Using digital tools to motivate, inspire and inform employees.

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Att använda digitala verktyg för att motivera, inspirera och informera anställda.

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Abstract

The digitalisation is changing the retail environment, which forces premium brand retailers to develop the service given to their customers even further. One way to increase the service level against the customers is by making sure that the employees, who has direct contact with the customers, are as motivated, inspired and informed as possible. This is, to make sure that they can give the customer the best service available.

This is a case study with the goal to see if digital tools can be used to motivate, inspire and inform employees. With the expectation that this in the end should increase the service level the customer is experiencing.

With the use of a series of interviews and surveys, together with a test of a dashboard on a Swedish retailer within the fashion industry. This study shows that digital tools, such as a dashboard, can be used to motivate, inspire and inform employees.

Key-words
Motivation, Inspiration, Information, Dashboard, Digital tools, Retail Industry.
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Sammanfattning

Digitaliseringen förändrar detaljhandeln, vilket tvingar detaljhandlare i premiumsegmentet att utveckla servicen de ger sina kunder. Ett sätt att göra detta är att se till att de anställda som har direkt kontakt med kunderna är så motiverade, inspirerade och informerade som möjligt. Detta för att säkerställa att de kan ge kunderna den bästa möjliga servicen.

Detta är en fallstudie med målet att se om digitala verktyg kan användas för att motivera, inspirera och informera anställda. Med förhoppningen att det i slutändan ska generera en högre servicenivå mot slutkunden.


Nyckelord
Motivation, Inspiration, Information, Dashboard, Digitala verktyg, Retail branschen.
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Introduction

In the following chapter, the background of the study will be presented along with the problem formulation and the research question. After that the purpose, delimitations and an introduction to the literature and theory will be presented.

Background

The retail landscape is drastically changing with ecommerce and mobile commerce that has hit the critical masses. Retailers used to be able to gain advantages by having great product portfolios and locations, then with the beginning of the digitalization the source of advantage was shifted to the price. It then shifted again, to a greater selection, price transparency and improved service. (Heckmann, Kesteloo, Schmaus, & Huisman, 2012)

The customer journey has changed as well, before the customer would start their shopping experience by going to a store or a shopping mall, today it usually begins with a search engine or on a social media. (Heckmann, Kesteloo, Schmaus, & Huisman, 2012)

The effect of this can be seen on the foot traffic, the number of visitors, in physical stores. Which has decreased a lot world-wide in the latest year’s. During 2015 the foot traffic decreased with 8,2% compared to the year before. The trend continued in 2016 were the foot traffic decreased another 8,3%. With a decrease of 10,4% in the first quarter of 2017 the trend doesn’t seem to stop anytime soon. (RetailNext, 2015, 2016, 2017)

Part of the decrease in footfall is explained by the increase in internet shopping. (Murdock, 2017) The increase in internet shopping will also continue to grow since it’s the younger generations that’s over represented when it comes to internet shopping. (Silverman, 2016) It’s therefore important for the physical stores to embrace the trend of the digitalization and make sure that they find new ways to attract customers.

A big buzzword within the retail industry is Omni-channel, which is about using the digitalization to create a seamless shopping experience for the customer. Meaning that regardless which sales channel the customer goes through, the customer will get the same experience. (omnichannel.me, 2017)

Ship from store, pick-up at store and endless aisle, are all integrations that falls under the Omni-channel concept. Ship from store takes advantage of the physical store’s geographical position, which is often closer to the customer’s position than the central warehouse. By using a ship from store concept, a company can provide their online customers with their products within an hour, provided that the customer is located in a certain area. (Lindh, 2015) What makes this possible is that the company connects it’s stores stock information with its web shop and when an order is placed a notification for packing and shipping is sent to the store instead of the warehouse. (Compass, 2014)

Just like the ship from store concept, the pick-up at store concept also take advantage of the stores geographical position. But instead of having someone delivering the product from the store to the end consumer. The customer can order online and pick-up the product in the store. This benefits for example the customer that’s in a hurry and can then order the product on the company’s website and then pick up their bag with the product while passing by the store on his or her way home. The concept also benefits the company since it drives more traffic to its
physical stores, which the company hope to convert into more products being purchased. (Warner, 2016)

The endless aisle concept, takes one of the advantages that the ecommerce has and use it in the store. With an endless aisle solution, a company can take a tablet and place it in the store where it can provide its whole product assortment where the products if ordered, can be shipped home to the customer. This solution can help for example clothing companies by decreasing the store area needed to be able to provide the whole assortment to the customer. In exclusive areas where the rents are high, a company could save a lot of money by decreasing their store area and offer an endless aisle solution instead. With the use of an endless aisle solution in place, it would be enough for a clothing company to only have one colour of the product in place at the store. The customer could the try on the different sizes in the colour available in the store and make sure it fits right. Then it could check the tablet and order the product in the colour it prefer. If it’s hard to show the colour right on a display, the company can also have the product in one size for the colours it doesn’t physically sell in the store, in that way the customer can also get a feeling on how the colour of the product look and feel. (Knox, 2016)

Another way for companies to tackle the decrease in footfall is to increase their service given in their physical stores. If the customer gets a great service in store that’s better than the service given online, it can lead to that the customer would prefer to come back to the store instead of buying online. This lead to that the physical store needs to give the customer an experience he or she wouldn’t get in any other channel. It’s mainly two things than can help the store create this experience. The first one is the technology which been mentioned already, with for example the endless aisle solution. The other thing that a company can focus on that can create that extra service for the customers is their staff in the store. (Drodge, 2017) Not only is good service important for the company to give, the customers are also demanding higher service and better knowledge from store staff. The knowledge of the staff is the most important thing when it comes to the store experience. It’s more important than both VIP benefits and special customer events. (PwC, 2016)

No matter if a company chose to try to increase their service with the use of technology or with the use of their staff, it creates higher requirements of their employees. The most obvious is if the company choses to use their staff to give the customer the best service, then it requires that the employees always are performing at the top when meeting a customer and that they give the best service possible. If the company choses the technical path instead, this also requires more from their employees. Looking at the endless aisle solution mentioned before, which would provide the store with a lot more products to sell. Would also require the staff to learn the information of a lot more products.

Since the requirements of the employees is increasing, it’s becoming more important for companies to make sure that their employees are motivated and inspired. Since motivated employees perform a lot better than unmotivated employees. (Chaudhary & Bharti, 2012) Together with solutions where employees need to learn more information about a lot more products, set higher requirements on retail companies. This paper aim to see if retail companies can take advantage of the digitalization they’re in, and use digital tools to motivate, inspire and inform their employees, so that they would give better service to the customers.

To research whether this is possible or not, a company within the retail industry has been chosen to be used as a case study. The company chosen is within the fashion industry. The
fashion industry has been chosen due to that it’s one of the leading industries when it comes to the digitalization of the physical store. (Heckmann, Kesteloo, Schmaus, & Huisman, 2012)

The company chosen within the fashion industry, sell their products through both their own stores, online and by resellers. The company is a Swedish brand with premium products. This company has been chosen for this study based on its marketing position and that it has both its own retail but also an online shop. That the company has been chosen due to its marketing position is because a customer has more expectations on a premium brand when it comes to service compared to a commodity brand. (Roumeliotis, 2015)

Just as the rest of the retail industry, the company chosen is experiencing the decreasing store traffic in their own stores. They are therefore focusing a lot on creating this seamless shopping experience for their customers by aligning their physical store channels with their online channels. As an example, they use iPads in stores, to provide the endless aisle solution. On the iPad the customer has the possibility to browse and order the products that are available on the website, but pay in store. By using this solution, they can offer the customers their whole assortment of products, which will then be delivered from their warehouse to the customer’s home.

However, this creates a problem for the company, just as it does for other retailers, since the sales people in their stores hasn’t the knowledge about the whole product assortment. Due to this, there’s a risk that the service in their store will be reduced due to that the staff is missing the knowledge about the products. To prevent this, the company wants to use digital tools, so that they can inform and educate their staff. The company would also want to see if they can use the same tools to motivate and inspire their employees, by showing real-time sales figures, pushing out competitions and information. With this the company is hoping that their motivated and inspired employees will be able to give their customers that little extra service which will make them come back to the store in the future.

Problem formulation
Decrease in footfall in physical stores, partly due to the increase in online sales, forces retail companies to focus more on creating a better customer experience in their physical stores. At the same time, the digitalization enables the companies to offer a wider assortment in store, due to that they don’t need to have it in the store but instead, the customer can order it in the store and get it delivered home, from a warehouse.

All of this put the staff in a more difficult position, forcing them to know a lot more products and making sure that there’s always high service in the store. This will probably lead to that the staff needs to be more informed, inspired and motivated. For the physical stores to be able to preserve their position as an alternative against the online shops.

Purpose
The purpose of this research is to investigate if a retail company can use digital assets to motivate, inspire and inform their staff.

Research Question
To fulfil the purpose of the research, this study will be divided into two parts. The aim with the first part is to develop a digital tool that aims to be used, to motivate, inform and inspire
the staff. The second part of the study will then test this digital tool to evaluate if it gives an effect on the staff. Therefore, the following research question needs to be answered;

*Can digital tools be used to motivate, inform and inspire employees in a retail company?*

To answer the research question, two sub questions has been formed. The two sub questions are;

*How can such digital tools be designed and developed?*

*Is there an effect of implementing such digital tools in a retail company?*

**Delimitation**

Based on earlier studies of that motivated and inspired employees perform better (Chaudhary & Bharti, 2012), that employees who perform better give better service and that better service leads to more returning customers (Drodge, 2017), this study will be delimited to looking at how digital tools can be used to motivate, inform and inspire employees.

Because of that delimitation, this study won’t look at if the customer experience better service in the store and if the amount of customer returning is increasing. The study will only focus on the internal aspects of the company and nothing from a consumer’s perspective. The reason for this is that the aim for this study is to see the effect digital tools can give on the staff in the store, therefore the focus has chosen to be on the staff only and not on the customer.

Due to the same delimitation, the study won’t address which the best way to motivate, inform and inspire employees with digital tools is. It will also not look at how big the impact of using this digital tools is on the motivation, information and inspiration is, but instead the focus would be whether there is an impact or not.

Due to the time limitation, the study has, as described in the background section, been delimited to look at one premium fashion company within the retail industry. Due to the same limitation, the study has also been delimited to test if one type of digital tool can be used to test if the motivation, information and inspiration of the staff is affected. There are of course other ways digital tools can be used to affect these, but due to the time limitation the focus on this study is on one tool in one company.

The reason of the delimitation of using a single company and a single tool is that it gives the opportunity to test the tools in a real retail environment, where the effects of that digital tool can be tested and evaluated.

**Literature review and theory**

The literature and theory will be described in the theory chapter, which will consist of three parts. The parts are dashboard studies, technologies and theories about motivation.

The dashboard part will cover essential information when building a dashboard which is the digital tool that will be used to see if it’s possible to motivate, inform and inspire employees. The section will also cover key aspects of what’s important to get users to adopt to using the dashboard. The reason this is important is so that the digital tools being tested in the study get a wide adoption rate to get as good quality in the results as possible.

The technological section will then cover all the underlying technical systems, to get an understanding on where the data for the dashboard can be accessed and fetched.
The theories about motivation will be used to make sure that the dashboard is designed in a way that it has the possibility to motivate the employees.

**Methodology**

*This chapter will present and discuss the methods used when conducting the study. It will also analyse and discuss the research design and the quality of it.*

**Overview**

The study basically consists of three areas, a pre-study, a design phase and a testing phase. The aim with the first two areas is to answer the first sub research question and the third area aim to answer the second sub research question.

The layout of the study starts with data gathering from different studies within the field along with a series of interviews at the company to see where the company are today and what they need. These are parts of the pre-study and aims also to help deciding how the digital tools can be designed to test if it motivates informs and inspire the employees.

Thereafter the digital tools will be designed based on the result of the pre-study. This part is not as generalizable as the other parts, since the tools needs to be adapted to the system that the company uses. However, the aim with this phase is also to give an indication on how a similar digital tool can be designed in general.

Once the tools been designed, they will be implemented in some selected stores that will use the digital tools for a while. Before the digital tools are being implemented in the stores, a survey will be sent out to their employees. The aim with the survey is to see how motivated, informed and inspired the staff are before the implementation of the digital tools. To see the effect of the digital tools, the same survey would then be sent out again after the implementation. Besides this, some in depth interviews with selected employees will be conducted as well after the tools has been implemented.

In the next sections, each of these steps will be explained in more depth, analysed and discussed. It will then be followed by how the interviews are being designed and how the result will be analysed. After this the validity, reliability and generalizability of the study will be discussed. Finally, the chapter will end with a discussion about different criticism with the method used.

**Pre-Study**

This section consists of mainly two parts, data gathering about different studies within the area and interviews to see the current situation and needs of the company.

**Data gathering**

A literature study will be conducted to find out different studies within the area, which can be used to create a strong theoretical base for the study. The literature study will also gather data about the technical competences that’s needed to conduct the study. The reason to do a literature study is to improve the quality, reliability and validity of the study. It will also contribute with tools which can be used to analyse the empirical data that will be collected, as well as a help to make conclusions that is supported by theory.
Pre-Interviews
To understand the current situation at the company as well as get an understanding of their needs and requirements a series of interviews will be held. To be able to get different perspectives of the problem interviews are chosen to be held with different positions within the retail organization. Within the retail organization of the company there are three different levels that might have different needs of the digital tools. There’s the operations manager who is based on the headquarter and is responsible for the retail operation. Then there’s the store manager, who’s responsible for the stores result but also works with selling the product. The third person that will be interviewed is a staff member in a store.

After the interview with the operations manager the selection of the other two interviewees from the retail organization will take place, since the operations manager have a good knowledge of all the store managers as well as the store staff. Therefore, a discussion together with the operations manager seem to be the best way to find the interviewees that can contribute the most to the study. The interviewees will be selected based on who the operations manager believes are the most typical person for that position in the company. This is so that the digital tools will be designed so that it will fill the needs of the company.

Interviews has been chosen as a method for gathering this data since it will result in qualitative data. Qualitative data has been chosen since it has a potential to give creative answers and generate new ideas. (Giola, Corey, & Hamilton, 2013)

The interviews with the people from the retail organization will follow the same semi-structured model. However, it will be evaluated after each interview and adapted if there’s topics that’s found out missing or unnecessary. The interviews were all structured in the same way, as well as the post-interviews. How this interviews was structured is presented in the section Designing the interviews.

Design
Once the needs and requirements of the company has been collected, the digital tools will be designed. The tools will be designed on the needs and requirements of the company together with studies that been found in the literature. The tools will be then being developed together with the IT department of the company, which can help were the internal data needed can be found.

Testing
The testing phase consists of four areas, a pre-survey, the implementation, a post-survey and some follow up interviews.

Pre-Survey
The study will also consist of a quantitative part; this has been chosen so that the data collected will be easy to analyse. The purpose of the quantitative part is to give answer to the second research questions; What’s the effect of implementing such digital tools in a retail company.

As stated earlier, the quantitative part of the study will consist of two identical surveys where one will be sent out before the implementation of the digital tools and the other will be sent out after. The goal of doing this is to be able to see the impact the digital tools has on the
employees. To make sure that the result is as correct as possible and that there’s no misinterpretation of the answers, the questions will be answered on a numerical scale.

Since the survey will only be sent out to the store employees, there’s a limitation of how many answers it will result in. Therefore, to increase the number of answers, the number of questions in the survey will be kept to as few as possible. Because of the same reason, the participants of the survey will be anonymous. This will hopefully also increase the quality of the survey since anonymous answers can hopefully give more truthful answers.

The survey will also be tested on an independent group of people before it’s sent out to the store employees, this will be done so that any misinterpretations of the questions can be addressed and the questions can be reformulated. This will hopefully lead to an increased quality of the results of the survey.

Implementation
Once the digital tools have been designed, they will be distributed to the stores and available in their back-office environment. This is due to that it can be sensitive information that the customers are not supposed to see.

Once the tools have been implemented in the stores, they will use it for a period of time. Before a new survey will be sent out to the staff, to see the effects of the system. Due to that there are time limitations to do this work, the period that the tools are being used might be to short and therefore affect the reliability of the result that will be drawn from the difference between the surveys.

Post-Survey
The Post-Survey is the second segment of the quantitative part, it will consist of the same survey as the Pre-Survey and as stated earlier, this is to be able to see the effect of the implementation of the digital tools.

The reliability of the results from the surveys will hopefully be high since the surveys will consist of the same questions and the answers will be given on a scale from 1 to 10. What can affect the result from the surveys and the reliability of it, is the respondents. Since the surveys will be anonymous, there’s no way to know that the same people answered the both surveys, unless all respondents answers both surveys. If not the same persons answer both surveys and if the number of respondents isn’t high enough, this can have big effect of the results. Since how motivated, inspired and informed the staff are, can vary a lot from individual to individual.

As mentioned earlier, another thing that can affect the results of the Post-Survey is the time the digital tools are being used. Since there’s a time limitation for the study, the time of the usage of the digital tools is also limited. Whether this will influence the reliability of the result or not is therefore arguably.

Follow-up Interviews
The purpose with having a second series of interviews is to get qualitative data of what’s gone well and the result of the implementation. The second series of interviews will be conducted with the same people within the retail organization as the first series of interviews were held. The reason for this, is that they would hopefully be more involved in the system and have had
the time to think about what’s been good and not so good with it. As well will they hopefully have thought of ways to improve the system.

Designing the interviews
A four-step guide created by Wellington and Zczerbiński, was used to create the structure of the interviews and the questions. The four steps of the guide are, Brainstorming, Classification and Categorization, Interview guide and Interview planning. The first step is the brainstorming and here every question thinkable within the subject is listed. In the next step the questions in the list is grouped into classes and categories. Thereafter the questions that will be used within the subject is selected and after that everything is formulated with a good language. In this last step, the questions are also organized in a logical sequence. (Wellington & Zczerbiński, 2007)

Analysis of the empirical data
The analysis of the empirical data will be separated into two main section, where one section will analyse the result of the interviews and the other section will analyse the result of the surveys.

The collected empirical data from the interviews will be analysed based on the five phases presented by Yin (2015). The phases are Compiling, Disassembling, Reassembling, Interpreting and Concluding. In the compiling stage the notes and recordings of the interviews will be put together and sorted, after that each interview will be disassembled. The interviews will be disassembled based on the three different themes in the interview, the current situation, benefits with digital tools and future needs. When reassembled, the data will put together in the three different themes but kept separated under each interview object, since it would then be easier to answer the second sub question of the first research question. This reassembled data will also be presented in the result chapter of this report. The reassembled data creates opportunities to analyse it, which will be done in the analyse chapter of this report. Once conclusions can be drawn from the analyse these till be presented in the conclusion chapter of this report.

Validity
Validity describes how well the data collected resembles the reality. A high validity means that the result is an interpretation of the reality. It also means that the study has been measured on the right things. (Bryman & Bell, 2005)

The validity is high when it comes to the result of the interviews in this study. This is partly due to that the interviews are held with people from different levels of the company’s organization. The interview objects also have a long experience of the retail industry and within different companies, which also increases the validity since they have good knowledge in their field. What also increases the validity of the result of the interviews, is that the notes taken during the interviews were continuously presented to the interview object. This was to make sure that the answers given by the interview object weren’t misinterpreted.

The validity of the surveys is high because the questions were checked by external people before being sent out. This was to make sure that the questions weren’t misinterpreted by the respondents. The validity can be questionable if the survey isn’t answered by enough people. This would then lead to that the survey’s result would only correspond to a part of the respondents which is not the intention.
Reliability
Reliability describes how good the precision and the accuracy of the data collected is. A good reliability is when the same data collection would render the same result if being done again. (Glenn, 2010)

Since the interviews are semi-structured, they can be interpreted as having low reliability since the interviews could consist of different questions when being held again. However, when looking at the result of the interviews it should be reliable since asking the same question should give the same answer.
Since the interviews are held with a few objects and some of the answers given are of personal opinions the reliability can be seen as low. By having interviews with objects from different levels of the organization the reliability should increase since the results would also be more generalizable.
Because the notes taken was shown and discussed with the interview object, the interviews should also be more reliable. This due to that there would be a lower risk of misunderstandings of the answer. Which if asked again would give the same result.
That the interviews were recorded and listen to again should also increase the reliability since there would be less of a risk that important information would be missed compared with only taking notes.

The number of respondents of the surveys can make the reliability discussable. A low number of respondents would lead to that if asked again it could lead to different responses since there could be other answering it. The more of the questioned that answer would however increase the reliability of the surveys. The reliability is also increased by the fact that all questions are multiple-choice questions which then limits the amount of answers a respondent can give. This would therefore lead to that there’s a lower risk that when asked again the same respondent would give a different answer.

There are also other facts that can affect the reliability of the study. For example, the period the digital tools are being used could be too short to give full effect.

Generalisability
The study will probably be most generalizable to premium retail companies, since the company chosen for this study is in that segment. This due to that they have more requirements from the customers on a higher service level. (Roumeliotis, 2015)
However, whether digital tools can be used to motivate, inform and inspire employees should also be generalizable for the whole retail industry. This is, provided that other businesses within the industry has the possibility to create such digital tools. The tools however will be unique for each company, since each company works with different KPI’s and have different setup of underlying systems.
Because of this reason the result of the implemented tools in this study is not that generalizable so that it can be copied directly by another company. However, it should describe the key aspects to think about when creating a digital tool, which would hopefully help all companies in the industry if designing similar tools.
As stated earlier, the study aim however to be generalizable when it comes to the result of the study. Since all companies within the retail industry have employees that needs to be motivated, informed and inspired. All stores might not have a back-office environment where the tools can be used, just as they are in this study. There are other digital tools that can be used instead though, so even for those types of stores this study should be interesting for.
Method Criticism

A downside when doing a case study and only look at a company is that the study isn’t as generalizable as if it would look at multiple companies. On the other hand, by choosing this method it gives the opportunity to dig deeper into the issue and find a more detailed result. It also gives the opportunity to try out a system in the practice and not only discuss theories.

By only interviewing three objects, there’s a risk that the answers don’t reflect the company in general. This risk will hopefully decrease due to that the interview objects selected are from different levels of the organization. The objects chosen will also be the typical employees for the company, which hopefully makes the answers more generalizable for the company. A benefit of only conducting interviews with three people is that there’s time to also do a quantitative study which aims to help find a more general opinion within the company.
Theory

This chapter will present and discuss the different theories that the study is based on. It’s divided into three areas, Dashboard studies, Technology studies and Motivation theories.

Dashboards studies

In this section theories of creating a dashboard will be presented. The section has been divided into the following subjects; Definition of a dashboard, Difficulties with developing a dashboard and the importance of data quality when creating a dashboard.

Definition of a Dashboard

Dashboard is a digital tool that shows what’s going on, it’s something that has started to become widely adopted among companies and organizations. Like a car dashboard which shows the current speed and fuel levels, a digital dashboard shows actual data of certain objects. By doing so, the dashboard gives the user key indications on how the business is going. (Ponniah, 2010) Dashboards are usually designed with different colours and objects like graphs, diagrams and speed meters to make it easier for the user to understand the data by presenting it visually. It can also be designed so that it highlights the most relevant data for each user. (Smith, 2006)

Designing a dashboard

Colours, fonts, font sizes, size of the dashboard together with size and placements of elements in the dashboard are some rules of thumb when designing a dashboard. Colours should be used to give an easy overview in the dashboard. For example, can positive figures be in a green colour and negative figures in red. A consistent use of fonts should also be used to create a good visual dashboard. The font size can vary depending on the element, but it should be big sizes so that it’s easy to read even for elderly. To get the dashboard easily foreseeable, it’s important that it fits in the screen and that the user doesn’t have to scroll. It’s better to use multiple dashboards if the content doesn’t fit the screen than require the user to scroll to see everything. Elements should be placed so that the most important elements are on the left side, this due to that most people read from left to right. Another nice feature to add is a filtering function, so that the user can filter the information needed and get an easy overlook of the data. (Rasmussen, Bansal, & Chen, 2009)

Difficulties with developing a dashboard

A challenge with developing a dashboard is that the quality of the data can be poor if not developed right. A dashboard with low data quality leads, creates a lack of trust of the users. (Yigitbasioglu & Velcu, 2012) It’s also important that the data shown in the dashboard is relative new, for the dashboard to be widely adopted by its users. The data doesn’t have to be in exact real-time though but for example a dashboard that’s supposed to be used daily can’t have data that’s being updated weekly. (Yigitbasioglu & Velcu, 2012)

Data Quality

There are eight different aspects one can look at when it comes to the quality of data; accuracy, integrity, consistency, completeness, validity, timeliness, accessibility, compliance. Accuracy is an aspect to make sure that the data that’s shown is correct and that it possible to validate it. The integrity aspect evaluates if the data has a coherent and logical structure while the consistency tells whether the data is consistent and easily understood or not. Completeness
shows if the all the data required is provided and the validity that it’s within the acceptable parameters of the company. Timeliness is that the data is available at the time needed, accessibility that it’s accessible from where it’s needed and compliance that it complies with the regulatory and industry standards. (Marsh, 2005) It’s however the accuracy that’s the most important aspect since all other aspects are useless if the data isn’t correct. (Breur, 2009)

**Risks with Data Quality**
There are a lot of risk areas when trying to achieve as good quality of the data as possible. Eleven big risks are Dummy values, Absence of Data, Unofficial use of fields, Cryptic values, Contradicting values, violation of business rules, Reused primary keys, Non-unique identifiers, inconsistent values, incorrect values and multipurpose fields. Dummy values are values that are incorrect, which can for example be due to a user has entered the wrong value. Absence of data could be due to that a user doesn’t see that certain data is being used and therefore stops entering that information. If a user doesn’t have the field needed it can start entering information in a field that’s not being used which then might cause problems with the data quality due to unofficial use of fields. Some short commands can change meaning and thereby creating cryptic values. Contradicting values can for example be values that need to correspond but doesn’t do that. An example could be a postal code and a city, where the postal code doesn’t correspond to the city entered. An example of a violation against the business rule can be if a year consists of more than 366 days. Since a year can’t consist of more than so many days. If the number of values is limited and all has been used, a company could start writing over the old ones that hasn’t been used in a while, which can affect the quality of the data. Non-unique values can for example be that different parts of the organization use different identifications for the same thing. Inconsistent values can be that different system has different commands, for example and auto command could have the value A, 1 and AU. Incorrect values can happen due to that it’s been entered wrong by a user and multipurpose fields are fields that can have different meaning depending on which department that have entered it. (Ponniah, 2010)

**Technical studies**
This part contains explains some systems used within a retail company, such as the chosen one, that’s being mentioned and used in this study. It also contains information about processes of how to build a system.

**Enterprise resource planner, ERP**
A ERP system, stands for Enterprise resource planner and is an IT-system that helps companies integrate and manage their; financial, logistical, manufacturing, operations and human resources activities. (Microsoft, 2017) The purpose with an ERP is to manage all a company’s data and providing it to the people who need it, when they need it. In other words, an ERP is a system handles all activities that take place in a company. (Ragowsky & Somers, 2002) Some example of ERP’s are SAP, Microsoft Dynamics and Oracle. (Harris, 2017)

**Point of Sale, PoS**
A Point of Sale system, or PoS as it’s often shorten, is as it sounds a system that handles the sale. Or in other words, the transaction between a merchant and the customer. A PoS system however, does more than handling the transactions, it can also handle sales reporting, customer-, inventory- and employee management. (Guinn, Software Advice, 2017) Some examples of PoS-systems are Lightspeed, Microsoft Dynamics RMS, Retail Pro and LS Retail. (Guinn, Software Advice, 2017) (LS Retail, 2017)
Endless aisle
Endless aisle is a concept of using a kiosk in store, for example a tablet or an iPad, which can be used by customers to order products which are not physically in the store. This can be due to that they are out of stock or not even sold in the store. The ordered products will then be shipped home to the customer. (Glossary, 2012) Since a company can offer a wider range of product with the endless aisle concept, it also comes with the problem that the staff might not have the knowledge required about the products, since they might not be educated on those products.

ETL-process
The ETL-process is a short for the three steps that it contains of. The steps in the process are; extract, transform and load. How they are connected will be described below and a visualisation of the steps can be seen in Figure 1.
The first step is the extraction, which has the purpose to find the different data sources that the data will be fetched in. This could be both different systems and source files. The next step is the transformation, in this step the data is normalised and adapted to the data layer. In this step the missing values are identified and eventually calculated as well. After this step the data should be transformed into the format that the data layer requires. In the last step, which is the load step. The data is being loaded to the data layered in a specified interval, which can vary depending on the needs on the system. (Ponniah, 2010)

![Figure 1 – Reworked image from Data warehousing fundamentals for IT professionals. (Ponniah, 2010)](image)

Theories about motivation
Motivation can be described as internal or external factors that creates desire and energy in people, to make an effort and to reach a goal. (Business Dictionary, 2017) A motivational factor for an employee could example be the salary the person gets for doing the job.
There is more than a person’s salary that motivates them, it could for example be a company culture and a feeling of belonging. The communication between the employee and the manager is also something that can affect the motivation of the employee, it can be of key importance, that there’s an open communication between the employee and its manager. Other motivation factors could be praise, recognition and honesty. (Green, 2000, s. 158)

**Maslow’s hierarchy of needs**

Maslow’s hierarchy of needs is a psychology theory which describe the importance of the needs of the human being. The hierarchy is often portrayed as a pyramid with five levels, which can be seen in Figure 2. What Maslow’s study showed was that a person must meet the requirements on a lower level for her to care about the needs on a higher level, which is also then the needs that dominates the behaviour of the person. (Maslow, 1943)

The five levels of needs are, the Physiological, Safety, Love and Belonging, Esteem and Self-actualization. Where the Physiological needs are the basic human requirements for survival, for example air, water and food. The Safety needs are the need of physical safety, it can for example be personal security, financial security, health and well-being. The third level of human needs, Love and Belonging, are focused on belonging. This can be both Intimacy needs, but also needs of friendship and family, it’s about being accepted by one’s social groups. If a person fulfils the needs of belonging, the focus will be on feeling respected, one example of how people acquire this, is by engaging in their profession and thereby give them a sense of contribution and value. The last level in Maslow’s hierarchy of needs is the Self-actualization and it refers to realising what the persons own full potential is. This is described by Maslow as “Accomplish everything that one can, to become the most that one can be.”, however Maslow also believes that for a person to understand this level of need, the person must not only fulfil the lower needs but also master them. (Maslow, 1943)
Herzberg’s motivation-hygiene theory
Herzberg’s motivation-hygiene theory which is also known as the two-factory theory is a theory that divides motivation into two areas, the motivators and the hygiene factors. Motivators are factors that give positive satisfaction and hygiene factors are factors that doesn’t lead to higher motivation, but a lack of them leads to dissatisfaction. Motivators could for example be, recognitions, achievements and personal growth and examples of hygiene factors are salary, vacation and job security. (Herzberg, 1966)

The Herzberg’s motivation-hygiene theory is closely related to Maslow’s Hierarchy of Needs, where the top two levels can be likened with the Motivators in the two-factory theory and the bottom three levels in Maslow’s Hierarchy of Needs can be linked with the Hygiene factors. (Bruzelius & Skärvad, 2000)

The Triangle of Motivation
According to Alvesson & Kärreman, motivation can also be divided into three areas, Inner, Instrumental and Interactive motivation. (Alvesson & Kärreman, 2007) The inner motivations are factors at an individual that can be increased by a rewarding and developing work. The instrumental motivation is a factor that increases when the employee does something for its own benefit. For example, by performing at the work, the individual can get a reward. These types of motivation are covered in both Maslow’s hierarchy of needs and Herzberg’s motivation-hygiene theory, however Alvesson & Kärreman claims that there’s a third type of motivation, the Interactive motivation. The interactive motivation occurs in the interaction with the individual and the environment. What values and interests of both the individual and the organization has, is of importance for the interactive motivation. What the interactive motivation takes to account is the context or in other words, the local situation. (Alvesson & Kärreman, 2007)

![Figure 3 - The Triangle of Motivation. (Alvesson & Kärreman, 2007)](image)
Results

This chapter will present the results of the study. The chapter is divided into the following sections: Pre-Interviews, Designing the Digital Tools, Pre-Survey, Implementation, Post-Survey and Follow-up interviews.

Pre-Interviews

In this section the result of the Pre-Interviews are being presented. There were three interviews in total, with the operations manager, with one of the store managers and with one staffs in one store. The result is presented in three different sub-sections, one for each interviewed. Each sub-section is also divided into the three different areas that each interview had, which were current situation, benefits with digital tools and future needs.

Interview I – Operations Manager

The Operation Manager is responsible for all the stores within the company and their financial results. The role is based in the head office but is often out visiting the stores. The reason for the interview is to get knowledge about the needs and potential of digital tools to motivate, inform and inspire employees, seen from a manager’s perspective. The questionnaire was designed to find out their current processes and obstacles, what benefits they see in digital tools as well as what future needs they have.

The interview was a face to face interview, where notes were taken during the interview and after each section a summary of the notes were gone through together with the interviewed object in order to see that the answers were correct understood. The interview was also recorded to make sure that nothing of importance was missed in the notes.

After the interview the notes that were taken together with the recording were summarized in this section divided into the three different sections that the interview was held.

At the end of the interview with the operations manager a discussion about interview objects for the two other interviews were held. The premises of the interview objects were that it was one store manager and one staff member of a store. The discussion led to that the two interview objects that were chosen, worked in different geographical regions and had different length of experience within the company. These were selected so that the interview objects would probably have different perspectives on how to motivate, inform and inspire employees. The objects were also selected based on that they’ve shown a previous interest of improving and streamlining their work in different ways and that they were “typical” for their role in the company.

Current situation

Today, the company sends out a weekly sales report to all their stores by email. The email includes the last weeks results of the stores, chosen KPI’s for each store as well as personal KPI’s for all the staff and chosen events that’s worth highlighting. The purpose of this email is to inform the employees of the current situation as well as motivating the employees to perform even better. Once a moth an email with the monthly sales report is also sent out, it includes the same information that the weekly sales report, but it summarizes the whole month, for example what’s gone well and what can be improved.

The KPI’s that the stores and employees are evaluated on is mainly the sales which is also compared both to the budget for the current period and with the sales for the same period the year before. Besides the sales, other important KPI’s are hit rate, basket size and basket value.
Hit rate is a number that shows how many percent of the customers entering the stores end up buying something. (Cambridge Dictionary, 2017) It’s calculated by dividing the number of people entering the store with the number of sales for the certain period. This is important for the company since the company wants to give the best service to their customers and a higher hit rate indicates that our staff has been able to help the customers find the products they were looking for.

Basket size is the number of items that’s being sold in a single purchase. (Retail Angle, 2017) As an example, a customer can purchase a shirt and a tie together, which would then be a purchase with a basket size of two. The basket size is important to measure for the company, since the company is selling a lifestyle rather than products. Therefore, a higher basket size indicates that we are selling more complete looks and therefore also our lifestyle, according to the interview object.

Basket value is the total value of a single purchase. This value is also used to make sure that the stores are selling the lifestyle and not only the products. By looking at the basket size the company can get an indication of which products are being sold. For example, a small basket value indicates that a lot of accessories been sold. A higher basket value on the other hand gives an indication that more expensive products like outerwear and suits are being sold.

As mentioned earlier, the company is emailing out their sales figures and KPI’s to the store each week and month. The issue the company is having with emailing out the figures however, is that it can easily be missed by an employee since it’s being sent out to the stores email which all employees in the store shares. Due to the same reason, there’s a risk that the store employee is missing out of other important information that’s being emailed out.

The company inform their employees of the products by educate their employees on the products. Before each new big season collection is being released to the stores, the company gathers all store managers together with a staff member of their store, and present the collection for them. The store managers thereafter educate their staff with the information given from the presentation.

The store manager usually educates their staff by gather them for one or two evenings when the product arrives to the store. Then they review each product in terms of time, or the products that predicts to be the top sellers and the products that isn’t similar to anything that has been in previous collections. The review is often that detail is presented of each product by the store manager and then all the participants discuss around how they should sell it to a customer. Each product is also tested by a participant so that the fitting of the product can be discussed as well.

Benefits with digital tools

The biggest benefits that are seen with using digital tools is the possibility for the stores to see their KPI’s in almost real-time. This is being a big advantage compared to having it sent out once a week, according to the interview object. Since the store staff would then get instant feedback on how they’re performing compared to their KPI’s. By getting this feedback the interview object thinks that the employees can adapt fast to what they are doing well on and what they need to focus on.

With tools that enables the company to now only show KPI’s but also has the possibility to show information messages, they believe that important information will reach their staff even faster. This due to that on a hectic day the store email might not be checked as frequent as the staff would check their current progress, so by showing the information when showing the progress, the information would hopefully reach the store faster.
Future needs
Except for having digital tools that enables to see the KPI’s in almost real-time, the company sees a need of a mobile digital tool. That can be used as a sales tool by the employees, where the employee can see more in depth details of each garment, both in the store but also all the garments that the company provide. The staff should also be able to use the tool to lookup the stock information about each product and have it combined with a PoS-system. So, that in this way the staff should be able to not only lookup the product information, but see where it’s in stock and either reserve the product for the customer or do the sale on place, where the product is shipped home to the customer.

Interview II – Store Manager
The second interview was with a store manager. The chosen store manager has been in the company for almost a year. Before that the interview object had been working at different retail companies for more than 5 years, within different roles. Due to geographical circumstances, the interview was held over phone. The interview was divided into three segments, current situation, benefits with digital tools and future needs. After each segment the notes which were taken was read to the interview object, to make sure that there were no misunderstandings. The interview was also recorded and the result of the interview, based on the notes and the recorded call, will be presented in this part of the report. This section has been divided, just as the interview was divided, in three parts.

Current Situation
As the store manager sees it, the biggest motivational factor today for the employees in the store, is the result of the store. If the store is performing well, then the team is more motivated. Even if the store isn’t performing the staff in the store push themselves, not only for their own sake, but mostly for the rest of the team. So, the result of the store is a motivating factor both when it’s going well and when it’s not, according to the interview object.
The interview object also claims that a lot of the employees has a natural competitive instinct, which is good since there are a lot of different figures that the store and the employees are measured on. Even though there are staff members who doesn’t naturally have the competitive instinct, the store manager believes that since it so much focus on beating the figures, these employees also start getting the competitive instinct. It’s the competitive instinct that helps with the motivation so that the staff checks their figures in the system a lot. Checking the figures today is not that easy though and the interview object believes that it should be better if there was an easier way to do it.
To keep the motivation of the employees the store manager also has individual development discussions with the employees every other month. During this discussion, there is a lot of focus on the individual figures and KPI’s, but the discussion is also about what motivates and inspires the employee. Usually the employee has an extra passion for something or is aiming to get a certain position. The discussion is then about what’s needed to achieve that goal for the employee and how the store manager can help achieve that.
The employees are also compared against each other, so they are challenging each other in their daily work. However, at the same time the employees are a team so they are more challenging each other and growing together, according to the interview object.
The team is also talking about the different KPI’s a lot and the staff that are performing well, for example if someone does a great sale, then that person is being highlighted within the team and by doing so the interview object believes that the rest of the team is being inspired.
By highlighting different KPI’s, the store manager can also make sure that different individuals are being highlighted which can motivate the team more, otherwise it might give a negative effect if it’s always the same person that gets highlighted according to the interview object.

What also inspire the team is when new products arrive in the store. According to the interview object, the new products contributes with a breath of fresh air. This gives the employees a reigniting and helps them stay inspired and motivated, which also helps them perform better. The brand itself is also an inspiration for the employees, and news around the company inspire and motivate the employees as well. The interview object believes though, that news around the company could be spread more within the company, there’s a lot of stuff going on in the company that the store and its staff members are unaware of. The interview object believes that getting to know more, the staff would be even more motivated and inspired.

For each new season the store manager gathers the team an evening and present the new products. Although the store is just going through the products that will be available in their store, there are a lot of products to go through and it can be too much information at once for the staff. Besides the product review, the staff also share a lot with each other each time they learn something new about a product. This can be done either by talking with the colleagues or the store can gather and have a small review of a product that a staff member is in charge off.

The new information is often learned from reading about the product on the web shop or in the product catalogue. The interview object believes however, that there could be an easier way to share the information from the design and production departments to the store. It’s especially differences between products that are similar that the staff usually has problem with, an example could be the different suit models and what’s sets them apart.

The interview object feels that the store has too little information about the products that aren’t physically available in the store. The endless aisle solution, that’s located in the store, is therefore most used when a product is sold out in a size or a colour. Products that’s available in the endless aisle solution but aren’t physically available in the store is harder to sell. This is because of that the staff’s missing the information needed about the products to have the confidence to sell the product, according to the interview object.

The staff is however aware of that there are both look books and sales books where the product information is. However, there are many products in these and it’s hard to learn everything about all of them. Therefore, these books aren’t being used that much to find out information on products that’s not physically in the store.

Benefits with digital tools

The interview object sees a great potential with a digital tool that shows the KPI’s that is currently sent out in the weekly report. This, since most employees in the store, spends a lot of time trying to find their KPI’s during the week. By having a digital tool where the employees can see all the KPI’s in one place and that is also easy accessible would not only save the employees a lot of time, it will also give them the opportunity to check their own and the store’s KPI’s a lot more often. The interview object believes that this will help motivating the team even further. Especially the highest receipt would be interesting to see, because that KPI is the fairest KPI for the individuals to compete about. Therefore, the interview object believes that it would be nice to see that on an individual level in real time.
Since the company have different competition and the store also has their own internal competitions, the interview object believes that it would be good to have the result of these in the same place as the KPI’s. It would then help the staff to see how they are performing in the different competitions which the interview object believes would motivate them. It’s especially in the competitions that the company has, since as of right now the scores of those is either sent out weekly or when the competition ends. Therefore, it’s hard for the store and the employees as individuals to follow the progress in the different competitions. The local competitions though, that are held within the store, is easier to keep track on since this is usually done with a paper and pen. Where each employee update their progress themselves, and then this is checked afterwards. However, the interview object believes that a digital tool could help with this so that the staff would save some time with not having to calculate their own score. It will also remove the risk of a staff member forgetting to update their score which would then not be seen until the end of the competition. One advantage with having the staff update their own result though, as the interview object sees it, is that they then get a chance to reflect on their result and how they can increase their performance.

The interview object also believes that it would help the employees if the digital tool would also show product information, especially for the products that aren’t available in the store. With a functionality like that, the employees would be able to learn more about the products that they have very little information today about. It could for example be good to have information about the bestselling products on the web shop, since it can be questions about those products when customers been looking online and come in to the store with questions about the products. By then having information about the top sellers would probably give a higher chance that the store employees learn information about the product that there will be questions about from the customers.

**Future needs**

A feature that the interview object believes would be great to have in the future is the ability to communicate with the different stores. For example, if the store today is looking for a certain jacket, then the store needs to call each store and ask if they have it since they can’t trust the numbers in the inventory lookup that’s available in the PoS. Therefore, the interview object believes that if there was a communication tool that would push out the question to all other stores, it will save them a lot of time. The interview object thinks that for this to work though, each employee would need to have a notification or something so that the responses would be fast. Otherwise the stores may not answer until the end of the day.

A further development of this solution would also be if the store can order the products from each other if there’s another store that has the product. So, in the same tool the store can create a pick-up request from a transport company and that the product is moved within the ERP-system so the store doesn’t have to enter that system as well.

**Interview III – Store Staff**

The staff member selected for the third interview was as stated earlier, selected by a discussion together with the operations manager. The interview object has been working fulltime for the company for more than one and a half year, and has prior that worked within the Swedish retail industry in more than three years. The interview object has during the time at the company, worked in multiple stores, lately in the company’s flagship store in Stockholm. Over shorter periods, the interview objects have also worked in other stores.
within the company, so the interview object has knowledge about the work in other stores as well.
Like the first interview, this interview was also held face to face were notes were taken and summarized after each part of the interview to make sure that the answers been understood correctly. The result of the interview was then summarized and is presented in the sections below, based on the three part of the interviews, current situation, benefits with digital tools and future needs. The interview was also recorded and a summary of the notes and the recorded interview will be presented in this section.

**Current situation**
The interview object underlies that how each staff member is being motivated is highly individual, but most staff he thinks gets mostly motivated by the sales figures for the store compared to the budget. Other KPI’s both on a store and individual level, can also be a high motivational factor according to the interview object as well as other stores or individuals figures. The interview object also points out that the sales against budget are the first thing that the most of the staff checks out when they’ve had a day off, to see how the store has performed when they were away. Also, the sales against the budget are the last thing the staff checks out when they close the store at night.
As a fulltime employee, the interview object checks his store and his individual sales a lot. He also compares it against other stores and individuals a lot as well. With the current setup, this is quite time consuming now though since he need to go through a lot of tables within the ERP-system to find the information he needs. The system is also quite slow when calculating these tables that it’s a bit frustrating and he can’t check it as often as he wants. It’s especially hard to find out the different KPI’s on an individual level and this is also what takes the longest time to look up.
Since the information is in different tables and there are also many different places where the user need to click to get the information, it takes a lot of time for new hired employees to learn to find the figures.
Even the weekly and monthly sales reports are quite time consuming to read, the reports contain an email with a summary as well as three different reports with KPI’s. So, the staff needs to find some time were he or she can sit down in quite to go through this. The time for this is sometimes hard to find and the interview object believes that a lot of time different individuals doesn’t take the time to go through it. Instead some staff members rely on that their colleagues will read it and let them know if there’s anything important. Some staff members also have trouble finding the sales reports in the email, which could be for example due to that someone accidently moved or deleted the email.
The interview object estimates that the average staff member check the today’s KPI’s 5 times a day, this however varies a lot between the different employees. Some can check a lot more and some employees doesn’t check at all. Mostly due to the complexity and time required to check it. It also varies which level the staff checks the KPI’s as well, sometimes they only check the actual sales for the store today. Other times they check how they’ve sold individually compared to a colleague that they have an internal rivalry with.

The inspiration usually comes from new around and within the company. Each time a new collection is presented and when it arrives to the store, the store staff usually feel more inspired. The staff can also be inspired by other news around the company, this can for example be some media that is writing about the company or a big influencer wearing the clothes. The look and feel of the store also inspires the staff members, this might also be the reason the staff feels more inspired when a new collection has entered the store. Another thing that can inspire the staff members are stories about other colleagues both in their own store
achieving something, or to hear designers or other employees of the company explain about their work or some details in the products.
The inspiration also comes from when the new collections are presented at the headquarter, it’s usually the store manager together with one of the staff member of each store that are going to the presentations.

The information about the products is usually gathered when the store goes through the collection before each season. This is done separately for the women’s and men’s products and usually it’s done on an evening after the store closed. The setup is usually that a store employee present the collection for the others at the store. The products that are presented are the products that are available in the store but due to time limits there’s often no time to go through the whole product range that’s available in the store. Therefore, top sellers and products that are believed to be top sellers are prioritized and gone through first, together with new products that the store is unfamiliar with and has little knowledge about.
During the season the staff members gets to learn more and more about the products, although the speed of learning is often to slow. This leads to that a store member could learn the key features of for example a jacket in the end of the season, which therefore let to a lot of loss sales.
Another problem for the store is that it’s very common that customers comes by and ask information about products that are not available in the store but the customer has seen either online or at one of the company’s many resellers. This happens daily and to educate themselves about products that are not in store, the staff are constantly trying to read up on the products that are available on the website. The staff also tries to educate each other within the stores about information they’ve gathered individually about products. The staff is keen to know as much as possible about every product to be able to give the best service to each customer. It’s also important for the staff to have the knowledge about each product so that they feel more confident with their work.

The interview object feels that there’s a company culture but that it can be hard to retain it due to the high turnover of the employees, which is recurrent over the industry. Due to the high turnover of the employees, the communication and cooperation between the stores within the company also varies a lot. Some periods there are a lot of cooperation and sometimes it’s not, this also affects that how much belonging the different stores feels to the business and the company. As an example, the interview objects tell about when he some time ago worked a couple of weeks in a store in the south part of Sweden. The store is the only store the company has in that city and the staff there felt a bit left out due to that stores in Stockholm has a more tighter collaboration due to that they’re geographically located in the same area and therefore meet up a lot often. The staff in this store also felt that it would be fun to get to know the employees in the other stores a bit more so that they could get a personal relationship to exchange ideas.

**Benefits with digital tools**
The interview objects see a great potential with having a place where the store can easily get an overview of their KPI’s both on a store level but also an individual level. He also believes that with a tool like that a lot of the members of the staff that can’t find the time to go through weekly or the ERP-system for the figures will also start looking at the KPI’s more. He also sees a potential that the same system can show important information that is sent out by the head office as well as information about products that are in focus now.
It’s important that the system is available through at the back-office computer think most stores uses that computer to check their figures now. There is no need for it to also be
available at the PoS since the staff should spend as little time as possible behind the cash desk when they are out on the store floor.

KPI's that the interview object thought that should be easily available by a digital tool is the same as in the reports that are being sent out each week. Examples given were the stores sales, budget, footfall, hit rate, basket size and basket value. It would also be nice if the same data would be available on an individual level together with the highest receipt of the period. The highest receipt on an individual level is a good way for the staff to compare themselves against others. This due to that the stores vary a lot when it comes to size, product range, budget and the number of visitors. Therefore, it’s not always a fair measurement to compare the sales between the different individuals. The staff also sees a lot of prestige in having the highest receipt of a period since everyone competes on the same conditions and there’s a proudness in having sold a lot to the same customer.

Another thing that the interview object felt would be nice to have is to see the different competitions in a digital tool. Since right now the staff usually just gets the result after the competition is done but has no clue of the progress along the way. With a digital tool that shows the tracking of the competition the interview object believes that a lot of the employees will be more motivated in competing in the contest. Also, being able to see the competitions that the store has internally would be great to see due to that today this is kept track on by hand with the usage of pen and paper.

It would also be good to be able to see which products are selling both in the own store, but also in the other stores and in general over the company. As an example, it could be a list with the ten top selling products or a list with the product groups that sells the best now. Another thing the interview object feel would be nice to see, is the percentage of what the individual has contributed with to the stores budget.

When it comes to information the interview object feels that it would be nice to have some kind of “did you know” part where highlighted features of a product are presented. It would also be good if the staff members would be able to contribute to the different information popping up. For example, it can be tips and ideas on how to sell a product, or a good argument when a customer question a detail on a product.

**Future needs**

With a basic digital tool in place already, the interview object would see that other needs could to have a communication tool where the stores could communicate with each other to get a better coherence. This would then also help the stores exchange information and experiences with each other a lot easier and build the relationship between each other stronger. The interviewed object has earlier experience with working at a system like that and he felt that it motivated the staff more since they could both twit and push each other which he believes also pushed the sales. He felt that there he also had a close relationship with people from other stores which he hadn’t met physically. He said that the tool also helped them build a form of community together and that he feels like it would be great to have the same opportunities here.

Another thing the interview object thing would be great to have, is the possibility to challenge each other in different contest, both on a store and individual level. For example, he could choose to challenge a colleague in a store in Gothenburg on who gets the highest receipt during a day, that he believes would trigger a lot of the staff members. He also believes that it
would be great to be able to see detailed information on a product level. Both information about the product but also about the sell through of the product. Both in own stores, but also at the website and resellers. If it was also possible to see who the top sales people of each product were that would be great. By having a system like this the interview object believes that the staff has the possibility to find the items that they have a hard time to sell and according to him all staff members have products they find harder to sell, the product may vary a lot between the staff members though. With the functionality mentioned tough, the staff would be able to lookup the products they have hard time selling and see if it’s a general problem for the company. It could then be that they see that there are some people that have sold quite much of the product they’re having a hard time with. The interview object then feel that it would be great if the system would show comments from the persons having it easy to sell it, so that the one looking up the product can get tips on how to sell it. It would also be good if the person can start a conversion with the one who’s good at selling that product, to discuss what they can do to improve his or her own sales technique of that product.

Designing the digital tools
This section of the report will present the result of the created dashboard, which is used to see if digital tools can motivate, inform and inspire employees. The section is divided into two areas; the first part explains and motivates the visual design of the dashboard. The second section of this part will focus on motivating and explaining the functionality behind the dashboard.

Visual Design of the Dashboard
The visual design of the dashboard can be divided into 6 parts, the parts are; the header, the KPI bar, the store sales table, the staff sales table, the competition box and the information box. The different parts of the dashboard have been highlighted in Figure 4 below.

As can be seen in Figure 4 above, the header is placed on the top of the dashboard and below that is the KPI bar, which highlights today’s most important KPI’s for the store chosen. Under the KPI’s are the Store Sales Table and the Staff Sales Table. The reason that the Store Sales Table is placed to the left is because the pre-interviews showed that the store sales is more important than the staff’s personal sales. According to Rasmussen et al. (2009), which were
described in the Theory chapter, it should therefore be placed more to the left. At the bottom of the dashboard is the competition and information box. There’s no thought of which of these is placed to the right or left, they are however placed next to each other for the dashboard to fit on a single page. Which a dashboard should aim to do, as described in the Theory chapter.

**Header**

The purpose of the header is just for the stores to be able to select their own stores. By doing so the KPI bar will be changed to showing the KPI’s for the selected store. As well will the stores other KPI’s be highlighted in the Store Sales Table, where the row will be bold. This was designed so that the important information for the store is easy to find, which is important as could be read in the Definition of a Dashboard part of the Theory chapter.

**KPI bar**

The purpose of the KPI bar is to highlight the most important KPI’s for the store. It’s shows the actual sales today, today’s basket value, today’s basket size and today’s hit rate. Which are the most important KPI’s according to the operations manager who’s was interviewed where the result was presented in the Interview I – Operations Manager section of the Results chapter.

![Figure 5 - An overview of the KPI bar.](image)

Below each KPI is a comparison that shows how the value stands against budget or the same day last year, this is shown to give an indication to the staff how whether their result is good or not. The comparison of the result versus budget or last year, shows in either green or red depending on if it’s positive or negative. This is also so that the user should get a good and easy understanding of the stores performance. Since using colours to demonstrate this is a good way according to the Designing a dashboard section of the Theory chapter.

**Store Sales Table**

The store sales table shows the different KPI’s for each store, besides showing for more stores than the KPI bar, it also gives more in-depth details and gives the user the possibility to select if he or she wants to see the KPI’s for the day, or for the week, month or year up until today. It’s with the buttons Today, WTD, MTD and YTD as can be seen in Figure 6 the user can use to change which data he or she will see. This was designed like this to meet the requirements of the dashboard to not be larger so the user must scroll and that it’s better to have different views instead, which was described in the Designing a dashboard section of the Theory chapter.
Another feature that the store sales table has is the possibility to type in the store name in the search field. By doing so the user has the possibility to see all the KPI’s for that certain store and not the other store. The aim with this is to give the user as good overview as possible of the all the KPI’s of a single store. The table also gives the viewer the possibility to sort the table after the highest or lowest value in each column. This feature was added to help the viewer to easily see which store performs the best in each KPI.

**Staff Sales Table**

The staff sales table as can be seen in Figure 7 below, shows the KPI’s on a staff level for the current day. It has the same features as the store table when it comes to searching and sorting, so that the user can easily see the person he or she is looking for, as well as seeing who’s performing the best. The table only shows 10 staff members at the time and has therefore been divided into different pages of the table. This is so that it fits in one size and so that the user doesn’t have to scroll, which was described in the Designing a dashboard section of the Theory chapter. There are buttons on the lower right corner where the user can change the table page instead, to make it even more clear for the user that there are more pages, there’s also a text in the lower left corner saying that the table shows x entries of the total entries in the table.
**Competition box**

The competition box is an area where the stores can see their results in the different competitions, the thought behind it is that the competitions could both be between the stores, and between staff both internal in a store but also in the whole company. During the test of the dashboard, the company only had one competition, which were the store who first did a certain amount of sales. The amount of sales needed where individual for each store and based on their monthly budget. Each time the store did a sale, their number was deducted by one, the goal with the competition was to be the first store to reach zero.

To visualize this, the competition box consisted of each store name and how many sales they had left to zero, this visualisation was chosen by the operations manager. One can argue that a visualization which shows how many percentages left each store has could be better. This due to that each store had different amount of sales to do from the beginning and therefore it’s hard to compare against others if there’s only the amount left showing. However, the operations manager wanted that focus should be on the number of sales left for each store and therefore found it to be confusing if there was to show percentage instead. Since this study aimed to find whether it’s possible to use digital tools to motivate, inform and inspire digital tools and not the impact and which way is better, it was chosen to do as the operations manager wanted.

![Figure 8](image)

*Figure 8 - An overview of the Competition box.*

**Information box**

The information box consists of a slide show of information pages. Each information page is shown during 20 seconds and then it’s replaced with a new slide. The order that the slides are in is randomized. A slide normally consists of an image and some text. The slides have different aim, there’s basically three themes which the slides are following. They are product information, company information and information from the operations manager. The slides within the theme product information, can for example show information of a specific product, differences between two similar products or information about a certain product material. The slides within the company information theme could for example be information about different ambassadors of the company, or if there’s any internal news within the company. The information in the operations manager theme could for example be reminders of something or if the operation manager wants to highlight someone who’s performed something extra.

As stated earlier the slides are replaced by a randomly selected new slide every 20 seconds and there’s no possibility for the user to change among the images. Instead the purpose is that
the user should talk with his or her colleagues. So, if the user for example notice the information after 10 seconds of that slide being showed and the user can’t read it all in the remaining 10 seconds he or she won’t have the possibility to go back and see it. Instead the purpose is that he or she should ask the colleagues in the store if they’ve seen the slide and by doing so they can educate each other. If no one has seen the slide the hope is that the staff will keep extra attention to the information in the information box. Each information box has been selected by the company since it was not part of this study to produce. Although feedback has been given based on the interviews with the store manager and the staff member. Before feedback was given this was approved by the interview objects since this hadn’t been done at the interview.

Figure 9 - An overview of the Information box.

Functionality behind the Dashboard
The dashboard is a website and built on html, CSS, PHP and Javascript, which are standard language when it comes to building, designing and programming a website. (w3schools.com, 2017) This was chosen since it was perceived as a simple way to display the data with very little resources needed.

The data that’s showing on the dashboard, except for the information box, comes from different internal and external systems. The data shown in the information box, is created and designed manually directly in the website. The rest of the data is however automatically loaded and updated in a certain time interval.

Since the data didn’t need to be in real-time, the method chosen to get the data in the right format to the webserver that hosted the website, was the ETL-method that was described in the theory chapter. The different jobs created in the ETL-standard was written in Windows Powershell, which is a script language build especially for system administration. (Jofre, 2016) This was selected based on that the company had a windows server available for running the jobs and that it already had Windows Powershell installed. Therefore, no time was needed to setup and install a new environment and was therefore a convenient language to use.

In the next parts of this section each stage in the ETL-method will be described individually and explained how it’s been used to give the dashboard the data needed.

Extract stage
In the first step of the ETL-method, the data that’s needed for the dashboard is being collected. After discussing with the IT-department it became clear that it was two types of
data needed to create the dashboard. The first type of data was the transaction data from each store and the second was the foot traffic for each store.

The transaction data is the data which hold information about each transaction, for example who the sales person were, which item, what amount etc. The data is stored in the local databases that each PoS-client has. The local PoS databases has been illustrated in the top left corner of Figure 10.

The company collect this data in their ERP system every five minutes. Since the dashboard wasn’t required to show the data in real-time it was decided that the data should be fetched from the ERP system every fifth minutes instead. Therefore, an export job was scheduled to export the transaction data for each store into a csv file every fifth minute. To optimize the time of the job, the export would only export the new data since the last export. The csv file was placed in a local folder on the ERP-server.

The csv files are then moved to the dashboard server with another job once they’ve been created. This is all illustrated in the upper half of Figure 10.

The second type of information needed was the foot traffic. This data was also imported to the ERP system every fifteen minute. Therefore, a job was created to export this data to a csv file every fifteen minute as well. The csv file was store to the same local folder on the ERP-server as the transaction data and moved with the same job that moves the file to the dashboard server once they are created.

However, it was later discovered that even though the company thought that they imported the foot traffic every fifteen minutes, it appeared that the supplier, providing the foot traffic only exported the data from their system once a day. This hadn’t been discovered earlier due to that the company only looked at the data in their BI-system which also loaded it once a day.

Since getting the data once a day wouldn’t work since the dashboard needed to be current for the user, a separate job was built. This job used the API’s provided by the foot traffic supplier and exported the data directly from their system into a csv file. This job was then being run every fifteen minutes, which were as often that the foot traffic supplier could provide the data. This was due to that each person counter, that’s installed over the entrances in the stores, only sent out their data to the main foot traffic server every fifteen minutes.

The new job would export the data when it’s available at the foot traffic server every fifteen minutes and add it to a csv file on a folder on the dashboard server. This is illustrated in the bottom half of Figure 10.
Transform stage

In the transform stage, the data that’s been extracted is being transformed into the standard that the dashboard is using. Since there were three different areas of the dashboard that needed continuously updated data, it was decided that the extracted data should be transformed into three new files. The different files where for each part of the dashboard that needed the data, which were the store sales table, the staff sales table and the competition box.

To create the store sales table file, it was decided that a Main Data file should be created from the extracted data. Then from this file the Store Sales Table Data file would be created. This was due to that the data needed for the Store Sales Table would be for the last two years. Since this is a great amount of data to run through each time, it was therefore decided that the Main Data file would be created as an excel file with two pages. The first page would have a daily summary of each store and page two would have weekly summaries of each store. By building the transformation like this, the job only needed to run through the daily or weekly summaries instead of each transaction when calculating the data.

Since the Staff Sales Table Data and the Competition Data only needed the data for the last day or month and didn’t need the foot traffic, it was decided that the files could be transformed directly from the original data files.

An illustration of how the data is being transformed can be seen in Figure 11. The next sections will then give in depth descriptions on how the data is calculated for each of the new files.

Figure 10 - An overview of the servers and the data send between them, needed to extract the data for the dashboard.
Main Data
As stated earlier the Main Data file consisted of two pages, one with a daily summary and one with a weekly summary. A page consisted of six columns and an example can be seen in Table 1.
The first column shows which store and period it is. The period is a certain date on the first page and a certain week on the second page. The second column is the actual sales figure for that period, followed in the next column by the budget of the period. The next columns consist of the number of sales and the number of sold products for the same period. In the last column, the foot traffic for the period is shown.

<table>
<thead>
<tr>
<th>Period</th>
<th>Actual Sales</th>
<th>Budget</th>
<th>Number of Sales</th>
<th>Number of Products sold</th>
<th>Foot traffic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Store1:2017-04-03</td>
<td>100 000</td>
<td>80 000</td>
<td>50</td>
<td>60</td>
<td>120</td>
</tr>
</tbody>
</table>

Table 1 - An example of how the Main Data File could look like

The data in the first column is created for each period and store. The data in columns two to five is calculated from the Transaction Data file and the sixth column is calculated from the two Foot Traffic Data files.

To optimize the transformation of the data, the process doing it keeps track on which rows in the files that have been read already. The remaining rows is then added to their corresponding row in the Main Data file. Below is an explanation of how each value is calculated.

**Period** – For the first page this is the store name followed by a semicolon and then the date of that period. For the second page this value is also the store name followed by a semicolon. It’s then followed by the year and week number for that period.

**Actual Sales** – This number is a summary of all the amounts on each transaction for a period. Which is found in the Transaction Data file.

**Budget** – This number is not available in any of the files. Due to time limits and that the budget is a constant number, it was decided that this information should be fetched manually.
once. It has therefore been exported from the ERP-system manually and copied into the right place with the help of Excel-functions.

**Number of Sales** – This number was calculated by counting the unique number of transaction number in a period, which can be found in the Transaction Data file. This was due to that a transaction in the Transaction Data file could be on multiple rows if there were different products sold at the same time.

**Number of Products sold** – This is calculated by summarizing the quantity of products for each row in a period. The data is also found in the Transaction Data file.

**Foot Traffic** – The foot traffic will be calculated based on the foot traffic for that period which can be found in the Historical Foot Traffic file. The foot traffic for the current day however is calculated based on the data in the Today’s Foot Traffic file. This data will be replaced by the data from the Historical Foot Traffic file the day after though, but it should be the same numbers. This setup is based on that it was created before it was realized that the foot traffic wasn’t imported in the ERP more than once a day. Since the numbers should be the same and the calculation time was very low, it was decided to leave it as it is to save time.

**Store Sales Table Data**
The Store Sales Table Data consists of a row for each store and 53 columns. The reason that it’s so many columns is that the file consist of data for both the current day, week, month and year. Except for the store name are there 13 KPI’s that’s being showed in the Store Sales Table and since each show day, week, month and year, each KPI is included 4 times. The different KPI’s will be explained below as well as how they are calculated.

**Actuals** – Shows the actuals sales for the period, this is calculated by summarizing actuals column for the current period in the Main Data file.

**Budget** – Shows the budget for the period, it’s calculated by summarizing the budget for the current period in the Main Data file.

**% vs Budget** – This value is a percentage showing how close to reaching or how far over the budget the store has sold during the selected period. It’s calculated by dividing the actuals with the budget and then remove 1 from the result. This would then give a decimal number which is multiplied by 100 to get it in percentages.

**Last Year** – This value is calculated by summarizing the actuals column for the chosen period the year before. Which is also available in the Main Data file.

**% vs Last Year** – This value gives an indication of how the store is performing compared to last year. It’s calculated the same way as % vs Budget but with dividing Actuals with Last Year, instead of the Budget.

**Footfall** – This value shows the foot traffic for the period. It’s calculated by summarizing the foot traffic column in the Main Data file for the selected period.

**% Footfall** – This value shows how the foot traffic is compared to the same period the year before. It’s calculated in the same way as the % vs Last Year but with the footfall instead. The footfall for the same period from last year could also be summarized from that period in the Main Data file.

**Hitrate** – This value shows how many of the customers entering the store is buying something. It’s calculated by taking the number of purchases and divide it by the footfall for the same period.

**% Hitrate** – This value shows a comparison of the Hitrate the current period compared with the Hitrate for the same period the year before. The value for the year before is calculated in the same way that the Hitrate value is calculated, but with another period. These are then used to calculate the percentage just as the % vs Last Year.
**BS** – This value shows the Basket Size for the chosen period. It’s calculated by dividing the number of sold products with the number of sales for the period. Both these values are created by summarizing them from the Main Data file.

% **BS** – Is calculated in the same way as % Hitrate but for Basket Size instead.

**BV** – This value shows the Basket Value for the chosen period. It’s calculated by dividing the actuals for the period with the number of sales for the same period. Both these values are created by summarizing them from the Main Data file.

% **BV** – Is calculated in the same way as % Hitrate but for Basket Value instead.

**Staff Sales Table Data**

The Staff Sales Table Data is calculated directly from the Transaction Data file. This was chosen since it’s only shows data from today for the different staff members. Due to this it was possible to filter out the transactions for the day and therefore the calculations weren’t so demanding that it needed another data field in the middle, as the Store Sales Table Data did. The data consists of seven columns. The columns are Name, Actuals, Number of Sales, Number of Pieces sold, Basket Size, Basket Value and Highest Receipt.

Each row consists of an individual sales person and the fields are calculated by summarizing different values of the transactions that has been done by the sales person. The transactions are all available in the Transaction Data file. The values are calculated just as they were for the Store Sales Table, but instead of saving part of the calculation in the main data file it’s all done in the same time. The other difference is that it’s calculated on a sales person level, instead of a store level.

Since all columns except for Highest Receipt has been explained in previous sections, they will not be explained again. However, below is an explanation of how the Highest Receipt is being calculated.

**Highest Receipt** – The highest receipt shows the highest transaction a sales person done on the current day. It’s calculated by first finding out how many sales persons that has done a sale during the day. Then the amount on the transaction rows are being summarized if they belong to the same transaction. This is done by looking at the transaction number which is available on each row in the Transaction Data file. Once these has been summarized it finds which the highest transaction of that day is for that sales person. Once it found the highest transaction for a sales person it moves on to the next one in the list, until all sales persons have been checked.

Once all data has been calculated it’s saved into the Staff Sales Table Data file, an example of how this can look like is given in Table 2.

<table>
<thead>
<tr>
<th>Name</th>
<th>Actuals</th>
<th>Number of Sales</th>
<th>Number of Pieces Sold</th>
<th>Basket Size</th>
<th>Basket Value</th>
<th>Highest Receipt</th>
</tr>
</thead>
<tbody>
<tr>
<td>John</td>
<td>2000</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>1000</td>
<td>1200</td>
</tr>
</tbody>
</table>

*Table 2 - A table showing how the data in the Staff Sales Table Data file can look like. In the example John, has done 2 sales and sold 4 products. The sales were on 1200 and 800 each.*

**Competition Data**

During the time the dashboard was tested, the company only had one competition and it was the same for all the stores. The competition consisted of that each store should do a certain number of sales, depending on their store budget for the month.
Therefore, the Competition Data was designed as a file with two columns. The first column held the name for each store, and the second column the corresponding amount of sales left to be done for the store. The process kept track of which rows in the Transaction Data File that had already been processed and for each new sale the store did, it’s number in the Competition Data file was reduced by one. The original number in the Competition Data file was entered manually based on the numbers given by the company.

Load stage
Once all the data has been extracted and transformed into the right format, the next step is to load it to the dashboard. This is done by using a Windows Powershell script that being run after each time the transformation job has been run and the files are created. What the script does is that it simply moves the files from the Dashboard-server into a Web-server which hosts the website. When the user loads the website in a browser, a PHP-script fetch the data from the files that are located on the webserver. The website also consists of a Javascript that automatically reload the page every five minutes. When the page is being reloaded, it triggers the PHP-script to fetch the new data.

Pre-Survey
In this section the result of the pre-survey will be presented. The survey consisted of 5 questions where answers were given on a scale from one to ten, where one were the lowest and ten the highest. To minimize the risk of misunderstandings the first and tenth number was followed by the intention. For example, on one question the first answer on the scale could be “1 – bad informed” and the tenth “10 – well informed”. The survey was anonymous and was sent out by email to ten stores with approximately 60 employees. The survey questions were given in Swedish, due to that Swedish is the spoken language of all the employees. Before the survey was sent out, the questions were tested on a group of five people to make sure that there was little risk of misunderstandings. The question can be seen in Table 3.

| Question 1 | How motivated do you feel in general, to do your work as good as possible? |
| Question 2 | How inspired do you feel in general when you arrive at work? |
| Question 3 | How well-informed do you feel about the products in your store? |
| Question 4 | How well-informed do you feel about the products that’s not in your store? |
| Question 5 | How well-informed do you feel about what’s happening in the company? |

Table 3 - The questions that the Pre-Survey consisted of.

The survey resulted in 42 answers. The maximum, minimum and average value of each question are presented in Table 4.

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Minimum</td>
<td>5</td>
<td>3</td>
<td>4</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Average</td>
<td>8.2</td>
<td>7.5</td>
<td>7.4</td>
<td>4.2</td>
<td>4.6</td>
</tr>
</tbody>
</table>

Table 4 - The maximum, minimum and average answer to each Question (Q) in the Pre-Survey.
Implementation
The dashboard was implemented by distributing the link to the dashboard to each store over email. A skype meeting was also held with all the store managers were the dashboard was explained to them. During the same meeting the store managers made sure to mark the dashboard as a favourite on their back-office computer, so that it was easy to find for their employees. The store managers then inform their own teams, based on the information given in the meeting and together with the email that was sent out to the stores.

Post-Survey
This section will present the result of the post-survey. The survey consisted of nine questions which can be seen in Table 5 and was sent out to the same persons as the pre-survey. Of the approximately 60 employees who received the survey, 37 chose to respond. Just as the pre-survey, this survey was also created in Swedish and tested on five different people before it was sent out to the store employees.

The first five questions of the survey were the same questions from the pre-survey, which were answered on a scale from one to ten. Question six to eight were also on a scale from one to ten, but their scale ranged from a negative to a positive answer. Therefore, the answers 1, 5 and 10 on the scale were explained. An example of this, are the answers to question six which were “1 – Very Negative”, “5 – not at all” and “10 – Very Positive”.

For question nine, the answers were also multiple choice questions, but not on a scale from one to ten. Instead there were four answers and they were, “Never seen”, “Used a few times”, “Using Daily” and “Using multiple times a day”.

| Question 1 | How motivated do you feel in general, to do your work as good as possible? |
| Question 2 | How inspired do you feel in general when you arrive at work? |
| Question 3 | How well-informed do you feel about the products in your store? |
| Question 4 | How well-informed do you feel about the products that’s not in your store? |
| Question 5 | How well-informed do you feel about what’s happening in the company? |
| Question 6 | How has the dashboard affected how motivated you feel? |
| Question 7 | How has the dashboard affected how inspired you feel? |
| Question 8 | How has the dashboard affected how informed you feel? |
| Question 9 | How much have you used the dashboard? |

Table 5 - The questions the post-survey consisted of.

As stated earlier the survey resulted in 37 answers. On question nine all the respondents stated that they use the dashboard either daily or multiple times a day. The distribution of the answers was around 20% that stated that they checked it daily and about 80% that stated that they checked it multiple times a day. For questions one to eight, the maximum, minimum and average answers can be seen in Table 6.

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q5</th>
<th>Q6</th>
<th>Q7</th>
<th>Q8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>9</td>
<td>8</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Minimum</td>
<td>9</td>
<td>8</td>
<td>7</td>
<td>5</td>
<td>2</td>
<td>8</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Average</td>
<td>9.8</td>
<td>9.2</td>
<td>8.4</td>
<td>6.4</td>
<td>5.2</td>
<td>9.4</td>
<td>9.2</td>
<td>8.2</td>
</tr>
</tbody>
</table>

Table 6 - Maximum, Minimum and Average answer of questions (Q) one to eight on the post-survey.
Follow-up Interviews

In this section, the results of the Follow-up interviews are being presented. There were three interviews held, with the same interview objects as in the Pre-Interviews. The results are presented divided into three sub-sections, one for each interview. Each sub-section has also been divided into three areas, which is the same as each interview was divided into. The three areas are Dashboard review, Survey responses and Future development. Where in the first area the dashboard that’s been implemented is reviewed and discussed. The aim with the second area is to discuss and analyse the difference between the result of the both surveys. This is to get new views of why the results of the surveys vary. The third section aim to find if any new ideas about future development has been thought of.

Before going into each area about discussing the differences in the results of the surveys, the interview object has been shown the maximum, minimum and average answer of each question. Among with this, the difference in percentage between the corresponding questions in each interview has been shown to the interview object as well.

Interview I – Operations Manager

The first follow-up interview was held with the operations manager, which is the same person who were interviewed in the first pre-interview. Due to geographical circumstances at the time of the interview, the interview was conducted over phone. The call was recorded and notes where taken during the interview. After each section of the interview the notes were shared with the interview object to make sure that the answers were interpreted correctly. The notes and the recording has been summarized in the below sections.

Dashboard review

The interview object has gotten a lot of positive feedback after the dashboard has been rolled out. The receipt of the stores has been very positive and a lot better than the interview object was expecting. The interview object also personally believes that the dashboard is a great tool and not only for the stores. Even though the intention with the dashboard was for the stores to use it, the interview object and the team at the head office are also checking it many times a day. By doing so, they’ve got a better understanding of how the sales are going on a more detailed level. With that information, the team at the office have been able to make their own assumptions and been able to discuss these with the stores.

Even though the interview object hasn’t heard anything negative about the dashboard, there’s a concern that the staff might risk being more stressed as an effect of it. The interview object has tried to ask staff members about this, but no one states that they’ve become more stressed due to the dashboard. However, the interview object believes that there’s still a chance that some has been but that they don’t feel comfortable enough to say so. That itself can be a problem, therefore the interview object believes that the risk of a negative stress effect of the dashboard shouldn’t be excluded.

The interview object also feels that it’s been a bit complicated to push out information fast. This due to that there’s no easy tool for the team at the head office to do that easily. Instead they’ve had to ask the IT department for help to push out information. Another problem they’ve seen with this is that they don’t know if the information has reached everyone. The interview object however states, that they’ve got the same problem when sending out information over email.
Survey responses
When the interview object has gotten feedback from the stores about the dashboard, it’s mainly been about how great it is to see the sales figures and KPI’s easily. This has given a positive effect of the motivation and inspiration amongst the employees according to the interview object. Therefore, the interview object believes that the difference between the results of the surveys reflects the reality well.

There has also been feedback given to the interview object about that the information box is also good, though most the feedback has been about the different sales numbers. The interview object also personally believes that seeing the sales numbers in almost real time has a very positive effect when it comes to the motivation and inspiration of the staff. The interview object is also very convinced that higher motivation and inspiration leads to better service towards the customers, since it’s important that the staff’s in a good mood in order to deliver their best performance.

Future development
The interview object believes that it would be great if there was an easy way for the team at the head office to push out important information. As well as if there was a way that really important information was shown as a pop-up window of the screen that the member had to click on to remove. While doing that the interview object would also want that they would need to select who it was who read it, so that the team at the head office would be able to see that the information reach everyone.

Tough, the most important thing for the interview object when it comes to developing the dashboard is to not make it to complicated. This is due to that the interview object believes that it should be as easy to use as possible for the staff to use it. As an example, the interview object explains that all the information that the dashboard is showing has been available for the staff before. Although it’s been very complicated to see all the data and it’s been available on a lot of different places. Some data has also needed to be calculated to see.

The best thing with the dashboard according to the interview object is that the KPI’s are being easily overseen and with a good update frequency. Therefore, it’s important for the interview object that the dashboard is kept this way, simple and easy to use.

Interview II – Store Manager
The second interview was held with the same store manager as in the second pre-interview. Just as that interview, this one was held over phone with the same procedure where notes were taken and the call recorded. The section below summarizes the notes and the record of the call.

Dashboard review
The interview object states that the dashboard has been a great tool to use, not only personal as both a store manager and a sales person, but also for the rest of the store employees. The interview object has received a lot of positive feedback about the dashboard from the staff members.

The interview object believes that it’s been a great tool where as a store manager one can follow up on both the store KPI’s and the individual staff members. By being able to follow up the individual staff members KPI’s throughout the day, the interview object has been able to coach the staff throughout the day. Thanks to this, they can work more with developing the skills of the sales people and have a foundation of data to discuss about. As an example the
store manager can tell an employee to focus on upsell one day and show some tricks on how this can be done. They can then together see the result of focusing on just that by looking at the dashboard where the store manager also can show and explain the impact on not only the person’s sales but also the store’s.

The interview object also believes that the dashboard has mainly helped the team to become more motivated and inspired. They’ve also learned new information about products and the company. However, the dashboard has most of all helped them with the motivation and inspiration according to the interview object.

There’s a belief, that there is a risk of staff becoming stressed as an effect of using the dashboard. Even though it’s nothing that the interview object has perceived. No one has told the interview object about any negative effects due to the dashboard, however the interview object believes that it still might be the case even though no one wants to admit it.

Survey responses

The interview object believes that the differences between the result of the surveys reflect the reality very well. It’s mainly the sales figures that the store has used the dashboard for and that has increased the motivation and inspiration of the staff.

The interview object is a bit pensive about the high increase when it comes to how well informed the staff are about products that’s not available in the store. This, since the dashboard doesn’t show that much about it. It could be that there’s something else that’s been triggering this number up but also that the dashboard has inspired the staff to look up new information about products not available in the store.

Future development

One idea that the interview object has is that there should be a read more button on the content in the information box. When the user clicks there more information should pop up in a new window or tab where the user can see more info about the subject. If the content is a product it would also be good to see how much that’s been sold of that product and in which channels. Also, it would be great to see where the product is available at according to the interview object.

At the same time the interview object points out that the system shouldn’t become too complicated which would then effect the usage of it. At the same time, there’s a concern of the interview object that if there would be a lot to do on the dashboard, there would be a risk that the staff get stuck in front of the computer for quite a while.

Another feature the interview object would like to see, is a way to communicate with the other stores. The interview object believes that a function like that would help the store feel as a bigger part of the company and the community. Which is hard now due to that the store is geographically separated from the other.

Interview III – Store Staff

The third follow-up interview was held with the same staff member as the pre-interview. Due to geographical circumstances of when the interview was conducted, the interview was held over phone. The call was recorded and notes were taken during the interview. After each section the notes were read to make sure that the answers were perceived correctly. A summary of the notes and the recorded call is presented in the following parts.
Dashboard review

The interview object personally uses the dashboard to check the sales and compare it against budget many times a day. The interview object is also using it to check other numbers, such as personal KPI’s and compare this against others.

In the store the interview object works in, the dashboard has been open on the screen of the back computer all the time. There’s a noticeable change especially on the motivation on the team, since they’ve start using the dashboard according to the interview object. An example is that the staff that are not working full time, has been a lot more interested in the sales figures and their own KPI’s. The interview object believes that this is due to that there is a lower threshold for looking this up now, since earlier they would either must dig deep in the systems or try to find old emails. With the dashboard, it has instead become easy and fast to find the figures. The interview object has also seen a difference in the staff members who previously been unengaged in the sales numbers and KPI’s are now either asking about the figures when they arrive to the store or check themselves on the dashboard. The interview object has also seen that the increase of motivation has also given an effect on the sales floor where the service given to the customers are a lot better due to that the staff is more motivated and inspired.

Since it’s easy to see the figures per staff, the store has started using the dashboard to set part time goals. An example of this could be that the staff in the store decides one morning that they will all individually be in the top 5 before lunch. By doing this the interview object feels that they are both more motivated individually but also as a team.

It’s mostly the sales figures that the dashboard has been used for according to the interview object. However, the information box has also been used, but not as much. The sales figures are what makes the staff looking at the dashboard, but once they’re doing that they also receives more information about both the products and the company. The knowledge learnt from the information box is more of a side effect the interview object believes.

The interview object can’t see anything negative with the dashboard. However, when pushing for an answer the interview object states that one negative effect of the dashboard is that you stand a minute extra by the computer to scan the numbers. Other than that, the interview object only see positive things about the dashboard. When asked specifically if the interview object believes that the dashboard can create a negative stress effect of the store employees, the interview object says that they are all sales people and are driven by results. Therefore, the interview object believes that there’s no one that’s become more stressed due to the implementation of the dashboard. The interview object also states that there’s no one in the store that’s shown that they are more stressed either.

Survey responses

The interview object believes that the effect of the dashboard implementation would correspond to the difference between the result of the survey. The interview object also believes that the differences between the survey results are reasonable.

The dashboard hasn’t given that much more information about the company in general and even though information about products that are not in the store has been increased, the interview object believes that there’s a lot more to do there. The interview object also believes that even though there would be information to be seen in the dashboard about products, it’s hard to learn everything since there are so many products in so many different collections.
What the interview object especially agrees with, are the increments of the motivation and inspiration of the employees. Which could be seen in the different results of the survey. The interview object agrees with the result and personally believes that it’s mainly the motivation and inspiration that’s been increased as an effect of the dashboard.

**Future development**

The interview object thinks that it would be great to get more information into the dashboard. Both when it comes to information about the products, but also more sales data. Example of data is for example how many of each item that’s been sold and see who’s sold most of that product. The interview object believes that if more information is added to the dashboard, it can be used as an intranet for the stores.

What the interview object also would like to see in the dashboard is information about how products are being sold at other wholesale customers to the company. As well as how the company is performing in general.

The interview object would also like to see that the whole product catalogue would be able on the dashboard and that it would be easy to search for a product to learn more about it. It would also be great to be able to order products from there as well, if they’re missing it in the store.
Analysis

In this part of the report, the result of the interviews will be analysed and discussed. The chapter has been divided into three parts, where the dashboard, interviews and surveys will be analysed and discussed individually.

Analysis of the dashboard

The dashboard was chosen as the digital tool because it was seen in the theory that it’s a good tool to use to give the user a good overview of data. The dashboard was decided to consist of six parts. It was decided to keep the number of parts to a minimum for the dashboard to be easy overseen which was found important for a dashboard in the theory chapter. It was decided that the sales numbers should be most focused on when developing the dashboard. Since it could be seen in the interviews that the sales figures and the different KPI’s, both on a store and individual level, was of most importance as a factor of motivation. As a base for the tables, the report sent out weekly and monthly by the company were used.

What could be seen in all three pre-interviews was that the most important data was the store sales data and the result compared to budget. There it could also be seen that this was a high motivational factor to the employees. Therefore, it was decided to focus on the store KPI’s. This was done by creating and centralizing the store KPI’s on the top of the page. To be able to choose the store it was also decided to create a store selector so that the store could be identified.

As been found in the theory, the font size could be used to highlight information. Therefore, the store KPI’s were decided to be in a bigger font size than the rest, for the figures to be in focus for the user when looking at the dashboard. It was also seen in the theory that it was a good idea to use colours for positive and negative numbers. Therefore, the comparison versus budget or last year was coloured green if positive and red if negative.

The store and staff sales tables were created for the user to get a more in-depth information of the results and compared with other stores and staff. Since the sales figures and KPI’s seemed to be the key motivational factor these tables was placed direct under the main KPI’s. The store sales table was placed on the left side since it was of more importance per the interviews and that it was stated in the theory that the most important elements should be placed on the left. The staff table was also chosen to be included in the dashboard, since it could be seen in the second pre-interview that the staff is inspired by seeing other staff members performing great. This is also why the tables were created so that they were sortable, so that the staff would be motivated by being top of the table or inspired by the ones there.

What also could be concluded from the interviews were that it was hard to keep track of the progress of competitions within the company before the dashboard. It seemed common that the stores only received the result at the end of the competition, or if they kept track of it manually in the store. If done manually it was hard to follow up on other stores, so the result was almost always delivered when the competition ended. Since the competition was used to motivate the employees, it was therefore decided that it should be a part of the dashboard. By doing this the aim was that the store would be able to track their results and therefore the competition could have an even greater effect.

Information about products and the company in general was also placed in the dashboard. It was decided that this should be placed in a non-interactive box that would rotate its content automatically. This was chosen because that it’s easy for the user to use and it can show different information since it’s rotating. By not having the user clicking on information and
being able to choose how long time they would read it, the aim was that the user wouldn’t get stuck to long at the dashboard.

There were also other needs found in the interviews, for example the ability to communicate between the stores. This was however not included in this version, since partly it would be a lot more complicated to develop, but also because the users shouldn’t spend to long time at the dashboard. It could also be conducted from the pre-interviews that it would be good to see which products are selling well and by who. This was also decided to not be included based on the same reasons as why the communication tool wasn’t included on.

What was hard with developing the dashboard was especially finding the line between making the system too complex to use and not having enough information. An example of something that was in the borderline besides a communication tool and sales on a product level, was the ability to highlight KPI’s for an individual staff member. Just as the store KPI’s where highlighted by putting them on the top of the screen, it would also have been good to show the users KPI’s in the same way. However, it was too complex to create a system that would identify the user, since the computer the dashboard was used on was used by all the staff in the store.

What was found in the theory was that the most important thing when it comes to developing a dashboard is the data quality. It was found that the data quality needs to be accurate for the dashboard to be trusted and therefore used. Due to this, a lot of effort was put on making sure that the data accuracy was perfect. The dashboard data was compared with data both in the ERP-system and in the BI-tool the company used, which the IT-department helped getting. To double check that the data in the dashboard was accurate. The IT-department also helped making sure that the data quality was enough based on the eight aspects that was found in the theory. Besides the accuracy of the data it was especially the timeliness of the data that was focused on when building the dashboard.

When it comes to the timeliness of the data it had to be compromised since the systems couldn’t handling real-time data which was seemed important in the interviews. However, since the purpose wasn’t for the staff to check the figures all the time, it was decided that a small delay of the data would be acceptable. Therefore, the ETL-method was chosen for the dashboard. It was however found in the interviews that the data was preferred to be in real-time therefore one should not let the timeliness be to wide when building a dashboard like this. The timeliness got with the ETL-method was acceptable though, since the delay of the numbers were so small.

Eleven risk was also found in the theory when it comes to achieving as good data quality as possible. These risks were also discussed with the IT-department, but since the data used origin either by mandatory fields from the PoS-system or automatic data from the traffic counters, all the eleven risk were concluded low or non-existent. The IT-department however agreed with the risks and had seen them in their BI-system a lot.

Since the follow-up study showed that the dashboard was used daily or multiple times a day by all the respondents it can be concluded that the accuracy and the timeliness of the dashboard was enough. As well as the design of the dashboard showed information that was important for the staff. However, what could have been asked was that if the dashboard had replaced the old ways of looking up data or if there were still users doing this, due to that some information was missing in the dashboard.
Analysis of the interviews

What could be concluded from the interviews were that the data the dashboard used was already available in the different system of the company. However, it was not easy to find it. This was both due to that it wasn’t collected on the same place and because it was too complex systems to use. Therefore, this led to that the data was too time-consuming to see. The interviews also showed that the data was sent out to the stores each week though. What can be concluded from this is that there’s a need to get an easy overview of the sales numbers. Since the sales numbers are acting as a key motivating factor for the staff.

It could also be seen from all the interviews that the sales figures are a highly motivating factor for the employees. Since the sales figures leads to satisfaction it would be counted as a motivator according to Herzberg’s motivation-hygiene theory. Just as Herzberg’s divided motivators and hygiene’s, by what is satisfying when getting and what’s dissatisfying when missing, the interview can be interpreted the same. Since there in no one of the interview object talked about the salary as a motivating factor for example. Salary is according to Herzberg a hygiene factor and would therefore not be something but motivates the employees. A too low salary should however lead to the opposite though. Instead what could be seen in the interviews, what motivates the employees are the result of the store and themselves. Which are both motivators according to Herzberg and therefore match his theory.

Trying to reach the store result together with the rest of the team can be interpreted as a feeling of belonging and therefore could be placed in the third stage of Maslow’s hierarchy of needs. It could also be concluded from the interviews that seeing the individual performance was also something that was important for the employees. However, it was of less importance than the result of the store. The individual results can be placed in Maslow’s second stage, the esteem stage. Feeling that the store result is more important than the individual match Maslow’s theory about that a person need to feel belonging before self-esteem becomes a motivating factor for the individual.

It can also be concluded from the interviews that the individuals are also highly motivated by competing against others, both as individuals, but also as teams. In the second pre-interview, it could be seen that most staff members have a natural competitive instinct and that the one who hasn’t start to grow one. This competitive instinct seems to be what’s motivates the employees and is triggered by the sales figures and the corresponding KPI’s. What’s also triggers the competitive instinct seems to be the different competitions that the company has.

From the interview, it could be concluded though, that the competitions could motivate the employees even better if there were a better way to be able to see the results along the way of the competition. At the same time the second interview object believed that by writing up the competition result by themselves, the staff would have the time to reflect about their result. This reflection time would go missing if the competition result were automated, although the motivation seems to be increasing by being able to track and compare the result with others according to the interviews.

Another risk that can be concluded from interview object one and two is that it might be some employees for which the dashboard creates a negative stress effect. This is however nothing that they’ve noticed among the employees using it. Interview object three believes that there’s no risk of staff becoming stressed due to the dashboard. According to interview object three, everyone working in the store are all sales people who are driven by results and therefore it’s
only motivating. Even though none of the interview object has seen such results, one shouldn’t ignore that there’s a risk that people might be more stressed as an effect of the dashboard. It could for example be that staff members don’t have the courage to tell that they are feeling stressed due to the dashboard. It could also be that the dashboard hasn’t been used long enough to start developing the syndromes.

It can also be concluded from the interviews that the staff is inspired when new product arrives in store as well as by news within and around the company. To take advantage to this the information box on the dashboard was used to show information about new products when they were launched at the store. The information box was also used to show information about the company’s ambassadors and other information around the company. There was also some focus on the content in the information box on products not available in the store, with details that could be used for selling points. As it could be seen in the follow-up interviews it was especially the motivation and inspiration that the interview object felt had increased the most as an effect of the dashboard.

The follow-up interview also showed that how well informed the staff is feeling after the launch of the dashboard has also increased. Although, it hasn’t given as much of an effect as the motivation and inspiration among the staff, according to the interview objects. As an example the second interview object is a bit pensive about that the survey shows that the staff has had such an increase in the knowledge of products that isn’t available in the store. The interview object anticipates that this could have been to some other reason than the dashboard. This is especially since the interview object believes that the dashboard hasn’t shown that much about products not available in the store. However, it can also be that since the content in the information box is changing automatically, it can be that the interview object has missed the information. Due to the fact, all interviews show that it’s mainly the motivation and inspiration that has shown an effect due to the dashboard. As well as the interview shows that there are a lot of products to learn about, the second interview object is probably correct when assuming there’s something else that has given that big effect on the information among products not available in the store.

Another issue that can be drawn from the interviews is that there are stores that don’t feel the same belonging to the company as other stores. This seems to be based on the stores geographical positions. There seems to be a belief that including a communication system within the dashboard could help building a community between the stores. By doing so one would create a form of belonging for the staff in the stores that feels left out. According to Maslow’s theory this would be more important for the staff to become inspired and motivated than being able to track the individual sales. Since the Love and Belonging level is below the Esteem level and therefore should be fulfilled before the person starts become motivating by individual results. The third interview object also gives an example of that the person had used a communication tool in an earlier workplace to communicate with other stores. By doing so the interview object felt a close connection with people who he never physically met.

Another effect with combining the dashboard with a communication tool, is that it gives the stores the possibility to help inform and educate each other about the products. It can also be concluded from the interviews that by combining it with a way to see who’s selling most of what product, the staff would know who to contact to get tips of how to sell the products. At the same time both interview object one and two points out that it’s very important that the dashboard remain clean and simple to use. They both urge that it’s important that the system doesn’t become too complex and hard to use, because then no one would use it. This can be
compared with the current systems that are available for the stores where they have the data that the dashboard is showing. The interviews show though, that these systems are too complex to use and therefore it’s not used by everybody.

By simplifying the data in the current system and visually show it in an easy understandable way, the dashboard has got more staff members engaged and motivated of the sales. Interview object three gives an example of this by; that both personnel that doesn’t work full time and the personnel that used to be the least motivated has all showed improvements. The staff who has been working part time is after the dashboard been implemented a lot more interested in the result of the store. The interview object also describes that the staff who’s been the most unmotivated before is now a lot motivated and that this is also shown on the sales floor. As an example, the interview object also explains that the gain of motivation and inspiration has given a direct effect on the service given to the customers.

What’s interesting to see here is that by making the result easily accessible the motivation amongst the employees has increased. This can be explained by the theories of Alvesson and Kärreman who talks about the interactive motivation. By creating a new context, it seems that the dashboard has been used to trigger this interactive motivation that Alvesson and Kärreman talks about. This can then explain why the motivation seems to be what’s increased most due to the dashboard, because a new type of motivation has been triggered.

Other side effects that the dashboard has given is the chance for the stores to set up part time goals during the day. As an example, the third interview object explains that they can set up a part time goal for the day that all employees in the store should be on the top five list before lunch. This creates a motivating effect and that the staff work as a team to reach the goal according to the interview object. The second interview object also states that the dashboard has been used to educate the employees and show them the result of when focusing on certain details. The interview object gives an example of teaching someone how to upsell and then being able to show the direct effect on the individual sales figures but also on the store’s. Even the head office has noticed that the dashboard is a great tool for them to use as well. According to interview object one, they can use the dashboard to follow up the sales easier during the day and take direct actions by calling the store if needed.

Even though the head office sees other benefits with the dashboard, there are some issues they feel with it. It’s especially the remaining problem with that they don’t know how many of the employees the information that’s been pushed out has reached. It’s however a bit tricky creating a system which knows who’s got the information and at the same time make sure that the system isn’t to complex and time consuming. Also, the first interview object feel that it’s complicated to push out the information to the stores. What can be taken from this is that it’s important to make sure that there’s a great user experience for all users when developing a system. Not only the end-users but also the ones who aims to work with the data within the system.

**Analysis of the survey**

What can be drawn from the first survey is that it’s especially what’s influenceable by the store that shows a high result. It’s especially how motivated, inspired and informed about products within the store that the respondents answer high number on. They don’t seem as informed about thing outside the store, such as products and the company in general. When it comes to inspiration and especially motivation, the employees to be motivated and inspired already.
One reason of how informed the staff feel about products both in their store but especially outside the store, seems to be that there are a lot of products available within the company. From the interviews, it could be seen that it’s hard to learn everything about all products and especially the products which aren’t available in the store. This would most likely explain the low result of how informed the staff feel about the products.

In the interviews, it was also seen that there are some stores that feel a bit less of a part of the company. This can probably be because they have very little knowledge about what’s happening within and around the company. Which can be seen in the first interview.

When looking at the second survey one can see that the motivation has increased by almost 20%, to an average of 9.8. This is a very high number and might therefore be questionable. One reason for it to be so high might be because there were only 62% of the questioned that responded to the survey. There might be a connection that the least motivated employees also are least motivated to answer the survey and therefore the actual result would be lower. However, this would probably also be the case in the first survey were 70% of the questioned responded. As an example though; if we were to add the minimum answer from the first survey, which were 5, to the second survey so that the number of respondents would be the same the result would be 7.8 instead of 9.8. If we instead would have added the average answer from the first survey the average would have been 9.6 instead of 9.8. What we can see with these calculations are that the number of respondents are important for the reliability of the survey. However, since we can conclude from the interviews that the motivation has increased we can assume that the reality would probably be closer to 9.8 then 7.8 and that an increase in motivation of 20% wouldn’t be impossible.

It can of course be other external sources that has affected the motivation of the employees during the time they’ve used the dashboard. Although we can see in the second survey that respondents claim that the dashboard has affected their motivation very positively. So, it should be safe to claim that the dashboard has motivated the employees of the stores, even though we can’t say for sure how much.

Looking at the inspiration, we can see from the second survey that it’s increased by a bit more than 20% between the two surveys. We can also see in the second survey that the employees also feel that their inspiration has been increased a lot by the dashboard. However, just as with the motivation, it might be that the result of the inspiration has been affected by other things as well. Therefore, we can’t tell exactly how much more inspired the staff has become thanks to the dashboard. What we can tell, that’s been both seen in the survey as well as the interviews is that there has been a positive effect of the inspiration thanks to the dashboard.

How well informed the staff feel has also been increased according to the surveys. We can see that how well informed the staff feels about the products within the store are up by 14%. How well informed the staff feels about the products outside the store are up 52% and how informed they are around the company is up 13%. We can also see from the second interview that the staff feels that the dashboard has affected them positively when it comes to how well informed they feel.

The interviews and especially the second follow-up interview show however, that the dashboard might not have given the great effect as the surveys are showing. Especially when it comes to the information around products not available in the store. A reasonable explanation for why the number has increased so much might instead be that the staff has learned information about the products in other ways. It can be concluded from the third pre-
interview that the staff usually learn more about the products along the way and this might be a reasonable explanation for the high result of the product knowledge. Since the respondents claims that they use the dashboard at least daily but most of the multiple times a day, it can be safe to say that the dashboard has led to a positive effect when it comes to how well-informed the staff are. Even though we can’t conclude how big the effect was, we can see that it’s not as high as the effect on the motivation and inspiration though. This we can conclude both by looking at the survey and the interviews.
Conclusion

This chapter of the paper will present the conclusion of the study as well as suggestions for topics of future research.

Since there’s a need among premium brands within the retail industry to increase their service level, due to reasons such as higher demand from customer and being able to compete with online stores. This survey has been conducted to see if there’s a way to use digital tools to motivate, inform and inspire the employees in the store. By doing so, the hope is that the effect of this will help increase the service level given to the customers.

What we can conclude from the result of this study is that digital tools can be used to motivate, inform and inspire employees. This can be safe to say based on that both interviews and surveys amongst employees within a retail company shows the result of higher motivated, informed and inspired employees.

The interviews have also shown an indication on that the more motivated and inspired staff also gives a direct effect on the service given to the customer, however this needs to be researched further.

In the study, we’ve also got an example of that a dashboard can be used to motivate, inform and inspire the staff. There are of course other digital tools that can be used to do the same result, which can both have better and worse result. The goal with this study was however only to see whether digital tools could be used to increase the motivation, information and inspiration and not which was the best way to do so.

Future studies might also include to see whether communication tools amongst the stores can be used to increase the service level the staff can give the customer. Also, there’s a need to see how much revenue a company would earn on an investment within the area, to make it possible to see how much that’s worth investing. Another thing that’s important to also look deeper into is if there’s any negative aspects with implementing digital tools within a retail company. Such as if the environment become more stressful for the employees.

This study, as stated earlier, has proven though. That digital tools, such as a dashboard, can be used to motivate, inform and inspire the employees within a retail company.
References
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