



Enterprises Using Digital Tools And Social Media Platforms; Internal Communication And Leadership in Digital Environment

Robins Project

Satu El-Bash
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ABSTRACT

Tampereen ammattikorkeakoulu
Tampere University of Applied Sciences
Master of Business Administration
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Satu El-Bash

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This study examines how enterprises utilize digital tools and platforms in internal communication and leadership. The business world is changing rapidly and the digital ecosystem has provided a special point of view to do and develop business. Development of technology and understanding of consumer habits help enterprises develop internal and external actions of business. Therefore this thesis research the phenomenon how digitalization is seen in the sales organizations. The purpose is to increase awareness of positive sides and benefits of digital tools and understand the process that managers are going through when leading the teams and organization in a digital business environment.

This study was conducted as a case study for the Finnish Robins Research project that researches digitalization and develops new knowledge about intelligent B2B-sales robotics and artificial intelligence. The Robins Project will be implemented by Business Finland and Tampere University of Applied Sciences together with cooperation companies.

Theoretical part of this study examines the management of internal communication, leadership and digitalization. The theoretical part is based on literature, publications and scientific articles related the topic.

Theme interview was selected to the research method for this qualitative study. The interviewees consisted of a group of sales managers who have at least couple of years' experience in a leading role and they have experience enough to open their thoughts about the subject. The suggestions of the research were made related the interview results. The results of the study shows that digitalization has enabled an enormous development of businesses in the past decades. Digitalization will raise the interaction and team spirit in the organization, help to collect data from actions and do data-based decision-making but also develop skills of employees and teams by the facts.

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ABBREVIATIONS AND TERMS

B2B = Business to Business

B2C = Business to Customer

CI = Competitive Intelligence

CRM = Customer relationship management

IC = Internal Communication

KPI = Key Performance Indicators

SoMe = Social Media

1 INTRODUCTION

The business world is changing rapidly and digitalization is bringing new modern ways to work. Development of technology and understanding of consumer habits help enterprises develop their businesses. There is lot of new modern and intelligent systems, applications and digital tools popping up into the markets that will collect data of your actions and analyze it to help you to make better business decisions. Nowadays it may be challenging to choose which digital tools are useful to utilize in enterprises. That brings also new challenges for the managers on how to lead people. Managers of the digital era have to be critical when recruiting employees because digital working environments bring more specific roles and contents on occupations. (Pyyhtiä, 2019, 7-9.)

The digital ecosystem provides a new special point of view to do business. Transforming to the digital online channels may reinforce the customer experience and grow an existing customer base. It also drives enterprises into collaborating, engaging and maintaining long-term relationships with all the key stakeholders and follow the experiences from digital channels. (Shivakumar 2016, 31-33.) To succeed in transforming the existing business model to the a more digitalized model, it will demand intensive collaboration between different departments inside the enterprise. When internal communication works efficiently it may reflect as a positive effect onto the sales numbers.

At the moment enterprises are utilizing social media platforms and digital tools in marketing and external communications for B2C segment for building the brand image and creating awareness. The fact that enterprises are focusing more external communications via digital tools and SoMe platforms brings up the interest on how they utilize digital tools in their internal communications. Pressure on businesses to digitalize operations has increased the usage on digital tools in internal communications. Digital tools offer enormous potential to developing the culture of internal communicating. Properly exploited digital platforms enable to share information faster and communicate regardless of location but also helps managers and employees to understand data and helps to do better cooperation inside the team and achieve their targets. (Lipiäinen, H., Karjaluoto, H. and Nevalainen, M. 2014, 275-277.)

The goal of this thesis is to understand how enterprises and managers utilize digital tools and social media platforms in their daily work tasks when leading people. Therefore this thesis will research how internal communication can possibly be done more efficiently with digital tools and platforms and how it is related for sales. The purpose is also to increase awareness of positives sides of digital tools utilized in enterprises.

2 BACKGROUND AND OBJECTIVES

2.1 Case Project

The case Project is a part of the Finnish Robins Research project that develops new knowledge about intelligent B2B-sales robotics and artificial intelligence. In the big picture the purpose of the project is to seek growth possibilities for Finnish companies and effective sales robotics tools. How digitalization may enable business models achieve international growth well managed and faster. The Robins project research shows direction and encourages companies to develop their business and sales towards open service ecosystems and thereby ensures that the companies can realize their strategies. Follow potential and have a chance to make change and step into the modern sales of the digital era. The results of the Robins project have high practical and academic relevance and scientifically the results have marked publication potential since the core themes are relevant internationally. The Robins Project will be implemented and funded by Business Finland and Tampere University of Applied Sciences together with cooperation companies.

This thesis is a side project for the Robins Project which is researching digital tools and social media usage generally in the enterprises. The objective of this thesis is to find deeper information on how enterprises utilize digital tools and Social media in leading but also to understand what kind of positive and negative thoughts they find from this subject. The goal is to find out if it is possible to lead people better, increase interaction in the teams and bring out the best results from business when enterprises focus on a more efficient way of communicating internally.

2.2 Research topic and the research question

The aim of this thesis is to define, analyse and understand how digital tools and social media platforms are used in enterprises for leading in their current situation and how they could benefit more out of them.

The main research question is:

1. *How sales managers can utilize digital and Social Media platforms to develop internal communication and management in sales organizations?*
 - *What are the benefits and downsides when digital tools and some platforms are used?*

2.3 Choosing the topic

Usage of Digital tools and SoMe is growing in business constantly. Nowadays it is possible to do work regardless of your location and that is just one of the reasons why enterprises are transforming their businesses more digital. Enterprises use a lot of different kind of digital tools in their daily communication but also tools and communication plans may be updated and changed more often. Enterprises have to pay more attention to their ways of working in order to be productive and to succeed. The objective is to be effective and digital tools can be a helpful asset. More different suppliers are entering the markets that offer digital tools and platforms to help and boost businesses.

The Robins Project is focused on researching intelligent ways of boosting businesses. A project group that researches Social media and its dark sides is already up and running. During said project researchers became aware that there is not much actual research material done about the usage of digital tools internally. And that is the reason why it is relevant to take a deeper look into what kind of benefits digital tools can bring out when leading people. This subject is very relevant, especially because the Covid-19 -virus has forced almost the whole world to work via digital tools if possible at the moment.

2.4 The purpose of this thesis

The purpose of this thesis is to understand whether it is possible to improve internal communications and leadership through digital tools and platforms to help understand possible positive effects to the sales results. The thesis will model and research the utilization of digital platforms and SoMe in businesses and business management. There is not much research material on this subject, which is

why it is important to understand new intelligent ways to operate in different business fields. This thesis will model the best ways to develop internal interaction and sales from a management perspective with digital tools and platforms. The goal is to collect valuable information of the digital tool and platform usage to be shared in the Robins Project. The aim is to share information to help enterprises develop their business by utilizing digital tools.

2.5 Structure of the thesis

The structure of the thesis begins from the introduction of the subject and background of the case. This will be followed by a theoretical framework which considers the current situation and the desired outcome. After this the thesis proceeds to the actual research methodology and results. From there we move to analyse the findings and answer the research question after which produce suggestions for the best functions of digital tools and Social Media utilization in enterprises from a manager's point of view.



Figure 1. Thesis structure (El-Bash, S. 2020.)

3 DIGITALIZATION

The term digitalization was born to describe the information that has transformed from analogous information into digital bit information format. Digitalization is seen as an enormous development for the humankind and it has changed the structure of society in the last couple of decades. Nowadays a big part of the services and businesses are implemented via data networks in virtual environments where normal rules of physical dimension like timing, access or utilization of information are limitless. (Ruohonen, M., Mäkipää, M., Ingalsuo, T. 2017, 15-16.)

Digitalization has driven the economy into a problem of abundance. Services and products are available all day every day and buying is easier than ever. The humankind has moved from economy of scantiness to an economy of multicity. The key reason for that is development of technology which is called hyperconnect-edness; sensor technologies connect physical information into a part of informa-tive network which will cause a lowering effect to the production costs of business enabling effective business development and production. That is why cheaper consumer goods are capturing the markets. (Lindgren, J., Mokka, R., Neuvonen, A., Toponen, A., 2019, 29.)

Digitalization makes life easier by bringing new options to take care of your daily basis in work and in free-time. It requires modern thinking and liberality to acquire all the possibilities that digitalization is carrying. It is helping to improve safety, productivity, accessibility and sustainability of systems around the world. On the other hand it will raise new security and privacy risks, while disrupting markets, businesses, and workers.

Digitalization brings new viewpoints into business models and requires good strategies on how to lead the business. One of the most interesting things that digitalization has enabled is that working globally has become possible. Internationalization is getting easier for companies and the borders of countries or cities are not an obstacle for working anymore. Which brings of course different kinds of challenges for business and organization environments.

It has been noted that during the past five decades the society has turned from an information society to a network society. It means that the possibility to collect and share informative data has enlarged. The biggest factors that changed the world have been digitalization, internet utilization and globalization which have caused complexity of society and increased the possibility of rapid changes. (Sydänmaalakka, P. 2014, 21-23.)

When the world started to digitalize economy turned more into a service economic model. It means that demand of self-services, peer-to-peer production and indirect deservng models increased. This forced the companies and organizations to rethink on how their products will be seen in the markets. In digital business environments nothing is that simple, there is an enormous amount of data and details behind all services that are offered in the world. Globalization and digitalization reinforce each other, e.g. digitalization brought about new global platforms like Google, Facebook, YouTube and Wikipedia; global platforms to share information and connect people from all over the world. (Sydänmaalakka, P. 2014, 31-32.)

3.1 Digital business environment

Leadership in a digital era is more demanding because the information and communication is divided in multiple channels. The fact is that nowadays employees require modern and functional tools to work with that quality of business will stay on positive. The success and contentment is defined a lot by the tools and channels the company is using.

Digital tools and platforms enable the development of the business in modern business environment. There are plenty of different tools coming out to markets all the time trying to offer helpful digital tools to intensify the daily work. Multiple digital tools offer chances to follow and analyse internal actions and process them better and lead employees by utilizing the data. Digitalization also offers plenty of tools to boosts organizations communications and marketing. First of all it is important to understand what kind of information is needed to be collected and what is valuable and useful data to gain to develop business. It is important that the organization and management has settled approximately 4-8 the most relevant

KPI indicators, which define circumstances that are wanted to be tracked and developed. When there is a lot of collected data, there has to be resources to analyse and do the decisions by the data. People are essential for analysing the collected KPI findings. It is good to remember that exploitation of information turn out usually that 15% is reporting, 35% analysing and 50% of optimizing and developing the actions. (Pyyhtiä, T. 2019, 29-30.)

The media channels can be categorized in three parts; own media, paid media and well-earned media. In a digital environment these all three channels can step over each other a bit, so it becomes more relevant to understand the type of attention that is wanted and valuable for the organization from the perspective of management. Own medias include all the channels that the organization is controlling itself for internal and external use like intranet, websites, e-mail marketing and social media accounts. Paid media includes produced content e.g. banner media. Well-earned media instead is media visibility that comes from the customers and environment. (Pyyhtiä, T. 2019, 33.)

3.2 Internal Communication

Internal communication is often the crucial factor when speaking of increasing the awareness of the services and products, course of internal actions but also motivation of the employees and building a comfortable and inspiring work environment where people really want to be in.

The purpose of effective communication is to raise awareness of the company and make sure that image of products and services are well-known and respected. Communication is negotiation, discussion, management, customer service and sales and it is always done internally but also externally. Internal communication involve interaction between the management and employees but also interaction between teams and organization levels. External communication involves interaction between the enterprise and constituent groups like customers, cooperation companies and media. (Honkala, P., Kortet-järvi-Nurmi, S., Rosenström, A., Siira-Jokinen, S., 2017,13.) This thesis examines the development and impressiveness of digital tools and platforms in management from an internal communication perspective.

According to Linjuan and Bowen (2016) the messages have to pass through certain channels in the organization to reach the correct target audience. Evolution of technology has changed the landscape of organization's communication enormously over the past decades. Companies are utilizing a wide range of communication channels to reach and engage their target groups. Channels range from traditional face-to-face communication like employee meetings to print publications like newsletters and posters until to electronic media like phone calls, e-mails and social tools such as intranet, instant messengers and social networking sites like LinkedIn etc. All of these channels vary and raise richness, formality, sociability, cost of production and easiness of control in carrying messages through the different target groups.

As Opran (2018) points out too, internal communication and communication with employees enable the accomplishments and success of an organization. Interaction is a vital action between the organizational levels that unite the organization and work environment. Today, it is a fact that good communications acquire a good strategy which is a key element that determines successful leadership. Internal communication and leadership rely on each other very strongly and when the company communicates with employees clear and reliably it will raise the motivation of employees to give their best at work.

Communication and leadership are relating to each other and those two things will reflect the employees motivation. Motivation is a tricky thing and small things may effect into it very easily. Today, people are much more self-conscious about themselves and goal-minded, which means that motivation can turn around sometimes very quickly. Emotional based leadership and communication is appreciated and people are looking forward to open discussions and management. This is why the way of design and executing projects and processes have to be modern and follow strategies, that employees are also ready to sustain and amplify the desire and motivation for success. Motivating and inspiring employees is very difficult and almost impossible without effective communication.

Measuring and evaluating the quality of internal communications is necessary because it reflects the influence on employees outcome, behaviour and attitudes related the job but also for productivity, sales and organizational performance.

Measurement of internal communication outcome may be a challenging area for managers and that is one of the reasons why it is important to understand and have a communication strategy to follow. Reporting and analysing the quality of internal communication also enables development of internal communication strategies what raises effectiveness in it when workplaces are digitalizing. Managers who are in responsible on people leading and communication have identified a variety of barriers that disturb effective internal communication, such as insufficient resources e.g., money and staff, difficulty in linking internal communication initiatives to business outcomes and return on investments, time constraints, lack of knowledge on research and analytics. So, everything is summarizing the importance of strategy once again. (Linjuan, R., Bowen, S. 2016, 146-147.)

3.2.1 Channels of internal communication

Communication can be divided into two sections called immediate or indirect. Immediate communication consists of verbal communication and is usually done face-to-face while Indirect communication will be done via digital devices and tools. Technology and social media has risen the possibilities of indirect communication but also increased the interactivity generally. Today, it is common that employees have the possibility to influence and keep up the dialogue but also involve themselves in content production via multichannel communication. (Honkala, P., Kortet-järvi-Nurmi, S., Rosenström, A., Siira-Jokinen, S., 2017, 105-106.)

This thesis focuses on observing more indirect communication channels. The purpose of this research is to understand the phenomenon of digital tool utilizing in internal communication and leading. Communicating digitally is always done utilizing indirect channels. The importance of immediate communication channels are discussed later in the research. It is of high importance for a well-managed work community to utilize both channels. Managers are responsible to find out by testing what are the best solutions and tools for internal communicating in the organization from the options that are supported. The figure 2. Presents the most common existing channels of internal communication.

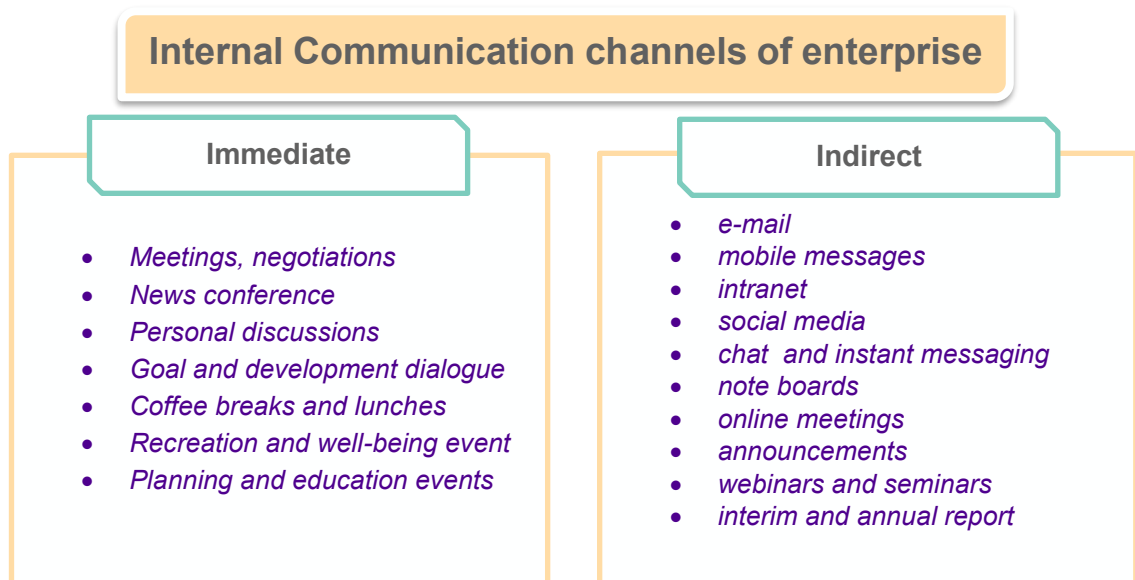


Figure 2. Honkala, P., Kortet-järvi-Nurmi, S., Rosenström, A., Siira-Jokinen, S., 2017, 105)

3.2.2 Digital tools in internal communication

A study by Orna (2005) indicates that in today's organizations it might be difficult to be satisfied in the communication channels because there are multiple options from where to choose the tools and platforms that are wanted to be take on use. Therefore it is important to understand the need of tools and find the best channels and solutions to utilize digital platforms in the organization to gain best results of business. Well-chosen channels enable as easy as possible daily work of employees.

The digital tools and platforms are presented below, and will be addressed to more in the research results. During the Covid-19 pandemic these tools were also vital for the implementation of this research. The most utilized digital tools in the businesses that are used for communication inside the organization are explained below to help understand the research results; why the tools are used in the organization and what is the purpose of the tool. The research does not focus on individual tools in a theoretical way any more than that, because this research focuses on analysing the outcome of a digital tool utilized from communication and leading perspective.

E-mail

E-Mail also earlier known as a message transfer agent, is a digital system which delivers and collects messages between users of different mail servers. E-Mail was invented by Raymond Tomlinson in 1971 and became a part of people's daily life around 20 years later (Toivola, T. 2016.). Nowadays E-Mail is one of the most used digital message tools in the world which is underlying internet network. It is a system that allows millions of users to be connected no matter of their location. E-mail can deliver messages and different kinds of documents digitally. Today the world would not run without possibility and access to communicate via digital network. (Hughes, L. 1998.)

Phone

Phone was invented and developed from radio communicators in the late 1920s and has been developed since forever started from that. Mobile phones came into markets in 1980s and after that it came as a more popular investment for the households. Phone might be the most utilized digital tool today because it is filled by the finest technologies and includes all the helping applications in it that users can think of. Phones are multimedia tools that include applications which help you from navigator usage to forecast the weather and to work. Phone is interaction between technology and society. (Ling, R. 2004, 6-13.)

Intranet

Internal network which is isolated for one organization usage. Intranet is a collection of associated files and information which are visible across a network of one organization and it is protected that no one from outside of the organization can see any contents. Intranet enables the information sharing internally. The Intranet is much like the Internet except for restricted access. (Butterfield, A., Szymanski, J., 2018.)

Microsoft 365

Microsoft 365 is a productivity cloud service that combines versatile Office applications, high-performance cloud computing, device management and advanced security. Includes applications that offer multiple platforms to work documents and templates, helps staying connected between organization groups but also

offers the platforms for timetable management by a calendar tool, own applications for internal communication and meetings programs. The most well-known tools inside the Microsoft office platform are e.g. Word tool for working documents, excel working with diagrams and calculations, Skype and Teams for internal communication meeting and chatting channels, Share point as an internal network for sharing information and important documents. Microsoft 365 offers services for individuals and the companies. (Microsoft.com. 2020)

Skype

Skype is part of Microsoft Office 365 platforms that enables to arrange group video- and chat meetings easily. Skype is simple platform that make screen sharing possible in the meetings with participants to lead meetings by showing details in the screen too in the online meetings. Development of Skype has been discontinued and customers are encouraged to move on to use Microsoft Teams. (Rubanovitsch, M. 2019, 115.)

Microsoft Teams

Microsoft Teams is a versatile platform designed to make project and group working easier. Microsoft teams offers calling-, video conferences-, chat-, file sharing, document reworking and editing tools in a secured platform. It is a platform inside the Microsoft cloud service network. Help people to work efficiently together regardless of location. (Microsoft.com. 2020)

Slack

Slack is the collaboration hub that offers management and communication tools for the companies. One platform that offers better organizing solutions for teams and projects in the company. Manage all the conversations related one project at one group and do not split the information all over the applications and files. Offers Private communication channels, video meetings and chatting tools. (slack.com. 2020)

Zoom

Zoom offers virtual phone systems and contact platforms for companies. Operate your meetings and chats, internal phone calls and Webinars or arrange a bigger conferences via Zoom. Zoom is also integrated to work with other digital tools

and platforms, so you can integrate it to fit into your business; scheduling, access files, generate sales leads, and collaborate with your team via Zoom. (zoom.us. 2020.)

Hub spot

Comprehensive digital tool which offers management tools for digital marketing, sales and customer service needs. Help to manage business better via all-in-one software tool. Includes own free CRM-tool. (Hubspot.com 2020.)

Sales force

One of the world's the most famous CRM-platform in the markets. Sales force offers multifaceted integrated CRM platform for sales, marketing, e-commerce and service. Help to manage customer relationships via collected data and brings company and customer together. (Salesforce.com. 2020)

3.2.3 Social Media in internal communication

“In some sense, business and competitive information has been important to humans since the beginning of society. How much grain is my neighbor growing?” (Brown, S. 2012, 1.)

People are naturally interested in others businesses. Earlier the information flowed from person to person and via newspapers how well or badly businesses are running for everyone. After the informative revolution in the late 1990's when internet became part of daily life and business, it opened new opportunities to influence for the markets but also to follow and benchmark competitors business. Therefore visibility, data collection and marketing became more and more important parts of business. To gain visibility organizations started to share their own success in digital platforms in order to raise the interest of own company and to gain better market value. That is how the term competitive intelligence (CI) was born. CI practices the actions that are done like active following of your competitors strategies and actions to develop your own business to fit in the markets as good as possible. Digitalization and social media has cleared the way of openness by enabling to see strengths and weaknesses but also opportunities and vulnerabilities in the markets. Business information like sales, revenues, profits,

cash flow and debts are open information for everyone and those details help understand the picture of financial health of an organization. Social tools can help the organizations to develop on business and discover new actions of business. Social media platforms enable observing employee movements, customer sentiments, structure, initiatives and growth areas, market disruptors but also strategic directions. (Brown, s. 2012, 2-3.)

And all this is just an extension of a natural human need to feel being connected with others and understand the actions and outcomes. Social tools provide a fun and unique possibility to connect with people and business. Today, in the society where digital information and computer usage is part of daily basics engagement of employees, it has become more of an enormous opportunity to raise the participation of employees in development of communication to ensure the good teamwork and information flow. Internal communication is a more and more respected business area and to create efficient communication in the organization it is wise to utilize digital tools and social media platforms too. Social media tools and platforms have become important elements in companies because of the utilization of tools, it will raise the transparent communication with a positive way and raise the interaction between the employee and employer. It will also improve the quality of cooperation inside the company. (Lipiäinen, H., Karjaluo, H. and Nevalainen, M. 2014, 276-278.)

Social media is playing a big role of business today. This research is searching for the attitudes and facts related to how well social media platforms can be utilized in the internal business on present-day. During this research some of the social media tools were also utilized to find for example interviewees from the professional networks like LinkedIn. Below you'll find the most common and utilized social media networks in internal business and the platforms which are more discussed later on the research. The purposes of appeared social media platforms in the thesis will be explained to help the reader to understand the contents of Social Media. The platforms are not researched more in the theoretical frame, because this research focuses on analysing the outcome of social media platform usage from a communication and leading perspective.

LinkedIn

LinkedIn is the world's largest professional network in social media. The main priority is to create a global professional network where companies and individuals can be connected and share experiences and thoughts, but particularly get the best out of everyone in working life and make them more productive and successful. LinkedIn offers subscriptions, advertising sales and recruitment solutions in social media platforms. (about.linkedin.com. 2020)

Facebook

Facebook is a social network community which builds technologies to help people connect with friends and family and to find communities and help to grow businesses. Facebook offers market places for companies to boost digital marketing and gain more visibility.

(About.fb.com. 2020)

Microsoft Yammer

Yammer is digital network for organizations to share internal information inside the company. Platform help to implement open and dynamic communication in the organization. At Yammer you can build communities, collect ideas and feedback about actions and stay connected with different organization groups. Yammer works as an open chat board to share information and to create community spirit. (Microsoft.com. 2020)

Whatsapp

Whatsapp is a free digital communication tool that offers easy communication and messaging between individuals and groups. Share voice messages, videos, pictures and documents easy and safety. (Whatsapp.com. 2020.)

3.3 Leadership

People management is one of the most challenging and important business functions in the successful business organization. The great and well-led people make a successful business. Digitalization has revealed new challenges in meth-

ods on how to lead people. Because today's business is running in an environment networks- and digital culture prevails where openness, guidance, information sharing and global markets raise the importance.

About 100 years ago the traditional leading model called Taylorism was born by the hands of Frederick Winslow Taylor who published the Scientific management principles. Taylorism solved the problems related the lack of ineffectiveness by teaching to find clear rules, principles and laws on how the employees should be lead. It was based on three strong points of view which were that the Manager needs to have skills to 1. command, 2. control and 3. fix. Nowadays the principles have changed to a more collaborative form where the manager, employees and organizations cherish the values to lead by getting excited, excite and innovate. A good leader combines these two methods into one. (Sydänmaalakka, P. 2014, 8-10.)

Sydänmaalakka (2014, 19-25.) discovered that intelligent management fights a case for efficient, renewing and well-being organization. Intelligent management can be divided to four levels; Network and ecosystem management, organizational management, individual and team management and self-management. These four creators will always be connected to each other and enable change and development in business. All levels require strategic thinking to achieve success and development. Strategic thinking in this context means ability to observe and react very quickly, if necessary, for changes. People leading skills is a multi-faceted process' which is becoming more and more important to author in a successful business. In the end, the successful organization is built on skilled, motivated and well guided human resources with clear strategies. Below you will find the process map about the elements of intelligent leading.

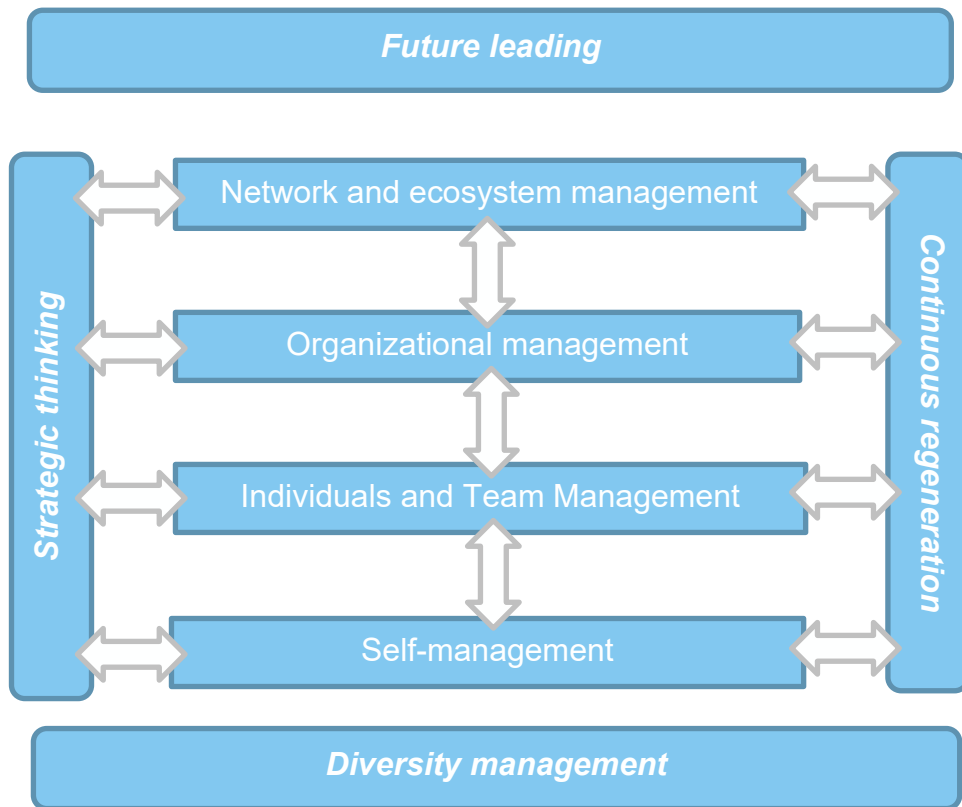


Figure 3. The most important elements of intelligent management (Sydänmaalakka, P. 2014, 10.)

The model of intelligent management by Sydänmaalakka offers an interesting theoretical perspective from where to examine the subject and the current situation of leading and internal communication in the light of this study. Good strategy and understanding how separate parts of leading are related to each other help to develop actions. In this study the model was utilized in planning the interview template for the research. The interview themes were built on themes which support and formed the logical completeness and clear strategy on how interviews are guided out, but also to achieve understandable end results. This model emphasizes also on the importance of strategy when leading processes or people, which is one of the most important key words in this thesis.

According to the Canadian professor Henry Mintzberg, the management of a company involves plenty of different tasks but the main focus should be directed on three main points regardless of industry. Main points are; taking care of people management and intercommunication between people, communication of information and decision-making process. In practice management is related to taking care, intercommunicating, information sharing and decision making, and all of the above-mentioned actions simultaneously. Theory of management can

be divided in six terms which all are interrelated to each other, this theory is called the Architecture of management. This theory examines and proves the same basic elements of management that Sydänmaalakka also discovered. Architecture of management theory divided in core and complementary concepts which include important models for managers to understand in order to acquire success in business. Core concepts contain Strategy, Goals and Values while complementary concepts are more related on feelings but improve the core concepts. They are Structure, Accepted practice and leadership style. (Aaltonen, T., Luoma, M., Rautiainen, R., 2004, 88-89.)

A strategy contains the company's internal and theoretical plan how to achieve the targets step by step. It is worthwhile to question the business strategy to make sure that the organization is staying on the correct trail. It is relevant to check if the strategy is really existing by the following criteria's:

1. *Segment: What is the segment we want to run business in? (products, technologies, markets)*
2. *Resources: How will we reach the suitable segment?*
3. *Unique factors: What will we do differently and better than the competitors?*
4. *Schedule: What is the timeline and order of process?*
5. *Economic logic: How do we achieve a profitable results?*

The goals are much easier to understand and set because it describes the destination of working. Managers are responsible for leading the organization to the settled goal and are the ones who are supposed to know the aim and objectives that are measured to show results of business. The duty of a manager is to follow and analyse the process and fix the action if needed in aim to reach the goal. Typically there are short- and long-term goals which may cause challenges in balancing between all the duties that are settled. To make sure that the goals are clear and work will proceed systematically towards the goals you must consider the following questions:

1. *Specific: The goal must be clear and easy to understand*
2. *Measurable: The goal must be measurable, there has to be clear rules when target will be achieved with a yes or no -type answer.*

3. *Achievable: The goal must be accessible by utilizing internal actions to maintain the focus and interest*
4. *Realistic: The goal must be realistic and settled by the possibilities the organization offers based on common state and performance of the organization*
5. *Time Based: The goal must have a clear timetable to follow*

The Values of the organization are comparable to the play rules of business. Values are tools to lead business but values have multiple meaning depending of the perspective of business level the values are observed. The managers have to pay attention how to utilize values in leadership. Speaking about the values in a work community we can mean the values that are formed over time and have become norms that still prevail, and are wanted to keep alive in the organization. On the other hand values can mean the values of management which are wanted to be reached in the future and those represent more the idealism of the organization. But also the term value can mean personal values which are seeing in the action of employees. The more the organization highlights the values the more challenging the managing may be.

A study by Aaltonen et al. (2004, 96-98.) indicates that management in the first level of value-based management is related mostly in the willing of management conveying the information for the organization. It is seen as a leading tool of communication. Leading is rationalistic and the values emphasize the profitability, customer benefit, cooperation and innovativeness and focus is settled to clear message of values that are leading the business. On the second level of value-based management the leading method is more participatory. The organization wants to involve personnel in the discussion of future targets to make sure that goals are reachable and employees are committed to the values that are set together. Challenge in the management increase because it requires good investing in personnel and discussion may raise the viewpoints from human- and esthetical perspective related to the values. Leading in the second level is more ambitious and usually the end results speak for itself. The most challenging value-based management level is the third one. This level can be called an integrative level of management. This management method takes a deeper review in the

values of organization by active discussion and development with the whole organization. The goal outlines the company culture comparing the external business environment and own history and future on the present situation. The values are a part of human resource management too and that enable utilizing the values also in recruitments, in measuring and rewarding the performance of individuals and working communities. The values lead the way in determining the company's direction and decision making processes. Companies that implement the value-based management focusing on achieving change by values usually possess strong business culture.

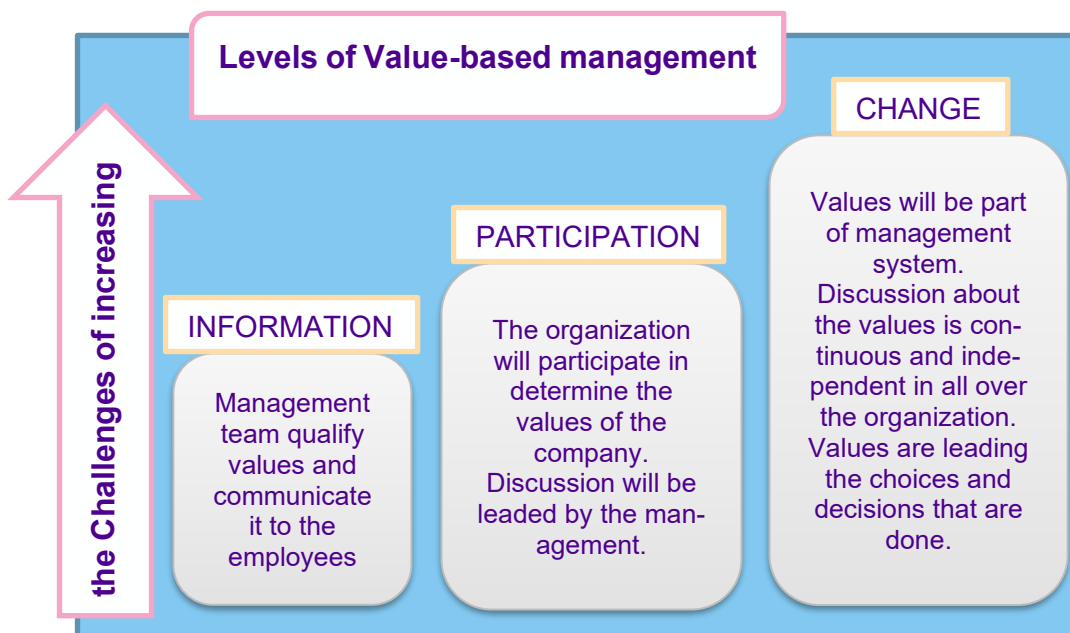


Figure 4. Levels of Value-based management. (Aaltonen, T., Luoma, M., Rautiainen, R. 2004, 96.)

The Structure is the companion for the strategy. Having a clear structure of actions in the organization helps to achieve the strategy. The structure is part of management, it is operative action which is related in to management and actions, which are leading the company to reach the strategy that is set. While accepted action is the companion for the goals. Accepted action means performance, which a company has agreed to be enough to reach the goals that are set. It is a key to maintain good quality business. Leadership style is the companion for the values. Leadership type is connected into values. Values are related into emotions often and values are better transmitted to the organization when

leadership type is clear and systematic. The values of the company are not valuable if they are not seen in the way to lead people. (Aaltonen, T., Luoma, M., Rautiainen, R., 2004, 99-103.)

The architecture of management -theory operates as a theme for the findings of the research. It is a theory that represents the levels of management that modern business environments and communities require. The theory Architecture of management divides the challenges and objectives of management in understandable completeness including modern methods for managers to lead people purposefully. Theory offers a useful path to apply in practice and settle the steps on how to move forward in the case project. Chapter 6.1. shows how the architectures of management are adapted in the findings.

Therefore we can discover that business management is always multifaced unity where strategies and people have the figurative dialogue. Position of management is changing constantly and to be a good leader it requires good communication beside the good strategies. Leadership has to be developed and customized to fit individually for the organization and people in it. There are certain kinds of models like Architecture of management, value-based management and all the other levels of management which will help managers to find their own way to manage people, business, organization and communication.

As Levasseur (2012) points out, changes of recent times in working environment are affecting enormously how to lead people and management in the future. Digitalization bring changes and challenges into business and that is why the basic elements of leading are coming more important constantly. Teams are more often distributed geographically and require special skills from a manager to lead the team from a distance. Technology is the tool that enables the team leading from a distance but it requires a good strategy, achievable goals and values, participation from employees and accepted models and rules of actions on how to communicate and manage the team and achieve the goals together. To have a great effective and motivated team, it requires enough time spent for team meetings face to face or online to have an open and honest communication culture inside the team. Clear code of conduction helps build an effective team. This is included in the responsibility of a manager to ensure that employees have a safe and

trusted feeling to be part of the organization and the team. That is why this thesis is researching how digital tools can help managers to lead and communicate better.

3.4 Theoretical Framework

Theoretical framework is based on the literature that consist of different books in field of digitalization, internal communication and business management. There are also scientific articles and researches that have been used as theoretical frame that observe and research the similar topics like this thesis. Most of the sources study theories related to management and communication and explain development of digitalization, how it has impacted business in management and communication. However, on the actual topic of how internal communications and leadership can be developed using the digital tools in the sales organization from the point of view of a manager, not very much of literature or studies was to be found. This is one of the reasons that makes the thesis subject matter interesting and provides important information and raises awareness of the topic. However, the theory that the literature of thesis is based on support the phenomenon's around the topic and complete the basics of effective communication and management.

4 METHODOLOGY

4.1 Research approach and data collecting method

This thesis will follow a qualitative research method. The purpose is to understand the phenomenon of digitalization in internal communications and as a tool of management. According to Kananen (2014), the purpose of qualitative research is to understand and find the answer for the question “What is this about?”. A qualitative research can be any research where the aim is to have results and answers without numeral data. The point is to find deep understanding and interpret and explain the research question. A qualitative research method is usually utilized when there is no earlier research material and theories existing about the subject and if new theories and hypothesizes are wanted to be created. Also if comprehensive perception about the phenomenon and research question is wanted to be searched.

As Flick (2018) points out qualitative research method offers an opportunity to create interesting and clear descriptions about the researched subject. In qualitative research the researcher is more interested in the meaning and importance of the results than about the numeral data and that is why results are usually described and found out from individual observations. The focus of the discussion has shifted from fundamental and philosophical levels to present the research results from concrete and practical perspective where planning, doing and presenting become more obvious in qualitative research.

Research method follows certain steps usually. It all begins from the phenomenon which can be new and unclear and needs to be solved. Usually there is some kind of a problem related to the phenomenon. Research problems will be always converted into research questions because questions are easier to answer than problems. In a qualitative research the data collection method may be observation, interviews, survey and documentation. (Kananen, J. 2014, 27-28.)

The semi-structured interviews were chosen to be the research method in this thesis. Interviews were the best opportunity to find out the true opinions and functional mode of organizations and find valuable information by the discussions.

The interviewees were wanted to be found from organizations who are running small or medium size business in Finland and have international business activity at the moment. In terms of research it was very important that selected interviewees have plenty of experience on the research subject and that is why all of the interviewees are working in a management position and responsible of internal communication (Tuomi & Sarajärvi 2018). The interviews were arranged online via Microsoft Teams.

A semi-structured interview was held for each interviewee individually to gain more specific and deeper discussions and silent information. In total there was fourteen interviewees. The researcher aims to understand and paint a picture of the studied phenomenon and the theoretical frame subject via different chosen themes. To make conclusions understandable it is important to interpret the atmosphere and attitudes of the interviewees (Kananen, J. 2014, 72.). These interviews were built on three different themes which collected information for two researches. This thesis focuses specifically on themes related in communication and interaction of enterprise via digital tools and Sales and Management. The questionnaire for the interviews is in appendix 2.

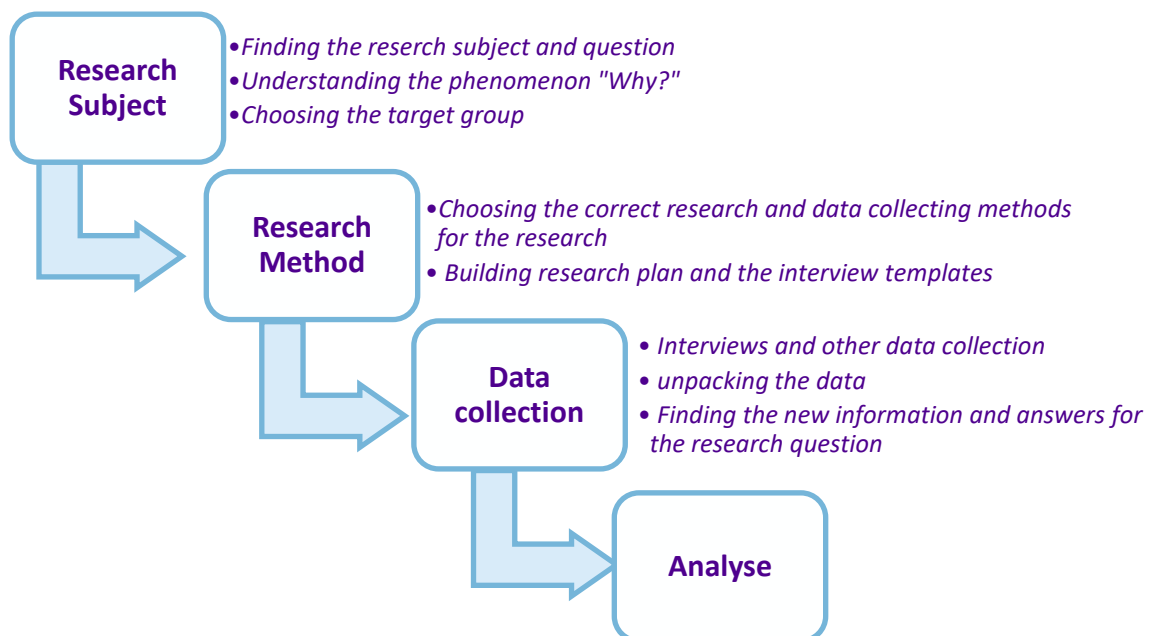


Figure 5. Finding the research idea, approach and method. (El-Bash, S. 2020)

4.2 Research data and analysis

The selected qualitative analyse method for this thesis is content analysis with inductive study perspective. It is based on the interview results and aims to produce a clear description and conclusions of the results. As the study by Tuomi & al. (2018), inductive study examines the results of research from the individual perspective to form the general viewpoint of results related to the collected data by the research. The purpose is to understand the end results and combine the similar pool of themes or ideas. It is common that several themes appear around the research question which forms the end results. Multiple themes highlight the diversity of answers and usually this happens due to activity and skills of researcher to interpret and guide the survey and answers.

The data disassemble will be divided in four phases to help analyse of the research results. The analysis starts from transcribing the recorded interviews which open the research results and enable to have understanding about the whole research. Secondly coding and summarizing the results will being done so that the main findings of the research is seen. Teeming and analysing are one of the natural and systematic methods to proceed in decompression of material which fit this case very well. Thirdly researcher has to categorize the information in order to understand the results and on the fourth, the last part of data disassemble, collects the whole information in one. (Saaranen-Kauppinen, A., Puusniekka, A., 2006.)

After the data collection process, the interviews were transcribed. The results were divided in the interview themes, which helped to see and find the interesting and important answers. Teeming and coding were used as an analysis method to model phenomenon and findings of the research.

4.3 Course of research

The analysis process started from overview of the collected data and transcribing the interviews by utilizing artificial intelligence. Teeming and categorizing were chosen to be the precise analysing method to utilize. Teeming and categorizing help structure the similar findings and analyse relevant information as whole.

Teeming method collects the research results and presents the data and helps to analyse the answers and themes that are found. This is part of coding and summarizing process. There is a demonstrated table in chapter 5.3 which interprets the most valuable findings of the research and answer to the research question. The process map in chapter 6.1. implement suggestion for the conclusion of idea how managers lead the change to develop internal communication in sales organization by utilizing digital tools and platforms.

The research was carried out with following the research plan and interview template successfully. The potential interviewees were requested to participate in the research by utilizing networks and connections of researchers and utilizing social media networks, phone and e-mail. The discussions were open minded and talkative. Some of the questions were not asked if the answer appeared from the earlier answers already. Interviewees answered for the questions from their own experience and perspective in the best possible way. The interview template is found from appendix 2.

This thesis focuses to research and understand how enterprises can utilize digital tools and Social media platforms in internal communication and leadership in sales organizations. All of the interviewees have a different background and industries where are they working, which enables interesting viewpoints related in digital tool usage in the business and communication. At the same time the results prove and sum up the current situation how digitalization is experienced as a part of business today. All of the interviewees are working in management levels.

The research helps to understand the phenomenon how digital tools are utilized as management tools in today's business environment and how managers can get the best out of the tools which are built to emphasize work. The study was able to define and split digital tool usage in two main points of the benefits how digital tools may help managers to gain success by result-oriented way at the same time increasing the team spirit and strengthen emotional bonds of the workplace. Anyhow, it is important to have a well-planned strategy how to utilize digital tools in business and how to lead people. The results and findings of the research were analysed and explained in the chapter 5.

4.4 Interviewee profile

The interviews were held individually via Microsoft Teams for each interviewee. There was fourteen interviewees who were interested in participating in the research and give opinions about the digital tools and social media utilizing in their own daily work.

Interviewees were between the ages of 30 to 48 years with at least a couple of years of experience and background in business in a manager position. All the interviewees are working in the medium sized business organizations. Ten out of the interviewees have a human resources leadership role.

5 DIGITAL TOOLS AND PLATFORMS AS A PART OF INTERNAL COMMUNICATION AND MANAGEMENT

The main findings from the study were that digital tools are utilized plenty in the sales organizations. Possibilities that digital tool usage enables is very interesting but the current situation of utilizing digital tools to emphasize internal communication and interaction in sales organisation is a bit disorganized. Internal communication and leadership present a huge role in how successful and motivated the team can be. Digital tools will help to increase efficiency, motivation, management, data collection, decision making, development but especially enable to build an open communication culture. Digital tools and platforms are very helpful factors for sales managers at their daily work to manage business and lead employees. One of the interesting factors the study reveals is that it would be impossible to lead people without digitalization today.

The research interview template was split in three main subjects which were; Overview of digitalization in business, Interaction and internal communication in enterprises and Sales and management. The first part of the results show the overview on how digitalization is implemented in the organizations and what is the current situation of digital tool and platform usage. The second part of the results show the findings related to internal communication and interaction. The third part of the results show findings related sales and management, how digital tools affect on the methods how to lead people from a managers point of view.

5.1 Overview of digitalization in business

Digitalization has been a big development step for several companies. We asked the interviewees how digitalization has effected their work in the past few years and what kind of thoughts and attitudes digitalization bring forward to them.

Ten of fourteen interviewee's told, that they think that the biggest changes what digitalization has brought forward in the last few years is growth of effectiveness in work intensity. Digitalization has enabled to work online, made information sharing and storing easier, connecting and communication with people is faster and easier. It has strengthened the work intensity but also as one of the most

important factors, digitalization has enabled management of global companies and teams better regardless of location. Another very valuable and important opinion that turned out was the possibility to collect digital data and facts about the sales and work easily. Six of fourteen highlights the possibility to information and data collecting that is possible to utilize in business to analyse and understand actions and results. Data collecting helps to develop and plan business better to build a sustainable business and achieve success and good results but also lead people better.

“The biggest change the digitalization has bring a work life has been the possibility to collect more data and utilize it in the business to make better plans, foretell and measure actions” (I1).

“It is easier and faster to communicate but also connect with people in digital environment” (I3).

“Digitalization has bring multiformity and insistence to the work” (I5).

“Digitalization has had a huge impact on business in the past few years. Without digitalization there is no business in these days. Dialogue is faster and easier internally and externally and there are many different tools to collect data about the business. Digitalization has bring out new methods how to work e.g. how to connect sales and marketing working together smoothly. Data based decision making is easier than earlier and it is possible to utilize system automation and AI at work” (I10).

Interviewees were asked to point out positive and negative thoughts and effects about digitalization. The mostly highlighted comments related on positive sides of digitalization. Increasing efficiency and possibility to develop the business process and management based on collected data, thirteen interviewees agreed and mentioned the same opinion. On the other hand the biggest negative thing was that interviewees were worrying about the lack of emotional bond in the online meetings and digital communication. That was because they felt that biggest misunderstandings and conflicts were born in digital environment if the message was understood wrong. It is harder to interpret digital communication because you cannot see the gestures and hear the sound of voice. Below in figure 6. is listed the most common thoughts and main points about the positive and negative feelings related digitalization in business.

Digitalization	
Positives	Negatives
<ul style="list-style-type: none"> ○ <i>increases efficiency and productivity</i> ○ <i>enable development of work and services based on data -> customized services / personal development plan</i> ○ <i>information and collected data is better manageable</i> ○ <i>fast and easy way to arrange meetings, contact people etc.</i> ○ <i>Raises awareness of doings -> motivation</i> ○ <i>Communication is easier</i> ○ <i>More tools to manage and coach teams</i> ○ <i>People are better available</i> ○ <i>Easier to gain visibility in the markets and build brand image</i> 	<ul style="list-style-type: none"> ○ <i>Lack of emotional bond in the digital meeting and communication -> May cause misunderstandings -> Personal contact may be weak -> harder to gain commitment</i> ○ <i>Hard to interpret body language</i> ○ <i>“Silent information” do not spread in the work community if there is no spontaneous meetings with colleagues/employees/customers etc.</i> ○ <i>Wrong information can leak too fast for wrong people</i> ○ <i>Too easy to arrange pointless meetings</i> ○ <i>Pain of too many channels to utilize -> information is divided in too many channels</i> ○ <i>If no clear strategy to use tools causes confusions</i>

Figure 6. Positives and Negatives of Digitalization. (El-Bash, S. 2020)

The results of the research showed that organizations utilize several different digital platforms on their daily work. In the interviews come out to that digital tools are a very important particle of the daily work of managers and without digital tools it would be impossible to cope with daily tasks. In the interviews came out overall sixteen different tools and platform which are used on a way or another in internal communication and management. On the average of different tools that are used daily for communicating with other employees or for managing information was 9,8 tools daily.

Digital tools and platforms can be shared in two sections depending of the purpose of use. Digital tools that are used in internal communication to share and storage the internal information and provides the secured network for internal files and documents. The other tools offer platforms for more openminded communication via social media.

It was surprising that e-mail is still the most utilized channel to communicate in the organization and lead people. Even, at the same time interviewees told that e-mail usage causes most frustration because dozens of messages are filling the mailbox daily and it is laborious to handle all messages. E-mail utilizing is very varying and the quality of messages changes from advertisement and unnecessary commenting to the very important informative messages which make e-mail utilizing challenging sometimes. At the same time the simplicity of e-mail usage encourage to use it. All of the fourteen interviewees use e-mail daily. Microsoft Teams was the other most utilized digital platform in the enterprises. The research shows that Microsoft Teams is assimilated to the e-mail, it is modern version of e-mail with more handy features to work with. It offers good quality video meetings, calendar management, files to store documents related projects, a group chat platform and possibility to work documents together online. Microsoft Teams were experienced as a very useful new tool. Most of the enterprises took Microsoft Teams into service during the year 2020.

Ten out of fourteen interviewees told that Whatsapp and LinkedIn was utilized daily. They were the second most utilized digital tools in the enterprises. Whatsapp was seen more as a tool to communicate quickly inside the team and interviewees experienced that people are very well available via Whatsapp. It is also a platform where it is easier to share unformal information and raise interaction and team spirit. While LinkedIn was mostly utilized to share own opinions in the network and developing professional skills and knowledge of business life. Some of the interviewees think that LinkedIn is good place to share own values and interest but also promote their own employer and lead the team by example. It is also a good professional platform to gain new contacts. A couple of the enterprises have established "closed groups" for employees in LinkedIn to share information and keep employees updated e.g. about news related employer, events and things that are good to know but also offering ready-made material to share in own network.

The research reveals an interesting result, which is that many enterprises use a lot of similar tools which are planned to serve the same purpose. For example many enterprises use Microsoft Teams, Skype, Zoom and Slack, which all are communication tool for internal use inside the company. The reason for this was

that some platforms work better in different situations. Microsoft Yammer, Facebook, LinkedIn, Intranet were mostly utilized for sharing information in the organization. CRM, Microsoft office tools, Google tools, Hub Spot, Sales force were all utilized for managing customer relationships and data management for internal use only. The multiple channels were experienced at the same time as a richness and challenge. Freedom to use tools that fit for the situation best had benefits but at the same time it might be difficult to communicate and work with many tools because the data will spread to multiple channels.

Below, the figure 6. Will reveal 16 the most common and utilized Digital tools in the enterprises.

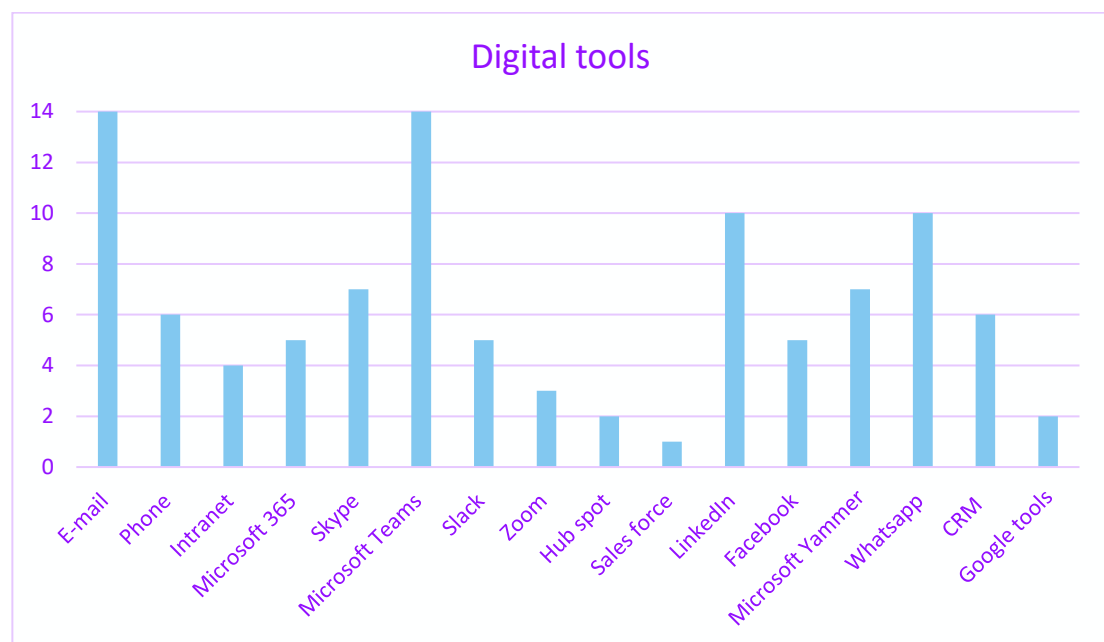


Figure 7. Digital tools used in the enterprises. (El-Bash, S. 2020)

Ten out of fourteen interviewee's think and agree that age has a big effect on how easy it is to learn to use and utilize digital tools. Arguments said that for younger people digitalization is a natural phenomenon and that is because they are born in the digital era. For older people it is simply harder to understand the technology, how digital tools and digital environments work. On the other hand all of them said, that age is not the excuse not to learn to use digital tools and platforms. The other four interviewees wanted to emphasize the opinion that age is not the obstacle for skills how well or badly digital tools are learned to use. The attitude and prejudice are the reasons behind the skills not to work or work really well with digital tools and platforms.

Digital tools raised a discussion about the external communication and marketing tools also, but this thesis focuses studying digital tools that enterprises utilize in internal use and communication, so that is why these channels are excluded from the research results.

5.1.1 Covid-19

This thesis was implemented during the pandemic Covid-19 which forced the whole world re-think the norms and most of the companies had to be creative and change the ways of implement business. This has been a critical but also interesting time to follow how companies have been keeping the world running and have saved the safety of employees and customers. In the survey, we wanted to hear what are the biggest changes in the organizations during the covid-19.

All of the fourteen interviewee's were working remotely from home offices ever since the start of pandemic covid-19. Luckily the digital tools are so plenty utilized that it has been possible to run business and work online. Every one of the interviewees told, that they did not have to change their daily working routines and habits how they have utilized tools before, because they have utilized so many digital tools and platforms beforehand in internal actions already. The biggest change in daily routines has been working remotely and not seeing colleagues. Covid-19 may have been a critical point for many companies and that has forced enterprises to digitalize their business and services to be reachable for the customers. The interviewees told that on the other hand now it has been a good time to learn to utilize digital tools more than ever for everyone, even the work would have been very digital before it has thought to be more effective and innovative when working remotely and face to face meetings have been forbidden. The global pandemic situation has taught, that some of the daily tasks, like some of the meetings, can be done via digital tools more efficiently versus face to face meetings. Interviewees think that some of the changes that are done now are the action models that are for good. There have been challenges too, and one of those during the covid-19 has been to teach customers to do business online and utilize digital services.

Even some of the business parts were on economic downturn, interviewees told that their work load as a manager grew during the pandemic. That is because suddenly everything had to be organized all over again and remodeled. So it caused a lot of work and adjustments, especially because the consumer behavior changed a lot. That meant, that companies had to rethink how to reach customers and how the deliver services and products for the clients.

5.2 Interaction and internal communication in enterprises

Generally social media was not seen as a beneficial internal communication tool. All of the interviewees think that Social media is a powerful channel to boost marketing and sales as an external communication tool but it will require good planning, strategy and investments to success. Social media platforms will help enterprises to gain good visibility but also build brand image and vide the network in external use. No one found benefits of social media utilizing in internal business communication because they experienced that they already have so many secured internal communication tools and channels to utilize. Whatsapp was the only channel which was seen as a beneficial tool from social media category and ten out of the fourteen interviewees told that they have established Whatsapp group for the team to increase interaction. Only two interviewees told that they use Microsoft Yammer at work, which can be compared to be as an organization secured social media platform for companies. And only one of the interviewees told that they have “closed group” for employees to share unformal information or funny pictures to each other in Facebook to create casual communication in the organization. Anyhow, all of the fourteen interviewees agreed that digital tools should be utilized better in internal communication to make effective communication but also in team leading to create interactive and nice workplace to work in.

“SoMe is the platform to gain future potential customers and boost marketing but it is not a leadership tool. SoMe usage effects to the end results of sales and marketing mainly positively. It may add visibility and add knowledge among the consumers and make business and market foretelling easier. Helps to sell right products and right amounts to the reseller customer” (I1).

“Marketing department uses SoMe platforms like linkedin, instagram, fb and twitter. In Internal communication it is difficult to use SoMe platforms because the information security is strictly protected” (I2).

“Internal communication should be done more efficiently by utilizing more digital tools and SoMe. E.g. at the moment there are no clear action plan for communication digitally and important information is shared on many different platforms, that causes ambiguity” (I3).

“In internal communication there are challenges in way of usage. Because everyone uses digital tools and platforms differently which causes difficulties to find correct information. There should be common rules made for usage” (I8).

“Whatsapp is a very useful tool for communicating and managing the team internally. It is an easy and a fast way to reach others. No any other SoMe platforms used in internal communication or management” (I9).

“Internal communication and external communication have to be separated from each others. Both requires own strategies how to communicate and which platforms and channels are suitable to use” (I11).

The interviewees agreed that e-mail, Whatsapp and Microsoft Teams are the most utilized platforms to share information, guidelines but also lead employees and teams. Moreover organizations utilize other internal digital tools like CRM and other data collecting tools to analyse actions and guide employees to success in their daily duties. Face to Face meetings and traditional phone calls are still one of the most used ways to lead the team and individuals because these channels are experienced as easy and well-known tools to communicate. Interesting was that interviewees pointed out that weekly online meetings help to stay connected and increase interaction and team spirit but regular online meetings do not replace face-to-face meetings totally because humans will also always have a natural need to communicate personally and physically with other people. Turned out that one of the reasons why managers do not utilize digital platforms as much they would like to is because there is no clear strategy or instructions given by the organizations. All of them would hope better guiding and leading by the example from the head of business to understand the missions how employees are wanted to be guided and managed.

5.3 Sales and management

When we asked how the interviewees utilize digital tools and platforms in leading from the manager point of view turns out that all of the fourteen interviewees agreed that people management and communication without digital tools today would be impossible. All the positive and negative perspectives of digital tools were repeated again when we were discussing about digitalization from sales and management point of view what are listed in the figure 6. The study presents that it is possible to lead employees better when managers have the possibility to utilize digital tools and platforms in today's business environment.

The research shows that there are three most common digital tools that are utilized daily for people management. When speaking of purpose to improve team spirit and people management, all of the interviewees emphasized the importance of interaction inside the team. As a managers they mostly utilize Whatsapp and Microsoft Teams to stay in contact with own group. They felt those channels to be most practical tools because Whatsapp offers quick messaging and more open and spontaneous communicating and Microsoft Teams enable calendar management and online meetings and document sharing in short time. During the covid-19 pandemic Microsoft Teams usage has increased to become one of the most important channels to stay in touch particularly if the team has been working remotely or all over Finland. Even most of the interviewees think that digital tools help them communicate and lead more efficiently, when leading people in emotional level, it is important to meet people personally also. Eight out of fourteen interviewees highlighted the importance of regular face to face meetings. Face to Face meetings increase team spirit and make cooperation easier between the persons, it is also easier to discuss emotions when meeting people personally.

E-mail and Intranet were experienced to work in informative communication channels because it enable to do summarizing about informative contents, thus it is always available for everyone in those platforms, which help to keep everyone updated. E-mail is also one of the tools that is utilized daily. Internal data collection tools, like CRM etc. are valuable tools for managers to lead and develop individuals in the team in competence level. That is why diversity of tools that are

utilized daily is so versatile, because organizations may have a many tools to measure each action.

Ten out of fourteen interviewees mentioned that they feel like they can maintain the interaction inside the team by offering regular online meetings in teams and being active in Whatsapp and keeping communication up by leading by own example. They also mentioned that it is important to keep things simple and most of the managers do weekly or monthly update posts to inform things that are happening in the organization at the moment but also ensuring that employees can follow the results what they have achieved as a team. Like mentioned earlier, e-mail is one of the most utilized platforms alongside Microsoft Teams for this purpose. Regular communication will strengthen team spirit and raise motivation in the organization which will reflect positively in the results of business.

High quality digital working tools help to succeed in work tasks and enable active tracking of own work. Especially in the organization where employees are working individually and remotely will give a positive effect of working. Social media utilization at work interviewees experienced differently depending of industry where are they working, couple of interviewees told that in the industry where they are working it is very useful to influence and gain contacts and network in social media. Only negative thoughts that came out from eight interviewees was that they are afraid of lack of emotions in digital communication and if bad feelings are spreading out easier in digital work environment to the work community before the situation could have been prevented. Humans have a natural need to feel and sense other people and personal contacts makes emotions sharing easier and help to feel to be accepted in the group. That is why combo of meetings online and face to face are good for the work community.

Anyhow, the good quality and strategy in leading people and optimizing the digital tool usage were highlighted to success at achieving the targets. Those elements will ensure a motivated, inspired and satisfied team.

The research observed the subject of the study in the light of management and wanted to understand the phenomenon of digital tool usage as a tool of management and internal communication. By the perspective of sales managers opinions

we built the table which illustrate the most beneficial factors that digital tools enable for leaders to build successful and satisfied workplace.

Digital tools are plainly necessary for managers in daily work. The study found out that there are four main subcategories related to the benefits of digital tool usage as a tool of leading and communicating. Digital tools help managers to maintain and increase interaction inside the organization, help to do data-based decision making, gives opportunity to guide individuals in the team better but also enable remote leadership and help to enhance work intensity by offering ability to gather instructions and information into one platform and implement efficient information sharing and management. These four subcategories also shows two biggest clear purposes how digital tools usage supports management; help to increase team spirit in the organization by inserting multichannel communication and help to do result-oriented management and leading based on collected data.

The most common opinions on how sales managers can utilize digital and social media platforms to develop internal communication in sales organization are presented in the Table 1. below. The thoughts of interviewees are categorized by the qualitative research method utilizing selective coding of research method.

Table 1. Selective coding of research material. (El-Bash, S. 2020.)

SELECTIVE CODING OF MATERIAL			
Research question: How sales managers can utilize digital and social media platforms to develop internal communication and management in sales organizations?			
OPINION	REDUCTION	SUBCATEGORY	
<ul style="list-style-type: none"> • Help to communicate daily via digital tools and arrange weekly online meetings with the team -> raises interaction • Enable fast communication in the organization • Options to use quick messages • Channels to keep unformal interaction and communication inside the team going on • When communication is easy, it effects a lot for the team spirit and atmosphere • Casual information and quick messaging inside the team • Easy to arrange online meetings and get people together online • Feeling that digital tools advance communication between team members, easy to take contact and share emotions • Internal communication and interaction in the team is one of the most important things that keeps motivation level up at work -> Digital tools helps to stay connected 	<p>Maintain and increase interaction</p>	<p>Team Spirit</p>	

<ul style="list-style-type: none"> • Casual channels to stay in touch and get fast reactions and help to know colleagues better • Utilize digital tools to lead people and to keep up communication • Regular online meetings with team • Easy to share feelings and success online 			
<ul style="list-style-type: none"> • Data and facts about the work motivates to gain on targets • Digital tools reveal facts and data which help to make decisions at work • Possibility to recognize business situations based on data • Help to recognize the prospects and sale possibilities • Digital environment gives more data to analyze and easier to spread out information and make decisions • Follow and collect data from sales via internal digital tools • Digital tools help to manage work duties and help to communicate faster and easier 	Data-based decision making	Result-oriented management	
<ul style="list-style-type: none"> • Digitalization enable better leadership when the team is located in all over the Finland. Possible to stay in touch easily. • Coaching via digital tools; notes, communication, next steps, planning • Experience that as a leader can guide team to communicate transparently • Manage the team via digital tools because it is Easy to use and fast way to reach others • Easier to help people to develop themselves if you can use data to analyze failures and successful moments • Internal reports and data collecting tools utilized to lead and develop employees based on data 	Guiding individuals and remote leadership management		
<ul style="list-style-type: none"> • Digital tools and platforms will help team to success and achieve goals, because data analysis is easier to discuss together • Digital tools and SoMe help to achieve targets absolutely • Possibility to follow and analyze work • Enable information sharing, keep employees updated • Information and facts are easily restored to the digital platforms • Summarize information about the results and other important information for the employees: weekly update messages • Leading people via digital tools by gathering information and instructions to the one place • Utilizes digital tools to make summaries and to make things simple for others • Makes summaries to employees to ensure that necessary information is easy to available and raise efficiency 	Efficient information sharing and management		

6 DISCUSSION

This study examined and analysed how sales managers can utilize digital tools and social media platform in internal communication in the enterprises. The purpose of this study is to understand the phenomenon of digital tool usage in the organisations as a tool to manage and lead employees and execute internal communication. The study methods were qualitative research and theme interviews. In the first part of this chapter the research question will be discussed and development suggestions are given. In the second part of chapter the reliability of the research is analysed and in the third part the further development and actions will be discussed.

6.1 Suggestions for further development of digital tools and platforms usage

According to Ruohonen et al. (2017) situation of digitalization has enabled limitless possibilities to collect and utilize data in the business to develop better products and services but also gain customer's satisfaction but also good organizational results. Physical dimension like timing and the amount of information is not the obstacle for development and management anymore. Organizations may focus on developing the code of conduct when digitalization release time from basic business functions to focus on optimizing the management, services and interaction.

The study reveals that digitalization is a necessary condition in today's business environment. Digitalization has enabled enormous development of business and management culture in the last decades. The research were searching for the answers how enterprises can utilize digital tools and platforms in internal communication and management and how digital tools affect to the communication but also is it possible for managers to lead better in digital working environment.

The current situation in the organizations is that digitalization is a common daily term, which is almost axiom that organizations utilize digital tools in a daily work and all the newest technologies are available. When the interviewees were asked to describe the influences and opinions related the digital tools and platforms it

raised surprising feelings and thoughts and made interviewees to realize how many diverse opportunities digitalization enables in the organization. Somehow, it seems like a period of transition going on; digitalization is not anything new anymore but at the same time organizations do not know how to take the best out of it and maximize benefits in business. Lindgren et al. (2019) discovered that society is struggling with abundance of everything today's world. In business the pain of abundance is related to options that digitalization enables. This has forced the companies and organizations to develop business internally and externally to find the best solutions for the organizations.

Honkala (2017) summarized clearly that communication is negotiation, discussion, management, customer service and sales and that internal communication requires clear interaction between all the levels of work community to work. Also according to Linjuan and Bowen (2016) it is essential that the information passes through certain channels in the organization to reach the correct target audience. To succeed in delivering the information through the organization the importance of strategy and leadership skills will be highlighted. As Levasseur (2012) points out too, technology enables better team leading because e.g. it is possible to lead the team regardless from location. The strategy has to include achievable goals and values, participation from employees and accepted models and rules of actions on how to communicate in the organization. All these theoretical facts support the findings of this study.

Communication and leadership methods are strongly based on e-mail and quick messaging utilizing even there are lots of tools available to utilize. The study shows that people really believe that digital tools and platforms help to maximize efficiency of work and to be better leaders. Digital tools also enable data-based management and makes decision making sometimes easier. Digital tools and platforms increases internal communication and interaction in the organizations which increases comfort at the workplace. At the same time the pain on diversity of digital tools is real and it is important to understand that for example digital online team meetings do not replace regular face-to-face meetings, people will need personal contacts too. When multichannel communication and management is becoming as a norm, it requires good strategies and plans to gain valuable, impressive and efficient workplace with intelligent management style.

Digital tools and platform usage is multicomplex completeness which will affect in every factor in the organization. Digitalization has an impact on individual employee as to how working environments will be experienced and how well is it possible to perform from tasks but also in the big picture how agile and adaptable the organization will be. That is why internal communication can be defined as a part of leadership, if internal communication is executed for the employees in a good way the level of leadership will be experienced to be in a good level in the organization also. The managers are in key roles to lead the changes and develop the methods of working in the organizations. Their duty is to make sure that employees are following clear plans on how to work and communicate to ensure agile organization and daily work. That is why it is important to invest time for action a planning and analysing.

According to the study by Aaltonen et al. (2004) and the theory called architecture of management highlights the importance of understandable strategy, goals and values in order to gain success. This model can be applied in many different situations in life but it is extremely useful for planning the strategies and leading the big multifaceted entities. Theory is based on the idea, that well planned is half done. Goals, strategies and values build together strong facilities to success. Managers are responsible of informing and guiding the organization to carry business out as the way of company's mission. Sydänmaalakka (2014) brings the perspective of interactive levels of an organization to be as a part of the leading process. Intelligent management theory supports an ideal situation to achieve efficient, renewing and well-being organization. A successful organization is built on skilled, motivated and well guided human resources that clear strategies and communication methods will support. These two theories together offer a diverse information package to implement and apply leadership in own situation.

This research demonstrates the suggestion about the process how to build effective strategy to utilize digital tools and platforms in internal communication and leadership. The study shows that digital tools and platforms play a big role in a managers daily work. Digital tools help managers to achieve goals and get the best out of employees but also by offering tools to guide employee better and build well-being working community. The main benefits of utilizing digital tools

and platforms daily is a possibility to increase interaction between the team, communicate efficiently and quickly if needed but also do data-based decision making and enable better personal guiding for individuals. Digital tools enhance the work intensity but also let share information easier for everyone. Digital tool usage supports management by helping to increase team spirit in the organization by inserting multichannel communication but also help to carry out result-oriented management and leading based on collected data. The process map of end results of the study is modelled by following and adapting the theories Architecture of management by Aaltonen et al. (2004) and elements of intelligent management by Sydänmaalakka (2014). The strategy is a key element in order to gain success in communication and leadership but it is also important to find the tools to build a pleasant workplace where people want to belong and be part of. In the end communication is leadership and working in digital business environment requires a lot of skills to lead change which also leads to building strategies around the goals. The suggestion is based on theoretical frame and the results of the research. Process map in figure 8. shows the elements that are good to take into consideration when the organization intends to strengthen interaction, communication and leadership by increasing digital tool and platform usage in the organization.

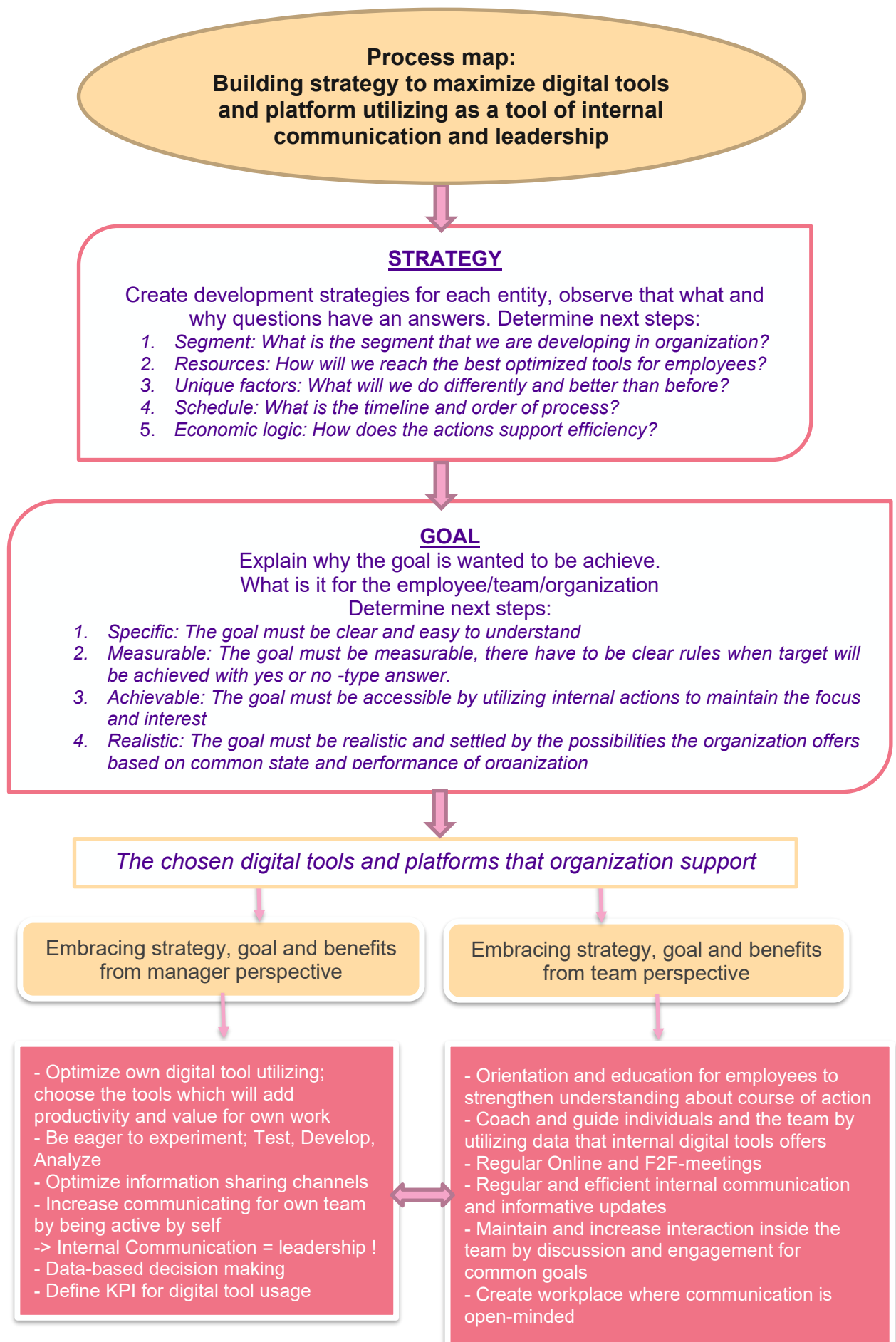


Figure 8. Building strategy to maximize digital tools and platform utilizing as a tool of internal communication and leadership. (El-Bash, S. 2020)

6.2 Reliability and validity of the research

Reliability and validity are one of the indicators how qualitative research's results will be observed. Those indicators assess and summarize the questions and findings, did the researcher find the reliable findings and results for the research question. Validity show that correct research tools and methods are selected in order to define research question and analyse results. When the tools, methods and approach methods fit for the research the conclusions will be valid. Reliability in qualitative research is difficult to define because depending on the research and selected methods the findings may be diverse. That is why a small variation in qualitative research is acceptable because the selected methodology determine the nature of research. It is why it is important to observe the research from selected perspective and remember to process methodically. It is typical that in the qualitative research the results from the interviewees start to show identical repetition of a narrative. If so, in repeated narrative interviews repetition is more a sign of a "constructed" version of the reliability and the research. (Flick, U. 2018).

This study researches the subject from qualitative perspective. Personal theme interviews were chosen to be the research method in order to enable free expression of opinions related to the research question. All the analyzing methods were chosen to achieve as much information as possible about the phenomenon of digital tools and platforms usage in the sales organizations. The purpose were to form a perception and acquire understanding about researchable the phenomenon. This type of research and topic contains a lot of feelings and opinions and that is why open discussion in the interviews were the hoped end-result to gain deeper information about the topic. Tools that have been used meet the case. The definition of research and analysis process are explained in the chapter 4. which introduces the theoretical base for the study more accurately. The results and findings of the research were analysed anonymously but opinions, attitudes and thoughts of participants were wanted to be kept as original as possible. For the researcher the execution, reliability and quality of results were in high priority during the research. All the decisions are made relating to those important values and the researches of the Robins project are the only ones who have had the access to see anonymized material. These factors make this study reliable.

6.3 Conclusions

This qualitative study examined the phenomenon of digital tools and platforms utilize in the enterprises as a tool of management. The study strived for understanding the situation of digitalization in today's business environment. The purpose was to find solutions and model and define important factors how to maximize and utilize the digital tools in the organization but also help sales managers to develop exploitation of digitalization. The research was carried out in theme interview. The results of the study shows that digitalization has enabled an enormous development of businesses in the past decades. However, businesses, communication and leadership are strongly based on digital tool utilization today and it is valuable to understand the benefits that digital tools and platforms usage can offer the enterprises. Digitalization will raise the interaction and team spirit in the organization, help to collect data from actions and do data-based decision-making but also develop skills of employees and teams by the facts. This thesis discusses the subject from managers perspective and model the process what are the circumstances that need to take into consideration when launching new tools or actions in the organization. The discussion and suggestions are based on the findings of the research which is presented in the end of thesis.

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APPENDICES

Appendix 1: Interview invitation

Hei, kiitos mielenkiinnostasi osallistua Tampereen korkeakoulu yhteisössä toteutettavaan tutkimushankkeeseen!

Tutkimus on osa Robins-hanketta (lue lisää: <https://projects.tuni.fi/robins-fi/>) ja tarkoituksena on tutkia digitaalisten työkalujen sekä sosiaalisen median hyviä ja huonoja puolia sekä hyödyntämistä ja käyttöä organisaatioissa myynnin ja viestinnän tehostamisen työvälineenä. Haastattelu toteutetaan digitaalisia väyliä pitkin Teams tapaamisena, johon pääset liittymään mukaan alla olevasta linkistä. Haastattelu tullaan nauhoittamaan ja haastatteluaineistoa tullaan käyttämän anonymisti.

Haastattelu kestää tunnin ja se tallennetaan. Varaathan mahdollisimman rauhaisan paikan haastatteluajankohtaa varten.

Tapaamisiin haastattelussa!

Ystävällisin terveisin, Satu El-Bash/Robins-hanke, opinnäytetyöntekijä, Tamk

&

Pia Hautamäki / Robins-hanke, vastuullinen johtaja

Appendix 2 Interview guide and questions:

Some-platformien vaikutus sisäiseen arvонуontiin ja vuorovaikutukseen B2B-myyntiorganisaatioissa

Orientaatio-osio: Haastateltavan nimi ja yritys tiedossa.

1. Kertoisitko muutamalla sanalla työstäsi ja roolistasi tässä yrityksessä? Toimitko esimiehenä? Mikä on alaisten määrä?

Digitaalisuus työelämässä

2. Miten digitaalisuus on vaikuttanut työhösi viimeisten vuosien aikana?
 - a. Miten korona-aikakausi vaikuttaa näkökulmaasi?
 - b. Miten digitaalisuus näkyy työpaikallasi?
 - c. Miten digitaalisuus näkyy yrityksenne ulkopuolella?
3. Millaisia myönteisiä vaikutuksia digitaalisuudella on?
 - a. Millaisia negatiivisia vaikutuksia digitaalisuudella on?
4. Miten kuvailisit asenteitasi digitaalisuutta kohtaan?
 - a. Millainen merkitys mielestäsi iällä on digitaalisuuden kokemiseen?
 - b. Minkä ikäinen itse olet tällä hetkellä?
5. Millaisia digitaalisia työvälineitä käytät työssäsi tällä hetkellä? (Minkälaisissa tilanteissa käytät näitä työkaluja?)
 - a. Jos sinun tulisi listata kaikki käyttämäsi digityökalut ja niiden käyttötarkoitukset sekä hyödyllisyys asteikolla 1-7 (1 ei ollenkaan tarpeellinen – 7 erittäin tarpeellinen) – miltä lista näyttäisi? Perustele lyhyesti.
 - b. Arvioi käyttämiesi digityökalujen helppokäyttöisyys asteikolla 1-7 (1 haastava käyttää – 7 erittäin helppokäyttöinen) ja miksi.
6. Kuinka kuvailisit asennettasi:
 - a. sisäisiä digitaalisia työkaluja kohtaan? Mikä työkalu? (Esim. työkalut: Teams, Skype, Zoom etc.?)
 - b. Entä miten kuvailisit asennettasi ulkoisia digitaalisia työkaluja kohtaan? (Esim. sosiaalisen median työkalut)
 - c. Miten kuvailisit kollegoidesi asennoitumista digitalisaatiota ja työvälineitä kohtaan?

Yrityksen vuorovaikutus digitaalisten työkalujen avulla

7. Mitä mieltä olet sosiaalisen median alustojen käytöstä työpaikalla? (Esim. LI, FB, IG, TW etc)
 - a. Mitä somealustoja toivoisit käytettävän ja mitä hyötyjä tuo?
 - b. Miten somealustoja voisi käyttää yrityksen sisäisen viestinnän parantamiseen?
 - c. Entä miten ulkoisen viestinnän parantamiseen?
 - d. Entä myyntiin ja markkinointiin?
 - e. Millaisia somealustojen käyttöä organisaatiosi tukee? (chatter, slack, Microsoft teams, skype, workplace jne?)
8. Millaisia somealustoja ja digitaalisia työvälineitä teillä johtamisessa käytetään? Miten toimii?

- a. Millaisia some- ja digityökaluja käytetään yrityksessänne viestinnän apuvälineenä?
- b. Millaisia some- ja digityökaluja organisaatiossanne käytetään tällä hetkellä tiimien johtamiseen?

Myynti ja johtaminen

9. Miten itse hyödynnät digitaalisia työvälineitä ja some alustoja johtamisessa? TAI Jos et toimi johtajaroolissa, miten sinua osana tiimiä johdetaan digi/some-työvälineiden kautta?
 - a. Millaisin tavoin koet voivasi edistää tiimisi sisäistä vuorovaikutusta alustojen avulla?
 - b. Millaisia hyötyjä tämä tuottaa?
 - c. Millaisia haittoja tämä saattaa tuottaa vuorovaikutukseen?
10. Millaisia mahdollisuuksia näet digitaalisten työvälineiden käytöllä liittyen myynnillisiin tavoitteisiin ja tuloksiin?
 - a. Millaiset asiat saattavat somealustojen ja digityökalujen hyödyntämisessä haitata myynnissä onnistumista?
 - b. Millainen merkitys on mielestäsi tiimin sisäisellä viestinnällä myyntiin?
 - c. Entä millaisia haittoja se saattaa aiheuttaa?
11. Mitä olisit halunnut vielä sanoa?