

The Social Intranet

Key factors for Intranet 2.0 Success; Social Intranet Success Matrix

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The Social Intranet

The phrase social intranet has only appeared in recent years (late 2009) to describe an intranet with social media features. Although with any emerging technology there is likely to be disagreement on the precise definition of a new term, I describe a social intranet as the following:

An intranet that features multiple social media tools for most or all employees to use as collaboration vehicles for sharing knowledge with other employees. A social intranet may feature blogs, wikis, discussion forums, social networking, or a combination of these or any other Web 2.0 (intranet 2.0) tool with at least some or limited exposure (optional) from the main intranet or portal home page.

However, a few employee or executive blogs do not make a social intranet. A social intranet requires wide participation, or at minimum, opportunity for participation, by most or all employees that have intranet access. Social intranets require social media: blogs, wikis, and user comments, to name a few. More advanced social intranets may incorporate multimedia, user-tagging, and social networking that are integrated into multiple channels including user profiles (such as the feature set produced by Microsoft SharePoint 2010 or Lotus Connections).

A social intranet however does not have or include:

- All social media tools (two or three will suffice);
- The participation of all employees (but be open to most employees); and
- A technology platform that is strictly a social media platform (e.g. blog or wiki platform).

Social intranet basics:

- ✓ Multiple social media tools
- Open opportunity to use social media tools for most or all employees with intranet access
- ✓ Access to social media tools from the intranet home page
- Social options woven into most content consumption (e.g. user comments, rating, links to tools, etc. on most page templates)

Social media on the intranet is a relatively new phenomena having only appeared behind the firewall in the past 4 or 5 years (with the exception of instant messaging and discussion forums which have been around, in some form, since the late 1990s). In the past year or two, social media on the corporate intranet have become mainstream with nearly two-thirds of organizations in the western world having some form of social media on their intranet.



The Rise of Intranet 2.0

The original intranet, intranet 1.0, typically began as nothing more than a technology outpost under some techie's desk in the corporate basement. The first version of this intranet was nothing more than a welcome page, perhaps a name and a phone number, and a simple welcome message.

Intranet 1.0 grew and evolved rapidly, more so at some organizations than others, but in some respects, faster than corporate websites who had a few years' head start with the advent of the 'super information highway':

- Version 1.0: Welcome page (a welcome message and a phone number)
- Version 1.1: Bulletin board (simple communications)
- Version 1.2: Corporate newsletter (structured news & limited document management)
- Version 1.3: Help Desk (simple transactions like the employee directory)
- Version 1.4: Corporate Store (more complex transactions such as e-HR and self-service)
- Version 1.5: The Portal (authorization, authentication, application & database integration)

Though not every intranet has followed such a clear evolutionary path (in fact, only 34% of organizations have a full portal solution, according to the Social Intranet Study, conducted in 2011 by Prescient Digital Media), the technology itself and many leading organizations (IBM, Cisco, and Verizon to name a few) have blazed this enterprise trail.

The trail has lengthened considerably as of late with the advancement of social media, and the intranet has made an evolutionary leap to version 2.0 – the social intranet.

Social media behind the firewall

Once a pipedream or just another passing fad, intranet 2.0 tools such as blogs, wikis and other vehicles have become mainstream, and are present in nearly two-thirds of organizations. In fact, those organizations that haven't adopted such tools are now in the minority and are flirting with disaster and the 'global talent crunch' – the fight for young, talented individuals to replace the rapidly aging and retiring baby boomers. Organizations risk being squeezed by the talent crunch and losing the campaign for young talent if they ignore the demands of the next generation of 20-something workers that not only desire social media in their jobs, they've come to demand it.

Consider for a moment the powerful Telindus study (2008) of 1,000 European employees that should serve as a warning to all employers and communicators:

- 39% of 18 to 24 year-old employees would consider leaving their employer if they were not allowed to access sites like Facebook and YouTube;
- A further 21% indicated that they would feel 'annoyed' by such a ban.

It should be of no surprise then that social media on the corporate intranet has jumped in prevalence so dramatically in the past two years: from nice-to-have to common-place (if not mandatory). According to the Social Intranet Study (results from 1,400+ respondent organizations):



- 75 percent have intranet blogs; 26 percent have deployed blogs enterprise wide; 4 percent have no plans or interest in deploying blogs.
- 65 percent have intranet discussion forums; 26 percent have deployed intranet discussion forums enterprise wide; 7 percent have no plans or interest in intranet discussion forums.
- 63 percent have intranet instant messaging; 44 percent use instant messaging on their intranets enterprise wide; 16 percent have no plans or interest in deploying instant messaging on their intranets.
- 61 percent have intranet wikis; 19 percent use intranet wikis enterprise wide; 12 percent have no plans or interest in intranet wikis.
- 60 percent have intranet user commenting; 32 percent have deployed intranet user commenting enterprise wide; 8 percent have no plans or interest in intranet user commenting.

One of the reasons for the rapid adoption of social media behind the firewall is not only the demand, but the cost of deploying these tools: intranet 2.0 is cheap.

Total budget (in U.S. dollars) for Intranet 2.0 tools (license and installation)



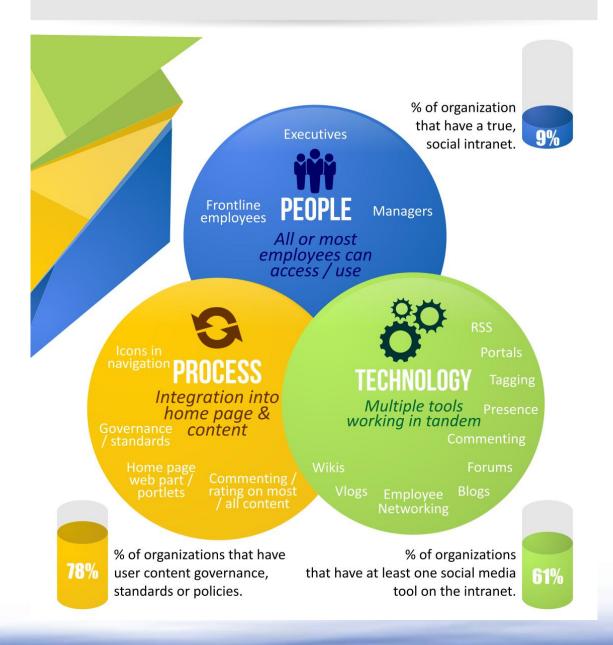
According to the Social Intranet Study, nearly half (38%) of organizations that have deployed intranet 2.0 tools have spent under \$10,000 doing so; another 24% have spent under \$10,000 - \$50,000. However, the lost cost of entry comes with a risk, and a potential cost.



The Social Intranet Components

THE SOCIAL INTRANET

An intranet that features multiple social media tools for most or all employees to use as collaboration vehicles for sharing knowledge with other employees.





People

The first ingredient to a social intranet is of course people: executives, managers and frontline employees who depend on social media to communicate and collaborate with each other on a daily or weekly basis. Unfortunately, executives aren't quite pulling their weight when it comes to contributing regularly to Intranet 2.0 tools, stifling many organizations' attempts at turning their intranet into a social intranet:

- 58 percent of employees contribute to Intranet 2.0 tools on a weekly basis or more frequently.
- Only 28 percent of executives contribute to Intranet 2.0 tools on a weekly basis or more frequently.

Many executives still do not embrace the intranet, even from a sponsorship or stewardship role. However, the most successful intranets have one common ingredient: active executive support and sponsorship. Without active executive support, a social intranet will fall short of its potential.

To be a true social intranet, access to these tools needs to be open to all or most employees. Only twothirds of organizations with social media tools on their intranet allow all employees to access them. This means a large portion of the employee population doesn't have access to social media tools and is missing out on an opportunity to help create a social intranet (source: Social Intranet Study).

Process

Giving employees free reign of Intranet 2.0 tools doesn't come without risk. To mitigate that risk, you need to plan accordingly and support the tools with the proper governance, standards and policies before rolling out these tools and giving employees full access.

Integrating social media tools on to the homepage is a delicate process and is likely to be met with some resistance, since in most organizations real estate on the homepage is highly desirable. Buy-in from stakeholders is therefore extremely valuable when integrating Intranet 2.0 tools, as the employee population is much more likely to adopt something they've helped create.

Key to the process component is establishing and defining a thorough governance model. Simply put, governance defines an intranet's ownership and management model and structure including the:

- Management team
- Roles & responsibilities of contributors
- **Decision making process**
- Policies & standards

Like the content of your website or intranet, planning and governance is technology agnostic; whether it's SharePoint, IBM or another portal or content management system, the necessity for and the approach to governance is the same. Given its technology neutral status in governance is largely applicable to any technology platform.



Politics and the issues of control, ownership and standards go hand-in-hand with intranet management and perhaps these issues, more than any other, have driven the requirement for planning and defined governance models. Sadly, very few organizations actually have a well-defined governance model, and many of those have spent hundreds-of-thousands to millions of dollars on their website or intranet – amounting to extraordinary investments left to chance and execution on a whim.

Technology

The best social intranets comprise a consortium of social intranet tools: blogs, wikis, user commenting, tagging and forums, to name a few. The results of the Social Intranet Study show a wide range of Intranet 2.0 tools being used in organizations today. The top three are:

- Intranet blogs (present in 75% of organizations with at least one tool).
- Intranet discussion forums (65%).
- Intranet messaging (63%).

Given the low cost of Intranet 2.0 tools (38% of organizations spent less than US\$10,000 licensing and installing their tools) it's no surprise organizations are opting for more and more Intranet 2.0 tools as they become available.

But each tool has different strengths, weaknesses, and adds varying degrees of value to your organization, so identifying which tool is right for you can be difficult. Often this means gathering business requirements for the Intranet 2.0 tools to be integrated into your intranet from key stakeholders in your organization.

SharePoint

SharePoint is a dominant force in the world of intranet technology. In fact, it's present, in some shape or form, in about 70% of all medium to large organizations (and at least that amount in smaller, knowledge worker-based businesses). It's a powerful platform; but at times hugely frustrating and overly simple.

It's the perfect solution, if you have an abundance of time, patience... and money.

"SharePoint provides enough business value to outweigh the hassles," states the latest Forrester report on SharePoint 2010 (SharePoint Adoption, 2011). In other words, SharePoint offers a lot, but be prepared for many frustrations, and additional expenses.

While the power and feature set of SP 2010 is undeniable, it is more expensive, and more complicated than meets the eye, and fails to live up to a number of key expectations. It is, however, a vast improvement over its' predecessor, MOSS 2007, and is particularly more so for business users such as corporate communications, marketing and HR, who rely more heavily on enterprise content management, collaboration, and portal features.

Among Gartner's findings that are, in our opinion, reasonable and well supported (note that most of Prescient Digital Media clients use SharePoint, and we at Prescient Digital Media use SP 2010):



Pros:

- ✓ 79% of respondents reported that SharePoint meets IT's expectations
- √ 54% say that it is meeting technical expectations
- Early successful deployments encourage rapid uptake and use
- Benefits outweigh the problems
- Strong collaboration capabilities
- ✓ SharePoint 2010 fills critical functional gaps left by the 2007 version

Cons:

- Cost (expensive)
- Usage (not getting the use as hoped)
- Lengthy deployment (including 2,000 of deployment documentation and hidden features)
- Problematic and expensive to customize
- Often fails to satisfy as a standalone product; requiring augmentation
- Mobile access problems from iPhone, Blackberry, Android, etc.
- Not enough expertise / skills to implement and customize
- Technical issues (performance, technical complexity)
- Lack of governance
- Functional operation (54% say SP 2010 fails to live up to functional expectations)

In their report, Forrester interviewed many companies using SP 2010, and sprinkled in a little of their own analysis that does well to sum up the reaction and adoption of SP 2010. Here are some telling quotes from the Forrester report:

- "We often find that those funding SharePoint projects under appreciate the level of commitment required."
- "Our biggest challenge with SharePoint is finding skilled people."
- "We have 50 add-on products for SharePoint. Some of them are crucial, and some we'll eventually do away with."
- "Customers tolerate a certain level of implementation barriers for strategic initiatives. Once an organization recognizes SharePoint for what it is — a strategic platform investment — the expectations change."

Note that the report also finds that 57% of customers have bought third-party tools to augment/improve SharePoint, particularly BPM, workflow, reporting, and administration functionality. So despite its expense, most are still spending on other, additional products to work in tandem with SharePoint. This is anathema to an all-in-one solution, and rarely is.

SP 2010 gets a thumbs-up when compared to MOSS 2007, but given the cost, gets a failing grade or a bare pass in nearly every other category. It's very revealing to learn 54% of your customers say that it fails to live up to functional expectations; and 46% say it fails to live up to technical expectation.

SP 2010 offers a lot, but it's more than what many organizations need, and less than what still others demand.



BARRIERS TO SUCCESS

18% Lack of executive support 18% Other, bigger priorities 12% Lack of IT support **10%** Policy concerns Business case

Apathy

Barriers

Organizations are hitting many roadblocks when it comes to implementing social intranets: most roadblocks originate in the C-suite. Without a proper plan and business case, many organizations will fail to properly acquire and implement social intranet technologies. Those organizations that don't have 2.0 tools will have immense challenges garnering executive approval to proceed if they don't have a detailed plan and/or business case that convinces senior management of the need. Business cases need not always have hard ROI and other dollar-driven targets, but a clear need must be established. Each business case should cite employee needs (research) and external benchmarks and comparisons (competitive and industry benchmarks are preferred).



10 STEPS TO A SOCIAL INTRANET

- **Business requirements**
- 6 Information architecture
- User requirements
- Wireframes

- Best practices
- Design
- Strategic planning
- Launch

Governance

Change management

Creating a Social Intranet

Tackling the three major components of the social intranet (People, Process, Technology) at one time is a challenge, if not improbable in many resource-strapped organizations. Creating a social intranet is a process that can take significant time, planning and resources depending on your intranet's current state and culture of your organization.

Business & User Requirements, Best Practices

Documenting your organization's business and user requirements is an essential first step to creating a social intranet. Identifying requirements means engaging intranet stakeholders through Focus Groups, User Surveys, and Business Requirements Interviews and other requirements-gathering activities based on intranet redevelopment best practices. First understand the needs of the organization, management, and frontline employees, before developing any plans or designs.

Strategic Planning & Governance

A Strategic Plan determines the long-term mission, vision, and medium to short-term goals of a new social intranet. Like the strategic planning pyramid, the planning process starts at the top with the highlevel strategic directives such as vision and mission, before defining specific goals, KPIs and governance structure. Effective governance is a mission-critical necessity: define how the ownership structure, including the executive sponsor, committee structures, staffing model, roles and responsibilities of publishers, site owners, etc., and the reporting and approval structure.

Information Architecture, Wireframes and Design

Intranet 2.0 tools can't be used if they can't be found. An effective, business-driven design and underlying structure must be developed to better facilitate navigation and usability. Information architecture (IA) is mostly science with a dash of art. As it relates to the intranet, the IA is best



represented by a site map or organization chart of the major information or content categories (parents) and the sub-categories (children) and how they all relate to each other.

The ultimate goal of the intranet manager, architect and consultant is to create an 'intuitive' IA with information categories and navigation paths that are intuitive or easily understood at a glance. Of course the principal challenge of any information architect is that what is intuitive to one person is not always intuitive to another. Hiring an outside expert is often a requisite step in creating an effective IA that accounts for all user roles and stakeholder requirements, rather than the biased approach of internal staff that have a narrower vision of the complete solution.

Launch & Change Management

Selling a social intranet to employees becomes a lot easier when they've been given a voice and understand how Intranet 2.0 tools can make their jobs easier.

For many organizations, an intranet makes a fundamental change in organizational communications, and also, business process. Though the degree of change, and the required change management, depends on the type and culture of the organization (e.g. union or non-union, small or large, etc.) and the intended value and power of the intranet (e.g. self-service, executive communications, etc.), a change management communications program is a requisite for any intranet launch.

The challenge for most organizations is that if there's no prior intranet, or worse yet the intranet is very poor, a new intranet may not inspire much use or it could promote a form of fear or distrust. In short, intranet change management becomes an exercise in "selling" or communicating not only the reason and purpose for the change, but especially anticipating and directly addressing the spoken AND unspoken fears (or apathy) of employees.



SOCIAL INTRANET EXAMPLES









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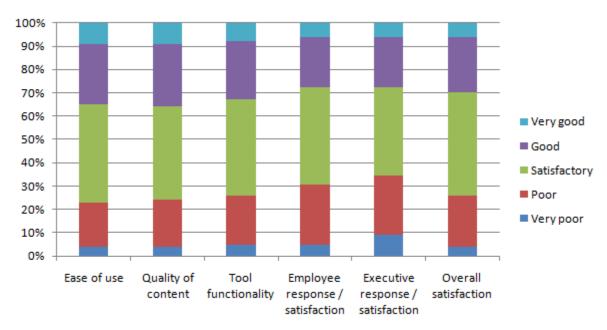
Change Management

Social media tools are so simple and inexpensive to deploy that it's incredibly easy to be lulled into complacency until the initiative begins to fail. Many fail to look beyond the technology and forget about the key role and value that internal communications needs to bring to any new technology deployment: change management, namely communications and education.

Often, 2.0 failures are simply a lack of use or adoption by users, sometimes it is misuse of the tools – particularly blogs, discussion forums, and user comments; but rarely is it the technology itself.

The Social Intranet Study reveals low satisfaction levels with social media on the intranet:

Satisfaction with Intranet 2.0 tools



Only 30% of organizations rate intranet 2.0 tools (overall rating) as good or very good; 26% rate them as poor or very poor. Satisfaction rates with executives are dangerously low: only 28% of organizations rate executive satisfaction with the 2.0 tools as good or very good; 35% rate them as poor or very poor.

Part of the discontent with these new tools is their newness, and some can blame plain-Jane or vanilla solutions that are either free or shoestring solutions, but the potential success of intranet 2.0 has more to do with change management. If you build it they will not come... necessarily.

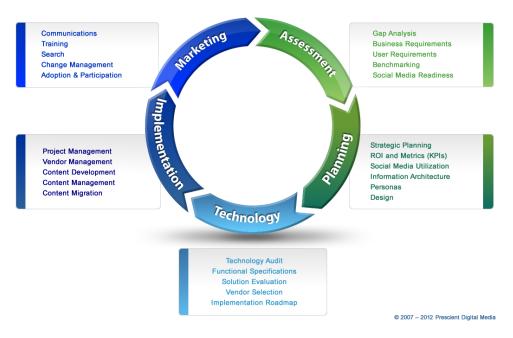


Planning for 2.0

Most employees haven't heard of a wiki so why would they use one? Employees need to be educated, sold, and cajoled to use these tools initially until they become a repetitive action that is part of the culture. Just like ERP, CRM or the main intranet before it, every employee technology solution requires planning that is supported by change management and communications activities.

Any intranet changes, implementation or redesign should follow a plan and a process to ensure success. Prescient Digital Media uses its own unique intranet project methodology that has been developed over years of experience working with more than 100 intranets.

Project Methodology



For a social intranet, key steps in the planning process should include:

- 1. Overarching plan (purpose, objectives, goals, KPIs, cost benefit analysis).
- 2. Intranet governance model (who owns the intranet, and the roles & responsibilities for all).
- 3. Social media policy (who can do what, when, how, and the rules for doing so).
- 4. Executive sponsorship (ensure you have a senior executive in your corner to help promote your new tools).
- 5. Technology selection (ensure the technology solutions are based on the aforementioned plans and business requirements, not knee-jerk intuition).
- 6. Communications plan (promote these tools by email, newsletter, the intranet home page, and buzz marketing activities).
- 7. Active conversations (lead and promote the conversation with topical posts (e.g. new blog post or wiki) that are well targeted and promoted to potential subject matter experts and keeners).

Intranet 2.0 tools require careful thought and planning; yes they're easy to deploy, but they're not easily adopted without the requisite change management.



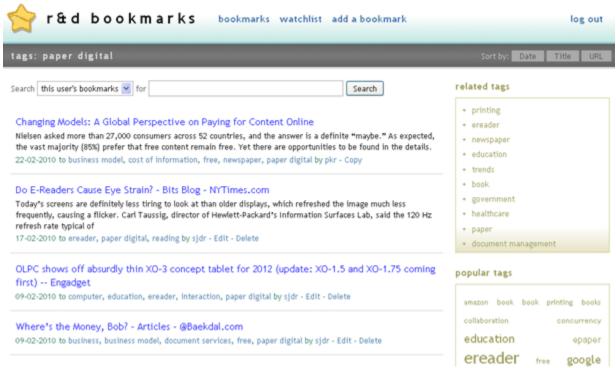
Case Study: Océ

Océ has 21,500 employees worldwide in 90 countries with annual revenues of 2.6 billion Euros. Océ's business is document printing, production printing, wide format printing systems and business services (in short, they're in the printing business, and were recently acquired by Canon).

Beginning in September 2008, at the start of the current financial crisis, Océ faced its own crisis: severely declining sales. Layoffs followed and Océ lost more than 500 million in revenue. Revenue and employees weren't the only casualties: the intranet budget was slashed from 350,000 Euros to only 5,000.

However, budget evaporation didn't cause Océ's communications challenges to evaporate. In fact, Océ had to evolve its communications and intranet challenges in the face of the financial crisis, and they had to operate on a shoestring budget.

Rather than rebuild the existing intranet, the intranet team of Ria Breuer, Global Intranet Manager, Jan van Veen, Manager Internal Communications, and Samuel Driessen, the intranet's Information Architect, rolled-out social media tools, and an enhanced corporate news service on the existing home page.

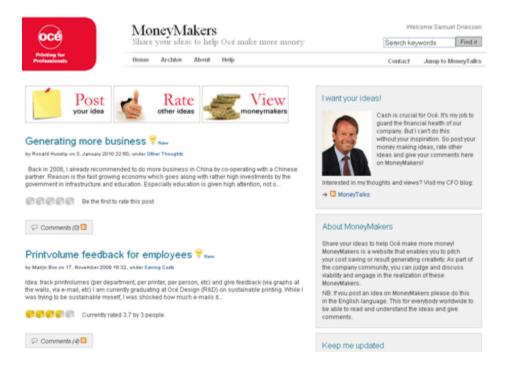


Océ's social bookmarking tool for R&D employees



Océ's social media relies on free, open source solutions and some effective execution by the intranet team. Among the features of their intranet 2.0 arsenal:

- Wikis one for R&D; one focused on corporate information
- Blogs 30–40 blogs (very few personal blogs; most are shared/dept. blogs)
- Idea Management a blog soliciting ideas for saving the company money
- Microblogging using Yammer
- Social bookmarking employees are learning to share bookmarks instead of circulating emails with links
- Océ TV the \$5,000 budget was spent on a video camera and editing software for producing corporate videos



Money Making

A blog called Money Making solicits employee ideas and recommendations for cost savings at Océ. The blog has thus far generated 60+ ideas and one idea was implemented which accounted for 400,000 Euros in savings.



Social intranet statistics

Results from The Social Intranet Study (2011)

An organization without an intranet 2.0 strategy risks being left behind or outright failure (death may be slow).

Once a nice-to-have or a future wish, Intranet 2.0 tools such as blogs, wikis and other vehicles have become mainstream: 61 percent of organizations have at least one Intranet 2.0 tool available to some or all employees. The most popular Intranet 2.0 tools are blogs, discussion forums, instant messaging and wikis.

The Social Intranet survey was completed by over 1,401 participants in small, medium and large organizations in all types of industries, from all corners of the globe. The results reveal rapid adoption of social media on the corporate intranet in the past year.

Geographical representation

The majority of organizations are based in North America:

- 43 percent of organizations are based in the United States.
- 28 percent of organizations are based in Canada.
- 15 percent of organizations are based in Europe.
- The remaining 14 percent of organizations are based in South America, Africa, Asia and beyond.

Intranet size (Employees with access)

The survey sample consists of a diverse range of organization sizes (from fewer than 100 intranet users to more than 100,000):

- 39 percent of organizations have one to 999 employees (small) with intranet access.
- 39 percent of organizations have 1,000 to 9,999 employees (medium) with intranet access.
- 22 percent of organizations have more than 10,000 + employees (large) with intranet access.

Intranet size (Organization revenue)

The survey was completed by a strong, cross-representative sample of small, medium and large organizations with revenues ranging from less than US\$1 million to more than US\$1 billion.

- 9 percent of organizations have revenues of less than US\$1 million.
- > 58 percent of organizations have revenues between US\$1 million and US\$1 billion.
- 33 percent of organizations have revenues of more than US\$1 billion.

Intranet maturity

Most organizations have had an intranet for many years:

- > 7 percent of organizations have had an intranet for less than one year.
- 62 percent of organizations have had an intranet for one to 10 years.



31 percent of organizations have had an intranet for more than 10 years.

Organizations by industry

The 10 most represented industries in the study are as follows (in alphabetical order):

- Banking
- Consulting
- Education
- Financial services
- Health care/Medicine
- Insurance
- Media
- Other
- > Telecommunication equipment and services
- Utility (water/power/energy)
- For more information

Most common Intranet 2.0 tools

Of organizations that have at least one Intranet 2.0 tool:

- > 75 percent have intranet blogs; 26 percent have deployed blogs enterprise wide; only 4 percent have no plans or interest in deploying blogs.
- 65 percent have intranet discussion forums; 26 percent use them enterprise wide; 7 percent have no plans or interest in deploying intranet discussion forums.
- 63 percent have intranet instant messaging; 44 percent use instant messaging enterprise wide; 16 percent have no plans or interest in intranet instant messaging.
- 61 percent have intranet wikis; 19 percent use intranet wikis enterprise wide; 12 percent have no plans or interest in deploying intranet wikis.
- > 60 percent have user commenting on their intranets; 32 percent have enterprise wide user commenting on their intranets; 8 percent have no plans or interest in user commenting.
- > 56 percent have intranet RSS; 21 percent use RSS feeds on their intranets enterprise wide; 10 percent have no plans or interest in intranet RSS.
- > 51 percent have intranet tagging; 26 percent use intranet tagging enterprise wide; 12 percent have no plans or interest in intranet tagging.
- 43 percent have user videos/vlogs; 15 percent have enterprise wide user videos/vlogs; 16 percent have no plans or interest in user videos/vlogs.
- 43 percent have intranet social networking; 19 percent use social networking enterprise wide; 22 percent have no plans or interest in intranet social networking.
- > 42 percent have microblogging; 18 percent use microblogging enterprise wide; 22 percent have no plans or no interest in microblogging.
- 39 percent have intranet podcasts; 11 percent use intranet podcasts enterprise wide; 20 percent have no plans or interest in intranet podcasts.
- > 33 percent have photo/video sharing; 15 percent use photo/video sharing enterprise wide; 22 percent have no plans or interest in photo/video sharing.



- 29 percent have content ratings; 14 percent use content ratings enterprise wide; 24 percent have no plans or interest in intranet content ratings.
- 23 percent have intranet social bookmarking; 10 percent use social benchmarking enterprise wide; 28 percent have no plans or interest in intranet social benchmarking.
- 10 percent have intranet mash-ups; 3 percent use mash-ups enterprise wide; 46 percent have no plans or interest in intranet mash-ups.

Technology platforms

Portal solutions (e.g., SharePoint or WebSphere) are the most popular technology platforms. Just over one-third of intranets are powered by a portal solution, while 27 percent of intranets are powered by content management systems (e.g., Sitecore or Ektron).

- 34 percent of intranets use a portal solution.
- 27 percent use a content management system.
- 20 percent use a custom-built solution.
- 14 percent use a hybrid solution.
- 4 percent use a social media platform.

SharePoint and other Intranet 2.0 solutions

Microsoft continues to dominate the enterprise collaboration or intranet 2.0 market. For those organizations that have deployed at least one Intranet 2.0 tool, more than half (55 percent) of all organizations have SharePoint (in some shape or form). No other vendor is used in more than 25 percent of organizations (though some organizations use multiple solutions) as seen below:

- > 55 percent of organizations with Intranet 2.0 tools are using Microsoft SharePoint (MOSS)
- WordPress and Facebook (employee groups) are becoming popular Intranet 2.0 products and are currently used in 23 percent and 22 percent of organizations with at least one Intranet 2.0 tool, respectively.

Cost of Intranet 2.0

Most organizations spend little or nothing on their enterprise social media tools. Many organizations that implement 2.0 tools spend less than US\$10,000.

- 38 percent have spent less than US\$10,000.
- 34 percent have spent between US\$10,000 and US\$99,999.
- 28 percent have spent US\$100,000 or more.

Satisfaction

Executives and employees alike are less than thrilled with their enterprise social media. In fact, the initial overall rating on internal employee-only social media (intranet 2.0) is poor, and dangerously low amongst executives:



- OVERALL: 30 percent of organizations rate their overall satisfaction as good or very good; 26 percent rate these tools as poor or very poor.
- EMPLOYEES: 28 percent of employees rate their overall satisfaction as good or very good; 31 percent rate these tools as poor or very poor.
- EXECUTIVES: 28 percent of employees rate their overall satisfaction as good or very good; 35 percent rate these tools as poor or very poor.

Barriers to implementation

Without a proper plan and business case, many organizations will fail to properly implement Intranet 2.0 technologies. Those organizations that don't have 2.0 tools are not getting executive approval to proceed as they don't have a proper plan or business case that convinces senior management of the need.

Of organizations that do not have at least one social media tool:

- 18 percent cite a lack of executive support as the primary barrier to implementation.
- > 18 percent cite other, bigger priorities as the primary barrier to implementation.
- 12 percent cite lack of IT support as the primary barrier to implementation.

Note: Percentages may not total 100 due to rounding.



Intranet to Social Intranet Matrix

What is the difference between an intranet and a social intranet? What are the key factors you need to know to transform your intranet?

The following is a success factor comparison matrix for traditional intranet 1.0 and the social intranet, intranet 2.0. This matrix is based on real experience with dozens of intranets of various sizes and industries (approximately 5000 employees on average). The table below represents a summary matrix of the evaluation methodology used by Prescient Digital Media.

Success Factors	Intranet (1.0)	Social Intranet (2.0)
Design	 Design reinforces corporate brand Site has limited employee presence Utilizes the corporate color palette and brand 	 More simplistic design, less colour, bigger fonts and buttons Greater incorporation of employee presence, including real employee photos Design employs shading behind priority content; icons for ratings and key information
Layout	 Three to four columns Significant banner Emphasis on content, links, and standard / stock photos Global navigation is largely contained to banner Text to white space ratio of 70/30 Search engine may be in banner or on home page Publishing mechanism is hidden and not accessible from home page 	 Two to three columns Minimal banner or no banner Emphasis on one or a few headlines with supporting text; minimal navigation links Text to white space ratio of 60/40 (or approaching 50/50) Global navigation is minimal if not limited to a single home button & search engine Search engine is an input box rather than a link Access to social media tools from home page Content is supported by employee photos
Content	 Centralised content publishing; some distributed authorship Limited content standards (if any) Limited if any content management platform (possibly some standardized templates) 	 Decentralized content publishing; full database driven content management Open opportunity to use social media tools for most or all employees with intranet access



	 Content publishers are sometimes trained and follow central standards 	 Increasing amounts of EGC (employee generated content) including wiki and blog posts, user comments, tags, bookmarks, etc. Content is published via a central platform, that usually includes blogs, wikis and other social media tools (though sometimes these tools are separate from the central platform)
Usability	 Confused navigation and top heavy information architecture A working search engine (limited value) Some use of meta tagging Has working links and global navigation 	 Employees can locate information based on "people" (e.g. employee profiles, blogs, tags, etc.) Intuitive technology enables easy self-creation and updating of employee profiles Search is still an enabler, but less of a navigation necessity
Planning & Governance	 No explicit or documented plan Performance measures are minimal and often limited to HITS No explicit or documented ownership and governance model Intranet stakeholders often mired in politics over ownership and how to evolve the intranet No intranet policy 	 Plan with mission, goals and objectives is understood and agreed upon by key stakeholders Intranet is supported with critical success factor tracking and measures (KPIs), possibly including ROI and user satisfaction and engagement metrics Performance measures are actively monitored and tracked versus the baseline An explicit ownership and governance model is documented and supported by all (most) Intranet and social media policies dictate the dos and don'ts, and the rules for owning and publishing content, and for contributing blog and wiki posts, and user comments and tags
Tools	 Basic search Employee directory Some employee self-service Preliminary content management Some multimedia features 	 Executive and/or employee blogs Discussion forms / user comments Wikis RSS Instant messaging

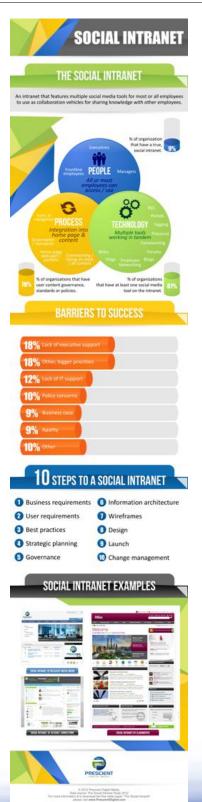


 Occasional instances of personalized 	 Social networking (employee
portal	networking)
	 Social bookmarking
	Podcasts, vlogs
	 User tags, folksonomy
	 Mash-ups / composite applications

To learn more about the complete Prescient Digital Media intranet evaluation methodology of over 400 intranet variables, please contact us at prescient@prescientdigital.com or call us at (416) 926-8800 (www.prescientdigital.com).



The Social Intranet Infographic





A full size version of the Social Intranet Infographic can be downloaded at:

http://www.prescientdigital.com/articles/intranet-articles/the-social-intranet-infographic



A video version of the Social Intranet Infographic can be viewed at:

http://www.youtube.com/watch?v=08fFoZQFFZM



About Prescient Digital Media

Prescient Digital Media is a veteran web and intranet consulting firm with 10 years of rich history. We provide strategic Internet and intranet consulting, planning and communications services to many Fortune 500 and big brand clients, as well small and medium-size leaders. We treat each client as unique; we listen to their needs, goals and challenges; understand a client's requirements and potential; and deliver highly effective and innovative website and intranet plans, designs and solutions.

Prescient was founded in 2001 by Toby Ward with the premise that the corporate website and intranet have business value, and should be planned and executed accordingly. Internet and intranet business consulting was and remains our focus today. First and foremost, we are business management consultants that have a superb knowledge of the technology, but we are technology neutral.

Prescient plans and builds highly effective websites and intranets that...

- Are demonstrably better than the competition.
- Secure stakeholder engagement and support management objectives.
- Deliver measurable value by increasing business results and employee productivity.

Prescient's web and intranet experience is wide-ranging and includes, for example:

- Planning, launching and managing all aspects of a consumer portal with more than 55 million hits per year;
- Transforming an existing intranet (SMB) into a high-powered business system with a two-year ROI of 700% (\$1.5 million); and
- Transforming an enterprise's intranet and website into highly functional, user-friendly portals that prior to a redesign scored benchmarked ratings of 4 out of 10, and now score better than 8 out of 10, with many accolades from management and customers alike.

Prescient's focus includes the assessment, planning, technology selection, content and launch of intranets, websites, and web-based tools for:

- Health and life sciences
- Financial services
- Energy
- Government
- Manufacturing and High-Tech

Prescient services for intranet, Internet and e-Health include:

- Analysis (evaluation, business requirements, user research, benchmarking)
- Planning (strategic planning, functional specifications, information architecture)
- Technology (platform and application evaluation, selection, and implementation)
- Implementation (design, integration, content, tools)
- Marketing (communications, content management, operation, marketing, SEO)



Some of our clients include:



Prescient Digital Media has had the privilege to work with more than 150 clients including: Amgen, Boston Scientific, CBC, Dow Chemical, Gartner, Fidelity Investments, HSBC, Kimberly-Clark, Liberty Mutual, Manulife, MasterCard, Nintendo, Pepsi, PNC Bank, Ralph Lauren, Royal Bank, Toshiba, WestJet and more. See our complete client list.

Why should you hire Prescient?

- Prescient boasts a full roster of satisfied, world class, Fortune 500 clients.
- We are the only known technology consulting firm that promises to build success measures (critical success indicators) into each and every project.
- Prescient owns no software or hardware; we are technology neutral. We find the best technology for our clients based on their business requirements.
- Prescient has an impressive and extensive list of global, expert speaking engagements with dozens of conference, seminar and webinar events every year.
- Prescient has the most published team of experts of any firm in its class with hundreds of published articles to date.
- Our work has won more than a dozen awards including a prestigious Webby Award.

Additional material:

- See our complete client list
- Read some of our case studies
- Read more about **Prescient services**
- Learn about the Prescient team
- Watch the Prescient video
- Read Prescient articles and blogs
- Download our free white paper, Finding ROI
- Attend an upcoming Prescient event



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