

# Project Plan

## Background

There can be no doubt that new technologies are giving employees power over corporate communication and reputation. As a result, the relationships both between employee and company and between each other are changing dramatically, reshaping their organizations.

As the world gets flatter and even the smallest companies begin to compete on a global scale, social software provides the means for a new generation of employees to connect with customers and their colleagues across geographical, functional and management boundaries. New entrants can be catapulted from obscurity into the limelight by their networks of connections, quite literally overnight.

As Smythe outlines in his work (The CEO: Chief Engagement Officer, 2007), employees today are more concerned about the things that influence what they think and how they feel and behave:

- ***employability*** - they want to build their technical, leadership and managerial capabilities so that they can advance themselves and choose who they work for.
- ***the values*** - ethics and conduct of their employers.
- ***bosses and cultures*** - which encourage them to participate appropriately and creatively in the decision making which affects their work.
- ***work-life balance***.

This may go some way to explaining why employees will increasingly expect to be able to use the same 'participatory' tools in the workplace as they do for sharing pictures of their children with relatives or connecting with old colleagues and classmates. This social software will get used in the workplace regardless of whether companies are ready for it. It is more than likely that in some organizations it is already being used without the knowledge of the chief executive, chief information officer or information technology department.

As younger employees build self-organizing networks across traditional boundaries, their work will become more global and more immediate. They will not sit and wait for their employers to evaluate technologies and vendors, then deploy them on a 12-month roll-out schedule. Instead, they will use tools that are already available on the Internet for free. It will be easier and more cost-effective for organizations to let these workers organize themselves around social software, not the other way round. To illustrate this point, take the example with which Harvard Business School associate professor Andrew McAfee (2006) opens his seminal article 'Enterprise 2.0: The

Dawn of Emergent Collaboration’. He reports how an employee in the London IT department of European investment bank Dresdner Kleinwort Wasserstein (DrKW) used his blog to suggest a new feature for the firm’s wiki software. Within an hour, a colleague had developed a solution and sent it to the team who looked after the wiki. As McAfee says, ‘Within 64 minutes and without any project definition or planning, a presence display solution had been spontaneously taken from concept to implementation, then submitted to the person formally responsible.’

Some managers are skeptical. They see social software as something that their employees only do within a personal context. By bringing it inside the organization, they believe it will simply encourage employee gossip, replacing the water cooler as the place people go to waste time when they should be working. They are more concerned about productivity and profits than communication and collaboration.

Yet research shows that communication and collaboration technologies can make a positive difference to business performance. A multi-country study conducted by Harvard Business School (Iansiti et al. 2006) found that firms with superior information technology grow faster than their peers, their managers have more insight into their business and their workers are more productive. The biggest challenge with this emerging area of social software is, therefore, how well managers and senior executives – not just technologists and early adopters – understand and apply it, topics that are addressed in the next two chapters.

## Strategy and Requirements

First let us clearly state the company vision and mission which will help us to gain clarity and ensure that each decision made for implementing a social media platform will be in line with the company's ultimate goals.

The company's mission is to expand to Asia and the Middle East, so it could meet the current and future needs of their clients and help them to cultivate long-term success. Their vision is to improve the communication with clients and suppliers, to improve the quality of services and to foster a better use of insights received from outside the company.

The main strategic objectives of the company are:

1. Improve productivity among teams
2. Improve customer satisfaction
3. Improve reporting and transparency
4. Create a performance-focused culture
5. Invest in tools to make staff more productive

A summary of the requirements is listed below:

1. Permit employees to share information and knowledge.

2. Make the collective elaboration of documents easier.
3. Facilitate employees to find expertise within the company.
4. Improve the communication with clients and suppliers.
5. Foster better use of ideas brought by employees, clients, and suppliers.

## Social Media Platform

### Introduction

The tools presented below aim to facilitate communication and collaboration among employees. The focus was on widely used tools on the market because of the stability and support that they offer in the long run.

First, we start comparing different options of communication tools because these kinds of tools are vital for the company right now and for each option, we highlight their best feature. While searching for these kinds of tools, we have considered the effort to implement and their usability. Considering these factors, we selected for consideration Zoom and Slack.

Second, the focus is on knowledge sharing tools because we believe that is essential in the evolving corporate environment. Features like full-text searching, tagging, categorization are used as criteria to research for solutions. We have considered Box, Confluence, Only Office, Stack Overflow Teams and Guru.

Finally, the company needs to maintain solid interaction outside its boundaries. While researching these kinds of tools we have considered features like email marketing, contact management, live chat, social media ads. Considered tools are HubSpot, Buffer, Hootsuite.

### Communication Tools

According to a survey by Salesforce, 86% of people attribute workplace failures to lack of communication. Below are two options.

#### Slack

Slack is a messaging app for business that connects people to the information that they need. It makes it possible to message anyone inside or outside your organization. People can work in dedicated spaces called channels, which bring the right people and information together. Work is organized in channels, you can access the information you need in your own time. On the other

hand, Slack lacks good task management. It is a sophisticated tool and at the same time can be overwhelming. The organization needs time and commitment to really make it work. Slack has a small file storage; conversations get deleted after a certain time and it does not tell if messages are read or by whom.

## Zoom

Zoom is a fully customizable communications platform for organizations with high standards of data protection. It enables real-time conversations between colleagues, with other companies or with your customers, regardless of how they connect with you. With Zoom Phone you can quickly contact clients and suppliers using phone numbers. Organizations will be able to communicate with customers and work internally using collaboration tools and features of Zoom, which means that in addition to voice, you will have access to audio conference rooms, messaging, and video conferences as well without changing platforms.

Zoom Meeting is built for modern teams. Bring HD video and audio to your meetings with support for up to 1000 video participants. Multiple participants can share their screens simultaneously and co-annotate for a more interactive meeting. Record your meetings locally or to the cloud, with searchable transcripts. Support scheduling or starting meetings from Outlook, Gmail, or iCal. Chat with groups, searchable history, integrated file sharing, and 10-year archive. Easily escalate into 1:1 or group calls.

## Cooperation and Collaboration Tools

The knowledge and expertise of employees are a company's greatest asset. Sharing knowledge with each other drives up the value of employee knowledge and is considered essential in the ever-evolving corporate environment. Effective knowledge sharing at the workplace enhances the capability and quality of the team driving productivity and innovation.

## Box

Box provides a great user experience with an intuitive user interface that allows employees and partners to access content and collaborate from any device. With shared links, version history and commenting. Granular access permissions to securely share files with internal and external users. Box makes it easy for anyone to automate and manage repeatable processes. Organize and classify content with custom metadata. One limitation of Box is that you cannot edit documents online.

## Confluence

Confluence helps to create, collaborate, and organize all your work in one place. It is a team workspace where knowledge and collaboration meet. Everything in it is organized in pages and spaces. Dynamic pages give your team a place to create, capture, and collaborate on any project or idea. Spaces help your team structure, organize, and share work, so every team member has visibility into institutional knowledge and access to the information they need to do their best

work. Organize and find pages easily with advanced search, labels, and an intuitive page hierarchy. Co-edit together in real time and publish updates that highlight changes, tracked with version history. Make it a team effort with in-line and page comments, likes, and visual elements such as images, GIFs, and emojis. Alert your teammates when you tag them or assign a task, so everyone stays on top of progress.

On the other hand, there are two drawbacks. First, it can be difficult to understand and use when starting. Second, you can upload to confluence only word documents, which then are converted to a confluence page for editing and can be later downloaded as pdf or word.

### Only Office

Store your documents in one place, and access them from your browser, computer, phone, or tablet. Work on docs stored there without switching between apps. Work in powerful online editors highly compatible with Microsoft document formats and use a multi-format media player. Individual and group sharing, set individual permissions or provide access to a whole division or team. Links to external users are also possible. Use two co-editing modes: real-time and paragraph-locking, review, version history, comments, and built-in chat. Get complete control over your documents: track even minor changes with revisions and mark milestones with file versions. Extend the document management functionality with tools you need: sign documents digitally with DocuSign, shorten links with Bitly, publish documents to WordPress, and more. All three platforms mentioned above offer a wide range of functionalities and meet the requirements of the company quite well, even exceeding them. But the platform that will best serve the company and employees to fulfill the daily tasks they have for creating, editing, and managing documents is Only Office. There are two functionalities that make this platform stand out from the rest. First, the ability to use it on mobile, browser and desktop. Second, the ability to edit any file online, regardless of format.

### Stack Overflow Teams

Stack Overflow Teams offers a private space for your team to share knowledge and collaborate using Stack Overflow's popular Q&A format. Each employee can ask or answer questions. He will gain reputation and badges when users upvote his helpful posts or answers. Stack Overflow offers a full-text search, so you can stop from digging through chat threads, emails, or company wikis. The one downside of Stack Overflow is that you can't group the questions by collection, but only by tags.

### Guru

Captures the information you need, wherever it exists. The information people need to know lives all over the place. From Google Docs and Slack threads, to inside of apps and in the minds of your best and brightest. Guru captures all your company's info & expertise and creates a single source of truth. Guru's editor makes it easy to import and format information and write it from scratch. Creating easy to digest content is intuitive and distraction-free. Guru transforms information into knowledge. When information can be easily surfaced, tracked, and is verified by experts, it

becomes something much more powerful: Knowledge. Guru's AI surfaces any duplicate content so you can take action to keep things tidy. Guru's AI suggests Tags based on other content in your account. Guru will even suggest new tags based on how your team is working. Guru delivers exactly what you need, exactly when you need it, right where you're already working. The only downside of Guru is that it does require someone to maintain the knowledge base and keep it up to date frequently. Sometimes, you might forget to update something or forget to add something.

## Connection tools

When it comes to business requirements such as marketing, talent acquisition, and social media management, the adoption of external social media tools requires careful consideration of the features that our business requires to make an informed choice on which tools to adopt. Below are listed the most relevant.

### HubSpot

HubSpot is a complete CRM platform with all the tools a company needs to grow better from increasing leads, accelerating sales, streamlining customer service, or building a powerful website. Specifically, we are looking at the Marketing Hub. There is a free tier that offers Marketing features such as: email marketing, contact management, live chat, social media ads (Facebook, Instagram, Google, and LinkedIn), traffic and conversion analytics.

On the other hand, there are some drawbacks. First, no analytics dashboard, which would make it difficult to gather the metrics we need to assess the company's marketing efforts. Second, the free version is limited, there is a likelihood that we would not be able to take full advantage of the product if we are locked in the free tier. Third, it does not offer the ability to configure user roles, it would be a security risk to let all of our users have access to all of the platform.

### Buffer

Buffer is a social media management software made for small businesses providing them with the tools they need to schedule posts, analyze the results, and engage with their customers. Buffer supports all major social media platforms (Facebook, Instagram, Twitter, LinkedIn, Pinterest). Integration with other tools like Canva, OneDrive, Google Drive and Dropbox. Good UI/UX, which makes the boarding of our users more efficient.

On the other hand, there are some drawbacks. Limitation of how many channels we can publish to. No analytics, metrics, or reporting features, which would make it difficult to gather the metrics we need to assess the company's marketing efforts. Limited configuration, which may make it difficult to adapt to our business needs.

### Hootsuite

With Hootsuite we can create content and share it across multiple social channels from one easy-to-use platform. Publishing features to craft new posts and schedule to multiple social networks at the same time (Facebook, Instagram, Twitter, LinkedIn, Pinterest). Built-in analytics to measure

performance across all social networks. Able to create custom reports. There is also a mobile app. On the other hand, there are some drawbacks. Free tier is limited to one user. Training of users requires an additional purchase, no 24/7 support.

## The Platform

Zoom is a video tool at its core, whereas Slack on the other hand is a messaging tool which creates a place to consistently communicate with the rest of your team. Considering the fact that we are more interested in all forms of communications rather than just text and the difficulty in integrating Slack and making it work we consider Zoom as a better choice.

Looking at the selected collaboration tools, Guru has more competitive features compared with Stackoverflow because it helps the company with knowledge and information to be organized by collections of cards. Another good thing compared to Stackoverflow is that you can choose the right expert to verify the content of cards. Guru also gives you the possibility to control the authorization to view and edit collection of cards by users and teams. Despite of all these benefits that guru brings to the company, one essential thing that made us choose Stackoverflow over Guru is that with Stackoverflow we have a more decentralized structure of the expertise, is easier to use and learn from employees and offers the feature to keep track of each employee work by using a reward system based on questions and answers that employees write.

Regarding the connection tools it is apparent that Hubspot would be the best choice for our business needs at this time. The features available such as email marketing, contact management, live chat, social media ads (Facebook, Instagram, Google, and LinkedIn), traffic and conversion analytics really cover all of our use cases including marketing, talent acquisition, and social media management. Additionally, the main drawback of using Hubspot is the lack of an analytics dashboard, however we do have access to the raw analytics data, which we can use internally and do our own analysis.

Zoom, Stackoverflow Teams, OnlyOffice and Hubspot, these tools will be part of our platform. And now we will analyze and make sure that our choices are good enough and, in the end, fulfill all the requirements of the client.

## Analysis

SWOT Analysis of the proposed project is given below.

Strengths	Weaknesses
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<ol style="list-style-type: none"> <li>1. Focus on communication</li> <li>2. Integration with other apps</li> <li>3. User friendly</li> <li>4. Flexible document management system</li> <li>5. Time savvy</li> </ol>	<ol style="list-style-type: none"> <li>1. Employees may need training</li> <li>2. Limited features in the free version</li> <li>3. Security</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Enhanced productivity</li> <li>2. New ideas in business generated by knowledge sharing</li> <li>3. Work done properly by organized management</li> <li>4. Improve business from customer feedback</li> </ol>	<ol style="list-style-type: none"> <li>1. Competition from other businesses</li> <li>2. Varying customer feedback</li> <li>3. Augmented fake feedback risk</li> </ol>

*Table 1: SWOT analyses*

## Strengths

They are the internal factors that can be controlled to make the project successful. The strength of the social media platform that we selected is a good document management system. They are also integrated with many applications or social networks like Facebook, Instagram, LinkedIn etc. The platform is attractive and user friendly. It also helps to save time to use and manage the documents using these platforms.

## Weaknesses

These are the internal factors that make the project difficult to succeed. There are few weaknesses in the proposed project. As the company was not following these social media to communicate and to manage the documents, it would be difficult for the employees to use the platform in the beginning. So, the employees should be trained to use the platform first. Secondly, as the company could not incur any cost for the project, the social media platforms selected are free to use, but they have limited features compared to the premium versions. Third, as all information is to be passed using social media, it may lead to security issues.

## Opportunities

These are external factors that help the project succeed. As knowledge is shared between employees, new ideas in business evolve. Moreover, the documents are managed by a sophisticated document management system which leads to the work being completed on time. The clients can also give feedback to the service done by the company which improves business and productivity.



## Threats

These are the external factors that may harm the project if the current project takes place. As the company had taken social media platforms for their business, competition would increase with other companies. The clients may give varying feedback on the service provided which may affect the business. Another threat faced is fake public feedback in social media to destroy the public posture of the company.

Considering the SWOT analysis of the proposed project it is apparent that the weaknesses of the project would be overcome by strengths. As the platform is user friendly it would not be difficult for the employees to use the platform. They would be able to learn it faster. As the platform like Zoom can make public and private channels, employees can decide to whom the information to be shared, thus reducing the risk on security. Even though the platforms used are free versions it would be enough to accomplish the requirements made. The threats faced by the company are general threats faced by all major companies. It can be resolved by solving the customer issues publicly and to question the irrelevant comments made.

# Project Plan

## Scope

Develop an employee and customer-oriented platform that will offer a strong support to the company by providing a set of tools that will assist employees during their activity, ease client's interactions and target desired markets faster.

## WBS

We have divided the project plan in 3 phases. First phase is shown in Figure 1 and contains tasks for creating project proposal. In the first row is the total estimation time and cost for the whole project. Total time estimated to finish the project is 273 hour and the total cost is 9,555£. Second row is the estimation time and cost for first phase of project only. Letters on the right of each tasks correspond to the names of team members, specifically: Mario Gegaj (M), Anaida Siv (A), C (Carla Diaz Espinoza), Gledis Gjinaj (G), Indhuja Jawahar Selvam (I), Prince Shafiq (D).

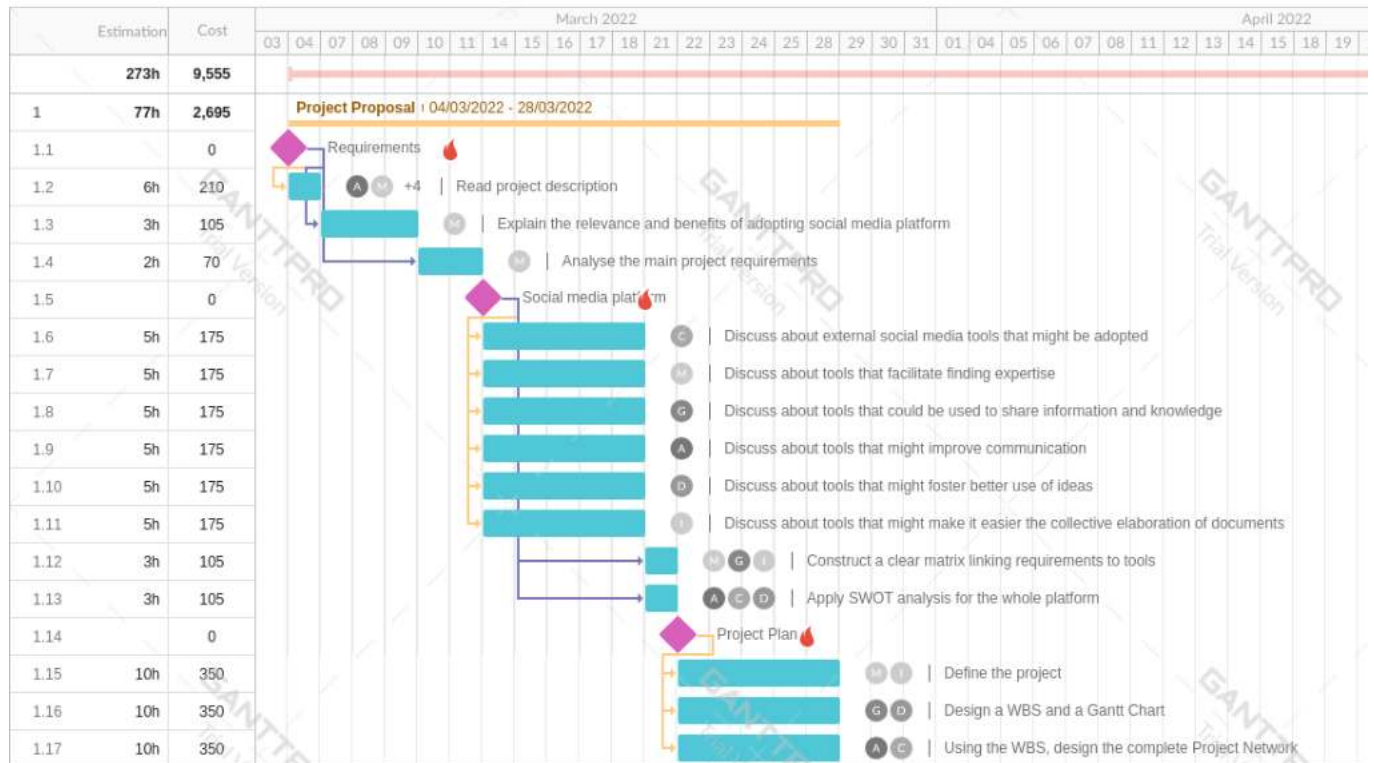


Figure 1: Project proposal WBS

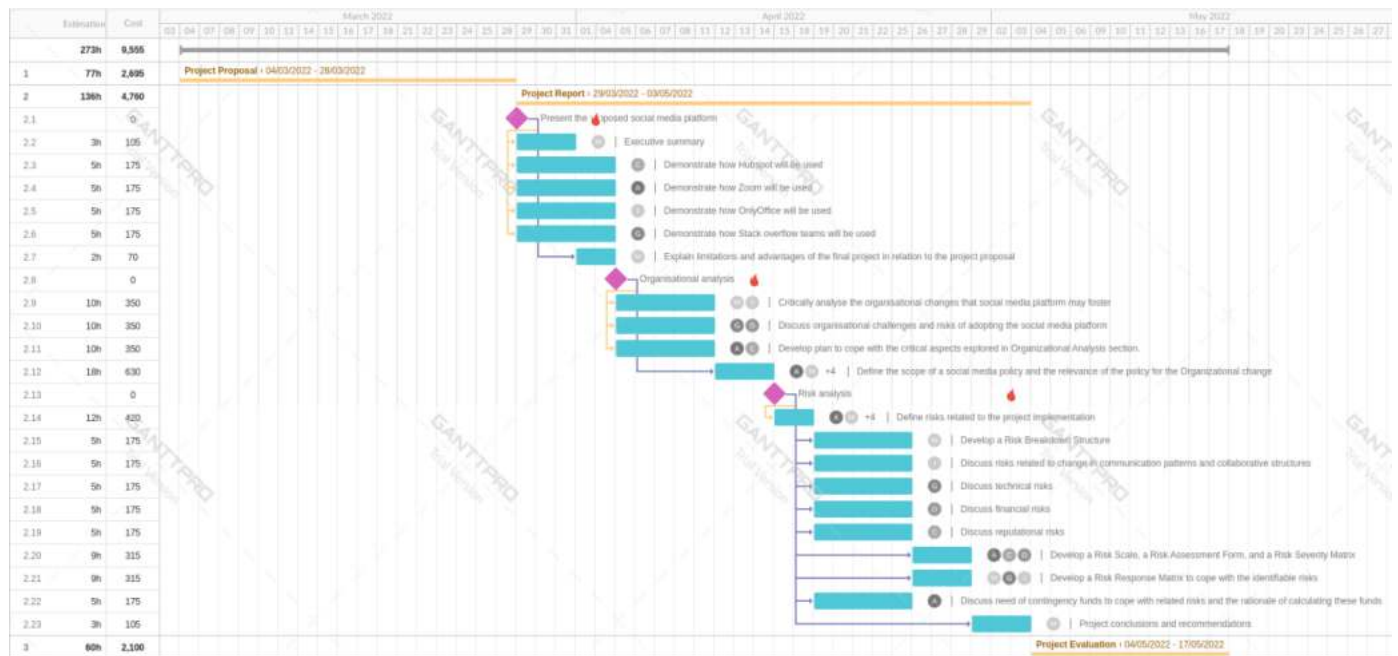


Figure 2: Project report WBS

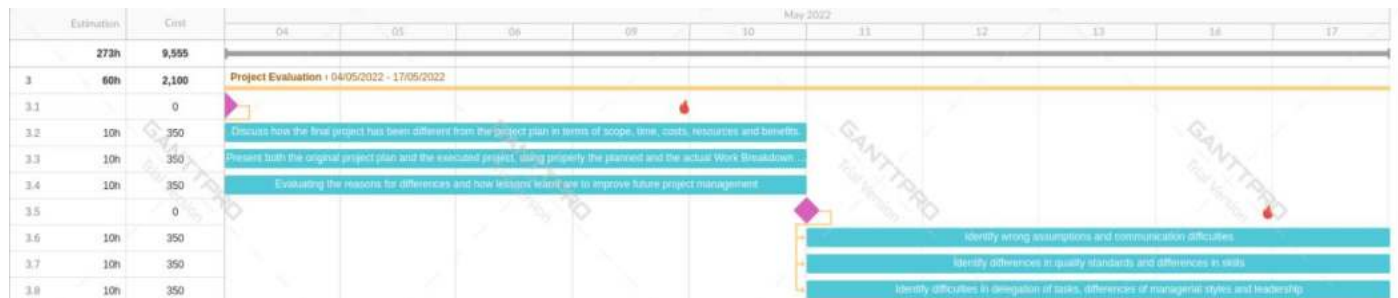


Figure 3: Project evaluation WBS

## Resource Plan

Project resources are crucial in ensuring that all project tasks are completed within the anticipated time frame. Each work will have one or two task owners responsible for completing the task, according to a suitable resource strategy. Time, materials and supplies, labor, and tools and equipment are a few of the resources needed to successfully complete the tasks. Each team member will work 1h per day from Monday to Friday. Overtime isn't compensated for. Below are the total resource availability and hourly rates:

Resource	Hourly rate (£)
Carla	35
Anaida	35
Mario	35
Indhuja	35
Gledis	35
Prince	35

Table 2: Resource hourly rates

Resource	Proj	28-4 (Fri)	7-8 (Sat)	14-15 (Sat)	21-22 (Sat)	28-29 (Sat)	4-5 (Sat)	11-12 (Sat)	18-19 (Sat)	25-26 (Sat)	2-3 (Sat)	9-10 (Sat)
Anaida		1	1	5	5	5	5	5	5	5	4	5
Carla		1	1	5	5	5	5	5	5	5	4	5
Darcy		1	1	5	5	5	5	5	5	5	4	5
Gledis		1	1	5	5	5	5	5	5	5	4	5
Indhuja		1	1	5	5	5	5	5	5	5	4	5
Mario		2	5	5	5	5	5	5	5	5	5	5

Table 3: Resources workload

## Indirect Costs/Overhead Assumptions

Project communications, travel, incidental equipment, and other expenditures are planned as a single estimate of £ 1,900 and are considered indirect costs in this project. These expenses are spread out across the project's length.

## Requirement traceability matrix

Req.	Type	Test	Result	Issues/Comments
#1	Permit employees to share information and knowledge	Integration of knowledge sharing methods	Pass	The use of tools such as Zoom, Only Office, and Stackoverflow Teams that allow users to share knowledge create an opportunity for this requirement to be met.
#2	Make the collective elaboration of documents easier	Directory synchronization	Pass	The use of external tools that allow for the performance of several activities from just one platform such as Hubstore will help meet this requirement
#3	Facilitate employees to find expertise within the company	Ability to create customizable and personalized user profiles	Pass	Most of the tools being incorporated allow users to create their own profiles based on their qualifications and expertise when signing up for an account thus allowing for this requirement to be met.
#4	Improve communication with clients and suppliers	Integration of easy to use and convenient communication methods	Pass	The use of communication tools such as Slack and Zoom that are used for face-to-face meetings as well as calls and instant messages will ensure this requirement is met.

#5	Foster better use of ideas brought by employees, clients, and suppliers	Integration of analytics and metrics	Pass	The use of external tools such as Buffer and Hubstore help to ensure that the interaction between these three parties can be monitored hence can be boosted by knowing how best to allow users to interact and to implement ideas from one platform.
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Table 4: Requirement traceability matrix

## Communication plan

Communication	Audience	Goals	Schedule	Format	Responsibility
Kick-Off meeting	All Project Stakeholders	Introduce the project to stakeholder, manage expectations and set expectations	TBD, one-time event.	Meeting, presentation	Project Manager
Status Report	All Project Stakeholders	Communicate current progress, issues, and risks	Weekly	Report	Project Manager
Team Meeting	Project Team	Report status, identify issues, develop solutions as a team.	Weekly, at least 24 hours before the status report is due.	Meeting, project plan, status report.	Project Manager

Team Standup	Development Team	Quickly coordinate work for the day.	Start of each business day.	Timeboxed standup meeting of 15 minutes.	Development Lead
Milestone review	All Project Stakeholders	Review status, present deliverables, gather feedback, decide next steps.	At project milestones.	Meeting, review, or demonstration of deliverables.	Project Manager
Lessons Learned	Project Team	Review successes and failures to capture improvement for future projects.	At project end.	Meeting that produces a lesson learned document.	Project Manager

*Table 5: Communication plan*

## Project Report

## Executive summary

This report presents a social platform that will help MC Accountants and Legal Advisers to improve collaboration among employees. The report analyzes the positive impact of implementing the platform and presents recommendation to tackle the risks associated with it.

### Issue

MC Accountants and Legal Advisers' plans to expand to Asia and Middle East have increased the difficulties of the company to work efficiently. The company faces difficulties to document corporative knowledge and control of the conversations among professionals, and between professionals, clients and suppliers.

### Unique Solution

Considering the aspects that the company aims to improve and the diversity of tools present in the market, the solution is focused on tools that aim to improve collaboration and communication. The platform will help any company to focus their time and effort for the most benefit, rather than being led by vendors trying to sell their networking solution without any understanding of the organizational structure or culture into which it will be introduced.

### Market Potential

A multi-country study conducted by Harvard Business School found that firms with superior information technology grow faster than their peers, their managers have more insight into their business and their workers are more productive. The platform proposed is a superior solution and will help the company to document corporative knowledge, ease the onboarding of new employees and tighten and improve their interactions. These aspects altogether outline the advantages the company will achieve after implementing the platform.

### Recommendation

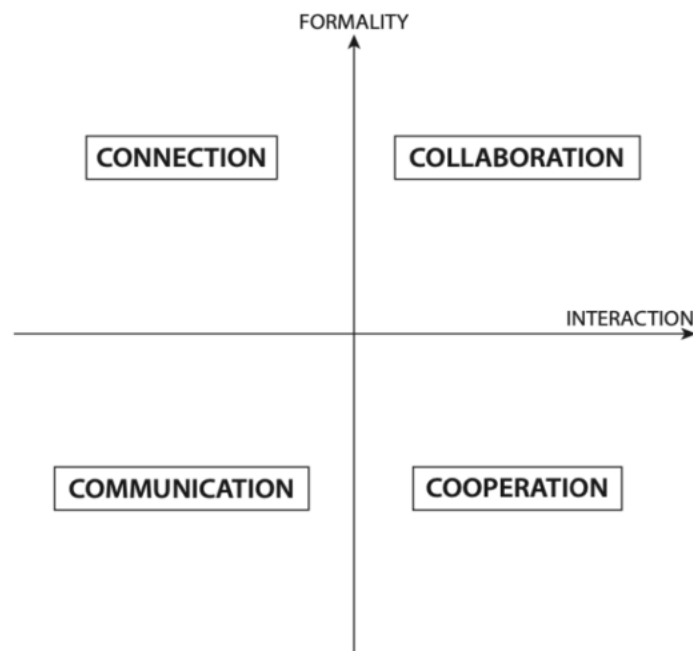
Because social software relies on social rather than hierarchical interactions within the organization in order to succeed, it is vital to understand the key roles in any such structure. In the

report the social structure of an enterprise is presented in order to outline the right approach to implement the platform.

## Social Media Platform

### Introduction

For the purpose of simplicity, we have used a classification of social software tools that is focused on the action involved rather than their characteristics in order to explain why the platform is the best solution for the company issues. The figure below tries to create some connection between the type of social tool and formality and interaction level that the company aims to achieve.



*Figure 4: Interaction matrix*

Considering the informal structure of the company, and its approach in rewarding individual effort, we believe that investing in social software to support communication and collaboration is the appropriate choice. The next step is to explain in detail the specific solution that we believe comprise the set of tools for the right problem.



## The Platform

### Zoom

As the client requirement focuses on communication and collaboration between employees and with suppliers, Zoom looks the best option available. It is a free app which does not need IT support, that is the primary reason that makes it a better choice than Slack. It works seamlessly on any operating system. Single Sign On option gives easy access to zoom.

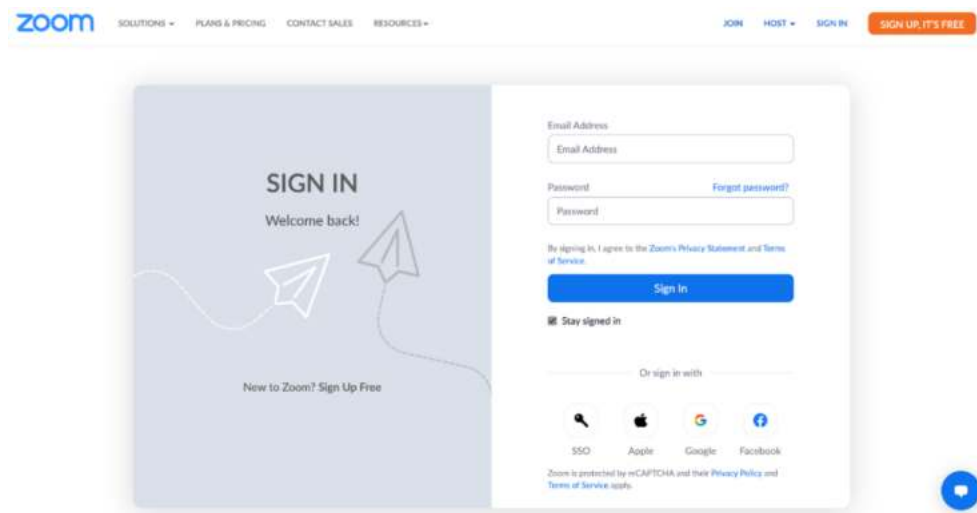


Figure 5: Zoom signing options

Zoom can be used to schedule a meeting as a host or join a meeting as a participant.

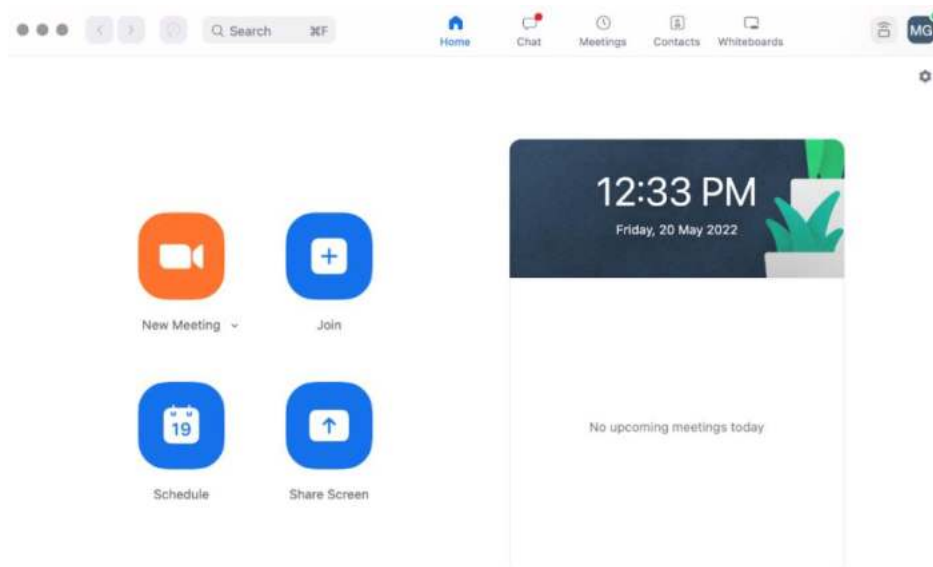
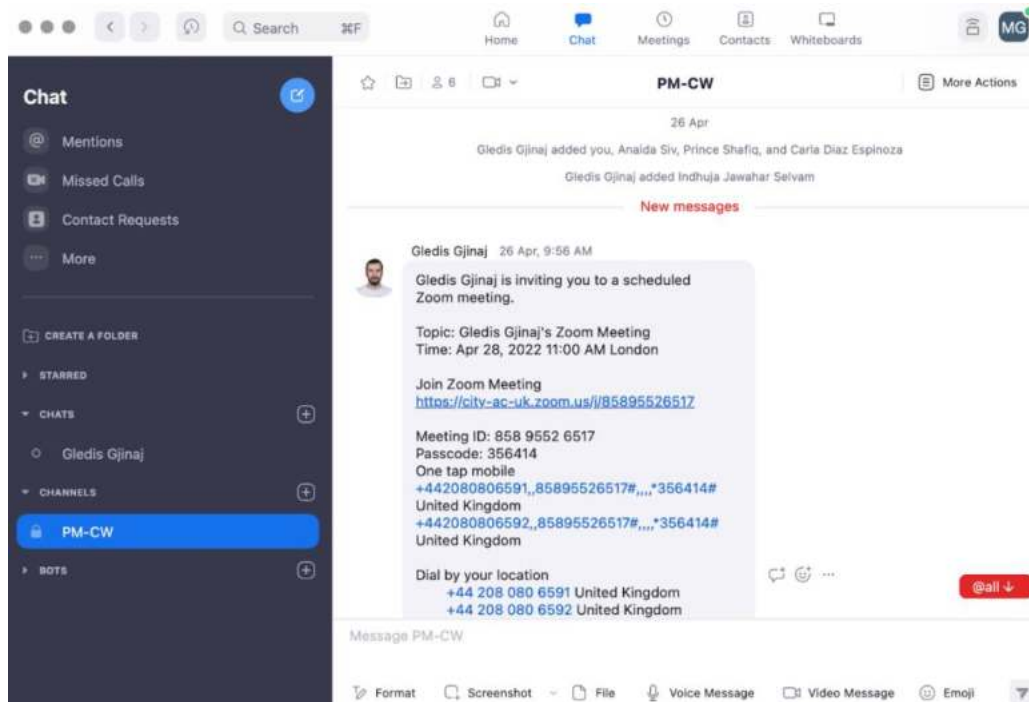


Figure 6: Dashboard

Zoom has channels which are used to create private and public groups where we can send files and messages. It is also possible to start instant meetings within a channel.



*Figure 7: Channels and other options available*

Zoom chat feature allows communication between team members and also with external zoom users. This feature will enhance communication between the employees as well as with the clients and suppliers. Other interesting and useful features that Zoom offers are live transcription features which help participants to follow conversations more easily, especially international clients and polling feature creates single choice or multiple-choice questions which helps to gather responses from the participants during a meeting. The company will be able to keep track of what went wrong during a project or to find a solution to a problem according to the responses of the participants.

## Stack Overflow Teams

In order to change the traditional reward system and to permit employees to share information and knowledge and to make it easy to find experts, our chosen tool is Stack Overflow. Below images show how Stack overflow is used by public users to answer questions. These features will be used in the same way by our client's employees as well. As shown in Figure 8 this tool will be used by all employees of the company to ask questions about anything that they don't understand and don't know how to solve.

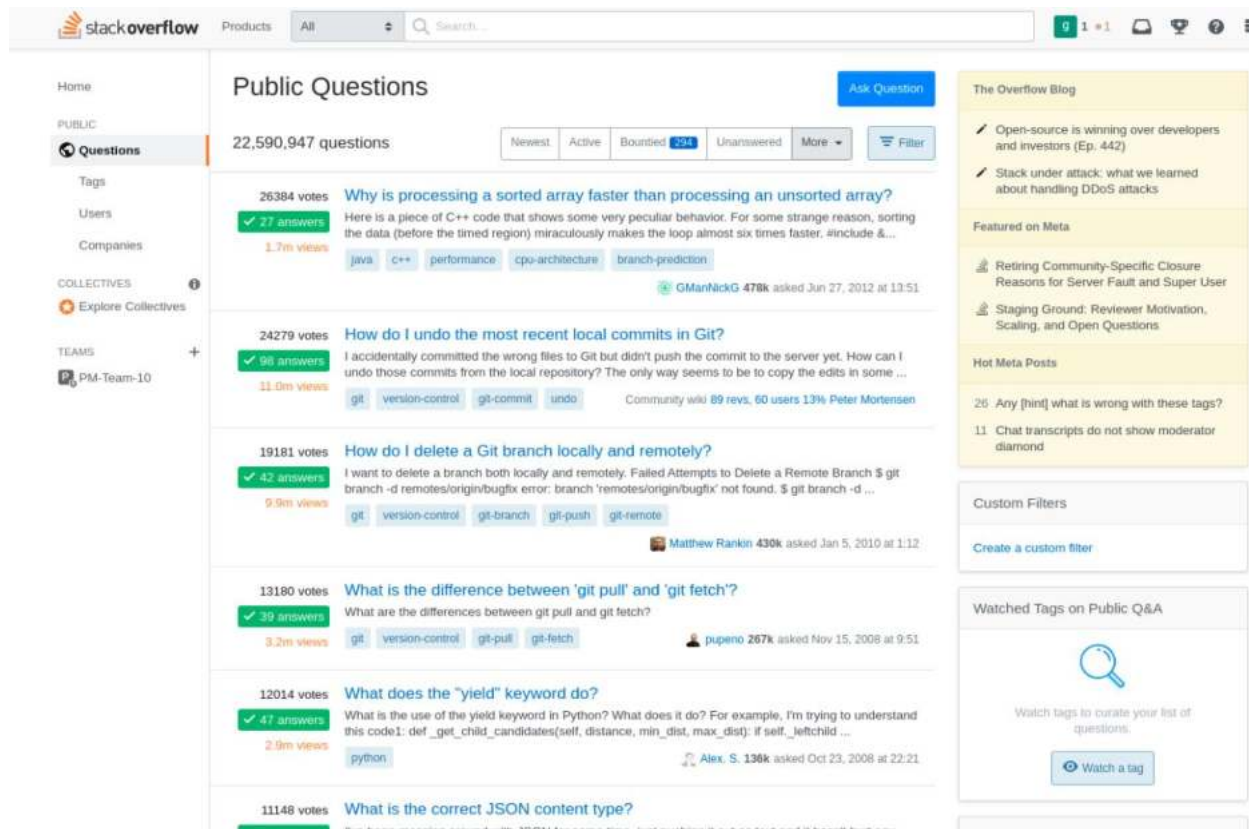


Figure 8: Questions interface

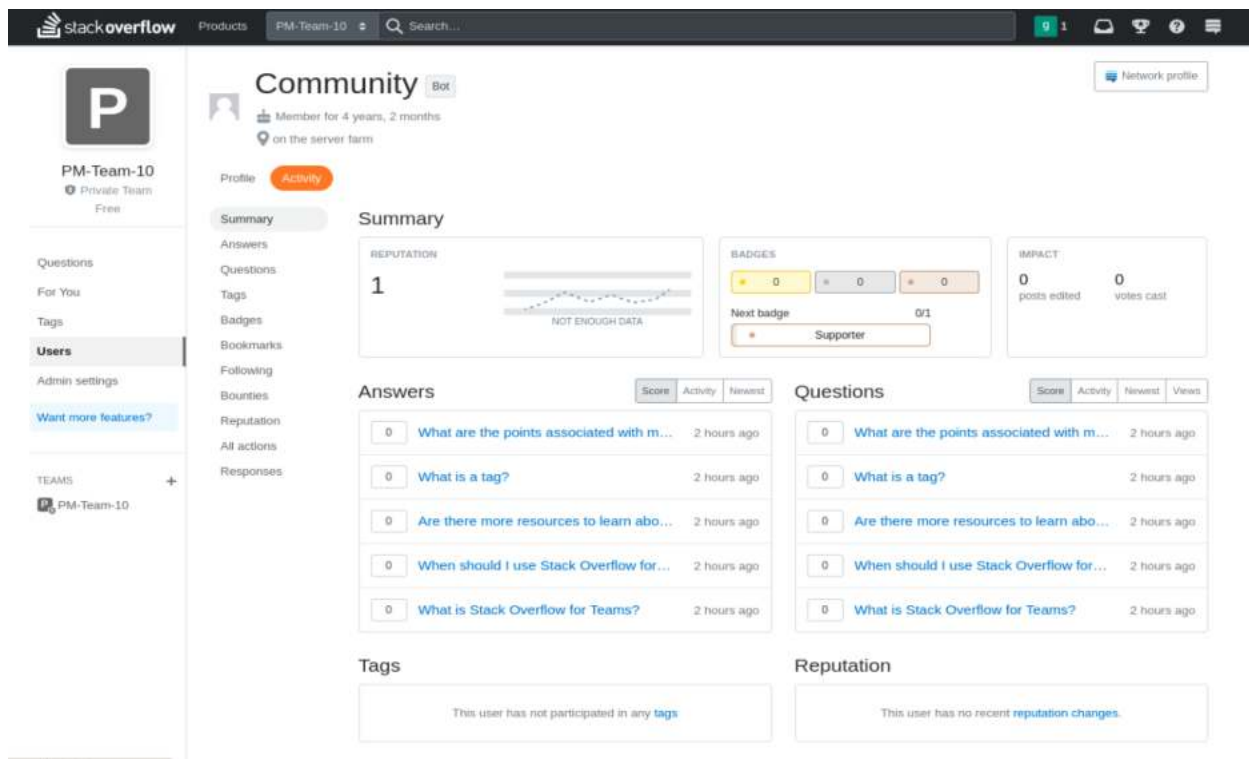


Figure 9: Stack Overflow user profile

All employees may decide to watch tags of a specific department or specific topic. Once they receive a notification for a question, the employee can choose to post their answer if he has expertise or knowledge about the question asked. The best answers are up voted, and, in this way, a new reward system is created. As shown in Figure 9 the summary profile of an employee contains statistical data for employee reputation, badges earned and impact that posts and his actions have had all over the community.

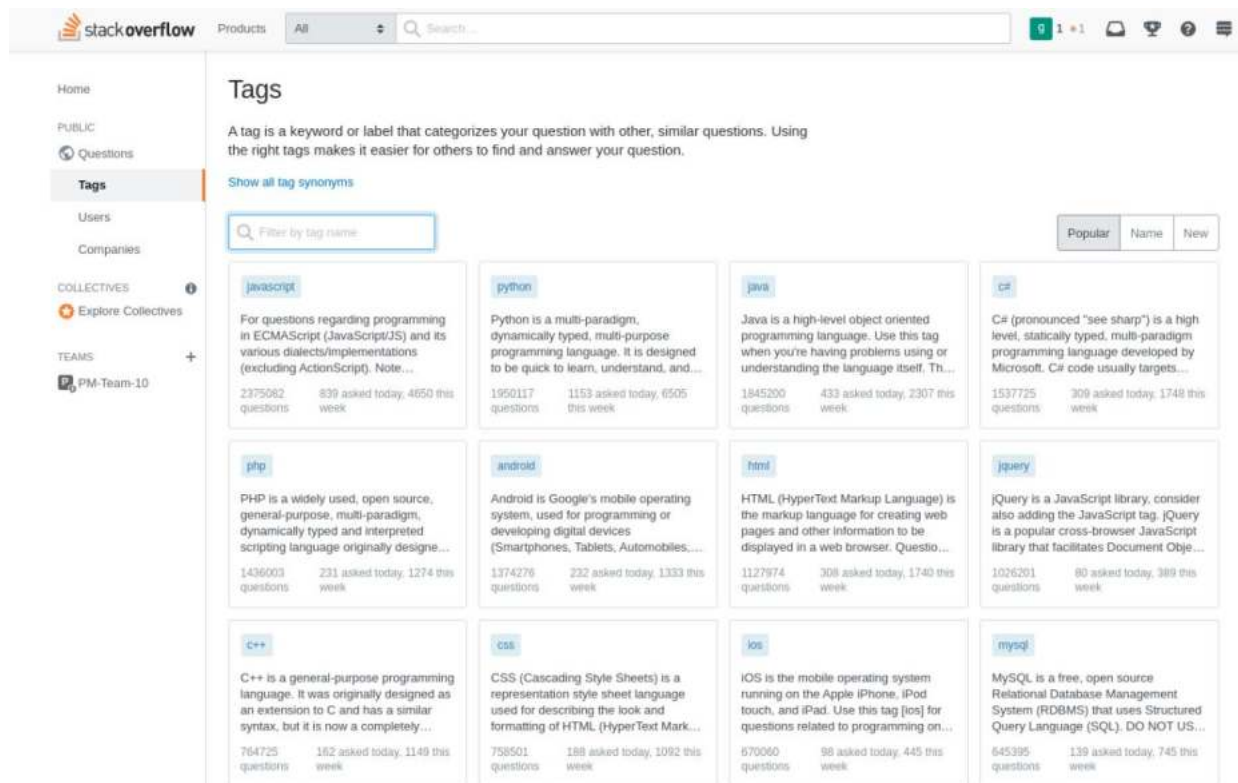


Figure 10: Stack Overflow question tags

Stack overflow makes it easy to find solutions for the same problems that other colleges might have faced. All you have to do is to use the search engine provided by this tool to find similar questions to yours, or search by tag name and all questions with that same tag name will be listed. As shown in Figure 10 tags will be used to label and categorize questions to make it easier for employees to find and answer questions. Questions will be categorized by department and each department must create their specific tags.

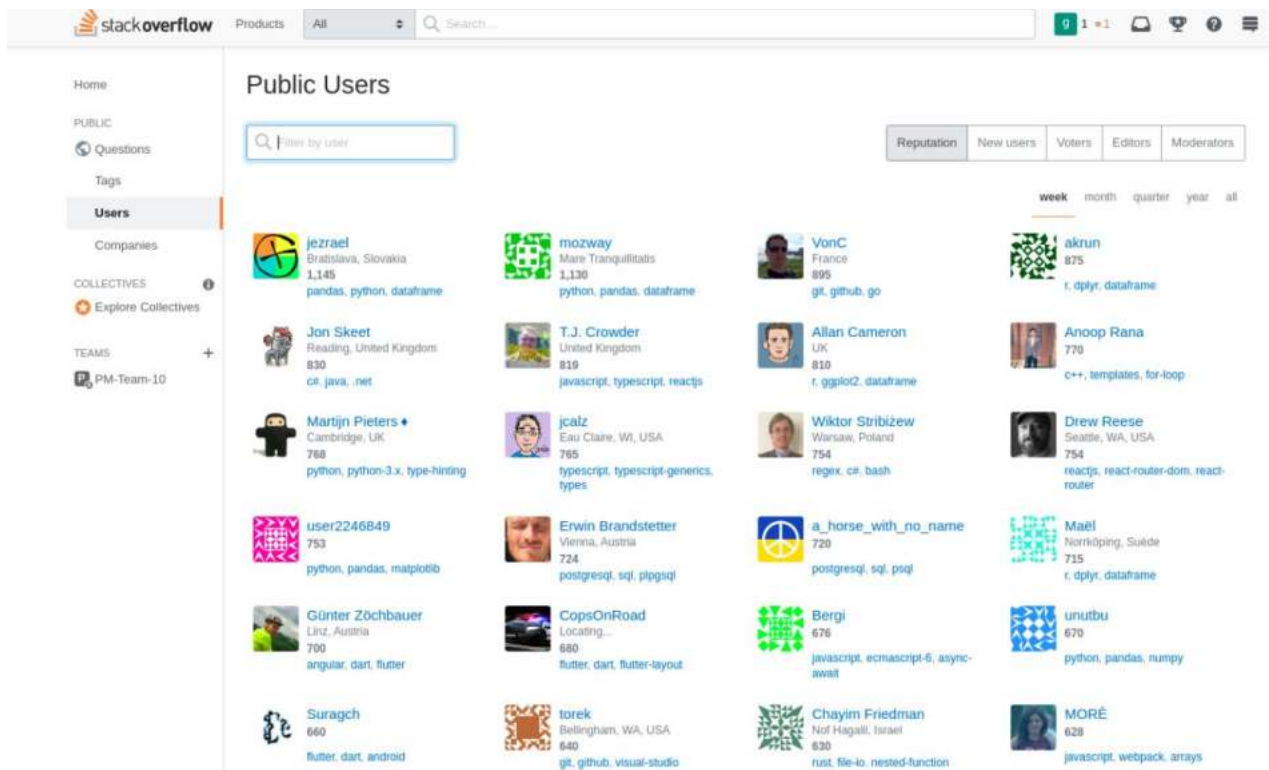


Figure 11: Stack Overflow user list

Stack overflow creates decentralized interaction among employees, a governance structure which is different from the current hierarchical organizational model.

## Only Office

Only Office is a set of productivity tools integrated with powerful online document editors. it meets the requirements in terms of improving communication and collaboration.

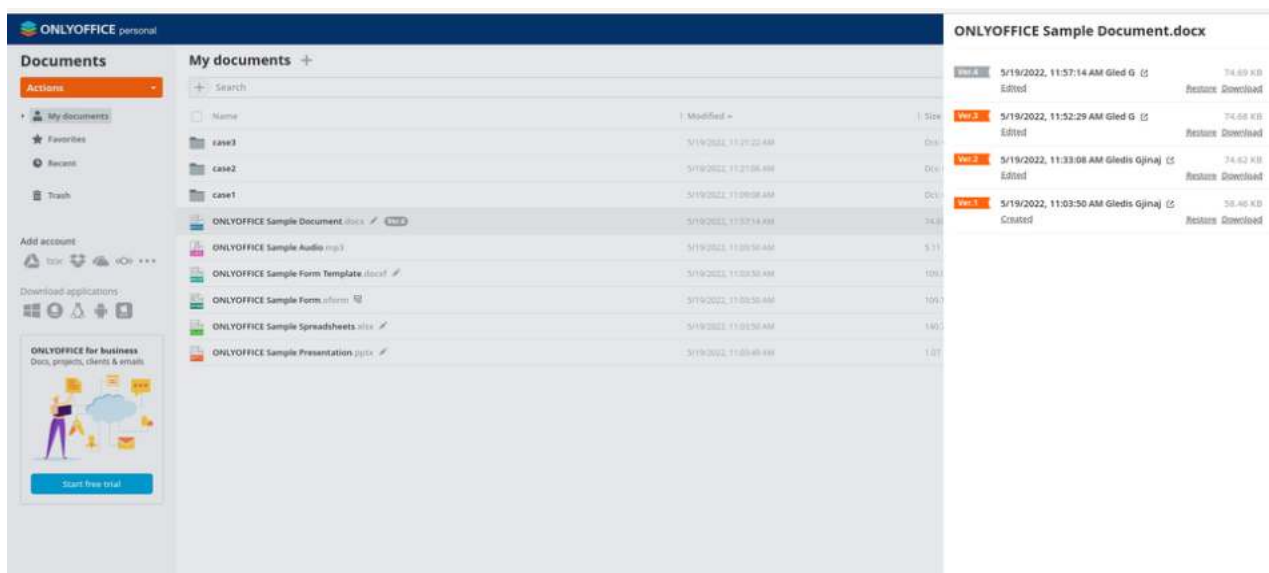


Figure 12: Dashboard

In Figure 12 is shown the dashboard from which we can clearly see how employees can use this tool to organize documents in folders, create different types of documents (audio, excel, word, PowerPoint, form templates), and use the search engine to easily find documents by name, folder, and type. The great feature shown here is also the version history. On the right panel we have a few versions of the document from where we can choose to download or to restore the version that we might want of the document. In Figure 13 it is shown how we can see each change made on each version, the date that the change was made and the person that made these changes.

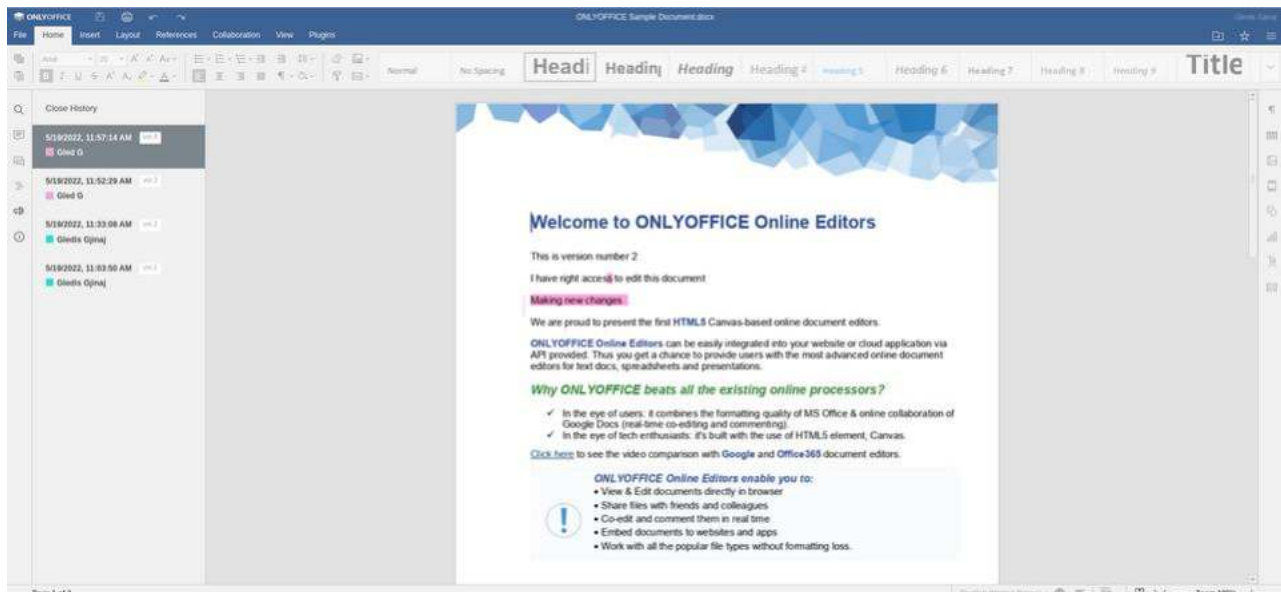


Figure 13: Editing documents



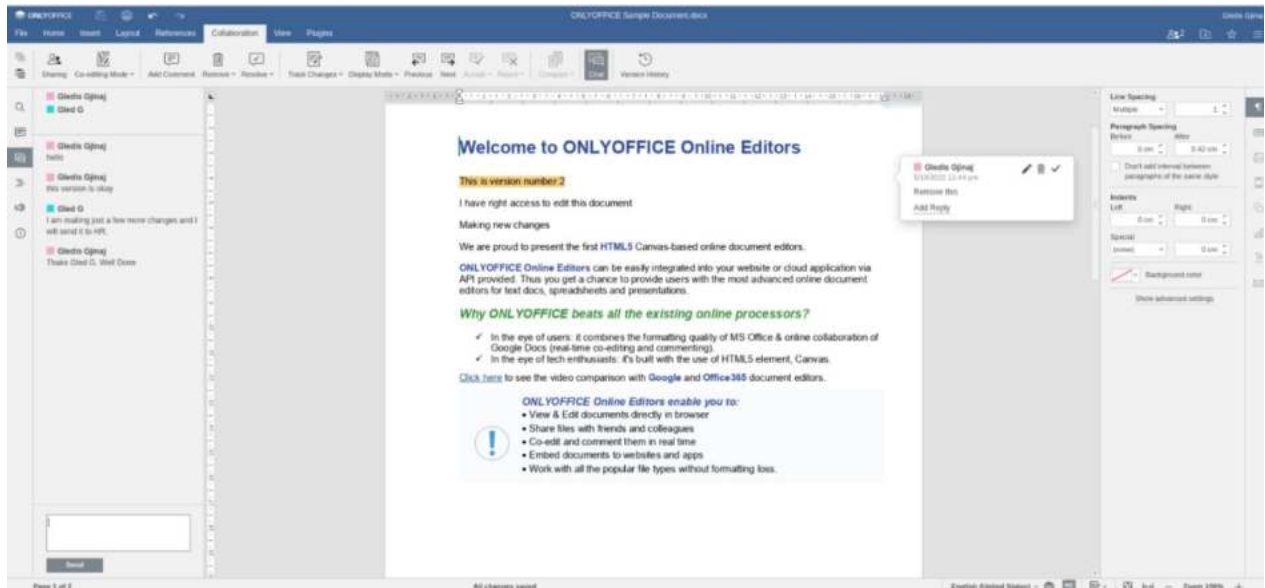


Figure 14: Real time collaboration

In Figure 14 the chat built-in document functionality is presented, where users can collaborate on documents in real time. They can chat on the same page as where the document is being shared and co-edited. Comments can be added to selected paragraphs as well, so the right action and changes can be made later by other people.

It has a range of file sharing settings which can be utilized. While sharing files and folders, you can share with an individual, a user group, everyone or admin. Figure 15 shows how the owner of the file can add users or groups to collaborate in this document and how he can grant each user a different access right from most restricted access read-only to full access.

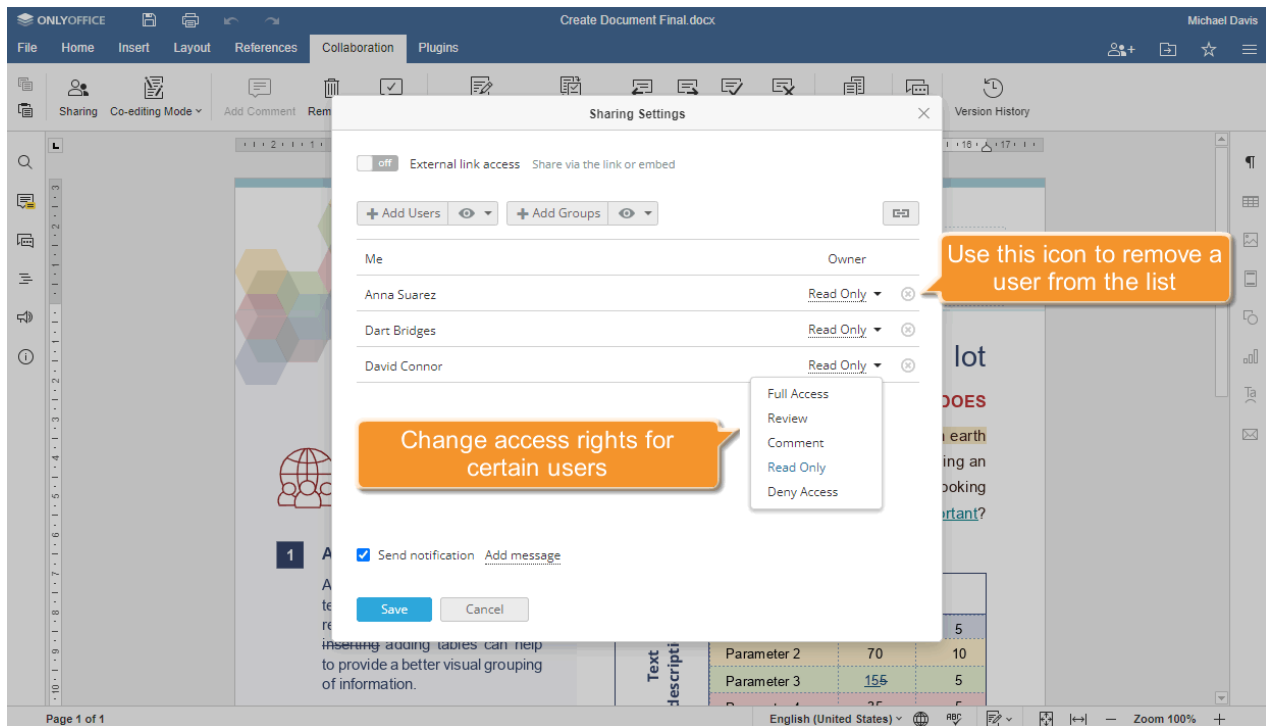


Figure 15: Sharing Settings

## HubSpot

To cover our marketing, talent acquisition, and social media management business requirements, we have chosen HubSpot as the most complete connection tool. HubSpot features include email marketing, contact management, live chat, social media ads (Facebook, Instagram, Google, and LinkedIn), traffic and conversion analytics. Integrating HubSpot into our set of work tools, we will help our existing departments to be more effective at their specific responsibilities.

## Marketing

For our marketing department, we will facilitate the communication with existing and potential customers by leveraging HubSpot's email marketing capabilities. HubSpot allows us to easily create email promotions and newsletters.



An example of a newsletter email, which we can customize its content, select who should receive it, and schedule the day and time when the email should be sent:

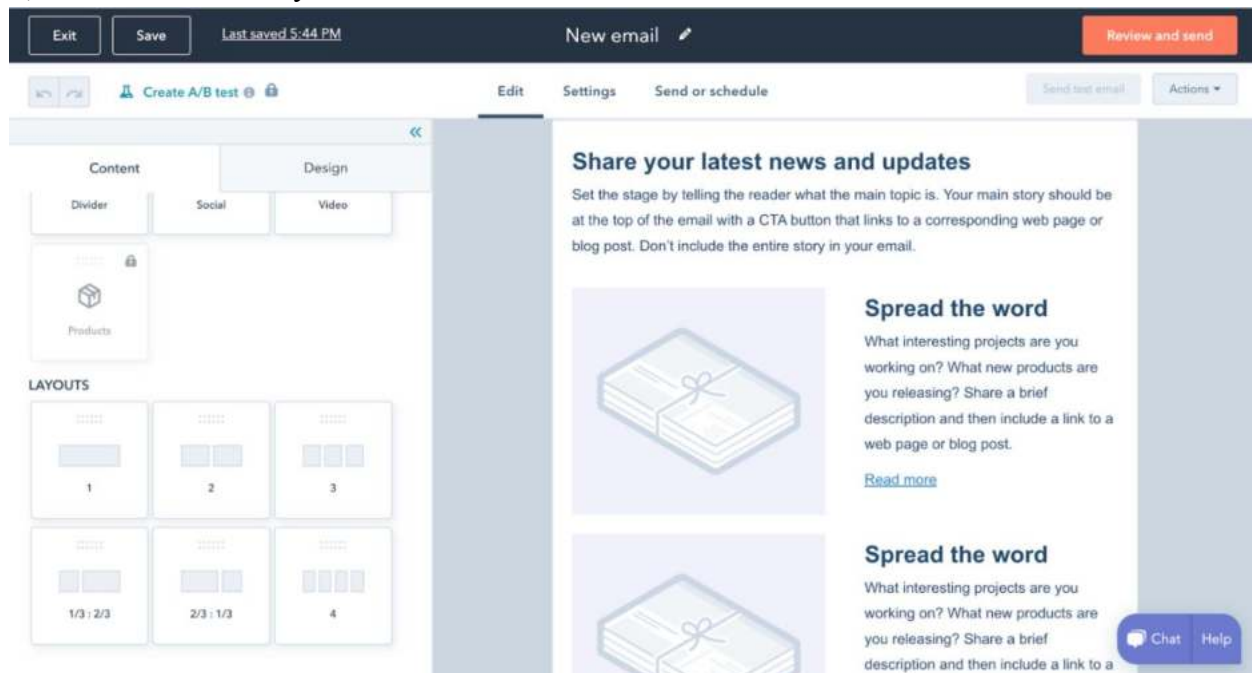


Figure 16: Example of a newsletter email

This feature will not only help our relationship with our customers, but it will also help our marketing department operate more efficiently as we are not only documenting all communications with customers, it will also serve as a way to advertise our company in the new market.

Another helpful feature for our marketing department, is the management of ads across different platforms from a single page. Here is how we would connect our ads account to HubSpot to start managing them:

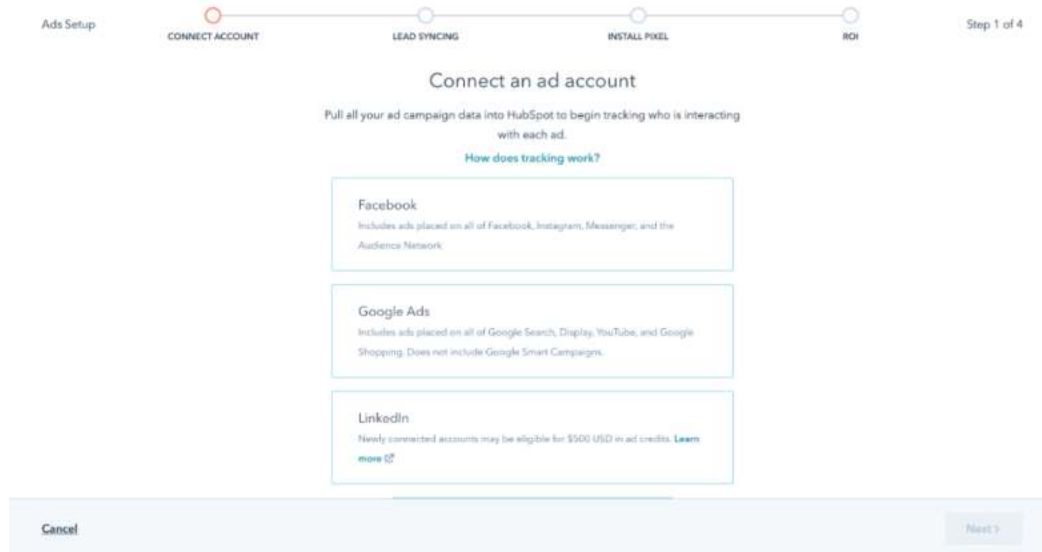


Figure 17: Management of ads across different platforms

## Talent acquisition

When it comes to talent acquisition, we will rely on our company's career page and make sure we provide an easy way for candidates to apply to our advertised positions.

### Using HubSpot

we can easily create application forms where candidates can submit their contact details and resume:

Figure 18: HubSpot application form

which we can then import into a grid where we can easily see who has applied to our available positions as well as the information they submitted:

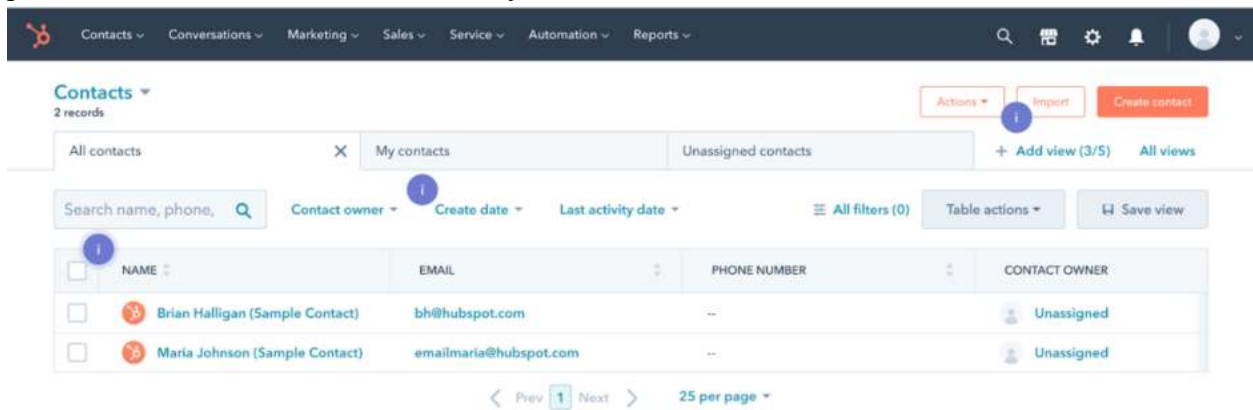


Figure 19: Application list

If an applicant seems like a good match, we can contact them and kick off our internal hiring workflow.

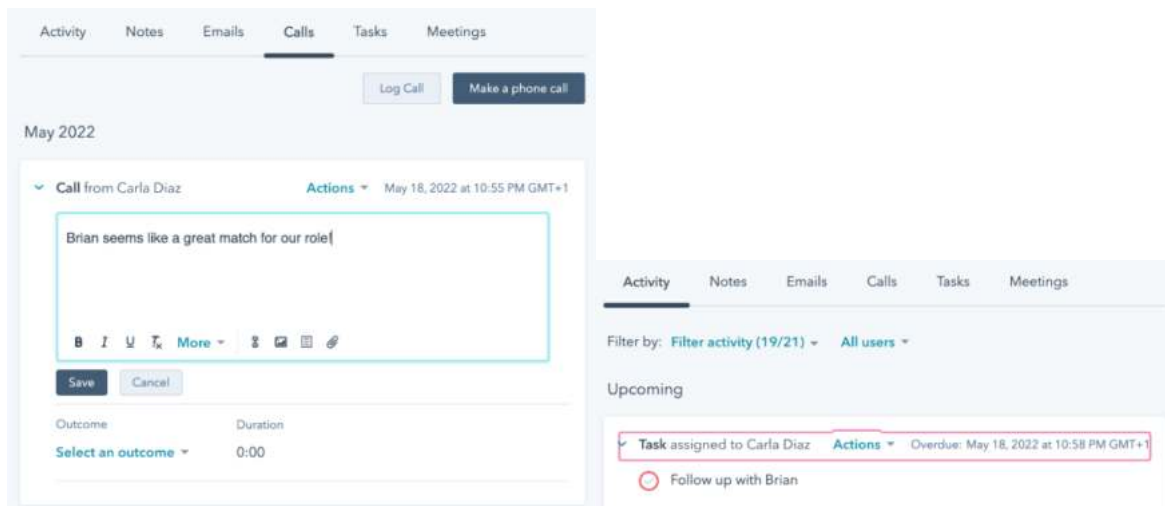
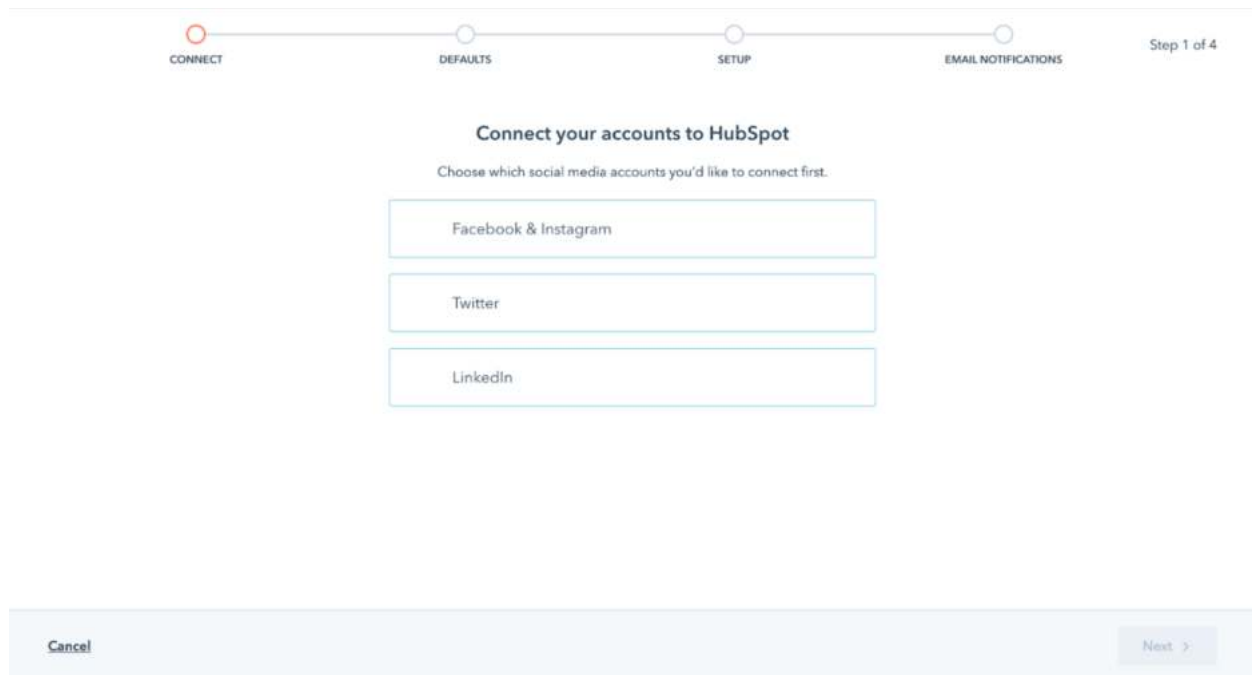


Figure 20: Internal hiring workflow.

Using this feature of HubSpot will ease collaboration among our HR department when it comes to recruiting new candidates, as different tasks can be assigned to different employees. For example, a recruiter can set up a call with a candidate, and if they seem like a good fit, they can use HubSpot to then schedule a call between the candidate and the hiring manager.

## Social media management

Regarding the management of our social media presence, which is essential to communicate and improve the relationships we have with existing and potential customers, HubSpot allows us to connect all our accounts and manage them from a single place:



The image shows a HubSpot setup screen for social media management. At the top, a progress bar indicates four steps: CONNECT, DEFAULTS, SETUP, and EMAIL NOTIFICATIONS. The 'CONNECT' step is currently active, marked with a red circle. The text 'Step 1 of 4' is visible on the right. Below the progress bar, the heading 'Connect your accounts to HubSpot' is centered, followed by the instruction 'Choose which social media accounts you'd like to connect first.' Three rectangular buttons are stacked vertically, each with a light blue background and a thin blue border. The buttons are labeled 'Facebook & Instagram', 'Twitter', and 'LinkedIn' from top to bottom. At the bottom of the screen, there is a light blue bar containing a 'Cancel' link on the left and a 'Next >' button on the right.

*Figure 21: Social media managment*

## Various departments

Using HubSpot, we can help communication among different departments and external customers and suppliers by allowing them to easily create landing pages to communicate each other about conferences, workshops, and any type of company event.

HubSpot provides an easy way to create websites by dragging and dropping components:

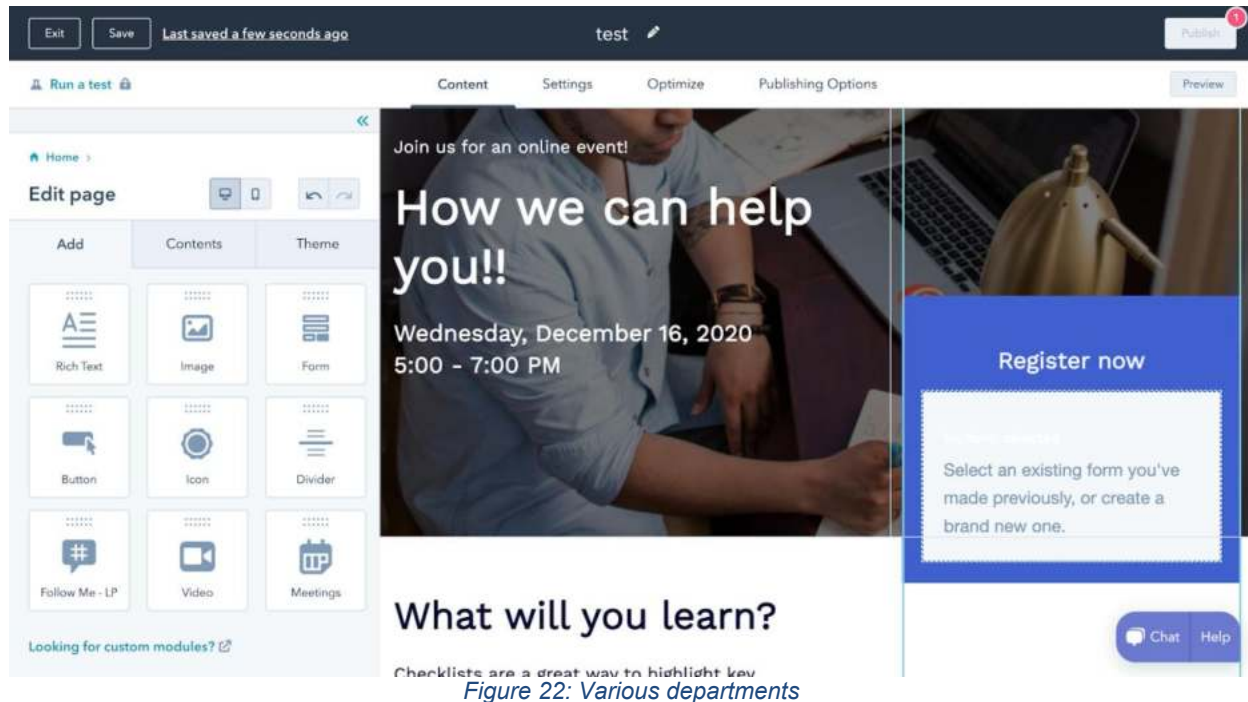


Figure 22: Various departments

## Organizational analysis

Social media pervades every aspect of organizational life, having a powerful influence on organizational culture. The social media tools proposed above will enhance employee communication, work environment, knowledge sharing, build trust, enable early detection of organizational wrongdoing. The proposed tools require little or no training, but the company or the IT department need to put this infrastructure in place and then get out of the way so their users can define through usage the direction and value of these applications.

Social software relies on social rather than hierarchical interactions within the organization in order to succeed and because companies have both a formal structure based on reporting hierarchies and an informal structure based on expertise, relationships and effectiveness it is vital to identify key teams and employees in such a structure. A good HR department knows where employees stand in both the formal and informal architectures and balance the two, and the social tool we proposed should be implemented to strike a similar balance.

A strategy to implement the tools proposed is to focus on ease of use, speed and flexibility and individual value. Simplified plan is presented below:

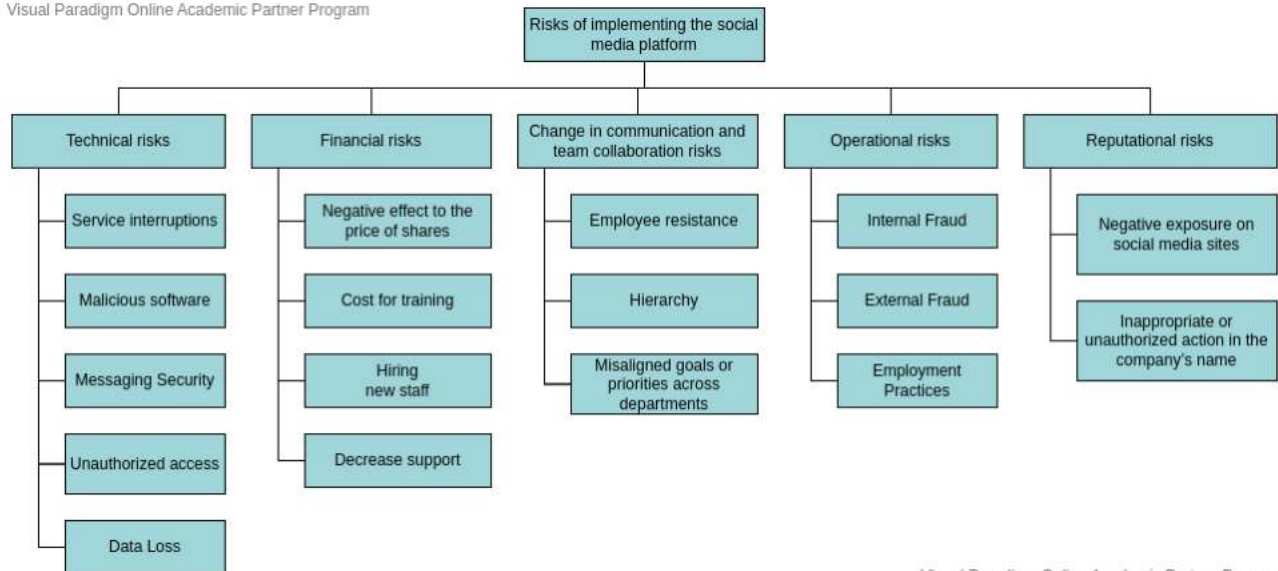
- Set up a small pilot in a single office or department with both the propensity to use the tools and the likelihood to benefit from such usage.

- Ensure the pilot group is constantly using the tools in ways that will achieve the success metrics.
  - Get feedback from all pilot participants – what worked, what didn't and what needs to improve.
  - Using all the information from the pilot, develop a case for wider adoption and roll-out.
  - Use this to create a framework for how different business units can employ the same tools.
- [Text Wrapping Break]

## Risk analysis

Huge opportunities come with increased risks because of the exposure and decentralized ways of communications. Below are listed some of the risks associated with the platform.

Visual Paradigm Online Academic Partner Program



Visual Paradigm Online Academic Partner Program

Figure 23: Risk breakdown structure

Below we have associated each risk with its likelihood, severity, and recommended measure to take if it arises.

## Change in communication and team collaboration risks

Few of us like change. And while that's ok, a business must evolve to remain agile and competitive. Resistance to change can start anywhere in an organization. Executives may not want to spend

money. Departments may not recognize broader organizational needs, as long as their system works.

Further resistance can come from a change in the routine. Employees may worry about what might happen to their role and their job. Even after the change, employees may still resist if they feel new workflows make their jobs harder.

You need a multifaceted approach to overcome this hurdle.

**Be transparent.** Workers want to know the reason for the change, not just the high-level benefits it will provide. Acknowledging problems and explaining how this change will solve them can build buy-in and cooperation.

**Provide ample training.** An effective training program for new technology, workflows, and processes is vital for a smooth transition.

**Get management and executives involved.** Employees want to see leadership engaged and invested in the effort. When executives get involved, it shows that a clear plan is in place. It also improves communication and makes it easier for both managers and executives to respond to employee concerns.

Formal organizational hierarchies significantly affect the way employees interact with each other. Employees generally tend to communicate and collaborate with persons on the same hierarchical level but barely bridge different hierarchical levels. In order to use the full potential of the organisation's knowledge it is important that the employees do not stick to the same hierarchical level, but use the full potential of their colleagues.

## Operational risks

While social media platforms often reduce costs and enhance product value, they also create operational risks. For example, ineffective access control systems can lead to internal and external fraud, and insufficient cybersecurity can result in system breaches and virus attacks. Employees may take valuable client information prior to taking a position at a rival firm.

## Reputational risks

Every organization, no matter the structure, nature of operations, or size, has reputational risk. All risks are significant in and of themselves, but resulting reputation damage can be even more catastrophic, as a reputation is one of a company's biggest assets.

It's important to recognize the impact that reputation can have on success. Investigate weaknesses and determine relevant reputational attributes within the organization.

Determine indicators and warnings for each attribute so you will know when to take action.[Text Wrapping Break]Standardization, technology, policies, and procedures reduce the likelihood and severity of events that could cause reputational damage. By focusing on consistently supplying quality products and services, it's much less likely that there will be a harmful mistake.[Text Wrapping Break]The board and top management must recognize the importance of reputational risk

management, and middle managers must lead by example to promote positive messages to key stakeholders.

Organizational training, policies, and procedures can ensure that all employees know how to behave and respond appropriately in any situation. When reputation is at risk, employees must act quickly and responsibly while doing anything within their power to positively influence public ideas.

## Financial risks

## Technical risks

Who/what may be harmed	Risk likelihood	Severity of harm	Overall risk	Recommendation

## Conclusion

The platform we presented aims to facilitate the collective efforts of a multitude of employees with different perspectives and in different organizational levels in order to produce a much better value for the company. Social software is more than just an evolution, and if the company does not have the software that allows employees to search, link, author, tag, mashup and subscribe to business information in the ways in a meaningful and useful way, it is likely that they are going to use third party software or leave to join a competitor that does.



# Project Evaluation

## Project Plan Analysis

In order to give a clear explanation of the project execution it is better to go through each section of the project plan and outline the costs, resources and benefits.

The first two parts of the plan were dedicated to identifying different tools and come up with a platform that would suit the company's needs and objectives. Speaking in terms of costs and time this part was completed earlier than expected using not all the resources. One of the biggest benefits while working identifying different options was that it gave us a clear and better understanding of different ways of communication and collaboration and their impact on a company.

The next part was understanding the context, identifying possible criteria that would be used in order to create a platform as a solution. This part was crucial, and it took more time and resources than we predicted. The lack of understanding social media aspects was one of the factors that increased the costs, time and resources while working on this task.

The final milestones of the project were clear and through good collaboration and coordination we were able to tackle them in an efficient way.

## Teamwork Evaluation

Even though we have managed to complete all the tasks with a little variance from the time we predicted, there were some clear difficulties which affected the overall quality of the project.

Time management was the first difficulty we have faced which affected allocation of the resources. On one side some of the tasks lacked proper definition, but on the other side team members worked in isolation without seeking help or clarification. Also, saying this we can deduct a slight communication issue.

Another issue was lack of collaboration and proactivity. Even though we had a project manager, our goal initially was to define tasks and split the workload together, but most of the team members were not enthusiastic and expected more from the project manager. This situation resulted in time loss and inefficient usage of the resources.

The graphic below illustrates the result of a poll where each of the members was asked about different aspects of the team.