CUSTOMER CASE STUDY

Unifying the digital employee experience at Dell Technologies

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How an intranet relaunch became the catalyst for a more connected way to work.

A look Inside Dell.

Dell Technologies is adept at transformation. You only have to look inward as proof of that. Time and time again, the company has reimagined its business to enable entirely new ways of using technology. Over the course of three decades, it has pioneered new channels of delivery, acquired new capabilities and introduced new innovations.

When Dell and EMC joined forces in 2016, it represented the largest technology merger in history. Today, Dell Technologies is a leading global end-to-end technology provider, with a comprehensive portfolio of IT hardware, software and services solutions spanning both traditional infrastructure and emerging, multi-cloud technologies that enable customers to build their digital future and transform how they work and live.

One of the unifying platforms is the intranet, Inside Dell. It’s affectionately known as the place to go when you don’t know where to go, who to work with, or what to do. It’s the digital destination that brings together over 160,000 team members in a single place. But it wasn’t always this way.
Breaking the cycle of intranet upgrades.

Prior to its relaunch, *Inside Dell* was the lowest scoring enterprise application for employee satisfaction (eSAT). A new approach was needed. Post launch, the eSAT scores climbed from 23% to over 60%, recording the most significant quarterly jump ever by an IT application and taking home the prize of most improved application for every quarter of its operation.

Like many organizations, the intranet was an under-invested technology, caught in a multi-year upgrade cycle that was more aligned with maintenance contracts than user need. It wasn’t until a change in perspective combining the intranet and search initiatives together that a new vision for the digital workplace took shape.

Executive sponsorship was crucial to elevating the approach. By looking inside, at the core of the Dell Technologies culture, the team rallied support from every function whose mandate was to positively impact the employee experience, garnering funding, securing resources, and gaining commitment to positively contribute to the success of the project.

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**Company Metrics**

- **3x overall improvement in eSAT**
- **7% increase in eSAT in one quarter**
- **Decreasing content gap to 1.3%**
- **Increasing click-through rate to 63%**
It’s as much about the journey, as it is the destination.

An integrated experience is often the stated goal of digital workplace strategies and initiatives. But the reality can look starkly different. App diversity continues to grow and as employees increasingly reach for best-of-breed tools it can be challenging to create a seamless experience.

Dell Technologies has a core set of applications at the heart of its team member experience, including Jive Software, ServiceNow and Workday. And each application had its own search function, indexing a very specific subset of content, as employees moved between different systems of engagement. Everyone was doing their own thing.

This was the genesis for the formation of a Team Member Experience Council (TMX) – a group tasked with examining the different dimensions of employee experience, including digital tools. The team, which comprised representatives from marketing, HR, IT and Learning, came together to move search from a challenge requiring fixing to a cross-enterprise service that is integrated into every major employee touch point.

**Challenges**

- Growth through acquisition brought together several leading technology brands, but the organization lacked a common platform to learn and share knowledge.
- Intranet was the lowest scoring enterprise application for employee satisfaction (eSAT) and technology upgrades were consistently deprioritized in favor of other priorities.

“Employee experience is about the moments that matter. And on day one, a new hire had to go to 50 different places, that all look different, just to get up and running, and gain proficiency in their job.”

RUCHI GARG, PROGRAM MANAGER, DELL TECHNOLOGIES
Central to the approach is the Dell Digital Way which is based upon the Pivotal Methodology. A methodology that combines values and principles from Extreme Programming, Lean Product Development and User Centered Design methodologies to determine user value and build that value into the software.

In order to find out what people wanted to find in an intranet, user interviews were conducted. A sampling of employees was gathered across each unique role in the business. And the insights helped the team understand what needs were not met by the previous platform, map expectations for a relaunch, and inform decisions in its design.

The relaunch of Inside Dell was an opportunity to continue to rebuild trust. From the get-go, the team approached every email and every help ticket as an opportunity to improve.

As the feedback rolled in, the team was prepared to iterate, making small changes to the query pipelines that led to big impacts to relevance and an exponential increase in satisfaction.

“My inbox blew-up on day 1 and I could turn around and act on that feedback.”

TAMMY LANGMEYER, DIRECTOR, IT MARKETING, DELL TECHNOLOGIES

Every new piece of feedback that was acted upon was an internal marketing opportunity. Go above and beyond to serve employees, and see the impact it has. Those first few weeks were crucial, as every team member that had a positive interaction then became an advocate. Every advocate became an active participant in changing how employees view the intranet.

UNIFYING THE DIGITAL EMPLOYEE EXPERIENCE AT DELL TECHNOLOGIES
Refining the purpose of the intranet.

We are now in a stage where most companies have too much technology, and not enough time, so a major part of the employee experience at Dell Technologies was simplifying the technology experience. With Inside Dell, simplification was key. Content needed to be authoritative; the design needed to feel familiar, and any feature that distracted from the fundamental mission of the intranet needed to be removed.

At the core of the design was the move to a common global navigation across each major system of engagement. People are creatures of habit and a consistent, reliable approach to search drove a significant increase in daily active users. More and more employees began to rely less on bookmarks, and more on the search engine to locate what they were looking for.

Search was not just for content, but people too. As the organization grew, and new businesses were added, it became more difficult to get access to key stakeholders to enhance decisions or simply get things done. With the power of Coveo, a team member doesn’t even need to know a person’s name to find them; all they need to know is the skill they’re searching for.

The team also experienced some halo benefits in their content strategy. A more powerful search function begets more usage, which meant that content teams could rely less heavily on carving out space on the intranet homepage to aggregate information. This freed up valuable real estate for other priority communications from teams.

Inside Dell has become the application gateway when you can’t remember how to file an expense report. It’s the starting point for search when you don’t know who to turn to or where to look. And it’s the rallying point when you just want to know what’s new. Get-in. Get-out. Get back to work.
Remaining relevant amidst constant growth and change.

Intranets are in a constant battle to remain relevant. On one hand, the timely creation and curation of content will be a determining factor in their success. On the other, as an intranet becomes more valuable or the audience grows, some of the content will be irrelevant and won’t apply to specific groups, creating the need for greater targeting and personalization.

An important concept central to the Pivotal approach is developing with an agility that optimizes for learning and remains responsive to change. Every conversation, interaction or new feature is an opportunity to learn what employees need and act on that information. Data-driven decisions that feed either the creation or delivery of relevant content.

With Coveo usage data paired with Adobe Analytics, the TMX Council is able to monitor behavior and get a comprehensive understanding of online performance. Adobe provides traditional web metrics such as visits and page views, while Coveo extends the capabilities of analytics to identify content gaps and understand what employee interactions lead to successful outcomes.

Dell Technologies continues to expand its use of Coveo in its pursuit of relevance, as new content sources come online and business units are strategically aligned. One of the next challenges is the personalization of results, reducing the noise and delivering more meaningful content based on an employee’s function and role.

“With Coveo we can bridge the gap between expectations and experiences,” said Will Hudson. “Coveo data and AI will help the TMX Council uncover preferences and priorities in order to build better experiences, whether it’s a new hire trying to navigate the business or a long-standing contributor just trying to stay connected.”

About Dell Technologies
Dell Technologies (NYSE:DELL) helps organizations and individuals build their digital future and transform how they work, live and play. The company provides customers with the industry’s broadest and most innovative technology and services portfolio for the data era.

Learn more at coveo.com