One Company Intranet: moving from many intranets to one

A report for IBF members only

Confidential
# Other recent IBF research

## Reports

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<td>Digital Workplace Maturity Model</td>
<td>A new maturity model for intranets and digital workplaces, the model is a tool to help those responsible for managing the online working environment to understand where they are now in terms of the overall user experience and think strategically about future directions.</td>
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<td>The SharePoint 2010 intranet</td>
<td>A research report providing invaluable guidance to intranet managers needing to understand what’s changed in SharePoint 2010, how to approach the upgrade decision, the importance of governance, critical success factors for implementation and more. This report features over 30 pages of carefully researched information, advice and resources.</td>
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<td>New directions in usability</td>
<td>This in-depth research report examines the major trends that are shaping the usability of online services and highlights practical measures organisations can take to ensure that the systems they develop are fit for purpose in a changing business landscape. With in-depth case studies from IBF members BT, United Utilities, Thomson Reuters and Vodafone.</td>
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## Briefing paper

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<td>Good practice in implementing A-Z directories</td>
<td>This briefing paper looks at the role of the A–Z index in information discovery. It provides guidance on best practice and good design strategy in implementing an effective A–Z on the intranet.</td>
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<td>Managing news on the intranet</td>
<td>An extended briefing paper examining how leading organisations are using their intranets to deliver up-to-the-minute news in a lively, innovative and credible form while enabling employees to debate the issues of the day with their peers, and drive the whole news agenda.</td>
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<td>The Art of Tagging</td>
<td>A briefing paper looking at how folksonomy-driven knowledge management compares with traditional structured information architectures and how the two might work together. It goes on to look at potential business usage scenarios and benefit, as well as some tips for implementing social bookmarking.</td>
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1 Executive summary

Oneness: Defined as the quality or state of being one; singleness or wholeness; uniqueness; a state or condition of perfect harmony or accord.¹

Does this sound like your intranet? For many, the answer is a resounding “no”. Some classify this quest for intranet nirvana as unattainable or impractical. Yet, despite apparent challenges, more and more IBF members are considering major projects to move from many intranets to one.

The path to one company intranet is confusing and complicated with no single solution – ‘one’ is by definition ‘unique’. It should also be considered a journey with several challenges en route. These start with identifying the appropriate business drivers and getting the project approved by stakeholders. Next, comes the challenge of deciding the appropriate level of consolidation for your intranet environment. Determining and implementing the governance structure will also be challenging. Technology limitations will be encountered along the way, as well as people’s resistance to change. It is not a journey to embark upon haphazardly.

This report investigates the concept of moving a company’s disparate intranets into one. In each section we start by introducing and describing the challenge at hand, then provide options for addressing these challenges. Where applicable, we highlight specific journeys of notable organisations. At the end, case studies chronicle the journey to a ‘one intranet’ environment for three very different organisations. While we’ve tried to address a multitude of options, this paper is not intended to provide an exhaustive list. Potential ‘one intranet’ solutions are as limitless as the problems that precede them. What is right for one organisation may not be right for another. Use this paper as a source of definition and context as you critically analyse your company’s situation and response.

Think of this paper as a maritime chart. It provides a layout of the waters, routes others have taken, and known obstacles. It is a tool for navigation or, a depiction of options, considerations and lessons learned along the way. Travel by sea is fraught with perils. It is also extremely rewarding and in some cases the only way forward. We hope readers will find this paper insightful, thought provoking and educational; a valuable resource on their journey to intranet ‘oneness’.

Our research
This report is based on in-depth interviews with Johnson & Johnson, the UK Houses of Parliament, and Océ, about moving from multiple intranets to one. We also carried out desk research that distils input from industry thought-leaders and top intranet practitioners, as well as our wide experience observing intranet projects and benchmarking intranets.

About the author
Andy Jankowski is Director of IBF North America and Founder of www.enterprisestrategies.com. During the past 15 years he has served as an advisor for Oracle Corporation, JPMorgan Chase, Ernst & Young and Andersen in the areas of enterprise communication, collaboration and knowledge sharing. He is a frequent conference speaker and an avid road cyclist. Andy enjoys connecting people and dots.

¹ http://www.thefreedictionary.com/oneness