

CATEGORY:

BEHIND THE FIREWALL

DIVISION: CORPORATE
CATEGORY: BEHIND THE FIREWALL

NOVARTIS ONCOLOGY

PROBLEM OR CHALLENGE TO BE ADDRESSED

Novartis Oncology's (<http://www.novartisoncology.com>) business is growing rapidly thanks to a rich product pipeline, tenacious local management and strong brands. In 2009, Novartis Oncology is looking to significantly grow its global staff in locations around the world, filling extremely specialized roles that serve a variety of critical functions.

To help Novartis Oncology meet its business objectives and grow its existing talent base, a plan was created to launch an internal communications campaign—the Open Employee Generation campaign—that incorporated breakthrough, out of the box creative concepts that could later be shared with the external community and potential hires.

SOLUTION/TOOLS USED/RESULTS

The campaign, launched in early 2009 had a dual mission:

- Create a consistent internal culture that celebrates the unique stories taking shape at Novartis Oncology locations around the world, uniting employees in the fight to help cancer patients live longer, better lives.
- Drive business objectives by helping Novartis Oncology create an internal campaign that could evolve into an external program aimed at meeting the company's ambitious hiring goals: to recruit hundreds of new employees worldwide by year end.
- Novartis Oncology employees are extremely busy individuals working with a very important and noble business and personal objective: improving and extending the lives of cancer patients around the world. Our challenge was to gain participation in the campaign from this crowd of very passionate and focused individuals—an act that would require that they take time away from their demanding schedules. To gain interest and participation from Novartis Oncology employees from around the world, we positioned the campaign for its ability to:

Celebrate internal stories, while also targeting hiring goals.
- Acknowledge the critical contributions of employees to the success of the company.
- Enhance employees' commitment to growing with the company and referring top talent.--The campaign's target audience was 5,000 employees operating in more than 50 countries around the world.--Phase I: Capture

- Reaffirm the Organization’s Key Brand Characteristics through the Accumulation of Employee Generated Media

In phase one of the campaign, we developed and designed tools (including online/offline tools) to generate excitement among employees to share their stories and participate in a voting campaign to select the best stories. The program objectives were to:

- Reflect the high level of commitment and enthusiasm of current associates.
- Showcase the diversity of associates and the wide range of their cultures, styles, and backgrounds.
- Communicate the special aspect of working at Novartis Oncology -- the great purpose of the work on behalf of patients -- as a way to further attract talent to the company.

Phase II: Enhance

Adapt the Current Novartis Oncology Career Website to Generate Candidate Interest and Employee Engagement

The Phase II objectives included:

- Integrate employee-generated stories into existing Novartis Oncology recruitment strategies.
- Create branded employee communications materials and messages. The campaign invited Novartis Oncology employees around the world to submit personal video testimonials that expressed what it means to be a part of Novartis Oncology.
- 125 Flip cameras were distributed to Novartis Oncology locations around the world—from Canada to Australia and Argentina to Russia—with a simple ask: “Tell us why you work here!”

An internal campaign microsite was developed as the hub of the campaign—where employees could not only submit their videos, but view, comment and vote on the submissions of their peers--The deployment of the campaign was supported through a network of employee “ambassadors” and “directors.” Open Employee Generation Ambassadors and Directors were located in Novartis Oncology locations across the globe. The ambassadors were key influencers who actively promoted the campaign to employees in different units across the Oncology business. Ambassadors encouraged employees to create videos and upload them to the internal Website. Directors provided logistical support on the ground in offices around the world by ensuring all employees who wanted to participate knew how to do so (through the distribution of campaign literature) and had the equipment required to do so (Flip Cameras and instructions). To prepare these individuals to support the campaign, we provided toolkits of

campaign resources available to help spread word in their locations and conducted webinars with each group to train them on campaign objectives and how to use the tools available to them.

Internal communications materials, including HTML emails, CEO blogs posts, fliers, posters, brochures and more were distributed throughout the various phases of the campaign to encourage employees to participate and notify them of key campaign updates. All of these materials drove employees to the unofficial hub of the campaign -- the campaign Website, which was updated frequently to inform employees about the rules/keys to participation in various phases of the program, including the Campaign Launch, Video Collection "How-Top's" Voting Phase, and the Announcement of the Winning Video.

—Shortly before launching the campaign we learned that a significant assumption on which the campaign was based was no longer accurate. We had built the campaign microsite with the understanding that a certain level of Flash was installed for all Novartis Oncology employees. Only days before launch, we learned that employees in many of the largest office locations were unable to view test videos available on the site in Flash, because they did not have an updated version of the application that our video player required. We were not using the most recent version of Flash, but one that had a very high market share amongst users and was supposed to be a base level for all systems across the Novartis Oncology network.

Simply updating to a new version of Flash was not an option since there were employees working in remote regions as well as tight IT security standards on the client's end based on the nature of Novartis Oncology's work. Because the success of the campaign rested on the employees' ability to view and share video stories, we knew we had to develop a solution—and fast. We learned through testing of a variety of video formats that .wmv files appeared to be viewable by employees, so with only a few days left until launch, we developed a system for converting submitted videos upon upload into .wmv format. For those employees who could not view the Flash Video Uploader tool, we also set up an alternate video upload method on the Novartis Oncology intranet where employees could upload their videos.

Another obstacle was that we wanted the site only available to users in the Novartis Oncology network. With users logging in from around the world, we needed to make sure that the site was available to only these users and not require them to log in to see the site. The solution was to develop an IP blocker that would not allow users outside the IPs provided by Novartis Oncology to access the site. This proved to work well and only Novartis Oncology employees were able to see the site.

—Mino HD Flip cameras (125 total) distributed across the organization for video development.

The development of the campaign Website included working with the vendor, Kaltura. Kaltura is an open source video platform that allows for customizable solutions for rich media Websites. The campaign Website was developed using Kaltura to manage the video functionality including video searching, uploading, importing and the video player used for the site.

—The Open Employee Generation campaign was fully integrated and incorporated individuals representing a variety of areas of expertise, including Internal Communications, Creative Design, Web Design and Online Communications. The Open Employee Generation campaign succeeded on many fronts, including:

- Uniting Novartis Oncology’s global community—allowing employees from across the globe to connect with one another around their common goal: helping improve and extend the lives of cancer patients around the world.

- Energizing and empowering global associates who were valued and recognized as trusted ambassadors of the Novartis Oncology brand.

- Securing widespread and enthusiastic participation by employees from around the world. From Novartis Oncology’s employee base of 5,000 worldwide, we saw:

- 131 video submissions
- 7,000 site visits
- 1,541 votes cast (during the voting phase of the campaign)
- 375 comments
- 28 different countries represented

- Providing compelling content for the integration of employee generated stories into external recruiting communications. These video stories already appear on Novartis Oncology’s Careers Website and will be used in an employee referral campaign in the coming weeks. As stated above, a primary goal of the campaign was to CAPTURE employee stories that reaffirmed the Novartis brand. The employee-generated stories did that and more. Videos talked about some of the key characteristics that Novartis Oncology prides itself in, including diversity, passion for helping cancer patients, work life balance, great teamwork and more.

In terms of the second goal—ENHANCE Novartis Oncology’s existing recruiting program with this compelling content—Novartis has already begun to share these stories with the external community through its Careers Website. And, in the coming weeks, these stories will be communicated further to the external community through:

- Online Editorial Outreach—communication with bloggers who cover relevant issues -- from pharmaceutical and healthcare news to recruiting and marketing techniques).

An Incentive-Based Employee Referral Program—a referral program run by the company where these video stories will provide great content with which existing employees can communicate with potential hires.

BIOGRAPHICAL INFORMATION AND TEAM MEMBERS

Science

North America

http://snrcr.org/awards_2008_uploads/147-NovartisOncology_SNCR_Materials.zip

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DIVISION: CORPORATE
CATEGORY: BEHIND THE FIREWALL

AMERICAN EXPRESS COMPANY

PROBLEM OR CHALLENGE TO BE ADDRESSED

Good enough stopped being good enough a long time ago in employee communications. Today, given our unstable times, employee communications need to be great. Communications need to help drive rational and emotional commitment among employees. But how do we take the measurement of employee communications from good enough to great? How does a leader know if his or her communications are achieving relevance and impact among employees? How does a corporate communicator use results to refine strategy and optimize messages?

Ed Gilligan, vice chairman of American Express Company, challenged his employee communications team to answer these questions. In response, we developed and launched Ed's Blog—the first intranet-based blog for an executive at American Express. We also developed a four-step methodology for measuring its impact: engagement, retention, satisfaction, and relevance. The team researched and applied best practices and insights from brand advertising, customer servicing, linguistics, and social media. By measuring click-thru rates, unaided and aided awareness, willingness to act, satisfaction, word and theme resonance, and circles of influence, the team was able to provide a cohesive and integrated view of how a senior executive's internal blog was performing and connecting with more than 21,000 employees in 140 global markets.

SOLUTION/TOOLS USED/RESULTS

This robust methodology created a virtuous cycle of testing, learning, and improvement for American Express. The potential significance and application of this methodology goes beyond employee communications. It provides important insights on tracking, analyzing, and improving online dialogue for all areas of public relations.

The American Express Company is organized into two distinct customer-focused groups: the Global Business-to-Business Group (B2B) and the Global Consumer Group. Our target audience was the Global Business-to-Business Group. Four businesses comprise the global B2B group: the global merchant business, the network services business, the commercial card business, and business travel. Collectively, these businesses generate 31% of the company's total Net Revenue and 55% of the company's Net Income as most recently reported. More than 21,000 employees in 140 countries work in these businesses and ultimately report to Mr. Gilligan. The majority of these employees work in sales or client management roles, and more than 10% work virtually or in alternative work arrangements. The majority of the B2B employee population (69%) is Generation X or Generation Y. Most employees are in their early to mid careers. They are often self-reliant, anti-institution, and family-centric. They are plugged-in and parallel thinkers. Knowing these demographics and their characteristics were

imperative to designing an experience-based communications platform and creating a non-traditional, authentic tone for Ed Gilligan.

We had three core goals for Ed's Blog:

1) to create a non-traditional communications platform, 2) to increase the frequency and quality of employee dialogue with the vice chairman, 3) and to measure its impact holistically. Our measurement methodology used a four-part framework (engagement, retention, satisfaction, and relevance) to provide a cohesive and integrated view of how Ed's Blog was performing against these goals: Specifically, this measurement methodology needed to answer four basic questions to prove impact.

- Engagement: Are employees reading Ed's Blog?
- Retention: Are employees remembering what they are reading in Ed's Blog?
- Satisfaction: Are employees satisfied with Ed's Blog?
- Relevance: Are employees finding Ed's Blog meaningful?

The primary vehicle of communication for B2B employee communications was Ed Gilligan's intranet blog. In 2008, Ed posted 12 blogs with a heavy-up weighting in Q3 and Q4 due to the changes in the macroeconomic environment. So far in 2009, Ed has launched 7 blogs. We approached this work in three steps.

Step 1 - Identify Audience Readiness: The first step in our methodology was to complete a comprehensive segmentation of the employee base. We augmented our segmentation with results from a comprehensive research program, including an aided awareness and usage study, periodic one-to-one employee interviews, key word linguistic analyses, and weekly online measurement tracking.

Step 2 - Create the Tone: The second step was to share best-in-class linguistic insights with Ed Gilligan to inform the tone of his writing. We focused on helping Ed to tap into his unique and authentic voice. Particularly, we kept three principles top of mind:

- Most public behavior, including language, is becoming less formal. Meaning that informality is becoming the norm, even in written business language, and officialese sounds increasingly old-fashioned.
- Deference continues to erode—with people today not prepared simply to obey authority—even their employers. Given that relationships with institutions, employers and brands are now negotiated in the consumer and employee mindset, we sought to create two-way or dialogic conversations.

- Webness changed the rules for how we expect information to be given to us. People interact (and expect to interact) with information differently now -- even complex information is 'chunked' and 'layered.' We recognized that there are multiple paths or employee journeys to the same information.

Step 3 - Develop the Experience and Implement: Finally, we built a creative and engaging internal communications platform on our corporate intranet using flash, video, and graphics. This platform included executions such as new media tactics including: employee-generated videos and flash-based executions, an intranet video game, an April Fool's backwards blog, and Easter eggs undocumented features available by finding hidden links within Ed's various blogs.

We achieved outstanding employee engagement results through an intranet-based communication platform called Ed's Blog. Ed updates his blog every 4-6 weeks. Every time Ed updates his blog, he sends a broadcast email introducing the new blog topic to the employee population. Employees need to click on that email to open our corporate intranet browser and access Ed's Blog. Within the copy of every blog, Ed invites employees to send him a personal email in response telling him what's on their minds, giving him advice, agreeing or disagreeing with his points of view, or just staying connected to him. This is a hotlink to Ed's email address and more importantly it's an invitation for continued dialogue; it's not a mandate. On average, several hundred employees (60% unique, 40% repeat) act on this invitation and they send Ed an email about his newest blog topic. Ed then personally responds to each of these employees (not Ed's executive assistant or any member of his communications team, but Ed himself). Often Ed's response may be no more than a sentence or two. But we know from research that employees view this type of personal email from a senior leader—and the access it represents—as both a surprise and a wow experience. People who experience a positive surprise will undoubtedly discuss it with others. In fact, our research suggests that on average a person will discuss a positive surprise with at least six other people. All of this means that Ed's Blog communicates key messages, creates opportunities for dialogue and personal exchange among employees and Ed, and provides the employee communications team with several different ways to measure impact and success.

The team faced three challenges: introduce a new platform of communications, prove the business case for this new communications platform, and prove its relevance during difficult times.

Challenge #1

Introduce the New Platform: Ed's Blog was the first intranet-based blog introduced at American Express. Given this, we needed to set clear expectations for what Ed's Blog would be and would it would not. Ed described it in this way: Let me start off by saying a little more about what my blog is, and what it is not. Apparently there are more than 107 million blogs in the world and they're updated all the time. Now, I don't know what these people do for a living and I certainly hope they don't work for us. I know that I won't be updating my blog that often,

nor should I. What I want to do is occasionally share with you my thoughts about our B2B world.

Challenge #2

Prove the Business Case: The key challenge facing the team was to identify metrics to prove the business case for this new communication strategy and required the investment to execute against it. To meet this challenge, the team developed a four-part framework for measurement based on insights from marketing, advertising, and customer servicing.

Challenge #3

Prove Relevance during Difficult Times: As the economy worsened in Q3 and Q4 2008, we needed to assess the employee population's experience and readiness for layoffs and major reengineering actions. The majority of employees (55%) had NOT previously experienced an economic downturn (notably the recessions of 1990-91 and/or 2001). We used 1-on-1 conversations and key word analyses to track responses over time and adjust messages accordingly. Given these insights, we were able to dial up messaging from Ed Gilligan focused on care, direction, and trust.

We partnered with MLCreative (www.mlcreative.com), a full-service boutique design firm headquartered in Amherst, MA, to build a creative and engaging internal communications platform using cutting-edge flash, video, and graphics. This platform included executions such as new media tactics including: employee-generated videos and flash-based executions, an intranet video game, an April Fool's backwards blog, and Easter eggs undocumented features available by finding hidden links within Ed's various blogs. We also negotiated and reused external media (e.g., clips from MadTV and Frito-lay's Mousetrap ad from the 2008 Super Bowl) to reinforce Ed's key messages. The graphic design budget for the fiscal year 2008 was \$55,000 for Ed's Blog.

This communications platform required a staff of two full-time employees a vice president of communications to focus on strategy and message creation and a specialist in communications to focus on segmentation, intranet programming, and measurement.

Our measurement methodology needed to answer four basic questions to prove impact.

- Engagement: Are employees reading Ed's Blog?
- Retention: Are employees remembering what they are reading in Ed's Blog?
- Satisfaction: Are employees satisfied with Ed's Blog?
- Relevance: Are employees finding Ed's Blog meaningful?

To do so, we adapted best practices and insights from brand advertising, customer servicing, linguistics, and social media to identify and track key metrics for each question. This methodology also enabled us to set baselines and measure improvement over time.

Message Engagement: Given that Ed's Blog is built within American Express's corporate intranet, we are able to use click-thru rates to determine how many employees actually went online to read Ed's Blog. Gone are the days of sending a broadcast corporate memo and wondering how many employees actually ever read it. Now, we could measure readership of an individual blog and track adoption of the blog as a new communication strategy over time. We were also able to analyze click-thru rates by geography, business unit, and job level to help us improve our segmentation and targeting efforts. Moreover, by comparing our click-thru rates to external benchmarks, we were able to assess our relative performance. For the first time, we were able to tell a senior executive how his communications stacked up against industry peers.

Message Retention: In advertising, unaided and aided awareness levels are well-established measurements to assess how likely an individual is to recall a brand or product. We adapted this methodology to assess employee awareness of Ed's Blog and their retention of its key messages. We periodically measured unaided and aided awareness through employee surveys. The results enabled us to know which messages were achieving break-thru for employees and where we needed to focus additional efforts to increase recall of key corporate messages. But as we know, awareness doesn't always mean action. We also went a step further. Similar to purchase intent in advertising, we created a metric for willingness to act to gauge the likelihood that an employee would do, say, or try something different because they were aware of a key message from Ed. Through employee surveys, interviews, and focus groups, we were able to measure what percent of the employee base changed their goals, their customer actions, and other behaviors to drive business performance. We were then able to correlate this willingness to act to actual business unit performance and customer feedback metrics.

Message Satisfaction: It's a widely accepted industry practice to use a 5-point Likert scale to assess customer satisfaction. Ed was very familiar with this methodology and challenged us to use a similar approach to understand how satisfied employees were with his blog. By comparing overall satisfaction, top 2-box and bottom 2-box scores collected from periodic surveys, we were able to identify areas for improvement. For example, if we saw a drop in satisfaction among employees in marketing, then we were able to advise Ed to dial-up or change his messaging to resonate more strongly with and for that employee segment.

Message Relevance: It's a given that the more relevant a message is to its audience, the more impact it will have. We measured relevance for Ed's Blog through word and theme resonance and circles of influence. In linguistics, word and theme resonance is a method of converting a body of text into a network of key words to help uncover themes, emotional states, and cognitive associations. Simply said, we first used Microsoft Excel, and then later, programmed subroutines, to complete two analyses after every blog. First, we analyzed the words and themes that Ed wrote in that single blog and compared it to all of his blogs to date. Doing so helped Ed's words to become a reflection of his own thinking and emotionality. This became

an important tool to help persuade Ed to change messages over time. Second, we aggregated and analyzed the employee emails sent to Ed after a blog. This gave us insight into the tone and depth of what employees were thinking and feeling. We calculated the ratio of negative to positive emotions so that we could assess how employee sentiment was changing over time. For example, we were able to compare employee sentiments at several critical points in time: October 2008 (the height of the financial crisis) and March 2009 (the second wave of company reengineering efforts).

These analyses enabled us to detect clues for message enhancements, to identify emerging employee needs, and to help Ed tap into emotional hooks that would spur future response and dialogue. From the burgeoning field of social media, we know that connectivity (the number of connections an individual has within and across an online community) and social influence (respect and position within an online community) are two important metrics to understand the impact of word-of-mouth in a communications program. For Ed's Blog, we established a circle of influence metric to assess the overall impact of one-to-one email communications between Ed and employees. Particularly, our circles of influence metric calculated the leadership distance between Ed and the employee (e.g., band levels in reporting hierarchy) and the number of peers for the employee. We used this to measure the number of incremental word-of-mouth conversations and leadership impressions among employees about Ed's Blog.

Our engagement and retention measures specifically mapped to our goal to create a non-traditional communications platform.

Message Engagement: Ed's Blog has an average click-thru rate of 44% (an increase of 12% since launch.) On a relative basis, Ed's Blog far exceeds available external benchmarks of 21% and 15% for intranet-based blogs at Northwestern Mutual and a global advertising firm respectively.

Message Retention: Unaided awareness and aided awareness levels were also high — with 30% of employees naming Ed's Blog as a primary channel of communication on an unaided basis and 86% on an aided awareness basis. Key messages on average have 16% unaided awareness and 68% aided awareness. Again, on a relative basis when compared to a new product or brand launch, these awareness results are impressive. In terms of willingness to act, we found that 65% of employees intended to take a different course of action (e.g., customer action, different goal, leadership action) based on their new awareness of a key message from Ed and 28% of those employees had already taken that action. This helped to prove the efficacy of our communications to Ed and his senior management team.

We were able to measure our success to increase the frequency and quality of employee dialogue with the vice chairman through our satisfaction and relevance measures.

Message Satisfaction: 82% of employees were satisfied with Ed's Blog -- with 16% of employees expressing that they were extremely or very satisfied with Ed's Blog. Only 2% were detractors -- expressing their concern or dissatisfaction with Ed's Blog. We were also able to determine satisfaction by functional group (sales, marketing, operations), geography, band

level, and gender. This segmentation of the results helped us to identify opportunities to increase satisfaction among some employee segments and to tap into other segments as highly satisfied advocates.

Message Relevance: By far the most outstanding result of Ed's Blog was the dialogue it created. On average per blog, a hundred employees sent Ed a direct email to which Ed responded personally. Our word and theme resonance of responses showed an average ratio of 70% positive emotions to 20% negative emotions among employees. This analysis also showed the depth of employee sentiments. By comparing the occurrence of negative emotions expressed by employees in October 2008 to March 2009, we saw a decrease from 27% to 23%. This helped us to understand how Ed's messages were helping to restore employee positivism.

Particularly, the analysis showed that although positivism was improving, some of the key words and trends were more intense and required more direct messaging from Ed in his blog. For example, between October 2008 and March 2009, we saw feedback trends evolve from bad, challenging times to worst; difficult times and financial uncertainty evolve into personal financial loss. Measuring this type of pulse on employee sentiment enabled Ed to speak more directly to employee concerns and improve the relevance of his messages. As for our results in measuring circles of influence, we identified that on average Ed's email exchanges about his blogs were with employees who were five or more levels lower in band level than Ed and have 12 or more peers. Our measurement showed that employees were likely to mention an email exchange with Ed to at least 50% of their peers. This means that almost 12,000 employees to date have participated in a word-of-mouth conversation about Ed's Blog and his willingness to communicate directly with employees. These conversations have translated into employees maintaining a high degree of trust in the company's leadership during unprecedented business conditions.

And overall, our measurement methodology helped to achieve our third objective to measure the holistic impact of our employee communications. Particularly, we think that our progress in how to measure the relevance of social media in corporate environments, such as internal blogs, can help further innovation in the field of employee communications.

BIOGRAPHICAL INFORMATION AND TEAM MEMBERS

North America

[http://sncr.org/awards_2008_uploads/123-AXP Eds Blog —
Supplementary Materials.pdf](http://sncr.org/awards_2008_uploads/123-AXP_Eds_Blog_Supplementary_Materials.pdf)

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DIVISION: CORPORATE
CATEGORY: BEHIND THE FIREWALL

MANHEIM

PROBLEM OR CHALLENGE TO BE ADDRESSED

In 2009, as the auto industry faced its biggest changes in decades, Manheim, the world's leading provider of used vehicle services with 135 locations, also began to undergo significant change. We began reviewing every process in an effort to simplify our company and create efficiencies across locations. At the same time, we were implementing a new financial system infrastructure and working with customers who were gravely affected by the changing automotive industry.

To help employees understand how these changes affected our company and their role, we knew we needed to communicate well. We needed to efficiently bring together employees and their expertise and foster a collaborative approach to help managers understand our strategy, adopt changes and be able to communicate messages to their staff. This is challenging at Manheim because:

- With travel significantly reduced, managers have fewer opportunities to share ideas and best practices in person with their counterparts at our 85 North American locations.
- When employees join Manheim, transfer or leave, we face challenges keeping their profile current. When titles and departments aren't correct in the company directory, employees cannot easily find decision-makers, thought-leaders or the go-to person they need.
- We need to communicate frequently and quickly using a small staff. On our current intranet, it takes an average of 89 minutes to post new requests for content, creating a two-week message bottleneck.
- Lots of corporate messages compete for our managers' attention. Only 30% of our employees are active on the current intranet. To make significant changes using the intranet to communicate, we will need more employees visiting the site regularly.

TOOLS USED

Given these challenges, Manheim decided to use social media tools (i.e., blogs, wikis, communities, RSS, "friending," etc.) to transform our intranet into the first place for employees to look to answer their questions and get information they need to handle their employees' questions. To do this, we needed to make the site a dynamic, relevant, collaborative space where employees could connect and find experts. However, we're not a technology company, and many of our executives were only vaguely aware of the current intranet, what it was used for and who used it. So, convincing them of the benefits of a "social intranet" was going to be the hardest challenge of all. We decided to create a pilot intranet to demonstrate how a transformed intranet can help us achieve our change management messaging goals.

The audience for the pilot was 600 employees representing four key manager groups and totaling four percent of our total intranet population:

- Assistant General Managers
- Marketing Field Managers and Corporate Staff
- Customer Management Department
- Controllers, Accountants, and Finance Corporate Staff

SOLUTION

Our primary goal for the pilot was to demonstrate to senior management the business benefits of a "social intranet" and how it will be crucial in helping us meet our change communications needs. Our primary project objective was to receive funding from the executive committee to purchase the full suite of licenses for the entire employee population of 15,000. We decided to build a pilot to do this.

The pilot objectives were:

1. Build Pilot Online Communities to demonstrate how geographically dispersed work groups can effectively work together over the intranet to share best practices/idea and collaborate toward the same business goals and objectives.
2. Connect Employees by allowing them to create online identities (e.g., a photo, interests, skill set, career information, etc.) and help them connect to experts and others who share the same business goals.
3. Create a More Targeted and Relevant Site to help employees focus on their job and find the experts and information they need quickly, while being able to filter out information they do not need. This requires two new approaches:
 - Providing capabilities that allow users to set their communication preferences
 - Finding a platform that allows many non-technical business managers to easily communicate and contribute that highly relevant content as the current site takes a technical skill set to update content.
4. More Dynamic Site: To encourage site visits and collaboration, the site should feel alive with a lot of voices contributing frequently. To do this, we needed to break the bottleneck of content development by:
 - Reducing the time it takes to develop a single content piece
 - Increasing content production by moving the targeted messages out into the business.
5. Increase the Active Users: We aimed to show that a social intranet could grow our active user base to a minimum of 50% of the total user base.

First, we chose work groups within each key executive's organization that had the most to gain from online communities. We planned the following communities:

Community: Assistant General Managers (AGMs)

Ran in Pilot: 138 days

Business Goal: Generate business discussions amongst AGMs related to company strategy and operational changes occurring

Community: Marketing Department

Ran in Pilot: 44 days

Business Goal: Generate business discussions amongst marketing managers around marketing techniques and best practices

Community: Customer Management Department

Ran in Pilot: 43 days

Business Goal: Communicate the latest Customer Management News

Community: Finance Department

Ran in Pilot: 35 days

Business Goal: Communicate updates and get feedback on processes and procedures for a brand new financial system.

To help employees connect, we gave them the ability to:

- Self-manage their online profiles
- Easily filter employees by the values in their online profiles to find experts
- Easily follow the content contributions of experts and counterparts

To make the site relevant and dynamic, we:

- Trained over 15 business managers to manage their communities and use the community blog as their group news instead of using inefficient group emails and easy-to-use wikis to present key community content.
- Added a personalized aggregation of general corporate news + the user's targeted community news using RSS technology

To drive awareness and adoption, we:

- Taught the business managers to prepare community e-newsletters with teasers
- Took advantage of some of Jive's built-in capabilities to demonstrate the dynamism of the site: Most Recent Discussions, Most Recent Documents
- Created 10 quick three-minute how-to videos for users

Our biggest project constraint was losing our IT project manager, who also played the business analyst role, just as the pilots were being planned. Due to tight budgets, IT did not replace her. This put the burden of vendor and user management on the communications intranet team, something we were not staffed to handle.

We selected Jive SBS as our social business software. Gartner positioned Jive as leading visionaries in their 2008 Magic Quadrant for Social Software, and Forester cited Jive as a market leader in Community Platforms in 2009. We chose it for its collaboration, community and social capabilities: a flexible widget framework, tagging/tag clouds, community news blogs, community discussion forums, wiki documents with flexible collaboration options, A/V capabilities, all content tied to its author(s) and robust company directory. We also liked that content development happens right where the content lives, making it much more efficient to manage.

The following roles and responsibilities were put in place to support the pilot project:

Product Manager

Developed vision for the social intranet
Defined business requirements for IT
Sold vision to intranet stakeholders

Project Manager

Drove timelines for each community plan, design and launch
Trained community managers
Managed users and memberships

15 Business managers running the communities

Managed the communities, monitored forums, uploaded content

2 Communication Liaisons

Acted as consultants to the community managers for messaging and communication best practices

RESULTS

The results were overwhelmingly positive and showed Manheim employees were ready to adopt online collaboration and business managers were eager to embrace the new site as a key method for change communications.

The new platform is giving business managers quantitative results of their communications that they never had using group emails. Executives who previously didn't know who accessed or for what reasons they accessed the previous intranet platform, now are advocates of communicating business critical information on the new intranet. As a result, we received funding to purchase 4,500 licenses for the remainder of the year and our maximum 15,000 licenses by Jan. 2010. The total funding commitment for the licenses, hardware, system integration and operational support was for \$1.8 million!"

COMMUNITY BUILDING

In 138 days, four vibrant online business communities came alive, bringing geographically dispersed managers together to discuss the changes happening and get answers immediately:

- 1) Discussions
 - a) 134 Total Discussions Posted - averaging one discussion post for every four users.
 - b) 5,056 Total Views to Discussions
 - c) 390 replies -- averaging one reply for every two users
- 2) Word about the communities' successes is spreading and now there is a high demand for more communities —12 more are under development
- 3) Sample Success Story: Community members found two customers who were abusing our Arbitration system at several locations —103 views /13 replies

CONNECTING EMPLOYEES

Employees gravitated to the people connecting tools available in the new pilot platform by searching/browsing the new company directory, taking ownership of their online identities and finding valuable colleagues to connect with:

- 1) 55% users updated their profile on the pilot platform in 138 days, compared to 10% who've submitted a request on the current site over a 2-year period
- 2) 34% users uploaded a profile picture on pilot platform in 138 days, compared to 3% who've submitted a request on the current site over a 2-year period
- 3) 9,975 Employee Profile Views (17 views/user), compared to 3,025 views (0.25 views/user) on the current site during the same time period
- 4) Colleague Connections (not promoted at all, completely organic)
 - a) 330 Total Users using this feature (i.e. have at least one colleague connection), 55% of users
 - b) 1,735 Total Colleague Connections
 - c) 3 Average Connections/User

MORE TARGETED & RELEVANT SITE

With the new pilot platform, every employee's user experience is tailored to his/her business information needs and personal communication preferences:

- 1) 15 appointed and trained captains are managing live communities and generating relevant community news: 1 messenger to every 40 users, compared to 2.5 people who are qualified to update the current site: 1 messenger to every 6,000 users
- 2) My Manheim News aggregates a user's targeted community news & company news into one location on the home page
- 3) Users can turn on/off e-mail notifications per community news, document, & discussion
- 4) 287 users subscribed to content they care about, 48% of users

MORE DYNAMIC SITE

In addition to having more trained content contributors, each author is able to contribute to the site faster, resulting in a more dynamic site. The process of developing content is 2.5Xs faster on the pilot platform compared to the current site: 35 minutes per average page of content vs. 89 minutes.

MORE ACTIVE USERS

By creating a highly personalized, dynamic site where employees can easily connect with experts and like-minded colleagues, we drove views to the intranet, meaning we have relatively more eyeballs on our messages:

- 1) 15,337 average monthly views to the pilot site. With a user population of 600, that is averaging over 25 views/user. (Compare this to the current site's monthly page views of 70,000-user population of 15,000, which only gets 4.6 views/user)
- 2) 50-55% of community members have visited their new communities. (Compared to 25-30% of users who visit the current Main Street at least once a month)

The new platform is giving business managers quantitative results of their communications that they never had using group emails. Executives who previously didn't know who accessed or for what reasons they accessed the previous intranet platform, now are advocates of communicating business critical information on the new intranet. As a result, we received funding to purchase 4,500 licenses for the remainder of the year and our maximum 15,000 licenses by Jan. 2010. The total funding commitment for the licenses, hardware, system integration and operational support were for \$1.8 million!

BIOGRAPHICAL INFORMATION AND TEAM MEMBERS

Industry: Wholesale

Region: North America

Supporting document: http://snrcr.org/awards_2008_uploads/84-Microsoft Word -SNCR - Corporate Award Entry - Behind the Firewall Visuals.pdf

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DIVISION: CORPORATE
CATEGORY: BEHIND THE FIREWALL

SPRINT

PROBLEM OR CHALLENGE TO BE ADDRESSED

Following a series of significant changes to our business, including leadership changes, layoffs and economic pressure, Sprint (www.sprint.com) seeks to positively impact its reputation among employees and (re) build brand ambassadors from the inside out.

The 2009 Clarius Research study that Sprint commissioned to measure its reputation indicated that it significantly trails both Verizon and AT&T with customers, businesses executives and thought leaders. Word of mouth from a friend/relative was the key driver of negative brand perception. The study also found that Sprint has a high level of satisfaction among its customers - but the lowest among providers.

Since employees are also customers, shareholders and thought leaders, our challenge is to positively impact employee attitudes and leverage their significant word of mouth influence.

We also had data from Sprint's Employee Experience Survey and the Edelman Trust Barometer that indicated that employees were more likely to trust information coming from their peers and direct managers than the corporate executive institution. Year-over-year employees ranked quality of direct management high but their commitment to the company low. They also claim that their opinions and expertise are not valued to a large degree.

After a successful launch of the social media platform Sprint Space in May 2008, we looked for ways to fully implement a strategy to drive a culture of open communications and provide intelligence about our business to key decision makers.

SOLUTION/TOOLS USED/RESULTS

In 2009, The Communications and PR team, leaders, subject matter experts and general employees have leveraged the platform to:

- Educate employees about new products, services and pricing plans
- Understand the nuances of the Wholesale business model
- Explain the cost increase of health care insurance
- Build grassroots support for changes to the customer satisfaction survey in our Retail operations
- Educate and engage employees in a dialogue about our corporate strategy
- Explain the cost savings associated with and answer questions about a dependent benefits coverage audit.

- Community-based sites that support special interest groups are also advancing critical business initiatives such as Sprint's political action committee, diversity and inclusion organizations, sustainability, and performance coaching.

Additionally, we have enjoyed an added depth to our internal news coverage by embracing employee "journalists" who rebuff the traditional approval process of formal employee communications and deliver an honest accounting of everyday life in our Retail stores, our call centers and offices complete with pictures, videos, polls and comments in real time.

While Sprint Space is open to all 49,000 employees nationwide, the biggest adoption has come from employees in customer-facing roles in our retail-store and customer-service operations. Employees in retail stores, customer-care call centers and sales functions generate 80 percent of all posts to Sprint Space today. The average age of Sprint Retail employees is 22 years. That makes them part of the digital generation, whose members blog, friend and tweet just as they eat, drink, and sleep. In other words, they have grown up using social media. The next largest groups of employees to embrace social media are in information technology and other highly technical positions, such as telecommunications network engineering.

The Retail, Care, Sales, IT, and Sprint Network employees comprise approximately 75 percent of the total employee population. Active participation, which is defined as having an active profile, individual blog or publishing comments on postings, is lower among corporate support functions. However, we have significant passive participation (no profile, just reading the content, which is also known as lurking). In addition, several key leaders including those in Human Resources and Corporate Strategy are active, regular participants in Sprint Space.

- The goal behind our employee social networking and blogging community, Sprint Space—is to equip employees with the necessary knowledge to explain the why behind company decisions and to answer customer questions. Sprint Space allows us to facilitate open, two-way dialogue among employees at all levels and across all geographies.
- Sprint's chief goals are to build its brand, protect the company's reputation and to deliver an exceptional service to customers. We believe that Sprint Space contributes to these goals by driving a culture of openness, increasing transparency about business initiatives and spotlighting accountability among leaders who chose to contribute.

Our objectives are to:

- Blur lines between Sprint Space (social media site) and i-Connect (company-wide intranet), ratchet up activity to drive authenticity and engage key employee influencers.
- Decrease communications clutter and reach employees in ways they've embraced outside of work.
- Today, we have integrated the social media channel into our overall internal communications capabilities. Our role as communicators has moved from disseminating information to being the stewards of open communication and active

contributors to the dialogue. We are also responsible for measuring the effectiveness of the channel and monitoring its use for policy violations. Our corporate communicators are encouraged to consider the following in their approach to communications counsel:

This what we would like to accomplish with Sprint Space:

- Shine a light on real business issues and be a catalyst to help solve them
- Offer a perspective on key issues and influence perceptions about our company
- Activate our brand from the inside out
- Deliver the "why" behind decision making in a two-way conversation

This is what Sprint Space offers to employees:

- Open forum for employees to raise questions and share answers.
- Personalized community where employees share their professional expertise.
- Connects people across organizations and geography. Creates efficiencies. Raises awareness. Drives employee engagement.
- Saves time and money. Employees get better answers faster.
- Fosters a culture of transparency and open communication. Every employee has a voice that deserves to be heard.
- Governed by internal use guidelines and Sprint Code of Conduct.
- "No retribution" policy on sharing opinions.

With these principles in mind, we look for opportunities to leverage the channel to further the communications goals of our internal clients. We listen to the conversations started by employees to take intelligence back to our business partners. We develop opportunities to advance transparency in the communication style and demonstrate accountability of our leaders. One notable example is the use of real time chats with key decision makers. When Sprint announced a partnership with Ericsson to provide maintenance of our networks, resulting in the transfer of approximately 6000 employees to that company, we hosted a live Webcast to the desktop to Network employees followed by a one-hour chat in Sprint Space for all employees with key executives and decision makers. The result was increased understanding of the new business model and a direct dialogue with the leaders who were accountable for the partnership.

Prior to 2008, there were a variety of small instances of blogging platforms being used in various tech-savvy work groups, most were homegrown solutions and none could meet our enterprise requirements. In 2008, we found a work group using Jive Clearspace, and with their help, we deployed it for use by the entire organization. We named the platform Sprint Space and linked key discussions and blog posts to the regular internal news coverage on our intranet, i-Connect. We did very little to promote the site internally as we wanted to give our early adopters and social media-savvy employees a chance to own it. We did not want to stifle grassroots discussion by being too heavy handed with the corporate influence or signal that this was just another corporate tool.

We continued to develop our policies and guidelines working with HR and Legal and benchmarked best practices of other companies. For a month or so, we monitored the space and when the opportunity to confront a major issue with broad relevance to our employees presented itself, we jumped on it. The response was great. We had thousands of employees read the discussion and nearly 500 comments in a thread that lasted for several months.

About a month after we tackled the first big issue, it was clear that Sprint Space was quickly being adopted as a trusted channel. Feeling that the channel had taken hold, we created a portlet on the homepage of our intranet and selected blogs to feature each day. We began a News blog for all major employee news stories and prominently feature those in our internal media.

Sprint Space accommodates both public and private spaces where, in addition to blogging, users can pick and choose tools for project management, polls, calendar, and discussions. All new public blog posts appear on the homepage of the site in chronological order. All employees are required to log in to post or participate in discussions. There is no anonymity in order to foster a culture of accountability.

Employees can choose to follow specific content sets and receive e-mail notifications when new content is added to the spaces or discussions they are following. We (Corporate Communications' editorial team) choose blog posts or discussions that are of the broadest interest or have specific business relevance to feature on the home page of our Corporate Intranet. Employees navigate between the intranet and Sprint Space using the same login ID and password and can remain logged into Sprint Space for up to two weeks.

Employee word-of-mouth helps promote the site and we integrate the channel in our regular communication counsel to executives and business groups who are our internal clients. Increasingly, we are finding links to blogs and discussions in executive memos, newsletters and other work group communications.

- Choosing technology is big business at Sprint. We continually review various platforms and discuss standards for usage across the enterprise. While Sprint Space (Jive ClearSpace) has supplanted the need for several small, independent solutions, we continue to look at emerging technologies to meet our overall intranet and knowledge management requirements. While we have enjoyed strong executive support, we continually have to justify our expense to invest in and maintain the channel. Measuring the effectiveness of the program and proving the value to the business is a central concern.

To begin to address that challenge, we have developed a thoughtful approach to measurement. We have a filtering methodology to assess conversations and mine them for business improvement opportunities. We have a report format to capture the buzz on topics that evaluates tone (positive, neutral, negative) as well as the number of comments and readers. We

look closely at the time spent on each blog to help understand the level of engagement with the channel as well as with each topic.

We also are addressing connectivity issues with our vendor-partners. As our business evolves and we partner with other companies for things like network maintenance and call center services, the size of audience that can reach the channel and participate in conversations behind the firewall seems to be ever-changing.

Like most of the companies we have bench marked, we are continually educating employees in how to engage with the channel, how to use the technology platform and the value in time spent building a community and communicating using new media resources.

At present, we are launching a company-wide initiative to identify, educate and support brand ambassadors who would like to participate in both internal and external social media forums on behalf of Sprint. In the context of this initiative, we are addressing challenges of resources, training, and labor law as well as revising the policies to support our efforts.

Jive ClearSpace, Google analytics.

The team responsible for Sprint Space includes:

Terry Pulliam, director - Employee Communications, Technology and Channels
Jennifer Sniderman, Manager - Employee Communications, Channels and Editorial
Justin Goldsborough, former Social Media manager (position is currently open)
Susan Kreifel, Intranet News Editor
Dan Kneeshaw, Manager - Intranet Technology
Kevin Pfeiler, TWG contractor - Sprint Space operations support (part-time resource)
William Li, i-Connect IT support (part-time resource)

The larger Social Media team in Corporate Communications is primarily focused on external social media outreach and includes:

Leigh Horner, Director - National Media Relations
Rich Pesce, manager - Social Media and public relations
Sean Doherty, Public Relations Manager
Jason Gertzen, Public Relations Manager
Terry Pulliam, Director - Employee Communications, Technology and Channels
Jennifer Sniderman, manager - Employee Communications, Channels and Editorial

To date in 2009, 23,073 page titles were viewed a total of 1,935,788 times in Sprint Space. Average time on all pages is 1:41. Traffic is steady with unique views averaging 14,000 - 15,000 each week (~ 60,000 per month) and view times between 3-5 minutes consistently.

Reputation: The PR team has been able to influence the tone of conversations on a number of occasions. For example, when employees posted a media report on executive compensation,

the PR manager jumped in to help clear up misinformation about executive perks and provide a counter perspective—the comments moved from mostly negative to neutral. The Money blog titled "Sprint's report on executive compensation" received 3,172 views with 3:27 time on site.

Transparency and accountability: When the employee discount for monthly service was discontinued in one key market, the manager of the program joined the conversation, tempering the tone by educating employees about the business drivers. Comments indicated appreciation that someone was listening and willing to address it. The News blog titled "Setting the record straight - so what do you want to know" addressed rumors about several potential business deals and layoffs. It received 4,952 views with a view time of 3:13. The head of Corporate Strategy's blog titled "Why are we doing what we're doing?" received 2,011 views with 4:06 view time.

Employee culture: Sprint's culture was sighted as a key problem for the company following its merger with Nextel and several other key business changes. The most read blog post so far this year titled "read the news today (oh boy)" was written by Jennifer Sniderman in conjunction with the Jan. 2009 labor reduction. The blog post was viewed 7,957 times with 5:16 avg. time on site.

Second most read blog this year; "You might just be a Sprint employee." was viewed 6, 170 times with 2:06 average view time. This one is a thread of one-liners started by a Retail store employee. Most are positive comments on the quirks and perks of everyday life at Sprint.

Window into the customer experience: During the launch of the Palm Pre this year, the "official" Sprint Space for the device was one of the most trafficked spaces with 5,114 views and 2:26 avg. view time. There were more than 20 other individual blogs and discussions sharing key features of the device as well as surfacing drivers of in-store returns and pricing questions. Issues uncovered included cracked LCDs or the eligibility of discounting and rebates. We provided daily buzz reports during the launch and passed along several customer service issues to the Retail and Customer Care "war rooms" in the initial weeks after the consumer launch of the device.

Sprint's corporate goals are to build its brand, protect the company's reputation and to deliver an exceptional service to customers. By educating employees about the decisions we are making as a company, our products and services they are better equipped to speak knowledgeably about the company in their natural social networks. Providing a forum that spotlights accountability of key decisions makers gives us unprecedented ability to influence the tenor of the dialogue. By connecting people, we can share best practices and solve real business and customer issues in real time. The free exchange of information and personal aspects of the social media tool has allowed frontline employees to give us a rare window into the experiences of our customers in their unedited and unfiltered words. The natural freedom of expression intrinsic in the design of the medium drives a culture of openness and camaraderie that is infinitely larger in the online mobile workforce. The volume of traffic and level of engagement (both through passive and active participation) provides significant opportunity to

turn the virtual water cooler into a productive intelligence-gathering tool that can deliver real value to our business. "

BIOGRAPHICAL INFORMATION AND TEAM MEMBERS

Telecommunications North America

http://snrcr.org/awards_2008_uploads/104-SS_Screenshots_8.27.09.ppt

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NETAPP

PROBLEM OR CHALLENGE TO BE ADDRESSED

There was both a business challenge and a cultural challenge to be addressed:

Business challenge

NetApp is a global company with over 100 offices worldwide and 8,000 employees. The company was struggling to effectively leverage information about products and customers within geographically dispersed teams and across functions. It was not able to host global discussions about the company, its leadership, new products and partners, events, etc., nor to effectively listen to its audience and process appropriate feedback.

Rapid growth led to functional silos of information; multiple collaboration initiatives and platforms were created without consideration of a global web strategy.

The root cause was our legacy culture of over-reliance on email, tribal knowledge. NetApp was thinking about communication the same way it did ten years earlier.

The opportunity was to identify and utilize a common communication platform to increase productivity, reduce waste, and enable NetApp-wide leveraging of information as well as with strengthening external relationships with partners, customers. This communication platform was also identified as part of our global web strategy.

Cultural challenge

NetApp has been recognized as one of the 100 best places to work in the US for the past 7 years (being ranked # 1 by *FORTUNE Magazine* at the beginning of this year) as well as garnering similar recognition around the world. The open communications environment and accessibility of our execs have regularly contributed to this recognition. As NetApp has grown to a company of over ,8000 employees the challenge was to grow the internal communications infrastructure to keep pace with growth of company and global expansion of company, to over 100 offices worldwide.

We survey our employees annually about our internal communications and in 2006 learned that employees wanted to have greater opportunities for online dialogue. Culturally, we needed to unite all the internal discussions under a single platform where information could be shared across the company.

We also wanted to ensure that we had buy-in and support from teams across the company in the initial development of this idea as well as throughout the RFP, planning and deployment so that we could grow the solution with cross-functional support and not in a silo.

The annual internal communications survey indicated that employees working outside of headquarters and in the field needed “equal access” and a unified platform for learning about key corporate initiatives. These same employees also needed a place to be heard and share their thoughts and feedback with their peers and key leaders within the company. Bottom line, email was not an effective way to communicate corporate initiatives. Our employees already get enough email. One team estimated hundreds of thousands of dollars worth of lost productivity just in glancing and deleting emails from distribution lists.

In brief we realized that we needed to make it easy for employees across functions and geographies to share information with each other. To do this we needed to find integrated community software that could be launched quickly and would be easy for users to use.

In addition to the business and communication challenges outlined above, the planning for the NetApp Live initiative coincided with the planning for the launch of our brand. We realized that the increased functionality of online community would provide both employees and customers with a richer experience that would begin to deliver on our brand promise of “Go further, faster.” We decided that including the launch of online dialogue/ online community as part of our brand launch was the best way to kick-start employee use of community and to align the concept of community with a critical corporate initiative.

NetApp employees are primarily knowledge workers, well educated, articulate and intelligent who are committed to providing our customers with an outstanding experience and helping our customers solve their business problems. A large percentage of NetApp employees have engineering and technical backgrounds. They are enthusiastic, engaged, and innovative as well as open about sharing their ideas. These employees and their leaders have created a workplace that has been recognized around the world as a great place to work and they are committed to keeping that vibrant and dynamic community. NetApp employees like to work as part of a team and many of our teams span the globe.

Approximately 8,000 employees and 1,000+ contractors worldwide with access to the intranet.

All NetApp employees have computer access. Many in the field rely primarily on smart phones to stay in touch.

English is the business language for NetApp, although not 100% of the employees are fluent in English. We wanted to provide them with a platform that would scale to accommodate local language just as email accommodates local language conversation.

SOLUTION/TOOLS USED/RESULTS

VISION

Have a space to transcend time zones, geographic locations and functional silos.

NetApp Live is named for the overarching internal online community that would leverage community infrastructure (comprised of multiple sub communities) to push out executive messaging and internal communications while at the same time enlarging the feedback pipe to increase employee-driven dialogue and engagement forums around the globe, across functions, between employees and leaders.

Business Objectives of NetApp Live:

Increase executive visibility and messaging

Increase opportunities for employee voice

Improve infrastructure for

- Dialogue across functions and regions
- Increase alignment with objectives and strategy

Track and respond to employee sentiment

This community is exclusively an internal community and does not include external parties such as partners, customers, and prospects.

Find a platform that supported multi-lingual conversation

The plan was to build an internal online community that would allow employees to:

- Have dedicated communities
- Engage in dialogue with executives and each other
- Provide a platform for executive messages and corporate news

Strategies to launch and support:

Due to resource constraints, we planned to pilot internal community with a brand community dedicated to providing information and answering questions about our multi-year branding initiative simultaneous with our worldwide brand launch in March of 2008.

Hire a community manager to support the growth of community including technical support, internal marketing and development of roadmap.

In the next fiscal year, with resources in place to support NetApp Live, the more robust internal community that we had envisioned during the RFP process. The initial brand community would then become a sub-community of NetApp Live.

Employ Social Media strategies that tap into people's need to connect at work.

Enlist executive support and involvement including being hosts for communities, responding to employee questions as well as directing their teams to use NetApp Live. Our CEO asked to be the host for the Words From the Helm community.

Engage enough users to have a viable community.

Update the plan every 6-12 months to respond to evolving user interest.

The launch of NetApp Live was to be a zero-defect launch. The Internal Communications site, linkages with other sites, template for community site layout, tools for community owners, process and workflow etc., were to be built out and tested prior to the launch to the employee population.

Phase 1: Realizing vision of NetApp Live

Structure

Two-fold, distinct, and interdependent

- Communities that interest employees

Moderated by employee participants

Grow organically

- Internal communications channel and community

Push out high-priority content through "ads" on communities

Opportunity for employees to dialogue online with executives

Initial Desired Functionality

- Rich multi-media content
- RSS, pulse surveys, cloud tags
- Intuitive way to post new participate

- Easy employee/participant uploading of photos, audio and video content
- Leveraging existing externally facing content
- Email to encourage viral marketing of community

Documentation

Phase 2: Introduce specific communities based on business priorities

Preparing for change

What we could anticipate

- Responsive conversation not broadcast

Exec postings faster, shorter than typical executive email

Need to write and speak in a way that invites response

Employee directed dialogue

Execs will hear things from field sooner

Initial venting that leads to more constructive dialogue

- Less anonymity
- Continual need for new and timely content for all communities
- Anticipated US and APAC as first adopters
- Connections made and business problems addressed
- Loss/shift of control of conversation/topics

What could surprise us

- Who would be the most active users

Who would emerge as the most helpful voices

- Topics of greatest interest

- Evolution of communities

Various members of the cross-functional team that was part of the extensive RFP evaluation process have been involved with the growth of NetApp Live over the past 18 months.

The vision was to have a hybrid of community and conversation that would give employees greater voice and allow for increased conversation between employees and executives as well as pushing out important corporate news. (See screen shots in accompanying PPT deck.)

We implemented a best practice in online design page layout by having certain core elements in the same place on all pages. Included in these standard elements were welcome messages, boxes for highlighting key corporate news found in Words From the Helm (messages from our executives) and Roving Reporter (a weekly news program that includes written, audio and video messages) and the actions that users can take. (See screen shot on PPT page 2.)

We learned that building community requires a tremendous and ongoing investment of time in working with community owners to launch and sustain their communities as well as employing creative and engaging opportunities for employees to use a new medium in a work context.

Creative ways of nurturing activity:

In order to effectively link the NetApp Live community to our intranet we created a box in the upper right corner that highlights new content on NetApp Live. This box typically includes listings of the question of the week, new Roving Reporter coverage and key executive messages. Additionally, when an executive responds to employee posts we would highlight it, or we would post the name of the employees and description of their submissions to the NetApp Champions Contest (see description below). (See screen shot on PPT page 3.)

Introduction of pulse polls: We created an editorial calendar for questions and plan at least one question asked per week. Answering polls provides an easy way for users to participate. We've found that including an element of irreverence in the answers increases the participation. (See screen shot on PPT page 4.)

Storage Efficiency Haikus: As moving from email conversations to online community is a significant change in behavior, we decided to create some fun ways for people to share ideas and to practice putting their ideas out there for everyone. An early instance of this was the Storage Efficiency Haiku Challenge. The internal communications team started by posting an invitation to share thoughts about a key industry topic, storage efficiency in a different way, through haiku poetry. The initial post included a couple of examples and described the rules for writing Haiku. The results included 37 poems and 39 comments on one thread. This thread had 1,200 views by the end of August. (See screen shot on PPT page 5.)

Becoming part of the internal communications mix: When the Internal Communications team consults on how a companywide initiative could be communicated to employees we normally explore how different communication tools including elements of NetApp Live community

could be leveraged. For example, is there a need for a dedicated community such as Green Inside for our Green Initiative? In other cases, it might be a pulse poll or a conversation prompt in the “Speak Out” Community where any employee can raise any topic.

NetApp Champions Contest: The Internal Communications team partnered with the Brand team to develop and implement a companywide contest. Since we wanted to ensure that everyone around the world could participate, we realized that an online contest was the way to go and that NetApp Live would be the perfect medium. Imagine an online version of “*American Idol*.” The categories for competition were poetry, photography and video. Our CEO and CMO introduced the contest during a Special Edition All Hands as well as by email. Contest results are discussed below in the Results Section. Employees understood that this was a beta environment and didn’t complain about our leveraging an employee’s photo album to serve as the photo album for the contest. (See screen shots on PPT page 6, 7.)

Trans-media links: We created linkages between different communications vehicles- for example answering employee questions on NetApp Live by pointing them to the answers executives have provided through communications such as VODs of quarterly corporate All Hands Meetings, or quarterly episodes of NetApp Radio.

Engaging a broader group of executive advocates: We invited three VPs to be judges of the NetApp Champions Contest. Evaluation of the submissions necessitated that they view the submissions on NetApp Live. One of those VPs became so impressed with the functionality and platform that he has since become a huge advocate and led his team to create communities on NetApp Live. He also saw how employee participation outside of the US picked up once employees outside of the US won in the monthly competitions.

Alternative to intranet site: Because the platform is so user-friendly, we have been able to launch communities for team that weren’t able to build out an intranet site. NetApp Live allowed them to leapfrog into the web 2.0 experience: both post their content and provide interactivity.

We decided to prominently display “Beta” on the banner for NetApp Live so that employees would be reminded that this is a new deployment of technology. (See screen shots on PPT page 2) As we are a technology company, our employees are familiar with what it means to be in beta-mode and have given us feedback that we have acted on. (For examples, see the “The tools involved” section below.)

Initially, we needed to get support across functions throughout the company so that people would align around one approach to community rather than pursuing unrelated pilot programs within their own silos. Our CEO included a request that employees who were interested in online community contact the Senior Manager of Internal Communications in the same email in which he reported back the high-level results of the employee internal communications survey to the employee population. The Senior Manager contacted each individual who expressed interest in supporting this initiative and after having individual meetings with each one started to have team meetings. In addition to team meetings she provided periodic email

updates to the team so that the team stayed aligned during the year in which they scoped and implemented the vendor selection process.

When others asked to join the team, they were welcomed in and asked to share their expertise whether it was technical expertise in evaluating an RFP response or insights into how a particular executive liked to see information or in reporting back and advocating with their team for support of NetApp Live. The result was a sense of common ownership and collaboration that finally led to the selection of Jive Software to support both internal and external community for NetApp.

We needed IT support during a time when our IT organization was taxed with a number of higher priority projects. And we finally got it with the understanding that we would utilize external hosting and thus be less demanding of IT resources at the same time we provided additional value to customers and employees.

We had originally envisioned that employees would be able to view the site without having to log-on, but our initial IT infrastructure prevented that. We have been working for months to change this and expect this to change within weeks of this submission. As with other aspects of this deployment, relentless, dogged persistence and patience are bringing more and more aspects of the vision into reality.

HR and legal concerns about potential liability due to the content of discussions (political, religious, gender, etc.,) in some of the social groups. We realized that we needed to update social media guidelines. We responded by drafting a comprehensive social media guide in partnership with those responsible for externally facing social media for both internal and external usage which was approved by both HR and legal. (See attached abridged Social Media Guidelines focusing on NetApp Live.)

Funding: Once we could prove how the launch of online community would provide instant increased functionality for both internal and external audiences and thus be an initial proof point for our brand promise “Go further, faster” we were able to secure funding for both communities for a companywide implementation.

Getting video player functionality. While the external Jive platform allows YouTube and similar access, being behind the firewall, that isn’t an option for the NetApp Live Community. Yet our original vision always included having corporate and employee user produced video as part of the content mix. We store our videos on our internal media server. To further improve the user experience, we created code to allow us to embed a video player into a community page or a document.

ClearSpace and external hosting from Jive Software

Jive Professional Services

Internal NetApp IT (Single Sign On and VPN)

Starting with the out-of-the-box ClearSpace software from Jive and an externally hosted implementation, we began by requiring people to login to use the communities. To enable that IT and Jive IT integrated the implementation with our Single Sign On system using the information from our internal databases to identify the person as an employee. We then worked with internal IT and with Jive IT to wrap the system in a VPN which enables us to treat it as an internal machine. Based on feedback from our community owners, we worked with the Jive Professional Services to customize the product. We had them adapt and install a Photo Album capability, which allows anyone to create an album and upload photos (similar to an internal version of Flickr). (See screen shots on PPT page 8.)

At the same time we introduced the improved Photo Album capability, we changed the default statement on the creation screen to remind people of our social media guidelines about adding items onto a company system. We noticed a poor user experience with reporting activity on a poll. The system was modified to not report that a person voted in a poll until after 10 votes were submitted, protecting anonymity. One community implemented moderation on content and asked to have the default language changed to provide information about the process used by that team. To improve metrics reporting, we worked with the Jive Professional Services and our Omniture team to create code on each document, which collects the tags used on that document. This allows us to sort and view usage based on the tags.

Using the internal window media server as a host, we created links to the window media video file. The initial version, using just the link to the file, caused the video file to download onto the user's computer and open a window media player. To improve this, we created code, which allows us to embed the player onto the page. This plays the video without having to wait.

Looking forward, we started work to support Flash video. Currently we are developing a prototype Flash media server, obtained code to transform other video formats into Flash, and have developed code to create a Flash media player, which we can embed in the page.

Senior Manager, Internal Communications, whose ongoing responsibilities include advocating for community across the company and sharing the vision of what community can be and how it can advance business objectives. She also led the cross-functional team that made the business case to senior management to have online community and completed an extensive RFP process that resulted in the selection of Jive Software as the vendor for both internal and external community. (Francesca Karpel)

Hired our first community manager whose initial responsibility was to bring up external communities and one internal brand community by our brand launch in March 2008 (he had approximately 2 months to do this). He now supports our external community. (John Summers)

Engaged part-time brand contractors whose responsibilities included posting content to the internal brand community and answering employee questions re: brand launch.

We brought on a second community manager to support internal communities who responsibility was to re-launch community on a broader basis than we had done with the initial brand community. This internal community manager is an integral member of the Internal Communications team. Responsibilities include:

- Develop requirements for intranet social networking community
- Lead the development and oversee the design, production, and integration of the community with the corporate site
- Coordinate the development and delivery of content for the community site
- Monitor and maintain the site on a daily basis including online forums
- Support community member involvement
- Notify appropriate staff about online discussions or inquiries that should receive a response from the organization.
- Build a network of community owners
- Provide ongoing support to and share best practices with community owners
- Track and report on site activity
- Maintain network and data security including controlling user access, monitoring performance, data backups, Internet firewall configuration and virus and worm prevention and elimination.

(Mike Crocker)

Community owners are responsible for putting together a preliminary business plan for each community, which comprises the larger NetApp Live Internal Community. This business plan must include a statement of purpose and how the community engagement will be initiated and sustained. Our 26 community owners work with the internal community manager to build out their communities and to share best practices with their peers.

Executive sponsors of NetApp Live: Initially, Elisa Steele who was the SVP of Corporate Marketing. Today, Jay Kidd, SVP and CMO (Chief Marketing Officer).

Community executive sponsors are required to start all communities. This ensures that there is support for the communities and that a clear business purpose has been identified before a new community is built. We currently have 25 executive sponsors for communities on NetApp Live. (See attached Community Request Form.)

Program manager, Internal Communications, (including Roving Reporter and N-reporter) who partners closely with the internal community manager. (Erik Stromberg)

We rely on metrics, employee comments on NetApp Live, anecdotal comments, survey results to measure our progress. We continue to explore new ways of measuring progress and success and we share this information with community owners on a weekly basis so that we are continuously learning from each other.

Metrics Summary

Launched pilot brand community in March 2008. Added 24 communities in 11 months from September 2008 through August 2009 taking us to a total of 25 communities at the end of August 2009.

Registered users from zero (in March 2008) to 1,068 for initial single-focus brand community.

Registered users grew from 1058 (on September 10, 2008) to 8,468 by the end of August 2009.

Total Interactions grew from 131 total interactions for September 2008 to a total of 1848 at the end of August 2009 (Interactions defined as new messages and documents measured for a period of slightly less than 12 months).

Page views grew from 11,397 (in September 2008) to 42,532 for the month of August 2009 and a total of 346,595 for the period September 10, 2008 to August 31, 2009)

Monthly unique visitors grew from 2,124 (in September 2008) to 5,112 by the end of August 2009.

Active participation/ membership engagement percentage is running at almost 3% that we believe is very respectable for such a young community.

(See screen shots on PPT pages 10-14 for more detail.)

Speed of Growth

The initial objective was to create internal community. The work that the cross-functional team did in defining a comprehensive RFP process, which resulted in the selection of Jive Software allowed us to introduce

One of our objectives was to bring up this technology quickly. We were able to bring up the initial internal community, the brand community in two months. We launched the NetApp Live internal community within 3 months of our internal community manager joining us.

Ongoing nurturing of community is essential to its growth. Our community manager has/is worked with teams to explore the development of 76 potential sub-communities within NetApp Live. He encouraged 8 of those teams to launch their communities as part of our NetApp external community so that conversations could include partners, customers and/or prospects. 6 of the communities have been retired. We currently have 25 communities accessible to employees (Only two of these internal communities have business reasons for having restricted access.) Another 8 communities are in the active staging and development area.

Grew from one community to 25 communities in 18 months: Started with one pilot community in March 2008. We launched NetApp Live in September 2008 and have 25 communities at the end of August 2008.

Growth in registered users to include most employees and contractors in less than a year after launch of NetApp Live.

Our original plan was to nurture the communities slowly and to have the registered user base grow as additional communities were added and became active. We thought that this would be a way to leverage lessons learned and to discover the best ways to sustain engagement. We did not anticipate the extent of the effect of executive support of our CEO and President including references to NetApp Live in their emails to employees and the rapidity of growth of registered users exceeded all of our expectations.

Increased functionality of online experience simultaneous with brand launch to provide employees with a new tool to help them help customers “Go further, faster” initially with the internal brand community and then evolved beyond that community 6 months later with the launch of NetApp Live in September 10, 2008. The initial brand community delighted us with 1068 registered users for such a focused/ single-purpose community. We were astonished by the growth of registered users in the 6 months after Live was launched growing from 1068 to 8,468 by the end of August 2009.

Availability of executive messaging and corporate news

When we moved the Roving Reporter stories from our intranet to NetApp Live we were concerned that we might experience a decline in viewership due to the fact that employees had to sign on to read rather than just click to another page. This decline did not occur. Consequently, we also moved our executive messaging on Words From the Helm to NetApp Live as well.

In fact, because of the real-time metrics that we can get from the Jive Software we can watch the increase in hits real-time rather than having to wait until the next day as we had to with postings on our intranet site. With our intranet site only a static number at the end of the day is available.

Additionally, we have more employees asking to have news stories on topics of interest to them and we have introduced a new program, N-reporter to accommodate those who want to

share regional stories that don't meet the requirements for being included in the Roving Reporter program. Employees are not only posting news they are also putting together guidelines. An employee in Germany has put together a video on how your profile and has offered to create more "how to" videos for fellow employees. (See attached N-reporter posting guidelines)

Increased interaction between execs and employees

NetApp employees are used to honesty and directness in executive communications. NetApp Live provides a global platform for these discussions. One doesn't have to be in the same time zone as an executive to ask a question. An example of this is a question raised by one of our employees after a bidding war for an acquisition, "What does NetApp do with the 57 Million Consolation Prize?" Our CMO responded to this question. The thread including this question had 1541 views by the end of August. These metrics are typical of online activity: there are exponentially more readers or observers than active participants. (See PPT page 9)

It is now a norm for emails from executives to all employees to ask them for their comments on NetApp Live.

Continued alignment with Brand Initiative

The Brand Team with whom we launched our online community initiative has been so impressed with the visibility that NetApp Live has provided and the ease of posting materials that they continue to be internal advocates for use of the community in their communications with and outreach to employees.

Global participation

We definitely have global participation in the NetApp Live community and it has provided a flat playing field for employee participation. We are able to track international usage through the network nodes as shown below. Activity in an office that is a node in our infrastructure such as the Netherlands could represent either activity from an employee in the Netherlands or in a country that connects to our network through the Netherlands. (See screen shots on PPT page 14)

A couple of interesting examples:

The very first employee comment came from an employee based in Singapore.

VPs outside of the US were the first VPs after the SVPs in Marketing (who were Executive Sponsors for this initiative) to ask for communities to be built:

- NetApp Live Bangalore
- NetApp Live UK

- EMEA (Europe, Middle East, Africa) Transformation 2012
- Additional regional communities are being built

We had a contest asking employees to share their expression of the NetApp brand called NetApp Champions. Out of the 67 submissions, 42 came from the US, 21 of the submissions came from our office in Bangalore and 3 came from EMEA. We asked employees to share creative work in a way that had never been done before at NetApp. There were a total of 10 poems submitted, 46 photos and 12 employee created videos. Employees also commented freely on the submissions of their colleagues with a total of 19 video comments on the videos; 20 comments on poems and; 94 comments on the photos. There were a total of 12,323 page views of contest entries and pages from March 30 to 27 July 2009 when the contest ended. The grand finalist of this contest will have at least one video posted on YouTube by NetApp's Social Media team. <http://www.youtube.com/watch?v=VlqAr9o5pw8> (See screen shots on PPT page 15) This is an incredible example of employee engagement with brand leading to an external expression- and our internal community made this possible.

BIOGRAPHICAL INFORMATION AND TEAM MEMBERS

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DIVISION: CORPORATE
CATEGORY: BEHIND THE FIREWALL

ALLYIS

PROBLEM OR CHALLENGE TO BE ADDRESSED

With a need to collaborate, share knowledge, and communicate company information to a dispersed workforce, Allyis recognized that their current intranet could no longer support the company's operational needs or the needs of employees. The site was visually outdated, had a site architecture that couldn't manage the content that tripled in size since the original 2006 redesign, did not have the ability to discover relevant or new information, and was hosted in an aging server environment. In addition, the site did not represent Allyis' open company culture; information was "pushed" to the employees through the intranet and then duplicated in global e-mails rather than allowing user generated content, blogs, discussion boards, or wikis.

An additional challenge was that the site supported two audiences; client-facing employees who primarily used the site as a resource for communications and locating information on co-workers, and the internal support teams who used the site to publish information for employees and to host their SharePoint based team sites.

—With a widely dispersed workforce, there was a need for a centralized Web-based location for employees to receive announcements, locate forms, people and knowledge within the organization. The company wanted to provide a one-stop shop for those components of the company that employees need to access and connect with.

In addition to extracting information, Allyis wanted employees to be able to generate content through blogs, discussion boards and wikis. And the communications needs needed to be met for both client-facing employees and internal support teams who used the site very differently. Allyis also wanted to communicate the overall and specific message around the corporate culture, which is very unique and cherished, through the site to all employees, however geographically dispersed.

—The audience is Allyis employees, a geographically dispersed group; some who are client-facing and working in very different environments and some who are work on internal support teams and work in the Allyis office or from home.--To solve the challenges with the Allyis intranet that included inefficient knowledge extraction, collaboration, and surfacing of colleagues' knowledge and expertise.

—To solve the challenges with the intranet, Allyis partnered three of their internal teams, HR/Employee Experience, Project Services, and IT to develop a new solution that achieved the following goals: build a more stable server environment, create a site architecture that allowed for future growth, increase information discoverability, improve communication channels, and support Allyis' company culture through clear communications and user generated content. We began by implementing user

experience interviews to gain a deeper awareness of how Allyis employees currently engage with the company intranet. The information gathered from these user experience studies drove many of the proposed site changes. The ability to surface employee contact information, particularly in a dispersed workforce, surfaced as a key component, and drove an enhanced Employee Finder tool that allows for employees to search across the population using a variety of filters. Since many end users are less familiar with some of the features of out-of-the-box SharePoint functionality, including Alerts and Bookmarks, a “dashboard” area was integrated to make them more easily accessible.

SOLUTION/TOOLS USED/RESULTS

Allyis has a reputation of being an employee-focused company with a strong sense of community among its employees and leadership. Surfacing profiles of different employees through a “Spotlight On” feature supported this perception by providing engaging content highlighting different individual employees. Additionally, the creation of a blog platform (for both employees and management) not only provided a new, non-email-based platform for management to discuss business issues, policies, and business trends but allowed for employees to provide feedback on those posts and develop blogs of their own, whether focused on business practices/subjects or personal interests. This concept of management-employee dialogue was also carried through to an area known as “You Ask, We Answer,” which is a message-board format allowing employees to post questions (anonymously or not) to the Allyis leadership team, to which management responds within 24 hours whenever possible.

Like most companies, it would be difficult to dedicate a significant number of resources to managing and maintaining an intranet site on an ongoing basis, so the creation of a publishing desk for approved non-technical employees to publish or edit content on the site on a real-time basis was a significant business need. The publishing desk allows the internal communications team to publish, edit, or remove content from the site and—perhaps most significantly—provides a “quick view” for the communications team via a Recent Activity tool: new content additions/edits to the site are grouped according to content type, allowing the communications team to quickly surface the most compelling and relevant content, as well as approving and publishing content submitted to the site by other employee contributors, without dedicating significant or costly development resources to day-to-day publishing needs.

—The internal communications team worked to hype the new site and develop excitement around its launch in advance of the launch date. They unveiled the site in a brown bag luncheon for employees, showing them some of its features and sparking their interest in exploring the site. The executive vice president sent a global email out to all employees to announce the official launch.

The development does not end with the initial deployment. Team sites—areas dedicated to housing content, discussions, blogs, and other resources around specific teams or projects—are being developed within the My Allyis environment. This will allow for teams to collaborate remotely in a secure environment, and eventually allow for a greater personalization of the My

Allyis experience by allowing team members to surface team-specific content for a more relevant user experience. And ongoing user testing continues, ensuring that the focus of future site development is meeting and exceeding the expectations of Allyis' employee population.

Challenges that we came up against: 1) Delay in receiving hardware ordered to support the environment in addition to the hardware vendor sending the wrong equipment at first and then not being available for installation/support for weeks afterward. 2) Balancing billable work with this large internal project. Billable work is the priority so there were times when this affected the project timeline and forced the internal team to operate very lean to complete deliverables. 3) Implementation challenges for features leveraging C# customizations since they were built from scratch unlike OOB features that have been heavily used in the past and functionality is familiar. 4) Multiple iterations (more than planned) of graphic design due to the desire to really land on a user tested look/feel that resonated with the end user. 5) *Scope creep* was also a challenge as we ultimately had a large employee base and leadership team that we were aiming to please, so we had to be very cognizant about managing scope.

Microsoft SharePoint was used both to create the site and project manage the process. The Allyis team provided end-to-end support, including:

- User experience testing, listening labs
- Web information architecture and design, production, and development
- Project management
- Adoption strategic planning and implementation
- Technical implementation
- We used a 6-phase project approach for this that included the following phases:
1) Envisioning, 2) Planning, 3) Technical & Design Specification, 4) Development & Build, 5) Implementation & Stabilization, 6) Project Review.

Allyis Executive Vice President

- Served as client for the lifecycle of the project
- Stakeholder in charge of deliverable review/approval
- Performance of user acceptance testing
- Managed content creation, editing, etc.

Allyis Director of Project Services

- Provide high-level project oversight
- Escalation point for both client and senior project manager

Allyis Senior Project Manager

- Key point of contact for client
- Communication of project issues, risks and mitigation strategies
- Development of various deliverables throughout project including business requirements, site architecture and training/user education materials
- Provide guidance and consultative advice to project team and client regarding site concept, design and functionality
- Management of project lifecycle phases including schedule and budget

Allyis Usability Lead/Information Architect:

- Work with client users and stakeholders to perform user testing at the onset of project through field studies
- Work with project manager throughout the lifecycle of the project to ensure that direction/design fulfill business requirements
- Responsible for the development of various design deliverables include: user personas/profiles, site map, wireframes, and metadata schema.

Allyis Graphic Designer:

- Work with usability lead and project manager in developing visual design concept
- Provide graphic design mockups and production artwork for implementation

Allyis Application/Web Development Team:

- Responsible for translation of wireframes and functional requirements into a functional site build with the assistance of project manager guidance/feedback
- Performance of unit testing and quality assurance testing as site features are completed
- Responsible for resolution for development and application of applicable bug fixes
- MyAllyis.com is a valued resource for our internal and remote employees

- 90% of Allyis employees have used the My.Allyis.com extranet since launch

—Employees are connecting on blogs: 15% of our employees have created blogs, with 78 posts and 111 comments.

—The results, while in their infancy due to a recent launch, map directly back to Allyis’ objective. The goal is to have employees finding the information they need and finding each other so that they can effectively extract knowledge, collaborate and serve their clients even more effectively.

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CATEGORY: BEHIND THE FIREWALL

DEPARTMENT OF STATE/JWT

PROBLEM OR CHALLENGE TO BE ADDRESSED

Through qualitative and quantitative research (surveys and on-line focus groups), JWT and the Department learned that current and former Department of State interns often felt disconnected from the greater Department of State community. To address these findings and the goal outlined by the Department, JWT recommended creation of a social/professional-networking platform for the Department's former, current and future interns.

—JWT was asked to address the problem of the disconnect between Department of State interns and the greater Department of State community. JWT was asked to address this problem, in which we found that this generation of students often relies on social networking platforms such as Facebook and LinkedIn to keep in touch with their professional and personal contacts.

SOLUTION/TOOLS USED/RESULTS

Department of State interns and Department of State employees.
The U.S. Department of State will establish a coordinated and institutionalized recruitment program with a focus on long-term candidate relationship management.” This goal was to be addressed not only in recruitment of new candidates for the Foreign Service but integration and engagement of the Department of State interns.

—JWT proposed the integration of social media into the Department of State's internal and external strategy. We wanted to create a platform for the Department Interns (former, current and future) to engage with one another and Department of State peers/staff.

—We developed and hosted several on-line focus groups, following a survey completed by the Department, which sought to identify influential factors in students' decision to pursue career opportunities elsewhere after their internships with the Department. The findings indicated that interns wanted to feel more connected to the Department and its' employees prior, during and following their internship, thus JWT INSIDE designed, created and launched an internal social networking platform entitled, “INTERNational Connections.

We are working with a partner Computer Technologies Consultants, Inc. (a programming entity) to evolve the site and address user requests.

Olga Zimonjic (Client Director)
Steven Woo (Interactive Account Manager/Producer)

Jennifer Perhacs (Account Executive)
Patricia Miller (Senior Copywriter)
Svetlana Raynes (Creative Director/Designer) former employee of JWT

—To date, the site has grown to include over 600 members as we continue to work with key Department of State personnel to identify strategies and methods to evolve and further grow this initiative.

Currently we are developing a place on the site for interaction with Diplomats in Residence (DiRs), who are retired Foreign Service Officers placed at college campuses nationwide, as well as integration of former interns into the user database.

To date, the site functionality includes:

- Personalized Student Profile Page
- Ability to connect to network with other students and Department staff
- Career/Interest Area keyword selection
- Upload personal documents & pictures from intern travels and posts
- Interactive Map (location of all interns)
- Weather widget (local for each intern)

The objective was to integrate engagement between interns and past/present Department of State employees. The growing number of members and functionality of the site show the proven effectiveness of this social networking tool.

BIOGRAPHICAL INFORMATION AND TEAM MEMBERS

Government

North America

[http://snrcr.org/awards_2008_uploads/102-SNCR Award Submission 2009.doc](http://snrcr.org/awards_2008_uploads/102-SNCR_Award_Submission_2009.doc)

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