

Team Structure, Services, & Processes

Intranet Team Transformation

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Agenda

- **Context**
- **About Biogen Idec's Intranet**
- **Team Structure Transformation**
(with a sidetrack on governance)
- **Thinking About Intranet Team Transformation**



Context

Biogen Idec Inc. (NASDAQ: BIIB) is a global biotechnology leader with leading products and capabilities in **oncology, neurology and immunology**; committed to transforming scientific discovery into advances in healthcare. The company's core capabilities include **drug discovery, research, development, bio-manufacturing, and a global commercial infrastructure.**

- IDEC Pharmaceuticals and Biogen, Inc. merged in November 2003 to form Biogen Idec, Inc.
 - A limited, post-merger intranet was launched at the same time.
- In March 2004, a project was initiated to design and develop the new corporate intranet - to be called **iNet**.

iNet Statistics

Usage

- Averages >100K hits per month
- Access trend increasing since November 2004
- Access spikes correlate to significant business events
- Access available in all global locations

Content

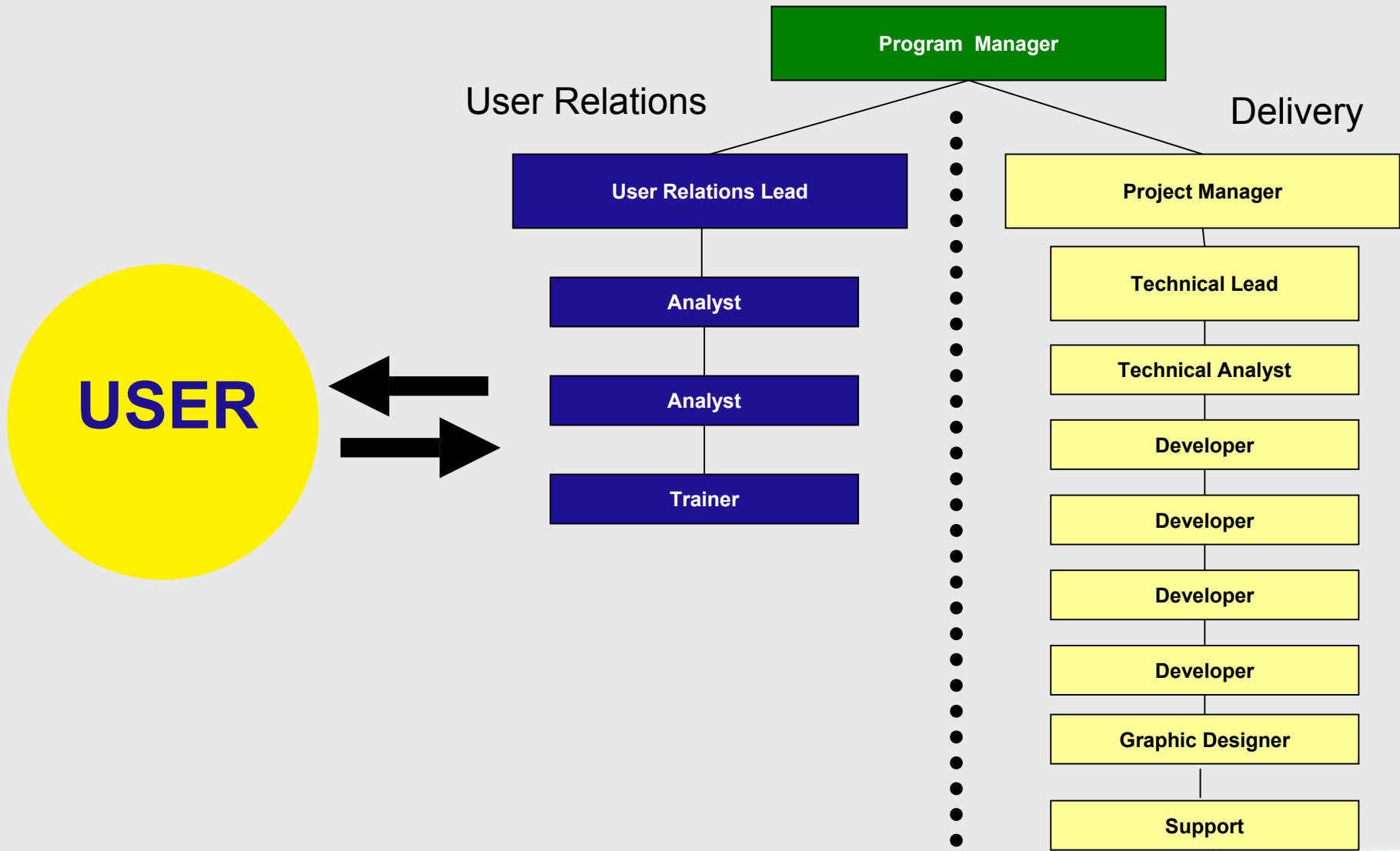
- Approximately 14,000 files/portlets (Compared to 30,000 pages/files in one of pre-merger sites)

Technical

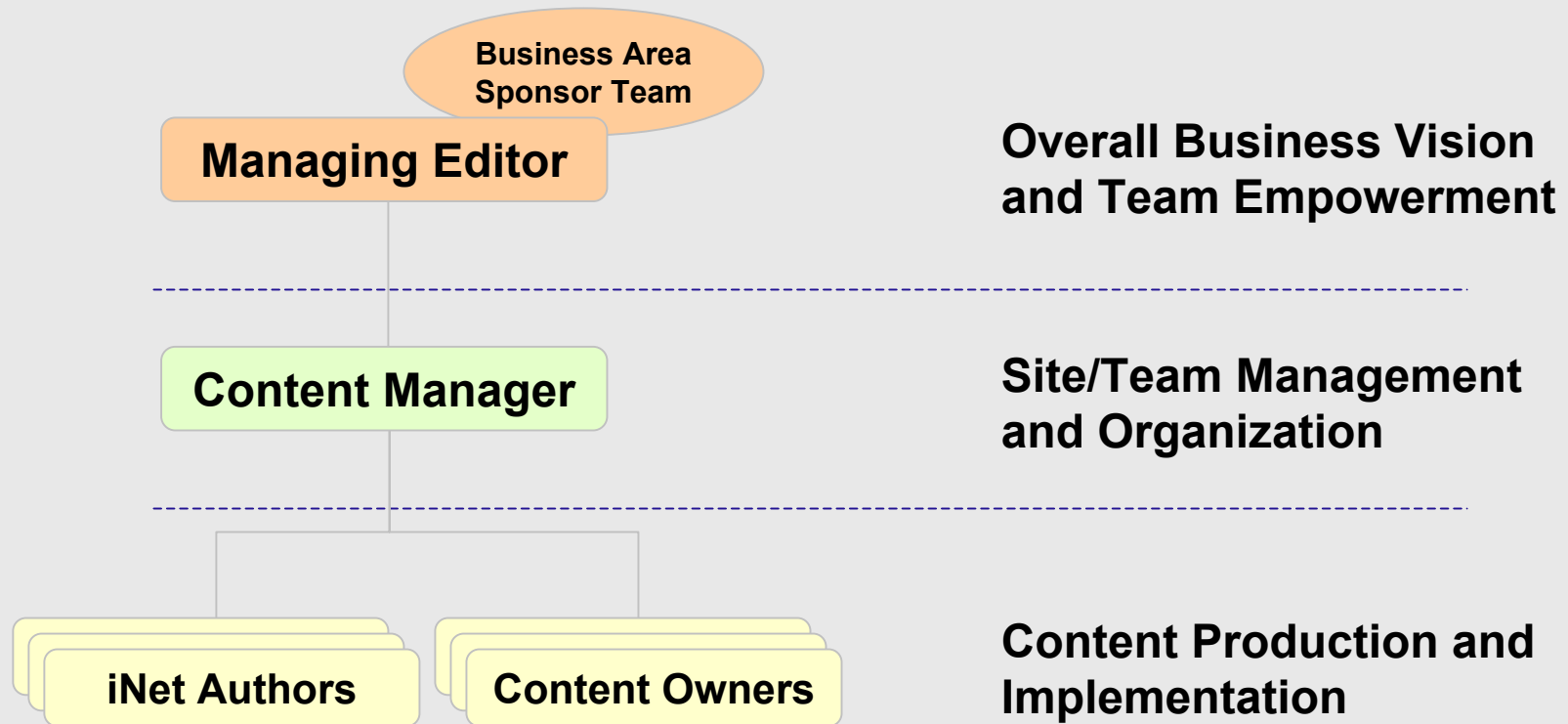
- Presentation: BEA Portal
- Data: Documentum
- Authoring: Web Publisher
- Reporting: WebTrends

*as of November 2006

Team Structure Original



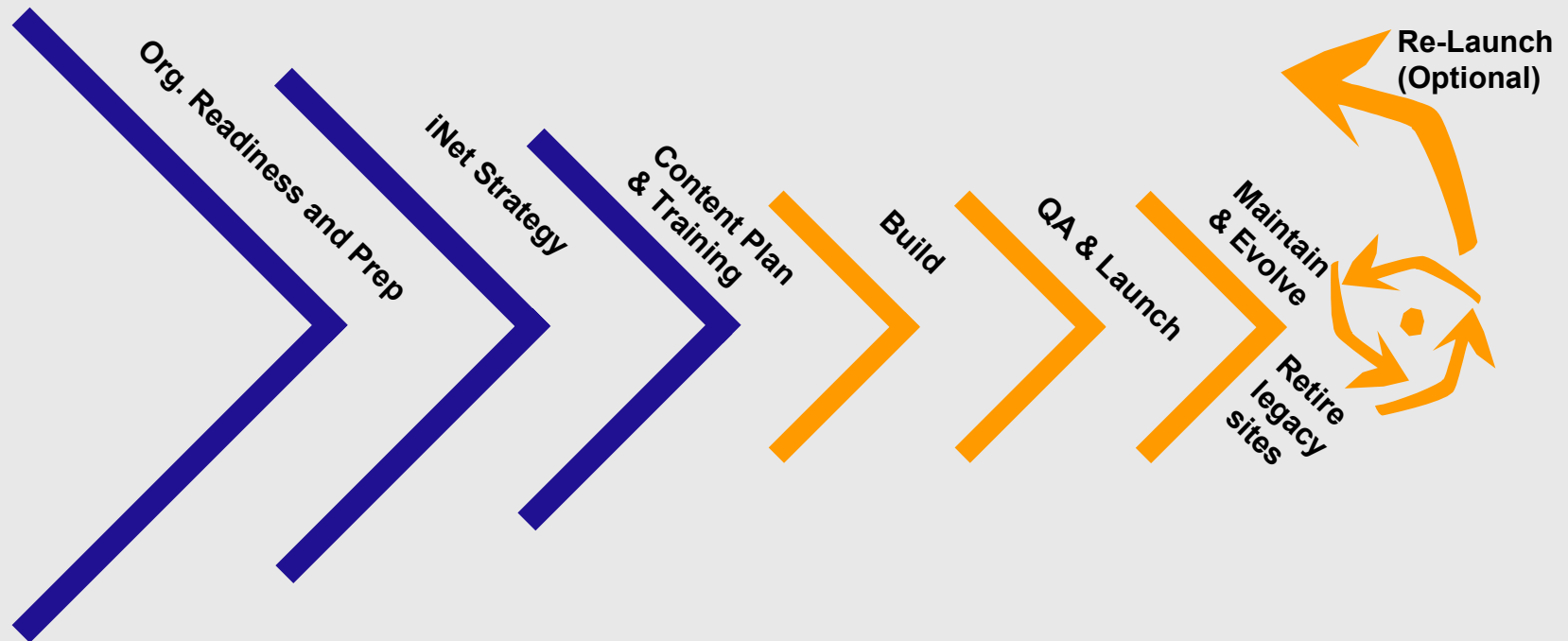
iNet Governance – Content Team Structure





- Base model used for business areas ranging in size from 2 to 2,000 employees
- Work with each business area to find right balance of resources without too much bureaucracy
- Leverage existing structures/roles where possible

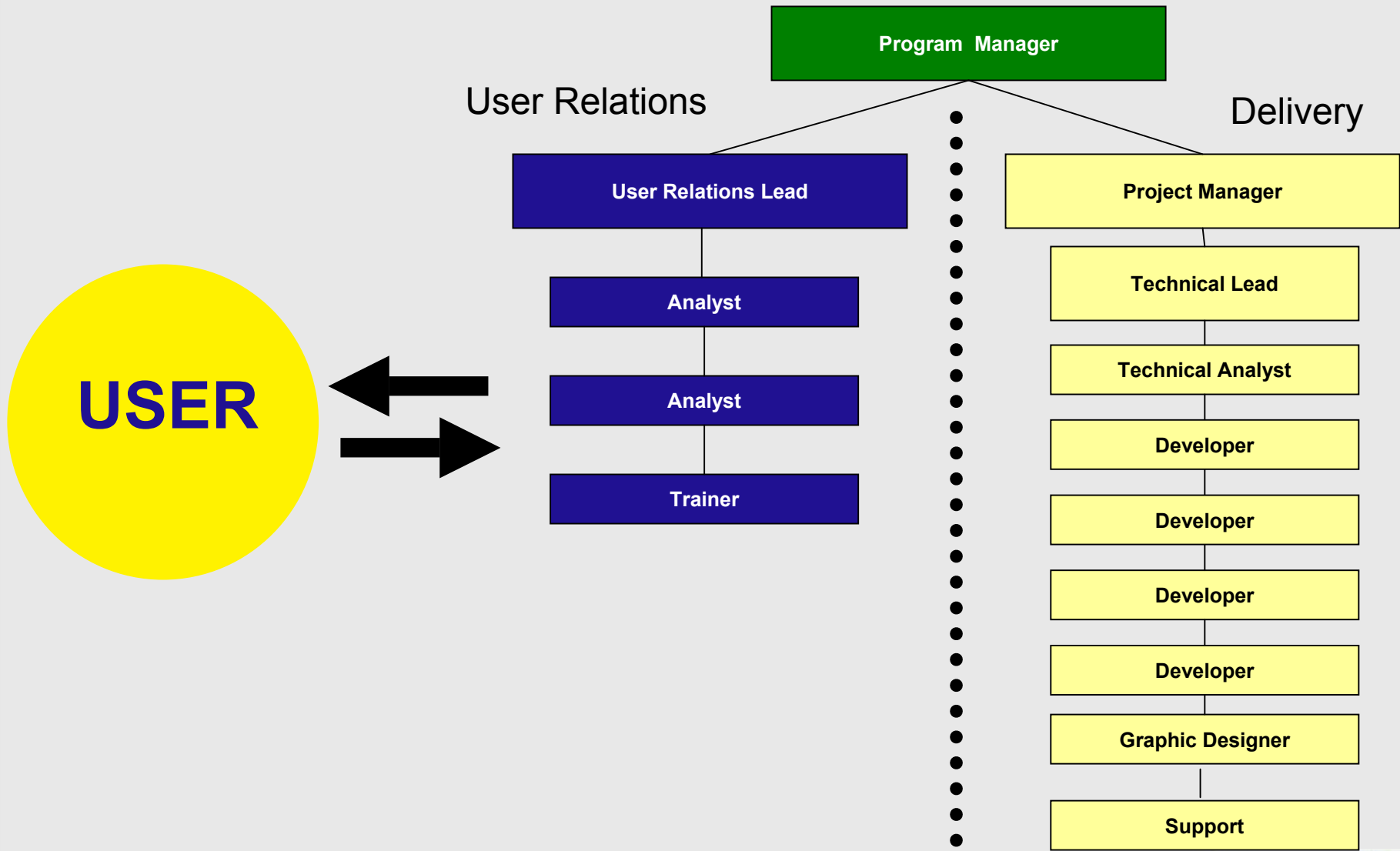
iNet Governance – Ensuring Business Value

The iNet Process for Business Areas

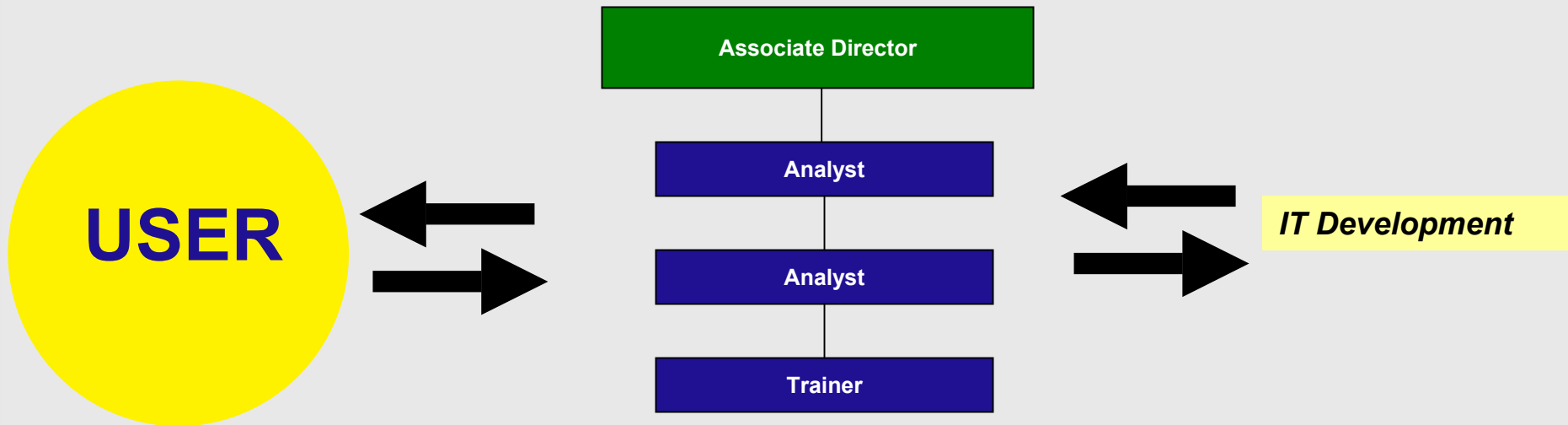


-  Facilitated by iNet Team, General Pace set by Business Area
-  Driven by Business Area, supported by iNet Team

Team Structure Original



Team Structure Post Reorg

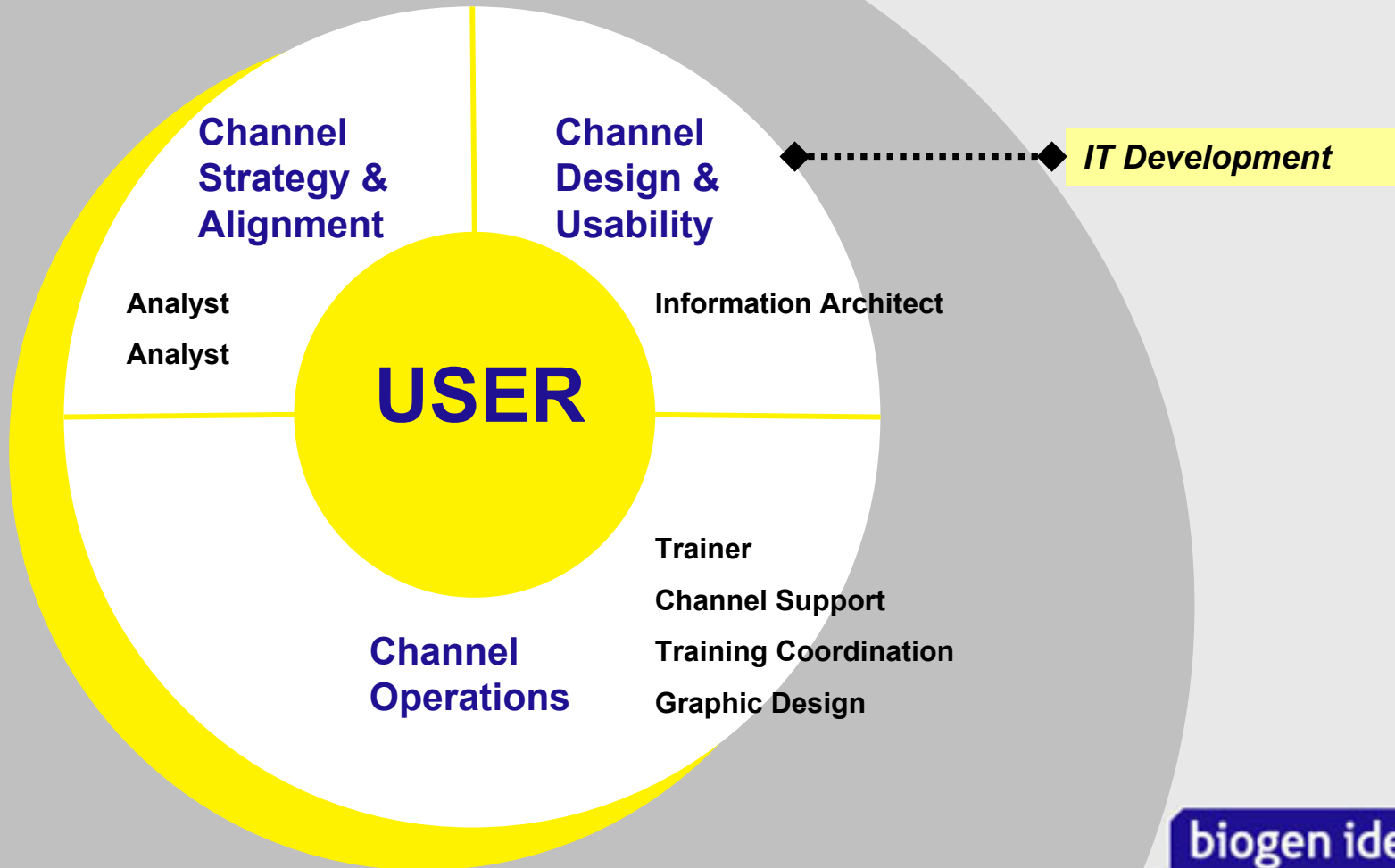


Drivers of Team Structure Change

- **Business Areas in different stages of on-boarding process**
- **Content in place**
- **User and authoring community more savvy and educated**
- **Team overloaded – constant prioritization**
- **User Relations moved out of IT into Corporate Strategy and Communications**

Team Structure After

Communication Technology Services Group



Resulting Benefits

- **Management of operational needs of maturing intranet**
 - **Quality Assurance**
 - **Centralized Upkeep**
 - **Content Maintenance Management**
- **Responsiveness to:**
 - **Increased range of expertise with authoring community**
 - **Continuing on-boarding needs**
- **Effective relationship management with IT**
- **Maintained what was working well**

Thinking About Intranet Team Transformation

Stay focused on your customers – this is your key sensing mechanism.

Assess what worked, what didn't, and what repeatedly did not get done.

Know your balancing factors and leverage them.

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Customer Focus Key Source of Information

- Does your structure support your customers?
- Does your structure facilitate getting done what needs to be done?



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The Internal Scorecard* Taking Stock

* Team-Assessed, Immediate Knowledge-Sharing, Continual Synthesis

What Worked Well

Governance Model
Expectations/ Priority Setting
Partnership/ Trust
Adapt to and Support Change

What Didn't Work Well

Internal News and Project Pages
Requirements Gathering/ Development Overlap

What Didn't Get Done

Comprehensive Quality Assurance Plan
Content Maintenance Management

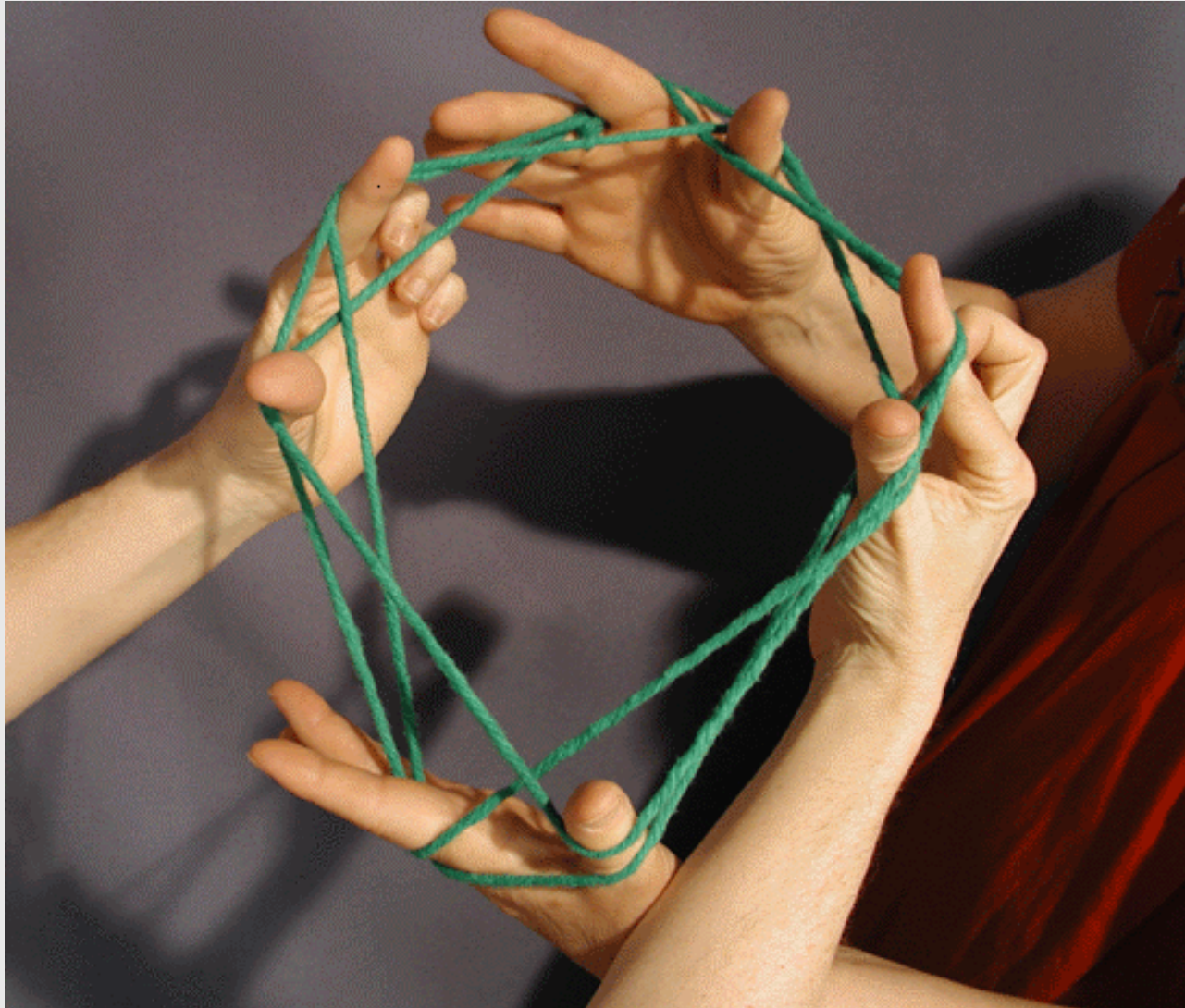
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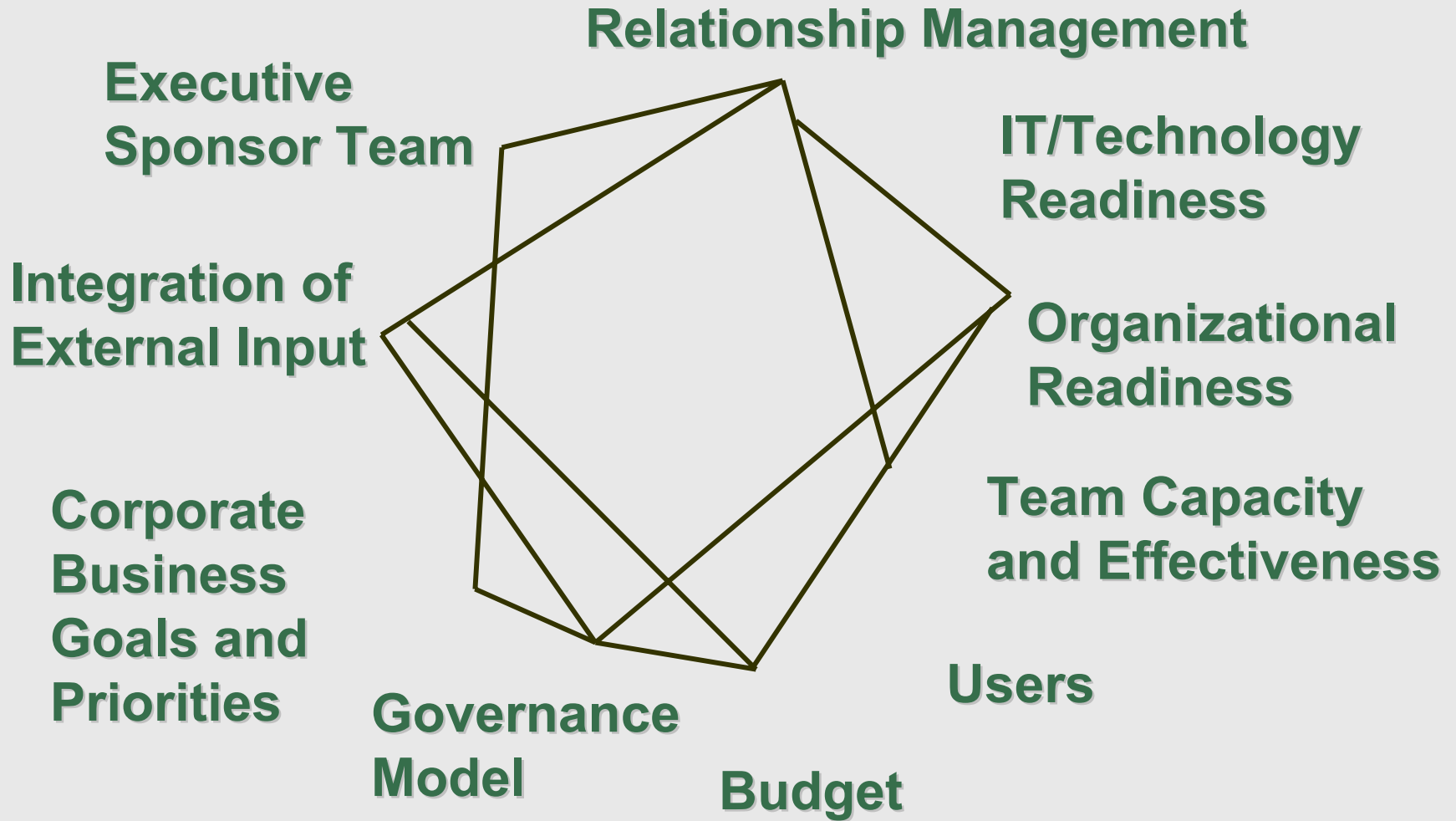
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Intranet Management



Know Your Balancing Factors...



...and Leverage Them

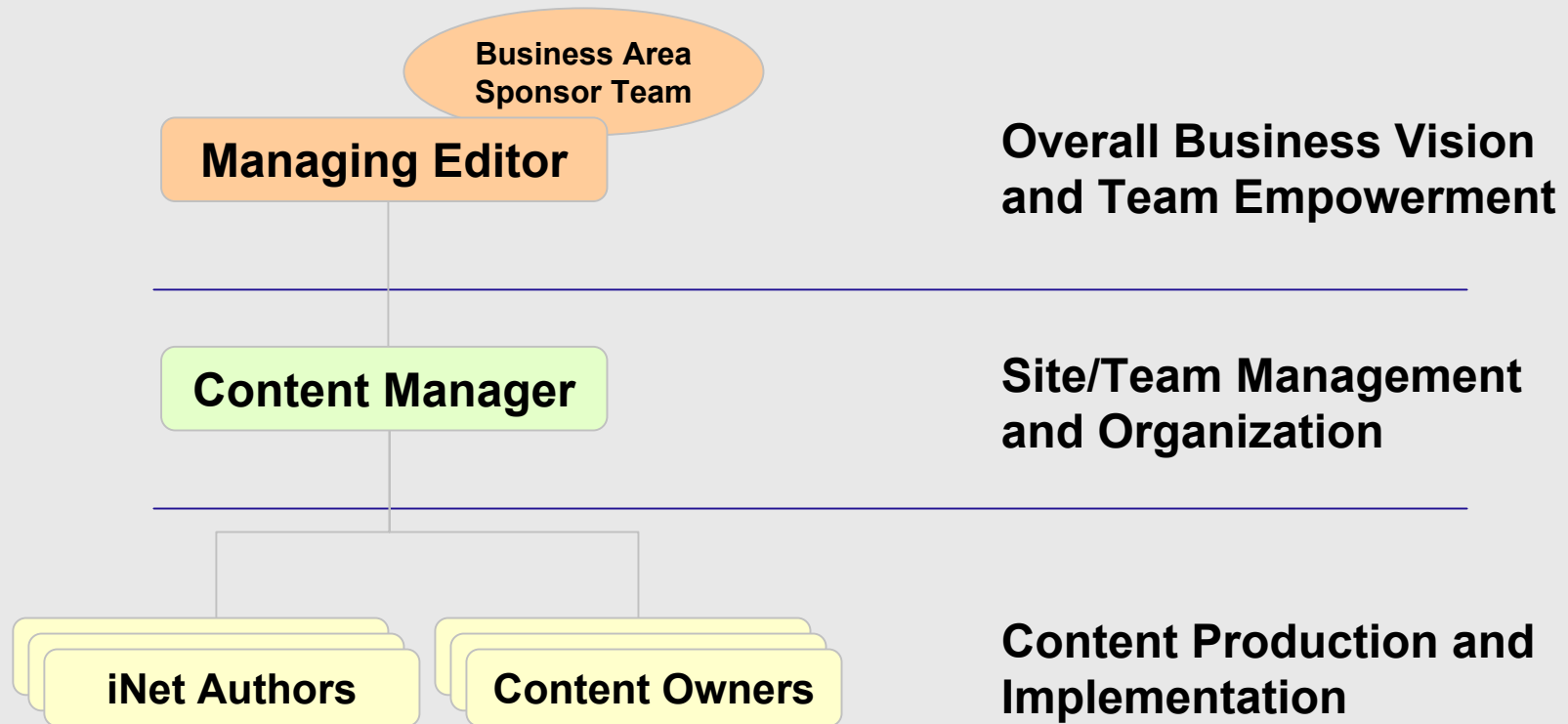
Appendix

iNet Where We are Now

| | Crawl (2004-2005) | Walk (2006-2007) | Run (2008 - ?) |
|--------------------------------|---|--|--|
| GOVERNANCE Structure | Sponsor team working with Delivery Team. Co-Sponsored by Corp. Comm and IT | Review make-up of iNet Sponsor Team; should additional business areas be represented representation. Update iNet Role descriptions. | Continue to assess governance model and roles to determine if effectively supporting a distributed ownership and accountability model. |
| Communication /Training | Identifying key constituencies, developing training and change management processes | Developing consistent training and communication channels with more process-oriented training | Distributed communication & training via "power users"; regular change mgmt. communication |
| Support | Developing support model for new IT Platform | Refining and updating IT support model; developing support for process definition | Full support model leveraging Power users to provide some coaching for general authors. |
| Demand | Focus on core templates needed for business areas and other groups to migrate content from old systems. | Developing processes to handle business specific requests. Assigning highest priority to demand requests that will have broadest impact. | Request process for iNet has business case justifications and tie-in to corporate budgeting process |
| SYSTEM | Focus is on core infrastructure, migration, authoring tools, and baseline functionality | Adjusting initial templates. Enhancing authoring tool. Revamping Navigation. | Core functionality enhancements as well as custom business area requests (e.g. dashboard for Mftg.) |
| USAGE | Users still have to visit other "intranets" – use mainly for information and access | All other main "intranets" retired – users starting to have access to functionality as well as information | Users utilize iNet for knowledge-sharing, collaboration, work-flow, etc. |

We are here ←

iNet Structure vs. Flexibility: Governance



- Base model used for business areas ranging in size from 2 to 2,000 employees
- Work with each business area to find right balance of resources without too much bureaucracy
- Leverage existing structures/roles where possible

Role Description **Managing Editor**

Managing Editor Role and Responsibilities

The Managing Editor is a critical role in the creation and governance of thorough, organized, and timely information available about a particular business area in iNet. This person will create the high-level commitment and strategy for using iNet as the key information repository. In order to accomplish this the Managing Editor will:

- Attend quarterly steering committee meetings
- Serve as business spokesperson for iNet
- Facilitate broader iNet Business Area site decisions that cannot be determined by the Content Manager.
- Provide direction and vision for Business Area site.
- Identify and prioritize future business area related iNet initiatives/functionality.
- Select and empower a Content Manager.
- Oversee adherence to iNet governance policies.
- Facilitate formal and informal recognition of work done to create and maintain the site.

Role Description **Content Manager**

Content Manager Role and Responsibilities

While the Managing Editor sets the strategy and vision for iNet, the Content Manager is the person that executes that vision. This person will manage the day-to-day responsibilities for maintaining quality and current information in the business area's iNet site. In order to accomplish this the Content Manager will:

- Attend monthly iNet Content Manager Meetings
- Manage overall design and content structure of the site utilizing the iNet standard structure.
- Assess user needs and requests, and implement adjustments to site
- Uphold iNet standards, policies, and procedures relating to design and content
- Approve all content posted in business area
- Manage business area's iNet Authors, Internal News Authors and Content Owners
- Update authors and content owners on new policies, procedures, and design standards
- Validate that iNet Authors attend needed training.
- Manage list of Internal News Authors and communicate changes to Corporate Communications.
- Oversee that content is kept fresh and accurate.

Role Description **Content Author and Owners**

iNet Author Role and Responsibilities

iNet Authors are the individuals who publish and maintain the content in sections assigned by the site's Content Manager. Their responsibilities include:

- Maintain expertise in iNet Authoring Tool.
- Post business area content to iNet following iNet design standards and governance policies.
- Attend meetings as scheduled by the Content Manager for the business area.
- Attend at least one Monthly iNet Author Meeting per quarter.
- Keep content fresh and accurate.

iNet Content Owner Role and Responsibilities

iNet Content Owners are the individuals who generate the content in sections assigned by the site's Content Manager. Their responsibilities include:

- Generate copy for iNet following iNet standards
- Attend meetings as scheduled by the Content Manager for the business area

(NOTE: Authors and Content Owners are not necessarily mutually exclusive)

Strategy Document Questions

Section 1: Business Goals and Values

- List the 1-3 high-level business goals that will be achieved/supported by moving content into iNet.
- What is the business value that you hope to achieve by maintaining an iNet site for your business area? Specify both quantitative and qualitative value.

Section 2: Audience and Process Analysis

- Indicate how an iNet site will support the employees within:
 - Employees in other business areas (Biogen Idec Employees in general)
 - Your business area (internal audience)
 - External partners (external audience):
- Are there any internal processes that will be streamlined/supported by maintaining an iNet site for your business area?
- Identify key areas of frustration in current processes that could be alleviated by maintaining a site on iNet?
- What are the most important work products/deliverables needed for the various audiences to better manage the business?
 - Within Your business area (internal audience)
 - With Employees in other business areas (Biogen Idec Employees in general)
 - External partners (external audience)

Section 3: Organizational and Governance Analysis

- How should the top level of your business area be organized on iNet?
- How large of a content management team do you expect to maintain for iNet content management? What level of time commitment do you estimate/expect it will take for your identified Content Manager to manage the team/content?