



In June 2005, Grainger Trust re-evaluated the current use of the company Intranet. The IT organisation concluded that the Intranet could become a platform for enhanced productivity across many areas of the business.

They selected Orchid Software as their software provider and begun the technical infrastructure implementation.

Head Light Communications were asked to conduct a change audit and we applied our 'change readiness tool' to develop a business implementation strategy. The tool suggested that an investigative phase was needed as there were many unanswered but important questions. We agreed a strategy of engaging at both a grass roots level and at a senior level by business function.

On completion of an all-employee survey, the findings suggested:

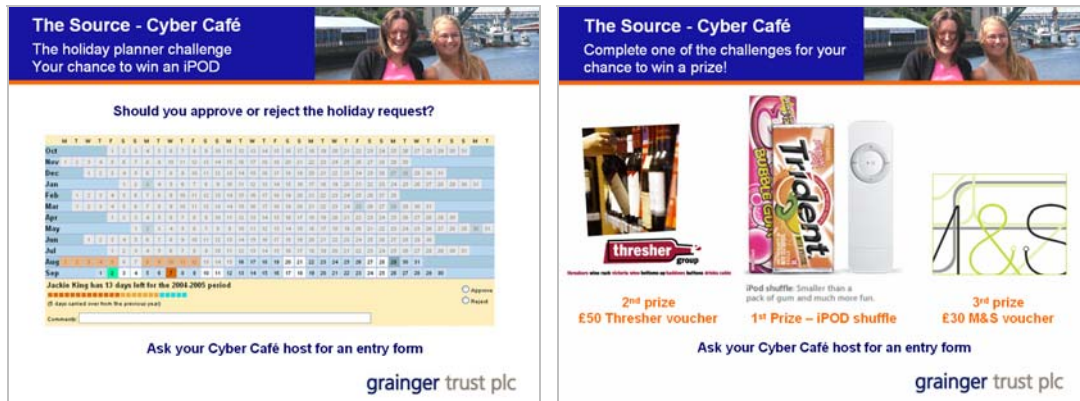
- A low level of awareness that a new intranet was begin planned
- A simplistic understanding of the potential contribution an intranet could make to business performance
- Varying degrees of interest and commitment to supporting a new intranet, both functional and regional

In parallel, we engaged with the senior functional directors at Grainger to facilitate their thinking about how an intranet might improve communication within their teams and, importantly, across the business. We synthesised departmental and regional positioning and 'value messages' and validated these with samples across the business. Based on our initial survey, we were able to segment the workforce into groups based on role, awareness and the perceived relevance they had of the new intranet.

This enabled us to devise a differentiated communications strategy and action plan that included branded e-mails, posters, mouse mats departmental briefings and lunchtime workshops supported by attendance from key individuals in the business demonstrating their support for the initiative.

We formulated a launch strategy with the software provider and agreed motivational incentives to stimulate interest in the business with the project team. As generic an intranet is, we concluded that the launch events should do much more that passively show employees what an intranet could do.

We devised a series of real-life task based competitions, aligned with the incentives to ensure that attendance at the launch events was high and that it was of genuine practical value - initial employee survey feedback suggested that attendance at an 'Intranet Training' course over lunch would be poor without incentives and that business value-add would be low without some practical learning activity being completed while they were there.



We rolled out the launch of the intranet regionally from office to office over two weeks and attendance at these events was at capacity for each. To ensure that business awareness was high, we re-sampled employees and discovered that awareness and basic understanding of the intranet, called The Source, was at 98%.

To maintain interest and keep activity levels high, we followed up the original functional directors and facilitated departmental workshops generating action plans for the development of new intranet materials and the migration of some manual processes to The Source.

The Source has entered the fabric of Grainger's operations, providing both business function and social contributions to the organisation and supporting their expansion across the UK and into the Continent. More recently The Source has become a platform for web-based workflow applications and a source of learning and training materials such as e-learning courses, performance support materials and best practice guides.

Further information can be found on our web site ([www.head-light.co.uk](http://www.head-light.co.uk)), including the following additional case studies - Serco, Vodafone (UK) Sales Academy Safeway and Visteon (USA).