

Observatory of the Augmented Intranet

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The Intranet: an enduring essential?

EDITORIAL

The **Intranet Observatory** presents a new edition of its study, featuring over 10 **benchmark questions** that confirm several trends first identified in 2023.

To those who repeatedly predict the **end of the intranet**, workplace organizations respond with unwavering commitment: the intranet remains **essential** or **necessary for 94% of respondents**. However, there is a growing need for **content moderation**—employees are increasingly overwhelmed by a constant stream of messages.

The most commonly implemented solution is **the info-com (information and communication) intranet**, used by 40% of respondents, often driven by a desire for **simplification** and **rationalization**. It is followed by the **Digital Workplace (DWP)** and the **Employee Experience Platform (EXP)**, which gains 2 points this year and overtakes the collaborative intranet.

The **pace of functional development** appears to be slowed by the level of investment required for deployment. Another ongoing trend is **the emergence of competing tools**, often introduced by other departments—an issue already highlighted in 2023. Increasingly, HRIS platforms and tools like ServiceNow are encroaching on the traditional internal communication role historically held by the intranet.

Microsoft maintains its dominant position, with the market share of Office 365 rising to 82%. Despite SharePoint's continued evolution—now integrating components geared toward internal communication—user experience remains unsatisfactory.

Deskless workers appear to be less of a priority for a number of organizations, likely due to the significant investments required to adequately meet their needs. Is the effort worth it? The rise of AI and tighter budget constraints may well shift investment priorities in the near future.

We are seeing the **early stages of generative AI integration within intranets**: 10% of respondents report using it, either to generate content or enhance search capabilities, with **broader adoption expected within two years**.

However, a significant gap remains between the enthusiasm of solution providers and the limited level of deployment and user satisfaction observed on the ground.

In this paradoxical context, **the internal communication profession is becoming more technical**: for many communicators, it is now a priority to develop expertise in generative AI, information governance, and data security—in a world where content production is expanding at an unprecedented pace.





568 respondents

For 509 companies

That is 5.8 million +
employees
represented

The Intranet Observatory has been tracking internal digital trends in work organizations **since 1999**.

Digitalization affects every type of organization. It is transforming jobs, structures, and **management** practices—especially in a world increasingly shaped by **hybrid work**, the growing reliance on external experts, the expectations of younger generations for fluid experiences and impeccable UX, and the rapid emergence of generative AI.

How will internal digital systems evolve in 2025 in this shifting context?

This is the key question addressed by the current edition of the study, based on field research conducted from **February 4 to April 7**.

The Augmented Intranet Observatory is intended for all professionals involved in the design, administration, or contribution to internal communication and collaboration platforms, as well as for transformation leaders who see the intranet as a driver for change.

The analysis provides insights into **the state of internal digital transformation** in France and helps identify the main areas of future development.

The 2025 edition of the Augmented Intranet Observatory illustrates the digital maturity of organizations using **sociotypes**—profiles based on the **level of adoption and usage** of internal digital tools, following the same methodology as in 2023.

In 2025, a particular focus has been placed on **Generative AI**, aiming to assess **how it is being deployed within intranets**. In addition, a significant portion of the **questions** are **barometric**, helping to pinpoint **where the most notable changes are taking place**.

This year's edition **is further enriched by qualitative interviews**: around thirty professionals shared their perspectives, deepening the insights on key topics such as the role of the intranet, the use of performance indicators, and the current and projected role of generative AI over the next two years.

Key lessons from the 2025 edition (1/2)

KEY LESSONS

01 The intranet is essential for the majority of respondents

94% of respondents believe that the intranet is **essential** or **necessary**.



The intranet is **less than 4 years old** in **57%** of companies
The **trend towards rejuvenation** due in particular to the SaaS model which limits the need for renewal

03 Governance: significant progress

66% of respondents track the **KPIs** on their intranet, which is **14 points more than in 2023!**



The **editorial** committee confirms its **1st place** among the intranet steering bodies with **49%** of respondents, **7 points more than in 2023**, a **continuous progression** since the beginning.

02 The info-com intranet remains in the lead

40% Intranets are of the **Info-com** type : this is the **most frequently deployed type of intranet** (+3 points).



Only 27% of companies declare a **Digital Workplace** or an **Employee Experience Platform**.
The implementation of these **unified solutions** requires **significant investments to integrate with the rest of the IS**.



Collaborative intranets are now in **3rd place**.

Key lessons from the 2025 edition (2/2)

KEY LESSONS

04 Microsoft strengthens its dominant position



Microsoft maintains and strengthens its **historic dominance** in office productivity suites, now reaching a market share of 82%. **Google Workspace** solutions show a slight increase, accounting for 13% of the market.



SharePoint remains the **dominant technical foundation** for building intranets (58%) largely due to its default inclusion in the Office 365 suite.

However, **specialized intranet CMSs and SharePoint** overlays are integrated in **51% of intranets, highlighting** the added value these specialized solutions bring.

05 Generative AI: first steps in the intranet

10%

of respondents announce **regular** use of Generative AI in the intranet, **and 17%** of them are **in the early stages of deployment**.



For **49%** of respondents, Generative AI is not **considered in the intranet** at this stage.



2 major anticipated uses of generative AI:

- **Content Generation** (58%)
- **RAG (Retrieval-Augmented Generation)** or augmented research (58%)

RESPONDENT PROFILES

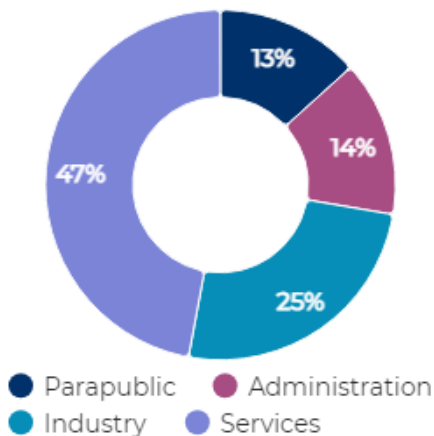
Methodology

01

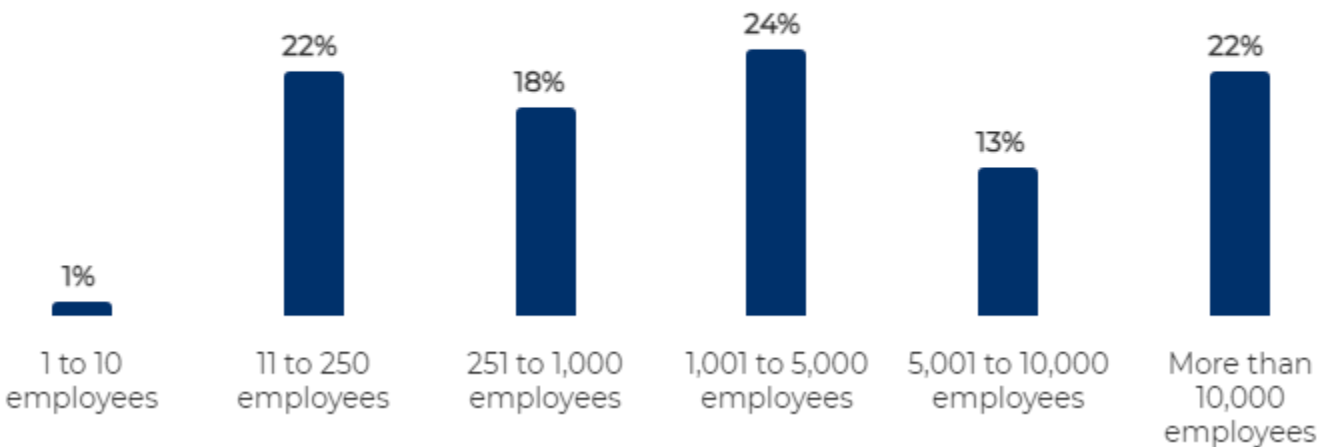


Respondent profiles: by sector of activity and number of employees

What is your organization's industry? *



How many people work in your organization? *



Our **respondent population remains comparable to that of the 2023 edition.**

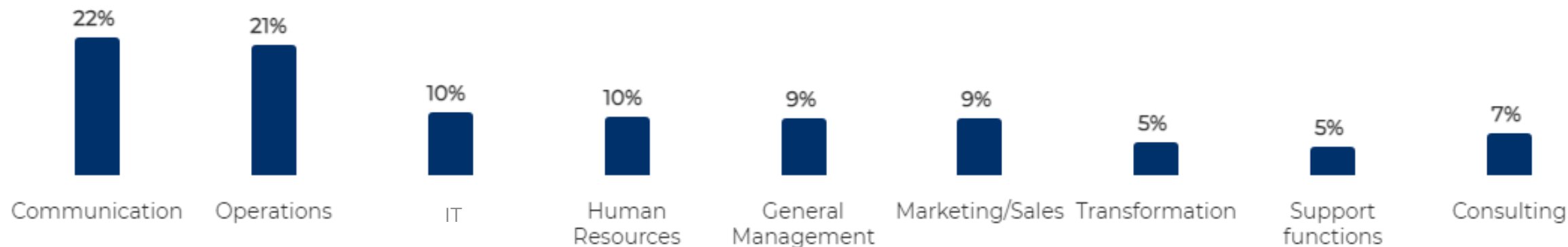
We observe the typical distribution by company size, with peaks among organizations with 11 to 250 employees, those with 1,001 to 5,000, and those with more than 10,000 employees.

However, a few changes have emerged compared to 2023:

- A 17-point decrease in respondents from companies with fewer than 250 employees (23% vs. 40%)
- An 11-point increase in responses from mid-sized companies (ETIs) (42% vs. 31%)
- An 8-point increase in the share of companies with over 5,000 employees (35% vs. 27%)

Respondent profiles: by profession

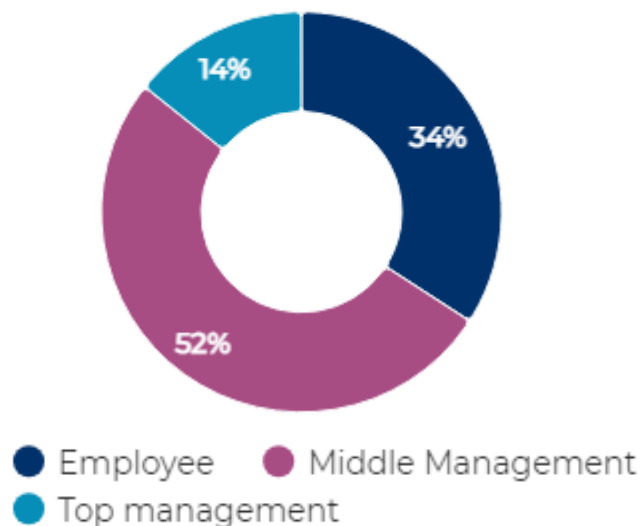
In which department do you work? *



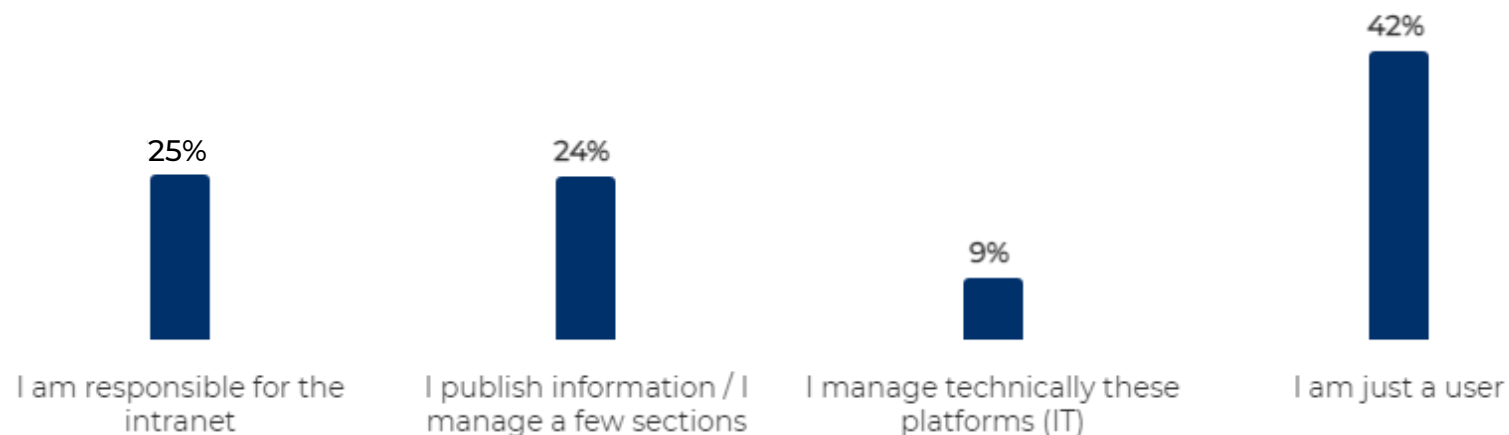
- **The majority of respondents are communication professionals (22%)**, although their share has decreased compared to the previous edition (-11 points).
- **The number of respondents from General Management has also declined** (-12 points and down 3 ranks vs. 2023), a change that may be explained by the lower proportion of companies with fewer than 250 employees in the respondent base.
- **The share of respondents from IT departments has remained stable at 10%**, maintaining their 3rd place compared to 2023. The same applies to **HR departments** (10%, 3rd place).
- **The Transformation Department remains a minority (5%)**, as was already the case in 2023.

Respondent profiles: by hierarchical level and role

What is your role in your organization? *



What are your responsibilities in the management of the internal digital tools of your company?



- **66%** of respondents have a **role involving management**
- **58%** of respondents have an **active role in the management of the intranet**

CHALLENGES

Perception of intranet-related challenges

02



The intranet, an essential device

CHALLENGES

In your opinion, how important is the intranet* in an employee's daily work?

**Intranet: set of digital tools used for working, collaborating and communicating.*

Single Answer Question | 567 respondents



- The intranet is **essential or necessary** for **96%** of respondents (with 55% considering it essential and 41% necessary respectively).
- Only 4% of respondents indicate that the intranet is of little importance.

OUR ANALYSIS

- The intranet plays a **critical role in company operations**, regardless of its level of sophistication
- This is explained by the rise of **remote work**, the growing reliance on **external resources**, and the need to **better support content contributors**.



FURTHER READING

Among respondents who consider the **intranet essential**, we observe:

- An overrepresentation of those who reported user **satisfaction with the intranet** (68% vs. 55%). Satisfaction is a key factor in encouraging employees to use the intranet.
- An overrepresentation of respondents from the **services sector** (60% vs. 55%). Employees in the services sector generally have **greater access to digital tools and resources** (better deployment), which may explain the importance placed on the intranet.

Among respondents who consider the **intranet necessary**, we identify:

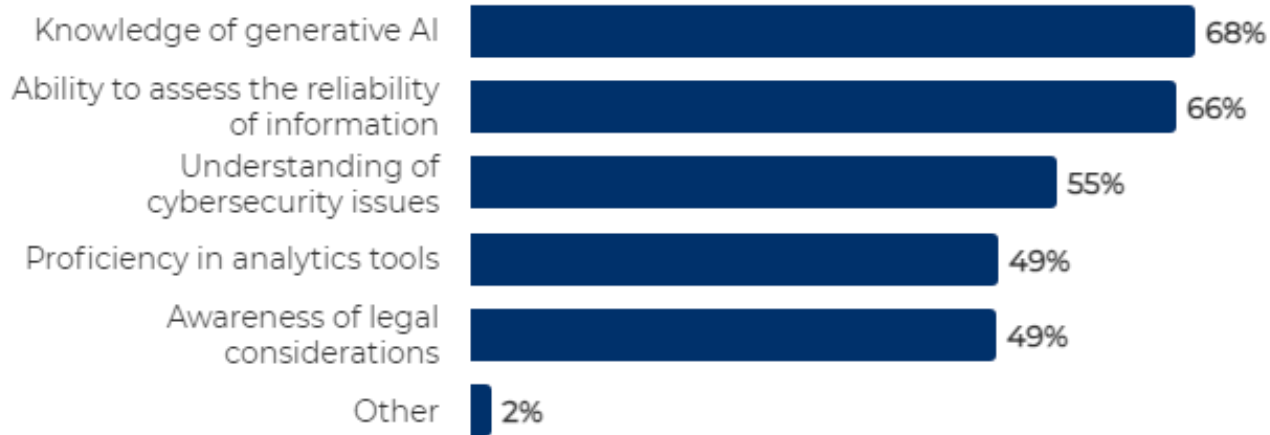
- A higher proportion of **dissatisfied** respondents (50% vs. 41%). Despite their dissatisfaction, users still consider the intranet necessary for their work. This suggests that a **redesign** or **functional improvements** could both increase satisfaction and attract new users.
- A majority of respondents from the **semi-public sector** (55% vs. 41%). The absence of certain features may be the reason behind this perception among respondents in the semi-public sector.

Use of Generative AI and information reliability control: top priority knowledge areas

CHALLENGES

In your opinion, what knowledge should an intranet manager strengthen in 2025?

Multiple Choice Question | 567 respondents | 2.9 responses per respondent on average



- Respondents report an average of **nearly three areas of knowledge to be strengthened**.
- The top two knowledge areas an intranet manager should strengthen in 2025 are **Generative AI (68%)** and **information reliability control (66%)**.
- **Legal issues rank last**, on par with **proficiency in analytical tools**.

OUR ANALYSIS

- Generative AI naturally appears as a top priority for communication professionals responsible for **content production**, as does the control of **information reliability**.
- The fact that **legal knowledge** ranks last is surprising, especially given the **legal implications** that the use of AI can raise.



Use of Generative AI and control of the reliability of information: priority knowledge

CHALLENGES

FURTHER READING

Among respondents who believe that **knowledge of generative AI needs to be strengthened**, the following trends emerge:

- Those with a **recently launched intranet** (less than one year old) are more numerous (82% vs. 68%): generative AI is seen as an additional, "nice to have" feature, whose **deployment requires first having a functional, modern intranet** that meets the fundamental needs of collaboration and communication.
- Respondents from **communication departments** are overrepresented (77% vs. 66%): generative AI offers **valuable benefits** for communication professionals, particularly for content writing, template creation, and editing.

Among respondents who consider **mastery of analytics tools necessary**, we observe the following::

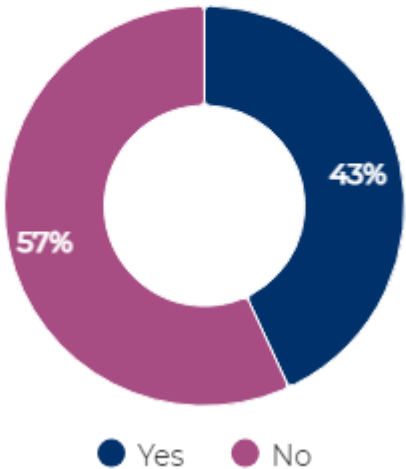
- An overrepresentation of companies from the **industrial sector** (57% vs. 49%), likely due to the sector's specific need for measurement.
- **Smaller companies** (11 to 250 employees) are **less attuned** to the importance of analytics tools (36% vs. 49%), as they have fewer quantitative data points to qualify and measure.
- A higher representation of respondents from **communication** roles and **intranet managers** (74% and 65% respectively vs. 49%): measuring the reach of communication campaigns and employee interactions with promoted content is essential **to tailor and optimize communications** to actual needs.

Deskless workers: challenges to be met (1/2)

CHALLENGES

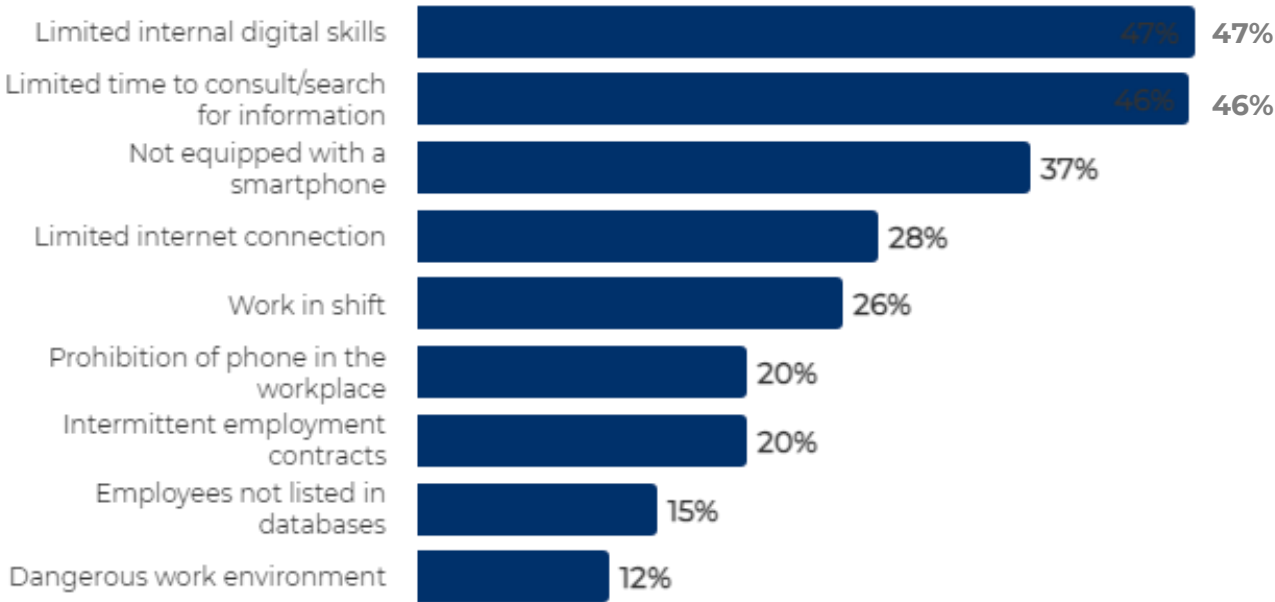
Do you have a proportion of employees in your company who are difficult to communicate with via digital channels (hard to reach employees)?

Single Answer Question | 564 respondents



If you have offline employees, what are the main challenges that these groups face in the context of digital communication?

Multiple Choice Question | 241 respondents | 1.4 responses per respondent on average



- In our sample, **43% of respondents report the presence of non-connected employee populations within their company.**
- The challenges faced by non-connected employees are similar to those reported in 2023. The only notable difference: respondents now mention an average of 1.4 challenges, compared to 2.4 in 2023.



Deskless workers: challenges to be met (2/2)

CHALLENGES

OUR ANALYSIS

- The challenges faced by non-connected employees **do not** appear to have been **addressed since 2023**, as the topic itself has become less "trendy." Organizational attention seems to have shifted toward AI-related initiatives, often at the expense of the investments needed to effectively reach and support 100% of the workforce.

FURTHER READING

Among those with **unconnected populations**, we observe:

- An overrepresentation of respondents from the **industrial sector** (59% vs. 43%): field employees may have **limited need or time** to access the intranet, compounded by issues such as **lack of mobile accessibility** or the **absence of digital equipment**.
- An overrepresentation of respondents from the **public sector** (54% vs. 43%).
- An overrepresentation of respondents from the **semi-public sector** (60% vs. 43%): while most employees in this sector consider the **intranet necessary**, the high proportion of unconnected users may be due to intranets that **fail to meet their specific needs** or have been **poorly deployed** for this audience.

As in 2024, this edition of the Intranet Observatory is enriched with qualitative interviews. Around thirty professionals answered our questions, adding depth to the quantitative findings. We warmly thank them for their valuable contributions!

What role does the intranet play in your organization?



"The intranet is our virtual coffee machine. It launches automatically every morning on employees' computers, whether they're in the office or working remotely."

Some information is available exclusively on the intranet, and newsletters systematically link back to it for further details."

Céline Van Nieuwenhove – Brussels City Hall



Our digital workspace, MyPortal, was developed in-house over ten years ago. **It serves as a central hub where all work tools are integrated.** It plays a key role and enjoys a high level of engagement among our 18,000 employees worldwide. **We are mindful of information overload**, which has increased since COVID. Together with my colleague Anne Lou, who manages the editorial calendar, **we're working to reduce the number of weekly articles while introducing more retrospective formats. This marks a shift in our communication approach—one that needs to be clearly explained to the business teams."**

Paula Reisen – Pernod-Ricard



"The intranet is the number one tool favored by our employees."

They use it for a variety of purposes: **accessing applications, finding information, and more.**

When we launch campaigns, executive communications (emails, videos, etc.) are relayed via the intranet.

It serves as a strategic channel to reach our employees."

Delphine Neyral – Technip Energies

Intranet challenges

INTERVIEWS

What role does the intranet play in your organization?



*"Alstom's intranet is the entry point for all **connected employees** when they launch their browser. It provides access to all news, work applications, and process documentation. Following the acquisition of Bombardier Transportation, we developed a new SharePoint-based intranet in just four months. It functions as a hub where sites and pages can be created as needed. Communication and IT jointly act as super administrators of the hub. **The intranet mirrors the company's organizational structure, balancing both regional entities and transversal functions.**"*
Emmanuelle Douezy D'Ollando & Malika Ibrahim Issa – Alstom



"The intranet is essential for the organization and internal communication. It is the primary source of information for news, as well as for accessing everyday applications and tools such as the directory."
Géraldine Bujadoux – Thales Group



"We need to take inspiration from social media, where influencers multiply advertisers' effectiveness by a factor of 100. Within intranets, it's essential to implement an influence strategy that leverages internal experts."
Laurent Taillefer – La Banque Postale



*"Some decisions—particularly on the HR side—could undermine the intranet's role as **a unifying space**. At MAIF, we chose to affirm our Digital Workplace strategy and make the necessary efforts to continue integrating these applications into the existing DWP."*
Gaëtan Moreau - Tenaud - MAIF

Intranet challenges

INTERVIEWS

What role does the intranet play in your organization?



"The intranet can provide a concrete response to contemporary challenges such as **hyperconnectivity, the environmental impact of digital technologies, and new ways of working**. In a fragmented digital landscape, the intranet plays a central role: it enables centralized access to information, helping to streamline communication channels and better manage information flows—contributing to a more sustainable and responsible digital environment. In a context of international teams and the rise of hybrid work, it is also a valuable asset for supporting asynchronous work and remote collaboration."

Nathalie Bianco – Septodont



"I believe that in an **environment with too many different applications**—WhatsApp, emails, etc.—it's important to have a single, trusted space where information can be easily found. The intranet is especially helpful for newcomers, enabling them to quickly understand what matters in the company. **It brings a sense of stability in a context marked by volatility**. I see this tool as a way to structure communication and provide a shared information base accessible to everyone—whether working at headquarters, in a branch, or remotely.

"Since the COVID crisis and the rise of hybrid work, digital communication tools have become increasingly important. Hallway screens were useful in the past, but **with remote work, the intranet has proven to be more relevant, as it is accessible to everyone, everywhere.**"

Alexandra Giroux – Partenamut

USES

Level of satisfaction and use of the intranet

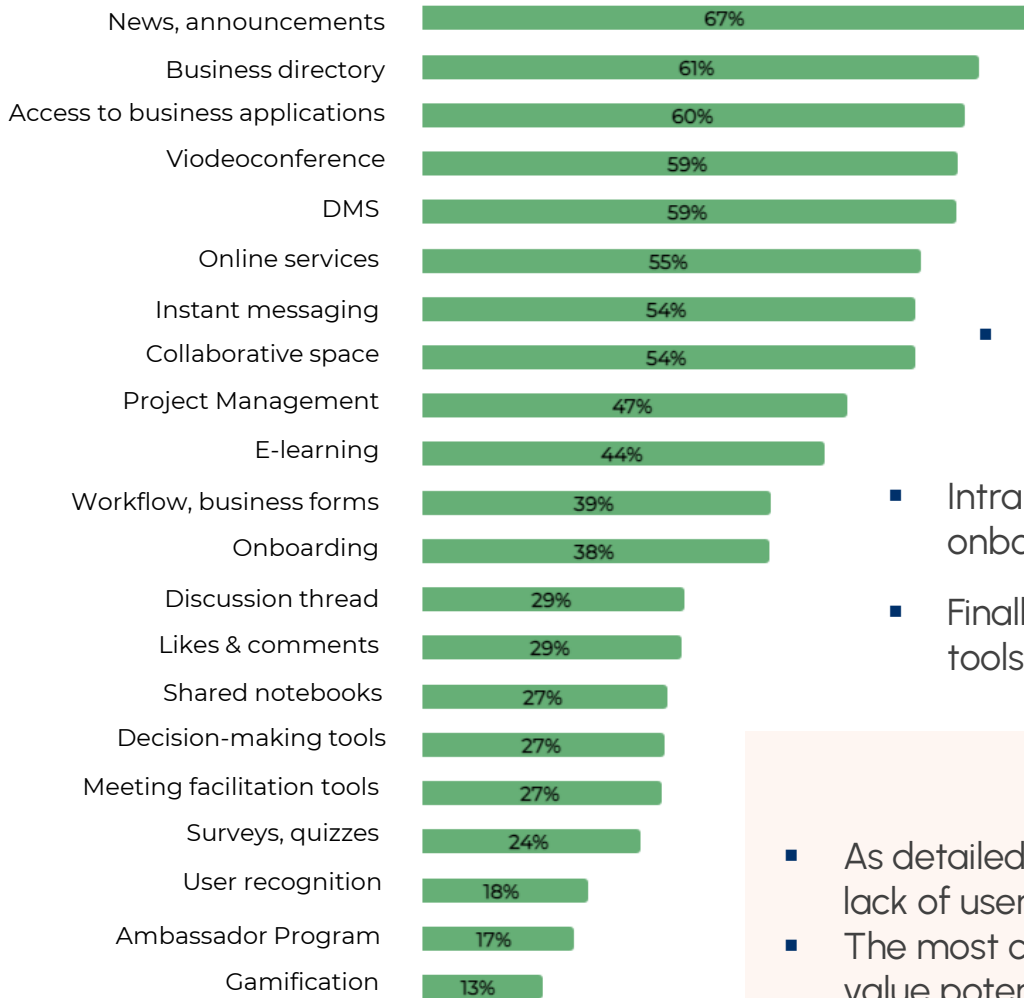
03



Fundamental uses to consolidate and advanced uses to stimulate

USES

What is the level of usage of the following features in your intranet?



● Available and widely used

- The graph opposite lists all the intranet features sorted in descending order of usage. Find the [description of each of these features in the Appendix by clicking here](#).
- The core features of **information and communication systems** are **well established**, but **still not universally adopted** (news, directory, document management, applications, and services).
- **Collaborative** features still represent **untapped potential**, with highly uneven levels of adoption across tools such as video conferencing, messaging, collaborative spaces, and project management.
- Intranets are still largely **misaligned with business-specific use cases** such as workflows, onboarding, and training.
- Finally, the use of **employee engagement features** remains in its **early stages**, including tools such as surveys, recognition, ambassadorship programs, and gamification.

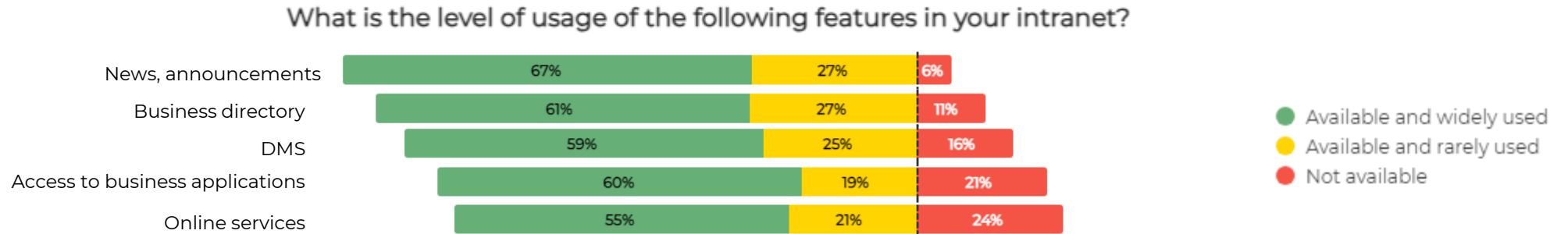
OUR ANALYSIS

- As detailed in the following pages, the **gaps** between feature availability and actual usage reveal a lack of user support and **adoption guidance**.
- The most commonly used features are those requiring minimal support, but there is substantial value potential in more advanced use cases.



Core functional features are well established, but not yet universally adopted

USES



- Core information and communication system features are the most widely deployed among respondents:
 - Internal news, announcements, and publications: **94%**
 - Company directory / network management: **89%**
 - Electronic Document Management (EDM): **84%**
 - Access to business applications (ERP, inventory management, etc.): **79%**
 - Online services (room booking, event registration, etc.): **76%**
- Despite this **broad deployment**, it is worth noting that **these basic features** still remain **underused** in nearly **one in four organizations** on average.

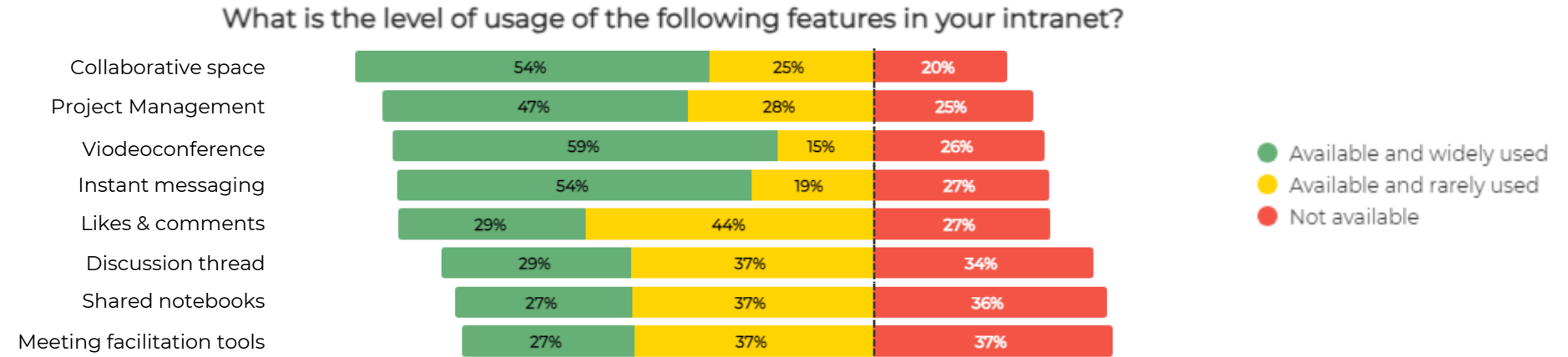
OUR ANALYSIS

- These features are generally **offered by default** by most solution providers. In some organizations, multiple platforms may even coexist, resulting in **duplicated functionalities**.
- While one might expect universal adoption of these core features, this is still far from reality. There is a **continued need for support and user enablement** to drive their effective use.



Collaboration and interaction: underexploited potential with uneven usage patterns

USES



- As the COVID crisis has greatly accelerated hybrid work, **basic collaborative functionalities** are now generally **well deployed across organizations**:
 - Collaborative workspaces (by project, by team, etc.): **80%**
 - Project management (shared agendas, task tracking): **75%**
 - Video conferencing / web meetings: **74%**
 - Instant messaging (chat): **73%**
- However, **more advanced collaborative features** are **less commonly available**, and their **usage remains limited**:
 - Discussion threads** (forums, internal social networks, microblogs): **66%**
 - Shared notebooks, wikis, collaborative editing**: **64%**
 - Meeting facilitation tools** (whiteboards, mind maps, post-its, etc.): **63%**

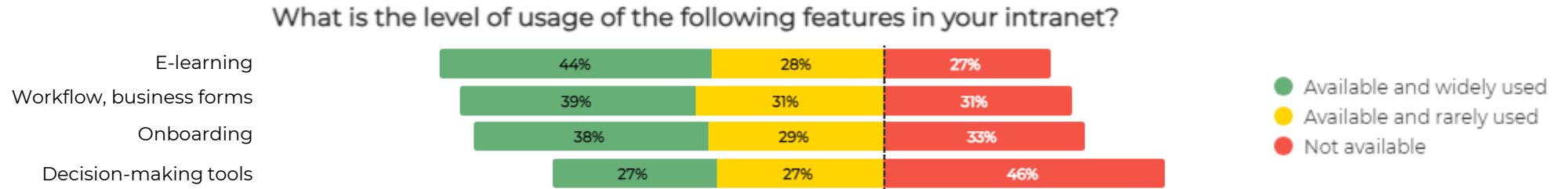
OUR ANALYSIS

- Organizations have generally embraced messaging and video conferencing tools, which are essential for remote work.
- However, there is still room **to support and encourage the use of richer** collaborative features.
- Notably, the **like/comment** function holds a unique place within the collaborative and social landscape. While it is **available in nearly 3 out of 4 organizations**, it is **actively used by only 29% of respondents**. This is a **low adoption rate for such a basic feature**—one that **fosters interactivity, recognizes contributors, and strengthens a feedback-driven culture**.



Intranets still lack alignment with business processes

USES



- Availability and usage rates for features **supporting HR and business processes** remain **low**, with only 30% to 44% of organizations reporting active use. Additionally, 30% to 46% of organizations do not offer these features at all.
- **Distance learning tools** (e-learning, microlearning, etc.) are deployed in 73% of organizations and actively used in 44%.
- **Business workflows and forms** are deployed in 69% and used in 39%.
- **Onboarding spaces** for new hires (dedicated journeys, guided programs, etc.) are deployed in 67% and used in 38%.
- Decision-making tools / Business Intelligence / Business Process Management solutions are deployed in only 54% and actively used in just 27%.

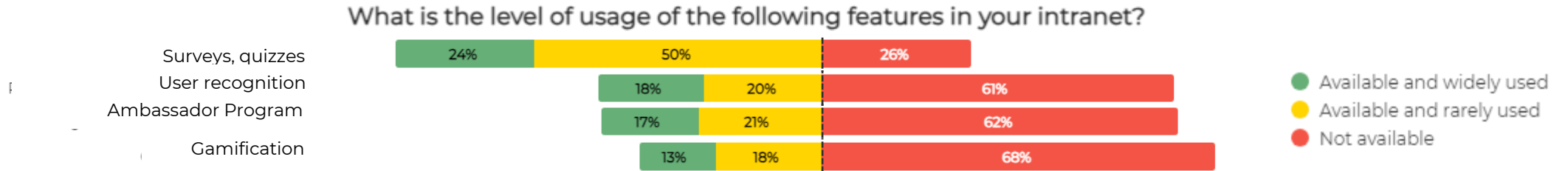
OUR ANALYSIS

- These types of features **address concrete operational needs** for organizations—such as upskilling, automation, onboarding, and data-driven management.
- However, their low availability and usage **rates limit the intranet's added value** in day-to-day operations.
- These results point to an **incomplete level of maturity** and highlight a **lag in the adoption** of higher-value, business-oriented services—despite their critical role in positioning the intranet at the heart of organizational strategic priorities.



Employee engagement features: usage remains in its early stages

USES



- While **surveys, online polls, and quizzes** are somewhat present (deployed in 74% of organizations), their usage remains occasional and underutilized (**only widely used at 24%**).
- The other levers of engagement are **absent in more than 60% of cases** (61% for recognition, 62% for ambassadors, 68% for gamification).
 - User recognition features** ("praise", "kudos", congratulations, etc.) and **Employee Advocacy programs** are available in 38% of organizations but **used in only 18% and 17% respectively**.
 - Gamification features** (with or without rewards—badges, prizes, incentives) are **only available to 32%** of respondents and **used in even fewer (13%)**.

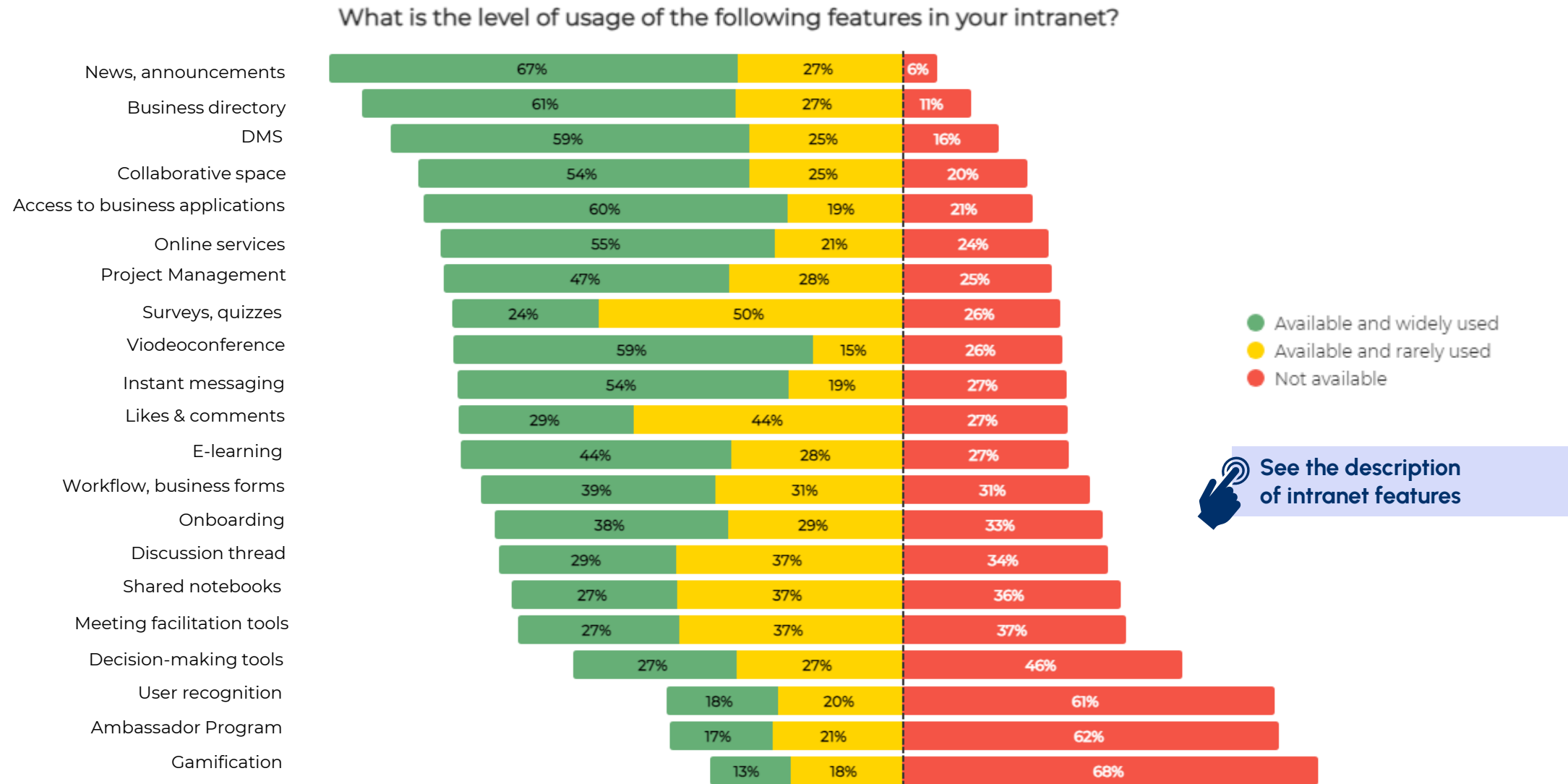
OUR ANALYSIS

- These types of features are designed to **strengthen employee engagement and feedback**, yet they remain **largely underrepresented** in intranets.
- And yet, they are **easy to implement** and can truly play a meaningful role in **boosting employee loyalty, supporting internal transformation efforts, and energizing company culture**—provided that organizations actively invest in these areas and implement appropriate engagement strategies.
- It is also worth noting that the low usage rate of **surveys, polls, and quizzes** may be less a reflection of communication teams underusing these tools, and more an indication of the **difficulty in achieving broad participation rates** in distributed surveys.



Level of use of intranet functionalities

USES

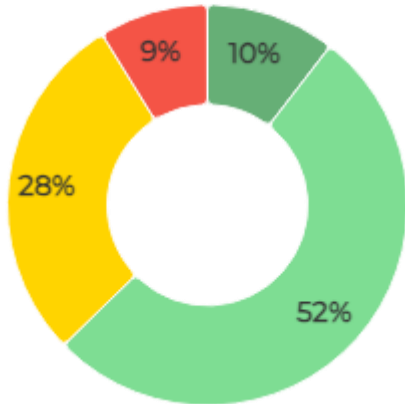


Search functionality in the intranet is considered satisfactory, but still has room for improvement



How do you rate the user experience of your company's intranet search engine?

Single Answer Question | 534 respondents



- Excellent : frequently used and allows you to quickly find the information you are looking for
- Good: used and usually helps find the information you are looking for
- Medium : sometimes used, But the results are not always relevant
- Unsatisfactory: fails to find the information you are looking for

- **62%** of respondents rate their intranet search engine experience as **excellent or good** (10% and 52% respectively).

OUR ANALYSIS

- Satisfaction with the intranet **search engine** is an important factor in the **overall experience satisfaction**. The intranet is, after all, expected to provide **easy and fast access to an organization's knowledge**.
- The generally positive perception of search functionality goes somewhat against the common belief that users can never find anything on intranets.
- However, there is still **significant room for improvement** to achieve full user satisfaction.

FURTHER READING

- **Recently redesigned intranets** (less than 1 year old) are associated with a **better user experience**, whereas older intranets (more than 7 years old) tend to generate lower satisfaction.
- **Info-com** type intranets and respondents from **public administration** report higher levels of dissatisfaction.



Uses

INTERVIEWS

What is the level of use of the intranet?



"We measure employee satisfaction every month, and we average 90% satisfaction."

Everyone can access the intranet, which opens by default when launching the web browser. We've developed personas based on what users typically look for. However, navigation does not vary depending on the job role"

Sophie Dhayer - Societe Generale



"The intranet can play an active role in **addressing hyperconnectivity**—a phenomenon intensified by the multiplication of communication channels and the resulting increase in digital demands (emails, notifications, instant messaging, etc.). In this context, the intranet can serve as a single entry point, centralizing access to information, reducing scattered solicitations, enabling asynchronous content consultation, and helping to prevent cognitive overload."

"The intranet of tomorrow will need to **combine centralized access to essential information with digital sobriety**, while remaining deeply aligned with employees' daily needs and work habits, regardless of their role. It will offer a seamless, intuitive, and personalized experience, ensuring quick access to relevant tools and content. Beyond being a communication channel, it will connect people and ideas, bridging time and space."

Nathalie Bianco – Septodont



"**Editorial sobriety** is essential: **quality should be prioritized** over quantity, avoiding the excessive multiplication of pages or redundant content. This approach improves clarity and makes it easier to access relevant information."

Alexandra Giroux - Partenamut



TECHNOLOGY

Collaborative and social features, software, and redesign date

04

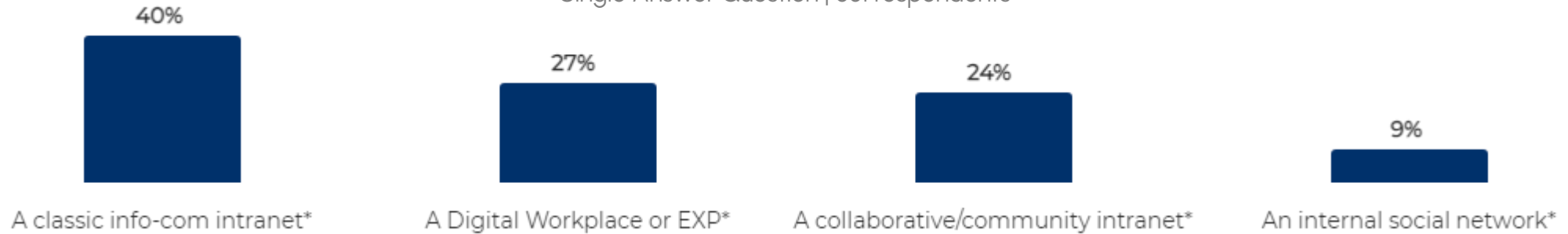


Types of intranets: continuity rather than disruption

TECHNOLOGY

How is your intranet presented to users?

Single Answer Question | 531 respondents



- The distribution of intranet types remains **broadly stable** compared to 2023.
- **Info-com** oriented intranets account for 40% of platforms (up from 37% in 2023), while enterprise social networks maintain their share at 9%.
- **Digital Workplace / Employee Experience Platforms** have gained 2 percentage points since 2023, overtaking collaborative intranets.

OUR ANALYSIS

Two hypotheses can be put forward:

- Companies are adopting a **wait-and-see approach** in response to the rise of artificial intelligence and its potential to transform internal practices (is the intranet destined to disappear in the medium term?).
- The **Digital Workplace** is still seen as an **ambitious ideal**, often **difficult to achieve**—mainly due to integration limitations between tools. In practice, integration often boils down to a simple application launcher.

- **Classic info-com intranet:** a platform dedicated to publishing and searching for content, whether timely or evergreen.
- **Collaborative / community intranet:** a solution that combines info-com functionalities with collaborative and community-based uses (workspaces, project management, co-editing, communities, discussions, etc.).
- **Internal social network:** an internal platform focused on community interactions (contact networks, follows, likes, comments, shares, etc.).
- **Digital Workplace (DWP):** a digital work environment that integrates the information, functionalities, and applications needed for day-to-day tasks.
- **Employee Experience Platform (EXP):** a platform designed to offer a connected, collaborative, and personalized work environment to enhance employee engagement.

Types of intranets: continuity rather than disruption

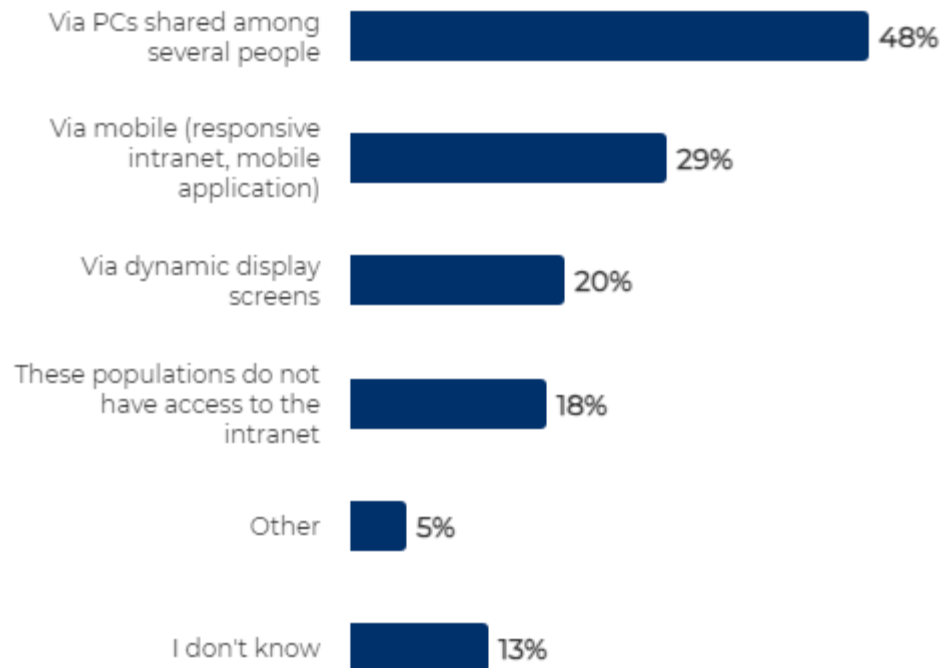
FURTHER READING

- **Info-com-oriented intranets** are overrepresented among platforms that were **redesigned more than seven years ago** (52% vs. 40% on average). This overrepresentation is consistent with the fact that older intranets were primarily built around a top-down communication model.
- **Dissatisfied users** are also more prevalent among **info-com intranet users** (55% vs. 40%), reflecting a **growing expectation** among employees for features that go beyond simply broadcasting internal news.
- There is also a strong **overrepresentation of Drupal-based platforms** among **info-com** intranets (93% vs. 40%). This is logical, as Drupal is primarily designed for publishing informational content, with limited collaborative capabilities.
- **Search dissatisfaction** is significantly higher among **info-com platforms** (72% vs. 40%), likely because their scope is restricted to internal communications content, which often fails to meet user expectations. In contrast, **Digital Workplace platforms**, which index a much broader range of content, provide more relevant and contextualized search results—explaining the **higher proportion of satisfied users** in these environments (48% vs. 27%).
- Among **Digital Workplace platforms**, there is a marked **overrepresentation of regular generative AI users** (55% vs. 27%). This trend reflects **a higher level of digital maturity among** users who are generally more comfortable with advanced tools and more inclined to adopt new practices like AI in their day-to-day work.
- Finally, **strategic steering committees** are more frequently found in **collaborative or community intranet** setups (32% vs. 24%). This is due to the more complex and evolving nature of these platforms, which require structured governance to ensure consistent usage, community engagement, functional oversight, and ongoing alignment with user needs.

Shared workstations: the primary means of intranet access for non-connected employees

How do your offline employees access the content published on your intranet?

Multiple Choice Question | 226 respondents | 1.5 responses per respondent on average



- Shared workstations remain the main method of intranet access for non-connected employees (48%, up from 44% in 2023).
- Mobile access, on the other hand, has declined (29% vs. 38% in 2023).
- Finally, the average number of access channels reported per respondent remains stable compared to 2023.

OUR ANALYSIS

- The decline in mobile access among non-connected populations can be attributed to stricter security policies in some organizations, which now limit the use of employees' personal devices (BYOD) to access the intranet. This restriction is aimed at protecting sensitive data, while some companies may also opt not to provide professional mobile devices due to budget constraints.
- The average number of access channels for non-connected employees remains unchanged compared to 2023, indicating a lack of new solutions introduced to bridge the gap.

Shared workstations: the primary means of intranet access for non-connected employees

FURTHER READING

Among non-connected users accessing the intranet **via mobile**, we observe that:

- Those working in companies with a **recent intranet redesign** (less than one year old) are overrepresented, at 48% compared to 29% on average. This is largely due to **"mobile-first" projects**, which are typically launched as part of recent redesigns to optimize the mobile user experience.
- Those who report **tracking their KPIs** are also overrepresented (38% vs. 29% on average). This correlation suggests that reaching frontline populations—**often harder to engage**—requires **sustained efforts**, a dedicated **adoption strategy**, and close **performance monitoring**.

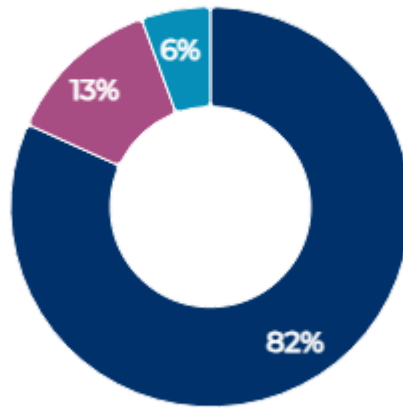
Among respondents reporting access to the intranet via **digital display screens**, we note that:

- **Industrial sector** companies are overrepresented (35% vs. 20%). This is explained by the nature of production environments, where employees do not always have personal workstations, and shared screens are an effective way to disseminate information widely.
- **Internal communication professionals** are overrepresented (27% vs. 20% on average), likely due to their role in managing these channels. As those responsible for content published on these screens, they are **naturally more involved** in their day-to-day operation and oversight

Microsoft 365 dominance, Google Workspace on the rise

What office environment do you mainly work in?

Single Answer Question | 537 respondents



● Microsoft 365 ● Google Workspace ● Other

- **Microsoft 365 remains the leading office environment** deployed in companies, with a 82% adoption rate—**up 3 points since 2021**.
- **Google Workspace** remains the second most widely used solution, showing growth from 8% in 2023 to 13% this year.

OUR ANALYSIS

- Once again, the **historical and dominant position** of Microsoft 365 solutions is evident, with their market share in the office environment remaining firmly established.

FURTHER READING
















- Among companies using **Microsoft 365**, there is an overrepresentation of **organizations with more than 10,000 employees** (91% vs. 82% on average), as well as players from the **semi-public sector** (94% vs. 82%). There is also a higher proportion of **dissatisfied intranet users** within this group (88% vs. 82%), which may be linked to perceived limitations of SharePoint for certain use cases.
- As for companies using Google Workspace, the services sector is overrepresented (16% vs. 13% on average).

The different types of CMS (Content Management Systems)

CMS (Content Management Systems) are platforms that enable the **creation, management**, and **updating** of websites (intranet or internet) without requiring advanced technical expertise.

The vast majority of intranets are built using a CMS.

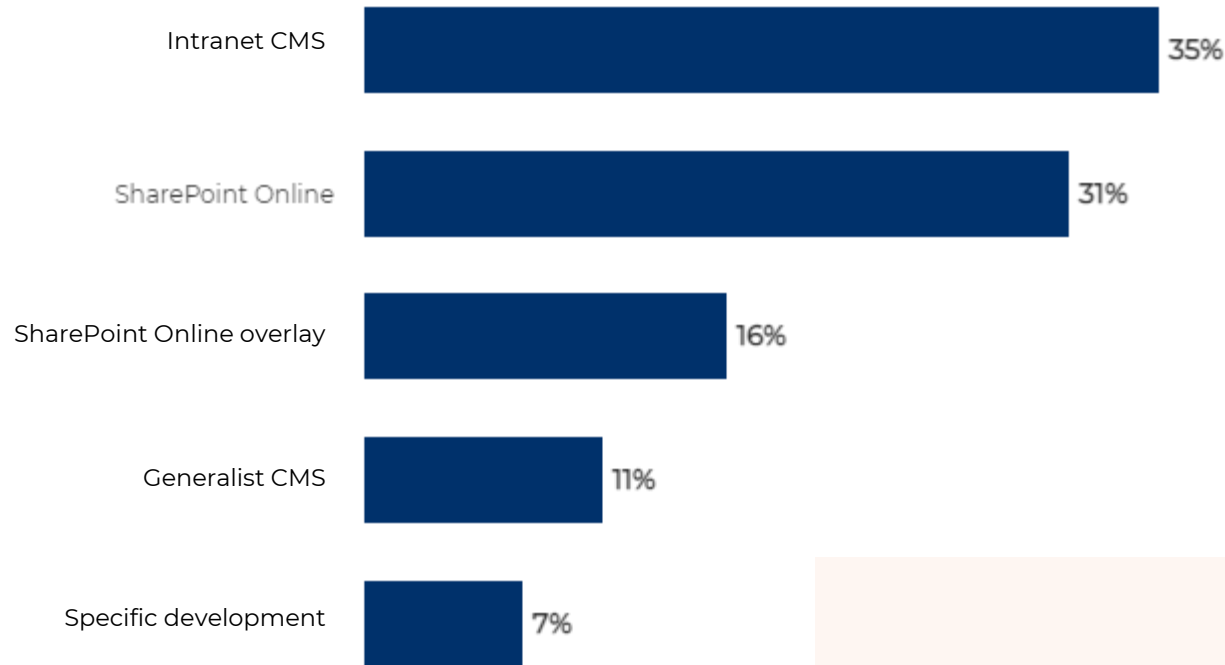
When it comes to intranets, the following categories of solutions can be identified on the market :

SharePoint or Google	M365 overlay	Extended intranet CMS	Generalist CMS	Specific development (in-house solution)
 SharePoint  Google Sites	 Powell  mozzaik  involv BUILT ON MICROSOFT 365 ...	 UNILY  lumapps  JALIOS  Jamespot  eXo  Staffbase ...	 WORDPRESS  Liferay  Drupal™ ...	

Specialized intranet solutions are taking the lead

What software does your intranet rely on?

199 respondents



- **Intranet CMS platforms lead the way**, accounting for **35%** of the software solutions on which intranets are built.
- When adding overlay solutions (16%), a total of **51% of intranets are based on tools specifically designed for intranet use**.
- **Intranets built exclusively on SharePoint** (with no other solution involved) **represent 31% of respondents**.
- **However, a large majority of intranets include SharePoint in some form (58%)**, either as a standalone solution (31%) or alongside other tools such as CMS platforms or overlays.
- General-purpose CMS platforms (11%) and custom developments (7%) account for only a small minority.

OUR ANALYSIS

- The growing use of SharePoint—particularly through overlay solutions—confirms its status as the **dominant technical foundation**, supported by the broader Microsoft 365 ecosystem. This trend reflects a need for **improved user experience** and interface design, without breaking away from the existing digital environment.

Specialized intranet solutions are taking the lead

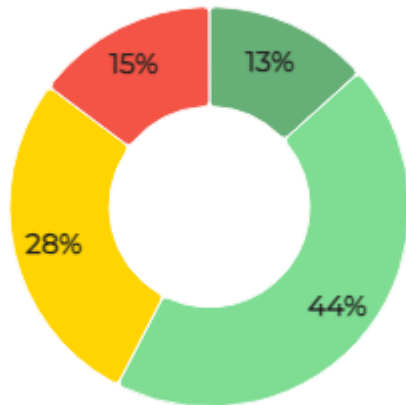
FURTHER READING

- **Intranet CMS platforms are becoming increasingly dominant** thanks to their growing customization capabilities, **seamless integration with the Microsoft 365 environment** and broader information system, and ease of deployment through **NoCode** approaches.
- **Intranet CMS platforms and overlay solutions** generally offer similar services, but are based on **two different philosophies**:
 - Intranet CMS platforms store intranet data on the vendor's infrastructure,
 - Whereas overlay solutions retain data within SharePoint Online.
- **Natively developed SharePoint Online intranets** (31%) top the list of individual solutions. The two main reasons cited are:
 - **No additional licensing** required,
 - Microsoft's significant efforts to make SharePoint a **viable tool for communicators**.
- However, among **SharePoint Online users**, the proportion of respondents **dissatisfied** with their intranet is significantly **higher** than average (51% vs. 41%). This dissatisfaction may stem from the platform's learning curve, **default ergonomic limitations**, or **a lack of adequate support during redesign projects**.
- **Intranets developed in-house** or based on **general-purpose CMS platforms** have become a **clear minority**. This trend is driven by **changes in the market**: intranet projects now follow short implementation cycles (6 to 12 months), which leave **little room for custom developments** that require **longer lead times** and **dedicated maintenance structures**.

Intranet redesign: a slowdown since 2021

When was your intranet redesigned?

Single Answer Question | 427 respondents



● Less than 1 year ● Between 1 and 3 years
● Between 4 and 7 years ● More than 7 years

- Over the past three years, the share of **recently redesigned intranets** (less than one year old) has declined—from 17% in 2021 to 13% in 2025—after peaking at 21% in 2023. This decrease signals a **slowdown in very recent redesign initiatives**.
- Intranets redesigned within the last 1 to 3 years have also dropped significantly, from 54% in 2021 to 44% in 2025.
- Meanwhile, platforms last redesigned 4 to 7 years ago are on the rise, increasing from 20% in 2021 to 28% in 2025—a sign of an **aging intranet landscape**.
- Intranets **older than 7 years** remain a **minority** but are also gaining ground, growing from 9% in 2021 to 15% in 2025.

OUR ANALYSIS

- In 2023, the figures reflected a relatively young intranet landscape, driven by a post-COVID context that favored digital investments.
- Two years later, the **pace of renewal has stabilized**, signaling the end of that exceptional momentum.
- Despite this slowdown, **57%** of intranet platforms in 2025 are **less than four years old**—indicating a still **relatively recent foundation**, though signs of aging are beginning to emerge.

Intranet redesign: a slowdown since 2021

FURTHER READING

- Among respondents whose intranet was **redesigned between one and three years ago**, **satisfaction levels are higher** (54% vs. 44% on average).
This can be attributed to the integration of **more recent technologies** that are better aligned with current user needs, as well as the fact that a **one-to-three-year timeframe allows for effective user adoption** and post-launch adjustments.
- Among intranets **redesigned less than a year ago**, **SharePoint Online is overrepresented** (21% vs. 13%).
This trend may be explained by Microsoft's efforts to **increase the visibility and appeal of its offering**—through **new features** such as communication campaigns, the Viva suite, and more flexible layouts—and by **tighter budget constraints**, which encourage companies to make the most of tools already included in their Microsoft 365 environment.

Which CMS do you use? What improvements would you like to make?



"We migrated to **Drupal 10** in January 2025, which gave us the opportunity to **rethink the site's structure and incorporate 'employee engagement' through the slogan 'We Are Bxl'**. We have around 2,000 administrative employees and just as many field colleagues, including technical and blue-collar profiles."

Céline Van Nieuwenhove – Brussels City Hall



"Together with my colleague Marie, who is in charge of **MyPortal** adoption and development, we would like to **promote automatic translation to ease the workload of our colleagues in local subsidiaries**, who are still manually adapting far too many articles. It's simply a matter of prioritization with our Tech partners—**finding the right add-on that ensures content confidentiality.**"

Paula Reisen – Pernod-Ricard



"In the long term, the intranet will need to offer an **enhanced user experience**: intuitive navigation, contextualized and personalized content, and seamless integration with day-to-day tools. It should also enable us to **measure the impact of our actions**, with clear and reliable performance indicators to **continuously improve user journeys across the platform.**"

"One development area to consider is **improving the search engine**: **better result prioritization**, more relevant and advanced **filters**, smart **suggestions**, and potentially the integration of an intelligent assistant or **chatbot** capable of handling a wide range of queries.."

Nathalie Bianco – Septodont

GENERATIVE AI

A rollout in its early stages

Content generation and enhanced search as primary use cases

05

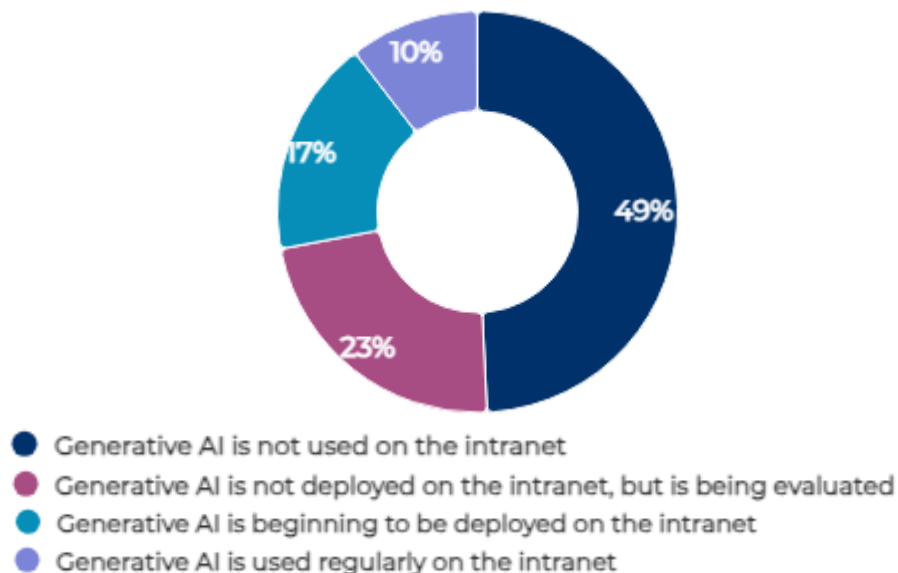


Generative AI at the early stages of deployment in intranets

GENERATIVE AI

At what stage is your company in the deployment of generative AI on its intranet?

Single Answer Question | 526 respondents



- 10% of respondents indicate that **Generative AI is already deployed in their intranet**, while 17% report being at the **beginning stages of deployment**.
- 49% state that Generative AI is **not currently used** in their company's intranet, and 23% say it is **under evaluation**

OUR ANALYSIS

- We are in the early phase of **integrating Generative AI into intranets** (10% deployed + 17% in early deployment = 27%)—that's one in four intranets!
- If we include **ongoing testing** (23%), a total of **51%** of respondents have initiated Generative AI integration at various stages within their intranet.

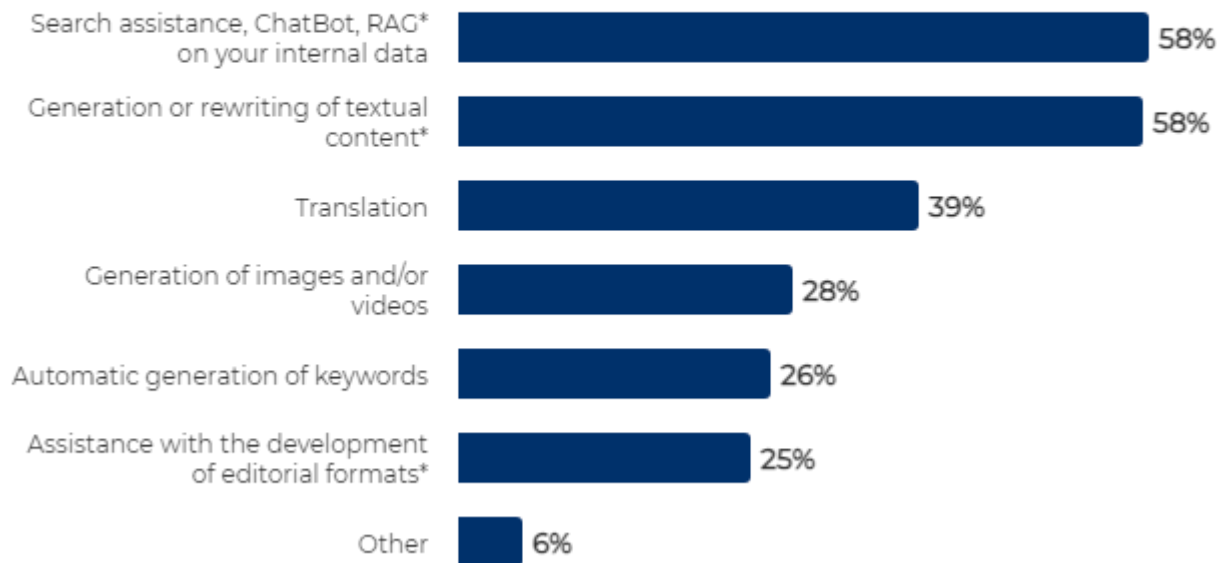
FURTHER READING

- It will be interesting to **observe the feedback from these early adopters of Generative AI in intranets**, as their experiences may encourage the remaining 49% to assess the added value of Generative AI for their own platforms.
- Certain sectors and functions are **driving adoption of Generative AI**—most notably the **services** sector and **communication** departments

Generative AI in intranets: content generation and RAG top the list of expected use cases over the next two years

What uses of generative AI do you anticipate in your organization's intranet in the next two years?

Multiple Choice Question | 518 respondents | 2.4 responses per respondent



- Respondents anticipate an average of **2.4 use cases** for Generative AI.
- The top two expected applications of Generative AI in intranets are **search assistance (RAG)** and **text content generation or rewriting**, both cited by **58%** of respondents. These two use cases were already identified as priorities in 2024.
- **Translation** is anticipated by 39% of respondents. At a similar level, we find **image/video generation (28%)**, **keyword generation (26%)**, and **assistance with adapting editorial formats (25%)**.

- **Content generation:** based on prompts (news, articles, web pages, etc.), with AI support for generating elements such as descriptions, titles, and paragraph headings—directly integrated into your intranet's editing forms. It also allows configuration to align the AI with the company's context (industry, tone of voice, etc.).
- **Assistance with adapting editorial formats:** AI-generated suggestions for multiple content formats based on a single input (e.g., from a written article, generate a podcast script or video storyboard).
- **RAG: Retrieval-Augmented Generation** (enhanced search capabilities)

Generative AI in intranets: content generation and RAG top the list of expected use cases over the next two years

GENERATIVE AI

OUR ANALYSIS

- **Content generation** and **RAG** serve different audiences but both contribute to increasing user adoption of the intranet.
- **Content generation** targets intranet contributors. It simplifies the content creation process, making it easier to expand the contributor network. This, in turn, improves overall satisfaction and boosts intranet adoption.
- **RAG (Retrieval-Augmented Generation)** targets end users. It allows them to make queries in natural language and receive high-quality, natural-language responses in their own language. The relevance of the answers is high, as intranets typically centralize well-maintained, up-to-date, and non-redundant reference documents. The service level offered by RAG—along with its ease of implementation—significantly enhances user satisfaction and, consequently, intranet adoption.

FURTHER READING

- Organizations that **are already engaged** in modernizing their intranet (through a recent redesign) or have **a structured governance** model (such as an editorial committee) are more likely to anticipate diverse use cases for Generative AI (content generation, translation, format adaptation, etc.). This suggests that **editorial maturity is a strong enabler for Generative AI adoption**.
- The **services sector** leads in projected use of Generative AI, reflecting a **more agile** integration of the technology and a clear intent to improve **efficiency** and **productivity** in multi-format content production.

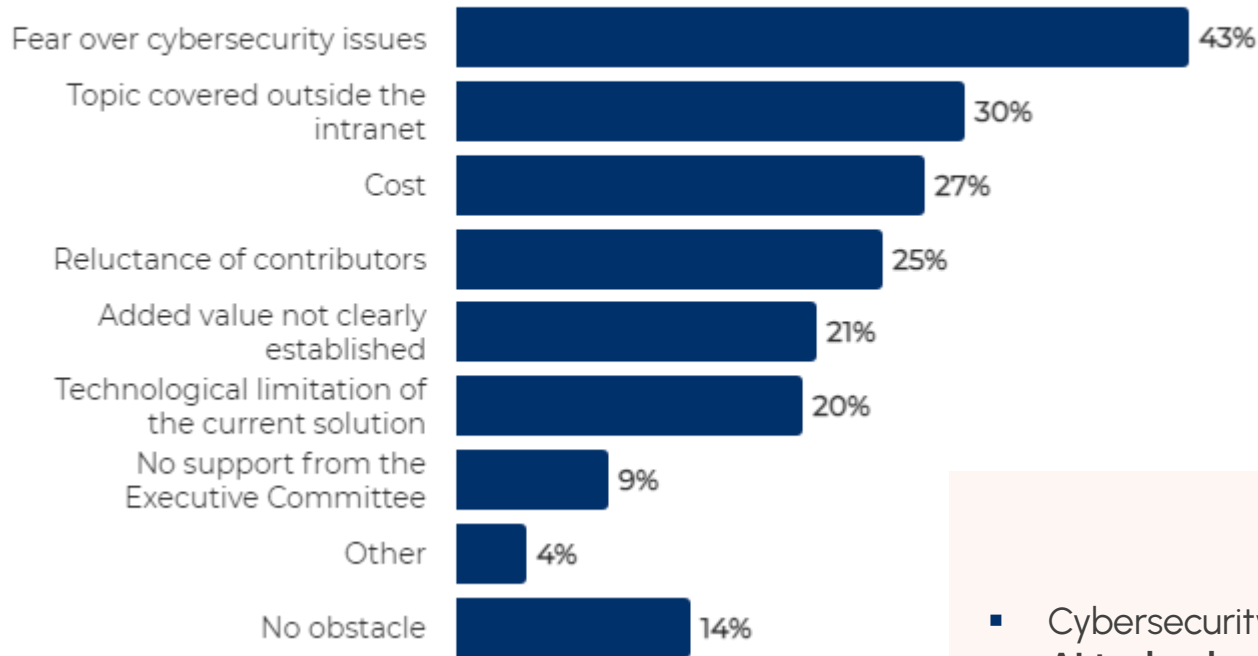


Generative AI in intranets: cybersecurity concerns top the list of barriers to adoption

GENERATIVE AI

What are the main obstacles to using generative AI in your intranet?

Multiple Choice Question | 522 respondents | 1.9 responses per respondent



* **Cybersecurity**: encompasses the protection of data, systems, networks, and software, as well as the integrity and accuracy of information.

- Respondents identified nearly **two barriers to the use of Generative AI** on average.
- The leading concern is **cybersecurity risks**, cited by **43%** of respondents.
- **30%** state that Generative AI is already being used outside the intranet. **27%** mention **cost** as a barrier, and **25%** point to **reluctance among contributors**.
- At roughly the same level, respondents also highlight the **lack of clearly established added value** and the **absence of a suitable technological solution** as key obstacles.

OUR ANALYSIS

- Cybersecurity concerns are likely fueled by the relative **newness of Generative AI technology** and the current lack of accessible, shared best practices.
- **Larger organizations** and those in the **public administration sector** express greater concern about cybersecurity risks.
- These barriers confirm that Generative AI is still a **non-mature technology**, and that **users currently lack sufficient perspective and experience** to adopt it with confidence.

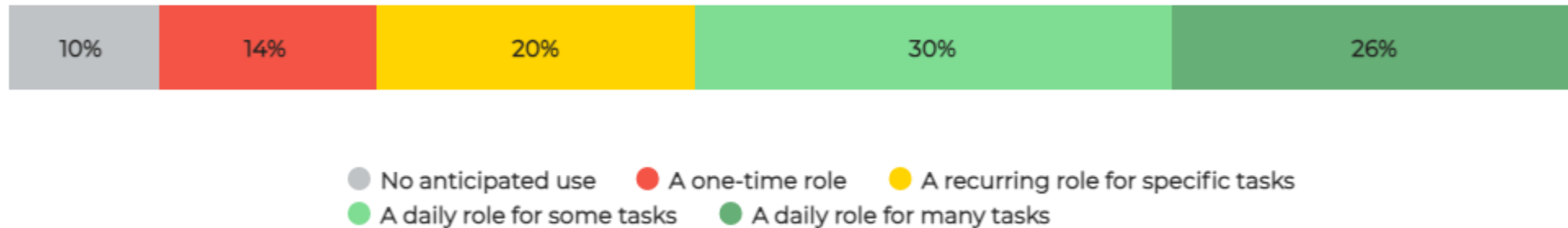


Toward daily use of AI at work within the next two years

GENERATIVE AI

How do you anticipate the role of generative AI in your daily professional life over the next two years?

Single Answer Question | 527 respondents



- **56% of respondents anticipate daily use of Generative AI**, an increase of 18 points compared to 2024:
 - **Use for many tasks** has risen by 12 points (from 14% in 2023 to 26% in 2025)
 - **Use for specific tasks** has increased by 6 points (from 24% in 2023 to 30% in 2025)
- Only **24%** of the sample say they **do not anticipate using Generative AI** or expect only occasional use—down from 37% in 2023.

Toward daily use of AI at work within the next two years

GENERATIVE AI

OUR ANALYSIS

Hesitation around Generative AI is clearly declining. Its use is gradually becoming a **natural part** of the working world. The key question now is how quickly—and across which areas—these solutions will be deployed.

FURTHER READING

- Even though current use of Generative AI in intranets remains limited, respondents are **confident** about its **future adoption**. This suggests a **growing awareness of the benefits** Generative AI can bring to various business processes.
- The **barriers** currently limiting adoption appear to be seen as **temporary obstacles**, which most organizations expect to overcome **within the next two years**.

Generative AI in the intranet

INTERVIEWS

What are the Generative AI use cases integrated into the intranet?



"We use AI extensively for **translation**, and we've trained our communication teams to use our internal AI solution, including **prompt training** to generate social media posts, SEO-optimized articles, and more. Our creative teams also work with several AI tools, including **Midjourney**.

It's important to **reassure teams** and help them understand that AI is a facilitator—something that **saves time** and can, for example, be used effectively for **brainstorming**."

Sophie Dhayer-Laurent - Societe Generale



"I occasionally use ChatGPT to **challenge my thinking on certain topics**, while strictly adhering to key principles around **non-disclosure of sensitive information**.

As a member of the AG2R LA MONDIALE group, which places innovation at the heart of its operations, we are expected to eventually have access to a **Generative AI tool developed specifically for the Group**.

I see Generative AI as a real opportunity to **develop a contributor network** on our intranet. I view it as a **writing assistant** that can help ease the anxiety of the 'blank (web) page' or the fear of doing it wrong.

Beyond simply acquiring a Generative AI tool, the real priority today is to **provide training** so that it can be used in an **optimized and secure way**"
Alexandra Collin – Domitys



"There are three of us managing intranet publications. Departments send us the content to adapt or add. When they use ChatGPT or DeepL (as the entire intranet is bilingual), the phrasing is rarely suited to web writing, the tone, or the local terminology we use."

Céline Van Nieuwenhove – Brussels City Hall

Generative AI in the intranet

INTERVIEWS

What are the Generative AI use cases integrated into the intranet?



"Our ICT department has developed a //SecureGPT available on the homepage of our intranet. For security reasons, the use of Deepl is not permitted.

Our colleagues have also set up **mandatory training to raise our awareness of Cybersecurity**. In addition, many of my colleagues use Copilot for meetings. **Tools that save time, but that you have to know how to master."**

Charlotte Seemüller - Infrabel



"At Pernod Ricard, we receive strong training in AI, with modules tailored to each function. Our sales and marketing teams use internally developed AI tools daily, known as KDPs. Our brands are leading the way in leveraging AI in certain brand campaigns. Our training and development plans are enhanced through the use of AI within our HRIS platform.

Our Tech colleagues have rolled out Copilot to accelerate everyday tasks, allowing us to focus on higher-value activities. This is fully integrated into our collaboration and communication ecosystem, so we haven't needed to embed it within the intranet. We're already beginning to explore future use cases—especially for content editors."

Paula Reisen – Pernod-Ricard



"Ellisphere collects, curates, and distributes economic, legal, financial, and non-financial information about companies worldwide. Our core business is scoring. There have been internal concerns around the idea that "AI will replace certain jobs"—specifically, whether AI will eliminate the scoring profession. Our President had to speak up internally to reassure employees."

Alexia Camard – Ellisphere



Generative AI in the intranet

INTERVIEWS

What are the Generative AI use cases integrated into the intranet?



"The company has started deploying Copilot licenses. **Currently, 50% of the communication team is equipped and can use Copilot in SharePoint, and therefore within the intranet.** We are working with the IT team to explore how Generative AI could help enhance the platform—including improvements in contribution, translation, and search"

Emmanuelle Douezy-D'Ollando & Malika Ibrahim-Issa – Alstom



"**We use Generative AI for both search and content production (writing, translation).**

Regarding the search engine, there is a need for a bot capable of interacting with users and providing answers along with the source.

For translation, we currently use Reverso, now enhanced with AI capabilities. However, it needs to be continuously trained specifically on Thales content to deliver high-quality, tailored results."

Géraldine Bujadoux – Thales Group



"**Our tests have highlighted real data governance issues,** which raise questions about the feasibility of **easily deploying RAG** systems in production."

Gaëtan Moreau-Tenaud – MAIF



"**We recently integrated a Generative AI feature into the intranet** to assist users in content search. The implementation was fairly quick (the AI queries a **structured content base** within a well-defined scope). It's a very **positive outcome** both for users and from a **data management** perspective.

At the same time, we are aware of the **sustainability challenges** involved. For now, we've chosen to **limit our intranet AI use case** to simple search: **question/answer/response quality evaluation.**"

Pénélope Rault – Safran Group

What are the uses of generative AI integrated into the intranet?



"Generative AI could **facilitate content creation, article writing or translation** – an asset in our context where the **intranet is available in three languages**. In the long term, AI could also be integrated in the form of a **search assistant**, capable of supporting employees in browsing and accessing documents or news, simplifying the user experience. Finally, one of the expected contributions of AI concerns the **automation of low value-added tasks** (meeting minutes, summary, etc.), which would allow teams to focus on more strategic missions for which their expertise is essential.

Nathalie Bianco – Septodont



" **One of our colleagues, who is responsible for psychosocial risk prevention, emphasizes the importance of finding the right balance between what we automate and what we leave to humans.**

Automating every small task can actually be counterproductive, as these simple actions sometimes provide moments to pause and breathe during the day.

We can't spend the entire day on complex tasks without mental breaks.»

"**A key challenge in using AI is preserving our critical thinking.**

It's essential—especially for young professionals—to learn how to assess generated content, to avoid accepting it passively, and to reflect on it personally.

This intellectual distance is crucial to ensure the quality of deliverables and to express one's unique perspective."

"AIs don't always master the context, which is why caution is key. Human skills such as **critical thinking, empathy** and **a precise understanding of the context** remain fundamental. **Alexandra Giroux – Partenamut**

GOVERNANCE

Governance structure, performance measurement, contribution

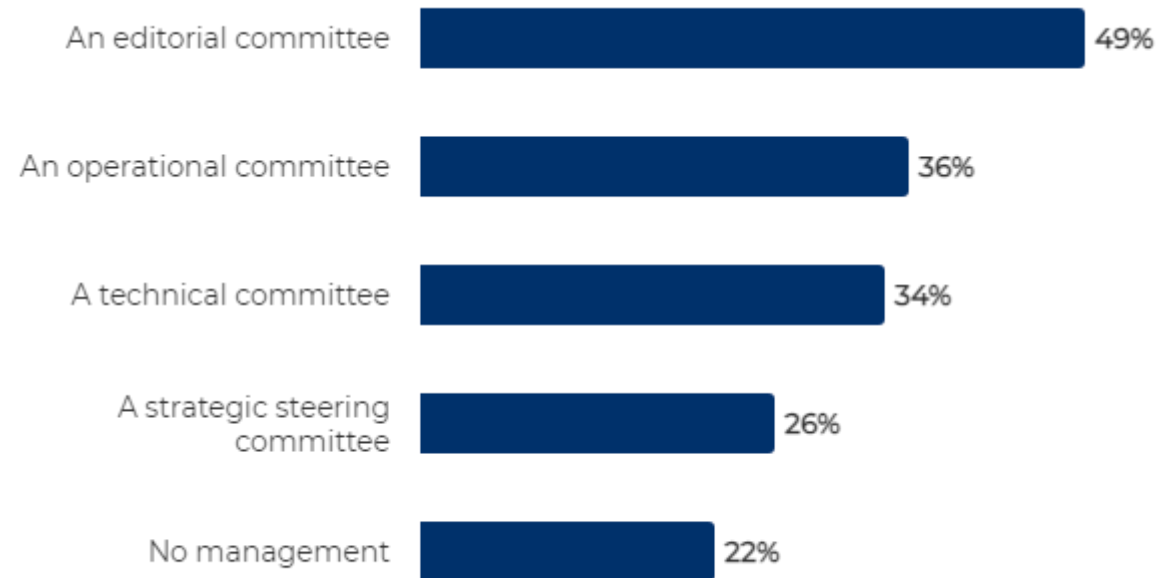
06



A more structured governance model, centered around content

Which teams are responsible for managing your intranet?

Multiple Choice Question | 226 respondents | 1.6 responses per respondent on average



- The **structure** of the intranet steering bodies remains **broadly stable compared to 2023**, both in terms of their ranking and the average number of bodies set up.
- The **editorial committee** confirms its 1st place with **49%** of respondents, **7 points more than in 2023**. It is a **continuous progression**, as a reminder: this body occupied the last position in 2019 (13%), the 3rd position in 2021 (30%), before imposing itself in the lead since 2023.
- In second place is the **operational committee** (36%), closely followed by the **technical committee**, with an **increase of 5 points to 34%**. The **strategic steering committee** comes in fourth place with **26%**.
- **22%** of respondents **have not set up any intranet management**, which is almost as many as in 2023 (24%).

A more structured governance model, centered around content

GOVERNANCE

OUR ANALYSIS

- Already in 2023, we began to see the early signs of a **more formalized governance model**. Two years later, this trend toward **greater maturity in governance** is clearly confirmed. Governance is increasingly **structured around content**, reflecting a growing recognition of its **key role in driving intranet engagement**. The **technical dimension** has also gained strength.
- The need for **well-orchestrated communication** is becoming more critical in the face of **information overload** and **fake news**.
- The gradual introduction of **Generative AI**—particularly for **content creation, distribution, and search**—may help explain the growing importance of **editorial and technical committees**, which are essential for keeping pace with rapidly evolving uses and technologies.
- By contrast, **operational and strategic committees** appear to be losing momentum: their presence remains stable, with **no significant upward trend**.

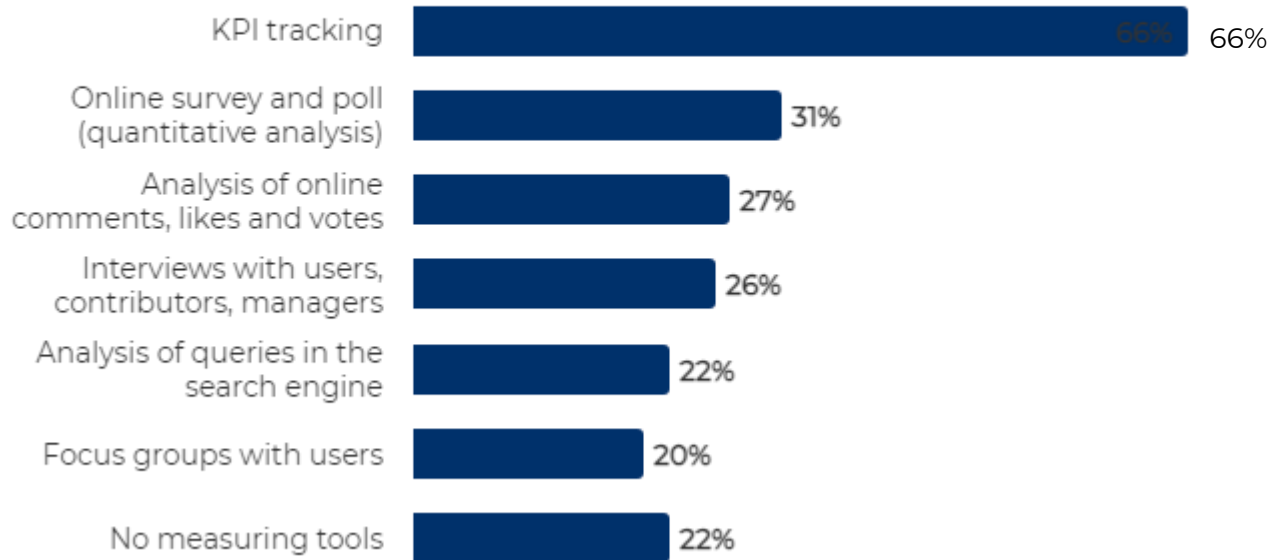
FURTHER READING

- There appears to be a **correlation between editorial governance and the presence or absence of non-connected populations** within the organization:
- Companies without non-connected populations are overrepresented among those without any governance structure (28% vs. 20%).
 - Conversely, companies with non-connected populations are more likely to have an editorial committee in place (55% vs. 45%).
- This type of governance helps better address the needs of these groups by adapting content, formats, and access channels to their specific constraints.

Evaluating intranet performance: KPIs in the spotlight

How do you evaluate the performance of your intranet?

Multiple Choice Question | 240 respondents | 2.1 responses per respondent on average



- **66% of respondents now track intranet KPIs, a 14-point increase** compared to 2023. This makes KPIs by far the **most widely used method** for evaluating intranet performance, followed by:
 - **Online surveys, interaction analysis, and user interviews**—used by nearly **1 in 4 organizations**
 - **Search query analysis and focus groups**—used by nearly **1 in 5 organizations**
- On average, organizations use **2.1 evaluation methods**, up from **1.7 in 2023**. The share of companies with **no measurement tools** has slightly decreased (22% in 2025 vs. 26% in 2023).
- **Quantitative measurement is steadily gaining ground:** from **52% in 2021**, to **66% in 2023**, and now **75% in 2025**

Evaluating intranet performance: a growing practice

OUR ANALYSIS

- We are seeing a **diversification of intranet performance evaluation methods** and a growing awareness of the importance of measuring intranet effectiveness. This evolution aligns with a broader trend highlighted in the *State of the Sector 2024/25* report by Gallagher: **internal communication is gradually becoming data-driven**.
- The development of a **measurement culture** enables communication teams to **demonstrate the added value of their actions** across all channels—including the intranet. However, this requires using **the right indicators**, aligned with the organization's goals: **engagement, behavioral change, collective performance, awareness of strategic issues**, and more. As data becomes more accessible, this trend is expected to strengthen in the coming years.
- The same report reveals that **only 60% of communicators consistently rely on concrete data** to guide their recommendations and manage actions—showing that a **data-driven approach is still being built** in many organizations.

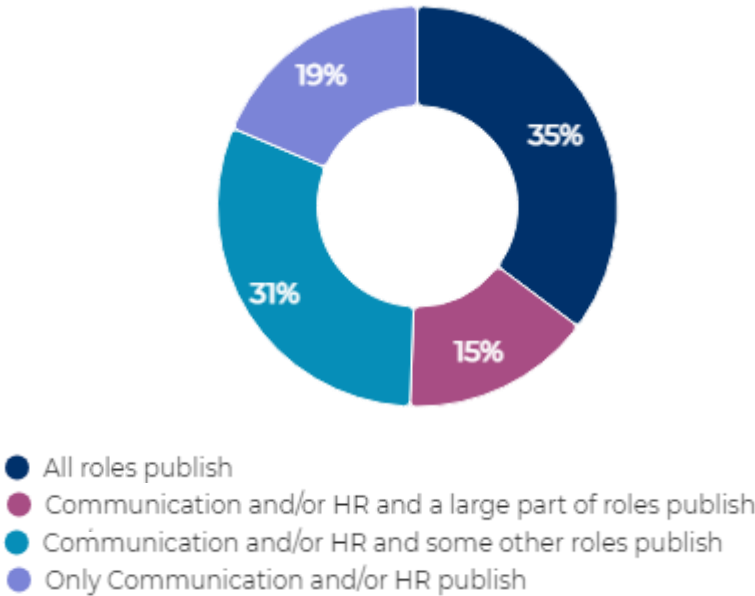
FURTHER READING

- Companies with **governance structures** in place are also those **most likely to have implemented performance measurement tools**. Conversely, a **lack of governance** often goes hand in hand with the **absence of KPIs**.
- **Industrial companies** and those with **over 10,000 employees** track KPIs more systematically—reflecting a **strong data-driven culture**.
- Organizations that have **recently redesigned their intranet** are also more likely to monitor KPIs, as part of a strategy to **track the adoption and effectiveness** of the new platform.

Content publishing remains largely concentrated within support functions

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

Single Answer Question | 247 respondents



- 35% of respondents state that all departments contribute to the intranet, a 5-point decrease compared to 2023.
- This drop is mirrored by a 6-point increase in the category "Communication, HR, and a few other departments contribute," which now stands at 31%.

OUR ANALYSIS

- As in 2023, business functions remain involved in contributing to the intranet. However, there is a **slight decline in the decentralization of content contribution**, which may reflect growing challenges faced by internal communicators in **engaging contributors**—especially when **structured support** for content creation and publishing is lacking.
- This decline comes at a time when **Generative AI is gaining traction in content production**. Yet, in the absence of **awareness efforts** and **concrete use cases**, the technology remains **underutilized by business teams**, limiting its adoption as a **contribution enabler**.

Content publishing remains largely concentrated within support functions

FURTHER READING

- Companies where the **search engine experience is rated as excellent** are more likely to be those where **all departments contribute** to the intranet (58% vs. 35%).
This suggests that **business function involvement in content creation and indexing** contributes to more **relevant search results**.
- The **regular use of Generative AI**, and the **absence of barriers to its adoption**, are also more common in companies where all departments contribute (65% and 58% respectively vs. 35%).
Generative AI—particularly for **content generation**—can be a valuable tool for contributors **whose primary role is not communication**, provided the use is **well-supported and guided**.
- Conversely, in organizations where only **communication and/or HR teams and a few departments** publish content, there is a **greater focus on content reliability** (36% vs. 31%).
This concern for **ensuring accuracy** may explain why content contribution is often limited to communication and HR functions

How is intranet governance organized (in terms of stakeholders, committees, KPIs, training, etc.)?



"We rely on **Google Analytics** and **Calaméo statistics** to identify the **most-read pages** and the **sections where colleagues search for information most frequently**.

Every **Friday morning**, our **newsletter is sent to all staff** (over 3,900 colleagues), and the information shared in the newsletter is **always available on the intranet** as well.

When we notice that staff are spending too much time **searching for specific information**, we **alert the executive committee** to the need to **communicate—or improve communication—on those topics**".

Céline Van Nieuwenhove – Brussels City Hall



"We have set up a **monthly intranet steering committee**, bringing together **internal communication, HR, IT, and the quality & process team**—this functions as our **operational committee**.

We are also planning to establish a **strategic committee** to validate major developments and evolutions of the platform.

On the content side, we have an **editorial committee** composed of **regional communication representatives**, which meets **every two weeks**.

In addition, **regular training sessions** are organized for **new contributors**."

Emmanuelle Douezy-D'Ollando & Malika Ibrahim-Issa – Alstom



"The Digital Workplace (DWP) at MAIF is a unifying space where every employee can access, on a daily basis and according to their role, the information, knowledge, applications, and people they need to Work Together Effectively and maintain a sense of belonging to MAIF.

The DWP is highly visible at the executive committee level and plays an active role in supporting the strategic plan"

Gaëtan Moreau-Tenaud – MAIF

How is intranet governance organized (in terms of stakeholders, committees, KPIs, training, etc.)?



"We have a **large contributor base**—at least **1,000 people**—working on both **timely and evergreen content**, located across entities, sites, and countries.

We are currently **implementing a back-office tool** to support **chat-based responses and facilitate support**.

For metrics, we use **Piwik PRO** and have set up an **interactive dashboard** accessible to the entire communication team that allows **real-time tracking** of the intranet, social media, etc..

This setup provides **easy and privileged access** to relevant insights—not just for individuals reviewing their own data, but also to **enable broader perspective and analysis of the results**."

Géraldine Bujadoux – Thales Group



"Employees are overwhelmed by the constant digital flow. This digital noise, a true source of irritation, leads to disengagement from communication channels and a lack of interest in the messages they convey.

To promote a more respectful digital environment and re-engage employees, a more streamlined approach is needed: do less, but do it better.

This requires a stronger focus on measurement and tighter control over internal communication management."
Laurent Taillefer – La Banque Postale



"We **synchronize weekly** with the intranet managers of the various entities, who act as **liaisons with their respective contributor networks** (corporate and local).

In total, **850 people have been trained online** on intranet contribution and usage.

In addition, our **webinars** inform all contributor groups (**Business, HR, Local**) about new features and promote **best practices**.

On the **measurement side**, through our **Data Management lens**, new **dashboards** will soon enable us to track **audience and adoption** across all our content platforms (intranet, internet, social media...).

These will be **aligned with performance indicators** such as **budget control** and **event satisfaction**, all integrated into a **harmonized dashboard**, co-developed with all Group Communication departments.

Beate Lippold – Safran Group

USER SATISFACTION LEVERS

We asked respondents of the Observatory to share their perception of the average user satisfaction level with their intranet.

By cross-referencing this score with respondent profiles, info-com usage patterns, the functional scope and the governance mechanisms in place, we can identify the key levers to activate in order to boost user satisfaction

07

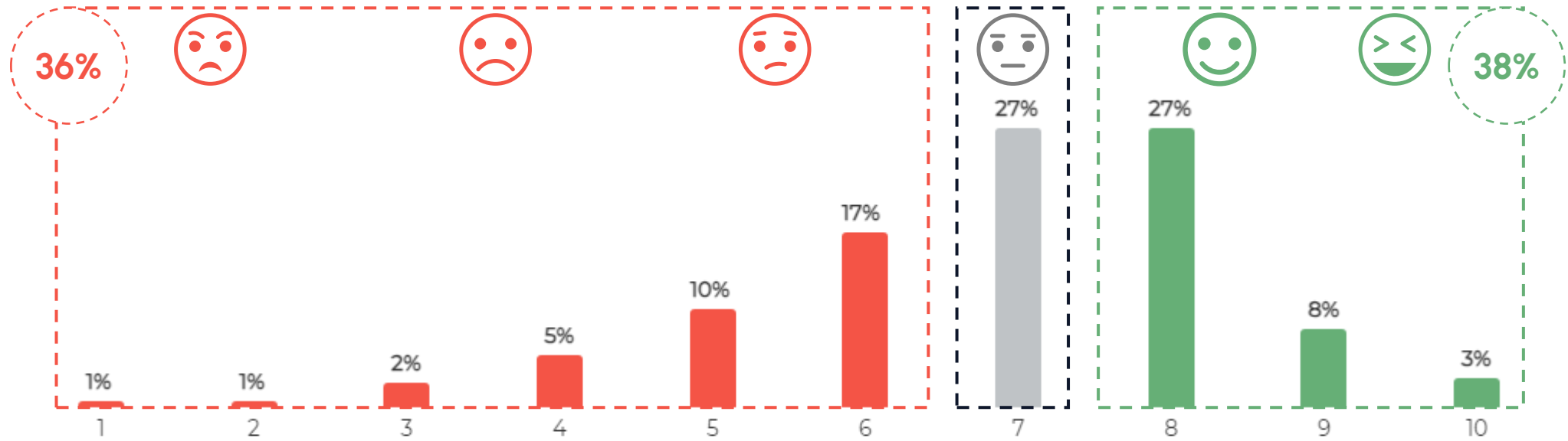


Slight increase in average user satisfaction (1/2)

SATISFACTION

In your opinion, what is the average level of satisfaction of intranet users in your organization?

Single Answer Question | 564 respondents | Average of 6.8



- Overall, the average satisfaction score is 6.8 out of 10, representing an increase of 0.3 points compared to 2023.
- 38% of respondents reported high overall satisfaction, rating their intranet between 8 and 10 — a proportion that has increased by 7 points since 2023.
- 36% of respondents rate user satisfaction with their intranet between 1 and 6 out of 10. This figure—reflecting a low to very low satisfaction level—has decreased by 8 points compared to 2023, indicating an overall improvement. These organizations are characterized by widespread user dissatisfaction.
- 27% of respondents rated overall satisfaction at 7/10, which is considered a neutral score, expressing neither clear satisfaction nor dissatisfaction. This proportion has remained stable compared to 2023.

● Satisfied ● Neutral ● Unsatisfied

Slight increase in average user satisfaction (2/2)

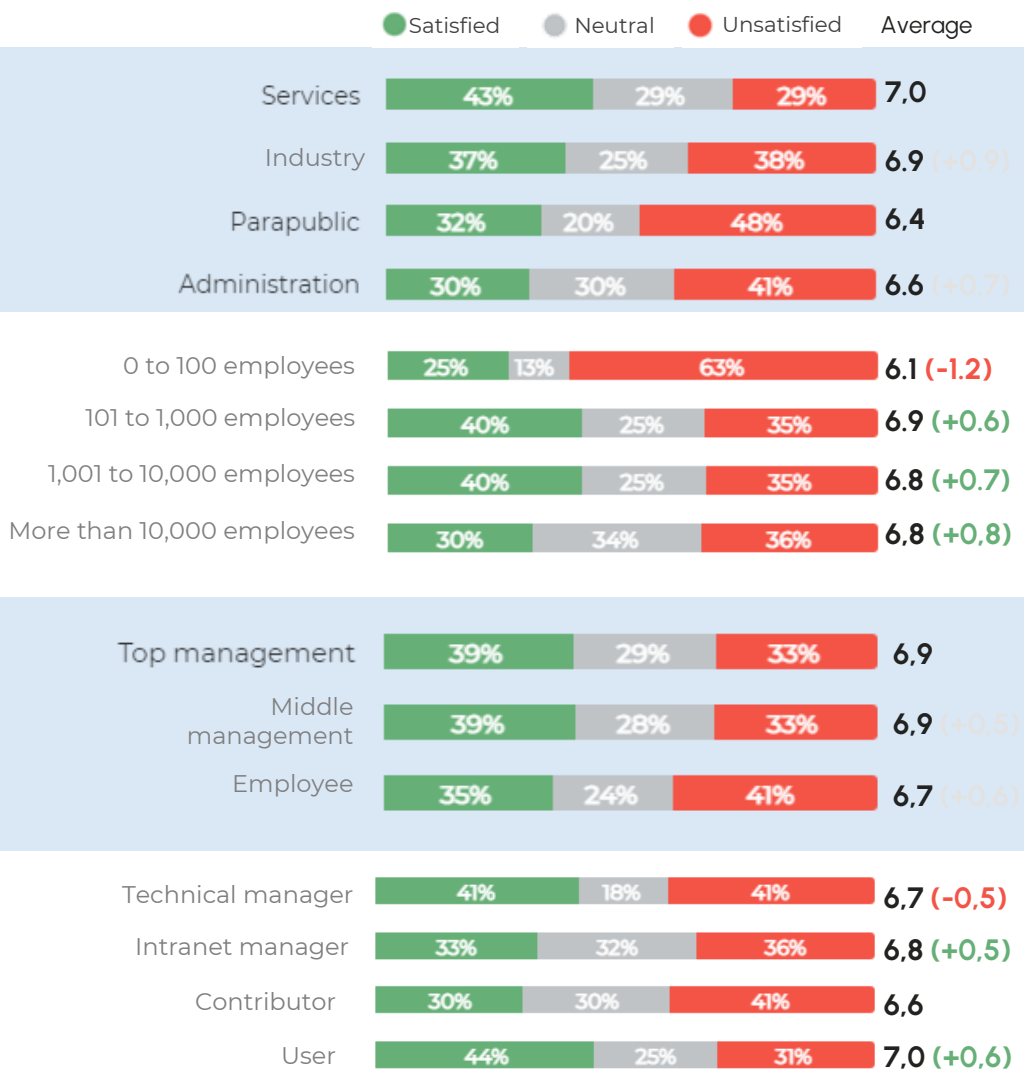
SATISFACTION

OUR ANALYSIS

- **User satisfaction with intranets remains modest in 2025**, despite a slight increase to **6.8/10**. This score does not reflect strong enthusiasm from users overall.
- There is still **significant room for improvement** for all stakeholders — **internal communication leaders, contributors, software providers, and consulting agencies** — to continue building systems that truly meet employee needs and support effective usage. **Only through this collective effort** will it be possible to **raise the overall level of satisfaction**.



Better understanding the factors of satisfaction according to user profiles



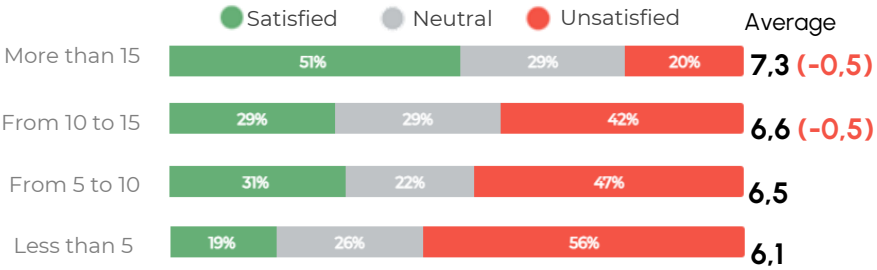
According to the user's industry
 Respondents from the **service sector** believe that their users are **more satisfied with the intranet**, in contrast to those from the **public sector**. Compared to 2023, satisfaction has increased in the industry sector (now above the average) and in the public administration (still below the overall average of respondents).

According to the size of the company
 In 2023, employees in very small organizations expressed the highest level of satisfaction with their intranet, but the trend reversed in 2025. Notably, the respondent profile for this group has changed (-17 points for companies with fewer than 250 employees). Satisfaction has increased the most among very large companies.

According to managerial level
Managers rate user satisfaction **slightly higher** than non-managers. However, **the gap in perception between management levels** is less pronounced in 2025 than it was in 2023. The trend seems to be moving toward **an intranet that is more focused on the end user**.

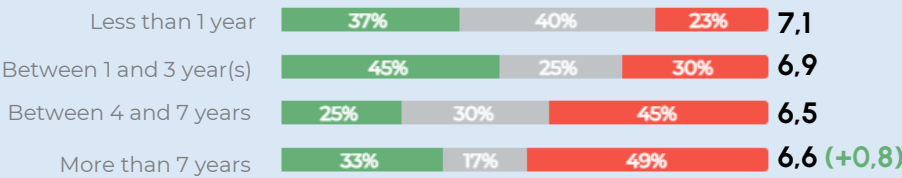
According to one's role in the digital system
 In 2023, technical managers tended to overestimate user satisfaction. By 2025, end users themselves are the ones giving higher ratings. This shift suggests that intranets are becoming better tailored to user needs — though contributors remain the least satisfied group.

Offer richer functionalities and a modern system tailored to users' needs



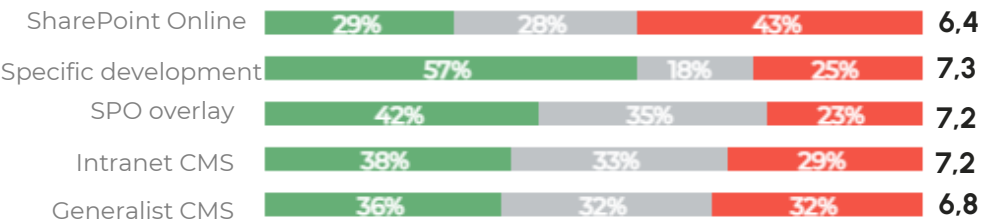
According to the number of features offered

User satisfaction with the intranet is closely linked to the richness of the functionalities provided. By offering a **wide variety of tools**, the intranet meets **employees' needs**, **enhances their productivity**, and **strengthens their positive perception** of the platform



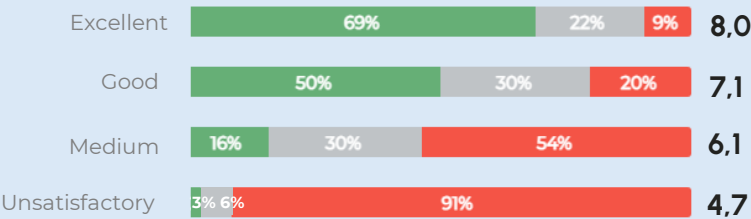
According to the age of the platform

Despite an increase in satisfaction for intranets **older than 7 years**, users of intranets over 4 years old remain the most likely to report **greater dissatisfaction**. The **modernity of the tool**, **functional richness**, and **ease of use** continue to be key satisfaction drivers.



According to the type of platform in place

SharePoint Online remains the most widely used solution, but also the one associated with the **lowest user satisfaction**. This can be explained by its **complex onboarding**, **default ergonomic limitations**, or **insufficient support during redesign projects**. **Internally developed and therefore tailor-made solutions** are linked to a **high level of satisfaction**, although they require **significant ongoing investment** to maintain.



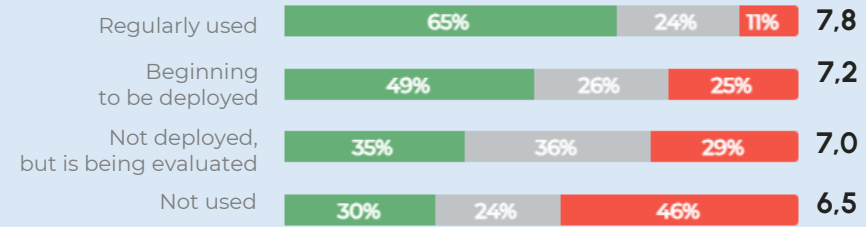
According to the search engine experience

The **better the search experience**, the **higher the user satisfaction** with the intranet. The **performance of the intranet's search engine** is a **key driver of user satisfaction**, as it ensures **fast and seamless access to the organization's information and content**.

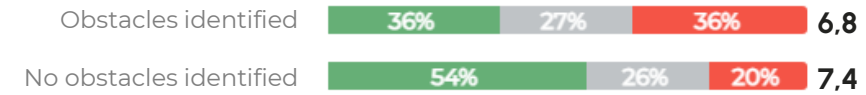


Generative AI: a strategic lever to enhance user satisfaction

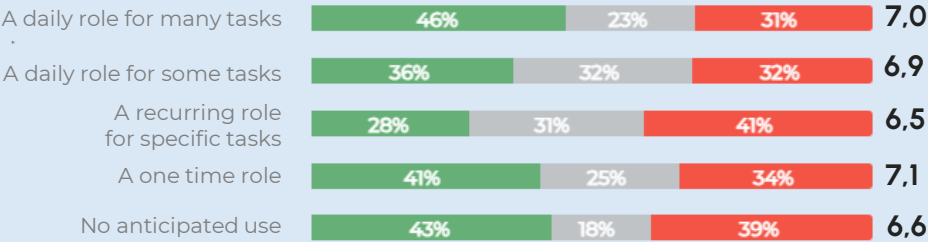
● Satisfied ● Neutral ● Unsatisfied Average



According to the stage of deployment of Generative AI in the intranet
Respondents reporting *no use, deployment, or evaluation* of Generative AI in their intranet show **higher-than-average user dissatisfaction**. Conversely, the **more Generative AI is used**, the **higher the satisfaction**.
Once its value is properly assessed and **use cases clearly defined**, Generative AI helps **enhance the user experience**.



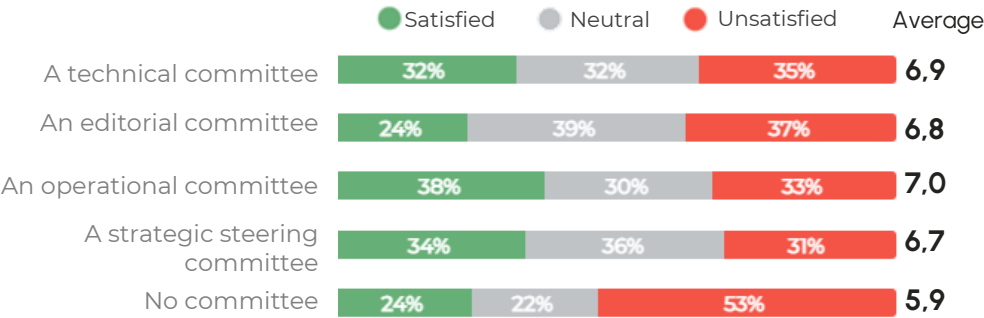
According to the barriers to the use of Generative AI in the intranet
The **absence of barriers** to the use of Generative AI in the intranet is correlated with **above-average satisfaction**. Conversely, when **obstacles are identified**, satisfaction levels tend to decline.
Organizations should therefore **gather feedback** from users and contributors to **identify blocking points** and implement appropriate solutions to enable **beneficial use** of AI



According to the anticipated adoption of Generative AI in daily work within the next two years
Respondents who **do not anticipate any use** of Generative AI within the next two years are among the **least satisfied**. This suggests that the **lack of projection** regarding Generative AI may reflect a **broader delay in platform adoption**.
Conversely, among respondents who **do anticipate future use**, the **importance placed on Generative AI** does **not appear to be directly correlated** with satisfaction levels. This supports the idea of a **thoughtful approach**, aligned with the **real needs of the organization**, before integrating Generative AI into daily work routines

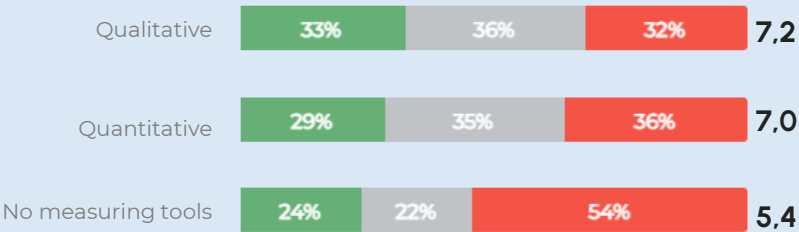


Strategic clarity, regular evaluation, and supported local contribution



According to the decision-making bodies

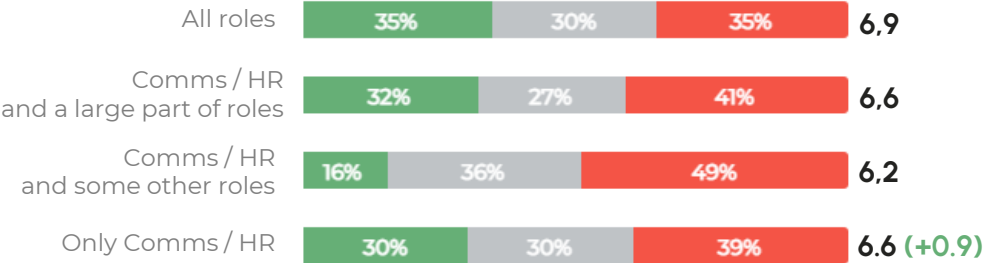
Respondents whose intranet is managed by a **steering committee** report significantly **higher user satisfaction**—especially when this committee is operational. Conversely, the **absence of a decision-making body** is associated with increased **dissatisfaction**.



According to the evaluation methods

The **absence of performance measurement tools** for the intranet is linked to a higher proportion of **dissatisfied** respondents. Without clear indicators, it becomes difficult to assess and improve the effectiveness of the platform and the actions taken, which fuels overall dissatisfaction.

Qualitative evaluation methods (interviews, focus groups, etc.) remain **more relevant** and better aligned with user needs.



According to the contributing departments

Despite an increase in satisfaction among respondents who indicated that only Communication and HR teams publish content, this group remains **less satisfied than the average**. The more decentralized the contribution, the more **satisfied users tend to be**. A **localized contribution system** is essential to provide content tailored to business needs — as long as contributors are properly supported.



INTERNAL DIGITAL MATURITY PROFILES

08



The metaphor of internal digital communication

To compare organizations in terms of their digital maturity and enable them to benchmark themselves, we have selected two descriptive axes of these transformations:

The functional richness
of the devices systems



The level of usage
among populations

For each of these axes, we have defined levels of maturity and classified the responses according to these scales. The following sections of the report describe the different stages of maturity and how organizations are distributed within this matrix.

MATURITY PROFILES

Why this metaphor?

This year, we are reusing the sociotypes defined in 2023, which focus on the theme of **digital internal communication**.

The image conveyed by this metaphor evokes the interface between different connected worlds (like puzzle pieces), enabling both interactions and access to personalized domains.

Axis 1 – Connected Worlds: 3 levels of functional richness in the internal digital system

The level of functional richness of the deployed systems has traditionally been monitored by the Observatory. In this 2023 edition, functional richness is represented by the multiplication of connected universes (puzzle pieces).

The 3 levels of functional richness are:



1

An isolated universe represents organizations that have not deployed an intranet system or have limited it to very few features.

Represented by a single puzzle piece, the technical setup is limited and does not yet constitute an internal digital ecosystem that addresses the needs of the people within the organization.



2

Two connected universes correspond to organizations that have deployed a partial technical system.

This setup allows for the emergence of initial collaborative and social uses.



3

Three interconnected universes represent organizations that have deployed a complete system

(information/collaboration/social).

Axis 2 - Interactions within universes: 3 levels of usage

The level of use of the deployed systems is a key criterion for assessing the digital maturity of organizations and their degree of digital transformation. It helps measure the success of equipment projects.

Having a tool is one thing; using it effectively is another. Digital transformation cannot take place without the engagement of people—especially leaders and managers. It is their involvement that enables employees to embrace the use of digital tools.

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

The 3 levels of usage are:



1

L'univers contenant un seul élément d'interaction concerne les organisations dont l'engagement des populations est faible et dont les usages numériques internes sont très peu développés.

Cela reflète un faible niveau d'appropriation du digital par les membres de l'organisation



2

The universe containing a few interaction elements corresponds to organizations where only part of the population is engaged, and where the first uses are emerging.

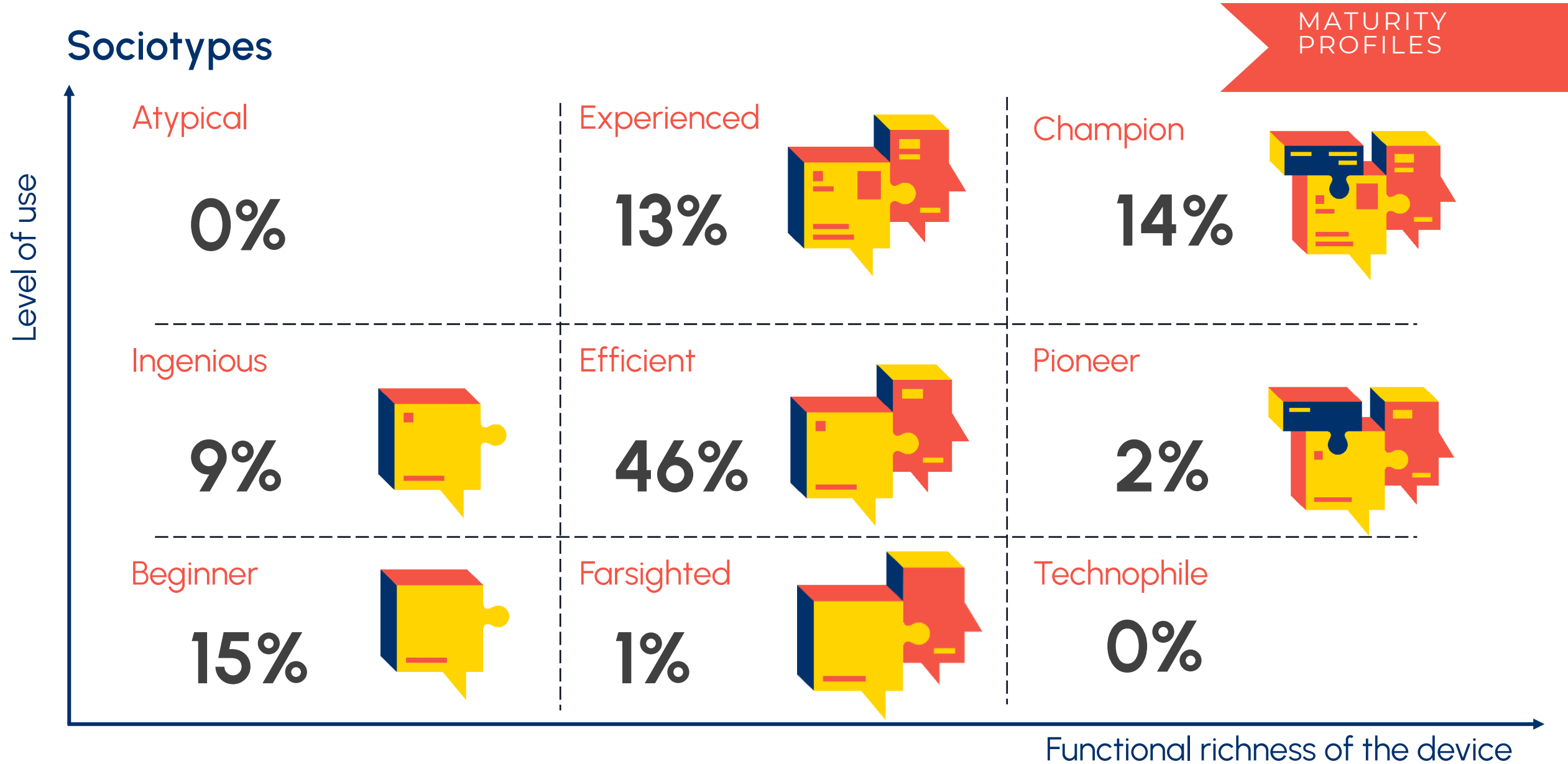
Initial collaborative and social practices are being deployed — it's an encouraging beginning.



3

The universe containing multiple interaction elements of various types represents organizations where both employees and managers are engaged and where digital uses are expanding.

The transformation is effective: as a result, collaborative and social practices are well established.



The Beginner

simple device and low level of use

MATURITY
PROFILES

Stages of maturity **15%***



Evolution compared to 2023

This category has **declined by 2 points**, while there is **an overall increase in the average level** of the platforms..

Characteristics

It is embodied by a **single universe** containing **very few interactions**.

Engagement in digital tools among your organization's members is **low**, and **very few digital uses** are being developed.

The **technical setup is limited**, and you do **not yet have an internal digital ecosystem** that addresses the needs of the people within the organization.

It seems **unlikely that new uses**, particularly **collaborative ones**, will emerge within this environment.

This may be due to a **delayed awareness of the stakes of digital transformation**, a **resistant environment**, and/or a **lack of support for change**.

Levers for progress

Systemic actions must be considered to address the situation.

Digital transformation cannot take root without a minimum level of **engagement**, and thus **trust in the opportunities** offered by digital tools.

To provide a **digital work experience** and roll out **collaborative and social practices**, it is essential to **identify the barriers and drivers** of digital transformation **before** considering a redesign of the system and **expanding the tools and features** made available to employees. Otherwise, the risk is the emergence of **shadow IT***: teams looking elsewhere for what they **cannot find internally**.

*% of respondents to the 2025 Observatory who are at this stage of development



The Far-sighted

is a relatively developed system with a low level of use

MATURITY
PROFILES

Stages of maturity **1%***



Evolution compared to 2023

The "far-sighted" workers are very weakly represented in our sample in 2025. They accounted for **12% in 2023**. Such **unbalanced** structures no longer have a place, given the **growing digital maturity** of communication professionals who strive to **develop services aligned with actual uses**.

Characteristics

It is represented by **two connected universes**, each composed of **a single type of interaction** (a single line).

The **technical foundation** of the system may allow for the **emergence of initial collaborative and social uses**.

However, **digital engagement** among members of your organization remains **low**, and **very few digital practices** are taking hold.

This may be due to a **resistant environment**, the **parallel rollout of other tools**, or a **lack of change management support** to encourage users to get started.

Levers for progress

Systemic actions should be considered to address the situation. **Digital transformation** cannot take root without a **minimum level of engagement** and, therefore, **trust in the opportunities offered by digital tools**.

Start by **raising awareness among management** and **supporting them in developing their digital engagement**. At the same time, **carry out change management initiatives** targeting the organization's employees.

Once **initial uses** are established, you can begin to **expand the range of features** within your internal web platform

*% of respondents to the 2025 Observatory who are at this stage of development



The Ingenious

Simple system with established usages

MATURITY
PROFILES

Stages of maturity **9%***



Evolution compared to 2023

The score for this category has decreased by 3 points.

Digital platforms are **gradually shifting** towards a category where **equipment and usage are more balanced**, namely among the **Efficient** (see next page)

Characteristics

It is represented by a single universe composed of a few interaction elements of **different types** (line and square).

Part of your organization's population is engaged in digital practices, and **initial collaborative and social uses are emerging** on a relatively **limited technical platform**. You do **not yet have a fully developed internal digital ecosystem** that addresses the diverse needs of your organization's members.

It is a promising start—transformation has the potential to take hold **if change management is strengthened** and if **the features and tools available to employees are diversified**.

Levers for progress

Caution is needed: due to their early stage, these uses can remain **sensitive to their environment** (such as a difficult social, organizational, or financial context within the company, or insufficient change management support) and may **recede in unfavorable conditions**.

They will therefore **require stronger support** to ensure lasting adoption and growth.

*% of respondents to the 2025 Observatory who are at this stage of development



The Efficient

system is quite developed with established uses

MATURITY
PROFILES

Stages of maturity **46%***



Evolution compared to 2023

This category shows the strongest growth, increasing from **38% to 46%**. Efficient setups are now **present in nearly one out of two cases**. **Digital maturity is progressing encouragingly** within companies—at least when it comes to the intranet.

Characteristics

It is represented by two connected universes, each composed of **several interaction elements of different types** (line and square).

Part of your organization's population is **digitally engaged**, and **initial collaborative and social uses are emerging** within an internal digital system that enables the expression of established practices.

The transformation is **underway** and should continue to develop **if change management is strengthened** and **the tools and features available to employees keep evolving**.

Levers for progress

Uses may remain sensitive to their environment (challenging social, organizational, or financial contexts within the company, **insufficient change management support**, etc.) and may **regress in unfavorable circumstances**. They will therefore **require even more support**.

Once **employee and manager engagement is secured**, you will be able to **progressively deploy additional functionalities** within your **Digital Workplace**, while **continuously supporting evolving needs and uses**.

*% of respondents to the 2025 Observatory who are at this stage of development



The Pioneer

complete device with established usages

MATURITY
PROFILES

Stages of maturity **2%***



Evolution compared to 2023

This category, which was sparsely populated in 2023 at 5%, **has dropped to 2%**. It corresponds to intranets that are **over-equipped** relative to the actual level of usage.

Characteristics

It is embodied by **three connected universes** each composed of **several interaction elements of different types** (line and square).

A portion of your organization's population is **digitally engaged**, and **initial collaborative and social uses are emerging** on a **mature technical platform** that includes **rich and up-to-date content**, as well as **collaborative and social features**.

The transformation is **underway** but **still requires further support** to enable **wider adoption of the available tools**.

Levers for progress

Multiply initial experiences to **spread adoption throughout the organization**.

Be mindful that, **due to their early stage**, these uses can remain **vulnerable to their environment** (challenging social, organizational, or financial contexts within the company, insufficient change management support...) and may **regress under unfavorable conditions**.

They will require even more support.

Change management also enables **the engagement of all company populations**, an essential milestone for the **full development of digital uses**.

*% of respondents to the 2025 Observatory who are at this stage of development



The Experienced

Fairly advanced platform with advanced usages

MATURITY
PROFILES

Stages of maturity **13%***



Evolution compared to 2023

Present in 10% of cases in 2023, they have **slightly increased** to 13% in 2025. These platforms illustrate environments where the **level of usage** reaches the **maximum** of what the intranet functionally offers.

Characteristics

It is represented by **two connected universes**. Interactions within these universes are **well developed**, with **multiple elements of different types** (lines and squares). **The internal digital transformation is effective**. Collaborative and social uses are **well established**. The digital transformation is all the more successful when the environment is favourable (growth, profitability, performance, etc.) and the **culture supports innovation** in a particularly strong way. The **technical system in place enables the expression of collaborative and social uses**.

Levers for progress

To deliver a **comprehensive digital work experience**, it is essential to **enhance the system made available to employees**.

Additional features should be deployed within the **Digital Workplace** to meet the expectations of users seeking more services.

This evolution will enable the organization to **reach the Champion level**.

*% of respondents to the 2025 Observatory who are at this stage of development



The Champion

comprehensive system with advanced usage

MATURITY
PROFILES

Stages of maturity **14%***



Evolution compared to 2023

Second fastest-growing category, with a **10% increase compared to 2023**. Champions illustrate the **continuous improvement of services and available uses** within the intranet — a further demonstration of the **necessity of these systems**.

Characteristics

It is embodied by **three connected universes**, where **interactions abound**: they are composed of multiple interaction elements of different types — **collaborative** and **social** (lines and squares).

The transformation is effective. Managers and employees are engaged, and collaborative and social practices are well deployed.

Digital transformation is all the more successful when the environment is favorable (**growth, profitability, performance, etc.**) and the culture is particularly conducive to innovation.

The technical system in place is **advanced** and includes **rich and up-to-date content, social features, collaborative spaces, a search engine, and practical tools** — in short, **an internal digital ecosystem** that addresses the needs of all populations within the organization.

Levers for progress

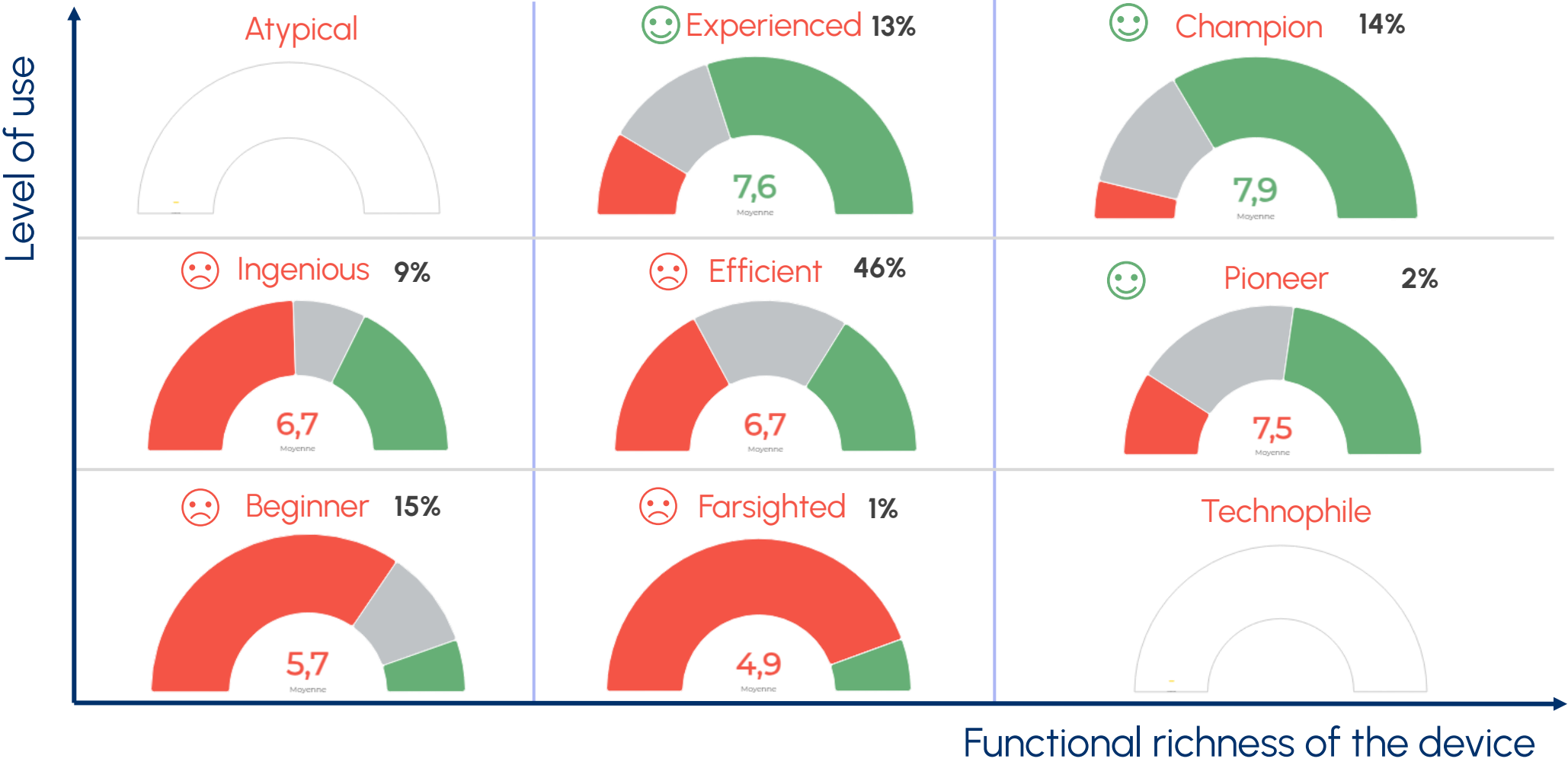
Regularly manage the system to ensure it remains aligned with the **information and collaboration needs** of internal populations and their **engagement in the digital transformation**.

The next step will be to **integrate innovative features** based on **automated data analysis**, allowing for **real-time adaptation of the user experience**.

*% of respondents to the 2025 Observatory who are at this stage of development



Sociotypes and user satisfaction levels



Analysis of sociotypes and identification of levers for action

Level of satisfaction

In this survey, we asked users to rate their satisfaction on a scale from 1 to 10. We interpret this satisfaction using a method inspired by the Net Promoter Score (NPS). According to this framework:

- Responses below 7 are considered "dissatisfied" 😞
- Responses equal to 7 are neutral 😐
- Responses above 7 are "satisfied" 😊

Level of satisfaction by sociotype

Based on the responses provided, we calculated the **average satisfaction score** for each sociotype and indicated the **proportion of satisfied users** (in green) and **dissatisfied users** (in red).

Axes used to represent the sociotypes:

The **horizontal axis (X-axis)** represents the **functional richness** of the intranet. The further to the right, the more functionally rich the intranet is.

The **vertical axis (Y-axis)** represents the **level of usage** of the intranet. This usage level results mainly from **support actions** (training, engagement...) and the **governance** implemented. The higher you move, the more the intranet is used (i.e., adopted).

Key insights on satisfaction based on sociotype:

- **Experienced, Pioneers, and Champions** are the intranet profiles with the **highest satisfaction levels**. They represent **29% of all respondents**.
- In every situation, **satisfaction increases more by moving upward** than by moving to the right.

In other words:

In every situation, it is more beneficial—to improve adoption—to focus on user support and engagement rather than on adding new features.

CONCLUSION AND CONTRIBUTORS

09



The intranet as a strategic driver of change

CONCLUSION

The intranet: the matrix

The intranet is over 30 years old and appears to be undergoing a **rejuvenation**.

With **richer functionality** and **stronger governance**, there's a clear shift toward **streamlining channels** and **reducing data volume**—*less is more*.

Communication departments are increasingly becoming "**guardians of the temple**", ensuring the consistent transmission of **key messages**, **company values**, and **critical transformations**—whether related to the **business model**, **emerging environmental and societal issues**, or **crisis management**.

In a constantly changing environment, how can we ensure that the fundamentals remain accessible and reliable?

The intranet makes it possible.

Towards a highly personalized and secure environment

With the increasing reliance on a wide range of professional profiles—freelancers, temporary workers, interim managers, consultants, and subject-matter experts—**organizations must work on clearly defining their boundaries by adapting content to each target group securely**. In a highly porous environment, designed for multiple, sometimes temporary audiences, it becomes essential to **provide personalized access to content and services** while ensuring **flawless IT security**.

Internally, **enhancing the management of personal data**, both to comply with **GDPR requirements** and to ensure **near real-time updates of Active Directories (ADs)**, will allow for the creation of **highly tailored user environments**. Internal communication will need to **multiply training efforts** and **strengthen its network**, taking on the role of **information flow orchestrator**.

Ever more technology... and sustainability?

Under the impact of the virtualization of exchanges, the communicator's role is becoming increasingly technical. Today, communicators rely on digital tools at every stage: from **content creation** to **formatting**, **distribution**, **sharing**, **storage**, and **performance monitoring**. This applies whether the goal is **information dissemination**, **communication**, **collaboration**, or **knowledge management**.

Content creation is increasingly based on pre-existing materials, raising issues around **reliability**, **copyright**, **legal implications**, and **environmental impacts** tied to digital usage.

Taking all these dimensions into account—to ensure an experience that is both **streamlined** and **socially and environmentally responsible**—is expected to grow in importance.

We can expect **climate imperatives**, which are already pushing companies to reinvent themselves towards models that are not just **carbon-neutral but regenerative**, to accelerate. In this transformation, **the intranet can act as a strategic lever**.



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A big thank you to all the professionals interviewed for their valuable contributions

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Problems expressed by our customers (excerpts)



COMMUNICATION

- ◆ Internal communication systems
- ◆ Content creation
- ◆ Community Animation



HR

- ◆ Engagement, Onboarding, Retention
- ◆ Acculturation, Training
- ◆ Digital and hybrid work



TECHNO

- ◆ Urbanization, mapping
- ◆ Benchmark, REX, POC
- ◆ Artificial intelligence



STRATEGIC

- ◆ Digital system as a lever supporting the execution of the strategic plan
- ◆ Change Management, Governance
- ◆ ROI – Budgets OPEX CAPEX



SUSTAINABLE DIGITAL

- ◆ Design green IT
- ◆ Sobriety of uses, responsible digital best practices
- ◆ Digital inclusion, illiteracy

Our activities

ABOUT
ARCTUS

Strategic scoping of Digital Workplace / intranet projects

- Vision
- Scenarios
- Macro-budget
- Roadmap

Operational scoping and project management assistance for Digital Workplace / intranet projects

- Audit
- Qualitative and quantitative listening phase
- Benchmark techno
- Specifications and RFP

Integration and deployment support

- Mirror workshops
- UX/UI
- Change management
- Governance
- Coaching

Digital maturity study

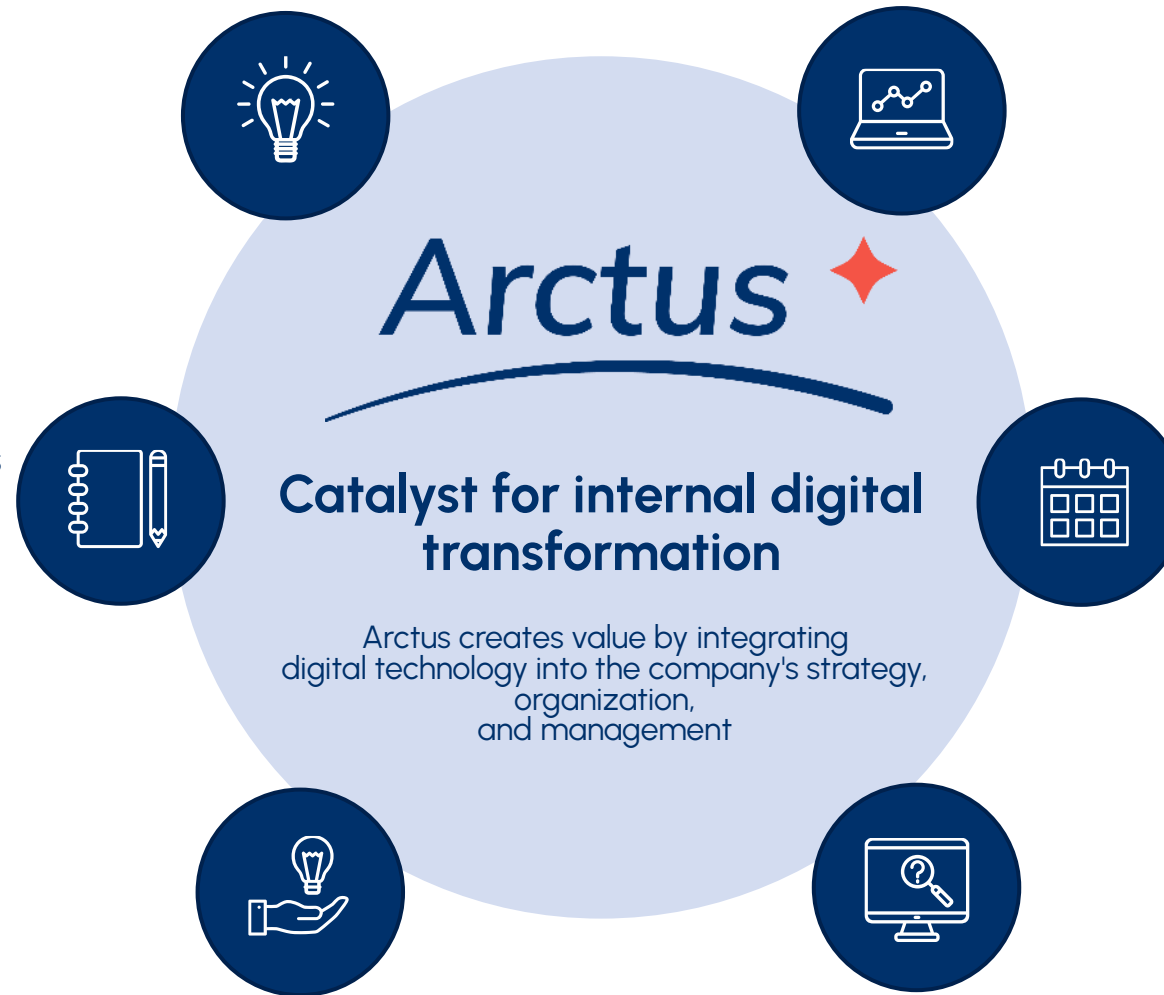
- Online survey
- Conclusions
- Impact on internal digital strategy

Change management

- Communication
- Training
- Facilitation
- Professionalization

Benchmarks

- Customer feedback
- Technology benchmarks



To go further

ABOUT
ARCTUS

DIDN'T TAKE PART IN THE STUDY?

**The Intranet Observatory survey
is still open!**

Take part now and receive a
**personalised analysis of your
results.**

Respond to the

YOU WOULD LIKE TO:

- Assess your organization's **internal digital maturity**
- Identify **use cases for Generative AI**
- Define and support the **implementation strategy**
- Implement **governance** and a **change management plan**
- ...

Contact us

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APPENDIX

10



List and description of intranet functionalities (1/2)

APPENDIX

Fundamentals

- **News, Announcements, and Internal Publications**
Integrating editorial content such as corporate news, HR announcements, or executive messages helps keep employees regularly informed, reinforces company culture, and aligns all teams around key strategic moments.
- **Company Directory / Network Management**
A structured and easily accessible directory facilitates the search for internal contacts, helps employees understand the organization, and supports the development of internal professional networks—thereby strengthening cross-functional collaboration.
- **Access to Business Applications (ERP, Inventory Management, etc.)**
Centralizing access to business tools within the intranet improves operational efficiency by offering users a single entry point to critical resources, avoiding the need for multiple logins and interfaces.
- **Online Services (Room Booking, Event Registration, etc.)**
Self-service features help automate and simplify everyday administrative tasks—such as booking resources or signing up for events—thereby streamlining internal processes.
- or attending events, reducing internal processes.

• Document Management System (DMS)

An integrated DMS allows teams to store, organize, retrieve, and share work documents easily, structuring the organization's collective memory and preventing information loss or duplication.

Collaborative features

- **Collaborative Workspaces (By Project, By Team, etc.)**
These shared digital spaces enable project or functional teams to centralize documents, discussions, and milestones—facilitating collective management, workflow continuity, and knowledge retention.
- **Project Management (Shared Calendar, Task Tracking)**
Integrating project management modules into the intranet helps teams plan, track, and coordinate their actions, while also providing visibility into collective progress and encouraging accountability.
- **Video Conferencing / Web Meetings**
Seamless access to video conferencing tools directly from the intranet enables quick organization of remote meetings, supports hybrid work models, and facilitates communication across sites, teams, or countries.
- **Instant Messaging (Chat)**

Integrated instant messaging allows for fast exchanges between employees, boosting responsiveness, streamlining operational decisions, and reducing email overload.

• Likes and Comments

The ability to react to internal content with likes or comments fosters interactivity, recognizes contributors, and helps establish a feedback-oriented culture.

• Discussion Threads (Forum, Internal Social Network, Microblog)

Discussion threads facilitate idea sharing, experience feedback, and cross-functional conversations, promoting horizontal communication and the spread of informal knowledge.

• Shared Notebooks, Wikis, Collaborative Editing

These shared tools enable co-creation of content, process documentation, or joint writing—nurturing sustainable collective intelligence accessible to all.

• Meeting Facilitation Tools (Whiteboard, Mind Map, Post-its, etc.)

These collaborative tools enhance remote meetings by supporting co-design, shared note-taking, and real-time visualization of ideas—making discussions more dynamic and productive.



List and description of intranet functionalities (2/2)

APPENDIX

Business tools

- **Remote Training (E-learning, Microlearning, etc.)**
Direct access to training programs allows employees to learn at their own pace on tools, job skills, or soft skills—enhancing agility and continuous skills development.
- **New Employee Onboarding (Dedicated Journey, Guided Program, etc.)**
An intranet-integrated onboarding process offers new hires a structured and autonomous path to discover the organization, its tools, and its values—facilitating a smooth and engaging integration.
- **Business Workflows and Forms**
Digital workflows make it possible to dematerialize and automate internal processes (HR requests, approvals, orders), reducing processing times and securing information flows.
- **Decision-Making Tools / BI / BPM**
Dashboards and analytics tools integrated into the intranet allow decision-makers to visualize key data in real time, guide actions, and manage performance with agility.

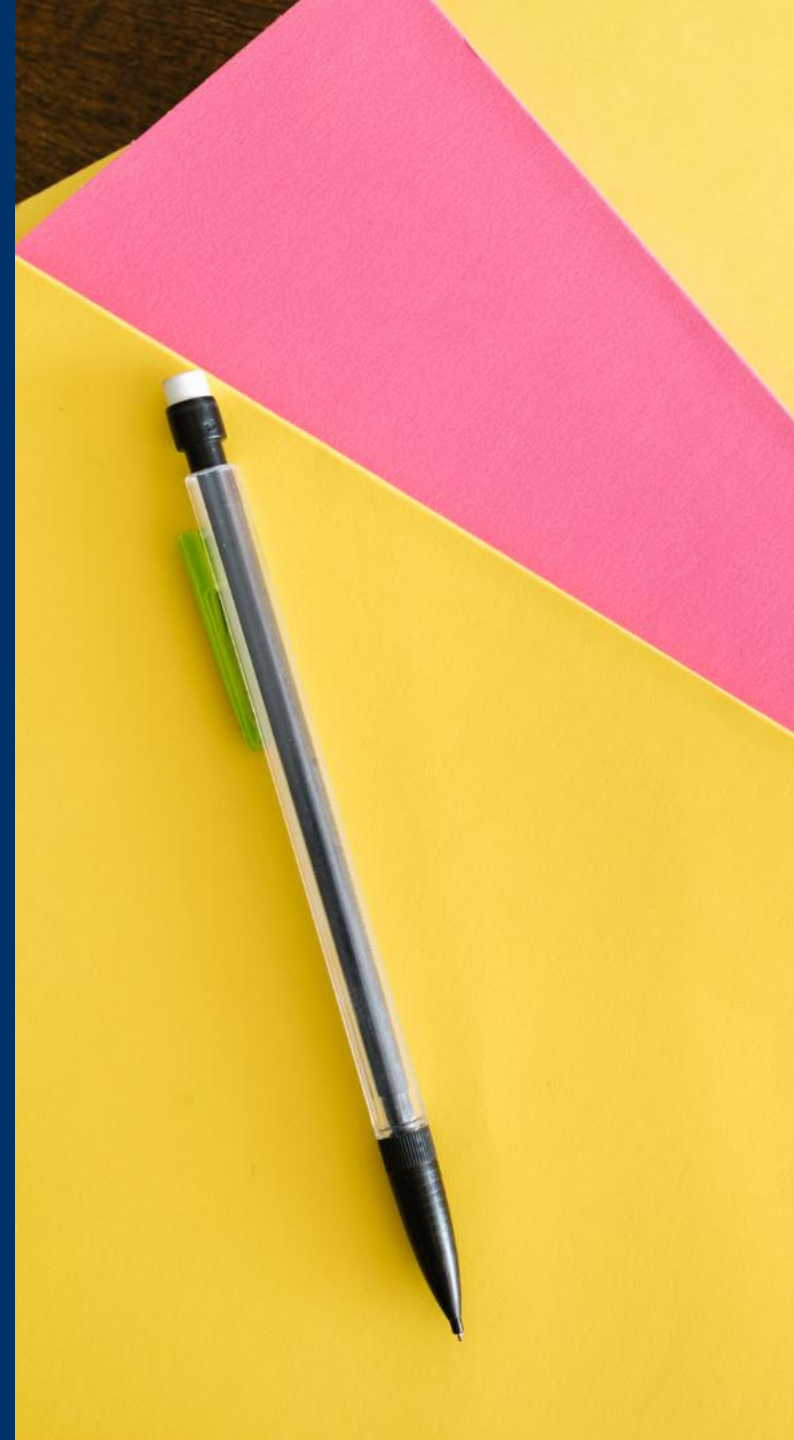
Engagement

- **Surveys, Online Polls, Quizzes**
Survey and polling tools help measure employee opinions, gather expectations, or run interactive sessions—thereby strengthening involvement and the sense of being heard.
- **User Recognition ("Praise", "Kudos", Congratulations, etc.)**
Recognition systems highlight individual or collective achievements and help foster engagement, motivation, and a culture of positive feedback.
- **Ambassador Program (Employee Advocacy)**
Implementing an ambassador program within the intranet engages voluntary employees to relay internal communications, convey key company messages, and share local initiatives—enhancing project ownership, team engagement, and the organic spread of best practices across departments and locations.
- **Gamification With or Without Rewards (Badges, Prizes, Incentives)**
Introducing playful mechanisms encourages participation in internal initiatives, supports learning or adherence to internal campaigns, and generates a positive dynamic around digital practices.



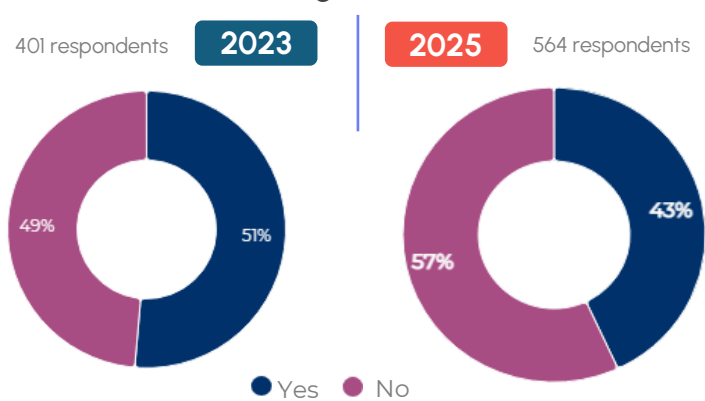
RECURRING SURVEY QUESTION BREAKDOWN

Appendix



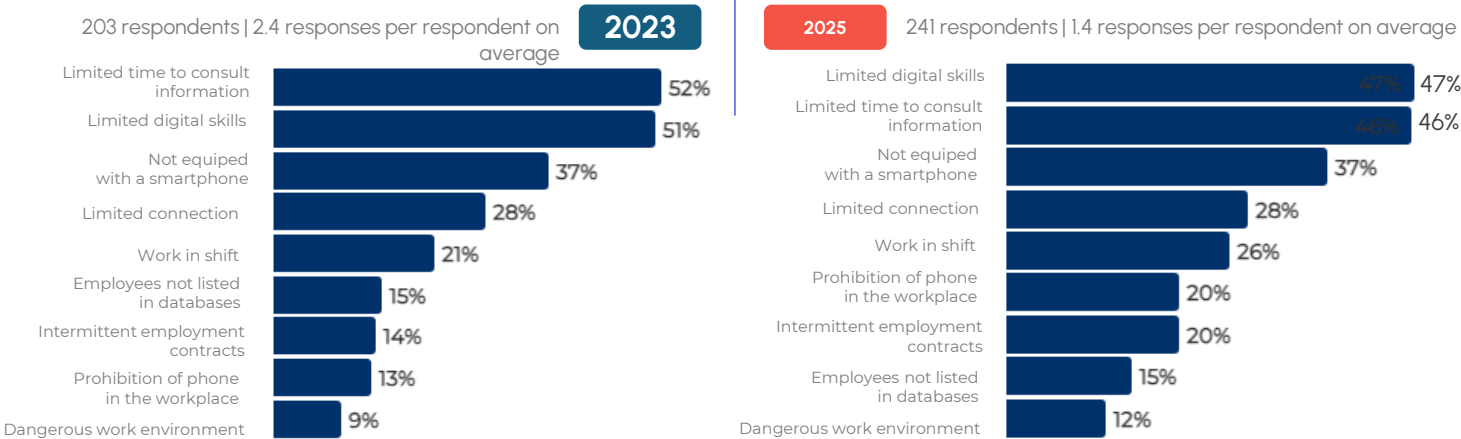
Changes in data concerning non-connected populations

Do you have a proportion of employees in your company that are difficult to communicate with via digital channels?



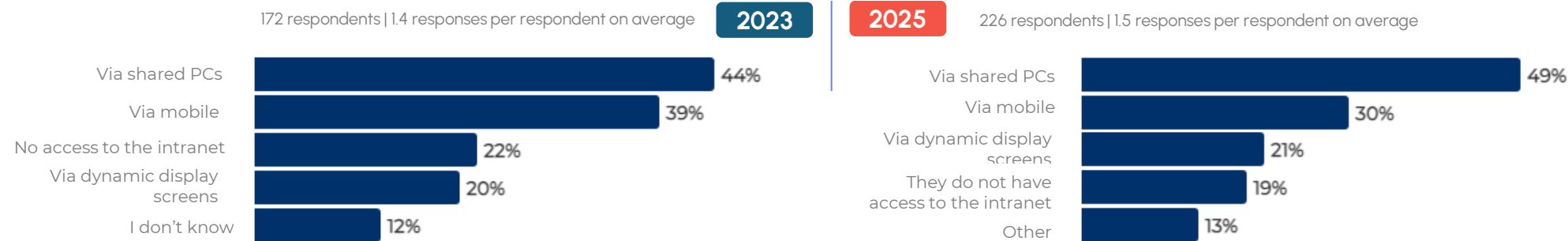
If you have employees who are not connected, what are the main challenges these populations face in the context of digital communication?

Multiple-choice question



How do your unconnected populations access content published on your intranet?

Multiple-choice question



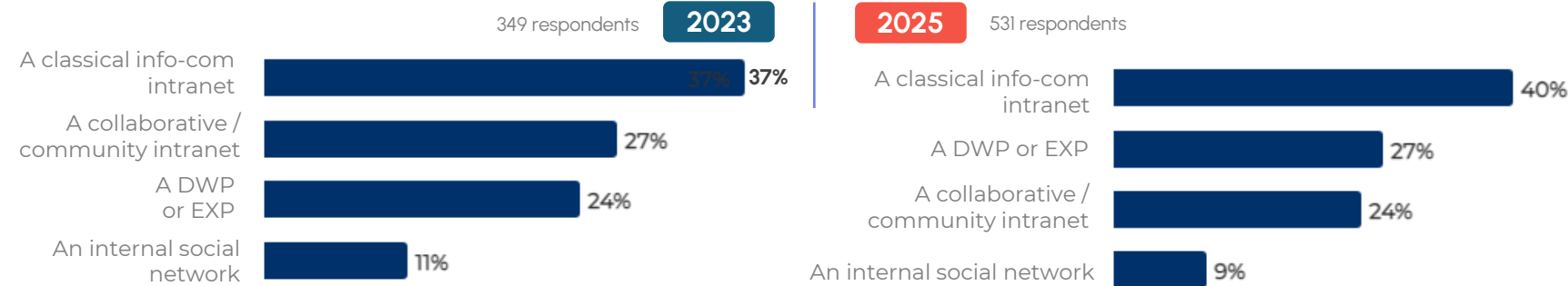
Evolution of user satisfaction data

What do you think is the average level of satisfaction of intranet users in your organization?

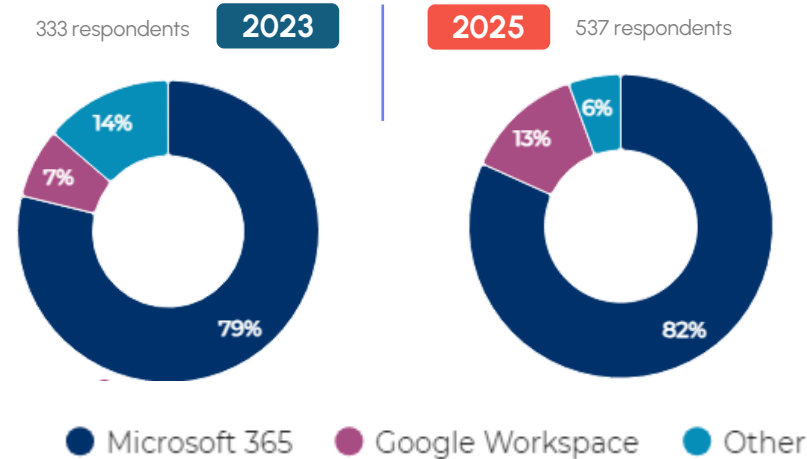


Evolution of data on technical solutions

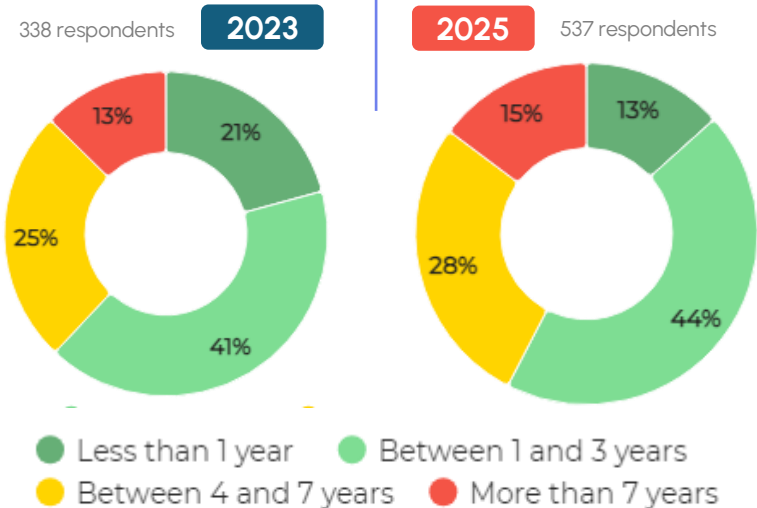
How is your intranet presented to your users?



What office environment do you mainly work in?

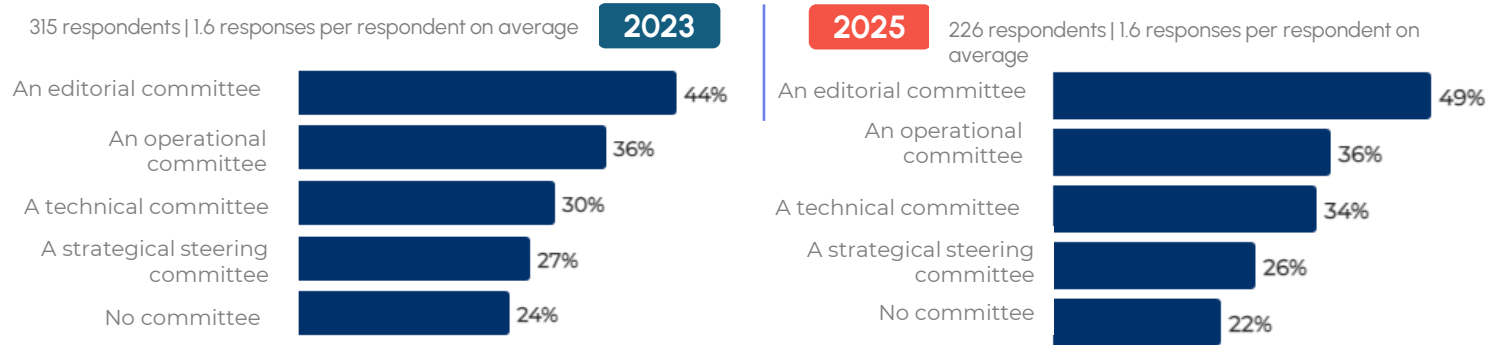


When did you redesign your intranet?

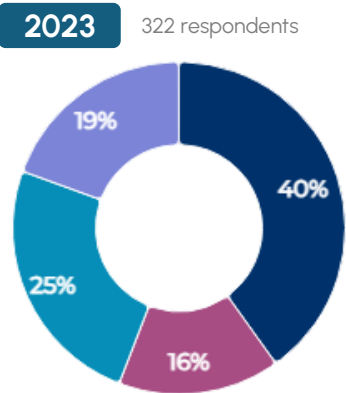


Evolution of governance data

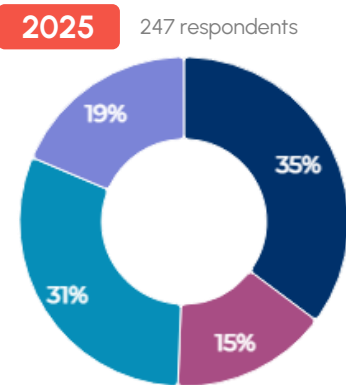
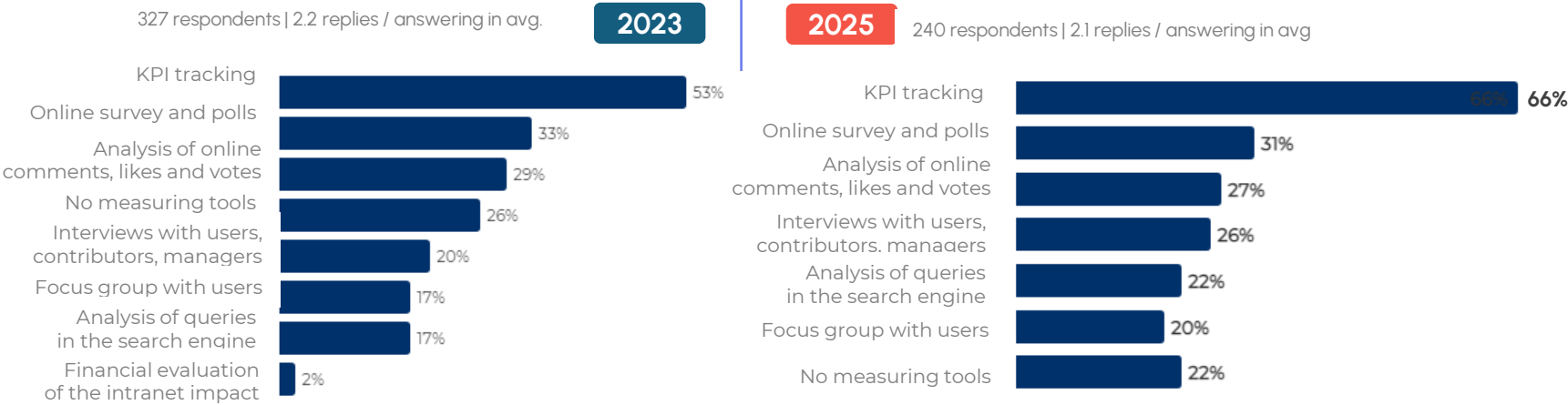
What are the bodies that allow you to manage your intranet?



Which jobs (functions) in your organization publish content on your intranet?

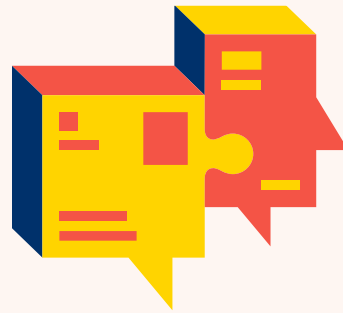


How do you evaluate the performance of your intranet?



- All roles publish
- Communication and/or HR and a large part of roles publish
- Communication and/or HR and some other roles publish
- Only Communication and/or HR publish

Augmented intranet observatory



Thank you
for your interest

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