

Building an Intranet

Achieving Organizational Goals

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Agenda

- Background on intranets / portals
- What theory and research tells us...
 - Why is no one listening?
- A framework for consideration

Background

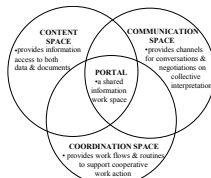
- **Definitions**
 - An **intranet** is a LAN or WAN within an enterprise based on Internet technologies that provides information content & services for employees
 - An **enterprise (corporate) portal** is a Web site within an enterprise that orients employees to various external & external information sources
 - Primary purpose is to navigate users to other sources of information
 - Provide a convenient, integrated (one-stop) view of a comprehensive collection of information

Background

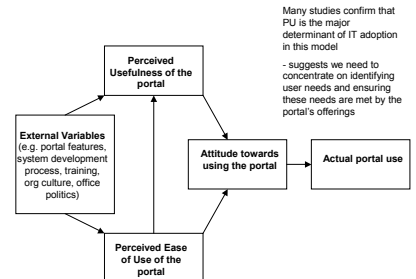
- **Benefits**
 - Better decision-making
 - “Enterprise portals enable companies to unlock internally stored information and provide users with a single gateway to personalized information and knowledge to make informed business decisions” Shilakes & Tylman, Merrill Lynch, 1998
 - Strategic advantage
 - Eliminate “re-inventions of the wheel”
 - Streamline workflow
 - Improve internal communications
 - Foster sharing and creation of knowledge
 - Cost reductions
 - Reduction in printing costs & info access

Background

- **Functionality typically offered**
 - Robust search engine
 - Taxonomy of information categories
 - Communication tools
 - Email, Discussion Areas, Bulletin Boards, Broadcasts
 - Work applications



Theory: TAM



Many studies confirm that PU is the major determinant of IT adoption in this model


- suggests we need to concentrate on identifying user needs and ensuring these needs are met by the portal's offerings

The Technology Adoption Model (Davis 1989; 1993)

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Theory: TAM


- **How can we make portals more useful?**
 - Concentrate on delivering timely, up-to-date, relevant information
 - **Portal team must include content people**
 - Ensure all stakeholders have a say
 - **Create a democratic steering committee**
 - Get users actively involved in design
 - **Adopt a Participatory Design (PD) approach**
 - A portal built by users for users
 - Market the portal to employees
 - **Tell them what's in the portal**
 - **Showcase best uses of the portal**



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Theory: TAM2


- **Social factors**
 - Subjective Norm
 - **What other 'important' people do with the technology**
 - If a person perceives that other people who are important to him/her favour use of a technology, then that person will more likely adopt the technology as well
 - Recommendation
 - **Recruit senior mgmt to promote & use the portal**



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Theory: TAM2


- **Social factors**
 - Voluntariness
 - **The degree to which a person is mandated to comply to using an information technology**
 - If mandated, then people will use the technology
 - However this effect fades over time !
 - Recommendations
 - **Mandate use initially on portal implementation**
 - **Could tie portal usage to employee appraisals**
 - **Could make the portal the default homepage of the company's internet browser**
 - **Could restrict access to email only through the portal**



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Theory: TAM2


- **Social factors**
 - Image
 - **The extent to which an information system is perceived to enhance one's own status in one's own social group**
 - If your peers adopt the technology, then likely so will you. (peer-pressure)
 - Recommendation
 - **Get Community of Practice (CoP) leaders to adopt and advocate use of the portal**
 - **This is a sustained effect (does NOT fade over time)**



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Theory: TAM2


- **Cognitive factors**
 - Job Relevance
 - **An individual's perception to which the information system is applicable to his/her job**
 - If the system is highly relevant to your job, then you are likely to use it
 - Recommendation
 - **Make sure the portal incorporates information content, communication tools, and collaboration tools that support people's typical work tasks**



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Theory: TAM2

- **Cognitive factors**
 - Output Quality
 - **The degree to which an info system performs its tasks**
 - If the system is efficient, they you are likely to use the system
 - Recommendation
 - **Make the portal efficient (e.g., fast, easy to navigate, convenient)**

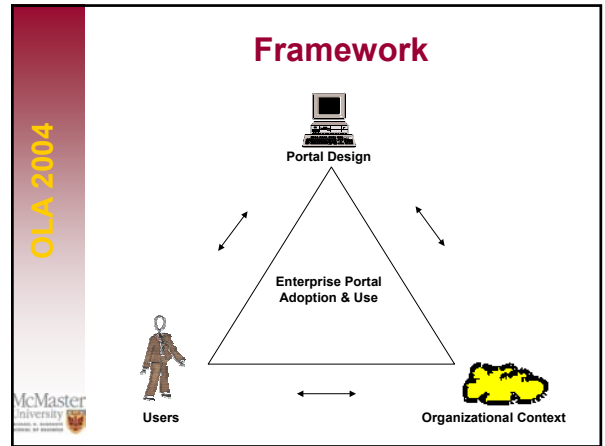


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Theory: TAM2

- **Cognitive factors**
 - Results Demonstrability
 - **The degree to which the benefits or results of using an information system are easily demonstrated to others**
 - If the benefits of using the system can be easily communicated to others, then there is a greater chance others will adopt the system
 - Recommendation
 - **Showcase how the portal improves employee productivity, leads to innovations etc.**
 - **Tell stories !**

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Framework

<p>Perspective</p> <p>Organizational Context</p> <p>Portal Design</p> <p>Users</p>	<p>Factors/Issues Affecting Enterprise Portal Adoption & Use</p> <ul style="list-style-type: none"> - Information management (cooperation across participating departments exists? re-engineering of work processes will not run into opposition?); - Information systems development process (sufficient IT skills available? technical infrastructure in place? adequate and sustained funding secured? user needs are gathered and understood? portal project coordinated with other Web site projects in the organization?); - Policy & leadership (establishment of a portal policy & strategy? strong leadership to carry out strategic direction exists? good portal governance structure in place?); - Tailorability of the interface to individual user needs and preferences; - Information quality (provision of relevant, reliable, timely information); - Information access & organization (provision of robust search tools and information classification schemas); - Task-based tools (provision of discussion areas and functions to perform daily work tasks); - Engagement (provision of an attractive, interactive interface). - User concerns (universal access, privacy, security, no repercussions); - Perceived usefulness of the portal - Perceived ease of use of the portal - Supports communities of practice & has the support of CoP leaders - Marketing & training of the portal is available.
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Need more information?

A good monograph (academic-oriented)

- *Towards Knowledge Portals: From Human Issues to Intelligent Agents* by Brian Detlor, 2004, Kluwer Academic Press
 - A great addition to your library's collection!
 - Kluwer Academic Press, in-press now!
 - Acquisitions Editor: Robbert van Berckelaer (fr.vanberckelaer@wkap.nl)

Other good books (practitioner-oriented)

- *Realizing the Promise of Corporate Portals* by Terra & Gordon, 2003, Butterworth-Heinemann.
- *Enterprise Knowledge Portals* by Collins, 2002, AMACOM.

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