

A study of the communication channels of FrieslandCampina's Onboarding and how to improve them

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Executive summary

With more than 22,000 personnel employed worldwide, FrieslandCampina faces lots of drastic changes in Human Resources (HR) everyday. One of their challenges is to help the new staff integrate with their new environment quickly and make sure they understand the organization's administration system as well as the organizational culture. At the beginning of the new hires' assignment, the HR needs to deliver an effective and well-received Onboarding process. This will result in adding a lot of values to the image of the organization in the eyes of the new employees and generate work engagement among them.

Nonetheless, there have been constant remarks about the inconsistent and insufficient communication of Onboarding among the staff. The HR manager thus wants to have some recommendations from a consultant with a Communications background. Specifically, she wants to gain some insightful opinions about the current communication tools used to deliver information about Onboarding to the new hires, identify improvement points of these tools and come up with modifications that can make the Onboarding more attractive and engaging.

The research was thus given birth and aimed at making recommendations to the HR Team of FrieslandCampina's ICT Department with the purpose of improving the communication tools of the Onboarding in order to communicate information sufficiently and help the new employees engage with the company's workflow quickly. This external goal is achieved by assessing the effectiveness of the internal communication channels used to implement the Onboarding ICT Program based on the opinions of the new ICT employees and studying how motivation plays a role in getting the new employees to participate in the Onboarding. A research framework was created, with the selection of two main research areas: media richness and work motivation.

Based on these research areas, two central research questions were formulated as follows: "What are the aspects of a communication tool that can determine its richness and thus play key roles in helping the HR of FrieslandCampina's ICT in engaging new employees into the workflow?" And "How can intrinsic and extrinsic motivation

integrate with the Onboarding to help the new employees of the ICT Department become more engaged in the workflow of FrieslandCampina?"

In order to find the answers for those research questions, a research strategy was designed with two main methods to implement: survey and interview. The surveys were distributed among the research objects: the new ICT employees, and the interviews were conducted between three recently hired employees in order to collect their opinions and experiences about the communication channels of Onboarding. Also, the research studied the motivation of the new employees in obtaining information during the Onboarding.

Research has found that emails and human interactions are the most preferred channels while other channels were not used often by the new employees in getting information about Onboarding. The two popular channels are also able to communicate verbal and non-verbal information, use natural language and ensure the personal focus on the participants of the interaction. However, there are still eight other channels that were not cultivated for effective communication of Onboarding. It is suggested that a central Onboarding platform is developed and incorporated with these existing channels. According to the preferences of the new employees, this platform also has to be interactive and intuitive and at the same time contains both administrative and non-administrative information. New employees consider it an obligation to look for administrative information but they are also motivated to absorb information about non-compulsory activities and orientation such as social networking events, sports initiatives, etc.

After analyzing the results and interpreting the data with the support of theories about Media Richness and Work Motivation, an Advice was given with concrete justification on how to implement the changes and monitor the process.

To conclude, The Advice has been formulated as follows:

- FrieslandCampina should develop a central portal of information that functions and is represented as an interactive and intuitive Onboarding buddy. The tool can be used by both new employees and employees who have been partly inducted to the company. For new, fresh employees who start in the first week, they can use an automatic function to go through a step-by-step chain of activities, while the ones that

are already partly familiar with the company can go for a manual mode to check some follow-up information. This channel makes sure all these criteria are met: immediacy of feedback (as it functions automatically), use of both verbal and non-verbal information (the platform includes videos and audios for instructions), use of natural language and personal focus on the users. The default language of the tool will be English so it's user-friendly to the English-speaking employees. Timing is not an issue as the users can be flexible with their time spent on completing the tasks in the Onboarding tool. There is no deadline or fixed dates of subscription like the regular Introduction Day of FrieslandCampina. This solution also helps FrieslandCampina save cost on their communication expense, since the tool can be integrated with the company's intranet and is accessible to every employee.

- In order to develop such a platform, a concrete planning has to be drawn and communication has to be kept among the stakeholders.

- Besides, this channel should be well-communicated to the new employees and managers through the use of the most popular channels: emails and human interactions.

There is also a simplified budget plan and execution plan that comes with the Advice to concretize the solution for the Onboarding of FrieslandCampina. To check the Advice, please go to this chapter starting from page 59.

Acknowledgement

I would like to show my gratitude to those who have guided and supported me in the execution of my Graduation Assignment. Firstly, I would like to appraise the supervision and such kindness of my company supervisor at FrieslandCampina, Axel van Hal in supporting me with executing the research. Your experiences and knowledge have inspired me deeply and I have learned a lot from you in many professional and personal aspects.

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1. Project context

FrieslandCampina, just like any other international corporations, recruits a dynamic, large crew of staff that varies from location to location. By acquiring talents from all over the world, the corporation can enrich the organizational culture and expand its international influence. Hiring staff is one thing, keeping staff is yet another story. If FrieslandCampina wants the talented people to stay and continue to prosper, it needs to increase the employee's engagement with their job and the organization. By doing this, the staff can feel aligned and be able to connect what he or she is doing with the direction that the organization is heading. There are many methods to increase work engagement among the employees and one of which is to initiate engagement from the beginning, with the Onboarding process.

Onboarding is known as an inductive process, a cluster of activities that are designed for the new hires. Onboarding consists of several to-do activities that helps the new employees get to know the organization, integrate with the workplace and trigger their engagement from the beginning. All new employees will go through the Onboarding to accumulate all the basic knowledge and information such as the organizational structure, safety policy, confidentiality, code of conduct, etc.

In order to support and assist its employees, the ICT organization adopts several internal communication platforms for the Onboarding to ensure a smooth information influx. There are online and offline channels such as emails, Yammer, Service desk portal, intranet, trainings and tutorials, etc. All these channels are used to support Onboarding throughout three different phases: before, during and after Onboarding.

Formally, new employees are supposed to firstly receive an introductory email from HR with all the details about creating an account to use in their intranet before the start of their occupation. It also includes a link that leads the HR Netherlands site that lists technical information about the necessary tasks that a new employee has to fulfill to get into the workflow of FrieslandCampina. Yet the site does not fully support information in English. That's the Pre-boarding stage, when all the essential tasks should be completed before the first working day of any new hire.

During the Onboarding, new employees are expected to receive at least 60% of all the administrative information that they need to know and get used to the physical surroundings of their workplace. At the same time, they are also required to meet and get acquaintance with their colleagues and the stakeholders. One of the sessions that any new employee should attend is the Introduction Day, a so-called ''ritual'' for all the new faces of FrieslandCampina.

After the Introduction Day, there comes a stage when follow-up communication should happen so the new employees can evaluate and check whether there are still things that they may miss. Ideally, this is how a proper Onboarding should be organized.

However, not every new employee receives sufficient information about what exactly they will go through during the whole Onboarding stage. Some employees do not know about the Onboarding site, some do not know how to change their intranet passwords, some do not know who to contact when they need to replace their laptop battery, etc. It is problematic that the new employees are unclear of what they need to do and where to go to for assistance during the Onboarding process. Considering the fact that the employees of ICT are allocated worldwide at different locations, each station has a slightly different procedure for Onboarding. The diversity of the employees' cultural background thus appears as a challenge, contributing to the inconsistency of the Onboarding's communication. The research spotted the key problem as **the insufficient communication of the HR to the new employees about the procedures and activities to be undertaken during their Onboarding.**

In order to gain more background information of the communication issue, the HR Manager of the ICT Organization requested a research to study the current communication tools of the program, see if they are effectively used, identify points of improvements and thus improve the quality of the communication means of the Onboarding.

2. Organizational context

2.1. The organization and its aspiration

FrieslandCampina is a world-leading multinational dairy corporation which is the result of a merger between Royal Friesland Food and Campina in 2008. The corporation is collectively owned by the dairy farmers from the Netherlands and other nations. As the biggest stakeholders of the corporation, the farmers demand FrieslandCampina's operations towards sustainable growth and value creation, which are also the two main goals of their business route until 2020 (FrieslandCampina, 2016). The route2020, their long-term aspiration, revolves around these four figures: 5, 10, 15 and 20.

Specifically, the corporation wants to aim for a volume increase of **5%** in its priority markets (Europe, the Middle East and Asia, especially China), Next to that, FrieslandCampina strives to process **10** billion kilos of members' milk and increase revenue to **15** billion \$ before 2020. Lastly, it aspires to be financially healthy and in harmony with nature in the upcoming **20** years.

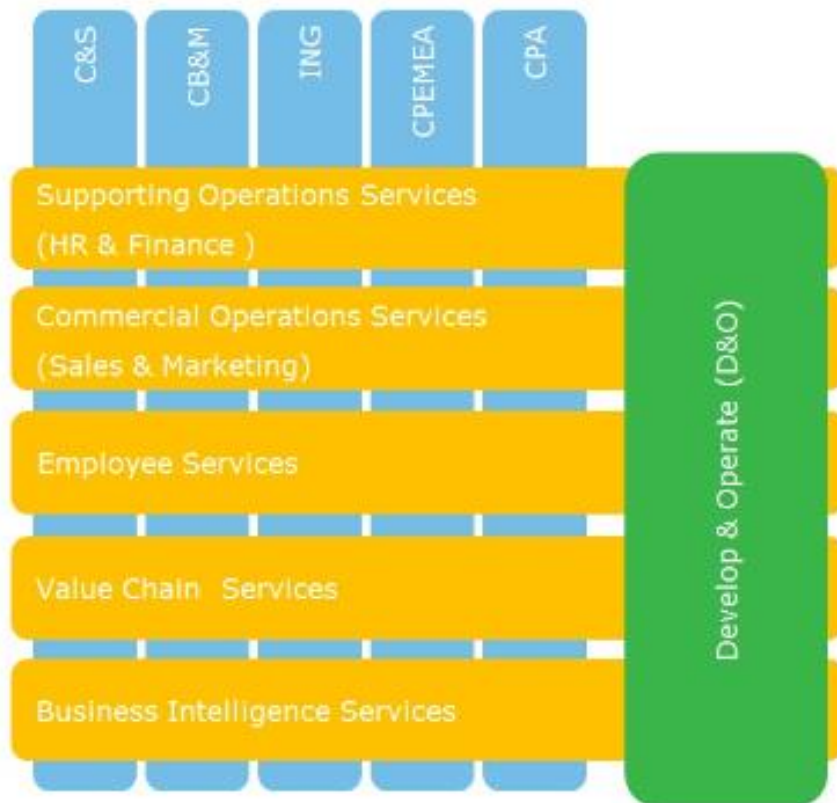
As a major player in the global FMCG industry, FrieslandCampina has full control of the entire value chain, developing, designing and producing their products from "grass to glass". As the organization wants to ensure sustainable growth for its business, it represents itself as a people-focused, approachable, open and transparent business (FrieslandCampina, 2016).

2.2. FrieslandCampina's organizational structure

Zooming in the corporation, the organizational structure of FrieslandCampina consists of five market-oriented business groups operating worldwide namely Consumer Products EMEA (Europe, Middle East and Africa); Consumer Products Asia; Cheese, Butter and Milk Powder; Ingredients and China. There are numerous factories, innovation centers and offices located at every continent of the world to maintain FrieslandCampina's position in the global playfield.

The client, the HR Manager works in the ICT Organization of FrieslandCampina. The ICT organization plays a Corporate Support role by providing these service lines:

Supporting Operations Services, Commercial Operations Services, Employee Services, Value Chain Services and Business Intelligence Services. The Development & Operations team somewhat covers the whole ICT organization and those five service lines, assisting them with innovative and business-oriented IT solutions (see figure below). So to say, the research is executed and targeted at the new employees who belong to the green and yellow areas in this figure below.



2.3. Vision of FrieslandCampina's ICT

The ICT organization itself is in a transformational phase, which is reflected upon its vision: *Let's make a difference*. ICT wants to represent itself as a global reliable business partner who can bring about innovation and impact to the business world by taking advantage of the ever-changing IT advantages. The main clients of the ICT are the five big business groups of FrieslandCampina. ICT, though having the leading role of support for all the business groups and design all the service lines of FrieslandCampina, has a lot of gaps to fill in within its internal operation. One of the areas that need a lot of improvements is Communication, aside from Priority Setting and Building

Capabilities. Communication is thus put as a focus point in every project and program, including the Onboarding of the HR team.

2.4. Employees of FrieslandCampina ICT

From 2014 until now, there have been 82 talented individuals internally hired by FrieslandCampina ICT. Seventy of them are now still functioning in the company and their nationalities vary from country to country. More than 60% of the new hires are Dutch and the rest comes from other parts of Europe and Asia. English is the lingua franca of FrieslandCampina, but Dutch is the most spoken language of the whole ICT. Quite some favor for the Dutch language was granted to most of the Onboarding activities, for example, 7 out of 10 Introduction Days are organized for Dutch employees.

Language barrier is a classic concern for global enterprise, but for Onboarding, it can cause some miscommunication and the ICT's HR can appear as insensitive and unprofessional when it sends out information in Dutch to new foreign employees.

2.5. Current Onboarding's communication channels

As the organizational structure is complex and the Onboarding process may vary from team to team, there is the need for sufficient and consistent communication about Onboarding to the new employees. The current HR team demonstrated their wishes to have some improvements for the communication tools of the Onboarding, so the new staff can receive information sufficiently and fitting with their wishes.

Until now, there is a separation between the offline and online channels used to communicate information regarding Onboarding. These channels can be used throughout the process of Onboarding from Pre-boarding to the Follow-up stage.

For online channels, there are emails, Lync/Skype for Business, Yammer – the enterprise social network, and the company's intranet (SharePoint). SharePoint is a common enterprise platform for collaboration and communication within the organization and thus plays a big role in showcasing information about Onboarding to the new employees. For now, the information about Onboarding can be found on the corporate intranet's HR site. The HR site consists of different know-how sections and especially an Onboarding-Offboarding site where new employees can check to

accumulate new information. This site, however; is not well-communicated to the new staff.

There are also offline channels such as telephone, post, face-to-face conversations, team meetings, workshops, print materials (posters, brochures) and especially an Introduction Day. This Introduction Day is organized exclusively for newcomers and includes several integration activities and presentations that tell about the futuristic, strategic moves of FrieslandCampina. On this day, the new staff can tour around the office buildings and to the factories where the end-products are made. The goal of the Introduction Day is to bring the new hires closer to the supply chain operation of FrieslandCampina. The company hopes to demonstrate the root of its business to the new employees: the farmers and how they make the dairy products. The Introduction Day is organized both in Dutch and English and new employees can only register for it once every month.

Taking one step back, there are many communication channels used to assist the Onboarding, but miscommunication still happened. The research is thus designed to make an assessment of the channels mentioned above and spot improvement points to tailor the communication channels of Onboarding to the motivations of the new hires. This way, the new hires can become more engaged with FrieslandCampina, getting more productive and bring in positive things to themselves and the company.

3. Theoretical framework

In order to come up with a suitable theory or model to study the communication channels of Onboarding, the researcher had to bear in mind the core problem of ICT: the insufficient communication of HR to the new employees about the Onboarding's procedures and activities. Starting from this, a possible alternative is to study the effectiveness of the current media, whether they are capable of delivering information to the new hires.

At the same time, it is also helpful to investigate the motivation of the new employees, seeing what sort of information they need at the beginning of their assignment at FrieslandCampina and how to make some modifications to the Onboarding's communication channels that can evoke engagement among them.

With all these needs, the original Media Richness Theory (Daft & Lengel, 1986) and theories on Work motivation (Porter & Lawler, 1968) are selected as the suitable theories and concepts to get more insights of the problem. This section is thus dedicated to present these theories and how they can contribute to solving the puzzle: improving the communication channels of the current Onboarding.

3.1. Media richness

Improving the communication channels of Onboarding, both online and offline, is the main goal of this research. According to the HR Manager, not all the necessary information about the Onboarding process is communicated properly via the suitable communication tools, which leads to confusions and inconsistency. An appropriate selection and modification of sufficient, "rich" and communicative media that suit the specific needs of information is one of many solutions to improve the situation of Onboarding.

A rich and interactive medium is capable of providing sufficient information in both verbal and non-verbal forms, a medium that can deliver "unambiguous" information so the receiver understands well the message (Daft & Lengel, 1986). Since the ICT employees are diverse in nationality and so are their communication styles and

patterns, the communication channels should be interactive enough and contain all the necessary information for all of them.

What is more, the Media Richness Theory can help assess the performance of a company's corporate communication in three aspects: whether the channels can help the company with making better decisions (decision quality), establishing shared systems of meaning (consensus of participants) and especially making better use of participants' time (time required to reach conclusion) (Trevino et al, 1990). Because FrieslandCampina has a business-oriented corporate culture, it is important to offer solutions that are timely framed and make sure they make a big impact on a large volume of individuals.

To assess the communication channels of the Onboarding, it is necessary to break down the Media Richness Theory into smaller components. These components can effectively tell whether a communication channel is rich and communicative. They can also lead to further conclusions that help FrieslandCampina or the HR manager decide which medium can be used to communicate a particular message.

The aspects are, the availability of instant feedback, the use of multiple cues, the use of natural language for conveying a broad set of concepts and the personal focus of the medium (Sheer & Chen, 2004). These concepts are used as a theoretical background to study the opinions of the ICT news employees on the communication channels of the Onboarding. By understanding the essence of these concepts and using them to confront the subjective opinions of the new employees about the Onboarding means of communication, the researcher can decide whether they are rich and communicative thus give recommendations for improvements.

The first aspect, the availability of instant feedback is the ability of a medium in giving instant responses to the participants of the interaction (Daft & Lengel, 1986). Any interaction includes two participants: the sender who sends the message and the receiver who receives the message. So it is important for both to have the immediacy of feedback to make sure the other participant understands the message from the sender (Clarke & Wilkes-Gibbs, 1986). In this case, the research can use this criterion to "filter" if the Onboarding communication channels can deliver information instantly and compare the effectiveness between different channels.

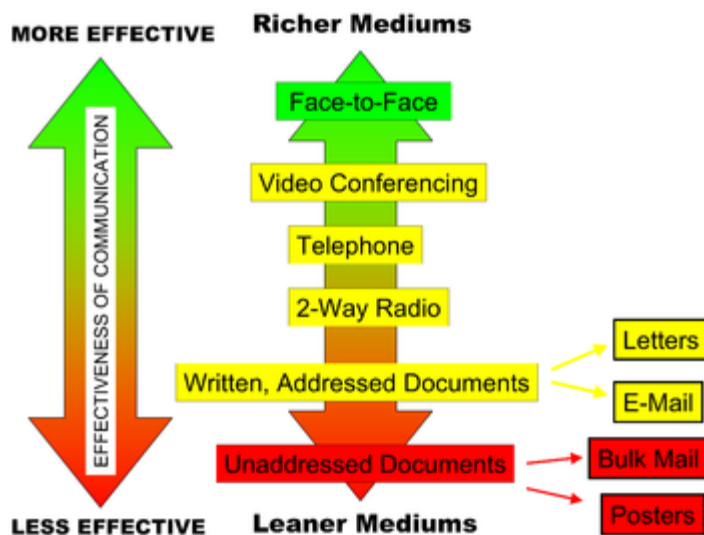
The second element, the use of multiple cues, refers to "the various number of ways in which information can be communicated" (Daft & Lengel, 1986), either in the form of textual, audio, graphical language or body languages. According to William (1977), the use of multiple cues like verbal cues (tangible content) and non-verbal cues (such as body gestures) in the message can help the sender highlight important parts of the message, "to show doubt or uncertainty, to display acceptance, invoke dominance and so on". Specifically, this aspect of the Media Richness Theory can point out the channels' ability to communicate information in various forms, for example, an email can contain text, video and audio attachments, images, but it does not provide body language (Dennis & Kinney, 1998). Consequently, it also contributes to helping the researcher assess the effectiveness of the Onboarding communication channels.

Thirdly, it is important to determine whether the Onboarding channels can enable the new employees to use natural language. "Natural language" consists of arts, non-verbal information, poetry, general verbal expressions and other forms of literature except for numbers and formulas thus the use of natural language is defined as exchanging messages with verbal and non-verbal contents (Daft & Wiginton, 1979). Basic media such as video, audio and computer texts provide similar capabilities to use natural language and numbers, excluding the variations. (Daft et al, 1987) The research can evaluate the extent to which the Onboarding communication channels has the capacity of providing natural, human-friendly information (for example, face-to-face conversations make lots of room for body languages while a fax message mainly uses Latin letters and numbers without any visual elements).

The last determinant, the personal focus of the medium, is the extent to which the sender can customize the content of his message to match the needs of the receiver in their interaction (Dennis & Kinney, 1998). Within a face-to-face conversation, the new employee can be flexible and easily adjust his manner of communication and his message according to the requirement of his manager. However, when a new employee reads over an instruction on the company's intranet about setting up a Wifi connection, it is impossible for the technician to manipulate the content of that instruction just to satisfy the needs of that particular employee. This aspect thus determines whether an Onboarding medium can be made customized or generic to the new employees' wishes.

The more the medium demonstrates these characteristics, the richer it is. Reflecting on some common media, a face-to-face conversation will be thus considered the richest form of communication (Sheer & Chen, 2004). It ensures the possibility of having immediate feedback, the use of both verbal and non-verbal language, the use of genuine, natural language and the personal focus of the participants in the conversation.

Meanwhile, a digital medium such as email will be regarded as less rich than face-to-face communication. As one uses email to transmit messages, he can neither expect an instant reaction nor produce rich content incorporating also non-verbal information. The table below illustrates the level of richness of specific media:



"Rich" and communicative media ensure there are enough written and non-written information to "communicate personal involvement and or a small interpersonal distance and promote personal attachment and responsibility" (Burgoon & Hale, 1993). This means that by using rich and communicative media, the HR will be able to distribute information effectively and improving engagement and initial affiliation between FrieslandCampina's ICT organization and the new employees.

Furthermore, one of the advantages of the Media Richness Theory is its focus on matching the right media for the right communicative goals (Sheer & Chen, 2004). Managers should select the channel that fits the purpose and the target group that he/she wants to communicate. Reflecting upon FrieslandCampina ICT whose operation is more or less cost-driven, the affordability of channels is the first thing to keep in mind.

3.2. Work motivation

The prime purpose of any Onboarding processes is to engage the new employees in the work environment of FrieslandCampina quickly so they can feel welcome and work efficiently from the beginning.

Work engagement, as defined by Schaufeli (2002), is the "positive, fulfilling, work-related state of mind that is determined by vigor, dedication and absorption". Highly engaged employees often experience positive emotions, collaborate well with his colleagues and have good physical health condition (Bakker, 2008). An increase in the level of work engagement will result in a surplus of energy among the employees, make them enthusiastic about their work (May et al, 2004) and push the business operation forward, benefiting FrieslandCampina in multiple ways. Among various elements that can boost work engagement of the new employees, work motivation is one triggering factor. It is thus helpful to study the employees' motivations and how these motivational factors can be incorporated with the current Onboarding's communication channels to increase employee engagement among them.

According to Pinder (2008), work motivation is a combination of both external and internal factors which can trigger his work-related behavior and determine its form, direction, intensity and duration. An employee's work motivation is categorized into two types, intrinsic and extrinsic motivation (Porter & Lawler, 1968). Understanding the definitions of two types of work motivation can help the researcher classify the motivation of FrieslandCampina's new employees and its roots thus come up with fitting recommendations for triggering motivation among them.

The first type, intrinsic motivation is what comes internally and belongs to the personal wishes and aspiration of the employees. With intrinsic motivation, the employees have the voluntary, satisfactory attitude to do their job because they find it interesting and are willing to do it (Porter & Lawler, 1968). An intrinsically motivated person does the activity with self-interest and is prototypically autonomous (Gagne & Deci, 2005). Also by having the intrinsic motivation in doing any tasks, one will sense a feeling of competence and autonomy (Gagne & Deci, 2005). An example would be when one volunteers to participate in a Zero Plastic Bag Week event, in which he or she minimizes the use of plastic bags to serve his or her personal aspiration in environmental preservation.

Nonetheless, extrinsic motivation is "controlled", regulated motivation and requires an instrumentality between the activity and some separable consequences such as tangible or verbal rewards, so satisfaction comes not from the activity itself but rather from the extrinsic consequences to which the activity leads (Porter & Lawler, 1968). Extrinsic motivation is initiated by four different types of regulation namely external regulation, introjected regulation, identified regulation and integrated regulation (Gagne & Deci, 2005). The behaviors of the new hires to obtain information about Onboarding can also be categorized in these types of motivation. Then the researcher makes a recommendation that can generate a fitting type of motivation that can enhance the level of engagement among the new employees, benefiting both the company and the staff.

The first type of extrinsic motivation, external regulation includes formal rules and contingencies that are external to the employees, and people behave accordingly to the external regulation in order to fulfill a desirable goal or avoid an action in the sense that the action is only instrumental to the ends (Gagne & Deci, 2005). When the employees follow the instructions of setting up an intranet account in Onboarding, it is because this activity is a requirement to start working at FrieslandCampina and the new hires have no control over the decision to do it or not.

Next, introjected regulation stimulates moderately controlled motivation. It is a form of informal contingencies that controls and pressures the employees to behave in a certain way (Gagne & Deci, 2005). An example would be when a new employee misses the Introduction Day, he or she may feel pressured to ask to join another section and follow-up information although there is no formal rule about the obligation of participating in the Introduction Day.

The third type of regulation, identified regulation, gives the employees more freedom as it corresponds with their self-selected goals and personal values (Gagne & Deci, 2005). If a new employee values self-presentation and wants to increase his popularity among FrieslandCampina, he will post positive messages on Yammer during the Onboarding. There is more freedom given to the employees as it somehow corresponds better to their own personal goals and identities.

Last but not least, the integrated regulation allows full control over one's behavior and actions, which are an integral part of who he is; that it emanates from his sense

of self and is thus self-determined (Gagne & Deci, 2005). This type of motivation is a fine combination of both extrinsic and intrinsic motivation of the employee, integrating the aspiration and wishes of both the employee and his organization (Gagne & Deci, 2005). To get a more concrete view of different types of extrinsic motivation, see figure 4 in the Appendix, page 80.

The knowledge about work motivation can help FrieslandCampina understand the drives of the new employees and thus tailor their Onboarding procedure to match the employees' motivation. The theories about work motivation also showcases that there are various ways to trigger employees' motivation genuinely (intrinsic motivation) and forcefully (extrinsic motivation). Before taking any initiatives for the Onboarding, having some thoughts about whether to trigger motivation intrinsically or extrinsically is useful.

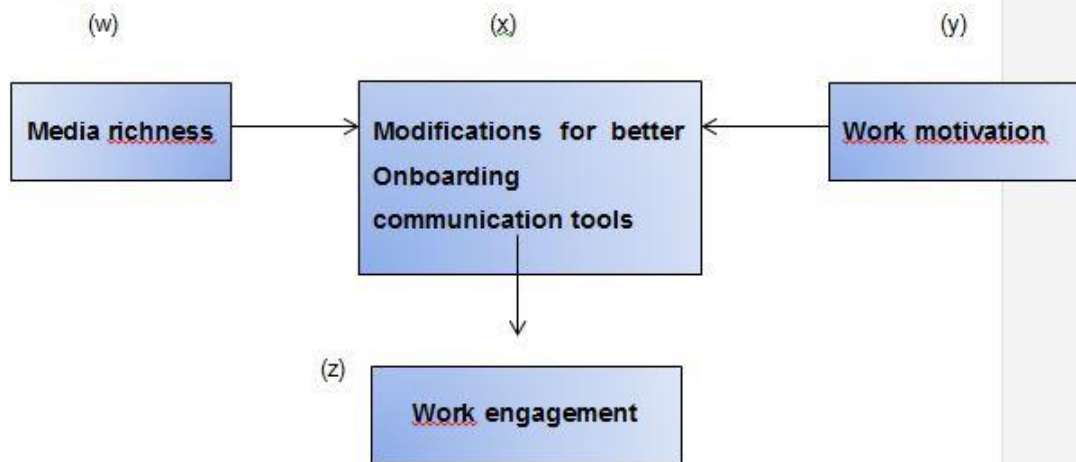
3.3. Conceptual model

Confrontation of the main criteria

A study of the communication tools of the Onboarding based on the components of the Media Richness Theory will help the HR manager have a better view of the effectiveness of these tools and what the current communication for Onboarding is missing and can be developed further. Besides, studying how motivation can play a role in getting the new employees to use the channels and participate in the Onboarding will lead to some modifications. These modifications, in particular, exhibit how the tools can be changed to improve the communication's quality of the Onboarding and increase the employees' engagement with FrieslandCampina.

If the level of richness of the current internal communication channels for Onboarding (w) is assessed, they will lead to modifications for improvements of these channels (x). These modifications are also developed by studying the types of work motivation among the new employees (y). As a consequence, these modifications will then result in a higher level of work engagement (z). A visualization of the relationships between the main criteria is illustrated below:

Figure 3: Relationship between the dependent variable (z) and its independent variables (w, x, y)



Research perspective

This research is situated at the diagnosis phase of the intervention cycle. The core issue, the insufficient communication of the HR to the new employees about Onboarding, is identified and acknowledged by the HR department. However, the background of the communication problem and the key aspects of the problem (the level of richness/the effectiveness of the communication tools and the employees' motivation) still need to be studied thoroughly. Insights into these factors can be gained by conducting an opinion investigation among the ICT new employees.

The conceptual model of this research is built around two core concepts: media richness and work motivation. The operationalization of key concepts is determined within their theoretical frameworks (see figure 5, Appendix, page 79).

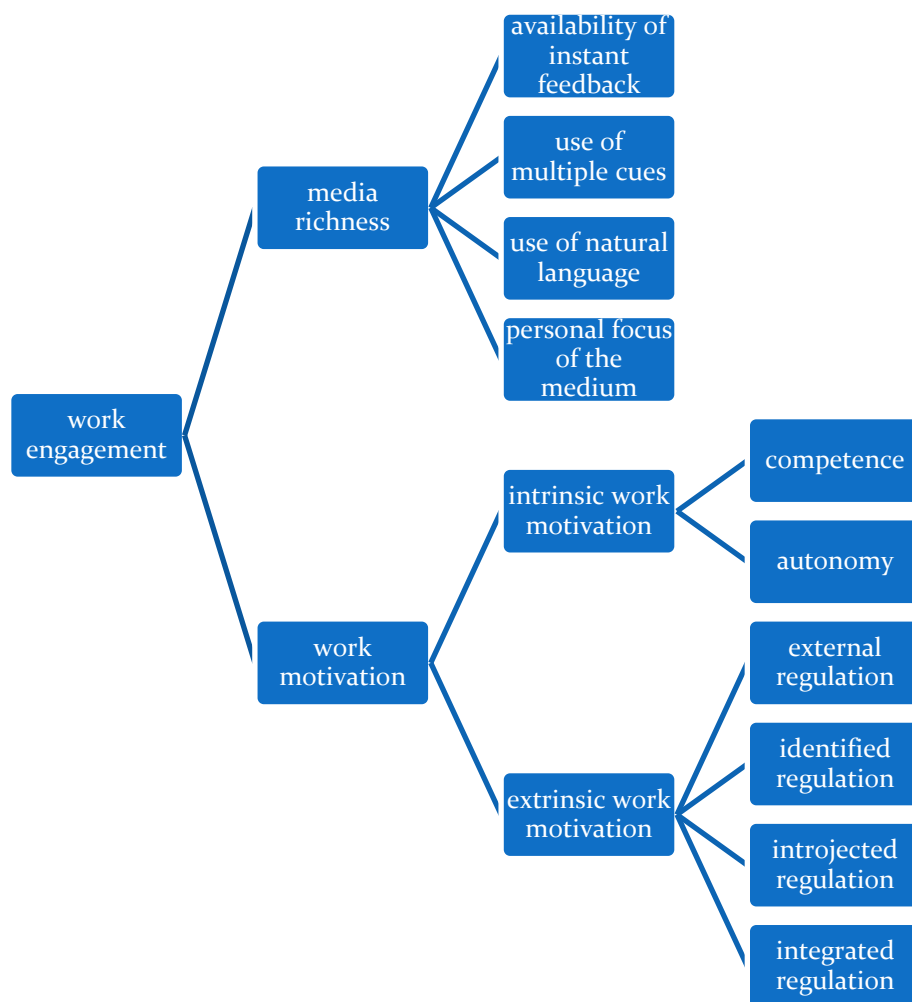
The first research area, media richness, focuses on four aspects: the availability of instant feedback, the use of multiple cues, the use of natural language and the personal focus of the medium (Daft & Lengel, 1986). By studying the current status of the internal communication channels used to communicate about the Onboarding, the means to deliver information can be measured and assessed upon those four criteria and modified to communicate the message effectively.

The second research area, work motivation, has two main types: intrinsic motivation and extrinsic motivation. The second kind of motivation, extrinsic motivation, is classified into four types of external regulation: external regulation, introjected

regulation, identified regulation and integrated regulation (Gagne & Deci, 2005). By finding what motivates the new employees to become more engaged in the workplace, a suitable advice can be given to FrieslandCampina about how to communicate information about the Onboarding effectively.

Conceptualization of key concepts

The key concepts serve as indicators for studying the selected theories (Media Richness Theory and Work motivation). See figure 2 below for a visualization of the key concepts.



4. Research objective

The research objective is *"to make recommendations to the HR Team of FrieslandCampina's ICT Department with the purpose of improving the communication tools of the Onboarding in order to communicate information sufficiently and help the new employees engage with the company's workflow quickly by assessing the effectiveness of the internal communication channels used to implement the Onboarding ICT Program based on the opinions of the new ICT employees and studying how motivation plays a role in getting the new employees to participate in Onboarding"*.

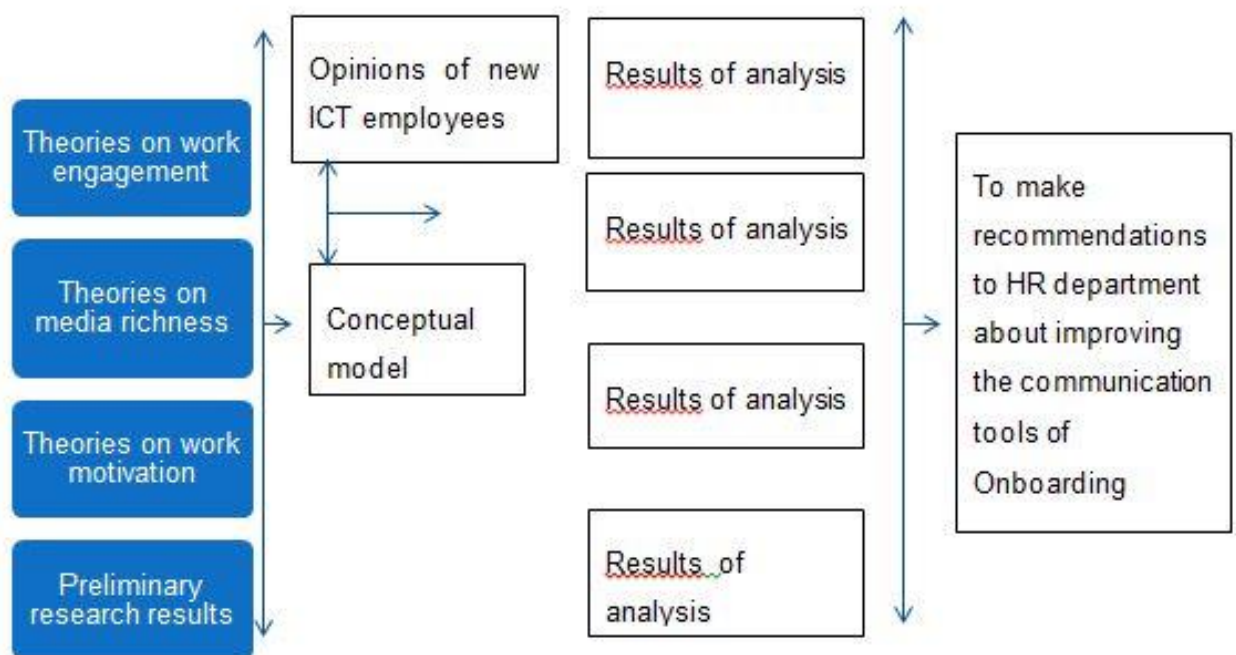
The external goal of this research is to make recommendations to the HR Team of FrieslandCampina regarding improving the communication tools of the Onboarding process so the new employees can receive the information they need during this period to engage successfully with the company. By improving the communication means, the quality of the communication of Onboarding is also inevitably improved.

The internal goal of this research is to gain knowledge and understanding about the effectiveness of the current internal communication channels used for the Onboarding process by the use of the Media Richness Theory and the underlying factors of the Work Motivation of the new employees.

5. Research framework

The research framework serves to give an overview of how the research process is carried out in order to reach the research objective that is described in chapter 4. This section explains the formulation and components of the research framework. Below is a schematic representation of the research framework.

Figure 1: Research framework



Research areas

Two key research areas were chosen to provide the theoretical knowledge to achieve the goal of making recommendations to the ICT HR of FrieslandCampina regarding improvements of the communication tools of the Onboarding in order to help the new employees integrate quickly in their new workplace. They are: theories on media richness and theories on work motivation. Besides, it is useful to have a clear understanding of the broader research area about work engagement, since improving the work engagement is the ultimate goal of the client at FrieslandCampina. The two key research areas, media richness and work motivation

are the independent variables that can influence the success of the attempt to raise work engagement.

For this research area concerning work engagement, it is proved that an employee's engagement is influenced by both job resources and personal resources (Bakker & Demerouti, 2008). In this case, the communication channels of the Onboarding process are the crucial job resources. On the other hand, personal resources are positive self-evaluations that are linked to resiliency and refer to individuals' sense of their ability to control and impact upon their environment successfully (Hobfoll et al., 2003). Among the personal resources, work motivation is one that defines a new employee's engagement to the process of Onboarding.

The first research area, Theories on media richness, will help assess the richness and communicativeness of the current communication tools used to inform the new staff about their Onboarding. The results of this assessment will suggest possible areas and missing points that can be improved in order to raise the bar for the Onboarding's communication. There are four key concepts of the Media Richness Theory to determine whether a medium is rich and communicative namely, the availability of instant feedback, the use of multiple cues (verbal and non-verbal cues), the use of natural language, and the personal focus of the medium (Sheer & Chen, 2004).

"Theories on work motivation" will help explore the reasons behind the employees' motivation to do work-related activities and what can be done to communicate the information about Onboarding that matches their motivation. Having a thorough understanding of what is considered as motivating for the new employees will help the HR team to find an effective way to engage the new personnel with the working environment of FrieslandCampina ICT. From the perspective of Gagne & Deci (2005), there are two types of motivation: intrinsic and extrinsic motivation. In the case of extrinsic motivation, there are four types of regulations based on the extent of external influence on the individual namely external regulation, introjected regulation, identified regulation and integrated regulation. This typology will help the researcher explore further causes of work motivation and incorporate these with the modifications of the internal communication channels.

The preliminary research results contribute to exploring the organizational and project context of this research. They helped the researcher have a view of the big picture and know what the ICT organization is striving to achieve with Communication in

general. By doing the preliminary research, the researcher also understands the role of her Onboarding research results in developing the communication of ICT and aligns the recommendations to the direction that fits the organizational culture of ICT.

Research objects

The research objects are the opinions of the new ICT employees about their motivation with the Onboarding and to what extent the communication channels used to implement Onboarding are effective in communicating necessary information to this target group, based on four criteria: the availability of instant feedback, the use of multiple cues, the use of natural language and the personal focus of the medium. Through the execution of the research methods: surveys and interviews, these research objects are gained and used as a foundation for the researcher's recommendations for FrieslandCampina ICT.

The opinions collected from the survey would contribute to finding a general pattern of the new employees' experiences about the communication channels of the Onboarding, specifically spotting common opinions about what is still missing in the channels. At the same time, the interviews will help the researcher explore further about the opinions of these employees, what the underlying motivation behind these evaluations about the communication channels are and what they'd prefer about the communication of Onboarding. The research objects, mainly opinions, are then reflected upon the theories of media richness and work motivation and help produce a final conclusion and fitting recommendations for FrieslandCampina's Onboarding process.

This target group, internal employees of FrieslandCampina ICT, was selected to fit with the request of the client, the HR Department. They suggested that the research is targeted at the internal employees, so those with a fixed contract who started less than two years ago and **are not involved in any Onboarding-related projects of FrieslandCampina**. The main reason for this sampling is that the employees who started recently will have a clearer recollection of their experiences about the Onboarding process thus give more valid evaluations to the current procedure. Also, it is only the internal employee group that receives a comprehensive Onboarding process, so this group can provide "richer" and more diverse input about the communication tools.

6. Research questions

6.1. Media richness

The first central question concentrates on finding the answers to assess whether the communication means of the Onboarding process is effective in helping the new employees engage with FrieslandCampina's workflow. To support the research, the Media Richness Theory was chosen and broken down into different aspects to examine the effectiveness of the media. The central question of this key area is thus made as follows:

Central question: What are the aspects of a communication tool that can determine its richness and thus play key roles in helping the HR of FrieslandCampina's ICT in engaging new employees with the workflow?

Sub-questions:

Sub-question 1: What are the perceptions of the new ICT employees about the availability of instant feedback of the communication tools used to assist them with the Onboarding?

This question concentrates on one of the key components of the Media Richness Theory: the availability of instant feedback. The answers to this sub question will contribute to shaping up a general opinion about the immediacy of the Onboarding communication channels in giving the new employees the information that they request. The data will be collected via the execution of both the survey and the interview method.

Sub-question 2: What are the perceptions of the new ICT employees about the ability of the communication channels of Onboarding in using both verbal and non-verbal information?

The sub-question 2 is aimed at collecting opinions of the new ICT employees in relation to the second criterion of the Media Richness Theory: the use of both verbal and non-verbal information. The answer to this sub question will give an assessment of the ability of the channels in providing both verbal and non-verbal information to

the new employees. This research question is solved via the use of survey questions and in-depth interviews.

Sub-question 3: What are the perceptions of the new ICT employees about the ability of the communication tools of Onboarding in using natural language in distributing information?

The sub-question 3 is formulated with the focus on the third aspect of the Media Richness Theory: the use of natural language. The answers to this question determine whether the channels are able to deliver messages and information in the form of natural language to the new employees. This research question is also solved via the data gathered from survey and in-depth interviews.

Sub-question 4: What are the perceptions of the new ICT employees about the personal focus of the communication tools of the Onboarding?

The sub-question 4 is focused on the last aspect of the Media Richness Theory: the personal focus of the medium. The answers entail a conclusion on whether the Onboarding communication tools enable the participants to adjust the content of his message flexibly to match the needs and desires of other participants. The results of the survey and in-depth interviews will show the patterns that can lead to this general conclusion.

6.2. Work motivation

The second central question is aimed at collecting data about the new employees' motivation and how these data can point out to effective recommendations on improving the Onboarding communication channels. In a way, the answers to this central question will add up to the recommendations on how to modify the communication channels so the Onboarding process can become motivating and engaging to the new employees. The theoretical base of this research area is theory about Work motivation and the question is formulated as follows:

Central question: How can intrinsic and extrinsic motivation integrate with the Onboarding to help the new employees of the ICT Department become more engaged in the workflow of FrieslandCampina?

Sub-questions:

Sub-question 1: What are the possible ways to trigger intrinsic motivation among the new ICT employees via the use of the current communication channels?

The sub-question 1 looks for solutions that can generate intrinsic motivation, the internal, voluntary type of work motivation (Porter & Lawler, 1968). By collecting answers to the survey and interview questions, the researcher can gain insights of what motivates the employees intrinsically to participate in the Onboarding thus contribute to making fitting recommendations that suit the employee's motivation. Alongside knowing the underlying reasons for the new employees' motivation, the researcher also needs take into account the capability of the communication channels. The answer to this sub-question thus serves as complementary to those of the research questions about media richness in the quest for a compatible recommendation for FrieslandCampina.

Sub-question 2: What are the possible ways to trigger extrinsic motivation among the new ICT employees via the use of the current communication channels?

The sub-question 2 is aimed at finding the solutions that can trigger extrinsic motivation, the type of motivation that is externally regulated. With this type, the employees have to fulfill a desirable goal or avoid an action in the sense that the action is only instrumental to the ends (Gagne & Deci, 2005). By collecting the opinions of employees via the use of surveys and interviews, the researcher can come up with recommendations that can help produce extrinsic motivation among them which ultimately will lead to a higher work engagement with FrieslandCampina.

7. Research strategy and Methodology

Firstly, this research will place the focus on the depth of the data which means that there is the need for more elaboration on the core issue. As the research is at the diagnosis stage, more insights and elaboration on the communication issue of the Onboarding will provide a clear understanding and suggest possible ways to improve the communication tools used during the process. An elaborate explanation about the causes of motivation among the new employees will also contribute to the suitable recommendations to HR about configuring the communication channels that fit their information needs and motivation.

Secondly, this research concentrates on gathering both qualitative and quantitative data. The priority is to collect the opinions of the new employees about the effectiveness of the communication tools used to communicate information about Onboarding to them, so quantitative data is definitely a must. Also, the research is at the diagnosis phase, so it is essential to gain qualitative data of the problem and see how the determining factors (media richness and work motivation) can contribute to fitting recommendations for more effective Onboarding media and thus help HR increase the employee engagement among the new hires.

Thirdly, the nature of this research is empirical; as the researcher wants to gather actual data derived from real-life sample and analyze them herself. By defining the three cornerstones of the research strategy, two research methods have been chosen which are distributing surveys and conducting interviews.

Methodology

Survey

The first research method, the survey method, targets the new internal ICT employees worldwide regardless of their titles, functions and nationalities, specifically those who started working for FrieslandCampina less than two years ago. It is the initial request of the HR manager to make sure the sample group is compatible and used to the current communication channels. Since the selected respondents are relatively new and fresh

in the company, the recollection of their own experiences with the communication of Onboarding will be clearer.

The survey consists of twenty questions that are aimed at collecting opinions of the new ICT employees about their perception of the effectiveness of the communication channels used to exchange information during their Onboarding. There are four main sections of this survey: Initial communication regarding Onboarding, Communication during Onboarding, Follow-up Communication after Onboarding and Personal opinions about Onboarding. All sections have several similar questions focusing at assessing the richness of the media at different stages of the Onboarding. In particular, the first three sections have questions focus on the availability of instant feedback, the use of multiple cues, the use of natural language and the personal focus of the medium in order to assess the richness and effectiveness of the communication means used in the Onboarding. The results of this survey will shape general opinions about the communication tools of Onboarding and identify points for improvements. Last but not least, the final section of the survey consists of a question which asks about the underlying causes of the employees' motivation in joining the Onboarding. This helps with acknowledging the needs and the motivation of the new staff when they kick off their occupation at FrieslandCampina ICT.

For a detailed look of the survey questions, please check Appendix page 84.

Interview

The second research method chosen is the non-standardized, semi-structured interview. The interviews will be conducted to three ICT new employees who have experienced miscommunication during their Onboarding and thus have more insights to share and elaborate on the specific details of the insufficient communication. There will be one ICT employee from the Netherlands and two others from a non-European country. The reason for having this distinction is to ensure the intercultural diversity in the research results thus contribute to making comprehensive recommendations to the HR.

The interviewees were given eight open questions that are mostly steered towards their personal reflections on their own Onboarding and the motivation behind their participation. Most of the questions are aimed at collecting opinions about their

perception of the communication tools of Onboarding and whether they think these are effective. There are also questions that ask for personal suggestions about ways to improve the communication of Onboarding. The interviewees were encouraged to be open and elaborate on their answers, as the interview strives for the depth of the data. To keep it flexible and insightful, the researcher also tried to probe follow-up questions after each question.

The first interview was conducted with Angelique Nanning, a Dutch ICT Trainee who started working for FrieslandCampina less than two years ago. As a trainee, she had had the chance to work with multiple disciplines. This helps with showing her broader view of the communication issue that the current Onboarding is facing. The second interview took place with the participation of Dhiraj Prakash, an India Business Technology Project Manager. The last interviewee was Sudhir Singh, also an Indian Project Manager who belongs to the team of the Transformation Office and takes care of the company's collaboration platforms.

For a detailed look of the interview questions, please check Appendix page 87.

The results of both methods will be analyzed and aligned with each other to identify improvement marks that can be shaped into concrete and useful recommendations for FrieslandCampina ICT.

8. Research Limitations

From 2014 until March, 2016, FrieslandCampina ICT recruited 82 internal employees and currently there are approximately 70 of them whose status are suitable for this research. External employees are not in the scope of this research since they are not a part of the target HR aims for. At the moment, internal and external employees work together simultaneously and contribute to the business operations of FrieslandCampina almost equally, so the external employees should deserve attention when it comes to Onboarding, too.

Besides, the fact that these employees are IT-sensitive may imply that they are more favor of a digital/IT solution for the miscommunication of Onboarding. Therefore, offline communication strategy can be tricky when it comes to these technical individuals.

Due to the extended holiday period at the same time as the research was implemented, not so many respondents were collected (28/70 respondents). This timing problem could have been avoided by better planning with the company. There was also the disadvantage of distributing the survey via emails, as the employees' mails kept piling up over the course of the holiday.

What is more, there is presumably a slight difference between the Onboarding process of a Dutch and a foreign employee. Although the default language of FrieslandCampina is English, the most spoken language in the ICT is Dutch. The majority of the employees at this department are Dutch-speaking people so the Onboarding is largely designed with the Dutch language. An example of the language barriers in FrieslandCampina is the Introduction Day. Most of the sessions and the materials are presented in Dutch, which makes them a bit less attractive and friendly to the international newcomers. The same issue goes for the survey sample. There are mostly Dutch respondents and they are assumed to attend the Dutch Onboarding program, so a difference between an English program and a program meant for natives is inevitable.

A tricky part about the Onboarding is that there is some customization in the way a new employee goes through his first days. A larger part of the Onboarding consists of generic procedures for everyone but the rest depends on the planning of each specific team. Some employees may have mixed impressions because of different perceptions of the generic Onboarding process and the process prepared by their teams.

Last but not least, the research was not aimed for making clear recommendations on how to spend *the budget* on improving the communication of Onboarding. This, however, should not be seen as a disadvantage of the research. In case the company is interested and triggered by the advice, a more comprehensive planning will follow which definitely will also include an initial budget plan.

9. Media richness – Results and Discussions

This section is dedicated to demonstrating and analyzing both qualitative and quantitative findings of the research particularly in the research area of Media richness. It aims to make the very first connections between the results collected from the survey and interviews and the research questions. By reflecting these data upon the research questions, some preliminary interpretations are made and used for further recommendations.

In order to answer the central research question mentioned above, three interviews were conducted and a questionnaire was distributed among the recently-hired ICT employees.

After conducting the interview and collecting the survey results, several patterns have been collected to answer the sub-research questions. This section is dedicated to analyzing the outcome of these research implementations and comparing the results between the quantitative data and the qualitative data that were harvested.

Central research question: *What are the aspects of a communication tool that can determine its richness and thus play key roles in helping the HR of FrieslandCampina's ICT in engaging new employees with the workflow?*

In order to answer this central research question, a general conclusion needs to be drawn by studying and interpreting the data collected to answer four sub-questions mentioned below. A general pattern of the new employees' opinions about the richness of the communication channels of the Onboarding is identified by analyzing data about the four variables of the Media Richness Theory: the availability of feedback, the use of verbal and non-verbal information, the use of natural language and the personal focus of the medium.

These four variables are the main focuses of the sub-questions and to follow-up is a demonstration of how the survey and interview results bring about insights to answer the sub-questions.

Below is the first sub-question about the availability of feedback of the communication channels of the Onboarding:

What are the perceptions of the new ICT employees about the availability of instant feedback of the communication tools used to assist them with the Onboarding?

Interview results

According to Angelique, whenever she had a question or issue during the Onboarding, she received the answers mostly from her colleagues, her manager and the Helpdesk. With her colleagues and manager, she could get the answer instantly as she sat next to them and the Helpdesk was able to pick up the issue in 30 seconds. As for other channels, such as Yammer, Angelique had to figure out how to find the channel and use it on her own. Therefore, for Angelique, the face-to-face conversations and the Helpdesk portal communicate Onboarding information almost immediately, sufficiently and faster than other channels (see Appendix, Transcript 1, page 88).

For the second interviewee, Dhiraj, there was the support from his manager and his colleagues whenever he had any questions. Nevertheless, his manager also just started one month earlier than Dhiraj, so he also didn't know all the procedures. Yet his manager made sure that whenever Dhiraj asked him a question, he would answer that directly or try to get somebody to get the answer. Dhiraj considered this support very helpful and so are other face-to-face conversations with other colleagues. When being asked about other channels that he used during the Onboarding, he said that email is something he hardly used and using email for exchanging information is too voluminous to do. A tracker or a checklist for the new employees was somewhat missing, so he was left with asking people only (see Appendix, Transcript 2, page 93)

The third interviewee, Sudhir Singh had a different Onboarding process. He was the only one out of the three to say that he was really happy with the process, as his team planned out everything for him. Everything was instructed and guided on-point by his colleagues or anyone who sat in front of him in the office. He received the answers almost instantly to all his questions by just asking around. Interestingly enough, he said that he was assigned a buddy to assist him with everything from the first day. The schedules were made in advance, Sudhir had all the meetings within the first few days

and all his team members took him to different office locations (see Appendix, Transcript 3, page 96).

When being asked about other communication channels to use during the Onboarding, Sudhir claimed that it is not necessary to use all of these and he'd rather go for the human interaction. He said he hardly ever contacted the Helpdesk as everything was arranged for him. As a first choice, he suggested asking the person who's sitting next to him for the first few days. Face-to-face conversation was the main Onboarding communication channel as for Sudhir (see Appendix, Transcript 3, page 96).

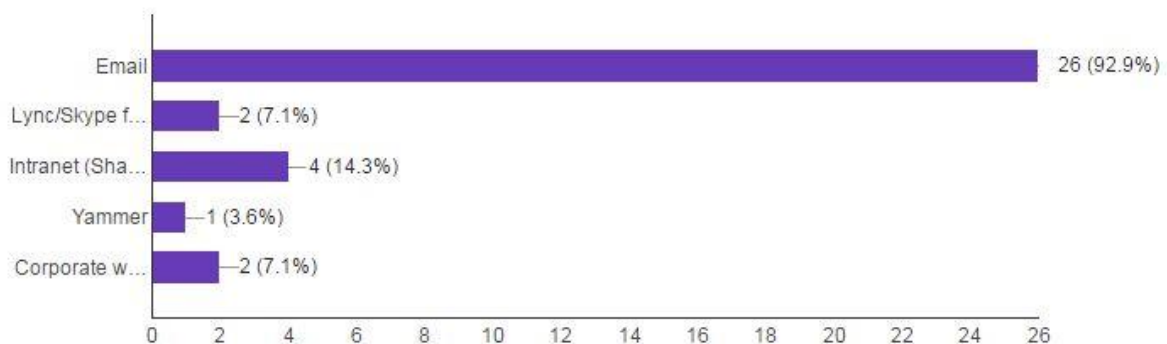
Survey results

Comparing the findings above with the survey results, it is revealed that both before and during the Onboarding, the new ICT employees communicated and exchanged information mostly via emails (as for online channels) and face-to-face conversations (as for offline channels). 92.9% of the respondents said that they received information for Pre-boarding via emails and also 92.9% during the Onboarding. However, roughly 50% of these people received their answers in less than two days as shows in the figure at both stages Pre-boarding and Onboarding.

Pre-boarding period:

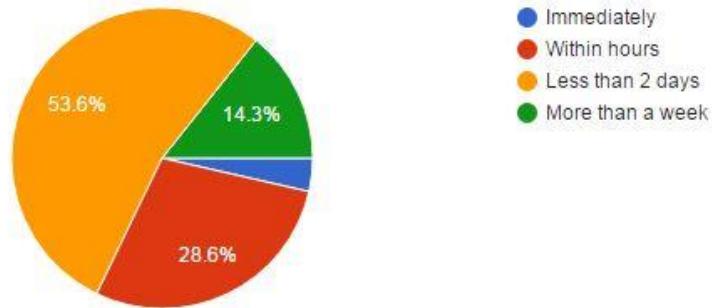
2. Via which online channels did this information reach you? (multiple answers possible)

(28 responses)



3. How long did the online communication channels take to react to your questions and give you the information you required? (choose one)

(28 responses)

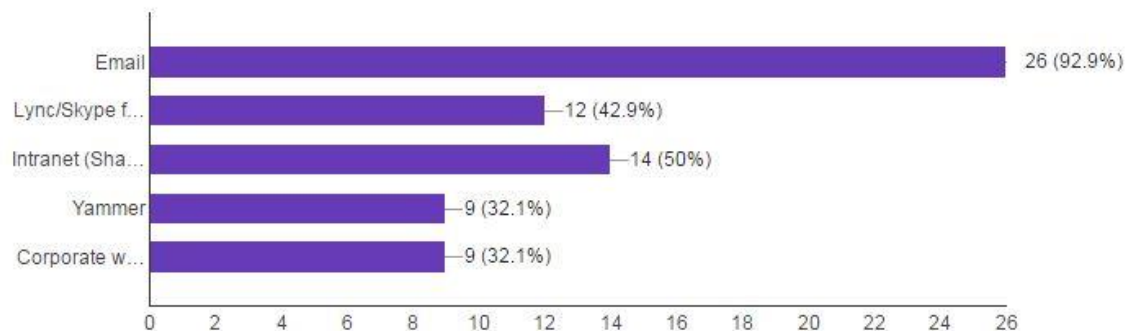


During the Onboarding

Section 2: Communication during the Onboarding

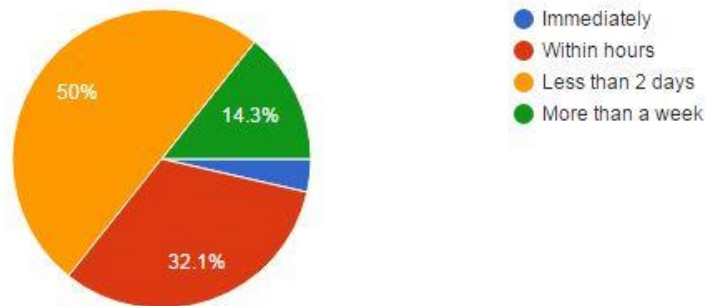
9. During the Onboarding, which online channels did you use to communicate and exchange information? (multiple answers possible)

(28 responses)



10. During the Onboarding, how long did the online communication channels take to react to your questions and give you the information you required?

(28 responses)

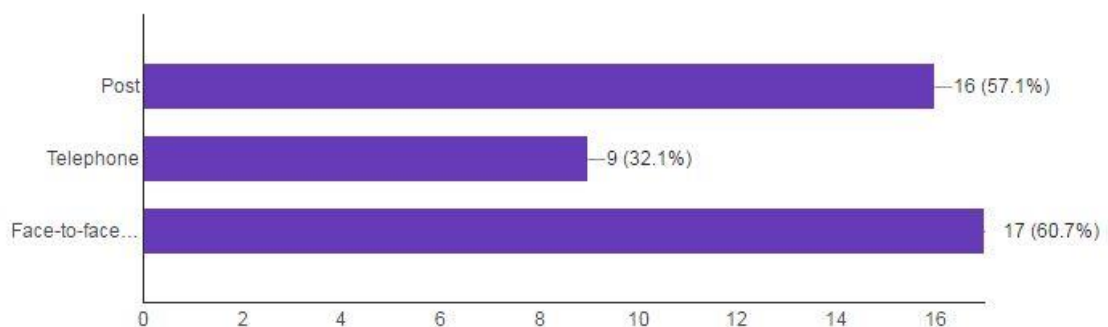


For the offline channels, the face-to-face conversation is the main channel with 60.7% approval of the respondents. Naturally they receive their answers immediately or less than two days in case the person they asked couldn't give them an instant answer. That's for the Pre-boarding stage. During the Onboarding, 78.6% of the respondents said they mainly interacted face-to-face to exchange information. This form of communication of courses helps them get the answers almost immediately (35.7% agreed on this). During the Onboarding, the same pattern is shown as 78.56% said they mainly used face-to-face interaction and received the information they needed instantly (39.3%).

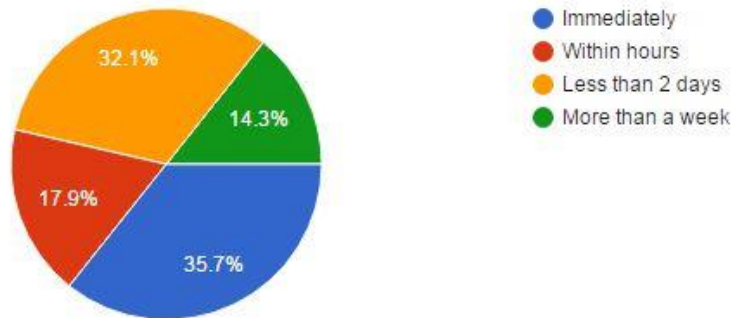
Pre-boarding period:

4. Via which offline channels did this information reach you? (multiple answers possible)

(28 responses)



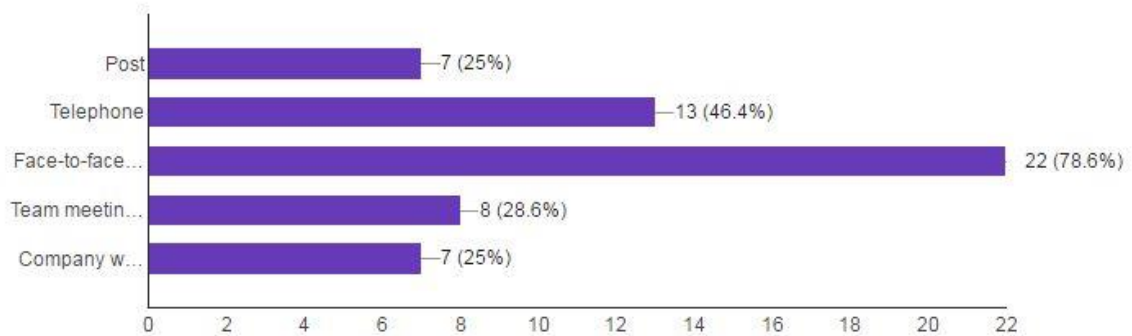
5. How long did the offline communication channels take to react to your questions and give you the information you required? (choose one)
 (28 responses)



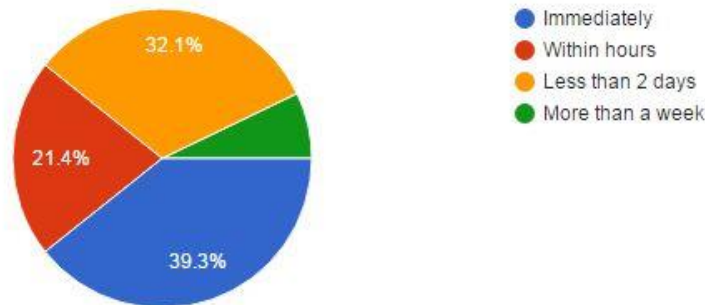
10.

During the Onboarding:

11. During the Onboarding, which offline channels did you use to communicate and exchange information? (multiple answers possible)
 (28 responses)



12. During the Onboarding, how long did the offline communication channels take to react to your questions and give you the information you required?
(28 responses)



Discussion of both quantitative and qualitative data

Summing up the interview and survey results, it can be seen that out of all the communication channels of the Onboarding, the new employees only used a few as the most frequent channels to accumulate knowledge about their new work environment at FrieslandCampina. These top three media are: face-to-face conversations (78.6%), emails (92.9%) and the intranet (50%). Even before and during the Onboarding process, the new employees saw that for online channels like emails, they could receive the answers for the questions less than two days, while for direct face-to-face conversations and telephone calls with the Helpdesk they could solve their problems almost instantly. Reflecting these patterns on the Media Richness Theory, it can be regarded that the channels deliver information sufficiently on the aspect of the immediacy of feedback. For an online channel such as email, the response to the new employees will take longer time as receivers process the request in a less urgent manner. On the other hand, face-to-face conversation is the richest form of media and thus proves the most effective way of communicating information to the new employees (Sheer & Chen, 2004). The third medium, the intranet is more or less an online platform which is used to store information and updated ad hoc. The new employees can search for information manually but cannot have any direct interaction with the intranet. So it is actually not very interactive and can only communicate information passively.

In short, the new employees only make use of three communication channels of the Onboarding and it is only the face-to-face conversation that can satisfy best the immediacy of feedback (Sheer & Chen, 2004). Emails and the intranet have more limited use and are not well-developed to interact with the new employees sufficiently and deliver information quickly enough. The pitfall lies in the part where double-checking and tracking are needed since a face-to-face discourse is very simultaneous can proceed with multiple symbol systems in parallel (Bromme, Heese & Spada, 2006), which makes it hard to record information for later use.

What are the perceptions of the new ICT employees about the ability of the communication channels of Onboarding in using both verbal and non-verbal information?

Interview results

The information from Angelique ensures the use of both verbal and non-verbal information in the interaction between her and the Onboarding channels, because her main Onboarding communication channels were face-to-face interaction and the Helpdesk. Face-to-face interaction includes non-verbal information from her colleagues and manager, and verbal information related to the content of the information exchanged between Angelique and her colleagues. The interview results also indicate that Angelique mainly exchanged information in the form of text and audio during her Onboarding process. She said that during the Introduction Day there were a lot of interactive presentations, charts, quiz and team buildings (see Appendix, Transcript 1, page 89).

Dhiraj said he received information in a variety of forms: text, audio or visuals, either from emails or presentations on the intranet. He concluded he received a combination of both verbal and non-verbal information during the Onboarding (see Appendix, Transcript 2, page 94).

As in the case of Sudhir, when being asked about the sort of information that he mainly received during the Onboarding, whether it was both verbal and non-verbal, he said he mostly received the documents in text and via human interaction. As he missed the Introduction Day, he didn't have the chance to look at the presentations that included some videos or audio materials. With only the human interaction and

documents embedded in the mails he received, Sudhir obtained both verbal and non-verbal information for his Onboarding (see Appendix, Transcript 3, page 96).

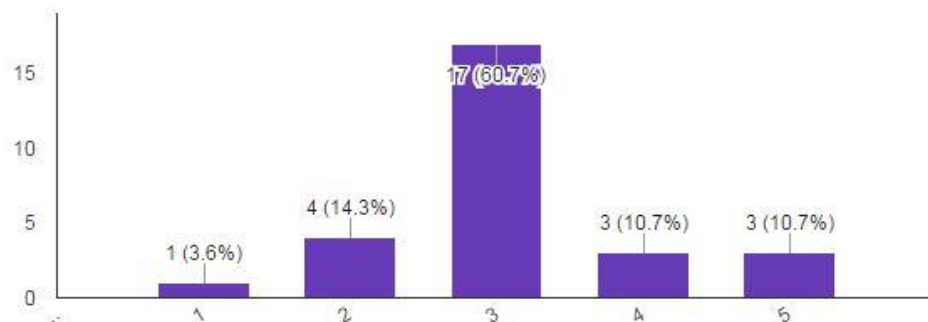
Survey results

Looking back at the survey results, 60.7% of the respondents claimed that before and during the Onboarding, the diversity/ability of the channels in using both verbal and non-verbal information is at the average level. In short, what the question tries to get is whether the communication channels use both verbal and non-verbal information. So more than half of the respondents think the channels were able and available to communicate both verbal and non-verbal information.

Pre-boarding:

7. To what extent do you consider these communication channels diverse in using both written information and non-written information?

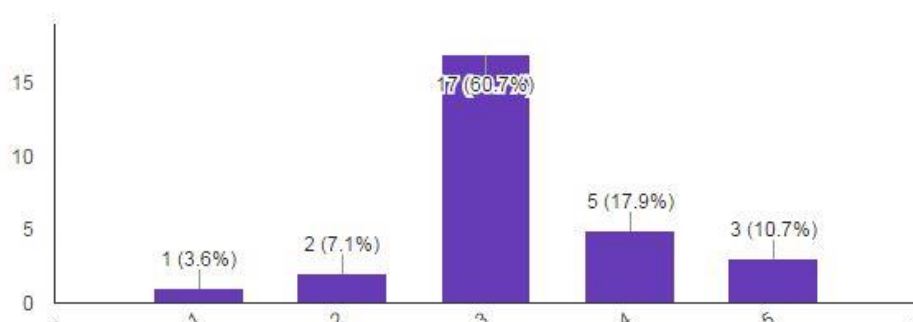
(28 responses)



During Onboarding:

14. To what extent do you consider these communication channels diverse in using both written information and non-written information?

(28 responses)



Discussion of both qualitative and quantitative data

The results indicate that most of the new employees receive both verbal and non-verbal information from the communication channels of Onboarding. In the context of a face-to-face conversation among colleagues, both verbal and non-verbal information are communicated (Sheer & Chen, 2004). Also during the Introduction Day, presentations that are interactive and contain multiple materials such as charts, statistics and video ads can provide both verbal and non-verbal information. The survey result shows that 60.7% of the respondents consider these channels diverse in communicating both verbal and non-verbal information, which is not extremely high. Yet it can be explained by the fact that the ability of a medium to communicate both verbal and non-verbal communication depends on its nature. Face-to-face conversation dominates the board game of the Media Richness Theory (Sheer & Chen, 2004), but means such as emails or the intranet cannot give any non-verbal clues. These channels have a lack of human interaction in the content which they try to distribute.

What are the perceptions of the new ICT employees about the ability of the communication tools of Onboarding in using natural language in distributing information?

Interview results

For Angelique, most of the information communicated via Onboarding channels is either text-based or involves human interaction, so the channels often used natural language. Angelique said that she had a lot of presentations during the Onboarding, so the use of natural language definitely exceeds the use of numeric language. This information also confirms the extent to which the Onboarding channels use both verbal and non-verbal languages (see Appendix, Transcript 1, page 89).

For Dhiraj, he also pointed out that there was a combination of both natural language and numeric language in the information he received about Onboarding. Especially in the Introduction Day, there were presentations including charts and graphs, so both texts and numbers were used in the communication of Onboarding (see Appendix, Transcript 2, page 94).

For Sudhir, he mainly received information in natural language, so mostly text and body gestures. There was of course some guidance or documents of specific projects that were presented in numbers and charts. However, these didn't account for much of his Onboarding information (see Appendix, Transcript 3, page 97).

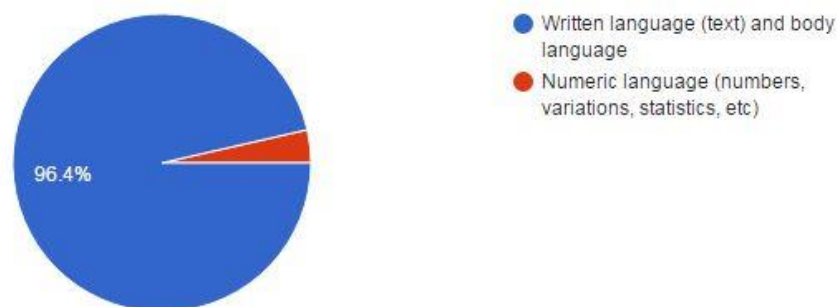
Survey results

For the survey results, almost 100 % of the employees said they received information in the form of natural language (text or body gestures) before their Onboarding and also 96.4% said they got the information also in natural language. This shows what they think about the ability of the Onboarding communication channels in using the natural language rather than numeric language.

Pre-boarding:

8. What was the main type of language used by these communication channels (both online and offline)?

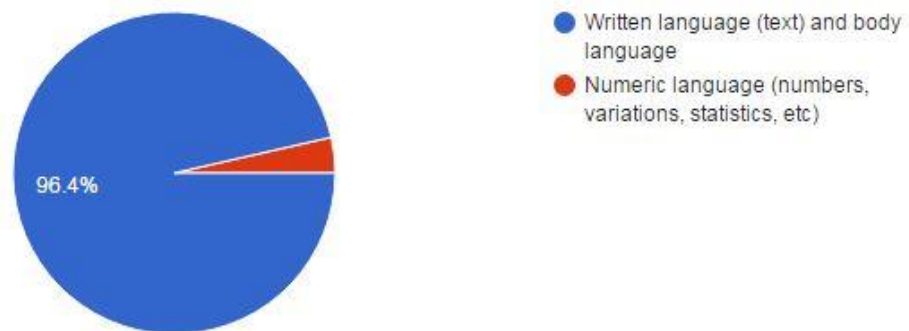
(28 responses)



During Onboarding:

15. What was the main type of language used to provide Onboarding information? (choose one)

(28 responses)



Discussion of both qualitative and quantitative data

According to (Dennis & Kinney, 1998), natural language consists of literature, textual forms of information and also body language. Asking the new employees opinions about the ability of the channels in using natural language can point out whether these channels are effective and able to deliver rich and communicative information or not. For this aspect, the use of natural language of the communication channels of Onboarding, parallel opinions of both survey respondents and interviewees are spotted. 96.4% said that they mostly received information that used written language and body language, which is natural language. Numeric language (statistics) is a very small part of the Onboarding's communication, only in project meetings or specific trainings, said Sudhir, one of the interviewees (see Transcript 3, Appendix page 97). The information provided to the new employees on the Introduction Day is considered interactive and rich in natural language (networking conversations, presentations, team building activities, charts and videos). It of course depends on the purpose of the communicator that the content is purely natural language or numeric language. For this criterion about the use of natural language, the Onboarding communication channels such as face-to-face conversations or emails considerably satisfy the requirement of being able to deliver content which is made of natural language.

What are the perceptions of the new ICT employees about the personal focus of the communication tools of the Onboarding?

Interview results

Angelique said the presentations she received were generic but the interaction between her and her colleagues is of course personal-focused. So to say for Angelique, the communication of Onboarding is a combination of both being generic and personal-focused (see Appendix, Transcript 1, page 90).

During the Onboarding, Dhiraj was addressed most of the time individually. As there was a small group of people for the Induction Day, there was the chance for personal interaction in case he has a question (see Appendix, Transcript 2, page 94).

Sudhir, being assisted by his team most of the team, was addressed individually. He engaged in face-to-face conversations with his manager and colleagues and he confirmed that his Onboarding process was pretty much personalized. So was the communication.

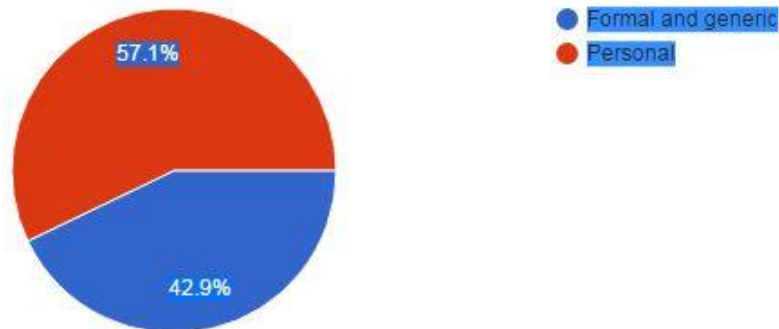
Survey results

When it comes to this question, 57.1% of the survey respondents claimed that the communication they received during the Onboarding was formal and generic and the rest said it was more personal-focused. Before the Onboarding, 57.1% of the respondents thought the communication was formal and generic.

Pre-boarding:

6. In general, was the way you were informed before the Onboarding very formal and generic or personal-focused?

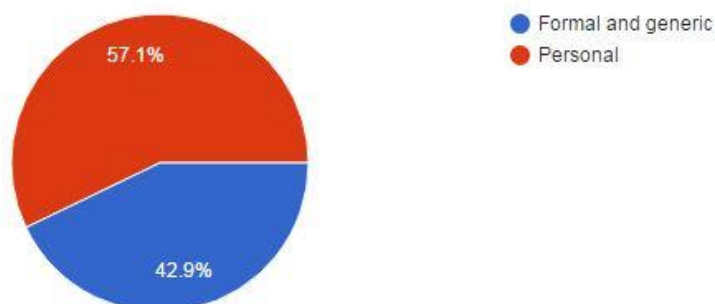
(28 responses)



During Onboarding:

13. In general, was the way you were informed during the Onboarding very formal and generic or personal-focused?

(28 responses)



Discussion of both qualitative and quantitative data

This sub-question focuses on exploring whether the communication channels of Onboarding can enable the new employees to adjust their content and message to fit with the people with whom they interact, also known as "the personal focus of the medium" (Dennis & Kinney, 1998). There is a split in opinions of the new employees whether they think of the communication of Onboarding is personal or generic to them. 57.1% of the survey respondents thought that it was personal and so did the two interviewees. Angelique, the other interviewee thought that it was a combination of both generic and personal communication while the rest of the survey respondents

perceive the communication they received through the channels of Onboarding as formal and generic. The reason for those who were in favor of the personal focus of the Onboarding communication channels was because they mainly receive Onboarding information via direct contact and conversations with their colleagues and managers. This means that they will be supplied with information in the form of texts or non-verbal gestures, and the interaction was of course simultaneous and easy to adjust (Bromme, Heese & Spada, 2006). Those who thought of the communication channels as more formal and generic may just use online channels such as emails or the intranet, platforms that offer information for a general audience preference.

In short, other than face-to-face conversations, the new employees did not consider other channels effective and help them adjust the content accordingly to the other person's wishes in the interaction. Instead half of the employees received information that is more or less generic and produced for a general read.

Other points worth mentioning

Follow-up communication is somewhat missing (71.4% of the respondents received request for Introduction Day's feedback) and all the interviewees said they would like to have a go-to information portal, an inventory that includes all the necessary information for later check (see Appendix, figure 6 page 80).

10. Work motivation – Results and Discussions

This section is dedicated to demonstrating and analyzing both qualitative and quantitative findings of the research particularly in the research area of Work motivation. It aims to establish the connections between the results collected from the survey and interviews and the research questions. By reflecting these data upon the research questions, some preliminary interpretations are made and used for further recommendations.

Central research question: *How can intrinsic and extrinsic motivation integrate with the Onboarding to help the new employees of the ICT Department become more engaged in the workflow of FrieslandCampina?*

So as to find the answers for this research question, some interview questions and survey questions were probed. For the interviewees, they were asked about their internal and external sources of motivation for taking part in the Onboarding. They were also asked of personal preferences when it comes to improvements for the communication channels of the Onboarding. For survey respondents, several options were given for them to pick as their main motivation of getting information about the Onboarding.

Sub-question 1: What are the possible ways to trigger extrinsic motivation among the new ICT employees via the use of current communication channels?

Interview results

When it comes to her motivation to participate in the Onboarding, Angelique said it is hardly a choice and it is what she was required to do with her job. This is somewhat an externally regulated type of motivation. Employees usually don't see Onboarding as a process that takes them motivation to do, for them it's an obligation. However, for the academic eye, this sort of obligation is called external regulation (Gagne & Deci, 2005), especially for the Introduction Day – an important part of the Onboarding, Angelique thinks it is a must-have and helpful for building one's own network at the company (see Appendix, Transcript 1, page 89).

For ideas to improve the communication of Onboarding and make the process more engaging and motivating, Angelique stressed the fact that the information concerning Onboarding is there but there is no central platform for storing all the necessary, need-to-know data. Angelique suggested that a general Onboarding package is something that can be very useful. It may include the general information and all the presentations about the company's mission and vision, our route 2020, our org structure, code of conduct, how to set up an account, how to use SharePoint, how to use Yammer and all other HR information. Additionally, there is another specific Onboarding package depending on the department that includes the new employee's schedule of the first week's meetings, who is who in his new team, the team SP site, their stakeholders, their training dates, etc.

When it comes to the motivation of joining the Onboarding, Dhiraj said it's a job prerequisite and every new employee is expected to do so (see Transcript 2, Appendix page 94). However it can be fun and motivating by making means of communication and informative procedures more engaging. The information regarding Onboarding is pretty much scattered and there is a lack of a central point where he could read all the information he requires. A go-to station for Onboarding information, so to say. He also thought that customization can be done within the teams. Maybe the management of one's team or the organization itself can come up with their own Onboarding stuff, which is as generic as the general Onboarding one but have some specific specializations for their new colleagues such as the meetings with the stakeholders or here we have the ICT Day.

Survey results

The last survey question asked about the main motivation of the new employees to participate in the Onboarding process. 25% of them selected the choice of extrinsic motivation, "I saw it as an obligation and part of the job requirements".

Section 4: Personal opinions about Onboarding

18. What was the biggest reason you participated in the Onboarding? (choose one)

(28 responses)



Discussion of both qualitative and quantitative data

A quarter of the survey respondents perceived the Onboarding process as an obligation and their motivation to join this is more or less externally regulated, which means that they join the process in order to achieve some tangible awards or to avoid consequences. Thus the satisfaction comes not from the activity itself but rather from the extrinsic consequences to which the activity leads (Porter & Lawler, 1968). So to say, the extrinsic motivation is already there yet not everyone considers information about Onboarding well-communicated and effectively used. Taking one step back, Gagne & Deci (2005) pointed out that there are several types of extrinsic motivation, and based on the survey results and interviewee comments, the motivation the new employees has for the Onboarding is purely externally regulated. So there is no concrete connection to the human side of the employees, the new employees also cannot compromise and make decisions over the communication of Onboarding (Gagne & Deci, 2005).

If Onboarding is supposed to be a formal procedure, it should also be done properly and fulfill the duty of communicating compulsory information to the new employees. Yet two interviewees said that the information is scattered and disorganized. Reorganization of the information through a centralized platform is what they both recommended. In short, the extrinsic motivation already exists among the new

employees, but the means to complement it (the communication channels of Onboarding) do not effectively provide necessary information to them.

Sub-question 2: What are the possible ways to trigger intrinsic motivation among the new ICT employees via the use of current communication channels?

Interview results

When being asked about other possible aspirations connected to her participation in the Onboarding, Angelique said that during the Onboarding, she got to know about different presentations about the nature of FrieslandCampina's business which are suited with her personal interests. She is very into health issues and physical well-being, so the idea of nourishing by nature by FrieslandCampina is very intriguing and well-connected to Angelique's aspiration (see Appendix, Transcript 1, page 91).

Angelique also suggested a few elements that can be incorporated with the current Onboarding's communication. She said explicitly that there is a lack of the fun and cheerful elements in the Onboarding. There are fun and engaging initiatives for new employees like the Bootcamp, Hockey Club or BOEST, but these have not been included or mentioned to the new employees during their Onboarding. She also suggested the idea of having a buddy when you first start off at the company, someone who can check up on you on a regular basis and help you with answering your questions. As a trainee, Angelique received this buddy program after a mix-and-match procedure, but for other regular employees, there is no such buddy program being offered. This helps reduce the stress of the line manager and makes employees comfortable with this ''peer'' support (see Appendix, Transcript 1, page 92).

Sudhir, the third interviewee, said that what he would love to see or know during his Onboarding is the information about the root of the FrieslandCampina's business, the farmers. The company is dairy-based, so he wants to hear the stories of the farmers and the whole holistic of the company's business model. Sudhir also has the wish to know about other business practices of the company in the Netherlands. He assumed that this information should be available in the Introduction Day, but he missed because he wasn't well-informed about the program. 'I was not satisfied with the whole process at all', he said (see Transcript 3, Appendix page 93).

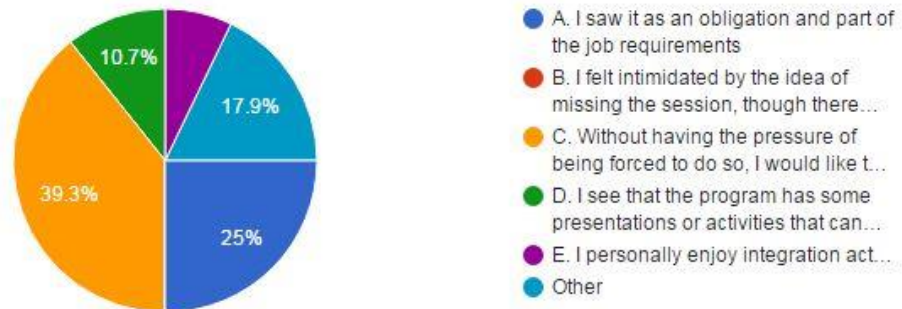
Survey results

The last survey question asked about the main motivation of the new employees to participate in the Onboarding process. Most of the respondents, 39.3% of them selected the choice of intrinsic motivation, "Without having the pressure of being forced to do so, I would like to get to know the organization better, what it is aiming for and what I can do in contribution to achieving these goals."

Section 4: Personal opinions about Onboarding

18. What was the biggest reason you participated in the Onboarding? (choose one)

(28 responses)



Discussion of both qualitative and quantitative data

Throughout the interviews, the interviewees demonstrated their information needs that are well-connected to their inner and personal wishes. This is when the researcher can figure out what sort of recommendations can be made to trigger an internal, intrinsic source of motivation for the new employees with their Onboarding. According to Gagne & Deci (2005), integrated regulation is considered a fine combination of both external conditions and one's own integral part of one's self. Supposed FrieslandCampina incorporates these information needs with the communication channels of Onboarding, the new employees will experience a sense of belonging and affinity with the company. The information serves as a source of motivation that can bring benefits to both the personal wishes of the new employees and increase their engagement with FrieslandCampina.

The bigger part of the survey respondents (~40%) claimed that they actually do not feel forced to accumulating information about the Onboarding. They would like to know what the organization is heading for and what roles they play for that direction. There is a lot of missing information that are both relevant for the new employees' own aspiration and the organization's affinity. This gap can lead to suggestions for producing intrinsic motivation among the new employees. The communication channels of Onboarding may try to include this non-compulsory information besides the compulsory information.

By receiving and processing engaging and motivating information, the new employees can increase their level of engagement with FrieslandCampina and the puzzle of this research is largely solved.

Other points worth mentioning

Besides, Dhiraj stressed the importance of the communication from the manager. Manager is the most important person in most of the cases so if one's manager does not communicate well then it's a big default for the new employee (see Appendix, Transcript 2, page 100). The role of the manager is key in implementing any solutions, so the research will follow-up on the management in chapter The Advice, page 59.

11. Conclusions and Recommendations

This section is dedicated to make further interpretations of the analysis of the research results shown in the previous chapter. The recommendations written in bold below are statements aiming to serve the research objective, *"to make recommendations... with the purpose of improving the communication tools of the Onboarding in order to communicate information sufficiently and help the new employees engage with the company's workflow quickly..."*

Referring back to the two central research questions, this section serves to draw conclusions on the effectiveness of the communication channels of Onboarding based on four criteria of the Media Richness Theory and how motivation can be incorporated with the changes in the channels to bring about engagement among the new employees of FrieslandCampina.

Each research area will have a separate part to justify the recommendation/the statement made by analyzing the research results and confronting the theoretical framework.

11.1. The effectiveness of the Onboarding communication channels

Emails and human interaction are used most frequent by the new employees

The research strives to study the effectiveness of the current Onboarding communication channels in order to come up with suitable recommendations to improve the quality of the communication and increase engagement among the new employees. After collecting the employee opinions, it is found that emails and face-to-face conversations are the most used communication means of the Onboarding process, and they are able to serve the new employees' information needs to a certain extent.

Reflecting upon the Media Richness Theory (Daft & Lengel, 1986), email cannot guarantee the availability of instant feedback, but it fulfills the other three criteria. Respondents claimed that they received all the information in all sort of forms, verbal (text) and non-verbal (presentations, videos and photos) via emails. The natural language also outnumbered the numeric language in the content delivered by emails, as there were mostly text, audio or visual information in the emails rather than

numbers and statistics. Using email is also considerably personal-focused as its content is tailored to a specific individual or a specific group of people and the participants have the freedom to involve other people and flexibly exchange information in an email conversation. Theoretically, emails are not considered a rich form of media (Daft & Lengel, 1986) but they are surely the most popular computer-mediated communication channel to exchange information within a corporation like FrieslandCampina.

The richest means of communication, face-to-face conversations, according to (Sheer & Chen, 2004), is used most frequent. It is convenient for the new employees to just turn to their colleagues and manager who sit close to them whenever they have a question (see Transcript 1 and 3, Appendix page 88 and 96). To enhance the effectiveness of direct human interaction, some employees had buddies to assist them with answering questions and take them around the workplace and show them different things directly (see Transcript 3, Appendix page 96). For those who have attended the Introduction Day, they had the opportunity to ask questions to different people and built their network through the interaction they initiated. 42.9% of the respondents said they became 60% more aligned with the organization after the Introduction Day, just through human-to-human interaction, such as watching interactive presentations and asking questions within their new network of colleagues (see Appendix, figure 7 , page 80).

Other platforms are not often used and there is the need for a more centralized Onboarding communication channel

Looking back, only two out of the ten communication channels were frequently used for Onboarding, and there were still a lot of complaints about the insufficient communication of the HR to the new employees. Emails and direct contact are used often but these two still cannot provide comprehensive information about the Onboarding to the new employees.

Two interviewees (and even some employees who sent a memo to the researcher) implied that they prefer having follow-up communication and would like to have a go-to information station for all the things they need to know at the beginning of their assignment (see Transcript 2, Appendix page 95).

Currently, there are also a lot of scattered information, and there is the need for only one *central* information portal, concentrating all information such as administration, pay-roll, how to set up a RAS account, parking lot, how to claim a travel expense, etc. It is also helpful for other employees to have follow-up information after they participate in the Introduction Day. Some people who miss this session can also look up the information themselves and do not have to wait until the next Introduction Day.

This platform can be based on or integrated with one of our current communication channels. It should also include a variety of materials, such as videos, flyers, presentations to ensure there are both verbal and non-verbal information for the new employees. In order to fulfill the criteria of having instant feedback, the tool should be set up in an automated interactive mode. This central platform should act as an "Onboarding buddy" who can give the new hires their answers almost immediately or in a nick of time.

For another criterion, the personal focus of the medium entails that the platform has to allow flexibility for the participant to adjust his or her message in accordance with the other participant's wishes in the interaction (Dennis & Kinney, 1998).

This Onboarding buddy platform does not need to be completely new and built from scratch, as there are still many communication channels that are not cultivated for more use of accumulating Onboarding information. Out of all the platforms, there is the intranet that stands just behind emails and human interaction in terms of popularity of use.

11.2. What motivates new employees about the Onboarding communication

This section gives further conclusion about what can be done to modify the communication channels that match with the motivation of the new employees in accumulating information about their Onboarding.

According to Porter & Lawler (1968), there are two types of motivation: intrinsic motivation and extrinsic motivation. When first asked of the Onboarding, many employees perceive their participation as an obligation and what they are supposed to go through to get to know their workplace. In other words, it is considered an extrinsic motivation influenced by external regulation, something over which they hardly have any control (Gagne & Deci, 2005).

Yet results showed that Onboarding can be made more interactive and engaging, as the most of the survey respondents (~40%) thought that they actually don't feel forced to join the Onboarding. Nevertheless, the motivation also comes internally and within their personal wish to understand their role to the organization and what it is heading for. This is considered motivation influenced by integrated regulation, as it's an integral part of who they are-their capability and personality and how they can integrate their talents and attitude with the new organization (Gagne & Deci, 2005). This voluntary attitude can hold the key to solve the puzzle of the Onboarding's communication issue. By re-organizing and improving the quality of the Onboarding content that is delivered to the new employees, both extrinsic and intrinsic motivation can be triggered.

Motivating content and materials should be made available

Angelique, one of the interviewees said that she had a personal connection with the business and vision of FrieslandCampina. The fact that she also personally strives for a healthy lifestyle and is conscious about the nutrition and her diet is closely connected to the vision of FrieslandCampina: Nourishing by Nature which is exhibited in one of the presentations in the Introduction Day. The company's business is all about the chain of producing dairy-based products and in order to initial affiliation among the new employees, these presentations about their vision, mission and strategy should be made available for everyone. This is something that the current Onboarding is lacking.

So more motivating and interactive presentations should be visible in the communication channels of the Onboarding and those who cannot participate in the Introduction Day can check the content there. Sudhir, the third interviewee missed the Introduction Day and wished that he could get to know more about the farmers and hear their stories (see Transcript 3, Appendix page 97). These inspiring stories can also be communicated via a central channel and the new employees can read them before or after they start working at the company.

Another point that Angelique mentioned is that there are some fun and cheerful elements that are not well-communicated during the Onboarding, for example, Bootcamp, BOEST, the FrieslandCampina Academy, the Hockey club, Yammer, the ICT Day, the Lunch and Learn sessions, etc. (see Transcript 1, Appendix page 92). The activities and initiatives are there and useful for the new employees to get out of their

desk, build their network and get to know their new colleagues in a less formal way. What is more, this information is helpful for any employee's personal development and well-being and it's their own call to join or not. Therefore, they should also be placed in the content of the idea central platform for Onboarding (see Appendix, Transcript 1, page 92).

There is also a way to trigger motivation by gamifying the process of Onboarding. Gamification incorporates game-design elements with the process in order to motivate people to achieve their goals or solve their problems (Burke, 2014). The Onboarding process can be represented as a "game" or positioned in a game-like context, where participants/new employees can earn points by obtaining new knowledge and information or completing a to-do activity.

Issues of the Introduction Day such as timing and language can be solved with the integrated centralized platform

Most of the Introduction Day sessions are coordinated in Dutch, and there are only a few English sessions in the year. Dhiraj said that timing is an issue of these sessions. He mentioned that before his Introduction Day occurred, he had had to figure many things himself (see Transcript 2, Appendix page 93). If the new employee enters the company in January while the session is held in March, he will definitely have to find things out a lot by himself. New employees often experience an overhaul of work and introduction during their Onboarding, so solving the problem of timing and language of the Introduction Day will ease out their process.

The fact that FrieslandCampina is an international dairy corporation makes English its main, formal language of communication. However, it also depends on the language of the office's country that determines what people usually speak. Still, the generic procedures and all the related information should be communicated in English.

The Advice

A bit of context

The Onboarding of FrieslandCampina is an area that receives lots of attention and demands for improvements. One of the aspects to improve is its communication. According to many recently hired employees, the current communication did not deliver necessary information sufficiently in order to help them understand what they had to prepare and complete at the start of their assignment. Therefore, the communication of the current Onboarding process is considered as "scattered" and insufficient.

Research process

In order to bring about more effective and consistent communication of all these administrative information to the new hires, the research was set up to study the effectiveness of the media used during the current Onboarding. By using the main components of the Media Richness Theory, the research outcome determines whether the communication means of Onboarding are effective in delivering messages to the new hires.

Besides assessing the richness of the media through the opinions of the new employees, more investigation into the motivation of these new staff was done. By combining the opinions of the new employees about the communication channels and their motivation in obtaining Onboarding information, recommendations will be made for improvements of the channels thus initiate work engagement in the workplace of FrieslandCampina. To conduct the research, two methods have been selected which are a survey to distribute among a specific group of internal employees and three other interviews with three particular employees.

This Advice chapter serves as a follow-up for the previous chapters and illustrates the recommendations at a more concrete and tangible level. In particular, it will give clear instructions on how to reach the goal of improving the communication tools of the Onboarding with the support of the study of theories about Media richness and Work motivation and the collection of opinions from the new employees about the

Onboarding communication channels and their motivation with obtaining Onboarding information.

1.1. Communication Strategy for Improving Onboarding Communication Tools

1.1.1. FrieslandCampina should have a central information portal which can function and is represented as an interactive and intuitive Onboarding buddy

Research results show that most of the new employees of ICT made use of emails (92.9%) and human interactions (78.6%) before and during their Onboarding for obtaining information and knowledge about the company. Reflecting on the Media Richness scale, human interaction is inevitably the richest and most communicative form of all the existing communication channels (Sheer & Chen, 2004). It provides both verbal and non-verbal information, guarantees an instant response, consists of natural language and ensures a level of personal focus on the individuals that participate in the interaction. This also corresponds with the results collected from the survey and interviews. Human interaction is inevitable if a new employee wants to have a direct answer or solution for their issues at the beginning.

Emails, being considered as less effective as it is a non-simultaneous communication channel, are used often because of its popularity. For most of the cases, emails are preferred to other media because they are less intrusive. Employees that filled in the survey said that they would receive the answers via emails in less than two days, so emails are considerably useful for not-so-urgent matters.

Other channels were not used so often. The Introduction Day is a helpful session, but it is not frequently organized and most of the sessions are in Dutch. Other tools such as Yammer, the intranet or company tutorials are also not used as frequently as emails and face-to-face conversations.

The fact that **there are various communication channels to use but the new hires only took advantage of two of them** shows that there are some gaps in the current Onboarding's communication. **Various media are available, but the information needs of the new staff are not met.** Most of them claimed that they have not received sufficient guidance from those information sources. 'I was not satisfied with the whole process at all', an interviewee said explicitly (see Transcript 2, Appendix page 93). It can be further interpreted that **the media are not well cultivated** and according to

many interview comments, **the employees prefer having an integrated channel that concentrates all the Onboarding information** that satisfies the information needs of the employees.

Starting with the criteria of the Media Richness Theory, it has to be a rich and communicative channel that can meet all these requirements: being able to react quickly, using both verbal and non-verbal information, using natural language and focusing on the interaction's participants (Sheer & Chen, 2004).

Instead of adding another item to the matrix of communication means, the idea situation is to **improve one of the current communication channels and turn it to a central portal that suits the generic information needs of the new hires**. At the same time, **the channel should be complemented by popular channels** such as emails and face-to-face conversations among colleagues and managers. The idea of having a central information portal also suits the preferences of most of the employee, so they don't have to bother their manager or colleagues and are able to figure out the solutions themselves.

Another important remark is to make sure this platform is **interactive and intuitive** so the information can be communicated simultaneously like **an actual Onboarding buddy**. An interactive channel that can communicate simultaneously with the users guarantees the availability of instant feedback and personal focus on the users. In order to incorporate the verbal and non-verbal language with this ideal channel, there should be some contents of audio cues, body signals and physical gestures or at least some human elements available for the users.

Lastly, the channel should make use of the natural language for example, texts and body languages more often rather than numeric language. Some may include charts and statistics to illustrate factual information such as presentations or infographics so it should be a harmonious combination of both natural language and numeric language.

1.1.2. More information about motivating and engaging activities should be incorporated with this platform

When studying about the motivation of the new employees in acquiring Onboarding information, it is found that most of them regard the acquisition of information of

Onboarding as obligatory for their job. At the same time, they don't feel forced to do so and they are more or less triggered by the eagerness to understand the organization and wish to know how they can play their roles in it. To put things in perspective, the Onboarding is not just about gaining technical knowledge and arranging the standardized facilities for the newcomers; it is also about making the very first connection with the employees' new workplace and organization. Consequently, providing information about the direction and strategy of the organization is crucial for the new hires and their engagement with FrieslandCampina.

The will to understand more about one's surroundings to align his/her personal wishes to the common goals of his/her organization, is categorized as integrated motivation (Gagne & Deci, 2005). It is the urge to integrate one's natural aspiration with their organization's aspiration without being pressured to do so (Gagne & Deci, 2005). In order to help establish this connection, motivating information containing the organization's strategy, the corporate culture, the company's cornerstones, its story about the farmers, its business model and mission and vision, etc. should be communicated well to the new employees.

In the case of FrieslandCampina, examples of motivating and engaging content can be the presentations about route2020, Milk production, or some stories about the farmers, etc. Most of this information should also be stored somewhere for follow-up communication. Some employees who have missed the Introduction Day may find this useful. One interviewee said that he missed the session and would love to hear about the stories of FrieslandCampina's business roots, the farmers. He could not manage to find the presentations anywhere on the company's intranet or other information portals and thus would like to receive some follow-up information like this (see Transcript 3, Appendix page 97). 71.4 % of the survey respondents said they did not receive follow-up communication after the Introduction Day and this is thus a missing point of the current Onboarding.

By inserting motivating content into the central platform, the new employees can have more information about other fun and cheerful initiatives of the company apart from the administrative requirements. These activities also give the employees the opportunity to build their social network outside of their usual office place.

Some constraints such as timing or language of the Introduction Day should be taken into account and resolved in this central platform.

The Introduction Day is an important session for any employee's Onboarding process. It comprises of different integration activities and is aimed to give the new comers a glimpse of the actual business operations and the corporate culture of the company. The employees are taken to the milk, cheese and butter factories, to the farms where they can ask questions and exchange information with the farmers. The attendants can try out different dairy products from the company's brands and 'hobnob' with other new colleagues from other departments. All the information shown to the new employees on this day is considered very useful and 42.9% of the survey respondents said they have become 60% more aligned with FrieslandCampina after taking part in the Introduction Day.

Despite all positive things that the Introduction Day can bring to the new hires, there are some remarks from the respondents and interviewees for improvements of the session. One interviewee mentioned that the sessions are held on fixed dates of the year. Usually these dates are pre-determined so there is little chance that the session can be changed to different dates. Supposed that one employee enters FrieslandCampina just a few days after the Introduction Day of January, he or she has to wait until the February session. **Yet timing is an issue of the Introduction Day**, it is best to include all the information and presentations communicated on that day in a central communication platform for further check. New employees can review the information and see what things they still miss or just to get some inspirations for their start at FrieslandCampina.

Taken into account the fact that FrieslandCampina has a lot of employees recruited from abroad, the Introduction Day can only cover those who reside and work in the Netherlands. **The HR can appear as insensitive if they do not offer any follow-up communication for those who work at a different country, a different time zone.** This information on the Introduction Day definitely has to be visible and accessible on the company's online portal to all the employees.

Another issue to resolve is the language of these Introduction Days. Seven out of ten sessions are organized for Dutch-speaking employees, so all the content are presented in the Dutch language. This poses a disadvantage for the foreign employees who want

to attend the session. In order to not appear as "interculturally insensitive", **the Onboarding communication means should be consistent in communicating merely English information.**

1.2. Guidelines on how to upgrade the communication tools of Onboarding

1.2.1. Developing a central site for Onboarding with interactive features

Referring back to the recommendations, it is advisable that FrieslandCampina makes use of a central platform or a central point of information to communicate all the necessary information for new employees who are about to go through the Onboarding and are Onboarding. Out of all the communication channels, the intranet is one that is the easiest to access and has the potential to be further developed into a central point of information. The intranet also gives access to every staff both in the company, so it is most convenient to start from there.

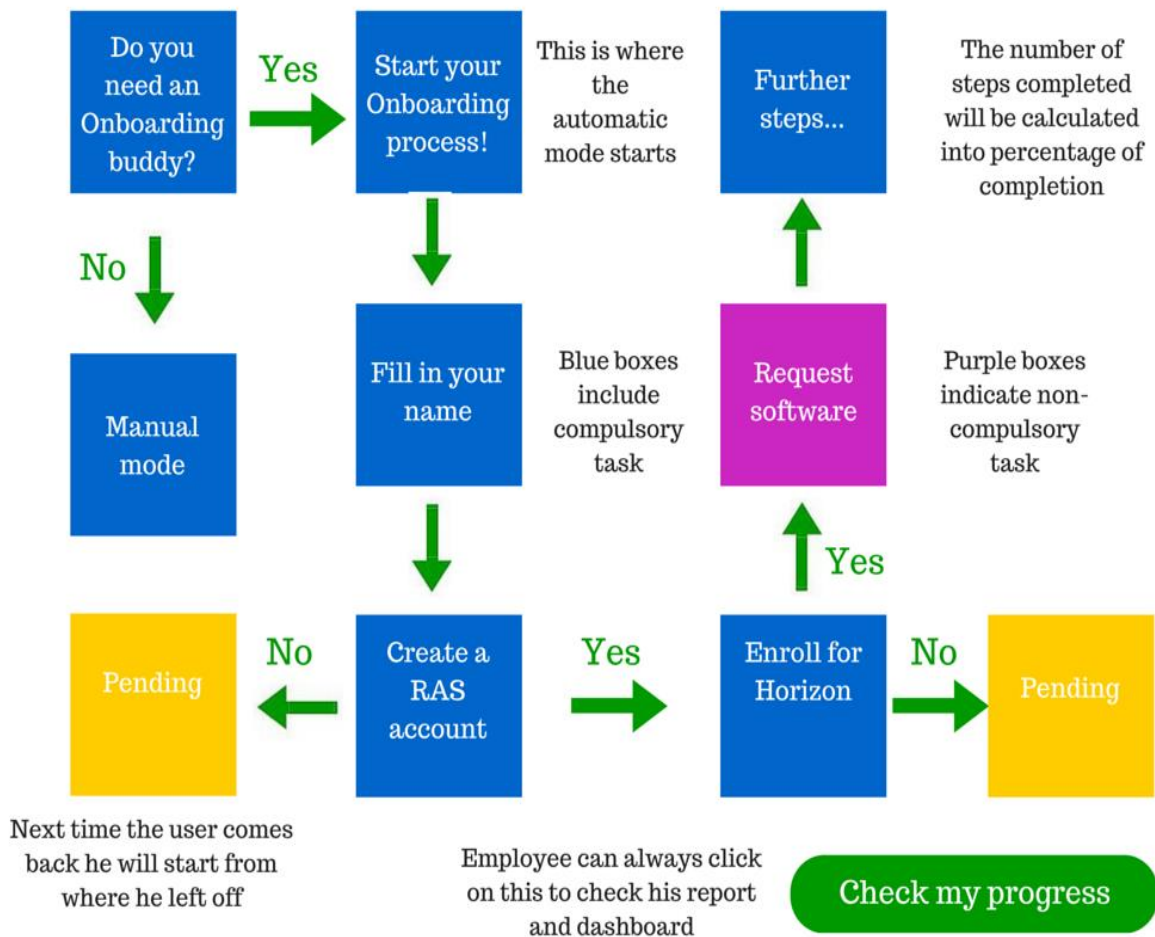
At the moment, there is a separate site called Onboarding-Offboarding on the intranet of FrieslandCampina. In this site, there is some basic information about the IT facilities needed to be arranged for the new employees. However, it is not known by many employees and does not include everything that the new hires need to know. A suitable recommendation would be **to improve the content and layout of this site and assure that the site is well-communicated to all the new hires.** At the same time, **the site should function as an interactive and engaging Onboarding buddy, evoking a sense of intuition and being able to response to employees' information requests as quick as possible.**

Based on the capacity of the company's intranet, which is SharePoint Online, it is possible for the site visitors to also have two different modes to browse for information. **The manual mode** is when one accesses the site and scrolls down the page to look for descriptions and data himself. Nevertheless, it is possible to incorporate **an automatic mode**, which is a setting that can "lead" the users to the whole chain of to-do activities, resembling a flow of interaction between the intranet and the users. Such a setting is called a workflow, and with this special workflow, the users can track the progress of their Onboarding based on the different destinations they reach on the flow. This setting will be useful for those who have just started working at FrieslandCampina and want to have a comprehensive Onboarding process. The manual mode, on the other hand, is meant to follow up on those who have partly got to know the company and would like to check if they miss anything. The manual mode

is also useful if someone wants to find inspiration and orientate themselves by searching for motivating, engaging content such as the presentations given on the Introduction Day. Reflecting upon the wish of many employees to have follow-up communication, the manual mode is simple to use and the users can read the information ad-hoc.

This function, making a workflow in SharePoint Online, can be done via the use of the SharePoint Designer software. Once the user clicks on the button "Start my Onboarding process", he or she will be led through the whole process of activities and documents and he or she can always return to the previous tasks if they are not yet complete. The function makes the platform more interactive and gives the users the flexibility to fulfill tasks in an order that they prefer based on their time limits and capability.

To visualize a mock-up of the layout of an automatic mode step-by-step workflow, please check the diagram as an example



If the user has not completed a task, he can leave a tick next to the task as a reminder. Once he completes it, he can move on with the next step. **There are some compulsory, administrative activities** such as registering on the company's training and pay-roll system, creating a Yammer account, activating the intranet account, installing a RAS account, etc. Those are the things that one cannot miss if he wants to integrate properly according to our company standards. These activities will be marked as "Must-do". To distinguish these tasks from other non-compulsory tasks, the buttons should be made in different colors. In the example diagram they are marked with blue. The user will not be able to skip the compulsory tasks and is required to fulfill them throughout the whole process.

On the other hand, **there are also some non-compulsory tasks** that the user can choose whether he wants to complete or not. If he doesn't want to, he can skip the action and move on to the upcoming actions. Some of those non-compulsory task are more or less orientate activities and they can be for instance checking or viewing a

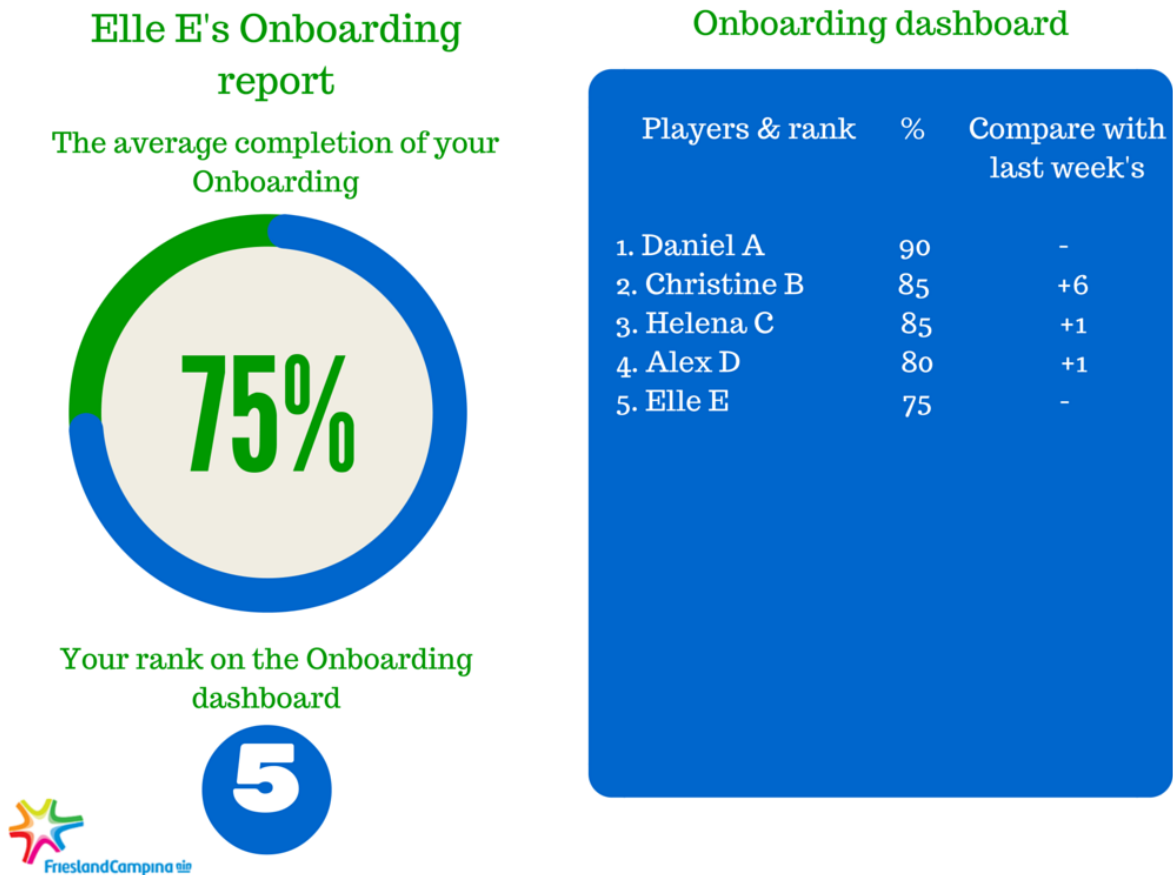
document about the route2020, joining FrieslandCampina's Hockey Club, Registering for a Lunch & Learn session, etc. In the diagram, the non-compulsory activities are colored purple. By incorporating these tasks into the content of the workflow, the new employees will get to know the company in a more cheerful and engaging context. These non-compulsory tasks are meant for **increasing the engagement and motivation of the new employees by approaching them at a more personal level and giving them the freedom to choose the activities.**

An important thing to keep in mind is that the language should be in English and user-friendly. So the foreign employees won't feel left out due to the language barriers. Currently, the information about the fun and motivating activities are often communicated in Dutch.

The old belief was that intrinsic motivation is always better than extrinsic motivation. However, nowadays businesses tend to combine these two types of motivation with the help of gamification to make an impact on the employee behavior. Instead of just forcing employees to receive information, Zichermann and Cunningham (2011) argue that the organization should "accept employees and their motivational states as they are, and try to help them get to where they would like to go, as well as where they'd like them to be". Gamification can trigger an increase in motivation and help the new employees achieve the goal of getting the information they need through a game-like situation (Burke, 2014).

This gamifying setting can be incorporated with the Onboarding site to encourage the new staff to complete the Onboarding activities required. An example of gamification in this intranet site could be: **adding a dashboard to the workflow**, so any participants of that workflow can see the progress of other participants, how many percentages, how many steps the other have achieved and what he/she is still missing. This dashboard can be presented in a form of a report, showing the overall Onboarding process of any employee throughout the course. An inseparable part of gamification is to reward the players and users after achieving a certain milestone. The reward here can be simple an appraisal after each task completed, for example, "Good job! You have successfully unblocked 15 step of the Onboarding process. Keep going!". This simple sort of reward can boost the motivation of the employee to move forward with the process.

Please check the image below for an exemplary illustration of the dashboard:



In this dashboard, the percentages of completion in shown and is calculated based on the number of tasks that one finishes. One can see his or her own ranking comparing to other Onboarding participants by looking at the dashboard. He or she can also know whether the progress has improved or not, judging on the number of ranks he or she goes up or down in the whole group.

1.2.2. Making sure the new hires and managers know about the existence of the central site

Next to developing a central site on the intranet for Onboarding with an automatic and manual mode, it is necessary to make sure that the new employees know that such a platform exists. In other words, FrieslandCampina can make use of the emails and their current employees to endorse and communicate to the new employees about the central Onboarding site. Findings of this research show that the new employees of FrieslandCampina used emails and face-to-face interaction as their most frequent communication channels to obtain Onboarding information. There can

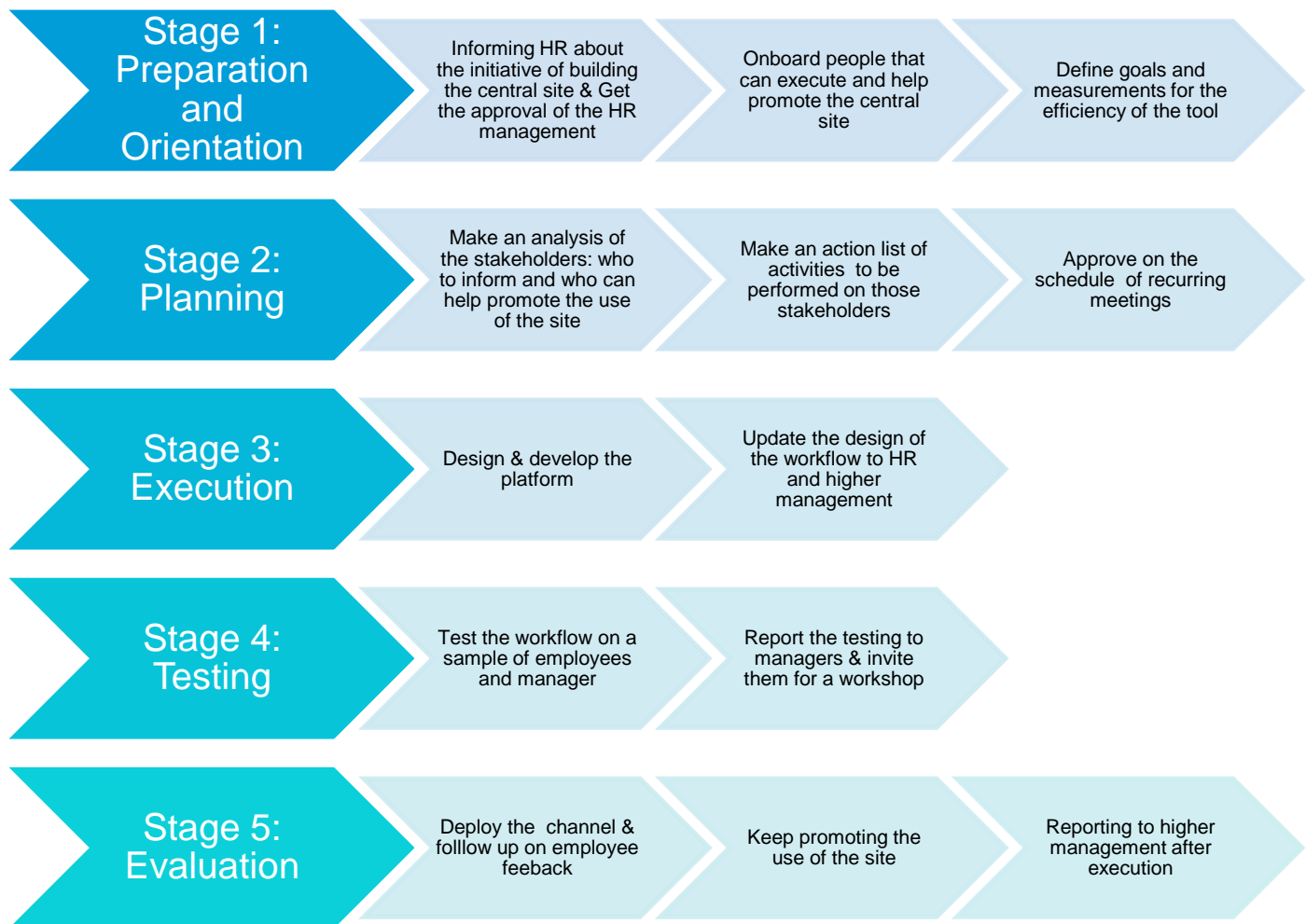
be several ways to use these two channels to inform the new hires about the Onboarding central point of information.

Possible methods are:

- To mention the site in the welcoming email of HR to the new hires, making sure the new employees are informed of the central site from the very first contact
- To promote the deployment of the site among different teams of ICT by the use of team meetings and Yammer and request managers to suggest the site to the new employees
- To organize a workshop for managers to use this central site thus he/she can support his/her new employees whenever he/she has a question.

1.3. Implementation plan for the Advice

What FrieslandCampina can do to improve the following media: the Onboarding site on the intranet, email and face-to-face interaction with colleagues and managers is to first have an overview of what the steps are to execute. The researcher suggested the following order:



Stage 1 is meant for defining the main goal of improving a central site and initiating contact with the HR management. It is important to make sure all the involved parties are well-informed of an initiative to create a central information portal for Onboarding. At the same time, the HR can recruit people with sufficient skills and knowledge to design the product, encourage deployment and evaluate the initiative. Technicians and IT experts should define measurements for assessing the effectiveness and how well-integrated the platform is, for example, how many people reached the level of 75% completion after a month.

Stage 2 focuses on more concrete planning and suggests tactical moves of the project. The HR should make a stakeholder analysis that demonstrates their interest of different stakeholders and means of communication with/reporting to them. A set of dates for recurring meetings between the technicians and HR higher management is also useful for the later stage.

Stage 3 is the phase when the central site of Onboarding is designed and shaped up. The progress of the designation should be informed regularly to the higher

management of HR. Next to that, the pre-determined measurements and KPIs are the main things to keep in mind and reflected upon during the meetings with higher management.

Stage 4 comes when the design is ready for usage and before putting the tool into operation, the HR should have a sample of voluntary users and managers to use it as a trial. The results of this testing period have to be reported to the management as well.

Stage 5 takes place after proving that the tool functions well and receives positive outcome from the volunteers. Much feedback and follow-up communication is needed. It is important to make sure the site is introduced to the new employees and managers through emails and team meetings. Workshop for managers can also be given. An evaluation meeting should be scheduled after two or three quarters to get the feedback of the new employees.

Below is a table that suggests a possible timeframe for the September recruitment period. This table includes the length of execution, the initiator/executor and stakeholders to manage.

Stage	Start date	End date	Initiator/Executor	Other participants
1: Preparation & Orientation	1 st week of June	1 st week of July	HR	Higher management
2: Planning	1 st week of July	3 rd week of July	HR	Higher management
3: Execution	3 rd week of July	1 st week of August	Technician & HR	Higher management
4: Testing	1 st week of August	3 rd week of August	Technician & HR	Volunteers
5: Evaluation	1 st of September	(to be repeated)	HR	Volunteers & New employees

Last but not least, there is a budget plan that estimates the approximate costs for developing the central site

Stage	Items/Personnel to acquire	Hours of execution	Cost (does not include wages)
1: Preparation & Orientation	<ul style="list-style-type: none"> - HR personnel - Meeting rooms and stationery - Digital copies of the Advice - Interested individuals 	40 hours	Free
2: Planning	<ul style="list-style-type: none"> - HR personnel - Meeting rooms and stationery 	20 hours	Free
3: Execution	<ul style="list-style-type: none"> - Technician to design the workflow - License to use the software - Equipment and device to accommodate the design of the workflow 	20 hours	€500 (technician can be externally hired)
4: Testing	<ul style="list-style-type: none"> - Volunteers (employees & managers) - Equipment and device to do the testing - The trial workflow - HR 	20 hours	€500
5: Evaluation	<ul style="list-style-type: none"> - Survey/Poll - Memos of comments - Volunteers (employees and managers) - HR 	Time to make the poll: 2 hours Time to gather memos and input: Depending on the teams	Free
TOTAL	€1000		

1.4. Limitations and barriers

There can be some possible barriers that prevent the whole process of implementing the Advice, such as:

- Some stakeholders may not prefer English as the default language of use of this central site. Some employees who work in the factories do not feel comfortable using a foreign language and the site may only be often used by those who have professional English proficiency. This issue may arise from the Dutch-oriented culture of FrieslandCampina (refer to chapter 2.4, page).
- The site only covers the most generic information for Onboarding but not specific activities for each team. So if the team of a new employee decides to arrange everything for him or her without the need to use any information sources, the adoption rate can be relatively less than desired, just in the case of Sudhir, one interviewee of the research (see Transcript 3, Appendix page).
- Stakeholder management is a challenge for any corporation thus bottom-up communication has to be maintained with the higher management about the progress of building the platform.

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Appendix

Preliminary research results

FrieslandCampina is the world's largest dairy corporation. The organization is the result of the merger between Royal Friesland Food and Campina Food in 2008. The client, the HR Manager Ingrid de Vries is working for the ICT Organization of FrieslandCampina. Functioning as the support body of FrieslandCampina, the ICT Organization offers customized solutions to businesses that can maximize values to the company and at the same time achieve a high level of customer satisfaction. Lead by Erwin Logt, the Corporate ICT Director, the ICT Organization aims for constant innovation and changes to deliver quality and solutions to its business partners. The ICT Vision is "Let's make a difference", which is a part of the corporate attempt to transform the business world.

FrieslandCampina builds its business conduct around three big stakeholders: its people (the planet and the customers), its business partners and its company. For the first stakeholder group, FrieslandCampina aims to deliver safe and high quality products that meet the standards for product quality, consumer health and food safety. It is also committed to a safe working environment in which everyone is responsible for their own safety and that of others.

The corporate also values the human resources and strives to support its employees with the opportunities to learn and develop. Moreover, sustainability is the compass of all the business activities of FrieslandCampina, making sure it minimizes the impact of business activities on the environment and guarantees the health of farmers in Asia and Africa. FrieslandCampina tries to avoid conflicts of interest during the course of doing business with its partners.

For the second stakeholder group, FrieslandCampina values honesty and transparency in doing business with its partners. It is also committed to social welfare by contributing to social fairs and charity events. Nevertheless, the corporate does not support political parties or send contributions (in time or products) to persons in politics. FrieslandCampina, however, supports fair competition and fair communication and takes public reputation seriously.

Last but not least, FrieslandCampina makes sure that confidential information is protected against unauthorized disclosure.

There are many examples of missing steps and procedures in the Onboarding of the new ICT employees at FrieslandCampina. An example of this the StrategicWalk, which is an important track that exhibits all the visualized goals that FrieslandCampina is aiming to achieve before 2020. The StrategyWalk is an essential step that all the new employees are supposed to go through and experience to understand FrieslandCampina better and align themselves to the organization's common goals.

Figure 1: Research framework

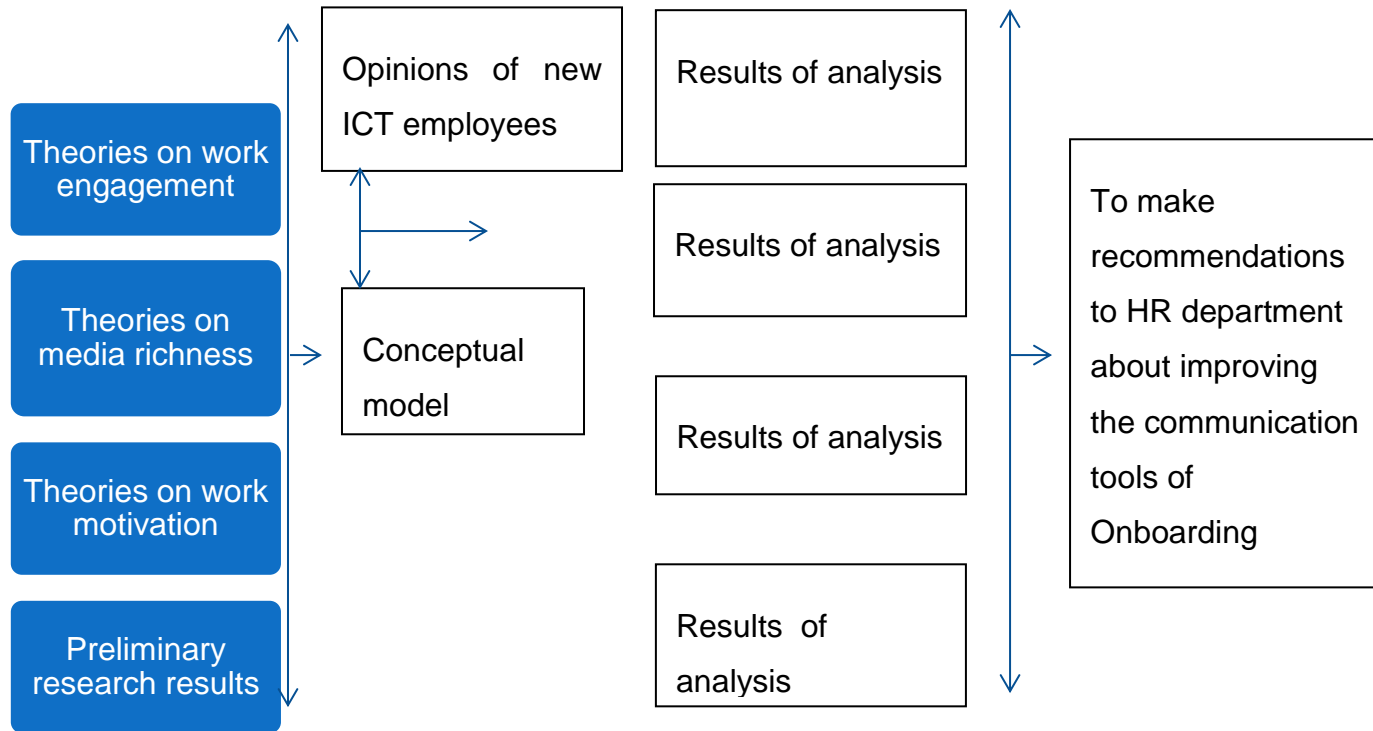


Figure 2: Conceptualization of key concepts

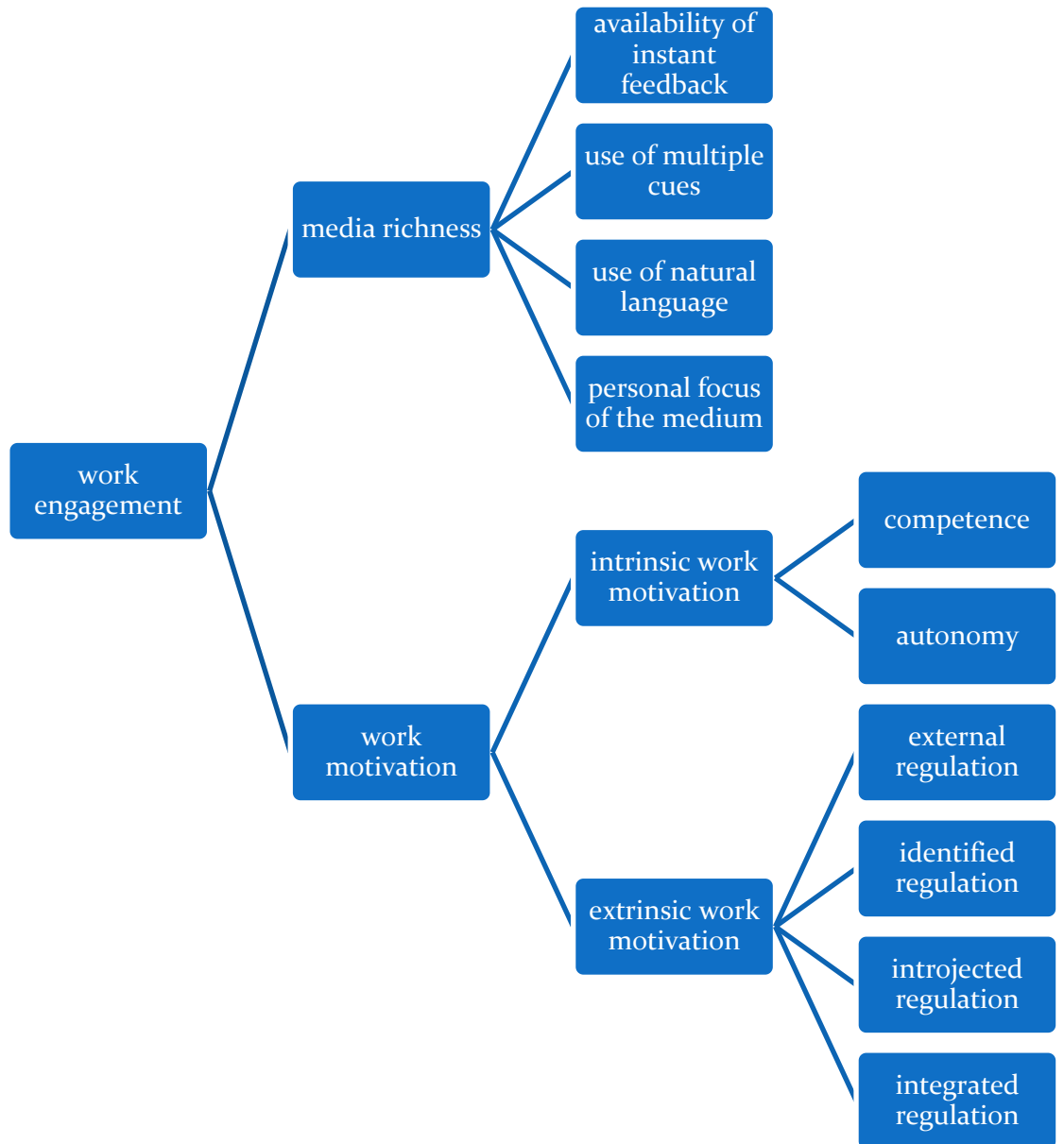


Figure 3: Relationship between the dependent variable (z) and its independent variables (w,x,y)

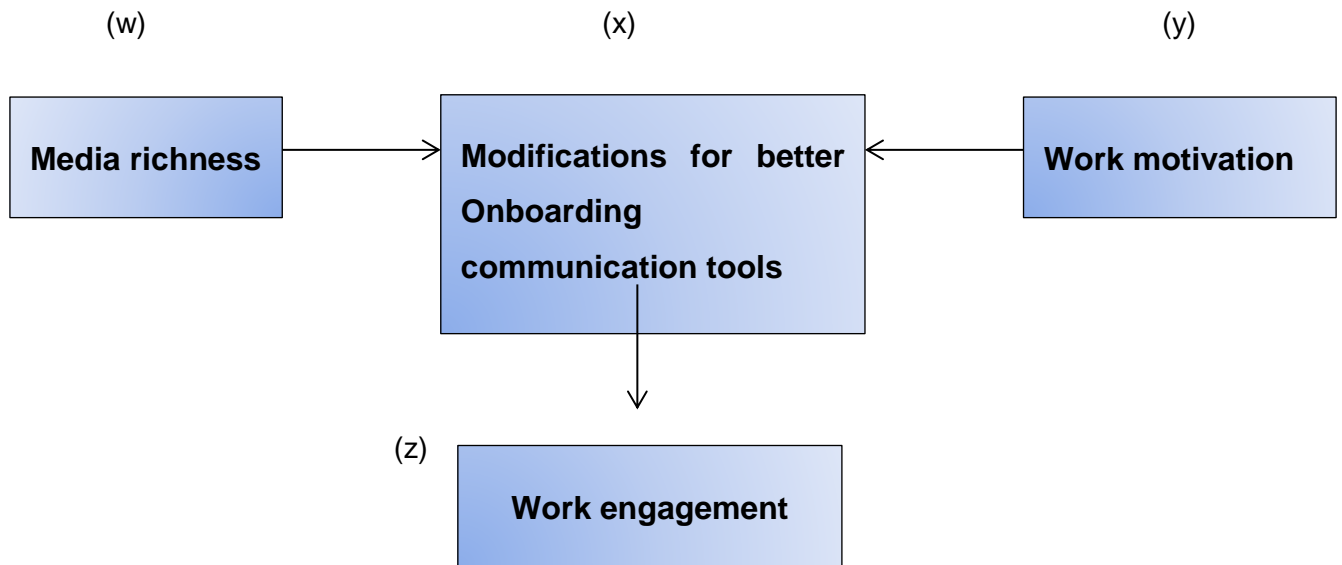


Figure 4: Different types of extrinsic motivation and intrinsic motivation (Gagne & Deci, 2005)

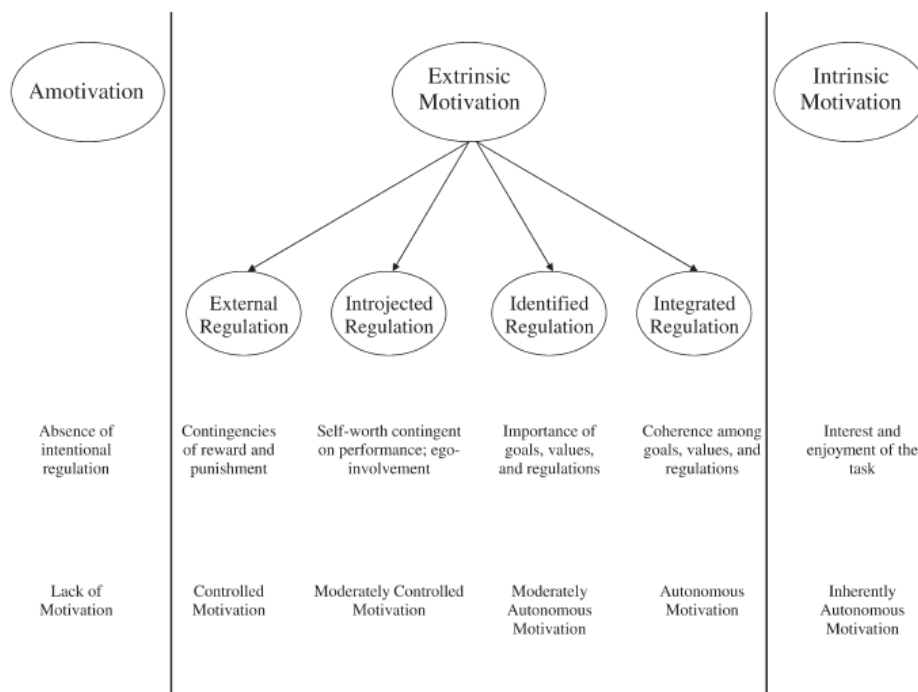


Figure 5: Relationship between key concepts and research areas

Key concepts	Theoretical framework
Media richness	Theories on internal communication channels
Work motivation	Theories on work motivation

Figure 6: Rate of follow-up communication after the Introduction Day

16. Did you receive any request for feedback/evaluation or follow-up information after the Induction day?

(28 responses)

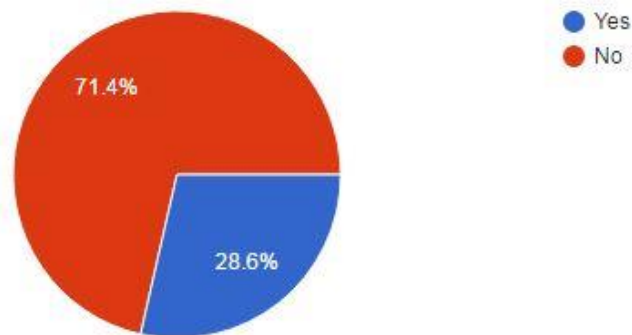


Figure 7: Percentage of alignment that new employees have due to Onboarding's communication

17. How much do you think you have aligned yourself with FrieslandCampina thanks to the communication of Onboarding?

(28 responses)

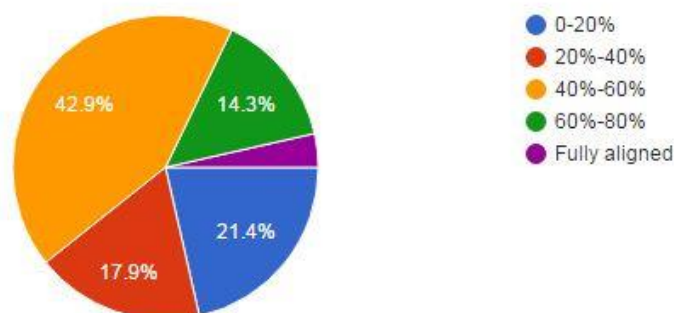


Figure 8: Type of information the new employees received before Onboarding

Section 1: Communication before Onboarding/Pre-boarding stage

1. What was the information that you received before you started working for FrieslandCampina? (multiple answers possible)

(28 responses)

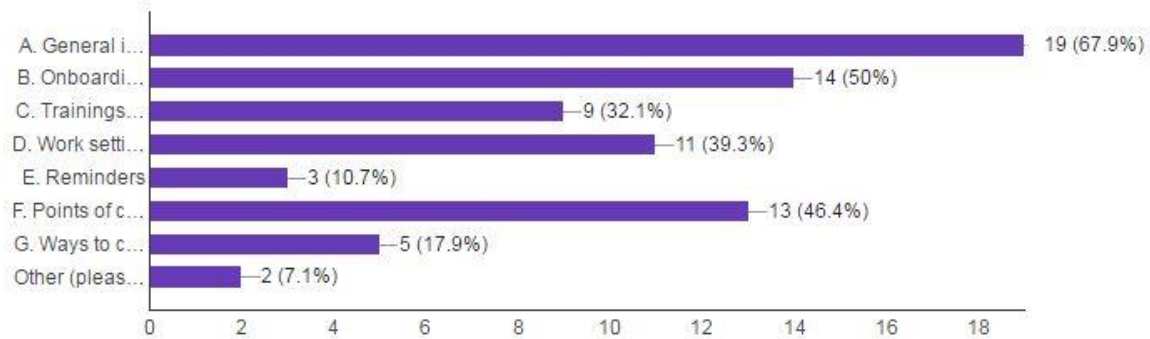


Table 1: Initial research planning

Week	Activity	Date	Status	Remarks
1	Preliminary research Intake interview with HR Manager and Line Manager Identify the target group and scope of research	8/2 – 15/2	Done	
2	Write project and organizational context Review theories and build theoretical framework Formulate research objective + framework	15/2 – 22/2	Done	
3	Study theories and revise theoretical framework Formulate research questions	22/2 – 29/2	Done	
4	Revise theoretical framework	29/2 – 7/3	Done	

	Revise research questions Write research strategy and methodology			
5	Wait for first draft feedback Revise proposal	7/3 – 14/3	Done	
5	Submit GA Proposal	14/3	Done	Upload to Onstage!
6	Get the email list for new employees	14/3 – 21/3		Get in contact with HR to get the list of survey participants + interviewees (meeting on 14/3)
7	Design methodology Get feedback for GA Proposal	21/3 – 28/3		
8	Write research report Implement research strategy	28/3 – 4/4		Ask for feedback for Methodology
9	Revise research report Implement research strategy	4/4 – 11/4		
10	Revise research report Implement research strategy	11/4 – 18/4		Ask for feedback
11	Collect and analyze data Interpret data and write conclusions + recommendations Brainstorm on tools	18/4 – 25/4		
12	Brainstorm on advice	25/4 – 2/5		Ask for feedback for recommendations and ideas for advice
13	Finish recommendations + advice Design communication strategy	2/5 – 9/5		
14 15	Revise research report + advice report	9/5 – 23/5		Final feedback

16	Finalize research report and advice report	23/5 – 30/5		
16	Submit Graduation Assignment	30/5		

Introduction Day's program 2016

Time	Subject	By	Objective & result	Way of learning
09.00	SUBSCRIPTION	Facilitators	Badges, informally getting to know participants, coffee/tea	
09.30	Getting to know each other	Facilitators	Getting to know each other formally	Game – group play
10.00	Corporate presentation Our Story	EB Member	History FC, route 2020, ambition	Presentation
11.00	Break	Catering	<i>refreshment</i>	
11.15	Way We Work	HR	Triple A	Presentation
11.45	Safety	SHE council	Be aware that safety is important at all times	Presentation
12.15	Goodness of Dairy (Quiz)		Getting acquainted with dairy	Quiz

Time	Subject	By	Objective & result	Way of learning
12.55	Break	Catering	<i>Meet and eat</i>	
13.00	Hop on the bus	Facilitators	Transport and lunch	
13.30	Farm visit	Farmer	Getting acquainted with farm life – roots of milk	Guided Farm Tour
14.30	Hop on the bus	Facilitators		
15.00	Break		<i>Sugar boost: Extran and Dubbelfri sss</i>	
15.10	Corporate Affairs	Presenter		
15.40	Milkvalorisation	Presenter	Key themes – learn supply-demand-capacity	Presentation & game
16.15	Sustainability	Presenter	Key themes	Presentation
16.45	Nonalcoholic drinks/finger food	Catering/facilitator	Networking moment	Plenary gathering
17.30	Goodbye	Facilitators	<i>Goodie bags</i>	

Survey questions

This survey is designed to collect your thoughts and experiences about the communication of the Onboarding at Corporate ICT. Please be critical and honest in your answers.

Section I: Initial communication regarding Onboarding/ Pre-boarding stage

1. What were the information that you received/accessed before starting working for FC? (multiple answers possible)
 - A. General instructions and administrative information (how to create a user account, identification, ICT org chart, HR policies and procedures, payrolls, points of contact, code of conduct, etc.)
 - B. Onboarding procedure – how FC will welcome you as a new employee
 - C. Trainings and tutorials
 - D. Work settings (office, laptops, keys, parking lot, etc.)
 - E. Reminders
 - F. Points of contact whether you have specific requests (HR contact, Service desk contact, reception contact, etc.)
 - G. Ways to communicate among ICT organization after you start working at FC (list of channels and how to access them)

2. Via which channels did these information reach you? (multiple answers possible)

Online channels	Offline channels
<ul style="list-style-type: none"> ○ Email ○ Lync/Skype for Business ○ Intranet ○ Corporate website ○ Yammer (enterprise social network) 	<ul style="list-style-type: none"> ○ Post ○ Telephone ○ Face-to-face conversations

3. How long did the **offline** communication channels take to react to your questions and give you the information you require?
 - A. Immediately
 - B. Within hours
 - C. Less than two days
 - D. Nearly a week or more
4. How long did the **online** communication channels take to react to your questions and give you the information you require?
 - A. Immediately
 - B. Within hours
 - C. Less than two days
 - D. Nearly a week or more
5. In general, was the way you were informed about the Onboarding very **formal** and **generic** or **personal-focused**?
 - A. Formal and generic
 - B. Personal
6. To what extent do you consider these communication channels **informative** and **diverse** in using both written information and non-written information?

1	2	3	4	5
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Very informative and diverse	Informative and diverse	Average	Lack of information and diversity	Very lacking information and diversity
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7. What was the **main type of language** used to address you? (choose one)
- A. Natural language (text and body language)
- B. Numeric language (numbers and statistics)

Section II: Communication during the Onboarding

8. Via which channel did you receive information about the Onboarding (multiple answers possible)

Online channels	Offline channels
<ul style="list-style-type: none"> <input type="radio"/> Email <input type="radio"/> Lync <input type="radio"/> Corporate website <input type="radio"/> Intranet <input type="radio"/> Yammer 	<ul style="list-style-type: none"> <input type="radio"/> Post <input type="radio"/> Telephone <input type="radio"/> Service desk <input type="radio"/> Face-to-face conversations <input type="radio"/> Team meetings <input type="radio"/> Company workshops <input type="radio"/> Induction Day

9. How long did the **offline** communication channels take to react to your questions and give you the information you require?
- A. Immediately
- B. Within hours
- C. Less than two days
- D. Nearly a week or more
10. How long did the **online** communication channels take to react to your questions and give you the information you require?
- A. Immediately
- B. Within hours
- C. Less than two days
- D. Nearly a week or more
11. In general, was the way you were informed about the Onboarding very **formal** and **generic** or **personal-focused**?
- C. Formal and generic
- D. Personal
12. To what extent do you consider these communication channels **informative** and **diverse** in using both written information and non-written information?

1	2	3	4	5
Very informative and diverse	Informative and diverse	Average	Lack of information and diversity	Very lacking information and diversity

13. What was the **main type of language** used to address you? (choose one)

- C. Natural language (text and body language)
- D. Numeric language (numbers and statistics)

Section III: Follow-up communication after Onboarding

- 14. Did you receive any request for feedback/evaluation or follow-up information after the Induction day?
 - A. Yes
 - B. No
- 15. How much do you think you have aligned yourself to FC thanks to the communication about Onboarding?
 - A. 0-20%
 - B. 20-40%
 - C. 40-60%
 - D. 60-80%
 - E. Fully aligned

Section IV: Personal opinions about Onboarding

- 16. What was the **biggest** reason you participated in the Onboarding? (choose one)
 - A. I saw it as an obligation and part of the job requirements
 - B. I felt intimidated by the idea of missing the session, though there was no rule saying that I would get into trouble if I did not join.
 - C. Without having the pressure of being forced to do so, I would like to get to know the organization better, what it is aiming for and what I can do in contribution to achieving these goals
 - D. I see that the program has some presentations or activities that can be beneficial for my profession
 - E. I personally enjoy social networking and I am willing to take part in integration activities like this.
 - F. Others: please specify:

Interview questions

Opening: The goal of the interview is to collect opinions about the Onboarding of ICT, in particular, your opinions about the communication of Onboarding and what you think can be done to improve it. It is favorable that you be honest and critical about your experiences.

- 1. Can you give a brief introduction about yourself: your position, where you're from and how long have you been working for FC.
- 2. What's your overall impression about the Onboarding you received at the beginning of your job here?
- 3. I assume you had a lot of questions at the beginning of your job, did you receive your answers instantly and sufficiently? Via which channels?
- 4. Was the information presented in a variety of forms? So either in texts (emails), visuals (videos, images or flyers), spoken forms (presentations), etc. Would you prefer a more creative, engaging format?

5. Was the Induction Day informative enough? How much did you align yourself to the company after the session?
6. What was the main type of language used to address you? (choose one)
 - A. Natural language (text, literature, body gestures)
 - B. Numeric language (numbers, statistics)
7. How was the communication style of the Onboarding: very generic (addressing a large number of people) or personal-focused (addressing individuals specifically)?
8. What do you think are the main motivations for participating in the Onboarding? (external and internal)
9. Do you think people should be motivated in a different way to participate in Onboarding?
10. What are the missing points of the communication aspect of the current Onboarding?

Interview transcript #1 Angelique Nanning

Anh: Can you give a brief introduction about yourself: your position, where you're from and how long you've been working here

Angelique: So my name is Angelique Nanning. I am an ICT Trainee. I've worked here since September, 2014 and I enrolled for the Trainee program. So that's the moment we started together with other seven trainees. I live in Rotterdam and travel by train to Amersfoort. I studied in Rotterdam as well, International Business Administration and had a Master in Business Information Management.

Anh: So you started in 2014? And now you are having another traineeship or?

Angelique: No I am still in the traineeship program consisting of two assignments in one year and I am actually having a third assignment now. Because I split the second assignment two times half a year.

Anh: And how long is your contract here with FrieslandCampina?

Angelique: Two years

Anh: So what's your overall impression about the Onboarding you received at the beginning?

Angelique: Well I think the process is for me a specific case because I onboarded together with the seven trainees. So as a group, we were introduced to the company and had an Introduction week of full five days.

Anh: So you think it's different for trainees comparing to the regular employees?

It is yes because we have a special Onboarding program specially designed for trainees.

Anh: And you also had something called Induction Day?

Angelique: You mean the General Introduction day?

Anh: Yes

Angelique: So there we visited the farm and had some presentations and that's what we did together with the general employees. But the day is of course part of the Introduction week of trainees.

Anh: Okay, so let's now go to more specific questions. So I assumed that at the beginning you've had a lot of questions, did you receive your answers instantly and sufficiently?

Angelique: Can you be a bit more specific?

Anh: For example, if you have a question about installing an account or setting up a Wifi-connection, did you receive your answers quick enough?

Angelique: Well, when I started, after the Introduction week, we were only with the trainees together so I was only with my manager when I started my assignment. So then I had trouble with my account because I had a double account but I just called the Helpdesk to help me. And further if I had any issues I just reached out directly to my colleagues to ask questions.

Anh: So during the Onboarding, your main channels for fixing these issues are the Helpdesk

and your colleagues?

Angelique Yes

Anh And did they give you the answers quickly or?

Angelique Yes for the colleagues I just can sit next to them and the Helpdesk picked up the issue in 30 seconds or so

Anh Did they also give you other channel options for example: Yammer or information about Onboarding from an intranet site?

Angelique No? During the introduction week, we as trainees received information about the HR website with a lot of information. So there you can find info about FC Academy, the trainings and all kinds of matters we could find there.

For Yammer, I think I found out myself and now I am a big Ambassador of Yammer myself.

Anh Let's say that when you have problems, you can to your colleagues and Helpdesk first then HR. What is the order then?

Angelique It depends. If it's a technical issue, I'll call Helpdesk for example resetting my password or I can't connect to the Internet somehow. Otherwise if its SharePoint issue, I go to the SharePoint how-to, the website myself or reach out to Dimple. If its related to the way we work, I will reach out to my direct colleague and if they don't know the answer to it I will go to my manager.

Anh So was the information presented in a variety of forms? So either text or visuals or just spoken forms?

Angelique For which information?

Anh Any information that concerns with Onboarding

Angelique So now you're referring back to the trainee onboarding program?

Anh Yes

Angelique Okay, so we had presentations, some speakers as well. And there's a part of getting to know each other. Introducing each other, some team building.

Anh So what was the main form of communication in this trainee onboarding program? Was it text? Spoken or was it mainly visuals?

Angelique Text. Yeah we had presentations, I am not sure what format it is but powerpoint.

Anh What I meant is that, with text I associated with emails or documents that are sent via emails.

Angelique So presentations are more or less spoken form now I guess?

Anh Yes indeed

Anh So do you prefer a more engaging, format? So which one do you like more: spoken, visual or text?

Angelique For myself I like visualization. I am a big fan of infographics, but I also prefer to have a presentation and documents that are sent to me afterwards, as a storage of information. Or maybe even a SharePoint site where I can always access, so I don't have to download them from my email and save them somewhere in my computer. Just like a depository that I can find any files that I want.

Angelique Anh So follow-up communication is somewhat useful?

Yes

Anh So what's your overall impression of the Introduction Day?

Angelique The one that everybody attended? So it was really nice because you can actually get to the farm. That's what our business is about and actually a lot of people haven't been to the farm. So it makes the program quite interesting. You get to know a lot of people as well so you kind of build your network already. For us as trainees we have already known each other and we had kind of a group there, but I can imagine that if you are a new employee its

an opportunity to connect with other departments and expand your network. And I really like the interactive presentations. The Corporate Communication Manager was there and he was giving a very nice presentation. We had interactive quiz with which you can win something. So it was a really fun and informative as well, about the route2020 strategy. It is definitely a must-have for new employees.

Anh Was it in Dutch or English?

Angelique I don't remember

Anh Because I know in a year they have several sessions for English-speaking and the rest are in Dutch. So I assumed that there's a slight difference between the two?

Angelique Could be, but the general program should be similar.

Anh Alright. Now we have a pretty technical question. What was the main type of language used to address you? Was it natural language (text, literature, body gestures) or numeric language, which is numbers and statistics?

Angelique I started working at the Process Transformation Office and there I had to do a couple of trainings. There are a couple of powerpoint slides which I need to go through and send to the Summit PMO. And I think it includes mostly some presentations about milk, about safety and GMP general manufacturing practices. So these were guidelines that you have to stick to if you work with templates. So I just received these presentations I could read them. My direct colleague just introduced me to the system, and my manager encouraged me to schedule a coffee with everybody in the department and she gave me some names of people from other departments. Which is 15 minutes to introduce each other and get to know each other

Anh So after you started working here you mainly receive information concerning your actual job?

Angelique Yes

Anh So in a way you can call them trainings or tutorials?

Angelique Yes

12.30

Anh So mostly this content is in numbers or text?

Angelique Well most pp presentations are in tekst.

Anh There is another question about the communication style of Onboarding. So let's refer back to the trainee onboarding you had. Was it very generic? So they actually addressed a large number of people or more that they addressed you as an individual?

Angelique So the presentation was generic but the talks with my direct colleagues to introduce to the system was personal because it was one on one.

Anh So whenever you had any feedback or problems, you were also addressed personally?

Angelique Yes, when I sit together with my colleague I will respond to any question that he has and for the presentation, I don't think I had any feedback

Anh Okay. And the upcoming questions are mostly about motivation.

So what do you think are the main motivations joining in the Onboarding?

Angelique I think it's what you are expected to do when you want to do job. So it's not a specific program.

It's what you are required to do.

Anh Yes I understand. But there's also a separation between external and internal motivation. Just like you said, you are expected to do it because it's the way it should work if you want to work for a company. So it's a requirement to say.

Angelique I don't think it's really a choice. Cause when you are hired here you need to do your job and get to know what you can do for the company.

Anh Do you think you also have some sort of personal wishes before participating in this Onboarding? Besides all these requirements and all the expectation that the company has for you.

Angelique Can you rephrase the question?

Anh Do you have any personal wishes or personal ambitions that you have after participating in Onboarding? For example, getting to know your colleagues is more or less a requirement but maybe you also want to know about other topics in the Induction day for example, that are just personal wishes? Something that does not really relate to your job requirements?

Angelique Of course. If I only focus on my job I wouldn't know anything about milk or the company structure because I only focus on the system and stuff about the IT. But the reason why I joined FC is for example, is my ambitions as well with the healthy food and the healthy values "Nourishing by Nature" and healthy products themselves. I think it would be different if I work for Heineken, for example, because that's not in my values. I personally don't drink but I think I have more connection with milk and protein. I do a lot of sports so yes I have a more personal connection there.

Anh Do you think people should be motivated in a different way to participate in Onboarding? So besides having a pressure of appearing as being involved... Do you think there are other ways to make Onboarding more attractive to people?

Angelique You refer to the Onboarding day?

Yes

Angelique Maybe you can promote it as day for social networking. It is a value-adding day rather than it's what you have to do.

One of the problems that Induction Day has is that there is only one session every month. And not every session is in English so for example, if a foreign employee starts working here in January but the English one is in April or May then it can be too late and he may miss very insightful sessions. Can you maybe think of your own suggestion about this?

Angelique I think we can have an all-English session rather than a Dutch one. The reason we have it in Dutch because there are some employees working at factories joining. It can be difficult for them to understand things in English.

Anh Thank you, and the last question: what are the missing points of the current communication aspect of Onboarding? Do you think the communication you receive is consistent?

Angelique Well I think what's lacking is that there's no information. There is no Onboarding package. So for me it would make sense to have a general Onboarding information package that all employees can receive. Just standard information in their email box. Some general information, links to the SharePoint where they can finally learn about SharePoint, dates of the Induction Day, how to use SP, how to use Yammer, how to create an account, where you need to go when you have trouble, HR system, all sort of stuff... And next to that an additional package of your department. So everyone gets a general introduction from their department: so their information, their SP sites, recommendations for trainings days, the org chart, who is who and their roles because you cannot even find it on Horizon. So in short, one general package for everyone in the company and then a separate one from their team.

Anh We actually have an Onboarding-Offboarding site, but it was just lately developed. So maybe not so many people know about it.

Angelique So that's a general information package about Onboarding?

Anh Not everything is on there, but it's on the HR Global page.

Angelique What kind of information is in there?

Anh It has some categories such as Account, Wifi, Mobile devices, service desk, etc...

Angelique So more or less technical support?

It's also useful to have some powerpoint presentations about the company, our vision, route 2020, etc. Something to read through when you are on your first day, when you are not really assigned a lot of things yet. You can just go to these presentations and you know more about the company.

Anh One personal question, when you are on the first day, do you feel like it's a bit overwhelming to ask your boss everything you want to know? Is it maybe more convenient to have a platform when you can figure out how to deal with it yourself?

Angelique Yes totally. I always try figuring out myself first. Then I will first go to my direct colleague and then if that person doesn't know I will go to my manager. But if we have this Onboarding site, we should communicate it in our email box because as a new employee, I don't even know my way to SharePoint

Anh Me neither. Regardless of the fact whether you are internal or external, I think everyone should deserve the chance to access to a platform that includes everything they need to know.

Angelique Yes, but maybe we just need to send an email with a link to this site to the new employees. I would also add some general presentations about milk or the trainings or links to the FC Academy, also externals can access it because they can't access the Academy right?

Anh I agree yes. So that's the whole interview, my point is to have an open one, so you can talk freely and throw in any ideas that you have for the Onboarding.

Angelique Do you have like a research question or problem statement for your paper?

Anh Yes, so the goal is to collect opinions of the new employees about the communication quality of the Onboarding. I received the assignment from HR.

Angelique You can really relate this yourself. When you step in as a new employee, how would you like to be approached? So when you just end here, you want to have some personal contacts, some guidance with the company. And when you open your email box you want to have a welcome email for example. In this email it would be very nice to have some storylines or experience of employees. For example, "Hi my name is Jon, I worked for the company since 2015. Do you want to know my way to the company?" and it will take you through some sort of interactive video you can click through, step by step. Like "Oh we have a Yammer platform, you can access your Yammer account here" then you can click on "Do it" or "Skip". Or "Have you known our SP already?" then he guides you through SP for the main important pages or skip or continue. So kind of a workflow thing but really with images. And at the end you get kind of an infographic or a quick reference card saying "Wanna make the best out of your Onboarding? We have SP, Yammer, EKA, etc. We have ski holiday that we do with FC. We have hockey clubs. We have Bootcamps here at Smallepad every week. At different locations we have different safety initiatives where you can also sign up for.

Anh So more like fun activities?

Angelique Because now what we have is informative but what's missing is this playful, cheerful period that you can enjoy during the Onboarding. Some new people think that they know so little about the company but we have many more platforms where people can connect.

Anh I think it's a good idea because I can imagine when you first come into the company you may feel a bit reserved. Whether you should be a bit more comfortable or should you stay formal. And how to get to know other people outside of work.

Angelique And of course people can get a buddy or a mentor. We had it as trainees. Each trainee gets a buddy from another team. My buddy was Marije Amstel, and Emily used to be

my buddy. And I also have a mentor. I had a rather formal process. So there are people who applied for a mentor and those who want to be mentors. Then there's a match-making procedure.

Anh Do you think it's just for the trainees or also for other people?

Angelique This is just for trainees but it's definitely an example of how it can be set up for everybody. It's just that you have someone for your questions when you check in so it's a two-way communication, also the other person checking whether the new employee is doing well.

Anh Yes, I think it also reduces the pressure for your manager.

Angelique Yes.

Anh And I understand that sometimes I don't want to ask my manager because I know he's too busy.

But anyway, I think I don't have any other questions for you. Do you maybe have other special requests or...?

Angelique No I don't think so. Just let me know if you have any interesting findings.

Anh Yes definitely, thank you for your time!

Interview transcript #2 Dhraj Prakash

Anh Can you give a brief introduction about yourself, your position, where you're from and how long you have been working for FrieslandCampina?

Dhiraj I am Dhraj Prash, I am working in the D&O ICT team. I work as a Project Manager, my role is business tech management so I translate business needs into technical solutions. So I did infrastructure projects for factories of FrieslandCampina, or for Academy of FC I upscale or make it bigger in volume. I come from a Technology and Business background. I worked for Oracle for 5 and a half years as a Computer Engineer. Then I pursued the MBA from ESOM the Netherlands and I worked for FC as a Tech Project Manager. I have worked with start-ups, with Philips and now I worked with FC.

Anh When you started your job here at FC, did you also go to the Induction Day?

Dhiraj Yes

Anh So what's your overall impression of the Onboarding you received at the beginning?

Dhiraj I got a lot of information. Induction Day was helpful. I had an immediate meeting in the first week. I joined with my HR that time, and Induction Day was later than that. So by the time the Induction Day took place, I had to figure out a lot of things. But yes I got initial information in terms of Horizon and stuff. But I was not satisfied with the whole process at all. The simple reason: you don't know what questions to ask, when to ask, and it was sort of scattered information.

Anh So when you had quite some difficulties, did you also pose questions to someone or via some channels?

Dhiraj Yes, I mean my boss was really helpful in that. Even though he just joined a month back. He didn't know all the procedures but he made sure that whenever I asked him a question, he would answer that or try to get somebody to get the answer. So I and Angelique were joining from the same school so what we did was check with them on a regular basis what are the coming things.

Anh So do you think the best channel is just to communicate via human interactions? With your colleagues and manager rather sending an email or?

Dhiraj Let's look at the practical angle. Yes if I send somebody a mail he or she would point me to the right person for information. I partly did but it was too voluminous to do that. So basically it was not really helpful. So I was left with the only option to ask people, asking my

boss. There was no a real-time tracking or a dashboard or tools that can show me what are the things that I still need to do and when I need to do.

Anh I see. So during the Onboarding, was the information you received presented in a variety of forms? So either in texts, in visuals, or in a spoken forms?

Dhiraj I think I got the information in digital form, emails even from OneDrive... So I got information in various forms.

Anh Okay, so which form do you prefer? You prefer visuals or spoken or you just prefer text? Dhiraj I prefer very detailed platform which can be either in visual, audio, whatever. But it has to be intuitive enough to make sure the person just came to the company can understand all the information. Just put yourself in his or her shoes, it's a lot of information to ask and act on time. And that can happen with a tutor and I can understand. So it could be either a plain SahrePoint site or it could be a video, anything that ensures that I understand and act on time.

Anh Just a follow-up question to elaborate on what you've just said, you prefer platforms that can give you information that you can understand and act in time. So do you think it's also important to interact with you instantly, you know, have this sort of simultaneous communication?

Dhiraj Yes it's also something that we're planning to come up with. Sort of a tracker like those on Amazon or eBay. At least a checklist of what I need to take care of.

Anh So was the Induction Day informative enough and how much did you align yourself to the company after the day?

Dhiraj Yes it was useful apart from the timing. It was useful. You get to ask questions and talk to other people so it was pretty helpful.

Anh So what was the main type of language that is used to address you during the Onboarding? Was it more natural language or was it more of numeric language? So the natural language is the text, literature or body gestures. And numeric language is more about numbers and statistics.

Dhiraj I think it's a combination of both. The Induction Day was useful because it talks about various things and at the same time they highlighted charts and numbers. So yes it's a combination of two, I wouldn't say it's either qualitative or quantitative.

Anh Okay, so what was the communication style of the Onboarding? Was it generic or very personal-focused? What I mean here is was that did the Onboarding address you as part of group of people or did they address you as an individual?

Dhiraj The number of the people were pretty less, in fact. So usually it's less than five So you think the communication of the Onboarding to the certain extent also is more customized?

Dhiraj I guess it was generic, it's not customized but since the number of people were less. I get to ask some specific people.

Anh So in terms of guidance, feedback and questions, it was more individualistic and flexible?

Dhiraj Yes, since the number of people was less, it was flexible to get your answers. So it's not a problem.

Anh So what do you are the main motivations of your participation in the Onboarding?

Dhiraj I think it's more like a prerequisite, something that you have to do when you come to a company. If you don't know how the company works, or procedures you need to follow, all the accounts you need to create or the hardware you'll get and things you need to keep track of. It's just like a mandate and it's not optional, you have to do it.

Anh Lets just imagine that you somehow miss a big part of the Onboarding, for example, Induction Day. Would you feel intimidated in a way or? Sort of like you did not complete a requirement of the company

Dhiraj Yes I would feel so. I would think that I missed something, not sure what exactly but I did miss something

Anh So people still think about the Induction day and the Onboarding as administrative procedures and more or less obligatory. Do you think there's a way to make it more fun and motivating?

Dhiraj I think the fun and motivating part is nice to have but let's try to make it in a way that the engagement factor and people understanding that are there. When we start at the company, we have some time to get to know the company. SO I think fun is good, motivation is good, so I guess if we can combine that fun factor in an informative procedure, then the problem is solved.

Anh Do you have anything to say about the communication aspect of Onboarding? Do you think there are some missing points?

Dhiraj Yes I think apart from the timing part, I think it was a lot of information. I believe there is also a lot of scatters. Initially, I was looking for one platform that can answer my questions, but something was there on SP, something was there in the ...kit. So it's nice to have a central system, a place where I can look. My go-to place when I have any doubt during my Onboarding.

Anh Okay, thank you. So if you have any comments about the Onboarding, let me know.

Dhiraj I believe some customization can be done within the teams as well. Maybe the management of her team or the organization itself can come up with their own Onboarding stuff, which is as generic as the general Onboarding one but have some specific specializations for their new colleagues. Maybe the meetings with the stakeholders or here we have the ICT Day. Things like that or the communication comes from the Org communication comes from the manager. Manager is the most important person in most of the cases so if my manager does not communicate well then it's a big default for the new employee.

Anh Alright, that was fast. Thank you for your participation in my interview. It's also my goal to make the questions very open so you can elaborate a bit. Let me know if you have further questions about my research.

Interview #3 Transcript Sudhir Singh

Anh: First I would like to say that the goal of the interview is to collect your opinions about the Onboarding and in particular, you opinions about the communication aspect of Onboarding and what can be done to improve it.

You can open and elaborate on your answer because I also made the questions very open. Let's just first given an introduction about yourself, where you're from and how long you've been working for FrieslandCampina

Sudhir So my name is Sudhir Singh. I come from India. I have experience mostly in Business and IT. I came to the Netherlands back in 2013 and to pursue my higher studies in Nyenrode University which is in Breukelen. That takes one year and then I joined FrieslandCampina in January last year.

So I've been working here for almost sixteen months. I joined FC as a Project Manager role but currently I am a Service Manager, working for Employee Productivity Service Line, which is led by Jennifer Crites. I am taking care of the service line for social collaboration. Different

tools available in our service line are: Yammer, Video portal (facility for your videos offered by Office365) and Delve which is again another collaboration platform offered by Office365.

Anh So what's your overall impression about the Onboarding?

Sudhir My Onboarding happens earlier than or after I joined the company?

It can start earlier, so when you started receiving the information from the company I think initially, once my contract was negotiated that I could join FC, I got all sorts of communication. It was from Jennifer Crites or Erwin or the HR: what is expected once I step into the office on the first day. There was a proper Onboarding planning set with the teams here, Still I remember the first day, one team member was assigned a whole day to spend with me.

Anh A buddy?

Sudhir Yes and the team. And he showed me to the Central Office and this office and everything. The first two or three days were different sessions planned with each member of the team. So I already knew that I don't have to run after everyone. So that was my impression that it was so planned, so organized. And as soon as I landed here, someone was assigned to me who would take care of every need i have. That person arranged the laptop and tried to get some credentials set. Order the phone, in my team at least things were absolutely in place. I know that there might have ten different communication items in place, but I don't know how practical it is to go to these ten communication items. But at least for what I'd prefer, go for the human contact, either the person sitting next to you whos trying to help you with every requirement, especially for the first few days. Once you've seen that team, Jennifer's team, you would like to do the same thing for other people. It is the way it works at Jennifer's team. I also had a surprise flower bucket which I never expected. It was so beautiful, I just gave it to my wife, she was so happy.

Once again, it was relative. What I was expected or what I had with my previous employer, back in India when I joined my employer, and what I saw here was way beyond my expectation.

Anh I see. So basically all your doubts and questions were answered by your colleagues?

Sudhir Absolutely yes.

What about what I need for my work to get started, everything was set before I stepped into this place. So I didn't even have to run to the Service desk, I hardly remember it was one time or two times...I hardly ever dialed their number as well.

For me it was not a hassle at all, I love it.

Anh So during that time you mostly had human interactions and did you also use for example emails just to ask questions?

Sudhir I mean we are just sitting in the same office. Whenever I need, they often came to place. Most of the time, all the time. One common example, I could tell you....I had to do one or two projects as soon as Lokman is there. There's the SharePoint that you can find the information there but I bothered Lokman a lot. I bothered him a lot because I was trying to get used to the system. Everytime I had a question, I always ask the person who's sitting in front of me. And it was really useful.

Anh So I had another question which is also related to what you have just mentioned. So all these information that you've got from your colleagues and what they sent you. Were they in a form of text or visual or audio?

Sudhir What I was needed. Documents. They are all-in text. I don't really remember if I got something in visuals...

Anh You also joined the Induction Day? Am I correct?

Sudhir I didn't join the Induction Day, surprisingly. So that might be the only one thing out of all the items that you mentioned here. Why I was missed...

Anh But I mean did they invite you?

Sudhir Not at all. Even I heard of Bootcamp and joined it but I didn't know there was an Induction Day at such. And I heard from someone that mostly it was in Dutch so that's another reason for me to put extra effort to be at the Induction Day.

That's one thing probably. How I missed it I am not sure, but there's no one to follow up on this happening. That's the only one thing I was surprised that I missed. My colleague also joined the Induction Day but not me.

Anh I think most of your Onboarding was supported by your team. And I heard quite some comments from people to have the general Onboarding process then the team can design whatever they want for their new colleague. And I think it's the general Induction Day that you weren't informed of.

So this is a more technical question, but what was the main type of language that your colleagues used to address you during the Onboarding?

Sudhir This is statement that you are talking about. In my opinion, anyone whos a part of ICT, everyone speaks English. For those who speak little English, if they have to, they start to find the words. Its natural you know to speak in their local language. And I have no concern about that. Never. They apologize before and after speaking in Dutch. They really want to communicate with us too but at a certain point it's not possible talking to them in Dutch.

So for me, I am someone who loves to learn different languages. So whenever someone is trying to speak something, I really take some time, stay there, listen to what they are saying and try to guess it. And that's the way I work. I never get offended if someone speaks in English, Dutch, German or Belgian. Seriously, it doesn't matter to me.

I'm learning too, I am trying to learn what they are trying to speak or what they are trying to speak to me. Even if we don't speak the same language, the signing language is also fine. I understand that. So for me, language is a small part of communication.

Anh Okay I see, so during the Onboarding, most of the information is either text or body gestures, that sort of language. Did you also see information that has sort of numeric languages, for example, numbers or statistics?

Sudhir I don't remember specifically as such. If I remember I had some workshops for different projects. We have different cities with different offices... but anything with number there might be some numbers somewhere as part of the project. But as a part of my Onboarding, I don't think there's anything numeric.

Anh I see.

Sudhir But where do you see that? Can you foreseen that the numbers can be used somewhere in the Onboarding?

Anh Because during the Induction Day, there are some presentations that make use of charts or numbers.

Sudhir Okay then I can't answer this question because I didn't attend the Induction Day.

Anh So I assume that the communication style of the Onboarding for you is very customized. Okay, so that's it for the communication part, I have more questions about motivation. So what do you think is your main motivation for the Onboarding?

Sudhir What is external and internal?

Anh It's like this. If you think participating in Onboarding is more or less a requirement, it's something that your job requires you to do then its external because you hardly have any control over it. But during the Onboarding there are more that can be given for example,

some presentations or something that is linked to your personal interest, then it's internal.

Sudhir Everything related to my job, I was taken care of very very well. One thing that I would love to have on the Induction Day if I were there, then I would really want to be close to the farmers. I mean this is a dairy-based company right? And the soul, the roots are the farmers. If I have ever visited a proper farm, I would want two or three farmers to tell their stories as part of the introduction. And also the holistic business model of our company. Still I haven't told you how many business practices are operating in the Netherlands. Probably it's there in the introduction, I am not sure.

Anh Probably because there are some visits to the farm and they have some presentations as well.

I don't know yes. But I mean visit to the farm and a model of the whole org structure are the two things that I didn't have much of an understanding at the beginning.

Anh So those are the personal wishes you have for Onboarding?

Alright, so do you think are there any missing points of the communication aspect of the current Onboarding?

Sudhir I don't think so. I don't really think Onboarding is a big thing, I understand it's a small thing. But I know some people who had struggled at the beginning. Like one girl who came from Assen?, struggling with the computer and coming to me two or three times asking me about some software, how to install and her team members...again it's the circumstances again. Everything is there probably, and she was here on Saturday so Friday everybody is working from home. So for her it's difficult to get the information in time.

Anh Do you have any other suggestions for a better flow of communication of the Onboarding?

Just think of what you missed in the beginning and come up with your own personal suggestion for that

Sudhir For me it was pretty smooth. I met with everyone in my team in the first few days, who is who, what are they doing, what their responsibilities are, etc. So I don't have any specific comment on this.

Anh So Jennifer is the one who organized all your Onboarding?

Sudhir No Jennifer assigned a buddy who took care of me. We were classmates and S joined two months earlier than me and he was already into the system. And he's from India and I'm also from India so he's probably knew what I expected, what I needed. So he took care of everything.

Anh So during the first week you had everything scheduled: your laptop, your equipment, all are set up by your colleague?

Sudhir Yes

Anh Alright, I guess that was it for our snap interview. If you don't have any other questions for me, we can conclude it here. Thank you for your collaboration!