

# Худшее в практике интранета, или 10 способов загубить интранет

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[@sammarshall](#) on twitter



[www.clearboxconsulting.co.uk](http://www.clearboxconsulting.co.uk)

## Sam Marshall

- Директор ClearBox Consulting
- До этого руководил внедрением международного портала в Unilever
- Опыт работы в области коммуникаций, управления знаниями и IT
- Партнер Intranet Benchmarking Forum

## ClearBox Consulting

- Стратегия интранета
- Эффективные коммуникации в интранете
- Enterprise 2.0
- Групповая работа
- Онлайн сообщества

Учиться на  
своих  
ошибках -  
хорошо...



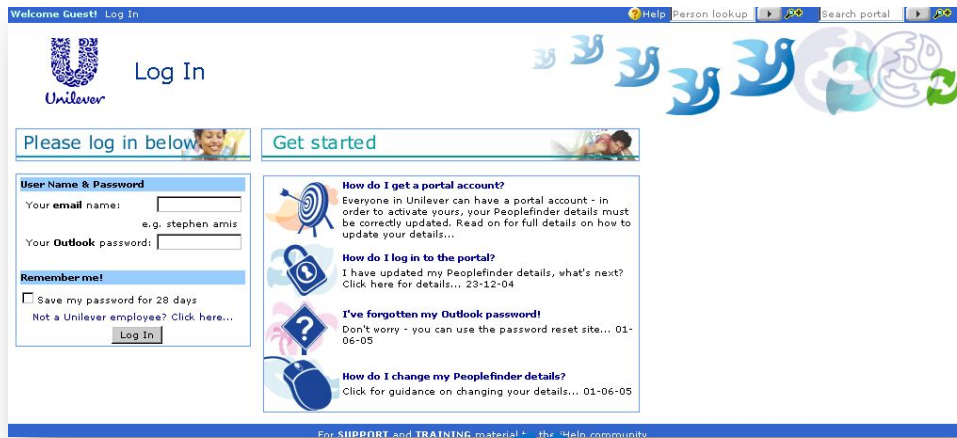
...но на  
чужих  
гораздо  
дешевле

# 1. Посвятите интранет главному офису

- Основное внимание уделяйте глобальным вопросам, корпоративной стратегии и новостям главного офиса
- Сделайте главную страницу одинаковой для всех и неизменной



# На портале Unilever вид стартовой страницы зависит от профиля пользователя



## Unilever Arabia

Community Options

Home

Learning

Services & Links

Information

News

Community Team

Click here for

UA Chairman's Message

G2G Legends Reflections - April 2006

April 2006 Update 26-05-06

Celebrate & Accelerate 2006

Celebrate & Accelerate

Unilever Arabia celebrates its extraordinary achievements in 2005 (the first year in its G2G journey) and accelerates its performance in 2006! 04-04-06

Management Announcements

Gulf Business Unit - Kuwait

Johnny Constantine - Country Sales & Operations Manager

Supply Chain - BI Factory

Faisal Khan - Global Supply Chain Planner, Skin Category; Amir Bavazir - Supply Planning Manager; Hesham Abdulwahab in addition to his current role will also look after manufacturing until further advice.

Birthdays

External News Links

Win With Customers

AXE

Community Options

Brand Latest

Brand Essential Info

All Tools & Guidance

Train & Develop

Collaboration Spac

Search & Contact Us

Market Shares

NA Market Shares

Global

Portlet owner: UIO

Latest Ads

Latest ads for the brand and its global competitors. Also, prominent global ads from brands outside the category

Latest Global Ads

Latest Competitor Ads

Latest Other Ads

Portlet owner: Russell B Taylor

Latest from Marketing Academy

NEW Building Ideas for Growth Training Workshop

The Unilever Marketing Academy is offering a brand new training workshop, specifically targeted to Brand Builders! 12-05-06

NEW How to Write Brilliant Jobs-to-be-Done for your Brand

Three fantastic ways to help you write brilliant Jobs-to-be-Done 05-04-06

Making your Brand Marketing Plan the best yet

The Brand Marketing Plan 2006 Upgrade book is destined to work as a business tool 22-04-06

Record production in a single day at Binzagr Lever

Binzagr Lever set a new record by producing 313 T/Day 07-05-06

Leadership Team

## HR Transformation

Community Options

Home

Asia - ANET

Europe

Latam

NA

Collaboration

What is HR Transformation

HR Transformation Project

is part of the One Unilever programme to make Unilever simpler, globally aligned and more effective...

Global HR Transformation News - old

HR Transformation Update on Outsourcing

This is an update of the current status of discussions with Accenture on outsourcing significant HR shared service activities as part of our plan to transform the HR function. 20-04-06

More...

20-04-06

The HR Transformation Team

HR Transformation Regional Leads

Who is responsible for HR Transformation in the regions?

Who is Accenture

Accenture, who they are and what they do

Accenture has a proven history of successful Shared Service provision and transformation

Announcements

18 December 2005

Project update for all HR from 16 December 2005 about the progress with Accenture and communicate the process and key dates going forward.

12 October 2005

Cascade presentation updating all HR on the investigation into transforming HR and to communicate the process and key dates.

What is happening now?

15 December 2005

The Unilever Board has agreed in principle that there is a strong business case to outsource significant parts of Unilever's global HR operations, however no deal has been made. Unilever is still in due diligence.

Submit a question

Click here to... ask your questions to the global HR Transformation team.

Your Q&As

Frequently asked questions - updated 15 December 2005

These Q&As are designed to answer key questions HR colleagues may have concerning the HR Transformation. If you have further questions, please contact your line manager.

Community Projects

Explorer

Project Name	Status
HR Transformation	0%
Unilever HR Processes	0%
HRT Programme	0%
HR Transformation Char	0%

# UBF Italy

Inside this Community ▾

[News e Comunicati](#) | [Lavorare in UBFI](#) | [Strategy&Performance](#) | [Le Nostre Persone](#) | [TPM SHE ISO](#) | [Calendario Company](#) | [Brands](#) | [Prova](#)

[Join this Community](#)

## Welcome to UBF Italy

**Profilo di UBFI**



Unilever

**Membri di Board**

**I Nostri Valori**

**Locations**

## Organisational Communication

**Comunicati organizzativi**  
Oil Business Unit e Marketing

**Ufficio Fiscale Unilever Italia - presenza ad Inveruno**  
Nuove date : Settembre- Dicembre

**Comunicato Unilever Italia**  
National Chairman Unilever Italia

**Chiusura estiva spaccio**  
Lunedì di Luglio e chiusura estiva

**Sportello Banca**  
orario estivo Luglio ed Agosto

**Chiusure pomeriggi estivi dal 25/06 al 3/09**  
Verbale di Accordo

## Unilever News



### Snack bar success for Hellmann's

World-class brand activation in Brazil for core Foods brand  
24-08-04

[View All...](#)

## UBFE - News

### Announcements Czech & Slovak Republic

Karel Foltyn / Dagmar Richardson 26-08-04

[View All...](#)

## UBF Italy News



### Global People Survey 2004

Settembre 2004 03-08-04

### Feedback positivo di Kojima-San a Sanguinetto

Report Visita 8-9 Luglio 22-07-04

### Audit 14001

Un'attesa riconferma 16-07-04

[View All...](#)

## Per saperne di piu', informazioni...

### dall'Italia:

Corriere della Sera  
La Repubblica  
Il Sole 24 Ore  
ANSA  
Regione Lombardia

### dal mondo:

BBC News  
CNN  
FT.com



**PeopleFinder**  
Global directory for Unilever people & companies

## UBFE Hot Topics



### Quarterly briefing Q2 2004

Key messages from Manfred Stach 11-08-04



[food4life.unilever.com](http://food4life.unilever.com)  
Sharing the best in Foods



## Unilever Brand Centre:



[thebrandcentre.unilever.com](http://thebrandcentre.unilever.com)  
Design guidelines for Unilever Brand use on packaging and NPI

## Mappa del Sito

- News e Comunicati:**
- Strategy & Performance:**
- TPM SHE ISO:**
- Brands:**
- Lavorare in UBFI:**
- Le Nostre Persone:**
- Calendario Company:**

## La biblioteca virtuale dei siti Intranet Unilever



## Il tuo Feedback



**Inserisci i tuoi commenti!**

## Welcome to UBF Italy

### Profilo di UBFI

#### Membri di Board



Unilever

#### Locations

### Organisational Communication

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La Repubblica  
Il Sole 24 Ore  
ANSA  
Regione Lombardia

#### dal mondo:

BBC News  
CNN  
FT.com

## PeopleFinder

Общекорпоративный  
КОНТЕНТ

Quarterly briefing Q2 2004  
Key messages from Manfred Stach 11-08-04

Региональный  
КОНТЕНТ

Design guidelines for Unilever Brand  
use on packaging and NPI

Местный КОНТЕНТ

### Performance:

TPM SHE ISO:

Calendario Company:

Brands:

### La biblioteca virtuale dei siti Intranet Unilever



### Il tuo Feedback

Inserisci i tuoi commenti!

## 2. Поощряйте молчание

- Пусть пишут только специалисты по коммуникациям
  - Другие могут сказать что-нибудь не то
- Если спрашивайте мнение сотрудников, не задавайте конкретных вопросов
  - ...и не чаще, чем раз в 2 года
- Не допускайте дискуссий по инициативе сотрудников
  - это источник проблем







[article](#) | [discussion](#) | [view source](#) | [history](#)

## Home

search

navigation

- [Home](#)
- [Recent changes](#)
- [Random page](#)
- [Categories](#)
- [Create a new page](#)
- [Help](#)

toolbox

- [What links here](#)
- [Related changes](#)
- [Upload file](#)
- [Special pages](#)
- [Printable version](#)
- [Permanent link](#)

# Welcome to BTpedia



The number of articles on BTpedia today is: 1423

"Did you notice the **new navigation bar** at the top of the page? It's designed to let you know when you're accessing intranet pages which contain user generated content. We're thinking of rolling it out across the whole intranet on these types of pages. What do you think of it - let us know? Oh, and keep publishing and sharing on this site - the more we share, the more valuable BTpedia becomes. If you need help, check out the [Getting Started guide](#)." *Richard Dennison*

<a href="#">21CN</a>	<a href="#">Agile Delivery</a>	<a href="#">Agile Working</a>	<a href="#">All Acronyms</a>	<a href="#">BSSD</a>	<a href="#">BTB</a>	<a href="#">BT Acronyms</a>	<a href="#">BT Design</a>	<a href="#">BT Operate</a>	<a href="#">Best</a>
<a href="#">Practise</a>	<a href="#">Beta</a>	<a href="#">Billing</a>	<a href="#">Blogs</a>	<a href="#">Brand</a>	<a href="#">Broadband</a>	<a href="#">Common Acronyms</a>	<a href="#">Complaint</a>	<a href="#">Contributors &amp;</a>	<a href="#">Email</a>
<a href="#">Gardeners</a>	<a href="#">Crh Test</a>	<a href="#">Database</a>	<a href="#">Delivery Partners</a>	<a href="#">Directory Enquiries</a>	<a href="#">Disambiguation</a>	<a href="#">Editor handbook</a>	<a href="#">Help</a>	<a href="#">ITIL</a>	<a href="#">OfficeSpeak</a>
<a href="#">Emergency</a>	<a href="#">Forecast</a>	<a href="#">Forum</a>	<a href="#">General Info</a>	<a href="#">Global Services</a>	<a href="#">Groups</a>	<a href="#">Growth</a>	<a href="#">HR</a>	<a href="#">Pages Proposed for Deletion</a>	<a href="#">Pages That Need Editing</a>
<a href="#">Innovation</a>	<a href="#">Knowledge</a>	<a href="#">Leadership</a>	<a href="#">Line of business</a>	<a href="#">Market Sizing</a>	<a href="#">Nortel</a>	<a href="#">Ofcom</a>	<a href="#">Social Media</a>		
<a href="#">Offices</a>	<a href="#">Open Source</a>	<a href="#">Openreach</a>	<a href="#">Oracle</a>	<a href="#">Outlook</a>	<a href="#">Retail</a>	<a href="#">Reward</a>	<a href="#">SAP</a>	<a href="#">SDK</a>	<a href="#">Security</a>
<a href="#">Process improvement</a>	<a href="#">Products</a>	<a href="#">Radianz</a>	<a href="#">Recognition</a>	<a href="#">Template Documentation</a>	<a href="#">Test Laptops</a>	<a href="#">Wholesale</a>			
<a href="#">Special Acronyms</a>	<a href="#">Technology</a>								



### Newly Posted Articles

### Most Popular Articles


- [Application Platform Service \( 702788974 \)](#) - [ 17:01, 29 October 2008 ]
- [Application Service \( 702788974 \)](#) - [ 17:01, 29 October 2008 ]
- [Business Service \( 702788974 \)](#) - [ 18:31, 29 October 2008 ]
- [COTS \( 702788974 \)](#) - [ 18:00, 29 October 2008 ]
- [Enterprise Modelling \( 702788974 \)](#) - [ 15:55, 29 October 2008 ]
- [Overnight rate \( 790118587 \)](#) - [ 15:21, 29 October 2008 ]
- [Outlook - Useful Tips \( 800878588 \)](#) - [ 14:07, 29 October 2008 ]
- [Frac \( 802885084 \)](#) - [ 11:47, 29 October 2008 ]
- [ROSITA Scorecard Super User Guide \( 701977106 \)](#) - [ 18:20, 28 October 2008 ]

- [Recognition](#) - ( 23428 views )
- [Microsoft Office Communicator](#) - ( 7581 views )
- [Phone faults](#) - ( 6413 views )
- [MeetMe Hints and Tips](#) - ( 4529 views )
- [MyBT](#) - ( 3082 views )
- [21st Century Network](#) - ( 3018 views )
- [BT New Ideas](#) - ( 2720 views )
- [IT Infrastructure Library \(ITIL\)](#) - ( 2228 views )
- [BT Openzone](#) - ( 2141 views )

News Front Page World UK

**Body found in flooded Tewkesbury**

Police searching for a teenager who went missing in the badly flooded town of Tewkesbury have found a body.



The body was found near Tewkesbury Abbey

WATCH BBC floods special

Flood fears spark travel alert  
In pictures: Rescued animals  
In pictures: Floods a week on

VIDEO AND AUDIO NEWS  
The latest on Tewkesbury floods  
WATCH

LATEST  
2007  
Hull flood  
Sir Mer  
Floods cause  
March against flood-plain housing  
Government asks EU for cash

IN PICTURES  
London's drowning  
Could a flood devastate central London?  
Animals rescued from floods  
Floods one week on

FEATURES  
Back to school

RELATED BBC SITES  
SPORT WEATHER  
CBBC NEWSROUND  
ON THIS DAY  
EDITORS' BLOG  
LANGUAGES  
NEWYDDION

Have Your Say Magazine  
In Pictures  
Country Profiles  
Special Reports

Further heavy rain is predicted overnight in the area, and police advised people to stay indoors.

BBC forecaster Peter Gibbs said: "On Saturday night we are going to see some heavy rain but it's not going to be anything like the amount we saw when we had the flooding originally."

"Still the ground is saturated, which can cause concern."

Фото пользователей

"Have your say"

Рейтинг по предпочтениям пользователей

Water companies across the UK have been sending in tankers to help thousands of homeowners whose supplies have been contaminated, and the Red Cross has been delivering food parcels.

The charity's appeal for



A specialist hovercraft was used to find the body

**MOST POPULAR STORIES NOW**

MOST E-MAILED MOST READ

- 1 N Zealand stunned by All Blacks' exit
- 2 Own-brand chocs 'now favourites'
- 3 Brown 'treating people as fools'
- 4 Iran envoy 'elite force member'
- 5 Rock 'could remain independent'

Most popular now, in detail

# Искренний тон

hr4hr@unilever

Community Options ▾ Home HR Strategy HR Transformation Indiv. Pe  
Learning Reward Talent Management HRMS HR Ac

**hr4hr@Unilever Introduction**

 **Welcome to hr4hr@unilever**  
Introducing the new HR portal,  
designed for HR professionals  
within Unilever.

**Welcome** 

**The Ogg Blog**

 **11 October - Russia and Vitality**  
A few weeks ago, the Unilever Executive as a team made  
a visit to Central and Eastern Europe. We split up into  
pairs and visited Moscow, Rostov, Kiev in Russia;  
Kazakhstan and Romania. I personally went to Rostov with  
Vindi Banga, President Foods.

peoplefinder profile

### 3. Создавайте информационные поводы

- Исходите из того, что люди ежедневно ждут новостей
- Остальное можно задвинуть подальше:
  - расходы
  - командировки
  - заказ переговорных и пр.
- Не беспокойтесь об удобном доступе к контенту:
  - поиск людей\ экспертов
  - рабочие процессы
  - совместная работа





# Vitamins Team Portal

Modify Shared Page

- Sales Navigation:
- Sales Home
  - Numbers for Today
  - Sales Analysis
  - Sales Analysis by Item

**Project Timesheet**

Microsoft Office Project Web Access View my tasks

Update All Update Selected Rows Save C

Task Name	Work	% Work	Actual Work	Remaining Work	
100X DVD Drive	12h		6h	6h	Act.
New Product- 100X	12h		6h	6h	Act.
Preparation Team	4h		4h	4h	Act.



**Sales Highlights**

Highest Revenue Customer YTD	Top Salesperson this period	Highest Sale	Revenue
Alton Manufacturing \$111,078.99	Paul West \$481,075.66	Period 4: \$74,910.65 YTD: \$74,910.65	Period 4: \$25,624.00 YTD: \$1,713,401.00

**Sales Items - Best Sellers**

Best sellers on quantity

Item	Description	Class	Sales Amount	Quantity	Margin
100XLG	Green Phone		\$3,836.80	64	\$284.80
FAXX-CAN-9800	Cantata FaxPhone 9800	RETAIL	\$141,597.05	59	\$73,102.21
ACCS-RST-DXBK	Shoulder Rest-Deluxe Black	RETAIL	\$437.80	44	\$237.60
ACCS-CRD-12WH	Phone Cord - 12' White	RETAIL	\$407.95	41	\$273.06
ACCS-RST-DXWH	Shoulder Rest - Deluxe White	RETAIL	\$348.25	35	\$193.00
PHON-ATT-53BL	Cordless-Attractive 5352-Blue	AT&T CORD	\$4,748.75	25	\$2,421.52
PHON-ATT-53WH	Cordless-Attractive 5352-White	AT&T CORD	\$4,558.80	24	\$2,346.90
REPR-TWO-0002	On-site Repair		\$803.86	23	\$803.86
ANSW-PAN-1450	Panache KX-T1450 answer	RETAIL	\$2,308.95	21	\$1,253.70
ACCS-HDS-1EAR	Headset-Single Ear	RETAIL	\$1,519.05	19	\$785.84

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## Shortcuts



- > [ba.com](#)
- > [Blueprint](#)
- > [Clarity](#)
- > [Corporate Directory](#)
- > [ePay](#)
- > [ESS applications](#)
- > [Im intranet](#)
- > [Safari IT books](#)
- > [Sales Secure Info](#)

## Help desks

- > [Im Service Centre](#)
- > [85000 FM Online](#)
- > [BA2Buy Helpdesk UK](#)
- > [Pay & People Service Centre Online](#)
- > [Hotline Helpdesk](#)
- > [BA Retiree FAQs](#)

## Corporate instructions

- > [BA Standing Instructions](#)
- > [Finance Standing Instructions](#)
- > [Self Audit](#)

## My messages

- > You have 0 unread messages in your ESS Mail Inbox
- > Changes to the ESS home page - more details

## Breaking news



- > Chinese airline's \$3.8bn Boeing order
- > BA's August 2007 traffic statistics
- > BA launches two major customer service campaigns
- > Chile and India sign open skies air cargo treaty
- > more...

## In depth news



- > Fresh focus on service to customers  
British Airways has launched two major initiatives heavily focused on the airline's commitment to providing excellent service to its customers.

## Your departmental news - Im

- > [Im Business Weekly Update 31st August 2007 \(Wednesday, September 05, 2007\)](#)
- > [Book your People Skillbyte now for September and October \(Wednesday, August 29, 2007\)](#)

## What's new

- > [Have you got a BA mobile phone?](#)
- > [Latest Weekly Brief - 07 September](#)
- > [Test new ba.com technology](#)
- > [Your guide to refreshing service](#)
- > [Competitor Technology Watch - August report](#)
- > more...

## Search

  
 Intranet  FAQs

## Find a Person

## Our Performance

**12%** > operating margin for Q1 - [click here](#)

## Network

### Punctuality

43 % on time today  
37 % yesterday  
(Target 49 %)  
Last update: 08:47 Mon  
> [The World On Time](#)

## Bringing T5 alive

> [T5 news and info](#)



## 4. Сделайте его ненадежным

- Нестабильный
- Медленно работает
- Периодически пропадают записи
- Устаревший безликий контент
  - не указаны даты публикаций, сроки хранения документов
  - владельцы неизвестны
- Противоречивый контент
  - Какая это версия правил?



## 5. Пускайте эксперименты на самотек

- Пусть цель интранета определяется по ходу
- Оставляйте всё в тестовой версии
- Услышали о новой технологии – сразу внедряйте
  - Вики, блоги, Yammer, Google Docs и пр.





# Верная стратегия интранета...

- ✓ Отражает стратегию **организации**
- ✓ Гибко реагирует на изменения требований бизнеса
- ✓ Включает четкие ориентиры и сроки
- ✓ Определяет выбор технологий, но не наоборот



## 6. Скрывайте нужную информацию

- Организуйте контент по департаментам
- Сделайте на главной странице большой блок «поиск везде»
  - Но индексируйте только несколько страниц
- Храните самые востребованные документы на жестком диске
  - Рассылайте оповещения всем сотрудникам, как только какой-нибудь документ изменился



# 7. Добейтесь информационной перегрузки

- Зачем ограничиваться одним сайтом, если можно сделать 1000?
  - Старые сайты оставляйте на всякий случай
- Если у вас есть сообщение,
  1. напечатайте его в журнале
  2. отсканируйте и выложите в интранете
  3. разошлите по e-mail
  4. попросите менеджеров информировать сотрудников их подразделений



## 8. Исключите половину сотрудников

- Не беспокойтесь о производственных работниках
  - Все равно им, скорее всего, не интересно
  - Объясните им, что все процессы вполне можно выполнять на бумаге
- Не беспокойтесь о тех, кто работает вне офиса
  - Они всегда могут зайти в интранет в пятницу вечером



## 9. Создайте конфликт поколений

### ● Поколение Google

Почему в интранете не сделать больше общего с Facebook?

Если компания не предоставляет мне нужные средства, я буду пользоваться ими в интернете

Почему я не могу просто отправить им сообщение?

### ● Старшее поколение

Интранет – для бизнеса, а не для обсуждения молодежных тем

Здесь слишком много разных средств, у меня нет времени с ними разбираться

Почему нельзя просто позвонить, если что-то нужно?

и наконец....



[www.clearboxconsulting.co.uk](http://www.clearboxconsulting.co.uk)

# 10. Неустанно вносите в интерфейс разнообразие

- Используйте яркие цвета, чтобы выделять важные фразы, а также

- **bold**
- **CAPS, !!!**
- **FLASH анимацию**

- облако **ТЕГОВ**
- и трехмерные объекты



# Не забывайте использовать одновременно все доступные каналы коммуникации:

- публикуйте в корпоративной прессе
- делайте рассылки
- передавайте через руководителей...



# Спасибо

Вопросы?



[www.clearboxconsulting.co.uk](http://www.clearboxconsulting.co.uk)

# ClearBox Consulting

- Стратегия интранета – карта будущего
- Управление изменениями в интранете
- Enterprise 2.0 – получите больше от использования вики, блогов, форумов и пр.
- Как создавать онлайн сообщества

Sam Marshall

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