

Institute for Global Work

Keane | TSG

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Vision - JAIVIN

The Institute for Global Work (IGW) seeks to establish themselves as the preeminent body for thought leadership that shapes and guides leading-edge practices pertaining to global business processes. To gain interest and sponsorship, the IGW requires a strong brand as well as a cutting-edge website. As the IGW grows, the online solution must extend to provide a collaborative environment as well as deliver IGW's vision for global work.

CONVERT TO TABLE:

Establish IGW as the preeminent body for thought leadership

- Create a strong brand for IGW

Enable IGW to shape and guide leading-edge practices

- Create an online community of practice that encourages collaboration

Provide a unique certification program for global work processes and practices

- Develop a channel for educating and certifying global business users

Develop partnership between industry and academia on global scale

- Develop an application for collaborating with other global academic institutions

Brand Definition

- Vision
- Mission
- Promise

Key Criteria

- Attributes
- Imaging
- Identity Elements

Project Goals

Short-term goal: Build awareness of the IGW

- Develop a brand definition and identity for the IGW
- Design a website to establish the IGW's online presence and create a buzz in the community about IGW's mission
- Facilitate participation from global corporations and academic institutions to generate thought leadership, conduct research, and provide financial support
- Provide tools to promote collaboration between participants and sponsors of the IGW
- Design an extensible architecture to address short-term and long-term goals

Long-term goal: Realize the organizational vision of the IGW

- Deliver online courseware and curricula
 - Create channels to support the certification program for global work processes and practices
 - Disseminate educational resources and tools for professionals, researchers, educators and students
- Enable an online community of practice
 - Encourage collaboration through the use of tools such as blogs, discussion boards, newsletters, and content libraries
 - Identify themes and create dedicated spaces for sub-communities, such as
 - *Verticals*
 - *Individual Global Processes and Practices*
 - *Target Audiences*
 - *Special Interest Groups*

Success Factors – Phase 1 - JAIVIN

Brand Identity

- Create a brand identity system which supports the organizational mission and vision
- Develop a fresh creative direction that promotes IGW as a premier, forward-thinking organization
- Design a flexible brand framework which can scale and evolve over time **and be adapted across multiple mediums**

Website

- Quickly and cost-effectively establish an online presence for IGW
- Facilitate the distribution of IGW content
- Enable users to join the IGW community
- Provide consortium members the means to publish content and documents leveraging CMS
- Allow content aggregation from external sources
- Introduce collaboration features
- Ensure an architecture and design that supports future needs

Keane's Approach to Branding – JAIVIN (Arrows, physical collateral)

Brand Development

Brand Definition

- Vision
- Mission
- Promise

Creative Criteria

- Brand Attributes
- Messaging
- Identity Elements

Identity Options

- Logo / Logotype
- Identity System
- Usage Samples

Style Guide

- Brand Definition
- Identity Elements
- Usage Samples
- Identity Standards

Online Brand Extension

Visual Design Options

Visual Design Direction

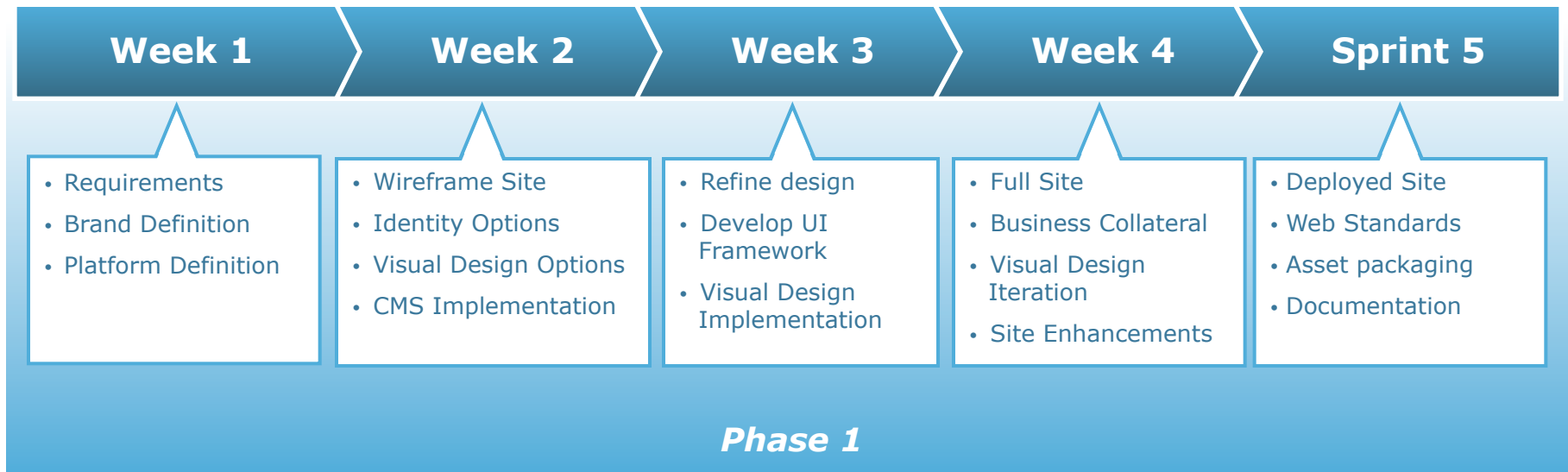
Web Standards



Online interactions reflect two perspectives; they reside in the space between the **business** and the **users**. An effective online experience requires an understanding of both perspectives.

Proposed Project Timeline – Phase 1

Keane will utilize “Scrum” based Agile methodology which manages product development via a series of “Sprints”, where each sprint delivers a working part of the whole system. The website will be constructed in a series of five one-week sprints. At the end of each sprint a working application will be available, which forms the basis for the next Sprint.



Sprint 1

Week 1

Week 2

Week 3

Week 4

Week 5

Activities

- Requirements Gathering
- Audience Definition
- Content Analysis
- Feature Set & Prioritization
- Develop Brand Strategy
- Brand Messaging / Positioning
- Research, select and deploy platform

Proposed Deliverables

- Band definition

Sprint 2

Week 1

Week 2

Week 3

Week 4

Week 5

Activities

- Basic navigation and site organization
- High-level content templates and guidelines
- Branding Elements
- Begin CMS implementation

Proposed Deliverables

- Logo/ Logotype options
- Visual design options

Sprint 3

Week 1

Week 2

Week 3

Week 4

Week 5

Activities

- Client starts populating content
- Iterate on site navigation and organization
- Refine content and page templates
- Define content taxonomy and tagging system
- Introduce new features and functionality
- Component Skinning
- Visual Asset Production
- Develop UI framework

Proposed Deliverables

- Site with Visual design applied
- Business Collateral
- Branding style guide

Sprint 4

Week 1

Week 2

Week 3

Week 4

Week 5

Activities

- Refine features, functionality, content and taxonomy as needed
- Implement remaining features and functionality
- Continue entering content
- Collateral Production
- Visual Design Enhancements
- CMS implementation

Proposed Deliverables

- Enhanced site

Sprint 5

Week 1

Week 2

Week 3

Week 4

Week 5

Activities

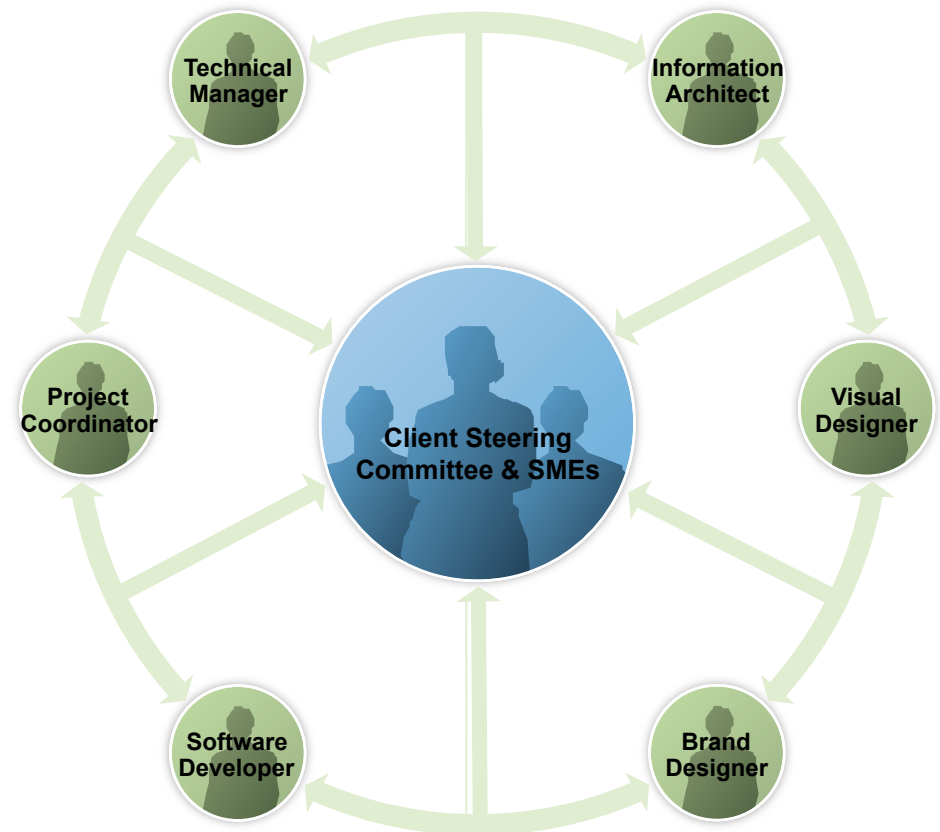
- Finalized content and functionality
- Deploy final site
- Guidelines for content management and site enhancements
- Final Assets
- Final Documentation

Proposed Deliverables

- Documentation
- Final Site

Project Team Example - LAURIE

- **Technical Manager**
 - Role description 1-2 sentence or bullet points.
- **Information Architect**
 - Role description 1-2 sentence or bullet points.
- **Visual Designer**
 - Role description 1-2 sentence or bullet points.
- **Brand Designer**
 - Role description 1-2 sentence or bullet points.
- **Software Developer**
 - Role description 1-2 sentence or bullet points.
- **Project Coordinator**
 - Role description 1-2 sentence or bullet points.



Questions

- Where is this going to be hosted? Is there an existing development environment?
- Are there any existing brand requirements? Are there any dependencies with BU or other sponsor branding guidelines?
- Who are the stakeholders/decision makers for this initiative?
 - What is their availability/level of commitment to this engagement?

Assumptions

Technical Assumptions

- Open source tools will be used for the platform
- Collaboration environment using only out-of-the-box tools (no custom coding) will be used for the initial release
- Website will be fully accessible (Section 508 compliant)
- Website will support internationalization and multi-language content
- All releases will be to the remote, hosted environment

Brand and User Experience Assumptions

- Target audience for initial release will be at the business-to-business level (corporate sponsors, academic institutions and government agencies)
- The Client will provide any branding requirements which should be considered in the design of the IGW brand and website
- Visual design iterations will occur in the website — mockups will not be iterated on
- The Client will manage the production of all business collateral (business cards, letterhead)

Content Assumptions

- All content creation/authoring (including any video content) will be done by the client
- The Client will provide access to sample existing content and listing of all content types at the start of the project to ensure appropriate design
- Keane will not load existing data into the application upon production deployment
- Integration of educational modules will be considered when developing the overall architecture (system and user interface), but will not be designed for the initial release

Process and Project Assumptions

- The Client and Keane will work together during the course of the project to achieve mutual agreement on requirements for the product release
- The Client will provide the dedicated personnel who will be the point of contact for any clarifications during the project
- The Client will participate in a bi-weekly 'Scrum Meeting' during the course of the project
- Final product will be released based upon the final number of sprint cycles in scope in the subsequent Statement of Work
- 5 1-week sprints will begin 10/1/07
- Client will review and provide feedback on all deliverables prior to next sprint

Agile Methodology

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Approach – Scrum Details

Sprint Activities

- **High Level Activities**
 - **Create a comprehensive list of feature requests (Product Backlog)**
 - *Complete list of all feature requests, functionality, etc. This is composed at the beginning of the engagement and added to during the course of the project as new requests are made. Not all requested features will be implemented during one or more sprints, instead a subset will be chosen to be implemented for each sprint.*
- **Sprint Planning Session**
 - Client describes and prioritizes Product Backlog
 - Tasks are moved from Product Backlog to Sprint Backlog
- **Sprint Development**
 - The Scrum Master (TTL) will work with each developer to select components of the Sprint Backlog each day
 - Each developer implements and unit tests the components assigned
 - The Quality Engineer develops Test Cases for components selected
 - Each component is tested individually and the whole is system tested by the quality assurance team
 - Daily Scrum – daily brief meeting to address progress, plans, issues
- **Sprint Review Meeting**
 - At the conclusion of the Sprint, the Team demonstrates completed functionality
 - Quality Engineer executes and reports on Test Cases
 - Results are reviewed and delivered
 - Changes/modifications/requirements are moved to the next Sprint backlog
- **Next Sprint starts**

Approach - Keane Agile Development

Keane applies an agile software development approach adapting the best features of SCRUM and Extreme Programming to projects where early success must be demonstrated yet requirements may not be fully known. The approach is lightweight and manages development work through frequent and small releases. It emphasizes working software as the primary measure of progress.

The approach is founded on solid and proven software engineering best practices

- Test driven development, continuous integration, refactoring, standards-based implementation, build on object-oriented analysis and design and service oriented architectures.

Customer Benefits

- Specifically designed to efficiently cope with change. Avoids high cost of change management and inflexible solutions in traditional approaches. Involves stakeholders in the evolution of the solution.
- Customer satisfaction by rapid, continuous delivery of useful software.
- Focuses on producing prioritized, usable features.
- Identifies and communicates problems Immediately.
- Quality of resulting software is greater than with traditional approaches.

How does Keane Agile Development Work?

- Small teams of highly skilled, multi-disciplined software engineers.
- A series of sprints/iterations (in the order of weeks not months) where each sprint is a mini software lifecycle.
- Visible, usable increments to software releases.
- Time-boxed planning.
- Value is placed on real-time and ongoing communication as opposed to heavy weight documentation.
- Usage of modern lightweight development tools to allow 'quick' change.
- Regimented opportunities for change management to allow prioritization and focus on delivery.

Case Studies

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City of Boston Website Refresh

Making the City of Boston more accessible online

City of Boston Website, Refreshed and Improved: As part of the new eBusiness strategy to better serve its constituents, the City needed to refresh its web presence and provide a more intuitive experience to its diverse groups of users.

BUSINESS CHALLENGE: Useful content and functionality existed site-wide, but was often extremely difficult to find, resulting in user frustration and customer service overhead.

The site had an excessive departmental orientation, requiring users to understand the structure of City government to successfully navigate.

And the lack of a clear site hierarchy, an outdated design scheme, and an undifferentiated content experience further added to user confusion.

Keane was tasked with providing an up-to-date design solution that more effectively addressed the needs of the City's diverse constituency.

SOLUTION: Keane created a flexible new information architecture and design system that facilitated usability while accommodating existing content and anticipating future features.

The design established a new visual direction for the site that is current and reflective of the City's unique personality. The deliverable comprised a library of HTML/CSS templates with the new visual design applied, and a style guide that provided detailed visual specifications for adding and updating site content and new pages.

The system was effectively leveraged by the City's internal development team to build out the balance of pages (1500+) required to re-launch the website.

RESULT: An effective new online presence for the City of Boston:

- Formal usability testing validated the design approach, with an extremely high task completion rate and positive overall feedback
- The City's development team was able to leverage the design system to quickly deliver the new site with limited resources
- Site launched successfully July 15th, 2006

BUSINESS VALUE

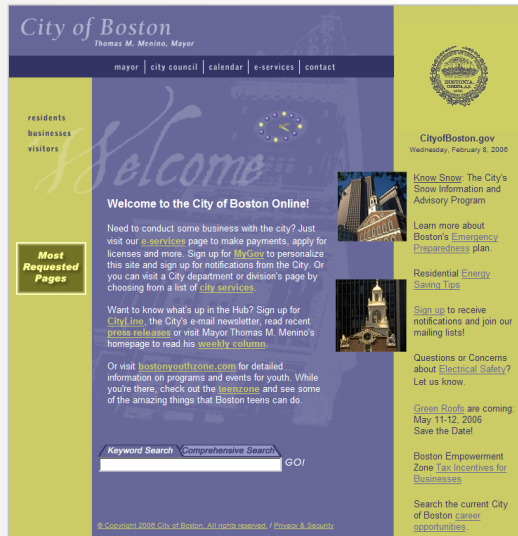
- Enhanced constituent self-service experience is anticipated to significantly reduce customer service overhead
- Flexible, modular design solution positions the City to add new features and enhancements more easily moving forward

USER VALUE

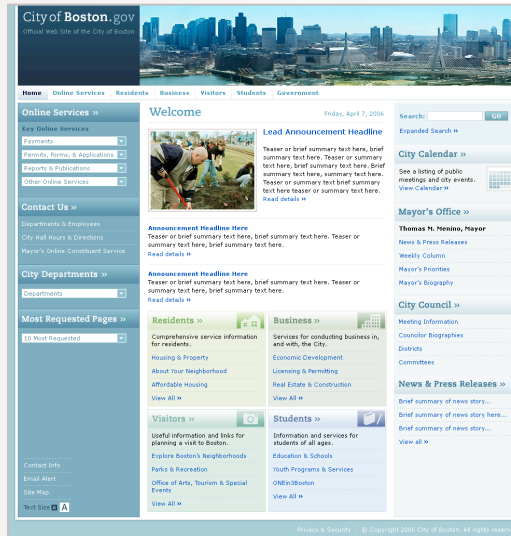
- Role- and task-based navigation structure provides users with intuitive access to content and services
- Self-service orientation minimizes need to contact City representatives or visit City Hall

SYSTEM VALUE

- Efficient design solution allowed a small, time- and budget-constrained team to develop a large site experience very quickly, using existing skill sets



Old Design System



Refreshed Design System

WBUR Website Redesign

Leverage a valued brand and integrate internal and external content

Leveraged a Valuable Brand and Integrated Internal and External Content. *Keane transformed an unfocused, underutilized website of a premiere local public radio station into a business asset that builds brand and attracts new audiences.*

BUSINESS CHALLENGE: Leading National Public Radio station wanting to expand presence on web to position itself as the leading NPR content provider nationally on the web by increasing audience share nationally, creating better ties to local audiences, improving user experience, better leveraging quality content, and improving the ability to manage and deliver content.

SOLUTION: Keane redesigned the user experience to deliver on WBUR's business objectives by leveraging the existing WBUR brand; creating an architecture that supports long term goals; focusing locally, then developing a national audience; and complimenting, rather than duplicating, radio programming. Technically, Keane built a content delivery system that fit within the existing WBUR organizational structure, scaled to deliver content through multiple media outlets, and invested in infrastructure.

RESULT: The final solution increased WBUR listenership nationally while greatly enhancing its local web presence. Through the customized content management system, content owners were able to keep content fresh without enlisting the help of programmers. Template designs are still in use today.



BUSINESS VALUE

- Scalable IA accommodates future content areas
- Increased site traffic, exposure, and brand recognition
- Enhanced connection with local and national audiences
- Greater understanding of listeners equates to more meaningful programming



USER VALUE

- Greater availability of content, current and archived
- Ability to "be heard" through online forums
- Advanced notification of programs
- Persistent ability to "tune-in" based upon dynamic presentation of live radio content



SYSTEM VALUE

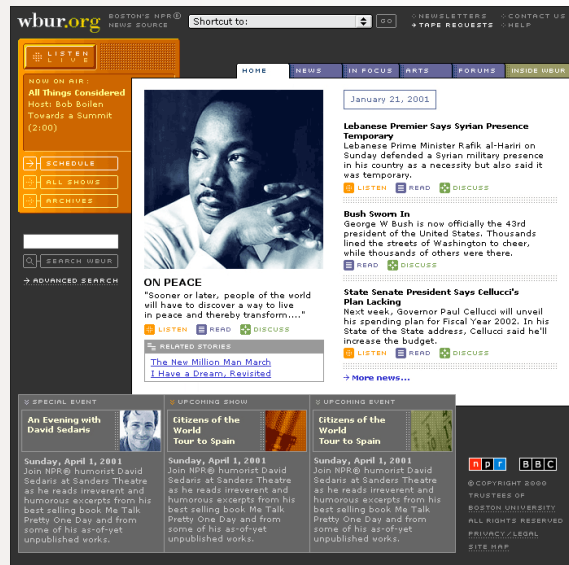
- Flexible, template-driven content creation eliminates coding
- Enhanced performance despite additional content
- Integrated content from external sources

TECHNOLOGIES EMPLOYED

- Windows 2000 Advanced Server SP 1
- MS SQL Server 7.0 Enterprise Edition
- Microsoft Site Server 3.0 Edition
- Microsoft COM+
- MSMQ
- XML



An unfocused, original homepage lacked a clearly defined purpose relative to station programming.



A fresh look focused on the primary experience for WBUR site visitors: LISTEN LIVE.

Corporate Affairs Environmental Analysis

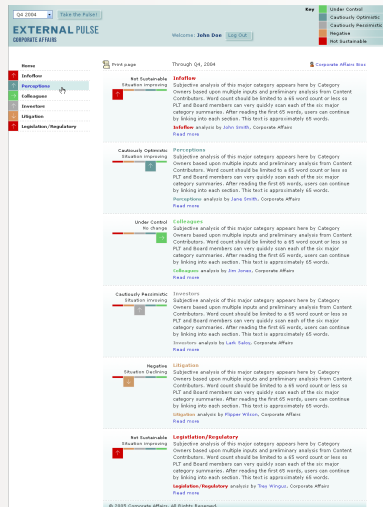
Categorical analysis of the external environment provides insight for the board.

Categorical Analysis of the External Environment Provides Insight for the Board. The ePULSE website provides the board and executive leadership with external analysis that may impact goal achievement and revenue targets.

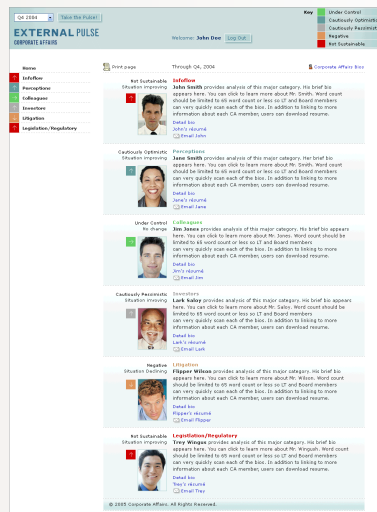
BUSINESS CHALLENGE: The Corporate Affairs department of this major pharmaceutical company evaluates external factors that influence Company goal achievement and revenue forecasts. Corporate Affairs provides executives with external analysis by email and paper report, at varied frequencies and without critical research assets to support conclusions. Sr. Managers within Corporate Affairs require a simple, effective, and reliable method to surface situation analysis to the Board and Executive Leadership. Without this knowledge, Sr. leadership is unable to formulate a complete view of business performance.

SOLUTION: The ePULSE application provides focused analysis of environmental factors that influence the Company's business. Analysis categories include industry media, analyst commentary, legislation, industry viewpoints, litigation, and external research from trusted opinion leaders. Score and trend analysis accompany high-level situation summary to provide at-a-glance understanding of each major external category. Detailed analysis is available on interior pages. Corporate affairs personnel upload charts, graphs, and other support material through Documentum's Webpublisher. Site visitors can "Take the Pulse!" to retrieve historical analysis to gauge progress from one quarter to the next.

RESULT: The Board and Executive Leadership accesses the site directly to retrieve the valuable viewpoints of Corporate Affairs Managers. Because the executive audience often prefers printouts, each page of analysis is formatted to easily print entire pages of analysis, scores, trends, charts, and graphs. Board members no longer scramble for this information prior to their meetings. The application was built on a service oriented architecture, which means the solution will easily scale to incorporate more functionality, and address the evolving needs and information demands of the company's Executive team.



E-PULSE ANALYSIS OVERVIEW



CONTACT CORPORATE AFFAIRS



BUSINESS VALUE

- Ease-of-use publishing environment
- Open lines of communication
- CA team effort visible through official channel
- Consistent messaging and analysis leads to rich dialogue between executives



USER VALUE

- Summary-level reports compliment detail
- Archived analysis available
- Executive dialogue on external factors



SYSTEM VALUE

- Leverages existing technology investments
- SOA breeds quick functional upgrades
- Expandable workflow supports modifications to existing business processes

TECHNOLOGIES EMPLOYED

- Documentum, BEA Weblogic, IIS Web Server, NT Authentication security, HBX Web Analytics

Enterprise Collaboration Framework

Enterprise-wide information workers collaborate seamlessly

Collaboration Solution Extends Divisional Framework Across the Enterprise. Share ideas and information assets that will enable workers to approach problems in new ways that allow the business to run more efficiently and effectively.

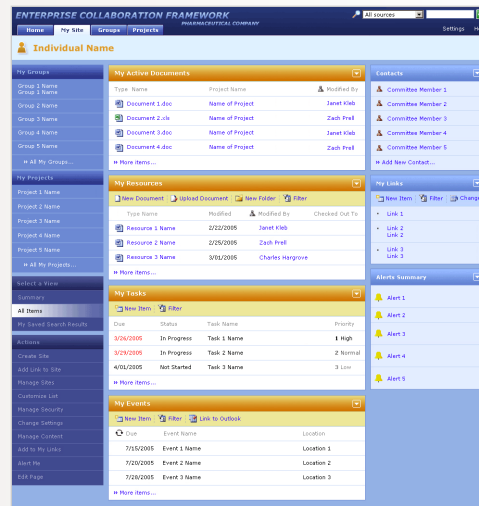
BUSINESS CHALLENGE: Provide a single framework for enterprise-wide collaboration at a \$40 billion dollar plus global pharmaceutical company. Meet the needs of every individual, team, and group. Build an architecture that scales to meet future functional needs, organizational changes, and advances in technology.

Leap ahead of the competition through the sharing of ideas and informational assets that will enable workers to approach problems in new ways that allow the business to run more efficiently and effectively.



ECF SEARCH

SOLUTION: The collaboration framework provides a way for groups, teams, and individuals across the enterprise to manage their information, whether in the office or on the road. Users can see when people are online and initiate real-time conference or instant messaging. Moving seamlessly between Outlook, office applications, and online workspaces is effortless. Users can create collaborative workspaces for their groups and projects, and the MySite area provides a personal website area with alerts, web feeds, and documents that matter most to them. Robust, metadata-driven searching and filtering allows users to find information more easily, and document revision and versioning becomes easy, without worrying about version control.



ECF MY SITE FRAMEWORK

RESULT: The solution literally transforms the way that employees work with one another on a daily basis, boosting productivity and prompting individuals to become more involved/engaged in business processes. Informed decisions can be made faster through on-demand responses to difficult questions. Organizational change management is part of any enterprise-wide solution, and technical and business governance teams have been established to manage the evolution of the framework, define and share costs for new services that provide benefits across groups, and manage the provisioning of new workspaces as additional groups adopt the collaboration framework for their group.

BUSINESS VALUE

- Establishes standard set of processes and tools
- Increases colleague productivity
- Reduces operating costs
- Makes it easier to share business information

USER VALUE

- Provides single, shared user experience for enterprise-wide collaboration
- Strengthens local and remote teams
- Increases transparency between teams, promotes visibility into enterprise-wide activity
- Uses familiar Microsoft tools already in use

SYSTEM VALUE

- Lower total cost of ownership
- Easier to maintain applications
- Scalable architecture

TECHNOLOGIES EMPLOYED

- Microsoft SharePoint, .NET framework, SchemaLogic,



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