

From ZERO to 50/50



No technology has gone from zero to hyperdrive faster than the amalgamated protocols, interconnected devices and teragobs of files that make up the Internet and World Wide Web. Of course, it helped that a seedling infrastructure of pipes and servers was ready and waiting to be built out to the specs of the Net's own DNA—in the form of TCP/IP and HTML, soon joined by Java and assorted other proteins. The logic of the Net has always seemed irresistible. Give people a straightforward standards-based interface that can serve as a common front end to a variety of applications; give them the ability to find and consume—at their own initiative and pace—useful sources of structured and unstructured information; through hyperlinking, give them the power to make serendipitous context-rich associations among information objects; enable secure transactions; decouple business processes from the tyranny of inflexible systems; simplify programming models to emphasize speed and reusability. Then, freed from some of the most constraining aspects of technology, people would soon discover an open space where innovation could create new kinds of value.

Last year, we established the CIO Web Business 50/50 Awards as a way of taking an annual snapshot of this ongoing creative insurgency. Because the Web is irrevocably transforming the terms and conditions of business, we wanted to honor some of the pioneers who are setting the evanescent benchmarks for a constantly moving target. In this special issue, we showcase 50 Internet and 50 intranet (and extranet) sites that, in our judges' opinions, reflect the best of what business on the Web has to offer at this moment in history.

This year's winners were culled from more than 800 online applicants. As we expected, the bar keeps rising, with business use of the Web showing ever greater sophistication, ambition and effectiveness. In both the Internet and intranet categories, the main criteria were how impressively the nominated site delivered business value, how the design and technical attributes of the site contributed to its business objectives, and how well the blend of technology and design matched the needs of the site's target audience.

Since the entry process began late last year, we have been impressed by the quality not just of the winners but of the entire pool of applicants. Now it's your turn to be impressed.

—Lew McCreary, Editorial Director

Intranet winners

team rooms most useful. "New associates can go back and see the old budget reports and project proposals, even the initial PowerPoint presentations we created to win the account," says Nancy Siegel, vice president of operations.

Employees use a work-tool application called Enchilada (as in "the whole enchilada") for filling out expense reports, logging time sheets, figuring schedules and managing budgets.

In The Mudpit, a forum focused on works in progress, project designers invite coworkers' comments through threaded discussions. Recently, a Java programmer posted a home-page design with drop-down screens and then requested feedback: Did the screens accommodate the graphic design? How did they look on various computer systems? "The specific team associated with the project contributed to the discussion, but it went beyond that," says Leveen. "There was feedback from all over the company, including the receptionist," and questions provided designers with just the user's point of view they were seeking. —Megan Santosus

Intranet Profile .4

World Wide Wellness

Given the percentage of annual revenues most businesses devote to employee health benefits coupled with the faster-than-inflation growth in health-care costs, it's not surprising that some intrepid Web innovators would come up with an application aimed at controlling the cost of benefits. In this regard, Siemens Business Communications Systems' Wellness Incentive Program (WIP) on the company intranet, RouteOne, appears to be breaking new ground.

Quite a few companies have created omnibus HR and benefits information sites, but we know of no other initiative that actually delivers a health benefits program over its intranet. At heart, WIP is an eight-week online behavior-modification regimen for which participating employees receive credits toward their share of dental, medical and life insurance costs.

Getting employees to live healthier lifestyles is a proven tech-



Health and Wealth: John Deex, Siemens' manager of corporate health and wellness services, says the company's online Wellness Incentive Program decreased sick days and cost \$170,000 less than the day-long program that it replaced.

abling employees to do side-by-side self-service comparisons. Soon to be incorporated into a larger Lucent site known as iON.HR, Benefits Central offers personalized content and helps build corporate identity.

Lucent Technologies Inc. Lucent Benefits Central

This site automated benefits enrollment transactions, en-

Marketing Specialists The Market Place

The Market Place, a nationwide information resource for 4,500 employees, reduces information overload by providing a single interface for retrieving and viewing data from widely distributed sources, saves money by publishing internal documents online and streamlines the purchasing process through a secure capital expenditure request system.

MCI Communications Corp.

The Source Online

The telecom giant's HR intranet offers next-wave employee self-service. More than 60,000 workers access personal payroll, benefits, training and financial information. Many units offer Web-based performance evaluations or distribute raises and stock awards online. The source saves tens of millions yearly. MCI's next step: a paperless process and environment.

Millipore Corp.

@Millipore

Millipore, maker of purification products for scientific and chemical markets, offers another refined product in its intranet with self-service applications like reporting expenses, ordering business cards, arranging travel and getting information from more than 120 separate corporate databases, 35 of which are available via push technology.

Mutual of New York MONY Insight

By outlining goals and finding features to fit, MONY and Propel Technologies Inc. developed an information hub for MONY's home office and field sales employees. The intranet, with more than 192,000 hits in January, has 5,000 pages, including online forms and sales tools.

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