Analysis and Redesign Process of an Agency Intranet

from the Research to the Launch

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ANALYSIS AND REDESIGN PROCESS OF AN AGENCY INTRANET: FROM THE RESEARCH TO THE LAUNCH

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Abstract

ABSTRACT

For many years, intranets have been evolved to find their right place in the actual digital workplace - that is, in the collection of digital tools accessible to employees within a company. In previous years this happened step by step, first framing the intranet as a "portal", then including links to most used tools. Nowadays we arrived to more efficient and safer methods of organization, including links, content recap and sharing tools needed by employees.

The stage experience in Softec S.p.A. allowed me to work directly on an intranet project. The agency I work with developed this product for Roadhouse - famous alimentary company - in order to create an easier communication between HQ and singular restaurants. In this project I've worked with a UX team and with an art-director for the development of a Look & Feel mockup. Roadhouse and Softec S.p.A. joined a co-design course for the platform through workshop and interviews I collaborated on, current use of many managers. The goal of the preliminary research of the project was to understand customer needs not only for the re-design of the intranet but also for the re-definement of communication methods with a new horizontal hierarchy. The used design methodology is modular and specific od Softec S.p.A.: project activities in each flux can be proposed singularly, according customer needs. As it emerged during the project, the optimal methodology to be undertaken for future developments is the Agile, which allows the whole team involved (customers and project-teams) to operate in a more effective way.

The aim of this thesis is to present an accurate analysis and redesign of the intranet, highlighting its content, visual and functional characteristics. In order to guide the project, the intranet models of large companies such as 3M, Anthem Inc, BHP, Duke Energy have been studied, chosen as excellences and benchmarks of the market. The analysis of the organizational approach of the intranet of each company has been transversal; the focus is on the interface and its use related to the specific relationship between customers and company, typical of each reality. In this way, the thesis aims to propose new keys to understand the phenomenon of the variation of the needs of companies needs according to a communicative point of view.

Within a rather dynamic context, my role as UX designer, in direct contact with the customer (Roadhouse) - in particular with the managers - consists in using design tools and in finding feedback in a repeated analysis of the context worldwide to respond concretely to customer needs. The next step was the conversion of the analysis of the existing situation to the development of usable content: hence the creation of wireframes and mockups with the collaboration of the art-director. The final discussion of the results highlights that the project objective has been achieved, despite the budget constraints given by the client company.

Da molti anni, le intranet si evolvono per trovare il loro giusto ruolo nell'attuale digital workplace, cioé nella raccolta di strumenti digitali accessibili ai dipendenti all'interno di un'azienda. Negli anni passati ciò è avvenuto gradualmente, prima con l'inquadramento delle intranet come portale, poi includendo link agli strumenti di lavoro più utilizzati. Ora si è arrivati a forme più efficaci e sicure dal punto di vista dell'organizzazione, includendo collegamenti, riepilogo di contenuti e gli strumenti di condivisione di cui i lavoratori hanno bisogno.

L'esperienza di tirocinio presso Softec S.p.A. mi ha consentito di lavorare direttamente al progetto di una rete intranet. L'agenzia con cui collaboro ha dovuto sviluppare questo prodotto per Roadhouse - famosa azienda nell'ambito gastro-alimentare - in modo da poter facilitare le comunicazioni e il sistema gestionale tra HQ e i singoli ristoranti. In questo progetto ho avuto modo di lavorare con il team di UX e un art-director allo sviluppo di mockup Look & Feel. Roadhouse e Softec S.p.A. hanno intrapreso un percorso di co-design della piattaforma tramite workshop e interviste a cui ho collaborato, all'utilizzo attuale di parte dei dipendenti. L'obiettivo della ricerca preliminare di progetto è stato comprendere i bisogni del cliente non solo per il re-design dell'intranet ma anche per la ridefinizione dei metodi di comunicazione secondo una nuova gerarchia orizzontale.
La metodologia di design utilizzata è modulare e specifico all'azienda Softec S.p.A.: le attività di progetto all'interno di ogni flusso di azioni aziendali possono essere proposte singolarmente a seconda delle necessità del cliente. Come è emerso nel corso del progetto, la metodologia ottimale da intraprendere per i futuri sviluppi è quella Agile, che permette a tutto il team coinvolto (clienti e project-team) di operare in modo più efficace.

L'obiettivo di questa tesi è presentare l'analisi e la riprogettazione accurata dell'intranet, evidenziandone il contenuto, le caratteristiche visive e funzionali. Al fine di orientare il progetto, sono stati oggetto di studio i modelli di intranet di grandi aziende come 3M, Anthem Inc, BHP, Duke Energy, scelti in quanto eccellenze e benchmark di riferimento nel mercato. L'analisi dell'approccio organizzativo dell'intranet di ogni azienda è stata trasversale; il focus è sull'interfaccia e sul suo utilizzo relativo allo specifico rapporto tra clienti e azienda, tipica di ogni realtà. In questo modo, la tesi mira a proporre nuove chiavi per comprendere il fenomeno della variazione delle esigenze delle aziende secondo un punto di vista comunicativo.

All'interno di un contesto piuttosto dinamico, il mio ruolo di UX designer, a diretto contatto con il cliente (Roadhouse) - in particolare con i manager - consiste nell'usare strumenti di design e nel rilevare riscontri in un'analisi reiterata del contesto mondiale per rispondere in modo concreto ai bisogni del cliente. Il passo successivo è stata la conversione dell'analisi della situazione esistente allo sviluppo di contenuti fruibili: da qui la creazione di wireframe e mockup con la collaborazione di art-director.
La discussione finale dei risultati evidenzia che l'obiettivo di progetto è stato raggiunto, malgrado siano i vincoli di budget dati dall'azienda cliente.

Introduction

1

The focus I want to make with this thesis is about the study of developing in a successful way an intranet, related to the real need coming from clients requests. The contest is the analysis of the entire system of main worldwide multinationals that uses an intranet as a updated and functional tool. These companies taken in analysis (3M, Anthem Inc., BHP Billiton, Duke Energy) have created their intranet thanks to a long process of co-working and re-design documented in the report of NN group 2019, "Intranet design annual 2019", Kara Pernice and Patty Caya. [1]
This report has the focus on the differences between all the approaches based on companies needs, an extremely varied framework that offers numerous points of analysis.

The reasons that led me to investigate this issue have a dual nature. The interest in re-designing a tool was influenced and certainly encouraged by some experiences lived during my university internship, which allowed me to come into contact with different in-work and design realities. After documenting the studies conducted in this area, the analysis to create an intranet moved to the real need on which I founded my research: a real client (Roadhouse) had as a request to improve its main tool of communication due to a poor synchronization between its component. The main problem was located in the intranet, not consistant from a content and visual point of view.

The aim of this thesis is to provide an accurate intranet analysis and re-design of the data collected, highlighting the content, visual, team and individual peculiarities - according to different roles in the Roadhouse system. In this way, the paper aims to propose new keys to understanding the phenomenon of the variation of companies needs according to a communication point of view. The communication doesn't have to follow a pyramid hierarchy, but to be enlarged and involve also lower components in the "food chain".

An on-site co-working meeting was conducted, using interviews and co-design involving male and female individuals, having different roles in the company (Store managers, Area managers, Employees). The questions made to the individuals were about the management and perception of files in the as-is intranet and about the communication of information, that gets in the way of a fluent sharing. The analysis of the collected data was carried out by comparing the feedbacks detected in these different realities and perceptions.
My role during the entire project - as a UX designer - has been to create a concrete basement of research to allow co-working activities with the client, for a concrete intranet development. In the 4th chapter "Approach in agency" I'm going to introduce my role in all the different phases of the project through the processes that allowed the realization of it.
In the 6th chapter "Future implementation" I'm going to talk about a personal idea development: how the project has been closed by the agency and how I wanted to define a better output for a future theme.

The thesis is divided into seven chapters:

- the first chapter provides an introduction to the meaning of intranet and its uses, which are its advantages of use for a company, which are its components, which kind of intranets are now existing;
- the second chapter has a focus on the top 4 intranets nowadays existing;
- the third (Design methodology for an intranet) has the core of the entire thesis, showing the methodological approach of the agency according to a client request;
- the fourth chapter gives an overview on the agency I worked in, which one has been its approach to the client and which activities have been made;
- the fifth, sixth and seventh are about the conclusion and the concrete feedback and product exploited from this project (wireframes, mockups and future implementations).

Thanks to this research, it was possible to analyze some important factors related to the intranet variations of worldwide companies, results that will be explained in detail in the final conclusions of this thesis.

1.1 INTRANET: What's an Intranet? What's used for?

With people and operators located in more and more places, working from home or from different offices, it becomes more difficult to coordinate information and communications. People are excluded from distribution lists and start complaining about never finding the necessary documents. These are all signs of the need for an intranet. An intranet is a private website strictly linked with a defined company. It offers a virtual position where collegues can communicate, collaborate and look for information. [2]

Technology and finance continue to be strongly represented industries, and this brings these industries to be up to days having a web of connections not only with the external world but also on the inner part. Creating an intranet offers a virtual position that allows to communicate, collaborate and seek information. While certainly good, the representation of tech and finance is less than we saw in the first decade of this award and indicates that a broader range of industries are now taking intranet design and user experience (UX) seriously.
A company intranet helps to keep employees up to speed on various happenings within the company and they can be used as a way of communicating by posting various newsletters, articles, and company training documents.
An intranet means that only the company employees that are set up on the server can access the company pages, which is different from the Internet, which is open to everyone that has an Internet connection.
Most companies use their intranet in place of paper and emails because it gives everyone within the company, regardless of where they are located an opportunity to know where all the company information and communication are. Intranets for companies are very secure, meaning that no one outside the company can get into the Intranet once the security is set in place.
Among the benefits of the intranet is it allows a central communication area for the entire company. Many people work in remote locations, therefore, it helps give a sense of connectedness to the company as a whole regardless of where someone is located.
Intranets have been quite effective in keeping communication open with employees, but of course, it is essential that your employees log into the intranet several times each day. Many companies make the intranet the default start-up page from any browser within company, which makes it easier for employees to remember to log in for important information.

1.2 Which are the advantages of an intranet?

The 5 main advantages and features of an intranet are [3]:

1. To communicate in an effective way. When distribution lists are used, it's common discomfort to receive too many emails and messages with no importance filter, and probably many important messages are lost. With an intranet information can be controlled, because important messages and warnings are visualized on the top of the page. Administrative updates are no longer lost, but they can be checked at the margin of the intranet, with no spam problems in the mailing list.

2. To collaborate in an effective way. Sending, sharing and changing a single file brings always to common problems of overwriting, updating or converting an old document. Nowadays many intranets offer a co-working area where colleagues can work on the latest updates of the file. Usually it's also present a chat group for live discussions.

3. To simplify information research. An intranet gathers all reliable information. It grants the presence of an original copy of a file and the possibility for everyone to have access to latest guidelines, procedures, products information. It gives conformity and saves time for the managerial area.

4. To reduce risks. People want to do their job. If they find a comfortable tool for personal use, they can also start using it at work. But tools for sharing files or group discussions designed for consumers can pose a risk to corporate security. What if a person leaves the company and still has access to the files? These services could be blocked, but it's better to use an intranet to manage this solution.

5. To reduce administrative costs. It's normal to lose a lot of time for not efficient administrative procedures, calls, updates with HR. An intranet offers a simple publication of online modules, to simplify the performance of activities.

1.3 Which are the main components of an intranet?

Every intranet has ingredients that make it a valuable channel for sharing content. These essential elements likely include news, communities, an employee directory, a search facility and an outlet for leadership communications. Additionally, the intranet should include key areas of content that enables employees to carry out their everyday tasks and find essential company information. Can be highlighted 10 essential content components that should be present in an intranet [4]:

1. Company policies, official documents, forms. Creating a specific area on the intranet containing the most up-to-date versions of all company forms, policies and official documents not only saves employees' time but also eliminates the risk of using the wrong version.

2. Company strategy and goals. Being able to refer to company strategy helps keep employees informed about the bigger picture so that they know where the company is heading. Dedicating a page or area on the intranet to company strategy is an obvious way to ensure employees to be informed about "the bigger picture" that the company is heading. The intranet strategy area should also include details about key related initiatives and any sub-strategies, such as business lines.

3. Values and corporate social responsibility (CSR). Having in mind the outline of company values and the commitment to help communities is really important for every employee. This intranet content can really help build culture, drive engagement, and give them a sense of purpose. The intranet should be the natural home for this content.

4. Digital assets and brand centre. Having a brand center on the intranet supports the idea of having an organized brand guideline. It includes guidelines on how to write and present content to other employees and also to clients, with reference to visual guidelines. Also consider including information on related processes, such as how to order branded goods or where to get advice on messaging from communications professionals. Where possible include access to related digital assets such as logos, imagery, presentation templates and so on.

5. Product and services information. Having information about company's key products and services on your intranet is very important. This is absolutely critical for frontline or sales staff who need to talk authoritatively about your organization's offerings with clients. It also helps spread awareness among internal staff about what the company does externally. Ultimately this content can support better client service.

6. Information about different locations. Most organizations have more than one location, and having key information about each is very useful. Content should not only be geared towards employees based in that location, but also to those who are traveling to it. Typical location intranet content includes: how to get there, maps and floor plans, local hotels and restaurants, facilities and safety information, essentials.

7. New hire centre. Creating a "new hire" centre that includes or links to all those resources employees could contain an overview of the company with a walk-through of key areas like organizational structure and strategy, and key forms for an easier onboarding process.

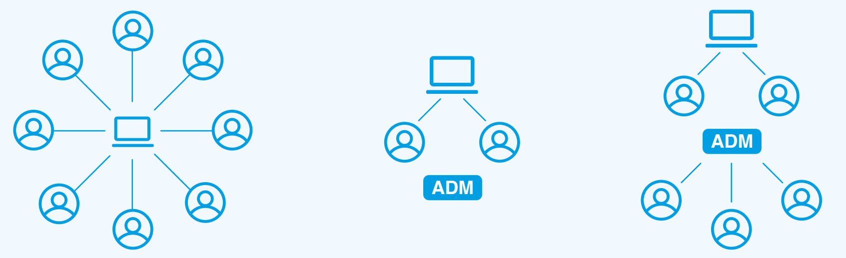
8. HR information. This can cover everything from pay and benefits to processes such as booking vacation time or individual training. Including this content on the intranet can save a lot of time for HR executives, as employees can find the answers to questions themselves.

9. Task and process information. This area gives information on how to carry out key processes within the organization. This helps employees find exactly what they need to do to complete both simple and complicated tasks. The main features of task areas are: to use a consistent format for the content, to use a simple language, to divide tasks in steps, to link appropriate systems to each other, to have a nominated and responsible owner of each page.

10. How to use the intranet guide. It's important to include a section that instructs users on how to use the intranet, also thinking about those who are less confident with technology. The intranet help centre should also be a hub for broader information such as your intranet strategy, the process for setting up a new site, whom to contact, tips and tricks and other digital channels on offer.

1.4 Which kind of intranet are now existing?

There are three types of intranets. They're very different, and can overlap from one type to another, but they tend to fall along these lines:



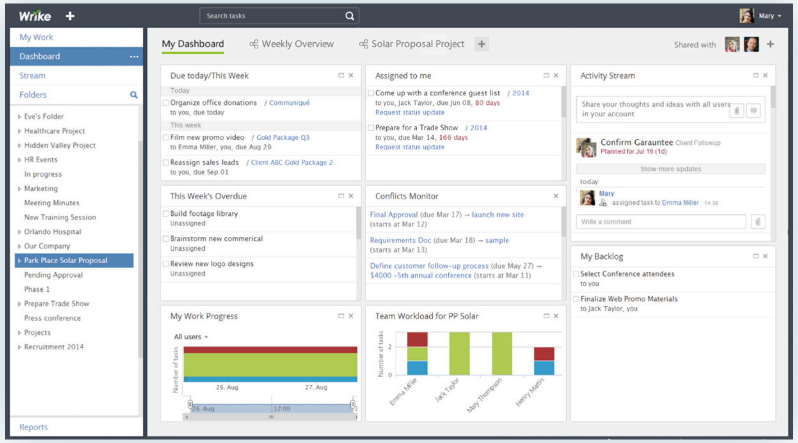
The collaboration platform *The internal Website* *The distributed intranet*

THE COLLABORATION PLATFORM.

1. Also known as enterprise social software and enterprise social networks (ESN), collaboration platforms focus on peer-to-peer interaction over content management. This type is very good on two-way publishing. Users publish just as much as they consume. There's a strong desire for peer-to-peer collaboration across a globally distributed organization. Information tends to be less formal, more conversational. The site centers around an activity feed, and there are badges, privileges and a leaderboard to drive employee engagement. The main features of a collaboration platform are to help communication between co-workers and team collaboration which leads to problem solving and to give the ability to share information, files, and data. It works particularly well for large and distributed organizations. The collaboration platform helps connect and engage employees for deeper collaboration and higher productivity. On the other hand, there's a higher cost relative to Web CMS software. There's less flexibility (compared to Web CMS systems) over the presentation and management of content. [5]

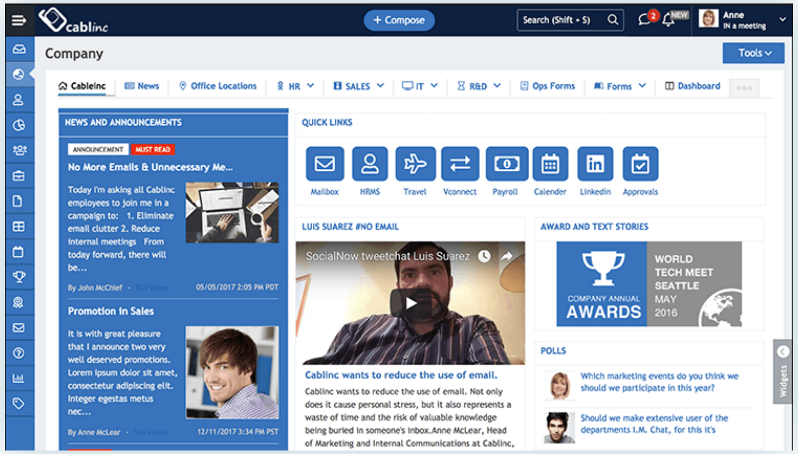
THE INTERNAL WEBSITE.

2. This type is based on one-way publishing. People who interact with it are



Example as intranet as collaboration platform. It's similar to those kind of platform used for managing tasks in a process, but in this case everyone can have access to it.

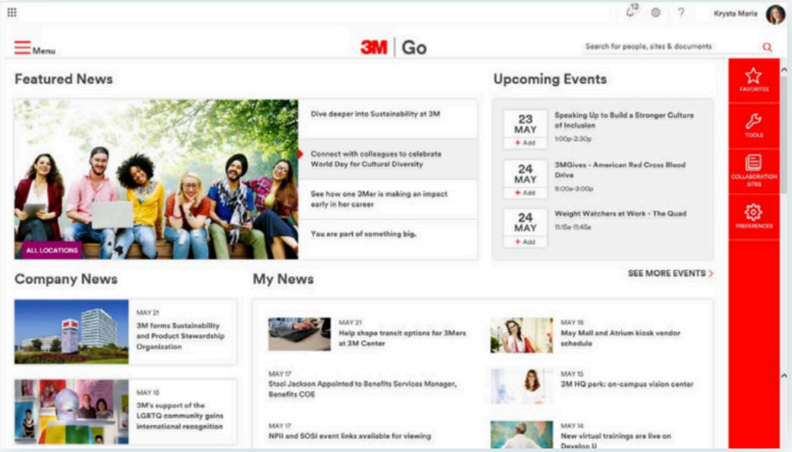
divided into two groups: consumers and publishers. There is a defined "admin side" to it which comparitively few people have access. Information is reviewed before it's published, and it's often subject to workflow and approvals. The intranet is structured just like a public Website. An intranet website is developed using the same technologies used to create a public



The visualization of an intranet as internal Website is similar to a Hub sharing. There are some main information displayed related to the admin (mail, cloud, etc.), and general information such as events, system status, timetables, etc. The look is similar to a dashboard.

website on the Internet. The content of an intranet site is focused on a restricted group of people, typically the employees and subcontractors of a company or organization. The intranet is not accessible via the Internet; its web server is programmed to respond only to requests made from inside the internal network of the organization. Today intranet Roadhouse is more similar to this type of website form. [3]

THE DISTRIBUTED INTRANET.



The distributed intranet is managed by different people with different tools. The common infrastructure is controlled by a central team that releases all the necessary information on the intranet. To the intranet, can be connected newsletters, devices, smart technologies.

3. In larger organizations, your intranet very quickly becomes decentralized. A distributed intranet is a net of numerous systems and applications linked between them (e.g. a phone directory, an announcement system, a document library). This intranet is managed and grouped around common infrastructure. It became a centralized user database with a coordinated image, having common design elements so all the mini-applications/ systems can look the same. [4]

According to the final request of the client, the budget, the final impact that you want to give with the intranet as a product, and the real device that is needed by the users, there must be a precise choice and finalization coming from the top of the project. Usually an intranet used for a big company for internal comunications is developed as a distributed intranet. This happens because these kind of companies are located worldwide and it's difficult for them to keep the contact to each other. In this way communication between HQ and retailers it's easier and without incomprehensions. So the intranet proposed for Roadhouse is close to the "internal Website".

	COLLABORATION PLATFORM	INTERNAL WEB SITE	DISTRIBUTED INTRANET
ADMIN	*Every user in it, same hierarchy*	*One or few admins, general control on everything*	*Content contributors and team that checks content*
PROS	*Dynamic use of information, easy sharing*	*Friendly visualization, good control on content*	*Management of content in a deep net of infrastrctures*
CONS	*No hierarchy or control, messy management of content*	*Limited sharing and dialogue between the parts*	*Hard to control systematically every part of the system*

1.5 Focus on best intranets online in 2019: what do they have in common?

From 2001 to the present, the overall average development time of intranets is almost 3 years. Moving to our days there's a consistent and significant drop in this average starting in 2014. This process became even more strict year after year: nowadays it's so intense but necessary in a short-timing moment to have a intranet that agencies create it in a few more than 1 year. The approach that teams take to an intranet "redesign" has also changed. Today's redesign may include restructuring the IA, auditing content, revamping search, and changing the look and feel. However, Agile development has removed the sense of finality of a released design. Teams still plan major components, but they deliver them in waves, often after the big redesign goes live. Thus, the great intranets are always improving. In consequence, the redesign time measured doesn't include all of the intranet design work. It simply can't, because redesign is an ongoing project. Further, good intranet-creation tools can expedite development.
This list of main points necessary for an intranet are taken from "4 Noteworthy

Intranet Design trends in 2019" [6].

1.5.1 Hub of the digital workplace

For many years, intranets have struggled to find and take their rightful place in today's digital workplace. Small steps from previous years, such as acting as a "portal" and including links to a few commonly used tools, have now given way to more robust ways of organizing, linking, summarzing content, and exposing tool features that employees need.
At almost any organization, the number of applications available to employees can be countless; knowing when to use which tool, mystifying; and how to find the right tool, seemingly impossible. But today's intranets are very good at finding the applications that employees need and making them readily available. Intranet teams take inventories of tools and applications, and then determine which are necessary and popular. Intranets can host and serve tools in many ways, including to:

- Incorporate them in the overall site search.
- Present them in a list of popular tools.
- Serve them to individual employees based on their roles.
- Let employees save links to their favorite tools.
- Store links to and descriptions of all tools in their own intranet area.

These effective techniques are implemented in various creative ways on most powerful and well-created intranets.

1.5.2 Research

Involving stakeholders is the main thing to do for the creation of an intranet design project. But even with schedules closing in, the best intranet teams involved not just stakeholders who spoke for their users, but also the users themselves. This year's winners conducted behavioral research—such as usability tests and field studies—as well as attitudinal research, which included interviews, focus groups, and surveys, with the employees.
In this paper will be analyzed in their main and most interesting aspects for the project the most well developed intranets in 2019 (3M, a global science company; Anthem, Inc., one of the leading health benefits companies in the US; BHP billiton limited, a world-leading resources company that extracts and processes minerals, oil and gas; Duke energy, one of the largest electric power holding companies in the United States).

1.5.3 Keeping content current

Ensuring that content is current is the bane of many an intranet editor. A workflow-enabled CMS with content expiration and replacement can help greatly, as can including the name and contact information of each page's owner. This year, these intranets advanced the quest for current content in thought-provoking ways.
In some of the most updated agencies, a mini-form enables any employee to provide feedback about page content, while a monthly content audit with key content managers goes a long way toward ensuring that content stays fresh. For example, 3M entices employees to update their employee profiles by offering a simple editing process, giving a progress chart to show profile completeness. In addition, the site's form to submit news is so straightforward that it requires no training whatsoever.

1.5.4 Personalization VS Customization

Personalization (pushing content and features to employees based on their roles) and customization (allowing users to make content and features they want easily accessible) remain highly valuable ways to increase intranet communication and productivity. Personalization and customization features prevent employees from being flooded with information or lost in a web of links and menus. Anthem's intranet incorporates personalization and customization in several areas, including news, applications, and a helpful dashboard.
For years, the lines between personalization and customization have been blurring. About 10 years ago, companies began letting their users switch roles to see different intranet content. This type of flexibility again this year has been present. 3M's intranet offers something that falls between traditional personalization and customization: it targets content to employees based on preferences that they select, and they can change those preferences at any time.

1.5.5 About domain knowledge support

Great intranets continue to support the most basic administrative features, such as how to report a dysfunctional printer or find out what type of paid time-off the organization offers. Designing these types of features as simple intranet

tasks helps an organization run smoothly, but great intranets go further. They support the deep, specialized expertise that comprises the organization. In this way, the intranet potentially tracks and communicates events that could cause—or have already caused—travel interruptions, so employees can immediately assist customers.
Or it can share charts of safety statistics based on employee role.For example, Anthem, a health insurance company, offers a comprehensive HR section on its intranet. The section provides personalized benefits information, performance growth information, and other educational content that demonstrates the organization's high investment in its employees.

1.5.6 Infrastructure

An intranet's IA, menus, search, page hierarchy, and overall content hierarchy can break if there's a lack of planification to follow. Winning intranet teams avoid these issues in several ways:

- Create a design system with style guides, pattern libraries, and component libraries;
- Offer only a small set of page templates;
- Assist and train content contributors and intranet section owners.

This year's winners did these things and more. For example, a famous company defined content types and then created 30 web parts that help all designers stay true to the company branding and be consistent in their user interface (UI) designs. The team also created a combination UI style guide and pattern library. Similarly, some groups investigated and iterated design templates for intranet sections; this liberated the intranet designers and employees so they could focus on content. The consistent design that results creates consistent UIs and time savings for both users and intranet teams.

1.5.7 Catering to employees around the world

On most powerful intranets, employees from all locations—regardless of their distance from headquarters—feel that the intranet was created with them as main users, to help them do their work and stay informed. For example, a clock feature can help employees compare times zones and see if the local time represents working hours in other important locations. News is also translated to the employee's local language. 3M supports more than 15 languages and allows employees to explore and search for all news from all countries in all languages.

1.5.8 Tools and applications as support

Do I link to the application? Do I ignore it? Do I expose some of its features and content on the intranet itself? These are only some of the questions that great intranet designers ask and answer as they determine how to best work with tools and apps. Some organizations focus on bringing app content out into the open on the intranet. Many intranets created a platform that provides a single UI to consolidate much of the data and the most frequently used modules from many different applications. Linking between applications and back-end systems lets employees see real-time data on the intranet, and they can always get more details by clicking links to the full applications.
Findability and quick access to tools are other factors that winning designers focus on. For example, an intranet can offer multiple features—including the App Finder and My Work features— that make it possible for users to find the right app at the right time. For example, a toolbar with custom favorites and tools appears on every page of the 3M intranet. Likewise, it's also possible to have a waffle menu that leads to essential applications; each page also offers links and customizable bookmarks to popular pages and tools. Anthem's dashboard includes icons that link to key apps—some of which are personalized to the user, such as a corporate calendar— as well as to the user's customized apps list and favorites. This always-available dashboard appears near the site's global navigation. Intranets and applications have been harmoniously joined.

1.5.9 Bookmarking pages and applications

The ability to bookmark intranet pages has been an important feature for many years. Bookmarks travel with employees, no matter where they go, which is invaluable—especially for people who share workstations. Bookmarks make it abundantly easy for employees to find pages they use frequently. They also provide the added help needed to access pages that might otherwise be tricky to locate in a complex IA or a subpar search. Usually, the site also offers a search innovation: the search tool shows—at the top—how many of the user's favorites appear in the search results. Sometimes, the intranet lets employees customize their bookmarks page and sign up for email digests that summarize recent reports about topics of their choosing.

1.5.10 Numeric data at employees' fingertips

Big data has arrived on intranets this year, giving employees access to statistics and other meaningful numbers. Employees can see how their own KPIs align with those of their department and the company. Several statistics—related to safety, finance, people, supply chain, and other KPIs—both inform and motivate employees.

1.5.11 Stop flat

Usable, useful, and beautiful describe this year's winning designs. Flat is gone replaced by Flat 2.0. Even the very minimalist visual designs include subtle but noticeable signifiers to indicate that a link is clickable and that a button is a button. Text that is legible, yet calm and pleasing to the eye—such as the text on 3M's intranet—provides an unassuming visual look. Anthem juxtaposes a comforting color palette with punches of orange to make buttons and other elements visible.

1.5.12 Refinement by filters and facets

A previously uncommon, advanced feature—filters and facets—is now standard in great intranets. Using keywords to filter page content and search results gives employees practically unlimited control over the content they see. Winning teams employ these filters in many ways, not just in site search.

1.5.13 Search advancements

Predictive search and the ability to filter and sort results are just a few of the search features that help employees find what they need on this year's winning intranets. It's helpful when search crawls as much information as possible. For example, intranet searches policies and documents even if they are stored in various applications content—including content contained in collaborative spaces—and the search results display as the user types, making search fast and easy.

Site search makes it possible for employees to find anything. On some intranets, however, select places have their own scoped search. This makes search more accurate, and also makes it easier to deal with the results. Further, metadata for each report is carefully documented, described, and tagged to maintain both repository health and search success.

1.5.14 Employee profiles / search

Employee search is the most-used feature on intranets. Key needs include finding a phone number, email address, or office location. The content in today's employee profiles helps employees get to know one another and work together more effectively. Anthem's robust people finder supports search with simple criteria or an elaborate query. The employee profiles house a large amount of information about each employee and include employee bookmarks and selected apps.

1.5.15 About teams

Employees may know little or nothing about teams they never work with, particularly if they work at large organizations. Providing information about the work of different groups can give employees a broader picture of their organization as a whole. It can also help employees work together or change jobs more effectively.

An intranet includes sections for departments, regional offices, and countries that communicate what each unit does and how its staff members can help coworkers, as well as offering key contacts and more. Each brand describes what it does and provides key facts and KPIs, contacts, and events, along with links to websites and documents for further reading.

1.5.16 News

Employees look to the intranet to get information from executives and about the organization. Intranet news, videos from leaders, and project information all keep employees informed, interested, and invested, offering robust news, with no fewer than seven types of media to keep employees in the know.

In some companies, any employee can write news; this generates more news, includes more employees, and takes the stress of populating all of the intranet's news off the Corporate Communications team. Also, to further build news awareness, an email that pulls news content directly from the CMS into an email template is sent to employees each day.

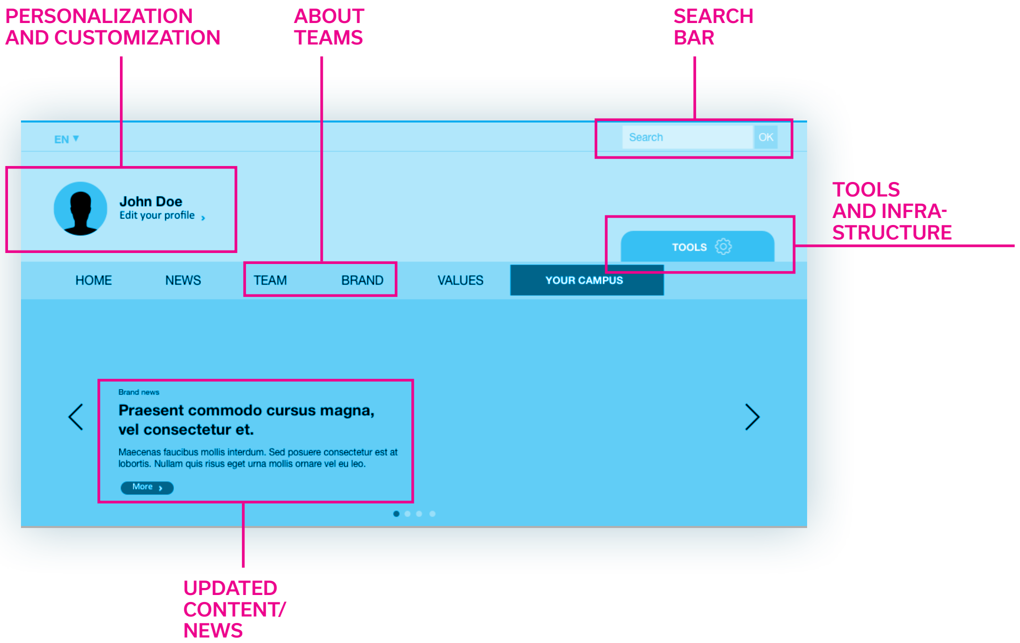
1.5.17 System status

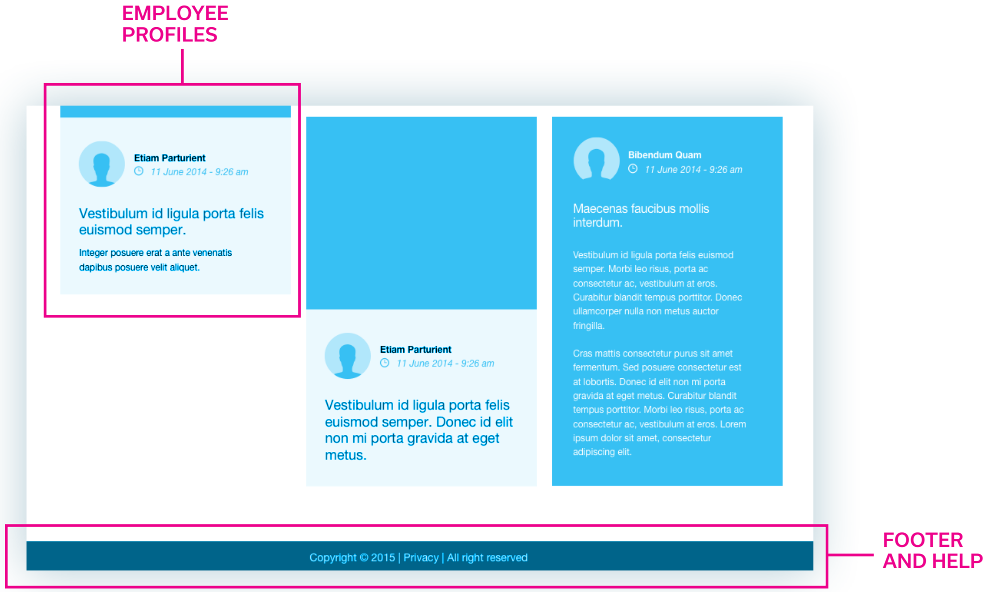
The intranet remains the a place to find out which applications and technology systems are functioning or malfunctioning within the organization. IT groups embrace the idea of communicating status on the intranet's homepage. This

helps them avoid having to send a shotgun email to all users and saves all users from having to deal with that email; it also helps users triage whether a system is actually down or if some other issues are affecting its performance.
Offering status updates on the intranet can save employees many wasted hours trying to find, diagnose, and deal with system status issues. The communication also goes both ways, as employees can easily inform IT of any system malfunctions.

1.5.18 Footers and help

Fat footers—that is, a large footer at the bottom of every page—help employees find information that they were unable to locate on the page or through global navigation. Fat footers may include duplicate global navigation or a site map, or call out elements that are harder to find, such as administrative links, social links, and contact information.
A fat footer includes help, FAQ, accessibility, and contact information, help for the intranet, HR, and IT, site maps, support, search, social, help contacts, intranet tips, and links related to safety and ethics. Ideally, intranets shouldn't need to offer help; they should simply be easy to use without it. It never hurts,





however, to offer instructions and tips that make features and content easy to locate and lift usage to its highest potential.
Summing up all the list, the ideal intranet should take in consideration, physically speaking from a wireframe point of view.

1.6 Best practices for an intranet development

Some design elements come into vogue and flourish, while others fall out of favor; still other design processes remain evergreen as best practices. These evergreen processes are not new, yet they are consistently effective components of intranet design. Through this process, specific steps have been identified to create intranets that meet user needs. Screenshots and features might inspire you, and case studies might educate and inform, but without a good design process, it is difficult to create an outstanding intranet.Here there are a few of the most important recommendations for designing a successful intranet that can truly help an organization and its employees [7].
Successful teams take several common steps to create great designs:

1. Get management buy-in;
2. Quickly pinpoint stakeholder champions across the organization and keep them involved;
3. Launch the discovery process to learn about employees and their needs;

4. Review the current intranet's analytics and support logs;
5. Inventory and audit tools and applications;
6. Review and plan resources and intranet development;
7. Run field studies and usability tests of current systems with employees;
8. Set intranet goals;
9. Create and share personas;
10. Develop a content strategy;
11. Brainstorm design ideas;
12. Continually collaborate with stakeholders via interviews and workshops;
13. Review design iterations with target users and conduct ongoing usability testing;
14. Inventory and audit content;
15. Research and build the IA;
16. Conduct card-sorting exercises with stakeholders and users;
17. Iterate menu design and organization;
18. Tree-test categories and links;
19. Plan and communicate a governance strategy;
20. Support, train, and establish ongoing enrichment and rewards for content managers and authors;
21. Establish a sustainable governance model;
22. Promote and advertise the intranet before, during, and after launch (or launches, in an Agile world);
23. Set up analytics before launch;
24. Measure UX through research and other metrics.

Case Studies

2

In this paragraph I've made an analysis about the most interesting and most well-developed intranet models used by 3M (3M Go), Anthem Inc. (Pulse), BHP Billiton and Duke Energy. It must be considered that these intranets are nowadays - according to the ranking made by NN group [8] - the most interesting on the market according to the themes of usability, development and UX/UI design. For this reasons Softec S.p.A. took them as an example and inspiration for the future implementation of Roadhouse intranet.
The areas that will be shown inside this document do not show all the information architecture of the Roadhouse intranet. The pages (Homepage, Product page, Restaurant page,) were required by the client as a "Look & Feel" mockup. [6] [7] [8].
For example, in changing the information architecture and the aesthetic aspect of the Roadhouse intranet, Softec S.p.A. has taken inspiration from 3M (in particular the impact that the colours have on the information and on the perception of the content, or the architecture itself that allows a quick navigation to all the main important areas for a user). Similarly, the visual aspect used in Roadhouse for the "Employee research" in "Open restaurant" page, it's such as the one in 3M Go, that allows to have the hierarchy of the staff and of all the important contacts.
It should be considered also that the studied intranets are excellent generally speaking according to NN group criteria for the creation of a great project: browsing, design, desktop and mobile development, minimal aspect, accessibility, team building (see chapter 2.5 "Selection criteria for the analysis").

2.1 3M

HQ 3M company

The 3M Company, formerly known as the Minnesota Mining and Manufacturing Company, is an American multinational conglomerate corporation operating in the fields of industry, worker safety, health care, and consumer goods.
The company produces a variety of products, including adhesives, abrasives, laminates, passive fire protection, personal protective equipment, window films, paint protection films, dental and orthodontic products, electrical & electronic connecting and insulating materials, medical products, car-care products, electronic circuits, healthcare software and optical films 3M is a global science company that never stops inventing. Usingmany technology platforms, the company's integrated team of scientists and researchers works with customers to create breakthroughs. Their mobile approach for the intranet consist in a rsponsive web design with a SharePoint Online as technology platform. [9]

2.1.1 Analysis of the element for the project

3M's intranet is a modern digital workplace hub that connects more than 90000 employeess in 70 countries. The intranet design has a centralized, personalized, and customizable hub that gives employees quick access to everything they need.

- Inspiring visual design: The unassuming visual look employs flat 2.0

elements, legible and attractive text, anchoring visual grids, obvious page hierarchy, whimsical icons, and splashes of colour (corporate 3M red, of course) in the just the right places.

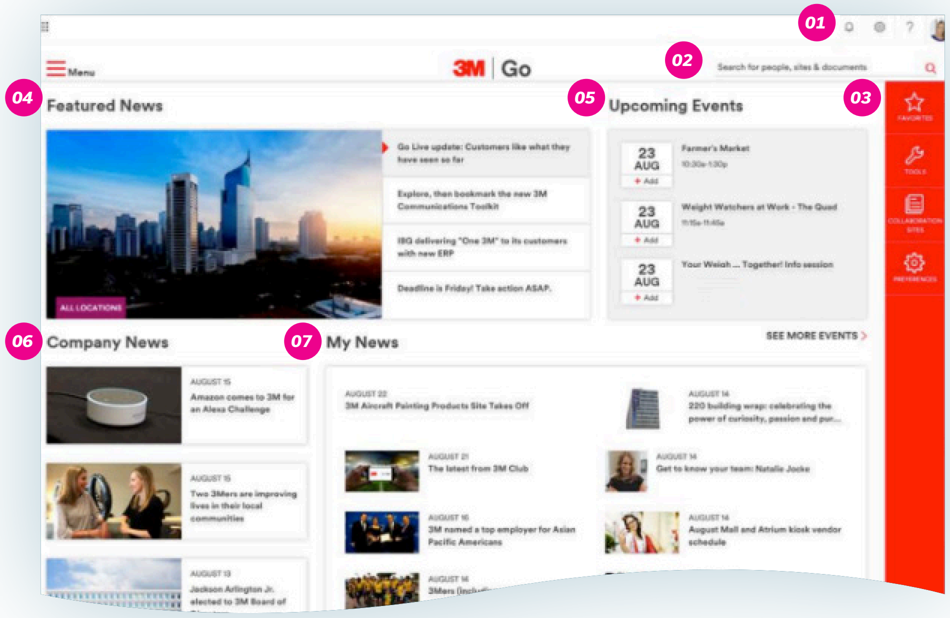
- Toolbar: A toolbar with custom favorites and tools appears on every intranet page and makes it possible for employees to immediately access the tools and information they need to do their jobs effectively.
- Preferences: 3M Go's Preferences reside somewhere between traditional personalization and customization features. As users select their preferences, content is targeted to them accordingly, ensuring that they see the type of content pertinent to them. Preferences are highly flexible, and employees may change them at any time; the effects of such changes are instant.
- Fetching methods for employee profile updates: The site creatively entices employees to update their employee profiles. The more information in these profiles, the more coworkers can learn about one another and locate the person they need. The UI makes the editing process obvious, while a progress chart aims to ignite employees' spirit to achieve.
- Intranet education: A monthly email newsletter and weekly homepage tip card educate employees about 3M intranet and set them up for success.
- Submit news form: The UI for the form to submit news is so straightforward that it requires no training whatsoever. Further, fields and labels help communicators assign thorough and appropriate metadata to ensure that their stories are findable.
- Consistent page layout: Templates are flexible enough to be used in multiple places. The result is a cohesive looking and acting interface that makes it easy for employees to quickly acclimate on any page.
- Formatting text for the web: Text-heavy pages are pleasantly palatable because of the deft deployment of several web writing techniques: content chunking, obvious headings and subheadings, bullets, and bolding important words.

To consult the general information architecture of 3M intranet, see Tab 1 at the end of the chapter.

HOMEPAGE

3M intranet offers a mix of different types of news that keeps employees well informed about topics they need and want to know about. The homepage information displays based on the logged-in user's preferences for organization, location, and language.

1. Utility (O365) navigation: The icons in the far upper right are available on each page of 3M Go and link to alerts, settings, help, and the user's profile information.
2. Search: Employees can search for information, tools, sites, coworkers, and documents using the search field in the upper right.
3. Toolbar: The ever-present red toolbar on the right gives employees quick access to their favorites, tools, collaboration sites, and preferences.



4. Top news: The Featured News section takes the top spot on the homepage and cycles through four top news headlines and related photos.

5. Events: Showing upcoming events on the homepage is a successful way to entice employees to get involved. At a glance, employees can see events that are happening each day. The Upcoming Events section in the upper right displays calendar icons with the event dates. A small Add button below each date allows employees to add events to their Outlook calendar. The event's name and time displays to the right of the calendar icon.

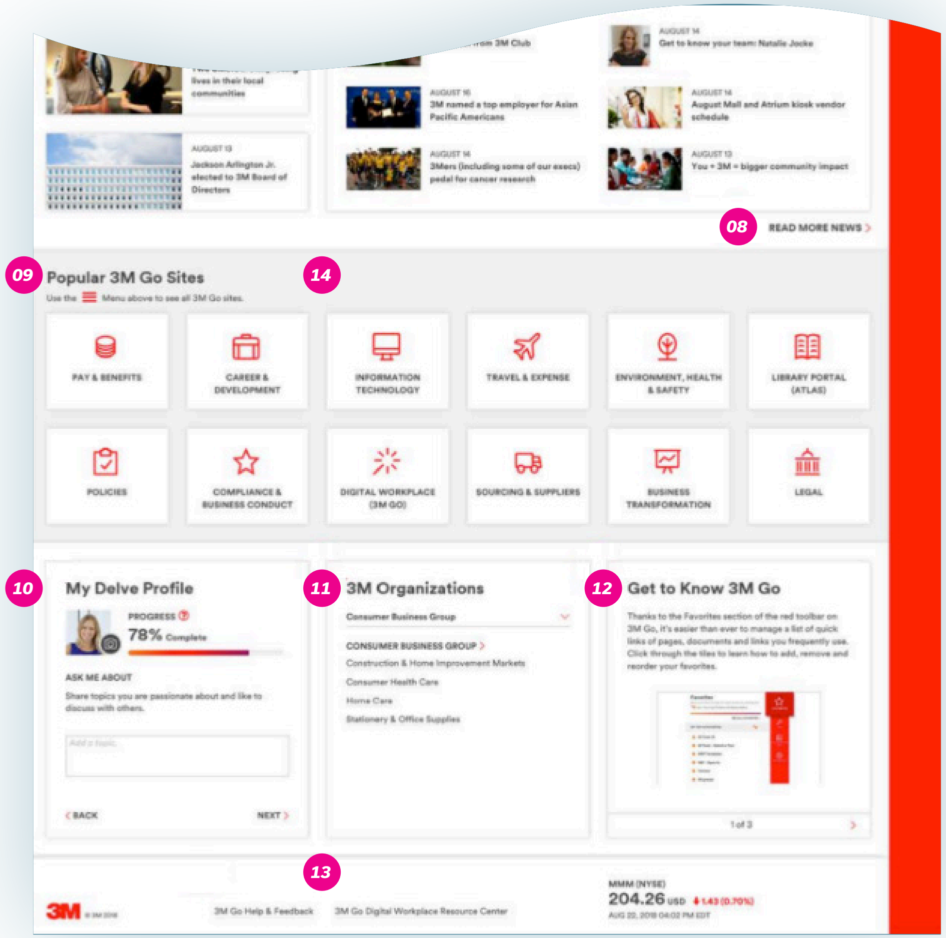
6. 3M Company news: Internal 3M news appears in the homepage's Company News section. Each item includes the headline, an image, and the date—just enough to wet an employee's appetite for information.

7. Targeted news: The news displayed in the My News section is based on the options the user chose in the Preferences section.

8. More news: If the headlines on the homepage don't suffice, not to worry; the Read More News link leads to a page with additional news based on the user's preferences.

9. Popular resources: Getting to commonly used resources must be quick and easy. The Popular 3M Go Sites section makes it so by displaying large buttons that lead to a dozen most-used areas based on the logged-in user's country. If employees are looking for something beyond the 12 most popular sites, a prompt at the top of the section directs them to a menu at the top of the page that lists additional areas.

10. Adding user profile information: A robust employee directory includes not only information from HR and IT databases, but also content that employees provide about themselves to further enrich the directory. Gamification and an abundantly simple design that is positioned to remind people to update their profiles are all creative tactics that coax people to add more details to their profile. The Progress barometer shows the percentage of the profile they have completed, which can be very motivating to employees and gamifies the task. Further, asking specific



questions and offering users an answer field right in the card on the homepage makes updating information so simple that there is almost no excuse for not doing so. Finally, having this option on the homepage reminds people to do it, boosting ease-of-use up a notch.

11. Organizations: 3M includes 5 business groups and 32 functions—in other words, many corporate teams and resources to be aware of and understand. The 3M Organizations card on the homepage gives employees a jumpstart on exploring their company by displaying the list of links for all 3M organizations, with the logged-in user's organization selected by default.

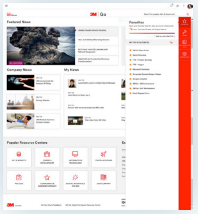
12. Intranet tips: The team sends a monthly newsletter to employees about how

to best use 3M Go. The team's research showed, however, that employees thirsted for even more 3M Go knowledge, and key themes and questions often arise in help and feedback tickets. Armed with this information, the team creates targeted content for both the newsletter and Get to Know 3M Go card, offering tips to educate users on a specific "topic of the week." The User Experience & Analytics team is responsible for keeping this content fresh and relevant.

13. Footer: A small page footer offers a few key links to intranet help and feedback, a resource center, and the stock price and direction (up or down).

14. Visual design: A subtle grey background appears behind the Events and Popular 3M Go Sites sections. Although barely visible, this touch helps separate the sections on the page without having to use a thick coloured line around sections, bold color for each section, or an obvious zebra-stripe effect.

The analysis of the following pages is about "Open restaurant page" and it takes both visual and structural information analysis.

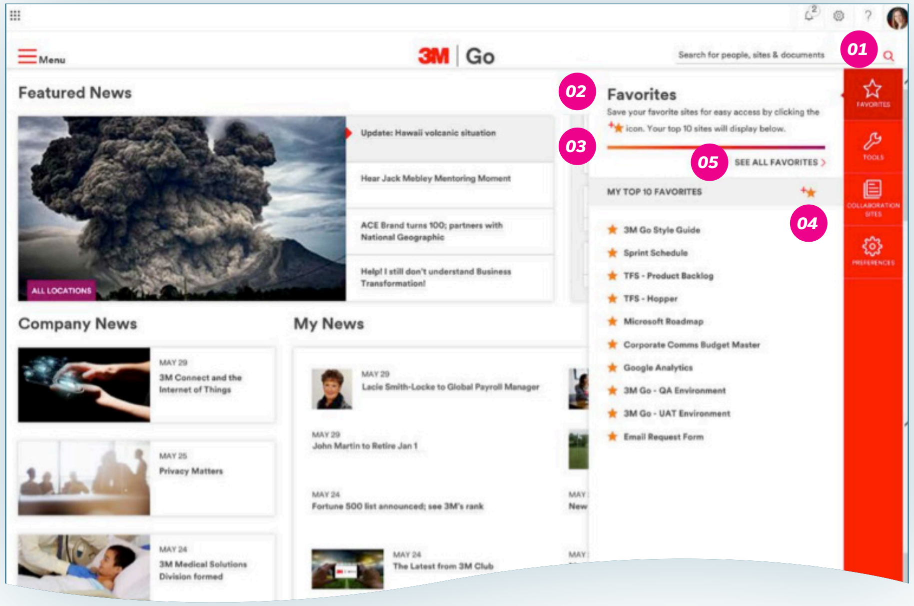


TOOLBAR, FAVOURITES

Just one click of the mouse opens the world of user-selected favorite sites.

1. Toolbar: The always-present red toolbar that runs the length of the right side of pages includes icons for Favorites, Tools, Collaboration Sites, and Preferences. This pervasive design element makes it easy for employees to access the things they need no matter where they are on 3M Go.

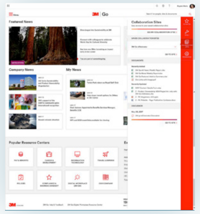
2. Favorites list: Clicking the Favorites icon in the toolbar opens the My Top 10 Favorites panel with the user's top 10 sites, documents, or pages (any URL).



3. Tip: A tip at the top of the panel tells users how to create a favorite.

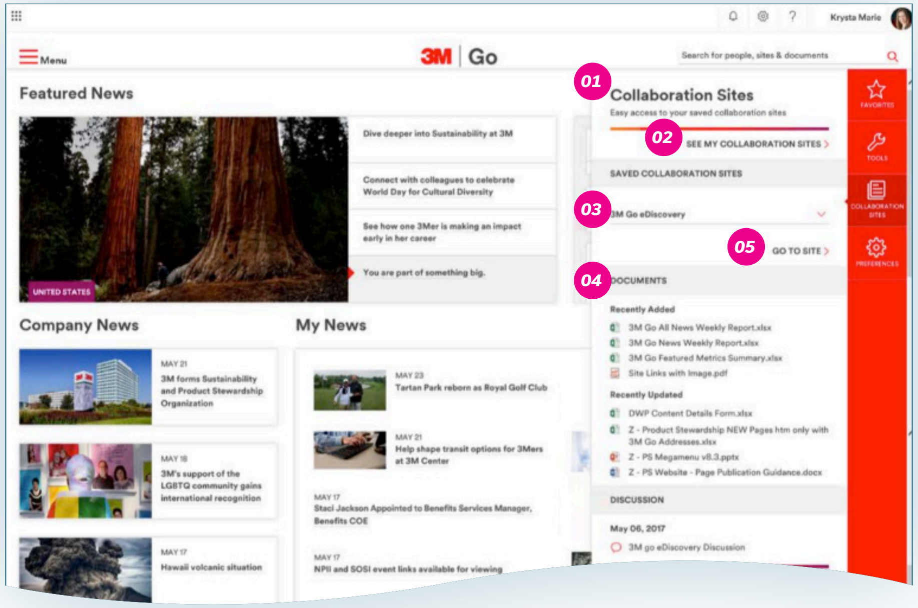
4. Add: Users can save a favorite by clicking the star and plus sign icon; this prompts them to name the favorite and add a URL. They can also add favorites on the All Favorites page.

5. All: Employees are not limited to seeing only their top 10 favorites. Clicking the See All Favorites link shows more favorites, and lets users drag and drop to reorder, delete, and add sites.

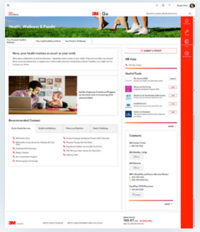


TOOLBAR, COLLABORATION PANEL

The third icon on the toolbar is Collaboration Sites, which leads to 3M's SharePoint collaboration (team and project) sites.



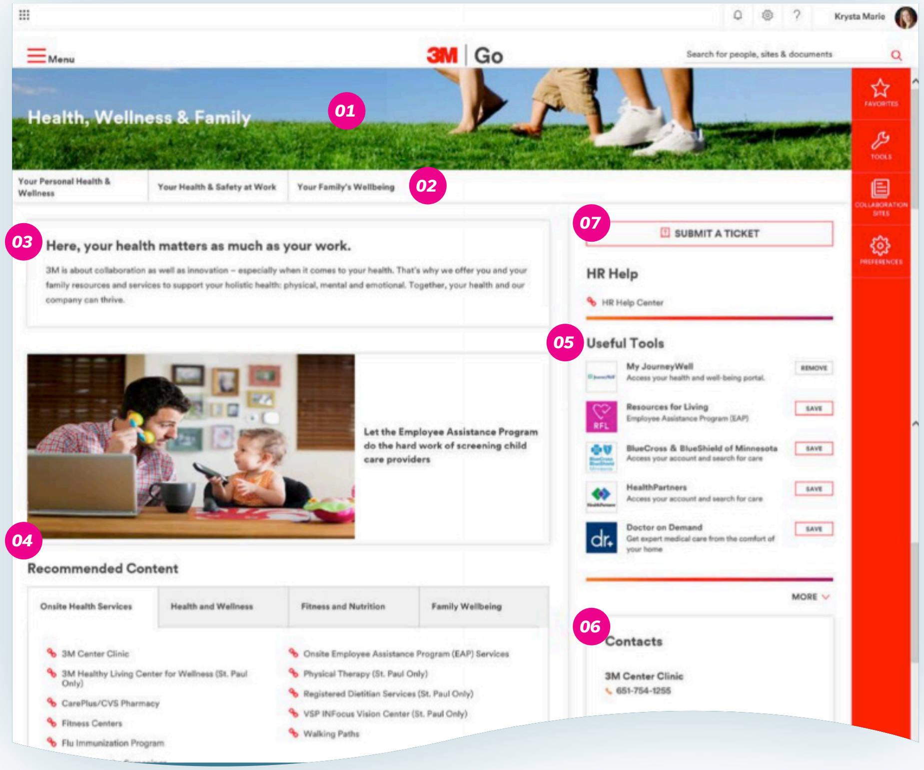
1. Accessing sites: Clicking the Collaboration Sites icon in the toolbar opens a panel.
2. Sites link: The See My Collaboration Sites link opens a list of the user's saved sites.
3. Drop-down menu of sites: A drop-down menu offers a list of the user's saved sites.
4. Site updates: Clicking a site displays recently added documents, recently updated documents, and recent discussions (if any). It's remarkable that this information appears right in the panel, without users having to visit the collaborating sites to see the recent updates.
5. Go to site: The Go to Site links (repeated at the bottom of the panel) offer flexibility for users who want to dive in and go to the collaboration space.



CORPORATE RESOURCE CENTER SITE, HOMEPAGE

The Health, Wellness & Family section, a part of the HR section, is one example of a 3M Go Corporate Resource Center section page. These types of pages offer consistent design and functionality that is used throughout the platform. The most important information is accessible from the section's main page.

1. Banner: The banner at the top of the page displays the section title and a related image.
2. Menu: Interior pages are accessible from the horizontal navigation that appears below the banner image.



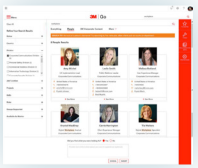
3. Summary: A short passage describing the section gives employees a head start in understanding the information before they dig into the details.

4. Content: The Recommended Content section includes tabs that divide the offered information into meaningful sections: Onsite Health Services, Health and Wellness, Fitness and Nutrition, and Family Wellbeing.

5. Tools: The Useful Tools section in the right rail offers a list of related tools along with a button to Save (or Remove, if the tool was already saved). This lets users easily save relevant tools to their easily accessible toolbar.

6. Contacts: The Contacts section in the right rail provides key resources, email, and telephone numbers.

7. Ticket: When the Submit a Ticket button is clicked in this context, it submits a ticket to the HR Help group. A similar button appears on other sites as well, including IT (where it submits a ticket to IT Help) and Travel (where it submits a ticket to the Travel center). Text for these buttons is customizable.



PEOPLE SEARCH

People search offers plenty of details about employees right on the search engine results page (SERP). Users can give feedback about search results; the intranet team uses that information to continually improve the search function's accuracy.

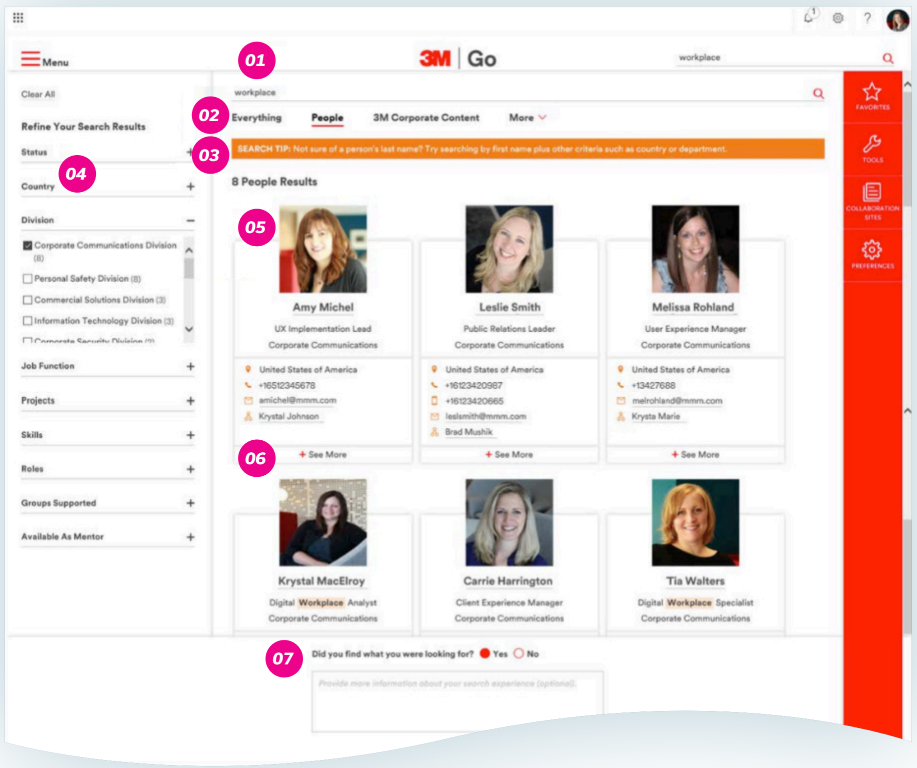
1. Query: Employees can find coworkers by searching on names or other terms. The query remains in the search field to remind users of what they searched for, which is especially helpful if they need to construct a new query.

2. Search result type tabs: The SERP shows all results under the Everything tab, and people results under the People tab. Splitting people search out in its own tab makes it easier for users to find their colleagues.

3. Tip: An orange box offers a tip that tells users that they can search by first name, country, or department. This is a pleasant way to help them learn about intranet functionality.

4. Refine: Filters and facets appear on the left side and let users refine the results.

5. People results: Each result displays the employee's photo, name, title, department, land and mobile phone numbers, email address, and manager.



6. More: The See More link displays more information in place, while clicking the employee's name or photo leads to that person's Delve profile.

7. Search feedback: The question Did you find what you were looking for? collects feedback about search results. Selecting either the Yes or No radio button displays a field where users can share comments.

The analysis of the following pages is about "Product page" and it takes both visual and structural information analysis.

NEWS STORY

Each news story on 3M Go uses a consistent format, as well as optional elements such as an image or video (at the top) or links within the story.

1. Title: The story title is highly visible at the top of the page in large bold letters.

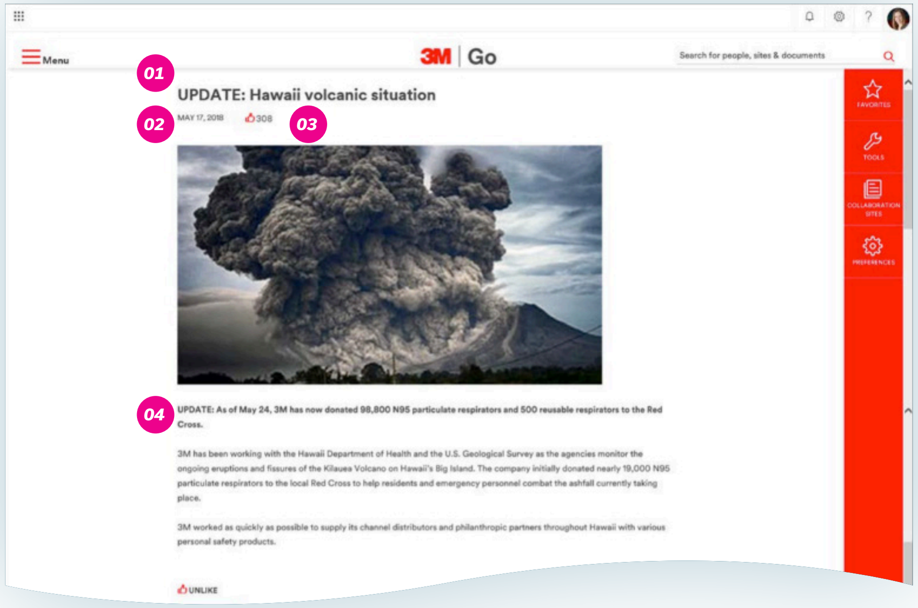
2. Date: The date the story was published appears at the top in an international format, with the month spelled out and a four-digit year.

3. Likes: Putting the number of "likes" at the top of the page gives employees an immediate sense of a story's popularity.

4. Image: Authors have the option to add an image or video to support the story.

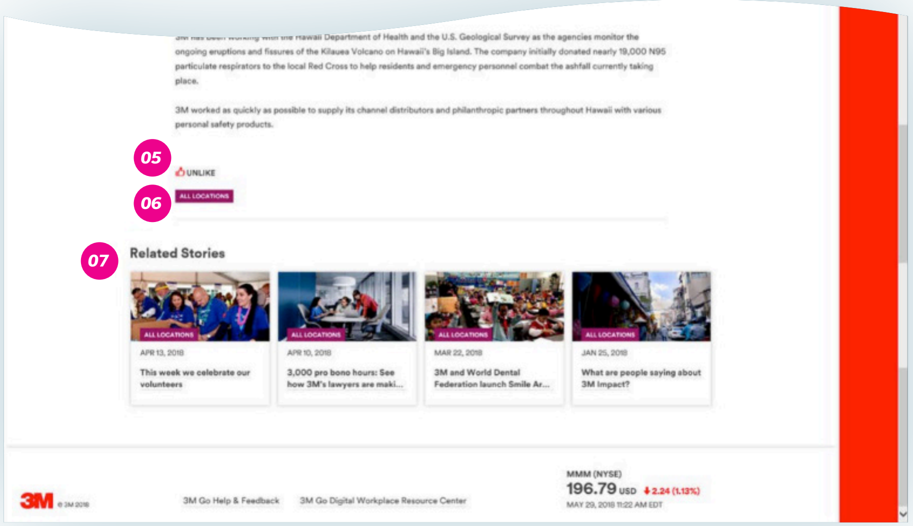
5. Story: The news itself appears in the center of the page.

6. Like: After reading the story, users have the option to like (or unlike) it; this icon appears after the text.

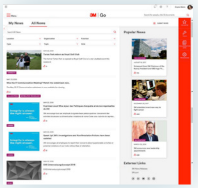


7. Facets: The facets the author selected for the story appear at the end of the page.

8. Related stories: Four news items targeted to the same audience and related



to the article appear at the end of the page in the Related Stories section. This is a good position for these items, as people who read the story to the end are likely to look there for more information.



NEWS

3M Go's news section offers all news in a central place. Local news is currently targeted to 38 different countries, reaching many of the 91,000 employees and 30,000 contract workers. Since the new design was introduced, the news on 3M Go is being read 400% more each day than it was on the previous 3M Source intranet.

1. User-centered news: The My News tab at the top of the page displays news related to the logged-in user based on that user's selected 3M Go preferences.

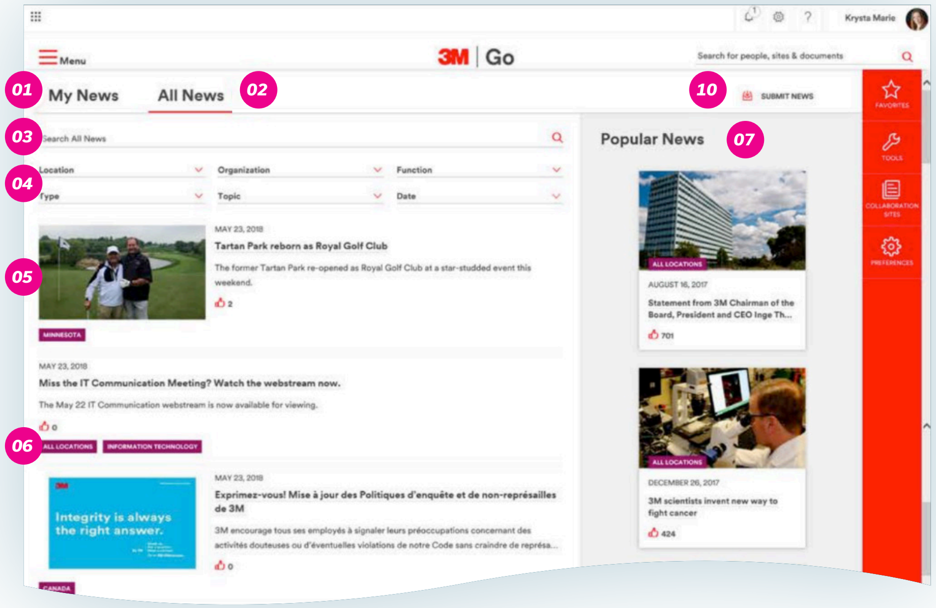
2. All news: Employees are not limited to seeing news directed only toward them. The All News tab lets users explore and search for all stories from all countries in all languages. Translation is no small task, as 3M recognizes 15 primary languages: English, Spanish, Portuguese, French, German, Dutch, Italian, Swedish, Russian, Polish, Korean, Thai, Simplified Chinese, Japanese, and Traditional Chinese.

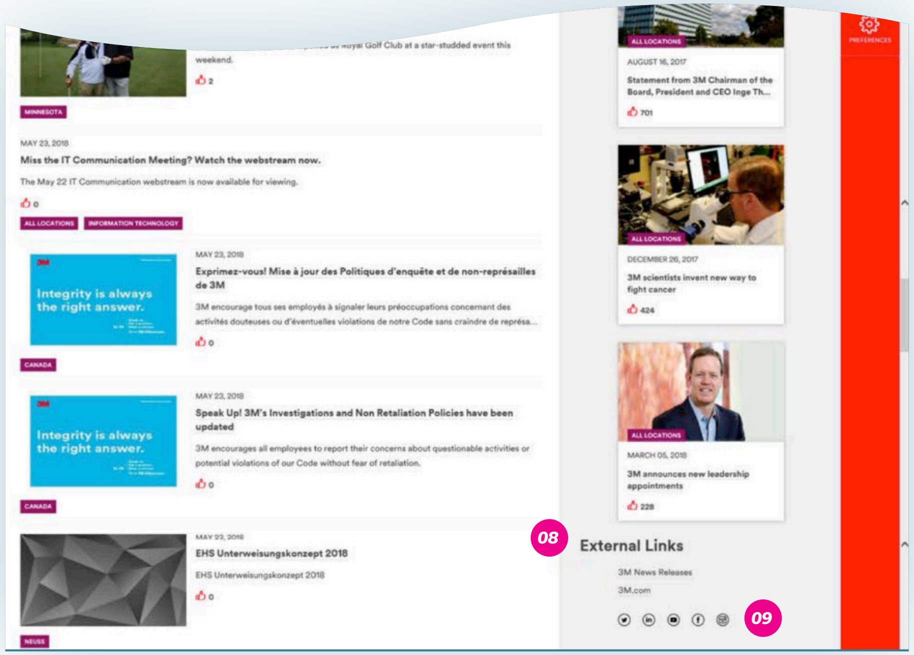
3. Search field: The Search all news field allows users to type in queries.

4. Filters: Filters at the top of the page allow users to see items related only to areas they chose, based on Location, Type, Organization, and more.

5. News story information: Each news story appears with the headline, date (written in an international format), related image, short summary, and how many likes it has garnered.

6. Facets: The magenta rectangles below each news item are a helpful feature. These facets list metadata—such as location and organization—tagged to each article.





7. Popular: Three of the most popular trending news items are showcased in the right rail under the unmistakable label: Popular News. This feature gives employees an immediate sense of what's important to their coworkers.

8. External news: The External Links section leads to press releases and the public-facing website. These links make it easy for employees to see what their organization is presenting to customers and the public.

9. Social: At the bottom of the right rail, social icons for Twitter, LinkedIn, YouTube, Facebook, and Instagram lead to the 3M channels. This makes it quick and easy for employees to find out what the company and its followers are saying.

10. Submit news: Communicators can quickly initiate a new news story via the Submit News link at the top.

2.1.2 Lessons learned and best practices

The approach that a person should have according to a similar intranet are some basic advices:

1. Don't skimp on research: Take time to do thorough research. Having clear data to anchor to will keep you focused on what matters most.

2. Keep the focus on the users: End-user focus makes all the difference. Get continuous feedback when determining design and functionality.

3. Be flexible with roles and organization planning: "Members of team plays different roles in various phases of the project. Expect to re-evaluate and adjust roles after launch for a more effective run-state."

2.2 Anthem Inc

HQ Anthem Inc company in Indianapolis

Anthem, Inc., is a provider of health insurance in the United States. It is the largest for-profit managed health care company in the Blue Cross Blue Shield Association. As of 2018, the company had approximately 40 million members. Prior to 2014, it was named WellPoint, Inc.The company was formed by the 2004 merger of WellPoint, based in California, and Anthem, based in Indianapolis, after both companies acquired several health insurance companies.
The company operates as Anthem Blue Cross in California, where it has about 800,000 customers and is the largest health insurer. It operates as Empire BlueCross BlueShield in New York State and as Anthem Blue Cross and Blue Shield in 10 states. [10]

2.2.1 Analysis of the element for the project

The team behind Anthem's Pulse intranet described its three goals for the intranet's design as: 1) connect, 2) inform, and 3) continually improve the UX. Without question, the team achieved all three goals with flying colors. The intranet gives an inordinate yet manageable amount of information about HR, the company, and individuals. In addition, its collaboration features make it commonplace for individuals to work together. Finally, the UI iteration history and the team's future plans promise that the design will continue to evolve and make the UX even better.

- HR: It's not surprising that a health insurance company would have a good HR section on its own intranet, but Anthem's is still unexpectedly impressive. Pulse's comprehensive Human Resource section makes it possible for users to discover and find valuable tools, benefits, and content that can improve their work and personal lives. Personalized benefits information and self-service options put employees in control and give them clear options to improve their well being. Performance-improvement and other educational content demonstrate that the organization is highly invested in its employees.
- Personalized and customizable: Applications, news, and a helpful dashboard are among the areas tailored to each employee. This declutters the intranet and pushes only the right content to the individual.
- Brand and logo: Not every intranet has a name, and many lack their own logo. Pulse, however, has both. Together, they help make the intranet both an easily recognized and referenced tool and a force in its own right.
- Comforting color palette: Light blue, royal blue, and grey make a pleasant palette for pages, while punches of orange make buttons and other elements visible. By subtly working in Anthem's traditional healthy brand color palette and adding a dash of flare, Pulse stands out without calling undue attention to the design.
- Dashboard to apps, favorites, and more: The dashboard feature includes icons that link to key apps—some of which are personalized to the user, such as the corporate calendar—and to the user's customized apps list and favorites. This always-available dashboard appears near the site's global navigation.
- Communities: It let any employee create a space to communicate information about a topic or project. Communities include an overview, key resources, events, and blogs. Pulse communities are separated into three categories: State Communities include associates located in a specific state; Communities of Interest let any associate create a customized community; and Business Communities directly relate to the Anthem business.
- Robust people search: On any page, the People Finder lets users easily search for colleges using either simple or elaborate queries, and then see thorough results within moments.
- Rich employee profile: The employee profile houses a large amount of information about each employee. This helps employees get to know one another and work together. The profile area also lets users create and manage their lists of important applications and bookmarks.
- Reporting issues: Pulse includes a section that lets employees know that it's okay—and even encouraged—to report issues they notice on anything related to ethics, finance, fraud, or security. A tool consolidates possible issues and links to descriptions to help identify issues and methods to report them. This shows that Anthem wants employees to speak up, and that their voices matter.

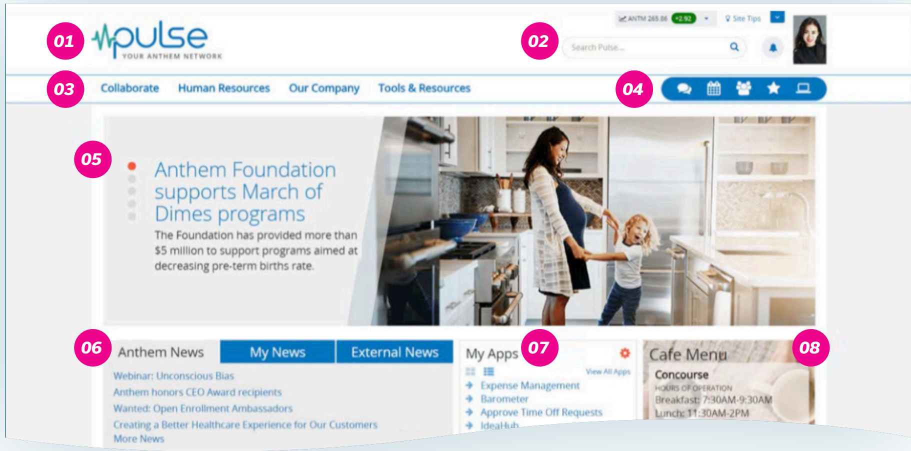
To consult the general information architecture and roles of Anthem Inc, see Tab 2 at the end of the chapter.

HOMEPAGE

The Anthem intranet homepage offers personalized news and a customizable apps list so users can easily see what's important and access what they need each day. You can't help but notice the intranet's color palette—light blue, royal blue, grey, and black—along with judiciously used punches of color (such as green for an elevated stock price). The palette creates a calm vibe and supports the content without taking attention away from it.
To ensure that everyone can find the intranet easily, all Anthem associates have Pulse set as the homepage in their web browser, and a shortcut icon to Pulse is on their computer's desktop.

1. Logo: The name of the intranet, Pulse, is embedded in the intranet's logo, along with the tagline: Your Anthem Network. This immediately tells users where they are and what the tool is for.

2. Utility navigation: The far upper right houses a few tools, including stock price, Site Tips, site search, an alerts icon, and the logged-in user's photo. These are items employees might need at any time and appear on each Pulse page. Also, search and login appear in the upper right of pages, where



users expect to see them.

3. Global navigation: A narrow global navigation structure puts forth just four top-level navigation links: Collaborate, Human Resources, Our Company, and Tools & Resources. Because the labels are distinct, it is easy for users to scan the links and make a selection. Further, the blue text pops on the white background, making it easy to see. Breadcrumbs in the upper left of pages help users see where in the IA they are.

4. Dashboard icons: Each user has a personalized, customizable dashboard with apps, favorites, and more. Icons appear to the right of the global navigation menu; because these icons lead to commonly used and highly important Pulse sections, they are always available.

5. Carousel: The five most important articles rotate in the carousel at the top of the homepage. The title, a short summary, and an image help engage employees.

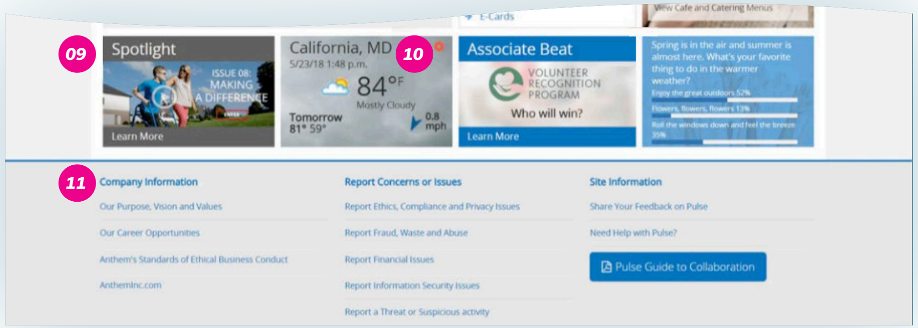
6. News: A tabbed news section below the carousel separates the news into three different categories: 1- Anthem News focuses on the enterprise, including HR, tools and resources, and general company news. 2- My News is personalized news related to user's community, groups, and so on. 3- External News focuses on public media mentions of Anthem. The labels for each news type are clear and their tabs are visible, with the selected one changing from grey to blue. This is a highly successful interface element. Including both the news carousel and a tabbed news section on the homepage make the news highly visible. In fact, these UI elements increased Anthem's internal news engagement by 256%.

7. Applications: The homepage's My Apps section appears below the carousal. Here, without clicking or hovering, users can immediately see their list of apps. The small icons in the upper left of the apps section let users show the apps as a list or as large icons. The orange gear icon lets them edit their apps list. Finally, the View All Apps link leads to a list of all applications available to them. This area makes it a breeze for employees to find and access their common tools.

8. Cafeteria menu: It is not surprising that the cafeteria menu is an important feature for intranet users. After all, don't most of us want to know where our next meal is coming from, and what that meal will be? The Café Menu section lists the hours of operation and a link to the menu for the café and catering. A happy belly helps make a happy employee.

9. Promoted content and polls: Sections for current initiatives and polls appear in the same row below the news. Users look here to see interesting and sometimes fun elements, and to see their colleagues' answers to the current poll.

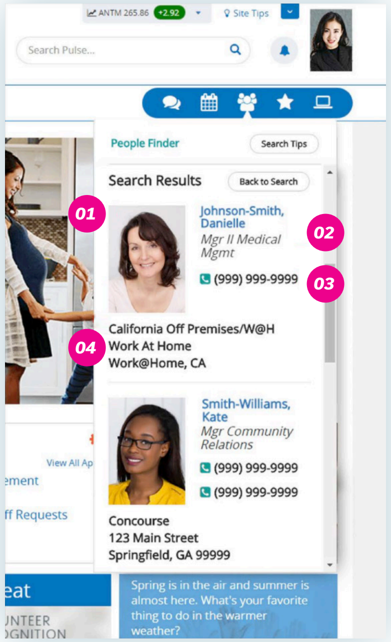
10. Weather: Health-conscious health-insurance employees can get a glimpse of the weather outside just by looking at the Pulse homepage. Anyone who



wants to go out for a dose of vitamin D or an adrenalin-pumping bicycle ride can see the weather outside in the weather section. The background image illustrates current conditions, such as showing clouds or a sun.

11. Fat footer: The footer at the bottom of the page is delineated by a blue line and a background grey that is slighter darker than that of the homepage. The text for the three columns headings is darker than the rest of the links, making it easy for employees to scan the main topics. The footer includes company information, methods for reporting concerns, help contacts for the intranet and its collaboration tool, and a link to share feedback. The footer appears on every page since these are important links, but not ones that people need to see in the global navigation or above the fold.

The analysis of the following pages is about "Open restaurant page" and it takes both visual and structural information analysis.



DASHBOARD PEOPLE RESULTS

With just a few keystrokes and without having to leave the page, users can find the coworkers they are looking for. The immediacy of the search results' detailed information helps employees to proceed speedily.

1. Photo: The employee's photo appears first, giving the search results a human angle.

2. Name and title: The employee's name appears is blue text, which both makes it visible and indicates that it's a clickable link (which leads to the employee's profile page). Just below the name is the employee's job title, which clues colleagues in on the person's role at Anthem.

3. Phone: The employee's phone number appears next, making it easy for people to call each other right from the search results.

4. Location: The employee's office location appears below the photo, including for those who work from home.

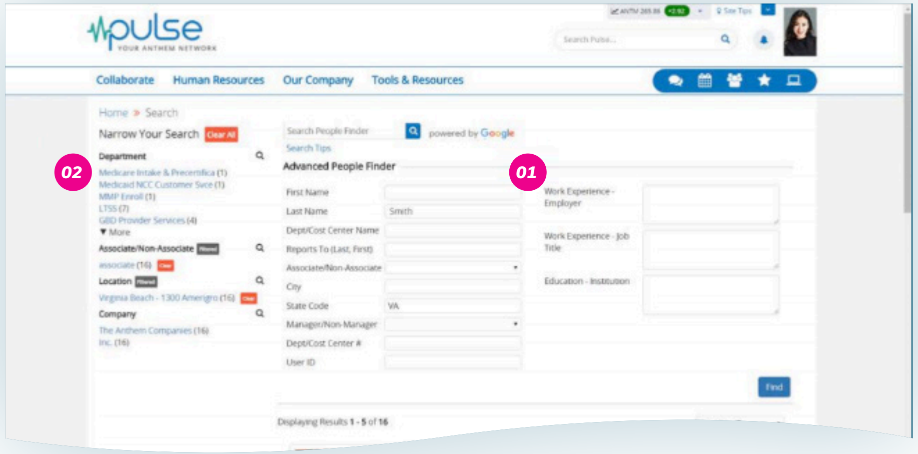
ADVANCED PEOPLE SEARCH

Employees can search for one another using a variety of fields and filters.

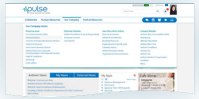
1. Fields: Users can search using any of the numerous fields related to pertinent employee information, including manager, city, and education.

2. Filters: Users can select from the suggested filters on the left to refine the results. To start fresh with filters, users simply click the orange Clear All button above the list of filters.

Also in this area, there are some elements that have been taken away for the future "Restaurant area" of the intranet.
The detailed and synthetic visualization of content is fundamental. In this area,



excepting the module, everything is represented in modules. The modularity of content allows to the user to be more oriented and confident with the content itself. The navigation is clear and the modules (in this situation, users cards) can be reproduced in different ways in the intranet because there's a rationalization of module on top of the same content.

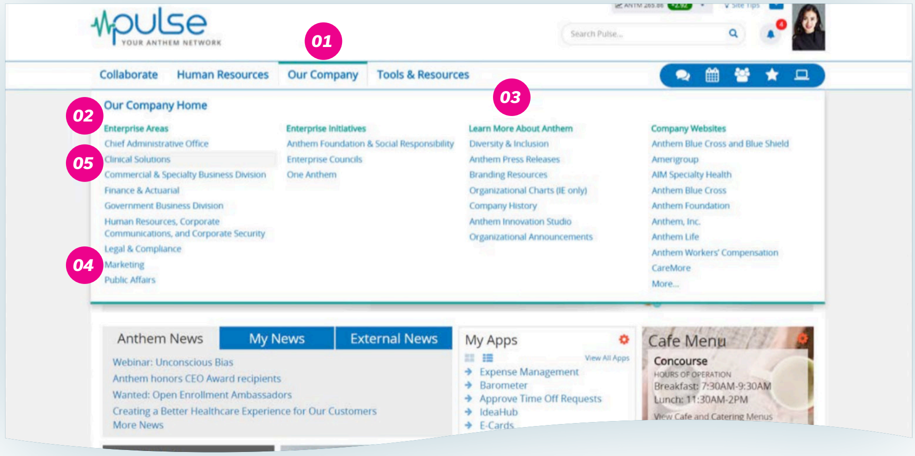


GLOBAL NAVIGATION

The megamenu uses subtle visual indicators to convey the hierarchy of choices.

1. Current selection: The currently selected top-level global navigation link looks selected because of the thick teal line above it and the subtle grey bars flanking the text label. The nonselected items have none of these traits, which clearly distinguishes the selected one.

2. Link to section page: When team members evaluated Pulse's content and IA (to inform the global navigation design), they determined that a section page for each intranet area would be helpful. The Our Company Home link repeats the intranet section's name, Our Company, signaling that the page describes that section. Another signal of that link's importance is its size and color: it is the same color as the text in the top-level global navigation menu, with just a slightly smaller font.



3. Subheadings: Subheadings make megamenus easy to deal with, as users can scan them to find the right section before they read the links. The label over each column of links describes the links in that column. The subheading's position and different text color (teal) and bolding indicates the subhead's place in the hierarchy, just below the section page link and above appears.

4. Links: The blue links are legible and obviously clickable.

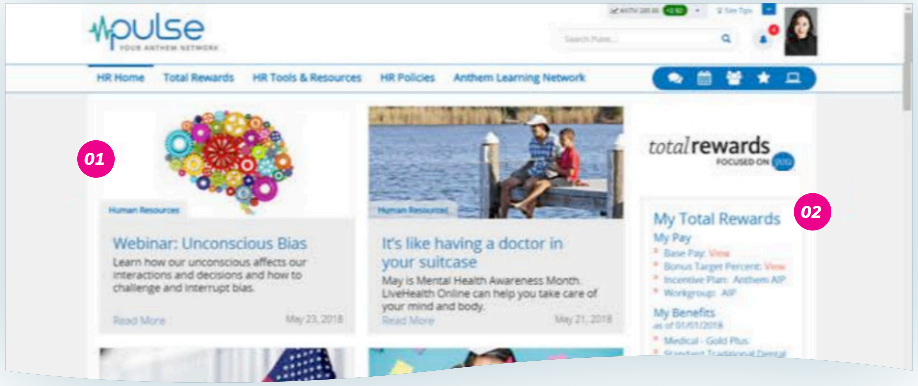
5. Hover on links: When users hover the cursor over a link, a subtle grey background appears.

HUMAN RESOURCES

Pulse's HR section provides a highly comprehensive set of information, tools, and self-serve tasks. Most importantly, it consolidates HR resources in one place—a place that is one of the most visited on the intranet. Announcements (such as a special deadline for timesheets) and webinars on topics related to employee welfare (such as unconscious bias) increase employee awareness of the many services and options available to them. HR features also help employees take control of their benefits and use them to their best advantage, which contributes to keeping employees happy. The HR section's design makes accessing HR information easy, which takes stress off the HR department employees.

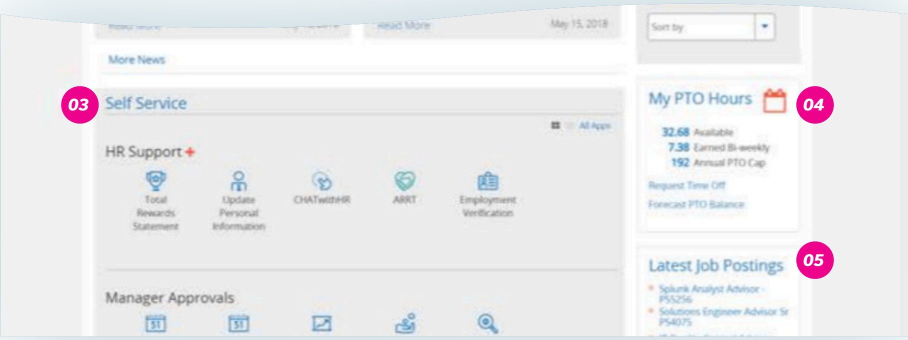
1. Promoted content and news: At the top of the HR homepage, four large sections showcase promoted HR initiatives and news. Information featured here includes topics such as how to tend to one's mental health using online tools and how to eliminate stress. This section demonstrates that the organization cares and wants to cultivate employees and help keep them healthy. Employees who want to read more HR-related news can click the More News link at the bottom of this section.

2. Benefits and pay: The My Total Rewards section in the right rail is no area to be ignored. It includes links to the user's personal pay and benefits



information. To remind users about all of their benefits and the benefits' value, this information is consolidated and accessible via the See Full Benefits Summary and the See the Value of My Total Rewards links at the bottom of this section. Manage Links, at the very end, allows users to customize the set of links that appear in My Total Rewards.

3. HR dashboard: Much of the HR page real estate is reserved for the grey Self Service section below the HR news. Each section houses links and icons related to important HR activities and tools—offering pretty much anything an employee might need from HR. Among the topics are personal information, timesheets, family status change, training, performance management, job search, time-off request, and management-related tools. Each section has a subtitle indicating what it's about, which makes the page easy to scan. The consistent visual layout—spacing and a grey line between each row, and five or four icons per row—make the page easy for users to



scan and use.

4. Time off: In addition to its inclusion in the dashboard, paid time-off information appears in the right rail. The PTO section helps users manage their time off, helping them plan so that they can recharge both their brain and body. It displays how much paid time off employees have accumulated, how much they earn every two weeks, and the caps placed on the amount they can earn per year. The Request Time Off and PTO Balance links help users take action related to time off.

5. Job listings: The Latest Job Postings section shows Anthem's five most recent jobs openings and a link to See all. Employees are often the best recruiters for jobs, so this is a smart section to show in the HR area. Also, good employees who want a new challenge can throw their hats in the ring.

2.2.2 Lessons learned and best practices

The approach that a person should have according to a similar intranet are some basic advices:

1. Launch slow, but fail quickly: If you have the time, use it. Launch slow, but fail quickly. Don't feel rushed to move on to the next thing. Respect your timeline, but also demand perfection, if not close to it. If something isn't right, fix it. Always act with your end users in mind and don't be clouded by your own curse of knowledge. Just because you know how something works and realize what value it adds doesn't mean the end user will. Additionally, make sure that your team is made up of diverse individuals who really care about the product and realize the impact it can have.

2. Give everyone a voice. From end users to project testers to those on your development and design teams, everyone has great value to add. Simply allow them to add that value with their voice, perspective, and opinion.

3. Pay close attention to change management efforts: Change management is especially important if an organization has a lot of diverse users. Ease your audience and users into the adoption and do not just drop the new system

on them. The Pulse team found that seeing is believing, so don't be afraid to give glimpses into the current state and vision for the final product. Lastly, once live, don't leave users on their own. Continue to support them and make sure that they feel a sense of ownership and ask them for their input. Make sure they know you value their input, but the team can't do everything.

2.3 BHP Billiton

HQ BHP Billiton company.

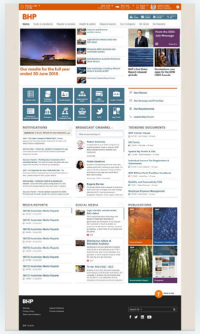
BHP Billiton is the largest mining company in the world, founded in 2001 by the merger of the Australian company Broken Hill Proprietary Company with the British company Billiton.
Two companies were born from the merger, Australian BHP Billiton Limited and British BHP Billiton Plc, listed separately and with a separate shareholding structure, but operating on the market as one company, BHP Billiton, which has a single board of directors and a single management structure. The Australian company controls 60% of the capital and is based in Melbourne, which is also the global headquarters of the group, while the English company has a 40% stake and is based in London.
The company is present with its mining and processing operations (mainly concerning iron, diamonds, oil and bauxite) in 25 countries and has 36,000 employees. [11]

2.3.1 Analysis of the element for the project

Whether it's the many collaboration channels available or the multiple applications that inform user notifications, it can be difficult and time-consuming for employees to mine many different company apps to gather information. The BHP intranet does this work for them, gathering everything together in one place. Also, no matter where BHP employees are located, they can find, communicate with, and collaborate with their colleagues around the world. And multiple hearty search features give users the utmost control.

- Catering to employees across time zones: Many online collaboration tools and team capabilities make it easy for BHP employees to collaborate, regardless of their global location or time zone. A convenient clock feature facilitates scheduling meetings with people in other times zones, letting employees know at a glance whether their local time corresponds with working hours in six other important company locations that cover all of BHP's main operating time zones around the world. The BHP intranet also empowers employees around the world by offering news translated into local languages.
- Communication: The intranet delivers a ton of information through various types of media— news, leadership messages, notifications, wall feeds, trending, and publications—to keep employees in the know.
- Search options: A site search makes it possible for employees to find anything, and some sections—teams, documents, people, locations, and news—also have their own scoped search, offering faster, more accurate, and easier to deal with results. Sorting and filtering options empowers employees further. What's especially noteworthy about these searches is that they present a consistent front-end query UI and a similar SERP UI. This consistency helps employees become easily accustomed to the UIs and use them efficiently and effectively.
- Favorites: The ability to bookmark pages helps BHP employees easily access pages they deem important. Another interesting feature is that a user's favorites are noted in search results. So, when users search, the results show the number of favorited results within the search parameters and offers shortcuts to those results.
- Employee profile: Once you have read an employee's comprehensive profile document, you almost feel as if you know that person. Experience, skills, teams, and where they sit in the organization are only the beginning. Designers ensured that employee profiles are meticulously detailed.

To consult the general information architecture and roles of BHP Billiton, see Tab 3 at the end of the chapter.



HOMEPAGE

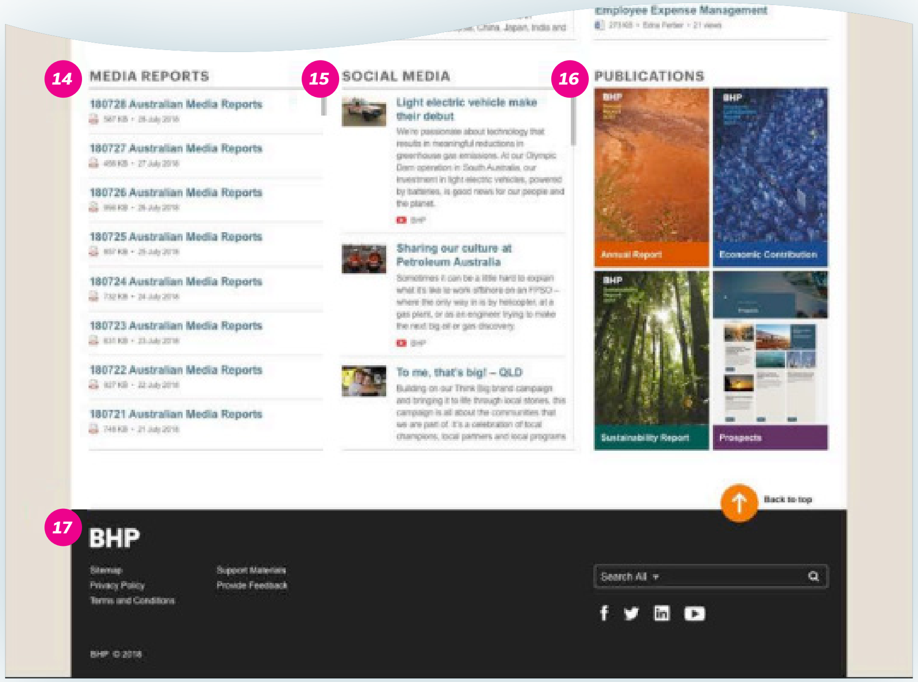
Employees can access almost everything they need directly from the BHP homepage.

1. Utility navigation: An orange bar across the top of the page packs a lot of information into a small space. Because the bar is at the very top of the page, users can easily ignore it when they don't need the information it contains—and just as easily find it when they do. That information includes the user's main office name and time on the far left; and the company stock

price and activity on the right, which helps employees stay abreast of how well the company is doing. The local weather also appears on the right, which is especially helpful for employees who do outdoor work. Next comes important links, followed by the logged-in user's photo and name. On the far right is a gear icon that leads to settings for customizing the intranet.

2. Logo: The orange BHP logo, made from its initials, reflects the company's humble beginnings as Broken Hill Proprietary in the 1850s. The logo anchors the top left corner of every intranet page and links users to the homepage.

3. Tools: Across from the logo on the right is a small toolbar with four labeled application icons for commonly used tools—My Teams, People Finder, Document Center, and Search—that deserve a prominent place on the page. The toolbar's teal background makes it stand out against the white page background.



4. Global navigation: The global navigation appears as grey links, with the selected link displaying in bold black text. The broad navigation menu includes six sections, plus the homepage. The topic names are distinctive and easy to choose between.

5. Top news stories: Six more top new stories appear in a list to the right of the top story. When users log in, they can quickly get a sense of what they need to know about their company. They can personalize this newsfeed to display both All Company news and news from their business area.

6. CEO's message: Two cards for the CEO's message occupy a prominent position in the upper right of the homepage. An image of the CEO accompanies links in the purple box on the right; the links lead to the latest message and to previous CEO messages.

7. Promoted content: The cards below the CEO's message offer international promoted content and announcements about initiatives.

8. Applications: Below the news is a wide section with oversized buttons that advertise important applications. The last of these is the App Finder, which helps employees locate additional applications that they might need to do their work.

9. Company information: To the right of the apps buttons is a list of company-related information, such as Our Charter and Our Strategy and Priorities. These links remind employees of the company's mission and values.

10. Notifications: The Notifications section displays alerts for the logged-in user. The time of the latest notification updates appears just below the section heading. The team integrated with back-end systems, including SAP, technology support, HR, and collaboration tools to pull user notifications. Consolidating these notifications in one place on the homepage means that users can spend less time navigating to apps and more time working on their to-do items.

11. Social feed: A Broadcast Channel section has a field that prompts users to

write about their projects. This is a great way to enable employees to talk about work they are proud of or to request help from others. This feed adds to the liveliness of the homepage with short bursts of diverse types of information from many different employees.

12. Popular documents: The most popular documents are displayed in the Trending Documents section. Each document displays the document title, type, size, author, and number of views.

13. Media: The Media Reports section informs employees about press coverage related to BHP. This can help employees provide support to their communities and stakeholders.

14. Social media: BHP's social media posts appear in the Social Media section. The posts include a title, image or video thumbnail, and description to give employees an overview of the company's social media activity.

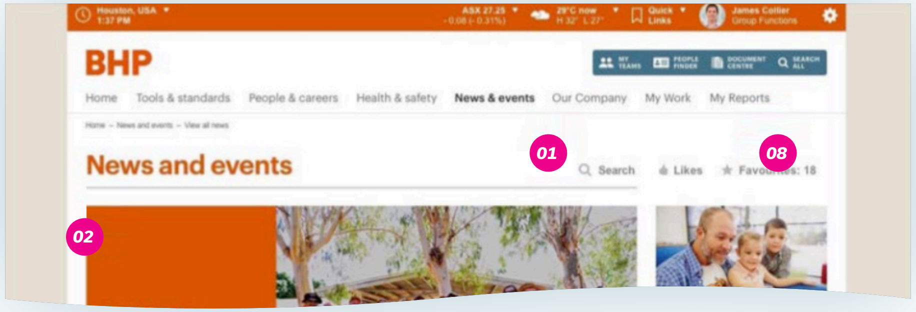
15. Publications: Important company publications, such as the BHP Annual Report and Sustainability Report appear in the Publications section.

16. Footer: The footer's black background on an otherwise white homepage signals the end of the page. The footer houses links to the Sitemap and Privacy Policy, along with links to support, site feedback, search, and social icons.

NEWS AND EVENTS

The BHP intranet's News & events section offers a sundry of news articles, videos, and event information. The items displayed target the user's business area or other ways in which the user has chosen to personalize news.

1. Search news: The News & events section has its own search feature as well as the global site search in the toolbar above it. Scoping a search feature to one intranet section can be awkward; however, given the vast amount of

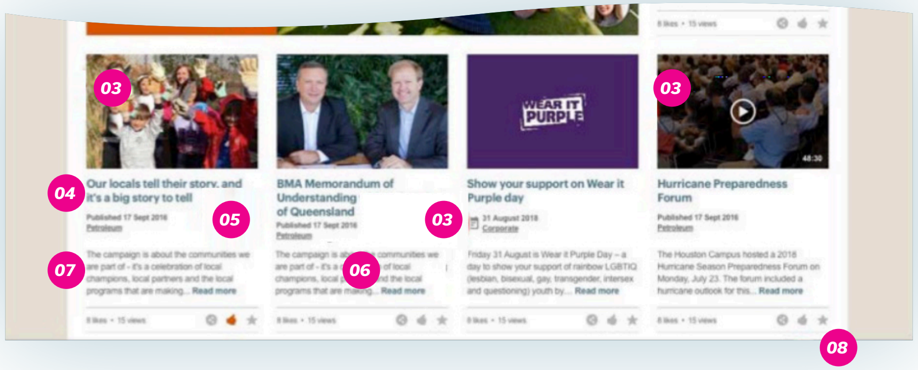


news on the BHP intranet, this is an entirely appropriate place to add this functionality. The search icon's position—parallel to the News and events page title— helps convey that it will search only news and events.

2. Top news story: Some items are given prominence because of their location toward the top of the page. Other articles are given prominence by displaying in a different size and color. For example, the top news story appears at the top of the page as a large orange card, with bold white text for the headline and a photo that takes up half the width of the page.

3. Image: Aside from the large items, most items are small cards with a related image at the top. The images give a sense of the story and engage employees. If the news is in video format, the play button icon appears in the center of the image, with the video length in the lower right. If the item is an event, a small calendar icon appears below the event name.

4. Title: The article or event title appears in bold blue letters, visually stronger



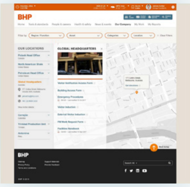
than the normal text below.

5. Date: The publish date is shown in an international format with the month spelled out and the four-digit year.

6. Audience: The article's target is displayed below the date.

7. Sample: A few lines of the article give users an idea of whether they want to read further.

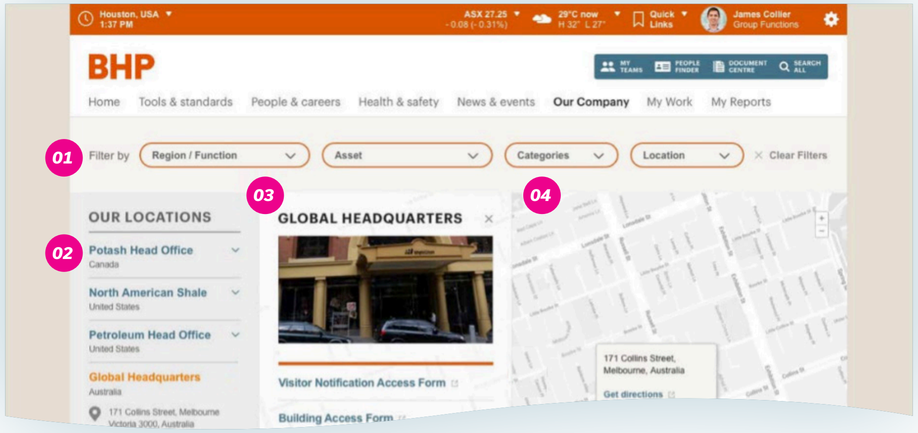
8. Social: The news card's bottom section shows the number of likes and views for the article. The small icons in the lower right let users participate, with share, like, and favorite options. In the upper right of the News & events section, the user can select links to see their own likes and favorites.



LOCATIONS

The intranet team worked closely with the Facilities team to provide detailed information on all BHP locations.

1. Filters: Employees can filter by different geographical areas, capabilities,



and other criteria to find an office.

2. Location collapsed: Locations appear in a list on the left. The collapsed (default) information includes the location name and country.

3. Location selected and expanded: The selected location expands in the list to reveal the address, contact email address, and phone number. When expanded, the location's name turns gold, the caret icon turns from down to up (indicating that clicking it will collapse the item), and the page's main content area fills with more information about the location.

4. Information: Links to helpful information about the location, such as how visitors can prepare for a visit, appear beneath a photo of the front of the building. Also, a map shows the exact geographic location.

2.3.2 Lessons learned and best practices

1. Find a product owner before beginning: Digital workplaces require strong business buy-in and product ownership. Advice to other teams looking to embark on the digital workplace journey would be: Confirm a product owner from within the business before commencing development.

2. Change management efforts require help from above: Ensure strong management support to assist with the enormity of the change. One example of this was when the product was launched; the document center indexed an unprecedented number of documents. There were demands made to revise the scope of the document center, essentially limiting it to just Digital Workspace, however—with the support of senior management—the team was able to stick to the original plan of a full search and educate users on how to set permissions on individual OneDrive/SharePoint Online sites.

2.4 Duke Energy

HQ Duke Energy company.

Duke Energy Corporation headquartered in Charlotte, North Carolina, is an American electric power holding company in the United States, with assets in Canada. Based in Charlotte, North Carolina, Duke Energy owns 58,200 megawatts of base-load and peak generation in the United States, which it distributes to its 7.2 million customers. The company has approximately 29,000 employees. Almost all of Duke Energy's Midwest generation comes from coal, natural gas, or oil, while half of its Carolinas generation comes from its nuclear power plants. During 2006, Duke Energy generated 148,798,332 megawatt-hours of electrical energy. [12]

2.4.1 Analysis of elements for the project

The intranet team worked closely with the Facilities team to provide detailed information on all Duke Energy locations.

- Web parts: The team's thorough review and analysis of all content on the legacy intranet revealed patterns of content types. Based on the defined content types, the team created 30 web parts, including: Call to Action (for links to applications), Leadership Messages, Announcements, Contacts, and the Media Slideshow. Each of these web parts was thoughtfully created, and they all embed smart defaults and encourage writers to make good decisions when they post content. These parts create opportunities for data sharing and help all designers stay true to the Duke Energy brand and remain consistent with other web channels at the organization.
- Mobile: While mobile is not yet a primary method used to reach The Portal, the team created a fully responsive site to meet the expected future mobile demands. Currently, many employees at generation and distribution facilities access The Portal via shared workstations. However, the company has begun issuing tablets and laptops to many of its non-office workers; if that trend continues, those workers will be increasingly likely to rely on mobile intranet access.
- Brand: A refreshed branding effort at Duke Energy inspired the intranet team to hop on board and create a consistent new look and feel for The Portal. For continuity's sake, The Portal name remains the same as the legacy intranet.
- Relaunch: To ensure that employees understood that a new, improved design was replacing the old, the team engaged employees in a wide variety of launch outreach activities to spread the word and build excitement around the relaunch.
- Seeding content: Leading up to the new site's launch, the Employee Communications team spent weeks recreating news stories in the new News Article template from the previous six months so that they would be searchable in the new intranet.
- Personalized menus: Only the links to intranet areas that users have access to are visible in the menu. This eliminates clutter and the possibility of alienating users who might click a link only to find that they don't have access to its content.
- Visual hierarchy in megamenus and accordions: Megamenus on desktop and accordions on mobile make it easy for users to scan and interact with links of interest. The visuals used in those menus—font, color, size, background, and spacing—all contribute to a menu structure that makes the hierarchy easily understandable.
- Technology: Upgrading from an old version of SharePoint (and launching O365 at the same time) allowed the team to take advantage of the cloud and new features.
- Search: The team used SharePoint's out-of-box search features, including filters.

- Visual design: Subtle colors, shading, and flat elements with clear visual signifiers make the design a pleasure to behold and scan.
- News publishing options: When publishing news, editors are given various interesting options including turning commenting off and indicating whether a news story should be featured on the company's 425 physical digital signs, which are located in elevator lobbies and cafes in Duke Energy offices and facilities.
- News: Many news articles, shared internally and sometimes publicly, provide rich, engaging information about the company and its activities.
- Guide: The Portal guide acts as a combination UI style guide and pattern library, summarizing, describing, and recommending usage for the site's many web parts. The description pages also include images of the feature elements. The guide ensures that users will find, understand, and appropriately use the web parts. In the end, this creates a faster and better process for the design team and site managers; it also creates an improved and consistent design across The Portal, optimizing the UX for all employees.

To consult the general information architecture and roles of BHP Billiton, see Tab 4 at the end of the chapter
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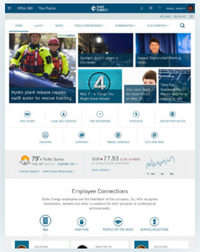
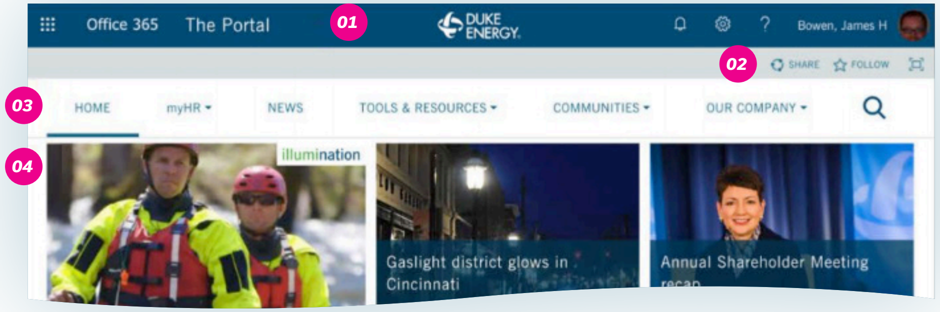


HOMEPAGE

Packed with content, the well-planned visual design of the homepage informs users without overwhelming them.

1. Logo, login, and links. The homepage's topmost section, delineated with a dark blue background bar, includes the O365 App launcher (a nine-dot waffle menu); the logo and intranet name (The Portal), and the Duke Energy company name and logo, which is on brand. The right side of this topmost bar includes an alerts icon, which changes state when the user has alerts to view; a settings gear icon; a question mark icon for O365 help; and



the logged-in user's name and photo. Each of these items is positioned in an expected location, and the bar is constant across all pages.

2. Actions. An action bar appears below the topmost bar, with a light grey horizontal background to distinguish it from the dark bar above and the white bar below. It includes commands and associated icons for Share, to share the page with colleagues (an out-of-the-box Microsoft feature); Follow, to follow the page and its updates; and a full-screen icon to show the content maximized, without the browser's chrome.

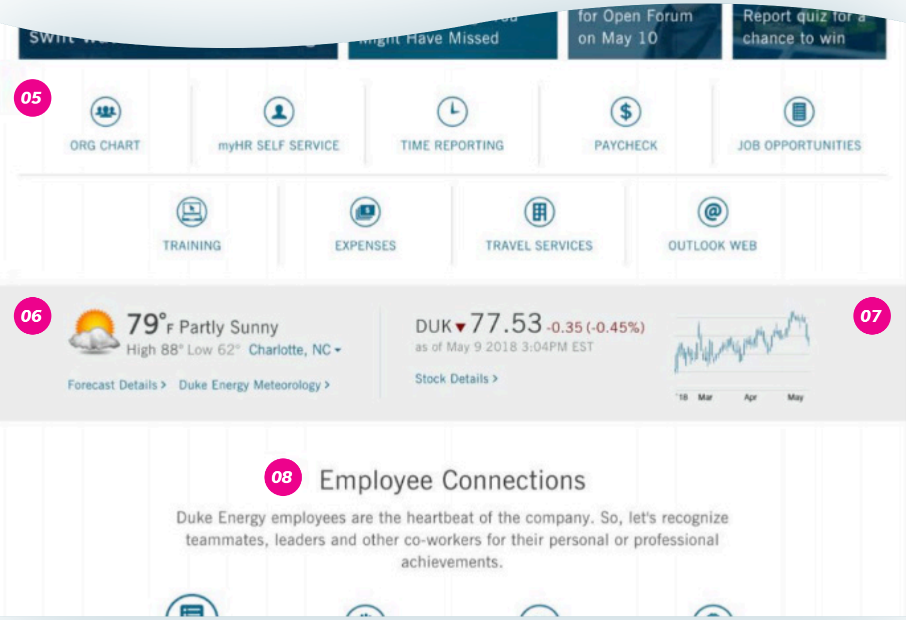
3. Global navigation. Even with three horizontal bars across the top of the page, the global navigation is visible and recognizable. The team took pains to tweak the visual design to ensure this visibility. The text is legible, and each menu link name describes homogeneous content. A search icon expands the site search field.

4. News web part. The topmost homepage content section displays the latest news items. These are gathered in a custom web part, called a Mosaic, which can display as many as six news stories or as few as one. This gives news editors the flexibility to promote several stories or just one important piece of news. To ensure that text is legible and looks pleasing, news titles resize based on the number of stories displayed. The titles appear in light text over a special banner overlay, so that the image details don't hinder the contrast between the text and background. Seemingly small visual touches such as this are just one of the things that make The Portal a winning design.

5. Applications links. Links to the most frequently used applications appear as icons just below the news Mosaic. Different applications show depending on the logged-in user's role.

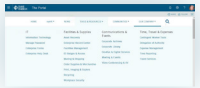
6. Weather. Because weather is critical to daily operations in the energy industry, Duke Energy employs in-house meteorologists. Their forecasts are showcased center stage on the intranet homepage for all employees to see. The temperature, a short weather summary, and a related icon (such as a picture of a cloud) make it easy to scan the basics. The high and low temperatures for the day appear in smaller text, along with a link to the meteorology site (a separate website that features satellite imagery).

7. Stock price. Keeping employees abreast of how well the company is doing in the stock market can be inspiring, especially for those who own company stock and options. To the right of the weather forecast is the stock symbol, current stock price, stock status (up or down), the date and time, a line chart of the stock performance for the last three months, and a link to more Stock Details for employees who want more analysis. This small patch of homepage real estate is packed with information; clearly, these designers



know how to make use of space.

8. Employee connections. Duke Energy employees have long celebrated one another's tenure at the organization, as well as their promotions and other achievements. This is a special part of the corporate culture. The legacy intranet offered an Employee Corner to showcase this information; the new design improved on it in the form of the Employee Connections section of the homepage. This large section displays work anniversaries, promotions, and recognition for a job well done. Each item shows the employee's photo and name, the type of milestone, a description of it, and the date. For the High Five recognition awards, the name of the person who suggested the award is also listed. A work anniversary milestone is visually distinguished with a blue ribbon behind the employee's photo swatch and the number of years he or she has worked at Duke. People on the Move includes promotions and new jobs. All items in this section are submitted by employees, approved by the Employee Communications team, and then posted for display. The buttons for submitting items appear under the tabs to filter by High Five, People on the Move, and Service Milestones. These features are so popular that submissions are often backlogged for several days; the team allows such a backlog to give each submission time to be seen before it is retired to make room for the next.

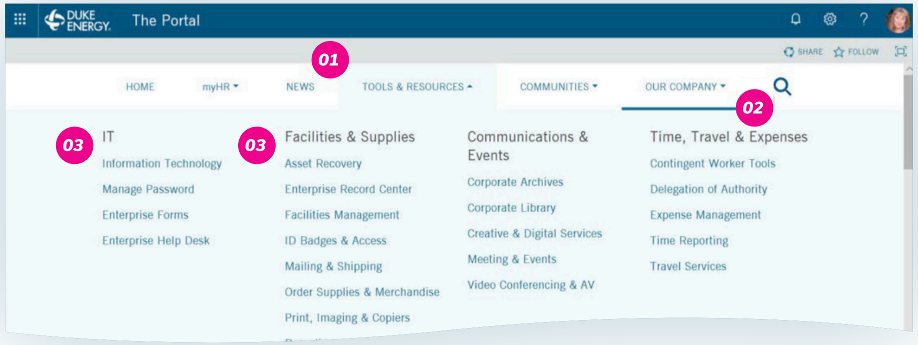


MENU

The megamenu lets users see many commands at once and scan to make the best choice.

1. Click to select and open: Once clicked, the selected menu appears with a subtle light grey background. The selected global navigation link—in this example, Tools & Resources—is denoted with a grey tab and the same grey background is carried down behind all the subcommands in that open megamenu.

2. Highlight feedback: As users move the cursor along the menu, a blue underline indicates the position; clicking opens the underlined menu.



3. Subheadings: Marks of a great megamenu are clear subheadings and good spacing. This megamenu distinguished subheadings from the menu links by using text that is both larger and a different color (dark grey versus blue). Spacing between links is ample, but not overly broad.

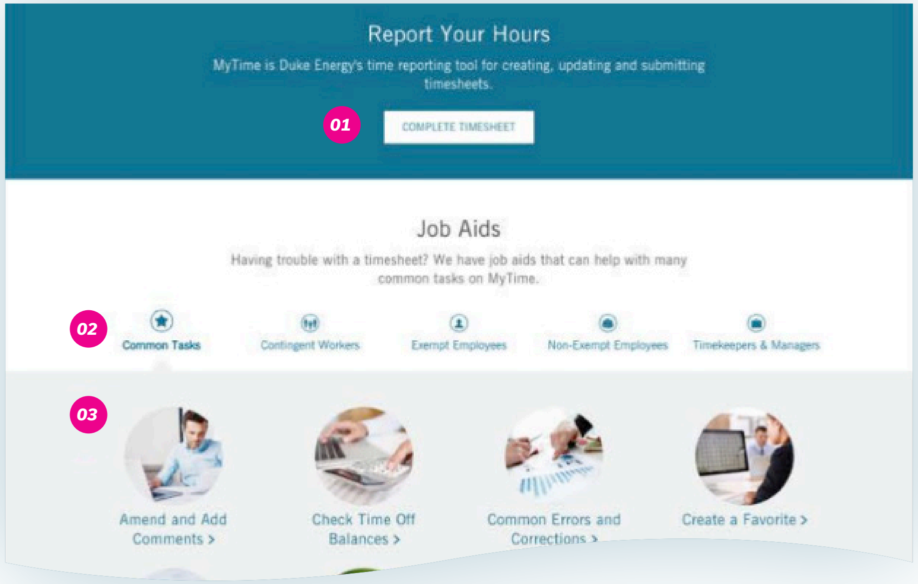
TIME REPORTING

The Time Reporting tool is the greatest killer app on The Portal, as all employees must use it regularly to account for their time.

1. Timesheet: Employees can find the Complete Timesheet button at the top of the page. The note above the button describes the tool and its importance.

2. Employee type filters: Employees can filter tools and other available information related to time keeping using the links and associated icons. Choices such as Exempt Employees and Non-Exempt Employees help users to identify themselves and locate the tools the need.

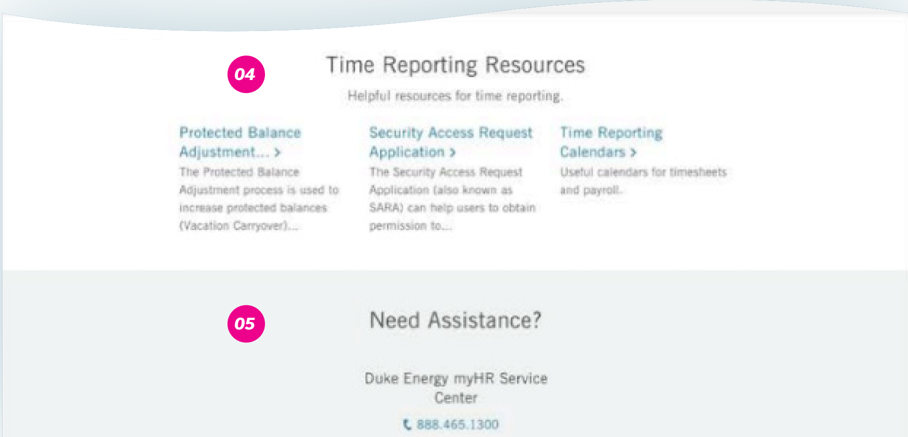
3. Job assistance: Employees who have special situations or need more information can refer to the Job Aids section of the page. Here, each tool is named according to the task it relates to, such as Entering Leave



and Check Time Off Balances. The tool labels are simple and clear, making it easy for users to find what they need.

4. More resources: Even more help is available in the bottom section of the page, which includes links to related resources (such as calendars).

5. Assistance: If employees need still more help, they can seek it via the



phone number offered at the end of the page. Providing this additional contact information shows that the organization cares that employees understand how to do their tasks and makes resources available to help them. This is comforting to employees.

2.4.2 Lessons learned and best practices

1. Adapt Agile in a way that works for the team. Agile is a dramatic change from old ways of working. It can take time to internalize Agile and understand how it should work before you feel confident in making any changes so that it works comfortably for your team's specific needs. For example, the team began to treat stories as placeholders for conversations rather than attempting to capture all the details in them or use prescribed language in them that felt unnatural and unhelpful. The team also accepted that design work needed its own sprint(s), even though it didn't result in working software. This altered our 'definition of done.' Once the team reached that comfort level, work began in earnest and productivity increased quickly. More was accomplished in less time using Agile than could have ever been imagined before.

2. Foster partnerships with other projects. No one would recommend launching a new intranet at the same time HR systems are moving to a new vendor and the company is rolling out O365 and starting the move to the cloud. Not only does this create a lot of change at one time for employees, but it also spreads resources thin and creates instability in the digital landscape. Since the team found itself in this situation, it managed through by keeping communications open with other teams, getting sponsorship involvement to identify dependencies and coordinate milestones across projects, and asking lots of questions to keep informed about potential impacts.

3. Don't overlook long-term planning. There may be many ways to address long-term planning with Agile teams, but in the beginning, the team was focused on working sprint-to-sprint, and was struggling with how to predict where we would be when our deadline came around. Fortunately, sponsors had the foresight to bring in a project manager who handled the budget and did forecasting of resource needs. This helped to anticipate that it needed more people on the Content Team and to get them on-boarded in time to make a positive impact.

4. Find a cadence for design. One of the signature qualities of Agile is that it has a cadence. Everything occurs systemically on a regular cycle: reviews, retros, and planning every two weeks; stand-ups every day; repeat. Design needs to find ways to get in synch with that cadence. One of the really effective techniques we used during the project were recurring Design Workshops. Twice a week, the designers and devs would meet for an hour to discuss any pressing issues. Sometimes it would look ahead and discuss upcoming stories or review work in progress, or designers would answer questions from devs about a particular detail that wasn't in the design.

5. Give design some breathing room—sometimes. One of the other challenges with being a designer in an Agile world is the nature of design work. Designers are often asked to envision something from nothing, to take a problem and come up with a creative solution. How long does it take you to come up with a creative solution? The answer is, it depends. Some types of design can be estimated pretty well—let's say you're producing a new variant in a well-defined design system—but a lot of design and the research that goes into design does not fit well into predefined time boxes, especially if that design needs to flow directly into working software during the same sprint. Sometimes the pressure is good and brings out inspiration but it can also force you to just get it done and churn out mediocrity.

6. Study the old to create the new. Designers often start with a blank page. But, redesign projects offer a treasure trove of valuable insights for designers. Analyzing the old intranet content led to big wins in efficiency and usability improvements.

2.5 Selection criteria for the analysis

Nielsen Norman Group's Intranet Design Annual rewards great examples of useful, usable intranets that help organizations and meet the needs of people using them. There's a review of each entry, then judged and selected the winners based on a four-step process:

- Initial design reviews and numeric rankings
- Follow-up questions with the top submissions
- In-depth design reviews on the top entries to choose the top 10
- Follow-up interviews with the top 10

In the judging process, each site is rated numerically and note any great or missing features and qualities. We base the numeric rankings on criteria typically viewed as key to good intranet design, including elements that have emerged from submissions or trends in previous years. Each element is rated in each submission. Some of the criteria include the following:

NAVIGATION

- Global navigation on every page
- Consistent, easy navigation
- Clear hierarchy
- Consistent style across the intranet
- Horizontal scrolling and swiping used appropriately
- Expected page layout and appropriate vertical scrolling

DESIGN

- Modern, pleasing aesthetics
- Uncluttered but thorough pages
- Clear page hierarchy and priority
- Brand support (without over-branding)
- Engaging and helpful homepage design
- Good contrast between text and background
- Good use of graphics
- Legible text
- Distinct headings and links
- The right amount of text and links

SEARCH

- Consistently available search
- Employee directory or directory search
- Clear relationship between site and employee search
- Good search design (ideally, a simple open field at the top of pages on desktop and tablet, and a magnifying glass on phones)

PERSONALIZATION AND CUSTOMIZATION

- Personalization and roles, catering to different offices or cultures
- Ability for employees to customize the intranet in helpful ways

INFORMATION DELIVERY

- Organization-related news and information
- Information about internal groups and projects

CONTENT

- Well-written text
- Appropriate, engaging tone of voice
- Content management, content curation, and editorial team management
- Information that meets business needs

COLLABORATION AND SOCIAL

- Social that is helpful, not just present
- Content posting and editing capabilities for all employees
- Engaging with and sharing content

DESKTOP AND MOBILE

- Mobile offerings that are suited to a small screen
- Desktop design that takes advantage of a large screen (and is not simply the same as mobile)
- Mobile that takes advantage of device features such as camera and location

OVERALL

- Simple forms
- Support for the main corporate functions
- Encapsulation of the organization's spirit

- Use of innovative, fun, or original features
- Accessible to all users
- Useful mobile offerings
- Originality or “something special”
- Challenges faced compared with output achieved

The criteria in this list are used too as principles to create the ideal intranet for the client.

2.6 Information architectures

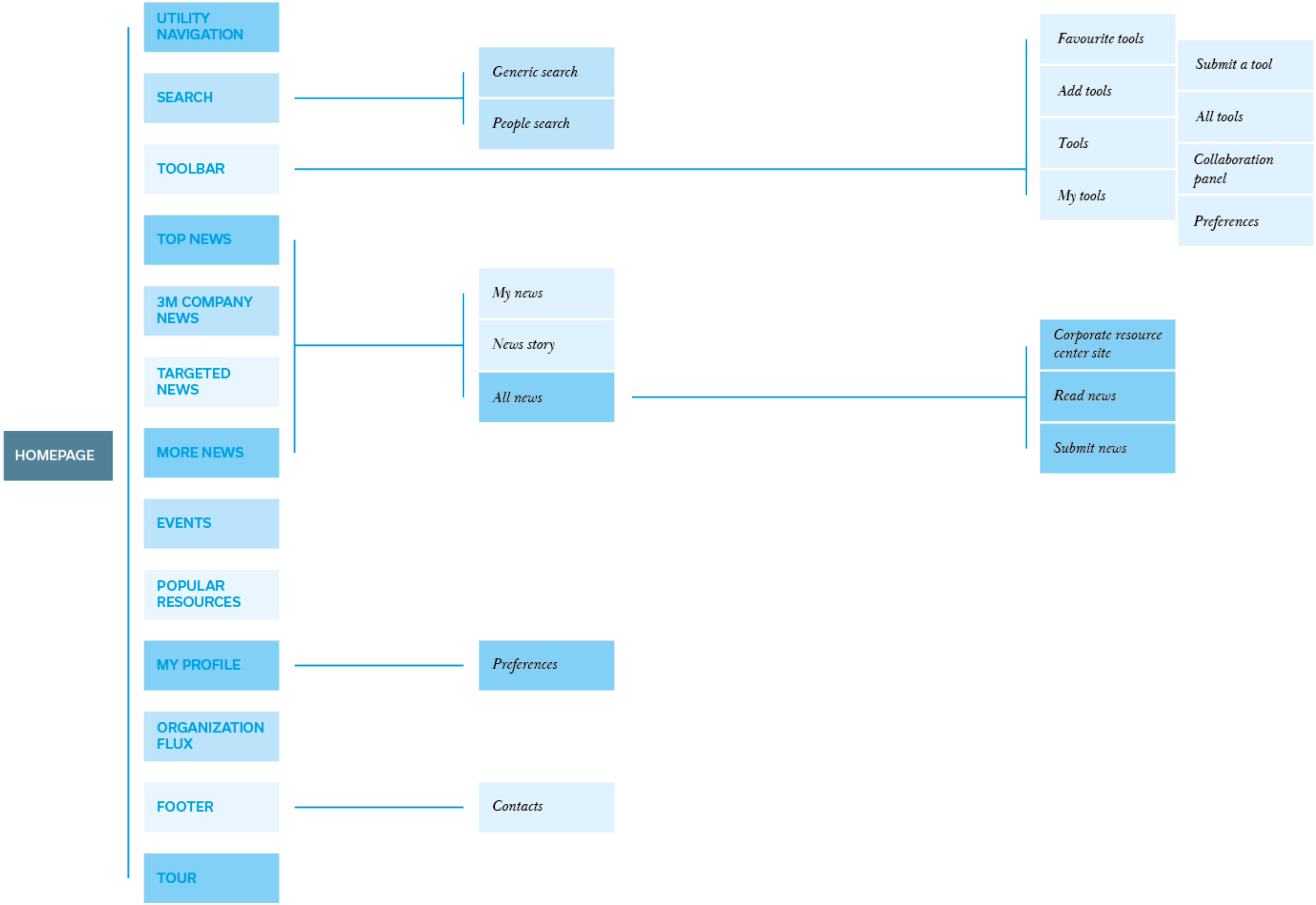
In the following pages are presentes the information architectures of:

- 3M
- Anthem Inc.
- BHP
- Duke Energy

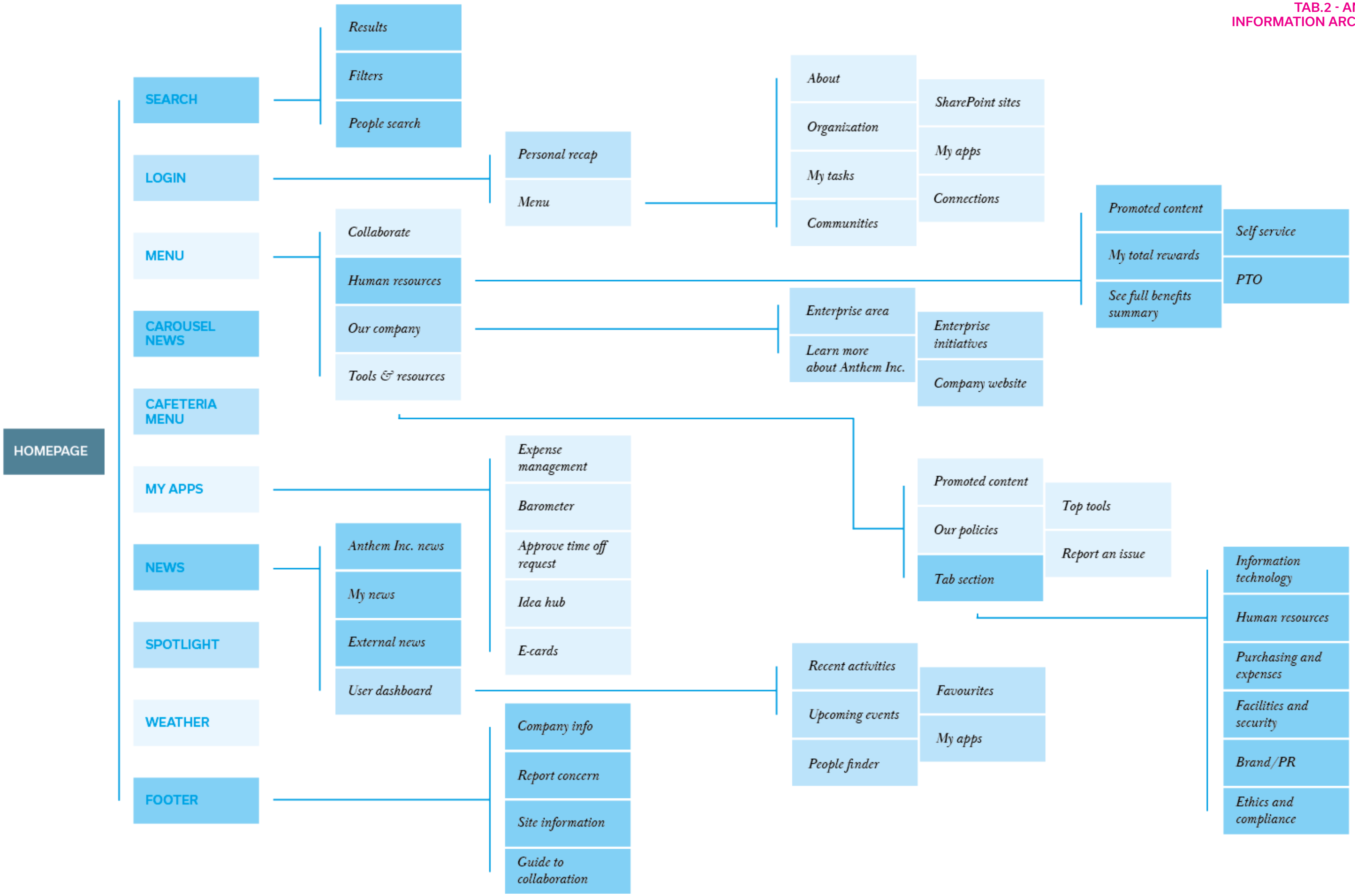
All the content presented in the archtectures has been personally found out according to limited accesses and screenshots of these different intranets. This process has been necessary for a complete overview on how intranets work and are displayed for the best fruition for their players. In this way I’ve analyzed all the components fundamental for a complete and correct flux of information.
As a UX designer working for an agency, in case the offer from Softec S.p.A. would be received, it could be possible for me to already have a strong structure and benchmark to work on.
As a UX designer working for my own, having just partial elements forced my skills to implement connections between pages, information and fluxes.
It these tabs it’s clear how intranets can have really different approaches to their users, according to brand identities, hierarchies, agency goals.
However, some main elements are always present, for a familiar interface and best navigation:

- Search
- Toolbar
- Personal area
- Events
- News

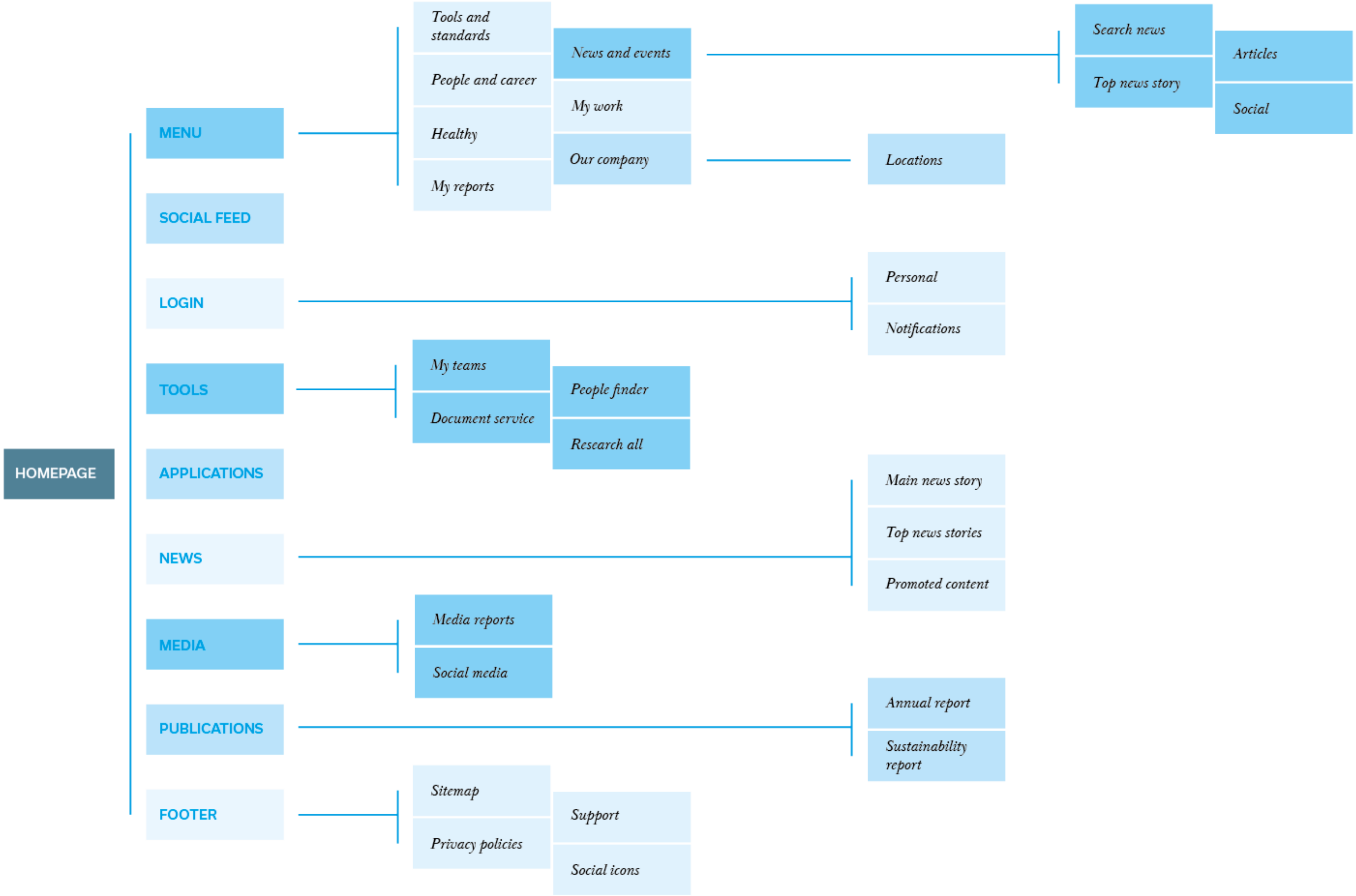
TAB.1 - 3M
INFORMATION ARCHITECTURE



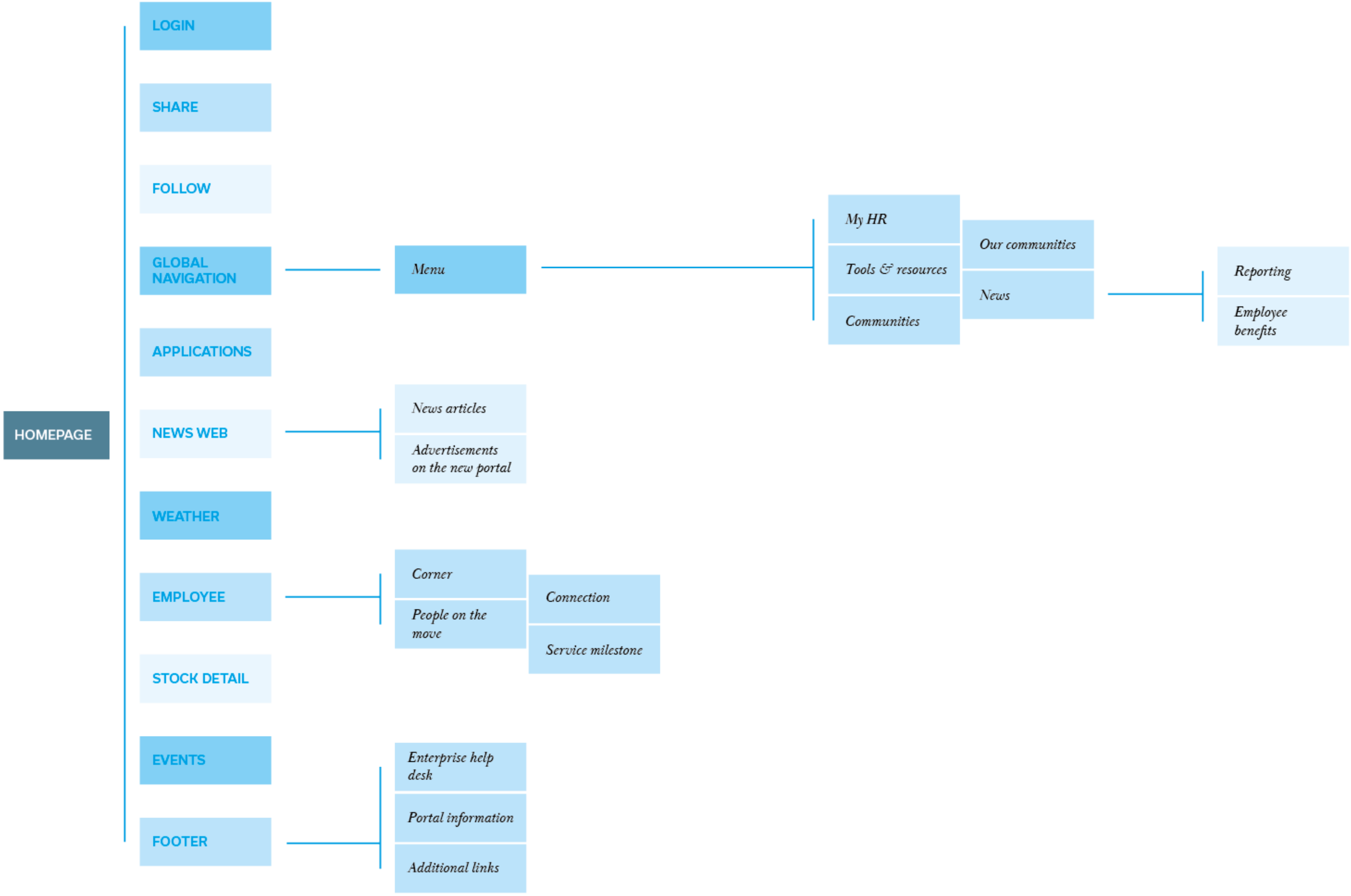
TAB.2 - ANTHEM INC.
INFORMATION ARCHITECTURE



TAB.3 - BHP
INFORMATION ARCHITECTURE



TAB.4 - DUKE ENERGY
INFORMATION ARCHITECTURE



Design methodology for an Intranet

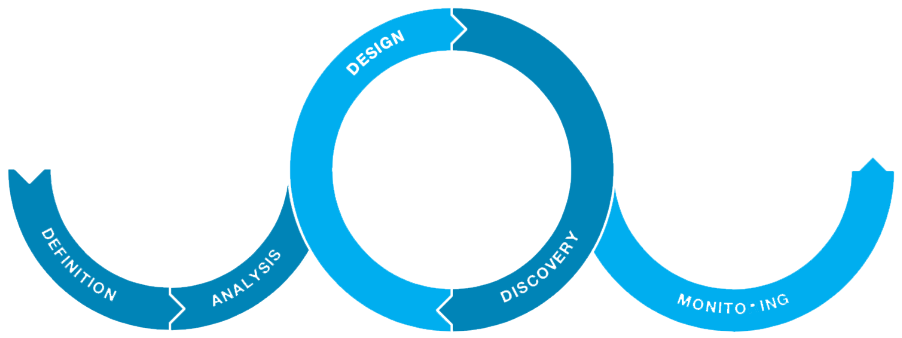
3

In this paragraph, there's the analysis of all the activities that an agency can offer to a company that wants to develop an intranet from scratch. Even if in Roadhouse case there's an already existing product, it's necessary to re-design everything to guide the strategy and the communication approach of the intranet itself. The activities proposed can be combined in different ways according to the methodology of the agency to the goal of the project. The standard approach described in the following pages is compared to Softec S.p.A. approach both in a general and particular cases. In the end, there's a focus on differences in timing and results of these two methodology approaches.

3.1 A standard method: Definition

The standard approach to a project has 5 or 6 fundamental stream of macro activities. The agency in which I work has these 5 points:

- Definition
- Analysis
- Discovery
- Design
- Monitoring



Every of these project streams it's declined according to the discipline that wants to be insert in the project, related to client's needs and agency's scopes. In this case, the different fields are: UX design, Visual art, Content, Front-end, SEO, Analytics. This method gives a circular approach to the project, letting the user, the customer and the creator to be aware of some main problematic elements in

the process of research and development. In these paragraphs I'll talk just about the UX design approach and methodology, the most interesting discipline for the develop of this thesis - the complete list in the following scheme.

DEFINITION	ANALYSIS	DISCOVERY	DESIGN	MONITORING
Briefing & Kick-Off	*Stakeholder Interviews*	*Requirements*	*Information Architecture*	*Experience Monitoring*
Brainstorming Workshop	*Benchmark Analysis*	*Co-design Workshop*	*Functional Specification*	*User Test*
Business Model	*Content & Function Inventory*	*Card Sorting Workshop*	*Wireframes*	*A/B Testing*
Competitive Analysis	*Heuristic Evaluation*	*Sketching*	*Prototyping*	*Data Analysis*
KPI Definition	*Accessibility Assessment*	*Paper Prototyping*	*Task Analysis & Flow Design*	*Accessibility Assessment*
	Focus Group Workshop	*Experience Map*	*User Test*	*Design Refinement*
	As-is User Test	*Concept Design*	*Design Refinement*	
	Field Studies			
	Quantitative Survey			
	User Contextual Inquiry			
	Data Analysis			
	Personas			
	Scenarios & Customer Journey			
	CMS / Platform Analysis			

The first step about the "Definition" phase allows the agency to have a clear overview on the material to work on.

The activities in it, proposed to the client according to economical, feasability and timing points are:

- Briefing & Kick off, it's about one or more preliminar meetings that allow the client and the agency to be aligned with each other, starting the project in the correct way, sharing content and point of view, focusing on key points and executive principles, defining the same communication methodology. In this phase are established goals, timing, defining collaboration tools and economical risks. Every stakeholder is involved.
- Brainstorming Workshop, ideas and thoughts are organized internally to the corporate and externally with interested parts.These meetings, collaborating with each other doing specific exercises of co-design or co-working, involve the client to be more sympathetic on the preliminar phase. This moment let product concepts emerge.
- Business model, describes the value an organization offers to its customers. It illustrates the capabilities and resources required to create, market and deliver this value, and to generate profitable, sustainable revenue streams. The main elements to define a business model are value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships and cost structure. [13]
- Competitive analysis. With this evaluation, the company can establish what makes your product or service unique, and therefore what attributes you play up in order to attract your target market. Evaluate your competitors by placing them in strategic groups according to how directly they compete for a share of the customer's dollar. For each competitor or strategic group, list their product or service, its profitability, growth pattern, marketing objectives and assumptions, current and past strategies, organizational and cost structure, strengths and weaknesses, and size (in sales) of the competitor's business. [14]
- KPI definition, is a measurable value that demonstrates how effectively a company is achieving key business objectives. Organizations use KPIs at multiple levels to evaluate their success at reaching targets. High-level KPIs may focus on the overall performance of the business, while low-level KPIs may focus on processes in departments such as sales, marketing, HR, support and others. KPIs can be both qualitative and quantitative. [15]

3.2 A standard method: Analysis

In this step, some activities are proposed to the client in order to discover in deep the ecosystem around the project, from its actors to its competitors.This is usually the longest process and the most expensive. The activities - listed the most used - in it, proposed to the client according to economical, feasability and timing points are:

- Stakeholder interviews, provide most of the detailed information you need to set the parameters of your work. There's almost never a reason not to conduct this sort of interview. If your project has stakeholders who aren't on your immediate product development team, you'll need to conduct stakeholder interviews with them as well. It's the best way to gather valuable information about your project parameters. [16]
- Benchmark analysis, is a standard or point of reference against which metrics may be compared or assessed. UX benchmarking involves evaluating an interface using a standard set of metrics to gauge its relative performance. A good benchmark indicates where a website or product falls relative to some meaningful comparison. It can be compared to earlier versions of the product/website, the competition, relative to an industry, an industry standard (such as an NPS or conversation rate), other products in the same company. [17]
- Content & Function inventory, is a list about all the infromation related to a product/service (such as documents, meta data, URLs). The content archieve makes easier the identification of duplicated elements, incongruences, errors. In addition, it allows to highlight the link between functionality and content. This activity is the basement for a future new information architecture.
- Heuristic evaluation, is a usability engineering method for finding usability problems in a user interface design, thereby making them addressable and solvable as part of an iterative design process. It involves a small set of expert evaluators who examine the interface and assess its compliance with "heuristics," or recognized usability principles. Such processes help prevent product failure post-release. [17]
- Accessibility assessment, evaluates accessibility needs, determine priorities, and chart a path to meet project goals. This service helps to align the accessibility services to business strategy, assess the current state, identify gaps and accessibility issues, define accessibility road map and support in

establishing a mature accessibility program with quantification business benefits. [18]

- Focus group workshop, is a gathering of deliberately selected people who participate in a planned discussion intended to elicit consumer perceptions about a particular topic or area of interest in an environment that is non-threatening and receptive. Focus groups are a collective on purpose. Unlike interviews, which usually occurs with an individual, the focus groups allow members of a group to interact and influence each other during the discussion and consideration of ideas and perspectives. Focus group methods permit alternative ways of obtaining information from consumers without using a survey. [19]

An example of focus group workshop comparing ideas for a better future approach to the goal.

- As-is user test, is a qualitative test executed from final users in a defined environment, while they're using an existing product or a prototype as a new solution, under the supervision of one or more analysts. After defining the users for this experiment and the methodology for the test (questions and to-do activities), the selected interviewed will perform different actions on the product, evaluating their experience with it. Results of the test will be shared and rationalized for future approaches to the final product.
- Personas, are archetypes of possible final users that gather specific features and characteristics of a type of user in a realistic way.
- Scenarios & customer journey, are usually done together for a more complete approach to the ideal user. Scenarios are detailed descriptions of an intended experience from the individual's prespective. Customer journeys are maps that typically focus on the relationship of an indivisual as a customer of an organization, highlighting some decision-making process. They're used to better understand customer loyalty and how to improve existing customers' experience. [20]

3.3 A standard method: Discovery

In this step, some activities are proposed to the client in order to simulate the real ecosystemof the project, from its actors to its competitors, until the creation of a draft of the project. The activities - listed the most used - in it, proposed to the client according to economical, feasability and timing points are:

- Requirements, are defined after the context scenarios. We can extract the needs of that persona for data and functions (objects and actions in context) for future final implementations.
- Co-design workshop, are proposed to involve all the stakeholders in the design process, gathering suggestions to apply to the final concept.
- Sketching, is a crucial process that the designer crosses to define the foundation of the future project on paper. The activity is divided in idea generation and detail and refinement. In the initial step, multiple ideas are generated, but since they cannot be fully shaped, it is not uncommon for some of the elements to be incomplete or missing. The main thing is to consider different approaches and to decide which is the most efficient in the context of your task and the various constraints of the project. The second step settles on a few promising variants and proceed to work out the specifics, thus rendering some ideas unsuitable. [21]
- Experience map, looks at the boarded context of human activity, beyond the offering of just one organization. It shows the connections between people, places and things, and they aid in the design ecosystem. It overlaps completely with customer journey map, and focuses on a general human activity within a given domain. The company or organization may not even be explicity stated, or there may be many organizations involved. Experience map separates experiences from solutions. [20]
- Concept design, is a project proposal necessary to define the fundamental elements of a project and provides the basis for its realization. It represents the final elaborate of a metaproject

3.4 A standard method: Design

In this step, the designers have the role to convert all the information of the previous steps in a conceptual and visual product. The mockups that Art Directors will create have as groundwork the output created by UX Designers in these steps. The activities - listed the most used -in it, proposed to the client according to economical, feasability and timing points are:

- Information architecture, defines pages and principal sections of a website, content and relations, starting from mapping content and requirements of the as-is. To represent correctly the information architecture, an ideal tree is used to highlight the hierarchy and the link between different pages. The aim of this activity is to obtain an ideal architecture of the product, having the main information always on top. Lately, it's created a navigation model.
- Wireframes, are schematic illustrations of content in the website. Their function is to communicate the idea of the project, giving more emphasis to the information architecture than the graphic. It represents the base of the prototype that will be developed.
- Task analysis & flow design, is the process of learning about ordinary users by observing them in action to understand in detail how they perform their tasks and achieve their intended goals. Tasks analysis helps identify the tasks that your website and applications must support and can also help you refine or re-define your site's navigation or search by determining the appropriate content scope. Flow design examines user flows – it can also examine other types of flow. [22]
- User test, is a test made in parallel with the user while designers are working on the usability and aspect of the website. The ongoing project is used by a defined focus of testers, in a defined environment.

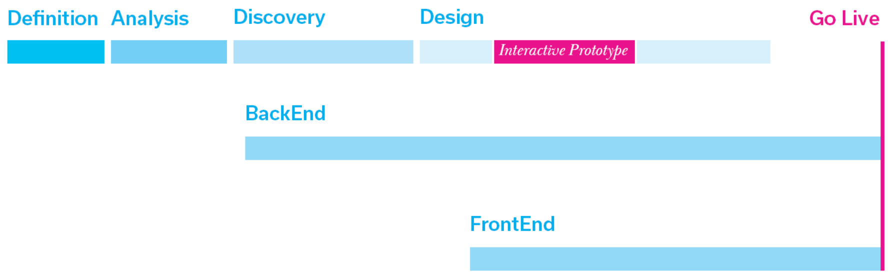
3.5 A standard method: Monitoring

The final step allows the corporate to continously be in touch with the client, according to the activities proposed in it. The activities are about monitoring of all the software/hardware/usability approach that the user has with the product. It keeps to be defined until it satisfy the client. The activities - listed the most used - in it, proposed to the client according to economical, feasability and timing points are:

- Experience monitoring, enables teams to monitor the impact of application and device performance from the end user's point of view. It helps IT ensure the quality of key IT services across an enterprise. [23]
- Data analysis, is an analytics strategy and solutions architecture, ensuring that they are anchored by a strong design tailored to maximize actionable insights and operational results for your organization. It includes identifying project objectives, developing business requirements, evaluating data sources, designing a comprehensive solutions architecture that meets objectives. [24]

3.6 A standard method: UX matrix for design methodology

The complete list of macro activities can be proposed to the client in a standard approach, but just some of them will be chosen according to timing and feasability of the project. Unfortunately many clients do not recognise the importance of Analysis and Discovery steps, and pretend to already have all the needed material. The consequence is to have poor or not focused material on the goal of the agency - and of the client and to have a project piloted by approximate information. The shown roadmaps represent two different situations: the first is about an ideal statement, with high budget, light deadlines and an agile and lean process. The second is a more realistic situation - actually taken from the requirement coming from Roadhouse - and shows some difficulties related to client constraints.



Following the UX design process shown in the tab previously, every step of the flow should be followed from the first stream to the final. As already said, all the activities in the streams have a defined goal, output and feedback, involving both the agency and the client.

I the project has a good development on the as-is, made by UX designers, the pros are:

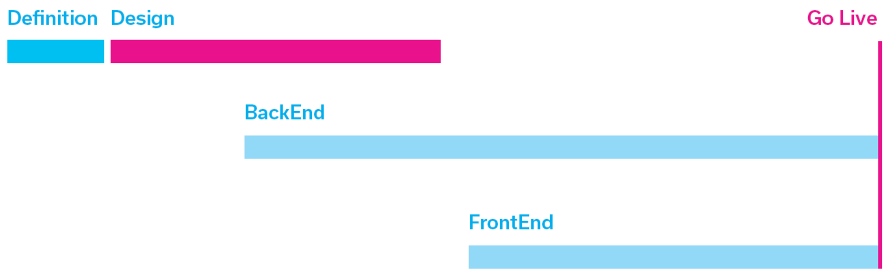
- a deep analysis of as-is, highlighting the main problems;
- the comprehension of tools and functionalities;
- deeper involvement with the client during the process;
- more attention on usability and feasability;
- first draft tailor made on real users;
- deeper detail on project.

Unfortunately, the timing and costs are high for this process, and the client Roadhouse required explicit low cost and quick process for the first part of propose. So, a new and focused offer has been made following these requirements, trying to be closer to client's needs.

3.7 The smart approach

This approach has been made related to client's specifications: low budget and short time to convince Roadhouse to keep working with the agency Softec S.p.A. for the real and final development of the intranet. The requirement of creating a "look & feel" interface - based more on the aesthetic than on the architecture and fruition of it - brought the Design Architect of the project to re-shape the activities offer in a sprint-stream.
Summarily, this approach has a positive impact on the client because it's presented as an efficient, tailor-made and performing stream. However, on a UX design point of view, it's imprecise for a real in-deep analysis. It just let have assumption on the main problems and it doesn't have any particular link in discovering tools and functionalities of the as-is situation. For sure this makes the smart approach faster for a first kick-off in the draft step. This kind of offer it can be a double edged weapon.
The risk for the UX designer are:

- to make only hypothesis on the as-is, without a real focus on emergent problems;
- low comprehension on tools and functionalities;
- involvment of the client just in periferic parts of the project;
- more importance on interface and usability than on best practices and research;
- a standard solution is proposed not based on real needs of all the stakeholders;
- lower detail of information on the solution.



Generally speaking it gives less importance to UX activities, being less expensive but more affected to re-work phases.
In this case, the Definition stream is not limited actually just to the activities listed before. It should be supported by other activities presented in the Analysis stream, especially by Focus Group Workshop and Stakeholder Interviews.
Usually these two activities are chosen because are the most effective and closer to the client, allowing a better - even if rough - analysis of the context.
This approach should be proposed by an agency just in particular cases - if there are concrete problems in economical or timing aspects coming from the client or from the agency, if there are issues in collecting information due to third party.

3.8 Differences in the approach: what the agency offers and what it should be done

In conclusion, in this paragraph it's shown how the agency approaches to client's requests, trying in the best way to catch its attention with the minimum - not always - risk, offering the best activities to work on.
As previously said, this approach has usually a positive impact on the client that sees a roadmap made on its interests of business and timing. On the other hand, the agency can suffer this decision for future analysis and implementation. This because the methodology previously shown is pretty standard and linear, and every macro-stream is almost mandatory.
The ideal offer that an agency should offer is an Agile methodology. Agile is a design framework that was originally used for software development but is now used in other areas where there is a need to complete large tasks, including project management tasks. It is an alternative to typical project management frameworks, such as waterfall, which is a linear process - almost similar to the

one shown before. Agile allows for an iterative and incremental process to adapts well to unknowns.
Setting up a project on Agile is easier for the stakeholders in it because the project itself is not based on activities but on principles of co-working, software empowerment and teams synergy. Individuals and interactions over processes and tools, working software over comprehensive documentation, customer collaboration over contact negotiation, responding to change over following a plan.
The 12 principles of Agile process are:

1. The highest priority is to satisfy the customer through early and continuous delivery of valuable software.

2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

4. Business people and developers must work together daily throughout the project.

5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

7. Working software is the primary measure of progress.

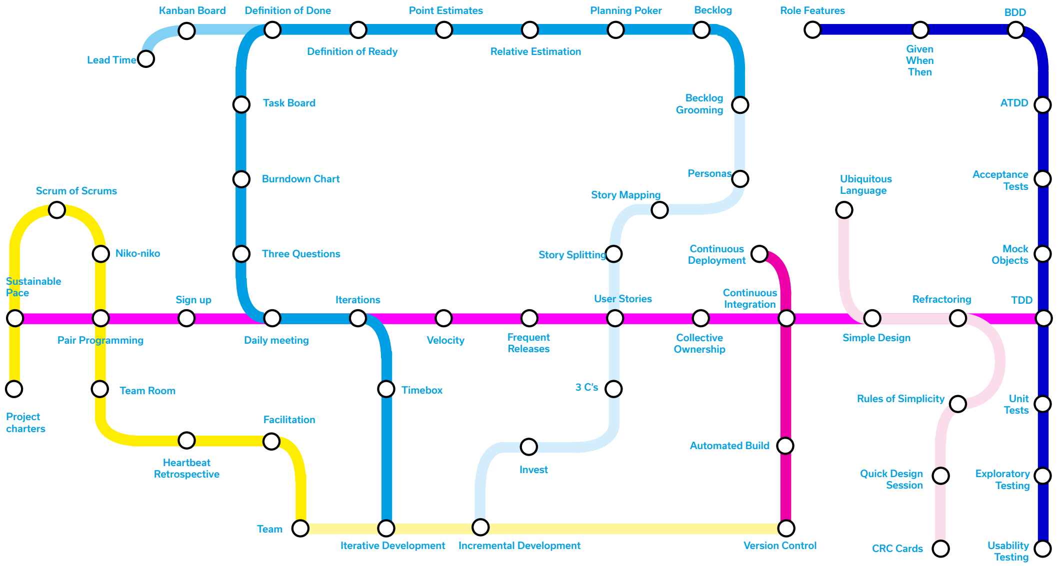
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

9. Continuous attention to technical excellence and good design enhances agility.

10. Simplicity–the art of maximizing the amount of work not done–is essential.

11. The best architectures, requirements, and designs emerge from self-organizing teams.

12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.



According to different needs of the client, also in this methodology is possible to offer various modules - as shown in the following subway map - without affecting the effective activities, but changing approach of working together with the client [25]. This is a positive approach for both party.

Approach in agency

4

In this paragraph I've approached a more in-deep analysis about the main participants in the project: the client Roadhouse, and our agency, Softec S.p.A., trying to make an overview on the requests, the activities, the "ID card" of both protagonists to have in mind from the beginning how are composed the two parts. In the following lines it will be described the stream duly made for the intranet project, showing in detail the activities listed in the previous chapter as macro stream of production/approach. There will be presented results and feedbacks related to personal analysis on Roadhouse intranet domain, interviews and a quick workshop with the main stakeholders of the project. During this "Discovery" process, I've had different roles related to the activities I've faced up as component of an agency and as a designer. As a component of a group, I've always supported a UX designer senior in the activities. As a designer I've learned to maneuver new tools - digital such as new softwares; analog, such as design activities and approaches to the client - and weight the outcomes coming from the client, upstream taking in mind the limits of the project.

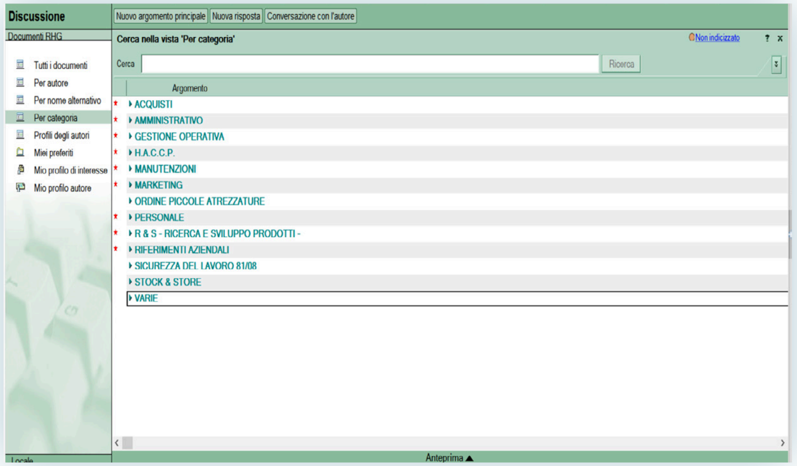
4.1 Main approach to the client: client's brand

Roadhouse is the first steakhouse chain in Italy, developed by the Cremonini group since 2001, which holds the ownership for Europe. It's a casual dining restaurants offering grilled meat specialties with table service. Excellent grilled meat at the moment, many tasty and quality proposals: the informal and welcoming atmosphere and the helpful staff give Roadhouse Grill customers a pleasant experience for adults and children alike, the pleasure of feeling at home. Roadhouse Restaurant guarantees the best value for money on the market, also thanks to the synergy with Inalca, a leading company in the production and slaughtering of beef and with Marr, leader of the distribution, both companies of the Cremonini Group. Furthermore, daily promotions make the restaurant offer accessible to all.
The continuous investments in research and innovation on food products, materials, design and technology combine to provide an increasingly rich offer, a unique informal atmosphere. Roadhouse Restaurant has voluntarily adopted a "Organizational management and control model": the company has adopted a Code of Ethics that identifies the suggested guidelines and all those who work in its name and on its behalf and describes the universe of corporate values.
Roadhouse in Italy, in addition to table service and grilling, is known for its digital offer to clients: the APP to book and learn about all the promotions,

free wifi, digital children's areas, the Roadhouse Card with all the exclusive advantages for the community.

A tipical Roadhouse restaurant from the outside. The brand is shown as commercial and focused on an "american" mood dine.

Roadhouse approached digital communication in 2011, when the brand's social profiles were created and the company website was restyled.
Digital tools have become a facilitator element both for the brand and for the customer who has immense possibilities to express their opinion [26]. The digitalization restyling of the brand took place almost in 2016. Roadhouse decided to focus more on the experience that can be offered to the customer inside the steakhouse than the product itself.
This business innovation brings to a totally different approach not only according to a visual and aesthetical mood of the restaurant, but also in a redefinement and management of internal information, defining the communication between all the participants inside Roadhouse (from the HQ to area managers, retails and customers).
Nowadays all the information coming from the HQ to all regional partners are managed using Lotus software as an Intranet. It's used for communication of promos, changing in menu, rearranging managers in different areas etc. This software is not updated enough to control and manage in a smart way all these different information, and many files present a lack of correct distribution in different areas and misunderstanding in it.



The actual intranet used by Roadhouse team. It's clear and obvious how an old fashioned and not so coherent software could create difficulties between collegues and information..

These are just some of the problems in the Intranet: a combined presence of a bad information architecture of the Intranet and a not user-friendly interface brings to a difficult approach in managing an enormous daily amount of content. Roadhouse asked to Softec S.p.A. a conceptual and graphic redesign of this Intranet, in this way all the material can be send and coexist without misunderstandings. The request from the agency has been faced up as a contest, following limits imposed by the client. Roadhouse should has been convinced just with a "look & feel" mock-up of the idea that Softec S.p.A. had. This aesthetic mock-up did not require a structured information architecture of the intranet.

4.2 About Softec S.p.A.

Softec S.p.A. is a company for digital communication and business consultancy, it has a deep insight in managing Big Data and new technologies of robotics, interested also in technological development, UX and UI design. Nowadays, Softec S.p.A. helps big industries in their process of Digital Transformation. It's interested in creating with their client an integrated business model and service, using both Big Data and analyzing different customers with all the tools used by UX designers (Customer Journey maps, Service Blueprints, Benchmarks, Interviews, etc.) and by UI designers (mock-up creation and interactive prototyping).

All the work in Softec Sp.A. is about Experience, Content & Visual design, Media and platform, with a particular attention for Human centered analysis and Data driven.
As a UX designer part of an agency, my responsibilities included:

- conducting user research, making interviews with stakeholders and creating a set of activities to do in the workshop, with the help of a UX architect;;
- developing wireframes and task flows based on user needs autonomously;
- collaborating with Designers and Developers to create intuitive, user-friendly software.

Taking this as fondation area of my process, in here I've been more aware of all important steps that a UX designer should be aware in a entire process/brief required from the external. The activities I've faced
Particularly, Roadhouse as a client was one of the biggest clients that I've personally managed from a UX/UI design point of view with the help of some collegues (Art directors, UX designers, UX architect).

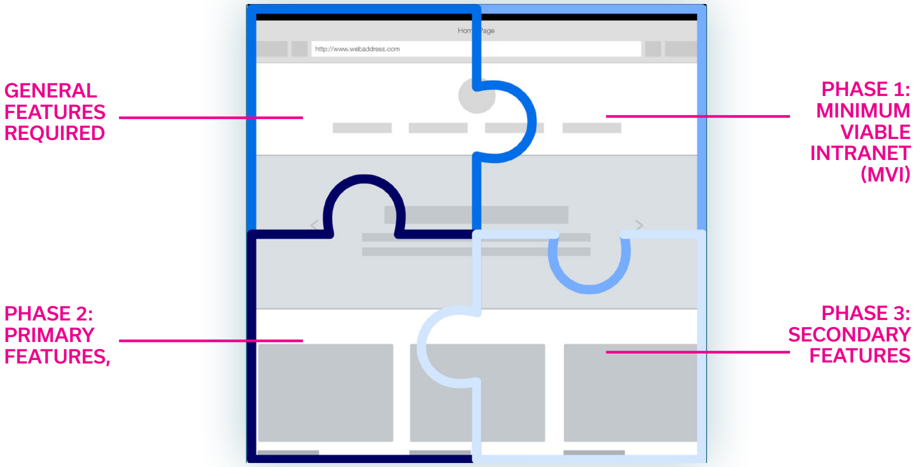
4.3 Required features from the client

The main priorities from the client about the redesign of the intranet had a fundament on some requests made by Roadhouse team, composed by managers and developers. The priorities were divided based on their importance perceived from their users. All these information have been found out after a long process of co-design workshop.
All the features are presented in the following table, in order of priority.
For the application about the "Look & Feel" mock up, the main features generally displayed - according to the page - are: search motor bar internal on the intranet, full text, single sign on for the user, products area, restaurant form/area, job posting. It's important to take in mind that these features are grouped according their necessity in the project. Starting from "General features required", these are the features taken for granted both from the client and from the agency, used as basement for the creation of the Look & Feel. For "Minimun Viable Intranet", "Primary features" and "Secondary features", these can be considered as goals for future implementation, in case Softec S.p.A. will win the project of re-design and development of the Roadhouse intranet.
With this vision, these 4 features are just modules that in an ideal re-design of the product should be all present, giving to the intranet a better quality in

usability,comprehension and sharing information.

4.4 Domain analysis

In the following paragraph are analyzed the main feature of the Roadhouse domain nowadays, how's managed, which are its weaknesses. All these information were collected after some meeting with the client.



The phases proposed to the client obviously have a priority in the information architecture. However phases can be sold as modules according to client's requests and budget.

In this part of the stream, I've worked together with a UX designer and a UX architect collegues, focusing on outcomes and upshots linked also to the analysis on the previous chapter "Case Studies". In addition, the considerations related to the Roadhouse ecosystem are also comprehending technological and tools importances of the as-is situation. The domain analysis has been shared, using screenshots of the intranet given directly from the client, trying to recreate the information architecture and the task flow of the product. The ideal process should include the possibility of Designers to have direct access to the intranet. Unfortunately, many sensitive data were present in it, and the client decided not to share this kind of information in such an inceptive work stream.

Roadhouse digital ecosystem As-is: applications and updates

Today, Lotus Notes acts as an application hub and access window to the informational and, in part, application world of Roadhouse. The database is very important: it contains procedures categorized mainly by department. Other application used are:

- the email, used to give and updates is both individually and in groups and group accounts (restaurants)
- stampings (in revision)
- address Book
- simpledo
- my store
- Stock & Store
- touch portal
- GERIP
- Speakers
- E-learning (in April)

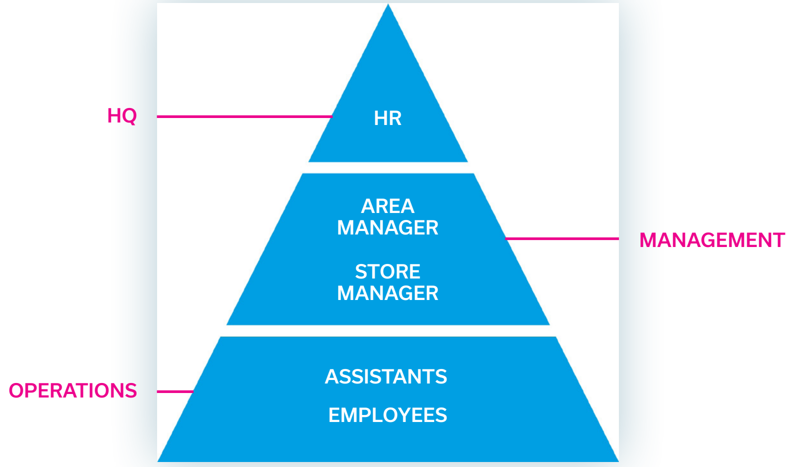
A cahotic system overalls the pyramid approach (Headquarters> Area manager> Store manager> assistants> employees) used by Roadhouse:

- Excel spreadsheets are used on Google Drive to update files collaboratively (eg attendance planning or vacation plan), but it's not the only communication way. Several network disks used to exchange files between work groups - and also WhatsApp or Mailing groups - are created informally among employees, particularly for communication in local stores;
- Talking about the pyramid approach, many incoherences and dysfunctions are existing ("holes" related to some missing roles in local areas, jumps of information , lack of timeliness, coordination difficulties).
- Updates are profiled for the groups in the mails, but there is no profiling of information on the database (all the parties of different areas see everything). Some important information (eg new menu) requires the preliminary coordination of many headquarters actors. The mail is the only vehicle to update on a novelty (also in the database). Many updates in restaurants take place visually, via whatsapp or via print of the procedures.

Some processes that can be easily found in the process are:

- Be timely in updates and in the coordination in the pyramid scheme
- Succeed in finding the time distance updates on the database
- Send updates in a coordinated way (eg new menu)
- Receive structured feedbacks from the territory

- Get yourself read by everyone
- Communication profiled (by region or restaurant)
- Manage mail attachments and procedures in the database
- Communicate organizational changes and "who does what" (the file of the premises, together with the organization chart, is the only system for knowing the variations);
- If possible, give more importance and support to Area and Store managers

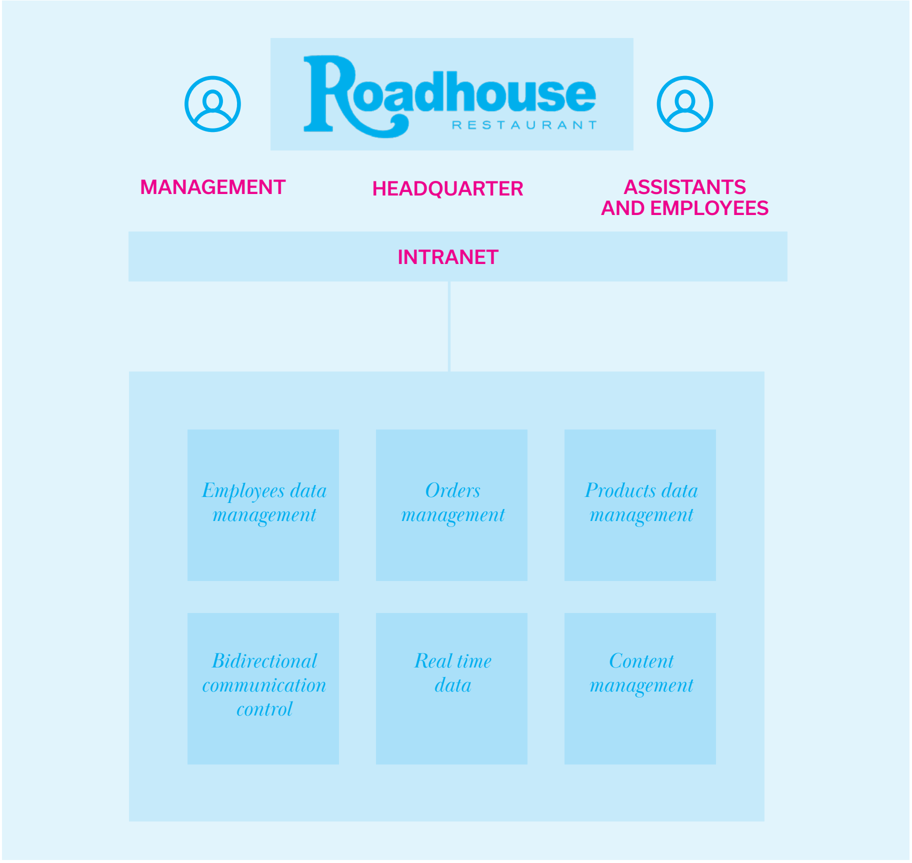


In the following pyramid is represented the Roadhouse hierarchy. The infographic shows the consistent elements that are displayed in the intranet ("Contact points") and their distribution.

The scheme in the next page represents how the relation between partners and the intranet is ambivalent. At least the communication is naturally from both sides . In this kind of disposition can be found some benefits for the party.

For the Headquarter:
- Strategic value communication
- Resource organization
- Workflow agile
- Document and management problems
- Identification of critical issues

For the area management:
- Strategic value communication



- Resource organization
- Design and individual premises
- Document and management problems
- Identification of critical issues
- Simplified relation with employees
- Meritocracy tools

For assistants and employees:
- Products related communication
- Statement
- Information based on roles
- Training

- Problem sourcing and solution
- Live performance evaluation

However some relevant problems are present in the database or in the process of searching information from the users.There's a lot of trouble in finding the right file in the database: the usability of the interface is almost null and there's no direct link to every page or document. All the main links to the interested area are missing. Again, the entire list of document is set with no filter for roles or sectors. This brings the user to consult every time step by step the whole page. It can be seen also a problem of fragmentation: the system doesn't highlight new things and updates of the database, having a not conscious user for all the news and documents. About the management of the files, it's really hard for the user to understand where the right content can be found: a research bar/area is lacking and there's no possibility to filter the material by multiple criteria. Groupings and sub-groups by Department make it difficult to keep similar things together, leaving every file in a randomic position, presented just according to the newest to the oldest. In the end, you cannot customize the view of documents, and you're obliged to open everytime the file you think you're searching, due to a lack of anthem. The interface is not user friendy at all, the person who uses it is disoriented because there's not a layout that can organize the information in a rational way. All the content is presented with the same aspect, not letting the user understand which document has the highest priority, or which file he's searching.
The entire system page is flat and the database is used just as a collector of information that it's not sure they will be seen or read in a correct way.

4.5 Workshop

After the insight about the intranet of Roadhouse, a Workshop sprint has been made to have a more clear view of which was the real opinion of the users about it. In this stream of project, I've worked together with a UX Architect to define the main activities to work on with the stakeholders (managers and employees). After finding out 5 main elements that should be considered important for Roadhouse components in their daily life, the users have defined elements of success and direct positive outcomes, obstacles and risks, KPIs, information about content and services, information about processes and governance.
This workshop had as goals:

- to define collaboratively the main objectives of the intranet, obstacles and indicators of success;
- to define a set of possible information contents to support different activities;
- to prioritize future tools.

Some of the employees/managers in Roadhouse during the workshop.

The main objectives that instantaneously came out were about a more encourage feedback and contributions from lower areas (employees and assistants), strengthen the sense of belonging to the Company/Group and to reduce requests for assistance and information to internal call centers. Also another important fact came out: many employees inside single stores wanted to make known more about themselves, the internat activities and the individual areas of the company. In the help of this, it was also necessary a continuous support for the operational work of all the branches/stores.
All these aspects have been analyzed in the same way, to have the same output and importance of content. This analysis helped in the identification of the applications and the features declared in "Required features from the client" chapter for the future intranet.

Encourage feedback and contribution from below

SUCCESS FACTORS	OBSTACLES & RISKS	KPIS	INFORMATION ON CONTENT AND SERVICES	PROCESS AND GOVERNANCE INDICATION
Listening *Taking charge of the proposals* *Feedback on the proposals* *Proactivity from the top in gathering feedback* *Instant feedback*	*Poor propensity to change* *Fear of judgment* *Repression/ ignorance of initiatives* *Poor consideration* *"Bureaucracy"* *Poor capacity for personal initiative*	*Nr. of proposals* *Nr. of feasable ideas* *Nr. of contributes for geographic area/store* *Nr. of accepted proposals*	*Create a simple and structured feedback space available to restaurants*	*The status of the feedback must be visible* *Each feedback will be automatically notified to the manager area* *The feedback will come to an identified seat figure for each report* *The report will be visible in a global dashboard*

Strengthen the sense of belonging to the Company/Group

SUCCESS FACTORS	OBSTACLES & RISKS	KPIS	INFORMATION ON CONTENT AND SERVICES	PROCESS AND GOVERNANCE INDICATION
Knowledge *Sharing success and failures* *Listening* *Training* *Ability to transmit corporate values*	*Lack of awareness of being part of a group* *Marginalization and lack of information on project* *Inequality in the treatment of equal roles* *Lack of recognition by chiefs"* *Poor consideration of the proposals* *Disinterest*	*Nr. resignation* *Turnover rate* *Growth rate in the company* *Nr. training course hours*	*Intranet area dedicated to the group and the company with details* *Restaurant cards with details and people* *Profile cards and campaign for compilation* *News on openings* *News on projects* *Just hired area*	*Contact person for the area dedicated to the group* *Contact person for newly hired area* *Editorial news plan* *Define restaurant board management processes*

Reduce information requests to internal call centers

SUCCESS FACTORS	OBSTACLES & RISKS	KPIS	INFORMATION ON CONTENT AND SERVICES	PROCESS AND GOVERNANCE INDICATION
Support for operational work *Effective internal communication* *Knowledge of company processes and procedures* *Doing training* *Provide clear and precise information* *Speed in providing information*	*Delays in information* *Poor communication* *Poor attention by operators* *Difficulty in finding information* *Failure to disclose news/updates* *Lack of deliveries*	*Ticket reduction rate* *Call reduction rate* *% of improper requests vs requests received* *Productivity improvement*	*Create a simple and structured feedback space available to restaurants*	*The status of the feedback must be visible* *Each feedback will be automatically notified to the manager* *The feedback will come to an identified seat figure for each report* *The report will be visible in a global dashboard*

Introduce the activities of the individual areas to the company

SUCCESS FACTORS	OBSTACLES & RISKS	KPIS	INFORMATION ON CONTENT AND SERVICES	PROCESS AND GOVERNANCE INDICATION
Organization chart (office and facilities) *Detailed department area sections* *Job description (who does what)* *Timely updates* *Clarity of roles* *Respect of the functions*	*High turnover* *Lack of updates* *Failed updates on organizational changes* *Organizational silos* *Incorrect classification of roles*	*Nr. of exchanged mails* *Nr. of incorrect emails* *Surveys and questionnaires*	*Organization chart* *Personal profile cards with job description* *Department cards with FAQs and references* *Restaurant cards with references*	*Organizational chart update management* *Profile compilation campaign* *Department tabs editorial management* *Restaurant tab management*

Support local branches and outlets

SUCCESS FACTORS	OBSTACLES & RISKS	KPIS	INFORMATION ON CONTENT AND SERVICES	PROCESS AND GOVERNANCE INDICATION
Clear and quick information *Centralized information* *FAQ on operational dynamics* *Real time information* *Standardization of processes* *Positive business climate*	*Difficulties in collecting information between functions* *Excess and duplication of information* *Difficulties in accessing the tool* *Lack of timeliness* *Failure to know the urgency of the problem*	*Nr. of calls to internal support numbers* *Survey on the degree of satisfaction of operating personnel* *Interviews on % of problems solved* *Reduction in the number of emails* *Increased productivity*	*Workflow for collaborative creation of community* *Personal notification system* *Product area with integrated information sheets* *Restaurant cards with profiled updates* *Support sections Area/Store manager*	*Define process for workflow management* *Define process for product data sheet management* *Define process for updates on restaurant cards* *Management area support*

Priorities of the applications and features of the new intranet

All the information found out in content and services analysis of the users reques htave been placed in a matrix to understand the different priorities of the features. Every phase represents a defined sprint of work proposed for the future, distributed differently in the design phase. The score to define the priority of a feature is from 4 (high) to 1 (low). Listing in this analytical way these priorities, it has been important for our team to understand which features whould be emphatized in the "Look & Feel" mockups.
It's easy to see how the first area of priority focuses on daily reorganization of everyday activities. For every branch it's really important a correct communication related to Roadhouse products (beef), from the organization of producers to the listing of promo news and future events. The second stream is more oriented to a correct setting of the employee as a part of a company. He/she should be aware of the role and of the contest he/she's working in. The final priorities create the net for a correct integration of dependents in the company in every communication area (social, internal, etc.).

POSSIBLE TOOLS OF ROADHOUSE INTRANET	PRIORITY 1	PRIORITY 2	PRIORITY 3
Management and updating the recipes	4	0	0
Promo news and list of current promo	4	0	0
Archieve with filters about documents and procedures	3	1	0
Organization chart	3	1	0
HR documentation	3	1	0
Product list with all its features (recipes, allergens, ingredients)	3	1	0
Restaurant card	3	1	0
Notification system	2	2	0
Monthly goal communication	2	2	0
Quick and easy login	2	1	1
Weekly planning of employees	2	1	1
Internal search area full text	2	1	1
Job posting	2	1	1
FAQ	2	1	1
News area	2	0	2
Internal rubrica	1	2	1
E-learning system	1	2	1
Mobile access	1	2	1
Blog, events, contests	1	0	3
Local folders for detailed information	0	4	0
Web-in-air management	0	2	2
Archieve and sharing	0	2	2
Company chat	0	2	2
Media gallery	0	2	2

4.6 Interviews

After the co-design workshop with the Roadhouse team, it has been set the organization for some interviews with some main user/roles of this team. Working with my UX design collegue, we defined 15 individual interviews with various company figures, in various company locations. The figures belong to corporate sectors of headquarters and territory: Marketing, Quality, Human Resources, IT, Area Manager, Store Manager, Assistants. The format for the questionnaire cannot be shared for privacy and legal standard, but in this area will found all the results given from these chats.
The selected items of analysis to discover deeply the as-is intranet were:

- Communication mode
- Use of the database
- Use of applications and company email
- Center-periphery updates
- Visibility of the sectors and of "who does what" in the company
- Visibility of company progresses and scenarios
- Administrative HR information
- Findability of operational information

The fundamental elements that have come out from the questions made on these topics are summarized in these interesting topics.

Updates and timely information

The analysis of some parts of the interviews has been fundamental. This is a transcription of the most interesting approaches had by the users about information management.

- *The inventory program is not consistent with the screens described in the procedure*
- *Updates arrive to the wrong person*
- *Information is missing in case you are on vacation > However we are connected between us on whatsapp*
- *I read the menus and promotions and send the screen to colleagues on whatsapp*
- *The problems are the changes, for example the electronic bill, there was the procedure to look at APP management > There was no mention of the online gift card and the customer asked me for explanations*
- *You are warden about promotions by email. Promotions affect operations up to 2 days before*
- *If there is a timing problem, rarely everyone is warned in the same and correct way*
- *Communications are timely and arrive too late*
- *The problem of take away that arrives the same day and they have to order the meat*
- *Promotions, for example, arrive and we have forgotten them (for example, take away)*
- *Changes if the premises are not communicated promptly are in difficulty*
- *Problems with promotions are coming to the customer and we are not informed*

In these lines there are some main problems that can be easily found out. The communication about promotions and timing has a big lack in it, forcing the employees to communicate with each other in alternative ways. The link between internal updates appears uncoordinated and not very timely, with too many communications arriving at the wrong time and in an ineffective way. The most significant example is represented by the changes in the menus, not allowing the user to have a real time and conscious overview on updates and changes. The possible solutions that have been located were about to create an editorial workflow for important updates (eg recipes), to create product data sheets to converge information and updates, to create restaurant listings where promotions and procedure updates converge and to have defined profile roles updates (area manager, store manager).

Use of the database

This is a transcription of the most interesting approaches had by the users. This is a transcription of the most interesting approaches had by the users about the use of the database.

- *The problem is the updates, that if they are really important (Hiring forms, HACCP) it is payed attention, otherwise not*
- *Grouping information by type of topic would be more useful*
- *Procedures > Database > Research > Problem*
- *Procedures > Administrative and accounting part > Personnel part > Problem*
- *I use it for recipes, allergens etc.> I expect just hired people uses it*
- *The database works, but it could be enriched with so many things of knowledge; there are many things for which I have to call the manager area or the office when it would be enough to have the data base*
- *People should be able to train themselves by looking at the data base*
- *I don't use the database, I don't need it*

- *I use it if I get emails for something or if I don't remember things like how to make a receipe*

Reassuming, the database is not used enough compared to what it would be useful for. It is mostly used for updates and not for research, it is not very flexible and the information cannot be found in a fluid way. Summing up, the information is broken up into different areas.
Some possible solutions could be to have a new procedure area with new classifications and metadata, enhanced research, filters, profiling, customization, notifications. In addition, it would be interesting the creation of practical areas in which converge more immediate information.

Product management

This is a transcription of the most interesting approaches had by the users about product management.

- *New products > Download the recipe books and print them and share > Roadhouse group > Problem in management*
- *The product has a recipe and an ingredients sheet, but you could attach information from MK with characteristics (Problems in visualization*
- *First it is sent the recipes then the email with all the specifications*
- *The main email of marketing is a problem because it's too long and hard to understand*
- *We use the database to print the recipes and the ingredients, but they're hard to find due to a lack of search bar*

The overview on this area is that the product information is broken up into several «drawers» (recipes, allergens, suppliers, ingredients), and each of them carries specific updates. There's no synchronization in sharing these information and users have difficulties in their management. A possible and easiest solution is to integrate the few product area in the intranet.

Business strategy and philosophies

This is a transcription of the most interesting approaches had by the users about business strategy and philosophies.

- *The knowledge of the group depends just on a brochure we give them*
- *They have little awareness of the great strength of the company*
- *People don't realize the enthity of our multinational company*
- *Store managers often don't understand the reason of why happens something, such as MK's choices about changing the mixed grill*
- *As Area Manager I have no more info to transfer. The offices should give the area managers a chance to explain things*
- *Business results are difficult to have, daily ones are coarse. The real ones arrive at the administration (economic statement)*
- *I would like to make people understand why they do things, for example a new appetizer that increases the average receipt*
- *We would like to pass on the values of the company, because we are the market leaders*
- *We need to tell our entire team about the changes we make and which should be done*

Company strategies appear to be poorly communicated. The group in evey area (manager by Area Managers and Store Managers) appears little known and valued. There is no real schedule of shared updates on this topic. Possible solutions could be the insertion of new news area, a new area for just hired employees, an info area on the choices made by Marketing for the AM, in order to give them communication tools.

HR and administrative information

This is a transcription of the most interesting approaches had by the users about HR and administrative information.

- *HR information, for example the law 104, I had to inform about it - If INPS compliance documents were online I would avoid calling - For HR issues I call the area manager or headquarters HR*
- *On the database there is the recruitment part, I think*
- *The administrative office receives about 300 mails a day*

Practical information on HR or administrative issues in general appears to be insufficiently present or considered to be useless. Colleagues often rely on phone calls, resulting in a waste of efficiency. Some important parts related to the employment relationship (for example INPS updates or agreements) are poorly known. Some possible solutions are:

- *Create an HR Section with all the information related to the contract and the agreements, with clear links to the dedicated applications;*

- *Part of this information will flow into profiled sections (area managers, store managers, new employees).*

Local feedback and visibility

This is a transcription of the most interesting approaches had by the users about local feedback and visibility.

- *A feedback button? Why not, it might work as it works for facebook and customers*
- *People inform me that they have put into practice one thing and they had a problem, sometimes the intersection is created in the flow of the dish I communicate it to the headquarters*
- *It would be nice to share if there is any product that has something wrong, eg. the new mayonnaise, or if ruined food has arrived*
- *We only share customer complaints between us (for example the difference between photo and reality)*
- *Innovative ideas? We happen to have them but we don't share them*
- *The main information of the report should be highlighted*
- *The pride of working in a really small restaurant*
- *I was pointed out by a customer that we are special*
- *Between local we help each other for problems if products are missing, or they are bought together*

It's felt the need for spaces where feedbacks can given on operations.At the same time, there is a restaurant pride and a local dimension that should be brought to light and enhanced. Possible solutions can be to create a feedback section where you can send structured feedbacks and to create a restaurant section where, in each card, are displayed people and initiatives.

Visibility of the sectors and of "who does what" in the company

This is a transcription of the most interesting approaches had by the users about the importance of local areas.

- *Who does what: now I always know who to call*
- *It would be very helpful to create by training a sheet where everyone knows the tasks*
- *It would be nice to have escalation levels to call on*
- *There should be an intranet area for each store, to clearly see the dynamics and the components of a team*
- *The who does what is useful*
- *Most of the time I call the manager area first*
- *To have the useful numbers to address maintenance requests > And still have clear procedures on how to do things when the problems occur*
- *Our problem is to understand who the referents are for every single problem*

The area of "who does what" is critical, although it has recently been improved with a simple descriptive sheet that is highly appreciated. This is the right direction to continue with a deeper analysis of the different roles and visibility throughout the stores around Italy. A direct solution can be to create a new area "who does what", to create personal profiles with job descriptions, to give areas defined by business sectors, and a new area "who to call for this problem".

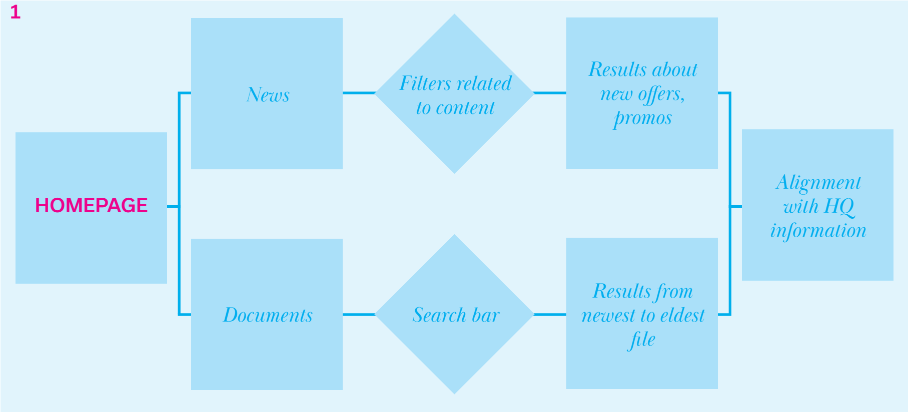
4.6.1 Recap of the interviews

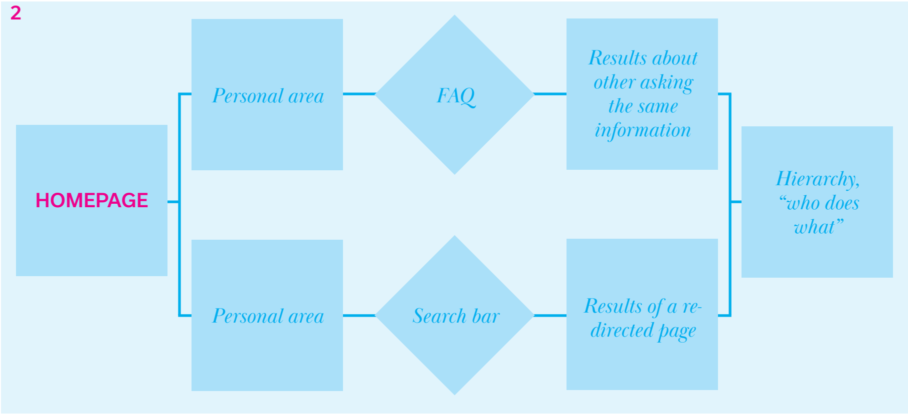
	PROBLEMS	POSSIBLE SOLUTIONS
UPDATES AND TIMELINE INFORMATION	*Lack in timing/promotions Uncoordinated links*	*A lot of content that can be easily managed with editorial workflows*
USE OF THE DATABASE	*Usage issues, information broken up*	*Creation of areas made for specific content*
PRODUCT MANAGEMENT	*Too many files and information, too many updates*	*Integration of products in the intranet*
BUSINESS STRATEGY AND PHILOSOPHIES	*Strategies poorly communicated, no sharing about this topic*	*Integration of specific content in the intranet*
HR AND ADMINISTRATIVE INFORMATION	*Insufficient administrative information online, waste of efficiency*	*HR section and profiled information*
LOCAL FEEDBACK AND VISIBILITY	*Not given enough importance to local restaurant*	*Creation of specific local area with feedback section*
VISIBILITY OF THE SECTORS AND OF "WHO DOES WHAT" IN THE COMPANY	*Ignorance in hierarchy and communication for main references*	*Consultable area with direct solutions of "who does what"*

In the scheme it's summarized the result of the interviews made with the employees and the managers.
According to these results, the activities proposed by Softec S.p.A. are made in order to help the company in a re-design process, following their feedbacks.
The hot topics are strictly related to a more human and logistic point of view related to sharing of information more than on an effective problem of miscommunication. These feedbacks were also found in the workshop paragraph: this is really important for an overview coming from a UX designer.
Even with few information, still there are some coincidences in some outcomes coming from the client and from the user.
If the workshop gave a vision of the situation, a more specific and quantitative activity such as the "Priorities features" and a qualitative one - interviews - are giving different weights to real problems and perception of users.

4.6.2 Process maps according to stakeholders results

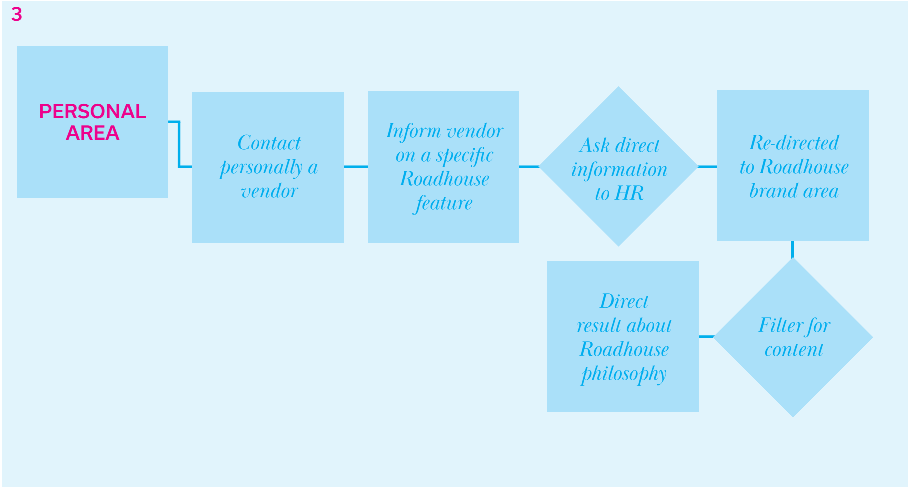
In the following maps there's a quick but instant view on the processes that a stakeholder should follow to reach interested information.
The first user is an assistant with two main goals, related to interviews resultts. First of all, he needs to be aligned with the HQ, having the possibility to access to pdf and other documents in a quick and smart way (1). Also, if the assistant has just been hired or he should contact someone specific to have more information on a document, he has to know the referent of it, having the access of the hierarchy of the local area (2).





In both these situations it's represented an ideal process map of how the stakeholder "Assistant" should approach these goals in the smartest way. As previously said in the interviews, problems in the as-is are lack of correct upload and timing of information. The shown diagrams are for improvement in organizations.

The other stakeholder is the "Area manager", whom interest are strictly related to businesses implementation. His goals are: the alignment with Roadhouse philosophy so he knows how to interact with PR and vendors (3), and getting live information from HR and administration (4).



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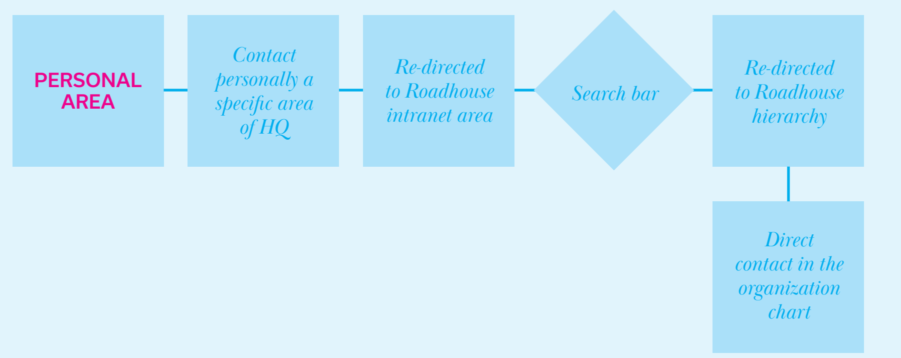
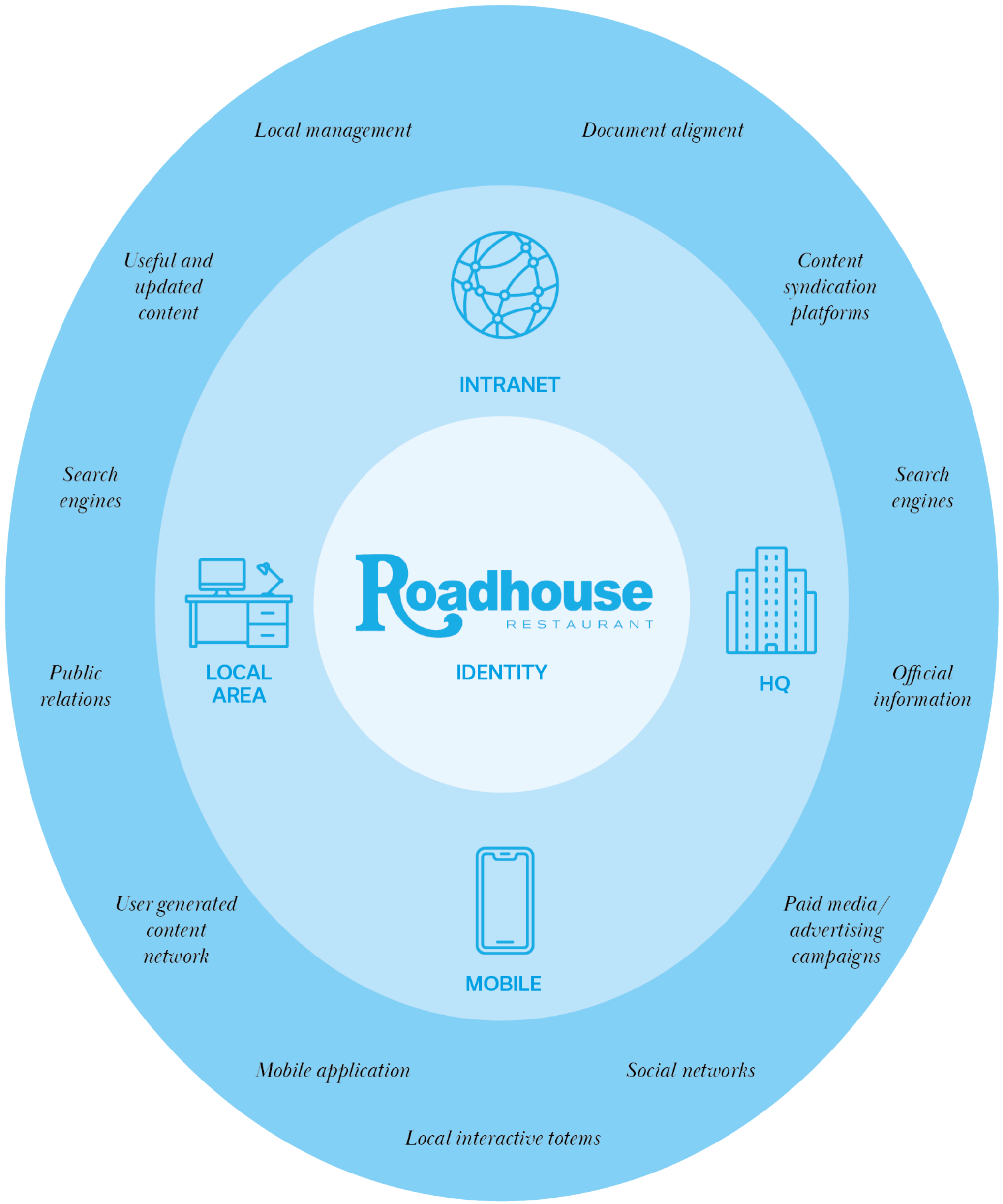
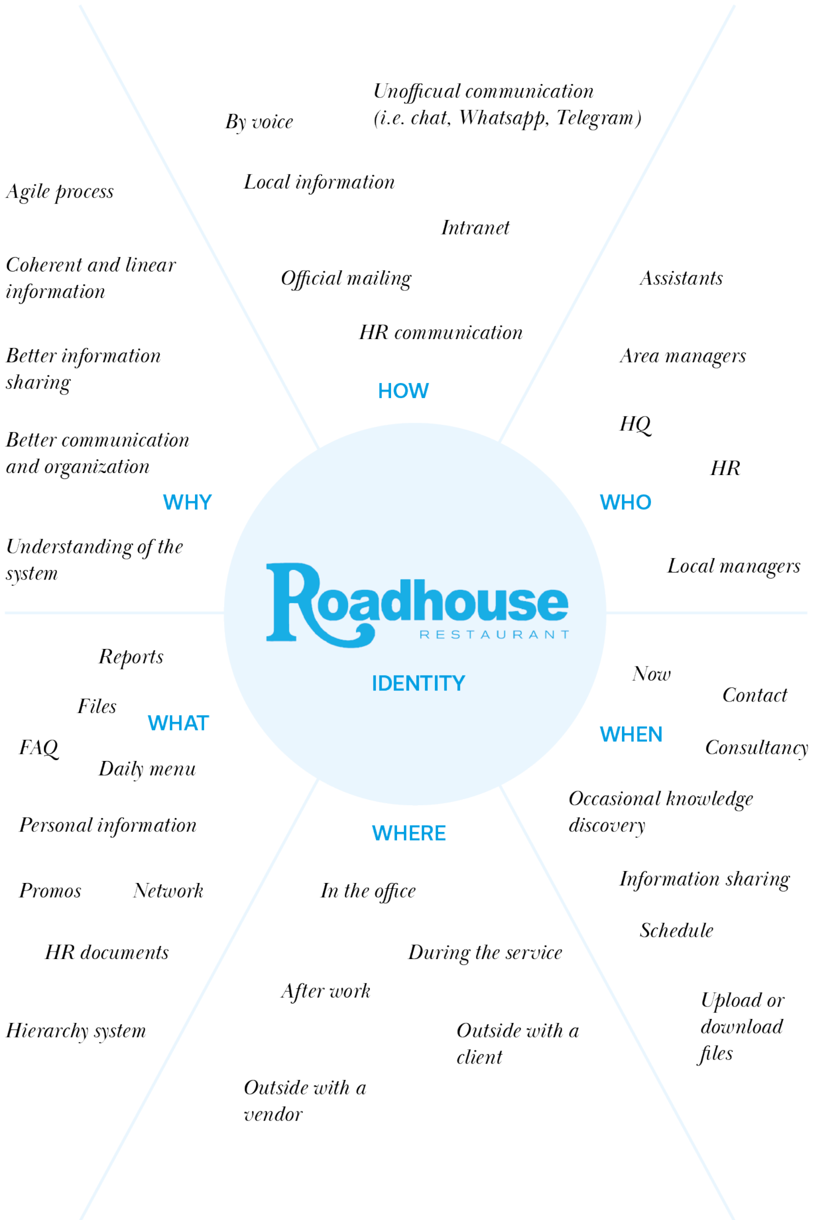


These processes shows how can be adjusted or implemented a process that it's already designed. This kind of process map shows unexpected complexity, problem areas, redundancy, unnecessary loops, and where simplification and standardization may be possible. In this case, there's already a semplification due to a previous synthesis of information related to interviews answers. These maps area really useful to show the ideal flow of a process to identify improvement opportunities.

4.6.3 Ecosystem map and Customer Journey map: today's setting

Another important process for information synthesis discovered during interviews and workshop, is to represent the as-is flux of the service that Roadhouse gives to its dependets. This is possible through some maps, setting down all the components of the system.
The first created map is an ecosystem map divided in two parts: the first part is about the entire Roadhouse identity, how many party are present, which are the main output services. The second part is about Roadhouse elements in the intranet. To have all the important components I've asked myself using the "5 W's" how the system is structured (who uses the intranet, when it's used, where it's used, what uses has, why it's used and how it's used).
The second map is a customer journey representing a daily life of an area manager, highlighting the activities, mood, issues, opportunities and which devices she uses in her journey.


Local management
Document aligment
Useful and updated content
Content syndication platforms
INTRANET
Search engines
Search engines
LOCAL AREA
IDENTITY
HQ
Public relations
Official information
User generated content network
MOBILE
Paid media/ advertising campaigns
Mobile application
Social networks
Local interactive totems


By voice
Unofficual communication (i.e. chat, Whatsapp, Telegram)
Agile process
Local information
Intranet
Coherent and linear information
Official mailing
Assistants
HR communication
Better information sharing
Area managers
HOW
HQ
Better communication and organization
HR
WHY
WHO
Understanding of the system
Local managers
IDENTITY
Reports
Now
Contact
Files
WHAT
WHEN
FAQ
Consultancy
Daily menu
Occasional knowledge discovery
Personal information
WHERE
Information sharing
Promos
Network
In the office
Schedule
HR documents
During the service
After work
Upload or download files
Hierarchy system
Outside with a client
Outside with a vendor

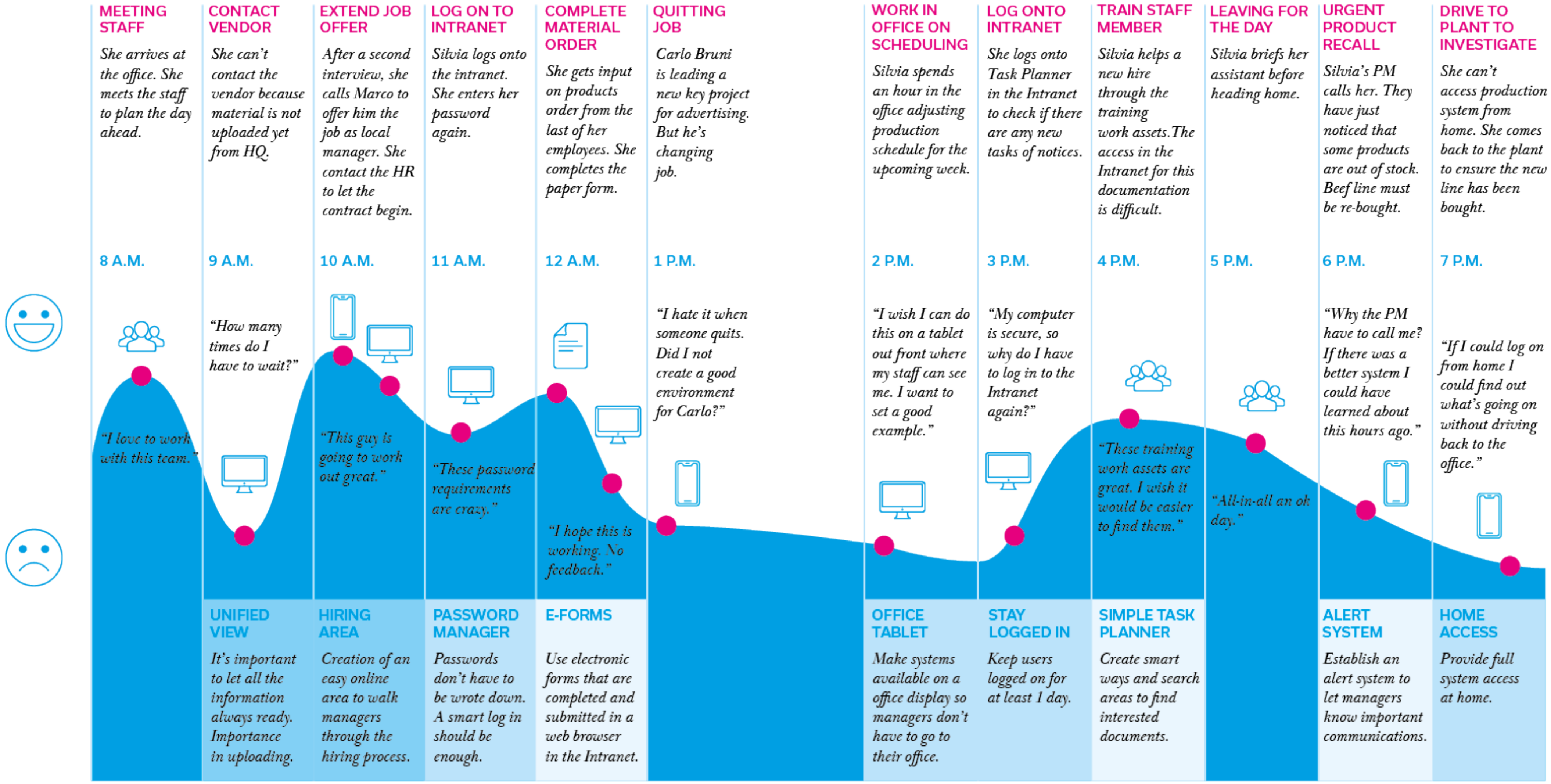
SILVIA NOBILE
AREA MANAGER

Manages 5 local teams

Works 50 hrs/week

3 year Leading

Bologna, Italy



4.7 Activities proposal

4.7.1 Definition

Briefing & kick off

It consists on one or more preliminary meetings to make sure, on both sides, that the project will start with a common and shared understanding on the team involved, the key points, the ways to communicate and the rules concerning the execution of the project. It is at this stage that takes the confirmation of the objectives and timing of the project, defining the methods of communication and collaboration tools and the estimation of potential risk or critical issues.
The kick-off meeting involves the participation of all project's stakeholders.
From the client are required materials and detailed contents for the definition of the project domain.

KPI definition

It's the definition of the key performance indicator (KPI) to evaluate factors that are crucial to the success of the product or service designed. Business KPIs may be net revenue or a customer loyalty metric etc.

4.7.2 Analysis

Stakeholder interviews & surveys

The interviews are aimed at the involvement of stakeholders in the early stages of the project, in order to collect their goals and needs and then define the design guidelines. After the drafting of the set of questions to ask, will be conducted individual interviews with the key figures related to the project. The results of this phase will then be shared with the project representatives through a document that brings together and rationalizes the information acquired.
Quantitative survey is a method of research whereby a researcher poses some set of predetermined questions to an entire group, or sample, of individuals. Survey research is an especially useful approach when a researcher aims to describe or explain features of a very large group or groups.

Benchmark analysis

It's the research, analysis and evaluation of products / solutions of competitors and / or products in the same industry. The purpose of the benchmark is to highlight best practices and ideas of reference to consider in the design phase.

Content & Function inventory

It is a catalog of all the information which refer to the product/service (documents, type of functionality/content, metadata, URL, etc.). The content inventory, among other things, facilitates the identification of duplicate content, inconsistencies, omissions, errors and the relationship between functionality and content. It is a fundamental activity, which serves as the basis for the construction of a new information architecture.

As-is user test

The qualitative test is performed by end users in a controlled environment (test lab), while they use the existing product/service, under the supervision of one or more researchers.
Once defined the sample of users and the test protocol (questions and tasks to be carried out), the interviews of individual users starts asking them to carry out different actions on the product, and to evaluate their experience.
Test results will be shared in a document that collects and rationalizes the information acquired.

Task & Flow analysis

Task analysis is a step-by-step analysis of the users' task, from their perspective. The objective of a task analysis is to capture and understand the user's perspective of their tasks, not of the existing technology. The goal is to understand the individual steps in the task process that flow from trigger to outcome. You also need to identify the decision points in the task flow, as these are the critical points requiring specific knowledge by the user.

4.7.3 Discovery

Requirements

All the requirements emerged in the analysis phase are collected into a single document, both from the point of view of business and user. For each requirement are defined stakeholders, functionality and interface features that make it up. In collaboration with the client we will establish a priority among all the requirements to have a guide for the design and implementation of the product.

(Proto) personas

Definition of archetypes of possible end users that condense the characteristics of a user type in a realistic shape. They serve to stimulate and guide the design of the product by using the user's perspective. Using personas you can design a product/service that meets the needs, values, goals, desires of the real user without being obliged to carry out large-scale user research. Personas are also the basic ingredient for the design of User Journeys.

Scenarios & user journey

Starting from the Personas, the User Journey identify the contexts of use of the product/service and the Customer Experience path (customer needs, touch points mapping, sentiment, errors) in different scenarios. In addition, the User Journey is the ideal synthetic instrument to represent new interaction and interface paths once we receive the feedback from the user test.

Experience map

An experience map visualizes a customer's experience with a product or service across locations, time, and channels. This holistic view helps promote better understanding of the customer, helps coordinate cross-channel design and reveals opportunities for new or improved interactions. The experience map is typically a product of deep research into how a product or service fits into a customer's life.

Workshop (co-design)

Workshops conceived to involve all key stakeholders in the design process, with the aim of collecting tips and suggestions to be applied in the final concept. From the client. The workshops involve the participation of all project stakeholders.

Concept design

Creation of a series of documents and deliverables that collect the main objectives of the product, the assumptions of design (layout), navigation, interaction patterns and a first hypothesis of the information architecture, meeting the user and business requirements.

4.7.4 Design

Info architecture

Starting from contents mapping, requirements and Customer Journey, we define the pages/main sections of the website and then later all the contents and relations. To correctly represent the information architecture, we use a tree to highlight the hierarchy and the correlation between the different sections/pages. The purpose of this activity is to obtain an optimal architecture of the product, so that the key information are always readily accessible by users (findability). Defined the IA is possible to produce a navigation model and the list of templates needed.

Wireframe

Wireframes are a fundamental tool that describes the structure of a product or the layout and the interaction model of a website, without graphic design.
In the wireframes, starting from a consistent navigation model, will be designed the main sections/pages of the website, all the interface elements and the positioning (page zoning). This tool allows to easily collect feedback and make changes quickly without the distraction of the graphics.

UI & Graphics

Preparation of a series of documents that accompany wireframes: systematic and detailed description of all the basic templates (and their variations) of the new product, describing the characteristics of each element in the page, the patterns of interaction (with all possible behaviors) and use cases (with all possible outcomes, errors or feedback).

Functional specifications

Preparation of a series of documents that accompany wireframes: systematic and detailed description of all the basic templates (and their variations) of the new product, describing the characteristics of each element in the page, the patterns of interaction (with all possible behaviors) and use cases (with all possible outcomes, errors or feedback).

4.7.5 Optional activities

Interactive prototype

Starting from the wireframes, it is made a prototype of the interactive product, with the aim to test it with a representative sample of end users. Depending on the aspects to be tested, this can be more or less interactive, more or less visually close to the final product or populated by real content. The prototype is not the final product, so only a subset of the functionalities will be tested. Unlike the final website, a prototype is faster to implement and change.

User test

The qualitative test is performed by end users in a controlled environment (test lab), while they use the existing product or prototype of the new solution, under the supervision of one or more researchers. Once defined the sample of users and the test protocol (questions and tasks to be carried out), the interviews of individual users starts asking them to carry out different actions on the product, and to evaluate their experience. Test results will be shared in a document that collects and rationalizes the information acquired.

Design refinement

Following the tests on the prototype or on the real product (both qualitative and quantitative), in the presence of negative feedback, suggestions are made for the improvement of the individual functionalities or interface elements. Then we proceed to the updating of the design documentation: the wireframes and eventually the prototype.

4.8 "Take away": what I've learned

In this chapter are gathered all the results coming from real tests made on stakeholders of the project. The outcomes and feedbacks have been managed with the help of a UX Designer and a UX Architect, as already said.
The most important parts of this experience were related to:

- Be in touch directly in the field not just with the client but also with stakeholders;
- Have the possibility to manage and structure activities in order to collect enough information, even if a lack of time and opportunities was present from the beginning;
- Have the possibility to implement my own skills, both learned from university and other previous experiences.

My role during this stream of activities has been ambivalent: in this period I've been a component of an agency, part of a group of collaboration with goals defined both from the brief of the project and from the agency. However I've grown also as a UX designer, learning how to set up workshops or how to produce satisfying products from a usability and UI point of view. Given for granted that the agency had these constraints from the client, me as a UX Designer experienced:

- the definition of business goals and technical specifications together with Head of UX Designer and UX Architect. It all starts with an understanding of the product vision, i.e. the reason for the product's existence from a business perspective. The statement should include the problem being addressed, the proposed solution, and a general description of the target market. It should also describe the delivery platforms and touch lightly upon the technical means by which the product will be delivered.
- the collection of information thanks to competitive analysis reports. for anyone starting to design a new product, it's vital to make sure it's a good market fit. Crucially, as part of a UX strategy the product must also have a compelling competitive advantage and a UX that is superior to others in the marketplace. Competitive analysis means: "Identifying your competitors and evaluating their strategies to determine their strengths and weaknesses relative to those of your own product or service."
- the creation of personas and UX research reports. UX designers need to make sure stakeholders understand the needs of the product's customers. Creating personas to encapsulate and communicate user behavior patterns and conducting user research are tried-and-true ways to do it. User research is also an integral component in the UX design process. It involves a range of techniques used to extract behavioral patterns, add context and give insight into the design process.
- the definition of sitemaps and information architecture, both really useful components to have as a resource and adjust as the product evolves based on iterative prototyping and user testing. During the design workflow, a numbering system is often employed to keep everyone on the same page when discussing the product's content.

- the creation of wireframes. A staple of UX design methodology, wireframes are two-dimensional “blueprint” illustrations of a design framework and interface elements, and show what goes where. Primarily a layout tool, they help define the information architecture, the spacing of content, functionalities, the interaction design and intended user behaviors.
- the possibility to collaborate with different people with different needs, trying to understand all their needs.

Talking about the soft skills, I’ve made part of me some main elements strictly related to the experience mood:

- the importance of understanding your user;
- taking in consideration the simplicity andusability of the product you’re creating;
- planning from the beginning your work;
- making the experience valuable and dynamic;
- always considering human element;
- the importance of details.

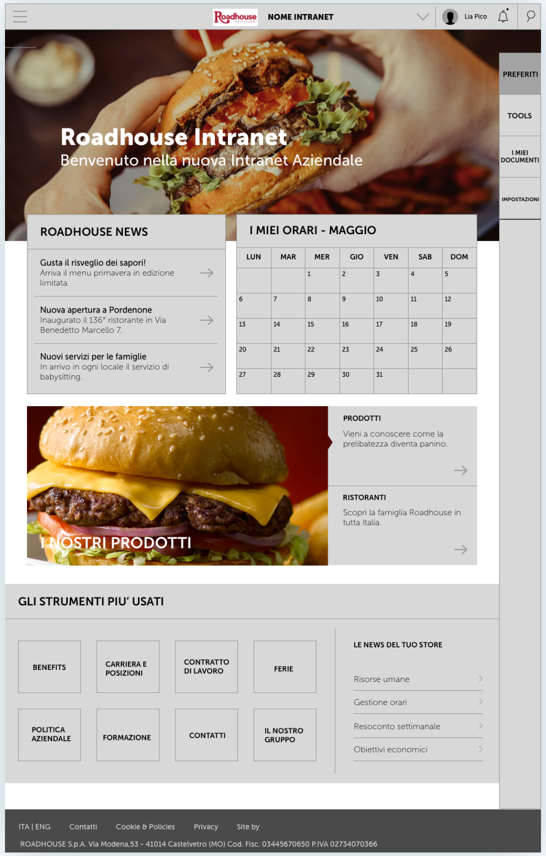
Experiment

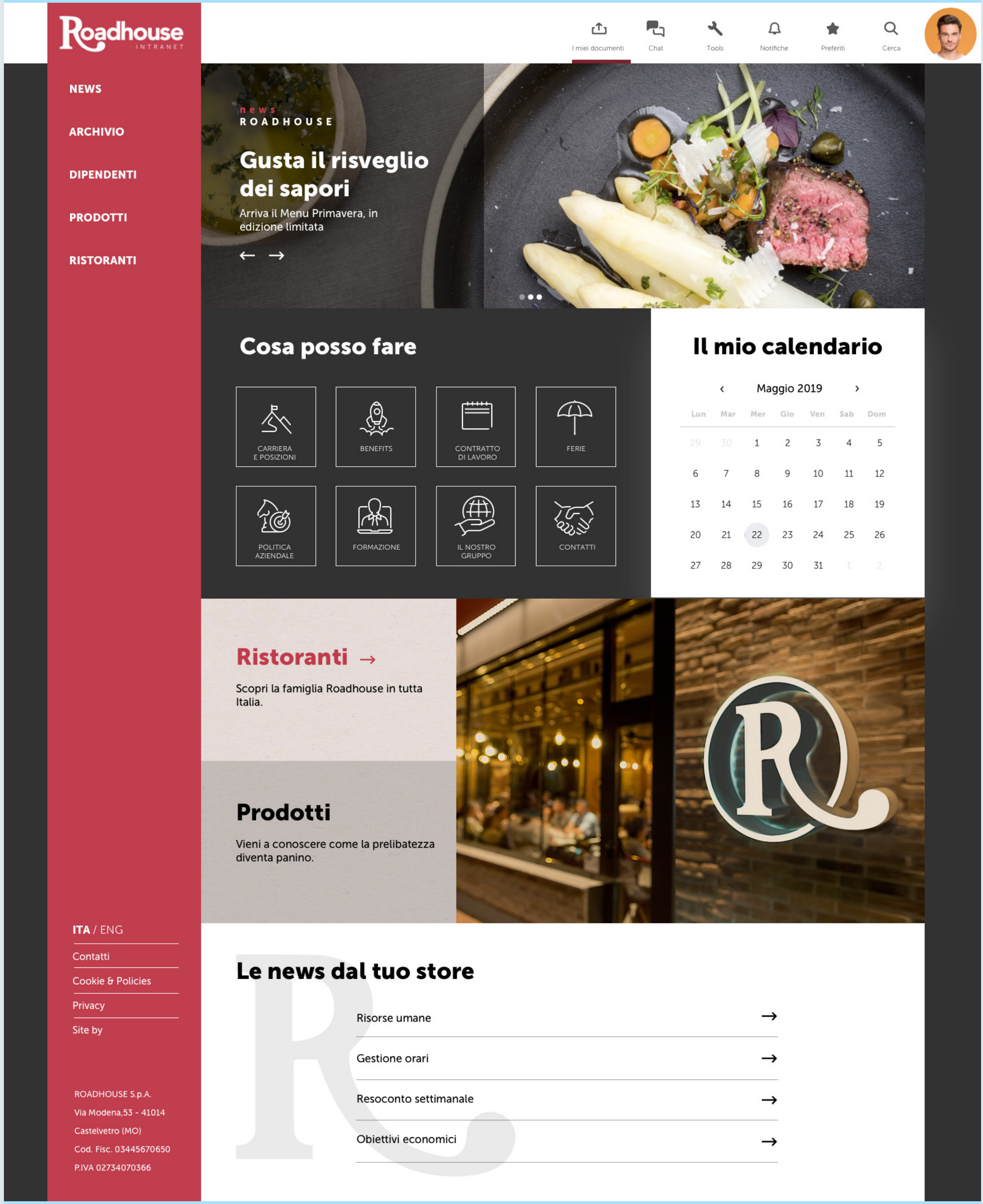
5

5.1 Wireframes and mockups

5.1.1 Homepage

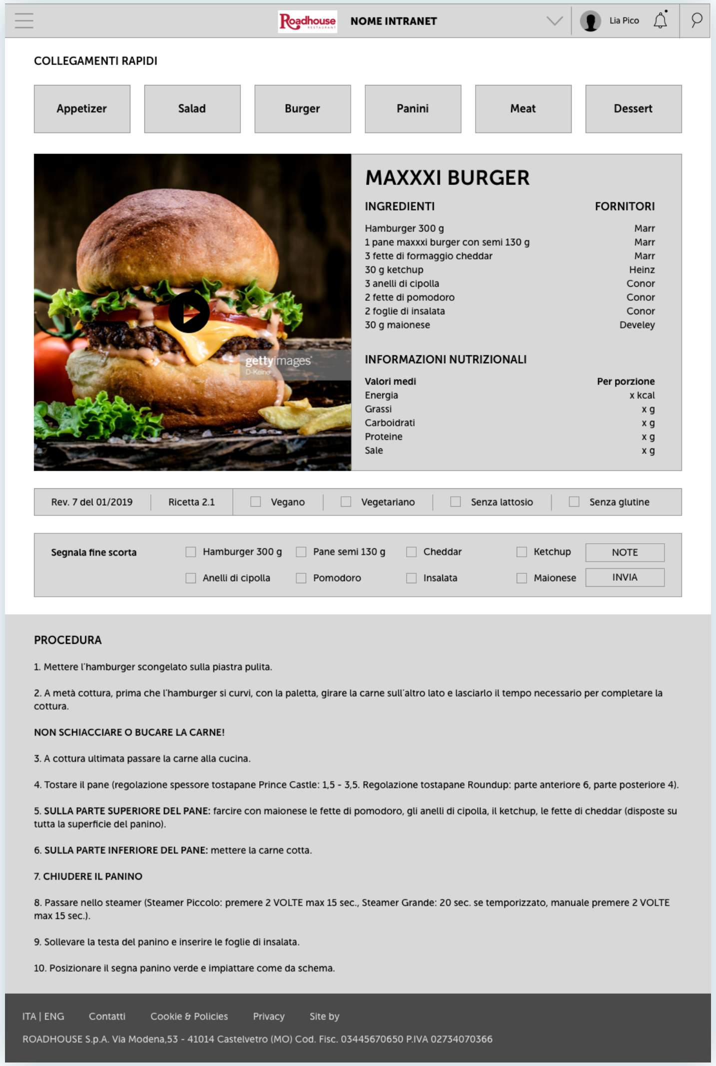
Through the homepage of the intranet, the login is effected by the local restaurant as an entire system. The access to the homepage expects an anthem of the news and information coming from the HQ, about updates, alignment of teams, news about the production of the company. There are some tools for the corporate, suggested near the management calendar for employees local timing. The anthem on Restaurant area and Product area allows the user to have a quick access on detailed sheets. News are talking in a macro way about which kind of information the user can easily have access to.

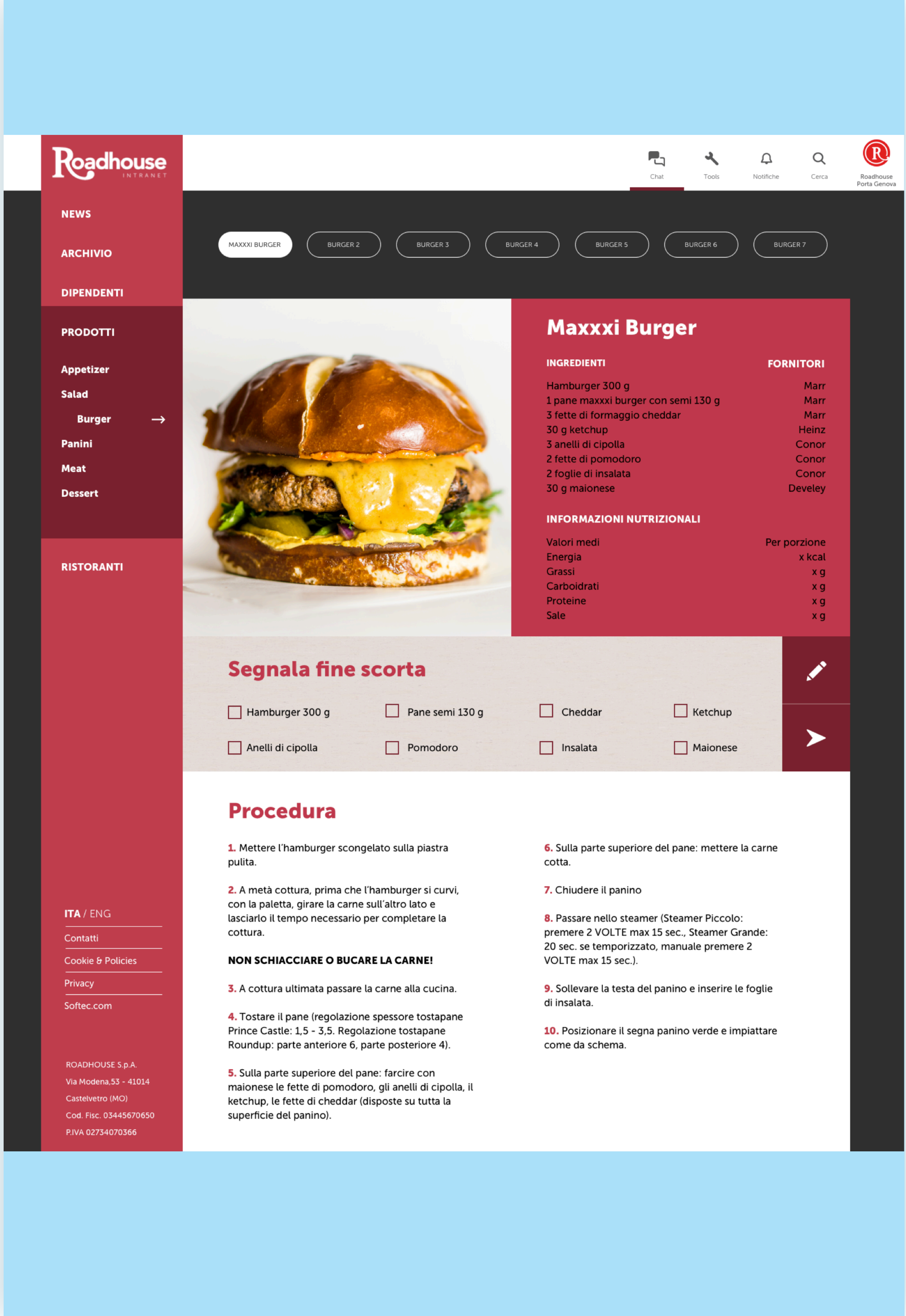




5.1.2 Product page

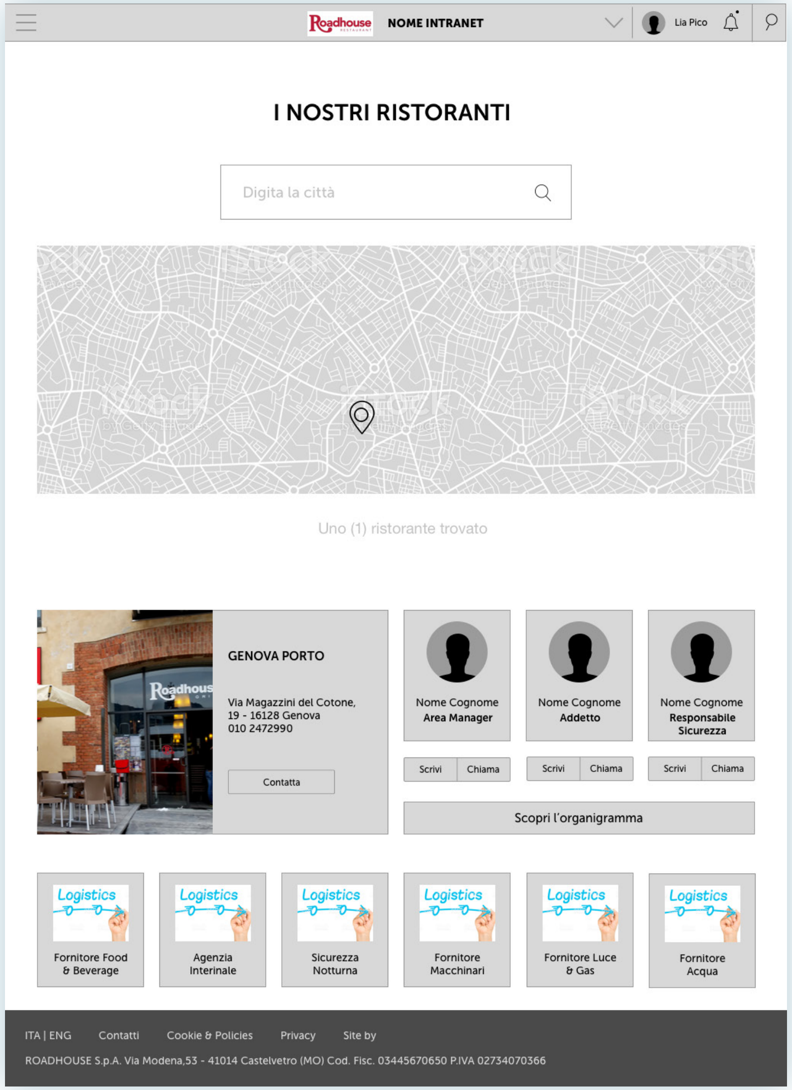
The product section allows users to visualize every nourishment existing in Roadhouse menu, rationalized in 6 macro groups listed in the bar on the left. In addition on recipes and definition of the procedure in cooking a dish, the page inclused also the option to report the end of some food, inserting also some notes in it.

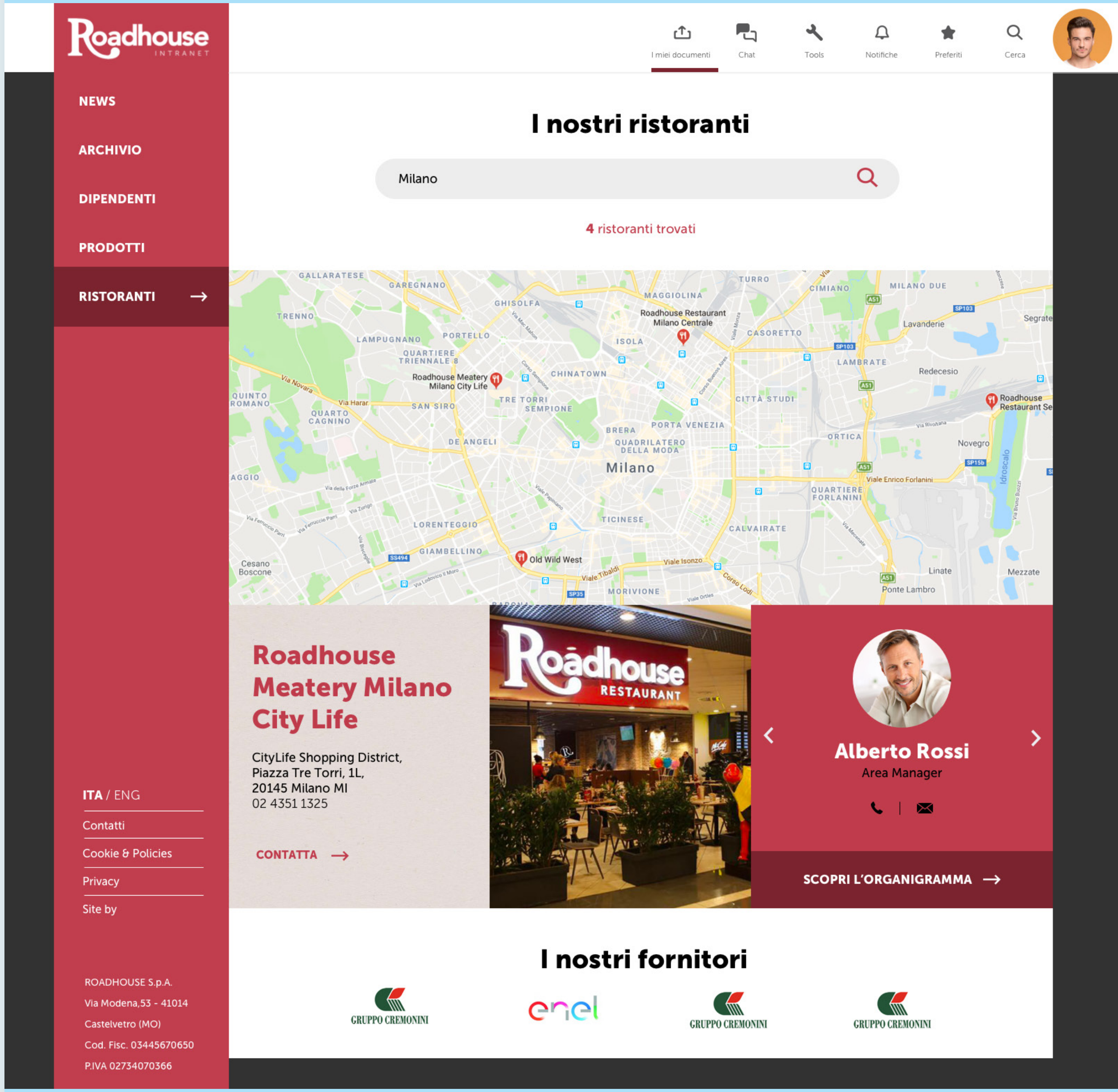




5.1.3 Search restaurant

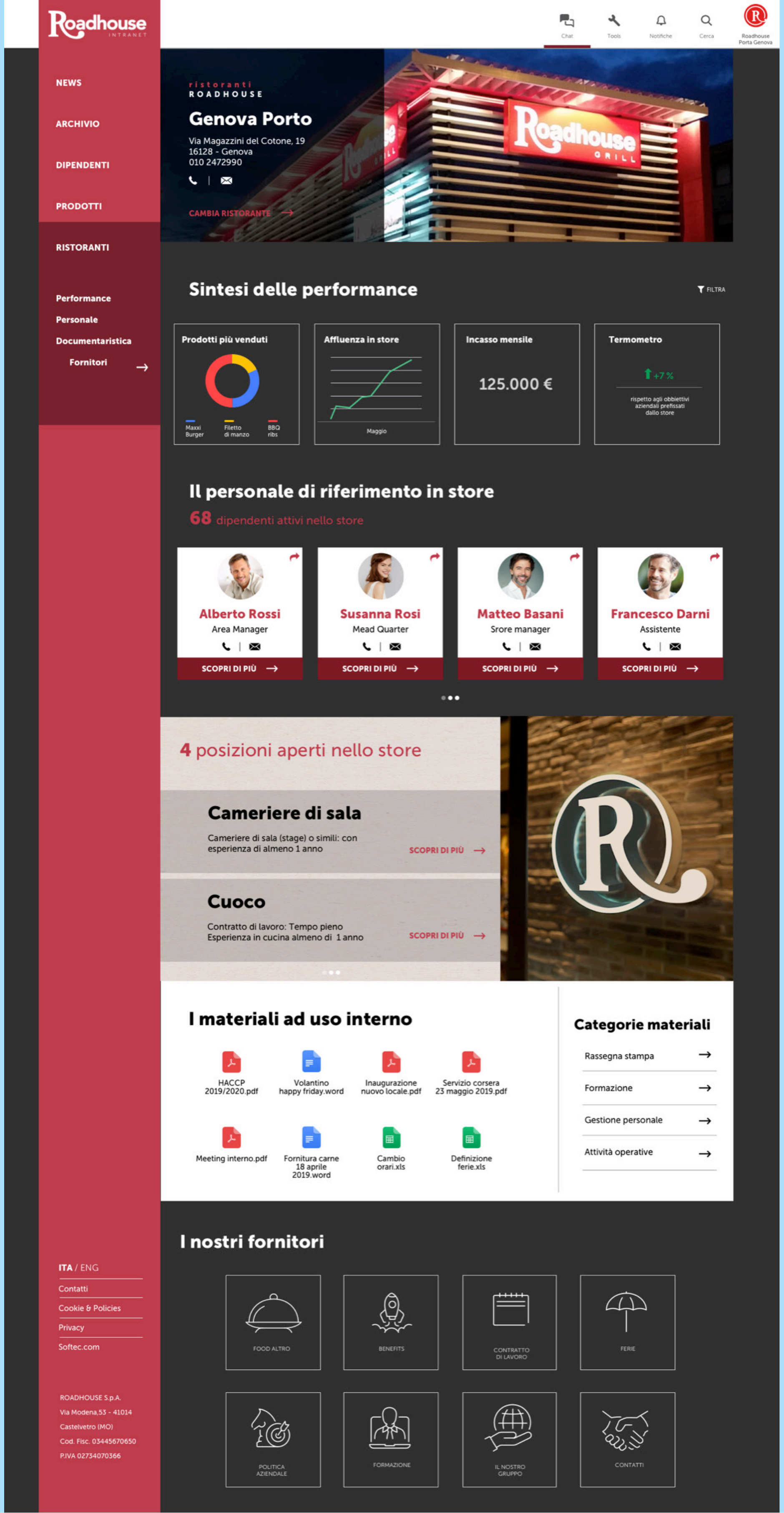
The quick research of other external restaurants helps to create the bond and connection between all local Roadhouse areas in Italy.
The anthem of the card shows some general information to the user, lately more defined in another section. In parallel are given access on different providers.





5.1.4 Restaurant area

In the Restaurant area, the user has different information on local area: geographical location, economic performances, providers links and internal documentation and archive. It can be easily found the collection services area and the trend of personal goals for each corporate area. There's more spare for managers (Area managers and Store managers) and for opened job interviews, too. During the UI creation, this page was asked as an additional option. This is the reason why the wireframe is not present.



Future implementation

6

Many different activities, set ups, adaptations, tests, and experiments have been left for the future due to lack of time (i.e. the activities related to the creation of the design system and the information architecture are usually very time consuming, requiring days to finish a single run). Future work concerns deeper analysis of particular mechanisms of the intranet, new proposals to try different methods of approach coming from the user, or simply trying some parallel methods of information visualization.There are some ideas that I would have liked to try during the description and the development of the co-design workshop in chapter 5.
This thesis has been mainly focused on the use of intranets for internal companies usage, and most of the intranets analyzed to find the best result where obtained from the literature, from activities made directly with the client. The following ideas could be tested:

1. It could be interesting to consider and analyze more in deep the approach that users in Roadhouse have with technology and between collegues. This mechanism would for instance aid to distinguish complex problems due to a lack of knowledge from users or to a difficulty in approaching different people in the hierarchy.

2. The way the model of hierarchy in the intranet is constructed could be also changed: instead of using one typical approach (information coming from the top), it could be based on different people seen as a landmark, in order to provide some information in a more horizontal way, and introduce the approach in the company. Unfortunately, in the activities that we have done in a short period of time, the construction of a model like this cannot be tested with immediate results and no further study in this direction could be performed.

6.1 A few lines about Agile

Along the lines of this approach, it is linked the Agile approach mentioned in the 3rd paragraph to both points. Taking in mind the 12 Agile principles, there are some features about this methodology. A methodology is the set of conventions that a team agrees to follow. That means that each team is going to have its own methodology, which will be different in either small or large ways from every other team's methodology [26]. So Agile methodologies are the conventions that a team chooses to follow in a way that follows Agile values and principles.

This farsighted method has repercussions also on a project management and business areas. As Agile Software Development became more popular, people that were involved with software development activities but who didn't personally develop software looked for some way to figure out how these Agile ideas applied in their line of work.
The Agile Manifesto and the 12 Principles were written by a group of software developers (and a tester) to address issues that software developers faced. When you think of Agile as a mindset, that mindset can be applied to other activities. When you do that, Agile becomes an adjective. It describes the way in which you perform some activity. It does not create a new methodology for the reasons explained above. When you want to understand Agile project management, ask "How might we perform project management in a way that allows us to create and respond to change and deal with uncertainty?" Agile Alliance and Project Management Institute (PMI) explored this question through a joint effort to create the Agile Practice Guide (Available to Agile Alliance Members) [26]. When you want to understand Agile business analysis, ask "How might we perform business analysis in a way that allows us to create and respond to change and deal with uncertainty?".

The two concepts noted above are examples of an attempt to move Agile "outside of software." Those efforts have resulted recently in the Business Agility movement. If you extend the idea of Agile as a mindset, then people seeking Business Agility ask themselves, "How might we structure and operate our organization in a way that allows us to create and respond to change and deal with uncertainty?" You might say that business agility is a recognition that in order for people in an organization to operate with an Agile mindset, the entire organization needs to support that mindset. Agile software development was never truly Agile until the organization changed its structure and operations to work in an uncertain environment.

6.2 A few lines about Design Thinking

Another interesting approach that could be inserted in an already existing methodology system - as the one shown in "3.1 A standard method: Definition" -

is design thinking. Design thinking is a non-linear, iterative process which seeks to understand users, challenge assumptions, redefine problems and create innovative solutions to prototype and test. The method consists of 5 phases—Empathize, Define, Ideate, Prototype and Test and is most useful when you want to tackle problems that are ill-defined or unknown. This process can be easily insert in the standard methodology system.
Over recent decades, it has become crucial to develop and refine skills which allow us to understand and act on rapid changes in our environment and behavior. The world has become increasingly interconnected and complex, and design thinking offers a means to grapple with all this change in a more human-centric manner. Design teams use design thinking to tackle ill-defined or unknown problems (otherwise known as wicked problems) because the process reframes these problems in human-centric ways, and allows designers to focus on what's most important for users - this is also another reason for an inclusion of this process on the standard method; the agency almost did not has clue about some main internal activities of the client. Design thinking offers us a means to think outside the box and also dig that bit deeper into problem solving. It helps designers carry out the right kind of research, create prototypes and test out products and services to uncover new ways to meet users' needs. Also in this case, with some direct focuses on the physical product (the mockups), more than a "Look & Feel" should be done a high-level mockup on real testing and real approach of the client on the product.
The design thinking process has become increasingly popular over the last few decades because it was key to the success of many high-profile, global organizations—companies such as Google, Apple and Airbnb have wielded it to notable effect, for example. Design thinking is more than just a process, it opens up an entirely new way to think, and offers a collection of hands-on methods to help you apply this new mindset. [27]

Obviously, the applying other types of new ideas for re-definement of the intranet representations could be investigated since Roadhouse can have this kind of result obtained at the end. New approaches in this direction can be induced from techniques described in the literature. [1]
The preliminary results of these analysis and activities do seem to be quite satisfactory, but further study is still required in order to understand the behavior of the users and the application of a real modification to the intranet and improve it. Concerning the results for both activities (workshop and interviews), we can also expect to improve the gathering of important data by having other activities more related to a richer graphic, with more attributes.

6.3 My implementations

With the help of another UX designer senior, after the standard implementation of the different areas of the intranet, I've followed the stream of development of the visual communication. The basics fot the required pages were the same. A more fluent and user-friendly approach has been taken for data and information visualization in page.
While this visual stream has been taken as focal elements, also other meetings with the client has been made. Other 3 meetings before the finalization of the project have been made, merging the executors (the UX designer senior and me) with the party (Project managers and Roadhouse).
Once again, to have clearly in mind the focus, we asked ourselves which were the needs of the different actors (HQ, HR, Store managers, Area managers, Employees). The answer has been translated to the UX/UI of Roadhouse intranet:

- HQ should communicate every important information to all areas and stores, so on the intranet it should be possible to see and to do everything;
- restaurants should be continuously updated about HQ decisions, so documents, recipes, policies, events, geolocalized offers, communications should be always ready and desplayed on the intranet.

This is the ideal layout that the intranet we created should have. Converging a different as-is attitude of Roadhouse employees to this scenario, it provides for us to think about wrong habits with non linear solutions.
The previous mockups in chapter 5 "Experiment" have been validated for the Look&Feel experience, allowing managers and PMs in Roadhouse to understand how's the behaviour and the perception of the UI. Otherwise, as explained in paragraphs 6.1 and 6.2, the ideal flux should include a different approach in methology more than in the final output.
In the following pages, there's the description of new outputs and pages that came out during meetings.

New homepage

After the first meeting with the client, a new need came out. A re-check of old intranet functionalities occurred. This had been necessary because with the Look&Feel, no information architecture has been developed for real, and a comparison with the client and user would have been really useful.
At the beginning of this first focus with the client, it was easy to see how complex was the information architecture of the as-is intranet. Otherwise it has been really hard to identify the navigation according to some main elements to join together in a new assets.
The today navigation is divided in 2 elements:

1. The navigation bar on top gathers all those elements that talk about Roadhouse as a brand and as a fast food corporation. Here are listed: Home, Agency, Restaurants, Employees, Search. In here the user can collect and perceive information about RH.

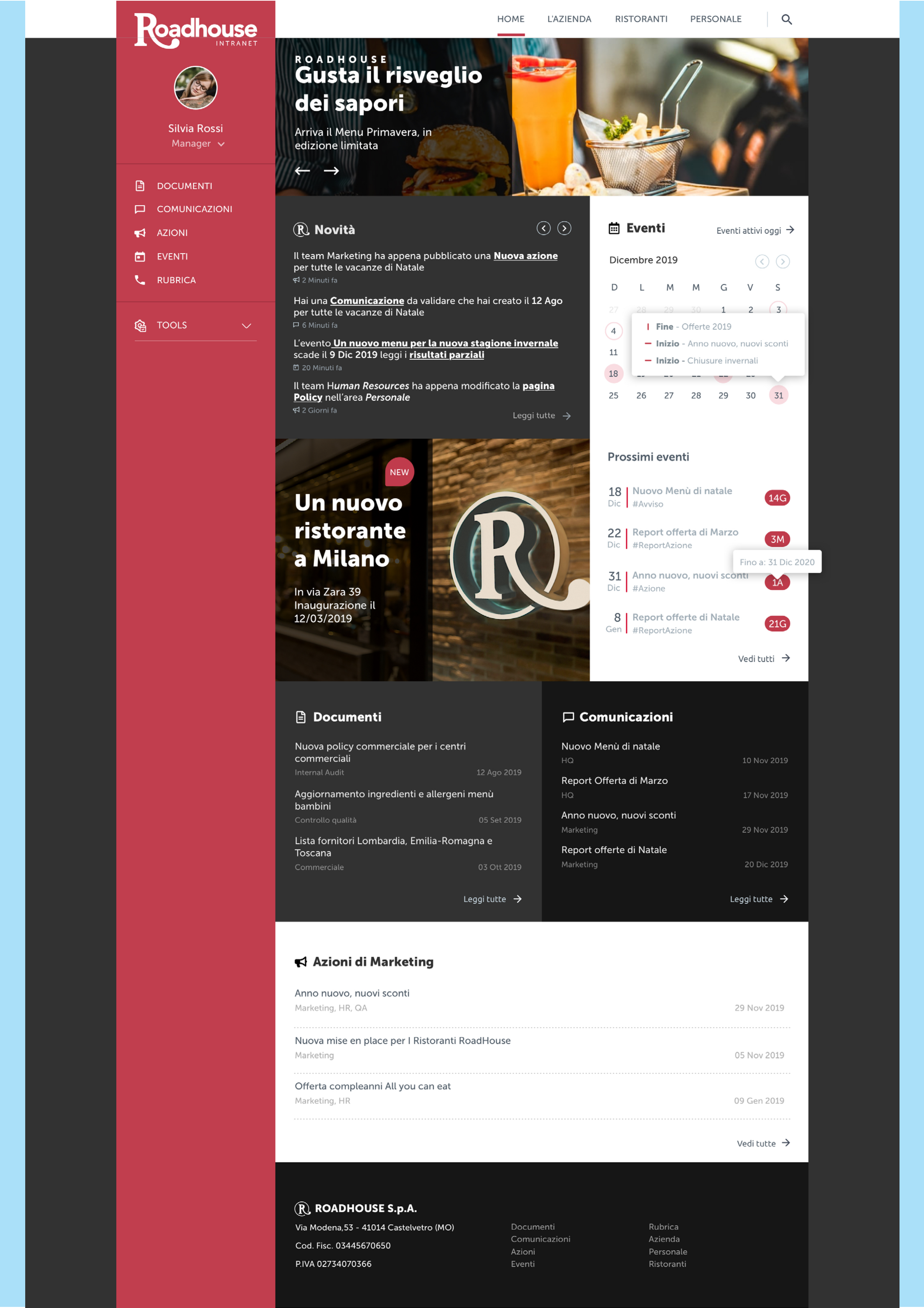
2. On the navigation bar on the left (the one in red), there's the personal menu, related to a single Area/Store manager or restaurant. It's a dynamic tool that is used to work in an agile way. Here are listed: Personal profile, Documents, Communications, Actions, Events, Rubrica, Tools (not integrated in the intranet).

Some other actions are displayed in the homepage, to let the manager to be more confident and updated on content coming from the HQ.

1. News: area that gathers together all the information coming from the HQ to every restaurant (new actions, communications, new recipes, new policies, etc.).

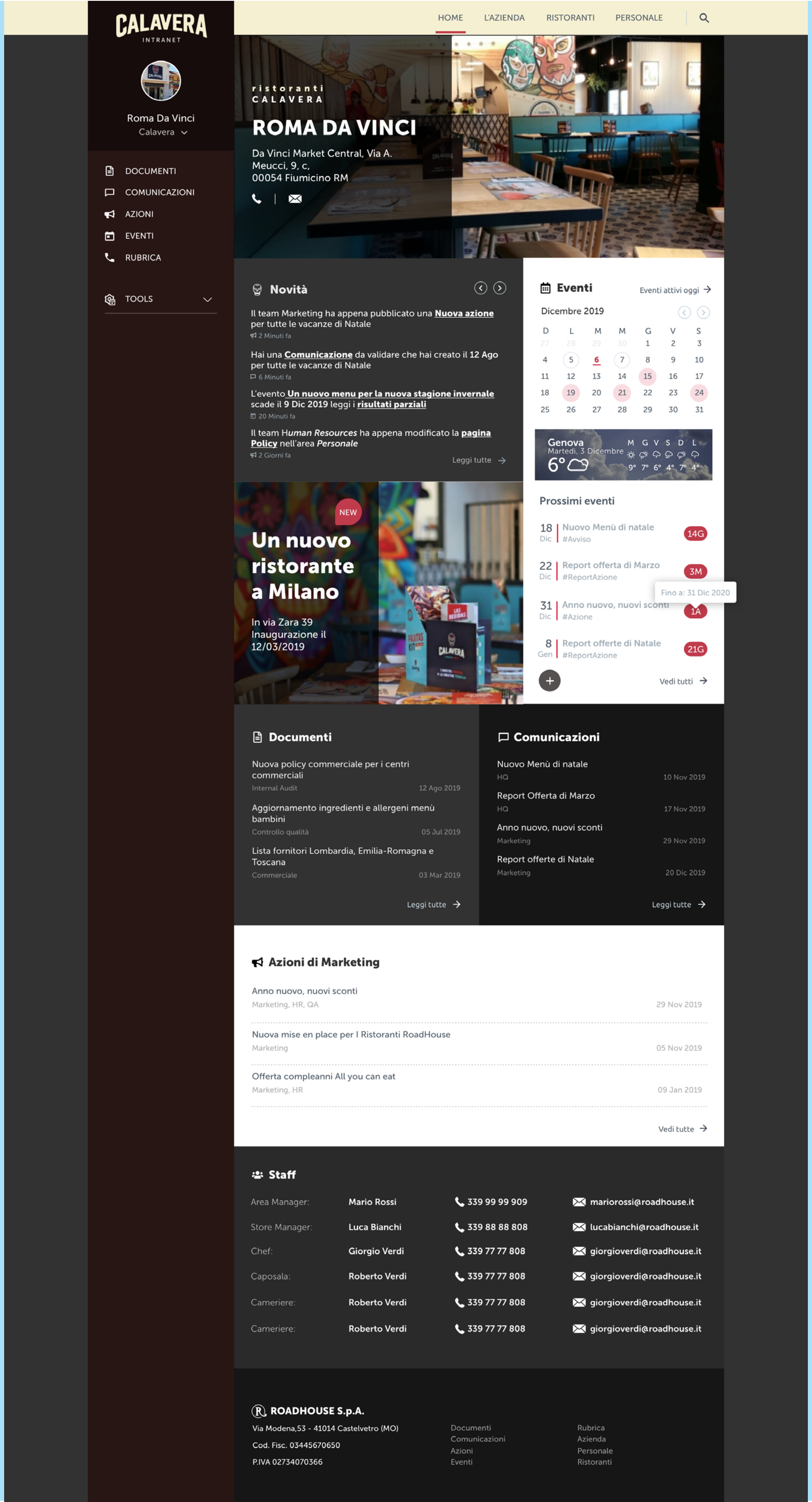
2. Events and calendar: it shows all the events coming directly from the HQ that are applied to every Roadhouse store, and all the events coming from local marketing actions, decided by Store or Area managers.

3. Marketing actions: coming directly from Area and Local managers. These are about limited and located discounts or promos.



Local homepage

The second meeting focused on another important topic: integration in the intranet of Roadhouse sub-brands, such as Calavera.
All the sb-brands nowadays cohexisting with Roadhouse have a their own brand identity, and for this reason no contamination between the brands should be done. In addition, every local sub-brand should be informed of just those communication strictly linked with their territory, and not related to other brands or cities.
For this reason, with the same layout, sub-brands such as Calavera are dislpayed with their own palettes and logos. The presented setting has no variation, just the content is different. As previously said, all the news, information, communications and documents coming from the HQ are just about this Calavera store. No contamination of information such as the as-is intranet.
In this case it's also possible to compare the different logins: in paragraph 6.4 it can be seen that the user "Manager" logs in the intranet. The information that she'll find displayed in the intranet are related to her profile and to her tasks. In this case in paragraph 6.5, the user is the restaurant itself "Roma Da Vinci".
The client Roadhouse needed this differentiation due to a different hierarchy of the group. Usually sub-brands are not so big talking about employees involved, so there's no need in a multi-log and multi-management of the local platform. Instead Roadhouse as a brand should contain all main users - Area and Store managers - to control in a efficient way the distribution of information, food and contacts.
The news area is displayed according to interests of the logged user, following defined algorythms (if I log in as "Roma Da Vinci" restaurant, my news will be displayed according my necessities).
In addition, there's a "Staff Area" where every user can contact employees working or related to that restaurant. In this way, there's the possibility to keep in touch with every important person, for all the necessities.



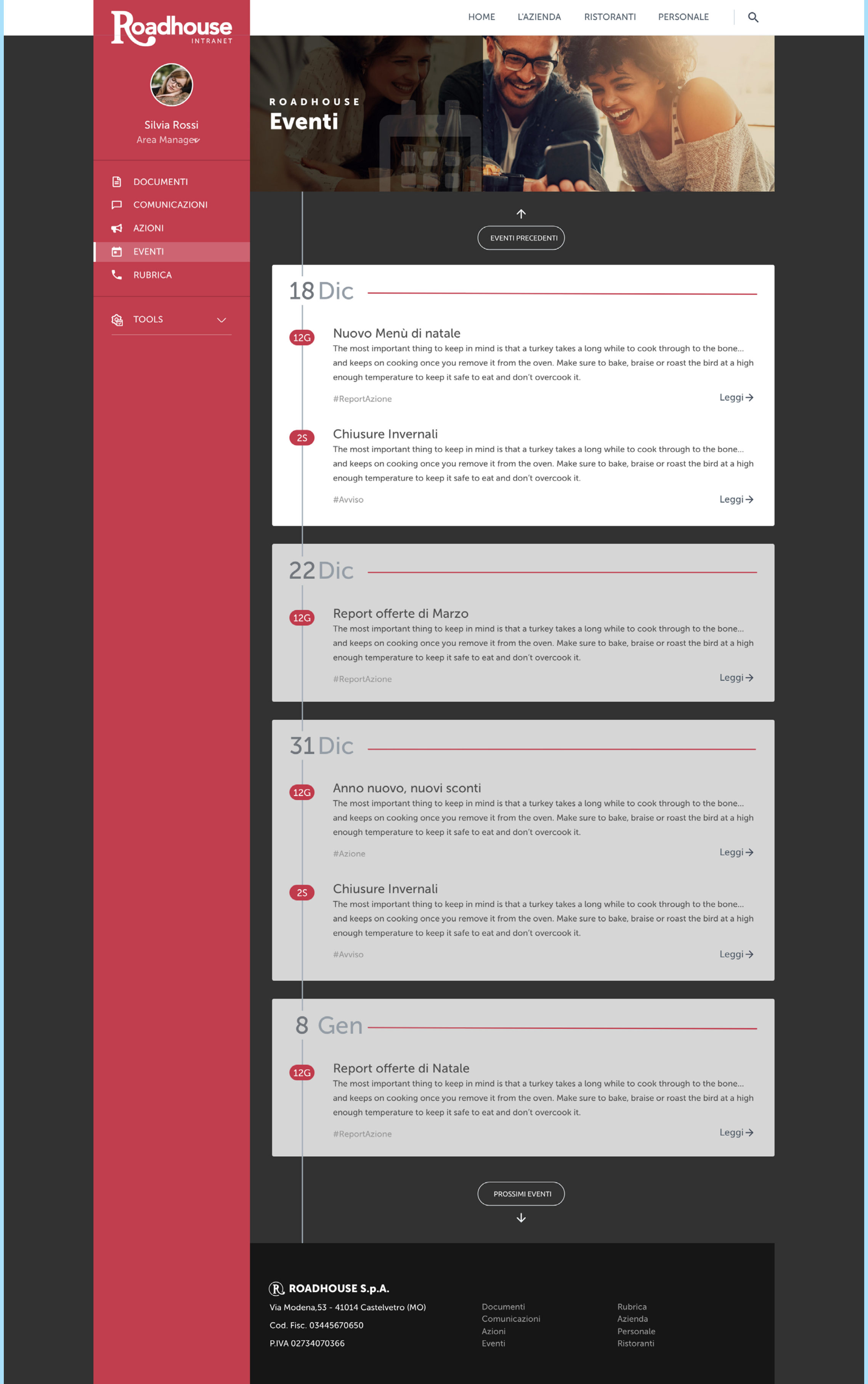
Events

Every user has an Events area in which are displayed both communications coming from the HQ and from the store itself.
In the detail section, a defined amount of events are displayed, to let the user understand which are the nearest in the days.
If we go back to the Events area in the calendar, Homepage, a particular infographic has been chosen to communicate events coming from different actors. Dates circled in white are chosen directly from the Store or Area manager, deciding which promos or menu variations should be applied.
Dates circled in red are coming from Roadhouse HQ, so they cannot be changed or declined. The date underlined in red is the one the user is modifying.
Due to a long term layout, it was impossible for UX team to represent events such as in Google Calendar, with a unique line showing the duration of the event. We have decided to have a double representation:

1. the monthly calendar shows just the starting day of the event or of the promos, so it's easy for the user to check what is going on;

2. every current event is displayed under the calendar, showing in detail how much lasts the event, when it started, which are its links to the user.

In the detail section, if two or more events start in the same day, they're displayed in a unique card, showing on the left the duration of the event itself (G=days, S=weeks, M=months).

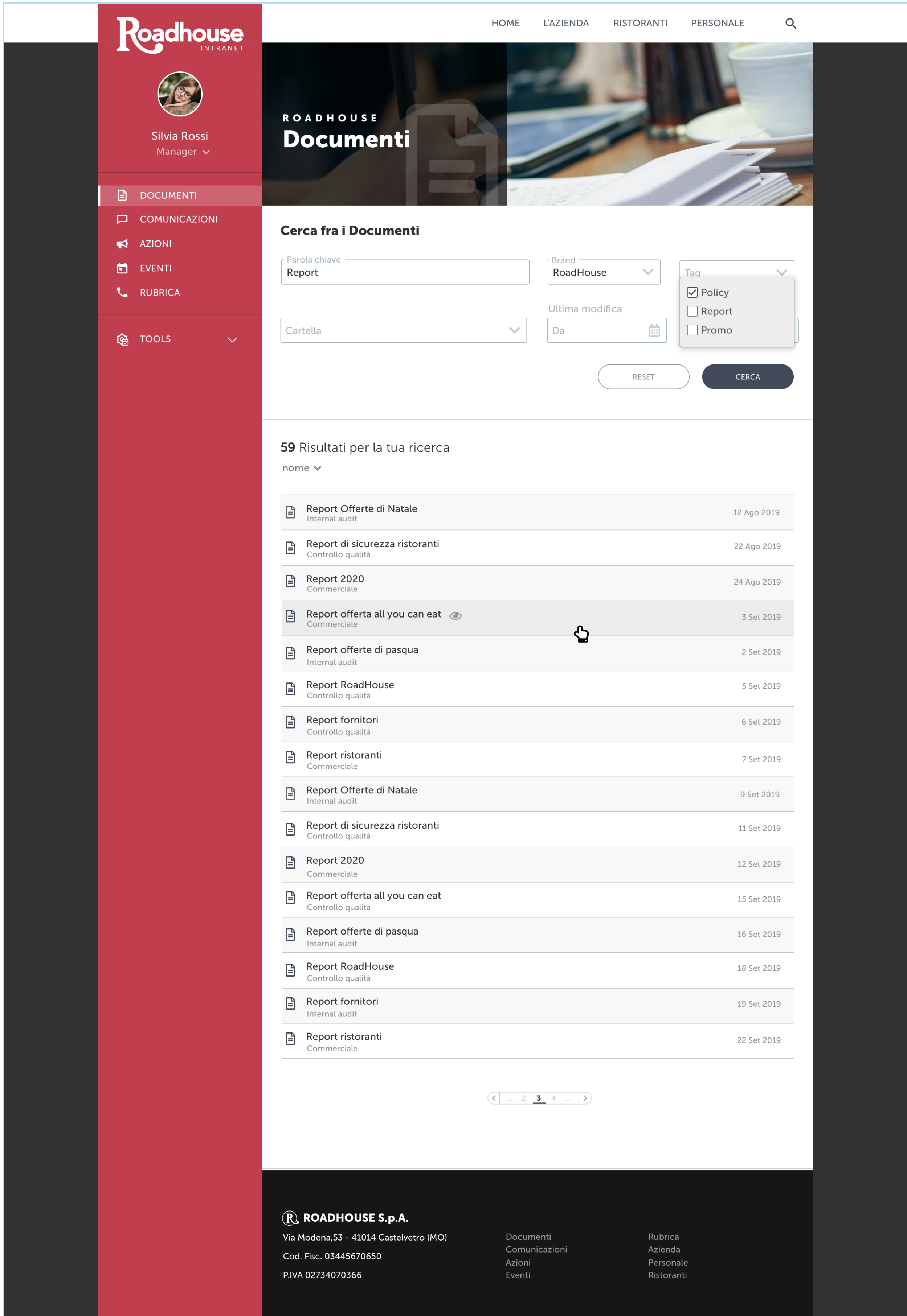


Archieve

The problem presented from the beginning both from Roadhouse and that came out from our researches and interviews was the inaccuracy and messy situation of the archieve area. Many files were uploaded from the HQ and from managers with no control in naming, listing or address.
Another complication was the lack of filter that caused the impossibility for users to find a defined file or a precise category of information.
In this case, my collegue and me decided first of all to delcare in the Archieve a “Filter area”, where every user can be confident about it.
It can be made a research related to:

- keyword
- brand
- membership folder
- last modification (from - to)
- tag

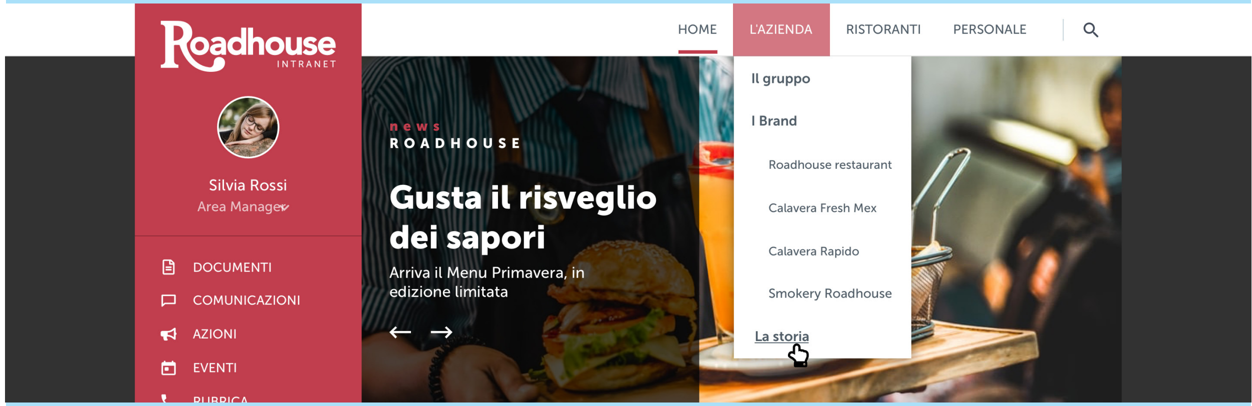
In this way the user pre-selects the type of file that wants to consult. In the example, our manager wants to check all the reports related to Roadhouse brand and linked to policies. Every result has an additional tag linked with the name of the document, defining the membership folder (Internal, Quality check, Commercial, etc.).

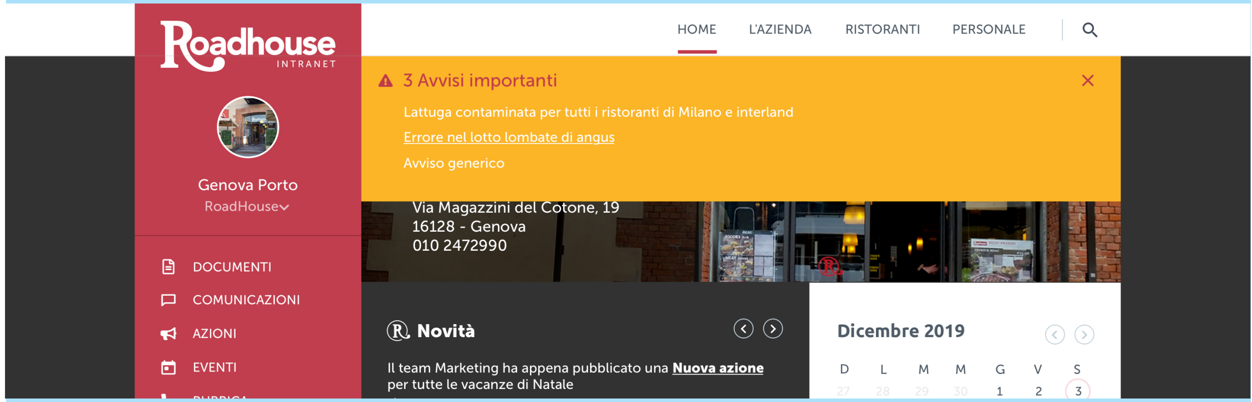


Other simulations

The final important features presented are related to sub-menus and warnings. Every sub-menus of the top navigation have a dropdown listing some main information related to that area.
In example, the “Company area” shows some sub-links to Roadhouse values, all sub-brands (RH restaurant, Calavera Fresh Mex, Calavera Rapido, Smokey RH), and its history. The restaurant and Employees area are strictly related to the login of the user.

It’s really important for the HQ to contact and to warn local stores about food issues and new constrains. For this reason, my team decided to place as a pop-up on top of the Homepage a warning message. It represent a small recap of important warnings that every manager should be aware of.





Conclusion

7

This thesis tried to answer to the question: "How can be re-designed successfully an intranet not giving for granted the new system of communication of the company?". Having this in mind, many activities - by myself, with both client and collegues - have been made. Starting from the research of the meaning of intranet and the benchmark of the excellences in the market, I moved to the application of the methodological approach adopted by the agency and to the different meetings (briefing definition, requests by the client, co-design workshop and interviews). The activities has been made with a small number of testers having different roles in the company (managers and employees).
The workshop and the interviews showed the existence of consistent problems not only in the tool itself (the intranet is dated and hard to use) but also in the communication between the parts in the company - the communication tools are unofficial, important information are not well distributed, the hierarchy system is felt as an obstacle for a constructive dialogue.
This result is consistent with the expectation initially expressed in the paper. The need is to re-designing such an important tool to encourage a free but distributed access to information. A possible explanation of these results can be expressed through the importance of an innovative approach to old habits not just at work, but also in a managerial approach.
The result obtained from this research reflects the social framework of today, based on the creation of intranets that are helping more and more their users, being detailed and linked with a local and global web of information.
The study integrates the already existing literature concerning new "winning" intranets and the managerial consequences of their evolution [1][7][8] since the "performing intranet" is a theme taken for granted.

However, it is important to keep in mind that this research is focused exclusively on the creation of a defined intranet for a defined client. Once the economic, geopolitical and psychological factors are considered, the results will vary. For this reason, no general or absolutely objective statement can be made about the behaviors and needs of the intranet construction (in fact evey year different trends and needs evolve). It is not possible to develop a single theory that is valid for every possible case, and are not existing design tools that can be applied to each client.
It's also important to keep in mind that every intranet should follow some main aspects that must be declared from the beginning:

1. Gain executive sponsorship: by definition, the intranet is an enterprise-wide system. By extension, it affects the entire enterprise—from information technology (IT) to the design of electronic documents, from employee and corporate communications to collaborative work, from the display of confidential information to the posting of the latest curiosity of the Internet. All this content must be controlled by a senior management. Without this, the intranet is doomed to failure.

2. Establish a project team: a project team helps crystallize the stated objective for the intranet. The team also functions as intranet champions: 1) it ensures that a collaborative spirit exists within the company for the intranet to succeed; 2) promotes the use of the Web technology; 3) and provides employee training. The team should survey end users about their intranet needs. This will identify which content needs to be on the intranet, including the collaborative tools for knowledge sharing. By the way, the project team should include representation from all over the company, from developers to UX designers, from content managers to art directors. The heterogeneity is the key factor of a team.

3. Build a structure: think "virtual workspaces" and "business processes" rather than "document types" or "organizational charts" to determine the structure and organization of the intranet. Give each corporate department its own virtual space on the intranet, deploy collaborative tools. It's important to create a friendly area related to personal tasks and competences.

4. Establish standards: intranet standards are critical. Design standards, publishing standards, technology standards. As explained in chapter 1 "Introduction", it's fundamental to declare personal standards related to the company. It's necessary to pay attention to all departments that create Roadhouse itself, and to create specific features and standards for each of them. For example, for managers it's important to search all latest news coming from HQ. To satisfy this need, in the intranet will be placed a search area with related filters.

5. Resolve IT issues: the IT department gets involved when the intranet

discussions become technical. It's important to have at least average knowledge about IT processes to help for real a different department.

6. Focus on cultural issues: technology is just one of the intranet challenges facing management. Cultural challenges must also be overcome. As previously said, it's really hard and important to focus on psychological and cultural changes. In this way, if the aim is pointed, you will never go off-topic.

7. Deliver tools: an intranet toolkit is a must. Obviously, the toolkit delivers the computer-based tools to "publish" on the intranet. But it also performs a cultural function. Through its tools and templates, the toolkit reinforces the tool and design standards to post on the intranet.

8. Perform an audit: so much can be learned from an intranet audit. There are various intranet sites in compliance with style guideline: 1) who is accessing what on the intranet and how often; 2) by which path do users surf the various sites on the intranet; 3) and of course the technical issues, such as response times at various times during the day. Audits also provide a legal basis for discussing corporate policy and practices regarding intranet usage.

These are all important element to analyze before the beginning or the study of an intranet. Another recommendation for future researches could be to carry out a similar study to determine any differences related to geographical and timing subjects, focusing in detail on these specific elements.

Regarding the methodology, as already said, unfortunately I've faced the usual iteration of a project made inside an hasty agency and an assumptive client. After persuading the client, for Softec S.p.A. was more important to please Roadhouse in its requests of mockups more than offering an agile process, in order to aviod future errors and re-iterations. However it's understandable this bond between client and agency that exists since the dawn of time.

Aknowledgements

8

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