



INTRANET INNOVATION
AWARDS

Intranet Innovations 2011

Celebrating the winners of the Intranet Innovation Awards

Step Two DESIGNS
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INTRANET INNOVATION
AWARDS

Key themes and summary
of winners

About the awards

The Intranet Innovation Awards are global awards that celebrate new ideas and innovative approaches to the enhancement and delivery of intranets. The goal is to find these ideas (whether large or small), and to share them with the wider community. Uniquely, these awards recognise individual intranet improvements, and not intranets as a whole.

Intranets must innovate in order to prosper; they must constantly grow and evolve to better meet the needs of the organisations they serve. While there can be no single 'best intranet', there are innovative ideas and approaches that warrant recognition.

The Intranet Innovation Awards celebrate the great work done by intranet teams across the globe, to give them the recognition they deserve.

Gold Awards are given in four different categories, each focusing on a specific aspect of intranets:

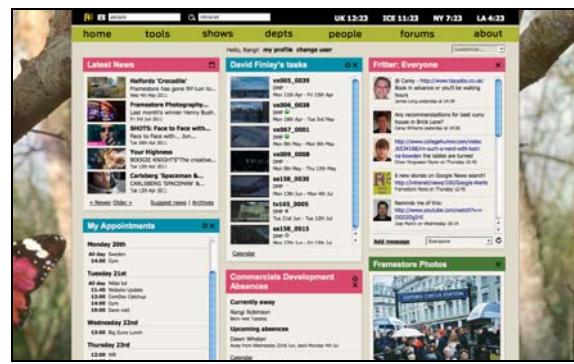
- core intranet functionality
- communication and collaboration
- frontline delivery
- business solutions

A Platinum Award winner is then chosen to recognise the most extraordinary entry for the year.

These awards are about improving all intranets, by increasing the pace of innovation across the whole of the intranet community.

Every idea, no matter how small, adds to our understanding of what it means to have a successful intranet.

The Intranet Innovation Awards are run by Step Two Designs, a recognised thought-leader in intranet strategy and design. The awards are judged by an international panel of intranet experts, from Australia, Denmark, France and the UK.



Six key themes for 2011

Every year the Intranet Innovation Awards showcases the most ingenious developments that are being implemented in leading edge intranets all over the world. Collectively they give us a compelling glimpse of where intranets are at this moment in time, as well as an indication of where they are heading.

With over 50 entries received this year and another exciting range of superbly executed projects based on great ideas, it is clear that overall intranets are in very good health.

Never before have they been so focused on making a difference at an organisational level, as well as for individuals, working hard to improve the user experience.

Our Platinum award winner, Framestore, is an excellent example of this; bringing an application onto the intranet that is absolutely core to the firm's activities enabling significant cost savings, as well as improving processes and removing day-to-day obstacles for individuals.

To some extent the six key themes from this year's awards, which are detailed below, aren't necessarily new. They build on elements we mentioned before in 2009 and 2010, but they are evidence that intranets continue to evolve.

For example, for the past two years we have been forecasting that mobility will be a significant theme, but it is only this year that this has been reflected in the entries we received and in our eventual winners.

Other areas of interest are less about what was delivered than about how. Swift and agile projects carried through by a 'just do it' philosophy leap out in many entries.

We do hope that sharing the detail around these innovations will inspire other intranet teams to deliver even better results, perhaps some of which will end up in next year's set of winners.

The screenshot shows the homepage of THE Garden intranet. At the top, there's a banner with a photo of a garden and the text "Welcome Tyler Kerr | May 20, 2011". The navigation bar includes links for "About Us", "News", "Associate Center", "Tools", "A-Z", "Select Language", "NYSE: SMG 60.39 ▲ +1.00", "Search", and "People Finder". Below the banner, there are several news articles:

- 'Feeling Good' about Chelsea Show**: An article with a photo of a group of people in a garden. Text: "Bare patches in your lawn? USE Miracle-Gro". Published: 05/19/2011. Go to All News.
- Our 'Big 3' Retail Partners Announce Quarterly Financial Results**: An article with a photo of a group of people in a garden. Text: "All of our Big 3 North America retail partners announced their quarterly financial results earlier this week." Published: 05/19/2011.
- Team of Austria Associates Goes Back to Kindergarten**: An article with a photo of children in a garden. Text: "Associates at our Salzburg office in Austria returned to kindergarten for the second year in a row, all to help out with a garden that's becoming a hands-on educational tool." Published: 05/16/2011.
- Rain Can't Dampen 'Care Day' Spirit**: An article with a photo of children in a garden. Text: "Published: 05/18/2011". Go to All News.

On the right side, there's a section titled "This is Our Consumer" with a photo of a woman and her daughter sitting in a garden. Text: "It took just one encounter with a colony of fire ants to catapult Maria into the Highly Involved segment for pest control. She and her daughter were reading in their backyard when it happened. After a trip to the ER, Maria read up on fire ants and learned that during hot, dry weather they may invade flowerbeds while seeking warmth and moisture. She is now determined to keep her family safe from pests. **Highly Involved**".

Below this are sections for "Daily Call" and "Daily Comment".

At the bottom, there are three columns: "My Favorites", "Featured Content", and "Quick Links".

Continuous improvement is key

Building on success

An unexpected outcome this year that genuinely surprised the judges was that previous winners of the Intranet Innovation Awards have picked up more prizes.

Our Platinum winner Framestore won a gold award in 2010 for their new intranet platform, which included a highly configurable homepage, integrated an existing wiki and introduced a micro-blogging tool called Fritter.

Similarly CRS Australia, an extremely strong entry with their ‘Just In time content’ concept, previously won the Platinum award in 2009 with an ingenious set of business applications all integrated with SAP. These included a “Workflow Inbox” which displayed tasks which needed to be actioned or approved.

Raising the bar

Perhaps the fact that these intranet teams have repeated their success is not so surprising. Teams and the approaches they take are critical for successful innovation. Both at CRS Australia and at Framestore, there has been continuity in personnel and methodology between previous prize-winning innovations and their entries this year.

Successfully delivering innovative and high-impact projects inside organisations always raises user expectations and the standards of the intranet team themselves. If you deliver something of high quality, then everything going forward has to be as good, if not even better.

An improvement ‘culture’

Both these examples, as well as other winners in this year’s awards, strongly show that leading edge intranets thrive when there is a culture of continual improvement. This may be formalised, for example in Malmö Stad’s quarterly release cycles for new intranet developments, or more driven by user need, such as the improvements at Framestore.

Formalised or not, what is certain is that nobody is resting on their laurels and often the ‘continuous improvement’ is driven from the intranet teams themselves. Many of the innovations, such as Malmö Stad’s personalisation, CSIRO’s efforts to improve findability and Lundbeck’s ground-breaking LinkedIn connector originated from the intranet team.

Having an organisational culture which backs innovation also helps. This is clear in the creative and high-tech activity at Framestore, the drive to create high-performing individuals at Lundbeck or in Alcatel-Lucent’s ‘Fly Our Own Jets’ program which encourages the deployment of its own technology inside the enterprise.

Platforms to build on

Another key factor is having an accompanying platform that can easily incorporate improvements and deploy new applications. It’s no coincidence that both Framestore and CRS Australia deliberately have intranets which are designed to be able to simply deploy modules.

You can also see a similar approach in the roots of the social intranets that both RPC and Vancity have built (both commended entries this year), and the applications that they may start to deploy on to this ‘social layer.’

Looking to the future

What’s also encouraging is that teams are learning from their current projects and applying this knowledge to future projects. The analysis and findings around UK Parliament’s mobile project has given them a significant headstart in their project involving tablet deployment. Malmö Stad are planning much greater and ambitious personalisation using the approach and some of the data gained from their project, and our Platinum award winners are planning their next intranet module.

The improvement is continuous and it seems certain that these intranets will continue to deliver.

Simple ideas, quick execution, driven teams = success

Many of the innovations in this year's awards are based on remarkably simple ideas. These are not necessarily grand visions or seven-stage complex plans, but they are intelligent concepts.

CRS Australia sought to deliver up-to-date and relevant content at the moment their users needed it, generally during a transaction at some stage of a business critical process. Lundbeck wanted to use rich LinkedIn data internally for expertise location. UK Parliament knew their MPs were always on the go, so wanted to deliver essential content to mobile devices.

These great ideas are not difficult to grasp. It's very easy to see the benefits. This inevitably means that these projects are an easier sell to senior management and other stakeholders.

Practical and realistic thinking

These ideas have also been heavily influenced by practical thinking, particularly in how existing data has been used. For example both Framestore and CRS Australia utilised data in their solutions that was readily available. They were aiming high, but what they were proposing was perfectly 'do-able'.

This pragmatism also shows itself in the way that solutions have been delivered. At Alcatel-Lucent both the Bell Labs researchers and the intranet team ditched their standard project methodologies to get things done. Arup, mirroring the spirit of their Amazing Race, did all their rollouts in the live environment, with testing going 'out of the window'.

Agile delivery

This pragmatic thinking is closely related to the agile nature of the projects in this year's entries. Most of them have been done in very tight time frames – mainly less than four months, most in a matter of weeks. Some of the deadlines were down to necessity, but it also appears speed helps keep projects focused on results and maintain momentum. It seems the very opposite of the heavy investment required to do an energy-zapping upgrade of your entire platform.

Teams, not technology

This approach only emphasises the fact that the 'Ingredient X' that has made these projects successful is the driven and motivated teams, not the technology. The teams often came up with the ideas, designed the solution and then worked hard and fast to implement them.

Mobility is finally here and has high impact

For the past two years we have been predicting that mobility was going to be a key growth area for intranets. This year – at last – it has finally arrived! Three of our winning entries are mobile projects, all of which have had significant impact. In particular the mobile intranet projects at QUT and the UK Parliament both involve user populations who are rarely deskbound. Being able to access information while on the go via a handheld device has genuine impact.

The longer than expected period that it has taken mobility to really infiltrate the awards entries mirrors the slow pace of change within organisations in this area. There is really a long way to go for mobilising the intranet and the vast majority of companies are not even at the planning stage. This is partly due to the challenges around design, a lack of in-house experience in intranet teams and also perhaps a perception that a mobile intranet is a 'nice to have' rather than an essential business application.

High impact

Perhaps the most striking outcome which emerges from all three entries is that mobility can have a real impact on the intranet as a whole.

At the UK Parliament the proportion of MPs who used the intranet every day leapt from 48 per cent to 75 per cent once it was mobilised. At Lafarge, having a BlackBerry-enabled intranet environment for an internal conference engaged senior management about the possibilities of the intranet in a way the team had never seen before. At QUT the mobile intranet was even seen by prospective students as an indicator that the university was the type of progressive place they wanted to study at.

In short mobile is not a 'nice to have'. It is a delivery channel in its own right that will be used by an increasingly mobile user population. Work is no longer deskbound, so intranets need to adapt.

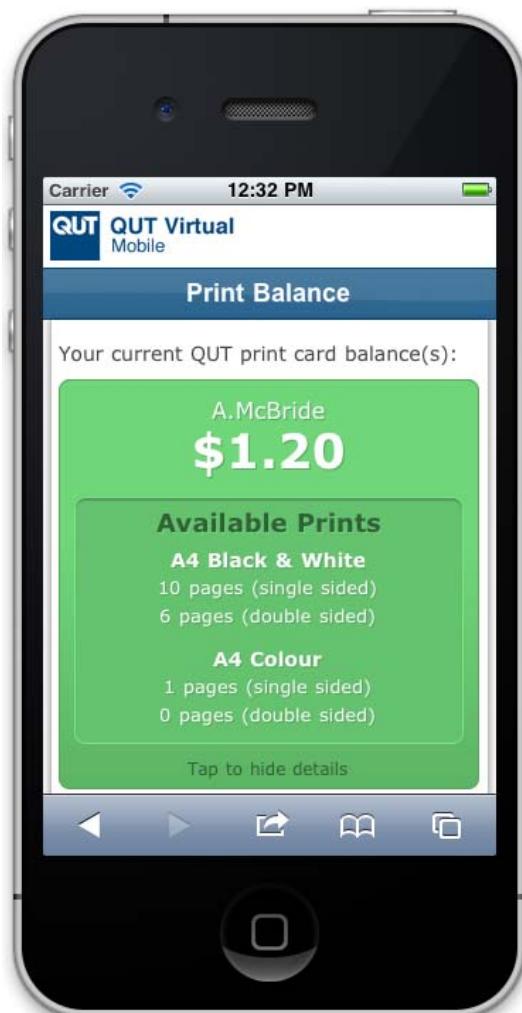
Knowing the users

Critical for a successful mobile implementation is a thorough knowledge of the user population. All three entries took their users as the starting point for their projects rather than their existing intranet.

The teams carefully selected applications and content to take over to the mobile environment that would make a real difference to the users. It was not a 'desktop lite' intranet they were delivering. The UK Parliament entry summed this up perfectly when they said they wanted to make the intranet work harder for their MPs, not the other way round.

Design for the device

Designing for the mobile environment is also key. Not everything is suitable for such a small screen, and there are also unique features to take advantage of. For example QUT Virtual's bus map appeared with the timetable when the device was rotated horizontally. It was also sensible to design the solution as browser-based, allowing for compatibility with a wider range of devices.



Clever use of data can deliver real value

One of the elements we have seen in the entries this year is the use of different combinations of data to improve the user experience.

As a general rule, there are mountains of unused and unextracted data which sit deep within organisations. As we predicted last year, this represents an opportunity for organisations to exploit it for both CRM and business intelligence (BI) purposes. While none of this year's entries really covered this, we did see concerted efforts to improve search and deliver personalised content, both very effectively.

Gathering the data

One of the barriers for many organisations is that it is just too costly or difficult to get to the data in the first place. Two entries detailed how they had overcome this problem and described the process of getting valuable data to enable improvements. To get vital job and role-based information for personalised tabs, Malmö Stad simply got users to fill out a form, and used a cookie on each

computer. Vancity asked users to rate their search experiences. These straightforward approaches might not be rocket science but both had high adoption, which is the true mark of success.

Combining the data

Once you have the data, it can sometimes be used cleverly. Perhaps the best example of this is CRS Australia. Armed with the knowledge of which documents a user has visited, what users are doing at a given time, which documents are related to a particular process and the last time each document had been changed significantly, they delivered their inspiring 'Just in time content' solution. In isolation this information does little to improve the user experience. Bring it all together and the outcome is a major business benefit – both saving time and reducing risk.

The CSIRO intranet has provided powerful faceted search, and like Vancity, keeps on using data to fine-tune the results. Interestingly at Malmö Stad they plan to re-use personalisation data to improve search for individual users.

The screenshot shows the MyCSIRO Intranet search results page. The search term 'performance' is entered in the search bar. The results are filtered to show 1 - 10 of 13,452 search results for 'performance'. The results include a summary of Dr Gareth Williams, a link to the 'Performance Measurement' page, and a link to the 'Application for Performance Cash Reward' page. On the left, there is a sidebar with refine your results filters for People, MyCSIRO, Business Unit, Job Title, Content type, and Format. On the right, there are sections for currently browsing performance, tried performance by type (High..., Environmental..., Contractor..., Safety...), performance by topic (Requirements, Measurement, Report, Strategy and..., Agreement, Computing, Against, Audit, more...), and performance by site (my.csiro.au, peoplefinder.csiro.au, intranet.csiro.au).

The centre of gravity is now social

In 2010 we declared that basic social tools were now standard in intranets and were no longer innovative. We have continued to see this trend, but what is clear from the entries in this year's awards is that the 'social' element is starting to gradually change the whole tone of the intranet.

More informal intranets

For the past 20 years or so the old rigid office structure based on hierarchies and 'command and control' has been gradually defragmenting. Ties have been taken off, the walls have come down to go open plan, and now workplace technologies have started to imitate some of the experiences from the consumer world.

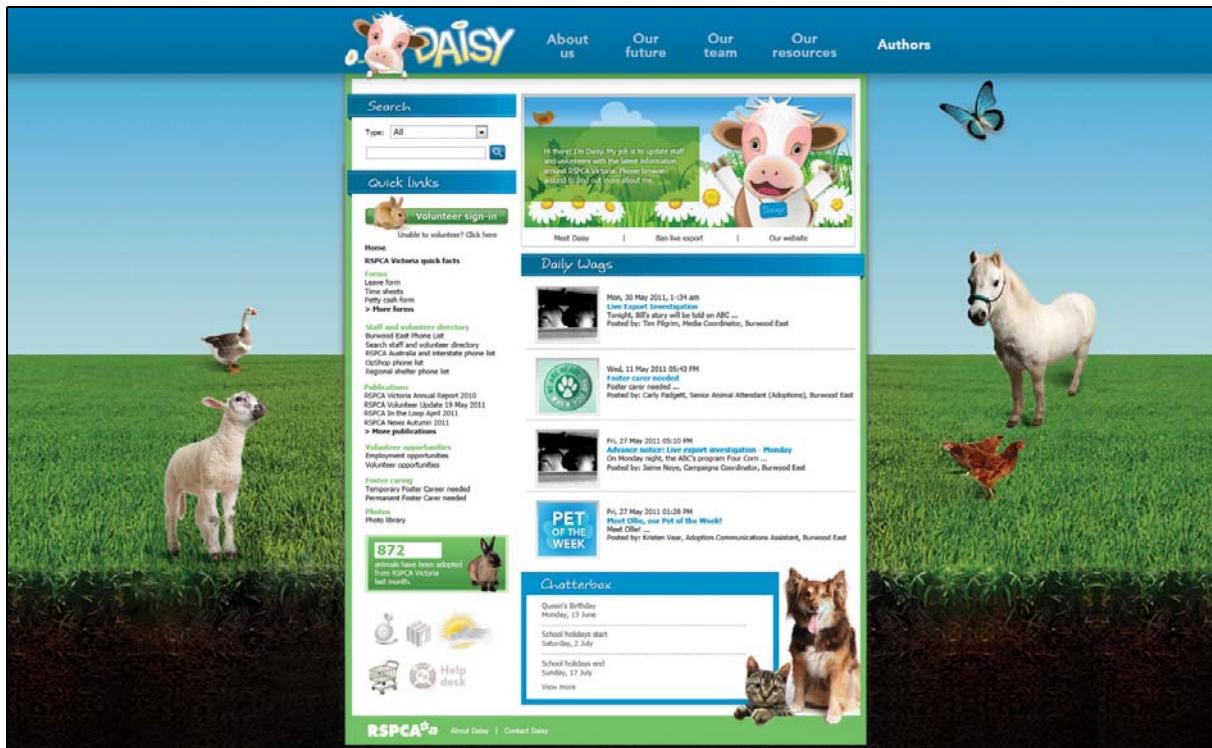
Within this larger context, the most obvious changes to intranets have been the proliferation of social tools and the appearance of user-generated content on the home page, either in the form of comments or actual stories submitted.

In some respects this has highlighted the self-importance and over-formal style of many corporate communications. Now the centre of gravity of intranets is not about company news, it's much more informal. It's about the people, what they do, and the way they communicate.

We can see this in many of the entries in this year's awards. For example the appearance of the Daisy the Cow character in the RSPCA Victoria intranet, the ability to rate searches at Vancity using terminology such as 'Yikes: Not even close! Waaaaay off'. At our Platinum winners Framestore, although not mentioned in their entry, they have a 'Tea Database' which users can add to their home pages to tell how each person takes their tea!

Use of tools

Social tools are also being used more liberally. This is perhaps most marked in the adoption of the video sharing platform ALU TV at Alcatel-Lucent. There the platform is now in what the organisation describes as its 'DNA'. Some of the research scientists have used this as the natural platform to share knowledge about their activities. Meanwhile at RPC key tools, such as the Legal Precedents database, are being built using a wiki.



Blending the intranet with the outside world has benefits

The blending of the internet and the intranet, or the blurring of where the firewall stops and starts, has been a commonly discussed theme in intranet circles. Some of this has touched upon the debate about how to actually define the intranet, and whether we should call it by another name such as a 'digital workplace'.

Wherever you stand on that debate, remember that the users don't really care. They have access to a set of browser-based applications and content that helps them do their jobs either more quickly or with better results.

Integrating external systems

This year's awards have shown three great examples of how bringing the external world into the intranet can deliver major benefits.

Both Framestore and Lundbeck used third party APIs to develop their own solutions for their intranets. Framestore provided bespoke views and a simplified interface for data contained in a third party project management tool that wasn't working as well it could have.

Lundbeck built a very simple device to bring in LinkedIn profile data to act as their internal expertise directory. This not only provided instant rich content but also saved staff considerable time.

As more third party tools – sometimes hosted or in the cloud – make decent APIs available, in-house teams will be able to further develop innovative solutions that suit the needs of their organisations.

Integrating content

What is more unusual about the Lundbeck example is that their LinkedIn connector also brings externally facing content into the intranet.

There is an even more pronounced example of this at ScottsMiracle-Gro. Here the intranet team took a mass of content about their consumers, much of it externally facing or generated, and saturated the intranet with it for a sustained period. This was a real campaign to create internal awareness about its external customer-base, an idea which will bring various commercial benefits to the firm, some of them intangible.

In a world where social media has created opportunities for direct dialogue between firms and their customers, the intranet does not necessarily have to be the internal-facing environment it has traditionally been.

The screenshot shows a user profile page for Jesper Lauridsen. At the top, there are links for 'Welcome Jesper Lauridsen', 'My Links', 'My Home', 'BrainWeb Tour', and 'Site Actions'. Below this is a search bar for 'Search BrainWeb' and another for 'Search People'.

The main content area features a profile picture of Jesper Lauridsen and his LinkedIn connection status. To the right, there are sections for 'Organization' and 'Colleagues'.

Organization: Jesper Lauridsen, Microsoft Applications Specialist. Other listed members include Ulf Arne Weinberg, Anders Götzsche, Michael Vasa Skånsrom, Paul Hansen, Charlotte Sanderskov, Allan Goth Nielsen, Eva Marie Lundsgaardvig, Maria Schmidt Sander, Michael Hvalsøe Brinkkov, Ole Zimmermann, Oliver Sandorff, Rasmus Nielsen, Robert Svendsen, and Thorsten Jensen.

Colleagues: Commercial Operations, Inge Marie de Linde, Jonas Mosevang Vinten, Martin Braun, Olaf Lochschmidt, Corporate Communication and IR, and Emmanouil Katantonakis.

Basic Information: Jesper Lauridsen's contact details are listed: Lundbeck Initials: JESL; Email: JESL@lundbeck.com; Phone Extension: 32346; Mobile Phone: +45 308 32346; Fax: +45 36 43 82 20; Date of Employment: 01/11/2006; Cost Center: [redacted].

Summary: Jesper Lauridsen is described as a seasoned IT Solution Architect with expertise in Information Technology, requirements specification and implementation. He interprets, embraces, and extends business strategy and participates in a healthy feedback relationship with executives and customers, designing new and innovative applications through a unique combined knowledge of business challenges.

...and six predictions for 2012

And finally, what can we expect from the next 12 months? Each year we try to look ahead and predict some of the themes which may be reflected in next year's entries.

Mobility will accelerate

We believe we're going to see an acceleration of mobile programs, both in terms of penetration into new organisations and also in the scale of their ambitions.

In many ways the mobilising of intranets may prove to be the real 'intranet 3.0' which creates a real shift in how intranets are designed and regarded. For example there is now a real opportunity to reach out to the vast number of workers who are mobile or work in non-office environments.

In terms of ambition, we may now start to see mobilised intranets imaginatively used for core business processes, and the emergence of more internal 'app stores'. A proliferation of devices will also add another dimension, for example UK Parliament will be building an iPad environment.

Social tools add value

The honeymoon period for social tools accessible via the intranet is now over, as they become standard enterprise technologies. The senior management who initially signed off the budget are now going to want to see their ROI.

We expect the teams behind the most innovative intranets are going to rise to the challenge. This is likely to manifest itself in three different ways:

- Social tools are likely to be incorporated into core business processes
- There may be some imaginative use of metrics and analysis which can really demonstrate the difference social tools are making
- The data hidden inside the connections and interactions involving social tools could be used for business intelligence or CRM

The resurgence of search

Enterprise search still tends to be a bumpy ride, but in this year's awards we've seen some clever ways to improve findability.

The proliferation of unstructured data contained in microblogs, discussions and comments represents a new challenge for search. Is there anybody who is going to attempt to tackle this issue?

Small is still beautiful

At the time of writing, the global economy is still nervously recovering from the recession. As it continues to stumble the kind of small, focused, agile projects which don't command a massive budget have the opportunity to make a real difference. They have featured strongly this year, and we expect them to feature in 2012.

Having said that, SharePoint 2010 continues to make its huge advance. Those who have been through this implementation may also find themselves squeezed budget-wise, and they may need to provide ingenious twists to get the most out of the platform.

Less complex integration

Particularly with the development of SharePoint 2010, there are more and more opportunities for integrating best-of-breed tools into one intranet environment. Malmö Stad have done this all through Open Source tools, whilst others use commercial products. We can expect it to become easier and easier to integrate the best tools into the best intranets.

Intranets even more task-based

Each year intranet teams continue to produce environments and innovations which help users perform core business tasks and key processes. Increasingly intranets are about getting things done. This is what makes a real difference to organisations and the trend will continue in 2012.

Panel of judges



James Robertson (Australia)

Managing Director, Step Two Designs (www.steptwo.com.au)

James Robertson is a global expert on intranet strategy and content management. In 1996 he founded Step Two Designs, which has become the leading vendor-neutral intranet consultancy in Australia. In that time, James has worked with a wide range of high-profile organisations in both the public and private sectors.

He has written over 200 articles on intranets and content management, the book *What every intranet team should know*, as well as producing major reports, including *Intranet Roadmap*, *Improving Intranet Search*, *Staff Directories* and *6x2 methodologies for intranets*.

James was listed as one of '20 leaders to see in 2003' by CMS Watch, and is a founding member of the Content Management Professionals Association. Step Two Designs has been listed three times for an EContent 100 award, recognising the work done and resources published.

James speaks professionally on intranets, and has keynoted conferences throughout Australia, Asia, Europe and the US.



Catherine Grenfell (Australia)

Manager, Intranet Leadership Forum (www.steptwo.com.au/ilf)

Catherine Grenfell is a senior member of the team at Step Two Designs. She has a background of managing highly successful intranet teams and IT projects in the corporate sector. In the last ten years she has been dedicated to leading and supporting a wide range of intranet, internet and eBusiness solutions in financial services and legal organisations.

She is the manager and full-time facilitator of the Intranet Leadership Forum, the professional community for intranet teams within Australia and New Zealand.

Catherine has had significant success in guiding and assisting communities and teams to demonstrate business value, attain business commitment and implement sustainable change. She is also passionate about developing organisation-wide initiatives such as collaboration teams, innovation groups and change communities.



Martin White (UK)

Managing Director, Intranet Focus (www.intranetfocus.com)

Martin White is Managing Director of Intranet Focus Ltd. and consults on the design and management of intranets, the development of enterprise information management strategies, and the implementation of content management and enterprise search software. In his career he has worked on assignments in 32 countries and among his clients over the last decade have been the IMF, United Nations, World Bank, Rolls-Royce, Ericsson, Boehringer Ingelheim, AXA Insurance and the Open University.

Martin is the author of *The Intranet Management Handbook*, which was co-published in April 2011 by Facet Publishing and Information Today Inc. He has also written a report on Enterprise Mobility for the Intranet Benchmarking Forum. In October 2011 he will be acting as Chairman of the inaugural Enterprise Search Europe conference in London, and has been working on a major study of the enterprise search market in Europe for the European Commission. He is a columnist for CMSWire and Reviews Editor for the *Intranets* newsletter. Martin has been a Visiting Professor at the iSchool, University of Sheffield since 2002 and is also a member of the Publications Board of the Royal Society of Chemistry. He is a Fellow of the Royal Society of Chemistry and an Honorary Fellow of the Chartered Institute of Library and Information Professionals.



Jane McConnell (France)

Founder, NetStrategy/JMC (www.netjmc.com)

Jane McConnell, globally recognised intranet strategist and researcher, founded NetStrategy/JMC in 2001. Jane has 14 years experience working first hand with large, complex organisations on intranet and 'digital workplace' strategy and governance.

Clients include UN Department of Peacekeeping, UN High Commissioner for Refugees, Alcatel-Lucent, Alstom, Ericsson, IKEA, Novartis and other global companies.

She writes the annual global intranet trends report, first published in 2006. It has become the industry reference for intranet and 'digital workplace' managers worldwide. The 6th edition, 'Digital Workplace Trends 2012', is published in October 2011. Jane is a frequent speaker at intranet and enterprise 2.0 events in Europe, the US and Australia.

Communicate with Jane at info@netjmc.com, Twitter @netjmc

Websites: www.netjmc.com and www.digital-workplace-trends.com



Alex Manchester (Australia)

Senior Consultant, Step Two Designs (www.steptwo.com.au)

Alex Manchester is a senior member of the consulting team at Step Two Designs, and the coordinator and producer of the Intranet Innovation Awards.

He has strong research and analytical skills developed from benchmark-setting research programs, and specialist experience in the area of intranets, internal communication, social computing and enterprise 2.0, having worked in these areas with a wide range of private and public sector clients.

In addition to managing the Intranet Innovation Awards, Alex has authored, contributed to and edited several best-selling research reports, including *How to use social media to solve critical internal communication issues* (Melcrum) and *Transforming your intranet* (Melcrum).



Nina Sonne Nikolaisen (Denmark)

Project Manager, Group IT, COWI A/S (www.cowi.com)

Nina Sonne Nikolaisen is a project manager at COWI group, a consultancy in the fields of Engineering, Environmental Science and Economics.

COWI won an Intranet Innovation Award in 2009, has been recognised by the Nielsen Norman Group, and was a winning intranet at the 2009 IntraTeam event in Denmark.

Nina's latest development projects include risk management tools for project managers and integration to the financial system. Nina has a strong focus on usability, user adoption and benefit realisation in her projects.

Editorial



Steve Bynghall (UK)

2011 Intranet Innovation Awards Report Author and Editor

Steve Bynghall is a freelance consultant, researcher and writer, specialising in intranet, collaboration and knowledge management solutions. Following an MSc in Information Science from City University, Steve worked at accounting firm BDO LLP for over 13 years, working in various knowledge roles including managing the firm's global extranet program. In late 2010 he set up Two Hives Ltd.

As well as his consulting activities, Steve was the content producer for the Intranet Benchmarking Forum's IBF 24 2011, a 24-hour online broadcast showcasing some of the world's best intranets. Steve also blogs and writes intranet-related research reports for IBF. He recently researched Paul Miller's book on "The Digital Workplace" and is co-writing a book on crowdsourcing with Ross Dawson.

Steve is also the author of several movie tie-in books aimed at children for publishers Dorling Kindersley. He is based in London, UK.

Judging the awards

Criteria	Weighting	Description
Originality	30%	How is the submission innovative? Submissions must demonstrate new ideas or innovative approaches. While ideas do not need to be unique, they should show an uncommon or original approach.
Staff impact	30%	How has the innovation changed the way staff or the organisation work? Submissions must show how they have directly changed the way common tasks or business processes are done. More than just being of novelty value, innovative approaches help to reshape the organisation.
Organisational benefits	40%	How has the innovation tangibly or measurably benefited the organisation? Submissions must demonstrate the direct organisational value or benefits delivered as a result of the new functionality or content. This may be measured quantitatively (in dollar terms), or qualitatively (describing how the innovation has delivered improvements).

Selecting the winners

The winners of the Intranet Innovation Award were determined by an international judging panel of intranet experts, located in Australia, Denmark, France and the UK.

Each of the submissions was evaluated against the criteria outlined above, and given a score of 0–10 for each of the criteria.

The scoring was conducted in two rounds, identifying a shortlist and then choosing the final winners.

Gold award entries were chosen in each of the four categories. The platinum award was then selected out of the gold entries, representing the most outstanding submission for the year.

Note that it was up to those submitting for an award to demonstrate how they met the scoring criteria, via their written submissions and supporting screenshots. The judging panel relied solely on this information when assessing the winning entries.

What wasn't judged

These awards specifically focus on ‘innovation’, through the creation and implementation of new ideas and approaches. What hasn’t been assessed is whether the submitted intranets meet core usability principles and other best practice guidelines.

Intranets must be usable if they are to meet the needs of staff. This means adhering to core design principles, as well as using strong user-centred design techniques.

Some of the ideas celebrated in these awards are still ‘rough around the edges’, and may not be either usable or polished in their design. This was not considered as part of the judging process.

Instead, the judging focused on evaluating the uniqueness of the approaches, and the benefits they delivered to staff and the wider organisation. It is always easier to polish and refine ideas than to create new ones, and this guided the judging of the awards.

About Step Two Designs

Step Two Designs is recognised as a global thought-leader in intranet strategy and design. A vendor-neutral consulting firm based in Australia, Step Two has presented across the world and has worked with many high-profile organisations.

We focus on five key strategic areas:

- intranets
- usability
- information architecture
- content management
- information management

We use our experience to chart a course through everything from intranets to information architecture. Whether by consulting, mentoring or training, we provide the knowledge needed to make it work.

Identifying best practices

While great work is being done on intranets (and elsewhere), there is little opportunity for this knowledge to be shared. Organisations are therefore continuously ‘reinventing the wheel’, or experiencing difficulties already encountered elsewhere.

The pace of innovation is also slow, hampered by the limited communication and collaboration between organisations.

Our purpose is to find as many opportunities we can to observe, listen, experiment, explore, discuss and think. We then distil the insights and best practice, and communicate these via our articles, reports, workshops, mentoring, and consulting.

We’re always looking for new ways to support teams within organisations, with the overall goal of building internal knowledge and expertise relating to these fields. This recognises that intranets cannot be outsourced, as the challenges confronting teams today will not be the same ones tomorrow, next week, or next year.

Sharing knowledge

We operate in a very open way, sharing our knowledge via a number of methods:

- We provide **consulting services**, and have worked with a wide variety of organisations within Australia, as well as with a select list of high-profile organisations internationally.
- We offer **mentoring** to intranet and web teams, giving ongoing support and building internal skills and expertise. This is managed through a formal mentoring program, which provides a valuable mix of flexibility and formality.
- Each month we publish two new **articles** on our site, covering a wide range of topics. These are written in a how-to style, and we have now released over 250 articles over the past six years.
- We have published a number of best-practice **reports and toolkits**, covering intranet strategy, search, staff directories and content management systems. Most can be purchased online and downloaded.
- We run regular **workshops and seminars** within Australia, providing practical and hands-on sessions designed to share and explore best practices and new thinking.
- We participate in **conferences** and run workshops internationally. To date, we have presented in the USA, UK, Canada, Denmark, The Netherlands, Singapore, Malaysia, Brunei and New Zealand.
- Within Australia and New Zealand we have established the **Intranet Leadership Forum**, a professional community for intranet teams.

More information

For more information, see the Key Resources section at the back of this report, and visit our website:

www.steptwo.com.au

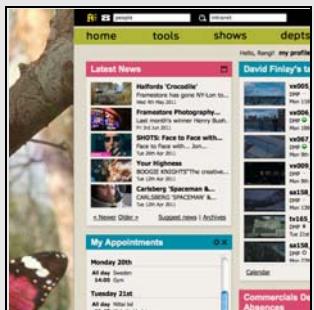
Global supporters

The Intranet Innovation Awards represent the best that intranet teams have to offer globally, and the awards are supported by a network of intranet-savvy organisations:

	Canada & North America	Prescient Digital Media
	Denmark	IntraTeam
	Denmark	J. Boye
	France	NetStrategy/JMC
	Netherlands	Hartman Communicatie
 Straits Knowledge <i>Redefining corporate knowledge</i>	Singapore	Straits Knowledge
interactions that work 	Switzerland	Stimmt AG
	United Kingdom	Intranet Focus

Winners at a glance

Platinum award winner

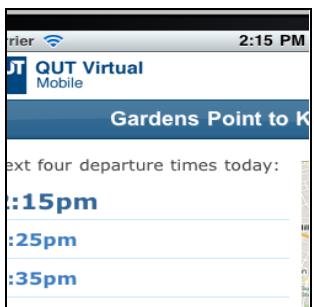


Visual effects project management tool Framestore (UK)

Following on from last year's award-winning entry which detailed its new intranet, UK-based computer animation studio Framestore has created an application which helps its artists manage their visual effects projects. By interacting with a more complex third party system, the in-house development has delivered a hugely improved user experience and resulted in significantly reduced licensing costs.

By tightly integrating the project management system with the intranet – personalised tasks can be viewed from the homepage – Framestore has made its intranet even more essential for their users.

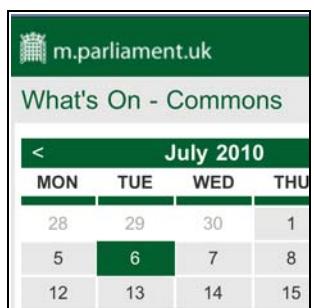
Gold awards: frontline delivery



Mobile intranet QUT (Australia)

The Queensland University of Technology (QUT), based in Brisbane, Australia, has mobilised its intranet, QUT Virtual, in a way which has genuine impact on a busy user population of students and staff who are always on the move.

By cherry-picking content and functions and only taking over the essential components, QUT Virtual is now a rich resource for vital information from course details to the campus bus timetable. The project's success is evidenced by overwhelmingly positive feedback.



Mobile intranet UK Parliament (UK)

The UK Parliament has cleverly mobilised its intranet in a way perfectly suited to the working styles of the members of Parliament who are often on the go.

Giving MPs access to the latest news, details of what is happening in the chambers and committees, and other carefully selected features has helped an extremely busy user population access the information they really need when they are away from their desks.

Gold awards: core functionality



Just in time content CRS Australia (Australia)

Based on the simple idea of producing links to supporting content when users are completing tasks, Australian government agency CRS Australia has come up with a well executed project for their 'Just in time content' concept.

Through a combination of the clever use of metadata and the exploitation of an intranet already rich with integrated applications, users are provided links to relevant content at the point when a form is being completed. The killer twist is that the links are personalised to content that individuals have not visited before, or has been significantly modified since the last visit.



Expertise location and LinkedIn connector Lundbeck (Denmark)

Lundbeck, a global pharmaceutical company headquartered in Denmark, has rolled out a gloriously simple idea. Integration of a LinkedIn connector into the SharePoint environment allows each staff member to keep their LinkedIn profile and intranet presence synchronised.

This initiative has exposed rich data to aid personal connections and locate subject matter experts at very little cost.



Personalisation Malmö Stad (Sweden)

The Swedish city of Malmö has highlighted vital intranet content to 20,000 employees by introducing personalised tabs across job roles and business divisions into the global intranet navigation.

This has been done in a simple way. Rather than linking to existing metadata, the team created a tick box form, with a follow-up reminder, which created a cookie which sat on individual machines. This has achieved much higher personalisation rates than the norm, and a significantly more user-focused intranet.

Gold awards: communication and collaboration



ALU TV Video sharing platform Alcatel-Lucent (France)

Global technology and communications giant Alcatel-Lucent (including Bell Labs) has launched a highly usable video-sharing platform available via their intranet which has started to embed the use of video in the way people work.

Growing out of a Bell Labs internal initiative, ALU TV has become a real 'YouTube' for the enterprise, resulting in considerable process improvement and creating new opportunities for knowledge sharing.



SportsAid Amazing Race Arup (UK)

A cross-functional team at London-based global engineering firm Arup created a vibrant social microsite positioned on the intranet. It records the progress of teams in an internal charity and fitness event called the Amazing Race, which benefits the firm's chosen charity SportsAid.

Created quickly with next to no budget, the site cleverly utilises GIS data to position a placeholder on a world map to demonstrate the combined exercise effort of competing teams.



Customer-centric intranet ScottsMiracle-Gro (USA)

ScottsMiracle-Gro, a global leader in lawn and garden care products, has produced an extensive range of content and tools available on its intranet 'The Garden' to educate staff about the firm's consumers.

With carefully selected news stories, links to social media, recordings of real consumer calls, profiles of imaginary consumers and video changing on a daily basis, the intranet team has energetically brought the outside world into the intranet.

Gold awards: business solutions



Online and mobile conference tool Lafarge (France)

The intranet team at global building materials manufacturer Lafarge has produced an intranet microsite which has captured the imagination of their senior management.

The project established an indispensable and mobilised solution supporting the firm's annual leadership conference at Baveno. From accessing vital information to viewing presentation slides to enabling connections between individuals, senior management are now much more knowledgeable about the intranet as a result.

Reading this report

At a glance

The core of this report is the description of the winning entries, describing what was delivered, providing screenshots and further details, and summarising the business benefits delivered.

Each section starts with an ‘at a glance’ summary box like this one, giving a high-level overview of the entry.

Why this won

Commentary is provided by the judges on why the entries were selected for the awards. This highlights the most innovative or valuable aspects of the work conducted, allowing these points to be focused on when reviewing the entry.

Note that a formal process was used to choose the winning entries, as outlined on page 15. Three key measures were used to assess the entries: originality, staff impact and organisational benefits.

Structure of the report

The winning entries are divided into six sections:

- Platinum award
- Gold awards: core functionality
- Gold awards: business solutions
- Gold awards: communication and collaboration
- Gold awards: frontline delivery
- Commended entries

Award submissions

Organisations submitting for the awards were asked to fill in a form outlining the nature of their innovation, along with supporting information.

This information included:

- organisational details, including size, country and industry segment
- overall description for the entry
- how it was developed
- how the submission is innovative or unique
- how the innovation changed the way staff worked
- how the innovation has tangibly or measurably benefited the organisation
- lessons learnt and advice for other organisations
- in-house and agency credits
- supporting screenshots or examples

The information presented in this report is directly derived from this content, and the judges have only followed up with entrants where specific details needed clarifying or expanding.

Note that in most cases, only light editing for consistency and style has been done of the information provided by entrants, allowing the submissions to ‘speak for themselves’. In some cases, content may have been restructured and edited to provide a clearer description of the work, and to aid overall clarity.

The screenshots provided by entrants have been cropped for clarity, or enlarged to highlight specific features on the page. They have not been otherwise edited.



INTRANET INNOVATION
AWARDS

Platinum award

Platinum Award

Of all the entries submitted for the awards, one submission is singled out as representing the ‘best of the best’, the most extraordinary entry of the year.

The Platinum Award winner should inspire intranet teams to take a fresh look at the role their site can play, and the impact it can have on their organisation. Most of all, it should demonstrate that very tangible organisational benefits can be delivered by intranet projects.

The Platinum winner goes beyond the ordinary, to highlight the full potential of innovative intranets. We congratulate Framestore, this year’s winner.

Visual effects project management tool

Platinum award winner: Framestore

The screenshot shows the Framestore intranet homepage with a green header bar containing links for home, tools, shows, depts, people, forums, and about. The top right corner displays time zones for UK (12:23), ICE (11:23), NY (7:23), and LA (4:23). A search bar is located at the top center. The main content area includes several modules:

- Latest News:** Headlines include "Halfords 'Crocodile'" and "Framestore Photography...".
- David Finlay's tasks:** A list of tasks such as vx005_0039, vx006_0038, vx067_0001, vx009_0008, sa158_0030, tv165_0005, and sa158_0015, each with a small thumbnail image.
- Fritter: Everyone:** A social feed showing posts from Carey, James Long, and Carey Williams, along with links to news articles.
- My Appointments:** A calendar view for Monday 20th, Tuesday 21st, Wednesday 22nd, and Thursday 23rd, listing events like "All day Sweden" and "14:00 Gym".
- Commercials Development Absences:** Information about currently away (Rangi Robinson) and upcoming absences (Dawn Whelan).
- Framestore Photos:** A gallery showing a photo of a crowd outside Oxford Circus Station.

At a glance

Following on from last year's award-winning entry which detailed its new intranet, UK-based computer animation studio Framestore has created an application which helps its artists manage their visual effects projects. By interacting with a more complex third party system, the in-house development has delivered a hugely improved user experience and resulted in significantly reduced licensing costs.

By tightly integrating the project management system with the intranet – personalised tasks can be viewed from the homepage – Framestore has made its intranet even more essential for their users.

Why this won

- The depth of functionality, personalised views, filter options and intelligent use of tabbing all delivered within the consistent look and feel of the intranet is exceptional for the first release.
- By integrating such a core business process into the intranet, the team has not only built on their earlier success, but have effectively turned the whole environment into a 'killer app'.
- This is a very usable intranet module. No formal user training was required, an impressive fact considering the richness of the functionality.
- The organisational benefits are incredibly strong. The project has improved the way people work, saved time, and saved money all in one clean sweep.

About Framestore

Framestore is a visual effects studio based in London, UK. The firm creates computer animations for movies, television and commercials.

From the judges

This is a strong entry. Reduced licensing is a good ROI.

A custom-built work flow system that supports core business functions is a model for most companies. It could have been drawings at an architect. I really like the tabs with the different functionalities.

We think it's a very strong example of taking a normal intranet to the next level, supporting the absolute core process for the organisation. This is an example of 'how we work'. Continuous evolution, starting with a good intranet and then building on it. What every intranet team should be doing, building on their successes.

This company thinks so carefully and creatively about how to get the best from the intranet and their employees. As a judge I was initially sceptical that a company could win two successive innovation awards, so looked at the entry very closely indeed. And the more I looked the more I admired what had been accomplished.

This compared to many entries is night and day. An in-house built workflow system that integrates perfectly with the in-house built intranet which won an award in 2010. Well worth a read!

Key details

Organisation	Framestore
Project	Visual Effects Project Management Tool
Country	UK
Size	600 employees
Sector	Private sector
In-house credits	Rangi Robinson, Paul Riordan, Aristomenis Katzagiannakis, Alex Jackson, Nick Ross

David Finlay's tasks

Task ID	Description	Due Date
vx005_0039	DMP -	Mon 11th Apr - Fri 15th Apr
vx006_0038	DMP ●	Mon 18th Apr - Tue 3rd May
vx067_0001	DMP ●	Mon 9th May - Mon 9th May
vx009_0008	DMP -	Mon 9th May - Thu 12th May
sa158_0030	DMP -	Mon 13th Jun - Mon 4th Jul
tv165_0005	DMP II	Tue 21st Jun - Tue 12th Jul
sa158_0015	DMP ○	Mon 27th Jun - Fri 15th Jul

[Calendar](#)

The detail of the 'My Tasks' module as it appears to an individual user on the Framestore intranet homepage.

The issue and the solution

Complex production

At Framestore there are hundreds of artists working on different visual effects projects all year round. Many of these are created for major movies such as 'Harry Potter and the Deathly Hallows Part 1' and 'Narnia: the Voyage of the Dawn Treader'.

To ensure the smooth co-ordination and day to day running of this creative process, Framestore uses a third party project management system. This ensures that each piece of visual effects work on each movie project is assigned to an artist. Most of the detailed work on that system is carried out by Framestore's production staff

Using the system is very important as movie production can become very complex. Each movie has multiple scenes, each in turn consisting of multiple shots. For each of those shots there are various assets and files, different versions and so on. With multiple individuals working on these to tight pressurised deadlines which span over a number of months, the software has to be robust.

Usability issues

Whilst the third party software is excellent in many ways, and Framestore has continued to invest in it, there were several issues, particularly around the user experience for the artists.

Many users found the system frustrating, particularly as it was notoriously slow. The speed of the system was a daily issue for many of Framestore's artists.

It also contained many more features than most of the artists needed, some of which were only used by production staff. Simply put, many artists just wanted to be able to see which tasks were assigned to them and when they needed to be carried out.

Also their interaction with the system was generally 'read only'. While the production team always create the tasks that they are going to work on, the individual artists rarely need to feedback information to them via the system.

Reducing licensing costs

Using the third party system was also expensive. Framestore paid a monthly license fee based on the number of users logging in.

There was an internal initiative looking at ways to reduce Framestore's annual licensing costs. As part of this, the intranet team suggested bringing the essential functionality of the system onto the Intranet, which could also provide a faster, simpler interface.

Standardising workflows

The third party system is very configurable. This has encouraged teams to set up and use their own, unique workflows. With so many artists moving from one movie to another, and with contractors who might be new to Framestore, having a system which standardised common workflows would make it easier for the artists and also save time.

Keeping options open

Developing this critical business tool from scratch would give Framestore complete control over its future. While the company has no plans to move away from the third party system, having the functionality and new interface available on the intranet makes it easier to move to a different system if ever the need arises in the future.

Tight integration

Another advantage of bringing the functionality on to the intranet was it allowed tighter integration with other features, such as the firm's staff profiles and calendars.

It also brought key task information in a stripped down, very focused module into a place which artists would see when they opened their machines in the morning.

The screenshot shows a web-based intranet application for managing film shots. At the top, there's a navigation bar with links for 'home', 'tools', 'shows', 'deps', 'people', 'forums', and 'about'. The main content area is titled 'Shot: as120_1073'. It displays a grid of 49 shot thumbnails. The thumbnail for 'as120_1073' is highlighted with a yellow border. Below the thumbnails, a message says 'Showing 1 scene and all 49 shots' with links to 'Filter' and 'Hide thumbnails'. A red box highlights the 'Info' tab in a navigation bar at the bottom of the shot detail panel. The 'Info' panel contains detailed information about the shot, including:

- Client shot name: ASG_1073
- Status: Final
- Delivery Range: 1009-1136
- Cut Range: 1017-1128
- In Frame: 1017
- Out Frame: 1128
- Final delivery version: 70
- Shot type: 3D/Anim/DMP
- VFX description: Asian
- Scene description: Asian Says Goodbye
- Animation notes: DONE
- ShotReview: [View in ShotReview](#)

At the bottom of the shot detail panel, there's a button labeled 'Play latest version'.

The thumbnails of each shot are displayed at the top of the screen, with salient information displayed on the first tab.

This screenshot shows the same intranet interface as the previous one, but for a different shot, 'da110_0280'. The layout is identical, with the shot title at the top, a grid of thumbnails, and a detailed info panel below. The 'Info' tab is selected in the navigation bar. The info panel for 'da110_0280' includes:

- Show: IA:j926
- Scene: da110
- no image
- da110
- da110_0200
- da110_0210
- da110_0210a
- da110_0220
- da110_0230
- da110_0240
- da110_0250
- da110_0260
- da110_0270
- da110_0280
- da110_0290
- da110_0300
- da110_0310
- da110_0320
- da110_0330

Below the thumbnails, it says 'Showing 1 scene and all 15 shots' with 'Filter' and 'Hide thumbnails' links. The 'Info' tab is selected in the navigation bar at the bottom. The 'Notes' tab is also visible. The notes section shows a conversation between two users:

Jan Meade > IA Production
Subject: MPC Delivery
- element sent to MPC
Monday 4th October 2010 18:20 - Version 82 - Submission

[User 1] Looks great, thanks!

[User 2] Edit to/cc **[Reply]**

Jan Meade > IA Production
Subject: MPC Delivery
- element sent to MPC
Monday 4th October 2010 18:20 - Version 84 - Submission

[User 1] Add a reply... **[Reply]**

Jan Meade > IA Production
Subject: MPC Delivery
- element sent to MPC
Monday 4th October 2010 18:20 - Version 84 - Submission

Production notes allow individuals to add comments to each shot.

Asset: DP08

Characters

Albatross	Aslan	no image	DP01	DP02	DP03	DP04	DP05
DP06	DP07	DP08	DP09	DP10	DP11	DP12	DP13
DP01	DP02	DP03	DP04	DP05	DP06	DP07	DP08

Show IA:j926

Showing all 69 assets Filter Hide thumbnails

Artist Notes View shots All my tasks

Info Notes (15) Versions (20) Tasks (14) Related Assets (1) Attachments (0) Prep Station (0)

Vsn Date Type Artist Frames Artist comments

1	2010-02-19	IA Modelling	Sam Remfry	1-72	DP08 TT first release
1	2010-03-05	IA CreatureFX	Sylvain Degrotte	1-200	Relax on shirt and trousers
1	2010-03-22	IA Lighting	Jamie Isles	1-100	First pass DP08
					no full costume reference in the folder...
2	2010-02-22	IA Modelling	Sam Remfry	1-72	Initial DP08 model (re-submit)
2	2010-03-05	IA CreatureFX	Sylvain Degrotte	1-200	Relax on shirt and trousers not on the jacket
2	2010-03-23	IA Lighting	David Fish	1-100	New COL maps. Neutral lookdev light rig.
3	2010-03-02	IA Modelling	Romain Segurado	1-200	DP08 cloth model (dbl sided symmetrical cloth)
3	2010-03-05	Leo Hills	1-200	Pipeline test	
3	2010-03-23	IA Lighting	David Fish	1-100	New COL maps

Each shot has numerous versions before it is completed, with all the relevant information displayed on the third tab.

Shot: ds050_0265

Show IA:j926 Scene ds050

no image	no image	ds050_0203	ds050_0207	ds050_0210	ds050_0215	ds050_0217	ds050_0220
ds050	ds050_0200	ds050_0208	ds050_0209	ds050_0211	ds050_0216	ds050_0218	ds050_0221
ds050_0222	ds050_0225	ds050_0230	ds050_0233	ds050_0234	ds050_0237	ds050_0240	ds050_0245
ds050_0246	ds050_0250	ds050_0255	ds050_0260	ds050_0262	ds050_0264	ds050_0265	ds050_0270

Showing 1 scene and all 93 shot Filter Hide thumbnails

Artist Notes View assets All my tasks

Info Notes (46) Versions (45) Tasks (6) Assets (2) Attachments (1) Prep Station (2)

Assigned to Type Task spec Status Start End Description

Jacopo Armani	Anim	Final Anim	Approved	2010-06-14	2010-06-15	Anim- Spears/swords
Keir Longden	Camera		Approved	2010-05-05	2010-05-05	Track la01- PRIORITY
Laura Dias	Lighting		Approved	2010-07-12	2010-07-13	Lighting-spears/swords
Mart Halmarsson	Comp		Approved	2010-07-19	2010-07-20	Final comp
Laura Dias	Paint	Omit	Waiting to Start	2010-07-05	2010-07-05	Done in comp
Phone: 8965	Production	Final				

Task information relating to each shot is displayed on the fourth tab.

The Framestore intranet

Framestore's intranet was more or less built from scratch in an in-house project which received an award in the 2010 Intranet Innovation Awards.

Some of the details of that project are included below because it gives valuable context for the intranet team's latest innovation. The integration of the visual effects project management tool is another major step in the intranet's evolution. Over time the intranet team plan to leverage this investment and centralise the rest of their business tools around the intranet too.

The old platform

The previous Framestore intranet had not changed much since 1998. For example the homepage was static HTML and could only be updated by one person in the marketing department. It was poorly structured and separate from the firm's key online resources – the wiki and over sixty other web-based applications. The links on the homepage were also added depending on who shouted the loudest.

Highly configurable homepage

The new homepage was designed to consist of 'modules', each with a different function. Users could configure their own homepage to include the module they wanted, and where to position them on screen. Departments could set a default homepage with a set of standard modules.

Many of the modules themselves could be configured with different views, and included twice on a homepage if necessary. Users could also choose their own background wallpaper, based on the imagery from movies which Framestore have been involved in.

Some modules are informative ('Latest News'), whilst others are highly personalisable ('My Calendar', 'My Links', 'My Phone Book'). There are tools ('Currency Converter', 'Web Search'), communication channels ('Fritter', 'Latest Forum Posts') and modules that bring other intranet

content onto the front page in dashboard fashion ('Latest Page Edits', 'Department Absences'). Overall, there are over 30 modules that could be included on a homepage.

Over 75 per cent of staff customised their homepage in the first three weeks after launch, which reflects extremely high levels of personalisation. The new homepage was a great success initially and continues to be. It has allowed people within Framestore to use the intranet as an essential business tool.

Wiki integration

Framestore's wiki was started in 2005 as a place for visual effects artists to document processes and standards, and share techniques. It has been very successful with around 250 edits per day. However many staff in management and support roles were put off using it, partly because of the term 'wiki' and the use of wiki mark-up language to publish and edit content.

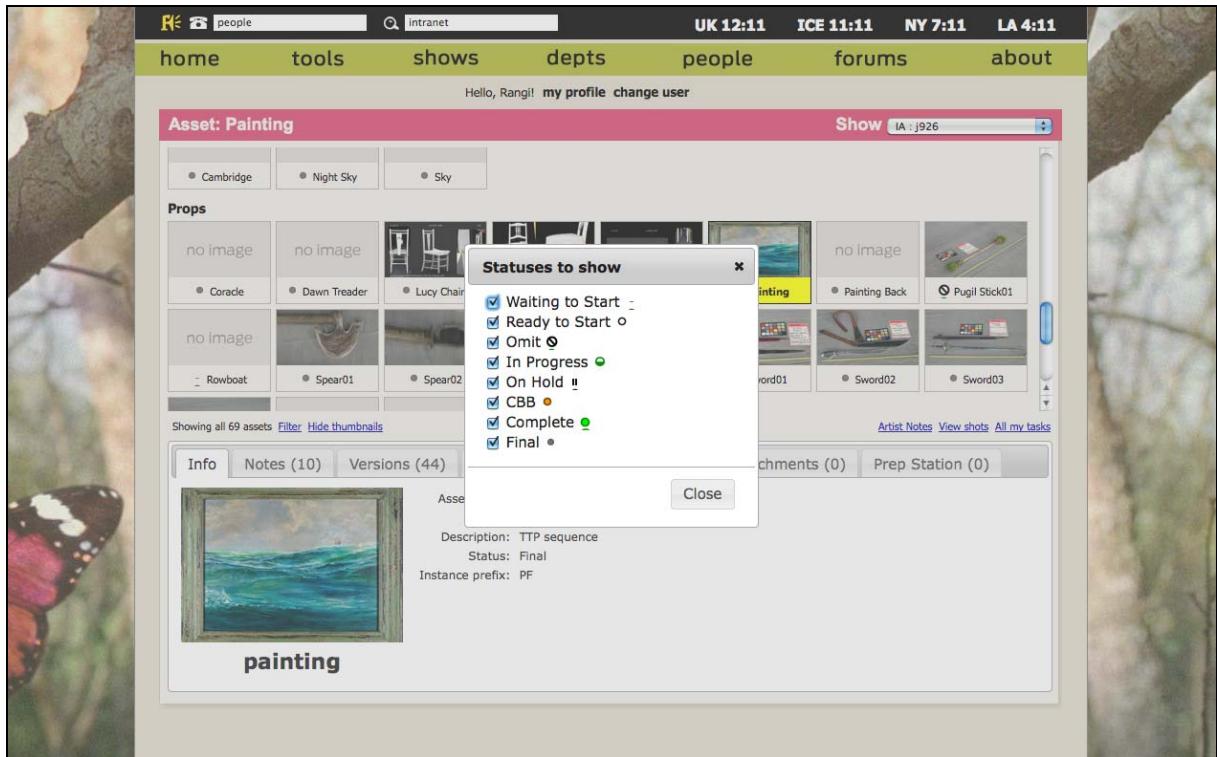
Following a process which re-organised the structure to make it easier to navigate, and also introduced a usable rich text editor, Framestore integrated their popular wiki with the intranet. This effectively brought critical content to the surface and also made the tool more of a company-wide resource. Now it is also used as the main publishing tool for 'traditional' intranet content, such as departmental pages.

Other changes were introduced such as the use of friendly URLs. Now any department or project can have its own page on the intranet in just a few minutes

Fritter

The team also built a new focused microblogging tool called Fritter. This is organised into channels based on subject rather than on following people. Fritter has changed the intranet from a place full of stale press releases to an active, vibrant community. It empowers staff at all levels to publish on the homepage and means everyone has a voice.

The homepage of the Framestore intranet showcasing the variety of intranet modules available. Users can configure their personalised homepage how they wish.



Shots and assets can be filtered by status, showing the various stages of completion.

The My Tasks intranet module

The new project tool

Movie projects are split into scenes, which are split into shots. Each shot has multiple artists doing one or more tasks (lighting, animation, etc). Artists can view all the individual shots in one scene and all the salient details.

They can view the associated tasks for each shot, the progress status of each, and all participants can add their own notes as they go along. The various assets associated with each shot and the different versions of each file can also be accessed.

There are different views of the tasks available, some pertinent to different roles. Producers can filter tasks to see the overall progress of tasks within a project. Individuals can view the tasks pertinent for them. Even better they can integrate a My Tasks module into their own personalised intranet home page.

An integrated approach

The new interface is seamlessly integrated with the rest of the intranet. For example, if you hover an artist's name, a tool tip shows their phone number (taken from the staff directory). Clicking their name then shows their profile page, listing their full contact details, job details, etc.

Various internal business processes in the company still require users to log into numerous web apps (and remember their login details). This solution is particularly innovative because it brings one of the firm's biggest day-to-day business processes onto the same intranet that people already use for many other things.

The project management tool has meant the intranet's overall usefulness has increased and Framestore is closer than ever to having a single platform for doing work in the company.

Features

The new project management tool is packed with useful features and views, many of which are available via the relevant tabs within the tool itself.

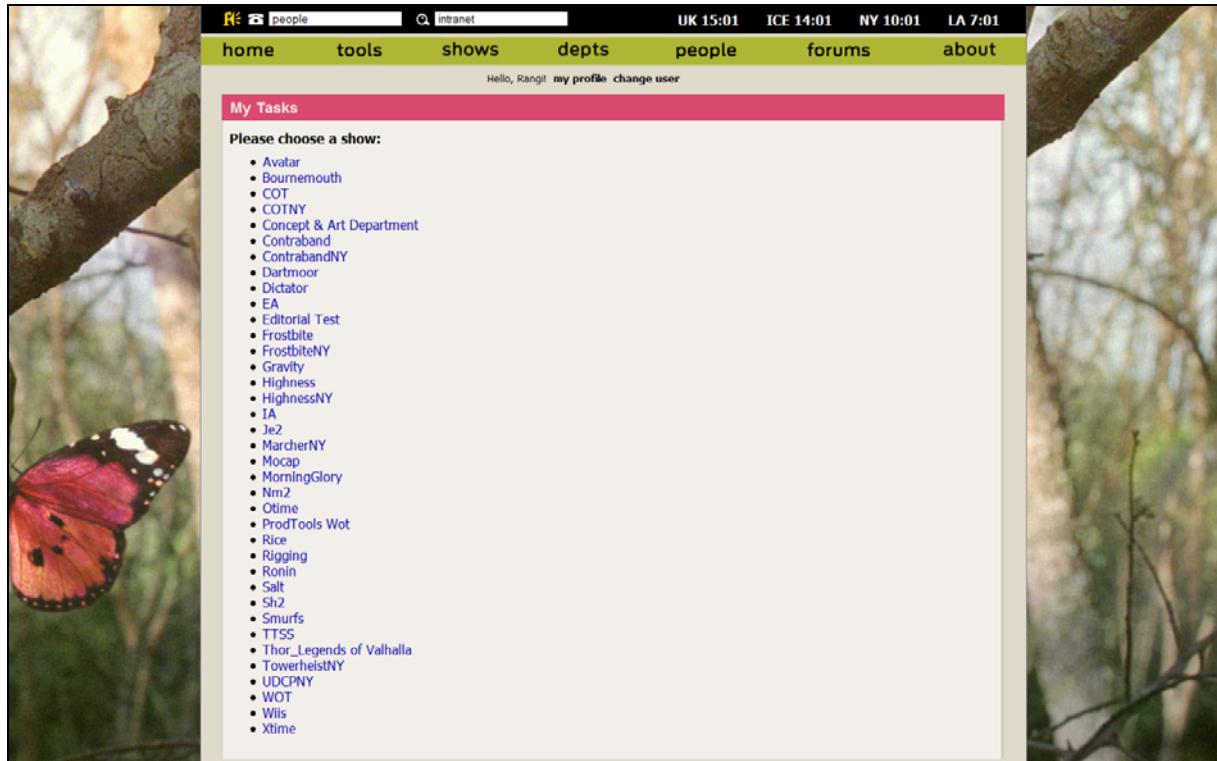
My Tasks homepage module

The My Tasks homepage module shows artists which tasks they are scheduled to work on. They can see the shot name and thumbnail, current status and allocated time. Clicking the shot takes them to the shot details page.

The module can be positioned anywhere on the home page and has various configuration options, including being able to view another artist's tasks, and filtering tasks by status. A user can define what they want to see at any given time.

Calendar view

There is also a calendar view of upcoming tasks available from the homepage through a single click from the My Tasks module.



There is a very simple interface to select the movie you want to work on. Once you click on one of the titles, you are taken to the first shot from the first scene.

Shot information

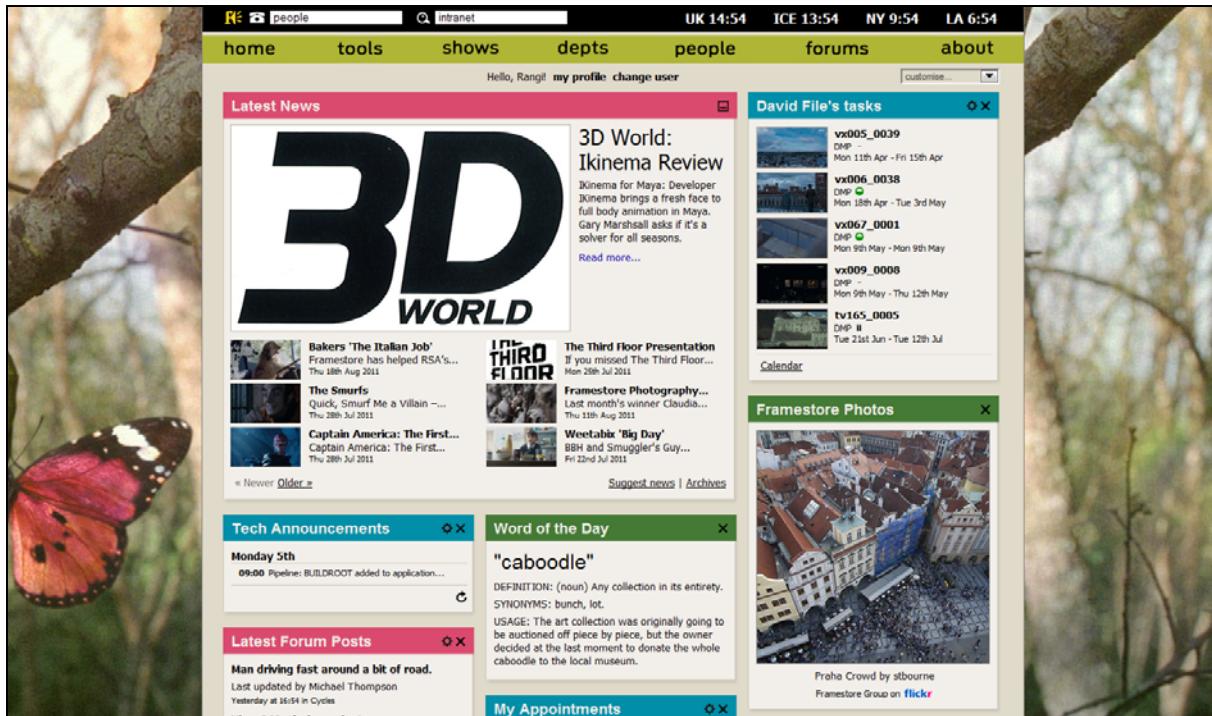
Within the tool thumbnails of each shot are displayed, along with the relevant shot number, in the upper part of the screen. In the lower part of the screen on the first tab various general and technical information about each shot is included.

Shot notes

Available from the second tab, every shot will have many notes written on it during its development. This tab lets artists and producers see what has been said about the current shot and gives them the ability to reply. It's also possible to instantly filter by name or keyword.

Shot versions

The third tab details the different versions of shots. Inevitably each shot will have multiple iterations before a version is considered finished.



The 'My Tasks' module appearing on the intranet homepage. The homepage can be configured so the module appears anywhere. For example the module is in a different position to the example shown on the opening page of this chapter.

Features (continued)

Shot tasks

The fourth tab along shows which tasks have been assigned to the current shot, which artist is scheduled to perform the task and what the current task status is (in progress, on hold, complete, etc). Hovering over an artist's name displays their phone number and clicking their name takes you to their profile page.

Assets

As well as shots, it's also possible to view all the assets for a movie project. These include 3D models, reference photographs, textures, and other files. Assets go through many different iterations, and all the different versions are included on the tool by accessing the fifth tab along.

Status filters

Producers sometimes want to see all the shots or assets which are at a particular stage of development. For example, everything that is 'in progress' or 'complete'. The status filter dialog box allows the user to filter items based on their current status.

Prep Station

Sometimes artists receive 'source plates' direct from the movie producers. Occasionally these physical objects are covered in dust or dirt and need cleaning. The Prep Station tab allows artists to order them to be cleaned via some simple workflow. They can also check progress. This functionality was subsequently added to the tool based on feedback from users.

Artist's notes

Based on user feedback, the team gave the artists the ability to add personal notes about shots.

The screenshot shows a web-based application interface for managing film shots. At the top, there's a navigation bar with links for home, tools, shows, depts, people, forums, and about. Below this is a pink header bar with the text "Shot: as120_1062". To the right of the header are dropdown menus for "Show" (IA: j926) and "Scene" (as120). The main content area displays a grid of thumbnail images representing different shots. Below the thumbnails, there's a table with columns for Title, Priority, Status, Assigned To, Description, Date, and Created By. One row in the table is highlighted for "Degrain request 1" assigned to "Delisa Bonita" and "Mark Smith". A modal window is open over the table, showing a detailed view of the task assigned to "Mark Smith". The modal includes his name, phone number (8891), and a small profile picture. At the bottom of the modal, there are checkboxes for "Waiting to Start", "In Progress", "Pending Review", and "Resolved".

The Prep Station tab shows information relating to the process for cleaning up source plates.

This screenshot shows the homepage calendar view. The top navigation bar is identical to the previous one. The main content area features a "Tasks Calendar" for September 2011. The calendar grid shows various tasks scheduled across the month. Some tasks are labeled with codes like "av014_0100" and "tf118_0430". On the left side of the calendar, there's a sidebar with sections for "Latest", "Tech A", and "Monday 9:00 Pic". Below the calendar, there's a "Latest Forum Posts" section with a link to a post about a man driving fast around a bit of road. A small sidebar on the right shows a video thumbnail for "Halo4 Concept Art Glimpse".

The calendar view of tasks available from the homepage.

Developing and launching ‘My Tasks’

Development team

The intranet team was made up of developers from various parts of the company. For this project, the intranet team reported to the VFX (movies) department.

This new section of the intranet was actually created by five software developers, working closely with producers and artists. Two of the developers were from the intranet side, two were from the show side (usually working on development relating to a particular movie project) and one joined the company to do both activities.

Getting buy-in

It was important that the project team had a large amount of buy-in and trust from the VFX (movies) department. This allowed them to explore lots of options and find the best solution.

The development team was able to design and implement this system in four months. They talked to artists and producers to understand their existing workflows and find out what information and features they would require from the new system.

Involving the users in the design let the team tailor the project around their needs and maintain a sense of a common goal (as opposed to being a faceless software department rolling out unwanted changes!).

Utilising existing databases

One of the factors which made the development easier was that much of the data from the third party tool had already been extracted into a separate database. The reason for this was due to performance issues. Another system at Framestore needed to use this data, and linking directly to the third party system meant there was a risk that it might overload or fall over.

Having this structure in place meant it was more straightforward to be able to present this data in another format, this time via the intranet.

Launching a beta version

After a few rounds of paper prototyping the system was developed on top of the existing PHP/Javascript intranet, which had recently been completely overhauled.

The team launched a beta version of the software to use on one movie project. In order to minimise the risk of disruption, a film was selected where the production was already coming to a close,

The beta phase ran for a month, in order to iron out the bugs before rolling out across the company. A few things did get corrected, but overall the feedback was very positive, and it was soon ready to launch to the entire company.

Launch

The launch was very straightforward. The module was made available via the intranet home page and the Head of Visual Effects (VFX) sent out an email to all the artists working at Framestore. There were few training issues, mainly because:

- The artists were already used to using the third party project management tool, and the intranet module was simpler to use
- Most of the artists' interaction with the system was viewing data rather than performing complex set-up of tasks
- The artists were already used to how the intranet modules worked
- The tool had been well-designed and was intuitive to use

An interview with the Platinum award winners

On winning

How do you feel about winning the Platinum Award?

Rangi Robinson: I'm very proud that we've won because it was loads of hard work for all of us. We worked quite intensely just on one project for about three or four months, which is quite rare for Framestore as we normally work on about five or six projects at once.

Alex Jackson: I'd say that people prefer using it to the original management tool as well, which is a major part of the win for us.

Rangi Robinson: I think, it's been really well received. The company's using it. We've successfully cut down the licence usage, which was the original goal, and it looks great. It's also faster than the original tool.

The original idea

Was there always an intention to integrate the tool into the intranet?

Rangi Robinson: No, I don't think there was. The original intranet was almost an experiment and we didn't know it was going to take off the way it did. Once people saw that it was a good platform for the company's tools, then it seemed the obvious place.

Alex Jackson: We were looking at ways of reducing the licensing costs and that's how the idea of using an intranet module came about.

Rangi Robinson: We were already pulling out data from the third party project management tool to sit in a database which was being used by another application. So the data we needed for the intranet module was already in a big database, so it was a case of 'why don't you use this data in a constructive way?' We just needed to work how to get that data into a useable format.

It strikes me that you're quite pragmatic in taking things that exist already and integrating them into your intranet. For example your 2010 winning entry described how you merged your main wiki into the new intranet environment.

Rangi Robinson: That's right. There's dozens of systems in Framestore. It's such a high-tech company in that there's so many little wikis and forums, so the intranet really just tightened them all together.

Culture

Your user population are both creative and tech-savvy. How does that affect what you need to deliver on the intranet?

Rangi Robinson: Because the users are all artists it's quite a creative company. So, I think we get away with a lot more here than we would in a bank or a law firm. Here we can just create a new product, roll it out, see how people react to it. So, there's not a whole lot of red tape.

And there's also some pressure. There's always pressure from the shows, the movies. The artists have got a lot of deadlines but, in terms of what we can do creatively, I think we've got a green light in a way to do whatever we think is going to work.

Alex Jackson: The culture of Framestore not only comes from the fact that everybody is an artist, but it's also because we'll get a film in that will last about nine months. There's a huge amount of build to actually get the film done in those nine months. Bang, stops, then it starts another one.

So, you know, we have to be quite creative and experimental when it comes to internal systems. I think this intranet's going to last a long time though, because it's so modularised. It's a framework which you can plug other things into. That's it.

An interview with the Platinum award winners (continued)

Launch process

How did you go about launching the tool?

Rangi Robinson: We we did a beta with one show and that was a slightly buggy version where we were just looking for feedback. I think it was one of the Harry Potter films which was just wrapping up.

Rangi Robinson: The Head of Visual Effects introduced it by email to all the artists and said, you guys are now going to be using this, any questions contact the intranet team.

Overall it was quite well received and we got some interesting feedback and fixed a few bugs. So, when that show ended we rolled it out for every show and started switching off licences for the third party tool.

Did you have to provide much support and training?

Alex Jackson: No, occasionally people would say, oh we need training, but to be perfectly honest if, you know, the module itself is not difficult. There are not many options for the artists and we got very few calls.

Paul Riordan: That's the beauty of integrating it into the intranet. Everyone already knows how to use it.

Look and feel

The interface looks very easy to use. It's nice to look at.

Rangi Robinson: I think that's partly do with the company we work in. We're quite lucky in that it's such a visual company, so we can make everything really colourful.

Alex Jackson: The colours actually come from our external branding which was designed by a Barcelona-based firm. They did the branding for the Olympics in Spain.

Integrating external systems

Do you plan to integrate any of your other intranet modules with external systems like you've done with this project management tool?

Rangi Robinson: Quite a few of our intranet modules already do. One module ties into Flickr, 'My Appointments' ties into Zimbra Calendar, which is an open source calendar by Yahoo, which our company uses.

Paul Riordan: We're actually planning a module which will integrate with an application. It will be sort of like Framestore TV, which will show the latest shots that artists have been working on.

Rangi Robinson: We've also got a bug tracking module which integrates with Mantis. So, where possible these all integrate with external systems.

But the Project Management tool is the biggest integration we've done, it was the most work. Hopefully we can do a lot more of these type of integrations. It's nice drawing all the useful systems together in one place.

Productisation

Have you ever thought of productising your intranet or this module?

Rangi Robinson: A few people in the intranet communities around London have asked me what's it based on and I've said, well we've built it from scratch. They ask 'Is it for sale?' and I say, 'Well, it's so tightly coupled with all the Framestore systems that we never really had planned to make it white label.'

Impact

Overall the My Tasks module has been a great success. The feedback has been very positive, with comments such as 'The My Tasks intranet module is superb', 'This is really nice, much more engaging than what we were using previously' and 'Awesome! You rock!'.

Collectively there have been nearly 750 configurations of the module to individual homepages. Whilst this includes contractors who may have left the company, it represents a very significant proportion of users.

A better user experience

Overall the user-centric development process has allowed the team to build a system that people really want to use. The project favoured speed and simplicity over features, so cut out many of the lesser-used features of the third party system when building the new interface.

80 per cent of artists now have a faster and easier-to-use interface to view the information most relevant to doing their daily jobs. They no longer have to log into the clunky third party system. The interface is standard across all projects and can be accessed from the home page of the intranet.

Reducing costs

This project allowed Framestore to cut licensing fees of the third party system by 80 per cent, which has saved the company tens of thousands of pounds a year. By bringing the project in-house the team has also gained precise control over its future development, potentially saving future customisation costs. They have also reduced costs by saving time. Artists now have a faster system to work with.

The third party system was very configurable, which meant that each movie project used it differently, which made it harder for artists to move between projects. Standardising around the intranet interface means artists now only need to learn one way of doing things, so training and moving between projects also takes considerably less time and resources.

Lessons learnt

Work closely with users

It is really important to work with your users when building something like this. They are more likely to respond positively to fundamental changes to their working lives if they have had the chance to contribute. And of course they know the subject matter far better than you, so their input is essential in building the best tools.

Add core tools to the intranet

Identify your core business processes and bring them onto your intranet. This allows deep integration between your business tools and the rest of your intranet.

We have found at Framestore that this has overall made the intranet more useful. Users like the fact that they can access everything in one place with one set of log-in details.

Keep it in-house if you can

We could not have pulled this off without in-house development resources. The developers working on this project are familiar with the intranet code, project code and the working practices of our users.

We care about the intranet's overall future and wellbeing. We have to live with our decisions (which might not have been the case if an agency had done the project) and are around to fix the rare bugs that take time to appear and add new features and tweaks.

Recognition breeds success



**Catherine
Grenfell**

From the
judges' desk

Two of the Intranet Innovation Award winners this year have previously won awards. CRS won in 2009 for tightly integrating SAP and providing detailed information and functionality for staff and managers, then won again this year for providing 'Just in time content' on business tasks.

Similarly, Framestore picked up an award in 2010 for a highly customised and tailored social platform, followed by the platinum award this year for a workflow system, managing every piece of work on its movies, that integrates seamlessly with the intranet.

Both of these organisations demonstrate that recognition for intranet teams can often deliver even more success. It's much more than having a certificate on the wall or a trophy on a desk. Being recognised for your work delivers many benefits.

Motivation – Recognition provides individuals and teams with the internal motivation to keep striving to improve the intranet. Positive reinforcement is one of the most powerful motivators.

Momentum – Recognition creates the desire within the organisation to tackle more ambitious projects for the intranet.

Resources – Success can free up resources from other departments and creates a desire to be part of the 'winning' intranet team.

Credibility – Award citations extend the limited number of people that understand what intranet teams do. Being able to share stories about successes can build strong credibility.

Senior management engagement – Success makes it hard for senior management to ignore intranet teams who are actively helping the organisation achieve its goals. Recognition can also provide the confidence and clarity for intranet teams to tackle engaging more with senior management.

Staff engagement – Awards highlight what the organisation does for its staff. Sometimes staff can feel like everything is about the organisation's clients and staff come a poor second.

It's these intangibles that drive future success.

William Amurgis, Director, Internal Communications at American Electric Power (AEP) and past winner and judge of the Intranet Innovation Awards, has been working in intranets since 1995. He has won multiple awards along the way and on winning a gold award in 2009 Intranet innovation Awards said:

'Since the award was announced, we've received praise and even modest financial rewards from our company leadership. Just recently, our chief executive officer interrupted a big meeting to congratulate us for the award and to thank us for our work.'

Recognition can come in many different forms, and successful intranet managers seek out opportunities to gain the recognition their teams deserve. External awards such as the Intranet Innovation Awards can be transformative for teams.

Other teams focus on internal recognition systems or on gathering and sharing stories from within the organisation of how the intranet has helped achieve organisational goals.

All intranet teams should take the opportunity to share and enjoy their successes. We work hard so why not make the best of it?



INTRANET INNOVATION
AWARDS

**Gold awards:
core functionality**

Gold awards: core functionality

The core functionality category focuses on improvements to the fundamental or foundational aspects of intranets, recognising innovative or new approaches.

There are many improvements that can be made to the core aspects of intranets, including to the overall design or navigation, the implementation of personalisation, search engine improvements or staff directory enhancements (to name but a few).

While this is perhaps the best understood of the four categories, the challenge for all entrants is to demonstrate how the improvements were innovative, beyond just meeting 'best practice' guidelines.

Like all submissions, entries in this category must also demonstrate that tangible benefits have been delivered to staff or the organisation as a whole.

Just in time content

Gold award winner: CRS Australia (Australia)

The screenshot shows a 'Travel Details Form' page from the Australian Government's CRS Australia intranet. A 'Recent changes' modal window is overlaid on the form, containing a message about changes to the Travel Policy. A red arrow points from this modal to a link in the main page's header bar labeled 'Travel Policy'.

At a glance

Based on the simple idea of producing links to supporting content when users are completing tasks, Australian government agency CRS Australia has come up with a well executed project for their 'Just in time content' concept.

Through a combination of the clever use of metadata and the exploitation of an intranet already rich with integrated applications, users are provided links to relevant content at the point when a form is being completed. The killer twist is that the links are personalised to content that individuals have not visited before, or has been significantly modified since the last visit.

Why this won

- ❑ This submission is an excellent example of the execution of simple idea that has a big impact on users – the return of timely relevant content delivered exactly at the point when it is needed.
- ❑ This is a very clever use of a combination of readily available data and the exploitation of integrated systems to do something with real value – all with results returned in a very user-friendly manner.
- ❑ The nuance of referencing content where there has been a 'significant' change since the user last logged on is a particularly innovative feature.

The intelligent intranet has arrived! It sounds like science fiction and yet it is so simple!

From the judges

About CRS Australia

CRS Australia is the Australian Government provider of vocational rehabilitation services, with 70 years of experience in assisting people with a disability, injury or health condition to get and keep a job.

The organisation has over 170 offices across Australia with 1,200 allied health professionals and employment consultants who know and respond to the local requirements in Australian communities.

CRS Australia helps people with a wide variety of conditions covering physical, psychological and sensory conditions.

The organisation provides:

- Government-funded vocational rehabilitation services for people on income support
- Similar services to insurers and brokers for people on Workers Compensation
- Services to employers to help them find the right person for their job vacancy
- Services to employers to maintain workplace safety

Key details

Organisation	CRS Australia
Project	Just-in-Time Content
Country	Australia
Size	2,010 staff
Sector	Public sector (government)
In-house credits	Krystal Gee (intranet coordinator), Michael Gee (Applications Development Manager), Applications Development Team

The concept

CRS Australia has recently implemented a 'Just in time content' concept on its corporate intranet, CRSNet.

'Just in time content' automatically alerts users to the existence of documents associated with key business tasks, but only if those users have not yet viewed that content. Furthermore, the content is presented while the user is actually performing the online task, with the notification mechanism embedded within the intranet's online forms and applications.

Simply put, with 'Just in time content', users performing key business tasks on the corporate intranet are made aware of supporting content at the very moment they require it.

An example

'Just in time content' is in an early phase of implementation but is currently available for several CRSNet applications. One good illustrative example which describes the concept in action is for a staff member who is required to travel for work purposes.

Firstly an employee completes a Travel Details Form via CRSNet, requesting travel arrangements to be made before travelling.

CRSNet knows the last time the employee travelled, the last time the Travel Policy was read by the employee, and the last time the Travel Policy changed significantly.

When the employee uses the form, they are notified that significant changes have been made to the Travel Policy on CRSNet since the last time they submitted a Travel Details Form. If the user has not previously used the form, they are notified of all important documents related to business travel.

The employee can then opt to view the document(s) if they wish.

The screenshot shows a CMS editor interface for a 'Travel Policy' document. At the top, there are fields for 'Title' (Travel Policy), 'Review date' (24/02/2012), and 'Significant change' (checkbox checked). A red circle and arrow point to the 'Significant change' checkbox. The editor includes a toolbar with various icons and a table of contents on the left.

Table of contents for this page

- Scope
- Approval
- Acceptable means of travel
- Travel allowance
- Class of travel
- Local travel
- Flight lounge membership
- Frequent Flyer program
- Consultants and contractors

Policy statements

Scope
These policy statements detail the requirements for the management of travel on behalf of CRS Australia.

[\[Top\]](#)

Approval
CRS Australia employees can only travel with the approval of the relevant manager.

[\[Top\]](#)

Action buttons: Save & continue editing, Save & preview, Save & exit, Exit, no save

The CRS Australia Intranet (CRSNet) has a customised CMS that allows content contributors to mark changes to any document as 'Significant'. By checking the 'Significant change' checkbox, the document is flagged in the system. The next time a user opens a related application (in this case – the Travel Details Form), they will be notified of the Travel Policy change.

The screenshot shows the CRS Australia search results for the term 'travel'. The search bar contains 'travel'. The results are organized by category: Casework (138), Research & knowledge (5), and Support services (158). The 'Travel Details Form' result is highlighted with a red circle. It includes a star icon, the title 'Travel Details Form', and a description: 'Complete this form to claim your TA entitlements and/or book flights for all work travel.'

Popular Searches

- > Wage Subsidy
- > work training
- > guest
- > pas
- > travel form

My Recent Searches

- > travel
- > travel form
- > travel details
- > travel policy
- > expenditure template for application

Search Results:

Results 1 - 20 of 302 for travel

Support services (158)

- > General administration (21)
- > Computers, phones & IT (15)
- > Human resources (49)
- > Marketing (10)
- > Finance (27)
- > Purchasing and contracts (7)
- > Managing our organisation (19)

Can't find what you're looking for?

Top 300 of approx 590 results shown. Click [here](#) to show all results.

The most popular way for staff to locate information on CRSNet is via search. Therefore key applications appear as Hotlinks located at the top of the search results. CRSNet Hotlinks highlight the most common choice for a given search term and attempt to predict exactly what content the user is looking for. Hotlinks accommodate synonyms and spelling variations for pages and applications that may be called multiple names by staff. This ensures the most relevant and commonly used applications and pages are quick and easy to access at all times.

The screenshot shows the 'Travel Details Form' interface. At the top, there's a logo for the Australian Government CRS Australia. Below it, a navigation bar with 'CRSNet' and 'Travel Details Form Main Menu'. On the right, there are links for 'Help' and 'Need Help with this Application? Contact: Travel - 55 5555 5555'. The main form has sections for 'Personal details' (Name: Ms. Jane Citizen, Select Staff), 'Mobile phone or emergency contact', 'Cost Centre to be charged' (1081), and 'Internal order number (if applicable)'. The 'Travel details' section includes fields for 'Date (dd/mm/yyyy)', 'Locations (Region or Capital City, NOT Suburb)', 'From' (Brisbane), 'To' (Sydney), 'Flight time' (09:00, 11:00), 'Flight type' (Flight), 'Flight fare type' (LPF), 'Flight reference' (Flight reference), 'Airline membership details (applicable for flight booking only)', and 'Are you in a wheelchair?' (Yes). There's also a 'Special requirements / Internet special flights details / comments' section. A modal dialog box titled 'Recent changes' is displayed, stating: 'Changes have been made to the "Travel Policy" page since you last submitted a Travel Details Form. Please follow the link below to view the changes - [Travel Policy](#)'. It also includes a 'Close' button.

In the example above, when a user opens the Travel Details Form after a significant change has been made to the related Travel Policy, they will receive an alert dialog box. This alert informs the user of important changes that may affect their decision or actions while completing the task of requesting work related travel.

How it works

'Just in time content' works because some intranet pages are linked to related applications/forms via a bespoke CMS (Content Management System).

This linkage allows users to receive updated content while using the relevant application or form. These linked pages are the pages which are considered inherently important to the task being completed, such as a policy or guideline that a staff member must adhere to.

Users receive notifications via a small pop up window. A link to the page(s) is displayed within the pop up window with a short message informing the user of any important, unread content, relating to the task they are performing.

Once a user has been notified, a message relating to a specific document will not appear again until another significant change to the document(s) in question has been made.

Multiple documents can be linked to an online task. In such cases the user will only be pushed the details of the pages that have recently changed significantly.

A rare example of longer term commitment to the intranet still generating significant ongoing improvements. This solves a problem that is only theoretically discussed by others.

From the judges

A new approach

Currently, CRS Australia has over 6,100 pages and files on its corporate intranet. With an intranet of significant size, CRS Australia has over the years employed a number of more traditional strategies to alert staff to changes in content that is important to them. These strategies have included:

- A 'news and events' section on the homepage
- A 'subscription service' where changes to content are automatically emailed to users based on their selected preferences
- A recent 'updates and discussions' section on CRSNet

Despite the successful 'technical' implementation of these strategies, after some analysis of user habits, it became obvious that there was still room for improvement in the targeted delivery of content.

A smarter mechanism

Due to a number of different factors detailed below (advanced system integration, a customised CMS and a skilled author community) it seemed feasible that CRS Australia might be in a position to implement a 'smarter' mechanism for pushed content.

When developing the 'Just in time content' concept CRS Australia conducted research into like developments and it became quite clear that very few, if any, other organisations were doing anything like this.

The initiative's innovation stems from the guiding principles of pushing content only if it's important, only if it is unknown to the user, and only at the very moment it is useful. It is also unusual in the way tasks and information are entwined – a synergy of several disparate systems combining to provide an integrated content experience for staff.

Advanced system integration

One of the chief enablers for the concept was the existing heavy integration of business systems with the organisation's intranet.

There were also already a variety of existing online applications/forms designed around key business tasks.

There was also the technical ability to identify what, in an organisational sense, staff are doing (e.g. travelling) via integration with HR, Finance, Service Delivery system, and others.

'Just in time content' cleverly synchronises supporting documents on CRSNet with a variety of online applications/forms, each of which interfaces with one or more of a host of different corporate systems e.g. SAP, Active Directory and Microsoft Exchange.

CMS capability

Another key factor was the customised CMS which allows authors to maintain pages and 'flag' when any changes to a document as 'Significant.'

While this is a heuristic decision at the discretion of the authors, CRS content contributors are well trained and provided with guidelines to help define exactly what constitutes a significant change on any particular type of document.

By checking the 'Significant change' checkbox, the document is flagged in the system. The next time a user opens a related application they will be notified of the change.

Another key technical enabler was the ability to log intranet page visits by users.

Skilled author community

CRS Australia has an existing well-trained network of authors that manage content on CRSNet. This is absolutely key in being able to identify when a change to a document should be flagged as 'significant'.

All of CRS Australia's authors and information coordinators are sent on a 'Writing for the web course' and are specifically trained in the use of our bespoke CMS. If you invest time and training into your authoring community, you will reap the rewards.

The screenshot shows the 'Travel Details Form' application interface. A modal window titled 'Travel Details Form - supporting documentation' is displayed, listing links such as 'Travel Allowance Rates', 'Travel Policy', and 'Travel Procedures'. The main form contains fields for personal details like name, mobile phone, cost centre, and internal order number. It also includes sections for travel details (date, locations, flight times), airline membership details, wheelchair status, and special requirements. A note at the bottom of the main form indicates that the lowest practical fare (LPF) is unless approved by Manager.

If a user is accessing a form/application for the first time, and supporting documentation exists for that application, the user will be automatically presented with a list of documentation related to the task at hand.

This screenshot shows the same 'Travel Details Form' application. A modal window titled 'Recent changes' is open, prompting the user to follow a link to view changes made to the 'Travel Policy'. A red arrow points from this link to a new browser tab displaying the 'Travel Policy' page. The policy page includes a table of contents and sections for 'Policy statements' and 'Approval'.

If the user chooses to view the changes, the page containing the updated information will open in a new window. In this example, the user has chosen to review the Travel Policy before completing the Travel Details Form.

The screenshot shows the CRS Australia intranet interface. At the top, there's a blue header bar with the Australian Government logo and 'CRS Australia'. Below it is a green navigation bar with links like 'Home', 'Casework', 'Research & knowledge', 'Support services', 'News & events', 'Recent Updates & Discussions', 'Forms & Apps', and 'Support services Quick Links'. The main content area shows a breadcrumb trail: 'Policies and procedures' > 'Travel' > 'Policy and procedures'. On the left, a sidebar for 'Policy and procedures' lists sections: 'Travel Introduction', 'Travel Policy', 'Travel procedures', and 'Background'. The main content area has a 'Table of contents for this page' with items like 'Scope', 'Approval', 'Acceptable means of travel', etc. Below that is a section titled 'Policy statements' with two subsections: 'Scope' (describing requirements for travel management) and 'Approval' (stating employees can only travel with approval). A 'CRSNet Quick Links' dropdown menu is visible on the right.

The Travel Policy presented to the user.

Meet the team

Development of the 'Just in time content' concept was primarily the responsibility of the Applications Development team. This team forms a part of the broader Information Technology section within CRS Australia.

The Applications Development team consists of 11 staff performing a variety of roles from project management to applications support. Each role contributed to the development and implementation of the concept.

Roles and responsibilities include:

- The Applications Development Manager coordinated and managed the 'Just in time content' project
- The Application Programmers developed, designed and maintain the 'Just in time content' feature
- The Intranet Coordinator was responsible for the usability aspect of the 'Just in time content' feature
- The CRSNet Support Officer is responsible for CMS modifications and on-going support

- The testers ensured quality for an error-free final product
- The Technical Writer produced the necessary documentation for the 'Just in time content' feature

Too many intranets focus on being information repositories, with the hope that employees will find what they want when they need it. The innovation here is that users are alerted to documents associated with key business tasks, but only if they have not yet viewed that content, no matter what application the content is held in. This is a very neat twist on the concept of personalisation, and I have yet to see any other organisation doing this in such an elegant way.

From the judges

Adoption and benefits

Although the 'Just in time content' feature is new to CRSNet, statistics collected so far point to a strong adoption of the concept. Thus far, 75 per cent of staff presented with the option to view 'Just in time content' have clicked through to the supporting content.

Overall there has been a dramatic increase in the number of users viewing task-related content. Indeed there has been a massive 200 per cent increase in the viewing of key business content since the implementation.

These figures support the notion that the introduction of the 'Just in time content' concept has resulted in a number of benefits to CRS Australia, both tangible and intangible.

Increased confidence in CRSNet

With 83 per cent of staff using CRSNet each day, it is important for users to trust the intranet to provide the information they need to perform tasks and make decisions.

'Just in time content' means staff are better informed and as a consequence act with greater confidence when performing key online activities. This is particularly the case for new starters and first-time users of an application.

Saving time

This empowerment has resulted in significant time savings as staff no longer need to search for task-related documents. Instead those documents are presented to staff, exactly at the point they are required.

In addition to labour savings, 'Just in time content' assists with compliance to overarching policies, procedures and guidelines, and greatly assists managers when exercising their relevant delegations.

Although no attempt to quantify numbers has yet been made, it is hoped that this greater informational awareness will result in a reduction in the number of support calls to particular business areas e.g. the Travel Area.

Information dissemination

The truly national footprint of CRS Offices across Australia often presents challenges in terms of information dissemination and learning and development for staff.

With offices in rural and remote areas, individual training can be both difficult and costly to achieve without an appropriate set of online strategies. 'Just in time content' forms part of those online strategies for CRS Australia, as employees and managers alike can now be presented with guiding documentation to assist with contextual learning.

For a government agency like CRS Australia, 'Just in time content' reduces some of the effort required in enforcing organisational governance.

'Just in time content' increases the opportunity for staff to be made aware of their rights and responsibilities as employees, while managers can have a greater understanding of the delegations they are about to exercise and be provided with context to assist decision making.

The CRS Senior Executive can now have greater confidence that relevant government legislation, policies and guidelines are both known and promoted to all staff.

Improving the user experience

From a usability perspective, 'Just in time content' allows the organisation's online forms to maintain a clean, simple look and feel, uncluttered with text taken from various parts of related policies or guidelines. Additionally, the removal of these policy 'snippets' reduces the maintenance costs for the various online forms.

It's one of the most innovative applications that I have seen. It solves one of the biggest problems in enterprises and our information overloaded world.

From the judges

Perspectives

Lessons learnt

When 'Just in time content' was first applied to forms, it was available to users when submitting a form. However, it was soon realised that this concept would be of equal benefit to managers when approving a form.

The functionality has since been extended to provide approving managers with access to information pertinent to their approval task.

'Just in time content' was originally designed to alert existing staff members to content updates. The benefits of broadening the functionality to include new starters/first-time users were soon realised.

It was seen as particularly valuable to highlight supporting documentation to new starters and to provide assistance in completing tasks for the first time.

To implement 'Just in time content', we also realised how important it was to have a well-trained network of authors in order to identify that a significant change has occurred to key task-related documents.

Our advice

Our advice to other organisations looking to develop a similar product would be:

- Regardless of how sophisticated a system is from a technical perspective, the interface presented to the user should remain simple
- Provide a flexible system which enables users to have some choice in the way they digest content
- Provide a functional, task-based intranet
- Ensure you have a well-trained author community
- Only use the 'Just in time content' for important tasks and information. If users are pushed content of a low business value every time they perform a task it will simply become 'noise' to be ignored
- Test with a cross-section of your real users. Ensure they have different roles within the organisation and different levels of technical ability
- Automate as much as you can for your users; e.g. do not force users into providing information that the system already knows about them
- Periodically monitor user feedback to see how the feature can be enhanced through various methods, for example surveys, feedback inboxes, queries to the intranet team etc
- Have a strong relationship with your IT department. Work of this nature will require technical assistance

Personalisation

Gold award winner: Malmö Stad (Sweden)

The screenshot shows the homepage of the KOMIN intranet. At the top, there's a navigation bar with links to malmo.se, malmotown.com, Hjälp, A-Ö, Karta, Styra telefonen, a search bar ('Sök person eller information'), and a 'Min profil' button. Below the header, there's a personalized navigation bar where the 'Vår kommun' tab is highlighted in red. To the left is a sidebar with links to 'Komin', 'Malmö stads organisation', 'Mål & styrning', 'Stöd & service', 'Arbetsfält/verksamheter', 'För ledare', and 'Kommunövergripande satsningar, program & projekt'. The main content area features a 'Vår kommun' section with news items like 'NYTT & VIKTIGT' (Malmö stad och polisen tar nästa steg i arbetet mot ungdomskriminalitet), 'Erbjudande - Elcykel', 'Nu startar dialogen om framtida Malmö', 'Fribiljetter till finalen av fotboll mot racism', 'Soctanter på nätet vinnare av Guldlänken', 'Raindance stänger kl 17 torsdag den 26 maj och är stängt hela fredag den 27 maj', 'Nya löner i juni', 'Granskningen av kommunteknik är klar', and 'Äldre nyheter från Vår kommun'. To the right, there are sections for 'Tips!' (with a note about 'Vår kommun' containing common things for us in Malmö city), 'Verktøy & system' (with links to Avtalskatalogen, Elit, Flexite, HRutan, Origo, Raindance, and Vikariebanken), and 'Jag vill...' (with links to Anmäla semester, Boka mötesrum, Boka taxi, Flexa, Hitta en blankett, Hitta en person, Hitta ett avtal, Skriva resräkning, and Stänga/öppna/lyssna av).

Screenshot of the new intranet homepage with the new navigation.

At a glance

The Swedish city of Malmö has highlighted vital intranet content to 20,000 employees by introducing personalised tabs across job roles and business divisions into the global intranet navigation.

This has been done in a simple way. Rather than linking to existing metadata, the team created a tick box form, with a follow-up reminder, which created a cookie which sat on individual machines. This has achieved much higher personalisation rates than the norm, and a significantly more user-focused intranet.

Why this won

- Large organisations often struggle to implement personalisation if they don't have the right data, but this entry shows an extremely practical and ingeniously simple solution to get personalisation rates as high as 80 per cent.
- The reminder box with the simple arrow of where to click along the top level menu is a neat and non-invasive way to remind users to complete this simple task.
- Further developments are planned to improve search and the user experience, leveraging the data gained from this approach to invest in an intranet which helps people in their working day.

About Malmö Stad

Malmö is the third largest municipality in Sweden. 20,000 employees work for the City of Malmö making sure that citizens have access to a range of vital services including schools, elderly care, social services, streets, culture and more.

Key details

Organisation	Malmö Stad
Project	Personalisation
Country	Sweden
Size	20,000 employees
Sector	Public sector (government)
In-house credits	Jesper Bylund, (intranet manager), Ola Johansson, (search/statistics manager), Åsa Olsson, communications officer
Agency credits	Mårten Thavenius, (developer)

The innovative step in this case is the recognition that most employees have multiple roles, and using traditional approaches to personalisation is often a huge burden on each employee. Organisations are often reluctant to provide more than a 'standard' home page and I liked the way in which Malmö Stad took the step of providing a less sophisticated but clearly effective personalisation option through the global navigation. It might not work for every organisation but the crucial thing is that it works for Malmö.

From the judges

A new navigation

The City of Malmö's intranet was rebuilt and modernised in 2010 and 2011.

The intranet is improved with continuous iterations. New areas, features and new content are launched every quarter. One of the most significant improvements was made in the quarterly iteration launched in April 2011.

The 'back office' content Förvaltningar (business unit) and Arbetsfält (job role) was moved to the global navigation in the masthead.

Previously two levels down from the home page, these sections are now at the same level as the home page, and are always available by just a single click from anywhere on the intranet.

The goal of this change was to better promote and highlight the important content an employee needs. Malmö Stad's intranet mission is always to support an employee's needs and their associated different 'communities'.

About communities

Förvaltning and Arbetsfält are two of the major communities an employee needs during the working day.

It is important to recognise the fact that an employee changes community and perspective during the working day. One minute they want to know what's going on in their own department. Next they need a manual for a particular job role related task. And after that they need to book a meeting room, a core content task.

Because these communities now reside in the global navigation it is one easy click to change what you see depending on your current needs.

Personalisation

When the team introduced the Förvaltningar (business unit) and Arbetsfält (job role) sections to the global navigation they also introduced user driven personalisation of the tabs.

This means that an employee who clicks on one of the tabs does not see a list of all the business units and job roles, but only their own. Therefore these tabs were labelled as Min förvaltning (My business unit) and Mitt arbetsfält (My job role).

The user journey

The user journey for personalisation works as follows:

The first time the user clicks on one of the tabs they are automatically redirected to a page where they can select their own business unit/job role. For 'job role' there is also an option for 'no available choice' since the personalisation does not support all possible roles.

Then the user makes their choice in the list and clicks 'OK'.

Finally the user is automatically redirected to the business unit/job role they have chosen. From now on the relevant business unit/job role is always directly visible when selecting the tab.

Other business units/job roles can be accessed through links to 'all business units' and 'all roles' in the menus to the left.

The setting is saved in a cookie on the computer. If you share a computer with other users, your cookie is computer wide; in other words you allow everyone to benefit from the setting.

Some computers in City of Malmö are shared by employees with similar departments and job roles. Thankfully this meant there was no risk of 'tab wars' between different users on a shared computer.

Min förvaltning

Den här delen av Komin måste du ställa in för att du direkt ska kunna se din egen förvaltning när du klickar på fliken.

Bocka i den förvaltning du är anställd i och klicka på OK.

Du kan bocka i flera förvaltningar om du är anställd på mer än en.

<input type="checkbox"/> Fastighetskontoret	<input type="checkbox"/> Stadsdel Centrum
<input type="checkbox"/> Fritidsförvaltningen	<input type="checkbox"/> Stadsdel Fosie
<input type="checkbox"/> Gatukontoret	<input type="checkbox"/> Stadsdel Husie
<input type="checkbox"/> Kulturförvaltningen	<input type="checkbox"/> Stadsdel Hyllie
<input type="checkbox"/> Miljöförvaltningen	<input type="checkbox"/> Stadsdel Kirseberg
<input type="checkbox"/> Oxie	<input type="checkbox"/> Stadsdel Limhamn-Bunkeflo
<input type="checkbox"/> Rosengård	<input type="checkbox"/> Stadsdel Oxie
<input type="checkbox"/> Serviceförvaltningen	<input type="checkbox"/> Stadsdel Rosengård
<input type="checkbox"/> Sociala resursförvaltningen	<input type="checkbox"/> Stadsdel Södra Innerstaden
<input type="checkbox"/> Stadsbyggnadskontoret	<input type="checkbox"/> Stadsdel Västra Innerstaden
<input type="checkbox"/> Stadskontoret	
<input type="checkbox"/> Stadsrevisionen	
<input type="checkbox"/> Södra Innerstaden	
<input type="checkbox"/> Västra Innerstaden	
<input type="checkbox"/> Utbildningsförvaltningen	
<input type="checkbox"/> Överförmyndarförvaltningen	

Tips!
Gör ett val på den här sidan så visar fliken sedan direkt din förvaltning när du klickar på den.

A wireframe of the personalisation page from 2010, at an early stage in the development process.

The image contains two screenshots of the KOMIN intranet interface, illustrating the user journey through the 'Mitt arbetsfält' (My Workplace) section.

Screenshot 1: Initial Selection Screen

This screen shows the 'Mitt arbetsfält' tab selected in the navigation bar. The main content area displays a list of job roles with radio buttons for selection:

- Ekonomi
- Folkhälsa
- Förskola & utbildning
- Individ & familj
- Integration & arbetsmarknad
- IT
- HR
- Kommunikationsarbete
- Näringsliv/företagare
- Trygghets- & säkerhetsarbete
- Turism
- Vård & omsorg
- Inget arbetsfält passar mig

At the bottom right of this area is a 'Spara' button.

Screenshot 2: Confirmation Screen

This screen shows the 'Centrum' (Centre) tab selected. It displays a summary of the user's selection: "03% svarade på medarbetarförfrågan". Below this, there is a note: "Detta är processen för medarbetarna i Centrum. Detta är processen för hela i hela medarbetarkarta. Detta är processen för hela i hela medarbetarkarta. Totalt: 03% svarade på medarbetarförfrågan".

On the right side of this screen is a sidebar titled 'Hjälp' (Help) which includes sections for 'Om det blir fel' (If it goes wrong), 'Politiker?' (Politician?), and 'Passar flera arbetsfält?' (Fits several workplaces?).

At the bottom of the confirmation screen is another 'Spara' button.

The personalisation page users are directed to if they click on the tabs and have not made their selection. In this example users can select a job role.

The screenshot shows the Malmö Stad intranet homepage. At the top, there is a navigation bar with links to 'malmo.se', 'malmotown.com', 'Hjälp', 'A-Ö', 'Karta', 'Styra telefonen', a search bar ('Sök person eller information'), and a 'Min profil' button. Below the navigation bar, there are several tabs: 'Min förvaltning' (highlighted in grey), 'Mitt arbetsfält' (highlighted in red), 'Vår kommun' (highlighted in white), 'HRutan', 'Forum', and 'Blogg'. A large red arrow points upwards from the bottom of the 'Vår kommun' tab towards a black rectangular reminder box. The reminder box contains the text: 'Klicka här och ställ in din egen förvaltning så får du enklare att se vad som är på gång.' Below this, there is a link to 'Komminövergripande satsningar, program & projekt'. The main content area features a banner for 'Nu lyfter vi Malmö' and sections for 'NYTT & VIKTIGT', 'DATOR & TELEFON', and 'Verktyg & system'. On the right side, there is a 'Tips!' section with a message about the 'Vår kommun' tab and a 'Jag vill...' section.

Users who have not set the tabs get an on-screen 'reminder box' that they should set them. Translated, the message in the box reads 'Click on the tab and set your own business unit. Then you get easy access to important information'.

The reminder box

One aid which has helped drive up adoption is the 'reminder box.'

Six weeks after the new navigation was launched every Monday (for the Min förvaltning tab) or Thursday (for the Mitt arbetsfält tab) any users that had not set the tabs got a reminder that they should set them.

A few months later the frequency of the 'reminder box' has been adjusted so it now appears every day.

The user journey

The reminder box works something like this:

Every morning, the first time the user visits the intranet (any page), the intranet checks if the user has set the tabs Min förvaltning/Mitt arbetsfält (My business unit/My job role).

If the user has not set either or both of the tabs, a reminder box appears.

The box will stay on the screen until the user closes it in the upper right corner of the box, clicks on the tab in order to set it or goes to another page.

If the user chooses to not set the tab, the reminder box 'sleeps' until the next day. Then it will appear again the next day when the user visits the intranet.

The intranet will never show two reminder boxes at the same time or on the same day even if the user has two tabs to set. The reminder box for Min förvaltning takes priority over the reminder for Mitt arbetsfält.

This solution completely avoids using email to send out reminders.

Platform

Open source

The City of Malmö prefers to use open source where possible for its intranet platform.

The team aims to have a set of tools that are interchangeable, so that as new, better tools emerge in the market, they can easily be deployed. Because of this, the intranet is not 'locked up' in packages that often have some weaker modules among the good ones.

Technology set

Technologies used on the intranet include the following:

- Siteseeker search engine
- WordPress blogs
- Discussion forums running on IPBoard
- Static pages in a hierarchical structure (more 'traditional' material) created in Sitevision, an ordinary CMS
- Some functionality unique to City of Malmö, built on top of the CMS, including the personalisation function

Going forward (2012-2013) the team may use Drupal or Ruby instead of Sitevision for generating the static content pages. News production will move to a second Wordpress installation.

Masthead and CSS

All tools 'subscribe' to the same stand-alone masthead.

Different tools also share CSS instructions in a separate CSS file (as much as possible, some things must be set in the different tools). Sometimes it is possible to change a setting in the CSS file, and this has an impact on the entire intranet regardless of which tool generates which page.

People

The intranet team is staffed by the communications department and the IT department. The communications director and the IT director jointly own the intranet.

Page production and news production are decentralised so that the central intranet team has the role of 'content curator'. Queries about the CMS for content producers (e.g. 'how do I align the picture to the right?') are managed by the general internal help desk for IT.

The prime participants in the project group developing our new intranet were the intranet manager, the search/statistics manager and the developer. Other resources were allocated depending on iteration and temporary needs.

Roles

The different roles involved in this project consist of the following:

- Intranet manager: 100 per cent (classic responsibilities for this role)
- Search/statistics manager: 50 per cent (the other 50 per cent is for www.malmo.se)
- Systems administrator: 50 per cent (operating agreements, service contacts, responsible for support processes for content producers, integrations agreements, other technical issues, the other 50 per cent is for www.malmo.se)
- Photo/video manager: 20 per cent (the other 80 per cent is for managing the photo/video tools/systems, and inspiring the organisation to use photo/video in a professional way regardless of channel)
- Developer: 0-100 per cent depending on iteration/phase (this external consultant has worked with the team in a longstanding partnership, including graphic design, interaction design and integration coding activities)
- Communications officer: a few hours occasionally, assists with some information and marketing activities



malmö.se malmotown.com Hjälp A-Ö Karta Styra telefonen Sök person eller information Sök Min profil

- [Min förvaltning](#)
- [Mitt arbetsfält](#)
- [Vår kommun](#)
- [HRutan](#)
- [Forum](#)
- [Blogg](#)

Komín → Arbetsfält/verksamheter → Vård & omsorg

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▼ Tips!

Sök

Min profil

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- gå till SKL Social omsorg & stöd
- gå till SKL Hälsa & vård

Verktøy & system

- Handböcker och riktlinjer
- Flexitec
- Laps Care
- Origo
- QlickView
- WebSesam
- A-Ö lista, ord och begrepp (pdf, 99 kB)

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Boka en...

Tjänstecykel

IT säkerhet för anställda

The starting page for one of the job roles – Vård & omsorg ('elderly care').

© 2011 Step Two Designs (www.steptwo.com.au)

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Design and implementation

Initial design

It started with the idea. The team discussed the everyday needs of individual users and how the intranet could support them in their working day. They then developed a model of different user 'communities' as a user-centred view of the intranet.

Based on this, the team developed some wire frames, using a tool called Balsamiq. These early sketches of different solution designs were important for going forward and visualising the solution.

The next step was to make an inventory of existing business units and job roles, and review which business units and job roles were already on the intranet.

In doing this process the team evaluated whether there was enough content, and made a decision if this material was enough for the launch of the new tab.

Testing phase

The team used a tool for tree testing (Treejack) for the first level. They then conducted tests with the wireframe masthead and after that with a mock-up masthead, created in Photoshop.

The design was built in a test environment, carrying out the HTML-coding, constructing a new masthead, new templates and adding personalisation pages. The test environment is an exact copy of the production environment, the 'real' intranet.

The test environment was used to carry out a round of 'over the shoulder' testing with regular users, checking that they click on the right tab when they have tasks to complete.

Based on the results, the team then built the design in the production environment and was soon ready to go live.

Launch

The feature was finally launched on a Monday morning. The new tabs were clearly visible. The team ensured there was lots of online support, through help texts and videos showing users what they needed to do.

The initiative was promoted with a special news item which was highly visible on the intranet home page. The team created a blog entry which explained their thinking and what they hoped to achieve.

Fliers were put on gallery tables and up on bulletin boards in the office.

Monitoring the results

Post-launch the team wanted to closely monitor how the new tabs were working. They used Google Analytics to check how people had actually set their tabs. They also kept track of what employees in the organisation were saying about them.

One aid which helped drive adoption was the 'reminder box'. This had been set to be twice weekly but was eventually made daily.

The intranet team intend to keep on monitoring the statistics and carrying out further analysis to track the adoption rate.

With such strong statistics of adoption, this is a great way of implementing personalisation. Very valuable in such a large and complex organisation.

From the judges

Adoption and benefits

High adoption

Statistics indicate that there has been significant adoption.

Levels of personalisation

Even though the new navigation was only launched in April 2011, at late August approximately 80 per cent of the visitors have set Min förvaltning and 60 per cent have set Mitt arbetsfält.

Since the launch of the tabs there have also been several big changes made to the infrastructure (firewall adjustments) and more computers can now access the intranet, mainly through schools.

Until the next computer audit, the team cannot tell how many computers can actually access the intranet so the adoption rate may actually be higher.

Page views

Because of the introduction of tabs, the use of business unit and job role specific pages has increased.

Every job role has more page views than before and 13 of 19 business units have more page views than before.

Different rates between business units

There are differences in adoption rates between different business units. The team is looking closely at the reasons for this.

One factor is probably differences in maturity in terms of internal communication. Some business unit managers understand the importance of internal communication and use the intranet as a strategic channel. They will generally have higher intranet use in their business unit and therefore higher tab adoption rates. Other managers run their business units in older leadership styles.

There are also different adoption rates between white collar business units and blue collar business units.

The importance of simplicity

In making this structural change – moving business unit and job role to the global navigation – it was accepted that it is important to meet the employees' need for 'communities' and the need to tailor the intranet accordingly in a large organisation.

The team introduced user-driven personalisation with a very simple technical solution. There were no unnecessarily complicated connections to the meta directory.

Our example shows that many employees can and will use user-driven personalisation if it is perceived as sufficiently simple. A check box and an ok button – can it be easier?

While focusing on business unit and job role is not unusual, the user-driven personalisation solution in the tabs is probably quite unique in its simplicity.

Voluntary personalisation can be perceived as very easy by the user and that well over 'the classic 10 per cent' will personalise if personalisation is introduced properly.

Benefits

The new tabs have resulted in:

- more visible business unit pages, giving an opportunity for local management to reach out more effectively with operating information
- more visible and more used job role pages, improving collaboration in the organisation
- greater opportunities to target content to different audiences
- clearer separation between core content, shop window content and back office content, to the benefit of employees

The 1-2-3 approach

Today the City of Malmö's employees can get the important information they need at the start of each day by going through the intranet's first three tabs Min förvaltning, Mitt arbetsfält and Vår kommun. This last tab means 'Our organisation' and has core content.

This 1-2-3 approach is something that has been advertised on the intranet with a news item titled 'Start your working day by doing 1-2-3', pictured below.

Roughly translated, this item reads:

Start your day with 1-2-3

Komin can be a perfect start of your working day if you look through three tabs.

A useful tip is to think '1-2-3' every morning, as soon as you come to work:

1) Click the 'Min förvaltning' tab and check out what's new and important in your own business unit

2) Click the 'Mitt arbetsfält' tab and check if there are any important news items or changes pertinent to your role which may affect your work today

3) Click on the tab 'Vår kommun' to check out what is important for the entire organisation

This does not take more than a minute to do. But that minute actually gives you knowledge on three essential levels of the organisation. Because of this, you can do a good job today.

This way, you will not miss news about the financial system being closed on Friday, or that there are new guidelines in elderly care, or other need-to-know items.

About Komin:

Komin – your 'base camp in the rainforest'.

The goal: to support you and make you more efficient.

The screenshot shows the Komin intranet homepage. At the top, there is a navigation bar with links for 'malmo.se', 'malmotown.com', 'Hjälp', 'A-Ö', 'Karta', 'Styra telefonen', a search bar, and a 'Min profil' link. Below the navigation bar, there is a horizontal menu with tabs: 'Min förvaltning', 'Mitt arbetsfält', 'Vår kommun' (which is highlighted in red), 'HRutan', 'Forum', and 'Blogg'. The main content area features a large image of three balloons with the text 'OMRÅDESPROGRAM' above them. To the left of the image, there is a sidebar with links to 'Komin → Vår kommun → Nyheter 2011', 'Till startsidan', 'Till nyhetsarkivet', and a 'Skriv ut' button. The main article title is 'Tänk 1-2-3 i Komin'. It includes a sub-headline 'Komin kan bli en perfekt start på dagen om du tittar igenom tre flikar.' and a tip: 'Ett bra tips är att du tänker "1-2-3" varje morgon, så fort du kommit till jobbet:'. Below this, there is a numbered list of three steps: 1) Click on the 'Min förvaltning' tab, 2) Click on the 'Mitt arbetsfält' tab, and 3) Click on the 'Vår kommun' tab. To the right of the article, there is a sidebar with the Komin logo and a link to 'Mer om intranätet komin'.

The news item about 1-2-3 that appears on Komin, the City of Malmö intranet.

An early wireframe for the personalised home page project which will be implemented in Q1 2012. The cookie data will be used again on the newsfeeds.

Future plans

Now that the intranet team has valuable information relating to personalisation they are working out other ways in which they can use the data.

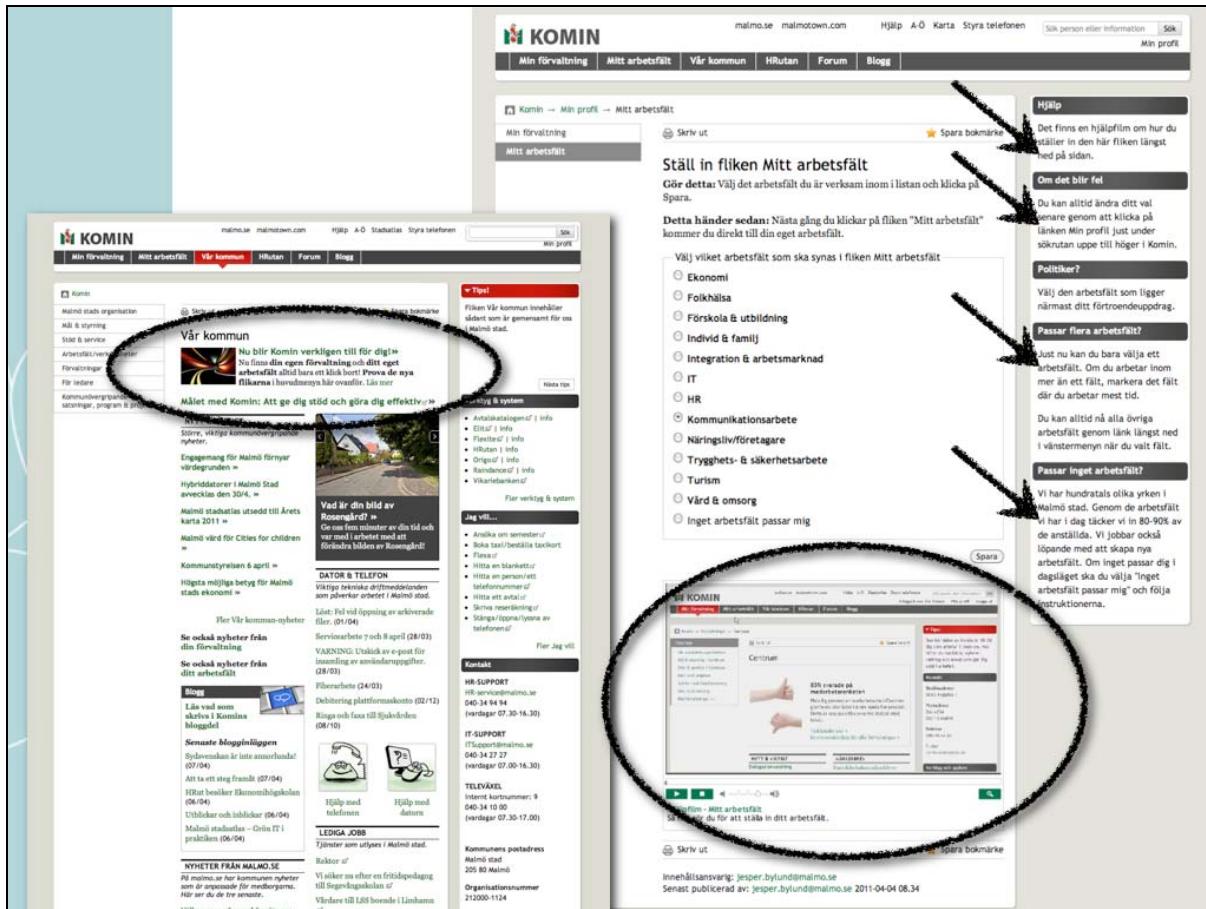
Improving search

One possible project will be to improve search. They can auto-enclose information about which business unit and job role the user has set and auto-prioritise search results from those choices.

Personalised home page

The intranet team is currently preparing Min startsida ('My own home page'). This is in early development and will be the future start page for everybody. This is a mashup area containing content from different parts of the intranet (mainly by RSS export-import) and several core business systems. It will be launched in Q1 2012.

In Min starsida the team will re-use the cookie information to tailor news feeds. There is an additional project to produce similar tailored pages for each Avdelning, a smaller unit than a Förvaltning consisting of about 10 to 40 employees.



Examples of internal marketing activity on the intranet home page and different types of help content on one of the pages where users make their personalisation choices.

Lessons learnt

Sometimes a quick fix is best

Sometimes a quick fix is the best solution. At the beginning of the project, we were hesitant about whether the cookie solution was good enough.

The buzz-words among intranet managers are integration, meta-directory use and automatic tailoring and targeting. Would using a cookie be too simple? And would only 10 per cent make use of it if it was user driven? Luckily, we decided to try this anyway.

Having a dream of an intranet that works like clockwork with a variety of integrations and state-of-the-art solutions perhaps sets one's expectations too high. We could have introduced this eight months earlier, but at the beginning we did not dare to believe in this simple solution.

Prepare content before launch

It was important to have the necessary subsections up and running before giving geography, business unit or job role a prominent place in the navigation. You cannot launch and say 'here you will find content in the future'.

It's also important to make sure you have an editor for each of the subsections. Nothing works by itself!

Re-use the data

If you choose the same cookie solution as we did consider whether you can re-use the cookie data in other parts of the intranet. Our next step is to auto-filter search based on the user's individual settings and tailor news feeds.

Expertise location and LinkedIn connector

Gold award winner: Lundbeck (Denmark)

The screenshot shows a SharePoint page for Jesper Lauridsen. At the top, there's a header with the Lundbeck logo, a red star icon, and the text "BrainWeb". The main content area displays Jesper's profile picture, name (Jesper Lauridsen), title (Microsoft Solution Architect), and location (Global IT / IT Business Applications, Building B2 Room 3612 / Denmark, Valby). Below this is a "Basic Information" section with fields for Initials (JESL), Email (JESL@Lundbeck.com), Phone Extension (32346), Mobile Phone (+45 308 32346), Fax (+45 36 43 82 20), Date of Employment (01/11/2006), and Cost Center (redacted). To the right, under "Organization", is a list of employees with their names, titles, and icons. Below that is a "Colleagues" section with a list of names and titles.

At a glance

Lundbeck, a global pharmaceutical company headquartered in Denmark, has rolled out a gloriously simple idea. Integration of a LinkedIn connector into the SharePoint environment allows each staff member to keep their LinkedIn profile and intranet presence synchronised.

This initiative has exposed rich data to aid personal connections and locate subject matter experts at very little cost.

Why this won

- Getting users to populate and regularly review internal directories which profile expertise is notoriously difficult. By connecting to LinkedIn Lundbeck have taken a major step in combating this problem, so that profiles are effectively pre-populated and regularly kept up to date.
- It's such a simple idea, but there are potential issues around privacy and data protection. Lundbeck have only been successful by carefully and skilfully manoeuvring around these – making it 'opt-in' and allowing employees to control which elements they want to take across from LinkedIn.
- Using viral marketing techniques to spread the word was a nice touch, and has contributed to the initial impressive levels of adoption.

About Lundbeck

Lundbeck is a global pharmaceutical company researching, developing, manufacturing, marketing, selling and distributing pharmaceuticals for the treatment of disorders in the central nervous system (CNS), including depression, schizophrenia, Alzheimer's disease, Parkinson's disease, Huntington's disease, epilepsy and insomnia.

Lundbeck is one of Denmark's most research-intensive enterprises. The company employs a total of 1,400 highly-trained specialists in its research and development units. Each year, Lundbeck ploughs back around 20 per cent of its revenue into research and development of new pharmaceuticals to improve treatment options for the millions of people around the world suffering from neurological disorders.

Lundbeck employs 5,900 people worldwide, 2,000 of whom are based in Denmark. The firm has employees in 57 countries, and its products are registered in more than 100 countries. There are production facilities in Italy, France, Mexico and Denmark and research centres in Denmark and the USA. Lundbeck generated revenue of approximately DKK 14.8 billion in 2010 (about USD 5 billion).

Key details

Organisation	Lundbeck
Project	Expertise location and LinkedIn connector
Country	Denmark
Size	5,900 employees
Sector	Private sector
In-house credits	Idea, Concept, Technical Solution Specification: Jesper Lauridsen (Solution Architect Corporate IT)
Agency credits	Implementation: ProActive A/S

A new HR strategy

As Lundbeck is a research-based pharmaceutical company the vast majority of employees are highly skilled knowledge workers. The size and global nature of the company makes knowledge sharing not only a difficult proposition but also a prerequisite to overcoming business challenges and for achieving sustained competitive advantage.

The importance of knowledge sharing was reflected in the global HR strategy which Lundbeck launched in early 2011.

This aimed to promote a 'High Performance Culture' by establishing four operating principles to be observed by all employees at all levels. These act as guidelines for daily behaviour and they define how each employee should work to achieve individual, team and business objectives.

The four operating principles are:

- Own the Future
- Be Ambitious and Take Action
- Better for Less
- Create Results – Together

Challenges

To successfully implement the four operating principles, Lundbeck were faced with the following challenges:

- How to demonstrate that the knowledge, expertise and experience of each and every employee are crucial assets for Lundbeck
- How to encourage employees in Lundbeck to expose and volunteer their knowledge
- How to encourage employees to connect across organisational boundaries to break down silos
- How to prevent re-inventing the wheel and promote innovation, out-of-the-box thinking and new ideas

Lundbeck profiles

In close collaboration with Global HR, an Expertise Location system called ‘Lundbeck Profiles’ has been developed to help employees in Lundbeck quickly find the people and knowledge they need.

The idea is that each individual in the organisation provides their own data by updating their profile with a summary, their specialities, their job history, their education and personal interests, among other things.

Challenges of staff profiles

Such initiatives have been tried many times before but have all failed. This is probably because no one has really managed to overcome the challenges associated with capturing profile information. These include overcoming cultural issues and the question of how to promote using such a feature.

Early on, the team realised that the key to success would be how to motivate our employees to create a rich profile and then keep this information up to date. With a slow uptake, unreliable and stale information the initiative would be doomed to certain failure.

The team also realised that most employees already had rich LinkedIn profiles and that it would probably be very difficult to persuade them to maintain the same information in more than one place.

The LinkedIn connector

So, as a service to employees, Lundbeck introduced a LinkedIn connector to the staff directory. This way, employees who already have a LinkedIn profile can choose to connect it to the company intranet, and keep it synchronised with future updates and changes.

The LinkedIn connector has been designed as an ‘opt-in’ feature. Employees can still opt to manually update their profile on the intranet. Employees who do opt-in can choose exactly which sections of their profile they wish to connect to, and can even control the permissions of each piece of information.

Currently, the connector transfers the following sections to the staff directory: Professional Summary, Specialities, Experience (up to 10 previous job experiences), Education (up to 6 details of educational institutions), Interests, Groups and Associations, Honors and Awards.

However, there are plans to expand with more information in the future, including registered patents, publications, languages and other details.

An integrated approach

The Lundbeck intranet is based on Microsoft Office SharePoint Server 2007. The Lundbeck Profiles and the LinkedIn connector have been designed and developed to be a seamless add-on to the profile section of SharePoint MySites.

The traditional staff directory typically has an organisational chart to show each staff member’s manager, closest colleagues and position in the organisation. The staff directory also shows how employees are connected to other parts of the organisation by revealing the informal and interpersonal relationships between employees.

This is achieved by analysing each individual employee’s connections on LinkedIn. Connections to other Lundbeck employees indicates a professional relationship. Colleagues can of course still be added manually.

To make the expertise of employees easily available and accessible the staff directory has been integrated with the intranet search engine. Apart from creating a specialised search feature for employees, the team has also integrated the rich profiles in the general search scope.

The thinking behind this is that the hunt for knowledge often starts off with only a vague idea of what a user is looking for. Initially they may not know if they are looking for explicit knowledge in the form of documents, spreadsheets or presentations – or if they are looking for tacit knowledge held by individuals. It was important to ensure that employees could discover knowledgeable colleagues in other parts of the organisation as part of their search.

Welcome Jesper Lauridsen ▾ | My Links ▾ | My Home | BrainWeb Tour | Site Actions ▾

Search BrainWeb  

Lundbeck  | **BrainWeb**



Jesper Lauridsen 
Microsoft Solution Architect
Global IT / IT Business Applications
Building B2 Room 3612 / Denmark, Valby

Lundbeck Initials:	JESL
Email:	JESL@Lundbeck.com
Phone Extension:	32346
Mobile Phone:	+45 308 32346
Fax	+45 36 43 82 20
Date of Employment:	01/11/2006
Cost Center:	██████████

Manage your connection to **LinkedIn** 

Organization [[View in OrgPublisher](#)] 

- ↑  [Ulf Arne Wilmberg](#), Chief Executive Officer
- ↑  [Anders Göttsche](#), Executive Vice President
- ↑  [Michael Vasa Skänström](#), Vice President
- ↑  [Paul Hansen](#), Divisional Director
- ↑  [Charlotte Sanderskov](#), Head of Department
-  **Jesper Lauridsen**, Microsoft Applications Specialist
-  [Allan Got Nielsen](#), BI Consultant
-  [Eva Marie Lundsgaardvig](#), BI Consultant
-  [Maria Schmidt Sander](#), Web Applications Specialist
-  **Michael Hvalseee Brinkov**, BI Consultant
-  [Ole Zimmermann](#), BI Consultant
-  [Oliver Sandorff](#), Head of Section
-  [Rasmus Nielsen](#), System Integrator
-  [Robert Svendsen](#), System Integrator
-  **Thorsten Jensen**, BI Consultant

Colleagues [[Edit Colleagues](#)] 

- Commercial Operations**
 -  [Inge Marie de Linde](#), Infomaster
 -  [Jonas Mosevang Vinter](#), International e-Project Manager
 -  [Martin Braun](#), External
 -  [Olaf Lochschmidt](#), HoD Psychiatry
- Corporate Communication and IR**
 -  [Emmanouil Katantonakis](#), Project Manager
- Corporate HR**
 -  [Maricela Ostrand](#), Sr. Manager, Talent Management
- Corporate IT**
 -  [Alex Schuleit](#), Head of Department
 -  [Anders Svarer Nielsen](#), IT Business Relationship Manager
 -  [Bent Scholkmann](#), IT Operations Manager
 -  [Carsten Wolff](#), IT Configuration Manager
 -  [Charlotte Blom](#), Project Manager
 -  [Claus Thomsen](#), Divisional Director
 -  [Dorte Aaquist Hougaard](#), IT Application Specialist
 -  [Henrik Nordtorp](#), External
 -  [Lars Kessum](#), IT Quality Manager
 -  [Mette Veslov](#), Support Manager
 -  [Mikael May Yde](#), Head of Department
 -  [Peter Hvild](#), SAP FI Process Specialist
 -  [Pia Sonne Rasmussen](#), Head of Department
 -  [Stefan Lissau Erichsen](#), IT Application Specialist
- Corporate Patents and Trademarks**
 -  [Kathleen Andree-Cuneo](#), US Dodeting & System Coordinator
- Drug Development**
 -  [Christina Dahl](#), Project Manager
 -  [Dustin Greenhal](#), Process & Application Manager
 -  [Henrik L. Sønnichsen](#), Head of Department
 -  [Jacob Strayer Christophersen](#), Project Director
 -  [Mike Bartlett](#), Specialist
 -  [Pia Jeppesen Hansen](#), Specialist
- Non-Clinical Safety Research**
 -  [Anders Ellehaug](#), Principal Scientist
- Research DK**
 -  [Sune Askær](#), IT Consultant
- Research Operations and Alliance Management**
 -  [Claus Ste Kalleseee](#), Chief Specialist

All employees who have connected to LinkedIn are marked with a small LinkedIn logo next to their names. All the information on their profiles is automatically synchronised with LinkedIn by an automated process which runs once daily.

Lundbeck

BrainWeb

[Welcome Jesper Lauridsen](#) | [My Links](#) | [My Home](#) | [BrainWeb Tour](#)

Organization
People
Products
Projects
Tools & Services
About us
Workspaces
My BrainWeb

Search results

All Sites
People



Medicinal Chemistry
Analytical Chemistry ... Medicinal Chemistry ... High Throughput Organic Synthesis (HTOS)
62KB - Huiling Zhong - 14/02/2011

Analytical Chemistry
... for Discovery Chemistry & DMPK and for the Department of Process Chemistry ... in the Discovery Chemistry & DMPK and the Department of Process Chemistry ... SFC and NMR and organic chemistry expertise by education, participation in international meetings, ...
64KB - Charlotte Hansen - 12/10/2010

Promotions in Discovery Chemistry & DMPK effective as of 1 May 2011
... in the synthetic chemistry lab, he moved to Analytical Chemistry where the group (and the rest of M ... joining Medicinal Chemistry Research, Lundbeck as a PostDoc in Organic Chemistry in 2008. ... skills in organic chemistry with a drive to get new chemical entities synthesized in a timely manne ...
62KB - 1st May 2011 - P. H. Hansen - 12/02/2011

Relevant Lundbeck Profiles

-  Niels Svenstrup [In](#) - Head of Section
-  Jørgen Eskildsen [In](#) - Senior Research Scientist
-  Benny Bang-Andersen [In](#) - Chief Scientist
-  Mikkel Fog Jacobsen [In](#) - Development Chemist
-  Martin Juhi [In](#) - Development Chemist Specialist
-  Morten Bang Nørgaard [In](#) - Senior Outsourcing Manager
-  Lise Andersen Verkerk [In](#) - Head of Section
-  Klaus Peter Bøgesø [In](#) - Vice President
-  John Paul Kilburn [In](#) - Senior Research Scientist
-  [See all profiles](#)

When searching for information on the intranet, any person who matches the search criteria is displayed in the results. All information from the staff directory, including the information from LinkedIn, is indexed by the enterprise search engine.

Site Actions
  
Browse
Page

Jesper Lauridsen

 BrainWeb
 

Corporate Campaigns

To whom it may concern Read testimonials, articles and watch videos from European Depression Day
My family has a hi thankfully Cipralex



Cipralex®
The world's number 1 antidepressant

Drug Development Campaigns

 Process for Development Goals - 2011

Local Valby Campaigns

What's for lunch in the cafeteria?



Corporate News

05 Oct 2010 (09:00) **In-licensing of new research compound**
We have today announced that we have signed an agreement with Kyowa Hakko Kirin Co.

05 Oct 2010 (09:00) **New Business Lead Function**

Worldwide News

18 Oct 2010 (16:28) **New arrival in Corporate Price and Reimbursement Department**

12 Oct 2010 (14:21) **Asenapine/Sycrest Business Lead**

29 Sep 2010 (15:10) **Liu closed on Monday 11-Oct 2010**

01 Oct 2010 (11:21) **New Corporate Medical Affairs function**

29 Sep 2010 (15:10) **Lundbeck and Genmab enter into research collaboration**

Drug Development Internal News

06 Oct 2010 (14:53) QlikView QV Medical Monitoring & Safety Review / Patient Profile

28 Sep 2010 (08:36) Medical Documentation – organisational adjustment

24 Sep 2010 (12:13) Vaidrius Navikas to head New Corporate Medical Affairs Division in Valby

16 Sep 2010 (09:22) New structure and appointments in Corporate Medical Affairs Division in Valby

Drug Development Tools & Links

 Which phase each of our studies is in

 Studylist with ISMs and CROs

 The Studylist as Swimming Lanes

 The Studylist

 Historical site participation

 GSM Task List

 New (non-drug) Projects

 If you are new to GSM (including email culture)

IT Planned Work Notifications

19 Oct 2010 (08:00 - 12:00) [Worldwide] SAP HR and SAP BW/BPS down for maintenance

Local Valby News

19 Oct 2010 (12:40) Information vedr. dækskift på firmabilen d. 25. oktober 2010

19 Oct 2010 (10:12) Spærring omkring cykelskur

18 Oct 2010 (13:39) Mandatory HSE training for managers

18 Oct 2010 (09:16) Dødsfald i SOE

19 Oct 2010 (12:40) Information vedr. dækskift på firmabilen 2010

19 Oct 2010 (10:12) Spærring omkring cykelskur

18 Oct 2010 (13:39) Mandatory HSE training for managers cykelskur

H. Lundbeck A/S
Ottileavej 9
DK - 2500 Valby
Tel +45 36 30 13 11
Fax +45 36 30 19 40
 Contact BrainWeb webmaster

The overall Lundbeck intranet home page.

© 2011 Step Two Designs (www.steptwo.com.au)

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Welcome Jesper Lauridsen | My Links | My Home | BrainWeb Tour | Site Actions ▾

Search BrainWeb | Search People

Jesper Lauridsen
Microsoft Solution Architect
Global IT / IT Business Applications
Building B2 Room 3612 / Denmark, Valby

Basic Information [How to update this information]

Lundbeck Initials:	JESL
Email:	JESL@Lundbeck.com
Phone Extension:	32346
Mobile Phone:	+45 308 32346
Fax:	+45 36 43 82 20
Date of Employment:	01/11/2006
Cost Center:	[REDACTED]

Organization [View in OrgPublisher]

- Ulf Arne Winberg, Chief Executive Officer
- Anders Götzsche, Executive Vice President
- Michael Vasa Skånsrom, Vice President
- Paul Hansen, Divisional Director
- Charlotte Sanderskov, Head of Department
- Jesper Lauridsen**, Microsoft Applications Specialist
- Allan Goth Nielsen, BI Consultant
- Eva Marie Lundsgaardig, BI Consultant
- Maria Schmidt Sander, Web Applications Specialist
- Michael Hvalsøe Brinkov, BI Consultant
- Ole Zimmermann, BI Consultant
- Oliver Sandorff, Head of Section
- Rasmus Nielsen, System Integrator
- Robert Svendsen, System Integrator
- Thorsten Jensen, BI Consultant

The LinkedIn connector is an opt-in feature for the Lundbeck staff directory. Every employee has a 'Connect to your profile on LinkedIn' button.

Connect your Lundbeck Profile to LinkedIn

The LinkedIn Connect feature makes it easier for you to keep your Lundbeck Profile updated. Use the connector to transfer your information from LinkedIn to BrainWeb.

The connector works **one-way**. It transfers information from LinkedIn to your Lundbeck Profile - not the other way around! This way you can not accidentally disclose any confidential information.

Every day, a background job will refresh your Lundbeck Profile with your most recent changes on LinkedIn.

You are in complete control of your privacy - you choose what information to transfer. And you can even choose who in Lundbeck to show your profile information to.

[Read more about Lundbeck Profiles and the LinkedIn Connect feature](#)

[Cancel](#) [Next](#)

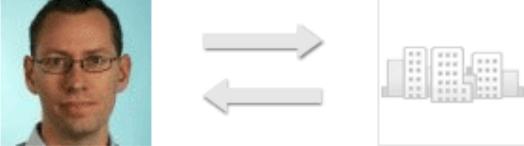
After clicking the 'Connect to your profile on LinkedIn' button a wizard starts. The first screen is a disclaimer explaining what is about to happen.

LinkedIn

Jesper Lauridsen · Sign Out

Grant Lundbeck BrainWeb access to your LinkedIn Account "Jesper Lauridsen"

On Dec 5 you granted Lundbeck BrainWeb permission to use your LinkedIn Account.



Continue **Revoke Permission** **Cancel**

You can always revoke Lundbeck BrainWeb's access through your [settings](#) page. By granting access you agree to the LinkedIn [Terms of Service](#)

In the second step of the wizard, the user is redirected to LinkedIn to authorise the use of information on the Lundbeck intranet.

Welcome Jesper Lauridsen · My Links · My Home · 32

Connect to your profile on LinkedIn

LinkedIn

- Connect to your Basic Details
- Connect to your Educations
- Connect to your Positions
- Connect to your Additional Information
- Connect to your LinkedIn Connections

Next

Extension: 32346

The user is in complete control of which sections of information get transferred to the Lundbeck staff directory.

From idea to launch

From the beginning, this feature has been developed as a joint project between Global IT and Global HR.

The idea

The idea was originally generated by Global IT in an environment with encourages innovative thinking. The department wanted to introduce solutions that would help the business achieve goals, rather than just cutting costs.

This idea was then presented to Global HR who immediately realised how they could integrate it into the launch of the new Global HR strategy.

Development approach

Once given the go-ahead, the feature was then developed using agile methodologies.

The team deliberately did not build the LinkedIn connector as a major project involving numerous stakeholders. Instead they opted for a 'just do it' approach where the investment in internal hours and consultancy hours was minimal.

This approach has been very successful. The downside is that the ownership is now in IT but should probably be placed in HR.

Lundbeck Profiles and the LinkedIn connector have been developed in C# using the LinkedIn API made available through <http://developer.linkedin.com>.

In the spirit of keeping things simple and 'better for less' the team feel they have built a straightforward and very effective extension to Lundbeck's intranet by employing principles of composite applications.

They have taken an existing service (LinkedIn), used their publicly available API and combined it with standard features of the SharePoint platform, including search, and used very little customisation in the process.

Viral launch

During the launch phase of the feature the team employed principles of viral marketing.

Since this initiative already involved a lot of Web/Enterprise 2.0 thinking, mashup, social media and other internet buzz words, this seemed like a natural thing to do.

First of all, 100 employees were carefully selected by choosing the ones with the richest and most detailed LinkedIn Profiles. These were contacted individually and invited to be advocates of this new feature.

The viral marketing feature was a bold move which could easily have backfired because employees may have felt they were being 'spammed' by emails.

Secondly, when a Lundbeck employee signs up for the LinkedIn connector, they are prompted to send an email (based on a template) to all of their connections who are also employed by Lundbeck, asking them to sign up to the connector.

Overall the team have done very little in the way of marketing, presentations and so on. The innovation has pretty much sold itself.

Brilliant idea, taps into the effort that people put into their public profiles. Generates interesting flow-on benefits. Is this finally how we're going to crack the 'expertise directory' nut? Eliminates 'yet another profile' to fill in, by leveraging existing information.

From the judges

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ell engin

streamline the business. IT has a huge potential to catalyze top line growth by supporting the
ed innovative employees realize their full potential.

Invite your Lundbeck colleagues to connect

Invite your company colleagues to join linkedin and connect it with their profiles



All Contacts

- Jan Bonderup
IT Operations Manager
- Jacob Castellani
Project Manager
- Morten Ahrenkiel Egeberg
SAP SRM Solution Architect
- Carsten Eiberg
External

Subject: Connect your Lundbeck Profile to LinkedIn

Mail Body:

Hi!

I would like to introduce you to a new feature that I have started using on BrainWeb. It is called "Lundbeck Profiles" and allows me to actively seek cooperation by making my skills, expertise, experiences, educations and personal interests available on BrainWeb.

To make it easy for me to keep my information updated, I have

[Skip this step](#) [Send invitations](#) 

In order to boost adoption of the LinkedIn connector, a viral marketing scheme allows the user to send emails to people in the organisation who they are connected to on LinkedIn, inviting them to use the feature.

Outcome and benefits

Everybody likes to talk about Enterprise 2.0, but Lundbeck have implemented some of the principles in action. The idea may be very simple, but in a large and sometimes conservative organisation the thinking could be considered revolutionary. There were many barriers to overcome including legal questions and concerns about privacy.

Adoption rate

So far the adoption rate is being monitored amongst initial target groups as an indication of benefit.

Lundbeck's goal is to achieve a 25 per cent adoption rate by the end of 2011.

At the end of May 2011 the overall adoption rate was 20 per cent with adoption predictably high in HR (38 per cent) and IT (42 per cent). Other groups like Commercial Operations (24 per cent) and Corporate Finance (21 per cent) are also slightly above average.

In the calculation of the overall adoption figure, various groups not targeted in this initiative have been excluded, such as the field sales force and medical representatives.

Meeting preparation

It's been observed that people use the feature to prepare for meetings, which is something that was not foreseen. When meeting with new people it has proved to be hugely beneficial to do a background check to see what level of knowledge can be expected.

Working in large organisations depends a lot on interpersonal relations, and ice breakers can be found in common interests and shared work history.

Simple to implement and use

The feature has been designed to be 'off-the-shelf'. It could be readily implemented by other organisations using SharePoint as a platform for their intranet.

This is also not a feature that takes up a lot of employee time. It literally only takes 1 to 2 minutes to connect to LinkedIn and get a rich profile in the staff directory.

The very simple process of clicking a 'Connect to your profile on LinkedIn' button, authorising the information and choosing which elements to bring over is very straightforward.

All employees who have connected to LinkedIn are marked with a small LinkedIn logo next to their name. All the information on their profile is automatically kept 'in sync' with LinkedIn by a daily timed operation.

Bringing people together

Lundbeck is a global firm which has many departments which are scattered geographically. Lundbeck Profiles has been a valuable tool in bringing distant colleagues closer to each other.

Lundbeck Profiles has also made the task of internal recruitment easier, and makes employees more visible for new positions or for participation in new projects.

Supporting Global HR Strategy

Finally, the feature goes hand in hand with the HR Strategy of 'Cultivating High Performance Employees' in the sense that it provides a window to showcase skills, expertise and experience.

I want one of those too! Right now! It is an excellent and obvious way to use the fact that most staff are already maintaining a LinkedIn profile page. Why ask them to do it twice?

From the judges

Lessons learnt and advice for other organisations

More formal marketing

We should have launched the feature with a full blown campaign including advertisements and feature stories on the intranet. This could have increased the buzz about this feature and perhaps have boosted the initial adoption even more.

Ownership should be with HR

To implement such an initiative, it is very important that there is solid ownership in HR. It is also important to link the feature to various HR processes.

For example the new hire process, where new employees are encouraged to build up a rich profile and connect to LinkedIn.

It can also be integrated into the performance review process. A rich profile can be used as an indicator for how involved and networked an employee is and how willing the employee is to offer and share knowledge and expertise.

One possible future use at Lundbeck may be to use LinkedIn to draft CVs. As a pharmaceutical company we use CVs a lot in for regulative purposes. Having all these LinkedIn CVs might prove to be a great opportunity, as they may be 80 to 90 per cent complete drafts. This will both increase compliance, and make the process more efficient and less time-consuming for employees.

Resolve risk and legal issues

The question of legal issues will be asked. Anybody implementing a LinkedIn connector should involve their legal department to do an assessment.

At Lundbeck concerns were primarily related to issues protecting the individual employee's personal data. The conclusion was that since this is completely opt in and voluntary, and because each employee is able to choose which information to connect to on LinkedIn, there were no legal problems in this respect.

Explain privacy issues to users

Be very careful in explaining to users exactly how the feature works.

Explanations should focus on the voluntary aspects of the feature ('opt-in') and the fact that the user can control privacy down to the smallest detail.

Not everybody will use it

At Lundbeck we have had some comments from people who feel they will not use this feature because they would write for one audience on LinkedIn, but for another for internal use in the company.

Ensure data is only synchronised in one direction

Do not try and make a bi-directional synchronisation with LinkedIn. Although this is perfectly possible, it will make employees worry about using the feature and can potentially lead to confidential information being leaked to publicly available pages on LinkedIn.

During the design phase we did consider the two-way connection but realised it was too difficult to grasp for the everyday user and that the risk of information leaks would be too great. Having the LinkedIn connector only working one way helped considerably in getting a green light from Lundbeck's Corporate Legal department.

Intranets for ‘Generation Y’



**Nina Sonne
Nikolaisen**

From the
judges' desk

It seems we are finally trying to build user-centric intranets. Not just personalised intranets, but intranets that people carry with them in their pocket providing services and information when they need it.

People get used to mobile banking and other services and start to expect it from any service provider including their workplace. And the change is really fast. It is a huge benefit being able to check something, find contact information or do a task on the fly and not have to return to your PC to get the task done.

My favourite phone app is my bank app. I did not know I needed it when my bank launched it less than a year ago, and now I cannot live without it. This year we have three good examples of intranets going mobile: UK Parliament, QUT and Lafarge.

The young employees of today, the Generation Y, expect to be able to tap into everything they need directly from their phone. So if they cannot access the company intranet on their phone, the intranet is not important.

When they staff a project, they look for people with the right skills in their network through all the social platforms where they are present.

Why search the company phonebook for resources when you can search all the updated profiles on LinkedIn? Lundbeck has acknowledged the fact that employees are spending their spare time updating their skills and competencies outside the company intranet. Why not tap into this valuable source and make it available inside the company?

But it is not enough to just provide the intranet to Generation Y, they also need a reason to use it. So why not show them when the next bus is coming, let them register their hours or book some travel?

The intranet can also be for having fun. Arup have blended social life with working life, and personal health with CSR, in their excellent sporting event microsite. Imagine a corporate social event for 4,000 people; Arup has managed to pull it off and make it a success.

The traditional personalised intranet also does not impress Generation Y. Facebook and Amazon know who you are and present you with content and updates relevant for you based on your behaviour on their sites.

It is only a logical step to let the intranet do the same, as CRS Australia has shown. They have personalisation that is not just based on your profile, but based on your interaction with the intranet, e.g. whether you have read the latest update of the travel policy.

I hope we will see more of this in the future, because not only will Generation Y become a bigger part of our workforce, but the rest of us are also looking forward to intelligent intranets that we can access wherever and whenever we want.

Overall we should be looking forward to not thinking about the intranet as the ‘intranet’, but as tools and services that make doing our jobs easier.



INTRANET INNOVATION
AWARDS

**Gold awards:
business solutions**

Gold awards: business solutions

Beyond just being a publishing platform, intranets should strive to become effective business tools. This involves making the intranet into a place for doing things (rather than just a ‘place for reading things’), such as integrating applications and interactive functionality directly into the site.

Innovations may include new uses for online forms capabilities, effective online tools and applications, or seamless integration of key applications into the intranet.

Winners in this category have identified a clear business need, and have resolved it through the development of new intranet-based tools. Whether a large or small solution, the new functionality delivered directly helps the organisation complete common or critical tasks.

Online and mobile conference tool

Gold award winner: Lafarge (France)

The desktop homepage of the Baveno conference microsite.

At a glance

The intranet team at global building materials manufacturer Lafarge has produced an intranet microsite which has captured the imagination of their senior management.

The project established an indispensable and mobilised solution supporting the firm's annual leadership conference at Baveno. From accessing vital information to viewing presentation slides to enabling connections between individuals, senior management are now much more knowledgeable about the intranet as a result.

Why this won

- This was an energetic and focused project which used a mixture of content, process, social elements and real time collaboration to provide a comprehensive microsite to support the Baveno conference.
- A BlackBerry presence created for an internal event is highly unusual and has real value when the participants are out of the office. 85 per cent of survey respondents found the site useful.
- By producing a solution which demonstrates the value of the intranet and also its range of applications (including mobile), the intranet team has secured essential top level support in one fell swoop. Senior management are now engaged, informed and excited about the intranet.

About Lafarge

Lafarge is a world leader in building materials. Manufacturing cement, aggregates and concrete, and plasterboard, Lafarge extracts resources from the heart of the earth to make materials to bring to the heart of life. Present in 78 countries, the group responds to the world's demand for housing and infrastructure.

Lafarge is driven by the needs of its customers, shareholders, local communities and architects. The group creates specialist solutions which encourage creativity while leaving a lighter trace on the world.

Key details

Organisation	Lafarge
Project	Online and mobile conference tool
Country	France
Size	76,000 employees
Sector	Private sector
In-house credits	<p>For IT: Jean-Marc Chicco (VP IS/IT), Sean Burke (CIO), and Julien Pellissier (internet-intranet manager)</p> <p>For e-communications: editorial team Marine Guillot (editorial team), Julien Lacheray (e-innovations and the design of the BlackBerry application), Lucile Abadie (for functional specifications and implementation), Kerstin Ribes-Lambertus (e-communications manager and project leader)</p>

The project

Every year the senior management of Lafarge – comprising around 200 managers from all over the world – gather for a three day 'Group Operational Management meeting'. This is held in the autumn in Baveno, Italy, a town on the shores of Lake Maggiore.

In 2010 the intranet team decided to stop providing printed material to support this meeting. Instead all material was gathered in a specific intranet portal.

The aim was to make Lafarge management aware of what was possible with the latest evolutions in digital technology, as well as getting them to experience the richness of using the group intranet.

Prior to this usually the 'reflex action' of most managers was to ask their assistants to print everything and hand out all material in hard copy.

Pre-meeting activity

Before the meeting, all of the pre-conference reading material and other important information was put online. Messages were sent by email to invite managers to connect to the intranet and update their password.

The following features were included on the intranet microsite:

- a description of the meeting place
- an online booking form (via an external agency)
- documents for pre-reading and preparation
- a section to ask questions
- a Who's Who section, extracted from the group directory, presenting a list of all the participants

The screenshot shows the Lafarge Baveno conference intranet homepage. The top navigation bar includes links for Home L.O, Health & Safety, The Group, The Mag, Employee corner, Library, and My workplace. The main content area features a pink header "Meetings & Workshops" and a sub-header "DAY 1 - TUESDAY". A welcome message from Bruno Lafont is displayed, followed by sections on Strategic Guidelines, Financial Challenges, Teambuilding, and Get Prepared! Each section contains a brief description, a small image, and a link to more information. On the right side, there are links for Contact us, Print, Send to a colleague, Download cart, Photos, and Videos. A sidebar on the left lists "Baveno 2010" (Practical Information, Agenda, Location, Contacts, H&S advice & contacts, Who's who), "Meetings & Workshops" (Day 1 - Tuesday, Day 2 - Wednesday, Day 3 - Thursday, Day 4 - Cement meeting, Communications kit), "Discussions" (Share your thoughts, Questions to Bruno Lafont, Feedback, Expectations for an executive portal), and "Media & Library" (Press review, Documents & websites, Photos, Videos).

Details of the first day of the conference, with various supporting materials from the desktop site.

The screenshot shows the Lafarge Baveno conference intranet homepage, specifically the Media & Library section. The top navigation bar and sidebar are identical to the previous screenshot. The main content area features a pink header "Media & Library" and a sub-header "PHOTOS". A message encourages users to visit the page daily to see daily Baveno pictures. Below this, a large image of Bruno Lafont speaking at a podium is shown, with a smaller strip of thumbnail images below it. To the right, there are links for Contact us, Print, Send to a colleague, Download cart, Photos, and Videos. The sidebar on the left lists the same categories as the previous screenshot.

The media and library section contains photos from the event and was one of the most popular pages.

Support during the meeting

The intranet team wanted to ensure the site continued to be an essential tool for the duration of the entire conference.

Intranet environment

During the meeting the microsite was used to upload all of the slides and related documents during the sessions and workshops.

A media section included photographs of all sessions and detailed highlights of the event.

The intranet also hosted a live forum, where managers could ask questions of the President or the various presenters.

The Baveno site was available not only via the group intranet network, but also from the internet so people could also use iPads or connect to this site from cybercafés.

BlackBerry environment

BlackBerry is the mobile standard in the group and so a part of the Baveno portal was also provided via a specific BlackBerry-enabled mobile site.

Via the mobile site managers could:

- view the Who's Who directory and connect with other managers (via phone, mail, SMS)
- find out details about the meeting location and agenda
- participate in the live forum and ask questions of the President (this option was even used during the Q&A session at the end of the seminar)

The BlackBerry site took into account the very specific ergonomics of the small screen. Only services that were going to be useful on a mobile phone were included. For example very detailed slide presentations were not available.

Emails were sent to BlackBerry participants to remind them to get connected (one click only), to participate in the forum and contact their peers.

The screenshot shows a mobile web application titled "LO Baveno portal". At the top, there is a navigation bar with links for "Who's who", "Agenda", "Organization", and "Discussions". Below this, a heading "Questions to Bruno Lafont - Q..." is followed by a "Back to previous page" link. A section titled "Questions to Bruno Lafont" asks users to "Ask any question regarding the Group's strategy and future to Bruno Lafont:" with three options: "live, during the Q&A session (October 7th, 3pm - 4pm)", "during Baveno, with the traditional "post-it" system (until noon on October 7th)", and "during Baveno, here (until noon on October 7th)". Below this is a "Write your question" input field and a "Submit" button. A "All questions" section follows, featuring a comment from user #33 dated October 7, 2011, asking about learning experience with cement plants. Another comment from user #32 dated October 7, 2011, discusses spare parts management. A third comment from user #31 dated October 7, 2011, discusses HR support and political skills. A final comment from user #30 dated October 7, 2011, discusses security concerns. A quote from a judge at the bottom right states: "I'm impressed by how this initiative seems to have triggered a greater interest in the intranet on the part of senior management. At the same time it served a real purpose for the managers. It is indicative of the way forward and how companies will be leveraging mobile devices to keep people informed and to let them participate in events." The quote is attributed to "From the judges".

The screenshot shows the Lafarge intranet's Media & Library section. At the top, there's a navigation bar with links like Home L.O., Health & Safety, The Group, The Mag, Employee corner, Library, and My workplace. On the left, there's a sidebar with sections for Baveno 2010 (Practical Information, Agenda, Location, Contacts, H&S advice & contacts, Who's who), Meetings & Workshops (Day 1 - Tuesday, Day 2 - Wednesday, Day 3 - Thursday, Day 4 - Cement meeting, Communications kit), Discussions (Share your thoughts, Questions to Bruno Lafont, Feedback, Expectations for an executive portal), and Media & Library (Press review, Documents & websites, Photos, Videos). The main content area features a video player with a thumbnail showing a modern building complex. To the right of the video are sections for Photos & Videos, featuring a thumbnail of two people in hard hats and a thumbnail of a man smiling.

Videos could be uploaded to the media section on the desktop site.

This screenshot shows the Meetings & Workshops page for Day 1 - Tuesday, focusing on Teambuilding. The left sidebar includes sections for Baveno 2010, Meetings & Workshops (Day 1 - Tuesday, Plenary, Teambuilding, Day 2 - Wednesday, Day 3 - Thursday, Day 4 - Cement meeting, Communications kit), Discussions, and Media & Library. The main content area has a heading 'Meetings & Workshops' and 'TEAMBUILDING'. It features a thumbnail for 'Teambuilding' and a link to the 'Teambuilding Guidebook'. Below this, there's a section about 'Get prepared: new Planet Building e-learning on sustainable construction' with a thumbnail of a building and a link to the 'Planet Building module on the Lafarge University portal'. Another section discusses 'Enter into the city of the future' with a thumbnail of people working on a model and a link to 'Jacques Ferrier, engineer and architect; Philippe Simay, philosopher; and Marc Mimram, engineer and architect.'

All the details about the various meetings and workshops held during the conference were included on the site.

Promoting the portal

The portal was promoted during the event in several different ways. These included the following:

- short presentations about the intranet were made during the breaks between sessions in the various meeting rooms
- 10 demonstration PCs were available in the lobby for attendees to use. All of the computers had screen savers highlighting the portal

- the intranet team was in attendance and helped participants to find their way around the new portal
- posters were put up in the lobby and some of the meeting rooms
- a small folder with some administrative documents was handed out. The team used the folder as a flyer, promoting the use of the intranet and explaining how to connect and use the site

The screenshot displays two views of the same intranet page: a desktop browser view and a BlackBerry mobile device view.

Desktop View (Top):

- Header:** Lafarge logo, "Let's navigate", search bar ("Enter keywords"), user info ("Julien Lacheray | Corporate", "My profile", "Edit my password", "Logout").
- Breadcrumb:** You are here : Homepage > Baveno 2010 > Who's who
- Title:** Baveno 2010 - WHO'S WHO
- Search Bar:** SEARCH FOR (Name, Country, Function, Division, OK button).
- Content:**
 - Executive Committee:** Grid of 10 participant portraits with names: Bruno Lafont, Thomas Farrell, Isidoro Miranda, Jean-Gabriel... (partially visible), Jean-Carlos Angulo, Gérard Kuperfarb, Christian Herrault, Eric Olsen, Jean Desazars.
 - Participants:** Grid of 16 participant portraits with names: Samy Abdelkader, Ashraf Abou El Kheir, Younes Alaoui, Jose Luis Alonso, Mark Anderson, Ayman Anis, Bo Ankerfelt, Sonia Artinian, Frédéric Aubet, Ulrich Aumüller.
 - Media & Library:** Grid of 12 participant portraits with names: Philippe Babey, Jay Bachmann, Jean-Christophe Barbant, Valérie Bazin, Kamili Beffa, Rachid Benyahlef, Philippe Beriro, Edelio Bermejo, Dominique Bernard, Denis Berthon.
 - Bottom:** Footer links: "http://lobaveno.lafarge.com/w...", "EDGE TEL", "LO Baveno portal".

BlackBerry View (Bottom):

- Header:** "Who's who" tab selected.
- Search Bar:** Search input field and "OK" button.
- Navigation:** Alphabetical navigation buttons (A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q, R, S, T, U, V).
- Content:** Grid of participant portraits with names: Bruno LAFONT, Olivier Biebuyck, Frédéric Billon, Michel Bisiaux, Jean-Claude Block, Xavier Blondot, Costin Borc, Yvon Brind'Amour.
- Footer:** "Back to top" link.

The Who's Who section detailed all the participants at the conference and was available on both the desktop and BlackBerry environments.

From idea to build

The project

The idea was an internal one. Having consulted several agencies, the team decided to develop this intranet on the same technical standard and with the same layout as other intranet portals. The team considered it to be a good way to demonstrate to management the experience of using the intranet on a daily basis, already a reality for many Lafarge employees.

Design

The design was completely in line with the look and feel of other Lafarge portals as well as the visual identity of the event itself.

The BlackBerry design was created internally by a person in the intranet team. The general site architecture and final design were also carried out by the intranet team.

Technology

As with all Lafarge portals, the technical development (on IBM Websphere) was done by the firm's usual integrator, who also developed the BlackBerry component.

The content on the BlackBerry was driven entirely from the intranet. There was no creation of 'double' content.

A specific piece of forum functionality was completely integrated with the intranet and provided by a third party.

Technical roles

The following people were involved in this project:

- One person in charge of the internet and intranet, reporting to the CIO (around 15 per cent of his time was spent on this project)
- The CIO reporting into the VP of IS/IT (there were three meetings to discuss the project)

- IT support team during the meeting to make sure PCs and Blackberries were running fine (three people full time)

Communications team

Lafarge has a cross-media e-communications team that reports to the VP of Editorial Agency, who is in charge of print and online communications. They report to the Senior VP Communications.

The e-communications team are responsible for the editorial content across the external corporate website and the intranet Group portal. They also co-ordinate Lafarge's social media effort.

There are three team members. During the Baveno project one person was mobilised for six weeks on a 70 per cent time basis.

One role supports various global locations in their web activities – internet and intranet – but this person was hardly involved in the Baveno project.

One role defines and then ensures standards are met, as well as mobilising the community of intranet managers throughout the group. This person was only utilised 40 per cent of her time during the whole project.

Lafarge have two external consultants helping in webmastering, new trends and innovation on a part time basis. One consultants was deployed on the project for 40 per cent of his time.

The e-communications manager who also acted as the project manager spent approximately 35 per cent of her time on the project.

Doing this for the executives - what a great way to get support for the team! Strong example of mobile solution. Provides two-way interaction and eliminates paper. A better way of working for executives. Only targets a small group, but supports them well.

From the judges

A success story

The statistics from the meeting were very encouraging, with over 17,000 combined page views and approaching 2,000 total visits.

There was also positive feedback from a participant's survey. 85 per cent of respondents said they found the site useful, and 87 per cent said they would use it again.

Positive comments included 'A brilliant tool allowing us to post questions, share ideas, participate in discussions and collect information. Excellent idea!'

Subsequently the approach is going to be repeated for the 2011 Baveno meeting.

Outcome

As the intranet team took the decision to set up this site very late, all participants needed to work in a very agile way. There were almost daily meetings and the intranet team involved colleagues from other departments, for example to set up the 'screen saver' and create posters. The team also called on managers' personal assistants to get conference delegates connected to the portal.

One result is that the e-communications team now work much more closely with their colleagues from IT. There are now weekly meetings or conference calls to follow all our projects.

This project was also a way to promote the different competencies in the teams. Since Baveno, the intranet team have been approached to set up other important projects and to present on new and innovative subjects.

There has also been a sea-change in senior management's approach to the intranet. Not only are top managers using the intranet, some are even proposing evolutions and are ready to launch a forum or a blog.

Managers now ask for new features and are interested in digital innovation. This is important as Lafarge will be embarking on a huge intranet and collaboration project. The intranet team are getting a lot of support and even pressure from senior management.

Lessons learnt

- Define the objectives at a very early stage
- Simplicity is key
- Involve some 'ambassadors' early on. We were happy to meet with some participants (and even our President) a few days before the conference and show them the site and the BlackBerry application. They generated a lot of 'buzz' and encouraged their colleagues to visit and to participate
- A major issue was the 'connectivity' of the meeting place, a very old, very stylish Italian hotel. We needed to implement wi-fi access for all participants in the meeting rooms and their hotel rooms. For the next meeting in October 2011, our IT colleagues will set up their own solution
- The assistants of the managers played a major role in getting them to connect to the site. We can't thank them enough because they were very helpful and supportive
- Try and provide some content and features everybody is interested in or is concerned by. In our case, we have seen a lot of interest in the photo and video section
- Don't present all your innovations in one go. This creates huge expectations and users constantly ask for new 'surprises'. For our next Baveno microsite, we need to invent new features and innovations
- The mobile application and the intranet need to complement each other
- Make sure, the target group does have the right device (in our group, an iPhone application would have been useless)

<http://lobaveno.lafarge.com/w...> 23 EDGE

LO Baveno portal

- Who's Who
- Agenda
- Organization
- Discussions

Home : LO Baveno Portal

WHO'S WHO
Get to know your fellow Baveno participants. A who's who with all contact information is available here.

Who's who

Organization
All practical information about rooming, travel and organization of the meeting is here.

Organization

Discussions
Provide feedback, advice to newcomers, share opinions after the main sessions, ask Bruno Lafont a question... The floor is yours right here!

Discussions

The homepage of the BlackBerry environment.

<http://lobaveno.lafarge.com/w...> 23 EDGE

Extramile: New Sales Methods...

LO Baveno portal

- Who's who
- Agenda
- Organization
- Discussions

[Back to previous page](#)

Extramile: New Sales Methods & Tools

Are you familiar with new generation devices such as iPad, smart phones, etc.? How do you use them for private or professional purposes? What applications would you create for it if you could?

Description

Submit

All comments

We should as tell ask our Customers. We should most probably get an overwhelming YES. The expectations for professional use are as high as for the personal use on any device.

What are your plans?
By Michel Gachon
Wednesday, October 6 - [Back to top](#)

What's about providing training to our customers through this kind of devices : on our products and services, or related to their daily key issues (ie managing a small company, etc.) ?
By Sonia Artinian
Wednesday, October 6 - [Back to top](#)

Comments can be submitted via the BlackBerry.

<http://lobaveno.lafarge.com/w...> 23 EDGE

LO Baveno portal

- Who's Who
- Agenda
- Organization
- Discussions

Day 1 Day 2 Day 3 Day 4

12:30 - Welcome lunch
Isole restaurant (at the hotel)

14:00 - Group results and short term focus
Sponsors: Excom
Carlo 1

14:00 - Opening plenary
Bruno Lafont

Essential agenda information could be accessed on the BlackBerry.

<http://lobaveno.lafarge.com/w...> 23 EDGE

LO Baveno portal

- Who's Who
- Agenda
- Organization
- Discussions

Travel Information - reminder
Updated on 30/09/2010

Your accommodation and transfers (arrivals and departures) have been booked based on the last travel information you sent to us.
You will be met at your arrival at the exit door after customs. Hostess will be waiting for you with a Lafarge sign.

You will be staying at the:
Grand Hotel Dino

The BlackBerry environment included the most useful information for those on the go such as accommodation and travel details.

Smarter, faster, more connected



**Alex
Manchester**

From the
judges' desk

This year's award winners represent and realise a huge number of major trends in intranet development. They demonstrate just how rapidly this industry is evolving, and catching up with broader web and internet trends. Mobile apps, great design and supremely well integrated applications all feature, as do highly innovative examples of intranet personalisation, expertise location and more.

Smart integration

Framestore are deserving Platinum winners this year. Building on their great success from 2010, the Framestore team have continued their innovative streak and created the perfect embodiment of a modern intranet. It's replete with social features, has high usage, requires practically zero user training, and now has integrated critical apps built using APIs. Most notable of all, it's been created in house by a dedicated, high performance team. In many respects it has many parallels with AEP's multi-award-winning site from 2009 (and it's no coincidence that both these teams are regularly being recognised in awards programs). If you want a great example of how useful, valuable and well-used an intranet can be, then look no further than Framestore. It really is that good.

In a very similar fashion to Framestore, CRS Australia have delivered yet more simple but brilliant functionality to the CRS intranet. Building on the excellent work which earned this team the 2009 Platinum award, the CRS Net 'Just in time content' feature is exceptional, and perhaps best summarised

by a fellow judge's comment, 'The intelligent intranet has arrived!'

The mobile storm hits

This year was the first that mobile capability really showed strongly and I absolutely love these entries. They are well designed, executed and are being continuously developed into bigger and better services. Students and employees at Queensland University of Technology (QUT) have a superb cross-platform web app, while the standout comment from UK Parliament was that they wanted to make the intranet work harder for users – UK MPs – and not try to force them to change their own behaviours (which, of course, rarely works well).

Comparably, Lafarge's conference tool for BlackBerry is a slightly different take on providing mobile capabilities to employees, but the impact for the 200 senior managers, and their subsequent enthusiasm to receive more information in this targeted fashion, speaks volumes for the value of targeted mobile content delivery.

People-focused intranets

The Malmö Stad and Lundbeck intranet teams have launched new features on their intranets that have clearly had a lot of thought put into them. Malmö Stad's take on personalisation recognises the multi-faceted roles that many employees have, yet doesn't require extensive user administration.

Similarly, Lundbeck's approach to piping in employees' LinkedIn profiles to the intranet brings a wealth of information on expertise and experience into the intranet, but minimises the effort employees have to make to keep their information up to date.

Overall these are superb entries in another superb year of the awards.



INTRANET INNOVATION
AWARDS

**Gold awards:
communication and
collaboration**

Gold awards: communication and collaboration

Intranets can do much to support communication and collaboration, something that is now seen as integral to the success of modern organisations.

These improvements may include innovative use of team-based collaboration tools, knowledge sharing initiatives, integration of other communication channels, or uses of new technologies such as blogs or wikis.

Regardless of the approach taken, winners in this category have tangibly improved the effectiveness of communication and collaboration, whether one-to-one, or one-to-many.

Alternatively, the innovation has enhanced communication relating to the intranet itself, in terms of supporting specific projects or ongoing work.

Customer-centric intranet

Gold award winner: ScottsMiracle-Gro (USA)

The screenshot shows the ScottsMiracle-Gro intranet homepage titled 'THE Garden'. At the top, there's a banner with a background image of a garden hose spraying water. The banner includes links for 'Home', 'Outlook', 'Contact Us', and 'The Vine'. Below the banner, the main navigation bar has links for 'About Us', 'News', 'Associate Center', 'Tools', 'A-Z', 'Select Language', 'NYSE: SMG 60.39 | ▲ +1.00', 'Print', 'Add to Portal Favorites', and 'Edit Page'. A search bar and a 'People Finder' button are also present. On the left, a sidebar lists various resources like 'Associate HR Information', 'Manager HR Information', 'Associate Safety', 'Associate Recognition', 'Ethics & Compliance', 'LiveTotal Health', and 'Marysville Associates'. The main content area features a section titled 'Associate Center' with a photo of four women in red shirts with 'United Way COMMUNITY CARE DAY' printed on them. Below this is a 'Human Resources Information (U.S.)' section with a photo of a woman and text about managing everyday work life. To the right, there's a 'Find It Fast' section with links to 'Policies', 'Forms', '2011 U.S. Benefits Guide', 'Associate Discounts', and 'Scott Associates Credit Union'. Further down, there's a 'Welcome Aboard!' section for new associates, a 'Global Ethics & Compliance' section, and a 'Career Opportunities' section.

At a glance

ScottsMiracle-Gro, a global leader in lawn and garden care products, has produced an extensive range of content and tools available on their intranet 'The Garden' to educate staff about the firm's consumers.

With carefully selected news stories, links to social media, recordings of real consumer calls, profiles of imaginary consumers and video changing on a daily basis, the intranet team has energetically brought the outside world into the intranet.

Why this won

- Intranets tend to focus on internal matters, but ScottsMiracle-Gro were unusual in really bringing the external world to the intranet to immerse employees in the experiences of the firm's consumer.
- This was an imaginative use of mixed media content. The imaginary customer personas and the daily call centre recordings were particularly innovative.
- The campaign's messages were delivered in an entertaining and engaging way – driving intranet traffic upwards and sowing the seeds for real business benefits. This was an affirmation of how intranets can be successfully used for internal campaigns.

About ScottsMiracle-Gro

The 143-year-old ScottsMiracle-Gro Company, based in Marysville, Ohio, United States, is the world's largest marketer of branded consumer products for lawn and garden care. The company's brands are the most recognised in the industry.

In the United States, the company's Scotts®, Miracle-Gro® and Ortho® brands are market leading in their categories. The consumer Roundup® brand is similarly well known, and is marketed in North America and most of Europe exclusively by Scotts and owned by Monsanto.

The company employs about 8,000 associates. Its 800-acre world headquarters campus includes a Wellness Center, outdoor pool, park and arboretum for associates and a bird sanctuary. Its website is www.scotts.com.

Key details

Organisation	ScottsMiracle-Gro Company
Project	Consumer-centric intranet
Country	USA
Size	8,000 associates
Sector	Private sector
In-house credits	Jim King (Senior Vice President, Investor Relations & Corporate Affairs), Lisa Smith (Director, Associate Communications), Tyler Kerr, (Manager, Internet Communications), Doug Hoy (Manager, Associate Communications), Balaji Srinivasaraghavan (Manager, Enterprise Portal), Dhayananth Chandrasekaran (Netweaver Portal Consultant), Krishna Thallavarajalla (Senior Analyst, Netweaver Portal), Elizabeth Kanz (Senior Web Designer)

The Garden

The Garden is ScottsMiracle-Gro's global intranet – the primary voice for company news and information accessible by its 8,000 associates.

It has proved successful as an internal communications channel, especially since it was revamped in 2007. Every day, on average, 2,250 associates visit the site.

Moreover a recent survey of associates found that 65 per cent of respondents indicated that their strongest preference for receiving company information was from The Garden, more popular than getting news from their immediate managers or all-associate emails.

Consumer First campaign

In January 2011, the company launched a campaign titled Consumer First to educate associates about its most important priority – the consumer.

Generally associates were unsure about ScottsMiracle-Gro consumers and what they sought from the company. For example a survey of associates had shown that 56 per cent of respondents wanted more information on consumer needs, preferences and trends.

The company's internal communications team, working with the senior vice president for Investor Relations & Corporate Affairs, decided then to translate the Consumer First concept into a mixed-channel communication campaign for The Garden.

The aim was to introduce associates to the consumers who buy the company's products and services through the use of a storytelling campaign.

Intranets that bring the customer inside are leading edge. So few companies do this.

From the judges

Welcome Tyler Kerr | May 20, 2011 | [Email](#) | [Outlook](#) | [Contact Us](#) | [The Vine](#)

THE Garden

ScottsMiracleGro

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NYSE: SMG 60.39 | ▲ +1.00

'Feeling Good' about Chelsea Show

Bare patches in your lawn?
USE Miracle-Gro.

Published: 05/19/2011

Team of Austria Associates Goes Back to Kindergarten

Associates at our Salzburg office in Austria returned to kindergarten for the second year in a row, all to help out with a garden that's becoming a hands-on educational tool.

Published: 05/16/2011

Rain Can't Dampen 'Care Day' Spirit

Published: 05/18/2011

Our UK team's participation at the 2011 RHS Chelsea Flower Show in London will demonstrate how consumers "Feel Good About Gardening" while showcasing the great work of "Miracle-Gro'wers" from 25 schools throughout the country, including (pictured above) Landscove Primary in Devon.

Published: 05/19/2011

Our 'Big 3' Retail Partners Announce Quarterly Financial Results

All of our Big 3 North America retail partners announced their quarterly financial results earlier this week.

Published: 05/19/2011

This is Our Consumer

It took just one encounter with a colony of fire ants to catapult Maria into the Highly Involved segment for pest control. She and her daughter were reading in their backyard when it happened. After a trip to the ER, Maria read up on fire ants and learned that during hot, dry weather they may invade flowerbeds while seeking warmth and moisture. She is now determined to keep her family safe from pests. *Highly Involved*

[» All Stories](#)

Daily Call
Listen to calls received by our Consumer Service team.
[» Daily Call](#) | [All Calls](#)

Daily Comment
Read what consumers are saying online. Refer to *Usage Terms* when interacting.
[» Read the Daily Comment](#)

My Favorites

- Garden News
- The Vine Admin
- Garden Collaboration Site
- Cafe Menu
- Marysville Associates

[Personalize](#)

Featured Content

CEO Speaker Series: Martha Stewart
Watch as Horace Hagedorn Marketer of the Year, John Price, interviews Martha Stewart during her March 10 CEO Speaker Series appearance.

[» Watch the Video](#)

Quick Links

- Aviator Travel & Expense
- For New Associates
- GardenShop
- GROW
- iStar
- Password Manager
- Policies
- Reservationless-Plus Conferencing
- Time Management

Answer Me This

Lawns have a natural cooling effect. In fact, a lawn can be up to how many degrees cooler than asphalt?

Asphalt Temperature (°F)	Lawn Temperature (°F)
60	40
120	30
180	20
240	10
300	Trick question, there is no difference!

Activity Calendar

Mo	Tu	We	Th	Fr	Sa	Su
25	26	27	28	29	30	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

May 2011

21 May Movie Night "Pirates of the Caribbean on Stranger Tides"

26 May STI Seminar: Lawn Care; Birds

26 May Associate Gardens - Plant Day

26 May STI Seminar: Gardens & Landscapes; Container Gardening; Rose & Flower

Deadline for Managers to conduct mid-year performance reviews

more...

World Time & Weather

Your favorite cities	When it is...
Chicago, IL	9:57 AM 61°F
Ecully, FR	4:57 PM 77°F
Houston, TX	9:57 AM 79°F
Los Angeles, CA	7:57 AM 54°F
Marysville, OH	10:57 AM 61°F
New York City, NY	10:57 AM 63°F
West Palm Beach, FL	10:57 AM 86°F

[Personalize](#)

The overall homepage of The Garden with consumer-related content featured prominently, particularly in the "This is our consumer" section (top right).

Welcome Tyler Kerr | May 25, 2011

THE Garden ScottsMiracleGro

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Associate Center

Associate HR Information
Manager HR Information
Associate Safety
Associate Recognition
Ethics & Compliance
LiveTotal Health
Marysville Associates

Human Resources Information (U.S.)
Your place for the information and materials U.S. associates need to manage their everyday work life.
[Associate HR Information](#) [Manager HR Information](#)

Global Ethics & Compliance
Learn about our commitment to maintaining the highest ethical standards while striving for excellence.
[Code of Business Conduct](#) [Ethics Training](#) [More](#)

LiveTotal Health
Get the details on your complete benefits (U.S.) and learn how to live healthier, happier and more productive lives at work and at home.
[More](#)

Associate Recognition
Our recognition programs are based on our Gro, Excel, Win culture and celebrate associates who work to exceed expectations every day.
[Chairman's Award](#) [Excellence Award](#) [More](#)

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The Associate Center is The Garden's employee portal.

Technology mix

The Garden is built on the SAP NetWeaver Portal. The implementation has been heavily modified in house to achieve the company's look and feel requirements.

Pages are built using SAP's Web Page Composer tool which has also been modified by the Scotts technical team.

Document management is handled by SAP's Knowledge Management product.

Adobe Omniture is used for analytics and Vzaar for video hosting and streaming.

Leverage Software is used for social media functionality (groups, blogs, wikis, etc).

SAP TREP provides the search functionality for The Garden.

Growing the content

Project roots

The internal communications team favoured delivering intranet content in fresh and different ways electronically, not just via email. For the Consumer First campaign they especially wanted to capture consumers' views and insights directly and allow associates to be exposed to these without any filters.

To enable this to happen, the internal communications team worked cross-functionally with teams from Global Business Information Systems (GBIS), Consumer Services and Consumer Insights.

There were two main challenges. The first was to determine how best to frame content so that associates would understand consumers' motivations for purchasing ScottsMiracle-Gro products and services. The second was to employ new technologies on the intranet to engage and capture the attention of associates.

In mid-January 2011, work began in earnest on the new site so it could be launched globally for all associates on March 15. The team behind The Garden concentrated on a program of content using a variety of media, all focused around the consumer.

Consumer images and vignettes

The internal communications team recognised that they really needed to bring the different types of consumer to life for the firm's associates. This was best done through creating narratives based on marketing insights.

The team worked with the company's Consumer Insights group to identify the different consumer segments, conceiving short consumer vignettes, and using stock photography to illustrate these.

The intranet now features a regular 'This is Our Consumer' image and vignette, showing a picture of typical consumers with some appropriate narrative and light-hearted profiling.

For example on May 17 The Garden featured Floridians Rich and his wife who had moved from Minnesota and were thrilled to find a palm tree in their front yard. But Rich discovered that palm fronds easily curl and turn yellow. So, he was planning to go to Home Depot to find something to restore his favourite tree.

Rich was labelled the 'Confused Yet Motivated' ScottsMiracle-Gro consumer.

Links to social media

While the stories and images illuminate the company's consumers, the staff also knew that social media avenues were available to tie associates and real consumers together directly from The Garden home page.

The intranet now allows associates to link to the company's consumer discussion forums on Scotts.com as well as to other company-sponsored social media sites, principally Twitter, YouTube and Facebook.

Associates can find out what consumers are really saying about ScottsMiracle-Gro. For example online discussion forums such as the 'Northern Lawn Care Forum' cover everything from fertiliser application questions to how to prevent crabgrass and grubs.

Real consumer calls

The Garden features a daily audio link so associates can listen to real consumer calls received by the Scotts Consumer Service team. Consumers ask questions about product application and get advice on how best to care for various plants, grass and trees. They also register complaints about a product or service.

By listening to these recordings, associates gain an insight into what consumers want and expect from the company.

Growing the content (continued)

Daily News

The team saw an opportunity to revamp The Garden editorial calendar to provide more focus on Consumer First news content. This effort included ramping up both the quality and quantity of news articles to better highlight what the company knows about its consumers, show how it's learning more about them, and recognise associates using their learning and insights.

The Garden features daily articles which include images, video and links to internal and external content highlighting consumer insights and demonstrating industry leadership from all over the world. These stories also providing the context for the Consumer First strategy, and explain how it helps the company grow.

For example, articles in a typical week (in this case from May 2011) might focus on:

- how the company's southwest regional office is counselling consumers through the long Texas drought
- why the Salzburg, Austria, office is helping students at Lebenshilfe-Kindergarten plant a vegetable garden
- information about the company's sponsorship of three gardens at the UK Chelsea Flower Show
- coverage of Scotts' big three retail partners' quarterly results

Associates can also interact with news stories and other pieces of content, mainly by adding comments. Since the intranet redesign there has been a 25 per cent increase in the number of comments being submitted.

Video

The intranet features regular clips of senior leaders talking about the need to put consumers first and how that mindset will enable continued growth. A video landing page aggregates the video for easy viewing and searching.

Featured content

The Garden has a featured content area. This spotlights special consumer-focused content using a variety of media. For example there are regular videos of current TV advertising campaigns, as well as a polling application.

A recent poll asked associates to identify which of the six consumer descriptions used in the daily vignette best describes them. (44 per cent said they were 'Highly Involved' and 28 per cent said they were 'Average Joes'!)

Consumer-centric content

Consumer-centric content is seeded into other areas of the intranet. For example there is an activity calendar which highlights relevant classes, events and other activities that educate associates about products and provide tips and insights into using them.

There are also daily images on the home page to reflect gardening, lawns and lifestyle to serve as a reminder about the business. The intranet team is currently running a campaign to solicit masthead images from associates.

Story ideas

Associates can also submit ideas for stories. There is an 'I have a story idea' button which appears on various pages, including the news landing page.

Ideas are submitted and this information is then used as the basis for an article, often supplemented with details from a follow-up phone interview.

Content is written by a member of the corporate communications team and reviewed by the appropriate business leader or subject matter expert. A corporate communications manager oversees adherence to style, tone and on-message consistency.

Welcome Tyler Kerr | May 25, 2011

THE Garden

ScottsMiracle-Gro

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News

Chicago's GRO1000 Community Garden Volunteers Head to 'Court'

Volunteers teaming up for the Company's GRO1000 garden installation in Chicago's Gage Park found themselves heading to court last week.

Category: Regionalization
Published: 05/25/2011

PLM Takes Global Business Integration from Theory to Practice

The implementation of new a Product Lifecycle Management system is providing a foundation for ScottsMiracle-Gro to develop and manage its products globally, which will lead the way to numerous benefits for the business.

Category: Operational Excellence
Published: 05/23/2011

Bed Bugs are a Growing Epidemic; How Much Do You Know About Them?

Consumers know one thing about bed bugs: they don't want them around. Other than that, knowledge is limited when it comes to these creepy, crawly, hard-to-kill pests.

Category: Brands
Published: 05/20/2011

Our 'Big 3' Retail Partners Announce Quarterly Financial Results

All of our Big 3 North America retail partners announced their quarterly financial results earlier this week.

Category: Industry
Published: 05/19/2011

Company to Sponsor Three Gardens at Prestigious Chelsea Show

The Company's UK business will be sponsoring three gardens at Britain's premier gardening show and will once again have the cameras pointed at experts and amateurs alike.

Category: International
Published: 05/19/2011

Rain Can't Dampen United Way 'Care Day' Spirit

Despite the constant rain, there was no truth to the rumor that May 17's Community Care Day in Union County included a project requiring volunteers to know where to get a boatload of gopher wood and the exact dimensions of a cubit.

Category: Stewardship
Published: 05/18/2011

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Franklin Park Conservatory announces the 2010 Growing to Green Awards Winners
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Browse videos, presentations, brochures and other media that detail our Company initiatives and strategies.
[Go to the Media Center](#)

Snap Launch Expanding to Seven U.S. Markets in 2011

Category: Brands
Published Date: 05/17/2011

Above are a few screenshots showing the Snappy Snap system. Taken at participating Home Depot (from left), Walmart and Lowe's stores from within the seven U.S. launch markets.

The Company's launch strategy for the all-new Snappy system includes expanding to seven of the major U.S. mass merchandisers featuring the innovative fertilizer solution.

This year, four more markets - Chicago, Atlanta, Austin (TX) and Salt Lake City - have been added to the Snappy launch markets, experiencing the three 2011 pilot markets, which included Springfield (MO), Louisville (KY) and Coeur d'Alene (ID).

This expansion brings to roughly 500 the number of stores carrying the system, making it easier for consumers to easily purchase Snappy.

"One of the objectives in 2011 is to continue the success of our marketing and research efforts prior to adding more markets," said June Tandy, senior director, Lawn Thatching.

In addition to these markets, the Laundry team is testing to place systems initially in the Atlanta and Salt Lake City areas. A special promotion that is going even one step further (and a simple fertilizer) will occur from March 1 through April 30.

A little bit of snappy magic will tell you that...well...um...that's a lot of Snappy spread throughout the country.

"A major objective of 2011 is to create excitement, and this spring promises to just one of the first drives we are counting on to do that," said Roger Edwards, brand manager, Laundry Thatching. "Through the early placement of the Snappy system in these markets, we are able to quickly and effectively communicate based on feedback of interested consumers."

Our Snappy Snap web site serves as the registration point for the contest, as does the Snappy website. Those entering will be placed in a newsletter that will arrive at the end of the promotion.

[Have you signed up for the Snappy Snap associate giveaway yet?](#)

In addition to the Snappy Giveaway, the Laundry team is also looking on several other drivers to generate enthusiasm, including an expanded line of three-month fertilizer cartridges in the office markets (several different scents), with availability starting in late May. The Laundry team is also looking to place these in-store trial offer and feature use of consumer testimonials.

Josh Brown, associate brand manager, noted that all of the markets featuring the Snappy system are early into their seasons, and are selling at rates ahead of last year.

Look for more on The Garden over the balance of the season addressing Snappy's performance in these seven markets and what we're learning from consumers.

VISIT THE SNAPPY SNAP WEB SITE TO LEARN MORE

And check out the consumer testimonial below:

Join the Conversation!

1 comment(s)

Tyler Kerr May 26, 2011 2:33:05 AM [Report Abuse](#)

I really like the Snappy idea. I think it's a unique idea & nice if we really need it. I wish my garage was that clean and organized!

Share your thoughts here

Post Per 250 characters. Characters left: 2000

User Notes

- User name will automatically appear with all submitted comments.
- If you have a question or problem with a comment, please call the help desk at 1-800-325-1234, ext. 484-744-2315.
- Click "Report Abuse" to report inappropriate comments.
- All trademarks cited.

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The news homepage and an individual news story.

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Consumer Section

Darius

Darius likes that his home is set back from the road, but the same long driveway that affords him peace and quiet is also a real pain to keep up. Frigid Wisconsin winters mean hours of snow-blowing, and summers bring weeds snaking up through cracks in the concrete. "This place will never be a mansion," Darius says, "but I don't want it to stick out from the neighbors. So I've got to get rid of these weeds."

Average Joe

Category: Consumer Vignette
Published: 05/25/2011



Olivia

Olivia's family has lived in the same home for generations. She loves the sound of the old house settling in the evening; it reminds her of all the good times shared there over the years. Not so enjoyable, however, are the sounds of tiny rodent feet tap-dancing in the attic. While Olivia is determined to get rid of the uninvited tenants upstairs, she's wary of using bait that could be toxic to the environment or her small children. *Green*

Category: Consumer Vignette
Published: 05/24/2011



Maria

It took just one encounter with a colony of fire ants to catapult Maria into the Highly Involved segment for pest control. She and her daughter were reading in their backyard when it happened. After a trip to the ER, Maria read up on fire ants and learned that during hot, dry weather they may invade flowerbeds while seeking warmth and moisture. She is now determined to keep her family safe from pests. *Highly Involved*

Category: Consumer Vignette
Published: 05/20/2011



Bao

Growing up in Vietnam didn't prepare Bao to deal with snow mold. Now a homeowner outside Boston, Bao knows each spring thaw will reveal unsightly pale patches scattered across his lawn. Every year he jokes to his wife that "there's a fungus among us" and fixes the problem with fungicide. But Bao is tired of being reactive and is reading up on how to avoid snow mold altogether. *Confused Yet Motivated*

Category: Consumer Vignette
Published: 05/19/2011



Gregory

Gregory and his wife live in upstate New York but head south to their vacation home in South Carolina each winter. While Gregory loves telling anyone who will listen how much he misses visiting the cold, this



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Franklin Park Conservatory announces the 2010 Growing to Green Awards Winners
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Media Center

Browse videos, presentations, brochures and other media that detail our Company initiatives and strategies.
[Go to the Media Center](#)

Have a Story Idea?

Do you have a suggestion for a news article? Click the link and send us your idea.
[I have a story idea](#)

Product Profiles

International Info

The Consumer section contains vignettes which profile typical ScottsMiracle-Gro consumers.

Welcome Tyler Kerr | May 20, 2011

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Here you can find and search for video that has been published to The Garden news and Featured Content sections. Questions about this page or our video assets may be directed to contactthegarden@scotts.com.

Straight Talk
February 15, 2011

This play list contains highlights from the Straight Talk global associate meeting held at The Ohio State University Union Hall. Included here are the Martha Stewart interview; CEO Jim Hagedorn's address (English and Spanish versions), ScottsMiracle-Gro President, Barry Sanders' state of the business update; and the LiveTotal Health philosophy video.



January 21, 2010



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Videos can be viewed in the Media Center. These include external marketing and advertising.

Impact

ScottsMiracle-Gro's internal communications group does not know of other intranet sites for employees that focus as much attention on the consumers who buy a company's products and services.

Traditionally, employee intranet sites concentrate on news and information about the company, but when the Consumer First campaign began, The Garden team quickly recognised that consumer-related features and information should be daily fare on the site – and in a major way.

Initial reactions

The initial reaction to the changes to the intranet from associates has been greatly encouraging. On a recent company-wide survey more than half of the respondents indicated they consider communications at Scotts to be effective. When asked how they prefer to get information and receive news about Scotts, The Garden was 'most preferred' in both instances.

Metrics and feedback

The ScottsMiracle-Gro Internal Communications and GBIS teams have been monitoring usage metrics to gauge how well associates are accepting the revamped site.

It's still relatively early to make any firm conclusions about how The Garden refresh is influencing traffic, although initial indications are that it has increased. Since March, metrics indicate an overall 57 per cent rise in site traffic year-over-year.

A poll on The Garden home page asking associates to rank their favourite new site features generated more than 500 responses, which is a reflection of engagement in itself.

Results showed that associates recognised the enhancements and appreciated those that simplified tasks and gathered information. These include the introduction of rollover navigation, a new activity calendar, and a daily masthead image.

Among their favourite features, associates included the consumer call of the day, vignettes, and links to company-sponsored social media sites and scotts.com discussion forums. An associates' feedback forum, via roundtable discussions, is planned.

Content tweaks

Since launch, the team has used site metrics to guide the design of the intranet.

The most popular links have been made more visible on the home page and masthead. News stories that have drawn the most hits – generally those about people and organisational changes – have influenced and improved the editorial calendar.

Success of Consumer First

One of the most telling signs of success is that while Consumer First is focused on The Garden, it's actually virally spread throughout the company.

For example one of the intranet team walked into a conference room recently and saw one of the team's consumer images blown up into a wall-sized mural.

The team has provided templates, images and content for other locations to use (both on- and off-line) to reinforce Consumer First as they see fit.

Future plans

The survey insights, combined with initial usage information, have encouraged The Garden team to continue to look for innovative and relevant news-delivery methods. For example, the team is now exploring ways to use scannable tags on printed materials to drive associates to consumer-focused benefits and wellness information on The Garden.

Based on feedback received, the team also plans to include more content about what different departments and associates do.

Lessons learnt and advice to other organisations

The team learned that the ability to remain flexible and fluid throughout the process is of great benefit, especially when design changes, technical roadblocks and timing obstacles emerge.

If given the opportunity to plan differently, the team would have allocated more time for key stakeholder alignment and design execution.

It is recommended that the communication team have both a solid understanding of the technological capabilities of the organisation and a strong collaborative relationship with the IT group.

Knowledge of the IT development process, budgeting expectations and staffing requirements are also recommended to help establish obtainable project timelines and deliverables.

Finally, a strong sense of the organisation's appetite for new technology and modes of communication should be determined at the onset of the project to ensure audience relevancy.

The screenshot shows the homepage of 'THE Garden' intranet. At the top, there's a banner featuring a lawn and garden scene with a red ball. The navigation bar includes links for 'About Us', 'News', 'Associate Center', 'Tools', 'A-Z', 'Select Language', 'Home | Outlook | Contact Us | The Vine', 'NYSE: SMG 49.14 | ▲ +0.58', 'Search', and 'People Finder'. Below the banner, the main content area has a sidebar with links like 'Associate Life', 'Brands', 'Consumer Section', etc., and a large 'View All Stories' button. The main content area features a 'Consumer Call - Scotts Starter Fertilizer Plus Crabgrass Preventer' section with details like 'Category: Consumer Call', 'Published Date: 04/07/2011', and a link to 'Listen to calls received by our Consumer Service team.' Below this is an 'audio' player interface with a play button, a progress bar from 0:00 to 3:56, and a signal strength icon. To the right of the audio player is a 'Feedback' section with a link to 'My Feedback'. Further down, there's a 'Join the Conversation!' section with a comment from 'Sean Demaree' dated 'April 07, 2011 08:26 AM' with a 'Report Abuse' link. The comment discusses lawn soil. Another comment from 'Lisa Taubler' dated 'April 07, 2011 02:54 PM' with a 'Report Abuse' link follows, mentioning lawn soil as a favorite product. At the bottom, there's a 'Share your thoughts here' input field.

The Garden features a daily audio link so associates can listen to real consumer calls received by the Scotts Consumer Service team. Associates can comment on the contents of the call.

SportsAid Amazing Race

Gold award winner: Arup (UK)

The screenshot shows the homepage of the 'SportsAid Amazing Race' website. At the top, there's a yellow banner with the 'ARUP' logo on the left, the 'SportsAid' logo in the center, and three cartoon characters on the right. Below the banner is a navigation menu with links: TEAM, LOG MILES, MAP, AMAZING RACE, SHOP, FAQ, EVENTS, CONTACT, and FITNESS. The 'AMAZING RACE' link is underlined, indicating it's the current page. The main content area has a light beige background. On the left, there's a large image of the three cartoon characters from the banner. To the right of this image is a 'JustGiving' logo with a 'Sponsor me' button. Below these are several small thumbnail images labeled 'PHOTOS ON FLICKR'. At the bottom of the main content area, there's a call to action: 'Have you got some great snaps of the Amazing Race? Please [send them to us!](#)'.

At a glance

A cross-functional team at London-based global engineering firm Arup created a vibrant social microsite positioned on the intranet. It records the progress of teams in an internal charity and fitness event called the Amazing Race, which benefits SportsAid, one of the firm's chosen charities.

Created quickly with next to no budget, the site cleverly utilises GIS data to position a placeholder on a world map to demonstrate the combined exercise effort of competing teams.

Why this won

- The creation of an intranet microsite and related 'app' which has a recreational and social purpose is unusual in itself, and even more original when it has obvious benefits to employee engagement and well-being.
- The use of GIS data and a world map to check team progress perfectly tapped into the spirit of the event. This reflected friendly competition while simultaneously reminding users how much effort each team had put in.
- This project was driven over the finishing line by sheer team effort. It's a great example of a cross-functional intranet team pulling together and creating something virtually on the fly, reflecting the nature of the Amazing Race itself.

About Arup

Founded in 1946 with an initial focus on structural engineering, Arup first came to the world's attention with the structural design of the Sydney Opera House, followed by its work on the Centre Pompidou in Paris. Arup has since grown into a truly multidisciplinary organisation. Most recently, its work for the 2008 Olympics in Beijing has reaffirmed its reputation for delivering innovative and sustainable designs that reinvent the built environment.

Arup brings together broad-minded individuals from a wide range of disciplines and encourages them to look beyond the constraints of their own specialisms.

This unconventional approach to design springs in part from Arup's ownership structure. The firm is owned in trust on behalf of its staff. The result is an independence of spirit that is reflected in the firm's work, and in its dedicated pursuit of technical excellence.

Key details

Organisation	Arup
Project	SportsAid Amazing Race
Country	UK
Size	11,000 staff
Sector	Private sector
In-house credits	Adam Pope, Darren Hall, Vicky Coy, Hannah Milne, Piers Dennis, Sarah Bowden, Graham Redman

The app is elegant and fun and people like it, and they create awareness of major projects...it blends social life with working life, personal health with corporate responsibility. Great stuff.

From the judges

The Amazing Race

The Amazing Race is an internal Arup program which was developed as a way to encourage and reward active, healthy lifestyle choices and also raise morale amongst employees in what was an increasingly demoralising economic environment.

The race involves teams of employees competing in real life events which involve some form of physical activity.

Based on the level of their efforts, teams are able to travel a certain number of miles, gradually progressing all the way from the Beijing to the London Olympiads via various signature Arup projects on a virtual map of the world.

The Amazing Race promotes the company's relationship with SportsAid, a charity that enables athletes to participate in their chosen sport. Arup sponsors those athletes, some of whom are competing in the Amazing Race themselves.

How does it work?

The initiative lent itself to a presence on the intranet as a place for teams to view progress. Teams were informally created on the site. Once the race was launched, team members logged their mileage by exercise mode or calories burnt.

The miles for members of each team were averaged so that teams could vary in size. The distances recorded by each team member were converted to the equivalent calories burned for the individual sport, and then the energy was normalised to a specific sport for each leg.

A map showed the race route, and as teams logged their miles their placeholders would shift along the route.

Prizes were awarded for the overall winners, as well as the first three teams to finish each leg, and also for the best team name.

The Amazing Race started primarily as a UK initiative but went 'viral', and a few other regions joined in.

TEAM **LOG MILES** **MAP** **AMAZING RACE** **SHOP** **FAQ** **EVENTS** **CONTACT** **FITNESS**

My Team

Team Name	Arup University	
Race Position	7	
Team Members		
Name	Leg Energy Used (Cals)	Distance (km)
Jorge Betzhold Valenzuela	1 8300	290.37
Adam Pope	1 6993	244.65
Catharine Carew Hunt	1 6054	211.8
Catharine Carew Hunt	2 3520	123.15
Jorge Betzhold Valenzuela	2 2600	90.96
Adam Pope	2 2252	78.79

JustGiving [Sponsor me](#)

PHOTOS ON FLICKR

My Race Log

Date	Mode	Distance (Miles)	Calories	Action
10/05/2011	Cycling	12	563	Delete
11/05/2011	Cycling	12	563	Delete
12/05/2011	Cycling	12	563	Delete
12/05/2011	0	0	400	Delete
13/05/2011	Cycling	12	563	Delete
14/05/2011	0	0	400	Delete
16/05/2011	Cycling	12	563	Delete
17/05/2011	Cycling	12	563	Delete
18/05/2011	Cycling	12	563	Delete
19/05/2011	Cycling	12	563	Delete
20/05/2011	Cycling	12	563	Delete
21/05/2011	Cycling	12	563	Delete
23/05/2011	Cycling	12	563	Delete
24/05/2011	Cycling	12	563	Delete
25/05/2011	Cycling	12	563	Delete
26/05/2011	Cycling	12	563	Delete
27/05/2011	Cycling	12	563	Delete

New Log
Date (dd/mm/yyyy) Day: Month: 2011

By Exercise Mode By Calories
Exercise Mode:
Distance (Miles):

'My Race Log' displays the date and miles or calories a user has logged and allows the user to log miles/calories using drop-down menus and validated text entry fields.

The 'Team' page initially allowed people to create, join and add people to the team. After the first leg this feature was disabled; teams were set. The page also displays the position of the team and how many miles/calories each team member has logged. This encourages intra-team competition.

TEAM **LOG MILES** **MAP** **AMAZING RACE** **SHOP** **FAQ** **EVENTS** **CONTACT** **FITNESS**

Shop

Show your support for Arup's Partnership with Sport Aid by purchasing these fantastic products with a portion of the funds going directly to SportsAid. Contact amazing.race@arp.com to place your order.

T-Shirts
Grab your very own Arup/Sports Aid sports T-shirt, the perfect addition to your wardrobe! Made of quality technical wicking fabric this T-shirt is perfect for low impact or fast paced sports and activities, this will be something you can wear again and again!

Technical T-shirt - £15

Pedometers
Need to count all those miles why not get yourself an Arup/Sports Aid step pedometer. With the funky Olympic 'Three Metre' flip down cover this single button pedometer is easy to use and is the perfect way to keep track of all those steps and help you reach yours the finish line quicker!

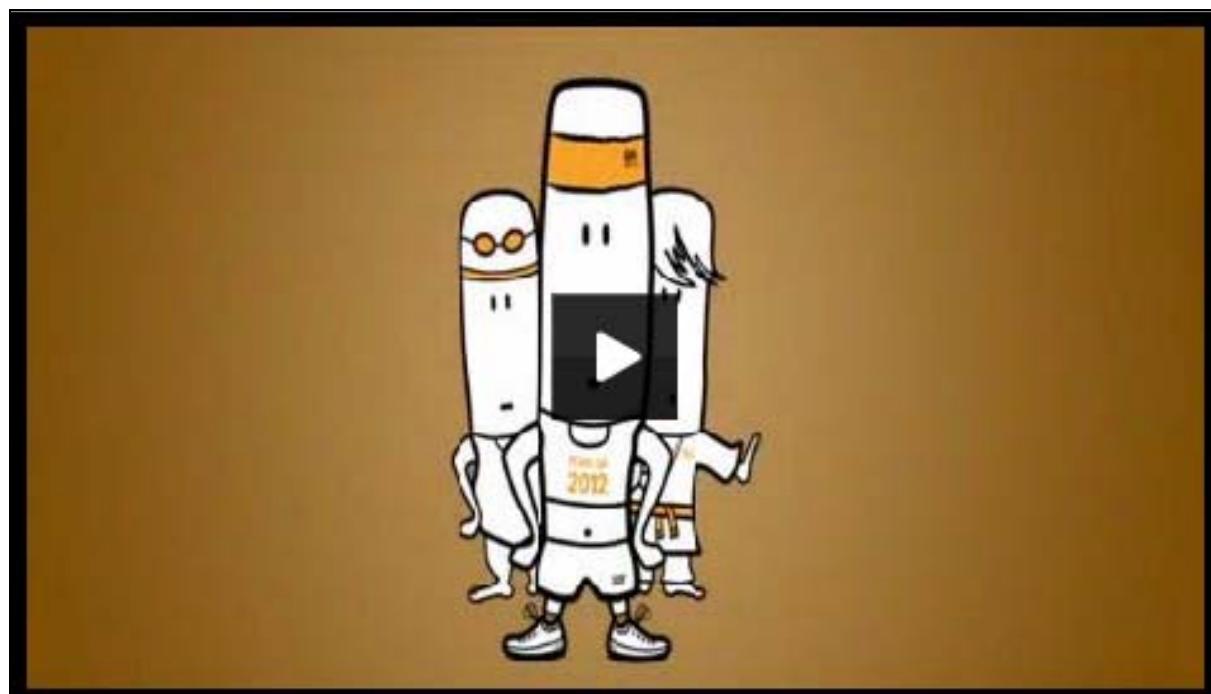
Step Pedometer - £5

Pound for Life Locker Credits
Thinking of racking up your miles at the gym to take you across the

All funds from sales of pedometers, locker keys and T-shirts go to SportsAid.

The screenshot shows a map of East Asia, specifically focusing on the route of the Amazing Race. The route is marked with a blue line and red location pins. Several team names are labeled along the route: 'Midlands BIG' in South Korea, 'Amazing Pace' near Seoul, 'N' Br' Ovaray' in South Korea, 'S' T' C' in Japan, and 'L' Fit2Push' in Japan. The map includes labels for major cities like Seoul, Gangneung, Sokcho, Daejeon, Daegu, Gwangju, Ulsan, Busan, Fukuoka, Yamaguchi, Hiroshima, Matsuyama, Takamatsu, Kochi, Kyoto, and Osaka. A legend at the top right indicates 'Map' and 'Satellite' view options. On the left side of the map, there is a zoom control with '+' and '-' buttons.

This main page showing progress is a zoomable map. On the map is the Amazing Race route and how far each team has travelled along it. The screenshot was taken two days into leg two – from Osaka to Athens.



The trailer for the race was publicised in regional newsletters, through forums, and on café screens throughout the firm. You could also view it from the home page. It went totally viral and created a real 'buzz' around the event.

It's about the team

With a budget of zero and deadlines which were exceptionally tight, the Amazing Race site relied on the enthusiasm of a cross-functional team from across the UK with a wide variety of complementary skills.

- Darren Hall is a GIS developer with experience in building MySQL and PHP applications. Darren was integral to developing the rich user experience when competing in the race.
- Adam Pope sits in Arup University and manages informal web-based learning environments on the Arup Intranet. He project managed the Amazing Race site.
- Vicky Coy is a senior consultant and manages Arup's SportsAid relationship. She managed the Amazing Race project.
- Hannah Milne is a communications consultant and Arup | SportsAid Internal Events and Publicity Coordinator. Hannah fielded many support calls for issues people had with the intranet site.
- Piers Dennis is a marketing and communications consultant with skills in multimedia development. His assistance was integral to the engaging video the Race launched with.
- Sarah Bowden is the UKMEA Diversity and Inclusion Director, provided the team with strategic direction, and initiated the project.
- Graham Redman is a Senior Engineer and provided assistance with finalising the calculation formulae to ensure team progress along the race track was fair and could be calibrated according to the miles travelled and distance to travel.

It converges three dimensions an enterprise must deal with – business awareness and corporate identity, healthy lifestyle and social relations inside the company.

From the judges

The race is on

Once the basic requirements for the Amazing Race were understood a site was mocked up in HTML and comments gathered from different stakeholders. This allowed us to set up the final site which utilised Wordpress and ArcGIS in tandem.

Once the Wordpress template was finalised it was used as a skin for the pages which displayed team details, where miles were logged and the map which indicated progress.

Challenges

Because of the time and budget constraints, the site was developed in a 'rough and ready' manner, with updates performed in the live environment. This risky methodology inevitably caused some problems.

In particular Darren the GIS developer had missed out a key requirement for all users to have to start each of the legs at the beginning point.

This caused quite a hiccup to his development plans. In retrospect this problem could have been avoided if there was a process to ensure the whole project team were more aware of the entire race requirements at the start, which would have eased things.

To the finishing line

Despite the odd problem, the site was a great success, and was launched with a video which was shown in the staff café. Additional promotion was done through the Intranet homepage, regional offices and wall posters.

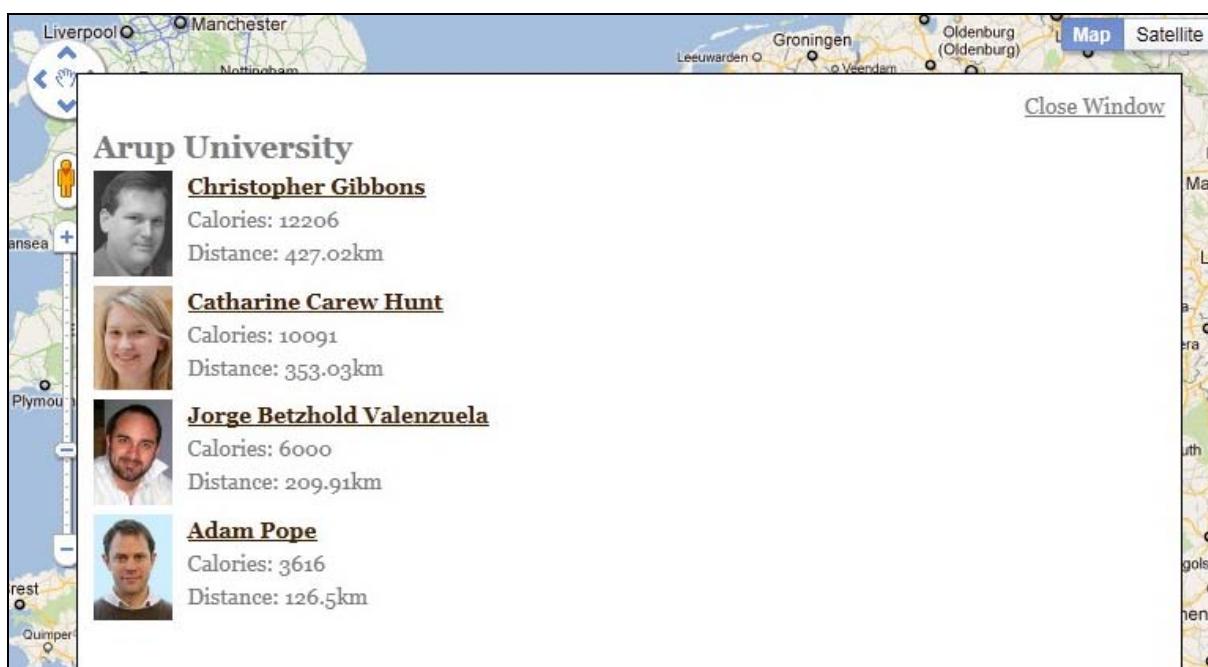


A still from the Amazing Race promotional video.

Race Map Leg 2



If you click on a team you can see details of how far they have travelled, their position and how many calories they have lost. By clicking on the team name you can see details of the members open in a new window, pictured below. Once people could see who was in the other teams it really amplified the competitive nature of the race.



An amazing success

Benefits

The site has received over 1,000 page views per day since the launch of the race, indicating some effort is going to competing here rather than against Arup's traditional competitors in the marketplace.

75 teams entered the race with 580 of the 4,000 UK staff actively involved. It is very difficult to convert these statistics into tangible productivity or profit measurements, but many indicators showed that this innovation had a marked effect in increasing staff morale.

Typical comments include 'Thanks for all your efforts putting the event together, its been fantastic and I'm really missing logging my mileage! I look forward to next year when I think we'll be making some tactical changes to our team!'

Overall there was:

- a certain excitement and buzz surrounding the race across the firm
- frenetic activity and a flush on faces as teams returned from the regular lunchtime runs in the parks organised to boost their team's placeholder along the track
- a very positive reaction from senior staff

And of course a proportion of staff are now fitter and more active. They are taking fewer sick days; feeling healthier and more productive as a result of competing in the Amazing Race.

The fact that the Amazing Race winners cycled from Cardiff to London to collect their award, leaving at 2am, gives an indication of the dedication of the participants.

Reflections

Overall the site is original for being an intensive, heavily developed intranet site purely for staff recreational and social purposes.

Though Geographical Information Systems (GIS) is nothing new, its use on an intranet, particularly a purely social one, is probably highly unusual.

The team had great fun developing and working on this project and perhaps that's the most important message here.

They got a buzz from:

- watching their ideas coming together
- publicising the Amazing Race in news media and on video screens in the café
- trusting the participants to enter their real, not made up, miles
- taking a light-hearted approach to development, bugs and user requests for more functionality

All these elements were all integral to the success of this intranet innovation.

Additional functionality

During the actual race the team was able to respond to various requests, including developing new views to see how far each team had progressed along the map, as well as details of the team members. Testing was done on the live environment. If functionality didn't work it was either fixed or rolled back.

Next year

The team is looking forward to running the Amazing Race site again next year!

In next year's iteration the team hopes to make it a much more global affair, and since there are so many teams and the map becomes cluttered, enable functionality so people can choose which teams are visible on the map.

There may also be different 'leagues', including one for Board members, one for SportAid athletes, and then a number depending on expectations of a team's level of achievement.

ALU TV Video sharing platform

Gold award winner: Alcatel-Lucent (France)

The screenshot shows the homepage of the Alcatel-Lucent Video Sharing Service. At the top, there's a banner with the text: "The Video Sharing Service is now restored. You can upload your videos again and use the service as before. For more information and instructions please read the notice." To the right, there's a sidebar with the text: "Post your own videos & share them with your colleagues. Need more information? Check out the Help & Support page." Below the banner, there's a "Recently Added" section showing five video thumbnails. To the right of this, there's a video player window displaying a video titled "QA Testing of Hands-Free Video Phone". At the bottom of the main content area, there's a list of three video entries: "I Dreamed A Dream by Pam Dorris", "Palpite (Vanessa Rangel) - Camilla Zamperlini", and "Annual update - Stephen Carter". On the right side of the page, there's a sidebar with various logos and text related to the company's initiatives: Défi ENTREPRENDRI, IPAC Sales Conference, LTE, green video, Get to know our neighbors, alum, Gpon training, Services, eco-sustainability, 4G, and APAC.

At a glance

Global technology and communications giant Alcatel-Lucent (including Bell Labs) has launched a highly usable video-sharing platform available via their intranet which has started to embed the use of video in the way people work.

Growing out of a Bell Labs internal initiative, ALU TV has become a real 'YouTube' for the enterprise, resulting in considerable process improvement and creating new opportunities for knowledge sharing.

Why this won

- By producing a platform that is easy to use and to access via the intranet home page, Alcatel-Lucent has turned video into a viable format for sharing content (both corporate and user-generated) within the firewall.
- Transforming a localised initiative into an enterprise-wide project delivered ahead of schedule came about through the innovative working methods of the different teams involved.
- Enjoying robust performance and high adoption, as well as an extensive range of features such as subtitling and channels, ALU TV has been so successful that it is currently being developed as an external offering.

About Alcatel-Lucent

A leader in mobile, fixed, IP and optics technologies, and a pioneer in applications and services, Alcatel-Lucent includes Bell Labs, one of the world's foremost centres of research and innovation in communication technology.

Alcatel-Lucent brings an unmatched heritage of ideas and execution to the challenge of realising the potential of a connected world. Alcatel-Lucent's customers turn to the organisation for its ability to deliver on their future.

Key details

Organisation	Alcatel-Lucent
Project	Video-sharing platform
Country	France
Size	77,000 employees
Sector	Private sector
In-house credits	Erwan Baynaud, Jean-Philippe Gourdon, Cédric Brambilla, Kelvin Cottle, Jérôme Colombe, Judy Worswick, Yann Viallet

The screenshot shows the Alcatel-Lucent intranet homepage with a dark header bar containing links for HOME, REGIONS, GROUPS, CENTRAL FUNCTIONS, EMPLOYEE RESOURCES, and ABOUT ALU. The main content area features several modules:

- Stock Quote:** Shows Paris: € 3.964 (May 30, 17:13) and NYSE: \$ 5.64 (May 27, 17:20).
- Find People & Locations:** Includes a search box with 'Go' and 'Help' buttons.
- Matching Gift Program for US Tornado Victims + International Days of Caring:** A call-to-action button.
- People & Locations Search Box:** A placeholder for a search icon with the text "Now with new features! Click to learn more..."
- What's New?** A section featuring "HP Discover 2011", "May Launch is now live!", and "Dynamic Tour 2011".
- Events Calendar:** Shows a calendar icon.
- Help & Contacts:** Shows a question mark icon.
- RSS Feeds:** Shows a feed icon.
- Stock Chart:** A small chart showing a line of red dots representing price movement.
- Crossing Oceans to bring 100G to the World:** An image of a ship at sea with red dots forming a path.
- In Brief:** A news summary for May 27, 2011, about new innovative solutions in public ...
- ALU TV:** A video sharing service with a thumbnail of a woman speaking.
- BLOG 30 MAY 2011:** A blog post by Ben titled "After the eG8... these issues are global".
- Leaders Messages:** A section for Robert VRID's blog, with posts from May 2011.
- Press Releases:** A section for Alcatel-Lucent's annual shareholders' meeting.
- Organization Announcements:** Posts from May 2011 about Janet Davidson's retirement and a partnership with Cassidian.
- Press coverage - 30 May 2011:** A list of press articles from May 2011.
- Engage Recent Content:** A section for NPI Lessons Learned Database, Site Access Issue, and SDM-value-proposition-v4.pptx.
- Top Rated | Most Commented:** A list of top-rated blog posts with star ratings.
- Newest Blogs | Most commented | Last updated | Most read posts:** A section for the latest blog activity.

ALU TV is an integral part of the corporate intranet homepage.


Alcatel-Lucent Video Sharing Service

[Log In](#)

[Home](#)
[Contents](#)
[Channels](#)
[People](#)
[Upload](#)

 Search

The Video Sharing Service is now restored. You can upload your videos again and use the service as before.
For more information and instructions please read the [notice](#).

Recently Added



Watch



Watch



Watch



Watch



Watch

Business | Employee-Made or Posted | Most Viewed | Most Recent | Most Discussed



I Dreamed A Dream by Pam Dorris
Susan Boyle inspired the world when she perfo...

Rating: ★ ★ ★ ★ 1 Views: (26282) Duration: (00:02:43)
Channel: Americas Video Chal... Uploaded: 15-11-10

Palpite (Vanessa Rangel) - Camilla Zamperlini
Direction: Leticia Pan Guitar: Andre Balistr...

Rating: ★ ★ ★ ★ 1 Views: (15985) Duration: (00:00:52)
Channel: ALTA Uploaded: 12-11-10



Annual update - Stephen Carter
2011 annual update - Stephen Carter video

Rating: ★ ★ ★ ★ 1 Views: (7667) Duration: (00:03:09)
Channel: Corporate Image Uploaded: 16-02-11



Design Theory and Innovation Management: from...
Design Theory and Innovation Management: from...

Rating: ★ ★ ★ 1 Views: (5684) Duration: (00:43:15)
Channel: Bell Labs and Innova... Uploaded: 16-04-10

Défi ENTREPRENDRI
IPAC Sales Conference

LTE
green video

ng Connect
Get to know our neighbors
Services
eco-sustainability
alum
Gpon Training
eco-connect wireless
4G

APAC

Some Site Stats

-  Videos uploaded: (2016)
-  Videos watched: (447347)
-  Total members: (13241)
-  Comments posted: (675)

The full ALU TV home page. When employees access the service, they can see the most viewed videos, statistics, recently added videos, the tag cloud, the login button to upload content or rate/comment, a randomly highlighted video and access to different views.

The challenge

Prior to the enterprise-wide launch of ALU TV, publishing, distributing and sharing video within the company relied on a very lengthy and laborious process.

Videos were, for the most part, produced either by costly external agencies or by one or two communications teams who had the necessary materials, software and skills.

Videos were hosted on many different web servers, in many different locations worldwide.

When important videos (such as a message from the CEO to all employees) needed to be distributed company-wide, a complex process involving replicating the video on different servers around the world needed to be carried out. This was in order to support a massive click rate, simultaneous downloads and to optimise network bandwidth.

The process took up to 24 hours to complete and involved 5 or 6 people in different locations and time zones. IT services needed 48 hours advance notice in order to plan the process and secure staff availability, often out of normal working hours.

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A new platform

The enterprise-wide launch of ALU TV (The Alcatel-Lucent Video Sharing Service) has transformed the way video is used within the company.

Today, thousands of employees worldwide are able to make, upload, distribute, share and watch videos, effortlessly, across all time zones.

Today it no longer takes 48 hours and a team of people to distribute video. Videos can be posted in less than 5 minutes by a single user.

All employees can rate and comment on each video. The robust platform supports high simultaneous connections and downloads

Key statistics

A few key figures to date:

- Videos uploaded: (2,016)
- Videos watched: (447,404)
- Total members: (13,241)
- Comments posted: (675)

Enterprise video

Without a doubt, implementing ALU TV has led to increased productivity, cost savings and enhanced collaboration.

In today's fast moving world, video has become part of our everyday life, evidenced by the success of YouTube and DailyMotion. More and more people also have access to mobile devices with video capabilities.

Video is a technology that enterprises are now giving more attention to, as an efficient, cost-effective collaboration tool.

Alcatel-Lucent is one of very few companies to have created and implemented an internal video sharing service company-wide, especially one that demonstrates the successful adoption of the platform.

Features

ALU TV includes many features including:

- uploading
- converting
- viewing and commenting
- thumbnails
- adding subtitles
- people-tagging and keyword tags
- creation of various channels
- URL and embed codes
- ability to upload video as an organisation or an individual user

All video formats and sizes are accepted and automatically re-sized.

An integrated search engine and cloud tag help viewers find the videos they want.

After the launch of ALU TV a team was put in place to address bug fixing and enhancement requests in order to perfect the tool. They are still working to make improvements to the tool from the comments and suggestions made by the employees who use it everyday.

Origins

ALU TV (former Bell Labs TV) was originally developed as an experimental application by the Alcatel-Lucent Bell Labs Applications Domain.

It was trialled successfully in Bell Labs in early 2009 to facilitate work and collaboration between Bell Labs researchers.

Uploading videos in 5 minutes is compelling. It eliminates a lot of hurdles and blockages seen in other organisations.

From the judges

Alcatel-Lucent 

Alcatel-Lucent Video Sharing Service
Developed by Bell Labs

[Log in](#)

[Home](#) [Contents](#) [Channels](#) [People](#) [Upload](#) [!\[\]\(ba731724bc298d193a48a5af56e55a12_img.jpg\)](#) [Search](#)

THIS IS AN EMPLOYEE-MADE OR POSTED CONTENT (internal only)

Optism mobile advertising solution



00:08 03:25 

[Hypermedia tools](#) [People Tagging](#) [Subtitling](#) [Thumbnail Chooser](#)

Currently on this video : [Tag new one](#)

Optism mobile advertising solution

 [Uploaded on 26-05-11 by legrand3](#)

Description: video introducing the Optism mobile advertising solution
Tags: Optism mobile advertising
Views: 19
Rating: 0/5 (0 votes) [Login to vote!](#)

Export this video Sequence

Video URL: <http://video.all.alcatel-lucent.com/play/ind>

Video Embed: <embed src="http://video.all.alcatel-lucent.com/play/ind">

Video Embed + Hypermedia Player: <embed src="http://video.all.alcatel-lucent.com/play/ind">

[!\[\]\(bd074ab0be878e50a6f004198698f571_img.jpg\) Download Video](#)

Related Contents

-  [Mobile Backhaul Solutio...](#) Views: 12
-  [Multi-Screen Foundation...](#) Views: 23
-  [Mr. Cayetano Ma...](#) Views: 13

[Post a Comment](#) [Login to comment!](#)

Users can select and play videos, and export them using code supplied in the right-hand column. Related content is suggested, lower right. Tagging, subtitling and other tools are available to enrich the video.

Alcatel-Lucent 

ACOS Forge [Le wiki de ce projet](#) [Rechercher](#) [Aller au projet](#)

[ACCUEIL](#) [MA PAGE](#) [PROJETS](#) **BELL LABS TV** [S'IDENTIFIER](#) [AIDE](#) [SUPPORT](#)

[Résumé du projet](#)
[Activité du projet](#)
[Forums](#)
[Outil de suivi](#)
[Listes de diffusion](#)
[Documents](#)
[Annonces](#)
[Code source](#)
[Fichiers](#)
Wiki
Accueil
Modifications récentes
Pages spéciales
Rechercher
Déposer un fichier

[ACOS](#)
Alcatel-Lucent

[Page](#) [Discussion](#) [Voir la source](#) [Historique](#) [Infos sur la page](#) [Pages liées](#) [Surveiller](#)

HomePage

Welcome to the Bell Labs TV wiki! Before to modify anything, experiment in the **SandBox!**

Table des matières

1 How to join? Be part of BLTV community.
2 How to contribute? Be proud to be a BLTV developer.
3 Project structure – Coding for Bell-Labs TV Guidelines.
4 How to use BLTV data? AE by using BLTV videos and data in your own application.
5 How to get more information?

1 - How to join? Be part of BLTV community.

- First, you need [to be logged](#) into ACOS Forge.
- Then, ask [to join](#) the bla-tv project. Please write a short comment with your request explaining your motivations to join bla-tv project and the role you would like to have!

A wiki has been created to support ALU TV for developers.

Alcatel-Lucent

Alcatel-Lucent Video Sharing Service
[Log in](#)

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[Search](#)

Current Channel: Eco-Friendly Challenge
[Click here to read the related article!](#)

[Business](#) | [Employee-Made or Posted](#) | [Most Viewed](#) | [Most Recent](#) | [Most Discussed](#)

Comportement Eco-citoyen
Vidéo Réalisée par les apprentis d'ALUUni...

Rating:  Views: (85) Duration: (00:04:07)
Channel: Eco-Friendly Challe... Uploaded: 11-02-11

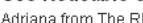
Fall outing
We got out the Manzanares river today to do o...
Rating:  Views: (100) Duration: (00:02:27)
Channel: Eco-Friendly Challe... Uploaded: 15-11-10

Switch off lab equipment
I'm here with Mark in the lab to talk about saving power

Views: (511) Duration: (00:00:48)
Channel: Eco-Friendly Challe... Uploaded: 15-12-09

Teleworking
G'day Greg from the Green Team. Today we...
Rating:  Views: (268) Duration: (00:02:13)
Channel: Eco-Friendly Challe... Uploaded: 24-08-10

Switch off desktop devices
Sarah from the Rhodes Green team reminds us t...
Rating:  Views: (378) Duration: (00:00:27)
Channel: Eco-Friendly Challe... Uploaded: 15-12-09

Use Reusable Shopping Bags
Adriana from The Rhodes Green Team reminds us...
Rating:  Views: (791) Duration: (00:00:36)
Channel: Eco-Friendly Challe... Uploaded: 01-12-09

A view selected by the user to see the channel Eco Friendly. It was an employee video contest.

Asking Your Questions to Board Members at the Shareholders' Meeting

[Home](#) | [Featured News](#)
Monday, May 30, 2011



Last Friday, Alcatel-Lucent held its annual Shareholders' Meeting at the Palais des Congrès in Paris. Some 500 Shareholders were welcomed by Chairman Philippe Camus, CEO Ben Verwaayen and CFO Paul Tufano who were present with the Board of Directors and senior management.

At the meeting we interviewed four Board members with the questions you asked in the [Engage discussion](#) published last week.

HOW IS THE BOARD HELPING TO
..... GUIDE OUR MANAGEMENT
COMMITTEE AND THE COMPANY
AS A WHOLE?

Check out the video on ALU.TV

Printable view

Email this page

Resources

Read the press release

2010 Annual Report

The replay of the webcast is available on our Internet site

The Alcatel-Lucent Board of Directors

Message from Ben: Shareholders' Meeting - 2010 Annual Report Published

Example of a video coming from ALU TV which has been embedded in an article published on the Alcatel-Lucent intranet.

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Alcatel-Lucent Video Sharing Service

Developed by Bell Labs

Welcome vialet2 Log out

My Profile & Content

Upload Content

Whats On
Upload New Content

Upload your Content

Title My Video

Description The lastest version of our solution...

Tags solution Add tags
business [X]

Tags explained (WARNING : We changed this, please read again)
Make your tags as descriptive as possible.
e.g a video about LTE at Barcelona can have these tags:
LTE, mobile world congress, Barcelona Add your tags, separated by commas (or one by one) in the textbox, then click on "Add tags" (or press enter)

Category Customer Testimonials (select one)

Allow Comments ? Yes

Allow embedding and downloads ? Yes

I acknowledge that the people featured in this content have given their consent to me for this video to be uploaded to the Alcatel-Lucent Intranet and that I have the appropriate permissions to use all the content featured in this video, including music. I also acknowledge that I am wholly responsible for the content of the video and that the content of the video is in line with the [Alcatel-Lucent Code of Conduct](#).

Next >>

Once the user has logged in (as an employee or an organisation), video can be uploaded by filling the form (title, description, tags, category, enabling comments or not, enabling embedding and downloads or not). Then the user has to acknowledge the Alcatel-Lucent code of conduct. Once the form is filled and acknowledged, the user uploads the video from the hard drive or USB device. Webcams can also be used to record a video.

Alcatel-Lucent Video Sharing Service

Developed by Bell Labs

Welcome vialet2 Log out

My Profile & Content

Upload Content

Whats On
Upload New Content

Choose and send your file with the upload button here under:

File: -
Upload Progress: - Status: -

or click here if you want to record a video with your webcam...

Bugs/Enhancements | Contribute as a developer | Get your developper API key! | **Test new Bell Labs features!**
© Alcatel-Lucent 2011

Deploying ALU TV

The deployment was the culmination of months of cooperative work between IS/IT, Corporate Communications, and Alcatel-Lucent Bell Labs Applications Research Domain.

IS/IT and Bell Labs roles

On the Bell Labs side, the application needed additional development work to add features and harden it for enterprise-wide usage.

In parallel with the Bell Labs work, IS/IT procured, installed, configured, and tested new hosting environments for the application to ensure that performance and reliability targets were met.

Intranet team roles

The intranet team sits in the Marketing, Strategy & Communications Organization. The corporate intranet team's roles and responsibilities include governance, working with IT, digital workplace strategy, supporting departmental intranet needs, intranet structure, navigation and metrics.

Corporate Communications and the intranet team served as the lead client for the Bell Labs TV deployment, carrying out a variety of activities. These included:

- providing advice on functional requirements
- gathering additional requirements from the business to satisfy an enterprise-wide deployment
- providing promotional and educational information about the deployment to corporate users
- assuring total integration of ALU TV within Alcatel-Lucent's digital workplace

Working together

Members of the project team worked together to mould an experimental application into a robust tool that could be used by the entire corporation.

While the entire team worked toward the same overall goal, each organisational team brought a very different perspective and different priorities to the project.

Therefore, for the overall project to be successful, each organisational team was forced to step out of its normal comfort zone, understand others' points of view, and accept compromises. From the very first project meeting there was a positive and strong win-win strategy which was integral to the success of the project.

New ways of working

During the project, processes were created on the fly, and the entire team developed an 'attitude of partnership', even when that meant that traditional ways of doing things needed to be changed.

One specific example of the manner in which the different organisations worked together and compromised is the way that IS/IT shortened their normal 10-day release testing process to two days to accommodate the Web 2.0 development paradigm used by the Bell Labs People & Projects team.

In another example, IS/IT and Bell Labs worked out an arrangement giving Bell Labs researchers write access to one IS/IT server and read access to others.

Previously, no employees other than IS/IT employees had read or write access to those types of IS/IT servers.

A quick deployment

While a certain amount of planning and testing is obviously necessary in any project, in this particular case the team minimised such standard steps as requirements gathering, submitting official documentation or following standard validation processes.

The team simply addressed what needed to be done with the core teams, allowing everybody to work in a quick and efficient manner and to launch ALU TV months ahead of schedule.

Benefits

The creation and implementation of ALU TV has produced new ways of working. Using video as a communication channel has now become part of the DNA of Alcatel-Lucent employees and is fully integrated within our digital workplace.

Specific benefits are detailed below.

Improved knowledge sharing

Employees upload training videos, executive and customer interviews, recordings of internal events, meetings or demonstrations. They also share know-how.

Democratised video usage

Filming and producing video is no longer something limited to outside agencies or e-communication teams. Any one of 77,000 employees can make and post a video.

This has made video a part of the organisation's DNA. Making this part of everyday working life has also increased employee creativity. ALU TV is used extensively for various local initiatives and employee contests. For example the most viewed video in ALU TV, with almost 26,300 views, was created and posted by an employee as part of a local contest.

Improved efficiency

ALU TV is so simple and quick to use that all ALU employees, from communications teams to a group of interns, can create and publish video from a mobile device or webcam and then upload to the tool, embed in their intranet pages and share with the entire company in less than 5 minutes.

Today there are over 13,240 members, more than 2,000 videos uploaded and over 447,000 videos viewed to date. There are no more complex IT processes.

Reduced costly agency fees

Videos can now be filmed, produced, and uploaded internally, reducing a large number of hefty agency fees. In the past, all board member video interviews were filmed and produced by an external agency.

Flying our own jets

Alcatel-Lucent strongly encourages the use of its own technology within its own organisation. This is formally done through the 'Fly Our Own Jets' (FOOJ) program.

More than 80 per cent of Alcatel-Lucent's Enterprise products are deployed on the firm's network. Alcatel-Lucent continually promotes and sponsors internal innovation through dedicated bootcamps.

ALU TV is yet another example of a successful FOOJ project. The program has given the intranet team the opportunity to fully integrate the firm's product portfolio into the way the company does business. Previously, IS/IT had never worked with Bell Labs to industrialise a prototype of a Bell Labs-developed application.

Image and productisation

The tool is currently being developed for external commercialisation under the trade name Tivizio and could be on the market very soon. Not only does the tool benefit the company by increasing internal efficiencies and collaboration, but it will soon be a key addition to our company portfolio.

ALU TV also demonstrates Alcatel-Lucent's 2.0 'transformation' to other leading companies worldwide. This is further enhanced by the launch of Tivizio.

Six features of successful intranets



**Martin
White**

From the
judges' desk

Over the last decade the support of another intranet consultant, Jane McConnell, has been invaluable. A couple of years ago Jane looked at the results from her Global Intranet Trends report and realised that the most successful intranets had five common features. I added a sixth of my own to this list, and I've used this framework in various ways in my consulting work. So, let's see how it works with the Intranet Innovation Awards.

Open door: An intranet should be an open door into the range of resources that employees need to do their daily tasks. This does not necessarily mean a portal or single sign on. What stands out for me about the CRS entry was the way it provides seamless access to whatever the user needs to complete a task, and does so without them having to search through the intranet every time they need the information.

Task-based: In my view intranets should support tasks. One of those should be to manage the work/life balance, which is what Arup achieved with their Amazing Race. But to me Framestore ticked every box. The team behind it really thought through what was needed and then delivered an application that must now be transforming the company. The benefits go on and on. There was no doubt in my mind that this should be the winning entry.

People-focused: The way that Lundbeck have used LinkedIn as the basis for their expertise directory is stunning. Like all great innovations it seems so obvious after the event. Building

expertise databases is a very challenging project, and this one almost creeps in round the back door through the use of the familiar LinkedIn service. Very neat indeed.

High quality content: Great design is one thing, but the intranet also has to deliver great content, and many of the entries demonstrated this. I liked the video content at Alcatel-Lucent, the personalisation at Malmö, and the expertise database at Lundbeck. The key criteria for an intranet is that the content is relevant and trusted because of the underlying governance that has been implemented.

Location independent: I thought that the UK Parliament mobile application was an excellent example of how to develop usable applications. I liked the line in the entry that said the aim was not to change the way that MPs worked but to support the way they worked. The Lafarge entry, providing access to conference documentation, is another take on making sure that the intranet supports people wherever they work.

Supporting team working: This year I did not see any entries that exemplified the value of an intranet in supporting how people worked together. Virtually all the entries focused on supporting individuals rather than teams, which, given the propensity of organisations to work collaboratively on achieving organisational excellence, seemed odd.

When I judged the entries I took into account how well the case was made. Some entries failed at the first step because they were simply too long. I especially like to see the business case, and how the innovation met or exceeded the objectives.

What I missed was anything about the people involved. Most of the entries were anonymous. Perhaps next year a few lines about each member of the project team would highlight that innovations start with bright ideas and then are implemented with a lot of hard work. Why not have a few moments of personal fame written into your entries next year? You deserve it!



INTRANET INNOVATION
AWARDS

**Gold awards:
frontline delivery**

Gold awards: frontline delivery

More than just providing corporate policies and procedures, intranets should directly support the day-to-day work of frontline and field staff.

Winners in this category have targeted specific groups or roles within their organisation, providing capabilities or content that significantly improve staff productivity and effectiveness. These improvements primarily assist frontline (operational) staff, not back-office (support) staff.

Possible innovations could relate to the call centre environment, the use of mobile devices, delivery of new functionality for specific roles, or the creation of tools to aggregate key operational data.

In all cases, winners demonstrate how an intranet can become a more integral part of how staff work, and how they complete common operational tasks.

Mobile intranet

Gold Award Winner: UK Parliament (UK)



Users select which house they are a member of in order to see content targeted at that group.



The main menu is branded in the house colour and displays the selection of content optimised for mobile.

At a glance

The UK Parliament has cleverly mobilised its intranet in a way perfectly suited to the working styles of the members of Parliament who are often on the go.

Giving MPs access to the latest news, details of what is happening in the chambers and committees, and other carefully selected features has helped an extremely busy user population access the information they really need when they are away from their desks.

Why this won

- ❑ This is a fine example of an original leading edge mobilisation project with few precedents, driven by an innovative spirit which has created a great solution.
- ❑ From the elegant design to the selection of which features to include, this project has always remained firmly centred on the needs of the users, seeking to make the intranet work harder for them. The result is significantly higher intranet use overall.
- ❑ The timing of the launch after a new election was perfect. The mobile intranet was introduced as part of all the other normal web services in the general induction process for new MPs.

About UK Parliament

Parliament is made up of Britain's two legislatures, the House of Commons and the House of Lords. It makes laws, sets taxes and debates the issues of the day.

Key details

Organisation	UK Parliament
Project	Mobile intranet
Country	UK
Size	1,400 politicians and around 8,000 staff
Sector	Public sector (government)
In-house credits	Chris Bond (Head of Software Development), Sharon O'Dea, (Intranet Manager), Gareth Sully, (Head of Design)

We are only just beginning to see the value of mobile access to intranets. What I liked about this entry was the philosophy of changing the way that the intranet works for members of the Commons and Lords, and not making them adapt their way of working to whatever the intranet happens to offer them.

Because there are so few published case studies the team had to work from first principles, focusing in on important user requirements. When that is done as well as it is in this case the results are always outstanding.

From the judges

The mobile intranet

Parliament's mobile intranet offers a carefully selected mix of content from the main intranet which has been optimised for the mobile environment, as well as purpose-built applications.

Focus on useful features

It focuses on those things a member of Parliament will need when out and about. These include a calendar of Parliamentary business, news, maps and restaurant menus.

There is also the 'annunciator' – a live feed of what's going on in the debating chambers and committees. Where possible all these elements are targeted to the relevant audience.

There are currently two Online Members Centres on the intranet that serve as content aggregation pages for key information to members of both houses. The mobile platform builds on these two 'brands' by bringing them onto a mobile platform.

Browser-based solution

The solution is browser-based so will work on the full range of smartphones, but is optimised for iPhone, Blackberry Bold and HTC Touch Pro 2.

Changing the way the intranet works

The mobile intranet hasn't changed the way MPs work, but changed the way the intranet works for MPs, who are highly mobile, to help them do their jobs more effectively.

Simple and brilliant. The visual design looks uncluttered and easy to use and they have chosen the content that is most important to users when away from their desks.

From the judges

The project

The mobile project was delivered as part of a broader CMS migration and redesign project. However, the mobile version was designed specifically for members of both houses, particularly the new intake of MPs who arrived following the 2010 general election.

Meet the team

It was decided that specialist skills were needed to carry out the development of the mobile intranet, so three developers with experience developing cross browser mobile web projects were recruited, along with a tester and a project manager. Overall the mobile intranet was developed jointly by two teams:

- The Web and Intranet Service (WIS) for Parliament includes one dedicated intranet manager and a team of seven web editors who work across the website and intranet to develop content and functionality. WIS is formally part of the House of Commons Department of Information Services but reports also to the management of the House of Lords
- Parliamentary ICT (PICT) is the joint IT department for the House of Commons and the House of Lords. It includes a six-strong web development team, headed up by a head of software development

Methodology

It was agreed that the mobile site would contain a cut down version of the content from the main intranet, and that this content would be fed into the mobile platform via a series of web services.

The project manager worked closely with internal infrastructure teams to ensure the necessary data could be made available to the secure mobile platform.

A 'scrum' development team was formed, with the developers and tester rapidly iterating through prototypes, and early versions of the site, before working with an external agency to finalise the look and feel before launch.

Our approach

The mobile site was launched as part of the Member Induction process following the 2010 general election. Over the course of a week, 250 new MPs were inducted into Parliament, issued with new IT and given tours of the buildings.

As part of this process, helpdesk teams from Parliamentary ICT held Laptop and Mobile Clinics, helping new MPs to set up their hardware and find their way around the information presented to them. In this way, they were introduced to the mobile intranet from the start.

Developed for mobile

The m.parliament.uk site is specifically designed and developed for mobile. We didn't seek to simply deliver the entire site to mobile devices, but instead focused on delivering content which people need when away from their desks.

It includes a small selection of content from the desktop version, optimised for mobile, as well as a number of applications built for mobile.

In doing this, the team sought to take the intranet to the users in ways that suited their busy working life, to make the intranet work harder for users.

EpiServer CMS is used for the standard intranet. There is an 'enable for mobile' option which allows publishing to the mobile site.

User-focused

MPs typically work across several offices and on the move, debating in the chamber, meeting constituents and stakeholders and doing work in committees. This means that they're rarely at a desk or PC for long periods of time.

With the general election in 2010, the team also expected a new generation of highly IT-literate MPs, many of whom regularly blog and tweet.

The team felt strongly that the intranet needed to adapt to MPs' ways of working if it were to be useful to them.



The annunciator delivers a feed of what is happening in the chamber and in committees at any time. There is a feed for each house, produced in real-time by people sitting in the chambers and committees reporting what is happening. These are converted to XML for publishing.



'What's On' pulls information from the calendar in the UK Parliament website.

Design and project challenges

In some ways this was a classic example of how 'not' to design!

No access to target user group

The team couldn't test with the main target user group – new MPs joining the house after the 2010 general election – as they hadn't yet been elected. We didn't know precisely who they would be.

To get over this issue we had to rely on second-hand information from the Clerks, the parliamentary staff working most closely with MPs in the chamber and committees.

They helped us form an idea of how an MP spends the working day so that we could identify those tasks an MP might want to do while out and about.

Using existing feedback

We had a lot of useful feedback from outgoing MPs, gathered over the previous months and years, on what wasn't working for them on the desktop intranet. We used this as a basis on which to base our requirements for the mobile project.

User testing

While we were working on the delivery phase of the project, getting feedback and involving MPs in testing was particularly difficult, as MPs were busy on the campaign trail.

Playing catch-up

The team has tried to make up for this since launch, by doing extensive testing on both the normal and mobile intranet. This involves using both usability testing (focused on task) and field studies (watching users as they work).

This has helped us understand requirements moving forward and proved an invaluable basis on which to begin an iPad-focused project.

News - Lords

Getting involved in the work of the House

14 Jul 2010

Briefing aimed at new Members about the many different aspects of the House's work, today (14 July), 4.05 pm to 5 pm, Committee Room 1.

Staying connected this Summer

13 Jul 2010

Come and meet Parliamentary ICT staff in the Portcullis House Atrium on 15th July between 10am and 4pm to discuss the services available to keep you connected over the summer.

Parliamentary International Relations

Navigation icons: back, forward, search, etc.

News feeds are targeted and branded by house. This is for the House of Lords.

News - Commons

Backbench Business Committee's first debate announced

14 Jul 2010

Backbench Business Committee announces debate on ministerial statements

Staying connected this Summer

13 Jul 2010

Come and meet Parliamentary ICT staff in the Portcullis House Atrium on 15th July between 10am and 4pm to discuss the services available to keep you connected over the summer.

Parliamentary International Relations consultation

Navigation icons: back, forward, search, etc.

The version of the news page displayed to Commons users.

Restaurants and Bars

Type

Restaurant waiter service	Restaurant self-service
Bar	Cafe

Filter by restaurant type:

All

Debate

Portcullis Cafeteria

Adjournment

Navigation icons: back, forward, search, etc.

As on many intranets, the canteen menus are among the most popular content. This displays key information about restaurants and allows users to click through for today's menu.

Debate

Mon	Tue	Wed	Thu	Fri
-----	-----	-----	-----	-----

Service

Breakfast	08.30-10.30
Coffee	08.30-21.00
Cold Snacks	08.30-21.00
Hot Snacks	12.00-17.30
Lunch	12.00-15.00
Tea	15.00-17.30
Dinner	17.30-21.00

'The Debate' is our stylish self-service restaurant on the ground floor of Portcullis House. Immensely popular, this facility offers a

Navigation icons: back, forward, search, etc.

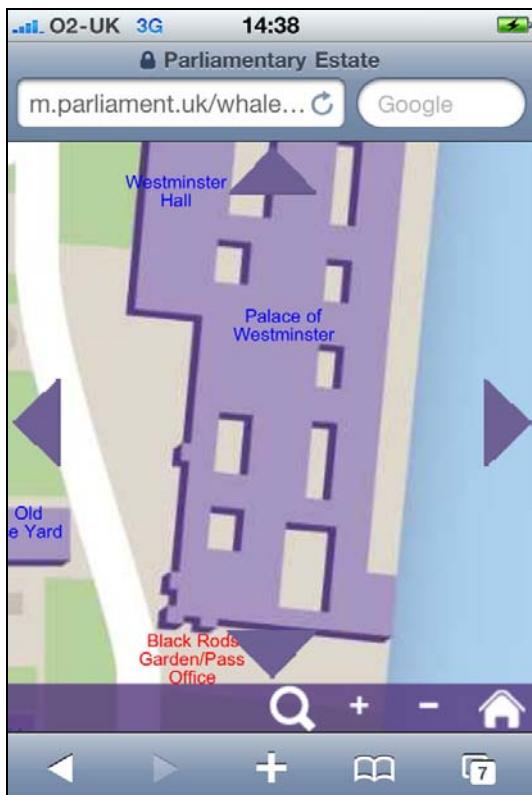
Information from one of the restaurant pages.

The desktop version of the newsfeed (above) and the corresponding mobile page have continuity in look and feel.

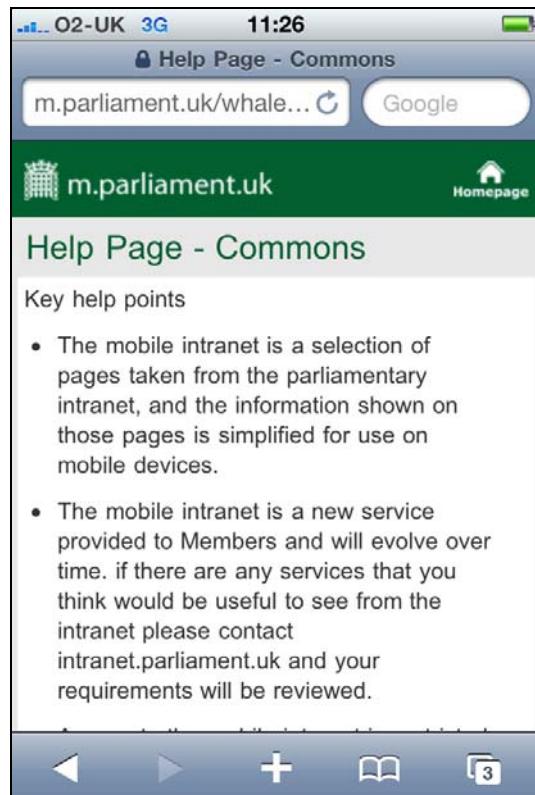


The desktop version of the Restaurants and Bars page and the corresponding mobile version.





This mapping application was developed specifically for mobile.



Help pages set out how to use the mobile intranet, and encourage users to feed back on functionality.

Feedback

Surveys of users have indicated that the project has been a success. The mobile intranet has received highly positive feedback from MPs.

Positive comments

Comments received from MPs include:

'This is a highly impressive piece of work. Having the annunciator in your pocket is invaluable, as you know what's going on wherever you are.'

'This is just what we need. I'm so rarely at my desk, I'd hardly ever see the intranet otherwise. It's great to see Parliament adapting to the realities of a Member's busy working life.'

Increase in user satisfaction

In the annual survey of members, 69 per cent of MPs surveyed said they were satisfied or very satisfied with the communications they receive from the Parliamentary administration.

85 per cent said they were satisfied with the services the Houses of Parliament provide, up from 60 per cent in 2009.

Increased intranet adoption

By making the intranet available to members in a way that better suits their working style, we have seen a huge increase in the proportion of members who are using it regularly.

In the members' survey 75 per cent said they use the intranet every working day – up from 48 per cent before we launched the mobile site.

Increased takeup means the intranet is now a far more useful communications channel. This, in turn, has produced a significant reduction in global emails sent to members.

Lessons learnt and advice for other organisations

The mapping application

The mapping application was a great idea in theory, but the realities of security in Parliamentary buildings meant the team had to make the maps less detailed than we originally planned.

As it turns out, users didn't really take to the feature anyway. The Parliamentary estate has plenty of staff on hand happy to direct people to the correct place, and people seemed happier to ask someone for directions than to load up a map.

In addition, adding this feature meant we had to add a secondary login mechanism, which was to the detriment of the user experience overall as it increased the time it takes to log on.

Reception issues

Another issue the team didn't plan for is the often patchy mobile reception in the Palace of Westminster, a historic building with – in many areas – thick stone walls.

Following feedback from this project, the team has sought to boost wi-fi availability in those areas with poor phone reception. This has given Parliament a firmer basis on which to start developing more services for mobile and tablet devices.

Transfer knowledge from contractors

For speed, the team employed a contractor to do the development work. While this got the project delivered to what was a very tight deadline, this meant that knowledge of the site left when the contractor did.

If we were to do this again – and with the luxury of more time – we'd seed the development team and ensure the transfer of knowledge to our staff developers.

That way, we'd ensure the site was well supported in the longer term, and would be in a better position to begin making improvements.

Advice for other organisations

Cut down the volume of content, and think about what people might genuinely need while they're on the move.

Spend time understanding what key tasks your employees would like to do while on the move, and focus on those.

Don't be device-specific, even if you do have a standard company handset. By keeping it in the browser, you future-proof the site against handset upgrades.

Future mobility projects

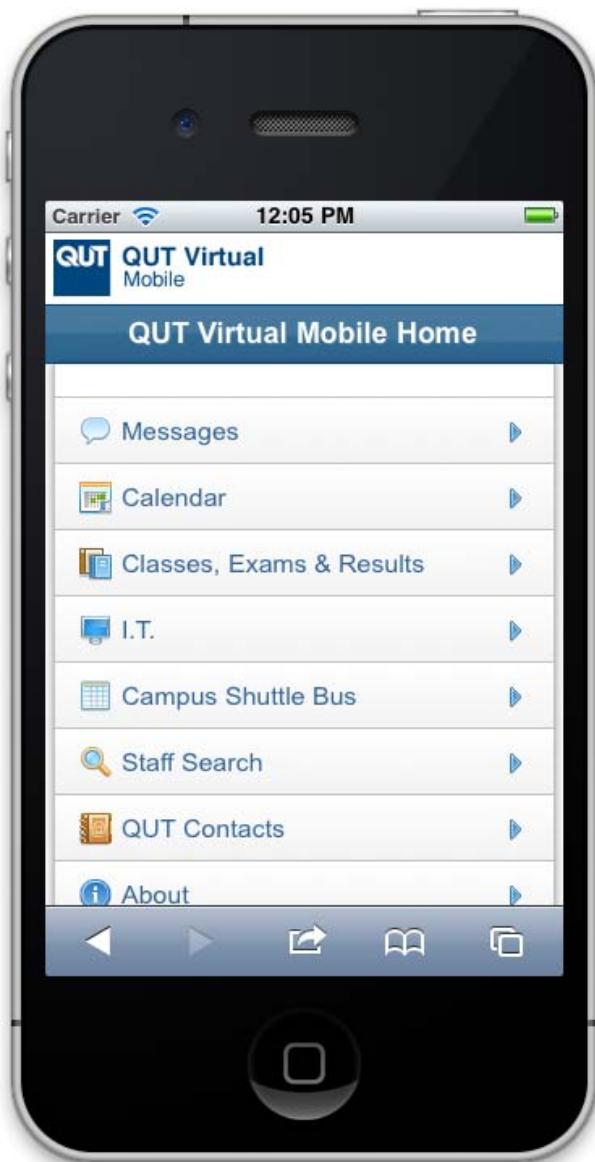
The mobile project provided some useful learning on which to begin a new project.

This initiative will be looking at how we can reduce Parliament's spending on printing by delivering business papers (the huge stack of documents MPs are given each day for debates and committees) to tablet devices.

This is at the prototype stage now and we hope to roll this out in 2012.

Mobile intranet

Gold award winner: QUT (Australia)



The QUT Virtual Mobile student home page.

Beautiful design. It looks very easy to use. I think it means a lot to students that their university is 'modern' and that they can get information when they need it.

From the judges

At a glance

The Queensland University of Technology (QUT), based in Brisbane, Australia, has mobilised its intranet, QUT Virtual, in a way which has genuine impact on a busy user population of students and staff who are always on the move.

By cherry-picking content and functions and only taking over the essential components, QUT Virtual is now a rich resource for vital information from course details to the campus bus timetable. The project's success is evidenced by overwhelmingly positive feedback.

Why this won

- QUT Virtual Mobile was beautifully designed for the mobile environment with an easy to use and consistent interface. Extra special touches include different views in portrait and landscape for some functions, as well as a text-only "lite" version.
- Via a robust research process, the team has made QUT Virtual Mobile a web-based application therefore ensuring wider device compatibility, easier change control and future-proofing against the multiplicity of mobile devices.
- This project was well thought through, impacting students and staff, as well as attracting prospective students, with a solution that is increasingly a given for younger generations. What started as an under-the-radar exercise has already been expanded.

About QUT

Based in Brisbane, Queensland University of Technology (QUT) is a top Australian university with global connections and a reputation for quality undergraduate and postgraduate courses, a wide range of studies and applied research best suited to the needs of industry and the community.

QUT provides a career-oriented education approach which helps graduates find employment in their chosen career, in an environment which uses the latest technology to make learning stimulating and enjoyable. QUT has close ties with government, industry and professional associations, ensuring its courses are relevant to the real world.

Key details

Organisation	QUT
Project	QUT Virtual Mobile intranet
Country	Australia
Size	7,000+ staff, 40,500+ enrolled students (including 6,000+ international students)
Sector	Education
In-house credits	Lena Wong (Intranet Services Manager), Andrew McBride, (Web Developer), Dan Jack, (Corporate System Developer)

Strong idea, implemented well. If mobile design can be this simple, why are desktop-based intranets so complex?

From the judges

The project

QUT Virtual Mobile is a personalised and secure mobile web-based application that provides students and staff with quick and easy access to key functions and content contained within the Queensland University of Technology's intranet portal (QUT Virtual) on any web-enabled mobile device.

QUT Virtual Mobile began after feedback was received from both students and staff at the University requesting access to popular QUT Virtual functions and content on their mobile devices.

They found it immensely frustrating and difficult to navigate and interact via a mobile device with the complex and content-heavy user interface of the desktop version of QUT Virtual.

In direct response to this feedback, the Intranet Services team initiated a pilot project in late 2010 to create a mobile application prototype.

Intranet Services team

The Intranet Services team, located within the Information Technology Services department, is primarily responsible for the development and maintenance of QUT Virtual. The team also develops tailored web applications and online web functions for the greater QUT community upon request.

The team currently consists of 13 staff split into two sub-teams – the support team and the project team. The support team is tasked with fixing bugs, responding to support requests and implementing minor enhancements. The project team is focused on the implementation of new functionality and project work.

The team possesses a range of roles and skill sets including a manager, business analysts, change and communication specialist, application developers (Java & PLSQL) and a web developer.

These roles and skill sets work cohesively together to ensure a quality end-to-end product or service is provided to the University.

Personal Calendar

August 2011						
M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

[View day](#) [View week](#) [View month](#)
[+ Add a calendar entry](#)
[Export my personal calendar](#)
[View the QUT Academic Calendar](#)

Today

You have nothing coming up today.

Tomorrow

You have nothing coming up tomorrow.

Coming up

You have nothing coming up this week.

Carrier **3:25 PM**

QUT Virtual Mobile

Calendar

Friday, 19th August 2011
> Week: 4

Withdrawal Date - Last date to withdraw from 2011/SEM-2 without full financial penalty

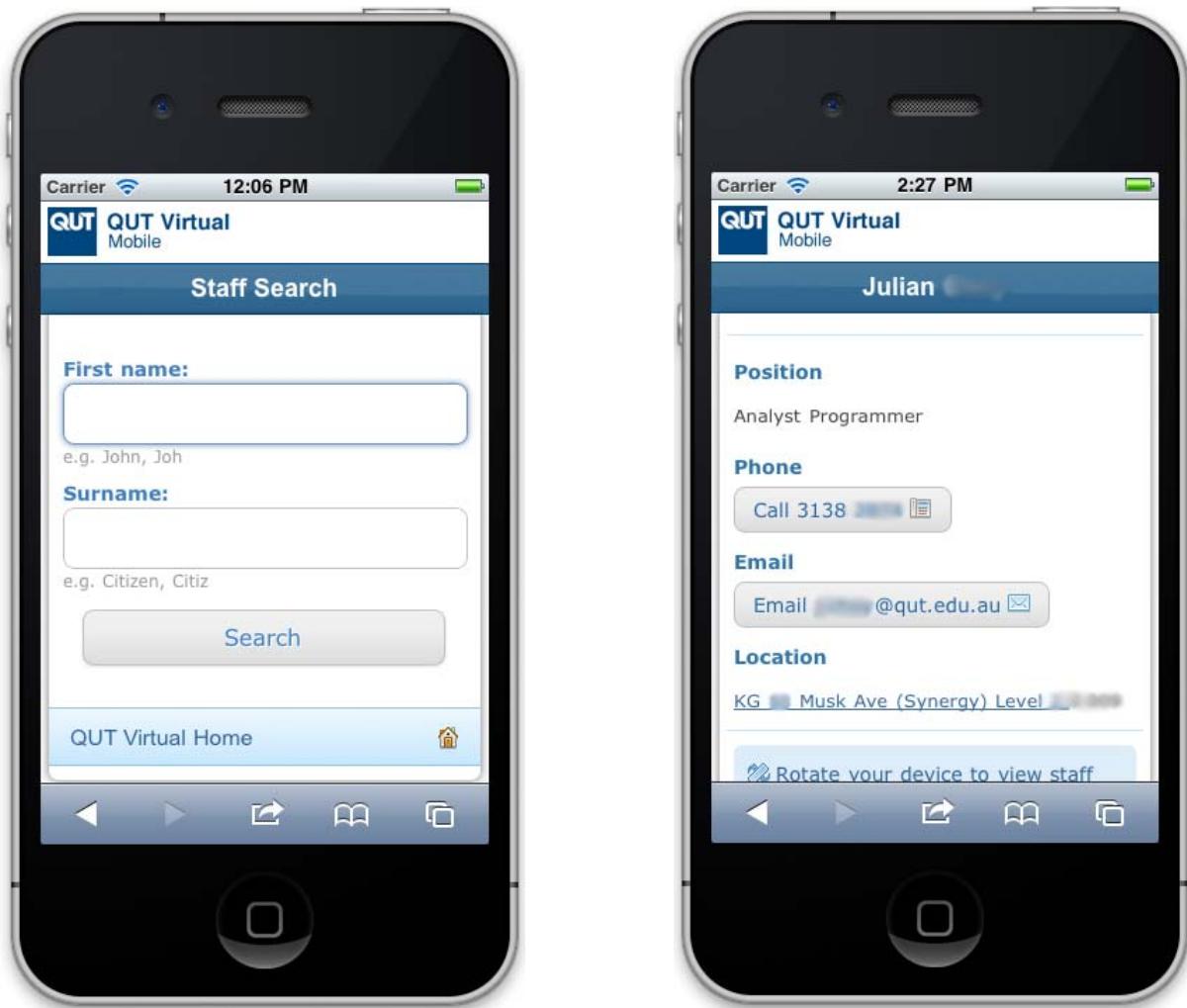
Previous day **Next day**

QUT Virtual Mobile Home

Having trouble? Contact the IT Helpdesk:
(07) 3138 4000 | www.ithelpdesk.qut.edu.au

Above: The desktop view of the calendar function from QUT Virtual. There is continuity of branding between both desktop and mobile environments.

Right: The mobile version of the calendar function. The screen displays a student's upcoming calendar entries for that particular day. These entries are synced directly from QUT Virtual and include class and exam times and locations. The student can quickly and easily navigate between days if required.



The staff search screen enables both staff and students to search for a staff member's contact details by first name and/or last name. Each of the search form elements (e.g. inputs, buttons) has been specifically designed for greater usability within the mobile space. When a device is held in landscape, the staff member's photo (if released) is displayed.



Developing and releasing QUT Virtual Mobile

For the QUT Virtual Mobile project the team carried out thorough research into the University's user and business requirements, its direct competitors within the tertiary education sector and mobile application best practice.

Based on the findings it was decided a web-based application instead of a native application would provide the best solution.

The 'soft' release was used to ensure early identification of any bugs found in the production environment as well as the ability to respond to any user feedback or new feature requests.

During the pilot phase most feedback received related to content corrections, with few bugs being reported. Based on this successful outcome, the full launch could proceed.

Agile methodology

The team also utilises an agile software development methodology when developing new applications. This approach enabled QUT Virtual Mobile to be developed quickly and in a transparent manner.

Being transparent gives users and stakeholders the ability to provide regular and incremental feedback, and gives developers the ability to respond to these change requests.

Go live

QUT Virtual Mobile was officially released in February 2011 with the commencement of the new semester and new student intake, customarily the busiest time of the year for QUT Virtual.

QUT Virtual Mobile has proven to be a dependable, robust and well used service. It has been well received by students and staff with a majority of feedback received being positive.

Developing the prototype

The QUT Virtual Mobile prototype took two developers three months to implement and was built using a HTML5, CSS3 and JavaScript front end.

It also utilised the existing Oracle Portal back end (the same as the desktop version of QUT Virtual) in order to provide easy access to existing personalisation options and database queries.

The prototype also implements current mobile application design best practice to ensure a consistent and superior user experience.

Tweaks

Based on specific feedback received from students using mobile devices that were not available during testing (e.g. Palm Pre), the look and feel of QUT Virtual Mobile was adjusted to address minor design and user experience issues on these particular mobile devices.

Furthermore, the look and feel of information displayed on certain screens was also adjusted based on feedback received.

For example, students wanted the current week number and more detailed calendar notices (e.g. important university reminders) added to the calendar screens.

Running the pilot

A 'soft release' of QUT Virtual Mobile was rolled out to a small user group of both students and staff in December 2010. This is traditionally a very slow period of the student lifecycle as semester study has just finished.

First mobile app

QUT Virtual Mobile was the first application or service at QUT (and possibly within Queensland) to have a mobile web application, web based or native. By taking the lead, the Intranet Services team has proved the importance for the University of having an active presence within the mobile space.

Features and functions

Each of the features on QUT Virtual Mobile has been carefully selected for the mobile platform and are listed below. Unless stated, features are available to both students and staff.

Messages

The messages function displays current university notices relevant to students or staff. Messages are synced directly from the desktop version of QUT Virtual and are specific for that particular student or staff member.

Staff Search

The staff search function enables both staff and students to search for a staff member's contact by first name and/or last name.

When viewing a staff member's details, the user can quickly and easily tap on their phone number or email address and using the mobile devices in-built features immediately make a call or compose an email.

Furthermore, when the mobile device is rotated and held in landscape, the staff member's photo (if released) is displayed to the user. Each of the search form elements (e.g. inputs, buttons) has been specifically designed for greater usability on mobile devices.

People Search

Staff who have access to student information are granted access to People Search, enabling them to search for student details. The same functionality applies as with the Staff Search.

Internet Quota

The Internet Quota function is only available to students and displays current internet quota information in a dynamic and attractive bar graph. Users can also tap a button to purchase more internet quota if they require or view their detailed internet access history.

eStore (H Drive)

The eStore (H Drive) function provides access to QUT's secure cloud-based data storage service that is backed up daily.

Depending on whether they are a student, PhD student or staff member, users are allocated a specific amount of disk space to store a variety of files and documents.

To access their eStore or 'H Drive' as it's commonly known, users tap on a button that has already automatically detected who they are and mapped the appropriate network location. Staff members are provided with an additional button to access their Division or Faculty's common network space.

Campus shuttle bus

The campus shuttle bus timetable function displays the next four departure times for the QUT inter-campus shuttle bus. When the mobile device is rotated and held in landscape, the campus shuttle bus route map is displayed to the user.

Lite version

The 'lite' version of QUT Virtual Mobile has been specifically designed for mobile devices where the user navigates via a keypad rather than via touchscreen. The 'lite' version is largely text based with minimal images. The user can switch between 'lite', 'mobile' and 'standard' (desktop browser) views at any time, on any device.

QUT Contacts

QUT Contacts provides staff and students with cohort-specific contact details for popular services such as emergency contacts, security and IT Helpdesk. Other contacts which are cohort-specific include Library and Student Services (for students) and Facilities & Room Bookings (staff).

Features and functions (continued)

About

The About screen informs users about the QUT Virtual Mobile service, device requirements, and how they can provide feedback about QUT Virtual Mobile.

It also provides assistance to users on how to change between 'standard', 'mobile' and 'lite' views of QUT Virtual and QUT Virtual Mobile. The 'standard' view is the full desktop browser application, whereas the 'mobile' and 'lite' views are smart phone specific.

Unit & Class Overview

The Unit & Class Overview function displays the student's unit and class enrolment details such as unit name, unit code and class name for the current semester. This is available to students only.

Exam Timetable

The Exam Timetable function displays the student's exam timetable details such as class name, exam location and exam duration for each exam scheduled for the current semester. This is available to students only.

Unit Results

The Unit Results function displays the student's unit result details such as unit name, unit code and result code (e.g. 1-7) for the current semester, as well as the outstanding GPA (Grade Point Average) for their course.

Print Balance

The Print Balance function is only available to students and displays the current balance available on the student's print card.

When the user taps on the print balance, the view expands and based on calculations shows the number of copies the user can print with that current balance. The user can also tap a button to purchase more print balance or view their detailed print transaction history.

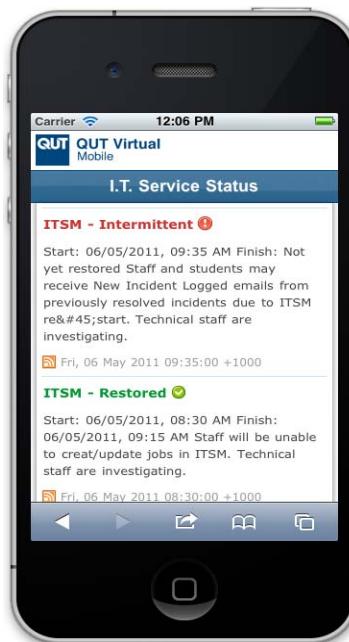
Calendar

The Calendar function displays the student's upcoming calendar entries and important QUT notices and dates for that particular day.

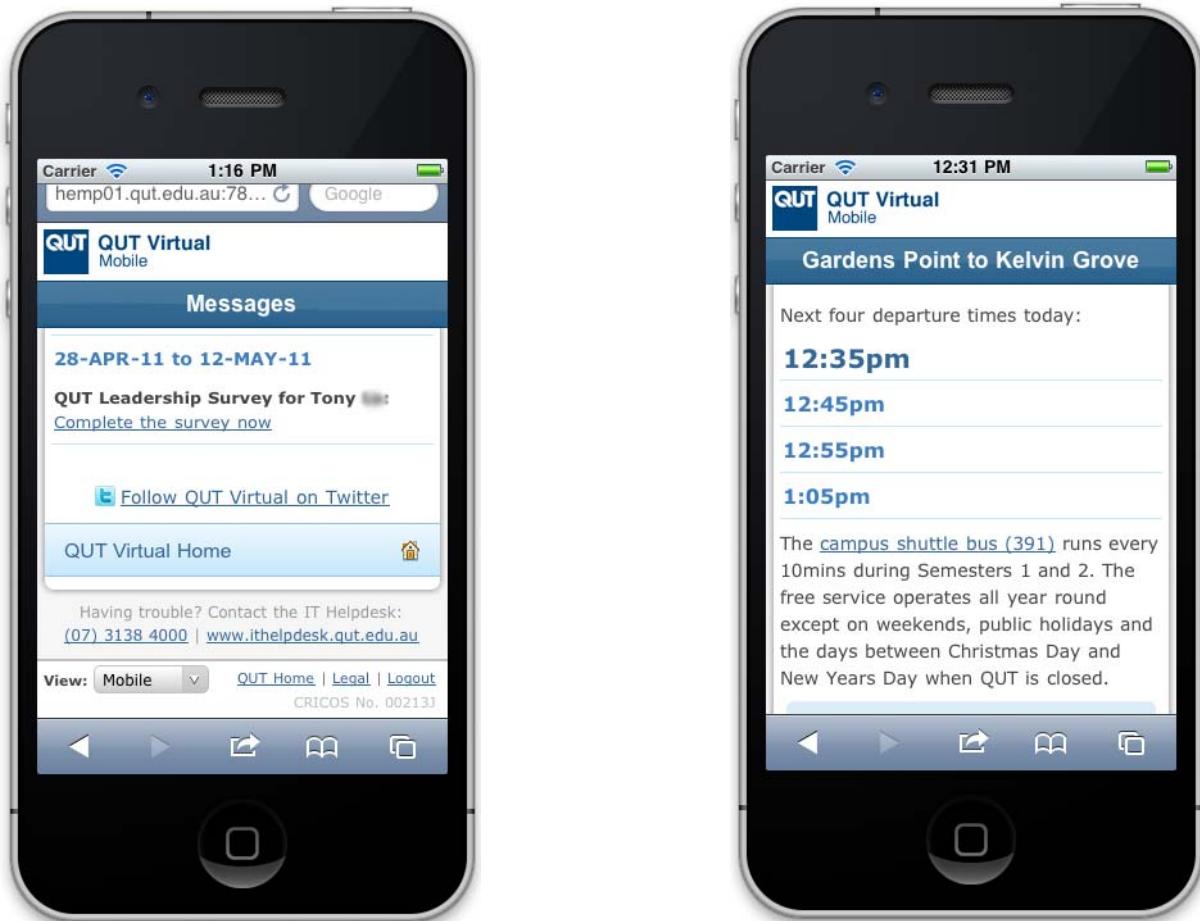
These entries are synced directly from the desktop version of QUT Virtual and include class and exam times, locations and the current semester week number (important for students). The student can quickly and easily navigate between days if required.

IT Service Status

The IT Service Status function displays real time information relating to the availability of IT services and online applications at QUT. The status information is obtained via RSS feeds published by the QUT IT Helpdesk.

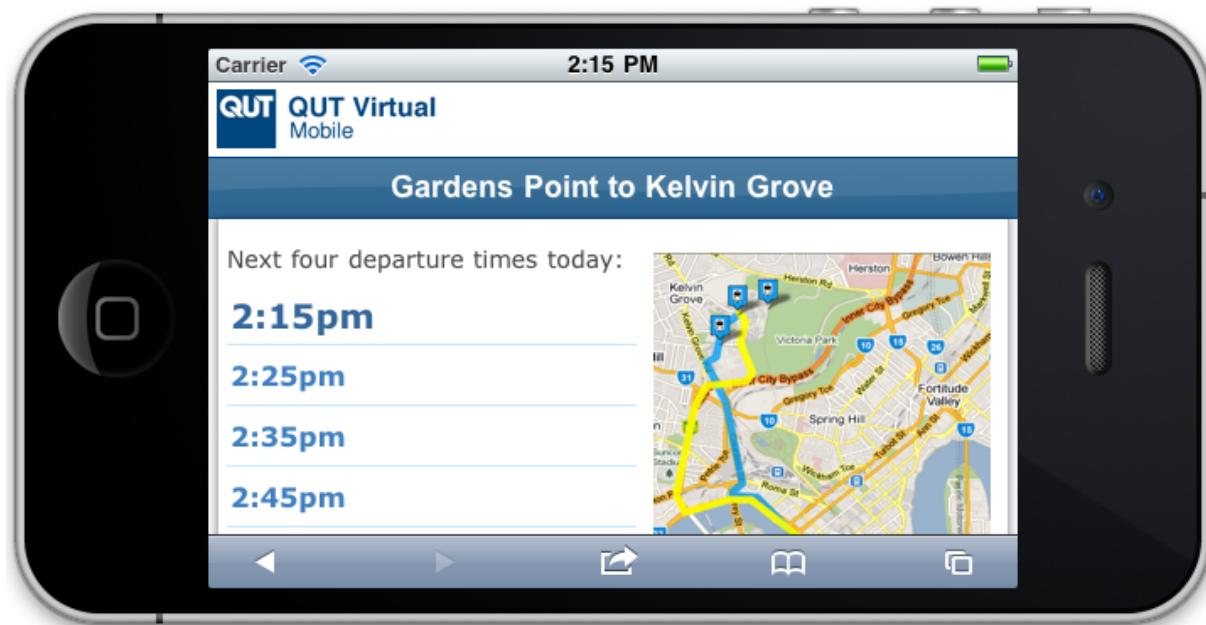


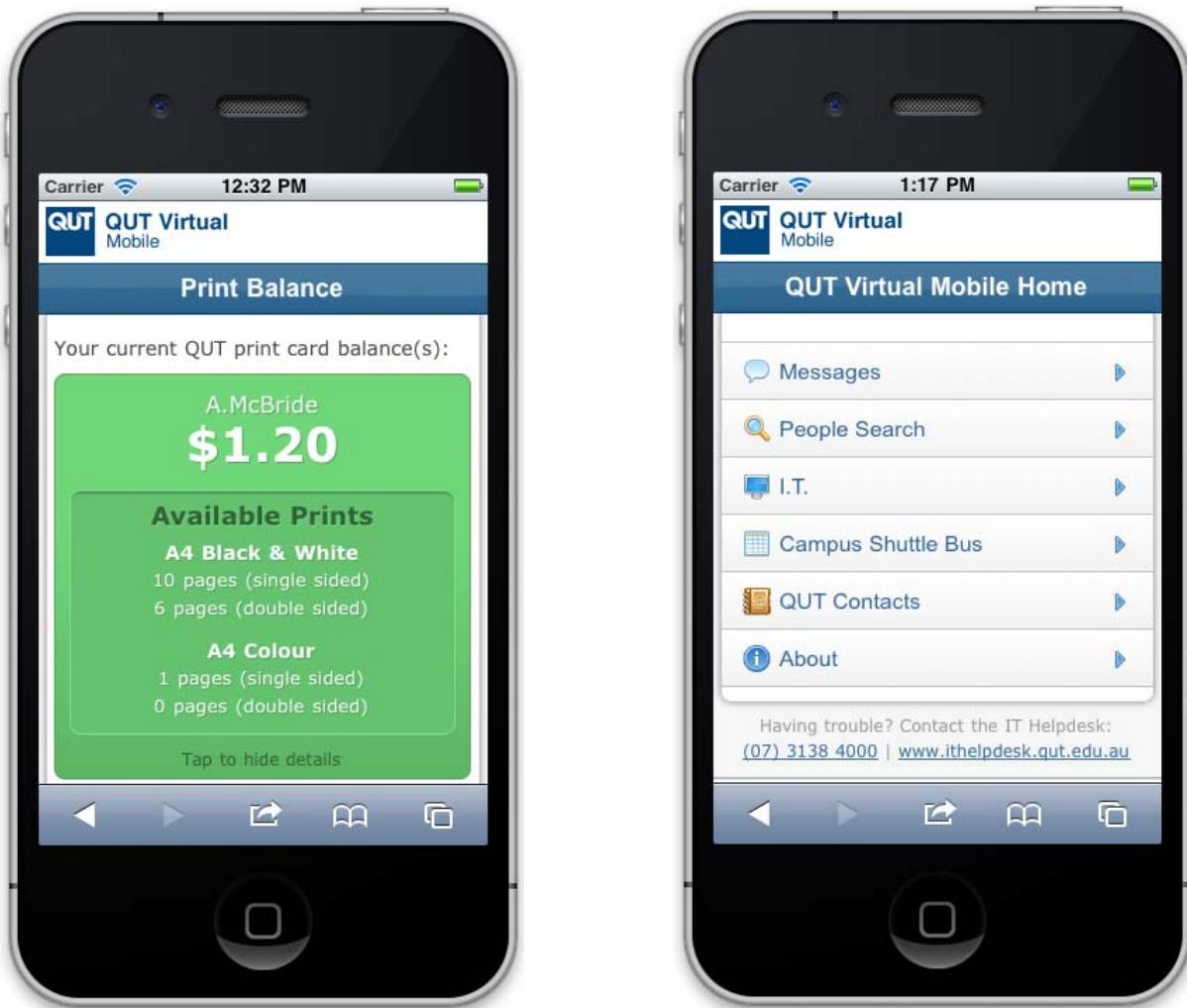
The IT Service Status function.



The messages screen displays current university notices for students and staff. Messages are synced directly from QUT Virtual and are specific for that particular student or staff member.

The campus shuttle bus timetable displays the next four departure times for the campus shuttle bus. When the mobile device is rotated and held in landscape, the campus shuttle bus map is displayed (shown below).





When expanded the print quota screen displays both the current balance available on the student's print card and the number of copies they can print with that balance. The student can tap a button to purchase more print quota or view their print transaction history.

The staff home screen provides quick access to key QUT Virtual functions whilst 'on the go'. Each function is personalised depending on the staff member's level of access.

Dealing with device compatibility

As QUT Virtual Mobile is a web-based application, it is compatible with many mobile devices.

Looking at a breakdown of the different mobile operating systems accessing QUT Virtual Mobile, iOS (Apple iPhone) is the most popular.

However, this number has dropped from 84 per cent to 74 per cent since the service went live in December 2010, proving that a wider mobile device design inclusivity was projective, best practice and prudent.

You can use any mobile device, not just the current, most popular device.

QUT is conscious of addressing the needs of QUT identified equity groups, and the mobile interface has been designed to be used by all mobile devices: both text only and graphic-rich devices.

By deliberately including all web-enabled mobile devices for any current generation of mobile device, QUT Virtual Mobile is accessible to all regardless of socio-economic status or mobile preference.

Updates and changes to the mobile web application are 'instantaneous' (within QUT's change control framework), avoiding delays often associated with third-party application stores (e.g. Apple's App Store)

Impact

By providing the ability for all students and staff to gain access to key QUT Virtual functions while 'on the go' via their own mobile device, QUT Virtual Mobile has removed the need to be tied to a particular physical environment (e.g. sitting in front of a desktop computer).

Subsequently, students (or staff) can now manage their own study (or workload) more effectively whenever, wherever they are.

QUT Virtual Mobile is accessible via all generations of web-enabled mobile devices by combining a full featured enhanced view targeting the latest touch-screen devices, as well as a text-based view for keypad-based devices.

This ensures as many students and staff as possible have access to QUT Virtual functions and content, regardless of which device they use, or can afford to purchase.

Statistics

QUT Virtual Mobile has had a substantially positive impact on the way students and staff study and work while at the University. This is reflected in our statistics with over 250,000 unique page views in total and over 70,000 unique sessions in the first six months.

There is currently an average of 500 unique sessions during the week when students and staff are at their most active, indicating that there was an organisational need to provide this specific type of service.

There has also been a high percentage (nearly 95 per cent) of returning visitors, demonstrating that QUT Virtual Mobile is meeting the needs of its users and the strong demand for mobile access to services and functionality.

From a university-wide perspective, this demand for mobile devices on campus has been further reflected in the explosive increase of unique logins by mobile devices to the QUT wifi network. These have increased by an unprecedented 290 per cent in the space of one year.

Impact on student life

QUT students typically have many work and life commitments outside of their study. It is common for students to travel for periods of time (e.g. on holiday, back home to family) and also between campuses for lectures, tutorials and practicals.

QUT Virtual Mobile now provides students with up-to-date key information regarding their study, calendar and contacts, which has increased access to student computing laboratories during peak times.

Students with disabilities (especially those who are visually impaired) have also experienced a positive impact from the implementation of QUT Virtual Mobile.

They find QUT Virtual Mobile much more accessible and easy to use with screen readers compared to the larger and more complex desktop version of QUT Virtual. Many students with disabilities now prefer QUT Virtual Mobile over its desktop counterpart for all of their QUT Virtual interactions.

Impact on staff

Staff are often away from their desktop or workplace travelling between buildings, campuses, or even internationally to attend meetings, presentations, committees, conferences and lectures.

Traditionally in order to look up departure times of the inter-campus shuttle bus they would refer to a hard copy timetable they carried with them or have to travel to the bus stop itself. Following the implementation of QUT Virtual Mobile, staff can quickly and easily view the next four upcoming departure times for the shuttle bus in real time.

Furthermore, if a staff member needs to contact a colleague (e.g. to let them know a last minute meeting room change), QUT Virtual Mobile allows them to search for their colleague's contact details and start a call or email all within a few seconds.

Feedback and future plans

Since the official launch in February 2011, feedback received from students and staff about QUT Virtual Mobile has been consistently positive, along with very exciting suggestions for future developments.

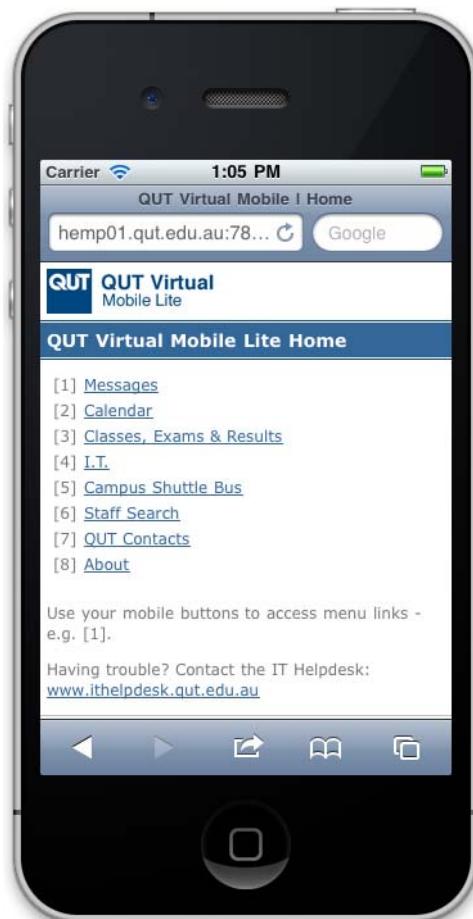
Some of this feedback includes:

'Finally QUT is brought into the 21st Century. This is an excellent direction – it's great to see a University that actually listens to its customers and provides something they can actually make use of.'

'Looks good and is really easy to navigate. I've already added the icon to my iPhone home screen.'

'Thanks I was waiting for a lecture when I checked QUT Virtual Mobile. I discovered it has changed rooms!'

'I think I want to study at QUT!'



Future plans

Future plans for QUT Virtual Mobile centre around the enhancement of existing features and functionality.

For example, there is a plan to enhance the Calendar function to enable students to add, remove and modify entries on their mobile device and have these changes reflected in the desktop version of QUT Virtual.

There is also an idea to improve the user interface of the eStore function to replicate something similar to the current Dropbox interface enabling students and staff members to easily interact with a list of files of many different types.

Due to the fact that the team are currently in the middle of a large project spanning two years, depending on available time and resources, there is also the possibility of introducing some new features into QUT Virtual Mobile such as a Class Roll function that enables academic staff (in particular tutors) to conduct roll calls for their classes on their mobile devices.

Another option may be to extend the current Staff Search function to allow staff to search for Fire Wardens, First Aid Officers, Sustainability Champions so that they can be contacted (or located) quickly in case of emergency.

The 'lite' version of QUT Virtual Mobile has been specifically designed for mobile devices where the user navigates via a keypad rather than via touchscreen. The 'lite' version is largely text based with minimal images. The user can switch between 'lite', 'mobile' and 'standard' (desktop browser) views at any time.

Perspectives on going mobile

Governance and strategy

Organisations considering a mobile strategy should first consider and implement company-wide governance protocols, before developing in this space.

The governance should include a consistent strategy in the mobile space and be representative of all users, not one particular brand (think Beta versus VHS videos; or designing web sites that can only be used in Internet Explorer).

Currently, QUT does not have a university-wide governance or mobile device strategy. This has meant there is no consistent set of services mobile users can access.

For example, some service applications are only available to iPhone users, others are not platform specific. This is causing confusion for users about which services they can access, and which they can't.

Similar confusion exists about which user groups (staff, students or both) have access to which services.

Another result is that there is no linkage between existing mobile device services, and ways users can access these services. For example, there is no centralised gateway for all mobile device services or a centralised marketing strategy.

Currently, if users want QUT specific mobile device services, they have to save each service as a bookmark, rather than 'QUT' as a bookmark, with access to all mobile device services.

Know your users

Practising a user-centered design approach will help create a truly personal user experience and also determine what functions the user wants in the mobile intranet. Developing a thorough understanding of your users goes beyond just their name, position and where they work.

It should also consider what mobile devices they use (e.g. company supplied, personal), how they use their mobile device (e.g. expert, novice) and mobile intranet functionality that makes their job easier or more efficient.

Common research methods such as contextual interviews, focus groups and web statistics can help uncover this information.

Research best practice

Researching and implementing best practice helps inform your intranet designs and avoids repeating common mistakes already experienced by other organisations.

Best practice can be found in a number of ways including researching competitors, fellow industry and other mobile design leaders, reading intranet publications, listening to web development podcasts and scouring mobile design websites.

Utilise native functionality

The ability to take advantage of functionality native to a particular mobile device can quite often enhance the user experience. This functionality can include gestures, camera, video, GPS and gyroscopes.

An example might be providing a field officer with the ability to take a photo of a fault on site and log it immediately in an incident database. However it is important that this kind of functionality has a business purpose and is not just included because 'it is cool'.

Perspectives on going mobile (continued)

Progressive enhancement

Progressive enhancement is preferable to initial perfection. It is important to start with a few key functions and where necessary progressively release new functions. This ensures that the user interface is kept as simple as possible and only the functions absolutely necessary are exposed to the user.

Resist the temptation to release too many functions as this will result in a complex and difficult user experience.

Progressive enhancement also allows you to:

- release your mobile earlier
- adjust your user interface to fix bugs based on feedback received from users
- kill unwanted or unused functions and replace them with new ones
- maintain the 'hype' surrounding your mobile intranet over a longer period of time, encouraging more active and consistent use

It's not the desktop but smaller

Mobile users are typically on the go, in an unpredictable environment and want to complete quick and specific tasks and then move on their way.

It is necessary to release functionality that your users want when they are on the move. To achieve this requires different design considerations when compared to the desktop space:

- content should be short and purposefully written
- navigation and menus should be simple and linear as complex multi-level information architectures do not translate to the mobile space
- interactive elements such as buttons, links and form elements should be larger as they are pressed with a finger and not clicked with a mouse
- forms should be simplified and only include the fields necessary to complete the task at hand

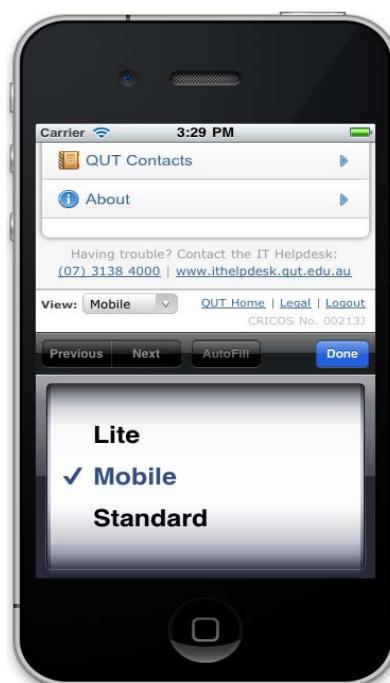
Test early, test often

Continuous and iterative testing cannot be over emphasised in the mobile space. Various aspects including different device firmware, screen sizes, browsers and environments (e.g. what happens when a device has a 3G connection or not) all need to be tested thoroughly.

However, this can be particularly hard with so many different mobile devices on the market.

To try to combat this, ingenious testing methods can be implemented to try to capture as many mobile devices as possible. For example, pulling aside a colleague or friend and testing on their personal mobile device.

Alternatively, if your project budget is substantial enough, purchasing a store of popular mobile devices can make testing a lot easier.



Changing between views.

The future of enterprise mobile?



**James
Robertson**

From the
judges' desk

As judges of the Awards, we've been seeking outstanding examples of mobile intranets for several years. Thankfully 2011 sees not one but two innovative mobile solutions, both delivered with small budgets and modest effort.

As the rest of the world catches up with these leading examples, it is worth asking: where next for enterprise mobile solutions?

A discussion I had with a participant at one of my workshops substantially reshaped my answer to this question.

She worked for a construction firm that did a lot of mining projects, often out in remote locations. She talked about staff members' need for information, and how this was currently met with a shed full of paperwork (literally). She was naturally interested in how intranets could improve this situation, but she asked the question:

'Do I need to deliver a desktop-based intranet, or could I deliver an intranet just to mobile devices?'

A good question! In this situation, 3G reaches out to most locations, even remote ones. Staff are comfortable with using mobile devices, and it wouldn't be prohibitively expensive to provide all staff with a standard smartphone.

Mobile-only intranets. This may be the future for some intranets, particularly where the majority of (key) staff are located at the frontline, or in the field.

These intranets will be ruthlessly practical, focused on delivering the day-to-day information and tools, that staff need to do their jobs. Will this still be called the intranet? Who knows! But it would be an exciting outcome to see, regardless of what it's called.

Short of this extreme vision, organisations are starting to recognise that there's much more to enterprise mobile than providing a few key details. Throughout this year, I've talked about four different scenarios, each with different solutions:

Mobile connectivity. Providing on-the-road access to email, contacts and calendar, plus much more (such as internal social and collaboration tools).

Mobile productivity. Doing day-to-day work or getting key information when away from a desk, as demonstrated by this year's winners.

Fieldforce automation. Supporting frontline and field staff to do their core business, an often forgotten element of enterprise mobility, but the area most likely to deliver concrete business benefits.

Desktop replacement. Think of the iPad, and you'll see a device specifically designed to reduce or eliminate the need for a laptop or desktop, during meetings or in airport lounges.

It's clear that we've just scratched the surface across each of the four categories. Of the four, connectivity should already be taken for granted, but IT departments are reluctant to provide universal access. Mobile productivity is growing, but fieldforce automation is not yet seen as valuable or vital.

Now that it's been shown that enterprise mobile functionality doesn't need to be hard or expensive, the next phase of innovation will deliver remarkable solutions across each of the four areas. I can't wait!



INTRANET INNOVATION
AWARDS

Commended entries

Commended entries

Beyond the winning entries, there were many more submissions that demonstrated valuable or novel ideas.

These commended entries have been shared to allow intranet teams to draw on a wider selection of good ideas when improving their own site.

This category also recognises that innovation occurs not in one ‘big bang’, but instead from the accumulation of many small improvements. When combined, these individual features can have a significant impact on the effectiveness of the intranet as a whole.

Entries in this section have been presented ‘as-is’, with a modest amount of supporting description or explanation, on the basis that even a few screenshots can spark new thinking.

Find-o-meter

Commended: Vancity (Canada)

The screenshot shows the Vancity intranet search results page. The search term 'mortgage' was entered. The results list several items, including 'Retail Mortgage Redesign Process', 'Rate guaranteed letter', 'Mortgage pre-approval letter', 'Q2 Vancity Mortgage Savers Campaign - news updates', and 'Q2 Mortgage campaign resource centre'. To the right of the search results is a yellow-orange sidebar titled 'Vancity find-o-meter'. It contains three rating options: 'Awesome' ('It's like you read my mind!'), 'Okay' (But Google still kicks our butt), and 'Yikes' (Not even close! Waaaaay off). Below these is a feedback section asking 'How'd we do? Did our search help you find what you were looking for?' with a note: 'Less than awesome? Help us improve by telling us what you were looking for. (Give us the deets!) Don't forget to hit submit!' There are also 'I'd like a response' and 'submit' buttons.

The Vancity Find-o-meter enables staff to rate their search experience and helped the intranet team understand what staff were looking for, even informing much of the new intranet design.

At a glance

Vancity has tackled the critical issue of improving search for customer-facing employees by creating a feedback mechanism. Staff can rate searches through the 'Find-o-meter' – a mini-survey tool which accompanies search results.

The feedback is continually interpreted by the intranet team to refine overall search, return popular 'best bets' and create targeted content with the most relevant links. Feedback and metrics suggest the tool has improved findability.

Why this was commended

- The Find-o-meter is a clever utilisation of a standard feedback and rating mechanism to improve a major issue around search, which was ultimately affecting customer service and business performance.
- The use of a humorous tone for the ratings descriptions combined with the Find-o-meter's appearance at the point the search hits are returned has ensured good levels of adoption.
- The intranet team has made sure that users know their feedback is acted upon by creating content and establishing connections with users as a result of the Find-o-meter results.

About Vancity

Vancity is Canada's largest credit union, with \$14.5 billion in assets, more than 417,000 members, 59 branches and 2,400 employees. Vancity has been consistently recognised as one of the top employers and workplaces in both British Columbia and Canada.

Vancity's culture is casual, friendly and collaborative. Employee engagement is a key driver within the business and is measured annually as part of Vancity's triple bottom line commitment. It is a people-driven business that is owned by members. The organisation is equally concerned with employee engagement and community impact as it is with profitability.

Key details

Organisation	Vancity
Project	Find-o-meter
Country	Canada
Size	2,400 staff
Sector	Private sector
In-house credits	William Azaroff, Denise Lau, Heather Harmse, Michael Barnes, Patrick Tsang, Samir Merchant, Semiral Tuncer, Dustin White, Aimee Fong, Kathryn Barnett, Jane Nunnikhoven, Manni Randawa
Agency credits	Habaneros: Chris Radcliffe, Kiran Aujla, Brad Smith, Mark Bice, Larry Lau, Dave Kachman, Carmen Cracuin, Barbara Richards, Jasvir Shukla, Sing Chan, Sal Belal

Very useful and simple concept. I have no doubt that if adequate man power is assigned to follow up on feedback on this scale it will improve search significantly.

From the judges

The challenge

In 2010 Vancity redesigned its intranet. This was an opportunity to implement a two-way communication intranet that provides Vancity staff with a more engaging and collaborative online experience.

One of the key objectives for the new intranet was for staff to improve findability. Like many businesses, 'finding relevant content' was cited as a key frustration for frontline staff – those employees who deal with members directly.

Finding internal online information had become overwhelming. Information was poorly structured and dispersed over three separate intranets. Furthermore, intranet content was structured along organisational lines and was not very user friendly or employee centred in its design.

Of particular concern was the effort required for frontline staff to locate information to answer a member's question or be able to complete simple member requests. Staff reported that they often made excuses to members (such as, 'I need to photocopy a form') to provide them with time to consult with a colleague and avoid appearing uninformed in front of a member.

The difficulty in locating information was impacting both the quality of member service and employee engagement. Typical comments were:

'It seems our intranet is a tangled web of information that is difficult to navigate' or rather more directly – 'The search function drives me f#\$@ing crazy!'

Help is on its way!

As part of an overall intranet re-design that included a content audit and general clean-up as well as a new information architecture and improved page templates, Vancity devised two complementary and effective tools to help frontline staff with their major point of pain – findability of information to support member service.

The screenshot shows the 'Serving members' landing page. At the top, there are three navigation links: 'Rates', 'Dashboard', and 'Logout'. Below these are four main sections: 'tools', 'forms', 'popular branch job aids', and 'calculators'. The 'tools' section lists various internal tools like Pre-Authorized Payments (PAP), CLA Service Request Tool, D&H Cheque Order Request, OnSell, Relationship Pricing Tool, Address change tool, Duplicate Tax Receipt Request, CUMIS ICLIC, ATM Fraud Reporting, Bill Payment Reversal, Bill Payment Trace, Cheque Images (Intracheque), Disclosure Statements, Duplicate Statement Request, Enterprise Document Imaging System, and More. The 'forms' section lists forms such as Third Party Form, Same day bill payment form, RSP e-form, Visa application, CUMIS- Service Request, Bill payment reversal request form, Direct Deposit Application, RRIF Transaction Request, Creditline/Personaline Payout Statement, RRSP Withdrawal, Visa Campaign Application, and More. The 'popular branch job aids' section includes Home lending checklist, Personal account opening checklist, Business account opening checklist, Large Cash Transactions (vmax), and Personal loan checklist. The 'calculators' section includes Mortgage pre-payment penalty calculator, Financial calculators, Business Term Loan Penalty Calculator, Rate Equivalency Calculator, RRSP Existing Re-advanceable Loan Calculator, and More. There is also a 'links' section with links to Vancity.com, Citizen's Bank info, Central 1, CPS, Davis and Henderson, and Wire Ins.

The dashboard is an expandible component within the 'Serving Members' landing page that enables staff to access a listing of frequently used information which is reviewed and informed by the feedback from the Find-o-meter.

Tools to improve findability

The first tool was designed to provide a one-stop shop approach for frontline staff to access information.

Through a new 'Serving members' section of the intranet, an innovative and effective expandible dashboard component was created to provide staff with easy access to a listing of relevant and frequently needed information, which differed slightly for staff in the call centre and those within the branches.

The second tool was the Find-o-meter widget. This was created and placed on every search results page. It enables staff to provide the intranet team with feedback on all searches through ratings and comments.

The Find-o-meter widget provides trends that inform additions and modifications to the content of the Serving members area, with the dashboard in particular.

It also creates best bets in the search so that the results that staff would expect to see are at the top of the list. It also makes connections between the intranet team and people in the branches who want to improve findability.

Find-o-meter is a nice idea...a great way of getting both engagement and concrete feedback about search.

From the judges

How it works

This little tool was initially launched on the old intranet and helped the intranet team understand how well search was performing and what frontline staff were looking for. As a result, it informed the building of the new intranet.

The Find-o-meter asks users for feedback on the following:

- Rating of search, with a link to the search results seen by the user
- Search key words used
- Comments and feedback from the user
- Contact information of the user for follow up

Getting the tone right

The wording used for the rating is deliberately written in a fun, cheeky way to set a casual tone for the new intranet and encourage feedback:

- Awesome: It's like you read my mind!
- Okay: But Google still kicks our butt
- Yikes: Not even close! Waaaaay off

The popularity of the Find-o-meter can be attributed to the fact that it is easy to use and conveniently located on the search results pages. Within a few seconds, colleagues can rate their search experiences and post a comment.

Acting on the feedback

When users submit feedback it is sent via email to the intranet team who respond to the email in several ways:

- They incorporate the feedback into content pages (particularly in the Serving members pages)
- They create search best bets to improve the search experience
- They identify people in the branches with an interest in improving the intranet and build relationships and support in the branches

Adoption and feedback

The metrics and the feedback received about the Find-o-meter suggest that it has been a real success.

Metrics

Initial adoption and use of the Find-o-meter was significant. Within the first three months of launch 455 employees provided regular Find-o-meter feedback. It's estimated that approximately 1,500 frontline staff regularly use the intranet to search for information.

The intranet team received an average of 15 to 20 responses and feedback from end users per day. This in turn generated the creation of 10 search best bets per day from the intranet. A year later, the Find-o-meter is still popular but generates an average of 15 responses a week from staff. This declining trend is interpreted as an indicator that the findability of information has improved.

Best bets have also been popular. In the first five months the number of searches where a best bet was used climbed from 3,200 in the first month to 6,800 in the fifth month. A best bet is used in 10 per cent of all searches.

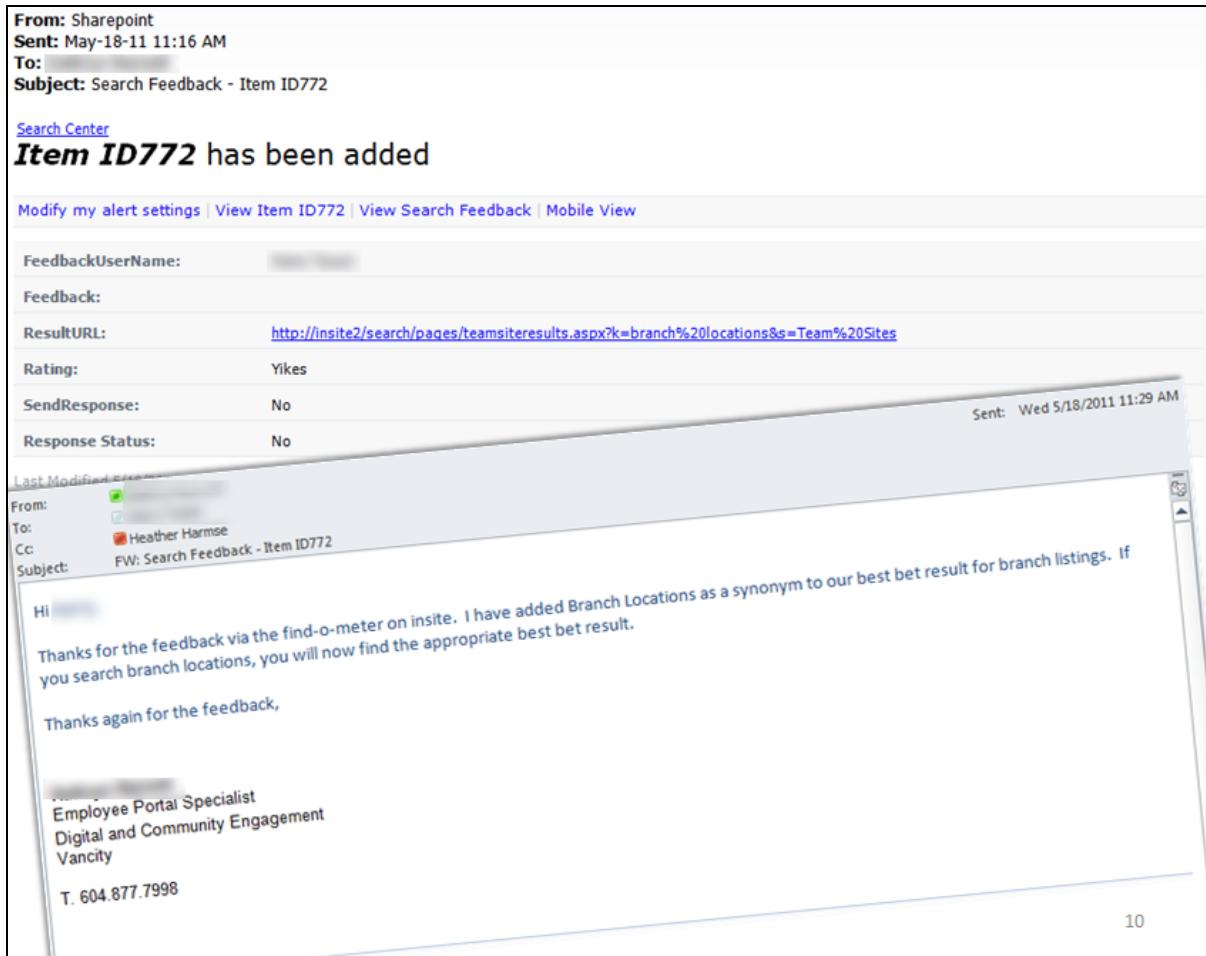
User comments

Feedback about the tool has been very good. By October 2010, 65 per cent of employees either strongly or somewhat agreed with the statement, 'Search on insite has improved during the last 6 months.'

Typical comments from users include:

'The Find-o-meter is one of my favourite features as it allows me to offer suggestions, make corrections, and feel like my input is being heard. The option for a response has been helpful and the response comes quickly. The more we use this feature, the more efficient Insite becomes.'

'LOVE the Find-o-meter! Comments are read by the team and a response is given back with suggestions / comments. Very helpful.'



The intranet team receive emailed notifications of Find-o-meter feedback which they respond to individually.

Benefits of using the Find-o-meter

There have been several benefits of using the Find-o-meter. These include:

- Addressing the issue of content findability is a large undertaking that many businesses are grappling with. While there is no single silver bullet that will address this issue, the Find-o-meter has proven to be an invaluable source of real-time feedback from end-users
- The feedback helps inform other decisions concerning the content structure and search optimisation tactics
- Continuous feedback also helps the intranet team better understand evolving business needs and respond accordingly
- Because it asks for feedback in the moment of looking for information, unlike surveys or interviews, it does not rely on the accurate recollection of staff to remember the details of search or findability issues
- Unlike usability tests, it is not limited to a small number of users and because it is so easy to use, staff do not suffer from survey fatigue
- Staff know their requests are reviewed and actioned
- The search needs across Vancity are quite similar – for example the top 300 search terms make up almost 30 per cent of searches, so using common best bets really saves time to locate information

Heather Harmse | insite | mysite | hindsite search Insite keyword... go

insite

- [serving members](#)
- [community impacts](#)
- [employee essentials](#)
- [news & discussions](#)
- [about us](#)

insite | serving members

serving members

- [Rates](#)
- [Dashboard](#)

Products & Services

Retail	Business
<ul style="list-style-type: none"> > Accounts & Transactions > Insurance > Investing > Loans & Lines of Credit > Mortgages > Planning & Advice > Trust and Estates > Visa 	<ul style="list-style-type: none"> > Business Accounts and Terms > Business Lending > Cash Management - Electronic Services

News

industry news	serving members news
<ul style="list-style-type: none"> > Near retirees expect to live longer on less: poll May 18, 2011 > RBC Royal Bank changes residential mortgage rates May 18, 2011 > Wealthy Canadians keep their money close May 18, 2011 > New mortgage rules crimp home sales May 17, 2011 > Mobile Remote Deposit Capture May Help Prepaid Providers Tap Underbanked Market May 17, 2011 > More 	<ul style="list-style-type: none"> > May 16, 2011 > May 11, 2011 > May 06, 2011 > May 06, 2011 > more

p&p updates

<ul style="list-style-type: none"> > Bright Ideas Home Renovation Loan May 17, 2011 > Opening Sub-Accounts for Business Accounts April 28, 2011 > Employee Transit Pass Program April 19, 2011
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member communication



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community story bank

Learn more about how we invest in our communities, by reading stories about our support. Check out the [community story bank](#).

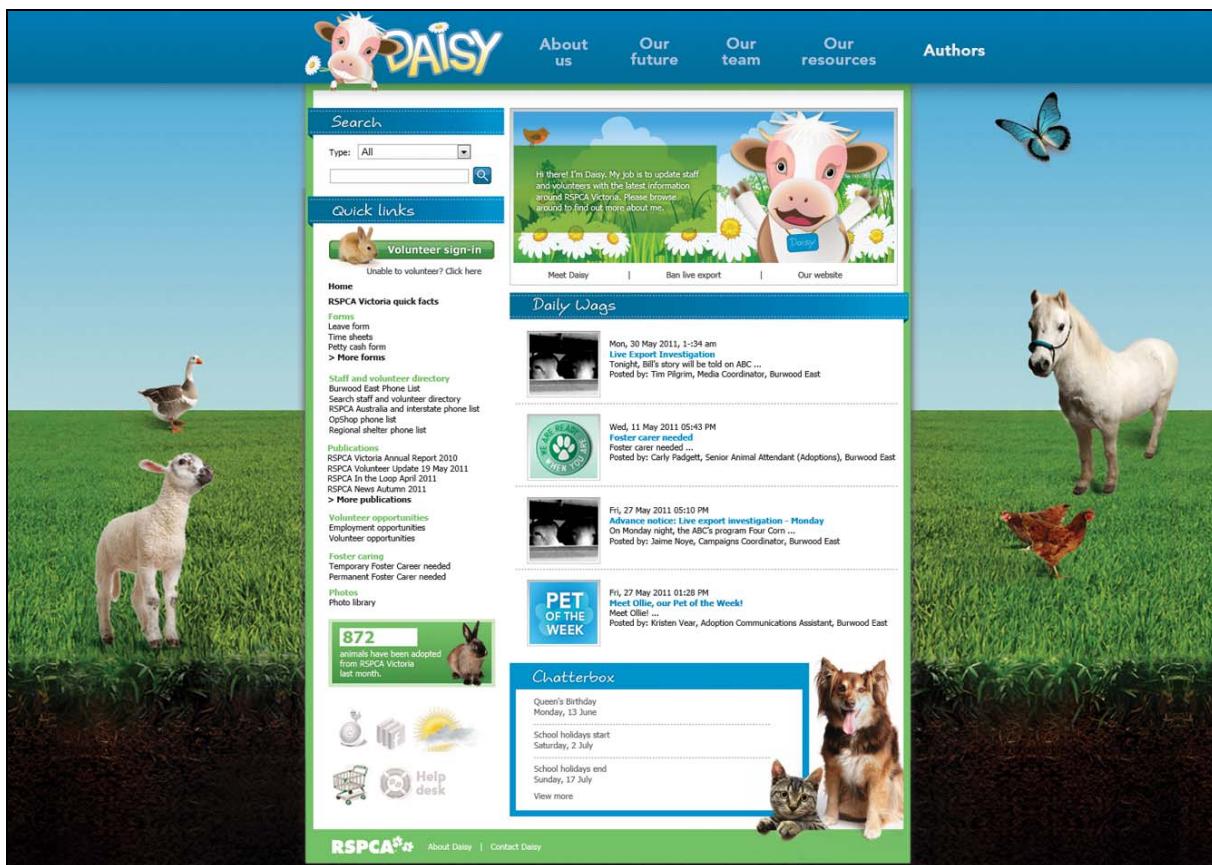
Vancity Group

[Community Guidelines](#) [Feedback](#) [Help](#)

The Serving members landing page is an entire content section specifically designed to provide frontline staff with easy access to relevant operational information. This includes the dashboard with the relevant links directly sourced from the Find-o-meter results.

Daisy the intranet

Commended: RSPCA Victoria (Australia)



At a glance

Australian animal charity RSPCA Victoria has produced an intranet from scratch with great results. Although 'Daisy' has been built with next to no budget, the strong animal-themed visual identity threaded through the entire environment perfectly reflects the organisation's values.

With a highly passionate workforce of both staff and volunteers, the intranet provides a geographically dispersed user population with an information resource which makes a real difference to their day to day activities.

Why this was commended

- Overall RSPCA Victoria has produced a great intranet on a shoestring, but the judges considered the real innovation was the use of the visuals in the stunning design.
- The consistent use of animal and bird imagery is a reflection of RSPCA Victoria's activities and values, as well as a constant reminder to staff and volunteers of what motivates them to work for the organisation.
- The Daisy cow persona, sky-to-earth frame with accompanying wandering creatures, and use of animals in titles and banners, engage users through its humorous tone and attractiveness. It makes the intranet a place you want to visit again and again.

About RSPCA Victoria

The RSPCA is Australia's leading animal welfare organisation. In Victoria, the organisation's ten shelters care for more than 37,000 animals and its inspectors investigate more than 14,200 cases of cruelty.

The organisation's work also extends to care for animals through RSPCA veterinary clinics, education via outreach programs, creating community awareness and campaigning for improved animal welfare.

Key details

Organisation	RSPCA Victoria
Project	Daisy the intranet
Country	Australia
Size	Over 380 paid staff and more than 2,200 volunteers
Sector	Non-profit
In-house credits	Rhiannon Rodgers (Volunteer Intranet Coordinator), Alia Josephine (Communications Coordinator), Simon Whitehead (Application Support / Developer), Chantelle Courtney (Campaigns and Communications Manager), Shane Van Houten (Information Systems Manager)

Improving internal comms

RSPCA Victoria has a team of over 2,500 people spread across the state. These dedicated individuals span a variety of roles. Some work directly with animals in shelters and clinics, some investigate reports of animal cruelty, while others create community awareness, raise funds and assist with supportive services.

With a team of volunteers and staff expanding across the state, improving internal communications has become a high priority for RSPCA Victoria.

Reliance on email communications was recognised as an 'old-school' and sometimes ineffective way of reaching the organisation's internal audiences.

The need to introduce an intranet at RSPCA Victoria was identified by a staff working group evaluating the effectiveness of internal communications. So, after five months, Daisy was born.

Growing Daisy

In August 2010, work on the intranet commenced. Over a period of five months, the intranet team worked to research, develop and implement a comprehensive intranet strategy to ensure RSPCA Victoria's first intranet would not only meet organisational needs but exceed expectations.

From the development of this strategy, it was decided by the Information Systems team that off-the-shelf products would not meet the specific needs of the organisation. A custom-built intranet was therefore created using Microsoft ASP.NET MVC (C#) and SQL Server 2008 as the database platform.



The use of a light-hearted Daisy the cow character gives the intranet some personality and tries to 'help capture the sentiment of the intranet'.

The 'About Us' page.

The 'Our Future' page details RSPCA Victoria's vision

Project challenges

Getting the design right

Daisy was designed by RSPCA Victoria's in-house Communications Coordinator to specifically target internal audiences. Both staff and volunteers are incredibly passionate about animal welfare and therefore a stock-standard intranet or a corporate approach would never appeal or remain relevant.

The main objective was to design an interface that would be user-friendly for staff, volunteers and authors. In designing and building Daisy, the team evaluated what was important for the organisation. They also reviewed other corporate intranets.

A primary motivation for working at the RSPCA is helping animals so naturally animals were a critical element of the creative concept. All those featured (with the exception of the butterfly!) are in fact the resident education animals often seen in the paddock at RSPCA Burwood East.

They also conducted detailed research (including what became an invaluable resource – 'What every intranet team should know' by Step Two Designs) and applied best practice principles for the online environment.

Limited resources

This project was brought to life by a collaborative effort of RSPCA Victoria's Campaigns & Communications and Information Systems teams. A project team of two staff and a highly dedicated volunteer developed the intranet under the guidance of two managers.

As a not-for-profit organisation, RSPCA Victoria could not afford to exclusively dedicate these staffing resources to building the intranet full-time. Daisy evolved while these highly skilled staff worked tirelessly to launch other projects – an illustration of their commitment to the RSPCA and an amazing achievement.

Decentralised authors

The team of 32 authors was recruited from each department of the RSPCA. Although all are specialists in their respective fields, each person brought a varying degree of computer knowledge, including those at a basic level. Daisy was designed with this in mind so updates could be made as easily as possible, without compromising the functionality or creative direction of the site.

Off-site access

One of our biggest challenges in building the intranet was creating a site that would be available to staff and volunteers while they were on-site or off-site at any location.

The solution developed by the Information Systems team was to create two sites that update concurrently – one that was server-based (for those accessing at the largest location in Burwood East) and another that was password protected for online access. This has been a very effective solution to allow all staff and volunteers access to Daisy, regardless of their location.

Launch

In a short, five month period, a comprehensive intranet named Daisy was created and launched. Since this launch, Daisy ('Daily Information Source for You' or 'Daily Animal Information Systems') has become RSPCA Victoria's leading internal avenue for organisational updates related to media issues, promoting employment/volunteer opportunities, managing volunteer time-sheets and departmental updates.

Repeat visits and direct feedback suggest the creative effort has resonated with the internal audience. Since Daisy was launched, unique visitation has grown, with nearly 61,000 hits registered in its first month. These hits decreased but visitation has remained constant suggesting that staff and volunteers have continued to use Daisy as a resource, but they now know where to find information.

Impact

Overall there is no intranet in this world like Daisy! Daisy was custom built to the requirements of RSPCA Victoria. The intranet needed to be simple but functional, tailored to the organisation's needs but not costly.

Daisy has achieved all of these and, most importantly, Daisy has successfully engaged staff and volunteers. This has resulted in several benefits which are listed below.

Bringing offices closer together

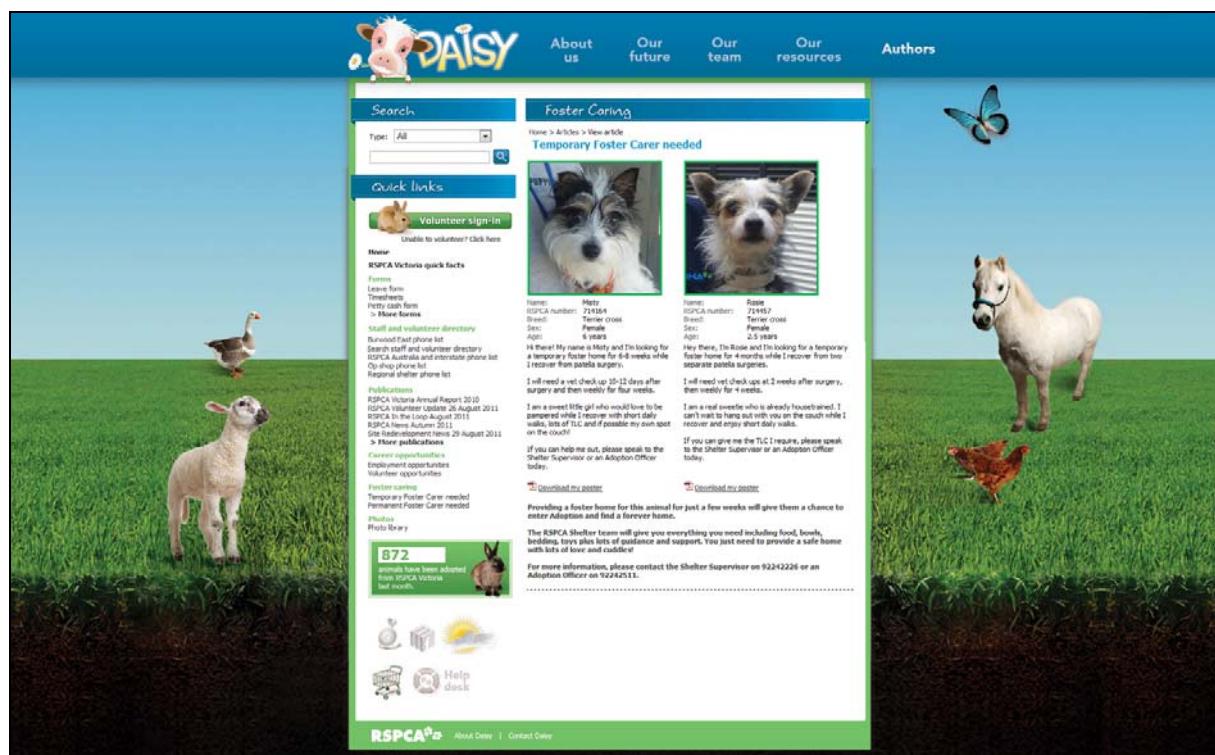
One of the main objectives was to break down geographical distances between RSPCA Victoria's locations, a major challenge with so many staff and volunteers spread across the state.

Daisy has certainly improved internal communications between departments that are separated by thousands of kilometres.

The team recognises that there are opportunities to grow the number and frequency of users at various regional locations. This should be achieved in the coming year through the installation of additional computers and by running strategic communication campaigns.

For example staff and volunteers across the state have expressed their keen interest for dedicated computers in break areas for 'Daisy browsing' suggesting internal stakeholders have welcomed the intranet into their working lives, and they can certainly see the benefits.

Daisy was particularly praised for its use during the RSPCA Queensland flood crisis. Although this disaster occurred interstate, the intranet was used to keep the Victorian team informed of regular updates from their Queensland counterparts, taking the organisation's internal communications to the next level.



RSPCA Victoria regularly promotes animals for fostering and adoption on the intranet.

Impact (continued)

Access to information

Daisy is now the hub for RSPCA information. Staff and volunteers access Daisy when they have time available to explore the latest RSPCA news and most importantly to conveniently access information, policies and forms.

They also have increased awareness of important information such as the organisation's strategic direction and vision.

Daisy has also offered internal stakeholders increased access to accurate information via the staff and volunteer directory.

This directory – which includes a strong search function – has allowed internal stakeholders to 'put a face to the name' and has no doubt superseded paper alternatives. With such a large team across the state, this is another major benefit to RSPCA staff and volunteers.

The introduction of standard forms and policies to Daisy has also helped RSPCA Victoria to be more efficient, identifying the multiple versions in circulation and the need to reduce these variations.

Saving time

A major positive impact on volunteers and the Volunteer Resources team has been the transition from paper-based volunteer log-ins to online via Daisy. This has saved significant time and resources and has improved reporting, and is the most visited feature on the intranet.

Following the introduction of Daisy, the number of all-staff emails has also been dramatically reduced. This has allowed stakeholders to view non-urgent communications at their leisure and has increased productivity.

Engaging staff and volunteers

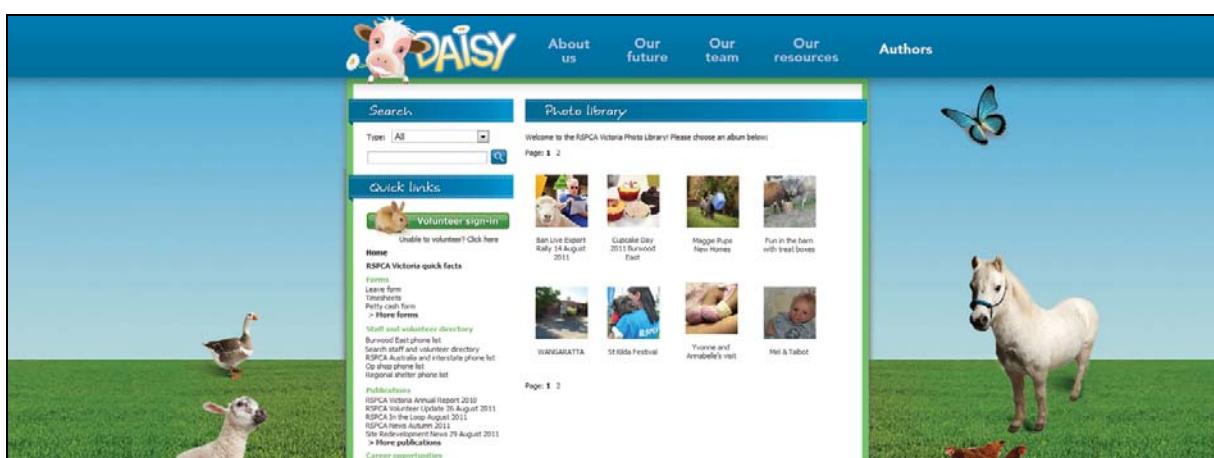
The intranet has also engaged internal stakeholders in a way that is 'uniquely RSPCA'. Staff and volunteers of different ages, cultures and roles within the organisation have embraced what is a very big step in the organisation's internal communications.

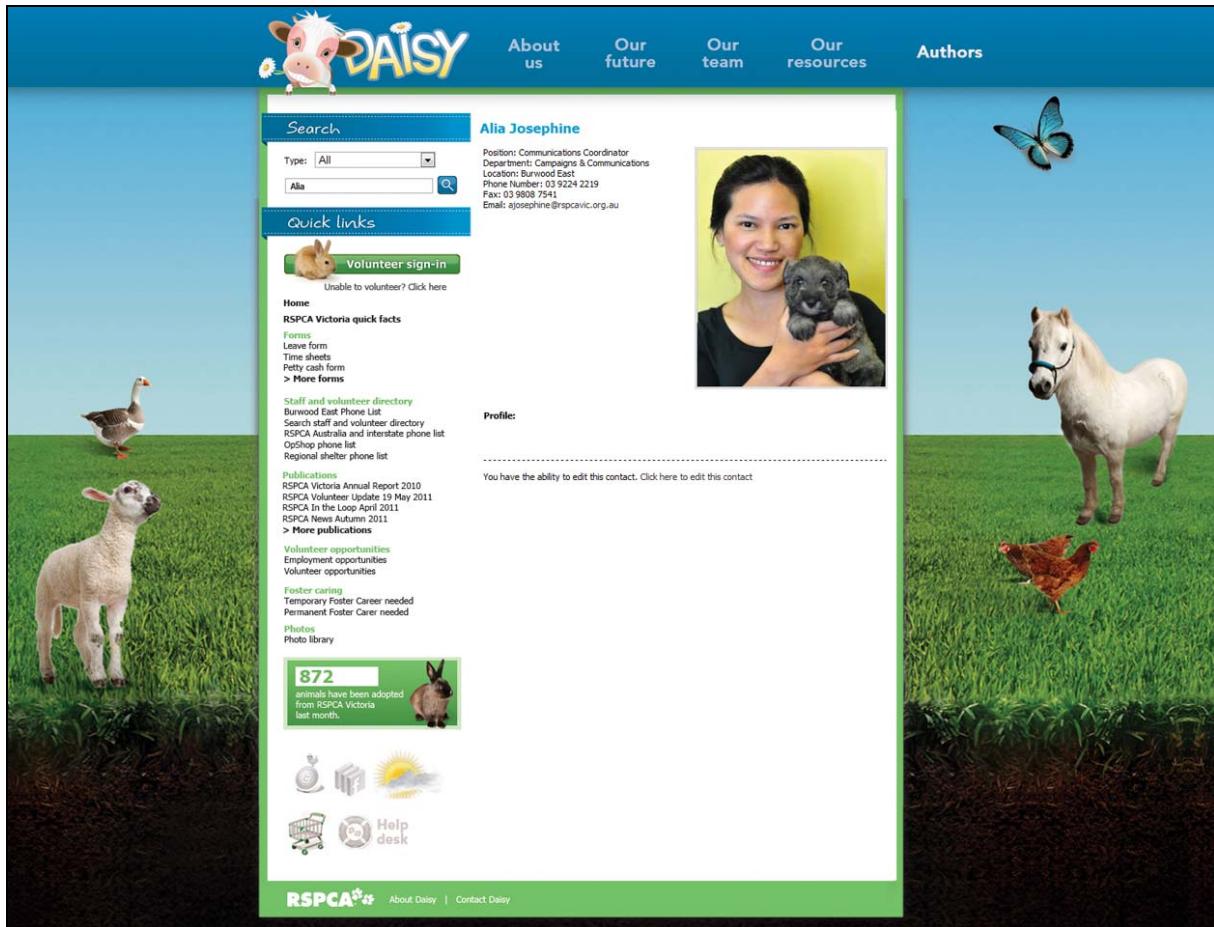
Daisy has provided a channel to engage staff and volunteers in fun activities that produce organisational benefits. Daisy's name was determined by an internal naming competition and ongoing engagement activities such as seasonal competitions will be a key aspect of RSPCA Victoria's communications strategy.

For example, the first online 'Easter Egg Scavenger Hunt' event, where volunteers and staff had to find hidden eggs within Daisy, attracted nearly 200 entries.

Daisy has also provided an avenue for our staff and volunteers to profile their achievements, which is an important morale booster.

The community of intranet authors regularly updates photos of events, which are now consolidated in a photo library.





Each member of staff has their own profile page.

Lessons learnt and advice for other organisations

Lean on the author community

At the RSPCA, we do not have a dedicated person or team to manage Daisy. Although all research indicated that this would be ideal, our limited resources could not make this a reality.

Post-launch, strong reliance on our intranet project team was one of our biggest challenges.

In retrospect, we would have trained a larger group of authors prior to the launch so this group could provide support to each other, to relieve pressure on the project team.

Develop the right identity

Develop an identity that will resonate with your audience. Reflect on what your brand means to your staff and deliver something that will have meaning. Deliver an intranet that your staff want to engage with.

Set smaller goals

Set well defined and achievable goals during the development phases so you can celebrate small achievements as your intranet evolves.

Social intranet

Commended: RPC (UK)

At a glance

RPC, a UK-based legal services firm, has introduced a brand new social intranet called Edge. Built upon a wiki, and packed with social tools and features such as activity streams, news feeds and group spaces, the intranet contrasts sharply with its previous iteration which was dominated by corporate news.

Designed with an unobtrusive colour palette and a minimalist navigation, Edge is a platform from which a variety of business applications can be deployed going forward.

Why this was commended

- Successfully implementing social tools within the sometimes conservative professional services environment can be challenging. To launch a corporate intranet dominated by activity streams on the home page is an achievement in itself.
- The combination of a stylish look and feel and a conceptually simple navigation has undoubtedly contributed to the ease of a roll-out which required no formal training program.
- Edge acts as a 'social layer' across the business from which applications, process improvements and potential innovations can be created. It will be interesting to see what happens next.

About RPC

RPC is a modern, progressive, commercially oriented, City legal services firm providing a full business law service to UK and international clients across a wide range of industry sectors. The firm ascribes its success to the ‘remarkable service allied to brilliant outcomes we provide to our clients.’

RPC’s client base ranges from large multinationals, mid-sized and dynamic UK corporate firms and other professional service firms, including many household names. Many of the firm’s lawyers and partners are recognised for their expertise in the leading legal directories. RPC consistently scores ahead of its competitors in independent client satisfaction reviews.

RPC is famous for its service to the insurance and re-insurance sectors. This is balanced out with a full service across the commercial and corporate practices, covering IP, Outsourcing, Technology, Media, Real Estate and the range of corporate services.

RPC moved into its present location, Tower Bridge House, five years ago as a symbol of its connection to the City and its ambitions for growth. Everyone sits in an open-plan office environment enabling knowledge-sharing and collaborative practices.

Key details

Organisation	RPC
Project	Social intranet
Country	UK
Size	424 employees
Sector	Private sector
In-house credits	Andrew Woolfson, Shimrit Janes, Rachel Barlow, Sarah Foggatt, Maria Oats, Adam Munns, Julie Berry, Nick Armstrong, Richard Emanuel, Jonathan Watmough, Steven Wyke
Agency credits	Headshift, Attensa

The rationale for Edge

The firm’s intranet (called ‘The Knowledge Centre’) was very traditional. This was out of step with the firm’s new corporate headquarters and the introduction of various strategic initiatives.

The home page focused on communicating internal corporate news, while the navigation was organised by business services functions. Content was static and updating the pages required significant IT training. Few people had editing permissions.

The result was an intranet where navigation was clunky, the search engine was slow and returned irrelevant results and the content, once found, was often out of date.

In 2010 Andrew Woolfson was appointed as the Director of Knowledge Management & Capability. His brief was to enable the whole firm to work efficiently so that the outcome of their individual actions could be curated and translated into overall collective benefits for the firm.

Going social

The firm carried out an assessment of how this might happen and concluded that a new way of ‘social’ working needed to be developed.

For RPC the term social means ‘connecting; collaborating; gaining both subtle and explicit market and legal insight to benefit our clients; desire to grow and compete; and a need to improve upon our people proposition.’

The decision to use social media tools via Headshift’s social business consulting came out of this process. RPC was seeking a way forward that didn’t involve a massive IT investment in terms of time and complexity. It was looking for lightweight technical tools sitting within a layer that in turn sat on top of the firm’s core systems.

This unusual approach has enabled RPC to develop a new social intranet called ‘Edge’ that delivers direct benefits quickly; is flexible enough to accommodate future business developments; complements the organisation’s own technology roadmap and has allowed it to keep a handle on costs.

EDGE
Reynolds Porter Chamberlain LLP

Home | Groups | Collections | Services |

Bid and professional biographies on Edge

Everyone in the firm is now able to complete a professional and/or bid biography within Edge and view essential Directory information on a person's profile. This new feature will play Read More.

Discover Explore and join groups **View Browse your profile activity** **Connect Add people to your network**

Recent Activity

All Activity **Your Groups Activity** **Your Activity**

Susan Rowson edited the wiki page Our Services. 13 days ago
The Logistics Team's role within RPC is not to run a fleet of trucks or to marshal battalions of troops! We focus on the review, analysis, planning, in Logistics

Samantha Watson edited the wiki page Our Services. 6 months ago
Our Services The Logistics Team's role within RPC is not to run a fleet of trucks or to marshal battalions of troops! We focus on the review, in Logistics

Shimrit Janes edited the wiki page Introduction to Edge. 6 months ago
Introduction to Edge Take a look at our introduction to Edge. If you have any questions or want to let us know what you think you can add a comment in Logistics

Shimrit Janes posted Legal Project Management. 7 months ago
Legal P Beyond in Lo

Warning:
This content maybe out of date!
Please go to EDGE for up to date information

Latest news & events

- 18 November 2010 **News moving to Edge**
From today, all of our news items will be posted on Edge only. Click into this item to read more.
- 13 November 2010 **Introducing our new streams**
As of the 8 December, interaction will be changing. To make it easier for lawyers to manage their contacts, we will be switching off the old version of interaction and making the new one more easily accessible. Click into this item to read more.
- 11 November 2010 **New presentation access in client meeting rooms**
We're improving our audio-video service to meet increased demand. Click into this item to read more.
- 11 November 2010 **Introducing our new streams**
As part of the drive to make our seminars more efficient, cost-effective and environmentally friendly, we held our first paperless seminar on Thursday 4 November. Click into this item to read more.
- 11 November 2010 **RPC's first ever video conference**
Remember from 7.00pm Friday 12 November until 8.30am Monday 15 November use of interAction will be slower than usual and changes may take longer to make. Click here to read more.

Quick Links

- The Directory
- The Cafe
- Book a meeting room
- IT Service Centre
- Q
- New Clients and Matters Report
- Financial Times
- RPC website

News Feeds | View all

Your Feeds

The taskmaster premium about 23 hours ago

Charlie Brooker: If the internet gave free back rubs, people would complain when it stopped because its thumbs were sore 1 day ago

Subscribing (and a color bonus) 1 day ago

Irrational vs. unreasonable 2 days ago

View More

Mini News Reader | View all

Choose a Stream

- All Subscriptions
- Saved Items

My Streams

- Business Analyst Times | Business Analyst Blogs
- Coding Horror
- Global: Charlie Brooker | guardian.co.uk
- How to Change the World
- Joel on Software
- Ries' Pieces

Main image: The new intranet's home page. This illustrates the personalisation of Edge, where people see activity streams related to their interests. This is in contrast to the static and traditional old intranet, the Knowledge Centre, pictured above.

Features of Edge

Home page

The focus of the home page has shifted to personalised streams of updated or new content, which are relevant to the individual. This consists of a combination of personalised RSS feeds and activity streams that surface content from the individual's groups.

The result is a home page (or rather better named a 'knowledge dashboard') of relevant activity, rather than a page dominated by news pushed out from corporate management.

Look and feel

The design of Edge is simple, making sure that all the focus is on knowledge. Compared to the previous intranet, Edge is cleaner, less cluttered, and more subtle. The colour scheme was deliberately chosen to be different from the existing brand colours. This highlighted that the new system was a departure from the old way of working.

Navigation and search

The minimal navigation is based on the type of work carried out in each area, rather than accessing static content. The main areas are:

- Home = personalised knowledge dashboard
- Groups = collaboration
- Collections = cross-firm current awareness
- Services = business services functions

With the move towards minimal navigation has come a more strategic way of using search to find and browse content.

Users are able to quickly search all content within Edge, filtering by content type, publisher, area of Edge, and by date. The result is that users no longer need to navigate through a multitude of irrelevant content before finding what they need.

Devolved publishing

Publishing does not require training. Everybody can contribute, share and comment on content.

Profiles and connections

Everybody now has a profile in the firm. This includes:

- standard employee directory information
- the individual network of connections they have built up around them
- their recent activity within the intranet
- a microblogging tool with accompanying status
- the groups that they are a member of
- a section that allows them to share their key expertise and a professional biography

The result is a more dynamic view of a person's work and network.

Group collaboration

Making use of tools such as wikis, blogs and news readers, the intranet is tightly focused on allowing people to collaborate.

An integral part of the platform is the group-based structure. With a number of different communities of practice and communities of interest, people are able to share and collaborate on knowledge relevant to their expertise and interests.

Additionally each group is open, meaning that even if you aren't a member of a group you are able to contribute to and access content within that group.

EDGE
Reynolds Porter Chamberlain LLP

Home | Groups | Collections | Services |



Shimrit Janes
Knowledge Management Project Leader

[Follow](#) 

[✉ Shimrit.Janes@rpc.co.uk](#) | [🔗 6193](#) | [🕒 3.020](#)

check out our twitter feed:
http://edge.internal.rpc.co.uk/wiki/x/bw_WAQ

681 All	572 Pages
51 Posts	41 Comments

Shimrit's Profile Hide

Short Biography Shimrit leads RPC's knowledge management project, which looks to harness the firm's knowledge and capability via social media tools. Working closely with both the firm and the University of Westminster, Shimrit's objective is ensuring RPC is making best use of tools such as Edge to facilitate the sharing and discovery of knowledge in order to better service the firm's clients. Shimrit also works with RPC's CSR Committee, particularly within the areas of communication, business strategy and project management, and has previously held roles in both Executive Office as Administrator and Facilities as Facilities Coordinator. Other experience includes various roles with a number of charities and NGOs, such as Newsletter Editor and consultant for a re-branding exercise.

Interests knowledge management, social media, design, brand, csr, arsenal, kindle

RPC website profile Twitter account: http://twitter.com/#/shimi_j

LinkedIn URL <http://uk.linkedin.com/pub/shimrit-janes/1b/118/b6>

High res image

Supervisor of

Reports to Andrew Woolfson

Shimrit's Groups View

Shimrit's Network

 Andrew Woolfson	 Jonathan Watmough	 Julie Berry	 Kate Gregg
 Louise Rogers	 Maria Oats	 Mayur Patel	 Nick Armstrong

[View Shimrit's Network](#)

Shimrit's Activity

Shimrit's Recent Activity	Shimrit's Status Updates
---	--

 Shimrit Janes edited the wiki page [Resources](#).
4 days ago
Key Documents and links (previously "Gatekeeper" pages) Supporting documents for key accounts are stored on InterA
in Key Accounts

 Shimrit Janes edited the wiki page [Serco - Client Satisfaction Review](#).
4 days ago
in Serco

 Shimrit Janes edited the wiki page [Serco - Relationships](#).
4 days ago
in Serco

This shows an example of someone's Edge profile. It provides information relating to an individual's work and expertise, as well as their network and recent activity.

Lessons learnt and advice for other organisations

Use the right language

In retrospect we would have changed the language we used to talk to people. We may have been better off not talking about the principles on which the new intranet was based, but focusing solely on how people could use the new tools.

Talking about wikis, collaboration, and various principles related to knowledge management and strategy may have alienated some people.

Our advice is to focus more on what people need to know, and how the tools can help them. The theory behind it can come later when they have a better understanding of what they're doing.

Training and guidance

We could have been more organised in providing online guidance, using videos and tips. We ran out of resources and had to rely on conversations and ad-hoc training sessions to help people use the new tools. Having online help available may have aided the initial take up.

From our experience we would also suggest avoiding formal training programs. Conversations and informal training have more inherent value. You can uncover how the tools are really going to be used, and then you can train the 'button pushing' as users learn how to use the solution that's developed for them.

Involve key people

Involve key people in the firm early on. For example, we could have included the firm's Secretarial Managers to make them aware that the new intranet was coming. They could then have helped us 'sell' the tool into the legal groups.

Ensure a cultural fit

Go with something that's right for your organisation. Don't try to push something that the culture of the firm won't be able to accept or embrace (eventually, if not immediately).

Keep an open mind

Don't set strict rules around how the tools must be used. Encourage people to think about how they work, what they would like to be better, then help them use the tools to develop a solution.

Don't wait for perfection

Do be iterative and evolutionary – if you wait for perfection, you'll never release a product. Get the tools in the best shape possible, release them and then improve and build on what you have, based on feedback. This includes not having a formal pilot.

Show you can do this

We have presented externally about our efforts. It shows RPC can be innovative and stand out amongst its competitors. It inspires confidence.

Faceted search

Commended: CSIRO (Australia)

Refine your results:

- [People \(106\)](#)
- [MyCSIRO \(395\)](#)
 - Business Unit
 - Astronomy And Space Science (2)
 - Business Services (2)
 - Climate Adaptation Flagship (2)
 - Computational And Simulation Science (1)
 - + more
- Job Title
 - Business Development Advisor (1)
 - Business Development Manager (1)
 - Business Unit Leader (2)
 - Chief Scientist (4)
- + more
- + Content type
- + Format
- + Date updated
- [Scientific Publications \(107\)](#)

Search Results

performance

1 - 10 of 13,452 search results for 'performance'

MyCSIRO - MyCSIRO Homepage
Science, Investment, Strategy and Performance.
<http://my.csiro.au/> - Cached - Explore - 15 Apr 2011

 **Dr Gareth Williams**
Enterprise Services Team Leader IMT
CSIRO Information Management and Technology
Phone: 61 3 6601 3804
Mobile: 0429 127629
Fax: 61 3 9669 8112
Email: Gareth.Williams@csiro.au

Performance Measurement
The only current, authoritative version can be found on the CSIRO intranet at [Performance Measurement]. Performance Measurement ... About. See Performance Assessment and Reporting. <http://my.csiro.au/en/Policy-Portal/Procedures/Performance-Measurement.aspx> - Cached - Explore - 9 May 2011

Application for Performance Cash Reward
Proposal for Divisional Award. Award Category. Research Achievement Lifetime Achievement. Business Excellence Support Excellence. Health and Safety Environmental Achievement. Excellence in Young Scientists Achievement for Industry Candidate / Team Details. Short Citation (Maximum 30 words). Describe the achievement and the reason the individual / team is being nominated. Endorsed for consideration by the Reward Review Committee. Details of Award Proposal. Please address <http://my.csiro.au/~media/Division...20CLI/ProposalsforDivisionalAward.aspx> - Cached - Explore - 3 Feb 2011

Currently browsing:
performance

Have you tried:
performance by type
[High...](#)
[Environmental...](#)
[Contractor...](#)
[Safety...](#)

performance by topic

- [..Requirements](#)
- [..Measurement](#)
- [..Report](#)
- [Strategy and...](#)
- [..Agreement](#)
- [..Computing](#)
- [..Against](#)
- [..Audit](#)
- [more...](#)

performance by site

- [my.csiro.au](#)
- [peoplefinder.csiro.au](#)
- [intranet.csiro.au](#)
- [www.csiro.au](#)

At a glance

CSIRO, an Australian government science agency, has implemented a faceted search which has greatly improved findability on their intranet. Searching across a variety of systems and taking advantage of readily available data, users are returned two sets of suggested links (one suggested matches, the other directly related links) presented to the right and left of traditional hits. With a continuing process of fine-tuning the search based on rigorous analysis, the team has delivered a significant improvement to their intranet.

Why this was commended

- ❑ This is a clever way of combining existing sets of data to make a visible improvement to the search, always a difficult area in which to make a real difference.
- ❑ This was a swiftly executed project which did not require high levels of resourcing. As the search results continue to improve with fine-tuning, this should produce a positive ROI based on time saved alone.
- ❑ The division into three columns with traditional hits, suggestions and related links (all enhanced by expandable sections) is neatly laid out to appeal to a user population likely to exhibit a wide range of search behaviour.

About CSIRO

CSIRO, the Commonwealth Scientific and Industrial Research Organisation, is Australia's national science agency and one of the largest and most diverse research agencies in the world. It undertakes world-class scientific research into practically all aspects of human activity and its interaction with natural and built environments.

CSIRO's role in Australia's National Innovation System is unique, due to its size, breadth and depth of capability, and its ability to conduct large-scale, multidisciplinary research focused on tackling the major challenges that matter to Australia's future. It leads 10 National Research Flagships that bring focus and scale to research addressing some of Australia's most important and complex challenges and opportunities.

Key details

Organisation	CSIRO
Project	Faceted search
Country	Australia
Size	6,600 employees, but up to 10,000 at any one time
Sector	Public sector (government)
In-house credits	Steve Nyhof, Justin McGuire, Liam Hodges, Kate Cochrane, Ivan Huang, Peter Saunders
Agency credits	CSIRO's search engine vendor Funnelback, did not design the solution but they did provide input to the design in addition to undertaking much of the technical implementation

Improving findability

One of the greatest complaints about an intranet is the difficulty people have in finding things quickly. Users in CSIRO express and demonstrate a strong preference for using search on our intranet (called MyCSIRO), rather than traditional navigation paths.

A recent project to merge a number of intranets into one raised the importance of ensuring that the search function is effective and efficient at delivering relevant content.

The search function on MyCSIRO not only needed to find relevant intranet content, but also search across other information repositories, including other CSIRO intranets and People Finder, our employee directory.

The search needed to be seamless and require minimal changes to the existing repositories. It also needed to be something that content authors did not need to think too much about when creating their content. While Advanced Search features can help make searches more precise, and return more useful results, these features can be complex to understand.

Our user research found that the majority did not use Advanced Search features, and did not know how to use them effectively.

Faceted navigation

Introducing 'faceted navigation' into search helps people find what they are looking for faster by using structured information, such as metadata, to filter search results by any number of factors. These factors might include file types, language, site section, repository, to name a few.

This approach lets users begin with a basic keyword search and then scan a list of results. It also provides a custom map that shows the user more about the content and its structure and offers a variety of useful next steps. In this way, it allows the user to follow a 'scent' by filtering options to help them narrow down their search.

MyCSIRO Intranet

Quicklinks ▾ About Us ▾ Support Services ▾ Business Units ▾

Home > Search Results

Refine your results:

- ⊕ People (106)
- ⊕ MyCSIRO (395)
 - Business Unit
 - Astronomy And Space Science (2)
 - Business Services (2)
 - Climate Adaptation
 - Flagship (2)
 - Computational And Simulation Science (1)
 - + more
- Job Title
 - Business Development Advisor (1)
 - Business Development Manager (1)
 - Business Unit Leader (2)
 - Chief Scientist (4)
- + more
- + Content type
- + Format
- + Date updated
- ⊕ Scientific Publications (107)
- ⊕ Old intranet (6784)
- ⊕ Public web (6060)

Currently browsing: performance

Search term: perfor

Go

Find any word

CSIRO.au | Contacts | Help

Performance Measurement

The only current, authoritative version can be found on the CSIRO intranet at [Performance Measurement]. Performance Measurement. ... About. See Performance Assessment and Reporting. <http://my.csiro.au/en/Policy-Portal/Procedures/Performance-Measurement.aspx> - Cached - Explore - 9 May 2011

Application for Performance Cash Reward

Proposal for Divisional Award. Award Category. Research Achievement Lifetime Achievement. Business Excellence Support Excellence. Health and Safety Environmental Achievement. Excellence in Young Scientists Achievement for Industry. Candidate / Team Details. Short Citation (Maximum 30 words). Describe the achievement and the reason the individual / team is being nominated. Endorsed for consideration by the Reward Review Committee. Details of Award Proposal. Please address <http://my.csiro.au/~media/Division...20CLI/ProposalforDivisionalAward.ashx> - Cached - Explore - 3 Feb 2011

Policy: Performance Management

Performance management. <http://intranet.csiro.au/intranet/hr/policy/perform/policy.asp> - Cached - Explore - 31 Aug 2010

Materials Characterisation & Performance

New to Materials Characterisation & Performance. <http://www.csiro.au/science/Materials-Characterisation.html> - Cached - Explore - 20 Apr 2011

Mr Daniel Smith

Technical Services Officer IMT
CSIRO Information Management and Technology
Phone: 61 3 8601 3803
Mobile: 0415 558398
Fax: 61 3 9669 8112
Email: Daniel.Smith@csiro.au

MyCSIRO - MyCSIRO Homepage

Science, Investment, Strategy and Performance. <http://my.csiro.au/en.aspx> - Cached - Explore - 15 Apr 2011

MyCSIRO: The Switch

Performance upgrade. The MyCSIRO Project Team are aware that MyCSIRO runs slower than the existing CSIRO Intranet. ... This will see significant improvements in performance and running times on MyCSIRO. <http://my.csiro.au/en/Help/the-switch.aspx> - Cached - Explore - 5 May 2011

Appendix 11: CSIRO CONTRACTOR PERFORMANCE REPORT CSIRO CONTRACTOR...

Appendix 11: CSIRO CONTRACTOR PERFORMANCE REPORT . CSIRO CONTRACTOR PERFORMANCE REPORT. (... Date site work commenced: Actual site works duration: weeks. . Date of practical completion: . Date of final completion (end of defects period): . CONTRACTOR'S PERFORMANCE. Tick the relevant box. <http://my.csiro.au/~media/Enterpri...lcy/Contractor-PerformanceReport.ashx> - Cached - Explore - 16 Dec 2010

1 2 3 4 5 6 7 8 9 10 ... 1346 Next

Facets allow users to quickly narrow their search to specific content collections or audience tags. Query auto-completion helps users quickly choose the best search terms based on past user queries and indexed content.

A new search

CSIRO decided to implement faceted navigation that made use of the personalisation features which were already implemented in their CMS. This ensured the change was low cost in terms of any changes to structure and metadata and complemented the way the intranet is designed.

Presentation of results

Presented over three columns, the basic search results are now delivered in the centre column, with the left and right columns providing suggestions to further refine results.

Query auto-completion guides people to the most useful search queries. Our search engine, Funnelback, derives these suggestions from popularly submitted queries, link anchor-text, document titles, metadata and content.

The right-hand column presents a list of suggested matches based on:

- type: such as different categories or forms of the subject being searched for
- topic: similar or related topics
- site: a list of web sites or applications that contain this information

These contextual search options are particularly useful for refining a search with too many results.

The left-hand side of the screen displays a consistent set of categories, or facets, with results that have a direct relationship to the search term. These facets include:

- people whose profile matches the search term
- related business units, sites or job titles
- file types such as word documents, pdfs, excel spreadsheets, web pages and images
- date published

The list of facets can collapse/expand – the most relevant facets are automatically opened, usually the ones with the most content. The number of matches (in brackets) gives users cues about how close they are to finding their information.

Finding people

The team also wanted to ensure it was easier to locate the right people at CSIRO so they created a facet for people.

Using People Finder

The results for the people facet are accessed through the People Finder system. Before, searching this system needed a separate search to be performed within the People Finder itself. Now the results are returned from the general search.

The People Finder system finds people working in CSIRO. It allows them to be found by searching on their name, ident (staff number), telephone number, or area of expertise. This application also makes use of tag clouds to highlight areas of expertise, allowing users to drill into an area to see others with the same skill set.

Users can add as many skills (science/professional areas) as they like to make themselves more findable. This is important as CSIRO operates as a matrix/project organisation and needs to draw resources from across the organisation.

In retrospect one of the things that might have been done a little differently would be to provide a visual cue to users so it is apparent that the simplified search box will still deliver what they need.

A significant number of users thought they could no longer search People Finder, whereas it was in fact more integrated than ever before.

Their original idea is a good one, and they've executed this project well.

From the judges

CSIRO Intranet
People Finder

Information for... ▾ Support Services ▾ Quick Links ▾ CSIRO Business Units ▾

Search in: Search for:
Please select ▾

MyCSIRO | CSIRO.au | Contact Us | Help

People Finder Home
Update your CV
Create a Report

People Finder Help

Welcome to the CSIRO People Finder system.
This system allows you to find people working in CSIRO using their ident, name or area of expertise. You can also update your own information through this system.

search people and expertise

SEARCH POWERED BY Advanced Search | Search Help

popular search terms

Top 35 science and professional area tags, size indicates number of occurrences. Clicking on a hyperlink will display a list of people with expertise in that area.

analytical chemistry atmospheric science **bioinformatics** biostatistics chemical engineering chemistry **communication** communications **computational and simulation sciences** computational fluid dynamics computational mathematics computational modelling computational statistics data management gis high performance computing immunology linux mathematical modelling microbiology **molecular biology** optimisation process engineering process modelling project management quantitative risk r language remote sensing robotics science communication scientific computing **software development** **software engineering** statistical modelling statistics

Show all terms

Server Name: Production. Build Number: 1.6.07 (18 Mar 2011)

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Facets allow users to quickly narrow their search to specific content collections or audience tags. Query auto-completion helps users quickly choose the best search terms based on past user queries and indexed content.

MyCSIRO Intranet

My Pages Our People About Us Support Services Business Units CSIRO News Contact Us Help

Home >

Logged in as Nyhof, Steve (Comms, Campbell) | [Logout](#) | [My Pages](#) | [My Posts](#) | [My Calendar](#)

My Pages

My Pages is a quick access menu for you to add pages that you visit frequently. These will also appear under the 'My Pages' dropdown menu in the top level navigation.

- [+ Comms](#)
- [+ Events](#)
- [+ Meetings](#)

Feature Stories

Seeding the next generation of smart materials

Metal-organic frameworks, or MOFs, are a family of smart materials. Pablo Fornari and Dario Buso, from the Future Manufacturing Flagship, have developed a revolutionary way to control the growth of MOFs and include additional functionality.

CSIRO's Volcanic Rock Expert Rocks!

This 'heat map' of the MyCSIRO Intranet home page clearly demonstrates users' preference for search to find information.

Implementing the new search

Team and timing

The Internal and Online Communication team is part of the Communication function. The team consists of a small technical unit, and a small publishing/author support unit. The technical team was the primary driver of this innovation. These members included a project manager, a business analyst, graphic designer, a front-end web developer and a back-end dot-Net developer. A number of contributors from corporate and business unit content teams provided input and guidance on the business requirements.

The project took about 10 person-days equally divided between requirements gathering, design, development and testing. Elapsed duration was around 4 months, due mostly to its dependency on the accompanying CMS project.

Research and scoping

Firstly the team carried out some research. They first validated the importance of search to staff by using 'heat map' technology that confirmed unequivocally that search is the primary method of finding information for CSIRO staff.

The team then wanted to make decisions around the collections and facets to be covered in the search. The key, they felt, was to provide access to useful information, but not all information. For example, they included people profiles, scientific publications and public web content for their relevance to day-to-day activities. However file shares and SharePoint sites were excluded to avoid result clutter.

They also decided that the most useful facets for MyCSIRO would leverage the audience tagging (business unit, location and role).

This was one of the underpinning drivers of the original MyCSIRO business case and implementation. Date updated, format and content type were also included as universally valuable facets.

Mock-up development

The intranet team believe that sufficient feedback on the development is not possible in the absence of a compelling design. The mock-up was a polished product, not a wireframe, and replicated almost exactly what the product would eventually look like.

This was shared with business stakeholders to ensure alignment and suitability, and then with technical consultants to confirm viability.

When the mock-up was run through test scenarios it generated a debate around how facets should work. For example, should a facet based on business unit show all content relevant to that business unit, or should it only show content specific to the business unit?

It was decided that while relevancy is important in a browsing context (e.g. a list of 'My News'), specifically is more important in a search narrowing context (e.g. 'where is my business unit's management procedure for radiation safety?'). If the business unit facet included all content targeted at all staff, its narrowing ability would be compromised.

Implementation

This was largely achieved by Funnelback staff using VPN to configure and customise search on our network. CSIRO's own back-end developer had to configure the CMS to present the metadata properly, with PDFs and other files being a particular challenge to overcome.

CSIRO's front-end developer developed the stylesheets necessary to emulate the mock-up.

Getting it right

Results tuning

When bringing multiple repositories under a single results page, it becomes a challenge to get the most relevant results to the top of the list for any given search term. Getting this right required some analysis to weight collections for their usefulness for the day-to-day internal audience.

The team also switched on search engine features like click tracking to enable the search engine to learn from user behaviour. They ran a tuning process that used a broad team to complete a spreadsheet detailing the three most useful web pages for a random sampling of more than 100 search terms.

They also just trawled through the results and looked for things that didn't make sense. The intranet team expect to re-run these tuning steps every 3 to 6 months, at least until most content has been migrated to MyCSIRO.

Going forward

Faceted search is not exactly new; it has been used by e-commerce and recruitment websites for some years now. However, CSIRO is unaware of its implementation in a corporate intranet context prior to this.

Various minor innovations include the pre-opening of a relevant facet to show sub-facets, something the people at Funnelback told the intranet team is new for them (and they expect to

see more of it). Also the page header and footer are drawn dynamically from the CMS to eliminate inconsistencies in links and improve management efficiency.

This innovation has allowed staff to go to a central portal to perform a search that delivers results from multiple locations. It has streamlined the process of finding information, allowed users to refine their search intuitively and has made it easier to find relevant content.

The efficiencies generated across CSIRO – by helping staff quickly and easily find quality, up-to-date information at the time they need it – provide greater ability for our staff to focus on their science and deliver impact.

The full impact of the search will become apparent over the coming months. Search rankings are still being fine-tuned across the federated collections in response to feedback and users are still getting to grips with the system. People take time to adjust to and learn the power even of simple interfaces.

Finally, much of the content that will leverage the new faceted search is still being migrated to the new content management system that delivers the required personalisation metadata.

Demonstrating value: insights on global intranet trends



**Jane
McConnell**

From the
judges' desk

I have been active in the intranet space for 14 years. My first experience was being project manager for one of the first global intranets driven out of Europe. It was an exciting context in which to create a brand new intranet. Most of the content did not yet exist, and there were various challenges to overcome.

Like many other cases I saw in the following years, the creation or re-engineering of an intranet brought numerous issues to the surface. However, in my first project, there was one area where agreement was strong from day one: the goal of the intranet was to support their business. The leader on the client side was a communication director with a strong sense for business. The other high level stakeholders bought in to the project very fast. As the years went on, I realised how lucky I had been in this first project. Having a clear, common goal based on the core activities of the company helped build consensus for lots of tricky decisions.

Consensus around the business goals of an intranet is fortunately becoming more common today, although it is still far from being the case in the majority of organisations. That's one reason it is useful to read and think about the case studies of the winning entries in this year's Intranet Innovation Awards. They all had clear business or core activity goals. They show different ways in which the intranet is becoming embedded in the way people work.

When I started the Global Intranet Trends in 2006, it gradually emerged over the years that there were three broad categories of intranets: those I called Stage 3 where the intranet was already 'the way of working', Stage 2 where it

was well on its way to becoming essential for people's work, and Stage 1 where there was much progress to be made.

Over the last two years, the distinction seems to be getting simpler. Stages 2 and 3 are converging, and today there seem to be two broad categories of intranets: those that are becoming embedded in the business and activities of their organisations and those that are less relevant. In some cases these are being sidelined by other tools and platforms.

In order to be embedded in the way people work, the intranet must meet their needs and be aligned to business strategies. Senior management need to be involved. Policies and guidelines need to exist. But even more than that, the intranet should be easy and fun to use. People can find the information they need, connect to other co-workers, collaborate with others. In short, the intranet makes life easier. People like it and contribute.

We are making progress in that direction. In this year's survey 'Intranet-Digital Workplace Trends' the top two strategic goals rated by participants as 'of primary importance for our intranet' are: 'increase knowledge sharing' and 'better inform workers'. The next two goals are: 'facilitate communication flows' and 'increase collaboration and teamwork'. While 'better inform workers' sounds top-down, the other goals are about people connecting, communicating and collaborating.

Back in 2006 Time magazine declared 'You' to be the 'Person of the Year'. They were calling attention to the masses of users on the web who participated in social networks and created and shared content. Wouldn't it be exciting if your organisation could give an award to 'You', the members of your workforce actively involved in your intranet?

I very much enjoyed reviewing the case studies submitted to this year's Intranet Innovation Awards. They all reflect energy and focus on people and business. They can serve as examples and inspiration for all of us.



INTRANET INNOVATION
AWARDS

2012 awards

Entering the 2012 Awards

The Intranet Innovation Awards have demonstrated that great ideas come in many shapes and sizes. It should also provide inspiration for intranet teams, and encouragement that a real difference can be made by intranets, no matter the organisation or the size of the intranet team.

Next year's awards will open in **April 2012**, and submissions will be accepted from across the globe.

Registering your interest

Full details on next Intranet Innovation Awards will be posted on the Step Two website:

www.steptwo.com.au/iiia

Organisations interested in entering next year should go to the awards page and follow the link to the 'express interest' form. Filling in a few contact details will then allow us to notify you when the awards open for entries, as well as reminding you two weeks before they close.

How to win an award

Based on the judging of this year's awards, we can share a few tips and suggestions that will help you win an innovation award in 2012:

- Focus on delivering a single innovative improvement. While improving a whole intranet is undoubtedly valuable, it is not innovative, and these awards uniquely focus on specific enhancements that are uncommon or innovative.
- Submit several different entries if you've implemented a number of innovative enhancements.
- Demonstrate business benefits. Entries that can quantify (or articulate) the direct benefits to staff or the organisation will be very strongly placed to win an award. It's not enough just to implement some new technology or idea.

- Sell your idea. The judges must rely on the descriptions provided by entrants when reviewing submissions. Write more rather than less, and communicate what was done, why, and how it has helped the organisation.
- Use this year's winners as a benchmark. While there were many worthy entries this year, we're confident that a review of the winners will highlight even more innovative intranet ideas that have yet to see the light of day.
- Don't be shy! Even small improvements can be very innovative (and award winning). Enhancements do not have to impact the whole organisation, or be life changing for the fundamental purpose of the intranet.

Benefits of entering

- Intranet Innovation Award winners will receive global recognition, including listing on the Step Two Designs website, as well as being communicated via our global network of supporters.
- Award winners will receive a trophy that can be proudly displayed by the team.
- Winners will also receive printed certificates recognising their success (with enough copies for all of the team members).
- Award winners will be showcased in the Intranet Innovations 2012 report, including screenshots and supporting descriptions.
- Winners will receive a full copy of the Innovations 2012 report.
- (Only winning or commended entries will be shared, and we will publish only positive comments on entries.)



INTRANET INNOVATION
AWARDS

Key intranet resources

Further intranet resources

Step Two Designs is the most prolific publisher of intranet information in the world, including hundreds of articles, plus reports, presentations and videos.

These have been produced to help intranet teams build their in-house expertise and knowledge, and they draw upon observations of successful (and unsuccessful!) teams across hundreds of organisations.

All the resources listed on this page are free, and intranet teams are encouraged to make use of them to support ongoing intranet management and improvement.

Articles

At the time of writing, Step Two Designs has published over 200 articles on a wide range of intranet, usability, information architecture and content management topics.

These articles are written from a practical standpoint, designed to give concrete and useful advice for intranet teams (and others wrestling with the challenges of managing information).

These articles now form the single largest resource library for intranet teams looking to learn from the experiences of others.

This library of articles is free on our website:
www.steptwo.com.au/category/papers/

Papers announce list

Three new articles are published each month, and we provide an announce list to inform you of new articles:

www.steptwo.com.au//subscribe/

There is also an RSS feed specifically for the articles:

www.steptwo.com.au/feed/

Presentations and slidecasts

The Step Two team are invited to keynote and present at events across the globe, and we work hard to provide the maximum value out of every talk we give.

We now routinely share the majority of our presentations, including a growing a number of slidecasts (slides plus audio). These can be found on Slideshare, and they provide a very efficient way of getting the full insight into our latest thinking and methodologies:

www.slideshare.net/jamesr/slideshows

Videos

We have recorded a number of video interviews with winners of last year's and this year's Intranet Innovation Awards. Five to six minutes in length, these are designed to generate enthusiasm as well as answering key questions.

These videos can be found on YouTube:

www.youtube.com/user/StepTwoDesigns

Twitter

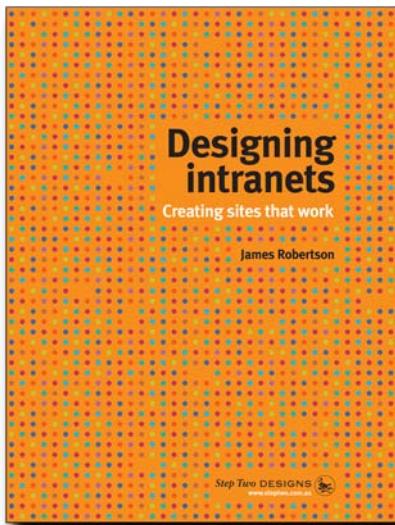
Step Two Designs also has a Twitter feed:

@StepTwoDesigns

twitter.com/steptwodesigns

The consulting team all post regularly about their current work, articles and related subjects.

Step Two Designs books and reports



Designing intranets: creating sites that work

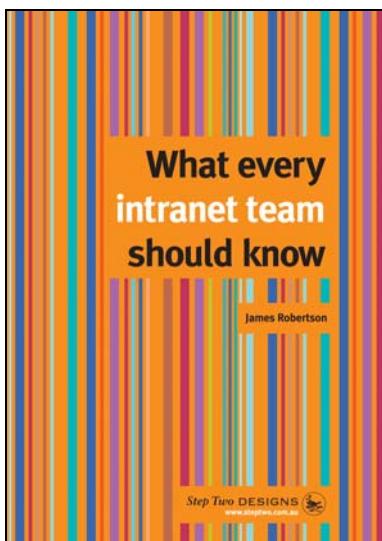
At last, a definitive textbook for teams given the task of designing or redesigning an intranet. In 275 full-colour pages, a practical hands-on methodology is outlined that ensures that the new site works for staff.

Following a best-practice 'user-centred' approach, and based on a decade's experience, key topics are covered:

- common design mistakes
- understanding staff needs
- defining the intranet brand
- determining what to deliver
- creating new site structure and page layouts
- card sorting, tree testing and usability testing
- designing the intranet homepage
- personalisation and targeting

For more information:

www.steptwo.com.au/products/designing-intranets



What every intranet team should know

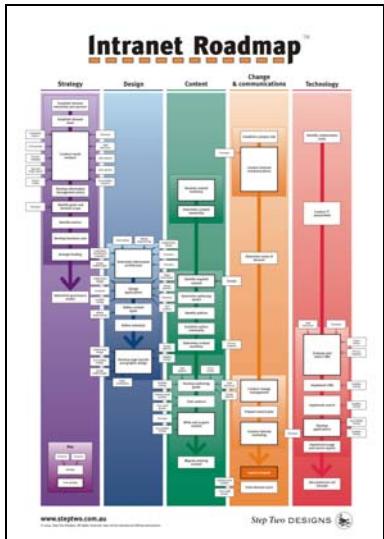
What every intranet team should know is the definitive 'quick start' guide to intranets, providing intranet teams with a to-the-point overview of how to plan, design, manage and grow intranets.

A beautifully printed A5-sized 110-page book, this volume covers key topics for every intranet team:

- Six phases of intranet evolution
- Four purposes of the intranet
- How to find out what staff need
- How to design the intranet
- How to deliver great content
- The role of the intranet team
- How to plan intranet improvements

For more information:

www.steptwo.com.au/products/everyteam



Intranet Roadmap™

The Intranet Roadmap™ provides the first truly comprehensive methodology that describes all the activities required to develop (or redevelop) an intranet.

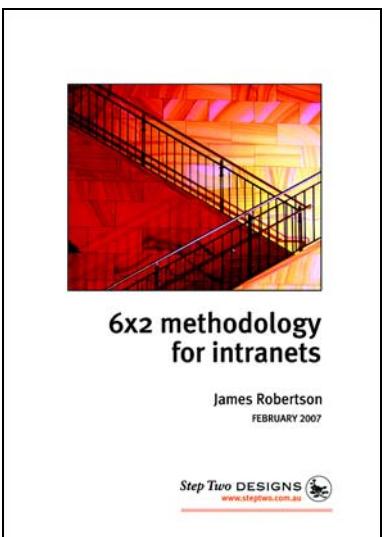
Beyond just implementing software or redesigning the site, the Intranet Roadmap covers activities in five key streams:

- strategy
- design
- content
- change and communications
- technology

This is a holistic approach to an intranet project, ensuring that all the activities required for a successful launch (or relaunch) are addressed.

For more information:

www.steptwo.com.au/products/roadmap



6x2 methodology for intranets

The 6x2 methodology is designed to help intranet teams innovate their sites.

Fundamentally, intranets must succeed. Yet the real challenge is for intranet teams to gain the support and resources to meet these business needs and demands.

The 6x2 methodology provides a unique and innovative approach to growing corporate intranets. Recognising that the list of potential improvements always exceeds the resources of the intranet team, this methodology provides a practical way of choosing the activities that will have the greatest impact on the organisation, and on the team.

This represents the most recent and most powerful thinking from the team at Step Two Designs, and it provides a new way of managing the growth and improvement of intranets.

For more information:

www.steptwo.com.au/products/6x2



The cover features a photograph of two hands holding a white lightbulb. Below the image, the title 'Governance and support for SharePoint team sites' is displayed in bold black font, followed by the subtitle 'A BEST PRACTICE CASE STUDY' in smaller orange font. At the bottom, the Step Two DESIGNS logo and website address 'www.steptwo.com.au' are shown.

Governance and support for SharePoint team sites

This 24-page report features a case study from Transfield Services, a global services firm headquartered in Australia, which won a Gold Award in the 2008 Intranet Innovation Awards.

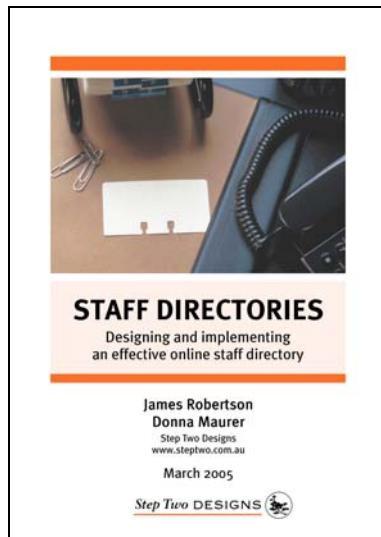
Transfield's key innovation was productising their approach to collaboration spaces with 'Team Sites in a Box', and compiling a near-perfect design, support and governance methodology and model, which then saw rapid, controlled uptake.

Covered in the report:

- 'Team Sites in a Box' methodology: anticipate, educate, establish, enhance and extract
- case for providing team site support
- practical approaches to collaboration governance
- strategies for managing team spaces
- screenshots of real training and support materials

For more information:

www.steptwo.com.au/products/teamsites



The cover features a photograph of a staff directory page on a computer screen. Below the image, the title 'STAFF DIRECTORIES' is displayed in large bold black font, followed by the subtitle 'Designing and implementing an effective online staff directory' in smaller black font. At the bottom, the authors' names 'James Robertson' and 'Donna Maurer', the publisher 'Step Two Designs', the website 'www.steptwo.com.au', and the date 'March 2005' are listed. The Step Two DESIGNS logo is also present.

Staff Directories

Also known as phone directories, phone lists and corporate whitepages, staff directories are almost always the most-used feature of corporate intranets. More than any other tool, they are used every day throughout the organisation.

Staff directories can be much more than just a list of names and phone numbers. They can capture organisational structure, locations, photos, skills and expertise, projects, blogs and much more.

This better practice report is designed to capture the experience gained across dozens of organisations to give you clear and practical ideas on how to design, implement and maintain your staff directory.

In this 91-page report you will find detailed exploration of staff directory fields, design guidelines for all staff directory pages and tips relating to all aspects of staff directories.

For more information:

www.steptwo.com.au/products/staffdirectories



The Intranet Leadership Forum is a unique professional community for intranet managers and teams in Australia. The Forum supports your organisation in delivering a more effective intranet.

Intranets are now a business critical part of the organisational landscape, and few could consider surviving without them. The challenge is now to ensure that they deliver the greatest benefits to staff, and for the organisation as a whole.

The Forum provides support to intranet teams, and members are connected with other intranet professionals who are tackling similar intranet projects and issues. Join an active community where experiences are shared, the latest industry trends (both locally and internationally) are explored, and knowledge and expertise are built.

Members have access to real-life solutions for their organisation's intranet issues from peers who have already found the answers, saving time and money. Strict confidentiality supports this sharing, and protects insights.

The Intranet Leadership Forum is a powerful way to create, refine, and accelerate ideas. It complements the information provided at conferences and workshops, by giving a year-long mechanism for gaining support and information. Unique in this region, the Forum provides unprecedented knowledge for intranet teams and their organisations.

Current members include ACTHealth, ANZ, Australia Post, Blake Dawson, Brisbane City Council, Commonwealth Bank, Department of Employment and Deregulation, Energex, Railcorp, Stockland, TCorp, Toowoomba Regional Council and The Guild Group.

Bringing together the best thinking from the public and private sectors, sessions are held in cities throughout Australia.

Membership features

- Three facilitated 1/2 day workshops with the topics selected by members. These provide opportunities for your key challenges to be explored by the group, along with emerging trends and new ideas.
- Annual two-day intensive workshop that covers the latest techniques and best thinking on intranet strategy, design, management and technology.
- Interactive members area with member profiles and activities, screen shots of other member intranets, meeting summaries and other intranet resources.
- Informal meetings with other members along with opportunities to meet leading industry experts.
- Exclusive member-only opportunities to meet with international experts in an informal setting, such as breakfasts and dinners.
- Members-only email list to allow you to ask questions of all members.
- One Step Two Designs report or toolkit of your choice per year, such as What every intranet team should know or the Intranet Roadmap.
- 25% discount on any additional Step Two Designs reports, toolkits and events.
- Further discounts on resources from Intranet Leadership Forum partners and other industry experts.
- Support from an Advisory Board of internationally-recognised intranet experts, including Martin White (UK), Bob Boiko (US), Jane McConnell (France), Janus Boye (Denmark) and James Robertson (Australia).
- Dedicated forum manager for each chapter.

For more information:
www.steptwo.com.au/ilf