Easy Knowledge access

Can Content integration revitalize corporate intranets

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How does your intranet perform?

How intranets perform varies dramatically from organization to organization. Some do their jobs very well, but others do not reach their potential. One intranet might shine in delivering corporate communications, but then fail to facilitate collaboration.

Some intranets really struggle and are underused and unpopular. The platform may be out of date, or even broken. It might need fixing, overhauling or need to be replaced entirely.

Whether good or bad, many intranet managers wish they could improve their intranet in some way. Common “pain points” include weak search and findability, low adoption, a poor user experience and a lack of integration with other systems.

Most intranet teams are well aware of what the main issues their intranet has, and the associated actions they need to take to fix them. But often they find themselves coming up against roadblocks.

Sometimes these constraints are technical in nature and sometimes they are financial with no budget available to make the changes needed. Sometimes barriers are more deep-rooted, for example senior management may not regard the intranet as being of strategic value.

What is easy knowledge access?

This white paper investigates whether a content integration solution can revitalize your intranet. It examines the effect of providing employees with easy access to some of your company’s critical knowledge and content all in one place. Can this address some of those issues which keep intranet managers awake at night?

A major issue with presenting relevant content and knowledge to employees is that it tends to reside in different repositories and systems other than the intranet. These include email, SharePoint sites, file directories, databases or social and collaboration platforms.
Being able to view all these assets together in one place and allowing them to be fully searchable has enormous benefits for employees. It saves employees significant time wasted trying to find items and helps to raise productivity.

It also allows them to gain a comprehensive “360° view” of all the content relating to a particular topic. One piece of content can also give important context and meaning to another.

**Content integration and the intranet**

The ideal place to view all this disparate content is the intranet. It is usually the only enterprise-wide channel which has a remit to deliver efficiencies and relevant content across a wide variety of business processes and activities. For example, employees might access everything from specific project-level information to marketing collateral to Thursday’s staff cafeteria menu.

Secondly, the intranet should already have a search tool enabled. This could be the engine that you enable to retrieve different repositories and collections. However, it is rarely allowed to show its true potential, and is limited in what it can search.

Delivering content integration through the intranet is all well and good, but in practice it is often difficult and expensive to deliver. The repositories that contain the content are usually totally disconnected from the intranet.

“Enterprise search” projects can run for months and require complex configuration and ongoing management. The various collections of data may need to be manipulated into a common format.

Dokoni FIND is an alternative approach to delivering enterprise search and content integration which works by normalizing and aggregating your data across silos and different formats so it can be searched and accessed from one place. This enables your employees to access all of your company’s knowledge in one place regardless of the application they’re working in.

Dokoni FIND is designed to be a product rather than a project. It is simple and rapid to implement and really does deliver “easy” knowledge access.
This white paper investigates whether implementing a solution like Dokoni FIND is a step towards revitalizing your corporate intranet.

**The state of the corporate intranet**

It’s an over-simplification to say that intranets have failed. The fact is they are still with us today after fifteen years or so of serving the enterprise. However, there is a general consensus that they have never quite delivered on their original potential.

Intranets evolved in the late nineties and over the years have acquired various objectives. Three key roles for intranets are:
- facilitating knowledge-sharing and collaboration
- delivering communications and interaction to improve employee engagement
- improving processes, such as HR self-service

But these days many intranets do not deliver value across these areas.

For example, a 2013 survey discovered that less than 40% of HR-driven intranet or employee portals actually improved employee engagement and satisfaction, and only 38% improved workforce collaboration and knowledge sharing.¹

Even more modern “social intranets” which fuse collaboration with traditional intranet content publishing appear to be struggling. A global survey of intranet managers carried out in 2012 found that only 19% of organizations rate satisfaction with intranet-based social tools as good or very good.²

**The new digital landscape of work**

One of the reasons that intranets have not delivered the value they could is because many have continued to be too static and content-led. They have not evolved to match the new digital landscape of work which most of us now

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¹ The 2013 Appirio Employee Portal / Social Intranet Survey, Appirio, 2013
work in. They are also not always meeting the expectations of everyday users.

While a high proportion of intranets have stood still, IT in the consumer world has been revolutionized. Our relationship with technology has evolved by experiencing Apple interfaces, product suggestions from Amazon or participating in social media. Mobile apps have also changed our concept of how technology is delivered. Gen Y and Gen Z have grown up immersed in this world.

Inevitably this has changed our view of workplace technology. We want intranets to deliver a better, faster and more relevant user experience, at least equal to what we experience in the consumer world.

Another major factor is the ease with which sophisticated cloud-based software can be deployed and configured with no involvement from IT departments.

This means that it has now become very difficult for central teams from IT, Knowledge Management or Communications to establish robust governance in controlling the workplace technology which departments and divisions choose to deploy.

This is a challenge as departments and divisions may set up alternative or rival systems if the intranet is not delivering. This is how enterprise social networks like Yammer often take root in the enterprise. An additional factor is the explosion of personal productivity tools, mobile apps and file sharing sites like Dropbox which also get used for work by individuals. The growth of Bring Your Own Device (BYOD) policies means this is set to increase.

The result of this is a highly complex and fragmented set of digital tools which employees need to use. With different passwords to remember, different interfaces and different device-compatibility, a digital “Wild West” has emerged.

Of course, many intranets have responded to these challenges. Some leading-edge intranets have blurred into digital workplaces which take in applications, collaboration, social channels, unified communications, document management systems and even external-facing tools. However, it
is rare to find a truly immersive intranet where everything feels part of one true connected digital environment.

**Five long-term pain points**

The result of all this is the emergence of five key long-term “pain points” for many intranets and the teams who run them:

- Poor search and findability
- A poor and fragmented user experience
- Low user adoption and satisfaction
- Perceived low value by senior management
- Difficult to make any improvements

Over the next few sections we'll be exploring in more detail whether easy knowledge access can revitalize your intranet by assessing its contribution to each of these six areas.

A summary of our findings is:

<table>
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<tr>
<th>Pain point</th>
<th>Issue</th>
<th>How easy knowledge access helps</th>
<th>Benefits</th>
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</thead>
<tbody>
<tr>
<td>Poor search and findability</td>
<td>It is time-consuming or even impossible for employees to find the knowledge they need to do their jobs effectively. Search engines may be poor and limited in scope, the intranet navigation not intuitive and content not</td>
<td>Increases the scope of intranet search to disparate systems and formats so users can find content they need or was effectively previously hidden</td>
<td>• Saves time, increases productivity • Opens up critical content to be viewed by all and in context, leading to better and faster decision making</td>
</tr>
</tbody>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>A poor and fragmented user experience</strong></td>
<td>The intranet may provide a poor user experience in terms of the design and may be inconsistent in terms of branding and interfaces. The complexity of the digital ecosystem of different applications means the experience is anything but seamless.</td>
</tr>
<tr>
<td><strong>Low user adoption and satisfaction</strong></td>
<td>Because the intranet is not delivering value the users choose not to visit. User satisfaction is low. There are few visitors and even fewer advocates.</td>
</tr>
<tr>
<td><strong>Perceived lack of value by senior management</strong></td>
<td>The intranet is not viewed as a strategic tool by senior management. They cannot see the value because it is very difficult to measure and demonstrate success, and anecdotal evidence from users is frequently negative.</td>
</tr>
<tr>
<td><strong>Difficult to make improvements</strong></td>
<td>Intranets get stuck in a rut with too many roadblocks and</td>
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Trying to find the right information is a perennial problem for employees and their organizations. In fact it has the potential to cripple productivity.

Employees are spending staggering amounts of time trying to find knowledge and data. The latest research from IDC suggests knowledge workers spend over 16 hours each week searching for and gathering information. Even then 44% of the time employees fail to locate the information they need.³

One of the obvious reasons for these unacceptably high figures is that organizations simply do not have fit-for-purpose search tools in place. These tools do not search all the places employees need to find information, and have not been fine-tuned to employees’ particular needs.

With the rise of an increasingly complex new digital landscape of work where information and knowledge is scattered among competing and overlapping systems, an effective search application is even harder to implement.

This is a clearly a significant source of frustration for employees. A 2013 survey of global companies found that 63% of companies found it “hard” or “very hard” to find information in their organization. Moreover 40% were mostly or very dissatisfied with their existing search facility.⁴

³ Unlocking the hidden value of information survey, IDC, December 2013
⁴ Enterprise search and findability study, Findwise, 2013
There is a serious gap between employee’s expectations of search and what actually happens with the search facility provided by their employer.

Part of this is shaped by the experience of searching the internet, and users expecting something similar to happen on the intranet. Research has shown that nearly two thirds of users define a “good search” as taking less than two minutes but less than half of employees are actually able to achieve this within their organization⁵.

The great opportunity

With so much time wasted on finding items and so many disgruntled employees, fixing search so it brings disparate items together presents a huge opportunity to make a difference at both an operational and strategic level.

Gartner Group has suggested that those companies who are able to integrate different information types and sources into a “coherent information management structure” can outperform their industry peers by more than 20%⁶.

In practice there are four major ways organizations and their respective intranet teams can start to improve and mend search:

- Replace or improve their search technology
- Increase the scope of their search technology so it searches more sources
- Refine and configure the tools based on employee need
- Create additional tools and make other interventions to help boost findability

⁵ Mind the search gap, MindMetre Research, 2011
⁶ “Information Management in the 21st century”, Gartner Group, September 2011
Many intranet teams are already carrying out these last two points through a variety of ways. For example they may be training content owners to make their content more findable, improving the information architecture or creating additional findability aids.

Some teams also monitor search logs and make tweaks to the current intranet search tools based on how employees actually search, for example creating “best bets”.

However resourcing issues, particularly in smaller and medium-sized companies, often means that progress in improving findability in this way can be very slow.

Of course search is only as good as what it actually searches. If critical items that employees need reside in systems that are not indexed then search success may be limited.

Using a content integration tool to enable a wider and unified search across all the enterprise content that employees need presents a great opportunity to fix one of the major issues with search. To bring this into the intranet estate is particularly powerful.

In many organizations intranet search is restricted to web content and perhaps the employee directory. There may be some integration with the document management system, or collaboration sites. Sometimes there may be integration with structured collections of data.

There is so much more that could be integrated. IDC estimates that 61% of knowledge workers need to access 4 or more systems and 13% 11 or more systems every single day to access the content they need to perform their role. But search tools are not integrated with these systems.

Enabling content integration through indexing more sources with a product like Dokoni FIND allows employees to access all these systems in one place. The benefits of this approach are not just about reducing the amount of time it takes employees to find items. A range of other benefits flow from giving employees access to this data, including:

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7 The Knowledge Quotient: Unlocking the hidden value of information using search and content analytics, IDC, June 2014
Better strategic decision making, as employees see a wider range of content and get the fullest possible picture around a particular area of knowledge

Faster decision making, as there is no time-wasting having to check through multiple places to retrieve a range of content, and they can more easily judge the most relevant items to meet their needs

Reduced risk, as employees can find items which might influence their actions, research particular topics more deeply or more easily access best practices

Better collaboration, as employees can connect to co-workers who have worked on similar projects or who may know the answer to their question

Discover useful knowledge assets which can be re-purposed or tweaked to be used again

Increased value of some knowledge items, by bringing different sources together so they can be seen in context with each other

Ability to act on specific knowledge items leading to innovation, improved customer service and other commercial opportunities

Increased confidence, as employees can find the items they really want to find

Increased transparency.

Fixing the fragmented user experience

Another key issue for intranet managers is the overall user experience. How do your employees find using the intranet and associated digital channels? How do they feel about it and how do they interact with it? A poor user experience leads to frustration, wasted time and ultimately low adoption.

The components which make up an overall user experience (or “UX”) are complex. However, a key factor in the user experience is usability. UX guru Jakob Nielsen defines this as “a quality attribute that assesses how easy user interfaces are to use”.  

— Usability 101: Introduction to Usability, Jakob Nielsen, Nielsen Norman Group, January 4 2012
The research from Nielsen’s own company suggests that overall usability on intranets has declined over the years. The success rate when completing key tasks was 75% in 2002, but 74% in 2012. However the reverse is true of websites, where usability has significantly improved over the same period.²

The decline in intranet usability is surprising given the advances in web design and wider awareness around the importance of user experience. Nielsen concludes that one of the main reasons is that intranets are now “dramatically more complex” and do far more things.

A source of this complexity is that many intranets now act as a gateway to (or are integrated with) other applications, repositories and digital channels. In fact what constitutes an intranet and a wider “digital workplace” is frequently fuzzy and blurred.

We’ve already noted that IDC have observed that employees need to access multiple systems just to get essential information for their job. Forrester research carried out in 2012 concludes that overall even more applications are accessed. On average laptop users access 21 different applications for work, while desktop users access 9.8 applications.¹⁰

With so many different technologies to access it is perhaps inevitable that the intranet and overall digital user experience will be impacted. As a user skips from one application to another in their working day, they receive a highly fragmented user experience.

This is a significant issue. Research has suggested that less than 1 in 10 organizations consider themselves to have a “unified” user experience on their “digital workplace”, a figure that has actually been getting worse.¹¹

The problem is undoubtedly being exacerbated by the explosion of use of mobile devices. Access to some content and systems may be available or at

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² Intranet Users Stuck at Low Productivity, Jakob Nielsen, Nielsen Norman Group December 3 2012

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least optimized for mobile devices, but not for others. Users may find their digital path blocked and have to switch back to using their desktop.

The growth of BYOD policies is only likely to make this issue felt more keenly by companies. Gartner predicts that by 2017, half of all employers will actually require employees to supply their own devices.\textsuperscript{12}

**The value of consistency**

Any approach which returns some consistency to the intranet and digital workplace user experience helps fix fragmentation and reduce user frustration. It enables intranets to be the epicenter of an employee’s digital experiences at work.

A key tactic that IT teams work on is establishing single sign-on so that employees can work in different systems without the need to authenticate. This is useful where employees are required to carry out transactions and tasks, for example requesting annual leave via the HR system.

For intranet teams, who tend to be more concerned with providing access to the right information and knowledge, content integration is a highly efficient tactic to tackle the fragmentation issue. Using a product like Dokoni FIND makes all the content users need available via the intranet regardless of where it resides.

Suddenly the user experience can be more coherent and less frustrating. Employees can receive the knowledge they need without having to go into multiple repositories, entering multiple passwords and leaving multiple windows open.

\textsuperscript{12} Gartner predicts by 2017, half of employers will require employees to supply their own devices for work purposes, Gartner Press Release, 1 May 2013

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Here’s how content integration can help the different types of fragmented user experience employees often face:

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<th>Issue</th>
<th>Experience</th>
<th>Outcome</th>
<th>How content integration helps</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Single Sign-On (SSO)</td>
<td>The need for users to re-authenticate into another application and remember multiple log-in details</td>
<td>User frustration; low adoption of systems; rise in calls to the IT helpdesk; decrease in productivity</td>
<td>Allows access via the intranet to content which resides in repositories where SSO is not possible technically</td>
</tr>
<tr>
<td>Inconsistent findability and access</td>
<td>The inability to access relevant information and files in one system, but not in another</td>
<td>User frustration; decrease in productivity; tendency to find alternative non-approved solutions; inability to carry out key tasks</td>
<td>Allows all content to be viewed in once system so all relevant files and information can be accessed, while preserving access rights</td>
</tr>
<tr>
<td>Inconsistent branding</td>
<td>Different “look and feel” between different systems and lack of corporate branding across the digital estate</td>
<td>Undermines employee engagement efforts, particularly “one company” initiatives</td>
<td>Reduces the need to go into different systems so content is accessed within the corporate branding of the intranet estate</td>
</tr>
<tr>
<td>Multiple user-interfaces</td>
<td>Different systems work in different ways which can be highly inefficient and make systems difficult to use, meaning low usability</td>
<td>User frustration and confusion; decrease in productivity; low adoption</td>
<td>Reduces the need to go into different systems so users aren’t faced with an array of different interfaces</td>
</tr>
<tr>
<td>Device inconsistency</td>
<td>The inability to access the systems from different devices (from smartphones to tablets to laptops to desktops, from employee-owned to corporate-owned hardware)</td>
<td>User frustration; decrease in productivity when working outside the office or if mobile; tendency to find alternative non-approved systems</td>
<td>Allows relevant content to be accessed through one channel which can be optimized for mobile devices so users do not need to return to the desktop</td>
</tr>
</tbody>
</table>

We’ve already seen the benefits that content integration brings to the user experience around search and finding information, but content integration is incredibly valuable for more structured approaches to presenting content too.

For example let’s say you were preparing pages on your intranet to support a project team working with a particular client. They will receive a huge benefit by seeing all in one place:

- documents from SharePoint
- budget information from the financial system
- marketing activity from the CRM system
- critical external news
• comments from a discussion group
• interactions from a client extranet

Prior to Dokoni FIND or other content integration solutions, gathering all this data could be a highly fragmented (and very time-consuming) user experience.

Now imagine implementing the above approach for all your company’s key accounts. Dokoni FIND enables this value-added and high impact approach for your intranet.
Securing the uptick in adoption and engagement

When intranets underperform it often results in low adoption from users and also low levels of satisfaction. Low adoption is often reflected in low visitor numbers to the intranet, or low levels of participation in areas which require contributions from users. Low levels of user satisfaction are reflected in poor feedback, responses to formal surveys and even in calls to the IT help desk. There is almost certainly a link between low user engagement and low adoption. Research from the Worldwide Intranet Challenge has shown there is a strong correlation between the perceived value of the intranet from users and the amount of time users spend in it.13

Intranet teams tend to feel low adoption and engagement keenly because these are often the main KPIs or success measures for intranet performance. Although success can be shown by other metrics such as the time saved for doing key tasks, adoption and engagement are easier to measure. Showing an uptick in adoption or user satisfaction over time is a much more common way of illustrating intranet value. For some areas of intranet activity such as internal communications or even knowledge management there is also an obvious logic which says that the more people are using the intranet the more impactful it is, and the more value is being delivered.

Adoption tends to be measured in a variety of ways such as the proportion of the company’s employees who visit the intranet each week or each month. There are also measures of participation such as the number of “likes” and comments on content, or contributions to blogs, microblogs, discussion groups and other social tools. Other metrics include the average time spent on the intranet, or readership of particular pieces of content. Some organizations are even implementing complicated algorithms which calculate a level of engagement for each page based on views and interaction. Overall user satisfaction tends to be measured by regular (often annual) surveys which solicit opinions on the intranet’s value. Often there are questions such as “Does the intranet provide the information I need to do my job?”

When user adoption or satisfaction rises it is good news for intranet teams, but the opposite is true when the figures fall. For example, when the team behind the IBM intranet “w3” found a decline in intranet user satisfaction it

13 If employees spend more time on the intranet, does this mean it’s more valuable?, Andrew Wright, Worldwide Intranet Challenge, June 8 2012

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prompted action, resulting in a significant design change for the homepage.14

Of course intranet satisfaction is not just about the intranet, it’s also about the opinions of the users. Gen Y and Gen Z employees tend to have higher expectations of technology in the workplace. The largest study of millennials ever conducted carried out by PwC concluded that organizations need to leverage technology as an “absolute must” because millennials “expect to have the best tools for collaboration and execution.” 15

Another issue for intranet teams is that adoption for active participation in intranets and collaboration platforms is usually quite low, often not above about 10%. Much has been written about the traditional pattern of “90 – 9 – 1” which commonly sees 90% of the workforce never contributing to systems. While we are seeing some instances of figures well above this, usually where there is a community management effort in play, for stakeholders it may seem like a relatively low amount of participation.

Happier users, happier intranet managers

Using Dokoni FIND for content integration helps drive both adoption and satisfaction of the intranet among users in some fairly obvious ways. The additional items users can access not only bring more visitors to the intranet, but also increases satisfaction because of the additional value for users. There is also a potential secondary positive effect on other areas of intranet adoption such as a rise in visits to communication-related content. As more users visit the intranet for an enhanced search they also explore other areas. With both sets of figures around adoption and satisfaction the standard KPIs for intranet success, the result of introducing Dokoni FIND is not only happier users but also happier intranet managers.

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Here’s how a content integration process drives adoption and engagement in more detail:

<table>
<thead>
<tr>
<th>Benefit of implementing dokoni FIND</th>
<th>Adoption uptick</th>
<th>Satisfaction uptick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drives users to the intranet as they can access content there instead of in disparate systems</td>
<td>Yes</td>
<td>N/a</td>
</tr>
<tr>
<td>Reduces user frustration on finding content and knowledge, in turn driving more usage</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Users can clearly see new intranet capability</td>
<td>N/a</td>
<td>Yes</td>
</tr>
<tr>
<td>Users are exposed to other content e.g. news items on the homepage as they use the new search</td>
<td>Yes</td>
<td>N/a</td>
</tr>
<tr>
<td>Users get more value from knowledge seeing content in context with other pieces, in turn driving more usage</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Various processes involving access to content can be centred round the intranet</td>
<td>Yes</td>
<td>N/a</td>
</tr>
<tr>
<td>Continuous improvement can be delivered on the intranet introducing content and features which utilize content integration</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Can integrate new systems and repositories as businesses needs change and organizations add new divisions</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Geting the attention of senior leaders

A perennial problem for intranet teams is getting the attention of senior leaders in order to realize the strategic value of the intranet. Often the C-Suite tends to be too busy. They only have the intranet in focus when there is a particular communications-centered initiative or if the intranet is completely broken.

In general the intranet is regarded as “hygiene”. It is an operational-level necessity that occasionally plays a supporting role when there are changes in the company. Senior management views the intranet a little like the pipes in the building that carry water – you must have it, but it is not of strategic importance. They wrongly regard the intranet as having little influence on areas which establish competitive advantage, for example improved customer service, innovation or higher retention of employees.

Not having support from senior management contributes to intranets being left in limbo, sometimes for years. A vicious circle is established where senior managers see no value in the intranet so they won’t release the funds to invest in the intranet. The IT department and the intranet team then can’t make the necessary improvements to demonstrate value or prove ROI that is needed to convince the senior management the intranet is an important tool. And so it goes on.

It’s really important for intranets to have both the support and interest of senior management. We make the distinction because support from the intranet business owner is sometimes in name only. They need to be actively involved to make a difference.

The advantages of having senior management support are several:

- Having an effective business owner is key for releasing budget and prioritizing projects
- It is vital for ensuring the intranet aligns with company strategy
- It helps maintain governance
- Their involvement is important for employee communications, a key role of the intranet
- It helps galvanize support and use from other key stakeholders
- It validates use of the intranet, particularly if contributions from senior management are visible
- It ensures the intranet plays a role in key strategic initiatives and change programs
The intranet as a strategic tool

Getting the attention of very busy senior leaders and proving the intranet is of strategic value is easier said than done. In general, intranet teams can usually try and show strategic importance and prove value in one of four interlinked ways:

- Through demonstrating greater adoption and individual user success stories
- Through improvement and contribution to business-critical processes
- Through demonstrating ROI on specific investments
- Through providing experiences for senior management on how the intranet can benefit them personally

A content integration solution like Dokoni FIND can help prove the intranet has strategic value in all four of the above areas.

<table>
<thead>
<tr>
<th>Element</th>
<th>How Dokoni FIND helps</th>
<th>What it demonstrates about intranet value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater user adoption</td>
<td>Provides an uptick in user adoption, engagement and success stories through content integration delivered via the intranet</td>
<td>Shows intranet is more effective in delivering communications and other centrally-driven initiatives around engagement and knowledge-sharing; Shows intranet team is making progress.</td>
</tr>
<tr>
<td>Better business processes</td>
<td>Content integration can help deliver obvious improvements to core processes such as on boarding, answering queries for customers, winning new business, managing risk and new product development</td>
<td>Although the intranet is an inward-facing channel, it can result in strategic-level benefits which generate competitive advantage even externally such as improved customer service.</td>
</tr>
<tr>
<td>Demonstrating ROI</td>
<td>Dokoni FIND is a product not a project, with significant benefits from relatively little investment around improved productivity alone. Additional process improvements are also possible.</td>
<td>Demonstrates specific ROI for an intranet-related product, and sets the precedent for further improvements. Shows the intranet really can show a return.</td>
</tr>
<tr>
<td>Personal experiences</td>
<td>Proves to individual C-Suite members can improve their day to day work and avoid user frustration through content integration</td>
<td>Ensures individuals directly experience intranet improvement themselves – a quick way to engage stakeholders and create powerful advocates for the intranet</td>
</tr>
</tbody>
</table>

We’ve already seen how Dokoni FIND can improve both user adoption and satisfaction. Let’s look at how a content integration solution can help with the three other elements.
Process improvements

Dokoni FIND really can enable improvements to mission-critical processes which make an enormous difference at an organizational level. This can change the perceptions of senior management.

Dokoni FIND has most impact on processes where employees need access to a range of different content held across systems. For example suitable on boarding processes support greater employee retention, but often they need access to data which is in different systems. Improving customer services with faster response times often requires access to the right content to be able to deal with different queries, but again this can be scattered through different silos.

Time and time again we’ve seen how Dokoni FIND has a positive impact among our customers. For example at law firm Selmer it is critical for employees to access the right knowledge quickly. Enabling effective knowledge management through Dokoni FIND has resulted in faster response times for clients and increased customer satisfaction. Meanwhile Executive Search company Solér was able to improve its core service offering of placing the right executives in the right positions. This was achieved by allowing employees to access the right systems, CVs and documents in one place.

Demonstrating ROI

Demonstrating ROI is difficult for intranets where the benefits are sometimes intangible or indirect. However time saved for employees is commonly used as a basis for calculating ROI.

Dokoni FIND has some advantages in proving ROI over some other intranet-related technologies because it is very quick and easy to implement. This makes it extremely cost-effective. (We'll be covering this in more detail later). This means Dokoni FIND may be able to achieve ROI on increased productivity for employees by reducing the time they spend on finding the information they need. Remember IDC’s figures of over 16 hours per week? Compare the price of Dokoni FIND and the dollars gained by just saving each

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16 VirtualWorks Selmer case study, 2013

17 VirtualWorks Solér case study, 2013
employee half an hour each week on finding information. And there’s every chance the productivity gains will be considerably higher than this. Moreover if there are also additional financial benefits from improving core processes like on boarding or winning new business then ROI becomes a no-brainer to demonstrate. Senior managers may see the intranet in a new light.

Personal experiences
One of the best ways to engage senior stakeholders is getting them to experience the intranet in action and letting them see first-hand how it can benefit them. If it can make a difference to their working day they can more easily see the impact it has on the rest of the organization. If you can get time with a senior stakeholder in a one-to-one session on the difference integrated content can make to them, then you have every chance of converting even the fiercest of critics to an advocate.
Removing the roadblocks

The final pain point for intranet teams is the inability to change their intranet for the better. Intranet teams tend to encounter many roadblocks in improving their intranet, many of which we have touched upon in this white paper. These can be technology-related, financial and even cultural:

- Technology issues limit the ability to deliver functionality on the intranet, levels of integration or features such as effective access from mobile devices
- Tight budgets and resourcing limit the ability of intranet teams to deliver enhancements, improvements and meet business needs, and sometimes even deliver their basic objectives
- Organizational culture can lead to low adoption, lack of interest from stakeholders and a result in major change management efforts

Sometimes these roadblocks combine and reinforce each other to leave intranets in limbo. Technology limitations means budget is needed to make a real difference to intranet performance. But senior management won’t release the budget because they aren’t able to see the value. Once intranets reach this stage, usually the only option is to completely overhaul or replace it.

In this white paper we’ve been talking about the advantages of content integration projects. Traditionally these are the sort of projects that can be complex and not at all easy to implement. Not only are they challenging in their own right, but are also prone to the technological, financial and cultural roadblocks that intranet teams frequently encounter.

It may be challenging to successfully make the business case because of the costs, length of implementation and other logistics involved. Dokoni FIND takes a very different approach to content integration and largely bypasses the roadblocks we’ve identified. Dokoni FIND is a software product not a project. It requires far less effort and is much quicker to implement. This makes it a far more viable approach for many intranet and IT teams not only to get the buy-in to implement it, but also in experiencing a successful deployment.

Here’s how Dokoni FIND stacks up against more traditional approaches to content integration:
<table>
<thead>
<tr>
<th>Traditional effort required</th>
<th>The Dokoni FIND way</th>
</tr>
</thead>
<tbody>
<tr>
<td>A project manager and full project team required to work over weeks, probably months.</td>
<td>Dokoni FIND can be implemented in little more than a day. It is a packaged software product, not a scope-creep prone project.</td>
</tr>
<tr>
<td>Complex customization of the software to fit the needs of the organization. Often expensive and can delay projects.</td>
<td>Connectors and standards result in a simple, easy and inexpensive approach to implementation. No customization required to delay or derail the project.</td>
</tr>
<tr>
<td>Data needs to be tagged, manipulated, altered and managed to be able to be searched or integrated. This can be very complicated.</td>
<td>Dokoni FIND normalizes both structured and unstructured content in different formats across multiple systems. No time-consuming data manipulation exercise required.</td>
</tr>
<tr>
<td>Users may be asked to tag content or change habits in order to make content searchable, requiring a change management effort.</td>
<td>No change effort needed! Dokoni FIND indexes your existing content with no change in behavior required of your users. No change management, intervention or system lockdown needed.</td>
</tr>
<tr>
<td>Training is needed to introduce some users to the new search functionality.</td>
<td>No complex training needed as Dokoni FIND uses the familiar search bar in conjunction with the existing systems which your users are already used to.</td>
</tr>
<tr>
<td>Integrating a new system or data repository into search requires a new project, with the usual cost and effort.</td>
<td>A huge library of connectors means Dokoni FIND can usually already integrate the system in question very simply. Custom connectors are also an option.</td>
</tr>
<tr>
<td>Ongoing management of your system is required often with help from the vendor or implementation partner.</td>
<td>Dokoni FIND continues to do its job in the background, delivering results with little day-to-day management required. You’re not reliant on third parties.</td>
</tr>
</tbody>
</table>

**About dokoni FIND**

Dokoni FIND is an easy-to-implement software product that enables your employees to access all of your company’s knowledge regardless of the application they’re working in or where the information lives. Dokoni FIND’ content integration capability indexes and normalizes the data across your dispersed repositories – making it easily accessible for search and analytics tools.