Intranet Innovations 2008

Celebrating the winners of the Intranet Innovation Awards

Executive Summary
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This agreement is governed by New South Wales and Australian law.
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 across 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, France, UK and the USA.

This Executive Summary provides an overview of the awards, as well as sharing the full details on one gold winner and one commended entry. The full report contains details on all winners, commentaries from the judges, and more.
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, as well as producing the Intranet Roadmap, Improving Intranet Search, Staff Directories and 6x2 methodologies for intranets reports.

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)


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 8 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.

Since 2001 Martin has written the ‘Behind the Firewall’ column on intranet management issues for the US magazine EContent and is a member of the Editorial Board of the International Journal of Information Management. He has been a Visiting Professor at the Department of Information Studies, University of Sheffield since 2002 and is also a member of the Publications Board of the Royal Society of Chemistry. Martin is a Fellow of the Royal Society of Chemistry and an Honorary Fellow of the Chartered Institute of Library and Information Professionals.

He was Chairman of the Online Information Conference from 1999-2006 and is the author of The Content Management Handbook and Making Search Work, both published by Facet Publishing.

Jane McConnell
(France)

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

Jane McConnell is an intranet and portal strategy specialist. She founded NetStrategy/JMC in 2001 and works primarily with companies and organisations with complex intranets and challenges. McConnell's expertise in the following areas: strategy roadmaps, audits and evaluations based on stages of maturity, governance and intranet management issues, localisation and customisation strategies as well as how 2.0 concepts applied internally can bring value to organisations. Clients include the United Nations, ArcelorMittal, Suez, Areva, Alcatel Lucent, Lagardere.

She initiated the Annual Global Intranet Strategies Survey in 2006, and publishes the annual results each October. In 2007, 178 organisations participated, and the results are published in two reports: Global Intranet Trends and Global Intranet Analysis.

Based in the south of France, she has a working base in Paris and travels to client locations in Europe and North America.
Howard McQueen  
(USA)

CEO, McQueen Consulting, Inc (www.mcq.com)

Howard is a founding member of the international CMPros (Content Management Systems Professionals), Co-Founder and past Managing Editor of Intranet Professional Newsletter, past Chair of the international Intranets Conference (1999-2003), and an international speaker, conference keynoter and consultant in the intranet space.

Howard’s information management career stretches back to 1978, and in 1981, he founded McQueen Consulting. Since that time he has worked with many high-profile organisations, including Coca-Cola USA, Newsweek’s Research Center, the FDA, Boehringer Ingelheim, International Monetary Fund and the World Bank.

He specialises in information management frameworks, metadata strategies, business persona advocacy, information architecture and governance.
Judging the awards

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

Each of the submissions was evaluated against the criteria outlined above, and given a score of 0–5 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.

Selecting the winners

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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).
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 are 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 programme, which provides a valuable mix of flexibility and formality.
- Each month we publish three 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 150 articles over the past five 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, 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:

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<th>Step Two Designs</th>
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Winners at a glance

Platinum award winner

Partner Dashboard and more
Fuller Landau (Canada)

Functionality that professional services firms care about. Through incremental in-house development, Fuller Landau, a Canadian accounting firm, has delivered an integrated suite of functionality, all aimed at streamlining key business processes.

These features have also turned the intranet into a valuable business tool which encourages staff to visit every day.

Gold awards: core functionality

Location Finder
Syngenta (Switzerland)

Syngenta is a world-leading agribusiness distributed across over 210 locations in more than 90 countries. The Location Finder provides a rich directory of regions, countries and offices. Beyond the basic listing of office locations, the directory provides opening hours, site maps, hotels and restaurants nearby, travelling recommendations, weather, local news and more.

Gold awards: communication and collaboration

Speaking Intranet News
The Swiss Post (Switzerland)

Half of the staff of Swiss Post are not connected to the corporate network. Out of these, there are some 10,000 postmen, parcel delivery staff, postbus drivers who do not have access to any computer while they work.

This is why Swiss Post created the “Speaking Intranet News” that can be accessed using any phone and a toll free number 0800MYNEWS. By dialling this number an artificial voice reads the latest news entries.
Team Sites in a Box
Transfield Services (Australia)

Neeing to roll out SharePoint’s team collaboration tools across a global services business, Transfield Services developed a ‘Team Site in a Box’ solution.

This comprehensive methodology combines careful design with end-to-end support for users. This includes training materials, frequently asked questions, video training and more.

Crew Community Forums
British Airways (UK)

Staff wanted easy ways to connect with other staff. For flying crew (over 17,000 staff) this challenge was even greater as they work with different people each time they fly, combined with a lifestyle that can find them in any place around the world at any time.

The Crew Community Forums were set up to provide a new communication channel for these staff.

Gold awards: frontline delivery

Competitor Wiki
Scottrade (USA)

To stay competitive, the online brokerage firm Scottrade must constantly keep on top of competitors’ new product offerings, commission schedules, trading platforms, special promotions and much more.

The Competitive Intelligence Analysis (CIA) Wiki was created to allow staff to update the information directly, rather than relying on a central team to maintain the content.

Project Finder
Urbis (Australia)

What have we done before? This is a key question for any professional services firm.

The Project Finder provides a rich mechanism for uncovering past projects, through the use of faceted search, and rich linking between resources.
Gold awards: business solutions

Juice
Janssen-Cilag (Australia)

Juice provides a new way of managing the request, approval, fulfilment and asset tracking of all business equipment in Janssen-Cilag, a leading pharmaceuticals firm within the Johnson & Johnson Family of Companies.

Following a “clarify, simplify, implement” methodology, this solution provides true end-to-end functionality that puts control in the hands of the user.

Meter Reading Application
YHA (UK)

With a goal of reducing energy expenditure by 10% over two years, YHA established an online tool for collecting meter readings.

This greatly simplifies meter reading for staff in hostels, and gives managers and head office staff the information they need to manage and budget electricity.
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 the 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.
Competitor Wiki

Gold award winner: Scottrade (USA)

At a glance

To stay competitive, the online brokerage firm Scottrade must constantly keep on top of competitors’ new product offerings, commission schedules, trading platforms, special promotions and much more.

With more than 350 branches across 47 states, collecting and communicating this information is not easy.

The Competitive Intelligence Analysis (CIA) Wiki was created to allow staff to update the information directly, rather than relying on a central team to maintain the content. This has changed the way Scottrade communicates, and it gives the organisation a valuable competitive advantage.

Why this won

- Simple tool developed using commonly-available technology
- Targeted directly at a vital business need, with a very clear scope and focus
- Benefits help the organisation to gain competitive advantage in a fierce marketplace
- Changes the way the organisation communicates
- Empowers frontline staff by giving access to a common resource and enabling conversation
About Scottrade

Scottrade is a privately-owned online brokerage based in St Louis, Missouri. The company was founded as Scottsdale Securities in 1980 by Rodger Riney, who is currently the President and CEO. Scottrade was founded as a discount brokerage and started offering online trading in 1996. In 2000, the company’s name was changed to Scottrade (formerly Scottsdale Securities) to reflect its trading Web site, www.scottrade.com.

As a leader in the online brokerage industry, Scottrade has been ranked “Highest in Investor Satisfaction” by J.D. Power and Associates seven times. In addition to its recognition by J.D. Power and Associates, Scottrade has been named Gold Winner of the 2006 Customer Loyalty Award from Brandweek Magazine.

Scottrade has more than 350 branches across the country in 47 states, expanding its branch network by approximately 15 percent each year. Scottrade offers branches across the country to provide service and assistance to its customers who make their own trading decisions.

Scottrade offers online, broker-assisted, telephone or wireless trading services on three trading platforms: Scottrade.com, Scottrader and ScottradeELITE. Scottrade also offers Chinese-language services in several branches across the country, on its Web site and at its National Service Center in St Louis.

Rebuilding the intranet

One of the primary goals of Scottrade’s portal initiative, which included a completely rebuilt corporate intranet, was to support the company’s strategic growth plans. These plans included adding nearly 200 branch offices in the next three years, bringing Scottrade’s total branch network to 500 locations by 2010. At that time, Scottrade’s intranet supported 300 branches and about 1,500 associates. It contained basic business policy and procedure content, employee and customer facing applications, employee benefit documentation and the employee directory.

While the Intranet was originally designed to meet the needs of the company, over the last seven years, it had grown out of its organic framework. With the rapid growth of the company and with associates’ need for more policy information and applications to assist them with providing better customer service, the number of files and applications within the Intranet skyrocketed. It grew to the point where it contained over 31,000 files, more than 300 applications and 30 separate user logins to third party solutions. Content and ad-hoc applications were being developed in silos and deployed to the network without notification. This adversely impacted navigation, end-user application permissions, the search engine and taxonomy.

Maintaining employee data within the employee directory was insufficient and rarely used, since employee data was stored in three separate databases. Before the portal initiative, employee data was not in sync and was manually maintained. This manual entry of redundant data was a maintenance nightmare and financial drain on hardware and employee resources. Employees were quickly losing interest and confidence of its integrity.

In May 2007, Scottrade made the strategic decision to invest and rebuild its corporate intranet. Scottrade needed an intranet solution that was user-focused, strategic, economical and efficient. In January 2008, Scottrade launched its enterprise portal solution, which implemented a single sign on solution, streamlined employee data and deployed an enterprise 2.0 toolset that can now support Scottrade’s strategic growth plans.

Key details

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<tr>
<th>Organisation</th>
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<th>Project</th>
<th>Competitor Wiki</th>
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<tr>
<td>Country</td>
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<td>Size</td>
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Competitor Wiki

One of the features of the new enterprise portal solution was a Competitor Wiki (Competitive Intelligence Analysis, CIA), which allows Scottrade’s associates to have a competitive edge when working with prospective or current customers. As an online investment firm, Scottrade is one of the major firms in an extremely competitive industry. Commissions are no longer the main reason a customer will choose Scottrade over one of its competitors, and Scottrade focuses on providing the overall value of low commissions, outstanding customer service and advanced tools and research.

The comparison chart on Scottrade’s Competitor Wiki contains information that allows Scottrade associates to quickly access information about Scottrade’s competitors. This includes the number of branch offices nationwide, detailed commissions and fees, minimum account balance requirements, the number of no-transaction fee mutual funds and account closing and transfer out fees.

The Competitor Wiki also has detailed information about the various trading platforms of each firm, along with information about current promotions each firm is offering. Each wiki entry is also linked to the competitor’s Web site should further detail or explanation be needed when speaking with a current or prospective customer.

To stay competitive, Scottrade must constantly stay on top of competitors’ new product offerings, commission schedules, trading platforms, special promotions and much more. With the constant changes in the competitive financial services industry, keeping the company informed of ever-changing commissions, promotions and various other offerings could be a full-time operation. By implementing a wiki, Scottrade has enabled the company to effectively communicate this information to all its associates without hiring one extra individual to fulfil this role.

Keeping track of competitors

Before Scottrade added a wiki to its corporate intranet, information regarding Scottrade’s competitors was gathered by one or two associates when they had the time. With constant changes in the industry and limited resources, these associates often did not have enough time to keep up with all the changes in the industry and perform their other work obligations. Information was compiled by these associates and then sent to a developer to update the CIA Center on the intranet. Typically, it would take the developer up to three days to get the information changed on the intranet.

Monthly newsletters highlighting one competitor at a time were also a part of the analysis repertoire. However, these too didn’t always get the attention they deserved. The whole process from researching the highlighted firm, to making the newsletter and then finally releasing the information to our associates, took approximately one month to complete. When speed is a priority and necessity, one month was not an appropriate time-frame for Scottrade. Information would often change during this month of preparation, causing major setbacks to the project. These difficulties made keeping a regular schedule nearly impossible and it was rarely achieved.

Now, all associates can access the wiki — previously only available to branch associates. Every associate also has the ability to edit anything in the CIA Wiki. Scottrade has a long standing goal of maintaining integrity and giving the best customer support possible. Having a space where Scottrade is compared to its competitors is a key step in fulfilling those principles. Associates have successfully edited and maintained this wiki—often participating in discussions (within the wiki) about another firm’s offerings.

Opening up another channel of communication has enabled our associates to feel vested in this information. They truly have a stake in maintaining it because it makes them more knowledgeable when they are working with customers. Not only do we know about our company, we know about what everyone else is doing too.
This is the homepage of the CIA Wiki. Here, you see a list of some of our major competitors and links to other competitive information. These are links to specific pages regarding that firm.

Developing the wiki

Scottrade used an open source PHP wiki from the web in developing the Competitor Wiki. While Scottrade built this feature with existing technology, the firm branded the wiki by customizing it to fit its corporate brand with the color scheme and a CIA logo. We also laid the foundation by creating a page for each competitor, outlining advantages and disadvantages.

The solution came out of the need for a tool that would allow us to update information in real time. Since we rely on these branch associates to send in updates to the information, it was important to find a tool that would allow them to quickly and easily update the information themselves. A wiki gave us that capability and was integrated into our intranet.

Wikis may seem like an unusual choice for a financial services firm, as this industry is known to be generally made up of conservative values and ideas. It may also seem controversial since sites like Wikipedia are not always 100 percent accurate. However, Scottrade values communication across all levels of the organization—especially with customers.

We also recognize our associates hold a great wealth of knowledge about our own products and services as well as that of our competitors.

With more than a thousand associates in more than 350 offices across the country, these associates are on the front line where they often find out first-hand from our customers about what other firms are doing.
Intranet Innovations 2008 – Competitor Wiki

An example of the information captured for each competitor (sample details have been shown due to the commercially-sensitive nature of the information).
All staff have the ability to update the information in the Competitor Wiki, using a comparatively simple editing interface.

### Changing ways of communicating

The addition of the wiki has changed the way Scottrade’s corporate communication staff works. Its deployment has decreased administrative overhead, freeing up staff to focus on other business-critical priorities. The ability to add and edit information has redefined the way Scottrade associates work. In fact, it is shifting the way we work—smarter and faster.

Those invested in the information regarding our competitors can now actively engage in the content through editing the text and participating in online discussions within the wiki as opposed to passively sending an e-mail or placing a call to confirm online information. The wiki facilitates an environment of knowledge sharing, archiving, trust and open communication while also satisfying business needs by providing associates a tool to better do their jobs.

In addition, content is more easily and quickly updated than before. The “middle man” is essentially eliminated from the equation when it comes to the content. Information can be changed as soon as an associate finds out—without having to wait for someone else to find the time to update it. Real-time updates help give companies a competitive edge; our associates now have these tools through the implementation of the CIA Wiki.

The wiki has also saved Scottrade money by reducing the need for IT employee resources to maintain the wiki’s content and development. This allows our IT staff to focus their resources on other aspects of the business, freeing up valuable time to work on customer product enhancements and other business development.
Intranet Innovations 2008 – Competitor Wiki

The Competitor Wiki also includes an at-a-glance comparison of credit rates across the industry.

Growing usage

After the release of the wiki, we realized that editing the information on the wiki can be daunting to some associates. With increased training before implementation, more associates might have utilized the ability to edit the information themselves. Further enhancements are planned for this wiki.

To bridge the training gap, once these enhancements are ready for the users to enjoy, training to be available to all associates through “Scottrade University”, the company’s in-house learning management software.

Reward and recognize associates who are utilizing the new tool—the idea is to keep them coming back! During the first two months following deployment, our wiki administrator utilized Scottrade’s employee recognition program to reward associates for editing information or participating in a discussion.

This program sends a “thank you” e-card with points which associates can redeem for various items from an online store (i.e. iPods, jewelry, golf clubs, gift cards, etc).

Scottrade believes that honesty and integrity are principles that our customers enjoy and value. We don’t hide what we or our competitors are doing, and our current or prospective customers appreciate this open communication.

Providing associates (specifically, in our branch offices) with the power and opportunity to update information about our competitors gives the firm a competitive advantage.
**Organisational benefits**

In a 2007 internal poll with 877 participants, 77 percent of associates indicated that the CIA information increased their knowledge of industry competitors. Moreover, 47 percent used the CIA center as their main source of information regarding competitors.

Since this CIA center was so crucial to Scottrade associates, this was one of the first tools to be released when Scottrade rolled out a new corporate Intranet in January 2008. To date, over 700 brokers are using it as a competitor reference guide, which is a significant increase from the previous CIA center and a major gain in user adoption and acceptance of new technology.

This is a major cultural shift in how associates are able to work, and we’re confident that this number will continue to increase.

Quick and easy access to information helps Scottrade to gain and retain customers. Extending this speed and ease-of-use to how we update information affects our bottom line in a positive way.

Since associates have a central location for competitive information, they are delivering more consistent messages. This reduces the business risk of delivering inaccurate or out-of-date competitor or Scottrade information. This also helps increase customer retention since brokers and customer service representatives can more easily highlight Scottrade’s competitive advantages to a customer.

Brokers can also use the discussions tab (bulletin board feature) to discuss competitor offerings and “what works” tips. They can share information or ideas to save client accounts from transferring out.

**Lessons learnt**

Opening up a “testing” group before fully releasing the tool may have been helpful in making sure that the technology was fully adopted by associates. Having key users advocate your product helps with adoption across the board, enhancing the experience of all end-users.

This also allows for more extensive testing to find bugs, weaknesses and strengths. Selecting a group of vocal associates to test and use the wiki for a set period of time would also have provided valuable feedback.

This testing group should be given concrete reasons for why they should use this, how it benefits them and others, and how it benefits the business in general.

By providing them with clear expectations on what was expected to be accomplish during the testing, you can get the most out of the test group. Otherwise, once the novelty wears off, it may become an abandoned project.

After the release of the wiki, we realized that editing the information on the wiki can be daunting to some associates.

With increased training before implementation, more associates might have utilized the ability to edit the information themselves. Improvements are planned in this area.
More information: two uses for wikis

Wikis are gaining rapid adoption with organisations at present, driven in part by the very visible success of Wikipedia, and other similar sites (not to mention the solutions developed by organisations such as Scottrade).

While organisations are still learning how to use wikis in practice, it is clear that they can offer considerable benefits.

Wikis can be used in many different ways, and in practice there are two broad categories of use: ‘wikis as collaboration tools’ and ‘wikis as intranets’. These are two distinct situations, and should be managed in very different ways.

Wikis as collaboration tools

Wikis are first and foremost collaboration tools, designed to meet the needs of groups, teams or other local activities.

There are many situations where wikis can potentially be of value, including:

- supporting team or project collaboration
- creating a knowledge base for a specific group of staff
- providing a home for collaboratively-created documentation or technical support information
- offering a place for brainstorming or other creative processes

In these cases, a group of people are using the wiki as a common area to contribute ideas or information. Easy ways to create and edit content make wikis very suitable for this kind of use.

When used in these ways, wikis should be managed like any other collaboration tool. This includes having a clear group of users and a defined purpose.

Wikis as intranets

Going beyond local needs, some organisations are using wikis to implement (or replace) the whole corporate intranet.

Wikis offer a number of benefits in this situation:

- publishing is comparatively easy
- the whole organisation can contribute openly to the intranet
- the flexible structure of the wiki allows it to easily adapt to changing needs
- the site can grow organically, based on local and global needs

While wikis offer some unique benefits, they are really just acting as lightweight content management systems (CMS). In other words, the wiki provides a simple publishing mechanism for getting new content up onto the intranet.

While wikis can certainly be used as intranets, the end result is still an intranet in the traditional sense, managed as an intranet.

A wiki allows more staff to contribute to the intranet, which is very valuable. Content will not, however, organise itself. We also know from long experience that staff will struggle to keep their sections of the site updated without some support and governance.

Wikis can be used to encourage staff to think differently about the intranet, and this difference in ‘branding’ can be very valuable in building a sense of ownership and participation.

Beyond that, however, all the approaches and strategies for managing corporate intranets still apply. This includes having a central team to set the overall direction of the site, and an effective information architecture (site structure) for the site as a whole.
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 together, 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.
People Search with Jitter

Commended: Janssen-Cilag (Australia)

The People Search component was launched in August 2007, leveraging the team structure and phone number assets in Juice (see page 93).

In October SMS sending capability was added, using a low-cost external provider for the sending. In February 2008, Jitter was launched and integrated into the People Search.

Jitter is a combination of ideas from Facebook and Twitter. These are not unique from an internet perspective, but are certainly brave and innovative for use in an intranet environment, and they provide a unique combination of status updates and news.

Links to innovative overseas programs have been shared, plus baby announcements and casual banter. The organisation is learning how to “talk and collaborate in the open”. In the first 3 months, 15% of employees have Jittered, posting 317 messages.

On the right hand side you can see Jitter posts integrated with the main site news feed. The last 3 posts are shown as a group, and are injected into the news feed based on the latest post timestamp of the news / Jitters.

Home page of the People Search component. Note the simple search box, followed by a list of recent/common searches and then a random face from the organisation.

The People Search component was launched in August 2007, leveraging the team structure and phone number assets in Juice (see page 93).
Users can post to Jitter by clicking “Update status” in the Jitter section of the news feed, clicking “update” in the Jitter section of their People Search profile or by sending a text message to the designated mobile phone number. Posting is done inline, fast to complete and published immediately. Note that SMS following is also available in the system for real time notification of new posts.

SMS sending is integrated into the People Search. Messages can be addressed to individuals or entire teams. If the sender has a mobile, the message appears to have come from their number. If not, there is no reply number, but instead a short text-based name is shown on the recipient’s phone as the sender.

SMS costs are billed to the sender’s cost centre through the Juice system.
Lessons learnt

The SMS capability was added as a silent launch, to see if it would spread of its own accord. Adoption certainly occurred, often with a pleasant surprise, but we believe a formal announcement would have driven usage and brought benefit to the organisation more quickly.

Jitter is very different to anything the organisation has used before. We should have done more education and more positioning of “what to do with it”. The best position seems to be as “capturing the flow of ideas”.

Blogging may be an easier first step towards capturing organisational conversation than Jitter style microblogging. Microblogging on the Internet is very informal and chatty, which seems less threatening and like a good starting point but actually makes it hard for end users to understand the business value.

Key details

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<tr>
<th>Organisation</th>
<th>Janssen-Cilag Australia &amp; New Zealand</th>
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<td>Project</td>
<td>People Search with Jitter</td>
</tr>
<tr>
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<tr>
<td>In-house credits</td>
<td>Elliot Braham, Ingrid Suprana, Mark Burrows, Nathan Wallace</td>
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Obtaining the full report
Obtaining the full report

This Executive Summary has provided an overview of the awards and judging process, along with a small selection of the winners.

The 148 page full report contains full details on this year’s winners, plus more.

**Platinum winner**

- Partner Dashboard and more
  Fuller Landau (Canada)

**Gold winners**

- Location Finder
  Syngenta (Switzerland)
- Speaking Intranet News
  Swiss Post (Switzerland)
- Team Sites in a Box
  Transfield Services (Australia)
- Crew Community Forums
  British Airways (UK)
- Competitor Wiki
  Scottrade (USA)
- Project Finder
  Urbis (Australia)
- Juice
  Janssen-Cilag (Australia)
- Meter Reading Application
  YHA (UK)
- Duty Office Briefing System
  Department for Transport (UK)
- Hospitality Ordering System
  Department for Transport (UK)
- Crew Hotel Information and Feedback
  British Airways (UK)

**From the judges’ desk**

- Where is the line between the intranet and web applications?
  James Robertson (Australia)
- A user-centered focus drives intranet innovation
  Howard McQueen (USA)
- Future direction for intranets – a new relevancy
  Jane McConnell (France)
- Intranet innovation can manage business risks
  Martin White (UK)
- Making time for intranet innovation
  Catherine Grenfell (Australia)

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