HAAGA-HELIA
University of Applied Sciences

Development of internal communication management in a digital environment

Dana Paredes

HAAGA-HELIA
University of Applied Sciences

Abstract

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Author(s) Dana Paredes Kajan	Degree programme COMMA2013
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Teacher(s) or supervisor(s)
Mirka Sunimento

This Master's thesis examines the development possibilities and opportunities in the field of internal communication management in Nordea Bank, a global financial institution, from the perspective of intranet mediated digital communication. Internal communication management in this thesis refers to the strategic framework and practices of governing internal organizational communication. The study has taken a holistic view on the interaction of the digital working environment, internal communication management and the combination of group level strategic and employee needs.

The data collected for this study included views from the user perspective and from the employees responsible for communication activities. Corporate strategic communication goals, the mind-set and communication culture, the user perspective and communication governance are the basis throughout the study. The aim was also to find new ways of enhancing collaboration in the internal digital communication environment in Nordea. Internal communication in a digital environment was chosen as a topic because of its strategic importance in Nordea.

The study was conducted as action research. The approach taken is descriptive, with an attempt to document the current state and development needs on the point of view of different stakeholders. The thesis is mostly qualitative, but a fair amount of quantitative data was collected to gain a understanding of the scope of different needs surfacing through the qualitative data. The research was conducted through surveys, interviews and a focus group workshop between autumn 2013 and autumn 2014. The analysis was finalised in spring 2015.

The recommendations include the perspectives of the main internal stakeholders with digital communication industry trends used as inspiration for future development opportunities.

The study shows Nordea internal communication management model takes into account all elements required for a working communication environment. Improvement areas have been found and recommendations were formulated in connection to technical & usabiity activities and monitoring possibilities. On a positive note it can be said, that the development has been already on the right track, and improvements have been done in an agile and flexible way, reacting to internal stakeholder feedback on a continuous basis. The recommendations made by the author relate to elements that already exist in Nordea, and the focus on suggested activities is on polishing up the procedures. The field of digital communication is challenging and ever-changing, but with the current mentality for agile practices it could be assumed that Nordea can easily reach a mature digital communicating environment.

Keywords
Internal communication, digital communication, intranet, digital workplace, communication governance, digital trends

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1   Introduction

The purpose of this thesis study is to investigate development possibilities and opportunities in the field of internal communication management in Nordea Bank, a global financial institution, from the perspective of intranet mediated digital communication. Internal communication management in this thesis refers to the strategic framework and practices of governing internal organizational communication.

Nordea Bank is the largest financial services group in Northern Europe, present in nineteen countries around the world, employing over 32 000 people. The intranet strategy aims at "Making it possible for all Nordea employees to collaborate and access information, news and work tools where ever they are, supporting Nordea's vision and business goals" (Nordea Intranet 2015c). "Communication creates value by contributing to a strong brand and by motivating change of behaviour among all stakeholders to support Nordea's vision and business goals" (Nordea Intranet 2015b).

Intranet is strategically the main common internal communication platform in Nordea. It is also the one entry point to all Nordea employees' digital workplace. Digital workplace is a widely used term across the field of digital internal communication, and refers to the platform combining all communication channels, working tools, applications and collaboration channels within an organisation. The purpose of the digital workplace is to connect the entire organisation, collecting, sharing and managing information from different sources to different target groups in the organization. The corporate strategic communication goals, the mind-set and communication culture, the user perspective and communication governance are the basis throughout the study. The aim is also to find new ways of enhancing collaboration in the internal digital communication environment in Nordea.

The data collected for this study included views on communication from two groups of internal stakeholders. The findings from a user survey bring out the views of employees as end users of the intranet. A survey for intranet administrators, interviews and focus group workshop findings reflect the communicator point of view. Combining these learnings with the industry trends and technical opportunities, the digital workplace as a communication and working environment can be brought to a new level.

The study was conducted as action research. The approach taken is descriptive, with an attempt to document the current state and development needs on the point of view of different stakeholders. The thesis is mostly qualitative, but a fair amount of quantitative data

was collected to gain an understanding of the scope of different needs surfacing through the qualitative data.

The study describes first the objectives and research problem, including the scope of the study and the stakeholders included. The theoretical framework for internal communication management is described through elementary communication and management theories, corporate communication and internal stakeholder communication views, complemented with views on modern communication systems and digitalization of the working environment. Reflection into practice by using some examples from digital communication industry professionals brings views on the latest trends, opportunities and challenges in a digital communication environment. In addition agility is discussed in connection to management of internal processes and the mind-set of an agile, flexible and open communication culture. The current state of internal communication management in the case company is analysed through a description of existing strategic and process approaches.

Internal communication was chosen as a topic because of its strategic importance in connecting the entire organization and in strengthening employee morale and collaboration. Communication is an important part of intellectual capital in a corporation. The communication environment in organizations is going through a digital transformation, and it is essential companies are up-to-speed with the requirements and possibilities of digital communication environments.

The study will take a holistic view on the interaction of the digital working environment, internal communication management and the combination of group level strategic and employee needs. The analysis of data and recommendations include the perspectives of the main internal stakeholders, users and intranet administrators. Industry trends are used as inspiration for future development opportunities. Recommendations for ways to monitor and measure the success of internal communications management and digital workplace as a whole are discussed in the end, concluding finally through a summary of the most important development areas and an action plan.

1.1 Thesis objectives

The purpose of this thesis study is to investigate development possibilities and opportunities of internal communication management in Nordea Bank, a global financial institution, from the perspective of intranet mediated digital communication. Intranet is strategically the main common internal communication platform in Nordea, connecting the entire organisation. The Nordea working environment is diverse and volatile due to rapid market

fluctuations in an industry that is rapidly changing. Every business area has to be pre-pared to adjust quickly and professionally to external and internal requirements. Intranet plays a crucial role in supporting the business in daily operations, in creating a communi-cation culture that supports strategic objectives and connecting the entire organization. The transformation of communication into digital is happening everywhere, and every company needs to be up to today's needs and requirements.

Digital communications can be approached from a technical point of view, but the main focus of this study is in the processes, internal stakeholders and mind-set. The objective is to find areas of improvement in relation to communication culture, usability, governance structure, reach and other aspects of the communication framework that enable efficient internal communications. The aim is also to find new ways of enhancing collaboration in the internal communication environment in Nordea.

Intranet is the entry point to all Nordea employees' digital workplace. Digital workplace is a widely used term across the field of digital internal communication, and refers to the plat-form combining all communication channels, working tools, applications and collaboration channels within an organisation. The purpose of the digital communication platform is to connect the entire organisation, collecting, sharing and managing information from differ-ent sources to different target groups within Nordea.

The aim is to understand the theoretical background for internal communication, reflect to digital global trends, analyze the current state of internal communication in the case com-pany and analyze stakeholder perspectives and perceptions to conclude with recommen-dations for further improvements. Finally the author wants to find ways to measure and monitor more efficiently the success of internal communications management in a longer term. An important focus and approach throughout the study is to investigate how the Intranet team as responsible of developing the intranet and the digital workplace can sup-port and improve the management of internal communications within the internal stake-holder set-up.

The study will take a holistic view on the interaction of the digital working environment, internal communication management and the combination of group level strategic and employee needs. The recommendations include the perspectives of the main internal stakeholders, users and administrators, and the industry trends are used as inspiration for future development opportunities.

1.2 Research questions

The main research problem of the study is to find answers to how can internal communication management be improved and developed in a digital environment in Nordea.

a) What elements constitute internal communication management?
b) What is the current state of Nordea's internal communications management and how it can be improved in the future?
c) What opportunities and challenges does digital communication create?
d) How can Intranet team enable and support internal communication management?
e) How can the contribution of internal stakeholders be optimized in internal communication?
f) How can the level of internal communications management be measured in the long run?

The categorization of the internal communication elements is based on themes found through the theoretical background, digital communication industry views and Nordea strategic communication approach. User and stakeholder surveys, interviews and workshop results help to understand the perceptions of different internal stakeholders. The opportunities and challenges of digital communication are discussed throughout the study, with the focus on new collaboration systems. Intranet team's and business areas' own contribution in making all this happen is a strong focus area throughout the topics. Measuring and monitoring recommendations are based on existing procedures and ideas found from industry views.

1.3 Scope of the study and stakeholders

Internal communication management in this thesis refers to the strategic framework and practices of governing internal organizational communication. Organizational communication covers strategic communication needs, information sharing and information retrieval needs, collaboration and interactions among employees and the communication culture in an organization.

Nordea Intranet covers all users of the intranet, thus the entire organisation, spread over nineteen countries all together, is included in the scope. The study is applicable to any kind of organization with similar potentially complicated communication and information sharing needs.

The corporate strategic communication goals, the user perspective and communication governance are the basis throughout the study. The business area perspective and Intranet team perspective are used for reflection throughout the thesis in relation to all the top-

ics, since all themes include the contribution of both. Digital trends act as inspiration especially when formulating the future recommendations for development.

The stakeholders of internal communications in Nordea can be categorized based on their role and responsibilities. From the group level strategic perspective the internal communication stakeholders can be divided into three groups:

1. Intranet team owns the intranet being responsible for driving the intranet and the digital workplace forward, supporting other internal stakeholders contributing to communication in this environment.

2. Group Communications is in charge of the general direction and strategies of internal communication and supporting the Business areas in their communication activities and planning.

3. Nordea's Intranet IT takes care of the technical set up of the internal communications tools in co-operation with other IT and application owner units.

In Business areas the stakeholders can also be divided into three categories:

1. Administrators are the main responsible group for coordinating the publishing of Business Area and Group Function content on the intranet. Publishing is technically divided between three roles: administrator, editor and writer. These terms are related to technical access rights levels. Administrators are the main responsible group in the governance set-up, thus the study will refer from now on to administrators only.

2. Management, Business Area Head of Communications (BAHC) and communication specialists are responsible for planning and coordinating high level business area specific strategic communication actions.

3. Everyone in Nordea as an employee is an important part of the communication community. Employees should understand their own role, responsibilities and possibilities within this environment in contributing actively in creating communication and sharing information.

Intranet team is responsible for coordinating the development of the intranet and the digital workplace as a communication platform, developing intranet strategies and managing and developing key site elements such as the overall information model, search optimization and the intranet front page and overseeing and governing the end user experience. Intranet team's task is also to monitor digital communication trends and leverage on these by driving overall development initiatives and implementing new technologies or social features. Therefore this study has a strong focus on the tactical initiatives that Intranet team should drive in the future. The role of Group Communication and IT units is not discussed within this study, but at this stage it is useful to recognize their importance in set-

ting the strategic framework and enabling intranet and digital workplace related development.

1.4   The case company - Nordea Bank

Nordea Bank is the largest financial services group in Northern Europe. Nordea has got approximately 700 branches, call centers in all Nordic countries and online and mobile banking platforms. In the financial industry this is the largest distribution network in the Nordic and Baltic Sea region. Nordea operates in 8 home markets, including the Nordic region including Denmark, Finland, Norway and Sweden and the New European Markets of Estonia, Latvia, Lithuania and Russia. In total Nordea is present in nineteen countries around the world, operating through full service branches, subsidiaries and representative offices. Nordea employs over 32 000 people. Nordea has the largest customer base of any financial services group in the Nordic region with approximately 10 million household customers and around 0.5 million corporate customers. (Nordea 2015a.)

The Nordea organization consists of ten Business areas or Group Functions units. Customer responsible divisions are Retail Banking, Wholesale Banking and Wealth Management. These areas serve a wide range of customer groups in global markets through various channels. Group Corporate Centre, Group Risk Management, Group Marketing and Communications, Group Compliance, Group Human Resources, Group Simplification and Group Internal Audit are responsible for coordinating the strategies and activities in their respective focus areas. (Nordea Intranet 2015f.)
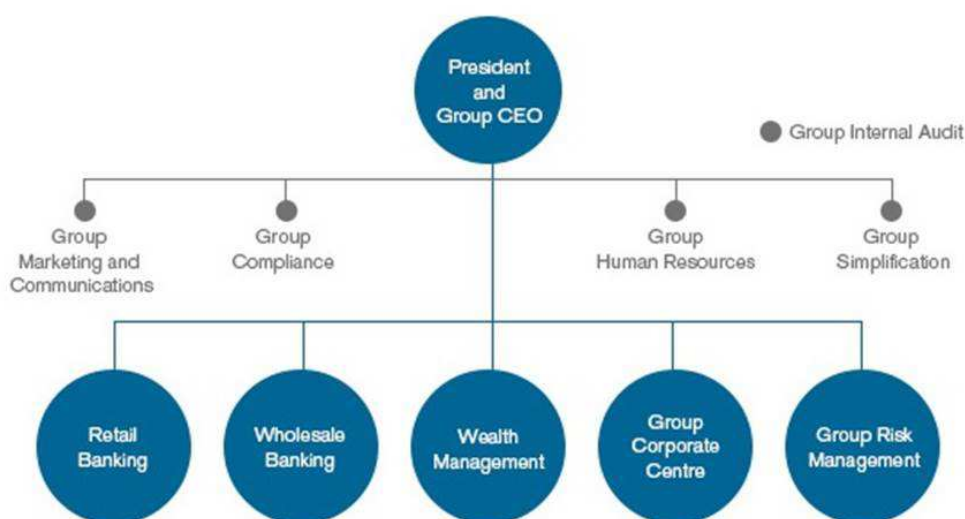

Figure 1. Nordea organization (Nordea Intranet 2015f.)

Nordea's vision is to be a "Great European bank, acknowledged for its people, creating superior value for customers and shareholders" (Nordea 2015b). The mission is: "Making it possible" (Nordea 2015b). Nordea's business is built on a very tangible foundation: "Profit orientation and prudent cost, risk and capital management" (Nordea 2015b). The Nordea values are: "Great customer experiences", "It's all about people" and "One Nordea team" (Nordea 2015b). The strategic framework can be visualised in the Nordea value

house:

Figure 2. The Nordea value house

"Nordea wants to attract, develop and retain highly motivated, competent and performance-oriented employees" (Nordea 2015c). Nordea strategic framework emphasizes the importance of employee contribution and cooperation across the organization.

1.5 Definition of key terms

The definitions of the key terms used in this study are listed in alphabetical order to help the reader understand the thesis specific meaning of the terms.

Administrator - Administrators are responsible for creating and publishing content in the Nordea intranet for the different divisions and units.

Agility – Agile - The ability to act in a changing environment balancing flexibility and stability.

Business area or Group Functions division - Terms used for the divisions of business in the Nordea organizational structure.

Communication culture - The general mind-set of communicating and sense of organizational behaviour and openness related communication within an organization.

Communication platform - The system/s in which communication is conducted in an organization.

Communication processes - The practices for managing and executing communication actions.

Content management - The management of information in different media within an organization.

Corporate Communication - Distribution of messages with and within the audiences of an organization.

Corporate identity or corporate brand - The image of an organization within the internal or external stakeholders of a company.

Corporate culture - The organization's values as felt and shared by all employees of the organization.

Digital communication - Communication conducted and experienced within a digital environment.

Digital workplace - The platform combining all communication channels, working tools, applications and collaboration channels within an organisation.

Focus group workshop - A discussion setting within relevant stakeholders, with the aim to discuss topics important to and known by all participants.

Governance - Management of processes including roles and responsibilities, monitoring and support actions.

Group Communications - A division in charge of the general direction and strategies of internal and external communication in Nordea.

Intranet team - A team that belongs to Nordea's Digital Communication unit and Group Communication organization, responsible for driving the intranet and the digital workplace forward.

IPI – Intranet Performance Indicator - A statistical tool used in Nordea to understand user behaviour and content quality.

Network - "A network consists of a system of links among components, e.g. individuals, work group, organizations. Intra-organizational networks will look at connections among individuals within a given organization" (Miller 2009, 72).

Publisher's guide – The instructions for publishing in the Nordea Intranet.

Simplification - An important element of the Nordea strategy, supporting an agile approach at every level.

Social collaboration tools - Communication systems in a digital communication environment to support networking, knowledge sharing and cross-organizational collaboration.

Stakeholder - Any group or individual member of the community affected or related to the organization's environment.

2   Theoretical framework for internal communication management

As the subject studied is strongly transdisciplinary in nature, the author has combined different perspectives from theoretical background in the field of communication and reflected them into practice by using some examples from digital communication industry professionals. The view on corporate communication in chapter 2.1 explains the core purpose of communication in an organization, while chapter 2.2 describes the specific elements of internal stakeholder communication.

Computer mediated communication in chapter 2.3 elaborates from the progress of modern communication systems and digitalization of the working environment. Chapter 2.4 views the latest trends, opportunities and challenges in a digital communication environment. In addition agility is discussed in chapter 2.5 in connection to the mind-set of an agile, flexible and open communication culture.

Communication has attracted great scientists from the early civilizations, such as Aristotle, a Greek philosopher who already proposed a mass communication model around 300 BC. Communication research is quite a young field, since the first scholar studies in the subject were conducted not earlier than 1916 in the first German institute of press research in 1916 at the University of Leipzig. The approach traditionally has been on press and media communications, focusing on communication to masses. In the last 30 years there has been an increase in the studies focused on corporate communication and integrated marketing and communication activities. There is plenty of research on how strategic communication planning supports an efficient, open and professional working environment. Communication research focuses nowadays more and more on the modern tools of communicating, such as social collaboration tools, digital communication systems, variety of audiences and their needs and how businesses should meet the expectations in the changing environment.

Media and communication research can be approached from many different perspectives. The investigative approaches to this field derive from longer established academic disciplines in the social sciences such as anthropology, economics, geography, history, linguistics, political science, psychology and sociology. Studies have been done, depending on the objectives of research, on the perspective of structure, organization, content, uses and impact of media. (Jensen 2012, 209.) The human resources approach to communication recognizes the importance of individuals in an organization, with an emphasis on the cognitive contribution employees make in an organization (Miller 2009, 43). "The cultural

metaphor derives from the field of anthropology, where for years scholars have studied the cultures of nations, tribes and ethnic groups" (Miller 2009, 79). "During the last part of the twentieth century, organizational scholars and practitioners became fascinated with the concept of organizational culture" (Miller 2009, 80).

Communication is elementary in making connections. The form of communicating can vary, each form having a distinct system for delivering the message. Different media as means of communication are usually based on technology bridging the communicator and the receiver. Communication can happen between individuals or groups, and it can be immediate or delayed, depending on the form of communicating. Communication is an active two way process. "It is something that we do, something that we make, and something that we work on when we receive it from others" (Dimbleby & Burton1998, 3-6).

The experiences of communicating can be divided into four categories. Intrapersonal communication happens when we think, communicate within ourselves. Communication between people in live situations is interpersonal communication. Group communication involves groups of people communicating within the groups or to other groups. Mass communication involves large audiences receiving or using communication. (Dimbleby & Burton1998, 7-8.)

The basics of communication theories apply to this study from a very elementary basis: "The fundamental problem of communication is that of reproducing at one point either exactly or approximately a message selected at another point" (Shannon 1948, 55). However, today's communication is not anymore simply straightforward vertical or horizontal, but the different information technology solutions and the changes in the culture of communicating have created a more varied way of sending and receiving information giving more importance to interaction, customization, integration, synergy and cross-organizational cooperation.

2.1   Corporate communication

Corporate communication is a common tool that attaches the different parts and stakeholders of an organization in a structured way. Corporate communication is the exchange of relevant messages between the stakeholders in order to achieve the targets and goals of the organization and its members. (Åberg 1997, 31.)

Argenti refers to Aristotle's major work, "The Art of rhetoric", which defines the elements of speech, the basis of communication, composing of three parts: the speaker, the subject

and the person to whom it is addressed. These elements can be also seen in the communication structure of an organization: the organization is the speaker, the organization's audience is to whom the communication is targeted to and messages are the subject. This forms a useful framework for analyzing the basics of corporate communication. (Argenti 2007, 24.)

Organizational communication can be conceptualized in three ways. It can be a specialist task area conducted by communication departments in an organization. Organizational communication can be also seen as a phenomenon that exists in organizations. It can be also seen as a way to describe and explain organizations. (Deetz 2000.)

An extended corporate communication strategy framework includes the audience responses as results of the organization's communication. The purpose of the communication, its' strategy, the resources available and the relation to the company reputation should be assessed. The best way to structure messages and the most suitable communication channels are defined according to selected audience. The audience's attitude towards the corporation and knowledge about the topic is considered in message formulation. In addition to these three variables the audience's responses need to be analyzed to evaluate the success level of communication. (Argenti 2007, 25-35.)

In today's complex organizations communication has to be approached from an integrated point of view, since the variety of the audiences has increased due to changing needs and requirements arising from the society and more global business environments (Cornelissen 2011, 25.) Cornelissen lists ten possible corporate communication tasks in the integrated framework for managing communication. These include different public relations and marketing communication disciplines such as public affairs, issues management, investor relations, media relations, advertising, direct marketing, sales promotions, internal communication, community relations and publicity & sponsorship. (Cornelissen 2011, 25.) This study focuses on internal communication, but it is important to recognize the connection to the other disciplines in the integrated marketing and communications model.

As a management function, corporate communication controls internal and external communication of an organization in an aligned way. It is the framework for controlling the reputation of the company within the stakeholder groups that the organization depends on. Corporate communication can be characterized as complex in nature especially in multinational corporations with a wide geographical range. Coordination of communication

between corporate headquarters and the various divisions and business units is needed. (Cornelissen 2011, 5.)

Certain key concepts can be used to define the different aspects of corporate communication. Mission is the purpose of the company and vision is the aspiration of the future state of the organization. Strategies define the practical actions and communications towards achieving corporate objectives. Corporate identity refers to the organization's profile and values and corporate image is the association in response to the signals and messages communicated from or about an organization. Corporate reputation is the views an individual can have on an organization based on either communication or experiences over time. Stakeholders are members of the community affected by the organization's actions. Public can be any people in the society with some kind of concern or relation to the organization. Market is the target consumer group the company provides products or services for. Issues are topics at hand that need the attention of corporate communication practitioners. Communication includes the processes and channels used to communicate with the stakeholder groups. Integration refers to handling communication in a coordinated way to achieve consistency in all messaging. (Cornelissen 2011, 9.) Corporate identity or corporate brand can be also described as the strategically projected and symbolically constructed positive image of an organization, contributing to how organizations communicate with their stakeholders alongside exchanging information (Cornelissen 2011, 60).

To manage reputation the organization's internal identity and external image should be aligned and there should be transparency between them. Internal identity is the organizational culture as experienced by the employees. The corporate image is the perceptions in the minds of external stakeholders. These should be supported by the corporate vision as articulated by senior managers. Culture can be defined as "The organization's values as felt and shared by all employees of the organization" (Cornelissen 2011, 69).

Miller refers to four key components that contribute to a strong culture leading into business success, as described by Deal and Kennedy (1982). Values refer to the employees' beliefs and visions towards the organization. Heroes are colleagues that are acting as an example, living the company values. Rites and rituals are the ways in which an organization celebrates its values. The cultural network refers to the system of communication for instituting and reinforcing the cultural values. A strong culture improves performance, both on individual and organizational level, making the organization a better workplace. (Miller.2009, 81.)

"Managing corporate communication requires a communication strategy that describes the general reputational position that an organization aims to establish and maintain with its key stakeholders" (Cornelissen, 2011, 81). Strategic communication planning should include pro-active structured vision and objectives for annual programmes and campaigns with a plan for reactive responses in ad hoc situations. A strategic communication plan sets the direction for the organization's communication and the emphasis is on long-term, strategic choices. Corporate communication supports all other strategies in an organization. (Cornelissen 2011, 83.)

Communication is recognised as part of the framework of intellectual capital in an organization. It is as important as the juridical, organizational and human & relational capital, supporting them and ideally being part of every function. It has been studied that business success depends directly on organizational communication and its effectiveness. Communication skills are required in relation to other forms of intellectual capital, such as relations, networks, competencies and trust. An organization must have appropriate communication structures and organisational culture in place to promote openness and dialogue. (Malmelin 2006.)

2.2   Internal stakeholder communication

The way stakeholders view a company is an essential element contributing to a company's success. The stakeholders a company operates with are shareholders, investors, customers, employees and other members of the community. Corporate communication's main task is to strategically manage building, maintaining and protecting the reputation of the organization, guiding how to communicate with stakeholders. (Cornelissen 2011, 3-4.)

Each of the stakeholder groups has different needs and interests in relation to the organization. Identifying the company specific stakeholders and recognizing their motivations, interests and needs for information is the basis for formulating the communication that each group needs to be provided with. Appropriate exchanges with all stakeholders will contribute to building a strong reputation. (Cornelissen 2011, 44.)

> "Employees are a crucial stakeholder group for any organization. Organizations need to communicate with their employees to strengthen employee morale and their identification with the organization and to ensure that employees know how to accomplish their own, specialized tasks. Organizations require employees to cooperate with one another to achieve the company's goals" (Cornelissen 2011, 163).

Corporate communication supports change management in an organization by communicating to employees during and after a change. Without proper management of change communication there can be rumours and resistance to change. Communication has got a central supporting role at different stages of change in the formulation of change messages to employees. (Cornelissen 2011, 220.)

Employees today, in comparison to earlier generations, have different expectations and wishes towards their employer. Also the business environment is different in relation to resources, working practices, goals, mentality and culture in general. There is more pressure on organizations due to the competitive nature of today's business environment. These factors call for a more structured approach in internal communication. Employees want two-way communication and feelings of belonging. Participation in conversations is essential in creating a sense of community. Employees feel more connected to the company's vision and are willing to reach for the goals of the organization and engage in organizational changes if managers recognise the importance of providing information to employees and encourage feedback. (Argenti 2007, 137-138.) "Effective internal communications should reinforce employees' beliefs that they are important assets to the firm" (Argenti 2007, 140).

Knowledge as an intangible asset should be leveraged by companies. In the "Information age" it is about applying knowledge in different ways and putting exchange of knowledge to use in a beneficial way. Knowledge has three features: people, relationships and culture. Organizations face a challenge of attracting, retaining, developing and motivating the employees that share knowledge in a best way. Knowledge and information are shared in relationships. Organizations can contribute to creating concrete structures for information sharing in the form of intranet, databases and teamwork. Culture gives the sense of identity and guides our thinking. In organizations it should be thought of how culture influences purpose, shapes the plans, influences the networks, shapes the skills and processes used and impacts the results. (Gore 2007, 25-27.)

Workplace collaboration of various forms is important for all types of organizations. The core concepts include stakeholder representation, enhanced creativity, and positive communicative practices. Productive participation can materialise when control processes are understood and needs for structural organizational changes recognised, with the support of appropriate communication systems. "Communication is an integral part of any form of collaboration. Positive collaboration requires both a commitment to a stakeholder model of

work organizations and to a communication concept capable of providing voice to relevant groups and individuals" (Deetz 2003).

"Collaboration implies a two-way symmetrical model of dialogue and consultation, through which communication practitioners build stakeholder relationships that are reciprocal, evolving and mutually defined" (Cornelissen, 2011, 53). Stakeholder collaboration today emphasizes cross-organizational long-term relationships with stakeholders interested in collaboration (Cornelissen 2011, 54). "People are connected to one another through communication, forming a kind of community. In short, communication is the 'social glue' that binds people together, thus creating a culture" (Gore, 2007, 64).

Two central areas of internal communication are management communication and corporate information & communication systems (CICS). Managers are responsible for the communication they conduct, often supported by the corporate communication department or other communication professionals. "CICS refers to the broadcasting of corporate decisions and developments to all employees across the organization" (Cornelissen 2011, 165). Both internal communication areas contribute in ensuring that information flows vertically, horizontally and laterally across the organization (Cornelissen 2011, 165).

Management communication and CICS are complementary in nature and can be explained through downward and upward communication to understand the concept. Electronic and verbal practices can contribute to downward communication to inform and explain in a comprehensive way to employees issues related to the organization, its performance, and their own contribution and performance. Downward communication is directed downwards in the hierarchy, from the organizational management to employees, creating an information flow about what is important and what is valued in the organization. Information is also sent upwards from employees towards managers in the organisation, including information about the employee, about co-workers, about organizational practices and policies, and information about employee needs and ways of reaching what is needed. An organization's performance and profitability can be improved by enabling upward employee communication allowing sharing of ideas, responses to working environment or criticism on strategic issues and management. (Cornelissen 2011, 165.)

2.3 Computer mediated communication

The workplace has changed a lot through communication technologies. Producing, multiplying, distributing and storing information, exchanging messages over long distances, working together and conducting meetings is easier and quite independent of time and

space due to computer technologies that have enabled this. Electronic and social media solutions connect employees. E-mails, instant messaging, intranet, video-conferencing, podcasting and social networks are used to communicate with and within employees. (Cornelissen 2011, 164; Bovée & Thill 2014, 213-214.)

Media can be described through the approach of three degrees of media. Media of the first degree has a basis in biology, and it refers to the socially formed system enabling humans to formulate an understanding of reality and to engage in communicating with others about it. Media of the second degree supports communication across space and time through technical reproduction of representation and interaction. Digitally processed media of the third degree reproduces and recombines other media into a single platform, such as the networked personal computer as a current example. (Jensen 2012, 3-4.)

Intranet is a new channel of communication used since the late 1990s in companies, enabling quicker and broader reach of employees. Intranet also contributes to building trust and connecting employees in an interactive platform. Companies should be alert about possible information overload, while technology should be used thoughtfully to enhance communication. Communication in an intranet should be engaging and dynamic and it should be naturally part of the employees' workday alongside the more traditional communication methods such as personal face-to-face communication. (Argenti 2007, 145-147.)

An organization's internal communications purpose is to provide business oriented information needed by the company's employees. Main elements of the computer mediated communication environment are distribution, storage, search and retrieval of information. According to a study about intranet search the most searched items include work related topics and definitions, colleagues and specialists of certain areas among them and homepages of the organization's units or topics. (Li et al.2014.)

Electronic formats of communication have enabled social networks that can reach large numbers of people. Social communication systems differ from formal communication systems in integrating the internal groups of employees in an informal way, allowing the company to grow closer through connecting the company workforces. Collaboration and sharing knowledge and expertise can reduce company costs and help employees use company resources more effectively. Communities of practice and interest connect experts from different parts of the organization, also on a cross-country basis. (Bovée & Thill 2014, 239.)

2.4 The Digital Workplace – Industry view

Digital workplace is a widely used term across the field of digital internal communication, and refers to the platform combining all communication channels, working tools, applications and collaboration channels within an organisation. The purpose of the digital workplace is to connect the entire organisation, collecting, sharing and managing information from different sources to different target groups in the organization.

The theoretical framework of communication can be expanded from organizational communication and computer mediated communication theories to a specific approach of modern digital communication industry views. Jane Mc Connell and J.Boye Network representatives provide views on intranet and digital workplace strategies T. Ward looks at social collaboration in the modern digital communication environment.

Executive level moral and financial support contributes to setting priorities towards digitalisation of internal communication. Motivated users, including both the end user and management level, define the level of success of the intranet. Employee needs should be taken into account to be able to deliver content and tools that actually help them in their daily work. Spending time in change management and effective communications will pay back in productivity and increased motivation among employees. The foundation for the intranet includes content, technology, resources and planning. Planning is significant, including a proper process description, adoption model and governance model for long term life cycle management. Content is about layout, design and usability, while technology sets the infrastructure for access and tools. People, processes and budget are resources required for maintaining an intranet. (Ward 2014.)

The Jane McConnell network has been conducting an annual global Digital Workplace Trends Survey since 2006. "The Digital Workplace in the Connected Organization" reports takes a look at how organizational processes, structures, leadership, culture and mind-set impact and is impacted by the digital workplace. The digital workplace is a combination of people, organization and tools. It provides a platform for a new collaborative and engaging way of working that ideally increases productivity for people and organizations. Culture and change supported by leadership and technology are important when aiming for a full digital workplace. (Mc Connell, J. 2014.)

The digital workplace must be looked at from three perspectives; capabilities, enablers and mind-set. People and tools come together as capabilities, supporting individuals,

business and the enterprise. Organization and tools are combined in structures and processes, enabling change. The values, expectations and ways of thinking that determine how people and organizations act form the mind-set for the digital workplace. Management and communication practitioners should understand how people and organizational characteristics, alongside technology, shape the digital workplace. Digital workplace plays an essential role in the organization and should be considered as a strategic asset. (Mc Connell, J. 2014.)

Digital challenges are similar in every company, regardless of the country or the type of digital tools used. Change in organizations is the most challenging issue, since it should cascade through all areas of the business. Technology and governance are usually challenges, but understanding the role of digital as a key part of the business is equally important. Digital solutions should add tangible business value. Governing and developing the digital environment requires digital professionals, who understand how the organization really works, decides and changes. Digital touches upon business, resources, platform, product, governance and culture. It covers thus widely the different perspectives of internal communication management. (Bentzen, B. 2014).

The business perspective means understanding how digital tools effectively support it. Resources, in the form of funding, employee capacity and skills for maintaining a professional business network within stakeholders is essential for digital communication. Technology is the means of making this happen, but the governance of the digital communication environment is one of the digital dimensions where organizations can achieve the biggest positive impact. A clearly defined governance framework includes ownership, decision mandate, policies and standards that are a natural part of the way the organization is managed. Culture defines how the organization works in real life. Finding the ambassadors and organizational processes that must be addressed for enabling change is the way to succeed with digital. (Bentzen, B. 2014).

Social collaboration in the digital communication environment
Social media adoption has increased recently as part of the corporate intranets. Examples of popular social media tools are instant messaging, blogs, discussion forums, wikis, and user commenting. To be able to succeed in the use of social tools, proper planning and business cases that convince employees and senior management are needed. Often the main purpose of social media tools is improving employee collaboration, engagement and knowledge management. (Ward 2013.)

Degree of sociality is still quite low in current corporate social intranets. About 10% of intranets are truly social, while 15% of intranets have at least one social media tool. When aiming for a full social intranet, there are seven steps that should be followed. The process starts with planning, defining the purpose, objectives, goals and KPIs of the social tools in connection to the existing intranet, and conducting a cost-benefit analysis. Once the purpose and needs are understood, the intranet governance model needs to be formulated, as it acts as a backbone for managing the new environments of communicating. The internal stakeholders with an important role and responsibilities should also act as ambassadors during the implementation process. The rules and practices for communicating in the social media tools have to be clearly defined and communicated. Technology is an elementary building block for social communication solutions, but after the platform is created, it is the activity and engagement of employees that help promoting and implementing the social media tools. (Ward 2013.)

Executive sponsorship not only enables the transition to a new tool, but it is also important in maintaining the communication culture desired in the future. Executive contribution supports the success of social media tools, although managers don't usually contribute that frequently. When implementing intranet social media tools, most barriers could be tackled by the company executives. Research on employee needs and external competitive and industry benchmarks give valuable information to management in order to understand the purpose of the social media tools and the reason for supporting the implementation of such. Employee contribution is essential for the success of social media tools. They are the end users, to whom the systems should be built for in the first place, and who share and learn through the new way of communicating and collaborating. A proper communication change management plan should be done on how to promote the tool and how to educate and engage users. (Ward 2013.)

2.5   Agility in internal communication management

Agile methods originate from project management practices. Agile Project Management has a history of about 25 years. In 2001 the Agile manifesto was introduced in relation to software development. The manifesto values individuals and interactions over processes and tools, working products over comprehensive documentation, customer collaboration over contract negotiations and responding to change over following a plan. (Wysocki 2009, 385.) "Agility is the ability to act in a changing environment, with the ability to balance flexibility and stability" (Highsmith 2010,13).

In this study agility is discussed in connection to management of internal processes and the mind-set of an agile, flexible and open communication culture, since not only agile is the latest approach for project and program management in Nordea but it is also brought into daily processes, mind-set and business mentality in the organization. Internal communication management is built on different processes, thus it is natural to think of the agile methods as enabler of flexible and effective communication environment.

Simplification is an important element of the Nordea strategy, supporting an agile approach at every level to optimise the best results through business transformation. It is a must to meet rapid changes in the operating environment. Operational regulations and digitalisation are transforming drivers for simplification. Simplifying the technical capabilities enables an agile way of working, but it alone doesn't create an agile way of thinking and working. Simplification extends to mind-set and behaviour, information sharing and communication and the entire organizational culture. The simplification journey aims towards becoming more agile across the organisation. (Nordea Intranet 2015e.)

The financial industry is constantly developing and re-structuring, so motivation and the capacity to grow in an environment of increasing demands and complexity is something you also need as a Nordea employee. Projects need a good set-up for communication, in the form of tools, channels and common agreed practices. Daily, weekly and monthly meetings are of course standard practise in Nordea, but there is a good variety of digital tools and team workspaces for communicating internally, sharing information and publishing instructions. Nordea Agile Framework supports the adaptation of agile working practises and methods in Nordea. The most important thing in working agile is the values and mind-set, including openness, courage, respect, focus and commitment. (Nikander 2014.)

Employees should ideally be engaged and supported through respect and empowerment. This can happen simply through giving authority and responsibilities to employees in their own working groups. It makes any process more efficient when employees feel they really are a part of the flow and being able to make a difference. There are lots of tools and processes to help to learn the actual procedures and guidelines for practical tasks, but it is people and their dedication that make a difference on how the customer needs are met and how the cooperation within the colleagues works. These skills are actually emphasized at a very high level, in the Nordea People Policy, such as an employee must also share relevant knowledge and experience both within the team and across the organisation. Obviously, as customer needs might be very varying, a Nordea employee needs to be able to cooperate cross-organisationally and team up when necessary with other col-

leagues. Understanding dependencies between processes, services and needs is essential.

The J.Boye Network "Manifesto for The Digital Dimensions" states that "the world of digital is ever changing and tomorrow only people and organizations working with digital in a truly professional way will succeed" (Bentzen, B. 2014). Digital professionals need to collaborate with business and their colleagues, and work in an integrated way with communication, IT and marketing functions of the company. The digital communication framework should be coordinated in a holistic way. (Bentzen, B. 2014.)

3   Internal communication management in Nordea

The Nordea Group Communication Strategy outlines the framework, mind-set and strategic objectives for internal communication on group level. Digital Communications Intranet Strategy takes a more practical view on the strategic objectives and internal communication development focus areas. Nordea Intranet is strategically the internal communication platform in Nordea, thus the current state analysis describes the set up and processes around it. The communication governance model is the core of internal communication management, thus it is described separately.

3.1   Strategic framework for internal communication in Nordea

Nordea strategy and values form the foundation for the Group Communication Strategy, defining the Nordea point of difference and brand position. The communication mission is: *"Communication creates value by contributing to a strong brand and by motivating change of behaviour among all stakeholders to support Nordea's vision and business goals"* (Nordea Intranet 2015b).

Informing, aligning, engaging and enabling employees to act on strategy is the foundation and main objective for the Group Communication Strategy. Brand ambassadors are strategically recognised to be in an important role in building an effective communication environment. The focus is on mobilizing managers and employees around Nordea's key priorities and enabling them to understand the targets, objectives and strategy, in connection to the necessary contributive actions and behavior required from them. The employee motivations, values and perceptions are the basis for creating consistent internal communication with an impact. (Nordea Intranet 2015b.)

Nordea's strategic communication priorities create value by building perceptions and motivating change of behavior among employees, customers and other stakeholders. Sstrengthening the strategic planning and execution of the communication throughout Nordea is high on the agenda. This work includes developing the communication tools for an improved optimal communication mix in all situations. The aim is to cultivate a proactive storytelling culture throughout all parts of business. Stronger engagement creates a greater impact at all levels. A priority is the work for strengthening the use of rapidly developing digital and social media as corporate communication tools. Nordea has a good platform today, and by exploiting the opportunities in digital communication further, Nordea will benefit from an even more efficient and modern communication platform. (Nordea Intranet 2015b.)

Mass communication uses corporate communication channels with clear profiles building on well-anchored editorial lines and long-term editorial planning. The purpose of it is to build trust in senior management and facilitate two-way communication between senior management and employees. It integrates social features that facilitate network dialogue and peer-to-peer communication across the organisation. (Nordea Intranet 2015b.)

Communication throughout all levels should build on a thorough understanding of key audiences' motivations, values and opinions. Communication should be perceived as relevant, honest and trustworthy and invite for dialogue and co-creation. The communication strategy sets clear objectives, well-anchored processes & guidelines and effective evaluation measures that ensure impact, consistency and right prioritisation of resources. In business areas communication should be driven in close cooperation between the units to ensure consistency and impact. Each business area develops their own messages in their specific channels. (Nordea Intranet 2015b.)

The intranet strategy has been separately formulated to support an efficient management of internal communication in the organisation, reflecting to the Group Communication Strategy. The intranet strategy mission is *"Making it possible for all Nordea employees to collaborate and access information, news and work tools where ever they are supporting Nordea's vision and business goals"* (Nordea Intranet 2015c).

The intranet strategy vision is *"Intranet is one entry point to and platform for all Nordea employees' digital workplace - always available across multiple devices and utilising the latest technique to facilitate great user experiences "* (Nordea Intranet 2015c). The strategic objectives focus on developing, delivering and enabling seamlessly integrated access to easily findable information and news as well as to work tools and collaboration. The focus is always clearly on the end user experience. Intranet's purpose is also to support the business and management in processes and strategies, and finally contributing in supporting Nordea's values, identity and brand. (Nordea Intranet 2015c.)

3.2 Nordea Intranet – the strategic internal communication platform in Nordea

Nordea has a strategic approach for communicating internally. The workplace is changing at great speed and with more connected users, the demand increases for quick and easy access to the right information, news, tools and collaboration in the right place and format. The employees should be able to reach all work related information through one platform.

Intranet enables computer-mediated communication and collaboration, which in today's world is essential.

Nordea Intranet reaches all 32 000 Nordea employees in 19 countries, in 7 languages throughout 10 business areas and group support divisions. Publishing on the intranet is decentralized, with about 4000 administrators and editors taking care of the actual publishing and content management within their own areas of responsibility. The messages are distributed within hundreds of news channels and tens of thousands of intranet pages.

The digital environment as an arena for leadership, interaction, and communication is the focus in the Digital Communications team, and the aim is to develop and control strategically the governance, information flow and targeting of information within the different channels of communication and to engage all employees and units in taking responsibility within the internal communication field.

The front page of the intranet is the entrance to every employee's digital workplace, providing access to many other business tools. It includes internal and external news and widgets that provide access to different tools, applications, collaboration systems and external channels. (Appendix 3. Example of the Nordea Intranet front page)

Nordea intranet serves mass and targeted communication in the form of news, working instructions, policies, product information, operational information and unit or country specific information necessary for the daily work. Different business areas, support units, product units and customer responsible units are responsible for providing information that is shared with the relevant target groups of employees. The purpose is to provide aligned, clear, updated and timely information for all employees, so everyone can communicate in an aligned way towards the end customer. Ideally the structure and technical features of the intranet and the communication processes they support should enable breaking down organizational silos and encourage cross-organizational cooperation and communication.

The content on Nordea Intranet has been divided into seven main categories, and each category contains several sub-areas for different purposes. The main tabs to categorize the information on the intranet are **'News'**, '**Personal'**, '**Corporate'**, '**On the job'**, '**Employee'**, '**Manager'** and '**About Nordea'**. News shows the employees personalised news flow, with access to other group news channels. Personal and Corporate display product and customer service related instructions. On the job presents information and guidelines related to practices and tools used in daily work in Nordea. Employee describes the HR-

related topics, employee's important information in relation to one's own employment and training and personal development. Manager presents the people processes and gives guidelines to managers on how to address talent management, recruitment and managerial responsibilities. About Nordea describes the company overview, strategic directions and organisation structure.
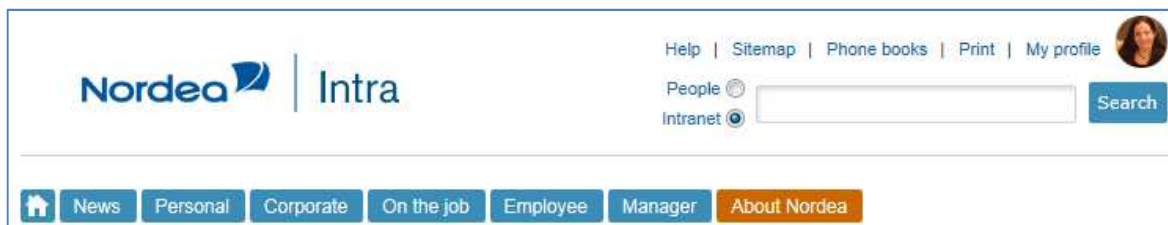

Figure 3. Nordea Intranet main categories and visual layout of front page top area

The news channels are divided into strategic and operational channels. There is a different style to communicate in these news channel types. **Strategic news channels** are the main choice when leaders want to make an impact on their employees. Group level strategic channels build pride and commitment by communicating where Nordea is heading and why in an inspiring and visionary way. **Operational information** is timely, job specific, targeted and fact-based. Operational information is necessary in order for the employees to be able to perform their daily tasks, supporting them in what to do and when (Nordea Intranet 2015a).

All types of news channels have the possibility of targeting information according to the country, language, organisational location or job description. This setup makes it easy to send messages in the correct channel according to the purpose or audience. Anyone can subscribe to any news channel, unless it is a restricted news channel for a certain unit only. Many operational channels are only on subscription basis, and it is the responsibility of the employee to make sure they follow up those news channels. Both operational and strategic messages are shown in the front page of the intranet.

People Book is an internal employee directory and phone book, based on the intranet platform. It contains over 32 000 employee profiles from all Nordea countries. An employee's profile consists of fixed data fetched from the HR system and other systems and other optional data added and maintained by the employee. The usage is good, with 27 835 employees having updated their content and 18 945 having added a picture. The People profile is presented in local language and the user can add an English version. The directory is integrated with intranet and other tools. (Nordea Intranet 2015a.)

Social media solutions are being rapidly adopted in the corporate intranets, and it has been in the agenda for several years in Nordea as well. It is recognised that social tools are especially important in engaging the young generation, and it can bring new opportunities and possibilities to all levels in the organization improving employee collaboration. Knowledge management and engagement for dialogue are important reasons for implementing social features in the internal communication environment.

According to the Prescient Digital Media report, the five most popular social media tools are instant messaging, blogs, discussion forums, wikis, and user commenting. Instant messaging is widely used in Nordea, through the Lync-application, which connects easily the entire organization. Lync is also an important tool for online live-meetings and trainings in a global organization such as Nordea, where most divisions have employees in many countries, or have cooperation with other units cross-country. Blogs are quite popular as well, both internal and external, varying from personal management blogs to specialist blogs with a more practical perspective, or team blogs discussing on a certain project or focus area. Employees are able to subscribe to a blog channel. All news channels usually have a commenting option encouraging to feedback and discussions between employees. Several social collaboration tools are used for group workspace activities, discussion forums and wikis, but alignment on group level has not been finalized.

3.3 Communication governance model in Nordea

The core of internal communication management in Nordea is the governance model. It covers the definition of roles and responsibilities, content governance, monitoring user perceptions and usability and training & instructions targeting both communicators and the end users.

Roles and responsibilities for intranet communication are defined by the Intranet team which as a developer and main responsible owns the intranet as a platform. The governance model includes the roles and responsibilities of administrators, communicators and other contributors of intranet communication. Collaboration and co-operation within the stakeholder groups is essential and there is a strong focus on empowering relevant stakeholders to support the availability of resources in the business areas. The decision making process both in the Intranet team and in processes related to business area activities are the core of the governance structure.

Tools and templates support segmentation of information and structure management. It includes content and development policies and standards and the tools for life cycle man-

agement and handling different communication processes with the aim to gain the strategically defined reach of the audience. Information architecture and channel strategy are the basis formulating the framework for content management.

Monitoring user perceptions and usability is the responsibility of both the Intranet team and the Business areas themselves. Intranet team monitors through search feedback, the yearly Intranet survey and other user and administrator related feedback activities. Statistics to all content is available to everyone in the company, but mostly used by the Business areas to monitor the level of success of communication in their own areas.

The nature of handling communications in the internal communications environment is complex, and it is often managed by multifunctional teams. The ownership, decision making and practical execution on the communication activities varies across the organisation. Different business areas have different purposes and drivers for their communication agendas and the size and nature of the target audience can vary a lot.

Roles and responsibilities

Group Marketing and Communications (GMC) is a combined unit with the overall responsibility of the Nordea brand, marketing and communication and the Corporate Social Responsibility (CSR) activities across the bank, combining all aspects of customer strategy, execution and metrics e.g. customer experience, brand, creative, messaging, traditional & digital media strategy as well as marketing, communication and CSR execution. The division consists of five units: Strategy & Insight, Brand & Creative, Marketing Execution, Group Communication and Corporate Social Responsibility. (Nordea Intranet 2015a.)

The ownership of development, communication processes and the management of communications in the Nordea Intranet can be divided at a strategic level within four main stakeholder groups. Group Communications (GC) is the main responsible for aligning strategies and processes, Digital Communications – Intranet team is the owner of the intranet platform and an important supporting body for the different Business areas and Group Functions units. On development side User Platforms are responsible for the collaboration tools and Intranet IT is responsible for the publishing tool and portal technology. Intranet team works in close cooperation with all these stakeholders when developing and managing the intranet communication environment strategically, practically or technically.

Group Communications (GC) is a unit responsible for Nordea's internal and external communication including media relations. The main goals are to protect and strengthen

Nordea's position and brand, enable and support the transformation of Nordea and reinforce the Nordea culture (Nordea intranet 2015a). Group Communications is in charge of the general direction and strategies of internal communication and supporting Business areas' delivery of integrated communications. The core activities of the Communications teams is to take care of the media & press relations, social media, newsrooms, communication counselling, planning of internal and external communications and training related to core Business area/Group Function communication activities and crisis communication and website & intranet development, social media presence and translation.

Digital Communications – Intranet team is part of the Group Communications unit, and owns the intranet being responsible for driving the intranet forward, coordinating the development of the digital workplace as a communication platform, developing intranet strategies and managing and developing key site elements such as the overall information model, search optimisation and intranet front page. Intranet team, consisting of seven employees on Nordic level, supports by consulting on how intranet sites can add more value, review sites to ensure compliance with standards and oversee and govern the user experience. It also offers training for over 4 000 administrators and editors of the intranet as well as for end-users, the target audience. Intranet team's task is also to monitor digital communication trends and leverage on these by driving overall development initiatives and implementing new technologies or social features.

Intranet team works in co-operation with the Intranet IT department and collaboration units to create and improve technical features, communication processes and the digital workplace as whole. In cooperation with the Communications team in GC the Intranet team supports the governance models of communication management and communication processes of the Business Areas/Group Functions.

Business areas are responsible for planning their communication activities on yearly level and on specific business cases. Each business area has got a Business Area Head of Communication (BAHC) who is responsible for coordinating high level strategic internal, external and media related communication needs. Each business area, its divisions and units, are responsible for independently defining their own topic specific key messages, and execute communication and marketing activities according to group guidelines. Responsibility of these tasks is usually held by the management, communication specialists, and intranet and nordea.com administrators, thus the practical execution of these can vary in each unit. The BAHCs also act as an ambassador, advising and motivating employees within the business area to use the intranet. They are also responsible supporting admin-

istrators in setting up and supporting the network of publishers within the business area if needed.

Administrators are the main responsible group for publishing in the Business Area /Group Function intranet content. They also act as ambassadors and as a one point of entry in the business area intranet governance set-up. Administrators are responsible in setting up and supporting the network of publishers within the business area. The publishing network is divided into three groups: administrator, editor and writer. These are roles related to technical authority, and not taken into account this study, since those don't have an effect in communication management on strategic level. Therefore the study will use the term administrator for all publishing related roles.

All employees are individually members of different teams and projects within the company. They are an important part of the communication community. Also as an employee everyone is responsible for selecting the relevant news channels, widgets and other information displayed on the intranet front page in order to receive the information needed.

4   Methodology

The study was conducted as action research, focusing on the internal communication management in a digital communication environment in Nordea. The approach taken is descriptive, with an attempt to document current state and development needs on the point of view of different stakeholders. As the subject studied is strongly transdisciplinary in nature, the author had to combine views from different communication theories and reflect them into practise in the business environment. The framework is described through communication theories, complemented with modern industry views on digital working environments and communication processes, including also views on other organizational management theories such as employee engagement and communication from an agile perspective.

Organizational communication studies can be conducted with different approaches to the elements of communication such as information flow, communication media, climate, superior/subordinate relationships, measuring and data collection, network analysis, interpersonal relations, communication skills, culture and symbolism, power and influence, decision making and problem solving, communication and management styles, technology, language and messages, structure, uncertainty and information adequacy, groups, ethics and cross-cultural aspects. (Deetz 2000, 7.) For the purpose of this study there will be no topical orientation to one of these elements, but the purpose is to recognise the importance of these elements found within the framework of internal communication management in Nordea, and what development needs for any of these elements surface through the findings and analysis.

The current state of internal communication management in the case company is analysed through a description of existing strategic and process approaches. The author wants to understand the relation of corporate communication and corporate culture by understanding the stakeholder perceptions on the communication culture and its meaning in the organization. The study describes the different stakeholders, channels and dependencies that contribute to enabling a feasible internal communications environment that finally supports building up a strong Nordea communication culture. The internal stakeholders identified are based on the current governance set-up in Nordea communications, thus representing a particular position in the organization in question.

Reflecting to internal surveys it will be investigated how this internal communication environment actually supports the employees' daily work and cooperation within all the units

between different countries, and how the internal communications environment can be developed to work even more efficiently and effectively. As the Intranet team is the owner of the intranet platform thus responsible for enabling and supporting internal communication in this environment, it is necessary to look at the development possibilities from their point of view. This analysis is based on the author's own professional experience and team strategies. Based on the findings, reflecting to digital communication trends, the author will come up with recommendations for future development and suggestions for monitoring internal communications in a more effective way.

4.1   Research data and description of working methods

The study was scheduled to be conducted between autumn 2013 and autumn 2014. The schedule plan included the key actions and timetable for collecting data for the study and analysis of study results.

The thesis is mostly qualitative, but a fair amount of quantitative data was collected to have an understanding of the scope of different needs surfacing through the qualitative data. To achieve the objectives of the study the data collected for research originate from several different sources for different purposes. The data can be grouped into four different types of categories:

- Descriptive information to explain the current status of internal communication management and the communication processes in Nordea, in the form of current state analysis.
- Quantitative and qualitative data describing the subjective end user experiences, needs and expectations through the Intranet surveys conducted in 2012-2014.
- Quantitative and qualitative data describing the subjective experiences, needs and expectations of the Business area representatives, through a questionnaire, semi-structured interviews and focus group discussion.
- General data concluding the possible problems that need to be targeted, related to both technical aspects and content management processes. This data could be said to be from the Intranet team's perspective as an enabler and the company's perspective as an employer. This is described based on the intranet team prioritized focus areas, peer comparison, global trends in digital communications, and views from Group Communication strategies.

The quantitative research material was gathered through multiple choice questions in a structured questionnaire, the Intranet survey. This survey focused on the Nordea employees as end-users of the intranet. The individuals who responded to the Intranet survey represent three different employee personas from ten Business areas or Group Functions units in four different countries, thus the sample of the survey is representative of the total population, all Nordea employees. The sample group was based on probability stratified

random sampling, since respondents are selected with the intention to have representation in all of the different groups of persona, business area and country, still retaining the fundamental element of randomness (Jensen 2012, 215-217). Open-ended questions of the Intranet survey bring qualitative views to the study. The Intranet survey results were analyzed from questionnaires conducted in autumn 2012, March and September 2013 and November 2014. The survey had been conducted earlier twice a year, but in 2014 the group level decision was to conduct only one survey per year.

The author was closely involved in the development, analysis and action plan project work for conducting the Intranet Survey. The project team consisted of Digital Communications management, an employee responsible for setting up the survey and providing the result reports and one colleague in addition to the author. The questions were revised within this project team every year, and the author contributed actively in evaluating necessary changes to the survey questionnaire. The results report was analyzed within this project team and an action plan was formulated with the contribution of each member of the Intranet team. For the purpose of this study the author has re-analyzed the reports on quantitative data, and the open questions have been re-assessed to gain a deeper understanding on the different perspectives of this thesis.

To gather information about the administrator perspectives, qualitative data was collected through semi-structured thematic interviews and a focus group workshop. The interview questions were designed and formulated by the author, and she conducted all the interviews independently in live situations, through Lync-online calls or through telephone. A structured survey was conducted for the administrators as well, but the results obtained have a strong qualitative weight, thus the quantitative data wasn't analysed in this case. The online survey was designed, formulated, conducted and analyzed independently by the author. The online survey for administrators was conducted in November 2013 and May 2014.The semi-structured interviews were conducted during in spring 2014. The focus group workshop was organized 27 November 2014.Both the interview questions and the focus group discussion results were analyzed independently by the author. The results were presented by the author at the time to the Intranet team, with suggestions on future development, and the actions conducted during the study period were agreed together within the Intranet team members.

Interviews were used, because those are particularly well suited to understanding the social actor's experience, knowledge and worldviews (Lindlof & Taylor 2011,173). It is important to choose interviewees from different personas i.e. profile backgrounds, to ensure

a varied collection of data. To gain deeper understanding on the problematic areas found in the structured questionnaires the study also included a focus group workshop. In focus group discussion situations the discussion can extend from the pre-set open discussion themes, adding more value to the expected results. People tend to compare, criticize and contrast each other's perspectives on a topic, which can be beneficial for the study, as it potentially outlines the differences in needs and requirements. (Lindlof & Taylor 2011, 173.)

Developing the internal communication management and the information management systems is an on-going process. Intranet team development activities during 2013 and 2014 responded to some extent to the feedback received from the user surveys. Also many the administrator group findings were addressed already during 2014. Thus, the process has been very agile and reactive, since there was no reason to wait for the results of this study to take actions on issues that were already recognized as critical. Thus, the intranet development actions for 2014 are described as well. The final writing process started in autumn 2014, with the current state analysis finalized by January 2015 and the analysis of the findings from different data collection sources finalized by February 2015. The thesis was concluded with recommendations for further actions in March 2015.

5   Tactical communication initiatives during research

During the study period several development projects and tactical initiatives were carried out on Group Communications level or by the Intranet team. The entire Intranet team has been involved in these development activities in one way or another and the author has participated in most of them either on planning phase, execution phase or taking part in the brainstorming activities. For the purpose of this study it is important to recognise the constant development, since all these activities have supported the analysis of the internal communications management and environment.

The Group Communication tactical initiatives plan for 2014 supported the delivery of strategic objectives. For each project the description of the background of activity, stakeholders, roles & responsibilities and main processes were described, with the reflection to connection points and overlapping processes. Intranet team has contributed with several tasks and projects in developing the tactical initiatives of Group communication platform, Leadership communication, Expanding social intra features, Social media strategy, Mobile intranet and the intranet content clean-up. All other tactical initiatives had a stronger point of view on the external communication and brand.

5.1   Leadership communication

Leadership communication is the first step for implementation of the operational and strategic changes within Nordea. Leadership communication instructions ensure all management layers know their communication roles and responsibilities and act on them through effective, well-anchored and well-used cascading processes. The leadership communication framework supports managers in their communication role by developing their communication capabilities and ability to mobilise employees and enabling them to take part in the strategic messaging and agenda setting by e.g. translating high-level goals and strategies into everyday work behaviour and tasks. (Nordea Intranet 2015d.)

The Group Communications unit has provided communication guidelines, a "Manager Communication Toolkit", with the intention to support leaders but also to provide support to other communicators about what aspects are important when communicating. The toolkit has a road map structure that is easy to navigate through, and it consists of eleven user-friendly tools to support communication planning and execution, that are placed under the three main categories: Planning communication, messaging and engaging. (Nordea Intranet 2015d.)

Planning - The planning tools give an overview of important points to consider when one needs to initiate small or large communication initiatives. Considering these specific points will help sharpen communication and make it easier for all stakeholders to deliver. The planning tools selection includes four sections: Introducing Planning, Communication Goal Formulation, Communication Plan and Cascading Checklist. (Nordea Intranet 2015d.)

Messaging - Creating messages is about ensuring a clear line of sight for everyone. The message sets the direction for the initiative. It motivates the target and creates a common understanding of why the initiatives are necessary, important and beneficial. The messaging tools selection includes five sections: Introducing Messaging, "Logos, Pathos & Ethos", Message Developer, Translate Messages and Message Training Session. (Nordea Intranet 2015d.)

Engaging - Engaging communication addresses and handles employees' questions and connects employee roles to the organization. This is employees' number one communication need and a key driver to a committed effort. Engaging tools selection includes four sections: Introducing Engaging, Present with Impact, Trigger Dialogue and Manage Change Uncertainty. (Nordea Intranet 2015d.)

5.2 Intranet team focus area highlights

Intranet focus areas contribute to the development of the internal communications management. The focus areas change yearly, following in an agile way the current development needs arising from the stakeholders and from the different areas of the governance strategies. The focus areas for 2015 are Training, Enterprise Digital Collaboration, Information Structure Strategy, Information Architecture, Mobile and Search. (Nordea Intranet 2015c.)

The goal of the **training** activities is to support administrators, editors and users to improve skills and understanding. Training supports content and structure management through Business area support and work instructions. Training also encourages and increases networking, collaboration and co-operation within the stakeholders working with internal communication management on the intranet. The purpose of training is also of course to support intranet team development and implementation of new features, through lifting important topical issues to be brought up in training sessions, communication and instructions. Finally training takes a view to support any aspects of the Nordea internal communications management, when skills development and understanding within the publishers or users need to be targeted.

Training supports content providers in writing for the web, keeping their information up to date and providing content providers with easy to use publishing and analysis tools. For administrators and editors the instructions are published on the intranet Publisher's guide. Communication towards this target group is complemented with consistent news flow in the task specific news channel. Training online sessions for this target group are held based on current important topics. As administrators and editors are an important stakeholder in producing internal communication on the intranet, their role as ambassadors and the need for networking with them has been recognized. Administrator and editor meetings are organized on country and Business Area level.

Enterprise Digital Collaboration is about integrating social features into the Digital Workplace. These features facilitate network dialogue and peer-to-peer communication across the organisation. The vision for this focus area is *"We work together to improve and simplify communication as well as to support and enhance our ability to collaborate and share knowledge as one Nordea team"* (Nordea Intranet 2015c.).

Information structure strategy is about the life cycle management of the internal communications in the Nordea Intranet and it covers also other main elements of the governance, such as roles and responsibilities and communication management and content management processes supported by a governance and support model that sets a clear framework.

Information architecture is a focus area targeting the communication flow and technical set-up of different communication processes in the organisation. The aim of this focus area is to come up with a plan for moving the intranet content to a new publishing platform in the next few years. Since the transformation will be very comprehensive, it is a good opportunity to create new approaches and solutions to the actual structure of the information and how tools and information are placed within the Digital Workplace.

Mobile solutions run along all activities, with the aim of making it possible for all employees to access the personalised Intranet and People Book via mobile devices in a responsive way. This requires co-operation with IT and User Platform unit who are responsible for the development of access software.

Search makes necessary information, people and applications accessible for the users. The information management process should support all stakeholders to create finally a

quick, efficient and relevant search experience for the end users. It is about understanding the users search experience and increasing the usability of the intranet as whole, understanding how search works and make the best use of the analytics and feedback tools.

5.3 Intranet development actions 2013 – 2014

During the study period Intranet team has conducted several development projects and tasks, reacting to the survey, interviews and focus group workshop findings in an agile way, for the purpose of keeping intranet development up-to-speed. Some of the development actions had a direct impact on the user experience, while some where implemented in the publishing tool to support administrators and editors in the publishing process.

Usability development

Intranet specific technical developments on user point of view introduced were functions such as "Share this page", "Remove my like" and the possibility to edit the personal shortcuts selection. The visual layout of the intranet front page, the digital workplace entrance, was changed dramatically already in 2013 to a fresher style with more intuitive and customised solutions. This included a clearer set-up on the strategic news layout and the display of operational news and subscriptions. Widgets were introduced to give the users the opportunity to customise the front page to include items that are necessary for their personal work. News posts were improved by displaying flags on each news item to show other available languages. Also the tab selection and order was changed according to user and business area feedback. Work related instructions were grouped into much clearer collection pages. Mandatory contact info was introduced based on user wishes since there had been feedback throughout the years about not knowing who is the contact or the owner of the content.

Stakeholder management activities included a Digiday for users in all the Nordic capitals, online training sessions for users and visits to different business areas in all Nordic countries for networking and information sharing purposes within the end user groups. The sessions were carried out with the focus on user point of view, usability and understanding the internal communications environment. The intranet structure and front page customisation options was explained, including personal settings set-up and possibilities in relation to targeted information, language options and subscriptions, with some examples that were expected to be of interest to the target audience participating in each session. An important part of these sessions was the future vision of the intranet and the digital workplace, including views on the implementation of digital collaboration platforms. The various support pages on the intranet for guidelines were pointed out as well, reminding that all

users can act as ambassadors in their own business areas and spread the word to increase skills of fellow employees as users of the intranet.

The Intranet search function is based on the user's pre-set choices on search language. The search looks for information on the intranet content pages, news channels and the People book personnel database for contact information. The layout of the search results page was totally renewed in the spring of 2014. This included a fresh new colouring, a clearer display of the filtering options, and some functional improvements. Previously the search results have shown zero-results when there has not been matching hits on the user's language selection. To reduce the amount of zero-results it was decided to show other language results (English vs local language) if no results were available on the original search language. The intranet includes a specific tagging possibility for product related instructions, with a separate search database for those results. This set-up was polished up and the layout was freshened up according the visual standards of the intranet.

Publishing tool development

One of the most important publishing related improvements was the introduction of the "My editor page" supporting the administrators and editors in managing their own areas of responsibility. The publishing of poll surveys was also introduced on the intranet, to support independent creation of such quick surveys by the business areas themselves.

The Intranet Performance Indicator was introduced in 2013 to enable Business Areas to follow the performance of their intranet communication and behaviour of their target group employees as users. Introduction of statistical data on videos on the intranet was the latest addition in the end of 2014.

Stakeholder management activities included online training sessions for administrators and editors on development projects and publishing related topics and physical and online administrator/editor meetings for networking and information sharing purposes.

All these development actions contribute to governance and a more agile communication environment, where business areas and users have more responsibility and possibilities over their own communication. Through these improvements the Intranet team could focus more on the strategic development, and the aim is to transform the entire development process framework into a more agile way of working in cooperation with the IT intranet unit.

Clean-up project and content management support

The purpose of the clean-up project was to simplify and clean-up the content of the intranet, thus increasing reliability, trust and satisfaction with the intranet. The project started in spring 2014. In the beginning of the project there was over 62 000 content pages on the intranet. More than 18 000 of them had not been touched since the end of 2012. Over 4 500 pages did not have an owner, meaning that the last person who edited the page, did no longer work in the company.

The project included statistical support for editors to analyse the validity and need of their pages, the "My editor page" launched to improve continuous maintenance of the content and training sessions for editors in order to improve skills in relation to content management, publishing and overall communication management. As a result of the project, 25 549 old pages were updated and 8 050 pages were deactivated by administrators and editors themselves between June and November 2014. In addition 9 344 pages were automatically deactivated in November by Intranet IT. In November there was finally 52 758 pages on the intranet in comparison to the earlier 62 700.

Widget development – windows of the digital workplace

Widgets are banner-type windows that are usually placed in the front page of the intranet, the entrance of the employees' digital workplace. The purpose of widgets is to enable direct access and flexible interaction with content from various internal and external systems and processes that are necessary and useful for Nordea employees in their daily work. Widgets support the Nordea culture, Nordea values and collaboration within Nordea, and they should have a positive impact for its target audience. They support the personal digital workplace framework and intranet as a one point of entry in the networked personal computer.

Widgets were introduced in several steps between 2013 and 2014 to support a more structured way of working. The aim was to recognise user expectations and needs to create widgets that really make an impact, to recognise what kind of widgets help Nordea employees connect and collaborate and to support the Group Communication priority "Strengthen the use of digital communication and social media consistently in all actions ". Also it was recognised widgets should be developed in an agile way following the project management and simplification strategies of Nordea.

To support an agile development process, the roles and responsibilities were reviewed. Widget development can be initiated independently by Business areas or Group Function

units. Prioritization must be anchored in Digital Communications Intranet team to ensure consistency. Business Areas are supported with the aim of their increased understanding of the requirements and independency on the development process. The aim is to support an agile way of working and avoid Intranet team being a bottle-neck.

5.4 Communication in Intranet team owned channels

In the start of the study process in autumn 2013 the author formulated communication guidelines and suggested a communication planning framework for the Intranet team, with the aim of contributing to more structured communication practices in the team's own communication. The purpose of the communication guidelines was to set a standard for what to communicate, which channel to use for the different types of communication needs and how to write in the different channels. The guidelines consist of the purpose and aim, a description of roles and responsibilities, target groups, an overview of channels and their purposes. The communication guideline is supplemented with an editorial calendar.

The information communicated by the Intranet team is operational information. Operational information is timely, job specific, targeted, fact-based and action oriented. The purpose of the communication may also be to inform employees or administrators about issues directly affecting daily work and about urgent matters as soon as possible (i.e. technical errors).The messages should in a professional and educating way support and educate the employees or administrators. The news should create an understanding of and commitment to what is the purpose of the intranet and also describe how each employee is part of this process and what his/her role is.

Intranet team's communication activities always support the Group communication strategy and the Digital Communication Intranet team strategy. Everyone in the team is responsible for defining and coordinating the communication agendas of each action, task, project or development. She/he decides on the content and channels used in each case. The owner of the information/project is responsible for planning the publication and timing. The owner of the message is responsible for following up on communication performance.

There are two important groups of stakeholders that can be defined as receivers of the information the Intranet team delivers. Administrators should receive information, news, instructions and other support about the editing tool and other issues related to editing and publishing. The main channel for communicating for this target group is the 'Information for intranet editors and writers', which they can subscribe to. In addition there are

specific instructions for this group in Publisher's guide, and trainings to support their knowledge and development. All Nordea employees as end users should know how to use the intranet, what do the different features and improvements done by the Intranet team mean. Intranet team should make the utmost to ensure the usability of the intranet is supported also through communication.

6　Research findings

This chapter describes the findings of the empirical research. The Intranet Survey for Nordea employees describes the user perceptions to internal communication. The Administrator Survey takes a different point of view in communication from the administrator perspective. The administrator interviews and focus group workshop findings also give input to the communication execution, including usability and internal stakeholder collaboration.

6.1　Intranet survey for Nordea employees

Intranet team conducts yearly user surveys to measure satisfaction of the intranet communication. The questionnaire investigates factors related to communication in intranet, internal communication culture and views on different aspects of the intranet usage; on the actual user interface, findability of information, interactivity, mobile usage and flow of messages in different channels and areas of the intranet. This survey was used to collect a quantitative data overview through the structured questions and qualitative data through the open-ended questions. The latter complement the structured part of the questionnaire. The emphasis is on the qualitative findings.(Appendix 4. Intranet Survey question)

The intranet online survey was conducted four times between 2012 and 2014. A reflection to the survey results in 2012 and 2013 is included on the general satisfaction figures. However, the discussion focus is heavily on the 2014 results, since those are more relevant for future development. Between the surveys from 2012 and 2013 to 2014 there has been a lot of development actions, thus the 2014 results tell about the current development needs in a more reliable way.

The sample includes Nordea employees from all business areas in the Nordic countries. The surveys were conducted with random sampling of around 600-750 respondents per Nordic country each year, of the total of about 31 - 32 000 employees in Nordea depending on the year, covering thus about 8-9% of the entire group. The selection of respondents was based on the different personas defined by the job descriptions in different Business areas to ensure the views and needs of different profiles are represented. However the division of results by profile is not brought up in this discussion since it doesn't add value for this study, but is more related to user behavior analysis, which is not a focus area in this study. The results were weighted by country to see whether demographical background makes a difference. The average response rate throughout 2012-2014 was around 60% on Nordic level, varying from 48% to 67% by country.

Table 1. Respondent percentage of the Intranet survey 2012 – 2014

Response rates	2012	Apr 13	2013	2014
Denmark	65%	67%	62%	67%
Finland	55%	59%	57%	54%
Norway	55%	51%	48%	53%
Sweden	63%	66%	59%	66%
Total	59%	60%	57%	60%

Overall satisfaction with the intranet

The question measuring overall satisfaction with the intranet was: How satisfied are you with the intranet in general? The answer options were: Very dissatisfied /Very satisfied.

The overall satisfaction with the intranet has increased a little on Nordic level, from 60 to 62 between 2012 and 2014. There are differences between countries, with the most visible rise in Finland from 60 to 63 and Sweden from 56 to 62. Denmark shows a small decrease in satisfaction, but not on a worrying level. The satisfaction in Norway has remained approximately at the same level, around 60.

Table 2. Overall satisfaction with the intranet in general 2012 - 2014
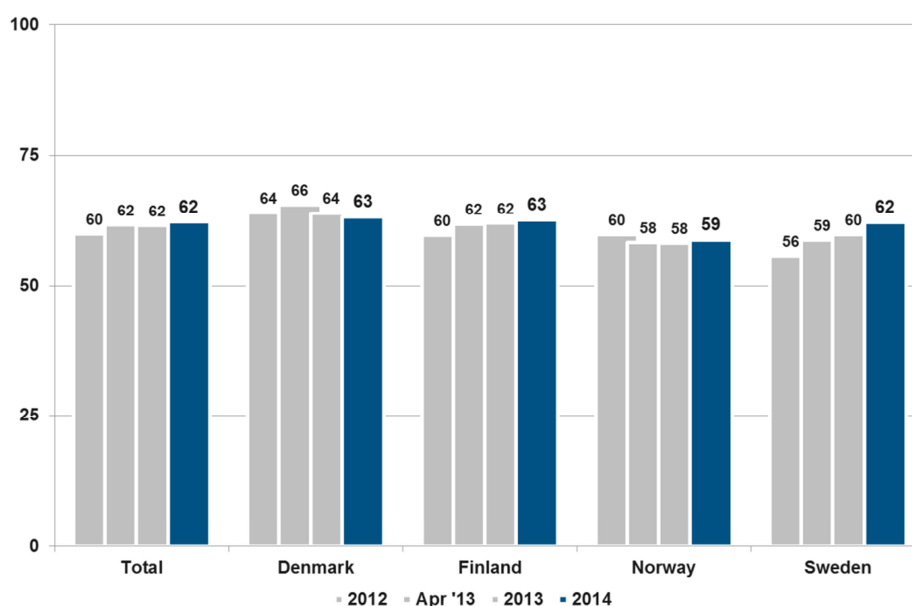
Satisfaction with the front page

The question measuring satisfaction with front page was: How satisfied are you with the intranet start page? The answer options were: Very dissatisfied /Very satisfied.

The overall satisfaction with the front page had increased a little on Nordic level between 2012-2014, from 63 to 66. There are again differences between countries. There was a major increase in satisfaction in the autumn 2014 results after a drop in autumn 2013. This correlates with a major development of the intranet front page design and structure in summer 2013. When the survey was conducted in autumn 2013, straight after the summer holidays, the users were not familiar with the new interface yet, thus it was understood the satisfaction was decreased due to the uncertainty factors. However, the results rose back to previous or improved levels in autumn 2014, showing that the users were not finally dissatisfied with the changes.

Table 3. Overall satisfaction with the intranet start page 2012 - 2014
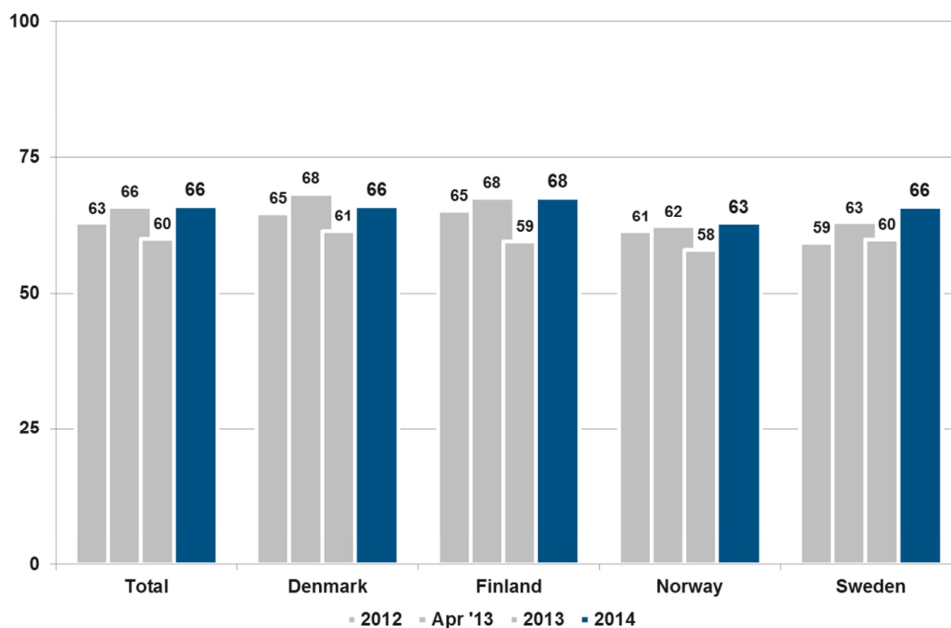
Front page customization

The share of the Nordic population finding it easy to personalise the front page was investigated through a question: "How easy do you think it is to personalise your intranet start page in the following ways: 1. "Add my personal shortcuts", 2. "Add subscriptions to news", 3." Change default settings on search" and 4. "Add, move or remove widgets".

In autumn 2014 the results showed a major increase in all sectors, showing that the 2014 conducted communication and training activities to get users acquainted with the new front page customisation options introduced in June 2013 had been quite successful. Two of the main customisable elements in the front page, personal shortcuts and subscription to news, were at an improved level of 81% and 75% respectively in 2014. Default setting customization was still at a low level at 39%, although there was an increase from previ-

ous years. Widgets were only introduced in the summer of 2013, thus it is natural the users where not yet that familiar with it. The rise in a year was from 43% in 2013 to 50% in 2014.

Table 4. Nordic results on how easy it is to personalise the intranet start page 2012-2014
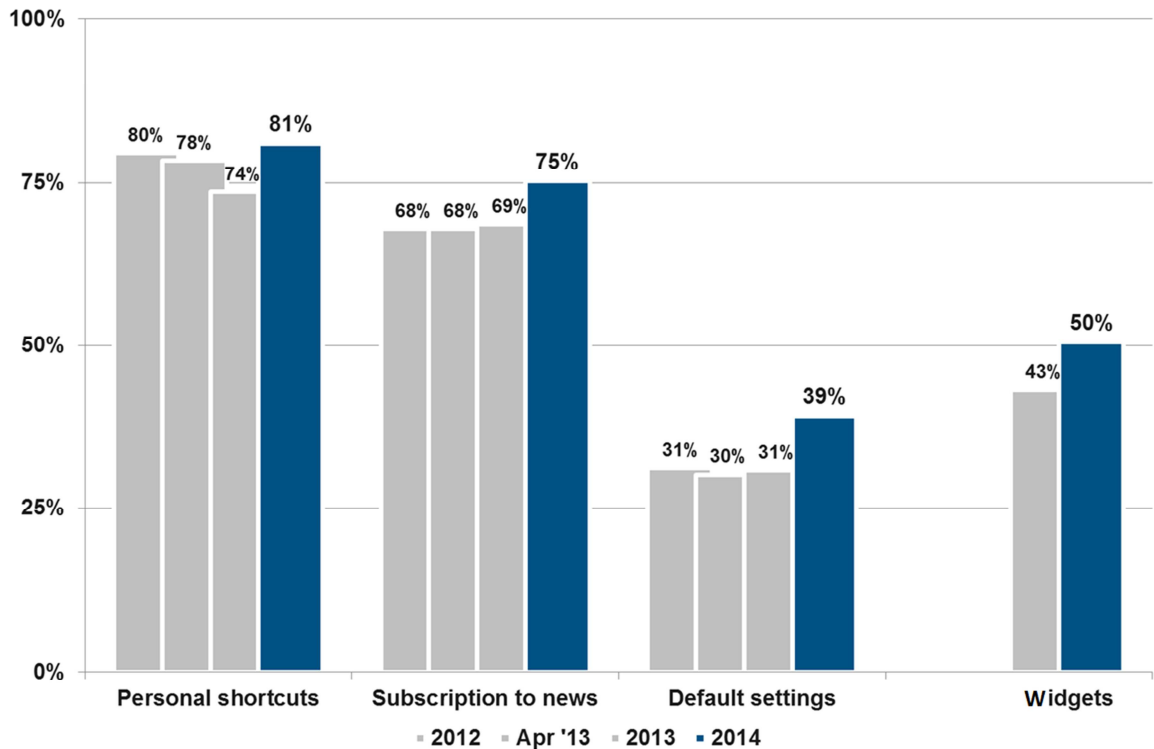
Evaluation of the intranet content

The topics related to intranet content, reflecting to the internal communication culture, were studied in a matrix question setting. The respondents were asked to state whether they agree or disagree with these statements. The statements were:

- Information on the intranet is accurate and up-to-date
- Information on the intranet is written in plain language
- It is easy to find out who to contact if I have questions to specific content on the intranet
- When I read information and news on the intranet, I feel invited to comment on things and share my views
- When I read information and news on the intranet, I feel invited to rate the article

The graphic presentation shows the summary of all these statements on Nordic level. The results have either decreased on a yearly basis or stayed on the same level. It was considered critical that the content is not always up-to-date. Also the language used in internal communication was criticized of being too much of a corporate language style. Contacts were not displayed enough often, with only 52% finding it easy to find a contact. Respondents felt equally welcome to comment on news in 2014 as in previous years, with a

level of 60%. The opinion about rating the news was not included in the previous years' questionnaire thus only 2014 result are available.

Table 5. Evaluation of the intranet content on Nordic level 2012 - 2014
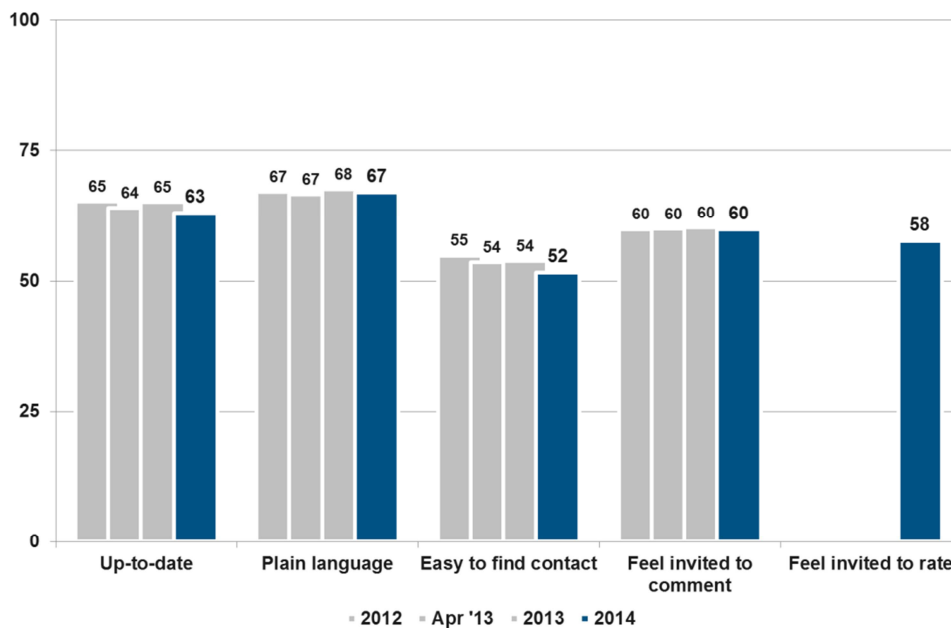
Use of intranet

The study included several questions indicating factors related to the usage of the intranet. There was a correlation between the usage of the intranet and the satisfaction, the more the intranet was used, the more satisfied the respondents were.

Responding to "How often do you use the intranet?", 87-91% of the respondents used the intranet several times during a typical day throughout 2012 – 2014. 6-9% used the intranet once every day on a typical day and 3-4% responded not using the intranet at all every day. The level of usage has not thus changed a lot during 2012 – 2014. 90% using the intranet every day in 2014 can be considered to be a good result.

2014 was the first year when it was investigated what are the different information types the intranet is used for. 50% of respondents use the intranet to find the contact information of a person, a colleague. Access to internal systems was searched often by 47%. Staying updated on internal topics was important for 45%. Work instructions were searched often by 43% and information on products and services by 41%. News, either on products and services, was followed by 27% and subscription news by 21%.

Table 6. Results on Q: What do you most often use the intranet for?

Use	Percentage
Find a person	50%
Access internal systems	47%
Stay updated internally	45%
Find instructions for work	43%
Find info: prod/services	41%
Find news: prod/services	27%
Read subscription news	21%
Find a form	21%
Find news: my organisation	14%
Find info: organisation	11%
Look for vacancies	8%
Follow Nordea	5%
Find info: my employment	4%
Find info: courses	4%
Find instr.: purchases etc	4%
Find info: leisure	2%
Comment/follow comments	2%
Find info: projects	2%
Other	2%

Search and findability

The usage of search hadn't changed much between 2012 and 2014 when asking the respondents: "How often do you use intranet search?" In 2014 45% of the respondents use the search daily, 38% of respondents used the search 2-3 times a week, 13% used it 2-3 times a month and only 4% responded not using the search almost never. There was a correlation between the usage of search and the satisfaction, the more the search was used, the more satisfied the respondents were.

The respondents were whether they agree or disagree with these statements:
– I think the navigation and links on the intranet are understandable and easy to use
– When I use 'intranet search' I usually find the information I am looking for
– When I use 'people search' I usually find the information I am looking for

The results are represented on Nordic level since there was not much variance on country level. In 2014 the satisfaction was slightly increased from previous years, with 59% agreeing to the easy usage of navigation and links, with 52% finding the information they are looking for through the search and a respectively high 74% finding the information they are looking for in the people directory.

Table 7. Intranet survey – user perceptions on navigation and search possibilities on Nordic level 2012 - 2014
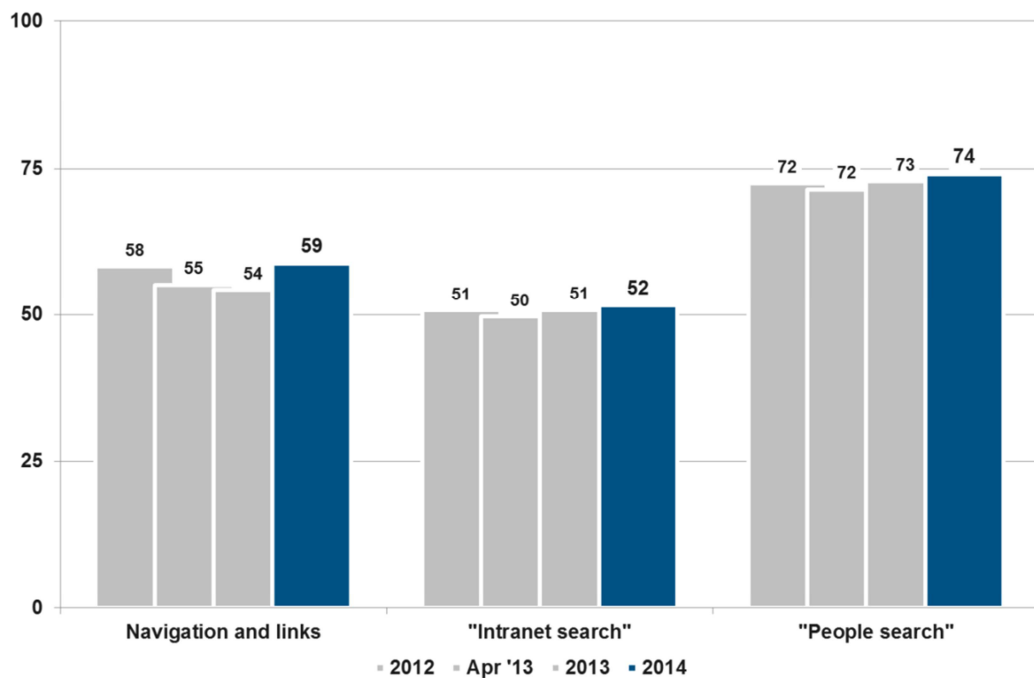
For preferences for searching for information it was asked: "If you look for specific information on the intranet, how do you typically begin?" In 2014 there was a huge shift towards the preference of usage of the search tool, with 71% preferring it over the usage of navigation. This is probably connected to the very visible change in the search results interface, which was expected to improve the usability of search. The results support the assumption that satisfaction and usability of the search function was improved.

Table 8. Preferences for searching for information, results on Nordic level 2012 – 2014.
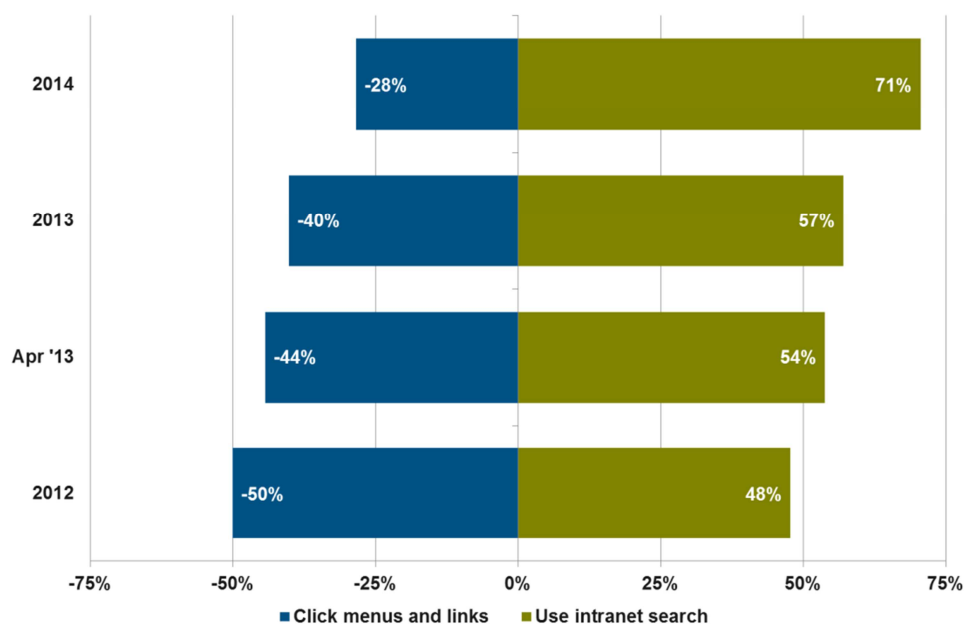
Communication, strategy and corporate culture

One specific question investigated the relationship of communication on the intranet and the corporate strategy and culture. The question "To which degree do you think that the news flow on the intranet takes part in…" resulted in quite homogenous replies, although some country differences can be seen.

In average 60% of the respondents on Nordic level think the news flow on the intranet contributes to building commitment, with the result being about the same in all Nordic countries. Swedish respondents felt the contribution of intranet news was a bit more important in building commitment.

Intranet news flow as taking part in explaining targets was higher than 60% in all countries while clarifying the actions and behaviour was considered to be important within less than 60%. Again, over 60% thought intranet news reflect a strong customer focus. Less than 60%, especially in Finland and Norway with about 53 – 55% respondents, thought that intranet news flow builds trust in top management. Building pride and "One Nordea" culture was considered as an important task for the news flow, with most respondents surpassing 60%. Only in Finland and Norway the results were just below 60%.

Table 9. Employees' perceptions of the connection of news flows on the intranet and the strategic elements, Nordic level 2014 results
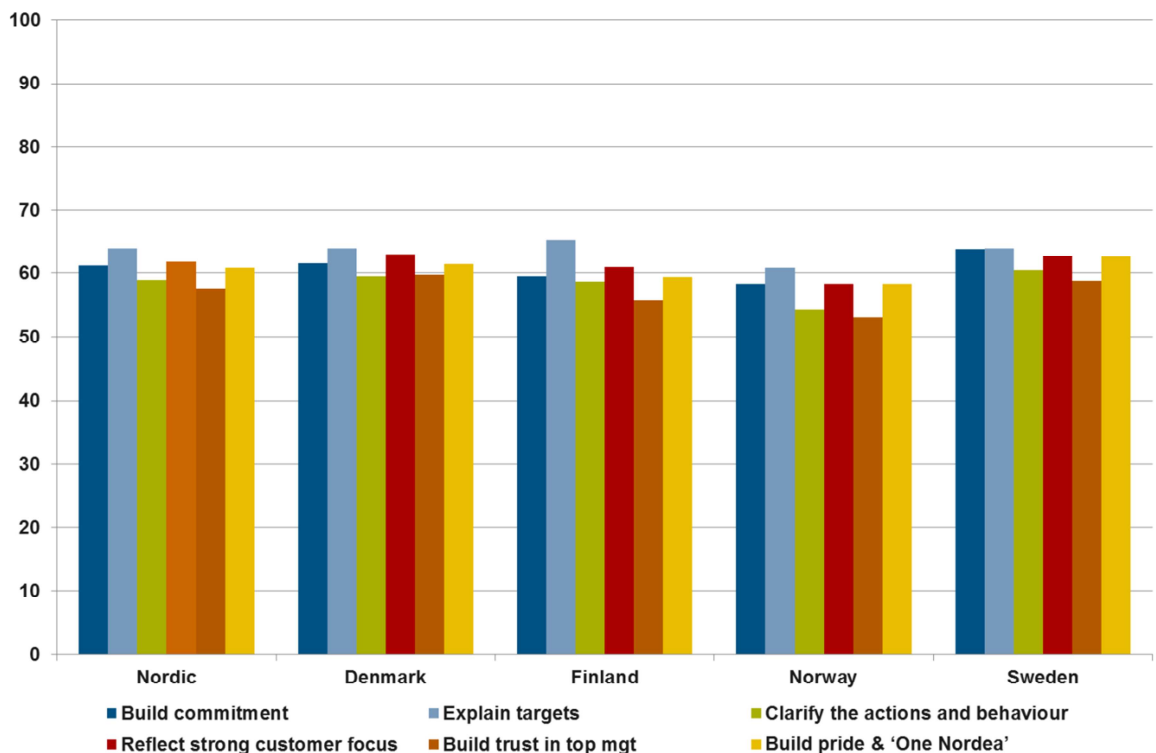
Indications of satisfaction and dissatisfaction drivers and open-ended answers

The overall satisfaction with the intranet and the front page increased in autumn 2014 after a dramatic drop in autumn 2013. This correlates with a major development of the intranet front page design and structure in summer 2013. When the survey was conducted in autumn 2013, straight after the summer holidays, the users were not familiar with the new interface yet, thus it was understood the satisfaction was decreased due to the uncertainty factors. In 2014 the respondents also felt it was easier to customise the front page. The development of the front page customisation was done already in June 2013, so in this case as well the increase in satisfaction was not shown until the next year. It is probably because in an organization with so many employees as in Nordea, it takes time to adjust the whole organization into new practices. One can of course argue was change managed efficiently enough, if the satisfaction didn't improve until a year after? Could the business areas have been involved better in the training activities after implementation of the new features?

Every year the users were not very satisfied with search and navigation and links could be improved. However, every year the search is preferred over using navigation for finding information. Although search was developed every year, it is still a cause of frustration. After the major search development in spring 2014 the usage and satisfaction however increased dramatically, although functionally there were not many changes done. Most changes were related to layout and bringing out the filtering options in a more visual way. Making the search experience and search results visual layout more intuitive to understand seemed to work a lot to affect the satisfaction and usability.

The more users use the intranet, the more they are satisfied with it. Also there is a correlation between the users that use the search more, and the users that are more satisfied with it. How do we increase naturally the usage of intranet so that employees feel it is part of their necessary working tools, and would this lead to better satisfaction if employees used it more?

Users found it difficult to find contact information on the pages, since it varies a lot whether publishers insert the information of who has published it, or any other contact information. This was emphasized in every survey. Among the social features mobile access to the intranet and online team workspaces were most important to the users.

When it comes to strategic news many readers use the heading to decide the relevance if they will read the news or not. The closer the news feels, the more likely it is to be read. If pressed for time, colleagues will skip the news they perceive as nice-to-know. For those who do not read strategic news that often, the main reasons are lack of time and that the stories are too far away from their work. Many say that their manager briefs employees, which is interesting, since we know a lot of managers say they rely on their employees to read the news themselves. 65% of the managers use the strategic news in their communication with the employees.

When it comes to commenting on strategic news, around 80% say they never comment on strategic news because they do not think it will benefit them in their work, they prefer to ask colleagues or their manager instead or are worried about possible consequences. It can be seen that the amount of comments on news and pages had increased with more than 50% during 2014. Hopefully this means that more employees feel more comfortable and acknowledge the benefits of commenting and that they feel encouraged to do so.

6.2   Intranet survey for intranet administrators

Administrators are an important stakeholder group for internal communication management, since they are responsible for the actual publishing and communication actions on the intranet. An online survey was conducted in November 2013 and in May 2014 to investigate the level of administrators' skills and knowledge on the content management and communication related issues. The questionnaire also measures the level of satisfaction the editors have on the quality and quantity of the instructions, guidelines etc. and what needs and wishes they have for support in their work.

The questionnaire was sent through the Intranet team news channel, "News for intranet editors and writers", thus covering all possible 4000 administrators and editors. (Appendix 5. Invitations to Administrator Survey in Intranet news channel). The expected amount of respondents was about 100, but the target wasn't reached. The total amount of respondents in 2013 was 37, and in 2014 there were 22 respondents. Over half of the respondents were administrators. However, valuable qualitative feedback was obtained through the open questions and during the study period this helped to focus on issues that needed development and where communicators should have more support. In addition to challenges there was plenty of positive feedback on new features and continuous development. (Appendix 6. Administrator Survey)

The intranet publishing access levels are divided into three groups: administrator, editor and writer. These are roles related to technical authority, and not taken into account in this study, since those don't have an effect in communication management on strategic level. However, it needs to be acknowledged that some of the questions in this survey were targeted to administrators only after having chosen that role in the first background question.

Communication planning

The level of planning communication was investigated through a question: "How often do you make a communication plan when publishing new material on the intranet?" Most usually the response was "Sometimes", with 68% in 2013 and 77% in 2014. There is a small group of publishers who plan communications in a structured way always, 16% in 2013 and 14& in 2014. In 2013 there was 16% and in 2014 9% of the respondents who never make a communication plan. The reasons for never making a communication plan were usually related to the role of the publisher, and it was usually someone else in the organization that makes the communication plan, while the intranet publishing is just considered as a technical action to execute communications.

Table 10 Level of making a communication plan when publishing new material on the intranet.

	Qty 2013	% 2013	Qty 2014	% 2014
Always	6	16%	3	14%
Sometimes	25	68%	17	77%
Never	6	16%	2	9%
Respondents	37	100%	22	100%

Lifecycle management

The main focus of this survey was to investigate the administrators' skills and knowledge on the content management and communication related issues. This matrix question gives an overview of the different communication related factors. The main question is "Do you consider these factors when communicating on the intranet?" The replies from both 2013 and 2014 survey are brought into the same table, showing the respondents amount in percentages to make comparison easier.

"Usage of the correct language sheet" in statement 1 and "Who is the target group" in statement 8 are related to reach of the communication. The targeting of the intranet is built in such way, that the reader will see the language version that matches the personal profile language setting. If the information is published in the wrong sheet, the employee will

not see the correct content. It is worrying that still in 2014 there is 5% of the respondents who don't know what this means. Also, it is important the publishers understand what is the target group of the content they publish, meaning what units receive the information automatically i.e. who gets a notification, thus who is reached automatically with the information communicated.

Statements 3, 4 and 10 are related to search findability. The words used, wording in the heading and the webification of information instead of publishing it in an attached file affects how the information is found through the search function and how it is ranked in importance within the search results. In 2014 everyone knew what these mean, and most think about these usually of always.

Statements 2, 5, 6, 7 and 9 are related to usability and readability. If the content is displayed in a clear way, easy to read, it is much easier for the users to understand it, and if the content of the page and the structure of the area are clear, it is easier to understand the relation and setting of the content. Also, as in statement 9, it should be checked whether the information is already published by another unit, perhaps responsible for it, to avoid message replication and messing up search ranking and search results. These topics were not that clear and familiar to the respondents, thus it can be seen that search, findability and reach are still topic areas that need to be further addressed in administrator trainings.

In average 3% never considered the factors in 2013, and only 1% in 2014. Respectively 11% and 10% considered the communication actors sometimes. 33% in 2013 and 37% in 2014 thought about these usually and 51% on both years remembered them always. Only 3% in 2013 and 1% in 2014 didn't know what these mean.

Table 11. Consideration of communication related factors when publishing content on the intranet, comparison of results in 2013 and 2014.

Question	Never		Sometimes		Usually		Always		I don't know what this means	
	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
Q3.1.Usage of the correct language sheet	14%	5%	8%	18%	11%	18%	59%	55%	8%	5%
Q3.2. All links on the page	0%	0%	3%	0%	14%	27%	78%	73%	5%	0%

work										
Q3.3. What words and expressions are used and understood by the target group	0%	0%	3%	0%	41%	24%	57%	76%	0%	0%
Q3.4. Wording in the heading	0%	0%	3%	0%	14%	23%	81%	77%	3%	0%
Q3.5. Length of the content	3%	0%	8%	5%	35%	45%	54%	50%	0%	0%
Q3.6. What does your audience know about the topic already	3%	0%	8%	10%	51%	38%	35%	48%	3%	5%
Q3.7.Revise structure and other pages in the home area	3%	0%	30%	18%	46%	59%	14%	23%	8%	0%
Q3.8. Who is the target group of the page or news channel	3%	0%	3%	0%	30%	29%	65%	71%	0%	0%
Q3.9. Is the information published already some-where else	5%	0%	24%	32%	38%	45%	32%	23%	0%	0%
Q3.10. Writing text in the intranet page instead of adding a file attachment	3%	5%	17%	18%	50%	64%	31%	14%	0%	0%
Average	**3%**	**1%**	**11%**	**10%**	**33%**	**37%**	**51%**	**51%**	**3%**	**1%**

In 2014 there was an additional question about life cycle management, asking do the administrators update their pages every 6 months so the users know the content is accurate and updated. Over half of the respondents tend to update the pages at least every 6 months. When asking for the reason for not updating every 6 months, there was a variation between some updating more often than that, some less often, with the main reason being that content is updated when needed, for example when routines are changed.

Administrators were worried about the huge amount of pages on the intranet. To help to manage the amount of pages it was suggested the Intranet team could publish statistics on how many pages a certain content area has had in different years, including the number of lines. The administrator could then analyse these and evaluate if the increase is really necessary and could any of the pages be taken away. The Intranet Performance

Indicator (IPI) tool was introduced in 2013 especially for this purpose, so that the Business Areas can evaluate their own content independently. This area needs to be continued to be addressed in administrator trainings in the future.

Search specific open ended questions

To investigate how much the administrators actually understand about the search function, they were asked: "Do you ever check how your page comes up in the search results?" Over 60% in both years responded yes, but still in 2014 over 32% don't do that. Some have felt it has not been relevant so far because they publish only in one specific channel which is targeted to a specific audience automatically. Some respondents never thought about it, and some even appreciated it as an idea, to be done in the future.

The search related open ended question answers were a combination of the user perspective and publishing perspective. The question was "Tell about your wishes and ideas for improvement in search and the layout of the search results page." The respondents wished the filtering of the search results should be easier. As publishers they think it would be valuable to be able to add key search words to some pages. Many comments clearly show the need for advanced categorization and tagging possibilities for publishers, and they expect this to make the search more user friendly for the readers as well. Administrators also wanted to see what people are searching for in their content.

As it is usually on the intranet user surveys as well, the administrators also wished for more of a Google-like search function, meaning a search could be done without using the exact wording. This is mainly the problem in Finnish, because there are so many declinations in the language, thus it might feel frustrating for the readers to search. For language selection in search there was wishes for all languages to be available at the same time at first search results. Also many wished for a predictive text in search.

Learning sessions on how administrators can affect the findability of pages and the ranking in search were appreciated. As administrators these respondents probably have more experience in using the search thus being more comfortable in using it, since in general they thought the search function works pretty well. In 2013 some commented the result page layout could be simpler since there is so much content at the moment.

Roles and responsibilities

Administrators have technically a role of handling all the access rights of their own content areas. A follow-up question for those responding "Administrator" asked: "As an administra-

tor, how often do you review the access rights holders of your home area or news channel? ". The answer options were: "Almost never – not often enough", "Approximately once every 1 – 3 months" and"1-2 times a year".

In 2014 80% of the respondents reviewed the access rights of the content area more than once a year, with a slight increase from 74% in 2013. About 20% said they don't review the access rights often enough or almost never. In open comments it was mentioned, that there is no need to review the access rights more often than once a year, since the area contains only a little amount of editors, or/and the review is connected to changes in personnel, which doesn't usually occur often.

Intranet pages have got a contact information field for publishers. Until 2015 it has been optional, thus it was asked in the survey whether the respondents always make sure the contact information is displayed in the page. In 2014 already 95% of the respondents said they use the contact information. 5% said they don't use it, with the most common reason being that it is simply forgotten, or sometimes it is left out intentionally, to avoid direct contact for the publishing department. When comparing to the user survey described in the previous chapter, the users felt the contact information is not published often enough. Therefore from January 2015 the contact information is made obligatory in every page of the intranet.

The roles and responsibilities of publishing vary between business areas and units. The survey asked who provides the text to the intranet pages. This was a multiple choice question. Over 80% write the content text themselves at times, while usually over 60% of the situations the content is provided by someone else and the administrator just publishes it. In 2013 there were 21 out of 37 respondents who proof-read the material received from someone else before publishing, and in 2014 only 12 out of 22 said they proof-read. Administrators often make suggestions about the content and also fix it if there is mistakes or strange sentence structures. In some cases articles are approved by someone else and sometimes the administrator edits the text. There are shared publication roles in organisations and it is often a close collaboration between the owner of the information/news and the administrator.

Time and resources were a problem in some areas. Some commented they would like to restructure their intranet pages, but don't have the resources (FTE) for that. Some respondents wished for support in governance and how to build a good governance structure that could be approved by their management level.

Audience engagement

The respondents were asked whether they ask their readers to give feedback on the content and structure of the pages. Over 70% in both years collected feedback in one way or another, 73% in 2013 and 76% in 2014.

The reasons for not asking for feedback vary. Some respondents say they don't have the knowledge or time to follow up feedback. Some respondents would like to have an automated feedback system in the content pages such as commenting in news has. Commenting in news is considered important for feedback. In some areas the pages are mostly instructions and they are often reviewed and sent for feedback to users before they go public. Many think collecting structured feedback is worth of considering. Some respondents would like to encourage the readers to comment and discuss on the intranet but they don't know how to do it.

The commenting and rating functionality is usually activated in news channels, but it can be sometimes used in content areas as well. The respondents were asked if they use the commenting and rating function possibility to hear about their readers' views. 57% in 2013 and 64% in 2014 within the respondents activated the commenting and rating possibility in their intranet news. Many respondents don't either have time to follow up commenting and rating or they don't understand how to use it. In some areas the administrators think the nature of the content is not suitable for such commenting. Some administrators admit to simply forgetting in a hurry. Including the commenting option in news is strongly recommended across the organization.

Training and other support

The administrators were asked what kind of communication, trainings or other kind of support they wish to receive in relation to publishing and content management on the intranet.

The wishes for training included training for improving writing skills, technical skills such as picture and table usage and short tips of different features. It was suggested there should be a "Start-up" course when someone is appointed administrator to guide on the responsibilities, technical skills, rules, ambitions and expectations. Especially in 2014 there was clearly a need for increased training in the usage of the IPI statistics tool, which was introduced in the end of 2013.

Although there are lots of instructions, there should be better guidelines for creating content. In general, life cycle management and file library maintenance was pointed out as a training need. Specific comments on the publishing tool were received, since some thought it is quite difficult to use as a newcomer even if there is education on-line available. Especially working with pictures is hard and it could be considered to have a library of different size pictures somewhere so you would not need to modify them by yourself every time you have a picture. Again, this should be addressed with further training and promotion of instructions, since Nordea has got an in-house Marketing Bank picture file library, and also instructions and trainings have been carried out about these topics.

The online courses were considered beneficial and in general contact with a real person with the possibility for a dialogue was wished for. Trainings are preferred as short snapshots, so that they are easy to listen from recordings afterwards. Video was suggested as one way of introducing new trainings. Most respondents were satisfied with the existing communication, such as the news channel "News for editors and writers, e-mail to administrators when their attention is needed and from time to time physical meetings. Some really liked the opportunity to attend short but precise training sessions as it is conducted currently. They thought the level of English on trainings is on a high level, lecturers are skilled and secure in the way they present, keeping the level understandable and simple but still covering a lot. The time used was considered well spent and some administrators said they are going to prioritise the trainings also in the busy future.

Some respondents would like to encourage the readers to comment and discuss on the intranet, and they wished for support in developing the corporate culture much more open so people dare to tell what they think. Respondents also would like to get some advice how to share knowledge better. Administrators also wish to have more contact with the Intranet team and within the administrator network. Also it was recognised the administrators could train the people to get understanding of readable and searchable content, but administrators need support in this. A wish from one administrator was to get more feedback from Intranet team about improvements for "my areas", such as suggestions on layout, structure of a page or even on the content and pictures.

6.3   Intranet administrator views on internal communication management

The administrator interviews and focus group workshop findings give input to internal communication management from the Business area perspective. Intranet as the internal communication platform and support & governance were themes that came up both in the

interviews and the focus group workshop discussion, thus the discussion on these is combined.

Administrator views are considered important, since this internal stakeholder group is in charge of the content of larger areas on the intranet and have a better understanding on communication needs. They all are specialists in their own area and are responsible of communication on quite an extensive level. Intranet administrators have an important role as content providers and communicators, but also have a view on the user perspective. They also have an important role in supporting the execution of strategic communication, leadership communication and operational communication.

Administrators are usually in charge of higher level communications on the intranet, while in those areas there can be several employees with an editor role, whose task is mostly to publish ready-made communication material. Thus, administrators should follow up at all levels to coordinate aligned communication and make long-term plans for communicating strategically.

Intranet administrator interviews

Semi-structured interviews were conducted with administrators and communicators of Business areas to find out development needs from their perspective. There are approximately 4000 administrators and editors in Nordea, of which the interviews covered about 15 administrators in total, with representatives from different business areas in all Nordic countries. 70% of the interviewees were from Finland, but since they have a larger area of responsibility, covering other Nordic countries, their feedback can be considered reliable on Nordic level as well. (Appendix 7. Administrator interview questions).

It was expected the feedback will go quite deeply to specific needs and these stakeholders also have a very good idea of the overall picture in relation to needs of the end users, their audience. The main focus of the interviews was to find out the level of satisfaction on the quality and quantity of the information, instructions, guidelines, news and support they receive for their communication activities within their areas of responsibility.

The interviews were conducted in autumn 2013. Some of the interviews were conducted in physical meetings when the administrator was present in Finland, and other Nordic interviews were conducted over Lync online meetings. In autumn 2013 there was already a focus on increasing communication activities by the Intranet team, thus these activities probably affected the results of the interviews. Also the guidelines for different target

groups were improved in a structured way, with the aim of providing better and clearer instructions for users and administrators in topics related to intranet communication.

Focus Group Workshop

Intranet administrators were invited to an internal communications workshop on 27th November 2014. 16 participants attended, representing different Business Areas and Group Functions. The aim of this meeting was to gather and share thoughts, wishes, ideas and plans about internal communications in the Nordea intranet, with the objective of finding development areas for the Intranet team to bring forward and build future networking opportunities.

The workshop was conducted as a pilot in Finland only, out of the four Nordic countries, and included administrators that have responsibility on a larger content area or represent a Business area on national or Nordic level. The core for focus group sessions are the participants. The individuals invited were chosen due to their specific knowledge about experiences, needs and perspectives. The purpose of the session was described to the participants and the importance of their participation as specialists and contributors to the community was emphasized to ensure committed participation.

The meeting lasted 2 1/2 hours, which was split into an introduction (15 mins), brainstorming discussion (90 mins) and conclusions and wrap-up (45 mins). The introduction touched upon the Group Communication objectives and priorities, Intranet team focus areas and current trends of the digital workplace. The discussion and brainstorming session was conducted in 4 groups around two main themes. The development areas and improvement ideas were concluded in the end of the meeting in a common discussion.

The participants were asked to think about these issues before the workshop:
- What is important to you, your unit and BA in intra and internal communication?
- What defines success of intranet development and user and editor satisfaction?
- How to develop intranet, what do employees want, what do they do on the intranet during the day?
- How can intranet team support editors and users?
- How can admins affect and develop communication management?

Intranet as the internal communication platform

Administrators agreed on the importance of good quality content. The information on the intranet has to be up-to-date and findable and support the daily work. Contact information

of content owners should be available and visible for all users, since the publishing process is decentralized across the organisation. The internal communication platform should be visually clear and attractive, intuitive for usage, with logical navigation. Interactivity adds additional benefit and engages employees to participate in the discussion. Customization is important – you get what you need and you need what you get.

Some technical improvement ideas were discussed. These can and should be approached with a more strategic perspective and reflect to the trends and development of the digital workplace in the longer term. Development of the search function in relation to ranking should be under constant surveillance. For example old news should not show up high on search results, but still those have to be available. Keeping content up to date should be always high on the agenda. Metadata tagging opportunities were seen as important, on the perspective of categorizing information and choice of targeting on the publisher level already.

On the user perspective there are lots of visual and technical ideas that can improve the user experience, such as improved visibility of items important to the user, improved visibility for subscription of news, usage of icons, use of mega-menus, dynamic elements and further integration of tools and information in a tailored manner to improve collaboration, information sharing and accessibility. Internal communication at its best can and should be inspiring and raise thoughts.

Support and governance

Technical skills support was considered important among all the participants. At the moment this kind of support is provided through a Publisher's guide instruction site to encourage own learning among the administrators and editors, supported by online trainings on specific topics.

Administrator networking & cooperation was brought as an idea. As the role of the administrators through the improved governance model includes clearer responsibilities in the future, it was recognised this group also needs special support. Intranet team can coach, engage and direct them into taking a wider perspective in the communication activities within their larger areas of responsibility. In practise this should be approached first hand by creating an administrator training package that supports them in taking more responsibility in their areas. The support for bringing into practice a clear governance model helps administrators to understand their responsibilities encouraging, motivating and empowering them in their role as administrator. In addition, when the governance model is commu-

nicated by Group Communications towards the leadership level, it supports the administrators in getting recognition and approval by their managers leading ideally to sufficient resources for conducting communication activities.

Communication skills were lifted as one area that needs to be supported more. How to write for the intranet in a "Nordea Way" can be supported by writing courses, instructions and transparent usage of common practices, which requires increased networking. Intranet team can in co-operation with GC Communications improve the guides about good practices and communication styles. However, it is clear that many of the communicators on practical level are not aware of the support they can get already, for example in the form of the Manager Communication Toolkit, so promoting the usage of this is a clear task to be brought to the agenda in the future. It was wished Intranet team could prepare templates and suggestions for structuring information in an aligned way. Administrators also had wishes in relation to the IPI tool. They for example wanted information on the amount of pages published in their own home areas.

On the user point of view general support for improving readership skills is an important focus area. Users need support in understanding how to use the intranet. This was suggested to be done for example through promoting communication and intranet related support material, since some employees don't know they exist. Also users wish for more interactive ways of contributing to internal communication.

In the interviews almost all administrators stated they felt enough informed about intranet communication related instructions, developments and ongoing projects. Special communication campaigns by the Intranet team, such as the usage of banners was considered to be useful for the administrators and also the employees. The news channel for administrators was said to be useful, providing important information. The quality on the news items should be a focus for Intranet team, and their channels should act as an example for editors on how to write good news. The quality was not criticized though, but many administrators brought this up as a reminder for the Intranet team.

Information in Publisher's guide was found to be relevant, up-to-date and specific enough and needed on a daily or weekly basis. Publisher's guide structure was however criticized, since it doesn't follow up the lifecycle management and process of publishing. Administrators wished for a more action oriented approach. Administrators also want specific instructions on the governance and how to support the editors in their own home areas. Access rights information should be public on the pages.

Finally, on the administrator point of view, interaction, networking and co-operation between administrators and also with the Intranet team were emphasized – people want to talk to people. Intranet team could support the administrators once a week through pre-set online support sessions. Physical editor meetings, online trainings and information sessions have been organised already before, and with an aligned model for all Nordic countries and structured themed sessions this kind of support was considered as very important to maintain in the future too. Most of the administrators wanted more physical meetings and networking within the administrator group.

It can be concluded, that the feedback received through the interviews was very much in line with the needs arising from the online survey questionnaire.

7 Discussion on findings and recommendations for further actions

This chapter discusses the findings of the surveys, interviews and workshop, and summarizes recommendations for future development ideas that can add value to internal communication management in a digital environment in Nordea.

The data collected for this study included views on communication from the two most important internal stakeholders. The findings from the Intranet survey bring out the views of employees as end users of the intranet, while the administrator survey, interviews and focus group workshop findings reflect the communicator point of view. Combining the learnings with the industry trends and technical opportunities, the digital workplace as a communication and working environment can be brought to a new level.

Intranet development should respond to organizational needs and user expectations taking advantage of available new technologies. The concluded recommendations act ideally as a working list for the 2015 and 2016 development work to be carried out by the Intranet team in co-operation with other Group Communication units and Intranet IT. Needs of the end users are an important factor when defining the priority of the different development areas, but the business perspective and industry trends should be kept in mind to understand the wider scope.

The categorization of the internal communication elements is based on the themes found through the theoretical background, digital communication industry views and Nordea strategic communication approach. There is a logical connection to digital workplace views by industry professionals, to which the Nordea focus areas can be naturally reflected enabling thus a practical view to real life operations and business. The findings and development needs can be grouped in four main themes: the mind-set of communication, user perspectives, communication governance and future trends in digital communication.

The discussion takes first a glimpse at the communication culture, the mind-set for treating the digital workplace as a strategic asset and change readiness. The people perspective and the strategic perspective are considered as the key elements in a situation when technically the company is mature enough, but the attitude, behavior, openness and practices of interactive communication at both leadership level and employee level still need further encouragement. The people perspective from usability point of view, including users' needs for support, is discussed through practical recommendations for user training and knowledge sharing. Communication governance includes discussion on roles and

responsibilities, content governance, search and findability and administrator training and knowledge management. Enterprise Social Collaboration points out new features that are strongly becoming reality in the digital communication environment, including a focus on specific recommendations on how to implement a social collaboration system such as Yammer.

The working environment for internal communication requires continuous agile improvement, not great long-term master plans. Every chapter includes views on actions Group Communications and Intranet team can take to improve the internal communication management. The role of the Business areas is included to put emphasis on their roles and responsibilities, collaboration and synergy creation.

Suggestions for ways to monitor and measure the success of internal communications management and digital workplace as a whole are discussed in the end, concluding finally through a summary of the most important development areas and an action plan.

7.1   Mindset – leadership, culture and communication as a strategic asset

The Nordea Group Communication mission focuses on creating value by contributing to a strong brand and by motivating change of behaviour among all stakeholders to support Nordea's vision and business goals. One of the communication objectives is to inform, align, engage and enable employees to act on strategy. In average 58-63% of the respondents of the intranet survey on Nordic level think the news flow on the intranet contributes to building commitment. Employees expect the intranet news flow to explain targets, clarify the actions and behaviour, reflect a strong customer focus, build trust in top management and build pride and "One Nordea" culture.

Aiming towards an extended digital workplace culture requires change of behaviour and mind-set. Technically Nordea is close to being mature enough for advanced interactive digital internal communication, but the mind-set and skills at both leadership and employee level need to be supported. The key to successful introduction of the change lies in purposeful communication. Leaders should influence change and they have a major role in driving employees into the desired direction through organizational culture and management practices.

The attitudes, behaviour, style and systems in the organization are created by the members of the community. Behind a working organization the mind-set is the backbone, including the values, expectations and ways of thinking that determine how people and or-

ganizations act. The digital workplace connects people, and it should be treated as strategic asset, essential for doing business and enabling an effective communication environment. Both leaders and employees have equally important roles in the transition process. Creating a network of employees to act as communication ambassadors could support increased engagement and peer collaboration for learning new communication practices throughout the entire organization.

When looking at the digital workplace as a strategic asset, the contribution of individuals, business and enterprise should be understood; how people and organizational characteristics shape the digital workplace alongside technology. The network society built around the intranet should reflect the Nordea culture and strategic direction. Communication culture directs the behaviour of everyone in the organization and there has to be a common understanding on the level of openness and direction.

Leadership communication

Managers have an important role in setting an example through visible and proactive high personal engagement on communication. Strong communicative skills as a managerial competence can distinguish managers with high leadership competencies. Leaders need to show their employees it is acceptable to post opinions online by taking the lead and inviting others to comment.

"Leadership Communication is the process by which managers set a clear direction and engage and enable employees to act on it" (Nordea Intranet 2015d). This framework includes strong messages, translating messages, presenting with impact, applying "Logos, Pathos and Ethos" for the direction and communication goals, triggered dialogue and two-way communication for engaging, enabling and acting. Communication planning and cascading are the practical parts of the process that take a leader to a desired state. Leaders are supported by Group Communications and Intranet team for improved communication skills.

Group Communication coaches leaders in formulating messages and improving personal communication skills. Ways to avoid corporate jargon that employees cannot relate to, usage of story points for engagement and the practical and technical tools for planning and communicating can be learnt in many ways. Promotion of the Manager Communication Toolkit should be continued. Training on how to use the toolkit can be organized through Lync-session, physical trainings and workshop situations. Managers have different roles and levels of responsibility, but there is still similar communication needs at all levels. Managers' views, their needs, expectations and perceptions on communication

should be studied and findings should be used for planning more effective communication trainings.

Reach

The purpose of communication is to reach the desired audience. The closer the information is to the employee's needs and the more relevant it is to the daily work, the more likely it is to be read. Proper planning of communication activities, quality of individual communication messages and communication style needs to be a natural part of the communication process. It is important to recognise all employees don't have time to focus on everything in their news flow daily, thus focus on relevant topics, short and interesting articles and on time communication is important. In practise all internal stakeholders executing communication in one way or another are responsible for considering the reach of their communication. Group Communications and Intranet team can support the processes through training.

The main purpose of the intranet is to act as a working tool helping employees in the daily work. However, there is also a strategic objective for internal communication. To be able to reach strategic goals, the relation of the objectives of the company vs. the needs of the employees as individuals has to be recognised. The communication culture should engage employees to act on strategy. It is important to aim for a solid digital workplace that users learn to trust and like, since that builds the basis for a platform where communicating corporate news is effective. Intranet's main purpose should not be the distribution of corporate messages but it should be place where everything related to work is found easily and quickly.

Technical aspects should not be ignored as contributor to the communication culture. The reach through improved usability can be enhanced through better visibility of items important to the user, visibility of news, usage of dynamic elements and further integration of tools and information. With technical solutions the user experience, customisation and accessibility can be made more fluent. The internal communication platform should be visually clear and attractive, intuitive for usage, with logical navigation. Interactive technical solutions can engage employees to participate in the discussion. This is clearly an area where Intranet team can come up with exciting useful ideas that encourage the users to participate more. New solutions can encourage also business areas to be more creative in their communication activities.

Dialogue and feedback

Leaders can encourage their employees to comment on strategic news to create dialogue and an open culture of communication. According the survey some employees still don't believe commenting will have an impact in their work or are worried about possible consequences. This shows there are still some challenges that need attention. The amount of comments on news and pages had increased with more than 50% during 2014, so employees feel now more comfortable and encouraged in taking part in commenting and acknowledge the benefits of the dialogue created that way. The tool for commenting is available practically in almost every area, but all business areas don't use it. Increased promotion and encouraging of the usage of the commenting option needs to be kept on the agenda as until now.

Most business areas think collecting structured feedback is worth of considering, with over 70% collecting feedback in one way or another. Business areas need to think about it - do their readers understand the content of the pages and news and do they find the information they need? Although it is the responsibility of each business area to handle such activities, Group Communications and Intranet team could come up with suggestions for feedback models, templates and practices.

Networking was highly emphasized among the administrators, and encouraging and enabling networking in different ways can be a very important practical way to increase synergy and collaboration in the whole bank. Administrators have an important role in building up the communication culture, acting as ambassadors and as role models, and taking part in the development of the communication activities in the bank. Their role has to be recognised, and they can be empowered and engaged more through collaboration and networking to extend the digital workplace mentality within their organizations, through management to all employee levels.

Communication should be a common effort for the business area or unit. Communication activities need to be planned on a yearly level and owners of the information should be involved in content and message formulation. When all relevant internal stakeholders recognise their communication responsibilities, communication is more consistent and relevance of messages is better than on ad-hoc randomly conducted communication.

Group Communication contribution

All Group Communication units should co-operate to strengthen the strategic planning and execution and cultivate a proactive storytelling culture. The internal communication tactical initiatives are already focusing on this.

Intranet team can aim for more transparent communication, with the aim of making it clear and understandable to all employees what is the purpose of the digital communication environment and how it is improved. It is important the users also understand the feedback received through user tests, surveys, interviews and other user feedback channels and statistics is used for development purposes. Communicating openly about benchmarking results would help users to understand the positive current state of the Nordea intranet, which includes a good variety of functionalities in comparison to many global peers. The Intranet team should continue following an editorial plan on a yearly level since it supports a more structured way of communicating about the actions.

Focus on the communication specialists to increase writing skills, channel management understanding and usage of persuasion techniques are the three most important topics for improving the quality of communication on Business area level. This requires business understanding, target audience understanding and a more diversified use of the communication mix on all levels. Intranet team can support communication specialists through specific trainings that cover the entire process of communication, combining the existing tools that support in executing communications.

Intranet should be developed in an agile way reacting flexibly to the needs of the internal stakeholders. The core of Intranet team activities is to contribute in creating an agile communicating environment for all the employees in Nordea, encouraging transparency, involvement, constant learning and knowledge sharing. Since all areas of the Nordea organisation should be aiming for more simplified working methods as stated in the group strategy, this should be reflected in the philosophy of communication in the internal communication environment as well.

7.2   User support and knowledge sharing

According to the Intranet survey, users are more satisfied with the Intranet the more they use it. Usability and necessity of the tools affects employees' satisfaction of the intranet. Users need support to understand the new direction of the digital communication environment. They should be supported through practical guidance on how to use and customise the intranet and the entire digital workplace, how to follow news and other mes-

sages, how to get involved in discussions on the intranet and other tools and how to find information. Through increased understanding and real participation in the communication environment the feeling of engagement and commitment can be improved as well. Continuity in user support is the key. Creating a dialogue between the users and Intranet team contributes to further development needs evaluation.

Intranet instructions

General user instructions for intranet and other digital workplace tools are the ground for user support on daily basis. The instructions have to be clear, up-to-date and easily accessible. This is in general in place in Nordea, but further integration between the user guides of different tools can be improved. This can be done for example through so called collection pages that clarify the purpose and connection of the different communication tools and systems in the organization.

Users, business area management and the communicators should promote the instructions to colleagues, contributing to knowledge sharing. Administrators as ambassadors can act as an important link in bringing the intranet user guides and other instructions into discussions in their unit team meetings. Intranet team can also create models for administrators to act as an ambassador in their own organizations.

Training

In connection to major changes in the digital communication environment, especially when related to technical features, training and coaching is essential. As it has been experienced in Nordea, the support needed should be extended to a longer period, since large organizations take some time to absorb new things. According to the Intranet Survey the users were most satisfied with the personal shortcuts and subscription to news. These have been at a good level for a longer time, since the employees are familiar with these functions. The new elements such as default setting customisation and widgets are still at a moderate level, but it can be expected that already in autumn 2015 these will be probably higher once the employees get more confidence in using these features. Interface improvements as such can be seen as a form of user support, as an improved visually clear user interface and more intuitive features support usability and direct users towards the "right" actions.

In order to use Intranet team resources efficiently it is recommendable to conduct trainings for larger audiences at once instead of one-to-one sessions. Training activities can include online sessions and physical meetings. Online sessions can reach a wide audience, and

are not dependent on place or time. The sessions can be easily repeated in different times of the day to allow more employees participation. Questions should be requested in advance, and there should be time for questions in the end of the session. Physical meetings could be organized in the form of roadshows. The major relevant business areas and branches can be easily recognised, and the focus should be on customer facing staff, which are the most critical for daily business and need special support. The roadshow meetings can include open common sessions and individual contact sessions for personal dialogue and practical observation on users' real practical daily needs. As specific user groups, summer employees and new employees can be recognised as crucial target groups for training. Also, administrators could be empowered more efficiently to train employees.

User feedback and usability testing

Utilizing the networking possibilities with users should be taken into consideration. Users already test new solutions and give input before new intranet features are launched. It is worth of spending time with users to seek out pain points and opportunities for development. Structured focus group workshops can be one way of conducting a more efficient discussion with users who are dedicated to contributing as volunteer testers and have willingness to act as ambassadors in their own areas. The dialogue can be extended to even wider sessions in central offices covering a larger amount of participants. An example could be a Digital Day session in cooperation with other units responsible of tools such as SharePoint or other social collaboration tools. A "Digiday" has been experimented already once in the Nordic capitals and this idea can be taken further with a more action based structure to increase participation.

Challenges and opportunities in the future

The young millennial generation as a large part of the workforce population should be recognised in every company, also in Nordea. Millennials are the first truly digital native group, with a distinctive mind-set, perspective and approach to technology. We need to think how to develop internal communication practices in the future keeping in mind this new group of employees. Their working habits and needs are different from previous generations. It is natural for them to work and create ideas in groups with the ability to handle parallel processes at a very fast speed. This is an advantage for internal communication management in the digital workplace, since the practicalities of usability are not such a challenge as with generations that have had to learn digitalisation as a new thing. Younger generations are comfortable with more complex technology, but it also has to be very intuitive because their expectations of design are much higher. (Broager, J.D. 2015.)

7.3 Communication governance

The definition of communication governance is one of the core elements of the internal communication management. This chapter covers the roles and responsibilities, content governance, search and findability and training and knowledge management.

7.3.1 Roles and responsibilities

A clearly defined intranet ownership structure and management model with networking and collaboration practices is the basis for functional management of internal communications in a digital environment. Nordea is a challenging environment for the content providers and communicators in the Business areas. Dialogue with and within communication specialists in the organization can contribute to effective and proficient internal communication management practices. The main concern surfacing from the data collected from administrators is related to the roles and responsibilities within the governance model.

Management in business areas should recognise the need for sufficient resources. Good internal communication requires as much planning as external communication, and administrators need to have time to execute communication activities. The administrators should have enough authority and clear responsibilities in the business areas' own communication governance model in order to be able to execute their tasks, thus ideally the roles of the administrators should be strengthened. To support this Intranet team can present a clear framework model that guides administrators to take a stronger role in intranet related tasks and in managing the entire network of editors in their areas. Cross organizational perspective and collaboration in resourcing can be a way to tackle the lack of resources in other areas.

Administrators wished for special support for managing the network of editors in their areas. They expect support on understanding responsibilities, technical skills, rules, ambitions and expectations. There is variation on how skilled the editors are, how well they use the instructions and how much they take responsibility on their content. Administrators want practical advice on how to support and lead editors, how to share knowledge within their own networks and how to collaborate with other administrators. Administrators should start sharing best practices, experiences and ideas on how to manage their own networks of administrators and editors. This could be done in physical or online meetings or in social collaboration forums such as SharePoint or Yammer. Independent networking within the administrators eases the pressure on Intranet team and enables freeing up time

for strategic intranet development activities. The intranet instructions site, Publisher's guide, acts as the most important site for guidance in relation to ownership as well. Creating a clear step by step guidance in the Publisher's guide in the form of an administrator check-list could help to organize their work. The check-list should include also a training package for administrators on how to manage and train the network of editors within their business area.

The Manager Communication Toolkit can be applied to all levels of responsibility in communication, including administrators. Additional elements on publishing perspective could be added to the toolkit. This can contribute to cascading of communication strategies, priorities and objectives throughout the administrator field, taking a perspective on how communication management can be developed so that the "grassroot level" actually meets with the leadership communication level. Promoting the usage of the toolkit also contributes to empowerment of the administrators and encourages them to take a stronger role in communication planning. A governance board with BACHs, communication specialists and administrators can support a stronger networking culture within all the communication practitioners, both on strategic level and on practical level.

7.3.2 Content governance

Content governance is one of the important elements of internal communication management. This chapter covers the content and channel strategy and lifecycle management. Although the higher level direction of the internal communication and the intranet as a platform is directed in Group Communications, the magic happens in the field because of the de-centralized publishing and governance model. Intranet team provides the channels, design and information architecture to the end content, but the units, their management, communication specialists and administrators are in charge of the quality and relevance of the content.

Content and channel strategy

Content and channel strategy describes the content structures and channel distribution. It serves to help the entire organization understand what is the purpose and role of each tool or channel in the communication flow. Effective channel management needs to take into account not only the technical factors of integration of many systems, but also a variety of business needs, business processes and practices and issues related to organisational hierarchies and cultural issues. Also the user needs and expectations have to be taken into account.

When communication is transferred to digital platforms, it can create challenges of message replication. The variety of digital channels makes group messaging, sharing and collaboration easier. Message replication can be a problem of a hierarchical organization. It is usually born of mistrust related to technical tools and their ability to reach the desired audience. It can be also related to the ability of individuals to understand and manage the available tools. Group level communication specialists have a responsibility in clarifying the purpose of each channel, and supporting the reach of correct audiences and employee skills to operate in such environments. Also, the communication culture plays an important role in decreasing mistrust in an organization. Message replication can double the effort, raise costs and create unneeded repetition. It is important to make a governance choice defining which channels are best for messaging and what should be used for more complex conversations and higher risk communication. Team meetings and personal face to face meetings are equally important alongside the digital tools. Message replication can also be used consciously as part of a multichannel approach. Finding a balance between different communication methods is the key. (Levy 2015.)

The usage of traditional intranet channels, such as intranet content areas and news channels, is already in place in Nordea as described in the current state analysis. The challenges and learning needs are related to the more informal ways of sharing information and use of modern social collaboration tools. Also the integration of the different communication systems should be in the agenda in the future. The key for achieving a satisfactory level on this new environment is communication of the channel strategy.

The use of alternative messaging tools makes the communication environment more dynamic. Videos can be a way to reach audiences in a different way. Usage of videos on the intranet should not be limited, but usage of personal apparatus such as iPhone should be enabled. This, in practice, is in place in Nordea. Design of the layout and use of dynamic solutions can increase intuitive user experiences in the communication tools. Consistency can be achieved through color schemes, easy navigation, minimized scrolling, hover effects, use of carousels and use of icons. For example custom thumbnail icons can give quick visual cues about what each page and section contains. They are also easy to touch on a tablet, enabling user friendly mobile usage. Icons are useful in social collaboration tools, but can also be implemented into the static intranet environment. Further development of the user interfaces both on content and search results page should be tested with users.

The use of social collaboration tools should be increased to enable information sharing in an informal way. The nature of content in such tools is open and based on daily operational topics and peer knowledge sharing, not static instructions or strategic guidelines. The core of social collaboration tools is organic growth, supporting the contribution of all employees.

The information management systems should be minimised to as few applications as possible, keeping in mind however the different purposes and possibilities of the different tools. Document handling could be ideally still handled in one system, from where documents could be distributed to the channels and databases where it is needed. This supports aligned version handling and helps to minimize message replication.

Lifecycle management
Life cycle management is about regular communication planning and process management. The information on the intranet should be reliable, up-to-date and structured. Administrators are the key stakeholder in this context, since they are the ones responsible for the publishing of the information. The intranet instructions site, Publisher's guide, acts as the most important site for guidance on how to handle lifecycle management.

When creating new intranet pages or restructuring existing intranet pages, administrators should think of a practical structure for their content, findability of their information and future updating processes. Structure of content should follow the active processes of the users. The intranet tools for lifecycle follow-up, such as 'My editor page' and IPI tool, should be used by administrators to ensure the information published on the intranet is not out-of-date. Fresh reliable content is the basis of a successful intranet. Regular clean-up activities support lifecycle management.

Targeting of information on the intranet can be done according to job description, unit, country or language, thus this is something every publisher should think of when creating content .In connection to organizational changes administrators should take initiative in making sure the settings are correct. Most respondents think about the target audience before publishing. However, it can be seen there is need for further training and support to ensure editor skills and knowledge in this area as well. Despite the targeting possibilities, it cannot be taken for granted employees read the news pushed to them. Messages have to be supported by line managers to ensure reach and common understanding.

7.3.3 Search and findability

Search and findability is approached both from a technical and content point of view, with the focus on what is the role administrators have in creating searchable information and making sure their information is findable. Most of the criticism received through the Intranet survey is related to the search function and relevance of content. The action points for developing and optimising search are elaborated based on content management, technical features and usability perspectives. All stakeholders need to understand the relation of content and the search function.

One of the purposes of an organisation's intranet's is to provide business oriented information needed by the company's employees. The information should be easily findable and information retrieval should be logical. The needs of an intranet user differ from the needs of an internet user, since the motivations of conducting search are profession specific. Main elements of the intranet environment are distribution and storage, search and retrieval of information. The search functions used in internal networks are not so developed as in the World Wide Web. (Li et al 2005.)

The content owners, administrators, are responsible for providing relevant up-to-date information. On content owner perspective there are issues that need to be considered when communicating on the intranet, both when communicating through static intranet pages or news channels. The search words or phrases the employees use to search for information should exist in the page or in the heading. The more the terminology used corresponds to the language used by employees, the better the chances are for the search bringing up desired results. Administrators should focus on content, write relevant information and avoid using abbreviations. The best is to ask "How can users find my page?"

The development of the search consists of all technical and practical process improvements facilitated by the Intranet team and stakeholders. At the moment the Nordea intranet search can retrieve information from the intranet content, news and People book. Connections and integration with other tools and applications is increasingly important. Everything needs to be accessible from one digital workplace, so it is important to aim for enterprise search as widely as possible.

The current Nordea search system includes additional modules for improving the searchability of synonyms. This module has not been implemented yet, and it is strongly recommended to prioritise it as a technical development, since it can have a major influence in

the satisfaction of the employees for finding information. The search function includes the misspelling module already, which suggests other declinations of the searched words. This should be connected to the synonym module implementation.

Usability is related to the end user search experience. Layout and intuitive design support the users in understanding how to search and how to read the search results. Intranet navigation should not be complicated. Task driven navigation, use of megamenus and cross-promotion of information improves findability. The search results layout changes and additional filtering options added in spring 2014 has improved the user experience already and it can be seen in the Intranet Survey results.

At the moment there are five different filtering options the users can modify when looking for information. Source of content can be chosen between intranet pages and news and language selection between own local language and English. The user can also define the publishing date from five different options and the results can be filtered by the location the information is published in, according to main areas and sub areas of the intranet. The people directory People book is also included in the search. Scoped search allows users to limit their search to a section or type of content. Scoped search could be for example related to document types such as files, pictures, forms, videos or templates. The categorization can be also based on the topic areas and work processes, such as training, instruction, product information, process description etc. Restricting search to a specific information category can provide better search results matching better the user's expectations. Including configurable widgets could make it even easier to filter the content pushed to the users.

Visually the categorization has to be clear and intuitive, since the purpose of the scoped search is to improve findability, not to make the search experience too complicated. Employees in their daily work are task focused, and should not need to think about the interface. The usability of the interface has to be tested in user tests. The scope options location and design should be included in users testing, as well as it should be investigated whether they prefer to change the search scope in retrospect or during the first search attempt. Users should in any case be allowed to make the decisions about how to refine their search after they've seen the initial result list.

7.3.4   Administrator training and knowledge management

The goal of training activities is to ensure the administrators have adequate skills and understanding of the processes, channels, target groups and user needs. Also the usability

of the publishing tool is important, as if the publishing process is technically intuitive and easy enough to manage, the more emphasis the administrators can put on the quality of the communication. Intranet team has for years had a strong focus on administrator training and administrators' importance as communicators is recognised. With the current emphasis on networking and knowledge sharing, the administrators own role and possibilities in advancing communication skills within their business areas should have an increased focus.

In general the administrators were satisfied with the current level of training, communication and support they receive. The news flow in the news channel targeted to administrators, e-mail reminders, online trainings, e-learnings and physical meetings were considered to be important communication tools between the Intranet team and administrators, and these should be continued with an increased focus on topical sessions and open discussions and networking.

The Publisher's guide is a very important database for practical instructions on intranet communication topics, and there was quite a lot of suggestion and wishes for clearer structures and process descriptions on the active operational perspective of the communication and publishing work. Publisher's guide and communications instructions do cover all the elements of communication from planning to execution, but there can be seen improvement areas that need to be addressed, such as topical and role based instructions and clearer description of processes.

Training sessions

Intranet team conducts online trainings for administrators and editors. These should be continued on a monthly basis on Nordic level, and when needed, on local country or business area level. Important topics are search, usage of internal communication channels, start-up of new content areas, usage of pictures, tables and lifecycle management related topics.

Administrators could be supported with a "Start-up" course, including topics such as what does it mean to be an administrator, what are the technical and operational responsibilities and opportunities, what are the rules, ambitions and expectations. Also the understanding of the technical set-up in targeting and reaching the audience was a concern for many administrators. IPI statistics training needs to be put on the agenda, to help administrators understand how to get the best out of the analysis tool and how to obtain benchmark figures to compare with other content areas statistics.

Administrators wish to receive training in writing skills, use of language and communication skills in general. Intranet team can coordinate trainings focusing on communication skills in cooperation with the communication specialists in Group Communications, and also with external communication specialists. The author recommends the set-up of a training session, initially conducted by Intranet team in cooperation with Communications. Need for external party involvement should be evaluated later. To reach a wider Nordic-wide audience, the training sessions should be conducted in Lync as an online training. The purpose is to point out where administrators can study independently through Nordea tools that support communication execution. The structure of the training could be divided in three sections. Nordea perspective and communication culture should be touched upon through the communication strategies and policies already in place, with an emphasis to how to engage users and how to contribute in creating an open communication environment. As a second item in the agenda, the Nordea content and channel strategy should be explained, describing the variety of channels and how to use them. Nordea's own communication tools and support material should be then presented. The training should finally advice participants on how to improve independently basic writing skills, which are the basis for good communication. This can be done by pointing out internal Nordea instructions for example on Translations intranet pages.

Forms of support

Administrators wish for more personal contacts with the Intranet team. This has a connection to the networking activities between the administrators. Intranet team resources don't allow personal support for every administrator. Support by mail or Lync messaging can be made available, but it should be scheduled. The support administrators wish for include the possibility to discuss their own specific areas. Administrators also like to have status updates and more information on coming development. This can be communicated through the news channels, instructions and online sessions.

Networking

The experience from the pilot focus group workshop in November 2014 proved to be very inspiring and created thoughts on networking and collaboration possibilities within the administrators. Editorial meetings should be continued on Nordic level, with the recommendation of 2 times a year in each country. Focus group workshop methods can be used in the editorial meetings to make the sessions more interactive and action based. For spring 2015 editorial meetings the main theme should be the governance model and building up the networking set-up. The meetings should include group discussions on defined gov-

ernance related topics, concluded by a summary on each groups' perspectives and a common discussion on the desired future state.

The implementation of the new social collaboration tool plays an important role in supporting networking. Intranet team has already started a community in SharePoint for administrators. In this community administrators can start practising how to interact with colleagues on topics related to intranet publishing. The purpose of this community is to give the possibility to the administrators to share their thoughts and opinions or ask help from other administrators. Intranet team can follow in the background for support, but the discussions and content should grow organically from the administrators' needs. A communication campaign, 'Get help from a colleague', should be conducted to support the adaptation of this form of networking.

Networking with external peers should be developed as well. Intranet team takes part in different networking groups for increased knowledge sharing. Intranet team in Finland has set up an Intranet Networking Council with colleagues from other large companies in the capital area. In the future learnings from this networking group need to be more efficiently shared with the administrator network internally in Nordea.

7.4 Enterprise Social collaboration - connecting the entire organisation

"Enterprise Digital Collaboration is about integrating social features into the digital workplace, facilitating network dialogue and peer-to-peer communication across the organisation. It contributes to simplifying communication practices and supports and enhances ability to collaborate and share knowledge within the employees" (Nordea Intranet 2015c).

Instant messaging is widely and successfully used in Nordea, as well as blogging possibilities. Also the usage of the commenting option in news is increasing all the time. The most natural and relevant next step for expanding the social features is to include discussion forums and wikis, thus the recommendations in relation to social collaboration focus on these. Forums that offer users an opportunity to discuss topics that matter to them are a great way to get them to see the intranet as a place to make connections with colleagues. Social connections and shared interests form a great basis for business connections.

Employees are consuming and creating content in different ways than before, and have a new role in the organization as internal communicators. During the last few years employees in Nordea have grown to have more courage in engaging in public dialogues and sharing opinions. The development for expanding the dialogue into a social collaboration

forum is already underway and it is critical to formulate a plan for the implementation and engagement within the user group.

Strategic approach

One of the main challenges is to simplify the structures and channel distribution to make the organization understand what is the purpose and role of each communication tool or channel in the communication flow to avoid message replication. When planning for implementation of a social collaboration system, the first thing is to define the purpose, objectives, goals, KPIs and possibly a cost-benefit analysis. The Nordea social media strategy can act as a background for internal social collaboration tools. The governance and definition of roles and responsibilities should not be too limiting to allow organic growth of the content. More important than control, is the support, engagement and creation of an open and innovative communication culture.

Psychological and motivational factors driving engagement on social interests should be understood. Elementary change management communication principles support maintenance of the social intranet. Social intranets can help build trust and influence transparency, but it shouldn't be expected they automatically change the organization's communication culture. Employees need tangible business reasons for using social collaboration tools. Employees need clear guidance on what to communicate in this environment. (Crincoli 2015.)

Technology

The next step is to select the right technology and ensure sufficient technical security to avoid needs to limit usage because of partial availability of functions. For example usage of pictures, videos and files that might contain business sensitive information should be allowed in the posts.

The tool should be connected to the intranet, ideally in a comprehensive way throughout the structure. The most important technical integration is of course bringing the tool into the front page of the digital workplace through a widget feed. Naturally the feed should include flows of topics the user chooses to follow, but also there should be an option to follow a general random message feed. Since intranet has got a commenting option in the news channels, it might be a good idea to connect the commenting fields to the social collaboration tool. This doesn't mean simple linking of items, but bringing discussions or comments from Yammer to intranet and vice versa, technical possibilities allowing.

Also, recognising that intranet and its' search function is the main tool for finding work related information, it could be thought of including the social platform in a visible way in the search results interface. If you don't find what you are looking for on the intranet, you could easily click on a link, button or other visible item, which directs the user to the social platform, with the intention of "Ask a colleague".

Content and organic growth

Organic growth is the key for a social collaboration platform. Employees are the users, and users are the communicators and members of the community creating collaboration and networking in practise. Use cases, topical categorization and examples can and should be used to some extent to encourage and support the start. A community manager, or a unit responsible for that, supports the management of the communication, structure and practises, but they should not get involved in conversations or limit the organic growth of content in general, unless it is clearly against the company rules, interfering with the usability of the platform or endangering in some way the communication of other participants.

For definition of use cases and categorizing it is essential to investigate what users expect, need, and what different stakeholders and collaboration units see are useful or practical topic areas. In addition to the general community manager there should be a governance set-up for specific topic areas as well, from units that have the special knowledge of that area.

Promotion and engagement

Communication in the traditional existing channels has to be planned as part of the change management plan, including promotion of the tool by email, newsletter, the intranet home page, and other familiar marketing activities. Management, also on business area level, needs to be engaged and should act as an example, promoting the collaboration and helping to promote the new environment. Community manager is responsible for the overall tool management and support. The most influential members of the community should be recognized and involved as ambassadors. Technical training can be executed by the platform vendor in cooperation with Nordea representatives.

Ambassadors in Nordea could be the "Young significant talents", which are based on HR information on the different career planning and capability levels according to the annual people processes. Empowered ambassadors are potentially the most important stakeholder in engaging colleagues especially in the implementation phase. Ambassadors can

create active conversations, lead and promote the conversation with topical posts, act as an example for new blog posts or coach their colleagues on how to create wikis.

7.5   Monitoring internal communication management in Nordea

In strategically focused communication research should be used for formulating communication objectives and specific communication programmes and campaigns. Gathering feedback and getting a sense of the current status gives indication whether objectives have been achieved. Information received through monitoring also guides communicators in executing future communication activities. Research can also be used to inform management and influence their appreciation on the importance of communication. The evidence gathered from users through research and feedback should be taken into consideration on strategic level decision making and included in corporate strategy formulation. (Cornelissen 2011, 123-124.)

Monitoring target audience perceptions and usability is one of the core elements of the internal communication governance. Monitoring includes perspectives on what should be measured to understand employee needs, perceptions and indications on group level. Whatever the way of measuring and monitoring is, the activity should be connected to set ambitions and timescales against group level or business area requirements. Usability testing and user feedback should be always used in connection to new developments.

In a large company lie Nordea is, it is challenging to make a connection between the success of communication and strategy. The Employee Satisfaction Index (ESI) survey can serve to describe employees' views on strategic and operational topics. If ESI shows the strategic issues, such as values, are understood by the employees, it can really give a sign that the communication around strategies and objectives has been successfully conducted.

Employee perceptions and behavior
The Intranet Survey has been a good way to continuously seek out feedback on user perceptions, and this should be continued on a yearly basis to ensure that the goals of user satisfaction are reached. The survey also gives indication on the success of the digital workplace as whole, views on employees' feelings about contribution, participation, communication culture and how does internal communications support the practices related to daily business.

Webtrends statistics tool, which is in use in Nordea already, can be used in a more structured way to collect data to investigate the current metrics of user behaviour and experiences in relation to search-log data and 0-hits of results. Clustering data received through the analysis tools will also help to define the segmentation that has to be done in order to categorize the different topical segments. This data can be used to support the content and channel strategy and it covers the whole content of the intranet. The data will also tell about the most searched applications outside the intranet, thus giving an indication of the applications that possibly should be integrated with the intranet search. The reports on monthly top 50 most search words per country and 0-hits searches could be shared with the administrators for them to understand their own area specifics.

An existing intranet search feedback system is used to understand individual user needs and expectations in relation to findability. All Nordea employees are possible respondents through this feedback. The feedback sent through this tool is received by the search taskforce and analyzed by country. The search taskforce should think of other possible new ways of using this data to improve actual content and findability.

The administrator survey should be repeated two times a year to follow whether the support actions by Intranet team have been of any help in improving the skills and knowledge of the editors. The administrator survey also gives indication on future development and training needs. The survey in connection to new networking and collaboration practices creates a dialogue with this user group to ensure constant feedback. Session specifics surveys should be conducted after every training session. The current survey for administrators should be developed further to gain a wider understanding on the entire governance model they are part of. More important than collecting feedback through surveys from administrators and other groups responsible for communicating, the dialogue, networking and engagement of administrators in creating the communication environment should be emphasized. Administrators can be seen as enablers as well, and through empowering, they will be able to develop their own area communications to the desired direction.

Business area monitoring
IPI statistics tool can be used for business area specific lifecycle management. It helps the administrators to follow how many unique visitors there is in the pages and to see if the right target groups are reached. The tool gives knowledge about the needs for improving content and about how actively the content is updated. User behavior can be also analyzed through this tool, for evaluation of importance of the content. Intranet team should

set up a special training program for IPI usage, based on online sessions and additional instructions on how to use the IPI data on strategic planning and how can business areas use the data on a more efficient way to understand their own internal communication.

Usage of polls should be promoted on Business area level, since they can easily conduct independently quick temperature checks on any relevant current topic. Business areas wished for support in collecting feedback from their employees. Intranet team could come up with example surveys the business areas can use for collecting information on their target group needs. However, whatever technical ways of collecting feedback is used, the most important issue in Business area is the aim for an open communication environment, and there are no simple solutions to that, but it is a process that requires attention on a longer term, and commitment from management to make it happen. Online surveys and polls can serve to monitor how well the Business area is succeeding.

Benchmarking

The Worldwide Intranet Challenge (WIC) is a web based survey that allows intranet end users to provide feedback about their own intranet. This feedback is then compared with other participating organisations. Participation in the WIC allows anonymous benchmarking of the intranet against other organizations. It investigates users opinions on how intranet supports completing work tasks, what do users think of the quality of content, what is the level of ease of finding information, possibilities of employee interaction & engagement, how well is the intranet maintenance managed, what is the look & feel of the user interface and how does the intranet technically perform. This benchmarking survey could provide the intranet team with measurable objectives to aim for and help in prioritising intranet improvement activities further.

J.Boye Network has done a benchmarking study on Nordea in 2012. This included an expert review and hands-on exploration of the intranet. It also included interviews with 25 employees from four different countries across the organization. As a result, Nordea intranet scored above or equal to the benchmark on 5 out of 6 dimensions. Functionality, strategy & governance and communication & culture were above the benchmark score. Usability and metrics were at the benchmark average level, while maturity was somewhat lower. (Boye, J. 2014).

The results of the WIC benchmarking study should be then compared to the J.Boye benchmark conducted in 2012 to see the direction the company's internal digital communications is heading to.

Social collaboration tools

As social collaboration tools are meant to be growing organically, the amount and need for control is limited, but it is strategically important to follow up to somehow understand how successful and necessary the platform as a communication environment is. The results can be shared within the users, who in this context are really the communicators, and with the business areas, topic specific communities and finally top management. Sharing the information with the users can encourage more efficient participation.

The KPI's and metrics can vary according to organization, but some of the basic relevant measurable data points are activity (amount of messages, comments, likes etc.) and adoption. These metrics can be reported technically in any tool. Business areas and content owners can use the information to understand the status of adoption and activity in their organization related topic areas, and create clear objectives. For measuring the content the reply-time to specific types of messages could be followed. These data points are very helpful to understand what type of features in messages work, for example does an image or a video increase engagement (Agusi 2014.)

It can be interesting and valuable to see how employees globally and by business area are connecting with each other, what kind of topics interest certain areas and are there parts of the organization that should really have more connections in operational actions as well. This kind of data demonstrates how the internal social media platform can help the company globally to collaborate with each other and how it is helping the organization to break down regional silos. An interesting point of view for measuring is how the internal social media platform is helping to connect across hierarchical level. (Agusi 2014.)

Measuring can be done in other non-numeric ways as well. The ambassadors, identified key members of the community are a network of super-users. It is wise to use this network to get feedback on upcoming features, testing new features, feedback on campaigns and sharing best practices with each other (Agusi 2014.) It is about having a constant pulse on the activity quality and needs, and maintaining a constant dialogue with those who in the beginning have been empowered to take part more actively.

Rewarding employees for contributing and sharing knowledge is an easy way to enhance motivation and inspiration. This doesn't need to and really shouldn't be monetary, but equally important is recognition, appraisal, celebration or simply just showing that management and community manager representatives are following, interested and care for

the employees' contribution. The activity can be supported through different icons, action buttons, shortlisting top discussions or other information that visually displays in real time to all participants the level of activity. (Agusi 2014.)

Finally, it is however the feedback received from colleagues and the common sense of achievement and collaboration that inspires most in taking part in such a form of communication. A corporate social collaboration tool is in the end of the day there to support employees in their daily work and in operational tasks, service situations and projects, and if the employees cannot see the "what's in it for me" nor can they benefit from the contact with colleagues, the system will not be successfully adopted.

7.6   Summary - Nordea and digital trends in internal communication

The purpose of this thesis study was to investigate development possibilities and opportunities for internal communication management in Nordea Bank from the perspective of intranet mediated digital communication.The study has taken a holistic view on the interaction of the digital working environment, internal communication management and the combination of group level strategic and employee needs. The discussion and recommendations have included the perspectives of the main internal stakeholders, users and administrators, and the industry trends were used as inspiration for future development opportunities.

Through the analysis it can be seen that Nordea internal communication management model takes into account all elements required for a working communication environment. Improvement areas have been found, but on a positive note it can be said, that the development has been already on the right track. Improvements have been done in an agile and flexible way, reacting to internal stakeholder feedback on a continuous basis. The recommendations made by the author relate to elements that already exist in Nordea, and the focus on the suggested activities is on polishing up the procedures. The author has collected industry views to ensure a view on future development. The field of digital communication is challenging and ever-changing, but with the current mentality for agile practices it could be assumed that Nordea can easily reach a mature digital communicating environment.

Most of the recommendations are actions that the Intranet team can either conduct or enable, in cooperation with administrators or Group Communication colleagues and other units. The plans for empowering the administrator field support heavily the future vision of Intranet team's agile way of working. Allowing and encouraging the administrator field to

work more independently, the Intranet team can have more time to concentrate on the higher level strategic development. Most recommended activities aim for optimizing contribution of internal stakeholders in internal communication. The nature of communication will definitely change while communication tools are changing, and the participation of all levels of the organization is going through a huge transformation. Intranet Team's support in making this happen is essential. It is important to get closer to the real users, the employees, which ever role they represent.

Intranet improvements should always support the vision for the digital workplace, not only technically, but with a strong focus on changing the mind-set of communication in the organization. Technical improvements can be new features, widgets or more integration to other systems, but it can also be back end improvements which are not usually visible for the end users. Business needs and requirements are changing constantly so the need for improvements never stops. Therefore the focus should be on built-to-change rather than built-to-last.

Most of the recommendations of the J.Boye benchmark study conducted in 2012 have been fulfilled in Nordea, but as a priority, increasing collaboration and continued promotion of social features can be still seen as activity areas that need attention. This includes improving the integration of SharePoint with the rest of the intranet, especially search, and focus on the continued promotion of the existing social features, with an intention to further expand the social collaboration tools.

Internal communication should connect employees with the company, help each other understand the shared mission and strategic goals, inspire spreading the mission of the organization, meet basic business area needs, and provide access to work tools and leverage best-practices. Intranet should be critical for the employees and through constant collection of feedback and development based on real needs Nordea can keep the relevance of intranet on the current or improved level.

Intranet projects are increasingly complex projects to run. Internal stakeholders and IT should face together the challenges while simplifying processes to maximize user experience. Mobile solutions development run along all activities, with the aim of making it possible for all employees to access the personalised Intranet and People Book via mobile devices in a responsive way.

Nordea Intranet currently includes all the elements that are crucial for a successful internal communication environment. Organizational information is combined with practical modern tools, usage of videos, blogging and personalized activity and news streams with instant notifications and alerts. The focus on future development should be in polishing up the technical possibilities, increasing interactivity through different intuitive solutions and supporting the change of mind-set and cross-organizational contribution. Strong emphasis should be on expanding the social features to increase knowledge sharing and engagement and to enable managers and employees to connect, participate and collaborate when working together towards Nordea's business objectives.

Digital workplace maturity in a connected organization can be measured through expertise, stakeholder involvement, governance model, development practices, change readiness, resources, technology and platform functionality, culture and finally the satisfaction of end users and internal stakeholders. This action plan summarizes the development areas, recommended actions and their benefit based on the author's views and learnings from this study.

Development area	Recommended actions	Objective - Benefit
Social collaboration and networking	Group wide implementation of Yammer, including a set-up of a monitoring system to follow its success and usability	Synergy, cross-organizational connection, knowledge sharing, networking
Benchmarking	The Worldwide Intranet Challenge (WIC)	Comparison to peers and evaluation of own digital workplace success
Usability	Increase dynamic content, supported by usability testing	Increase intuitive usage of the digital workplace, simplify user experiences
Mind-set	Communication ambassadors – administrators and users - model on how to do this in practice	Empower employees to participate in creation of the communication culture
	User support and training – branch visits, Digi Day, specific target group new employees	Improve user skills, understanding and satisfaction

	Communicate intranet development and benchmarking	Improve understanding of employees on current level of maturity of the digital workplace and increase pride
Leadership communication	Survey & interviews for leadership level perceptions and engagement	Engagement of management level, tailoring of communication activities based on BA specific needs
	Communication training for managers at all levels	Increase communication skills of leadership level
Dialogue - feedback	Present models, templates and practices for collecting feedback for Business areas to conduct independently (surveys, polls etc.).	Increase BAs own understanding of their reach, user needs, increase dialogue within Business areas
	Improve BA skills on understanding IPI statistics	Increase BAs own understanding of their reach & user behaviour
Channel strategy	Formulate clear model for channel strategy – communicate, train, support with guidelines	Avoid message replication, understand audience reach, increase skills and understanding
Communication management	Administrator specific trainings on governance and communication planning	Increase skills, clarify roles, enable better reach and management
	Governance structure implementation, communicate also on BA level	Clarify roles, empower, ensure resources
	Editorial networking meetings and workshops	Increase collaboration, knowledge sharing
Communication skills	Publisher's guide restructuring, finding and displaying the connection to all other communication re-	Integration of communication related instructions, increase skills

	lated instructions, incl writing skills	
	Topical online trainings and weekly Q&A open sessions for administrators	Support learning, networking and improve skills
Search	Implementation of the synonyms module	Improve search experience, minimize 0-hits
Monitoring	Intranet survey – continue as before	Understand users and increase understanding of communication
	Administrator survey	Understand administrator network needs and development needs
	Webtrends statistics - Structured usage of data to investigate the current metrics	Understand user behaviour and search functionality
	Search feedback	Understand user behaviour and search functionality

8 Research evaluation

The data used for the study was mostly qualitative. There is always the challenge of categorization and interpretation of qualitative data, since grouping of findings can be usually done from many perspectives. Coding of transcripts was not a major challenge in this study, since the amount of data was not that large. The topical categorization was supported by industry views, theoretical frameworks and organizational strategic focus areas, thus it can be assumed the approach to selecting the core themes is reliable enough for this kind of an organizational study purpose.

Finding and selecting interviewees that actually can provide helpful and practically necessary information and views is critical in organizational studies like this. Also, the analysis should be objective, since the authors own perceptions, experiences and views can easily get in the way of research. There is however no conclusions based on opinions, but merely based on practical operational needs. The direction of development is a combination of organizational objectives and employee needs, and both perspectives seem to want to aim for the same: for a more feasible operational environment and increased communication in an agile communication environment.

The validity of findings through online data collection can be questioned, since people can present multiple identities in online anonymous feedback, affected by their personal aspirations and professional identity. The users usually view their experiences both through their work persona which defines the type of information they need, and also through their personal attributes affecting their opinions, which might in the end conflict with the professional persona requirements and characteristics.

Validity of the qualitative data was improved by using several forms and situations for data collection. The respondents of the Intranet Survey, the Administrator Survey, administrator interviews and focus group workshop consisted mostly of different participants. Respondents of both surveys were anonymous, while the interviews and focus group workshop participants were known. Despite of the small number of participants in the interviews and workshop, it could be assumed these balance the variety of the data. Although most interviewees and workshop participants were from Finland, they had responsibility on large Nordic areas, thus their views are expected to have a Nordic approach. For future research the scope should be extended though to include more interviewees from other Nordic countries or even of the other international Nordea locations.

The thesis process was extended during quite a long time, from autumn 2013 to spring 2015. During this time there were lots of development actions conducted and lots of changes in the business environment. However, the topical approach to the study didn't change and the author was able to reflect to the practical actions throughout the study.

The author felt it was inspiring to conduct this study, the possibility for own learning was versatile. The author recognised several new study lines throughout the research and writing process, but since the focus from the beginning was quite wide, it was then finally best to maintain the original approach, since the original purpose was to understand the internal communication environment as whole. The process could have included more scheduled time for the actual writing process, since in a combination of working hours and study time it almost was a challenge to complete the reporting in time. However, the author is quite satisfied with the scope of the study.

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Appendices

Appendix 1. List of tables

Appendix 2. List of figures

Appendix 3. Example of the Nordea Intranet front page

Appendix 4. Intranet Survey questionnaire

Nordea

Survey about Nordea's intranet

What is your position?

- ○ Manager
- ○ Employee

How satisfied are you with

	Very dissatisfied	2	3	4	5	6	7	8	9	Very satisfied
the intranet in general?	○	○	○	○	○	○	○	○	○	○
the intranet start page?	○	○	○	○	○	○	○	○	○	○

Why are you dissatisfied with the intranet in general? Please be as specific and produce examples if possible

Why are you dissatisfied with the intranet start page? Please be as specific and produce examples if possible

How often do you use the intranet on a typical day?

- ○ Several times during the day
- ○ Once every day
- ○ I do not use it every day

What do you most often use the intranet for? Choose your top 3.

- ☐ Find a form
- ☐ Find information regarding my employment
- ☐ Read the news I subscribe to
- ☐ Find instructions to complete work tasks
- ☐ Find news about products & services and my work
- ☐ Find information about leisure activities
- ☐ Stay updated on internal news about Nordea
- ☐ Find news about my organisation
- ☐ Find a person
- ☐ Find information about courses etc
- ☐ Comment/follow comments in articles
- ☐ Find information about the organisation
- ☐ Find instructions about purchases, travelling, etc
- ☐ Access internal systems like Buy & Pay, HR Self service
- ☐ Look for vacancies in Nordea

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☐	Follow Nordea in external news and on social media				
☐	Find information about products & services				
☐	Find information about projects				
☐	Other				

Do you agree or disagree with these statements?

	Fully disagree	2	3	4	5	6	7	8	9	Fully agree
When I use 'intranet search' I usually find the information I am looking for	○	○	○	○	○	○	○	○	○	○
I think that the intranet is stable (always up and running)	○	○	○	○	○	○	○	○	○	○
When I use 'people search' I usually find the information I am looking for	○	○	○	○	○	○	○	○	○	○
Information on the intranet is written in plain language	○	○	○	○	○	○	○	○	○	○
I think the navigation and links on the intranet are understandable and easy to use	○	○	○	○	○	○	○	○	○	○
It is easy to find out who to contact if I have questions to specific content on the intranet	○	○	○	○	○	○	○	○	○	○
When I read information and news on the intranet, I feel invited to comment on things and share my views	○	○	○	○	○	○	○	○	○	○
Information on the intranet is accurate and up-to-date	○	○	○	○	○	○	○	○	○	○
When I read information and news on the intranet, I feel invited to rate the article	○	○	○	○	○	○	○	○	○	○
I think that pages on the intranet load quickly	○	○	○	○	○	○	○	○	○	○

How easy do you think it is to personalise your intranet start page in the following ways:

	Easy	Difficult	Didn't know that was an option
Add my personal shortcuts	○	○	○
Add subscriptions to news	○	○	○
Change default settings on search	○	○	○
Add, move or remove widgets e.g. Dictionary, Meeting Room	○	○	○

On the frontpage all strategy news are gathered in the upper left corners (the area marked by red, see picture) and the operational news are always below (see the green marking) - and side by side with the news you have possibly subscribed to.

How often do you read strategic news (red marking)?

○	Several times a week
○	Weekly

	Monthly
○	More seldom
○	Never

Why don't you read strategic news more often?

☐	Not relevant to me
☐	Too far away from my daily work
☐	Not trustworthy
☐	Not written in eye-level
☐	Lack of time
☐	My manager will tell me if there is something I need to know
☐	Too top-down focused
☐	Other

How do you find the frequency of the strategic news?

○	Too many
○	Appropiate
○	Too few
○	Don't know

Do you use the strategic news in your own communication with your employees?

○	Frequently
○	Now and then
○	Never

Why don't you use the strategic news in your communication with your employees?

How often do you comment on strategic news?

○	Frequently
○	Now and then
○	Never
○	Didn't know that was an option

Why don't you comment on strategic news?

☐	The articles do not encourage comments
☐	The response is generally too slow
☐	Don't think it will benefit me
☐	Worried about possible consequences
☐	Prefer to ask colleagues or my manager

☐	Didn't know that was an option	
☐	Other	

To which degree do you think that the news flow on the intranet supports to:

	To a low degree	2	3	4	5	6	7	8	9	To a high degree
Build commitment to Nordea's values and key priorities	○	○	○	○	○	○	○	○	○	○
Explain Nordea's targets, business objectives and strategy	○	○	○	○	○	○	○	○	○	○
Clarify the actions and behaviour needed for the individual employee to contribute	○	○	○	○	○	○	○	○	○	○
Reflect Nordea's strong customer focus	○	○	○	○	○	○	○	○	○	○
Build trust in senior management	○	○	○	○	○	○	○	○	○	○
Build pride and contribute to the 'One Nordea' culture	○	○	○	○	○	○	○	○	○	○

Do you normally remove a strategy news when you have read it?

○	Always
○	Often
○	Sometimes
○	Never
○	Didn't know that was an option

Do you normally remove operational news (green marking) and news you subscribe to by clicking the 'x' without opening it?

	Always	Often	Sometimes	Never	Didn't know that was an option
Operational news	○	○	○	○	○
Subscriptions	○	○	○	○	○

How do you prioritize when you decide which articles to read and which to skip?

[text box]

How comfortable are you reading news and information in English on the intranet?

○	It doesn't matter to me if it is in English or (Danish, Finnish, Norwegian, Swedish)
○	I prefer (Danish, Finnish, Norwegian, Swedish) but it is no big deal
○	I would be worried about misunderstanding the news and information
○	I don't understand English well enough to read news or information and be able to act accordingly
○	Don't know

If you look for specific information on the intranet, how do you typically begin?

○	Click menus and links
○	Use intranet search
○	Other

How often do you use:

	Every day	2-3 times a week	2-3 times a month	Almost never

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'intranet search'?	○	○	○	○
'people search'?	○	○	○	○

How often do you limit your intranet search results in the following ways?

	Usually when I don't get a hit immediately	Sometimes	Occasionally	Never	Didn't know that was an option
Pages in English	○	○	○	○	○
Pages in (Danish/Finnish/Norwegian/Swedish)	○	○	○	○	○
People	○	○	○	○	○
News	○	○	○	○	○
Publishing date	○	○	○	○	○
Main/sub areas	○	○	○	○	○

How do you normally find contact information about your colleagues within Nordea?

- ☐ People search
- ☐ CMS
- ☐ Outlook and Lync
- ☐ Ask colleagues
- ☐ Other

How often do you check your subscriptions?

- ○ Every day
- ○ 2-3 times a week
- ○ 2-3 times a month
- ○ Almost never

Have you used the "Follow-up" feature under "My Profile" to see if your employees have completed their profile information in 'people search'?

- ○ Yes
- ○ No
- ○ Don't know the"Follow-up" feature

How important are the following features to you?

	Not relevant to me	Nice to have	Important
Mobile access to the intranet (e.g. via smartphone, tablet)	○	○	○
Discussion forums (forum for exchanging ideas, best practises, viewpoints, etc.)	○	○	○

Which unit are you in?

- ○ Retail Banking
- ○ Wholesale Banking
- ○ Wealth Management
- ○ Group Corporate Centre
- ○ Group Risk Management

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○	Group Compliance
○	Group Human Resources
○	Group Internal Audit
○	Group Marketing and Communications and CSR
○	Group Simplification
○	Other

Where do you work?

○	Branch network
○	Contact centre
○	Other

Do you have customer contact?

| ○ | Yes |
| ○ | No |

If you have comments or suggestions regarding issues we haven't addressed in the questionnaire or want to elaborate on your answers, please feel free to write them here:

0%

Appendix 5. Invitations to Administrator Survey in Intranet news channel

30.05.2014 03:11 | 🇬🇧

Share your views and experiences

We want to help you to deliver valuable **content** to your target groups and improve the **search** function in the intranet. We would like to invite you to share your views and experiences in a short web-questionnaire.

Click here to access the questionnaire

Please give your feedback by 13th June 2014.

It takes about 10-15 minutes to answer. The questionnaire is available to all administrators, editors and writers.

Thank you for taking the time!

25.11.2013 11:20 | 🇬🇧

Share your views and experiences

Search development is one of Intranet team's focus areas. We want to help you to deliver valuable **content** to your target groups and improve the usability of the **search** function in the intranet. Therefore we would like to know about your experiences in relation to these.

We would like to invite you to share your views and experiences in a short web-questionnaire.

Click here to access the questionnaire

Please give your feedback by 6th December 2013.

It takes about 10-15 minutes to answer this questionnaire. Learnings from the survey will be published in this channel in December 2013. We will repeat the questionnaire 2 times a year. The survey is available to all administrators, editors and writers.

Thank you for taking the time!

Appendix 6. Administrator Survey questionnaire

Nordea

> **The purpose Intranet is to enable communication - to make necessary information, people and applications accessible for Nordea employees.**
>
> **We want to help you to deliver valuable content to your target groups and improve the usability of the search function in the intranet. Therefore we would like to know about your experiences in relation to these.**
>
> We will repeat the questionnaire 2 times a year. The survey is available to all administrators, editors and writers.
>
> It takes about 10 minutes to answer this questionnaire. Thank you for taking the time to give your feedback.

I am an

- ○ Writer
- ○ Editor
- ○ Administrator

Do you consider these factors when communicating in the intranet?

	Never	Sometimes	Usually	Always	I don't know what this means
Usage of the correct language sheet	○	○	○	○	○
All links on the page work	○	○	○	○	○
What words and expressions are used and understood by the target group	○	○	○	○	○
Wording in the heading	○	○	○	○	○
Length of the content	○	○	○	○	○
What does your audience know about the topic already	○	○	○	○	○
Revise structure and other pages in the homearea	○	○	○	○	○
Who is the target group of the page or newschannel	○	○	○	○	○
Is the information published already somewhere else	○	○	○	○	○
Writing text in the intranet page instead of adding a file attachment	○	○	○	○	○

How often do you make a communication plan when publishing new material in the intranet?

- ○ Always
- ○ Sometimes
- ○ Never

Do you ever check how your page comes up in the search results?

- ○ Yes
- ○ No

Who provides the text to your intranet pages?

- ☐ I write the content text myself
- ☐ Someone else writes and I just publish

Do you ask your readers to give feedback on the content and structure of your pages?

- ○ Yes
- ○ No

Do you use the commenting and rating function possibility to hear about your readers' views?

- ○ Yes
- ○ No

Do you always make sure the contact information is displayed in the page?

- ○ Yes
- ○ No

Do you update your pages every 6 months so your users know the content is accurate and updated?

- ○ Yes
- ○ No

Do you follow the news published in "Information for intranet editors and writers"?

- ○ Yes
- ○ No

Tell about your wishes and ideas for improvement in search and the layout of the search results page.

What kind of communication, trainings or other kind of support do you wish to receive in relation to publishing and content management in the intranet?

Finally, you can leave comments and feedback on anything else related to intranet.

Thank you for your feedback!

Next

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Appendix 7. Administrator interview questions

Semi-structured interview for specialist administrators – autumn 2013

1. Have you seen intranet team's communication lately ? (without looking at the intranet)
   - Where do you remember seeing it?
   - What kind of information was it?
   - Was it useful for you?

2. Intranet team's newschannel - <u>News for intranet editors and writers</u>

Please evaluate the following in relation to this newschannel
   - How informative is this newschannel?
   - What do you expect to learn from this newschannel?
   - What is good in this newschannel?
   - What is not so good in this channel?

3. Intranet team's instructions for editors - <u>Publisher's guide</u>

Please evaluate the following in relation to this homearea
   - How informative is this homearea?
   - What do you expect to learn from this homearea?
   - What is good in this homearea?
   - What is not so good in this homearea?
   - How would you structure the content of the main level navigation?

4. Intranet team's instructions for communication specialists - <u>On the job – Communication</u>

Please evaluate the following in relation to this homearea
   - How informative is this homearea?
   - What do you expect to learn from this homearea?
   - What is good in this homearea?
   - What is not so good in this homearea?

5. Intranet team's instructions for readers - <u>On the job –User guides – Intranet user guides</u>

Please evaluate the following in relation to this homearea
   - How informative is this homearea?

- What do you expect to learn from this homearea?
- What is good in this homearea?
- What is not so good in this homearea?

6. GIC organisation pages and newschannel - GIC organisation pages & News for GIC

Please evaluate the following in relation to this homearea and newschannel

- How informative is this homearea and newschannel?
- What do you expect to learn from this homearea and newschannel?
- What is good in this homearea and newschannel?
- What is not so good in this homearea and newschannel?

7. Additional questions

- How else would you expect / like to receive information from the intranet team?