

# Observatory

of the intranet and digital communications

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## About Arctus



# Informing and engaging users in a constantly changing environment...

EDITO

The legitimacy of the intranet is being confirmed within companies in a context of accelerated transformation. The role of communicators has returned to the forefront of users' expectations, informing them and guiding them through this intensely changing environment.

Conversely, the Digital Workplace\* has yet to take root. Wherever it is deployed (20% of respondents), it generates a higher level of satisfaction. However, the investment required for a totally unified user experience is a real brake. Establishing themselves as "the heart of the digital workplace" is undoubtedly a challenge being pursued by various software publishers (Microsoft with Viva, ServiceNow, and a number of players in the HRIS, ERP, CRM fields, etc.). This desire on the part of software publishers to promote the digital workplace is obviously contributing to the complexity of IT planning decisions in this area.

With the crisis behind us, business continuity has once again become a minor expectation (25%). At the same time, we are seeing the emergence of functionalities that encourage employee engagement (Kudos, likes, comments, gamification, ideation...). One intranet in two now offers engagement features. Beyond the hype, these features have been shown to significantly increase user satisfaction.

Employees without workstations, present in 50% of responding companies, have, for the most part (66%), access to internal communication (self-service workstations, screens, personal smartphones). However, the effectiveness of these systems is uncertain, since 93% of them say they have little or no interest in digital communication.

Governance mechanisms continue to be strengthened, demonstrating the growing awareness of the services provided by the intranet. The impact on user satisfaction has been established in our study.



# Informing and engaging users in a constantly changing environment...

EDITO

The growing digital maturity of users and the reduction of barriers to the adoption of digital tools are also contributing to the improvement in satisfaction and adoption levels.

After having been very useful during successive confinements, in-house digital is now seen as an opportunity to improve the quality of working life by only 16% of respondents. Proof that, to this day, companies have mostly transposed work habits to digital tools, without rethinking ways of working.

The youthfulness of internal digital devices continues to be maintained compared to the 2021 edition, confirming the effectiveness of the Cloud model (SaaS or PaaS) in facilitating and accelerating the evolution of intranets.

The 2021 Observatory had been influenced by the health crisis, which had a global impact, with, in particular, a major transformation of work organization. After COVID, it's now AI's turn to profoundly change the way we work.

Natural language is now the language of exchange with AI, which responds in conversational mode. It will be tempting to use it massively to produce content. This raises the question of the validity of this content - especially if we have no knowledge of the sources. After the RGPD, will we have to implement the RGPC (Règlement Général de Protection des Contenus)?





401 respondents

From 377  
companies

More than 4.2  
million employees  
represented

Since 1999, **the Intranet Observatory** has been analyzing internal digital trends in work organizations.

Digital transformation now affects all work organizations. It is changing jobs, structures and management, and represents a challenge for everyone, made all the more challenging by environmental issues and artificial intelligence.

How are internal digital systems evolving in this context?

This is the subject of this study, which took place between **January 24 and April 7, 2023**.

**The Intranet & Digital Communication Observatory** is aimed at all professionals, designers, administrators or contributors to corporate communication and collaboration spaces.

Analysis of the results enables us to assess the state of internal digital transformation in French companies, and to identify future developments.

## INTRODUCTION

The **Intranet & Digital Communication Observatory 2023** illustrates the digital maturity of organizations through profiles, qualified according to the level of equipment and use of internal digital devices.

For 2023, we have decided to focus on the theme of digital communication. In times of transformation, it is imperative to communicate intensively, whether to streamline internal communication, develop links between employees or encourage the adoption of new ways of working

This edition is enriched by qualitative interviews. Some forty professionals took part in the question-and-answer session, enabling us to deepen our understanding of topics such as the evolution of internal communication, intranet development and the role of AI in this context.

# Key lessons from the 2023 edition (1/2)

## KEY LESSONS

01

The intranet remains a must-have and is young



In almost 2 out of 3 companies, the intranet is used centrally or on a regular basis. It remains an indispensable channel in the day-to-day operations of companies, which will benefit from optimizing its use.



2 out of 3 companies, have an intranet that is 3 years old or younger, a trend towards younger tools driven by the flexibility of the SaaS model and changing communication and collaboration patterns.

02

Strong commitment of all populations to internal digital transformation



Digital transformation is integrated by the connected populations

The vast majority are fairly or very committed: 82% of top managers and managers and 77% of connected employees..

03

The hope that digital technology can improve QWL has diminished



The percentage of respondents considering QWL (Quality of Work Life) as an opportunity in internal digital for employees significantly decreases from 34% to 16% compared to 2021.



The benefits of internal digital are already integrated. The expected opportunities now focus on the development of social connection, engagement, and management adaptation.

04

Engagement features : the intranets that offer them are the most appreciated.



1 out of 2 companies has implemented at least one employee engagement feature in their intranet.



The presence of these engagement features in the intranet, particularly recognition features, contributes to improving user satisfaction with the intranet.

# Key lessons from the 2023 edition (2/2)

## KEY LESSONS

05

### The Digital Workplace has yet to take root



Only 25% of companies have a Digital Workplace or an Employee Experience Platform (EXP)\*. Setting up these unified digital systems requires significant investment.



Respondents having a Digital Workplace or an EXP declare that their users are more satisfied than respondents with a traditional intranet.

06

### Unsurprisingly, Microsoft 365 maintains its hegemonic position



Microsoft 365 maintains and strengthens its historical dominant position (79%), while the share of Google solutions is declining (8%).



14% of respondents do not use either of these two solutions, mainly because they are concerned about digital sovereignty\* and out of activism.

07

### Mature governance takes shape



74% of companies have set up one or more steering bodies. This governance is structured first and foremost around content, through the editorial committee set up by 42 % of respondents.



The level of steering also reveals a growing maturity of governance : each respondent declare that there are more than 2 steering players on average.

08

### The intranet does not yet meet the needs of non-connected populations



1 in 2 companies have employees who are not connected..



Even if in 66% of cases, the latter can technically access intranet contents (mobile app, screens, shared workstations, etc.), 93% of respondents state that these populations are still little or not at all committed to digital transformation..

# METHODOLOGY

Presentation of the Observatory

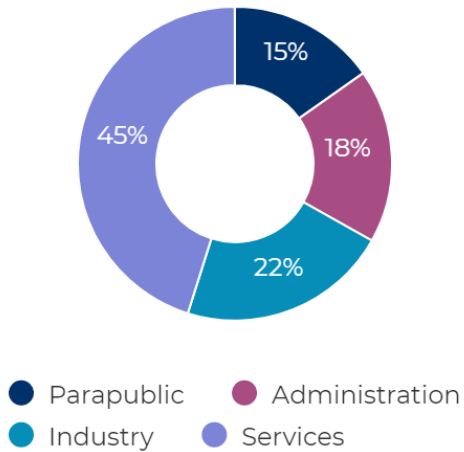
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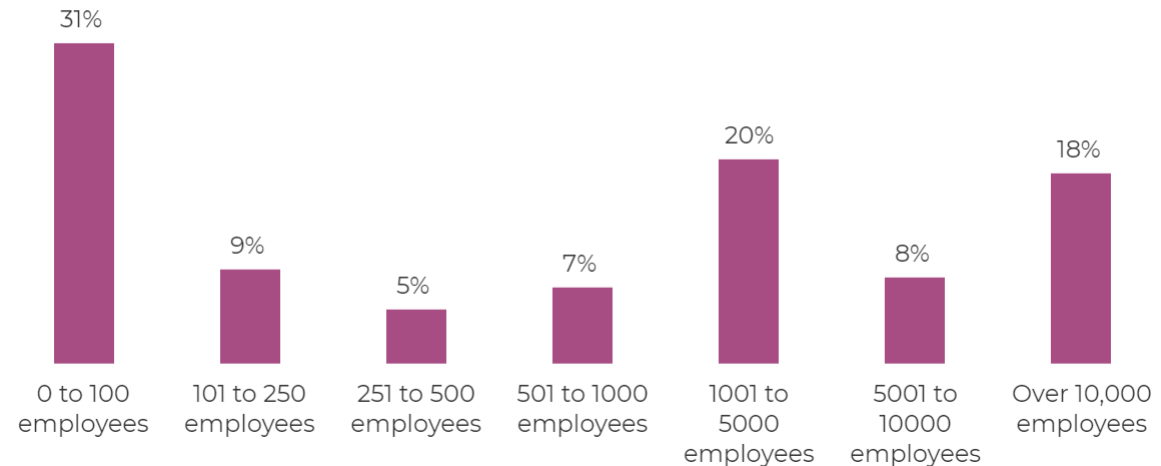


# Respondents profile : by business sector and workforce size

What is your company's industry? \*



How many people work in your organization? \*

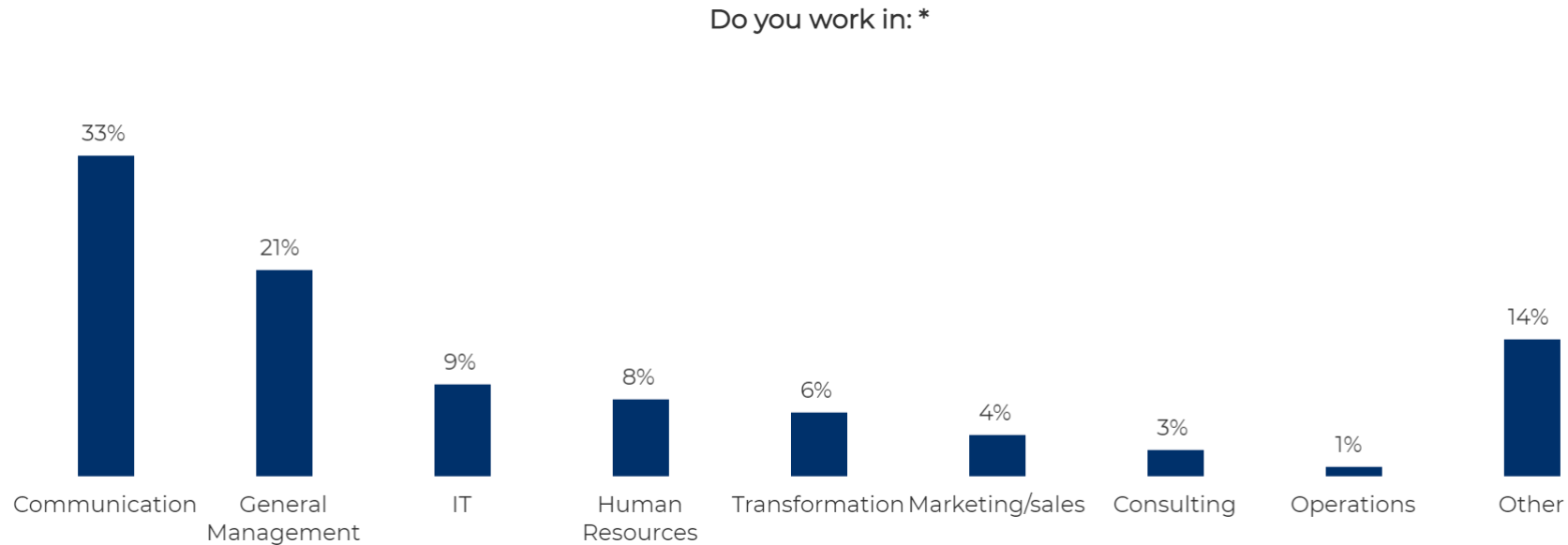


Our sample is very similar to that of the 2021 edition. In particular, we find a traditional « W »-shaped graphic distribution in terms of headcount, with peaks in organizations with fewer than 100 employees, those between 1,001 and 5,000 and those with more than 10,000 employees.

The only marginal changes observed are :

- Decrease in the proportion of respondents from the service sector (-6 pts) and a slight increase in the proportion from industry (+3 pts)
- Increase in the proportion of companies with fewer than 100 employees (+10 pts) and decrease in those with between 101 and 500 employees (-5 pts).

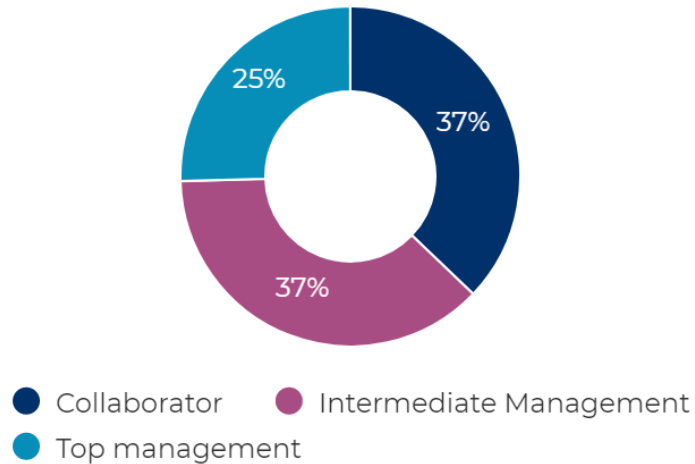
# Respondents profile : by job function



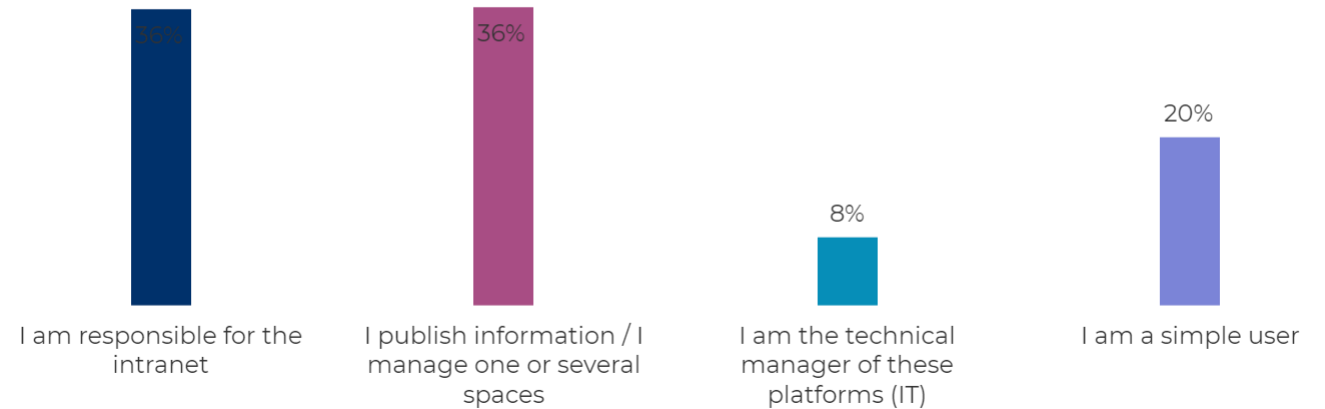
- The majority of respondents are communicators (34%), with a share similar to that of the previous edition, but the latter are gaining a further place in pole position. They play an important rôle in steering intranet projects. The number of respondents from General Management has also increased (+12 pts and 2 places up vs 2021).
- There has been a sharp drop in the share of CIOs, with 23 points and 2 places fewer than in 2021. The same is true for the HR Department, which is down 6 points and one place.
- The Transformation Department remains in the minority (6%) as was already the case in 2021.

# Respondent profile: by hierarchical level and role

What is your hierarchical level? \*



What are your responsibilities in managing your company's internal digital tools? (intranet, collaborative and social tools, etc.) \*



- 74% of respondents have a role involving management.
- 80% of respondents have a role in intranet management.

# CHALLENGES

Perception of digital challenges and opportunities,  
Population maturity

02

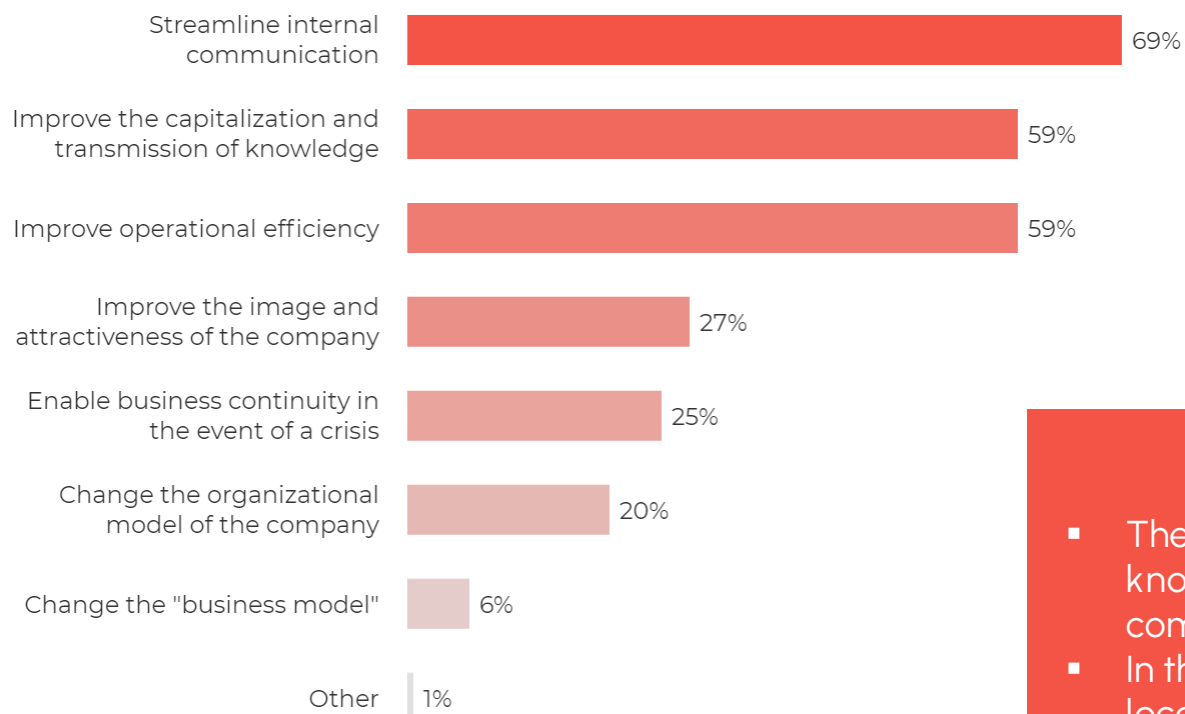


# Internal digital objectives: streamlining exchanges to be more efficient

## CHALLENGES

In your opinion, what are the main objectives of internal digitalization in your company?

Multiple-choice question | 397 respondents | 2.6 responses per respondent on average



■ The streamlining of internal communication takes center stage this year, after holding the second position in the previous two editions.

■ Improving operational efficiency and capitalization of knowledge now hold a joint second place, despite previously being ranked first and second respectively in 2021.

■ A majority of respondents now view the first three proposals as priorities, with each of them gaining an 8-percentage point increase from the previous year.

## OUR ANALYSIS

- The ability to easily access information and capitalize on available knowledge is a key success factor in operational efficiency for companies.
- In this regard, the capturing of multidirectional messages and the ease of locating both hot and cold content are essential.
- To achieve this, companies need to regulate the flow of information, enabling messages to circulate rapidly, smoothly and accurately throughout the organization.



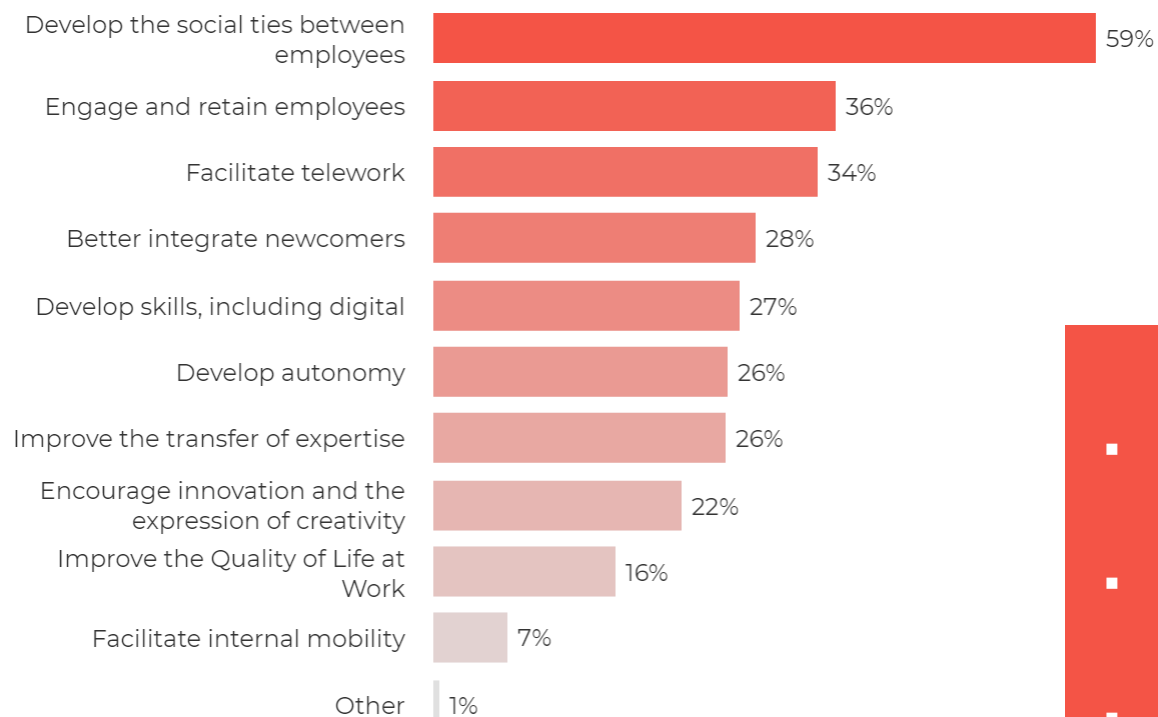


# Developing social ties: the primary opportunity of internal digitalization

## CHALLENGES

In your opinion, what are the main internal digital opportunities for your company's employees?

Multiple-choice question | 400 respondents | 2.8 responses per respondent on average



■ The top opportunity presented by internal digitalization is once again the development of social ties, after being surpassed in 2021 by the facilitation of remote work during the pandemic.

■ It is followed by a group of answers that deal with engagement (Engage 36%, Integrate 28%, Develop autonomy 26%)

■ There is a notable decrease in the percentage of respondents identifying the improvement of Work-Life Quality (WLQ) through digital technologies, with the figure falling from 34% to 16% between the two survey editions.

## OUR ANALYSIS

- The development of social ties is in high demand. This is undoubtedly a consequence of the new hybrid work arrangements. Employees rely on digital technology to maintain contact among teams.
- Similarly, the second group of responses focuses on engagement: internal digitalization should promote activities that convey a sense of purpose and foster emotional connection.
- The significant decrease in the recognition of Work-Life Quality (WLQ) improvement as a digital opportunity illustrates that the benefits of digital tools are already well-integrated into everyday practices.

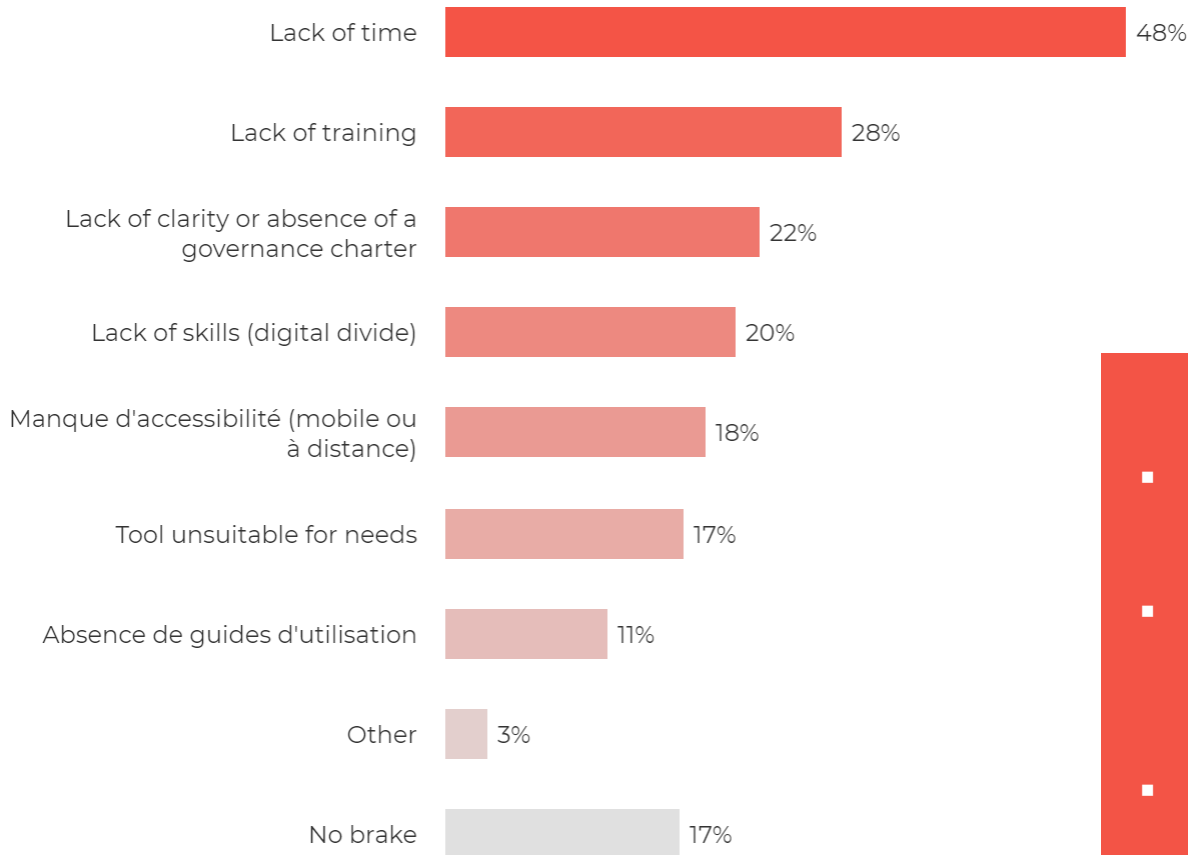


# Barriers to adoption of digital tools: declining

## CHALLENGES

In your company, what are the obstacles to the adoption of internal digital practices?

Multiple-choice question | 333 respondents | 1.8 responses per respondent on average



- Overall, there are fewer obstacles to the adoption of internal digital tools than in 2021. In fact, the number of respondents who see no obstacles has risen by 7 points, to 17% compared to 2021!
- The two main obstacles are the lack of time (48%) and the lack of training (28%) but there is, however, a decrease of 8 and 9 points respectively compared to 2021.
- The number of respondents reporting that the tool was unsuited to their needs remained stable at 17%

### OUR ANALYSIS

- The decrease in perceived barriers to adopting digital tools reflects a positive evolution in access conditions to internal digital platforms.
- The reason cited for "lack of time" likely masks an inadequacy of services provided on the intranet to meet user needs: useful and efficient services are typically adopted quickly.
- It is worth noting that the lack of time is more frequently mentioned by respondents from the industrial sector, which can be attributed to the demands of production schedules explaining this trend.

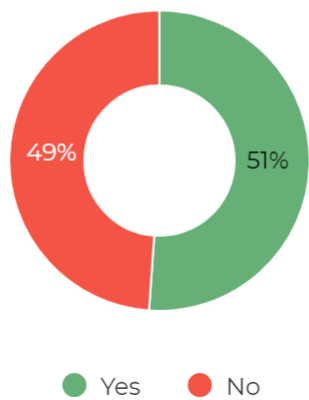


# Key challenges for non-connected populations: time and digital skills

## CHALLENGES

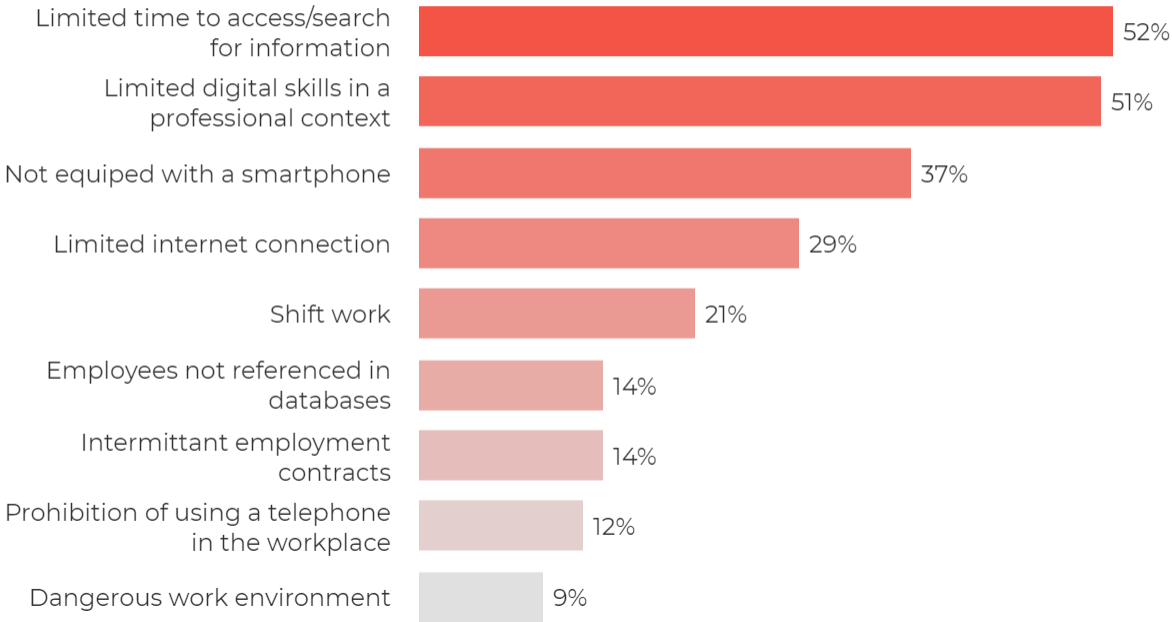
Do you have, within your company, a proportion of employees to whom it is difficult to communicate via digital channels (hard to reach employees)

Single-choice question | 401 respondents



What are the main challenges faced by this unconnected population in the context of digital communication?

Multiple-choice question | 203 respondents | 2.4 responses per respondent on average



- In our sample, 50% of respondents report the presence of non-connected populations within their company..
- Some populations still require improvement in digital skills and a greater affinity for digital platforms.



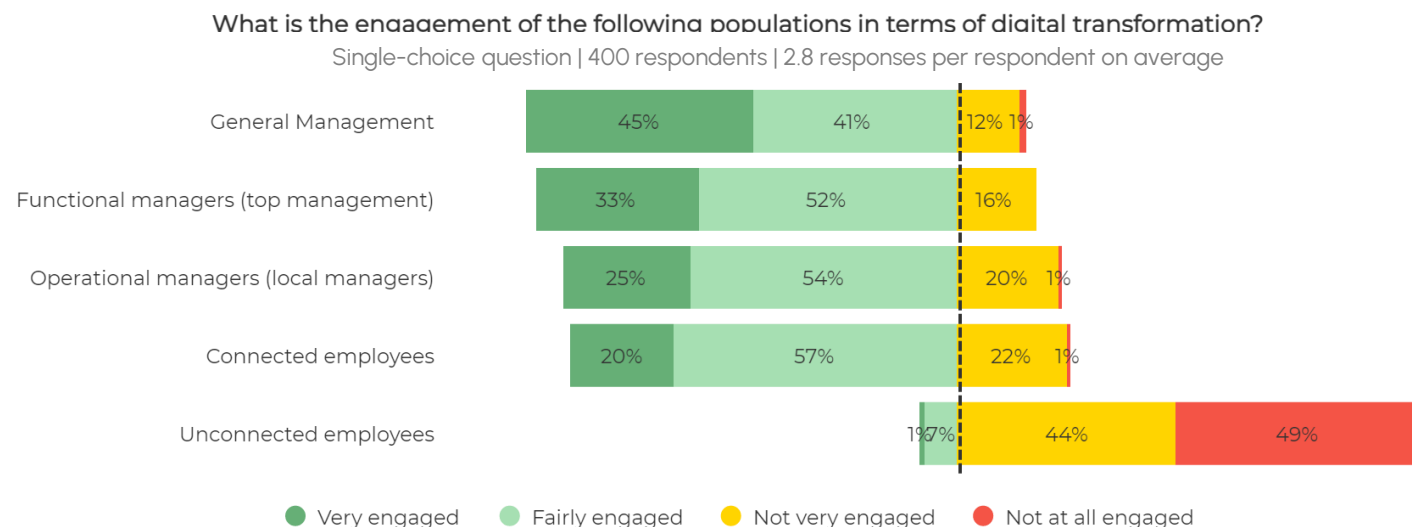
[Discover what experts think about the challenges related to non-connected populations](#)





# Increasing engagement to digital transformation for all populations

## CHALLENGES



- The results are clear: between 2021 and 2023, all populations have shown significant improvement in their level of engagement to digital transformation (accelerated by the pandemic period).
- A notable gap is observed between functional and operational managers. The former demonstrate higher levels of engagement compared to the latter, adopting a stance similar to that of the executive leadership, convinced of the inevitable necessity of digital transformation.

### OUR ANALYSIS

- The digital transformation is no longer a subject of debate among connected populations, as the vast majority are actively engaged.
- The next step will thus revolve around onboarding non-connected employees who are currently disconnected from the digital realm. In fact, nearly 50% of respondents declare that these individuals are not involved at all.
- Although it may seem unrealistic or even inappropriate to try to engage 100% of the workforce when a portion of the activity does not rely on digital tools, possibilities are emerging to include and enable non-connected individuals to benefit from the advantages of digital technology.



# USES

Satisfaction and usage levels, editorial formats and engagement tools

# 03

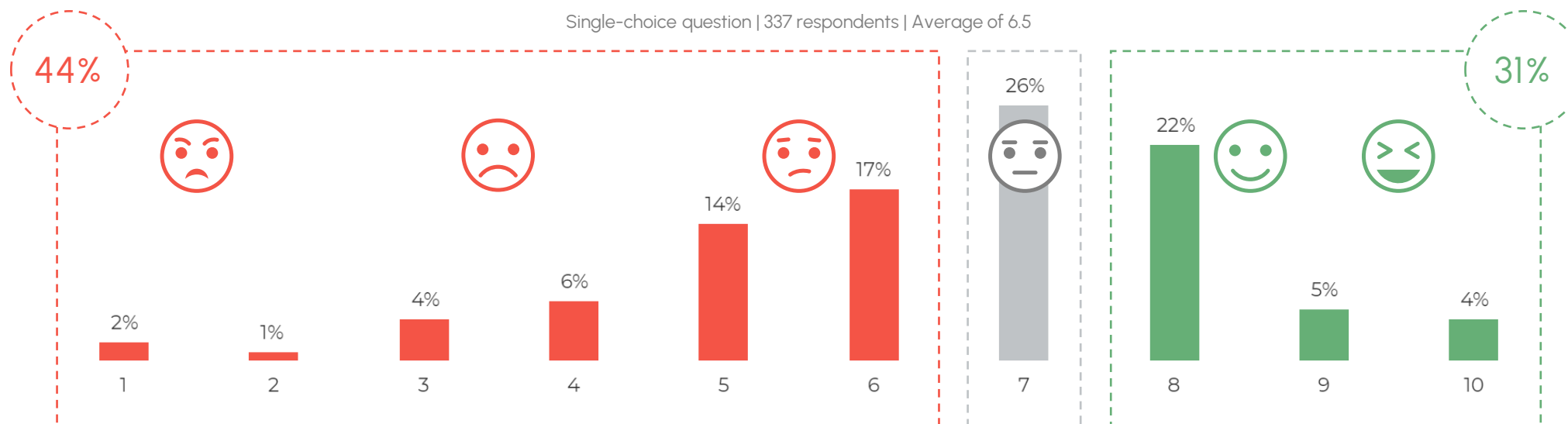


# Average user satisfaction of 6.5/10

USES

According to you, what is the average level of satisfaction among users of the intranet in your organization?

Single-choice question | 337 respondents | Average of 6.5



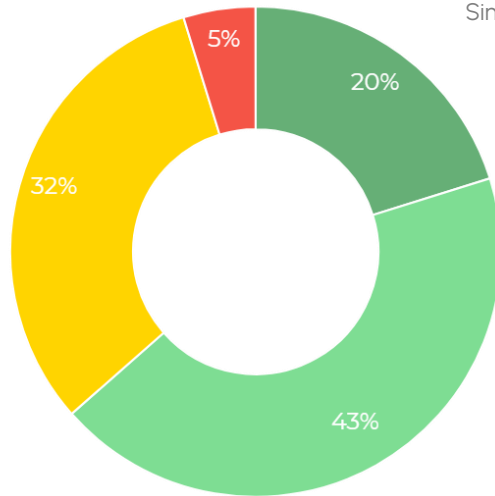
- 44% of respondents rated the average satisfaction level of intranet users in their organization between 1 and 6 out of 10. These ratings characterize a fairly, or even very, low level of satisfaction. These are organizations in which users are generally dissatisfied.
- On the other hand, 31% of respondents reported high overall satisfaction, rating the intranet between 8 and 10.
- The remaining 26% considered the overall satisfaction of the intranet users to be 7 out of 10. Based on our experience at Arctus, we consider a rating of '7' to be neutral, meaning that it does not express either dissatisfaction or particular satisfaction with the current system.
- Overall, the overall average satisfaction rating is 6.5 out of 10, a relatively modest score but nonetheless consistent with the average observed in our comparable online surveys among our clients.

# The intranet, an essential tool

## USES

According to you, what is the level of use of your intranet?

Single-choice question | 337 respondents



- A central system used in the workplace and a widely extended practice
- A system used on a regular basis
- A system used occasionally or by certain populations only
- A system little or not used at all

- Despite a slight decrease compared to 2021, it is worth noting that the intranet remains a central tool for 20% of the surveyed organizations, which is twice as much as in 2019.
- 43% of the respondents regularly use the intranet in their organization, a figure that has remained stable since 2019. As a result, nearly two-thirds of companies have either a central or regular use of their intranet.
- Finally, the usage of the intranet is occasional for one-third of the surveyed organizations, a decrease of 10 points compared to 2019 but an increase of 7 points compared to 2021.

## OUR ANALYSIS

- In the wake of a year marked by the health crisis and the intensive use of intranets, this communication channel is now confirmed as a key platform in organizational functioning, as it serves as a central hub for crucial information and indispensable services for employees' day-to-day operations
- Companies will need to continue developing their strategies for utilizing the intranet to fully leverage its potential in this new normal.

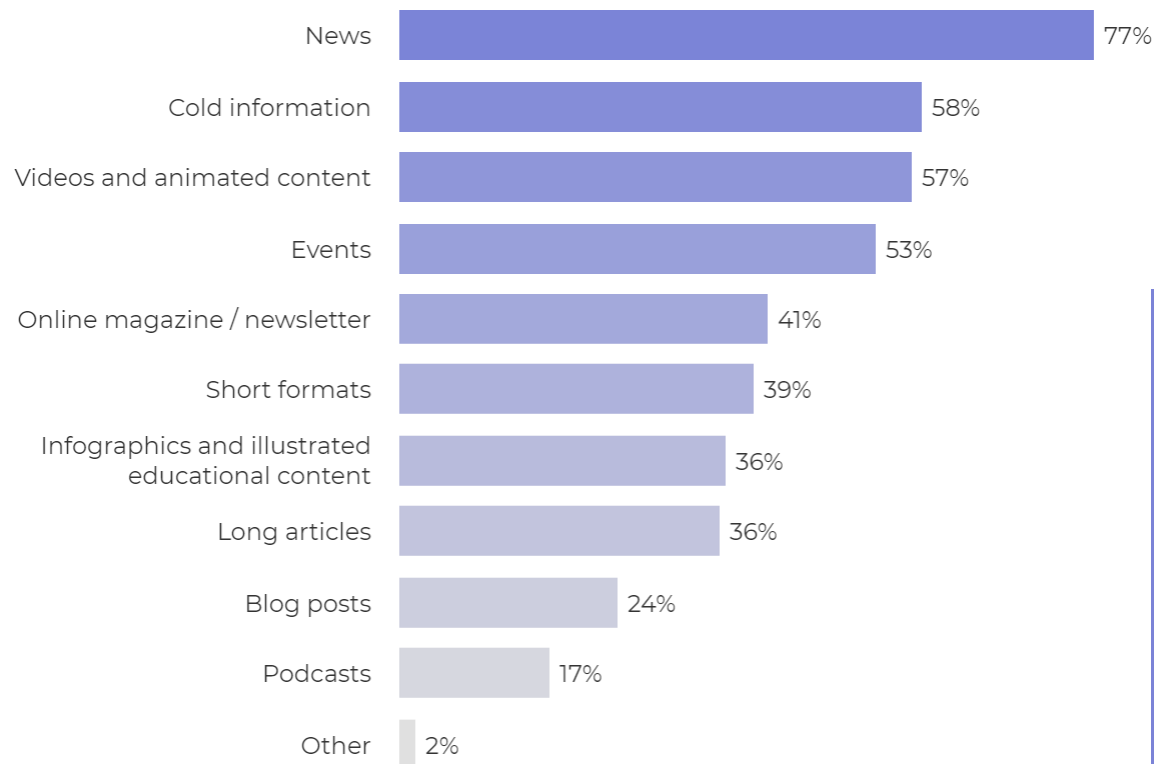


# Predominance of « news » content on the intranet

USES

What are the editorial formats used to distribute information within your intranet?

Multiple choice question | 325 respondents | 4.4 responses per respondent on average



- The "news" format is, unsurprisingly, predominant among the editorial formats deployed within intranets, with a little over three-quarters of the respondents.
- Following closely are cold information, video and animated content, followed by events.
- The internal podcast, a new format, is being introduced in 17% of organizations.

## OUR ANALYSIS

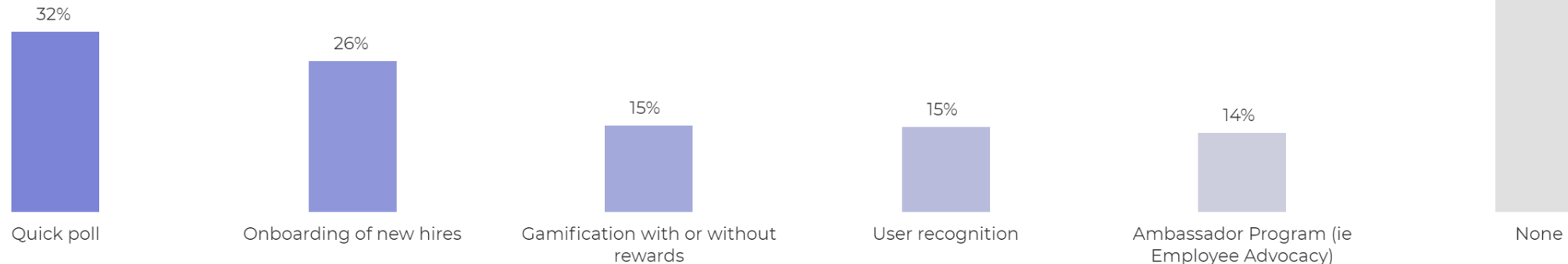
- Smaller companies tend to deploy fewer formats on their intranets, reflecting a less complex functional and editorial scope due, among other factors, to limited resources.
- To maximize impact, the news, a prominent content feature of the intranet, should be more localized and closely aligned with employees' job functions. This contributes to maintaining employees' attention and strengthening their sense of belonging to the company.
- Current trends attest to the success of embodied content and short, dynamic formats (e.g., videos) as they generate more curiosity among users and are more engaging.



# Engagement features in 1 out of 2 intranets

Does your intranet offer engagement features for its employees

Multiple-choice question | 321 respondents | 1.5 responses per respondent on average



- 1 out of 2 respondents state that their organization has implemented at least one employee engagement feature in the intranet.
- Quick surveys are the most commonly cited features, cited by nearly 1/3 of the respondents, followed by onboarding services for new hires in a little over 1/4 of cases.

## OUR ANALYSIS

- The presence of engagement features in the intranet is an indicator of the attention paid to employees.
- These are levers to consider for engaging and retaining employees, reinforcing their sense of belonging to the company, and facilitating internal communication
- Examples from our clients show the potential for engaging populations traditionally distant from digital communication channels through the launch of edutainment, social or environmental events, accessible via the intranet or a mobile application.





# FEATURES

Collaborative and social features, software and redesign date

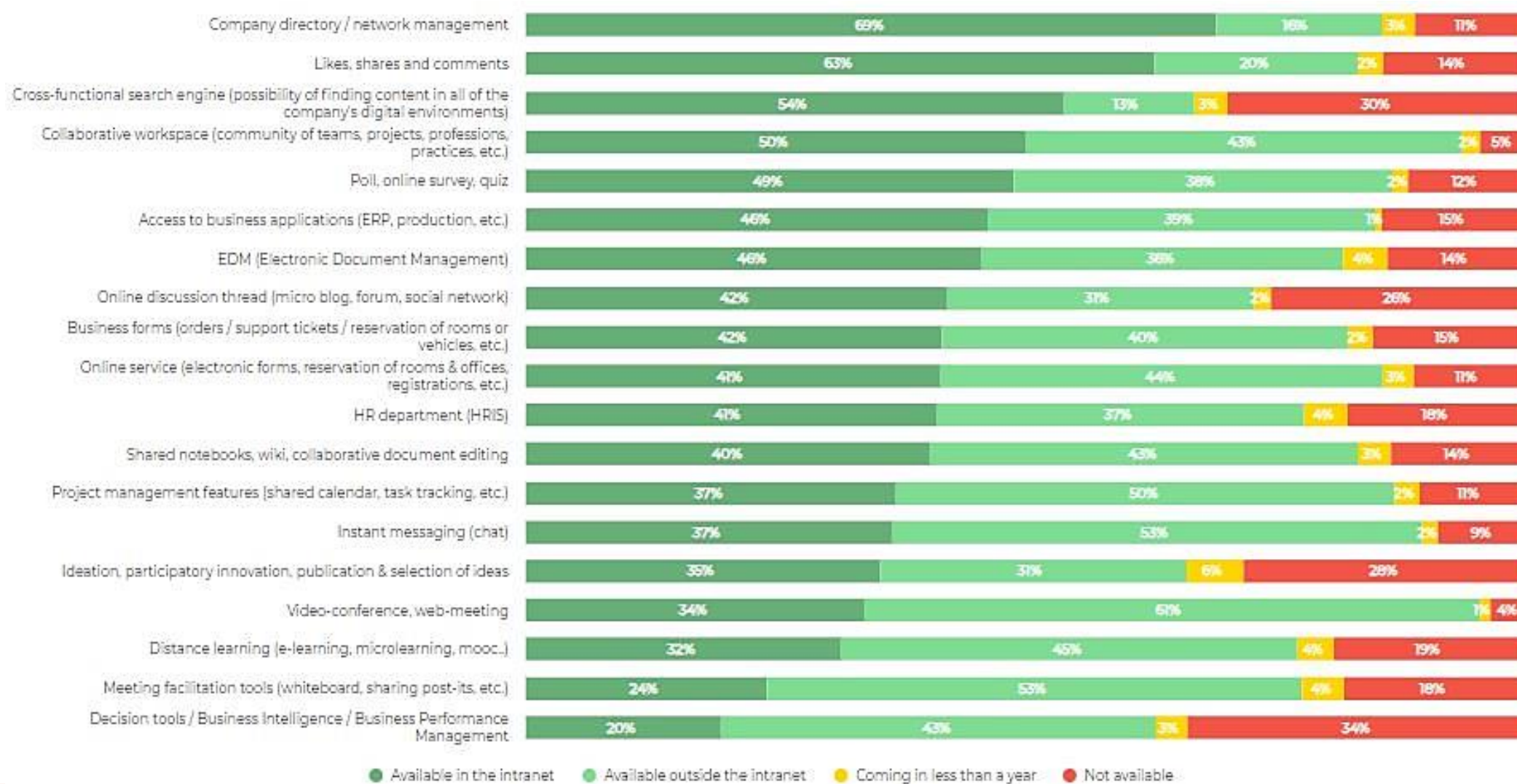
# 04



# Intranets with varying dimensions (1/3)

## FEATURES

What main features are available in your internal digital system?



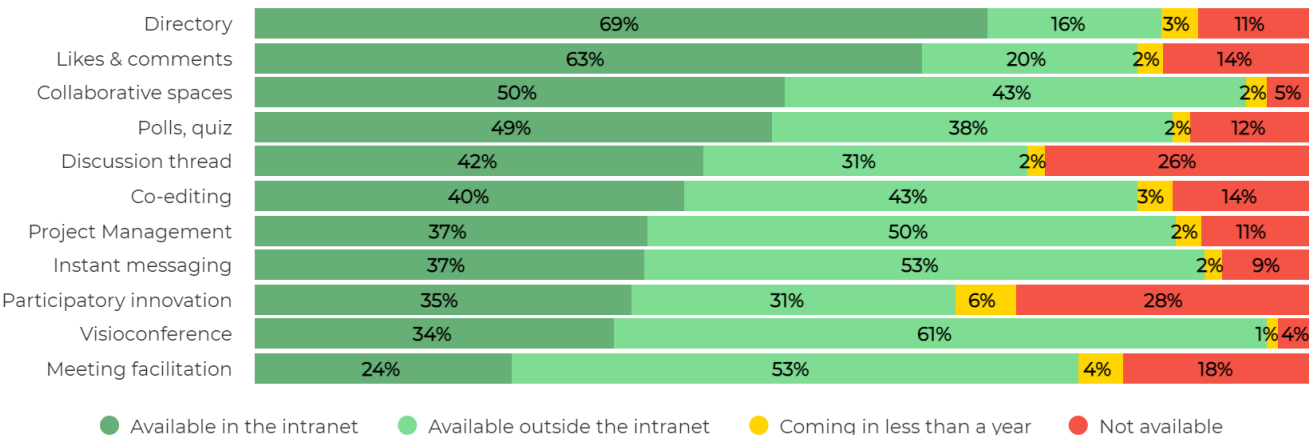


# Intranets with varying dimensions (2/3)

## focus on collaborative and social features

### FEATURES

What social and collaborative features are available in your system?



- Beyond information and communication features, social features such as [access to the directory] and [likes, shares, and comments] are the most offered in the intranet (67% and 61% respectively).
- Nearly half of the companies provide a collaborative workspace and the ability to create and respond to surveys within their intranet (50% and 48% respectively).

### OUR ANALYSIS

- The prevalence of social features in the intranet highlights the importance of regulating exchanges and fostering social connections for seamless internal communication.
- Intranets have seen a growth in collaborative features, even though collaboration and co-editing primarily occur outside the intranet.
- Synchronous communication features are widely embraced by most companies, with video conferencing available in 95% of companies (+18 points from 2021), a collaborative workspace in 93% (+21 points), and instant messaging in 89% of them (+15 points). This trend is driven by the post-COVID effect, where these real-time digital tools are crucial for effective interaction in a hybrid work environment.

- Meeting facilitation tools are among the least offered features in terms of social and collaborative features (23%).



*Discover what experts think about the impact of deploying Teams on intranet systems*

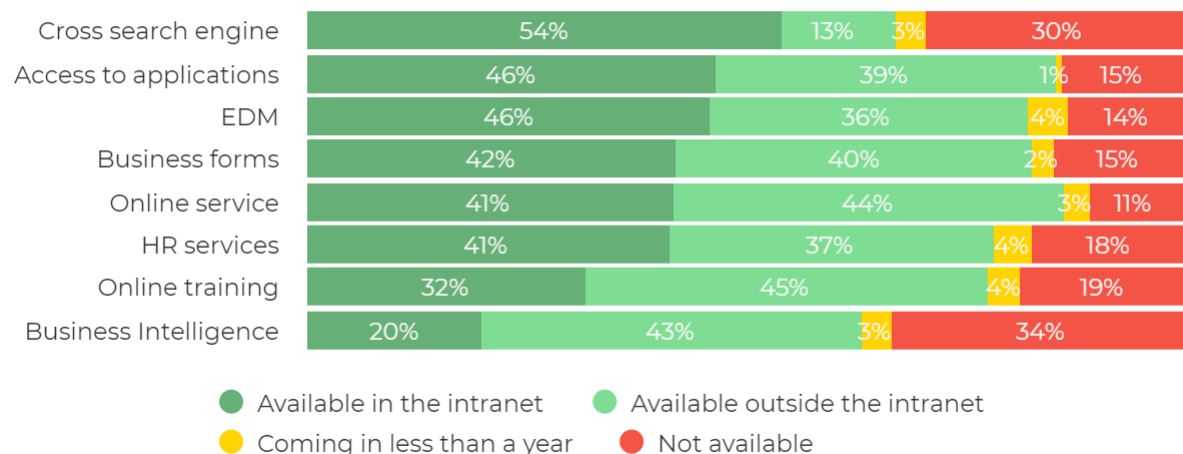


# Intranets with varying dimensions (3/3)

## focus on extended services\*

## FEATURES

What main families of features are available in your internal device? Extended service:



- The cross-functional search engine is available in the intranet in 1 out of 2 companies.
- In nearly 40% of companies, the intranet offers Electronic Document Management (EDM)\* (41%), online services (electronic forms, room & office reservations, registrations...) (41%), access to business applications (41%), business forms (40%), and HR services (39%).
- Decision-making/business intelligence tools are rarely offered in intranets (16%).

## OUR ANALYSIS

- The cross-functional search engine, capable of querying multiple databases, is widely deployed. When available, it is mainly within the intranet (54%), but it is also a service that is not available in 30% of organizations. This can be explained by the presence of multiple non-unified platforms within their internal digital infrastructure, and thus the presence of platform-specific search engines
- Distance learning and business intelligence tools are predominantly available outside the intranet. Business intelligence tools can be used in the back-office to analyze the performance of the intranet. However, their usage requires technical proficiency, which may explain why they are not more widely available on the intranet.
- There is a growth in the number of extended services implemented in the past two years, whether available within the intranet or outside. This trend shows that companies are increasingly diversifying their digital services to provide a more comprehensive experience for users.

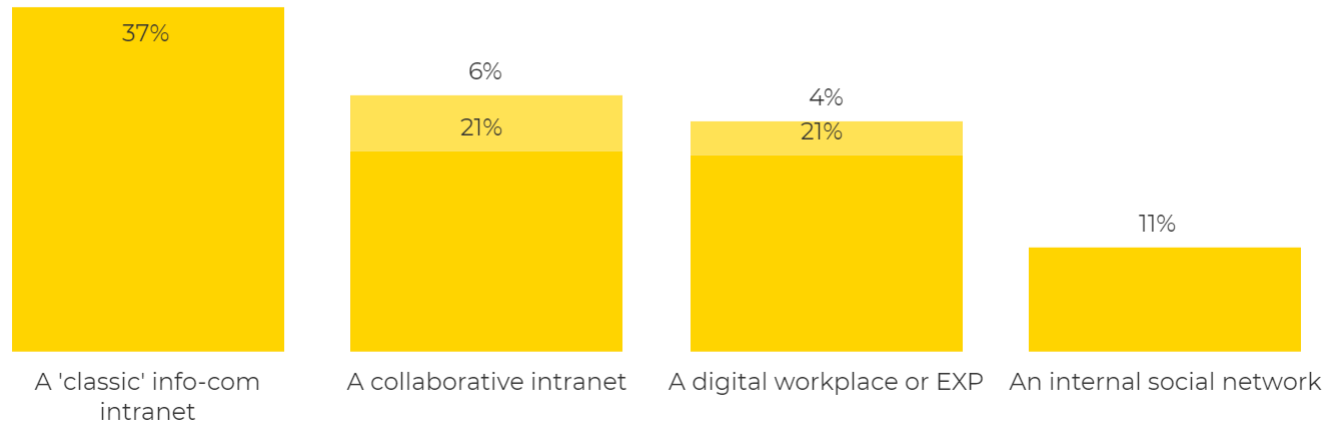


# Unified digital systems are still not prevailing

## FEATURES

How is your digital device presented or perceived by users?

Single-choice question | 349 respondents



- The majority of internal digital devices are presented or perceived as classic info-com\* intranets (37%).
- 21% of companies offer a "Digital Workplace" solution, and 4% have an "Employee Experience Platform", grouped together in our analysis.
- Collaborative\* or community-based\* intranets, which have been established in organizations for a longer period, are implemented in 27% of organizations.
- Only 11% of companies have an "Internal Social Network", and 3% have an "Employee Experience Platform".

## OUR ANALYSIS

- The classic info-com intranet, although predominant, is perceived as such by just over 1/3 of the respondents.
- The term Digital Workplace, as a unified internal digital device, is not widely accepted. The trend of fragmentation in systems, already observed in the 2021 edition, is confirmed.
- The Employee Experience Platform has difficulty gaining popularity. Users have not yet fully acknowledged this recently introduced system in the technological ecosystem.

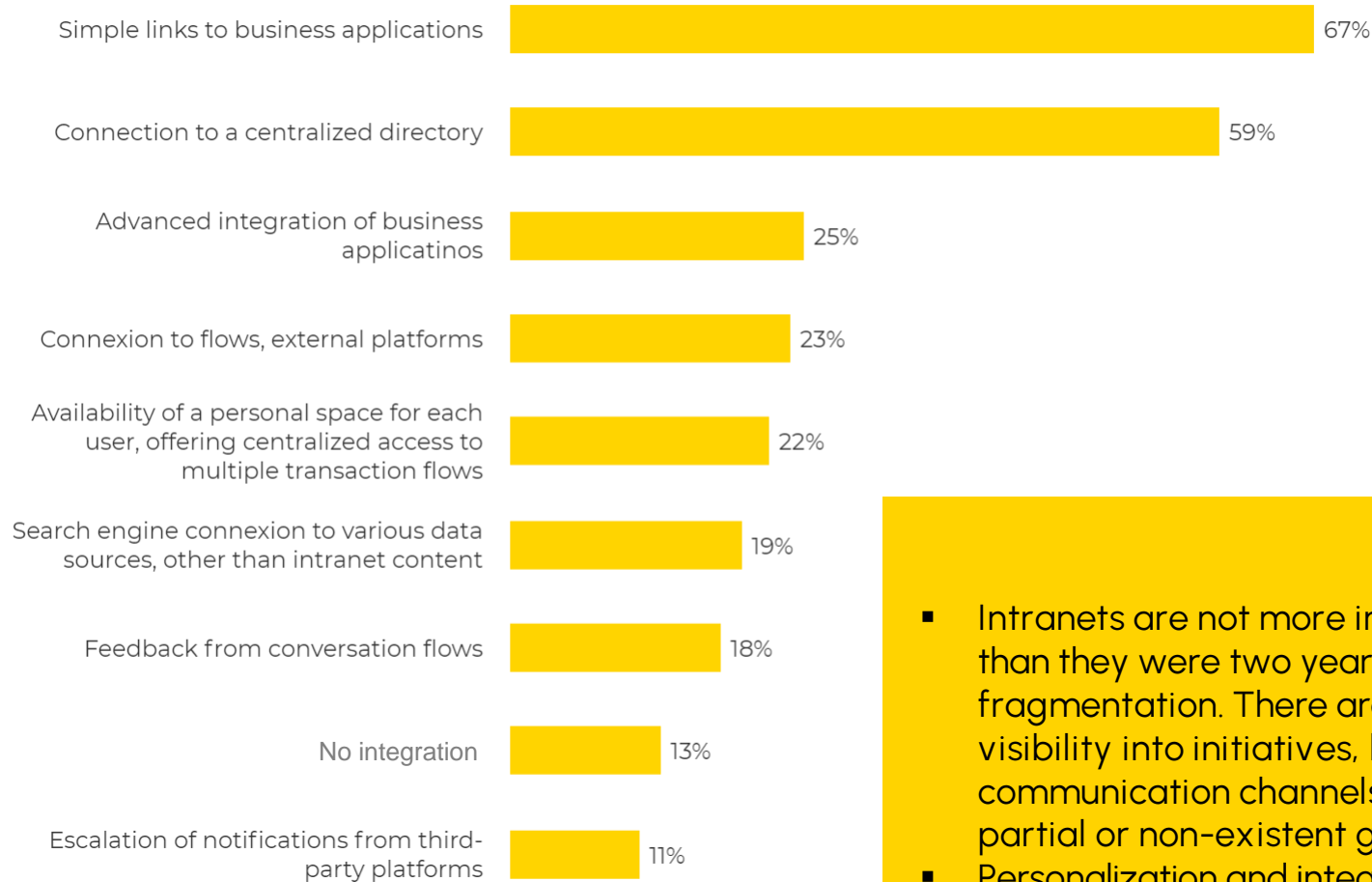


# Limited integration of the device into the work environment

## FEATURES

### Is your intranet platform integrated into the extended digital work environment?

Multiple choice question | 2,6 responses per respondent in average



- Links to business applications remain the most widespread integration, accounting for 67% of the responses (+9 points compared to 2021).
- Connection to a centralized directory and advanced integration of business applications rank second and third, with 59% and 25% of responses, respectively.
- In general, the distribution of integrations is relatively similar to what was proposed in companies two years ago. The only integrations that have declined (-5 points compared to 2021) are the integration of cross-functional search engine and the integration of notifications from third-party platforms.

### OUR ANALYSIS

- Intranets are not more integrated into the extended digital work environment than they were two years ago. This confirms a trend towards platform fragmentation. There are several potential reasons for this, such as a lack of visibility into initiatives, leading to difficulties in rationalizing usage and communication channels, technological and organizational complexities, and partial or non-existent governance.
- Personalization and integration of the workspace require significant investments, which explain these modest percentages.

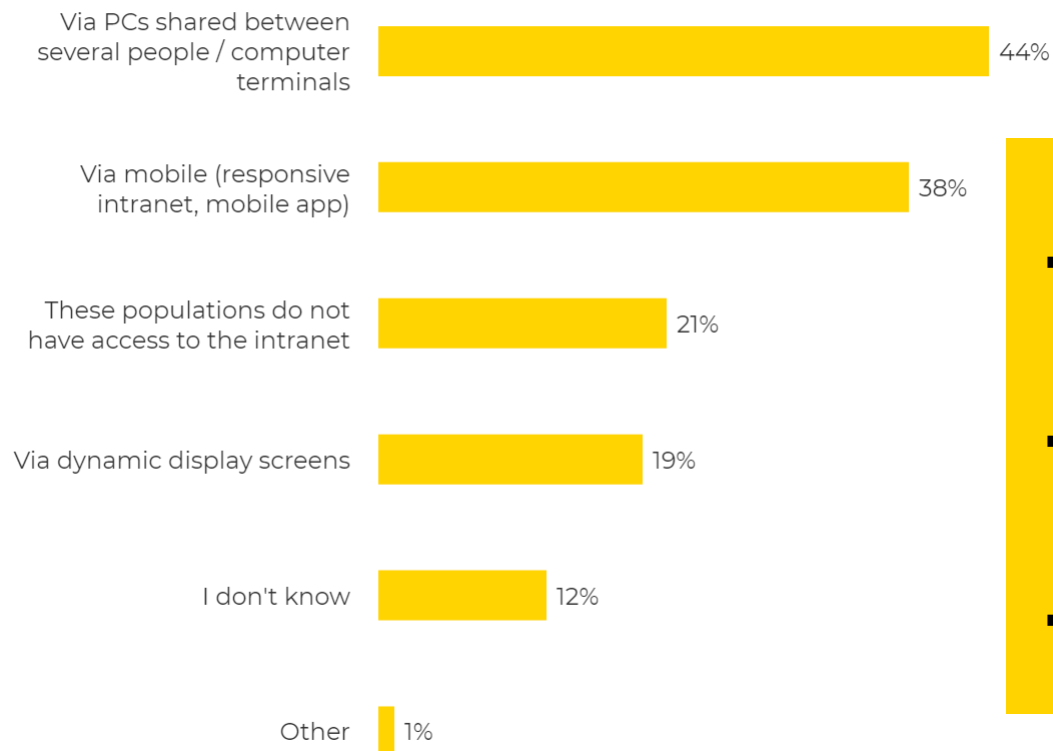


# Non-connected populations: the intranet can't do it all!

## FEATURES

How do your populations, who are not connected to a PC, access the content published on your intranet?

Multiple-choice question | 172 respondents with non-connected populations  
| 1.4 responses per respondent on average



- Among the 38% of non-connected individuals who access the intranet via mobile, 20% access it through their personal phone (BYOD\*) and 18% through a company-provided phone (COPE\*).
- Only 21% of non-connected employees do not access the intranet due to a lack of technical means.

### OUR ANALYSIS

- Non-connected individuals are not yet included in the digital system, even though the majority of them have the technical means to access the intranet. This discrepancy confirms that a system which does not meet the users' needs will ultimately remain underutilized.
- Only a small number of companies are using display screens to reach non-connected individuals. This is due to the substantial investment required, particularly for maintenance, as the screens often interface with other systems.
- The same applies to the adaptation of the intranet into a mobile application, which remains a demanding project.



[Explore our article series on "5 key factors to consider when converting an intranet into a mobile app" for a more in-depth understanding.](#)

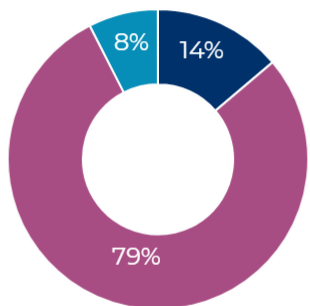


# An increased dominance of the Microsoft 365 solution

## FEATURES

In which office environment do you mainly work?

Single-choice question | 333 respondents



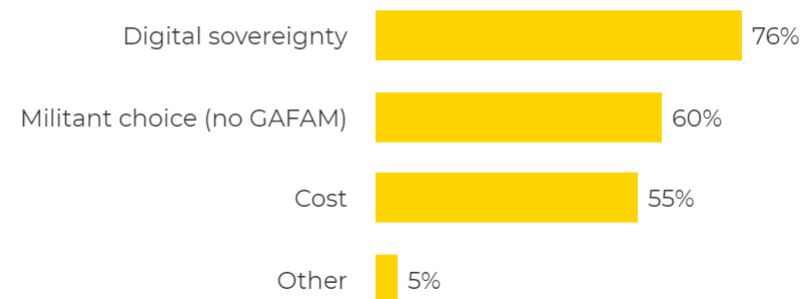
● Other ● Microsoft 365 ● Google Workspace

Others, notably: Libre Office, Open Office

- Microsoft 365 maintains its first position as the most deployed office environment in companies with a market share of 79%, gaining an additional 7 points compared to 2021. Google Workspace remains the second most used solution by businesses (8%).
- The adoption of alternatives to Microsoft 365 and Google is primarily driven by the pursuit of digital sovereignty (76%), followed by ideological choices (60%) and cost considerations (55%).

For what reason(s) do you use another solution than M365 or Google?

Multiple-choice question | 42 respondents | 1,9 responses per respondent on average



## OUR ANALYSIS

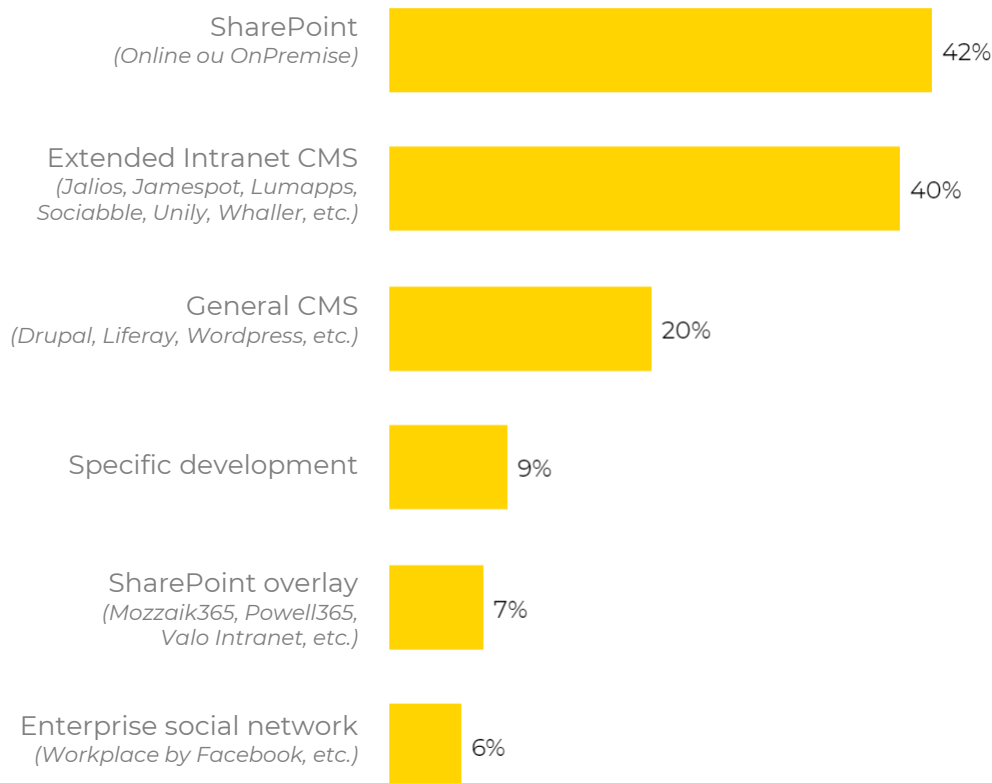
- Once again, we observe the historical and dominant position of Microsoft 365 solutions and their continuous growth in the office environment.
- The proportion of Google solutions remains low (8%) and has declined compared to the previous survey, reflecting the B2C priorities of this publisher.
- The issue of digital sovereignty has become a non-negotiable subject for some organizations, either for reasons of data control and risk management or due to ideological motivations. This is particularly the case in the public sector.

# SharePoint and extensive intranet CMS\* have become dominant

## FEATURES

What software is your internal digital system  
(communication & collaboration) based on?

Multiple-choice question | 283 respondents | 1.2 responses per respondent on average



- Nearly half of the systems rely on a SharePoint solution (49% in total, with 42% directly on SharePoint and 7% through a SharePoint overlay).
- The extended intranet CMS is equally present as SharePoint (40%), followed by general-purpose CMS\* (20%).
- The share of custom developments remains stable since 2012.

## OUR ANALYSIS

- The predominance of SharePoint is once again confirmed. SharePoint often coexists with another solution.
- Extended intranet CMSs offer a wide range of specific intranet components. They operate independently from Microsoft 365 but aim to integrate with key components such as the search engine, the directory, Teams, and SharePoint
- General-purpose CMSs originate from the internet and e-commerce world and are used with the objective of having a common internal and external platform

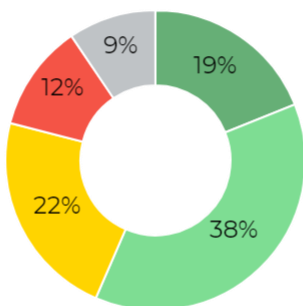


# Redesign date: youthful intranets

## FEATURES

When were your internal digital services get revamped?

Single-choice question| 338 respondents



● Less than a year ago    ● Between 1 and 3 years ago    ● Between 4 and 7 years ago  
● More than 7 years ago    ● I don't know

- In the 2021 Observatory, we were struck by the youthfulness of intranet systems, most likely due to the COVID effect that prompted companies to invest in new tools.
- This year, systems aged 1 to 3 years old represent 42% of the responses, which is a decrease of 12 points compared to 2021. We still see a ratio of 2 out of 3 companies (63%) reporting a system that is at most 3 years old (compared to 71% in 2021).
- In 2009, 20% of intranets were less than 3 years old, and 40% were over 7 years old.

## OUR ANALYSIS

- While some systems have aged, we continue to observe a strong trend towards rejuvenating the tools.
- The flexibility of the SaaS model, the widespread adoption of hybrid work, and users' increasing demand for a new digital experience that aligns with what they have experienced on social networks are prompting organizations to revamp their tools and the way they communicate and collaborate.





# SUPPORT AND GOVERNANCE

# 05

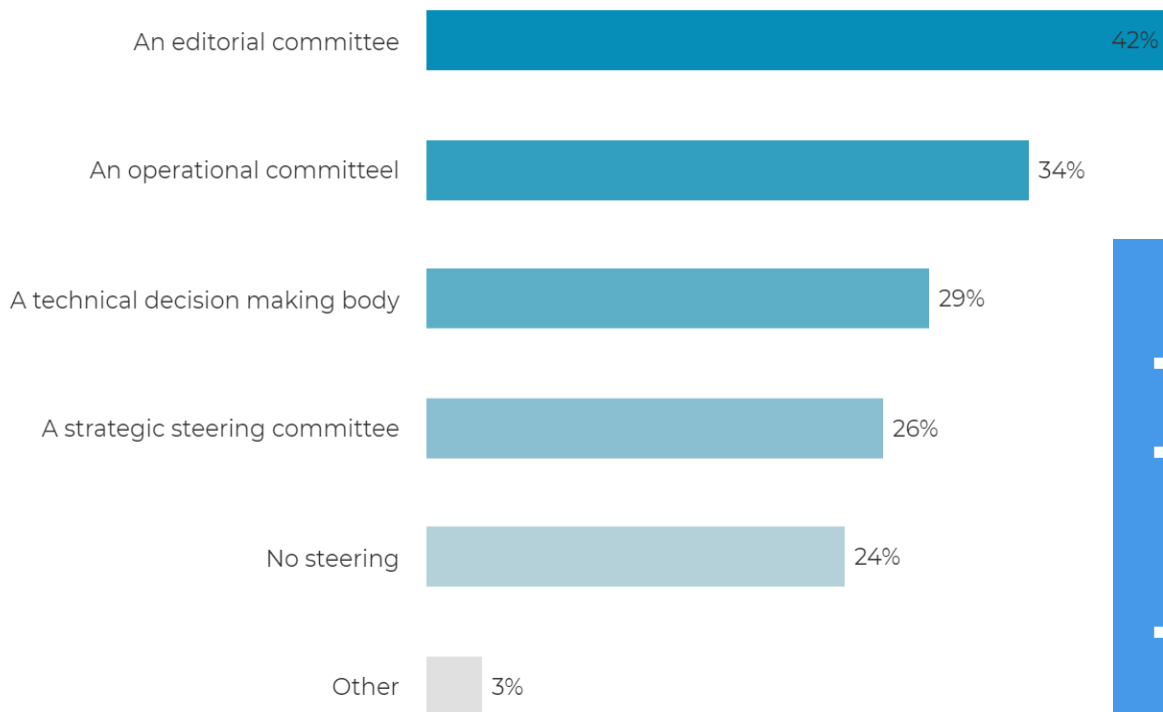


# Improving governance

## GOVERNANCE

In terms of governance, how is your system managed?

Multiple-choice question | 315 respondents | 1,6 responses per respondent on average



- The leading governance committees deployed are the editorial committee (42% of organizations have one), followed by the operational committee and the technical decision-making committee.
- The contribution landscape is undergoing changes: the editorial committee was in 3rd position in 2021 (at 30%) and was in last position in 2019 (with 13%).

### OUR ANALYSIS

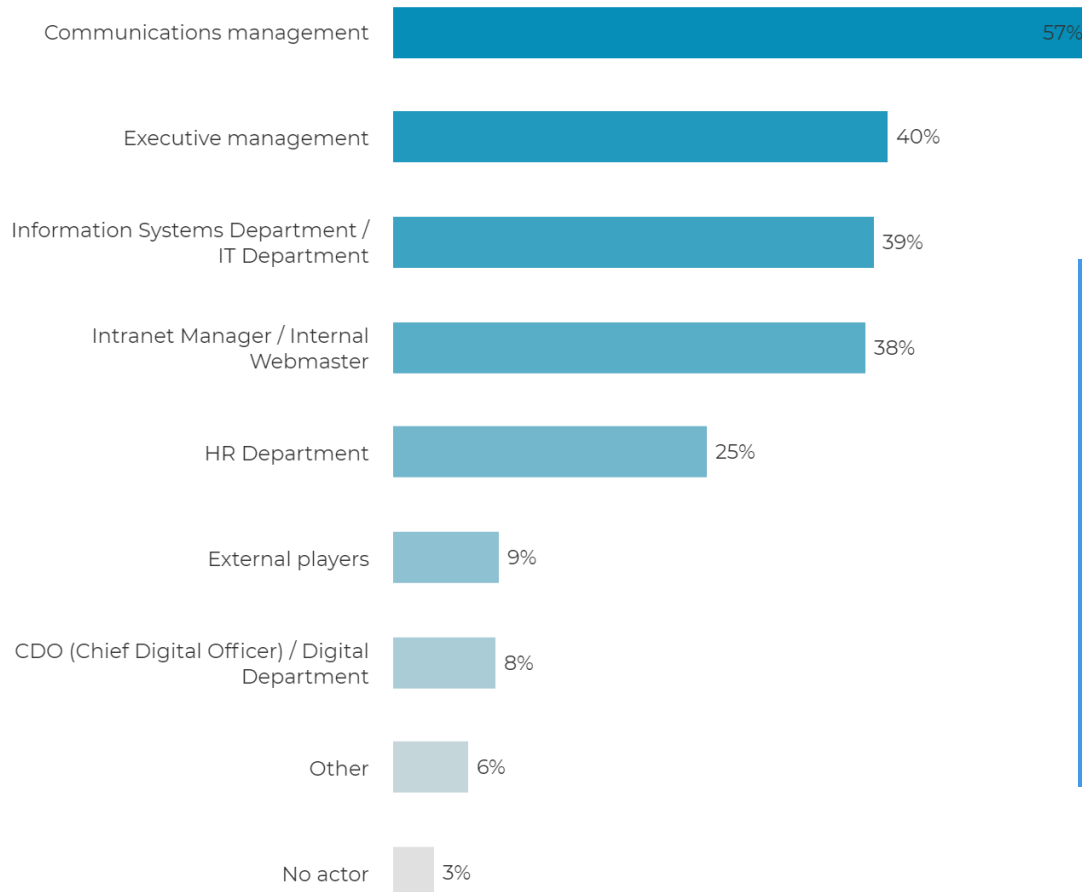
- A mature governance framework is being established, with content at its core.
- The increasing institutionalization of governance mechanisms underscores the importance placed on content and editorial strategy, and consequently, on coordinating contributions and managing the technical aspects of digital tools.
- This trend is anticipated to strengthen in the years ahead: the multitude of communication channels and the overwhelming information overload affecting employees' informational landscape will require enhanced control over information production and distribution to maximize impact and foster greater engagement.

# System key stakeholders : Communications Departement – General Management – IT Department

## GOVERNANCE

### Who are the key players in managing the intranet?

Multiple-choice question | 327 respondents | 2.2 responses per respondent on average



- The communication department reaffirms its critical position in intranet management, rising from 37% in 2019 to 57% in 2023
- The IT department closely follows the General Manager and the intranet Manager. The HR department continues to be excluded, with only 25% of organizations having it in charge of the intranet.
- Only 3% of respondents declare an absence of a key stakeholder, compared to 20% in 2019.

### OUR ANALYSIS

- The findings indicate a certain level of maturity in the management of intranet systems, typically with a dual leadership structure (respondents reporting an average of more than 2 key actors).
- The HR department still does not fully embrace its role in intranet management. This limited involvement may stem from their primary focus on personnel management and the perception that HR-related issues are less directly linked to the intranet platform. However, there is an interesting trend! Chief Digital Officers (CDOs) are assuming responsibility for intranets. When this occurs, user satisfaction levels are higher..



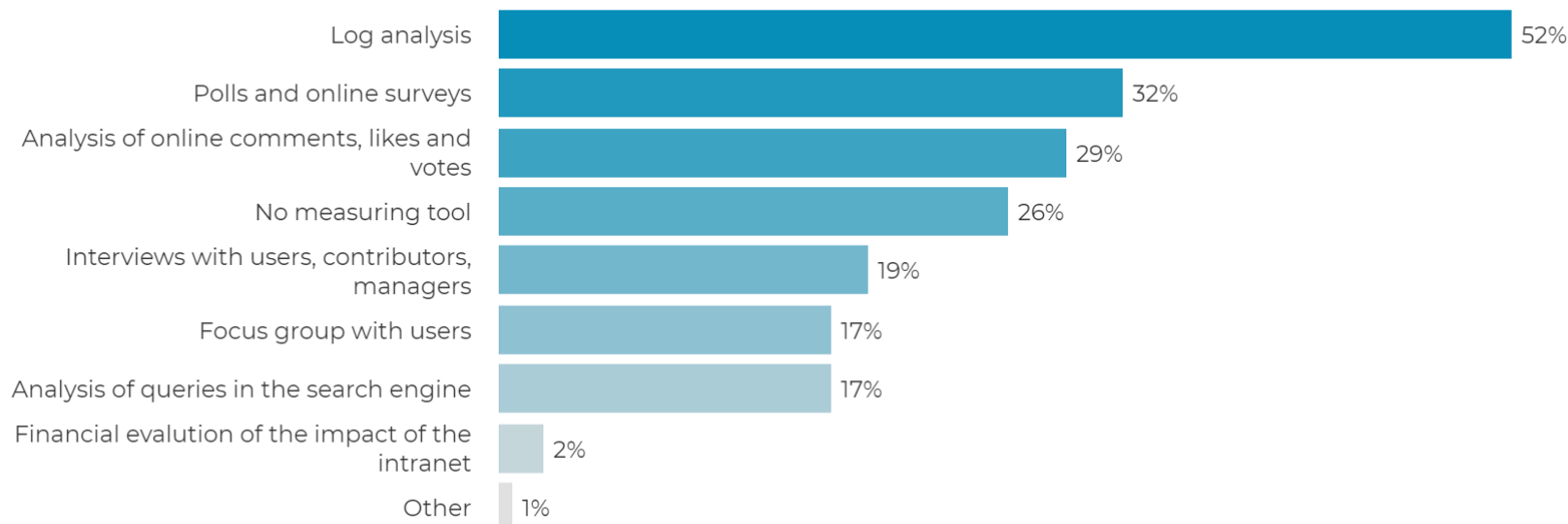
*Discover what the experts think about the key stakeholders in intranet management.*



# Performance evaluation: primarily quantitative

## How do you measure the performance of your internal digital devices?

Multiple-choice question | 304 respondents | 1,7 responses per respondent on average

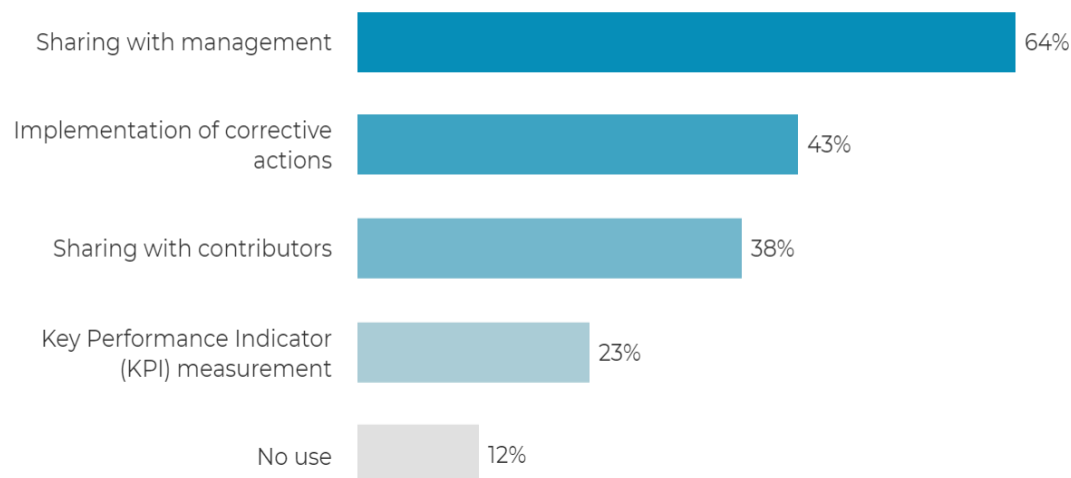


- In terms of performance measurement, there is still a strong preference for quantitative evaluation at 66% (compared to 52% in 2021).
- The use of qualitative evaluation methods remains in second place at 46% (43% in 2021).

# Performance evaluation: improved utilization

## How is this data used?

Multiple-choice question | 221 respondents | 1,8 responses per respondent on average



- The utilization of internal digital data for performance evaluation is generally improving. Only 12% of respondents do nothing with the collected data (compared to 33% in 2021).
- The sharing of performance monitoring data with management has significantly increased. Now, nearly two-thirds of respondents do so, compared to only 39% in 2021. The sharing of data with contributors has also increased by 8 points to 38%.
- However, it is worth noting that less than 50% of respondents implement corrective actions based on these evaluations..

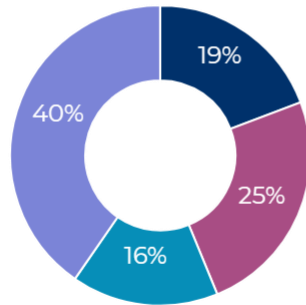
## OUR ANALYSIS

- The value attached to performance measurement is increasingly recognized, and the need for sharing is also acknowledged, although one can regret the disparity between the level of sharing with management and employees.

# Rising participation of all departments in contribution

Which professions (functions) within your organization publish content in your information and communication system?

Single-choice question| 322 respondents



- Only Communication/HR departments publish
- Com/HR and some other professions publish
- Com/HR and a large number of professions publish
- All professions publish

- All professions contribute to the intranet publishing in 40% of organizations, followed by Communication/HR and a few other professions (25%), and solely by Communication/HR (19%).

## OUR ANALYSIS

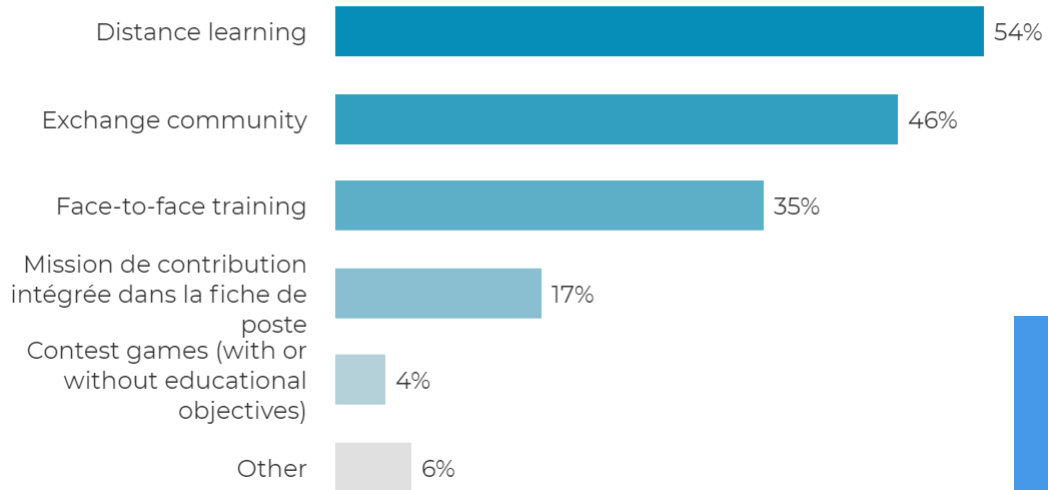
- These figures demonstrate a significant involvement of job roles in the creation, management, or promotion of their content, indicating, to some extent, and in 40% of organizations, a decentralization of contribution
- This trend also suggests that job roles are utilizing the communication platform to enhance their visibility and influence among internal clients. By showcasing their expertise and sharing domain-specific knowledge, employees lighten the workload of communication teams.



# Contributor support: on the rise

## How is your network of contributors supported?

Multiple-choice question | 271 respondents | 1,6 responses per respondent in average



- Distance learning (54%) and knowledge-sharing communities (46%) are the prevailing methods for supporting contributors.
- Being more expensive and logistically challenging to implement, in-person training is only offered to one-third of contributors (33%).
- Only 17% of contributors have a job description that clearly includes this task.

## OUR ANALYSIS

- These results underline the changing nature of support methods, prioritizing more flexible and collaborative approaches, particularly suited for hybrid working conditions.
- Contributing is often not acknowledged as a dedicated and integrated mission within a job description. There is undoubtedly a need for management to make efforts in valuing this work, which highlights the professions, teams, and overall projects and values of the company.

# Exploring the key elements that contribute to user satisfaction

As part of our annual Observatory, we included a new question this year, inquiring about the respondents' assessment of the average user satisfaction level with their intranet

The cross-referencing of this score with the respondents' profile data, information and communication usage, functional scope, and deployed governance methods provides valuable insights into the key factors to leverage in order to boost user satisfaction.

# 06





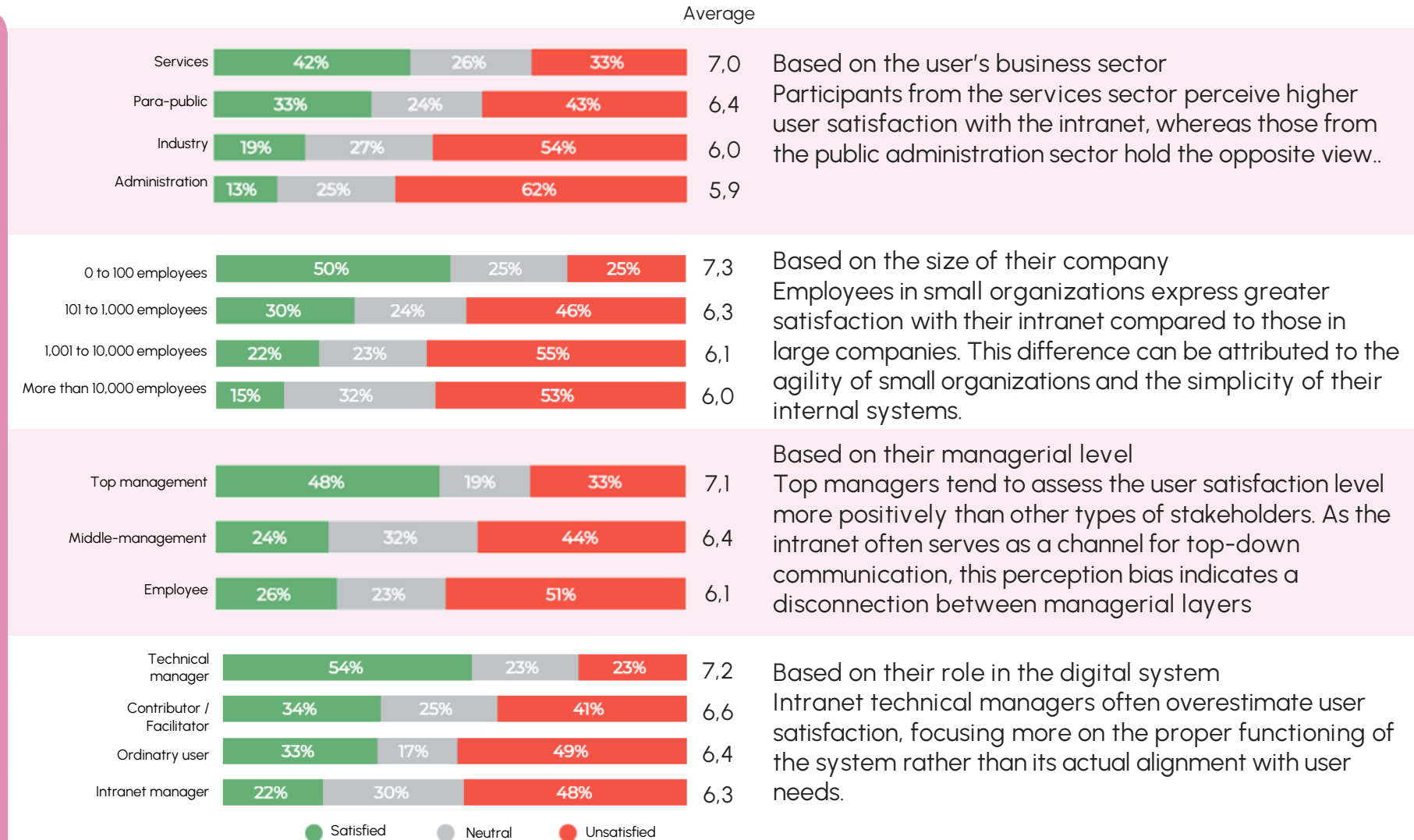
# Interpret the biases of perception and satisfaction based on user profiles

ZOOM  
SATISFACTION



The survey reveals that the intranet is not perceived in the same way depending on one's profile and role within the system.

Analyzing perception biases aids in tailoring the intranet to meet the unique satisfaction criteria of different job profiles, ultimately enhancing overall satisfaction.



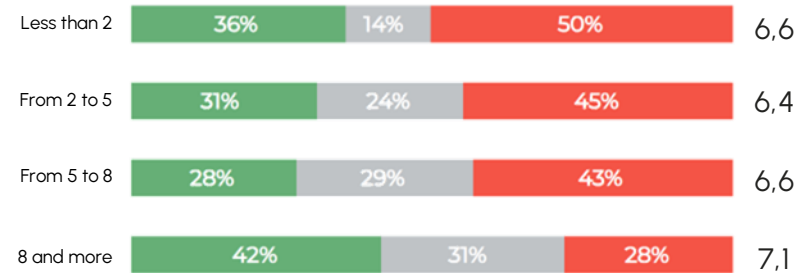


Vibrant and diversified intranets, offering rich and tailored content to meet user needs, encouraging decentralized contribution, and adopting proactive communication methods: these timeless best practices continue to enhance user satisfaction.

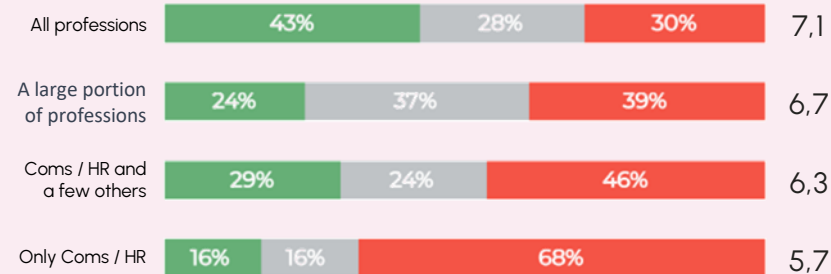
# Maximizing editorial diversity, fostering contributions from diverse roles, and enhancing engagement

ZOOM  
SATISFACTION

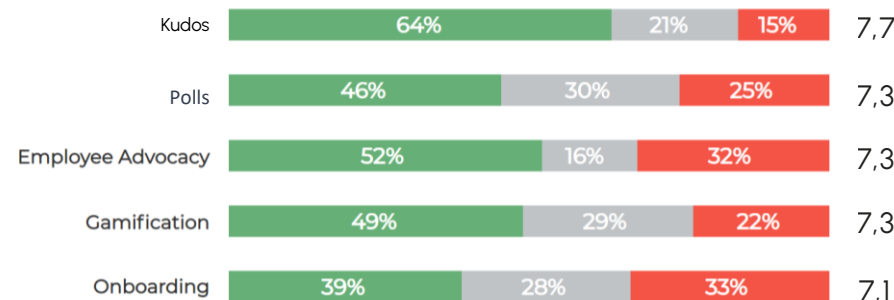
Average



Based on the number of available editorial formats  
Internal communication platforms that offer a variety of formats (long and short written content, videos, podcasts, etc.) tend to generate higher satisfaction. This diversity entails more editorial work and greater precision in targeting user needs. The level of satisfaction appears to be correlated with the attention given to users.



Based on the contributing roles within the intranet  
The more decentralized the contribution, the more satisfied users appear to be. This analysis clearly demonstrates this trend. Therefore, we encourage companies to adopt a localized communication approach to ensure specific, high-quality communication that aligns with the various roles and operational reality.



Based on the engagement mechanisms offered  
The study demonstrates that the implementation of user engagement mechanisms is an additional lever to enhance user satisfaction (average satisfaction score of 6 without mechanisms versus 7 with mechanisms). Employee recognition features such as badges, kudos, etc., are typically present and active in mature intranets, leading to a high level of satisfaction.

● Satisfied ● Neutral ● Unsatisfied

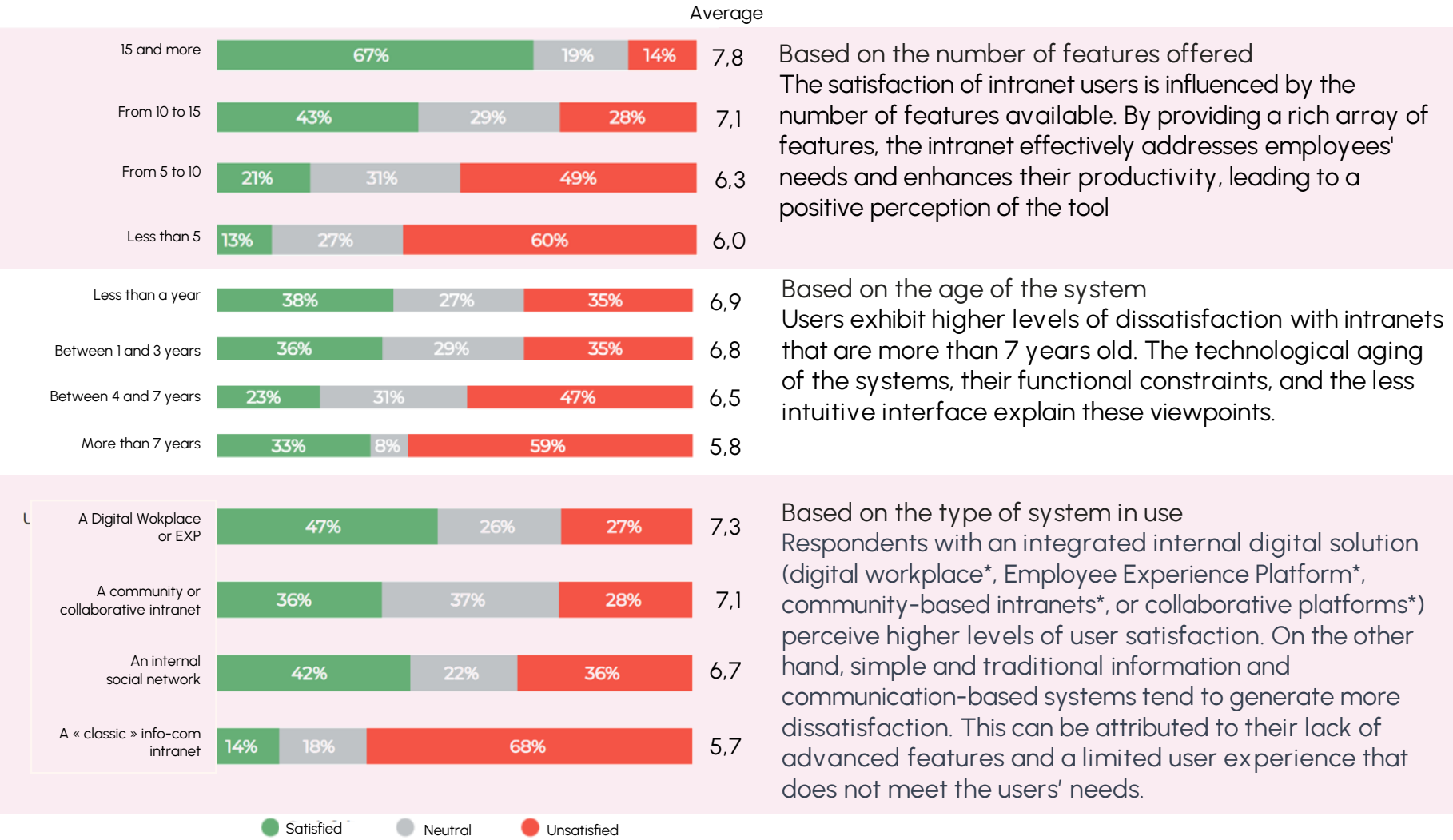




Offering features that address the varied needs of employees, presenting a modern and integrated interface to consolidate and streamline access to diverse features, fosters a more cohesive and fulfilling user experience.

# Providing greater functional richness and a modern, user-centric solution

## ZOOM SATISFACTION

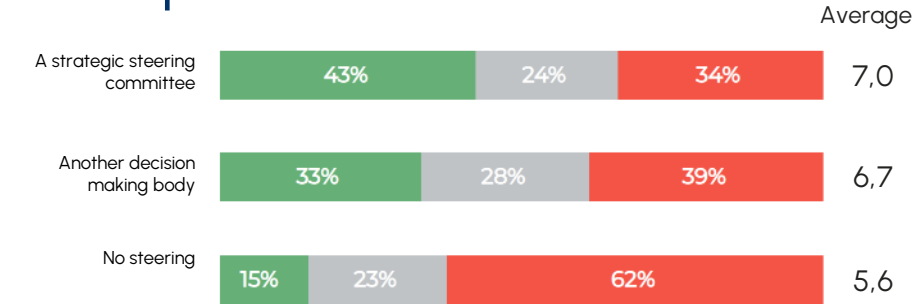




The involvement of the General Management, a dedicated steering committee, and the implementation of performance evaluation tools are essential factors in increasing employee satisfaction with their intranet. These elements directly shape the user experience and provide avenues for improvement.

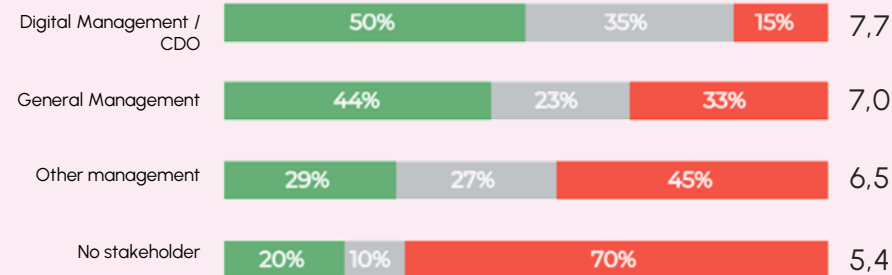
## General Management: leading the way and demonstrating change... in practical terms.

ZOOM  
SATISFACTION



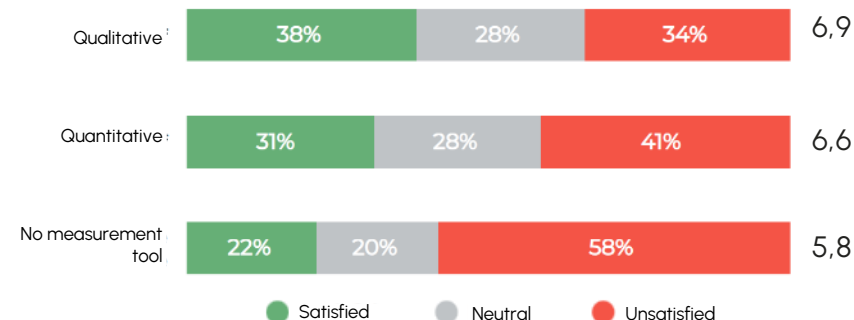
Based on decision-making bodies

Respondents with an intranet governed by a steering committee report significantly higher user satisfaction. Conversely, the absence of decision-making bodies, lack of clear direction, and ineffective communication lead to greater dissatisfaction.



Based on key stakeholders in the system

The involvement of a digital leadership or Chief Digital Officer is a significant driver of user satisfaction, even more so than the involvement of top management. They have the capacity to make cross-functional decisions that closely address the users' needs, surpassing the influence of Communications Directors or HR Directors.



Based on evaluation methods.

The absence of intranet performance measurement tools within companies leads to an overrepresentation of dissatisfied respondents. Without these tools, it becomes difficult to evaluate and improve the intranet's effectiveness, leading to a significant level of overall dissatisfaction.

Implementing qualitative evaluations (interviews, focus groups, etc.) generates the most relevant services for users.





# Internal digital maturity profiles

# 07





# The metaphor of internal digital communication

Digital tools are essential in the day-to-day operations of businesses. They have, in fact, enabled many of them to ensure the continuity of their activities during the health crisis.

To compare organizations in their digital maturity and enable benchmarking, we have identified two descriptive dimensions of these transformations:



For each of these dimensions, we have established maturity levels and classified the responses according to these scales. The subsequent sections of the report provide a description of the various maturity stages and the distribution of organizations along each of these dimensions.

## Why this metaphor?

If the 2021 edition of the Intranet Observatory focused on digital working, in 2023 we are taking a closer look at the theme of internal digital communication. Therefore, we are using a brand-new metaphor illustrated through communicative spaces.

The image of this metaphor evokes the interface between different connected worlds (puzzle pieces) that enable both interactions and access to personalized domains..



# Dimension 1 – Connected Universes: 3 levels of functional richness of the internal digital system.

The level of functional richness of the deployed devices is a traditional focus of the Observatory. In this 2023 edition, functional richness is depicted by the proliferation of connected universes (puzzle pieces).

The 3 levels of functional richness are:



1

The isolated universe represents organizations that have not deployed a system or have only limited features.

Symbolized by a single puzzle piece, the technical device is restricted and does not yet constitute an internal digital ecosystem that takes into account the needs of the individuals who make up the organization.



2

The two connected universes correspond to organizations that have implemented a partial technical system. This allows for the emergence of initial collaborative and social usage.



3

The three interconnected universes represent organizations that have implemented a complete system (information/collaboration/social).

## Dimension 2 - The interactions within the universes: 3 levels of use.

The level of use of deployed systems is a crucial criterion for assessing the digital maturity of organizations and their level of digital transformation. This provides a measure for determining the success of equipment projects.

Having a tool is one thing, using it effectively is another. Digital transformation cannot take place if the engagement of individuals, especially leaders and managers, is not mobilized. It is their involvement that empowers individuals to adopt the use of digital tools.

The level of use is reflected in the development and diversity of interactions within the universes.

The 3 levels of use:



1

The universe with only one element of interaction pertains to organizations where population engagement is low and internal digital usage is very limited. This reflects a low level of digital engagement among the members of the organization.



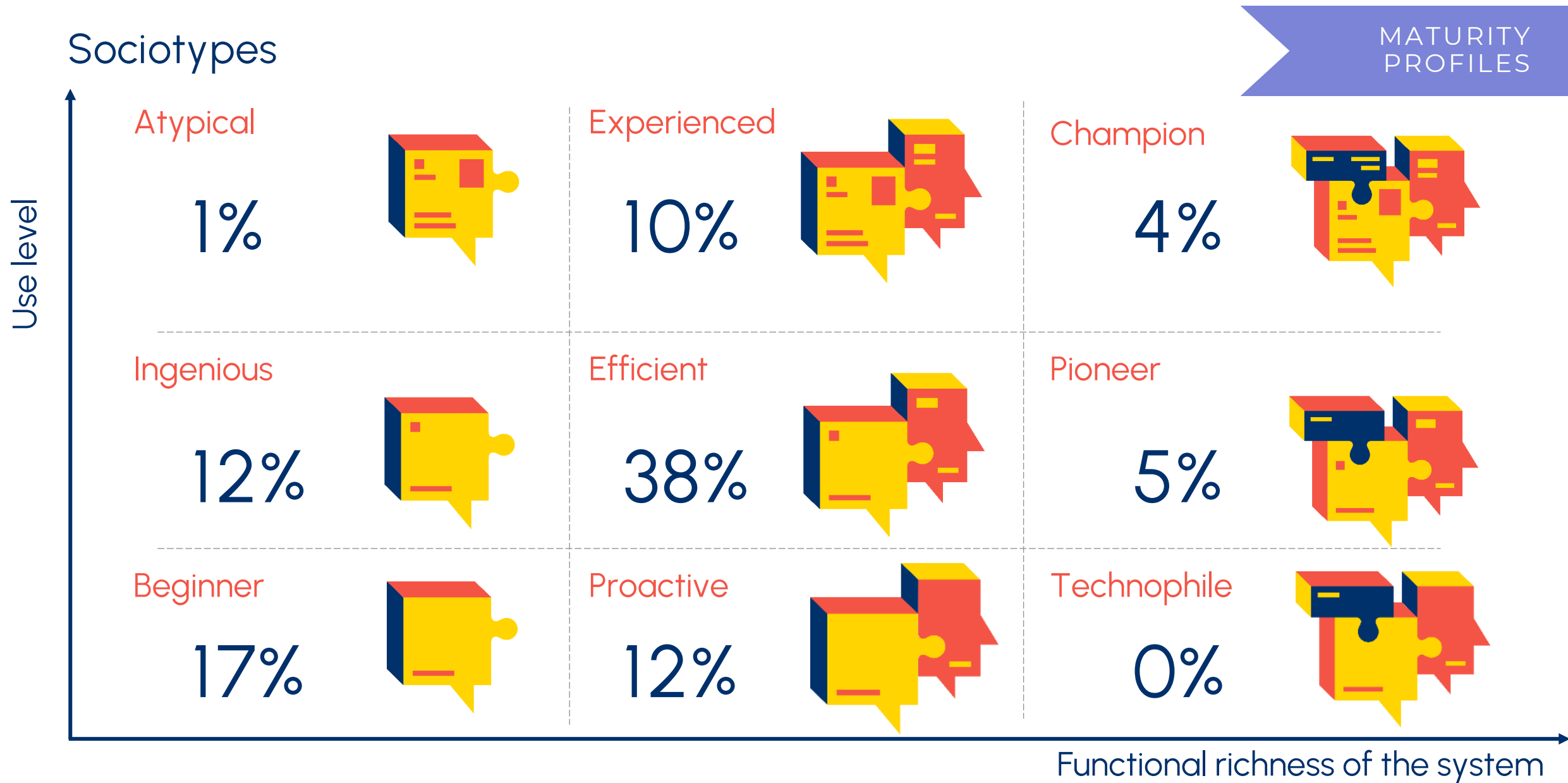
2

The universe containing a few elements of interaction corresponds to organizations where only a portion of the population is engaged, and where initial use emerges. The initial collaborative and social use begins to unfold. It is an encouraging start.



3

The universe containing multiple elements of interaction of various types represents organizations where employees and managers are engaged, and where uses are developing. Transformation is effective. As a result, collaborative and social uses are well deployed.



# The Beginner

*Simple system and very low level of use*

MATURITY  
PROFILES

Stages of maturity 17%\*



## Characteristics

It manifests as a unique environment with limited interaction. The digital engagement of the members within your organization is low, and very few digital practices are being implemented. The technical system is limited, and there is no internal digital ecosystem that addresses the needs of the populations within the organization. It appears challenging to envision new, particularly collaborative, uses developing within this setup. This may be due to a belated awareness of the challenges posed by digital transformation, a resistant environment, and/or a lack of change management support.

## Progress drivers

Systemic actions need to be considered to address the situation. Digital transformation cannot take root without a minimum level of commitment and, consequently, trust in the opportunities provided by digital technology. To offer a digital work experience and deploy collaborative and social practices, it is necessary to proactively identify the barriers and drivers of digital transformation within the organization before considering a revamp of the system and diversifying the tools and features available to employees. Otherwise, there is a risk of encountering shadow IT\*: teams seeking externally what they cannot find internally.

\* % of respondents in the 2023 observatory are at this stage of development.



# The Proactive

*Fairly developed system with a very low level of use*

MATURITY  
PROFILES

Stages of maturity 12%\*



## Characteristics

It manifests as two connected environments, each comprising a single element of interaction of a singular variety (a line). The underlying framework of the technical setup allows for the emergence of initial collaborative and social practices. However, the level of digital engagement among members of your organization is low, and only a few digital uses are being implemented. Possible factors include a resistant environment, the parallel deployment of alternative tools, and a lack of change management support to encourage user adoption

## Progress drivers

Systemic actions need to be considered to address the situation. Digital transformation cannot take root without a minimum level of commitment and, consequently, trust in the opportunities offered by digital technologies.

Cultivate a digital mindset within the management, supporting them in developing their digital engagement. Simultaneously, conduct change management actions among the employees of the organization. Once the initial uses are established, you can further deploy features within your internal web system.

\* % of respondents in the 2023 observatory are at this stage of development.



# The Technophile

*Fully equipped technical system with a very low level of use*

MATURITY  
PROFILES

Stages of maturity 0%\*



## Characteristics

It materializes as three interconnected environments, each consisting of a single element of interaction of a single variety (a line). The technical system is advanced, but the digital engagement of the members within your organization is low, and very few digital practices are being implemented. This may be due to a belated awareness of the challenges posed by digital transformation, a lack of sponsorship, practices being dispersed across other tools, as well as a resistant environment and/or a lack of change management support.

## Progress drivers

To address the situation, it is crucial to consider systemic actions. Digital transformation cannot thrive without a minimum level of engagement from managers and employees, and hence, trust in the opportunities offered by digital platforms. At this stage, conducting a digital usage audit, raising awareness among a sponsor about the significance of digital transformation, and providing change management guidance are necessary

\* % of respondents in the 2023 observatory are at this stage of development.





# The Ingenious

*A straightforward system with established practices*

MATURITY  
PROFILES

Stages of maturity 12%\*



## Characteristics

It takes form as a singular environment composed of a few interaction elements of diverse nature (line and square). A portion of your organization's population is engaged in digital practices, and initial collaborative and social uses are being implemented on a relatively constrained technical setup. However, you have not yet established a complete internal digital ecosystem that fully caters to the needs of the organization's population. This is an encouraging beginning, and the transformation has the potential to take hold if supported by comprehensive change management and the diversification of features and tools made available to employees.

## Progress drivers

Caution, due to their early stage, these practices can remain sensitive to their environment (including a challenging social, organizational, or financial context within the company, insufficient change management support) and retract into unfavorable contexts. They will require even greater support

\* % of respondents in the 2023 observatory are at this stage of development.



# The Efficient

*A fairly advanced system with established practices*

MATURITY  
PROFILES

Stages of maturity 38%\*



## Characteristics

It materializes as two interconnected worlds, each consisting of a few interaction elements of diverse nature (line and square). A portion of your organization's population is engaged in digital practices, and the initial collaborative and social uses are unfolding on an internal digital platform that supports established practices.

The transformation is in progress and should be confirmed if supported by well-developed change management strategies and the ongoing diversification of functionalities and tools made available to employees.

## Progress drivers

The usage patterns have the potential to be influenced by their environment (difficult social, organizational, or financial context within the company, inadequate change management support) and may withdraw into unfavorable contexts. They will require additional support. Once the commitment of employees and managers is secured, you can expand the features within your Digital Workplace, while ensuring continuous support for the evolutions..

\* % of respondents in the 2023 observatory are at this stage of development.



# The Pioneer

*Comprehensive system with established uses*

MATURITY  
PROFILES

Stages of maturity 5%\*



## Characteristics

It manifests as three interconnected worlds, each comprising a few interaction elements of varying nature (line and square). Some members of your organization are actively engaged in digital practices, and the initial collaborative and social uses are being deployed on a sophisticated technical system that includes rich and up-to-date content, as well as collaborative and social features.

The transformation is underway but requires further support to enable widespread usage of the provided tools.

## Progress drivers

Expand the initial experiences to spread throughout the entire organization.

However, be aware that due to their youth, the practices can be influenced by their environment (challenging social, organizational, or financial context within the company, insufficient change management support) and may retract in case of unfavorable contexts.

They will require even more support.

Change management also facilitates the involvement of all members of the company, which is a crucial step for the development of the practices.

\* % of respondents in the 2023 observatory are at this stage of development.

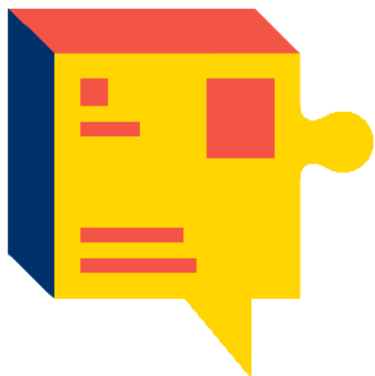


# The Atypical

*Simple system with advanced uses*

MATURITY  
PROFILES

Stages of maturity 1%\*



## Characteristics

It materializes as a unique universe, but abundant in interactions: consisting of multiple elements of diverse nature (lines and squares).

Internal digital transformation is effectively underway. Collaborative and social usages are successfully deployed. Digital transformation proves to be even more fruitful when the context is favorable (growth, profitability, performance, etc.) and the culture promotes innovation, providing fertile ground for progress.

However, the technological system is limited, lacking a comprehensive internal digital ecosystem that fully encompasses the needs of the organization's populations.

## Progress drivers

To provide a digital work experience and deploy collaborative and social practices, it is necessary to diversify the tools and features made available to employees. Otherwise, there is a risk of encountering shadow IT, with teams seeking externally what they cannot find internally.

\* % of respondents in the 2023 observatory are at this stage of development.



# The Experienced

*Fairly developed system with advanced uses*

MATURITY  
PROFILES

Stages of maturity 10%\*



## Characteristics

It materializes in the form of two interconnected universes. Interactions within these universes are enhanced with multiple elements of various types (lines and squares). Internal digital transformation is in full swing. Collaborative and social uses are successfully implemented. The success of digital transformation is further amplified by a favorable environment (growth, profitability, performance, etc.) and a culture that fosters innovation and prosperity. The technical system enables the expression of collaborative and social practices.

## Progress drivers

To provide a successful digital work experience, it is necessary to enhance the available system offered to the employees. Additional features should be deployed within the Digital Workplace to meet the demands of users who seek more services. This evolution will lead to achieving the Champion level.

\* % of respondents in the 2023 observatory are at this stage of development.

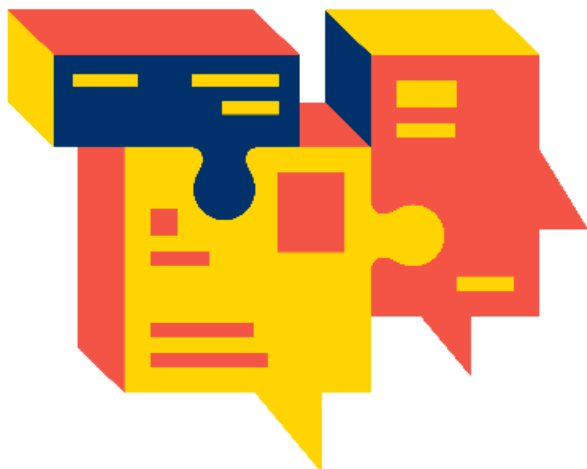


# The Champion

*Complete system with advanced uses*

MATURITY  
PROFILES

Stages of maturity 4%\*



## Characteristics

It manifests in three connected universes, where interactions abound: each universe consists of multiple collaborative and social elements of different natures (lines and squares). The transformation is effective. Managers and employees are engaged, and collaborative and social uses are well deployed. The digital transformation is even more fruitful when the environment is favorable (growth, profitability, performance, etc.) and the culture is conducive to innovation, particularly prosperous. The technical system is advanced and includes rich and up-to-date content, social features, collaborative spaces, a search engine, practical tools... in short, an internal digital ecosystem that caters to the needs of all populations within the organization.

## Progress drivers

Continuously monitor and steer the system to ensure its alignment with the information and collaboration needs of internal populations, as well as their engagement in the digital transformation.

The next phase will involve incorporating innovative features based on automatic data analysis, allowing for real-time customization of the user experience.

\* % of respondents in the 2023 observatory are at this stage of development.





# INTERVIEWS

40 professionals from France, Belgium, and Switzerland engaged in a Q&A session focused on the intranet and digital communication. They are executives, managers in HR, communication, marketing, or IT, consultants, project managers... and they shared their perspectives on the future of the intranet.

They were chosen for their diverse experience and their involvement in intranet-related matters.

To provide insights for your consideration, we have selected a broad range of testimonials covering 4 main topics: non-connected populations, intranet stakeholders, technological environment, and intranet evolution



# Professionals interviewed and quoted in the report

## INTERVIEWS



Nicolas Cauchy  
Associate Director  
Secafi



Laurent Cheval  
Head of Employer Brand  
ADP



Jean-Philippe Clair  
Marketing,  
Communication and  
Innovation Director  
Keyrus



Gwenaël Cojean  
Intranet Project  
Manager  
City of Angers



Arnaud Coussemaeker  
Expert Communications  
Manager, Social Intranet  
Pilot  
CPAM Haute-Garonne



Julien Donzelle  
IT Project Manager  
Chartres Métropole



Nathalie Dudragne  
Digital Project Manager  
EDF



Alexandra Giroux  
Program Manager Change &  
Internal Communication  
Mutualités Libres /  
Onafhankelijke Ziekenfondsen



Marie Leroy  
Internal Communications  
Manager  
JLL



Marjolaine Lhuillier  
Intranet Functional  
Administrator  
CD Nièvre





# Professionals interviewed and quoted in the report

## INTERVIEWS



**Inanna Martin**

Director of Internal  
Communications, Customer  
relations and expertise Direction  
La Banque Postale



**Florence Maures**  
DPO, Project Manager,  
Intranet Project Manager  
CD Nièvre



**Marie-Gaëlle Michelin**  
Director of Internal  
Communications  
Tereos



**Marie Opsomer**  
Gloabl Internal  
Communications  
Manager  
Septodont



**Johanne Rami**  
Head of Internal  
Communications and  
Collaboration  
Partenamut



**Eric Renaud**  
IS Governance – Group  
Digital Workplace  
Manager  
Sopra Steria



**Aurélie Rozier**  
HR Project Manager  
Eure et Loire  
Departmental Council



**Franck Schneider**  
Head of Digital  
Communications  
Geneva University  
Hospitals



**Yann Vialet**  
Digital Workplace  
Manager  
**Technip Energies**



# Unconnected populations

## INTERVIEWS

How do you reach out to the non-connected populations (those who are not, or not sufficiently affected by the intranet)?



«In a collective setting, there is always a significant proportion of non-connected employees.

We have implemented various channels to keep them informed: sending a paper newsletter along with their paycheck, setting up notice boards, organizing meetings at workplaces, providing access through personal smartphones, and we have received positive feedback from them. »

Florence Maures et Marjolaine Lhuillier - CD Nièvre



« In our organization, one-third of the agents do not have computer accounts, including those in daycare centers, preschool activities, and field agents at Parks and Gardens, among others.

We had set up Intranet consultation kiosks at various sites, but they did not achieve the expected success, probably due to privacy concerns.

However, things have changed in the past two years with the demand from management to equip agents with smartphones. A mobile device management project is currently underway, aiming to provide professional smartphones to non-connected populations. The goal is to have 100% of the agents connected»

Gwenaél Cojean – Angers City



« About 10% are not connected. Those who sort the mail have access to a shared access. There are people affected by the digital divide who are uncomfortable with digital technology, even though they use software. An intranet is much less user-friendly than TikTok! Information shared via email, on the intranet, or on screens (in general, digital means) often gives the (false) impression to those giving orders that it's done, it's acquired, it's communicated.

While direct information, face-to-face interaction, displaying information in elevators, locker rooms, and on different floors, is significantly more effective. But it takes more time»

Johanne Rami - Partenamut

# Unconnected populations (continued)

## INTERVIEWS

How do you reach out to the non-connected populations (those who are not, or not sufficiently affected by the intranet)?



«Non-connected individuals (field agents: road maintenance, signage, cleanliness, daycare, home helpers...) represent 30-35% of our population.

Today, to reach them, we rely on hierarchical managers. We also have an internal communication email inbox and communicate through paper versions of pay slips and a physical magazine.

Dynamic displays are also in place, but they only reach a few agents. »

Julien Donzelle - Chartres Métropole



« The level of digital maturity among our agents is highly varied. As a result, we have started implementing differentiated support for our employees. To enhance the usage of our intranet, we are also making it more accessible through other platforms such as smartphones. »

Aurélie Rozier, Eure et Loire  
Departmental Council



« In the factory, all maintenance or process operators are in this situation. Their primary means of obtaining information is through their immediate manager.

Tereos TV, our dynamic display media, provides additional information on a weekly basis. »

Marie-Gaëlle Michelin - Tereos



« This year, we are launching a study on users who do not use the intranet, especially those who do not have a computer workstation. The idea is to question them on 'How can we provide them with information, on what topics, on which device, etc.' »

We presume that these populations have specific needs. The objective is to propose enhancements to the mobile part of our intranet. »

Nathalie Dudragne - EDF



# Intranet stakeholders (1/3)

## INTERVIEWS

What interest does HR have in your intranet? Are HR topics (engagement, onboarding, retention) addressed through the intranet?



«The HR department and the Communication department met from the very beginning of the discussion on the intranet revamping project.

The HR department is highly active in the publications; in general, all contributing departments to the intranet gain visibility and recognition for their expertise.. »

Arnaud Coussemaeker - CPAM Haute Garonne



A new HR tool was launched in 2022, where you can find information and documentation related to administrative processes for personnel. However, we kept HR content within our intranet related to training and skills development, as well as the social aspect of CSR (gender equality, diversity and inclusion, etc.), which are updated by dedicated teams. »

Marie Leroy - JLL



« At Septodont, the intranet plays a central role. It represents much more than an information platform. It allows us to enhance the employee experience, which is a major strategic focus in the current context.

We are committed to constantly evolving the intranet. Our next project is onboarding. We are working closely with the Human Resources teams to rethink our onboarding process by leveraging the intranet.

The intranet should support the entire employee experience throughout their journey. Therefore, it seems natural to start with onboarding - a process that could potentially begin before the new employee joins the workforce »

Marie Opsomer – Septodont



«At Sopra Steria, the intranet primarily belongs to the employees, which is why it is managed by the Digital Transformation department. The intranet is neither "Com-centric" nor "HR-centric". Communication is a co-facilitator, along with the HR department and other business units »

Eric Renaud - Sopra-Steria





# Intranet stakeholders (2/3)

## INTERVIEWS

What importance does the Executive Committee place on the intranet?  
Is the intranet seen as a tool to drive the execution of the strategic plan?



«The implementation of a social intranet has contributed to the CEO's aspiration of transitioning from a hierarchical setup to a more collaborative and expertise-driven cross-functional model. The intranet has actively supported the desired changes in the internal organizational structure.»

Arnaud Coussemaeker - CPAM Haute Garonne



« The intranet is viewed as a catalyst for presenting the company's strategy. The page exclusively dedicated to our 2025 strategy was one of the most frequently visited pages on the intranet in 2022, featuring videos in which members of the executive committee share their business line strategies. The executive committee perceives the intranet as a communication tool, rather than a business tool. »

Marie Leroy - JLL



« For us, the communication department, being part of the Executive Committee (CODIR) ensures better consideration of the department's challenges. Grasping the leaders' vision at its source, where the organization aims to go, allows us to be clear about our intentions and also more accurate and creative in translating the strategy into action plans. Our role is to communicate for transformation and engagement. By being part of the Executive Committee, the communication department embodies its position as a partner to the business units, supporting them in their transformation plans. This enables us to increase relevance and fulfill our role as companions to their success.»

Inanna Martin - Retail Banking, La Banque Postale



« The COVID-19 crisis prompted the establishment of an editorial governance structure that had never been implemented before. Top Management made the decision to use the intranet as the sole channel for COVID-related communication. There were no other competing communications; everything was centralized in one location, with a series of dedicated articles and news updates. We observed record-high levels of intranet usage during that time. Unfortunately, the momentum did not continue after the crisis... Each contributor is individually responsible for their communications, which has led to a dilution of governance (concerns about duplication...)»

Nathalie Dudragne - EDF



Top Management pays special attention to it because it is a tool that carries the culture, values, and processes, enabling operational efficiency and fostering innovation through the sharing of expertise (collective intelligence)

Eric Renaud - Sopra-Steria



# Intranet stakeholders (3/3)

## INTERVIEWS

In your view, how do you see internal communication evolving?



« Employees are facing information overload. The intranet contributes to the "I don't have time" phenomenon. This is reflected in the fact that long contributions are rarely read. Our successful publication is "Picture of the Day," which is read by 71% of users. Therefore, we are compelled to review our publication formats and channels (integration of Teams and Yammer). »  
Laurent Cheval - ADP



« The social networking component, directly integrated into our intranet, was relaunched following the observation by the communication department that company leaders were highly visible externally but not internally.

The new directive is to no longer engage in internal communication on LinkedIn! As a result, it is now possible on our intranet to follow "Thought Leaders" just like on LinkedIn. Their posts are more visible.»

Nathalie Dudragne - EDF



« A project to transform internal communication is currently underway at the group level. It revolves around five main themes: the strategic aspect and operational structure, target audience and change management, content and governance associated with each communication channel, tools, and finally, the measurement of our actions.

Due to our organizational structure, our employees receive a substantial amount of information. One of the challenges for communicators is to find ways to better reach our target audience.»

Marie Leroy - JLL



« There will always be a need for communication, but communicators must remain adaptable and embrace current technologies, including artificial intelligence. Additionally, they should utilize data to assess the performance of their actions.»  
Yann Vialet Technip Energies



# Technological environment (1/2)

## INTERVIEWS

Is Teams likely to change the organization of your intranet??



« The intranet is built on SharePoint and Teams and is integrated with the intranet. It provides a structured framework for organizing activities. In a short span of time, the O365 environment has transformed the way we collaborate at Secafi.

A number of clients have seized the opportunity offered by these tools to conduct meetings solely through video conferencing. This decision has also been imposed upon us. As a result, we often spend entire days in video conferences. Over 50% of the meetings that used to take place in person are now held remotely.. »  
*Nicolas Cauchy - Secafi*



«Teams has been a game changer during the COVID period, but for us, it will not radically transform our vision of the intranet, which is already highly focused on collaboration and sharing..»  
*Jean-Philippe Clair - Keyrus*



« Teams is a tool, so it doesn't transform the organization per se, but the only thing is that there are new features every day, making it quick to implement new services. It's a truly responsive tool»  
*Johanne Rami - Partenamut*



«Our users are increasingly using Teams, so our vision is more about bringing the intranet into Teams to facilitate access to our key intranet services and content repositories. Within this Digital Workplace, we will also integrate more direct access to data from our business solutions and their processes.

A news article published on the intranet receives 500 views. It can gather more than 20,000 views on Yammer.

A well-functioning Enterprise Social Network makes the walls of the company transparent.»  
*Eric Renaud - Sopra Steria*



# Technological environment (2/2)

## INTERVIEWS

Have you considered AI solutions to automatically generate content ?



*« ChatGPT is a revolution, but I feel that it severely limits creativity and emotional intelligence. The detrimental power of extreme simplification.*

*I use Scolarius (Canada). Scolarius allows me to indicate the language level of the interlocutor to adapt the content (sentence length, vocabulary complexity, etc.)»*

Johanne Rami - Partenamut



*A task force has been established within our organization to explore the potential of Artificial Intelligence for Mutualités Libres.*

*The project, currently under study, aims to determine if Artificial Intelligence is an opportunity to seize in our professions.*

Alexandra Giroux - Mutualités Libres / Onafhankelijke Ziekenfondsen



*« We are currently evaluating various AI solutions that have emerged (Chat-GPT, Dall-e, MS Copilot).*

*We are amazed by the operational efficiency of CoPilot and we believe that it will profoundly transform our way of working as well as that of our clients.»*

Jean-Philippe Clair - Keyrus

# Intranet evolutions (1/3)

## INTERVIEWS

How do you see the intranet (specifically yours) evolving in the coming years? When do you expect these changes to take place?



« The intranet of tomorrow needs to be service-oriented. The content will be organized similar to regional newspapers (local content first, followed by regional and global content). We need to meet our users where they are.»

Laurent Cheval - ADP



« Our goal for the redesign is to offer a visually appealing intranet that integrates collaborative and social features. We aim to provide communities of practice and dedicated work discussion threads.»

Julien Donzelle – Chartres Métropole



« The evolution of the current system is inevitable. After an initial phase of tool modernization, the second phase focuses on transforming practices and developing a collaborative culture in line with the objectives of the management project.

On one hand, the organization has chosen Microsoft 365 to modernize its communication and collaboration tools, with the introduction of regular innovations that need to be supported. On the other hand, the widespread use of Teams has led us to establish a proper governance framework for the platform by the end of the year.

Furthermore, what I envision for our Intranet is an extensive use of profiling to deliver personalized content based on the user's profile, while still maintaining a shared Intranet that breaks down silos and brings people together. This is the true promise of the Digital Workplace»

Gwenaël Cojean – City of Angers

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« We have a real challenge of "raising awareness" about our intranet rather than evolving it. Our intranet is already very rich in terms of content and features, but the usage levels are not optimal. Additionally, we see emerging satellite projects from other departments that duplicate some features of the group intranet. It is therefore important for us to centralize the usage as much as possible.»

Nathalie Dudragne - EDF



# Intranet evolutions (2/3)

## INTERVIEWS

Are there any company-wide objectives regarding carbon footprint? How does it influence your internal communication approaches?



« We have launched a Green IT awareness initiative, identifying environmentally-friendly practices (implementing a dashboard instead of email notifications, tackling information overload, promoting awareness and mindfulness of digital consumption).

Beware! Greenwashing by the management is viewed very negatively by employees.. »  
*Eric Renaud - Sopra Steria*



« Being a player in the energy sector, we have, of course, launched initiatives related to Responsible Digital practices. Last year (end of 2022), there were threats to electricity production in France, so we were strongly encouraged to make savings in our tools. On the Intranet, we implemented a light version to reduce its electricity consumption in case of an alert. To achieve this, we focused on the most resource-intensive features: fewer news articles displayed on the homepage, significantly fewer images, disabling of videos, and deactivation of autocomplete and automatic search engine redirection.

Furthermore, we have recently made improvements to our intranet to enable contributors to have a "climate score" and enhance their publications (managing images, content, etc.). We based this on the ecoindex that we have redeveloped within the intranet. The actual gains (energy and resource savings, carbon emission reduction, etc.) are relatively marginal, but the objective is to use the intranet as a vehicle for exemplarity, demonstrating the alignment of the entire organization»  
*Nathalie Dudragne - EDF*



«Yes, we have an ambitious ESG roadmap. Every discipline within our company is committed, including our IT department. In particular, we have worked with our suppliers to ensure that our main data centers, based in France, are fully powered by continuous renewable energy.

Internally, for any new platform or platform renewal, the Green IT approach is now part of the selection criteria.»  
*Yann Vialet – Technip Energies*





# Intranet evolutions (3/3)

## INTERVIEWS

What are your projects for 2023?



« Our main milestones:

- Establish the continuous improvement approach that has already been implemented in the Communication Department since 2022.
- Prepare a dashboard of our key performance indicators (KPIs) for integration into the management dashboard.
- Develop interest groups based on the fellowship model and support employees who have influence internally. (We have approximately 18,000 positive interactions per year, and we need to make something out of them!)
- Enhance direct interactions between executives and employees as a sign of a more close-knit communication.
- Foster and highlight the voices of employees in an increasingly horizontal space of interaction.
- Overall, strengthen our role as an orchestrator, motivator, and facilitator.. »

Inanna Martin - Retail Banking, La Banque Postale



« At the beginning of 2023, we completed our project to revamp our internal communication system, seamlessly and fully integrating our social network with our intranet.

As a result, the two platforms work in synergy, with social network posts being integrated into the intranet's homepage, and users being able to switch between the two sites effortlessly and seamlessly. The intranet we have just redesigned is like a two-sided coin, one side being social where interactions are possible, and the other being "top-down". We believe that this balance best meets the long-term needs of our 13,000 users and will enable optimal internal communication within the Geneva University Hospitals.»

Franck Schneider - Geneva University Hospitals



« As we look ahead to 2023/2024, we have identified the following focus areas:

- Streamlining marketing content access through self-service capabilities.
- Significantly increasing our video production efforts (which will be offered as a service to clients).
- Expanding automation capabilities (e.g., integrating our CRM system with Teams).»

Jean-Philippe Clair - Keyrus



# Our sincere thanks go out to all the professionals who were interviewed for their invaluable input

## INTERVIEWS

Laurence Bihl, Head of Innovation Communication Department - Habitat Pole Colmar Centre Alsace | Cathy Billaudeau, Internal Communication Manager - Auto5 | Nicolas Cauchy, Associate Director - Secafi | Elodie Chadel-Amanou, Director of Internal Communication - RATP Group | Laurent Cheval, Employer Branding Manager - ADP | Jean-Philippe Clair, Director of Marketing, Communication & Innovation - Keyrus | Gwenaël Cojean, Intranet Project Manager - City of Angers | Arnaud Coussemaeker, Expert Communication Officer, Social Intranet Pilot - CPAM Haute-Garonne | Aurélie de Chassey-Hayot, Global Vice President, Communications - Calderys | Ramata Diakite, Information Systems Advisory and Audit Mission Manager - Finexsi | Julien Donzelle, IT Project Manager - Chartres Métropole | Nathalie Dudragne, Digital Project Manager - EDF | Jean-Jacques Durmord, Project Manager - Groupe Elcimai | Alexandra Giroux, Program Manager Change & Internal Communication - Mutualités Libres / Onafhankelijke Ziekenfondsen | Emma Houix, Project Director - Lively Software | Elisabeth Lefebvre, Internal Communication Officer - INSA Lyon | Marie Leroy, Internal Communication Manager - JLL | Marjolaine Lhuillier, Functional Administrator Intranet - CD Nièvre | Inanna Martin, Director of Internal Communications, Customer Relations and Expertise - La Banque Postale | Florence Maures, Data Protection Officer, Mission Manager, Intranet Project Manager - CD Nièvre | Anne-Laure Meynial-Coumaros, Senior Vice President Communications - Framatome | Marie-Gaëlle Michelin, Director of Internal Communication - Tereos | Marie Opsomer, World Internal Communication Manager - Septodont | Jérôme Pauties, Digital Transformation and Change Management Consultant | Dorothée Phelip, Culture and Internal Communication Manager - APICIL | Johanne Rami, Internal Communication and Collaboration Manager - Partenamut | Benjamin Rankin, Owner - Xuran Holding | Eric Renaud, IS Governance - Group Digital Workplace Manager - Sopra Steria | Aurélie Rozier, HR Mission Manager - Eure et Loire Departmental Council | Franck Schneider, Digital Communication Service Manager - Hôpitaux Universitaires de Genève | Yann Vialet, Digital Workplace Manager - Technip Energies



# CONCLUSION



# The mirror reflecting the societal change

## CONCLUSION

### The common thread: hybridization

In this phase of intense transformation where work habits, as well as business models, are impacted, the intranet remains the platform around which we build a community. It started as an accessory almost 30 years ago, and now it has become an essential tool in an era where communications are gradually being digitized.

The next challenge for the intranet will be to hybridize under the pressure of AI deployment on the one hand and environmental concerns on the other. Accessing the intranet from mobile devices will also become essential, with likely exclusive usage for certain content and services based on the device

### AI, here we come

It seems that November is a favorable month for the emergence of disruptive phenomena. In 2019, COVID was about to invade our planet, and three years later, generative AI, like Chat GPT, swept in. We had been talking about AI for years without it becoming a reality for most of us. Now, conversational interfaces make the tool accessible to everyone. The focus will be on establishing rules of use, governance, and strict ethical conditions for using these tools.

When used properly, AI saves time in producing content, images, or code. However, these tools consume a significant amount of energy, and their extensive use will have a growing impact, necessitating a shift to a paid

model, which will be more expensive with intensive usage. It will be important for companies to regulate internal usage and implement safeguards to protect the accuracy of content and intellectual property. This comes at the price of allowing teams to share a common digital experience and have a similar level of information. User training will be essential, as well as governance.

Will borders be enough barriers? Perhaps it is through the consideration of environmental challenges that reasoned use of AI will come faster.

### CSR: Protecting both human beings and the Earth, digital innovations can be of great assistance.

While the improvement of Quality of Work Life (QWL) no longer seems to be driven by digital deployment, the intranet provides an ideal space to bring users together and acts as a virtual agora where teams gather to share work moments (faber) or entertainment (ludens). The intranet has a bright future ahead.

It is hoped that the climate challenges forcing companies to reinvent their business towards a model that is not just carbon-neutral but regenerative will drive organizations to reorganize themselves, contributing to the breaking down of organizational barriers and the emergence of multiple collectives through digital platforms—an essential means to unite our efforts in the face of climate challenges.





# GLOSSARY



# Glossary (A-D)

Definitions of the words marked with an asterisk (\*) in the document

## GLOSSARY

**BYOD:** Acronym for "Bring Your Own Device," which refers to the practice of using personal devices (such as smartphones, laptops, and tablets) in a professional context, particularly to access company resources such as document databases and intranets.

**Collaborative Intranet:** A web-based platform that allows for direct collaborative usage in addition to info-com usage. It provides workspace availability, project management features (tasks, scheduling, etc.), document co-authoring, and more.

**Community Intranet:** An internal web-based platform that enables community-based usage in addition to info-com usage. It includes features such as community creation, discussion streams (micro-blogs, forums, etc.), Q&A. The community intranet differs from the enterprise social network by its close correlation with other info-com functionalities.

**COPE:** Acronym for "Corporate Owned Personally Enabled," which is a practice where a company provides electronic devices to its employees while allowing them to use these devices for personal purposes.

**Digital Sovereignty:** The ability of a state or company to control its own cyberspace, protect its data, ensure the security and confidentiality of its information, and enforce its laws and regulations.

**Digital Workplace:** A digital work environment that brings together all the necessary information and applications for performing daily tasks. Designed to enhance employee productivity and facilitate collaboration, it can include tools such as communication platforms, project management tools, productivity software, and more.

**DMS:** DMS or Document Management System, is a computerized system facilitates the handling of all company documents. It encompasses electronic and technical means for managing document flows and their processing.





# Glossary (D-S)

Definitions of the words marked with an asterisk (\*) in the document

## GLOSSARY

**Digital Sovereignty:** The ability of a state or company to control its own cyberspace, protect its data, ensure the security and confidentiality of its information, and enforce its laws and regulations.

**Employee experience platform:** A digital platform that enables companies to create a connected, collaborative, and personalized work environment for their employees. It aims to improve efficiency and job satisfaction by providing an engaging experience throughout their professional journey.

**Extended Intranet:** A content management system (CMS) that allows companies to create an intranet and manage associated content. This type of intranet offers advanced collaborative and social features, as well as connections with the digital workplace environment.

**Extended Service:** Digital services that go beyond the scope of a simple CMS and allow for the expansion and unification of digital usage. Implementing these services typically requires alignment among multiple stakeholders within companies (Communications, HR, IT, Business units, etc.).

**General-purpose CMS:** A Content Management System that enables the creation and management of content for both websites and intranets (e.g., WordPress, Drupal, etc.).

**Info-Com Intranet:** A term used to refer to an intranet primarily focused on content publishing and search features (hot or cold content): pages, news, articles, events, multimedia.

**Overlay:** A software solution added to an existing technical system with the aim of unifying the user experience by providing a portal for accessing various tools deployed by the company. Several publishers offer overlay solutions, particularly for the Microsoft 365 or Google Workspace environments.

**Shadow IT:** Refers to equipment (hardware or software) used by some employees without the knowledge, support, or approval of the IT department.



# The team of contributors

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# We welcome your input: feel free to contact us!

ABOUT  
ARCTUS

- Whether you want to discuss the topics covered in this observatory or talk about the progress of your internal digital transformation projects, feel free to contact us!
- The most frequently discussed subjects by our contacts are:
  - Supporting intranet transformation projects
  - Assessing the digital maturity of the company as a prerequisite for internal transformation projects
  - Establishing a formalized governance around collaborative tools (Teams is particularly relevant)
  - Conducting internal presentation sessions on various Arctus observatories



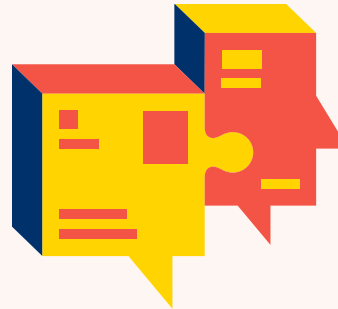
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## Observatory of the intranet and digital communications



Thank you  
for your interest