

Improving Awareness and Use of Domino's Pizza's dLive Intranet

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Executive Summary

Domino's Pizza uses an intranet called dLive to allow employees to find information and communicate with one another. One feature of dLive is news in different categories (such as "Standards" or "Marketing") that users of dLive can subscribe to. Currently, use of this subscription feature is very low. To try to learn why, our group interviewed five people: three "corporate" interviewees based at Domino's Farms in Ann Arbor, Michigan; and two "non-corporate" interviewees based elsewhere. From our interviews, we have concluded that the problem with the dLive subscriptions is one of awareness. Neither of the non-corporate interviewees was aware that the subscription feature is available, and both believed that its low usage is due to dLive users' not knowing about it. They also agreed that the solution was for Domino's to publicize the dLive subscriptions more, and one of them offered a simple, concrete suggestion of how to do so: at one of Domino's routine conferences of franchisees, the franchisees should receive a tutorial in the subscriptions, along with dLive more broadly. Afterward, the franchisees could transmit the information through their own franchise networks, ultimately down to the store level.

dLive is a valued tool, and does many things well: all interviewees agreed, for example, that being able to store information on dLive is of great benefit. However, our interviewees also shared several issues that they encounter while using the site. These issues can be classified as problems with searching dLive and problem with navigating dLive. Improvements for searching that interviewees suggested included a more visible "filter by date" button, allowing the search function to sort by type (video, image, etc.), and removing extraneous documents from dLive. Suggestions for improving navigation of dLive focused on a new or improved system of tabs dropdown menus.

Introduction and Background

Domino's is now the second largest pizza restaurant chain in the world, with more than 12,500 locations in over 80 markets. Brand name, consistently high quality product, and clever use of technology are the key factors for Domino's continuous success.

Franchisees are at the core of Domino's business structure. About 93% of Domino's domestic stores are franchised, and 100% of its international stores are run by overseas master franchisees. Domino's franchised organization has both "market-like" and "firm-like" qualities (Norton, 1988). "Market-like" qualities mean that the franchisor "develops product and services for sale by the franchisees that market them in a particular location." Franchisees in turn pay an up-front fee for the right to operate under Domino's trademark and are also required to pay royalties on a timely basis. "Firm-like" qualities stem from "the nature of the restricted bilateral nexus between the two types of entities." Domino's offers training in managerial and financial operations, and provides marketing and other support to the franchisees. The franchisees in turn run the stores strictly following Domino's standards.

Communication is a crucial element, and can mean the difference between success and failure of a franchise system (Germann, 2003). Information asymmetries, goal conflicts, and power balance between franchisor and franchisees are major factors that complicate communication in a franchised business. Communication managers in such organizations face a range of challenges: providing relevant information to a diverse range of franchisees in a timely fashion, facilitating knowledge sharing that is necessary for training and operation support, and creating tools that encourage communication among all stakeholders (Davis, 2014).

Several studies show that intranet is a technology tool used extensively by franchise systems to improve the communication between franchisor and franchisees (Larson, 2002; Saleh and Kleiner, 2005). An intranet is defined as a private network used to disseminate and exchange data, sound, graphics and other forms of media (Stoddart, 2001). Curry and Stancich (2000) described how intranets can encourage information sharing and information publishing, and facilitate document management.

Domino's solution to the communication issues mentioned above is its own intranet system—dLive. Domino's intention in building this intranet was to help franchisees and their employees based in different locations to get first-hand information about general business operations by displaying the result for all to see on their own personal computer screen. On dLive, users can subscribe to news of multiple categories (e.g. Training, Standards, or Tech), and set means and frequency of notifications customized to their own needs. Franchisees and in-store crews can

bring concerns and questions to the table, and share thoughts and opinions via group discussion forums. dLive also has an advanced search function that allows quick access to operation manuals, promotion graphics, and videos through keyword searching and filters. Ideally, Domino's would expect its franchisees and their team members to willingly engage with the intranet as often as possible. However, the technologies that Domino's offers to facilitate information sharing are not fully utilized, especially the "My Subscriptions" feature: out of approximately 20,000 weekly visitors, only 227 people subscribe to this news. Domino's major concern is that unwillingness to use technology like dLive will widen the communication gap, which is detrimental to efficiency and the quality of service. To this end, our team conducted research and interviews to:

- Evaluate the news subscription feature and alternative communication channels to see if the gap is bridged by other means
- Identify potential issues that affect user satisfaction of dLive
- Make recommendations about raising awareness of dLive and improving its usability

Using information from user interviews, our team created an affinity wall to see more clear feedback across different levels, from corporate staff to field contacts like area supervisor. By grouping user feedback into categories in a bottom-up fashion, we identified the following key findings surrounding the usage of dLive:

- Many in-store employees are not familiar with dLive, let alone the subscription feature
- Most people are still accustomed to emails and other traditional communication methods
- dLive users are most pleased with the quick access to various documents and the convenience it provides during training
- A more coherent and effective approach to searching is much needed

Phelps and Mok (1999) pointed out that user satisfaction with an intranet "is a direct result of perceived usefulness and perceived ease of use, and that franchisor support, user involvement, reliability and accuracy, and accessibility and availability are all preconditions for users to perceive an intranet as both useful and easy to use." Our team tried our best to assess the achievements and flaws in terms of these factors, and give recommendations that we think are most appropriate for Domino's current resource allocation and could be implemented in the long term.

Methodological Overview

To see why dLive falls short of the expectations of Domino's, our group used two methods to gain insight into the communication problem among the franchise structures in general, as well as the specific reason of dLive's overall unpopularity. We first went through some previous researches on communication in franchise structures, an area under the examinations of social scientists for decades. Secondly and most importantly, we adopted the methodologies from contextual inquiry and conducted interviews of dLive users and Domino's employees.

Literature Review

In our literature review, we found evidence that such mismatch in communication is prevalent in franchise structures. Research shows that the interesting part of communication is that it is not between equal sides. There is a greater need for the franchisors to initiate the conversation, i.e. the downward communication, than the other way around, i.e. the upward communication (Gassenheimer, Baucus, & Baucus, 1996). It is typical that franchisors with a downward electronic communication channel communicate more with the franchisees than those without such a channel. Research also suggests that the solutions to alleviating the problem vary according to the different scenarios (Dickey, 2001). Dickey summarizes thusly: "the management challenges faced by franchise organizations - specifically, uniformity, local responsiveness, and system-wide adaptation - demand communication effectiveness." To find out the specific details concerning the case of dLive, we investigated further with our interviews.

Contextual Inquiry through Interviews

For our interviews, we first met with the main contact, who introduced the company and the product to us. The problems of communication and low subscription rate were raised during the meeting. We then approached our interviewees individually. There were five interviewees in total. Three were corporate employees stationed at the headquarters, who are in different departments; they use dLive for internal communication and distribution of information. One is an employee of a franchisee with the title of Director of Operation; as an agent of the franchisee, the Director of Operation is involved in everyday trade and business by connecting with all other people, from truck drivers to cashiers. The last one is an area supervisor, who can be considered as a liaison between the corporate franchisers and the franchisee branches. They agreed to talk to us about dLive and its problems, becoming the starting point of our analysis.

At each interview, two of our teammates were present to conduct the interview, one being the main interviewer who asked the questions, and the other being the recorder who wrote down all the replies. The interview questions were designed

beforehand, tailored to the different roles of the interviewees. For the corporate employees, we focused on how information is categorized and distributed, and what their expectations were about the subscription function and dLive in general. For the franchisee employee, we tried to discover how they interact with dLive in their daily work, how they obtain all the essential information that they require, and how they communicate with other people within the franchise structure. For the area supervisor, we were more interested in how they connect with franchisees with dLive, how their demand for information differs from the needs of franchisees, and how they perform their daily job with dLive. In the ideal scenario, the interviews would all have been conducted at the usual working place of the interviewees in order to get a good understanding of their daily operation as well as the context of the usage of dLive. Unfortunately, the two non-corporate interviewees were out of state, and therefore on-site interviews could not be arranged and we switched to telephone interviews instead. Each interview lasted 40-60 minutes.

Affinity Wall

After conducting our interviews, we recorded our findings, summarizing each piece of information provided by an interviewee in a sentence-long note. We used these notes to build an affinity wall (see image), which connects all the points by their central ideas, allowing us to discover the hidden connections between different topics and different interviewees. After several rounds of rearranging and reorganizing the notes, the wall allowed us to organize the interview material and group them into higher-level conclusions. They are the “data points” of our analysis. Our interpretation of these notes is essential to our analysis. Because these points come from different narratives and different contexts, the wall gives us a more comprehensive understanding of the whole picture.



*Presenting our affinity wall to the class.
(Photograph by our SI 501 instructors,
Professor Kentaro Toyama and
graduate student instructor Akshay Potnis.)*

Finding 1: Lack of Awareness of dLive's Subscriptions Feature

dLive subscriptions appear on the front page of dLive. To reach them, a visitor must scroll down from the news stories that appear at the top of the page. After learning that visitors to the dLive site did not know that there was content on the front page below the top news that they had to scroll down to find, Domino's added a visual cue to let them know of this: a bouncing icon of a downward-pointing arrow labeled "more." Their hope was that once people knew to scroll down, they would see the subscriptions feature and begin subscribing to news. However, this was not the case: the number of those who subscribe to the subscription news remains at 227. From our interviews with the two "non-corporate" interviewees, we have concluded that the problem is that users of dLive simply remain unaware of the subscriptions feature.

The first non-corporate interviewee we spoke with uses dLive often, for many tasks, and spoke very highly of it. Further details of the dLive features he makes use of, which demonstrate his skill and familiarity with the site, will appear later in this report. For now, suffice it so say that this interviewee is someone who is more active and proficient in dLive than most. However, when the interview turned to the matter of dLive subscriptions, we learned that he did not know this feature existed (though he was glad to learn about it, and said he would begin using it). The fact that *he* was unaware of the subscriptions feature indicates that users of dLive who are less active than he is are probably, for the most part, similarly unaware.

Some of this same interviewee's remarks about store employees' lack of knowledge of dLive provide further evidence for this theory. Speaking about dLive as a whole, not just the subscriptions feature, he shared an observation that many store employees had "no idea" that the tool was available. Many of those who did, he continued, were aware of it because they saw their managers using it. However, they believed that they were not allowed to use it themselves. Whether because they do not know about dLive or think it is not for them, he concluded, they are not getting access to all the information that dLive has to offer. This ignorance or misconception of dLive would naturally prevent store employees from utilizing the subscriptions feature.

Our second non-corporate interviewee was also unaware that there was news on dLive that he could subscribe to. He had seen the subscription-based news on the dLive front page, but did not realize that it was something interactive. For example, most of his use of dLive centered on obtaining documentation of standards, and he did not know that he could click on the "Standards" button to subscribe, and thus receive more information about standards. In his opinion, the number of dLive subscribers is low because people do not know about the subscriptions.

Further details of how these two non-corporate interviewees are able to get the news they need even without knowing about the dLive subscriptions will be provided in the next finding of this report. Both of these interviewees believed that Domino's needs to publicize the subscriptions feature more, and the second interviewee had a suggestion of how Domino's can do so, which will be detailed in the "Recommendations" section near the end of this report.

Finding 2: Alternative Methods of Communicating and Obtaining Information

From the previous finding, we can see that neither of the non-corporate interviewees use the subscription functions in their daily work. It strikes us that the subscription function may not be a vital function regarding operation. Therefore, it must be that the most underlying requirements of the franchisees can be fulfilled without the presence of the subscription function, or even dLive itself. We looked into this theory further, and tried to understand how exactly users could do without the subscriptions.

As a matter of fact, the interviews also revealed that the two non-corporate interviewees are not the only ones who do not use the subscription function. As we know, the subscription is designed to categorize information and deliver them to the end users directly in a timely manner. One of the existing tools that perform similar functions is the newsletter. We found out that there are various newsletters among Dominos that circulate information periodically. One of the newsletters, the “Rush,” is widely used when people at Dominos try to reach out to a broader audience. As an email newsletter, Rush incorporates links to dLive, so that people can still go to the specific information section of their choosing in dLive via the link in Rush, without subscribing in the first place. A similar product that franchisees use is called the “Dish,” which serves an analogous purpose.

Email itself, as it turns out, is a major source of information. According to an interviewee, they “receive daily reports through emails,” and “communicate primarily through emails.” It is clear that, similar to many corporations, email is still the primary means of communications. It is hard to argue that a subscription function can be superior to emails in terms of efficiency and easy use. Every employee at the franchise level should have an email address, which makes going through the subscription process an extra effort.

However, some people also suggested that email is not a perfect tool and could use some improvements. One of the shortcomings is the problem of spam and irrelevant mass emails. Some reported that it is sometimes hard to locate certain information buried among a pile of emails. Additionally, email is not always the most convenient tool. One of the interviewees, who receives multiple email reports at the end of each day, reported, “It would be nice if daily emails could be more of a ‘push of a button.’” The demand for a neat and limpid system, as well as a straightforward documentation system, can be used as guidance for the direction of dLive’s improvement.

Finding 3: What dLive Does Well

We have observed that although the interest in news subscriptions is relatively low, dLive excels in serving other purposes for franchisees and employees based in different locations.

One feature that is used frequently by both corporate staff and franchisees is document retrieval. Nearly every interviewee expressed that dLive is a “good place to house information.” They are also pleased with the fact that the documents are updated timely and therefore offer vital information for decision-making. One interviewee is particularly fond of this function, and walked us through multiple search-retrieve processes to show us how convenient it is to quickly access various standards and manuals ranging from general guidelines to how much sauce to put on a pizza. Some of the concrete examples included:

- Domino’s annual World Wide Rally is well documented on dLive. People could go to the WWR site and check highlights and videos. The videos are quite popular and, according to our interviewee, shot very well and engaging to watch
- Another corporate interviewee said that dLive is convenient for people “to find a phone or URL directory”
- The last activity for one non-corporate interviewee was to check operational standards about uniforms, food, and presentation
- A corporate interviewee recalled that when something new and important comes out, such as a marketing or charitable campaign, people ask “Is there a dLive page for that?”

At the franchisee level, dLive is mainly used as a training tool. The “High Performance University” site is a one-stop shop that contains all the necessary information for new hires, and is used a great deal by franchisees. One interviewee said that the site is “so much easier and faster than what we used to use in training.” Franchisees also use dLive during recruiting to check an applicant’s profile.

Another feature that users spoke well of was the discussion boards. One dedicated user pointed out that when he has questions, he first searches the message pool on the forum; if there is not a ready answer, he posts his question and usually gets replies within half an hour. He remarked, “It’s probably one of the greatest tools and the primary thing I use most on dLive.” The reason why he frequents the discussion board is that he appreciates others’ help and feels good about helping others.

Our non-corporate interviewees also mentioned that it is nice to have most relevant news on the front page, which keeps them informed of the latest promotions or tips for business operations.

dLive has moved beyond simply being used to store information. The fact that it is an essential training tool among franchisees indicates that Domino's understands what is and is not important to the organization; spares no effort in gaining insights about what is going on and how people are doing things; and knows how factors like decisions, choices and resources affect things important to the company (Denton, 2007).

Finding 4: Criticism of dLive

Content

1. *Too much information*

dLive was initially designed to store and provide information to both corporate and franchisee people. However, we found out that corporate people, who provide most of the content on dLive, tend to put everything they think would be helpful on the website. Meanwhile, there is no specific person who is responsible for managing or evaluating all the content available on dLive. dLive itself cannot delete outdated information either. As one interviewee put it, dLive is now “a dumping ground of information.”

2. *Searches on dLive return undesired results*

It turns out that people normally use the search bar to find particular information, but sometimes irrelevant or outdated information appears first, and the results are not organized in a logical way. Sometimes users cannot get what they want by using the search bar. Tags are not utilized in searching, which makes search results hard to categorize. Apart from that, there is one default search bar and one “site” search bar, which can be confusing, especially when the site search bar works well while the default does not.

3. *“Filter by date” function is hard to find*

Search results now are assumed to be sorted by relevance, but filter function can be useful as one interviewee stressed. “Filter by date” does exist, but it is on bottom of result page where is hard to find and hard to use.

Website Design

1. *Navigation problem*

Since there is so much information on dLive, navigation is extremely important for people to easily find what they want. One problem is that now there are too many categories, which makes navigation too complex and gets people lost. Another problem is that while there *is* the aforementioned arrow icon indicating that the user can scroll down on the front page, it disappears after a user reaches the news subscriptions, though there is additional content below this. Through our interviews, we found that franchisees have high expectations for dLive. As one interviewee said, “Domino’s is tech-driven, so dLive needs to be as good and user-friendly as other tools.” So to some extent, navigation is not only a design problem, but also demonstrates Domino’s attitude towards franchisees.

2. *Other design problems*

On each section of dLive, tiny design problems exist. For example, contents become “smushed” when in small view. Also on the dLive blog, quote towers

make it hard to tell who's replying to whom. In all, website interfaces of dLive are not as clear as people think they should be. When people cannot get what they want, they may think the site is useless, even though that information is available but hard to find.

The image contains two side-by-side screenshots of a web application interface, likely dLive. The left screenshot shows the 'My Feed' tab selected at the top, with a 'My Settings' tab highlighted. Below this is a 'MY SETTINGS' section with a sub-section titled 'My Notifications Settings'. It includes several categories (Training, Marketing, Ops, Charities, WLF) each with checkboxes for 'Email' and 'Site' notification frequency options: Instant, Daily, or Weekly. Buttons for 'Save' and 'Unsubscribe' are present. Below this is an 'Unsubscribed Categories' section with colored boxes for Standards, Rally, Tech, Safety, SCC, Corp News, and Test, each with a 'Subscribe' button. The right screenshot shows the 'My Feed' tab selected at the top, with a 'MY SUBSCRIPTIONS' section. It displays three news items: 1) 'HPYou Class and New Admin Guides' (Training category, November 30, 2016 at 5:59 PM), 2) 'Important St. Jude Campaign Update' (Charities category, November 30, 2016 at 5:22 PM), and 3) 'WLF Quarterly Conference Call' (WLF category, November 30, 2016 at 5:14 PM). Each news item has a 'Read More' and 'Share' link.

*Screenshots of the subscription section on dLive. This part is on the bottom of the front page, and there is no direct navigation leading to it.
(Screenshots provided by Stacie Barrett, Domino's Pizza.)*

Promotion

1. People do not know much about dLive

While franchisee and corporate people use dLive a lot, franchisee employees use it less often. As described in the first finding of this report, there is some misunderstanding or lack of promotion. One non-corporate interviewee said, “[The employees] know their managers are using [dLive], but they think they're not allowed to use it.” Each of the five interviewees, all of whom know of dLive, found it useful, making promotion of dLive the key problem. Franchisee employees need to know how much info dLive has.

Recommendations

Content Management

1. *Remove “fluff” information, and only put important information on dLive*
Corporate people who are responsible for uploading information need to better understand what is really useful for franchisees. As one corporate interviewee put it, the franchisees “don’t care why Domino’s is doing something, just what’s going on.” It is important to keep balance between content Domino’s wants franchisees to know and content franchisees need to know.
2. *Remove outdated documents and have them in a separate archive*
Outdated documents can frustrate users’ attempt to find proper content, and it can be an extra burden to a website’s server as well. We recommend archiving older content separately, in case users want to access it.

Changes to the Search Function

We learned in our interviews that undesired search results are a significant problem, so we have several recommendations for the search function.

1. *The algorithm behind the search function needs to be improved to increase accuracy of results*
Because the search bar is used frequently, we recommend that Domino’s redesign the back-end algorithm for this particular function.
2. *Add “my site” or “my favorite” to site search*
In the interviews, we found out that people tend to look for certain kinds of information related to their job. Instead of needing to use navigation or the search bar every time, a personal profile would be convenient. People could easily jump to where they were or what they found interesting on dLive.
3. *Expand filter function by adding “sort by type” (photo, video, doc, etc.)*
There were complaints that it is hard to find a specific type of content. Since there is a “filter by date” feature, we think it would be helpful to add a “sort by type” feature. These two features could be combined in a dropdown menu.

Clearer Interface for dLive

The information structure on dLive is not very clear now. We categorized interviewees’ suggestions into three main points.

1. dLive need to be better structured

A dropdown menu could help create a simple and clear homepage, while enabling directions to secondary content. For example, a "Standards" dropdown that would lead to "Food," "Store," etc.

2. Add urgent news group messages, calendar feature

In this way, users can quickly receive the alerts that are most important to them.

3. Provide a system of tags that is actually useful

Again: currently, the search function ignores the tags that are in place.

Education and Training in What dLive Has to Offer

1. Domino's needs to advertise dLive

Both of our non-corporate interviewees thought that Domino's needs to publicize dLive more. Beyond just the subscriptions, there is other content on dLive that might be of help to users.

2. Further education and training for dLive would start with franchisees, who would pass it down

Right now there is a tutorial about how to use dLive on top of the website homepage, but few people know it. Furthermore, users may not have the patience to read through this tutorial. We therefore suggest that at one of their routine conferences of franchisees, Domino's provide an in-person training session on dLive (which would include the subscriptions feature) to the franchisees. The franchisees would then be responsible for passing this information down their franchise chains of command in order for it to reach all the way to the store level.

Conclusion

Our task in this project was to try to determine why very few users of Domino's dLive site make use of the news subscriptions feature. We interviewed two "non-corporate" subjects in our research, and neither of them was aware that such a feature existed. Furthermore, both of them believed that the reason for low subscription rate was that other users of dLive were similarly unaware of the subscriptions, and that Domino's needs to better publicize them. To do this, we recommend that Domino's adopt the solution proposed by one of the non-corporate interviewees: at a regular conference of franchisees, Domino's should offer the franchisees a training session in all that dLive has to offer, including the subscriptions. The franchisees could then pass the information down through their respective franchise structures to the store level.

In all five of our interviews, we also became aware of a number of issues that dLive users are having on the site itself, such as searching and navigating. The interviewees' suggestions for fixing these issues included a better search function, the removal of outdated or unnecessary information from the site, and new or improved dropdowns or tabs for easier navigation.

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