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The process of reform in a continuous project of development

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<p>Abstract</p> <p>This thesis was made to study the process of the Nordic Morning finance Intranet development project. The aim of the study was to analyze the process of reform and the reaction that the working community have towards reforms.</p> <p>In the theoretical part of the thesis is a description of the different types of reforms that an organization may be subject to. Included in it are different kinds of attitudes and reactions that individuals experience when faced with sudden and continuous reforms. In the applied part of the thesis is an analysis of the process of change and how the theory applies to this specific case. Finally the conclusions of the research are presented and some development suggestions.</p>	
Keywords	

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1 Introduction

My thesis Change in the workplace – Intranet reformation project for Nordic Morning Oyj is motivated by my interest, how to describe and analyze an action process in a company. After finishing my work placement for my degree in International Business and Logistics at Metropolia polytechnic I was hired in a permanent vocation in the finance department, where I agreed upon writing my thesis for them.

The intranet reformation was executed in 2015 during the spring and summer.

2 The purpose of the study

The goal of my thesis Change in the workplace – Intranet reformation project is to describe and to analyze the steps in the process of change and what consequences that has in the company. I will progress starting from the idea, to planning and finally the implementation of the project. The focus of the thesis will be in employee participation and their experience to the change.

My goal is to apply some interesting theories of change, through which I will explore the reformation project process.

Firstly I shall describe the companies in question (chapter 3.1). Secondly I will introduce literature relating to change and the theoretical framework of my own thesis (chapter 3.2). Then I will present the research methods that I have used (chapter 3.3).

In chapter 4. I will describe and analyze the process of change from the idea (chapter 4.1), to the planning (chapter 4.2) and the implementation (chapter 4.3).

The results of the research I will study in chapter 5. accordingly with the previous chapter and I will end with conclusions in chapter 6.

3 Background

3.1 Nordic Morning

Nordic morning is an international communications group that ranges from print to advertising, content creation. The parent company is Nordic Morning Oyj. The subsidiaries in Finland are Edita Publishing Oy, Edita Prima Oy, Seed Oy, Sitrus Agency Oy, Ottoboni Oy, Klikkicom Oy. The subsidiaries abroad are Edita Bobergs, Sitrus Agency AB, Klikki AB, Nordic Morning AB, Ottoboni AB, Mods AB, Brandsystems AB, TOV Sitrus Ukraine. The different business areas are:

Visibility & Service Design: driven by technological and digital transformation and with the focus on strategic media optimization and service design. Brand: Klikki and Ottoboni. The service design offering will be built during 2015. For that, the synergies within the group will be studied.

Content: with a focus on strategy, marketing and production within the area of content, as well as on information services and learning. Brands: Sitrus, Mods and Edita Publishing.

Campaigns & Dialogue: based on print and direct marketing and will be strongly developed to focus on new data-driven campaigning and customer marketing. Brands: Edita Prima, Edita Bobergs, Seed Digital Media and Brand Systems. (Nordic Morning in Brief powerpoint)

3.2 Theoretical framework

Even a small change in an individuals or community's condition may feel like a crisis and raise resistance. Depending on how great or significant the change is, the more anxiety and resistance do the subject of change experience. The more ritualized the work in the work community has developed, the more defensive can the attitude become. In this chapter I will present the theoretical background to my thesis.

Assumptions and impressions surrounding social phenomena are at least as important as different kinds of paradigms are for sciences, for theoretical paradigms have rarely an immediate impact on the surrounding nature or the universe. Instead social phenomena are immediately and directly related to people and their communities. Different assumptions and understandings of what is right and good are generally immediately wanted to be implemented, without creating abiding laws similar to

natural laws. Therefore in social surrounding yesterday's assumptions of good and right may be proven wrong today, occasionally even misguided teachings (Perkka-Jortikka 2005, 114-132).

According to Michael Hammer (1996, 224) certain profound communal values never change. These values do not support any visible system, rather they primarily support change itself. Self-reflection and self-criticism are such important communal values. Superiority, short-sightedness and self-importance are natural enemies to organizational flexibility and development. A company that considers itself exceptionally invincible is an organization that will become enslaved to its own aspiration for power – and subsequently its victim. Certain modesty and humility belong to profound communal values. If these are not valued, profound communal processes will simply not flow.

All organizations communal development is delayed by old habits and traditions and an unwillingness to analyze uncertainty towards newness and inadequate communication and interaction on all organizational levels. According to Peter Drucker (2002) a ground rule should be to develop better and more effective interaction skills. Change is complicated by unnecessary worrying about preposterous bureaucracy, the allure of delaying and dragging ones feet, avoiding unpleasant key issues and failure of setting high-level goals. He suggests that with development in mind a leader should perform unpleasant tasks for several weeks annually.

Ethos for Change

We are not free to choose to avoid dealing with change. The only thing to decide is how to deal with change once you create it yourself or once you find it staring you in the face. First, it's important to understand that neither change nor the person who leads us to change is our enemy. Second, the rate of change today requires that each of us become a frantic learner. The eager, frantic learners in life find actual joy in the process of change. (DePree 1993, 83-84)

One can accept the reality and prevalence of change, but what next? How can we create a culture for change? Principles must guide a leader in managing change positively, effectively and gracefully.

- It's important that we focus more on what we need to be than on what we need to do. In so doing, leaders do transform people's lives.
- The quality of our relationships is the key to establishing a positive ethos for change. Long-lived and productive relationships spring up from a soil rich in covenants and trust.
- An ethos for change derives its vitality from vision-based change. People follow easily the leader who undertakes meaningful changes clearly connected to a strategy.
- Leaders see that an organization's capacity to change depends to a great degree on effective followership.
- When unusual people and ideas are welcome, there is an ethos for change. To persuade their organizations to be open and vulnerable to unexpected results, leaders know who gives an organization health and who waters the roots of renewal. (DePree 1993, 141-142)

Consistence of Change

Change is dangerous because it inevitably calls the conditions of an actor's game into question and modifies or eliminates the zones of certainty under his control. It is therefore of great importance whether or not the participants are partisans of a given reform. They may accept its goals in all sincerity, and yet it would be asking too much, even then, to require them to give up what they must if they retain at least partial control over their own actions. (Crozier & Friedberg 1980, 217-218)

The work of bringing about change is a leader's work. Naturally there are risks. And there are tensions. The tensions and our understandable fear of them often inhibit an organization's ability to welcome change. I'd like to suggest some sources of these tensions. Perhaps by understanding the sources, we can moderate some of the tension around change.

- A lack of preparation.
- Our complete inability to control change. We are swept along by huge and irresistible global events, mysteries, and movements.
- The warm comfort of routine.
- An ignorance of the reasons for change.

- Difficulty in separating self from issue. Our basic values and beliefs don't change every time the organization changes direction. Yet it will always be hard for the people truly involved in the life and work of organization to divorce completely self from issue.
- The inability to reconcile events with values.
- The necessity of raising the level of trust.
- The problem of balancing individual needs and the common good. This shouldn't surprise anyone. All societies have this difficulty. Yet I believe that the legitimacy of individual freedom lies in the common good as well as in the dignity of persons.
- Braving the black gulf of the unfamiliar.
- The need to exercise both patience and guts.
- Determining how much change a person and a family and an organization can digest. A very few people seem to know this limit instinctively.

Overcoming the resistance towards change that employees and work environments experience is a crucial question relating to leadership and leading today and in the future in a constantly changing working life. Resisting change has long been known to be a key hindrance towards success with the implementation of change. Mainly change processes that are controlled from above and which the staff is presented with a ready-made suggestion to which they have no say is resistance commonplace. The following pair of tables present factors that on the one hand contribute to acceptance of change and on the other resistance to change. (Perkka-Jortikka 2005)

Factors that strengthen resistance to change

- Fear for employment continuity
- Reassignment and loss of social connections
- incompetent leadership
- lack of trust
- demotion
- unwillingness to change
- low participation
- low self-esteem
- lack of information
- bad timing

Factors that strengthen acceptance of change

- perception of safety
- better social contacts
- competent leadership
- trust
- better position
- willingness to change
- high degree of participation
- strong self-esteem
- sufficient information
- good timing

The fear of losing employment commonly causes general restlessness and creates resistance to change in both employees as well as superiors. If they have knowledge of continued employment, they are usually ready to develop. Resistance is also increased by a situation in which an employee may have to move to another department or locality. Change is easier to accept when you can experience it with familiar coworkers. Many organizational changes break up teams and units and that can lead to a fear of losing a good work community which in turn may lead to increased resistance. Change can also bring about desired social relationships and then it is considered a positive thing. (Perkka-Jortikka 2005)

The fear of losing a good leader and strong leadership can also raise resistance. Anxiety can also especially occur with fear of losing personal degrees of freedom with a new leader. A bad leader and bad leadership however is usually something that people want to get rid of and change may be considered very positive. The trust that the personnel feel toward the leader of the change generally also increase the trust towards the change and vice versa: distrust creates resistance. Negative attitude towards the leader for change, also towards outside consultants, hinders seeing the change objectively. Change is sort of personified by the actors within. (Perkka-Jortikka 2005)

Positions and the responsibilities relating to them, the fear of losing authority and influence prevent the acceptance of change and in such situations an employee may attempt to persuade a colleague or the community to join the resistance. The empowerment of positions on the other hand increases positivity towards change. Resistance is also caused by lack of motivation and if an employee experiences a change as unnecessary. Attitudes are usually positive if a change is thought of as needed. The less they believe in their own ability to impact and the more insecure, the

higher the likelihood of resisting change. An employee's self-esteem and on confidence can also be strengthened by increased ability to utilize their own expertise. (Perkka-Jortikka 2005)

Certain people react to change negatively because they are afraid of additional strain, risks and uncertainty about the future. Not wanting to change the familiar and secure. Others on the other hand are emboldened by new challenges and react to change positively. The timing of the change is crucial specifically considering resistance or acceptance. Subsequent or simultaneous change processes create a sort of change exhaustion which in turn causes resistance. The best time for changes to be implemented is when employees themselves experience a need for change. In successful changes the employees already have their own vision of the new situation before the change process is even started. (Perkka-Jortikka, 2005)

Even certain managers may experience resistance to change. This can sometimes be explained through lack of education or communication. She either has too much or too little information about the change, vague information or communication in general only works one way. Also a lack of participation in the planning and implementation of the change may cause resistance. In a process of change the best course would be to include all employees and managers that are impacted by the change. Managers that are not immediately affected by the change may also feel abandoned or unpopular if left out. Thusly it is reasonable to discuss and agree upon level of participation and commitment in the change, especially if they experience great losses due to change or if they are already experiencing resistance to change. On the whole co-operation between different employee groups in different hierarchical levels is necessary for implementation of change. (Perkka-Jortikka 2005)

In order to prevent resistance to change it is important that the top management is sufficiently involved in all phases of the change. Sometimes outside support may be necessary. Often a new leader enables adopting new orientations and strategic changes are enabled by a charismatic leader, that has the qualification to assemble and rally the steering group to support the change.

The motivation gap between managers and employees may prove to be an overwhelming hindrance for the success of the change. Bo Ahnrenfeldt (2001) draws attention specifically toward the long preparation process that leaders behind the

change experience, which leads to them also having better justification and thusly more motivation for the change. In their case the process has already progressed so far that any possible resistance and hesitancy has already passed them. They have already reached a step in the progress where energy levels are free and mobile enough to accomplish the goals for change. Often the leaders of change reach a pitfall in the executive committee if they assume that other leaders are equally motivated and view the need for change the same as themselves. A similar kind of mistake happens often between employees, for often you can hear employees saying things like:

Some kind of change they were talking about, but we could not understand a word, simply incomprehensible

The leaders of change can then distort reality and thusly not understand what is actually happening in the organization, what kind of realities are experienced by the different work communities and different groups. If enthusiastic leaders do not acknowledge their own projections they may interpret low motivation and resistance for laziness, meanness or personalities towards themselves. They may not understand that employees and other managers need as much, or presumably even more time than they themselves needed to realize that the change is necessary. It is important for managers of change to recognize the prevailing understandings of realities so that the pitfalls in projection and motivation can be overcome. Patience and resilience to delays as well as improvisation skills are extremely important, for changes relating to people always bring about unpredictable elements. (Ahrenfeldt 2001)

Behind the different types of reality perceptions are personal orientations as well as the original social reality of the work community and individually evolved history. Different units and work communities in the same organization may live a very different interpersonal stage of development down to the group level. Work communities and teams are favourable ground for different sorts of societal crises, that often form around leadership. In fact you may ask if there are such crises that would not involve leadership. These crises often appear in the middle of a process of development in a team. Uncertainty, change and reforms may create leadership crises in communities, and then the leadership may become a substitute source for helplessness and ineptitude. In managing a change it is also important to acknowledge the different stages of development and the possible prevalent crises. (Perkka-Jortikka 2005)

Different cognitive processes tie together our previous life experiences, so do experiences relating to earlier change processes. Even personality is a 'by-product' of earlier life experience. A strategic and personal mindset combined with organizations cultural norms, myths and rituals are difficult to change. Therefore it is important to note that these cognitive biases are not limited to the individual, but they manifest themselves in both a cultural and professional sense. All professional fields have their own know-how and traditions that impact strongly in the organization and the different actors within. The organizational culture on its part represents a communal thinking that has evolved over time on shared worldviews, values and beliefs. This in its entirety affects the actualization of change and vice versa: strategic changes affect that internality. (Perkka-Jortikka 2005)

Earlier experiences of resistance may be reactivated in a new change, for human defence mechanisms can birth routines, through which they are able to endure uncertainty and reject negative feelings. Some of these routines may have difficulty to appear or change, but they are in a way a hidden resource that is used by individuals, groups and communities to process their own realities. Simultaneously they can be by their very nature rational or irrational, even regressive routines. When defining the resistance to change it is important to be aware of the possible activation of these routines, as they usually place themselves between the people and the organization and may slow down or threaten change. (Perkka-Jortikka, 2005)

All strategic changes may not provoke resistance. Groups and individuals whose culture strengthens and whose power increases usually welcome change and support it. The more time people can spend for the proper preparation in the execution of the change and experience the change advantageous for themselves, the less resistance the change evokes. The correct timing and managing the shortage of time correctly are essential for the success of change. The daily work and customer relations with reaching both service- and production goals need to be fulfilled even during change processes. Especially top-down changes are readily considered troublesome distractions to real work. (Perkka-Jortikka 2005)

Raghu Garud and Andrew Van de Ven (2001) highlight that an individual's possibilities are limited by, in addition to time constraints, several external factors like lack of know-how and capital. Both managers and employees are at the mercy of external factors, despite having a will to execute change. Often financial factors delay change,

despite otherwise being able to stay on schedule. Employee turnover may also delay reforms. In large domestic companies and especially in international ones, organizations may have to prepare for reform propositions that come from top management, that may slow or complicate previous processes.

Plans for change rarely flow in the way that management originally planned, for reforms rarely are processed directly and linearly, but is uncertain, stops and recurs several times. The original plan may have to be revised several times due to unforeseen circumstances and some planned aspects may be partially or entirely omitted. The steering group may revise the plan on their own accord, if something new comes up or something should be omitted. (Garud & Van de Ven 2001)

Change can then be viewed as a continuous or independent process, which can lead to a change in the understanding of the scope and pace of the reform. The next division is freely adapted from Bob De Wits and Ron Meyers (1998) views.

	Independent reform	Continuous reform
Emphasis	Revolution	Evolution
Strategic reform	Turnaround	Continuous improvement
Strategic process	Creative breaking	Conformation of operations
Scope of reform	Radical, broad, dramatic	Reasonable, progressive
Pace of reform	Sudden, irregular, abrupt	Gradual, stable
Requisite for reform	Withdrawal from status quo	Continuous learning, flexible
Reaction to restlessness	Shock treatment	Continuous adjustment
Crisis aspect	Flows under pressure	Gets frozen
Long-term dynamics	Shifts stable/unstable	Continuously changing

Revolutionary change requires swift action in a narrow timeframe, after which the need for change ceases until the next great endeavour is necessary. This is compounded by an irregular pace of reform. Regarding continuous reform evolution necessitates a flow of change that is endless. Revolutionary change has to be executed quickly so that the competitive advantage or strengths that it brings can be implemented fast. System changes may be achieved in a year or less time but the change of attitudes may take multiple years. (De Wit & Meyer 1998)

The last step in a change process, ideally is to implement the change. There are many ways of implementing change. Implementing change, like leadership and like music, is more an art than a science. Max DePree (1993, 146-147) believes leaders ought to follow some guidelines.

1. *Leaders are visible.* They do not sit safely in an ivory tower, whether the tower is on a campus or in a corporate headquarters. Leadership is not an arm's-length proposition. Followers have a right to see the leaders.
2. *Leaders understand the context in which people work.* Do you know who's who and what's what? Or do you only think you know? Another way to put this is to ask yourself whether you have a clear eye for reality.
3. *A leader's actions incarnate an organization's beliefs and values.* Remember that a truism gets to be that way because it is true. Actions do speak louder than words. Manuals don't count. Leadership is good work, not simply good talk.
4. *Lavish communication is crucial.* Change is a learning process. The score for change, the cadence that the organization is being asked to perform during a change, must be communicated consistently and redundantly. Leaders and followers must be literate.
5. *The right of scrutiny belongs to each participant.* Diversity is expressed through scrutiny and criticism: diversity, when made manifest, strengthens the process of change. It is the avenue to a group's true potential.

According to Katriina Perkka-Jortikka (2005) processes of reform and leadership requires communal water carriers that works as kind of goal-oriented agents for reform and represent the management. They define the basis for reform to their specific interest groups and know how to speak their language. They are also able to see who are ready for reform and where the resistance is strongest. It is important that the agencies of the reform agents are considered in the planning of the reform.

Reform is harder to implement if nobody is there to smooth the ground beforehand. Especially in a long established prevailing management culture reform may be more difficult, as the manager has become a fixed part of familiar routines. A familiar manager proposing new ideas may be seen as ridiculous or pitiful in front of their community. A freshly appointed manager may thusly have an easier time taking the

reform forward, for the change in management is already a crisis in itself as well as a reform. People are in a way already prepared. There are also work communities that a certain time after a management reform feels disappointed when they did not make any changes. Even if they are unable to say what should have changed they may have been expecting something to happen.

The receivers of the reform are the biggest stakeholders of the process and it is their job to assimilate to the change. It is their reaction and attitude towards reform that decide the implementation level and if it is a permanent change. That is why it is important to understand how they interpret and experience the change. In the cases where the change is implemented traditionally by a top-down method with leadership deciding, it more often leads to a defensive or passive reaction. The people may then describe the situation as being the "victims of reform". In many cases the implementers of the change do not view themselves as being behind the formal decision making process. This may lead to low motivation as well as active resistance and distrust against to actual objective of the change. On the other hand a low level of communal readiness for change or external obligations may oblige for a top-down process. (Perkka-Jortikka 2005)

Some studies claim that successful reforms start in a unit out on the field and then spread to the wider organization. These are so-called bottom up directed or inclusive reforms that are based upon taking initiative locally or in cases where the expertise and participation of the fieldworkers is crucial. Employees have an easier time relating to reforms that come from themselves and which they feel like they have more control over. Usually these kinds of reforms may take longer but may also work better than when management try to get employees behind their ideas. That is why good reform is recommended to be built upon visionary communality and true values. (Kotter 2002, Perkka-Jortikka 2005)

Whether the reform is a top-down or bottom-up process, a good manager is prepared to be available more often for their employees during the process. When in tight-knit interaction it is easier to explain and dilute the ground for rumours, which reform processes often strengthen. A bountiful and direct communication reduces the prevalence of spreading rumours. It is high risk that organizational reforms that provide correct information that has a high probability of being interpreted wrongly

also create rumours. If the manager fails in her communication, leads to a increased likelihood of rumours getting spread, as they fill the vacuum that lack of information creates. Repeating information may create frustration but repetition defends against the formation of a vacuum. The communal significance of rumours stem from the fact that in a threatening situation they uphold social cohesion. Good internal communications systems and sufficiently open interaction reduce rumours. (Kotter 2002, Perkka-Jortikka 2005)

The best forms of interaction are speech and listening as well as doing together. Sven-Erik Sjöstrand and Mats Tyrstrup (1999) view that small-talk, or chatting between people is core for leadership to form and perform. Chatting is unofficial dialogue that is used in passing and in confidential conversations. Small-talk often consists of accounts that to a certain degree contain judgment of people that are absent. Other examples of common topics are happenings, actions, successes, crises and conflicts and differences in opinion and values. Chatting between employees usually consist of evaluation and discussion of most things, also of managers and their leadership. Continuous unofficial talk forms the living environment of people in which they act and specifically in small-talk a large part of ideals, rules, and norms emerge and spread throughout the organization. Also ambitions and feelings become apparent in daily talks, the expectations that people have for the organization as well as common configurations and attitudes towards the past, the future and beliefs therein. A big part of leadership is to be able to create through speech, awareness and explain meanings and organize and make some impressions, for example of reforms, understandable

Chatting usually happens in the less conspicuous arenas and in arenas that may not even be considered a part of the organization. Examples of these arenas are: corridors, coffee rooms, smoking areas, elevators, and personal rooms as well as on the way to work and encounters at external events. Leadership is practiced in these places also and impressions about leadership are also formed. These unofficial, unseen and inconspicuous arenas play a significant role in forming more formal connections in more visible leadership. (Sjöstrand & Tyrstrup 1999)

Developmental paths

Katriina Perkka-Jortikka claims that in order for significant changes in organizational- and core functions to succeed, a daily development process needs to be maintained

and advanced readiness for change as well as creates ethos for change during revolutions. Everyday change processes could be named as continuous change paths, through which criss-cross several intersections, where revision of where we are and what direction we should be headed is important. Each of these paths could have a named specific steering group but the final responsibility and coordination should belong to the management group. These paths in a sense would never end, but in fact are stayed on forever. Especially continuous internal development and renewal can be steered onto these paths as in:

- value path
- leadership path
- know-how path
- communal path
- evaluation path, wherein
 - feedback path
 - reward path and
 - different kinds of monitoring paths (Perkka-Jortikka 2005)

Involvement and participation

Management of change gets depth through involvement and participation, for these are core to increase employee acceptance and the quality of change. The feelings of involvement have in certain studies reduced the amount of resistance towards change. Especially if chances for participation have not existed the staff has experienced and expressed greater resistance. When the doubts and experiences of employees are responded to seriously they are also more interested in the change and react to it more positively. Work life requires change – they have come to stay. Studies show that changes in employees and communities attitudes and changes in the foundations of working increase productivity and impact. Especially the leaders but in best cases in the entire workforce learning change management and improving change readiness prepare organizations and communities to face new and surprising challenges, even to seek them out. Among these individuals are the success stories of the future. (Perkka-Jortikka 2005)

In order to combine the informational technological (IT) processes, communal and individual working processes requires the implementation of a continuous learning

process in the work. The end-users IT capabilities and processes are based upon the information they receive and the education they receive. The gap between technology and the person's lack of participation create these stories their own practical and emotional tension. Continuous change is in the end realized in each individual in their own way. A communal story either binds to succeed or simply to lose. (Perkka-Jortikka 2005)

3.3 Research methods

The methods used in this thesis are the description of the process fo reform, questionnaires analysis of them. The questionnaires are aimed at

- Planning and preparation work group members, who in this case represent reform management. The Questionnaire was put into effect immediately after the project ended in October 2015
- The intranet users after the reformation project in November 2015

4. Process of reform

In this chapter I will first present the idea and the goals for the reformation of the intranet. Then I will describe the progress in the reformation planning and follow-up procedure.

4.1 Idea for reform: Nordic Morning Plaza – finance service center communications platform

The goal of the project was to improve Plaza finance-department structure and content so that it supports the finance service centres' function. The internationalization of the group stipulates that the content is updated and that it supports management in multiple languages. English is the primary language but a centralized financial department in Finland calls for at the very least three languages: English, Finnish, and Swedish.

4.2 Planning the reform

Next I will present the planned schedule and progression of the project and the division of labour.

Initial project schedule

- Starting meeting 1.4.: Define the goals and assignments. Agree upon working methods and persons in charge
- April: Background work – Find out what information exists, what is needed, how the information is updated and produce missing information.
- Follow up meeting 23.4. 13-14 o'clock – Analyzing content and preparation for workshop
- End of April: Finance workshop 28.4. – Idea generation for structure and content
- Beginning of May: Follow-up meeting – Go through the ideas generated at workshop and agree more closely upon responsibilities
- April-May: Creating the structure and producing content – First draft of the page. Refine messages in content. Updating of content material.
- End of May: Follow-up meeting – Finalizing and agreeing on the structure and content model. What content is missing? How will they be produced? Agree on person in charge and schedule.
- May-June: Implementing new content on the new structure.

- At the latest 30.6.: publication and informing
- Fall: Production of missing content and transferring to Plaza
- December: Plaza ready
- January 2016: Follow-up meeting – Agree on updating responsibilities and follow-up monitoring

Service center communication

- Communication plan – can be composed during the spring and autumn
- Purpose of the message / why are we communicating?
- Which things do we need to communicate by announcement
- Target audience
- Channels
- Language
- Persons in charge and practical executors

What is the role of Plaza?

- A place for instructions and guidelines
- A replacement for email
- Mutual interaction i.e. we will also get information from subsidiaries
- English language
- Clear, directed for target audience, avoidance of own jargon
- Grouping instructions
- Service center location in the menu
- Interesting and useful information from the point of view of the business units – allure for users

Analyzing current content in Plaza

- Updates to Google Drive table on all current content by next meeting
- If there are any unnecessary or incorrect information, it will be removed and updated immediately
- 3 Persons in charge: Niina, Emil, Marja and Kimmo

Release 1.10

- 21.9.: all content ready – project group members Niina and Emil
- Week 39: project manager makes necessary links and creates pages for subsidiaries
- 1.10.: publication and briefing in Plaza – Project manager

5. Research results

In this chapter I will present the results of the research. In chapter 5.1 I present and analyze first the thoughts and experiences of the reform group on the idea of the project and its goals. Then I will present certain views from users of the goals of the project. In chapter 5.2 I will present the ideas and experiences of the progress of the planning work and the implementation of the new Plaza. Finally I will present some fresh user experiences, which will be gathered more in year 2016.

5.1. Ideas and goals for the reform

In the next part I will present the impressions of the reform group on the idea. The original questions and responses are found in the appendices (appendices 1,2)

Whose or which peoples was the idea for the reform?

- CFO
- The idea was the project owners; though we had received feedback from the users that pretty much nobody used Plaza as it was so confusing. Nobody had any interest towards the project before the push by the owner because nobody felt that it was part of their job description.
- The project owner and the project manager were harnessed to be in charge of the project.
- In my development discussion I was set Plaza finance sub-page as one of my goals for this year.
- Top-down case

Why was it necessary to change? What was lacking in the old one?

- The establishment of the service center, some information was partially old, with the old group name, documents did not serve the entire group, most of the documents were only in Finnish.
- It was unclear, the instructions were not grouped but were bundled up in a confusing bunch.
- The old Plaza was not up-to-date, the information was not in a logical order and did not serve the new Nordic service center with language versions.
- The old structure was no longer good. It was difficult to find information and it did not support the customers of the service center. The content was neither altogether up-to-date.

What improvement goals did you feel were the most important?

- The English language, a site for the entire group, so that we no longer have to uphold three different language version, and no company-specific instruction -> streamlined functions.
- Grouping the instructions by topic

- Easier finding of finance information, introduction and contacts easier to find, serving the business units and responding to their needs, agreeing upon continuing updates
- The schedule for the reformation. At the start the publication date was set to the end of June 2015. During the project we saw that it would be better to extend the time until after the summer and publication of the new site was moved to the beginning of October 2015.
- The validity of the information i.e. correct and up-to-date content. No publication of incomplete or incorrect content, rather corrected information and publication a bit later.

5.2. Reform plan and implementation

The work progress of the reform team worked well. We had achieved sufficient know-how and the correct people. The group leader was good and meticulous. Some displeasure was shown for the limited timeframe.

Were the people of the reform team correct? Were there sufficient know-how?

- Yes. The project leader led the project well and systematically
- We had the correct people, because we knew who to turn to if instructions needed updating.
- Nobody in the team brought up any demand for additional familiarization to take the project forward. All team members had in my view sufficient know-how, but apparently not enough time.
- Yes.

Feedback from other employees was seen as mostly insufficient.

Did the team members bring enough feedback and messages from other employees?

- We held a feedback/workshop in a department meeting, where we requested feedback from the other employees in the finance department. Plaza was also presented in a Controller meeting, where we requested feedback. Actual feedback was very limited.
- I did not receive any feedback from example the accounting team even though all of them knew of the project.
- There could have been more feedback from others and users.
- Feedback could have been more plentiful, but perhaps there was none. Other employees were included in the project in a workshop in April, in the beginning of the project.

The work of the project team was satisfying and interaction was good. There could have been more creativity.

Was the teamwork and interaction in your opinion sufficiently creative and good?

- The division of labour went fairly smoothly. We held ourselves perhaps too much in the familiar and creativity was fairly limited. The contacts page was completely new and appreciated. The tools were so constricted that it was difficult to be very creative in Plaza.
- Interaction was ok, but I would not say that we were particularly creative.
- It was.
- The team members participated and worked actively in team meetings. Creativity and involvement could have been more, although the restrictive schedule did perhaps not give enough space.

The time schedule was considered sufficient especially after the extension during the project.

Was the timeframe for the teamwork sufficient for the implementation of the reform?

- Yes. There was plenty of time.
- It was sufficient. Even less time could have sufficed, as I have noticed that if you give too much time, people will anyway do everything at the last minute because then they always prioritize other things. Most of the instructions already existed; it was only a question about updating them.
- There was sufficient time when the project was started and nobody stated in the beginning that the schedule was too challenging. It was also extended during the project.
- Yes, with consideration to how short preparation time the project was started with. Everybody had time to make the necessary actions.

The goals and the end result of the work were partially satisfied with. For example the instructions for Sweden were a preoccupation. The continuous improvement and maintenance is important in the future.

Were the desired goals reached?

- Yes partially. Plaza is built company specifically, so this large deficiency we could not an influence on.
- At least now I feel that way, but there has not been any feedback yet.
- Mainly on the part of the information relating to Finland, but information for Sweden is still largely lacking. Also everybody are not able to get to Plaza and won't have access to the information.
- Partially. The release date had to be moved.

Are you satisfied with the end-result of your work?

- Partially. We received too few instructions regarding Sweden. There is still a lot of missing information and we got very little new ones produced. The site could still be even more current/customer friendly i.e. changing information/tax reports etc. could be added. There could be even more text regarding the subjects so that for example a new employee could get to the bottom of principles and policies and the sites could be analyzed more specifically.
- Yes I am.

- The structure yes. Lack of content no.
- Partially. I wish that that with regards to content and further development and maintenance could be found a working process.

The employees' reaction to the new intranet – Plaza is still unknown. Mostly the previous disuse of Plaza was worrying.

How do you think the employees will react to the new intranet?

- Plaza has seen too little usage. We first need a reform for the entire intranet so that we can get it into broader and more active use in the entire group and its main communications channel. Only after this can the new Finance Plaza become more visible and the reformation will be fully implemented.
- The content is now grouped better, but I am somewhat sceptical if it will be used any more than it used to. The Project manager is releasing a news article on the front page so hopefully it will encourage people to check out the new site.
- Most likely not many people have noticed the reformation as Plaza has seen so little usage.
- There was no steady user base in the old site. I suspect that some people will not even notice the renewal. The pictures of the staff and contact information are probably a positive change. To some the language change from Finnish to English may be a negative issue.

I sent a questionnaire regarding the new Intranet to the users (appendix 3.) of the intranet. I got very few responses (12) and most of the respondents had not heard of the group intranet before. I decided to attach the responses in the appendixes (appendix 4), for there are notable comments for the future development of the intranet.

6. Conclusions

The internationalizing Nordic Morning Plaza Finance intranet reformation project in 2015 is an continuous project (chapter 3.2.), where evolution necessitates a continuous unending flow of change. Revolutionary changes require quick action in a short time, after which the need for change ceases, until the next great endeavour is necessary. To this also relates irregular pace of change. System changes can be achieved quickly but in order to change attitudes it may require years.

Emphasis	Evolution
Strategic reform	Continuous improvement
Strategic process	Conformation of operations
Scope of reform	Reasonable, progressive
Pace of reform	Gradual, stable
Requisite for reform	Continuous learning, flexible
Reaction to restlessness	Continuous adjustment
Crisis aspect	Everything gets frozen
Long-term dynamics	Continuously changing

Plans for change rarely flow in the way that management originally planned, for reforms rarely are processed directly and linearly, but is uncertain, stops and recurs several times. The original plan may have to be revised several times due to unforeseen circumstances and some planned aspects may be partially or entirely omitted. The steering group may revise the plan on their own accord, if something new comes up or something should be omitted.

This also happened in the case of the reform in Nordic Morning. The schedule had to be revised during the process and it would appear that developing the content will have to also be revised in the not too distant future. The expansion of the group has also expanded and increased the needs of the users.

All organizations communal development is delayed by old habits and traditions and an unwillingness to analyze uncertainty towards newness and inadequate communication and interaction on all organizational levels. A ground rule should be to develop better and more effective interaction skills. Change is complicated by unnecessary worrying

about preposterous bureaucracy, the allure of delaying and dragging ones feet, avoiding unpleasant key issues and failure of setting high-level goals.

The low amount of feedback that the project team members in the Nordic Morning group received may affect the lack of interest within the continuous change of an intranet project. A revolutionary change may invoke more interest and cause a bigger reaction. It seems that even in continuous change processes should be more inclusive and above all more interaction and communication. Can there be too much of it?

Groups and individuals whose culture strengthens and whose power increases usually welcome change and support it. The more time people can spend for the proper preparation in the execution of the change and experience the change advantageous for themselves, the less resistance the change evokes. The correct timing and managing the shortage of time correctly are essential for the success of change. The daily work and customer relations with reaching both service- and production goals need to be fulfilled even during change processes. Especially top-down changes are readily considered troublesome distractions to real work.

In this specific case at Nordic Morning there was no particular show of resistance. The low amount of user responses and the confusion of the respondents may exemplify a certain level of dissatisfaction as in the following:

1. What was missing from the old page? Never seen the old page
2. Are you satisfied with the new page? Never seen the new page
3. Were you allowed to participate in the reformation of the page? Don't remember really, but we discussed it when we met last in august i think.
4. When did you first hear about the reformation? don't know really, but i guess i heard something in controllers meeting in august
5. Was the reformation communicated sufficiently? maybe not or maybe we don't have the time to look in to that in our everyday work
6. How would you improve the page further? no idea as i haven't seen it
7. Do you have any additional comments? no

Processes of reform and leadership require communal water carriers that work as kind of goal-oriented agents for reform and represent the management. They define the basis for reform to their specific interest groups and know how to speak their language. They are also able to see who are ready for reform and where the resistance

is strongest. It is important that the agencies of the reform agents are considered in the planning of the reform.

Nordic Morning Plaza intranet seemed historically in the light of my research as little known by the employees especially in Sweden but also in Finland. In the future perhaps it is important to define the water carrier persons, which handle communications regarding the intranet, hype it up so to speak and regularly gather feedback on the functionality and improvement needs.

The receivers of the reform are the biggest stakeholders of the process and it is their job to assimilate to the change. It is their reaction and attitude towards reform that decide the implementation level and if it is a permanent change. That is why it is important to understand how they interpret and experience the change. In the cases where the change is implemented traditionally by a top-down method with leadership deciding, it more often leads to a defensive or passive reaction. The people may then describe the situation as being the "victims of reform". In many cases the implementers of the change do not view themselves as being behind the formal decision making process. This may lead to low motivation as well as active resistance and distrust against to actual objective of the change. On the other hand a low level of communal readiness for change or external obligations may oblige for a top-down process.

In the case of Nordic Morning reform project in question was on the one hand in fact a bottom-up reform, which is based on local initiative or where the expertise and participation of the fieldworkers is crucial. On the other hand the idea, push and planning process was a reform work group was gathered from the same finance department. In the other companies of the group this may be experienced as a top-down reform because it was executed by employees of the parent company.

Employees have an easier time relating to reforms that come from themselves and which they feel like they have more control over. Usually these kinds of reforms may take longer but may also work better than when management try to get employees behind their ideas. That is why good reform is recommended to be built upon visionary communality and true values

Daily development process needs to be maintained and advanced readiness for change as well as create ethos for change during revolutions. Everyday change processes

could be named as continuous change paths, through which criss-cross several intersections, where revision of where we are and what direction we should be headed is important.

Management of change gets depth through involvement and participation, for these are core to increase employee acceptance and the quality of change. The feelings of involvement have in certain studies reduced the amount of resistance towards change. Especially if chances for participation have not existed the staff has experienced and expressed greater resistance. When the doubts and experiences of employees are responded to seriously they are also more interested in the change and react to it more positively. (chapter 3.2)

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Appendixes

Appendix 1 – Questions for the project group

1. Kenen tai keiden ideasta muutos lähti liikkeelle?
2. Miksi piti muuttaa? Mitä puutteita vanhassa oli?
3. Mitä uudistustavoitteita pidit itse tärkeimpinä?
4. Toteutuivatko haluamasi tavoitteet?
5. Oletko tyytyväinen työhönne lopputulokseen?
6. Osallistuivatko muutostiimin työskentelyyn oikeat ihmiset? Oliko mukana tarvittava osaaminen?
7. Toivatko tiimin jäsenet riittävästi palautetta ja viestejä muilta työntekijöiltä?
8. Oliko tiimin työskentely ja vuorovaikutus mielestäsi riittävän luovaa ja hyvää?
9. Oliko tiimin työskentelyyn varattu aika sopivan mittainen uudistuksen tekemiseen?
10. Miten arvelet yrityksen henkilöstön suhtautuvan uuteen intranetiin?

Intranetprojektiryhmän jäsenten kyselyvastaukset

Appendix 2 - The intranet project group responses

1. Kenen tai keiden ideasta muutos lähti liikkeelle?

CFO

1. K:n idea, tosin palautetta oli tullut käyttäjiltä ettei juuri kukaan käytä Plazaan kun se on niin sekava. Kellään ei ennen Katin antamaa alkusysäystä ollut mielenkiintoa aihetta kohtaan, koska tuntui siltä ettei se oikein kuulu omaan toimenkuvaan.

Minun ja I valjastettiin projektin vastaavaksi

Kehityskeskustelussa esimieheni K:n kanssa minulle asetettiin yhdeksi tämän vuoden tavoitteeksi Plazan taloushallinto-osion uudistaminen.

2. Miksi piti muuttaa? Mitä puutteita vanhassa oli?

Palvelukeskuksen perustaminen, tiedot olivat osittain vanhoja, vanhalla konsernin nimellä, dokumentit eivät palvelleet enää koko konsernia, suurin osa dokumenteista oli vain suomenkielellä

2. Oli sekava, ohjeita ei oltu ryhmitelty vaan kaikki oli yhdessä sekavassa pötkössä.

Vanha Plaza ei ollut ajan tasalla, tiedot eivät olleet loogisessa järjestyksessä eivätkä palvelleet uutta pohjoismaista palvelukeskusta kieliversioineen

Vanhan sivuston rakenne ei ollut enää hyvä. Sivuilta oli vaikea löytää tietoa ja se ei tukenut riittävästi taloushallinnon palvelukeskuksen asiakkaita. Myöskään sisältö ei ollut kaikilta osin ajan tasalla.

3. Mitä uudistustavoitteita pidit itse tärkeimpinä?

englanninkielisen, koko konsernin yhteisen sivuston luonti, jotta ei tarvitse ylläpitää kolmea eri kieliversiota, eikä yhtiökohtaisia ohjeita -> tehostaa toimintaa

Ohjeiden ryhmittelyä aiheittain

Taloustiedon helppo löydettävyys, taloushallinnon esittely & yhteystietojen löydettävyys, liiketoiminnan palvelu ja tarpeisiin vastaaminen, sopiminen jatkuvan ylläpidon huolehtimisesta

Uudistuksen aikataulu. Projektin käynnistyessä julkaisuajankohdaksi asetettiin kesäkuun loppu 2015. Matkan varrella nähtiin, että julkaisua on paras siirtää kesän yli ja julkaista uudet sivut lokakuun alussa 2015.

Tiedon oikeellisuus eli oikea ja ajan tasalla oleva sisältö. Ei julkaista keskeneräistä tai virheellistä sisältöä, vaan mieluummin viimeistellään se oikeaksi ja julkaistaan hiukan myöhemmin.

4. Toteutuivatko haluamasi tavoitteet?

Kyllä osittain. Plaza on rakennettu yhtiöittäin, joten tähän isoon puutteeseen emme voineet vaikuttaa.

4. Ainakin nyt itsestäni tuntuu siltä, mutta palautetta ei ole vielä tullut.

Pitkälti Suomea koskevan tiedon osalta, mutta Ruotsia koskevaa tietoa puuttuu vielä paljon. Samoin kaikki eivät vielä pääse Plazaan ja siten tavoita tietoa

Osittain. Julkaisuaikataulua jouduttiin siirtämään.

5. Oletko tyytyväinen työnne lopputulokseen?

Osittain. Ohjeita Ruotsista saimme liian vähän. Materiaalia puuttuu vielä paljon ja uutta saimme aika vähän luotua. Sivusto voisi olla vielä ajankohtaisempi/asiakaslähtöisempi eli muuttuvaa tietoa/verotodistuksia ym. voisi lisätä. Sivuilla voisi olla vielä enemmän tekstiä kyseisistä aiheista, jotta esim. uusi työntekijä pääsisi periaatteista ja käytännöistä selville ja sivuja voisi jäsenellä vielä tarkemmin.

5. Kyllä olen.

Ulkoasuun kyllä. Sisällön vajaavuuteen en.

Osittain. Sisällön osalta toivon, että kehitykseen ja ylläpitoon löydetään vielä toimiva prosessi.

6. Osallistuivatko muutostiimin työskentelyyn oikeat ihmiset? Oliko mukana tarvittava osaaminen?

Kyllä. I veti projektia hyvin ja järjestelmällisesti.

6. Oli oikeat ihmiset, koska me tiesimme kenen puoleen kääntyä jos ohjeita piti päivittää.

Kukaan tiimin jäsenistä ei tuonut esille, että olisi tarvinnut lisää tietoa tai perehdytystä viedäkseen hanketta eteenpäin. Kaikilla tiimin jäsenillä näkemykseni mukaan oli riittävä osaaminen, mutta ei ilmeisesti riittävästi aikaa.

Kyllä

7. Toivatko tiimin jäsenet riittävästi palautetta ja viestejä muilta työntekijöiltä?

Pidimme palaute/ideapajan osastopalaverissa, jossa toivoimme palautetta muulta taloushallinnon väeltä. Plaza esiteltiin myös controller palaverissa, jossa toivoimme palautetta. Varsinaista feedbackiä tuli sitten kuitenkin todella vähän.

7. En saanut mitään palautetta esim. kirjanpitiimiltä vaikka kaikki tiesivät projektista.

Ryhmään olisi voinut tuoda enemmän palautetta muilta ja käyttäjiltä

Palautetta olisi voinut tulla enemmänkin, mutta ehkä sitä ei ollut. Muut työntekijäthän osallistettiin projektiin workshopissa huhtikuussa, projektin alkuvaiheessa.

8. Oliko tiimin työskentely ja vuorovaikutus mielestäsi riittävän luovaa ja hyvää?

Työnjako meni melko sujuvasti. Pitäydyimme ehkä liikaa tutussa ja varsinaista uutta luovaa tuli aika vähän. Contacts sivusto oli kokonaan uusi ja toivottu. Työkalut olivat sen verran suppeita, ettei Plazaan saanut kummoisia juttua rakennettua.

8. Vuorovaikutus oli ihan ok, mutta en sanoisi että olisimme olleet kovin luovia.

Oli

Tiimin jäsenet osallistuivat ja toimivat aktiivisesti tiimin tapaamisissa. Luovuutta ja

heittäytymistä olisi voinut olla enemmän, toisaalta tiukka aikataulu ei ehkä antanut sille riittävästi tilaa.

9. Oliko tiimin työskentelyyn varattu aika sopivan mittainen uudistuksen tekemiseen?

Kyllä. Aikaa oli runsaasti.

9. Oli riittävä. Ehkä vähempikin aika olisi riittänyt, sillä olen huomannut aiemminkin sen, että jos annetaan paljon aikaa, ihmiset tekevät kaiken kuitenkin viime tingassa koska silloin aina priorisoi jotain muuta edelle. Suurin osa ohjeista oli jo olemassa, kysymys oli vain niiden päivittämisestä.

Aikaa oli riittävästi ainakin kun projekti käynnistettiin eikä kukaan alussa todennut, että aikataulu olisiliiian haastellinen. Aikaa annettiin projektin aikana lisää.

Kyllä, kun otetaan huomioon kuinka lyhyellä valmistautumisajalla projekti

käynnistettiin. Kaikilta löytyi aikaa tehdä tarvittavat toimenpiteet.

10. Miten arvelet yrityksen henkilöstön suhtautuvan uuteen intranetiin?

Plaza on aivan liian vähäisessä käytössä. Tarvitsemme ensin uudistuksen koko intranetiin, jotta se saadaan laajempaan ja aktiivisempaan käyttöön koko konsernissa ja pääasialliseksi tiedonjakokanavaksi. Tämän jälkeen vasta taloushallinnon uusi plaza pääsee näkyvämmäksi ja uudistus voidaan toteuttaa kokonaan.

10. Sisältö on nyt ryhmitelty paremmin, mutta olen hieman skeptinen sen suhteen aletaanko sitä käyttää yhtään enempää kuin ennenkään. Irmeli on kuitenkin julkaisemassa etusivulla uutista uudistuksesta joten toivotaan että se rohkaisee ihmisiä käymään katsomassa uutta sivustoa.

Todennäköisesti monikaan ei ole uudistusta huomannut, kun Plazaä käytetään liian vähän.

Vanhoilla sivuillahan ei ollut jotain tiettyä vakituista, säännöllistä käyttäjäkuntaa. Arvelen, että osa ei huomaa uudistusta ollenkaan. Henkilöstön kuvat ja yhteystiedot ovat varmaankin positiivinen uudistus. Osalle kielen vaihtuminen suomesta englanniksi voi olla pieni negatiivinen asia.

Appendix 3 – Questions for the users

1. What was missing from the old page?
2. Are you satisfied with the new page?
3. Were you allowed to participate in the reformation of the page?
4. When did you first hear about the reformation?
5. Was the reformation communicated sufficiently?
6. How would you improve the page further?
7. Do you have any additional comments?

Appendix 4 – Responses by the users, here I stated that I would accept responses in English, Swedish and Finnish as a lot of our users are not comfortable with foreign languages.

2. Are you satisfied with the new page?

IHAN OK, OTTAEN HUOMIOON ITSE PLAZAN RAKENTEEEN JA TOIMINNALLISUUDET

4. When did you first hear about the reformation?

5. Was the reformation communicated sufficiently?

KUULIN ASIASTA VASTA NYT, JOTEN TIEDOTUS ASIASTA EI OLE OLLUT MITENKÄÄN LOISTAVAA.

ONGELMANA LIENEE ITSE PLAZA. KUINKAKO MONELLA SE LIENEE KOTISIVUNA JA SIELLÄ

VIERAILEE SÄÄNNÖLLISESTI. ONKO ASIASTA STATISTIIKKAA? ELI TIEDOTUS OLISI PITÄNYT

TAPAHTUA MYÖS JONKIN MUUN KANAVAN KAUTTA.

Hi,

here is my response; (below)

Not so much help for you i guess.

good luck!

1. What was missing from the old page? Never seen the old page
2. Are you satisfied with the new page? Never seen the new page
3. Were you allowed to participate in the reformation of the page? Don't remember really, but we discussed it when we met last in august i think.

4. When did you first hear about the reformation? don't know really, but i guess i heard something in controllersmeeting in august
5. Was the reformation communicated sufficiently? maybe not or maybe we don't have the time to look in to that in our everyday work
6. How would you improve the page further? no idea as i havn't seen it
7. Do you have any additional comments? no

1. Mitä puuttui vanhalta sivulta?
En tiedä.
2. Oletko tyytyväinen uuteen sivuun?
Kyllä.
3. Saitko osallistua sivun uudistamiseen?
En.
4. Milloin sait tietää uudistuksesta?
Silloin kun lähetit sähköpostin joka pyysi osallistumaan asiaa koskevaan kyselyyn.
5. Oliko uudistuksesta tiedotettu riittävästi?
Ei, sinun viestisi oli ensimmäinen kerta kun kuulin asiasta.
6. Miten kehittäisit sivua edelleen?
Lisäisin vakuutuslistaan (alasivulla Insurances on linkki tähän PDF:ään) myös tiedot henkilökunnan pakollisten tapaturmavakuutusten vakuutusyhtiöistä ja vakuutusnumeroista ja niin edelleen.
7. Onko mitään muuta kommentoitavaa?
Ei ole.

Hi Emil
Sorry, I'd like to help you, but I've barely used the Finance pages (and I don't remember what was on the old pages, so can't compare it to the new ones).

Hi,
I can honestly say I never heard about this new page neither the old one.

Hi Emil,
This was the first time I heard of the reformation project of the Finance Plaza and don't know how this is / was attended for me.
So this is the best answer I can give you :)
Lykkyä tyköön!

1. Never visited the old page
2. Never tried it, hard to say
3. No
4. 26.11.2015
5. Somehow I've missed
6. No comments
7. No

1. Haven't seen the old page.
2. There's probably nothing I need to find there, but it looks ok.
3. I'm new here.
4. Your email.
5. I came here just now. No idea what's happening.
6. Some pages look like there's too much text. e.g. this could use some more horizontal lines or other means of separating different sections:
<http://plaza.edita.se/en/editapublishing/Konserni/Financenew/Travelandrepresentation/>
- I'd also add some images in some of the pages, say, preview images of the organization charts and other things, and have these preview images work as links.
7. No

1. What was missing from the old page? En osannut kaivata mitään lisää.
 2. Are you satisfied with the new page? Kyllä. Se vaikuttaa selkeästi ryhmitellyltä.
 3. Were you allowed to participate in the reformation of the page? Ei.
 4. When did you first hear about the reformation? Tämän sähköpostin saatuani.
 5. Was the reformation communicated sufficiently? Ei mielestäni.
 6. How would you improve the page further? Ei ehdotuksia. Sivut täyttää omat tiedontarpeeni hyvin.
 7. Do you have any additional comments? Menestystä lopputyön tekemiseen! :)
- Thanks to

1. What was missing from the old page?

Don't know.

2. Are you satisfied with the new page?

Hard to say. I would normally not go there.

3. Were you allowed to participate in the reformation of the page?

No.

4. When did you first hear about the reformation?

When I got this survey.

5. Was the reformation communicated sufficiently?

If this survey was part of that, then yes. If not, then no.

6. How would you improve the page further?

Listen to the feedback in this survey and then talk to key representatives in respect to the problems that was found.

Maybe run some user tests.

7. Do you have any additional comments?

Good luck!

Regards,

Hi Emil,

Indeed, this was the first time I heard about the reformation project of the Finance Plaza and I feel that I

cannot give you any more feedback, sorry.

Good luck with your thesis and studies,

Emil,

Klikki don't have access to Plaza and nobody knows anything about this project sorry.

Hi Emil,

In Klikki we have not used Plaza, so I don't have any input to give you.

Good luck with your thesis

Moi Emil,

Ohessa pikaiset vastaukset:

1. En muista miltä vanha sivu näytti, eli sitä ei juuri tullut käytettyä apuna.
2. Nopeasti katsottuna näyttää informatiiviselta ja hyvin jäsennetyltä. Täältä voi jopa löytääkin jotain.
3. En.
4. Tämän kyselyn tiimoilta.
5. En osaa ottaa kantaa.
6. Nyt ei tule ehdotuksia mieleen.
7. Ei.