Business Case for a redesign of the intranet

Contents
Strategy .................................................................................................................. 1
Vision statement....................................................................................................... 2
Business case: ........................................................................................................... 3
1. Cost Saving .......................................................................................................... 3
2. Operational Efficiencies ...................................................................................... 3
3. Customer Service-Meeting MBA, Participant and External needs ......................... 4
4. Employee Satisfaction ......................................................................................... 4
Process Steps ........................................................................................................... 5
   I. Information Gathering-Data ................................................................................ 6
      A. Site inventory ................................................................................................. 6
      B. Informational interviews-current user needs on intranet ................................. 6
   II. Mobilising a Team. ............................................................................................. 8
      Governance board members ............................................................................... 8
      SharePoint consultants ....................................................................................... 8
      Site Owners ......................................................................................................... 8
      Department Representatives .............................................................................. 9
      Change Management Officer ............................................................................ 9
   III. Design and Governance ................................................................................. 9
      A Governance policy document .......................................................................... 9
      B. Site creation conception by the Board ............................................................ 10
   IV. Development-Technology .............................................................................. 10
   V. Staff education and training ............................................................................ 10
   VI. Ongoing monitoring and improvement ........................................................... 10
      I. Information Gathering ..................................................................................... 10
      II. Team Governance ......................................................................................... 11
Sources used in research and creation of this document ......................................... 11

Strategy
We aim to have one source as a collaborative platform, linking together the global INSEAD community.
Business Case for a redesign of the intranet

Vision statement
Broadly, the INSEAD intranet should work towards the ultimate goal of improving the personal and collective efficiency of our employees. Furthermore, the intranet should be a common meeting place, a shared communication platform in which the silos currently held by department, geographical region, or job title are broken down. The intranet is currently a silo in itself, separated from INSEAD’s other community platforms. This new design will link the participants, Alumni and Faculty communities as needed to facilitate fluidity in the circulation of information that is currently lacking. Our intranet should enable the various INSEAD departments to share information and to have a single corporate wide system for accessing information of common interest. The current intranet may provide a sketch of this, but is not capable of a central document database, lacks a user-centered approach, and does not allow for automated processes. In addition, the project will identify processes currently manually based which would lend themselves to an automated Intranet solution. Furthermore, this intranet is geographically based, for those on a campus or VPN access. Since INSEAD is expanding its reach and employees increasingly work from different locations, an intranet accessible from anywhere would greatly enhance productivity.

Vision statement: The focus of this project is to make it easier for employees to find, and immediately use, the information they need to do their jobs, regardless of their location.

To narrow the vision into concrete terms, it may help to have clear objectives, as seen below:

Objective 1: To provide all internal information of common interest accessible via a single corporate-wide Intranet. This will result in rapid and equal access to information.
- **Outcome:** improved customer service

Objective 2: Direct access to information, workplace services and applications via the Intranet
- Improved data integrity and reduction in process costs. Currently productivity is lost in time spent searching for documents in the intranet, shared drives, and other colleagues’ inboxes.

Objective 3: All relevant content and information provided in a personalised and secure fashion
- **Outcome:** Improved knowledge management.

Objective 4: Eliminating geographic location as a barrier to work
- Ability for all staff to securely access the Intranet remotely anytime, anywhere
- Enabling home/remote working policies and improving staff efficiency.
- Equality of access, improved staff efficiency and satisfaction

Objective 5: Internal forms-based processes executable via the Intranet.
- **Outcome:** faster turnaround times, costs savings in the reduction, distribution and processing of paper forms.

Objective 6: Clear governance structure for content Ownership and Management
- **Outcome:** clear roles and responsibilities will be created, improving data quality and document management.
Business Case for a redesign of the intranet

Business case:
While many users may immediately notice aesthetics on the current intranet, the problem runs deeper, as a drain on resources. Improvement on the intranet will result in four major benefits to INSEAD.

1. Cost Saving
An integrated intranet will assist in the reduction of process and information management costs by:
   - Moving work to the Intranet. If this workspace is a single collaborative point, time will be saved in searching for documents elsewhere.
   - Training Administration. Training costs will be reduced by introducing a self-service model for new employee training. New employees will have one source of information, as opposed to seeking access to various shared drives and informal water cooler chat. Content will have an easier path to the employee, who simply will need to search in the term that corresponds to their work. There will also be time costs saved in the employees integration to INSEAD as employees can be productive as soon as they get their e-mail, not waiting for various access rights to share drives and remaining unaware of various INSEAD applications for weeks on end.
   - Savings in alternative communication mechanisms (phone-calls) due to improved communication channel and information flow.
   - Allowing the usage of resources to higher value-added activities. Streamlined processes should free users to undertake higher value-added work.
   - Increasing quality of service and delivery. The intranet is ultimately a service, used by various departments.
   - Clearer processes and appropriate validations into eForms. By introducing automated workflows, certain processes will become clearer, especially to new employees or those employees that have changed positions in INSEAD. This will result in time saved and smoother processes. (For example, procurement and travel reimbursement).

2. Operational Efficiencies
Operation efficiency has been a buzzword at INSEAD lately, as Ilian Mihov cited reducing operational efficiencies as a major goal of this year\(^1\). The Intranet will introduce the following benefits in business process efficiencies and employee productivity by:
   - Opening a new communication channel, as currently the only means for spreading announcements to groups of people are e-mail. This will lessen the e-mail burden so that people can concentrate on their work product instead of answering the queries of others through e-mail.
   - Streamlining and Improving Process Efficiency. This will result in reduced duplication of work.
   - Streamlining of HR and Finance processes through introduction of eforms, workflow and systems integration. HR has done this very well in RH Place, although there may be room for improvement if they seek this.

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1 at the December 2011 QITM.
Business Case for a redesign of the intranet

- Electronic routing and online approvals by various approvals of documents by many parties working on something (allowing for versioning history as well).
- Standardising repeatable processes across the Departments to save time.
- Streamlining administrative tasks.
- Enhancing Cross-Department Collaboration. Collaborative workflow will allow better visibility of work in progress.
- Content Management tool allows more efficient and centralised co-ordination of documents with version control and clear audit trails.
- Interactive calendaring and scheduling. For those employees travelling often, it requires much coordination to work with them and schedule meetings. Knowing someone’s schedule would allow easier coordination to planning collaborative work.
- Reduce significantly the time required to source information from multiple entities by providing a single Web based interface to common information.
- Improving Communications, Information and Knowledge Management. Improved flow of information throughout the organization, better access to corporate knowledge; and increased quality of information which is up-to-date (corporate, personal, professional).
- On-line recording and viewing of process approvals and authorisations.

3. Customer Service-Meeting MBA, Participant and External needs
By providing better access of information and knowledge to employees, we can increase the knowledge base among employees, especially those in client-facing positions. Ultimately the collaborative aspects (social media) and up to date documents will allow for faster servicing processes. Furthermore; the process of this information sharing is more relevant to those who will increasingly be user users of this technology: Generation Y (the millenials). Those growing up in the digital and social media age are; especially as the boomer generation is retiring.

4. Employee Satisfaction and retention
The Intranet will give employees the tools they need and want, and make work easier, faster and better leading to improved employee satisfaction through providing greater commonality in thinking, service and strategy. The vision for this new intranet will increase employee empowerment, and drive greater accountability of document ownership and information management (of personal and professional information). This is especially important is examining the trends of the workforce. As the boomer generation retires, Generation Y (the millenials, born approximately between 1980 and 2000) is rapidly joining the workforce. As such, this will bring great changes to organisations. To paraphrase Dipak C. Jain\(^2\), Gen Y is used to a different level of interaction and expect a paperless world. Globalisation and technology has enabled our teaching format to change and adjust according to student and corporation needs. Although Mr. Jain was discussing education of this generation, this translates to our organizational management as well. Gen Y’s flourish in a workplace with methods already common to them, the digital experience. A single source collaborative platform will maximise the potential of INSEAD’s growing employee base and enhance their contribution to INSEAD. This

\(^2\) at the December 12 QITM meeting
Business Case for a redesign of the intranet

vision is back by much research on the topic of Web 2.0 organisations.¹⁴⁵ Soumitra Dutta, co-author of a book on this topic, cites many other organisations that have integrated this into their organizational strategies such as General Electric, Kodak, British Telecom, Kraft Foods, McDonalds, and Lockheed Martin.⁶ He cautions that “senior executives will ignore [Web 2.0 tools] at their peril. It’s time for CEOs to give meaning to the buzzword ‘business transformation.’” (page 24)

Ultimately, main outputs include:

- Providing greater accessibility to required information and content
- Improved and equal access to information at work or remotely at any time (with a password)
- Promote knowledge management through collaboration with peers and finding / sharing best practices.

Process Steps

The process is further defined below.

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³ Erickson, Tamara. Plugged in: the generation Y guide to thriving at work. 2008. (available at the Doriot Library!)
⁴ Tapscott, Dan. Grown up digital: how the net generation is changing your world. 2009. Mcgraw-Hill. (available at the Doriot Library!)
⁵ Fraser, Matthew and Dutta, Soumitra. 2008. Throwing Sheep in the Boardroom: How online Social Networking will transform your life, work and world. John Wiley & sons, Ltd.
Business Case for a redesign of the intranet

I. Information Gathering
In order to see where we want to go, one must look at where we are to gauge current information needs and gaps.

A. Site inventory
A site inventory has been done to audit all the content on the intranet as of November 2011. This information can be given upon request.

B. Informational interviews-current user needs on intranet
Since the current intranet does not have quantitative analytics, qualitative data will be sought through user interviews. So far, 21 interviews have been conducted, with an eye to representativeness of the user experience. The following results contain a bit of information gathered during these interviews. More interviews are planned in the coming weeks.

The person suggesting these ideas has been coded to allow for anonymity.

<table>
<thead>
<tr>
<th>Person</th>
<th>Department</th>
<th>Idea/feedback/comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>HR</td>
<td>A Z index/search function</td>
</tr>
</tbody>
</table>
## Business Case for a redesign of the intranet

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>EMBA</td>
<td>shared calendar for institutional external events</td>
</tr>
<tr>
<td>3</td>
<td>Development</td>
<td>Shared calendar for ‘meeting with externals’. Media events, EDP with big corporations, alumni meetings, Dipak meetings</td>
</tr>
<tr>
<td>3</td>
<td>Development</td>
<td>donors report automated work process</td>
</tr>
<tr>
<td>3</td>
<td>Development</td>
<td>events alumni reunion automated work process</td>
</tr>
<tr>
<td>4</td>
<td>MBA marketing</td>
<td>content search</td>
</tr>
<tr>
<td>4</td>
<td>MBA marketing</td>
<td>Request for a centralized download centre of documents</td>
</tr>
<tr>
<td>4</td>
<td>MBA marketing</td>
<td>have only one navigation column on homepage</td>
</tr>
<tr>
<td>4</td>
<td>MBA marketing</td>
<td>Make only four quick links prominent, and to display less (only Directory; calendar; room booking; campus request)</td>
</tr>
<tr>
<td>4</td>
<td>MBA marketing</td>
<td>Put marketing presentation/statistics on central Corporate Communications facts and figures page. Currently they’re on 4 shared drives!</td>
</tr>
<tr>
<td>4</td>
<td>MBA marketing</td>
<td>Create RSS feeds to intranet site changes</td>
</tr>
<tr>
<td>4</td>
<td>MBA marketing</td>
<td>Create travel tab for commuters, policy, links to partners with hotels, residence info (with link to HR Tabs for campus)</td>
</tr>
<tr>
<td>5</td>
<td>MBA marketing</td>
<td>new employee tab with links</td>
</tr>
<tr>
<td>6</td>
<td>Faculty and Research</td>
<td>automated work process of copyediting and finalising cases and notifying relevant departments</td>
</tr>
<tr>
<td>6</td>
<td>Faculty and Research</td>
<td>Faculty Assistants, EDP coordinators, IT, and MBA course people use SharePoint; the rest do not yet so training of a lot of people is required</td>
</tr>
<tr>
<td>7</td>
<td>Faculty and Research</td>
<td>dislikes SharePoint 2003. Need to be aware of this group as they are resistant to SharePoint!</td>
</tr>
<tr>
<td>8</td>
<td>Communications</td>
<td>consistent with the other SharePoint platforms, will meet little resistance but depends on IT investing resources in it; long term project; asked for a print services page that includes members of the print shop</td>
</tr>
<tr>
<td>9</td>
<td>Deans office</td>
<td>good idea, needed; will consider the name of the site as possible Dean's office, or Advisory, Boards and committees, etc.</td>
</tr>
<tr>
<td>10</td>
<td>Deans office</td>
<td>wanted Deans calendar on it; will do frequently asked Qs of board</td>
</tr>
<tr>
<td>11</td>
<td>PhD</td>
<td>Current site not user friendly-needs revamping!</td>
</tr>
<tr>
<td>12</td>
<td>Faculty and Research</td>
<td>social network structure; workflows</td>
</tr>
<tr>
<td>13</td>
<td>Centre of Excellence</td>
<td>Need a social network structure</td>
</tr>
<tr>
<td>14</td>
<td>Centre of Excellence</td>
<td>Need clear contacts database with notes involved</td>
</tr>
<tr>
<td>15</td>
<td>Faculty and Research</td>
<td>Wants to know when employees switch campuses for work (short term)</td>
</tr>
<tr>
<td>16</td>
<td>Centre of Excellence</td>
<td>Needs more branding-depressing</td>
</tr>
<tr>
<td>17</td>
<td>Faculty and Research</td>
<td>Should automate processes better, especially coffee break orders.</td>
</tr>
<tr>
<td>8</td>
<td>Communications</td>
<td>Needs to allow for inter-department sharing (works with every dept. so he/she needs access to numerous shared drives)</td>
</tr>
<tr>
<td>18</td>
<td>Communications</td>
<td>Needs a process with defined steps (workflow)</td>
</tr>
<tr>
<td>19</td>
<td>Comité D’entreprise</td>
<td>Should do analytics on the site to see what’s needed and what’s not relevant</td>
</tr>
<tr>
<td>19</td>
<td>Comité D’entreprise</td>
<td>Wants intranet to allow for announcements to be more visible and done by user</td>
</tr>
</tbody>
</table>
Business Case for a redesign of the intranet

<table>
<thead>
<tr>
<th>19</th>
<th>Comité D’entreprise</th>
<th>Intranet requires responsiveness to change things and more user control</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>Comité D’entreprise</td>
<td>Hard to currently update documents since the link remains</td>
</tr>
<tr>
<td>19</td>
<td>Comité D’entreprise</td>
<td>Not user friendly</td>
</tr>
<tr>
<td>20</td>
<td>Human Resources</td>
<td>A search content button; hard to navigate; should allow users to control their profiles</td>
</tr>
<tr>
<td>21</td>
<td>Communications</td>
<td>Hard to navigate</td>
</tr>
</tbody>
</table>

C. Slight literature review

While this is not a full-scale study, research efforts are being made to plan this project with an underpinning of informed team members. A reading list can be provided upon request. Those books cited and mentioned at the end of this document form a part of that research list.

II. Mobilising a Team.

This team will be created to define the intranet sites and policies.

**Governance board members** are responsible for overall oversight of this group. Members of this board can be found below. They will meet on a quarterly basis. Relevant members of the board IT, Human Resources, and Corporate Communications will receive requests from the Internal Communications Manager, transferred from user sources requesting improvements to the site based on feedback they receive. If these issues involve only one board member, it is in their mandate to fix it without needed discussion—but should notify their fellow board members.

**SharePoint consultants** are those individuals with in-depth experience with SharePoint, and share their lessons learned on an as-needed basis. They are not official decision-makers, but may provide insights based on their knowledge of the technology. This is not a formal group, but rather a list to contact as needed. IT will feature prominently in this list. Currently, the list of these consultants is as follows:

<table>
<thead>
<tr>
<th>SharePoint consultants (proposed, not official)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Person</strong></td>
</tr>
<tr>
<td>Jill Huret, Amah Guyron</td>
</tr>
<tr>
<td>Yves Preneau</td>
</tr>
<tr>
<td>Isabel Assureira</td>
</tr>
<tr>
<td>Laurent Viel</td>
</tr>
<tr>
<td>Suzanne de Sellier</td>
</tr>
<tr>
<td>Craig McKenna</td>
</tr>
</tbody>
</table>

**Site Owners** are responsible for their individual site. These will be based off of content providers to the current intranet, who are also acting as department representatives in the creation of a SharePoint platform. While this group may grow over time with new sites, initial owners can be identified early in the process based on their expressed desire for a new site and their content provider role to the current intranet.
Business Case for a redesign of the intranet

Department Representatives
The change Manager (K. Rooney) will meet with these representatives to talk about their site, site needs, etc. Thus far, the following site owners/representatives have been met with or plan to be met with shortly:

<table>
<thead>
<tr>
<th>Representatives</th>
<th>Person (site administrator)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comité D’Entreprise (English) site</td>
<td>Yves Preneau</td>
</tr>
<tr>
<td>Dean’s office site</td>
<td>Martine Freitag-Saada</td>
</tr>
<tr>
<td>Boards and Committee site</td>
<td>Wendy Burwood</td>
</tr>
<tr>
<td>Career Services (MBA)</td>
<td>Katia Taleb/ Diane Yelland</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Valerie Branche (?)</td>
</tr>
<tr>
<td>EMBA/MBA Marketing</td>
<td>Hilde Deschoemaeker</td>
</tr>
<tr>
<td>Corporate Communications</td>
<td>Kieran Rooney</td>
</tr>
<tr>
<td>Info and Publishing (Faculty/Research)</td>
<td>Isabel Assureira</td>
</tr>
<tr>
<td>Specialised degrees</td>
<td>Rachel Marchin Roussel</td>
</tr>
<tr>
<td>Comité d’entreprise</td>
<td>Yves Preneau</td>
</tr>
<tr>
<td>PhD</td>
<td>Alina Jacquet</td>
</tr>
<tr>
<td>Finance</td>
<td>Véronique Fabré</td>
</tr>
</tbody>
</table>

Change Management Officer – K. Rooney. This person is responsible for communicating change to the staff and Faculty, anticipating user issues, and is responsible for the preparation and delivery of program communication plans and materials. To identify and manage change management issues, i.e. potential barriers to and enablers of change. Thus far, some ideas have been brainstormed by intranet users that will mitigate user knowledge gaps. A user guide is envisioned for both site owners and members, various trainings during departmental meetings, and videos targeted to train staff. Additionally, the homepage will have a weekly tip for basic tasks for users. An e-mail will be sent from the Communications@insead.edu e-mail box the first weeks of implementation pointing users to the intranet with handy tips and reminders of its benefits. The project will be rolled out department by department to allow this person to communicate changes, conduct training, and thoroughly work with each department before the next department user passwords will be given. During this slow roll-out, the change manager will also migrate documents from the current intranet and shared drive to the intranet. In order to do this, an inventory will be taken of each shared drive and approved by the manager before upload.

III. Design and Governance

A Governance policy document is in the nascent stages of being created to define roles and responsibilities in the development and ongoing monitoring of the intranet. While based off of existing intranet responsibilities, this will be elaborated upon based on the needs of this new model. The current intranet has a governance structure that makes it difficult to change, since each person owns their own site; as monitored by the overall look and feel/navigation, controlled by IT. This new model will empower users to be responsible for their information and provide a lasting, continual plan to keep improving the intranet.
Business Case for a redesign of the intranet

B. Site creation conception by the Board
The Internal Communications Manager is currently drafting site pages and group members (with relevant permissions) based on informational interviews with staff. See Appendix B, tab ‘permissions’ for further detail. This may change based on board decisions.

IV. Development-Technology
Based on informational interviews conducted thus far and research in various online groups, books, etc. SharePoint2010 seems the best option for this intranet. See the Bibliography for some sources used. It seems consistent with INSEAD It strategy as other platforms are on SharePoint and have had success with it. For more details on development; please see the other documents submitted. (namely, Appendix B.)

V. Staff education and training
The Internal Communications Manager will be responsible for training staff with the support of IT. It would be much appreciated if ‘Yellow Shirts’ were hired on a much smaller scale, as this was a great idea for the migration.

- Create training videos with Julian Boudier.
- email ALL to announce
- training of site administrators
- Sharepoint User Guide for Members
- SharePoint User Guide for Site Owners (Administrators)
- Communications Taskforce presentation of the new technology
- Create tips of the week for Announcements in SharePoint
- Slow roll out by each department separately:
  - meet with groups of site members at team meeting
  - manually migrate shared drive documents/properties detailing/get written permission from dept head for documents to be seen by other depts.
  - manually migrate intranet info.
    - 1.Create a new site collection 2.Parse through the shared drive and recreate the folder structure by creating a new "site" for each folder, a new subsite for each subfolder, etc. 3.Copy the contents of each folder on the shared drive into the "Documents" document library for each SharePoint site
  - Set up user poll for feedback/steps forward.

VI. Ongoing monitoring and improvement
It is best to think of the intranet as a living information source for INSEAD- Intranet vision as a long-term goal, towards which we will continually work to improve.

I. Information Gathering
A post-implementation poll will be taken of all departments.

Analytics can be gathered to monitor site visitor information.
II. Team Governance

Members of the above-stated Governance board will be responsible for issues that occur, and the Change communications Manager (i.e. Internal Communications Manager) will be responsible for disseminating and responding to feedback accordingly, working with IT or site owners based on the nature of issues and suggested improvements provided by users.

Sources used in research and creation of this document


LinkedIn forum: SharePoint2010 Users.

LinkedIn forum: ASPIC-Internal Communicators

http://blog.sharepointlearn.com/


https://meeting.psu.edu/p60961012/?launcher=false&fcsContent=true&pbMode=normal


http://essex.academia.edu/SonjaEisenbeiss/Talks/9295/Using_SharePoint_to_Link_Research_and_Teaching


http://www.gallagher.com/intranet/