Tampereen ammattikorkeakoulu

Creating a Sharepoint Site to an International Business Unit

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ABSTRACT

Tampereen ammattikorkeakoulu
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IMPOLA, TIA
Creating a Sharepoint Site to an International Business Unit

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The main purpose of this thesis was to create a Team Site using Sharepoint for a Business Unit in Company X. This Team Site was created to improve the internal communication of the Business Unit and to create a common platform for all the employees working in the Business Unit. Before creating the team site, the Business Unit in question did not have such a channel.

The thesis and the Team Site were made for Company X. This thesis is partially classified information and that is why the commissioning company is being referenced as Company X. This Company X is a limited company that works in the Pirkanmaa area.

At first the theoretical framework was introduced in chapters 2-4. This theoretical framework included internal communication and the application used for creating the Team Site, called Sharepoint. Since the Team Site was made for a Business Unit, it was important to include the employees in the process and that is why a research was made for this thesis, and which was completed in October-November 2019. The research questions were sent to 50 people in different countries and answers were received from 38 people.

In chapter 5 it was introduced how the answers from the research helped building the site. In this chapter the process of creating a Team Site was explained by introducing the plans and the created design for the Team Site. Some of the main functions requested by the interviewees were also explained there. The sixth chapter is the conclusion of the thesis and there are plans for the follow-up process with the site. In the last chapter there is also a vision, how the development in internal communication can be seen.

TIIVISTELMÄ

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IMPOLA, TIA
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Opinnäytetyö 46 sivua, liitteet 9 sivua
Kesäkuu 2020

Tämän opinnäytetyön tarkoituksena oli luoda Team Site käyttäen Microsoftin Sharepoint-ohjelmaa. Tämä Team Site on luotu yksikölle, joka toimii Yritys X:ssä. Team Site luotiin, jotta yksikön sisäinen viestintä parantuisi ja jotta yksikön työntekijöillä olisi yksi yhteinen kanava. Ennen tätä Team Sitea, yksiköllä ei ollut keskinäistä yhteistä kanavaa.

Tämä opinnäytetyö on tehty toimeksiantona. Opinnäyte on osittain salattu, ja sen vuoksi toimeksiantajasta käytetään nimitystä Yritys X. Yritys X on osakeyhtiö ja toimii Pirkanmaalla.

Opinnäytteen teoreettinen pohja käydään läpi kappaleissa 2-4. Näissä kappaleissa käsitellään sisäisen viestinnän ja Sharepoint-ohjelman teoriaa. Sillä tämä opinnäyte tehtiin toimeksiantona eräälle yksikölle, oli tärkeää ottaa yksikön työntekijät mukaan sivuston luontiprosessiin, ja näin ollen opinnäytetyöhön liitettiin tutkimus, joka toteutettiin loka-marraskuussa 2019. Nämä tutkimuskysymykset lähetettiin yhteensä 50 henkilölle eri maihin ja saatuja vastauksia oli yhteensä 38.

Kappaleessa 5 käydään läpi tutkimusta, sekä sitä, miten tutkimusvastaukset auttoivat sivuston luontiprosessissa. Tässä kappaleissa esitellään Team Site -sivuston suunnittelu- ja luontiprosessi sekä käydään muutamia sivuilla toteutuneita tärkeimpiä toimintoja läpi. Kuudes kappale on yhteenveto opinnäytetyölle ja siellä on ohjeita, kuinka jatkaa sivuston kanssa, kun sivusto on valmis ja kuinka sitä voidaan kehittää tulevaisuudessa. Tässä kappaleessa on myös esitelty, kuinka sisäisen viestinnän kehitys voidaan nähdä tulevaisuudessa.

CONTENTS

1 INTRODUCTION

This thesis is about building a Team Site with Sharepoint to a Business Unit in Company X. The target is to create and design a site, that is easy for everyone to use and maintain. Challenges of building this sort of site, is that there is a global team using it and that there is not a similar site currently. To ease the process of building the site, the team members of Business Unit A was interviewed to collect ideas and wishes for the site. This thesis is made for Company X which is a limited company that works in the Pirkanmaa area.

This team site will be created for the whole Business Unit A. This team has around 100 employees working around the world. The primary target for this team site is to make it easy to use but the greater target is to improve internal communication among the employees of Business Unit A.

This thesis includes a theoretical framework in the beginning which is the base for creating the Team Site. Fourth chapter addresses research that was done for this thesis and introduces the received ideas and which of these will be used in building the site. In the last chapters the structure and design of the site is introduced and how the target of usability has succeeded. In the end there is also guidance how the Company X can continue the use and development of the site.

2 INTERNAL COMMUNICATION

Internal communication is interaction and sharing information among a company. Internal communication includes sharing information, building a company image and informing personnel about changes. (Joki, 2018) According to Ritchie (2015) internal communication means different things in different sized companies. Large companies have a dedicated resource and a strategy for internal communication. And in Ritchie's opinion having this is essential for success. When comparing this to Small and Medium-sized Enterprises (SME), they might not even have the chance to have a resource that is dedicated only for internal communication. SME company's personnel is working hard for being able to grow their business. A good point that Ritchie points out, is that one thing that why SMEs might not invest that much to internal communication, is that these companies might have an assumption that good internal communication is a natural product of a small team. (Ritchie, 2015) This is a superb point, since one might think that internal communication is the better the smaller the group is, but there a lot of factors that have an effect to internal communication, and in my opinion, good internal communication requires work from both the company and the employees.

What companies should do in the name of internal communication is to keep personnel aware of the targets and strategies of business, the future changes and finance issues of the business (Joki, 2018). When internal communication is effective, it helps employees to work towards a common goal. When employees know the goals of the company, it makes the employees more efficient and more productive. (Ritchie, 2015) With internal communication a more positive company image can be built which also increases the proudness of the personnel, that they belong to the organization. (Joki, 2018) Both internal communication and internal marketing can be used for making the personnel familiar with the company's product and services. Additional to this, personnel also need to know when there is a change in a product or service. When employee of a company knows the company's selection, they can understand their own role in the operating sequence and this information can increase the motivation of the employees.

2.1 Importance of internal communication

These days, many companies invest in external communication, which includes both marketing and public relations, but companies do not give that much attention to internal communication. According to Bhardwaj, internal communication is important for the company's cohesive functioning and ensuring transparency across multiple departments. If company is lacking internal communication, it can be a source of internal friction. Companies cannot succeed if the different departments do not work together towards the same objectives and visions. Bhardwaj points out a good point: "organizations cannot work if marketing and manufacturing departments are chasing different objectives due to lack of effective information flow". When a company or department have their processes and channels of internal communication in place, the company can this way ensure seamless functioning of different departments towards common shared goals. (Bhardwaj, 2016)

2.2 Tasks of internal communication

Important task of internal communication is bringing the company with different departments together and improve communication between them. Internal communication also can engage employees to their organization. It can also be used as a tool to improve human resources practices. It is important that there is a dialogue between HR and employees, since when something is improved or created by HR department, they must know the needs of the employees so that the service or product will then meet the employee's needs. (Bhardwaj, 2016)

With internal communication different team or individual achievements can be informed to employees in different locations. According to Bhardwaj "internal communication channels should be leveraged to appreciate and recognize achievers". When internal communication channel is used this way, it "creates an environment and culture of appreciation and celebration within the organization". Employees can be engaged to using some internal communication channel by solving problems and creating and developing ideas of some topics. (Bhardwaj, 2016)

Personnel should be made familiar with company's products and services and inform if there are some changes happening in the selection. This is because the employees of the company present the company also in their free time. It is important that employees know that which industry does the company operate in and which are the central products and services of the company, if someone outside the company asks. (Joki, 2018)

2.3 Information sharing

In work communities, sharing information is important. Still in most work communities, employees feel that there is a possibility to improve. Most of the information employees receive, is received from their managers. Managers also receive a lot of information, so they should go through carefully the information and forward only the information that is necessary for employees. If the employees think that they receive a lot of information that is not necessary for them or their work, it might weaken their trust towards the information received and decrease motivation towards work. Situation is at its worst if personnel know that something has happened and rumors are heard, but employees do not receive information from managers. In these situations, the trust in flow of information might disappear. (Joki, 2018)

Company must inform personnel regarding financial issues and changes is financial situations. Informing about company's financial situation gives information to employees and grounds for what has happened or what will happen in the future. Personnel must also know how the changes in financial situation affect to their work. Employees are always interested about issues that affect to their work, for example sufficiency of work, possible changes, incoming trainings and promotion possibilities. (Joki, 2018)

If an open interaction is what the company wants to achieve at some point, it is important to know that it does not happen in one night. It does not happen when a director or manager tells the personnel to act the way, but it is a procedure inside a company's culture and building a transparent working atmosphere is a result of long-term working. When a company wants to have an open and transparent atmosphere, managers and HR experts need to work continuously with transparency and giving an example. (Joki, 2018)

Customer feedback that is received of the products and services is important to message to personnel. Also, different wishes and needs that customers inform, should be messaged to all the people necessary. (Joki, 2018) The Business Unit that the Team Site is built, does not have such channel currently and when interviewing the employees of the Business Unit, I was told that customer feedback of colleagues is heard "by accident" for the reason that they are working in the same office. Another thing is that information about customer feedback, does not flow between different offices and then people that do not have that much colleagues in the same office, hears fewer feedback than some other people. Therefore, it is important to build a channel where employees can write about success stories and customer's negative feedback and this way colleagues will hear about it too, and can possibly help, if they have encountered similar situations.

When internal communication is operated in a company, one should also take into consideration the information flow between different departments. Open communication means for example that different meeting memos of different groups will be saved into a place where all the willing people can go and read them through. Often organizations have different development projects, and the reason why all the information and models are important to share among the whole organization, is that the same information can be utilized also in different departments. One should not share all the information but think about what information is beneficial and what is not. (Joki, 2018)

2.4 Channels of internal communication

In different communication situations, there are one or several communication channels used at the same time. One should not think that a message that is once said or written to Intranet or some other place, is understood and digested. (Joki, 2018) E-mail might be one of the most used internal communication channels there is. Some people might consider it being old-fashioned (Asteljoki, 2019) but it has been used for many years and it is good for global communicating. The problem with e-mail is that reading them takes quite much time. If there are not rules how and when to use e-mail and who to contact with e-mail, there might be a lot of unnecessary e-mails coming for several people. E-mail can also often be unnecessarily long, and that will take more time. When e-mailing people, the subject should be informative, and the text should be short and to-the-point. (Joki, 2018) In the company's business unit for which the Team Site is built, e-mail is sure used a lot. It is the one of the main channels to use when contacting customers and colleagues (especially from different countries). Of course, phone calls and skype are also used in these situations. The company also has an Intranet site, but it is for the whole company, and that way does not help the small business unit to improve their internal communication. E-mails, skype and skype meetings are used when communicating between the business unit. Also, one department inside the business unit has an own "Teams" site, which is a service provided by Microsoft. Teams is a social tool where conversations are in a big role and documents can be uploaded to the site documents for common use. Since there is not a common platform or channel for all the people in the business unit, it was important to create one.

In most companies there are many different communication channels. For example, e-mail, Skype, Intranet, Teams etc. can be used at one company. What eases the information sharing, is regular meetings where everyone can speak out. The matters that are handled in the meetings, should be known by everyone in advance, so that they can prepare themselves for the meeting. Everyone can tell their own succeeding, not so succeeding and challenging cases and open up a common conversation and this way get support and giving it to others. Meetings also make it possible to learn about other employee's cases. Even though there are several channels to use to inform employees, nothing replaces the conversation between managers and employees. (Joki, 2018) This is important to remember, that even though a company would have an important internal communication channel, the communication should not be restricted to only for the one channel. As said, it is important to have conversations and meetings.

Even though employees might communicate a lot with each other, it is not always related to work related issues, since most of the time people are concentrated on their work. And even though employees might communicate with each other, it is not always job related. Internal communication is not only making big announcements by the company, but it should be ongoing and a dialogue between people. (Ritchie, 2015)

In some messaging, only a short reporting is enough, but in some matters, there might be more information and messaging needed to delete all the obscurity. If the informed message is important or in another way difficult matter, it mostly requires telling, reading and answering questions before it comes clear to the receiver. An HR-Specialist should together with the management and managers define that which channel is used to which kind of topics and how different topics are communicated to employees. (Joki, 2018)

Intranet is an important channel for internal communication. Via an intranet site, it is possible to inform an important thing to many people at the same time, regardless where the employees are. Intranet has got bigger and bigger and most big companies nowadays has one. The most important thing when building an intranet site, is that the information that is found in the site is easy to find and clearly introduced. If an intranet site is created, one should remember that all the information should not be embedded on it, so that it is full on information and the information is difficult for people to find. (Joki, 2018)

2.5 Internal marketing

As internal communication’s one task is to engage people to their workplaces, it is the one of the main tasks also for internal marketing. With internal communication also internal marketing can be done. (Joki, 2018) The definition of internal marketing is promoting the company’s vision, goals, culture and mission within the organization. “Internal marketing is just as important as external marketing when it comes to motivating and engaging employees into the company and their work.” An organization should market the company’s vision and mission to the employees. When internal marketing is done right, it motivates the employees more and they provide high-quality service to the company’s customers and this way helps the company grow. When employees believe in the brand of the company, it most likely increases their productivity and their motivation towards the work. For the organization the employees are their “internal customers” and this way they should be treated in internal marketing. (Rautakoura, 2019) Internal marketing is important since customers’ attitudes toward a company are not only based on the experience of the products but the entire organization. This means, that everyone who are in contact with the customers, shape the customer’s experience. It can be said that the company’s workforce has a great impact on the customer satisfaction. The main purpose of internal marketing is to ensure that all the employees know that they need to cooperate fully to satisfy customers requirements in order to achieve the corporate objectives. (Watkis, 2018). With internal marketing the products and services should be made familiar to the employees of the company. (Joki, 2018)

3 SHAREPOINT

SharePoint is a software product offered by Microsoft (Withee & Withee, 2019) and it was launched in 2001 (Anttila & Roine, 2015). Sharepoint can be used for document management and for collaborations. (Fresser, 2015) Withee is explaining in the book that Sharepoint is more than just a website, it is a web platform. Sharepoints functionality and capabilities helps users to make websites and for example people can create a website with subpages without writing any codes. (Withee & Withee, 2019) Sharepoint has different definitions depending on the role of the person using Sharepoint according to Anttila and Roine. Sharepoint can be used as being the administrative or a visitor/user and in most cases, users do not even know they are using Sharepoint but see it as a normal website.

Delaney has listed 3 the most common applications of how Sharepoint can be used. The first application is to use Sharepoint as an Intranet site, and the main reason for it is the customizability of it. The chapter 3.1 will be concentrated more on Sharepoint as an Intranet Template. The second application is for content management and collaboration. Sharepoint is convenient template to store documents and to collaborate with colleagues with documents that are in Sharepoint. The third most common application to use Sharepoint is business intelligence platform. The reason why Sharepoint is good for this, is that it is well-integrated with Microsoft Office and with Office Web Apps. (Delaney, 2016)

According to Anttila and Roine the most common ways Sharepoint is used are as a template for Intranet sites, for group works and to managing documents. Anttila and Roine states that Sharepoint surely is one of the most common platforms for Intranet sites in Finland. Additional to the above-mentioned uses, Sharepoint can also be used as a template for Internet websites. This is not that common, one reason being the rather high license costs of Sharepoint. There still are several significant websites where Sharepoint is the used platform, these being websites of large companies. This service is at the same time a ready product and a platform solution. In 2011 Microsoft executed a market research, and according to the research 78 % of the corporate giants (Fortune 500) uses Sharepoint in their business in one way or another. (Anttila & Roine, 2015)

3.1 Sharepoint as an Intranet Template

Sharepoint is at its best as a platform for Intranet sites. Sharepoint contains the most important pieces that a typical Intranet site needs. Intranet sites can be divided to a communicational site, an internet-based work platform and to a social Intranet site. Another possibility is that the site can be a mixture of two or more of the mentioned. Previously there has been mainly communicational Intranet sites and they served the company's internal communication and the needs of management. Nowadays Intranet can still be thought as a channel for communication and sharing information, but the other concepts have also grown into success. Executing Intranet through Sharepoint is quite straightforward project today. It is straightforward at least when a communicational Intranet is created. If the new upcomer, social Intranet, is created, there are possibilities that the users or the management cannot keep up with the changes. (Anttila & Roine, 2015)

As an internet-based work platform, the purpose is that every user gets the information and tools they need in their work. This application contains also the communicational side, but the main point is still in doing and not in communication. The definition for internet-based work platform is quite difficult to define, since the implementations are quite incoherent as well. Good thing to remember is that plenty of personalizing causes difficulties and the execution of the Intranet may become massively personalized and difficult to maintain. (Anttila & Roine, 2015)

Since social media has become a trend of today, there is also an intranet called “Social Intranet”. In this concept the people and their activities are in the center and not the official content. Social Intranet is still searching for its form, but first signs of its functionality have already got. (Anttila & Roine, 2015)

As in the chapter 2 was discussed how internal communication can be used in a way to generate new ideas and solving problems together. This can be done easily with Sharepoint. In Sharepoint there is a possibility to add a comment section to each page and each news article. If a person wants his/her colleagues to throw their ideas for some topic, they can create a news article about it and then add the comment section on the bottom of the article, and this way get people engaged about the topic and receive ideas. According to Peacock 2010 if an intranet site has blogs or another discussion forum, there is a possibility for increasing communication between different departments.

3.1.1 Training for Sharepoint

Sharepoint sites can be used without training for it. Most people do not even know when they are using a website or an Intranet Site that is made with Sharepoint. In Intranet site the features of Sharepoint are visible, there are different elements that reveal it but people who are not familiar with Sharepoint, might not see these features. For being able to use an own Sharepoint site, and use the search feature efficiently, it requires for the user to know how to use Sharepoint. When creating content to the site, the person needs to get acquainted with web parts and other components and features of the site. And it can be said that in the point of view of content creators, Sharepoint is rather difficult to use. The ones creating and editing the content of the site, should go through a training of Sharepoint. This way the users get more out of using Sharepoint and can use the site in an effective way. It is important to go over a training, if the use contains working with documents. When the personnel are trained for the document's control, it is easier to benefit from the implementation of Sharepoint. When someone is only a user of the site, they probably will not need training for it, since for them it appears as a regular website. (Anttila & Roine, 2015)

3.2 Usability

Usability means part of term “user experience”. Usability itself refers how easy some product or website is to access or use. The design itself is not usable or unusable, but the features together with the user creates usability. Therefore, depending on the user the experience of using a website can vary depending on a person. (Interaction Design Foundation, N.D.) People are reading text slower in computer screen than in printed media. According to Parallel studies, people read 25 % slower in computer screen than in print media. Therefore, the text in websites should be about 50 % shorter than similar text in printed media. (Ad Chief, 2017) For this reason, there should not be too much text on a website. Another thing that is connected to the text on websites, is that users do not read the whole website but scans through it. While scanning, the user focuses on elements that are obtrusive. (Krug, 2006) After the first scan, the user decides whether he will stay on that site or change to another one. This is one of the reasons why the usability of the site is important. (Sweor, 2019) Even though it would be great to create something totally new to a brand-new website, it is not always wise. Users like the site simple and do not want to ponder the meaning of different features on the site. If there are common practices used in many websites, one should use them, because people have already got familiar with them. (Krug, 2006)

There are different patterns that explains peoples web behavior. One of the most commonly referred to is a pattern called F-shaped reading pattern. The company that have come up with this pattern, wants to make clear that all the scanning happening in the web does not take the F-shaped pattern and this F-shaped scanning can be prevented with good web design. The F-shaped pattern means in practice that user first reads the top of the site and next they read another horizontal line below the first one. After a while the users attention stays on the left side of the website and the scanning goes in a vertical movement. As mentioned, the users scan the website through in F-shaped pattern. People concentrate the most on information that is in the upper left corner. (Pernice, 2017) This is important to know, so that the most important information on the site is not located in the right lower corner.

People form an opinion about a website in 0.05 seconds, and at that time, they will decide whether they want to stay or leave the page. The way to prevent the user to leave the page, is to improve the design on the page. (Sweor, 2019) Lindgaard et al. (2006) have made a study about first impressions of websites. In the study the people first were perceiving a website for 0.5 seconds and then rate the site. After this the same people looked the same website again but now for as long as the person wanted to. The conclusion of this study was that people in fact can form the same opinion about a website in 0.5 seconds than they would in longer time. (Lindgaard;Fernandes;Dudek;& Brown, 2006)

As said, people make the first impression in less than a second and in that time, the website should look appealing to the consumer. Dominic de Souza presents aspects that increases the website's appealing. These are; design & color and pictures & graphics. The colors make the most in the website design. Colors catches people's eyes and there are different psychological meanings behind colors. De Souza have presented for the primary and secondary colors that which emotions they bring up, what they do in sense of marketing and how they are connected to politics. For example, red is rather harsh color. It evokes strong emotions; in politics it is mostly connected to socialists or communists and in marketing it increases heart rate and is used for catching impulsive shopper's attention. Then on the other hand a color blue mostly relates to peace or water, in politics it represents conservative parties worldwide and in marketing it easily creates a feel of security and makes the consumers trust the brand. Pictures are also in big role on the website. Nowadays, when everyone can take good pictures with their phones, pictures on websites should be good, quality wise, since the better the pictures look, the better the website and the business will look. (De Souza, 2018)

3.2.1 Usability in Sharepoint

According to Peacock, when creating the navigation to the site, it should be strategic, as it was made for consumers. If the navigation is well designed, it can save time from the users and this way increase the usability on the site. (Peacock, 2010)

When a Sharepoint site is created, mostly the aspect of usability is restricted to the user, but in my opinion, it is important to also ponder the usability in the point of view of an administrator. The site should be made easy to administrate so that it will not add work to the administrator. Editing the page and adding information to the page, should be simple. (Anttila & Roine, 2015)

The search tool of Sharepoint is also a way to improve the usability. According to Roine and Anttila, the Sharepoint’s search can be compared to search engines such as Google or Bing. There is also a possibility to develop the search tool and this way the use of search can be utilized better. For being able to develop the search tool, Sharepoint offers different usage reports for search. (Anttila & Roine, 2015) The reports Sharepoint offers are for example; top queries, no result queries and number of queries (Withee & Withee, 2019). The queries of words that does not conclude to any results is very important for being able to know what people cannot find from the site and this way improve the site. (Anttila & Roine, 2015)

3.3 Rights

When a Sharepoint site is built, at some point, there will be questions who will have rights to where and how this will be decided. According to Roine and Anttila, it is not easy to decide on the user rights in Sharepoint. These user rights should be made simple, so that the management of the rights is rather easy and that there is a logic behind the rights. I had a skype meeting with an IT-specialist of the company I made the team site to and she mentioned that the simpler the rules for rights are the easier it is to maintain for the administrator. She also said, that it would be good to give editing rights for every member of the site, since this way managing the rights is easier. (Närhi, 2019) The reason why it is simpler to give everyone the right to edit, is that then the administrators do not need to give the editing rights to new users of the site and when new users are applying for the rights, then they do not need to think who can have the editing rights and who should not be granted the editing rights.

Active directory (AD) can be utilized when giving rights to employees. Reading rights are easy to give everyone but when it comes to editing rights, it gets a bit more complicated. In some companies there might be IT-help needed to give the rights for certain people for editing. When creating the rights for a Sharepoint site, it is good to remember the usability in the eyes of administrator. The site easily becomes hard to maintain, if the right rules are too specific and there is not a logic behind them. (Anttila & Roine, 2015)

4 QUALITATIVE RESERACH

A qualitative research was completed for this thesis. The main point behind the research was to gather information from employees that work in all the different fields and in different countries the business unit operates in. The reason behind this is that all the employees of the business unit would have important information on the site and that the site is easy for everyone to use, regardless where the person works. The theory behind qualitative research and the research that was completed for the thesis will be covered in the following chapters.

4.1 Research methods

According to Research Methodology, there are three different types of interviews that can be accomplished when completing a qualitative research. Structured interview is an interview, where the interviewee has decided the questions beforehand, and all the questions will be asked in the same order from each interviewee. Unstructured interview is the opposite of structured interview. This can be thought as the most unreliable method, since questions have not been thought beforehand. Another thing that affects the unreliableness of unstructured interview is that the data is collected in an informal way. Between the previous mentioned interview methods there is a semi-structured interview. As it is between the structured and unstructured interview, the semi-structured interview has features from both methods. In this method there are predetermined questions which the interviewees will answer, but there is also possibility to ask additional questions during the interviews. (Research-Methodology, N.D)

Structured interview is the most formal one to execute a qualitative research. Form is usually used in this interview and in the form there will be questions prepared and also answer alternatives (Eskola & Suoranta 2000, 86). As stated already in the previous chapter, the interviewer will have the questions and the order for them prepared for the interview. If the researcher is not present in the interview situations, of course there is a possibility that the interviewee will not answer them in the same order than planned. If the interviewee is alone in the interview situation, and it matters, that which order the questions are asked, the interviewee should be informed of it. The situation is of course different if the interviewer supervises the situation or asks the questions himself/herself. Form interview is a good way to gather information if the research problem is not broad and if the purpose is to represent only one thing, for example visions or experience or opinions of the interviewee. If the research problem can be researched with three to six questions, a form interview is a good way to operate. (Vilkka, 2015)

Theme interview is a commonly used qualitative research method, but the method can also be used for quantitative research. The point of this method is that the essential subjects or themes will be picked for the interview. In theme interviews the themes should be handled in an order that is good for the interviewee. Theme interviews differs from form interview in that way that there can be different tasks included to the interview. These tasks could be for example asking the interviewee to draw something and explain the thoughts behind the drawing. Theme interviews can be done individually but also in groups. The challenge in these theme interviews is that the interviewee(s) stick to the theme of the interview, and another challenge in the group interviews is that all the interviewees participates in the interview, and the interviewer should be the one taking care of this matter. Important thing in this method is that the interviewer should be observe that none of the participants does not lead the interview for a direction of their choice. (Vilkka, 2015)

Open interview is literally an open interview which means that there are neither specific questions nor a theme in the interview. The interview builds in a way that there is the research problem and the interviewee speak of the subject freely from some point of view he/she has. The difference in the open interview is that all mostly these interviews are individual interviews and the interview happens more than on one occasion. Even though the interviewee is kind of the leader of the interview, the interviewer will ask some questions and deepen the discussion this way. (Vilkka, 2015)

There are some problems in qualitative researches. When the questions are asked or presented, there are always risk that interviewee understands the question in a different way than the interviewer has intended. In theme and open interviews is possible to make sure during the interview that the interviewee understands the questions in the way that was intended. In form interviews, it is important to know the target groups. In most cases that problem behind the questions is that it reveals the interviewer’s perceptions about the research problem and then the one answering to these questions sees it and answers in the way the interviewer hopes and not through his own experiences. In qualitative interviews, the interviewer should avoid questions where the interviewee can answer either “yes” or “no”. And use questions where the answer can be longer. In qualitative research’ the quantity of gathered material is not that important than the scope of the material. If the research is done by the form interview, then the questions should be tested first and make sure that the questions are in a correct form. (Vilkka, 2015)

4.2 Reliability of the research

According to Tuomi and Sarajärvi (2002) qualitative research is not that coherent and that is why there are different aspects that how the research can be thought as reliable. According to Eskola & Suoranta (2000), one of the most important factors, how the research can be thought as reliable is the researcher itself and how honest he/she is. Things that are being reviewed are the researcher’s actions, chooses and solutions. The researcher should evaluate the reliability of the research in each step of the research.

According to Tuomi (2018), there is no unequivocal instructions of how a qualitative research could be evaluated as reliable. The reason for this is, that there is not only one way to complete a qualitative research. There are also many methods how a qualitative research can be thought as reliable. Research is evaluated as a whole, and this is why the research should be coherent. (Tuomi & Sarajärvi, 2018)

5 PROJECT OF CREATING A SHAREPOINT SITE

The Team Site was built because the Business Unit does not have a common internal communication channel for all the employees. It is built, so that there is a place to store documents and information for everyone to use and to improve the internal communication between the team. One challenge for building the Team Site for this Business Unit is that the Business Unit has three different sales departments, and the information does not flow across the departments that well. By this site, the flow across the departments hopefully develops to better. In the future the Team Site will be in a bigger role in the business unit, since later information and documents will be added. At first, it is important to get this site ready for use and to get employees of the business unit to use it.

In the following chapters the project of creating the Team Site is went through from start to finish. The project started with creating a preliminary research where the needs of the users would be discovered. The research process is introduced in chapters 5.1-5.2. From chapter 5.3 onwards process of creating the site is introduced, where there plans, and the final version of the site are presented.

Below in figure 1 the phases of the Thesis are presented.

	Phase	Date	More information
Planning	Start of the project	September	
	Planning the qualitative reserach made for the thesis	September-October	Chapter 5.1
Execution	The ready product of reserach questions	October	Appendix 1
	Interviews	October - November	Chapter 5.2
	Interview with IT-person about the becoming website	October	Chapter 5.3-5.4
	Results of the reserach	November	Chapter 5.2
	Design of the site	November	Chapter 5.3
	Training for the site - meeting	December	Chapter 5.9
	Instructions for basic functions of the site	December	Appendix 3-5
	Creating a launch post	January	Appendix 2

Figure 1. Phases of the Thesis project

5.1 Qualitative research made for the thesis

A qualitative research was made for this thesis. This qualitative research was done to gather Business Unit's employees' ideas and wishes regarding the site. The reason that in the research also content related questions were covered is that the Team Site would then be the kind the employees want it to be. Another reason is that there is not such site currently, so ideas and wishes were essential for being able to build this Team Site. But since content is not all that the site is, there are also questions regarding other applications. In appendix 1 the research questions are presented.

The target for the research was to be able to gather information from all the countries the business unit has people in and from different fields, so that in the finished team site will be information for all the employees in the business unit. The people outside Finland were contacted through an e-mail that was sent to them personally. It was thought that it would feel more personal when the e-mail is addressed to one specific person at a time. The quantity of the e-mails that were sent was 50. These 50 people the e-mail was sent, are from different locations and different departments. Most of the answers were received by e-mail but there also was 2 skype meetings where answers were received. Of the 50 e-mails that was sent, 18 people sent their answers for the research. The employees that work in Finland, were interviewed at the office. Unfortunately, there was not a chance to interview everyone but the amount that was interviewed was 11. Another way, ideas and wishes were gathered for the site was groupwork. The participants in the groupwork were from two different offices. 16 people took part in the groupwork. Some of the people that participated in the groupwork were already interviewed earlier, but even better answers were received from the groupwork than from individual interviews. The groups had people working from different fields, which might have broadened the point of view of one group member and that might be why better ideas were received from this groupwork. The amount of answers that were received for the research in total was 38.

It was essential that the research was not only done for being able to receive ideas and answers from them, but also to grow the interviewees knowledge about the coming team site. This was executed in different ways, regarding how the answers were gathered. In the individual interviews that were completed in Tampere office and in the groupwork and in the skype calls, physical examples of the Company’s other Team Sites were showed and this way the idea behind it was presented. I also presented some of the ideas I had gathered myself and ideas I had received from the previous interviews. When the groupwork took place, there was a Powerpoint presentation which was held for all the people that participated in the groupwork. In the presentation there were pictures of other Team Sites and a list of the ideas that were already received. In the e-mail, this was not that easy to complete. The e-mail was planned the way that first there is introduced that a Team Site will be built, second there was some ideas that helped the interviewee to understand the idea behind the site, third there were the questions and last but not least, there was information that a skype call is also possible to arrange and if there are any questions, I can be contacted. The e-mail sent, can be seen in the appendix 2. Any e-mails that included questions regarding the team site, were not received, but only answers to the questions. Therefore, I think that growing the interviewee's knowledge of the team site, was completed well, also in the e-mail gathering.

5.2 Results of the research

In the following chapters I will present the questions asked in the interviews and e-mails and go through what sort of answers were received in each question.

5.2.1 Question 1: How long have you been working in your role? How long have you been working in the Business Unit's team?

The first question was to know how long people have been working in the Business Unit. And whether the answers differ from each other because of the length of the career. Most people who answered had been working more than 10 years in the business unit and/or in the current role. There were only a few people who had been working less than 10 years in the business unit. The duration of the work history in the business unit, was not that important question when analyzing the results. But it was important to know that there were people with longer and shorter working histories answering to this question.

5.2.2 Question 2: What is your job title?

This question will show, that there were people from various fields taking part into this research. In the actual process of analyzing the results, the title was not that important, but in some cases, it made easier to understand the answers, when the department was known. Ideas were received from people working in sales, in R&D, in production planning and in logistics. All the departments the business unit has, there were people interviewed from. The most common job titles that the interviewees had, are listed below:

- Sales Engineer
- Production Planner
- Sales Manager
- Product Sales Manager
- Supply Chain Coordinator
- Sales and Shipping Specialist
- R&D Engineer

5.2.3 Question 3&4: What sort of information would you like to share among the Business Unit's Team? & What would you like other people to share, that would help your work?

In these questions the interviewees needed to think that what is important in their work that they should share with other people for being able to help them and also what sort of information from others would help them. These two questions were kind of similar to each other, and many people combined the answer to these questions.

The answers that were received were superb, and they were helpful, when creating the site. Many people pointed out, that they would like to be informed of different achievements, ideas, product and business development and technical information. Many of the answers concentrated on products and customer applications. In these answers it was pointed out that in this way, they could help their colleagues and their colleagues could also help them. Many people wished that they would be informed regarding new products and product development, which is something that R&D would need to inform people about.

5.2.4 Question 5: Questions about the news column

In the questions regarding the news column, some of the answers of the interviewees differed a lot from each other.

<u>In your opinion, is it important to have a news column in the Team Site?</u>

The first question was simple, and all the people answered that this would be a good idea. This confirmed my thoughts of the importance of the news column, and that it is good to add to the site.

<u>What sort of information would you think as important to share in this column, what sort of news?</u>

I already had ideas what sort of news should be posted on the news column, but with this question also more ideas were received. The ideas that people suggested were for example: market situation, news of our customers and competitors, new products, new customers, new applications, presenting new colleagues who have joined the business unit, R&D ongoing development projects, success stories, customer reports, news what is happening in other offices (whether it is positive or negative) and this way people from other locations can help.

All these ideas were superb and many of these can be accomplished on the site.

<u>How often would you like this column to be updated (for example weekly, twice a month, monthly)?</u>

In this question, the interviewees answers differed a lot from each other. All the mentioned choices were mentioned by someone and most answers were received that monthly is good. In my opinion, at least at first, it is too few posts in the news column for being able to engage people to use the site. Another problem with that posting pace, is that if even some of the topics that people asked to be posted in the news column will be posted, monthly posting will not be enough. But when the team site has been in use, I think that the good posting speed will be figured. I would assume that the good posting is at first, once a week or at least once in two weeks. Later on, I would say two to three times per month could be good.

In general, about the content, do you prefer short and to-the-point or more thorough content?

This was mostly regarding the news posts but also regarding other content on the site. Most people asked for to-the-point content, since there is not that much time to read news or other posts. But one important thing came up in the answers of the employees, that there should be contact information for the person who can be contacted regarding the post, if further information is needed. This is something that will be used on the site.

5.3 Design of the site

When starting to plan the design and appearance of the site, the biggest concern was to get the page user-friendly. When interviewing people, many people pointed out that it should be easy and simple to use. My wishes were that it would be simple but also decent to look at. I wanted the site to be visually appealing and coherent from page to page.

The first plan of the site was being developed when different existing Team Sites of the company were examined. When first answers of the questionnaire were received, the design was being examined again and some things were changed and added, and some things just got a confirmation that it is needed to the site. In figure 1 there is a plan of one of the first visual plans of the front page.

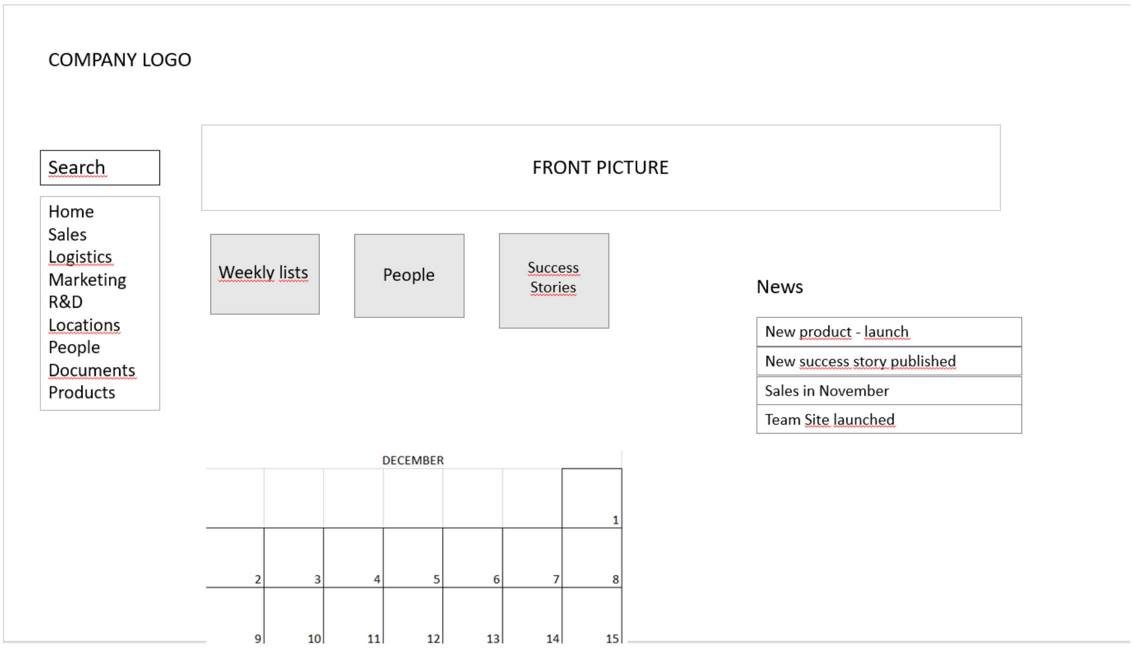

Figure 2. Draft of the front page of the Team Site

The plan is very simple and is done by combining some features of the existing team sites. This first plan has been the base of designing the site. Most elements on the plan was also in the ready product. The main change compared to the first plan and to the ready product is the layout of different elements of the site. Regardless of the changes made, the finished page looks rather the same as the first plan. The finished result is of course more visual and has colors in it. In this plan it was also difficult to include all the features that Sharepoint site offer. The plan also does not give a realistic picture of the front page, since the whole front page cannot be seen with one glance in most Sharepoint front pages.

On the front page there is a news column and a few quick links to different sites and features of the team site. A print screen of front page can be seen below, in figure 2. The navigation panel that has been included to the plan, comes automatically to the site and is automatically located on the left. The location of the navigation panel is good when thinking web design and many existing websites. As the F-pattern was explained in chapter 3, the part of the site that people concentrate the most is the top and the left part of the site. The thing that changed while planning and creating the team site was the location of the calendar. The calendar where will be the national holidays of the main locations and some management meetings etc. introduced, was not possible to add to the front page the way I wanted. On the page there is now a quick link that leads to the calendar.

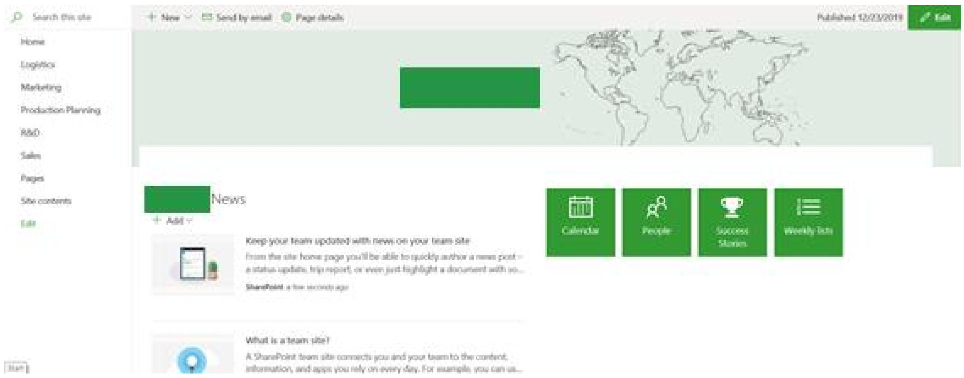

Figure 3. Picture of the front page of the existing Team Site

The left navigation panel was thought so that it is simple and that most fields of the business unit gets an own page to the site. In the business unit there are salespersons, logistic assistants, sales assistants, R&D engineers and production planners. These are the main groups of the Business Unit and therefore there were pages created for R&D, Production planning, Sales, Logistics and Marketing on the site. Some of the pages that were planned to be on the site, eventually did not got their place on the site. In the future there can be more pages added, if the existing ones are not enough.

In my opinion the site was rather easy to make simple to use. Sharepoint has been in use for many years already and there have been different versions of it. Creating the page was rather simple, since most of the features could be added from Sharepoint’s own webparts. Webparts that could be chosen were different text boxes, document libraries, news columns and a people webparts that were utilized on the site. All the pages of the site are built by using the web parts. How the creator of the site can affect to the site is how to set all the webparts on the site and where to use pictures. To all the pages it is possible to add a picture to the top to identify the page. In all the pages there is a picture to bring more color and design to the site.

Sharepoint have different kinds of themes, that define the main colors on the site. The theme can be seen in buttons and in the overall look of the site. I chose to go with the standard theme, that is used in the company. This theme has colors which belong to the company and its brand.

On all the pages of the site, there is a picture on top. These pictures have been made similar looking to all the pages. The background color is the same in each page and the font used is also the same. Below in figure 3, common appearance of the pages can be seen.

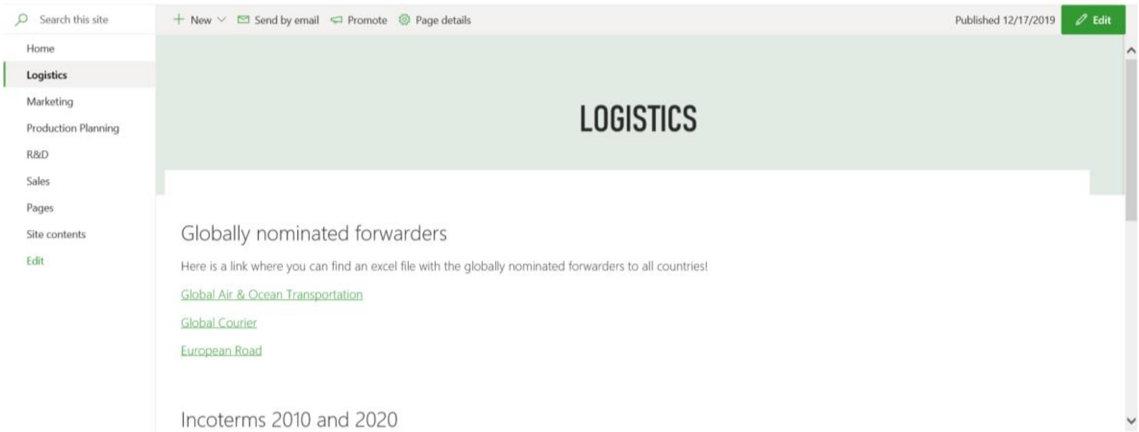

Figure 4. Picture of Logistics page

In the people and the success story page, the background color is slightly different, just to differentiate the people site from the main one. Below in figure 4, is shown how the headings look like in these sites.

Figure 5. Picture of "Success Stories" page

5.4 Rights of users

Deciding on the rights was also difficult. As being said, when making the rights simple, it eases the workload of the administrator. If there are different rules for the rights in every page, it is hard to maintain. Sharepoint even enables to create different rights for different documents, but as one can imagine, that would be extremely hard to maintain since most work communities have a lot of documents. The site is the simpler to maintain the simpler the right rules are. First the target for the site was to have same rights for everyone who has access to the site, meaning the employees of the business unit. For this case there was either a possibility that all members of the site would either be editors or readers. The reader rights, means that people cannot edit the content on the page, but are still able to add documents to existing document libraries and comment on the pages The editor rights on the other hand mean that the person can on top of the previous mentioned rights also edit the pages and add, create news posts and delete content to/from the pages. The conclusion was that since there are about 100 people using the site, there is no point that everyone would be editors and therefore would be able to create content and possibly also delete or change the existing data there is. In Sharepoint, if someone has edited a page but has not published the site, no one can edit the page. These are the main reasons why it was decided that only around 10 people get the editing rights, at least at first. There will be now more work for the administrator, if people will start to grant the rights to edit the pages.

Another consideration regarding the rights was, who can see the front page of the site. The whole team site can be made so that all the employees of the company can see everything on the site, but only giving them reading rights or then some parts can be seen by the company's employees or that no one outside the people who have been added to the site can see the team site. Whichever option will be chosen, the employees of the company are able to see that such site does exist and if it is not accessible, they are able to grant a permission to the site, and then the administrators of the site will decide who will get the rights to the site. The conclusion was made that only the business unit's employees can view the team site. There will now possibly be more people who are trying to grant a permission to the site, but now the page is private and there can be discussions and news for only the business unit's people. It was thought that if the front page would be open to everyone on the company, this way the business unit could get more people interested in the business unit. But if the case was to get more people interested possibly as a future workplace or learn about their business, the front page should be totally different. There should be an introduction of the business unit, and there should not be any "private" information that only belongs to the business unit. This of course can be changed, if there is a need for all the company employees to get to see and learn about the business, and it can be made with a few changes.

5.5 Search feature

I had high hopes for the search feature. Because if the site would otherwise be too difficult to use or people would not find everything with one glance, they would be able to search what they are looking for and that way get the answer to their question in seconds. I was not able to make that much improvements to the search as I wanted but with some features, I got it to be a little bit better.

The search works in a simple way. If you search a word or a person, it will show which page the result will be found, but not more than that. The way I improved the search was to create a total new subsite for the people page. At first all the people were on the same page, so if you wanted to find a specific person, the search engine would only tell you that it was in the people page. Also just scrolling the site would have taken a lot of time, since on the site there is 100 people. The people page is now a subsite of its own, where there is an own navigation panel, and people are distributed by their departments and partly also by location. Now that the people page is its own subsite, it improves the usability on the site in use and in searching. When someone wants to find a specific person, they can search by their name and they will find, that which page the person is located in. In the future there will be short introductions also of each employee, and this way the search works also by other features.

Another way the search feature can improved after a while in use, is by examining the usage reports. Sharepoint offers different kinds of usage reports which were mentioned in chapter 3. The most important one in my opinion, is the report that shows which search words does not bring up any results. Another good report is which shows that is people using the search engine at all. These reports should be checked at least monthly for being able to learn what can be modified. The report on whether people are using the search engine at all can be checked and then possibly also ask people that are they needing the search, or are they finding everything on the site by the navigation panel.

5.6 How to engage people to use the site

At first, the people will be added to the site. And when the people are added to the site, there will already be a news post about the launch of the site. The launch e-mail is found in the appendix 2.

Now when the site is built the next step is to get people to use the site. At first this is of course difficult and that is why some hooks need to be created to get people to go to the site. Few ways to get people to use the site are introduced in the following chapters.

The first way to engage people to using the site, is that there are features that were wished on the site. There were a lot of wishes for a place where success stories could be read. On the site, there is a page where success stories can be written and read. Now it is important to encourage people to write, shorter or longer, success stories that can be published on the site. A few people also wished for a calendar to the site, where could be the national holidays of the main locations and other important things informed. The calendar is made to the site, and national holidays added for a few years forward.

On the site, there need to be something happening. Content need to be added to the site and the news columns should be updated regularly to engage employees to use the site. In the news column there will first be a launching post, which is written by me, by the post there will be introduced that such site is created, and it is now ready for use. For the news column there will need to be news posted at least twice a month. Subjects to news can be for example any changes happening in the business, in the business unit, greetings from different locations, sales of the month and posts about any longer holidays for some main location. When informing about a longer holiday of a location, at the same time there can be a said that this sort of information is found in the calendar, and that way get people to use also the calendar. When creating news articles, it would be good to use the comment section in the end of the site, since this way conversation with the users can be created. There can be also some posts made, where users are encouraged to comment or share the ideas or thoughts regarding different topics. In chapter 2.3, there was good point that sharing unnecessary information for employees should not be done. This is good to remember when posting but especially during the first months, when content should be created regularly. It is important to add content and news posts to the site, but not too much unnecessary information. On the site there will of course be some lighter topics went through, but in my opinion, I think this will not be a problem since the heading of the news article will already tell, if the content is less informative. For the success stories part, I created to the site, there will be shifts for each month for the first year. I created a list where there is a department listed for each month of the year 2020. In this section there can be written successful stories about a product or a customer case and some not so succeeding cases, which could help other colleagues, or for which the person would like to get people from other professional's opinion on. In these posts the comment section created in the end of the post is important. This way users can easily comment the post. At first, there could also an e-mail to be sent to people, and then also encourage people to volunteer and write a success story of their own. But the target for the year 2020 is to get 12 success story posts.

Another way to engage people to use the site, is to transfer important information to the site, that is now sent via e-mail. In this business unit, there are different products produced in a few different locations and many people are dependent on the information, when certain products will be finished and sent to customers and what is the common delivery time for products. Currently in the company these are sent by 4 different people by e-mail. The e-mail contains an excel-file containing the information regarding delivery dates of the products. This has worked well, but the problem with this is, that if someone needs information regarding past excel files, now they try to find the old excel files on their e-mail. The idea now is to transfer the excel lists to the Team Site. All the excel files will be added to the same document library on the site and this way, the older excel files are easier to find and the document library will also function as an archive. The document library is created in a way that folders are not needed, but there are different columns and users can filtrate the columns to get the needed result. The result can be filtrated by the location of the production, and by week and a year. At first the four production planners who have been sending out these excel files will still send an e-mail but with a link to the team site page where the excel files are. The e-mail will be sent, for being able to lead people to the site and remembering to access the site. At some point I think that it will become automatic for the site members to access the site, and the e-mail can be left out from the picture.

If there are problems with getting people to use the site, I think it is important to remind employees that the site exists. If the amount of views per week or month are low, the news column could be updated more often. And if the views do not increase, then employees could be sent an e-mail about why they are not using the site, whether it is missing some significant information, people could go to the site and use it. Because this is possible, that some important information and features are missing from the site, even though there has been people interviewed and few employees designing and planning the site. When the idea has been pitched to the employees, many of the employees has not used such site before, and that is why all the things, that the site could include does not come into mind. Another thing is, that there were several wishes from employees and management, that the site should not be fulfilled with a lot of information right away, but to gradually add information and different features to use, so that it will not be too challenging to use.

5.7 Future plans for the site

In the future when people are using the site weekly on their own, the site can be developed further. A lot of ideas were gathered when interviewing people and all these wishes cannot be executed right away. At first it is important that the site exists, and there is some action on it, but not that it is too much information right away and a lot of action happening. Some of the ideas presented for the future have come from employees who were interviewed regarding the team site. One of the ideas that could be done in the site, is a blog, where there could be some lighter topics went through – meaning not so informative as news posts in the news column. In this blog there could be different topics by month, and then discuss one topic at the time, and get people communicating about a certain topic. In the blog post there could also be employee introductions. For example, in the style of “Employee of the month”. Someone would be responsible for this column and they would decide who is introduced in which point and there could also be ready-made questions for the employees to answer.

Another way to improve the site is to create more subsites if that is necessary. There could be one for management for example. That could be viewed also by management, and there could be information and documents for only the management to see. Subsites could also be created for the locations, if there is a need for example to store documents that only concerns specific locations. This way the specific documents would not burden people they do not belong to.

To make it easier start using the site, I have created a couple of instructions of basic functions in the appendix. In appendix 3 there are instructions on how to add a page to the site. In appendix 4 there are instructions on how to add a document library to the site. In appendix 5 there are instructions on how to upload a file to a document library.

5.8 Internal communication

The internal communication among the business unit should be improved by the site. There are different features that hopefully help improve the internal communication on the site. One of the main features is the news column that is in the front page. Messaging about changes in the business unit is in a good level now in the business unit, but of course there is always a possibility to improve. By the news column, an important information and changes in the organization can be informed to everyone in the business unit. What also adds the internal communication of the news column, is that there is a possibility to add a comment section in the end of each article. If employees are encouraged to use it or they start using the comment section, is also strengthens the communication.

The comment sections can also be used in the success story page, and this way the employees can help and congratulate colleagues on the spoken matter. There are comment sections at the moment in each page and people can comment on the content and also improvements or suggestions to the page. The improvements in internal communications could not have been seen during the project of creating the site, but hopefully in the future the internal communication has increased.

5.9 Training for the site

There was not any common training for all the users. As mentioned in chapter 3, the users usually do not realize they are using a Sharepoint site, therefore I think that it was not necessary for all the users to go through a training of how to use the site.

There was one training session held for about 10 people before the launch of the site. This training session was held via skype by me. In this training, I quickly showed the site and then taught how to add documents to the document libraries and how to fill information that was needed to the document library. The training session did not take that long, since it is not that difficult to add documents of other information to the site, but I believe it makes it easier for the people to add the documents to the site, because it is showed and taught to them.

The people who received the training were production planners and some R&D people. At first, these are the people that will be editing the content and adding content to the sites. The production planners will add the previously mentioned weekly lists to the site. They will update the site weekly, since every week there is a new list that is needed to upload to the site. The production planners started to add the weekly lists to the site right after the training, which was executed in the end of year 2019.

one of the reasons for this might be that there was a skype meeting held for these people.

Since it can be said, that the meeting has helped these people to use the site, similar kind of meeting could be held for all the people in the business unit after a while, if people do not start using the site.

6 CONCLUSION

In this last chapter, I am pondering how the company should continue with the site now that is done, and employees are using it. Even though the site is now finished and can be used, it is not fully complete. The structure of course is ready, but in my opinion such site will never be totally complete, since there are always things that can be improved. Sharepoint site can luckily be modified and edited easily, if something does not work or should work in a different way. Now that employees of the business unit use the site, in maybe 6 months there could be an e-mail sent that how often do people use it, do they find information they are looking for and is something essential missing. This way, the site could be improved, and it can be seen whether people are not using the site or not, it is also a reminder that the site exists. There are also plans to add information on the site, but it was thought that it is better that all the information will not be added there at the same time, but gradually. In the future this will be the primary source of information regarding the business unit.

The most important thing to do after this project is to make sure that people are using it. The way I have tried to ensure this, is to add important information and added it in a way it is easy to find. I think that if the employees have a few successful visits on the site, they start using it, since they then have a positive experience using the site and the thought that it can help them in their work.

The matter with user rights of the employees have been decided. But this should be thought after a while in use that are the rights okay and does existing user rights create too much work for the person that is the administrator of the site.

The improvement in the internal communication hopefully can be seen in the future when the site has been in use for 12 months or more. If the changes and the use of the site need to be checked, there could be a short questionnaire sent to the employees of the business unit. This could be sent either after 6 months, or if there have been problems in the use, then later, after 12 months for example.

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APPENDIX

Appendix 1. Questionnaire e-mail sent to employees

Hello *name*,

We would like to inform you that there is a Team Site for our global *business unit* team under construction. The team working on this site includes me and name 2. We have started this project in the beginning of September and have already some ideas regarding the Team Site. The idea for the team site is to improve the internal communication between our multinational team and bring the existing data/information for everyone to use.

The ideas for the site that we already have are below, hopefully this helps you to understand the concept of the Team Site a bit more:

- Introduction of all the team members – what they do etc.
- Information about our products
- A link to our marketing materials
- A place for documents for common use
- Possibly a "news/information" channel
- Subsites for R&D, Production planning, Marketing, Sales, Logistics

We would highly appreciate if you were able to answer the questions below. This way we would get also your ideas and wishes on the team site.

Questions:

- How long have you been working in your role? How long have you been working in the *Business Unit's* team (if different amount than the earlier)?
- What is your job title?
- What sort of information would you like to share among the *Business Unit* team?
- What would you like other people to share, that would help your work?
- In your opinion, is it important to have a news column in the Team Site?
- What sort of information would you think as important to share in this column, what sort of news?

- How often would you like this column to be updated (for example weekly, twice a month, monthly)?
- In general, about the content, do you prefer short and to-the-point or more thorough content?
- General ideas?

Please send us your answers no later than Thursday 24.10.
If you prefer a short meeting via Skype with us, please let us know. Please do not hesitate to contact either me or name 2 if you have any questions regarding the team sites, or the questions.

Best regards, name 1 and name 2

Appendix 2. Launch news post

Hello,

I would like to inform that the *Business Unit* Team site is now done, and it is ready for use.

Now there is some information on the site, but more information and documents will be added in the future.

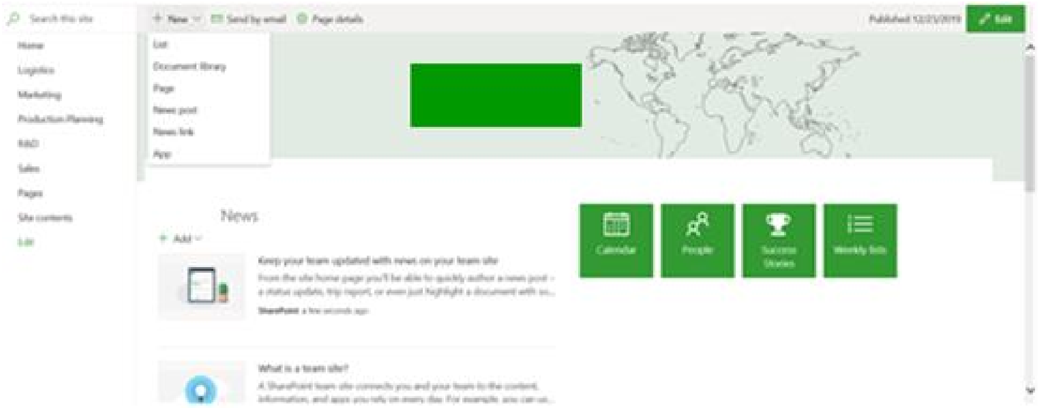
All the weekly lists that are e-mailed by our production planners, will be found on the Team Site. On the front page there is a quick link to access the weekly lists. All the weekly lists will also stay on the site, so the document library of the weekly lists will also operate as an archive. At first production planners will still send the e-mail as normal, with the link to the site.

On the front page, there is a news column which will be updated about twice a month, so please remember to visit the site.

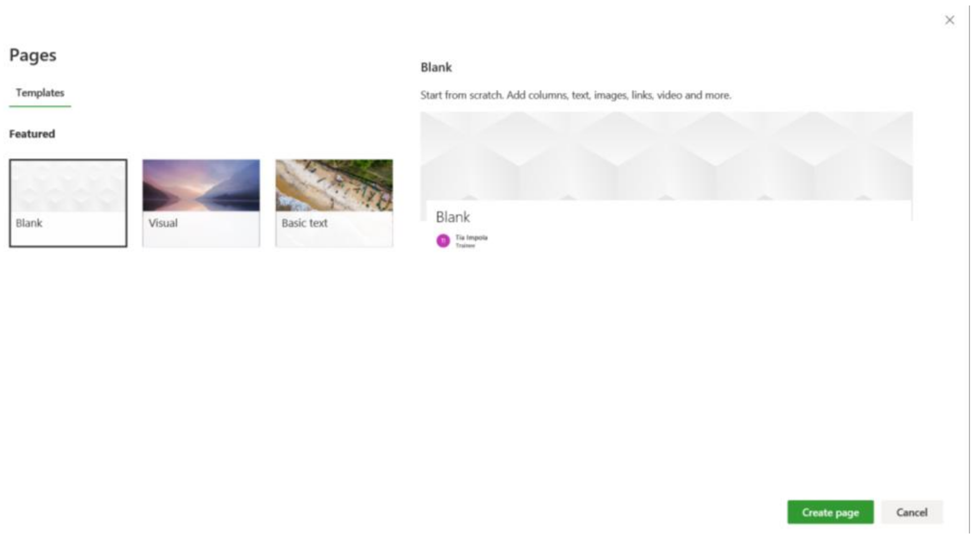
On the Team Site there is a Success Stories page created. The Success Story page was requested, and it is about writing successful cases with a customer or a product. In my opinion, it is also possible to write about cases that has not been so successful, and this way inform it to other colleagues. I would hope that there would be at least one post a month and there is a list created where are “shifts” for different department. And from the department then someone would write a post in the month mentioned. On top of that, if there are any volunteers, who would like to write success story posts now, and/or later, that is of course possible. Please contact name 1 or name 2, if you are willing to write a post to the Success Story page. The shifts will be informed on the news columns later!

Best regards,
Tia

Appendix 3. Adding a page to the site

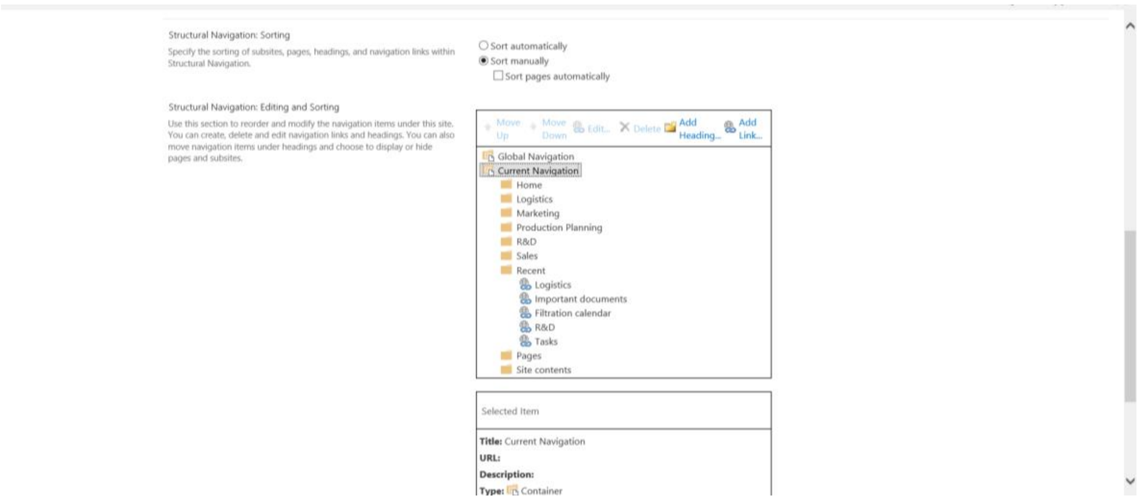


On the front page, click “+ New” and click “page”



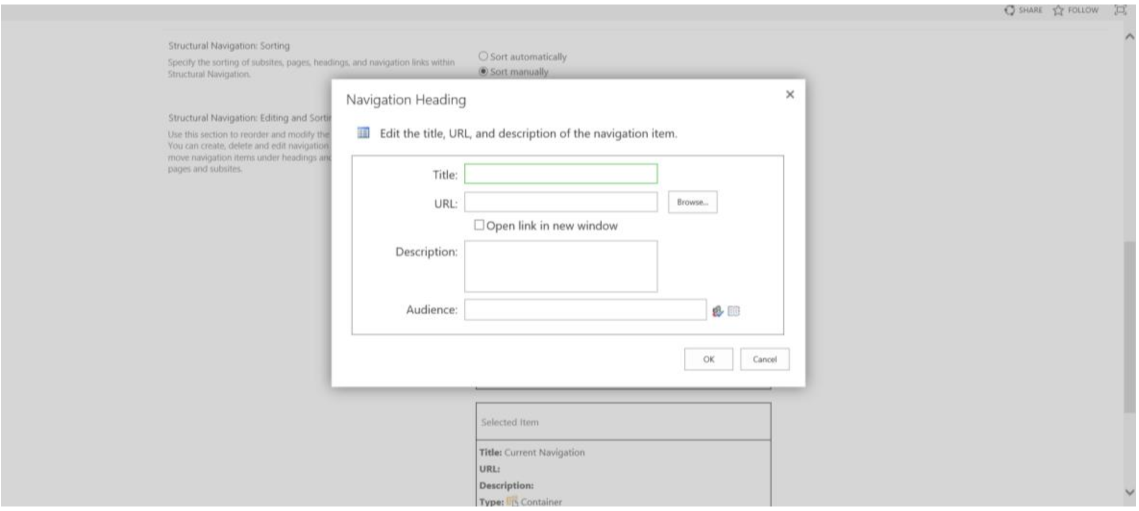
Choose the blank one and click “Create page”. After this you need to name tha page. Then you will be on the created page, then you are able to add text and other web parts to the page.

If you want the new page to be on the left navigation panel, do the following: Copy the link of the page and go to front page and click “edit” from the bottom of the left navigation panel.

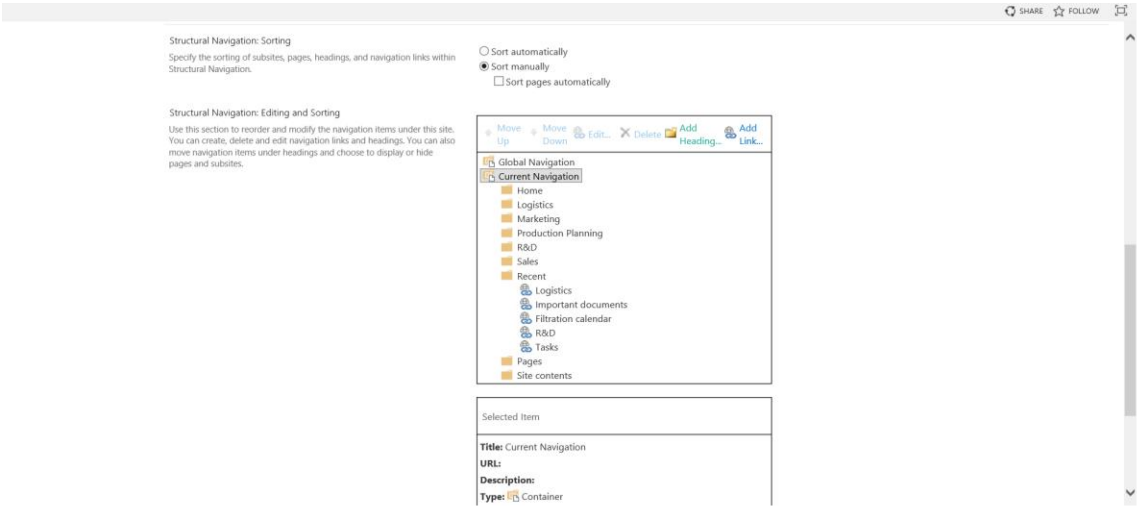


You will land this page and then click “current navigation” and “add heading”.

Then the view showed below will be showing.

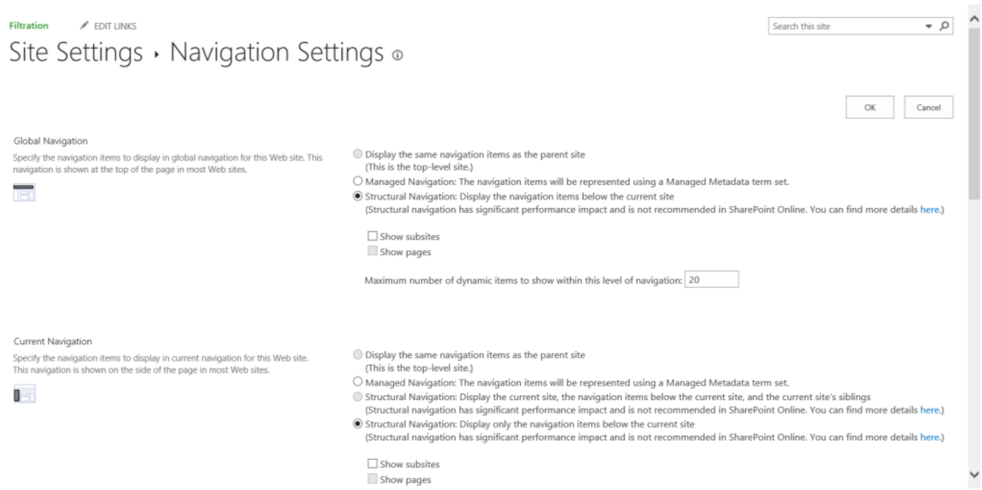


The title will be showing on the left navigation panel. The title is good that it is the same as the name of the page. In URL you paste the link you have and then click okay.



The location of the page can be changed by clicking the page and then clicking the “move up” or “move down” button.

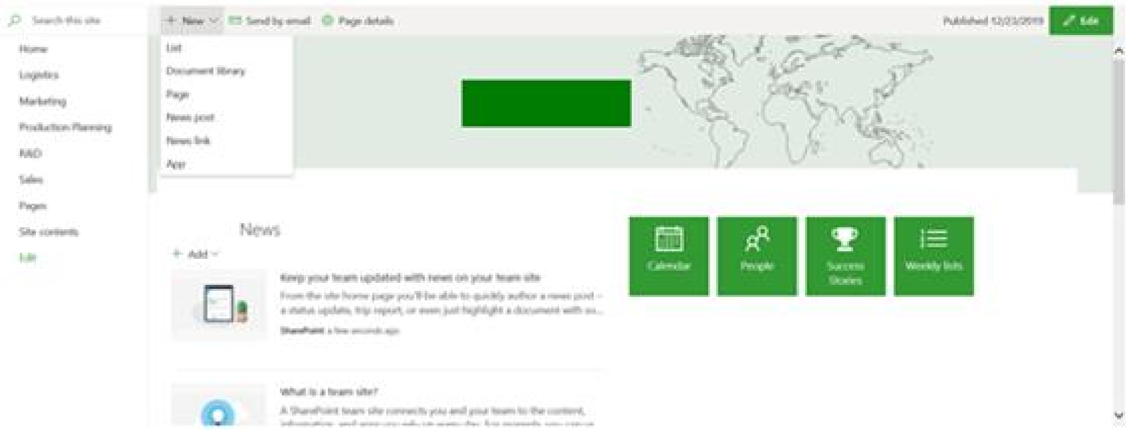
After all the needed changes are made, you need to save the changes. This goes by scrolling to the top of the page and click “ok”. Then every changes are made.



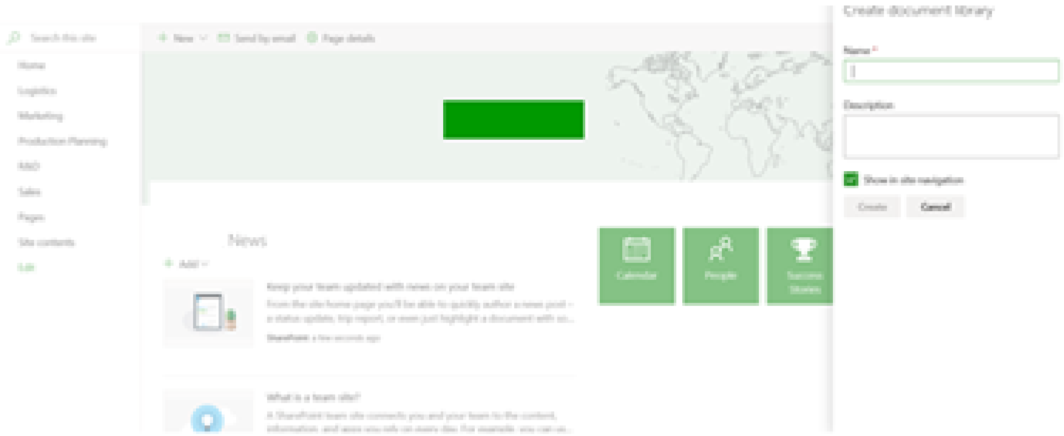
Appendix 4. Adding a document library

If a new document library is wanted for some page, the document library needs to be created first.

Document library can be created on the front page.



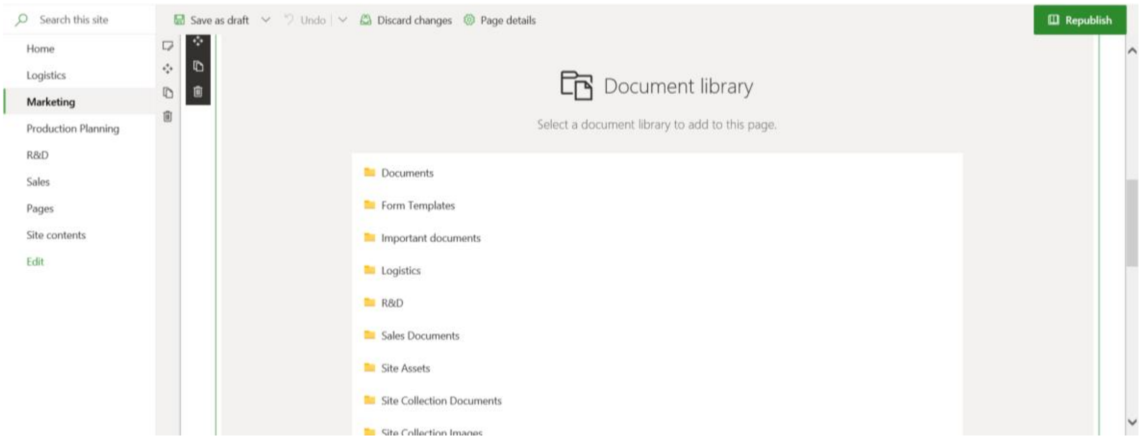
Click “new” and “document library”.



When you click create a new document library, the selection comes to the right side of the page. You need to name the document library. Any of existing document libraries are not on the left navigation panel at the moment, so if the document library is coming to a specific page, click the box “show in site navigation” so that the box is white. Then click create and the document library.

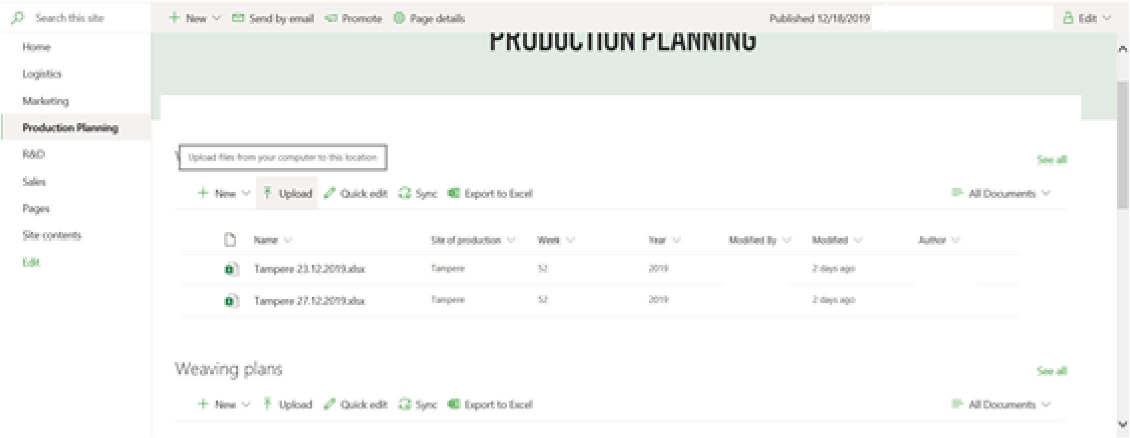
Then go to the page you want to add the document library, and start editing the page and then create a new web part and from the selection choose “document library”.

After clicking it, there will be all the document libraries that are created to the site, and from there you can choose which one you want to add to the page.



Then click publish the site from the top of the page and all the changes are saved.

Appendix 5. Uploading a file to a document library



When you are uploading a file to the document library, just click “upload” and choose the correct file from your computer files. In this document library there are a few extra information that needs to be filled. They can be filled by clicking “quick edit” and then add the site of production from a drop-down menu, and then add the week and year manually. Then click “exit quick edit” and the changes are saved.