

PHILIPS

Thesis

Improving the internal communications

Philips Consumer Lifestyle- Operations department

“A corporation without an internal strategy is like an airplane waving through stormy skies, hurling up and down, slammed by wind, and lost in the thunderheads. If lightning or crushing winds don’t destroy it, it will simply run out of gas.”

- Alvin Toffler, American lecturer and author

[June 4th, 2012]

Key information

Name: Lieke

Last name: Heije

Date of Birth: 04-05-1990

City: Ede

Student number: 1545831

School: University of Utrecht Applied Science

Course: International Communication and Media

Company: Philips Consumer Lifestyle

Department: CL Operations

Foreword

“Do not go where the path may lead; go instead where there is no path and leave a trail”

- Ralph Waldo Emerson (1837)

This quote is a reflection of my life. Five years ago, when graduating from high school, some thoughts were running through my mind. While I was inhaling the odor of my school and my classmates for the last time, there was one question racing through my mind. “Will I find my place in the world? I finally know the answer to this question. I will find my place in the world. I know how to visualize my goals, which direction I want to go, and I finally trust myself enough to know my strengths and weaknesses. I’m known for being a dreamer, setting goals high. The strength that helps me to achieve these dreams is the eager to always aim for a higher level and the hunger to learn more. I will never be afraid of failure because I believe there is no victory without overcoming setbacks along the way. I will acknowledge that there will be obstacles, but I will learn from my mistakes and the mistakes of others, for there is very little learning in success. After 4 years of hard working and following the path, I am finally going to make my own path and leave a trail for others.

This bachelor thesis is written during the time-period from February 1st 2012 until June 4th 2012, under the teaching supervision of Peter de Groot, University of Utrecht. I want to thank him for the guidance he gave me during this time period. The research was executed as an internship at Philips Consumer Lifestyle in Amsterdam. The intent of the thesis is to analyze and measure the internal communication channels currently in use at the CL Operations department of Philips. I want to thank my supervisor, Sonia Kalauzova, of being great help during the development of this thesis. I want to thank Sonia for her support, guidance, encouragement and being so supportive with the necessary data and information. I would also like to thank Rutger van Mazijk, human resource manager at CL Operations, for his critical point of view. Most importantly, I would like to give credits to my amazing family. My exceptionally patient parents have supported me through all of my crazy ideas, weak moments and stressful times. They have always encouraged me to keep going and never give up. There are no words to describe what they have done for me in all these years. I am proud to be their daughter. Last but not least, I would like to thank my friends for the patience and the support they have given me during this time. Thank you all for the support you have given me in a really important time of my life.

Executive summary

The employees of Philips deal with dozens, maybe hundreds of e-mail messages, memos or other internal related messages every day. Do the employees even open all of these messages? If they do, is the message absorbed or just glanced at and forgotten? Is it misunderstood and passed on as rumor? And what's the reaction to it? No matter what Philips’ message is, count on the fact that people will interpret this message in their own way, depending on whether they're old or young, what mood they are in, if they have any knowledge on the topic and many other factors. Employees read or hear every communication through their own cultural perspective and each with a slightly different view. It's not enough to send a message and expect the reader to understand it right away. In order to be able to see how effective the internal communication is the Consumer Lifestyle (CL) Operations department needs to measure the response to be sure the message is heard, understood, and believed in the way they intend. The CL Operation department covers just one of many Philips functions. The CL Operations department has an audience of 3000-5000 people of office employees. This thesis will research the communication channels that are preferred by the employees of Philips. This will be done through surveys, in-depth interviews and desk research. This research will explore how effective the current communication channels are and what the right penetration for these channels.

Internal communication is getting more and more important these days as employees are no longer passive receivers of information. It is important as an internal communication team to make sure internal communications is high on the agenda. Now with access to any kind of internet connection or smart phones, employees are the journalists themselves. They can use their own source of information, with their own perspectives and put it on the internet. This makes it even more crucial to think about the communication channels you as a communication team should use. What adds value to the employees, what will make them active consumers or which channels do not gain their interest anymore? Due to all these new technology development there is a wide variety of communication channels out there. It is hard for communication managers to know which channel will work best within the right penetration. Therefore it is important and crucial for organizations like Philips to measure their effectiveness of the internal communication channels.

As stated above internal communication is still quite a hot and new topic on a company's agenda. Even though internal communication has been around for a while, it has not been a prioritized area of communication for more than about 20 years. (Argenti, 2007) A growing number of organizations recognize that effective internal communication can impact the bottom line. Watson Wyatt's worldwide study quotes: "Companies with effective internal communications have a 15.7 % higher market value and deliver 29 % higher shareholder return." (Watson Wyatt, 2008) Today, almost all large companies have somebody responsible for internal communication. But this was not the case twenty years ago. Today's employee is a different person in terms of values and needs than his or her counterpart in earlier decades. These are the so called generation differences. Nowadays the work floor consists of people with different ages and backgrounds. The younger generations are raised differently than the older generations because of the development of technology. These differences created a generation gap at the work floor. (Argenti, 2007) The aim of the thesis is to help the CL Operations department improve their internal communications through the creation of internal communication processes that creates a cohesive organizational culture. This paper offers an insight into the theoretical parts of communication and the statistical parts of the employees to measure the right penetration of the internal communication channels.

This study is focused on the improvement of the internal communications at the CL Operations department. From strategy and planning, the channels that are used, the way of dealing with feedback from the employees and the ultimate way of measuring the effectiveness.

A six year study done by the Watson Wyatt firm, which is one of the leading global consulting firms focusing on financial management, concludes that effective employee and thus internal communication is a leading indicator of business success. The research is done through a survey done by 264 companies around the world. The outcome of the study concludes that there is a high correlation between effective internal communication and the financial results for the company. (Watson Wyatt, 2008) Therefore it is very important to have the right penetration of messages with the right communication channels. Putting it all together, the employees of the CL Operations department are in overall satisfied with the internal communications. However, they do not find the communication channels as effective. Some of the channels have a lot of improvement points in order to make them as effective as possible. Other channels are seen as quite effective but need a few changes. At the end of this research there can be concluded that through this research there is a:

- A better understanding of how effective the current communication channels are.
- A better understanding of the right penetration and the right frequency to have effective internal communications.
- A better understanding of the different generations and their needs.

Table of Contents

Table of Contents	5
1. Research question and thesis objectives	8
1.1 Introduction.....	8
1.2 Research & Policy question	9
1.4 Mission	9
1.5 Definitions	9
1.6 Structure of thesis	10
1.7 Research problem and the objectives of the thesis	10
1.8 Research Method	11
1.8.1 Research model used	11
Figure 1- Made by author.....	11
2. Philips.....	13
2.1 Introduction of Philips	13
2.2 Vision and behavior statement of CL Operations	13
2.3 Internal communication platforms in Philips	14
2.3.1 Current situation	14
2.3.2 List 1- All communication channels in CL Operations department	14
2.3.3 List 2- All Channels which are influenced by the internal communication team.....	15
3. Review of literature	17
3.1 What is communication?.....	17
3.1.1 What is internal communication?	18
3.1.2 Types of Communication.....	18
3.1.3 The flow of communication.....	19
3.2 Different channels of internal communication	20
3.2.1 Face to face meetings.....	20
3.2.2 Audio or telephone exchange	20
3.2.3 Video conference	21

3.2.3 Computer mediated text transfers.....	21
3.2.4 Organizational Publications.....	21
3.3 Internal Communication Measurement.....	21
3.4 Internal communication cross- generation problems.....	22
3.4.1 What are the different generations?	22
3.4.2 Where does it go wrong?	23
3.4.3 Different opinions in the definitions	24
3.4.4 Cultural differences	24
3.4.5 How to close the gap between generation differences?	24
3.5 Conclusion of the literature review (Conclusion of chapter 3)	25
4. Internal communication research	27
4.1 Step 1- Demographics of the respondents.....	27
4.2 Step 2- What is the current situation?	29
4.2.1 Where do employees get their information from?.....	29
4.3 Step 3- Measure the effectiveness of the internal communication channels	33
4.4 Step 4- Define the problems through a SWOT analysis	34
4.4.1 SWOT- Overall internal communication at CL Operations department	35
4.4.2 Summarizing the outcome of the in-depth interviews (See appendix 3)	35
4.5 Conclusion of practical data (Conclusion of chapter 4).....	36
5. Analysis of theoretical framework and the practical framework	37
6. Overall conclusion.....	38
7. Evaluation of the study	40
7.1 Weakness of the study	40
8. Recommendations for Philips	41
8.1 Communication channels	41
8.1.1 Newsletter	41
8.1.2 InDepth.....	41
8.1.3 Intranet.....	41

8.1.4 Videos:	42
8.1.5 Town hall meeting	42
8.1.6 ConnectUs	42
8.2 General recommendations for the internal communications	43
9. Bibliography	45
Appendix	47

1. Research question and thesis objectives

This chapter begins with an overview and the purpose of the bachelor's thesis. An introduction is made into the research and policy question. Goals are specified and objectives are presented. The chapter ends with the research objectives and model that is been used.

1.1 Introduction

Imagine Philips would not measure its profits or return on investment. Imagine one of the employees at Philips did a task and no-one looked at how well or poorly he or she performed. Imagine paying a client to perform a service but not being able to tell how valuable that service had been. If you imagine these things, then you can imagine what communication is like without the feedback of the audience.

Effective internal communication is crucial in order to increase awareness and build trust between a company's top management and its employees. This will then reflect to the company's results. This is the final report for the bachelor thesis that has been conducted by Lieke Heije in association with the Operations (supply) Department of Philips.

This thesis evaluates the internal organizational communication process at CL Operations department Philips, The Netherlands. The object of this thesis is to understand the benefits of different media used in information distribution; to measure the effectiveness of the internal communication channels used and to identify and benchmark the best practices in different communicational settings and last but not least to close the gap in the generation differences at work. With these findings, the researcher will come up with a strategy to improve the internal communication within the CL Operations department of Philips.

Internal communication is essential for a company to run smoothly. The study of internal communication is arguably one of the fastest growing areas within the field of communication (Donaldson & Eyre, 2000) Internal communication is important as it will carry the company's culture, mindset and values. Internal communication has changed a lot over the past years. This has all to do with different generations, changing of norms and values and the introduction of different communication platforms. If you want effective internal communication it needs to come from the top down but also from the bottom up. There are different internal communication tools available. For example, via intranet, a social media platform, newsletters, emailing, message boards or nowadays even through a mobile application. Involving employees in decision-making seems to be crucial these days. People want to feel that their ideas are welcomed and considered, and this will positively affect staff retention, job satisfaction and customer service levels. However, there are a thousand different ways to communicate this information and that is where this research comes in. Investigating on what communication channels are most effective and how to cope with different generations. Measuring the effectiveness of the internal communication channels will bring the right feedback on the communication channels and therefore it will find the ideal content, sources, channels and media and it will help you to establish the communications priorities.

When trying to succeed the process of communication, just the transmission of information is not enough, because raw information does not always open up to the receiver as it is intended. Communication requires a form of information understanding and analysis in order for the receiver to understand the meaning behind a message. Information therefore needs to always be acknowledged; you must think about its meaning, draw conclusions about it and act upon it. Effective communication involves feedback in order to guarantee that a message has reached the right audience and that it has been understood. (Bratton and Gold, 1994) The research that is carried out is important for the CL Operations department at Philips

1.2 Research & Policy question

Research question:

How effective are the communication channels currently in use by the CL Operations department at Philips?

Policy question:

What is the right penetration of the internal communication channels currently in use by the CL Operations?

Side question: How to improve the internal communication within a company with geographical and generational differences?

1.3 Sub questions

1. What is internal communication and why is it so important?
2. What are the different communication channels used by the CL Operations department?
3. Who are the employees of the CL Operations department?
4. How to measure the effectiveness of the internal communication channels?
5. What are the different generations in the CL Operations department?
6. How to improve the internal communication?

1.4 Mission

The main goal of this thesis is to improve the internal communication at the CL (consumer lifestyle) Operations department of Philips. The main objective is to create a knowledge sharing culture with the right penetration of communication channels which will work as efficient and effective as possible. The side goal is to close the gap between the generation differences in the Operation (Supply) department of Philips. Three main subjects are considered in this field of communication; internal communication research, the channels utilized within organization and whether measurement of the internal communication is evident.

1.5 Definitions

Communication:

According to Thomas J. Lee, founder and president of Arceil Leadership, (2004) the fundamental purpose of communication in an organization is to enable and energize employees to carry out its strategic intent. It is essential for organizations to have the capability to quickly identify, send receive, and understand strategically relevant information. When making decisions on strategy and policy the necessity and the challenge of communication must be taken into account, and organizing the communication so that it functions effectively must be a part of the organization's strategic priorities. According to Mary Ellen Guffey and Dana Loewy, writers of the book *Essential business communication*, communication is defined as the transmission of information and meaning from one individual or group to another. (Guffey & Loewy, 2012) This research takes on Guffey's and Loewy's definition of communication as their definition is based on business communication and that is the communication that is used in this study.

Internal communication:

Internal communication refers to communication and interactions among employees or members of an organization. (Cutlip, Center & Broom, 2006) However, according to Professor R. R. Dolphin, internal communications can be defined as transactions between individuals and groups at various levels and in different areas of specialization and those transactions are intended to design and redesign organizations and co-ordinate day-to-day activities. (Dolphin, 2005)

Deetz (2001) has a different ways of describing internal communication. He sees internal communication as a way to describe and explain an organization. In this definition communication is the essential process through which employees share knowledge and information, define the organizational culture, make meaning of organizational values and create relationships. The internal communication consists of messages, people, practices, meaning, and purpose. For this study Deetz' definition of internal communication is used. According to him internal communication is not only sending and receiving information but also creating values,

organizational culture and building relationships. In this research his definition will be used.

Measurement:

According to Shaw, measurement means measuring employees with regards to their needs and preferences, tracking the communication channels and their use and usability and looking at the content and whether it has been received, understood and has prompted action. (Shaw 2004). This research takes on this definition as it explains clearly how the needs and preferences of the employees are taken into account in the measurement. This is very important for this research and therefore will this definition of measurement be used.

1.6 Structure of thesis

This report is divided into 8 chapters. Chapter 1 will give a short introduction and will explain what to expect in this research, it will state the research and policy question and will introduce you to the sub questions. It will also discuss the research objectives and methodology that is used. The history of Philips will be described in Chapter 2 followed by the mission and vision statement. Chapter 3 – divided into five sections – gives an overview on previous literature and research done in this field. Chapter 4 will report the internal communication research plan with the findings of the surveys and in-depth interviews. Chapter 5 will put the sub conclusions of the review literature and the empirical data together to see the differences between what is written in the books and what is actually happening in practice. Chapter 6 will give an overall conclusion and will answer the research question. Chapter 7 will present the limitations and weaknesses of the study. A recommendation strategy for the CL Operations department will be given in Chapter 8. Finally, chapter 9 will include the bibliography. This will be followed by the appendix which includes the survey, the in-depth interviews and the references used.

1.7 Research problem and the objectives of the thesis

The objective of this research is to measure the effectiveness of the internal communication channels at the CL Operations department of Philips. According to Amanda Makenzie, writer of communication books, effective communication channels should be capable of sending information quickly, clear, effectively and should be relevant to the employees' jobs. (Makenzie Braedyn, 2010)

After having done research on the effectiveness of the channels, there can be a link made to the right penetration of the internal communication channels. The main goal of this research is the improvement of the internal communications at this specific company function. Are the right channels used? Are the channels used in the right frequency? These are questions that will be answered later on in this research. Besides the main objective there is also a side objective. The side objective will research if the internal communication is influenced by different generations. Keeping in mind that there might not be a generation gap at all, but if there is, it would be useful for the employees to know how to cope with this.

Nowadays Philips has its own social media platform called "ConnectUs". However, not everyone is using this social media tool. In fact only 80% of the employees are passive users meaning they have an account but do not post or leave comments on there. 10 percent of the employees are active users, which means they post and leave comments on occasion and only 1 percent is a super user, which means they leave posts and comments on a very regular basis. After having stated these facts it is important to find out if the super users are from a different generation then the passive users. Only in that way there is a possibility to find out if there is a positive correlation between the use of a social media platform and a certain generation. The question then asked is "should there be different communication channels for different generations"?

To be able to answer all the questions above, there is a need for research on the current situation within this specific function to determine what communication channels are currently used and to define the different groups of generations. Obviously there is always room for improvement in the communication area, especially when talking about the social media platform. The aim of the report is to strengthen the internal communication channels and get a better understanding of the right measurement of the channels and the

right penetration. This research will under super vision of Sonia Kalauzova and the employees will be informed at all times and enable them to participate actively.

1.8 Research Method

The method for this study is both qualitative and quantitative. The researcher chose to carry out the practical part by creating a questionnaire for the employees and holding in-depth interviews with the employees at the Operations department of Philips around the world. The purpose of the theoretical study is to acknowledge readers with the main definitions of communication, internal communication and generation differences. The research is based on a framework that leads the reader from the theoretical to the empirical study by first explaining fundamental concepts of a communication process. The findings of the survey and the interviews were then transcribed and discussed in accordance with the current academic literature.

Measurement of internal communication is often linked with the term ‘communication satisfaction’. This communication satisfaction consists of the overall satisfaction of received information, the right frequency of the information, the opportunity to have an effect on the organization and the possibility to be heard. Communication satisfaction, therefore, is a tool for measuring the success of communication. (Juholin 2006, 146) However, measuring the reach of internal communication channels requires some effort. The measurement of the internal communication is more than just an employee satisfaction survey. Besides the survey that has been done, there also have been some in-depth research interviews with the employees to find out what drives the employees, how do they perceive the internal communication and what they think could be improved. This information will help measure the effectiveness of the internal communication channels. A couple of questions that are from main importance in this research are; how does the CL Operations department know if their internal communications strategies are succeeding? Do the employees believe in those messages? Do they trust the messages being send out? Is the received information relevant for their jobs? All these issues and more can be revealed through internal communications measurement. The following research model is used to give a structure to this thesis.

1.8.1 Research model used

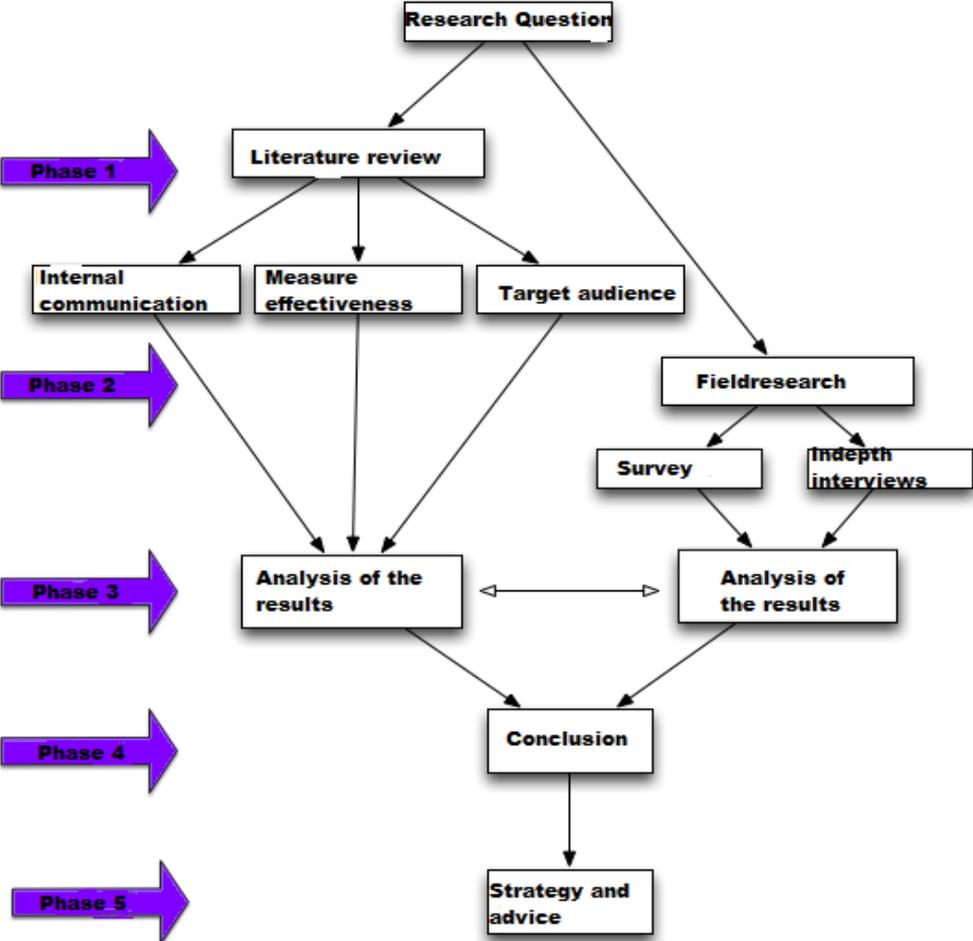


Figure 1

Phase 1: The literature that has been used is mainly taken from books and experts on the communication field. The literature review is from high importance as it is important to know what has been written about this topic before. It is important to know what definitions of the key topics have been made and how these definitions are used in practice. The literature was also necessary in order to be able to answer the research questions and sub questions. The review of literature discusses the techniques and equipment that are appropriate for investigating this specific topic on internal communications. The literature below summarizes the theory behind the research. The library and Internet research is done so that there can be made a prediction of what the results will be in the study. Whatever the outcome might be, the literature is there to gain knowledge to understand what caused the behavior that was observed. Without having the knowledge of what has been written before it is not possible to answer the research question. There is a need to compare and contrast the literature that has been written down and what is actually happening in practice.

Phase 2: In this phase field research is been done. The field research consists of two parts; a survey and in-depth interviews. The survey was sent out to the 3000-5000 employees in the CL Operations department of Philips. The survey was intended as a satisfaction survey of the employees to see if their needs and preferences align with the internal communication tasks. The In-depth interviews were structured interviews that went into deeper questions about the internal communications at this specific company function at Philips. Measuring the internal communication through an employee satisfaction survey is one way of measuring the effectiveness of the internal communication channels. The findings of the survey and the interviews were transcribed and discussed in accordance with the current academic literature.

Phase 3: In order to see if the CL Operations department is using the right penetration of its communication channels there is a need to compare and contrast the academic literature that has been written and the practical data. This comparison will be done in phase 3.

Phase 4: An overall conclusion is made in phase 4. This conclusion is the answer on the research question.

Phase 5: In this phase an advice and internal strategy is given to the CL Operations communications team. Through the help of the overall conclusion and the analysis of the literature review and the satisfaction surveys plus in-depth interviews, there is an advice being given to the communications team at this specific function at Philips.

2. Philips

Philips is a multinational existing for over 120 years. It has its roots in Eindhoven, the Netherlands. Philips is a market-driven company with an organizational structure that reflects the needs of the customers. Philips operates in three main sectors Healthcare, Lighting and Consumer Lifestyle. The main mission at Philips is to develop products that touch and improve people's lives. This chapter will shortly introduce you to the company Philips and it will also give a short introduction on the CL Operations department. Finally it will state the vision and behavior statement of the CL Operations department.

2.1 Introduction of Philips

Philips is a Dutch company managed from the Netherlands but with offices all over the world. Employees are from different cultures and different parts of the world. Together they make a multicultural organization. As in all organizations, communication is a very important part, but when it comes to multicultural and multi-generational organizations, the possibility that misunderstandings will occur between the employees is considered as definite. People with different backgrounds and different ages understand same things in different ways, which makes a well formed communication structure more important. This research is done at one specific function at the Philips organization. The Consumer Lifestyle Operation department covers just one of many Philips functions. The CL Operations department has an audience of 3000-5000 people of office employees.

2.2 Vision and behavior statement of CL Operations

Below is written down the mission and vision statement of the CL Operations department. The text has not been changed and therefore put in a box, as this is the way it is written and therefore it would add no value to change this. Stating the vision and the mission is important for this research to find out if the CL communication team's tasks align with the vision and mission of the CL Operations department. This of course is of high importance as that will make the employees act on the vision statement as well. The management team should set the example and therefore it is important to know the vision statement.

The behaviors of Philips are stated as followed:

One very important aspect of Accelerate is culture change. We can only achieve lasting change if we alter our behavior and our ways of working.

Eager to win, take ownership and Team up to Excel. This behavior is a key to success for Philips employees.

- The behaviors were created to address our urgent need to deliver growth and to enable Philips to move toward a high performance culture.
- They were developed using feedback from groups across Philips, including the Executive Committee, senior managers and employees globally.
- We have to team up along the customer value chain to bring meaningful innovation to local markets faster and win more customers.
- Becoming an agile entrepreneurial company is only possible if we all work toward implementing the behaviors and apply these in our daily team work in businesses and markets, overcoming silos.
- We need to have a stake in driving the behaviors that will help Philips win.

So each of us needs to think for ourselves: "What can I do differently? ", "What is my responsibility?" and "What can I do to make this new culture happen?"

("Philips" n.d.) <http://www.philips.com/about/company/missionandvisionvaluesandstrategy/index.page>

2.3 Internal communication platforms in Philips

The CL Operations department uses several internal communication channels to communicate with their employees. The different communication channels are described and explained below.

2.3.1 Current situation

In order to see if the current communication channels are effective or if there is a need for improvement, there needs to be an overview on the current situation and current channels in use. The current situation is important as that is the control group. There is no doubt that there is internal communication present in the CL Operations department. There is different communication channels used in every day working life. Some are working every effectively, some just exist. The point of the survey is to identify which one of those channel are effective and which need improvement. However, because there has not been done such research before there is not a lot of information to compare. The company uses anecdotal feedback and surveys in order to gain feedback from the employees but this only happens very rare. This has also to do with the fact that the communication channels in use, like the newsletter and the InDepth, are two relative new channels and therefore comparing the past with now is not possible. Nevertheless, a list of the communication channels which are currently in use is put together. There are two different lists, one list with all communication channels used in the CL Operations department and one list with the communication channels which are influenced by the internal communication team. This difference is important to know as the second list is the list that will be used for this research. The communication channels on this list can only be influenced and improved by the internal team itself. For example, the internal communication team cannot change anything about an email the employees send out. However, they can change the layout of a newsletter or the content of a video. Below are listed the two different communication lists both in use by the employees of the CL Operations department.

2.3.2 List 1- All communication channels in CL Operations department

Below are listed two communication lists with the channels that are currently in use by the employees of the CL Operations department. The first list describes all the communication channels currently in use by the employees of the CL Operations department. These channels are not influenced by the internal communications team. The second list is also a list of the communication channels in use, but these are the channels that are influenced by the internal communication team.

1. CL Operations Face-to-face conversations

Face-to-face communication plays a huge and important role in every day communication in CL Operations. The offices are still built that the employees have their own rooms, or share a room with two or three colleagues but that is going to change. Soon, no one will have their own separate room. Everyone sits in the same big open space. Therefore face to face communication is getting more and more important.

2. CL Operations staff meetings

All staff gathers together for a meeting at least once a week. During these discussions they discuss what has been achieved, what has changed, what the future plans are, what needs to be done and who will be responsible for certain tasks. However, these are small staff meetings. It is never a group meeting with all members of the CL Operation department as that is geographically not possible. Nonetheless, group meetings are then done once a month through a webcast. However, this is not mandatory so it will never reach the whole CL Operation department.

3. CL Operations email

Email is one of the most important ways of internal communication at the CL Operations department. Email is used very widely especially in the internal communication between employees. Every working

day starts with reading the incoming emails. All important information that colleagues who are on the other side of the world or the office next door need to know is done by email.

4. CL Operations corporate calendar in outlook

Almost everyone uses Microsoft outlook for that purpose of emailing. However this is not the only important program people use in Microsoft outlook. This program also has the feature of having a corporate calendar. In this calendar, anyone belonging to the network can find any information needed. With this feature employees can see who is in a meeting, when the person is busy, when they are on a business trip or when they are free to schedule an interview. There you can also find the information about the Holidays in different offices. For example national holidays in China are different from the national holidays of Holland, it is essential to know when some of the offices are closed.

5. CL Operations Communicator

Communicator makes it possible for people in multiple locations to collaborate in real time by using several methods of communication, including instant messaging, presence, web conferencing, and audio/video conferencing. Communicator saves time and improves productivity by ensuring that you reach the right person immediately. It includes information that you can share with your contacts to help them communicate with you.

6. Connect US- Social media page of CL Operations

Philips has a social media page where employees can post news, ideas and other interesting articles, as well as our latest videos and photos. You can also interact, post comments, create discussions and upload your own photos.

2.3.3 List 2- All Channels which are influenced by the internal communication team

1. CL Operations Intranet homepage

The home page provides the latest news and acts as an information portal. The Homepage is updated daily but they try to keep items visible for at least 48 hours; previous items can be found in the news archive. There is access to the internal homepage from both at the office and at home. This is a company's data base, which is located on the specifically made server. Everyone from the company has access to it.

2. Connect US- Social media page

CL Operations has its own social media group where employees in this specific department can post news, ideas and other interesting articles, as well as comment on the latest videos and photos. The employees can also interact, post comments, create discussions and upload their own photos.

3. CL Operations Update - Monthly e-newsletter

The online newsletter, which is emailed to all staff on the first day of the month, contains details about forthcoming events, training opportunities and information that staff need to know in order to be able to carry out their jobs.

4. CL Operations InDepth

The InDepth is a broader and deeper version of the monthly e-newsletter. One topic out of the newsletter will be explained in a broader sense. Originally launched as CL Supply Bulletin; the name was changed to prevent confusion and make the purpose more clear. The In-depth provides an in-depth view into a specific topic. CL Operations InDepth is always themed; There will be one central topic which and the content consists of articles, interviews, reportages, analysis, etc. accompanied with pictures & graphics.

5. CL Operations Town hall meeting

This is a meeting which is mandatory to attend as quarterly results will be showed. Not all of the town hall meetings are mandatory. Some of them are about a certain product or event and then you only show up when that gains your interest.

6. CL Operations webcast

A webcast makes it possible for all different countries to come together through the live meeting tool and follow a presentation live. Either quarterly results will be showed and or other important information to share with all of the employees.

3. Review of literature

As stated above, the review of literature discusses the techniques and equipment that are appropriate for investigating this specific topic on internal communications. The literature below summarizes the theory behind the research. In this chapter the definitions of communication and internal communications are explained. Also the different generations and how to cope with a generation gap if there will be discussed in this chapter.

3.1 What is communication?

Shannon's and Weaver's "Theory of Communication" is a well-known communication theory and is probably the most important communication model from which many communication experts make use off. (Days, 2006)

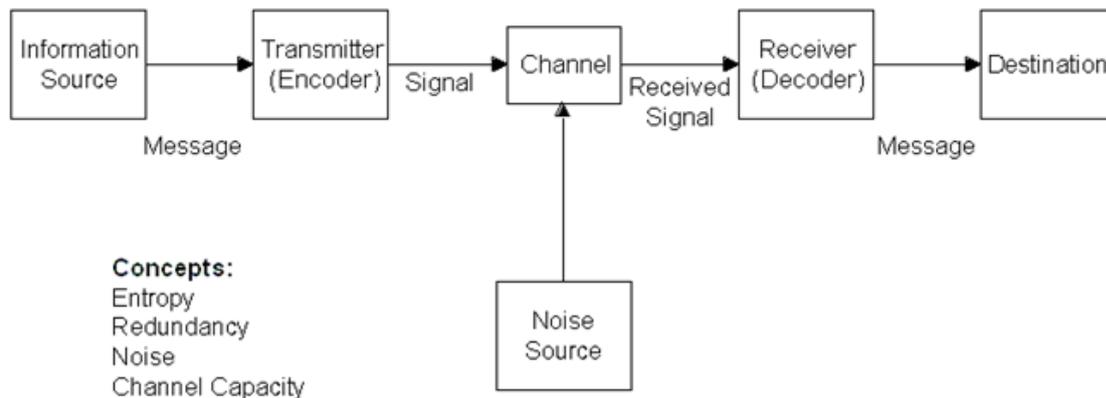


Figure 2: Shannon- Weaver communication model (Tan, 1985, p.56)

This communication model clearly shows why even the simplest communications can be misunderstood. Sending a message across a certain type of media only adds to the complexity of the communication and increases the chance for misinterpretation. Especially with today's world of complicated technology, it makes it even more complex to send out the right message that is caught on with the right interpretation.

When clarifying the Shannon and Weaver's model, a message starts with an information source which travels through a transmitter and is then sent via a signal to the receiver. But before it reaches the receiver, the message must go through noise. Finally, the receiver must transmit the message to its end goal.

Let's set an example. Imagine you came up with a great idea; this is your information source. You want to share this with someone. You first have to transfer this idea to words in your mouth; this is your transmitter. Once you have found the right words, you will share the information and your voice will be the signal. Your message will go through the air towards the listener, which is the receiver. Along the way the message will pass by different noises such as doors opening and closing, cell phones ringing and other disturbing sounds. But finally, your idea has reached the receiver and its end goal, which was sharing of your idea. It is important for communication to get from the sender to the receiver but probably the most important aspect is that the receiver interprets the same message as the sender wanted to communicate.

3.1.1 What is internal communication?

As stated in chapter 1, this research is taking on Deetz (2001) definition on internal communication. According to Deetz, internal communication is as a way to describe and explain an organization. In this definition communication is the essential process through which employees share knowledge and information, define the organizational culture, make meaning of organizational values and create relationships. The internal communication here consists of messages, people, practices, meaning, and purpose.

A research done by the Watson Wyatt firm concludes that the bottom line of internal communication is that this type of communication is no longer seen as a “soft” function but rather a business function that stimulates performances and will in the end contribute to the company’s financial successes. (Watson Wyatt, 2008)

To explain internal communication in the simplest way; internal communication is communication within an organization. It includes both formal and informal communication. There are different types of communication, which will be deeper explained in the paragraph below. An example of formal communication would be guidelines, memos and policies. An example of informal communication would be communication that happens between the employees of the organization, the development of personal relationships and the exchange of ideas and opinions. The main key of effective internal communication is to promote a strong communication culture within the company. This is done through a two- way flow of information that moves information from the top to the bottom and bottom to the top. It is important to have communication in both directions as that is the key for internal communication to be as efficient as possible. (Roehler, 2007) The importance of communication has increased along with the globalization of the world. Businesses have personnel from all over the world and are connected to employees and clients all over the world. Employees are now more active and interested in what is going on in the company they work for. It is no longer enough to simply expect them to complete the tasks given to them. Employees need to be involved in the process and feel that their work is appreciated and important. This is where internal communication comes in. It aims to motivate and inform the employees. If done correctly, it will create and maintain a good working atmosphere and it will develop business operations. (Argenti, 2007) Internal communication is needed in building a positive organizational image and identity, and helping the personnel understand what is required from them. In this period of time, with the fast rapid of technology change, communication is changing too. Nowadays, internal communication is more than models, methods and publications. It is now more than ever about building a company culture.

Internal communication is what drives the organization. The ability of an organization to effectively communicate with its customers, clients, and employees is crucial to provide greater customer satisfaction and improved business productivity. Communication is a process for giving or exchanging information with others. Effective communication occurs when the receiver clearly understands the intended message that was sent. Communication occurs whether planned or not. Without an organized internal communication strategy the message received is left to chance. An integrated internal communication strategy provides a focused plan for communicating the company’s mission, vision, values, and goals and why they matter to employees. (Toffler, 2007)

3.1.2 Types of Communication

Communication is the basis of daily interaction and anything that requires the purpose of human dealings. Communication is not just important, it is absolutely necessary in any work setting where people work together. In the present world, with a very high level of labor division, accomplishment of almost any useful task requires inputs from a group of people. Nowadays we have technology to enhance the idea of communication by making it simpler, faster, effective and convenient no matter where you are on the globe. The times of drawings on rocks and stones and written letters sent out by men on horses are long gone, our communication system has evolved to building virtual bridges between nations. Every day we are constantly

humming with communication, whether we realize it or not. All aspects of nature, be it humans, animals, plants and even the weather, are all communicating in a way that is understood and interpreted through observation. The importance of this vital means of being in touch is crucial for us to survive the everyday.

Verbal

Verbal communication is one of the main actions everyone deals with every day. Whether being at home, at work, at the gym, walking the dog, everyone communicates. We are constantly in a state of communication. Whether to-the-point or complex, the messages are sent across to one another. (Hanes, 2010) What message trying to bring across is critical in having the message understood by the receiving party.

Non-Verbal

Not every communication we send is done verbally. We use body language and our facial expressions to portray a feeling, be it a happy, sad or angry one. Sign language is probably the most well know language throughout the world. Deaf people use a series of gestures that translate into alphabets and words. But that is not the only way of nonverbal communication. Also the way you move, the way you dress, the way you dance and the way you eat are nonverbal communication and signal a message to the one who sees you.

Formal

In workplaces and other environment that are constantly communicating through email, reports and other sorts of messages, there is a different communication flow then when you are at home. This is called the formal communication flow. There is a professional behavior that is needed in order to maintain a level of respect, precision and clarity. The hierarchy in a company also follows a chain of command that is practiced when it comes to who communicates to whom, and how the message gets across using the right people intended to be in touch with first, before it is carried forward to the appropriate party.

Informal

This kind of communication loosens its grip on a formal setting, where group meetings, discussions, debates and the sort that encourage free speaking, is what qualifies as informal. There is no restriction on conveying what it is you feel. AA meetings, leaving messages through post-its, voice mail, a debate team, a creative brainstorming session and so on, are such informal scenarios. Even when conferences take place, the speaker doesn't have to be all formal about the affair, but can take on an informal edge to keep listeners interested, at ease and encouraged to ask questions if any.

3.1.3 The flow of communication

Successful communication can only occur if the receiver understands the exact information or idea that the sender intended to transmit. Many of the problems that occur in an organization are either the direct result of people failing to communicate and/or processes, which leads to confusion and can cause good plans to fail. (Mistry, Jagers, Lodge, Alton, Mericle, Frush, Meliones, 2008). There are different types of the way communication flows and these types are explained below.

Downward communication

Downward communication flows from a manager down to the employees. It is communication created by directors and managers and passed down the hierarchy of workers in the organization. In traditional organizations this is the preferred method of communication. Managers decide what the systems, rules and procedures will be and then they pass these down to the employees they manage and supervise. (Yadav, 2009)

Upward communication

This is the communication which originates at the lower level of the employment hierarchy and is then communicated up through the line. Organizations encouraging upward communication believe that everybody

is capable of generating thoughts and ideas which may help the organization to progress, particularly when they are working closely in the organization. (Yadav, 2009)

3.2 Different channels of internal communication

Nowadays we have different communication channels than we had 10 years ago. This has all to do with the way technology has been evolving. The development of the technology has led to a change in the way people communicate. This new advanced world now offers more ways to communicate than ever. New media are needed as the business world becomes more global with geographical distances between different business locations and personnel growing longer. These global changes also force us to follow a new path of revolutionizing the way people interact with each other. Information transfer is required to be faster. This can only be achieved with the aid of technology and media, which incorporates real-time interaction through video conferencing, e-mail, etc. Although the developing of the latest technology creates more possibilities for the progress of communication, it also generates new problems. Technical difficulties, such as connection errors or power cuts, have a negative effect on the efficiency of communication. As there are so many channels to choose from for the communication manager, that as a result, the communication manager launches a variety of messages across multiple channels, waiting for anything to stick. Joseph Manos, the vice president of MindFireInc, which is a provider of direct mail software implies that any communication channel that is not working is too much. (Hagopian, 2010)

Fletcher and Major (2006) also argue that the world is growing smaller as technology advances and the creation of more advanced technology introduces organizations to different channels of internal communication, crossing both time and geographical distance. Fletcher and Major (2006) suggest four basic channels are used in workplace communication (1) face-to-face meetings, (2) audio or telephone exchanges, (3) video conferences, and (4) computer-mediated text transfers. In addition to those four, Charles (2005) notes organizational publications, such as the company newsletter, are also a channel for information.

3.2.1 Face to face meetings

Face to face meetings are meetings where the employees physically see and talk to each other.

Staff meetings

The type of outcomes expected will have an impact in the choice of the communication platform. A project that requires agreement, timing and persuasion of others is less effectively accomplished using computer mediated communication platforms. When there is a need for the expression of emotions it is easier to use a face to face meeting than for example a communicator talk or an email. Other aspects like low time pressure or urgency will also determine if and when face-to-face meetings are more useful. However, when there is a need for a more "rich" communication channels when tasks and decisions are complex, and when there is a need to respond quickly, face-to-face communications are perhaps a more effective media channel. And, of course, an appropriate mixture of both face-to-face meetings and computer mediated communications might well best serve the interests of organizations.

3.2.2 Audio or telephone exchange

Audio and telephone exchange speaks for itself but are done through either computer devices with a software and program to call people or done through an actual telephone.

Communicator

Communicator makes it possible for people in multiple locations to collaborate in real time by using several methods of communication, including instant messaging, presence, web conferencing, and audio/video conferencing. Communicator saves time and improves productivity by ensuring that you reach the right person immediately. It includes information that you can share with your contacts to help them communicate with

you. Communicator is ideal for any application where you need to distribute professional quality audio to different locations in the world. Multicasting is incredibly efficient because only one copy of the audio needs to be sent regardless of the number of receiving locations on the network.

3.2.3 Video conference

Video conference is another method done through a computer device with a program or software that is able to connect to another person's computer and webcam.

Skype

Skype offers a lot of features that can help to communicate and collaborate better at work. It holds group video which means you can have face-to-face video calls with 3 people or more at the same time, anywhere in the world. This will save you time and money as you don't have to travel around. It also offers instant messaging just like communicator does. Instant messaging provided you the opportunity to share files, websites or other additional information while being in a phone call. Another factor Skype provides it that you are able to send out large files.

3.2.3 Computer mediated text transfers

Computer mediated text transfers are all written documents send out in any kind of form.

Email

Research shows that it takes 64 seconds for staff to refocus and get back into the work they were doing before an email interruption. Randomly sending out 'All Staff' group emails can damagingly impact staff workloads and stress levels. (Jackson, Dawson & Wilson, 2000) The majority (70 percent) of employees react to email within 6 seconds of them arriving.

3.2.4 Organizational Publications

Organizational publications are all channels that are send out by the organizations like newsletters, bulletin boards and internal magazines.

Newsletter

According to research done by the Watson Wyatt organization, reading the Newsletter consumes 80% less time than reading the equivalent 'All Staff' emails. An internal newsletter is a great way of building loyalty with the employees. It allows communicating key messages, sharing stories and other important announcements. A newsletter should entertain advice, inform and engage the reader. A newsletter is only of interest to the reader if it is relevant.

3.3 Internal Communication Measurement

In order to have a clear vision on how the current communication channels are been used, measurement of internal communication needs to be undertaken. (Hargie & Tourish, 2004) Measuring effective communication depends on what the meaning of effective is in the organization. Bovee and Thill (2000) suggest that effective communication only takes place when there is a shared understanding that motivates the employees to take action and encourages outside of the box thinking. This view is shared by Spence (1994), who considers communication to be effective only when a message has been received and understood and can then stimulate action. Communication performance within organizations has been considered an understudied area and therefore poorly understood (Pandey & Garnett, 2006) yet it a very important key to successful business. (Hargie, Dickson & Tourish, 2004, p.5)

Why is measurement of the internal communication channels so important? Measuring the internal communication channels is important because with these results Philips CL Operations department will find out

if in general the employees believe that they have enough information to perform their duties well. Another reason to measure the channels is to figure out the areas that still need improvements. It is wise to always review what is being sent, and think beforehand about what is right to say when put into words. That is why, reviewing one's work diligently and repeatedly is always stressed upon. (Johanssen, 2008) It would be nice if Philips had all the resources to hire a research firm or to buy a tool to measure the effectiveness of the channels. However that does not mean that evaluation is impossible or that unless it's done by a professional researcher or professional measuring tool it has no value.

Effective communication in the workplace is necessary for an effective work environment. Productivity decreases and everyone gets stressed if people do not communicate effectively. (Johanssen, 2008) Any organization can be made more productive by effective communication. However, how effective the communication in a company is, also depends on the employees. The engagement of employees is of high importance for communication to be successful. Only motivated employees bring the real value for the company. This makes internal communication a fairly complicated and resource communication activity. To be able to communicate effectively and efficiently a strategy needs to be implemented for effective communication systems.

3.4 Internal communication cross- generation problems

To be able to work as effectively and efficiently as possible, to increase productivity and quality, one needs to understand generational characteristics and learn how to use them effectively in dealing with each individual whether different generations or different cultures. Whether at a family gathering or in the workplace, it is important to understand the differences in ethics, dissimilar values and norms.

For the first time in history employees are struggling to balance the different needs and working styles of different generations. Gregg Hamill, director of Fairleigh Dickinson University, argues that there is a serious problem in the workplace. It is the problem of distinct generations; the Veterans, the Baby Boomers, Gen X and Gen Y. These generations are working together and often run into problems as their paths cross. Individuals with different values, different ideas, different ways of getting things done and different ways of communicating in the workplace have always existed. So, why is this becoming a problem now? (Hamill, 2005)

However, Jamie Nutter argues that there are many advantages to a multi-generational advising workplace as well. Decisions made from many different perspectives will reflect the diverse needs of the employees in the organization. Many talents will be recognized because of the different thinking. Acknowledging these values and ideas of each generation can have a positive impact on the organization. (Nutter, 2010)

The basic premise behind the idea of generation differences is there is an increasing trend towards the mixing of individuals from different generations in social contexts at the workplace. While such a blending of different age cohorts can at times foster amazing surges of creativity, it more often seems to represent fundamental differences of and conflicts around values, ambition, world-views, mind-sets, and ways of working and thinking. As Zemke (2000) suggest, "The sounds of generations in conflict are heard around the water cooler, across the cafeteria table, at the office, at the coffee bar, and on the e-mail white boards of 1,001 corporations and public servers" (p. 11) Gregg Hammill suggests that different generations need different communication channels to make the internal communication as effective. (Hamill, 2005)

3.4.1 What are the different generations?

It is always dangerous to describe or stereotype different generations' characteristics since individuals within that generation do not always fit the qualities ascribed to them. But after doing some research this is what research states.



Figure 3: Generation timeline (Hamill, 2005)

1922-1945 Traditionalists

According to Andrew Schwartz, this generation grew up during the Great depression, World War 2 and during the cold war. Traditionalists grew up in a family consisting of parents and two children. Fathers typically worked while mothers stayed at home. As a result this generation tends to be conservative, rule-abiding and have appreciation for authority. For most traditionalists higher education was unlikely, though they valued hard work. (Schwartz, 4)

1946-1964 Baby Boomers

Born between 1946 and 1964, Baby Boomers are now around 40 and 50 years old. They are well-established in their careers and hold positions of power and authority. Nowadays they are still the largest group in the workforce and many of them are in leadership and management positions. Labor statistics indicate that nearly 80 million Baby Boomers will exit the workplace in the next decade. (Kane, 2011)

1965-1980 Generation X

According to Gregory P. Smith, international business consultant, generation X employees do not plan on staying with one company or one job throughout their life. The majority of this generation is familiar with divorced family situations. Many times Generation X workers are put in a negative light by the older generation. Clearly, their work ethics are different, but along with their age they bring unique strengths and abilities. (Smith, 2010)

Generation X employees tend to be less motivated by promises of overtime pay and more motivated by personal satisfaction with their jobs. They want to grow in their jobs and learn new skills. They will change jobs often when seeing a job that offer them both better benefits and more opportunity for professional growth as well as personal fulfillment. Generation X employees want, and expect, their employers to hear what they have to say. They want to understand the "big picture" for the company and how their skills can influence on the growth of the company. They are creative thinkers and independent. They are also very result oriented and bring with them a healthy dose of skepticism. (Smith, 2010)

1981-2000 Generation Y

According to Stephanie Armour, reporter for Bloomberg News, generation Y can be described by the following words: "They're young, smart and innovative. They may wear flip-flops to the office or listen to iPods at their desk. They want to work, but they don't want work to be their life". Stephanie argues that this age group is moving into the labor force during a time of major demographic change coping with the crisis. Sixty-year-olds are working beside 20-year-olds. Freshly minted college graduates are overseeing employees old enough to be their parents. And new job entrants are changing careers faster than college students change their majors, creating frustration for employers struggling to retain and recruit talented high-performers. (Armour, 2005)

3.4.2 Where does it go wrong?

Internal communication is the most important aspect in a multinationals like Philips. If the communication

inside is not clear, how will the people understand the message you are trying to communicate to the outside world. Where do these generation differences kick in? Work ethic is probably the most noticeable when looking at differences in generations. According to Hamill, the traditionalists prefer to communicate through the traditional way which is face to face and meetings, whereas generation X prefers to communicate by email, through social media and other internal communication platforms. (Hamill, 2005) Another aspect where the age difference kicks in is how the different age groups prefer to interact to each other. The baby boomers seem to have a strong preference of authority whereas for generation X there is a fine line between a boss and themselves. Generation X for instance, has been labeled the 'slacker' generation (Jenkins, 2007), and employers complain that younger workers are uncommitted to their jobs and work only the required hours and little more.

3.4.3 Different opinions in the definitions

According to the newspaper "The age", generation Y are a bunch of selfish narcissists. Yet a week before this was published, Time Magazine's cover story states that this same generation is very selflessly and uses Twitter to help the Middle East and North Africa. These stories paint two very different pictures of Generation Y. Jean Twenge, the writer of the article in the Age, used psychological data, to claim that today's generation Y employees are increasingly selfish. She points out the influence of permissive parenting, celebrity culture and the internet. (Woodman, 2011)

This is a great example of where there is actual evidence that people have different opinions about different generations. Everyone has a different opinion about these generations according to their own experience. Therefore we have to be careful with putting these generations into subgroups. However, even though people argue about some of the characteristics of these generations it is a fact that the generations are different as they are raised in different circumstances. The baby boomers are raised in more of a traditional way. They appreciate authority and still have the 9-5 mentality. Whereas generation X and Y are more flexible. This has also to do with the introduction of the laptop, they are now used to work from home, and make up their own hours. These are differences that need to be clear and acknowledge at work in order to work as efficient as possible.

3.4.4 Cultural differences

Research has shown that in the past an organization was dominated by white males. This has changed in the last decades. Statistics show that white males are fast becoming a minority within all organizations and cultures are mixing together. (Argyris, 2002) By 2025, white males are expected to be a minority in most organizations. Knowing that, many organizations are now facing a new multinational organizational structure it is only obvious that differences occur. As most people know, different cultures and different generations have different formal and informal rules, hierarchy levels, values, beliefs, etc. These cultural and generational differences will cause problems to the internal organizational communication. If an organization cannot communicate internally, it cannot share the same understanding. (Argyris, 2002)

3.4.5 How to close the gap between generation differences?

It is very important that organizations that cope with this problem first acknowledge that there is a problem. Secondly, the organization needs to make room for personalized communication. For example traditionalists like authority and appreciate respect, showing respect of what value they are to the company is a first step. On the other hand, knowing that generation X likes recognition, giving them a compliment will make them feel more welcome and comfortable. To cope with different generations you need to know the problem, acknowledge the problem and personalize the communication. (Hamill, 2005) Each generation has a different

set of values, norms and expectations from the work environment. Employers should be aware of the differences. Each group also has a unique communication preference.

Generational differences are a fact. They come from social, economic, and political influences. Interestingly, the conflicts come from a simple difference in age and experience. Although, these generation differences have existed for over many years, nowadays it seems to have a bigger influence on the workforce. This is because nowadays the gap between the different generations has been bigger than ever before. With four generations in the workforce it is almost impossible to not have a generation clash. With the traditionalists as the oldest people in the workforce standing right across to generation X, who are the youngest people in the field of work. Both of these generations grew up in a total different environment. Traditionalists prefer respect and authority over socializing whereas generation X and Y are very flexible, create a fine line between the boss and the employee and are very sociable. The reason why this so called generation clash is now happening is because of two main issues. The first one is the change in the organizational structure. Now that the generation X is taking over the workforce, organizational structures are changing. 9-5 days are disappearing and instead the flexible working hours are taking over the workforce. The second important issue is the movement to a more postmodern world we live in these days.

In the end, the communication in an organization is influenced to a large extent by different generations. This is because when there are different views and different understandings there is sent out a different message. Therefore it is important to understand that we each have needs and preferences as individuals, and we must make the effort to understand the perspectives of those with whom we work. Whether we're just entering the workforce or nearing retirement, our understanding of each other's individual perspectives builds an atmosphere that facilitates communication, minimizes misunderstandings, and better leverages the talents of our teammates.

3.5 Conclusion of the literature review (Conclusion of chapter 3)

Through this chapter of literature review, there can be concluded that there are a lot of different definitions out in the open on both communications and internal communications. However, this specific study has chosen to take on one definition for communications and one definition for internal communications.

According to Mary Ellen Guffey and Dana Loewy, writers of the book *Essential business communication*, communication is defined as the transformation of information and meaning from one individual or group to another. (Guffey & Loewy, 2012) The fact that their definition is based on business communication made it for the researcher a reasonable reason to take on this point of view on communication. According to Deetz internal communication is as a way to describe and explain an organization. In his definition of internal communication he describes the way of which employees share knowledge and information, define the organizational culture, make meaning of organizational values and create relationships. The internal communication here consists of messages, people, practices, meaning, and purpose.

In the literature Professor Roehler states that the key of effective internal communications is to promote a strong communication culture within the company. (Roehler, 2007) This is an important statement to take into account when analyzing the practical data through the surveys and In-depth interviews because it might be different in practice then on paper. The employees might feel different about this; they might value the communication channels more than the company culture. Argenti (2007) argues that internal communication is needed to build a positive organizational image and identity, and helping the personnel understand what is required from them. With the fast rapid of technology change, communication is changing too. Nowadays, internal communication is more than models, methods and publications. It is now more than ever about building a company culture. (Argenti, 2007) There can also be concluded that for the first time in history employees are having difficulties to balance the different needs and working styles of different generations. Working with different generations can be difficult and different generations need different communication channels. This is another important factor to take into account for the next chapter as the literature suggests

that there is a need to implement different communication channels for different generations. However do the employees at Philips feel comfortable with this too? An additional learned lesson from the literature is that Fletcher and Major (2006) state that because of the technology change, organizations are introduced to different channels of internal communication, crossing both time and geographical distance. They suggest four basic channels that are used in workplace communication face-to-face meetings, audio or telephone exchanges, video conferences, and computer-mediated text transfers. However are all these communication channels used by the employees? Are the employees satisfied with these channels or do they feel different channels should be introduced? All these factors are very important to take into account when writing the next chapter. The fact that something is written on paper, or that there is been done research does not mean that in every company it works the same. Therefore comparing the literature with the analysis of the survey's and in-depth interviews is a crucial phase in this research.

4. Internal communication research

This chapter will include a step by step plan to analyze the employee satisfaction survey and the In-depth interviews. This chapter also includes charts to illustrate and compare the data out of this research. Unfortunately there cannot be done any analysis on a positive correlation between the use of different communication channels and the different generations. Even though both of the questions are present; What is your age and are you familiar with the following channels, there cannot be made a correlation. This because linking age and familiarity with the communication channels does not give you the answer on the question: What generation uses which communication channels? Read a more thorough explanation in chapter 7, weaknesses of the study. However, in the in-depth interview there has been a question on the generation differences but the respondents of the in-depth interviews are only a very small percentage of the target audience.

As discussed in the literature review, measurement of the internal communication within organizations is fundamental to understanding the overall picture of the organization as well as changes that need to be made and future strategies (Hargie & Tourish, 2004). Along the road there are certain steps that need to be taken in order to improve and measure the internal communication. Therefore 4 steps are developed to make an internal communication research plan based on information given by the employees through a survey and in-depth interviews. See appendix 2 for the employee survey and appendix 3 for the in-depth interviews.

4.1 Step 1- Demographics of the respondents

There are some important questions that are needed to be asked regarding the demographics of the respondents. Examples of these questions are; how many employees does the respondent group consist of, what are their geographical factors, what communication channels do they use, which ones do they prefer? The more information there is about the employees, the better the communication team can adapt to meet their needs. (Roehler 2007) The target audience is all of the CL Operations employees, however there is only around 10% of the target audience that have responded to the survey or In-depth interview. Therefore out of all the employees, 359 employees are the control group. This group comes from different countries, regions or even different continents. There are employees from 21 and employees from over the 60. It is extremely important to know your audience very well. Through a satisfaction employee survey there has been done researched about the target group and the following results came up. The survey was sent out to 3000-5000 employees worldwide. The analysis is based on the comments and answers made by the respondents. Below there is the analysis made for the survey. Every graph stands for a question. (See all the questions in Appendix 2) The questions will not be in order of the survey but will put in according to the four step model that is used in this research.

Question 1 (See Appendix 2)- What is your age?

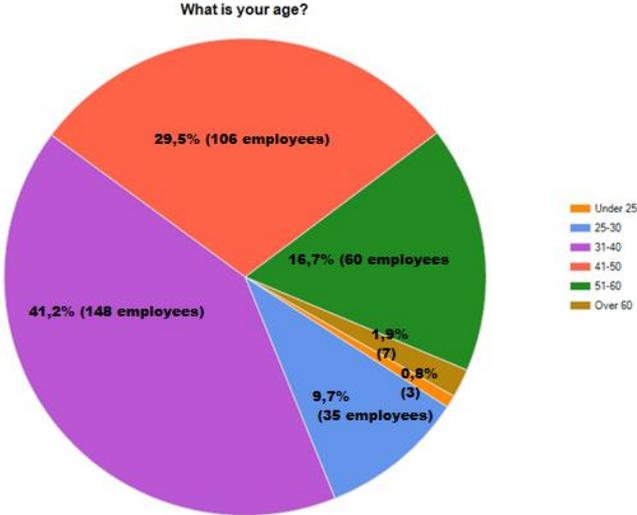


Figure 4

Figure 4

According to this diagram the majority of the target audience (41,2%) is between the age of 31 and 50. This is an interesting result as this age group falls in the category baby boomers and they might have a different view on the communication channels then a younger or even older generation. If there are any generational differences in the CL Operations department will be discussed later. Also later on in this report will be discussed if different generations need different approaches and or communication channels according to the respondents.

Question 2 (See Appendix 2)- What region do you work in?

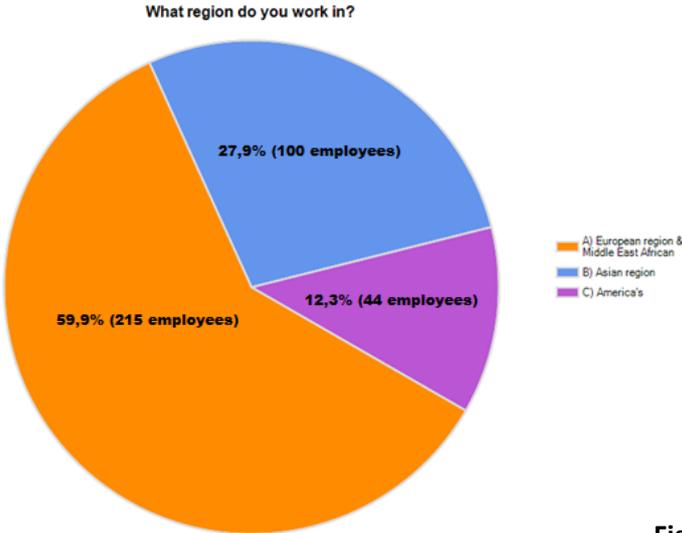


Figure 5

Figure 5

This diagram illustrates that the majority of the 359 respondents work in the European, Middle East African region. This is important to know because of cultural differences. Some countries look different at internal communications than others. Therefore it is important to know where the target audience works at.

4.2 Step 2- What is the current situation?

Step two is defining the current situation at the CL Operations department at Philips. To be able to state the current situation there are some questions that need to be asked. For example how often do the employees make use of the communication channels and are they even satisfied with the information they are getting from the different sources?

4.2.1 Where do employees get their information from?

There is no single source of information that works for everyone in any situation. There are a number of sources of information. Employees get their information from a variation of sources.

Closest manager/supervisor

Colleagues

Town hall meetings

Email

Intranet

Newsletter

InDepth

Question 5 (See Appendix 2)- How often do you visit the CL Operations homepage?

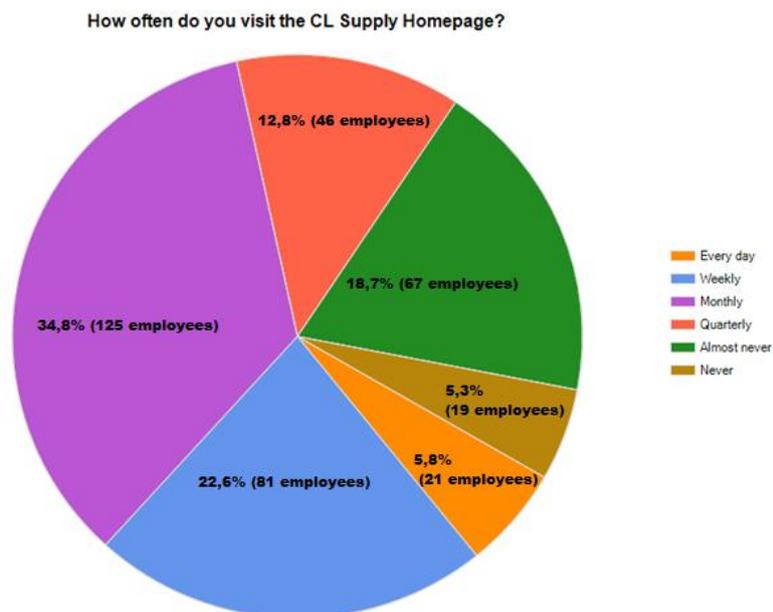


Figure 6

Figure 6

The majority of the target audience only visits the homepage monthly. This is quite logical as the newsletter is sent out monthly and if people want to read the full article they have to visit the homepage. However, it would be nice if the people take a look at the CL Operations homepage more often.

Question 6 (See Appendix 2)- How many articles of the CL Operations newsletter do you usually read?

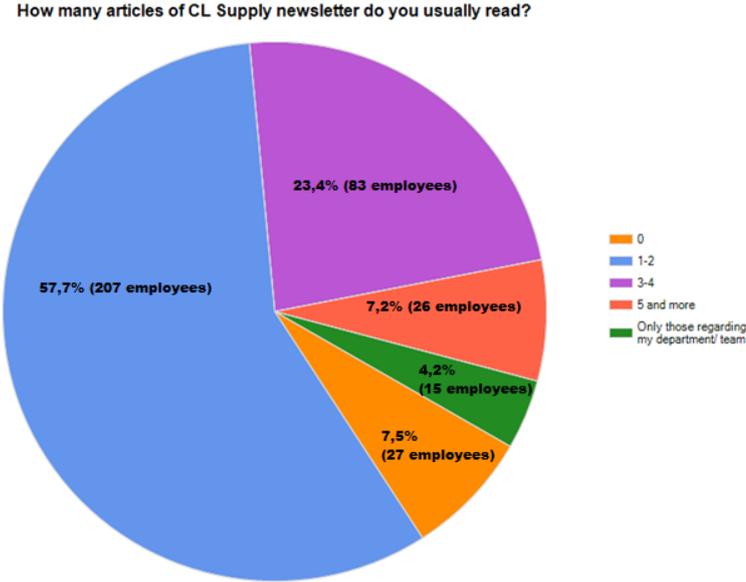


Figure 7

Figure 7

The majority, 207 out of 359, only read 1-2 articles of the newsletter. This is a very low percentage. 7,2% of the respondents read 5 or more articles and 4,2% only read those articles regarding to their department team. 83 employees out of the 359 read 3-4 articles, which is still a low percentage of you compare it with the 207 employees who only read 1-2 articles.

Question 3 (See Appendix 2)- I am familiar with these CL Operations global communication tools in place

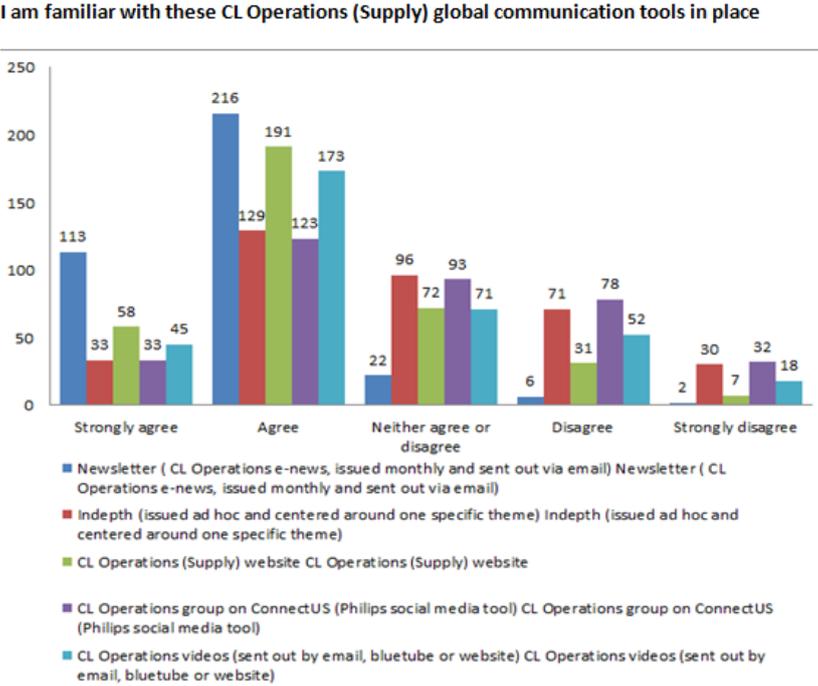


Figure 8

As results show, out of the 359 respondents the social media tool ConnectUS is the least known communication channel in the CL Operations department. ConnectUS is closely followed by the InDepth. The newsletter is well-known around the employees of CL Operations. 91% of the respondents are familiar with the newsletter, whereas only 43% of these same employees are familiar with the social media channel ConnectUS. Also a minority of 45% is familiar with the channel InDepth, which means the majority does not even know what the InDepth is.

Question 4 (See Appendix 2) - I find information provided by the CL Operations global communication tools useful and relevant for me.

I find information provided by CL Operations (Supply) global communication tools useful and relevant for me.

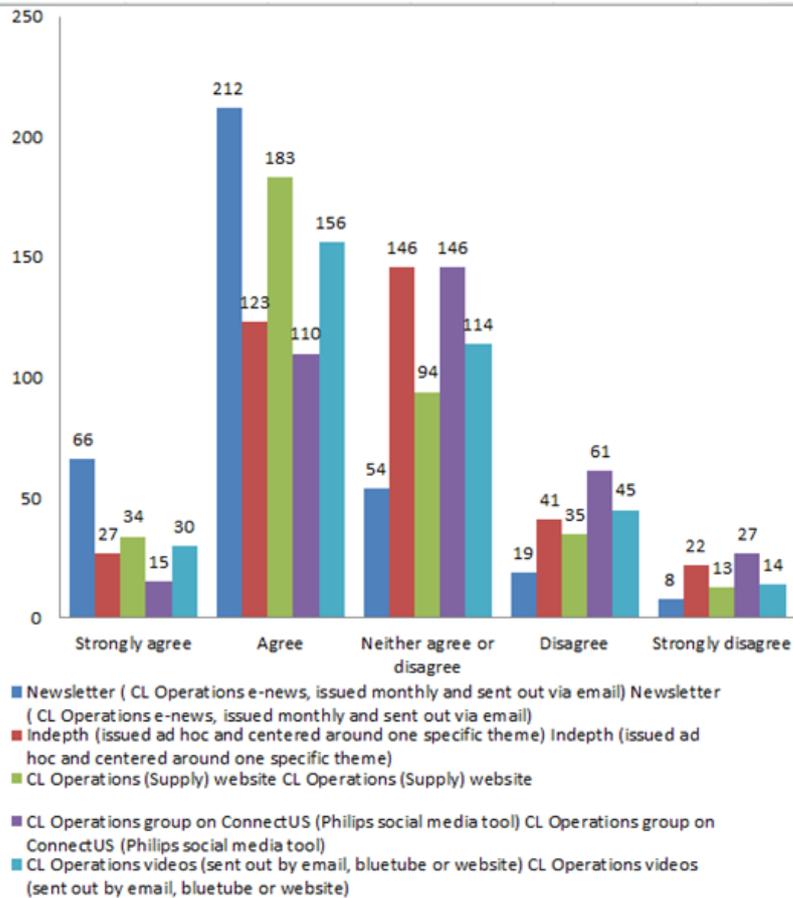


Figure 9

Figure 9

This diagram shows that out of the respondents the newsletter provides the most relevant information, whereas ConnectUS seems to be lacking behind. 65% of the respondents are either neutral or negative about the relevance of ConnectUS. Whereas 77% of the respondents either strongly agree or agree on the relevance of information in the newsletter. The InDepth follows ConnectUS with a percentage of 58, which is still the majority who do not see the relevance of the InDepth. 60% of the employees feel that the CL Operations website is filled with relevant information. The videos send out by the communication team are very in the middle. 51% of the respondents strongly agree or agree that the videos are provided with relevant information, 32% is neutral about this opinion and 16% does not see the relevance of information in the video's.

Question 8 (See Appendix 2) - What is your reason not to participate in the communication channels?

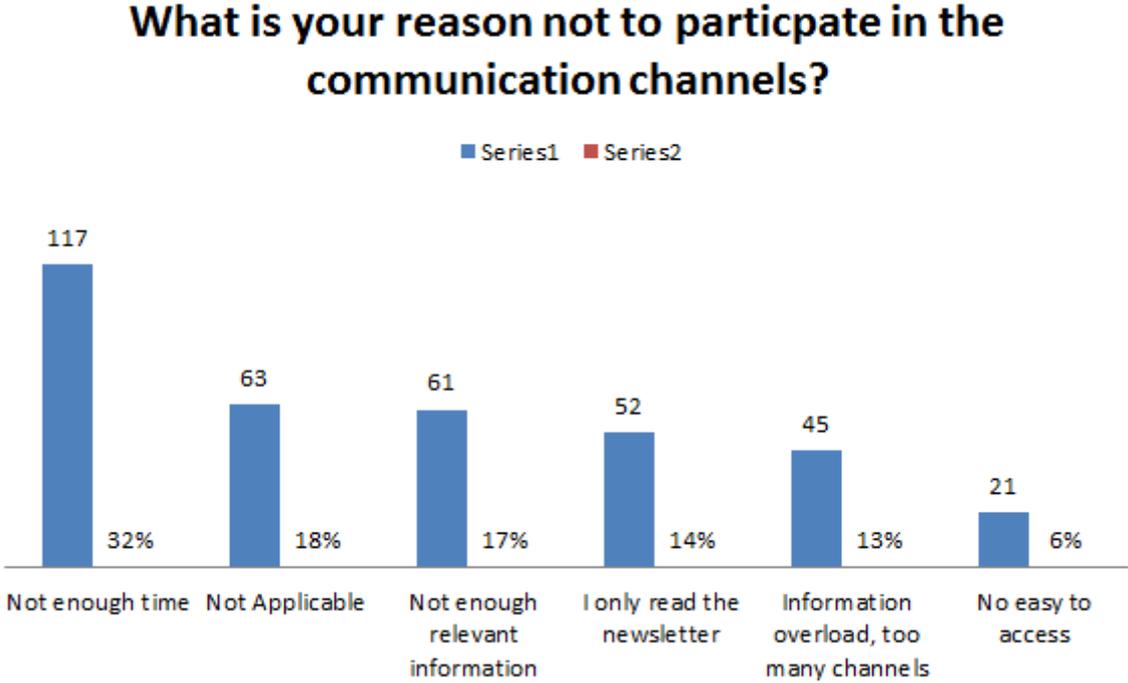


Figure 10

Figure 10

As the results state, 32% out of the respondents do not have enough time to participate in the internal communication channels. This is followed by 18% who choose 'not applicable' as they already do participate in the communication channels. 17% of the respondents find the information provided by the communication channels not relevant for their job. 14% do use certain communication channels by watching videos and reading the news but do not use other channels like ConnectUs or InDepth. 13% feel that there is too much information through all these channels, there is an information overload and therefore they do not use it. Out of the 359 respondents only 6% find the communication channels in use not easy to reach and only 2% uses only ConnectUs and no other channel. Through these results there can be stated that the majority of the respondents do not participate in the communication channels because of lack of time. Another reason not to participate in the channels is that there is not enough relevant information.

Question 7 (See Appendix 2) - How do you choose which articles you are going to read?

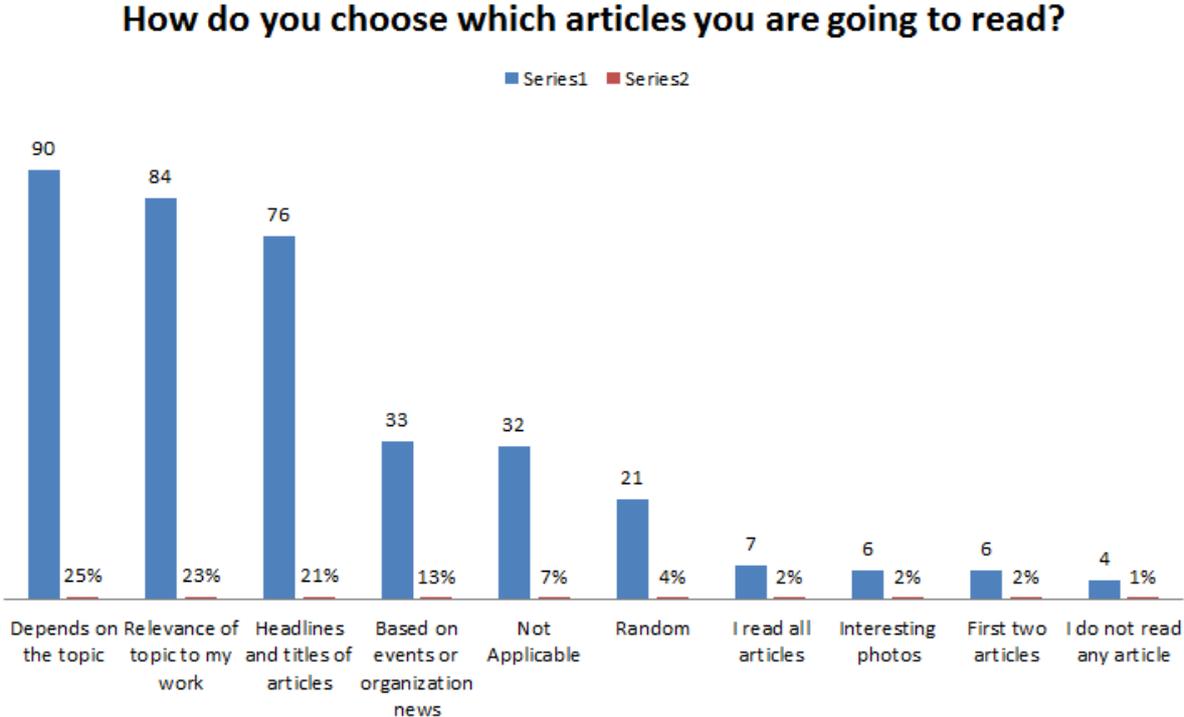


Figure 11

Figure 11

According to these statistics, 25% of the respondents pick the articles they are going to read by their interest in the topic. This is followed by 23% of the relevance of topic in their work field. 21% picks the articles through headlines and or titles of articles. 13% out of these 359 respondents base the choice on organization news or big events. 4% picks random articles, whereas 2% reads all articles and 1% does not read any article. There can be concluded that the majority of the respondents pick the articles through their interest in the topic or the relevance of the topic to their job. The minority reads all articles or does not read any article at all.

4.3 Step 3- Measure the effectiveness of the internal communication channels

When Philips wants to have effective internal communication channels, measurement of these specific channels is then very important. Qualitative research is used to measure the effectiveness. Why is it important to measure the channels? It is important because if you don't know if the channels are effective Philips might be wasting money and energy.

The survey and the in-depth interviews that have been done are the basis for the analysis to see a clear picture of what channels are working best and what the company needs to do to have effective internal communication. This employee satisfaction research is one way to measure the effectiveness of the internal communication channels.

In the same way the measurement regarding the messages can be done. The messages indicate what the CL Operations internal communication team communicates to the employees. By measuring both the channels and the messages you create an opportunity to take control of a large part of the communication. The rest is timing, need, culture and other factors that we will cover later.

After having done all this, this is the basis for the analysis of this measurement. The optimal way to have a really good basis for effective workplace communication is when having some interviews to get some background information for the channels and the messages.

4.4 Step 4- Define the problems through a SWOT analysis

For the last part of the strategy, the implementation of a SWOT analysis is used. Identifying the strong and weak points will make it easier to improve the internal communication. This tool will help to understand the strengths, weaknesses, opportunities and threats. The SWOT is a simple tool to analyze the uniqueness of the company or in this case the CL Operations department. It is also an excellent research tool for collecting feedback or views on a specific topic.

Model used to define the SWOT

Your Comments Please print	Your rating Check one box				Your reason for this rating Please print
Strengths (S) What is good about _____?	Strong	2	3	Very strong	WHY?
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Weaknesses (W) What could be better about _____?	Weak	2	3	Very weak	WHY?
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Opportunities (O) What ideas do you have on _____?	Good idea	2	3	Very good	WHY?
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Threats (T) What is stopping you _____?	Threat	2	3	Very strong threat	WHY?
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Figure 12

4.4.1 SWOT- Overall internal communication at CL Operations department

This SWOT is based on the results of question 9 and 10 of the survey (see appendix 2) and of the In-depth interviews (See appendix 4). The interviews are all analyzed and all the employees that were interviewed were asked to make a SWOT through the model stated above.

1. Strengths

- Because of the many communication options the boundaries between top management and employees are slowly disappearing. Everyone can reach out to anyone.
- The channels are coherent and timely.
- Very up to date news.
- There is a high level of eagerness to share stories within the internal communications team
- Very trustworthy
- The messages are very clear and easy to understand
- Management is using all communication channels to reach out to the employees

2. Weaknesses

- Duplication of messages because of many different communication channels
- Information overload
- No in-depth articles, level of detail is missing
- No linking back to keep performances indicators (more follow up required)
- Channels are not promoted enough
- Tone of voice is not consistent
- We need to think outside of our own scope

3. Opportunities

- Go into more detail
- Show more success stories, results and data
- Shorter newsletter which means less articles but more in-depth articles
- Binding the forces, instead of making 5 different newsletters every month, make one magazine
- One chief editor, so there is one tone of voice
- More town hall meetings as they are interactive
- Easier access to be able to see what is happening in other functions in Philips
- Promote the channels more often
- Knowing the communication team personally, building relationships.

4. Threats

- Keeping up with these many different communication channels, people lose track and will not use any of the channels any more as it is just too chaotic
- Watch out for Information overload
- Because of daily tasks and time limitations people do not have time anymore to focus on the internal communication channels.

4.4.2 Summarizing the outcome of the in-depth interviews (See appendix 3)

Most of the interviewees appreciate the fact that there is a tremendous change in the internal communications between the past and now. The majority of the respondents like the fact that there now is at least the possibility to send out the messages through different communication channels. However, the majority, about 90 percent of the respondents feel that there are too many communication channels to choose from. Some

which are not even relevant. The respondents have preferences for some communication channels and do not use the others. This means the not so popular channels, like ConnectUs and the InDepth, are not used at all.

Also, the employees are missing in-depth information and would like to see more communication about the companies' values. They are not communicated enough or at least not embedded enough. Nevertheless, the respondents have a high level of trust in the information that is been send out. They also find it easy to understand and the frequency, which is monthly, is good enough for them. They are also well informed through these channels and the information is appreciated and well understood. However, because of the many different communication channels used by the lower levels of organization (newsletters issued by teams individually, cross-sector and corporate communication news, etc.), there is a danger of information overload and message duplication.

According to most respondents, ConnectUs does not add any value as most of them think it is too much of a hassle and noise to get to the right information. They do not know where to find the right information and which people to contact for the information they need. Therefore it does not add any value to their job. The town hall meetings and newsletter are perceived as the most useful communication channels internally.

More than 60 percent of the respondents feel that some of the internal communication channels are very difficult to use as it is hard to find the right information. They do not know what channel to use for what message. For example if there is a message from the CEO of CL Operations, will this be communicated through the newsletter, the In-Depth, Bluetube or ConnectUs? It is unclear what messages show up where. They rather have one channel with all information then constantly have to look for the right information.

The majority of the employees do not see the need of different communication channels for different generations. Even though they see the younger generations use different channels, they see the importance in a company like Philips to stick with the same channels for different generations. It all has to do with being willing to adapt and the attitude towards it. The employees should all have the same goal and therefore should take on the same direction. Creating different communication channels would create even a bigger gap between the generations.

Face-to- face communication is still seen as the most effective way of communication. Organizational publications are put on the last place when asking for a top 5. Right behind by face to face communication is the ability to call people through either communicator or just the phone.

4.5 Conclusion of practical data (Conclusion of chapter 4)

In order to have effective internal communication, measurement of the internal communication channels is very important. Through a satisfaction survey and in-depth interviews measurement of the internal communication channels at the CL Operations department have been done. Through this measurement there can be concluded that the majority of the respondents is familiar and satisfied with the newsletter. However, only 43% of the respondents are familiar and satisfied with the social media channel ConnectUs, which means that more than half of the employees are not satisfied with this channels. Also a minority of 45% is familiar with the channel InDepth, which means the majority, does not even know what the InDepth is. The main reason why people do not participate in the internal communication is because of lack of time or it does not add any value to their job. The majority, about 90 percent of the respondents feel that there are too many communication channels to choose from, which gives an information overload. That results in the situation where only one or two of the communication channels will be used, and the less popular ones will be put aside and not read at all. Another important factor that can be concluded is that the majority of the respondents do not see the need in using different communication channels for different generations. Even though they see the younger generations use different channels, it is important in a multinational and cross-generational company like Philips to stick with the same channels for different generations. The people say that when creating different channels for different generations it will only make a bigger gap.

5. Analysis of theoretical framework and the practical framework

This chapter will give you an overview on the results of the theoretical framework and the practical framework. Through the sub conclusions made in the previous chapters, in this chapter there is room to compare and contrast theory and practical data.

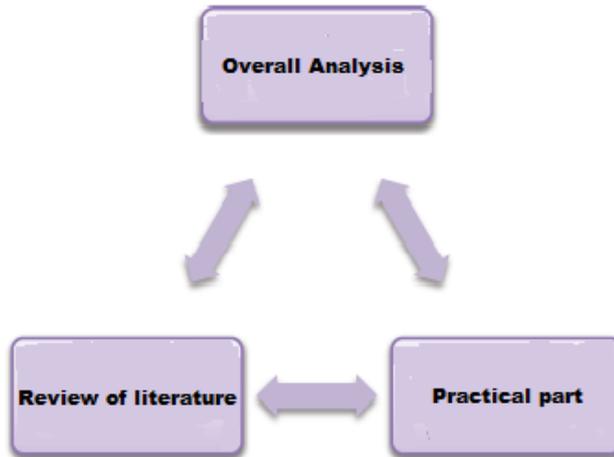


Figure 13- Made by Author

When comparing the literature review with the practical review there can be concluded that there are some differences and some overlaps in what is written on paper and in what is actually happening in practice. One of the overlaps in the theoretical framework and the practical framework is when discussing the use of multimedia channels. Joseph Manos implies that when channels do not work or don't work as effective as they should, they are too much. He suggests taking out the channels that don't work and improve the channels that do work. (Hagopian, 2010) When looking at the practical data of this study there can be concluded that most of the employees at the CL Operations department feel that there is an overload of channels. When having to deal with everything that is going on at work there is a lack of time to be able to use all different channels, therefore the employees feel that it would be more effective if there were only one or two channels. Right now there is an information overload and repetition of messages through different channels. The popular channels are winning it over the less developed channels which even results in that some channels are not used at all. A difference that was visible between the literature and the practical data was when discussing the needs of the different generations. According to Gregg Hamill different generations need different communication channels to make the internal communication as effective as possible. (Hamill, 2005) However, when looking at the results of the employee survey and in-depth interviews, the majority of the employees state that there is no need for different communication channels for the different generations. The employees feel that when creating different channels for the different generations it will only make the gap between the generations bigger. The majority says that it all has to do with the willingness to adapt. These overlaps and differences are important to take into account when giving the overall conclusion. This is important as there always has to be a realization that even when it is written down in a book, every company and every person is different and therefore there cannot be assumed that one theory also works for the other.

6. Overall conclusion

This chapter will answer the research question that is stated at the beginning of this paper. It will put all the sub conclusions together and will give one overall conclusion. Let's state the research question one last time, in order to answer it; How effective are the communication channels currently in use and what is the right penetration of these channels towards the CL Operations employees?

The word penetration is used in the broadest way of the word. Penetration does not only mean the right frequency of the channels but it is also used for the content, the design and the tone of voice that is used in the communication channels. Last but not least penetration also links to the relevance of the channels towards the employees.

The logic behind internal communications is to improve the organizational internal communication process and internal relationships so that it supports efficiency in the work processes. Looking both at the theoretical framework and the practical framework there can be concluded that there is definitely room for improvement in the internal communications at the CL Operations department. An effective communication channel should be capable of sending information quickly, clear, effectively and should be relevant to the employees' jobs. (Makenzie Braedyn, 2010)

There can be concluded that in general the employees find the internal communication as whole effective as there is a huge difference between 5 years ago and now. Back in the day, there was no internal communication strategy at all and that resulted in having no internal channels. Nowadays, due to the new technology there is a huge variety of communication channels to choose from. It is therefore hard to make the right decision in what channel will be most effective and what is the right penetration. The employees of the CL Operations department deal with dozens of emails and therefore want the organizational publications to be as effective, least time consuming and easy to read as possible.

Even though the overall opinion on the internal communications is seen as relative positive, there are still a lot of improvements that can be made to make the channels as effective as possible. For example, the employees really enjoy reading the newsletter. It is the most effective organizational publication out of the 5 of them. The employees feel that frequency of the newsletter is great. However, the majority of the respondents claim that the articles in the newsletter are too superficial and need to be more in-depth, and therefore even though the frequency is suitable, there is still room for improvement in other forms of communication in the Newsletter. When analyzing the rest of the data, there can be concluded that the communication channel InDepth is the least effective channel together with ConnectUs. Both of the channels need a lot of improvement and are not working as efficient and effective as they should. The majority of the employees never heard of the channels, or do not use them as they do not add any value to the employees daily work. The right penetration of these channels can be found in the recommendations for Philips (see chapter 8). The town hall meetings are seen as very efficient and effective content wise, but the employees would like to see more town hall meetings to be organized as this is the only communication channel that is interactive. The videos that are sent out by the communication team are also rated as being very effective. However, there have been suggestions made by the employees to improve the videos to make it even more effective. (See chapter 8 for recommendations).

Another factor that can be determined is that the majority of the employees feel that there is an overload of communication channels and this results in repetition of messages or in the worst case the channels are not used at all. This means that the channels don't work as effective when using all of them together at the same time with the same messages. To the employees it is irrelevant when messages show up over and over again. The town hall meetings are seen as very efficient and effective content wise, but the employees would like to see more town hall meetings to be organized as this is the only communication channel that is interactive. Video streamed online gives real visibility and brings issues alive. However, keeping in mind that video streaming also requires a culture that supports people to take time out to watch this channel. The employees

are constantly overloaded by digital and printed internal communication, which they respond to by either ignoring or deleting. Internal communicators often face the dilemma of wanting to manage message volume while needing to help different business areas to get their messages across. However, as the results show, the employees rather want one or two communication channels that are relevant and informative than 6 different communication channels that are not relevant or used at all. Less is more is the opinion of the employee.

Through this research there can be established that even though the generational differences are visible, there is no need to create different communication channels for all four of the generations. Yes, it is obvious there are differences. The younger generation is raised in different circumstances and especially the technology change has a huge influence on the behavior of this generation. However, the employees do not see the need of creating different communication channels for the generations as this will only make the gap bigger. The employees rather want everyone to adapt and make the existing channels work as effectively and efficient as possible.

Through technological innovation new communication channels are becoming widely accessible, such as blogging, using Skype, instant messaging and intranets. However, most employees feel that face to face communication still seen as the most effective way of communication. Face-to-face communication is seen as the main way of internal communication as it builds trust, shows commitment and helps employees to connect what they do in their every day jobs with the mission of even the largest business and is a great way of interactive communication.

Effective communication occurs when the receiver clearly understands the intended message that was sent (Toffler, 2007). Putting it all together, some of the internal communicational channels are quite effective but need a few improvements like the newsletter, the videos and the town hall meetings. Whereas other internal channels are not as effective as they should be and need a lot of improvement, for example the InDepth and ConnectUs. In the end, there is now a better understanding of the internal communication of how effective the internal communication channels currently in use by the CL Operations department are. There is also a better understanding of how to use the right penetration to have effective internal communications. (See chapter 8) Last but not least there is a better understand of the different generations, who they are, what their needs are and how the employees look at this generation gap. As Alvin Toffler would say "A corporation without an internal strategy is like an airplane waving through stormy skies, hurling up and down, slammed by wind, and lost in the thunderheads. If lightning or crushing winds don't destroy it, it will simply run out of gas."

7. Evaluation of the study

This chapter will give an overview on the weaknesses in the research. It will describe the points that could have been thought through better or points that should have been taken out.

7.1 Weakness of the study

When a research is finished, it is important to state the weaknesses of the research to see what could have been done more efficient and to gain that knowledge for the next time. The investigator made a mistake to ask two questions to find out a correlation between two topics, but unfortunately they could not be linked to each other. This is the question about the generational differences. The researcher wanted to find out in this report if different generations use different communication channels. However with the questions that was asked there could not be made a link. The questions "What is your age and are you familiar with the following communication channel" does not give the reader an overview of who reads what. For example it does not show that people from over 50 do not use the social media platform because these two questions are not linked together. Therefore the survey was not thought through thoroughly.

The survey is not necessarily wrong, especially as it is one of the most effective ways to get the most respondents, but it is very important to think the survey through. Before developing the survey, it is important to remember to account for all possible answers. When failing to account for all possible answers, a lot of data might be missing. However in most cases this study was able to obtain valuable rich data of which was able to be analyzed in accordance with scholarly literature in order to satisfactorily answer the research questions.

8. Recommendations for Philips

In order to improve the internal communications it is important to receive feedback and advice. This chapter gives an internal communication advice to the CL Operations department of Philips. The objective here is to deliver an internal framework that provides clear and informative feedback.

8.1 Communication channels

Below an advice is been given to every communication channel separately. Besides the recommendation of all the separate communication channels, there is also a general advice given.

8.1.1 Newsletter

As statistics show, employees would like to see more detailed and in-depth news and fewer articles in one newsletter. A comment often made was that it would be very useful to combine the communication teams of the 4 other functions in the CL Operations and all together make one magazine instead of 5 different newsletters. A couple of the respondents have states that the newsletter is too narrowed down to only CL. They rather see a broader scope but with more in-depth information. One of the respondents state *"I miss information on corporate programs like accelerate. The internal communications in CL Operations is of course meant for CL Operations but I would also like to know what is going on outside of CL. It is too narrowed down to CL. For example how is Philips down compared to other companies, what is Philips place in the world."* (See In-depth interview 3) Therefore, it would be a suggestion to make a section in the newsletter with short news flash articles from other company functions or from news happening in Philips in the world. Another respondent states *"The risk of sending out messages through different channels that the same message is being sent over and over through different channels and the less popular channels get skipped. Also the internal communication does not go into very deep details to me. It remains very superficial"*. (See in-depth interview 1) As stated above, people would like to see more in-depth news through one or two communication channels. Otherwise people will stop using the channels that are not relevant to them. This will mean the communication team is putting in time into something that does not add anything to the employees.

8.1.2 InDepth

As the results state, a majority of the respondents are not familiar with the InDepth. During the interviews with the employees, comments were made about having too many communication channels to choose from. The newsletter is the popular one and the least popular one is the InDepth. The majority of the employees do not find it of any relevance for their job. Therefore a suggestion would be to think about the value of the InDepth. When deciding on keeping the channel it is important to promote this channel more often. One of the respondents says *"I have never heard about the InDepth, what is that?"* (See In-depth interview 1). This was not the only employee that made this comment. A lot of them are not familiar with this channel and therefore it would be a great idea to promote this channel more often through the BG's or through the other channels. It would also be a suggestion to think about the topics that will me in the InDepth to make it more relevant to the employees. As the articles will already be very in-depth, the topic can be something broader so that the reach of the audience is bigger.

8.1.3 Intranet

The majority of the employees visit the intranet once a month, which is quite logical as the newsletter is send out every month. However, as this is the internal webpage for the employees there should be more action going on, on the homepage. A suggestion would be to make it more interactive and for example put a poll on there every week to receive some kind of internal feedback.

8.1.4 Videos:

I am familiar with these CL Operations global communication tools in place

CL Operations videos (sent out by email, bluetube or website)	12,5% (45)	48,2% (173)	19,8% (71)	14,5% (52)	5,0% (18)	2,51	359
---	---------------	----------------	---------------	---------------	--------------	------	-----

I find information provided by CL Operations global communication tools useful and relevant for me

CL Operations videos (sent out by email, bluetube or website)	8,4% (30)	43,5% (156)	31,8% (114)	12,5% (45)	3,9% (14)		
---	--------------	----------------	----------------	---------------	--------------	--	--

Figure 14

As shown in figure 10, video has proven to be a very effective and valuable communication medium in the internal communication. Video can be highly effective if used properly and used in the right context. Intranet videos can work extremely well to explain complex ideas and concepts and to share success stories and results. They can also be both entertaining and informative. As Philips has employees literally all over the globe, it is important to create a culture and community all over the world. This can be very well done through videos

The CL Operations internal communication team is already creating videos every month. However to create even more of a community feeling throughout the world a suggestion could be for the Chief Operations officer of the CL Operations to conduct a monthly video message to all employees related to company values and initiatives, it does not have to be really hard-hitting news. It is more for the leader to share his insights from a more strategic level. Another suggestion to improve the videos could be to feature another member of the executive team in each video, so employees continue to get exposed to other key leaders they might otherwise not have an opportunity to meet. With employees spread out to all corners of the world, the video message is really the only opportunity these people have to see and hear directly from company leadership. Measuring the effectiveness of these videos could be done through annual communication surveys. The fact that it is posted on the intranet, makes it easier to track how many employees are actually watching the video.

Finally, there is the cultural dimension. A video, to be really effective, should be in the language that people understand best. A suggestion would be to not only produce it in English and expect people to watch it - even if English is the language of the company.

8.1.5 Town hall meeting

According to the employees the town hall meetings are very effective because it is a two way communication channel. It is also very relevant to their jobs and it adds value. Therefore people would like to see more town hall meetings. A suggestion would be to have a town hall meeting every month and make it mandatory for the employees. Another suggestion would be to make it as interactive as possible as that was the main reason why the majority of the employees find the town hall meetings relevant.

8.1.6 ConnectUs

ConnectUs is seen as something that does not add value to the employees working schedules because it is hard to find the right information. There is a lot of noise when trying to get through and it is not easy to access. One of the employees says "To me it does not add any value, it is too much hassle and too much noise to get to the

right information. I am not a user and I honestly don't even really know what it is. I don't use it because I tend to look to my own objectives, and therefore I don't need it." (See in-depth interview) Therefore it would be a suggestion to create a better structure in the CL Operations group in ConnectUs. Headlines and subtitles or hash tags make it easier for people to see right away what the topic is about.

8.2 General recommendations for the internal communications

Evaluate the channels often

Evaluating all aspects of internal communication once a year with a great employee satisfaction survey is not the best way to engage employees. The survey will likely be too long which then will result in fewer employees choosing to complete it. Also, smaller, more frequent surveys or polls are more likely to get thoughtful feedback as they are more focused. Monitoring it on a regular basis will help identify where it's working and where it's not, and to keep working toward your communication goals.

Promotion of the channels

The results state that a majority of the employees are not familiar with some of the channels. Therefore it is important to promote the channels through other channels. For example in the newsletter there could be a section with "Have you read our latest InDepth yet" or there could be made more advertisement on the ConnectUs group through the videos and the newsletter.

Binding forces

The majority of the respondents of the CL Operations department feel that there are too many internal communication channels used. They get 5 different newsletters every month from 5 different company functions. A suggestion would be to make one communication team and combine the forces. There could be considered to make a magazine out of all the newsletters instead of sending out 5 different emails, there is one CL Operations magazine. This will directly tackle the problem of having different tone of voice. The employees want one tone of voice that gives a realistic picture of the company.

Report back to the employees

Reporting back to the employees is really important as employees will feel more involved. Also by doing this it will help to ensure that participation rates on the next survey or poll are higher. Employees want to hear what the company learned from them through the satisfaction surveys or other internal feedback. Another important factor to take into account; always report the steps the organization is going to take to improve the internal communication based on the given feedback from the employees. Show the employees that their feedback is actually taken into account and that their opinion is important for improvements.

Other areas of improvement

Suggestions made to improve the following areas:

- **Simplification of using the channels**→ Creating ways of simplifying the internal communication process so that there is a clear understanding of how internal communications are used and where the responsible lies and what is written where.
- **Engaging employees into the process**→ A promotion of 2 way feedback with the employees is very important to generate consistently positive engagement between management and employees. There needs to be an active respond and communication on feedback that is received. It is also important to encourage bottom up communication. There is also a need of the promotion of more interactive communication channels.
- **Targeted communications**→ there is a need to reduce the amount of communications that the employees receive. Also making sure that the communications the employees receive are relevant to them and received in a timely matter.

- **Effective measurement of the internal communication** → it is important to review the existing measurement indicators to ensure that they are providing relevant and useful data. Measure through employee satisfactions surveys or desk research and determine any gaps and identify what is or is not working.

As read in the chapters above there are a wide variety of communication channels that can be used for internal communications. The channels available vary from organization to organization. However, it is important for the communication team at the CL Operations department that when selecting the channels to always consider which are the most appropriate channels to meet the strategy objectives and goals. It is important to realize which channels will add value and are relevant to strengthen the internal communications.

9. Bibliography

- Argenti, P. A. (2007). *Corporate Communication*. Fourth edition. International Edition. Singapore.
- Argote, L. (1999). *Organizational learning: Creating, retaining and transferring knowledge*. Norwell, MA. Kluwer.
- Argyris, Chris. (2002). *Skilled Incompetence*. Harvard Business Review. Bookwell Oy.
- Bratton, J., Gold J. (1994). *Human Resource Management – Theory and practice*. The Macmillan Press Ltd. Basingstoke, Hampshire.
- Charles, M. (2005). *Lessons from the Best in Fortune: Changing the way you look at employee publications*. Public Relations Tactics.
- Cutlip, S. M., Center, A. H., & Broom, G. M. (2006). *Effective public relations*, ninth edition. UpperSaddle River, NJ. Pearson Prentice Hall.
- Days, W. (2006). *Shannon-weaver model of communication*. Retrieved from <http://nebuchadnezzarwoollyd.blogspot.com/2006/05/shannon-weaver-model-of-communication.html>
- Deetz, S. (2001). Conceptual foundations. *The new handbook of organizational communication: Advances in theory, research and methods* (pp. 3-46). Thousand Oaks, CA. Sage Publications.
- Dolphin, R.R. (2005). *Internal Communications: Today's Strategic Imperative*.
- Donaldson, A., & Eyre, K. (2000) *Using visual communication to drive change*. Strategic communication Management.
- Fletcher, T., & Major, D. (2006). The Effects of Communication Modality on Performance and Self-Ratings of Teamwork Components. *Journal of Computer-Mediated Communication*, pages 557-576.
- Guffey, M. E., & Loewy, D. (2012). *Essentials of business communication*. South Western centage learning.
- Hagopian, R. (2010, March 23). *Really now, does personalization work*. Retrieved from <http://www.paperspecs.com/4943/really-now-does-personalization-work/>
- Hanes, T. (2010, June 16). *What is verbal communication*. Retrieved from <http://www.livestrong.com/article/150573-what-is-verbal-communication/>
- Hargie, O., Tourish, D., & Wilson, N. (2002) *Communication Audits and the Effects of Increased Automation: A Follow-up Study*. *Journal of Business Communication*, page 5, 436 pages
http://pww.cl.philips.com/apps/c_dir/e1597401.nsf/pages/clstrategy
- Jackson, T., Dawson, R., & Wilson, D. (2000) *The cost of email interruption*. Retrieved from <http://interruptions.net/literature/Jackson-JOSIT-01.pdf>
- Jenkins, J. (2007) *Leading the four generations at work*. Retrieved April 15, 2008, from <http://www.amanet.org/movingahead/editorial.cfm?Ed=45>
- Johanssen, R. (2008). *How important is effective communication in the workplace?*. Retrieved from <http://ezinearticles.com/?How-Important-Is-Effective-Communication-in-the-Workplace?&id=237101>

- Juholin, E. (2006). *Communicare*. 4th Edition. Porvoo: WS
- Kane, S. (2011). *Baby boomers*. Retrieved from <http://legalcareers.about.com/od/practicetips/a/Babyboomers.htm>
- LeBaron, M. (2003, July). *Cross-cultural communication*. Retrieved from <http://www.beyondintractability.org/bi-essay/cross-cultural-communication>
- Lee, T. (2005, July 1). *The twelve dimensions of strategic internal communication*. Retrieved from http://www.hr.com/en/communities/organizational_development/the-twelve-dimensions-of-strategic-internal-communication.html
- Makenzie Braedyn, A. (2010, February 6). *Effective communication*. Retrieved from <http://suite101.com/article/effective-organizational-communication-a198603>
- Mistry K., Jaggars J., Lodge A., Alton M., Mericle J., Frush K., Meliones J. (2008) Using Six Sigma Methodology to Improve Handoff Communication in High Risk Patients. Rockville. Agency for Healthcare Research and Quality.
- Nutter, J. (2009). *Generational diversity in the workplace*. Retrieved from <http://www.multiculturaladvantage.com/recruit/group/mature/Generational-Diversity-in-Workplace.asp>
- Philips. (n.d.) *Our strategy*. Retrieved from http://pww.cl.philips.com/apps/c_dir/e1597401.nsf/pages/clstrategy
- Roehler, Y. (2007, January 8) *Internal communication — the neglected strategy*. Retrieved from <http://www.upnorthscore.com/FAQ/Internal Communication Strategy.pdf>
- Teece, D. (2000). *Strategies for managing knowledge assets: the role of firm structure and industrial context*. Long Rang Planning.
- Toffler, A. (2007, August 01). *Internal communication strategy*. Retrieved from <http://www.upnorthscore.com/FAQ/Internal Communication Strategy.pdf>
- Tsai, J. (2008, October). *How much marketing is too much*. Retrieved from <http://www.destinationcrm.com/Articles/Editorial/Magazine-Features/How-Much-Marketing-Is-Too-Much-50752.aspx>
- Vission and Mission of Philips* (2012, March 14) Retrieved from <http://www.philips.com/about/company/history/ourheritage/index.page>
- Watson Wyatt Worldwide (1999). *Linking Communications with Strategy to Achieve Business Goals*. Retrieved on 12 November 2008, http://www.watsonwyatt.com/strategyatwork/articles/1999/1999_07_ks1.asp
- Watson Wyatt, 2008. *Communication ROI Study Secrets of Top Performers: How companies with highly effective employee communication differentiate themselves*. <http://www.watsonwyatt.com/research/resrender.asp?id=2007-us-0214&page=1>
- Wood, J.T. (2004). *Communication theories in action: An introduction*. Third edition. Belmont, California, Wadsworth.
- Yadav, M. (2009). *Upward and downward communication*. Retrieved from <http://www.scribd.com/doc/21410857/UPWARD-DOWNWARD-COMMUNICATION>
- Zemke, R., Raines, & Filipczak, B. (2000) *Generations at work: Managing the clash of veterans, boomers, Xers, and Nexters in your workplace*. New York. American Management Association

Appendix

Appendix 1: Questionnaire cover

Dear receiver,

CL Operations employees communicate frequently via different media with the community around the world. We would highly appreciate your feedback in this Survey. Please help us to improve how we communicate within the Operations community! It won't take more than 5 minutes of your time and will improve our communication going forward.

This survey is conducted by our communication intern Lieke Heije who will also use the results in her final thesis at the University of Utrecht, The Netherlands. We will report back on the results in one of the next Operational Newsletters.

Click on this link to fill in the survey: <http://www.surveymonkey.com/s/JSMRVTD>

For more information about the survey or the thesis please contact Lieke Heije (lieke.heije@philips.com)

Please complete the online survey before April 27th.

Thank you for your cooperation!

Kind regards,

CL Operations Communication team

Appendix 2: Questionnaire

1. What is your age?

Under 25

25-30

31-40

41-50

51-60

2. What region do you work in?

Europe & Middle East / Africa

Asia

Americas

3. I am familiar with these CL Operations (Supply) global communication tools in place:

The scale is 1 to 5 where 1= strongly agree; 2= agree; 3= neither agree or disagree; 4= Disagree; 5= Strongly Disagree

- a) Newsletter (CL Operations e-News; issued monthly and sent out via email) 1. 2. 3. 4. 5.
- b) InDepth (issued ad hoc and centered around one specific topic) 1. 2. 3. 4. 5.
- c) CL Operations (Supply) website 1. 2. 3. 4. 5.
- d) CL Operations group on ConnectUs (Philips social media tool) 1. 2. 3. 4. 5.

4. I find information provided by CL Operations (Supply) global communication tools useful and relevant for me:

The scale is 1 to 5 where 1= strongly agree; 2= agree; 3= neither agree or disagree; 4= Disagree; 5= Strongly Disagree

- a) Newsletter (CL Operations e-News; issued monthly and sent out via email) 1. 2. 3. 4. 5.
- b) InDepth (issued ad hoc and centered around one specific topic) 1. 2. 3. 4. 5.
- c) CL Operations (Supply) website 1. 2. 3. 4. 5.

d) CL Operations group on ConnectUs (Philips social media tool) 1. 2. 3. 4. 5.

5. How often do you visit the CL Operations (Supply) homepage?

- a) Every day
- b) Weekly
- c) Monthly
- d) Quarterly
- e) Never

6. How many articles of CL Supply newsletter do you usually read?

0

1-2

3-4

5 and more

Only those regarding my team or my department

Open questions

7. How do you choose which articles are you going to read (if not reading all)?

8. What is your reason not to participate in the internal communication (read / watch the news, post comments on ConnectUs)? (if applicable)

9. What kind of information would you like to receive via the communication tools in place?

10. Your suggestion how to improve the overall CL Operations (Supply) communication?

Appendix 3: In-depth interview

1. What is your general opinion about the internal communication in the Supply (Operations) function in the past and now?
2. What information do you miss? What topics should be communicated more/less/not at all?
3. What would be the ideal frequency for our communication channels (InDepth, newsletter, videos, website updates)?
4. Do you trust the information received via our communication channels?
5. How well informed are you thanks to the following (InDepth, newsletter, webcast, ConnectUs messages, town hall meeting, videos)?
6. Are the messages easy to understand?
7. Do you think ConnectUs adds value to our internal communication? Why? Are you a frequent user? Why? If not, what would convince you to start using it?
8. Do you think different generations need different communication channels? If so, can you give an example?
9. What is your most important source of information in CL Supply (Operations)?
10. What is your preferred way of communication (put into the right order):
Face to face meetings, phone call, email, communicator, ConnectUs
11. Do you feel there is enough communication about the company's values?
12. In overall, how do you think we can improve our internal communication? SWOT

Appendix 4: In-depth interview- Internal communications at CL Operations

1

Lieke Heije

International Communication and Media

University of Applied science- Utrecht

1. What is your general opinion about the internal communication in the Supply (Operations) function in the past and now?

I haven't seen a major change in the communication now and in the past. However, the strategy is quite clear. The communication is broadly aligned. Also, I like the fact that the messages are sent through different communication channels. I don't use them all but some people prefer the one channel over the other. The risk of doing this though is that the same message is being sent over and over through different channels and the less popular channels get skipped. Also the internal communication does not go into very deep details to me. It remains very superficial.

2. What information do you miss? What topics should be communicated more/less/not at all?

I miss details of a project and successes and results of that certain project. The approach and the project itself are very clear but it does not go deep into the information. For example how are we tracking the results, how are we keeping it together?

3. What would be the ideal frequency for our communication channels (InDepth, newsletter, videos, website updates)

To me that depends on the results. If results come out monthly it should be communicated monthly, if results come out quarterly, it should be quarterly. I prefer quarterly with short monthly highlights. Also I do not know the InDepth, what is that?

4. Do you trust the information received via our communication channels?

Yes, I trust the information that is being sent out. There is a healthy amount of positive spin on it. There is no need to change this as to me it is good to have a positive spin. Just like politician nowadays say: "There is room to grow", instead of "we are in a recession". The only thing we have to be careful of is not to overpromise or under deliver.

5. How well informed are you thanks to the following (InDepth, newsletter, webcast, ConnectUs messages, town hall meeting, videos)?

High level, well informed. Even though the newsletter is not as detailed as I want, the details come out in the team meetings.

6. Are the messages easy to understand? (clear and easy language, clear pictures, fun design)

Yes, easy to understand

7. Do you think ConnectUs adds value to our internal communication? Why? Are you a frequent user? Why? If not, what would convince you to start using it?

To me it does not add any value. It is too much hassle and too much noise to get to the right information. I am not a user and I honestly don't even really know what it is. I don't use it because I tend to look to my own objectives, and therefore I don't need it. I use it indirectly through my colleagues to find the right information. This way you can cut through the noise and get the right information right away. Some people only use it to profile themselves. However, I might be an exception on this as I don't even use Facebook. There is no way people can convince me to use this social media tool ConnectUs, I still believe in picking up the phone and talking to someone directly.

8. Do you think different generations need different communication channels? If so, can you give an example?

Yes, I do think different generations need different communication channels. If you are used to social media sites externally you should be use them internally as well. But to encourage the use of using them internally, the company has to allow some the same rules as are there on Facebook. My concern is that social media is used in a different way. When putting a joke up on Facebook, if people don't like it, it is you that gets hurt, whereas if you put a joke up on a business social media tool, it might be the business that gets hurt. Therefore it is used in a different way which I don't like. However, I don't see a lot of generational differences in Philips. This is because we all follow the same rules.

9. What is your most important source of information in CL Supply (Operations)?

Team meetings, this is what drives the focus in the agenda.

10. What is you preferred way of communication (put into the right order):

- 1 Face to face meetings
- 2 phone call
- 3 email
- 4 communicator
- 5 web meeting
- 6 ConnectUs

11. Do you feel there is enough communication about the company's values?

Yes

SWOT Analysis

What are the Strengths in the internal communications?

- Coherent
- Timely → you know when the newsletter is coming
- Feel good factor

What are the Weaknesses in the internal communications?

- Level of detail is missing
- No linking back to KPI (Keep Performances Indicators)

What are the Opportunities in the internal communication system?

- Going more into detail
- Show success stories, results and data

What are the Threats in the internal communications?

- I am a frequent user of the internal communication channels just not all channels.

In-depth interview- Internal communications at CL Operations

2

Lieke Heije
International Communication and Media
University of Applied science- Utrecht

1. What is your general opinion about the internal communication in the Supply (Operations) function in the past and now?

Our internal communication is overall good. The difference between the past and now is that we now have a social media tool that we can use. However, I still miss the use of social media since I think it has many advantages. It is less formal and you can get comments from different views all over the organization. This also helps lower the barrier of communication between the management and the employees and enhance the flow of communication. Several researches mentioned that implementing internal social media would help employees develop creativity and innovation. But implementing an internal social media platform has disadvantages too. These are higher costs for resources and maintenance, lack of control, lack of technological capabilities between members, among others.

2. What information do you miss? What topics should be communicated more/less/not at all?

What I miss is more relevant information regarding my function which is Operational business support.

3. What would be the ideal frequency for our communication channels (InDepth, newsletter, videos, website updates)?

To me, once a month is not enough. So many things happen in a month. I think it is more effective to have short newsletter with the latest news flash once a week or bi-weekly.

4. Do you trust the information received via our communication channels?

Yes

5. How well informed are you thanks to the following (InDepth, newsletter, webcast, ConnectUs messages, town hall meeting, videos)?

I am well informed about the above mentioned

6. Are the messages easy to understand? (clear and easy language, clear pictures, fun design)

Yes

7. Do you think ConnectUs adds value to our internal communication? Why? Are you a frequent user? Why? If not, what would convince you to start using it?

I am not a frequent user of Connect Us

8. Do you think different generations need different communication channels? If so, can you give an example?

Yes I agree. The new generation is more used to social media (e.g. twitter) Therefore I feel that we, as an organization, need to do something about these differences. We need to get the so called "older generation" more involved in the latest developments in social media. I think it can be very useful.

9. What is your most important source of information in CL Supply (Operations)?

Newsletter and town hall meeting

10. What is your preferred way of communication (put into the right order):

Face to face meetings (2), 1), email (4), communicator (3), ConnectUs (6), webmeeting (5)?

1. phone call
2. Face to face meetings
3. Communicator
4. Email
5. Webmeeting
6. Connect us

11. Do you feel there is enough communication about the company's values?

Yes

SWOT Analysis

What are the Strengths in the internal communications?

- The articles are always very up-to-date of current activities.
- I like the design of the newsletter

What are the Weaknesses in the internal communications?

- More relevant information
- Information overload
- Too many ways of communication

What are the Opportunities in the internal communication system?

- More relevant information for different sectors
- Shorter newsletter, maybe just highlights every week

What are the Threats in the internal communications?

- An information overload. Because of the daily tasks and time limits people don't want to read long articles but I rather read short and in-depth articles instead

In-depth interview- Internal communications at CL Operations

3

Lieke Heije
International Communication and Media
University of Applied science- Utrecht

1. What is your general opinion about the internal communication in the Supply (Operations) function in the past and now?

I do not have a full view of the past as I never looked at it that way until I started working in the communications sector. This made me focus on how we communicate things. I feel the internal communication needs more structure. There should be one communication team, instead of multiple of each section in CL Operations. We should combine our forces instead of having 5 different newsletters every month. We should combine this and make one CL Operations magazine.

2. What information do you miss? What topics should be communicated more/less/not at all?

We need way more focus on human interest. A broader visibility of what we as Purchasing, supply and sustainability are really doing. I miss external news about how Philips is doing in the world. I miss information on how Philips fits into the world. Maybe this information is already shared but then it is not shared to the right audience. If you work under an umbrella operation you should not have to search for this information. This information should come to you.

It is very hard to access certain documents. People have been working on projects and put it on the intranet, but you have to search for this for such a long time that people start making their own documents and then there are a million documents out there about the same topic. You never know what document is the right one. This takes up twice as much time. I also want to know if I get the same information and access as the people in Amsterdam or Drachten. Even if we do, it is not communicated. We need an easier flow of access and we need communication back to us.

3. What would be the ideal frequency for our communication channels (InDepth, newsletter, videos, website updates)?

Monthly is good, however 5 different newsletters is not good. As I said before, I rather have one magazine of all of CL Operation sections (sustainability, purchasing, supply, Supply chain management) There are also too many communication channels. I do not know where to look for what information with all these different newsletters.

4. Do you trust the information received via our communication channels?

For the most part I do. I don't fully trust it for the full 100% but the intentions and effort to make the channels a 100% trustworthy are there.

5. How well informed are you thanks to the following (InDepth, newsletter, webcast, ConnectUs messages, town hall meeting, videos)?

For me out of these channels, the newsletter is my biggest source of information. ConnectUS is helpful but does not cover all news and stories. You can get in-depth information or some expert information but then it lacks information on a different topic. Town hall meetings are only there for the high end, no details. Written word is always more in-depth. Indepth itself is great for the topic or feature that is been discusses but is only 1 item. The channels need to be more promoted because a lot of the people do not even know for example ConnectUs and Indepth exist. BG's could be helpful to support and promote these channels as they have the visibility and control.

6. Are the messages easy to understand? (clear and easy language, clear pictures, fun design)

Yes for the most part they are. I think we could use more humor.

7. Do you think ConnectUs adds value to our internal communication? Why? Are you a frequent user? Why? If not, what would convince you to start using it?

I do not like to put my thoughts out on the web; therefore I am not a frequent user. I think for my generation it is not as comfortable to put anything out there. If I put something on our social media website it needs to be a special and specific question or topic.

8. Do you think different generations need different communication channels? If so, can you give an example?

Yes, younger generations are used to the social media, whereas the "older" ones are intimidated by being so transparent. A social media tool for us needs to be really use, does not need to be too technical. Features and flexibility on how do I post and what I post. The fact that we did not grow up with this feature on the internet makes us use it differently. Usability needs to be adjusted based on age range.

9. What is your most important source of information in CL Supply (Operations)?

Email

10. What is you preferred way of communication (put into the right order):

1. phone call
2. Face to face meetings
3. Communicator
4. Email
5. Webmeeting
6. Connect us

11. Do you feel there is enough communication about the company's values?

Yes, only I do miss the information on where we stand as a company in the world. The vision and mission statement, what is their personal identity. It might be communicated to the outside world but not internally.

SWOT Analysis

What are the Strengths in the internal communications?

- Eagerness to share stories with everyone within the internal communications
- At least the internal communication channels exist

What are the Weaknesses in the internal communications?

- Does not cover broad and detailed enough topics
- Is not promoted enough
- Same messages in different channels, information overload
- Too many different newsletters
- Tone of voice is not consistent, therefore there is not one consistent message that is send out

What are the Opportunities in the internal communication system?

- We need to bind our forces
- One chief editor, we need one tone of voice of all Philips.

What are the Threats in the internal communications?

- That there is too much information at once, in too many different channels

In-depth interview- Internal communications at CL Operations

4

Lieke Heije
International Communication and Media
University of Applied science- Utrecht

1. What is your general opinion about the internal communication in the Supply (Operations) function in the past and now?

I do not have knowledge of the past as I am quite new in the organization. However, what I get is good I just wonder if I get everything that is been made? How do the distribution lists works, how do you get on that, how do you keep track of it?

Also outcomes of projects should be more communicated and more people should know you exist. More promotion of these channels internally.

2. What information do you miss? What topics should be communicated more/less/not at all?

I miss monthly financially results of the company. They do have a quarterly webcast with the results but that is not enough for me. I want it to be more detailed. The results that we get right now are so poor that it hardly exists. I want more detailed and more inside information. I want at least an opportunity to have it.

3. What would be the ideal frequency for our communication channels (InDepth, newsletter, videos, website updates)?

Monthly/quarterly is fine. Highlighted news every month.

4. Do you trust the information received via our communication channels?

In general yes.

5. How well informed are you thanks to the following (InDepth, newsletter, webcast, ConnectUs messages, town hall meeting, videos)?

Yes, I get well informed through all of these channels.

However as I am not on all distribution lists I don't get informed well on when these things are send out or communicated. For example, I rely on my colleague to tell me when the next town hall meeting is.

6. Are the messages easy to understand? (clear and easy language, clear pictures, fun design)

Yes

- 7. Do you think ConnectUs adds value to our internal communication? Why? Are you a frequent user? Why? If not, what would convince you to start using it?**

It is not easy to access. A lot of noise and hard to find the right information

- 8. Do you think different generations need different communication channels? If so, can you give an example?**

I really don't think different generations need different channels. Generations have different meanings of communication and you as an older person have to adapt till a certain extend. I still prefer to have a face to face meeting. "I doubt that you really save money by meeting through a webcast instead of traveling there and meeting your client face to face". It is a big benefit to have face to face meetings.

- 9. What is your most important source of information in CL Supply (Operations)?**

Colleagues

- 10. What is your preferred way of communication (put into the right order):
Face to face meetings (2), 1), email (4), communicator (3), ConnectUs (6), webmeeting (5)?**

1. Face to face meetings
2. Phone call
3. Email
4. Communicator
5. Webmeeting
6. ConnectUS

- 11. Do you feel there is enough communication about the company's values?**

We communicate the values but we don't act upon. Nobody follows it

SWOT Analysis

What are the Strengths in the internal communications?

- I know part of the communication team, that is very important to me
- Communication team is very active and supportive
- Cooperation between people

What are the Weaknesses in the internal communications?

- No results are communicated back to us
- No insides of company results
- More detailed stories

What are the Opportunities in the internal communication system?

- The communication manager should be personally known, it gives a more realistic input

What are the Threats in the internal communications?

- If the company is in a bad situation, there will be no need for internal communication. Then there is no added value

In-depth interview- Internal communications at CL Operations

5

Lieke Heije
International Communication and Media
University of Applied science- Utrecht

1. What is your general opinion about the internal communication in the Supply (Operations) function in the past and now?

I feel that the Internal Communication now is very good and very effective. However, I feel that there should be some things changed. I feel that the information that is now communicated is very theoretical, whereas I would like to see the information come from more of a business perspective. I am missing the business content. We should make a co story with someone from the business industry and someone from communication to make the flow better.

2. What information do you miss? What topics should be communicated more/less/not at all?

I miss information on corporate programs like accelerate. The internal communications in CL Operations is of course meant for CL Operations but I would also like to know what is going on outside of CL. It is too narrowed down to CL. Maybe we could make a section with some information about lightning. We need to be open for other success stories around Philips.

3. What would be the ideal frequency for our communication channels (InDepth, newsletter, videos, website updates)?

For all communication channels at least monthly otherwise you lose track. People might not always have the time to read but if you make it quarterly and people miss it one time, they don't read or participate for another 4 months, this makes you lose track. Also because of the fact that there are so many different communication channels, the less popular channels will not survive.

4. Do you trust the information received via our communication channels?

I absolutely do

5. How well informed are you thanks to the following (InDepth, newsletter, webcast, ConnectUs messages, town hall meeting, videos)?

To me town hall meetings are the most relevant out of this list. However, I wish it was more interactive. It is too much one way traffic. This does not only count for the town hall meeting but also

for all the other channels. To me, to really have good interaction is the key for communication as we have so many people all over the world. Nevertheless, all together the channels do inform me well. Some better than others, and I don't always know where to find the information but it does inform me enough.

6. Are the messages easy to understand? (clear and easy language, clear pictures, fun design)

Messages are in general very clear and easy to understand. However as we have employees all over the world we might consider some cultural differences sometimes. For example, in China and Japan, people still find it hard to understand the English that is spoken through the webcast. We should consider making it more visible for them with pictures, and videos.

7. Do you think ConnectUs adds value to our internal communication? Why? Are you a frequent user? Why? If not, what would convince you to start using it?

I honestly do not know what ConnectUS is. Oh our social media tool? Well I do not use it. It is not relevant or related to my work. I don't find it effective.

8. Do you think different generations need different communication channels? If so, can you give an example?

No, I do not think you should make a difference in communication channels for different generations. When people can choose between an electronic version of the company's newsletter and a hardcopy, I believe almost everyone will choose the electronic version. If you make a difference the gap between the generations will only get bigger. People need to adapt. We are one company, with one goal and one speed. We all should work together and we should all be treated the same.

9. What is your most important source of information in CL Supply (Operations)?

My stakeholders, which is basically my own network. Website, the newsletter and ConnectUs are supporting source of information but definitely not the main source. Also, to me the role of the managers is the key to the right communication. That should be the most important source. The closer you are with your manager the better information you get. I still believe a better communication goes from top down. Managers are the gate-way to the right information.

10. What is you preferred way of communication (put into the right order):

Face to face meetings (2), 1), email (4), communicator (3), ConnectUs (6), webmeeting (5)?

1. Face to face meetings
2. Phone call
3. Email
4. Communicator
5. Web meeting
6. Connect us

11. Do you feel there is enough communication about the company's values?

There is enough information about this to the outside world but not directly to us. We should talk about our values and mission and visions statements more often. It should be communicated more often.

SWOT Analysis

What are the Strengths in the internal communications?

- It is very clear and easy to understand

- Good management involvement

What are the Weaknesses in the internal communications?

- Business content is missing
- Benchmark information is missing. We need to start thinking outside of our own scope, for example other companies even. How for example does Samsung do their in Supply or internal communications?

What are the Opportunities in the internal communication system?

- There should be easier access to other functions and groups in Philips internally. I don't really know what is going on in marketing for instance. There should be more communication there.

What are the Threats in the internal communications?

- Information overload
- Too many newsletters
- Too many sources, too many channels

In-depth interview- Internal communications at CL Operations

6

Lieke Heije
International Communication and Media
University of Applied science- Utrecht

1. What is your general opinion about the internal communication in the Supply (Operations) function in the past and now?

Everyone is doing the most to keep people up to date. However, the communication channels are so overwhelming that I cannot keep up. Too much information overload, too many channels. It is costing me too much time; I just want to keep using the email and the phone. The rest I do not participate in. To me communication is a two way activity and that is not always the case in the channels being used. It should be interactive but the channels we use internally are not at all interactive. For me, face to face communication still works best. The communication channels that are used take up too much time. Just pick up the phone and interact.

2. What information do you miss? What topics should be communicated more/less/not at all?

I miss in-depth articles. The articles are written in a very superficial matter. It is a good chitchat, easy to read but it never goes into depth.

3. What would be the ideal frequency for our communication channels (InDepth, newsletter, videos, website updates)?

For short and on the surface articles, a monthly newsletter would be enough. However, if the articles were more in-depth but are really relevant to our daily work, I would rather have that quarterly then a monthly superficial newsletter. We need to go beyond the results, not everyone has the same knowledge. We need explanations of projects, names, and numbers.

4. Do you trust the information received via our communication channels?

I absolutely do

5. How well informed are you thanks to the following (InDepth, newsletter, webcast, ConnectUs messages, town hall meeting, videos)?

I am well informed enough by other communication channels, not by the ones mentioned. I don't have time to ready, it is not relevant to my job.

6. Are the messages easy to understand? (clear and easy language, clear pictures, fun design)

For me they are, but I might not be the benchmark. I am not sure if everyone else can understand it?

7. Do you think ConnectUs adds value to our internal communication? Why? Are you a frequent user? Why? If not, what would convince you to start using it?

No it does not add any value, it is not relevant to my job. Interactive way of communicating is way better. Maybe that is old fashioned but to me that is the key to success. Talking to people face to face is communication to me. Also, the phone and face to face is less time consuming. When using ConnectUs you have to put something out there, wait for people to react, whereas when walking in their office or giving them a ring, you know the answer immediately.

8. Do you think different generations need different communication channels? If so, can you give an example?

The older ones are still more into face to face communication and the younger ones are in the new communication mode. Even though it might look all great to the younger ones, it can also be dangerous. I don't think we should create different channels for different generations, people should adapt to the internal communication channels in Philips.

9. What is your most important source of information in CL Supply (Operations)?

Talking to my colleagues

10. What is you preferred way of communication (put into the right order):

Face to face meetings (2), 1), email (4), communicator (3), ConnectUs (6), webmeeting (5)?

1. Face to face meetings
2. Phone call
3. Email
4. Communicator
5. Web meeting
6. Connect us

11. Do you feel there is enough communication about the company's values?

There is enough information about the values, the company provides us enough. However, it it really embedded in the organization? Instead of looking up what our vision and mission statements are, all employees should know this by heart. It should be the culture. Therefore I think we are receiving too much information that is not relevant, whereas we could be receiving less information that is way more in-depth and relevant. We should act upon our values.

SWOT Analysis

What are the Strengths in the internal communications?

- Management is using all communication channels to reach out to the employees

What are the Weaknesses in the internal communications?

- Whether or not there is a regularly check on the effectiveness of these communication channels?
- Too overwhelming, too much information

- Too many different channels

What are the Opportunities in the internal communication system?

- Combining forces, make one magazine
- More town hall meetings as they are interactive

What are the Threats in the internal communications?

- Information overload
- Too many newsletters
- Too many sources, too many channels, and if there are too many, people will stop using it

In-depth interview- Internal communications at CL Operations

7

Lieke Heije
International Communication and Media
University of Applied science- Utrecht

1. What is your general opinion about the internal communication in the Supply (Operations) function in the past and now?

The internal communication at CL Operations is quite active these days. That used to be very different in the past. There were almost no communication channels about 5 years ago, so this has tremendously changed. However, I feel there now is an overload of the communication channels. I am really enjoying the newsletter but for example I have never heard about the InDepth, I also do not participate on the ConnectUs group.

2. What information do you miss? What topics should be communicated more/less/not at all?

I miss a more real picture of the organization. We are in a time of crisis right now and all I see is very positive articles. Sometimes I would like to see a more realistic view.

3. What would be the ideal frequency for our communication channels (InDepth, newsletter, videos, website updates)?

The frequencies of the communication channels send out are good. Although I should cut the InDepth and just keep going with the newsletter maybe on a more in-depth level

4. Do you trust the information received via our communication channels?

I do

5. How well informed are you thanks to the following (InDepth, newsletter, webcast, ConnectUs messages, town hall meeting, videos)?

I am well informed through the newsletter and the website. However ConnectUs and InDepth do not add any value to my daily work.

6. Are the messages easy to understand? (clear and easy language, clear pictures, fun design)

The messages are easy to understand, sometimes even too easy

7. Do you think ConnectUs adds value to our internal communication? Why? Are you a frequent user? Why? If not, what would convince you to start using it?

No it does not add any value, it is not relevant to my job. I find it hard to figure out where to find the right information, which page to look or which people to contact for the right information, it is very messy.

8. Do you think different generations need different communication channels? If so, can you give an example?

I do not think different generations need different communication channels. That would be we would all use different channels whereas I think, one communication channel would be best.

9. What is your most important source of information in CL Operations (Supply)

Email

10. What is your preferred way of communication (put into the right order):

Face to face meetings (2, 1), email (4), communicator (3), ConnectUs (6), webmeeting (5)?

1. Face to face meetings
2. Email
3. Phone call
4. Communicator
5. Web meeting
6. Connect us

11. Do you feel there is enough communication about the company's values?

I sometimes miss information on what our company stands for. Also, we might have value statements but I doubt if we are really implying our value statements. It might work better if we get once a month a video or a message from someone from the top management talking about our values or showing how we implement and work with our mission and vision statement.

SWOT Analysis

What are the Strengths in the internal communications?

- It is very active
- Up to date

What are the Weaknesses in the internal communications?

- Some communication channels in use are not relevant for the tasks I do
- Some articles are not realistic enough, a too positive vibe
- Too many different channels

What are the Opportunities in the internal communication system?

- Combining forces, make one magazine
- More town hall meetings as they are interactive

What are the Threats in the internal communications?

- Too many sources, too many channels.

In-depth interview- Internal communications at CL Operations

8

Lieke Heije
International Communication and Media
University of Applied science- Utrecht

1. What is your general opinion about the internal communication in the Supply (Operations) function in the past and now?

It has improved from the past. There is more communication, more channels. There is also a lot of data and information. Although, there is more information out there it seems to be less relevant.

2. What information do you miss? What topics should be communicated more/less/not at all?

I would like to see a less what, more how. Maybe it can be better explained as in less data more information. I would like to see more in-depth articles. There is a lot of topics on the newsletter but not really In-depth enough.

3. What would be the ideal frequency for our communication channels (InDepth, newsletter, videos, website updates)?

Once per month is ok as long as you don't do it just to feel the newsletter. If there is not enough news but you fill it with "crappy" stories, I rather have a good quality newsletter quarterly.

4. Do you trust the information received via our communication channels?

Yes

5. How well informed are you thanks to the following (InDepth, newsletter, webcast, ConnectUs messages, town hall meeting, videos)?

Nice question, how to judge.

Webcast sessions are good, most of the time indicating What & How, in depth.

ConnectUs messages also are also well done, but might be too many groups/too much data to extract info if you are looking for specific info. Also, we have to think about the cultural difference when

writing the content. In the Netherlands, some articles might be seen as over positive but in the States it might be seen as not positive at all. We need to find a balance in that.

6. Are the messages easy to understand? (clear and easy language, clear pictures, fun design)

Yes, (perhaps too easy)

7. Do you think ConnectUs adds value to our internal communication? Why? Are you a frequent user? Why? If not, what would convince you to start using it?

Yes adds value, as you can share knowledge/info easily and to the specific interest groups. However, I don't think ConnectUS is structured enough. I understand why a lot of people are hesitating to use it as there is almost no structure to it. You need to be able to find the right information and the right person at the right time.

8. Do you think different generations need different communication channels? If so, can you give an example?

No, let's first see to use the existing ones effectively & Efficient. To me people just have to adapt.. It has more to do with your attitude then with your age. Are you willing to take a challenge and try to adapt instead of already saying no before you tried it out?

9. What is your most important source of information in CL Supply (Operations)?

Web-sites & SharePoint's

10. What is you preferred way of communication (put into the right order):

Depends on why / purpose of communication

Face to face meetings, phone call, email, communicator, ConnectUs, webmeetings?

- First time meeting someone: Face to Face, need to see a person (Body language, face, expressions) to get to know him. Once you know people, Communicator is best: Good sound quality (normally) , can add video & share screen.
- Email is best for confirmation / more formal questions that need detailed real data/info
- Newsletter: Best for one-direction communication to share with many people. ConnectUs too, but then more for short highlights & Links to interesting info.

11. Do you feel there is enough communication about the company's values?

Yes, communication is ok. I would like to see more measurement on the values. How do we measure if everyone has implemented the values?

SWOT Analysis

What are the Strengths in the internal communications?

- More awareness and knowledge on who is doing what, what is going on.
- Much easier, faster, reliable sharing & communicating

What are the Weaknesses in the internal communications?

- Sometimes lots of data, but less information detail.
- Web sites search does not deliver , Google gives more relevant search results

What are the Opportunities in the internal communication system?

- More indepth articles

What are the Threats in the internal communications?

- Watch out for information overload

In-depth interview- Internal communications at CL Operations

9

Lieke Heije
International Communication and Media
University of Applied science- Utrecht

1. What is your general opinion about the internal communication in the Supply (Operations) function in the past and now?

Past is difficult to judge as I don't have knowledge about that. Now the communication seems to be ok, because there are enough channels out there to communicate. The options to use all channels are at least there. It might not be in the right frequency or it might not be the right information but the option is there to use it.

2. What information do you miss? What topics should be communicated more/less/not at all?

I miss an update on how the whole organization looks like. Organization charts updates.

3. What would be the ideal frequency for our communication channels (InDepth, newsletter, videos, website updates)?

Indepth and newsletter I would like to see monthly. Website updates and video's would be nice to see weekly. A webcast depends on the information that is shared. If there is enough information monthly is fine, if there is not enough to fill the webcast because you have to have one every month. Only if it is useful and relevant.

4. Do you trust the information received via our communication channels?

Yes

5. How well informed are you thanks to the following (InDepth, newsletter, webcast, ConnectUs messages, town hall meeting, videos)?

I am very well informed, all are relevant to me. It just depends on the time that I have but I do read all in the end. Also the option to look at the webcast whenever you want is great. This makes it easier to use all channels.

6. Are the messages easy to understand? (clear and easy language, clear pictures, fun design)

Yes easy to understand.

7. Do you think ConnectUs adds value to our internal communication? Why? Are you a frequent user? Why? If not, what would convince you to start using it?

I think it does add value, even though I am not a super user I do use it frequently. It also keeps a lot of crappy stuff out of my mail box. My mail box filters all the ConnectUs messages and those are all in one file. I read them at the end of the day to keep up with the day to day news.

8. Do you think different generations need different communication channels? If so, can you give an example?

We do not need different channels for different generation. The elderly have to adapt. We are one company and one goal. Adapt is the key word here.

9. What is your most important source of information in CL Supply (Operations)?

Newsletter and webcast

10. What is your preferred way of communication (put into the right order):

Depends on the information, the urgency, the need and the time I have. If you want something black and white and formal I prefer to use email. If you want a quick answer you use phone or communicator. I use ConnectUs to get a quick company day to day update. Also if you don't know who to reach out to you can put it on connect us; you can even reach out to the top management without feeling weird. It is less formal.

11. Do you feel there is enough communication about the company's values?

There could be more information send out about the values. There might be enough information but do we really adapt to the values. We hear it around but do we act upon it? Therefore it needs to be better communicated.

SWOT Analysis

What are the Strengths in the internal communications?

- So many options. No boundaries of reaching out to all the people out there. Even top management

What are the Weaknesses in the internal communications?

- A downfall of all these options is that it is difficult to choose which of the channels you are going to use. Where to find the right information that you need.
- - Duplication of messages when using so many different channels
- - We are communicating with a different tone of voice then for example lightning. We should have one tone of voice.

What are the Opportunities in the internal communication system?

- One communication team. Combining forces

What are the Threats in the internal communications?

- Information overload
- Too many channels