KYMENLAAKSO UNIVERSITY OF APPLIED SCIENCES

Multilingual Management Assistants/ Corporate Communications

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CREATING A TEAM WORKSITE FOR INGEROIS BOARD MILL'S SUPPLY CHAIN ORGANIZATION

Bachelor's thesis 2014

TIIVISTELMÄ

KYMENLAAKSON AMMATTIKORKEAKOULU
Johdon assistenttityö ja kielet

KAROLIINA HAIMI	Worksiten luominen Inkeroisten Kartonkitehtaan Supply Chainille
Opinnäytetyö	29 sivua + 3 liitesivua
Työn ohjaaja	Lehtori Nina Hartikainen
Toimeksiantaja	Stora Enso Ingerois
Tammikuu 2014	
Avainsanat	organisaatioviestintä, tiedonkulku, sisäinen viestintä, sosiaalinen intranet

Tämän opinnäytetyön tarkoituksena on luoda työyhteisölle intranetiin mahdollisimman hyödyllinen ja päivittäistä työskentelyä tukeva SharePointin worksite. Sivustolla otetaan käyttöön myös uusia sosiaalisen median viestintätapoja.

Teoriaosuudessa esitellään organisaatioviestinnän keskeisiä tavoitteita ja nykyaikiasta viestintää. Lisäksi käsitellään intranetiä ja sosiaalista intranetiä sekä selvitetään, mitä sosiaalisen median keinoja voi hyödyntää yrityksen intranetissä. Tekstissä tutustutaan myös SharePoint-julkaisualustaan.

Worksiten rakentaminen alkoi tutustumalla SharePointin työkaluihin ja opettelemalla sivuston hallintaa sekä sisällön luomis- ja muokkaustapoja. Sen jälkeen Supply Chainin työntekijöiltä kyseltiin, mitkä asiat olisi hyödyllistä ottaa mukaan worksitelle. Näiden ohjeiden ja oppien avulla luotiin Supply Chainille oma worksite.

Worksite on kätevä tapa koota yhteen kaikki tarvittavat ja tärkeät päivittäiseen työskentelyyn vaadittavat linkit, dokumentit ja tiedostot. Haasteena on saada työntekijät käyttämään myös uusia sosiaalisesta mediasta tuttuja toimintoja ja saamaan mahdollisimman suuri hyöty irti sivustosta.

Liitteet ovat salaisia, eivätkä ne ole mukana työn julkisessa versiossa.

ABSTRACT

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Multilingual Management Assistants

KAROLIINA HAIMI	Creating a Team Worksite for Ingerois Board Mill's Supply Chain Organization
Bachelor's Thesis	29 pages + 3 attachment pages
Supervisor	Nina Hartikainen, Senior Lecturer
Commissioned by	Stora Enso Ingerois
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Keywords	organizational communication, information movement, internal communication, social intranet

The purpose of this thesis work was to create a SharePoint worksite for Stora Enso Ingerois Supply Chain. The worksite is supposed to be as useful as possible and it should support the daily work. New social media features are taken into use in the site.

First in the theoretical part the central goals of organizational communication are presented and the communication in the 21th century. Next intranet and social intranet are introduced and explored what kind of social media features can be taken into use in company's communication. Also the platform SharePoint is presented.

When starting to create the worksite, the first phase was to get to know the site's tools: how to build the layouts and forms and how to edit. After that the employees of Supply Chain were asked what they would like to find from the site. With these skills and instructions the worksite was created.

Worksite is a practical place to gather all the daily needed information together. The challenge is to get the employees also to use the social media features in their work.

All attachments are secret, and therefore not included in the public version.

CONTENT

1 INTRODUCTION

I received this thesis work from Stora Enso Ingerois Oy, where I worked as a summer trainee. The purpose is to create a SharePoint worksite for Ingerois' Mill Supply Chain organization into the company's new intranet WeShare. This new Supply Chain-model was taken into use in 2013 and it consists of three different departments: demand and operations planning, logistics and purchasing. Combining these three sections will improve the control of supply and demand, deliveries, transportation and warehouse actions and purchasing. In this new organization model, information sharing and communication is very important.

Digital workplace WeShare opens new possibilities for saving and sharing information. By creating its own worksite, Supply Chain can improve its communication between the mentioned three departments, and make information sharing easier and faster. To be able to create content to WeShare, I had to have access to corporation's network. This is why I did this thesis work in Ingerois board mill, in Demand and operations planning office.

Stora Enso Ingerois produces carton board and it has 230 employees. The mill is located in Inkeroinen, Kouvola, Finland, to the side of the beautiful river Kymijoki. Ingerois board mill has one board machine and four sheet cutters. The mill produces two kinds of high quality carton board: Tamfold and Tambrite, both with different grammages. In year 2012 Tambrite was ranked as the most valuable virgin fibre board brand in Europe. (Stora Enso 2012.)

A month after I received this thesis work, I was informed that because of the purpose of Supply Chain- model is to harmonize all the work in mills of Renewable packaging, Stora Enso's factory in Skoghall has to create its worksite first. Only after that I could continue with my work, and I would also have to create Ingerois' worksite according to Skoghall's. This delayed my thesis work, because my hands were tied for a few months while waiting for Skoghall to do the model. However, after waiting, I did get permission to create the site on my own.

2 ORGANIZATIONAL COMMUNICATION

Organizational communication is an important part of working efficiently in a corporation. This chapter explains what organizational communication is, why it is so important, and how it has changed because of new digital environment. Before the term organizational communication, many studies used the term internal communication when describing the communication in a work community (Juholin 2009, 141). In this thesis work those two terms are used side by side.

2.1 Communication in Work Community

Work community is a group of people who have certain goals in their jobs and they strive to those goals systematically by controlling their resources. Usually the goal is common, a shared work community's goal, and employees give their own effort to the community. (Åberg 2003, 48–49.) To be able to work as efficient as possible and to achieve those goals, it is important that the internal communications system is functional. People need to know to what they are aiming for and why, who is responsible for what and how jobs are divided among employees and also how they have succeeded in their work. No community can work without communication. (Åberg 2003, 61.)

Internal communication is information sharing and interaction inside any work community or organization (Juholin 1999, 13). It is goal-oriented, both in individual and community level, the surroundings are organized and usually technical media of communications are used, like computers and/or staff magazines. The work community's communication system means an ensemble of communication channels, arrangements and norms that have been taken into use. (Åberg 2003, 61–62.)

Åberg (2003, 62–63) wonders why work communities need to communicate. He comes to conclusion that there are five reasons for it: supporting the actions, profiling the work community, informing, attaching employees to their jobs (e.g. orientation) and being in interaction. The most important reason of these five is to support the actions, because communication is needed to be able to produce services and products. Also, interaction is needed between co-workers because people's social needs need to be fulfilled also in the workplace.

In this global world, the meaning of internal communication is growing all the time. It is very important that the communication in work community is fluent and efficient. (Siukosaari 2002, 65.) To be sure that the internal communication fulfills the mission it is supposed to, all the co-operation groups must be taken into consideration, for example management, managers, specialists, employees, interns, summer substitutes and other partners (Juholin 1999, 111). However, the community itself decides which groups in the house belong to the circle of internal communication in a certain matter. In big corporations it can only be for example the people working in the same office. Also introducing a new employee to the work community and its way of working is also a part of internal communication. (Siukosaari 2002, 65.)

2.2 Official and Unofficial Communication

It has to be acknowledged that in a work community always two kind of communication exist: official and unofficial. When people go to coffee breaks, the conversations often turn to handle work, managers or co-workers. This unofficial communication helps people to adjust to the group and it makes the interaction easier. (Alajärvi, Herno, Koskinen andYrttiaho 2001, 52–53.)

However, this unofficial communication cannot be the only source of information in a community. Official communication must be organized well, and unofficial communication should only complement the official information and work beside it. When taking into consideration company's external reference groups, the official communication is even more important, so that they do not hear about big issues only through rumors. In an ideal work community these two systems act in harmony. (Alajärvi et al. 2001, 52–53.)

2.3 Organizational Communication in the 21th Century

Because of the new global world and the development of technology also communication has changed. It is no more efficient if the communication is only seen as information sharing from managers to employees, in other words, if the information flows from top to bottom. Nowadays almost all members of the work community take part in communication through their own work. Also the new technology sets challenges to companies, as the information flow is incredibly faster now than before. The company

has to be on time when communicating topical and current issues, so that employees will get the information from the company and not for example from internet or in the worst case from customers. (Juholin 2009, 142–143.)

2.4 The New Agenda of Organizational Communication

The new agenda of organizational communication is an alternative model for analyzing the communication in the work community. This agenda is created by Elisa Juholin (2008, 62–63). It is based on the idea that communication happens there were people are, where they act and produce and exchange the information on their own. The new agenda consists of six + one components, which are the base of internal conversations and communality in the work environment. These components will be explained in the following subchapters.

2.4.1 Availability and Exchange of Current Information

Important and meaningful issues should be processed interactively; they will be discussed and dealt with as long as needed so that everyone has understood them. Meaningful issues can be, for example, changes in the organization and strategic definitions of policy, but also a change in one individual's job description can grow into a big issue. The point is that everyone should have both general views over important issues but also more exact idea of his/hers own section, team and work. This does not always have to mean that opinions are the same. Different opinions are respected. (Juholin 2009, 146–148.)

2.4.2 Up-To-Date Information

Topical information is very important resource when working as efficient as possible. Up-to-date information must always be available and it is crucial that everyone understands his/her role in creating and sharing that information. Information cannot be regulated or lingered anymore. If accurate info is not available, it is likely that rumors will fly and possible misunderstandings can happen. The person must also be active and self-imposed to search and ask for information and also after receiving it be ready to pass it on to others. The point is that communication is always interactive process. (Juholin 2009, 145–146.)

2.4.3 Atmosphere

The third component is the atmosphere. The atmosphere should be open and relaxed so that everyone has the courage to tell their opinions and visions and have a feeling that he/she is a vital part of the work community. It seems that the general mood is a reason for many things: if the atmosphere is good it will produce positive results, which will again cause good mood. Bad and grinding atmosphere will only steal the joy of working, which usually means that no results will be achieved. (Juholin 2009, 149.)

2.4.4 Taking Part and Influencing

Everyone should have their chance to take part and have an effect in the community. The influence can fall upon either big or small issues, or official or spontaneous matters. Nowadays job is such a big part of person's identity that it is important that everyone feels that they have an opportunity to influence and that their contribution is important and appreciated. This will be experienced through communication: giving and receiving feedback, discussing and feeling free to ask questions. (Juholin 2009, 144–149.)

2.4.5 Learning Together and Sharing the Knowledge

The fifth component is learning together and teaching also others. This will support the individual but also the whole community. When people work together and are in interaction, new knowledge will emerge. Information transfers without particular effort when employees listen and learn from each other. Sometimes it is even more important to know from whom to ask than know the answer right away. Also giving constant feedback to all directions belongs to this stage. (Juholin 2009, 144–150.)

2.4.6 Reputation – Employer's and Mine

The employer's reputation will have a huge effect on everyone's job. Each and every employee will have an influence to the reputation, but also it will reflect to the employee itself. No one will feel good about themselves when working to an organiza-

tion that he/she doesn't respect. Employees and their relatives are reliable source of information about the company.

Also the reputation affects the job market, because it will draw job applicants. Good reputation is also a good competitive tool in today's rival atmosphere. (Juholin 2009, 150.)

2.4.7 Forums

 The last, "plus one" component, is a connective factor: all this activity and communication takes place in forums, for example in internal networks, spontaneous forums or official forums. Those forums are open places to exchange information and to chat, and they will connect the organization to networks and operational environment. The main thing is interactivity and that employees are initiative. (Juholin 2009, 143–144.)

3 DIGITAL COMMUNICATIONS

Nowadays almost in every office every employee has an access to internet. Internet is an alternative place to communicate and to be interactive in addition to the normal physical work environment like for example offices and coffee breaks, and also sending faxes or e-mails. The benefit of using internet is that through World Wide Web the information is available to many persons all around the world at the same time. (Siukosaari 2002, 207.)

3.1 Intranet

Intranet is an internal data network for work community. No outsiders have an access to company's intranet. (Siukosaari 2002, 209.) In the last few years, as information technology and using intranet has become more general, intranets have grown into one of the most important forums in organizational communication. (Juholin 2008, 77). It can be used as a databank, web-learning environment or as a place where people can be in interaction (Siukosaari 2002, 209).

As a databank, intranet is very useful. All the information from different people who has the knowledge can be collected to one place. Intranet allows having more open communication atmosphere when the information is available to everyone. Also the knowledge is easy to keep up-to-date when it is possible to comment the items and it is known who is responsible for updating the site. A few examples what to put to intranet are news, work instructions, information about products and services, phonebook, basic data about the community and organization, menus etc. (Siukosaari 2002, 210.)

Intranets can store huge amount of information and news can be shared almost instantly. It is very vital that employees know about for example big upcoming news before others do. It is embarrassing if a customer calls to customer service and asks something about recent news from which the employee has not even heard of from the enterprise. Through the internet news travel fast and it will reach others in worldwide locations. Also it is easy to incorporate and share videos, audios or animations. (Holtz 2003, 97.)

As intranet has some very good qualities, it still cannot do everything. It cannot entirely replace face-to-face –connections between people. Human is a breed that needs at least some familiar faces. Also prints are easier to read, so not all information can be assimilated from the monitor screen. From intranet the information also must be pulled. People go there to find information they are interested of, everything else might pass by their eyes. If it is very important that everyone will get certain news, it is better to e-mail it to all, because e-mail is an item that you can push to employees. (Holtz 2003, 98–101.)

Also one of the challenges that intranets have, is the huge amount of information. All info is there, but people do not know from where to search. Also all unnecessary information which has been added just increase the search area. Frustration of not finding anything useful will drive users away. (Kortesuo 2009, 65–66.)

3.2 Social Media and Social Intranet

In the new global world were information technology is very advanced, networking is easy. Social media are internet services where the users provide and create the content and are in interaction with each other. These services can be both in open internet as in closed intranets. (Juholin 2009, 172–173.) The development of internet is now shifting to direction where there are no longer only static publishing and information sharing, but the trend is participation and public discussions (Juholin 2008, 76).

Intranet-type described in the previous chapter 3.1 could be named as communicational intranet. There the communication is mainly concentrated on sharing information from headquarters to employees. Typically also conversations and commenting are allowed to workers, but only that does not make the intranet social. (Avoine s.a.; Tolvanen 2012.)

In social intranets people are the core. Their interaction and collaboration create the content which will help the organization to better their communication and sense of community. They act as individuals in the net and create, share and use the information and knowledge needed. (Ambientia s.a.)

Social intranet's users have the right to edit the whole content of intranet. This way the idea of intranet is kind of wiki-based, and everyone can participate into gathering and creating the information storage. (Tolvanen 2012.) Also commenting, conversation areas, microblogging and even blogs are features which are possible to use in social intranets (Ambientia s.a.)

Probably the clearest feature of social intranet is the newsfeed on the front page. All users can insert posts or short conversations to newsfeed about anything so that the central element of the home page is really created by the users together. Also all users in the social intranet have their own profiles and it would be good if those profile pages would be edited, like for example adding one's own picture. (Tolvanen 2012.)

Using the new social media services in intranets is now hip and almost mandatory. The new innovative generation of employees has been using social media for a long time, for example Facebook or Twitter, even before it went mainstream. They are used to operate in the world of social media. For luring those talented and eager new workers, employer must offer also trendy work environment that they are familiar with. (Ward 2014.)

A challenge with the social media is the amount of content. When everyone has the right to create and add contents to intranet, it can be difficult to organize and retrieve the most important and relevant information from them. That is why a strong search-system should be available. (Ward 2014.)

3.2.1 Writing in Social Media

As the point is no more in one-way communication, the texts in social media should be interactive. Social media texts are read from the screen and they have been created to be fast consumed. That is why the texts should be short. Too long posts are not very tempting and no one will have time to read them. Also it would be good to leave something to the others to say, so the text does not have to cover it all. (Kortesuo 2010, 12–13.)

The texts should also be readable. Reading from the screen is much slower than from paper. The writer should use simple sentence structures and avoid non-finite clauses.

When writing instructions, use the imperative: *klick, write, choose.* There is no need to use the third person. When speaking about yourself, use the I and only we or company name if there really are more persons involved than you. (Kortesuo 2010, 20-21.)

The feeling of interaction should be entered to the text. Maybe it would be good to ask something, wonder or answer to someone. One should always write with positive attitude and try to tell your opinion with reason and constructive way, even if one does not agree. Being critical is good but maybe it is not good to tackle someone every time. (Kortesuo 2010, 13.)

In these cases, as the social media is not the most official way to communicate, a little humor would not hurt. Often witty word choices can lighten up the text and make even your colleague smile. Colloquial texts are acceptable, so it does not have to be strictly standard language. (Kortesuo 2010, 13-21.)

3.2.2 Hashtag

One social media –function which can be used in discussion areas is hashtag. Hashtag is a word or phrase prefixed with the symbol #. The sign # alone is not a hashtag but a number sign. When # is put in front of an important word in social networking services, it will link that post into other posts related to that same topic. This makes it easy to find certain topics and posts from a large amount of posts. (Hashtag 2013.)

For example, during the Olympics in Moscow people tweeted their thoughts in Twitter and connected them with other people's posts by using the hashtag #Moscow2013 (Figure 1). When clicking the hashtag, a page with all the posts with #Moscow2013 on it would open.

Figure 1. Hashtaging about Moscow Olympics

This tagging is something that employees must be trained to do properly, so that the benefits from it will be as good as possible. Of course also other new tools need to be

informed and training on them given to employees, and also some coaching should be provided. (Ward 2014.)

3.2.3 How to Get Employees to Use Social Features

As social intranets are a new way of creating intranets, it is a challenge to get employees to use the features. Younger generation may be more used to surfing around social media due to great popularity of Facebook and Twitter. However, also the employees of the older generation should start to use these too, as they have a lot of knowledge to share.

The first step is to get the management's support. They will show an example to their employees by using the features but also by showing that they believe in the communality. (Heiska 2013.) Also it would be good to start with a small group of people or work community and only with one or two new features. Only after good results about them, it would be reasonable to add more users and features. (Harjanne 2012.)

3.3 SharePoint 2013

Microsoft SharePoint 2013 is a versatile platform, which can be altered to the needs of the corporation. Different kinds of intranets, extranets or www-services can be created to SharePoint-platform, and they also work seamlessly along with Office-tools. The new SharePoint's social features are advanced and it has a better support for tablets and mobile equipment. (SharePoint 2013.)

In the new SharePoint 2013 -version there is not a sight about one-way communication. It is all about the people, their interests and about the information they share. SharePoint offers a chance to microblogging. Microblogging means conversations through short messages and using hashtags, and people are able to comment or "like" the microposts. Listing called Newsfeed, Uutissyöte in Finnish (Figure 2), functions as a platform for microblogging. (Selkäinaho, 2012.) Using hashtags in social feed conversations makes it easy to categorize topics (Microsoft 2014).

Uutissyöte

Aloita keskustelu

Figure 2. Newsfeed

SharePoint is a place to share ideas with colleagues. It is possible to easily collaborate with you team mates and use social feeds to stay on top of relevant content. With the help of the social features, it is possible to connect with the employees across the corporation, search for answers or publish some contents. It is also possible to follow your team mates, or create a group site for certain people. It is easy to organize information, people and projects. (Microsoft 2014.)

SharePoint is also a single place to storage all your work documents. The social features help also here, because user can choose to follow a certain document too, not only persons. When a person follows the document he/she will see it under topic "Documents" in the Newsfeed. Finding files has also been made easier by adding a search box "Find a File" to each document library. Also following a certain site is possible. (Kapoor 2013, 3–7.)

3.3.1 Web Part

Using web parts is one way to build a SharePoint site. Web parts are so-called libraries or building blocks inside the particular page. By using them, it is easy to modify the content, appearance and behavior of the page by using a browser. (Microsoft 2013.)

Every web part can be named differently (Figure 3). Also the style of the part can be chosen by the purpose of the library. For example, there can be simple document libraries, or if one likes to add only pictures to the web part, it is recommendable to use the application meant for pictures. Other possibilities are for example calendar, tasks or links.
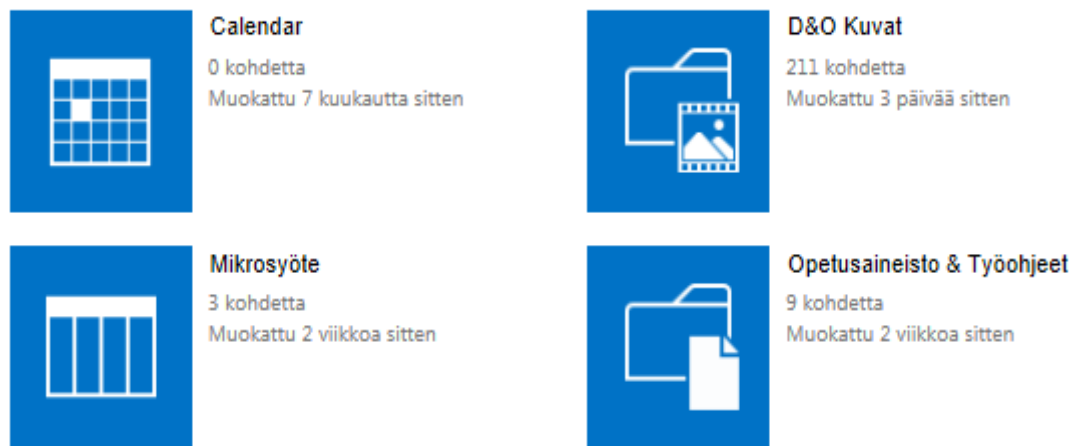
Figure 3. Web Parts in Worksite

3.3.2 Worksite Service

Worksite is a site which can be set up for a team, a project or a certain business unit. The site is set up to meet a business need, and it is created when a certain group wants to have an overall responsibility for defining, managing and administrating their own area. The group can use the worksite just as they please, because it is open to be customized according to the requirements of the group. (Stora Enso 2013.)

Each site can have only one owner, but there can be several admins. These admin rights are given by the owner at first, but after that the new admins can also do that. Also all wanted users to the site need to be added separately if the page has been categorized as confidential, and admins are the ones who can do this. Users will be added to some group which rights have been defined. For example, a member-group can edit, share and delete content, but they cannot add new users. A visitor-group has only reading rights, nothing more. Admins can also create new groups and name then how they like and define what kinds of rights they have on the site. They can also reject access requests to the site and give the rights to edit the contents. Security level of the content is also defined by the site administrator. (Stora Enso 2013.)

When using worksite, user must be on line. As almost every employee has an internet access, there was no huge need to put effort and investment to build working offline-functions. (Stora Enso 2013.)

4   CREATING THE WORKSITE

This chapter describes the creating of the worksite for Ingerois Mill Supply Chain –
organization. The whole project started in May 2013 when I was given this thesis
work assignment.

4.1 Training and Ordering the Worksite

First I joined in a site owner training session virtually through Lync-connection. I was
taught how to order the worksite through a certain web form. After the training I or-
dered the site according to the instructions.

Ordering the worksite is an automatic process. The orderer needs to fill in an order
form where details and information about the site will be asked. In order to make the
new site findable, it is important that organizational headings are chosen correctly.

First the worksite needed to be named. I chose Supply Chain, as it is the name of the
team the site for. To the www-address the prefix IK was added, because the site had to
be separated from other mill's Supply Chain –departments. IK is an abbreviation from
the Finnish name "Inkeroisten Kartonkitehdas" (Ingerois Board Mill).

After that a site owner had to be named. This site owner is the person who will receive
an e-mail from WeShare-system after two years, whether the worksite shall continue
existing or not. In the ordering form, only one person can be named as a site owner.
However, after that the owner can add others as admins and/or members to the site.
Some users can have only reading rights, others can be granted editing right also. To
this worksite the Supply Chain Manager was named as the site owner. After that the
Manager added me as a member to the worksite and gave me the admin rights to the
page, which means that my rights in the worksite are as wide as the owner's, but I will
not receive that e-mail after two years.

Also the confidential level of the site had to be chosen. The site could be open, which
would mean that all Stora Enso employees all around the world would have an access
to the site. As this site is tailored to serve only Supply Chain in Ingerois, it was rea-

sonable to choose the worksite to be closed. As a closed site, only persons who have been added to the site are able to see it.

After the first training session there was another Lync-meeting where the features of the worksite were described. I participated to the meeting with some other persons who also were creating a new worksite, and after the meeting we got to know together the functions in the worksite.

4.2 Starting to Create the Worksite

After receiving the owner rights to the Supply Chain –worksite I had a short meeting with Demand and Operations Planning Manager to discuss how the site's general structure should look like and also what he would like to find from the site. I was given instructions that three different subpages should be created to the site as Supply Chain –organization consists of three different departments: Demand and operations planning, Logistics and Purchasing. This would make the page's structure simple and clear. We also discussed that people working in those departments should be contacted and asked their opinion about what they would want to find from the worksite, so that the site could be as useful as possible.

At the beginning of June I wrote an e-mail where I told what my thesis work was and what information would be needed to be able to create the worksite. I sent that mail to certain persons responsible for those three departments. While waiting for answers I started to build the page according to the instructions I was given in the meeting with Demand and Operations Planning Manager.

Only employees from Demand and Operations Planning – department answered to the e-mail. However, I did not have the time to send that e-mail again, because in the beginning of June I received information from Ingerois Mill Supply Chain Manager that Skoghall Mill in Sweden wants to be the pioneer in creating this kind of worksite for Supply Chain. This information prohibited me from continuing creating the worksite, as I was supposed to wait for Skoghall to create its sites first. As a result I started to have contact with Skoghall and tried to get me an access to their worksite, so that I could see what they were doing and after that start to follow their example. Mean-

while, I studied and explored the functions in worksite so that I would be as prepared as possible when I could restart creating the site.

After four months of waiting and emailing to Sweden, permission was granted to create the site without Skoghall's model. Nobody at Skoghall did have the time to do it first, so they finally showed me a green light.

In the beginning of November I had a meeting with Ingerois Mill Communication Manager, Demand and Operations Planning Manager and Purchasing Assistant concerning the base of the site. We talked about the ways to gather the information to the site and decided that using web parts would be most efficient.

4.3 Home Page

First home page for the site was created. As this worksite is supposed to serve the whole Supply Chain –organization, the page was named *Supply Chain.*

As I started to edit the home page, I noticed that I was not able to edit the home page as much as I wanted, and for example changing the layout was not possible. I asked for help from WeShare Support, and found out that the home page is not a wikipage as a default like all the other pages are. Support changed the home page to be a wikipage, and after that also the layout change was possible. The layout was chosen to consist of two columns and a header (Figure 4).
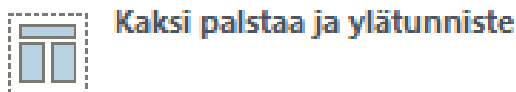

Figure 4. Two columns and a header

To the home page *Newsfeed* was added, as it is common in social intranets and the hope is that the whole Supply Chain –organization would use and follow the feed, and create their own hashtags. Other item that was pulled up to the home page was web part named *Supply Chain Documents* that contains documents concerning the whole Supply Chain. (Attachment 1.)

4.4 Demand and Operations Planning –Page

This page is the first subpage which was created. It is targeted to employees working in Demand and operations planning- department and all the material published there is supposed to support these people in their work. (Attachment 2.)

4.4.1 Creating the Web Parts

First all the needed web parts were created. When using web parts it is easy to modify the content, appearance and behavior of the page by using a browser. When web parts are ready, they are published on the page. All these web parts are collected to one content page (attachment 3). A document library called *Reports and Memos* was created, in to which all often needed documents were loaded. Also two files were created there, so that some of the documents which have the same theme would be under same file. This makes the document list in the page shorter and organized better which again makes it easier to find items.

The second web part or library that was created was *Learning Material and Work Instructions*. This part contains all general material concerning the whole Demand and Operations planning –department. For example learning material for Enterprise Resource Planning Fenix and mill's data system MES are the same for everyone.

The third web part is *Team files.* To that library separate files were created for all the teams: East, German, Overseas, West and Production Planning. Under those files were loaded all the existing documents which are created individually for the specific team, for example specific work instructions for different countries, customer lists and different kind of reports.

The fourth web part is in my opinion most useful for the employees in every day work: link library. As I asked from Demand and Operations Planning –workers what they would like to find from the worksite, I received many wishes that a list of links to certain pages which are difficult to find would easier their work. One worker for example said that she was looking for Customs-page from WeShare and did not find it. So the link-web part was named as *Links D&O* and under that title were loaded all the links to pages to which the workers had otherwise difficulties to find, for example

Customs, Customs forms, Certificate of Origin eService, Route Viewer and Route Requests.

I had also received a suggestion that something a bit lighter would be OK to add to the page as it is not supposed to be stiff and official, but a closed worksite for this small Supply Chain –organization. So a web part meant for pictures was added: *D&O Pictures.* To that web part some old pictures were loaded from the factory, pre-Christmas parties and from some day trip made to Kaunissaari. This action actually fulfilled the site's space which was a huge surprise for me, as in all WeShare-meetings the trainers had emphasized that the amount of space is huge. I contacted WeShare Support and informed about this problem, and they added more space to the site.

4.4.2 Editing the Page

After all the web parts for Demand and Operations planning –page were created, I started to pull them up to the page. This is done by editing the page. First when starting to edit the page, a suitable layout must be picked. I chose a layout with one wide column in the top (header), two same sized column next to each other under that and one wide column to the bottom (footer) (Figure 5).
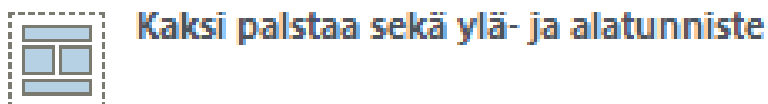
Figure 5. Two columns and header and footer

To the header the name of the page *Demand and Operations Planning* was written, and then the created web parts were added to the page. First web part to the left side column was *Reports and Memos*, and under that was situated *Links D&O.* To the right column was first added *Team files* and then *Learning Material and Work Instructions,* but later those web parts were switched other way around because I thought that it would be more wise to have first the general information and only after that the more detailed info. The picture library was also added to the left side column, under the team files.

At this stage I came to the conclusion that the footer was not really useful, so I changed also the layout to only cover header and too columns (Figure 4). These kinds of layout switches are pretty simple in SharePoint, so no extra work was caused by this.

4.4.3 Dashboard in Other Worksite

Stora Enso follows the reasonable rule that certain document is always located only in one place. In Supply Chain Management's worksite exists one dashboard which should also be read by workers from Ingerois Mill Supply Chain and updated by some. As the Ingerois Mill dashboard has to be located in the Management site because of connections to overall dashboards, we couldn't upload the file into our worksite.

I contacted the person maintaining the management worksite and we agreed that it would be wisest to create a member group to Management's worksite which would include all our mill's Supply Chain employees. Then this group would be given reading and editing rights to that one dashboard and a link to that file would be added to our worksite. This link was situated to the home page, because it concerns all departments.

4.5 Pages for Logistics and Purchasing

Unfortunately I did not ever receive any answers from logistics or purchasing department what they would like to find from their page. The e-mail was sent a few times for the people responsible for those departments, but no answer. It's clear that they are really busy, but still this was unfortunate for me and for this thesis work. I also reported this to our Demand and Operations Planning Manager and he understood that I could not finish the pages for logistics or purchasing without some info.

Because of this I taught and told about features in the worksite for Supply Chain's assistant, who will most likely be the one who continues editing and updating this worksite.

4.6 Adding Users

After I was happy with the worksite, it was time to add users to it. As this worksite is social and all persons in Supply Chain shall join in to create and share items, everyone was added as members. Members have rights to edit the worksite freely but they cannot add new users or change the layout.

The worksite also needed a third admin, as I am not working in Stora Enso full-time, and the site owner Supply Chain Manager is quite busy all the time, so someone should have rights to add new users. According to instructions, admin rights were granted to Supply Chain Assistant.

4.7 Presenting the Worksite

The last part of the work was to present the worksite for employees in Demand and Operations Planning. We took time from our daily morning meeting on December 20th 2013, and I shortly showed to the workers the basics of the page: How to read it, how to use it, how to add documents or modify them and other functions like that.

As this is new way of handling intranet in this work community, I did not add yet much social features, as it is good to first get used to this slowly piece by piece. At this point there are only newsfeed and the possibility to create content. Maybe in the future someone would like to start for example their own blog.

The worksite is very simple in its basic actions, so I believe that no one will have trouble using it. It is just a question about changing their way of working and sharing information and having the courage to use for example hashtags and other social media features. I myself added one hashtag-post to newsfeed as an example to others.

5 SUMMARY

I enjoyed creating this worksite for Stora Enso Ingerois' Supply Chain. I think that sharing information is very important in all companies and that these little things like team worksites can really help improve the communication. Work life is very hectic nowadays and people appreciate all kinds of tools which can ease their daily work and save time from searching some kind of information.

Digital communication is the way to communicate nowadays. E-mails are a great way to share information because they are pushed to people, but it is easier to write a post into a newsfeed which will automatically be on view for everyone and categorize it with hashtag. By using SharePoint 2013 and its social features the company can take into use new technology and ways of sharing information. These social features are common for the younger generation so it is also one way to attract fresh employees to work tin the company.

The biggest challenge will be to get the older employees to use for example Newsfeed with hashtags. If they have not used these features at all before for example in their personal life, it can feel a bit weird for them in the beginning. I still hope and believe that with some encouraging and brave first users also they will start to use these features.

I regret that I did not receive information from logistics and purchasing, because I would have liked to create the pages for those departments too. But as employees in those sections did not have the time to answer me because of their own work, I cannot really blame them. I am sure that Supply Chain Assistant understood my instructions very well and she is able to edit the worksite the way needed.

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