

# MyJack Growth Portal

# Goals

## Rethink the site structure

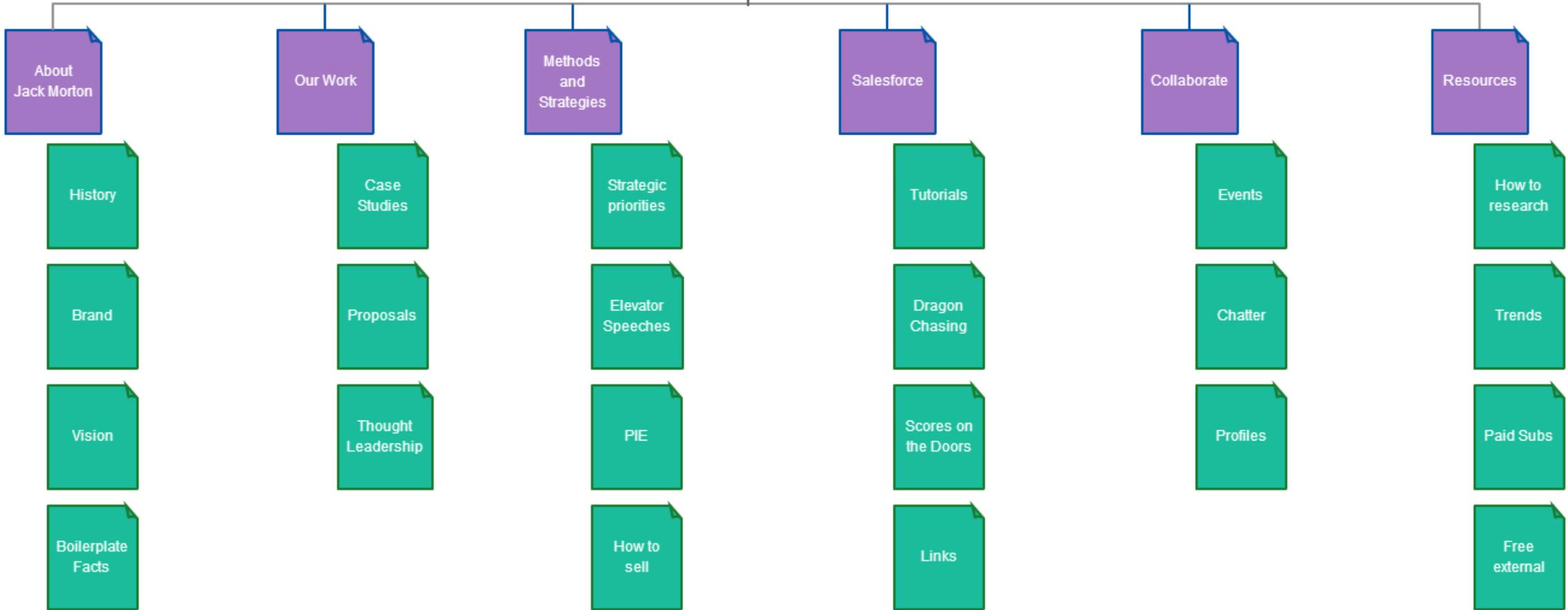
Home page will be personalized  
by job function

**Access everything in one  
place**

**Share knowledge in timely  
fashion**

**Improve global community**





# Next Steps

**Interviews with various growth community members**

**User testing to refine content organization**

**Content updating and creation**

**NEWS & TRENDS** <sup>3</sup>

Headline of the Day	Trend of the Week
Article 1	Trend 1
Article 2	Trend 2
Article 3	Trend 3

**STAFF EXPERTS** <sup>4</sup>

 **JM EXPERT OF THE WEEK**  
Bio of JM Staffer, current projects, professional expertise.

Search Staff Bios by Subject, Client Name, Activity

Search Staff Bios by Name

**COLLABORATE & COMMUNICATE** <sup>5</sup>

CHATTER	CALENDAR
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**TEMPLATES & TOOLS** <sup>6</sup>

Power Point Template

Case Study Template

## Annotations

1. Main Navigation Button
2. Button for External Site or MyJack non-Growth Portal site.
3. "Headline of the Day" is an advertising and business news feed, RSS from existing licensed source. "Trend of the Week" will be a curated feed.
4. "JM Expert of the Week" highlights a different staffer every week. Search boxes will staff to search bios by name, subject, activity or client name.
5. Chatter and Calendar. Shows a continuous feed and allows staffers to collaborate firmwide.
6. Tools for building client-facing presentations and case studies in one location.

# **Jack Morton Intranet Comprehensive Redesign: Progress Report and Implementation Plan**

**Bruce Shenitz, Information Architect, MSILS, Pratt Institute, 2012**

## **The Challenge**

In response to a growing demand for collaboration, Brand Marketing began to rebuild My Jack intranet from the ground up. In May 2012, Information Architect Bruce Shenitz was brought in to begin the redesign of the Growth Portal and to make recommendations for the overall redevelopment of MyJack. He was asked to:

\*Develop a high-level site map and homepage design for the Growth Portal of the new MyJack Intranet.

\*Write a plan for the development, testing, and implementation of the Growth Portal.

\*Propose a roadmap for extending the lessons learned from the Growth Portal redesign to the Ideas and Creative Community Portals.

All goals were realized as of August 1, 2013.

## **Deliverables**

\*Sitemap for Growth Portal redesign.

\*Wireframe for Homepage redesign.

\*Report on the Research and Design Process: User research and input, design decisions.

\*Implementation Outline for next-stage design iterations, User Experience research and input for the Growth Portal.

## **The Current Intranet Site**

I was asked to develop a preliminary site map for presentation at the Growth Community meeting in Boston, June 19-20. In order to do this in a timely fashion, I made use of the following research:

- Summaries of user interviews and surveys conducted by Brand Marketing.
- A presentation by Ben Taylor summarizing his goals for and specific ideas about the new portal.
- A deck by Ian McGonnigal and Azella Perryman with their wireframes and proposed site map for the Strategy section of the new portal.

- Interviews I conducted with stakeholders, prospective users.
- Extensive briefing by the Brand Marketing team.
- User-experience research (card-sort exercises) conducted in New York.
- A content inventory of portions of the intranet conducted by Brand Marketing.
- My examination of the current MyJack site.

### **What People Want from the New Site**

Users throughout the Growth Community wanted the following:

- An accessible collection of Jack Morton work, client facing materials, and thought leadership. The collection must be **up-to-date, searchable by several criteria (subject matter, client, industry, creating office)**, and **easily reusable for new presentations**.
- The ability to quickly locate Jack Morton colleagues from around the world who can offer expertise on project-specific, highly-focused topics. This will require **up-to-date bios** and a robust search function including name, specialty, industry and other parameters.
- The ability to easily exchange ideas and practical know-how that will help everyone in the growth community focus on their primary goal: growing the business.

### **Caveat: The Limits of Technology**

The proposed redesign can be instrumental in helping the company achieve these goals. There are certain challenges that can **only** be addressed by encouraging new behaviors and practices. The challenges:

- There are few staff members across the company dedicated to the completion and dissemination of case studies to the entire Jack Morton community. (There appear to be a couple of exceptions to this in some of the larger offices.)
- There is no real mandate or incentive for Jack Morton staffers to keep their bios up to date. One employee suggested it might be a requirement as part of the annual review process.
- There are no incentives for individuals to make their presentations available to and useable by their colleagues. While everyone has expressed the desire to be helpful to their colleagues, all agreed there was no direct incentive to do so. Again, it might be a measurable parameter for performance review, or perhaps even some kind of monthly competition, as suggested by Ben Taylor.

Change management is beyond the scope of this assignment. But I believe that it's worth pointing out the role that the corporate culture can play in the development and rollout of these changes. An example: One Jack Morton executive pointed out that "People are lazy. Everyone says they want more research resources. We already *have* Forrester, and probably very few people use it." Similarly, *the best-designed system to create and manage cases studies and company biographies cannot create*

*them*. Upper-management buy-in that incentivizes those activities is the only way to meet this challenge—and avoid the prospect of facing this very same problem 18 months from now

A site redesign reflects—and amplifies—the underlying structure of the organization that produces it. The major issue that emerged in the course of the redesign has been, *Everyone wants great content, but who is going to create and manage it?* That question must be resolved as the redesign process continues.

### **The New Growth Community Portal: Sitemap**

The attached sitemap is a major revision of the preliminary design shown at the Growth Community meeting in Boston earlier this year. User research and other feedback have been incorporated in this iteration.

Content has been divided into groups that reflect the way that users grouped information in card-sorting exercises conducted in New York in July, 2013. It also reflects insights gained from interviews with users, and reflects how users think about the tasks that they are required to perform in their work.

Across the top of the page are the main content areas that users need to create client presentations. On the main part of the page are FOUR areas that surface heavily used functions and activities: Keeping up with news and trends, Collaborating and communicating with other members of the Jack Morton community, Staff directory information, and creation tools. While most of these exist in some form on the current site, they have been made more prominent and immediately accessible.

Off to the right are links to parts of the intranet that exist somewhat independently of the Growth Portal: HR, MySalesforce.com (and links to specific areas in it), and Chatter.

Note that there are alternative paths to the same places, which makes things easier to find. For example, the user might enter Chatter via the button on the right hand toolbar, or through the lower left “Communicate and Collaborate” area.

A second wireframe will be designed for a general content page template (these are for the dropdown menus from the main navigation buttons across the top of the homepage). It will feature a secondary navigation bar running vertically on the left side of the screen; the buttons on that bar will link to the four large areas that appear in the center of the homepage. Additional wireframes will be created for the various content types that link from the four large boxes on the homepage.

### **Can We Build the New Intranet Immediately?**

Yes, but it’s not necessarily the best, most cost-effective route to take. This point that we’re at is where many intranet redesigns go wrong: there is just enough user research and content analysis to provide a first design iteration, but not enough to know if the design will work.

**The probable result: a completed design that is too expensive and difficult to repair.**

In a **User-Centered Design** approach, designs are tested and modified continuously *before* a graphic design is created and web development is undertaken. Modifications to the design are made and new iterations are tested on small groups of users. The result: an intranet design that actually works.

### **A Roadmap to completion**

- Design templates and create wireframes for different page types.
- Build dynamic wireframes using Axure (or a similar software).
- Devise several user-experience scenarios and test the design with different users. These might range from the simple (“Find a page which shows the company’s latest financials”) to the complex (“Find an RFI for a new car model unveiling” [P&B: BETTER EXAMPLE HERE?]).
- Use the results of testing to modify the design and test again.
- Assign a graphic designer and web developer to work with finalized wireframes.

### **Timetable**

A standard industry guide, *Designing intranets: Creating sites that work* by James Robertson, estimates that 12-18 months are needed for a “major intranet redesign” (redesign and new technology) by an intranet team of 3 to 12 people. Brand Marketing has devoted approximately 3 months to user analysis and research, and the consulting information architect worked for 120 hours.

### **Conclusion**

Brand Marketing now has a first full iteration of a site map and redesigned homepage for the Growth community. The “easiest” next step would be to hand off this plan for full design and development. It might not be the best one.