IMPLEMENTATION OF THE INTRANET

The Case of Metso Financial Services

North America

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ABSTRACT

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The purpose of this thesis was to establish an effective and functional Metso Avenue intranet site for Metso Financial Services North America (MFS NA). The need to implement an intranet site stemmed from an apparent lack of efficiency in regard to the communication between MFS NA and its customers within Metso Corporation. The main objective of the thesis was to design the intranet site both structure and content-wise; however, as marketing the site to customers and maintaining it were both regarded as being crucial for the success of the new tool, additional objectives of this thesis were designing a marketing campaign for the site launch and developing a training program for the site editors.

The thesis combined practical data gained by interviewing the management of MFS NA with theoretical information on internal communication, intranets, marketing and knowledge transfer. The primary result of the thesis was an intranet site divided into separate sections according to the departments and containing information, documents and tools deemed important from the point of view of the customers. The secondary results were a marketing campaign based on an e-mail newsletter, and a training program centered on an active learning session with practical exercises, as well as a procedures manual.

While it was found that an intranet site is an efficient method of communicating various types of information to a wide audience, its implementation in a financial services context proved to be troublesome at times. The openness of the media set limitations in regard to prospective content pertaining to financial information, and entailed careful consideration concerning the design. Additionally, the intermittent overlapping of different corporate functions posed challenges for the site design. As it concerns the marketing campaign, limited resources affected the design phase significantly and again set limits to the scale of options available. For the editor training program, effective use of the limited resources available was again the most significant challenge.

Key words: internal communication, intranet, marketing, knowledge transfer

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1 INTRODUCTION

1.1 Objective

The purpose of this thesis is to establish a functional and efficient Metso Avenue intranet site for Metso Financial Services North America (MFS NA; both names will be used interchangeably in this thesis). The importance of Metso Avenue as a tool for internal communication within Metso Corporation has been stressed by both the corporate leadership and the MFS NA management, but at present, the MFS NA Avenue site is very much lacking in content, accuracy and usability.

Not possessing a proper intranet site has proven to be very problematic for MFS NA, as a significant part of its processes rely heavily on interaction between its departments and the customers. Without an intranet site where necessary information could be centralized, the service representatives at MFS NA have to constantly answer relatively simple queries from customers who are unable to locate the information themselves, and this takes away significant amounts of time from the representatives' own work. This thesis aims to help redeem the problem and increase efficiency at MFS NA by creating a Metso Avenue intranet site where customers may look for information.

However, since the goal is to establish a functional and efficient Metso Avenue intranet site for MFS NA, it is not enough to simply design the site. No matter how well an intranet site has been designed, if no one is aware of it, it is practically useless and will net the organization no improvement whatsoever in customer communication. Therefore, the site will also need to be marketed to customers. A parallel goal of this thesis is hence to design a small-scale marketing campaign to market the new intranet site to MFS NA customers.

Additionally, one paramount aspect of a functional and efficient intranet site is naturally the accuracy and timeliness of content. Therefore, it is extremely important that the site be constantly kept up to date after it has been launched. Since the implementation and design of the site are not done by the service representatives themselves, it is necessary to transfer the know-how and knowledge related to site design and maintenance to the persons designated as future editors of the site. Therefore, the third objective of this thesis is to design an education program to train the editors.

1.2 Methodology

This thesis will be based on two different types of research methods. Firstly, relevant literature and publications, largely related to internal communication and intranets, will be studied, and a comprehensive theoretical framework will be established to be utilized as a foundation for the project.

Secondly, the managers of the different departments at MFS NA will be interviewed, as will the MFS NA director. The managers all have several years of experience at their respective posts at MFS NA, and hence possess a profound and extensive understanding of both the services offered by MFS NA, and the needs and behaviour of the customers. Their knowledge can be utilized to assess the state of communication between MFS NA and the customers, possible problems related to it, and potential solutions to these problems.

The theoretical framework and the information gathered through the interviews will be combined to set guidelines for the design and content of the MFS NA Avenue site. The site design itself will be covered in detail, with the process being broken down to individual departments, much in the same fashion as the actual site. Attention will be given to both the content and the appearance of the site.

As for the marketing campaign, a similar combination of methods will be used. Theory on different aspects of marketing will be included in the theoretical framework. This theory will again be combined with the information and views gathered via interviews with the management to establish a marketing program for the site.

In regard to the editor education process, the approach is very much the same. Again, theoretical background information on knowledge transfer will be included in the theoretical framework, and it will be used in combination with practical knowledge gained during the interviews and the site design process, with the goal of designing a training program for the trainees.

1.3 Thesis Structure

Structure-wise, this thesis consists of six main chapters. The first chapter, Introduction, gives an overview of the background and objective of the thesis, and the methods used during the thesis process. The second chapter, Case Metso Financial Services North America (MFS NA), introduces the target organization, starting at the corporate level and moving down the hierarchy, finally presenting Metso Financial Services North America and its different departments. This chapter also describes the present system of customer communication in use at MFS NA, and looks into the Metso Avenue intranet on a general level.

The third chapter of the thesis, titled MFS NA Avenue Site, delves into the process of designing the site in question, starting with general principles and moving onto the details of each individual part of the site. The fourth chapter, Marketing the Avenue Site, is dedicated to the process of marketing the site launch to MFS NA customers, whereas the fifth chapter, Editor Education, is about educating and training the future editors of the site. The sixth chapter provides a summary and conclusions to the thesis.

1.4 Thesis Scope

The objective of this thesis is to establish a functional and efficient intranet site for Metso Financial Services North America. The main focus of the thesis will hence be on designing the site both content and appearance-wise, but in addition, creating a small-scale marketing campaign to ensure customer awareness of the site and designing a training program for the future editors of the site will be covered.

On the other hand, this thesis will not delve on the issue of software selection for the base of the intranet, as such a decision is made on the corporate level, nor on any other technical matter. Additionally, the general design details such as main colour schemes are decided on by the corporate communications function, so they are outside the scope of this thesis, and will only be discussed in descriptive form. Only the design concerning the content of the MFS NA site will be discussed on a more profound level.

2 CASE METSO FINANCIAL SERVICES NORTH AMERICA (MFS NA)

2.1 Company Introduction

2.1.1 Metso Corporation

Metso Corporation (Finnish: Metso Oyj) is a Finnish stock-listed corporation providing technological solutions, as well as services pertaining to them, to customers operating in various process industries. More specifically, Metso's operations are divided into three main business lines: Automation, Mining and Construction, and Pulp, Paper & Power. (Metso Corporation 2013a)

The Automation business line offers process automation and flow control solutions to companies in the marine, oil and gas, and energy industries among others. The Mining and Construction business line, as the name implies, provides technology for the mining and construction industries, as well as for the recycling industry. The Pulp, Paper & Power business line, on the other hand, focuses on offering technological solutions for customers in industries such as power generation, paper and board production and pulping. (Metso Corporation 2013b) In addition to these business lines, Metso has a presence in the automotive industry through majority ownership in automotive contract manufacturer Valmet Automotive (Metso Corporation 2013a).

Metso Corporation was formed in 1999, with the merger of Finnish paper and board machine producer Valmet and multi-business line corporation Rauma. At the end of 2012, Metso had 30 212 employees in more than 50 countries, and had an annual revenue of 7.5 billion Euros. Metso Corporation is listed on the Helsinki stock exchange. (Metso Corporation 2013a)

2.1.2 Metso Shared Services Ltd.

Today, more and more businesses, particularly large, multi-national corporations, are turning their attention to establishing separate shared service centres (SSC's) to centralize and streamline many of their corporate and business support functions. In essence, this means forming a new subsidiary and outsourcing the functions, most often general administration, information technology, human resources and finance, from the main business units to this new subsidiary (Bergeron 2003, 3-8).

In comparison with the old and previously significantly more popular model where each business unit had responsibility over their own administrational duties, the shared service centre concept offers numerous advantages. Firstly, it enables the corporation to eliminate redundancies from the processes and therefore reduce costs. Secondly, outsourcing administrational duties to a shared service centre allows the business units to fully focus on their core competencies, with potential to improve efficiency of management and decision-making. Thirdly, the corporation achieves economies of scale in purchases such as software, as the shared service centre has more buying power than the individual business units would have. (2003, 6-7)

Metso Corporation has also embraced the concept of shared service centres, and has established a network of such service providers to centralize its corporate functions. Metso Shared Services Ltd. (MSS Ltd.) is one of these shared service centres, and its purpose is to provide human resource management and financial administration services for Metso Corporation business units in the North American market area. Established in 2004, it is divided organization-wise into Human Resource Services North America (HRS NA) and Metso Financial Services North America (MFS NA). The office of MSS Ltd. is located in Lachine, Quebec, Canada.

2.1.3 Metso Financial Services North America (MFS NA)

Metso Financial Services North America is the organization within Metso Shared Services Ltd. whose mission is to provide services in various aspects of financial administration for the actual reporting segment units in Canada and the United States of America. More specifically, MFS NA is responsible for managing the Accounts Payable & Payments, Accounts Receivable & Collections, General Ledger & Fixed Asset Accounting, Payroll, and Travel & Expenses of the business units. The organization, consisting of 70 employees in total, is divided into different departments, or teams (the two terms will henceforth be used interchangeably in this context), according to the aforementioned processes, and the team managers report to the MFS NA director. The responsibilities of each team will be described in further detail below.

In most shared service centres, the processes mentioned above are staples when it comes to finance and accounting services offered (The Hackett Group 2003, according to Bangemann 2005, 28). Payroll and Travel & Expenses, two functions which are often categorized as belonging to human resources rather than finance and accounting, are well suited for inclusion in the financial shared service centre due to their transactional nature, as well as due to the fact that they differ significantly from other HR processes. However, this kind of cross-functionality is still relatively rare in shared service centres. (Bangemann 2005, 110) Decision support functions such as financial analysis and cost management, on the other hand, are normally left to be handled at the business units (Bangemann 2005, 29), and this is the case at Metso Corporation as well.

2.1.4 Accounts Payable Services

The Accounts Payable Services team is responsible for scanning, processing and paying supplier invoices, handling supplier queries related to Metso's payables, and maintaining master data pertaining to suppliers using the Metso Partners database. The team consists of 21 employees, and is headed by the Accounts Payable manager. Further division is done into Accounts Payable processing, payments, and scanning and mailing. Due to the fact that Metso's three business lines all operate different Enterprise Resource Planning systems (Lawson M3 for Automation, SAP for Mining and Construction, and Baan for Pulp, Paper & Power), the AP processing team has also been divided accordingly.

2.1.5 Accounts Receivable Services

The responsibilities of the Accounts Receivable Services team consist of cash application of receipts from customers, collection of receivables, customer credit review and analysis, and manual billing. The team is made up of 15 employees who report to the Accounts Receivable manager. It is initially divided into Credit & Collection and Cash Application & Billing, and further divided by both business line and geographical market area.

2.1.6 General Ledger Services

The General Ledger Services department is tasked with handling GL account reconciliations, journal entry processing, intercompany confirmations, month-end closings, and sales tax reporting, as well as fixed asset accounting. Due to the extent of the responsibilities and workload, the department is divided into two teams: accounting for the Automation and Mining and Construction business lines under one Accounting manager, and accounting for the Pulp, Paper & Power business line, along with Metso's North American corporate functions, under the other. The teams consist of 8 and 9 employees, respectively.

2.1.7 Payroll Services

The Payroll Services team is made up of 9 employees, and its responsibilities include payments to Metso employees, Payroll accounting, ensuring that labour laws and regulations are followed, and handling Payroll-related inquiries from both employees and government agencies. The Payroll team is different from the aforementioned teams in that it doesn't have a separate manager, but rather the same manager is responsible for both the Payroll and Travel & Expense teams.

2.1.8 Travel & Expense Services

The Travel & Expense Services team has a responsibility of processing Travel & Expense reporting, auditing expense accounts and receipts to ensure compliance to the corporate policy, and handling both payments to credit card providers and cash reimbursements to employees. As previously mentioned, the Travel & Expense team is under the control of the same manager as the Payroll team.

2.2 Customer Communication at MFS NA

When turning the responsibility of a business unit's finance functions over to a shared service organization (SSO), it is important to comprehend the fundamental change in operational dynamics this entails. An SSO is, after all, an external service provider from the point of view of the customer. Whereas the finance department of a business unit was handling internal processes and therefore needed not keep outside parties informed (other than management, naturally), an SSO needs to constantly ensure that communication with the customer functions well. After all, customer satisfaction is paramount to any service provider, even an SSO that does not do business outside the corporation. (Bangemann 2005, 52)

Aside from the shared service organization specific communication principles described above, the basic principles of communication, both internal and external, need to be considered. Simply put, good communication entails that the right information is available to the right recipient at the right time (Puro 2004, 98). Consequently, it is very important to realize that, while communication is occasionally in some real-life examples considered separate from the actual business aspects, developing communication has a goal of enabling employees to perform their duties better. This is naturally connected to improving profitability, efficiency and competitiveness, and hence generates value from a business perspective. (2004, 105)

Particularly when it comes to communicating inside a company or organization, it is important to note that communication should not be the responsibility of specialists in the field, but rather that communication is done where the work itself is done (Juholin 2013, 188). This is perfectly logical, as employees responsible for the processes on which information needs to be communicated know exactly what kind of a message they need to get across, as well as the potential pitfalls related to it. Additionally, while proper internal communication entails that recipients remain active in seeking out information themselves and identifying relevant information from the irrelevant (2013, 181), the provider needs ensure that the right information is available in understandable and accurate form (2013, 46).

At the beginning of the project, the customer communication system at Metso Financial Services North America was rather simple and straightforward. Most information relevant to the financial processes handled at MFS NA, more specifically processes with a significant degree of customer involvement and responsibility, was gathered in a Lotus Notes database called the Customer Communication database. Other than this, communicating with customers was also done via e-mail, both in the form of regular e-mail correspondence and in a newsletter format, particularly when there were changes to the organization, processes, etc. taking place, and by telephone. There were also monthly meetings being held with representatives from the business units' own finance departments. These meetings were referred to as Liaison Committees. (Vandenengel 2013)

The team managers at MFS NA found the communication system to be inefficient and in dire need of improvement. While the information required by the customers was generally attainable either through the database or through communiqués after the conclusion of each Liaison Committee, the customers struggled to locate and access it when necessary, contradicting the basic principle of good communication. This, in turn, led to frequent queries from customers on basic process details, hampering the effectiveness of the service representatives at MFS NA. (Kalantzis 2013; Vandenengel 2013)

While the volume of customer queries varied by department, taking away up to one fifth of an average Accounts Payable representative's working time but being much less frequent in the General Ledger department, all managers saw this as a problem. Naturally, this means that communication is indeed being done by the very same employees who are responsible for the processes themselves, one of the key principles in well-functioning internal communication, but the drawbacks were considered to outweigh the benefits. (Blazs 2013; Kalantzis 2013)

The managers found the Customer Communication database to be particularly problematic. While the database had the theoretical virtue of gathering all the policies, procedures, etc. into one place, it was considered to be clumsy by design, being structured as a list of placeholders containing headings, subheadings, and eventually topics with information in document format. Additionally, many of the customers were simply not aware of its existence, as because of the way Lotus Notes functions, for the customers to be able to access the database, they would first need to receive a link to it, there being no other to way to locate it. The customers also found it too difficult to navigate and browse for information. (Nuccio 2013; Vandenengel 2013)

Updating and maintaining the Customer Communication database was also at times overlooked, being considered arduous and time-consuming, and the customers appeared to much prefer personal contact, leading to the aforementioned problem. Therefore, one can deduct that the impersonal information sources available were not sufficient to encourage independent information search, a key requirement for successful internal communication. As a result of all these issues, the Customer Communication database was considered to be largely ineffective. (Calderone 2013; Vandenengel 2013)

Presented below is a SWOT analysis of Metso Financial Services North America's customer communication system. The analysis is based on the information presented above, and has been performed with both MFS NA's and the customers' points of view in mind.

TABLE 1. SWOT analysis of the MFS NA customer communication system

STRENGTHS	WEAKNESSES
• Personal contact with service representatives enhances customer satisfaction • Customers can get direct answers to their queries by phone or e-mail • Customer communication database gathers most necessary information into one place	• Difficulty of finding information • Constant customer queries reduce efficiency of service representatives • Customer unawareness of customer communication database • Database difficult to navigate and browse • Database maintenance takes away resources from other duties
OPPORTUNITIES	**THREATS**
• Service representatives can immediately ensure customers' proper understanding of information	• Misunderstandings, errors or bad service quality due to communication problems • Outdated information in database may lead to errors

2.3 Metso Avenue

Metso Avenue is the global, corporation-wide intranet system utilized by Metso Corporation to improve intra-corporate communication and facilitate searching and sharing of information between employees and organizations. It was launched in early 2012, and was designed to replace the old system consisting of tens of different, loosely linked intranet sites. (Metso Corporation 2011b)

Upon its launch, the purpose of Metso Avenue was to replace the old intranet of Metso Corporation, referred to simply as the Intranet. Instead of being a comprehensive and independent intranet system, it was more akin to an online directory of information and material stored elsewhere. Most of the actual content was located in various Lotus Notes based databases, with the intranet simply providing a link to each database. However, the connection between the intranet and the databases was unstable and often posed problems. This led to dissatisfaction with the system, and to the eventual creation of a new intranet, Metso Avenue. (Metso Corporation 2012; Vandenengel 2013)

By definition, an intranet is a network that is internal to an organization and is implemented to provide a single point of access to all knowledge resources and tools for the members of the organization (Goodman 2006, 1); in essence, it is a method for internal communication that employees can use on a self-service basis (2006, 21). It is widely accepted to be the modern organization’s primary channel for internal communication. (2006, 1) Besides serving as a medium for communication and knowledge sharing, it is also a way to market the organization’s values and brand to its members. This has led to the trend of giving intranets specific brand names to further promote familiarity (2006, 9), much in the same fashion as Metso Corporation has done with its Avenue. Additionally, consolidating numerous separate networks into a single, global intranet is becoming more and more popular among large organizations, similarly to what Metso has done, with the goal of further facilitating information and knowledge transfer across the whole organization. (2006, 10)

As it concerns intranet infrastructure and technology, there are many options available. The most important factor in this sense is that the infrastructure serves both the user and the content provider with quickness and flexibility. (Juholin 2013, 321) In addition to flexibility by way of content management, the system should also allow for the inclusion of new tools, sub-sites, and so on. (Goodman 2006, 10)

Metso Avenue is based on the Microsoft SharePoint 2010 collaboration software. The SharePoint series of software is a tool for e.g. creating web-based sites such as intranet sites, sharing and managing information, and managing different business processes. Sites created using SharePoint are based on electronic libraries, where data is stored, and from where it is pulled onto the site. The pages consist of a number of web part zones, where editors can insert any of a wide selection of web parts, i.e. tools such as

text boxes, images, polls, newsfeeds, highlights and link lists. Additionally, the SharePoint tool allows users to post their own comments and opinions on most pages, and such action is encouraged by Metso to help employees get their voices heard.
(Metso Corporation 2011b; Microsoft Corporation 2013)

Content-wise, Metso Avenue is divided into several different sections with varying purposes. The front page (under the title News in the top navigation) is, as is usually the case with similar sites, dedicated to news items concerning Metso Corporation’s operations across the globe (with the possibility of filtering only news pertaining to the user’s own market area). Other features include highlights of publications such as the monthly CEO’s Blog entry, and banners marketing various employment and business related services and events, among others. From the front page, the user can access other sections of the Avenue, i.e. About Us, Employee Support, and Work.

The About Us section of Metso Avenue contains information concerning Metso Corporation as an enterprise. The content includes, for example, an introduction into Metso’s business lines, a presentation of the Management Team and the Board of Directors, information on Metso’s corporate governance, employment, and environmental policies.

The Employee Support section of the Avenue is designed to provide various types of necessary information for employees to use during the course of their employment at Metso, and pertains more to issues related to the employees themselves than the business operations of the company. This means that this part of the site includes information and instructions regarding recruitment, L&D, payroll and compensation, occupational health, travel, and information technology.

The last section of the Avenue is called Work, and it contains the individual sites of various corporate and business functions of Metso Corporation. The section is divided into separate parts called Infospaces, and they are further categorized according to the business line in question, be it Automation, Mining and Construction, or Pulp, Paper & Power, with the corporate functions also being given their own category. Among the corporate functions is the site for the Metso finance functions, within which the MFS NA Avenue site is also located.

Aside from these sections, Metso Avenue also contains an extensive phonebook-like directory where all employees, organizations and locations are listed with complete contact information on individual profile pages. The intranet has a search function that can be used to quickly locate specific content, with the possibility of filtering by criteria such as author or date. Such a search function is considered to be somewhat of a must for large-scale intranets such as the Avenue, as they enable users to locate content from different parts of the network and therefore provide an opportunity to remove redundancy and duplication of content (Goodman 2006, 10).

Maintenance of the Avenue front page, as well as the About Us section, is the responsibility of the corporate communication function of Metso Corporation, but other, department-specific parts of the site are under the control of each respective department. De-centralizing the content management of an intranet site in this manner is common practice even in organizations that have implemented a global, consolidated intranet. In this sense, de-centralization has the virtue of allowing for faster content generation by the experts of each subject in question. (Goodman 2006, 14) However, by doing this, the organization risks inconsistency of content across different parts of the intranet (2006, 14-15), and hence, rules need to be set as to the presentation of information (2006, 9). At Metso Corporation, these rules are set by the corporate communications function.

3 MFS NA AVENUE SITE

3.1 Analysis

The customer communication system at Metso Financial Services North America was deemed to be in need of improvement, and a new, well-structured Metso Avenue intranet site for the organization was considered to be a possible solution to the problem. All of the team managers agreed that establishing an intranet site was more or less important in the process of developing communications with the customers. (Kalantzis 2013; Vandenengel 2013)

The project on creating a Metso Avenue site for MFS NA was initially started in the second quarter of 2012, but due to unexpected changes in personnel, the project was soon put on hold. At this point, the basic framework for the site was in existence, but content-wise the site was practically empty. What little information was already up on the site was inconsistently formatted and quickly became outdated. The project was restarted in April 2013. (Vandenengel 2013)

The process of designing the MFS NA Avenue site was commenced by holding meetings with the team managers to discuss their vision and expectations for the site, in particular for their respective sections. The content of the Customer Communication database was mapped out, and the managers made the decision as to what information and material should be included on the site, and what should be omitted. On the basis of these meetings, the work on developing the site was then started, with the corporate rule set for Metso Avenue forming the base for visual guidelines.

Generally speaking, the advantages of an intranet site as it pertains to communication are numerous. It provides a single access point to all the knowledge resources and tools of an organization (Goodman 2006, 1), and as such, is often considered to be management's most effective and personal tool for communicating with organization members, aside from face-to-face communication (Juholin 2013, 325). Additionally, with the enormous growth in popularity and accessibility of mobile technology, an intranet can be accessed practically anytime and anywhere, effectively the only communication method to have such an advantage to it (2013, 325).

As a way of communicating, an intranet is a pull media instead of a push, meaning that users are possibly psychologically more inclined to use it, as it encourages independent information search. An intranet is also a way of sharing knowledge instantaneously between users, and as such, it has the merit of reducing the learning curve in processes that are performed by several different organization members. Besides these aspects, it is also a key component of the concept of paperless office, facilitating storage and distribution of data in electronic form. (The ITEM Group 1999, 112)

The team managers at MFS NA concurred with the above points for the most part. The main advantages that were brought up during the meetings were that of all the information pertinent to financial services being available from a single, organized source, and that of increased visibility to MFS NA as an organization. Additionally, a well-designed intranet site was considered to improve the image of MFS NA in the eyes of the customers. Some managers also brought up the point of the intranet not only improving communication with customers but also facilitating interaction between the teams. In addition, it was deemed to be very important that MFS NA is present on the Avenue in a way that is harmonic with Metso's corporate vision, a global entity working together as a team. (Rozario 2013; Vandenengel 2013)

As it concerns the potential hazards of an intranet site, the most common issues lie in site design. Usability is of paramount importance, as a flawed structure and a confusing organization of information are effective ways of discouraging users from utilizing the site. (Juholin 2013, 232) After all, the goal of any communication is to enable the right person to access the right information at the right time (Puro 2004, 98); if certain information is hard to locate among the mass, this goal cannot be reached. This problem can effectively be avoided in the design phase by looking at the site from the point of view of a user; what information needs to be available, where, and how should it be organized? (Goodman 2006, 15; Juholin 2013, 322)

The content of an intranet site also includes many aspects that may hinder the effectiveness of communication. As a rule of thumb, only fully relevant information and content should be included; otherwise the site will become too cluttered with data and usability will suffer. (Goodman 2006, 13) Additionally, the organization should always ensure that information on the site is up to date to avoid any possible errors and misunderstandings obsolete data might cause (2006, 15). Such problems may also occur if information on documents, etc. is presented in a variety of different styles and formats. This means that consistency of presentation, in both site and content design, is very important, and a specific set of rules pertaining to the matter should be established before site development is commenced. (2006, 9)

There are two additional problems pertaining to intranets that should also be considered before making the transition to such a system: Firstly, the fact that the intranet is a computer-based communication method with minimal amounts of face-to-face interaction may be seen as a negative aspect by some organization members, particularly those of older generations. (The ITEM Group 1999, 113) Secondly, an aspect that stock-listed companies need to pay particularly close attention to is the sharing of financial information. Just like with any other form of internal communication, the regulations on insider information apply to intranets as well. This means that information that might affect the company’s stock cannot be disclosed to employees before it is revealed to the general public. (Juholin 2013, 336)

Again, the main concerns expressed by the MFS NA team managers followed much the same lines as discussed above. The biggest issue, mentioned by all managers, was keeping the site updated. In some departments, the information changes more often than in others, but nevertheless, a common concern about information obsolescence was shared. Another commonly expressed problem was getting the customers to use the site. Since the Customer Communication database did not function very well in the role of a centralized information source and the customers seemed to prefer personal contact over it, the managers were concerned as to what kind of a reception the Avenue site would receive. It was agreed that a marketing campaign needs to take place to make the customers more aware of the site. (Calderone 2013; Nuccio 2013)

Some customers’ preference for personal contact was also feared to possibly reduce the effectiveness of the intranet site. Customers often prefer phone calls over other, less personal forms of communication, because this allows them to get immediate, accurate responses to their queries. However, this naturally leads to the problem of reduced efficiency for service representatives. (Calderone 2013; Nuccio 2013)

Finally, a potential problem with data security was expressed several times. Generally speaking, Metso Avenue doesn’t employ data encryption, which naturally sets limits to the nature of the information that can be included, as all parts of the intranet are accessible to all personnel. For a financial services organization, this means that some data must remain in databases with limited access. This problem was regarded as pertaining to the General Ledger and Payroll departments in particular, as there is considerable exchange of classified financial information between these departments and the customers. (Calderone 2013; Nuccio 2013; Rozario 2013)

The following is a SWOT analysis of the Metso Avenue intranet as a means of communication. The analysis is again based on both the MFS NA management’s views and the theoretical background information.

TABLE 2. SWOT analysis of Metso Avenue as a means of communication

STRENGTHS	WEAKNESSES
• Single source for all pertinent information • Encourages independent information search • Mobile technology enables access to information anytime, anywhere • Pull-type media often found to be more agreeable • Reduces need for separate databases • Uniform image and way of communicating for the whole organization • Facilitates interaction and information sharing between departments	• Lack of encryption and access control • Some customers may find lack of personal communication objectionable • Electronic communication still unfamiliar to some • Requires constant maintenance of content
OPPORTUNITIES	**THREATS**
• Possible reduction in the number of customer queries can lead to improved efficiency of services • Reduced learning curve in processes due to facilitated sharing of knowledge • Reduced costs in paper and print, increased environmental friendliness • Increased visibility and improved image for organization	• Lack of updates may lead to information obsolescence and related problems • Lack of consistency in presentation may affect usability and image negatively • Excess content may negatively affect usability • Disclosure regulations related to financial information may be overlooked

3.2 General Principles

One of the key aspects pertaining to intranet sites is consistency. In the case of MFS NA, this entails following Metso Corporation’s intranet guidelines closely when designing the Avenue site, in order to achieve harmony with the other sections of Metso Avenue by way of appearance, usability, and content.

Since the MFS NA Avenue site will be included as one among numerous other sites on the intranet, some of the very basic design is locked to match the general Avenue design. This includes both the site header at the very top of the site (picture 1) and the information bar at the very bottom, the background colour, and the outlying areas to the left and to the right of the content area. The content area, the area at the centre of the view where the actual site content is to be included, can be divided into either three or four vertical columns. However, the three-column system is mostly utilized on Avenue sites, and the MFS NA site is completely based on it, as well.

PICTURE 1. Metso Avenue site header

According to the general Avenue guidelines, the colour schemes should be based on a pre-set Metso colour palette. This palette includes a variety of pastel colours harmonious with Metso Corporation’s logo and image, most notably variations of green and orange. While readability entails that dark grey is utilized for large bodies of text, the other colours may be used for highlighting purposes where deemed necessary. (Metso Corporation 2011a) The SharePoint preferences have dark green set as the standard highlight colour for hyperlinks, and this was considered to be a good solution for the MFS NA site as well.

In regard to fonts to be used on Avenue, the corporate instructions state that Verdana should be utilized for all text on the site. The main headline of each individual page should use font size 24px. Section titles on the pages are to utilize font size 14px with bolding, and the text body should have a font size of 11px. Hyperlinks in the text body should be of the same size, but with bolding and underlining to make them stand out, in addition to the colouring discussed above. (Metso Corporation 2011a)

The basic page design of the SharePoint system enables the use of banner pictures, to be included directly under the main headline of the page. While the Metso Avenue guidelines do not require the inclusion of such banners, it was decided that each page of the MFS NA Avenue site should feature a banner. These banners are different for each MFS NA department site, and in essence are collages of generic images related to the respective team's work and duties.

The basic page format for the MFS NA Avenue site was set to be the following: On the left-hand side, there should be the navigation menu, which enables swift movement from one page to another. The main content of the page is situated in the centre, below the main headline and the banner; for clarity, this part will henceforth be referred to as the page body. On the right-hand side of the page, there is a space for quick links and documents deemed useful to the user of the site, divided into different sections as needed. At the very bottom of the right-side section, there is always a Contact Information web part titled "Content Owner". This part contains the name and picture of the owner of the page content, in this case always the manager of the team in question.

Content-wise, the main guideline to follow during the site design phase is usability. Only relevant content should be included to avoid cluttering the site, and the content should be presented clearly and relatively concisely to support usability. Additionally, as is the case with practically every other aspect of the intranet, the content should be consistent in appearance and formatting.

It was agreed that the team managers are responsible for generating the content for their respective teams' sites, but several common guidelines were to be followed here as well. Only information that is actually necessary to share with other organizations, i.e. information that is of use to the customers of MFS NA, should be included. To avoid clutter, large text bodies should be avoided whenever possible and instead, information is to be included in document format on the page, with a hyperlink and a short description of the document content (commonly referred to as a blurb). This description can come from the introduction paragraph of the document itself.

All content on the intranet site should be organized in a way that follows the logic of the user as closely as possible (Goodman 2006, 15). In practice, this means organizing the content in such a manner that a user finds a certain item in the place within the content hierarchy where they can logically expect it to be located. On the MFS NA Avenue site, all content should hence be organized in an order following that of the financial process flow, beginning with information relevant to the earlier stages of the process and ending with content pertaining to the lattermost stages.

All documents linked to on the page should be in PDF format in order to attain a more formal and professional impression, with the exception of documents such as fillable forms and large spreadsheets, which may be in .doc or .xlsx format. Additionally, a specific template has been designed for documents, complete with a set structure, a header containing information such as the department in question, the document title and the Metso logo. This template should be used for documents whenever feasible to further improve consistency of the content. Finally, all hyperlinks on the site should be set to open in a new tab or window to facilitate navigation, aside from links to files that open in another application, such as spreadsheets and video recordings.

As it concerns the structure of the MFS NA Avenue site, it was decided that each department be given their own sub-site (figure 1). This approach seems natural from a usability point of view, as it enables users to navigate directly to the content they are specifically looking for. Additionally, while the service representatives maintaining the Metso Partners database are a part of the Accounts Payable Services team at MFS NA, Metso Partners was given its own sub-site due to the differing nature of the service. There is also a specific page for various types of news published by MFS NA. Technically, this page is located outside of the MFS NA Avenue site, but it will nonetheless be discussed later on in this thesis, as it is an integral part of the MFS NA intranet concept.

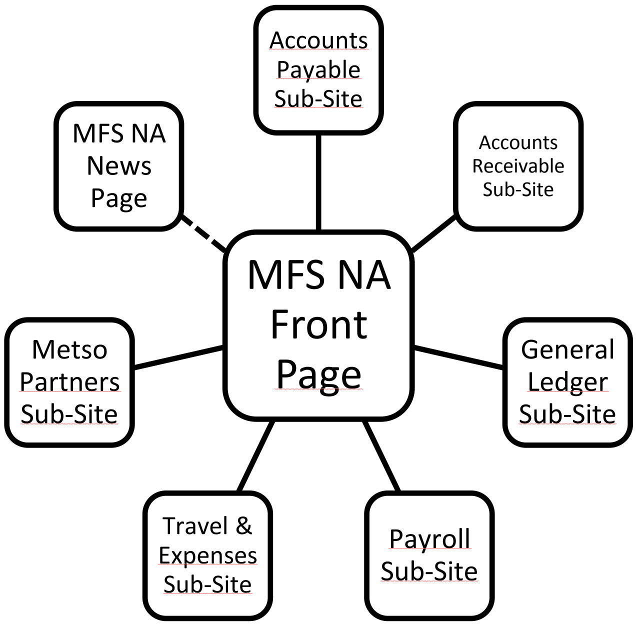


FIGURE 1. MFS NA Avenue site structure on the front page level

Initially, there was another alternative as to the site structure which was considered briefly. This is the structure used on the Avenue site of MFS EMEA, Metso's financial shared service organization for the Europe, Middle East and Africa market area. In this concept, the site is not divided into separate sections for each department, but rather for each customer; the information pertaining to a certain business unit in regard to all departments can be found on the same sub-site.

However, it should be noted that the MFS EMEA Avenue site contains significantly less content than what was planned for its MFS NA counterpart. The site has been built to provide the customers with a proverbial phonebook, a directory of contacts and links to information located elsewhere. While this approach works sufficiently well for its intended purpose at MFS EMEA, it would not be feasible for MFS NA. This is due to the fact that the large quantity of content and information deemed necessary by the MFS NA management, combined with the large number of business units served, would render the site cluttered and difficult to navigate. It would also create unnecessary redundancy, seeing as how many of the documents to be included on the site are relevant to most, if not all, business units.

In regard to the structure of the individual department sub-sites, some variation was deemed unavoidable due to differences in the structure of the departments themselves. However, some basic guidelines for site structure were nevertheless established. Firstly, the sites should be divided into separate pages according to content. For example, all process policies should have their own page, and the same applies to forms and applications. Secondly, all departments should have a page dedicated to the contact information and responsibility listing of personnel. How this page should be organized was left to each manager to decide, as the ways that the teams are organized differ significantly from one team to another.

As for the inclusion of introductions and instructions on the use of the site itself, it was deemed important to include a brief introduction paragraph on every page, with details as to what content is included on the page and how it can be accessed. While this might be considered redundant and unnecessary by some users, it was agreed that the less technologically apt users necessitate the inclusion of such instructions. In this context it is practically always better to include excessive instructions than insufficient instructions to avoid misunderstandings and confusion, as long as it does not affect the usability and clarity of the pages negatively.

Finally, since MFS NA provides services to Metso units located in both the US and Canada, the question of language needs to be discussed. As Canada is a bilingual country with both English and French possessing the status of official language, and with several Metso business units being based in French-speaking parts of the country, providing a French version of the site merits some thought. However, as this would essentially entail creating a copy of the entire site with all content translated into French, it is absolutely not feasible at this stage due to limited resources.

3.3 Front Page

Naturally, the front page of the MFS NA Avenue site is the first thing customers see when entering the site. Therefore, the professionalism, clarity and consistency of the page design was deemed particularly important; a poorly designed front page might leave a negative impression of the entire site in the minds of customers, and potentially even discourage them from navigating further.

The main headline of the front page, “Welcome to MFS NA!”, was considered to be a good fit as an essentially standard issue title for such a page. Underneath the headline was placed a banner specifically designed for the purpose. The banner combines two images aimed at capturing the essence of the MFS NA service offering, i.e. financial processes, with an image of a globe displaying North America in the middle, this in turn representing the organization's market area in a global context (picture 2).

PICTURE 2. MFS NA front page headline and banner

The page body (picture 3) contains an overview of the services offered by MFS NA, an introduction of the management, and address, contact and time zone information. The service offering is presented as a bulleted list featuring the general processes managed by the MFS NA teams; a more detailed description of each process was left for the teams to provide on their respective sub-sites. The bulleted list format was chosen in order to be able to present the information accurately yet concisely, without cluttering the page with excessive amounts of text and hindering clarity in the process.

The MFS NA management is introduced in a hierarchical order, again as a bulleted list containing their name, title and area of responsibility. Their names contain a hyperlink to each respective manager's Avenue profile, and in accordance with the instruction guideline, a short paragraph guiding the user to open the profiles for contact information is included. Additionally, the user is directed to browse the department sub-sites for the responsibility and contact information of the service representatives.

Below this, one can find the postal address of the MFS NA office, as well as a switching centre telephone number. The time zone details of the office are also included, simply due to the fact that the MFS NA customers are spread over several time zones, entailing that office hours also differ from one location to another.

Metso Financial Services North America (MFS NA) offers financial services to Metso units in the United States and Canada. The range of services consists of the following:

- General ledger & fixed asset accounting
- Accounts payable & processing of purchase invoices
- Credit control
- Invoicing
- Accounts receivable & collections
- Cash management & banking
- Travel & entertainment expense accounting
- Payroll services

Please contact our Team Managers to find out more about the services. Click on the Manager's name below to access their Avenue profile for contact information. For the contact information of the MFS NA personnel servicing your business unit, please visit the Contacts pages of the respective departments.

- **Marisa Vandenengel**, Director, MFS NA
- **Doina Blazs**, Manager, Accounting (MAC and AUT)
- **Peter Rozario**, Manager, Accounting (PPP and CORP)
- **Panagiota Kalantzis**, Manager, Accounts Payable
- **Vito Calderone**, Manager, Accounts Receivable
- **Joe Nuccio**, Manager, Payroll and Travel & Expenses

Physical address:
Metso Shared Services Ltd.
795 George-V
H8S 2R9 Lachine
Quebec, CANADA

Telephone:
+1-877-677-2005 or (514) 485-4000 (dial by name)

Local time zone:
Eastern Standard Time (EST) (UTC-5, November to March)
Eastern Daylight Time (EDT) (UTC-4, March to November)

PICTURE 3. MFS NA front page body

On the right-hand side of the MFS NA front page, a number of items are included. At the very top, one can find a newsfeed displaying the five most recent news items from the MFS NA News page. Below the newsfeed, users can access a two-part pre-recorded tour of the MFS NA Avenue site. Such a tour was considered to be useful for users in order to become more familiar with the site. The recording was done using the Interwise web conferencing software, and consists of a navigation overview of each page of the site, with a voice-over explaining the contents in further detail.

Below the site tour links, users can access the organization chart of MFS NA. The chart is in PDF format, and contains an overview of the organizational hierarchy as well as a breakdown of the roles and responsibilities of the different teams. It was included as a tool for customers to get a swift overview of who is responsible for providing services to their business unit. At the bottom of the right-side column is the Content Owner field, in this case featuring the MFS NA Director.

3.4 Accounts Payable Sub-Site

The Accounts Payable manager at MFS NA stressed heavily the importance of the customer's point of view when designing the Accounts Payable sub-site. The content should always be organized based on the customers' perceived needs: what information do they need to find, and where? Additionally, prospective content was scrutinized very closely to ensure that absolutely no content irrelevant to the customers would be included, as AP is the largest of the MFS NA departments, and the sub-site would be the most content-heavy one. Also, as already discussed previously, the importance of clear instructions on everything was emphasized.

The Accounts Payable sub-site is divided into five pages: the front page, and separate pages for Contacts, Policies & Procedures, Forms, and IP Training Material (figure 2). The front page contains an introduction into the services provided by the Accounts Payable Services team, in the form of a bulleted list similar to the one on the MFS NA front page. A brief introductory paragraph on the contents of the AP sub-site is also included.

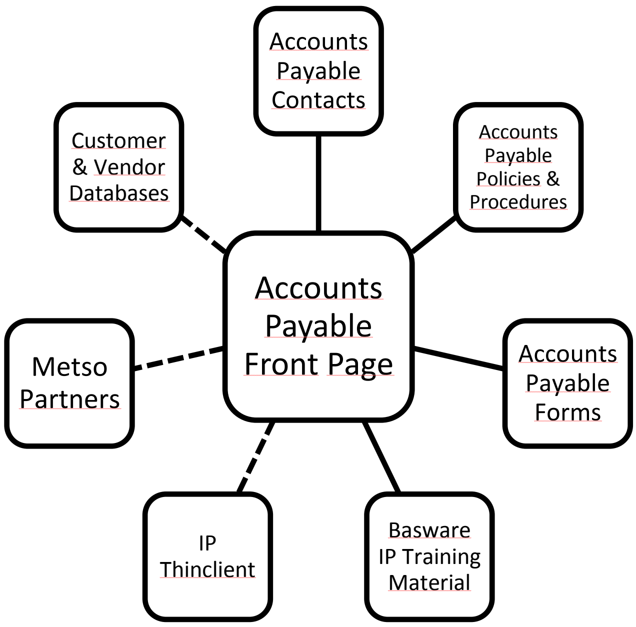
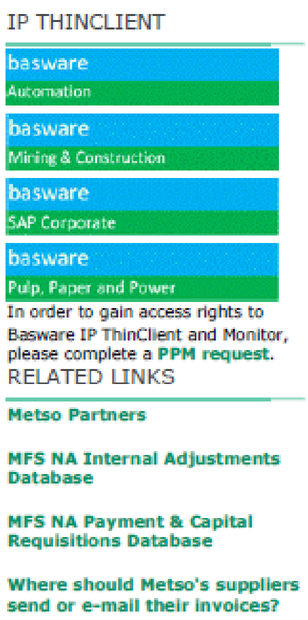


FIGURE 2. Accounts Payable sub-site structure on the front page level

On the right-hand section of the front page (picture 4), users can find quick links to the Basware Invoice Processing ThinClient application. The application is used by Metso business unit employees to code, review and approve purchase invoices, and there is a different version of the application for each business line, including corporate; hence, there are four separate links in total. Accessing these applications induces customer queries often, and therefore including the links already on the front page is logical. The links were created using specifically designed images to stand out better.

However, to be able to access the applications, specific user rights need to be possessed. These rights can be requested via the Propentus Permission Manager (PPM). Therefore it was deemed important to include a link to the PPM below the application links along with a brief instruction. Customers may also utilize Basware Invoice Processing Monitor to view and follow the progress of invoices and other payables; this application is not accessible through the site as it requires Citrix access, but user rights to it are granted in the same way, and hence it is mentioned in the instruction.

Below the ThinClient links, there are other AP-related links: a link to the Metso Partners database as well as to the Internal Adjustments and Payment & Capital Requisitions databases, all three closely related to the Accounts Payable processes and used by customers in this context. It should be noted that while Metso Partners has its own sub-site, information pertaining to it has also been included on the AP sub-site due to its close connection with Accounts Payable. Below them is a link to a document containing the invoicing addresses, both postal and electronic, of all North American Metso business units. Here one can find a prime example of following user logic: The link is titled “Where should Metso’s suppliers send or e-mail their invoices?”, telling users exactly what they can expect by following the link.



PICTURE 4. Accounts Payable quick links

The Accounts Payable Contacts page contains a breakdown of the responsibilities of the AP service representatives. The breakdown is in a table format, with division done by business line; this way, customers can quickly find out who is responsible for processing their Accounts Payable. Again, the names of the representatives contain links to their Avenue profiles for contact information, and after each name, their area of responsibility is specified by business unit, further clarifying the breakdown.

On the Accounts Payable Policies & Procedures page, there are numerous documents containing information on various aspects of the AP processes. Due to the large number of documents included, it was necessary to pay extremely close attention to the order of the content in order to facilitate information search. The documents are organized in order following the AP process flow, starting with the basic work split between MFS NA and the business units, and going from access rights and supplier set-up procedures to credit note and internal adjustment policies. On the right side of the page, there is a link to the Global Pre-Approved Non-PO Coding List, a list used by the AP representatives to code recurring non-purchase order invoices on behalf of the business unit. This list is updated on the page on regular intervals, and instructions pertaining to it can be found among the documents on the page.

The Accounts Payable Forms page contains two different types of forms or applications related to Accounts Payable. Firstly, the page includes three types of Supplier Payment Method Agreements. These agreements, i.e. agreements for Automated Clearing House (ACH), Electronic Funds Transfer (EFT) and wire transfer payments, are included both in English and in French. Metso is in the process of moving from check payments to using electronic payment methods to pay its suppliers, and therefore these forms are needed often by both the business units and MFS, warranting their inclusion. Again, a brief introduction on the purpose of the forms is also present to ensure that the correct form is chosen.

Secondly, the AP Forms page contains credit applications and credit references for Metso's North American business units. Since these documents are needed practically every time the business units set up purchasing contracts with a new supplier, they are utilized often, hence they were deemed important to include on the Avenue site.

The final page on the Accounts Payable sub-site is titled IP Training Material. The purpose of this page is to provide customers with training on the use of both Basware Invoice Processing ThinClient and Invoice Processing Monitor. The training material includes a general presentation on the Basware Invoice Processing software, user manuals to both applications, and pre-recorded training sessions pertaining to the applications in VCR format. The inclusion of this training material was considered paramount due to the fact that customers often encounter difficulties using the applications, causing delays and mistakes. Additionally, the links to the ThinClient applications are again included on the right-hand side for faster access.

3.5 Accounts Receivable Sub-Site

The sub-site for the Accounts Receivable department at MFS NA is divided into four pages: the front page, Contacts, Policies & Procedures, and Forms (figure 3). In addition to these, the Accounts Receivable manager initially brought up the idea of including an additional page for the various reports extracted for the MFS NA customers by the team. However, as there's a separate report for each Metso North American business unit, and these reports are extracted monthly, it would be very arduous and time-consuming to upload the reports on the Avenue site. Additionally, the lack of access control makes uploading financial information risky. Hence, such a page was omitted from the final structure.

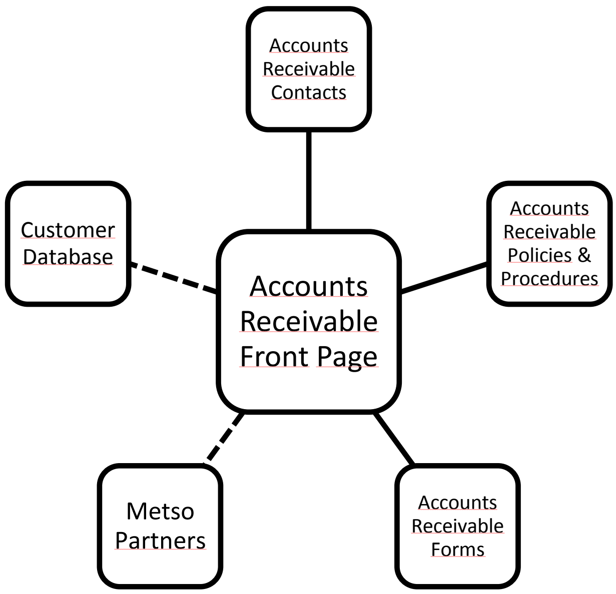
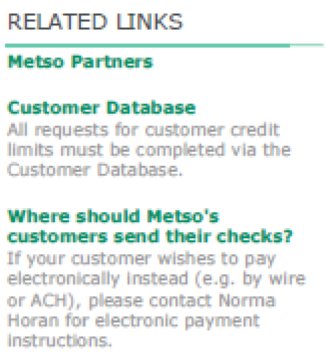


FIGURE 3. Accounts Receivable sub-site structure on the front page level

Much in a similar fashion to the Accounts Payable sub-site, the Accounts Receivable front page also contains a brief description of the services provided by the AR team, in the form of a bulleted list, and an introduction to the contents of the sub-site. In the related links section on the right-hand side of the page (picture 5), there are links to both the Metso Partners and Customer databases, where new customer information can be created to be used in the ERP systems. Customer credit limits, an issue that prompts a fair amount of queries from MFS NA customers, are also set in the Customer database, so this link can be considered a natural addition to the page.

Below these links, the user can find a document containing the check remittance addresses of all the Metso North American business units. In accordance with the guideline of following the users' train of thought as much as possible, this document is titled "Where should Metso's customers send their checks?".

Initially, the banking information of the business units was also planned to be included for use in electronic payments, but this information was later deemed to be too delicate, particularly in the North American business environment where check payments are still the norm. Instead, a phrase was added instructing customers to contact the Cash Application team coordinator for electronic payment instructions.



PICTURE 5. Accounts Receivable related links

The Accounts Receivable contacts page is again done in a table format, with the division between Credit & Collection and Cash Application & Billing made clear. On both teams, representatives are listed with their responsibilities both business line and geographical area-wise to ensure that customers know exactly who provides the services for their specific business unit.

On the Accounts Receivable Policies & Procedures page, there are several documents pertaining to the AR services offered by MFS NA. The documents are again listed in an order following the customers' logic as closely as possible to improve usability. Hence, the first document is a policy on the general credit management practices at Metso Corporation, and the order follows the process flow, ending with policies for doubtful accounts and write-offs of bad debt. The number of documents included is much smaller than on the corresponding Accounts Payable page, because only the included parts of the process were considered to have a sufficient amount of customer involvement to merit their inclusion.

The final page on the Accounts Receivable sub-site is titled Accounts Receivable Forms. As the title suggests, this page contains credit application forms for all business lines, both in English and in French where applicable. These forms are meant to be delivered to prospective Metso customers looking to open up an account with the company.

3.6 General Ledger Sub-Site

The General Ledger department at MFS NA is divided into two teams. This has been done due to the fact that the workload and the diversity of the tasks would be in excess of what only one manager could handle. However, even within these two teams there is a division on the grounds that each Metso business line employs a different ERP system; Lawson M3 for the Automation business line, SAP for Mining & Construction, and Baan for Pulp, Paper & Power. In addition, the corporate functions are gathered under a different version of SAP.

Because of the diversity in the nature of the service offering, it was decided to design the General Ledger sub-site with a structure that is radically different from the two previously discussed sub-sites (figure 4). The front and Contacts pages are shared, but each ERP environment has their own Policies & Procedures page. This way, the business unit representatives can easily access information relevant to them and do not have to browse through material aimed at different business lines altogether. In a way, this approach can be seen as being related to the customer-specific division of content used by MFS EMEA on their Avenue site.

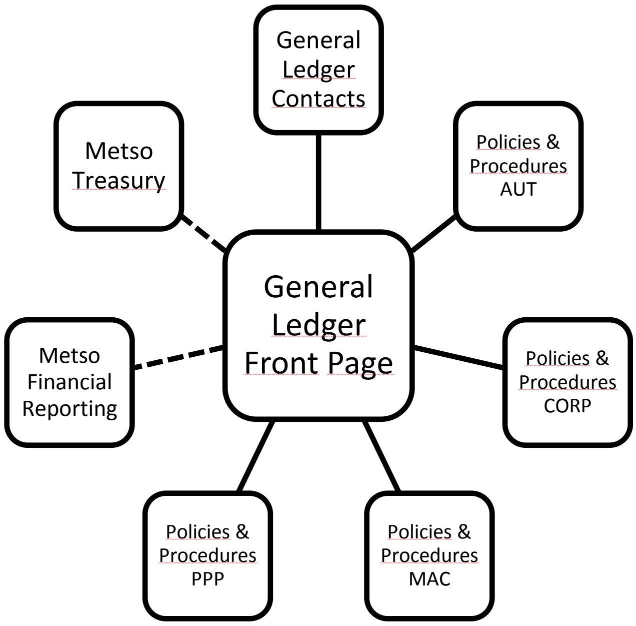


FIGURE 4. General Ledger sub-site structure on the front page level

The General Ledger front page contains the standard format introduction and service description. On the right-hand side, there is a section titled Corporate Finance. As the title suggests, this section contains links to a number of documents produced by the corporate finance staff at Metso Corporation. These documents range from the corporation's general accounting principles, updated yearly, to a currency exchange spreadsheet that is updated every day. However, since these documents are actually located on the Corporate Finance Avenue site and only linked here, the updating is done elsewhere and does not concern the GL team. Finally, the division of the department is also reflected on the front page, as where there otherwise is only one Content Owner, there are two Content Co-owners.

The General Ledger Contacts page follows the same design as with the other sub-sites, being set up as a table. The representatives are listed according to their respective business line, with the division of responsibilities for the managers also illustrated here.

The first of the Policies & Procedures pages contains information pertaining to the Automation business line. The first document is an illustration of the division of responsibilities within the General Ledger Automation team, again aimed at directing customer queries to the correct representative. Following this, there is material concerning the three main tools used by the GL Automation team: The Journal Entry, Financial Accounting and Capital Requisition databases.

The manager responsible for the General Ledger services for the Automation and Mining & Construction business lines deemed it important to keep the database-related documentation as easily readable and accessible as possible. Therefore for each database, there are three separate documents: a description of the purpose of the database followed by a process explanation, training documentation, and a shared responsibility chart illustrating the division of labour between MFS NA and the business units. The PPM is also noted as a means for acquiring access to the databases. In the section on the right, there are links to each of these databases for quick access, followed by links to the Automation business line's own finance pages on Avenue. The reporting schedule for Automation and the Lawson chart of accounts are also included, to help promote accuracy in the accounting processes from the start.

The two General Ledger managers had somewhat differing views on how their pages should be designed. This is already visible upon accessing the Policies & Procedures Corporate page; there are only four separate documents, again pertaining to the relevant tools and processes: procedures for the Journal Entry and Financial Accounting databases and for Fixed Asset Accounting. Each of these documents contains the same information as the aforementioned three types of documents per tool for Automation, simply merged into a single document, by the manager's preference. A work split is naturally also included to illustrate the responsibilities of the team members.

In regard to the links section on the right, the Corporate page is also somewhat different. Links to the Financial Accounting and Journal Entry databases are again included for quick access. However, for Corporate and Pulp, Paper & Power, the Fixed Asset Accounting tools are only for internal use. Therefore, no such link is provided, but instead, there are forms in .xlsx format for the addition, transfer and disposal of fixed assets. Users are instructed to fill out the applicable form and then send it by-email to the accountants at MFS NA, who will enter the data into the system.

Being under the responsibility of the same manager as the Automation General Ledger team, the Policies & Procedures page for Mining & Construction is practically identical. Information pertaining to the corresponding databases is included in the same format, and the responsibility chart is very much similar as well. The selection of the quick links on the right is also practically the same, consisting of database links, business line specific finance links, and reporting documentation.

The influence of the manager is again visible on the Policies & Procedures page for the Pulp, Paper & Power business line. The basic design is very much the same as is the content, with all information pertaining to the specific processes being summarized in one document per process. Practically the only difference from the Corporate page is the inclusion of Metso Paper's own fiscal calendar. The other business lines use the general Metso Corporation fiscal calendar, and hence such a document is not found on the other corresponding pages.

The lack of encryption on the Avenue proved to be somewhat problematic in regard to the General Ledger site. There is a fair amount of exchange of financial information between the MFS NA GL team and the business units, for instance in the context of intercompany account reconciliations, and this exchange could in theory be made faster by using the Avenue as a tool. However, with the site being open to all users, such information needs to remain in separate databases, at least until a way of encrypting information is introduced.

3.7 Payroll Sub-Site

Planning the design of the Payroll Services sub-site was somewhat more complicated in comparison to the sub-sites of the previously discussed departments. This is due to the fact that Payroll is, from a financial administration point of view, overlapping with Human Resources in several aspects. Considering that Metso's North American Human Resource Services already covers Payroll-related issues on their own Metso Avenue site (situated in the Employee Support section of Avenue), additional planning was put into the design phase to ensure that all the required and relevant information is included, yet without unnecessary redundancy.

Structure-wise, the Payroll sub-site consists of five separate pages: the front, Contacts, Policies & Procedures, Payroll Forms and Payroll Accounting pages (figure 5). Of these pages, however, the Payroll Forms page is actually located on the Human Resources

Payroll sub-site, and simply linked to on the MFS side. As such, the page is outside the scope of this thesis, and its design will not be discussed in further detail.

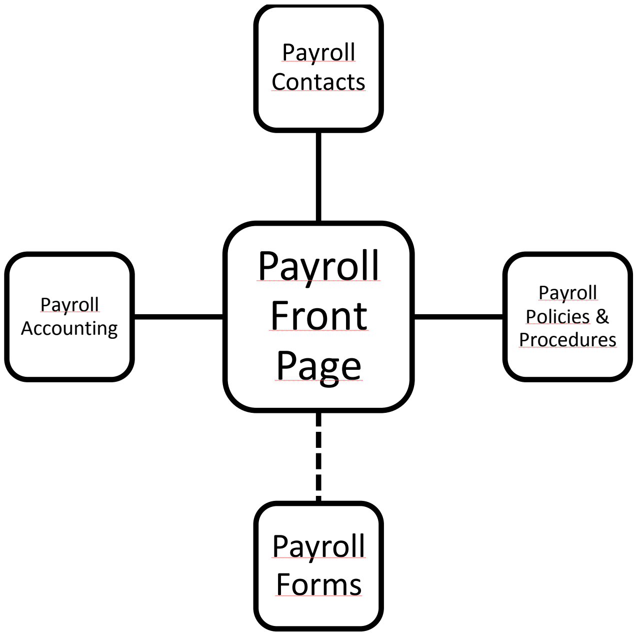


FIGURE 5. Payroll sub-site structure on the front page level

Other than using it as is to reduce the workload of the project, the logic behind leaving the Payroll Forms on the Human Resources side but including Payroll Policies & Procedures on the MFS NA Payroll sub-site is simple. The contents of the Payroll Forms page pertain more closely to individual employees, with documents such as direct deposit, payroll deduction and tax withholding forms included. The Policies & Procedures page, on the other hand, contains information more closely related to the financial administration point of view, while naturally also being relevant to individual employees as a Payroll related matter.

The front page of the MFS NA Payroll sub-site is formatted largely in the same manner as the other sub-sites discussed in previous sections. The body of the page contains the service description, presented in the bulleted list format that is standard for the MFS NA department sub-sites. On the right hand side of the page, there are two links deemed important to be visibly available on the front page: A link to the ADP iPay Statements online service, and the ADP Payroll Calendar. ADP is a US-based human resource service provider, and Metso uses its services in paying employees in the United States. iPay Statements is a portal employees can use to access their pay statements and other related documentation whenever necessary, for example in tax-related cases. The ADP

Payroll Calendar includes not only pay dates but also other dates important to both the employer and the employee, such as tax filing deadlines.

The Contacts page of the Payroll sub-site is again formatted in the same way as on the other sub-sites, but with some differences. Since the responsibility areas of the MFS NA Payroll representatives overlap each other significantly, they are not specified further on the Contacts page. However, in the introduction paragraph of the page, the customers are encouraged to contact the Payroll team using the team's common e-mail address. The aim here is to reduce the number of e-mails directed at the wrong representative, and still ensure that Metso employees get prompt and accurate service on their Payroll-related issues.

As previously discussed, the Payroll Policies & Procedures page contains several documents further defining the Payroll practices at Metso Corporation. More specifically, it contains policies on payroll advances, manual and lost paychecks, and duplicate tax forms. According to the Payroll manager, these are among the most query-provoking topics for the department, and therefore their inclusion was deemed paramount.

Finally, the Payroll Accounting page contains Payroll – General Ledger matrices, in .xlsx format, to be used in accounting for Payroll-related expenses. There is a different matrix for each business unit. It is interesting to note that while these matrices are needed on occasion by the business unit personnel, it is during the interaction between the MFS NA Payroll and General Ledger teams that they are most prominently used. This highlights the fact that while the main purpose for setting up the MFS NA Avenue site was to improve the customer communication process, the site also works as a valuable tool for internal communication within the organization.

During the planning phase of the Payroll sub-site, there was speculation on the possibility of including a spreadsheet for each business unit containing cost centre information for all employees to be used in Payroll accounting. However, the lack of encryption proved to be problematic here as well, with such information on individual employees being too confidential to be included without any information security measures.

3.8 Travel & Expenses Sub-Site

Much like the Payroll department at MFS NA, the Travel & Expense Services team has a close-knit connection with the Human Resource Services, in some aspects even more so than Payroll. For a global organization such as Metso Corporation, Travel & Expenses are an integral part of human resources, but on the other hand, the financial aspect is also obvious. This means that in a similar fashion to the Payroll sub-site, planning the T&E section of the MFS NA Avenue site required further planning structure-wise to avoid redundancies (figure 6).

In order to utilize already existing content to a maximum, and also to avoid any problems related to potential discrepancies between two different information sources, the Travel & Expenses sub-site employs links to T&E information located in the HR section of Metso Avenue. Similarly to Payroll, these external links, five in total, are located on the left-hand navigation menu, and take the user to the general Metso Travel Policy, separate Traveler's Guides for Canadian and US employees, and Metso's Travel Insurance policy, respectively. Again, as each of these pages is located in a different section of Avenue, they won't be discussed further in this thesis.

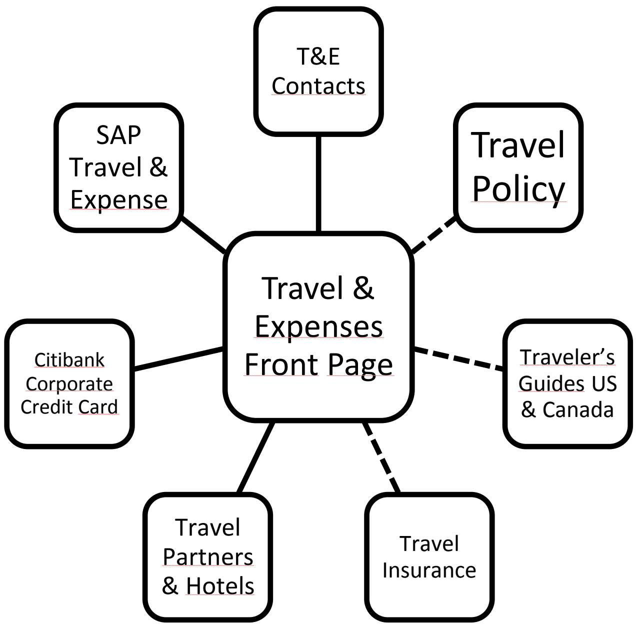


FIGURE 6. Travel & Expenses sub-site structure on the front page level

The front page of the Travel & Expense Services sub-site contains the service description and content introduction in the standard format. Additionally, after these, a separate paragraph was added to guide the users in acquiring access to the SAP Travel system, which is used to enter Travel & Expense reports for processing. Access to the system is granted via the PPM, hence a link to that is included, in similar fashion to other applications in other sections of the MFS NA Avenue site. The SAP Travel system is the topic of a large portion of customer queries directed at the T&E team; therefore, a separate page on the sub-site is dedicated to guide employees in its use.

On the right-hand section of the front page, there is a direct link to a document titled ‘Frequently Asked Questions’. As the title implies, this document contains answers to the questions most frequently posed to the Travel & Expense representatives. Despite the significant number of Metso employees travelling during the course of their work, the problems encountered are usually very similar, most often related to credit cards and cash reimbursements, or to the SAP Travel system. Therefore, including an FAQ is a valid approach to reducing redundant customer queries.

The Travel & Expense Contacts page contains the names and responsibility areas of the T&E representatives at MFS NA. Again, they are listed in the standard table format, with Avenue profile links included. Additionally, the team’s common e-mail address is included, enabling the employees to contact the team in general instead of a specific representative, and reducing the amount of misdirected customer queries.

The Metso Travel Partners page contains information pertaining to Metso Corporation’s main North American travel partners. Included is the booking and contact information for Adelman Travel and Vision 2000 Travel, Metso’s travel partners for the US and Canada, respectively. More specifically, direct links to their online booking tools and contact information for both office hours contact and after-hours travel emergencies can be found on the page. At the bottom, a link to the Metso Hotel Directory is also included, containing a list of hotels with which Metso has special arrangements.

The information pertaining to Metso’s travel partners could equally well be included on the corresponding HR pages. However, this type of information was already under the MFS NA Travel & Expenses banner in the Customer Communication database, so the decision was made to include it on the T&E sub-site. It is also important to note that the information on the recommended travel partners is vital to provide from a financial perspective; Metso has special business arrangements with each of these partners, meaning that encouraging the employees to use their services enables the corporation to make significant cost savings.

The Citibank Corporate Credit Card page is dedicated to guiding Metso employees in the use of the credit card. The body of the page contains an introduction to the credit card and to the role of the Travel & Expense team in this context. As one of the team's tasks is to ensure that the credit card is used only for business travel related expenses, the inclusion of a document containing Metso's policy on corporate credit cards is natural. Guidelines to obtaining a credit card, again through PPM, are included, as well as the form for reimbursement of cash expenses in the event that an employee has paid for relevant expenses with means other than the corporate credit card. This is one of the more frequently inquired about matters for the T&E team, as is the matter of acquiring a credit card.

The related links on the right side of the page contain additional information related to the use of the Citibank corporate credit card. Documents describing the benefits connected to the credit cards, such as travel and luggage insurance and car rental are included. The Citibank Payment Schedule is also linked to, as is the tutorial for the use of Citibank online statements. These statements allow employees to keep track of their credit card use at all times, which is very important from the point of view of reducing fraud.

The final page of the Travel & Expense sub-site is titled SAP Travel & Expense. As the name implies, the page contains information guiding and assisting employees in the use of the SAP Travel system. The page body contains a selection of training material pertaining to the system, from pre-recorded training sessions for both employees and managers to reporting instructions in PDF format. A link to the system itself is provided on the right hand side, highlighted by a tailor-made icon. The Canadian and US mileage rates are also included, for use in reporting business travel expenses.

3.9 Metso Partners Sub-Site

Metso Partners is Metso Corporation's global supplier and customer information database. Customer and supplier information for the Metso business units is initially set up in the database, and from there, it is extended into the ERP system of the business line in question. In North America, the Metso Partners database is maintained by two Metso Partners administrators employed by MFS NA.

Organization-wise, the administrators responsible for maintaining the Metso Partners database are part of the Accounts Payable team. However, since the database pertains not only to Accounts Payable but also to other departments, notably Accounts Receivable, the decision was made to separate the Metso Partners related content from AP, and dedicate a separate sub-site to it. This was done to avoid confusion, as MFS NA customers seeking information on, for example, setting up a new Metso customer in the database, might not intuitively search for it on the Accounts Payable sub-site, deeming it a separate matter.

The Metso Partners sub-site is divided into three pages: the front, Contacts, and Policies & Procedures pages (figure 7). The front page contains a brief introduction on the Metso Partners database, its use and the process of establishing new partner data. In addition to this, two specific notes were deemed important to add: Firstly, the Metso Partners database is currently not used by the Mining & Construction business line, and this fact is mentioned in the introduction to avoid misunderstandings.

Secondly, there have been issues with duplicate supplier and customer information being set up in the database, and hence, a reminder was added urging the MFS NA customers to verify whether the same partner is already in the database under a different business line before entering new data. Additionally, the right-side section of the Metso Partners front page contains links to the database itself, and also to the Lotus Notes based Vendor and Customer Databases where requests for setting up partner information are made.

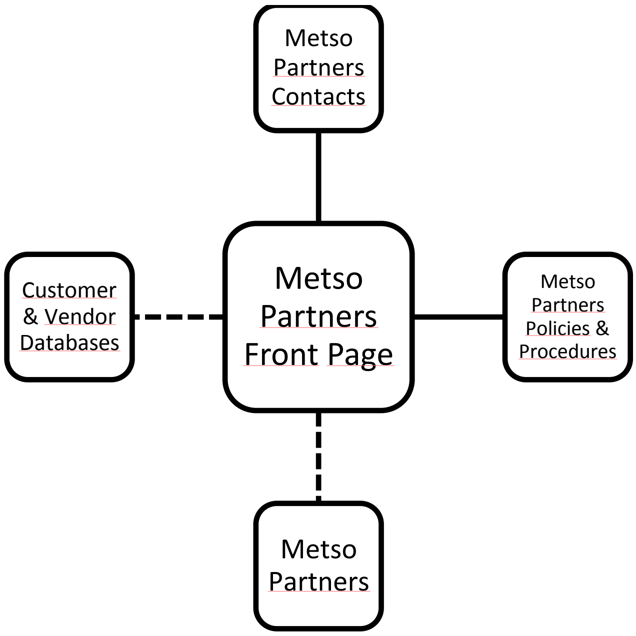


FIGURE 7. Metso Partners sub-site structure on the front page level

The Metso Partners Contacts page features the standard contacts page format, with the names of the Metso Partners administrators and links to their Avenue profiles for contact information. However, in this case the introduction paragraph of the page encourages the customers to contact the administrators at their shared team e-mail address. This is because the two administrators do not have specific areas of responsibility within the North American market area, so the common e-mail address enables them to divide the work as deemed practical at any one time.

The Policies & Procedures page, as the title implies, contains policies and procedures pertaining to the use of the Metso Partners database. More specifically, it contains the following documents: A policy on gaining access rights to the aforementioned Vendor and Customer databases, training guides on the databases, and a policy on the function of the Metso Partners database. The inclusion of all of these documents serves to reduce the rather significant quantity of queries the administrators receive from customers, most wishing to gain access to the databases or alternatively having issues using them.

3.10 MFS NA News Page

The MFS NA News Page is a news board located on the global Metso Financial Services site on Metso Avenue. The news board functions like a blog, meaning that news entries may be created, edited and deleted by authorized users, very much like blog entries in general. The purpose of the MFS NA News Page is to keep customers up to date on the operations of MFS NA.

It was agreed that the following events are to be publicized as news items on the page: statutory holidays affecting MFS NA, changes in personnel or responsibilities, and major changes in processes. The news items appear on the news feed of the MFS NA front page, which is in fact their most important location; customers are not expected to enter the actual news page, which is located outside the MFS NA site. Additionally, the news items also appear on the global Metso Financial Services news feed.

4 MARKETING THE AVENUE SITE

4.1 Analysis

During the interviews with the MFS NA managers pertaining to the MFS NA Avenue site, one concern was brought up clearly more often than any others: that of the customers not adopting the intranet site as a tool purely due to a lack of awareness that such a tool even exists. No potential benefits by way of increased service efficiency or customer satisfaction could be realized and the effort put into designing the site would be completely fruitless if the site isn't somehow marketed to the target group, the personnel at Metso's North American business units. Therefore, some form of a marketing campaign is paramount to ensure maximal results from the new tool. (Calderone 2013; Kalantzis 2013)

4.2 Method Selection

When initiating a marketing campaign of any sort, the choice of the marketing method to be used is naturally very important. The chosen method must be in line with the goal of the marketing campaign, in this case to make the MFS NA customers aware that the Avenue site has been launched, and to encourage them to use it. In a way, this task could be considered to belong to either the field of internal communication or marketing, depending on the point of view. From a corporate point of view, it is a case of communication between the different functions of Metso Corporation, and therefore relevant rules and guidelines should be applied. However, from the perspective of MFS NA, it is a question of marketing the service offering to customers, entailing the use of a service marketing approach.

There were several factors to consider when making decisions regarding the marketing strategy for the MFS NA Avenue site. Firstly, the resources that could be dedicated to designing and implementing the marketing campaign were very limited. The workload of the MFS NA personnel, both employees and managers, is very high to begin with, considering just their daily tasks, so assigning additional human resources to the Avenue project was not feasible. Secondly, while the management deemed the MFS NA

Avenue site an important tool from both the customers' and the organization's perspective, general consensus was that it is but a tool among others, and does not warrant a large-scale marketing campaign. Thirdly, an intranet is a pull media, entailing that the marketing method chosen should have a similar effect: Piquing the customers' interest and encouraging them to look into it themselves, without being too aggressive as an approach.

Based on the above-discussed issues, one method of marketing rose above others as the most suitable approach for marketing the MFS NA Avenue site: The e-mail newsletter. By definition, an e-mail newsletter is content distributed regularly to recipients by way of e-mail, at no cost to the recipients themselves, with a goal of generating either additional sales or indirect benefits to the sending party. In general, the content may be either promotional or non-promotional, but has to provide some form of value to the recipient. In this context, regular distribution does not necessarily entail regular time intervals, but may also mean distribution tied to all events considered significant to the recipient. (Marketing Sherpa 2002, 13-14) In the case of MFS NA, the launch of the Avenue site can naturally be considered such an event.

The advantages of an e-mail newsletter are the relative ease of production and low costs pertaining to it, the quickness of distribution, the possibility of implementing various media objects, the concise presentation of information and the ease of processing and forwarding. Additionally, newsletters function well in establishing the brand of the organization in a cost-efficient way, and inspire word-of-mouth marketing. (Marketing Sherpa 2002, 9-17; The ITEM Group 1999, 46)

These advantages make the e-mail newsletter a good fit for marketing the MFS NA Avenue site. The limited resources do not hinder the campaign due to the relatively effortless production of the material, and the newsletter can be distributed simultaneously and without delays to the MFS NA customers spread out across the continent. Several of the managers also brought up the Avenue site's role as giving a face and a voice to MFS NA, i.e. strengthening the organization's image in the minds of customers, and this is exactly what an e-mail newsletter has the potential to do. (Calderone 2013; Vandenengel 2013)

On the other hand, the potential weaknesses and pitfalls also stem to some extent from the same aspects as the advantages. If the information is presented in the wrong tone or laid out poorly, or if the content is incorrect or irrelevant altogether, not only will it reduce the efficiency of the marketing efforts but will also potentially damage the reputation and image of the sending party. The concise nature of the newsletter as an information source may also pose problems; if not extremely carefully worded, the newsletter may either be lacking in necessary details, or provide misleading information. On the other end of the spectrum, a newsletter that is excessively cluttered may discourage the recipient from reading the content at all. (Marketing Sherpa 2002, 9; The ITEM Group 1999, 46)

The following SWOT analysis summarizes the different aspects of the e-mail newsletter as a means of marketing communication. It can be utilized as a type of checklist for issues to consider when designing a marketing campaign around the media.

TABLE 3. SWOT analysis of the e-mail newsletter as a marketing technique

STRENGTHS	**WEAKNESSES**
• Cost-efficiency • Ease of creation • Ease and quickness of distribution • Possibility of including various media objects • Concise presentation of information	• Limited space for content - topics covered only shallowly
OPPORTUNITIES	**THREATS**
• Increased sales or other, indirect benefits • Improvement in brand and image • Positive word-of-mouth marketing	• Deteriorated professional image due to poor quality newsletters • Misunderstandings due to improper content • Recipient ignores material due to cluttered or unreadable design

4.3 Campaign Design

In the process of designing a newsletter for marketing communication purposes, be it e-mail or print, there are two key aspects that need to be defined clearly at the very beginning: The goal and the target audience. The actual design of the newsletter will be based on these two aspects. (Marketing Sherpa 2002, 22-23) Generally speaking, possible goals for a newsletter marketing campaign range from expanding the clientele and generating sales to increasing customer satisfaction and enhancing the image of the organization. (2002, 27-45)

From the perspective of MFS NA, the main goal of the campaign is naturally not to generate more sales. Rather, the purpose is to market a new tool to the customers with an aim to increase the efficiency of service by providing them with a new, convenient source of accurate information. With more efficient service, of course, comes increased customer satisfaction, and hence, that can be considered a consequential objective for the campaign. Additionally, the MFS NA Avenue site forms a part of the organization's image, and a well-designed newsletter enhances it. Therefore, improved organizational image may be considered the third objective for the newsletter campaign.

The target audience of the newsletter campaign is naturally formed by all the employees of Metso's North American business units who interact with MFS NA. All members of the target audience are expected to be at least somewhat familiar with the corporation's finance processes on a general level, and therefore no focus needs to be placed on describing the processes themselves in the newsletter. Rather, the newsletter should provide an overview of how MFS NA can assist the business unit representatives in their part of the process.

Seeing as how the newsletter will be distributed in e-mail format, there are various technical issues that play a role in the design. Attention should be paid to the type of e-mail software employed by the recipients, as different e-mail applications have different capabilities in regard to displaying content. For example, some software are capable of processing HTML code, allowing for rich media content such as embedded videos and sophisticated content formatting. (Marketing Sherpa 2002, 51-53)

Metso Corporation uses Microsoft Lotus Notes globally as its e-mail software. The downside to using this specific software is that it has problems displaying HTML content in messages; some content may disappear completely, while other parts can become distorted and cluttered. Due to this, the sole suitable approach is to design the newsletter with standard text formatting. This type of formatting allows for content much similar to standard word processing software, i.e. formatted text, pictures, and so forth, but more sophisticated content is not feasible. However, text format newsletters are often considered to be lighter, more accessible and therefore possibly more appealing to readers, making up for the lack of HTML possibilities. (Marketing Sherpa 2002, 52-53)

When creating an e-mail newsletter using text formatting, there are several aspects that need to be considered carefully. Firstly, as for the general layout, the reader's preference regarding e-mail window size may alter the perceived width of the newsletter. This may result in varying paragraph height, table design, and so forth. Additionally, separating different sections of the newsletter with lines becomes more difficult, as the lines may move around as window size changes. (Marketing Sherpa 2002, 61-62)

For the MFS NA Avenue newsletter, the aforementioned problem is avoided by building the entire newsletter within a table with a fixed total width. This way, the newsletter will appear the same to all readers regardless of their preference for window size. It also facilitates dividing the content into different sections, as the table is split into several cells. The lines separating the different cells of the table are faded away, and hence, the appearance of the newsletter is not impaired. Additionally, the outline of the table has a slight shadow effect, giving the newsletter the appearance of an actual print newsletter floating on the screen.

Other issues to consider in regard to text formatting newsletters include fonts, special formatting and symbols. A newsletter containing symbols not found on regular keyboards may appear confusing to the reader, as the software will replace unfamiliar symbols with question marks or other, unrelated symbols. Additionally, creating bulleted lists may be risky, as list formatting varies from software to another and may render the content difficult to read. (Marketing Sherpa 2002, 61-62)

In the case of MFS NA, the latter problem is avoided due to all recipients using the same e-mail software. As for fonts, the newsletter content utilizes the standard font for Lotus Notes, Verdana 11px, with hyperlinks being bolded and using dark green for the colour to mimic the formatting found on the Avenue site itself. The main title of the newsletter utilizes the same font as well, only in size 14px.

Length-wise, a good newsletter is short, approximately equivalent to a one-page document, with the information presented concisely (Marketing Sherpa 2002, 68). The MFS NA Avenue newsletter follows this rule, being just under one page in length. Oftentimes, newsletters contain a brief introduction into more detailed information found online, with a hyperlink that can be followed to study the topic further. From a technical perspective, the size of the newsletter is also important, as some e-mail service providers set kilobyte limits to the size of individual incoming e-mail messages. As the newsletter is likely to contain at least some media content, for example pictures, the e-mail is automatically larger than a normal, text-only e-mail message, setting boundaries to the length of the newsletter. (2002, 67-68)

In addition to the actual content of a newsletter, there are two very important aspects which are often overlooked: The ‘From’ and ‘Subject’ fields of the e-mail. The ‘From’ field contains the information of the sender, and is often the first thing an e-mail user sees when looking at a new message. Therefore, this field needs to capture the attention of the recipient. Using a simple e-mail address in this field is practically useless for the purpose; addresses are often too long to be displayed fully, and may appear unfamiliar to the reader. The name of a person is a valid choice if the person is well-known among the target audience. The same goes for the name of the organization; if the brand is strong, it can be used. It is also possible to use the newsletter title in this field, but length may be an issue. (Marketing Sherpa 2002, 72-74)

The general guidelines pertaining to the ‘Subject’ field of the newsletter are relatively simple. The title should be fairly short and it should summarize the content concisely. It should be noted that there are several characteristics to the e-mail subject that are often associated with spam, or unsolicited mass e-mail messages. These are extensive use of capital letters, excess exclamation points and superlatives, and vocabulary depicting strong emotion. All of these should naturally be avoided in e-mail newsletter design. (Marketing Sherpa 2002, 75-76)

For the MFS NA Avenue newsletter, the decision was made to use the name of the MFS NA director as the sender. This is because she is familiar to practically all finance-related Metso personnel in North America. Hence, her name can be expected to add a sense of authority and reliability to the newsletter. The ‘Subject’ field of the newsletter contains the simple title ‘MFS NA Avenue Newsletter’, because of the fact that the actual newsletter title is clearly visible in the preview panel.

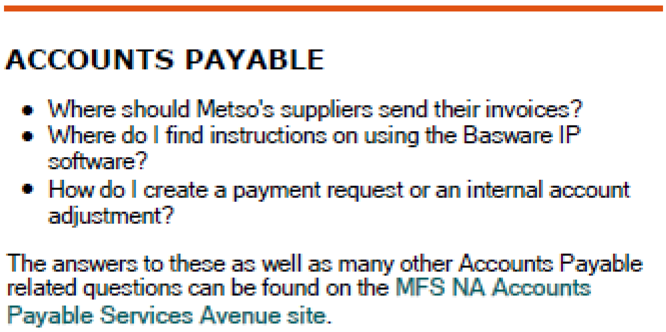
By definition, the preview panel is, in many e-mail software, a screen that shows a part of the message selected in the mailbox, even though the user hasn’t actually opened the message yet (Marketing Sherpa 2002, 77). In the standard settings for Lotus Notes, the preview panel makes up one half of the mailbox section, and shows the top of the e-mail message. The preview panel is an extremely important concept when it comes to e-mail newsletters, as it may determine whether the recipient reads the whole message or disregards it entirely (2002, 77).

The preview panel makes the top of the e-mail newsletter particularly important. This part of the message should include the masthead – a simple and easily recognizable facade with the title of the newsletter, the name of the organization, and possibly a banner. (Marketing Sherpa 2002, 62, 77) For its masthead, the MFS NA Avenue newsletter has the title ‘The MFS NA Avenue site is complete!’ accompanied by the Metso logo and a banner. As the name of the organization is expressed in the title using its well-known abbreviation, repeating it in full is not necessary. The inclusion of the Metso logo gives the newsletter a more official appearance, whereas the banner acts as the proverbial face of the organization and its supporting role in the corporation; it consists of MFS NA employees posing around a large Metso logo. The newsletter also contains another picture with a similar purpose.

In regard to the content of the message, readability is key. It can be maximized by adhering to the following guidelines: The text paragraphs should be short, and should include concise subheadings. The language in general should be simple with short words, and excessively complicated sentence structures should be avoided. It is also important to utilize as little insider jargon as possible to ensure the recipients have no issues understanding the message. However, the tone should still be kept professional, albeit informal. (Marketing Sherpa 2002, 80-81)

After the masthead, the MFS NA Avenue newsletter contains an introductory paragraph summarizing the main message: That the MFS NA Avenue site has been launched and is available for the customers to use as an information source during their everyday work. Additionally, the introduction informs customers that the Avenue site is to replace the Customer Communication database when it is phased out. The database, despite being largely ineffective as a means of communication, was nevertheless utilized by some customers as an information source, and hence it is important to notify them of the change.

The rest of the newsletter content is divided into sections, again a separate one for each of the MFS NA departments. These sections provide an introduction into the information found on each respective departmental sub-site. In keeping with the approach of viewing matters from the customers' point of view, similarly to the actual site, the introductions are presented as questions frequently asked by customers (picture 6). This approach is also in accordance with the guideline of using simple language and avoiding insider jargon. Additionally, the introductions contain direct hyperlinks to each respective sub-site.



ACCOUNTS PAYABLE

- Where should Metso's suppliers send their invoices?
- Where do I find instructions on using the Basware IP software?
- How do I create a payment request or an internal account adjustment?

The answers to these as well as many other Accounts Payable related questions can be found on the MFS NA Accounts Payable Services Avenue site.

PICTURE 6. Accounts Payable section of the MFS NA Avenue newsletter

5 EDITOR EDUCATION

5.1 Analysis

Regardless of how well an intranet site is designed and marketed, it will only be beneficial to the users if the information is up to date and relevant from their perspective; otherwise, the effort and resources put into the implementation of the intranet site will have been wasted. Therefore, constantly maintaining and updating the site is absolutely paramount for success. (Goodman 2006, 10) Similarly, all of the MFS NA managers named the maintenance of the site as one of the biggest factors in determining whether it will be successful as a tool (Kalantzis 2013; Vandenengel 2013), and since the service representatives themselves had a very limited role in designing the site, it was deemed to be of utmost importance to provide fundamental training to those selected as editors. The purpose of this section of the thesis is to design an effective education program to equip the editors of the MFS NA Avenue site with the know-how required for the task.

The content of an intranet site should always be assigned an owner. The owner is responsible for maintaining the system and assuring it fits the needs of the business. It should be noted that content owners do not necessarily manage the content themselves, but rather coordinate operations around it. (Samela 1997, 176-177) The content owners of the MFS NA Avenue site, i.e. the managers of the different departments, decided to select two employees from each department to act as editors in their respective sections of the site, besides also being able to act as editors themselves. This way, the responsibility and know-how on site maintenance is transferred to several employees, something that will help avoid problems related to both temporary and permanent changes in personnel (Stenberg 2006, 48).

On a theoretical level, know-how can be considered a combination of two different types of knowledge: explicit knowledge and tacit knowledge (Stenberg 2006, 38). Explicit knowledge is, by definition, simply information that is relatively easy to express in linguistic form and is commonly agreed to be true. The ease of expression also makes explicit knowledge fairly easy to transfer from one person or media to another. (Niiniluoto 1989, according to Stenberg 2006, 38) In the case of the MFS NA Avenue site editors, explicit knowledge includes information such as the general structure of the site and the SharePoint 2010 software behind it, as well as the software's theoretical way of functioning. This information is all possible to express in the form of text, images, and charts.

Tacit knowledge, on the other hand, can be defined as information based on personal experience. This makes it very hard to express using linguistics or symbols, and since experiences vary greatly from one person to another, it is also significantly more difficult to transfer. (Polanyi 1983, according to Stenberg 2006, 38) In regard to the MFS NA Avenue site, one could consider the experience gained building the site as forming tacit knowledge, with the intricacy of the system as well as the most efficient ways of operating it only becoming apparent with experience.

With the above in mind, the know-how related to maintaining and editing the MFS NA Avenue site is therefore a combination of explicit knowledge, i.e. user manuals, flow charts, etc., and tacit knowledge, i.e. knowledge gained through experience with operating the site. In theory, it could be possible to learn to perform the duties of a site editor just by reading manuals. However, hands-on experience on performing said duties and familiarizing oneself with the system can be considered a necessity in order to gain practical know-how on the matter.

In the process of transferring know-how from one person to another, it is very important that the recipient is constantly active (Cook & Brown 1999, according to Stenberg 2006, 41). Therefore, some form of participative training is paramount for the purpose of ensuring that tools and resources are utilized properly and efficiently (Stenberg 2006, 47). Hence, the MFS NA Avenue editor education program is formed by a training session where participants may practice their various tasks and test their new skills under guidance. However, it is essential that documentation such as user manuals and guidebooks is provided for support (Stenberg 2006, 47), and thus a procedures manual is created for the editors to fall back on if necessary.

5.2 Editor Training Session

Content-wise, the MFS NA Avenue editor training session is divided into two parts: a general presentation on the Avenue site itself, and the training exercises pertaining to the duties of the site editors. In addition to providing a hands-on learning opportunity for the editors, it was deemed necessary to include a brief presentation on the site beforehand. This is due to the simple fact that being a new addition to the MFS NA service offering, the Avenue site was not very familiar to the organization members themselves.

The presentation was designed to provide an overview of both Metso Avenue in general and of the MFS NA Avenue site. More specifically, the aspects covered in the presentation are the structure and purpose of Metso Avenue, the presence of MFS NA within Avenue, technical details of the site and the software used to create it, design guidelines pertaining to the MFS NA Avenue site, and the role of the site editors. As the purpose of the presentation is to provide a brief introduction and overview rather than a comprehensive frame of reference for the editors in their work, the issues are not covered in extensive detail. The separate editor procedures manual will contain a significantly more profound look into the site maintenance process.

The training exercises for the MFS NA Avenue editors utilize a tool called the Playground Avenue. This tool is, in essence, a copy of the actual Metso Avenue intranet that is not public but rather can only be accessed via a direct link. As the name suggests, it is aimed at content editors wishing to try out the features of the SharePoint 2010 system and to familiarize themselves with the site editing process before starting work on the actual Avenue.

For the purposes of the training session, each of the MFS NA Avenue editors, as well as the managers taking part in the training, were assigned their own page. The pages are identical, and contain the training exercises which are to be done by editing the page itself. These exercises, eight in total, address the following editing processes:

- Uploading a file into the SharePoint library
- Creating a link to a file in the library
- Deleting a file from the library
- Creating a link to another web page
- Adding a banner picture onto the page
- Creating links on the right-hand section of the page
- Creating image links to files or web pages
- Changing the content owner of the page

These eight exercises were considered to cover the most important tasks the editors are likely to face during their work. Since the structure and content of the MFS NA Avenue site is ready and the responsibility of the editors is solely to keep it up to date, more complex tasks such as creating new pages on the site or managing its structure were omitted, as it is relatively unlikely that the editors would be required to perform such tasks. However, should the need arise, instructions for these tasks are included in the procedures manual.

Since the timeliness of content is paramount in regard to the utility of the site as a tool, and in particular the accuracy of the information provided in the various policies, procedures and other documents, an editor must know how to upload new versions on the site as changes happen. Additionally, in order to keep the library manageable and to avoid confusion caused by outdated documents, old versions need to be deleted. SharePoint 2010 does replace old versions of documents with new ones, but only if the document name is exactly the same; hence, it is important to know how to do it manually.

In regard to both importance and prevalence, the first three tasks covered are perhaps the most significant. However, the other tasks are fairly commonplace as well, and have an important function as far as site design and functionality are concerned. For example, it is fairly common for web page links to become unusable due to changes in the address of the page linked to, and therefore it is important to know how to repair broken links.

During the training session, the editors are first shown an example of how the process is to be done, and afterwards they are to try it out themselves, being given further guidance whenever necessary. This gives the editors hands-on experience with their tasks, and any problems they may encounter can be resolved immediately. Additionally, they can take time to familiarize themselves with the system and to try out different approaches to the tasks.

5.3 Procedures Manual

To support the MFS NA Avenue site editors in their work, it was decided that a manual should be created, documenting all of the processes an editor might be required to perform when maintaining the site. This manual goes into more detail on the processes covered during the training session, and also contains instructions on several tasks that were omitted from the session due to time constraints and to avoid information overload, being deemed less important in regard to the editors' everyday work.

Beginning with a brief introduction into the basics of site editing with SharePoint 2010, the manual then delves into a number of processes pertaining to site maintenance. These processes are:

- Uploading a file into the library
- Deleting a file from the library
- Creating a new document library
- Creating a new page
- Adding a banner onto a page
- Creating a link to a document, a database or an e-mail address
- Adding a list of links on the right-hand section of the page
- Adding a content owner to a page
- Managing the site navigation menu
- Creating a news item in the MFS NA News section

Besides these, the general guidelines pertaining to the design of the MFS NA Avenue site are also covered in a separate section of the manual. Naturally, the aim is to ensure that site editing is performed in a way that maintains consistency of design across the entire site.

As mentioned above, it is relatively unlikely that an editor would be required to perform a number of these processes. For example, creating new pages or libraries and managing the navigation menu should not be necessary, since the site is complete structure-wise. However, an event such as an organizational change might entail an editor to perform these functions, and hence relevant instructions and guidelines need to be provided.

Each of the processes is described in the manual in accordance with the process flow, guiding the editor through the process. For certain processes, where the process flow is relatively simple and there is not much variation by way of details, a numeric list of steps is included, whereas for some other processes this was found not to be feasible. As a case in point, for the instructions on managing the site navigation menu, it was possible to summarize the process in 5 simple steps. On the other hand, the process of adding a link to a document, a database or an e-mail address is too complex to summarize in such a way, and hence a longer, more detailed description is provided. For all processes, pictures depicting certain key phases are included to help highlight important details.

6 SUMMARY AND CONCLUSIONS

The purpose of this thesis was to design and implement an effective and functional Metso Avenue intranet site for Metso Financial Services North America (MFS NA) to enhance the organization's communication with its customers. More than a year after the official global launch of Metso Corporation's Avenue intranet, the MFS NA site was still practically non-existent content-wise, and customer communication was largely dependent on e-mail and telephone.

MFS NA had a Lotus Notes based database called the Customer Communication database which was originally designed to gather the information customers are likely to need into one place. However, the database proved to be inefficient and unfit for the purpose. This meant that an excessively large portion of the MFS NA service representatives' working time was spent responding to customer queries, taking away from their own work. Therefore, it was deemed that implementing a proper Metso Avenue intranet site would be necessary to improve customer communication and consequently increase the efficiency of service at MFS NA.

However, it was evident from the beginning that simply creating the site would not be sufficient to reach the objective of increased efficiency. No matter how well the site would be designed, no benefits could be achieved if customers were unaware of its existence; hence, a marketing program needed to be implemented to inform the customers of the new tool and to encourage them to use it. Additionally, as it was deemed that the site would only be useful if properly maintained, a training program needed to be designed for the MFS NA employees chosen as site editors to ensure they possess the know-how the task entails. This thesis also delved on these two points as parallel objectives.

The project was commenced by interviewing each of the MFS NA department managers, as well as the director of MFS NA, to establish guidelines as to how the site should be designed and to identify any specific points of emphasis for the site. The content pertaining to each respective department that was to be included on the site was also mapped during meetings with the management. The information gathered from these interviews, as well as guidelines provided by the Metso corporate communication function by way of policies, procedures and manuals, was combined with theory on internal and electronic communication and intranets. Additionally, for the marketing and training programs, relevant theoretical information was studied, and again combined with data gathered through the interviews and other meetings.

The main result of the project was an extensive Metso Avenue intranet site containing various types of information and documentation deemed necessary for the MFS NA customers. Structure-wise, the site was divided into a separate sub-site for each of the MFS NA departments, those being Accounts Payable, Accounts Receivable, General Ledger, Payroll, Travel & Expenses, and Metso Partners. The structure of these sub-sites varied, with the general structure being formed by separate pages for contact information, policies and procedures, forms and application, and training material. However, the General Ledger, Payroll, and Travel & Expenses sub-sites were structured differently due to special circumstances surrounding these departments.

In regard to the marketing campaign for the site, the decision was made to use an e-mail newsletter for the purpose. This method was selected due to its relative ease of design and distribution, being viewed as the most efficient option resource-wise. The newsletter was distributed to all of the MFS NA customer organizations, and contained a brief introduction into the contents of the MFS NA Avenue site. As for the training of the site editors, a training session was designed, with emphasis being placed on hands-on exercises related to the most common tasks to give the trainees practical experience on the matter. Additionally, a procedures document was created for the editors to use as further reference.

The biggest problem faced during the site design phase was the open nature of Metso Avenue; anyone who has access to Metso Avenue in general can access the MFS NA site as well. For a financial services organization, this poses problems in regard to content selection, as classified financial information cannot be included without encryption. Therefore, MFS NA had to continue relying on separate databases for certain information, particularly data pertaining to General Ledger and Payroll. Should the SharePoint 2010 software used to design the site be upgraded with a way to encrypt specific pages on a site, such a feature could be a potential future addition to the MFS NA site. This would further enhance the efficiency of communication by eliminating the need for separate databases.

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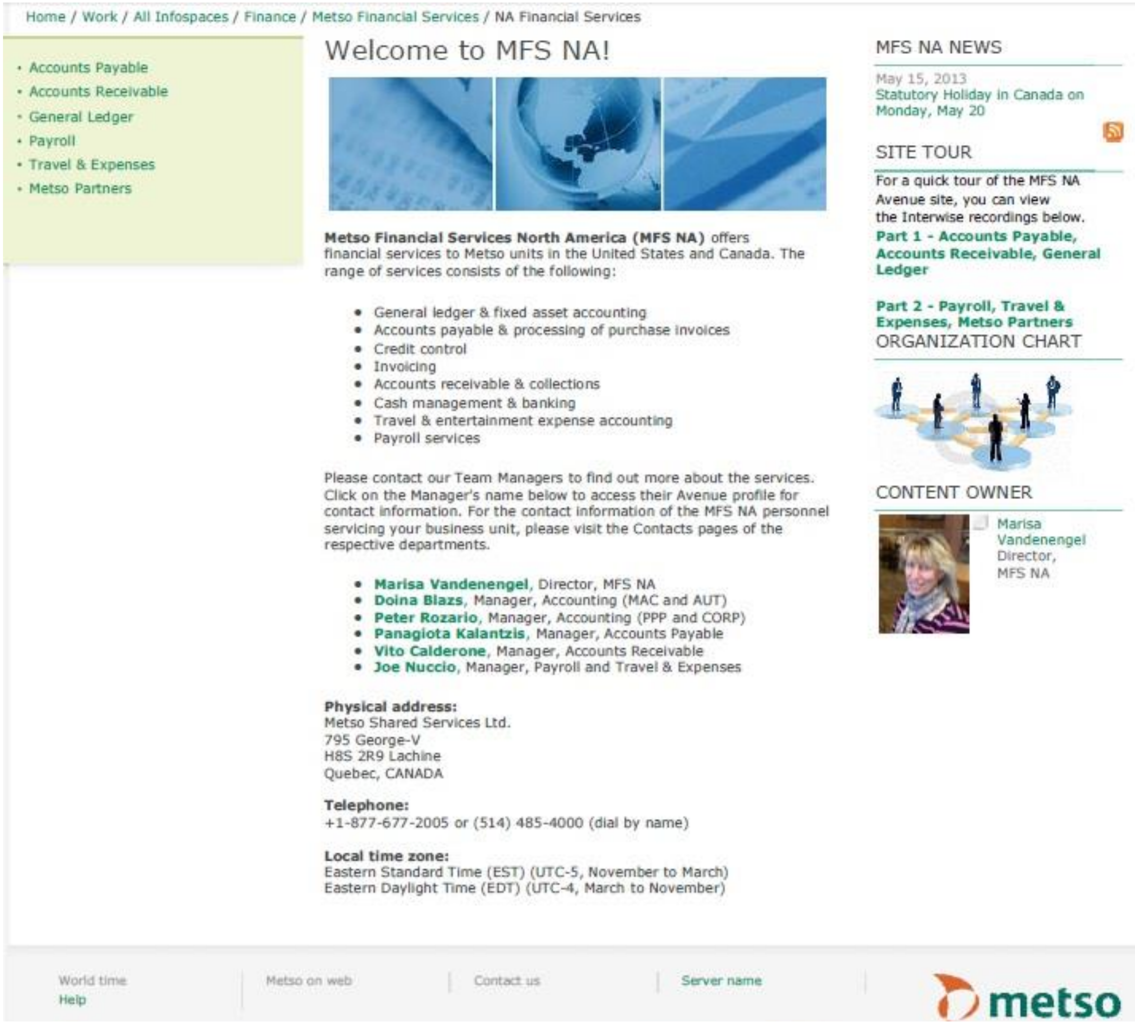
APPENDICES

Appendix 1. Page design example – front page of the MFS NA Avenue site



Home / Work / All Infospaces / Finance / Metso Financial Services / NA Financial Services

- Accounts Payable
- Accounts Receivable
- General Ledger
- Payroll
- Travel & Expenses
- Metso Partners

Welcome to MFS NA!

Metso Financial Services North America (MFS NA) offers financial services to Metso units in the United States and Canada. The range of services consists of the following:

- General ledger & fixed asset accounting
- Accounts payable & processing of purchase invoices
- Credit control
- Invoicing
- Accounts receivable & collections
- Cash management & banking
- Travel & entertainment expense accounting
- Payroll services

Please contact our Team Managers to find out more about the services. Click on the Manager's name below to access their Avenue profile for contact information. For the contact information of the MFS NA personnel servicing your business unit, please visit the Contacts pages of the respective departments.

- **Marisa Vandenengel**, Director, MFS NA
- **Doina Blazs**, Manager, Accounting (MAC and AUT)
- **Peter Rozario**, Manager, Accounting (PPP and CORP)
- **Panagiota Kalantzis**, Manager, Accounts Payable
- **Vito Calderone**, Manager, Accounts Receivable
- **Joe Nuccio**, Manager, Payroll and Travel & Expenses

Physical address:
Metso Shared Services Ltd.
795 George-V
H8S 2R9 Lachine
Quebec, CANADA

Telephone:
+1-877-677-2005 or (514) 485-4000 (dial by name)

Local time zone:
Eastern Standard Time (EST) (UTC-5, November to March)
Eastern Daylight Time (EDT) (UTC-4, March to November)

MFS NA NEWS

May 15, 2013
Statutory Holiday in Canada on Monday, May 20

SITE TOUR

For a quick tour of the MFS NA Avenue site, you can view the Interwise recordings below.
Part 1 - Accounts Payable, Accounts Receivable, General Ledger

Part 2 - Payroll, Travel & Expenses, Metso Partners

ORGANIZATION CHART

CONTENT OWNER

Marisa Vandenengel
Director,
MFS NA

World time | Metso on web | Contact us | Server name
Help

metso

Appendix 2. Page design example – GL Automation Policies & Procedures page

Home / Work / All Infospaces / Finance / Metso Financial Services / NA Financial Services / General Ledger / Policies & Procedures AUT

- Contacts
- **Policies & Procedures AUT**
- Policies & Procedures CORP
- Policies & Procedures MAC
- Policies & Procedures PPP

GL Policies & Procedures - AUT

On this page, you can find various applications, procedures (process descriptions) and application training documentation related to the functions of the MFS NA General Ledger Automation team (MFS NA GL team), performed in liaison with the Automation North America Finance team (MA NA team). Click on the green link to access the document in question.

General Ledger Team Responsibilities

The **MFS General Ledger Team Responsibilities** document illustrates the roles of each member of the MFS General Ledger Automation team.

Journal Entry Database (JE db)

The purpose of the Journal Entry Database is to initiate, approve and transfer all manual journal entries to Lawson. The JE db is managed and administrated by the MFS NA GL team. Access to the JE db has to be requested by completing a **PPM request**. The **JE db Procedure** explains the process steps and the roles of the process participants. Please take a look at the **JE db Training Documentation** for instructions on using the database. The **JE db Shared Responsibility Chart** documents the access type of each member of the MFS NA GL and MA NA teams.

Financial Accounting Database (FA db)

The purpose of the Financial Accounting Database is to provide, check and review the General Ledger account reconciliations. The information stored in the FA db relates to financial statements, cash management, Hyperion reporting, intercompany reconciliations and controls related to internal audit. The FA db is managed and administrated by the MFS NA GL team. Access to the FA db has to be requested by completing a **PPM request**. The **FA db Procedure** explains the process steps and the roles of the process participants. Please take a look at the **FA db Training Documentation** for instructions on using the database. The **FA db Shared Responsibility Chart** documents the access type of each member of the MFS NA GL and MA NA teams.

Capital Requisition Database (CAPEX db)

The purpose of the Capital Requisition Database is to submit and approve capital requests for the acquisition of fixed assets. A new section of the CAPEX db was launched in 2013, for the approval of disposals, sales and scrapping of fixed assets. The CAPEX db is managed and administrated by the MFS NA GL team. Access to the CAPEX db has to be requested by completing a **PPM request**. The **CAPEX db Procedure** explains the process steps and the roles of the process participants. Please take a look at the **CAPEX db Training Documentation** for instructions on using the database. The **CAPEX Shared Responsibility Chart** documents the access types of each member of MFS NA GL and MA NA teams.

PUBLISHED BY NATHALIE MOUDOUROU-PRISO 8/9/2012 6:11 PM
LAST UPDATE JUHA LEHTINEN 5/10/2013 12:00 AM

DATABASE LINKS

Journal Entry Database

Financial Accounting Database

Capital Requisition Database

RELATED LINKS

Global Automation Finance

NA Automation Finance

Automation GBI Project

RELATED DOCUMENTS

Controllers' Reporting Schedule

Lawson Chart of Accounts

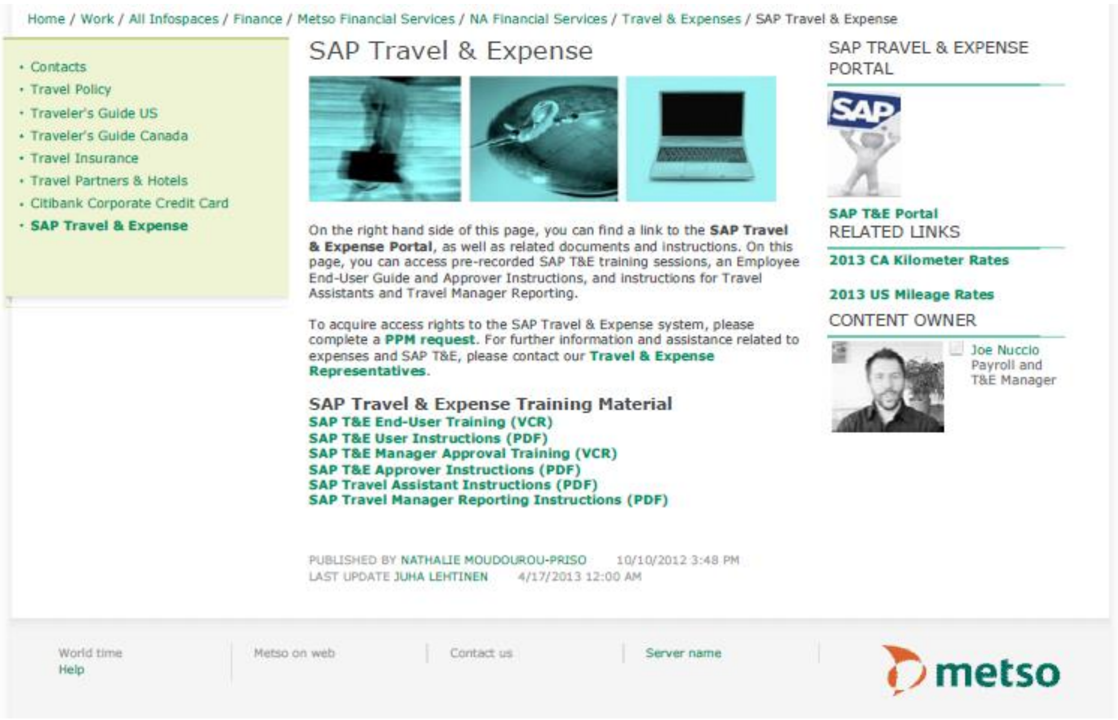
CONTENT OWNER

Doina Blazs
Accounting Manager

World time | Metso on web | Contact us | Server name
Help

metso

Appendix 3. Page design example – SAP Travel & Expense page



Appendix 4. MFS NA Avenue newsletter

The MFS NA Avenue site is complete!

We are happy to announce that Metso Financial Services North America (MFS NA) is launching its Avenue site. On the site, you can find information on the different financial management services offered by MFS NA. Each MFS department has its own subsite containing relevant material such as policies, instructions, forms and applications. The new Avenue site will replace the Customer Communication Database, which will be phased out. If you are looking for a particular document or schedule that you used to find on the Customer Communication Database and cannot find it on the Avenue, do not hesitate to contact the applicable MFS Service Manager. Below you can find introductions as well as links to the Avenue sites of each respective department.

ACCOUNTS PAYABLE

- Where should Metso's suppliers send their invoices?
- Where do I find instructions on using the Basware IP software?
- How do I create a payment request or an internal account adjustment?

The answers to these as well as many other Accounts Payable related questions can be found on the MFS NA Accounts Payable Services Avenue site.

ACCOUNTS RECEIVABLE

- Where should Metso's customers send their checks?
- Where do I find credit applications for new Metso customers?
- How are customer credit limits assigned?

These are among the many Accounts Receivable related questions that are answered on the MFS NA Accounts Receivable Services Avenue site.

GENERAL LEDGER

- Where can I find information on the worksplit between MFS NA and the Metso business units?
- How do I use the Journal Entry and FA databases?
- How do I report the addition, disposal or transfer of a fixed asset?

For answers to General Ledger related questions such as these, please visit the MFS NA General Ledger Services Avenue site
.

TRAVEL & EXPENSES

- How do I acquire a corporate credit card?
- How do I create or approve an expense report?
- Who are Metso's main travel partners in North America?

These are examples of the many Travel & Expenses related questions answered on the MFS NA Travel & Expense Services Avenue site.

PAYROLL

- How can I make changes to my tax withholdings?
- How do I enroll in direct deposit?
- How can I get a replacement for a lost paycheck?
- Questions related to eTime or Kronos?

Numerous Payroll related questions such as the ones above are covered on the MFS NA Payroll Services Avenue site.

METSO PARTNERS

- How do I use the Vendor and Customer Request databases?
- How are updates and new vendor or customer requests processed in Metso Partners?

You can find the answers to these and several other questions concerning Metso Partners on the MFS NA Metso Partners Avenue site.

Appendix 5. Avenue editor training exercises page

Home / Work / MFS NA Avenue Training / Elizabeth

- Test
- Doina
- **Elizabeth**
- George
- Juha
- Indira
- Joe
- Loredana
- Marisa
- Michele
- Nadezhda
- Nadine
- Panagiota
- Peter
- Roy
- Stefanie
- Stephen
- Vito
- Test

Avenue Training Exercises

1. Uploading & linking to documents
Create a new document in Word and save it as a PDF under your own name. Upload it into the document library and link it **here**. Publish the page and test the link.

2. Uploading & inserting pictures
Upload a picture into the image library and insert it into the Image field above. Publish the page to see how it looks.

3. Creating HTML links
Create a link to the Metso website here: **Metso Corporation Website**. Make the link open in a new tab/window. Publish the page and test the link.

4. Creating a Related Links web part
Create a new web part of the type Summary Links (under the Content Rollup category) on the right side of the page. Edit the web part to change its name to Related Links, and create a new link to the Metso website. Make sure the links open in a new tab/window. While you're at it, create a description to the link. Publish the page and test the link.

5. Creating image links
Edit the link you created in the Related Links to make it an image link. Use the Metso logo in the image library to create a picture link. Choose the 'Image only, clickable' link style. Publish the page and test the link.

6. Replacing documents with new versions
Create a new version of your PDF document, e.g. 'yourname_v2'. Go to Manage Content and Structure and delete the old version. Upload the new version into the document library and create a link to it in section 1. Publish the page and test the link.

7. Changing the content owner of the page
Currently, the Content Owner of this page is a weird Finnish guy. Edit the Content Owner web part to make yourself the owner. Publish the page to see how it looks.

PUBLISHED BY JUHA LEHTINEN 6/6/2013 4:47 PM
LAST UPDATE JUHA LEHTINEN 6/6/2013 12:00 AM

CONTENT OWNER

Click here to add or modify a contact