

**“The hottest trend sweeping
corporate America these
days is the intranet.”**

Bloomberg BusinessWeek
18 March 1996





Matthew Bickham

Senior Consultant, Step Two

Some Step Two clients

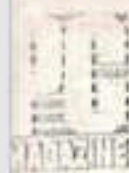


Health
Western Sydney
Local Health District



ASB





EDITORIAL
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COMPUTING NOVEMBER 5, 1996 VOL. 15 NO. 19 U.S. \$3.99 / CAN. \$4.99 / U.K. £2.95

MOVE INTO 3 DIMENSIONS!

PC Labs Reviews 24 Tools to Build and
Browse 3-D and Virtual Worlds

NETWORK EDITION

- ▶ PC-to-AS/400 Networking Brings Real Power to Your Corporate LAN
- ▶ Mapping Software Shows You the Way



PC LABS
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PRINTERS



We Look at
New Lasers
And Ink Jets
To Find the
Best One
For You



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Power to Your Corporate LAN
Mapping Software Shows You the WayPCLABS
TESTS 37

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"If you're committed to the intranet concept, Intranet Genie offers a complete suite of Internet tools."

First Looks

documents, though, is still difficult than using the native document-editing tools in Notes or Exchange. Still, traditional e-mail or word processing packages are still inexpensive, easier to manage, and more powerful. But if you're committed to the intranet concept, Intranet Genie offers a complete suite of Internet tools.

Intranet Genie 1.1. List price: \$2,495, plus \$450 for 10-user license. Requires: Microsoft Windows 95 (client) and Windows NT 3.51 or 4.0 (server). Frontier Technologies Corp., Mequon, WI; 800-929-3054, 414-241-4555; www.frontiertech.com. Circle 405 on reader service card.

INTERNET SOFTWARE

The Telnet Connection

This pair of telnet clients offers a host of powerful features likely to meet all your needs. —By Edward Mendelson

CRT 1.12, a \$30 telnet client from VanDyke Technologies, supports Zmodem file transfers and hides many useful options behind its straightforward interface. In contrast, InterSoft's \$20 NetTerm, which supports both Kermit and Zmodem transfers, is more elaborate but harder to manage, and so it may appeal more to corporate users.

CRT allows you to store different connection settings by descriptive names and specify different fonts, screen sizes, scrolling behaviors, and dozens of other options for each. Conveniently, all dialog boxes for advanced settings stay out of your way until you need them.

The program includes VT100, VT102, VT220, and ANSI terminal emulations, complete with ANSI color. A simple fill-in-the-blanks dialog box lets you automate all your log-on routines without writing separate script files. CRT is also good for sending individual screens to the printer or saving a session to disk.

The heavy-duty NetTerm

client, which includes a dialer as well as standard Internet support, lets you create elaborate log-on scripts, and when you right-click on an Internet address, the program automatically opens the address in your Web browser. The program also integrates closely with remote Unix systems. NetTerm lets you edit a remote file on



FLEXIBLE: CRT adapts to remote Unix systems by optionally displaying color where Unix uses a boldfaced screen font.

your computer and then send it back to the remote site.

Trial versions are available from www.vandyke.com (CRT) and starbase.neosoft.com/~zkr01 (NetTerm). CRT balances powerful features with a simple interface; NetTerm is all business. Both are bargains.

figuring the gaggle of servers can be a daunting task. Intranet Genie, which indexes documents and

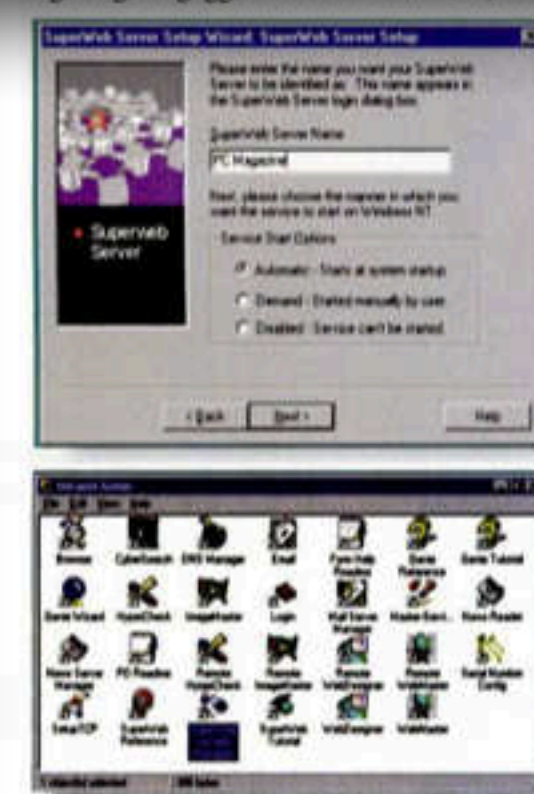
Web pages on your LAN. The product does not include a firewall component. You can buy Intranet Genie with an optional CyberJunction (\$3,495 for all the servers, plus \$650 for ten users), for use with NetWare networks. The server software runs on Microsoft Windows NT Server 3.51 or 4.0.

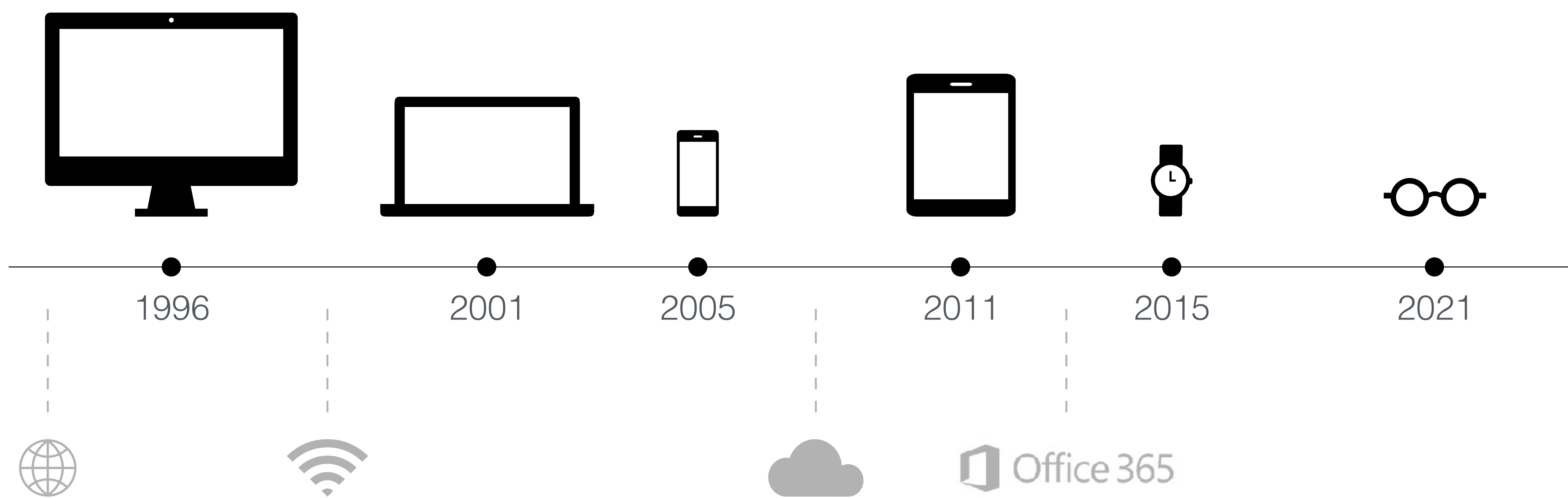
By default, Intranet Genie installs all these services then launches configuration wizards. You can also select which services you want to install; only the SuperWeb server is required. The steps are simple enough, but you'll need to be familiar with DNS, Web servers, and POP3 mail.

Unlike such traditional groupware as Notes, Exchange, or Novell's GroupWise, Intranet Genie lacks a built-in central directory service, server-to-server replication, and client-to-server replication. In a future release, Intranet Genie will include a directory based on LDAP (Lightweight Directory Access Protocol).

Intranet Genie supports SSL (Secure Sockets Layer) 2.0 for encrypting communications between browsers and Web servers. The e-mail client has built-in S/MIME encryption and digital signature capability. Intranet Genie includes a few back-end applications, including a forms program and a phone list.

SUPER SUITE: Intranet Genie installs a slew of client software whether or not you intend to use it (above). The program's wizards help you set up servers, but you still need knowledge of Internet protocols (top).





1

2

3



**Focus on the
frontline**



of the US workforce are frontline staff

State of the American Workplace Report 2017, Gallup

80%

of the US workforce are frontline staff

State of the American Workplace Report 2017, Gallup



What's your favourite song from the 70s and 80s?

I can..



Complete About Me



See my payslips



Find a form



Get help now



Order my team dress

mybenefits



MIX Double Discount - ends Sunday

UNBEATABLE
TEAM MEMBER INSURANCE OFFER



mynews

- It's a double century for Wesfarmers
Our parent company is turning 100 too!
- Business as usual for Coles Express
Shell sells retail network to Vital.
- Refer and receive up to \$1,500!
Do you know someone that would make
or Department Manager?
- Browse the aisles of Coles Broadway
Cruise through the aisles of one of our
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Recognising & Celebrating

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I can...

see my
hours for
this week



see my
latest
payslips



order my
uniform



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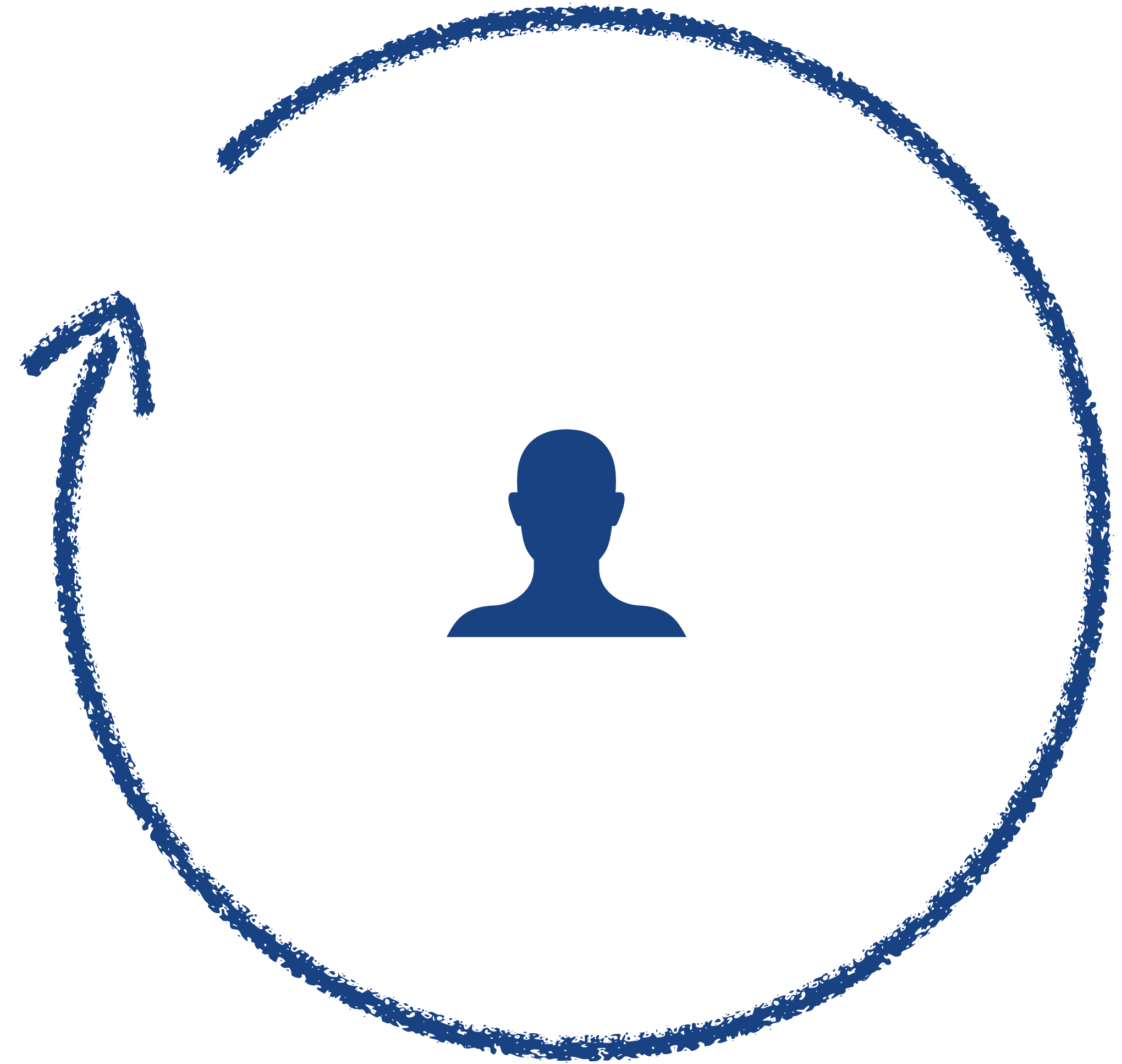
Focus on the frontline

- **The evolution of devices and connectivity has ‘opened the door’ for frontline staff** to access organisational platforms and tools – everyone now has at least a mobile phone
- However, traditionally, intranets catered for staff who were desk bound – with **frontline staff in many organisations not able to access the intranet**
- The broader focus on the digital workplace and digital employee experience enables **new opportunities for engaging frontline staff with your intranet**



Frontline research – building the picture

- **Environment**
- **Devices and platforms**
- **Purposes of intranets**
 - Content
 - Comms
 - Culture
 - Collaboration & social
 - Activity



Some questions to ask

What daily activities do you carry out as part of your role?

What information, systems and technology do you need to access for your role?

What types of news and communications are important to you?

What information is missing for you to be able to do your job efficiently?

Some questions not to ask

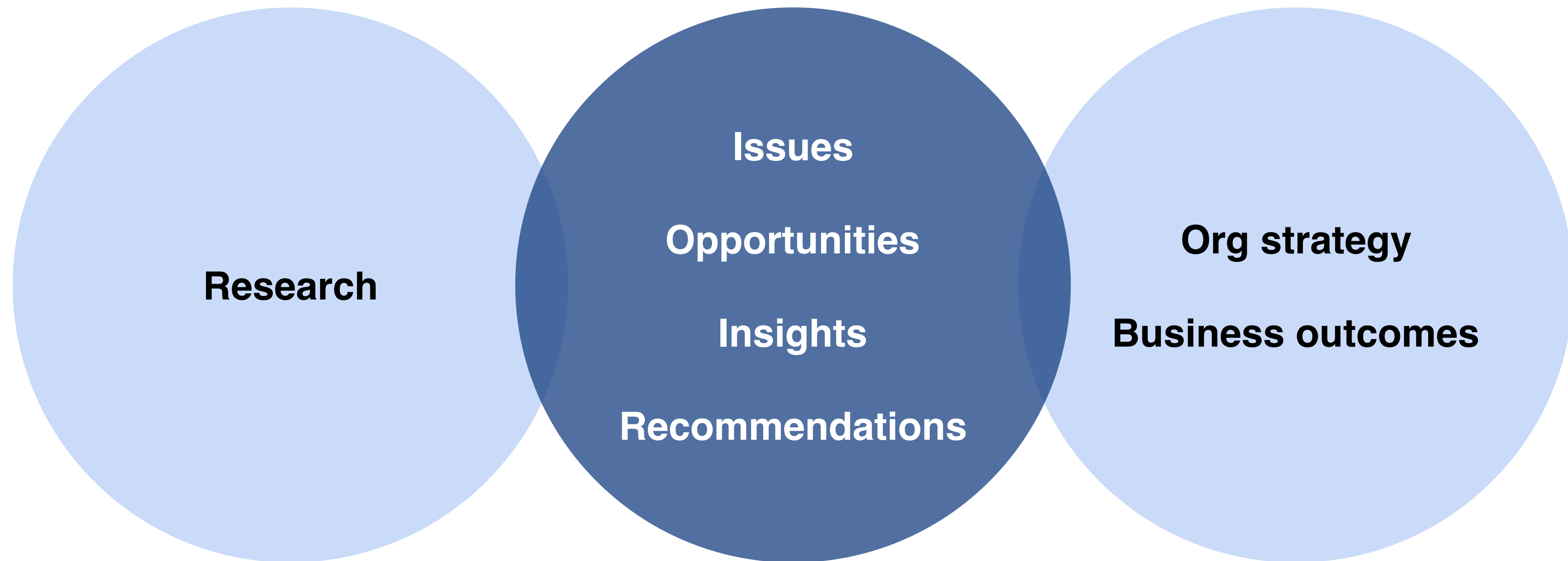
What do you like about the intranet? What do you dislike about the intranet?

How do you think our intranet should be improved?

Would you use the intranet more if it did A or B or C?



Focus on the frontline - putting it together



Focus on the frontline – Key takeaways

- Understand the scale of front-line staff within your organisation
- Are these staff a current focus of your intranet, digital workplace or DEX?
- Build a picture of your frontline staff – conduct research
 - One-one interviews
 - Workplace observations
 - Group workshops
- Develop recommendations to guide future initiatives – utilising your insights, issues discovered and potential opportunities





2

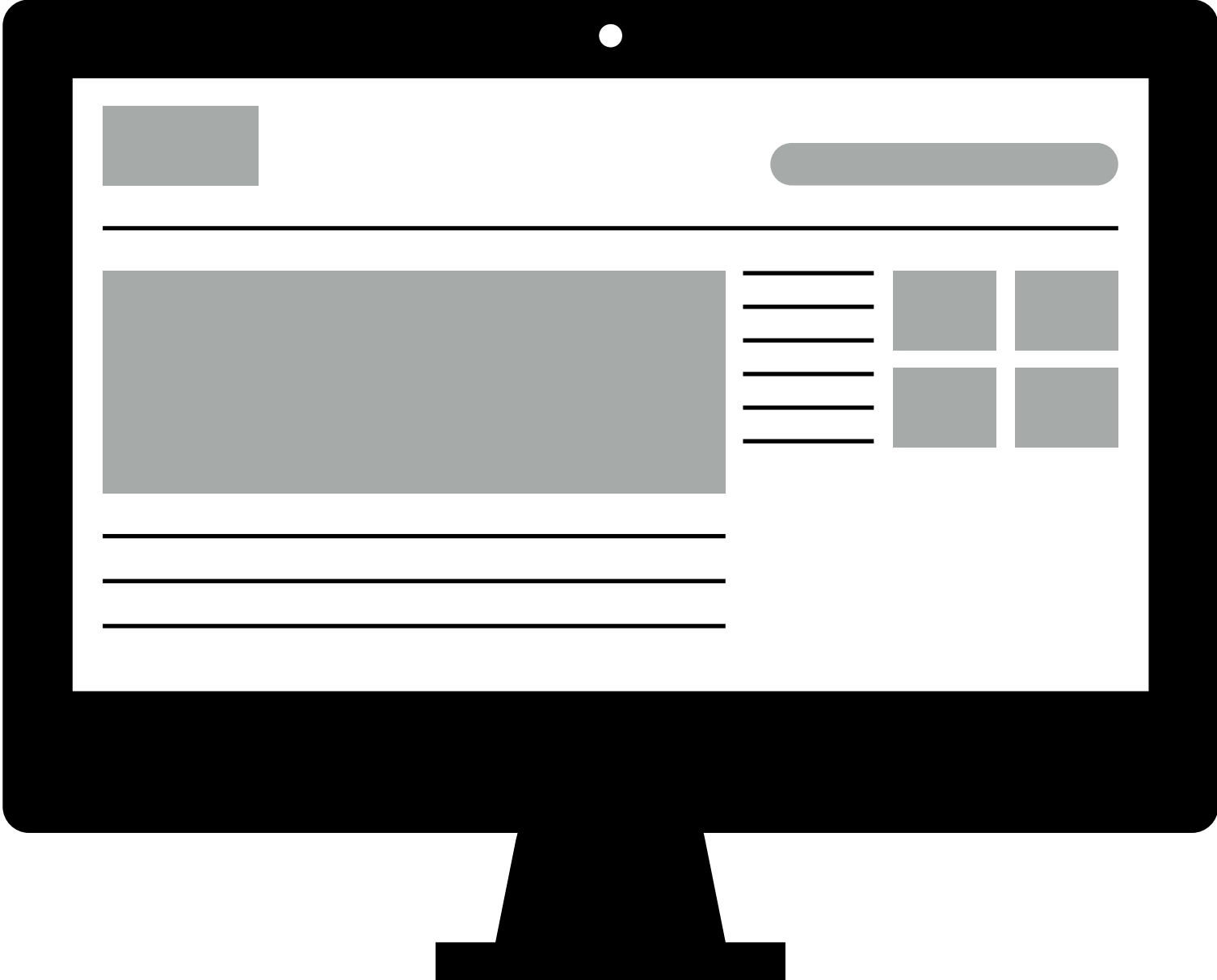
**Mobility is a
mindset**

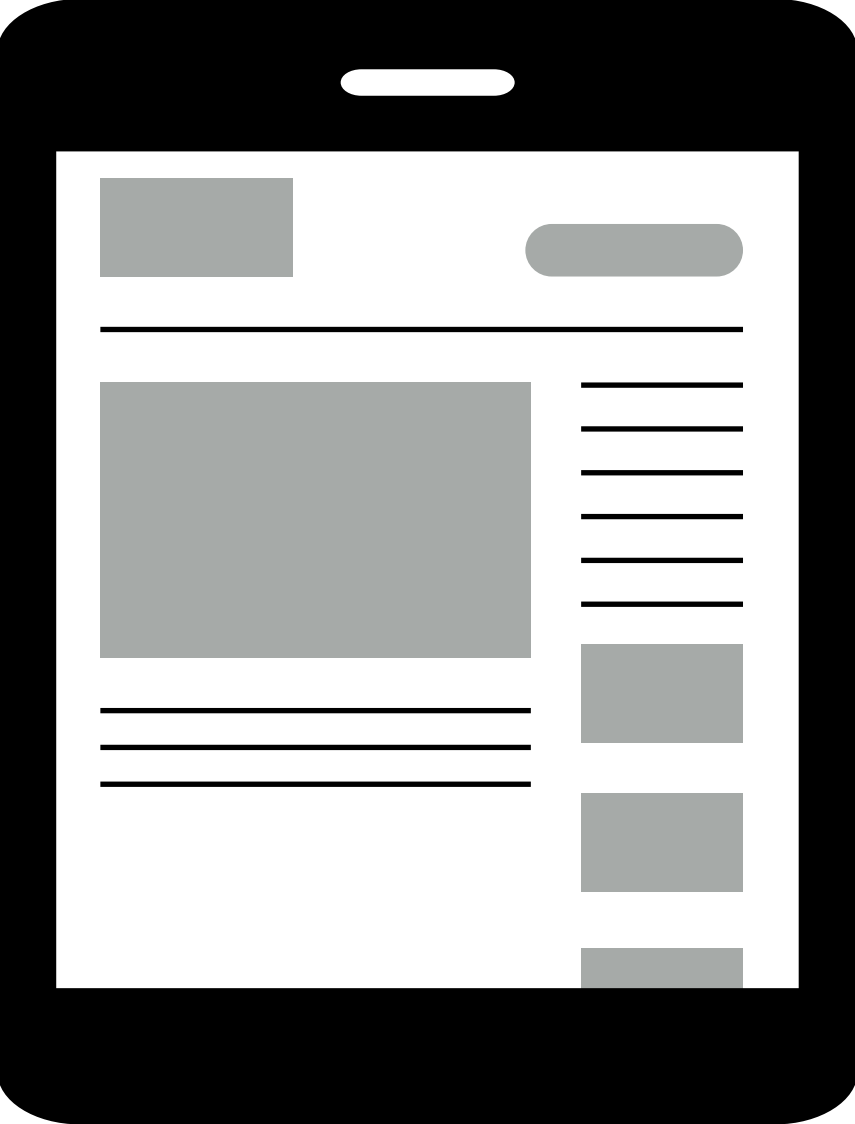


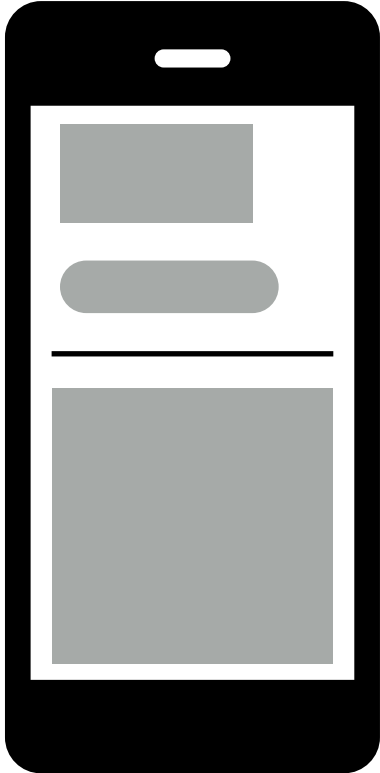
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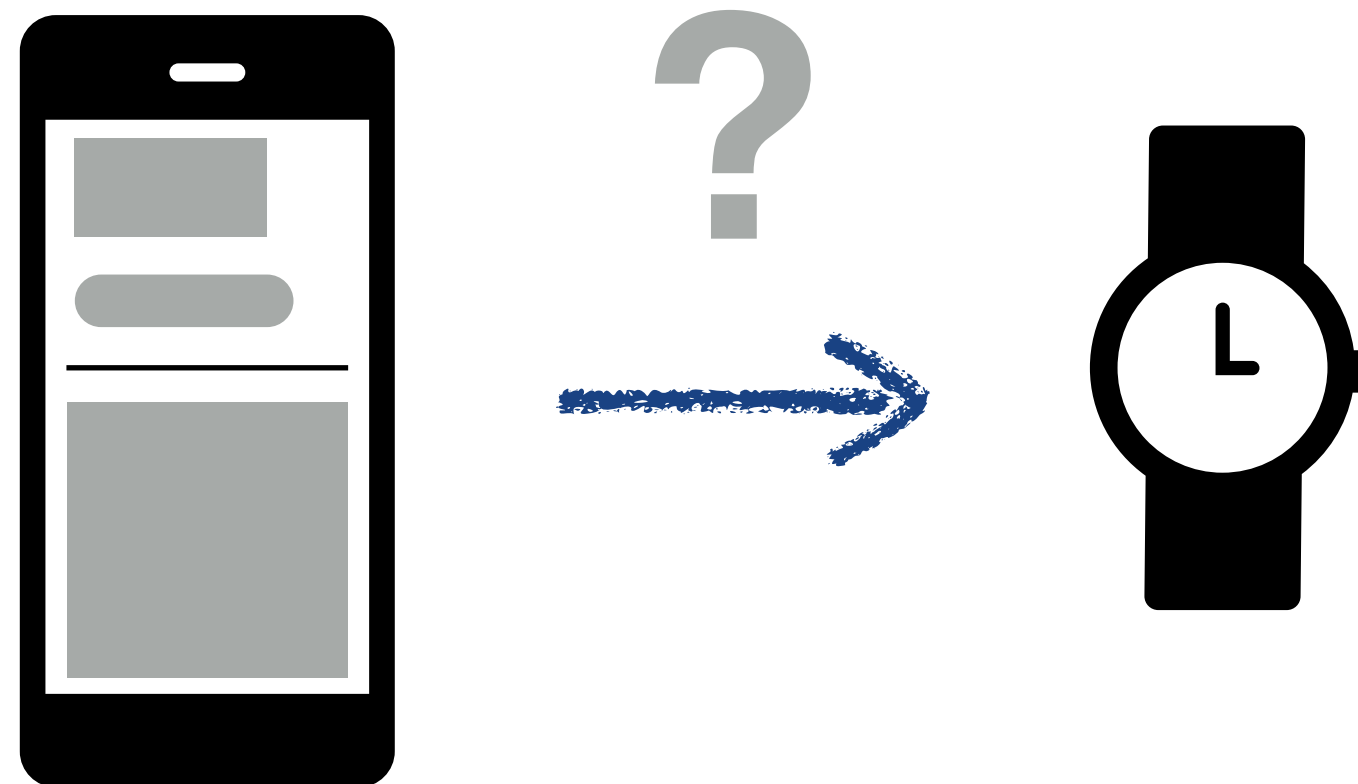
of US adults will own a wearable device in 2019

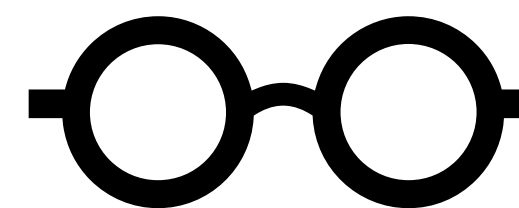
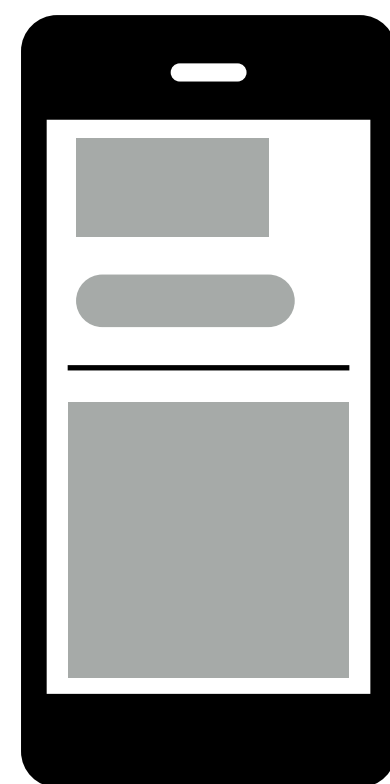
eMarketer Report, Nov 2018





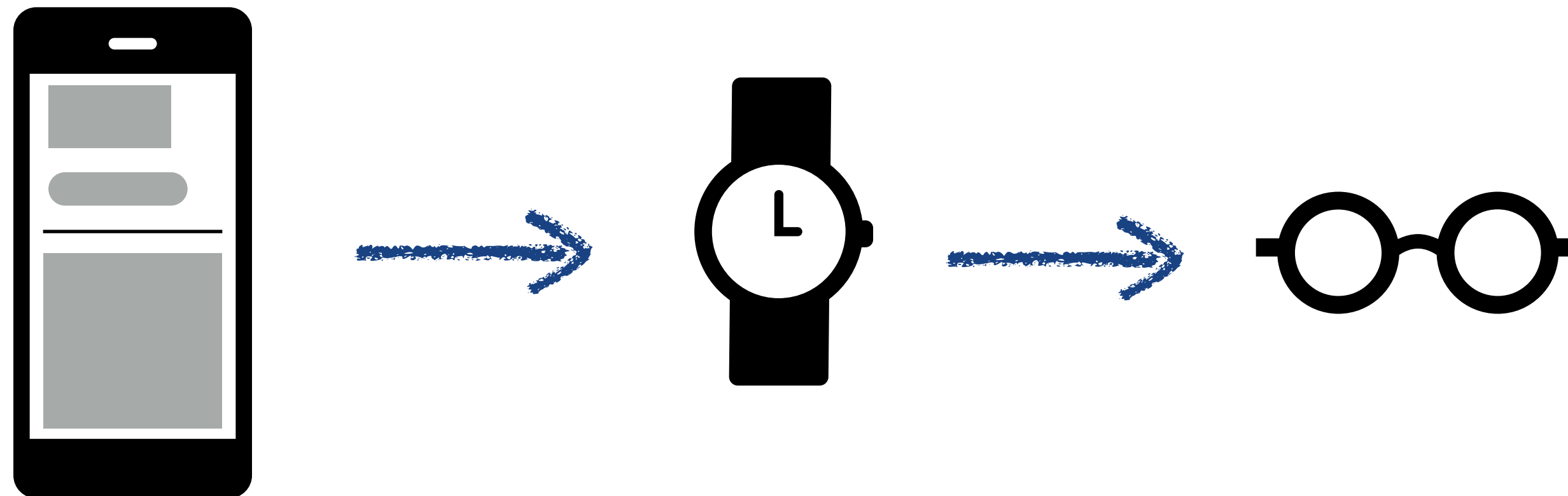


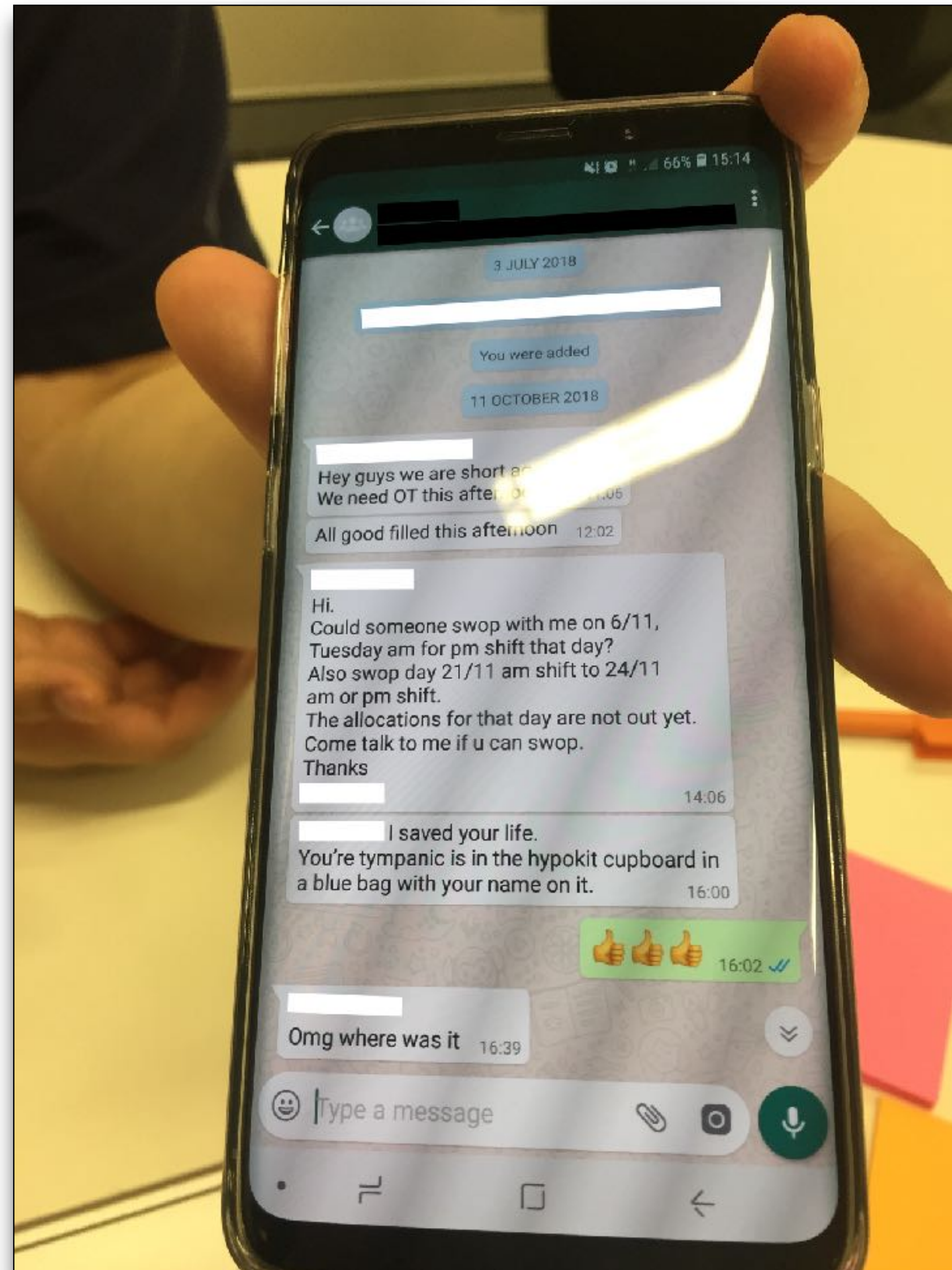




Mobility is a mindset – Intranet purposes

- Communications, Culture and Social – staying connected no matter where you are
- Activity – Receiving and actioning focused notifications





Blink9:41 AM73%

Stagecoach

LATESTSOCIALNEWSQUESTIONPOLL

Share something with your team...

WriteUploadOther

Company News · 23 Jan
To: Cambridge - All Staff

Ricky Sickelmore

Business Analyst, Group Technology...

New Plusbus tickets are now in circulation. Please take note of how they look.

PLUSBUS DAY

03-FEB

Twitter · 7 Mar
To: Cambridge - All Staff

Happy International Women's Day

We're proud to employ and carry on our buses so many inspiring women across the East of England

Blink9:41 AM73%

Stagecoach

Engineering Posters

UK Bus Engineers

FILES, SHORTCUTS & APPS

Air Flow Checks

Antifreeze Concentration Procedure

Coolant Pressure Testing

Oil Leaks

Open Alternators

Road Test

Starter Motors

Tyre Maintenance

Warning Lights

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Sustainability Strategy

Shared responsibility, shared future

Our Sustainability Strategy

Stagecoach Group plc

STAGECOACH GROUP

greener smarter travel

We offer greener, smarter travel in the UK, mainland Europe and North America.

Stagecoach Group is a leading international

Mobility is a mindset – Key takeaways

- True mobility is not just re-designing your current intranet for a smaller screen
- Identify opportunities to engage staff with a 'mobile first' intranet or digital workplace
- For mobile, focus on a smaller number of high-impact functions
- Leverage mobile strengths:
 - Communications, Culture and Social – staying connected
 - Activity – Receiving and actioning focused notifications



3

**Consider a
product
management
approach**

31%

of IT projects fail to meet their original goals

Pulse of the Profession 2017, Project Management Institute

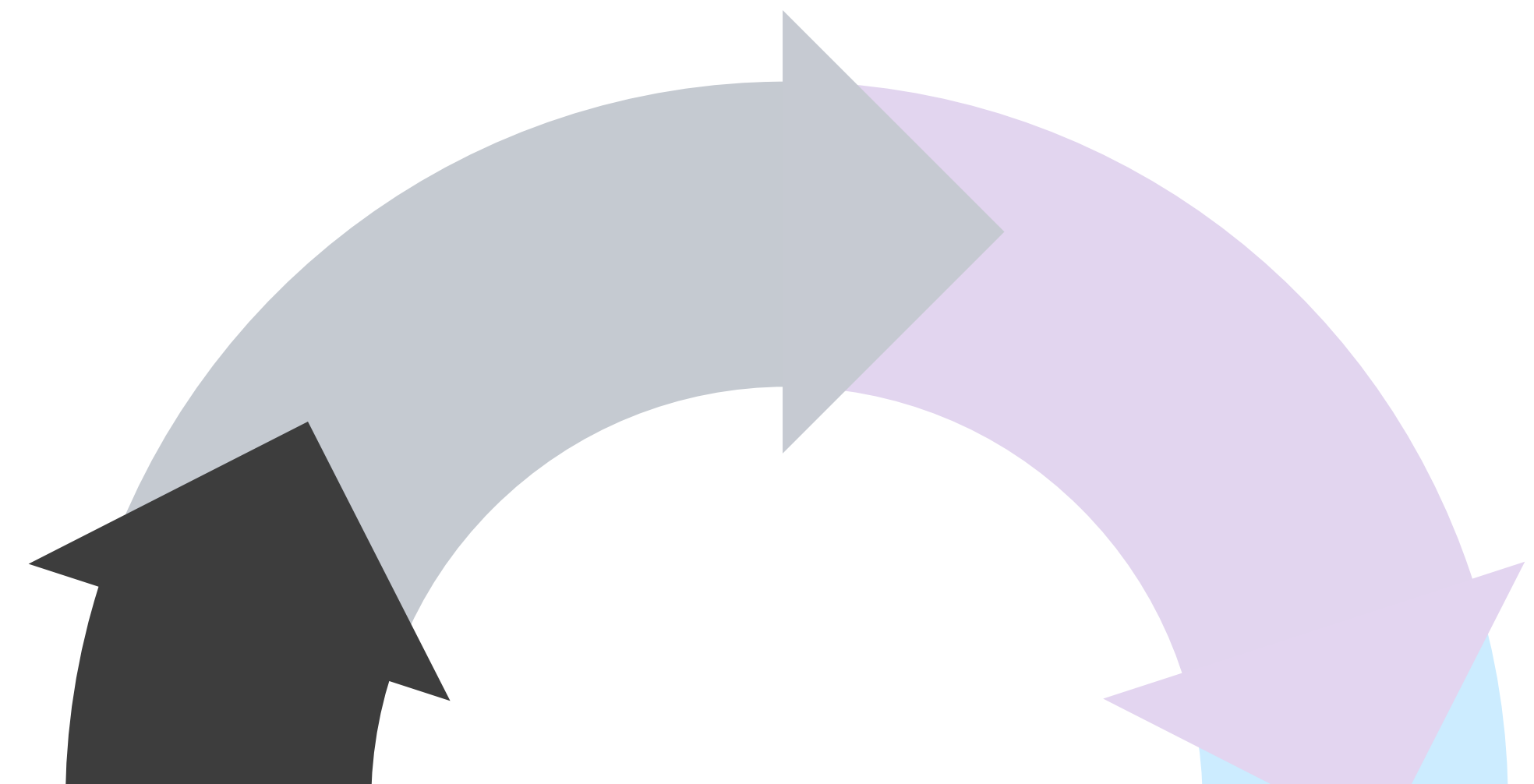
Typical intranet project

- One-off activity to deliver small or large outcomes
- Requires a business case to get funding (can take months, or years to get approval)
- Extra resources are brought in for the project, and then they leave after delivery
- “Business as usual” between projects, where nothing changes or improves
- Solution may not have clear ongoing ownership or resources



Product management approach

- Ongoing process of improvement
- Major and minor releases are planned (typically with version numbers)
- Ongoing resources are in place to fund activities (at least the minor changes)
- Clear ownership and management
- Ongoing resources are in place to support the constant improvements to the product



What is a “product”?

In the real world, we know what a “product” is. Think of the iPhone for example.

- It's a clearly-defined “thing” that's sold
- There's a company that owns and sells it
- It's has associated services, including support
- It's under continual development, with new features added over time, plus big new releases
- It has a version number
- We take for granted that it gets better over time
- It's something that we want to use



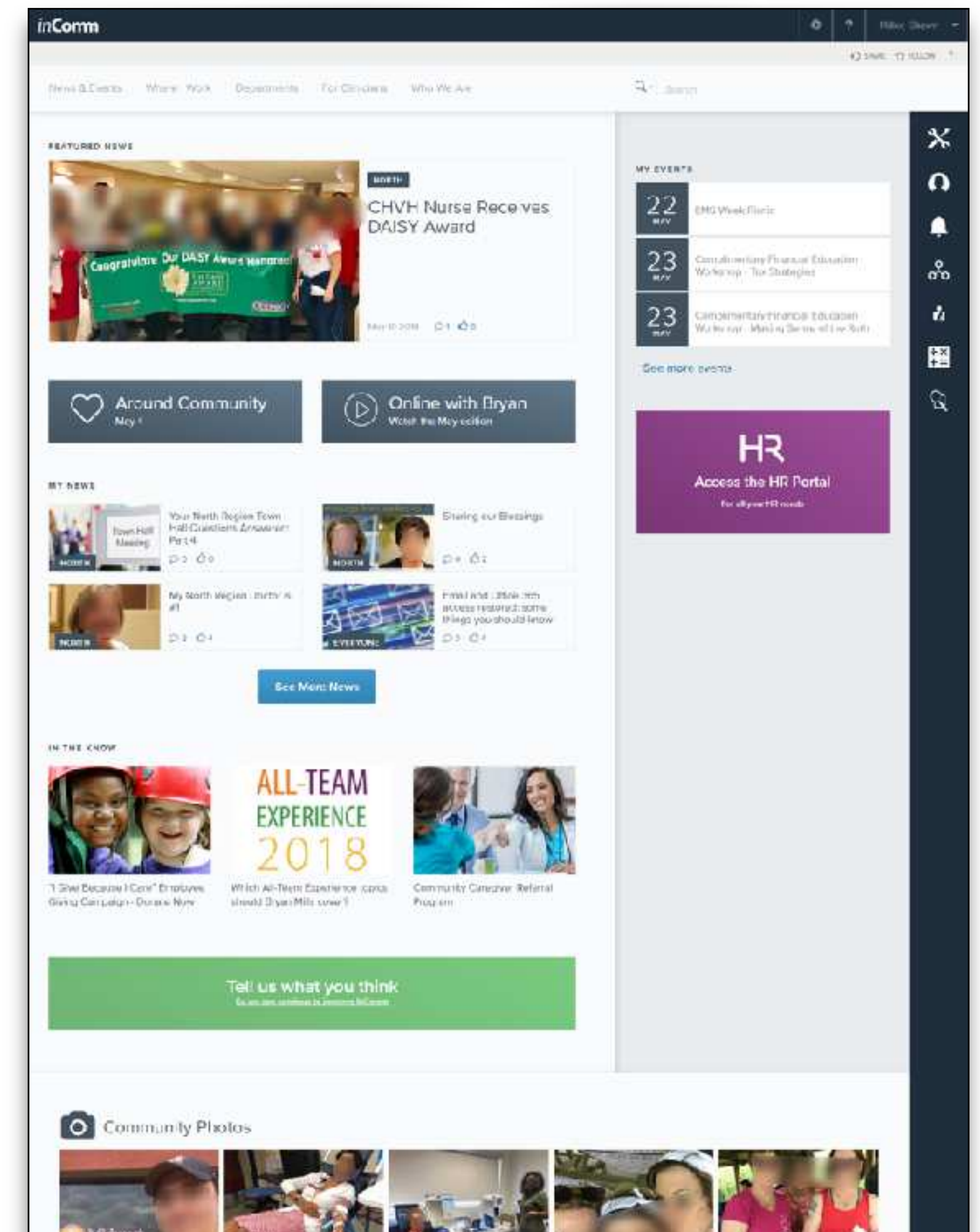
“Digital workplace products”

Within our organisations, we often don't think of things as products in the consumer sense. Yes, there are “products” that we purchase from vendors, but they're not provided as products to staff.

A fundamental recommendation from Step Two is to shift thinking towards delivering true “products” that sit on the underlying platforms.

These digital workplace products would then follow best practice “product management”, a set of methodologies for maintaining and improving solutions over time.

This also allows things to be “chunked”, breaking a huge set of needs and issues into multiple products that can be managed in parallel.



Example digital workplace product lifecycle

Research and discovery

- Understand staff needs and pain points
- Review strategy
- Identify opportunities

Insights and ideation

- Validate needs and issues
- Prioritise based upon objectives

Design and iterate

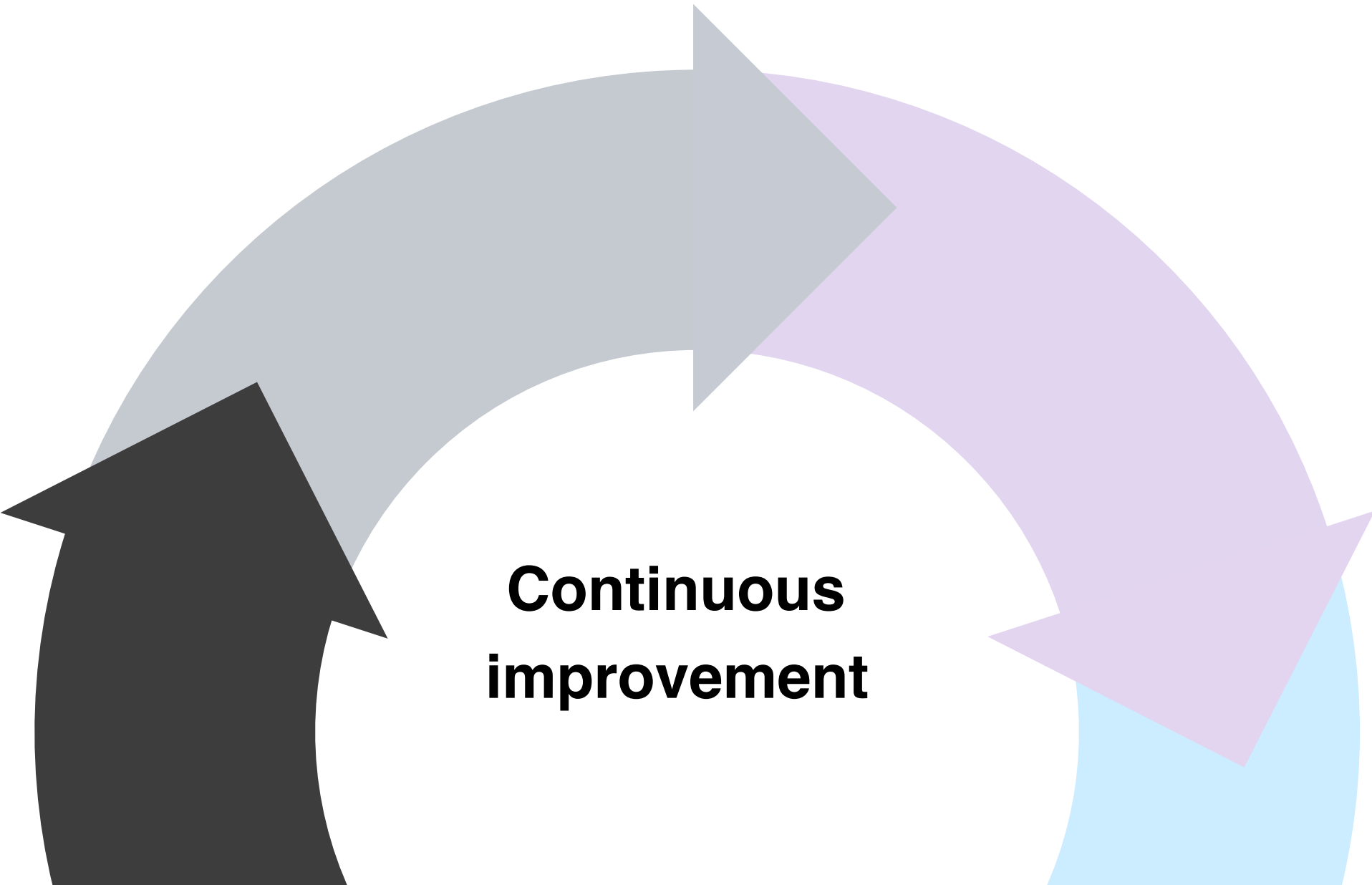
- Take a user centred design approach to move concept to design
- Define, design, iterate

Implement

- Build and test as you go
- Plan the launch and change management activities

Launch

- Launch the product to staff
- Identify and measure success
- Feed learnings into subsequent research phases



Digital workplace products: best practices

- Products **have a lifecycle with a series of ongoing releases** that fit within the broader digital workplace roadmap
 - Each release will focus on one or many objectives to deliver improvements, new features, functionality and services
- Products **may have a set of supporting services** provided to the organisation to enable successful adoption and use of deployed products. This includes the intranet or digital workplace team, communications teams, change management and IT support practices
- Products **require ongoing funding** to ensure they are continually measured against objectives, evaluated by the organisation and improved on a regular and ongoing basis
- Each product **has a product or business owner** who ensures the product meets the objectives and represents the customers and staff to an implementation team
- Products **deliver quantifiable and measurable objectives**, aligned to staff and organisational needs and the digital workplace vision
 - Examples of objectives include increasing efficiency, ensuring compliance



Product management approach

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1. Enterprise front door – Releases

Modern intranet homepage

- Strong branding and design is in place to foster organisation culture and identity
- Homepage is used as a primary communication channel to reach all staff
- Homepage supports social engagement and cultural activities via content and news features
- Major organisational initiatives are spotlighted
- News is regularly published, in a format designed for online consumption
- A comprehensive range of news is published, covering corporate, cultural and operational topics
- News is presented on the intranet homepage in an effective, flexible and sustainable way
- Staff directory, policy and procedures and

- Quick-links to common items are available
- Common applications and forms are available to access directly from the homepage
- Mobile access is possible via corporate devices
- Mobile access is possible via BYOD devices

Rich intranet homepage

- Key organisation-wide metrics are surfaced on the homepage based on underlying enterprise data
- User's recent documents are listed
- User's recent applications are listed
- Listing of 'my collaboration spaces'
- Key tasks can be completed directly on the enterprise front door
- Links for areas which are not mobile

- Mobile access is possible via personal mobile devices

Targeted and personalised homepage

- Communication is tailored based on logged-in details, to deliver relevant news based on geography, department or role
- Users can personalise the list of quick-links, applications and forms surfaced on their homepage
- Targeted data and metrics are surfaced according to a user's profile
- Links and areas which require additional levels of security authentication are clearly identified to users
- Collaboration activity, relevant to the logged-in user, is surfaced via an activity stream

Product management approach

1. Enterprise front door

Deliver a single entry point – an ‘enterprise front door’ – that allows staff access to all of the digital tools they need to easily and effectively do their job.

As tools, applications and information proliferate, staff increasingly need to have access to an easy to use, mobile friendly enterprise front door which provides a personalised and integrated experience across the suite of digital workplace products and services.

Objectives

- Better healthcare
- Save time
- Reduce costs
- Improve efficiencies
- Increase engagement
- Increase usage
- Ensure compliance
- Improve culture
- Lay groundwork
- Improve collaboration

Recommendations

- **Execute a user centred design process** to deliver a revised information architecture and key templates for a new intranet

Enterprise front door – Releases

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2. Staff intranet

Introduce a new staff intranet which addresses intranet fundamentals and user needs, consolidates disparate websites and encourages sustainable content management and governance practices.

The district's new intranet will embrace a mobile first, clinician first approach with ‘ease of use’ as a north star – acknowledging time poor staff and striving to drive efficiencies in usage.

Objectives

- Better healthcare
- Save time
- Reduce costs
- Improve efficiencies
- Increase engagement
- Increase usage
- Ensure compliance
- Improve culture
- Lay groundwork
- Improve collaboration

Recommendations

- **Conduct a technology platform review and selection process** to select an appropriate digital workplace platform which can address the key recommendations and issues
- **Audit and review all intranet content** to determine content that should be migrated to a new platform, content that should be rewritten and existing information gaps
- **Migrate staff websites into a single staff intranet**

Intranet – Releases

Platform

- The platform and technology selected for the new staff intranet
- A user centred design process is executed to deliver a revised information architecture, and key templates for a new intranet

- All staff are included in testing and user experience (UX)
- All new functionality is tested and all new functionality is deployed

- Content is audited to determine which content may be migrated to the new intranet and which content needs to be rewritten or removed
- Key information gaps are identified and addressed

- Key corporate services information – including HR (People and Culture), IT, finance and facilities
- Services catalogue
- Policy and procedures
- Effective intranet governance is established
- Effective intranet search is deployed

Local content

- Local sites and content for hospitals and major departments is available with information relevant for staff within those areas
- Key role pages are available – e.g. Information for managers, ESL staff, Aboriginal workforce etc

Site consolidation

- Education portal content is migrated in the new intranet with the previous Educ portal website retired
- Research portal content targeted at WSLHD staff is written for and published onto the new intranet
- Any remaining content from the prior intranet is re-written or migrated into the new intranet

Enhanced capabilities

- On-page content changes according to the logged-in user and is targeted to their specific needs
- A universal search capability is deployed encompassing results from intranet content, staff directory, services catalogue, policy and procedures, applications and forms

Strategic options and DEX Roadmap

Intranet fundamentals

Now

- Enterprise front door
- Staff intranet
- Staff directory
- Internal communications channel (New fundamentals)

Next

- Business process improvement (Simple)
- Services catalogue
- Policy and procedures

Later

- Collaboration and social
- Business process improvement
- Internal communications channel

OR

Enterprise front door and rich communications

OR

Collaboration first

Example roadmap – Enterprise front door and rich communications

Now

Delivered within 12 months

Enterprise front door

Modern intranet homepage

Internal communications channel

News fundamentals
Mobile news delivery
Simple targeting
Channel consolidation
Rich communications channel
Sophisticated targeting

Staff directory

Fundamentals
Rich identities

Next

Delivered within +12 months

Enterprise front door

Rich intranet homepage

Staff intranet

Intranet fundamentals
Local content
Site consolidation

Staff directory

Enabling collaboration

Services catalogue

Basic catalogue

Policy and procedures

Discovery

Collaboration and social

Clinical
Engagement and social

Business process improvement

Simple forms

Later

Delivered within +12 months

Enterprise front door

Targeted and personalised homepage

Staff intranet

Enhanced capabilities

Staff directory

Complete identities

Services catalogue

Advanced catalogue

Policy and procedures

Access and compliance

Collaboration and social

Working together
Realtime collaboration
Continuous improvement

Business process improvement

Complex forms
Self-service applications

Consider a product management approach – Key takeaways

- Start thinking about your digital workplace as a series of products
- Identify a product/business owner for each of your digital workplace products
- Link products to quantifiable and measurable business objectives
- Deliver a series of releases for each product which deliver on these business objectives
- Help to drive a culture of continuous improvement



1

Focus on the front-line



2

Mobility is a mindset



3

Consider a product management approach

Thank you

Matthew Bickham

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