Teck

Intranet Refresh Strategy Readout

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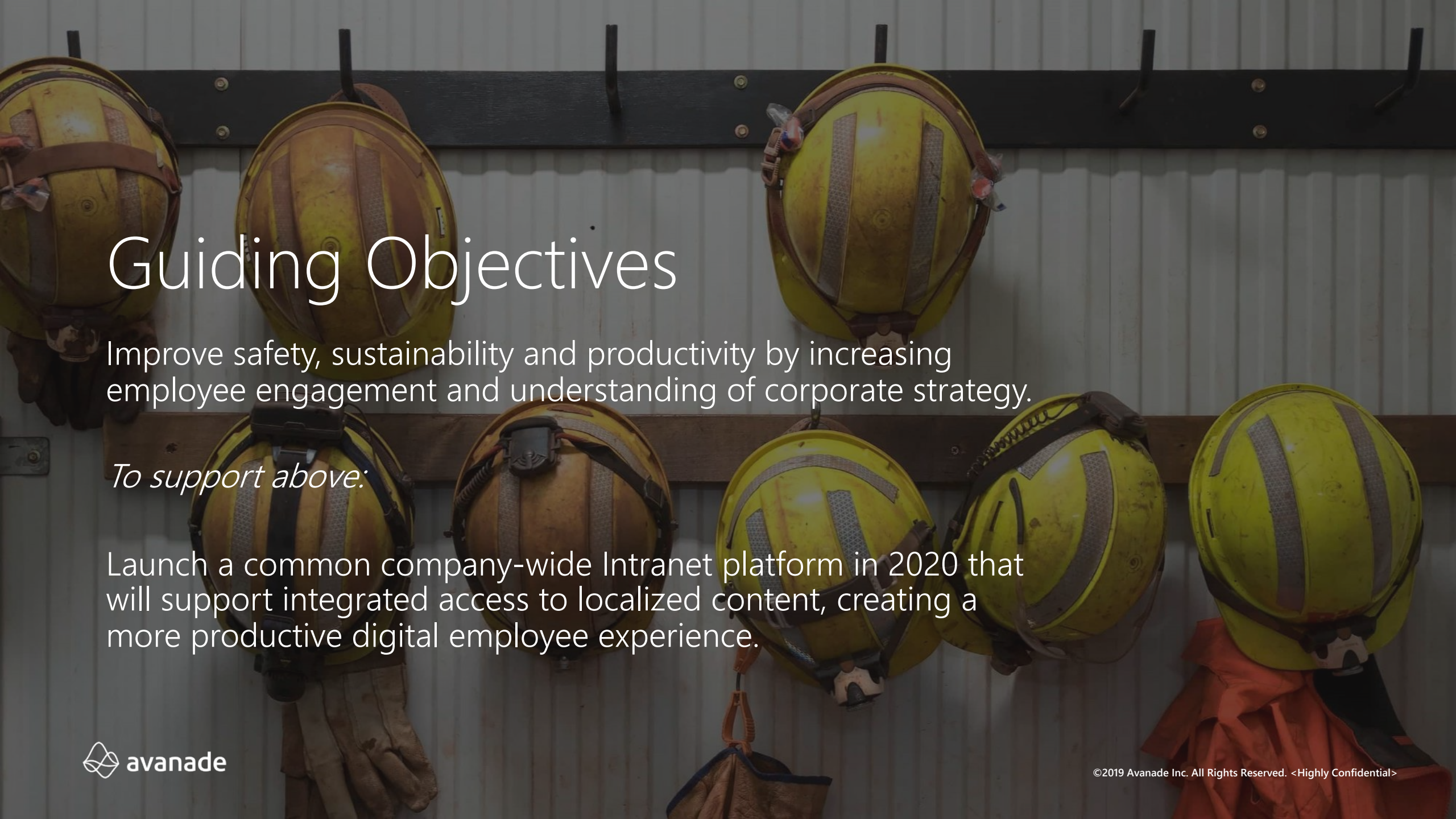

Guiding Objectives

Improve safety, sustainability and productivity by increasing employee engagement and understanding of corporate strategy.

To support above:

Launch a common company-wide Intranet platform in 2020 that will support integrated access to localized content, creating a more productive digital employee experience.

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Executive Summary

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Purpose of this engagement

To synthesize stakeholder feedback with best practices and knowledge from the field, as input towards an intranet roadmap and technology landscape assessment.

Define and justify a proposed updated and consolidated Intranet platform at Teck.

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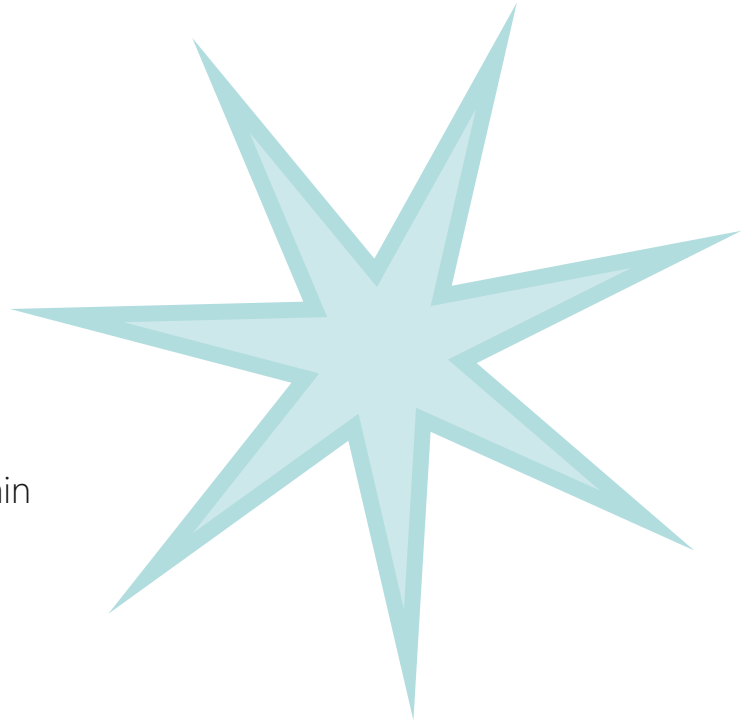
Teck Intranet North Star

Key Challenges to Tackle

- Separate Intranet sites — too many places to look for information, with significant out-of-date content
- Heavily customized Intranet technology, and in some cases outdated platforms (i.e. Trail)
- Very traditional Intranet model featuring only one-way (top down) communication



Key Opportunities to Solution

- Develop a "future ready" Intranet platform that can evolve over time and is easier to sustain
- Consolidate existing Intranets for a "One Teck" experience
- Evolve into a more modern intranet experience that is more engaging and interactive

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The Bottom Line

Teck's current Intranet faces several challenges in meeting the future demands of a rapidly evolving workplace: There are multiple disparate Intranet properties across the enterprise that lead to a disconnected experience, the technology is highly customized and not upgrade-able, it is not easy for frontline workers to access, and there are opportunities to better engage employees on business priorities and drive productivity. The technology has also reached end-of-life.

Leveraging the new class of Intranet technologies will allow Teck to solve these challenges in far less time than previous experiences around Intranet development. A highly effective, evolutionary, targeted Intranet can be rapidly built in phases — one that delivers local content, a mobile experience that reaches frontline workers, and integrates to productivity and other critical business systems. Corporate communications and productivity come together in today's modern Intranet experience.

With feedback from key intranet stakeholders, combined with best practices from the field and a technology assessment based on Teck's current landscape, this document outlines the path to a future state Intranet, with a first evolution delivered in an 8-month span.

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The Bottom Line

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THE BOTTOM LINE

Intranet Best Practices

Best practices, knowledge from the field and experience with our customers across the globe, presented alongside the key synthesis from the Teck workshops and interviews:

TECK FEATURE PRIORITIES

This list is distilled from our sessions and workshops with Teck stakeholders:

- **Content** — targeting (Personalization); Localization; Language Support > **ONE TECK**
- **Video** Integration (communications and training)
- Improve **search**
- Re-organize **Policies & Procedures**
- Improve & build **culture** (better 2-way access to CEO/SMT)
- **UX/Design** — brand fidelity and appeal
- Support **Social** — Peer to peer, commenting & following/liking
- Reaching **Frontline workers**
- **Collaboration** Integration
- **Governance** (maintaining site content)

KEY INTRANET BEST PRACTICES

Clients across the Globe are implementing Intranet portals with these approaches/trends as central elements:

- Think Simple (design, technology, features)
- Cloud & Consolidation
- Durability and Longevity before customization
- Content strategy — rewrite, don't migrate
- Have a launch plan — support it; develop a Champion Evangelist network
- Have an evolution / governance plan
- Site analytics — & responding to them w/ user voice
- User Centered Design (UCD)
- Deploy and leverage User Voice
- Develop and deliver a comprehensive Change Management plan

KEY INTRANET FEATURES

Below are features and approaches distilled from our Intranet expertise and experience in implementing portals:

- Create efficiencies by supporting business activities
- Deliver targeted content
- Surface User Profiles — Employee directory
- Enable/Support Personalization
- Enable/Support Social Collaboration
- Build/Service Communities of Practice
- HR/IT Service Integration (Employee Self-Service)
- Employee Dashboard
- Portal is available everywhere
- Enable/Support Innovation and idea generation

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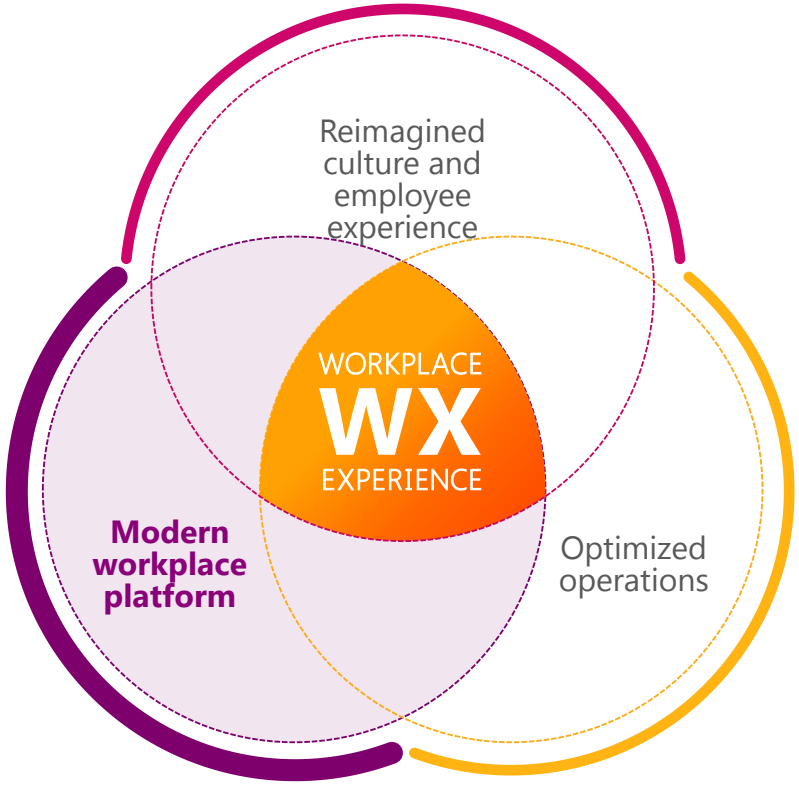
Technology Landscape

Exceptional Workplace Experience (WX) is a must-have. A responsive and secure evergreen workplace platform is the foundation of a great WX.

WX embraces the entire workplace to drive sustainable value. It combines technology, operations, culture and employee experience in a secure, holistic approach focused on cost efficiency, productivity and growth.



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Technology Landscape

Are the investments made in Intranets proving their worth?

Spend is rapidly declining while integrations and functionality are rising. Most Intranets today play a low-key but essential daily role in providing value to employees. **The role of the Intranet has evolved into an asset that increases employee engagement across leadership, peers, systems and clients through collaborative tools.**

- 78% of *Intranet Design* winners (NNG) since 2014 are on SharePoint platform[1]
- 53% of all Intranet's surveyed[2] were on the SharePoint platform (or SharePoint + accelerator)
- Spend and approach on Intranet portals has plummeted in last five years
- Significant trend towards *Buy vs. Build* — prominent leveraging of Intranet Accelerators
- Both Microsoft and Google are largely abandoning CMS to marketplace
- Significant trend towards cloud migration and consolidation of ECM apps (less "*best of breed*" mindset)
- Microsoft moving at light-speed with MS Teams evolution — MS Teams evolving into the pivot between corporate communications, communities of practice and typical ECM functionality that is at the heart of modern Intranet evolution
- Renewed focus on end user enablement — User Centered Design is widely applied bringing targeting and personalization to the forefront
- Before "Content was King" now "Context is King" – less about *finding your content* and more *your content finds you*

1. Source *Nielsen Norman Intranet Annual*
2. Source *CMSWire-State-of-the-Intranet-Survey June 2018*

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Technology Landscape - Intranets

Maximum value requires a new mindset

	From	To
Mobility	Highest productivity in the office and in person	Maximum productivity anywhere on any device
Collaboration	Collaborating on documents via e-mail	Simultaneous collaboration on documents in the cloud
Engagement	Experiences dictated by technology	Technology at the service of great experiences
Security	Security and productivity are at odds	Security enables productivity
Productivity	Users spend too much time on administrative busywork	AI and automation free users to pursue value-added tasks
Evergreen	Manual updates mean major security and feature updates only every few years	Evergreen updates ensure the latest security and productivity capabilities are always available
Support	IT overwhelmed with user requests; user productivity impacted	AI and chatbots handle an ever-growing range of user needs
Flexibility	Employees come to the office to work	Employees come to the office to collaborate

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Technology Landscape — Integration

Integrating the Intranet with other business and productivity apps is a key measure of digital maturity. Below the surveyed respondents reveal the state of integrations in their enterprise Intranet environments

	Already Integrated	Planning to integrate	Not integrated	Not applicable	Don't Know
Document Management (Collab)	46.4%	13.6%	35.0%	2.7%	2.1%
Enterprise Search	46.8%	13.0%	28.8%	7.2%	4.3%
Legacy Knowledge Management Tools	43.6%	14.3%	27.9%	12.1%	14.0%
Identify & Access Management	48.6%	8.0%	23.9%	12.3%	7.3%
Social, Chat & Collaboration Tools	34.3%	16.4%	34.3%	13.6%	1.4%
HRMS & Human Capital	33.1%	10.3%	42.7%	8.1%	5.9%
Unified Communication & Conferencing	27.5%	17.4%	42.0%	10.9%	2.2%
Learning Management Systems	23.7%	6.5%	46.0%	16.6%	7.2%
Expense Management	17.7%	7.4%	53.7%	15.4%	5.9%
CRM	12.9%	11.4%	54.3%	17.1%	4.3%
Enterprise Resource Planning	10.0%	5.7%	55.0%	18.6%	10.7%

* Source *CMSWire-State-of-the-Intranet-Survey* June 2018

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Technology Landscape — Accelerators

THE CASE FOR INTRANET ACCELERATOR VS. DIY

Corporate Intranet functionalities have proven to be very similar across diverse enterprises, so a marketplace has developed for *Intranet-in-a-Box* type accelerators to improve the time to value.

ACCELERATORS IN GENERAL:

- Shorten development cycles
- Provide a variety of enhanced branding and UX experiences for the underlying platforms
- Demonstrate best in breed functionality out of the box in many cases
- Provide a consolidated and enhanced content management experience
- Can integrate into technology ecosystems at various levels and provide a seamless experience to those systems

KEY PLAYERS

G Suite

- LumApps
- Happeo
- Thought Farmer
- Jostle

Office 365

- Akumina
- Bonzai
- Beezy
- Powell365
- Hadron365
- Unily
- Wizdom

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G Suite Accelerators

While the O365/SharePoint marketplace has over 50 accelerator contenders the G Suite marketplace has essentially four products that have the bulk of the market — here they are measured against the pivotal features for Teck:

	Content	Search	Culture	UX/Design	Social	Personalization	Video	Mobile	Collaboration Integration*
lumapps	●	◐	◐	◐	●	◕	◕	◐	◕
happeo	◐	○	◕	◕	◕	◕	○	◕	◕
ThoughtFarmer	◐	●	◕	◕	●	○	○	○	◐
Jostle	◕	◐	◐	○	◐	◕	○	●	○

** Assumes full adoption of entire G Suite stack — if not, theses accelerators offer very little in terms of integration beyond google properties*

● Full ◕ Significant ◐ Partial ◕ Some ○ None

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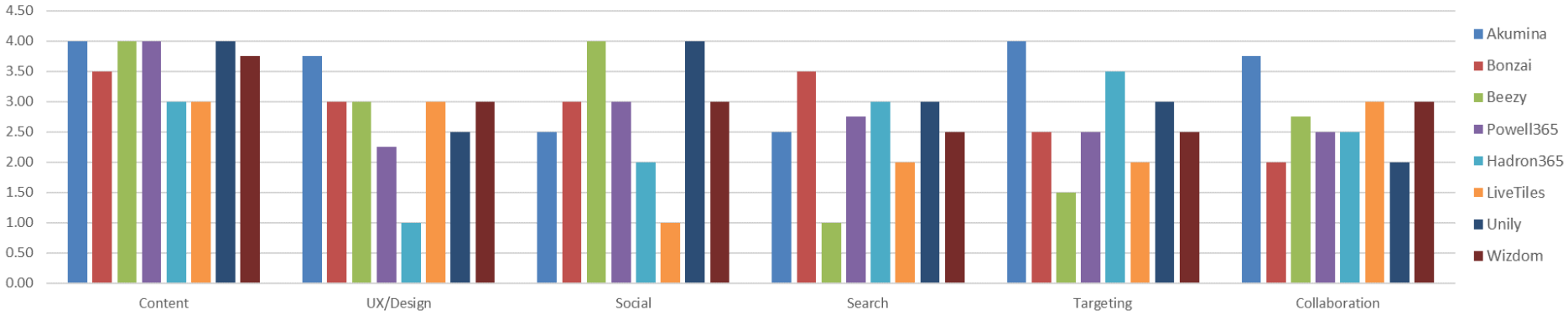
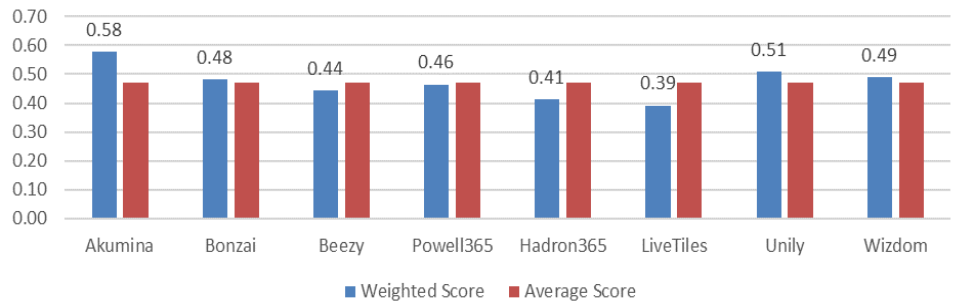
O365 Accelerators

The following is a broad market scan of the top 8 O365 Intranet accelerators. The analysis was focused around the pivotal features for Teck:



Overall Weighted Scores based on Teck Requirements



Criteria Weight		Akumina	Bonzai	Beezy	Powell365	Hadron365	LiveTiles	Unily	Wizdom
15.00%	Content	0.60	0.53	0.60	0.60	0.45	0.45	0.60	0.56
20.00%	UX/Design	0.75	0.60	0.60	0.45	0.20	0.60	0.50	0.60
15.00%	Social	0.38	0.45	0.60	0.45	0.30	0.15	0.60	0.45
15.00%	Search	0.38	0.53	0.15	0.41	0.45	0.30	0.45	0.38
20.00%	Targeting	0.80	0.50	0.30	0.50	0.70	0.40	0.60	0.50
15.00%	Collaboration	0.56	0.30	0.41	0.38	0.38	0.45	0.30	0.45
100.00%	**Weighted Score**	**0.58**	**0.48**	**0.44**	**0.46**	**0.41**	**0.39**	**0.51**	**0.49**
	Average Score	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47

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The Case for an O365 Intranet @Teck

Companies with great employee experiences outperform the S&P 500 by 122%. O365 — extended and enhanced — will empower employees, increase their efficiency and drive new levels of value and innovation. It all starts with a secure evergreen Intranet platform on O365.

- Intranets are evolving and blurring the distinction between *Corporate Communications* and *Knowledge Management and Collaboration* (productivity tools) — significant interaction and integration is required between these productivity tools and the top-down communication functions in modern Intranets
- These productivity tools are far more mature and enterprise-grade on O365, particularly the Office suite of apps, and integrate much more easily to Intranet portals within the O365 stack
- Teck has a substantial existing footprint in the Microsoft stack, and continues to pursue currency in it (Exchange Online migrations, ECM project, ERP) — unwinding this investment will be a significant undertaking — Moving terabytes of ECM content to G Suite will be time consuming, expensive and of questionable business-gain value
- An Exchange migration is underway @Teck — email is a first-class citizen of the Intranet feature constellation and needs to be completely integrated in a modern Intranet portal
- Managing an additional identity management framework will add burden to operations, and UX challenges to users, particularly on an Intranet platform that has personalization
- Intranet integration to Dynamics, Success Factors and other ECM components will be more complex and have more operational sustainment demands on a platform other than O365/Microsoft
- The Microsoft value proposition for Intranet portals has very wide capability coverage — the G Suite ecosystem has far less feature coverage and focuses on best in breed solutions with far narrower use cases

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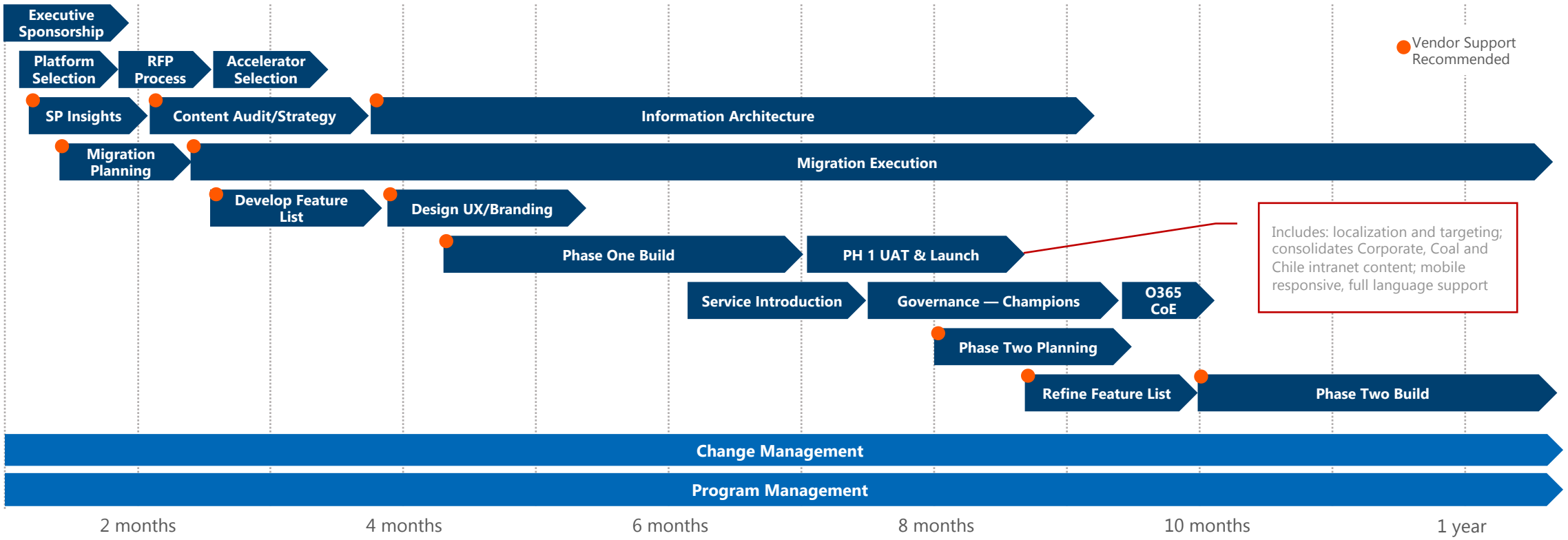
Short Term Roadmap



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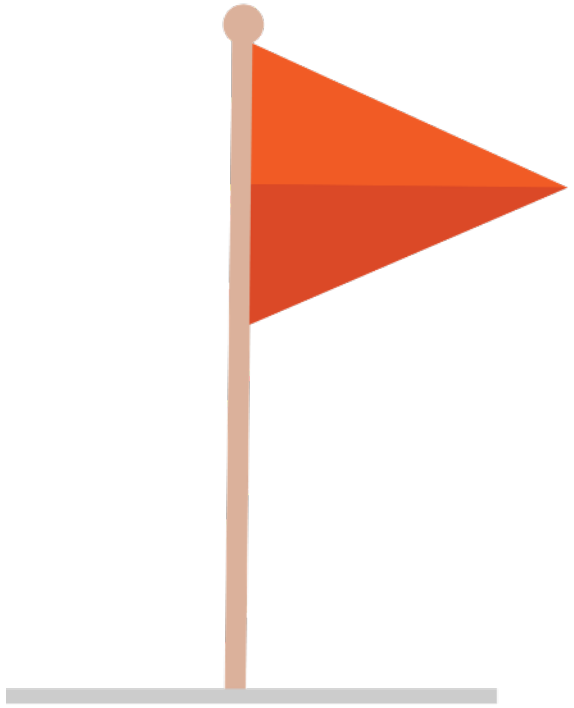
Short Term Roadmap

- Key next steps are to define the underlying Enterprise Content Management (ECM) platform and shortlist and select an Accelerator supplier and System Integrator vendor that best fits and positions Teck for the future
- Run an auditing and discovery tool (SP Insights) to assess, plan and manage your current SharePoint migration
- Drive a Phase One roll-out that supports localization and targeting, consolidates Corporate, Coal and Chile intranet content, is mobile friendly, has full language support, and has basic features to support a more engaging digital employee experience
- Conduct a content audit/strategy and design and deploy Information Architecture principles to support both location and personalized content targeting
- Develop a detailed project plan that includes timeline for additional location integration (I.e. Trail, HVC) and future iterative rollout
- Establish operational and governance framework to guarantee the health and positive evolution of the solution
- Plan for and resource overall Project and Change Management for Phase One and beyond
- Accomplish Phase One in a 6-month window from project kickoff with required support of internal and external Team



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Interview Synthesis

Observations, learnings and results from stakeholder interviews.

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Interview approach

Avanade interviewed key intranet stakeholders from across the business to gain insight into what's working and what isn't on the current intranet, and to explore other initiatives and priorities that have the potential to intersect with and impact a future intranet. Together, these insights are helping define the future vision of the intranet.

1 week
of qualitative stakeholder input

11 senior stakeholders
were interviewed

6 participants
collaborated in a Design Thinking Workshop

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"A central hub is required to create unity and cohesiveness and create an environment for improved productivity."

WHAT DO YOU USE THE INTRANET FOR?

"I use it as an employee resource to find various policies, BSWP, file transfer on OneDrive."

Employees use it for solo-task reasons.

Examples: **checking Teck's stock price, HR tasks, and checking internal corporate communications**. Most employees felt as though these features could be improved in a future-state Intranet, through personalization and better targeting.

Employees use it as an aid to their jobs.

Many wish to better **leverage the Intranet to do their job and complete daily tasks.** Examples: accessing tools, content to complete their work, sharing and team work on work product.

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WHAT WOULD YOU CHANGE?

"I wish that we could create a social experience to share what's going on."

"I wish I was able to find what I'm looking for."

Consistent feedback was around **not being able to find the content** that they're looking for using search on the current Intranet.

"I wish it was a more social experience."

The majority of respondents wished to **have a more interactive, inclusive and integrated social experience** that would allow for bottom-up, top down and peer to peer communications.

"I wish it was accessible for front-line workers.

Roughly 70-80% of frontline staff do not have access to the Intranet. In Chile, although most employees have Teck ID's and email accounts, most do not even have laptops **(a mobile app was suggested as a solution).** A significant amount of feedback stressed that many employees are not feeling 'connected' to the company. Some of these front line resources are using text-messages (SMS) to receive announcements and information.

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WHAT WOULD YOU CHANGE? (CONT'D)

"I wish that I had content that was more personalized & relevant to me."

"I wish I had more relevant content for me."

An enterprise as large and diverse as Teck's requires it surface personalized and supress irrelevant content. Many interviewees touched on the notion of having **content that resonates with them rather than having static, generic content.** Another topic expressed was the idea of being able to mange and have quick access sections of the company, relevant links and disparate LoB systems.

"I wish there was more interactive & educational content."

Employees expressed the need to include **more interactive content on the Intranet,** specifically on the homepage. Training videos were of high importance, along with integrating dashboards from other sources and projects within the organization. Also 'static' content that is not refreshed daily was seen as problematic for adoption; **there is a desire to display exciting, engaging and relevant content to make the Intranet feel 'alive'.**

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EFFECTIVE AS COMMUNICATION TOOL?

"We need to hear what our colleagues are up to and what's happening in the business."

A secondary communication method.

The general consensus was that **the current Intranet is not the primary tool corporate communication tool**. Email is considered more as the primary source for communication or announcements, and the Intranet takes a backseat. The Intranet is used more primarily as a resource for people to get generic info and "download stuff from".

The need for a bi-directional communication tool.

Most employees stressed the importance of **making the Intranet more of a bi-directional communication tool**. As it stands today, it's used widely as a one-way communication platform but doesn't offer employees much.

Language is key.

A less formal and more casual approach to language came up multiple times in conversation. Not "informal", but rather, "less formal" language is the key to acceptance and adoption.

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INTEGRATION OPPORTUNITIES?

“How do we make it easy for most of our workforce to learn and get training?”

HR Technology Roadmap Integration

Common themes were the need to **surface training videos for employees.** The Intranet should have a way to incorporate video content in more than one way. HRIS activities could also be integrated such as vacation balances, pay stubs, scheduling, etc.

Task Management

During interviews, some stakeholders mentioned having the ability to have a consolidated view of their tasks or their employees tasks presented on the Intranet.

Dashboard Integrations

There are a number of integrations and initiatives happening within the organization and **having the ability to integrate dynamic dashboards and expose content** on the Intranet would be nice-to-have for employees.

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RANK THE FEATURES

"There's a ton of information, but only a small fraction is relevant for me."

*11 stakeholders (mainly director level and above) were asked to rate the importance of features (1 being less important, 5 being most important) for a potential future state Intranet. Results were then converted into percentages and shown in the chart to the right.

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Design Thinking Synthesis

Distillation and analysis of the workshop session

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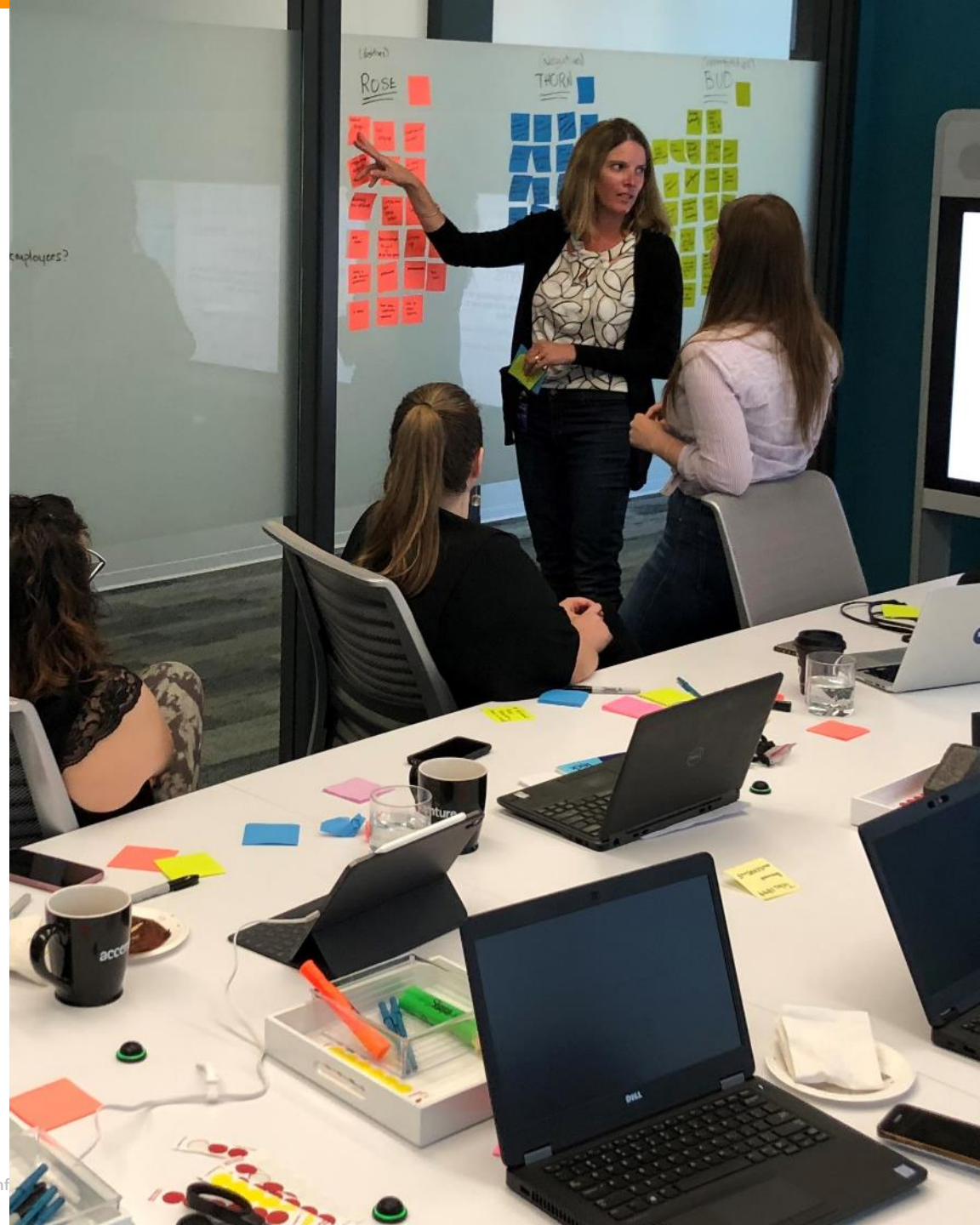
DESIGN THINKING WORKSHOP OVERVIEW

Workshop approach

Avanade facilitated a design thinking workshop with Teck employees from Corporate Affairs and TDS to better understand the current state, identify pain points, areas for improvement and potential ideas for a future Intranet.

The group participated in 5 exercises in sequence throughout an entire day.



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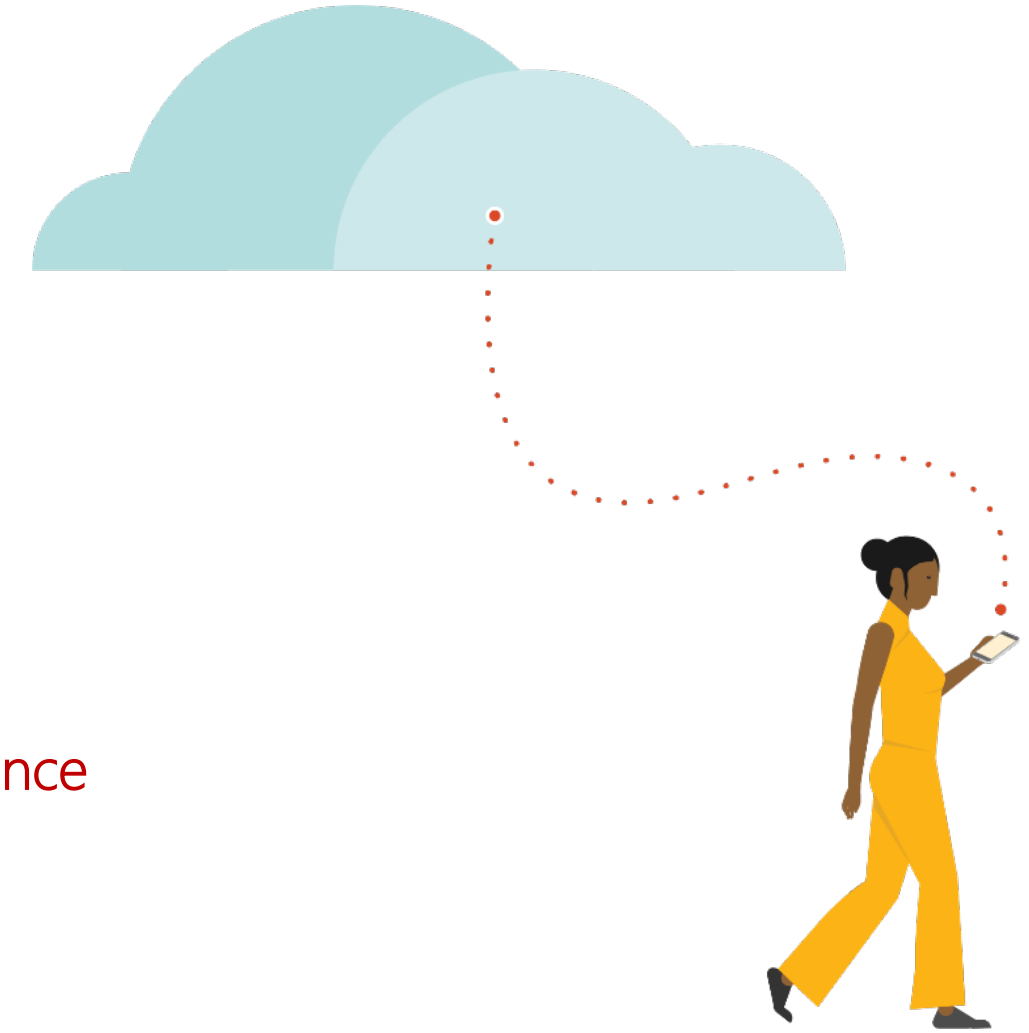
KEY THEMES

Themes emerged

Eight key themes formed as areas of importance and focal points for a future Intranet including:



- ✓ Search
- ✓ User Experience & Design
- ✓ Localization & Personalization
- ✓ Content
- ✓ Mobile
- ✓ Culture
- ✓ Governance
- ✓ Social

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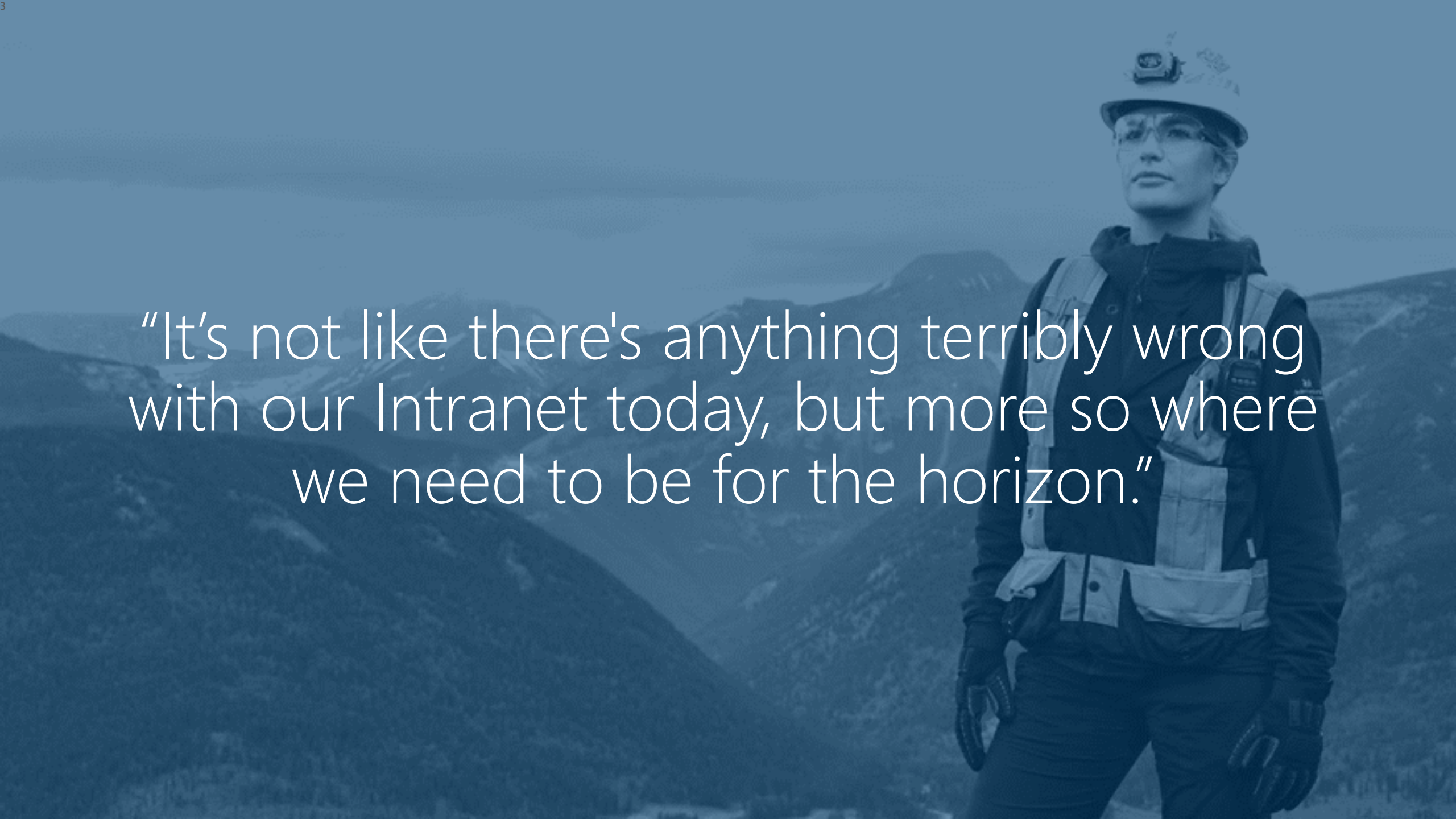
Content
External info
Dual language
Bite size balanced with indepth info
Editorial type content updated more regularly (Dynamic)
Same state content
Consideration for Spanish content
Videos activated
Stock quotes
Comprehensive content
Useful content
multi-lingual
Video hard to work w/ (buttering etc)
Streamlined content
Identify useful things & contents for users
announcements
Announcements focused
How might we... ensure content is useful and engaging?
How might we... improve the design & user experience for our intranet?
Feel
front page continually updated
access + integration with other Teck systems
links to other systems
INTERFACE
non-responsive
overall functionality/ reliability
on brand/ attractive look
on brand
updated design
Relatively user friendly
Doesn't reflect the vision for the future
Management & Governance
better content ownership
more content authors
IT help is separate
difficult to update + support
How might we...
Too many steps system
Navigation ↳ primary + secondary
Search deficiencies
challenging to navigate around (rabbit holes)
breadcrumbs
search/ content discovery
Search
ORDER OF THE INFORMATION
Search functionality
How might we ensure users can find what they need?
Some location specific content
Content hierarchy
No personalized content (my Teck section not great)
ability to add favorites (personalize)
localization
multi-location
targeted/user specific content (what do I care about?)
forms + Apps section not well used.
Narrow user experience
localization + PERSONALIZATION
How might we... ensure our intranet is inclusive & accessible by mobile users? for all users?
not mobile
lack of accessability for front line employees
more engaging activities (polls, commentary)
Doesn't facilitate two way eng/ communication
Social elements for better engagement
user generated content
two way communication
Social media → curated content
Social Interactive
NOT INTERACTIVE Static
improve social sharing
How do we move towards a more social experience?
Social
(opportunities)
BUD
CULTURE
Don / SMT presence
consolidate to one intranet
better management of policies + procedures
Build an intranet culture in Chile
Too formal
Company stats? analytics, roll up reporting
Friendly content
well used/ adopted
Outside Information
MOBILE
How might we use the intranet to drive & cultivate reinforce culture and change?


“It’s not like there's anything terribly wrong with our Intranet today, but more so where we need to be for the horizon.”

THEME - **CONTENT**

How might we…

Ensure content is useful and engaging?

Employees were generally happy with the content that is produced, but felt as though it could benefit from being more interactive and engaging to make it feel more fresh and alive.

Recommendation: Incorporate more video content, inclusive news feeds for corporate & local sites, curated & personalized content and news that is refreshed daily.

PARTICIPANT INSIGHTS:

POSITIVES

- Great use of dual/multi-language.
- I like the corporate announcements as people are kept informed.
- Stock prices work well.

CHALLENGES

- Create more editorial types of content.
- Content isn't updated regularly enough.

OPPORTUNITIES

- Activate and include more video content.

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THEME - **SEARCH**

How might we…

Ensure users can find what they need?

Employees were least happiest when it came to finding the information that they need. The main culprit for this is search.

Recommendation: Improve search so that results are more relevant to users, improve information architecture, look into redesigning the navigation, continue to use breadcrumbs on deeper level pages, reduce the number of clicks to find what you're looking for.

PARTICIPANT INSIGHTS:

POSITIVES

- Breadcrumbs are useful to find things.

CHALLENGES

- Search functionality should be improved.
- It's challenging to navigate around as it feels like you're in a rabbit hole. There's too many steps to deal with.
- Information is unordered.

OPPORTUNITIES

- Use fewer clicks to get where you need to go.
- There potential for an improved navigation.

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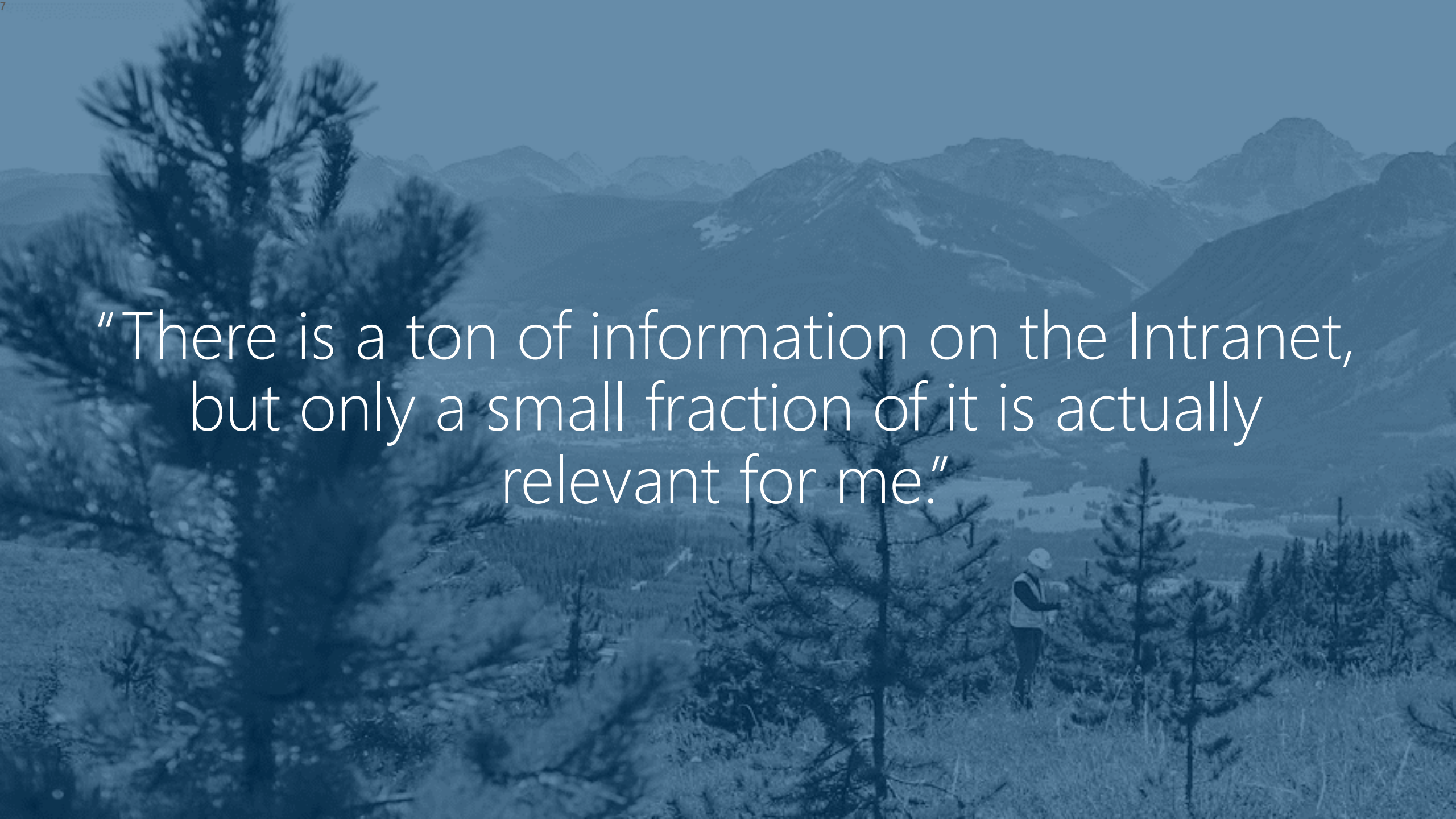
TECHNOLOGY
EDUCATION & AWARENESS
ENVIRONMENTS
WILDCARD
for all users?
localization


“There is a ton of information on the Intranet, but only a small fraction of it is actually relevant for me.”

THEME - **CULTURE**

How might we...

Use the Intranet to drive and reinforce culture change?

Employees generally feel as though there is a lot of opportunity in terms of driving culture change across the company.

Recommendation: Consolidate to one Intranet to create an inclusive and aligned environment for the whole company, use "less formal" language, and better manage policies & procedures.

PARTICIPANT INSIGHTS:

POSITIVES

- The Intranet is well adopted by users.

CHALLENGES

- Content is too formal, should be "less formal."
- Need more CEO/SMT presence.

OPPORTUNITIES

- Consolidate sites to one Intranet.
- Build an Intranet culture in Chile.
- Better management of policies and procedures.

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THEME – **UX & DESIGN**

How might we…

Improve the design and user experience of our Intranet?

The majority of employees are happy with the latest iteration of the Intranet, but feel as though minor updates could be made.

Recommendation: Keep the essence of the latest Intranet design, but make it more responsive, available everywhere and add new functionality and integrate it with other Teck systems.

PARTICIPANT INSIGHTS:

POSITIVES

- Intranet is on brand with updated design.
- Intranet is relatively user-friendly.
- It's reliable and has good functionality.
- Links to other systems well.

CHALLENGES

- Non-responsive, needs to be mobile friendly.
- Doesn't reflect a vision for the future.

OPPORTUNITIES

- Access/integration with other Teck systems.
- Needs a better help function.

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New Statement
Why?
New Statement
Why?
Problem Statement : HMW... Create an intranet experience that benefits both
How?
New Statement
How?
New Statement

THEME - **SOCIAL**

How might we…

Move towards a more social Intranet?

Employees would like to move towards a more social Intranet as they're looking for a two-way communication tool for their future-state Intranet.

Recommendation: Integrate more social media content, allow for more user generated and curated content to reflect how content is being consumed today.

PARTICIPANT INSIGHTS:

POSITIVES

- N/A

CHALLENGES

- It is a one-way communication tool.
- It's not interactive and is static.

OPPORTUNITIES

- Add engaging activities. (polls/ commenting)
- Integrate user generated content.
- Allow for more two-way communication.
- Improve social sharing.

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THEME – **LOCALIZATION / PERSONALIZATION**

How might we…

Surface relevant and curated content that I care about?

Employees feel as though there is potential to improve the "My Teck" section and focus the Intranet around a personalized experience *for them.*

Recommendation: Give users targeted and user specific content that they actually care about.

PARTICIPANT INSIGHTS:

POSITIVES

- Ability to add personalize and add favourites.

CHALLENGES

- No personalized content. My Teck section is not great at all.
- Forms & apps section is not used well.
- Narrow user experience – no personalization.

OPPORTUNITIES

- Give me targeted and user specific content that I care about.
- Content hierarchy is an great opportunity.

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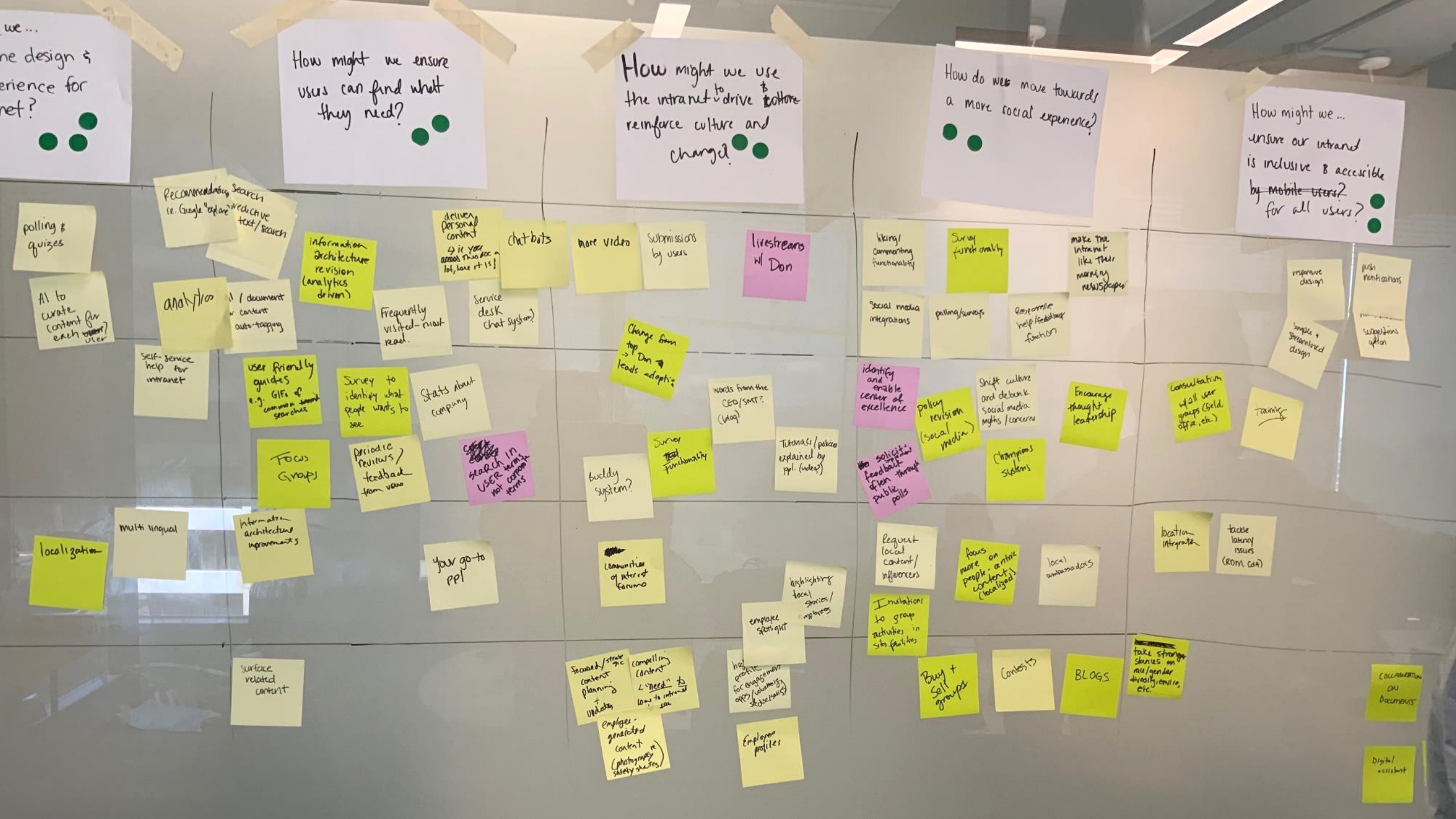

we...
ne design &
erience for
net?
How might we ensure users can find what they need?
How might we use the intranet to drive & reinforce culture and change?
How do we move towards a more social experience?
How might we... ensure our intranet is inclusive & accessible ~~by mobile users?~~ for all users?
polling & quizes
AI to curate content for each user?
Recommendation search
ie. Google "explore" predictive text/search
analytics
AI / document content auto-tagging
information architecture revision (analytics driven)
deliver personal content
chat bots
more video
submissions by users
livestreams w/ Don
Frequently visited - most read.
Service desk chat system?
Change from top → Don leads adoption
self-service help for intranet
user friendly guides e.g. GIFs of common searches
Survey to identify what people wants to see
Stats about company
Focus Groups
periodic reviews / feedback from users
search in USER terms not corporate terms
buddy system?
Survey functionality
words from the CEO/SMT? (blog)
Tutorials / policies explained by ppl. (video?)
liking / commenting functionality
Survey functionality
make the intranet like their morning newspaper
social media integrations
polling/surveys
Responsive help/feedback function
responsive design
push notifications
simple + streamlined design
suggestions option
identify and enable center of excellence
policy revision (social media)
Shift culture and debunk social media myths / concerns
Encourage thought leadership
consultation w/ all user groups (field, office, etc.)
Training
solicit feedback often through public polls
Champions systems
localization
multi lingual
information architecture improvements
your go-to ppl
communities of interest forums
highlighting local stories / employees
employee spotlight
Request local content / influencers
focus more on people-centric content (localized)
local ambassadors
location integration
tackle latency issues (RDM, CdA)
Invitations to group activities in site facilities
surface related content
focused / strategic content planning + updates
compelling content
employee-generated content (photography re safety stories)
Employee profiles
Buy + Sell groups
Contests
BLOGS
take stronger stories on race/gender diversity, environ, etc.
COLLABORATION ON DOCUMENTS
Digital assistant

THEME – **MANAGEMENT / GOVERNANCE**

How might we…

Implement better management and governance for our Intranet?

It was noted that to sustain a future consolidated intranet, governance and day-to-day management will need to be planned for.

Recommendation: Build an Intranet that is future-proof and is easier to update and support.

PARTICIPANT INSIGHTS:

POSITIVES

- N/A

CHALLENGES

- Need to have more content authors.
- It's difficult to update and support.
- IT help is separate.

OPPORTUNITIES

- Needs better content ownership.

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THEME – **MOBILE**

How might we…

Ensure our Intranet is inclusive and accessible for all users?

Most felt as though there could be more emphasis placed on creating an accessible Intranet for all employees, including front line staff.

Recommendation: Make front line workers the focal point and build an experience that also focuses on mobile.

PARTICIPANT INSIGHTS:

POSITIVES

- N/A

CHALLENGES

- Lack of accessibility for frontline employees.
- Neglect a large part of our workforce including Coal, front line staff, HVC, RD, Trail.

OPPORTUNITIES

- Interaction of the systems.
- Mobile experience.

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Designs

Concepts that visualize and present the output from the engagement

https://avanade.invisionapp.com/share/45GP5U9MFCA

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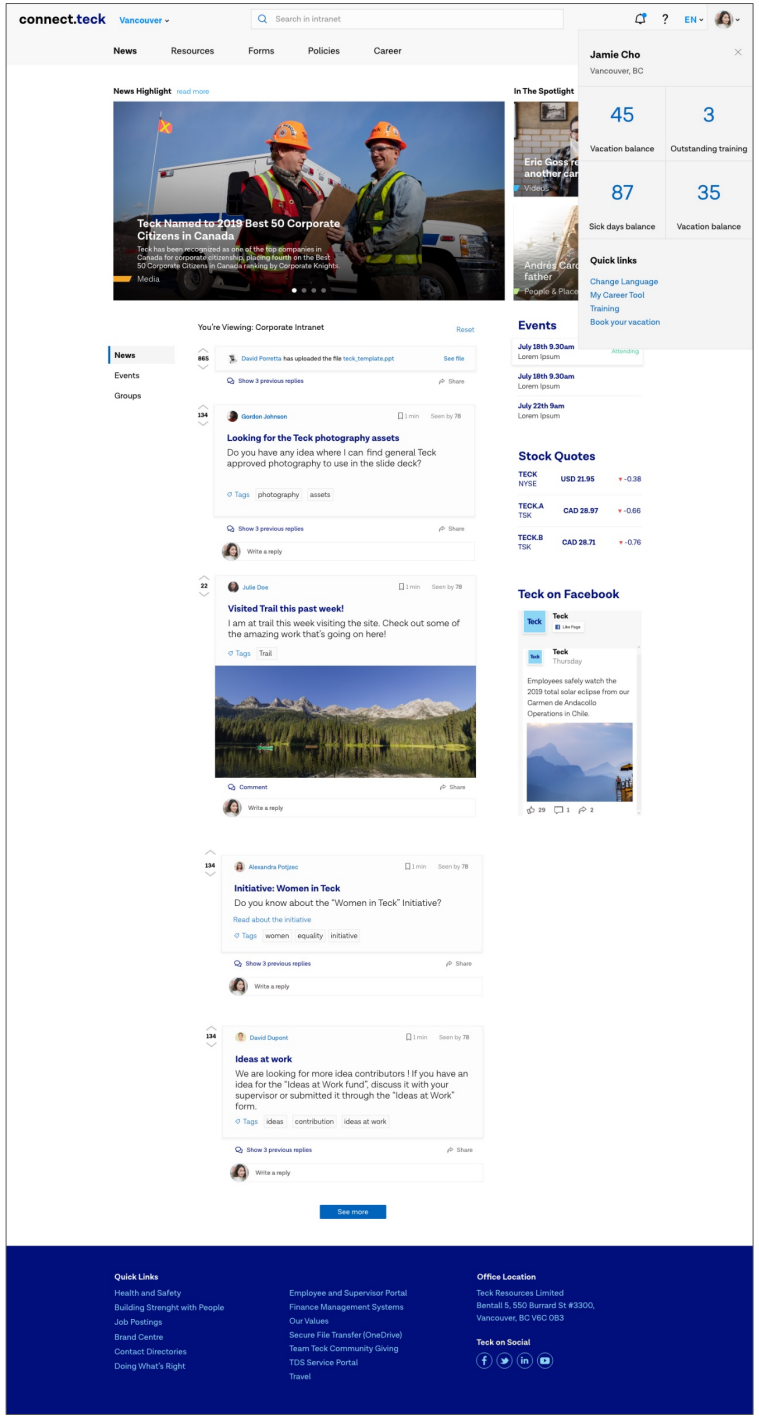
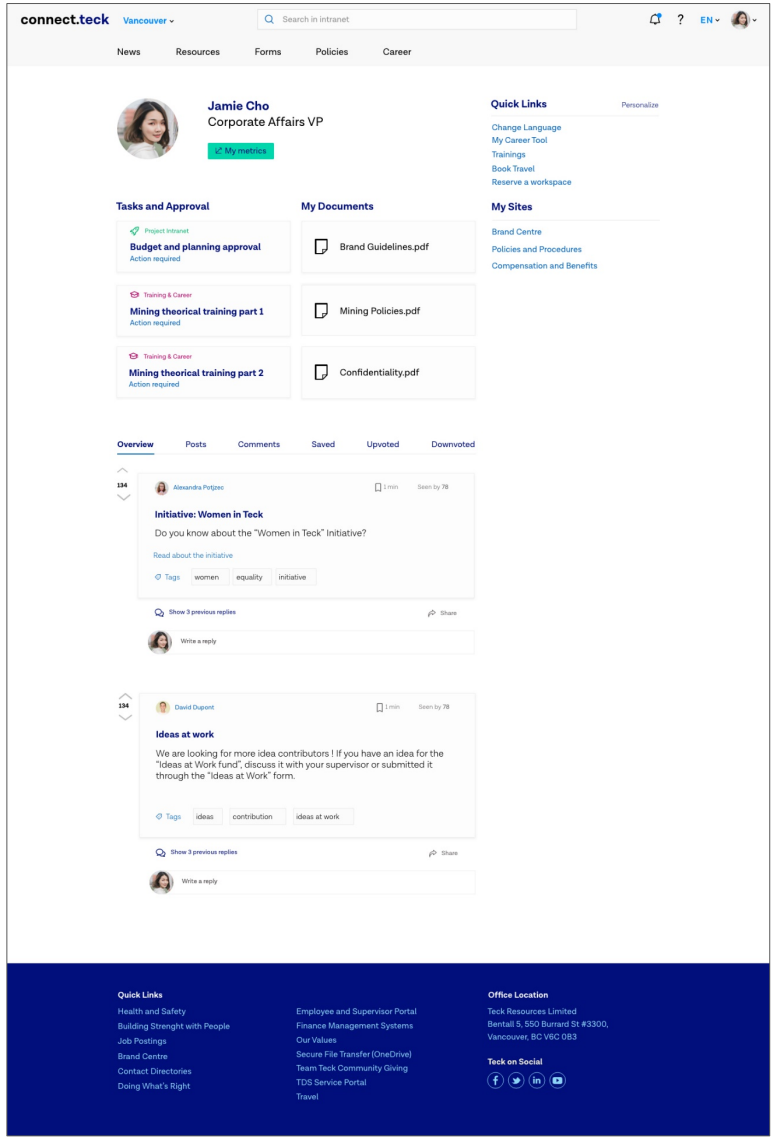
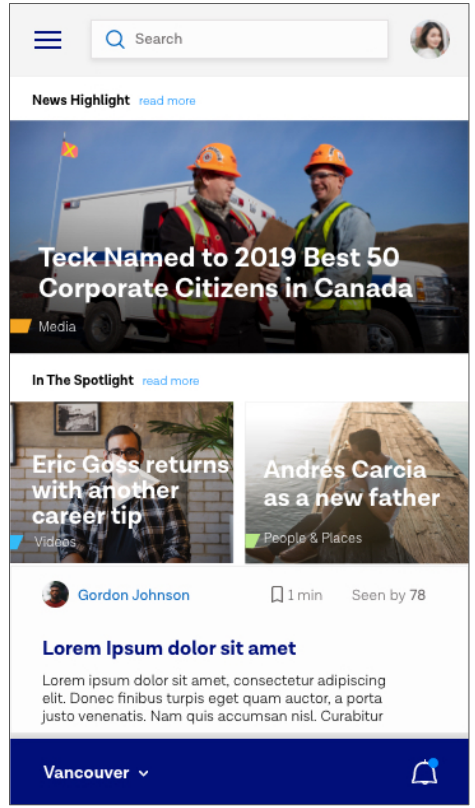
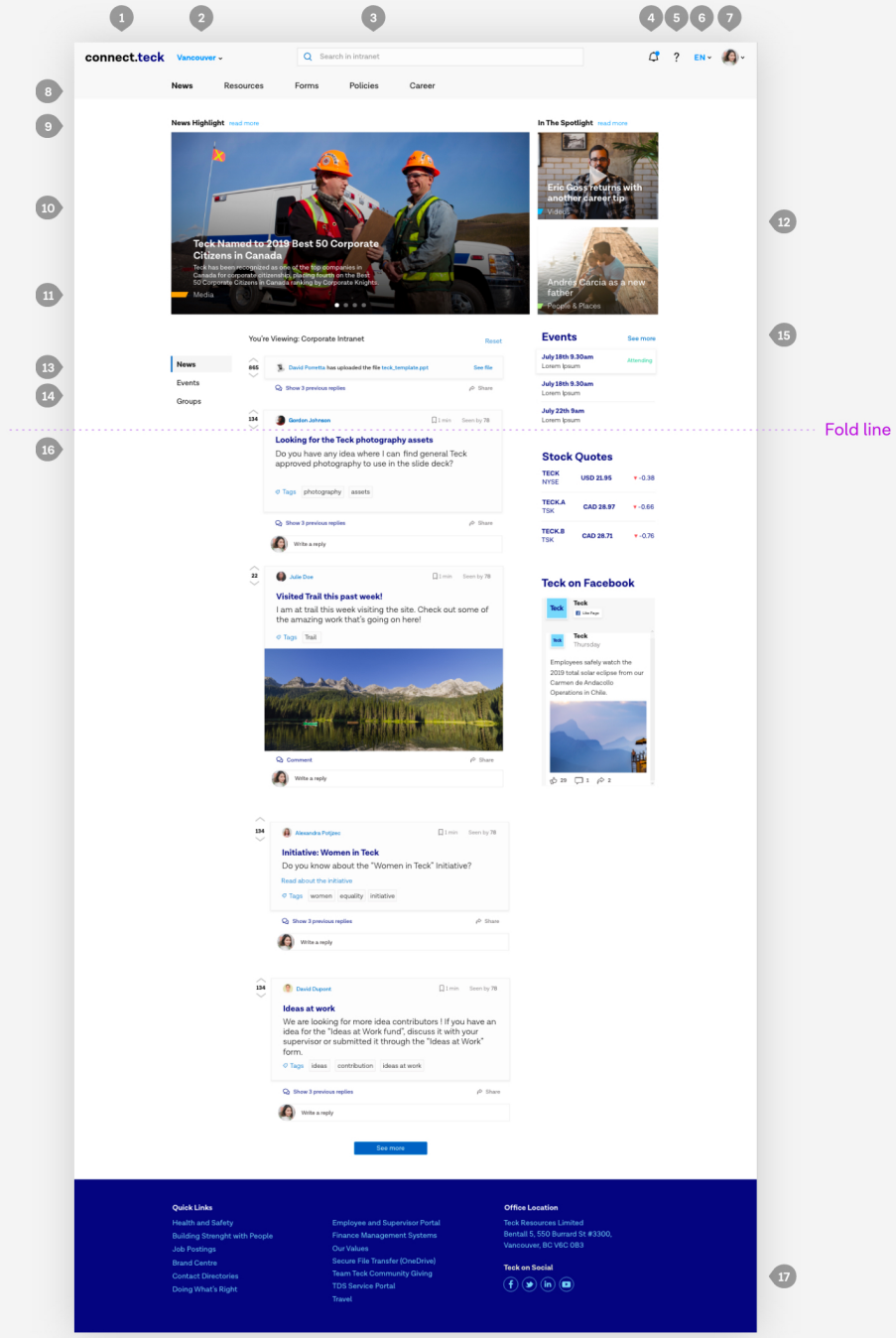

connect.teck
Vancouver
Search in intranet
EN
News
Resources
Forms
Policies
Career
Jamie Cho
Vancouver, BC
45
Vacation balance
3
Outstanding training
87
Sick days balance
35
Vacation balance
Quick links
Change Language
My Career Tool
Training
Book your vacation
News Highlight
read more
Teck Named to 2019 Best 50 Corporate Citizens in Canada
Media
In The Spotlight
Events
July 18th 9.30am
Lorem Ipsum
July 18th 9.30am
Lorem Ipsum
July 22th 9am
Lorem Ipsum
Stock Quotes
TECK NYSE USD 21.95 -0.38
TECK.A TSK CAD 28.97 -0.66
TECK.B TSK CAD 28.71 -0.76
Teck on Facebook
You're Viewing: Corporate Intranet
Reset
News
Events
Groups
Looking for the Teck photography assets
Do you have any idea where I can find general Teck approved photography to use in the slide deck?
Visited Trail this past week!
I am at trail this week visiting the site. Check out some of the amazing work that's going on here!
Initiative: Women in Teck
Do you know about the "Women in Teck" Initiative?
Ideas at work
We are looking for more idea contributors ! If you have an idea for the "Ideas at Work fund", discuss it with your supervisor or submitted it through the "Ideas at Work" form.
See more
Quick Links
Health and Safety
Building Strenght with People
Job Postings
Brand Centre
Contact Directories
Doing What's Right
Employee and Supervisor Portal
Finance Management Systems
Our Values
Secure File Transfer (OneDrive)
Team Teck Community Giving
TDS Service Portal
Travel
Office Location
Teck Resources Limited
Bentall 5, 550 Burrard St #3300,
Vancouver, BC V6C 0B3
Teck on Social


connect.teck
Vancouver
Search in intranet
EN
News
Resources
Forms
Policies
Career
Jamie Cho
Corporate Affairs VP
My metrics
Quick Links
Personalize
Change Language
My Career Tool
Trainings
Book Travel
Reserve a workspace
Tasks and Approval
Budget and planning approval
Action required
Mining theorical training part 1
Action required
Mining theorical training part 2
Action required
My Documents
Brand Guidelines.pdf
Mining Policies.pdf
Confidentiality.pdf
My Sites
Brand Centre
Policies and Procedures
Compensation and Benefits
Overview
Posts
Comments
Saved
Upvoted
Downvoted
Initiative: Women in Teck
Do you know about the "Women in Teck" Initiative?
Read about the initiative
Ideas at work
We are looking for more idea contributors ! If you have an idea for the "Ideas at Work fund", discuss it with your supervisor or submitted it through the "Ideas at Work" form.
Quick Links
Health and Safety
Building Strenght with People
Job Postings
Brand Centre
Contact Directories
Doing What's Right
Employee and Supervisor Portal
Finance Management Systems
Our Values
Secure File Transfer (OneDrive)
Team Teck Community Giving
TDS Service Portal
Travel
Office Location
Teck Resources Limited
Bentall 5, 550 Burrard St #3300,
Vancouver, BC V6C 0B3
Teck on Social


Search
News Highlight
read more
Teck Named to 2019 Best 50 Corporate Citizens in Canada
Media
In The Spotlight
read more
Eric Goss returns with another career tip
Videos
Andrés Carcia as a new father
People & Places
Gordon Johnson
1 min
Seen by 78
Lorem Ipsum dolor sit amet
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec finibus turpis eget quam auctor, a porta justo venenatis. Nam quis accumsan nisl. Curabitur
Vancouver

1. The site logo represents the intranet brand and links to the home page on a click.
2. This switch indicates the user's content targeting setting and allows them to switch the content presentation to other targets. The chevron beside the location suggests an in-page switch function.
3. The Search bar is given more prominence by a wider box and more space all around it.
4. The alert icon notification indicates unread posts, and tasks requiring attention.
5. Help can be seen and accessed easily in a traditional spot on the top right side of the page.
6. Language toggle is also placed visibly for a quick switch to Spanish.
7. The profile/account function slides open on hover to show useful stats and KPIs for that employee, as well as links to relevant HR pages.
8. The 5 menu items are a narrowed down from the 7 items on current sites. The labels are simplified to single words. News links to the targeted feeds. Resources links to essential tools and documents. Forms links to a page that presents targeted forms and applications. Policies links to a page that presents a logical targeted view of policies and procedures (see concept). Career links to targeted content specific to the career, training, benefit, compensation etc. for that employee.
9. The content titles indicated above the featured images for added context, with a link to read/view more similarly tagged content.
10. Large images that are cut to align at the edge of the rest of the content, adds a visual break as well as highlighting the latest news. This section combines corporate news and the employee spotlight. The descriptive text is incorporated within the images over a dark gradient layer for added visibility.
11. Content is marked by a minimal but visible tag, which helps create a distinction between each story through a unique colour.
12. The 2 spotlights highlight the latest stories along with the story headline. Combining these spotlights within the same container as the news adds an effective visual treatment as well as ensures that the spotlight contents fall above the fold.
13. The feed side menu, which default opens on "News", includes employee social communication and any collaboration item (updating or sharing files between team members). The employee can search for other feeds outside of News, such as Events, Groups, etc.
14. File sharing notice, indicates the file(s) being shared with links to the actual file, as well as the team member who shared it.
15. A quick overview of the upcoming events for both the entire company as well as location/targeted specific events. Clicking on a specific event opens up the detail page.
16. The main feed box contains all elements of community activities to reinforce the social dynamic within the company. Thus enabling the employees to author, make comments, vote, bookmark or share the post. Specific components are designed and added to the box including title and a brief message, the author with the profile image, ability to add tags, and basic post stats on the top of the box.
17. Other than the quick links and the company info, the not-so-fat footer also houses the social media links.



Logos
Fonts and Type
Colour Palette
Word Template
PowerPoint Template
Photos and Videos
Quebrada Blanca Phase 2

Files See more

- Brand Guidelines.pdf
- Mining Policies.pdf
- Confidentiality.pdf

Related informations

- Brand Guidelines
- Creative Service Support
- Writer's Toolkit
- Best Practices for Productive Meeting

Brand Centre

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec finibus turpis eget quam auctor, a porta justo venenatis. Nam quis accumsan nisl. Curabitur pellentesque pulvinar augue.

Brand Centre

The Teck logo is the most important element of our visual identity. It is a wordmark composed of custom letterforms based on a sans serif humanist typeface. It is bold yet approachable.

By using our logo correctly and consistently, we protect our most recognizable and valuable brand asset.

Our logo appears on all communications including print collaterals, website, signage and promotional items.

The Teck logo is available as digital artwork in a variety of file formats. Always use the digital artwork to reproduce the logo. Do not redraw it, recreate it or use plain text in place of it.

Colour Versions - There are three colour versions of the Teck logo:

- Teck Blue
- Black
- Reverse (white)

These versions have been created to accommodate different applications in colour.

The black and reverse (white) versions are also used when production limitation prevents the use of the Teck Blue logo.

For full details on proper use of Teck's logo, and examples of incorrect use, please refer to pages 6-11 of our Brand Guidelines.

Teck Blue

Use on a white, light-coloured or photographic background with sufficient contrast
Black
Use on a white, light-coloured or photographic background with sufficient contrast.

Reverse (white)

Announcement > Update Regarding Calgary Office Space

Upvote
Downvote
Share
Bookmark

Teck - Featured
11/06/2019
2 min
Seen by 786

Update Regarding Calgary Office Space

Teck's Calgary of fice has recently initiated a review of the existing of fice space with a view to potentially relocating.

If a sale of Fording Place can be completed on acceptable terms and suitable new space secured, all employees currently based in the Calgary office will be moving to that new location. New spaces under consideration are at minimum similar in size to the existing space occupied at Fording Place, and will be located in downtown Calgary.

The decision to pursue relocating was undertaken as Calgary's existing office space will require significant improvements in the near term, and the current real estate market presents an opportunity to invest in a space that will better suit our current and future needs.

An internal committee has been formed to oversee this process and a commercial real estate firm has been engaged to conduct the sale process and a search for a new of fice space. This process is still in the early stages and additional information will be provided as the search progresses.

Employees are encouraged to speak with your supervisor if you have any questions.

Thank you for your understanding and patience during this process, as we look to make a positive investment in the future of the Calgary office.

Show 2 previous replies
Share

John Joe 04/08/19
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec finibus turpis eget quam auctor, a porta justo venenatis. Nam quis accumsan nisl. Curabitur pellentesque pulvinar augue. Aenean scelerisque, mauris

Write a comment

On the same topic

Announcement
2 min
Seen by 786

Lorem Ipsum dolor sit amet
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec finibus turpis eget quam auctor, a porta justo venenatis. Nam

Tags Industry Mining Canada

Appendix & References

Important reference material

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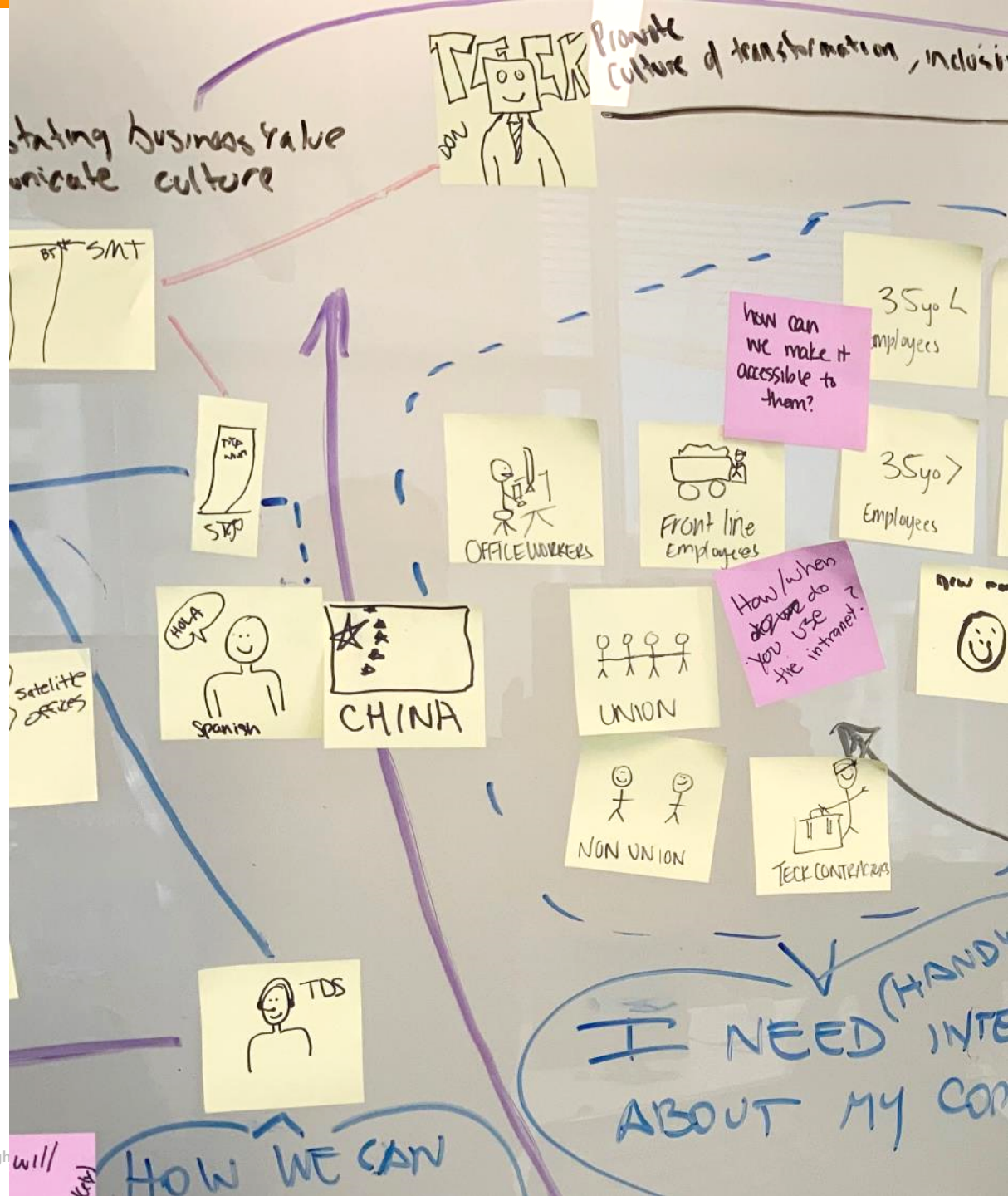
MAP THE LANDSCAPE

Stakeholder Mapping

A way of diagramming the network of people who have a stake in a given system.

- Focuses on people above other factors.
- Guides research for future.
- Builds a shared understanding.



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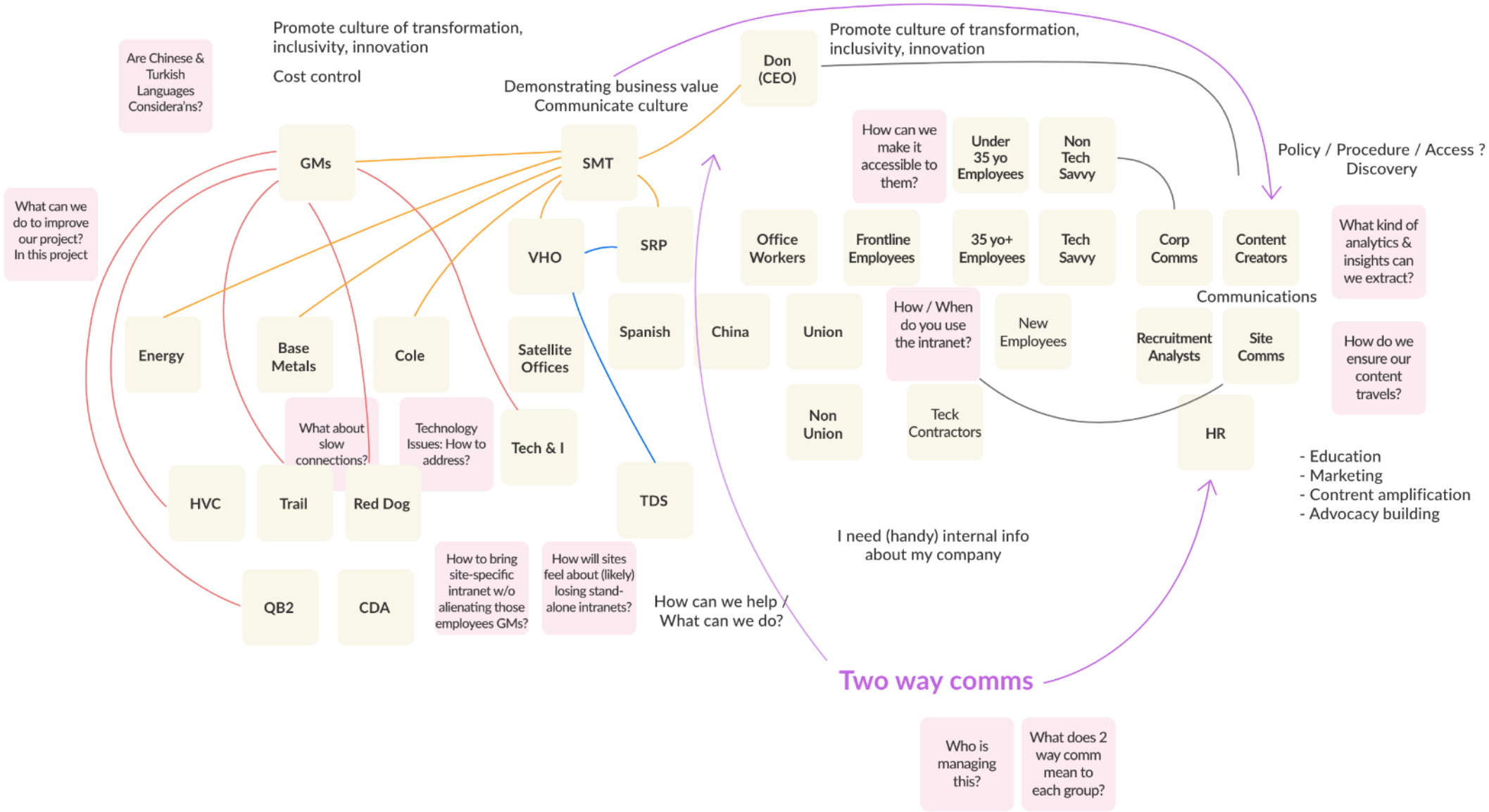

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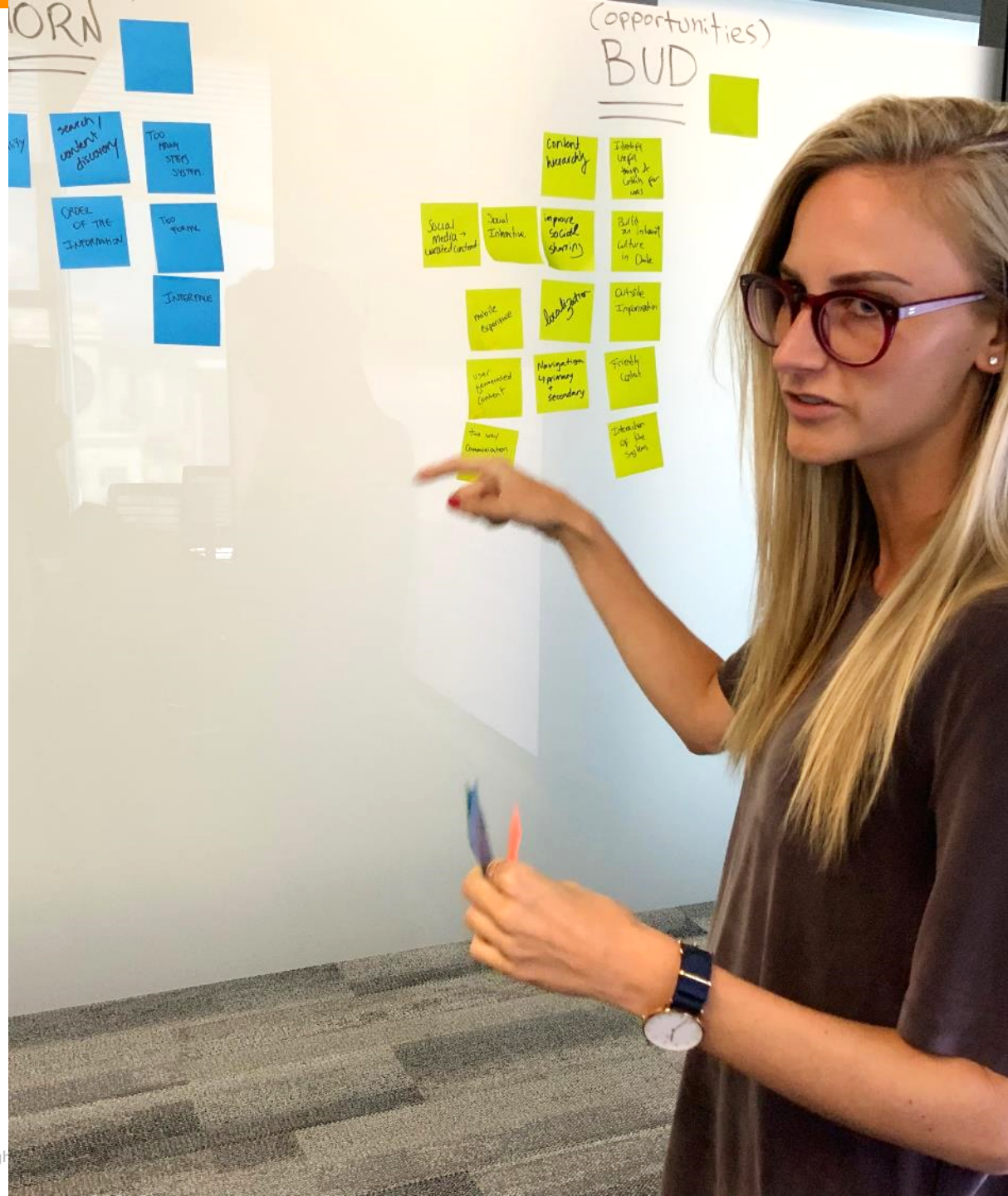
IDENTIFY ISSUES & INSIGHTS

Rose, Thorn & Bud

A technique for identifying things as positive, negative or having potential.

- Invites input from all team members
- Helps identify issues and insights.



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Rose

- Consider'n for Spanish content
- Front page continually updated
- Overall functionality /reliability
- Compre-hensive content
- External info
- Breadc-rumbs
- Announceme nts focus– Ppl are kept informed
- Well used/ Adopted
- Dual language
- Updated design
- Announ-cements
- Ability to add favorites (personalize)
- Multi lingual
- On brand/ Attractive look
- Useful contacts
- Updated content
- Breadc-rumbs
- On Brand
- Streamlined content
- Links to other systems
- Relatively user-friendly
- Stock quotes

Thorn

- Editorial type content updated more regularly (dynamic)
- Search
- Interface
- Difficult to update & support
- Forms & apps section not well used
- Not interactive/ static
- Too many steps system
- IT help is separate
- Video hard to work with
- New personalized content (my Teck section not great)
- Same state content
- Challenging to navigate around (rabbit hole)
- Narrow user experience
- Don/ SMT presence
- Non-responsive
- Search/ content discovery
- Lack of accessibility for frontline employees
- Doesn't reflect a vision for the future
- Order of that information
- Search functionality
- More content authors
- Too formal
- Search deficiencies
- Doesn't facilitate 2-way engagement/ comm'n
- Not mobile
- Neglect a large part of workforce (Coal, frt.line, staff, HVC, RD, Trail)

Bud

- Outside information
- Company stats? Analytics, roll up rpt'g
- Targeted/ user specific content (what do I care about?)
- Access & integra'n w/ other Teck systems
- Navigation/ Primary & secondary
- Friendly contents
- Consolidate to one interanet
- Interaction of the systems
- Social media/ Curated content
- "Help" function
- Social interactive
- Social elements for better engagement
- Better management of policies & procedures
- Videos activated
- Bite-size balanced w/ in-depth information
- More engaging activities (Polls, Commenting)
- Two-way communic-ation
- Fewer clicks to get where you need to go
- Mobile experience
- Content hierarchy
- User generated content
- Improve social sharing
- Localization
- Identify useful things and content for users
- Build an Interanet culture in Chile
- Some location specific content
- Better content ownership

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REVEALING THEMATIC PATTERNS

Affinity Clustering

A technique for organizing items into logical groups, and an easy way to bring order to the chaos!

- Facilitates productive discussion.
- Builds a shared understanding.

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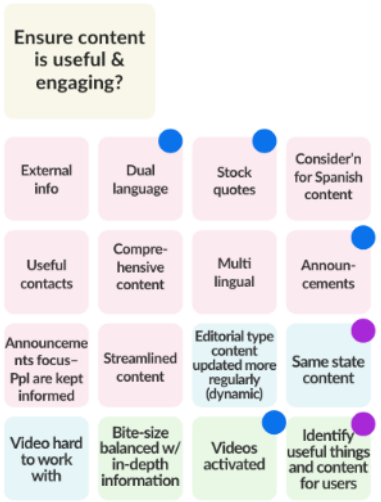
Content



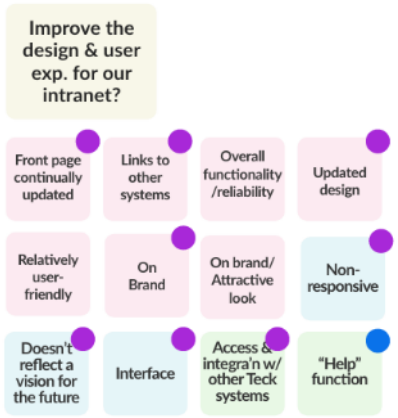
Search

Culture

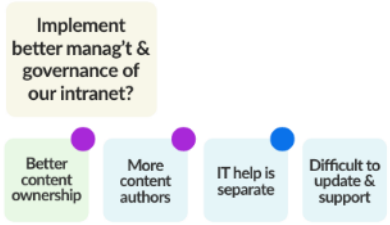
Localization & Personalization

Mobile

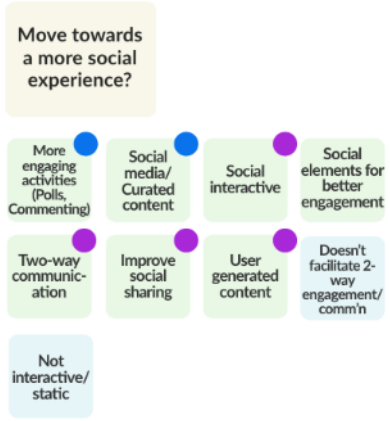
Look & Feel / Design



Management & Governance



Social



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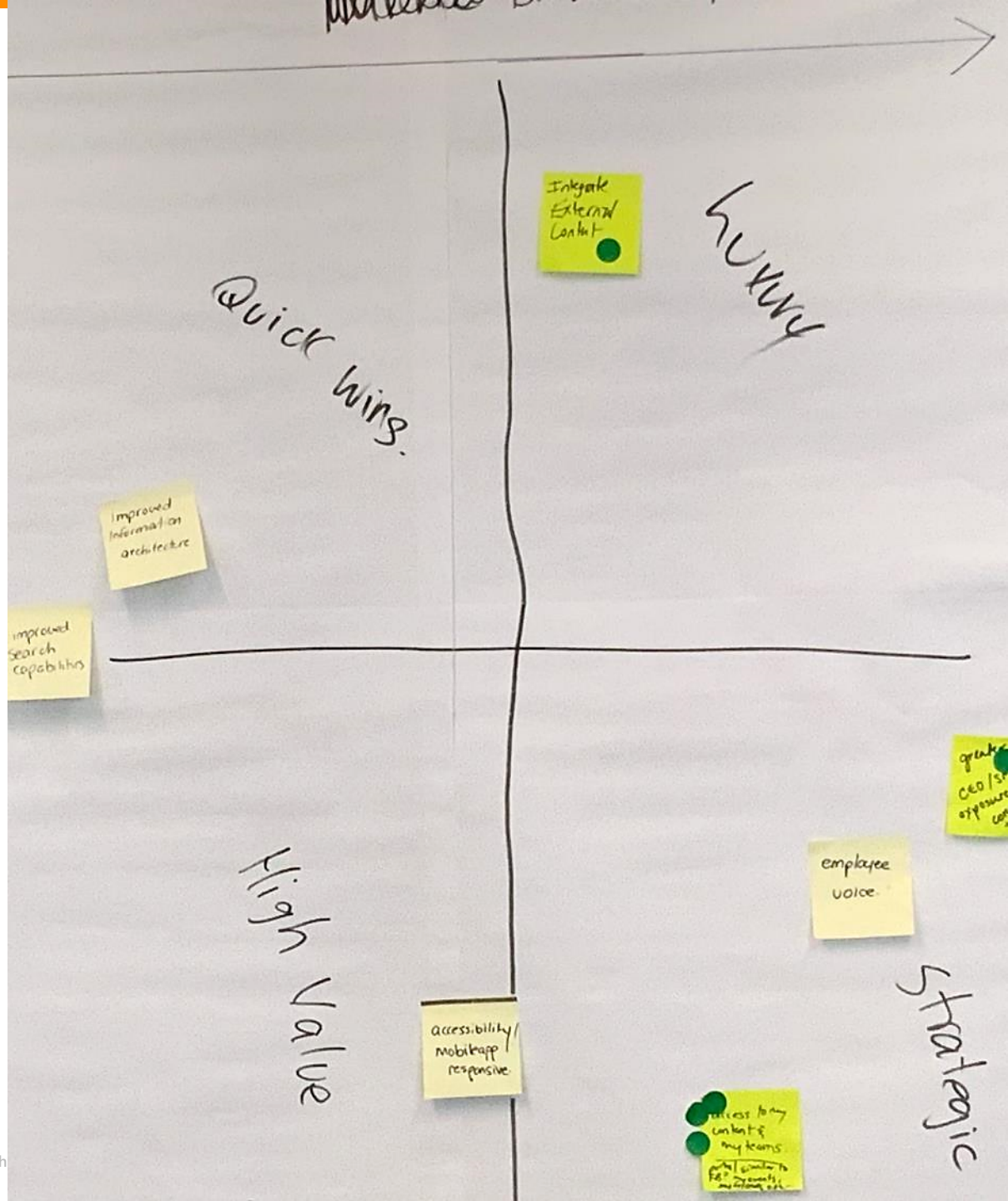
AGREEING ON PRIORITIES

Importance/ Difficulty Matrix

A quad chart for plotting items by relative importance and difficulty.

- Helps prioritize findings quickly
- Develops a plan of action through discussion.



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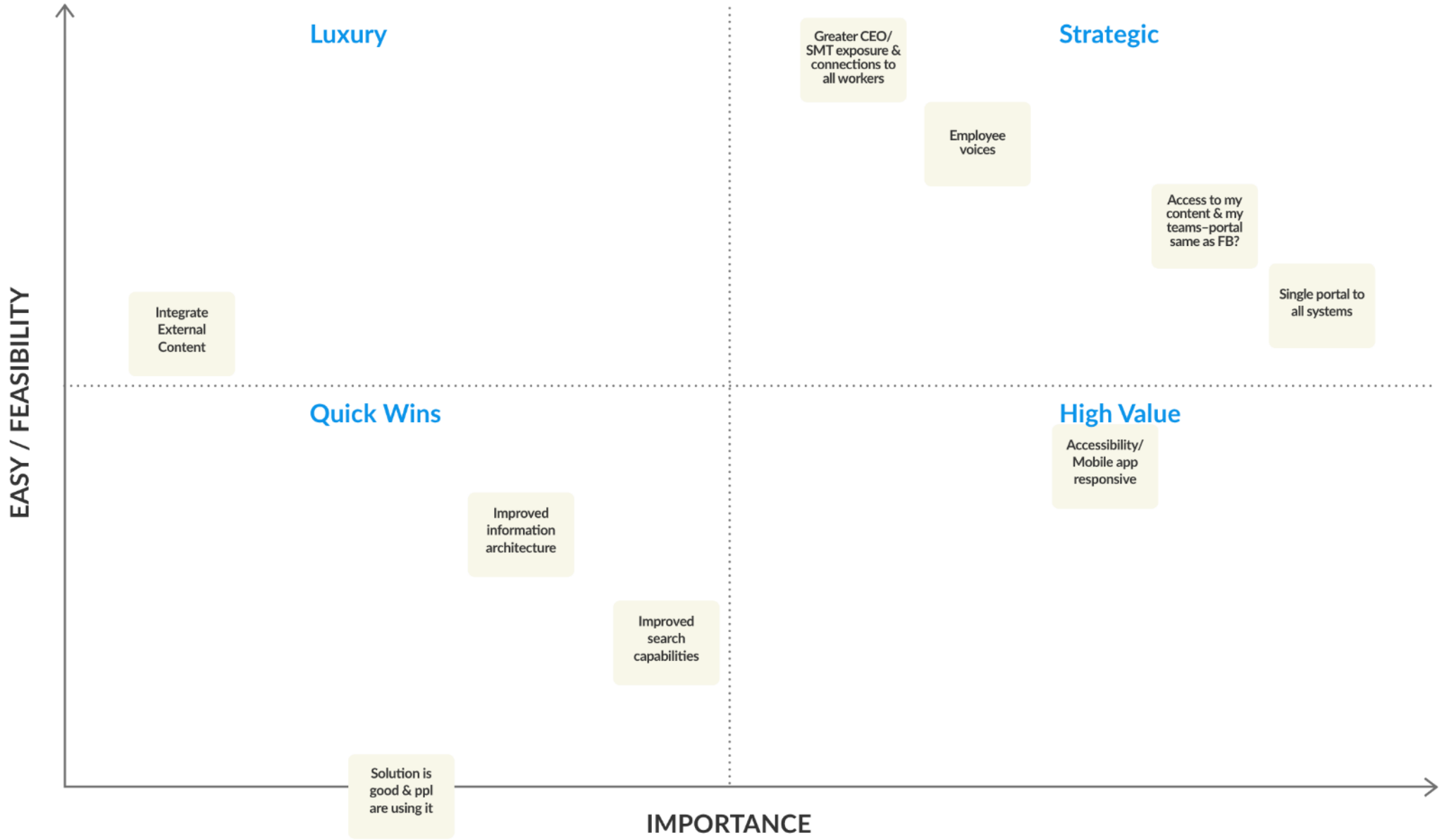

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Short Term Roadmap - NOTES

Recommended Approach:

- The *Content Strategy/Audit*, *Migration Assessment/Planning* and *Information Architecture* tasks will define the order and details of the retiring of the disparate Intranets and the movement/creation of content to the new solution/O365
- *SP Insights* is to be run to capture the current state challenges across the Teck SharePoint landscape and inform the migration assessment of both the Intranet and ECM content
- Current Phase One scope approach is to consolidate *Corporate*, *Coal* and Chile content into the Phase One deployment – in a 6-month window from kickoff
- In addition to above point, Phase One will develop an overall initial Information architecture, content tagging and targeting plan — This will deploy most of the features shown in our design concepts including a responsive mobile friendly version, as well as the beginnings of the backlog for future phases
- Typical Teck resource approaches require 1.5-2 FTE dedicated to the Intranet design and build for its duration — this assumes a vendor is engaged to build the new Intranet
- Additional workshop and solution design time will be required from various stakeholders to develop and finalize the solution design and sign off on the backlog that is developed – these are not FTEs and can be surgical and efficient
- Operational support model post iteration is dependent on content strategy but can be supported with less resources given the consolidation, and movement to cloud model – operational savings can be a significant business case justification for Intranet refresh undertaking
- CoE (Centre of Excellence) and Intranet Champions are sustainability options to crowd source content management and deputize general users to manage and maintain aspects of information governance and evolution of the platform
- Design, development and deployment can be far more rapid in this new model than historically achieved — the key is planning and an iterative phased roll-out
- Change Management and launch planning are key to success, adoption and sustainment — Change Management will require more time from Teck resources

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MAIN FEATURES DISTILLED FROM WORKSHOP AND INTERVIEWS

Expanded Features List

- Improved/more relevant search
- Inclusive news feed for corporate and local.
- Improved policy/procedures
- “One Teck” vision.
- Educational/Training Video Hub
- Centralized employee communication
- Personalization – info that is relevant for me.
- Collaboration tools integration.
- Mobile app for front line employees.
- Shareability of content.
- Improved workflow and document control
- Stock prices
- HR – vacation requests
- LMS integration
- Action tracker
- Organizational charts — People Search
- Multi-language
- Communities of practice
- Improved Governance model
- Greater CEO/SMT exposure and connections.

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DISTILLED FROM WORKSHOP AND INTERVIEWS

Important Quotes

“Success is trying to get onto one platform that sets us up for the future, not having massive resistance to this idea across the business, and executing on the timeframe and on budget.”

“To be able to get people onto one Intranet would be an absolute success. A more evolutionary approach than a revolutionary one. A technology platform that you can integrate against.”

“The problem we’re trying to solve is that we have all of these disparate hubs that people are doing whatever on. When the company is trying to communicate with its employees, it doesn’t communicate as efficiently as it should. We need one hub.”

“We need this central hub to bring everything together and get aligned as a company.”

“Most of the problems are on the horizon. We need to be able to articulate what the business case for this is in a compelling way.”

“The policy part on the whole Intranet is very weak.”

”The Intranet is one of the most important means of communication for our company and it’s one of the only passive ways that we have to reach a huge audience of employees.”

“It’s not like there's anything terribly wrong with our Intranet today, but more so where we should be headed for the horizon.”

“We need a consolidated hub to integrate with all of these other systems. Any addition right now is a huge piece of work for us to add to the current Intranet.”

”We’re trying to drive a culture of innovation across the company”

“Honestly, cost and time is the biggest thing that worries me. Secondary to that, I need to be able to conceptualize this to the rest of the company as to why they should care about it and why we should do this. I need to get something to shop around across the company to get them excited about and get buy in.”

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DISTILLED FROM WORKSHOP AND INTERVIEWS

Important Quotes

"It's an instrument that can only be used by office workers who have a desk. In Chile, most of the workers that we have at the operations don't have a PC, don't use corporate email, don't have a connection or engagement to the company with the Intranet. How do we reach with them? How do we engage with them?"

"What interests me in the Intranet to come here every day? There has to be something there that interests me in that sense for me to want to come back every day. Young workers today are interested in social media. Social media isn't a one-way communication, it is a bi-directional communication tool. Our Intranet should be a bi-directional tool as well."

"We need to see what our colleagues are up to, what's happening in the business, have one Intranet with many different groups."

"Our Intranet today has all of the features to work and be successful."

"The Intranet also needs to have video. We need to have elements of the homepage with video."

"An Intranet needs to be a mix of both corporate and local. People feel more connected when it's as local as possible."

"Collaboration is very important, that's the way people work better together. If the Intranet can represent this too, then that's great."

"From a user perspective, I think it's been easy to access information and it's been good."

"The Intranet is more of a supporting instrument to let people know what's going on in the company."

"I think engagement is also self-fulfilling. When you create opportunities for engagement, people will become more engaged naturally. It might take a little bit of time for it to come along, but it will come along."

"Can I subscribe to news that are specific to me? Preferences or topics or certain tags that I want to know more about. For example: If any article is published about QB2, I would get a notification or notice about announcements regarding QB2."

"Document and knowledge management is very important but on a future state Intranet."

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DISTILLED FROM WORKSHOP AND INTERVIEWS

Important Quotes

"There is a ton of information on the Intranet, but only a small fraction of it is actually relevant for me. Having curated content that is well suited to me."

"I like the idea of making it more interactive and actually using it to gather information from employees rather than just giving information to employees."

"The Intranet should be more about, I can't wait to look at the Intranet because I know there's going to be interesting, cool, dynamic information and experiences there for me."

"Delivering information from corporate to a frontline employee has so many levels between here and there, that it's really become the holy grail of the company right now. If we can do this effectively, we will be ahead of the pack."

"If employees could turn on the Intranet and all of sudden their vacation balances would show? That would be fantastic."

"How can we make it easy for 80% of our workforce? Are there opportunities to make it easy for them? Quick links, YouTube videos or a Netflix type approach for things like, "How do I submit a vacation request." Training videos would be amazing."

"It would be better to understand the "My Profile", so having more communication around okay, "Hey, now you have access to this profile and you can add photos to your profile."

"I still want to see the good stuff from Corporate, but we also want something specific to our business unit or local sites."

"One of my biggest pain points would be that the level of customizations that we do to the Intranet."

"Buy something that is 80%, and then augment. If we use a cloud service, then it's great because we have to stay up to date to stay ahead but it gives us new features to roll out to our company often and it makes it exciting."

My preference based on the various applications that I need to use within Teck as an employee, is that I would like to have my Intranet to have main links. Things like, "My HR", "My Finance", at least I can launch into it. Right now the problem is that I have a long list of favourites and I can never remember where I can find things. Not to try and reinvent UI or anything, but "My Portal", it's my launchpad for that apps that matter to me within Teck. That to me, would be super helpful.

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O365 PROVIDES THE BROADEST SELECTION OF TOOLS

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