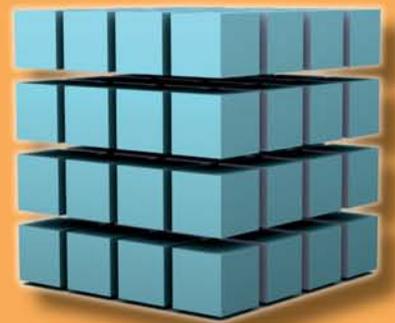# Transforming your intranet

New techniques in strategy, technology and
measurement from the world's leading organizations

In this report:

> Strategy

> Governance

> Content management

> Usability

> Technology

> Killer content

> Measurement

5.

Technology

The intranet is changing. New communication technology is making it less a one-way publishing vehicle and more a platform for two-way communication, collaboration and innovation. In this chapter, we discuss these new technologies – from RSS, to wikis to blogs – and whether you should integrate them into your intranet.

Chapter Contents

Preparing for "intranet 2.0" – how to integrate new communication technology into your intranet

By Kathleen Gilroy, the Otter Group and Bill Ives, author and consultant

The internet is evolving from a channel for content distribution to a platform for collaboration, sharing and innovation – the so-called "web 2.0." And where the internet goes, your intranet will surely follow. Here is how to prepare for "intranet 2.0" and how best-practice companies are profiting from new technologies such as RSS, blogs and wikis.

The internet is undergoing a comprehensive software upgrade, representing several initiatives that are collectively known as "web 2.0." These initiatives were originally described in a seminal article by Tim O'Reilly entitled "What is Web 2.0?" (available on www.oreillynet.com). Here are three of the most important factors:

1. *The web has become a collaboration space*
   Rather than working alone inside centralized applications, users now access distributed web services that allow them to work collaboratively. These services include social bookmarking sites like del.icio.us (http://del.icio.us), which allows users to independently upload and tag URLs to a server where they can be accessed and shared.

   Web software services like Basecamp allow people to manage projects using a web service rather than a PC application. Web services are easily combined through open standards and open application interfaces (APIs).

2. *The web is now a platform to publish and create*
   People have gone beyond just reading the web, to writing, podcasting, remixing and publishing. With blogs and podcasting anybody can document and publish what they know. New kinds of aggregators and directories allow users to categorize and publish their work. The podcast area of the iTunes music store is the most robust example of this. (www.apple.com/itunes)

   Anybody can be an expert. But it goes further than that. People are free to publish and the data they publish is then freed from centralized applications and reorganized, reused and shared by web services that are designed to support specific business processes.

3. *The web becomes an innovation platform*
   In the web 2.0 model, there are millions of publishers and thousands of "web services" scanning each new piece of information. According to author Steven Johnson, "Information in this new model is analyzed, repackaged, digested and passed on down to the next link in the chain. It flows."

   This new information ecology fosters innovation, as old problems and new ideas collide in a process of recombination, popularly known as a "mash-up." Users with a problem to solve and only modest technical skills, can quickly build the required combinations of tools themselves to address their problem.

5.1 How intranet 2.0 is remaking the business

Dion Hinchcliffe, whose weblog, Enterprise Web 2.0 (http://blogs.zdnet.com/Hinchcliffe), is an excellent resource on this topic, sees intranets rapidly proliferating in the 2.0 world. He says they'll become more exclusive and user-specific.

Some intranets – those created for a company board of directors for example – will have a very small audience. Some will be larger – one food company runs an intranet for farmers in India. They access the site to receive commodity prices, weather forecasts, farm management advice and to sell their crops. Two million farmers use it daily and the company's competitors are being forced to build similar tools.

In sections 5.1– 5.7, we'll describe how intranet 2.0 is transforming communication, collaboration, productivity and innovation at three companies:

1. Weblogs at a global consulting firm.

2. Weblogs, podcasting and social networking at IBM.

3. Learning networks at a financial services firm.

First, we'll describe RSS technology, or really simple syndication, which underpins the other applications and makes intranet 2.0 possible.

5.2 Understanding RSS

RSS is the most important new development for interconnecting the tools and services of intranet 2.0. RSS has become the language of syndication of content between all the systems on the web.

An RSS aggregator or news aggregator (See Figure 5.1, overleaf) will most likely become the new user interface to the intranet as well. An aggregator is a type of software that retrieves web content that is supplied in the form of a web feed (RSS, Atom and other XML formats), that's published by weblogs, podcasts, video blogs, and mainstream mass media websites.

The aggregator provides a consolidated view of content in a single browser display or desktop application. RSS is the new pathway for information flow on the web. Users now have better control over what reaches them and how it arrives.

With an aggregator, subscription channels are called RSS feeds. The feed typically contains a summary of what's on a blog or website, which is why the "SS" in RSS is also often referred to as "site summary." When something new – an article, a photo or a podcast – is published, it automatically goes out in the RSS feed.

If the aggregator is tuned – or to use RSS language, subscribed – to that feed, it collects whatever is in the feed. In terms of the user experience, RSS aggregators can be thought of

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Figure 5.1: Example of an RSS feed reader or "aggregator"
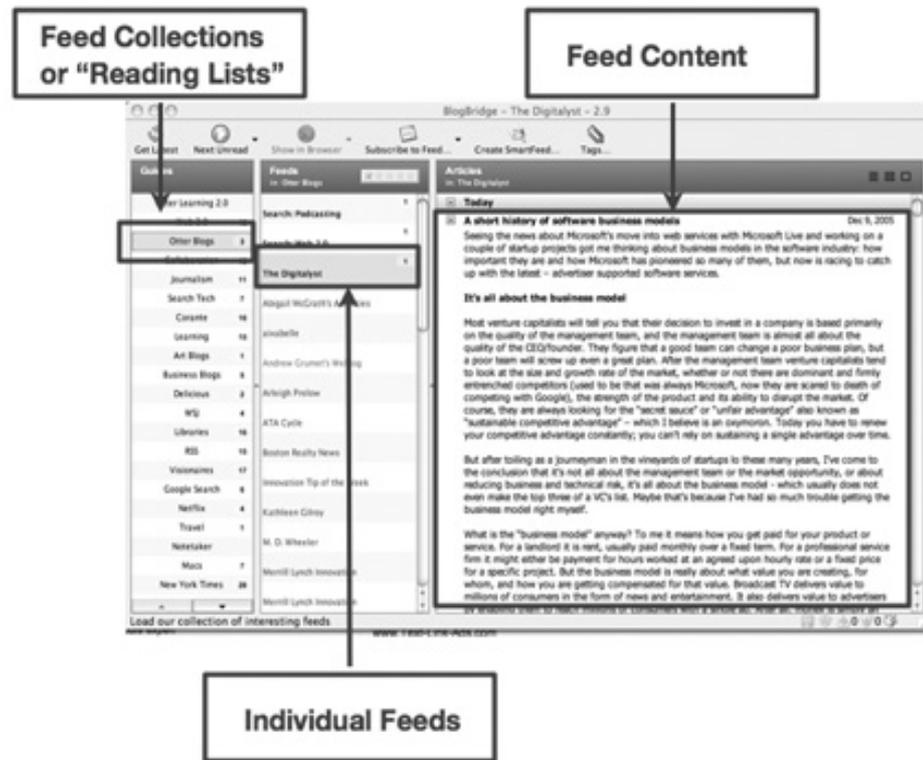
as "Tivo" for your desktop. You subscribe to a set of channels through which information will flow. Aggregators can subscribe to feeds from every major media outlet and of course the huge blog universe. But feeds are not limited to blogs and news.

Aggregators can also subscribe to a feed that lists the new books available at your library, or the latest changes to a company's policy manual, or houses for sale. A feed is just an envelope and the possibilities for what it can receive in that envelope are limitless.

RSS provides an essential framework that organizes web content into clean, crisp chunks (known as items) that have vital metadata associated with them, like the date of publication, authorship, categories and tags. RSS is increasingly becoming the "language" of intranet 2.0.

Data that is captured in many of the 2.0 services discussed in this chapter can be syndicated and recirculated inside the enterprise using RSS. Put simply, RSS means employees can get personalized information that's critical to their performance.

People can even go so far as to write simple lightweight programs where they filter, combine, share and republish information to support specific business processes. This also means a proliferation of information feeds that need to be managed. Enterprises will need to rapidly import smart, user-driven aggregation schemes to manage the flow.

RSS: News readers

When it comes to RSS news readers, there are a wealth of options available. The two most basic options are **software** to install on your computer (stand-alone applications or plug-ins) or **websites** that provide news reader services.

1. SOFTWARE-BASED NEWS READERS:
First, software (which, on a laptop for example, allows you to read feeds that were delivered earlier, even when you're no longer connected). A popular program is "FeedDemon." It's easy to use, boasts several excellent features and is an investment of only US$29.95. Some of the more popular **free** readers include "RSSFeedEater" and "SharpReader."

A fairly comprehensive list of most alternatives is at:
http://www.hebig.org/blogs/archives/main/000877.php.

- SharpReader (Windows)
  http://www.sharpreader.net

- FeedDemon (Windows)
  http://www.bradsoft.com/feeddemon

- RSSFeedEater (Windows)
  http://www.babisoft.com

- NewsFire (Mac)
  http://www.newsfirerss.com

- NetNewsWire (Mac)
  http://ranchero.com/netnewswire

2. PLUG-IN NEWS READERS:
An alternative to consider, if you're an Outlook user, is "NewsGator," which integrates into Outlook. You view RSS feeds as though they're another folder in your e-mail. A lot of people also seem to like "Pluck," an Internet Explorer plug-in.

- NewsGator (Outlook plug-in)
  http://www.newsgator.com

- Pluck (Internet Explorer plug-in)
  http://www.pluck.com

(It's worth noting that the browsers, Firefox, by Mozilla and Safari (version 2.0), by Apple, have RSS news readers built into them and automate the subscription process. In it's forthcoming operating system, Windows Vista, Microsoft has built in extensive RSS components and features.)

3. WEBSITES
"NewsGator" also offers a nice web-based service, so you don't have to install software on your computer at all. Just log into your account (it's free) to read your feeds. (**http://www.newsgator.com**).

"Bloglines" is another Web-based service (**http://www.bloglines.com**).

New library systems are being developed that allow editors or librarians to build collections of feeds and podcasts and assign them to groups. At the same time, users should be able to submit and tag feeds and podcasts for distribution by the library system.

These new information ecologies will drive the need for new user interfaces. Instead of a one-size-fits-all portal, people will access information on the intranet through the RSS aggregators discussed above.

RSS aggregators can be thought of as "portals on the fly." The same data can be viewed in a number of different ways based on individual preferences. These new "homepages" are sometimes called "AJAX desktops" because they use AJAX, a technology that allows web pages to interact with each other to increase speed and usability.

The most popular RSS aggregator is Microsoft's Live.com (see Figure 5.2, below). Live.com lets the user build a personalized homepage out of RSS feeds. This page is integrated with webmail and instant messaging.

Although still at the beta-testing stage, Live.com has taken off because it's simple, flexible and completely personal. It helps make sense of the abundance of information on the web.

Figure 5.2: Windows Live.com
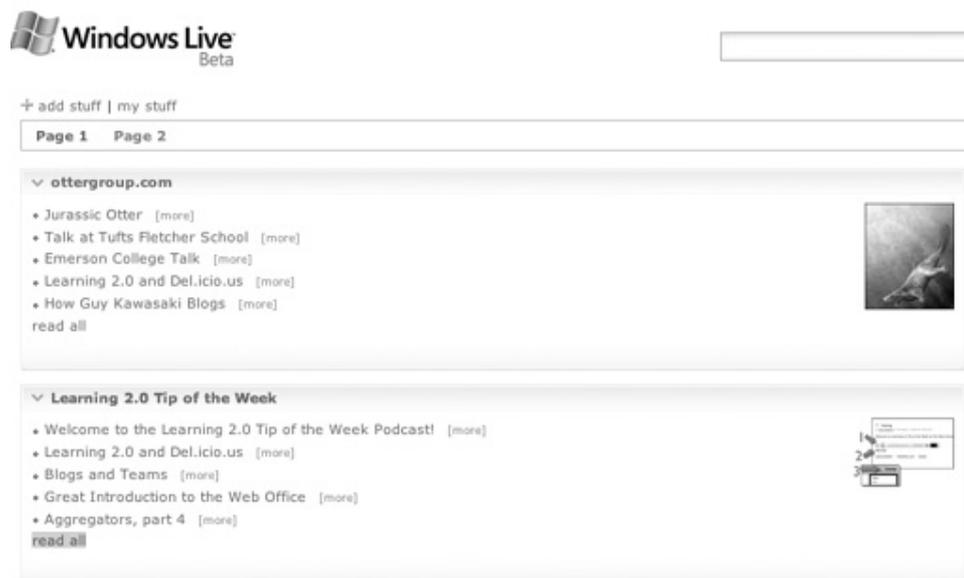
RSS: Resources

GENERATING RSS FEEDS
There's other software out there to make life easy with RSS. For example, with an application called "FeedForAll" to create the XML pages ready to post. You just fill in a few fields and push a button; the file is built on the fly. "FeedForAll" is a terrific program, and it's relatively inexpensive at US$39.95.
http://www.feedforall.com

Alternatively, you could get the "RSS Channel Editor" for free:
http://www.xml.com/pub/r/103.

Another free feed-generation program is available at:
http://hunterdavis.com/ssrss.html

Another feed generator you can buy (for US$29.95) is at:
http://www.castlesoftware.biz/NewzAlertComposer.htm

UNDERSTANDING RSS AND LEARNING TO USE IT
• First, a few plain-English explanations of RSS (just in case this one was incomprehensible, or you want to share knowledge):

   http://www.commoncraft.com/archives/000528.html

   http://rss.softwaregarden.com/aboutrss.html

   http://news.bbc.co.uk/1/hi/help/3223484.stm

   http://www.alexandrasamuel.com/rsstocracy/10steps

• Articles on RSS and RSS feeds (this site also provides targeted feeds of content that could be of value for publication on some websites):
   http://www.allrssfeeds.com

• An RSS tutorial for content publishers and webmasters:
   http://www.mnot.net/rss/tutorial

• A video introduction to RSS:
   http://www.rssdomination.com/video.htm

• Finally, if you're interested in having a company develop, manage, and measure your feeds, take a look at *Nooked*:
   http://www.nooked.com

CASE STUDY

SIEMENS
How RSS is being used

All the various RSS feeds available on the Siemens USA intranet are available in two places:

1. *The page associated with the feed:* For example, the main "employee news" page offers an RSS feed where employees can subscribe to that page, so new stories are delivered to them whenever they're uploaded by the communication team.

2. *An RSS landing page that contains an inventory of all the RSS feeds from across the whole Siemens intranet:* This page also includes explanations of how RSS works, links to news readers that employees can download and other pertinent information.

Siemens USA offers two types of feeds from its intranet content: blog and non-blog feeds. We'll talk about intranet blogs in the next section. The non-blog feeds includes one from IT. This feed synchs up with a page that lists IT news. It's on this page that an employee can learn that a server upgrade is planned for 2am. Thursday morning. In many companies, this information is pushed via e-mail to every employee – whether they care or not. With RSS, Siemens USA lets employees who want to know about server outages (and other IT updates) subscribe to the feed.

Ultimately, Siemens USA hopes employees throughout the organization will set up their own feeds. The only centralization of the process will be the listing of available RSS feeds on the main RSS landing page. The philosophy: Anybody who has knowledge or information to share can offer it as a feed.

← 5.3 Building a blog network

This section focuses on network of weblogs, or blogs, at a global consulting firm. (For an explanation of blogs, please see Figure 5.3, opposite). The firm has decided to link its 100,000 consultants through a series of five weblogs, or blogs (see Figure 5.4, p.74) in order to help them have access to more up-to-date information on clients and increase innovation throughout the company. There are five blog types, reflecting the way the company is organized. Each is interlinked, so when one is updated, all the other blogs in the system automatically reflect the changes:

1. *Profile Blog*
The starting point for anyone entering the system (See Figure 5.5, p. 75). The profile blog provides an enterprise identity including a CV, list of skills, interests, friends in the organization, your projects and your boss.

It also contains the most recent posting from your blog and your most recent podcast. Employees are supposed to update their own blogs. The profile blog is automatically cross-linked with project blogs. If someone is added to the list of people working on a project, the system automatically updates their profile blog.

WHAT IS A BLOG?

Figure 5.3: An example of a weblog

Blogs are perhaps the best known of web 2.0 tools. A blog, or weblog, is a new kind of website that is easy to update. Data is entered into a simple form (usually with the title, the category, and the body of the article) and then submitted.

Automated templates take care of adding the article to the homepage, creating the new full article page and unique web address for the page – known as the permalink – and adding the article to the appropriate date- or category-based archive.

The blog's structure allows for easy filtering of content for various presentations: by date, category, author or other attributes and for simple recognition by search engines. Their structure of templated data entry organized by permalink also makes blogs good for hyperlinking and organizing into networks.

Novell, the IT services vendor, lists employee blogs in the company directory and its employees use them for project management. Others who use blogs for project management include Dell, Google, Macromedia and Sun Microsystems.

Field managers at the Hartford Financial Services Group use blogs rather than e-mail for technical discussions so they can search the archive of previous communication to troubleshoot problems.

The incentives to keep blogs within the system current are primarily "reputation-driven" and are supported with reminders built into the system. For example, if in a consulting company, a consultant wants to be recruited to the best projects, they'll keep their blog up to date. Consultants constantly promote themselves within the company so they're asked to work on the best projects.

For project blogs (see sub section five, overleaf), when a project is completed, people are reminded by e-mail to update their blog before it is readied for archiving. The content of the blog is then fed to an archiving server and a CD copy of the content is created.

This is a much simpler means of archiving that what was done in the past when people were

required to use web forms and manually transfer copies of their files to the archiving system.

2. *Client Blog*
These are used to share and coordinate the latest information on client companies, and include client descriptions, locations, markets and the challenges they face.

While no confidential client information is placed on the blog, it does have both current and proposed client projects with links to their project blogs, along with information about key meetings, and the current status of the client relationship. Consultant can quickly update themselves on a new client by reading the blog.

3. *Practice Blogs*
There is one blog for each of the company's practices, or service offerings. In a management consulting firm, these might be the customer relationship management practice or the HR practice. They're cross-referenced with markets to reflect the organization of the firm.

There are links are made to all relevant project blogs and clients blogs for each practice, as well as the profile blogs of participating personnel. The entries in the practice blog are very much like yellow pages entries, with the structure of the practice, the ongoing projects, the clients being served, biographies of managers and so on.

4. *Theme Blog*
The most open ended of the five blog types and the most similar to traditional blogs, with their free-flowing, often opinionated content.

Anyone with a profile blog can start a theme blog. The initiator becomes the blog administrator, but they can later delegate this role. Themes are chosen by participants and relate to the firm's service offerings such as customer relationship management or risk management.

Figure 5.4: Blog network structure at a global consulting firm
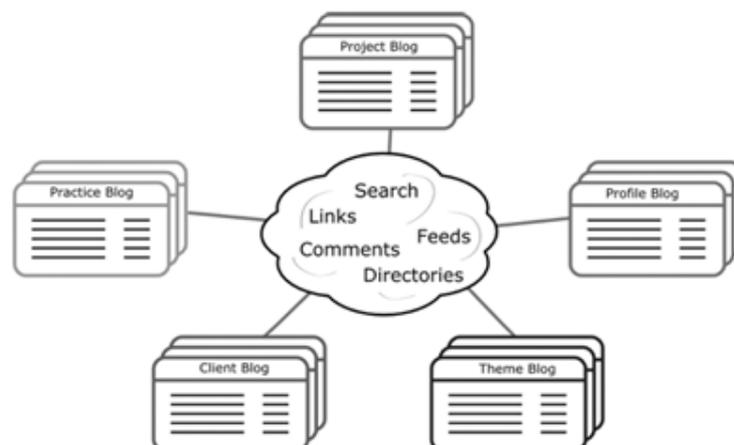
They may have the same title as practice blogs, but this blog is a dialogue about a certain issue rather than a yellow pages describing its place in the company.

5. Project Blog
Developed for every project the consultancy works on. Team members are listed and linked back to their profile blogs. The blog contains the status of the project, with the latest news, key milestones and meetings. Also linked to the client blog for a history of the firm's relationship with the client.

The linking and interrelationship of the five blog types makes the system's decentralized structure powerful and effective. Information entered into one blog is automatically replicated in other blogs.

Aggregation of information, coupled with the transparency of blogs, gives everyone in the firm multiple views of what is going on. Google-style rankings allow users to see a list of blogs that other employees have chosen to link to the most, a good determinant of value. In a consulting firm, consultants want their blogs at the top of that list because it raises their profile in the organization.

IBM was one of the first large companies to allow companywide blogging, with its "Blog Central" initiative, which allows employees to start a blog on any aspect of their work.

The only requirement is that they follow the IBM business code of ethics and that everyone can see what others are blogging about. It was started as both a service to employees and as a research effort to see what people do with blogs.

There are currently thousands of internal blogs at IBM. IBM was also an early podcaster – it

Figure 5.5: Template for a profile blog

BLOGGING: Employee blogging guidelines

The guidelines for employee blogs of several companies are available on the internet. Here are some from a handful of major organizations:

• Yahoo!
   http://businesslogs.com/best_practices/y_blogging_guidelines_you_ask.php

• IBM
   http://www-128.ibm.com/developerworks/blogs/dw_blog_comments.jspa?blog=351&entry=81328

• Sun Microsystems
   http://www.sun.com/aboutsun/media/blogs/policy.html

• Plaxo
   http://blog.plaxoed.com/?p=41

• Hill & Knowlton
   http://blogs.hillandknowlton.com/blogs/niallcook/archive/2005/05/19/279.aspx

There is also an excellent analysis and digest of a variety of employee blogging guidelines at http://www.corporateblogging.info/2005/06/policies-compared-todays-corporate.asp. And there's an inventory of materials on blogging policies at http://www.thenewpr.com/wiki/pmwiki.php/Resources/BloggingPolicy

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now publishes podcast versions of its white papers. IBM is also using social bookmarking, mash-ups and wikis to achieve greater productivity and foster innovation. These are explained in greater detail below.

5.4 Social bookmarking at IBM

One of the most successful web 2.0 services to emerge in the past year is social bookmarking, also known as tagging. As previously mentioned, Del.icio.us (http://del.icio.us) is the most popular and well known of these services.

Social bookmarking is a term for allowing people to publish, categorize and share their bookmarks to other websites. Del.ici.ous uses a non-hierarchical keyword categorization system, known as a folksonomy, where users tag their links with one or more freely chosen keywords.

This system is like a taxonomy but peer-authored. Once bookmarks are posted and tagged, the keywords that users give them can be combined and shared in powerful ways. Users can see all the bookmarks on a keyword to learn what others feel is important, and see how many people book mark a particular item to gauge its popularity.

Users can subscribe through RSS to receive notice of new book marks for a keyword they are interested in. They can also see the other keywords attached to a link to uncover related themes.

In *Tagging and Why it Matters*, author Dave Weinberger notes some important differences between tagging and conventional classification. First, the readers, not just the writers, get to tag. Tags allow the individual user to organize and display the collection with meaningful labels. Furthermore, multiple tags allow bookmarks to belong to more than one category. Tagging builds taxonomies from the ground up by users, rather than the top-down by experts. Weinberger argues that the difficulty in creating common taxonomies was one obstacle to the success of enterprise knowledge management.

Tagging provides a means to accomplish this goal through the involvement of users in taxonomy development.

IBM is using a new enterprise tagging tool, Dogear. It's one of the first 2.0 applications to be built by IBM's Technology Adoption Program, which develops new technology and tests it inside IBM.

One of the first design decisions for Dogear was to provide the real identity of those who create tags so that users could make inferences about the interest and expertise of other participants.

The developers felt this would help build communities of common interests. They allowed private bookmarks and role-based and team-based collections of tags. RSS feeds were generated from the tags so that collections can be tracked dynamically.

According to David Millen of IBM Research, Dogear has more than 1,000 repeat users and over 50,000 bookmarks in the initial months, with little publicity. Bookmarks can be made for internet or intranet sites, and users can import their bookmarks from web-based services like del.ico.us and from their personal browser collections. According to Millen, "About a third of bookmarks in Dogear are for intranet sites accessible only inside the firewall. Over 90% of the bookmarks in Dogear are public, supporting knowledge-sharing across the enterprise."

How might this contribute to the business? Let's say a software developer needs some advice on a project. They can go onto Dogear and see what their colleagues have "tagged" to keywords relating to the issue. Any employee can see the research results from thousands of their colleagues.

5.5 Combining content through mash-ups

A mash-up is a web page or application that integrates complementary elements from two or more sources. The first successful mash-up, Housing Map (www.housingmaps.com), used Google Maps with a list of available properties on the classifieds website www.craigslist.org. The result is a visual map of properties that are available in a specific location.

Dan Gruen of IBM Research says IBM's instant messaging tool, SameTime, allows project leaders to see who in their team is online, automatically find out where they're located, and then through a mash-up with Google Maps, get a map of their current locations. Gruen says the mash-up was developed by one employee, who showed it to others and its popularity spread.

Figure 5.6: An example of a Housing Map mash-up

Another IBM mash-up allows people to look at any internet page and match individuals on the page against the IBM corporate directory to see if they are IBM employees. Once the IBM employee is identified, the user can access information about them from the IBM directory, including their blog and their social bookmarking activities.

This mash-up allows users to contextualize people through the internet. In a very large organization like IBM, the ability to uncover the activities of your fellow employees and then quickly learn more about them is a very valuable service.

Dogear, the IBM social bookmarking tool discussed in the last section, is also designed to be mashed up. Since Dogear's release, several employees outside the Dogear group have created mash-ups linking it to other 2.0 tools.

IBM's Blog Central, the platform that supports blogs inside the firewall, is now linked to Dogear, so bloggers can easily add bookmarks to their blogs and those of others. Dogear is also linked to the corporate directory at IBM so that users can track one another's bookmarks.

Whenever an internal chat session is started around a business topic, Dogear provides each participant's blogs and bookmarks can be easily obtained to get a better understanding of what they are researching and writing about.

5.6 Wikis at IBM

A wiki is server software that lets users create and edit web pages. The most famous is the internet-based encyclopedia, Wikipedia, which has developed a large group of thousands of volunteers who contribute to and monitor content on the site.

WIKI: Online resources

- **Wiki Engines:** A listing of all the available open-source wiki software applications.
  http://c2.com/cgi/wiki?WikiEngines

- **WikiScience**: A wiki-based book on wikis, including information on how to start one.
  http://en.wikibooks.org/wiki/Wiki_Science

- *Wikipedia*'s list of wikis:
  http://en.wikipedia.org/wiki/List_of_wikis

- A comparison of wiki software applications:
  http://www.onlamp.com/pub/a/onlamp/2004/11/04/which_wiki.html

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IBM supports wiki use among employees and has set up a WikiCentral within IBM Research to assist anyone wanting to set up a wiki page. IBM employees have added code to wikis to facilitate the integration of other enterprise tools allowing for mash-ups.

IBM wikis can be integrated with Dogear, IBM's social bookmarking tool: links with specific tags can be automatically placed on a wiki page based on criteria determined by the user. In this way, a wiki page can be set to display newly bookmarked items topically related to the page. Uses of this can range from pointing to suggestions of where to eat in when visiting their offices in Cambridge to articles related to a meeting agenda item.

During a live event, participants can add notes, information about participants, and links to related documents. Wikis are also used as central repositories for project information, where team members can maintain a common view of the project through group editing.

For more on wikis, please see Section 5.9, p. 83.

# 5.7 Learning networks at a global financial services firm

A learning network uses the intranet as a platform to tie together a set of services that support collaboration and communication and it uses the web 2.0 tools we've described so far. Learning networks make information in networked databases easy to access and to combine and display in new ways.

In 2006 a global financial services firm will run the sixth year of its innovation initiative in which teams of participants have conceived and developed business plans for a host of products, services and process improvements that continue to make money for the firm.

The program has provided nearly 200 employees with the unique opportunity to present a new business idea to senior executives.

Supporting the firm's Global Markets Innovation Program, a learning network links faculty, executives, and participants through blogs, RSS aggregators and podcasts (see Figure 5.7),

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Figure 5.7: Learning networks at financial services firm
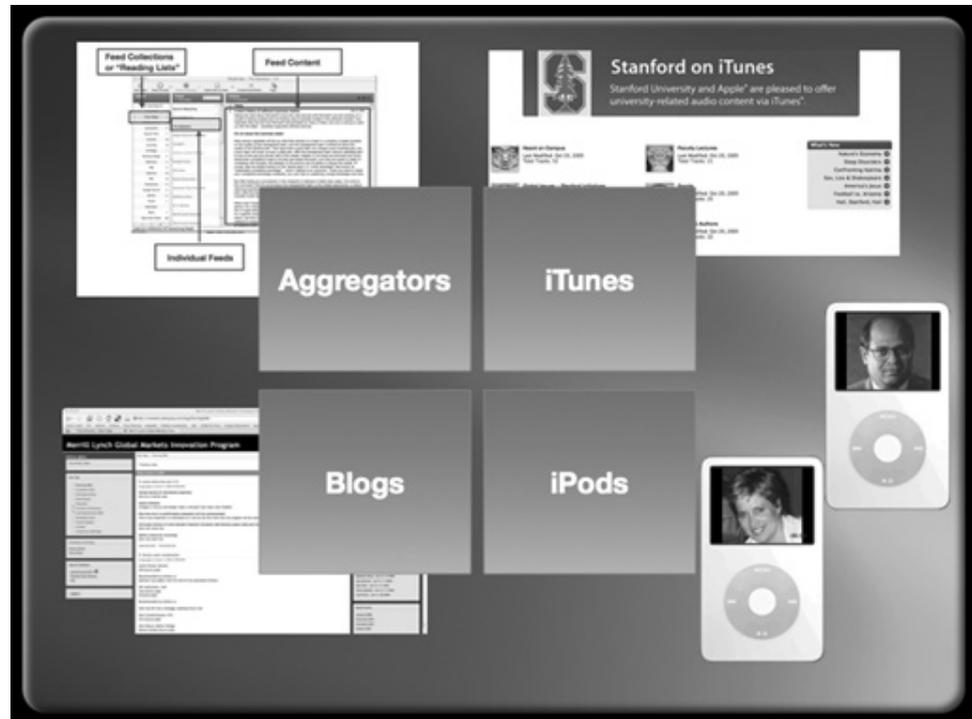
In 2004 the company shifted the communication around the program from a central bulletin board and e-mail to a distributed learning network built on blogs.

"When we made the switch, we found that both the quantity and quality of the discussion dramatically improved," says Glen Mohr, the learning network director.

He attributes the improvements to the transparency in the network – people participate and see their ideas "published" and visible to their peers and to the senior executives involved in the program, enhancing the recognition they receive for their work.

As teams work on their business plans for innovative new products, they use blogs to document their process from idea generation to final presentation and follow-up. Teams have a convenient central repository and communication channel. Employees with necessary expertise can easily be brought into the development process.

Participants support one another by sharing insights, resources and contacts. Program managers gain a window on the innovation process that they use to provide assistance.

A portal blog aggregates status reports, ideas, problems, requests for assistance and other news from the participants' blogs. The learning director seeks out the all of these and feeds them back out to all participants, stimulating discussion and cross-cohort collaboration.

Personal profile pages, built on blogs, give participants a way to document their expertise and accomplishments and lay the social network foundation for the learning network.

Mohr says: "When we reposted issues on the main blog that teams were experiencing with their projects, members of other teams were able to provide feedback and assistance.

"Someone might know that something had been tried in the past and who did it. Or, someone might know of a particular legal or regulatory hurdle that a team hadn't foreseen. It took these people only a moment to scan the blog and post comments that actually were quite valuable."

The latest addition to the program is podcasting, through which senior executives will lay out the firm's areas of strategic focus. Experts from within and outside the firm will provide market overviews and competitive intelligence to help participants define opportunities. Discussion of the issues raised then continues on the learning network with continued input by executives: "This year we are giving each participant a new video iPod for collecting and viewing all of the program materials," says Mohr.

"It turns out that it's less expensive for us to buy iPods for everybody than to give them thick binders filled with printed materials and CDs. They much prefer the iPods, and once they've got them, we have direct distribution channel for all kinds of multimedia materials – all of which is mobile – a huge advantage and times saver for this group."

Innovation supporting change

This program demonstrates how technology-enabled learning networks based on web 2.0 tools and services can support innovation through greater transparency of ideas, better social networking, and more targeted delivery of critical information.

Just as web 2.0 is turning the web over to its participants, intranet 2.0 will turn greater aspects of the intranet over to employees. This has the potential to dramatically increase involvement and usage, and increase efficiency.

Like many innovations, intranet 2.0 will be driven by users. What's different now is that users themselves can implement many more of their ideas using the web 2.0 tools.

The very nature of these changes – providing increased participation, an open platform that allows for the integration of tools, services and data, along the work now going on to take advantage of this integration through mash-ups – is only going to accelerate the transformation.

The added benefits of taking these innovations behind the security of the firewall will cause them to proliferate within the enterprise.

Kathleen Gilroy is the CEO of the Otter Group, a company that helps people to become networked learners. Otter's clients include Fortune 500 companies in financial services, engineering, and life sciences, universities and nonprofit organizations. Kathleen writes about technology and learning for the Otter Group weblog (http://www.ottergroup.com) and about her personal interests at http://www.kathleengilroy.com.

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