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THE DEVELOPMENT OF AN INTRANET SITE FOR THE NATIONAL ACCOUNTS DEPARTMENT AT BELL ATLANTIC MOBILE

BY

NEIL T. VAN SCOY

Thesis Advisor

Michael S. McGraw, Ph.D.

Submitted in partial fulfillment of the requirements
of the Degree of Master of Arts in Corporate and Public Communications
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Chapter I

INTRODUCTION

In today's fast-paced world where information becomes outdated before it can be printed and distributed, people want instant access to current information at the touch of their fingertips. They do not necessarily want to wait to receive information through the mail, in tomorrow's newspaper, or surf the television in search of news. Increasingly, people want what they are looking for and they want it immediately. The internet is able to provide this instant gratification and it has become a vital communication tool due to its ability to provide immediate, updated news and information. Instant access to the most current information is also one of the necessary elements in running a successful business. The cyberworld has become a strategic communication element for business today.

According to a recent survey published in PC Week magazine, more than 90% of companies are considering developing internal web sites (Rupp, 1998, p.16). These internal web sites are called intranets and allow information to be posted and retrieved in the same manner as the internet. The difference between the internet and an intranet is that the internet is a global collection of private networks that are interconnected through public links. An intranet is a set of web servers installed on an internal network that can display data and documents for anyone who is directly connected to that network. For business this means that a company can build their own web system where information can only be posted or viewed by people within the company.

The development of intranets has resulted in a change for the internal communication dynamics in businesses throughout the United States. As Campbell (1998) states, "The Intranet promises to fundamentally change the way workers communicate to a degree not experienced since the telephone," (Campbell, 1998, p. 1). An intranet provides several benefits: it makes communication among employees easier by increasing productivity, it eliminates barriers to communication, it reduces the cost of paper, it delivers real-time information, and it can provide training on demand.

Statement of the Problem

As documented, intranets are becoming an important strategic communication tool for American business. This masters thesis project explores that topic and to illustrate the process, will have as its primary component, the development of an intranet site for the National Accounts department at Bell Atlantic Mobile in Morristown, New Jersey. This intranet site will serve as a source of updated departmental information.

Need for the Study

Bell Atlantic Mobile offers cellular phone service from Maine to Georgia, and divides this area into service regions. The company is segmented into seven regions; New England, Connecticut, New York Metro, Philadelphia, Washington DC, Pittsburgh, and South Carolina. The methods and procedures for serving its customers are unique for each of the regions. Each region has departments that activate new customers, respond to customer service inquiries, handle collections on past due accounts, and respond to fraud issues. Also, each region handles its own customer base and if it encounters a question

with another region's customer, it directs the customer to someone from the customer's home market. With each market having different pricing information for cellular phone equipment and service, offering different promotions, and having its own methods and procedures for serving its customers, keeping order for all of the information that changes on a monthly basis has been a challenge.

Prior to the company's intranet being developed, each region communicated with the other regions either by sending faxes to be copied and distributed, or by sending an e-mail. With the implementation of the intranet, each region is now able to post updated reference material on its regional location on the intranet for every other region to reference. Each employee is able to gain access to the intranet site through his or her computer by using Netscape, a intranet browser which allows users to search for information related to a specific word or topic. This not only makes certain the message is communicated to every person throughout the company, but also provides a way of filing messages which eliminates employees from filing their own reference material.

The National Accounts department is set up as the single point-of-contact for Bell Atlantic Mobile's corporate customers. The department coordinates with other cellular carriers nation-wide cellular coverage for its corporate customers who wish to establish service outside of the coverage area that Bell Atlantic Mobile serves. The National Accounts department is self-sufficient team consisting of 53 account specialists who perform all of the functions that all of the regions perform to serve its 75 national accounts.

Developing an intranet site for the National Accounts department not only helped departments communicate with sales representatives, corporate account managers, and

customer service representatives in each region, but also helped the department communicate internally. By developing an intranet site, the department was able to post essential information on each corporate account on the site. This helped the department when employees of the accounts that the National Accounts department serves call into the department's 800 number and a specialist who is not familiar with the account answers the call. By having the intranet site to reference, the specialist was able to look up the company's profile and find basic information that is vital to the account. This enables the customer to receive information on the account instead of waiting for a return call from the specialist who handles the account.

Another benefit of the project was that it provided a central filing system for the department, making the most current information available. Prior to the intranet, the National Accounts department would receive its information as a paper handout that was stored in two large, three-ring binders that served as reference tools for the department. When information changed, the members of the department had to file the new information in the binder and purge the old information. Having to continuously update the binder became quite a task in itself. By having the information now posted on the intranet, the three-ring binder filing process for the department is eliminated. Now when information needs to be updated, it is put into a bin set aside for collecting information for updates on the intranet and either the author or a member of the methods and procedures team, who has access to update information on the intranet, changes the information on the departmental intranet site.

Objectives

The author had two objectives in developing an intranet site that will be used as a reference tool for the National Accounts department at Bell Atlantic Mobile. The first was to learn the process of developing a web site and to put that knowledge into practice. Secondly, the author wanted to gauge the effectiveness of the intranet site for the members of the National Accounts department to see if they utilized the site as a reference tool. The effectiveness of the site was gauged by gathering feedback from users on the ease of use of the site, design of the site, and content of the site. In an attempt to understand the effect of the intranet site on the employees of the National Accounts department, the author gathered feedback from users of the site to ascertain its effectiveness.

Definition of Terms

1. Intranet. A set of web servers installed on an internal network that can display data and documents for anyone who is directly connected to that network.

2. Internet. A global collection of private networks that are interconnected through public links.

3. Firewall. A control mechanism placed on a private network to prevent unauthorized entry from the public sphere.

4. TCP/IP. (Transmission control protocol/Internet protocol) The protocols that define how information is passed around the Internet.

5. Web. Any collection of online documents or forms that are hyperlinked to each other, especially through HTML and HTTP. The term "web" comes from the fact that the

documents are connected through hyperlinks, forming a sort of weblike document network.

6. <u>Web browser (client)</u>. A software program designed to help users request information from web servers and display the information once it is returned. The term browser is a popular way to refer to a web client, since it lets users easily browse through large sets of information stored on any number of web servers worldwide.

7. <u>Web server</u>. A software program designed to serve files and data to web clients (browsers) such as Netscape or Mosaic. Also, this term may refer to the complete installation of web server software, server content, and server hardware.

8. <u>Web site</u>. A set of information accessed through a web server, which is available to any user with a web browser, no matter where they are located on a network. This is a generic term, and could apply to sites on an internal or external web.

9. <u>Hypertext Markup Language</u> (HTML). A standard way of marking up text so it can be displayed online in a web browser. HTML includes not only style tags for headings, bullet lists, and the like, but also provides ways of creating hyperlinks, online forms, multimedia, and embedded applications.

10. <u>Hyperlink</u>. A coded link in hypertext that causes new information to be retrieved.

11. <u>Hypertext</u>. Any text that contains links to other sources of information. (Bernard, 1996).

Limitations

A limitation to the project was the reliance on the members of the National Accounts department in order to provide him with the most current information that will be included in the web site. If the author did not, as well as does not receive complete cooperation from the entire department, the project will not be a complete and will not serve as an accurate reference tool.

Chapter II

REVIEW OF THE LITERATURE

Background

In his book titled Intranets, Steven J. Vaughan-Nichols wrote that the first

mention of the web in a mainstream publication occurred in April 1993 when

Computer_Shopper wrote, "The Web is potentially the most powerful automated

information-gathering tool in existence" (p. xi).

The boom of the internet can be attributed to Marc Andreessen, a graduate student

at the University of Illinois at Urbana Champaign, who developed Mosaic 1.0 in April of

1993. Mosaic is a computer program which allows people to search the internet using

search engines where a user can type in a key word or words and the system will search

all of the sites in the entire network and provide the user with a list of the sites which

contain the key word or words he or she entered. Before Mosaic was invented, in order

for users of the internet to find information, they had to know the exact address to contact

in order to find the information. For example, if you wanted to see if a copy of a book

was in the Library of Congress, you would have to know the address for the location of

the government server which house that information (rs5.loc.gov). Without knowing the

location of the server, you would not be able to find the information you were searching

for (Vaughn-Nichols, pxx). "With the development of Mosaic, the world wide web

became not just a text bound research program but the first new medium to hit the market

since television in the 1940's – and one that anyone at all could publish on," (Vaugh-

Nichols, 1997, ppxxv).

After developing Mosaic, Andreessen went on to start up his own company and improve the original version of Mosaic. Andreessen's company is Netscape Communications and the improvement of Mosaic is now known as Netscape Navigator, a program which has become the standard by which all other web browsers are judged.

Role and Benefits of Intranets in the Business World

The development of the internet as a communications medium has allowed businesses to harness the power of this tool for its own specific purposes. An intranet is similar to the internet. The difference between the two is that an intranet is an internal network that has a firewall that is a control mechanism that protects it from unauthorized access from the public. On the other hand, the internet is a global collection of private networks that are interconnected through public links (Bernard, 1996, 367).

An intranet allows a company to bring into its organization the same means to communicate and provide access to information that employees are beginning to take for granted in their day-to-day lives outside the company through the use of the internet. Intranets are designed in HTML format, which is a standard way of marking up text so it can be displayed online in a web browser. The format is the same for users who are already familiar with using the internet. Intranet web pages use the same point-and-click interface that the world wide web uses. This means that for the experienced user, learning how to use a corporate intranet requires little training. Intranets use TCP/IP (transmission control protocol/Internet protocol), the protocols that define how information is passed around the Internet, to transmit information across the network. The information for the network is stored on one or more server and can be accessed by using a web browser.

Since users are directly linked to the server and do not require the use of telephone lines, the intranet can have much faster access times compared to the internet ("Where did the intranet begin?", 1998).

Intranets make internal communication and collaboration much simpler for businesses. Prior to the development of web-based technology, most corporations relied upon its own proprietary software systems to network its computers together so employees could share information. The larger a corporation was, the more difficult it was to link all of its offices together. Often times sharing information across the different hardware platforms each location would have, using different file formats, and using different software made it extremely difficult to link employees together. By using standard internet technology, these problems have been solved and corporations are now able to link its employees across the globe using a single system.

Companies have discovered how valuable the technology is and have been developing intranets for their businesses to use. According to a survey from research firm Information Week Research and Cap Ventures Inc., the amount companies spent on intranet and extranet development in 1998 was $3.5 billion. The total was a 38% increase over the $2.5 billion companies spent in 1997 ("Once upon a time," 1999).

The development of the intranet has many benefits for corporations. Information is the key to successful business. The old way of doing business was that information filtered from the top of a business downward. It was being passed down through several levels of management until it reached every employee. If people needed to find out information, informal networking channels were tapped such as the grapevine, or the "who do you know" routine. With an intranet in place, information no longer filters from

the top down; it branches out into every direction. According to Steven L. Tellen of Amdahl Corporation in Sunnyvale, California, (cited in Cohen, 1996) the flow of information moves away from the information creators and towards the people who access and use the information. Web based technology makes it easier to find out critical information without having to pass through several levels of management. Employees can now have access to information that was once only available to a few key people.

By intranets changing the information flow, corporations are able to improve its organizational communication and promote a rapid exchange of information. No longer do employees have to wait to find out information from another employee who was in a meeting, on vacation, or slow to respond; the information can be found on the corporate intranet. No longer do employees in different locations have to contact other offices to find out information; the information can be found on the corporate intranet. Information that is posted to the intranet is readily available 24 hours a day, 7 days a week to anyone who has access to the site, whether they are out of the office working on the road, at home, or in a satellite office.

The change in the way information flows brought about by intranets, results in improved learning, sharing, time saved, and cooperation for businesses. The same way that the implementation of electronic mail tore down company walls by allowing employees access from the lowest level employees to the president of the company, intranets also tear down company walls by providing access to a wide variety of information which was previously unavailable.

The change in information availability that intranets provide has lead to departments and organizations believing that they are more important and providing

better service. According to research from CMP Media, almost 74 percent of the 1,000 corporate heads of Information Technology departments stated that they believe the importance of their departments has increased. The executives also stated they thought that Internet technology has given their companies competitive advantages ranging from improved customer service to business processes, ("Worth its weight", 1998).

Intranets can also be used to set up chat sessions with company leaders. By setting up a chat session with leaders of an organization, people feel a stronger sense of connection with the leaders. These chat sessions can be more effective than conference calls since they can be enhanced by the use of visual aids such as slides. Transcripts of the chat session can also be posted to the intranet for people who missed the session.

There are other benefits related to the intranet, in addition to closing distance gaps and promoting rapid exchanges of ideas. By allowing information to be easily shared and made widely available intranets can enhance innovation. This case illustrates that point. Olivetti Ricerca, the research arm of Italy's Olivetti Group, as reported in Cohen (1998), wanted to introduce a new research and development model that would nurture innovation and experimentation. Previously, different research and development labs within Olivetti Ricerca each used different methods to share information, so it was difficult to leverage information and experiences across the organization. The company required a unifying tool and an intranet solved the company's problem. The company's intranet created a single virtual laboratory that linked the main Olivetti Ricerca sites and the company's other labs in Italy and outside of the country. The goal is to use the intranet to make critical knowledge available wherever and whenever it is needed (Cohen, 1998).

"Our researchers need to access the largest possible amount of current information, both inside and outside the Olivetti Group," said Claudio Adriani, director of technology strategies and project leader (cited in Cohen, 1998, p.57). "In a research and development environment, the free exchange of ideas and information is a powerful catalyst for innovation," (p. 57).

Another benefit of an intranet is that it reduces paper, printing, and mailing costs. Many companies distribute a large number of printed newsletters and reports to their employees. By making these documents available electronically, expenses can be reduced and the environment will benefit since less information is being printed on paper. Also, if any information in a document needs to be changed, instead of printing up a new document the information can easily be updated electronically. Aetna Canada estimated it saved about $30,000 in printing cost alone since it switched its main employee newsletter over to the intranet in early 1997 ("Payback time", 1999).

Intranets can be used to keep track of employee information, such as time sheets and vacation requests. Osprey Systems, located in Charlotte, N.C., has started handling its payroll for the company's spread out network of computer systems workers through its intranet. Osprey's 220 employees, most of whom work off-site, are now required to report their time sheets exclusively through the use of the company intranet. ("Putting time reports on the fast track", 1999)

"We will not accept paper-based time records anymore," said Scott Krasner, vice president of planning and marketing," ("Putting time reports on the fast track", 1999, p. 6).

To encourage compliance, the company pays off-site employees up to $10 per month for Internet service. The result of the change was that the company saved the equivalent of two-full-time employees a year in the payroll department, ("Putting time reports on the fast track," 1999).

Using an intranet site, companies can process business-to-business transactions, such as ordering parts, sending invoices, and making payments. By using an intranet-to-intranet transaction these transactions do not need to go out over the public internet. This provides an added amount of security where the communication travels over private leased lines and the intranets are still protected by the firewall (Gralla, 1996).

Using web-based technology appears to be the wave of the future. Businesses can expand into internet commerce by allowing World Wide Web users to access a part of the intranet site in order to order goods and services. Using an intranet in this manner allows a business to expand its sales to reach anyone with access to the internet. Worldwide e-commerce sales may reach as high as $3.2 trillion in 2003, according to projections by Forrester Research. That figure represents about five percent of total global sales.

"There is no question that (e-commerce) will represent a significant portion of the global economy over the next five years," Forrester president George F. Colony told the company's annual Boston Forum. "To achieve its full potential, businesses need to move quickly to establish market leadership, while governments must nurture electronic commerce with supportive laws and policies," (E-commerce to top $3.2 trillion?, 1999).

Another benefit of an intranet is that it can also enhance training and development for employees. Training tools can be loaded onto the site for an employee to use when they need to learn about a topic. Employees are able to learn at their own pace and about

topics that are of most benefit to them. In addition to written information, pictures, and graphics that most web pages consist of, training tools can be enriched to include audio tools, video clips, and animation. The use of technology such as audio can allow people to listen to lectures or speeches that they may have missed, or listen to a section of a class presentation. According to one study conducted by the MAISE Center, 89% of Fortune 1,000 companies were planning, as of last August, to deliver online learning and training tools, ("Once upon a time", 1999).

Oil driller Schlumberger Ltd., based out of New York, provided an example of how vital their intranet is for its ongoing training and development. Engineers at one of its African units were pumping cement down a hole drilled deep into the ground. The cement is supposed to flow down a pipe set in the well and back up the space between that steel casing and the earth, and then harden. If the engineers were following the instructions found among the pages of a 13 volume manual published 18 months earlier, the engineers would have known that the cement had been replaced with an assortment of specially designed chemicals to stop gas from migrating into it during the curing process. But the engineers had not received the latest paper-based manual updates, so they do not realize that the company researchers have found a way to improve the performance of cement pumped under the conditions found in the African oil field. As a result, the cement being pumped is not going to harden as well as it might, and the well operator, Schlumberger's customer, will have a hard time pumping the oil.

The communication problem would be solved if the company used an intranet instead of relying on updating its manuals via paper. At the time of the example, the company was halfway through its transition of distributing updates on paper to doing so

electronically. Once the project was completed, engineers then had access to up-to-the-minute information stored on a corporate web server.

"Sometimes we change the manuals because something could go wrong, so it's important that the engineers get timely information in the field," said Meghan Stevens (cited in Schultz, 1996, p.38) manager of information technology. By placing the documentation on an intranet, information can be updated on a minute-by-minute basis and keep its field engineers informed and the oil-field process flowing.

The example at Schlumberger provides an example of one goal that every corporation has, increase productivity of its employees. International Data Corporation conducted a study to determine the effect that an intranet had on the productivity of that company's employees. When possible, International Data Corporation of Farmington, Massachusetts, calculated the actual impact of time saved on the profitability of the company. When this was not possible, the study quantified the savings in time per employee and then corrected that amount to calculate an increase in productivity. The average increase in productivity was 10 minutes per day for each employee. While this total may not seem like very much on an individual employee basis, a company with 4,000 employees can experience a substantial gain in productivity which could then have an impact on the income statement (Campbell, 1998).

With intranets providing such an increase in productivity, many companies have decided to embrace the use of the technology. A study by the International Data Corporation for InfoWorld in 1996 indicated that 76 percent of corporations had or were planning an intranet. Of those companies, nearly all of them planned to use their intranets

to facilitate enterprise-wide communications, while more than 65 percent said they would use it as a platform for distributing computing (Blundon, 1998).

The same study by the International Data Corporation found the return on investment for intranets to be over 1000 percent. This return was far higher than usually found with a technology investment and much greater than the 20 percent return on investment that most financial managers look for in projects. The study determined the risk associated with deciding to implement an intranet low, with the payback period ranging from 6 to 12 weeks to recover the cost of the project. In fact, the International Data Corporation found that the cost for the equipment in developing an intranet was far less significant than the cost of personnel. The personnel costs fell into two distinct categories: one-time cost of application development, and the ongoing costs associated with supporting the system and maintaining a steady flow of information content (Campbell, 1998).

Companies should avoid measuring the success of its intranet by counting the number of times the site was accessed. Hit counts are misleading because they can represent several unsatisfied users who were unable to retrieve desired data. A site might get six hits a week, but if each of those hits eliminates an hour of phone tag, it is worth it. A high hit count on the other hand, could represent a lot of frustrated users who could not find what they were looking for and lost productivity by searching the site (Sullivan, 1997, p. 1).

Intranets can provide a beneficial way for employees to easily find information, share ideas, and save time at his or her jobs. The companies that develop intranets experience a savings not only in time, but money as well. With intranets providing so

many benefits it is easy to see why the business world has fallen in love with them. In fact, some companies enjoy their intranets so much that they have given whimsical names to the computer systems. For example, Eli Lilly & Co. has ELVIS, the Eli Lilly Virtual Information Server. Owens-Corning held a companywide contest, via internal electronic-mail publications, to name its intranet. FiberSpace was chosen because it sounded like cyberspace and pertained to the company's business, said Mark Amos quoted in Nash, an IS professional at the Toledo, Ohio company. Business psychologists attribute the naming of these intranets to a variety of factors, such as intranet managers' enthusiasm for their jobs and the desire to perceive more control over the technological entity (Nash, 1996, p. 73).

Implementing Intranets into Business

While an intranet has potential to improve knowledge management in an organization, it requires a shift in the corporate culture in order to be successful. Organizations have to learn to adapt to changes that an intranet provides in order to receive its full benefits. If an intranet is misused, it can intensify mistrust, increase misinformation, and exacerbate turf wars within a company.

Misuse of an intranet can result from some people being wary about anything that replaces traditional business processes and organizational structure. The concerns of these people are well-founded. New technology, such as an intranet, brings about a change in an organization's culture. People and organizations must adapt and, in some cases, dramatically rethink the way they conduct business and interact with colleagues. With information being readily available and resulting in a critical mass thinking, companies

must make sure that they control the flow of information. A successful intranet needs management buy-in, continuous maintenance, and well planned implementation in order to be successful.

When an intranet is implemented, information no longer filters from the top down; it flows in every direction. Employees have access to a tremendous amount of information that was previously unavailable. The instant access to information on an intranet raises expectations for the speed of information flow. Employees can no longer take advantage of the inherent delays of other communication devises, such as with mail or with returning voice mail messages. This may create resistance from employees responsible for communication in traditional media. For example, corporate communications departments may be scooped by an intranet (Cohen, 1998).

Attention must be paid to the content of an intranet and the information must be kept up to date. If the information on the intranet becomes outdated, employees will lose faith in the intranet and its credibility will be reduced. If employees find that the most current information is not on their intranet, they will return to the normal channels of finding information and stop using the site. In order to solve the problem of having the pages go obsolete, Jesse Berst in an article for PC Week magazine suggests that organizations give the responsibility to one person. This one person will have the responsibility of updating the information on the intranet, rather than hoping different departments will update their own information (Berst, 1997).

The new technology of intranets are not a substitute for organization's current communication tools. Intranets may in fact make communication planning more difficult since it adds another option and way for people to receive information. One Fortune 500

company conducted a survey in which it asked employees how they wanted to receive benefits information. The most surprising result was that each individual had one preferred method that he or she used almost exclusively.

Almost half of the employees preferred written material, while nearly 20 percent wanted the reassurance of a one-on-one conversation. Some had already made the switch to 800 numbers and other high-tech resources. The remainder said they would continue to rely on their coworkers, regardless of what other methods were available. This survey demonstrated the idea that an intranet may be a valuable communication tool, however it should not be the only tool used. To communicate successfully, information should be delivered in the manner in which employees chose to receive it.

AT&T has added a site to its intranet designed specifically to help out its middle managers. Called "Manager as Communicator," the site offers tips on improving communication for mangers, team leaders, and anyone else who clicks in on the site.

Wes Dvorak, manager of human resources and strategy communications, says the site came about because the company believes important messages come across best in face-to-face contact (Managing to communicate, 1998). And, of course, that contact happens most often in meetings.

"We basically offer a tutorial on conducting a good, effective, interactive meeting," Dvorak says. The site is heavy on practical help – how to put together an agenda, whom to invite to the meeting, how to run it, and how to handle "difficult" participants. All of which goes down a little better with a touch of humor. "We've got a link to 'Dilbert,'" he noted, ("Managing to communicate, 1998, p. 7).

Dennis Rupp wrote an article in HR Focus that suggested the best things an intranet can be used for. Rupp said that intranets store and organize documents so they are easily retrieved, provide personalized information if linked to an employees database, keep frequently changing information such as telephone listings up-to-date, make information available on demand, allow employees to search information related to a specific event such as transferring to a new location (Rupp, 1996).

Another idea that should be taken into account when companies decide to use an intranet is the intranet should solve the right problem. Just because an application makes a job easier does not necessarily mean that it is furthering the company's business. A help desk site with elaborate forms might make life easier, but it is useless from a crashed computer and a lot slower than picking up the phone. Figuring out what wheel you are actually greasing is also a problem at times. An electronic form for entering time-off requests is almost always going to be less convenient than the paper forms it replaces. The wheel being greased in this case is the clerical time spent transcribing the forms.

Once an organization has implemented an intranet and made sure that it was being used in the most effective way for the business, a final step that must be taken in order to ensure the success of the project is to market the intranet to its employees. After all, an intranet without users is useless.

Jack Hennies, former director of Internet technologies for Maritz Company in Missouri, said in The Ragan Report ("On hyping the internet, 1999) like their counterparts in product marketing, basically rely on some sort of reward to attract customers or users to try the intranet. The reward can either be tangible, a sweepstakes entry that could result in a prize, or intangible. Intangible rewards could be a user having

their curiosity satisfied. Companies typically try such things as games, puzzles, scavenger hunts, content quizzes, and email advertisements with links as a way of attracting users to the site.

The problem with many of these rewards is that they are extrinsic. They can probably get anyone to the intranet once. However, if users do not find something intrinsically rewarding from their visit, they are unlikely to return. Scavenger hunts and content quizzes have been found to not be very effective tools of attracting users to the intranet and employees do not appreciate them either. In addition, corporate spamming has been used more and more to attract attention and hype projects, promotions, and tools. This tool is being used both inside corporations as well as outside and it also has been determined to be an ineffective communication tools, ("On hyping the intranet", 1999).

The more a site can be personalized to employees, the more useful they will find the site. The point is to build online communities of interest, and work in the smallest units possible. Promotions that are tied to real value of the content and also provide intrinsic rewards for the user's time and trouble are the most effective tools. Much stronger and more complex motivators than such things as curiosity drive people. People can be driven by a sense of community, pride, and even vanity. Employees will go to an online discussion or brainstorm, for example, to get ideas for a proposal from other team members. They will use a bulletin board to post thanks for help from a fellow employee in another department. They will log on to get valuable information that is not available somewhere else.

Hennies ("On hyping the intranet", 1999) suggested that the intranet home page should be an insanely great portal site that includes so many links to great places that it is easier for a user to log on than to bookmark all of the links themselves. Also, adding to the list every week will help keep the interest of employees as well as keep the content fresh.

Steve Edwards, quoted in The Regan Report ("Tuning in, turning on intranet dropouts", 1998), manager of employee and interactive communications for Lexis-Nexis, said his company created an intranet application that allows employees to easily contact their congressmen regarding a pending bill that would put limits on individuals' ability to download and publish databases. Such restrictions would favor his company, he said. The result was in 2 days, more than 1,900 letters were sent to representatives, Tuning in, turning on intranet dropouts.

Chapter III

DESIGN OF THE STUDY

Development of the Idea

This topic of building a departmental intranet site developed from the author's reading of several job descriptions in the newspaper. The common theme that existed in several of the job requirements was that companies were seeking employees who had in depth computer experience. One advertisement, a Communication Associate for Towers Perrin, was seeking a person with experience with HTML and web-based technology. This sparked the idea for the author to do a master's project that revolved around the internet for a thesis. The author had an interest in becoming involved in the internet and learning how a web page is designed. The master's project provided an opportunity for the author to learn about the technology.

Working at Bell Atlantic Mobile provided the author with the opportunity to develop a master's project which would give the author a chance to learn about web-based technology and at the same time put the results into real-life practice. The author decided to develop a site on the company's intranet for the National Accounts Department. This would allow the author to expand his area of knowledge and at the same time Bell Atlantic Mobile would benefit. The company was rapidly developing its intranet site and the National Accounts Department was looking to develop an intranet site in order to provide an easy way for the employees of the department to locate key reference material.

Project Implementation

The process of implementing the site began by surveying the National Accounts department to see if a site on the intranet would be a beneficial tool that employees would find useful. The author spoke with Melanie Maguire, the General Manager of the National Account Department, regarding the idea of developing an intranet site for the department and she was very enthusiastic about the project. She said it would be a beneficial tool for the department and an improvement on the current system that the department used to find a portion of its reference material. Maguire gave the author approval from the National Accounts Department for the project. Before going any further with the project, Maguire suggested the author speak with the department that controlled the Morristown location's intranet site to seek out their approval to add the National Accounts Department site to the company intranet.

The author followed Maguire's suggestion and spoke with Robert Strelec, an Assistant Staff Manager in the Methods and Procedures department, the department responsible for developing and maintaining the intranet site, to seek approval to add the National Accounts department to the Bell Atlantic Mobile intranet. Strelec said that adding a National Accounts site to the intranet was something he had been planning to do since the current Bulletin Boards system, which houses the current reference material for the company on the National Accounts department, was being replaced in the near future. Before the Bulletin Boards system could be replaced all of the information that existed in the system was going to be transferred to the intranet site. Strelec said that the transition period between the two systems provided the perfect opportunity to expand on the information that will be included on the new intranet site. He was willing to help the

department decide what information should be included on the site and what the format should look like. Strelec was also willing to show the author how to create the pages on the intranet and also show the author how to update any information that may change on the pages we created. One of the most important tasks Strelec stressed in order to make the project a success was to keep the information updated and make any changes immediately since the information posted on the site is accessible to people throughout the entire company.

After receiving approval for the project and the promise of cooperation to assist with developing the site from the methods and procedures department, the author decided to conduct a focus group with the members of the National Accounts department. The purpose of the meeting was to solicit feedback on what information the members of the department felt would be most useful to include in the site and also if they thought they would find the intranet site useful. The author sent out an e-mail to the entire department looking for volunteers to participate in the focus group. The author received responses from nine National Accounts Specialists, two managers, the general manager, and the training manager, all of whom volunteered to be part of the focus group.

In preparation for the focus group meeting, the author met with Strelec to design a basic format for the National Accounts intranet site. By designing the format prior to conducting the focus group, the participants in the meeting had an idea of how the site would appear. Creating an outline of the structure of the site also allowed the group to be more focused on what the content of the site would be instead of what the site would look like. The design of the site was determined by the existing format that was being used to design the intranet site for the Bell Atlantic Mobile Morristown location. The Methods

and Procedures department had developed a uniform look to the intranet. The uniform construction of the site made it easier for the users to follow to find information. If this uniform look were not in place, the users would have to concentrate more on how to use each site and not be concerned with finding the information they were looking for.

Strelec compiled a packet that contained a preliminary outline of what the site would look like and the basic information that would appear on the site for the focus group to reference. This introductory packet contained printouts of the existing intranet site for the Morristown location and showed the members of the focus group how to navigate to the location where the National Accounts web page would be located. The information that was located in the previous Bulletin Boards on-line system was transferred to the site. This allowed the participants in the group to have an understanding of how the site would function. The focus group then identified what information they felt was useful in the old system and what information in the old system was of little or no use. The useful information would be included in the intranet site and the information that was of little or no use was either not included in the intranet site or combined with new information to make the section more useful.

The members of the focus group said they believed having an intranet site would be an extremely useful tool for the department and that they would use the site as a reference tool. Many of the members of the department were willing to help out with the design and implementation of the site. However, with Strelec having previously said that he would show the author how to add information to the site, there was no need for any further assistance with the implementation of the site at that time.

The focus group proved successful and provided the author with feedback on what information the members of the National Accounts department wanted to be included in the site. One section that was included in the old on-line system and was decided to not be added to the intranet was the listing of Bell Atlantic Mobile's national accounts in alphabetical order by the name of the company. The members of the focus group said that it was not necessary in include this section in the internet because the same information could be found in another section that listed the names of the accounts the department service along with the national account representative responsible for that account.

The members of the focus group also said that being able to click on a link which contained an overview of the parameters of each company's contract would be useful. It was decided that this information would be linked to the list of the national accounts that the department serves. Members of the focus group also said they would like to see the information that is used on a daily basis posted to the site. This information included: a listing of equipment pricing, a report listing how many pieces of equipment were stocked, a listing of contacts at other cellular carriers, and a listing of equipment codes used for each cellular phone. It was decided that this information would be added to the site. However, since the primary objective of the intranet site was to develop a listing of accounts that the department serves along with the links to the profiles of those account, that information would be added to the site first. After the profile information was completed, the other information would be loaded onto the site.

Following the focus group meeting, an e-mail was sent out to the National Accounts department letting them know the first step in implementing the intranet site would be to add an account profile of each national account. Each person who was

responsible for handling an account was asked to complete a profile for each of his or her accounts in order to ensure that the most current information was being loaded into the site. Attached to the e-mail was a sample account profile, done in Word97, which the author created. This example would serve as a guide for the members of the department to let them know what information to include for the profiles. Also, sending out this example would insure that each of the profiles had a standard look to them and that they all contained the same information. This standard format for the profiles would prove useful for when the site was implemented so that the members of the department knew what information would be located in each of the account profiles and did not have to worry about each profile containing different types of information. In order to complete the profiles, the members of the department needed to delete the information that was in the sample profile, replace it with the information for the accounts they handled, save the file under a new name, and then return the information to the author. It was asked that each of the account coordinators complete their profiles and return the information to the author within two weeks so that it could be loaded into the National Account intranet site.

During the 2 weeks, the account profiles started to be returned to the author to be added to the intranet site. When the profiles were completed, the author would edit the profiles to make sure they were in the standard format and save the information to a diskette. The information was then provided to Strelec and added to the intranet site. Strelec added the first few account profiles to the intranet site and explained the procedure to the author during each step.

The procedure of adding the account profiles into the online system involved several steps. The first step was for Strelec to create a home page on the intranet for the

National Accounts Department. This involved creating a special teams home page and then linked to that creating sites for each of the different special teams in the Morristown location that included: National Accounts, Major Accounts, High Value Team, Loyalty Management Services, and Treasury Support Services. After the sites were created for each team, the links had to be created which users could click on with their mouse in order to go to each of the sites.

The next step after the National Accounts home page was created was to create the separate pages for the National Accounts section. This included setting up banners and masterboarders which would have the same format for each of the pages on the site. Once the pages were created, the information could be loaded into the site from the profiles that the members of the department completed and forwarded to the author. The author would save this information to a disk and bring it to Strelec's office where the computers with the intranet program were located and load the information into the National Accounts pages. Once an account profile was loaded into the National Accounts site, links were set up from the main page, the National Accounts Team Contact Page, which would link the contact information for the department to the account profile. After each session of adding information into the intranet site, the information would be published to the server so that it would update the information on line throughout the company and could be used by anyone with access to the Bell Atlantic Mobile intranet.

The author was able to learn the process of adding information into the National Account web pages and learned how to create the links in order to link the information to the correct pages. The main problem the author experienced when creating the site was not on the technical end of learning how to add the information to the intranet site, but

was receiving cooperation from the members of the department to complete their account profiles so that the author could have the information to add into the intranet site. The author spoke with Maguire regarding the problem of not receiving the information from account coordinators to enter into the site. She understood the necessity to receive cooperation from the members of the department in order to make the project a success and did two things in order to encourage the members of the department to get the author the information he needed in order to finish the site. The first thing Maguire did was to throw out all except one copy of the binders which formally housed the information which was being put into the online system. This was done to not only encourage the members of the department to get the necessary information to the author, but also to force the members of the department to begin to use the site to find the information they were looking for instead of looking into the binders which were formerly used. The second thing that Maguire did was to send out an e-mail to the entire department to let the team members know the importance of the project and that the author needed help from all members of the department in order to complete the project. These two steps helped with receiving more of the account profiles from the members of the department. The author also took it upon himself to send out individual e-mails and speak to the members of the department who were late in returning their account profiles to the author. This also encouraged the members of the department and resulted in many of the members of the department returning their account profiles to the author.

While the project was near completion, one of the newer members of the National Accounts department, Stephanie Mullins, approached the author and said that she would be interested in helping out with maintaining the information on the intranet site. She

joined the department after the focus group was conducted and as a newer member of the department found the information that was loaded into the site very helpful when answering phone calls for the department. At times, the information on the site became outdated and Mullins volunteered to help keep the information updated on the site as well as add the remaining account profiles to the site.

In order to help keep the information on the site current the author designed an intranet update form. The members of the National Accounts department used this form if any of the information for the accounts they serviced changed from what was loaded into the intranet site. If changes needed to be made to the information in the intranet site the members of the department would complete the form with the necessary changes that needed to be made to the intranet site. A bin was set up for completed forms and when any changes needed to be made to the site either Strelec, Mullins, or the author would take the information from the update form and make the necessary changes in the online system.

Chapter IV

WHAT OTHERS SAY ABOUT THE NEW INTRANET

As a way of trying to determine the success of the project, the author interviewed

several members of the department in order to obtain feedback on the Bell Atlantic

Mobile National Accounts intranet site.

Raj Patel, one of the members of the National Accounts Department with the most

tenure, said that the development of the National Accounts intranet site made some

aspects of his job easier. He is an account coordinator who is responsible for handling

eight national accounts, the most of any specialist in the department. Patel stated that the

importance of the site is magnified when the National Account customer service

representative is out of the office and a person from the corporation that person is

assigned to handle call the department. By having an outline of the basic information

pertaining to that account easily accessible on-line, any other member of the department

is able to access the customer with any basic questions regarding their account. Patel

stated that the site, "saves time and sometimes that could be a couple of hours looking for

information."

According to Patel, if the information is pleasing to the eye then people will want

to use the site. He said that the site was a user friendly system with up to date information

that was organized in a straight forward way so that people did not need to waste time

searching through the site to find the information they needed. One suggestion that Patel

had for his teammates was to bookmark the site to allow the information to readily found

in case it was needed. If a user bookmarks the site they can quickly move to it instead of

having to navigate through the entire Bell Atlantic Mobile intranet in order to find the site for the Morristown National Accounts department.

Since each of the accounts the National Accounts department services has different procedures for handling situations, Patel thought the procedures section of the account profiles was a very useful section to include. "Having the information in the site allows anyone in the department to find the procedures for handling the most common calls regarding accounts the department handles," he said.

For example, if a customer from Black and Decker called regarding a lost or stolen phone, anyone in the department could go into the site, look at the account profile for Black and Decker and read the procedures for handling a lost or stolen phone for the account. The person handling the call could then advise the customer what they should do (R. Patel, personal communication, March 25, 1999).

Elise Williams is also an account coordinator in the National Accounts department and she has the second longest tenure in the department. She said that she does not use the intranet. Instead, Williams relies on the profile binders that were used to store information that gave an overview of how each account was handled before the intranet site was developed. She would use the intranet site if she were forced to or if the profile binders were not available, but she finds it easier to locate information in the binders as opposed to the intranet site.

"I believe that the profile binders and the intranet site should both be keep up to date with new information," Williams said. "This way people that like to use the binders can use them and people that like to use the intranet can find the same information there."

Williams said many of her coworkers do not use either the intranet site or use the profile binders. She felt that employees of the department did not try to assist any customers that called from companies that they are not assigned to handle. She said that many people just transfer the call to the person who is assigned to handle the account or if they are not available then they transfer the call to the voicemail of the person responsible for handling the account. She said if they tried to assist the customer then the intranet site or the profile binders would be a useful tool (E. Williams, personal communication, March 29, 1999).

Carla Townsend is the Customer Service Assistant for the National Accounts department. Her responsibilities are to assist the Staff Managers and National Account Specialists with statistical data related to team performance. She tracks various departmental and team goals and objectives, including: reporting of referral fees, daily activation log, monthly maintenance volume report, posting results of volume performers, month-end call volume results, Team Contact List and tenure by Manager.

Townsend agreed with Williams in respect to employees of the department preferring reference material be accessible on paper as opposed to the intranet. Townsend maintains the Team Contact List, which is a listing of all of the members of the National Account department along with their telephone extensions. The list has to be revised about twice a month due to new people entering into the department and some people leaving. Townsend makes paper copies of each newly updated Team Contact List and distributes it to the 57 employees of the department.

"The list would be easier to put online and keep it updated and it would also save paper," Townsend said. "But people prefer paper more because it is easy to reference. Most people have their lists hanging on the walls of their cubicles."

The intranet site is easy to use and find information according to Townsend. She said she likes to reference material on line and that the national accounts intranet site contains useful material. However, Townsend said that many people in the department would rather ask the person assigned to handle an account a question face-to-face instead of searching for an answer themselves online. According to her, this could be the reason why some of the people in the department do not use the site as much as they could or should use the site (C. Townsend, personal communication, March 30, 1999).

Bernadette Slavin, who is the Training Manager for the Corporate Accounts department, relies heavily upon the site and said that she uses the online profiles and phone directory often. She said people have to use the intranet in order to have easy access to information. From a training standpoint, Slavin said that the intranet is a useful tools and that it is something that the department can definitely benefit from. She is responsible for training more than 75 employees of the National and Major Accounts departments and during her training sessions for new employees she incorporates a section on the intranet.

"The problem with the intranet is trying to find the time to sit with people and show them how if use it if they do not know how," Slavin said.

Age difference plays a major difference when dealing with new technology according to Slavin. She said most younger people are familiar with using computers and the internet, while some older people tend stick with the systems they used before

computers were used. She sited an example of a president of a company she formerly

worked at that never used a computer at work.

"But age is not the only factor, it is also people's willingness to learn," said Slavin.

"You could have a person who is 55 years old who is willing to learn and will take the time

to understand a system like the internet. Or you could have a person who is 25 years old

who is not willing to learn and will not use anything new" (B. Slavin, personal

communication, April, 1, 1999).

Chapter V

INTRANET SITE

Introduction

Appendix A contains sample pages from the intranet site that the author developed for the master's project. The home page for the National Accounts Team, shown on page 36, features a picture of the entire team. Also included on the home page are links to the different sections of the site, Team Contact Information, Definition of a National Account, and Other National Accounts BAM Supports. By clicking on each link the user will be brought to the corresponding page.

Selecting the link for Team Contact Information (see Appendix A) will bring the user to a site with a listing of the Managers for the department along with their telephone numbers. The site also includes a listing on all of the National Accounts that the department has under contract. Next to the listing of the account names is the name of the person who is responsible for handling the account and their telephone numbers. At the bottom of the site is a listing of the specialized teams which exist in the National Accounts department and the names of the people on those teams and their telephone numbers.

The listing of each of the accounts that the department serves contains a link to an account profile for that company. By selecting the name of the company the user will be brought to the link which contains the account profile. This section contains the information on each accounts requirements and its procedures. An example of an account profile is shown in Appendix A.

If the user selects the link for Definition of a National Account from the main page of the National Accounts site the user will be brought to a page that shows what it takes for a company to become a National Account (see Appendix A). This page gives the requirements that a company must meet in order to be serviced by the National Accounts department as well as the guidelines that other departments should use when dealing with a National Account.

Selecting the link for Other National Account BAM Supports from the main National Account page will bring the user to a site which explains how National Accounts acts as a service provider for other carriers national accounts (see Appendix A). The site explains that these accounts have a contract signed with another carrier that operates in a market that is not covered by Bell Atlantic Mobile. If a company requires cellular service in a market that Bell Atlantic Mobile services, then the carrier who owns the rights to the national account will contact the service provider team in the Morristown National Accounts department. A listing of the accounts the service provider team services is also included on the site (see Appendix A).

Chapter VI

CONCLUSION AND RECOMMENDATIONS

At the onset of the project the author sought to develop an intranet site for the National Accounts department at Bell Atlantic Mobile in Morristown, New Jersey which would serve as a source of updated departmental information. Through review of the literature and implementation of an intranet site, the author found the project to be successful for both himself and the National Accounts department.

The literature revealed that there were several elements to a successful intranet. Intranets need to be designed for a specific purpose, implemented along with the current communication tools in an organization, and personalized for employee use. When an intranet is introduced into an organization is must be done in a way that overcomes the resistance to change in the way that business is done in an organization.

The intranet site was designed for the specific purpose of providing an online tool for employees of the National Accounts department to reference for information on its accounts. The site was not designed to phase out the previous way the information was referenced, which was in a paper manual, but rather it was implemented along with the existing paper reference binders. The author tried to personalize the site by adding a picture of the members of the department to the National Account home page.

The site met some resistance in being implemented and some members of the department continued to use the methods that were in place before the intranet site was developed. However, this was expected since the departmental procedure had been in place for over ten years and the intranet site was a new tool that was added to the

department. The site gained acceptance with the management of the department and provided another way for members of the department to find information they might need to reference.

Although at the end of the project the site did not have all of the information added for each of the accounts the department services, the author believes that the project was a success since many members of the department have used the site to find information. Information continues to be updated on the site on a weekly basis and members of the department have volunteered to keep the site updated with new information.

Recommendations for the Future

In order for the site to remain successful in the future, the information on the site must be kept up to date and fresh sites should be added to keep the users interested in using the site as a communications tool.

The author expects that the site will be completed with all of the profiles for the accounts that the department serves and at that time new information can be added to the site for the members of the department to reference. With the intranet being a new communications tool at Bell Atlantic Mobile, the National Accounts department has placed itself as one of the leading departments in the organization that embrace the new technology by developing a site for its department. As the role of the intranet increases throughout the entire company, the National Accounts department will be positioned to utilized its benefits.

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Appendix A

Intranet Site Pages

National Accounts

National Accounts Team

Team Contact / Customer Profile Information

Definition of a National Account

Other National Accounts BAM Supports

Updated: ntv 5/5/99

Team Contact Information

National Accounts

Team Contact Information

Inside Line: 1008
From Silver Spring: OL 1003
Phone #: 800-942-7413
Fax #:   800-542-6905

General Managers:
Anita Belmont (973) 254-2139
Debbie Nardone (973) 254-2135

Managers - National Accounts:
Jeffrey Allyn (973) 254-2138
Don Compton (973) 254-2181
Steve Ruggiero (973) 254-2182

Training Manager:
Bernadette Slavin (973) 254-2148

Sr. Specialist Training:
Neil Van Scoy (973) 254-2162

Collections Specialist:
Jennifer Mattews.....x8667
Marc Diesso...........x8168

National Account	Account Contact	Extension
AAI Corporation	Santos Garay	x8143
ABB	Gladys Labar	x8434
ALL AMERICA FINANCIAL	Monique Garland	x8829
Allied Signal Inc	Sean Mundy	x8946
AmeriChoice Health Services	Celeste Slatter	x8259
AMERICAN CANCER SOC	Raj Patel	x8103
AMI LEASING	Hasonna Beasley	x8633
Amica Mutual Insurance	Cordelia Gregeory	x8254
Aramark Corporation	Sheila Gigantino	x8322
ARCO Chemical	Christine Sessanta	x8407
Bell Atlantic (Regulated)	Sean O'Connell Cazzie Castro Anthony Baptiste	x8639 x8469 x8422
Bell Atlantic (Non-Regulated)	Sean O'Connell Cazzie Castro Anthony Baptiste	x8639 x8469 x8422
Bellcore Communications	Arlet Cheek	x8212
Black & Decker	Arlet Cheek	x8212
Blue Cross Blue Shield	Cordelia Gregeory	x8254
Cendant Corporation	Sheila Gigantino	x8322
CIGNA	Raj Patel	x8103
COMSAT	Raj Patel	x8103

Corestates	Chris Hart	x8336
CRESTAR BANK	Betty Bray	x8990
Cumberland Farms	Dennis Jones	x8024
CVS Pharmacy Inc	Raj Patel	x8103
Deloitte and Touche	Hasonna Beasley Stephanie Mullins	x8633 x8872
DEVEREUX	Mattie Jackson	x8677
Discovery Communications Inc.	Chuck Iantosca	x8013
DUN & BRADSTREET	Elise Williams	x8715
Dunbar Armored	Elise Williams	x8715
Dupont	Perry Johnson Joyel Crawford	x8217 x8220
Edwards & Kelcey	Susan LaGravenis	x8538
ESPN	Susan LaGravenis	x8948
FACTORY MUTUAL	Monique Garland	x8829
FEDERAL WIRELESS	Dan McKenna	x8397
FIDELITY & DEPOSIT	Alicia Dellanno	x8052
First Union	Chris Hart	x8778
Fleet Bank	Santos Garay	x8143
Fort Monmouth	Dan McKenna	x8720
General Accident	Chris Hart	x8778
General Electric	Ivette Kruk	x8307
GERBER SCIENTIFIC	Monique Garland	x8829
Gilbane Building Company	Santos Garay	x8143
GRC INTERNATIONAL	Dan Falcone	x8538
Hughes Network Systems	Dave Ward	x8324
Isolyser	Anna Bonet	x8522
J. Corbi Pizza Inc	Chris Hart	x8778
JA JONES	Monique Garland	x8829
Johnson & Johnson	Alicia Dellanno	x8052
Lutron	Val O'Connell	x8433
MARYLAND CASUALTY	Alicia Dellanno	x8052
Mastercard International Inc	Dennis Jones	x8024
MC CORMICK	Hasonna Beasley	x8633
MICROSTRATEGY	Christine Sessanta	x8407
Mobil Oil	Dennis Jones	x8024
NMC HOMECARE	Rajesh Patel	x8103
NOVACARE	Elise Williams	x8715
Otis Elevator	Dennis Jones	x8024
Oxford Health	Dan Falcone	x8538
Perdue Farms	Chris Hart	x8336
PERRIER	Dan Falcone	x8538
PricewaterhouseCoopers	Christine Sessanta	x8407
ROHM & HAAS	Monica Williams	x8509
ROYAL INDEMNITY	Raj Patel	x8103
SAIC	Val O'Connell	x8893
Sealand Services Inc/CSX	Raj Patel	x8103
Selective Insurance	Sean Mundy	x8946

Service Provider Accounts	Betty Bray Monica Williams Jeff Scura Tammy Uzzell	x8990 x8509 x8155 x8492
SMITHKLINE BEECHAM	Chuck Iantosca	x8013
Sunoco Inc.	Chuck Iantosca	x8013
The Gartner Group	Susan LaGravenis	x8417
THOMSON HOLDINGS	Monique Garland	x8829
Times Mirror	Dan Falcone	x8538
UNICCO	Mario Pelaia	x8366
Unilever	Alicia Dellanno	x8052
US AIRWAYS	Alicia Dellanno	x8052
Visiting Nurse Service System	Lou Thomas	x8057
W R GRACE	Raj Patel	x8103
WASTE MANAGEMENT	Lou Thomas	x8057
Westinghouse	Gail Sullivan	x8235

PROCESSING TEAM:
Carla Townsend   x8708
David Burk   x8138
Epifania Cortez   x8835
Craig Engel   x8376
Orlando Londono   x8412
Sally Lyons   x8511
Greg Scavron   x8007
Ademola Toriola   x8045

IMPLEMENTATION TEAM:
Chuck Iantosca   x8013
Lou Thomas   x8057

TSI BILLING SUPPORT TEAM:
Rose O'Neil   x8796

**Please note: All of the above specialists are thoroughly cross-trained on the Accounts.

**Also, the above noted accounts are BAM consolidator accounts only. Please transfer all customer's with TYPE (NA) in VISION or THE CREDIT CLASS IN I2K IS (N) to the National account team.

Allied Signal Inc

National Account Profile

AlliedSignal Inc

Corporate Account Manager:
John Perkins 973-254-2625

Sales Representative:
Larry Klassen 602-390-1401 for Southwest
Other Regions-Handled by Sean Mundy

Telecom Contact:
Rick Adair (do not contact)

Group ID:
ASCIN - Invoicing
ASCRP - Reporting

Tie Code:
260000000 (Invoicing)
260000010 (Reporting)

Blanket Approval #:
999900058

Type of Account:
Invoicing and Reporting

Long Distance:
ATT-SDN 732

Price Plans:

Market	Analog	Digital
Philly	521	.
W/B	1543	1595
NY Metro	AC3	NC3
SE	6658	.
NE	88	.

Standard Equipment Pricing:
None

Regional Equipment Promotional Pricing:
Yes

Rental Equipment Available:
DPC 650 or MVX 475

Employee Plans:
Please check MAPPS

Procedures:
All requests must be on a CAR form. It does not matter if it is for a cancellation, address change, upgrade, etc. Without the CAR form, it cannot be completed. This is per the request of AlliedSignal. I must fax any changes to their telecom and get authorization before completing the request.

Stolen Phone: Suspend phone. Fax CAR form to customer for replacement.

Updated: ntv
11/20/98

Definition of a National Account

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National Accounts

Definition of a National Account

- A company which holds a strong local presence in one or more BAM markets and requires cross-carrier connectivity.
- A company requiring management services or reports for many cellular phone numbers within a specific service area and/or in specific regions around the country.
- A company targeted, penetrated and supported via the National Account sales channel.

- National Accounts can be identified as TYPE (NA)in VISION AND BY CREDIT CLASS (N) IN I2K

- An account flagged as NATIONAL is extremely SENSITIVE!!!!

- Most customer inquiries on these accounts are handled by National Account Customer Service (NACS).

- A CSS can handle general billing inquiries ONLY such as; dropped call credit, custom calling feature information, etc.

- Change requests MUST be handled by NACS.

- If CSS receives a call from a National Account customer requesting a change order, DO NOT process it; transfer the call to #1008.

DO NOT PROCESS ANY CHANGE ORDERS ON ACCOUNTS CODED NATL

Updated: ras
10/14/98

Other National Accounts BAM Supports

National Accounts

Other National Accounts BAM Supports

Other carriers nationwide have National Accounts that BAM NACS supports. BAM becomes a SERVICE PROVIDER in this situation.

The service provider team is responsible for providing local service support for the Consolidator's (other cellular carrier) National Accounts. Local service includes:

- activating cellular numbers
- providing corporate rate plan information
- providing cellular service
- supporting management services by sending billing information to the clearinghouse.

Below are suggested guidelines for 800# CSS to follow when a call is received from a National Account customer where we are the SERVICE PROVIDER.

NATIONAL ACCOUNTS CAN BE IDENTIFIED BY TYPE (NA) IN VISION AND THE CREDIT CLASS (N) IN I2K.

* If a customer requests general information or assistance with troubleshooting, please help the customer and note remarks.

* Please forward an order request to NACSS for processing.

* Forward any payment discrepancy contacts to NACSS.

Service provider accounts receive 25 + pricing plans throughout the BAM markets.

Below is a list of accounts that BAM supports as a Service Provider.

NATIONAL ACCOUNT
3 Com Corporation
Advantis
Air Products and Chemicals Inc
AK Steel Corporation
American Airlines
American Family Insurance Co
American Financial Group
American Medical Response
American Protective Services

American States Insurance
Anheuser Busch
APAC Teleservices Inc
Apple Computer Inc
Ashland Oil Inc
A W Chesteron Co
Ball Corporation
Bank of America
Blasland Bouck and Lee
Boeing Computer Services
Bonneville Power Administration
Brinks Inc
British Petroleum
Brook Furniture Rental
Burger King (Grand Metro)
Cabletron Systems
Capital One Bank
Cargill Inc
Caterpillar Inc
Century Concrete
Chemical Waste Management
Chemtreat Inc
Chevron USA Inc
Chipcon Corp.
Cisco Systems Inc
Clarke American
Clean Harbors
Club Corp Systems
Coastal States
Columbia Gas System Service
Commercial Union Insurance
CRST Inc
Deere & Company
Delta Airlines
Digital Equipment
Dowell Schlumberger
DS Brown Co
Dunkin Donuts
Duracell Inc
Earthgrains Company
EASCO Aluminum
EDS (Electronic Data Systems)
Eli Lilly
Enron Corporation
Exxon Corporation
Fidelity Investments
First Citizens Bank & Trust
Farm Credit Services
Farmland Industries
Fidelity Investments
First Citizens Bank & Trust
Ford Motor Company
Fujitsu/ICL
GE Appliances
GE Medical
Georgia Pacific
GTE DSSO

http://win.corp.bam.com/ACSS/speci...ther_national_accounts_bam_su.html

GTE Electrical Products
GTE Government Systems
GTE Molbile Comm-Airfone
GTE Service Corporation
GTE Telephone Operations
Hardee's Corporation
Harley-Davidson Inc
Hartford Fire Insurance Company
HBD Industries
Health Net Inc
Heritage Environmental Services
Heritage Insurance
IBM
IES Utilities
Illinois Central Railroad
Inland Container Corporation
Internal Revenue Service
International Paper
ITT Corporation
James River Corporation
John Crane Inc
Kansas City Southern Railway
Keystone International
Lego Systems Inc
Lexis-Nexis
Liberty Mutual Insurance
Lumberman's Mutual Casualty
Mark Travel Corporation
Marriott International
McLeod USA
Mead
Mobiltrak Inc
Molex Incorporated
Monsanto Company
Nabisco Company
National Environmental Testing
National Material LP
Nations Banc Services Inc
NEC Electronics
Newport News Ship Building
Norfolk Southern Corporation
North American Van Lines
North Carolina Natural Gas
OccuSystems Inc
Old Dominion Freight Line Inc
OSRAM-Sylvania
Pharmacy Corporation
Philips Electronics (Semiconductors)
Philip Morris USA
Pilgrims Pride Corp
Pool Energy Svc Co
Progressive
Pride Petroleum
Principal Financial Group
Reliance Electric
RGIS Inventory Specialists
Rhone-Poulenc

R & R Advertising
Rubbermaid
Ryan Walsh
Sallie Mae
SAS Institute Inc
SBMS/USAA
Scripps Howard News
Seagate Technology Inc
Sears, Roebuck & Company
Sega
Service Corporation International
Shell Oil Company
Shipley Company
Siemens Energy & Automations
Sonat Marketing Company
Sonoco Products Company
State Farm
Steck Vaughn
Systems Software Associates
Tandem Computers Inc
Taylor & Company
Temple-Inland Inc
Tenneco
Texas Instruments
Texaco
Time Warner
Trane company
Transcontinental Gas Pipe Line
Triple Crown Services
Uarco Incorporated
Union Pacific Railroad Company
United Airlines
United Parcel Service
Universal Computer Services
Unocal Corporation
US Surgical Corp
Utilocorp
Walter Industries
Wendy's International
Westfield Companies
White Cap Inc
Wilson Industries
Zale Corporation
Zurich-American Insurance

Updated: ras
10/14/98