**Disney Leadership Forum**

**Nov. 12-13, 2015**

Hello internal communications leaders,

Thank you so much for the fantastic discussion at the Disney World Leadership Forum. It was so nice to meet everyone, talk shop and vent our frustrations in the beautiful 80-degree climate. We heard best practices, shared challenges, learned about new technologies (Microsoft 365) and revisited some antiques (Lotus Notes).

We only wish it could’ve lasted longer. Luckily we’ll have sand in our shoes for the next six months to remind us of how much fun we had.

Below is a list of some of our favorite takeaways from the event, organized as “Challenges” and “Solutions.” They have been made anonymous to protect the identities of those involved. What happens at the Leadership Forum stays at the Leadership Forum.

Along the way, you’ll get links to some of the fantastic tools and tricks that came up in the course of our discussion. These resources are also included at the end of the document as a list. We’ve also linked to the videos we saw at the roundtable, if they’re available to the public.

To view an index of these notes on the left side of your screen, select View>Navigation Pane in Word.

# Video

Video is increasing in popularity. It’s easier than ever to make, but we need to make sure it doesn’t get too casual. Just because the CEO can take a video of himself reading a letter into his smartphone doesn’t mean he or she should.

## Challenges

* Very limited staff that may include employees with no video training. How limited? One person for 74,000 employees, in one case.
* It’s too easy to make dull “talking head” videos.
* Do videos really have to be less than 2 minutes?
* Employees can’t view videos because they are blocked or inaccessible on mobile/outside the firewall.
* There is often no wall between internal and external video.

## Solutions

* Infotainment is your friend. There’s no point in making a video if your audience is asleep by the end of it, so try to find an angle to make boring topics exciting.
  + Think of the paper shredding video. The message was completely mundane, but the delivery was unforgettable.
  + Another communicator had an open-enrollment (snooze) video that they did with Legos. Engagement increased 300%.
  + Mark brought up the AAA bond rating video for Denver Water: the team conducted on-the-street interviews, asking what the upgrading bond rating meant. They got hilarious answers, but also got to the emotional core of their story: “A triple-A rating is better than a double-A rating.”
  + A good ole blooper reel is a great way to spur engagement, especially with executive videos.
  + Invent a character, like the nerdy, rule-following Mr. Smarty Pants to deliver unpopular messages like “stop stealing the silverware from the cafeteria.”
  + If you have a charismatic CEO, let him speak from his heart.
  + Even conservative organizations will buy in to quirky ideas. Consider the Home Instead recruitment video with the late-night hotline theme.
* Follow healthcare organizations on social media. They’re making great videos.
* Know your people: If the camera loves your CEO, go ahead and have him deliver statements that way. Perhaps avoid “results” discussions this way, though.
* Focus on content that is “less business, more mission.”
* Long-form videos (5-10 minutes) are okay, as long as they’re engaging.
* Example: [Thank You Project Video](https://youtu.be/SwKyauE_l-k) by Arnold Palmer Hospital
* Example: Charity Water video, which challenged its followers to film their challenges.
* Takeaway: Short video is not required. Just make it engaging.
  + Find the emotional core of the video.
    - * [The Hole](https://www.youtube.com/watch?v=lia7wNHGrsk) is a perfect example of a video that is stripped down to its emotional core. It breaks every rule of great video, but has SUCH a compelling story, that not a lot of production was needed. The video team was shooting b-roll in the area when they came across the subject and asked her to tell the story on camera
      * Payless ShoeSource in Joplin, Missouri, used video to tell another extremely human story, about its employees who survived a tornado at the store.
      * “Voices of Liberty” performance caused workers on the new building to stop their work and listen to the choir. THAT is a great emotional core.
* Video series have big advantages.
  + - You only need to win buy-in once.
    - You can get all the budget money up front.
    - Your audience can look forward to it.
    - One communicator’s “In-House Experts” series lets employees and subject matter experts (SME’s) host something that they have knowledge on, i.e. doing your taxes, gardening, saving for retirement.
* The minimum required equipment to make great videos:
  + - DSLR camera from Costco or Sam’s Club (around $500 or less)
    - External microphone (a must have)
    - Tripod
* Video solutions
  + Best video software: Final Cut Pro, Adobe Premier. Companies are trending toward a preference for Adobe Premier.
  + [Vimeo](https://vimeo.com/) allows you to host videos privately for $500 a year.
  + [Wistia](http://wistia.com/) is a paid service but also offers video hosting, with robust analytics
* [GoAnimate](https://goanimate.com/): Used to make animated video on a budget.
* [Candidio](https://www.candidio.com/): They edit it for you, inexpensively
* [Adobe Story](https://story.adobe.com/en-us/): Imports scripts and interacts with Adobe Premiere
  + Staffing: Feel free to screen-test staff that will likely do well.
* Assume that even internal video will go external.

# Intranets

“If you build it, they will come.” This was great advice for Kevin Costner, but not so great for communicators. Intranets must not only be kept up-to-date, but also must work hand-in-hand with other platforms to gain viewership.

## Challenges

* 80-90 percent of the Leadership Forum group strongly dislike their intranets.
* It’s too easy for intranets to become document graveyards.
* How do you get your workforce to visit the intranet if they’re not at a desk all day, or if they have to use VPN to access the intranet?
* Healthcare reform makes HR decisions more complex and confusing than a standard intranet can handle.
* The intranet is not as high of a priority as the organization’s website.
* Documents are hard to find on the intranet. The search function often doesn’t work well.
* Should comments be allowed, and if so, should they be screened in advance?
* Chicken vs. egg: Management wants to prove that employees use the intranet before they invest in it, but employees don’t use it because of the many problems.

## Solutions

* [Unily](http://unily.com/) is a highly recommended service for creating and hosting an intranet.
  + It offers some customization tools for changing the layout of the interface.
* Microsoft recently released Office 365, which is an alternative to SharePoint
  + It was built from mobile, so it is phone-friendly and accessible on desktop.
  + It has a different layout than SharePoint and a better search function.
  + Top 10 trending documents float to the top on the right column.
  + The interface is role-based, which allows employees to access what is relevant to their geography or department.
    - “Targeting information is how to get from 20% engagement to 90% engagement”
  + Comments section on the right-hand column provides social media-style function.
  + Incorporates non-Microsoft products into the dashboard, such as Facebook and LinkedIn.
  + There are no “mega-menus” of traditional intranets with tons of links to different stories. Instead, it has a cleanly presented menu into which users drill down to find the content they need.
* [Jellyvision](http://www.jellyvision.com/) (the question-asking software with the cartoon “Alex”) is a platform for simply explaining complex decisions like HR plans. One communicator achieved 90% on-time enrollment after using this tool.
* Similarly, [PowToon](http://www.powtoon.com/) allows customers to create cartoons alongside their messaging (though there is no question-and-answer format).
* One communicator has an intranet that is NOT behind a firewall, so family members can view details of their health and benefits plan from home.
* One communicator calculated the cost of having a poor intranet to get buy-in from the executives.
  + She calculated the average value of an employee’s work time at her organization to be about 50 cents per minute.
  + She estimated the amount of time wasted looking for articles that were hard to find or hard to digest.
  + She found that the organization wasted $3,000 per year on its poor intranet.
  + Moral of the story: Think like a businessperson when trying to get buy-in.
* Make the intranet the default homepage for all computers. This is common, but not everyone has it. If IT says that they can’t do this, challenge them, because it’s likely that they can. This goes for most intranet challenges.
* Most organizations spend between $300,000 and $500,000 creating an intranet from scratch. If you’re going to do that, choose an agency that specializes in intranets. Some of those include:
  + [Prescient Digital](http://www.prescientdigital.com/)
  + [CapTech](http://www.captechconsulting.com/)
* **Comments:** 
  + Comments are a great way to increase engagement on the intranet, but it’s crucial that employees have to add their name to their comments. Otherwise weird and irrelevant comments will follow.
  + One communicator had a cautionary tale regarding anonymous comments: Someone posted, “I’m sitting across from an attractive lady.” The next comments was, “Where are you?”
  + Most who had comments did not pre-screen or filter them. One attendee who had comments said that the group self-regulated: If anyone said something inappropriate, another colleague would call them out.
  + Few employees will say anything foolish if their name is tied to their comments. Most communicators who regulated comments rarely had to step in, if ever.
  + [TemboSocial](http://www.tembosocial.com/) is a commenting plug-in that works with SharePoint
* One participant used the intranet in four creative ways to improve engagement:
  + “Shout Outs,” where employees can tip their hat to a colleague who had done them a favor or an exceptional job.
  + “Suggest a Story,” where users can submit leads on lesser-known stories that the internal communications team can use. One of these was a story of a woman who ran into a hospital, choking on food. A nurse’s assistant administered the Heimlich and saved the woman. The comms team was able to turn this into a great story for the company.
  + “On the Road,” a photo contest in which employees could submit a picture of themselves on their summer vacation, as long as the company logo or slogan was incorporated into the picture.
  + “Press Box” section of the intranet allowed employees to see what stories about their health system were running in the press.
  + **These initiatives increased visits to this participant’s intranet by 300 percent.**
* Targeted content is huge. One communicator made a special resource for frequent travelers that earned enormous engagement, including a large following on the internal social media. It offered visa and passport information for international travelers and offered special promotions with Airbnb and Uber to reduce travel expenses.
* **Gamification:** 
  + One participant used a badge system to encourage employees to save the organization money on travel. If the employee took steps to save money on travel, such as booking flights at least six days in advance, he or she got a digital badge after a period of time.
  + Another attendee used polls. Some were about work, but not all. The most popular poll was about which flavor of Paczki was their favorite. More people voted on this poll than worked at the organization.
  + Another had a reading quiz about the employee newsletter, with the opportunity to win prizes. That was a big hit.
  + Another communicator made a Snood-like game with bubbles containing the company’s core values. You could share your results from the game on social, which many did.
  + After releasing a new intranet, one attendee started a scavenger hunt within the intranet to get employees to familiarize themselves with it.
  + Another attendee used a game-style platform with different modules for onboarding new hires.
* Create a “Crap Corner” to post stories that others insist upon. It can go in a remote area of the intranet, reserved for stories that should never have seen the light of day.
  + Alternatively, bring back the data on poorly received stories to the parties who proposed them. They will most often see that their content was not relevant, and not try to propose it again.
* Having a partner in IT who is not an order-taker, but a collaborator, is key. Ideally, an IT employee will attend communications meetings.

# Social intranet

Social intranet platforms are only as good as the people who use them. Getting executives to take part takes handholding, but the payoff can be huge.

## Challenges

* Choosing the right platform for your organization.
* Getting buy-in for a social intranet.
* Once you have buy-in, getting execs to use social tools.

## Solutions

* Frame social intranets as problem-soling solutions, not just places to post vacation pictures.
  + At one participant’s organization, employees pose questions to the global community. They often get answers within 30 seconds to two minutes from employees worldwide.
  + Another communicator, with 700 employees globally, used the example of an employee asking, “Does anyone have experience with X?” An employee from Japan responded within a few minutes. They never would have known who to reach out to without the social tool.
    - One key to this company’s success is that 50 percent of the workforce logs on to the social intranet daily.
  + One communicator rolled out Socialcast inside CNN. They had employees handing off projects in different time zones through Socialcast.
* Sit down with execs and SHOW them how to use tools like Yammer. Show them that it is fun.
* One participant spent time showing execs Yammer, not just encouraging them to do so. She had a meeting where execs had to download it on mobile devices. This CEO continued to use Yammer shortly after being trained.
* Once a CEO starts using Yammer, employees see that it’s okay and follow suit.
* There is a HUGE payoff among employees when a CEO likes a Yammer post because of the CEO’s large following.
* Authenticity is key. When the CEO misspells words and has typos, the staff know it is actually him or her.
* [TemboSocial](http://www.tembosocial.com/) is a social intranet plug-in that works with SharePoint, which one communicator recommended.

# Newsletters

Newsletter are a huge part of communications programs. How do we keep them fresh and relevant? How do we target them so that they meet the needs of each audience within an organization?

## Challenges

* Engaging content.
* Short attention spans.
* Not everyone’s a writer, even if they *think* they are.

## Solutions

* Newsletters are still great for driving traffic to the intranet.
* Wrap-up newsletters are great for hitting the key points. Communicators’ wrap-up emails include:
  + “Take 5”
* “10 things to know for Friday”
* “5 things you need to know today”
* “Daily Roundup”
* The newsroom technique works well for these: Have a meeting at the end of the day before, and bang all of the stories out in about 20 minutes.
* Summary emails are great for bundling communications. **One communicator cut down corporate communications emails by 50 percent after implementing a wrap-up-style newsletter.**
* Don’t be afraid of clever teasers, even if they don’t match the article headline.
  + One headline was a definition of a sandwich board, which linked to a story about a new sandwich board the organization had outside the building. It was more compelling than “Look at this picture of our new sandwich board.”
  + “What not to wear…and other dos and don’ts for getting into the building” linked to a story about getting through security effectively.
* Alternatively, do a weekly “huddle,” where you send talking points to managers of hard-to-reach audiences. Ask them to cascade the most important messages down to frontline workers, who may not check email often.
* If non-writers have a story to share, ask them to provide bullet points of the story and let a writer craft the narrative.
* Check out these platforms for creating and measuring internal email:
  + [PoliteMail](https://www.politemail.com/) -- Platform for sending and measuring internal email
  + [Newsweaver](https://www.newsweaver.com/): Similar to PoliteMail – an internal email platform with measurement
  + [BananaTag](https://www.bananatag.com/) – email tracking service that tracks email in Outlook, Gmail, and other platforms

# The approval process

Getting approval is a total drag. The process is too often bogged down by politics that make it time-consuming and labor intensive. Worst of all, after crossing so many desks, the piece is often sterile and drained of creativity.

BUT there is a good reason for review. One Forum attendee nearly released a photo internally that hadn’t gone public yet. One of the reviewers caught that. Another participant was creating a piece about the launch of a new product involving chocolate. The review process caught a mention of cocoa beans coming from Costa Rica, where child labor is a problem. As a result, they didn’t mention Costa Rica and avoided a potential disaster.

How do we strike a balance between not offending anyone, and not putting them to sleep?

## Challenges

* 60 percent of the group report problems with the approval process at their organization.
* Many-layered approval process turns creative approach into same-old, same-old communications.
* A lot of these approval layers are unnecessary or exist for political reasons alone.
* Even if the approvers don’t make changes, it could take them so long that the story is no longer relevant by the time it is ready for publication.

## Solutions

* Assume everything internal is going to go external, too. It is very tough to keep internal communications, internal.
* When dealing with execs, speak the language of business, not communications. Use hard data to support your cause. Make them understand how each piece is meant to change employee behavior. Give them the why, let them participate in the how.
* Consider the pain points at the top level, then speak to how a communicator can relieve those for them.
* [The RACI process](https://www.dropbox.com/s/7e308wcy1ijs4gq/RACI%20Communications%20CompIntl%20RHallam%20%28002%29.doc?dl=0) is your friend. It uses logic to ask basic questions about who needs to approve messages, and what they’re for.
  + Executives saw through the politics pretty easily once they used the logical workflow provided by RACI.
  + They won a lot of battles over conflicting parties with this logic-based approach.
* Use the Best Places to Work designation as an incentive for the powers that be.
  + Employee ratings dictate the winners of this competition. It is a great motivator for executives.
* As an alternative to giving everyone a part in the review process, offer them a courtesy copy. Would-be reviewers can look at it and be in the know, but they can’t touch or make edits.
* If you’re going to try an outside-the-box approach (i.e. writing an email from the company mascot’s perspective), let the reviewers know in advance so they aren’t surprised and confused by the unexpected style.
* One of the participants has a senior editor with great experience and an excellent feel for what messaging will land, and what the execs will be okay with. The executives trust him so much that they don’t insist on reviewing communications themselves. This is a rare gift, but it expresses the importance of gaining trust from senior execs.
* Another lets the SME’s (CIO, CFO, etc.) give final approval, as opposed to the CEO. They also give senior leaders a 24-hour window in which to approve or suggest changes.
* Tip: Become friends with administrative assistants to expedite the approval process.
* Microsoft 365 has a timer on approvals. If someone takes too long, the approval gets bumped up to their boss.
* Structure your communications like a news desk, with the following meeting structure:
  + Meeting 1: Create funnel of raw ideas to be processed.
  + Meeting 2: Craft a compelling story around these ideas.
  + Meeting 3: Figure out how to most effectively distribute them.

# Town halls / live events

Town halls and executive events are a great way to get employees involved and engaged with senior leadership. They’re a replacement for out-of-style leadership blogs and can be combined with mobile polling to create an interactive experience.

## Challenges

* Executives must think on their feet and be on-message even if someone asks an awkward question.
* Should questions be pre-screened or censored?
* All your staff can’t be available at the same time. Also, it can be costly to take an hour out of everyone’s day.
* What if someone asks the wrong question? What if no one asks questions?
* How do you prove the effectiveness of a town hall or live event?
* How do you reach international audiences?

## Solutions

* Not everyone is comfortable asking questions in public, especially regarding uncomfortable topics. Make it easy to ask questions anonymously by letting employees fill out note cards with questions before the event.
* Many communicators in our group plant people in the audience to ask questions, so that the senior leader is prepared and the message is relevant to the topic.
* Webcast the town hall during off-hours for night staff. That way they still get to watch it with their colleagues, rather than if it were available for streaming at a computer. This also addresses the problem of reaching nurses and other employees who are on their feet all day.
* Err on the side of the Mr. Ed rule, and only have town halls when there’s something to talk about. These work better than annual or quarterly town halls. “You wouldn’t have a press conference if you didn’t have news.”
* The [Poll Everywhere](https://www.polleverywhere.com/) tool allows for real-time polling from a smartphone. This is a popular tool, and the communicator who suggested it went from low-attendance town halls to standing-room-only popularity.
* Polling questions used in town halls:
  + “What? So what? Now what?” is a good place to start.
  + Was it transparent? Was it clear? Was the topic appropriate? The results get published to senior leadership (for one communicator) who then cascades the message down.
  + “As a result of attending this town hall, I feel more confident being an employee of \_\_\_\_\_\_.” Yes or No?
* Polling can also be used to keep speakers honest. One associate went 20 minutes over, cutting into another speaker’s time. The long-winded speaker got slammed in the survey.
* If the CEO goes on for too long, one communicator’s SVP will ring a boxing bell to inform him to move on. It is unpopular with the CEO, but it keeps everyone on task (not to mention entertained).
* IBM used to have a podcast in a game-show format with real prizes. They would have a quiz about the town hall that just happened and get top execs that people recognized to compete. This was a great way to get employees to absorb information from the town hall.
* Address what’s on everyone’s mind first. If you have a statement about raises, bring it up in the beginning of the town hall.
* Let the speaker know the questions in advance, even if you don’t screen the questions.
* [GoToWebcast](http://www.gotomeeting.com/webinar/large-custom-webcasts) is a solution for webcasting town halls.
* One communicator does some translation for international audiences. They don’t live translate the live town halls, but DO subtitle the recordings. During the event, they also translate the slide decks into each native language.
* One communicator did an immensely successful fundraiser for the United Way. It was a take on “Dancing with the Stars” that featured top-level staff competing against one another.
  + Employees could make contributions from their phones to the dancing couples.
  + The president of the international division competed alongside the vice dean of the medical school. Part of the success was seeing them in out-of-the-ordinary situations.
  + Each participant had a brief bio on the intranet page about the staff and why they’re invested.
  + **The event raised $50,000 for the United Way.**

# Digital signage

Digital signage is an eye-grabbing way to inform internal audiences and drive them to intranet resources. It also runs the risk of annoying staff to the point of mutiny.

## Challenges

* Resentful employees turn off or change monitors.
* Audio can be annoying to staff who have to be around it all day. Bright lights could be bad for departments that need darkness, such as radiology departments.
* Content competes with soap operas and other regular TV programming.
* It is difficult to measure their effectiveness.
* They can easily become a check box on a comms plan, rather than a truly effective tool.
* What content should go on digital signs?

## Solutions

* One communicator used a baby guard to prevent employees from turning off monitors. Another had to look up how to lock the monitor so pesky millennial staff would stop changing the channel with their smartphones.
* [Snap](http://www.snapcomms.com/products/corporate-screensaver) lets communicators take over staff screensavers in order to display a customized message.
  + Costs $25-100k depending on the number of users
  + Communicators can update the screensavers daily or every other day.
  + “Passive Communications”: it doesn’t interrupt or distract.
  + You can set it so users can click on links without the screensaver going away.
  + It pulls metrics on clicks.
  + Techs who just use iPads don’t use it, but everyone else does.
* Similar: Create pop-up messaging on employee monitors with [cutthroughcommunications.com](http://www.cutthroughcommunications.com/)
* Create content rules for signage. If someone wants their friend’s birthday advertised on signs, you can simply say, “we have a ‘no birthdays’ policy on the signs.”
  + One communicator monetizes her signs by allowing local businesses (such as local medical practices) to advertise.
* Great for uniting isolated employees. Chicago Fed staff didn’t check email often, and couldn’t leave a particular area without changing out of their uniforms. The signage, placed in their area, allowed them to stay in tune with company news.
* Resources include:
  + [BrightSign](https://www.brightsign.biz/)
* [X20](http://www.digitalsignagetoday.com/companies/showcases/x2o-media/) (similar to Bright Sign) -- has a Web portal where you can monitor every screen and see if you have broken screens or signage that’s off.
  + [Symon](http://www.rmgnetworks.com/intelligent-digital-signage): Same interface at PowerPoint; customizable by location
* Most do not use audio, for the simple fact that it drives anyone crazy within a 20-foot radius. However two participants had experience with domed stations, where you can only hear the audio if you step into a dome that hangs over the unit. These domes are “really cool,” to quote one communicator.
* Tip: Make sure the at least one sign is positioned somewhere the CEO will see it (and hopefully be impressed) to increase buy-in.

# Print

Print is not dead. How can a print publication become an integral, and even profitable part of a communications strategy?

## Challenges

* It’s difficult to measure.
* It’s hard to get executive buy-in for print. It used to be that Web content was the hard sell, 10-15 years ago, but now it is tough to justify print.

## Solutions

* Disney’s print publication, “Eyes & Ears,” actually generates revenue, $1m+ per year. Issues are published every two weeks and include ads from external businesses. The publication, “Eyes & Ears,” pays for itself.
  + It’s been around for 20+ years. It used to be two sides of a paper, but now it is a full book.
  + Staff include 1 sales rep, 1-2 designers, and lots of participation by staff. They have hardly any stock photography – almost all of it is of Disney staff.
  + Businesses advertise only to Disney employees, mostly with discounts and special employee offers.
  + One communicator bought her home from a $2,500 discount advertised in “Eyes & Ears”
  + Some have interactive elements: scratch and sniff, coloring with crayons, etc. for kids.
* Though not a traditional print publication, one communicator used large (3 feet in diameter) printed floor stickers to get messaging out. He placed these stickers in prominent places like the floor in front of the microwave in order to get the staff’s attention.

# Mobile apps

Mobile apps are not widely used by the group due to various technological restrictions and skepticism by IT. However they are a great way of reaching field employees and distributed workforces–if they’re done correctly.

Apps are a great way to give directory access, maps (for large campuses), and communicate with field employees who may not often log in to email.

## Challenges

* IT is either skeptical of the technology or unwilling to do the work to create the app. They may have security concerns with having “behind the firewall” information on smartphones. The “solution” of making mobile app users VPN in order to see the intranet defeats the convenience of the app. Nine out of 26 cite IT as the main obstacle to a mobile app.
* There is no budget for an app.Proprietary apps can cost upwards of $400,000, which is hard to justify. Five said that budget was the main obstacle to creating a mobile app.
* It’s not a priority. You can’t always get what you want. Some of our group were still mastering the intranet and didn’t have the resources to focus on an app. Four said a mobile app was not a top priority.

## Solutions

* There is a growing demand for mobile apps in our increasingly phone-centric world, especially for millennials and organizations with lots of field employees. One attendee mentioned that unionized, hourly employees were adamant in part because it lent them access to corporate challenges in which they wanted to participate. Another cited millennial employees who asked “where’s the app?”
* “Out-of-the-box” apps are much less expensive than those designed in-house. They offer less customization but can be a good alternative to shelling out for a custom app. Some are priced by employee, at a rate of $2-$5 per user.
* Use nepotism to your advantage. On the off-chance that the son/daughter of the boss is working on your team, use them to persuade the powers that be to buy-in.
* Mobile is increasingly important. A mobile app may soon be promoted from a “want” to a “need” in the minds of the decision-makers (especially when it comes to retaining millennial employees).
* Interns are your friends!Kids these days have immense amounts of tech knowledge. One participant got two high school students to design an app for them.

# Measurement

When it comes to earning buy-in, resources, and trust, the proof is in the pageviews. But tracking the value of our efforts often requires a bit of creativity.

## Challenges

* Communicators have a minimal amount of drill-down compared to PR professionals.
* Tracking for internal emails can be difficult or impossible without outside resources.
* Physical events may be hard to tie to a revenue number.
* IT may refuse to cooperate in attempted measuring efforts.

## Solutions

* [BananaTag](https://www.bananatag.com/) is an email tracking service that tracks email in Outlook, Gmail, and other platforms. Use this if you don’t have any other tracking available.
* If it’s in the cards (or the budget), try these two email platforms, which have robust metrics:
  + [PoliteMail](https://www.politemail.com/) -- Platform for sending and measuring internal email
  + [Newsweaver](https://www.newsweaver.com/): Similar to PoliteMail – an internal email platform with measurement
* If you can’t measure clicks to internal emails, you can add [Bitly](https://bitly.com/) links, which can be tracked individually through Bitly.com. This also works well for tracking a PDF communication.
  + [BudURL](http://budurl.co/) offers a similar service to Bitly. It costs money, but it’s more robust.
* [The Intranet Benchmarking Forum](http://digitalworkplacegroup.com/) is the gold standard for deep benchmarking, though it costs around $30,000 to join.
* Another option: 24 Hours of Intranets. You can tune in to an intranet on any given day, different host every hour.
* Polling is a great tool to measure satisfaction in real-time with an event like a town hall.
  + [Poll Everywhere](https://www.polleverywhere.com/), as mentioned previously, is a good tool for this.
* If IT tells you they can’t set something up, don’t believe them. Come armed with facts, and insist on getting what you need.
* An interesting workaround for an intranet with no measurement was to share links to the intranet through Yammer, and track engagement with Yammer links.

# Resources

**Internal Email**

* [Newsweaver](https://www.newsweaver.com/): Similar to PoliteMail – internal email platform with measurement
* [PoliteMail](https://www.politemail.com/) -- Platform for sending and measuring internal email

**Email Measurement**

* [BananaTag](https://www.bananatag.com/) – Email tracking service that tracks email in Outlook, Gmail, and other platforms
* [BudURL](http://budurl.co/) – Trackable links, similar to Bitly, but costs money.
* [Bitly](http://www.bitly.com) -- Create trackable links for PDF newsletter or email newsletter that can’t track link clicks.

**Video**

* [Final Cut Pro](http://www.apple.com/final-cut-pro/) – Video editing software made by Mac
* [Adobe Premier Pro](http://www.adobe.com/products/premiere.html) – Video editing software some prefer over Final Cut Pro
* [GoAnimate](https://goanimate.com/) – Make animated videos simply, can be customized – good for explaining complex or dry topics
* [Biteable](http://biteable.com/) – Easy tool for creating animated video
* [Candidio](https://www.candidio.com/) – Service for editing video that is relatively inexpensive
* [Adobe Story](https://story.adobe.com/en-us/index.html) – Software for creating scripts and workflows for video -- interacts with Adobe Premier
* [PowToon](http://www.powtoon.com/) – Software to create cartoon videos easily

**Intranet**

* [Unily](http://unily.com/) – Intranet hosting and development software as a service (SaaS).
* [RACI](https://www.dropbox.com/s/7e308wcy1ijs4gq/RACI%20Communications%20CompIntl%20RHallam%20%28002%29.doc?dl=0) – System for clarifying roles in cross-functional processes (like publishing stories to intranets)
* [Social Cast](http://socialcast.com/) – Social messaging for intranets
* [Tembo Social](http://www.tembosocial.com/) – Comment function for intranets

**Digital Signage**

* [Bright Signs](https://www.brightsign.biz/) – Digital signage provider
* [X-20](http://www.x2omedia.com/)—Digital signage, surveys, town halls and more
* [RMG Networks](http://www.rmgnetworks.com/) (formerly Symon) – Digital signage provider
* [Snap](http://www.snapcomms.com/products/corporate-screensaver) – Custom messaging for employee screensavers
* [Cut Through Communications](http://www.cutthroughcommunications.com/) – Pop-up messaging for company computers

**Town Halls**

* [Poll Everywhere](https://www.polleverywhere.com/) – for real-time polling for smart phones
* [GoToWebinar/GoToWebcast](http://www.gotomeeting.com/webinar/large-custom-webcasts) – Service for webcasting

**Mobile App Development**

* [Brotherhood](http://brotherhood.io/) – Mobile app development company <http://brotherhood.io/>

**HR Benefits**

* [Jellyvision](http://www.jellyvision.com/) – Tool for walking staff through benefits (and other) decisions

**Agencies Specializing in Building Intranets**

* [Prescient Digital](http://www.prescientdigital.com/)
* [Cap Tech](https://www.captechconsulting.com/)

Thank you all so much for joining us for this event. Please keep in touch through the [LinkedIn](https://www.linkedin.com/groups/8421198) or [Facebook groups](https://www.facebook.com/groups/886938344735473/887530948009546/?notif_t=group_activity_unconfirmed), and share some of what you’ve tried and what’s working. We hope to see you again soon!