

Худшее в практике интранета, или 10 способов загубить интранет

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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...



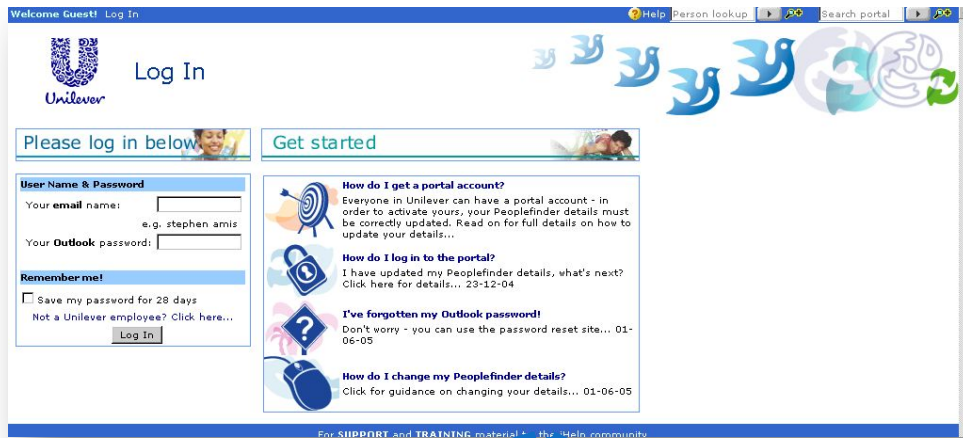
...но на
чужих
гораздо
дешевле

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 Bawazir - 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 Spa

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 designed 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%
HR Transformation 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

Membri di Board



Unilever

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
Sharing the best in Foods



Unilever Brand Centre:



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

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Oil Business Unit e Marketing
- Ufficio Fiscale Unilever Italia - presenza ad Inveruno**
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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



thebrandcentre.unilever.com
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



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





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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*

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



Newly Posted 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 \(802895084\)](#) - [11:47, 29 October 2008]
- [ROSITA Scorecard Super User Guide \(701977106\)](#) - [18:20, 28 October 2008]


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- [Phone faults](#) - (6413 views)
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- [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

Mitchell Taylor, 19, was last seen leaving a bar on 21 July. Two men were found dead on Thursday, after pumping water from a rugby club.

About 130,000 homes in Gloucestershire are still without running water and the situation is likely to last for days.

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."

The chief constable said: "We do not know where any of the bodies have become stuck but we have engaged in a search of the area."

Gloucestershire Police said the man's body was discovered by an RAF hovercraft crew in flooded parkland near the town's abbey.

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

VIDEO AND AUDIO NEWS: The latest on Tewkesbury floods

LATEST: 2007 floods Hull floods Sir Martin Floods cause flooding 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

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

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- 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 переговоровных 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.
...	4h		6h	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

>Home

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

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

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

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