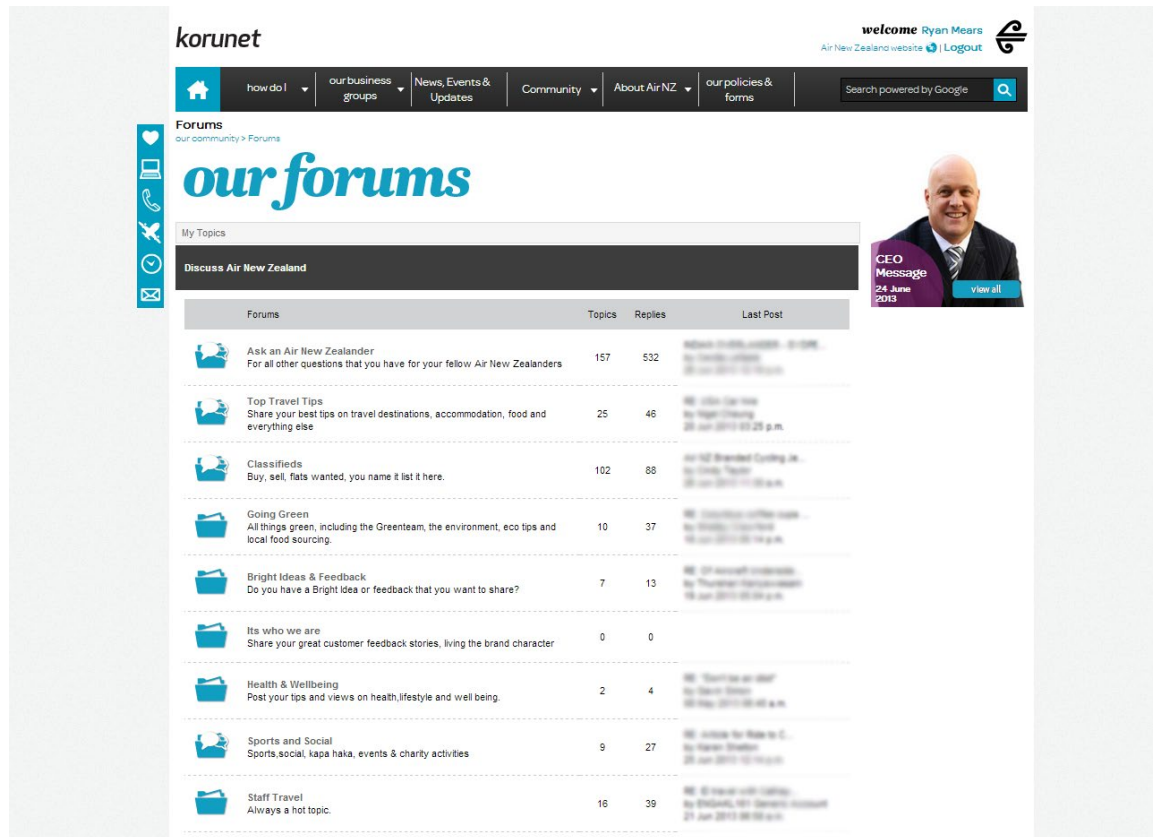
"We do not yet perform any search specific optimization, although it is a possibility in the future," says Mears, adding that there's good reason for waiting. "In our experience, average users performing Google searches on the internet rarely refine results by facets or other metadata—they simply perform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



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

"This is borne out by an increasing number of comments on articles, forum usage, and the like," says Mears. "We have a user base of 11,000 employees, of which only

2,700 are what you would consider knowledge workers; the others are essentially remote users. Since we launched, we have seen roughly an 11% increase in page views per day.”



An article showing employee correspondence and response to the content

LESSONS LEARNED

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

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

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

NAV CANADA (2016)

OVERVIEW

COMPANY

NAV CANADA is Canada's Air Navigation Service Provider (ANSP), managing 12 million aircraft movements a year for 40,000 customers over more than 18 million square kilometres. It is the world's second-largest ANSP by traffic volume.

Headquarters: Ottawa, Canada

Company locations: NAV CANADA operates in 130 facilities located across Canada.

Locations where the intranet is used: In all Canadian provinces and territories, and remotely from Asia, Europe, the Middle East, the US, and the UK.

Annual sales: \$1.27 billion CAD (reported revenue for 2014)

THE INTRANET

Users: The company's intranet, Central, supports all of NAV CANADA's 4,650 employees, whether they connect via one of the company's 130 facilities located across Canada or remotely while travelling to the many countries where NAV CANADA sells its air traffic management systems technology. Central is used as a hub for communicating information available to all employees, such as corporate policies, benefit and compensation content, company news, service desk FAQs, and the employee directory. Central is used as the reference point for people managers seeking information on key managerial activities, such as personal development and recognition. Central is also the organization's standard collaboration platform, hosting departmental, working group, and project repositories for storing and collaborating on content using a single platform.

Mobile approach: HTML5 mobile web app designed for smartphone form factor

Technology platform: SharePoint 2013

TEAM

Design team: Approximately 200 people were involved in the intranet project.

The project was sponsored by senior leaders from every function, including the CEO. Each leader appointed a functional senior manager to the project's steering committee, which met on a monthly basis to oversee the project.

The 15-person core project team included resources from both NAV CANADA and its external partners, who were co-located and actively contributed to the project's success.

The core team was supported by an extended business team of 150 people located across the country, many of whom would become content managers and/or site owners for their respective departments; and an extended IT team of 20 people who played pivotal roles in helping to implement and manage the underlying infrastructure.

Leadership: Simon Robert, Program Director

Core Team: Frances Ashe, Project Coordinator; Kim Boulet, Change Management Lead; Can Ciplak, SharePoint Administrator; Jean-Pierre Frigon, SharePoint Developer; Brad Garner, SharePoint Developer; Dan Heron, Business Analyst; Raymond Ho, Technical Delivery Manager; Jorden Johnson, User Experience Coordinator; Bethany Johnston, Project Manager; Nick Kellett, Engagement Partner; Julie Kent, Business Analyst; Erik Mercier, Functional Lead; Goran Mraovic, User Experience Designer; Daniel Sanscartier, SharePoint Architect; Milos Stojanovic, SharePoint Developer; Hoking Xu, SharePoint Developer

EXTERNAL PARTNERS

StoneShare (Ottawa): IT consulting firm that provides solutions and services focused exclusively on Microsoft's SharePoint platform. StoneShare was the prime partner and key contributor in planning the intranet replacement project and was responsible for architecting and implementing the new intranet.

Atomic Motion (Ottawa): Design and web development company specializing in design, digital marketing, and app/software development. Atomic Motion was responsible for the new intranet's user experience design.

INTRANET TEAM



Team members shown here (left to right): Kim Boulet, Milos Stojanovic, Daniel Sanscartier, Dan Heron, Raymond Ho, Jean-Pierre Frigon, Bethany Johnston, Erik Mercier, Simon Robert, Nick Kellett, Hoking Xu, Brad Garner, Can Ciplak, Goran Mraovic, and Frances Ashe.

HIGHLIGHTS ABOUT THIS WINNER

- **Simplicity in Look and Feel:** Calm colors and lots of white space make the site feel simple and soothing.
- **Business Communication:** Several features help employees truly understand the business NAV CANADA is in and recognize the various projects and undertakings happening at the organization. For example, the *Project Highlight* and *Employee Highlight* features on the homepage call out current activities, processes, and information that are core to the business.
- **Project and Department Information:** Thorough and consistent information about departments and projects are communicative and helpful, and transform many groups and individuals from strangers to understood and very approachable colleagues.
- **Help and Wikis:** Many intranets leave users to their own devices, but Central helps users through processes such as creating a collaboration site. Guidance and suggestions help employees to be more productive and confident as they do tasks that are new to them.

- **Targeted Mobile:** A few very important features, such as employee search, are offered with a well-thought-out mobile experience.

BACKGROUND

The impetus for the intranet redesign was multi-pronged and was a response to both content management and technology challenges the organization was facing.

NAV CANADA's content management requirements had grown substantively as the company was transitioning to a digital workplace where reliance on the exchange of electronic information and the tools that facilitate these transactions were becoming increasingly important to its business.

The company's employee-facing legacy portal was more than 10 years old, no longer met business requirements, and carried a large infrastructure footprint that was expensive to maintain. The underlying software platform was also severely limited in its capabilities compared to modern intranet technologies; it also suffered from a dated user experience and ineffective search engine, making it very difficult for employees to find information and collaborate. Managing the site's content required IT resources spending unnecessary time and effort to make even the simplest of changes.

Without a modern enterprise content management (ECM) platform, content management needs were met outside the legacy portal using a mix of custom-developed and commercial point solutions. Some of these systems were more than 10 years old as well, and many were no longer meeting basic business requirements such as offering reliable search and self-service tools. Not only were these systems obsolete, but they addressed only a portion of the company's overall content management requirements.

These deficiencies were driving employees to spend excessive amounts of time navigating these legacy information silos to manage and find the information they needed on a daily basis. This meant that the rising opportunity costs of the effort spent using these legacy systems were significant, costing the company time and productivity that could otherwise be spent on higher-value work. Employees were demanding a more effective and modern solution capable of meeting business requirements.

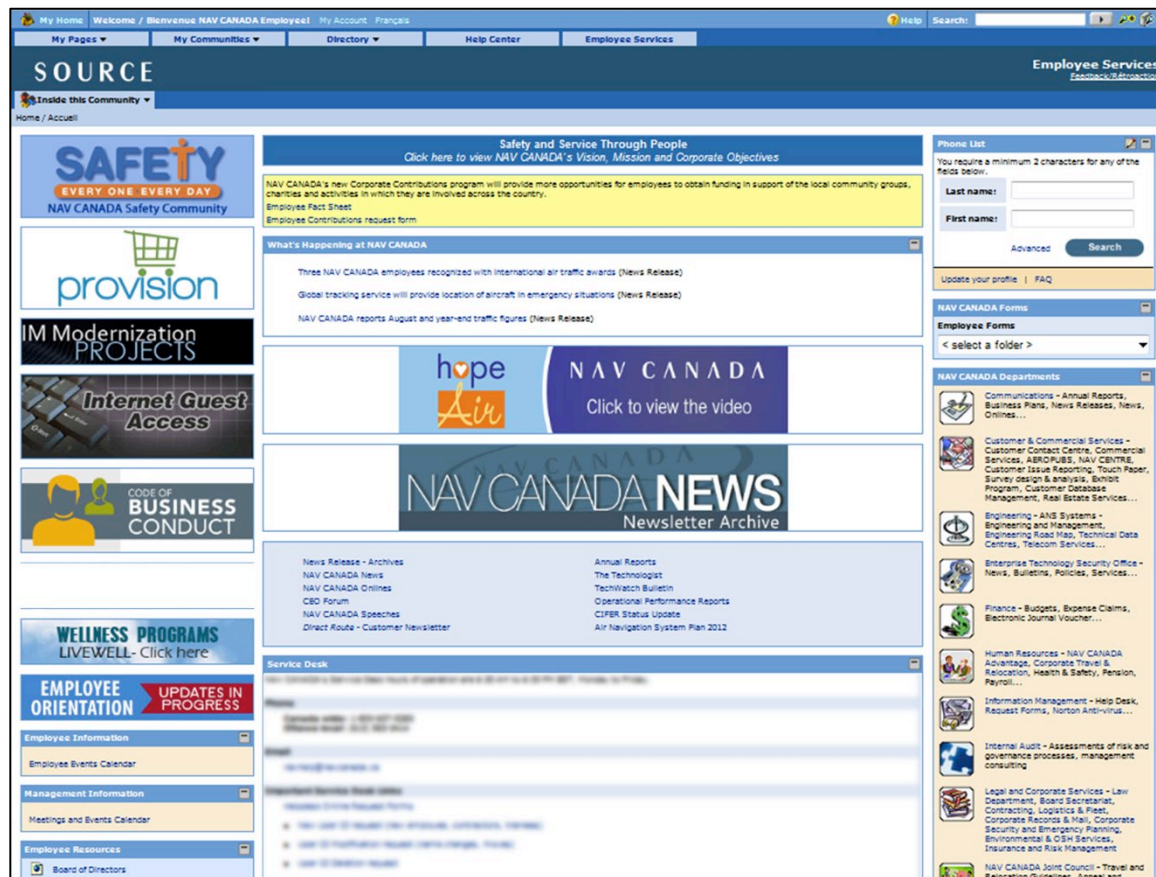
Before they could develop an action plan, team members needed to do research and conduct planning activities. With the assistance of the company's lead systems integrator, StoneShare, the team completed a comprehensive planning phase over a period of four months, known internally as "phase 0." This was a chance for the team to gather requirements, conduct business process reviews, develop the SharePoint architecture, and produce an implementation roadmap and risk assessment plan for deploying SharePoint to the enterprise.

"The work conducted with StoneShare was instrumental in putting forward a clear and convincing business case to replace the legacy intranet, which was supported by a very strong fact base," says Simon Robert, ECM Program Director. "However, it's important to note that phase 0 also provided a tremendous opportunity for the project team to engage all the key stakeholder groups — 11 departments in our case — secure their buy-in early, and begin managing the change required for the new intranet."

Goals

NAV CANADA created its new intranet to address the following goals:

- **Provide a modern and effective online experience** that would
 - Improve search
 - Improve user experience and enhance design
 - Streamline content layout and navigation
 - Reduce legacy portal content by 70%
- **Offer a wider range of online services to help employees**
 - Access corporate content
 - Receive content on personal and corporate mobile devices
 - Engage with each other and with the organization through the use of collaborative technologies
- **Reduce costs associated with web technologies to**
 - Eliminate obsolete systems and infrastructure
 - Provide self-serve content management capabilities



NAV CANADA Intranet: Legacy Portal Homepage. On the old intranet, departments would compete for real estate on the homepage, which resulted in an excessive amount of links and banners to promote various initiatives. The content clutter overwhelmed users, and the site was no longer meeting business requirements.

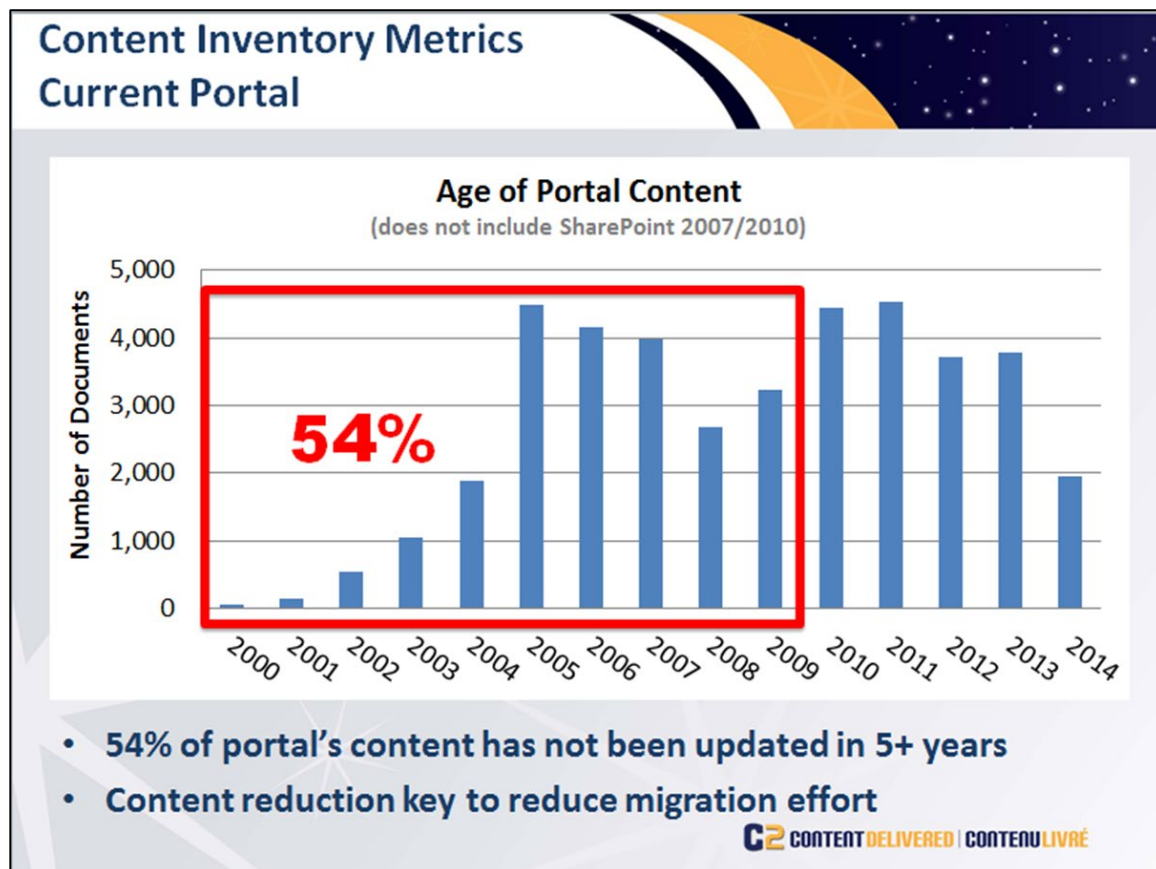
CHALLENGES

The challenges inherent in this type of undertaking are significant. The NAV CANADA team overcame many obstacles with this project, including the following:

Content Challenges

- **Content retention:** When the NAV CANADA's team found out that 54% of documents hadn't been modified in five years they knew that users were over-retaining content and the team had to take a no-nonsense approach to content migration.
- **The importance of content reduction:** The team realized early on that it needed to reduce the amount of content that would be migrated from the legacy systems because — among other reasons — the less content migrated, the less time the migration would require.

- **Challenges with the content inventory and migration (CIMM)**
tool: The project team decided to develop a custom content inventory and migration tool (CIMM) for the legacy portal's content as there were no third-party tools that could handle the migration. The CIMM tool evolved from a simple SharePoint list to a complex process requiring much more effort than anticipated to complete. The development of CIMM in the early stages of the project disrupted the technical team's work until the solution was completed.
- **Migrating critical content:** Planning and executing such a large migration (more than 200,000 documents) while trying to preserve the content integrity — such as location and metadata — was by far the greatest challenge faced during the project.



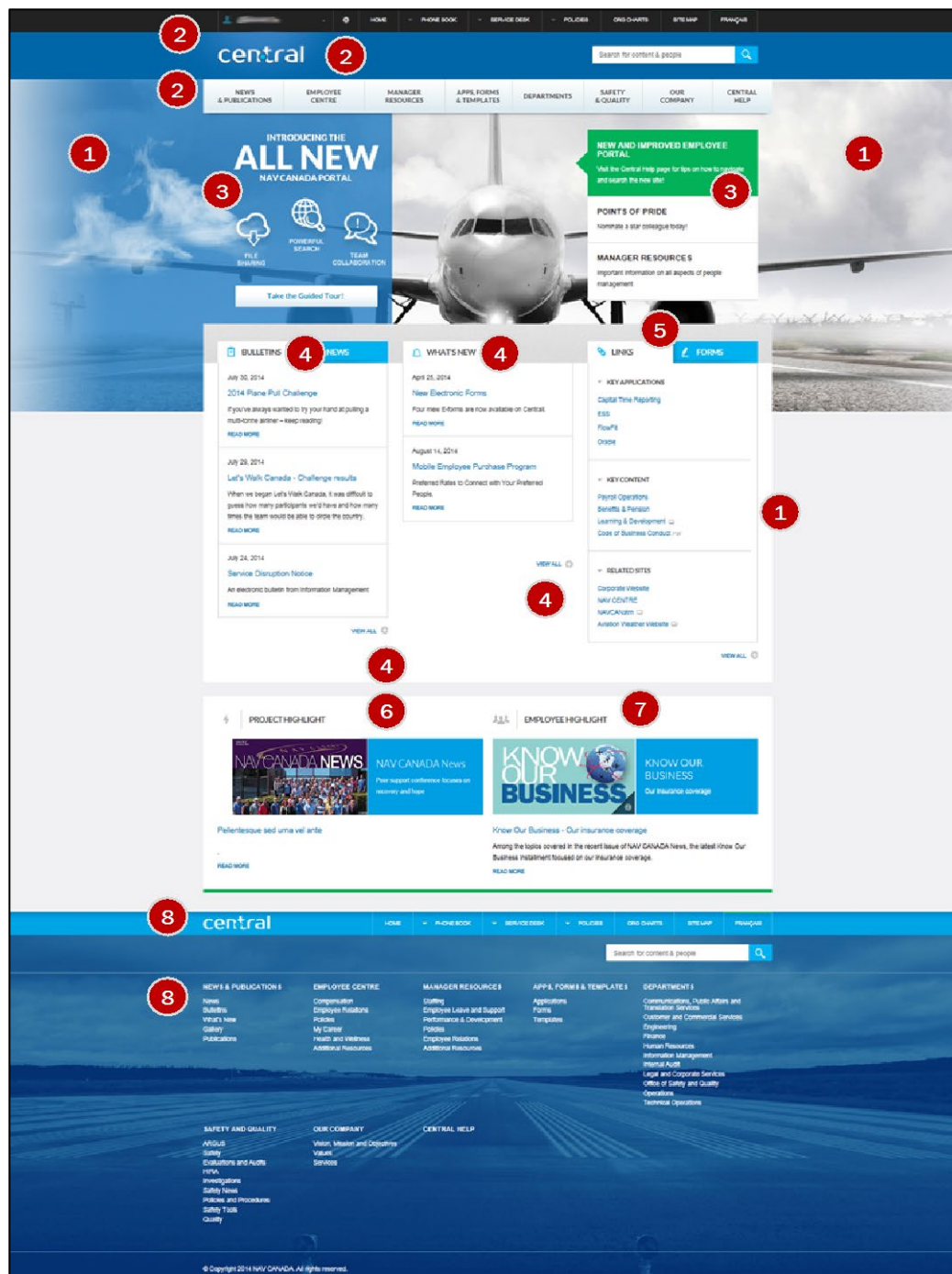
Following a detailed content inventory of the NAV CANADA legacy intranet, the design team produced this slide to inform stakeholders of the state of the legacy portal's content and to reinforce the message that content needed to be cleansed prior to migrating to Central. The slide clearly shows that 54% of the content had not been updated in five years. This data was key to get stakeholder buy-in for the team's plan to cut content on the legacy portal by 70%.

Other Challenges

- **Managing enterprise search permissions:** Central's powerful search function identified a small number of documents that did not have sufficient permissions in their original SharePoint 2007/2010 environments. Due to a poor search experience in these legacy environments, these permission gaps were not detected until after the content was migrated and live in Central. As a result, the project team had to work closely with the business after go-live to address the permission gaps on affected documents.
- **Business resource availability:** The intranet replacement project required substantial business involvement from every department of the company. Securing these resources was relatively straightforward; however, ensuring that this large group of nondedicated project resources received appropriate support for the duration of the project required a tremendous amount of effort on the part of the project team to keep these individuals informed and engaged.
- **Governance:** The SharePoint governance strategy included the decentralization of select administrative responsibilities to the business to allow it to self-administer its SharePoint sites. This change required a tremendous amount of planning, communication, and education on a large scale.

DESIGN REVIEW

Homepage



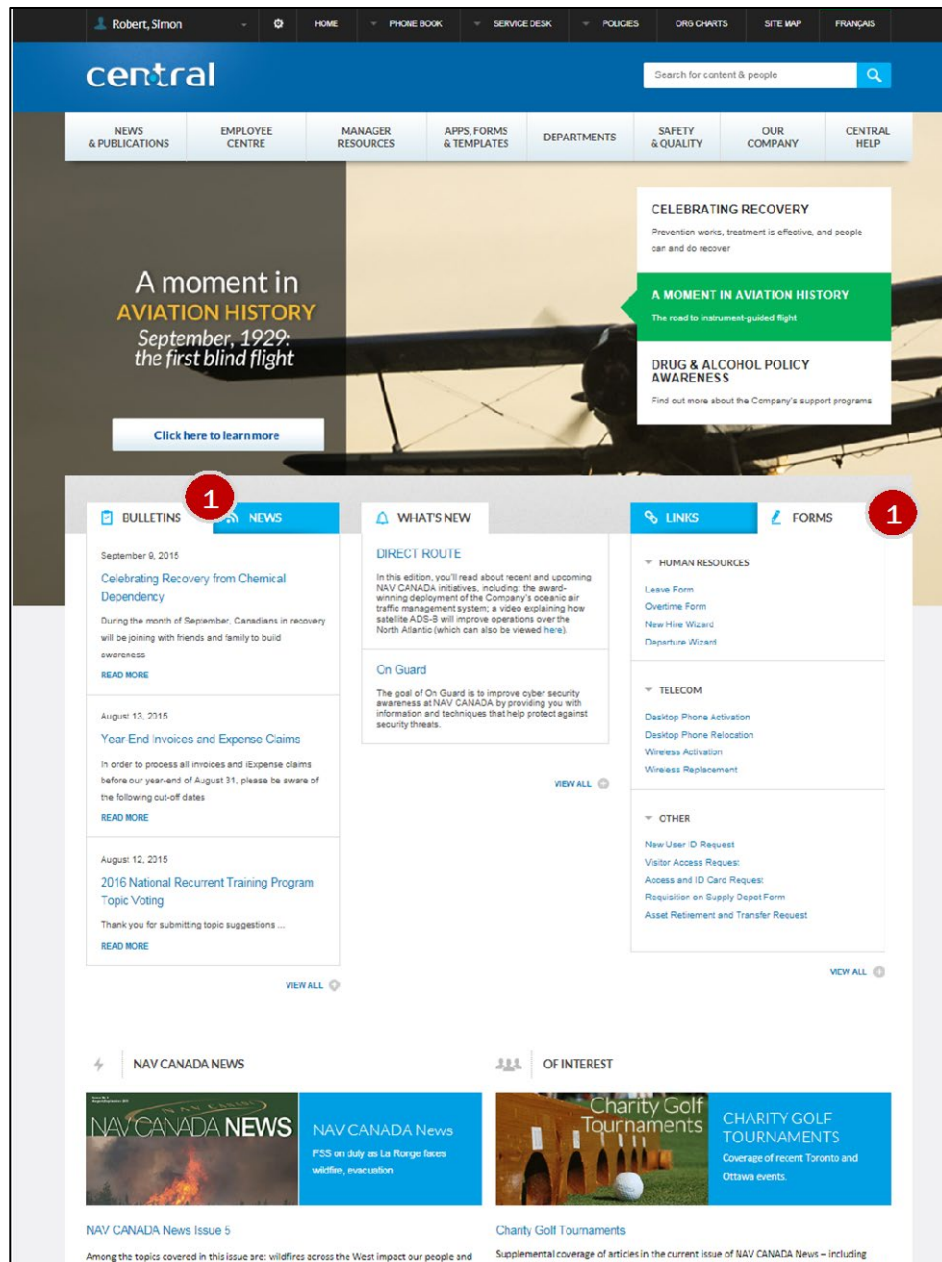
NAV CANADA Intranet: Homepage.

Homepage Highlights

1. **Calm, On-Brand Design:** The simple-looking design of the Central homepage is a welcome greeting for some 4,650 employees at NAV CANADA. Soothing blues, greys, and whites are accompanied by a rotating background image (carousel) of three current and national campaigns and/or events.
2. **Navigation:** The three top, horizontal layers of navigation are easy to identify due to their location and different background colors: black for utility navigation, blue for search, and light grey for global navigation. There is good contrast between the color of the link text and the menu background color.
3. **Carousel:** Promotions for features of the new intranet design are given prime real estate on the homepage, in the carousel at the top. The promotion shown in the screenshot above was used on go-live, with text that appears on the left making employees aware of the new intranet and its key improvements, including: file sharing, powerful search, and team collaboration. The *Take the Guided Tour!* button opens a rich PDF slideshow taking the user through the intranet's key features. The head-on image of an airplane provides a strong visual related to the core business. The white boxes to the right can be selected or just watched as they rotate through. In addition to promotions, the carousel houses announcements and other special interest stories, such as *A Moment in Aviation History*.
4. **News and Announcements:** Various types of news, including bulletins and announcements about processes and new programs, are readily available on the homepage. Obvious blue links, an international date, and short descriptions make the content thorough and understandable. *View All* links lead to the full set of news-related items.
5. **Links and Forms:** Commonly used applications, pages, and other websites are consolidated on the front page for employees.
6. **Project Highlight:** One way to empower all employees is to make them aware of core projects and goals. This section is allocated to this goal. For example, the *Flight Planning* piece explains how this integral planning process works.
7. **Employee Highlight:** This section is dedicated to promoting initiatives or events that are directly related to employee life at NAV CANADA. For example, a piece about *Our insurance coverage* discusses the business insurance and how it works.

8. **Fat Footer and Repeated Utility Navigation:** The wide footer navigation at the bottom repeats the global navigation topics and lists the same links that appear in the megamenu. The utility navigation that appears at the very top of the site — *Home, Phone Book, Service Desk*, and so on — is also repeated just above the fat footer. These end-of-page navigation offerings give employees one more chance to find the information they are looking for when they have scrolled to the end of a page. Making their background a different color than the page content also makes them easy to identify and scan to, or ignore if not needed.

Tabs on Homepage

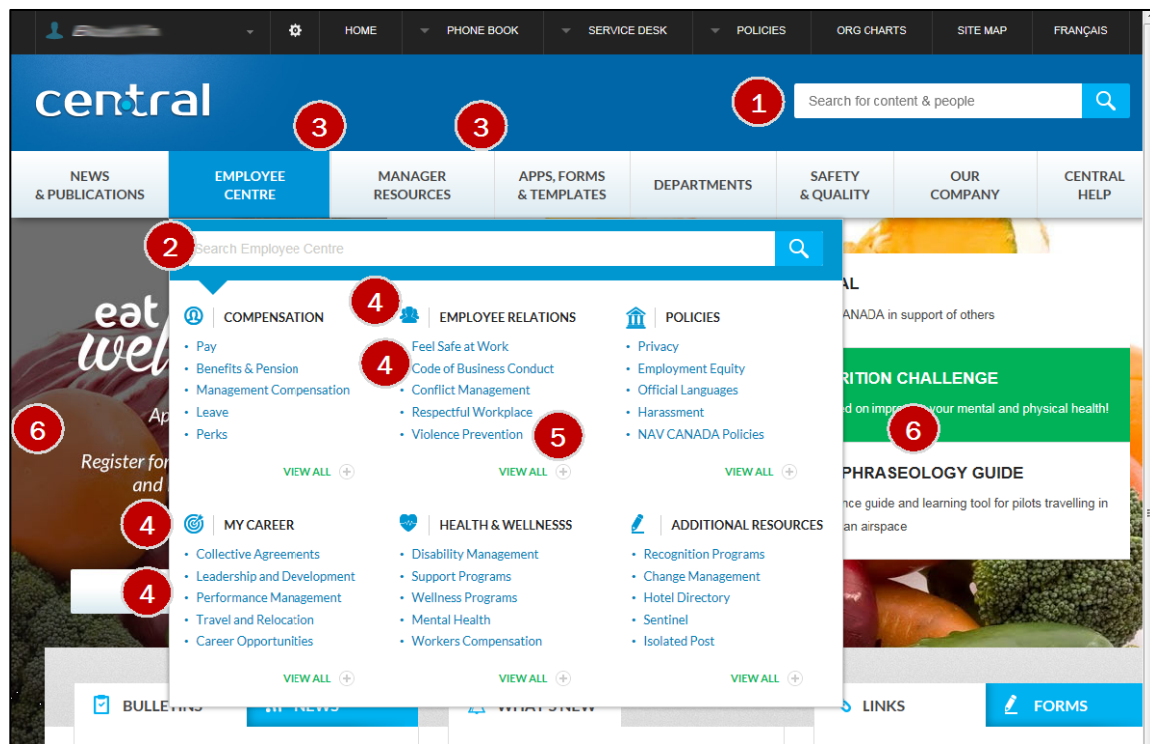


NAV CANADA Intranet: Homepage with Forms Tab.

Tabs on Homepage Highlights

1. **Small Tabs:** These allow more information to be quickly accessed on the homepage without cluttering the page with too many links. It's important that these are visible and clickable, as they are on Central.

Navigation and Search



NAV CANADA Intranet: Navigation and Search.

Navigation and Search Highlights

1. **Search Field:** The site search field appears in an expected location: the upper right of all pages. The white field is offset by the darker blue background, and the search magnifying glass button on a lighter blue background stands out.
2. **Scoped Search:** When the global navigation megamenu opens, the first item that appears is a scoped search field. The grey prompt text reads *Search Employee Centre* or *Search*, depending on the menu item selected. This informs users who read the prompt that a search here would be querying only in that section of the intranet.
3. **Selected Menu:** The global menu item that is selected is differentiated with a blue background while the rest of the menu backgrounds remain white. This small effect is a wayfinding cue to help employees.
4. **Text:** The topic headings are black text, indented, all capital letters, and demarked with an icon; the links are blue text, outdented, title case, and bulleted.
5. **List:** Each menu item offers the five most commonly needed links; the rest of the links are available through the *VIEW ALL* link.

6. **Width:** The megamenu leaves plenty of vertical space to its right and left, making it clear to users that this is, indeed, a menu and not a separate web page.

Search Results

The screenshot displays the NAV CANADA Intranet search results for the keyword "safety". The interface includes a top navigation bar with the "central" logo and a search bar. Below the navigation bar, a horizontal menu lists various categories: NEWS & PUBLICATIONS, EMPLOYEE CENTRE, MANAGER RESOURCES, APPS, FORMS & TEMPLATES, DEPARTMENTS, SAFETY & QUALITY, OUR COMPANY, and CENTRAL HELP. The main content area is titled "YOUR SEARCH RESULTS" and shows a list of search results. On the left side, there is a sidebar with filters for Result type, Business Group, Activity, Content Type, Author, Modified date, Security Classification, and Language. The search results list includes items such as "HRA and Risk Management", "Technical Operations Just Culture Reporting Form", "Audits, Evaluations, Assessments, and Inspections", "Safety - Our SMS", "NAV CANADA Safety & Quality", "Safety Investigations", "SMS Manual", "Aviation Occurrence Report", "Statistics", "Corporate Safety Policies", and "Corporate Safety Procedures". A preview of the "Safety" web page is shown on the right side of the results list. The bottom of the page shows the "central" logo and a footer with links to HOME, SERVICE BOOK, SERVICE DESK, POLICIES, ORG CHARTS, SITE MAP, and FRANÇAIS.

NAV CANADA Intranet: Search Results.

Search Results Highlights

1. **Categories:** Search results can be categorized by *Everything*, *People*, *Documents*, or *Bulletins*, making it easy for employees to find what they want. Designers chose the smartest default: *Everything*. Another smart default was sorting by *relevance*, rather than by date or another option.
2. **Filters:** Several filters appear on the left, sorted in categories. These facets help employees to quickly and easily sift through results to leave only what's desired. Using these facets does not cause the page to refresh; the search results are instantly reduced, with each selected facet allowing users to quickly refine a large amount of documents to a few highly relevant results.
3. **Keywords:** More than 300 keywords have been configured to return specific search results to help promote key content, such as applications, policies, and employee requests. For example, "benefits" takes employees to the *Benefits* page. In the example above, the "safety" keyword returns several promoted results that appear at the very top of the search results. Although this example illustrates a large number of promoted content, on average, only one or two promoted results appear.

Central Help Wiki for Collaboration Sites

Robert, Simon

HOME PHONE BOOK SERVICE DESK POLICIES ORG CHARTS SITE MAP FRANÇAIS

central

Search for content & people

Central Help EDIT LINKS

Collaboration

Central Help - Home

Governance

Collaboration

Official Language

Search

My Site

FAQs

Recorded Sessions

Content Managers and Site Owners

EDIT LINKS

Collaboration Sites in Central

Last modified at 8/31/2015 3:35 PM by M Touchette, Dominique [Edit this page]

Introduction	Creating Collaboration Sites	Editing your Landing Page
- Define the role of Collaboration sites in Central - Navigate to your Collaboration site	- Overview - Header and global navigation - Content area and current navigation - Footer - Governance - Access sites - View existing subsites - Create new site - Set up security - Delete site	- Governance - Getting started - Formatting Text - Inserting images - Adding links - Important links and documents - Web parts - Saving the page - Official Languages Guidelines
View the web page	View the web page	View the web page

Library Configuration and Creation	SharePoint Lists	Navigation and Site Settings
- Governance - Library basics - Creating a library - Other library settings - Connect and export - Views	- Managing Lists - Creating Lists	- Navigation - Site Settings
View the web page	View the web page	View the web page

Permissions and Access Rights	SharePoint Workflows	Business Collaboration
- Security governance - Library Permissions - Site Permissions	- Customization Policies - Workflows	- Introduction - Alerts and links - Personalizing content
View the web page	View the web page	View the web page

central

HOME PHONE BOOK SERVICE DESK POLICIES ORG CHARTS SITE MAP FRANÇAIS

Search for content & people

NEWS & PUBLICATIONS

News

Bulletins

What's New

Gallery

Publications

EMPLOYEE CENTRE

Compensation

Employee Relations

Policies

My Career

Health and Wellness

Additional Resources

MANAGER RESOURCES

Staffing

Employee Leave and Support

Performance & Development

Policies

Employee Relations

Additional Resources

APPS, FORMS & TEMPLATES

Applications

Forms

Templates

DEPARTMENTS

Communications, Public Affairs and Translation Services

Customer and Commercial Services

Engineering

Finance

Human Resources

Information Management

Internal Audit

Legal and Corporate Services

Office of Safety and Quality

Operations

Technical Operations

SAFETY AND QUALITY

ARGUS

Safety

Evaluations and Audits

HIRA

Investigations

Safety News

Policies and Procedures

Safety Tools

Quality

OUR COMPANY

Vision, Mission and Objectives

Values

Services

CENTRAL HELP

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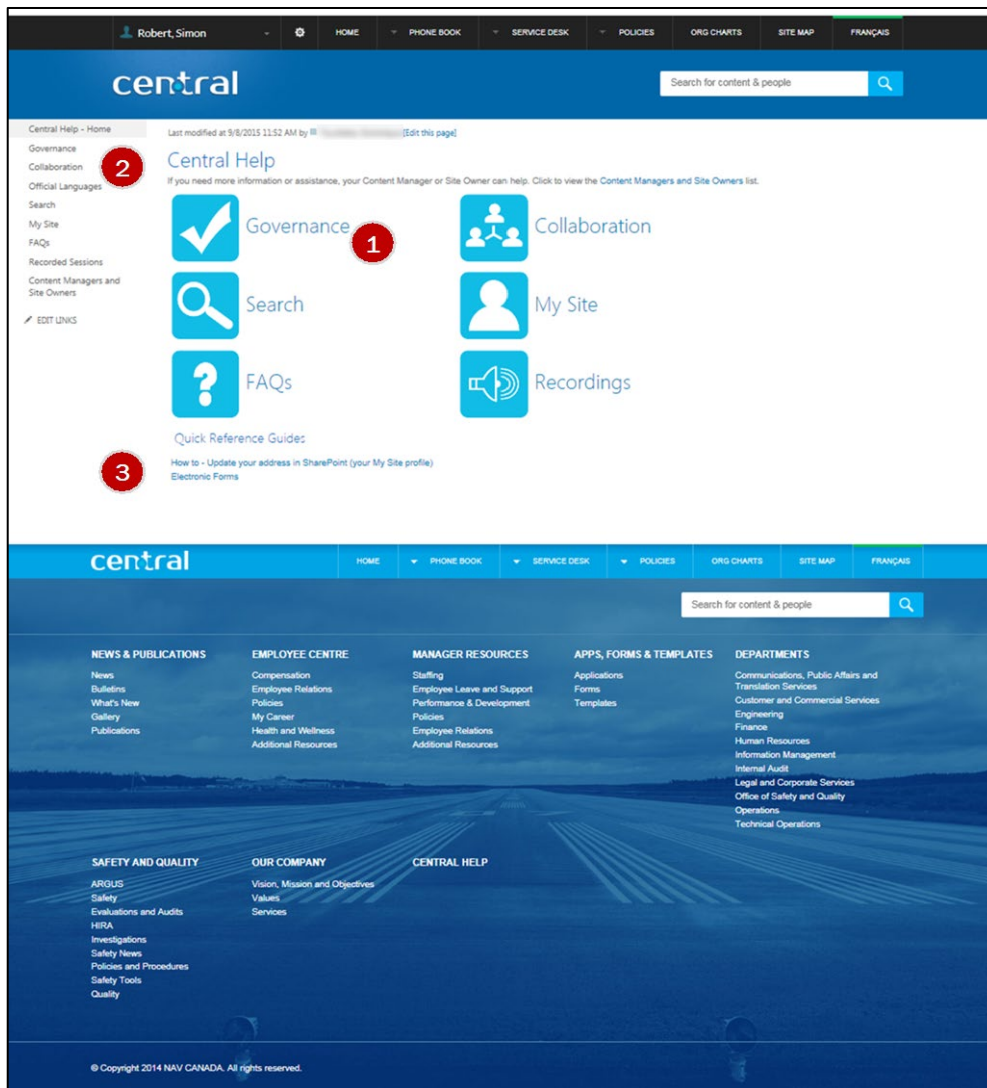
NAV CANADA Intranet: *Central Help* Wiki Detail Page.

Central Help Wiki for Collaboration Sites Highlights

Central offers users a large library of online help content. One wiki helps employees through working with collaboration sites. Collaboration sites are a wonderful way to enable teams and individuals to share information about a project without needing a personal developer at every step of the process. Without some guidance, however, the number of collaboration sites and the information in these sites can be hidden in a silo, outdated, or redundant, among other negative things. But not at NAV CANADA, as its help wiki helps to prevent this.

1. **Collaboration Sites Guidance:** Central offers help for anyone interested in creating a collaboration site. Rather than leaving employees to their own devices to figure out collaboration spaces, the Central team went the extra mile to help them create a useful collaboration space from the start.
2. **Steps and Links to More:** A simple table offers guidance for the more common areas people need help with, such as creating the site, editing the main page, and permissions. *View the Web Page* links below each set of steps lead to more guidance.

Central Help

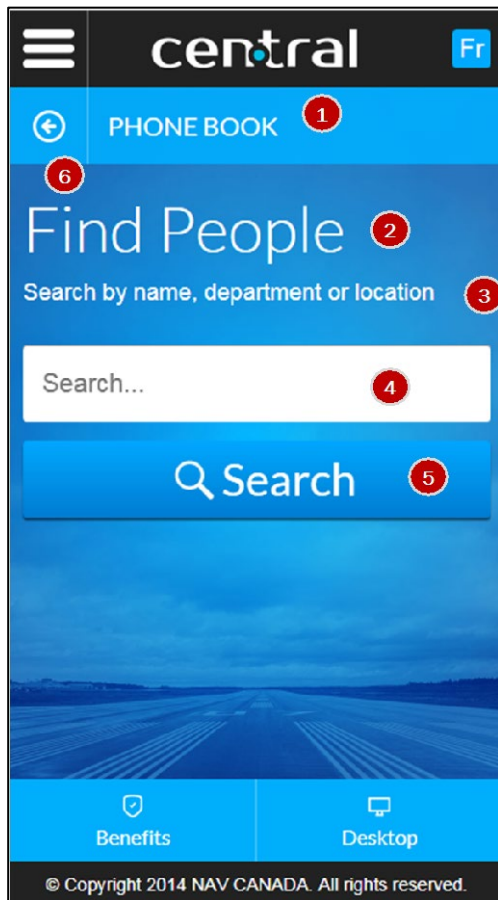


NAV CANADA Intranet: *Central Help* Wiki.

Central Help Highlights

1. **Comprehensive Help Resource:** The help main page offers assistance for not only creating collaboration sites, but also for other topics such as *Search* and *Governance*.
2. **Menu:** More topics, such as *Official Languages*, appear in the left-side menu.
3. **Quick Reference:** The *Quick Reference Guides* offer additional help for infrequent tasks, such as updating addresses.

People Search, Smartphone UI



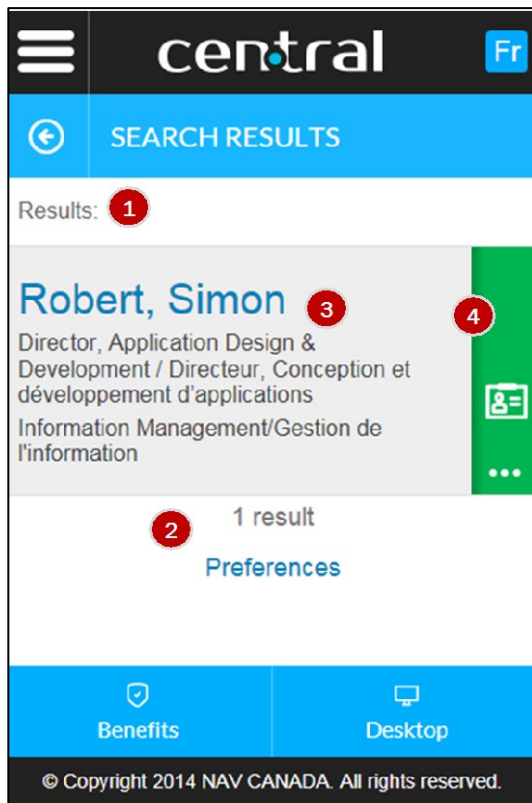
NAV CANADA Intranet: People Search in Mobile App.
104_NAVCANADA_08_MobilePeopleSearch1_Live.png

People Search, Smartphone UI Highlights

Central offers a mobile experience for all tasks on a tablet and for some tasks on a smartphone. One such task that works superbly on a phone is searching for people. Accessing the *Phone Book* on Central via a phone opens a very light, simple screen.

1. **Signpost:** *Phone Book* is clearly stated at the top of the page, so people know where they are.
2. **Command:** *Find People* clearly communicates to employees what they can do here.
3. **Prompt:** Options to search by name, department, or location describe specifically which types of things to search for.
4. **Field:** The large text field makes it easy to tap and type terms.
5. **Button:** A large button makes it effortless to tap to invoke the query. The *Search* label and magnifying glass icon make the button highly recognizable.
6. **Back:** An arrow in the upper left takes the employee back a screen.

People Search Results, Smartphone UI

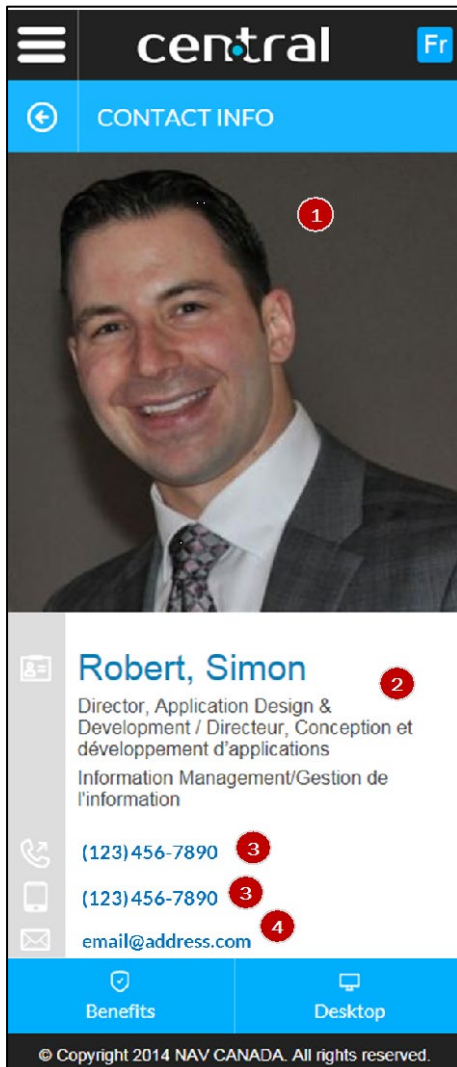


NAV CANADA Intranet: People Search Results on Mobile App.

People Search Results, Smartphone UI Highlights

1. **Label:** *Results* displays at the top of the page.
2. **Status:** The number of results appears at the bottom of the page.
3. **Name:** The person's name appears in large, legible text, as does his job title below.
4. **Contact and More Information:** Swiping or tapping leads to more information about the person, including a photo.

Employee Profile, Smartphone UI



NAV CANADA Intranet: Mobile UI Employee Profile.

Employee Profile, Smartphone UI Highlights

1. **Photo:** A large, clear photo helps people recognize each other.
2. **Name and Title:** The person's name and title are easy to find and read.
3. **Telephone Numbers:** The landline and mobile numbers are differentiated with icons.
4. **Email:** Email can be read, copied, or clicked to address a message.

Employee Profile, Desktop UI

The screenshot displays the NAV CANADA Intranet Employee Profile page in desktop view. The page is structured as follows:

- Top Navigation Bar:** Features the 'central' logo and a search bar with the text 'Search for content: 8 people'.
- Profile Overview:** Includes a profile picture, a bio, and a list of recent activity.
- About Section:** Contains a bio, contact information (phone, email, address), and a list of recent activity.
- Recent Activity:** A list of posts with details such as the author, date, and content.
- Organization Browser:** A section showing a hierarchy of roles, including President & CEO, Vice President, Director, and Manager.

The page is annotated with red circles and numbers 1 through 4, highlighting specific UI elements:

- 1:** Profile picture
- 2:** Bio text
- 3:** Contact information (phone, email, address)
- 4:** Recent activity list

NAV CANADA Intranet: Employee Profile Page (Desktop View).

Employee Profile, Desktop UI Highlights

A simple page offers rounded information about the individual.

1. **Photo:** The picture helps employees get to know one another.
2. **Comment:** A philosophy, mantra, or interesting thought starts the profile page. This gives employees a sense of each other and allows individuals to express themselves.
3. **Social:** Shares and who the person is following and followed by promote social activity.
4. **Tasks, Report, Documents:** Other items people are associated with can also be accessed. This is another way to help employees find expertise around NAV CANADA. Air traffic controllers, shift supervisors, human resource specialists, real estate managers, and people doing many other jobs can find a wealth of knowledge by locating people and collaborating.

Department Page

The screenshot displays the NAV CANADA Intranet Department Page for Operations. The page is structured with a top navigation bar, a secondary navigation bar, a main content area, and a bottom section. The top navigation bar includes links for HOME, PHONE BOOK, SERVICE DESK, POLICIES, and a search bar. The secondary navigation bar lists various departments: NEWS & PUBLICATIONS, EMPLOYEE CENTRE, MANAGER RESOURCES, APPS, FORMS & TEMPLATES, DEPARTMENTS, SAFETY & QUALITY, OUR COMPANY, and CENTRAL HELP. The main content area is titled 'Operations' and includes a sidebar with a list of departments (1), a search bar (2), and a list of services (3). The main content area (4) contains a large image of a flight map (5) and a list of resources (6). The bottom section (7) includes a 'RECOMMENDED CONTENT' section with links to Applications, Forms & Templates, Publications & Maps, and Reports & Status, and a 'KEY CONTACT' section for Larry Lachance.

NAV CANADA Intranet: Department Page.

Department Page Highlights

Each department is described on Central, making the organization transparent and the departments understandable and approachable. The resources help employees understand what each group does and why it's important, and can provide ideas for working together.

1. **Global Navigation:** The *Departments* link is visible and understandable.
2. **Left Navigation:** Department names are listed and easy to scan in the left-side navigation.
3. **Name:** The page title names the department.
4. **Statement:** Each department states how it works to achieve NAV CANADA goals. This helps people to understand the departments' purpose, and unifies departments under one large team striving for the same things.
5. **Carousel:** Some of the department's offerings and plans are promoted here.
6. **Leader:** The vice president of the group is named, with a photo and contact information.
7. **Resources:** Applications, forms, collaboration sites, and other resources are linked here and sometimes briefly described.

Project Repository (Collaboration Site Example)

central Search for content & people

JB44 - ECM Program Phase II (Constellation) Issues Risks Deliverables EDIT LINKS

JB44 - ECM Program Phase II (Constellation)

Project Overview

The second phase of the ECM program will replace and modernize the employee-facing portal using the SharePoint content management and collaboration platform implemented in phase 1. SharePoint will provide employees with modern and effective content management, workflow and collaboration capabilities not available from our current portal implementation. Select high-frequency/value business forms using traditional methods including email, phone & paper will be replaced with automated electronic forms reducing the time spent managing current inefficient and error-prone forms.

Scope

Phase 2 will focus on reconfiguring and migrating the employee-facing portal content to the new SharePoint platform. The project will also introduce electronic forms, a new capability that is expected to improve the company's agility in processing those transactions. The project's resource requirements are significant requiring all business units to analyze/cleanse/migrate their content to the new SharePoint platform and learn how to use the new tool. The project will support the phase with strong change management activities to ensure a smooth rollout.

Site Owner - Project Manager

Site Owner - Program Director

Announcements

Links

Action Items

Project Documents

central HOME PHONEBOOK SERVICE DESK POLICIES ORG CHARTS SITE MAP PRIVACY

Search for content & people

NEWS & PUBLICATIONS

EMPLOYEE CENTRE

MANAGER RESOURCES

APPS, FORMS & TEMPLATES

DEPARTMENTS

SAFETY AND QUALITY

OUR COMPANY

CENTRAL HELP

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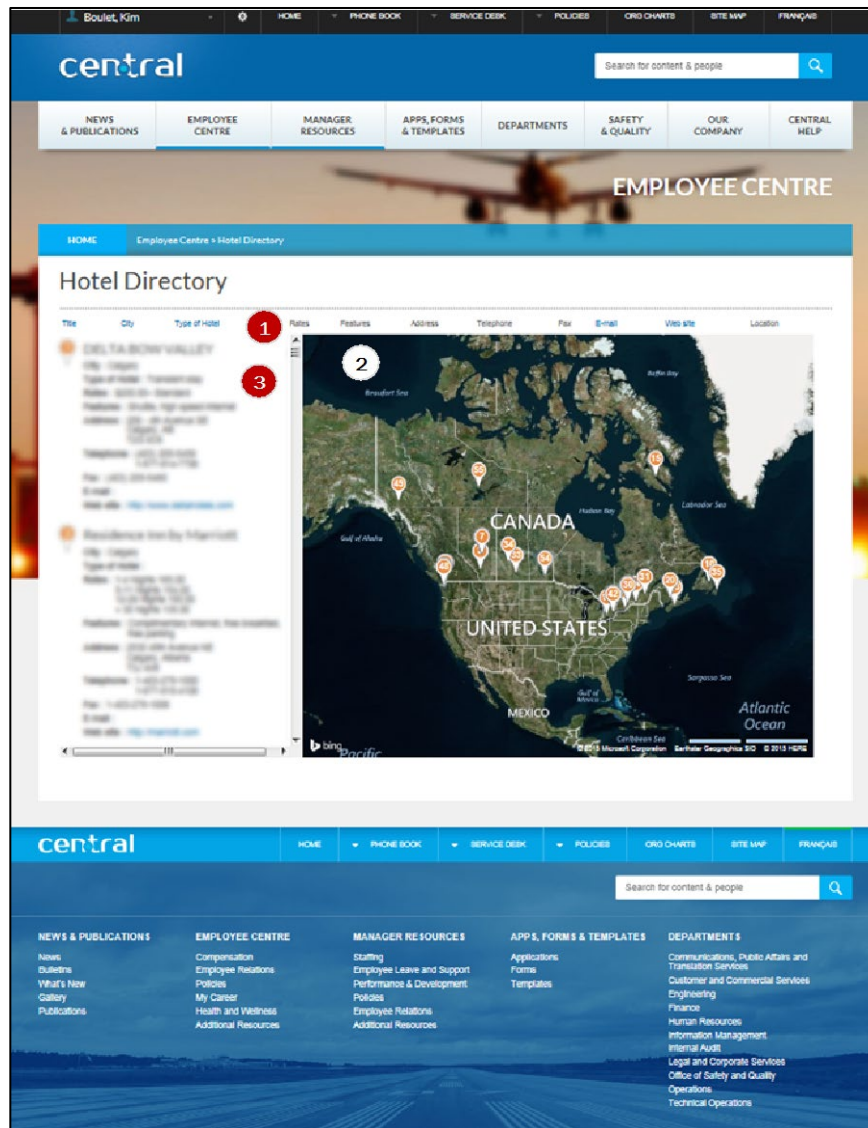
NAV CANADA Intranet: Project Repository Page.

Project Repository Highlights

Tracking projects and all of the activities and accompanying material is a snap at NAV CANADA, using project repositories on Central. Everything is consolidated and easy to find in one place.

1. **Summary:** The project is described in clear terms. This is especially helpful to newcomers on the project, and people learning about the project.
2. **Related Materials:** Everything from deliverables, issues, and risks to templates and photos are available via the left-side menu. Links are available on the right.
3. **Plans:** Requirements, action items, tasks, and more are also tracked.
4. **Status:** As phases are completed, the status is posted in the right rail.
5. **Site Contacts:** NAV CANADA's governance policies require that each collaboration site clearly indicates the site owners in case someone requires support. These contacts are posted under the scope of the project.
6. **Role-Based:** This page is also personalized, allowing only project members to see it, and only managers on the project to see certain content.

Hotel Directory



NAV CANADA Intranet: Hotel Directory.

Hotel Directory Highlights

Employees can easily search for approved hotels for NAV CANADA employees when traveling in Canada. This is an expected, modern interface that employees can quickly acclimate with.

1. **Filters:** Selecting filters refines the results displaying on the map.
2. **Map:** Users can zoom and pan across the map.
3. **List:** The results are listed in text on the left.

DESIGN PROCESS AND USABILITY WORK

Approach

The design process was comprehensive and fact-based. It started with a deep analysis of the current state so that the team could understand the pain points and the functionality required to address those points.

"We surveyed employees asking them how they used the legacy intranet, what they liked, what they didn't like, and what their expectations were for the new intranet," says Simon. "What we found was that employees used the employee portal on a very frequent basis, but were looking for a much better search experience and a more modern look-and-feel."

Basic portal features such as search, navigation, and content freshness were the focus of the users' wish list as opposed to bells and whistles such as classified ads. In other words, NAV CANADA's employees were asking for a modern portal that would be really good at the basics, as opposed to a flashy intranet with little substance.

The survey data was crucial to give the design process direction and credibility. Team members were able to prioritize the new intranet's requirements and help contain the scope of the project; they did this using fact-based arguments and data to defend the scope rather than being forced to engage in circular emotional discussions when users were demanding changes after the scope was set.

The team was also able to use web analytics to analyze usage patterns on the legacy portal to better understand which pages were most and least popular.

Prior to the intranet project starting (and even before the team selected its ECM platform), team members conducted a lot of research on user experience design best practices for intranets, including Nielsen Norman's Intranet Design Annual reports. "The research revealed several key findings that influenced our approach," says Simon. Here are a few of those key findings:

- **Importance of a solid user experience:** No matter how many features your ECM platform has, if it's not easy to use, users will not use it and your benefits will quickly erode.
- **UX methodology:** Designing a new website or intranet is a unique process that requires distinct steps to do it well. Ensure that you use a proven user experience design process tailored for employee-facing intranets.
- **Understand your audience:** Before producing a design, take the time to understand the types of users that will be accessing the intranet and what their needs are.
- **Hire the best user experience firm:** Unless you have deep intranet user experience expertise in-house, hire a firm with a proven methodology and track record *in intranet design* to do the work.

User Experience Design

Although many things had to be addressed during the redesign, the user experience took top billing. The user experience design approach was broken down into four steps:

1. **Technology selection:** The first step was to set the user experience as the highest weighted criteria when selecting the ECM platform. Contrary to traditional product evaluation criteria, which emphasize the importance of features and functions or architectural cohesiveness over usability, the team felt strongly that user experience needed to be the most important evaluation criteria to achieve its goals. With that in mind, the team invited representatives from each department to attend product demonstrations and evaluate the solution's user experience, features, and functions to ensure that the selected solution would be easy to use.
2. **Information architecture:** Once the technology platform was selected, the team designed the new IA by conducting workshops and card sorting sessions with the business, analyzing web analytics data from the previous intranet, and surveying users to determine what content and features were most/least important to them.
3. **Wireframes:** With an IA defined, the team proceeded to engage the user experience firm, Atomic Motion, to begin the design process. Navigation plans and wireframes were developed to provide the NAV CANADA team with a visual orientation of the new look-and-feel without spending too much time debating colors, fonts, and so on. The focus of this process was the structure and position of the various intranet elements that needed to support the IA, rather than the look and feel.
4. **Design concepts:** Once the wireframes were approved, the team focused on applying visual styling treatments to the wireframes including color, imagery, and iconography. Atomic Motion produced two different design approaches to help spark discussion and give the NAV CANADA team members something to compare against.

NAV CANADA Intranet: Sample Wireframe. This is a wireframe of the homepage developed during the design process. This wireframe was used to conceptualize the design of the new intranet without investing too much effort in styling and branding. A wireframe was created for each page layout of the new intranet, which was then submitted for review by stakeholders. These were highly effective tools for refining the requirements and design elements prior to the styling and branding process.

Information Architecture

The first step in the design process was to create the new intranet's IA. Central was designed as four applications running seamlessly on a single technology platform, presented under a consistent banner and user experience that included the following:

- **An enterprise layer:** Home to Central's main landing page and designed as a modern website, the enterprise layer contains content that is accessible by all employees, such as company news, campaigns, benefits, policies, links to apps, forms, and templates.
- **Collaboration sites:** All business units now have the ability to create and manage their own collaboration sites, provided they are justified and comply with governance policies, secured to any number of internal users to collaborate efficiently on information that would otherwise be managed in inefficient network file shares or spreadsheets.
- **My Sites:** This feature provides employee business contact information, social newsfeeds, and a dynamic organizational chart illustrating each person's position in the corporate structure.
- **Mobile access:** Central also provides a mobile experience, accessible from all company-issued smartphones and personal devices that are equipped with NAV CANADA's enterprise mobility management capability. This allows users to access Central anytime, anywhere, and on any device.

The company's legacy intranet content was structured primarily by business group, which meant that users needed to know which department was responsible for a piece of content to find it, as the search engine was very difficult to use and unable to mitigate this issue.

Research conducted prior to the project indicated that task-based navigation was much more intuitive and effective compared to traditional organization-based navigation. So, the team endeavored to produce an IA and navigation plan that was task-oriented.

Another key IA problem the team was trying to solve was to declutter the intranet's homepage. The legacy intranet homepage was cluttered with too many banners from content owners competing for real estate because there was no space for them to advertise their initiatives elsewhere.

The new IA allows users to access content using several different paths, such as through the top navigation, megamenu, search, and so on, which is much more intuitive and effective to use compared to the previous approach.

The team also created a design that limits the homepage banners to national campaigns only. Department-specific initiatives can be advertised on each business group's department page. This eliminates the issue of a cluttered homepage while allowing business groups to promote their initiatives.

Simon offers some advice for other teams struggling to develop a new IA approach: "The best advice we can provide is to take the time to understand what content the intranet will provide and how users expect to navigate that content."

"Create task-oriented buckets of content," he says, "using your company's vernacular, to form your main navigation elements and surface the most popular content using megamenus to reduce clicks and streamline navigation. Continue to analyze user behavior post implementation to determine if the original design needs to be enhanced to address gaps or new requirements."

The most important thing he and his team found effective with this project is the one teams often overlook: get as much feedback as possible from the user community to validate designs upfront, using mock-ups to avoid expensive rework during development.



High-level view of the new IA for the new intranet.

Hiring the Right Partners

Another thing the NAV CANADA team did right was hiring the right experts to do the parts of the project they couldn't do in-house. Knowing that user experience was a top priority for the new intranet meant that outside experts hired to assist in the effort had to be of the same mindset.

"We identified early on that user experience was a top priority for the new intranet and that it needed to be easy to use or else employees wouldn't adopt it," says Simon. "We used this criteria when selecting our partners. We hired StoneShare as our lead SharePoint systems integrator and a local web design firm, Atomic Motion, to facilitate the intranet user experience process."

It was critical that the systems integrator (StoneShare) had experience branding SharePoint because doing so is much more involved than a standard SharePoint installation. The task requires the integration of visual assets into SharePoint's presentation layer, which requires specialized skills.

"StoneShare provided this expertise and, combined with Atomic Motion's proven design methodology, both firms' outstanding consultants guided us through the research, wireframing, visual composition, and SharePoint branding process," says Simon.

Other components in the project played out as follows, with a healthy give and take between the agencies and the internal project team:

- **Mobile design:** Once the main intranet design was complete, Atomic Motion, working closely with StoneShare to understand SharePoint's mobile capabilities and limitations, produced a design for the mobile app that was optimized for the smartphone form factor; adhered to mobile app best practices; and used the same colors, styles, and theme as the main intranet.
- **SharePoint integration:** Atomic Motion delivered all visual assets to StoneShare so they could implement the design in SharePoint. These assets included all the images, styles, cascading style sheets (CSS), and JavaScript needed to brand SharePoint accordingly. Having the design firm provide these assets saved a tremendous amount of time by avoiding having the SharePoint developers spend time slicing up images and building CSS/JavaScript content from scratch.
- **Third-party add-ons:** StoneShare took the lead and used these assets to apply the Central brand and integrate key third-party add-ons such as the megamenu and rotating banner to SharePoint's user interface. "StoneShare, with their deep experience in branding SharePoint, did a fantastic job integrating the user experience assets and components into SharePoint's complex presentation layer, to the point where the end result was tightly aligned to the visual concepts," says Simon.

This kind of smooth interplay between the two agencies and an easy back and forth between the agencies and the internal team was a critical success factor that helped lead to the useful and usable intranet NAV CANADA employees use today.

OUTSIDE AGENCIES	
Agency	Project Role
StoneShare IT consulting firm that provides solutions and services focused exclusively on Microsoft's SharePoint platform	- Assisted in the planning work of the company's ECM Program, including requirements gathering, business process reviews, IA, enterprise taxonomy, technology validation, implementation roadmap, and risk assessment to support the program's business case. - As the prime systems integrator and part of an integrated team with NAV CANADA, led the implementation of the SharePoint solution to replace the legacy intranet, including solution configuration, testing, and deployment (new intranet, mobile web app, electronic forms): - Facilitated content migration to new intranet - Offered solution support during stabilization period - Provided training materials and training sessions - Provided knowledge transfer back to NAV CANADA
Atomic Motion Design and web development company specializing in design, digital marketing, and app/software development	- Led the user experience design process to deliver the new intranet and mobile web app designs including: - User profiles - Wireframes - Design concepts - Design assets - Developed all presentation-layer application code and markup required to convert approved desktop/tablet and mobile designs into intranet page layouts and master pages capable of seamlessly integrating with SharePoint 2013.

"Atomic Motion and StoneShare delivered a modern and impactful design which met all of our requirements and was orders of magnitude cleaner and easier to use compared to our legacy intranet," says Simon.

Adoption and Buy-In

The NAV CANADA team didn't have to spend a lot of energy to convince its core group of users to adopt the new intranet because the legacy portal was a significant source of pain for those users. Most NAV CANADA intranet users were, in fact, anxiously awaiting the site launch so they could take advantage of the new features.

As with most companies, NAV CANADA also had pockets of users who did not use the legacy portal because they preferred to use file or network shares to manage their content. The intranet team nudged those users along, touting the advantages of the content management features and hoping these users would also come around to using the new intranet.

To help with adoption, the team launched a national campaign that featured articles in the company newsletter, posters, digital ads, and national email bulletins to inform users of the new intranet and its key features. The campaign was highly successful. The team also created a digital guided tour that was accessible in an interactive PDF format from the homepage. It walked users through high-level features, IA, and navigation tips to help users transition to a site that looked and functioned quite differently than the legacy intranet.

GOVERNANCE

The project was sponsored equally by each major function within the company. During the project, an Enterprise Content Governance Board (ECGB) was established to govern and oversee the strategic direction and overall health of the system, post-implementation. The ECGB is chaired by the Information Management department, where the core intranet team members are located.

This distributed model was ideal to support the project toward a successful outcome.

"The distributed ownership model was a critical success factor for the new intranet," says Simon. "Having all business groups sharing in the ownership and success of the intranet ensured that the project had the necessary resources and support to complete the project and maximize user adoption."

NAV CANADA Intranet: Governance Policies Page. The governance policies page is a reference for all employees and contains information on the new intranet's governance model, roles, and responsibilities, as well as the policies and procedures that are in place to maintain the health and integrity of the new intranet.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Enterprise Content Governance Board Representatives	- Serves as a governance body with ultimate responsibility for meeting the goals of the solution - Ensures that the strategic direction of the ECM platform remains aligned with NAV CANADA objectives - Defines governance policies and standards
Enterprise Content Records Manager	- Maintains the enterprise metadata dictionary over the life of the solution - Defines and manages the enterprise taxonomy, including content types, managed metadata (term store), and metadata in both external and internal environments
Content Management Group	- Supports the successful deployment of the solution in the organization by sharing best practices and lessons learned in a Community of Practice - Members serve as SharePoint advocates and change agents
Content Managers	- Assigned for each business group - Responsible for overall ownership of the business group's content - Implement and enforce content management policies as defined by the ECGB - Manage site collections and approve site and subsite creation - Guide and mentor site owners to adhere to governance policies - Support site owners in providing second-level support to their business community

Site Owners	• Assigned for each site • Responsible for ownership of content for the site • Ensure that site members use the site appropriately and comply with governance policies and standards • Ensure that the sites are active and delivering value to the business • Provide first-level support to their business community • Validate the accuracy and relevance of site content
IM Portfolio Manager	• Manages the overall direction, design, and functionality integrity of the solution from a business perspective • Works with the SharePoint architecture and ECRM to recommend changes and manage updates to IA and governance
IM SharePoint Architect	• Ensures integrity and alignment with the enterprise architecture • Architect and design SharePoint solutions and farm topology
IM SharePoint Business Analyst	• Captures new requirements for the ECM platform • Recognizes any constraints that the governance policies impose (what features are available, how content can be changed, and so on) • Builds use cases and designs that do not conflict with established governance • Gathers technical metrics and key performance indicators for ECGB

IM SharePoint Developer	• Modifies SharePoint branding and look and feel • Implements changes to images, CSS, master pages, and layouts • Performs search engine optimization (SEO), including best bets (query rules) • Modifies SharePoint templates • Creates and deploys web parts • Creates and tests deployment scripts as required • Participates in design tasks as needed • Participates in development and testing
IM SharePoint Administrator	• Develops best practices and operation guidelines for infrastructure setup • Implements solution upgrades, service packs and security updates, and maintenance work

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	• Desktop: http://central • Mobile: http://central/mobile
Default Status	• The intranet is set as each user's homepage by default, but it can be changed.
Remote Access	• Remote users can access the site using VPN, and many do.
Shared Workstations or Kiosks	• Air traffic controllers are not assigned a corporate computer so they access Central via kiosks located in a communal area in their respective facilities or via the Central Mobile app on their personal mobile devices.

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
2003	First company intranet
December 2013	Intranet modernization project started
January 2014	Initiation phase completed: - Onboarding team members - Project repository setup - Project team orientation - SharePoint 101 education sessions
March 2014	Planning phase completed: - Requirements validation - Governance strategy and plan - Content migration strategy and plan - Change management strategy and plan - Enterprise taxonomy model - Information architecture - User experience design - Technical architecture - Project plan
November 2014	Launch of new design: - SharePoint 2013 infrastructure - Enterprise layer - Collaboration sites <i>My Sites</i> - Electronic forms - End-user training
November 2014–February 2015	Stabilization: - High-severity defects - Critical enhancements - Reinforce end-user training - Knowledge transfer to operational staff

January 2015	• Intranet achieves one million hits
February 2015	• Project closure
Overall redesign time frame: 14 months	

CONTENT AND CONTENT CONTRIBUTORS

Prioritizing Governance

When NAV CANADA embarked on its ECM program to modernize the company's CMSs, governance was quickly identified as a critical goal and key success factor to the program. Many of the issues experienced with the company's legacy systems such as obsolescence, stale content, and inconsistent practices were largely due to a lack of adequate governance policies and accountability for individuals to oversee the adherence to those policies.

Therefore, the team spent a significant amount of time researching SharePoint governance best practices to create its current governance framework. When creating this framework, a key objective was to decentralize low-risk administrative capabilities to the business; this allows the business to be more agile in managing its content and reduced the reliance on and workload for the IT department to manage each business unit's content.

The governance model roles are divided into two key functions: strategic and operational. Representatives from all business units staff governance roles, and individuals can have multiple roles (for example, a content manager may also be a site owner). It is a collaborative effort (business and technical) that ensures governance policies and procedures are enforced.

Strategic Functions

Governance is led by a cross-functional executive committee, the ECGB, which is responsible for defining the overall strategy, policies, and procedures, and for monitoring the health of the SharePoint platform. The ECGB meets on a quarterly basis to review a series of health metrics (provided by the IT department) to ensure that the system is being used appropriately, is adhering to established governance policies, and is performing at an acceptable level.

Reporting to the ECGB is a cross-functional group of content managers called the *Content Management Group* (CMG) who are responsible for the adoption of the defined policies and procedures at the operational levels. Both ECGB and the CMG have the responsibility to ensure the ECM governance model is adhered to and maintained.

Operational Functions

The tactical team consists of three subteams charged with supporting the directives of the strategy team: operations, support, and development.

Information Management resources provide operational support for the system, as they help to ensure the enforcement of the governance plan and manage the more routine maintenance of the system. To do this, they perform nightly backups, usage

monitoring and analysis, and scheduled task validation. They also keep the system current with security releases and system upgrades.

SharePoint Site owners, system administrators, service desk personnel, and other various support resources create an effective support system with proper channels of escalation for end users of the SharePoint environments. This team handles application questions, defects, and other problems requiring issue resolution.

Technical resources, such as developers, are tasked with implementing change requests and new features, in a manner that fulfills the business opportunities as identified by the strategy team, while also ensuring adherence to standards.

Contributors

The number of content contributors/owners varies by area of the intranet. In many cases, managing content on the intranet was already part of their core job function; examples include the following areas:

- **Enterprise layer:** This layer hosts content viewable by everyone in the company and there are approximately 25 content contributors. The company's Communications department controls the homepage, *News & Publications*, and *Central Help* sections. HR controls the *Employee Center* and *Manager Resources* sections. The Office of Safety & Quality controls the *Safety & Quality* section. The IT department controls the apps, forms, and templates section, and each department has the ability to manage their own department's landing page located under the *Departments* section.
- **Collaboration sites:** Each business group has its own collection of collaboration sites to manage content at the department level. Most of these sites limit access to a small number of individuals and are rarely open to everyone in the company. More than 200 site owners currently control these collaboration sites, and that number is growing as adoption of the new intranet increases.

Contribution

With the new intranet firmly established as a preferred communication and collaboration platform within NAV CANADA, content contribution occurs regularly as part of day-to-day business operations. There is a consistently high demand for national campaigns to be promoted on the intranet's homepage, and the company is creating new collaboration sites on a regular basis as departments launch new initiatives and/or projects that require an effective method of collaborating. To further encourage contribution, the intranet team is working with each business group to migrate select, high-value file shares to the new intranet to increase adoption and gain further returns due to more efficient and effective content management capabilities.

Training

Training prior to launch was extensive. The training plan was led primarily by StoneShare, which was tasked with producing training materials and delivering training to end users and IT resources that would eventually support the solution. This required a tremendous amount of work on the part of StoneShare and NAV

CANADA to achieve. StoneShare's experience conducting training programs was leveraged to deliver rich and comprehensive training sessions, combining both theoretical and practical hands-on learning techniques with printed and electronic training materials that were very well received. Having a bilingual trainer that knows SharePoint at a deep level was critical to delivering a solid presentation, answering questions quickly, and ultimately increasing the confidence in the solution.

Individuals received training based on their role. For example, end users who consume and post basic content (such as on collaboration sites) received a basic training offering via interactive PDF and other online material. Users who have administrative roles in the system or control higher risk/visibility content — such as content on the homepage — received more in-depth training.

When the project was launched, StoneShare conducted more than 90 training sessions across the country, training more than 200 content managers and site owners and more than 500 end users. Many more received on-demand self-serve training, including a guided tour of the new intranet's key features and more in-depth prerecorded training available via the *Central Help* wiki.

Going forward, it is the responsibility of content managers to train new site owners and the site owners' responsibility to train new users of their respective collaboration sites on how to use the new intranet. The Information Management department will provide more in-depth training, as needed, to groups requiring it.

Content Guidelines

Here are some example content guidelines from the company's governance model:

- All content will adhere to the one file, one version, and one location best practice. Uploads will be made by the owners of the content. Users can request that any information not available be uploaded or posted.
- Users will create links to content but will not make copies for convenience on their personal hard drives or *My Sites*.
- Edit in place, do not delete documents to create new versions. With version control enabled, documents can be revised and reviewed by appropriate staff then published when changes are completed. This preserves links created by users.
- Site owners are ultimately accountable, but every contributor is responsible for content management. All posted content should be accurate, relevant, and current. Users also can assist in notifying site owners when content needs to be updated or archived.
- Whenever possible, send links to content rather than consuming more resources by attaching files that already exist in SharePoint including in *My Sites*.
- Copyrighted material will not be added to the site without proper licensing or written approval.

Ensuring Quality Over Time

Site owners are responsible for working with their content contributors to manage the quality and freshness of content on each of their respective sites. The intranet team is also working on implementing an automated electronic records management and archiving solution which will ensure that corporate records are retained and disposed of according to a corporate retention schedule and that all non-records are removed from the system after a set period of time to keep the content repository as lean as possible.

Everyone using the new intranet has the ability to report stale or inaccurate content to site owners, who are ultimately responsible for maintaining content quality on their respective sites.

CULLING CONTENT

One of the key accomplishments of the new intranet project was the amount of content that was left behind when the team migrated content to the new intranet. This is a critical step of nearly every redesign and not one that is always successfully accomplished. NAV CANADA's process was arduously thorough and therefore amazingly effective.

The legacy intranet did not have archiving capabilities, which meant that the repository grew uncontrollably over its 10-plus year lifespan. This created several issues. End users complained about the significant amount of stale content on the legacy intranet, as it was cluttering the environment, reducing the efficacy of search results, and having a significant negative effect on the end-user experience. Very early on, team members knew that this problem needed to be solved if they were going to deliver a first-class intranet experience that would meet user expectations.

The most effective way to describe the team's approach is: fact-based. "We took the emotion out of the discussion and solved the problem using a highly organized and fact-based approach," says Simon.

Process

Here is an overview of the key steps the team took to solve the challenging problem of culling content:

- **Content migration methodology:** StoneShare was instrumental in leading the content migration process, which was a highly complex and laborious task. Using a mixture of manual and automated tactics, StoneShare successfully migrated more than 210,000 documents to the new intranet. Most companies leave this content behind to avoid the painful process of triaging, tagging, migrating, and testing content that goes along with such a large project. StoneShare's experience in migrating content to SharePoint gave the intranet team the confidence to commit to its sponsors that it could consolidate the legacy intranet and SharePoint 2007/2010 content successfully. With StoneShare's proven methodology, the team was able to achieve its goal.

- **Content inventory:** During the planning work before the project started, team members conducted a detailed inventory of the existing content on the legacy intranet so that they could understand the nature, sensitivity, and freshness of the content. The inventory would also serve to establish a baseline that would be used to accurately measure the impact of the project on the legacy content. The legacy intranet did not have any built-in capabilities to produce this inventory; therefore, one of the project team members conducted a manual review of the site, capturing each and every page and document on the site. The process was long and arduous, taking approximately two months to complete, with the team member working full-time on this activity alone. The inventory data was collected using a spreadsheet and included key attributes such as: name, size, owner, department of origin, creation date, and last updated date.
- **Inventory analysis:** Once the content inventory was completed, the team proceeded to produce a series of high-level key metrics using the inventory data to help articulate and visualize the data in a simpler format. The data was instrumental in establishing the content migration strategy and plan, which included the content reduction target. For example, the data indicated the fact that more than 54% of the legacy intranet content had not been updated in more than five years. Data points such as these enabled team members to quickly calibrate content reduction targets that they knew could be achieved. They set their goal at reducing the legacy intranet content by 70%.
- **Executive buy-in:** Once the content migration strategy and plan was defined, the team presented the proposal to its executive management committee (CEO and senior VPs) to solicit buy-in and gain support for the reduction plan. Using a well-orchestrated presentation with clear and easy to understand metrics from the content inventory, the team successfully secured a commitment to reduce the legacy portal's content by 70%. Another selling point for the target number was to reduce risk to the overall project. Less content to migrate translates to less effort, time, and complexity, which helps reduce the overall risk to the project. It's a win-win that just makes sense.
- **Communicating the plan:** With executive buy-in on the reduction plan, the team communicated the target to everyone involved in the project, including the extended business team: the users responsible for making the decisions on what to keep and what to leave behind. Using a similar approach, with a well-orchestrated presentation that featured clear and easy to understand metrics from the content inventory, buy-in was quickly secured for the plan.

- **Keep/delete decisions:** The project used a high-touch approach for facilitating the content reduction process. Team members created a content migration work stream with dedicated resources so they could work closely with their business groups and guide them through the keep/delete exercise. Using the content inventory data, they created a SharePoint list that included one row for each piece of content on the legacy intranet. Then, they instructed the extended business team members who were appointed as content decision makers to analyze content owned by their department and make a keep or delete decision for each piece of content.

Other than the overall reduction target, there were no set criteria given to decision makers. The intranet team left it up to them to determine what to keep or delete. Content marked as *keep* would require a destination that mapped it to the new intranet's IA and also the appropriate metadata required by the new enterprise taxonomy metadata model. Content marked *delete* would be left behind. Every two weeks, the extended business team met for a standard project status update, which the team used to track its progress against the plan. Team members produced a metrics package that tracked the keep/delete/undecided ratios by department. These metrics were also presented to the steering committee to help maintain the focus and priority of the exercise. In the end, the team exceeded the reduction target of 70%, reducing the legacy intranet's content by 75% (approximately 30,000 documents).

- **Content migration:** With the keep/delete decisions made, the content to be kept (approximately 10,000 documents) was staged and migrated to the new intranet using a custom-developed migration script provided by StoneShare, which copied the content from the staging location to its final destination. StoneShare also led the process of migrating more than 200,000 documents from the legacy SharePoint 2007/2010 sites to the new intranet. This content was much newer and more relevant compared to the legacy intranet and required little culling. Once the content was migrated, the team asked the content owners to review the migrated content and validate that it was migrated to the proper location with correct metadata attributes. Given the number of documents that were migrated, it was not feasible to conduct a document-by-document test, so the team opted to conduct thorough tests on sample content, which proved to be efficient and effective at finding pervasive issues, which were quickly corrected by the project team.
- **Running in parallel:** Once the new intranet was launched, the team set the legacy portal to read-only and kept it online and accessible for a period of two months to give users an opportunity to retrieve content from the legacy intranet that may have been missed during the migration. Having the legacy intranet running in parallel with the new intranet also gave employees an opportunity to redirect any links pointing to content on the legacy intranet to the content's new location on Central.

- **Archiving legacy content:** After running the legacy portal in parallel with the new intranet for two months, the team took the legacy portal offline and proceeded to decommission the application and underlying infrastructure. Part of this process included making of a copy of the legacy portal's content database that would be archived to tape for a period of seven years.

What Worked and What Didn't

Overall, most aspects of the above plan worked very well. In particular, the following tactics were highly effective. Simon explains:

- "Having a detailed content inventory was probably the most important step to take, since just about every decision made to create the content migration plan relied heavily on data sourced from the inventory."
- "Having a complete fact base and clear metrics took the emotion out of the process and kept everyone focused on the task at hand. It also gave the project team a lot of credibility as, in many cases, we knew more about the content than the business groups themselves."
- "Measuring the team's progress using metrics and communicating our progress to senior management helped us to keep a healthy pressure to reach the reduction target."
- "Running the legacy portal in parallel was a low-risk and low-effort tactic which provided the project team with an answer to many questions from content owners should a key piece of content get missed in the migration. Having the legacy portal run in parallel for two months after the go-live was a powerful insurance policy which helped our business users be more aggressive in their content reduction decisions."

The one area in which the team struggled was related to the SharePoint list that it created as a proxy for a spreadsheet; the list's purpose was to communicate the content inventory to content owners and collect the keep/delete, content mapping, and metadata decisions. The reason the team used a SharePoint list was that it was easier for the custom-developed migration script to interact with it. However, the SharePoint list did not have certain capabilities, such as the ability to bulk-update many rows at once, which frustrated decision makers and significantly increased the effort required to complete the task.

"Although this technique ultimately worked for us, it was complicated and required a tremendous amount of effort to manage the process and create the custom migration script to conduct the migration," says Simon.

Advice for Other Teams

What's the magic bullet for accomplishing this type of complex, but successful content culling project? "Plan, plan, and then plan some more before approaching content migration," says Simon. "Partner with a firm who has proven experience migrating content to the destination technology to help you plan and execute the migration."

The NAV CANADA team partnered with StoneShare due to its proven experience migrating content to SharePoint, and the team readily admits it is unlikely that it would have achieved its goal of migrating 210,000 documents without StoneShare's methodology, experience, and leadership.

The other key factor to success is to treat content migration as a high risk on the project and mitigate accordingly. "Conduct as much research [as possible] on the content before the project starts to fully understand the size of the content migration challenge and how much scope, schedule, and cost will need to be dedicated to the activity as part of the project's business case," says Simon.

"Perform a detailed content inventory of the legacy intranet's content and produce clear metrics to analyze and articulate the data," he says. "Set a realistic target on the amount of content to reduce, secure senior management buy-in on the target, and take a top-down approach for mobilizing resources to achieve it. Track your progress using consistent metrics and regular updates, and choose your migration process carefully."

Consider third-party tools to assist in the content migration to automate the process where possible, and consider running your legacy intranet in read-only mode in parallel for a period of time after the new intranet goes live to allow time for content owners to retrieve content that may not have been migrated.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
ECM Platform Software/Hardware	• SharePoint 2013 Standard • VMWare (virtualized)
Database Software/Hardware	• SQL Server 2012 • VMWare (virtualized)
Web Server Hardware and Operating System	• VMWare (virtualized) • Windows Server 2008 R2
Bug Tracking/Quality Assurance	• Team Foundation Server
Design Tools	• Adobe Fireworks • Adobe Illustrator • Adobe Photoshop
Site Building Tools	• Visual Studio
Content Management Tools	• Content Matrix
Search	• SharePoint out-of-the-box
Other Functions	Add-ons: ○ Nintex Workflow ○ Nintex Forms ○ Royal Slider (rotating banner) ○ Archetonomy (megamenu)

Technology Evaluation

During the ECM strategy engagement, a technology assessment was conducted to identify a technology that would be appropriate for NAV CANADA's business environment and reflect the needs of the consumers and contributors of information.

Both platform and best-of-breed vendors were evaluated. Platform vendors offer broad ECM capabilities in a single software package. Platform solutions cover many different workloads, but often cannot compete with a best-of-breed tool built specifically to address a particular workload. And platforms sacrifice depth for breadth.

NAV CANADA's ECM requirements were such that most ECM platforms could address a sufficient number of the requirements; however, the company conducted a significant amount of research into these types of solutions and decided to seek a

platform to meet its needs. This decision was driven in large part due to the company's IT strategy of seeking platforms to provide scalable technology foundations capable of growing with its needs and reducing the number of vendors that the company must interface with and the skills its support teams need to learn.

Eight vendors were evaluated based on predefined criteria. Significant weight was applied to the "Modern and Effective Experience" criteria to emphasize the importance of an effective user experience as a critical success factor. The team invited representatives from each business group to attend product evaluation demos and rank each solution's user experience based on a variety of usability questions. This step was key for the success of the evaluation.

"This was an important aspect of our solution evaluation," says Simon, "to get the business or end-user perspective on ease of use."

One of the reasons the organization selected SharePoint was that it was the most intuitive solution of all and offered a very strong user experience that was familiar in some ways to the end user, since the company had recently upgraded Microsoft Office, which also offered the ribbon interface.

To validate the platform's capabilities, the team partnered with StoneShare at the beginning of the program to conduct a comprehensive gap-analysis comparing its requirements to SharePoint's capabilities. Team members also wanted to know which version of SharePoint (standard or enterprise) was best suited to meet their requirements. StoneShare assessed each requirement, informing NAV CANADA if it could be met using out-of-the-box features or a third-party add-on, or it required a customization. This process gave the team assurance that SharePoint was capable of meeting its requirements. StoneShare also produced a highly detailed technical architecture for implementing SharePoint at NAV CANADA, which was another great opportunity to assess the product's capabilities and implementation requirements before the project started. StoneShare's deep knowledge of SharePoint architecture and implementation provided the NAV CANADA team with invaluable information to plan the project and mitigate risks accordingly.

RESULTS AND ROI

The project achieved its main purpose: to retire the legacy intranet, which was no longer meeting business requirements, carried a very large infrastructure footprint, and was incurring escalating licensing costs. By replacing the legacy intranet, the company addressed the obsolescence and licensing risks and now has a modern and fully supported content management and collaboration platform that can scale with the growing demand for enterprise content management services.

Along with that success, the team points to some measurable outcomes worthy of note. The team also achieved the following with the launch of the new intranet:

- Reduced legacy portal content by 75%, resulting in 30,000 documents being deleted
- Migrated more than 880 SharePoint (2007/2010) sites, representing more than 200,000 documents, to Central
- Conducted 90 training sessions with more than 500 users across Canada

- Trained 200-plus content managers and site owners on how to govern Central
- Achieved tremendous usage since going live — twice that of the legacy site — with more than two million hits in five months

Some softer measures have also been achieved by the organization with the introduction of the new intranet. These include:

Financial Benefits

- Standardization of content management tools and processes, which has led to a more efficient use of technology and reduced costs related to content management
- Reduced time required to make content changes by providing self-serve content management capabilities

Employee Benefits

The project played a key role to enable a digital workplace at the organization, which improved productivity and engagement by allowing employees to:

- Find the information and people they need to do their jobs quicker and easier
- Collaborate, search, and complete tasks, as well as read the latest news
- Much more easily find, submit, and track frequently used business process transactions using eForms

The project also allowed the organization to measure the behaviors and benefits of the ECM platform and make incremental improvements to encourage people to use it.

Ultimately, the digital workplace improves productivity and strengthens the workplace technology environment to help people work smarter and also help attract and retain the best employees.

Technology Benefits

Decommissioning the legacy portal technology by leveraging investments made in the SharePoint ECM platform and electronic form technologies has addressed significant gaps in the company's technology environment; these accomplishments are aligned with IT's platform strategy, and include the following:

- Retired obsolete employee portal (Plumtree), which had reached end-of-life
- Used SharePoint ECM platform — first introduced in phase one of the program to modernize the company's corporate website and introduce a new secured extranet — to replace the employee portal, taking advantage of employees' existing skillset in SharePoint
- Introduced new eForms capabilities, leveraging SharePoint ECM platform

- Reduced user errors with fixed form validations through eForms, and improved form processing time through automation

LESSONS LEARNED

NAV CANADA team members share some of the lessons they learned in creating the new intranet:

- **Hire experts.** “Partnering with external firms such as StoneShare and Atomic Motion was a key success factor to bring expertise, proven methodologies, and lessons learned by their experience, not ours, to help de-risk the project and deliver better results. Partnering with these firms using a co-located model also provided tremendous opportunities to transfer knowledge from the external firms to in-house team members that is invaluable in becoming self-sufficient, which was our goal. Once the project was over, all external firms left, yet we retained sufficient knowledge to manage and maintain the platform going forward.” (Simon Robert)
- **Strong leadership is key.** “You need strong leadership and execution from start to finish. These projects are difficult and require strong leadership at all levels of the project to succeed. We were fortunate to have that leadership, which ensured that decisions were made quickly, issues were dealt with in short order, and that the team was held accountable to perform at a high level.” (Simon Robert)
- **Strategically manage stakeholder input.** “When building an intranet, you can’t allow a free-for-all in terms of ideas and opinions. You need to do your research up front, vet with a few key stakeholders (in our case, HR and Communications), and approach the remaining stakeholders with firm recommendations. This saved us a ton of time, but still allowed us to manage the stakeholders in a way that they felt part of the process.” (Bethany Johnson, Project Manager)
- **Sometimes low tech is more effective than fancy tools.** “We ran into some technical issues early on that caused an impact to schedule. In conducting a recalibration exercise, we decided to start with a (very large) whiteboard rather than traditional project scheduling tools. We realized that the whiteboard provided clear visibility to the dependencies and potential conflicts that we would miss with the traditional tools. We knew there were a lot of moving parts to delivering the new intranet, and to bring visibly and understanding to all of it was difficult. Using the whiteboard forced the light bulbs to turn on, as we would move things around to adjust for dependencies, conflicts, or time constraints. The end result was a tight but achievable schedule that we were able to hold to. We used this white board exclusively for the remainder of the project.” (Johnson)
- **Focus on your content migration strategy — and stick to it.** “Don’t say ‘We’ll get to that later’ because you won’t. Once people see how much work it is to tag and classify content, they’ll think twice about migrating stale, dated files that they’re too scared to archive. The time it takes up front to thin out and tag/classify your content is well worth the effort.” (Kim Boulet, Change Management Lead)

- **Communicate early and often.** “Repeat your message over and over again until your employees finally say, ‘Okay, I get it.’ We had a particularly engaged team of representatives from across the organization and they did a great job in cascading information throughout their teams. But there are always pockets of users that, for whatever reason, don’t hear the message. By consistently stating our messages with clear purpose and direct calls to action, our team members were less likely to say ‘You didn’t tell me’ or ‘I didn’t hear you.’” (Boulet)
- **Create governance and adhere to what you create.** “We were completely transparent about our governance guidelines from day one. We were firm on new guidelines, such as adopting out-of-the-box features (zero customizations) and avoiding site sprawl.” (Boulet)
- **Create a style guide and circulate it widely.** “We developed a new style guide and helped our clients to adapt to a new way of thinking: that when it comes to navigating an internal intranet, less is more. Web content shouldn’t look different from one page to the next; there should be a clean, cohesive look and feel to the content with a focus on the user experience.” (Boulet)
- **Buy-in will be as strong as the emphasis you place on user participation.** “The best practices for NAV CANADA’s ECM program were stakeholder management and change management for the organization. The NAV CANADA ECM program ensured end users support and buy-in by enlisting key individuals from each business unit to be part of its extended project team. All major decisions of the project are consulted and approved by the extended project team members. The Steering Committee of the ECM program is also represented by executives from each of the business units. This ensured top down awareness and support for the extended project team members. By using this inclusive model, change management effectively begins at the very start of the project and creates a sense of ownership for every business unit during the entire journey of the project.” (Raymond Ho, Technical Delivery Manager)
- **Staff according to need, not according to availability.** “One of the project team’s key technical lead resources from our partner was assigned to the project on a part-time basis. This resource was assigned to two projects at the same time at two different client locations each week. Unfortunately, this arrangement did not work well in practice, as the rest of the team working full-time was constantly expecting support and direction from this resource, who was only on-site two out of five days each week. Consequently, the demand of this resource while they were in the office was overwhelming, and it became counterproductive and unsustainable. It ended up causing the individual and his team to perform many overtime hours to catch up on a weekly basis to meet commitments. This is not a sustainable model.” (Ho)

- **Stakeholder involvement is key to ensuring success.** “This was a large-scale enterprise project, and we needed to ensure buy-in and support in order to be successful. Resources from 11 business units were needed to migrate and develop new content. One of the keys to our success was strong project sponsorship coupled with early and regular executive engagement. We secured their commitment at the onset and they were there throughout to honor that commitment and provide the support we needed.” (Johnson)

JetBlue (2017)

OVERVIEW

COMPANY

JetBlue offers flights to 100+ destinations, with free inflight entertainment, free brand name snacks and drinks, lots of legroom, and award-winning service.

Headquarters: Long Island City, Queens, New York, US

Company locations: Latin America, the Caribbean, and the US

Locations where people use the intranet: the US, Latin America, and the Caribbean

Annual revenue: \$6.2 billion (USD)

THE INTRANET

Users: All of JetBlue's 20,000+ Crewmembers (employees) and 200–300 vendors (business partners) have limited access to the intranet.

Mobile approach: Responsive web design

Technology platform: Custom PHP-based application

TEAM

Design team: A team of approximately 10 JetBlue team members worked with an agency (Imarc) to ensure the new intranet was on brand, improved internal efficiencies, and met stakeholder expectations. These team members included Corporate Communications, Content Managers, and Work Group Leaders. The Imarc team consisted of approximately 12 people, who worked through the range of project phases — discovery, strategy, UX, visual design, application design, front-end and back-end implementation, systems integration, server setup, and content migration.

JetBlue team members: Sebastian White, Director Corporate Communications; Kate McMillan, Content Manager

Imarc team members: David Tufts, Managing Partner, CTO; Thomas Saraceno, Director of Experience; Marcel Moreau, Lead Experience Engineer; Robert Mohns, Lead Strategist; Jared Laham, Creative Director; Paul Kelley, Lead Designer; Katie Desmond, Partner, Chief Business Development Officer

INTRANET TEAM



Team members shown here (standing, left to right): Jared Laham, Paul Kelley, Thomas Saraceno, David Tufts, and Marcel Moreau; (seated, left to right): Katie Desmond and Jeff Turcotte.

HIGHLIGHTS ABOUT THIS WINNER

Realizing the company culture was alive and well, and that Crewmembers (the company's name for all employees) expected the same fun, creative wordplay on the intranet as they see in the company's public-facing marketing, the intranet team went straight to work. They updated the branding and iterated the design through UX research to derive a simple, responsive site that has more personality than most struggling comedians.

Operations and performance information, news, resources, social, and much more drive engagement, while puns and jokes dot the site. Anyone from a pilot using a smartphone at 35,000 feet to a flight attendant using a tablet while boarding or a Crewmember working a gate and using Citrix on a desktop can be productive and engaged with HelloJetBlue.

Supporting the very strong, positive company culture, HelloJetBlue offers a combination of resources, tools, and news packaged in a friendly, imaginative way. The intranet keeps Crewmembers motivated and firmly grounded, even while soaring above the clouds.

- **Fast.** A slow intranet is a difficult intranet. Some designers focus so much on making an intranet interesting and easy to use that they forget the basics, like performance. HelloJetBlue, however, optimizes for speed.
- **Responsive design.** The same content appears on desktop, phone, and tablet, with small performance tweaks and content reordering to suit a device's screen real estate.
- **Toolbox.** The site personalizes news, social, and even the list of tools that Crewmembers have at their disposal. They use these tools daily to get their jobs done.
- **Custom CMS.** The team built a custom CMS for maximum flexibility. It not only allows content administrators to add content with increased efficiency, but they can also hide the "fun" feature on an article or on the global level to suit pages that include more serious topics.
- **Social features.** Comments, mentions, and likes (in this case called "That's Fly") enable Crewmembers to share ideas, have lively discussions, and support one another.
- **Notifications.** The status bar at the top of the homepage provides important real-time information so Crewmembers can stay in the know.

BACKGROUND

Goals

The project's overarching goal was to create an intranet that would better represent the JetBlue brand and be responsive to the needs of all Crewmembers. The old site was past its prime, and it was simply time to upgrade.

The company also outlined a list of tactical project goals; the new intranet had to provide the following:

- The ability for a small communications team to easily publish content
- Two-way dialogue allowing users to comment on content
- Personalization and targeted content
- A great UX that included dashboards so the intranet team could deliver fresh content throughout the day
- Improved navigation, content organization, search, and tagging
- Single sign-on authentication
- Mobile optimized through responsive web design

Challenges

With goals come challenges, and the JetBlue team tackled many:

- The strategy and development work was separated by a six-month gap due to shifting internal priorities.
- Legacy systems created complex integration issues.
- The project required manual content migration from the old site.
- Hosting and performance requirements were difficult to meet.
- The new site had to go live to 19,000 users without real-world load testing.

Approach

The project team utilized a modified waterfall methodology. It began with an initial discovery and strategy phase that consisted of surveying 2,300 Crewmembers via email and SurveyMonkey, interviewing key stakeholders across departments, and auditing content and functionality. Core team members from JetBlue's agency partner, Imarc, participated in JetBlue University, a new employee onboarding program. This gave the team members insights into what it's like to live in the JetBlue world as a Crewmember. These activities played a central role in informing the team's discovery and fact gathering.

"We wanted to focus on a user-centric design by first understanding the audiences and their daily tasks," says Thomas Saraceno, Imarc's Director of Experience. "After participating with the core team brainstorm and ideation, we tested our UX assumptions against the input of real users. These exercises included: information architecture testing using Treejack, paper prototyping, and hallway testing. Subject matter experts were interviewed and the team crafted personas for all seven work groups."

These personas were effective in highlighting day-to-day activities, behaviors, wishes, and goals. They also helped the team identify and map key touch points to determine how they would relate to mobile device access.

- We are the largest airline at BOS, FLL, LGB, in the Dominican Republic, and Puerto Rico
- We offer the most flights from Boston and New York to Florida
- Our five busiest airports, in descending order, are JFK, BOS, FLL, MCO, and SJU

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Jet to the Point: BlueBud Takes Off with Hot Bread Kitchen



Dear Crewmembers –

A year ago I [introduced you to BlueBud](#) (buddies + budding new companies), a first of its kind program we created to help introduce environmentally and socially responsible businesses to the airline industry. It's an incredibly complex business we operate in, and most companies that want to provide products to airlines find it hard to break in. We wanted to change that through [BlueBud](#), and at the same time, diversify the supplier base in our industry.

[Jet back to the Point](#)



Last spring we invited companies to apply to join us over the course of a yearlong mentorship program that would grant access to a range of expertise across the airline from communications and marketing to sustainability and provisioning. Once the company is selected, they go through a process that helps them understand what it is like to partner with an airline. So rather than have all these small companies knock on our door and send us free samples, we wanted to work with them to show them how hard all the details can be – before they give us the hard sell.

The first 'winner' selected to be part of BlueBud was [Hot Bread Kitchen](#), a non-profit social enterprise bakery in New York City's Harlem neighborhood that offers paid training to [low-income, minority, and immigrant women](#) in the craft of bread baking and helps them get jobs in the food industry. The program, BlueBud's first, was designed to help these women improve their health, find better jobs, and get paid more. BlueBud's goal is to help these women get healthier food onboard and find the right job at the right price, something harder to do than it might sound. To be considered companies must submit robust applications detailing their commitment to social, environmental, and nutritional responsibility. It helps our Onboarders understand the company's commitment to the community and the environment, and the company's beverage with the right story. The program also very much supports our reputation as a company that cares about responsibility and sustainability in every aspect of our business.

We are currently accepting applications for our next BlueBud partner and look forward to seeing what kind of companies want to work with us to elevate their products. In the meantime, next time you're pass riding in Mint, look out for the Hot Bread chalah rolls!

Best Wishes,

Res.



KEEP IN TOUCH WITH BLUELINE

[Comment Guidelines](#)

Remember: With our new comment system, you must post with your JetBlue email address, or your Facebook or Twitter account. If you're having trouble viewing the comment box in Internet Explorer, hit "Refresh" on your browser and select "No" to the pop-up window that appears.

JetBlue Intranet Original Article Page. The original article page on the JetBlue intranet offers no personalization or engagement.



DESIGN REVIEW

Homepage

JetBlue Intranet Homepage. The new homepage displays news and business metrics to keep all Crewmembers apprised of the company's business goals.

Homepage Highlights

1. **Visual look.** The style is modern, fun, simple, and unassuming, and matches the JetBlue brand. The color palette, typefaces, and imagery used is similar to those used on the public-facing website.
2. **Tone of voice.** The JetBlue culture is to be light and fun. Puns are part of their common language, so homepage and pages throughout HelloJetBlue contain many small jokes and puns. These are well received and even expected by the Crewmembers.
3. **Featured hero image.** A global message or promotion appears in the hero; it is not personalized to individual Crewmembers like some of the content below it. As we know from our eye tracking research, elements that look like advertisements are often ignored, suffering from banner blindness, but promotions that match the site's color and typeface are usually looked at in the same way as other page elements, and do not suffer the banner blindness issues. The hero on HelloJetBlue's homepage has traits of the most visually attractive promotions, including:
 - Light (white) text on a dark (blue) background
 - Text in a simple typeface
 - An image near the text (but not as a background behind the text)
 - An item the user can click on, such as an open text field, link, or (as in this example) a button with a label that's a call to action (in this case, *Check it Out*)
4. **Daily News items.** News items and high-quality accompanying images appear toward the top of the homepage. The *Daily News* section consists of global articles applicable to all Crewmembers as well as targeted news specific to the logged-in user's role and department. Helpful information appears below the news. Headlines are bold and easy to scan to, letting Crewmembers quickly get a sense of the most recent happenings at JetBlue. Headlines are followed by a short summary of the article, and the date and time it was published. The date spells out the month, making the format helpful for international, and the time specifies the time zone. This information is especially helpful given that many of the 19,000 Crewmembers are frequently flying around the world. Typically, about five news items appear per day, and the homepage will update every time a new piece of content is published. This default setting in the CMS can be overridden so important stories can appear for longer time periods.
5. **Workgroup communications.** This section contains news targeted to the logged-in user's role and location. It is usually updated at least once a day. The image shown above displays Workgroup communications for a member of the *Support Center Workgroup*, one of nine Workgroups on HelloJetBlue.
6. **Access to all news.** The *View All Daily News* link below the hero links to the intranet's main news section. The blue *Load More* button lets people see more news on the homepage. When accessing HelloJetBlue on a phone with a small screen, the interaction cost for loading more items on the same page is likely lower than that of going to another page. These two different commands

could be used on either desktop or mobile, but users can make the choice about which will be most beneficial given their situation and device.

7. **Performance metrics.** The homepage displays performance metrics, personalized to the logged-in user, so Crewmembers can see how their Workgroup is performing. This is important, as performance impacts incentives. Example sections include: *Safety*, *On-Time*, *Profit Per Departure*, *Aircraft Damage Rate*, and *Crewmember Injury Rate*. So, upon opening HelloJetBlue, the Crewmembers can think about not only the short-term, but also about how to make a longer-term positive impact on the business.

Making performance metrics available helps Crewmembers see where the company is doing a good job, and where they need to improve. This can spark ideas about how *they* (Crewmembers) can be responsible for improving things. Without that, people can easily get bogged down in day-to-day minutia. But not at JetBlue. Given that its customers want to feel in control and have their scheduled flights leave and arrive at the planned times, it's no surprise that JetBlue places a high priority on efficiency and measurement. In fact, Crewmembers' performance bonuses are tied to how well their company and their Workgroup performs. Thus, Crewmembers want to see the performance needles move in the right direction.

8. **Stock Price.** The company's stock price is listed under the news items. The simple, large text on just a sliver of white space makes it easy to read. Displaying this can help motivate all Crewmembers, whether they have literally invested in the company or not. The stock price appears first; it then shows the change in price — first the absolute change, then the percentage change.
9. **Events.** The *JetBlue Events* section includes a clear title at the top of the section, daily events that are personalized to the user's Workgroup and location, and a *View All Events* button at the top of the section. Each event is listed in clear white text its own dark blue box. The airport codes for the locations the event relates to appear in the lower left of each box. Because Crewmembers know their common airport codes, these are as recognizable to them as the fully written name would be.
10. **Social.** The next homepage section, *@HelloJetBlueSocial*, includes live social media updates and icons that link to Facebook, Twitter, and Instagram. Recent posts and photos make it easy for Crewmembers to get a pulse on what people are saying. To help encourage people to participate in social, designers ensured that the content was compelling so people were interested in it. They then designed an interface with common social elements, making it easy to discover and use.
11. **Mentions.** Users can highlight specific content for their colleagues by using an @ sign before their name in a comment. This helps bring the organization together, one conversation at a time. Crewmembers can access their own mentions via an icon in the upper right of pages.
12. **Footer.** At the bottom of the homepage are links to *Submit a story*, where users can fill in a questionnaire to make suggestions for news stories; *IT Ticket*, where they can get assistance with software systems; *Facilities Ticket*,

where they can get assistance with office building services; and *Logout*. This section also includes a link to the search capabilities to remind users that search is possible if they reach the end of the page and have not yet found what they want. The section also has a link to the intranet's archive, again, in case users can't find what they need. It's helpful to have options like this in the footer; if users have scrolled all the way to the bottom of a page, they might be looking hard for something and might need assistance or a larger body of content to find it.

Mobile Homepage



JetBlue Intranet Responsive Design. The JetBlue intranet is responsive, and designers made specific tradeoffs to accommodate slow networks, small-screen real estate, and schedule constraints.

Mobile Homepage Highlights

Mobile access is crucial for JetBlue Crewmembers, as many use their personal mobile devices. Also, pilots and other inflight staff are issued iOS devices (typically iPads), and employees in ground operations also use shared PCs or Citrix terminals and do not have dedicated workspaces. On these shared workstations, computing resources are very limited. To help Crewmembers be productive no matter where they are in (or above) the world, Imarc made HelloJetBlue a responsive site with all content available on mobile.

Understanding the environments where Crewmembers typically work meant that Imarc had to accommodate slow networks and poor performance. It thus made design tradeoffs to accommodate this and other constraints, including limited screen real estate and limited time in Crewmembers' schedules. For example, the desktop interface offers robust content filtering with fly-out sidebar panels that let users filter by Workgroup, location, and other criteria. On smaller screens, executing filtering with the same detail level would have required the team to completely rethink how mobile filters would work. Instead, it opted to push this feature off until a later release. When making this tradeoff, the designers considered how often people would use the feature and how helpful it would be on mobile. Given that advanced filtering was less important than other features and would take longer to implement and test, designers decided to eliminate it from the current release, but they plan to add on mobile in future releases. One of the lessons learned here? Simple desktop patterns become much more complex in a mobile experience.

1. **Filtering content. Limited animations.** Animations and other more decorative elements are hidden on Citrix workstations, where computing resources are shared and limited. While these animations (clouds and a flying plane, for example) are whimsical touches that support the corporate culture, being able to use the intranet on shared workstations trumps these benefits.
2. **Responsive page layout for small screens.** In answer to the limited screen real estate constraint, news stories on the homepage switch from the mosaic layout seen on the desktop view to a touch-optimized carousel that lets users swipe left and right to move through articles.

Mentions

HELLO, SEBASTIAN

1 STARTING TO SOAR
YOU HAVE 11 MENTIONS!

In any comment area, you can mention your fellow Crewmembers to alert them. To mention a Crewmember type @ followed by their name (For example "[@Taylor Jones](#), you would really love this!")
Visit the [News](#) section and start a conversation.

4 DAYS AGO
Angela Lewis replied to you in the News Article [CONGRATULATIONS TO OUR NEW AD AND RESERVATIONS GRADUATES - AUGUST 5, 2016](#)

2
2 WEEKS AGO
Jacob Bailey replied to you in the News Article [INVESTING IN OUR FUTURE WITH MORE A321S](#)
Ryan Speltz/ain replied to you in the News Article [INVESTING IN OUR FUTURE WITH MORE A321S](#)

2 MONTHS AGO
Katie Higgins replied to you in the Workgroup Communication Article [NEW POSITION ANNOUNCEMENTS | 6/16](#)
Joel Palangui replied to you in the Workgroup Communication Article [WELCOME TO CHS & SAV, JOEL PALANGUI](#)
Mark Dillelly replied to you in the News Article [DOUBLE RAINBOW AT JFK!](#)
Mark Dillelly replied to you in the News Article [DOUBLE RAINBOW AT JFK!](#)
Patricia Bailey replied to you in the News Article [DOUBLE RAINBOW AT JFK!](#)

3 MONTHS AGO
Zachary Caplan mentioned you in the News Article [CELEBRATING TECH OPS](#)
Zachary Caplan replied to you in the News Article [CELEBRATING TECH OPS](#)

4 MONTHS AGO
Dennis Todd mentioned you in the News Article [CREWMEMBERS TAKE THE PLUNGE FOR SAVE THE HARBOR/SAVE THE BAY](#)

LET'S JET THIS PARTY STARTED.

HOME SUBMIT A STORY IT TICKET FACILITIES TICKET LOGOUT

Say hello! HelloJetBlue@JetBlue.com
Can't find what you're looking for? Try [Searching](#) or visit the [Archived HelloJetBlue](#) site.

JetBlue Intranet Mentions Page. Users can view their mentions page to see who mentioned them and where.

Mentions Highlights

1. **Summary.** The total number of mentions appears at the top. This helps users be more aware of which colleagues are thinking of them.
2. **Mentions.** Each mention is listed, along with the colleague who made it and when. This helps Crewmembers stay current.

The screenshot displays the HelloJetBlue website interface. At the top, a navigation bar includes a menu icon, a search bar, and a 'Hello, Michale' greeting. The main content area is divided into several sections:

- CHREWMEMBERS (CHICAGO):** A list of crew members with their names and photos.
- CONTENT (CHICAGO):** A list of articles with headlines and dates.
- UPDATE TO FINANCIAL INTERESTY POLICIES:** A notice about policy updates.
- CONGRATULATIONS NEW 40 GRADUATES:** A celebratory message for new graduates.
- INFLIGHT COMMUNICATIONS:** A section for flight-related updates and notices.
- METRICS:** A dashboard showing various performance metrics such as aircraft damage rate, crewmember engagement, and customer satisfaction.
- STOCK PRICE:** A section displaying the current stock price and its change.
- BHELLOJETBLUE SOCIAL:** A section for social media links and a photo of a JetBlue aircraft.

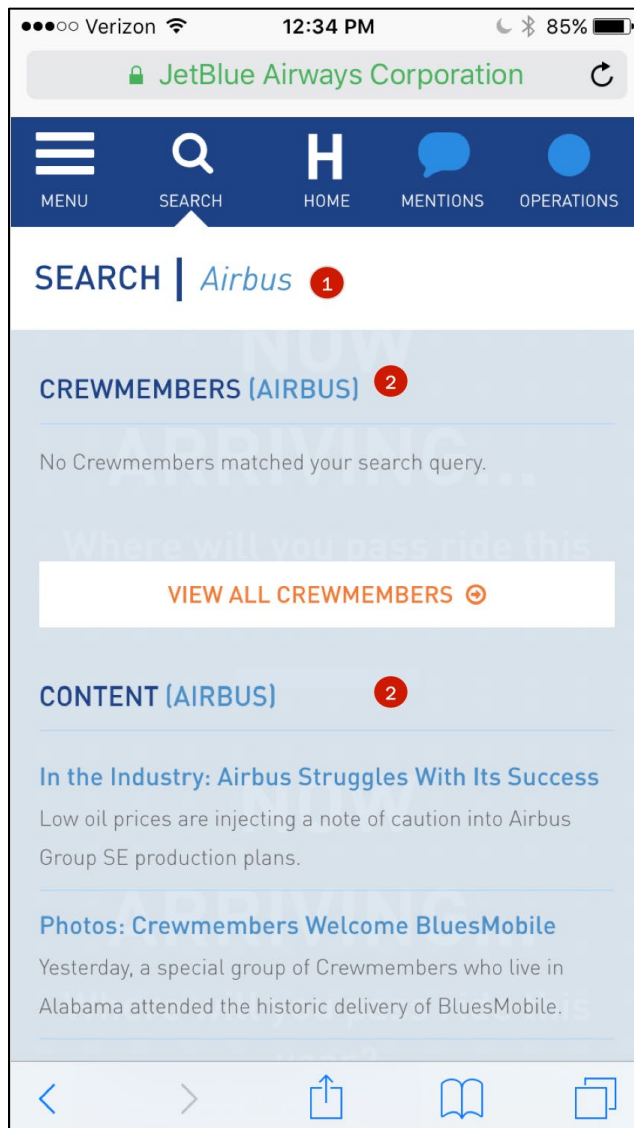
The website uses a blue and white color scheme, with a clean and professional layout. The content is organized into clear sections, making it easy for users to find the information they need.

JetBlue Intranet Search Results. Search results are immediate and show the most relevant results organized by people and content.

Search Results Highlights

1. **Query repeated.** The search term is repeated at the top of the SERP, which helps users easily search again if they do not find what they want.
2. **Sections.** Results are organized by type: , such as *Crewmembers* and *Content*. The two columns make these types very easy to see.
3. **Buttons to all results.** The most relevant results appear immediately, but users can click the *View All Crewmembers* or *View All Content* buttons to see additional results. This option offers flexibility without getting in the way of the visible results.

Mobile Search



JetBlue Intranet Mobile Search Results. Mobile search results, like desktop search results, are organized by type — *such as Crewmembers and Content* — but the page flows in a way that works for mobile.

Mobile Search Highlights

1. **Query repeated.** As in the desktop UI, the search term is repeated at the top of the SERP, which helps users easily search again if they do not find what they want.
2. **Sections.** As in desktop search, results are organized by type: such as *Crewmembers* and *Content*. The column drops below in the mobile interface.

News List Page

IN THE INDUSTRY: WHY WALL STREET ISN'T HAPPY WITH SOUTHWEST'S 43 STRAIGHT YEARS OF PROFITS
For 43 consecutive years, Southwest Airlines has made money, making it by far the most consistently profitable U.S. carrier.
August 14, 2016 • 1:02 EDT

IN THE INDUSTRY: SCENES FROM THE TERRIFYING, ALREADY FORGOTTEN JFK AIRPORT SHOOTING THAT NIGHT
It started, apparently, with a group of passengers awaiting departure in June 67 Kennedy Airport Terminal Building's main hall in a superlative 100-meter dash.
August 16, 2016 • 1:02 EDT

IN THE INDUSTRY: ON DELTA, ALL-SUITE BUSINESS CLASS FLIGHTS
Private jets, in general, feature an unparalleled first-class flight, one to be part of the Delta One business class for long-haul flights.
August 16, 2016 • 1:04 EDT

CELEBRATING LONG REACH-RENO SERVICE
JetBlue has celebrated our new nonstop service between Long Beach and Reno/Tahoe.
August 16, 2016 • 1:02 EDT

CONGRATULATIONS NEW PILOT HIRES - CLASS 14-16
JetBlue's new pilots are excited to welcome their newest class of pilots.
August 16, 2016 • 1:02 EDT

FINISHING THE SUMMER STRONG
Here are just three weeks left in the 100 Days of Summer, a time so important to JetBlue's summer.
August 16, 2016 • 1:02 EDT

IN THE INDUSTRY: DELTA ADDS 2ND DAILY BOSTON-MILWAUKEE FLIGHT
Delta Air Lines plans to add an additional flight between Boston and Milwaukee as part of an overall expansion of Logan Airport.
August 16, 2016 • 1:02 EDT

IN THE INDUSTRY: DELTA ADDS SERVICE FROM BOSTON INTERNATIONAL AIRPORT
Delta is expanding its Boston service with new service to San Francisco and Nashville, as well as new flights to Seattle and Milwaukee.
August 16, 2016 • 1:02 EDT

ANNOUNCING OUR CREWMEMBER LOG MARATHON RUNNERS
Congratulations!
August 16, 2016 • 1:02 EDT

IN THE INDUSTRY: ANOTHER RECORD-BREAKING WEEK FOR FIREARMS AT U.S. AIRPORTS
Last week's record was broken with a record-breaking number of guns at airport checkpoints.
August 16, 2016 • 1:02 EDT

IN THE INDUSTRY: REPORTS OF GUNFIRE AT J.F.K. AIRPORT PROMPT EVACUATION
Firearm incidents reported through JPB on Sunday night after unconfirmed reports of gunfire.
August 16, 2016 • 1:02 EDT

WE'RE SPICING UP 'BLUEBUD' WITH BROWN HOT SAUCE
The Brown Hot Sauce is the newest company to join our BlueBud business mentoring program.
August 16, 2016 • 1:02 EDT

ROBIN AND JOANNA'S CONNECTING THE BLUE DOTS 2016 TOUR CONTINUES
Follow the tour online to see comments and new photos!
August 16, 2016 • 1:02 EDT

CONGRATULATIONS TO OUR NEW INFILIGHT GRADUATES - CLASS 12-16
Welcome!
August 16, 2016 • 1:04 EDT

LONG REACH-RENO ROUTE READY FOR TAKE OFF
New nonstop service between Long Beach and Reno/Tahoe launched today.
August 16, 2016 • 09:00 EDT

SUPPORT OUR TROOPS WITH OPERATION GRATITUDE IN L.A.
JetBlue is supporting our troops for U.S. Service Members!
August 15, 2016 • 08:00 EDT

IN THE INDUSTRY: DELTA SAYS SMALL FIRE WAS PARTLY TO BLAME FOR COMPUTER FAILURE
A small fire at Delta Air Lines Inc. computer center was partly to blame for the network outage on Monday.
August 15, 2016 • 1:02 EDT

IN THE INDUSTRY: AVIATION COMPANIES GIVE BUSINESS TRAVELERS ANOTHER WAY TO FLY
Travel Air Shuttle, a Houston company offering an all-eco-car by membership service.
August 15, 2016 • 1:04 EDT

FLIGHT 439 DIVERTED BY SEVERE TURBULENCE
Flight and inflight activities are in contact with the crew to offer full support and assistance.
August 12, 2016 • 1:02 EDT

IN THE INDUSTRY: TOP HOLLYWOOD STAR 'DETAINED' AT U.S. AIRPORT - AGAIN
Bollywood star Shah Rukh Khan has been in detention in response to allegations of sexual abuse being initiated by U.S. immigration.
August 12, 2016 • 1:02 EDT

SIGN UP FOR OUR NEXT KARSOOM BUILD
Members must be available from 0800 to 1000 ET on Sunday, September 11, 2016 in order to participate.
August 12, 2016 • 1:02 EDT

GET YOUR HEAD IN THE CLOUDS.

HOME SUBMIT A STORY IT TICKET FACILITIES TICKET LOGOUT

Say hello! Hello@jetblue.com
Can't find what you're looking for? Try Searching or visit the Archived JetBlue site.

JetBlue Intranet News List Page. The news list page includes a showcased news item. For each of the remaining news entries it displays clear titles, labels for the news type, images, short summaries, and an internationally formatted date and time stamp.

News List Page Highlights

1. **Top story.** An important news story is showcased in the banner at the top of the news list page.
2. **News categories.** News is categorized (example: *Industry News*), which lets Crewmembers easily scan articles and click to view more of the subject matter of interest.
3. **Daily (internal) news.** Corporate Communications writes daily news about everything under the sun at the company.
4. **Pagination.** The number links at the bottom of the page make it easy to scroll or swipe through the news items. Thus, when focused on news, Crewmembers can spend some time educating themselves about many topics related to their jobs. People who know their job, plus what's happening at the organization, with competitors, and in the industry as a whole are incredibly valuable at any company. This pagination feature helps make this type of employee quite common at JetBlue.
5. **Related images.** Related pictures accompany many news stories. Whenever possible, these images are photos of JetBlue employees and events, rather than stock art. Illustrations are meant to stay true to the JetBlue brand. Such photos and illustrations add more information and entice site visitors to further engage with the article.

News Article

The screenshot shows a JetBlue intranet page for a news article. At the top, there's a navigation bar with a search icon, a user profile 'Hello, Johnathan', and a 'Log Out' button. The article is dated August 11, 2014, at 1:00 PM EDT. The title is 'ANNOUNCING NEW SERVICE BETWEEN ORD AND FLL'. The article text mentions a new nonstop service between Chicago O'Hare International Airport (ORD) and Fort Lauderdale-Hollywood International Airport (FLL) starting on January 19, 2015. It highlights that this new route will be the first nonstop service between the two cities and that it will be operated by the new JetBlue 737 MAX 8 aircraft. The article also mentions that this new route will be the first nonstop service between the two cities and that it will be operated by the new JetBlue 737 MAX 8 aircraft. Below the text is a photo of the Chicago skyline with the Cloud Gate sculpture. A table shows the flight schedule: ORD to FLL on Mondays, Wednesdays, and Fridays, and FLL to ORD on Tuesdays, Thursdays, and Saturdays. The flight times are 7:00 a.m. to 11:17 a.m. for ORD to FLL and 1:00 p.m. to 5:17 p.m. for FLL to ORD. There is a comment section with 11 comments. The article is categorized under 'News' and 'JetBlue'. At the bottom, there's a footer with the text 'ALWAYS GETTING BACK TO OUR ROUTES.' and a navigation bar with links to HOME, SUBMIT A STORY, IT TICKET, FACILITIES TICKET, and LOGOUT.

1

4

3

2

JetBlue Intranet Articles. Articles share interesting information; employees can like them by choosing *That's Fly*.

News Article Highlights

1. **Strong tone of voice.** Humor is a healthy element in JetBlue's culture and is the tone of voice used in the company's marketing materials, on its planes, and on the public-facing website. The same tone is used on HelloJetBlue, which is professional, but also light and humorous. In particular, puns — such as "Let's jet this party started" and "Jet to the point" — are peppered throughout the site. And, if Crewmembers want to show they enjoyed an article, they click *That's Fly*, rather than the more traditional "like."
2. **Puns at the bottom of pages.** The fun feature nicknamed the "fortune cookie" displays random puns created by the marketing team — such as "Get your head in the clouds" and "Always getting back to our 'routes'" — at the bottom of most pages. These help keep pages fun and engaging. As amusing as these may be, JetBlue can be serious when it should be. In the event of an operational advisory, an alert, or when articles focus on more somber topics, admins can hide the fun features, either globally or per article.
3. **Social.** The number of comments, *That's Flys*, and people who have bookmarked the article appears in the upper right rail. This helps Crewmembers judge an article's popularity and may entice them to engage more deeply. The design team opted to use the *That's Fly* instead of "like" because they felt that likes tend to come with social baggage, such as the need to view *my* likes or see who liked a particular page. The goal here was to keep this feature more ephemeral, eliminating the expectations that might come with traditional likes. Clicking *That's Fly* triggers a cute animation and updates the count, but does nothing more.
4. **Minutes to Read.** The *Minutes to Read* status is a fun feature that gives users a sense about roughly how long it will take to read a particular article. By default, minutes are calculated based on the content: 300 words counts for one minute of reading. However, the CMS lets content administrators override this. The status that the user sees includes a small airplane graphic that subtly travels horizontally at the top of the page as the reader scrolls down.

About



JetBlue Intranet *About* Section. The *About* section includes information about the organization, teams, partners, equipment, products, cities where they travel, and executives.

About Highlights

The *About* page serves as a high-level overview of the JetBlue brand. It can be used as a brand guideline for new Crewmembers, as well as for an overview of all things important to JetBlue — including its values, partners, tailfin graphics, planes, products, and locations.

1. **Inspiring Humanity.** The *About* page encompasses information about the company and its values, tipping its hand with the page's title — *Inspiring Humanity* — which is JetBlue's mission.
2. **Crewmembers.** This section helps Crewmembers learn about or be reminded of what different teams at the organization do. This aids in collaboration, growth, and continued improvement in customer support.
3. **Exec Crew.** Here, Crewmembers can read about the company's highest-level managers.

Operational Status

Menu

Search

Hello, Jay

Mentions

Operations

OPERATIONAL ADVISORY ALERT: Northeast & Mid-Atlantic Advisory - [View Details](#)

OPERATIONAL STATUS

LAST UPDATED: WEDNESDAY, JULY 6, 2016 AT 2337 EDT

CURRENT ALERT

1

2

OPERATIONAL ADVISORY ALERT Northeast & Mid-Atlantic Advisory

WEDNESDAY, JULY 6, 2016 • 2337 EDT

NORTHEAST FEE WAIVER

Due to inclement weather forecasted to impact the Northeast region we will waive change/cancel fees and fare differences for Customers traveling on THURSDAY, JULY 7 AND/OR FRIDAY, JULY 8, 2016 to/from the following cities:

BALTIMORE, MD (BWI)

BOSTON, MA (BOS)

CHARLOTTE, NC (CLT)

DETROIT, MI (DTW)

NEW YORK, NY (JFK)

NEW YORK, NY (LGA)

NEWARK, NJ (EWR)

WASHINGTON, DC (DCA)

WASHINGTON, DC (IAD)

REGIONS AFFECTED

Mid-Atlantic, Northeast

TIME DURATION

Starting: Thursday, July 7, 2016, 0000 EDT

Estimated Ending: Friday, July 8, 2016, 0000 EDT

HELP

For more information about Level Alerts and Operational Status download our [Level Alert Definitions](#) document.

OTHER STATUS PROPERTIES

ORN (OPERATIONAL RECOVERY NOTIFICATION)

ATC INITIATIVES

BLUEPERFORMANCE

BLUE EYE

CANCELLED FLIGHTS

DELAYED FLIGHTS

DIVERTED FLIGHTS

FEE WAIVERS

FIELD CONDITION REPORTS

IRREGULAR OPERATIONS (IROPI) DEFINITIONS

SOC DUTY ROSTER

TRAVEL ALERT

All Customers traveling to/from the airports listed above are encouraged to check the status of their flight online prior to leaving for the airport. Customers with web-enabled cell phones and PDAs may check the status of their flight at [mobile.jetblue.com](#).

Refer to the ORN Page for updated information: [http://apps.jetblue.com/applications/O/ORN/](#)

REBOOKING TERMS & CONDITIONS

Customers may rebook their flights for travel through MONDAY, JULY 11, 2016 online (via BlueMove) in the "Manage Flights" section of [jetblue.com](#) or by calling 1-800-JETBLUE (526-2563) prior to the departure time of their originally scheduled flight. Customers with cancelled flights may also opt for a refund to the original form of payment. Original travel must have been booked on or before WEDNESDAY, JULY 6, 2016.

For Customers wishing to rebook their flights beyond MONDAY, JULY 11, 2016: Process a regular exchange on the ticket, charge any increase in fare, and waive the change fee at the time of the exchange.

WEDNESDAY, JULY 6, 2016 • 1438 EDT

We have issued an Operational Advisory Alert for THURSDAY 07 JUL 16 due to thunderstorms and ATC delays for the Northeast and Mid-Atlantic regions.

HOME

SUBMIT A STORY

IT TICKET

FACILITIES TICKET

LOGOUT

Say hello! [HelloJetBlue@JetBlue.com](#)

Can't find what you're looking for? Try Searching or visit the Archived [HelloJetBlue](#) site.

JetBlue Intranet Operational Status. A globally visible messaging feature on the JetBlue intranet alerts employees to JetBlue's flight status.

Operational Status Highlights

1. **Current Alert.** This appropriately labeled section contains the most up-to-date information.
2. **Alert type.** Below the *Current Alert*, the alert type and subject are clearly marked, letting Crewmembers quickly see the important information.
3. **Information and steps.** The body of the alert aims to help Crewmembers understand the scenario and proceed in a consistent and helpful way. A narrow text column and obvious subheads make the page easy to digest.

Resources

RESOURCES

Refine resource listings with a search.

1 LOCATION

2 SEARCH

JETSUITE EMPLOYEE SUITE DEALS BOOKING INSTRUCTIONS
For more info on JetSuite visit the Lessons Travel page on HelloJetBlue
August 6, 2016

RETURN TO WORK FORM
Return to Work Form
August 6, 2016

ADARSAT ACTIVE CREWLEADER LIST
As of 01 AUGUST 16
August 5, 2016

NEW BUSINESS PARTNER FORM
Use this form to set up new Business Partners.
August 3, 2016

ACH AUTHORIZATION FORM
ACH Authorization Form
July 29, 2016

RETIREMENT PLAN SUMMARY OF MATERIAL MODIFICATIONS
JETA Retirement Plan 2006
July 27, 2016

FIDELITY STOCK ADMIN | BUSINESS PARTNER OVERVIEW AND RESOURCES
Fidelity is the new administrative services provider for JetBlue stock plans as August 1, 2016.
July 27, 2016

AIRPORTS INTERNAL TRANSFER MANAGER FAQ
FAQs for the Airports Internal Transfer Manager Function in RosterApps.
July 27, 2016

CABIN RESTYLING
The cabin restyling of our A320 and A321 Core fleet is a big undertaking. Go see this resource page to learn more about it all.
July 21, 2016

BRAND STYLE GUIDE COLORS
JetBlue colors—they're just like us! They're bright, bold and colorful.
July 20, 2016

JETBLUE LETTERHEAD - SJU
Letterhead for our San Juan / SJU focus city
July 18, 2016

JETBLUE LETTERHEAD - MCO
Letterhead for our Orlando / MCO focus city
July 18, 2016

JETBLUE LETTERHEAD - LGB
Letterhead for our Long Beach / LGB focus city
July 18, 2016

JETBLUE LETTERHEAD - JFK
Letterhead for our JFK focus city
July 18, 2016

JETBLUE LETTERHEAD - FLL
Letterhead for our Fort Lauderdale / FLL focus city
July 18, 2016

JETBLUE LETTERHEAD - BOS
Letterhead for our Boston / BOS focus city
July 18, 2016

ALL ABOUT INFLIGHT [GUIDE]
All about Inflight: A one-stop shop guide to knowing all about the Inflight role and department information.
July 15, 2016

THE JETBLUE OWNER'S MANUAL | AIRPORT EDITION
A guide to BlueCity signage.
July 15, 2016

2016 INFLIGHT SENIORITY LIST
Per our Inflight Seniority List Review, here is a complete rundown of Inflight qualified Crewmembers for any who may have questions or need clarification about their spot on the list.
July 15, 2016

CONTRACT SUMMARY SHEET
Contract Summary Sheet
July 14, 2016

1 2 3 4 5 6 7 ... 21 +

GET A BLUE LEASE ON LIFE.

HOME SUBMIT A STORY IT TICKET FACILITIES TICKET LOGOUT

Say hello! Hello@JetBlueJetBlue.com
Can't find what you're looking for? Try Searching or visit the Archived HelloJetBlue site.

JetBlue Intranet *Resources* Page. The *Resources* page consolidates many tools and other resources all in one place.

Resources Highlights

1. **Menu.** The left-side navigation menu helps advertise which resources are available. It also makes it easy for users to browse the numerous offerings by traits such as *Workgroup*, *location*, and *tags*.
2. **Search.** When users are unsure about which resource they need, they can try searching for related terms for help. If they know exactly which resource they need and what it is commonly called, they can search for that as well.

DESIGN PROCESS AND USABILITY WORK

Direct User Feedback

Throughout the discovery phase, the team sought to balance the stakeholders' vision with actual user needs, so it focused its efforts on a few main research methods aimed at including users directly whenever possible:

- **JetBlue University.** The Imarc team began the discovery phase by attending JetBlue University, a two-day new Crewmember onboarding process and brand-initiation event in Orlando.
- **Survey of 2,300 Crewmembers.** Imarc asked a series of questions across JetBlue's major Workgroups with the goal of understanding their top intranet uses, content priorities, device usage, current pain points, and constructive ideas.
- **Paper prototyping.** The team traveled to a quarterly value summit, which is a gathering of representatives from each of the Workgroups. Here, Imarc printed tabloid-sized wireframes of high-level use cases, taped them to a wall, and surveyed small groups of Crewmembers about what they would click on to accomplish certain tasks. These simple, low-effort exercises led to much discussion and yielded great feedback. Imarc incorporated the findings into the next iteration of wireframes.

The team used the feedback and other findings from these efforts to craft the sitemap and additional wireframes.

During the design process, the team also reviewed previous editions of NN/g Intranet Design Annual reports so it could learn from other companies' best practices and study their successful intranets.

Redesigning the IA

The main challenge for the site redesign was the way in which the existing 10-year-old JetBlue intranet had grown. The existing IA tried its best to mimic the company's organizational structure, but had organically lost focus over time. As a result, information had become siloed and hard to access, requiring users to have previous knowledge of where to find particular documents or pages.

The other IA challenge was that JetBlue users were very familiar with the site's structure, and its task flow had become ingrained in their daily activities — despite the fact that it had long been difficult to use. A key decision Imarc made early on in the design process was to advocate for a complete re-architecture of the site, even

though such a transformation would require a relearning period for JetBlue’s Crewmembers.

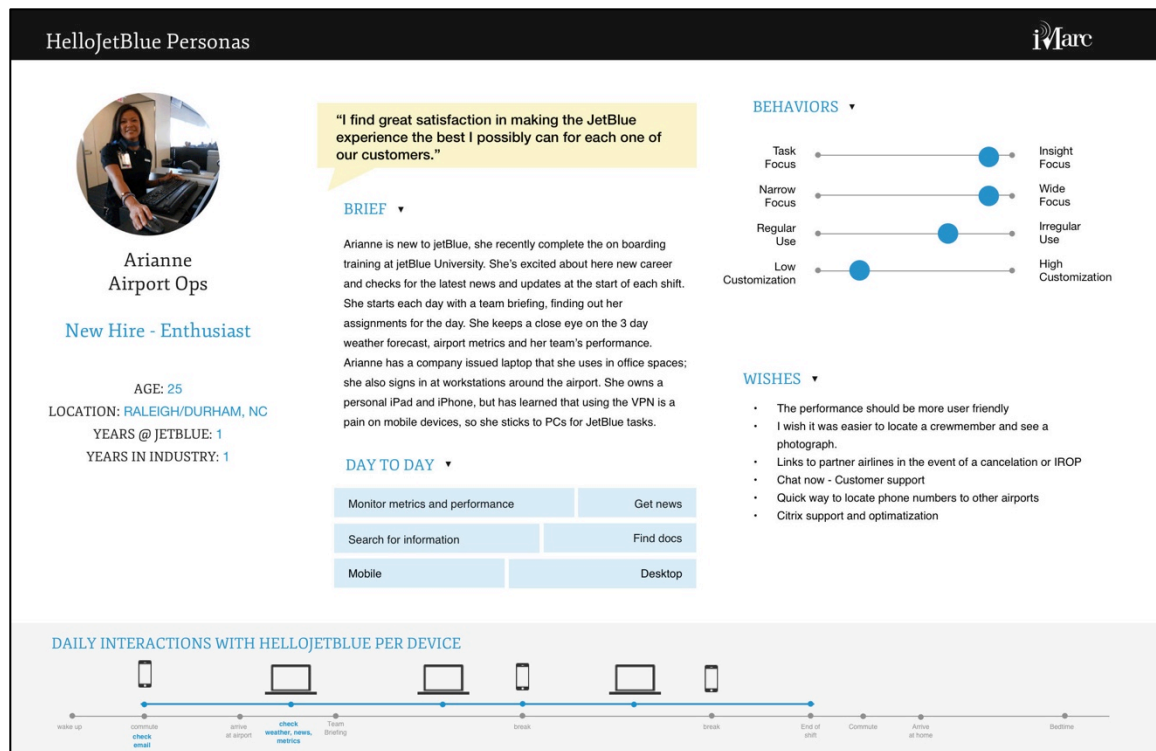
The new IA approach is focused on organizing the content based on a task and Workgroup perspective, making the site easier to use for daily activities, as well as more intuitive for users who like to browse. The team also created robust search functionality to help transition users to the new architecture. Imarc drafted new IA concepts and validated them with the core team through a series of meetings and work sessions. Then, the team tested its assumptions directly with JetBlue Crewmembers utilizing Treejack by OptimalSort. This hands-on, iterative process enabled the design team to create a more intuitive and useful IA through user feedback.

Adoption and Buy-In

Adoption was easy in some respects because HelloJetBlue is set as the default site on every Crewmember’s JetBlue-issued device. HelloJetBlue is also the primary jumping-off point to access company webmail, HR, and other key services.

Buy-in, however was a strategic initiative that started at the very beginning of the project. This was important because the team recognized that even the slightest change in a piece of software that is used daily can disrupt someone’s workflow and cause a negative experience. With this in mind, the team began its design activities aiming for user outreach throughout the process.

Buy-in was also fueled by many of the site’s new components. By providing social components — such as comments, user notifications, favorites, and likes — site users were much more apt to spend time reading and interacting with content rather than simply using the site as a hub to jump to other systems as they had in the past.



JetBlue Intranet Personas. The design team interviewed SMEs and used the information to craft personas. The personas were effective in highlighting day-to-day activities, behaviors, wishes, and goals, as well as how the new intranet could meet these goals.

GOVERNANCE

Corporate Communications owns the intranet and keeps the site updated with important news content. It is never stagnant. The ownership team continues to

prioritize improvements with biweekly releases of updates; having this teams also allows for centralized storage of all resources, links, and internal communications.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Corporate Core Team	• Provide vision, set overall goals, coordinate among other stakeholders and managers, and set quality standards for interactivity and design • Author content, including video, graphical, and resource-based assets • Communicate corporate vision and direction to Crewmembers • Curate and summarize the most important industry-related stories (including mergers, new regulations, and so on)
Workgroup Leaders	• Provide access to Workgroup and department Crewmembers so they can contribute feedback, testing, and insight • Communicate updates; teams are moving away from Workgroup-wide emails in favor of posts on HelloJetBlue • Organize and promote events

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	https://hellojetblue.com
Default Status	The intranet is the default homepage on all JetBlue-issued devices.
Remote Access	Pilots, in-flight staff, and most Workgroups regularly check the site remotely.
Shared Workstations or Kiosks	Various departments — such as pilots, inflight, and ground operations — use shared PCs and/or Citrix terminals, as they do not have dedicated workspaces. Shared workstations increase the value of being able to access the intranet from personal mobile devices. Users are not tied to their workstation and can still access the intranet when others are using the workstation.

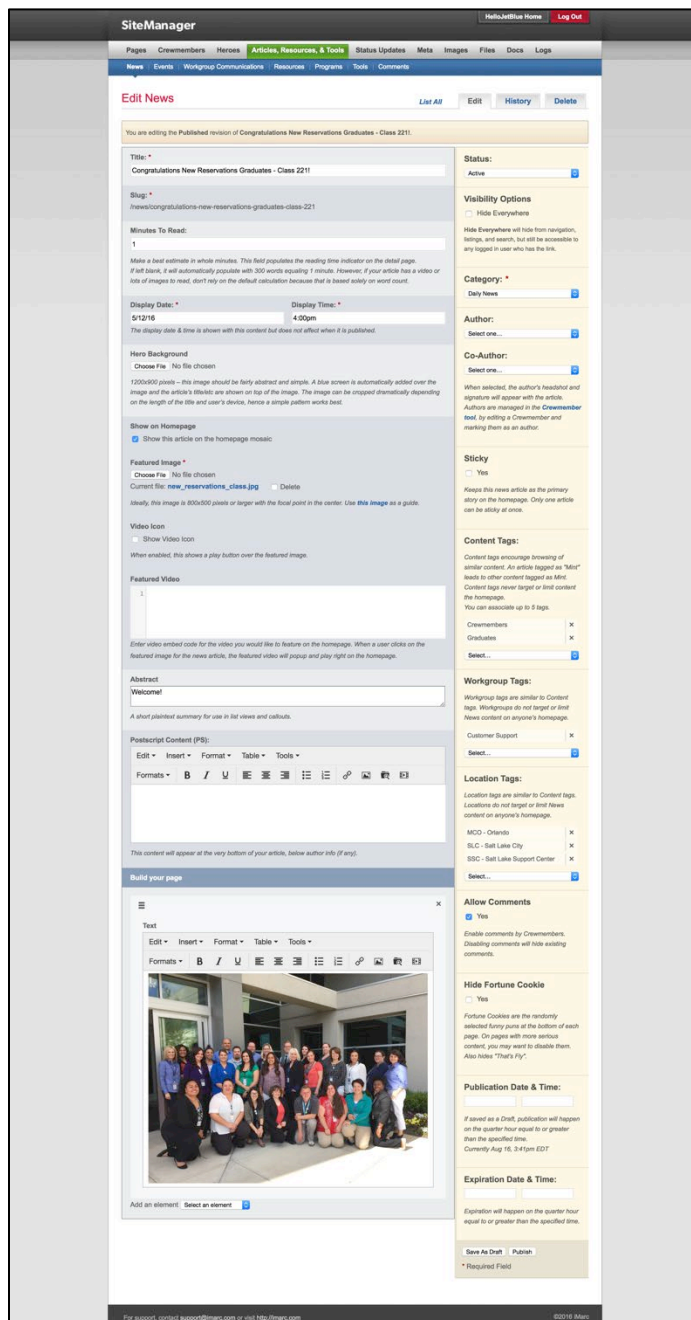
TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
October 2012	JetBlue's initial intranet redesign RFP
October 2013	Updated JetBlue RFP
October 2012–March 2014	Sales and business development process
May 2014	Strategy project: Kickoff
May–August 2014	Strategy project: Initial discovery and strategy
June–September 2014	Strategy project: Initial creative design
October 2014	JetBlue's RFP for development and implementation
February 2015	Development kickoff
March–July 2015	UX: Sitemap and wireframes
July–October 2015	Creative design
June–December 2015	Development and implementation
October 2015–January 2016	Content migration

January–February 2016	• QA: Three testing cycles
March 2016	• Beta period: New site open to 200–300 select users
April 6, 2016	• Company-wide rollout
Total project timeline: 19–20 months	

CONTENT AND CONTENT CONTRIBUTORS

CONTENT DEVELOPMENT AND OVERSIGHT	
Contributors	During the initial project phase approximately 4–10 Corporate Communications Crewmembers, one Imarc team member, and one other JetBlue Crewmember examined existing content to determine what would be brought over and what would be curated.
Contribution	Corporate Communications dictates the frequency and number of news stories. Because the site is so well used and well liked, it encourages contribution. Many Crewmembers want to contribute, and Corporate Communication helps filter that content. The team provides a mechanism for people to contribute (<i>Submit a Story</i>) and then chooses which stories to feature.
Training	Training tools include: • Multiple onsite working meetings and remote screenshares • The CMS includes large amounts of contextual help text and documentation • Some training session screenshares were recorded and are available on the intranet
Management	• The intranet has a versioning system that allows content creators to review drafts internally • Social content is monitored internally. Any user can flag a comment as inappropriate.
Quality	Corporate Communications manages content quality
Culling Content	The project team met with the heads of each department to see which content they wanted to bring over. Once the new site was seen during the beta period, a lot more content was brought over as the department heads had aggressively culled during the first round.



JetBlue Intranet Custom CMS. Content managers can build an article in this custom CMS interface. It was designed to include an abundance of coaching text, so even inexperienced team members can build out an article. Each feature is segmented and offers a preview of what the article will look like when it's live on the site.

SiteManager

[HelloJetBlue Home](#)
[Log Out](#)

[Pages](#)
[Crewmembers](#)
[Heroes](#)
[Articles, Resources, & Tools](#)
[Status Updates](#)
[Meta](#)
[Images](#)
[Files](#)
[Docs](#)
[Logs](#)

Pages

- Pages
- Redirects

Crewmembers

- Crewmembers

Heroes

- Heroes

Articles, Resources, & Tools

- News
- Events
- Workgroup Communications
- Resources
- Programs
- Tools
- Comments

Status Updates

- Status Updates
- DarKarte

Meta

- Locations
- Article Categories
- Departments
- Media Types
- Status Levels
- Tags
- Metrics
- Fortune Cookies
- Site Configuration

Images

- Image Management

Files

- File Management

Docs

- Documentation
- Stats

Logs

- Log Viewer

There is 1 comment that has been reported as inappropriate. [View now](#)

Hi Jay.

- Manage your account to change your password or update your info
- Pages to manage content pages and templates
- Manage images used throughout the intranet

Draft Queue

The Draft Queue shows content that has been saved in draft form. Review and publish this content for it to appear to all Crewmembers.

Type	Title	Date Created	Created By	Actions
Workgroup Communication	Navigating Your Total Rewards Statement	Aug 9 2016 11:07am	Jay Elliott	Edit
Workgroup Communication	NOW RESOLVED! Known Issue with JetBlue Card First Bag Free Benefit	Jul 21 2016 3:57pm	Shirley Buckman	Edit
Hero	PerkSpot	Jul 18 2016 11:14am	Jay Elliott	Edit
Page	Leisure	Jun 28 2016 3:56pm	Shirley Buckman	Edit
Event	JetBlue Scholars at SSCI	Jun 21 2016 2:28pm	Shirley Buckman	Edit
Hero	Safety Month	Jun 17 2016 12:07pm	Jay Elliott	Edit
Event	SSC SUMMER CARNIVAL VOLUNTEERS NEEDED!	Jun 2 2016 10:48am	Shirley Buckman	Edit
Event	SSC SUMMER CARNIVAL BOUTIQUE VENDOR SIGN UP	Jun 2 2016 10:44am	Shirley Buckman	Edit
Event	OSC - This Week at The Lodge Leader in Residence - Rob LandMike Elliott	May 2 2016 3:51pm	Shirley Buckman	Edit
Page	Career & Benefits	Apr 25 2016 3:27pm	Jay Elliott	Edit
Resource	Financial Integrity Policies	Apr 6 2016 2:21pm	Jay Elliott	Edit
News	In the Industry: Specialty-Trained TSA Agents Aimed at Increasing Safety at Airports	Mar 22 2016 12:51pm	Jay Elliott	Edit
Page	Career & Benefits	Mar 15 2016 5:00pm	Jay Elliott	Edit
Hero	Support Our Cuba Bid	Mar 14 2016 11:23am	Jay Elliott	Edit
News	Learn the New HelloJetBlue: Stories and Commenting	Mar 4 2016 4:43pm	Jay Elliott	Edit
News	Crewmembers Welcomed Children From the Above The Clouds Program	Mar 1 2016 6:29pm	Shirley Buckman	Edit
Hero	President's Day	Mar 1 2016 9:23am	Jay Elliott	Edit

Integration

- Video - Vimeo is our primary source of hosting videos, which can be embedded on pages.
- Podcasts - Soundcloud is our primary source for posting and embedding podcasts or sound files. Our main Soundcloud account uses the login [jell@jetblue.com](#)
- Forms - Typeform is used to create forms that are responsive and mobile optimized which are then embedded on pages using the Embed / Raw HTML content component. The Typeform login email is [support@jetblue.com](#)
- Analytics - Google Analytics provides traffic reporting and analytics under the login account, [jell@jetblue.com](#)

Technical Support

If you have questions about any of these tools, please [contact Imarc](#). Since we custom built these tools for you, if you don't like the way something works, we can probably change it.

Phone: (978) 462-8848

Email: support@imarc.com

Web: <http://imarc.com>

Server Time

Tools that allow for publication and expiration date/times use EDT as the timezone. The server's current time is Aug 16, 2016, 2:58pm EDT

For support, contact support@imarc.com or visit <http://imarc.com>

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JetBlue Intranet Administrator Interface. Administrators see this page when they first sign in to SiteManager on the JetBlue intranet. Highlighted here are the most frequently used tools, drafts awaiting review, and quick links to third-party platforms (Google Analytics, Vimeo, Sound Cloud).

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INFO@NNGROUP.COM

JetBlue (2017)

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	CentOS Linux on dedicated hardware, Apache, PHP, Memcached, and PostgreSQL
Bug Tracking/Quality Assurance	ActiveCollab
Design Tools	Adobe Photoshop, Adobe Illustrator, Adobe After Effects, and OmniGraffle
Site Building Tools	GitHub, Composer, and npm
Content Management Tools	Custom CMS (SiteManager)
Search	Postgres full-text search
Other Functions	Users are authenticated through JetBlue's SAML 2.0 single sign-on service; the website also receives nightly exports from SAP, which contains additional user information (such as Workgroup, location, contact info, and badge photo)

ROI

As a company, JetBlue places a high priority on efficiency and measurement through metrics. The project's stakeholders — Corporate Communications — regularly talk with departments in an effort to obtain qualitative feedback on the new intranet. The intranet team is also planning to do a follow-up survey and conduct focus groups.

The intranet team tracks several useful metrics to gauge how Crewmembers are using the site on a daily basis. Following are some of the notable Google Analytics metrics measured over a three-month period (May 1–August 1, 2016):

- **Page views:** 3,118,466
- **Site traffic** (sessions): 2,140,294
- **Average session duration:** 3 minutes
- **Location:** accessed from 108 countries

Stats from the SiteManager (CMS) also give the team insight into how people use features and engage with content. These figures represent tracking during the period since launch (April–August 2016):

- **Number of tools saved:** 83,961
- **Number of people saving tools:** 13,499
- **Number of likes:** 4,397
- **Number of people who liked:** 1,163

- **Number of mentions:** 1,690
- **Number of mention replies:** 791
- **Number of comments:** 3,862
- **Number of commenters:** 1,846
- **Number of bookmarks:** 1,658
- **Number of Crewmembers bookmarking:** 1,049
- **Number of unique bookmarks:** 416

LESSONS LEARNED

Lessons Learned

Members of the Imarc team talk about the lessons the team learned while working on this redesign:

- **Mobile interactions are complex and must be designed for.** "Desktop features can be surprisingly complex on mobile because it is an intranet. We had to forgo some filtering features on mobile simply because there was not enough time to get the interaction design right. Simple desktop patterns become increasingly more difficult given task complexity and lack of real estate on device screens." (Thomas Saraceno, Director of Experience, Imarc)
- **Have a good mix of team members.** "Team make-up is extremely important in such a collaborative effort. Imarc's team worked extremely well, both internally and with the JetBlue core team. There was a good sense of camaraderie and passion to create something successful — as well as unique — in the space of intranets. The success of the project is a result of this collaboration." (Marcel Moreau, Lead Experience Engineer, Imarc)

Best Practices

Imarc team members also have a few best practices that other teams can apply to their own projects:

- **Interact with the user — often.** "We were able to validate our ideas and learn a great deal along the way by closely interacting with users and validating our understanding about how they use the site for daily tasks and company communications."
- **Set expectations for the intranet.** "The social aspect could be compared to Facebook, which it will never be able to stack up against. We decided to differentiate our social aspect by not using terms such as 'like' so it is not held up to Facebook standards."
- **Connect people.** "The social functionality we implemented is hugely successful and bridges the gap between 19,000 Crewmembers working in 80-plus locations."

Latvian Railway: State Joint Stock Company “Latvijas dzelzceļš” (2017)

OVERVIEW

COMPANY

Latvian Railway Group consists of the holding company SJSC Latvijas dzelzceļš and six subsidiaries: JSC LatRailNet, which determines cost infrastructure usage (such as cost and prices) and allocation of the railway infrastructure capacity; LDz Cargo LLC, which ensures railway cargo transportation and international passenger transportation; the infrastructure construction and maintenance company, LDz Infrastruktūra LLC; the rolling stock repair and maintenance company, LDz Ritošā sastāva serviss LLC; and the security company, LDz Apsardze LLC.

Latvijas dzelzceļš has been the leader in Baltic states transported freight, by volume, for almost 10 years.

Latvian Railway Group employs 12,000, or 1.38% of the country's employed residents.

The main freight line runs from the Latvian eastern border with Russia and Belarus toward three of Latvia's biggest ports: Riga, Ventspils, and Liepāja. The main categories of transported goods include coal, oil, and oil products from Latvian ports. These products then continue on to factories, primarily in Germany and France.

Headquarters: Riga, Latvia

Company locations: All across Latvia

Locations where people use the intranet: At all Latvian Railway locations

Annual revenue: Joint Stock Company Latvijas Dzelzceļš: €217.8 million in 2015 (euros)

THE INTRANET

Users: Approximately 6,500 employees in the holding company Latvijas dzelzceļš use the intranet.

Mobile approach: Full intranet functionality has been adapted to mobile screens, smartphones, and tablets through responsive web design.

Technology platform: Drupal

TEAM

There was no internal design or development team.

Two internal staff members took part in the project: Toms Kalnītis, Product Owner, Communications; and Jurgis Gaigals, IT Development Manager.

Wunderkraut Latvia team

Design: Henrijs Šešo

Continuous design work: Sanita Ločmele

Development, maintenance, and support: Jānis Bebrītis, Gatis Rudīņš

Additional development: Mārtiņš Bērtiņš, Artis Bajārs

Project management: Ernests Gabrāns

Account manager and continuous development project manager: Līva Otvare

INTRANET TEAM



Team members shown here (left to right): Jānis Bebrītis, Jurgis Gaigals, Artis Bajārs, Sanita Ločmele, Toms Kalnītis, Līva Otvare, Gatis Rudiņš, Ernests Gabrāns, and Henrijs Šešo.

HIGHLIGHTS ABOUT THIS WINNER

The Latvian Railway intranet supports the 6,500 employees of the State Joint Stock Company, as well as employees in all parts of the holding company, which has 12,000 employees overall. The project set out to create an easy-to-use system for everyday work, with a single interface that let people access all the tools and information they needed without having to seek out multiple sources. The previous design, which was cluttered and difficult to use, could not be revamped due to technology and design limitations, so a new site was created using Drupal.

- **Integration.** The site integrates several different systems from around the organization. A single system supports tasks ranging from inventory to vacation planning to ordering printer cartridges.
- **Responsive design.** The previous intranet was available only to employees who had a workspace with a PC. This meant that employees without regular access received information via a print journal, or they did not receive corporate information at all. Now all employees can access the full intranet, which is available on mobile devices or computers. The organization sees this improved communication as a way to increase employees' company loyalty.

- **Content.** Organizing content was a challenge in the redesign. The team met with all departments to understand their needs and to determine how best to sort and organize site information in a way that met those needs while also making sense to users.

BACKGROUND

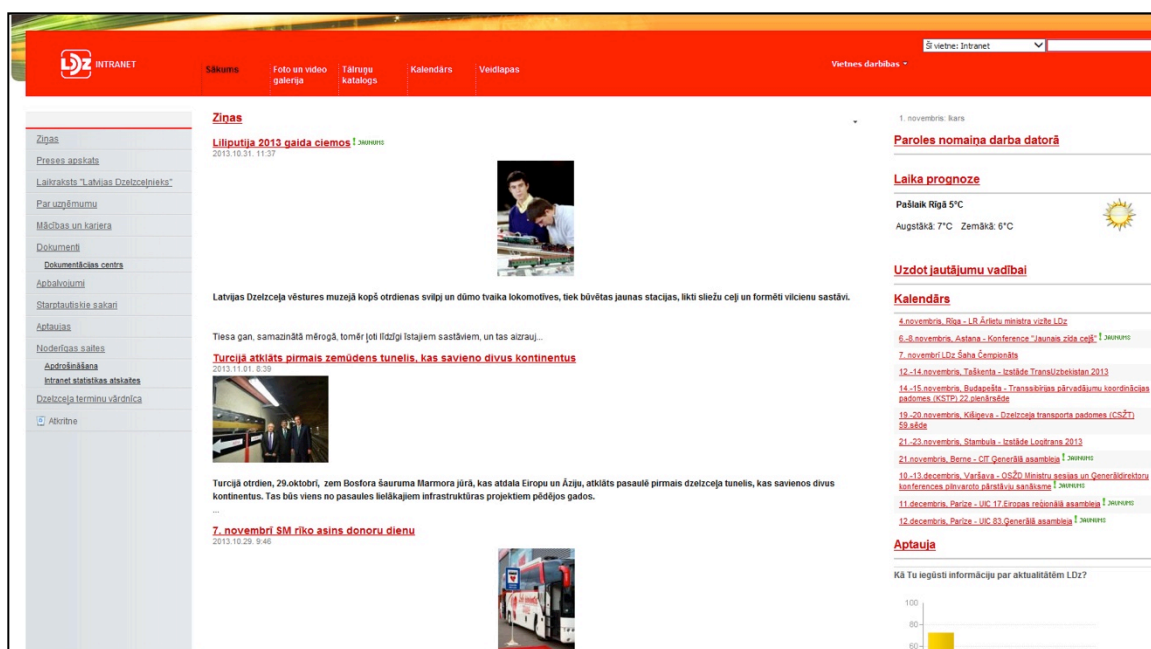
The main goal of the intranet redesign was to create a single interface through which users could quickly and easily access and process all of the important information necessary for their work. The organization also wanted to improve the intranet's functionality to reach its business goals for the platform, which included the following:

- Increase the number of users
- Optimize the UX by developing employee self-service tools
- Raise employee awareness of current events
- Provide a platform for eliciting employee feedback on topics

Another critical need was to expand the intranet's reach; the existing intranet served only company employees who work at a traditional office-based workstation equipped with a PC. This population encompasses only 3,500 of the organization's 12,000 employees.

It was clear that a modern intranet was needed to help the organization reach its goals. The team therefore considered various options before settling on a complete redesign using Drupal. Team members considered the option of trying to improve the existing platform, but after looking at the idea critically, they understood that this path would create limitations in both design and functionality. They also considered several licensed solutions, but the Drupal approach seemed best for a few fundamental reasons. The company's IT department had previous successful experience implementing Drupal-based websites and information systems. Also, the company policy is to show preference for open source solutions. Thus, Drupal quickly emerged as the right platform on which to develop the new intranet.

With the newly redesigned intranet up and running, company employees now use one interface to access many systems. Further, everything they need to accomplish their everyday work is integrated within a unified intranet platform.



Latvian Railway Intranet Old Homepage.

Challenges

The team faced a host of challenges with the intranet project — some broad, and some specific and vexing. These challenges included the following:

- Content organization.** One of the project's major challenges was reaching agreement on content design and organization. Many stakeholders were involved: the Communication department, the Legal department (responsible for the documents section), and the HR department (responsible for the contracts section and the vacation schedules). Each of these stakeholders had their own interests and priorities, and all of them had to be taken into account. It was quite challenging to sort and organize information in a way that was both reasonable and equally satisfying for all parties involved.
- Data migration.** The previous intranet platform had implemented nonstandard functionality, so it wasn't possible to complete data migration in a standard way. After consulting with the Railway's support person, the developer created a solution that migrated the data correctly and precisely, including special Latvian diacritical marks (such as for letters ā, ņ, and č).
- Contact catalogue technical constraints.** One of the project's technical challenges was the contact catalogue, a tool that contains contact information about each employee. Team members encountered technical limitations that kept them from making it work the way it had been designed. For example, it was difficult to add several positions for one person if each position had a separate phone number. It was also difficult to show an alternate contact if the person was inaccessible. Although a complicated SAP HR structure was in

place from the start, the team had to find a solution to display profile information in a way that is easy for site users to understand.

- **Drupal integration with SharePoint.** Another challenging task was integrating Drupal with the SharePoint portal, where the *Documentation* center is located. It was important for the new intranet to provide incentives to increase people's interest in materials available in the digital library (books and magazines), but trying to accomplish this created technical challenges.
- **Distributed team management.** Many members of the intranet team worked remotely so they had to communicate and collaborate through online tools and hold meetings in Google Hangouts or other video conferencing environments. This approach was effective, but it required a lot of ongoing coordination.
- **Prioritization of needs.** Creating the intranet content involved several stakeholders — the Communication, Legal, and International departments — and it was important to understand each group's specific needs. To accomplish this, the team met with representatives of each department to discuss their content needs and try to understand which functions were most important, as well as which information should be prioritized on the page. In an effort to understand content needs from a user perspective, the design team also analyzed data related to user flow and studied how people were using the existing intranet.
- **Strong offline content competing with online content.** One challenge involved in deciding how to organize the site was related to the project's goal of ensuring people would pay attention to information about both company events and organizational growth, in addition to their own individual interests. For example, a popular internal company magazine was published once a week, providing one print copy for every 10 employees. The goal was for the intranet to become more popular than the magazine so the company could decrease the number of printed copies and eventually stop publishing it altogether. The team found that the real challenge here is that no matter how modern or user friendly the intranet becomes, some employees still prefer to receive their news in print (whether because of age, habits, or an inability to access the intranet). As a result, the printed version still exists. Acknowledging that change happens slowly, the team is taking steps to migrate these people gradually as the intranet evolves.
- **Many stakeholders to please.** Another challenge was that the number of stakeholders was quite high, and it was difficult to combine the needs of everyone into an equally satisfying product.

Latvian Railway Intranet Contact Catalog. This view shows the branched tree structure and the information that is contained in each branch of the contact catalog.

DESIGN REVIEW

Homepage



Latvian Railway Intranet Homepage

Homepage Highlights

1. **Look and feel.** The site incorporates images at the top of pages, both with news stories and in image galleries. The use of pictures combines with sufficient white space to create a clean design. Images show real railway locations, employees, and events rather than relying on stock imagery.
2. **Navigation.** Navigational categories appear at the top of the page. The user's current location is indicated with a red background and white text, in contrast to the other categories presented in red text with white background. The navigational categories are
 - **Home**
 - **Documents**
 - **Contacts**
 - **Collective:** Information for all employees, including health insurance, available courses, awards, and salary information
 - **Actual News:** News that is important at the moment, including the latest news, events, newspaper articles, employee advertisements, and job openings
 - **Photos and Videos**
 - **Company**
 - **Sports**
 - **Souvenirs:** An online shop for Latvian Railway-related goods (available only for assigned users)
3. **Search.** Each page of the site includes a text box for the employee directory search and site search. Icons and filler text help distinguish one from the other, with an icon of people for employee search and of a magnifying glass for site search.
4. **News.** News stories are featured prominently on the homepage, and the main news story is accompanied by a photograph. All news items are clearly dated, which helps visitors know which information is new and shows that intranet content is updated regularly. Each story includes an icon showing the number of views and the number of stars. The main news story includes a brief summary, while the others use descriptive headlines.
5. **Publications and galleries.** Beneath the news stories, the organization's latest publications are featured, with an image, title, and link to the publication. Beneath publications are galleries with images from events and promotions, such as health days and railway parades.
6. **Vacancies.** The right side of the page starts with information about job openings at the organization. The link is presented with the number of current openings.
7. **Availability.** Availability information shows the status of various information systems, showing planned downtimes and restored service. Green indicates a restored service, yellow indicates a system is partially available, and red indicates a system is down. The information is prominent on the site so

employees know when systems are not fully functional. This helps prevent unnecessary calls to the help desk about the problem. Each status update is accompanied by a brief description of what is or is not working.

8. **Information and calendar.** Below availability is an area for sharing important information, such as information about the annual Summer Express, and a calendar of events.
9. **New documents.** The final section on the right side is a list of the most recently updated documents available on the site, together with the date the item was updated and a brief description.
10. **Footer.** Each page on the site includes a footer with the main categories and subcategories of the site navigation, giving visitors quick access to information from the bottom of the page.

Mobile

Latvian Railway Intranet Mobile View.



Mobile Highlights

1. **Navigation menu.** The site's mobile view uses a three-line hamburger menu to hide the site navigation. The icon is labeled "Izvēlne," which means "menu" in Latvian. Using a clear label for navigation, rather than an icon alone, makes the menu easier for people to find.
2. **Search.** The desktop view's open search fields are condensed into a link for "Meklēt" (search), accompanied by a magnifying glass icon. The lack of clutter makes the icons for both navigation and search easy to find. The labels and icons are also a good size for touch targets.
3. **Content priority.** The site's mobile view contains identical information to the desktop view, simply stacked for the mobile screen. The content is organized by priority: starting with news, then publications, then galleries. The desktop view's left-column information — including vacancies, calendar, and recent documents — follows at the bottom of the page.
4. **Footer.** The desktop view's footer remains as well, giving visitors quick access to site navigation. The footer plays an even more important role on mobile designs than on desktop. Exposing navigation in the page footer gives users who have scrolled to the bottom of a long mobile page quick access to navigation; it also exposes the navigation to users who did not see (or know how to use) the hamburger menu.

Contact Catalog

The screenshot shows the 'DZELZCEĻAM LATVIJĀ 155' intranet. The top navigation bar includes links for 'Sākums', 'Uzšūve', 'Izskats', 'Civēti', 'Moduļi', 'Konfigurācija', 'Webformas', and 'Atsauksmes'. A search bar is located in the top right. The main content area displays a list of contacts under the heading 'Meklēt kontaktos'. Each contact entry includes a name, position, and contact details. A sidebar on the right shows a 'Strukturēnība' (Structure) section with a tree view of the organization. The bottom of the page contains a footer with copyright information.

Latvian Railway Intranet Contact Catalog.

Contact Catalog Highlights

1. **Contact catalog.** The contact catalog is the employee directory for the organization. Creating the tool was challenging; it had to support several positions for a single person and allow each position to include a separate phone number. The tool also had to accommodate alternative contact information for when the employee is unavailable. The underlying SAP HR structure was complex, and the team needed to simplify it so employees could use it.
2. **Criteria.** Employees can search by any information available in an employee's contact card (user profile). This information includes name, phone, email, work address, availability (when the employee will be away from work), and who can substitute for the employee in case of absence. Employees can also search by department. The employee search appears at the top of each page of the site.
3. **Results.** Search results show the people matching the query, together with their contact information. Results list the user's department, office, email, and telephone number.
4. **Filter.** The right side of the page allows people to filter by department and move quickly and directly to the correct contact information. Each department is followed by the number of results in that department.

Alkotester Results

LDZ CARGO

Darbinieku pārbaude ar stacionāriem alkotestiem

Personas vārds: Stacija:

Datums: Konstatētais alkohols: Ierakstu skaits:

1

2

3

Datums, laiks	Darbinieka kartiņa	Amats	Mērījums	Atbilde	Stacija
23.08.2016 - 12:10		Dzelzokomotīves vadītājs (mašīnists)	0.00	skatīt	LEN-1 (Jelgavas ceļš)
23.08.2016 - 12:10		Dzelzokomotīves vadītājs (mašīnists) palīgs	0.00	skatīt	LEN-1 (Jelgavas ceļš)
23.08.2016 - 12:02		Dzelzokomotīves vadītājs (mašīnists) palīgs	0.00	skatīt	LEN-2 (Daugavpils ceļš)
23.08.2016 - 12:02		Dzelzokomotīves vadītājs (mašīnists)	0.00	skatīt	LEN-2 (Daugavpils ceļš)
23.08.2016 - 11:56		Dzelzokomotīves vadītājs (mašīnists)	0.00	skatīt	LEN-2 (Daugavpils ceļš)
23.08.2016 - 11:56		Dzelzokomotīves vadītājs (mašīnists) palīgs	0.00	skatīt	LEN-2 (Daugavpils ceļš)
23.08.2016 - 11:54		Dzelzokomotīves vadītājs (mašīnists)	0.00	skatīt	LEN-1 (Jelgavas ceļš)
23.08.2016 - 11:53		Dzelzokomotīves vadītājs (mašīnists) palīgs	0.00	skatīt	LEN-1 (Jelgavas ceļš)
23.08.2016 - 11:36		Dzelzokomotīves vadītājs (mašīnists)	0.00	skatīt	LEN-1 (Rīgas ceļš)
23.08.2016 - 11:36		Dzelzokomotīves vadītājs (mašīnists)	0.00	skatīt	LEN-1 (Rīgas ceļš)
23.08.2016 - 11:32		Dzelzokomotīves vadītājs (mašīnists) palīgs	0.00	skatīt	LEN-1 (Jelgavas ceļš)
23.08.2016 - 11:31		Dzelzokomotīves vadītājs (mašīnists)	0.00	skatīt	LEN-1 (Jelgavas ceļš)
23.08.2016 - 11:10		Dzelzokomotīves vadītājs (mašīnists)	0.00	skatīt	LEN-2 (Daugavpils ceļš)
23.08.2016 - 11:10		Dzelzokomotīves vadītājs (mašīnists) palīgs	0.00	skatīt	LEN-2 (Daugavpils ceļš)
23.08.2016 - 11:04		Dzelzokomotīves vadītājs (mašīnists)	0.00	skatīt	LEN-1 (Rīgas ceļš)
23.08.2016 - 11:03		Dzelzokomotīves vadītājs (mašīnists) palīgs	0.00	skatīt	LEN-1 (Rīgas ceļš)
23.08.2016 - 10:59		Dzelzokomotīves vadītājs (mašīnists) palīgs	0.00	skatīt	LEN-1 (Jelgavas ceļš)
23.08.2016 - 10:59		Dzelzokomotīves vadītājs (mašīnists)	0.00	skatīt	LEN-2 (Daugavpils ceļš)
23.08.2016 - 10:59		Dzelzokomotīves vadītājs (mašīnists)	0.00	skatīt	LEN-2 (Daugavpils ceļš)
23.08.2016 - 10:59		Dzelzokomotīves vadītājs (mašīnists)	0.00	skatīt	LEN-1 (Jelgavas ceļš)
23.08.2016 - 10:58		Dzelzokomotīves vadītājs (mašīnists)	0.00	skatīt	LEN-1 (Rīgas ceļš)
23.08.2016 - 10:58		Dzelzokomotīves vadītājs (mašīnists) palīgs	0.00	skatīt	LEN-1 (Rīgas ceļš)
23.08.2016 - 10:51		Dzelzokomotīves vadītājs (mašīnists) palīgs	0.00	skatīt	LEN-1 (Jelgavas ceļš)
23.08.2016 - 10:51		Dzelzokomotīves vadītājs (mašīnists)	0.00	skatīt	LEN-1 (Jelgavas ceļš)
23.08.2016 - 10:44		Dzelzokomotīves vadītājs (mašīnists)	0.00	skatīt	LEN-2 (Daugavpils ceļš)
23.08.2016 - 10:19		Kravas vilcienu konduktors (J)	0.00	skatīt	LEN-1 (Jelgavas ceļš)
23.08.2016 - 10:12		Dzelzokomotīves vadītājs (mašīnists) palīgs	0.00	skatīt	LEN-1 (Jelgavas ceļš)
23.08.2016 - 10:11		Dzelzokomotīves vadītājs (mašīnists)	0.00	skatīt	LEN-1 (Jelgavas ceļš)
23.08.2016 - 10:01		Dzelzokomotīves vadītājs (mašīnists) palīgs	0.00	skatīt	LEN-1 (Rīgas ceļš)
23.08.2016 - 10:01		Dzelzokomotīves vadītājs (mašīnists)	0.00	skatīt	LEN-1 (Rīgas ceļš)

4

1 2 3 4 5 6 7 8 9 ... nākamā pēdējā

Darbinieku pārbaude ar stacionāriem alkotestiem

Suvenīru katalogs

Ceļu Distances darbu atskaites

Ziedu pasūtīšana

Intranets

© LDz. Visas tiesības paturētas.

Latvian Railway Intranet. This screen shows the results of the alcohol testing that all machinists and their assistants have to do before they can drive.

Alkotester Result Highlights

1. **Tool integration.** The site integrates work-related tools into the intranet itself. The alkotester page imports results from the alcohol tests that all machinists and assistants must take before driving.
2. **Filters.** The top of page allows people to filter by name, station, department, test result (positive or negative), date range, and how many entries to show on a page.
3. **Sorting.** People can sort results by clicking on any of the red column headings, which include date, office, and measurement amount.
4. **Design.** The site uses a clean design throughout to make tables of information easy to read. Red and gray are used consistently across the site. Tables allow enough space between entries to make them easy to read, with a subtle rule line between each entry.

Road Distance Reports

Order: 23 August 2017, 15:15, 15:15

Vēsture (2) Grozs (2)

Wunderkraut Latvia

1 Darbinieku pārbaude ar stacionāriem alometriem Suvenīru katalogs Ceļu Distances darbu atskaites Ziedu pasūtīšana Intranets

Visas atskaites Jauna atskaitē Eksports Loka uzskaitē Klasifikatori Palīga

Sākums +

1 Pamatojums

Darba pamatojums

2 Vieta

Nodāja - norādiet vērtību -

3 Darbi

Darbs - norādiet vērtību - Darbu vadītājs

No Līdz

☐ Pilna darba diena

Pakalpojums LDz Eksploatacijas uzturēšanas darbi

Pievienot vēl vienu vienumu

4 Materiāli

Materiāls Apjoms Mērvienība

- norādiet vērtību - - Nāvē -

Pievienot vēl vienu vienumu

5 Tehnika

Tehnikas vienība Apjoms Mērvienība

- Nāvē - - Nāvē -

Izbrauc Atgriešas

Sāk darbu Beidz darbu

Pievienot vēl vienu vienumu

6 Mazā mehānika

Tehnikas vienība Apjoms Mērvienība

- Nāvē - - Nāvē -

Pievienot vēl vienu vienumu

Lūdžam saglabāt formu. Kad visi lauki aizpildīti pareizi, formu iespējams nodot uz SAP.

4 Saglabāt Nodot uz SAP

Darbinieku pārbaude ar stacionāriem alometriem Suvenīru katalogs Ceļu Distances darbu atskaites Ziedu pasūtīšana Intranets

Sākums
Darbinieku pārbaude ar stacionāriem alometriem
Suvenīru katalogs
Ceļu Distances darbu atskaites
Ziedu pasūtīšana
Intranets

© LDz. Visas tiesības paturētas.

Latvian Railway Intranet Road Distance Report.

Road Distance Report Highlights

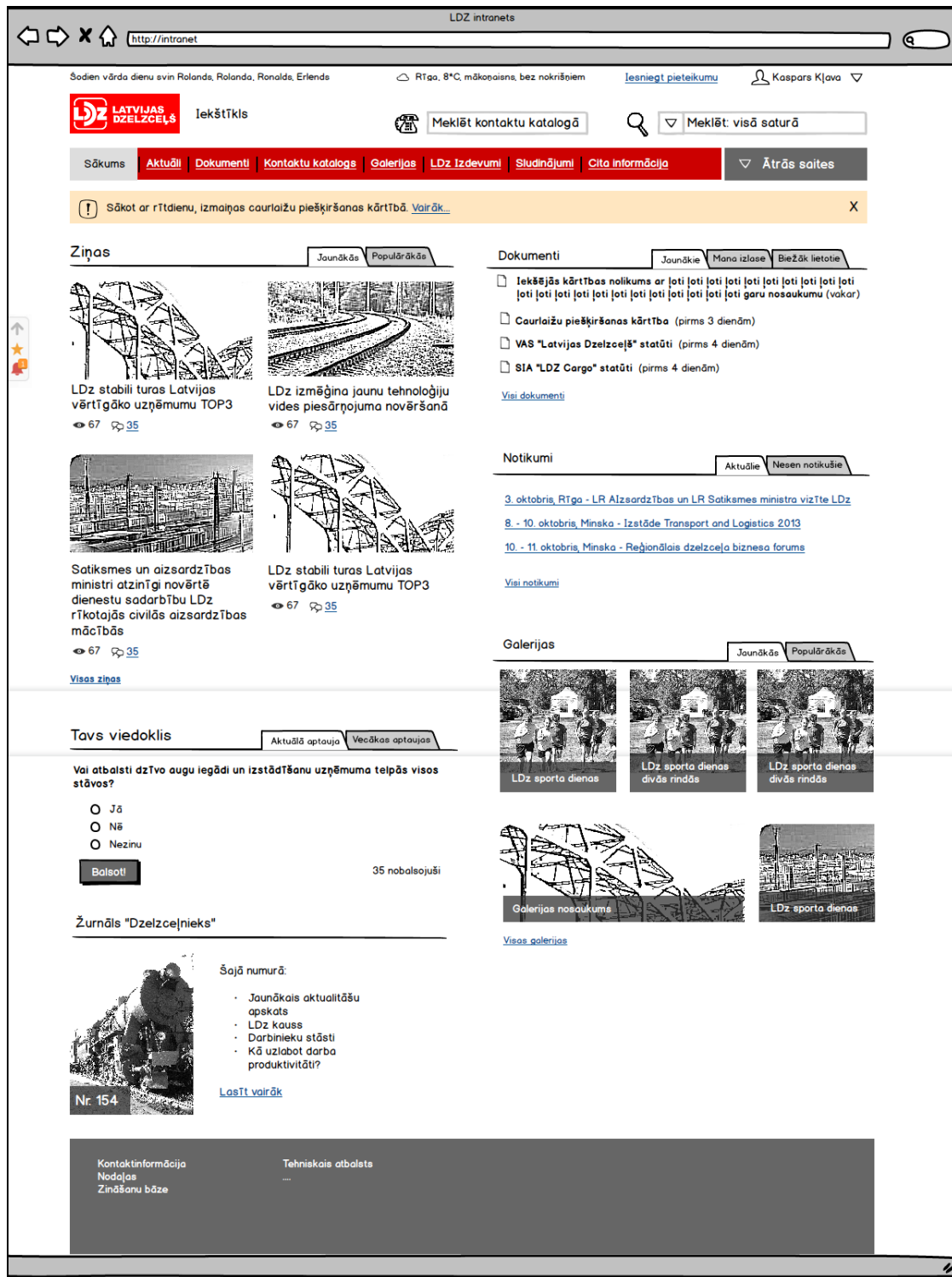
1. **Road distance report.** The department of Latvijas dzelzceļš does repairs and planned maintenance work on railroads and their surroundings, including stations and other buildings. The work teams use the intranet to report on current projects and tasks via laptops at the railway stations. The system counts the tasks the team does and the time spent doing them. Employees have praised the system for making the process of tracking activities and time simpler.
2. **Fields.** The form allows employees to enter information about where the work was done, which materials and machines were used, and how much time was spent. Fields are numbered and clearly labeled; each is accompanied by a question mark, which leads to additional information about that field and the information it requires. Each step includes a button to add more information if needed.
3. **Invisible timer.** The page includes a timer that is not visible to users; each session recording a project is timed. This information is used to help troubleshoot the system. If someone takes a long time filling out the form, the team contacts that person to see if he or she has questions or needs additional training, or to see if there is a problem with the form itself.
4. **Save or upload.** At the end of the page, users can save a form in progress or upload a completed report to SAP.

DESIGN PROCESS AND USABILITY WORK

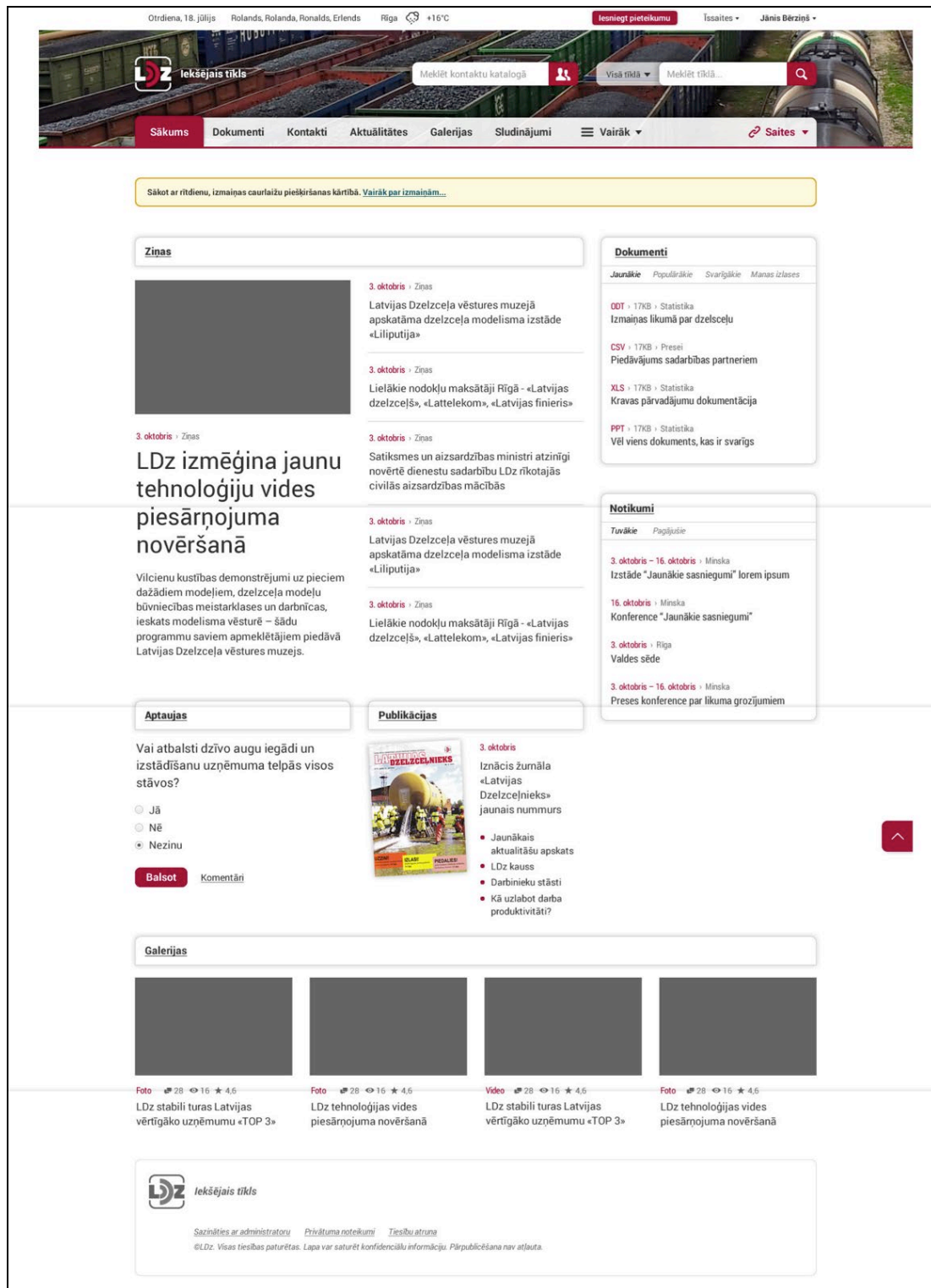
The design team from Wunder Latvia worked in sprints to design and refine the new intranet. An iterative approach was helpful because it let team members see how the design looked and worked after each sprint, and make changes as needed.

The key to the team's success in working with the Latvian Railway was communication and collaboration, facilitated by the team's understanding of what the client wanted and needed. The team relied on a few design activities to achieve its goals:

- **A deep dive into existing intranet data.** Team members looked at the existing Latvian Railway intranet in detail, analyzing Google Analytics statistics and content ratings, then evaluating which content was crucial and which could be left behind. Based on this mix of measures, they made decisions about what to prioritize on the new intranet's homepage.
- **Visual workflows.** In the very beginning of the project, the team created visual workflows to illustrate the business logic behind the intranet. These workflows were presented to stakeholders for approval. The drawings helped team members both reach a common understanding of which part of the business was represented in each section of functionality and plan the architecture solution.
- **Business process modeling.** This deliverable outlined a workflow of how the system should work and defined which role does what. It showed business process schemas for the team and stakeholders, as well as defined the system's business needs and further helped the team plan the architecture.
- **Wireframes.** To develop the interaction design approach, the team created wireframes and used InVision App (an online tool) to preview and distribute them to critical stakeholders across the organization. This online collaborative tool was also very helpful in providing an opportunity for stakeholders to comment on and discuss the wireframes in real time.
- **Visual design.** The visual design was derived through a simple, pragmatic process of reviewing other corporate website designs and studying the organization's corporate identity materials.



Latvian Railway Intranet Wireframe. This wireframe shows a design iteration that evolved over time as the team discussed what was and was not working in prior iterations.



Latvian Railway Intranet Design Mock-up. This shows a design mock-up the team created as a next step after the wireframes were approved.

WORKING WITH OUTSIDE AGENCIES	
Agency	Project Role
Wunder Latvia, Ltd	- Designed the layouts (mobile and desktop) - Designed and developed the IA - Developed intranet functionality - Consulted on technical solutions and Agile approach

GOVERNANCE

The owner of intranet is Latvian Railway's Communications department. Wunder Latvia and the internal IT department are jointly responsible for ongoing technical support.

The Communications Department was originally the creator and gatekeeper for all site content, but eventually — due to volume and staffing needs — limited administrator privileges were given to other departments. Now, for example, the Legal Department can publish new versions of documents and the HR department can publish vacancies or other HR-related content. This expansion of content privileges eliminates having the Communications Department be a middleman and bottleneck.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Product Owner	• Attends reviews, retrospective meetings, and planning sessions • Oversees product backlog for all tasks and stories • Maintains a vision of what the company must achieve and what the end product should be
IT Development Manager (Product Owner's "buddy")	The IT Development Manager has many responsibilities, including providing support to the Product Owner. This person should be an employee with previous Agile and Scrum experience — and preferably someone with an understanding of both sides of the project equation: business logic and technical language/solutions. The person provides the following support functions: • Develop intranet and other IT system projects (time, budget, scope) that align with the company's IT strategy • Manage different departments' IT needs inside Latvijas Dzelzceļš • Enter change requests into reporting system • Assist Product Owner with stories (a way of describing tasks), priorities, and so on
Stakeholder Board	• Oversees IT development managers and Product Owners' reports on project progress • Approves changes in budget, scope, and terms • Approves system launch
Legal Experts/Specialists	• Act as a consultant on topics such as data usage, legal documents, and content representation • Provide guidance on which tasks are necessary to support end user and content administration functionality

Security Experts	Provide leadership on: • Creating a secure system architecture and performing system security tests (both automated and manual) • Improving the system to increase its security
HR Specialists	• Provide guidance on HR data usage, formatting, end user usability, and permissions to use data
Experts and Developers on Other Systems	• Provide guidance on the other systems' functionality and integration • Perform custom development for integration activities • Lead testing and launch activities for functional components linked to other systems' data usage and integration
Testers	• Conduct end-to-end testing using prepared test scenarios
Server Administrators	• Provide necessary infrastructure to run system smoothly

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	ldzintranet.int.ldz.lv
Default Status	The intranet is the default page in all browsers.
Remote Access	All Ldz employees can access the intranet remotely using bank authorization. When they connect to the intranet through the online bank authorization, employees can see salary and vacation information. Although this is private content, the authorization verifies the user's identity. (In the Latvian Railway network, people must type their password to confirm that they are who they claim to be, rather than, say, some colleague using your system because you forgot to lock the computer screen.) All employees connecting through the online bank see a truncated version of intranet, without sensitive company-wide content (such as sensitive documents)
Shared Workstations or Kiosks	Some employees, such as security staff members, have shared accounts. Road distance workers access their reporting functionality on laptops in stations, but they have their own individual accounts.

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
2009	Launch of intranet 1.0 based on MS SharePoint platform
January–May 2014	Start of intranet 2.0: migration from MS SharePoint to Drupal
May 2014	Launch of intranet 2.0
May 2014–present	Integration with MS SharePoint and other internal systems to expand self-service and automation functionality
September 2015–January 2016	Development of railway construction and repair work report functionality
January 2016	Launch of railway construction and repair work report functionality
January 2016–present	Improvement and maintenance of railway construction and repair work report functionality
October 2015–April 2016	Development of e-banking integration to provide extranet access for using intranet outside the internal network
Overall redesign timeframe: 5 months, with continuous ongoing development	

CONTENT AND CONTENT CONTRIBUTORS

CONTENT DEVELOPMENT AND OVERSIGHT	
Content Area	Responsibilities
Contributors	- Approximately 20 employees are responsible for the intranet content - Four main administrators have access to all intranet functions - The remaining administrators have access to certain parts of the intranet. For example, four primary content administrators maintain the news section, while other administrators supervise and create content in their areas of responsibility.
Contribution	- Communications department employees create intranet content as part of their job function. - Other company employees create content only in particular cases, such as a competition or some other activity that employees take part in (by answering a survey, for example). They can also comment on and discuss news articles and so on. - Employees can submit their own advertisements, but they are published only after administrators' approval.
Training	Launch training: Most of the intensive training was conducted just after the launch, to train editors in how to use the intranet, how to post content, and where to find all necessary functionality. How-to articles: For casual users, there are occasionally news articles published when new functionality is launched. These articles contain a description of where to find the functionality and how to use it.
Management	- Communication department employees are responsible for content and its accuracy. - The Legal department maintains content in the documents section.

Maintaining Quality	The intranet content is of high quality because it is almost always created specifically for the intranet, and as such it's the sole responsibility of the Communications department employees. Sometimes, the content is republished from ministry news or media agencies, such as when they write articles about Latvijas Dzelceļš. All visitors can provide feedback about article quality by clicking the "Report mistake" button. This sends a message to the editor, who can make any needed corrections.
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Latvian Railway Intranet Goods for Sale Page. Employees can advertise personal goods for sale on the intranet. This shows an ad by an employee who wants to sell a car. An administrator approves all submitted advertising content prior to publishing.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	• Intel Xeon 2.6 GHz quad core VM, 8Gb RAM, 250Gb HDD for data storage (used primarily for user galleries) • Red Hat Enterprise Linux Server OS • MariaDB DBMS, PHP
Bug Tracking/Quality Assurance	• Freshdesk helpdesk
Design Tools	• InVision, Adobe Illustrator
Site Building Tools	• GitLab, Compass, IDE editors, VirtualBox
Content Management Tools	• WYSIWYG editor
Search	• Solr
Other Functions	• Version control — Git

ROI

After the intranet was launched, success was measured in two ways:

- **Google Analytics data.** Google analytics regularly measures data for the intranet site. Fluctuations in the number of visits are monitored, as are the frequency and regularity of visits.
- **Satisfaction survey.** Every year, employees respond to an internal survey about various information channels, including the intranet. Data from this survey shows that the intranet has developed into a reliable channel of information for employees to learn about internal issues. When comparing data from 2014 and 2015, intranet satisfaction has grown. In 2014, 75% of people said it was useful and comfortable to use; in 2015, that number climbed to 85% as of this writing and is still growing.

Providing Incentives for Use

Prior to the employee portal's development, a survey was conducted to ask employees whether they would use an intranet if it were available from the home network; 71% said they would, so the company green-lit the project.

When the employee portal was initially launched, user activity was quite low. But management decided that the platform was valuable and should be used more often. It thus decided not to give out physical copies of a key company report and make it available only online. This decision was critical and turned the tide: intranet activity and the number of visits have grown steadily since then.

Evolving through Participation

Another interesting measurement is included in the reporting system for the Road Distances department's railway construction and repair work. When workers begin filling in the report fields, a timer starts; it stops when they finish. The timer is invisible to users, but members of the management team analyze the results. If they find any extremely high numbers, they talk to those people and try to solve whatever problem they might be having with the system. Sometimes, this requires providing extra training about how to fill in the form fields; other times it requires a design tweak to refine the form.

The organization has taken the same approach with the intranet as a whole: It wants people to affect further development of the tool. For example, if someone has some new functionality in mind, content editors can conduct a survey about it, and people can weigh in on whether they think the new functionality is needed or not.

[illegible]

Latvian Railway Intranet Road Distance Reports. This is a list of all the Road Distance reports on the intranet. It shows how much time it took each author to fill out the report. Someone visiting this page can sort the list in ascending or descending order to help identify where people might be experiencing challenges with the forms so the problems can be remedied to improve productivity.

LESSONS LEARNED

IT development manager Jurģis Gaigals shares some lessons the team learned during the redesign project:

- **Everything must be simple and easy to use.** “When talking about the product, a good practice is that everything we create has to be simple and easy to use. Maybe some of the functionalities are missing or aren’t thought out in the deepest details, but the solution is well structured and understandable. There is a stereotype that all IT systems are something dreadful, time consuming, and complicated. Thanks to thoughtful deployment of information, this stereotype is broken.”
- **Technology must work well, but it also must be visually pleasing.** “Modern tools have been used in intranet development process so the result is progressive, easy to use, and pleasant to view. IT systems have to be pleasant to look at, so that the everyday user in his routine work can have something visually attractive to look at and to return to.”
- **Have a clearly defined product owner.** “I think that one of the good practices was a clearly defined product owner. It was clear to everyone which team member had all the knowledge about the product. It was wise to involve other users who were able to give valuable feedback on users’ experience, but it was important to know who was the master of the technology.”
- **Use a variety of communication tools to support remote workers.** “If working long distance, we recommend using a variety of online solutions like Google Hangouts, Pivotal Tracker, InVision , and others. A good communication practice was to hear and track all the opinions within the intranet team. Of course, some things will stay ‘off board’ but it is important to give the floor to everyone involved.”
- **Know who the experts are.** “When starting to develop a complicated functionality where an integration of another system is needed, make sure that an expert on a particular system is available for consultation. A consultation or a real-time example will save a lot of time and energy.”

Delta Air Lines (2018)

OVERVIEW

COMPANY

Founded in 1924, Delta Air Lines has grown into one of the world's largest global airlines, helping more than 160 million travelers get to the places they want to go to each year.

Headquarters: Atlanta, Georgia

Locations where the intranet is used: Worldwide

Company locations: Worldwide

Annual revenue: For 2016, Delta reported \$39.64 billion in operating revenue with \$4.37 billion in net income.

THE INTRANET

Users: There are approximately 260,000 total intranet users, including the 80,000 employees noted above, as well as retirees, contractors, and partners.

Mobile approach: Responsive web design

Technology platform: SharePoint Online

DELTA TEAM — INTRANET

Leadership: Susan Hayes

Design (Creative Services): Dustin Sieber

Training, Communications, Business

Readiness, Reporting: Cheryl Rakestraw, Faith Fagan, Kimberly Bridges, Almeda Andrew

DELTA TEAM — INFORMATION TECHNOLOGY

Leadership: Prasuna Kolachina, Indu Nair

Development: Amish Shah, Ryan Taylor, Alicia Vickery, Abhishek Tyagi

Project Manager: Gail Miller

SLALOM CONSULTING TEAM

Leadership: Dan Keeling, Steven Carrington

Training, Communications, and Project

Management: Jelena Fordella, Amy Roberts, Joe Oriano

Support: Heath Ehret, Dave Kuehling

Development: Scott Abelman, Paul Brennaman, Jamie Moore, Kevin Taitz

INTRANET TEAM



Team members shown here (left to right): Dustin Sieber, Cheryl Rakestraw, Almeda Andrew, Susan Hayes, Faith Fagan, and Kimberly Bridges.

HIGHLIGHTS ABOUT THIS WINNER

Delta's new intranet started with a site crash. Although the team had struggled to secure funding for a new intranet, progress was jumpstarted when the existing intranet crashed, leaving the company without the site for 48 hours. This, combined with a funding structure change and support from the CEO and COO, was the spur for the redesign.

The Delta intranet, called *Deltanet*, supports 80,000 Delta employees, but supports 260,000 people in total, including employees, retirees, contractors, and partners. The responsive, SharePoint-based site was created by a 16-member team from Corporate Communications and IT. The team faced numerous challenges, but still managed to create a site that supports employee activities and core tasks with a consistent, intuitive experience from any device, anywhere, at any time. The site retained its old name, but with a lowercase *n* — changing from *DeltaNet*, which emphasized the technology (Net) — to *Deltanet*, which emphasizes community.

- **Governance.** The previous site was quite old and much of its content was outdated. A huge challenge for the team — and one it continues to face — is finding the right amount of governance. Because the team can't ensure that everything on the site is compliant, it currently focuses on issues that make the biggest impact, asking: *What things are so critical that if they are out of compliance, it will create a significant user-experience problem?*
- **Content training.** More than 500 authors create content for the site; as is true at many organizations, many have no writing background and creating content is not part of their primary role. To help them prepare, content creators are required to take a cyber-security class and a class on writing for digital consumption, which covers content management, search-engine optimization, and writing for mobile. In the move to the new site, content was cut in half, quality improved, and, because the content is better indexed, the site search is also more successful.
- **Look and feel.** Influenced by the external marketing campaign and current internet trends, the team chose a flat design, which limits the use of borders, shadows, and 3D elements. Larger text and additional spacing make the site clean and easy to read. Use of photography and strict enforcement of image standards are important aspects of design, though maintaining the image standards is a big challenge for the team.

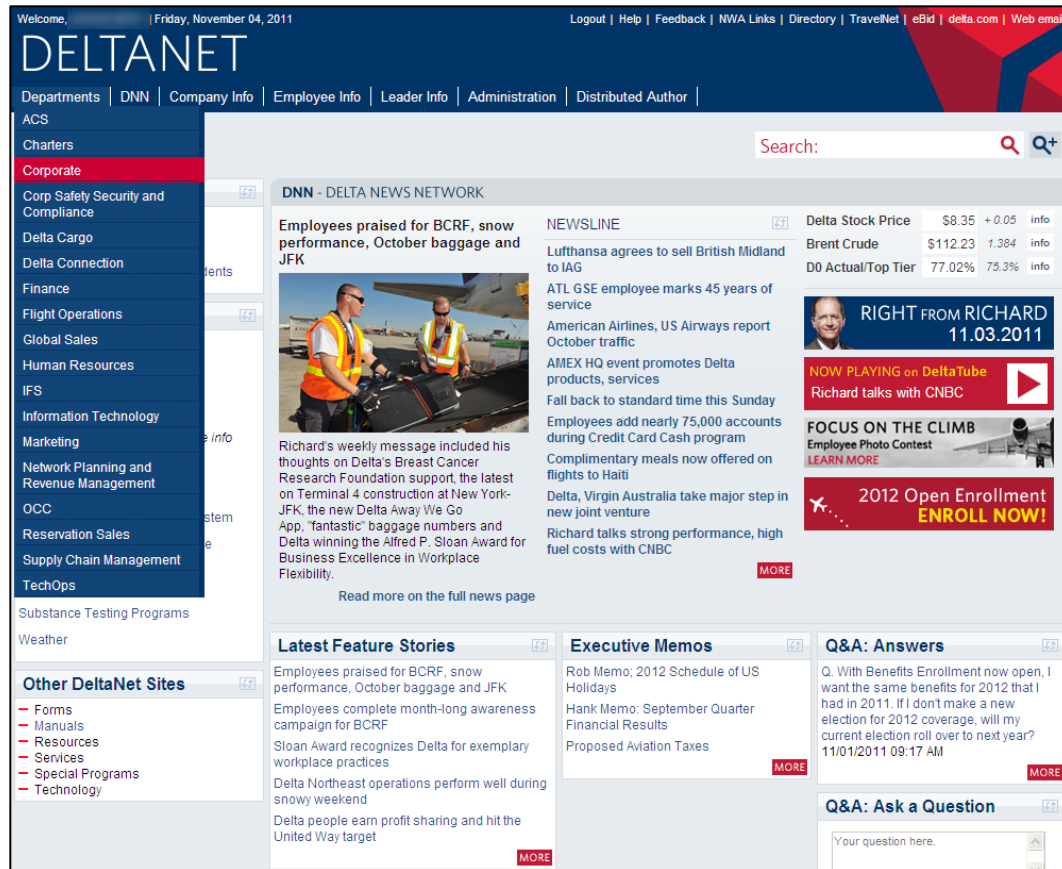
BACKGROUND

Delta Air Lines' intranet, Deltanet, is designed to provide employees, partners, and contractors a consistent, intuitive experience with secure, easy, anytime/anywhere/any device access to company performance, leader messaging, news, events, applications, and information necessary to perform their jobs. Deltanet also serves to keep Delta retirees updated on pertinent campus events and information.

All of this is important work, yet prior to the redesign, this critical tool was badly outdated and employees across the organization knew it needed a complete overhaul — soup to nuts — from the underlying technology to the content and design. At the time, the intranet was running on 10-year-old technology and hosted content that was not only outdated, but also looked as if it were written 20 years ago.

Knowing that an intranet needs an overhaul and having the budget to fix it are sometimes competing priorities, particularly in companies of this size where funding can often be a complex, lengthy process. This is particularly true if the project is not directly related to revenue. So, while Deltanet's information is time sensitive and includes policy information needed to interact with customers, assigning a true value proved to be subjective at best. As a result, funding for a new platform was not approved, even after many attempts.

After the intranet became unavailable for 48 hours, however, it became very clear that a new solution was needed; failure of the old platform thus served as the catalyst to deliver a replacement.



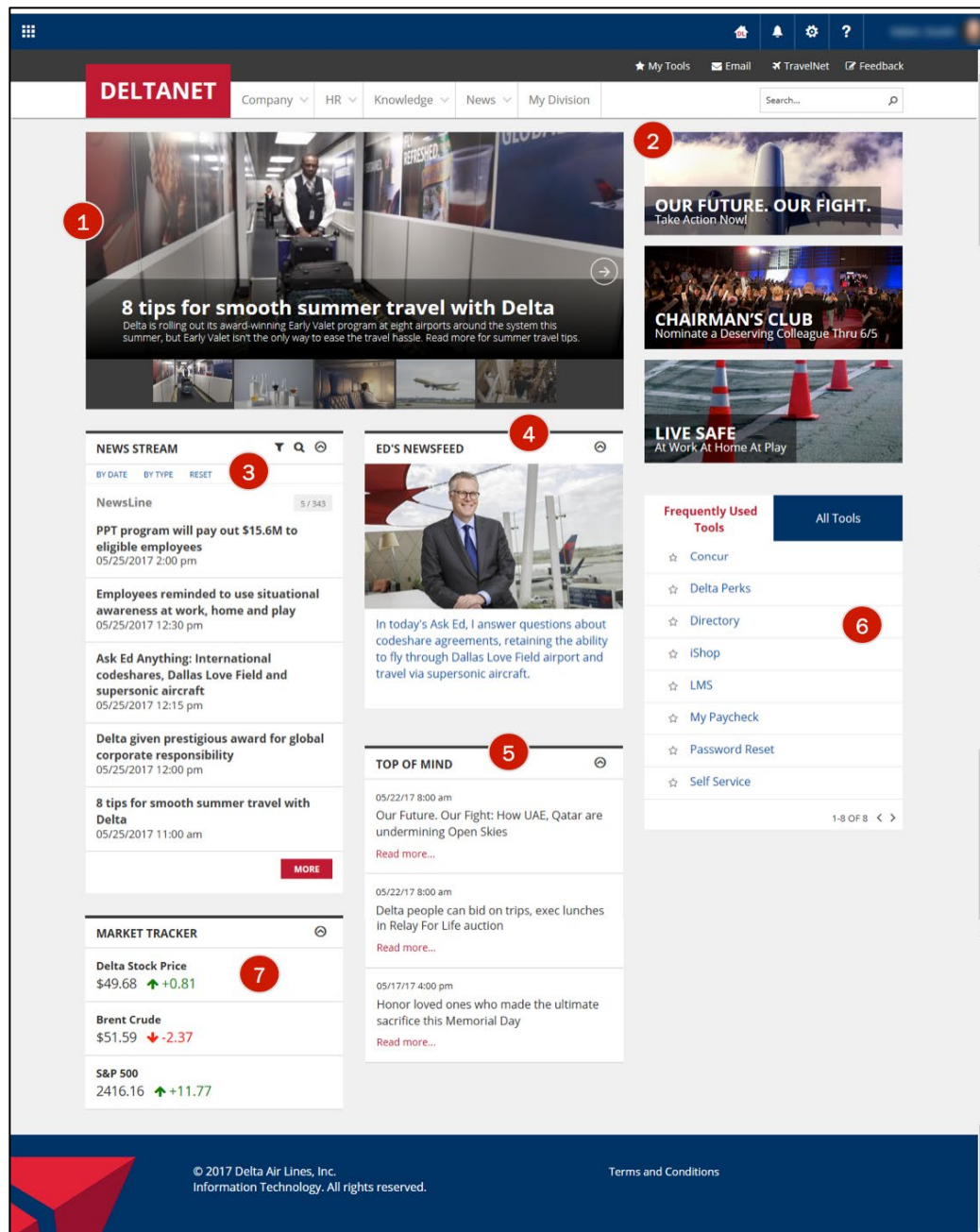
Pictured: Delta Air Lines Intranet Old Homepage 2011. This version of the DeltaNet homepage, from November 2011, had a Corporate news box duplicated on all division pages, making the distinction between divisional pages difficult to discern and the UX sub-par. Lengthy menus and an unresponsive site also created a challenging mobile experience.



Pictured: Delta Air Lines Intranet Old Homepage 2004. Although it was considered cutting edge at the time, obtuse navigation on the left side, combined with a small column housing the most-frequently changing content was a design far from ideal.

DESIGN REVIEW

Homepage

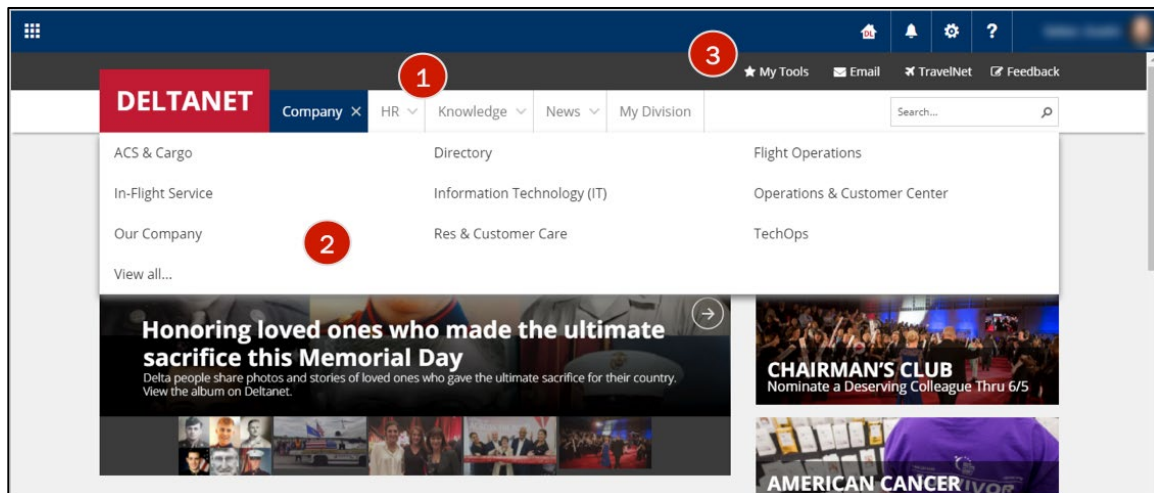


Pictured: Delta Air Lines Intranet Homepage. Deltanet's homepage focuses on up-to-date news and campaigns, and offers quick access to frequently used tools.

Homepage Highlights

1. **News carousel.** The homepage features a news carousel that highlights up-to-the-minute news of interest to all employees. The carousel is indicated by an arrow in a circle on the item's right side, as well as by a filmstrip view of additional stories that appears at the bottom of the carousel. This lets users know there is additional content and provides a quick visual way to navigate to other items. Each item features a photo and an overlay with a headline and short summary of the content.
2. **Campaigns.** The page's upper-right corner is devoted to internal campaigns and highlights temporary feature content that includes a representative image, a headline, and a subhead. Visually, it is very similar to the treatment of the news items. These areas promote actionable initiatives to employees, encouraging them to participate.
3. **Additional News.** The *News Stream* offers additional news, with each item including a headline and the date and time it was posted. Users can sort items by date or type, and the total number of items is listed in the top right corner. Users can also search content specific to the *News Stream* via the magnifying glass icon in the top right corner.
4. **Ed's Newsfeed.** Ed Bastian is Delta's CEO, and *Ed's Newsfeed* features his latest content. Sometimes, this content is the latest installment of *Ask Ed*, an intranet feature in which Bastian answers employee questions via video.
5. **Ongoing news and events.** The *Top of Mind* section highlights important ongoing news or events that have rolled out of the news carousel and *News Stream*.
6. **Tools.** Frequently used tools are listed on the side of the page in alphabetical order. The user can also tab to the *All Tools* view in the upper right corner. The tab clearly indicates which section is currently selected by using the same background color (white) to visually connect the selected tab and the content that appears below it.
7. **Market information.** A *Market Tracker* rounds out the page and includes the Delta Stock Price, the cost of Brent Crude, and the status of the S&P 500.

Navigation

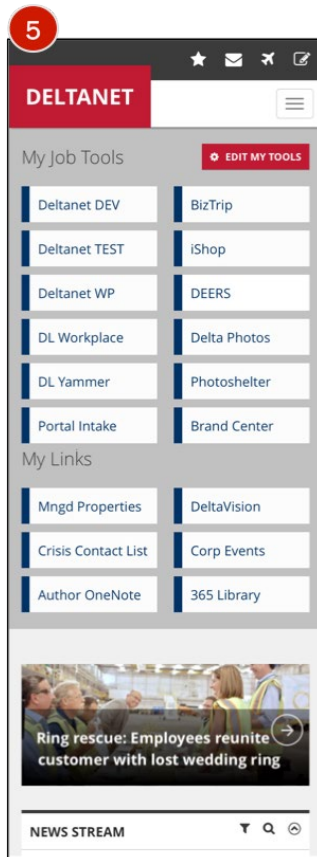
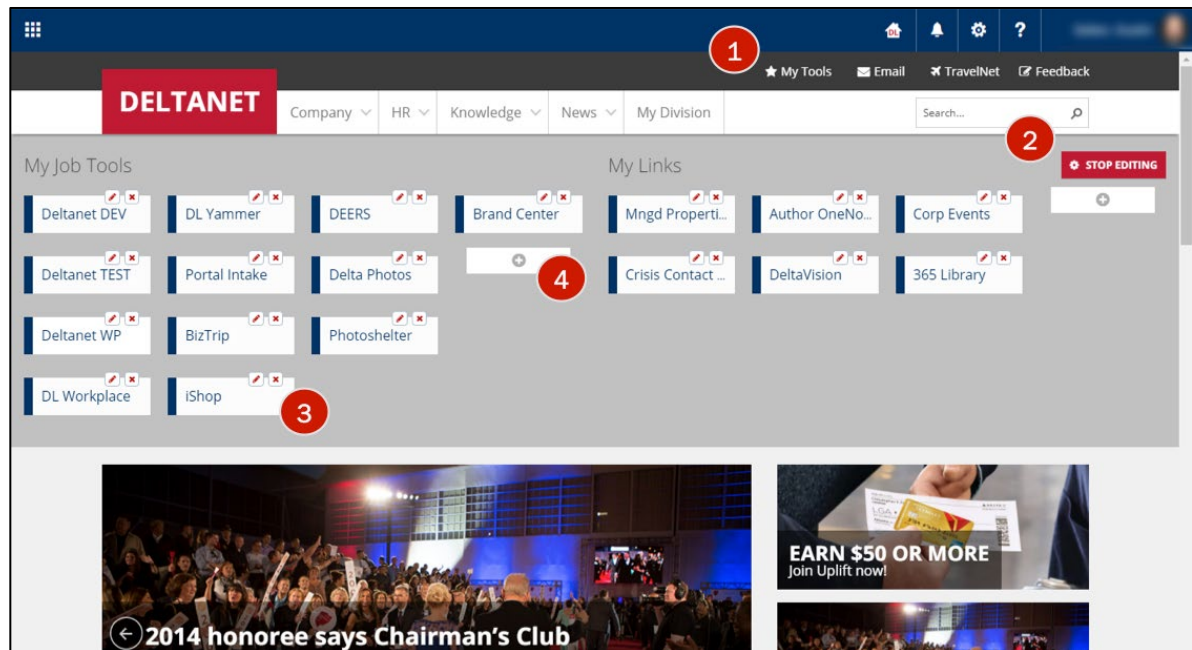


Pictured: Delta Air Lines Intranet Navigation. The site uses a megamenu navigation to let users see an overview of each section's content.

Navigation Highlights

1. **Employee-focused categories.** Navigational categories include *Company*, *HR*, *Knowledge*, *News*, and *My Division*. *My Division* is automatically set to the user's division based on the user profile. This is the universal navigation that appears on every site page.
2. **Megamenu.** The desktop navigation uses a megamenu to show users the subcategories within the main navigational category. The menu highlights the most important content within a section, with a *View All* option to see additional content.
3. **Additional links.** The top of the page also provides persistent links to a customizable list of links: *My Tools*, *Email*, *TravelNet*, and *Feedback*. Placing the *Feedback* link with these other essential areas shows the importance the team places on hearing from users.

My Tools



Pictured: Delta Air Lines Intranet My Tools. *My Tools* provides a personalized view of tools for users. They can customize the view to create shortcuts to information and tools that are important to them.

My Tools Highlights

1. **Tailored to employees.** The *My Tools* area is tailored to each user, offering quick access to essential tools. With 80,000 employees, different features and functions are important to different employees. Having tailored links helps streamline the UX.
2. **Customizable.** Users can remove, add, or reorganize the *My Tools* links. A button in the upper right corner lets users switch in and out of edit mode, as needed. The prominent *Edit My Tools* button clearly tells users what they can customize in a given site area.
3. **Edit mode.** When users are in edit mode, they can edit an existing item by clicking on the pencil icon or remove an item with the X icon.
4. **Adding items.** To add an item to the list, users can click on the box with the plus sign. Users can save links internal or external to Deltanet. The *Frequently Used Tools* web part lets users “star” the links they need, which automatically adds them to the *My Tools* area.
5. **Mobile.** *My Tools* is also available on mobile devices, as the site is fully responsive. Users can see their personal list of tools and links on mobile, with the same editing functionalities. The boxes that outline each item in the list act as easy tap-targets for users on touchscreen devices. Every page was designed from a mobile-first mentality to ensure it worked well on mobile and wasn't just a smaller version of desktop.

Knowledge Management

DELATANET Company ▾ HR ▾ Knowledge ▾ News ▾ My Division ▾ Search...

✱ KM Plan Ticket Regulatory Travel Partner Airlines Loyalty Directories How To Roles Promotions

Deltanet > Knowledge > KM > Travel > Baggage > Musical Instruments

Knowledge Management

SEARCH KM GO

MUSICAL INSTRUMENTS

- Checked Baggage Instruments
- Cabin Baggage Instruments
- Carry-On Baggage Instruments

Musical Instruments

Published Date: 01/04/2017
This document contains information related to Checked, cabin, and Carry-On baggage guidelines for Musical Instruments (Cello, Guitar, etc.).

Checked Baggage Instruments

Modified on: 01/04/2017
Current Topic Status: Published. This topic is published with latest content and will be available for all viewers.

Specialty Item Fees - USD / CAD* / EUR*

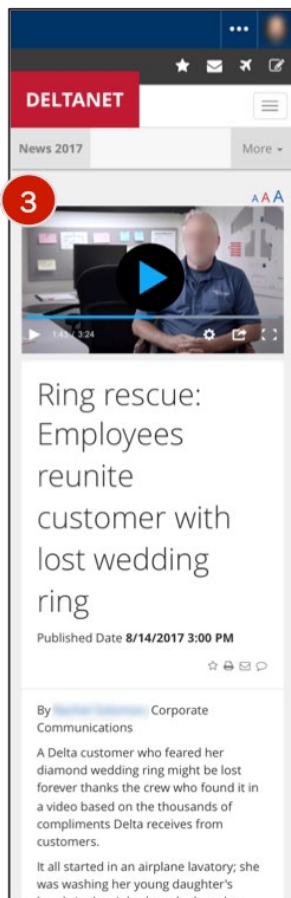
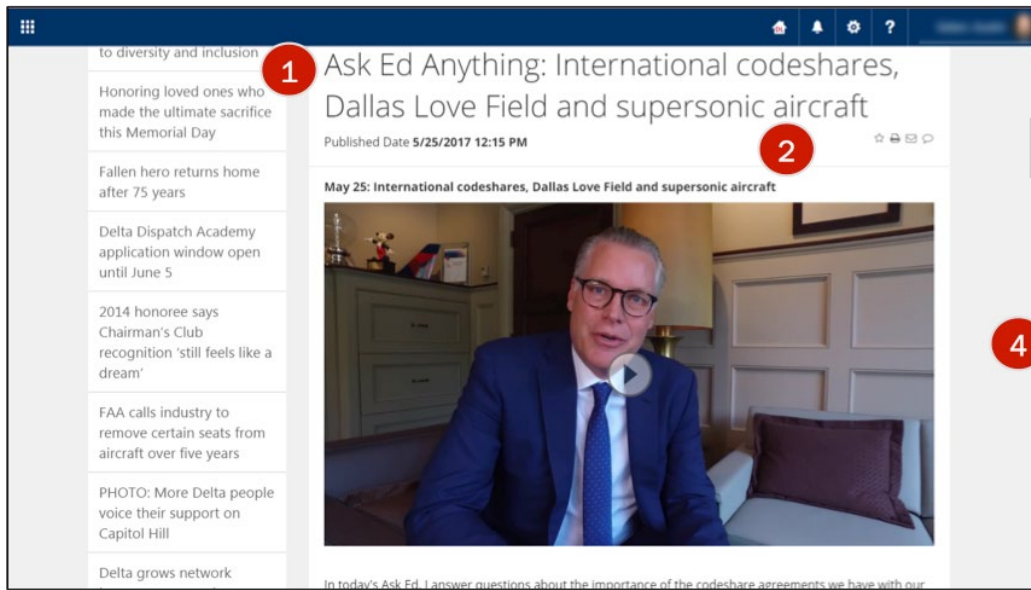
Regions	Fees
All Travel	Normal bag fees apply, subject to size and weight restrictions and fees; see

Pictured: Delta Air Lines Intranet Knowledge Management. The *Knowledge Management* section provides content for employees who assist passengers. As such, it includes many features — including sticky related topics and a section-specific search — that help employees assist customers as quickly as possible.

Knowledge Management Highlights

1. **Easy to locate.** The *Knowledge Management* site area helps employees in assisting passengers. Because this is a key company function, the section appears in the global navigation.
2. **Search.** *Knowledge Management* has its own search within the site because information must be found quickly. In customer service, all interactions are time-sensitive. This section-specific search appears in the body of the page and includes the filler text “Search KM” to help differentiate it from the site search that appears at the top of the page.
3. **Breadcrumbs.** Breadcrumbs at the top of the page allow quick access to higher-level information and also signpost the user’s current location.
4. **Topic menu.** A collapsible topic menu appears on the side of this page. This blue box includes links to related topics and sticks in place as the user scrolls, letting them jump from topic to topic as needed to save time — a key factor when users are assisting customers.
5. **Clear writing and formatting.** Information is easy to read and is displayed in tables where appropriate with clear headings and simple, succinct text. The use of bold helps key words and phrases stand out.

Video



Pictured: Delta Air Lines Intranet Video. The site includes video throughout, including *Ask Ed*, which features the CEO answering employee questions. The site also offers video to supplement news stories.

Video Highlights

1. **Ask Ed.** In this site feature, the CEO of Delta Air Lines answers questions submitted by employees. Such a feature works well when the featured leader has an outgoing and entertaining personality such as his. In each video, he answers several questions from around the company, some submitted as videos and some as text, on topics ranging from international codeshares to his favorite book. Using video communication adds a personal element to the responses and also gives employees a way to connect with a leader.
2. **Ask Ed title.** The title of each *Ask Ed* video explains what he will be discussing; the date and time the content was posted is also included.
3. **Supplemental video.** Some site stories are supplemented with a video clip, as in this mobile example. The video appears at the top of the story so users can read, view, or read and view each story.
4. **Video players.** Video plays within the page on desktop; on mobile, it plays full screen after users hit the play button.

Search

DELATANET Company ▾ HR ▾ Knowledge ▾ News ▾ My Division ▾

Baggage

Deltanet > Search Results

Search Results

Baggage

1

ALL SITES ACS DNN FOP HR IFS ITS KM OCC RES TOP

KM

June 26, 2017 - Deltanet > Knowledge > KM A A A ... **Baggage** Fee Charts ... **Baggage** Fee Chart Locator ... **Baggage** Index ... © Delta Air Lines, Inc. Information Technology ...
[deltaairlines.sharepoint.com/knowledge/KM](#)
 Phone Booth [Baggage Fee Charts](#) [Unaccompanied Minor...](#) [Delta Mainline Aircraft...](#)

Baggage

May 05, 2016 - Deltanet > Knowledge > KM > Travel > **Baggage** A A A ... © Delta Air Lines, Inc. Information Technology ...
[deltaairlines.sharepoint.com/knowledge/.../Travel/baggage](#) **4**

Baggage Fee Charts

July 31, 2017 - Deltanet > Knowledge > KM > Travel > **Baggage** > **Baggage** Fee Charts A A A ... This document provides all Delta **baggage** fees, including for domestic and international ...
 A A ... **Baggage** Coding Appeals Form ... **Baggage** Event Form ... RL Codes for Damage and Pilferage files ...
[deltaairlines.sharepoint.com/company/.../Pages/Coding.aspx](#)

Military Leisure Travel (MIL)

July 19, 2017 - Deltanet > Knowledge > KM > Ticketing > Fares > Military Leisure Travel (MIL) A A A ... discusses military leisure fare (MIL) eligibility, ticketing, and **baggage** allowances ...
[deltaairlines.sharepoint.com/.../Pages/Military-Leisure-Travel.aspx](#)

Baggage Allowance and Excess Baggage

March 28, 2014 - NOTE: When checking in carry-on **baggage** verify that it complies with the specifications of ... to this policy or that have a special **baggage** agreement, must be registered in the list in ...
[deltaairlines.sharepoint.com/.../Baggage Allowance and Excess Bagga...](#)

Infants

August 14, 2017 - This document outlines polices and procedures for infants ... Topics include fares, ticketing, **baggage** allowances and seating ... This topic is published with latest content and ...
[deltaairlines.sharepoint.com/knowledge/KM/.../Pages/Infants.aspx](#)

Media/Production Items

February 28, 2017 - Deltanet > Knowledge > KM > Travel > **Baggage** > Media/Production Items A A A ... This document contains fee and acceptance information related to the carriage of Media and Production ...
[deltaairlines.sharepoint.com/.../Pages/Media-Production-Items.aspx](#)

MODIFIED DATE

One Year Ago Today **2**

CONTENT TYPE

☐ Deltanet Document
☐ Deltanet Manual C...
☐ Deltanet News
☐ Deltanet Page
☐ Document
[Other Value](#)
[Apply | Clear](#)

CAREER & BENEFITS

☐ Travel
☐ Pay
☐ Health
[Other Value](#)

Baggage Allowance... 5,310 views **3**

Baggage Allowance and Excess Baggage

ALERTA 09-14

DATE: 09-14-14

TO: ALL DELTA AIR LINES EMPLOYEES

FROM: [Name]

SUBJECT: [Subject]

1. PURPOSE

2. SCOPE

3. POLICY

4. PROCEDURE

5. REFERENCES

6. ATTACHMENTS

PAGE 1 OF 6

OPEN SEND

☐ Compliance

Pictured:Delta Air Lines Intranet. Site search allows users to segment results by division, date, content type, and category of content. Improving content has gone a long way to improving search results as well.

Search Highlights

1. **Scoped search.** The search tool is global by default, searching all areas of Deltanet. If a user wants to narrow results to a specific division, division abbreviations appear above the search results.
2. **Refiners.** The tool is SharePoint Search Services with as little customization as possible. Users can refine results on the right side of the page, selecting date, content type, or topic.
3. **Page preview.** Hovering over a search result brings up a page preview, which gives users further information to help them choose the best result.
4. **Results.** Search results highlight the use of the query on the page. While search used to be one of the site areas that received the most complaints, the focus on improving content and metadata and teaching content authors about search engine optimization has greatly improved the relevancy of results.

DESIGN PROCESS AND USABILITY WORK

The Delta team did not do a tremendous amount of research for the redesign. The project was intended to replace an existing intranet that, although aging, seemed to meet most of the stakeholder and user requirements. Also, given the company's existing contracts and technology use across the organization, it was pre-ordained that Microsoft would be the platform of choice. Therefore, the biggest focus for change was the content, and that part of the project took shape in two distinct ways:

- Educating the author community on search engine optimization
- Training authors on best practices for writing for online and mobile consumption

Reaching Out to Users

The team conducted a card sort, but it was primarily aimed at giving the stakeholders data and supporting the team's recommendations. This exercise yielded no real surprises; it mostly served to validate the team's original hypotheses.

The team also conducted approximately 20 forums with various work groups across the country to better understand their pain points and frustrations with the existing platform. Because the Delta workforce varies from desk workers who spend their full workday on the phone to completely mobile employees such as pilots and flight attendants, it was imperative that the team hear from all employees. For some groups, an intense focus on mobile would be key, while for others, mobile was not even a consideration, and findability topped their priority list. The team knew it was important to do both well if the intranet was to succeed.

One of the most surprising aspects of these focus groups was that employees did not differentiate Deltanet, the portal, from the many applications they can launch from it. As a result, most user complaints that the team received were about problems with applications launched from Deltanet.

Approach

The team met with three other large companies to discuss strategies and the challenges those organizations had encountered with their intranets. This helped team members expand their thinking beyond what they knew about their own business and user-base. Although helpful to share ideas, no *Aha!* moments arose from these sessions. It was apparent that they all shared the same frustrations: content, content, and more content. These shared content challenges focused on how to keep content updated, ensure that it is relevant and findable, and present it well. This laundry list seems to be a never-ending effort across organizations, even with technology there to help manage it.

Although the team eschewed a survey approach, the one thing it did poll employees about was whether or not to rename the site. In response, it heard a resounding *No!* So, all team members did was change the *N* in DeltaNet from uppercase to lower to emphasize that the focus was no longer on the technology — that is, the *Net* — but rather on the network of Delta people.

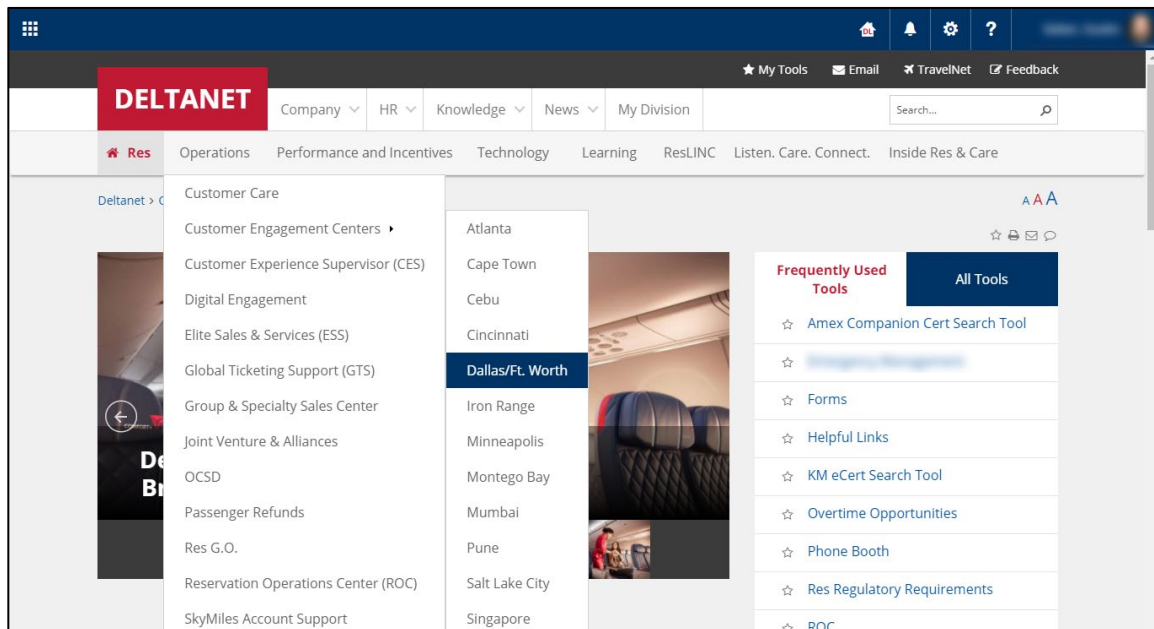
Determining the IA

The project started with an IA emphasis out of the gate, and the team started from scratch to get the IA done. This gave team members more freedom in creating the IA; it also proved to be a very effective way to eliminate outdated and redundant content. Instead of being forced to think about how to build a structure to fit the existing content, it let team members create the structure first.

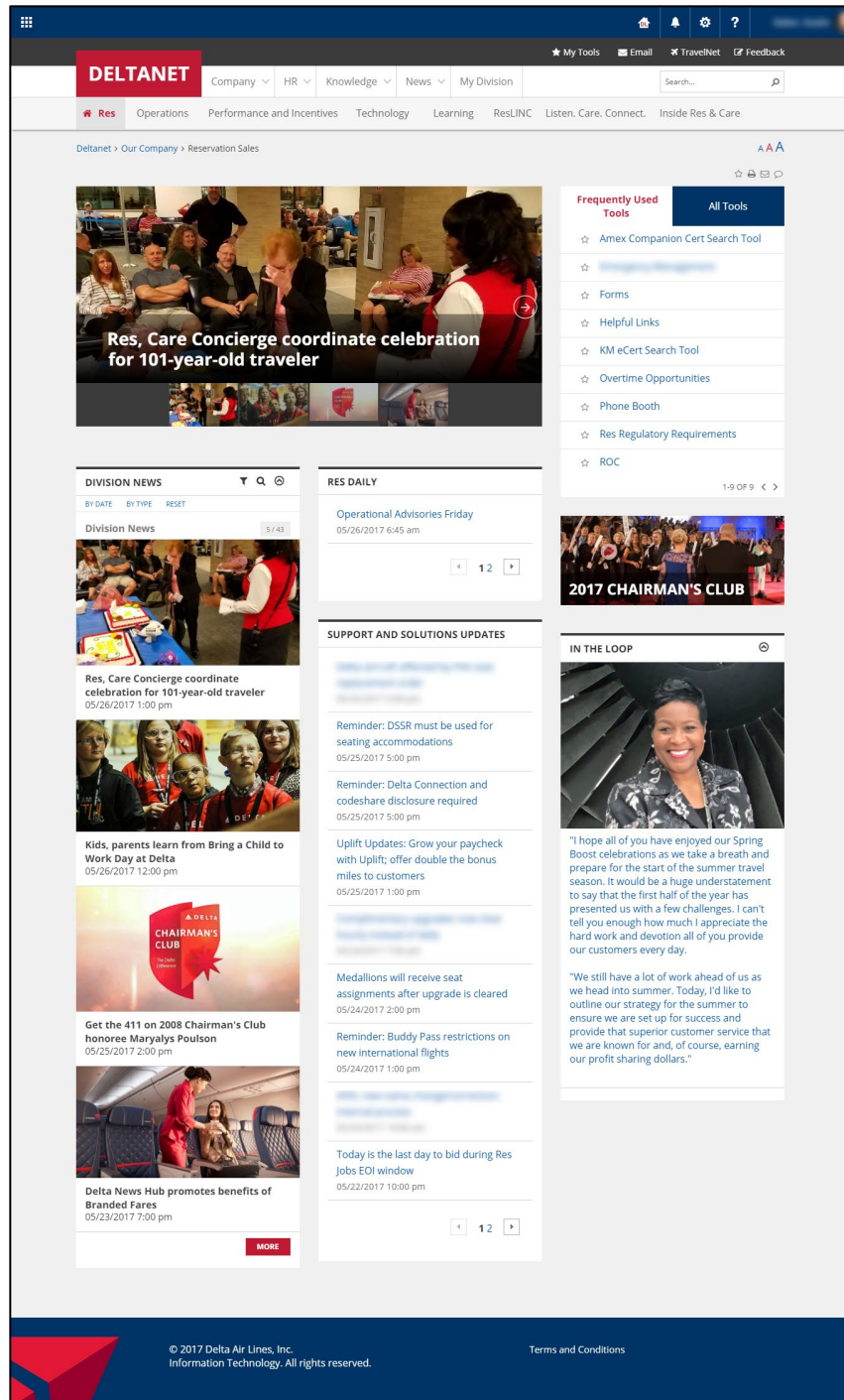
They quickly learned, however, that the challenge with this approach is that the best intranet structure does not always align with the actual company structure. This is difficult to reconcile; with most content, the author permissions must primarily live within an organization's divisional sections. Regardless, the approach the team chose for the IA was to not limit the menu to the company structure, focusing instead on what makes the most sense to users.

Here's how that breakdown works in action:

- **Universal Menu:** shows on every page on Deltanet
 - **Division Controlled Menu:** shows underneath the universal menu on every divisional site, unique for each major division
 - **Departmental/Page Menu:** optional menu that displays in the left navigation column



Pictured: Delta Air Lines Divisional Navigation. Each division has its own divisional submenu that appears below the global navigation, with multi-tiered menu options.



Pictured: Delta Air Lines Divisional Homepage. The divisional homepages are role-based and maintain a consistent look and feel, with common web parts appearing in the same general area across all divisions. Each division has an optional featured news slider that contains news specific to their division.

Adoption and Buy-In

Having an intranet crash is apparently a great way to get buy-in to develop a new one, because that's exactly how Delta team members finally got theirs. After the crash, the company's CEO and CCO mandated that the team move forward to build a new intranet.

Having a CEO mandate should have been enough to propel the project forward, but that wasn't initially the case. Others, who were avid process followers, were hesitant to help unless the project went through the appropriate review, use case development, and funding steps. This caused significant delays and an inordinate amount of frustration to many involved.

Ultimately, after a number of escalations and a great deal of effort, all parties got on the same page and the project was able to move forward.

WORKING WITH OUTSIDE AGENCIES	
Agency	Project Role
Slalom Consulting Agency	Slalom was instrumental in delivering this platform. Its team members led the discovery phase and served as the main project managers and platform developers. They were solely responsible for the IA design; conducted surveys and card sorts with users; and worked closely with both IT and Corporate Communications to define, develop, manage, communicate, train, and ultimately deliver the solution.

GOVERNANCE

Corporate Communications is responsible for Delta's intranet from the enterprise business side, and a dedicated IT team supports the underlying technology. This model works well for Delta. Corporate Communications stays in very close contact with the various internal communications organizations. As a result, rolling the intranet up through Corporate Communications seems to work because it can gather requirements and is in a good position to establish priorities.

INTRANET TEAM RESPONSIBILITIES	
Corporate Communications Role	Responsibilities
Corporate Communications Deltanet Team	- Worldwide Deltanet ownership - Responsible for the Deltanet homepage UX - Provides platform requirements, enforces governance, trains divisional page owners and content owners, and directs usability, presentation, and design
IT Deltanet Support Team (see details in table below)	- Worldwide Deltanet development, testing, and implementation - Defines and implements supporting technology that Deltanet needs to operate globally
Divisional Page Owner	- Oversees quality of divisional homepage - Directs content review and relevancy for the updates and consistency of the section - Delegates some or all updates and changes to other members of the team/department
Content Owners	Updates and ensures consistency of their page, department, or section
IT Team Role	Responsibilities
Manager	- Resource management - Vendor management - Leadership reporting
Business Analyst	- Requirements management - Prioritizes enhancements and changes - Quality assurance

Developers	• Design • Coding • Development • Configuration
Testers	• Testing • Quality assurance • Load testing

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	http://deltanet.delta.com
Default Status	• The intranet is set as each user's homepage. • Users cannot update their homepage settings; only IT can change these settings.
Remote Access	• Users can access the site remotely, even when not on the corporate LAN, but some information is not available. The company has many mobile workers, and extranet access is very common. • Flight attendants, pilots, and some reservation call center employees use remote access routinely for business-related purposes. • Up to 50% of intranet traffic is mobile.

Shared Workstations and Kiosks	• Users can access the site via shared workstations or kiosks located at airport gates, ticketing counters, and back offices. • Shared workstations (where multiple users log in to Windows with their own unique credentials throughout the day) are common in airports, reservation centers, training areas, and so on. • “APPSTATIONS” (aka “Idle Mode” or “Walkup” machines) with a generic machine ID login are common in crew lounges and reservation sales locations. When using these machines to access Deltanet, users are prompted to enter their own unique credentials to access individual applications (there is no automated login to apps).
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TIMELINE

PROJECT MILESTONES	
Item	Status
2004	Consolidated many departmental webpages, standardized the formatting, and launched the first DeltaNet using Tibco and Documentum
2009	Basic improvements and updates made to the platform
2011	First and only true enhancements launched, including formatting options and spellcheck
2012	Multiple platform outages, with restoration within 4–6 hours –
2013	Complete “hard-down” DeltaNet outage with restoration exceeding two days
Q3-2013	- Discovery phase: project kick-off, stakeholder interviews, and initial project plan developed for an implementation date of Q3-2014 - SharePoint Online chosen as Delta’s first use of cloud for internal data
Q4-2013	Review of dependencies illustrated that a Q3-2014 implementation would not be possible based on timing of the dependencies
Q1-2014	Testing for one of the dependencies did not go well, so alternative solutions were sought
Q2-2014	- No resolution yet identified for issues - Management notified of issues

Q3-2014	Team member identified that the lag in the delivery of another dependency would cause significant delays if not addressed
Q1-2015	Defined taxonomy strategy, information management policy, and permission groups. Communication plan completed and training strategy developed
Q2-2015	- User acceptance testing - Training material developed and work began on logistics for classrooms and trainers
Q3-2015	- Content consolation sessions for each division - Provided overview of new Deltanet and direction for content reviews
Q2-2015	Author training began, then stalled due to project delays, and resumed in Q1-2016
Q1-2016	- Migration of content - Search strategy defined and audits conducted during migration to ensure accurate result sets; controlled release with approximately 60 users enterprise-wide
March 2016	Readiness review and sign-off from business units
April 2016	Launched the new Deltanet to the entire company

CONTENT AND CONTENT CONTRIBUTORS

Content Governance

"We struggle with governance like Goldilocks and the three bears," says Susan Hayes, General Manager, Delta Corporate Communications: Intranet and Analytics. "We had difficulty (and still do) defining the amount that is 'just right.' And, to make things even more difficult, the need to govern and what you should govern continually changes."

With this in mind, team members started by asking themselves: *What things are so critical that, if they are out of compliance, they will create a significant issue with the user experience?*

They soon discovered that the governance was too restrictive, and they could never govern everything that was included in it. For example, they tried to categorize information to deliver different levels of it based on author credentials; this turned out to be a waste of time. As a result, the team is currently in the process of simplifying governance and trying to focus on only the really big items that have the most impact on the UX.

Delta also gives full attention to a few other content topics. Hayes explains:

- **Wrangling.** "The never-ending responsibility inherent with any good intranet. The fine line between flexibility and usability. My team's constant reminder that their job will never be done. It's amazing how someone who takes down their entire site because they didn't bother to listen to the training suddenly understands why there is training. Or, when critical information constructed against the governance suddenly becomes unusable because of a system upgrade, it becomes readily apparent why there is governance. Wrangling does not end. Ever."
- **Quality.** "Content is king. The platform is a delivery method only. Just because content is king doesn't mean that everyone knows that it is critical to a successful intranet. We learned early on that it is very easy to put content on the intranet, but keeping it updated is an entirely different story. Through our required training, feedback capabilities for users to report wrong or out-of-date content and content management, we do a much better job today in keeping content relevant."
- **Contributors.** "We have over 500 contributors to Deltanet at various levels. Those contributions can either be page ownership, where they are providing content to an entire page, or it can be simply uploading a single report that changes every day."
- **Contribution.** "Because Deltanet is the official communication platform for Delta, contributions and getting people to post information there is not difficult. The difficulty lies in getting people to keep their content updated."
- **Management.** "In moving to the new platform, our content records information management policy is defined by the type of content. Based upon the content lifespan, the system will send a message to authors making them aware that the content has to be updated or it will be automatically removed. This has been the most effective method we have found in getting authors to keep content updated."

"Additionally, we provide content 'ownership' reports that provide page owners and authors an overview of their content, its age, and its need for review. And lastly, our system sends an email to authors to make them aware their content is about to expire."

- **Training.** "Training is a very critical portion of our platform and authors are required to take a Delta cyber security class to understand the various information classifications. This class is generated outside of our organization. Within our organization, our training includes not only steps that authors take to add content to the platform, but also includes an entire class about writing for digital consumption and the concepts of content management and SEO. Authors must take all three courses in order to be approved to post content to Deltanet."

Content Guideline Sample

CONTENT GUIDELINES
Following is an excerpt from the company's content guidelines, which aim to help authors provide the best quality content for Deltanet: <i>Deltanet images should be high quality, relevant, and non-copyrighted. Clip art should never be used. When working with images, follow Delta's overall image standards, available in Marketing's Brand Center.</i> <i>Always choose an "Image Rendition" when putting an image on a page. Manually sizing an image by dragging the corners can impact performance and load times.</i> <i>We recommend only using the following image renditions on Deltanet:</i> • <i>Hero/Banner</i> • <i>Small</i> • <i>Medium</i> • <i>Large</i> <i>Violations of the guidelines may result in immediate removal of images by the Deltanet team to keep Deltanet in compliance with Delta's brand standards.</i>

Culling Content

The intranet team didn't want to develop a tool to automatically port content from the old platform to the new one because it knew authors very much needed to review and improve the content. This approach yielded great results and helped significantly reduce content on the new site. The amount of content brought over from the old intranet is less than half of what was on the old platform. And, in the

end, not only does the new intranet have less content, it is better written and more concise and scannable on the new platform.

The Deltanet team had always struggled to get authors to revisit content and keep it relevant. The migration from the old platform to the new one gave the team an opportunity to educate authors about the importance of writing content that is scannable, and about how tagging and word choice helps users find what they're looking for.

Search engine optimization was a new term to many long-time content providers. The team often received complaints about how poor the old intranet's search engine was, but in reality the search results were bad because the content was not written to optimize how it would be found.

On the new platform, every author must go through two types of training: the first training focuses on the new digital world and how it affects users' attention spans, while the second helps authors understand how writing and word choice can impact the way a search engine presents information. As part of this training initiative the team developed a training called "Writing for Digital," which was an eye-opener for many authors and led to a huge boost in content quality on the new intranet.

Following is an example of how this training helped improve content quality from the old platform to the new one.

BEFORE:

Classes Now Available - Starting Tomorrow

All employees who are interested in either the entry-level or advanced Excel training class will need to sign up for either class through the online training system which is accessible by [clicking here](#). It is necessary for all pre-work to be downloaded which includes a class overview combined with a questionnaire and forms that will all need to be completed prior to attending the first day of the class. [Click here](#) for the forms. [Click here](#) for the pre-work.

AFTER:

Introduction to Excel

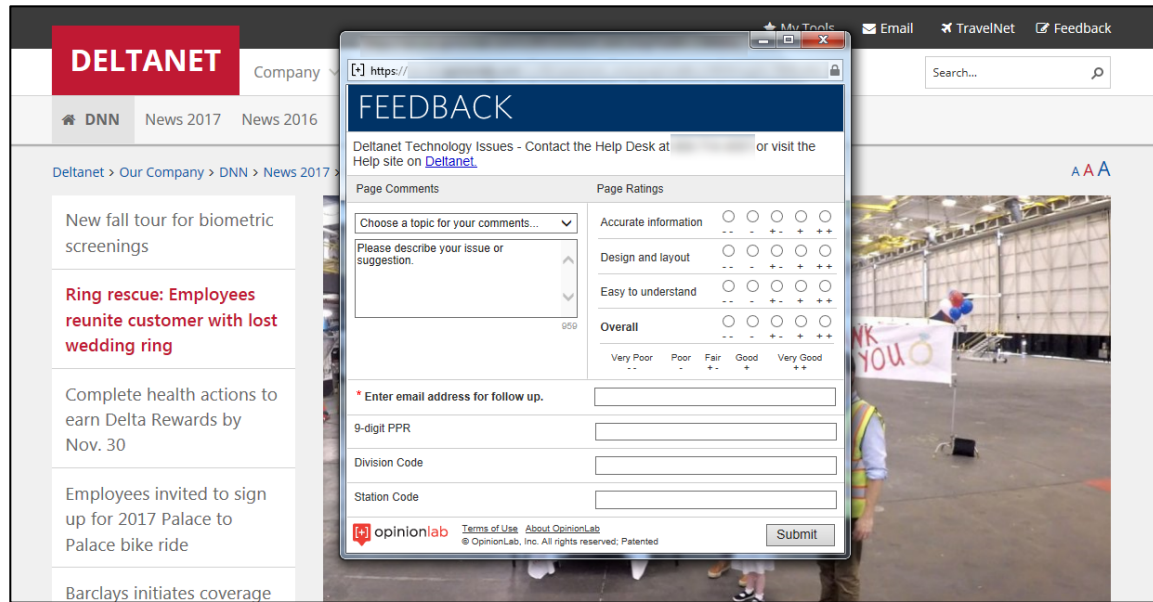
When: June 10, 8-11 a.m. ET

- [Sign-Up Form and Questionnaire](#)
- Download [pre-work](#) and complete before class

Advanced Excel

When: June 14, 8-11 a.m. ET

- [Sign-Up Form and Questionnaire](#)
- Download [pre-work](#) and complete before class



Pictured: Delta Air Lines Intranet Content Feedback. Giving employees a mechanism to comment, ask questions, or provide feedback — and have that feedback immediately sent to the organization that owns the related content — lets Delta quickly respond to questions, comments, and issues.

The screenshot displays the Delta Air Lines Intranet Events Listings page. The navigation bar at the top includes the 'DELTANET' logo and links to 'Company', 'HR', 'Knowledge', 'News', and 'My Division'. A search bar is also present. The main content area is titled 'Corp Comm Events' and lists events categorized by time: 'NEXT 7 DAYS' and 'MORE THAN 7 DAYS AWAY'. Each event includes a date, title, time, and a link to 'Add event to my calendar'.

Category	Date	Event Title	Time	Action
NEXT 7 DAYS	MAY 31	Corporate Communications Bake Sale	05/31/2017 1:00 pm to 2:00 pm	Add event to my calendar
	JUN 5	IFS Cake Walk	06/05/2017 1:00 pm to 2:00 pm	Add event to my calendar
MORE THAN 7 DAYS AWAY	JUN 7	Corp Comm BBQ	06/07/2017 1:00 pm to 2:00 pm	Add event to my calendar
	JUN 8	Reservations Party	06/08/2017 1:00 pm to 2:00 pm	Add event to my calendar
	JUN 20	A far away event	06/20/2017 1:00 pm to 2:00 pm	Add event to my calendar

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Pictured: Delta Air Lines Intranet Events Listings. Events can be displayed in various ways. In this example, the events are categorized in groups, from most recent to furthest away. Users can easily add events to their Outlook calendars by clicking on the link.

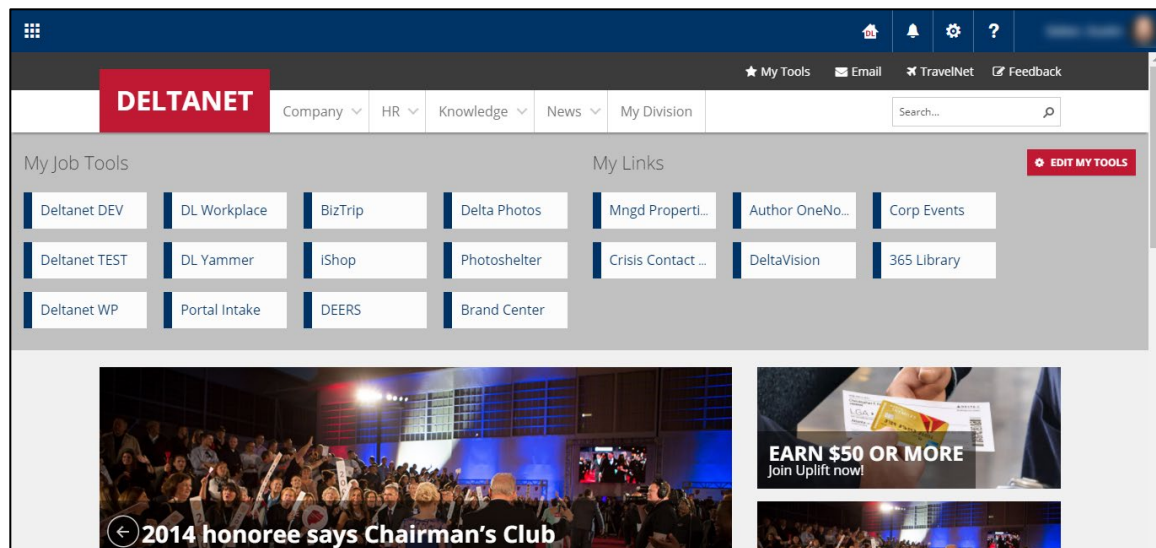
TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	• Microsoft Cloud (Virtual Machine for SQL and SharePoint)
Bug Tracking/Quality Assurance	• Custom SharePoint List/Form, HP QC
Design Tools	• Visual Studio, SharePoint Designer 2013, PowerShell
Site Building Tools	• Visual Studio, SharePoint Designer 2013, PowerShell
Content Management Tools	• Sharegate Code Management: Currently migrating from TFS to Delta GitHub
Search	• Out-of-the-box SharePoint Online search
Other Functions	• Azure-hosted SharePoint applications

ROI

Delta measures wins for the new intranet by how well it's serving its audience of users. For example, one of the biggest successes is that it lets users personalize the site and import their own information, such as in the *My Tools* section.

When it comes to metrics, the team monitors page views and user paths, and also uses the Adobe Omniture reporting system. Many of the company's departments are interested in seeing where people go on the site and which content they visit most frequently to help them gauge what their audience wants and whether their messages are getting through. For example, the intranet is used to engage employees and encourage them to take action on certain company-supported initiatives, so it's important to know how well those things are being received. The team uses advertising banners and specific areas and pages to promote these initiatives and then tracks the response to these messages.



Pictured: Delta Air Lines Intranet My Tools Section. The *My Tools* feature, which is part of the intranet's global navigation, is tailored to individual users based on their company role. Each user can also further customize it. With more than 80,000 employees in many different work functions, providing this individual customization option has been a huge success for the company.

LESSONS LEARNED

Susan Hayes discusses the various lessons learned through the Deltanet redesign:

- **Executive support is critical.** "We learned how critical it was to have executive support for a project like this. Although we felt as though we had done everything humanly possible to communicate the upcoming changes, when you change a website that people have used for the last 12 years, there is no manner of communication that can totally prepare everyone for what to expect. When we initially launched the new platform, we got a lot of hate mail. I was very pleased to see however, that many people made the effort to later apologize and talk through how much better they liked the new platform once they actually started using it.

"If we did not have executive buy-in as far as the need to change the interface and to move to new technology, we would probably have been pressured to go back to a model much more similar to what people were accustomed to seeing. I believe we may have been forced to take a step backward had we not had the support of our executives and their understanding of the need to move to a new platform."

- **Cross-department partnerships require patience.** "Our IT support team felt it did not have the expertise to build this platform, and ultimately were a very good partner in the delivery of the platform — but initially, it was a very tough partnership."

- **Know when to call for reinforcements.** "The lesson I learned was that I was not aggressive enough when I knew we did not have the right people at the table within Delta. I allowed the project to flounder too long when some were not on board with the executive mandate to make the project happen. I tried to build bridges and made compromises when I should have been much quicker with escalating the issues preventing progress."
- **Call for additional resources before the ones you have are worn too thin.** "I was not demanding enough within my own organization regarding the additional resources we needed to complete the project. I worked my team too many hours and was not persistent enough when the help I asked for did not materialize. I was exhausted and so was everyone who worked on my team. We needed help at several junctures and did not get it, but we made it happen despite that, for which I take a great deal of pride. My team made it happen, and I accept the blame for it being so difficult."
- **Pay attention to password management.** "There was one piece of knowledge that we had overlooked as we launched our new platform: many people saved their login information within their browsers. So, when we launched people were now required to input their password, something that they had relied on their browser to save and therefore had not committed to memory. As a result, our helpdesk received a huge volume of calls from people asking for help in resetting their password. This probably drove a higher volume of calls than any other single issue upon launching the platform."
- **Pay attention to team morale before it fades.** "An important lesson learned was also the emotional side of a project when you ultimately have to take many delays that are not within your control. The team was tired and the project went on at times it seemed forever. Dealing with one or two delays is one thing, but dealing with four or five and over a year of delays is very difficult in keeping the team happy, excited, and motivated."
- **Communication is key.** "Another key lesson for us was the importance of communicating throughout the entire process. It seemed that communications would ebb and flow based on the work activity happening at the moment, and it became apparent midway through the project that we needed to meet more regularly and more often."
- **Plan for support needs up front.** "A huge lesson learned for us was also the amount of time necessary for the support teams to embrace, learn, and be prepared to support others on a project. My team and the IT team are both responsible for supporting the platform. The platform was new to everyone involved and it took a great deal of time and training to get people comfortable with providing support to others."

"We ended up with a team that did not have the comfort level and confidence that they needed to support others. It caused a great deal of stress and concern as we moved toward the launch and supporting authors. The lesson learned here is that training and use of the platform for something brand new like this has to occur way before the launch of the product, and we should have allowed for a much longer timeline in being able to accomplish this."

- **Modulate between necessary and nice-to-have features.** "I think we spent time on things that seemed like a good idea, but were overkill — like the ability to filter news stories by a specific date range."
- **Staff generously.** "For us, from a best practices standpoint we would highly recommend that you do everything in your power to staff the project appropriately. As an example, the details are overwhelming, and you'll want a single person to be on point for coordination of things like training and logistics. This was just one area that constantly needed attention. Once we decided to put it in the hands of a single individual, it became much easier to handle — and they were busy. Very busy."

"From a staffing level, for a project of this size when you are looking to replace an entire intranet, you need a dedicated team close to the same size as an existing team in order to make it happen. We understaffed it from the beginning and as a result ended up with people who were exhausted and frustrated."

- **Take a thoughtful approach to governance.** "From a governance standpoint, ask yourself the question: *What things are so critical that, if they are out of compliance, they will create a significant issue with the user experience?* We felt as though our governance was too restrictive, and we could never govern everything we included in our governance. We tried to categorize information to deliver different levels of information based on author credentials, and this was a waste of time."

Flight Centre Travel Group (2019)

OVERVIEW

COMPANY

Flight Centre Travel Group is the world's largest independent travel company, specializing in vacations, tours, and corporate travel. With more than 19,000 global employees, Flight Centre serves its customers online and through more than 2,800 retail outlets in over 90 different countries across more than 40 different sub-brands. Founded in 1982 in Brisbane, Queensland, Australia, Flight Centre takes pride in its expert travel knowledge and excellent customer service.

Headquarters: Brisbane, Australia

Company locations: More than 2,800 retail outlets in over 90 different countries.

Locations where people use the intranet: 44 locations across the UK, with plans to roll out across the EU; after that, plans are in place to carry out a global rollout.

Annual sales: EU: £1.32 billion; globally: £11 Billion

THE INTRANET

Users: The intranet currently serves an initial group of 1,892 users across 130 locations. These users need access to accurate information on the latest travel offers, local expertise, and travel information from anywhere in the world. Users span sales, operations, finance, marketing, and travel consultants, all the way to the leadership team.

Mobile approach: Responsive web design and a dedicated IOS and Android app

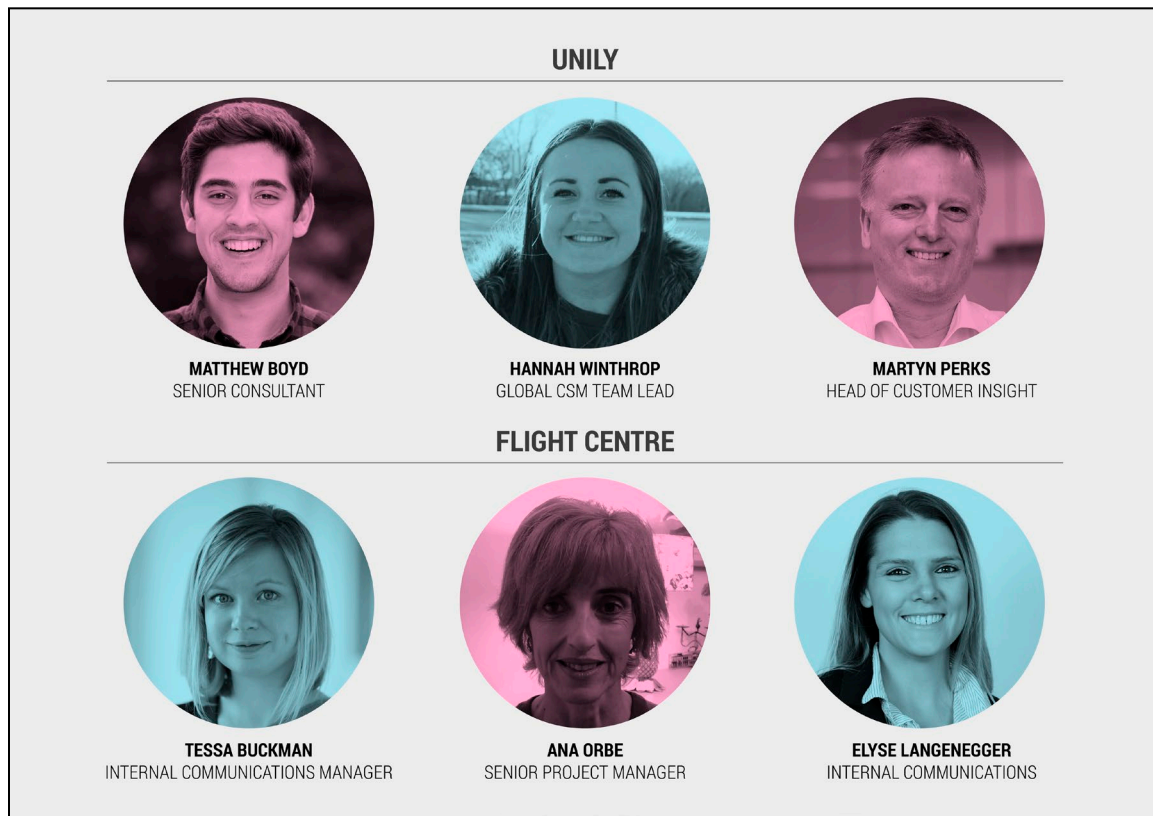
Technology platform: Unily

TEAM

Internal team: Tessa Buckman, Head of Internal Communications; Elyse Langenegger, Internal Communications.

Unily (formerly BrightStarr): Matthew Boyd, Senior Intranet Consultant; Hannah Winthrop, Team UK Lead, Customer Success Manager.

INTRANET TEAM



Team members shown here (top row, left to right—Unily): Matthew Boyd, Hannah Winthrop, Martyn Perks; (bottom row, left to right—Flight Centre): Tessa Buckman, Ana Orbe, Elyse Langenegger.

HIGHLIGHTS ABOUT THIS WINNER

Information and tools on the Flight Centre Travel Group's *PILOT* intranet truly support employees' needs. Administrative tasks, sure; but also the nitty-gritty little things that make a one-of-a-kind intranet—like knowing when any global incident occurs that might impact customer travel, or finding resources that a trusted teammate deemed valuable.

Content that supports jobs: In numerous places, the intranet's information supports the way Flight Centre employees work. One of the more interesting examples is the site tracking and the way the site facilitates communication of world events that could cause or have already caused travel interruptions. Knowing this information helps employees start to deal with potential issues long before customers begin to contact them.

Applications and tools: Employees can access business tools and applications on their list on the targeted homepage. Also, an application search feature makes it possible to find apps not in their list. This puts *PILOT* at the center of Flight Centre's digital workplace.

IT: A combination of simple self-service options and one-to-one assistance make it easy for Flight Center employees to quickly unravel any technology knots. The IT system status information, accessible from the homepage, makes it easy for IT to inform all employees about system outages. It also helps employees find information to simply solve problems on their own.

Perks: The team made a smart move and a killer app all at once with the *Travelwise* feature, which lets employees access many special travel discounts. Once this feature went live, usage took off and has never come down.

Employee search: Exhaustive metadata, filtering and sorting options, and attractively presented results make searching for colleagues as pleasant as going on vacation. Skype for Business integration expedites one-click calling right from the search results.

BACKGROUND

Flight Centre has been offering advice and making travel arrangements for customers since 1982, when it opened its first store in Sydney, Australia. Today, 36 years later, it is one of the world's largest and most successful independent travel retailers. As the company has grown, so has its need for effective two-way communication, knowledge sharing, and seamless collaboration between globally dispersed employees in various job functions. To support Flight Centre's objective of delivering superior travel experiences, a new intranet was implemented to:

Bring together employees working across seven different travel sub-brands in the UK.

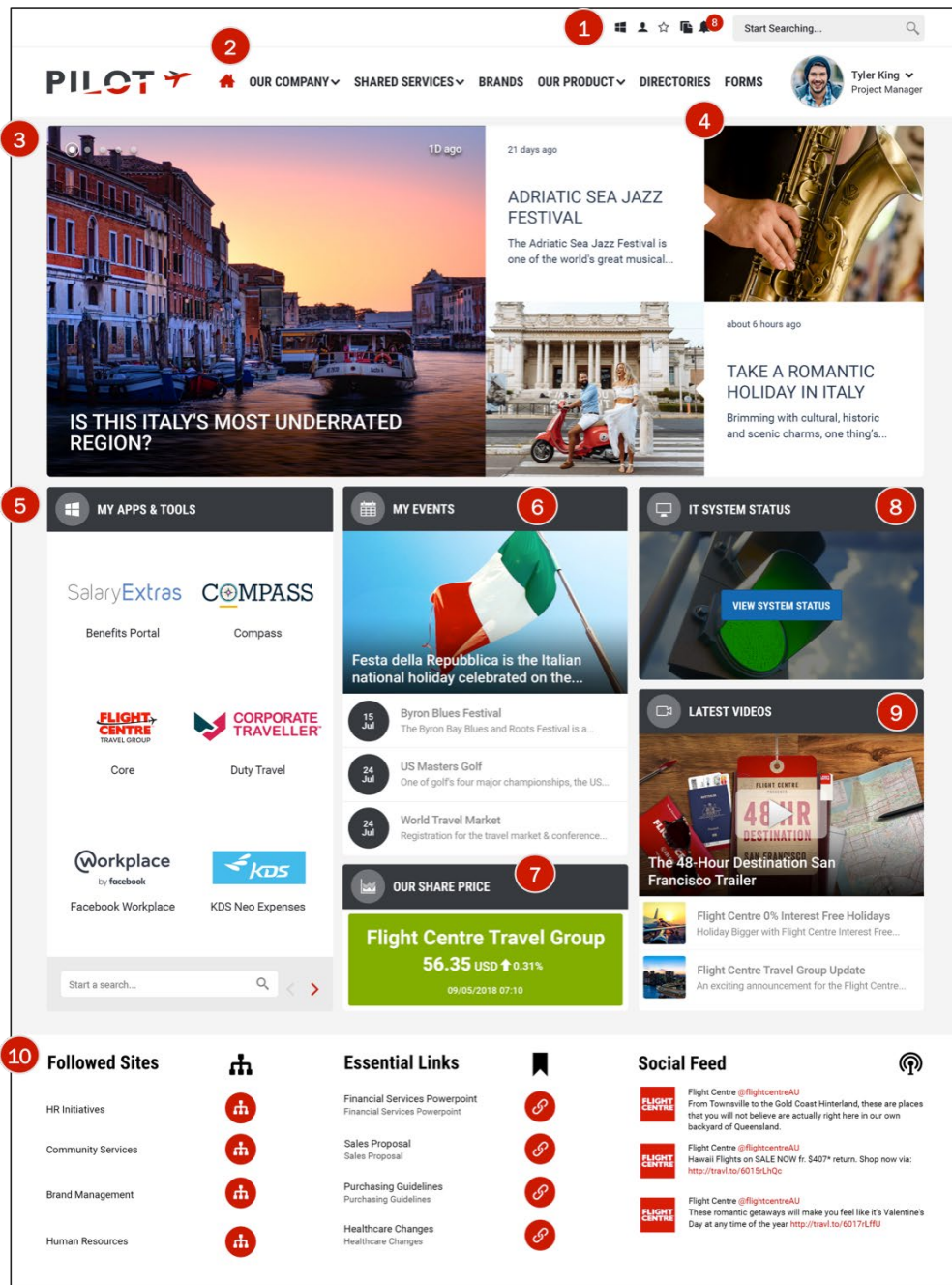
Give them access to accurate, real-time information to improve the quality of their customers' experiences.

Flight Centre's vision for its new intranet project was to deliver a digital workplace platform that would let users quickly find accurate information wherever they are, from any device.

The platform offers a highly engaging UX while distributing expert travel knowledge to users in a timely and highly relevant manner. Content targeting allows content owners to ensure that the most relevant information reaches the right people based on their location, function, and brand. Employees now have quick and easy access to SMEs, which lets them unlock tacit knowledge from around the business. In addition, all of Flight Centre's business applications have been integrated with the platform in a security-trimmed manner, so users are one click away from all the business applications they need to do their jobs. Since launch, the platform has reduced emails by 88% with 97.5% of staff active. From May to June 2018, usage soared, with 12,085 profile searches, 195,858 views, and 48,593 sessions across the platform.

DESIGN REVIEW

Homepage



Pictured: Flight Centre Intranet Homepage. The homepage on the Flight Center Travel Group intranet presents a lot of information in a scannable, low-pressure format.

Homepage, Highlights

The Flight Centre Travel Group's intranet homepage aims to target the best and most current information to each employee. PILOT displays homepage news, events, and videos based on the logged-in user's location, business, and function at the organization. This role-based approach makes the vast amount of content produced across the organization manageable. It also makes it possible for the Flight Center's diverse user population to be effective using the same tool.

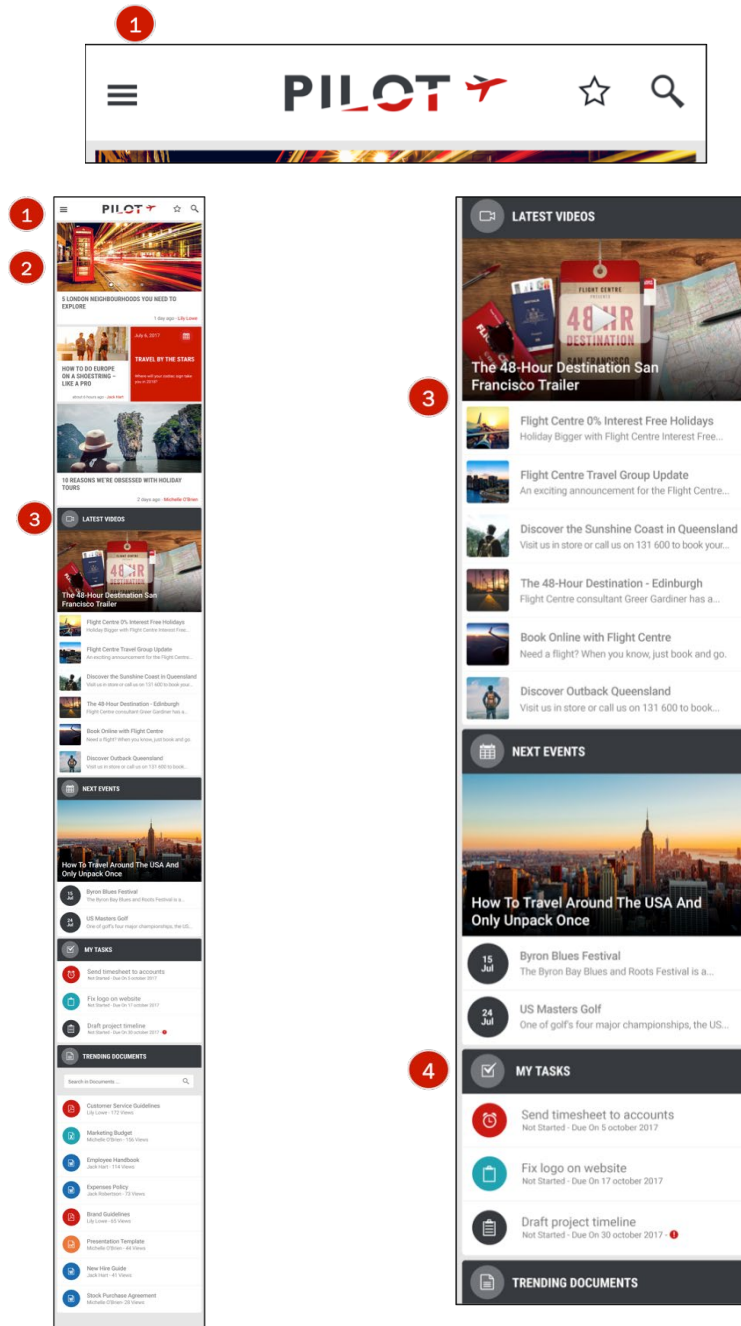
The PILOT homepage's visual appearance is lively but uncluttered. The subheadings for each section include large white text on a grey background. This consistent visual treatment makes sections easy to decipher.

1. **Utility navigation:** The search field appears in the far upper right of the page, along with a few icons. These icons let users open a menu of their applications, find employees, access their favorites, open the document find page, read alerts targeted to them, and mark content as a mandatory read. The global search has extensive functionality including: search the overall site, documents, policies and procedures (through the SharePoint site), applications, people, teams, and suppliers.
2. **Global navigation:** Six level-one topics appear as the global navigation links. A professional-looking site logo appears to the left of the global navigation, and the logged-in user's picture and name appear to its right. Here, users can open a menu of their applications, personalize the intranet with their chosen topics, favorite a page, and access their favorites and read alerts targeted to them.
3. **Top news item:** A top news item, which might have either a global or local focus, appears in the upper right on the homepage. The large attractive image gives a sense of the topic and draws employees in, while the article's title appears in legible text. The article's time since posting also appears in small letters on the image to show how current the news is.
4. **Other news:** Two more news items seize the space to the right of the main image. Each of these items has a smaller, but still attractive, image; a large title in all caps; a short sample of the article's text; and the time since the article was posted.
5. **Applications and tools:** The *My Apps & Tools* section brings to the fore the business tools and applications—from O365 and other sources—that logged-in users need. Having these at their fingertips can only help employees be more productive. Users can also easily find more applications not on the homepage by using the application search feature at the bottom of this section. This feature opens a world of applications to all employees.
6. **Events:** The *My Events* area displays upcoming events relevant to the logged-in user.
7. **Stock price:** At the request of the senior leadership team, the company's stock price appears on the homepage in the *Our Share Price* section. The current share price appears in large white bold

numbers. To its right, an arrow shows whether the price is up or down, and a number indicates how much it has moved. The information is kept current, updating every 15 minutes. Displaying the stock price helps promote employee awareness about the organization's performance.

8. **IT:** The homepage's IT section, *IT System Status*, provides a link to the IT service page. The blue button offers a call to action: *View System Status*. IT system status may not seem like something employees often need, but once they click it, they see an overview of the real-time status of all business systems. So, if users are wondering if an application is having issues, they no longer need to call IT or look for an email announcement to find out. This feature also eliminates the need for IT to send out service status email notifications (which were previously sent every 15 minutes when a service was having issues) or answer support calls about down apps.
9. **Videos:** The *Latest Videos* section includes the top three videos, with one more prominently displayed than the others. The videos displayed are based on the logged-in user's role. Clicking on a video allows the user to see the video archive.
10. **Footer:** The page footer includes three columns of links with large bold black text for the subheadings. *Followed Sites* lists links to four PILOT areas that most users choose to follow. *Essential Links* lists links to four initiatives, processes, or announcements that all employees should know. The *Social Feed* column displays the three most recent tweets made on the recent@flightcenterAU Twitter account. This helps keep employees apprised of what the organization is putting out to the public. The page's footer area is subtly distinguished from the rest of the page visually by the absence of grey page background and a different subheading text style.

Homepage, Mobile



Pictured: Flight Centre Intranet Mobile Homepage. The mobile homepage features include social, documents, apps and tools, news and insights, videos, and photos.

Homepage, Mobile Highlights

Mobile access was clearly important to the PILOT design team, and the intranet works well when accessed on mobile devices. Employees in the 114 retail outlets and corporate locations across the UK especially benefit from having mobile access. While many desktop features work on mobile, some are not available because the mobile content set has been specifically selected from all available desktop content. On the flip side, some content that is not exposed on the desktop homepage is exposed on the mobile homepage.

Further, to create the best possible mobile UX, the position of the features on mobile is different than on the desktop. In the CMS, content managers can select which content and functionality should be on mobile. Also, employees have the option to download the mobile version as a native app for iOS and Android. The mobile app is designed for traveling consultants; it targets information accordingly and is easy to navigate.

1. **Navigation:** On mobile, the utility navigation is pared down and displayed on the same horizontal line with the global navigation menu. The global navigation is collapsed in a hamburger menu, the logo appears in the center, and a search icon and favorite icon are the only utility navigation items.
2. **News:** As on desktop, the mobile homepage displays four news items near the top of the screen. Their layout—width and text placement—is altered to fit the mobile screen.
3. **Videos:** The *Video* section displays more videos on the mobile homepage than the desktop homepage, as the team felt that employees are more likely to watch videos when they are on the go.
4. **User tasks:** The *My Tasks* section appears on the mobile homepage but not on the desktop one. This section lists the logged-in user's to-do items, along with each one's title, status, and due date. Exposing these on the mobile home screen helps employees stay on top of their work.

Employee Benefits

PILOT OUR COMPANY ▾ SHARED SERVICES ▾ BRANDS OUR PRODUCT ▾ DIRECTORIES FORMS Tyler King ▾ Project Manager

HOME HEALTHWISE MONEYWISE BENEFITS PORTAL TRAVELWISE HOME ▾

OUR BENEFITS / TRAVELWISE HOME

1 TRAVELWISE

2 Travelwise are Flight Centre's team of in-house travel consultants who book your personal travel using exclusive deals. The Travelwise Team aim to have the best rates in the industry with absolutely no fees. Travelwise also offer a friends and family service, whereby they can book air, land and experiences for your friends and family at net. You can contact the team anytime on 0208 321 4321 or email on email@flight-centre.com. You can also hear about their latest deals first by following their group on [Facebook Workplace](#). To search all our deals click [here](#) or select from the options below

3 CONTACT US

Email: email@flight-centre.com
Phone: 0208 321 4321
Monday - Friday 8:30am - 5:30pm

4

VIEW ALL OUR OFFERS
[SEARCH NOW](#)

Airport Parking [SEARCH](#)

Airport Transfers [SEARCH](#)

Airport Lounges [SEARCH](#)

Attractions [SEARCH](#)

Car Hire & Motorhomes [SEARCH](#)

Cruise [SEARCH](#)

Disneyland Paris [SEARCH](#)

Eurostar & Rocky Mountaineer [SEARCH](#)

Family Holidays [SEARCH](#)

Flights [SEARCH](#)

Heathrow Express [SEARCH](#)

Hotels & Villas [VIEW LOCATIONS](#)

Insurance [SEARCH](#)

Ski Holidays [SEARCH](#)

Tours [SEARCH](#)

Visas & Vaccinations [SEARCH](#)

TRAVELWISE TEAM Search for people... [ASK A QUESTION](#)

LILY LOWE CEO
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Area Apollo
Location United Kingdom

MICHELLE OBRIEN Software Developer
Telephone +441483-234567
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Telephone +441483-234567
Area SWOT
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DANA BOONE Junior Project Manager
Telephone +441483-234567
Area Spartans
Location United Kingdom

Please let us know if you have a question or want to report out of date information:

[SUBMIT](#)

Followed Sites

HR Initiatives

Community Services

Brand Management

Human Resources

Essential Links

Financial Services Powerpoint
Financial Services Powerpoint

Sales Proposal
Sales Proposal

Purchasing Guidelines
Purchasing Guidelines

Healthcare Changes
Healthcare Changes

Social Feed

Flight Centre @FlightCentreAU
From Townsville to the Gold Coast Hinterland, these are places that you will not believe are actually right here in our own backyard of Queensland.

Flight Centre @FlightCentreAU
Hawaii Flights on SALE NOW fr. \$407* return. Shop now via: <http://travel.co/60176LBU>

Flight Centre @FlightCentreAU
These romantic getaways will make you feel like it's Valentine's Day at any time of the year <http://travel.co/60176LBU>

Pictured: Flight Centre Intranet Employee Benefits. This screen shows how Flight Centre showcases a beloved employee perk—discounted travel—on its intranet.

Employee Benefit, Highlights

A treasured perk for Flight Centre employees is discounts on travel and vacation packages. Because the intranet team knew that accessing benefits and perks on the intranet is always popular, it created the *Travelwise* feature. This feature offers easy access to discounted travel and, as predicted, it is a huge success and has resulted in record-breaking employee purchases—as well as an upsurge in intranet engagement.

Airlines around the world give Flight Centre product teams the latest information. This is fed to the Travelwise team, which uploads the information to the intranet. This information also syncs to other business applications, such as Facebook Workplace. This ensures fast delivery of accurate information to employees.

1. **Hero:** The section title appears on an image that would make most people want to go on vacation: an empty beach scene with blue water, green trees, and gentle waves.
2. **Description:** The description communicates that employees get the best rates here, and that they can book travel for friends and family as well. A phone number, email address, and Facebook link round out the information.
3. **Contacts:** Email address, phone number, and hours appear in the upper right.
4. **Search cards:** Cards on the page offer various travel types and categories, including *Cruise*, *Airport Parking*, *Flights*, *Tours*, *Insurance*, and *Visas & Vaccines*. No wonder employees love this benefit—it offers everything a person could want and it's easily to find on the intranet. Clicking any of the buttons leads users through sets of questions to help them home in on their best travel deal. For example, users looking for flights to Budapest click on the blue button in the *Flights* section, which presents them with countries. Once they select the country, they are presented a results page with the *flight* and *Hungary* filters applied.

Travel Disruptions

Image 1. Flight Centre Intranet Travel Disruptions. This section informs employees about events that could impact customer travel plans.

Travel Disruptions, Highlights

It's imperative that customer-facing employees are aware of anything that might affect their clients' travel. Although the company's customer support sites also have the latest information on travel disruptions, employees can find this information on the *Travel Disruptions* page.

1. **Summary:** The top of the page displays the title, along with an image of an airport worker directing a plane. The image is interesting and gets the point across, without being too sensational. A short welcome message confirms that employees should look here for the latest travel disruption information.
2. **News:** A few news items about travel disruptions—such as those related to an airline, airport, or new TSA policy—appear in *The Latest News* section.
3. **Emergency-related travel disruptions:** This is the first of three columns of information about current disruptions. Emergencies such as inclement weather or equipment malfunctions appear in the *Emergency Policies* area. Users can also search for these.
4. **Disruptions related to schedule changes:** Schedule and route changes appear in the *Schedule Change Policies* section.
5. **Strike-related travel disruptions:** Many jobs in the air travel industry are unionized and employees sometimes go on strike. These events are communicated in the *Strike Information* column.

Applications

The screenshot displays the Flight Centre Intranet Applications page. At the top, there is a navigation bar with a search bar and a user profile. Below this, a 'MY APPS' section is visible, containing a grid of application tiles. Each tile includes a logo and the application name. The tiles are arranged in three rows and six columns. A sidebar on the right side of the page features a 'PROMOTE' button. The main content area below the apps section includes a large featured article titled '5 LONDON NEIGHBOURHOODS YOU NEED TO EXPLORE', a 'MY EVENTS' section with a list of upcoming events, and an 'IT SYSTEM STATUS' section. The bottom of the page features a banner for the Flight Centre Travel Group.

Pictured: Flight Centre Intranet Applications. The applications and tools menu acts as an entryway to Flight Center's whole digital workplace.

Applications, Highlights

All company applications and tools are accessible via PILOT. Employees can get to these either via their homepage applications section or the small icon on the far left in the utility navigation. (The intranet team can also add apps in the *Essential Links* section in the footer.) Clicking that small icon opens a large scrolling menu of apps. Users see only applications they have access to, which keeps the menu from becoming unnecessarily unwieldy.

1. **Applications:** The menu displays a set of buttons leading to several applications. The application's name and logo appear on each button.
2. **My Apps:** When a user clicks the blue *My Apps* heading, it shows a page of all the user's applications, as they are security controlled.
3. **Promote:** Users can change the application order by clicking the blue *Promote* button. This lets users promote any of their apps to the global homepage for even quicker access. Once promoted to the homepage, apps appear in alphabetical order.
4. **Scrollbar:** The scrollbar position indicates that there are more applications to see.

Employee Directory

PILOT OUR COMPANY ▾ SHARED SERVICES ▾ BRANDS OUR PRODUCT ▾ DIRECTORIES FORMS Tyler King ▾ Project Manager

OVERSEAS INTRANETS INTRANET / DIRECTORY

⚠ IT is continuously at work to improve our employee data. If any of your personal profile information is out of date please complete the out of date form on your profile < >

TO SEARCH
In the People Directory, please search by an individual's surname only. Alternatively, refine results using the filters to the right of the search bar (e.g. Team, Area).
You can also change to the Supplier Directory or Team Directory using the drop down menu below

1 **CONTENT AND COMMUNITY** x Search in Directory ... 2 TEAM AREA NATION COUNTRY SKILLS

3 People 4 Sort by EMAIL

5 6 7 8 9

OLIVIA WILLIAMS
Content Manager
Nation: Shared Services
Area: Retail Marketing
Team: Content and Community
Country: United Kingdom
Email: email@flight-centre.com

MICHELLE O'BRIEN
Copywriter
Nation: Shared Services
Area: Retail Marketing
Team: Content and Community
Country: United Kingdom
Email: email@flight-centre.com

GARRY FERGUSON
Content Manager
Nation: Shared Services
Area: Retail Marketing
Team: Content and Community
Country: United Kingdom
Email: email@flight-centre.com

BEVERLY LEONARD
Editor in Chief
Nation: Shared Services
Area: Retail Marketing
Team: Content and Community
Country: United Kingdom
Email: email@flight-centre.com

DANA BOONE
Social Media Manager
Nation: Shared Services
Area: Retail Marketing
Team: Content and Community
Country: United Kingdom
Email: email@flight-centre.com

LILY LOWE
Content Manager
Nation: Shared Services
Area: Retail Marketing
Team: Content and Community
Country: United Kingdom
Email: email@flight-centre.com

JACK HART
Social Media Manager
Nation: Shared Services
Area: Retail Marketing
Team: Content and Community
Country: United Kingdom
Email: email@flight-centre.com

ADAM HANSEN
Social Media Manager
Nation: Shared Services
Area: Retail Marketing
Team: Content and Community
Country: United Kingdom
Email: email@flight-centre.com

Followed Sites

- HR Initiatives
- Community Services
- Brand Management
- Human Resources

Essential Links

- Financial Services Powerpoint
- Sales Proposal
- Purchasing Guidelines
- Healthcare Changes

Social Feed

- Flight Centre (@flightcentreuk) From Townsville to the Gold Coast Hinterland, these are places that you will not believe are actually right here in our own backyard of Queensland.
- Flight Centre (@flightcentreuk) Hawaii Flights on SALE NOW fr. \$407* return. Shop now via: <http://travel.to/9017SLR2G>
- Flight Centre (@flightcentreuk) These romantic getaways will make you feel like it's Valentine's Day at any time of the year <http://travel.to/9017L1LU>

Pictured: Flight Centre Intranet Employee Directory. The employee search offers many filtering and sorting capabilities. The employee results provide plenty of information to help people move forward.

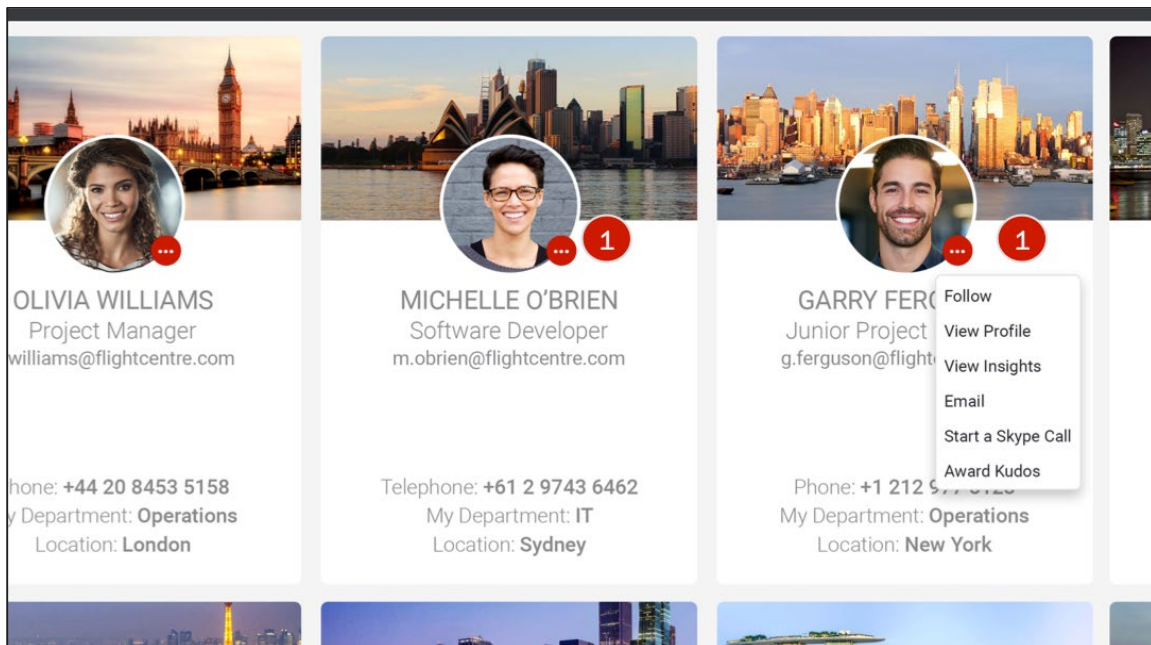
Employee Directory, Highlights

Employee search, accessible from the utility navigation, is a wonderful way to help employees find and connect with one another. On PILOT, the capabilities make it easy for the company's 2,000 global employees across 12 different travel sub-brands

and support service areas to find and get in touch with one another. Search, sort, and filtering features help ensure that the right colleagues appear in the results. Also, as the user types, the search utilizes predictive responses and displays suggest search queries.

1. **Search:** The search field at the top of the page lets users search by name to find coworkers.
2. **Keywords:** To the right of the search field, five buttons—*Team*, *Area*, *Nation*, *Country*, *Skills*—act as drop-downs for keywords related to each topic. The user can use these to search by the suggested criteria.
3. **Filter:** In the black horizontal bar below the search field are sorting and filtering features to help users manage the results. This filter switches between a directory of employees, suppliers, and teams within the business. Each one has contact cards (like the people one above it), but with content pertinent to that directory type. For example, the supplier directory displays supplier name and status (such as gold), and each supplier and team also has its own landing page. A drop-down menu on the left lets users filter by elements such as *people* or *locations*. With this, they can see only the kind of results they are interested in.
4. **Sort:** On the right side of that same horizontal black bar is the *Sort by* option. This lets users manipulate the search results and change their order by sorting them by a particular criterion, such as name or email address.
5. **Cards:** The information for each employee that appears in the results is in a card. These cards contain enough information to accommodate many users' needs, so they don't need to open a profile document.
6. **Location image:** A nice visual, information-rich touch comes in the form of the card background image: a fetching photo of the city skyline of each user's location. Details like this are part of what makes PILOT a winning design.
7. **Photo:** Each card display's a clear, close-up photo of the employee.
8. **Name and job title:** Next to the photo, in large all-cap letters, are the person's name and job title.
9. **More information:** Users don't need to look far to find the person's phone number, department, email, and location at the bottom of the card.

One-Click Skype in Employee Directory



Picture: Flight Centre Intranet One-Click Skype. Skype for Business integration allows employees to initiate a Skype call right from the employee search results page.

One-Click Skype Highlights

The PILOT team integrated Skype for Business into the employee directory, knowing that it would accelerate communication between coworkers. Employees make use of its features, including instant messaging and one-click calling.

1. **Menu:** Clicking the small red dot icon on the employee's photo opens a context menu from which users can initiate a Skype call. This eliminates having to find the person in Skype—a nice time saver. From this menu, users can also do various other tasks, such as email or follow people and see articles/insights they have written. Finally, *Award Kudos* lets employees recognize one another for a job well done.

Employee Profile

PILOT OUR COMPANY ▾ SHARED SERVICES ▾ BRANDS OUR PRODUCT ▾ DIRECTORIES FORMS Tyler King ▾ Project Manager

⚠ If you notice that any of your profile details are incorrect, fill in our simple form below or click here and we will do the rest!

1 **TYLER KING**
Project Manager
t.king@flightcentre.com

CONTACT ME
Telephone: +44 01234 567890
Mobile Phone: +44 01234 567890
Department: Operations
Location: United Kingdom

View Profile
CMS
Log Out

2 **MY SKILLS**
PROJECT MANAGEMENT ORGANIZATION PLANNING TEAMWORK

3 **ORGANISATION CHART**

```

graph TD
    A[LILY LOWE  
Senior Project Manager] --> B[TYLER KING  
Project Manager]
    B --> C[MICHELLE O'BRIEN  
Junior Project Manager]
    B --> D[JACK HART  
Junior Project Manager]
    B --> E[JACK ROBERTSON  
Junior Project Manager]
  
```

UPDATE MY DETAILS
The following profile field/s are out of date:
☐ First Name
☐ Last Name
☐ Preferred Name
☐ Job Title
☐ Country
☐ Nation
☐ Area
☐ Location
☐ Team
☐ Manager
☐ Outdated details not listed?
 Select this option.
 SUBMIT

4 **MY NETWORK**

- Lily Lowe
Senior Project Manager
- Michelle O'Brien
Junior Project Manager
- Jack Hart
Junior Project Manager
- Jack Robertson
Junior Project Manager

Followed Sites

Essential Links

Social Feed Flight Centre @flightcentreAU
From Townsville to the Gold Coast Hinterland, these are places

Pictured: Flight Centre Intranet Employee Profile. The employee profile shows detailed information about employees, including: *About me*, social information, insights they have authored, social activity, and a tree structure of where they fit within the organization.

Employee Profile, Highlights

The PILOT employee profile design is brimming with information about employees and ways to contact them. Seeing a person's topics of interest and connections helps employees find other interesting content and people.

Users can edit some sections of their profile, including their skills, summary statement, and languages they speak. Other sections are automatically filled in. Profiles sync data with an employee database (Azure AD) to ensure consistency.

1. **Summary and contact:** The employee's photo, name, job title, and email address appear first in the profile document, as this is the main information many users want to know. To the right are the person's landline telephone number, mobile number, department, and location. But that's not all. In this same grey-backgrounded introduction section, users can also access (via the small red circle icon) a menu with various options including initiating a Skype call and emailing. Clicking the blue *Connect* button adds the person to the user's list of connections (which appear in the lower right of the employee profile document). Finally, black icons lead to the employee's LinkedIn profile, Twitter feed, and Skype. So many helpful morsels, and this is just the top section.
2. **Skills:** Users also choose the skills that appear in the *My Skills* section, which provides important insights into employees as a resource for others at Flight Centre. Users looking for help, for example, can search by skills to find the right colleague for the job.
3. **Organization chart:** An organization chart, zooming in on the employee's team, gives a sense of the person's location in the Flight Centre organization.
4. **People:** The *My Network* section lists coworkers that the person is connected with. Like the other items in the right rail, this gives more insight into the employee and also may suggest valuable contacts.

Forms Library

1 **FORMS**

2

A

Adding New Client to the Reporting System

B

Barclaycard and Conferma Voucher Request Form

Boosters - Un-redeemed Hotel Credit

BSP Refund Form (Corporate Traveller) - this currently links to the old intranet whilst a new form is in under development

BSP Refund Form (FCM) - this currently links to the old intranet whilst a new form is in under development

BSP Refund Form (Retail and FCBT) - this currently links to the old intranet whilst a new form is in under development.

C

Cancellation Refund Form

Change to Contract Form

Cognos Account Access Permissions

Consultant Complaint Form

Corporate Traveller Training Feedback Form

D

DRS Report Request

Direct Debit Request (Retail)

G

Global Fares Request for Specialist Fares Desk (FCM) - Emails Specialist Fares Desk

Global Fare Request for Specialist Fares Desk (CT) - Emails Specialist Fares Desk

H

Hotel Rate Negotiation Enquiry Form

I

Internal Client Transfer Form (Retail)

L

Leavers Page

M

Mobile Order

Mover Form (Corporate)

Mover Form (Corporate Traveller)

Mover Form (Retail)

Mover Form (Support)

N

Non-Preferred Supplier Payments (Retail)

Non-Preferred Supplier Request (Retail)

New Starter (Corporate)

New Starter (Retail)

New Starter (Support)

3

ASK A QUESTION

FORM MISSING OR OUT OF DATE?

If there's a form missing or information is out of date, please let us know.

SUBMIT

Pictured: Flight Centre Intranet Forms Library. The Flight Centre intranet consolidates all forms on one page, arranged in an alphabetical list.

Forms Library, Highlights

The forms library houses all forms on the Flight Centre intranet. Putting these all in one place eliminates the need to hunt for forms. Employees can access the library

via the global navigation, so no matter where they are on the intranet it is readily available.

1. **Page title:** The page title, *Forms*, confirms to users that they are on the *Forms* page.
2. **List:** Forms are listed in alphabetical order. Each letter of the alphabet acts as a section heading.
3. **Page feedback:** The *Ask a Question* mini-form in the right rail appears on many pages on PILOT. Using it, employees can note when content is inaccurate or needs an update. The instruction is welcoming, letting users know they can ask a question or report out-of-date information. The intranet administrator and page owner both receive an automated email notification about all such comments.

New Hires Form

PILOT

OUR COMPANY OUR SERVICES BRANDS OUR PRODUCT DIRECTORIES FORMS

Tyler King Project Manager

Back New Starter Form (Corporate)

1 NEW STARTER FORM (CORPORATE)

Managers: Please complete this form before your new starter begins employment.

New starter forms must be completed at least four days before your new starter begins to ensure Technology and Peopleworks Support create your employees details in time.

2 The first name of your new starter: *

4 The surname of your new starter: *

3 The email address of your new starter: *

The job title of your new starter (please double-check spelling as this will impact your employee's profile). *

Job Grade (Area Manager / Team Manager / Assistant Manager etc.)

Nation (Brand or Support Division): *

☐ clevents

☐ Corporate Traveller

☐ FCM Travel Solutions

Contract Type

☐ Fixed Term

☐ Contractor

☐ Permanent

The new starter's team e.g. Vauxhall 2 *

5 Important: Team Number (T3) *

To find your team's T3, please click on CORE (GLOBAL DIRECTORY) in the essential links footer at the bottom of this page. Search for your name, click on the employment history tab, and your T3 will be in brackets after your current job title.

Main Amadeus Office ID

Please write N/A if not applicable

Additional Amadeus Office ID

Please write N/A if not applicable

CT/FCM ProTA S Office Number

Date logins are required (i.e. new starters first day of employment)

Choose Choose Choose

Team Leader's Email Address *

Pictured: Flight Centre Intranet New Hire Forms. The new hires form makes it a snap for managers to get new hires set up in Flight Center systems.

New Hires Form, Highlights

The well-designed new hires form makes it easy for managers to ensure that new Flight Center employees will be set up to use the needed systems. A simple tool like this helps keep managers' tasks in check, and starts new employees off on the right footing.

1. **Title:** The large title confirms that users are on the *New Starter Form* page.
2. **Instructions:** Large text below the title offers basic instructions about who should fill in the form, why, and when. Smaller text with more details appears below the larger text.
3. **Field label spacing:** Field labels appear just above the associated field, making them easy to scan and use. In this design, the team thwarted a common usability issue with labels above fields—that is, that users cannot tell if the label is associated with the field above or below it. This excellent design shows the simple solution that's not always easy to implement: provide the appropriate amount of vertical spacing between the label and its field. Also, provide enough (and more) vertical spacing between the field and the label below it that's related to the next field. This design nails it.
4. **Field label content:** The labels are detailed yet not overwhelming. For example, *The first name of your new starter* reminds managers that they are filling in the form about someone else, not themselves.
5. **Assistance text:** Some of the more complicated or lesser-known processes have an explanation between the label and the field. These prompts help ensure that users are answering everything accurately.

IT Department

The screenshot displays the Flight Centre Intranet IT Department page. The layout includes a top navigation bar with links like 'OUR COMPANY', 'SHARED SERVICES', 'BRANDS', 'OUR PRODUCT', 'DIRECTORIES', and 'FORMS'. A user profile for Tyler King is visible. The main content area is divided into several sections:

- 1. Navigation Bar:** Contains 'TECHNOLOGY', 'SYSTEMS', and 'REQUEST FULFILMENT' tabs.
- 2. TECHNOLOGY AND SYSTEMS:** A section with a header image and text describing the department's role in supporting 2100 users across eight European countries.
- 3. SERVICE DESK:** A section explaining the Service Desk team's role as the first point of contact for IT issues.
- 4. USEFUL INFORMATION WHEN LOGGING A TICKET:** A section with a list of FAQs, including 'What information should users have ready when they call IT?' and 'What steps should users have done before contacting Technology?'.
- 5. Key Metrics:** Three green boxes showing '300 REQUESTS EVERY DAY', '30 MOVERS FORMS TO ACTION PER MONTH', and '82% OF TICKETS RESOLVED IN A DAY'.
- 6. CONTACT US:** A section with contact details: Phone: 0208 123 4567, Email: mail@flightcentre.co.uk, and operating hours (Monday-Friday 8:00am - 6:00pm, Saturday-Sunday 8:30am - 5:30pm).
- 7. SUBMIT A SELF-SERVICE TICKET:** A green button labeled 'CLICK HERE'.
- 8. TECHNOLOGY LINKS:** A section with links to 'Order A Mobile', 'Order A Work Station', and 'Service Desk'.
- 9. TECHNOLOGY DOCUMENTS:** A section with a search bar and a list of documents including 'Customer Service Guidelines', 'Marketing Budget', and 'Employee Handbook'.

The bottom of the page features three columns: 'Followed Sites' (HR Initiatives, Community Services, Brand Management, Human Resources), 'Essential Links' (Financial Services Powerpoint, Sales Proposal, Purchasing Guidelines, Healthcare Changes), and 'Social Feed' (Flight Centre @flightcentreau, Flight Centre @flightcentreau, Flight Centre @flightcentreau).

Picture: Flight Centre Intranet IT Department. Employees can self-diagnose issues, create service request, and much more in the intranet's IT section.

IT Department, Highlights

The Technology Department at Flight Centre offers a comprehensive *Technology* section on the intranet. Pages include everything from policies and guidelines to creating service requests. Also, a services page shows the status of all IT managed systems across the organization. At a glance, users can identify if a technology they want to use is having issues, click to get more information, and receive real-time updates. The addition of this page on PILOT has reduced email overload exponentially, as the previous intranet required IT to email service updates to the entire organization every 15 minutes.

1. **Menu:** The IT section includes several pages, so it offers its own navigation menu at the top. This makes it easy for internal clients to traverse the IT-related content.
2. **Introduction:** The page's top section, *Technology and Systems*, describes which tasks the department is responsible for, how many people work for IT, and where they are located. This helps employees understand more about the group and how IT can be of service.
3. **Service:** The *Service Desk* section describes how IT acts as a funnel, routing issues to the right people and teams.
4. **Ticket help:** To assist employees in creating an IT service request, also known as a *ticket*, the page provides an FAQ with six common questions. Each can be expanded (with a red plus icon) to show the answers. Following the instructions in this list ensures that employees get their issues reported thoroughly and solved quickly so they can get back to doing productive work.
5. **Department statistics:** Briefing employees about the amount of work a department does can be interesting, and it demonstrates a hard-working team's results. Statistics such as *300 requests every day* can also create empathy in employees who might otherwise expect their service request to be addressed immediately.
6. **Contact:** The phone number, email address, and hours of operation show that IT is approachable and willing to provide one-on-one assistance.
7. **Service request:** The *Submit a Self-Service Ticket* section appears above the fold, as it is a regularly used feature.
8. **Links:** Links related to common technology needs, such as ordering a phone or computer, appear in the right rail.
9. **Documents:** IT-related documents are consolidated for employees in the *Technology Documents* section.

Brand Page

PILOT OUR COMPANY SHARED SERVICES BRANDS OUR PRODUCT DIRECTORIES FORMS

HOME AREAS SALES/ACCOUNT MGMT BRAND SUPPORT PRODUCTION, SPORT & CREATIVE

CORPORATE TRAVELLER / HOME

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CORPORATE TRAVELLER
bring an expert on board

Corporate Traveller are the UK's largest TMC specialising in companies with a travel spend of £50,000 to £2 million each year. We have over 300 Expert Travel Consultants, 50 BDAs and 15 Account Managers who are all responsible for over 3,000 trading clients who spend in excess of £200 million per year. Supporting them are dedicated teams for Specialist Fares, Emergency Assist and One Best Way Operational Excellence.

Our people are our strength, working alongside great technology. We are exceptional at what we do and using this blended approach to travel means we are wildly successful. Our clients love us and our village structure ensures a real 'watermelon' community where we support each other to achieve success, success for CT is measured in our high client retention (95%), high client satisfaction (97%) and low staff turnover (13%). We have many clients who have traded with us over 10 years and their referrals and testimonials highlight our consistently excellent service on a no-contract basis. Since our UK launch in 1999, we have had meteoric success in terms of growth and profit. We currently contribute 60% of Flight Centre Europe's profit with only 20% of the staff numbers.

WHAT WE OFFER

- Expertise
- Choice
- Savings

HOW WE DO THIS

- Dedicated Flexible Service
- Simple, Accessible Technology
- Travel Expertise
- Our Promise

CT SWOT TEAM

Search for people

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CT KEY FACTS:

- 80 NEW CLIENTS
IMPLEMENTED EVERY MONTH
- CLIENT SATISFACTION
SCORE 97%
- 90% RETURNING CLIENTS
IMPLEMENTED EVERY MONTH
- CORPORATE TRAVELLER WINS
£89M NEW SME BUSINESS

APRIL 2018

MON TUE WED THU FRI SAT SUN

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

BRAND DOCUMENTS

Search in Documents

- Customer Service Guidelines
Lily Lowe - 172 Views
- Marketing Budget
Michelle O'Brien - 156 Views
- Employee Handbook
Jack Hart - 114 Views
- Expenses Policy
Jack Robertson - 73 Views

USEFUL CT WEBSITES

- Corporate Traveller Website
- LinkedIn
- Twitter
- Reinvoicing App
- CT Marketing

Followed Sites

- HR Initiatives
- Community Services
- Brand Management
- Human Resources

Essential Links

- Financial Services Powerpoint
Financial Services Powerpoint
- Sales Proposal
Sales Proposal
- Purchasing Guidelines
Purchasing Guidelines
- Healthcare Changes
Healthcare Changes

Social Feed

Flight Centre (@flightcentreuk)
From Tinseltown to the Gold Coast Hinterland, there are places that you will not believe are actually right here in our own backyard of Queensland.

Flight Centre (@flightcentreuk)
Hawaii Flight Centre Gold, Silver & Platinum return. Shop now via <http://travel.to/187342Qz>

Flight Centre (@flightcentreuk)
These amazing giveaways will make you feel like it's Valentine's Day at any time of the year <http://travel.to/187342Qz>

Pictured: Flight Centre Intranet Brand Page. Each of the 40 Flight Centre travel brands has an intranet page that describes the team, what they do, and more.

Brand Page, Highlights

There are seven brands within the UK. Each one has a page on PILOT that describes the brand and its team, presents internal and external brand events, coordinates discussions around hot topics, and tracks the brand's KPIs.

1. **Summary:** The page's top section includes the page title, followed by a detailed description of how many people work for the brand, what the brand does, and why it's special. This description is a great way for employees to learn about each of the seven brands.
2. **How the team works:** The *How We Do This* section provides an overview of the brand's core Customer Value Propositions and shows how the team will achieve those targets. Topics about technology, service, expertise, and promise can each be expanded to reveal the related information. Sharing this can help the brand teams learn from one another and develop new ideas for how to improve their own brands.
3. **Team:** A subset of employees, along with their photo and contact information, appears across the width of the page. Employees can use the search field to look for a person working on the brand.
4. **KPIs:** The brands reveal some of their KPIs in cards in the *Key Facts* section. These figures can help keep a brand's team members on track and motivate them to reach shared goals.
5. **Calendar:** The calendar indicates brand-related events with a white dot on event dates. Clicking the date opens a page with event details and allows users to click to add the event to their Outlook calendar.
6. **Documents:** A list of four brand-related documents shows on the page, and the search feature enables users to find others.
7. **Links:** The brand suggests a list of useful websites for their colleagues to consult.

Global Navigation

PILOT OUR COMPANY SHARED SERVICES BRANDS OUR PRODUCT DIRECTORIES FORMS Tyler King Project Manager

Search in Workspaces ...

1 About Us

- > Our Company
- > Who We Are
- > Corporate Social Responsibility
- > Flight Centre Foundation
- > Jargon Buster

2 Peopleworks

- > Peopleworks Support
- > Paymatters
- > Policies and Procedures
- > Log Holiday or Sick Leave (HR.Net)
- > Whistleblowing Hotline

3 Brightness of Future

- > Brightness of Future
- > Flight Centre Careers
- > Learning & Development
- > Leadership & Management

Benefits

- > Our Benefits
- > Healthwise
- > Moneywise
- > Travelwise
- > Benefits Portal

5 LONDON NEIGHBOURHOODS YOU NEED TO EXPLORE

SAVOURING THE WORLD'S LARGEST...

A gleaming white colossus, capable of carrying almost 9000...

10 REASONS WE'RE OBSESSED WITH...

I was always one for independent travel. For finding my own way...

MY APPS & TOOLS

SalaryExtras COMPASS

Benefits Portal Compass

FLIGHT CENTRE TRAVEL GROUP CORPORATE TRAVELLER

Core Duty Travel

Workplace by facebook KDS

Facebook Workplace KDS Neo Expenses

MY EVENTS

How To Travel Around The USA And Only Unpack Once

- 15 Jul Byron Blues Festival The Byron Bay Blues and Roots Festival is a...
- 24 Jul US Masters Golf One of golf's four major championships, the US...
- 24 Jul World Travel Market Registration for the travel market & conference...

IT SYSTEM STATUS

VIEW SYSTEM STATUS

LATEST VIDEOS

The 48-Hour Destination San Francisco Trailer

Flight Centre 0% Interest Free Holidays Holiday Bigger with Flight Centre Interest Free...

OUR SHARE PRICE

Flight Centre Travel Group

Pictured: Flight Centre Intranet Global Navigation. The global navigation links are easy to scan in the menu.

Global Navigation, Highlights

An unconventional global navigation approach gathers content and sites into collections. Each link appears under the appropriate global navigation area. This is loaded manually based on the information users are likely looking for. The site uses analytics on the back end to end to justify these selections.

1. **Section:** The open menu offers sections, each indicated with a blue bar at the top and light grey shading around the remaining three sides. Similar terms are put together to make up each section. Icons at the top attempt to differentiate the sections and make them quickly recognizable.
2. **Title:** Each section title is in bold grey text—dark enough to read, without appearing too heavy.
3. **Links:** Links appear in columns. The short lists are easy for users to read.
4. **New:** The number of links that appear in each section is automatically counted and displayed within the black circle in the top blue section. When searching within this menu, it filters all the columns in real time so that users can quickly refine it to just a few links by typing a few letters.

DESIGN PROCESS AND USABILITY WORK

The design team conducted various research activities to inform the new intranet's design direction:

Surveys and workshops: For Flight Centre's Internal Communications team, the new site's design was of paramount importance. The company therefore conducted employee surveys and workshops that let the design team gauge the interests, goals, and objectives of end users. One of the questions was: *What ways can an intranet make your working life easier?* The responses suggested improvements to content, design, productivity savings, timeliness, and content accessibility. These findings were largely focused on the need to better organize information on the intranet in order to bolster staff members' ability to work together and collaborate. One particular comment on navigation and design served to influence the new structure: *"I don't think it has to be over complicated. It should be easy to find the department you are looking for. The current issue is that there is a mismatch of information scattered all over the place."*

The workshops allowed Flight Centre staff members to talk through concerns about the existing intranet and prioritize areas they found most useful. Site maps were then created to illustrate a structure that would surface important information.

Focus groups: Improving the UX was also an important part of the intranet redesign. The survey results played a huge part in helping to identify what users found important from a UX perspective. The intranet team carried out several focus groups with intranet champions from different areas of the business including Internal Communications, front-line sales, finance, support teams, operations, and leadership to ensure all requirements had been captured and were reflected in the site structure. Among the requirements surfaced were two key needs—the need to have personalized apps and tools available on the homepage, and the need to make forms accessible through the top-level navigation. Also, to ensure consistency and quality, templating was crucial. The design team developed a brand page template in conjunction with brand leaders and others. This gave these leaders a clear understanding of the content they needed to gather and maintain, and also ensured that users would have a seamless experience from one brand to the next.

Focus group participants also discussed the previous site and how it overwhelmed employees with extremely busy navigation and many buried pages. Further, the site had low-performing search capabilities, and users didn't trust the content's integrity as documents were often outdated. The new site completely overhauled all of these elements—offering streamlined navigation, powerful global search capabilities, and the ability to work collaboratively, with real-time editing on the same documents (permission trimmed), including information on who edited the document last and when.

Card sorting: Core IA was established through card-sorting activities, in which design team members had users build an IA that they thought best represented the business and how they would look for information. The team merged these findings into a final IA that kept important information in sight and aligned it to the business structure.

Site audit: The design team also audited the current site to understand which pages and assets were being used, as well as what was important to migrate and give prominence in the new IA.

Buy-In

Buy-in for the new Flight Centre intranet was easy to achieve as the previous intranet had outdated content and poor performance. Users were eager to move on to a new and improved platform, particularly with the new site's emphasis on providing up-to-date and relevant content.

People can now find the latest travel information—including information about disruptions, deals, and business strategy announcements—all in once place. Most importantly, the information they find on the intranet is considered the source of truth, as it is not available elsewhere; business critical information is no longer being communicated via email.

Working with Outside Agencies

Unily is responsible for the intranet's operations, support, and ongoing development. The Unily Consulting and Customer Success teams ensure Flight Centre is able to use the latest product features, provide support for page building, and contribute to the platform's ongoing success and adoption.

GOVERNANCE

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Internal Communications Team	Manage the intranet, govern the platform, and train content creators and platform super users
Content Creators	Create content, build pages, and ensure content is up-to-date on their own department and regional pages

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	intranet.flightcentre.co.uk
Default Status	The intranet homepage is enforced on Flight Centre's preferred browser, Internet Explorer

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
2002	First intranet (designed by IT) launched
April 2017	Recent engagement with Unily began
2018	- New intranet launched - Six-month post-launch survey conducted

CONTENT AND CONTENT CONTRIBUTORS

CONTENT DEVELOPMENT AND OVERSIGHT	
Contributors	The Internal Communications team has empowered up to 20 different content managers from across the organization to contribute content in their areas of expertise. For example, IT personnel have ownership of the IT page, which allows them to update information quickly without needing Internal Communications approval. Because IT team members are SMEs, it makes sense to give them ownership to share business-critical information that is important for the wider organization.
Contribution	Two Internal Communications managers and approximately 20 other content contributors provide content across the site. Other employees can offer feedback on content to ensure it stays up-to-date by posting to a dedicated forum, submitting a form, or contacting the Internal Communications team directly. News stories and articles can also be submitted for approval.

Training	• Unily consultants conducted training sessions and workshops for content authors so they could learn best practices prior to contributing to the new site. • The Internal Communications team provides ongoing support and training on topics including content creation, page creation, layouts, and best practices. • Guidelines are provided to encourage a consistent tone of voice (informal) to ensure that content is easily communicated without jargon.
Maintaining Quality	The biggest challenge on the Flight Centre intranet is to ensure information is kept up-to-date. Flight Centre has overcome this challenge by giving employees a forum on the platform where they can notify the Internal Communications team if they spot any out-of-date content. Forms have also been strategically placed on pages across the platform, allowing users to highlight outdated content. A completed form is automatically sent to the content author and the Intranet Manager to notify them of any suggested changes to outdated content. Also, a content audit is carried every month to ensure that there is no missing or inaccurate information. The Internal Communications team controls the entire site, but it delegates content authoring to relevant content managers.

TECHNOLOGY

Flight Centre required a solution that could be easily deployed out-of-the-box, and could also be configured and tailored to its specific business needs. It therefore chose to use the Unily intranet platform hosted on Microsoft Azure. Unily's core functionality let Flight Centre implement a rich feature set very quickly and then build unique elements—such as the supplier directory—on top. The platform integrates seamlessly with O365, including SharePoint Online, Skype for Business, OneDrive for Business, Delve, and much more. The site also feeds all company applications and tools into the platform through an OKTA API integration. With OKTA, Flight Centre has a security-trimmed collection of business applications.

ROI

The new intranet's success can be measured in quality of life gains for employees and quality of engagement for the organization as a whole. Specific wins include:

Reduction in email traffic: A key success factor for the Flight Centre intranet project was to reduce email communication across the organization by 88%. Prior to the implementing the new intranet platform, email was the main source of company communication, causing an overload of email traffic that resulted in confusion and critical communications being missed.

Provide a single source of truth: Not only is the site the go-to place for all company information, but it is also viewed as the place to go to receive and digest *credible* information. The Flight Centre leadership team uses the platform for all leadership communication, including to communicate changes in company strategy. In essence, it's not true until it's communicated via the intranet. This has proven to be a huge success factor for the platform.

Provide access to company benefits: The site has made it easy for employees to access company benefits by offering them in a single go-to place. The *Travelwise* page offers easy access to discounted travel and vacation options available to staff; this achievement alone made the redesign worthwhile. By allowing employees to access their company benefits through the site, Flight Centre has seen a record-breaking increase in employee purchases and a huge bump in engagement with the platform.

Create a self-service environment: With the previous solution, employees had to spend considerable time on the phone with support teams to complete basic tasks. The new platform is far more transactional, high-performing, and intuitive, which has greatly reduced the need for phone support and given employees the ability to serve themselves and increase their efficiency.

Follow a content migration principle: The team followed a straightforward content migration principle: *If it is easier to find the information on Google, then it doesn't belong in the intranet.* This approach facilitated smart decisions about what should stay and what should go. For example, information such as baggage allowance can be found on each airline's website, so Flight Centre didn't need to copy and paste it into a page and use resources to try to keep it updated. Decisions such as this were a big cleanse for the new platform, as was the decision to cut any page without a minimum number of monthly views.

LESSONS LEARNED

The Flight Centre design team learned many valuable lessons through this project, and it shares some of those lessons here:

Find champions. "Identify your intranet champions from across the organization and make sure they are committed from the start. Flight Centre's champions influenced the direction of the project massively."

Add a contingency to the project timeline. "Timelines are estimates and things can go wrong. Plan for the possibility in advance."

Don't overlook the IA. "IA is a critical component of any successful intranet. Make sure the information architecture is useful and ensure it is up-to-date. This will save a lot of time in the long run."

Projects don't manage themselves. "Ensure you have a dedicated intranet manager who has a passion and drive for the project. This will help with the development of your site and will ensure your project stays on track."

Choose a partner with care. "The partner you choose to work with will influence your project massively. Ensure your chosen partner is able to give you the face-to-face time the project needs. Conduct workshops, pre-launch meetings, and training sessions with expert partners and this will drive the success of your project. This was essential to the Flight Centre project."

Keep content lean. "When planning an information architecture solution, only include what's necessary. If the information is easier to find on Google, it shouldn't be on the intranet."

Profile data is key. "Profile data is the backbone of delivering highly relevant experiences, as what you know about your people defines what you push to them on the intranet. Make time to understand your audience. Involve IT and HR and build a process for maintaining this data going forward."

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.¹

¹ *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.

Mathew Schwartz (www.penandcamera.com) is a freelance journalist, editor, and photographer based in Cambridge, Massachusetts. He frequently covers business and technology issues, and has contributed to such publications as *The Boston Globe*, *Computerworld*, *Fodor's Travel Guides*, *Information Security Magazine*, *The Times of London*, and *Wired News*. He has profiled the usability practices of such leading organizations as eBay, Fidelity Investments, and Intuit. He earned a BA in English literature from Cornell University, and an MA in English literature from the State University of New York at Buffalo.

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.

Acknowledgements

Thank you to the designers and organizations associated with the intranets in this report. We appreciate them for submitting their work, cooperating in interviews, reviewing the reports, and mostly for their intranet designs.

A special thank you to all of the organizations who entered their intranets for consideration.

Finally, thank you to Susan Pernice and Jeanette Pidanick for their assistance throughout the review process.

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- **Conducting groundbreaking research.** Every week, somewhere around the globe, NN/g team members are conducting user experience research. Our experts are experienced at executing dozens of research methodologies. We know when and how to apply each one, resulting in trusted insights that inform everything we do.
- **Evaluating interfaces of all shapes and sizes.** We've tested thousands of different user interface designs over the years. Every year we evaluate hundreds of interfaces, adding to our collective understanding of design and user behavior. Our experts work with users, interfaces and organizations from all over the world, widening our collective understanding.
- **Insights with more depth.** We don't have a narrow focus. Our observations are the result of the cumulative findings across a large volume and variety of circumstances, making them highly valid and comprehensive. For everything we publish, we combine our collective knowledge of longstanding patterns with any new findings we uncover from our targeted research studies. This allows us to interpret observations through the lens of the dozens of similar things we have seen before to concluded its importance as well as the validity of the insight. So this report is based not only on our most recent research on the topic, but more than 20 years of UX knowledge.

OUR EXPERTS DO IT ALL

Our experts are researchers, educators, and UX Design practitioners all in one. Everything we do informs the 3 pillars of our business, research, training, and consulting.

- **Research** — Every person on our team conducts research. We tackle every topic in UX from the most evergreen challenges like information architecture to the most recent and emerging trends.
- **Training** — Our UX Conference training events take place in cities around the world.



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With more than [40 courses available](#), there's something for everyone. Courses are taught in areas such as: research practices, design processes, working with stakeholder and product teams, among other things.

- **Certification** — Our certification program helps UX professionals quickly gain skills and credibility. By taking 5 courses and passing related exams, practitioners earn [NN/g UX certification](#) and badge, a recognized credential in the industry.
- **In-house Training** — Many of our courses can be taught at your location and customized to fit your unique needs. [In-house training](#) is ideal for teams that want to spread user experience perspective throughout a large group and those working on large projects that need to kick start the creative process and head in the right direction.
- **Consulting** — Our experts are available for [custom consulting](#). Our services include but are not limited to: Guiding critical design decisions to improve the bottom line
 - **Design Reviews and Competitive Analysis** (starting at \$38,000 USD)
 - **Usability testing** (starting at \$20,000)
 - **Benchmarking** (starting at \$45,000)

PUBLICATIONS AND CONTENT

Over the years, our experts have developed a comprehensive body of knowledge and UX resources. We've taken the results of our decades of research and distilled it down into actionable guidelines, best practices and proven methodologies.

Articles and Videos

Over the years, we have created one of largest and most comprehensive sources of free user experience content and research insights.

- **Articles** — Each week we publish [new articles](#) on current UX topics available to practitioners around the world at no cost.
- **Videos** — In addition to our free articles, we produce a variety of short topical UX videos posted to our [YouTube channel](#) weekly.

Reports

Our research library contains more than 60 published reports and books addressing a variety of topics including but not limited to the following:

- Doing UX in Agile Environments
- UX Design for specific audiences (e.g., children, college students, seniors, people with disabilities)
- Information Architecture
- B2B Websites

- Corporate Websites
- Ecommerce UX Design
- Marketing Email and Newsletters
- Intranets
- Non-Profit Websites
- University Website

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