KPN and The New Way of Working

Effective New Ways of Working

Margot den Dulk

Student ID: 07042310

Supervisor: E.C.J. Nieuweboer

Supervisor KPN: R. Paans-Over

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School of European Studies

The Hague University of Applied Science

Executive summary

The KPN group is a major international telecom and IT company in the Benelux. KPN introduced The New Way of Working (TNWW) in 2008 in its organisation. As a result of TNWW, employees at KPN can be found in different primary office locations, even though they have to work together. To make sure employees at KPN maintain the ability to work together at a distance, new technology has to bring the possibility to bring employees together.

This final project has been written for KPN to shed light on how modern information technology can be used in teamwork to obtain more effective ways of working within TNWW. Through different types of desk and field research, the central question "How can the currently available information technology lead to more effective New Ways of Working, within KPN?" was answered.

Research pointed out that The New Workers at KPN have access to over 30 communication and technology tools which support different parts of information exchange and collaboration. These tools include telephone devices for communication at a distance, tools to host online meetings with the use of a laptop, videoconference system or ConferenceCard and platforms to share data and to stay connected to the company and colleagues.

Furthermore, KPN has a clear vision on TNWW. However, KPN does not have a precise strategy on how to implement new technology in the organisation itself. Due to this, it is not clear to The New Workers how technology can work for them and how IT can be used.

The New Workers at KPN also face other problems in collaboration due to TNWW. Most of The New Workers work in a team consisting of colleagues who have a different primary office location from each other. When these teams collaborate, new technology like videoconference and OCS/Lync, is barely used. This is due to unfamiliarity of the products and not knowing how to use the tools. Employees indicate that they get out of touch with each other or do not know when to use which tool when collaborating. The effect of having personal contact and spending time in a different environment should not be underestimated.

To find a solution to the problems that The New Workers face, requirements of effective teamwork are studied. Existing and new communication tools can be addressed to support TNWW. The New Workers indicate that they need a clear vision on how to work according to TNWW. That is why a uniform policy on the way of working at KPN combined with a campaign of introduction is needed. On top of that, KPN also has to focus on the 'first time right' principle and user friendliness combined with accessibility and availability of communication tools. Next to this, all tools and devices have to be linked or complement each other to make sure co-workers stay in contact.

Besides this, a clear and uniform communication strategy on collaboration in TNWW is needed. Only a few communication tools have to be selected to create this transparency. TeamKPN Online should be used as a central internal platform. The New Workers need to be trained in the use of new communication tools and should get workshops in smart teamwork at a distance. Moreover, managers need to set the example in the new behaviour. To finalise, equipment and booking procedures for shared devices and services should be user friendly and uniform in its use. On top of that, IT tools have to operate all the time and not cause malfunction. Once a new device has been used, the user will have a more positive attitude towards it and will use it more frequently.

To conclude, research has shown that modern IT tools can lead to more effective new ways of working. However, for this to work in the KPN organisation some adjustments have to be implemented. The current available information technology can lead to more effective New Ways of Working within KPN, when introduced in a clear and uniform way towards The New Workers.

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1. Introduction

1.1 Motivation

Working life is changing, in many modern organisations managers no longer decide where and when employees work, but employees are now able to choose this themselves (Slijkhuis, 2012). This way of working is called The New Way of Working (TNWW). New developments in IT make it possible for employees to practise this flexible way of working.

TNWW is implemented in a growing number of companies. For instance, KPN, Microsoft and Ordina have a great number of employees working to this new way. At this moment KPN has over 11,500 New Workers ("Het Nieuwe Leven en Werken bij KPN," 2012), this is more than half of its employees. However, it has not been investigated within KPN how effective this way of working is, when employees are working miles apart from each other. Videoconferencing and other new technologies have to bring New Workers in contact with each other. These new developments in the way of working combined with new IT tools at KPN have not proven to contribute to more intelligent teamwork up until now. Therefore, it would be interesting to investigate at KPN, which is a leading telecommunications and ICT service provider itself, if the currently available information technology is leading to more effective new ways of working within the company. Therefore, working together in a more intelligent way has to be examined within the KPN company in order to obtain an effective New Way of Working. This research will focus on new technologies used in TNWW and how these technologies can contribute to a greater work experience for employees at KPN

1.2 Problem statement

Physical presence is past tense for employees. TNWW enables New Workers to work wherever they want. Permanent workplaces are running out. Due to this, employees at KPN can be found in different places, even though they have to work together. Therefore, new technologies have to bring employees together. However, this is difficult when different kinds of technology are used in the office.

This paper will research how modern technology contributes to communication and cooperation in teamwork to compensate the lack of presence on the work floor. Next to this, there will be focus on a preferable communication strategy for KPN.

1.3 Purpose

The New Workers at KPN have access to laptops, smartphones and other new technology. When employees have access to many different multimedia tools, it will be difficult to stay in contact with colleagues if they work according to TNWW. Only a few employees have knowledge of 'the use of the right tools at the right time' when collaborating. Therefore, KPN introduces new communication tools such as videoconferencing. These tools need to be implemented in the organisation in a way that people understand where to find them, and how to use them in a smart way.

The main objective is to focus on the different information and communication channels within the KPN company to inform, teach and train the employees to work together in a more intelligent way with new technology. A more effective organisation has to be achieved by paying attention to improved co-operation in TNWW through the use of new technology.

1.4 Central question

The central question of this final project is:

"How can the currently available information technology lead to more effective New Ways of Working within KPN?"

Sub questions:

- Which information technology and communication channels are available for The New Workers?
- What is KPN's vision on TNWW combined with new technology?
- What is lacking in the way The New Workers are working together?
- What do The New Workers require to work together in a team?
- What has to be changed in KPN's communication strategy to obtain smart teamwork?

1.5 Methods

In order to answer the central question, the above-mentioned sub questions were created. To give an answer to these questions, research was done. The first sub-question was answered by field and desk research. While participating in the HR The New Way of Living and Working department at KPN, information on available communication tools was collected and later on examined by desk research. The second question was answered by desk research. Reports on TNWW at KPN were examined to find KPN's vision on TNWW combined with new technology. To find out what is lacking while The New Workers collaborate, field research was applied. This research consisted of a questionnaire held amongst The New Workers at KPN. Furthermore, research in working groups was done and meetings were held within the HR department and with The New Workers to give answer to the third question. Besides this, some sources on the Internet were consulted for the third sub-question. To find an answer to the last two sub-questions desk research was used in the form of books, reports on earlier research on The New Way or Working within KPN and sources on the internet and intranet at KPN. Next to this, field research which included attending meetings and working groups on TNWW at KPN was used to create a general image on what The New Workers require and how a new strategy has to be implemented to obtain more effective teamwork.

1.6 Content

This final project consists of four main segments. The current situation at KPN, the vision of the company, failures in collaboration and improvements for KPN according to TNWW and new technology. First, some general information on KPN and The New Way of Working will be explained in chapter two. Hereafter, this report mentions the information technology and communication channels available to The New Workers within KPN. Therefore, chapter three will give answer to the question: "Which information technology and communication channels are available for The New Workers?".

In the second part, focus will be laid on the vision of KPN and how the company likes to see its New Workers work together. This can be found in chapter four. This chapter will give answer to the question: "What is KPN's vision on TNWW combined with new technology?".

Thirdly, research is conducted among The New Workers to investigate what is failing in teamwork. Therefore, chapter five gives an answer to the question: "What is lacking in the way The New Workers are working together?".

The sixth chapter studies requirements of The New Workers on teamwork and the question: “What do The New Workers require to work together in a team?” will be answered. Next to this, the question: “What has to be changed in KPN’s communication strategy to obtain smart teamwork?” will be answered in chapter seven. As well as, how employees can implement the new information technology into their everyday work.

Finally, a conclusion and recommendations will be given on how KPN should implement a new communication strategy within its organisation to make the combination of TNWW with new media and technology a success.

2. KPN and The New Way of Working

The KPN group is a major international telecom company. In The Netherlands KPN is the largest provider of telecommunications and ICT services for the consumer and business market. KPN's subsidiary Getronics offers ICT services at a global level and is market leader in the Benelux in the field of infrastructure and network related IT solutions (KPN). KPN pursues a multi-brand strategy in the mobile market in Germany and Belgium. KPN is the third biggest communication service provider with the brands E Plus, BASE and IBasis. ("Duurzaam leven en werken," 2009).

In 2008 KPN introduced The New Way of Working to their employees. The New Way of Working is mainly focused on place and time independent working. Employees are free to select their workplace which suits their activities best at every specific moment. Whether this is at home, in the office, on the road or in a restaurant. This enables an improved balance between work and private life of employees. Other objectives of The New Way of Working are increased productivity, flexibility, vitality, realising a more appealing employer ship and an increase in commitment from the employees towards the organisation. Besides this, cost reduction and a contribution towards an improved environment has to be mentioned ("Het Nieuwe Werken werkt!," 2011). Therefore it can be concluded that, employees are able to choose themselves where, when and how they work and in exchange, they lose a permanent workplace.

According to KPN, TNNW is made possible by new ICT applications (KPN). KPN offers a total package of telecom and ICT services to make TNWW possible for its customers, as well as for its employees. ICT provides increasing opportunities of self service and provides plenty of control possibilities. The available tools and technology allow device and location independent working. As a result of this way of independent working, the employees at KPN who work according to TNWW are defined as The New Workers.

3. Technology and communication channels for The New Workers at KPN

Besides KPN's communication tools, The New Workers at KPN also have access to a large range of other communication tools and technology provided by companies outside KPN. Research on TNWW in 2011 at KPN showed that The New Workers have access to over 30 different digital tools which support different parts of information exchange and collaboration (De Lange, Van Dartel, Boogers & Logger, 2011). This chapter will mention most used technology and communication tools among The New Workers at KPN which enables them to work place and time independent. Therefore, the main question of this chapter will be: Which technology and communication channels are available for The New Workers of KPN? In addition, attention must be paid that these tools must be used in a secured environment to protect sensitive business information.

3.1 Telephone

The use of telecommunication service is widely accepted at KPN. Desktop telephones are still available, however this type of communication becomes inconvenient when employees work according to TNWW. Next to this, 97% of The New Workers have a mobile phone or smartphone at their disposal and uses it frequently (De Lange, Van Dartel, Boogers & Logger, 2011).

KPN uses an internal number plan of five digits for all its employees. This number plan is operational on desk, mobile and smartphones (Dulk, 2013). This means that all employees of KPN can be reached under their personal five digits. Therefore, the employee is no longer tied to a fixed workplace. In practice this means that fewer desktop telephones are used and in some workplaces they will not be installed anymore.

3.2 ConferenceCard

Almost everyone who is an employee at KPN receives a ConferenceCard including their personal login codes. With this card they are able to organise and join a meeting by the use of a telephone. 79% of the employees at KPN has used this tool to get in contact with co-workers (De Lange, Van Dartel, Boogers & Logger, 2011). A ConferenceCard enables an employee to join a meeting without being physically present in one room with all participants and it is a useful tool for ad hoc meetings. Next to

this, the ConferenceCard provides the possibility to show a PowerPoint presentation simultaneously via laptop.

3.3 Calling by the use of a laptop

Next to the ConferenceCard, KPN has several other options to use a laptop as a device to make phone calls. Some examples are: Microsoft OCS and Lync, MSN Messenger, Live Meeting, NeMo, Movi Client, ProjectPlace, Skype and FaceTime (Van der Velden, Kappetijn & Westra, 2012). A few of these tools have a chat and presence function and almost all tools have the possibility to connect with a webcam. The use of a webcam enables employees to see face expressions during an online meeting while working at a distance. However, such a big range of communication services for laptops brings difficulty while working together. Not all communication tools can be connected to each other to or do work on all devices of The New Workers. Therefore, all these different programmes for phone calls on a laptop bring difficulties to find co-workers at all times and places.

3.4 E-mail and exchange tools

Within the business environment, e-mail is an often used communication tool. KPN has organised its e-mail traffic with Windows Office. All employees have their own e-mail account that can be used everywhere they work. To be able to use this e-mail account, The New Workers have access to a laptop including the standard Microsoft Office applications. Besides this, 47% of KPN´s employees have access to a BlackBerry or a smartphone (De Lange, Van Dartel, Boogers & Logger, 2011). They are able to handle e-mail and share information with these devices. Other exchange tools for sharing information and communication are SharePoint and Project Place. However, these tools are not as well-known as e-mail within KPN.

3.5 Videoconference systems

Over 50 Videoconference devices are placed at different KPN locations. This includes desktop, high-end telepresence and high-end room systems (Van der Velden, Kappetijn & Westra, 2012). However, only 42% of KPN's employees use videoconferencing. This group of videoconference users, uses videoconference only occasionally. Videoconference makes it possible to work together and manage meetings at a distance. Besides this, videoconferencing works at high quality. The advantage of this high quality is that users barely notice that their co-workers are not in the same room when collaborating. A PowerPoint presentation or laptop screen can be shared with all participants on the

videoconference device. Next to this, a connexion with Microsoft OCS/Lync and videoconference will be made possible in the near future.

3.6 TeamKPN Online

TeamKPN Online is an online platform within KPN to let employees connect with co-workers. When working according to TNWW The New Workers complain about being out of sight of management and experience difficulty getting in touch with colleagues (Dulk, 2011). TeamKPN Online has the aim for The New Workers to get in contact with each other, share information and to get up to date about what is going on within the company. It works like a kind of Facebook combined with an online news website. This platform will also be linked to OCS/Lync in the near future, this way employees can see at a glance which co-workers are online and start communicating with each other immediately.

3.7 Conclusion

To conclude this chapter, the New Workers at KPN are equipped with over 30 different digital instruments who support different parts of information exchange and collaboration. Moreover, they have different types of communication tools at their disposal, like mobile phones and smartphones. Besides this, KPN provides tools to host online meetings with a laptop, videoconference system or with the use of a ConferenceCard. Furthermore, there are technology platforms within the organisation to share data and information when working together in project groups. To finalize, KPN has created an online platform for its employees to get in contact with each other and to stay connected to the company.

4. KPN's vision on The New Way of Working combined with new technology

New opportunities in ICT and telecom create high expectations of ICT development and their applications. What KPN expects of its employees and their view on intelligent teamwork will be discussed next. Focus will be laid on the interpretation of KPN's vision on TNWW and how new technology enables The New Workers to work in a new way. An answer will be given to: What is KPN's vision on TNWW combined with new technology?

4.1 Goals and objectives

When KPN introduced TNWW in 2008, they stated that management, IT and smart housing have to be supporting factors in TNWW and result oriented work has to be leading (Van Zeggeren, 2011). Together with this, KPN introduced a new corporate culture with space for personal responsibility, freedom and entrepreneurship. Next to this, security and privacy are highly valued, because this involves higher demands nowadays ("Maatschappelijkverslag 2011," 2012).

KPN's vision on TNWW includes numerous goals to achieve on TNWW and numbers to be met on Corporate Social Responsibility (CSR). For example, in 2009 KPN set the goal to replace 22,500 meetings with videoconference. In 2010 they lowered this number to 8,000 meetings with videoconference ("Duurzaamheidsverslag 2009," 2010). Finally in 2011, the results were 15,516 meetings replaced with videoconference ("Duurzaamheidsverslag 2010," 2011). Another objective was to reduce travel time and Co2 emissions. In 2009 KPN set to goal to reduce rush hour kilometres with five percent in 2010. By 2011 travel time was reduced with 283,000 hours and 20 million kilometre (KPN). It is not sure whether this goal has been achieved, due to no reliable data. These objectives have been set to achieve an environment where The New Worker can work in a more intelligent way.

4.2 Five key ambitions

KPN has five internal key ambitions to fulfil in order to manage the organisation (Van Zeggeren, 2011):

1. Efficient work

Employees of KPN need to aim for maximum simplicity, organise their work as efficiently as possible and increase their personal productivity

2. Efficient collaboration

Employees of KPN have to place the customer central, work together to provide the customer the best possible service and to maximise customer value.

3. Place and time independent work

Employees of KPN could be more inspired and motivated. They can choose where and when they want to work, this may lead to an improvement in their work-life balance.

4. Focus on output and trust

KPN's goal is to direct towards a fact based output at all levels, goals have to be made clear and output is achieved because people need to have respect for and trust in each other

5. Experience of the KPN values

Employees of KPN ought to experience the KPN values 'personal', 'simplicity' and 'trust.

However, the above mentioned key ambitions are not very specific. These ambitions are not as detailed. This imprecise directions make it difficult for The New Workers to interpret and introduce KPN´s key ambitions in their daily work.

4.3 Corporate Social Responsibility

CSR is in line with KPN's strategy of becoming the best ICT service provider of The Netherlands, Belgium and Germany. KPN believes that CSR will bring this goal closer. CSR connects KPN with its customers and employees. Therefore, the company has three pillars of CSR: connecting people, The New Way of Living and Working and responsible use of energy (KPN, 2011). An example of these pillars is: KPN enables its people to choose where, when and how they work. This has to enhance a balance between work and private life. Also, KPN sets the goal for itself to be climate neutral in 2020 (KPN, 2011). This goal can for example be met by energy efficient work and energy saving programmes.

4.4 Conclusion

KPN has a clear vision about TNWW. This vision includes goals and objectives to be met within a certain period. Next to this, KPN has five key ambitions for efficient work, efficient collaboration, place and time independent work, focus on output and trust and experience of the KPN values possible in the organisation. Furthermore, focus is laid on CSR with three main pillars to bring KPN's main goal of becoming the best ICT service provider in The Netherlands, Belgium and Germany closer. Although KPN has a transparent vision on what to achieve with TNWW, KPN does not have a very precise strategy on how to implement new technology in the organisation itself. It is not clear to The New Workers how technology can work for them and how IT can be used. Therefore it can be concluded that, objectives and goals are made clear in KPN's vision, however these are not translated into an effective strategy for The New Workers.

5. Problems that occur when The New Workers at KPN collaborate

TNWW is not always a happy fairytale in every situation, because The New Workers are facing new problems. These new problems have to be taken into consideration to make TNWW work for KPN. In December 2011 a survey about intelligent teamwork was held by Margot den Dulk among The New Workers at KPN. This research was done in collaboration with Talk & Vision's User Adoptions Programme which consists of Jeroen van der Velden, Debby Kappetijn and Karst Westra. Over 500 New Workers completed the survey in which they could express their opinion on smart teamwork and new technology when working according to TNWW. The outcome of the survey will be discussed in this chapter, as well as what is missing when The New Workers are working together to come to a conclusion on the question: What is lacking in the way the New Workers are working together? Finally, problems that occur when The New Workers collaborate are discussed.

5.1 Way of working together

The majority of The New Workers, 60.5 percent, stated that they work together on a daily basis at a distance with people who have a different primary office location and 22.2% of the employees do this on a weekly basis. Therefore, it can be concluded that almost all New Workers work in teams with participants from different primary office locations. Besides this, their collaboration is just as often planned beforehand as it takes place on an ad hoc basis. As can be seen in figure 1, there are slightly more meetings face-to-face than there are meetings via IT-tools.

The form in which cooperation takes place

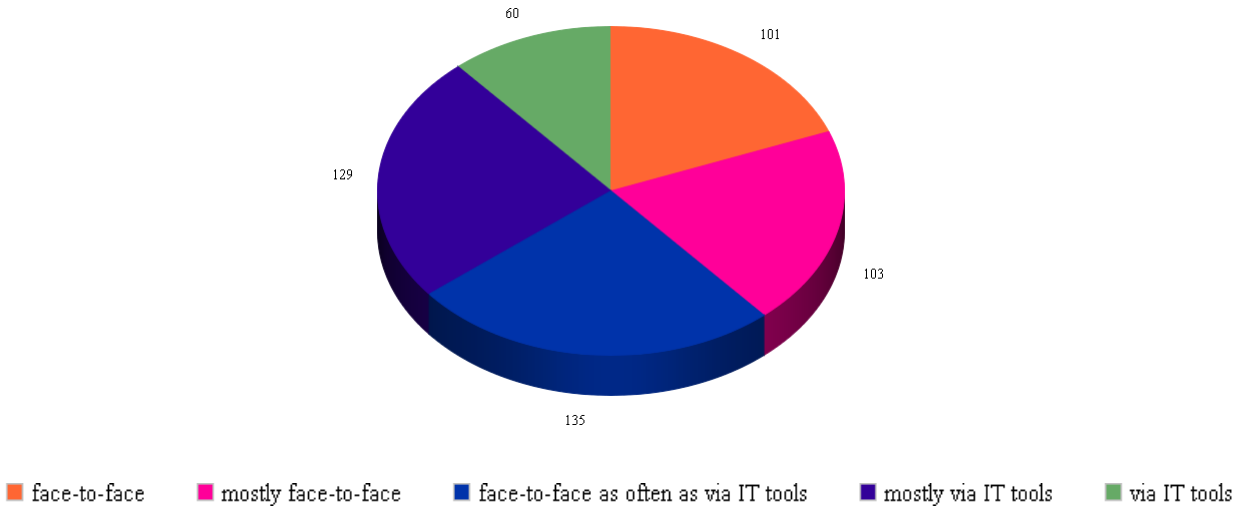

Figure 1

5.2 Videoconference and OCS/Lync

Videoconference is used in the survey among New Workers to find out how new technology is pursued and how employees work with it. According to figure 2, almost 50% of the respondents have never used videoconference and only a quarter stated that they use it once a month. However, a majority of The New Workers indicate that they are interested in using videoconference systems more often. Besides this, almost all respondents would like to see a connection between videoconference and OCS/Lync. A reason why a minority of New Workers use videoconference can be found in the result that almost 70% of the respondents say they do not know how to set up and arrange a videoconference meeting. Next to this, a majority of the respondents do not know how to set up a videoconference meeting on a laptop using OCS/Lync. It can be concluded that an IT tool like videoconference is not well integrated among The New Workers at KPN.

Frequency in use of videoconference facilities

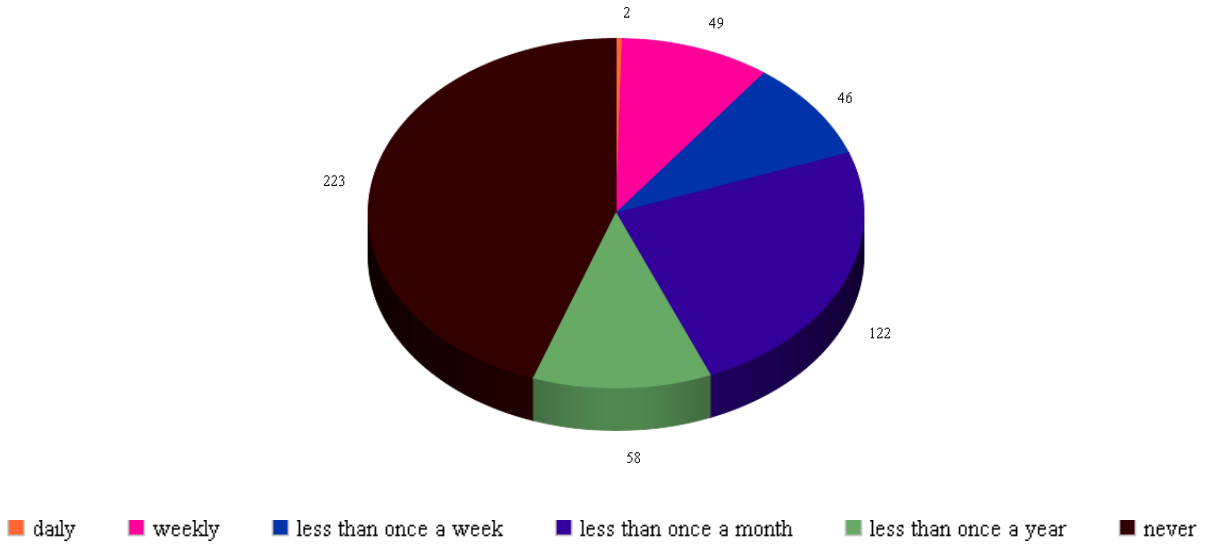

Figure 2

5.3 Usage of communication tools

In chapter four all technology and communication channels available to The New Workers at KPN are mentioned. Over 30 different digital tools are at their disposal, these tools support different parts of information exchange and collaboration. Nearly all employees feel overwhelmed by the amount of ICT tools. Over 50% of The New Workers express that they have sufficient IT tools to collaborate on a virtual basis at a distance. On the other hand, they stated that they are not familiar enough with the recourses that enables The New Way of Working ("Maatschappelijke verslag 2011," 2012). With this

information it can be concluded that employees have to get used to the new way of communicating and managing meetings. Moreover, not all employees will immediately see the benefits of new communication tools. It should be taken into consideration that not all employees, especially the elderly employees who are a majority of the KPN population, will immediately be familiar with the use of new technology (Zijlstra, 2011)

5.4 Physical presence

When choosing out of 30 different digital communication tools, employees get out of touch with each other or do not know when to use which tool. Moreover, when tackling a specific problem or question colleagues and departments may not be found as easy as before. Although, TNWW can lead to a more efficient way of working, the effect of personal contact and spending time in a different environment than at home should not be underestimated (Blokland). Research shows that, 63% of the employees do not want to work outside of the office, because they would like to have colleagues around or they feel to be pining for co-workers when they work at home (Van Lonkhyzen, 2011). Besides this, not being visible for colleagues is considered as a shortcoming of TNWW. It is important to stay in sight of management and to be surrounded by colleagues in a working environment every now and again.

5.5 Virtual teamwork

New software and hardware makes it possible to cooperate at a distance. However, a study also shows that new software and hardware make coordination more difficult, the mutual affinity smaller and trust more difficult, there will be less mutual sympathy and it is more likely for conflicts to arise (Van Lonkhyzen, 2011). People who are physically closer to each other, establish stronger relationships than those that are further removed from each other. Therefore, it is important that working groups also meet face-to-face occasionally.

5.6 Conclusion

Most of The New Workers work in a team consisting of colleagues who have a different primary office location. To work together in these teams new technology, like videoconference and OCS/Lync, is barely used. This is due to unfamiliarity and not knowing how to use these tools. The New Workers at KPN have over 30 different digital tools at their disposal which support different parts of information exchange and collaboration. Employees indicate that they get out of touch with each other or do not know when to use which tool when collaborating. Therefore, the effect of personal contact and spending time in a different environment should not be underestimated.

6. Requirements for The New Workers on teamwork

Communication tools and technology are capable of connecting employees and finding suitable people for questions or problems. The New Workers at KPN get offered many different communication solutions, but what do they certainly need? This chapter emphasises on new possibilities with new technology, linked communication tools and ways of working together. An answer will be given on what The New Workers at KPN require to work together in a team.

6.1 Newfound possibilities with digital support

The New Workers require certain competences combined with dedicated management and supporting technology to make TNWW effective. To work together at a distance the human resource department at KPN pointed out some new opportunities that digital support brings nowadays. These examples can be introduced in the KPN organisation to support intelligent teamwork. Some of these examples include: chat and presence functions, a webcam and videoconference (Tilborg, 2011).

First of all, a New Worker needs a laptop to work outside the office. This laptop requires, next to the standard Office applications, a webcam and OCS/Lync to chat with colleagues and establish web meetings. Besides this, it has to be made into a habit to show your presence, this way colleagues can see whether someone is online and available to chat or not. Outlook is another tool which can be addressed within TNWW. Next to the normal e-mail traffic, it has to be made mandatory to open agendas to all employees within Outlook. This makes it easier to arrange appointments for meetings and will encourage self-scheduling. Next to this, a smartphone in combination with the use of a ConferenceCard will complement each other and can be used to reach colleagues or project groups.

A social media platform like TeamKPN Online can be used to search for colleagues, share information, to stay connected to knowledge and expertise of co-workers and. When OCS/Lync is combined with TeamKPN Online, a presence function can be showed in TeamKPN and communication can start immediately. TeamKPN Online can also be used as an educational platform. For this, TeamKPN Online can explain or demonstrate features when new communication tools are introduced within the organisation.

6.2 Linked communication tools

To stay in contact with co-workers it is of importance that new technology and new communication tools are linked or complement each other within the organisation. This way colleagues can be found easily and it will prevent The New Workers from not knowing which device or tool to use out of 30 options.

Figure 3 demonstrates an example of a virtual meeting room in which the new devices and tools for The New Workers are combined and linked. This figure illustrates the link between three types of videoconference systems (two normal and one telepresence system), two participants who are logged in at OCS/Lync with a laptop and one participant who joins the meeting with the use of a smartphone combined with a ConferenceCard.

Figure 3

6.3 Ways of working together

Employees indicate that they are insufficient familiar with the tools that make TNWW possible ("Maatschappelijk verslag 2011," 2012). Therefore, a uniform policy is needed which demonstrates and explains the preferred way of working at KPN. Combined with this policy, a campaign to promote this policy is needed. This way, The New Workers are made aware of the fact that there is a uniform policy available and it will raise awareness on how to work at a distance. Focus has to be laid on the style of leadership, flexible workplaces, cloud computing, and tele- and videoconference.

Next to this, a few other issues have to be improved, managed or made possible. The New Workers mention inoperative technology or devices as a downside for the implementation of new tools and the use of them (Van der Velden, Kappetijn & Westra, 2012). This has a negative impact on the adoption, because users will quit with the use of this specific tool. This is why attention has to be paid to the principle of being 'right the first time'.

Besides this, user friendliness is important. Convenience and ease of use of the equipment and tools has to be emphasised. This has to be combined with the right accessibility and availability (Van der Velden, Kappetijn & Westra, 2012). For example, videoconference has to be made possible for ad hoc meetings. Sometimes it is inconvenient to book a videoconference room at least one day in advance. When ad hoc meeting are made possible, employees might turn to videoconference more often.

6.4 Conclusion

New technology provides new possibilities. Existing and new communication tools can be addressed to support TNWW. Therefore, agreements about the use of these tools have to be made. The New Workers indicate that they need a clear vision on how to work according to TNWW. That is why a uniform policy on the way of working at KPN combined with a campaign of introduction is needed. Furthermore, attention has to be paid to the 'first time right' principle and user friendliness combined with accessibility and availability of communication tools. At last, all tools and devices have to be linked to or complement each other to make sure co-workers stay in contact.

7. Communication strategy changes for KPN to obtain smart teamwork

Working in teams in a virtual environment at a distance brings difficulties to teamwork. It is of importance that The New Workers at KPN know how to find colleagues and work together with them in the same way. For this, The New Workers need a common vision on collaboration in TNWW. This chapter emphasises on the changes that need to be implemented in KPN´s communication strategy to obtain smart teamwork.

7.1 Uniform communication strategy

As mentioned before KPN does not have a clear strategy on how The New Workers should implement new technology when collaborating with co-workers at a distance. Their main struggle can be found in the way technology can work for them and how IT can be used. Therefore, introduction and internal marketing together with instructions to the new systems are necessary, otherwise the new equipment will mainly collect dust (Blokland). To prevent equipment to collect dust, a uniform communication strategy together with an internal marketing plan has to be launched within KPN. This strategy has to include explanation on the various tools that can be used in different types of virtual teamwork, examples of collaboration at a distance and a description on how to acquire further training in this field. This way it will be more comprehensible to The New Workers how the organisation would like its employees to work together in line with the culture of the organisation.

7.2 Central platform TeamKPN Online

A few communication channels and tools have to be selected to become the main players at KPN for virtual collaboration. This way it will be easier to see which tools can in be used in what situation and how co-workers can be found more easy. To promote and support a uniform strategy on new technology in the KPN organisation, TeamKPN Online can be used as a central platform. This platform can be equipped with practical guidelines, announcements of workshops and trainings on TNWW communication tools, sharing experiences and knowledge and other examples of exemplary behaviour.

In order to have a transparent strategy on teamwork for The New Workers, it has to be clear to them when they have to use which tool when collaborating. Therefore, only a few communication tools

have to be selected and promoted, in order to obtain an effective new way of working. An example on which tools can be selected best to cover the needs of The New Workers is demonstrated in figure 4.

Preferred communication tools and technology

What?	What for?	Advantage	Disadvantage
Smartphone	Calling, checking e-mail	Available always and everywhere	Small device, variety in devices, not always secured environment
ConferenceCard	Participation in meetings at a distance	Possibility to participate in meetings while on the road, a majority of The New Workers know how to use it	Not able to see participants in meetings without a laptop
OCS/Lync	Chat, participation in meetings at a distance, presence function	Possibility to join a meeting at any place	Poor quality compared to videoconference system
SharePoint	File sharing	Central and organised space for sharing and storage of files,	User unfriendly, KPN employees prefer the use of e-mail
Videoconference	Participation in meetings at a distance	High quality	Participants need to go to a videoconference room
TeamKPN Online	Get in touch with colleagues, information sharing, keeping up to date	Central platform	Personal contact between team members and colleagues should not be underestimated

Figure 4

7.3 Training

Although, in the near future most information on new technology should be found on TeamKPN Online, The New Workers also indicated that they barely use the new technology due to unfamiliarity and not knowing how to use the tools. Therefore, The New Workers need to be trained to get the skills they need while working in a team consisting of colleagues who have a different primary office location. It is noticeable that the more knowledge and skills an employee has of IT tools, an increase in

positive behaviour will occur (Van der Velden, Kappetijn & Westra, 2012). As a result, a more positive attitude and more familiarity will lead to an increased chance of reusing the tools.

The trainings of The New Workers need to focus on TeamKPN Online as a central platform. Furthermore, the trainings also have to focus on how information can be found in an easy way. Moreover, the other main communication tools have to be discussed and demonstrated in the trainings. Everyone needs to know how to use the communication tools and when they can be addressed the best. Besides this, it is of importance that managers have to be aware that they will set an example in the change of working behaviour (Wright & Nishii, 2007). Therefore, the management can contribute to the adaption of new technology within KPN.

7.4 Ease of use

To avoid confusion on the use of communication tools, equipment should be user friendly. First of all, bookings procedures for shard facilities should be easy and identical to each other. When it is difficult to make a reservation, for example a videoconference meeting, users will leave (Van der Velden, Kappetijn & Westra, 2012). Next to this, the use of the equipment itself needs to be convenient. It has to be clear in an easy way how The New Workers are supposed to work with IT tools. When videoconference devices are different in use, it will be a barrier in the adoption of it in virtual teamwork. At last a somewhat obvious but underestimated remark, the equipment has to work all the time. It will be a bad experience for the user when they can not participate in a videoconference meeting due to in-active devices. If this occurs several times the use of this tool will be considered with more hesitation.

7.5 Conclusion

The New Workers at KPN need a clear vision on collaboration in TNWW. Therefore, a uniform communication strategy needs to be implemented in the organisation. Next to the appointment of a few main communication tools, TeamKPN Online should be used as a central platform. Furthermore, The New Workers need to be trained in the use of new communication tools and have to be offered workshops about smart teamwork at a distance. Moreover, managers need to set the example in the new behaviour. To finalise, equipment and booking procedures should be user friendly and uniform in its use and IT tools have to operate all the time and not cause malfunction.

8. Conclusion

The main objective of this final project is to focus on the different information and communication channels within TNWW available to The New Workers at KPN. Attention is paid to the use of modern IT tools by employees of the KPN organisation combined with a focus on 'the use of the right tools at the right time'. After thorough research, the central question of this final project can be answered.

"How can the currently available information technology lead to more effective New Ways of Workin, within KPN?"

Firstly, research on the technology and communication channels at KPN pointed out that The New Workers have over 30 different digital instruments available to them. Various tools support different parts of information exchange and collaboration. These tools can be categorised in: communication tools, equipment to host meetings at a distance, platforms to share data information, and a platform to get in touch with colleagues and to stay connected to the KPN company.

Besides this, the vision of KPN on TNWW combined with new technology was investigated. Research indicates that KPN has a clear vision on TNWW. This vision includes goals and objectives on TNWW, KPN's five key ambitions, and a focus on CSR. However, KPN does not have a precise strategy on implementing modern technology in the organization itself. It is not clear to The New Workers how technology can work for them and how IT can be used best. Therefore, an effective strategy on current IT tools within the KPN organization needs to be established.

Thirdly, problems that occur when The New Workers collaborate were discussed. Most of The New Workers at KPN work in a team consisting of colleagues who have a different primary office location. Because of this, several difficulties emerge: modern technology to support collaboration at a distance is barely used due to unfamiliarity of use of these tools. Employees indicate that they get out of touch with each other or do not know when to use which tool when collaborating. Therefore, the effect of personal contact and spending time in a different environment should not be underestimated.

Besides this, research was done to find out what the requirements of The New Workers on teamwork

are. Study indicated that modern technology provides new possibilities. As well as, existing and new communication tools can be addressed to support effective teamwork. A uniform policy on the way of working at KPN combined with a campaign to introduce this new way of working is needed. Furthermore, attention has to be paid to 'the first time right' principle, user friendliness combined with accessibility and availability of communication tools. In addition, all tools and devices have to be linked or complement each other to make sure The New Workers stay in contact with each other.

Finally, changes in the communication strategy of KPN to achieve smart teamwork are taken into consideration. Besides a clear and uniform communication strategy, only a few communication tools have to be selected. This will lead to a more clear and effective way of new working. TeamKPN Online should be addressed as a central platform. Furthermore, The New Workers need to be trained in the use of new communication tools by organizing workshops on smart teamwork at a distance. The New Workers will have a more positive attitude towards the new communication tools when they are more familiar with them. Besides this, they will then use these tools more frequently. Moreover, managers need to set an example of preferred behavior, equipment and booking procedures for shared devices and services should be user friendly and uniform in its use. Furthermore, IT tools have to operate all the time and not cause malfunction.

To conclude, modern IT tools can lead to more effective New Ways of Working. However, for this to work in the KPN organisation some changes have to be introduced to the employees. The New Workers at KPN indicated that they need a clear and uniform strategy on smart teamwork at a distance. Only a few communication tools need to be selected. Also, employees need to be trained on when to use which tool, and workshops on teamwork at a distance have to be provided. Besides this, the new equipment should function in an easy way, and booking procedures need to be uniform. Once a new device is used, users have a more positive attitude towards it and they will use it more frequently. Therefore, it can be concluded that the current available information technology can lead to more effective New Ways of Working within KPN, when introduced in a clear and uniform way towards The New Workers.

9. Recommendations

Based on desk and field research that was done to be able to give an answer to the central question of this final project, there are a few recommendations that the KPN group should consider. When these recommendations are implemented, it will increase the success of the current available information technology and lead to more effective new ways of working.

- First of all, KPN should cut back on the amount of different IT and communication tools available to The New Workers. Only a few should be appointed. This will lead to transparency in usage and it will be more clear which tool to use when, while working at a distance.

- Secondly, existing communication tools should be used in a different way to support effective teamwork. For example, the agendas of The New Workers have to be open to all employees. This way it will be easier to plan team meetings.

- Furthermore, a uniform policy of KPN on TNWW combined with new technology is needed.

- A clear strategy on effective ways to work at a distance should be implemented.

- To create awareness of the new policy and strategy of KPN among The New Workers, a campaign of introduction is needed.

- Attention has to be paid to new devices and tools. The tools have to work properly and in a user friendly way. IT tools should be easily accessible and available.

- Booking procedures of, for instance, meeting rooms and videoconference devices should be made easy and uniform to each other.

- To make sure The New Workers stay in contact all tools and devices have to be linked or complement each other.

- TeamKPN Online has to be addressed as a central platform.

- The New Workers at KPN need to be trained in the use of modern communication tools and workshops on smart teamwork at a distance have to be offered to them.

- Besides this, managers in the KPN organisation need to set the example in the new and preferred behaviour.

- Maintenance of modern equipment is important, because IT tools have to operate all the time.

- At last, the effect of personal contact and spending time in a different environment should not be underestimated. The New Workers have to be aware of this and prevent that they get out of touch with their colleagues.

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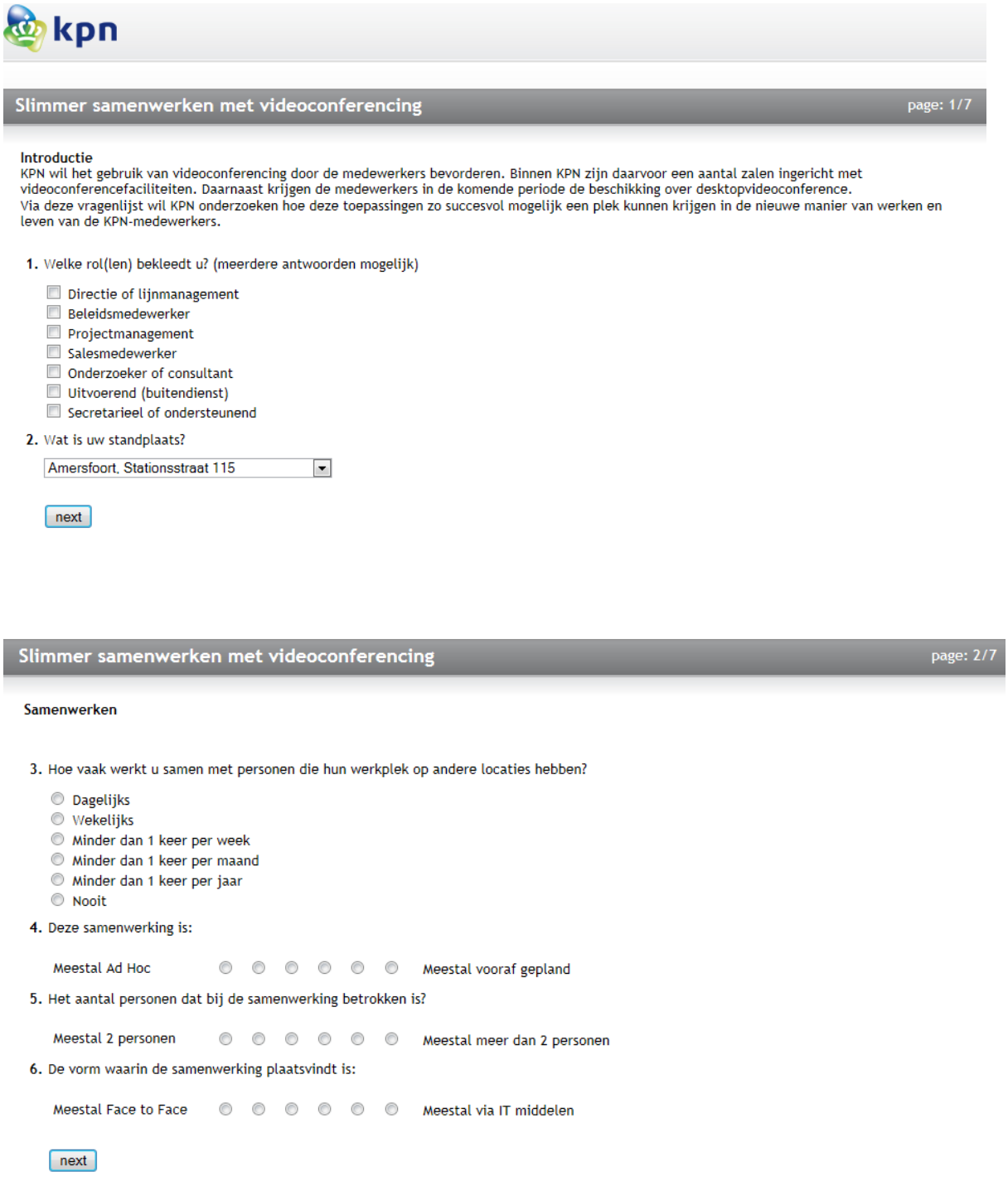
11. List of Appendices

Appendix 1: Survey

Appendix 2: Outcomes survey

Appendix 3: Roundtable meetings

Appendix 1: Survey



kpn

Slimmer samenwerken met videoconferencing page: 1/7

Introductie
KPN wil het gebruik van videoconferencing door de medewerkers bevorderen. Binnen KPN zijn daarvoor een aantal zalen ingericht met videoconferencefaciliteiten. Daarnaast krijgen de medewerkers in de komende periode de beschikking over desktopvideoconference.
Via deze vragenlijst wil KPN onderzoeken hoe deze toepassingen zo succesvol mogelijk een plek kunnen krijgen in de nieuwe manier van werken en leven van de KPN-medewerkers.

1. Welke rol(len) bekleedt u? (meerdere antwoorden mogelijk)
   - ☐ Directie of lijnmanagement
   - ☐ Beleidsmedewerker
   - ☐ Projectmanagement
   - ☐ Salesmedewerker
   - ☐ Onderzoeker of consultant
   - ☐ Uitvoerend (buitendienst)
   - ☐ Secretarieel of ondersteunend
2. Wat is uw standplaats?
   Amersfoort, Stationsstraat 115
   next

Slimmer samenwerken met videoconferencing page: 2/7

Samenwerken

3. Hoe vaak werkt u samen met personen die hun werkplek op andere locaties hebben?
   - ○ Dagelijks
   - ○ Wekelijks
   - ○ Minder dan 1 keer per week
   - ○ Minder dan 1 keer per maand
   - ○ Minder dan 1 keer per jaar
   - ○ Nooit
4. Deze samenwerking is:
   Meestal Ad Hoc ○ ○ ○ ○ ○ ○ Meestal vooraf gepland
5. Het aantal personen dat bij de samenwerking betrokken is?
   Meestal 2 personen ○ ○ ○ ○ ○ ○ Meestal meer dan 2 personen
6. De vorm waarin de samenwerking plaatsvindt is:
   Meestal Face to Face ○ ○ ○ ○ ○ ○ Meestal via IT middelen
   next

Slimmer samenwerken met videoconferencing

page: 3/7

Samenwerken (vervolg)
KPN beschikt over 50 zalen met videoconferencefaciliteiten. Geef aan in hoeverre de volgende stellingen voor u van toepassing zijn.

7. Ik weet in welke zalen videoconference beschikbaar is.
   - Volledig mee eens
   - Mee eens
   - Gedeeltelijk eens/oneens
   - Mee oneens
   - Volledig mee oneens
8. Ik weet hoe ik een zaal videoconference moet opzetten.
   - Volledig mee eens
   - Mee eens
   - Gedeeltelijk eens/oneens
   - Mee oneens
   - Volledig mee oneens
9. Hoe vaak maakt u gebruik van de zaal videoconferencefaciliteiten.
   - Dagelijks
   - Wekelijks
   - Minder dan 1 keer per week
   - Minder dan 1 keer per maand
   - Minder dan 1 keer per jaar
   - Nooit
10. Ik wil meer gebruik maken van de zaal videoconference systemen.
    - Volledig mee eens
    - Mee eens
    - Gedeeltelijk eens/oneens
    - Mee oneens
    - Volledig mee oneens

Slimmer samenwerken met videoconferencing

page: 4/7

Samenwerken (vervolg)
Binnenkort is videoconference ook mogelijk tussen desktop (met een webcamera) en de zaalsystemen. Geef aan in hoeverre de volgende stellingen voor u van toepassing zijn.

11. Ik wil gebruik maken van desktop videoconferencefaciliteiten van OCS/Lync.
    - Volledig mee eens
    - Mee eens
    - Gedeeltelijk eens/oneens
    - Mee oneens
    - Volledig mee oneens
12. Ik weet hoe ik een videoconference via OCS/Lync moet opzetten.
    - Volledig mee eens
    - Mee eens
    - Gedeeltelijk eens/oneens
    - Mee oneens
    - Volledig mee oneens
13. Ik vind de mogelijkheid om via de desktop videoconferencefaciliteit deel te nemen aan vergaderingen met mijn team(s) een echte aanwinst.
    - Volledig mee eens
    - Mee eens
    - Gedeeltelijk eens/oneens
    - Mee oneens
    - Volledig mee oneens

next

Slimmer samenwerken met videoconferencing page: 5/7

Technologie

14. Ik heb voldoende IT-middelen beschikbaar om virtueel samen te werken op afstand.

- Volledig mee eens
- Mee eens
- Gedeeltelijk eens/oneens
- Mee oneens
- Volledig mee oneens

15. Ik ervaar voldoende support om gebruik te maken van videoconferencefaciliteiten.

- Volledig mee eens
- Mee eens
- Gedeeltelijk eens/oneens
- Mee oneens
- Volledig mee oneens

Slimmer samenwerken met videoconferencing page: 6/7

Organisatie

16. In welke mate zou u het gebruik van videoconferencing bij KPN aanraden aan collega's?

nooit absoluut

1 2 3 4 5 6 7 8 9 10

17. Wat moet KPN doen om het gebruik van de nieuwe videoconferencemogelijkheden op afstand te stimuleren?

18. Wat moet KPN doen om het gebruik van de nieuwe videoconferencemogelijkheden beter te ondersteunen?

Slimmer samenwerken met videoconferencing page: 7/7

Tot slot
Zou u mee willen doen aan een pilot waarin videoconference wordt gebruikt? Geef dan hieronder uw e-mailadres op.

naam :

e-mailadres :

complete survey

20. Wij zouden graag willen weten hoe die pilot er voor jou uit zou moeten zien.
Zou je kort willen aangeven voor welke activiteiten je videoconference wil inzetten.

21. Zou je kunnen aangeven welke vaste locaties daarvoor voorzien zouden moeten worden van een Videoconference systeem?
Vul in de locaties (stad, gebouw, eventueel kamernummer).

22. Zou je kunnen aangeven hoeveel personen mobiel zouden deelnemen (via de computer met webcam OCS\Lync)?

- 1
- 2
- 3-4
- 5-7
- 8-10
- > 10

23. Hoe vaak verwacht je dat er zal worden gevideoconferenced?

- Dagelijks
- Tussen 2 en 5 keer per week
- Minder dan 1 keer per week
- Minder dan 1 keer per twee weken
- Minder dan 1 keer per maand

24. Welke besparingen verwacht je dat er gerealiseerd worden in termen van reistijd?

- Geen
- Minder dan 10 uur per maand
- Tussen 10 en 25 uur per maand
- Tussen 25 en 100 uur per maand
- Meer dan 100 uur per maand

25. Welke besparingen verwacht je dat er gerealiseerd worden in termen van reiskilometers?

- Geen
- 0-100 kilometer per maand
- Tussen 101 en 400 kilometer per maand
- Tussen 400 en 800 kilometer per maand
- Tussen 801 en 1600 kilometer per maand
- Meer dan 1600 kilometer per maand

26. Zou jouw afdeling bereid zijn mee te investeren in de aanschaf van een of meerdere videoconference systemen?

- Ja, alles
- Ja, deels
- Nee

27. Zijn er verder punten die bij het realiseren van jouw business case voor videoconferencing van belang zijn?

complete survey

Appendix 2: Outcomes survey

		Hoe vaak werkt u samen met personen die hun werkplek op andere locaties hebben	Deze samenwerking is	Het aantal personen dat bij de samenwerking betrokken is	De vorm waarin de samenwerking plaatsvindt is
N	Valid	520	519	518	518
	Missing	43	44	45	45
Std. Deviation		,858	1,287	1,393	1,279

Statistics

		Ik weet in welke zalen videoconferen ce beschikbaar is	Ik weet hoe hoe ik een zaal videoconferen ce kan opzetten	Hoe vaak maakt u gebruik van de zaal videoconferen ce faciliteiten	Ik wil meer gebruik van maken van de zaal videoconferen cesystemen
N	Valid	500	498	500	499
	Missing	63	65	63	64
Std. Deviation		1,363	1,371	1,404	1,148

Statistics

		Ik wil gebruik maken van desktop video conference faciliteiten van OCS/Lync.	Ik weet hoe ik een videoconferen ce via OCS/Lync moet opzetten	Ik vind de mogelijkheid om via de desktop videoconferen ce faciliteit deel te nemen aan vergaderingen met mijn team (s) een echte aanwinst	Ik heb voldoende IT-middelen beschikbaar om virtueel samen te werken op afstand
N	Valid	494	494	494	492
	Missing	69	69	69	71
Std. Deviation		1,055	1,399	1,028	1,055

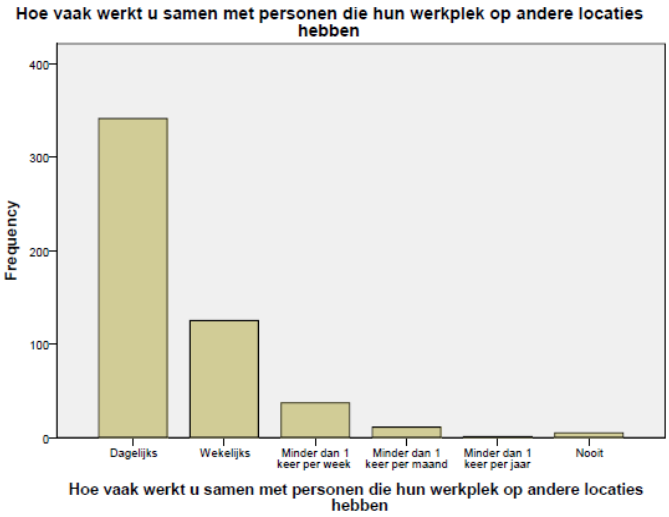
		Ik ervaar voldoende support om gebruik te maken van videoconferencefaciliteiten	In welke mate zou u het gebruik van videoconferencing bij KPN aanraden aan collega's (NPS)	Wat moet KPN doen om het gebruik van de nieuwe videoconferencemogelijkheden op afstand te stimuleren	Wat moet KPN doen om het gebruik van de nieuwe videoconferencemogelijkheden beter te ondersteunen
N	Valid	492	481	340	290
	Missing	71	82	223	273
Std. Deviation		1,022	1,848		

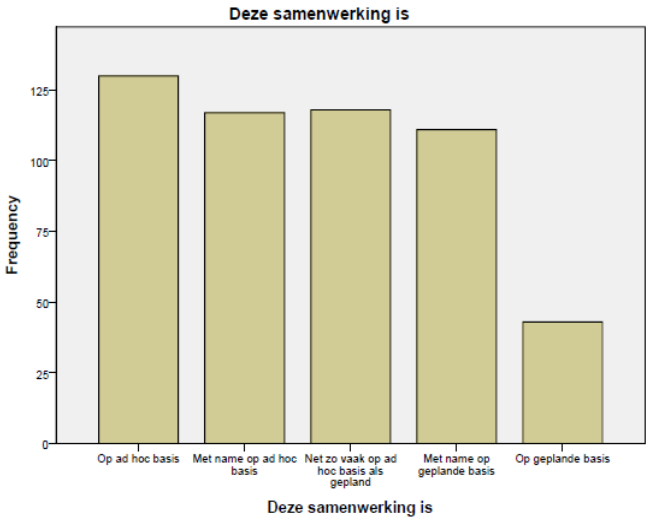
Statistics

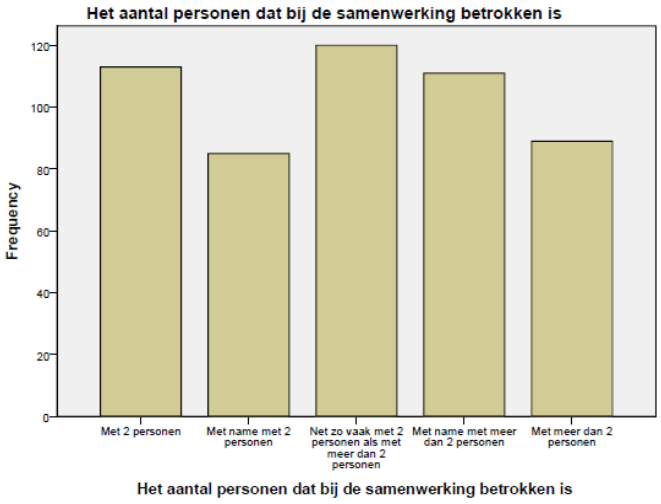
		BC: Hoe zou pilot er voor jou uit moeten zien? Kort aangeven voor welke activiteiten je videoconferencewil inzetten	BC: Aangeven welke vaste locaties daarvoor voorzien zouden moeten worden van een Videoconferencesysteem?	BC: Aangeven hoeveel personen mobiel zouden deelnemen (via de computer met webcam OCS\Lync)?	BC: Hoe vaak verwacht je dat er zal worden gevideoconferenced?
N	Valid	43	33	45	47
	Missing	520	530	518	516
Std. Deviation				1,173	1,518

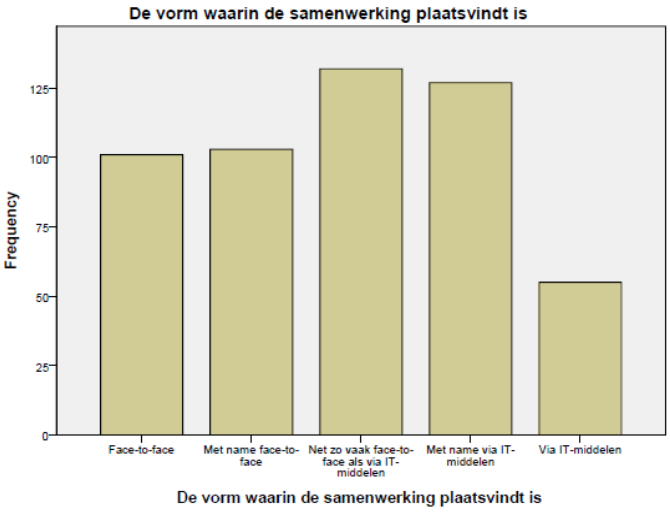
Statistics

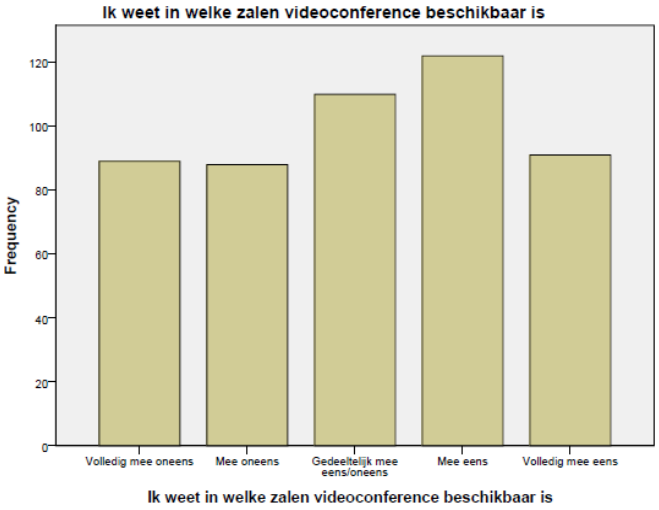
		BC: Welke besparingen verwacht je dat er gerealiseerd worden in termen van reistijd?	BC: Welke besparingen verwacht je dat er gerealiseerd worden in termen van reiskilometers?	BC: Zou jouw afdeling bereid zijn mee te investeren in de aanschaf van een of meerdere videoconferencesystemen?	BC: Zijn er verder punten die bij het realiseren van jouw business case voor videoconferencing van belang zijn?
N	Valid	44	44	42	21
	Missing	519	519	521	542
Std. Deviation		,848	1,296	,582	

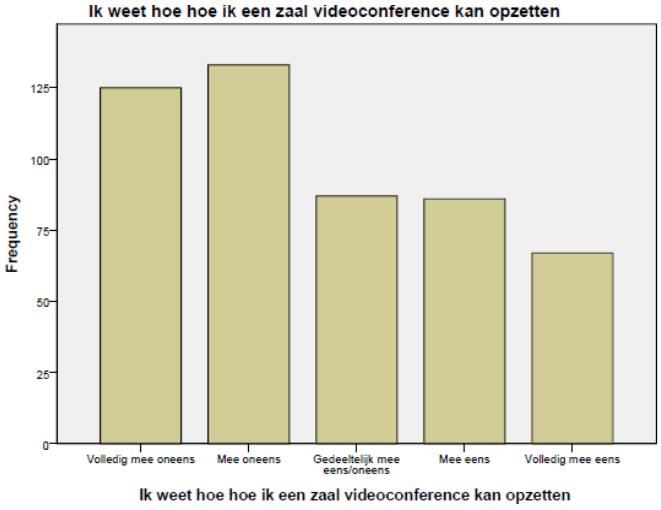


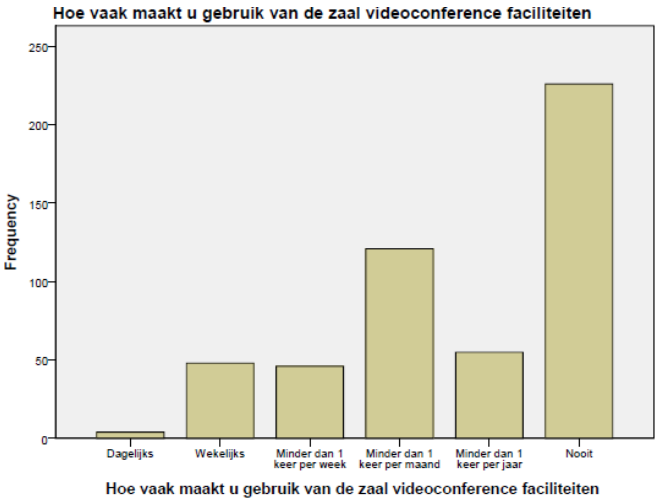

Deze samenwerking is
Frequency
125
100
75
50
25
0
Op ad hoc basis
Met name op ad hoc basis
Net zo vaak op ad hoc basis als gepland
Met name op geplande basis
Op geplande basis
Deze samenwerking is

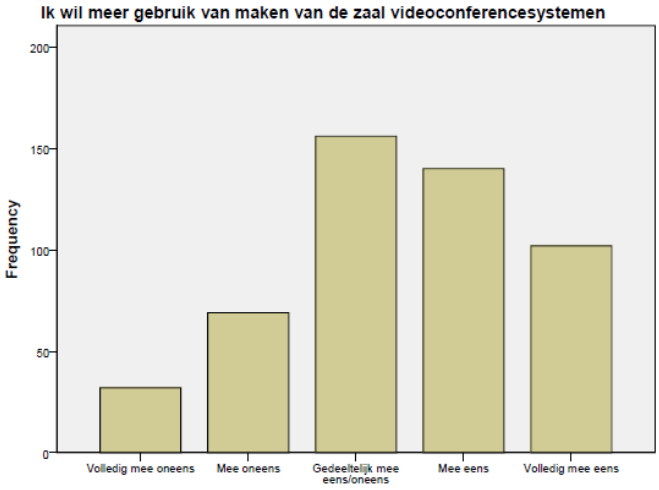

Het aantal personen dat bij de samenwerking betrokken is
Frequency
120
100
80
60
40
20
0
Met 2 personen
Met name met 2 personen
Net zo vaak met 2 personen als met meer dan 2 personen
Met name met meer dan 2 personen
Met meer dan 2 personen
Het aantal personen dat bij de samenwerking betrokken is


De vorm waarin de samenwerking plaatsvindt is
Frequency
125
100
75
50
25
0
Face-to-face
Met name face-to-face
Net zo vaak face-to-face als via IT-middelen
Met name via IT-middelen
Via IT-middelen
De vorm waarin de samenwerking plaatsvindt is

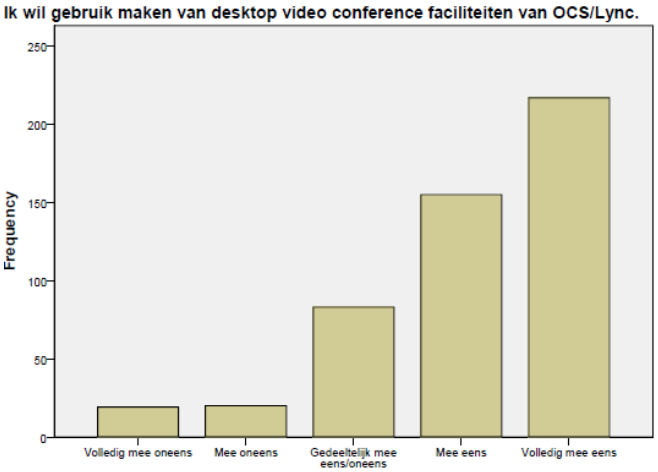

Ik weet in welke zalen videoconference beschikbaar is
Frequency
0
20
40
60
80
100
120
Volledig mee oneens
Mee oneens
Gedeeltelijk mee eens/oneens
Mee eens
Volledig mee eens
Ik weet in welke zalen videoconference beschikbaar is


Ik weet hoe hoe ik een zaal videoconference kan opzetten
Frequency
0
25
50
75
100
125
Volledig mee oneens
Mee oneens
Gedeeltelijk mee eens/oneens
Mee eens
Volledig mee eens
Ik weet hoe hoe ik een zaal videoconference kan opzetten

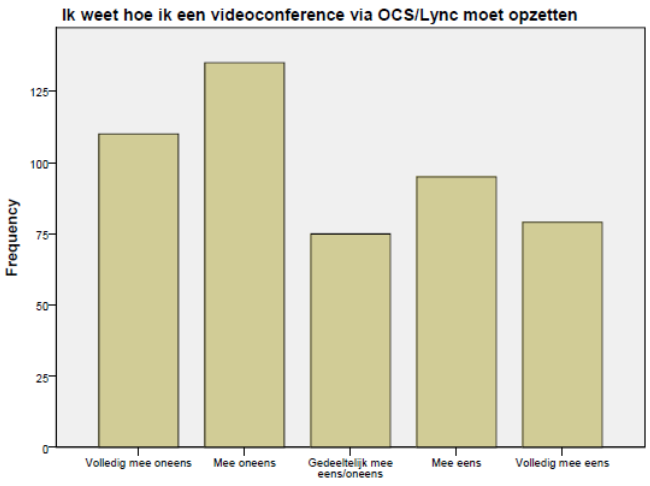

Hoe vaak maakt u gebruik van de zaal videoconference faciliteiten
Frequency
0
50
100
150
200
250
Dagelijks
Wekelijks
Minder dan 1 keer per week
Minder dan 1 keer per maand
Minder dan 1 keer per jaar
Nooit
Hoe vaak maakt u gebruik van de zaal videoconference faciliteiten



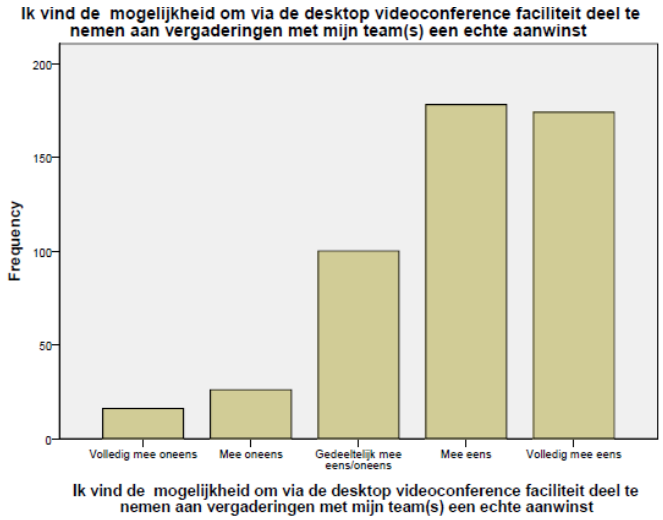
Ik wil meer gebruik van maken van de zaal videoconferencesystemen

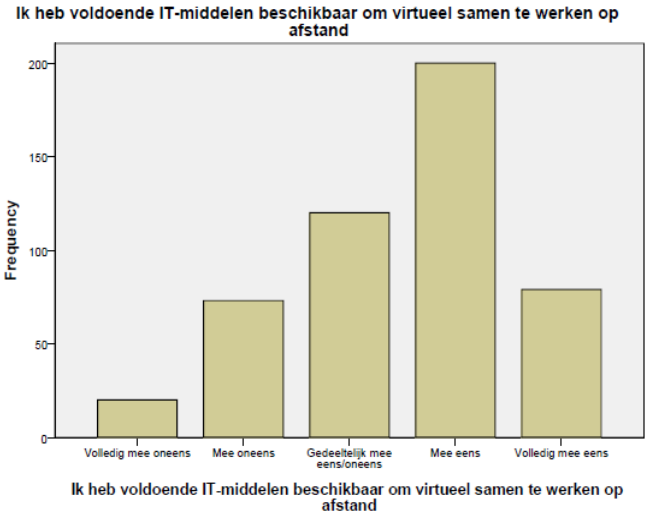


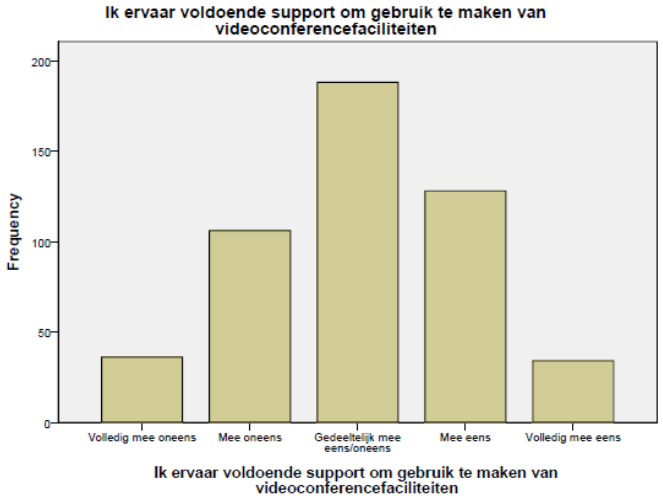
Ik wil gebruik maken van desktop video conference faciliteiten van OCS/Lync.

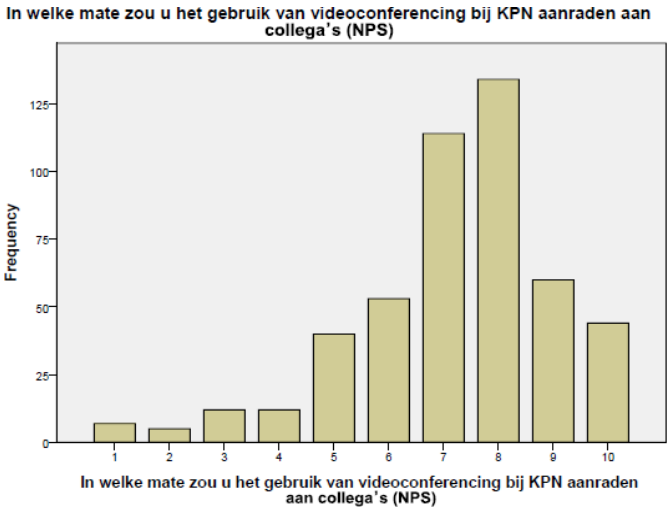


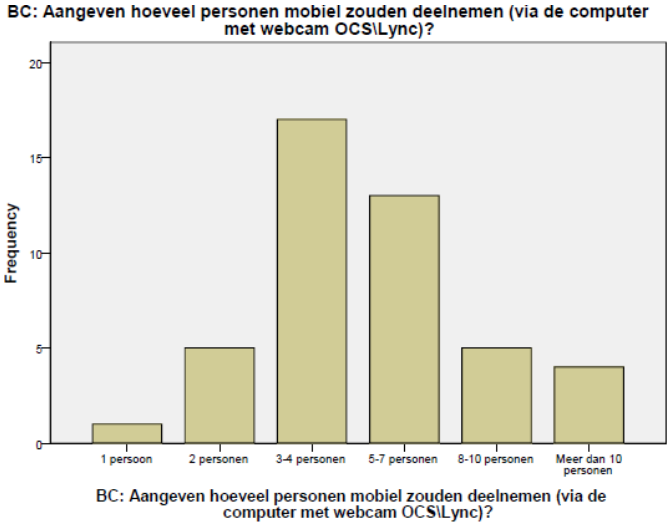
Ik weet hoe ik een videoconference via OCS/Lync moet opzetten

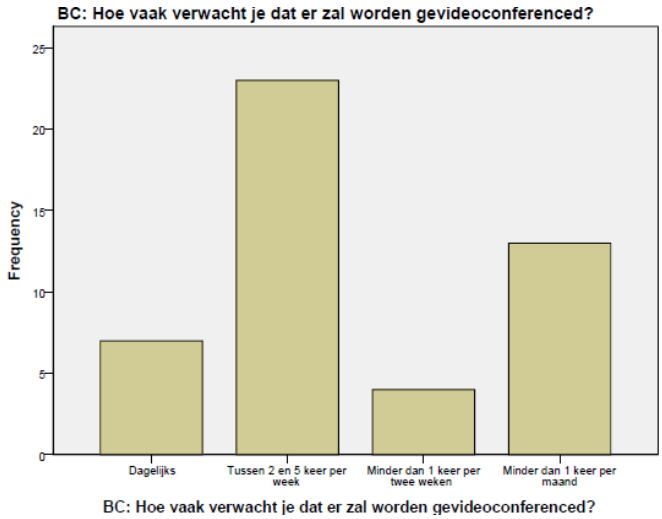

Ik vind de mogelijkheid om via de desktop videoconference faciliteit deel te nemen aan vergaderingen met mijn team(s) een echte aanwinst
Frequency
200
150
100
50
0
Volledig mee oneens
Mee oneens
Gedeeltelijk mee eens/oneens
Mee eens
Volledig mee eens
Ik vind de mogelijkheid om via de desktop videoconference faciliteit deel te nemen aan vergaderingen met mijn team(s) een echte aanwinst

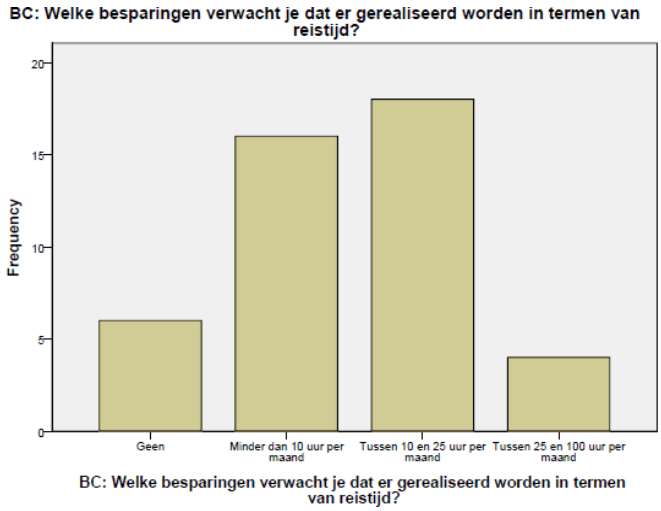

Ik heb voldoende IT-middelen beschikbaar om virtueel samen te werken op afstand
Frequency
200
150
100
50
0
Volledig mee oneens
Mee oneens
Gedeeltelijk mee eens/oneens
Mee eens
Volledig mee eens
Ik heb voldoende IT-middelen beschikbaar om virtueel samen te werken op afstand

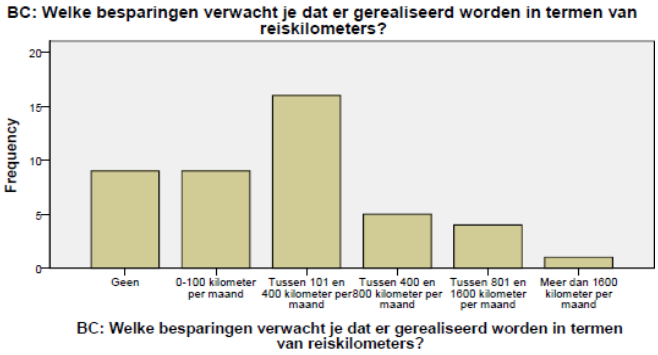

Ik ervaar voldoende support om gebruik te maken van videoconferencefaciliteiten
Frequency
200
150
100
50
0
Volledig mee oneens
Mee oneens
Gedeeltelijk mee eens/oneens
Mee eens
Volledig mee eens
Ik ervaar voldoende support om gebruik te maken van videoconferencefaciliteiten

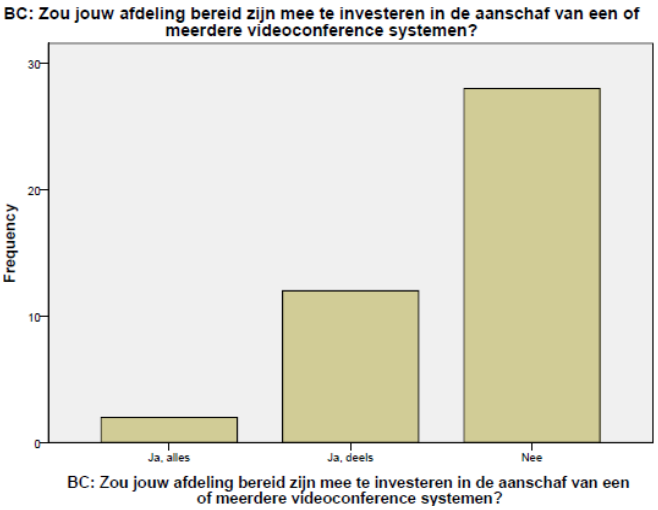

In welke mate zou u het gebruik van videoconferencing bij KPN aanraden aan collega's (NPS)
Frequency
0
25
50
75
100
125
1
2
3
4
5
6
7
8
9
10
In welke mate zou u het gebruik van videoconferencing bij KPN aanraden aan collega's (NPS)


BC: Aangeven hoeveel personen mobiel zouden deelnemen (via de computer met webcam OCS\Lync)?
Frequency
0
5
10
15
20
1 persoon
2 personen
3-4 personen
5-7 personen
8-10 personen
Meer dan 10 personen
BC: Aangeven hoeveel personen mobiel zouden deelnemen (via de computer met webcam OCS\Lync)?


BC: Hoe vaak verwacht je dat er zal worden gevideoconferenced?
Frequency
0
5
10
15
20
25
Dagelijks
Tussen 2 en 5 keer per week
Minder dan 1 keer per twee weken
Minder dan 1 keer per maand
BC: Hoe vaak verwacht je dat er zal worden gevideoconferenced?


BC: Welke besparingen verwacht je dat er gerealiseerd worden in termen van reistijd?
Frequency
20
15
10
5
0
Geen
Minder dan 10 uur per maand
Tussen 10 en 25 uur per maand
Tussen 25 en 100 uur per maand
BC: Welke besparingen verwacht je dat er gerealiseerd worden in termen van reistijd?


BC: Welke besparingen verwacht je dat er gerealiseerd worden in termen van reiskilometers?
Frequency
20
15
10
5
0
Geen
0-100 kilometer per maand
Tussen 101 en 400 kilometer per maand
Tussen 400 en 800 kilometer per maand
Tussen 801 en 1600 kilometer per maand
Meer dan 1600 kilometer per maand
BC: Welke besparingen verwacht je dat er gerealiseerd worden in termen van reiskilometers?


BC: Zou jouw afdeling bereid zijn mee te investeren in de aanschaf van een of meerdere videoconference systemen?
Frequency
30
20
10
0
Ja, alles
Ja, deels
Nee
BC: Zou jouw afdeling bereid zijn mee te investeren in de aanschaf van een of meerdere videoconference systemen?

Appendix 3: Roundtable meetings

Rondetafelbijeenkomst support		
Nr.	**Naam**	**Functie**
1	Judith Boon-Croin	Senior management assistente IT Office
2	Mario Huijts	Incident manager / technical support lead Talk & Vision
3	Marc Thijssen	Senior manager ICTO dienst management
4	Husamettin Tuzer	Senior operationeel beheerder Real Estate Diensts
5	Yolanda Veenendaal	Customer dienst manager Talk & Vision
6	Laura Willens-van Dijk	Directeur Real Estate Diensts
7	Rudo Wijbrands	Productmanager Event & Conferencing
Rondetafelbijeenkomst eindgebruikers		
1	Jan van Bekkum	Director special sales
2	Vincent den Hollander	Delivery director / client director
3	Raymond Kuiters	Manager design & architecture, collaboration & communication
4	Frans Molenaars	Global alliance manager
5	Rob Pieters	Senior dienstmanager Gemnet
6	Edward Pleijsier	Account executive
7	Alexandra de Vries	General manager Event & Conferencing