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The use of a multinational corporate intranet

A study on Wärtsilä's new intranet Compass

Master's Thesis

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TIIVISTELMÄ:

Intranetit ovat yleistyneet viimeisen kymmenen vuoden aikana merkittävästi, ja ne ovat laajasti käytössä monikansallisissa yhtiöissä. Intranet on tärkein sisäisen viestinnän kanava, jonka kautta sama tieto voidaan tarjota samanaikaisesti ympäri maailmaa työskentelevälle henkilöstölle. Monikansallisten intranetien suurimpia haasteita ovat kieli, työntekijöiden pääsy intranettiin ja intranetin sisältö.

Tutkimus kartoitti, miten Wärtsilän keväällä 2008 lanseerattua uutta globaalia intranetiä Compassia käytetään. Tutkimuksessa selvitettiin henkilöstön mielipiteitä uudistetusta intranetistä ja etsittiin ideoita jatkokehitystä varten. Vastauksia kysymyksiin haettiin yrityksen henkilöstölle suunnatulla sähköisellä kyselyllä, joka oli saatavilla intranetissä. Saatuja vastauksia analysoitiin pääasiassa kvantitatiivisesti, mutta kvalitatiivisia menetelmiä käytettiin avointen vastausten tulkitsemisessa.

Kyselyyn vastasi 451 henkilöä, joista 58 % työskenteli Suomessa. Globaali intranet koettiin selvänä parannuksena entiseen, jolloin käytössä oli kymmeniä erillisiä intranetejä. Compassin yleisarvosanaksi annettiin noin 7 asteikolla 1-10. Intranet tukee käyttäjien työtä hyvin ja sitä käytetään lähinnä tiedonhakuun ja uutisten lukemiseen. Globaalit koko yritystä koskevat uutiset ovat luetuimpia. Ulkoasun yhteneväisyys intranetissä on käyttäjien mielestä hyvä. Suuri osa intranetin tuomista uusista toiminnallisuuksista on mieluisia, mutta kaikki eivät ole vielä vakiintuneet päivittäiseen käyttöön.

Siirtymä Wärtsilässä kymmenistä intraneteistä yhteen globaaliin intranettiin on merkittävä ja tottuminen vie aikaa. Jatkokehityksessä on keskityttävä intranetin toiminnallisuuksien jalkauttamiseen henkilöstön keskuudessa. Monikansallisen intranetin kehittämisessä on kiinnitettävä myös erityishuomiota kieleen, pääsyyn ja sisältöön.

AVAINSANAT: Intranet, sisäinen viestintä, konserniviesticntä, monikansallinen yritys, Wärtsilä

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ABSTRACT:

Adopting intranets has increased significantly during the ten recent years. Intranets are widely used in multinational corporations. They are considered as the most important source of internal company information. Via intranet the same information can be offered simultaneously to every employee around the world. The challenges of multinational intranets are language, access to intranet and content.

The study investigated the use of Wärtsilä's global intranet launched spring 2008. The study aimed to research how the employees view their renewed intranet and how the intranet could be improved in the future. The study was conducted by using an electronic questionnaire that was available in the company intranet. The results were analysed using mainly quantitative methods but qualitative methods were utilized in analysing the open answers.

451 respondents answered to the electronic questionnaire. 58 % of the respondents were located in Finland. The global intranet was seen as a clear improvement to the previous situation where tens of disjointed intranets were in use. The average grade in a scale of 1 being lowest and 10 being highest was 7.11. The intranet supports the daily work well. Intranet is mainly used for searching information and reading news. The global news that concern the whole company are most read. The consistency of the layout is good according to the respondents. Majority of the functionalities in the intranet are good but not all of them have yet been established in daily use.

The change at Wärtsilä from tens of intranets to one global intranet is a big transition and getting used to it takes time. In the future development of the intranet the main focus needs to be on establishing the functionalities of the intranet into wider use. Language, access and content needs to be taken into consideration in developing a multinational intranet.

KEYWORDS: Intranet, internal communication, corporate communication, multinational corporation, Wärtsilä

1 INTRODUCTION

Intranets are widely used in large multinational companies because they provide a versatile channel for sharing internal information and knowledge. Intranet is usually the main channel for internal communications in multinational companies. Via intranet the same information can be offered simultaneously to every employee around the world. The critical issues to the success of multinational intranets are language, access and content. Subsequently the advantages of intranets have resulted in companies building and adopting intranets at an increasing pace in the past 15 years. According to a study made by Lehmuskallio 2006 (2006: 289) nearly 93% of the largest multinational companies operating in Finland have intranets, and nearly 74% consider the intranet the most important source of internal company information. Nowadays nearly all these companies are likely to have intranet.

Intranets are never finished or complete; the improvement work is continuous and dynamic. Each company develops their intranets at their own pace, according to their own strategies. Corporate intranets are evolving significantly at the moment and they will get an upgrade when the “net generation” students enter the workplace. This generation has grown up in a world steeped in communications technology and it expects that employers think and communicate the same way they do. They want to chat with their colleagues, have their own company blogs and subscribe to RSS (Rich Site Summary) feeds from the blogs of their superiors and co-workers. These employees want to help build a company wiki and keep contact with their friends on a companywide social network.

To attract and maintain talented young employees companies have recently woken up to the necessity of intranet 2.0. New collaboration tools like virtual teams, discussion forums, blogs or wikis are adopted. These tools enable a new kind of communication and collaboration within the company but for the older generation of employees they may also

involve a cultural change and thus change management and change communication needs to step in.

In this study I examine intranet in the context of a multinational company Wärtsilä Corporation. The history of Wärtsilä's intranets dates back to 1996 when the corporation's subsidiary Wärtsilä Finland launched a local intranet that gradually expanded to a global corporate intranet. The business areas launched their own global intranets around the same time in mid 1990's. After that the corporate intranet at Wärtsilä has been developed and renewed a few times to meet the increasing demands of a growing company. The first corporate level intranet Link was introduced in the late 1990's and 2002 Workroom with links to separate intranets became the common homepage to everyone working at Wärtsilä. (Kainulainen 2008.)

Wärtsilä launched a global intranet project in 2006 in order to get a coordinated global intranet where finding information would be easier and content production would be simple. The goal was to have one home page that would be a door to all Wärtsilä internal information and a tool for everyone's daily work. The challenge was to combine the existing over 50 intranets into one global intranet that would support the concept of one Wärtsilä and global brand image. The new intranet Compass would also facilitate web 2.0 tools like blogs, wikis and discussion boards.

1.1 Goal

The goal of the study is to examine the use of a global intranet in the multinational company Wärtsilä. A set of research questions that can be derived from the goal concern:

1. How the employees of Wärtsilä use their intranet?
2. How the employees of Wärtsilä view their intranet?
3. How could the intranet be improved?

The research questions are about the use, views and improvement ideas for the intranet. The first question how the employees use their intranet is about the frequency of use and the most used navigational sections of the intranet. This research question also covers how functional the structure of the intranet is, how easy finding information on the intranet is and for what purposes the intranet is used. Up-to-date content and knowledge of who to contact with questions regarding the content or technical problems are also discussed here.

The second question how the employees view their intranet, will examine the employee opinions concerning the renewed global intranet and its functionalities. The employees are asked to give a grade to Compass and to evaluate how the intranet supports their daily work. The set of questions derived from this research question will tell how the information channels, the available functionalities and features function in the intranet and whether the new global intranet is an improvement compared to the previous intranets.

The last research question how could the intranet be improved will be tackled by the five open questions in the questionnaire. These questions canvas what changes the employees feel should be made to the intranet overall and what changes should be done to the layout and style, structure, content, language, access and time of uploading pages of Compass. Analysing these answers will benefit in outlining the areas that need to be improved on the global intranet.

Previous communications studies show that increasingly complex and competitive business environment form greater pressure on employees and greater need for internal communications. Kalla (2006: 30-32) says that internal communications in multinational corporations can be viewed from the perspective of communications research or management and international business research. Kalla sees that internal communications research focusing on the multinational corporation context is almost non-existent and there is a research gap where communication research could contribute (ibid. 30–32). This is one reason why there is a need for this study of intranet in a multinational company.

Lehmuskallio has researched internal communications and intranets in large multinational companies operating in Finland. She (2006: 304) shares Kalla's views that intranets should be studied from the perspective of corporate communications since in many of the largest companies in Finland corporate communications act as the organisational owner of the intranet and is responsible for the intranet and its future development. Lehmuskallio (2006: 290) points out that few studies focus on intranets and even fewer on intranets at multinational companies. This field should receive more attention since intranets are widespread and a lot of resources are spent on building and developing them (ibid. 290).

In the theoretical framing of my own study I utilize mainly the studies conducted by Sari Lehmuskallio and Luke Tredinnick. Lehmuskallio is conducting research for her doctoral dissertation on corporate intranets at the Helsinki School of Economics. She has studied intranets since 2003 and has concentrated on the uses, roles, and content of intranets. Luke Tredinnick, Senior Lecturer in Information Management at London Metropolitan University is interested in intranets, Web 2.0 and intranet 2.0. He has written several books and articles regarding these matters. The research frame for my study is influenced by Lehmuskallio's research on the use of intranets and her results of language, access and content being the main challenges on multinational intranets. My hypothesis is that the global intranet Compass is seen as a change for the better but there is still a lot of room for improvement.

1.2 Method

The research questions are answered by analysing the answers of the employees with quantitative and qualitative methods. I use an electronic questionnaire that produces answers that can be uploaded to a computer for quantitative processing and analysing. I use

Excel and MOSS (Microsoft Office Sharepoint Server) survey tool statistics in analysing the data received via the questionnaire.

Hirsjärvi, Remes and Sajavaara (1997: 182) warn that the challenges in using quantitative methods are the shallowness of the material and structuring the questionnaire. It is hard to evaluate how successful the given answer alternatives are and there is always a risk of misunderstandings. I spent a lot of time in checking the wording of my questionnaire in co-operation with the company. I also used open questions in the questionnaire. All this effort was aimed to avoid possible misunderstandings and shallowness in the study.

The questionnaire (appendix 3) consisted of multiple choice questions, Likert scale ratings and open questions that concentrated on gaining improvement ideas. I analysed the answers quantitatively with using Excel and by grouping the open answers based on their themes. I received 451 answers with an electronic questionnaire. The data contains answers to closed and open questions.

1.3 Object of the study

The object of the study is Wärtsilä, a global multinational corporation that employs close to 19.000 employees situated in 160 locations in 70 countries around the world. Wärtsilä is listed on The Nordic Exchange in Helsinki, Finland. The corporation consists of three businesses: Ship Power, Power Plants and Services. Wärtsilä's business consists of products and services. It provides power solutions for the marine and energy markets. (Wärtsilä 2009.)

Corporate Communications at Wärtsilä consists of investor relations, media relations, branding and internal and online communications. Corporate communications is coordinated from the head quarters located in Helsinki. Business communicators as well as

the local internal communicators are also part of the global communications network in Wärtsilä. (Wärtsilä 2008b.)

Wärtsilä uses several channels in internal communication of which the global intranet Compass is the main one. Intranet at Wärtsilä was first owned by the Technology (R&D Department), then by IM (Information Management) and from the beginning of 2000 the ownership was handed to Corporate Communications, who now owns Compass (Kainulainen 2008). Wärtsilä's internal magazine Wattsup is published four times a year in four main languages: English, Finnish, Swedish and Italian. E-mailing and sending newsletters via e-mail are still important communication channels but in the future ordering RSS feeds from the intranet is likely to gain more ground. Wärtsilä's intranet project and Compass intranet are presented in sub chapter 5.4.

The idea for this case study has been developed during the last few years that I have been working at Wärtsilä Corporate Communications. I have been actively involved with the company's intranet renewal project. As a member of the core project team I have been planning and implementing the new global intranet Compass that was launched in April 2008. In a previous study I concentrated on how functional the project communication about Wärtsilä's new intranet Compass had been before the launch. In this study I concentrate on the use of the new intranet after the launch. My study is a case study that concentrates on examining the characteristics of one company (MOT 2009). Wärtsilä wants to know whether the goals of the global intranet project have been attained or not. The results of the study can provide usable information about the use of intranets for other multinational corporations.

As Wärtsilä is a multinational corporation, the official language is English. This was the reason behind my decision to write the thesis in English. This way the thesis and its results can also be better utilised in the corporation.

2 INTERNAL COMMUNICATIONS

This chapter is about internal communications in multinational corporations. First the functions and the main channels of internal communications are presented to give an overview of what is meant by the term (2.1). The second sub chapter discusses internal communications in multinational corporations (2.2). Intranet as a communications channel is presented in chapter 4 where I concentrate on intranets in multinational corporations.

2.1 Functions and channels of internal communications

Internal communications has several functions. Juholin (2002: 109–113) classifies these in four task areas: providing basic information, managing, building culture and community and enhancing satisfaction. Åberg (2000: 99–100) divides internal communications into five different functions: supporting basic functions, long term profiling, informing, connecting and interacting socially. Intranet can be seen as a tool that benefits all these roles and functions of internal communications. It is a tool for informing and supporting basic functions but it can have a bigger role in building the company culture and social interaction.

Channel is a means to transfer the message from sender to the receiver (Wiio 1994: 78). According to Åberg (2000: 173–174) the channels of internal communications can be classified into four groups. The extremes are long and short distance channels, direct and transmitted communication. Short distance channels are used in the communication inside a unit of work. Examples of these are communication between the employee and his/her nearest superior, department meetings or colleagues. Communication to the whole company is transmitted via long distance channels like informative meetings. Transmitted communication via short distance channels means for example personnel papers and electronic communication. (Ibid. 173–174.)

I have constructed table 1 based on Åberg (2000: 174) to visualise his concept of the division of internal communication channels. I modified Åberg's table by removing the outdated channel phone news. I have divided the concept of electronic communication into two words intranet and e-mail and added the more actual meetings that can take place via internet by using voice and video. With insight plazas Åberg (2000: 175) means physical spaces where employees can exchange thoughts and ideas.

Table 1. Channels of internal communication.

	Short distance channel	Long distance channel
Direct Communication	Nearest superior/Other superiors Department meetings Insigth plazas Colleagues	Informative meeting Partners and elected officials Meetings and negotiations Direct contact with high level management Colleagues in other units
Transmitted communication	E-mail Unit based notice board Unit based circular letters Factory newsletter Intranet	Notice board Circular letters & newsletters Personnel paper and customer magazine CEO's review Annual report Online databases Video news and internal radio Voice and video meetings over internet Intranet Trade union's communication Mass communication

Intranet can be seen as a channel for both short distance and long distance communication but it is always transmitted. The division that Åberg has made is logical but I feel that it needs to be updated to reflect the current situation where the new channels of internal communications are emerging. As large multinational corporations strive to reduce internal travelling, these new channels like voice and video meetings over the internet and instant

messaging will become more common. Even if these are transmitted communication their role can increase so that in the future they will be seen as a short distance channel in everyday work.

2.2 Internal communications in multinational corporations

Multinational corporations are large companies with branch offices operating in more than two countries. These types of companies have become more common along with globalisation. They profit the world economy by spreading new technology and management from one country to another. At the same time multinational corporations have been criticised for their economical power. Most multinational corporations are private but some are state-owned. (Facta-tietopalvelu 2008.) As multinational corporations operate in several countries they consequently consist of several national cultures and languages. This needs to be taken into consideration in the company's internal communications and planning and implementing the multinational intranet.

In her dissertation *Integrated Internal Communications in Multinational Corporation* Kalla (2006: 52) argues that the traditional view of internal communications is not applicable in multinational corporations and that a more holistic approach of integrated internal communications would be a viable alternative. Involving employees to work and feel community spirit in a multinational corporation may be more challenging as there is neither one language nor single culture to relate to. Building community and contacting other employees needs more effort than in a heterogenic organisation where employees work close to each other. Multinational corporations can expand by forming joint ventures or mergers and acquisitions in different countries. I see that integrating new employees to a multinational corporation is also a task for internal communications.

3 INTRANETS

The advantages of intranets have led to a number of multinational corporations building and adopting intranets during the past 15 years. This chapter discusses intranet from a technological and communicational perspective (3.1). It presents the development phases of intranets (3.2), outlines the current trends and future of intranets (3.3) and clarifies the uses of intranets (3.4).

3.1 Technological and communicational perspectives

Intranets can be on the one hand defined from a technological point of view and on the other from a business communication perspective. From the technological point of view most intranets are based on the same technology as the world wide web (www) where the information is arranged on www pages. Intranets use internet technology to provide employees access to share data and documentation. With an intranet information can be shared with different operating systems and hardware throughout the organisation by using LAN (local area network) infrastructure, personal computers, the TCP/IP (transmission control protocol/Internet protocol) communications protocol, a Web browser and a Web server. (Wachter & Gupta 1997: 393.)

The www technology was originally developed 1990 by Berners-Lee in the CERN laboratories in Switzerland to serve physicians in sharing research information as an electronic library that uses universal file format. Some years later a graphic browser Mosaic was developed and the success of the www exploded. Www pages can be read with a browser and every single page has an individual address URL (uniform resource locator). The special features of the www page are hypertext and linking from one page to another or to another place inside the page. Other relevant feature is multimedia that means combining text, images, animation, graphics, sound, video or online connection via webcam. Www

also enables online interaction. (e.g. Barnes 2002: 67–71, 169; Kuivalahti & Luukkonen 2003: 15–22.)

The graphical user interface made accessing information on the web easier and it raised the interest of companies. While adding web servers and browsers for accessing the internet they realised that the same tools would also be very beneficial internally. Gradually companies started to put their policy manuals, documentation and company news to the intranet. (Hills 1997: 5–6.)

Intranets are data bases meant to make the company's internal information and applications available to employees. Usually a corporate intranet has one home page that includes the latest news, main navigation and important links to other parts of the intranet or to applications. The intranet home page lay outs are becoming more and more similar says Nielsen (2005). The canonical intranet home page consists of four elements: top horizontal bar, left column, middle area and right column. The logo of the organisation, the global navigation of the intranet and the search are usually in the top horizontal bar. Left column on the home page is normally used for presenting the navigation bar. Middle area is used for photos, illustrations, a list of news headlines and boxes with links to important features and applications in the intranet. The middle area can consist of one or two columns. The right column is often the place to have a set of boxes, with pictures. (Nielsen 2005.)

As an internal information system, intranet is restricted from outsiders and public internet (E.g. Scheepers & Rose 2001: 3; Barnes 2002: 164). Internet users can use the internet but they do not have access to restricted intranets. The clearest distinction between intranet and internet users is that intranet users are employees of an organisation and to them intranet represents a daily tool that is part of their work. Hence they do not usually end up to the intranet and its pages by coincidence but they are usually searching for something specific. Nielsen (2000: 264–265) explains that the differences in the user's goals result in intranets normally consisting of between 10 and 100 times more pages than the company's external

site in internet. He says that the intranet design needs to be employee-centred but otherwise it does not differ much from the basic guidelines. (Ibid. 264–265). The basic guidelines for web design have stayed the same for several years.

Stenmark (2004: 7) reminds that although intranets and internet are technically similar they are different in many aspects like when looking at the forces behind development and measuring success. According to Stenmark intranets are standardised and controlled by the organisations that own them and by the members of the organisations. This leads to differences between internet and intranets in areas such as “content generation process, nature of the content, dissemination rather than attracting information and navigation design”. Examples of these differences are compiled to table 2. (Ibid. 7.)

Table 2. Differences between internet and intranet content provision (Stenmark 2004: 9).

internet	intranet
Content is provided in a democratic, bottom-up fashion	Content is provided top-down by small group of professionals
Content is diversified and subjective and detailed information is available on almost any topic	Content is non-specific, “objective”, and to a large extent business related
Content is intended to attract visitors and content providers measure success in terms of number of visitors	Content is intended to disseminate official information in which the content provider has no vested interest
Content is hyperlinked in an user-driven and seemingly ad hoc manner that transcends fixed categories	Content is organised according to pre-determined corporate taxonomy manifested in consistent menus

The content in internet is created bottom-up but in intranets it is provided top-down by professionals. This is something that I feel is already changing as many organisations are giving more control to the basic users to provide content in intranets. The majority of content in intranets being business related is unlikely to change as it is the purpose of most

corporate intranets. The content in intranet does not need to attract visitors as much as in internet. The navigation in intranets does often follow a predetermined taxonomy but the use of hyper linking is growing.

When considering the communicational point of view of intranets Lehmuskallio (2006: 91) emphasises that the intranet definitions lack the notion that intranets are not only for storing and retrieving information but also for particularly enhancing communication flow within the information. According to Lehmuskallio (2006: 292) the intranet is “a medium by which and in which company-wide internal communication may take place”. She sees intranet as a versatile and fast channel that can be a company-wide mass medium circulating content such as information, news or tools to the whole personnel at the same time regardless of the location. The intranet can also be used for reaching smaller predetermined groups. Intranet’s collaboration tools e.g. virtual teams, discussion forums, blogs or wikis enable wider communication within the company. (Ibid. 292.)

The advantages of the intranet compared to other internal communication channels like personnel magazines or meetings are reach, speed and targeting. Intranet works two ways if needed and it enables user feedback and even discussion. (Kuivalahti & Luukkonen 2003: 46–47.) Tredinnick (2004: 36–37), does not share Kuivalahti and Luukkonen’s views. He finds that giving feedback on intranets is not that straightforward. Existing feedback mechanisms such as e-mail links and forms form a barrier to feedback and thus they are inadequate for gaining true information about how the message has been received. The mechanisms do not guarantee that the message will get through. (Ibid. 36–37.)

As a summary intranet is a network, built and maintained within the company firewalls, offering internet technology and various contents for the exclusive use of the company’s employees. For internal communications intranet provides a tool for quick actions. It is a lot faster channel for sharing information than e.g. a personnel paper that takes a lot more time

to produce. On the intranet it is possible to write a text and publish a news item that is visible to everyone in the company right away.

3.2 Development of intranets

According to a study conducted 1996 intranets had been implemented in approximately 60% of the largest companies in United States (Wachter & Gupta 1997: 393.) Studies in Hong Kong show that as early as 1994, 41% of 500 companies located there had intranets (Lai: 2001). The statistics of Statistics Finland show that spring 2008, 77% of the Finnish companies with over 100 employees and only 28% of all Finnish companies had intranets. Postal and telecommunication industry is the number one in adopting intranets (50%). (*Use of information technology in enterprises 2008.*)

Kuivalahti and Luukkonen (2003: 25) see that intranets became more common in organisations from the mid 1990s, and the development from individual projects to global solutions has been fast however during the last 15 years it has gone through five specific phases. Kuivalahti and Luukkonen introduced these evolutionary phases of intranet in 2003.

Kuivalahti and Luukkonen (2003: 23–45) have named the first phase as the **unit based pioneers**. The first intranets evolved in different units of the organisation thanks to a few enthusiastic individuals who gathered information from the organisation. The content production was maintained alongside these individuals' own work. No corporate level intranet strategy was implemented since the management, human resources, communications or information management did not know how to approach intranets. Some experiments were more successful than others but the gain was that new ideas and new talents emerged in the organisation. (Kuivalahti & Luukkonen 2003: 23–45.)

Lehmuskallio (2006: 298) states also that companies usually have started from multiple grass roots efforts, but many developed later, through standardising and controlling into integrated corporate intranets. While some companies construct one corporate intranet and integrate all intranet efforts some choose to have a network of interrelated or disjointed intranets.

Scheepers and Rose (2001: 3) remind that emerging of the grass root intranets Kuivalahti and Luukkonen described was possible because the internet technology is based on open standard and it can be taken into use without any acquisitions or licences. There is no need for management decisions or road maps and there is no dependency on the organisations information management.

Corporate level static implementation represents the second phase in the categorisation made by Kuivalahti and Luukkonen. At this phase the intranet technology was finally seen as a strategic matter and unit based intranets were integrated into corporate intranets. The visual layout and structure planning was usually done by a professional external vendor. Designated content producers were in charge of the content production and complex html-tools were in use. These intranets were relatively static information channels. The management placed all important information to the intranet without editing the texts to meet the needs of the target audiences. The use of the corporate intranet remained low but the unit based intranets kept living their own lives. The important development was that the potentiality of the intranet as a management tool was realised. (Kuivalahti & Luukkonen 2003: 23–24, 31–34.)

Lehmuskallio (2006: 297) points out that when the company's management and corporate communications finally realised the potential of intranets; they were developed "from a few-to-few medium to a larger, more important corporate-level network" like Kuivalahti and Luukkonen presented. The goal was to use the intranet as a unifying and strategic tool. At the same time development and maintenance responsibilities were removed from grass

root intranet builders and given to corporate level developers, and content was created in a more bureaucratic and controlled top-down fashion. (Ibid. 297.)

Kuivalahti and Luukkonen (2003: 23–24, 31–34) continue that in the third phase there was a need to get the **centralised content production in use**. The intranet had sprawled to a huge web of html pages. Content management systems like publication tools were taken into use so that more people could produce content. These publication tools were provided by external vendors and intranet renewal project was based on technology. Responsibilities, rights, approval systems and metadata were on the agenda and logical content structure was considered as paramount. Content wise the aim was to get a more consistent layout even though it was still quite unrefined. As a result the structure of the information became scattered and evidently finding information became more difficult. (Ibid: 23–24, 35–37.)

The fourth phase, **profiling and processes** presented the possibility to target content. It became popular to target information like news according to the user's organisation, location, job role or some other relevant factor. Profiling tries to offer the user what he/she wants according to her/his profile. The repeating buzz words after the change of the millennium have been usability and user friendliness (success in completing tasks), two-way communication (discussion boards, blogs) and interactivity (surveys, wikis). Together with the fourth stage different work process descriptions as well as instructions and other documents became the content of intranets. The goal was to make the organisation more transparent. (Ibid: 23–24, 39–42.)

Workplace dashboard as the fifth stage represents the current situation in some companies and is still just a vision in others. According to this approach the intranet is no more a static place to store information but a personalised dashboard that is a door to applications and databases. As an interface intranet binds together the operative systems like operations, CRM-systems (Customer Relationship Management), product catalogues, contract management and financial administration so that everything would be available via

the intranet. Developing intranet is making the whole organisation work more efficiently with the help of digitalisation. Kuivalahti and Luukkonen visioned in 2003 a wide wireless mobile use that would enable access to information with a laptop, palm computer or a mobile phone even from remote locations depending on the time and place. This way e.g. travel reports or working hours could be reported as they occur. (Ibid: 23–24.)

Wärtsilä's intranets have evolved via all these phases from multiple business and country level intranets into an integrated global intranet. When the intranet project was started finding information had become difficult and time consuming because the structure had become scattered and some of the content was outdated. The intranet was in the second phase of the evolution and it was mostly a corporate level static implementation. The goal of the intranet project was a combination of phases 4 and 5 where profiling and personalisation would help target information and the intranet would act as a dashboard providing access to different operational applications and databases used in the company.

Accessing intranet and applications is nowadays easy at any time and in any place as long as the user has a lap top and a connection to internet. At Wärtsilä remote use is made available by VPN (Virtual Private Network) connection that enables connecting to the corporate network via internet. Remote use via mobile phone is not fully supported at Wärtsilä yet but reading RSS feeds of the internal news published in the intranet is already possible via mobile phone and an RSS reader.

According to McCormick (2000:4), a consultant at Wattson Wyatt Worldwide, employee-to-employee information sharing is what is happening in companies in the 21st century. He puts it like this: "Once you get the documents, data and transactions online, companies begin to realise that the web is a community knowledge tool." (Ibid. 4.) Kuivalahti and Luukkonen do no mention information sharing in their five development phases presumably because the trend has become evident only during the recent years. McCormick (2000: 4) sees information sharing as the next phase in the development of company

intranets. It is about sharing knowledge between employees with the help of web 2.0 tools like wikis, blogs and RSS that I will discuss in the next chapter.

3.3 Current trends and future of intranet 2.0

Intranet trends follow closely on the heels of the latest internet trends. One of the biggest internet buzzwords lately has been Web 2.0. It is about social media and user-generated content as opposed to the static, read-only nature of Web 1.0. Examples of these innovations are Facebook, YouTube and Twitter. In the field of intranets Web 2.0 has evolved to Intranet 2.0, incorporating social media to intranets.

Web 2.0 is an umbrella term that encompasses blogs, wikis and interaction in various forms. Characteristic for the Web 2.0 era is the development of tailored services that are customised to the needs of each user. Web 2.0 has even been called “Internet with a human face” since individuals themselves create, use and share the Internet resources. (Absolute Digital 2008; Share 2008.) Tredinnick (2006: 229) defines Web 2.0 like this:

Web 2.0 is a process of ceding control over applications to users, enabling users to extract information and data and reuse that information and data in a flexible way, enabling them in the process even to change the structure of the information system itself.

Tredinnick sees that as distinction to the previous phase, Web 2.0 is giving more power to the users in re-using and reorganising the information. He (2006: 229) continues that blogs, wikis and RSS feeds give more power to the users to select, filter, publish and edit information and participate in the creation of information resources. Next I shortly go through the basics of blogs, wikis and RSS feeds – the most popular Web 2.0 features that have been taken into use in company intranets.

Blogs are one of the oldest Web 2.0 applications. They appeared in the mid 1990's as publishing tools that replaced the earlier web publishing software by combining web-forms with ready templates where to show information. The first use for blogs was as online diaries but they soon developed to be used as a more general information tool. (Tredinnick 2006: 229–230).

Blogs can be used in different ways be it educational or communicational. Dyrud, Worley and Schultz (2005: 67–68) point out that since blogs are communication tools that transmit messages there needs to be a strategy for the blog and its features. In business environments corporate blogs can have a role in supporting the business plan. One option to utilise a blog is making the company strategy alive with communicating in a blog how the strategy has been adopted in everyday life. (Ibid. 67–68.)

Lee, Hwang and Lee (2006: 316) have studied corporate blogging and its objectives among the Fortune 500 companies, most of them being multinational. They found out that most organisations want to control the blogging by implementing top-down blogging strategies, only few uses the bottom-up strategy and thus support employee autonomy. (Ibid. 316.) According to an article in Kauppalehti (2008) using blogs in Scandinavia is not that common yet. A survey made by a consultancy company Pohjoisranta and Burson-Marsteller proved that only 11 large companies out of 132 use blogs in their online communications. The only Finnish company that uses blogs was Nokia who publishes several blogs on their web site. (*Kauppalehti* 2008.)

Wiki is an open way of collaboration where content is produced on web so that anyone can add, edit or delete information (MOT 2009). Tredinnick (2006: 230) sums up that fundamentally wiki is a tool that enables collaborative authoring. The users of wiki are able to easily edit and update content that is converted into HTML on the fly. Wiki pages can combine templates, authoring and tools and thus support creating even web sites. Public wiki pages like the encyclopaedia site Wikipedia show that creating content with a wiki can

produce valid content. At its best the collaboration of many users on a wiki can lead to a consensus that results as credible and stable content. (Tredinnick 2006: 230.)

RSS (Rich Site Summary or Really Simple Syndication) **feed** is a XML based form for distributing text, pictures and sound (MOT 2009). RSS is a way to group web content by using content feeds which consist of XML marked-up files. They combine e.g. a lead paragraph or a summary of longer news or blog article and a link that leads to the actual article in the intranet or internet. RSS can be utilised in keeping track on what is being published. To be able to read feeds the user needs an RSS reader that enables gathering several news feeds into one place. (Tredinnick 2006: 230.) The use of RSS feeds enables the user to select the information that is relevant to him/her. It helps in the current day information overflow.

Tredinnick (2006: 228) has explored the application of Web 2.0 technologies to business intranets and their potential in managing and developing information and knowledge assets inside the business. Intranet 2.0 changes not only the technology but also the understanding of the status of information, knowledge and the role of the user in information applications. Tredinnick believes that in the future when the control is gradually ceded to the users, new and more democratic and evaluative phases in the exploitation of information will open up within organisations. This is not always an easy step for companies and it needs time.

In January 2009 Financial Times published an article about businesses starting to take Web 2.0 tools more seriously. The writer of the article Jessica Twentyman reminds that each internet based technology has been seen as a threat in the board rooms. Now that social networking tools are gaining ground many business leaders still see them as frivolous and some even ban them. Multinational corporations like General Electric, Procter & Gamble, Shell and Airbus are already integrating social networking into their strategies. Social networking tools like blogs, wikis and other web 2.0 tools are seen as encouraging collaboration and increasing productivity, innovation and creating enhanced value. The use

of wikis has risen as experts utilise them to work together to solve problems and gather ideas. A quiet revolution is taking place whether the leaders acknowledge and embrace it or not. Enterprise and intranet 2.0 are happening and as the next generation of workforce enters the workplace the social networking tools will become critical to companies that want to attract the best talent. (Twentyman 2009: Special Report, Digital Business 1.)

The Nielsen Norman group is a consultancy company that reviews the designs and usability of intranets in their study, *Intranet Design Annual: Year's 10 Best Intranets*. Year 2008 there were some apparent trends. Personalisation according to the user's profile had increased and integration of information sources resulted in a single page. Emphasis was on mission-critical applications and information (such as sales targets). Integration of external and company news in the form of customisable RSS feeds increased and the integration of alerts with the main intranet to inform users of important messages had become popular. Companies displayed their stock quotes and other financial information on their intranets. The different calendar functions for events and projects had improved. There were also special sections to help orient new employees. Finally, the redesigned and improved search features that often went from horrible to good generated good user feedback. (Nielsen Norman Group 2008.)

The same Nielsen study 2009 shows that intranets are getting more strategic. According to Nielsen the intranet teams and intranet budgets are bigger and companies take more ownership of their intranets. Intranet has a more strategic role in supporting work processes. The winning intranets year 2009 were inspired by Web 2.0 and they had increased collaboration support and social networking features like employee directory that resembles Facebook. Majority of these intranets had CEO blogs and discussion forums. Personalisation is becoming more sophisticated with news updates that are provided focused on each employee's job profile and personal interests. Personalisation is also beneficial in multilingual intranets that offer content in the user's preferred language. The internalisation and localisation support has taken big steps in intranets. (Nielsen Norman Group 2009.)

Even if the trends in 2008 and 2009 were clear to Nielsen, it is evident that every company intranet is not following these. All intranets do not evolve in the same way or in the order of the earlier described phases. As Lehmuskallio (2006: 298) reminds each company develops its intranet at their own pace, according to their own strategies. Intranet is never finished or complete, the development work is continuous and dynamic like the development which can sometimes be centralising and at other times decentralising. Companies weigh the advantages and disadvantages of centralised and distributed development and control, shifting their intranet strategy accordingly. (Ibid. 298.)

Wärtsilä wanted to follow the development of social media and the spirit of the age. The global intranet Compass facilitates Web 2.0 tools like blogs, wikis and RSS feeds. “We are the Doers” blog is a company blog on Compass, where all employees can add their own stories with pictures for everyone to read. The Wärtsilä wiki is also open so that every employee with access to intranet has contributor rights and can add, edit or delete items. At Wärtsilä ordering RSS feeds is available from all the main news channels: the global, business and local news as well as the global bulletin board. A new concept to improve team-work and collaboration, workspaces was taken into use in Wärtsilä March 2009.

3.4 Uses of intranets

The uses of intranets are various and almost limitless. According to Tredinnick (2004: 30–40) one way to categorise these is to divide them into four uses which are; (1) disseminate information, (2) store information, (3) facilitate communication and (4) facilitate team-work and knowledge sharing. These uses can be driven from the expectations that organisations have for their intranets. (Ibid. 30–40.)

Organisations expect that intranets will be either a financial or an intangible return on investment. They are meant to save money and enhance efficiency by eliminating

information black spots and enabling equal access to information for all employees. Intranet can also have a role in establishing the company as a community and thus building organisational identity. (Tredinnick 2004: 29–30.)

Intranet ensures that everyone can access the same up-to-date version of documents such as policies, manuals and forms. Compared with generally printing and distributing paper copies intranet is seen as an efficient way of **disseminating information** inside the company. However the problem of using outdated material may not be resolved as Tredinnick (2004: 31–33) sees users as reluctant to read from the screen and more likely to print out material. This might lead to losing the cost advantage of distributing information electronically and the control over the version of the information in use. It is more costly to have users individually accessing the document on the intranet and printing it than to print and distribute the material centrally. (Ibid. 31–33.) I believe that the “net generation” will probably be more used to reading from the screen as the previous generation. This new generation of users knows how to use the advantages of the screen like increasing or decreasing the font size and adjusting the brightness.

According to Tredinnick (2004: 34–36) **centrally storing information** means gathering the collective knowledge of an organisation in one place. Efficiency can increase as users need only to search the intranet for information allowing the intellectual and knowledge capital to be exploited. There will still be a challenge whether to use HTML pages or other file formats in presenting the information. Tredinnick (2004: 34–36) sees that HTML is not as effective as more presentational formats like Word, Excel or PowerPoint that are often used in corporate documentation. There are three solutions to overcome the dilemma: to transform all documentation to HTML, to produce everything in HTML from the beginning or to have both versions available alongside. (Ibid. 34–36.) Nowadays most material in intranets like in Wärtsilä's Compass is preferably on actual intranet pages. This reduces clicking to related documents and makes accessing information more user friendly. At Wärtsilä documents like presentations, forms etc. are uploaded to the intranet or to

document management systems in the original format and they are linked from the related page content.

Tredinnick (2004: 36–37) states that in **facilitating communication** intranet is an ineffective communications tool. The fact that the intranet home page is often the first page that employees see when they open their browser and that they see the latest news does not however mean that the messages will actually reach a large audience. The home page with its layout and navigation can become so familiar that users no longer see nor read the text. (Ibid. 36–37.)

Lehmuskallio (2006: 292) argues that intranet is a versatile technology from communications point of view. WWW is often perceived as mass communication but www-pages just like an intranet can be used as a communications channel for a smaller group. Examples of these are discussion areas, chats and blogs. Communications in an intranet can be vertical, top-down, bottom-up or horizontal. This means that the management can inform employees of decisions top-down and the employees can comment these decisions to the management bottom-up or from one colleague to another horizontally. Intranet can be used in different ways as it enables communication from many-to-many and from some-to-many but also one-to-one. (Ibid. 292.)

Tredinnick's (2004: 37–39) hard assumption is that nothing on an intranet will be read if the information is not actively looked for. According to him intranets are good for communicating non-critical information and keeping employees informed, communicating information that is important to certain groups of organisation and communicating information between individuals and groups within an organisation. Different communication channels are for different purposes and the use of intranet as a communications channel will not automatically rationalise communications and cut costs. (Ibid. 37–39.)

Intranets are not dependent on the location. Lehmuskallio (2006: 314) states that in multinational corporations intranet is usually a more important tool in internal communications than face-to-face or email communication. Cheney, Christensen, Zorn and Ganesh (2004: 350) note that when looking at the time dimension intranet has features of both asynchronous communication and synchronous communication. Asynchronous communication occurs between counterparts that are not necessarily present in the process at the same time. Examples of this are email, discussion forums, wikis and blogs. In synchronous communication the counterparts are present at the same time and it is possible to get instant feedback. Chat is one example of synchronous communication. (Ibid. 350.)

Facilitating team-work and knowledge-sharing has become more important since the corporate memory, the knowledge inside a company, can be scattered around the organisation in individual knowledge bases such as restricted network drives or employees own personal computer hard drives. Intranet can facilitate team-work and knowledge-sharing but people are in the key role. The way intranets will be used is defined by the company culture. Shifting from a closed competitive culture to a more open sharing culture is a change that requires effort. Implementing an intranet will not automatically mean exploitation of existing intellectual and knowledge capital. (Tredinnick 2004: 39–40.)

The use of intranets has changed significantly from passively providing company information to its employees to a more dynamic role of sharing and capturing knowledge. Wärtsilä's global intranet is mainly used to disseminate company information like news, policies, manuals and forms. Compass is a knowledge base for centrally storing information that is open for everyone within the company. The intranet facilitates targeted communication based on the user's profile. Facilitating team-work and knowledge sharing at Wärtsilä is enabled by introducing wikis, discussion boards and workspaces as a new way of working.

4 INTRANETS IN MULTINATIONAL CORPORATIONS

Multinational corporations function in different geographical regions and different national cultures. Therefore knowledge is scattered around the company. This chapter discusses how intranet can be used as a communication channel in multinational corporations (4.1) and what challenges multinational intranets face (4.2).

4.1 Intranet as a multinational communications channel

Lehmuskallio (2006: 288) sees that intranet is a good channel for internal communications in multinational corporations. The main benefit of the fast and cost-effective channel is that via intranet the same information can be offered simultaneously to every employee around the world. The information is available at the same time regardless of the time zone or the geographical location. Lehmuskallio reminds that communication via intranet also has its downsides. Challenges to the success of the intranet in a multinational context are access, language and content. (Ibid. 288.) I will discuss these more in sub chapter 4.2.

Global multinational corporations operate in a constantly changing world where competition is tough and the companies that succeed need to act and react fast (Ba, Lang, & Whinston 1997: 99). Lehmuskallio (2006: 288–289) backs up this notice by emphasising that companies nowadays have to communicate fast and effectively. The employees working around the world need to be able to access the latest news, information, instructions and guidelines anytime. As a channel the intranet has proved to be effective for distributing this kind of information. (Ibid. 288–289.) Having round-the-clock seven-day access to current and valuable information is also a competitive advantage to a company and its employees.

According to Lehmuskallio's (2006: 289) studies conducted 2006 nearly 93% of large multinational corporations operating in Finland have intranet, and nearly 74% consider the

intranet as the most important source of internal company information. The multinational intranets studied by Lehmuskallio consisted mainly of organisation wide intranets but some had unit, function or country based sub intranets (2006: 305–306).

Profiling and personalisation are current words among intranet developers in Finland. Still less than half the multinational companies studied by Lehmuskallio (2006: 306) used profiling, and none of the intranets had personalisation. Profiling is about users having access to the intranet depending on their role-based profiles. This enables targeted communication. Personalising intranet content means that users themselves can create a view of the intranet that fits their needs by choosing between the intranet contents, tools or elements. (Ibid. 306.) Kuivalahti and Luukkonen (2003: 39–40) explain that it is no longer enough that information is available but it should be personalised according to user and situation. Personalisation is also about enabling feedback and contribution to the development of the intranets. (Ibid. 39–40.) Receiving focused and pre-determined content by utilizing profiling and personalisation may help the users to experience less information overload and gain easier access to the content relevant for them.

Profiling in Wärtsilä's intranet is based on the user's personal profile where they can choose their default business and country. The global home page is divided to global news, business news and local news sections. The global news is common for everyone but the business and local country news will be visible based on the user's profile. The profile also defines which business cell and local cell the user has under the news sections and on the welcome page of each navigational section on Compass. The personalisation in Compass is not that heavy. The user is able to add own links and make quick access to tools and applications.

Profiling is a good solution for preventing information overload which is the issue in today's world. Corporate communications as the organisational owner of the intranet and intranet content producers have a big role and responsibility in choosing how to setup the

intranet and which information to place in which channel. The aim is to help the users to gain the overview and to get the relevant information related to his/her e.g. organisation, role or country. Content producers do not necessarily know which information is important or interesting to each user by contrast they need to draw bigger lines. Profiling requires that the user also actively searches for information. All information is no longer spoon-fed to all the users via one news channel.

4.2 Challenges in multinational intranets

Intranet will fail if it never reaches the organisation wide popularity or does not root into a part of the everyday functions in the organisation. Lehmuskallio (2006: 288–289) reminds that communication via intranet has its challenges. Critical issues within multinational corporations are language, access and content. Intranet is a pull medium so the information flow through the intranet is dependent on the activity of the users. This might lead to e.g. redundant and duplicated information and broken links. (Ibid. 288–289.)

Kuivalahti and Luukkonen (2003: 53) fear that employee attitudes create challenges in implementing intranets as efficient communication channels. It is easy to browse intranet content on screen and click links but transforming this to significant and productive activity is harder. Developing intranets requires sufficient resources and professionals. (Ibid. 53.)

4.2.1 Language

Language becomes important in multinational corporations because in addition to a corporate language there are several other languages in use and employees have different language skills. English has been adopted as the lingua franca of international business since one language is needed to make policies, bulletins and information available (Charles

2007: 261, 278–279). This is the case also at Wärtsilä where English is the official corporate language and the main language in the global intranet.

According to Lehmuskallio (2006: 288–291) intranets have not been studied that much in multinational or multilingual contexts. In her studies Lehmuskallio (2006: 293–294) has discovered that using English as the lingua franca in the intranets may cause problems since the texts are written in a language that the readers working in the branch offices or subsidiaries may not fully understand. Even if English is not the first language it is possible that the employees understand the texts. However, jargon, difficult terms and words that are hard to interpret pose challenges for understanding the language. This can be the case in companies where various experts of their own fields are encouraged to write and publish information regarding their own fields of expertise. (Ibid. 293–294.)

Lehmuskallio (2006: 294) worries that if the information in intranets cannot be fully understood or correctly interpreted, then intranet will do no good for the company or its employees. If the intranet is not able to offer everyday information to the employees in their own language, the worst case could be that the employees might even stop using the intranet completely. If the texts published in intranets are difficult to understand and communicating information via intranet fails one scenario is that employees may start to search and spread information via unofficial channels such as rumours. (Ibid. 294.) Charles (2007: 278) points out that language can empower and unify employees but it can also divide them. This is the case especially in such multinational intranets where only one or few languages are in use. Employees that do not understand the main languages are left out.

Lehmuskallio's (2005: 5) research reveals that over 70% of the multinational corporations operating in Finland offer the company intranet in language versions to meet the needs of the various user groups. Most often the versions are in Finnish and in English since they are the official company languages. 30% of the companies only have information available in one language (Ibid. 7.) Lehmuskallio's (2006: 307–308) study shows that content creators

inside the company write the original texts directly in each language at about 54% of the respondents companies, 21% use external translators, and about 17% use in-house translators to create various language versions. Only 12% of intranet texts are translated by company personnel with sufficient language skills. (Ibid. 307–308.)

Global news at Wärtsilä's intranet can be published in 3 language versions in English, Finnish and Swedish. These languages were chosen as they are the languages the company's stock exchange and most press releases are published in. The local country level intranet sites on Compass can have content on the local language if the local company chooses to and has enough resources. If most of the content published on the local site will be in two languages, a technical functionality called language variation can be taken into use. It enables publishing content in two languages and having a language selection connecting the different language versions of each page. Usually the local sites on Compass only have one language that is either English or the local language but some sites have two languages and in some countries there are even three languages in use like in Finland where there is content in Finnish, Swedish and English. All together 24 languages are used on Compass at some level.

Lehmuskallio (2005: 2) accentuates that the success of communication via intranet is affected by the intercultural and national variation inside the company. This means that cultural and linguistic issues need to be paid attention to. Charles (2007: 278) sees that multinational corporations need to realise that language is meaningful for the person's performance. She suggests that companies would develop language strategies that would take into consideration the challenges individual employees face in multinational organisations (Ibid. 278).

Intranet in a multinational corporation should support all the company functions and operations around the world and provide information to all employees. Providing information in local language is a question of resources. If there are no translation services

available and the employees do not have sufficient skills or time to translate information into local language, English as lingua franca prevails. This can be the case in some local Compass sites if where there are only a few content creators and they are not fluent in English.

4.2.2 Access

Access is one of the critical factors in the success of a multinational intranet. It is important that all employees are treated equally and that they have equal access to knowledge. Lehmuskallio (2006: 293) reminds that every company cannot offer intranet access to all their employees. Some individuals or employee groups may have either limited or even denied access for technical or financial reasons. More often the nature of a specific work task makes access to intranet more difficult. This is often the case with factory workers or employees working outdoors. Lehmuskallio feels that this practise should be considered even if the reasons behind it are logical. The employees without access will miss information and they will surely feel left out and maybe even less appreciated. (Ibid. 293.)

Companies become more transparent if every employee can access everything on the intranet. Nielsen (2000: 276–278) says that many large companies are complex in a way that all units do not know what the others are doing. This can even lead to overlapping organisations. Intranet can make the situation clearer if it enables finding information about other units and the possibility to read the decisions, future visions and strategies of the management without intermediaries. (Ibid. 276–278.)

Lehmuskallio's (2006: 306–307) studies show that 68% of the multinational companies operating in Finland offer the intranet in almost all of the company's locations, but only 28% offer intranet in all their locations. The study did not reveal which parts of the organisation are left out and what are the reasons behind it.

Technical issues also play a role in accessibility. The connection speed in remote locations can be a big challenge in implementing an intranet in a global company and providing access to all locations. At Wärtsilä most locations have access to the intranet but the line speed is sometimes slow in remote locations. Slow speed reduces the use of intranet. There are approximately 13.500 PCs in Wärtsilä and almost the same amount of users with user accounts and thus access to intranet via their personal computers. This number does not include blue collar factory workers who have access to intranet via computers that are in shared use.

4.2.3 Content

An intranet is perhaps most dependent on the creation and management of its content. Intranet is only as good as the quality and quantity of information it offers. Lehmuskallio (2006: 288–289) states that globally many companies are using their intranet as a door to content like internal “news, tools, instructions and guidelines”. Employees use the intranet for getting up-to-date, useful and relevant information and if intranets fail to offer this, employees will not use them regularly, if at all (Ibid. 294).

Barnes (2002: 169) says that intranet usually provides access to the organisations databases like manuals, strategies, employees’ contact information and news as well as discussion forums. Lehmuskallio (2006: 288–289) agrees that intranet is an efficient way to share news, manuals and tools. The popularity of intranets stems from the strengths like fast data transfer, efficient information storing and retrieving, interactivity, cost efficient communications and technical compatibility. (Ibid. 288–289.)

Nielsen (2004: 100) reminds that content design is as important in intranet as in internet. Quality content is one of the most important determinants of usability the other one is design which is about finding the information. Usability studies show that when users look at the main content area of a new page they automatically scan it for headlines and other indications (like links, pictures, bullets etc.) of what the page is about. The users will scan

the navigation only after deciding that the content is not of interest to them. (Ibid. 100). Nielsen (2000: 160) also points out that the web users are goal-driven and impatient: they judge the content by asking “What’s in it for me?” and “How does this help me solve my problem?” I see that the notions of web users also apply to the users of intranet. Employees are also goal driven and maybe even more motivated to find information that is related to their work. The content of intranet needs to be oriented in providing fast answers and being useful.

Lehmuskallio (2006: 296) points out that even though the content creation and management have been investigated by many researchers there is still disagreement on how to best create and maintain relevant and current content in corporate intranets. There are different approaches either to tightly control and strictly manage the intranets or to allow all users to publish content and thus facilitate knowledge sharing and encourage debate and peer-to-peer collaboration. The latter approach is gaining more ground at Wärtsilä nowadays as the content production is not that tightly controlled. Knowledge sharing is encouraged by providing discussion boards and blogs as well as offering all the employees a chance to contribute to the Wärtsilä wiki.

5 INTRANET PROJECTS

Launching a brand new intranet or renewing an old one will most likely have an effect on the daily work, the culture and the structure of the organisation. That is why change management and change communication are essential in an intranet project. This chapter describes the scale of an intranet project. It presents what needs to be taken into consideration in building intranet (5.1), preparing to the changes intranet brings (5.2) and managing change communications (5.3). The execution of an intranet project is gone through in sub chapter 5.4 where the intranet project at Wärtsilä and the global intranet Compass are presented. The last sub chapter 5.5 introduces the main findings of the previous intranet study at Wärtsilä.

5.1 Building intranet

Each company is different. Pedley (2003: 138) reminds that in building a successful intranet the structure, identity, and way of doing things in the company where it is taken into use need to be reflected. The common themes that companies nowadays are looking for in an intranet are: “easy to use; structured round the user; anytime, anyplace, anywhere; readable; recreational area, easy to publish content; business focused; search engine and alert service.” (Ibid. 138.)

Intranet project is a big enterprise that needs to have the support and funding of the high level management. In addition a technical environment and a sufficient technical expertise are needed. Managing the intranet requires control and coordination but it can also be delegated to the organisational units. (Scheepers & Rose 2001: 23.)

White (2006: 30) emphasises that intranet without a strategy is not reliable and will not succeed. Without an intranet strategy the intranet has no support from the high level

management. Updating the intranet would in that case remain as a hobby for the content creators if it has not been stated as a part of their official work description. (Ibid. 30.) Kuivalahti and Luukkonen (2003: 48–49) state that the ideal situation would be that communication, personnel, information management and intranet strategies are derived from the company strategy and support each other. Intranet should thus be based on the company's strategy and it should serve it well.

Scheepers and Rose (2001: 4) have studied the implementation of an intranet in a South African telecommunications company PhoneCo with 50.000 employees. The company had several unofficial intranets made by the employees interested in internet technology and an organisation wide intranet governed by the information management unit. The researchers noticed two views and interpretations in the intranet implementation. The management had a step by step view of implementing the standardised intranet top-down to reach the whole organisation. The employees in turn had a bunch of different interpretations of the intranet's implementation. (Scheepers & Rose 2001: 4–11.)

Scheepers and Rose (2001: 12–13) believe that the top-down controlling and the enthusiasm of individuals to make intranets are complementing views to build and implement intranets. If the implementation is done step by step as defined by managers then the unofficial unit intranets and their benefits and innovations may die. The other extreme is to allow the individual intranets to exist without management control. This may lead to a confused and over loaded situation. The researchers see that there should reside a balance between these: the project to build an intranet should be coordinated but it should also emphasise the effort of the individuals. Since using the intranet is optional, potential users need to be convinced on the benefits of using the intranet. (Scheepers & Rose 2001: 12–13.)

5.2 Intranet changing the organisation

Intranet can bring both positive and negative changes to the organisation. I will first present the possibilities and then bring out the challenges and threats. Followed by a discussion on the organisation culture and its role in establishing an intranet.

Hills (1997: 37–38) says that implementing an intranet will surely break down hierarchical walls between organisations as new culture of sharing and collaboration is introduced. Communication will improve as it becomes more immediate, comprehensive, consistent, and universally available. Intranet will change the division of power in the organisation as the hierarchy flattens and organisational bonding is facilitated. (Ibid. 37–38.)

Intranet may positively break the official and unofficial established communication networks. The user can get more information than before and interact with people who would otherwise be hard to meet. Nowadays any employee in the company can basically start chatting to the CEO by using instant messages or the CEO can reply to a question in a topic on company discussion board.

Negative side effects of intranets are that new problems and conflicts may arise with new technology. Cheney et al. (2004: 371) remind that if the equality in the organisations decision making is increased via using communication technology, everyone will have a chance to share their opinion. This might lead to difficulties in making compromises if there is a large amount of differentiating opinions. Another threat in implementing new communication technology is the information overflow that might surprise the ones that are not prepared (Ibid. 370). RSS readers and use of profiling can help in keeping the information flow reasonable when users can either pick or see the information that is useful to them.

Launching a new intranet is not only about implementing technology, the organisation as the environment for intranets has a big role. In order to establish intranet into daily use in an organisation, the prevailing organisation culture should emphasise co-operation and open information transaction. Ruppel and Harrington (2001: 37–49) have studied implementing intranets to organisations. They conclude that after technology the organisation culture is the next biggest object in implementing an intranet. Ruppel and Harrington (2001: 37–49) present five different organisation types in their research:

1. **Developmental culture** with outside focus appreciates flexibility and sees that the organisation has succeeded with innovation and adaptation.
2. **Rational culture** appreciates order, stability and control structures. When reacting towards the environment it always strives to optimise productivity.
3. **Hierarchical culture** has inside focus and appreciates order and highly defined functions with hierarchical roles and rules.
4. **Group culture** has inside focus, but appreciates flexibility, emphasises good relationships and dialogue between employees as well as the individual commitment and stake.
5. **Ethical culture** emphasises the trust between the members of the organisation and the interest of the whole organisation over the individual interest.

According to Ruppel and Harrington (2001: 37) the organisation types that best support implementing an intranet are ethical, developmental and hierarchical. Intranet positive culture emphasises trust and concern for other people (ethical), flexibility and innovation (developmental) and policies, procedures and information management (hierarchical). (Ibid. 37.)

As the role of intranets gradually move towards knowledge sharing – instead of only providing information like company manuals – trust and openness will become more important. The companies where the interest of the organisation is greater than the individuals foster an ethical and developmental culture. These companies will have a clear advantage compared to other companies where the organisation culture does not support knowledge sharing. At Wärtsilä the use of wiki in knowledge sharing is slowly gaining ground. It is a new tool that enables every employee the chance to contribute.

5.3 Change management and change communication

Change management is essential in intranet projects. It is about implementing change the best way possible with tools like change communication. Change management has been studied a lot because organisations operate in a constantly changing environment and they need to know how to overcome change well. Change can be seen as a challenge or a threat. (Kitchen & Daly 2002: 47.)

Change management starts the change process by influencing the information the employees have. When building an intranet it is important to clearly state the benefits and tell how the project is proceeding. In order to raise interest and motivate management and employees, change communication and a communication plan are needed. (Kuivalahti & Luukkonen 2003: 145–148.)

Pendlebury, Grouard and Meston (1998) have written about change management. They see that active internal communications from the project team to all the employees is one of the key factors in change processes. Communications need to be regular and extensive from the beginning of the project to the end. The purpose of communication is not only to tell about the change, or to motivate or reassure people. Communications can be a part of implementing the change by producing ideas that speed up the change process. (Pendlebury et al. 1998: 47.)

Change communication is vital in change management. Pendlebury et al. (1998: 267) emphasise that all the important factors in the change process – involving people, reducing resistance and defining the vision – are attained via communications. Kitchen and Daly (2002: 50) agree with Pendlebury et al. in internal communications having an important role in implementing change. Change communication informs, explains and prepares people for change and its consequences. When employees know the reasons why the

change takes place they are able to commit to the change. Thanks to successful communication uncertainty and change resistance diminish. (Ibid. 50.)

Change communication and change management are intertwined. Pendlebury et al. (1998: 267–268) see that the task of change communication is to create a "change movement", that can be reinforced and channelled to the right direction as long as the vision of the change is reached. The most important factor of change communication is building interaction; communications is only part of it. The tasks of change communication can be divided to eight according to Pendlebury et al. (1998: 267–268):

1. Make all employees aware of the nature of the vision.
2. Provide information on the nature of change.
3. Give reassurance that change is justified and that it is being properly managed.
4. Assist individual development by indicating the variety of options that exists.
5. Draw attention to the actions of those involved in delivering change.
6. Speed up resolution of any difficulties that arise.
7. Spread the new patterns of behaviour that are already beginning to reinforce change.
8. Reassure all concerned parties.

Implementing change communication needs support from the rest of the organisation. It should be ensured that communication can and will fulfil its functions properly. This requires commitment of full-time personnel that is focused and committed. Internal communication manager has an important role in the process since he/she has the communication expertise as well as the existing means and channels to communicate to each employee. The project team can act as a support team for the communication. (Pendlebury et al. 1998: 275–277.)

Kuivalahti and Luukkonen (2003: 145–148) see that when developing an intranet, good project management is essential but listening and taking employee feedback into consideration is also highly important. Pendlebury et al. (1998: 277) agree that in change communication listening, discussing, convincing and negotiating will take a lot of time. The members of the communication team need to be proactive and receptive, to influence

and to be influenced. The goal of the team is to control the communication by defining the procedures of official communication, the messages to be conveyed and the people who will participate in the change process. It is valuable to share experiences inside the project team or to conduct regular surveys related to the change process among the employees. This will reinforce communication. (Ibid. 277.)

Pendlebury et al. (1998: 278) see that the challenge for the communication team is to make sure that it is the main information source for the employees in all change related matters. The communication team needs to manage the change process and the resources to maintain communication channels like meetings, personnel magazine etc. It is wise to utilise the channels that are already in use (Ibid. 278.) Pendlebury et al. do not mention channels such as intranet and e-mail that are nowadays widely used in change communication.

Change resistance is common in change processes. Proctor and Doukakis (2003: 268) see that behind the resistance there are several reasons such as fear of the unknown, small amount of information, possible change of status, fear of failure and losing the gained benefits. People want to be in control of situations and have impact on matters. This is why a change dictated from the outside can be seen as a threat and it is resisted by not co-operating. (Ibid. 268.)

To overcome change resistance a strategy is needed to anticipate where and when the resistance occurs (Aula 1999: 208). The strategy can be implemented by the means of change communication. The hardest thing in change communication according to Åberg (2006: 135–136) is to change values and behaviour. Altering attitudes, motivation or commitment is also difficult. Changing opinions and knowledge is easier. Increasing the knowledge is based on trustworthy, reliable and well founded communication. Trusted and appreciated opinion leaders like high level management can be utilised in overcoming change resistance. (Ibid. 137–138).

Åberg (2006: 139–140) argues that motivation and support from the group – are in a key role in changing behaviour. People will alter their behaviour if they are motivated. The behaviour of a group will not change unless the people change. Changing values and company culture is slow since they are the supporting pillars that people rely on in surprising situations like change. Values and culture change only as the work generations change. (Ibid. 140–141.)

At Wärtsilä the change communication around the intranet project was continuous. It was part of the communication how the intranet project was proceeding. The channels of change communications in the intranet project were mainly the project home page on the corporate intranet, news and e-mails. Next I will look closer into the intranet project at Wärtsilä and Compass intranet.

5.4 Wärtsilä's intranet project and Compass intranet

Wärtsilä launched a global intranet project in 2006. The project was closed after the launch of the new intranet in April 2008. The goal of the project was one coordinated intranet that would bring together 50 separate business or local level intranets. The intranet core project team consisted of representatives from Wärtsilä's businesses, industrial operations and support functions. (Wärtsilä 2007a.)

The state of Wärtsilä's diverse intranets back in 2006 was complicated. The corporate intranet Workroom (picture 1) was used for publishing news and providing information mainly about the corporate level functions. In addition to Workroom, Wärtsilä had over 50 individual business, support function or local level intranets that had been linked to the corporate intranet. No common branding was applied in the intranets. The contents, structure and layout of the intranets were not coordinated and by looking at the intranets it

was hard to believe that some of them even belonged to the same company. The only common denominator was the company logo on the intranet home pages. (Wärtsilä 2007b.)

The screenshot shows the Wärtsilä Workroom home page. At the top, there is a blue header with the 'Workroom' logo on the right. Below the header is a navigation menu with several tabs: 'Wärtsilä.com', 'Newsdesk', 'WQMT', 'Travel', 'Training@Wärtsilä', 'Human Resources', 'Addresses', and 'Workroom'. Underneath these are sub-tabs: 'Corporate', 'Industrial Operations', 'Ship Power', 'Power Plants', 'Services', 'Local Intranets', 'Corporate Technology', and 'We are the Doers'. The main content area is divided into several sections:

- Wärtsilä eServices:** A section for users to log in. It includes a 'User ID:' field, a 'Password:' field, and a 'Go' button. Below the fields, it says 'If you need access you can Request access to eServices >>>'.
- Letter from ...:** A section titled 'Customer Care Award for the year 2007' with a date of '05.11.2007'.
- Latest Internal News:** A section with three news items:
 - 'Global applications not in use 17-18 November' (07.11.2007)
 - 'Harmonization of Way of Working in Biomass Business' (07.11.2007)
 - 'McCall Propellers Ltd joined our harmonised IT infrastructure' (07.11.2007)
 - 'Services NewsLetter No. 8i2007 now available on Services intranet' (06.11.2007)
- Latest External Releases:** A section with two news items:
 - 'Wärtsilä wood-fired heating plant for Ruukki Group in Russia' (06.11.2007)
 - 'Wärtsilä wood and peat-fired heating plant for Vapo Group' (06.11.2007)
- Search:** A search bar with a 'Go' button and an 'Advanced' button.
- World time zones:** A section showing 'GMT' as '23:55' and 'Office: Aberdeen' as '23:55'.
- Calendar:** A section with a 'View Calendar' link.
- Wärtsilä IM Support Portal >>>:** A link to the support portal.
- Stay tuned:** A section with a 'Read more >>' link.
- Code of Conduct:** A section with a 'View the Code of Conduct' link.

Picture 1. Workroom home page.

Searching information on the various intranets was difficult and time consuming for the users, as the structure was inconsistent and the search function was not efficient enough. This concluded in employees wasting a lot of time in searching information on the intranets. Finding information on the intranet was especially difficult for the new employees of the growing company. Wärtsilä had diverse technologies in use for producing content to the intranets and some of them were difficult to use and some were outdated. The intranets were operating globally on several servers and thus the total cost was high.

5.4.1 Goals of the intranet project

The main goal of the project was to get a global intranet that was intended to be a door to internal information and a tool that would make everyday work easier. As the information would be more structured than before and the search engine would be more efficient, the ideal was that finding information would be faster and easier. (Wärtsilä 2007b.)

Wärtsilä wanted to have **coordinated global intranet** in order to provide a corporation wide intranet without duplicate information and with controlled content management, common information structure and navigation, accessible by all Wärtsilä users worldwide. Employees either using personal computers or computers in common use have access to the intranet. **Common branding** would be applied so that a common interface layout would be in accordance with the company's visual identity guidelines, and mission and vision statements, thereby helping employees to better identify with the company. One of the main goals was **easy to find information**. The task was to improve accessibility of information by reducing time needed to find relevant information. (Wärtsilä 2008a.)

Wärtsilä was aiming for **one technology family and one server farm**. It would lead to synergy in skills and competences and less issues with systems integration. **One technology family in use** was one key factor in the intranet project. The software platform that was chosen is part of the Microsoft family. **Reduced cost** would become of all the above items. (Wärtsilä 2008a.)

Contemporary communication facilities would provide discussion boards, surveys, and interactive collaboration tools like wiki and blog that were missing from previous intranets. The new intranet was also meant to **support future extranet** in order to provide a system capable of being developed to support future extranet facilities. The **effective sharing of information** would provide functionality to allow effective sharing of information and easy cross-company communication and dialogue. (Wärtsilä 2008a.)

5.4.2 Basic setup of Compass

The navigation and structure in the new intranet Compass differs from the old corporate intranet. It is mainly based on processes not organisational units. The global information on Compass is on the global level and the main language is English. Local countries have the possibility to have a local site for local content and use local languages.

Compass home page (Picture 2.) provides internal Wärtsilä news on three levels: global, business or support function and local. Global news channel includes news that concerns every Wärtsilä employee. Business news channel is for business or support function level news and the local news channel is for local news. Under these channels there are boxes called “Business Cell” and “Location cell” that contain links to either business or location specific documents or tools. The business and country information on the home page is based on the user’s profile. The main navigation of Compass is divided to five sections: Our Wärtsilä, News & Events, Products & Solutions, Operations and Business Support. (Wärtsilä 2008e.)

The image shows a screenshot of the Wartsilä COMPASS website. At the top left is the Wartsilä logo. The main header contains the word 'COMPASS' in large letters. Below the header is a navigation menu with items: Home, Our Wartsilä, News and events, Products & Services, Operations, Business support, and My local site. A search bar is in the top right corner. The main content area features a 'Highlight of the Week' section with a large image of an industrial facility and the text 'LOREM IPSUM DOLOR SIT AMET'. Below this are three news sections: 'Corporate news', 'Ship power news', and 'Helsinki news', each with a 'Subscribe' button. On the right side, there is a 'Bulletin board' with a list of items, a 'Banner' area, 'Local times' for Finland (12:00:23 on 30.8.2007), and a 'Public holiday calendar' for February, March 2007, and April. The calendar shows dates 26, 27, 28, 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 30, 31, 1, 2. Below the calendar, it lists 'Independency day (SWE)' and 'Labor day (NZE, RSA, CAN, AUS)'. At the bottom right, there is a 'Lorem ipsum links' section.

Picture 2. Compass home page example layout.

On the right hand side of Compass home page there is a global bulletin board that is used for shortly reminding about current topical issues, for example coming maintenance breaks. Under the bulletin board there is a banner area for an image and a link. A combined local time zone function and local weather can be found under the bulletin board. The calendar

shows public holidays in Wärtsilä countries. Under the calendar there is a Black box with some permanent important links that are relevant to most employees. (Wärtsilä 2008e.)

The header area includes My Quick Access drop down where the user can configure links to tools and applications that are used in daily work. Selecting “Add new items” takes to the Support catalogue where the user can search for important items and add them to their quick access list. The right hand corner of the header is a place for the search function. (Wärtsilä 2008e.)

The technology used in the new intranet is Microsoft Office SharePoint Server 2007 (MOSS). A proof of the concept was carried out to test the publishing tool and it proved to be easy to use. With MOSS it is easy to create and edit sites using predefined templates. MOSS includes personalisation features as well as a possibility to have wikis, blogs and discussion boards. The platform also includes an efficient search function. MOSS is widely used by large companies and the comments regarding its usability have been positive. (Wärtsilä 2007d.)

5.4.3 Launching Compass

Launching an intranet can be highlighted with the help of campaigns, shows, treasury hunts or other promotion activities (Scheepers & Rose 2001: 13). Kuivalahti and Luukkonen (2003: 169–170) suggest including such applications to the intranet that will surely attract people. The main thing in launching a new intranet is to train the content producers and basic users. (Ibid. 169–170).

At Wärtsilä the launch of the new global intranet took place on Friday 18 April 2008. The home page of Compass was defined to be the first page that all employees saw when they opened their browser on the launch day and onwards. The launch of the new global intranet was highlighted by utilising a flash picture on the home page (see picture 3).



Picture 3. Flash picture on Compass launch day.

A global news item “Welcome Compass!” was published and it was signed by the company’s executive officer to show the support and commitment of the management.

Welcome Compass!

And welcome all Wärtsilä colleagues into Compass – to our new global intranet. From this day onwards Compass is the front door and gateway to all Wärtsilä internal information. It is the tool to help us in our daily tasks.

With Compass we are building One Wärtsilä. Compass offers a common platform serving the needs of knowledge sharing and targeted communications. The 51 different intranets that we have been living with will be moved to Compass and thus all the Wärtsilä locations around the world will become more closely connected to One Wärtsilä.

Compass is a living document, it will be developed continuously. I encourage us all to take an active approach towards making Compass a world class global intranet.

Ole Johansson

(Wärtsilä 2008c.)

From the flash picture there was a link to participate in a competition called “Find the Compass rose” that was on for two weeks. The idea was to find a certain page hidden on

the intranet. The users could search by using the search tool or by navigating through the intranet. The competition encouraged the users to navigate in the new intranet and at the same time it highlighted the new efficient search that was a huge improvement from the previous intranets. Once the user found the page he/she could participate in the lottery. An iPod was drawn up among all who surfed through to the Compass Rose competition page and took part in a lottery. The winner of the competition was announced later on a banner on the intranet's home page. (Wärtsilä 2008d.)

From the launch day onwards there was also a series of "Learn about Compass" stories that taught the users how to navigate on the intranet and how to use the new functionalities. A link to these stories with a changing theme was placed on the banner on the home page to ensure good visibility and access. The "Learn about Compass" stories were published throughout the summer and in the fall.

Wärtsilä's intranet project was recognised by the European Excellence Awards as it was chosen the best Intranet project of the year 2008 in Europe. The prize was handed out in the European Excellence Awards ceremony in Budapest, Hungary December 2008. (Wärtsilä 2008f.)

Knowing the background of intranets at Wärtsilä and the goals of the intranet project is important in understanding the frame of this study. Presenting the current setup of Compass is vital in illustrating how the questionnaire used in this study has been formulated. Next I will present the previous intranet study at Wärtsilä. It will tell about the situation at Wärtsilä when there were several intranets in use.

5.5 Previous intranet study at Wärtsilä

A study was launched in June 2007 regarding the opinions and usability of the old intranet Workroom, and the other intranets that were in use at Wärtsilä. More than 2.500 employees contributed to the intranet study. The questionnaire link was sent to all employees with an email address and it was carried out by an external company Fountain Park. Around 20% of the entire Wärtsilä personnel filled in the questionnaire. Respondents gave their opinion about the intranet that they use the most. They were also able to evaluate the other existing intranets. Consequently all respondents did not answer to every question. (Wärtsilä 2007c.)

According to the study the most frequently visited intranet was the local company intranet but business/division and corporate intranets were also used frequently. Approximately 30% of the respondents said that finding information is rather easy but more than 20% found it rather difficult. Finding information on the corporate intranet was most difficult. (Wärtsilä 2007c.)

The intranets were mainly used for searching information, reading news and articles or finding common templates, guidelines, policies etc. A bit less than a half of the respondents considered the structure of the current intranets good. Third of the respondents said it was not good but not bad either and approximately 14% stated that the structure was rather bad. (Wärtsilä 2007c.)

Almost half of the respondents felt that the intranets were kept up-to-date well. Only about 3% said that intranets are not up-to-date. However in the open answers many respondents shared their concern over the large amount of outdated information on the intranets. Nearly half of the respondents were unaware of whom to contact if they have technical problems or questions regarding the local, corporate or business/division intranets. (Wärtsilä 2007c.)

About one third of the respondents said that Wärtsilä intranets support communicating with other people at Wärtsilä but 24% did not agree. Almost half of the people did not know what to answer – maybe because discussion boards, surveys and interactive collaboration tools were missing from the intranet. (Wärtsilä 2007c.)

Look and feel is about the visual layout (colours, fonts etc.) of the intranets. The consistency of look and feel across all Wärtsilä intranet sites was rated as good by 47% of the respondents. Twenty percent thought it is bad and 26% of the respondents didn't know what to answer. (Wärtsilä 2007c.)

The majority of those who participated in the study said that the intranets supported their daily work quite well. But a fairly big proportion (27%) said that the local, corporate and business/division intranets did not support their work well enough. On a scale from one to ten (one being the worst and 10 the best) respondents gave a grade of 6.33 to the intranets. (Wärtsilä 2007c.)

A lot of answers to open questions were received via the study. The responses were mainly related to the structure and layout of the intranet, need for an advanced search function and keeping information up-to-date. Open answers pointed also to difficulties in finding information from the intranets. It also became clear that many respondents wished for a coordinated global intranet. (Wärtsilä 2007c.)

My own study is going to be a follow-up study to investigate if and how the new global intranet has changed the use of the intranet and the way employees view their intranet. I will mostly use the same questions in order to be able to compare the results received in 2007 to the results in 2009. The next chapter analyses the use of intranet at Wärtsilä.

6 THE USE OF INTRANET AT WÄRTSILÄ

In this chapter I concentrate on analysing the answers to the Compass intranet study questionnaire. My purpose was to find out how Wärtsilä's intranet is used and how the employees view their intranet. The results will also reveal whether the new global intranet is seen as an improvement to the previous intranets and how the intranet could be developed in the future. The basic setup of Compass intranet was presented in sub chapter 5.4.2. At first I will go through the structure of the questionnaire and practicalities in conducting the study (6.1). Then I move on to discuss how the employees use Compass (6.2) and how Compass is viewed (6.3). The aspects of language on Compass are discussed in sub chapter 6.4 and the additional feedback and improvement ideas are presented in sub chapter 6.5. The last chapter 6.6 sums up the main findings.

6.1 Online questionnaire and conducting the study

The online questionnaire (appendix 3) used in this study consisted of all together 36 questions. There were multiple choice questions, Likert scale ratings and six open questions. The questions were about the use and views of the intranet and about finding development ideas for the future. I have formulated the questionnaire mainly based on the previous intranet study additionally the theory on intranet and challenges in multinational communication as well as the channels, features and functionalities of Compass intranet were also taken into consideration.

The answers will be analysed by using mainly quantitative methods. I count percentages, modes, medians, average values and standard deviations. Mode is the most frequent value in the data set and median is the middle number of the group when they are ranked in order. I will present my findings by using charts when presenting the findings of my study only and a combination of charts and tables when comparing the results of my study to the

previous intranet study. I have shortened the names of some labels to make the tables more readable. The original names are visible in the questionnaire (appendix 3). Excel and Microsoft Office SharePoint Server survey tool are used in the statistics. The variables like gender, age, length of service and position will be used in comparing whether there is a correlation between the variables and the rate given to Compass. I discuss the answers of the open questions qualitatively by grouping the answers according to the themes. The open answers will be carried along in the analysis by discussing them in context with the quantitative themes. In order to identify the individual respondents in the example answers, I will use coding such as **R1** where R is an abbreviation for respondent and the number indicates the ordinal number of the respondent. The example comments are in original form so possible misspellings or solecisms have not been amended.

This study is based on an online questionnaire (appendix 3) administered to all Wärtsilä employees that have access to Compass intranet. Considerable time was spent on developing, testing and fine-tuning the questionnaire, in order to ensure internal validity. The questionnaire was only available in English. The study was conducted on Wärtsilä's intranet between 12 and 24 January 2009 and the respondents had 13 days to complete the questionnaire. It was available via a link in a global news item (appendix 1) about the study published on the intranet 12 January and via a banner link (picture 4) on the intranet home page. On 22 January a reminder of the study (appendix 2) was published on the global bulletin board on Compass home page.



Picture 4. Compass study banner on the global home page.

The total amount of answers received in the study was 501 but unfortunately there were technical challenges when launching the questionnaire and the first 50 answers did not get saved into the survey tool and thus they could not be used in the final analysis. The number of completed questionnaires was 451.

Demographically the respondents included employees from all levels within the organisation and from all business and support function areas around the world. The respondents represented over 29 countries. The dominant country in the study was Finland: 58% of the respondents had Finland as their country. One reason behind this could be that the global news of the study was translated to Finnish and Swedish and published on the Finland local site. The high number of Finnish respondents is also due to the fact that of total close to 19.000 Wärtsilä employees over 3.000 are based in Finland.

Most of the study respondents were office workers (38%) or specialists (25%) by position. Majority (40%) of them represented the largest business Services, 21% represented Industrial Operations (WIO) and 17% corporate (support) functions like Information Management, Human Resources, and Finance etc. 45% of the respondents were aged between 25–34 years and 31% was between 35–44. The mean length of service was 1–3 years, 31% had been working less than three years for Wärtsilä but a large number (25%) of respondents had worked over 10 years for the company. 72 percent were male.

I combine quantitative and qualitative findings and if possible compare the results to the previous intranet study conducted at Wärtsilä 2007 when three areas were evaluated: corporate, business and local company intranet. Comparison of the two studies is not fully reliable since the amount of respondents in the previous study was nearly 2.500 which is over 5 times larger than in my study. After analysing the data the results are compared with the theory in the conclusion. My final goal is to get an overview of the use of the intranet at Wärtsilä. I hope that the results will show direction of how the global setup has changed the use of the intranet and employee views. Based on the results I will be able to give concrete improvement ideas to the company so that the intranet can be further developed.

6.2 Use of Compass

This sub chapter is about the use of intranet at Wärtsilä. It discusses matters that concern the frequency of use and the sections and local sites that are used the most. This sub chapter has been further divided to two sub chapters that are about content and access – both challenges of multinational intranets and related to using intranet. Questions about for what purposes Compass is used, navigation structure, finding information, up-to-date content and whom to contact with questions regarding the intranet content or technical problems are all related to the content of the intranet and the quality of this content. Accessing the intranet is not only about whether the user has access or not, it is also about the line speed and how quickly the pages are uploading. All the respondents in this study had access to Compass but some struggled with slow line speed.

When looking at the **frequency of use**, the global intranet Compass is visited daily. 46% say that they visit the intranet 1–10 times a day and 37% have the intranet open all day. This tells that 83% of the respondents visit the intranet daily but there are different ways to use the intranet. Some users visit the intranet whenever they have the need but some users have the browser open all day. The global Compass is used nearly as much as the local sites. The global Compass site is a bit more frequently used. 52% of the respondents choose it as the site they most frequently visit but the local sites usage is not far behind with 48%. News & Events is clearly the **most used section on the global Compass**, 43% state so. Our Wärtsilä section providing company-wide general information is the second most used section with 22%. Business Support is right behind with usage level of 19%. Products & Solutions and Operations sections are least used with the same 8% usage on both sections.

Wärtsilä in Finland local site is obviously the **most used local site** by 59% since most of the respondents in the study were from Finland. Netherlands is the second used with 5% then comes Norway and Italy with 3%. Local news is the most used (67%) section also on the local sites but on the local level the usage of the main sections is more evenly divided

than on the global level. Local Business Support (11%) and Local Operations (10%) are as used as much as the Wärtsilä in country X (name of the country) section (10%) that is meant to reflect the global Our Wärtsilä section on the local level.

6.2.1 Structured quality content is crucial

As chart 1 reveals the **global Compass is mainly used for reading news and articles (28%)** and searching information (27%). It is the same situation with the local sites or at least with the Finland local site. 35% use the local sites for reading news and articles and 25% use them for searching information. Compass is not that much used for finding contact information or finding common templates, guidelines and policies or accessing tools and applications. Both these purposes reached a usage level of less than 16%.

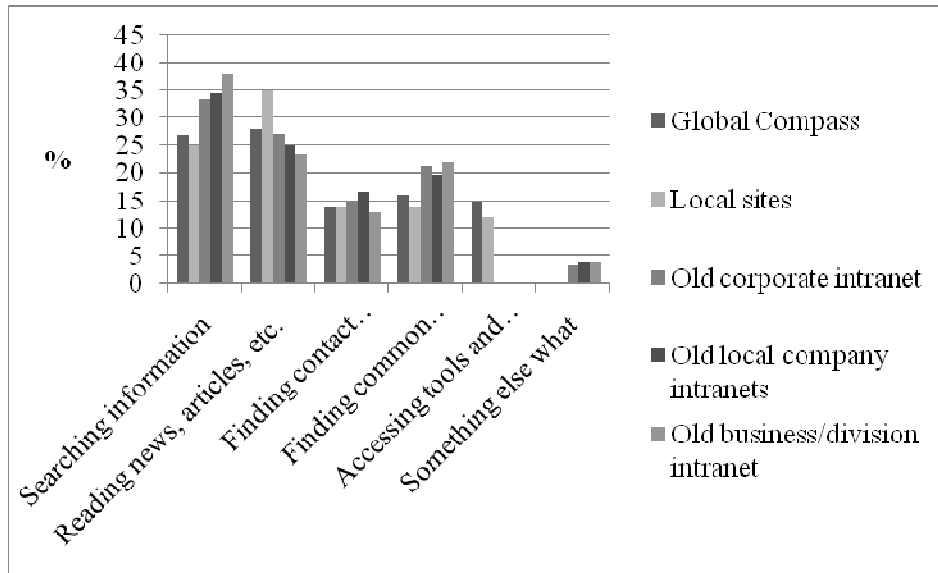


Chart 1. I frequently use the intranet for the following purposes.

In the previous study there was not an option “Accessing tools and applications” instead there was option “Something else”. It is clear that according to the results Compass is more for reading news and the old intranets were a bit more for searching information.

Regarding the question about the purpose the participants were given a possibility to choose more than one purpose and they were able to use the “something else what” option to tell what other uses they have. There were only 24 open answers that revealed among other things that Compass is also used for finding technical product information and checking the cafeteria menu.

Structure of the global Compass pleases the majority of the respondents very well or well (46%) or average (34%). The structure used on the local sites on Compass is well structured according to 43% of the respondents while 30 % say it is average. When looking at chart 2, and comparing the results of the question about the structure in this study and in the previous study, it is clear that respondents feel that the old intranets were actually better structured. This might be caused by the fact that the users are not yet accustomed to the new navigation structure. When the intranets were studied 2007, 46% the respondents felt that the local company intranets were well structured.

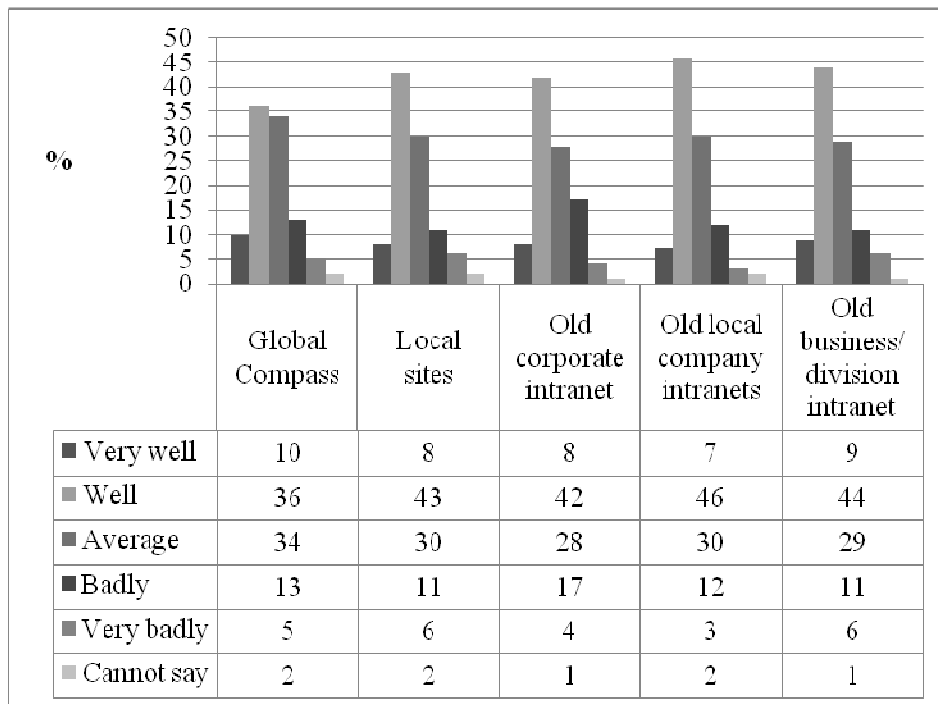


Chart 2. How well structured is the content of the intranets?

The open questions also reveal the same opinion among the respondents that the old corporate, company and business/division intranets were better structured than the new intranet. This was the case with majority of the responses given to the open question how to change or improve the structure. Many see that the structure of the new global intranet is complicated and confusing (examples 1, 2 and 3). Respondent R314 even says that he gives up when the information cannot be found.

- (1) Structure is too complicated (R61)
- (2) Bring in some structure, I feel as it's a big pile of info without a good structure. If you want to find info, you have to know where to search,. Sometimes, this makes it rather difficult to find exactly what you want. (R111)
- (3) Poor structure is a big problem. Sometimes I have to give up, when I cannot find what I am looking for. (R314)

The main navigation is not working that well either as can be seen when looking at example 4 where the respondent states that the search function is a must in the intranet as the navigation is not useful. Respondent in example 5 also states that the main navigational sections on Compass are confusing.

- (4) "The top level navigation (Home, Our Wärtsilä, etc.) isn't working for me. Technically it's working but I can't find anything from there. I always need to use the search function. I'd prefer something like Country/division approach." (R121)
- (5) Sections are confusing and difficult to guess where to look for the information. Structure is confusing (R153)

Some respondents long for the previous set up in the old intranets where the structure was based on business units and organisations not processes. This can be clearly seen in the following examples 6 and 7.

- (6) I still miss the split in the units Power Plants, Service and Ship Power and WIO. I think it is too scattered around in many headings and areas. [...] (R67)
- (7) general problem is that the structure is made according the "processes". Anyway all the people are working in some organization and the organizationi based structure (like at old intranet) would make it much more user friendly. (R436)

Some users are still quite satisfied with the structure of the global intranet. They feel that it is logical and functional once you get used to it. This attitude can be seen in examples 8, 9, and 10 where the respondents state they are content with the structure.

- (8) Sometimes hard to fin information (the first time) But quite logical when you get used to it (R175)
- (9) The structure is also very functional, but it takes time to familiar with it. (R183)
- (10) I'm satisfied with the current structure (R210)

The opinions on the structure were quite differing. The reason might be that users have gotten used to the old navigation in the previous intranets and they are quite reluctant to learn using the new navigation structure. This is one way how change resistance towards the new intranet appears.

Finding information from the current global intranet is easier than from the old corporate and business intranets. 34% say finding information from global Compass is rather easy and 27% say it is not easy or not difficult. (Chart 3.)

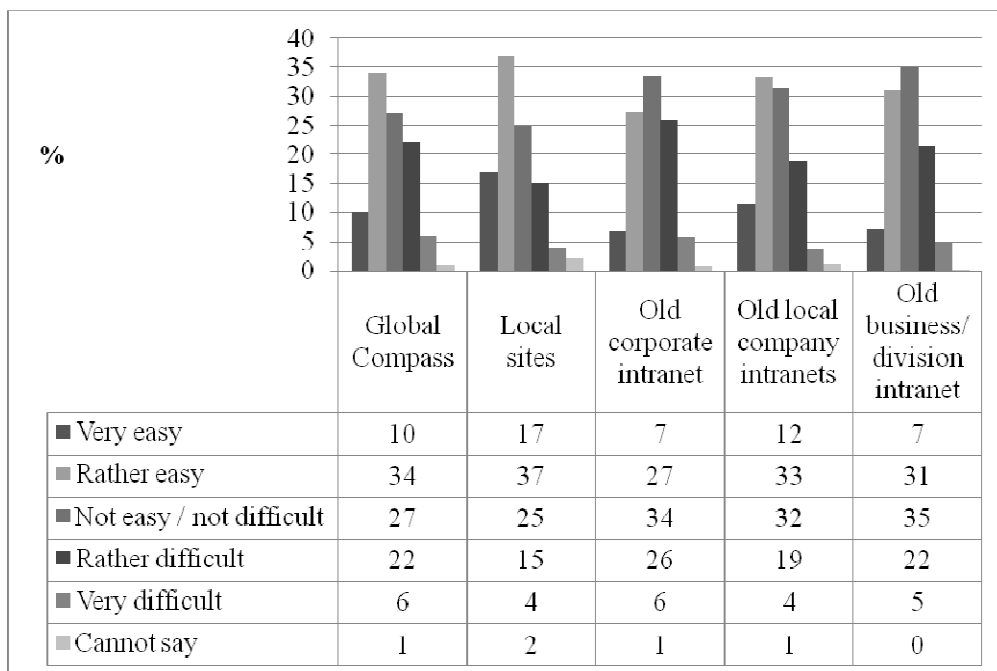


Chart 3. How easy is it to find the information you need on the intranets?

Finding information from the local Compass sites has also improved from the previous study as 37% say that finding information on the local sites is rather easy. Still almost the

same percentage of respondents as in the previous intranet study feels that finding information on the global and local levels of the intranet is very difficult.

The content on the global intranet and on the local sites is better **kept up-to-date** than in the old intranets. 42% say the global Compass is well kept up-to-date and 40% say the local sites are also well updated. Only 7% of the respondents say that the content of global Compass is either badly or very badly kept up-to-date. The situation is worse on the local sites on Compass as 15% say that the local sites are either badly or very badly kept up-to-date. (Chart 4.)

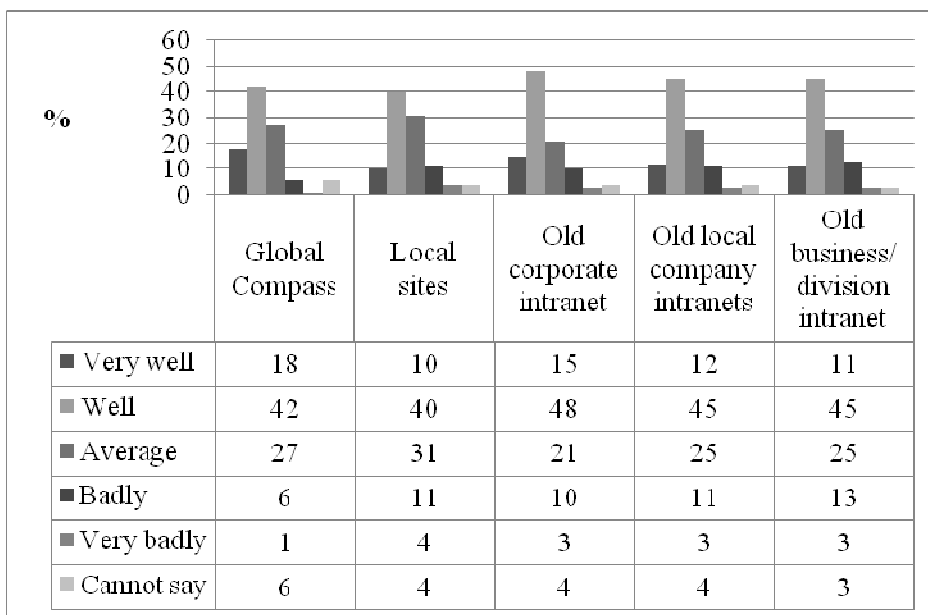


Chart 4. How well is the content of the intranets kept up-to-date?

In the previous study 13% of the respondents stated that the old intranets were either very badly or badly kept up-to-date. The results shown in chart 7 tell that as a whole on average the content of Compass is better kept up-to-date than before.

The content on the local sites and keeping it up-to-date is an issue that raised discussion in the open answers as well. This can be seen in examples 11 and 12 that criticise the lack of content and poor maintenance on some local sites.

- (11) The local sites should be developed and kept updated. The local intranet coordinators responsible for uploading and keeping the content up-to-date should be competent enough to keep this as required. (R176)
- (12) Someone should follow up that the local sites are being maintained and updated. I have visited local sites from other offices which do not have any information. [...] (R349)

The respondents clearly feel that the local sites have not been maintained as well as possible and this is an issue that needs to be solved.

When asking if the users know **whom to contact with questions regarding the intranet content**, it seems that the users know better than before whom to contact on the global Compass and on the local sites (see chart 5). 36% know whom to contact regarding the information on the global Compass and nearly half of the respondents say they know whom to contact on the local sites. Previously only the contact for the local company intranet content was well known (34%). Still more than third (33%) of the respondents on the global level and quarter (24%) on the local level do not know whom to contact regarding the content.

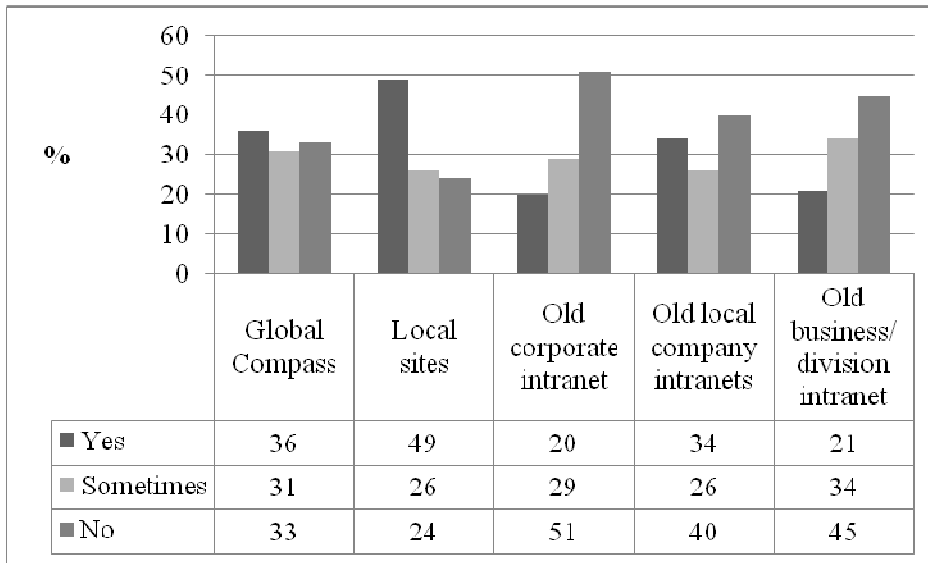


Chart 5. Do you know whom to contact if you have questions regarding the intranet content?

The users probably now know better whom to contact regarding the content because the respondents used the “sometimes” alternative a lot less than when conducting the previous study. Now the proportion of “sometimes” is between 26 and 31% when previously it was from 26% up to 34%. As a difference from the previous intranets, the names of the content owner and moderator are visible on each page in Compass so the users should be aware of whom to contact regarding the content. Clearly this is not yet the case.

As can be seen in chart 6 users were not that well aware **who to contact with questions about technical problems** when using the old intranets. According to this study 45% of the respondents say they know whom to contact on the global level and 51% say they are aware who to contact regarding technical problems on the local level.

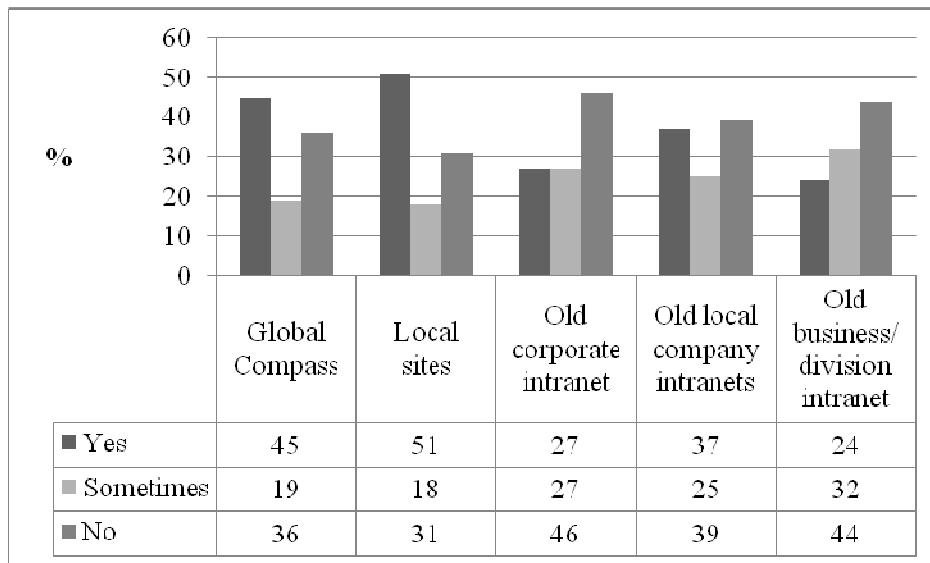


Chart 6. Do you know whom to contact if you have technical problems with the intranet?

Still 36% of the respondents do not have a clue who to contact with technical problems on the global intranet and 31 % do not know whom to contact when they have problems on the local sites in Compass. The amount of users replying that they sometimes know whom to contact has decreased from between 25 and 32% to between 18 and 19%.

6.2.2 Easy access is important

The **line speed and the time of uploading pages** is not an issue for the majority of respondents in this study. The respondents access the intranet easily. Majority say that the line speed is good (41%) or very good (16%). Only 8% have said the line speed is bad and 3% feel it is very bad.

The opinions regarding line speed and the time of uploading pages were also addressed in the open questions. The respondents were asked what changes or improvements should be made to the access (the line speed and the time of uploading pages) of Compass. The open answers were related to the uploading of the home page, line speed in the network

companies, reducing graphics and leaving out the flash on the home page. The example comments about the line speed and time of uploading pages are compiled in table 3.

Table 3. Comments about line speed and the time of uploading pages.

Aspect	Comment
Line speed	Compass has usually been quite fast to use. (R11) I have not had any problem with the speed, works fine (R363) The Compass website is too slow, sometimes requiring waiting up to 10 seconds for a link to load. [...] (R96, Singapore) really bad speed as i can say... (R244, Italy)
Uploading of the home page	The intranet pages can take a long time to load, especially when loading the homepage for the first time. (R15, United Kingdom) Could be faster. In general, the compass home page is blank for more than 5 seconds. [...] (R122, the Netherlands)
Line speed in the NWC's	Should consider local internet speed. In many NWC's it not like in Finland. To download some bigger files may take hours instead of minutes like in Europe. None is paying attention on getting faster connections. (R68, Puerto Rico)
Reducing Graphics	[...] Reduce the use of graphics. Remove all animations. Such useless stuff is eating up bandwidth and CPU resources (R60) Large ""advertising pictures"" looks nice in compass, but takes a lot of space and slows down when downloading. This is a working space, not a official website to have advertisement for the public." (R23)
Leaving out the flash on the home page	Get rid of that ridiculous flash picture, it annoys more than it helps, with slow connections it is a nightmare. (R223)

When having a closer look on the feedback received from users outside of Finland in locations like UK, the Netherlands, Puerto Rico, Singapore and Italy the line speed is more

of an issue. The loading of the Compass home page takes a lot of time and the intranet is slow to use. The local internet speed in many network companies (NWC's) is not like in Finland and the time of uploading files from the intranet may take a long time.

Some respondents see that the use of graphics on Compass should be reduced so that the intranet would be faster to use. These users feel that there is no use for graphics and pictures on intranet that is meant for internal use only. Some respondents suggest leaving out the flash on the home page in order to have better speed on slow connections. This could be one option to improve the speed. The most important thing is to improve the local connections so that the users in different locations would have equal access to information on the intranet.

The answers regarding the line speed and uploading pages highlighted that the local connections should be taken into consideration and the amount of big pictures should be kept small. The quantitative results show however that the respondents of this study are mostly content with the line speed. This is probably due to the fact that most respondents are located in Finland where the line speed is quite good and accessing information is easy.

6.3 Views on Compass and its functionalities

This sub chapter concentrates on how the employees view their intranet. It is about the overall grade given to the intranet and intranet supporting the daily work. The information channels and the available features and functionalities on Compass are also evaluated. Finally the question whether the new global intranet is an improvement compared to the previous intranets is discussed.

When asked about the overall grade for Compass, it becomes evident that the global intranet has established its role among the respondents. The scale was between 10 highest

and 1 lowest. The mode **grade** given to the Compass intranet was 8.00 according to 35% of the respondents. The average grade for global Compass was 7.32 and the median was 8.00. The standard deviation for global Compass grade was 1.63. The mode given to local intranet sites on Compass was also 8.00 (35%). The average grade for local sites on Compass was 6.90, the median being 7.00 and the standard deviation was 1.88. The statistics of the grades given to global Compass, local sites and for the old intranets have been compiled to table 4.

Table 4. Statistics of grades given to intranet on a scale of 10 (highest) – 1 lowest).

	Compass	Global Compass	Local sites	Old intranets
Average grade	7.11	7.32	6.90	6.33
Median	7.50	8.00	7.00	7.00
Standard deviation	1.77	1.63	1.88	1.60

Combining the grades of global Compass and the local sites gives an average grade of 7.11 while the median is 7.5. The standard deviation is 1.77. When the previous intranets were studied 2007 the average grade given to all the intranets was 6.33 and the median was 7.00. The standard deviation back then was 1.60. The grade of the intranet has improved slightly but the users views concerning the average grade are more divergent that before.

When comparing the variables like gender, age, length of service and position with the grades given to global and local Compass it is clear that they have an influence. The average grades according to the variables have been compiled to table 5.

Table 5. Average grade given to Compass according to different variables.

Variable	Total	Category	Compass	Global Compass	Local sites
Gender	127	Female	7.35	7.51	7.19
	324	Male	7.02	7.25	6.79
Age	228	Less than 25, 25–34 years	7.63	7.60	7.67
	206	35–54 years	6.95	7.20	6.7
	16	55–64 years	6.74	7.24	6.24
Length of service	91	Less than a year	7.40	7.56	7.23
	142	1–3 years	7.35	7.51	7.18
	218	3–10, more than 10 years	7.39	7.10	6.58
Position	16	Trainee	7.69	7.63	7.65
	21	Industrial worker	7.39	7.39	7.39
	170	Office worker	7.29	7.51	7.09
	111	Specialist	7.05	7.19	6.90
	73	Manager (without subordinates)	6.79	7.30	6.27
	51	Manager (with subordinates)	7.01	7.25	6.76
	9	Executive manager	6.95	6.78	7.11

Females gave overall better rates (7.35) to Compass than male (7.02). Male also rated the local sites with relative lower grades than female. When the age of the respondents was used as a variable it was clear that the younger the respondents are as better grades they have given to Compass. The respondents that are less than 25 or 25–34 years have given the best average grade (7.63) to Compass.

The respondents who have worked for Wärtsilä less than a year gave a good grade (7.4) to the intranet. These respondents might not have even seen the previous intranets as the new

intranet Compass was launched in April 2008 and this study was conducted in January 2009. These respondents are likely to have experience about Compass only and they compared it probably against other intranets they have used. The respondents that have worked from one to three years have used the previous intranets and the new Compass. The grades they gave are nearly as good as the grades given by the respondents that have worked less than a year. There is a clear correlation between the length of service and the grades given to Compass (see table 5.). The longer the respondents have worked for Wärtsilä the lower grades they gave to the current intranet. The grades might show a sign of change resistance towards the new intranet.

Position of the respondent does not have such a clear correlation when it comes to grades given to Compass (see table 5). According to the results the trainees, industrial workers and office workers are content with Compass. The specialists and the respondents with managerial position gave lower grades.

When asked if Compass is an **improvement compared to the previous intranets** a majority of 65% of the respondents say yes. Only 12% state that Compass has not been an improvement. The rest 22% of the respondents state that they cannot say probably due to the fact that 20% of the respondents have worked in the company less than a year and 31% have worked for 1–3 years and so they are not familiar with the setup of the previous intranets. When excluding the respondents that have worked less than 3 years and only taking into consideration the respondents that have worked more than 3 years at Wärtsilä 67% say that Compass is an improvement and 19% say it is not. The percentage of cannot say replies dropped to 14%.

The results show clearly that the current Compass intranet **supports the daily job** better than before. This can be seen in chart 7 where the results regarding support have been compiled. 56% of the respondents feel that the global Compass supports their work well and 18% say that their work is very well supported by Compass. 16% feels that their work

is not too well supported. All together 74% say that Compass supports their work as 19% state that it does not.

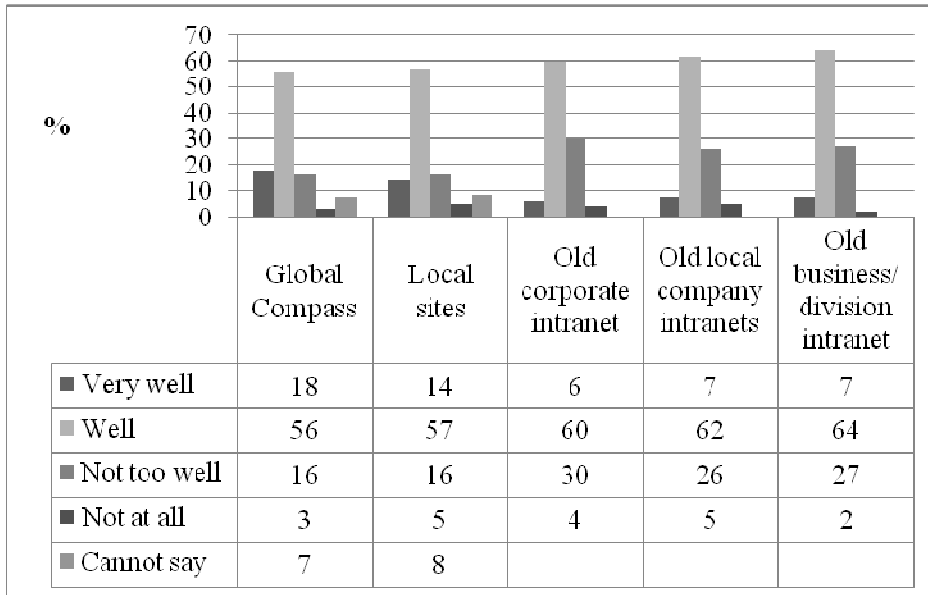


Chart 7. How well does the intranet support the daily job?

The same question was also asked about the local country sites that are a part of Compass. Almost the same number 57% feel that local Compass supports their work well and 14% says very well. On the local sites the support for daily job seems to be lower than on the global level. 16 % say that local site does not support their work too well and 5% say it does not support their work at all. The percentages of this and the previous study about the old intranet are not fully comparable since option “Cannot say” was not available in the previous study. The other options were available though and even if the results cannot be compared the support for daily work seems to have been weaker when the old intranets were in use.

6.3.1 Layout and style

In this sub chapter I present the main results regarding the layout and style in Compass. Going through the open answers I have a closer look of opinions regarding colours, fonts, flash on the homepage and the use of pictures.

Compared to the previous intranet study there has been a huge improvement in the **layout and style**. In the study conducted 2007 the consistency of layout and style was rated as good or very good by 49% of the respondents. As many as 20% of the respondents said in 2007 that the layout and style was bad. The numbers have turned after the launch of the new intranet and as chart 6 shows now 67% of the respondents state that the consistency of look and feel is either very good or good as only 6% say it is bad. (Chart 8.)

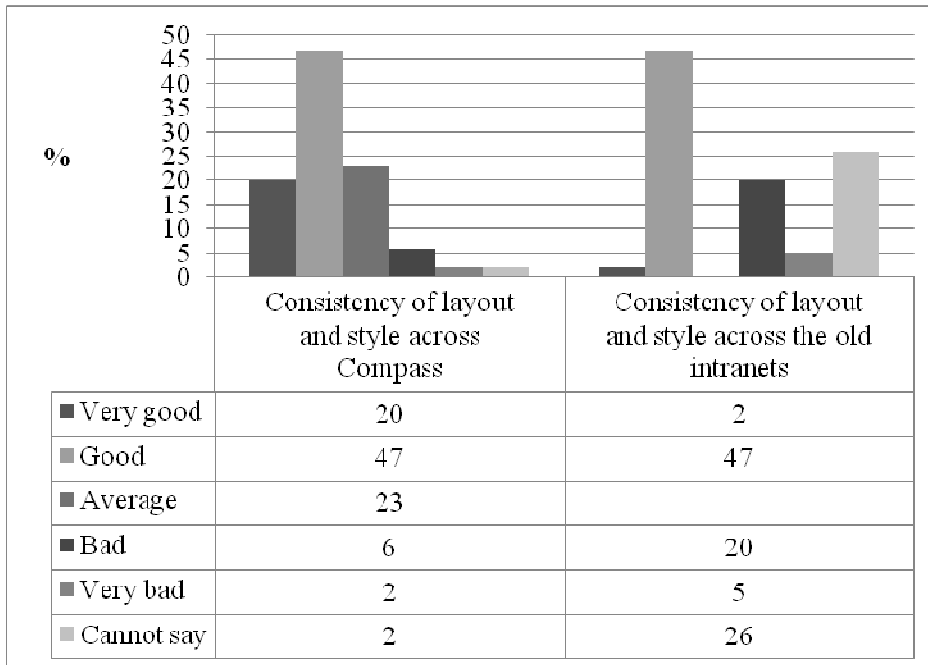


Chart 8. Please rate the consistency of layout and style across intranets.

Comparing the results of these two studies in relation to layout and style is a bit tricky since in the previous study this question lacked an option called Average. It might be that the respondents that used “cannot say” in the previous study have now chosen average. Still the results clearly show that the users feel that the layout and style in Compass is more consistent than before when the old intranets were in use.

Even if the users feel that the layout and style are consistent there are still things to be improved. The feedback gathered via the open question on how to improve the layout and style produced a lot of thoughts and ideas. The respondents took up matters like colours, fonts and the use of flash on the homepage and the use of pictures in the intranet in general. Some of the comments regarding layout and style have been compiled to table 6.

Table 6. Comments about layout and style on Compass.

Aspect	Comment
Layout and style	It is very nice; I really like it (R58) no changes needed - "its the best " (R97) The implementation of the Wärtsilä brand has been done very well in Compass. It looks professional. (R104)
Home page	Too much text/windows/areas on the first page. (R66) Layout ok, a little too much things all over the start page (R435)
Colours	Easy to read and the colors are of course the Wärtsilä colors. (R310) Somewhat less orange...and more other colours... (R27) I do not like the orange color in headlines and toolbars since it is very difficult to see. [...] I would like to see less orange and more black in the texts and use the orange color just for backgrounds and decorations. (R12) The orange and gray colour is too weak colour to look at. Change to traditional dark blue and black. [...] The readability is number one priority. (R421)
Fonts	The font is too small. [...] (R255) There are too much things and too small font used everywhere. (R371)
Use of flash picture on the home page	Skip the flash image and make room for more news. The first page should be fast to load and contain as much news as possible. (R41)
Use of pictures	"may be it would be better if we put the picture of all employees in Compas More pictures for any news in compas"

Most respondents feel that overall both the layout and style in Compass are good and they are happy with its professional look. The Compass home page has too much going on according to some users. A few respondents say that the global home page and its channels contain too much content for the start page. These respondents would like to have less information on the global home page.

The colours used on Compass raised quite a lot of discussion. The Wärtsilä brand colour orange is not that popular among all the users and some would like to see other colours like blue or black. These colours were used in some of the previous intranets. The respondents remark that the orange colour used in the links and the grey text is not that easy to read on white background. Some suggest keeping readability as number one priority by changing to more black and blue font colour instead. The size of the default font used on Compass also gets critique for being too small. Some respondents feel that the flash image on the global home page is useless and taking too much space from the news. Still there were also wishes to get more pictures on news items.

A few respondents stated that it would be good if the main navigational sections on Compass would have CSS menu dropdowns so that the user would more easily see what sub sites the sections contain. In examples 13 and 14 the respondents give reasons why this functionality would be useful.

- (13) "under the main topics (e.g. business support, our wartsila..and so on) it should show automatically with some kind of tree the sections. [...] This would make finding information maybe a bit faster, instead of ticking the flag, and find out that it is not included what you are looking for)" (R253)
- (14) "Use a CSS menu so it's easier to go to the page you need. eg: to get to the Global Events website.
Currently: click News & Events then move mouse cursor to click Global Events
Proposed: move mouse cursor over the News & Events banner and a menu appears below, then select the section you need." (R96)

According to respondents R259 and R96 the dropdown menu would reduce clicking and give the user a better overview of the content of the section.

As many as 131 respondents of 451 gave feedback on the layout and style. A lot of good improvement ideas were gained. There are differing opinions on what users want. E.g. some want more pictures and some want fewer pictures to be used on Compass.

6.3.2 Information channels and functionalities on Compass

Information channels on Compass and the rates given to them are compiled to chart 9. The new functionality, highlight of the week flash image, has been welcomed. The results show that 64% feel it is either very good (29%) or good (35%). The Global, Business and Local news as information channels are also functional since majority of the respondents rate them as good. The Global news is clearly a channel that has been well established since it gets the best rates. Right after it are the Business news and then the Local news.

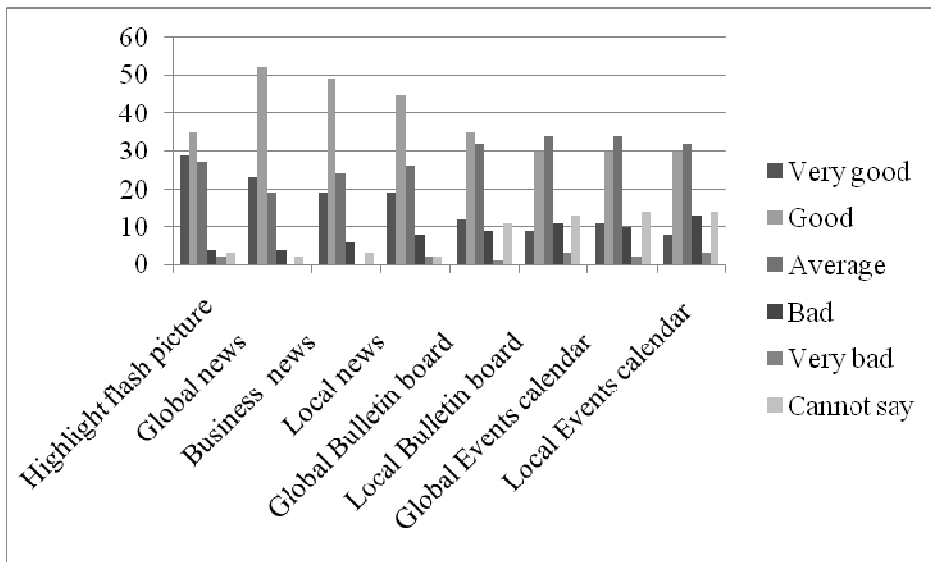


Chart 9. Please rate the information channels used on Compass.

The global and local bulletin board and the global and local events calendar are not that well established since approximately 11–14% state that they cannot even say whether they are good or bad. (Chart 9.)

In the open answers the information channels used on Compass were not mentioned that much. One respondent expressed a wish to have all the news compiled to one dynamic list

where all the Global, Business and Local news would be visible in one list on one page in the order that they are published.

- (15) A feature where you could get the latest news from several lists shown in one dynamic list. (R74)

A dynamic list would most likely make it easier to keep up what is happening globally, in the businesses and on the local level around the company. On the other hand the information flow would be quite extensive if all the news is combined into one list. A list with all global, business and support function news is already made available on Compass.

The questionnaire also had a question **how management uses intranet to share and communicate information** to the employees. The respondents see that in the previous corporate intranet the management shared and communicated information better than on Compass. The results in chart 10 reveal that especially on the local sites the local management does not communicate to the employees as well as before.

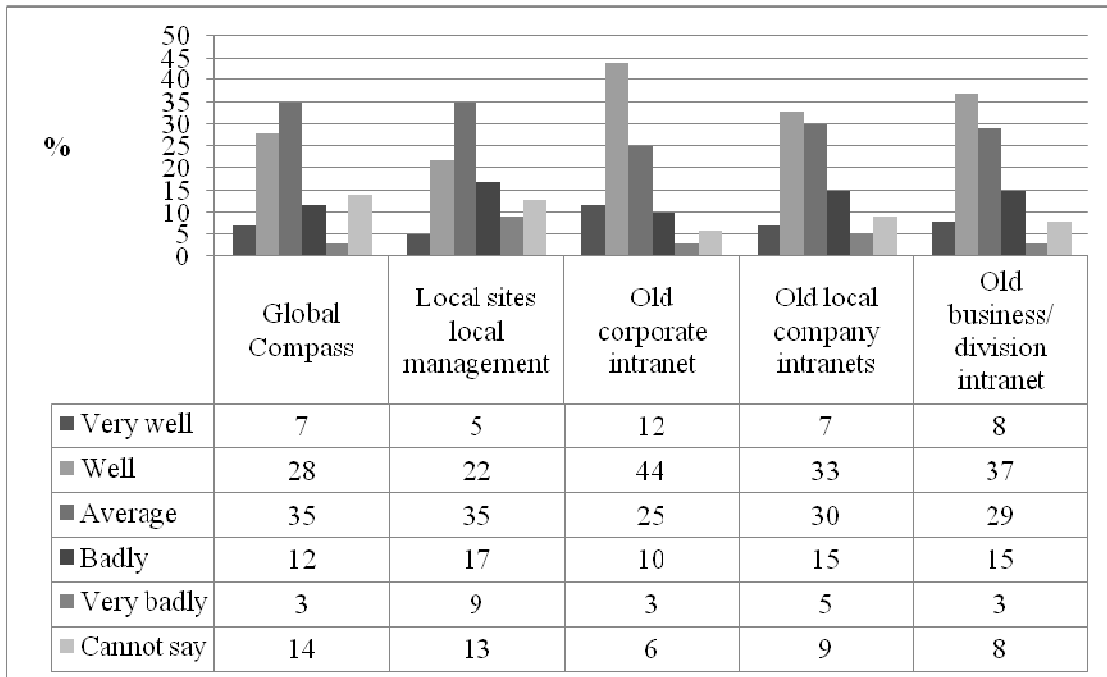


Chart 10. Does management actively use intranet to share and communicate information?

Based on the results it seems that the respondents are not as sure of their opinions of management using the intranet in sharing and communicating information as when the previous study was conducted. The number of “Cannot say” answers is 4 to 8% higher now.

Compass has brought along **new functionalities and features** such as a more efficient search functionality, a service called Support Catalogue, zoomable world map, a combined weather service and world clock as well as the Web 2.0 tool Wärtsilä wiki. As seen in the chart 11 the search functionality is very good according to 20% and 33% say it is good. 13 % state it is bad. The weather and world clock functionality is the best new functionality, 27% say it is very good and 39% rate it as good.

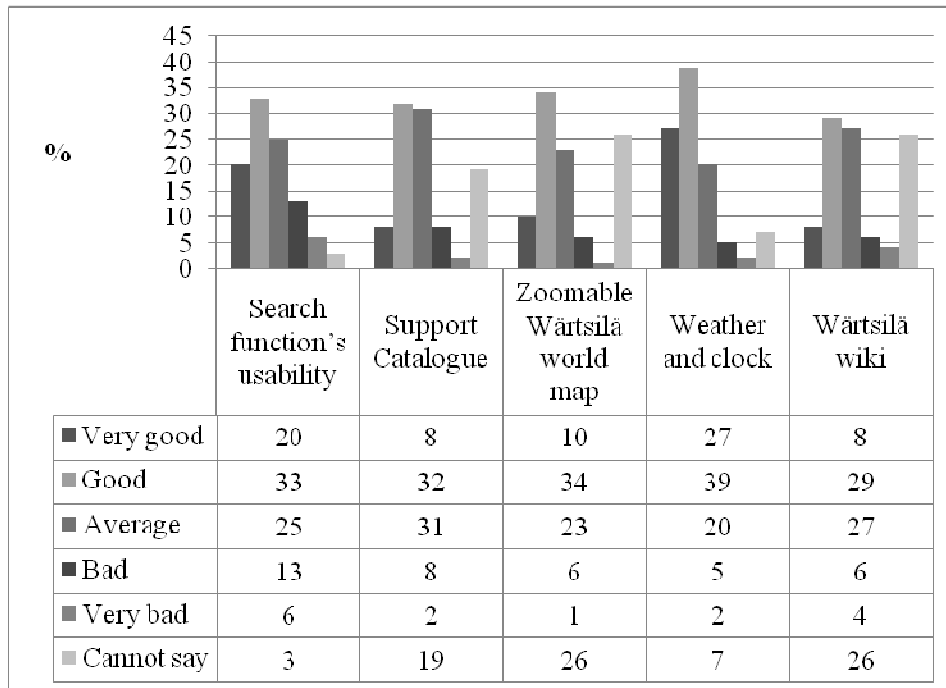


Chart 11. Functionalities and features on Compass.

The results of the study show that not all the new functionalities have yet been that firmly established. This could be probably because the learning process is still going on and the users are not used to the functionalities yet. Even though Support Catalogue, zoomable world map and Wärtsilä wiki have been rated mostly as good they are functionalities that the users have the most difficult to give opinions, the percentage of cannot say statements about these functionalities is quite high, between 19–16%. (Chart 11.)

Many of the open answers received were about the **search** functionality being useless. Using the search or trying to narrow down the results by using advanced search is difficult and results in hits that do not lead to right information. Respondent 290 describes the situation like this in example 16:

- (16) Search functionality. Either you don't get one single hit, or then there will be too many results. [...] Advanced search don't neither work as precisely as it should. (R290)

Respondent 289 compares Compass search to Google and finds that it is not working as well. Both respondents 289 and 382 remind that search should be working better as it is the main way to find information.

- (17) For me the main problem is to find information from Compass. The search in Compass is not quite as good as Google... (R289)
- (18) Search function could be working better. Without that function it is sometimes impossible to find the right information in Compass. (R382)

The more efficient search engine was promoted in the Compass project communication and it is something the users had surely been waiting for. The search has however not fulfilled the expectations of all the respondents.

In the open answers there were next to no comments regarding the zoomable world map or the weather and clock functionality on the home page. The Support Catalogue had a few comments in the open answers and they were mainly about promoting the tool and making it more useful like example 19 shows.

- (19) The support catalogue is on a too low level in the hierarchy. Move it to the top row and give it a more descriptive name, e.g. "Search in compass". The words "Support Catalogue" says nothing to me. (R421)

The use of the **Wärtsilä wiki** is something that the users feel is important. It is useful especially for the new employees (see example 20).

- (20) [...] Very useful the wartsila wiki pages, especially for newcomers. (R82)

Respondents 60 and 29 guide in examples 21 and 22 how the wiki could be improved by making it simpler to use.

- (21) Replace the "wiki" functionality with a real wiki (MediaWiki or similar). Make it very simple for a person or team to upload information to a "personal" space, with no technical restrictions. (R60)
- (22) Consider to make a real Wärtsilä wiki using wikipedia.com layout and templates. It would be more useful and using a wikipedia source code is not illegal. Also some google system would be useful. (R29)

These respondents have experience from other systems like the MediaWiki or Wikipedia and they would like to see the Wärtsilä wiki moving to the same less restricted direction.

6.3.3 Contemporary communication and team-work

When asked about how well Compass facilitates **contemporary communication** such as Web 2.0 tools like discussion boards, surveys, blogs 32% of the respondents said averagely but an almost equal percentage of respondents state that Compass facilitates contemporary communication well (20%). 21% could not say.

Discussion boards, surveys and blogs were not mentioned in the open answers at all. This might be caused by the fact these channels are not well established. They have not been promoted that much internally either. It might be that most users are not aware of their existence.

The question about how the intranet facilitates **on-line team-work** was even more difficult to answer now than when the previous study was conducted. 27% say they cannot say whether the global intranet facilitates on-line team-work (Chart 12).

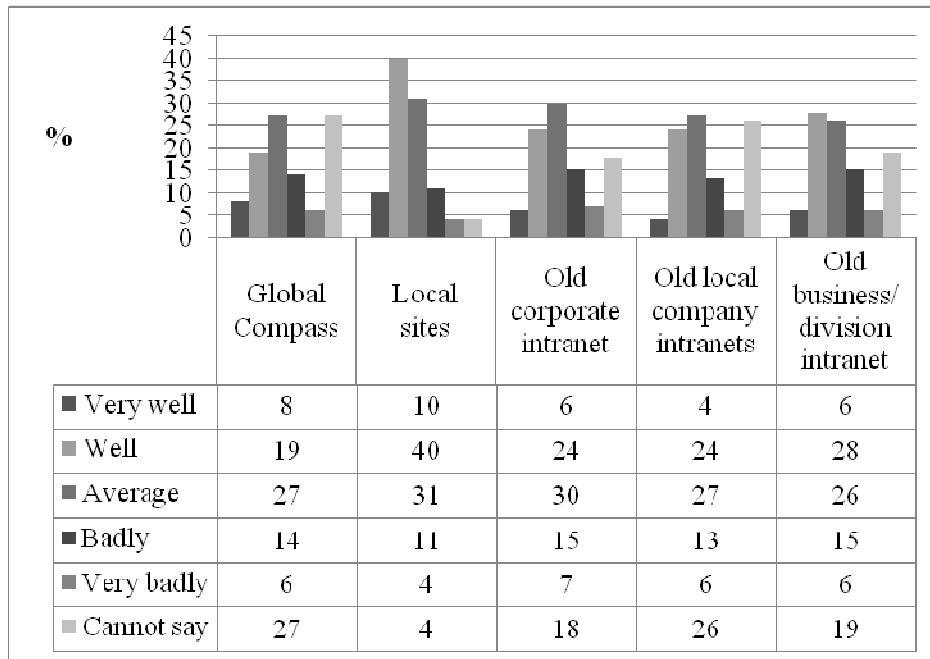


Chart 12. Do the intranets facilitate on-line team-work?

However 8% say that the global Compass facilitates team-work very well, and 10% say local sites facilitate team-work very well. This is more than in the previous study. As a whole, it can be stated that Compass does not support team work much more than the previous intranets. The situation will probably change as the workspaces are taken into wider use.

6.4 Language on Compass

This sub chapter is about language. The respondent's knowledge of English, views about it as the main language, the most used languages on the local sites and languages used on Compass in general are discussed here.

The respondents of the study were asked about their **knowledge of English**, the main language used in Compass. 71% stated that English is a foreign language that they know well and 17% said that they know it reasonably well. The study was conducted only in English so it is evident that the majority know English well to be able to contribute.

The **most used languages on the local sites** were English (37%) and Finnish (37%). This is once again result of the high participation rate from Finland but the numbers also show that many local sites have English as their main language and people use it. Swedish is third with 10%. The 47 users who state Swedish as their preferred language come from Sweden and Finland since Swedish is one of the language options on the Finland local site as well. Based on the country selection there were only eight respondents from Sweden so the real percentage of the one's who had chosen Swedish as their most used language was 2% and the actual percentage of Swedish in Finland was 8%. The languages that were not selected at all are not included in chart 13. (See Chart 13).

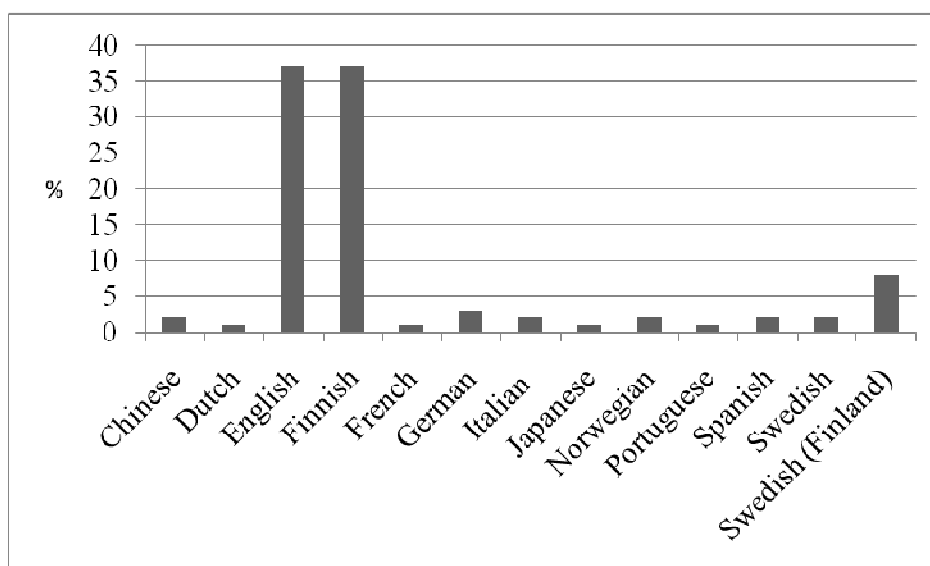


Chart 13. Most used local languages on the local sites.

107 open answers were gained when asking what changes or improvements should be made to the language of Compass. It became evident that most respondents feel that the language of Compass is good as it is. This can be seen in examples 23 and 24 that make clear that the current situation with English as the main language is working.

(23) english the global communication language is fine (R166)

(24) [...] English should remain as the main language. (R249)

English as the main language of the intranet is reasonable and if local languages are needed they should be available on the local sites. This is the reasoning of respondents 11, 67 and 108 in the following examples 25, 26 and 27.

(25) Should remain English. Just local new should use local languages. (R11)

(26) I think most of it could be in English. If I want a Local site to be updated, I will not update it in three languages. English is enough. Only the local news with the lunch menu (as HR/info) writes should be in "all" languages. (R67)

(27) There should be native languages in local site (R108)

A few respondents pointed out that the blue collar factory workers might not understand English and that the labour unions would also be interested in the use of local languages (examples 28 and 29).

(28) I manage with English -but there are many blue collar pelople which are not able to understand English (R75)

(29) There are many questions from unions regarding the language. They mean that there should be more languages english and the local language. [...] (R92)

Respondent R38 emphasises that the language has an important role in involving all employees to the company.

- (30) Compass is slowly having all languages covered. Shows the importance of having all employees involved and making it a usefull working and learning tool. (R38)

A few respondents state that the whole content of the intranet should be translated to local languages. This wish can be seen in example 31.

- (31) "the global compass can be adapted to the language of each wartsila company i.e french for west africa, spanish for latin countries. think that it will be more accessible if we can read it in our own language." (R145)

On the contrary some want that only one language, English would be used on the intranet. This is shown in examples 32 and 33 where the respondents state that English should be the only language on local sites as well.

- (32) English only would be the way to go on the local pages, as well. (R217)

- (33) Single language, English is fine. (R241)

The respondents who wished to have only English stated that English is a foreign language they know well. There were also some answers like examples 34 and 35 that pointed out the need to have the content on the local sites in English as well and not only in a local language.

- (34) English is to be the default language also in all local sites, in case units wants to maintain in local language that is their chiose. [...] (R226)

- (35) Some information on local compass are only in the language of the country and should be translated in English. For example, in Finland, some pages in Hobby and Recreation are only available in Finnish. It is difficult to understand for a foreign employee. (R246)

The comment in example 35 shows the language on the local sites is an issue especially in a global multinational corporation where there are foreign employees who need also local information in English.

The Swedish speaking users on Finland local site on Compass want to set Swedish as their default language in their profile (example 36). The same wish is also seen in example 37, where the respondent would like to define a default language to user profile.

- (36) I would like to see Swedish news as my preferred choice but it is not possible. (R62)
- (37) Would be nice to be able to define a default language with a user profile (R74)

The default language for users located in a certain country is the root language of that country. In Finland the root language is Finnish. It is not yet possible to choose a preferred language on Compass due to technical reasons.

6.5 Additional feedback and improvement ideas

These improvement ideas were gained via the last open question that offered the respondents a chance to give feedback about anything they would like to change or improve about Compass. A number of improvement ideas and complaints were received via the open answers. These were difficult to categorise under the earlier headings so I will discuss the My Page, use of browsers and other ideas in this sub chapter.

A wish for **My Page** that the user can tailor was expressed by a few users like R84 and R44 who wanted to have an own home page that would act as an own portal to information. Their ideas can be seen in examples 38 and 39.

- (38) I want my own home page that I can tailor EXACTLY to things I want to see every day. (R84)
- (39) It would be nice to have "My Page", which would be a portal for information, which you need all the time. The main feature in this page would be that you can decide what links are included. (R44)

A few users expressed their wish to use other **browsers** like Mozilla Firefox or Google Chrome instead of Internet Explorer 6 because these browsers would be faster (examples 40 and 41).

- (40) Add proper support to Firefox web browser allow ie7 update to be able to use Tabs. ie 6 is rather outdated! (R11)
- (41) Make it work with browsers that are faster (Mozilla Firefox, Opera, ...). [...] (R60)

One option would be to start using the newer version of Internet Explorer as respondent 11 suggests in example 40.

The contact information on Compass needs to be easier to find. Respondents also want to improve Compass introduction to new comers and promote the functionalities like Support Catalogue and My Profile. The possibility to give feedback also needs to be more visible. Some nice ideas like presenting the employee of the month and promoting personnel paper articles in Compass were also gained via the open questions.

6.6 Summary

This chapter will sum up the uses of intranet at Wärtsilä and how the new intranet is seen by the employees. The global intranet Compass is visited daily. A bit less than half of the respondents visit the intranet 1–10 times a day and 37% have the intranet open all day. The global Compass and the local sites are used nearly as much. The global site is a bit more frequently used (52%) but the local sites usage is not far behind with 48%. News & Events is clearly the most used section on the global Compass (43%), Our Wärtsilä section that provides company-wide general information is the second used section (22%). Business Support is right behind with usage level of 19%. Products & Solutions and Operations sections are least used with the same 8% usage on both sections.

The main purposes for using global Compass are reading news and articles (28%) and searching information (27%). 35% of the respondents use the local sites for reading news and articles and 24% use them for searching information. Structure of global Compass pleases the majority of the respondents well (36%) or average (34%). The structure used on the local sites on Compass is also well structured. 43% say it is well structured and 30% say it is average.

Finding information from the current global intranet and the local sites is easier than from the old corporate and business intranets. 34% say finding information from Global Compass is rather easy and 37% feel finding information from the Compass local sites is rather easy. Finding information is still very difficult to almost the same percentage of respondents as in the previous intranet study. The respondents say that the content of the intranet is well kept up-to-date. 42% say the global Compass is well kept up-to-date and 40% say the local sites are also well updated.

Finding contacts for the content on the global Compass and on the local sites is easier than before. 36% of the respondents say they know who to contact regarding the information on the global Compass and almost half (49%) say they know who to contact on the local sites. Still 33% on the global level and 24% on the local level do not know who to contact regarding the content.

45% of the respondents say they know who to contact regarding technical problems on the global level and 51% say they are aware who to contact on the local level. Still around one third of the respondents do not know who to contact when they have problems on the global or local level. Majority (57%) say that the line speed and uploading of pages is good or very good. Only 11% of the respondents say it is either bad or very bad.

The average grade for Compass was 7.11 while the median was 7.5 and the standard deviation was 1.77. When the previous intranets were studied 2007 the average grade given

to all the intranets was 6.33 and the median was 7.00. Then the standard deviation was 1.60. Users' views concerning Compass are more divergent and various compared to the smaller deviation of views when the previous intranets were studied. According to 56% of the respondents global Compass supports their work well and 18% and 57% feels that local Compass supports their work well. On the local sites the support is lower. The layout and style of Compass is better than before. 67% state that the consistency of look and feel is very good or good.

The information channels that got the best rates were global news, business news and the highlight of the week. The global and local bulletin board and the global and local events calendar are not that well established. According to the results in the previous corporate intranet the management shared and communicated information better than on Compass. According to the results regarding the local sites it is clear that the local management does not communicate via intranet as well as before either.

The new functionalities and features like the more efficient search functionality, service called Support Catalogue, zoomable world map, weather and clock as well as Wärtsilä wiki have been received well. Still the results of the study show that not all the new functionalities have been that firmly established. Even though Support Catalogue, zoomable world map and Wärtsilä wiki have been rated mostly as good they are among those functionalities that have most cannot say statements between 19–16%.

Compass facilitates contemporary communication such as discussion boards, surveys and blogs averagely (32%) or well (20%) but 21% could not say if it does or not. 27% of the respondents say they cannot say whether the global intranet facilitates on-line team-work. However 8% say that the global Compass facilitates team-work very well and 10% say local sites facilitate team-work very well.

The use of English as the main language on Compass is found reasonable but there is a need to use local languages on the local sites. There were also some views on having English as the only language but the ones suggesting this obviously have either English as their mother tongue or a very good command of English.

When comparing the results of this study to the results of the previous study conducted 2007 it is clear that Compass is an improvement. The replies to the question whether Compass is considered to be an improvement to the previous intranets also prove this. 65% of the respondents feel it is an improvement. The average grade given to global Compass and the local sites is better than in the previous intranets. It has risen from 6.33 to 7.11. If the local sites are excluded the change for better is even more evident as the grade given to the global Compass was 7.32. The younger the respondents are and fewer years they have worked for Wärtsilä the better they rate the new intranet.

Compared to the previous intranet study there has been a huge improvement in the layout and style of Compass. The intranets are better kept up-to-date and it is easier to find contacts for content than before. The down side is that according to the results the management communicated better in the previous intranets than on Compass. The current intranet does not yet support team work that much more than the previous intranets.

7 CONCLUSION

Wärtsilä launched an intranet project 2006 in order to get a coordinated global intranet. The challenge was to combine the existing over 50 business and country level intranets into one global intranet. This was seen as key since finding information from the existing intranets had become difficult and they did not support the concept of one Wärtsilä. It was also considered important that the new global intranet would facilitate Web 2.0 tools like blogs, wikis, RSS and discussion boards. Launching a new global intranet had an effect on the daily work and the culture in Wärtsilä. This is why change management and change communication were essential in the intranet project at Wärtsilä.

The global intranet Compass was launched in April 2008. Wärtsilä wanted to evaluate how the new intranet was used and how the employees view it. The results of this study conducted January 2009 give a lot of useful information and improvement ideas for the company. Majority of the results can be generalised only within Wärtsilä since most of the questions addressed such features and functionalities that are in use on Compass. The results that related to the purposes that intranet is used can be generalised more widely when it comes to the use of intranets in other multinational corporations.

The goal of this study was to investigate the use of intranet in a multinational, global company Wärtsilä. The research questions concerned with (1) How the employees of Wärtsilä use their intranet? (2) How the employees of Wärtsilä view their intranet? and finally (3) How could the intranet be improved? The last question was answered by gathering improvement ideas from the employees to further develop the intranet. The hypothesis was that the global intranet Compass is a change for better compared to the previous setup with over 50 disjointed intranets but there is still a lot of work to be done.

In order to answer the research questions a questionnaire study was launched in Wärtsilä's intranet and all the employees with access to the intranet were able to contribute. 451 answered to the electronic questionnaire that consisted of multiple choice questions, Likert

scale ratings and 6 open questions. The answers were analysed quantitatively and qualitatively.

The results of this study were compared to the previous study of Wärtsilä's intranets conducted 2007. The comparison was productive since it showed how the use of intranet had evolved. Still comparing the two studies is not fully reliable since the number of respondents in the previous study was over 5 times larger 2.500, as this study only had 451 respondents. The greater number of respondents can stem from the fact that the invitation to the previous study was sent by email to every employee with an email account at Wärtsilä. There were also two reminders to complete the study sent to everyone. The use of email may have been taken as more personal and thus the previous study gained more results than this one conducted only via intranet. My study was limited to the employees who already use Compass as the previous study was aimed for everyone whether they used intranets or not. The majority of the respondents in this study are from Finland so the results mostly represent the views of Finnish Compass users and Finland local site. The number of respondents could have been larger so that the results would have been more reliable but all in all the study succeeded quite well.

The main findings of the study were that Compass is visited daily and the global Compass and the local sites are used nearly as much. News & Events is clearly the most used section on the global Compass and Our Wärtsilä comes as second. The popularity of the news might be caused by the fact that the Compass home page consists of global, business and local news and it is the users default home page. Compass intranet is mainly used for reading news and articles and for finding information. The global news are most read. Nielsen (2000: 100) reminds that finding information is the second most important determinant of usability. Finding information from the current global intranet and the local site is easier than from the old corporate and business intranets.

As Lehmuskallio (2006: 288–291) has summed up, the three challenges of multinational intranets are access, language and content. In the results of this study the language came up but the structure of the content was even more accentuated. Even if most of the respondents see that Compass is well structured, the structure is not that clear to everyone. It can be easily seen in the open answers that the transition from the old intranet structures to the new structure is not that easy, and many users still struggle with understanding the new process based structure. Learning the logics of the new structure does take time. It is obvious that the old intranets got better reviews on this matter since the users were so accustomed in using them that they knew the structure of the content inside out. Fear of the unknown and fear of failure in navigating in the intranet may cause change resistance. Like Proctor and Doukakis (2003: 268) remind a change dictated from the outside can be seen as a threat and it is resisted by denying of co-operation.

Intranet users are goal-driven and impatient as Nielsen (2000: 160) points out. They judge the structure and content quickly. One reason why users are frustrated with the structure or the search function on Compass might be that all the content has not been transferred from the old intranets and some tools and applications and their content still resides on other servers than the actual Compass intranet. Thus the users may not find what they are looking for by conducting a search within Compass. The conclusion is that in renewing an intranet it would be recommendable to integrate all the company applications and databases in the same global enterprise search.

The opinion of the respondents was that the content of the intranet is well kept up-to-date. This might be because the global intranet has been in use for less than a year. The content is still up-to-date since most of the content was reviewed when transferring it from the old intranets to the new one. Now the name of the page owner and modifier and the date when the page was modified is visible on every page on Compass. That can also motivate in keeping the content up-to-date. Nielsen (2003) says that without dates on content, users have no idea whether the information is current or obsolete. I believe that it is crucial to

have ownership for each page on the intranet to involve the content producers. Being clearly visible, the last modified date is an indicator on how the content has been taken care of and when it has been updated.

Finding contacts for content has improved. Probably mainly thanks to the functionality that every basic content page and news item page on Compass have the page modifier and owner visible by default. They can be contacted easily since the name acts as a link to email and the Live communications status symbol shows if the person is online or not and when he/she could be contacted and how (contact details).

The respondents were quite happy with the line speed and time of uploading pages in Compass. This is probably due to the majority of respondents working in Finland where the line speed is fast enough so that the time of uploading pages on Compass is not too long. In more distant locations the line speed can be a problem as the servers are located in Finland.

The respondents felt that the global intranet supports their daily work quite well but the local sites do not give as much support. Most of the internal information and links to tools and applications are global and thus are placed on the global Compass. The local sites are meant for local information only. This may cause the situation where many feel that the local sites do not support their global work that well.

The biggest improvement compared to the previous intranet study was the consistency of layout and style. The common look and feel that the new intranet with defined page templates offers was welcomed by the respondents. A consistent intranet helps in building the company culture. The feedback related to style and layout was mainly about the use of pictures and the default font being too small. There is however a possibility to reduce or increase the size of the font on Compass. This needs to be communicated better so that users are aware of this.

Global news is rated as the best communication channel on Compass but Highlight of the week flash also got support as a good information channel. Reasons for this can be that both are visible for everyone on the home page. Global news is the only news channel targeted to everyone at Wärtsilä. Thus the information is formulated keeping the wide target audience in mind. The global news is often the first channel where e.g. new deals are announced internally. Global news is meant to take care of the main role of internal communications providing basic information and the Highlight with pictures is mainly used to build culture and community. These are good examples of the roles Juholin (2002: 109–113) presents for internal communications.

Bulletin boards were not as popular as the more traditional news channels. This could be due to their different nature as communication channels. It can also mean that the respondents are neither familiar nor use bulletin boards that much. Still the majority thinks the bulletin board and the events calendar are good channels. It would have been interesting to know more about the information channels. This could have been resolved by using an open question.

In the previous corporate intranet the management shared and communicated information better than on Compass. The local management does not communicate as well as before on the local sites either. This way of thinking could be caused by the fact that in the old corporate intranet there used to be a special section “Letter from” that was meant for the high level management if they had something important to communicate. The “Letter from” channel is no longer used in the current global intranet.

The new functionalities and features like the more efficient search functionality, service called Support Catalogue, zoomable world map, combined weather and clock functionality as well as Wärtsilä wiki have been received well. Nevertheless all these new functionalities have not been that firmly established. The study revealed that the users still have a lot to learn about the functionalities that are available on Compass. Many users answered cannot

say when asked to rate the new functionalities. It can be that the users are not aware of these functionalities and they have not used them and thus they cannot rate them. Functionalities like the Support catalogue, zoomable world map and Wäertsilä wiki have not been placed to the header area of each page on Compass but deeper down in the navigation of the intranet. On the other hand the more used functionalities like the search functionality is available on the header area and thus on every single page on the intranet and the combined weather and clock functionality is placed on the Compass home page.

Compass facilitates contemporary communication such as discussion boards, surveys, blogs averagely. The study revealed that many respondents were unaware of the existence of these functionalities. This can be caused by the fact that all these ways of communication are not yet familiar to people and they have not used them. The culture of sharing knowledge and collaborating is still new at Wäertsilä and writing blog entries, contributing to discussion boards or editing other users wiki items is a culture change. Tredinnick (2006: 228) says that Web 2.0 and its tools change the understanding of the status of information, knowledge and the role of the user in information applications. When the users have the control to produce content to discussion boards, blogs and wikis, new and more democratic and evaluative phases in the exploitation of information will open up. This is not always an easy step to a company or its employees and it needs time.

Compass does not support team work better than the previous intranets. One reason behind this is that the collaboration and online team work is not yet supported that well but as the new concept, workspaces was taken into use in March 2009 the situation will most likely improve. Workspaces will enable sharing information and collaborating within e.g. a geographically distributed team. Functionalities like announcements, shared calendars, tasks and documents as well as discussion boards are available in a workspace. Hopefully having discussions on a restricted workspace with a smaller team will encourage the employees to participate in discussions also on a global level where everyone can see the

comments. Workspaces could act as a bridge to a more open culture of sharing knowledge at Wärtsilä.

The use of the official corporate language English as the main language on Compass is reasonable but local languages are still needed on the local sites. Having another language than the country's root language defined in the user profile is technically not available. The user who has another mother tongue than the root language needs to change the language each time they open the local site via the navigation. This is the case with e.g. Swedish speaking users on the Finland local site. One way to overcome this is to add the Swedish language version of the Finland local site home page as a link to the users My Links. Then the right version would always be easily accessible.

The average grade for Compass has improved from the previous intranets and the users see Compass as a change for better. The improvement in the given grade is not significant but it shows a definite trend and a change for the better. It is evident that the users' views on Compass differ more than when conducting the previous intranet study. The grown standard deviation can be a sign that the respondent group is no longer that homogeneous. It can be induced by the fact that there are new employees that have been using only Compass or that some respondents have embraced the new intranet better.

The users definitely see Compass as an improvement compared to the previous intranets. Nearly two thirds of the respondents feel this way. It would have been interesting to know why the respondents see Compass as an improvement and why not. This question was not in the study though. The main reasons for users having this view might be that with Compass all internal information is basically accessible on or via the same platform. The consistent look and feel of the intranet is also a big improvement and it has been welcomed.

When summing up the main findings of this study there are some clear areas that need to be developed. These main areas are the functionalities, the structure and the local sites on

Compass. The new functionalities Compass offers need to be promoted a lot more. One way to promote these could be to have online training material about the possibilities of Compass. This could be implemented into the introduction of new employees. Another idea could be to have a campaign in Compass where all the functionalities could be presented. During this campaign the functionalities like the advanced search, site map, My Links, My Quick Access and making the default text bigger could be introduced. The support catalogue needs to be promoted more so that users are aware of it and of its possibilities. The meaning of page owner and page modifier on every Compass page needs also explaining.

The structure of Compass and the logic behind the navigation needs to be communicated better. This could be done by presenting the main navigational sections and their content with the help of a campaign. The division of global and local level also needs more explanation and the way to find local sites need to be emphasised more. The search function of Compass is clearly something that needs to be improved and using advanced search should be promoted.

This study showed that some of the local country sites on Compass have not been maintained as well as they should be and they need to be improved. There are still many new local sites that have very little information. Not all the countries had a local intranet before, so these local sites have started from scratch. The local sites need more support from the corporate communications in the actual content creation as well as in maintaining the communications channels like the local news and local bulletin board or event calendar.

Change is not easy and it takes time. The shift at Wärtsilä from tens of intranets to one global intranet is a big transition and getting used to the new setup and the new functionalities the intranet offers requires a lot from the employees and getting used to it takes time. Maybe this study was conducted too soon after the launch as one respondent said. If it had been done later the results could have been different. I believe it is good to know the current use of the intranet and the employee views. The knowledge helps in

planning the future development and taking concrete actions at this point. It was also necessary to know whether the transition from tens of intranets to one global intranet had produced issues that need to be solved.

Continuity in developing an intranet comes with persistent work and listening to the users feedback. A study similar to this one should be repeated regularly at Wärtsilä to see how the use of the intranet has evolved. The study would follow-up on how the functionalities are used and how they benefit the end user. The results would support the Compass team in the development work and could encourage the employees to take an even more active approach in making Compass a world class global intranet.

Multinational intranets should be studied more in the context of internal communications. I believe that this approach would benefit the research field. There are already studies on how the corporations use intranet, what roles there are and what the content is like. More information is needed on the ways the employees as the users of the intranet use their global intranet and what kind of improvements they would like to have concerning the challenges of multinational intranets: language, access and content.

Combining the quantitative and qualitative method proved to be a good solution for conducting this study. I was able to easily collect background information, views, user experiences and improvement ideas. The numeral material gained via a basic quantitative study was enriched by the open questions that provided more in depth information and concrete improvement ideas. The electronic questionnaire produced answers that were easy to process and analyse.

Co-operation with Wärtsilä in launching the study and collecting the contributions was smooth since I was working there at the same time. In my role as a researcher I have tried to be as unbiased and neutral as possible and not let my other role as a part of the Compass team impact the analysis or the conclusions of this study.

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Appendix 1. Global news about the Compass study

Contribute to the Compass survey

Help us make Compass a world class global intranet and win!

Compass, our global intranet, was launched 18 April 2008. Now that we have some experience in Compass and its functionalities we would like to hear your opinion about it and its usability.

The link below and the banner on the Compass home page will both take you to an online questionnaire. Replying to the survey will only take about 10-15 minutes of your time. A surprise gift will be drawn among the contributions sent to us. Please write your name in the “name” box to participate in the lottery. When you have finished the questionnaire click Finish.

Please complete [the Compass survey](#) by 23 January 2009. Your answers and the information you provide will remain fully confidential.

The survey is part of our Chief Intranet coordinator Mikaela Terhi's thesis research project at the University of Vaasa. The results will be used by Wärtsilä Corporate Communications to evaluate Compass and to further develop and improve our global intranet.

This survey is a follow-up survey to the one that was conducted via email in June 2007 among all Wärtsilä employees. More than 2500 replies were received back then.

If you have any further questions regarding this survey, please contact [Mikaela Terhi](#).

Many thanks for your time and contribution!

Appendix 2. Global bulletin to remind about the Compass Survey

Last chance to contribute to Compass survey!

Please let us know what you think about Compass and its usability. The link below and the banner on the Compass home page take you to an online questionnaire. Replying to the survey will only take about 10-15 minutes of your time.

A surprise gift will be drawn among the contributions sent to us. Please write your name in the “name” box to participate in the lottery. When you have finished the questionnaire click Finish.

The survey will be closed this **Saturday, 24 January 2009**. Your answers and the information you provide will remain fully confidential.

If you have any further questions regarding this survey, please contact Mikaela Terhi.

Many thanks for your time and contribution!

[Link to the survey](#)

Appendix 3. Compass Study Online Questionnaire

1. Your Gender

- Female (28%)
- Male (72%)

2. Your age

- Less than 25 years (5%)
- 25 to 34 years (45%)
- 35 to 44 years (31%)
- 45 to 54 years (15%)
- 55 to 64 years (4%)
- 65 years or more (0%)

3. Your country

- Brazil (1%)
- Canada (2%)
- China (1%)
- Finland (58%)
- Germany (3%)
- Guatemala (1%)
- India (2%)
- Indonesia (1%)
- Italy (4%)
- Japan (2%)
- Netherlands (4%)
- Norway (3%)
- Pakistan (1%)
- Philippines (1%)
- Singapore (1%)
- Spain (1%)
- Sweden (2%)
- Switzerland (2%)
- United Arab Emirates (1%)
- United Kingdom (2%)
- USA (3%)

4. How long have you worked for Wärtsilä?

- Less than a year (20%)
- 1–3 years (31%)
- 3–6 years (15%)
- 6–10 years (9%)
- More than 10 years (25%)

5. Position (title)

- Trainee (4%)
- Industrial worker (5%)
- Office worker (38%)
- Specialist (25%)
- Manager (without subordinates) (11%)
- Manager (with subordinates) (16%)
- Executive manager (2%)

6. Your business
- Ship Power (12%)
 - Power Plants (10%)
 - Services (40%)
 - Industrial Operations (21%)
 - Corporate (support) function (17%)
7. How frequently do you visit our global intranet Compass?
- I have intranet open all day (37%)
 - More than 10 time a day (10%)
 - 1–10 times a day (46%)
 - Less than daily (3%)
 - A few times a week (2%)
 - Once a week (1%)
 - Less than once a week (1%)
8. Which of the following Compass sites do you use most frequently?
- Global Compass (52%)
 - Local sites (48%)
9. Which of the following sections in the global Compass do you use most frequently?
- Our Wärtsilä (22%)
 - News & Events (43%)
 - Products & Solutions (8%)
 - Operations (8%)
 - Business Support (19%)
10. Which local site do you use most frequently?
- Argentina (1%)
 - Brazil (1%)
 - Canada (2%)
 - China (2%)
 - Finland (59%)
 - France (1%)
 - Germany (3%)
 - Guatemala (1%)
 - India (2%)
 - Guatemala (1%)
 - Italy (3%)
 - Japan (2%)
 - Netherlands (5%)
 - Norway (3%)
 - Pakistan (1%)
 - Singapore (1%)
 - Spain (1%)
 - Sweden (2%)
 - Switzerland (2%)
 - United Arab Emirates (1%)
 - United Kingdom (2%)
 - USA (4%)

11. Which of the following sections in the local sites do you use most frequently?

- Wäertsilä in country X (10%)
- News (67%)
- Local Operations (10%)
- Local Business Support (11%)
- Hobby & Recreation (1%)

12. What is your knowledge of English the main language used on Compass?

- My native language (12%)
- A foreign language I know well (71%)
- A foreign language I know reasonably well (16%)
- A foreign language I know poorly (0%)
- Cannot say (1%)

13. What is the language of the local site you use the most regularly?

- Chinese (2%)
- Dutch (1%)
- English (37%)
- Finnish (37%)
- French (1%)
- German (3%)
- Italian (2%)
- Japanese (1%)
- Norwegian (2%)
- Portuguese (1%)
- Spanish (2%)
- Swedish (10%)

14. How easy is it to find the information you need on the global Compass?

- Very easy (10%)
- Rather easy (34%)
- Not easy/not difficult (27%)
- Rather difficult (22%)
- Very difficult (6%)
- Cannot say (1%)

15. How easy it is to find the information you need on the local sites on Compass?

- Very easy (17%)
- Rather easy (37%)
- Not easy/not difficult (25%)
- Rather difficult (15%)
- Very difficult (4%)
- Cannot say (2%)

16. I frequently use the Global Compass for the following purposes (you can choose more than one)

- Searching information (27%)
- Reading news, articles, etc. (28%)
- Finding contact information of other employees (14%)
- Finding common templates, guidelines, policies etc. (16%)
- Accessing tools and applications (15%)
- Specify your own value:

17. I frequently use the local sites for the following purposes (you can choose more than one)

- Searching information (25%)
- Reading news, articles, etc. (35%)
- Finding contact information of other employees (14%)
- Finding common templates, guidelines, policies etc. (14%)
- Accessing tools and applications (12%)
- Specify your own value:

18. How well does global Compass support your daily work?

- Very well (18%)
- Well (56%)
- Not too well(16%)
- Not at all (3%)
- Cannot say (7%)

19. How well do the local sites on Compass support your daily work?

- Very well (14%)
- Well (57%)
- Not too well (16%)
- Not at all (5%)
- Cannot say (8%)

20. Please rate the information channels used on Compass

	Very good		Average		Very bad	Cannot say
%	1	2	3	4	5	
“Highlight of the week” flash picture on the home page	29	35	27	4	2	3
Global news	23	52	19	4	0	2
Business news	19	49	24	6	0	3
Local news	19	45	26	8	2	2
Global Bulletin Board	12	35	32	9	1	11
Local Bulletin board	9	30	34	11	3	13
Global Events calendar	11	30	34	10	2	14
Local Events calendar	8	30	32	13	3	14

21. Please rate Global Compass for the features below

	Very well		Average		Very badly	Cannot say
%	1	2	3	4	5	
How well structured is the content of the Global Compass?	10	36	34	13	5	2
How well is the global Compass content kept up-to-date?	18	42	27	6	1	6
Does the current global Compass facilitate on-line-team-work?	8	19	27	14	6	27
Does the global management actively use the global Compass to share and communicate information?	7	28	35	12	3	14
How well does global Compass facilitate contemporary communication (discussion boards, surveys, blogs)?	6	20	32	15	6	21

22. Please rate your local site in Compass for the features below

	Very well		Average		Very badly	Cannot say
%	1	2	3	4	5	
How well structured is the content of the local intranet site?	8	43	30	11	6	2
How well the local intranet site is content kept up-to-date?	10	40	31	11	4	4
Does the current local intranet site facilitate on-line-team-work?	4	18	28	16	6	27
Does your local management actively use the local intranet site to share and communicate information?	5	22	35	17	9	13

23. Do you know whom to contact if you have questions regarding the global Compass content?

- Yes (36%)
- Sometimes (31%)
- No (33%)

24. Do you know whom to contact if you have questions regarding the local sites content?

- Yes (49%)
- Sometimes (26%)
- No (24%)

25. Do you know whom to contact if you have technical problems with the global Compass?

- Yes (45%)
- Sometimes (19%)
- No (36%)

26. Do you know whom to contact if you have technical problems with the local sites?

- Yes (51%)
- Sometimes (18%)
- No (13%)

27. Please rate the below functionalities and features on Compass

	Very good		Average		Very bad	Cannot say
%	1	2	3	4	5	
The search functions usability	20	33	25	13	6	3
The Support Catalogue functionality under Business Support	8	32	31	8	2	19
The Zoomable Wärtsilä world map functionality under Our Wärtsilä/Local Sites	10	34	23	6	1	26
The Weather and Clock functionality on the global home page	27	39	20	5	2	7
The Wärtsilä Wiki under Our Wärtsilä	8	29	27	6	4	26
The consistency of layout and style across Compass	20	47	22	6	2	2
The line speed and the time of uploading pages on Compass	16	41	27	8	3	6

28. Do you consider Compass to be an improvement compared to the previous intranets?

- Yes (65%)
- No (12%)
- Cannot say (22%)

29. On a scale of 10 (best) – 1 (worst), what overall grade would you give to Wärtsilä's Global Compass?

- | | |
|-----------|----------|
| • 10 (4%) | • 5 (4%) |
| • 9 (16%) | • 4 (3%) |
| • 8 (35%) | • 3 (2%) |
| • 7 (23%) | • 2 (2%) |
| • 6 (11%) | • 1 (1%) |

30. On a scale of 10 (best) – 1 (worst), what overall grade would you give to local sites on Compass?

- | | |
|-----------|----------|
| • 10 (3%) | • 5 (6%) |
| • 9 (9%) | • 4 (4%) |
| • 8 (35%) | • 3 (3%) |
| • 7 (24%) | • 2 (3%) |
| • 6 (11%) | • 1 (2%) |

31. In your opinion what changes or improvements should be made to the layout and style of Compass?
32. In your opinion what changes or improvements should be made to the structure of Compass?
33. In your opinion what changes or improvements should be made to the content of Compass?
34. In your opinion what changes or improvements should be made to the language of Compass?
35. In your opinion what changes or improvements should be made to the access (line speed and uploading of pages)?
36. Is there something else that you would like to change or improve in Compass? If yes, please specify.